



HEALTHIER, LONGER,
BETTER LIVES

TDA at AIA

Transforming AIA through Technology, Digital and Analytics

22 November 2021



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Throughout this document, in the context of our reportable market segments, Hong Kong refers to operations in Hong Kong Special Administrative Region and Macau Special Administrative Region, Singapore refers to operations in Singapore and Brunei, and Other Markets refers to operations in Australia, Cambodia, India, Indonesia, Myanmar, New Zealand, the Philippines, South Korea, Sri Lanka, Taiwan (China) and Vietnam.



Delivering Sustainable Shareholder Value

TDA amplifying AIA's competitive advantages to drive:

- **Growth**
- **Productivity**
- **Efficiency**

1

Future proof Premier Agency and industry-leading partnerships

2

Digital-led models capturing new customer segments

3

Compelling propositions meeting growing customer needs

4

Customer engagement and analytics improving claims & risk management

5

Leading customer experience driving loyalty and increasing share of wallet

6

Scalable operations and digital platforms enhancing efficiency



Extending AIA's strong track record of growing:

- **VONB**
- **Earnings**
- **Cash**

Digital and Analytics Powering Agency Value Chain



Leading Digital Tools with High Agent Adoption



Technology, Digital and Analytics Enablers

- Aptitude assessment
- Performance prediction
- AI-assisted interviews
- Agent-leader assignment
- Tailored career pathways
- Fast-track development

- Activity management
- Real-time tracking
- Performance management
- Digital leads generation
- Leads nurturing
- Agent-customer matching

- Personalised offers
- Tailored coverage
- Needs based advice
- Digital servicing, claims
- Financial Health Check
- Lifestyle event triggers

Scale

- ↑ Number of new recruits
- ↑ Agent retention

Productivity

- ↑ Agent productivity
- ↑ MDRT members

Lifetime Value

- ↑ Customer upsell / Repurchase rates
- ↑ Agent incomes

Expanding Customer Reach through Digital-led Partnerships



Digital-led Bancassurance

Segmented Propositions

Comprehensive Product Suite

Digital and Face-to-Face Advice

Digital Platform Partnerships

Engagement Content and Services

Customer-led Lifestyle Propositions

Agile, Test and Learn Approach

Technology, Digital and Analytics Enablers

Partner Integration

- APIs and digitally-enabled customer journeys
- Data-driven and simplified underwriting
- Jointly developed propositions

Analytics-enabled Leads Generation

- Data-driven marketing
- Using data from AIA, partners and external
- Propensity models to design targeted offers

Customer Preferred Purchase Journey

- Digital completion with assisted closure
- Face-to-face advisory for more complex sales
- Remote selling capabilities

Productivity

- ↑ Lead generation
- ↑ Conversion rates / Seller productivity

New Digital Growth Opportunities

- ↑ No. of new customers acquired digitally
- ↑ Follow-on sales and lifetime monetisation

Shared Value Partnerships

- ↑ VONB
- ↑ Partner commission income

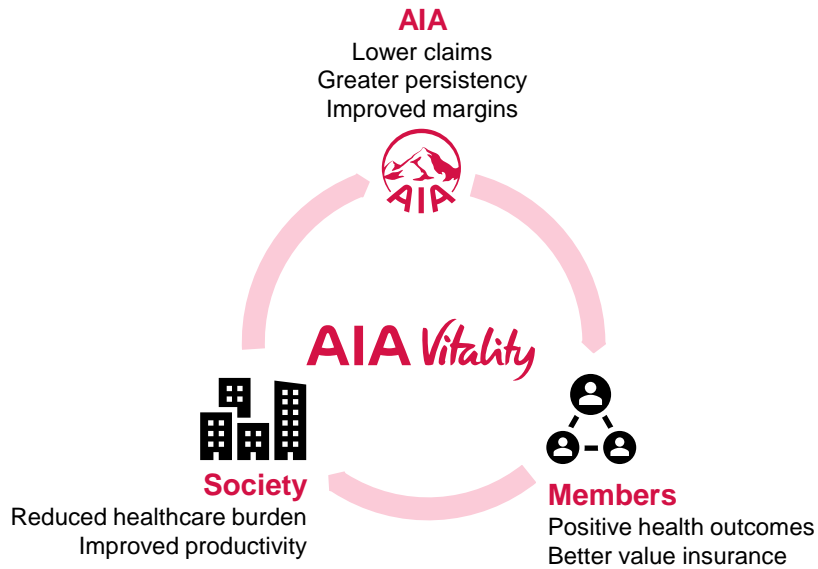
Difficult to Replicate Compelling Propositions



Helping People Live Healthier, Longer, Better Lives

AIA Vitality Creating Shared Value Outcomes

Health & Wellness Ecosystem



- Unique Health & Wellness proposition
- Incentives to become healthier
- Behavioural change
- Integrated product structure
- Digital experience with rich functionality

- Range of value-added services
- Best-in-class partners exclusive to AIA
- Services focused on clinical efficacy
- End-to-end health journeys
- Seamless digital integration

↑ Ecosystem services availability	↑ AIA Vitality members	↑ Experience surplus
↑ Utilisation and engagement levels	↑ AIA Vitality integrated VONB	↑ Persistency and repurchase rates

Leading Customer Experience Driving Business Outcomes

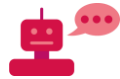


- | | | | |
|--|---|---|---|
| <ul style="list-style-type: none"> ▪ Financial Health Check ▪ Product recommendations ▪ Agent-customer matching | <ul style="list-style-type: none"> ▪ Digital on-boarding process ▪ Robo-assisted advice ▪ Personalised advice and offers | <ul style="list-style-type: none"> ▪ Intuitive digital journeys ▪ AI-powered assistant ▪ Digital health services | <ul style="list-style-type: none"> ▪ Simplified submission ▪ AI-enabled instant claims ▪ Optimised care pathways |
|--|---|---|---|

Technology, Digital and Analytics Enablers



Human-centred journeys



Automation



AI / ML



Real-time feedback



Customer data mart



Integration with agency tools

Service

Leading customer journeys with relentless focus on simplicity, timeliness and reliability

- ↑ Turnaround time speed
- ↑ Net Promoter Score (NPS)

Engage

Compelling and engaging propositions with integrated and exclusive services

- ↑ Digital platforms monthly active users
- ↑ Leads generated

Grow

Improved persistency, larger case sizes and more products per customer

- ↑ Customer retention
- ↑ ANP from existing customers



HEALTHIER, LONGER,
BETTER LIVES

Appendix

Our Purpose: Helping People Live Healthier, Longer, Better Lives



Strategic Priorities

Leading Customer Experience

Seamless omnichannel customer experience with best-in-class engagement

Unrivalled Distribution

Scale capacity and productivity through digitalisation and advice-centric models

Compelling Propositions

Be the leading provider of personalised advice and innovative solutions

Step Change in Technology, Digital and Analytics

World-class technology

Customised and digitally-enabled journeys

Data and analytics powering everything we do

Organisation of the Future

Simpler, faster, more connected

Financial Discipline

Sustainable long-term shareholder value driven by clear KPIs

Structural Growth Drivers in Asia



Unprecedented wealth creation



Significant need for private protection



Rapidly shifting consumer mindset



Pervasiveness of new technologies



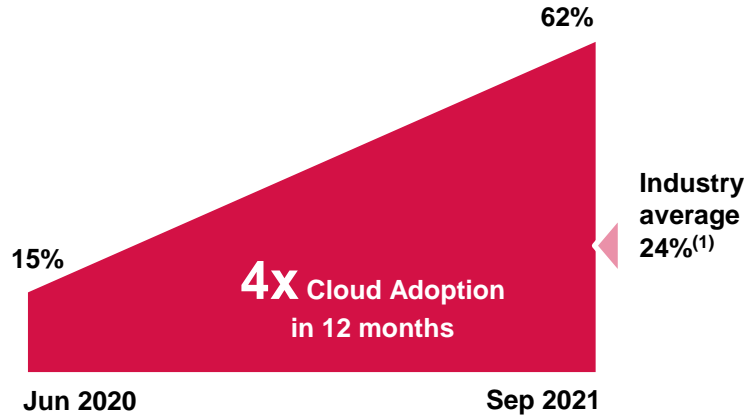
Embracing purpose, sustainability and resilience

Technology

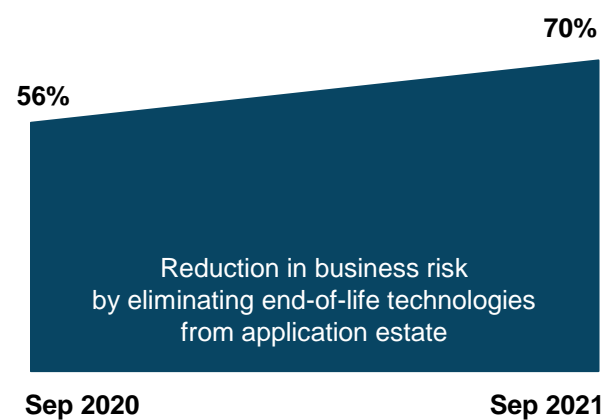
Cloud Adoption Enabling Our Businesses



Industry-leading Cloud Adoption



Modern Applications



Supporting Innovation through Agility



One-stop Catalogue, provisioning of Cloud services accelerated by 200x, meeting business demands for agility

Improved Customer Experience with Straight-through Processing



Scalability Supporting Business Demands

1.3bn

policy transaction records per month

System availability of 99.99% exceeds insurance and retail banking verticals benchmarks⁽²⁾

Delivering Results

AIA China

- 63% Cloud adoption
- 81% of transactions processed straight through
- Infrastructure delivery time reduced **from 90 to 1 day**
- Enabling rapid business expansion

AIA Singapore

- 75% Cloud adoption
- 80% reduction in back-end data transfer latency, from **15 to 3 minutes**

AIA Thailand

- 61% Cloud adoption
- >90% decrease in incidents compared to 2020 on-premise
- Highly-available applications driving improved customer experience

AIA Vietnam

- 96% Cloud adoption
- 60% reduction in application development time – My AIA was launched as a personalised customer touchpoint
- Agility enabling improved customer experience

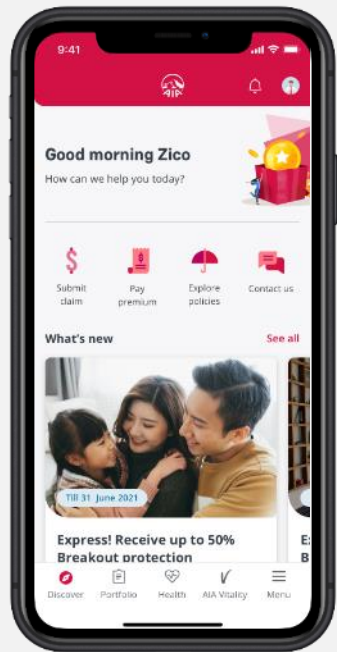
Notes:
 (1) Sources: 2021 Forecast from BCG FSI Cloud Benchmark
 (2) System availability in Sep 2021; ISG

Digital – Customers

Continued Enhancements to Improve Digital Experience



Human-centred design approach for the best-in-class customer experience



App Store Rating of AIA Service App

4+
★★★★★

HK, SG, MY, TH, VN

In-force Registered Customers

~9.1m

in 13 markets

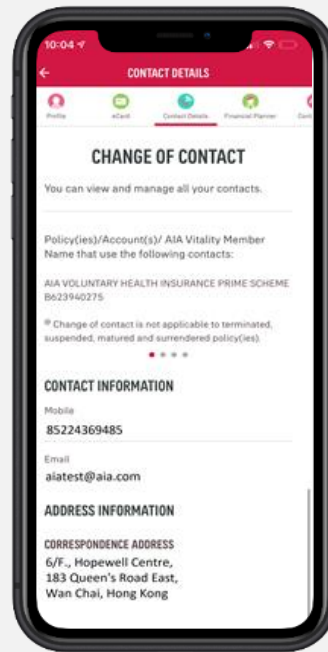
No. of Customer Apps Launched

4 **5**

Service Apps Health & Wellness Apps

- New service apps launched in CN, TH, PH & VN
- Cohort research and heuristic analysis to understand customer preferences

Market-leading service journey with relentless focus on simplicity, timeliness and reliability



Claims Payment

100%

Claims paid digitally in
CN, MY, VN,
INDO, AU & KR

Claims Submission

72%

Claims submitted digitally

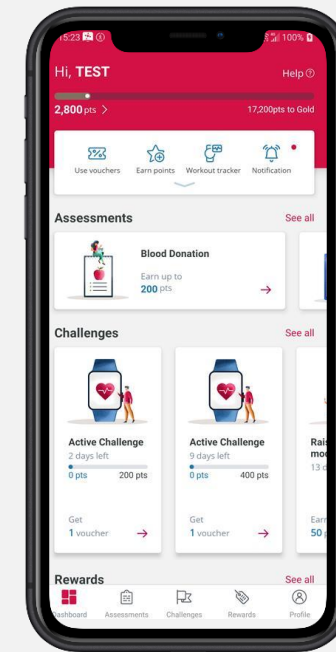
Service

~68%

Service requests submitted digitally

- Automation of business processes including claims and service requests
- Improved experiences driving increased adoption

Expanding AIA Vitality with new services and new markets



VONB

>\$1.6bn

from AIA Vitality integrated products 2018 to 1H 2021

1st in the Insurance Market to Launch

AI Food Scoring

>1.3m

Active AIA Vitality members across 10 markets

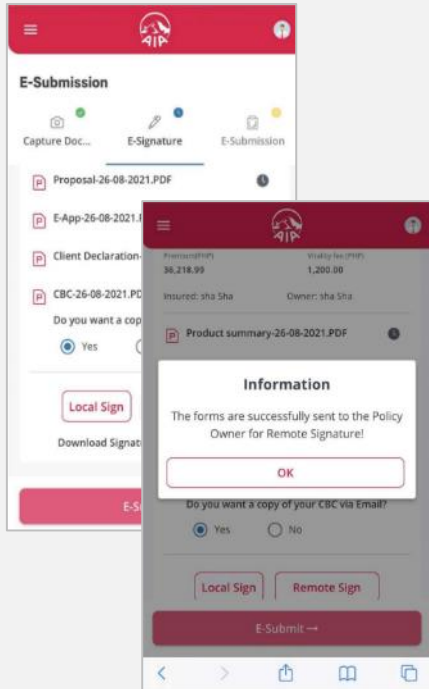
- AIA Vitality @home series launched featuring online events and ways to participate in the programme from home
- Incentives for COVID-19 vaccinations with over 57k vaccinations logged through AIA Vitality

Digital – Premier Agency

Enhancing Prospecting and Selling



Swiftly enabling agents to sell products remotely



Adoption of Point-of-Sale Platform

100%

CN, TH, SG, MY, PH & CB

Adoption of Point-of-Sale Platform

98%

AIA Group

Use of Remote Sales Capabilities

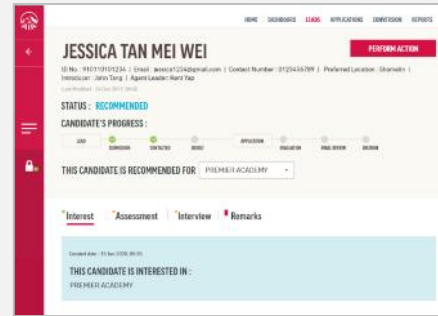
>50%

PH

~38%

AIA Group

Uplift in digital agent recruitment process



AIA China

100%

New advisors recruited digitally

AIA Malaysia

100%

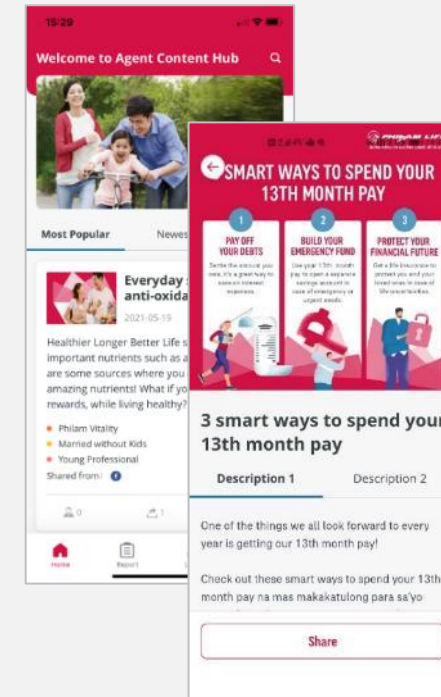
New agents recruited digitally

AIA Hong Kong

98%

New agents recruited digitally

Leveraging social media marketing for sales leads generation



AIA China

>650k

Leads generated through social media platform

AIA Malaysia

>535k

Leads generated through social media platform

AIA Singapore

>390k

Leads generated through social media platform since Jan 2020

AIA China – Premier Agency

Fully-digitalised Agency Value Chain



100% Digital Tool Adoption



Paperless



Comprehensive Data Capture

i-Recruit



- Prospect segmentation
- Precise recruitment
- Pipeline management
- Seamless end-to-end onboarding process

e-Academy



- Comprehensive online programmes
- Online broadcasting platform
- Customised need-based training programme

Master Planner



- Modules for leaders, agents and management
- Real-time activity and result tracking
- Predictive performance management

Ying Jia Tuo Ke & E-Tou (Lead generation tools)



- Large-scale social media leads generation
- Segmented digital contents and products
- Leads management system

Instant Buy



- Fast & seamless end-to-end digital sales platform
- Remote digital sales via Air Sign
- Industry leading double recording system

i-Service



- One-stop platform
- Agents serve customers anytime, anywhere
- Simplified online submission

100% Utilisation

100% Utilisation

>70% Agent Utilisation for CRM

>90% Leader Utilisation for Management

>650k Digital Leads Generation

841m ANP Converted from Digital Leads (RMB)

100% Utilisation

390K Monthly Volume Service

Premier Agency

Productivity

4.1x

of major competitors in 2020

MDRT Members

3,283

+22% in 2021

Educational Qualification

>80%

College and above

AIA China – Leading Customer Experience

End-to-end Customer Digital Journey with Best-in-class Experience



Enterprise feedback platform with real-time follow-up to continuously elevate experience

Ying Jia Tou Ke, Wellness & WeChat-based Tool



- Digital tools and social media for awareness and learning
- Targeted engagement – Digital content and e-campaigns
- Coverage calculator
- Product affinity – Recommendations based on customer needs and segments

Sales Illustration System & Instant Buy



- Seamless and end-to-end Instant Buy – Dynamic questionnaire and pre-underwriting
- Instant pending case handling
- Remote completion via Air Sign
- Double recording with intuitive experience
- Digitalised welcome call

AIA One App



- One-stop service platform with human-centered design
- Integrated Health & Wellness proposition & platform – Digitalised customer engagement
- Customised wellness solution
- Integrated online and offline service journey with in-house medical network

AIA U Online & WeChat-based Tool



- Simplified online submission
- Instant claim pending case handling
- Instant claim case closing and online payment
- Optimised care pathways

Net Promoter Score and Customer Effort Score

Excellent Customer Experience

No. 1

For 4 consecutive years

AIA Wellness App Rating

4.7



>650k

Digital Leads Generation

841m

ANP Converted from Digital Leads (RMB)

100%

Instant Buy Adoption

67%

Straight-through Processing

92%

E-submission

90%

Straight-through Processing

87%

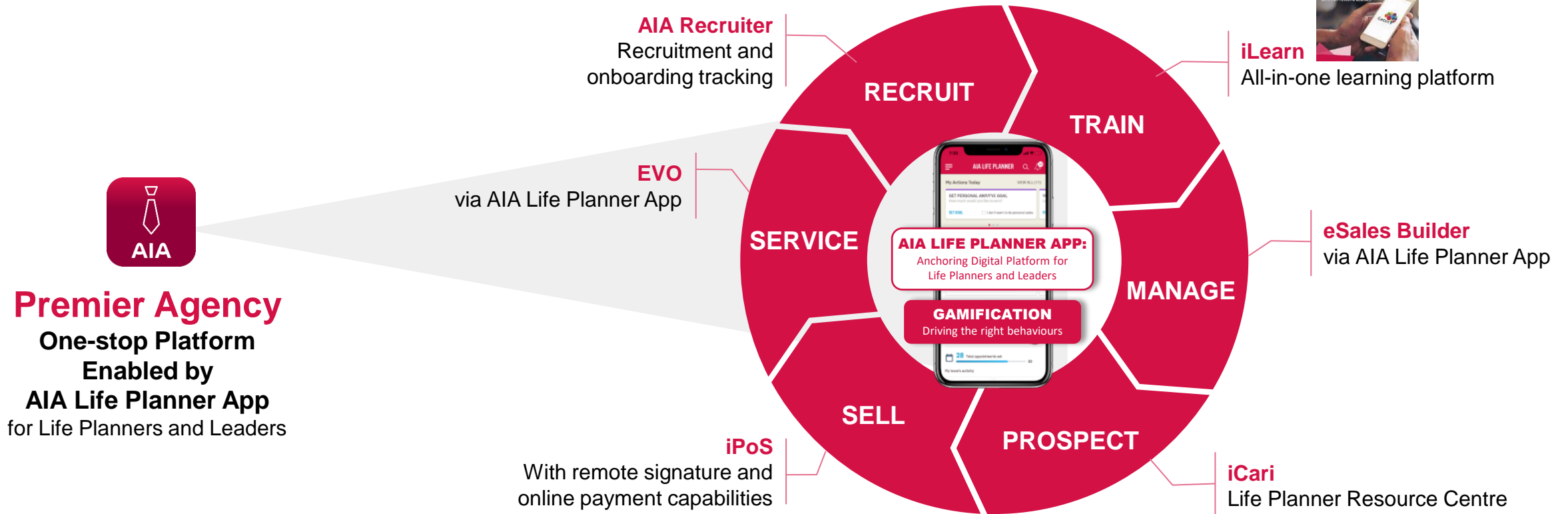
E-submission

100%

Claims paid digitally

AIA Malaysia – Premier Agency

End-to-end Digital Agent Journey to Enable Greater Productivity



100% New agents recruited digitally

100% Personalised development through iLearn

86% Agents using iCari⁽¹⁾

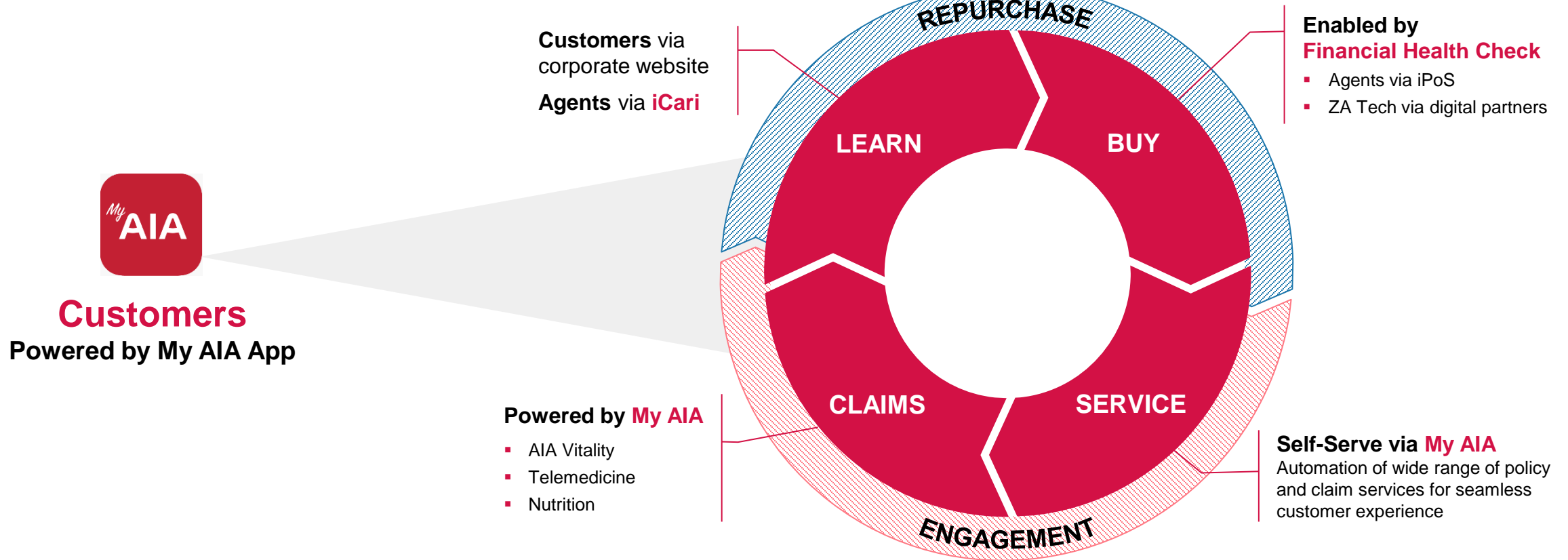
100% Adoption of iPoS

Notes: Data as of September 2021 unless otherwise stated

(1) Based on cumulative agents using iCari over cumulative active agent count for the 9-month period ended 30 September 2021

AIA Malaysia – Customer Experience

Personalised Omni-channel Experience Powered by My AIA



1.1m My AIA registered users

>400k Digital leads generated in 1H21

4.2 App store rating
★★★★★

92% Claims submitted digitally

100% Claims paid digitally

AIA Singapore – Premier Agency

iSMART: New Source of Lead Generation via Digital Engagement



iSMART powered by Analytics-backed insights

+

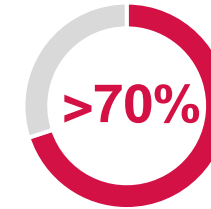
Timely and relevant digital hook products, campaigns & digital content

=

New source of lead generation



- **Comprehensive platform** for lead generation, nurturing and management to improve sales conversion
- **Customer profiles and campaign leads** with Next Best Needs insights
- **Resource hub** with digital content to be shared via social platforms
- **Customised URL** to track and amplify reach, with leads prompted sent back to agents' iSMART



Agents using iSMART per month

>390k

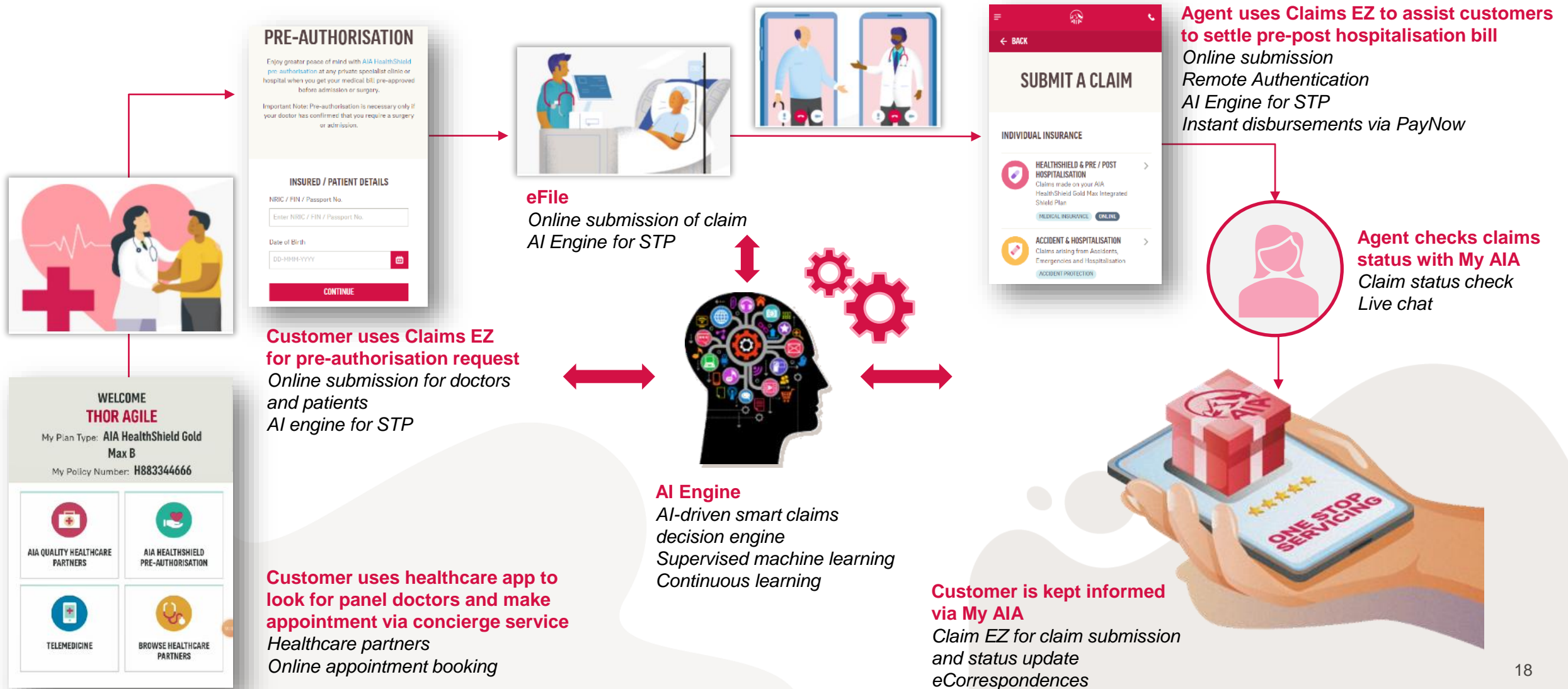
Digital leads generated since Jan 2020

SGD 89m

ANP generated from digital leads since Jan 2020

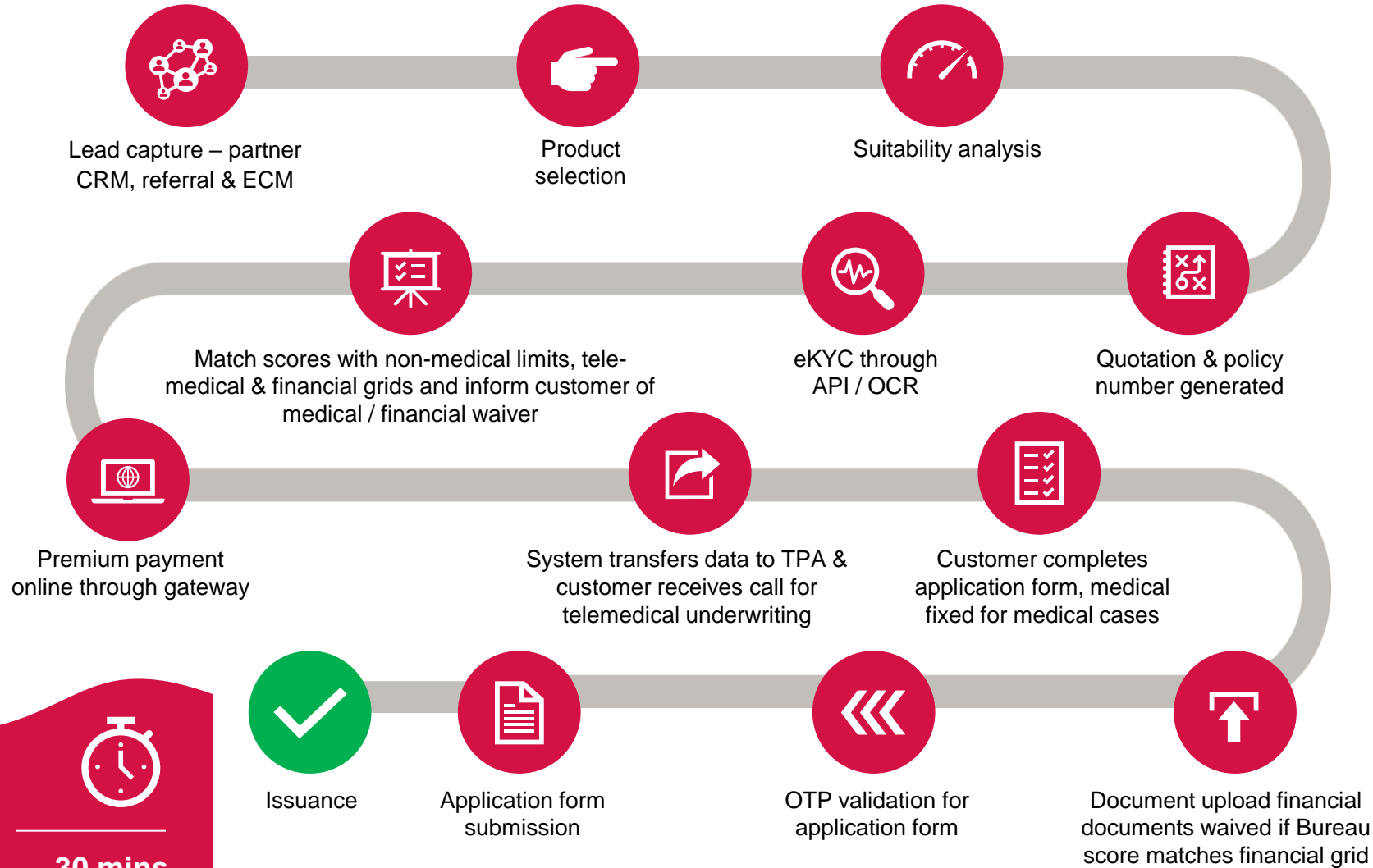
AIA Singapore – Customer Experience

Claims EZ and My AIA: Seamless, Cashless and Care-free




Tata AIA Life – Partnership Distribution

Multi-dimensional Integration for Seamless Customer Onboarding





~30 mins
journey time

Business Sales
(ANP)

195% CAGR 
(FY18-21)


Profitability
(VONB margin)

+39 pps Increase 
(FY18-21)

Productivity

2.2x Growth 
(FY18-21)

Wallet Share
(vs. two peers)

+18 pps Increase 
(FY18-21)

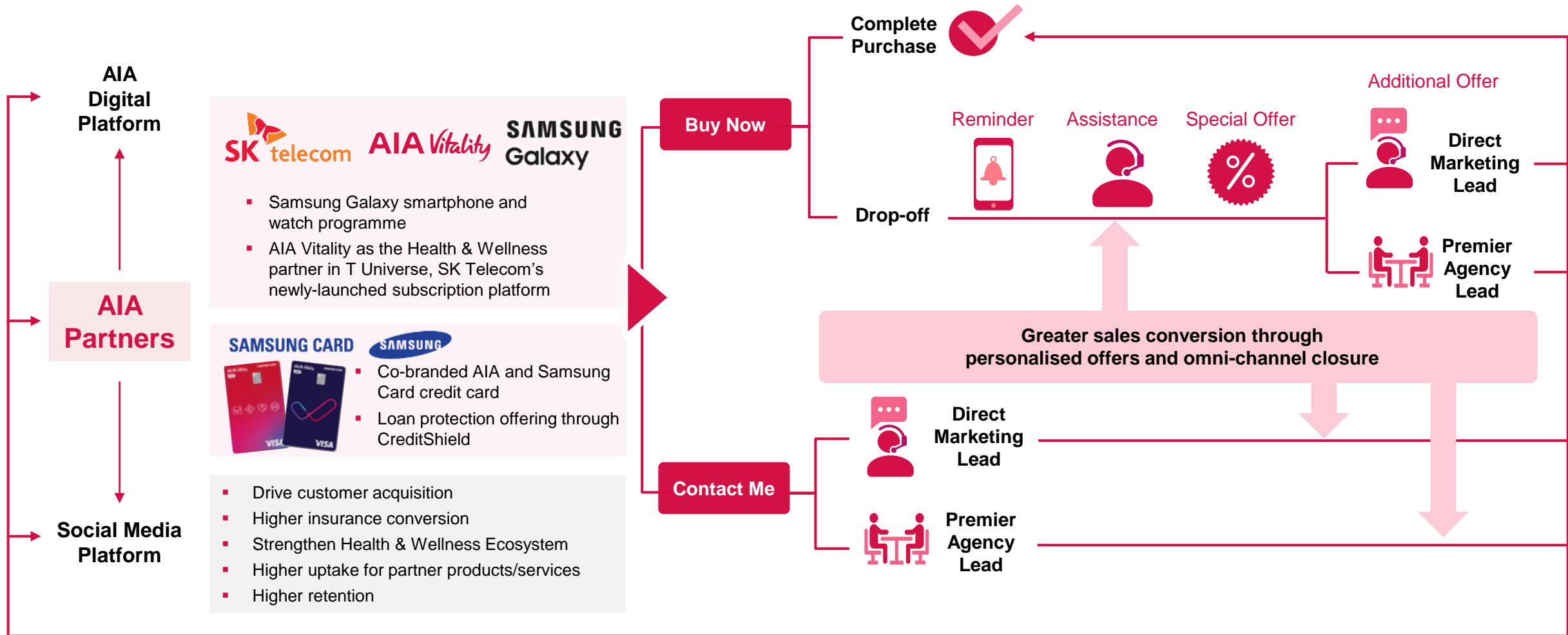
Note: Performance of one of Tata AIA Life's bancassurance partners post launch of remote sales, presented on the 31 March financial year-end basis

AIA Korea – Digital Platform Partnerships

New Models, New Growth

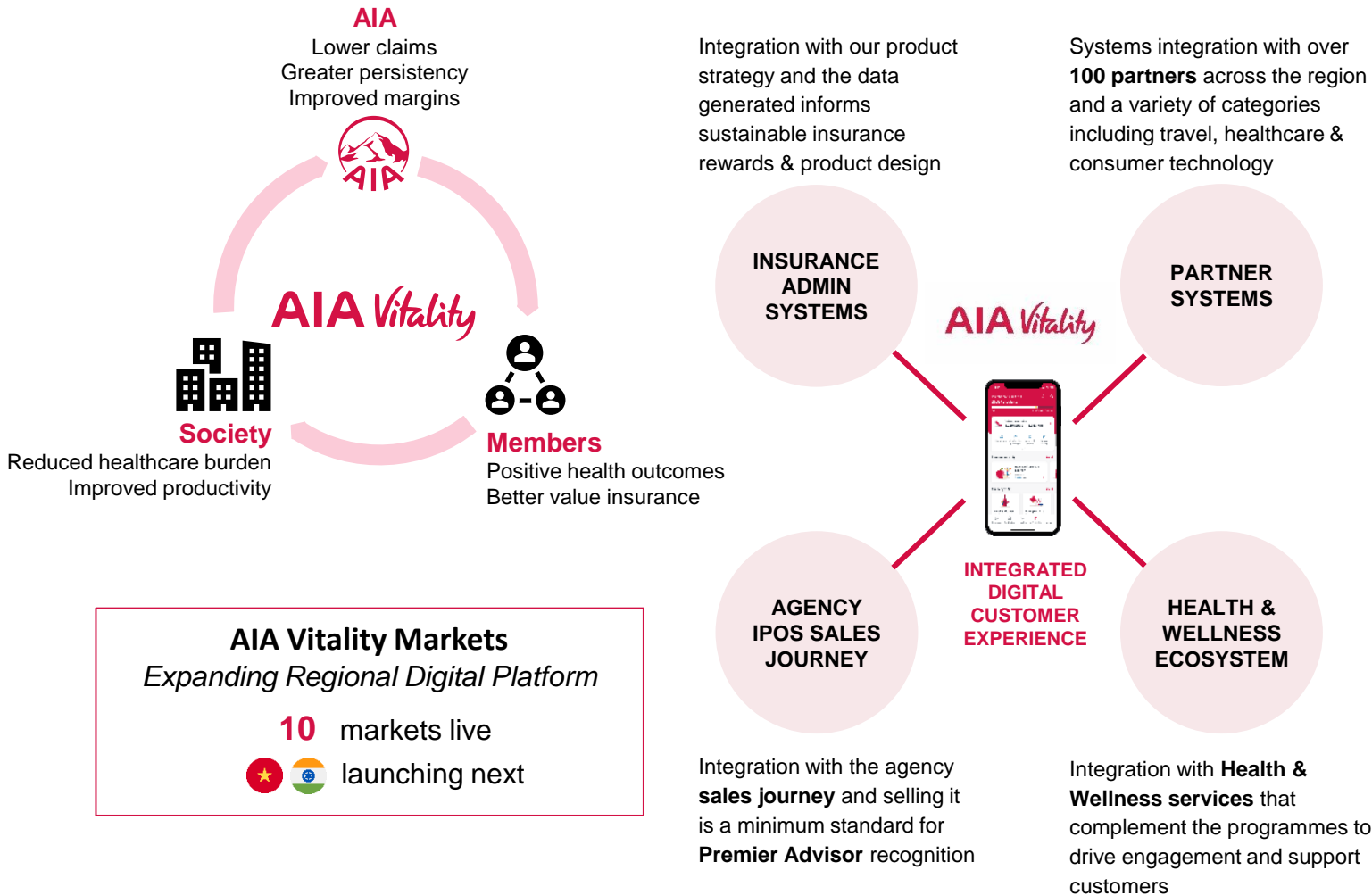


Acquire new customers and increase conversion through personalised digital engagement



AIA Vitality

Shared Value Model Providing Significant Competitive Advantages



AIA Vitality Markets
Expanding Regional Digital Platform

10 markets live
 launching next

>20%
Increase in AIA Vitality new members
(1H 2021 vs 1H 2020)

>70%
Increase in AIA Vitality integrated product VONB
(1H 2021 vs 1H 2020)

AIA Vitality Integrated / Non-Integrated VONB Growth (1H 2021 vs 1H 2020)

Overall	Hong Kong	Thailand
1.4x	1.9x	2.0x
	Malaysia	South Korea
	2.6x	1.5x

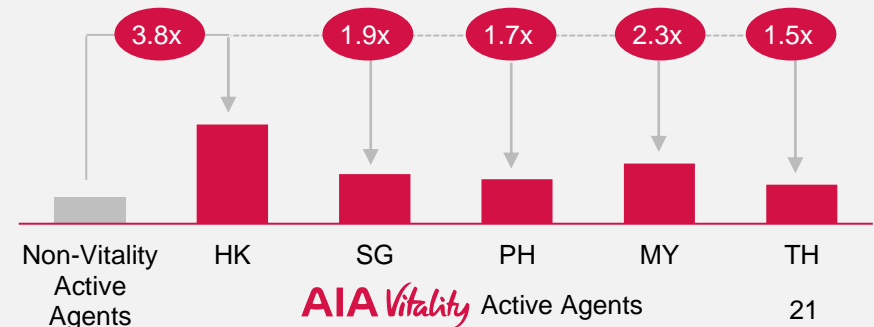
Improved persistency

Members vs Non-members Persistency ⁽¹⁾	+6% Bronze	+28% Silver	+50% Gold & Platinum
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Improved repurchase

Members vs Non-members Repurchase Rates ⁽²⁾	+15% Bronze	+73% Silver	+119% Gold & Platinum
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ANP per Active Agent



Notes: Data as of Jun 2021 unless otherwise stated

(1) Results of AIA Australia in 2016-2019, based on the actual lapse experience

(2) Results of AIA Thailand in 2020

(3) Source – AIA Australia In Hospital claims study

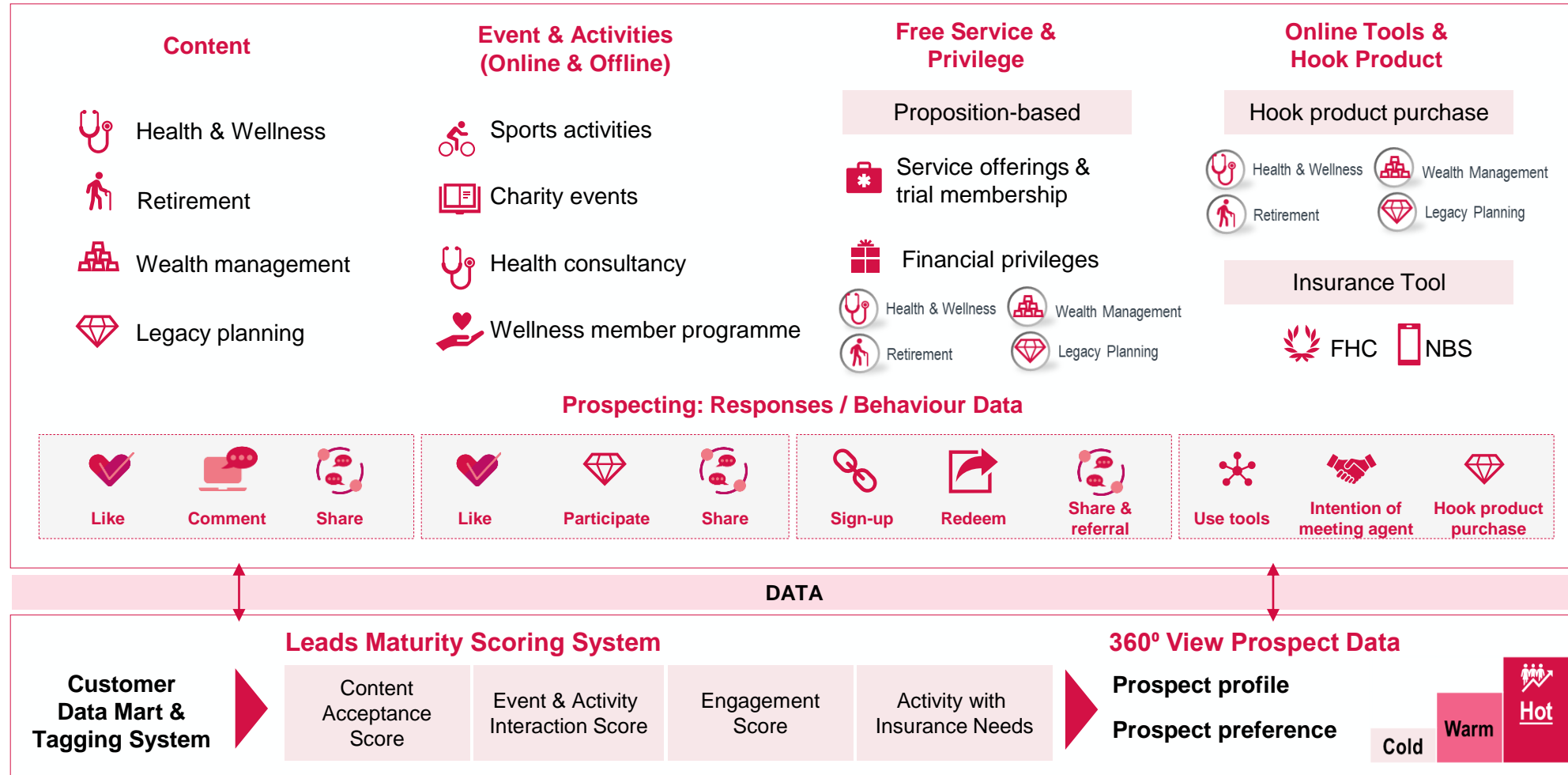


One Experience

A Data-driven Integrated Platform

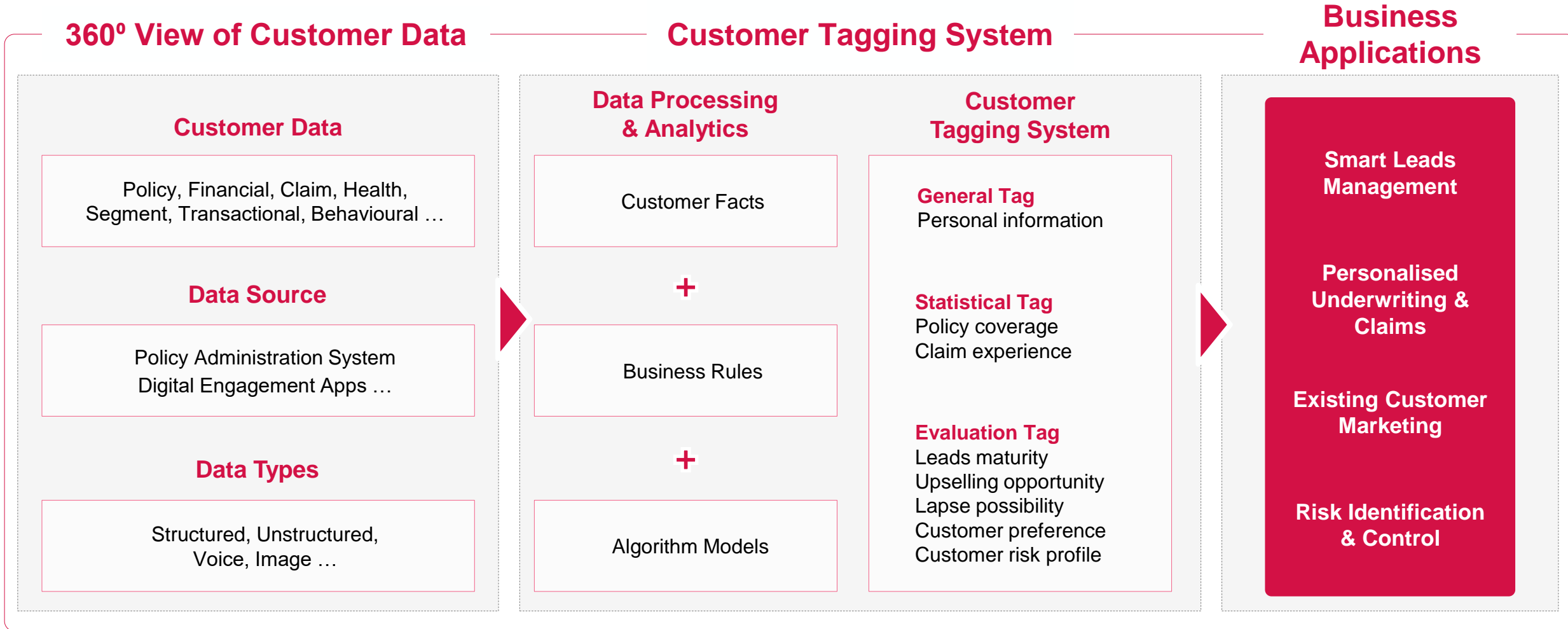


- 1 Compelling Propositions by Target Segments**
 Health & Wellness
 Retirement
 Wealth Management
 Legacy Planning
- 2 Tailored Nurturing & Engagement Activities**
 Build connection
 Prospect
 Develop interaction
 Deepen insurance awareness
 Identify insurance needs
- 3 Precise Evaluation of Prospect Response & Preference via Data Analytics**



One Experience

Advanced Customer Data and Analytics



One Experience

A Customer-led Transformation to Unleash Value



Large-scale Traffic from Multiple Channels

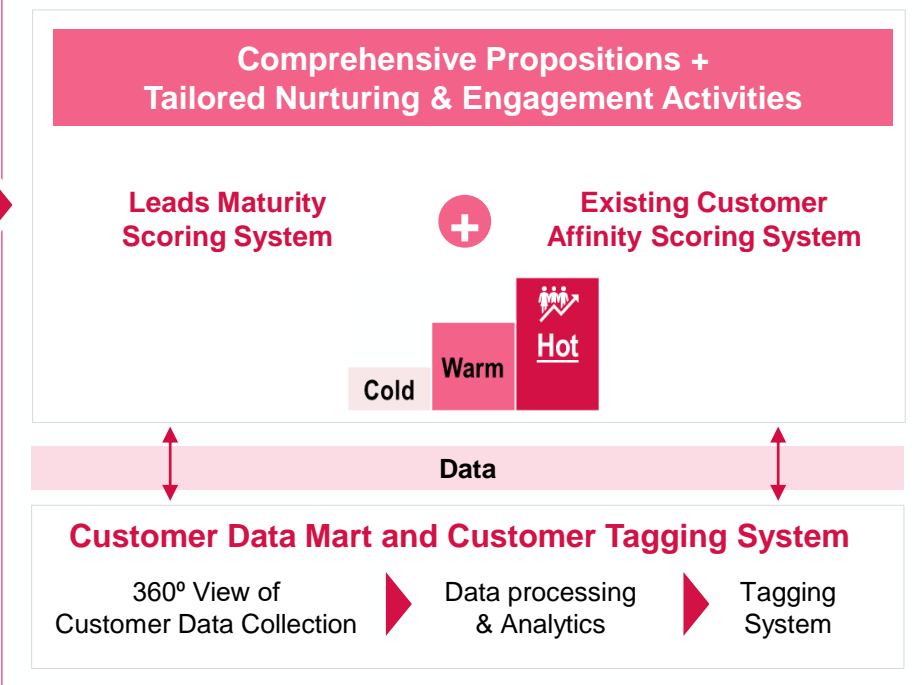
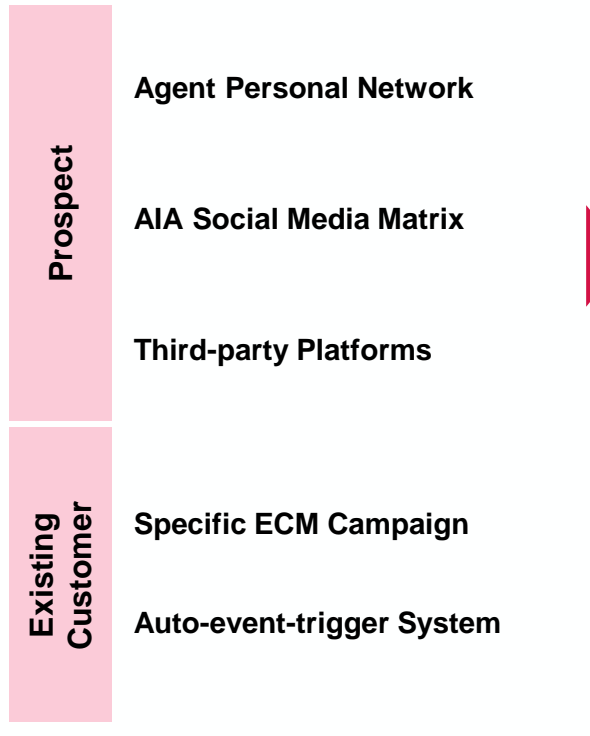
Strong Nurturing & Engagement through One Experience

Effective Conversion & Unleashing Customer Value

- Timely & wide-ranging digital contents & e-campaigns
- Digital partnerships

- **One Experience**, an integrated platform for customised leads nurturing; precise and value-based CRM
- Enabled by powerful customer **data mart and tagging system** to generate actionable insights

- Provide sales toolkit, seamlessly integrated with agency platforms
- Robust leads assignment & customer-agent mapping engine to enable better conversion



Digital Sales Tools

- Hot leads
- Existing customers
- Profile and preference
- Other insights

Smart Agent Assignment Model

