# 2014 INTERIM RESULTS PRESENTATION STRONG PERFORMANCE, CONSISTENT EXECUTION

25 July 2014



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# Mark Tucker GROUP CHIEF EXECUTIVE

No matter what happens in life, we believe in never giving up on what's important to you.





- Value of new business up 23% to \$792m
- Operating profit up 15% to \$1,457m
- EV Equity up by \$2b to \$36.9b
- Free surplus generation up 9% to \$2.1b
- Solvency ratio of 448%, up 15 pps
- Interim dividend increase of 15%

Presenter

Mark Tucker

**Garth Jones** 

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Position	Торіс
Group Chief Executive	1H2014 Group Review
Group Chief Financial Officer	1H2014 Financial Results
Regional Chief Executive	Hong Kong, Korea, Other Markets, Citibank

Ng Keng Hooi	Regional Chief Executive	Singapore, Malaysia, Thailand, China

Mark Tucker	Group Chief Executive	Strong Performance, Consistent Execution

All Presenters ExCo Members

Q&A

## **Right Growth Strategy Executed Well**

	2010	Since IPO
	A New Beginning	Strong Performance, Consistent Execution
Strategic Progress	<ul> <li>Corporate strengthening and reorientation</li> <li>Building blocks of sustained value creation</li> </ul>	<ul> <li>Premier Agency strategy delivery</li> <li>Profitable partnership expansion</li> <li>Integrating savings and protection</li> <li>Transforming customer experience</li> </ul>
Corporate Actions	<ul> <li>Largest-ever insurance IPO</li> </ul>	<ul> <li>AIA fully independent</li> <li>Transformational acquisitions (Malaysia, Sri Lanka)</li> <li>Inaugural Global MTN programme</li> <li>Landmark regional bancassurance agreement</li> </ul>
Financial Outcomes	<ul> <li>VONB \$667m</li> <li>OPAT \$1.7b</li> <li>FS Generated \$2.1b</li> <li>EV Equity \$24.9b</li> </ul>	<ul> <li>VONB generated \$4.4b to date</li> <li>OPAT delivered \$8.0b to date</li> <li>FS Generation of \$11.2b to date</li> <li>EV Equity added \$12.0b to date</li> </ul>

# **Right Priorities for 2014**

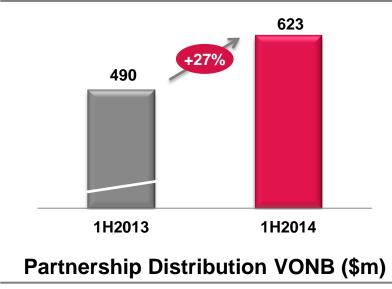


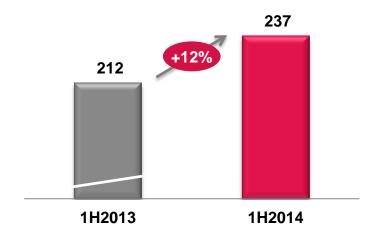
Distribution	<ul> <li>Sustain competitive advantages in Premier Agency</li> </ul>
	<ul> <li>Recruit, develop and promote next generation of agents</li> </ul>
	<ul> <li>Deliver profitable partnership growth</li> </ul>
Product	<ul> <li>Maintain protection-focused portfolio</li> </ul>
	<ul> <li>Expand integrated savings and protection cover</li> </ul>
	<ul> <li>Capture incremental high-quality savings opportunities</li> </ul>
Customer	<ul> <li>Transform customer experience</li> </ul>
	<ul> <li>Increase existing customer engagement levels</li> </ul>
	<ul> <li>Enhance analytics and segmentation</li> </ul>
Financials	<ul> <li>Support strong new business growth and returns</li> </ul>
	<ul> <li>Maintain strong capital and cash flow</li> </ul>
	<ul> <li>Prudent, sustainable and progressive dividend</li> </ul>

## **Delivering Distribution Quality and Expansion**









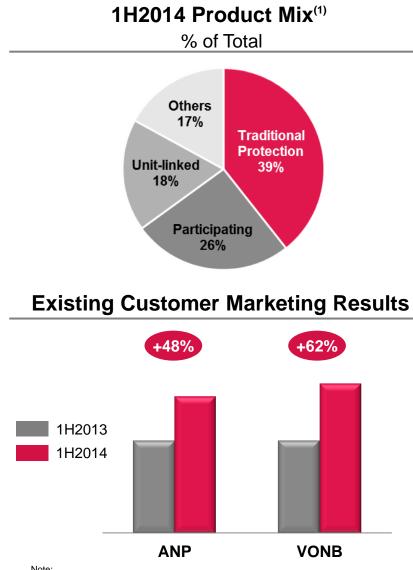
#### **Premier Agency Delivery**

- VONB up 27%
- Quality recruitment focus
- AIA Premier Academy training
- Active new agents up 18%
- iPoS in 10 markets; new submissions up 4x
- No. 2 MDRT worldwide; up 35%

#### **Profitable Partnership Expansion**

- VONB up 12%
- DM affected by Korean industry suspension
- VONB up over 30% ex Korea DM on CER
- Citibank launched in 7 markets
- Expanded relationships with IFAs

### **Product and Customer Growth Drivers**



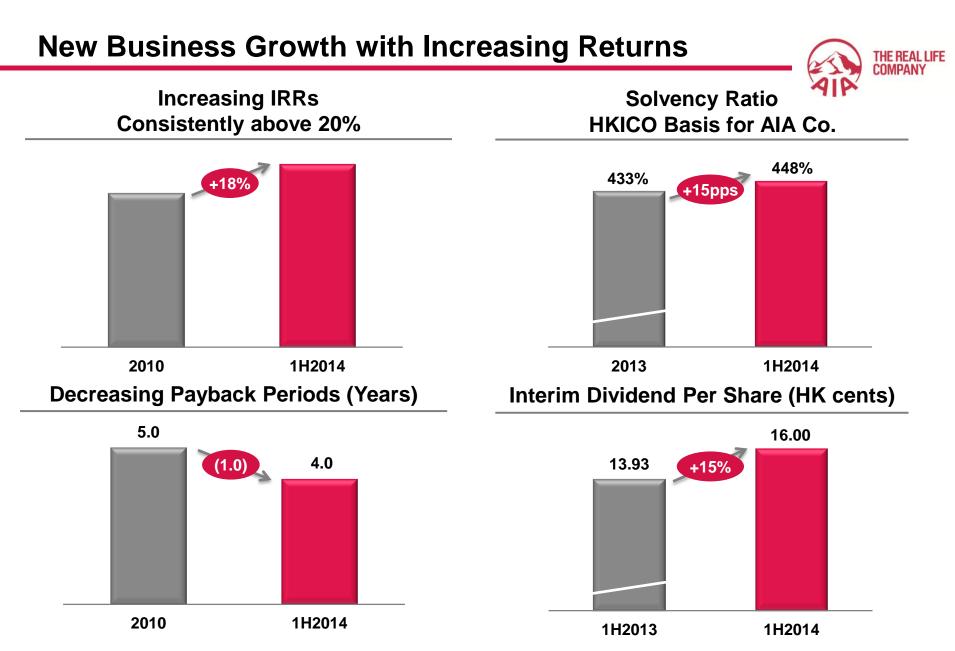
**Diversified, Value-oriented Portfolio** 

- Product mix driving margin improvement
- Protection focused across the portfolio
- Significant margin enhancement within each product category
- 90% of ANP from regular premium

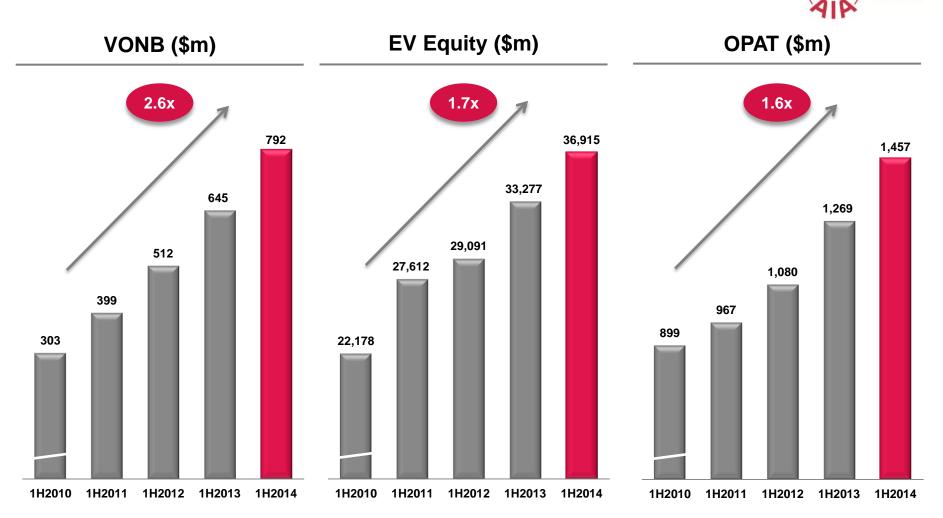
#### Significant Growth Opportunity

- Over 28m individual policies in-force and over 16m group members
- Active marketing initiatives targeting existing customers across the region
- More than 400,000 additional policies sold to existing customers in the first half
- Large-scale, and growing existing customer base – a significant source of future growth

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### **Sustained Growth Momentum**



# **Garth Jones** GROUP CHIEF FINANCIAL OFFICER

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	(\$m)	1H2014	1H2013	GROWTH
	VONB	792	645	23% 🔶
Growth	VONB Margin	46.2%	41.6%	4.6 pps 🕇
Growin	ANP	1,690	1,527	11% 🔶
	EV Equity <sup>(1)</sup>	36,915	34,871	6% 🕇
	Operating Profit After Tax	1,457	1,269	15% 🕇
Earnings	TWPI	9,004	8,495	6% 🕇
	Operating Margin	19.5%	18.4%	1.1 pps 🕇
	Free Surplus Generation	2,117	1,940	9% 🕇
Capital & Dividends	AIA Co. HKICO Solvency Ratio <sup>(1)</sup>	448%	433%	15 pps 🔶
Entracingo	Dividend per Share (HK cents)	16.00	13.93	15% 🕇

## **Key Metrics on Constant Exchange Rates**



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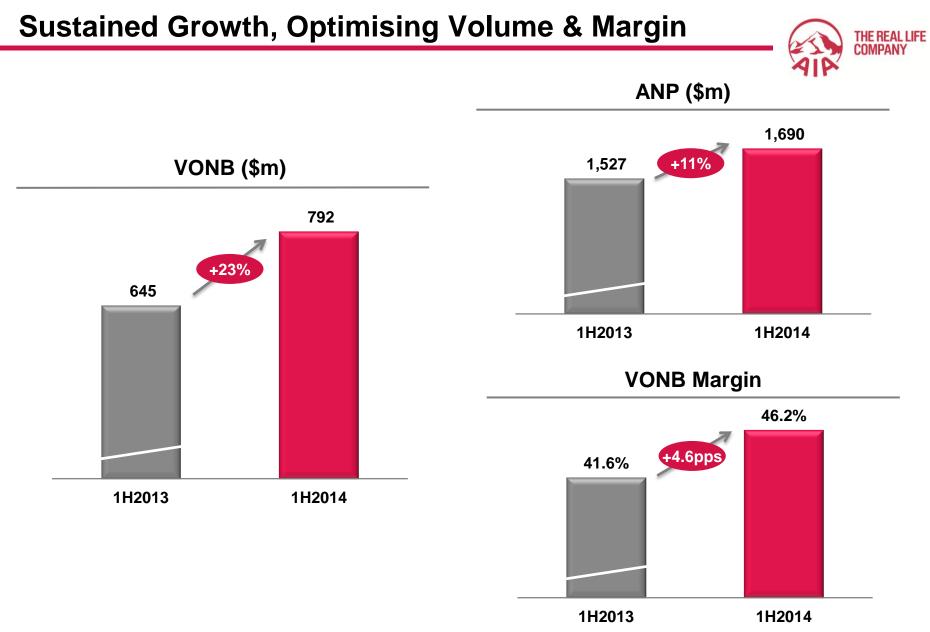
(\$m)	1H2014	1H2013	AER Growth	CER Growth
VONB	792	645	23% 🕇	28% 🕇
ANP	1,690	1,527	11% 🕇	16% 🕇
Operating Profit After Tax	1,457	1,269	15% 🕇	19% 🕇
				'





Earnings

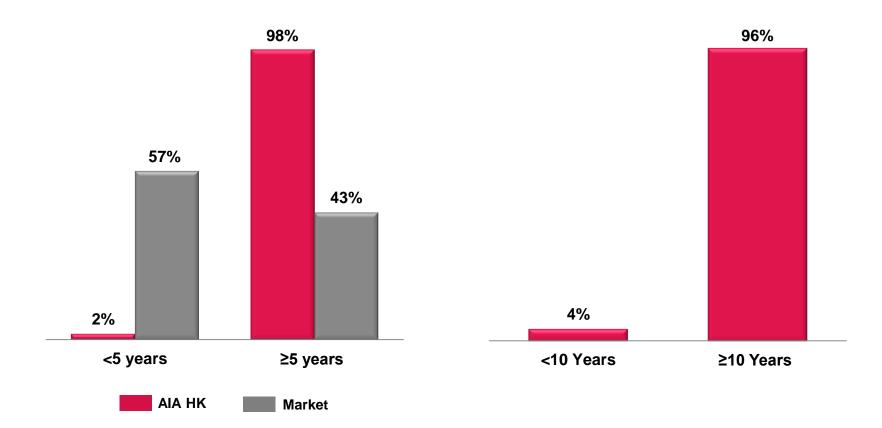
**Capital and Dividends** 



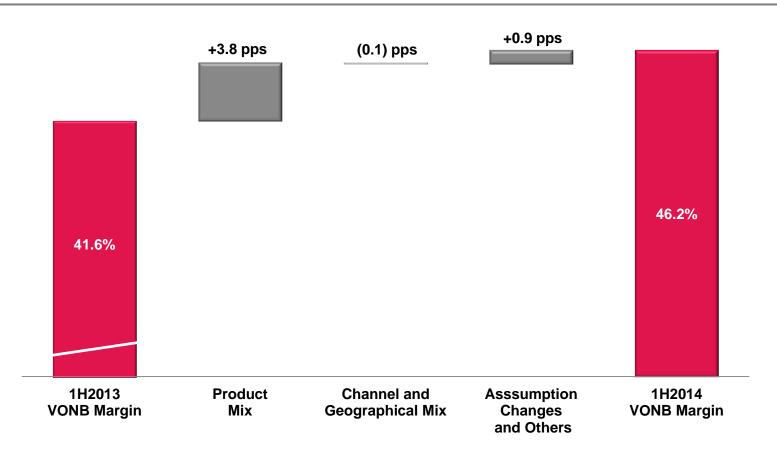
High Quality New Business – AIA Hong Kong



New Regular Premium Split by Payment Term<sup>(1)</sup> Single Premium Split by Benefit Term

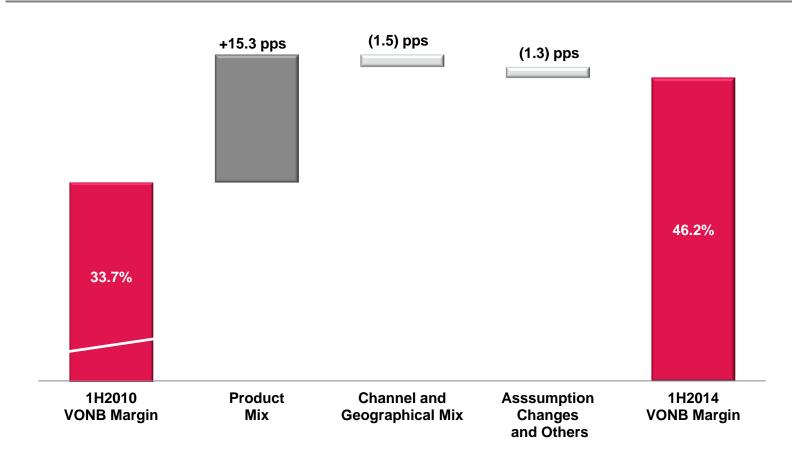






### **Product Mix Driving Margin Improvement**



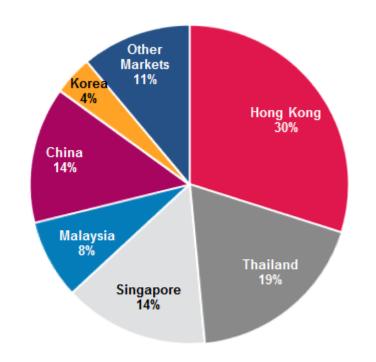


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#### VONB (\$m)

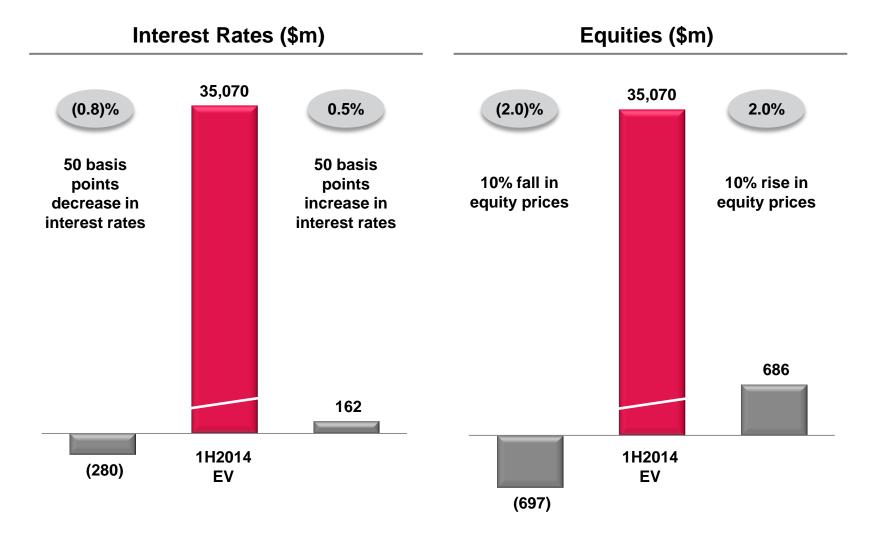
#### 1H2014 VONB by Market Segment

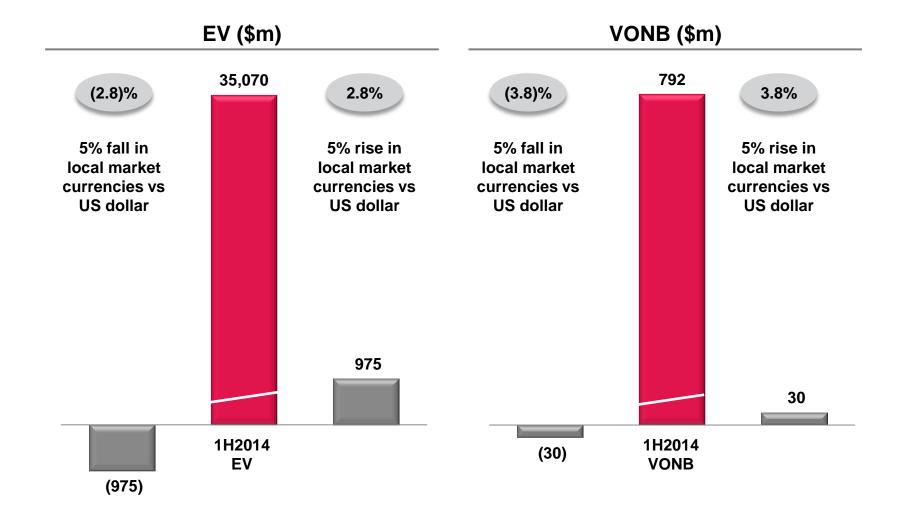


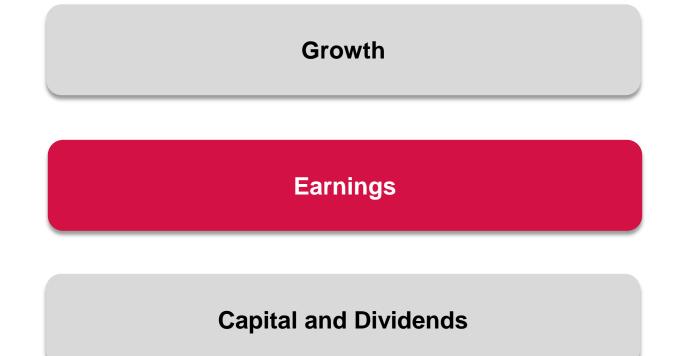
# EV Equity of \$36.9b – Strong Operating Performance

EV Operating Profit \$2.1b (245) 612 (442) (22) 60 792 1,289 36,990 36,915 34,871 Group Expected VONB Operating Interest Group Investment Exchange Cost of Group EV Equity **Return on EV** Variances and Costs **EV Equity** Rates and Dividend **EV Equity** Return End of 2013 Assumption End of 1H2014 Before Variances Other Items Paid Changes Non-operating Variances

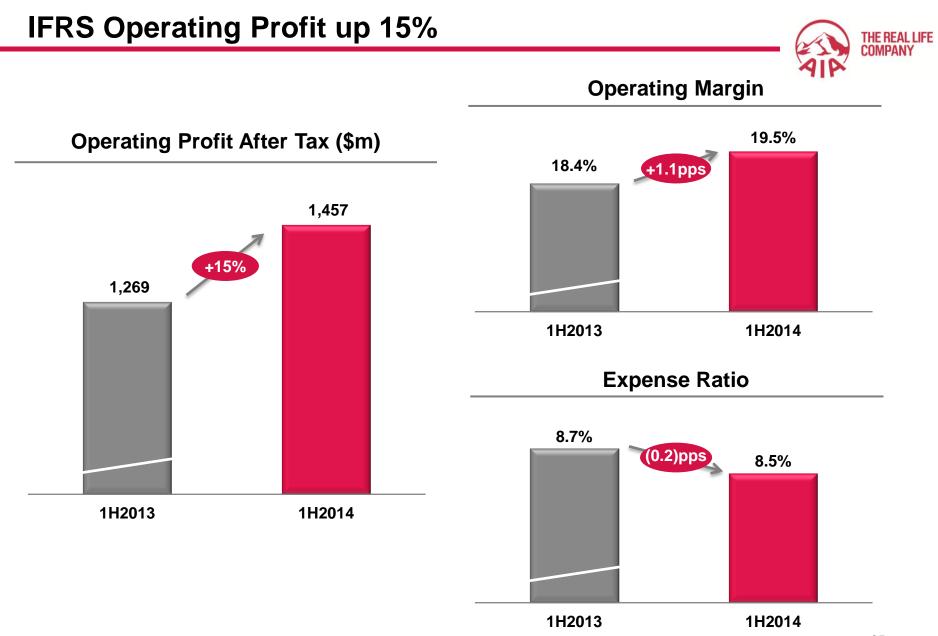
### 1H2014 EV Equity Movement (\$m)





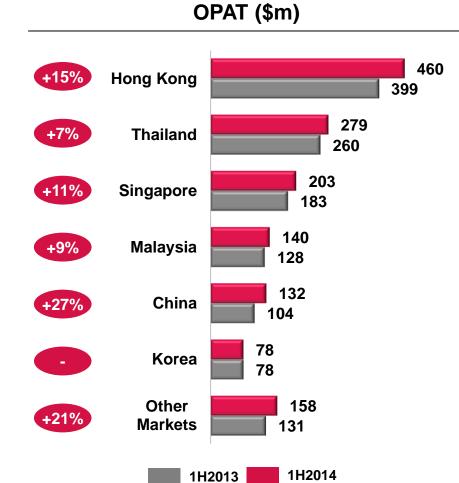


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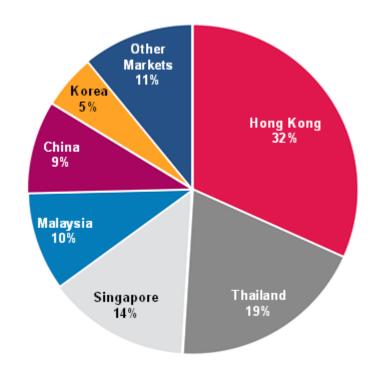


### **Diversified Earnings**

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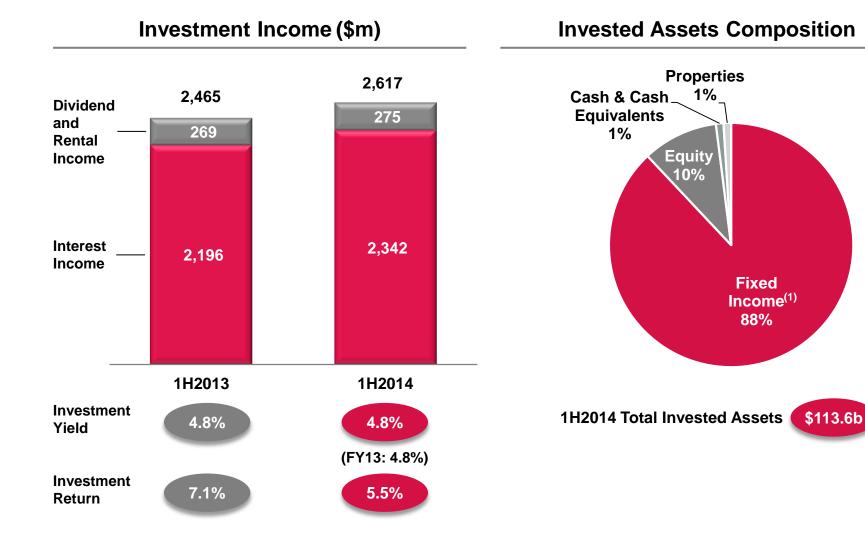


### 1H2014 OPAT by Market Segment



26

## **Stable Investment Yield**





	Net Pro	ofit (\$m)		
		<u>1H2014</u>	<u>1H2013</u>	
C	Operating Profit After Tax	1,457	1,269 15%	
1	Net gains from equities	47	659	
(	Other non-operating items	42	7	
1	Net Profit	1,546	1,935 (20)%	

- Net profit includes mark-to-market of equities
- Operating profit excludes any actual or assumed gains
- Average non-operating gains of \$465m from past four full financial years
- Net profit excludes unrealised gains and losses on AFS bonds



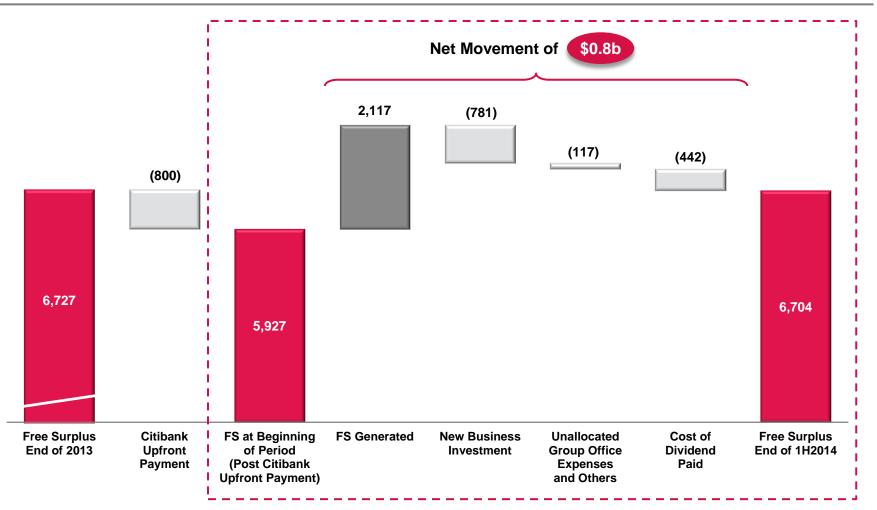
Earnings

**Capital and Dividends** 

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### **Self-financed Growth at High Returns**

Free Surplus on the HKICO Solvency Basis (\$m)



### **Increasing Returns and Capital Efficiency** THE REAL LIFE COMPANY New Business Strain as % of VONB **VONB Growth** 792 (37)pps 2.6x 303 1H2010 1H2014 1H2010 1H2014 Increasing IRRs **Decreasing Payback Periods (Years) Consistently above 20%** 5.0 +18% (1.0) 4.0

2010

1H2014

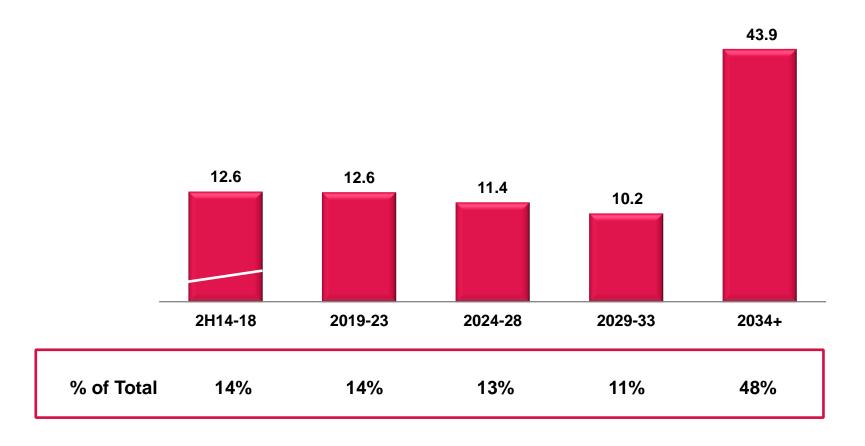
2010

31

1H2014

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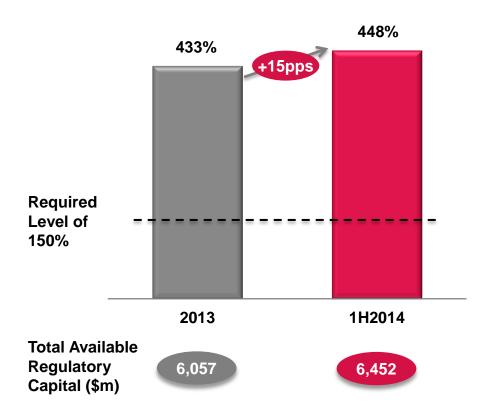
### **Undiscounted Net Cash Flows (\$b)**



32



### Solvency Ratio on HKICO Basis for AIA Co.

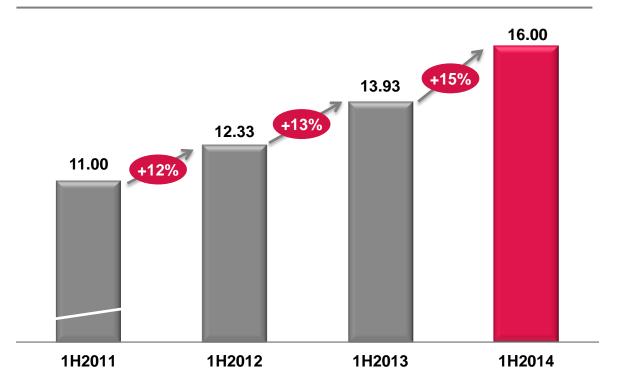


### **Ongoing Capital Strength**

- Rigorous approach to capital management
- Resilient solvency position
- Prudent HKICO reserves and capital
- Growth driven by retained earnings
- Includes Citibank upfront payment
- AIA Co. S&P Rating of AA- (Very Strong)
- Completed \$1b senior debt offering in March 2014



### **Interim Dividend Per Share (HK cents)**





Growth	<ul> <li>Considerable growth in profitable new business</li> <li>Significant capital investment at high returns</li> <li>Improvement in new business capital efficiency</li> </ul>
Earnings	<ul> <li>Strong increase in IFRS operating profit</li> <li>Consistent growth across the region</li> <li>Diversified and scale source of earnings</li> </ul>
Capital & Dividends	<ul> <li>Substantial cash and capital generation</li> <li>Resilient solvency position</li> <li>Prudent, sustainable and progressive dividend</li> </ul>

# **Gordon Watson** REGIONAL CHIEF EXECUTIVE

no matter what happens in life, we believe in never giving up on what's important to you.



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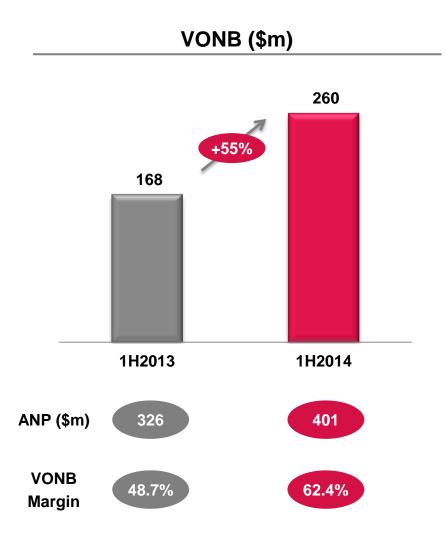
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## Hong Kong: Delivering Excellent Growth



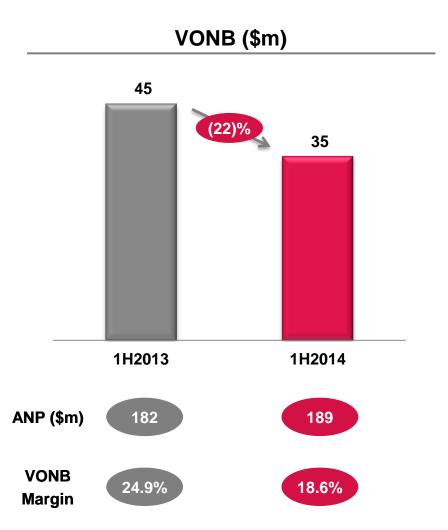


#### Premier Agency

- Delivered excellent VONB growth
- Active new agents up 23%
- Increased productivity levels
- Strong growth in MDRT qualifiers
- Profitable Partnerships
  - Strong performance in IFA market
- Group Insurance VONB up 25%
- Products and Customers
  - Expanded critical illness product range
  - Launched retirement planning campaigns

## Korea: Stabilising DM, Strong Agency Growth



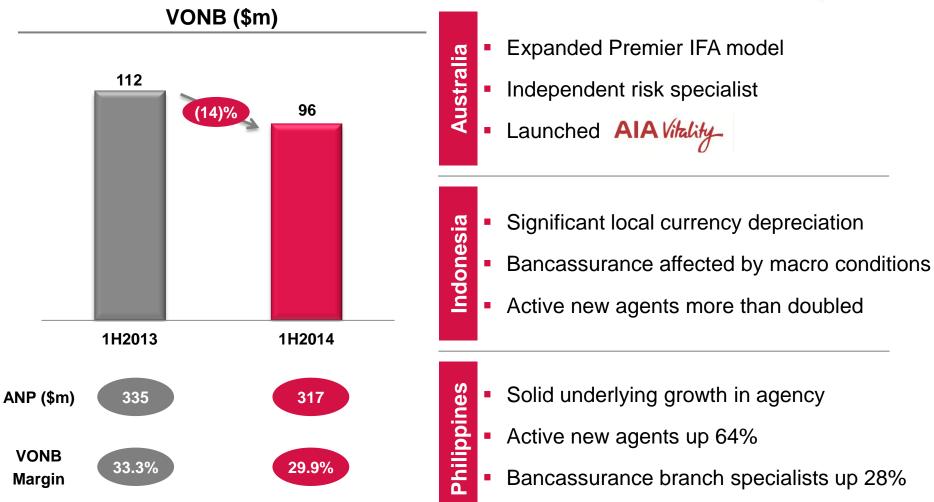


#### Direct Marketing

- Industry-wide temporary suspension
- Positive and timely management response
- Costs incurred included in VONB
- Production returned to pre-suspension levels
- Premier Agency
  - Strong VONB growth
  - Focus on recruitment and productivity
- Bancassurance
  - Solid VONB growth

## **Other Markets: Challenging Macro Environment**





## **Citibank Partnership: Laying the Foundations**



#### Leveraging Two Iconic Brands



#### Protecting your family is part of providing for them.

Having a family is a big commitment. Knowing how best to manage that commitment can make all the difference. That's why Cill and AIA are combining their expertise to offer investment and insurance solutions through a single conversation - so you can grow and protect what truly matter

Citi solutions. AIA expertise.

citi





#### Nurture their dreams. But protect them too.

laming for your children's future involves complex decisions, ne obdecting to small them to the university of their voice. It's why Cill and AIA are combining their expertise offer investment and insurance solutions through a single inversation -s loss can grow and protect what truly matters.



#### **Progress to date**

- Launched in 7 markets in the first half
- Regional and local joint governance committees overseeing implementation
- Mix of new and replacement products launched
- Smooth transition from existing Citi partners
- Second half work well underway

## Ng Keng Hooi Regional chief executive

CHEMISTRY

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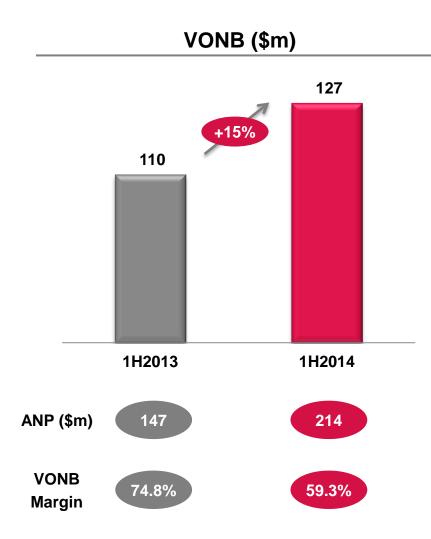
# NEVER STOPS



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## **Singapore: Strong Execution**



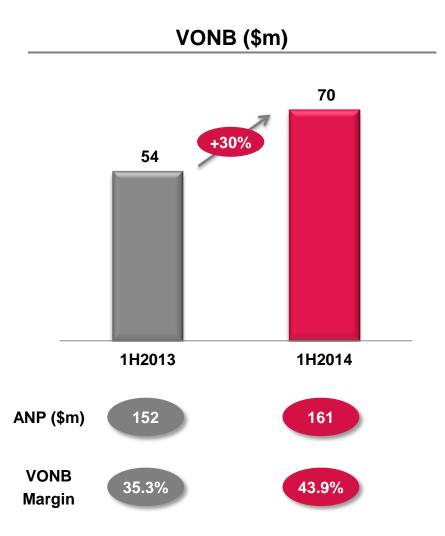
#### Premier Agency

- Execution of Premier Agency strategy
  - Active agents up 19%
  - Double-digit growth in productivity
- Profitable Partnerships
  - Strong bancassurance and IFA performance
- Products and Customers
  - HealthShield upgrade phased out in 1Q14
  - More balanced product mix between protection and savings
  - AIA Vitality\_ gaining traction

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## Malaysia: Strengthening our Growth Platform

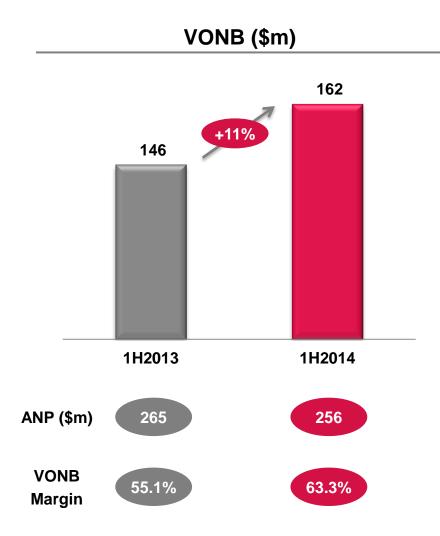




#### Premier Agency

- New unified agency compensation structure and targeted recruitment program
  - Active new agents up 54%
  - Active agent productivity up 15%
- iPoS adoption of over 90%
- Profitable Partnerships
  - Solid ULP sales with Public Bank
- Products and Customers
  - Continue shift towards regular premium ULP
  - New unit-linked riders positioned to target two segments – women and young adults
  - Strong growth in individual Takaful business

## **Thailand: Resilient Growth**

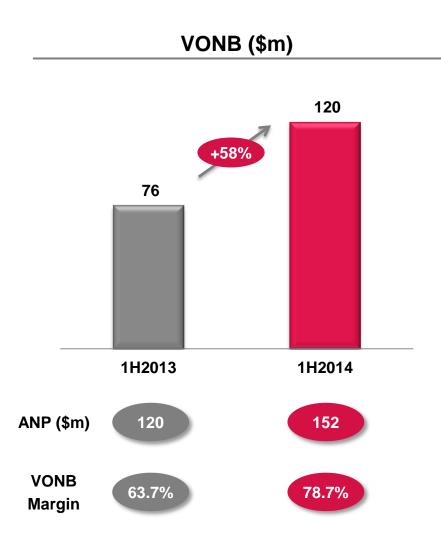


## Premier Agency

- Strong VONB growth
- Resilient nationwide agency network
- Revised agency compensation
- Increased productivity levels
- ULP licensed agents up 33%
- Products and Customers
  - Large customer base for existing customer marketing campaigns
  - Upmarket comprehensive health plan driving margin expansion
  - Higher rider attachment ratio

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## **China: Sustained Outperformance**



### Premier Agency

- Focus on quality recruitment
- Active new agents up 46%
- Active agent productivity up 9%
- Growth in agent incomes

## Products and Customers

- Further success in product innovation
- New protection and savings products targeting young family segment
- Strong demand for new long-term savings product

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## **Mark Tucker GROUP CHIEF EXECUTIVE**

## ER STOPS AIA, Proud Partner of Tottenham Hotspur



Large Population Growth	<ul> <li><u>4.1 billion</u> people by 2020; increase of 700 million people since 2000</li> <li>Youthful long-term demographics with 76% under the age of 40 in 2020</li> </ul>
Rapid Urbanisation	<ul> <li><u>1.7 billion</u> urban dwellers by 2020, an additional 720 million in 20 years</li> <li>Accounting for only 49% of the population vs 84% in G7 countries</li> </ul>
Rising Income & Wealth	<ul> <li>464 million households by 2017 with disposable incomes &gt;\$10,000</li> <li><u>\$3.8 trillion</u> of new spending power since 2000</li> </ul>
Low Social Welfare	<ul> <li>Social spending in Asia is only 15% of G7 countries</li> <li>Government support for private insurance to provide social protection</li> </ul>
Low Private Cover	<ul> <li>Private cover is 8% of the penetration level of western markets</li> <li>Substantial and growing life protection gap of \$33 trillion</li> </ul>

## **Aligned Growth Platforms and Priorities**



Growth Drivers	Growth Platforms	Growth Priorities		
Large Population Growth	Premier Agency	<ul> <li>Sustain competitive advantages in Premier Agency</li> <li>Recruit, develop and promote next generation of agents</li> <li>Enhanced productivity and service through technology</li> </ul>		
Rapid Urbanisation	Profitable Partnerships	<ul> <li>Expand distribution platform reach</li> <li>Optimise new and existing partnerships</li> <li>Additional sources of profitable and sustainable growth</li> </ul>		
Rising Income & Wealth	Protection & Savings	<ul> <li>Maintain protection-focused portfolio</li> <li>Expand integrated savings and protection cover</li> <li>Capture incremental high-quality savings opportunities</li> </ul>		
Low Social Welfare	Brand & Marketing	<ul> <li>Transform customer experience</li> <li>Increase existing customer engagement levels</li> <li>Enhance analytics and segmentation</li> </ul>		
Low Private Cover	Financial Strength	<ul> <li>Support strong new business growth and returns</li> <li>Maintain strong capital and cash flow</li> <li>Prudent, sustainable and progressive dividend</li> </ul>		



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## **Definitions and Notes**



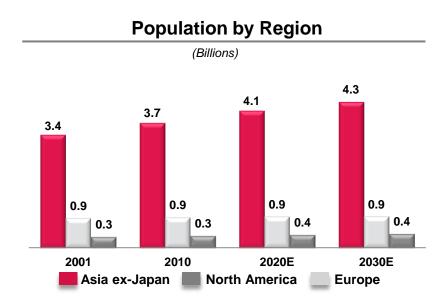
- 2013 figures include the financial and operational results of AIA's acquisitions from the respective dates of completion.
- Annualised new premium (ANP) excludes pension business.
- Certain prior year figures have been restated due to the Group's adoption of IFRS 10 and IAS 19 (revised) standards. Further details
  are disclosed in note 27 to the interim financial statements and Section 2 of the Supplementary Embedded Value Information in our
  2014 interim results preliminary announcement published on 25 July 2014.
- Comparison for balance sheet items are shown against the position as at the end of the 2013 financial year.
- EV Equity is the total of embedded value, goodwill and other intangible assets attributable to shareholders of the Company.
- Free surplus is the excess of the market value of AIA's assets over the sum of the statutory liabilities and the minimum regulatory required capital. For branches of AIA Co. and AIA International, the statutory liabilities are based on HKICO statutory accounting and the required capital based on 150% HKICO minimum solvency margin.
- Hong Kong market includes Macau; Singapore market includes Brunei; Other Markets includes Australia, the Philippines, Indonesia, Vietnam, Taiwan, New Zealand and Sri Lanka.
- Investment income and invested assets composition exclude unit-linked contracts and consolidated investment funds.
- Investment return is defined as investment income with the addition of realised and unrealised gains and losses as a percentage of average invested assets.
- Investment yield is defined as net investment income as a percentage of average policyholder and shareholder invested assets for the relevant periods (i.e. excluding unit-linked investments and consolidated investment funds); AIA's net investment income does not include realised or unrealised gains and losses.
- IFRS operating profit after tax (OPAT), net profit and IFRS shareholders' equity are shown post minorities.
- Operating profit before tax excludes non-operating items such as investment experience, investment income and investment
  management expenses related to unit-linked contracts and consolidated investment funds, corresponding changes in insurance and
  investment contract liabilities in respect of unit-linked contracts and consolidated investment funds and participating funds and other
  significant items considered to be non-operating income and expenses.
- TWPI consists of 100% of renewal premiums, 100% of first year premiums and 10% of single premiums, before reinsurance ceded.
- Undiscounted net cash flows are defined as the after-tax surplus generated from the assets backing the statutory reserves and required capital of the in-force business of AIA on the embedded value basis.
- VONB is after unallocated Group Office expenses and adjustment to reflect additional Hong Kong reserving and capital requirements; includes pension business and is shown before minorities.
- VONB margin = VONB / ANP. VONB for the margin calculations exclude pension business to be consistent with the definition of ANP.
- VONB and VONB margin by distribution channel are based on local statutory reserving and capital requirements, before the deduction
  of unallocated Group Office expenses and exclude pension business.
- VONB and VONB margin by geographical market are based on local statutory reserving and capital requirements, before the deduction of unallocated Group Office expenses.

## APPENDIX



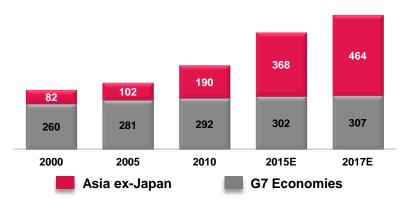
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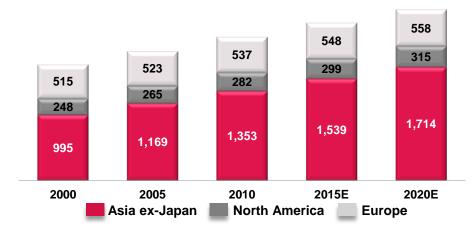
## **Asia's Significant Growth Opportunity**



#### **Growth in Disposable Incomes**

No. of households with disposable income above US\$10k (Millions)



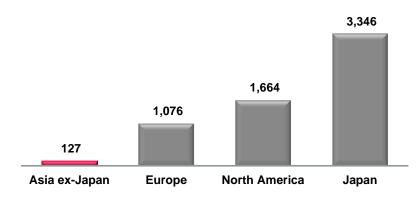


**Rapid Urbanisation** 

Urban population (Millions)

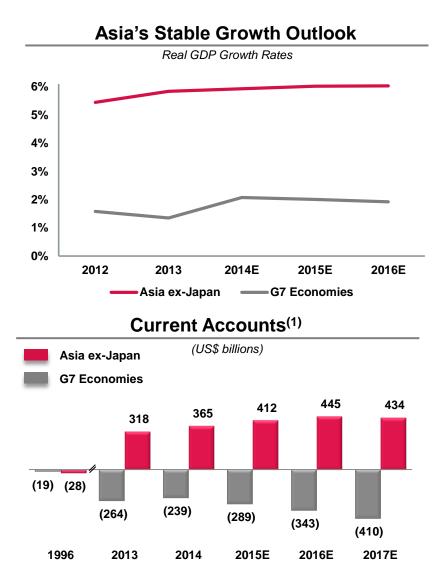
#### **Underpenetrated Asian Life Insurance**

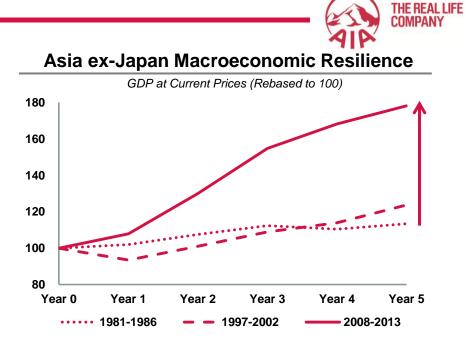
2013 Density Rate (US\$)



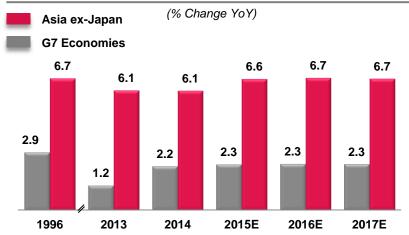
THE REAL LIFE COMPANY

## Asia's Macroeconomic Stability





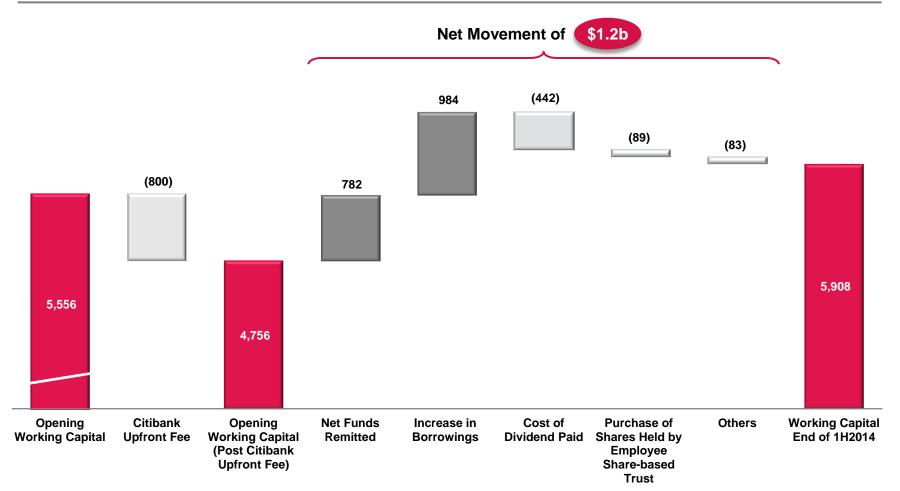
#### Domestic Demand<sup>(1)</sup>



## **1H2014 Working Capital Movement**

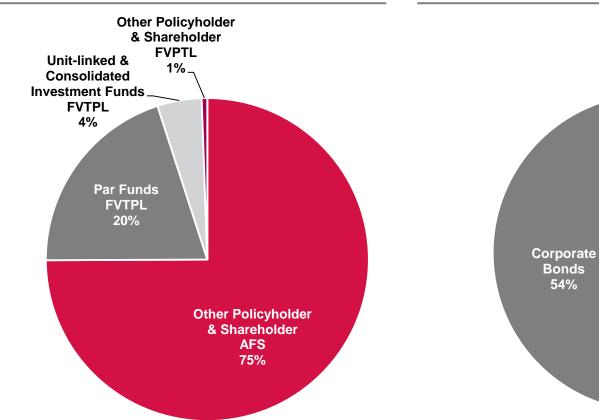
- COMPANY

### Working Capital Movement (\$m)





#### Debt Securities by Accounting Classification<sup>(1)</sup>



#### Debt Securities by Type

Structured

**Securities** 

1%

Government Bonds

45%

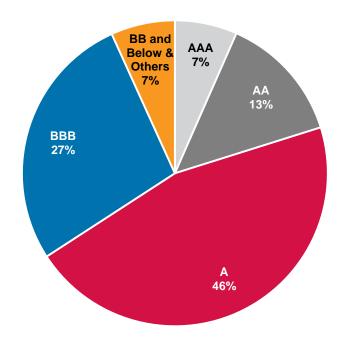
Note: As of 31 May 2014 (1) AFS refers to available for sale; FVTPL refers to fair value through profit or loss

## **High-Quality and Long Duration Asset Base**

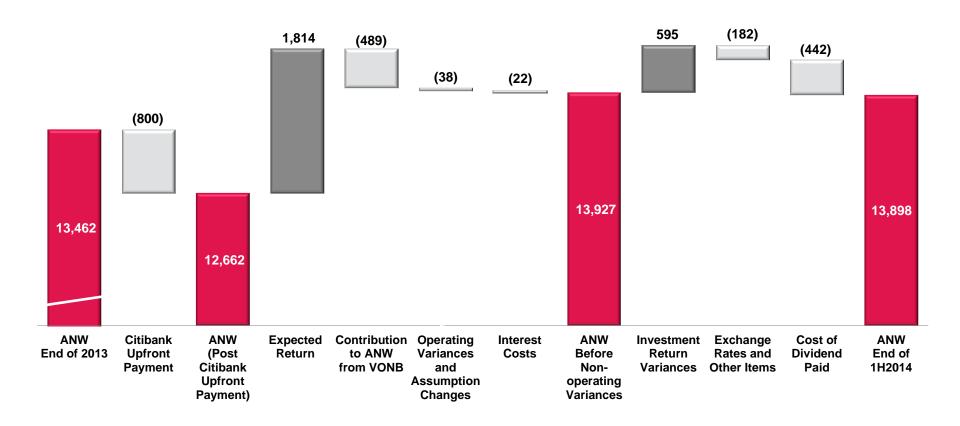


#### **Fixed Income Portfolio Duration**

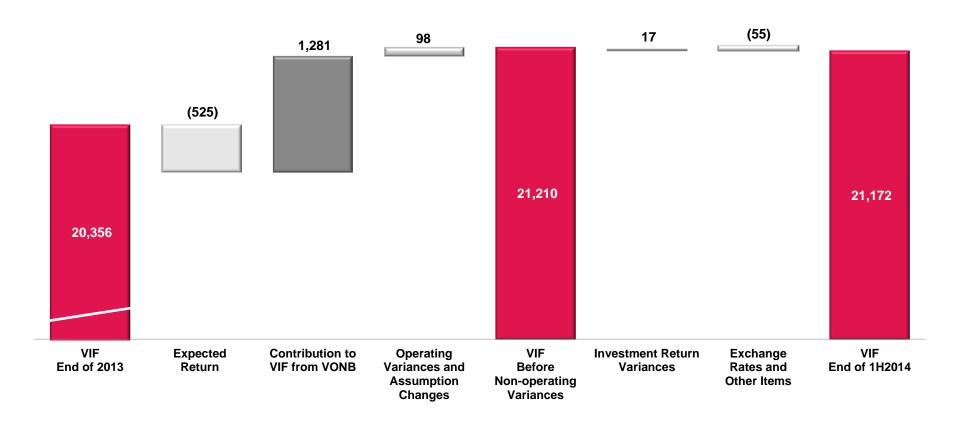
10+ Years & No Fixed maturity 48% 51% 5 – 10 Years 27% 26% 1 – 5 Years 19% 18% ≤1 Year 6% 5% 1H2013 1H2014 Fixed Income Portfolio by Rating<sup>(1)</sup>



#### ANW Movement (\$m)



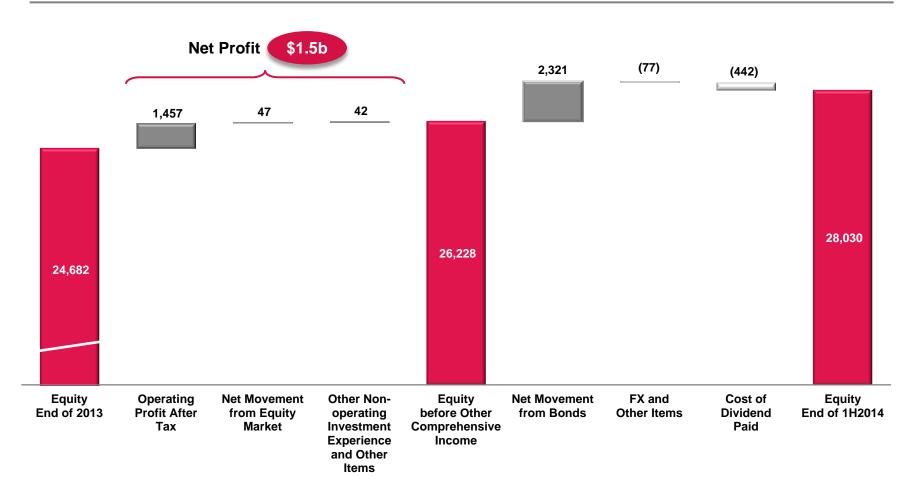
VIF Movement (\$m)



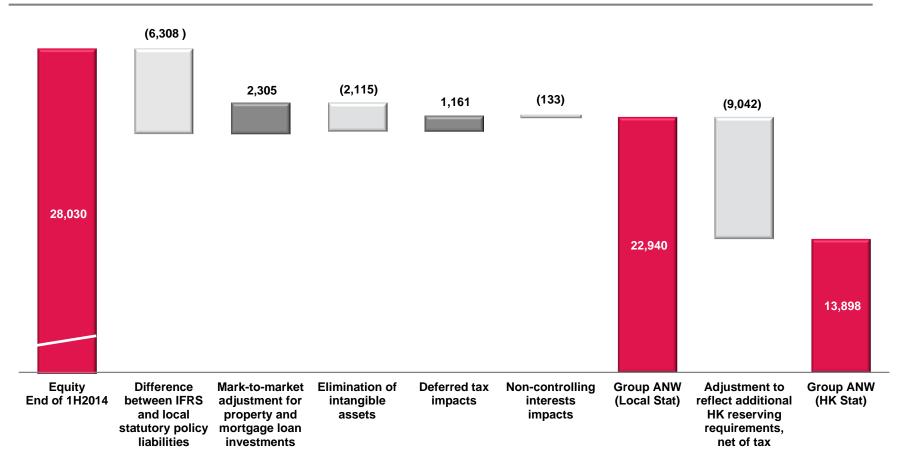
## **1H2014 Shareholders' Equity Movement**

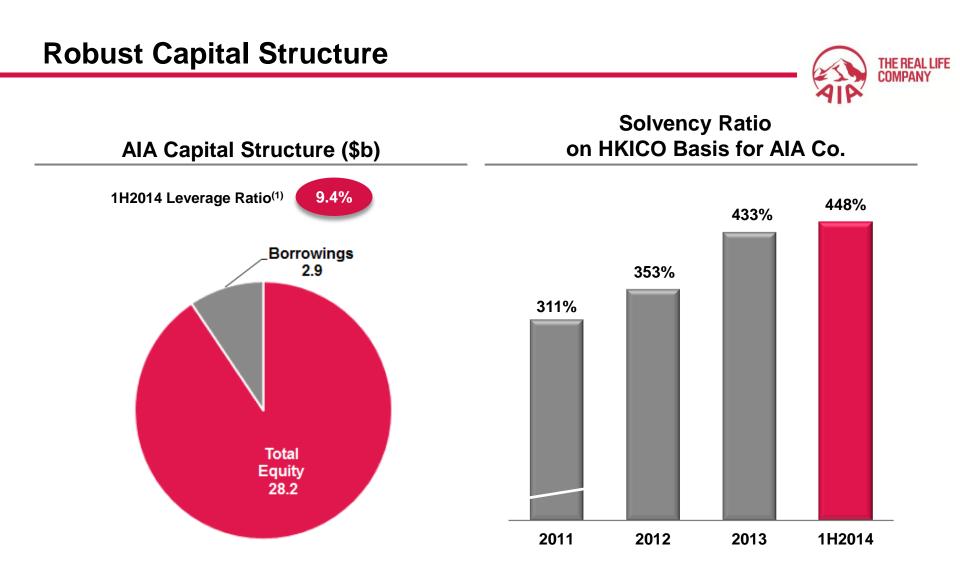
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Shareholders' Equity Movement (\$m)



#### Reconciliation of IFRS Shareholders' Equity to ANW (\$m)

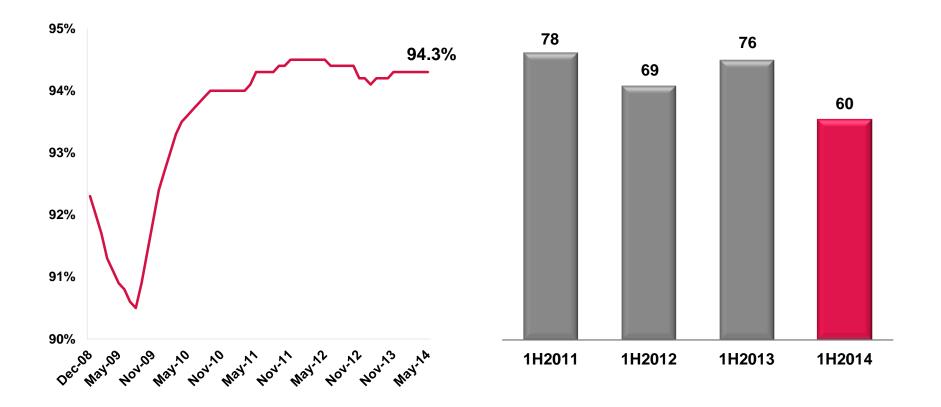






#### Persistency Since IPO

## Assumption Changes (\$m)



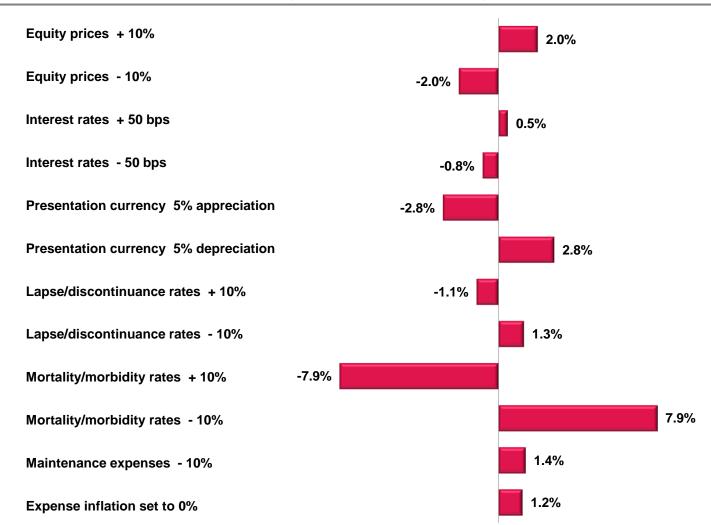
	Risk Premium <sup>(1)</sup>			
	As at 30 Nov 2010	As at 30 Nov 2013	As at 31 May 2014	
Australia	3.10	4.38	4.38	
China	6.26	6.01	6.01	
Hong Kong <sup>(2)</sup>	4.47	4.57	4.57	
Indonesia	7.10	6.50	6.50	
Korea	5.68	5.90	5.90	
Malaysia	4.55	4.55	4.55	
New Zealand	2.87	4.26	4.26	
Philam Life	7.00	7.50	7.50	
Singapore	4.82	4.52	4.52	
Sri Lanka	n/a	5.67	5.67	
Taiwan	6.27	6.27	6.27	
Thailand	5.63	5.38	5.38	
Vietnam	5.80	5.80	5.80	

Notes:

(1) Risk premium refers to the difference between risk discount rate and investment return assumption for 10-year government bond of respective periods

(2) The majority of AIA Hong Kong's assets and liabilities are denominated in US dollars. The 10-year government bond assumption is for US dollar-denominated bonds.

Sensitivity of EV as at 31 May 2014



#### Sensitivity of VONB as at 31 May 2014

