



Fulfilling our ambition

Alex Wynaendts
CEO

Analyst and Investor Day, New York City, December 2, 2009

“To be a global leader in helping customers secure their financial futures”

- Rebalance capital allocation
- Improve growth and returns
- Reduce financial markets risks
- Manage AEGON as an international company

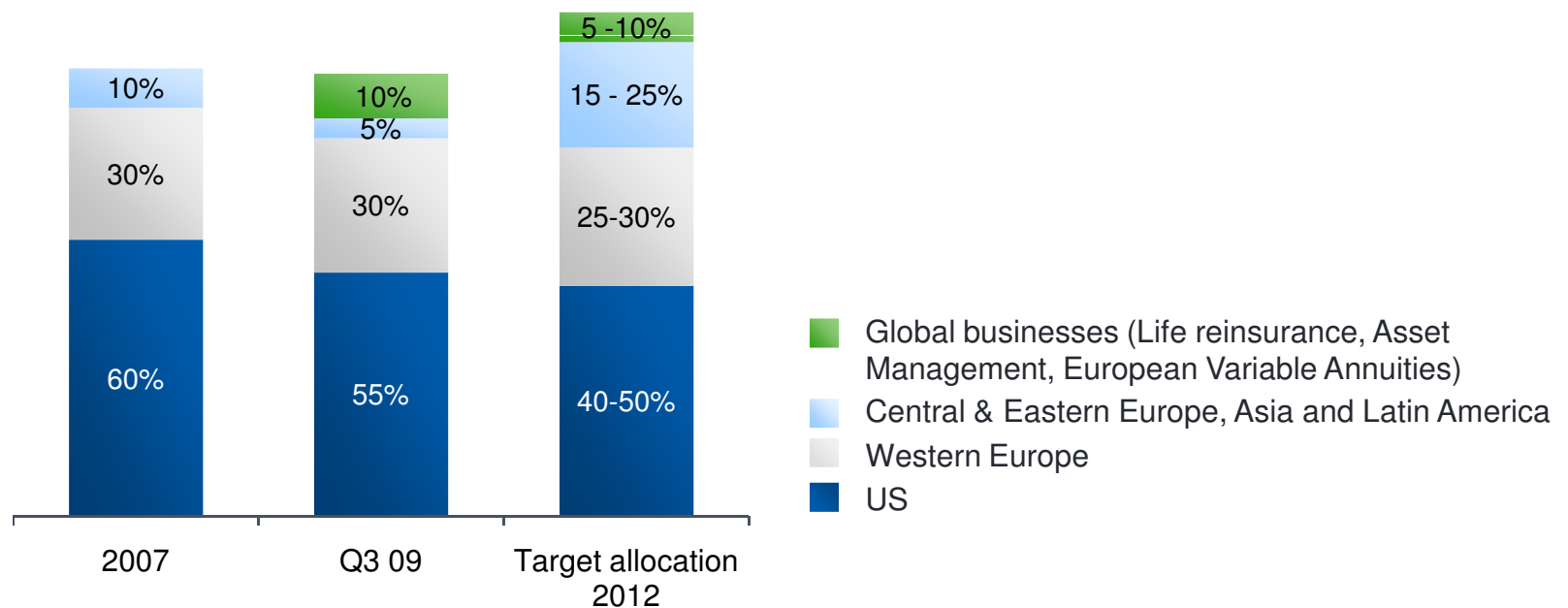


...resulting in sustainable profitable growth

- First priority: full repayment of capital support
- EUR 1 billion repaid on November 30 – first step towards full repayment

Geographic mix

Capital allocation*



* Capital in units adjusted for revaluation reserves

Full repayment to the Dutch State

- Repaid EUR 1 billion as first step towards full repayment

Reallocate capital towards businesses with higher growth and return prospects

- Freed-up EUR 4.2 billion since June 2008 – 60% capital efficiency and 40% de-risking
- Excess capital of EUR 3.7 billion*
- Running off institutional spread-based business

Improve growth and return from existing business

- Cost savings measures target for 2009 of EUR 150 million achieved by Q3 2009

Reduce financial markets risks

- Reduced risk to equity markets, interest rates and credit markets

Manage AEGON as an international company

- Global asset management operational
- Launched variable annuities in the UK, Netherlands, France and Japan

... while strengthening the franchise

** Q309 was EUR 4.8 billion -/- EUR 1.1 billion repaid to Dutch State*

	Achievements	Opportunities	Execution	
Retail life	<ul style="list-style-type: none"> ○ New distribution added ○ Offering high quality service ○ Top-5 player 	<ul style="list-style-type: none"> ○ Largest and most sophisticated life market, but still underserved ○ More rational pricing 	<ul style="list-style-type: none"> ○ Create common product portfolio across diverse distribution channels ○ Capitalize on direct marketing data mining techniques 	Fulfilling ambition
Pensions	<ul style="list-style-type: none"> ○ Outgrown market for last 10 years ○ Leading position in health care segment of 403(b) market ○ Service excellence and award winning innovative programs 	<ul style="list-style-type: none"> ○ Total retirement outsourcing continues ○ Positive retirement demographics ○ Growing reliance of worksite distributed products 	<ul style="list-style-type: none"> ○ Continue to broaden distribution ○ Focus on smaller & mid-sized plans (underserved) ○ Leverage total retirement outsourcing capabilities and capitalize on institutional trends within the health care segment 	
At Retirement	<ul style="list-style-type: none"> ○ Attracted top-tier VA wholesalers ○ Redesigned VA product ○ Reduced time-to-market to 3 months 	<ul style="list-style-type: none"> ○ ~80 million baby boomers to retire next 18 years ○ Greater awareness for retirement solutions 	<ul style="list-style-type: none"> ○ Consolidate multiple operating system platforms ○ Offer excellent customer service ○ Increase penetration of independent broker/dealer channel 	

The Netherlands – improve position in SME pensions



	Achievements	Opportunities	Execution	Fulfilling ambition
Retail life	<ul style="list-style-type: none"> Stable market share Well positioned in broker channel 	<ul style="list-style-type: none"> Retreating government and employers increases need for savings for later Increased regulatory transparency on commissions Increase in retirement age (from 65 to 67) 	<ul style="list-style-type: none"> Multi distribution channels New generation products Develop own direct distribution channel Improve organization of Retail and Intermediary 	
Pensions	<ul style="list-style-type: none"> Institutional market leader Dedicated SME sales organization Innovative modular pension product launched Strong growth of pension administration business 	<ul style="list-style-type: none"> Improve SME pensions market position Corporates continue to outsource pensions 	<ul style="list-style-type: none"> Focus on top 200 brokers Dedicated SME organization Outstanding product line Further invest in pension administration 	
At Retirement	<ul style="list-style-type: none"> Products economically priced, improved VNB Increased retention Launched new annuity products 	<ul style="list-style-type: none"> Growing market as policies expire with mandatory annuitization High growth of internal portfolio expirations (roll-over) 	<ul style="list-style-type: none"> Introduce new generation of income products with guarantees, including variable annuities Multi channel approach with more focus on internet 	

	Achievements	Opportunities	Execution	
Retail life	<ul style="list-style-type: none"> High proportion of non-mortgage individual protection sales Exited Group Risk business Improved brand recognition 	<ul style="list-style-type: none"> Significant protection gap Attractive product for intermediaries and banks 	<ul style="list-style-type: none"> Ongoing investment in brand Development of simple bank products 	Fulfilling ambition
Pensions	<ul style="list-style-type: none"> Top 3 market position Strong increments and new entrant sales to existing schemes Improvement in asset management performance 	<ul style="list-style-type: none"> Auto-enrolment plans increasing existing scheme membership Government encouraging private provision Pricing and capital requirements improving 	<ul style="list-style-type: none"> Investment in SIPP* proposition Selective use of capital and bespoke scheme pricing Focus on administrative and asset management capabilities 	
At Retirement	<ul style="list-style-type: none"> #1 in intermediated At-Retirement with most comprehensive offering (leading drawdown, annuity and VAs) ~80% of our pensions is rolled over to annuity with AEGON 	<ul style="list-style-type: none"> Significant demographic trends requiring income in retirement ~15%pa growth in market to 2012 Greater awareness for retirement solutions 	<ul style="list-style-type: none"> Benefiting from SIPP* investment Adjusting pricing ahead of Solvency II 	

Central & Eastern Europe – profitable growth



	Achievements	Opportunities	Execution	
Retail	<ul style="list-style-type: none"> Top 3 in Poland and Hungary Introduced innovative products in Czech Republic and Slovakia Start-ups in Romania and Turkey 	<ul style="list-style-type: none"> Market ready for new type of life products Roll-out of household insurance throughout region 	<ul style="list-style-type: none"> Launching new products, developed with US expertise Leverage on Hungarian household knowledge – one administrative platform 	Fulfilling ambition
Pensions	<ul style="list-style-type: none"> Strong asset management performance High growth in pension fund members to 2.1 million currently Out-performance of asset management 	<ul style="list-style-type: none"> Add new 'lottery' members in Poland Favorable demographics 	<ul style="list-style-type: none"> Develop Pension Advisor channel (tied) Capitalize on banking and broker relationships Asset management out-performance 	
At Retirement		<ul style="list-style-type: none"> First retirees from private pension funds will enter to the market in 2-3 years 	<ul style="list-style-type: none"> New product developed (regulated) Direct distribution 	

Additional opportunities for growth



	Achievements	Opportunities	Execution	
Asia	<ul style="list-style-type: none"> Rank #6 in China* Accelerated growth in India Obtained license in Japan, VA products launched Sold Taiwanese life business 	<ul style="list-style-type: none"> Serving largest Asian markets: China, India, Japan Growth driven by improving penetration, growing wealth and ageing population 	<ul style="list-style-type: none"> Leverage best practices Benefit from strength of local partners Further grow business to realize scale 	Fulfilling ambition
Spain	<ul style="list-style-type: none"> Established five joint ventures with local savings banks Exclusive access to over 2,200 bank branches and 4.5 million banking clients Operational efficiencies captured with centralized back-office 	<ul style="list-style-type: none"> Underserved Spanish market remains attractive Consolidation among local saving banks (caja's) - grow with partners 	<ul style="list-style-type: none"> Leverage deep bancassurance knowledge and high-performance back office platform Sharing best practices Short time-to-market Increase penetration of Life with existing clients of the caja's 	
Latin America	<ul style="list-style-type: none"> Established presence in Brazil and Mexico Strong presence delivering worksite solutions 	<ul style="list-style-type: none"> Large, underserved markets Alternative forms of distribution 	<ul style="list-style-type: none"> Delivering high value solutions to middle-market through agents Leverage on US knowledge Develop bancassurance relationships 	

Development of underlying earnings before tax per quarter



**Pre-crisis
< 2008**



**Current
Q3 2009**



Earnings impacted by

- Run-off institutional spread-based business : ~EUR 80 million
- Equity markets: ~EUR 100 million
- De-risking : ~EUR 40 million

* Excluding exceptional items

Post-crisis run-rate > 2010

Market impact	EUR/USD	Quarterly UEBT (EUR million)
	1.30	450 - 500
	1.45	425 - 475
	1.60	400 - 450

- o Equity markets medium term growth rate 8-9% p.a.

Management actions	Primary drivers of underlying earnings growth
	<ul style="list-style-type: none">o Growth of businesso Cost savingso Redeployment of cash

Americas

- Risk transfer through reinsurance
- Macro-hedge related to retail variable annuity portfolio
- Run-off of Institutional spread-based business
- Product redesign (Variable Annuities)

The Netherlands

- Sale of equity positions completed end 2007
- Interest rate risk almost completely hedged
- 50% of equity exposure embedded in guarantees hedged

Other countries

- Exit Taiwan – reduced long-term interest sensitivity

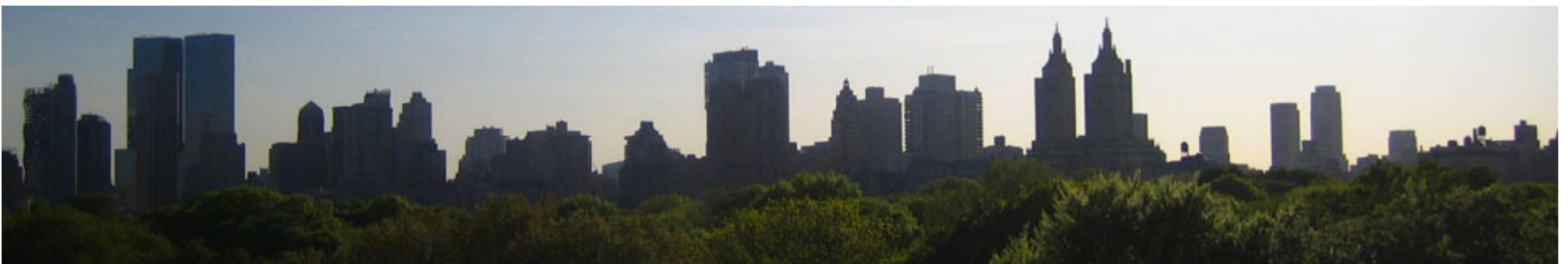
Investments

- Reduced risk profile of investment portfolio
- Sale of credit derivatives (tranching credit protection)

- Global asset management operational
- Variable Annuities:
 - Use product competencies from US and UK to growth markets
 - Hedging centralized in the US
 - European platform in Dublin
 - Launched VA in UK, NL, France, Japan
- European data center in Edinburgh



- Delivering on strategic priorities
- First step toward full repayment
- Focus on financial life-cycle of customers
- Improved risk profile
- Well-positioned in each of our markets





Q&A