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<td>Aegon’s Management Board</td>
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About Aegon

What we do
Offering investment, protection, and retirement solutions for approximately 30 million customers, with a clear purpose of Helping people live their best lives

History
Our roots date back 180 years to the first half of the nineteenth century

Employees
Over 22,000 employees (December 31, 2021)

Investments
Revenue-generating investments of more than EUR 1,000 billion (December 31, 2021)

Operating result
(Full year 2021)

- Americas (US + Brazil)*
- Netherlands
- United Kingdom
- International
- Aegon Asset Management

* As of January 1, 2022, Brazil is reported as part of Aegon International
Customers at the heart of everything we do

For over 175 years

<table>
<thead>
<tr>
<th>&lt;1900</th>
<th>1983: Joining forces</th>
<th>&gt;1983</th>
<th>Current era</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aegon’s roots date back to the first half of the 19th century</td>
<td>Merger of Dutch insurers Ago and Ennia; Aegon established</td>
<td>International expansion to over 20 markets in the Americas, Europe and Asia</td>
<td>Delivering on our ambitious purpose of Helping people live their best lives</td>
</tr>
</tbody>
</table>
Trends that are shaping our industry and business environment

• Higher life expectancy, making the lives of customers longer and more varied
• Continued low interest rates, shaping our industry and business strategies in the medium term
• Technological developments
• Customers impacted by economic and political uncertainty
• Impact of COVID-19 pandemic
• Climate change and biodiversity loss
Our purpose and vision

**Purpose**
Helping people live their best lives

**Our vision**
Become a leader in investment, protection, and retirement solutions
Sharing value with our stakeholders

- Aegon is sharing long-term value in several ways: as a provider of financial services, a responsible employer and business partner, through its returns to shareholders, its tax payments, its support for local communities and through the money invested.

- Our stakeholders are:
  - Customers
  - Employees
  - Business partners
  - Investors
  - Society
Long-term value for our stakeholders

Solutions development and pricing
Development of our financial solutions begins with our customers. We assess their needs and develop products and services to suit them. We then estimate and price the risk involved for us as a provider.

Distribution
Our products and services are then branded, marketed, and distributed. We offer products and services via intermediaries, like brokers, banks, or financial advisors. We also sell directly to our customers.

Investments
In exchange for products and services, customers pay fees or premiums. On certain pension, savings, and investment products, customers make deposits. By investing this money, we earn returns for our customers.

Claims and benefits
We pay out claims, benefits, and plan withdrawals, and with the remainder we cover our expenses, fund new investments, and generate profits for our shareholders.

Value created in 2020

€57 billion paid out to customers in claims, benefits and plan withdrawals

€370 million paid out to investors in dividend and interest payments

€213 billion invested in responsible investment solutions

€11 million spent on training and career development programs

€9.7 million in support for local communities

For further information on Aegon’s long-term value creation, please refer to Aegon’s 2020 Integrated Annual Report
How we share value with our customers

By delivering reliable insurance solutions and effective investment management services, we help our customers protect their lives and legacies. Aegon also plays an important role as a pension platform, helping customers to facilitate long-term pension savings. Furthermore, we provide mortgage solutions for customers in the Netherlands, giving homebuyers access to essential financing.

€57 billion paid out to customers in claims, benefits and plan withdrawals

Serving individual and corporate clients globally
(Total number of customers by location, in millions, end-2020)

- Americas (US + Brazil)
- Netherlands
- United Kingdom
- International

30 million
16.2
7.9
3.8
2.5

Source: Aegon’s 2020 Integrated Annual Report
How we share value with our employees

Over 22,000 employees
(December 31, 2021)

Total employment costs in 2020

€2.0 billion

0.7

1.3

Salaries
Benefits

50% of Aegon’s workforce in 2020 are women

Aegon’s goal is to continue to form a worldwide community of talented employees who are deeply committed to our purpose of helping people achieve a lifetime of financial security. As our business progresses and grows, we are better able to provide our employees with fulfilling careers, advancement opportunities, and educational support.

Source: Aegon’s 2020 Integrated Annual Report
How we share value with our business partners

<table>
<thead>
<tr>
<th>Omni-channel</th>
<th>approach towards our customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>€6.6 billion</td>
<td>In commissions, fees and other payments to intermediaries, suppliers and reinsurers in 2020</td>
</tr>
<tr>
<td>€1.6 billion</td>
<td>Spent on goods and services in 2020</td>
</tr>
</tbody>
</table>

We cultivate a strong relationship with our business partners – distributors, joint venture partners, reinsurers and suppliers – by working together to create revenue streams and sharing intelligence and perspectives from markets around the world. We learn from our partners and optimize our business so that we can work together more effectively.

Source: Aegon’s 2020 Integrated Annual Report
How we share value with our investors

- 78% of Aegon’s shares are held by institutional investors
- A+ financial strength rating by S&P Global
- Listings – Euronext Amsterdam & New York stock exchange

Aegon aims to pay out a sustainable dividend to allow equity investors to participate in the company’s performance, which can grow over time if Aegon’s performance so allows. Aegon targets a dividend per common share of around EUR 0.25 over 2023. At its Capital Markets Day in 2020, Aegon guided for muted near-term dividend growth.

1) A+ rating applies to Aegon USA, Aegon the Netherlands and Aegon UK. For more information, please visit our corporate website.
Taking our responsibility as investor and asset manager

At Aegon, we recognize that our responsibility extends beyond achieving strong financial returns, and that we must take action to ensure our investments do not negatively affect society or the planet. We apply this ethos to our own proprietary investments and use our influence to encourage similar standards in the accounts we manage. By taking an active approach to responsible investment, we seek to minimize risks and explore new opportunities to serve the interests of our customers and society at large.

**Engagement activity**
(By theme, in 2020)

- Environmental: 24%
- Social: 7%
- Governance: 49%
- General disclosure: 20%

575 companies

**Responsible Investment Framework**

<table>
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<tr>
<th>ESG Integration</th>
<th>Material ESG factors are fundamental to our investment decision-making across all asset Aegon Asset Management portfolios.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Active ownership</td>
<td>We actively engage with investee companies across a wide range of industries to improve their ESG profile and address sustainability issues.</td>
</tr>
<tr>
<td>Solutions</td>
<td>AAM provides a range of responsible investment solutions to pursue ESG objectives alongside financial returns.</td>
</tr>
</tbody>
</table>

Source: Aegon’s 2020 Integrated Annual Report
How we share value with wider society

- **4,399 hours** of volunteer hours in 2020 by employees to work with local communities.
- **€318 million** of taxes borne by Aegon in 2020.
- **€9.7 million** invested in 2020 in local communities, mostly in health, welfare and literacy.

Society is supported by dependable insurance solutions that help individuals protect their assets and aspirations. When we enable people to save for their own retirement, we also help reduce future burdens on public pension systems. More widely, we strive to be a good corporate citizen, starting by supporting the communities where we do business through our tax payments, charitable donations, and volunteer work.

*Source: Aegon's 2020 Integrated Annual Report*
An international financial services group
Focusing on three core markets, three growth markets, one global asset manager

Core markets

- **US**
  - Large, established investment, protection, and retirement markets
- **NL**
  - Benefiting from structural tailwinds towards defined contribution pensions
- **UK**
  - Aegon has leading positions

Growth markets

- **Spain / Portugal**
  - Fast-growing businesses, under-penetrated markets
- **China**
  - Aegon has successful partnerships
- **Brazil**
  - Potentially developing into new core markets

Global asset management

- Strong investment capabilities
- Key enabler of success in core and growth markets
North America at a glance

What we do
Providing a broad range of life insurance and investment products, individual and group pension plans, as well as asset management services.

Our brand
Mainly operating under the Transamerica brand, with a history dating back to the mid-19th century.

Customers
Diverse & targeted distribution to better align with its 16.2 million customers in the US (December 31, 2020)

Employees*
More than 7,500 employees (December 31, 2021)

Operating result
(Full year 2021)

USD 932 million*

* Operating result and number of employees for Aegon Americas (US + Brazil). As of January 1, 2022, Brazil is reported as part of Aegon International.

Source: Aegon’s 2020 Integrated Annual Report
The Netherlands at a glance

What we do
In the Netherlands, Aegon is one of the best-known names in the Dutch financial sector, and a leading provider of life insurance and pensions. Our operations in the Netherlands also include banking, general insurance and mortgages.

Locations
The Hague, Leeuwarden, Groningen

Customers
2.5 million customers in the Netherlands (December 31, 2020)

Employees
Over 3,500 employees (December 31, 2021)

Source: Aegon’s 2020 Integrated Annual Report
What we do
Aegon in the United Kingdom is the market leading investment platform in the country, providing a broad range of investment, retirement solutions and protection products to individuals, advisers and employers.

Locations
Edinburgh, London, Peterborough and Witham

Customers
3.8 million customers in the United Kingdom
(December 31, 2020)

Employees
Almost 2,500 employees
(December 31, 2021)

Operating result
(Full year 2021)

GBP 158 million

Source: Aegon’s 2020 Integrated Annual Report
Aegon International at a glance

**What we do**
Aegon International’s main business lines are life insurance, savings, pensions, asset management, general insurance and accident & health.

**Geographical footprint**
Aegon International consists of Aegon’s growth markets Brazil\(^1\), China, and Spain & Portugal, Aegon’s business in Central & Eastern Europe\(^2\), and the high-net-worth insurance business, as well as some smaller ventures in Asia.

**Customers**
7.9 million customers in the units of Aegon International (December 31, 2020)

**Employees**
Almost 3,200 employees (December 31, 2021, excluding agents)

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1) Effective January 1, 2022, Mongeral Aegon Group in Brazil is reported as part of Aegon International.
2) On November 29, 2020, Aegon announced that the company agreed to sell its insurance, pension and asset management business in Hungary, Poland, Romania, and Turkey to Vienna Insurance Group AG Wiener Versicherung Gruppe (VIG). The transaction is subject to regulatory and antitrust approvals customary for transactions of this nature.
Aegon Asset Management at a glance

What we do
Aegon Asset Management is a provider of investment management expertise to institutional and private investors around the world.

Geographical footprint
Aegon Asset Management has offices in the United States, the Netherlands, the United Kingdom, Hong Kong, Japan, Germany, Hungary and Spain.

Distribution
The variety of sales and distribution channels we have in the Americas, Europe, and Asia include affiliated companies, direct to institutional clients, independent investment advisors, investment consultants, joint ventures and third-party investment platforms.

Employees
Over 1,600 employees
(December 31, 2021)

Assets under management
Total assets under management of EUR 410 billion
(December 31, 2021)

Source: Aegon’s 2020 Integrated Annual Report and 4Q 2021 Financial Supplement
Aegon’s Management Board*

Lard Friese
CEO

Matt Rider
CFO

Duncan Russell
Chief Transformation Officer

Astrid Jäkel
Chief Risk Officer

Will Fuller
President & CEO Transamerica

Allegra van Hövell-Patrizi
CEO Aegon the Netherlands

Mike Holliday-Williams
CEO Aegon UK

Marco Keim
CEO International

Bas NieuweWeme
CEO AAM

Onno van Klinken
General Counsel

Elisabetta Caldera
Chief Human Resources Officer

Deborah Waters
Chief Technology Officer

* Composition as per March 1, 2022