



Deutsche Bank Conference – June 5, 2013

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[aegon.com](http://aegon.com)

# Aegon at a glance



**Life** PENSIONS  
**insurance** ASSET MANAGEMENT

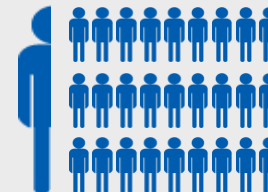


**+20 markets**

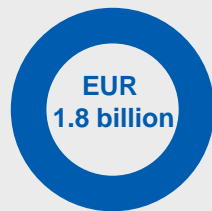
THROUGHOUT THE AMERICAS,  
EUROPE AND ASIA

**Over  
24,000**

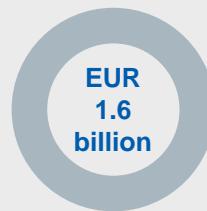
EMPLOYEES<sup>1</sup>



Underlying earnings before  
tax in 2012



Net income in 2012



Revenue-generating  
investments<sup>1</sup>



# Execute on strategic transformation

2009

2010

2011

2012

2013

2014

2015

Improving risk-return profile

Strategic transformation

- Run-off spread-based businesses
- Cost restructurings in US, UK and NL
- Divestments of TARE and Guardian
- Set ambitious financial targets
- Repaid the Dutch State
- Improved capital base ratio
- Resumed dividend payments
- Continue to improve risk-return profile

- Set ambition to become leader in our chosen markets
- Renewed purpose and values
- Repositioned Transamerica brand
- Set sustainability strategy
- Rolled out 4 strategic objectives across all businesses

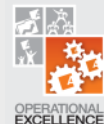
**Transform tomorrow**  
Capture business opportunities and execute strategic transformation



OPTIMIZE  
PORTFOLIO



LOYAL  
CUSTOMERS



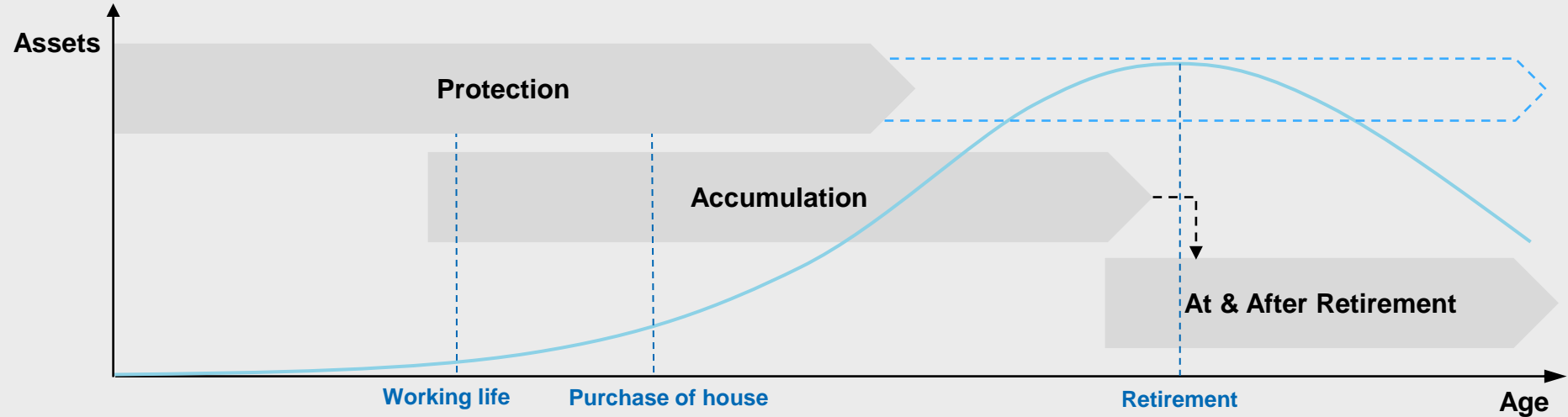
OPERATIONAL  
EXCELLENCE



EMPOWER  
EMPLOYEES

ONE **AEGON**

# Providing products and services across the customer's life cycle



	Protection	Accumulation	At & After Retirement
Customer need	<ul style="list-style-type: none"> <li>Protect property, wealth, family</li> </ul>	<ul style="list-style-type: none"> <li>Financial confidence, long term ROI</li> </ul>	<ul style="list-style-type: none"> <li>Money, health, family</li> </ul>
Product	<ul style="list-style-type: none"> <li>Life; non life &amp; health in selected markets</li> </ul>	<ul style="list-style-type: none"> <li>Pensions, savings, investments</li> </ul>	<ul style="list-style-type: none"> <li>Variable annuity, wealth transfer, LTC</li> </ul>
Channel	<ul style="list-style-type: none"> <li>Agents, brokers, banks, direct/online</li> </ul>	<ul style="list-style-type: none"> <li>Brokers, consultants, sales force, online</li> </ul>	<ul style="list-style-type: none"> <li>Agents, brokers, banks, direct/online</li> </ul>

# Our products and services have never been more needed

## Demographic and economic uncertainties

Increasing  
longevity and aging  
populations

Financial market  
volatility

Reduced safety net  
from government,  
employers and  
family

People need to take  
their own responsibility

=

Opportunity to help fulfill  
financial needs

Need for financial  
guarantees

Need for  
accumulation  
products

Need for long-term  
protection

Providing peace of mind

# Building on leading market positions

## United States

- #6 Individual life
- #8 Variable annuities
- #12 DC pensions (participants)

## Canada

- #5 Universal life
- #6 Term life

## The Netherlands

- #1 Group pensions
- #6 Individual life
- #6 Accident & health
- #10 Property & casualty

## United Kingdom

- #3 Individual pensions
- #6 Group pensions
- #9 Individual protection
- #10 Annuities

## Central & Eastern Europe

- #1 Household in Hungary
- #3 Pensions in Romania
- #5 Life in Hungary
- #5 Unit-linked in Poland
- #5 Life in Ukraine



Source: rankings are based on various external sources and Aegon's best estimates

# Responding to the realities of a changing environment

- Lower interest rates
- Changing distribution landscape
- Market entry of non-traditional competitors
- Customer needs
- Higher capital requirements

## AEGON's actions

- **Active (re)pricing strategy**
  - ▶ Focus on creating value
  - ▶ Make products less sensitive to interest rates
  - ▶ Introduce more fee-based components
- **Getting closer to our customers**
  - ▶ Build new distribution capabilities
- **Reducing costs and improve service**
  - ▶ Increase efficiency and accuracy
  - ▶ Improve quality of service levels
- **Addressing real customer needs**
  - ▶ Redesign products and services
  - ▶ Offer simple and transparent products
- **Maintaining a strong capital position**

# Successfully growing our fee-based businesses in the US

- Continuing shift from spread to fee-based products
- Growth via diversified distribution, differentiated service and product innovation
- Diverse business model designed for sustainable growth supported by demographics
- Scalability driven by volume and efficiency

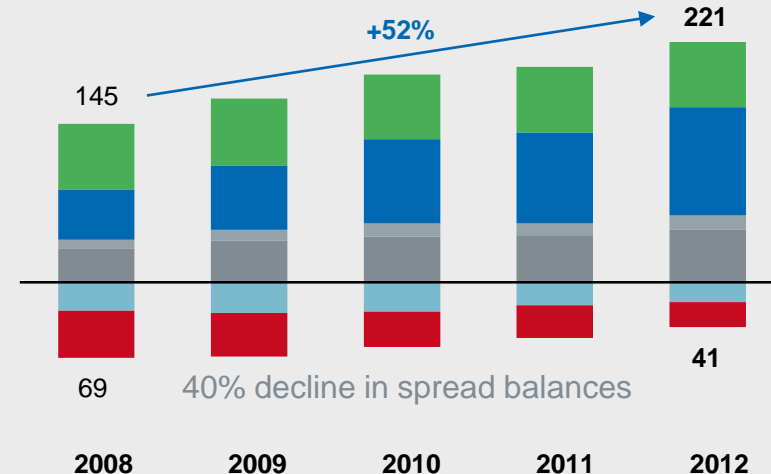
## Strong growth in chosen markets...

(% growth in balances by line of business)

Variable annuities	+55%
Retail mutual funds	+64%
Pensions	>100%
Stable value solutions	stable
Fixed annuities	(31)%
Run-off businesses	(47)%

## ...52% increase in US fee-based balances since 2008

(USD billion)



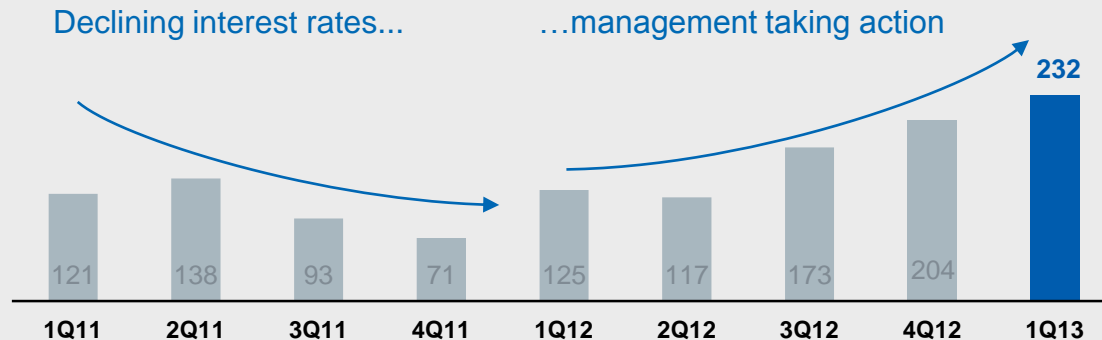


# Focus on writing profitable new business

- Increase in value of new business despite considerable decline in interest rates
  - Pricing discipline maintained – value over volume
- Management actions have significantly improved profitability of new sales
  - Discontinued sales of universal life secondary guarantee joint survivorship products
  - Repriced long term care, variable annuities, universal life
  - Redesigned products to be less sensitive to financial markets
  - Introducing alternative products with more fee-based components

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## Market consistent value of new business (EUR million)



# Using technology to get closer to customers and support intermediaries

- Demand for transparent and simple-to-understand products and services
  - ▶ Customers research online to be able to make informed purchasing decisions
- New web-technology enables direct-to-customer connectivity
  - ▶ Create customer-centric organisation
  - ▶ Increase number of client contacts
- Increase of digital sales
  - ▶ 30-40% of consumers expect to buy life insurance online
  - ▶ 70% of new generations express interest in mobile life insurance
- Regulation forces intermediaries to change business models
- Technology can increase customer centricity for intermediaries
  - ▶ UK digital platforms assets under management up 27% to GBP 224 billion at Q4 2012
- Increased client satisfaction will influence retention



# Capture growth in Accumulation and At & After Retirement in established markets

## AEGON's propositions in Accumulation and At & After Retirement

### North America

- Leverage scalability of **retirement** offering, grow strongly in **At Retirement** and build out **Worksite, Retirement** and **Long Term Care** propositions

### NL

- Maintain leading position in **pensions** and **mortgages** while growing **banking** and **savings** through online offerings

### UK

- Gain market share through **At Retirement** and **Worksite** platform proposition and service growing UK **At Retirement** market
- Roll out **variable annuity** offering across Europe

### AAM

- Optimize capability to support high quality **investment management** needs across life cycle

### France & Japan

- Increase critical mass of existing franchises

# Capture growth in Protection and Accumulation segment in developing countries

## AEGON's propositions in Protection and Accumulation

### CEE

- Grow by servicing the needs of under-penetrated **life insurance** market through increased number of tied-agents and rider sales
- Roll-out **household** offering throughout region

### Spain

- Long-term attractive market; successful repositioning of the business by reinvesting part of the proceeds from the divestments of Civica, Unnim and CAM in a strategic partnership with Santander

### Asia

- Capture growth in fast growing **Indian** market by offering innovative riders via new distribution channels
- Fast growth supported by affinity & direct marketing business in **China**

### Lat. Am

- Expand affinity and High-Net-Worth offerings as well as bancassurance distribution in **Brazil**
- Increase critical mass in **Mexico** of existing franchise

# Earning customers' trust by putting them first in everything we do...

## Customer strategy

- **Improve Net Promoter Score & Customer Leadership Score**
  - ▶ Rolling out **local measurements**: >70% of businesses covered by year-end 2012
  - ▶ Increasing **benchmark opportunities**: use market panels to measure customer loyalty scores
  - ▶ Implementing **improvement initiatives**: 1) re-write customer letters; 2) collect e-mail addresses; 3) use technology to improve service and experience

## Brand management

- **Measure and improve brand Key Performance Indicators consistently**
- **Launched new AEGON identity and tagline 'Transform tomorrow' across businesses**
- **Leverage sponsorship platforms** (e.g. Ajax to Brazil and Turkey)
- **Strengthen brand awareness of AEGON and Transamerica**



# Realizing ambition to become a leader in all our chosen markets

## Most recommended

- Highest customer loyalty score among relevant peers through:
  - Excellent products and services
  - Good market conduct
  - Enabled & engaged employees with customer centric mindset

## Strong positions

- Leader in our chosen markets
  - Maintain strong positions in protection in established markets
  - Grow accumulation and At & After Retirement in established markets
  - Grow protection and accumulation in developing markets
- Leadership in technology driven distribution
- Risk & capital profile allowing AEGON to act counter cyclical

## Trusted and respected

- Trusted products and services
- Responsible approach to investments
- “Building better communities”

# Q1 2013 results



## Key messages

- Execution of strategy to get closer to our customers
- Continued sales momentum in accumulation and at-retirement products
- Solid underlying earnings
- Strong capital position and cash flows

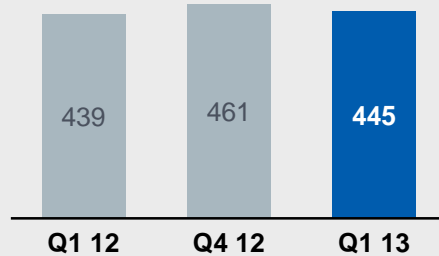
**Demand for life insurance and pension solutions drives sales growth and value of new business**



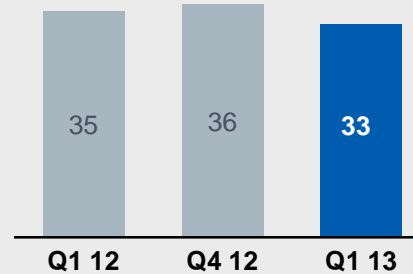


# Continued delivery of strong results

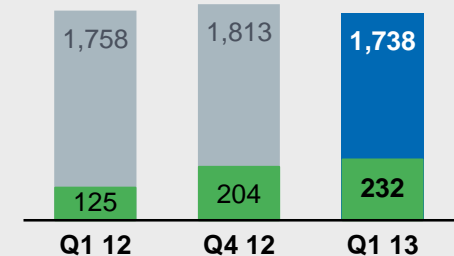
**Underlying earnings before tax**  
(EUR million)



**Fee-based earnings**  
(% of UEBT)

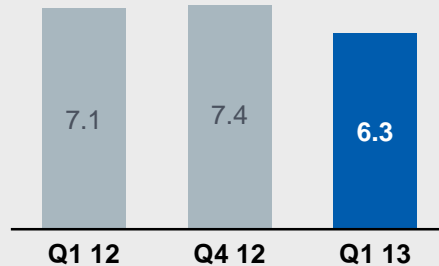


**Sales/MCVNB**  
(EUR million)

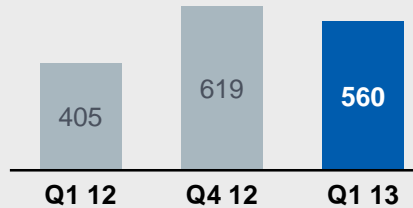


■ Market consistent value new business

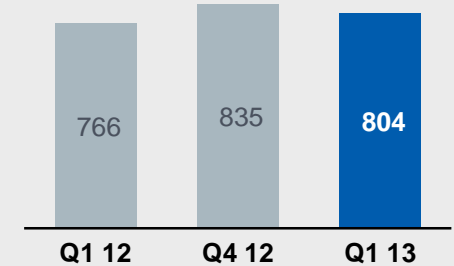
**Return on equity**  
(%)



**Operational free cash flows\***  
(EUR million)



**Operating expenses**  
(EUR million)



# Delivery on strategic objectives



- 50% stake in CAM sold for EUR 449.5 million; realized EUR 1 billion from Spanish divestments (CAM, Cívica, Unnim)
- Acquisition in Ukraine closed, integration process started
- Shift from spread to fee-based products; strong VA, pension, mutual fund sales and reduction of spread balances
- Focus on less interest rate sensitive products: strong sales of health and fee-based products



- Preferred shares cancelled: simplified capital structure while maintaining a high-quality capital base
- Continued focus on writing profitable business, significant increase in market consistent value of new business
- Award winning businesses: UK platform awards, Hungary award winning App, US pensions 84 “best in class cups”, Aegon Asset Management wins Lipper and Morningstar awards, NL on-line travel insurance is “Best Buy”



- Company-wide investments in technology to increase direct engagement with customers
- Customer License Programs launched to have non-customer facing employees experience client contact to enhance their customer focus



- Employee engagement further improved, evidenced by global employee survey
- On-line Learning Catalogue for on-the-job training, E-learning and specialty training programs

# Increasing direct engagement with customers

## Americas

- Launch of Transamerica Direct creating one of the first full-service online insurance solutions
- Combining traditional and social channels to better understand and engage with customers

## The Netherlands

- Launch of one of the world's first Facebook insurers, Kroodle
- Easy to access website EyeOpen, offering low cost on-line financial advice

## United Kingdom

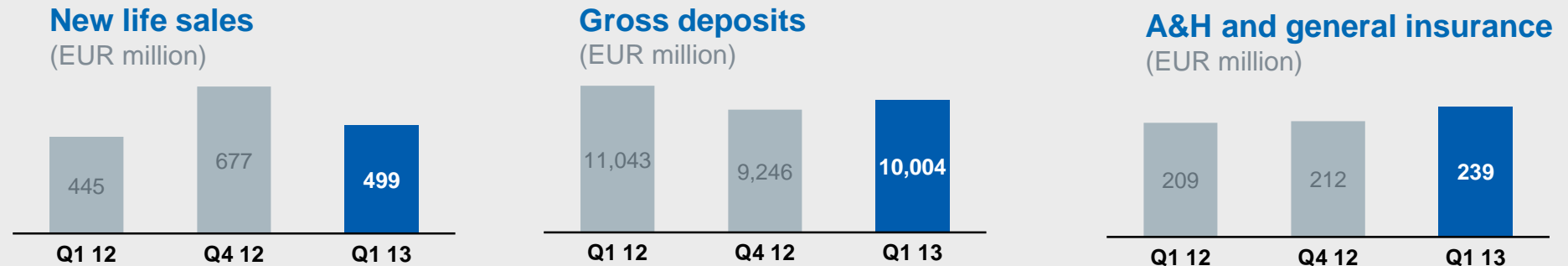
- Introduction of One Retirement, an on-line pension product that allows advisors to quote, apply and manage client accounts on-line using Aegon Retirement Choices platform technology

## New Markets

- Direct-to-customers initiatives in Turkey, Brazil, Hong Kong and Indonesia
- Small Wonders campaign in India aimed at promoting Child Insurance Plans through Facebook
- Award winning customer app in Hungary, providing emergency auto assistance

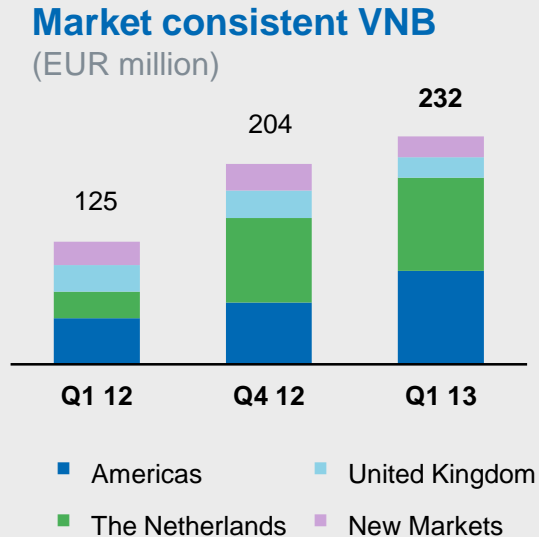
# Sales momentum continues – evidence of our strategic focus

- New life sales increased 12% to EUR 499 million
  - ▶ Life single premiums in the Netherlands rose 41% driven by Dutch pensions following strong market proposition and higher mortgage production in anticipation of changes in fiscal regulation in 2013
  - ▶ UK sales 37% higher, benefiting from auto enrollment, strong group pension sales and accelerated platform sales
  - ▶ US new life sales lower after pulling UL secondary guarantee product driven by focus on value creation
- Gross deposits 9% lower at EUR 10 billion (3% lower excluding Stable Value Solutions)
  - ▶ US VA deposits 34% higher benefiting from strong distribution network, retail mutual fund deposits 57% up, more than offset by sharply lower Stable Value Solutions of which balances are targeted to be maintained at current levels
  - ▶ Asset Management deposits of EUR 2.3 billion, lower compared with strong Q1 last year
- Accident & health and general insurance up 14% to EUR 239 million
  - ▶ New Medicare product in the US main driver of sales



# Strict pricing discipline drives 86% increase in market consistent VNB

- Market consistent value of new business in the Americas doubled
  - ▶ VA benefited from continued sales momentum and higher interest rates
  - ▶ Life up on repricing and redesign of products
- In the Netherlands value of new business increased significantly
  - ▶ Lower funding costs for mortgages
  - ▶ Increased pension production
- Higher pension sales more than offset by lower margins in the UK
- Strong market consistent value of new business improvement in Asia offset by divestments in Spain

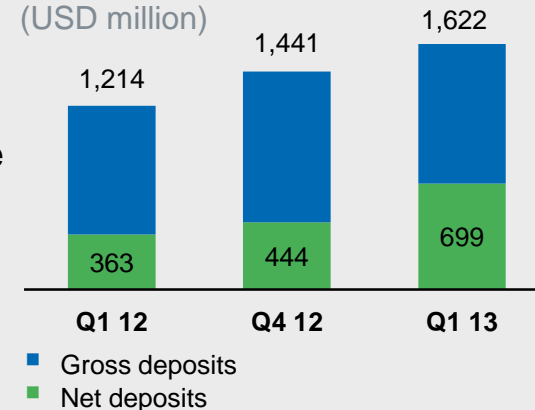


# Significant sales increase in US variable annuities and retail mutual funds

- Variable annuity gross deposits 34% higher to USD 1.6 billion
  - Adding scale and diversification through alternative distribution channels
    - Launched private label variable annuity product with ING U.S. in May
  - Key competitors reduced sales targets or made products less competitive
  - 43% of sales deposited in Aegon Asset Management managed funds
  - Market consistent value of new business up on improved market conditions and higher sales
  - Net deposits increased 93% due to higher sales and lower decrement rates
- Retail mutual fund deposits 57% higher to USD 1.2 billion
  - ~35% of Q1 sales from funds developed in 2011 or later
  - >50% of sales deposited in funds managed by Aegon Asset Management
  - Net deposits up significantly on higher sales

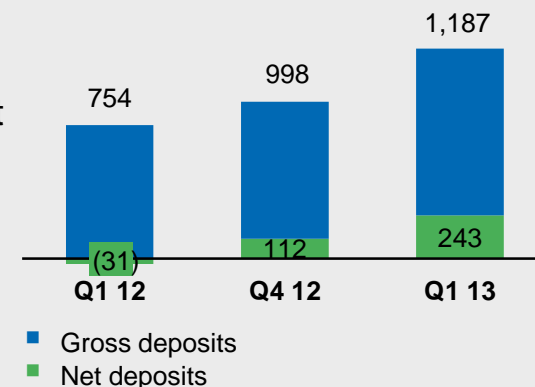
## US variable annuity deposits

(USD million)



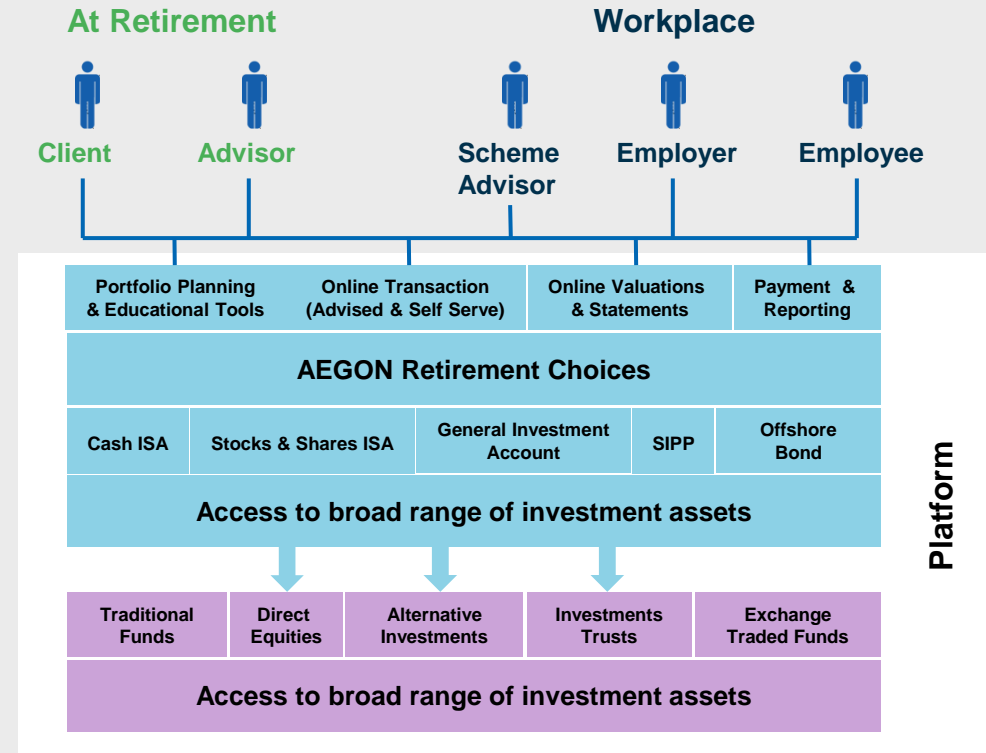
## US retail mutual fund deposits

(USD million)



# Early signs of success for UK platform

- Total UK sales up 37% on accelerated platform sales, auto enrollment, strong group pension sales and a successful marketing campaign
- ~800 advisors signed up to use the “AEGON Retirement Choices” platform
- ~1,100 advisors signed up to use new “One Retirement” product
- 8 new schemes on platform in Q1
- New corporate distribution deal signed with Barclays Bank

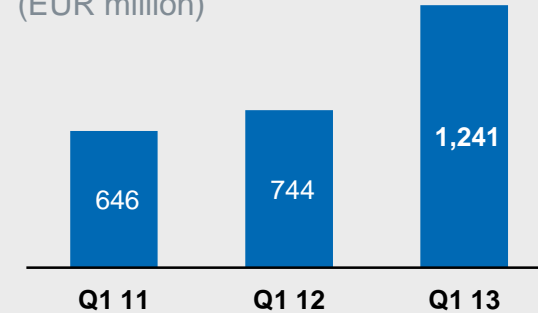


*Awards for best Workplace Savings platform and most innovative platform*

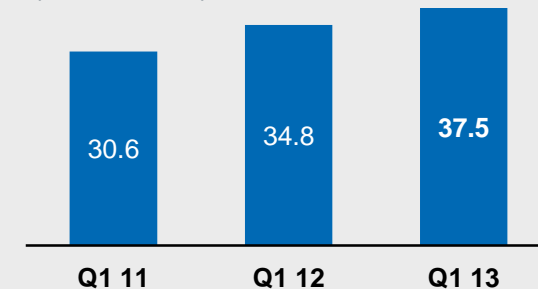
# Unique opportunity in Dutch pension market

- Dutch pension funds seeking insured solutions
  - ▶ Buy out market for liquidating pension funds creates unique opportunity
    - 300 pension funds (OPF), EUR 6 billion in annual premiums, EUR 175 billion assets and 700,000 active participants
  - ▶ Driven by higher equity market and reduced benefits, pension fund coverage ratios now average 107%\*
  - ▶ IAS 19 adds unwanted earnings volatility for companies
  - ▶ Additional regulatory pressure
- Aegon well positioned to benefit from market opportunity
  - ▶ Largest provider of insured pension solutions
  - ▶ Strong solvency: NL IGD ratio of ~265 %
  - ▶ Operational excellence and customer focus driving successful growth
  - ▶ Creative solutions for longevity risk
    - Aegon completed first ever longevity hedge in continental Europe in 2012, proving expertise and increasing flexibility

**NL pension premiums**  
(EUR million)



**NL pension balances**  
(EUR billion)



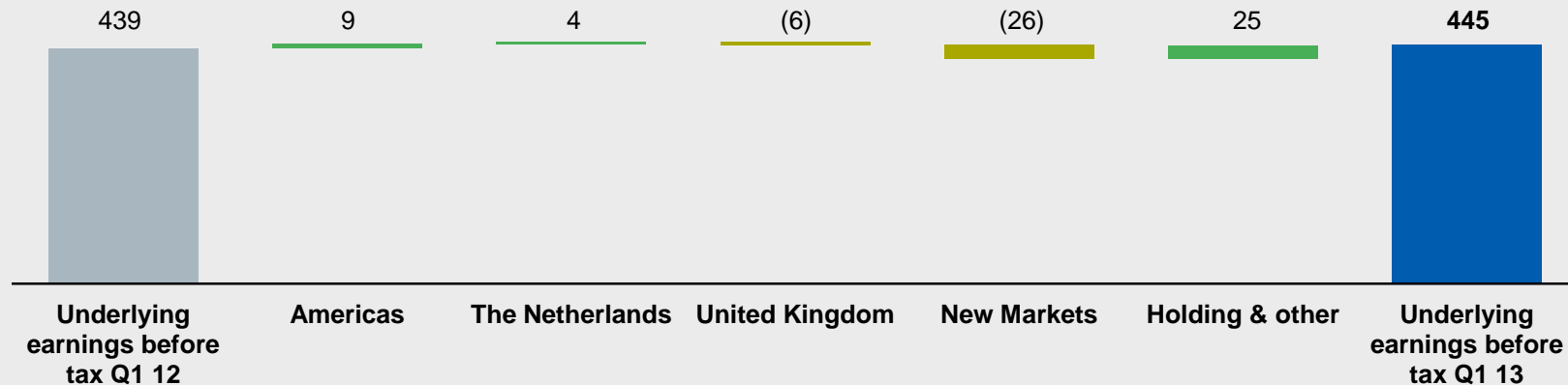


## Underlying earnings stable despite divestments in Spain

- Americas up on growth in pensions and life partly offset by lower fixed annuity earnings as well as higher sales and employee performance related expenses of EUR 13 million
- Underlying earnings in the Netherlands up on improvement in Life & Savings and Non-life
- UK lower on adverse persistency in pensions and favorable timing of expenses in Q1 last year
- New markets earnings lower mainly due to divestments in Spain (EUR 14 million)
- Holding & other improved due to lower interest expenses following debt redemption

### Underlying earnings before tax

(EUR million)

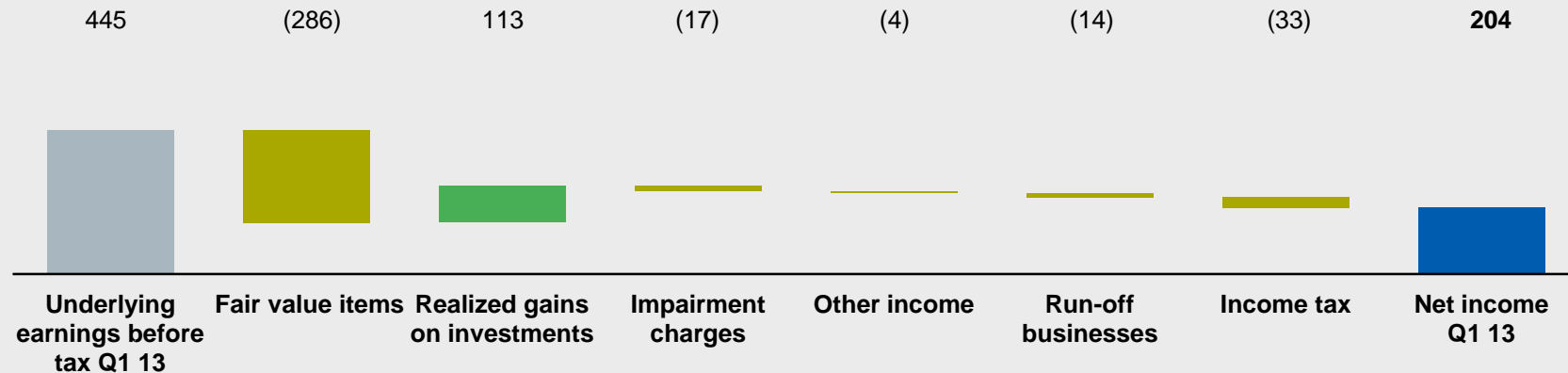


# Net income impacted by fair value items loss

- Fair value items impacted by equity hedging losses following strong equity markets
- Gains on investments are the result of normal trading and asset liability management
- Impairments, at 5 year low, mainly related to mortgages in the Netherlands and Hungary
  - ▶ In the US impairments were fully offset by recoveries
- Other income impacted by US Social Security death master-file accrual of EUR (81) million offset by recapture of reinsurance contracts of EUR 85 million

## Underlying earnings to net income development in Q1 2013

(EUR million)

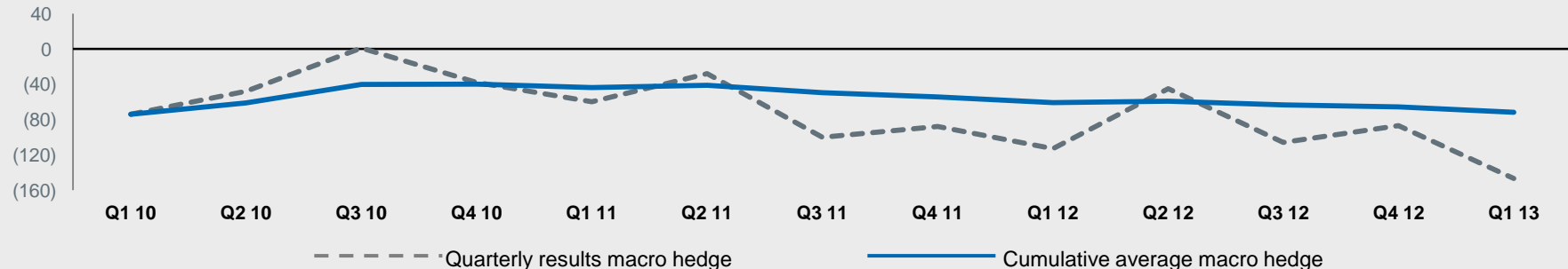


# Increased equity hedging to protect the capital base

- Additional hedging put in place during 4Q12 – equity collar macro hedge
  - ▶ Provides tail risk protection in extreme market conditions – increased protection against down market scenarios while decreasing equity exposure in up markets
  - ▶ IFRS results are expected to be USD ~(25) million per quarter on the equity collar macro hedge\*
  - ▶ S&P 500, the driver for the collar hedge, up 11% during 1Q13 resulting in USD (134) million loss in fair value items
- Guidance of USD ~(70) million per quarter on existing IFRS macro hedge maintained\*
  - ▶ Equity indices rose on average 10% during 1Q13 resulting in USD (147) million loss in fair value items
- Hedging losses recorded in 1Q13 are offset by higher future underlying earnings resulting from fee revenues on higher account balances

## IFRS equity macro hedge results\*\*

(USD million)



\* Based on an assumed annualized 9% equity market growth rate

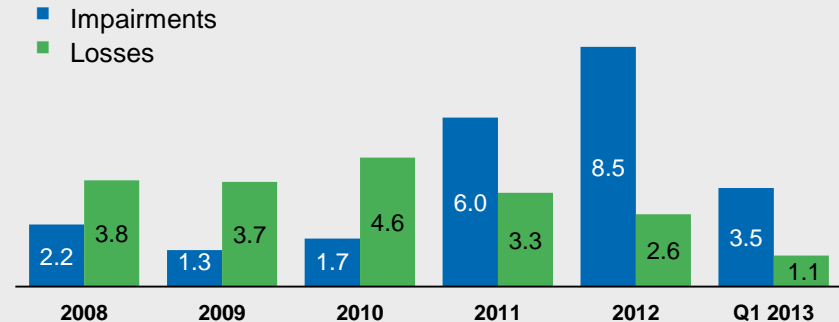
\*\*Excludes impact of equity collar hedge, which was put on in 4Q12

# High quality Dutch mortgage portfolio

- Aegon's Dutch residential mortgage portfolio amounts to EUR 22.8 billion by the end of Q1 2013
  - ▶ Representing a market share of 3.5% of outstanding mortgages
- Mortgage loss development shows a historically strong performance of the portfolio
  - ▶ 55% of Aegon's Dutch mortgage portfolio and ~80% of new production since Q1 2012 guaranteed by the Dutch state (NHG guaranteed)
  - ▶ Strong in-house underwriting and strict arrears and collection procedures
  - ▶ Full recourse on borrower as debt remains fully enforceable after repossession
  - ▶ Impairments have increased but have not resulted in above average losses
- Market characteristics
  - ▶ Predominantly prime, owner occupied
  - ▶ "Full-doc" underwriting, no self certification of income
  - ▶ Industry wide credit database (BKR) used for underwriting
  - ▶ Strong social support and pension system

## Mortgage impairment and loss development

(in bps of Dutch residential mortgage portfolio)

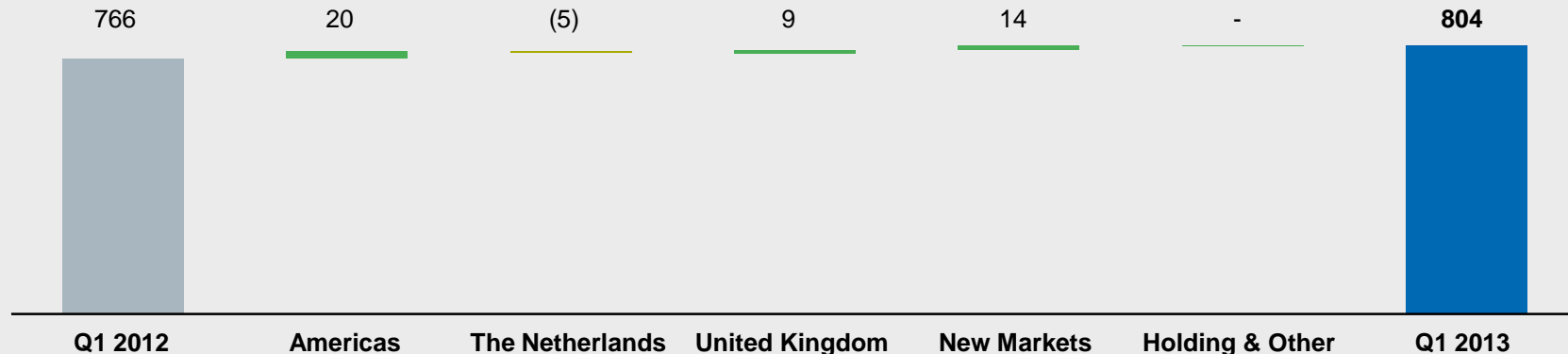


# Operating expenses up on performance and sales related expenses

- Expenses in the Americas increased mainly on higher performance and sales related expenses of EUR 13 million partly offset by cost savings
- Cost savings drove lower expenses in the Netherlands offset by investments in new distribution capabilities
- UK expenses increased as Q1 2012 benefited from favorable timing of expenses
- New markets expenses up on investments and Hungarian insurance tax

## Operating expenses

(EUR million)



# Continued strong operational free cash flows

- Operational free cash flows of EUR 560 million excluding market impacts
- Earnings on in-force and release of required surplus strong due to one-time items amounting to EUR 233 million
  - ▶ Additional unclaimed property accrual in the Americas more than offset by lower cash flow testing reserves
  - ▶ Modelling refinements and methodology changes in the Netherlands partially offset by the impact of IAS 19

## Operational free cash flow development

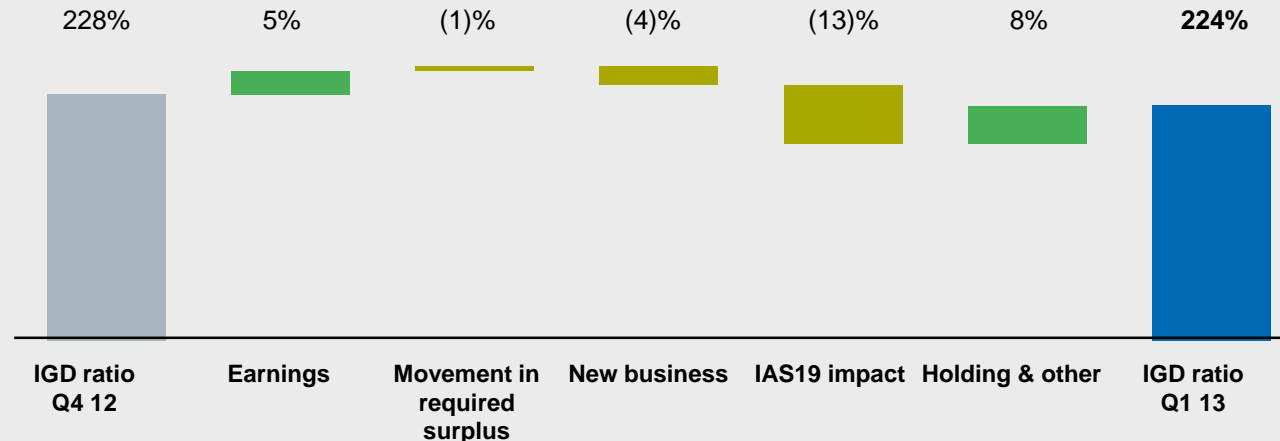
(EUR million)

EUR million	Q1 12	Q4 12	Q1 13
Earnings on in-force	1,100	529	526
Return on free surplus	19	24	17
Release of required surplus	(8)	317	270
New business strain	(306)	(340)	(261)
Operational free cash flow	805	530	553
Market impacts	400	(89)	(7)
Operational free cash flow excluding market impacts	405	619	560

## Group and local capital positions remain strong

- Strong IGD ratio of 224% despite negative IAS 19 impact of 13%
- US RBC ratio of ~485%; NL IGD ratio of ~265%; UK Pillar 1 ratio of ~120%
- Holding excess capital decreased to EUR 1.8 billion driven by expenses and interest payments
- Capital base ratio of 76.3%

### Insurance Group Directive (IGD) solvency ratio development



# Key messages

- Execution of strategy to get closer to our customers
- Continued sales momentum in accumulation and at-retirement products
- Solid underlying earnings
- Strong capital position and cash flows





# Upcoming events

## May

**Annual General Meeting**

May 15, 2013

**CS West Coast Financials  
Conference, San Francisco**

May 22, 2013

## September

**BoA-ML Conference,  
London**

September 26, 2013

## June

**DB Financials  
Conference, New York**

June 5, 2013

**Analyst & Investor  
Conference, London**

June 19, 2013



## August

**Q2 2013 results**

August 8, 2013

## November

**Q3 2013 results**

November 7, 2013

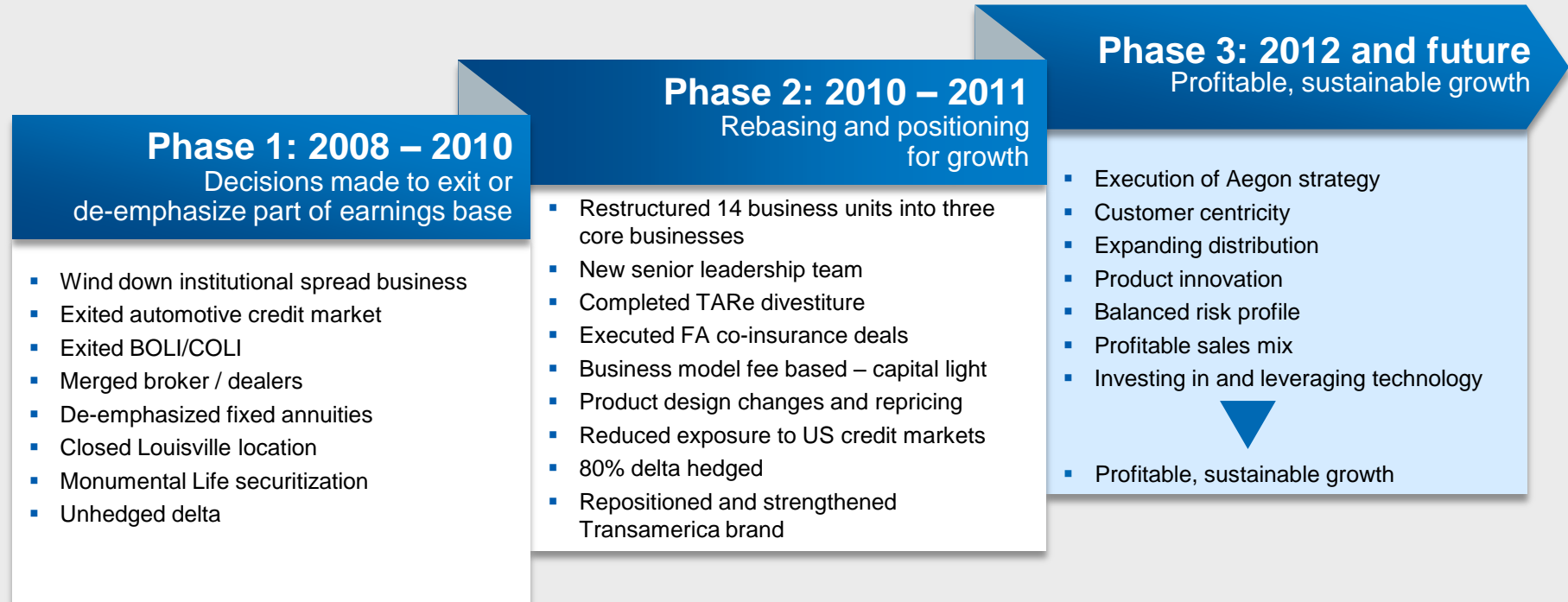


# Aegon Americas at a glance



# Reflections on strategic transformation

Tough decisions have moved us in the right direction



*Ongoing commitment to strategy yields profitable, sustainable growth*

# Significant opportunities for growth

## Market outlook

### — Opportunities for future growth —

- 44% of American households have individual life insurance – a 50 year low
- Half of American households say they need more life insurance
- Personal responsibility for health insurance is increasing
- Growing and aging US population with increased need for accumulation and retirement products
  - ▶ US population of 307 million
  - ▶ 78 million baby boomers heading to retirement
- Market volatility increases probability of wealth destruction at the wrong time – retirement

## Transamerica's competitive advantages

### Life and Health

Protecting families and their dreams

- Strong reputation, recognized for industry knowledge
- Client service excellence
- Breadth of product offerings

- Brand recognition
- Extensive distribution network
- Market share position

### Investments and Retirement

Serving individuals in accumulation to and through retirement

- Leader in products and service innovation
- Extensive risk management expertise
- Use of technology to increase efficiencies and improve customer service

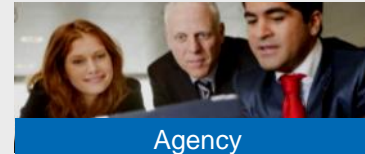
Source for market outlook: LIMRA, US Bureau Economic Analysis

# Life & Protection at a glance

## Business profile

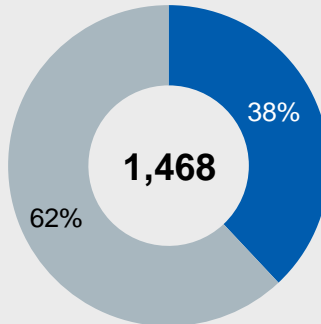
- Life, health and specialty products
- Stable market with solid earnings growth
- Top 10 player in individual life, supplemental health and voluntary worksite
- High quality, low risk earnings
- Lower capital markets leverage
- Strong distributable earnings

## Diverse distribution with target market focus



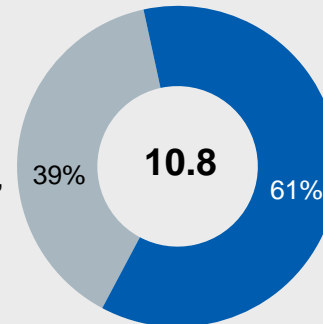
### 2012 L&P sales Life vs. Health\* (USD million)

- Life
- Health



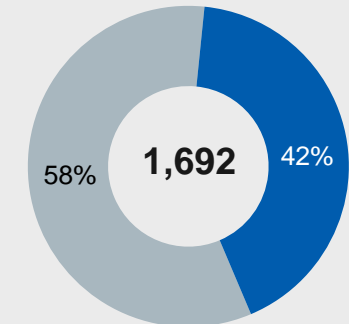
### 2012 Aegon Americas Inforce premium (USD billion)

- L&P
- Other Americas businesses, including run-off



### 2012 Aegon Americas Underlying earnings (USD million)

- L&P
- Other Americas businesses



\*Life sales are standardized = recurring premium + 1/10 of single premium; health sales are not standardized. Reflects transition of TEB from ES&P.

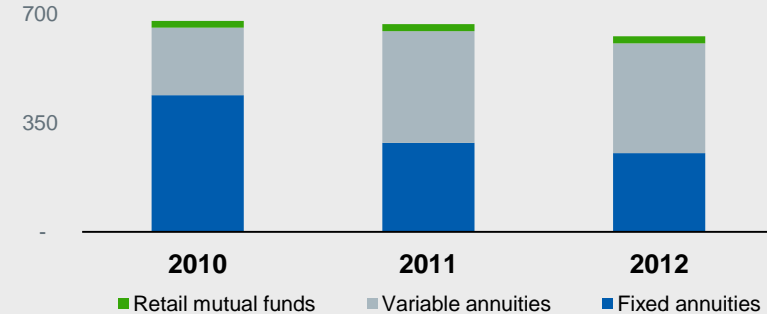
# Individual Savings & Retirement at a glance

## Business profile

- Annuity and mutual fund products
- Strong growth potential
- Fee-based quality earnings
- Some capital markets leverage post hedging

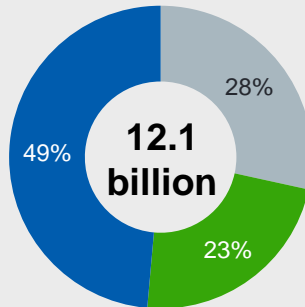
## Earnings mix shift to VA and mutual funds

(USD million)



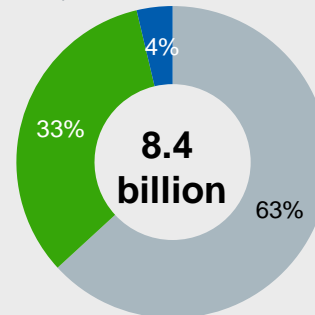
## Gross deposits FY 2008

(USD billion)



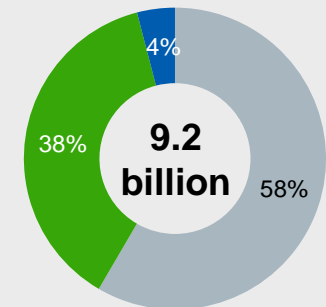
## Gross deposits FY 2011

(USD billion)



## Gross deposits FY 2012

(USD billion)



*Growing fee business*

- Fixed annuities
- Variable annuities
- Retail mutual funds

\* 9M 2012 underlying earnings, annualized

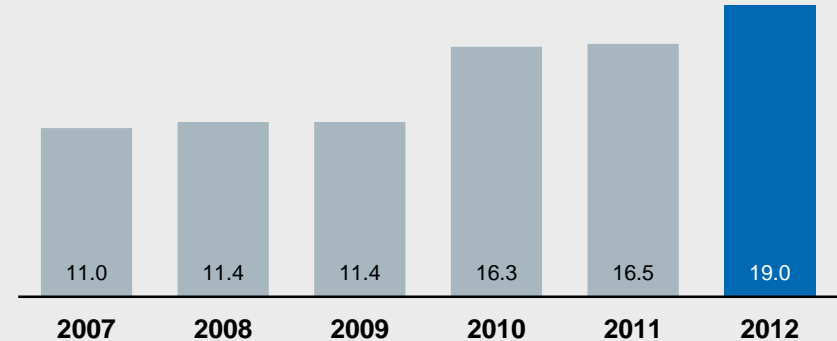
# Employer Solutions & Pensions at a glance

## Business profile

- Comprehensive solutions for over 34,000 American employers
- All pension markets covered: DB, DC, small to large, private and public, bundled and unbundled
- Some capital markets leverage (fee-based)

## Pension deposits

(USD billion)



Industry  
validation





# Canada at a glance

## Business profile

- Individual insurance products – top 5 player
- Mutual funds
- Repositioned and profitable product portfolio
- Reduced and diversified risk profile
- Middle market focus

## Strategic priorities

- Strengthen relationships with distribution
- Standard products and services
- Middle market emphasis
- Diversified risk profile
- Alignment and engagement of employees
- Aggressive expense management

## Delivering on our strategic priorities

- Easy to do business with: implementation of straight-through processing; service strategy; implementation of business improvement methodologies
- Middle market growth opportunities: implementation of distribution strategy – World Financial Group (WFG), Managing General Agents (MGAs)
- Diversified risk profile: in-force reinsurance programs; UL hedging



# Latin America at a glance

## Business profile

- Brazil: Mongeral Aegon is a non-bank life company focused on the middle market primarily through worksite marketing; also manufactures and distributes pension products
- Mexico: Argos Aegon is a non-bank life insurance company focused on the middle and lower markets through worksite marketing

## Strategic priorities

- Grow life portfolio through new products and distribution
- Continued geographic expansion in Brazil regions that support our market demographics
- Look for strategic opportunities to significantly increase our presence in Latin America

## Delivering on our strategic priorities

- First to Brazil market with domestic high net worth solution
- Aggressively growing worksite model in both markets
- Recently launched affinity marketing and proprietary retirement products in Brazil
- Growing sales through bancassurance partnership in Mexico
- Expanding tied agent recruiting in both markets

# Appendix



# Focus on delivering on targets

Achieve return on equity of

**10-12%**

by 2015

Grow underlying earnings  
before tax by

**7-10%**

on average per annum  
between 2010 and 2015

Double fee-based earnings to

**30-35%**

of underlying earnings by 2015

Increase annual normalized  
operational free cash flow to

**€ 1.3-1.6  
billion**

by 2015

Return on equity

**6.3%**  
(7.0% excluding  
run-off capital)

Q1 2013

Underlying earnings before tax

**1%**

Q1 13 compared to Q1 12

Fee-based earnings

**33%**

of Q1 2013 underlying earnings

Operational free cash flow\*

**€ 560  
million**

Q1 2013

See slide 44 for main economic assumptions embedded in targets

\* Excluding market impact

# Main economic assumptions

## Main US economic assumptions

- 10-year US Treasury assumption of 4.75%
- Credit spreads are assumed to grade down over two years to 110 bps
- Bond funds are assumed to return 4% for 5 years and 6% thereafter
- Money market rates are assumed to remain flat at 0.1% for two years followed by a 3-year grading to 3%
- Annual gross equity market returns of 9% (price appreciation + dividends)

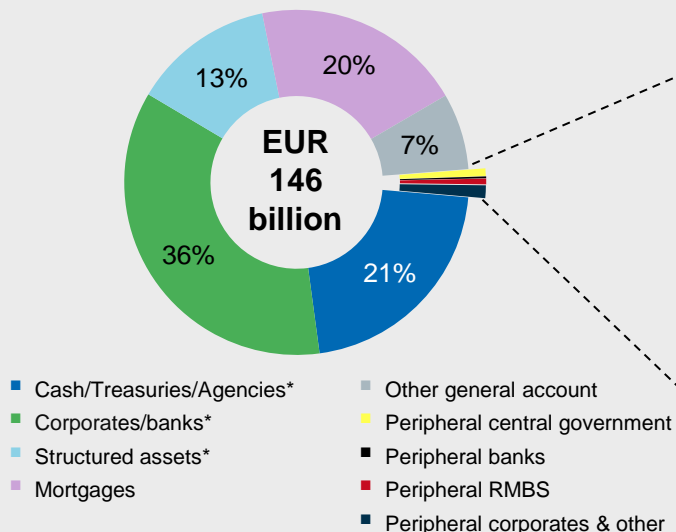
Assumptions	NL	UK
10-year interest rate	4.5%	5.6%
3-month interest rate	2.5%	4.5%
Annual gross equity market return (Q3 2012 base) (price appreciation + dividends)	9%	9%
EUR/USD rate of 1.35 EUR/GBP rate of 0.82		

# Limited exposure in general account to peripheral European countries

- Total exposure to peripheral European sovereigns only 0.7% of general account
- Corporate debt mainly related to defensive sectors, for example utilities
- Exit of Unnim and CAM will reduce peripheral exposure by ~EUR 920 million, mainly Spain

## General account assets

(at fair value March 31, 2013)



## Peripheral European countries

(EUR million, at fair value March 31, 2013)

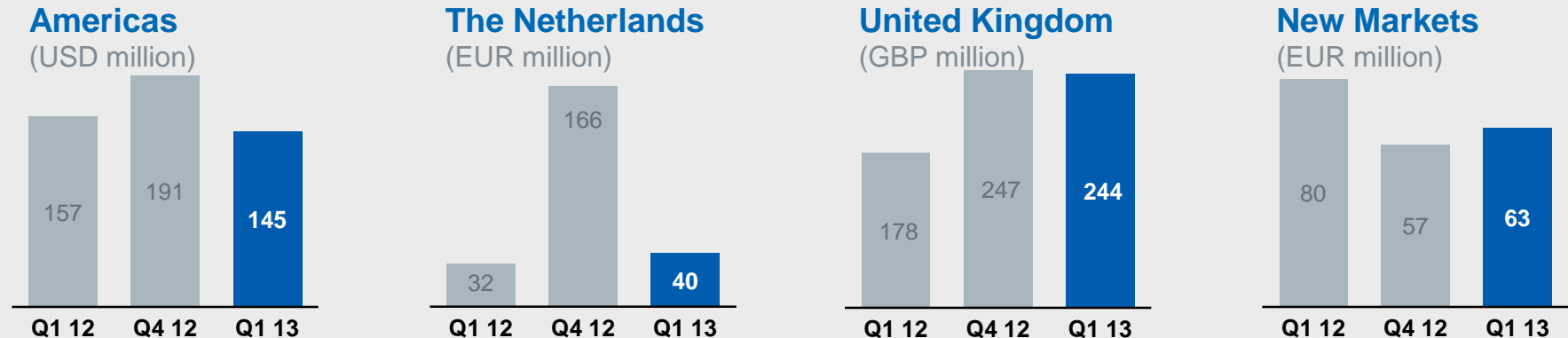
	Central government	Banks	RMBS	Corporates & other	Total
Greece	-	-	3	25	28
Ireland	20	-	72	354	446
Italy	45	88	36	591	759
Portugal	2	9	30	53	94
Spain	986	154	634	717	2,491
<b>Total</b>	<b>1,053</b>	<b>251</b>	<b>773</b>	<b>1,741</b>	<b>3,818</b>
<b>% GA</b>	<b>0.7%</b>	<b>0.2%</b>	<b>0.5%</b>	<b>1.2%</b>	<b>2.6%</b>

\* Excluding exposure to peripheral European countries

## New life sales of EUR 499 million

- New life sales decreased in the Americas driven by lower universal life sales due to product withdrawals and product redesign
- Higher pension sales in the Netherlands resulting from improved competitive position
- Sales in the UK increased 37% driven by higher group pension deposits and additional platform sales as more advisors joined the award-winning Aegon Retirement Choices (ARC) platform
- New Markets sales decreased as stable sales in CEE and higher sales in Asia were offset by lower sales in Spain due to divestments of partnerships

### New life sales

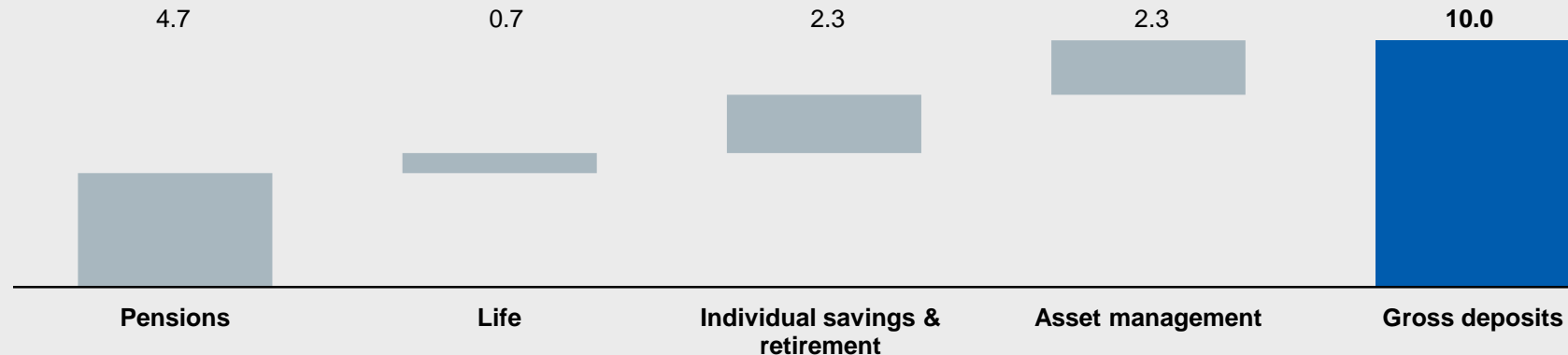


# Variable annuities and retail mutual funds drive strong gross deposits

- US variable annuity deposits increased 34%, despite re-pricing to ensure profitability
- Retail mutual fund deposits increased 57%, strong across all distribution channels
- Strong retirement plan deposits driven mainly by successful efforts to increase inflows from existing clients through higher contributions and larger participant count
- Asset management inflows as a result of institutional sales in the US and the Netherlands, and retail sales in the UK

## Gross deposits Q1 2013

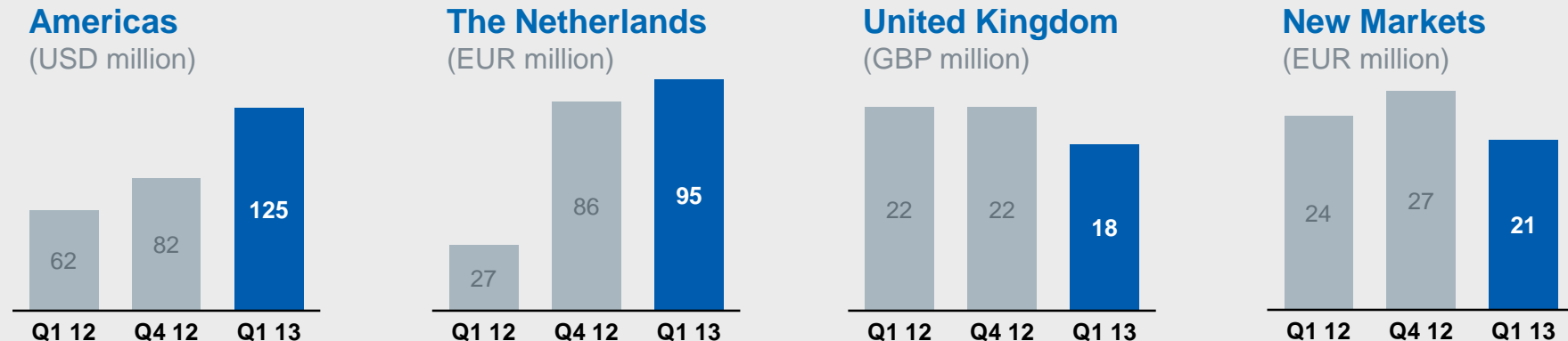
(EUR billions)



# Market consistent value of new business of EUR 232 million

- MCVNB for the Americas increased due to sales growth and improved markets for variable annuities and active repricing and redesign of life products
- MCVNB in the Netherlands up primarily due to lower funding costs for mortgages and increased pensions production
- MCVNB in the UK lower as higher pensions sales were more than offset by lower margins
- New Markets MCVNB lower as improvements in Asia were offset by divestments in Spain and lower production in Poland

## Market consistent value of new business



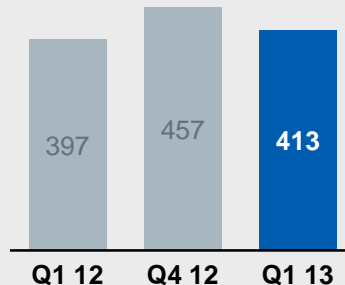


# Underlying earnings increased to EUR 445 million

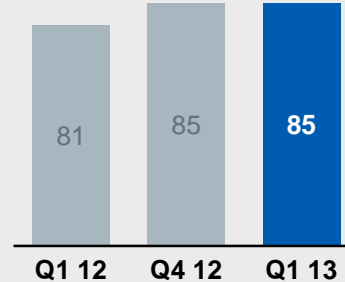
- Americas' earnings supported by continued business growth, primarily in pensions and Life & Protection
- Earnings growth in the Netherlands driven by favorable funding rates and reduced expenses
- Lower earnings in the UK as the benefit from higher equity markets was offset by adverse persistency following implementation of the Retail Distribution Review
- New Markets earnings decreased mostly due to divestments in Spain

## Underlying earnings before tax

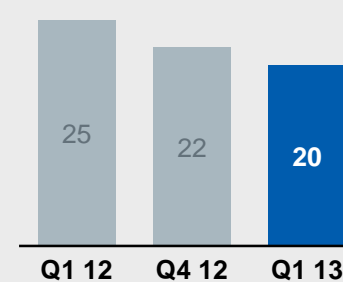
**Americas**  
(USD million)



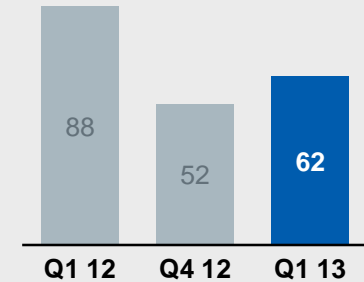
**The Netherlands**  
(EUR million)



**United Kingdom**  
(GBP million)



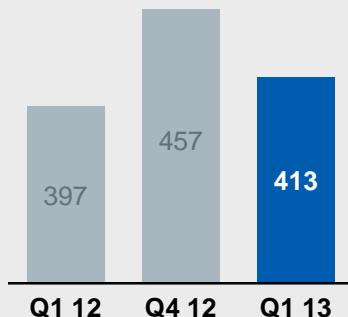
**New Markets**  
(EUR million)



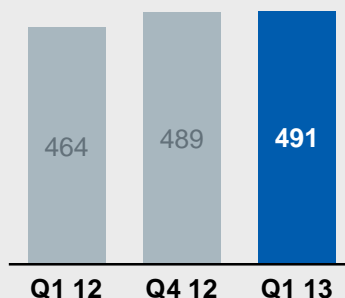
# Americas

- Underlying earnings before tax increased as continued business growth in pensions and life was only partially offset by lower fixed annuity earnings
- Operating expenses increased as higher sales and employee performance related expenses more than offset realized cost savings
- New life sales decreased following withdrawal of universal life secondary guarantee single life product and lower indexed universal life sales
- Higher gross deposits in variable annuities and retail mutual funds were more than offset by lower gross deposits in stable value solutions as total balances are targeted at ~USD 60 billion

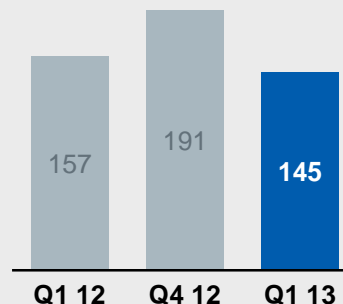
**Underlying earnings  
before tax** (USD million)



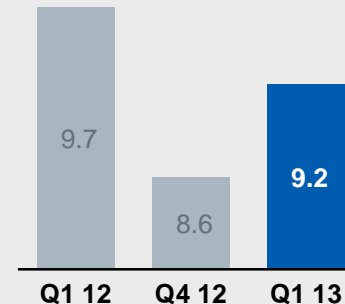
**Operating expenses**  
(USD million)



**New life sales**  
(USD million)



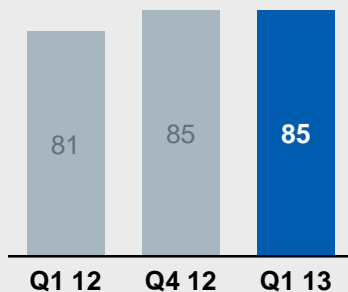
**Gross deposits**  
(USD billion)



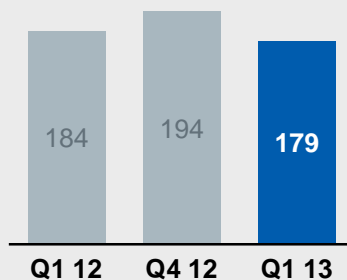
# The Netherlands

- Higher underlying earnings before tax driven primarily by favorable funding rates and lower expenses
- Operating expenses decreased as realized benefits from cost savings program more than offset investments in new distribution capabilities
- Higher pension sales resulting from an improved competitive position
- Gross deposits declined driven by more competitive pricing by banking sector peers

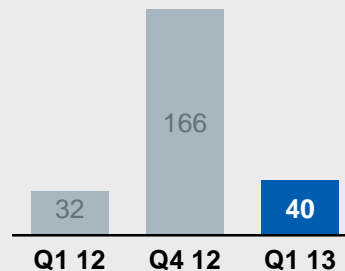
**Underlying earnings  
before tax** (EUR million)



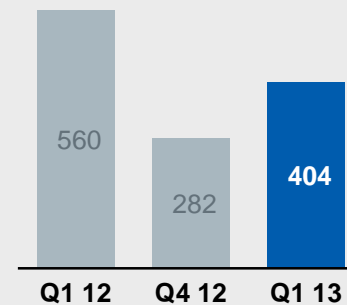
**Operating expenses** (EUR million)



**New life sales** (EUR million)



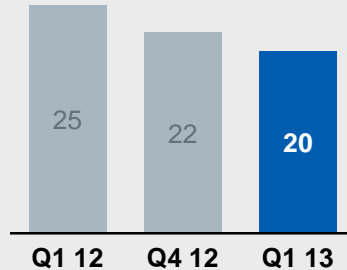
**Gross deposits** (EUR million)



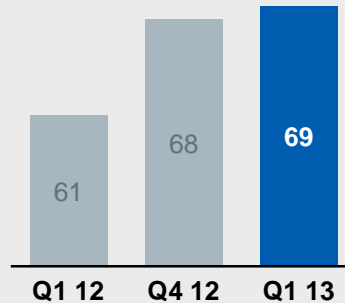
# United Kingdom

- Underlying earnings before tax decreased as the benefit from higher equity markets was offset by adverse persistency following implementation of the Retail Distribution Review
- Higher operating expenses were driven by the non-recurrence of favorable timing differences and higher business transformation expenses
- Strong sales in the UK driven by higher group pension deposits and additional platform sales as more advisors joined the award-winning Aegon Retirement Choices (ARC) platform
- Increase in gross deposits driven by growth of ARC platform

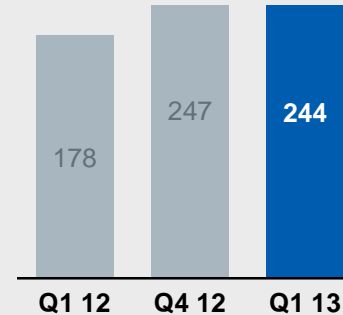
**Underlying earnings  
before tax** (GBP million)



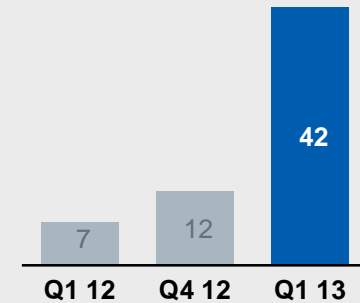
**Operating expenses**  
(GBP million)



**New life sales**  
(GBP million)



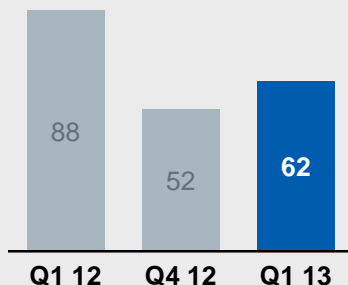
**Gross deposits**  
(GBP million)



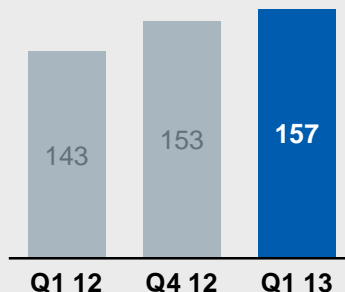
## New Markets

- Underlying earnings before tax declined mainly driven by divestments in Spain
- Operating expenses increased as the result of higher costs in CEE, Asset Management, Asia and VA Europe driven by investments to support future growth
- New life sales lower as stable sales in CEE and higher sales in Asia were offset by lower sales in Spain due to the exclusion of CAM and Cívica
- Lower gross deposits in asset management driven by non-recurrence of exceptionally large single deposits

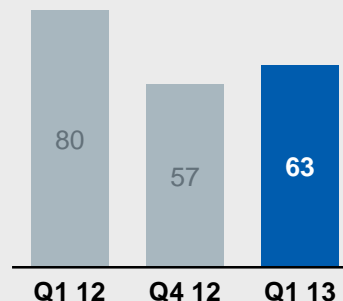
**Underlying earnings  
before tax** (EUR million)



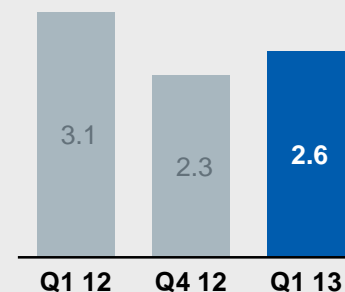
**Operating expenses**  
(EUR million)



**New life sales**  
(EUR million)



**Gross deposits**  
(EUR billion)



# Capital allocated to run-off businesses

- Current capital allocated to run-off businesses of USD 2.4 billion
  - Return on capital of run-off businesses of 0.2% year to date
- Capital intensive run-off businesses negatively impact return on equity
  - Capital allocated to run-off businesses is included in RoE calculations, but run-off earnings are not

## Allocated capital to run-off businesses\*

(USD billion)

	Run-off period	2010	2011	2012	2013 Q1	2015E
■ Payout annuities	> 20 years	0.5	0.5	0.5	0.5	0.5
■ Institutional spread-based business	~ 5 years	0.8	0.7	0.6	0.6	0.1
■ BOLI/COLI	> 10 years	0.7	0.5	0.5	0.5	0.5
■ Life reinsurance	~ 15 years	3.1	1.4	1.2	0.8	0.8
		<b>5.1</b>	<b>3.1</b>	<b>2.8</b>	<b>2.4</b>	<b>1.9</b>

\* IFRS equity, excluding revaluation reserves

# General account investments roll-forward

## General account investment roll-forward

EUR billion	Americas	The Netherlands	United Kingdom	New Markets & Other
<b>Opening balance December 31, 2012*</b>	<b>86.5</b>	<b>43.1</b>	<b>11.3</b>	<b>4.3</b>
Net in- and outflow	(1.4)	0.9	0.0	0.1
Unrealized / realized results	(0.4)	(0.1)	0.1	(0.2)
Foreign exchange	2.1	(0.1)	(0.4)	(0.1)
<b>Closing balance March 31, 2013</b>	<b>86.8</b>	<b>43.8</b>	<b>11.0</b>	<b>4.1</b>

- Outflows in the Americas of institutional spread-based balances and fixed annuities as the product is de-emphasized

# Reconciliation of effective tax rate Q1 2013

## Reconciliation of effective tax rate Q1 2013

EUR million		Americas	The Netherlands	United Kingdom	New Markets/ Holdings	Total
<b>Income before tax</b>		<b>109</b>	<b>67</b>	<b>27</b>	<b>34</b>	<b>237</b>
Nominal tax rate	35.0%	(38)	25.0% (17)	24.5% (6)	NM (7)	(68)
Actual income tax		0	(8)	(9)	(16)	(33)
<b>Net income</b>		<b>109</b>	<b>59</b>	<b>18</b>	<b>18</b>	<b>204</b>

- Actual income tax can deviate from the nominal tax rate, amongst others due to:
  - ▶ Tax exempt income
  - ▶ Tax credits
  - ▶ Valuation allowances for tax losses
  - ▶ Cross border intercompany reinsurance
  - ▶ Policyholder tax UK (offsetting)
  - ▶ Other items





Transform Tomorrow

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# Disclaimer

## Cautionary note regarding non-IFRS measures

This document includes the non-IFRS financial measures: underlying earnings before tax, income tax, income before tax and market consistent value of new business. These non-IFRS measures are calculated by consolidating on a proportionate basis Aegon's joint ventures and associated companies. The reconciliation of these measures, except for market consistent value of new business, to the most comparable IFRS measure is provided in note 3 "Segment information" of Aegon's condensed consolidated interim financial statements. Market consistent value of new business is not based on IFRS, which are used to report Aegon's primary financial statements and should not be viewed as a substitute for IFRS financial measures. Aegon may define and calculate market consistent value of new business differently than other companies. Aegon believes that its non-IFRS measures, together with the IFRS information, provide meaningful information about the underlying operating results of Aegon's business including insight into the financial measures that senior management uses in managing the business.

## Local currencies and constant currency exchange rates

This document contains certain information about Aegon's results, financial condition and revenue generating investments presented in USD for the Americas and GBP for the United Kingdom, because those businesses operate and are managed primarily in those currencies. Certain comparative information presented on a constant currency basis eliminates the effects of changes in currency exchange rates. None of this information is a substitute for or superior to financial information about Aegon presented in EUR, which is the currency of Aegon's primary financial statements.

## Forward-looking statements

The statements contained in this document that are not historical facts are forward-looking statements as defined in the US Private Securities Litigation Reform Act of 1995. The following are words that identify such forward-looking statements: aim, believe, estimate, target, intend, may, expect, anticipate, predict, project, counting on, plan, continue, want, forecast, goal, should, would, is confident, will, and similar expressions as they relate to Aegon. These statements are not guarantees of future performance and involve risks, uncertainties and assumptions that are difficult to predict. Aegon undertakes no obligation to publicly update or revise any forward-looking statements. Readers are cautioned not to place undue reliance on these forward-looking statements, which merely reflect company expectations at the time of writing. Actual results may differ materially from expectations conveyed in forward-looking statements due to changes caused by various risks and uncertainties. Such risks and uncertainties include but are not limited to the following:

- Changes in general economic conditions, particularly in the United States, the Netherlands and the United Kingdom;
- Changes in the performance of financial markets, including emerging markets, such as with regard to:
  - The frequency and severity of defaults by issuers in Aegon's fixed income investment portfolios;
  - The effects of corporate bankruptcies and/or accounting restatements on the financial markets and the resulting decline in the value of equity and debt securities Aegon holds; and
  - The effects of declining creditworthiness of certain private sector securities and the resulting decline in the value of sovereign exposure that Aegon holds;
- Changes in the performance of Aegon's investment portfolio and decline in ratings of Aegon's counterparties;
- Consequences of a potential (partial) break-up of the euro;
- The frequency and severity of insured loss events;
- Changes affecting mortality, morbidity, persistence and other factors that may impact the profitability of Aegon's insurance products;
- Reinsurers to whom Aegon has ceded significant underwriting risks may fail to meet their obligations;
- Changes affecting interest rate levels and continuing low or rapidly changing interest rate levels;
- Changes affecting currency exchange rates, in particular the EUR/USD and EUR/GBP exchange rates;
- Changes in the availability of, and costs associated with, liquidity sources such as bank and capital markets funding, as well as conditions in the credit markets in general such as changes in borrower and counterparty creditworthiness;
- Increasing levels of competition in the United States, the Netherlands, the United Kingdom and emerging markets;
- Changes in laws and regulations, particularly those affecting Aegon's operations, ability to hire and retain key personnel, the products Aegon sells, and the attractiveness of certain products to its consumers;
- Regulatory changes relating to the insurance industry in the jurisdictions in which Aegon operates;
- Changes in customer behavior and public opinion in general related to, among other things, the type of products also Aegon sells, including legal, regulatory or commercial necessity to meet changing customer expectations;
- Acts of God, acts of terrorism, acts of war and pandemics;
- Changes in the policies of central banks and/or governments;
- Lowering of one or more of Aegon's debt ratings issued by recognized rating organizations and the adverse impact such action may have on Aegon's ability to raise capital and on its liquidity and financial condition;
- Lowering of one or more of insurer financial strength ratings of Aegon's insurance subsidiaries and the adverse impact such action may have on the premium writings, policy retention, profitability and liquidity of its insurance subsidiaries;
- The effect of the European Union's Solvency II requirements and other regulations in other jurisdictions affecting the capital Aegon is required to maintain;
- Litigation or regulatory action that could require Aegon to pay significant damages or change the way Aegon does business;
- As Aegon's operations support complex transactions and are highly dependent on the proper functioning of information technology, a computer system failure or security breach may disrupt Aegon's business, damage its reputation and adversely affect its results of operations, financial condition and cash flows;
- Customer responsiveness to both new products and distribution channels;
- Competitive, legal, regulatory, or tax changes that affect profitability, the distribution cost of or demand for Aegon's products;
- Changes in accounting regulations and policies may affect Aegon's reported results and shareholders' equity;
- The impact of acquisitions and divestitures, restructurings, product withdrawals and other unusual items, including Aegon's ability to integrate acquisitions and to obtain the anticipated results and synergies from acquisitions;
- Catastrophic events, either manmade or by nature, could result in material losses and significantly interrupt Aegon's business; and
- Aegon's failure to achieve anticipated levels of earnings or operational efficiencies as well as other cost saving initiatives.

Further details of potential risks and uncertainties affecting Aegon are described in its filings with the Netherlands Authority for the Financial Markets and the US Securities and Exchange Commission, including the Annual Report. These forward-looking statements speak only as of the date of this document. Except as required by any applicable law or regulation, Aegon expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any forward-looking statements contained herein to reflect any change in Aegon's expectations with regard thereto or any change in events, conditions or circumstances on which any such statement is based.