



## AEGON UK & Variable annuities in Europe

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#### Key messages



- Accelerate product and channel diversification
- Attractive long term trends in the industry in the UK
- o Continue to deliver on the clear and consistent strategy
- o Drive market share in attractive markets
- o Improve capital productivity to drive higher returns

## Attractive industry trends in the UK



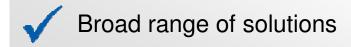
Over the longer term, we believe that there is significant value in the "At Retirement" market and we are positioning ourselves accordingly

- A large market in the UK for regular income products
  - o Non-pensions: GBP 5-10 billion p.a.
  - o Pensions: > GBP 10 billion p.a.
- o This will grow in the future as the population ages
  - o In 2007 21 million aged 50 or over
  - o By 2022 this is expected to be 26 million
- o The income now needs to last longer as life expectancies continue to rise

- o Growing customer needs
- Customers value certainties







### Continued delivery on a clear and consistent strategy



**Diversify** product

Non pension products 30% of total sales in 2007

Diversify channel

More partners and deeper relationships

Build existing positions

Ongoing asset management performance improvements, more flexible group pensions structures and new income solutions

Strengthen capability

Strengthen proposition for benefit consultants and new leadership in distribution

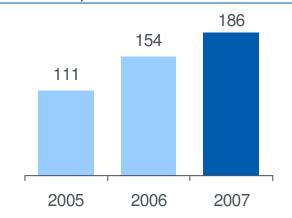
Solutions for customers

Launch of Investment Control bond and Income for Life

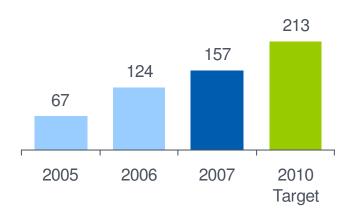
## Recent performance proof of successful execution



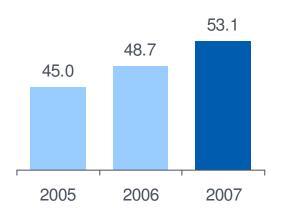
Underlying earnings before tax (GBP million)



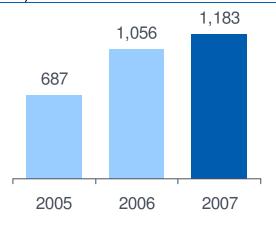
Value of new business (GBP million)



Revenue generating investments (GBP million)



Sales (APE) (GBP million)



### 3 strategic priorities to improve performance



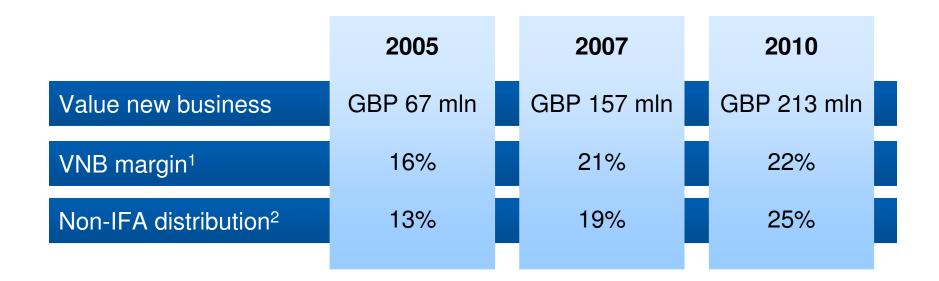
- Optimize use of capital amongst products with higher growth and returns
- o Product & channel diversification
- o Action on core new business
- Improve capital efficiency of back-book

Improve growth and returns from existing businesses

Supporting AEGON as an international Group

#### Accelerate product and channel diversification in the UK





- Diversify product mix by focusing on growth of profitable new products
- Continue to drive higher margins from pension products through innovation
- Diversify distribution by expanding non-IFA distribution channels

<sup>1</sup> VNB margin targets are on a pre-tax and pre-solvency basis

<sup>2</sup> Based on APE

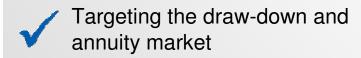
#### Product innovation and diversification

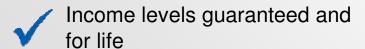


We have launched an innovative variant of 5 for Life for pension contracts and an investment bond which provides customers with guarantees



#### **Income for Life**

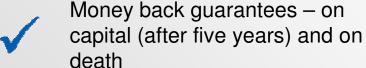




- Income escalator feature to boost income potential
- Range of core and multi manager fund options



#### **Investment Control**



Flexible charging structure

Morningstar managed funds

Improved e-trading

#### Distribution diversification



Tied distribution partners





Independent agents

Relationships across the whole market

Financial institutions







## 3 strategic priorities to improve performance



Optimize use of capital towards products with higher growth and returns

2 Improve growth and returns from existing businesses

Supporting AEGON as an international Group

- o Commercialize non IFA relationships
- o Build scale in products with low market share
- o Pension profitability
- o Asset management performance
- o Cost efficiency
- o Retention activity

### Distribution reach and depth



Our partnerships give us access to a large number of advisers. We are also successfully expanding the product range covered by each relationship

Partner	Advisers	Products
BARCLAYS	950	5 for Life, Protection, Pensions
Openwork	2,600	Pensions, 5 for Life, offshore bonds
ST. JAMES'S PLACE	1,200	Pensions
National Australia Bank	200	Individual pensions
HSBC 🚺	400	5 for Life

## 3 strategic priorities to improve performance



Optimize use of capital towards products with higher growth and returns

2 Improve growth and returns from existing businesses

3 Supporting AEGON as an international Group

- o Variable annuities in Europe
- o India
- o IT / Procurement
- o Pension expertise

#### Key messages



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- Attractive long term trends in the industry in the UK
- o Continue to deliver on the clear and consistent strategy
- o Drive market share in attractive markets
- o Improve capital productivity to drive higher returns





# Variable annuities in Europe

Otto Thoresen

Member of the Management Board

#### Key messages



- o Become a leader in European variable annuities
- o An attractive opportunity capital efficient, differentiating product with attractive margins
- o AEGON has the global expertise and experience to deliver appropriate solutions into each of our target markets
- Using the UK experience to support planned roll-out to other European countries

#### Ambition to be a leader in variable annuities in Europe



# The variable annuities opportunity in Europe (EUR billion in AuM potential)

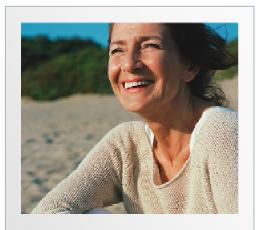


#### Approach

- Leverage US resources and hedging expertise to support European variable annuities hub in Ireland
- Build on experience from UK to roll out across Europe:
  - o Starting in Spain and France
  - Expanding in other European countries
- Strong distributor relationships already in existence or identified
- o Implementation team in place

#### Innovative solution to meet customer needs in each country

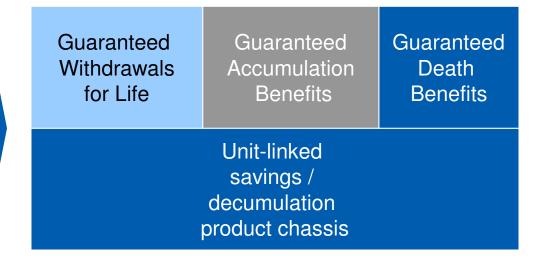




#### **Customer Needs**

- ✓ Income
- ✓ Capital
- ✓ Death benefits
- ✓ Longevity

- o Growing demand for insurance in key markets
- New generation unit-linked products
- Needs driven: exposure to financial markets, with guaranteed benefits, for life
- Tailor-made products for each market
- Transparent fee structure



# Opportunity to leverage existing relationships and create new distribution models



- Existing channels in the UK,
  Spain and France with focused support
- First bank deals act as springboard for other deals in countries where AEGON does not have a presence (eg. Germany, Italy)
- Establish broker relationships in new countries (eg Germany)
- Economies of scale from platform sharing







## Q&A

For questions please contact Investor Relations +31 70 344 8305

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### Cautionary note regarding forward-looking statements



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- 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 our fixed income investment portfolios; and
  - 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 we hold;
- The frequency and severity of insured loss events;
- Changes affecting mortality, morbidity and other factors that may impact the profitability of our insurance products;
- 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;
- Increasing levels of competition in the United States, the Netherlands, the United Kingdom and emerging markets;
- Changes in laws and regulations, particularly those affecting our operations, the products we sell, and the attractiveness of certain products to our consumers;
- Regulatory changes relating to the insurance industry in the jurisdictions in which we operate;
- Acts of God, acts of terrorism, acts of war and pandemics;
- Changes in the policies of central banks and/or governments;
- Litigation or regulatory action that could require us to pay significant damages or change the way we do business;
- Customer responsiveness to both new products and distribution channels;
- Competitive, legal, regulatory, or tax changes that affect the distribution cost of or demand for our products;
- Our failure to achieve anticipated levels of earnings or operational efficiencies as well as other cost saving initiatives; and
- The impact our adoption of the International Financial Reporting Standards may have on our reported financial results and financial condition.

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This presentation includes non-GAAP financial measures: net underlying earnings, operating earnings before tax, value of new business and embedded value. Value of new business and embedded value are not based on IFRS, which are used to prepare and report AEGON's financial statements and should not be viewed as a substitute for IFRS financial measures. AEGON believes the non-GAAP measures shown herein, together with GAAP information, provides a meaningful measure for the investment community to evaluate AEGON's business relative to the businesses of our peers.