



PRUDENTIAL

Prudential plc Strategic update

30 August 2023

2378.HK
PRU.L

Forward-looking statements

This presentation contains 'forward-looking statements' with respect to certain of Prudential's (and its wholly and jointly owned businesses') plans and its goals and expectations relating to future financial condition, performance, results, strategy and objectives. Statements that are not historical facts, including statements about Prudential's (and its wholly and jointly owned businesses') beliefs and expectations and including, without limitation, commitments, ambitions and targets, including those related to ESG matters, and statements containing the words 'may', 'will', 'should', 'continue', 'aims', 'estimates', 'projects', 'believes', 'intends', 'expects', 'plans', 'seeks' and 'anticipates', and words of similar meaning, are forward-looking statements. These statements are based on plans, estimates and projections as at the time they are made, and therefore undue reliance should not be placed on them. By their nature, all forward-looking statements involve risk and uncertainty.

A number of important factors could cause actual future financial condition or performance or other indicated results to differ materially from those indicated in any forward-looking statement. Such factors include, but are not limited to:

- Current and future market conditions, including fluctuations in interest rates and exchange rates, inflation (including resulting interest rate rises), sustained high or low interest rate environments, the performance of financial and credit markets generally and the impact of economic uncertainty, slowdown or contraction (including as a result of the Russia-Ukraine conflict and related or other geopolitical tensions and conflicts), which may also impact policyholder behaviour and reduce product affordability;
- Asset valuation impacts from the transition to a lower carbon economy;
- Derivative instruments not effectively mitigating any exposures;
- Global political uncertainties, including the potential for increased friction in cross-border trade and the exercise of laws, regulations and executive powers to restrict trade, financial transactions, capital movements and/or investment;
- The longer-term impacts of Covid-19, including macro-economic impacts on financial market volatility and global economic activity and impacts on sales, claims (including related to treatments deferred during the pandemic), assumptions and increased product lapses;
- The policies and actions of regulatory authorities, including, in particular, the policies and actions of the Hong Kong Insurance Authority, as Prudential's Group-wide supervisor, as well as the degree and pace of regulatory changes and new government initiatives generally;
- The impact on Prudential's systemic risk and other group supervision policy standards adopted by the International Association of Insurance Supervisors, given Prudential's designation as an Internationally Active Insurance Group;
- The physical, social, morbidity/health and financial impacts of climate change and global health crises, which may impact Prudential's business, investments, operations and its duties owed to customers;
- Legal, policy and regulatory developments in response to climate change and broader sustainability-related issues, including the development of regulations and standards and interpretations such as those relating to ESG reporting, disclosures and product labelling and their interpretations (which may conflict and create misrepresentation risks);
- The collective ability of governments, policymakers, the Group, industry and other stakeholders to implement and adhere to commitments on mitigation of climate change and broader sustainability-related issues effectively (including not appropriately considering the interests of all Prudential's stakeholders or failing to maintain high standards of corporate governance and responsible business practices);
- The impact of competition and fast-paced technological change;
- The effect on Prudential's business and results from, in particular, mortality and morbidity trends, lapse rates and policy renewal rates;
- The timing, impact and other uncertainties of future acquisitions or combinations within relevant industries;
- The impact of internal transformation projects and other strategic actions failing to meet their objectives or adversely impacting the Group's employees;
- The availability and effectiveness of reinsurance for Prudential's businesses;
- The risk that Prudential's operational resilience (or that of its suppliers and partners) may prove to be inadequate, including in relation to operational disruption due to external events;
- Disruption to the availability, confidentiality or integrity of Prudential's information technology, digital systems and data (or those of its suppliers and partners) including the Pulse platform;
- The increased non-financial and financial risks and uncertainties associated with operating joint ventures with independent partners, particularly where joint ventures are not controlled by Prudential;
- The impact of changes in capital, solvency standards, accounting standards or relevant regulatory frameworks, and tax and other legislation and regulations in the jurisdictions in which Prudential and its affiliates operate; and
- The impact of legal and regulatory actions, investigations and disputes.

These factors are not exhaustive. Prudential operates in a continually changing business environment with new risks emerging from time to time that it may be unable to predict or that it currently does not expect to have a material adverse effect on its business. In addition, these and other important factors may, for example, result in changes to assumptions used for determining results of operations or re-estimations of reserves for future policy benefits. Further discussion of these and other important factors that could cause actual future financial condition or performance to differ, possibly materially, from those anticipated in Prudential's forward-looking statements can be found under the 'Risk Factors' heading of Prudential's News Release containing its Half Year 2023 Results, as well as under the 'Risk Factors' heading of Prudential's 2022 Annual Report. Prudential's 2022 Annual Report is available on its website at www.prudentialplc.com.

Any forward-looking statements contained in this presentation speak only as of the date on which they are made. Prudential expressly disclaims any obligation to update any of the forward-looking statements contained in this presentation or any other forward-looking statements it may make, whether as a result of future events, new information or otherwise except as required pursuant to the UK Prospectus Rules, the UK Listing Rules, the UK Disclosure Guidance and Transparency Rules, the Hong Kong Listing Rules, the SGX-ST Listing Rules or other applicable laws and regulations.

Prudential may also make or disclose written and/or oral forward-looking statements in reports filed with or furnished to the US Securities and Exchange Commission, the UK Financial Conduct Authority, the Hong Kong Stock Exchange and other regulatory authorities, as well as in its annual report and accounts to shareholders, periodic financial reports to shareholders, proxy statements, offering circulars, registration statements, prospectuses, prospectus supplements, press releases and other written materials and in oral statements made by directors, officers or employees of Prudential to third parties, including financial analysts. All such forward-looking statements are qualified in their entirety by reference to the factors discussed under the 'Risk Factors' heading of Prudential's News Release containing its Half Year 2023 Results, as well as under the 'Risk Factors' heading of Prudential's 2022 Annual Report.

Cautionary Statements

This presentation does not constitute or form part of any offer or invitation to purchase, acquire, subscribe for, sell, dispose of or issue, or any solicitation of any offer to purchase, acquire, subscribe for, sell or dispose of, any securities in any jurisdiction nor shall it (or any part of it) or the fact of its distribution, form the basis of, or be relied on in connection with, any contract therefor.





Anil Wadhvani

Chief Executive Officer



Accelerating value creation through operational and financial discipline

Building a sustainable growth platform: through investment in **structural growth markets**

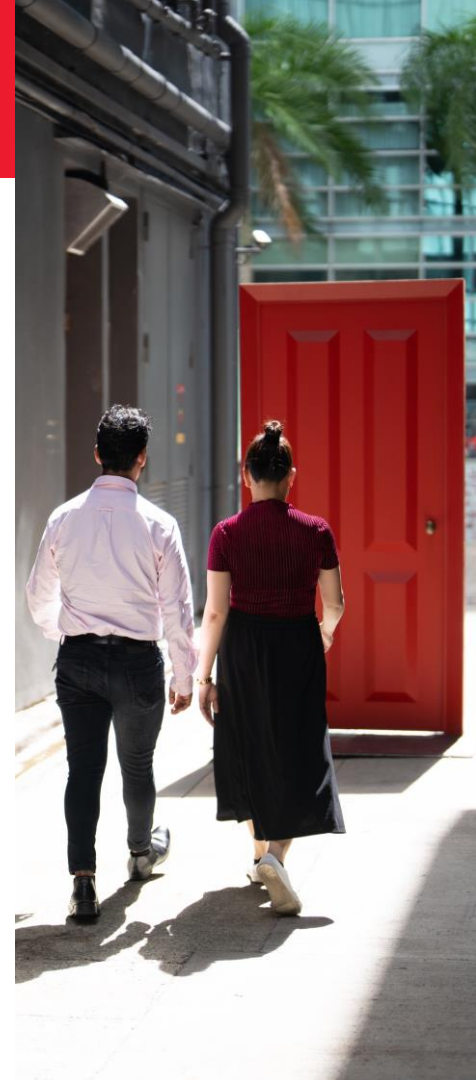
Enhancing customer experiences: driving customer **acquisition** and **loyalty**

Technology-powered distribution: focused on Agency and Bank **productivity** and **activation**

Unlocking the Health opportunity: disciplined implementation of **best practices at scale**

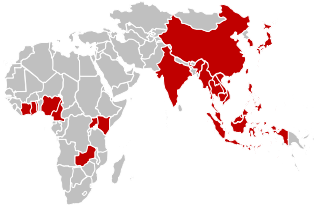
More consistent execution: driven by changes in **Organisational Model** and **Technology**

Prioritising value creation: focused on **generating free surplus** and allocating capital for growth



Prudential is a great franchise...

Broad footprint across Asia & Africa



4 billion
combined population

c.\$1 trillion
growth opportunity in our
markets next 10 years¹

Trusted household brand



18 million
customers

175 years
of history

Leading positions in high growth life markets



Top 3
positions in 12 Asian
life markets²

Top 3
positions in 4 African
life markets²

Multi-channel distribution at scale



>120k
active agents³

#1
independent insurer in
Asia bancassurance⁴

Expertise in Asian investments



Top 10
positions in 6 markets

\$228 billion
assets under
management

1. Source: Swiss Re forecast (July 2023).

2. Please refer to the footnotes on slide 14.

3. As of FY2022 and represents the number of agents who have at least sold one new policy during the year.

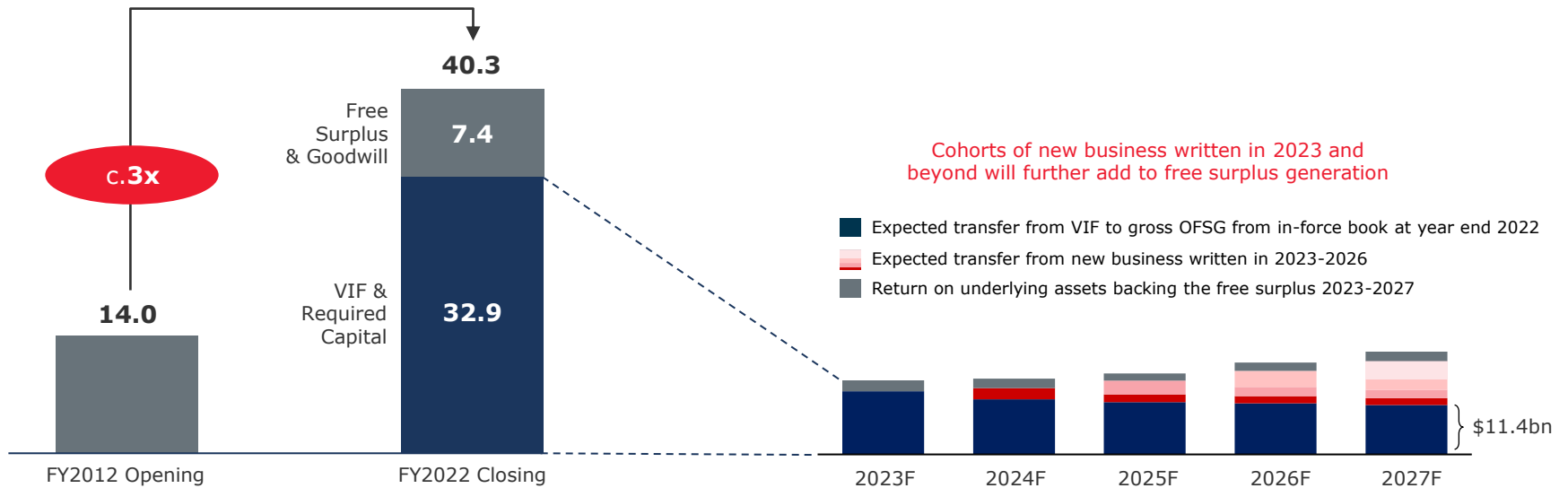
4. Among the Asian markets where Prudential has presence.



...and benefits from a large existing in-force book of business

Over the last 10 years, new business contributed c. **\$27bn** to our embedded value¹

Over the next 5 years, our in-force will monetise into c. **\$11bn** of free surplus to support future growth and returns²



Prudential has not yet realised its full potential...



Speed of response to changing dynamics led to market share loss in key markets



Demerger processes distracted from building core capabilities



Customer experiences not sufficiently differentiated leading to mid-tier NPS



Investment in technology not strongly correlated to commercial outcomes



Federated organisation model not replicating successes at scale and pace



...and a new organisational model will be critical to delivery

Design principles to replicate successes at pace and scale

- ✓ Designed to have **customer** at the heart
- ✓ Local market **responsiveness** and **empowerment**
- ✓ **Centers of excellence** and **shared services** to support markets
- ✓ **Standardisation** to drive consistency and economies of scale
- ✓ Collaboration with clearly defined **accountabilities**

Core capability build

Technology & Data



Customer

Distribution

Health



We have a clear and simple strategy...

For Every *Life*, For Every *Future*

Organisational model replicating successes at pace and scale

Multi-market growth engines

Greater China

ASEAN

India

Africa

Strategic pillars



Enhancing **Customer**
Experiences



Technology-powered
Distribution



Transforming **Health**
business model

Group-wide enablers

Open-Architecture
Technology Platform

Engaged **People** &
High-Performance **Culture**

Wealth & Investment
Capabilities

**Value creation
for all stakeholders**

Customers

Employees

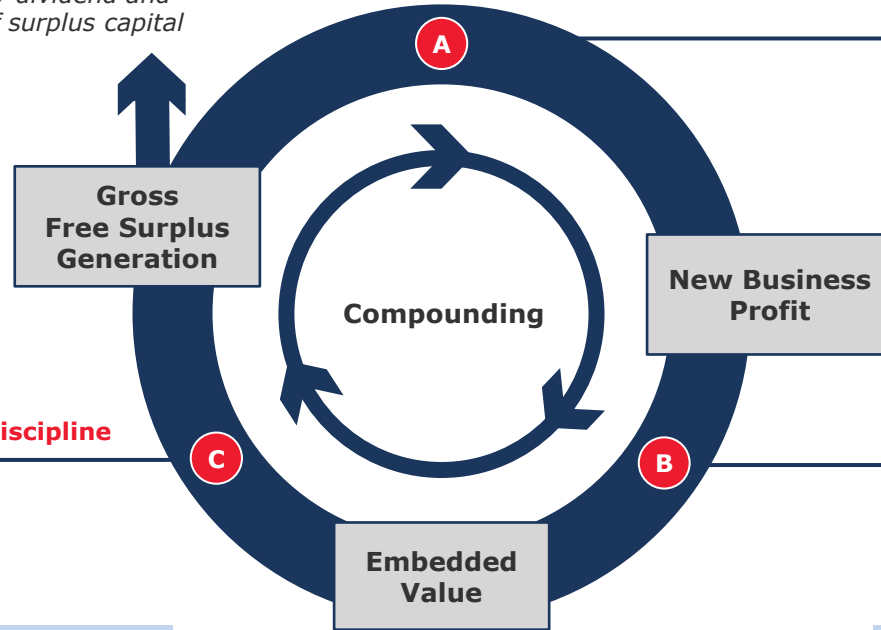
Shareholders

Communities



...to accelerate value creation

*Central costs, interest,
ordinary dividend and
return of surplus capital*



Allocating capital for growth

1. Resilient capital position
2. Profitable new business
3. Investment in capabilities
4. Ordinary dividend
5. Strategic M&A
6. Return of surplus capital

Managing in-force with greater discipline

- Expense variance
- Claims variance
- Persistency

Writing quality new business

- Managing capital strain
- Attractive returns
- Short payback periods

Double-digit gross OFSG CAGR 2022-27^{1,2}

15-20% NBP CAGR 2022-27²

1. Gross OFSG is the operating free surplus generated from in-force insurance business which represents amounts emerging from the in-force business during the year before deducting amounts reinvested in writing new business and excludes non-operating items. For asset management businesses, it equates to post-tax operating profit for the year.
 2. Assumes average exchange rates of 2022 and economic assumptions made by Prudential in calculating the EEV basis supplementary information for the year ended 31 December 2022, and are based on regulatory and solvency regimes applicable across the Group at the time the objectives were set. Assume that the existing EEV and Free Surplus methodology at December 2022 will be applicable over the period.





Purpose

For Every *Life*, For Every *Future*



We are inspired by our purpose

For Every *Life*, For Every *Future*

“ Our mission is to be the most trusted partner and protector for this generation and generations to come, by providing simple and accessible financial and health solutions. ”

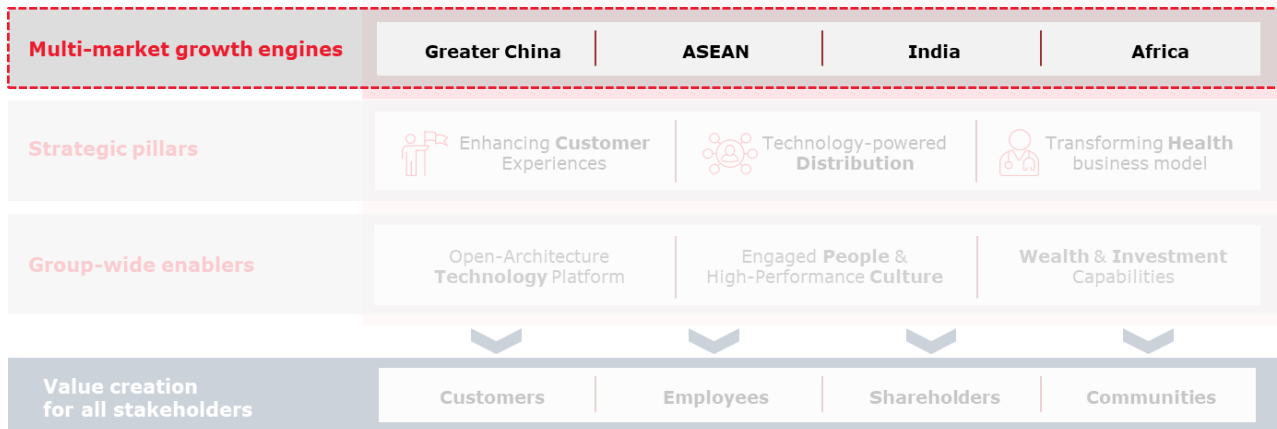




Multi-market growth engines

For Every *Life*, For Every *Future*

Organisational model replicating successes at pace and scale



We will leverage our leadership positions and scale...

Greater China¹

Sustaining quality growth

Access to **>80%** of China GDP

#1 position in Hong Kong MCV & Agency²

Presence in all 11 cities in **GBA**³

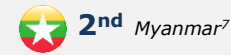
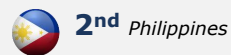
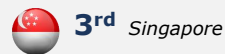


ASEAN¹

Leveraging leading platform

Access to **600m+** population

Largest multi-channel distribution franchise



India¹

Growing our franchises

1bn+ population without insurance cover

Major **health** and **asset mgmt.** opportunity



3rd Life Insurance⁸

2nd Asset management⁹

Africa¹

Matching footprint to value opportunity

400m+ population¹⁰ with similar needs

High growth markets



Top 3 in 4 markets¹¹

1. As reported at full year 2022 unless specified. Sources include formal (e.g. competitors results release, local regulators and insurance association) and informal (industry exchange) market share. Ranking based on new business (APE sales, weighted full year premium or full year premium depending on availability of data) or total weighted revenue premiums, except for Hong Kong based on in-force premiums.
2. #2 by in-force premiums as of FY22. #1 in Mainland Chinese Visitor (MCV) segment & Agency by APE as of 1QFY23.
3. Greater Bay Area.

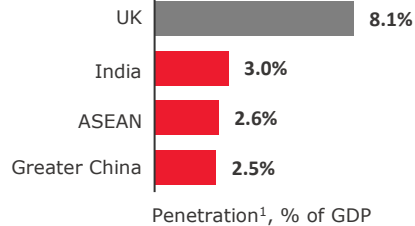
4. Ranking among foreign players. For Chinese Mainland, via CITIC-Prudential Life Insurance Co.
5. Includes Takaful.
6. Gross written premiums for 2021 (sourced from Axco Insurance Report).
7. Ranking among private players.

8. Ranking among private players, for ICICI Prudential Life Insurance Co.
9. ICICI Prudential Asset Management Co.
10. Among the 8 African markets where Prudential has presence.
11. Ranking for FY2020 for Cameroon.

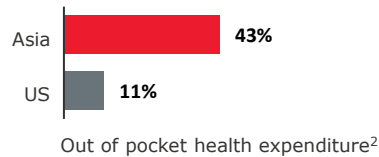


...in markets where the opportunity is large and fast-growing

Low Levels of Insurance Cover



Significant Need for Protection

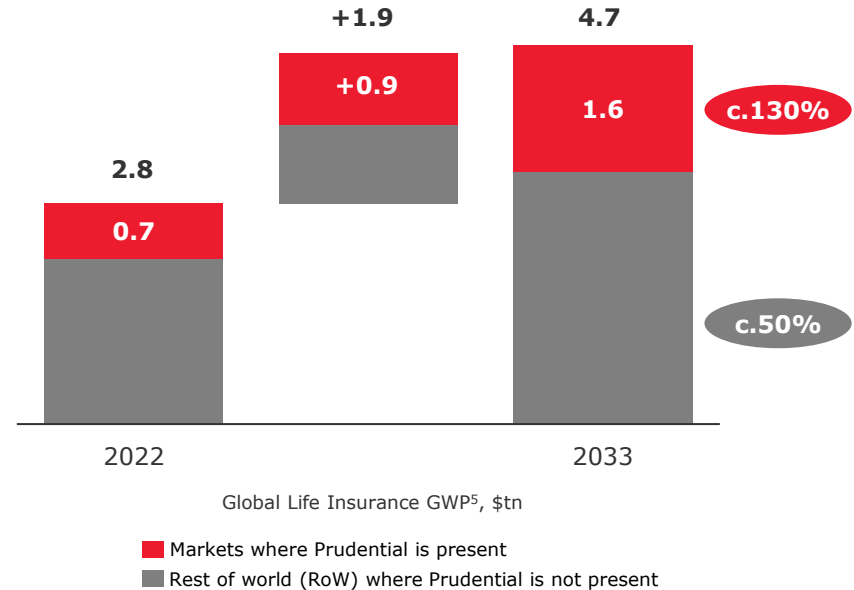


Rising Wealth

> \$ **150**tn
household wealth in Asia in 2021³

3 out of 4
global working age population will be in Asia & Africa by 2030⁴

Prudential has a **c.\$1 trillion** growth opportunity, with our markets growing twice as fast as rest of the world



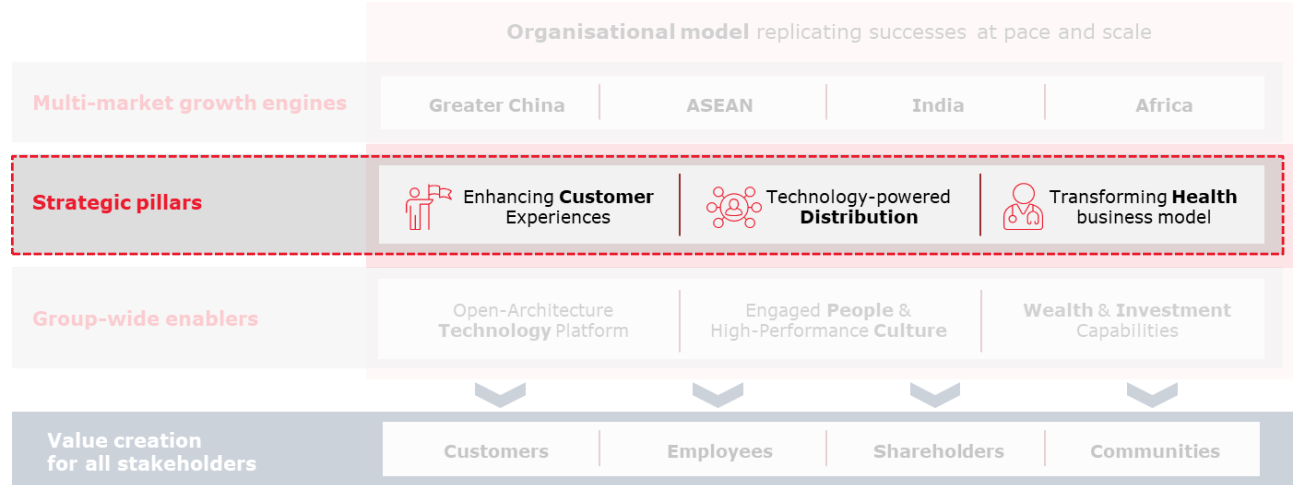
1. Swiss Re No 3/2023: World insurance: stirred, and not shaken.
 2. World Health Organisation: Global Health Observatory data repository (2018). Out of pocket as % of Total Health Expenditure. Asia calculated as the average of the out-of-pocket percentages.
 3. Credit Suisse Global Wealth Report 2022, including Asia Pacific (ex-Japan), China, India and Africa.
 4. United Nations.
 5. Source: Swiss Re forecast (July 2023).





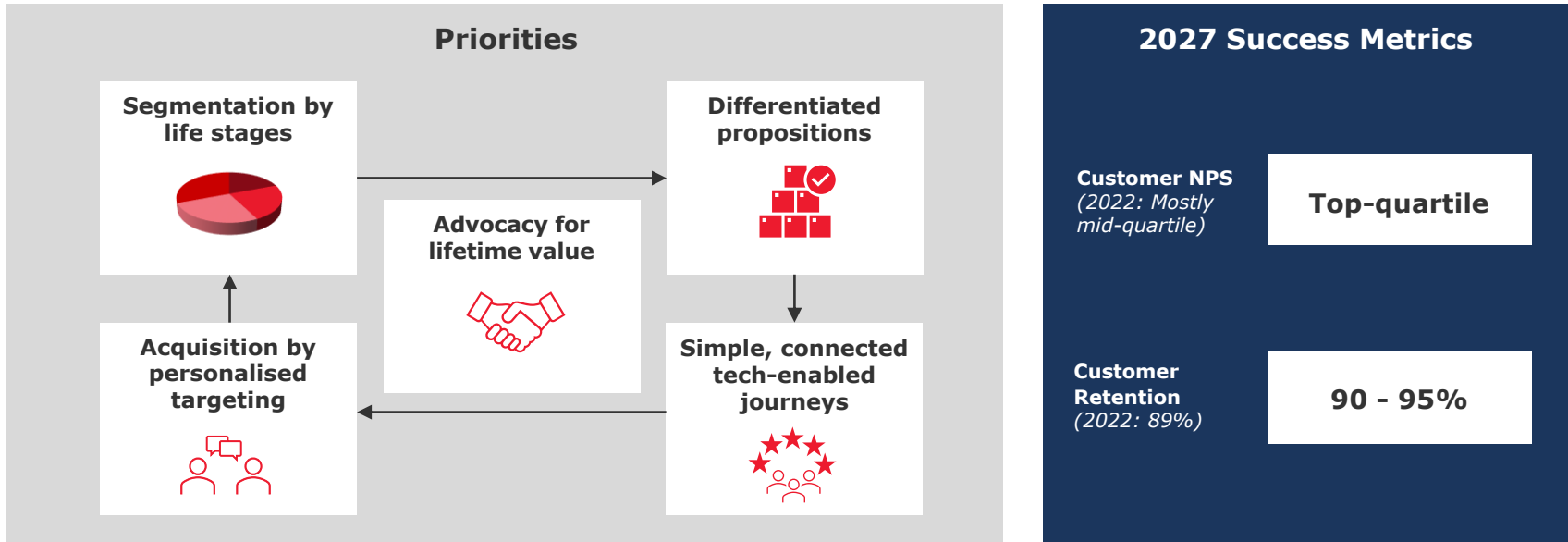
Strategic pillars

For Every *Life*, For Every *Future*



Enhancing Customer Experiences

Focused on driving acquisition and loyalty



Select example of success to be replicated:



In Hong Kong, personalised solutions in Golden Age segment, have driven c. **75% growth** in new-to-Prudential customers in 1H2023



Technology-powered Distribution

Focused on Agency and Bank productivity and activation

Priorities

Agency: focusing on productivity and activation

Professionalising leaders to be 'team builders'



Strategic talent sourcing



Career focused advisors



Tech-led business generation



Learning & development



Bancassurance: deepening penetration

Broaden customer proposition



Omni-channel customer journeys



Integrated data-led marketing



Reward value & customer outcomes



Operating cadence



Learning & development



Select examples of success to be replicated:



Agents using PruLeads tool have c.**30% uplift in productivity**

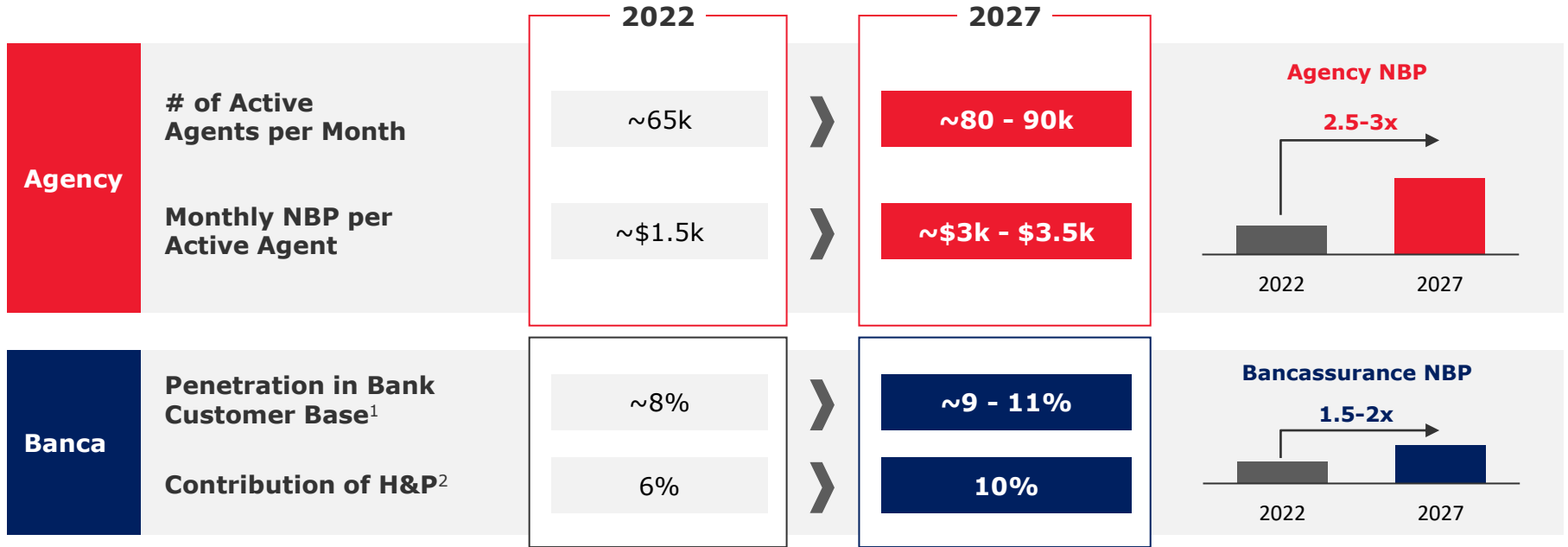


In Malaysia a 2%-pts increase in penetration led to **1.6x increase in NBP** over 4 years



Technology-powered Distribution

Doubling value creation



Transforming our Health Business Model

Disciplined implementation of best practices at scale

Priorities

Upgrade Health Insurance Proposition



- Advanced products & value-added services
- Technical excellence
- Health-ready distribution
- Clinical preferred partner management
- Guided care pathways
- Powered by tech, data, and analytics

Enable Connected Care through Asset-light Approach



- Digital integration to adjacent care journeys
 - Before: predict and prevent
 - During: diagnose and treat
 - Post/chronic: recover and manage

2027 Success Metrics

Health Insurance Customer NPS¹
(2022: n.a.)

Top-quartile

Health Insurance NBP
(2022: ~\$300m)

>2x NBP

Select example of success to be replicated:

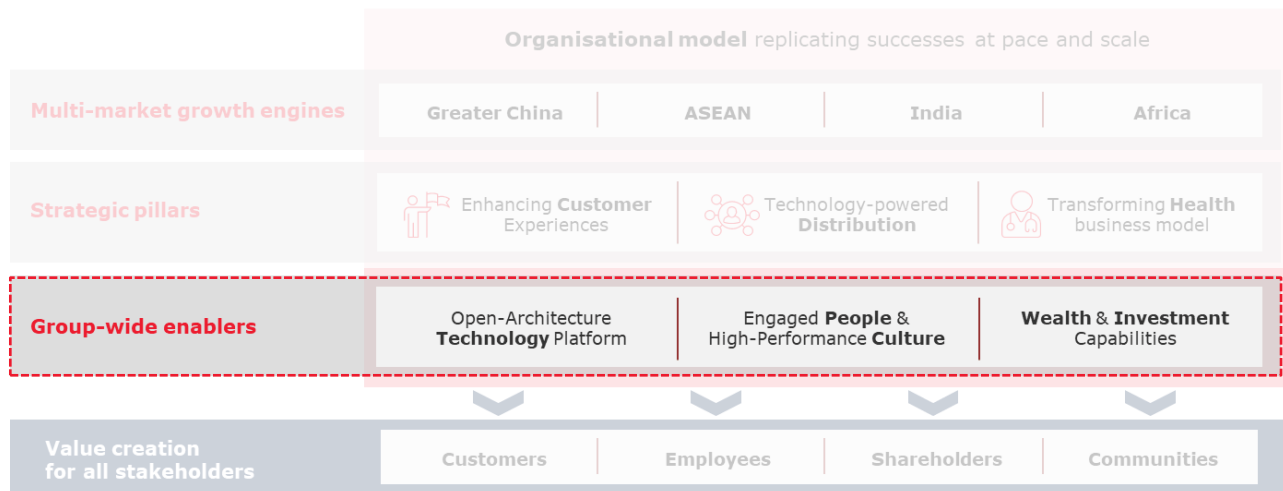


Singapore's market-leading Integrated Shield plan has maintained **underwriting profits** since 2018 despite c.10% p.a. medical inflation



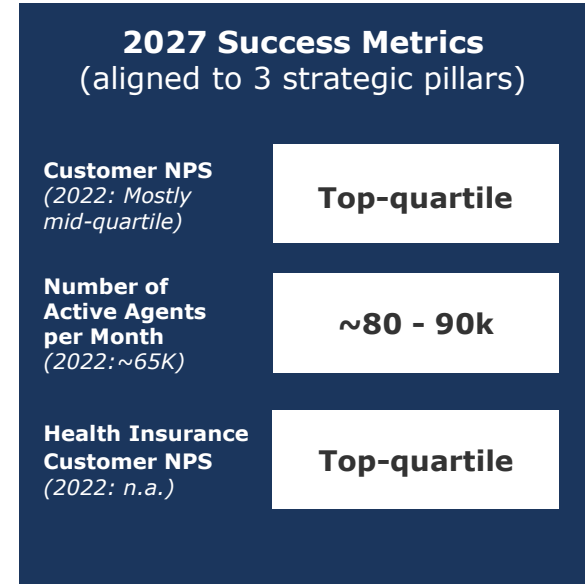
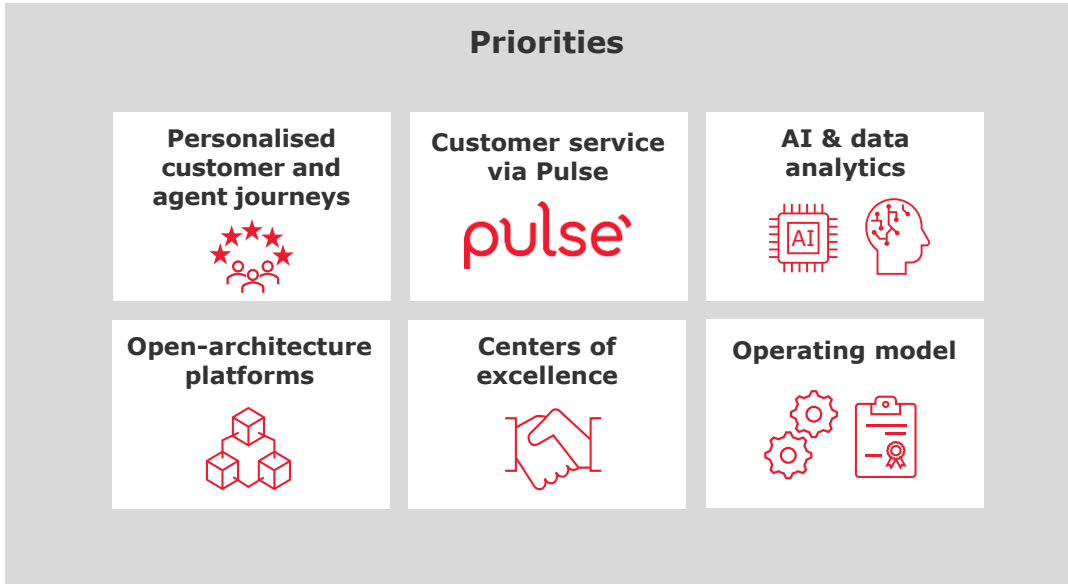
Group-wide enablers

For Every *Life*, For Every *Future*



Open-Architecture Technology Platform

Critical to delivery of customer, distribution and health strategies



Select example of success to be replicated:



Malaysia call center trial shows product enquiry times reduced **from 4 minutes to <30 seconds** using generative AI



Engaged People & High-Performance Culture

Investing in talent to power growth

Priorities

People & Culture

Strategic capability build



Values-based leadership



Robust talent pipeline & mobility



Aligned reward structures



Organisational Model

Economies of skill via centers of excellence



Economies of scale via shared services



Collaboration and dual-reporting



2027 Success Metric

Top-quartile employee engagement¹



Enhanced Wealth & Investments Capabilities

Retention of economics and ability to customise solutions

Asset owner: Group Chief Investment Office

Asset manager: Eastspring Asset Management

Priorities

Distribution support



Product innovation



High performance investment teams



2027 Success Metrics

Investment performance
vs. relevant benchmarks

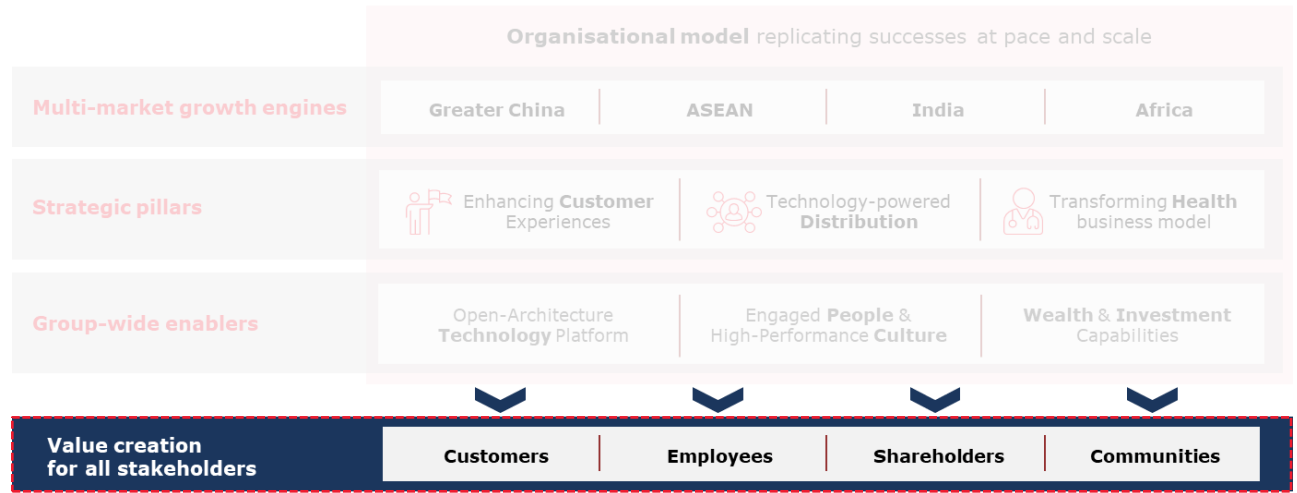
**Net Zero by 2050 &
55% reduction in WACI¹ by 2030**





**Value creation
for all
stakeholders**

For Every *Life*, For Every *Future*



Accelerating value creation through operational & financial discipline

Building a sustainable growth platform

Enhancing customer experiences

Technology-powered distribution

Unlocking the Health opportunity

More consistent execution

Prioritising value creation



Value creation for all stakeholders

Customers:

Top-quartile net promoter score

Employees:

Top-quartile engagement¹

Shareholders:

15-20% NBP CAGR 2022-27²

Double-digit gross OFSG CAGR 2022-27^{2,3}

Communities:

Net Zero by 2050

55% reduction in Weighted Average Carbon Intensity⁴

1. As measured by annual group-wide employee survey relative to same question answered by other companies.

2. Assumes average exchange rates of 2022 and economic assumptions made by Prudential in calculating the EEV basis supplementary information for the year ended 31 December 2022, and are based on regulatory and solvency regimes applicable across the Group at the time the objectives were set. Assume that the existing EEV and Free Surplus methodology at December 2022 will be applicable over the period.

3. Gross OFSG is the operating free surplus generated from in-force insurance business which represents amounts emerging from the in-force business during the year before deducting amounts reinvested in writing new business and excludes non-operating items. For asset management businesses, it equates to post-tax operating profit for the year.

4. By 2030.





Lilian Ng

SBG Managing Director including Customer and Distribution



Enhancing Customer Experiences

Our "Right To Win"

Reach
18m
No. of customers

Customers' assets managed



\$228bn
of AUM¹

Understanding customer needs

>50% Policies issued are health & protection plans

>30% New customers are Affluent and Advanced Affluent

Focused customer segmentation

-  Inclusive & accessible offerings
-  Innovative product solutions

Customer delivery

79% Policies are auto-underwritten

31% Claims are auto-adjudicated

Frictionless & automated customer journeys

\$2.8bn
Claims paid²



Keeping our claims promises

Customer advocacy

89% Customer retention

46% of APE from repeat customers

Leading customer experience

-  Deepening customer relationship
-  Improved NPS

Note: All numbers relate to the year ended 31 December 2022 unless stated otherwise.

1. As at 30 June 2023.

2. Claims (Mortality & Morbidity) paid gross of reinsurance ex India.



Enhancing Customer Experiences

Becoming customer advocacy leader with an execution focus

Ambition

To become our customers' trusted partner by enriching their life, health and wealth journey

Priorities

Segmentation by life stages



Acquisition by personalised targeting



Advocacy for lifetime value



Differentiated propositions



Simple, connected tech-enabled journeys



Success metrics

Top Quartile NPS
2022: Mostly mid-quartile

90 - 95% Retention
2022: 89%

Replicating evidence-based success:







In Indonesia, personalised engagement on social media resulted in **3% uplift in customer retention**



Enhancing Customer Experiences

Outward-looking customer centric delivery

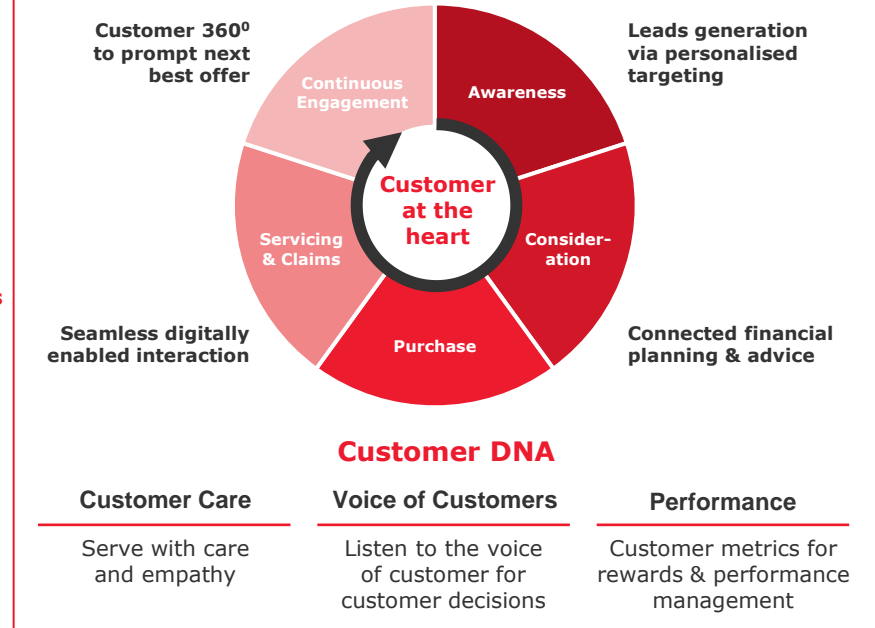
Addressing customers' lifetime needs

Advanced Affluent +		Comprehensive wealth advisory & management
Golden Age		Peace of mind via stable and predictable benefits
Family		Financial security, health & protection for entire family
Young		Easy to understand health and wellness solutions

Offering holistic solutions and financial advice

Bridging digital experiences and human touch

Connected digital engagement journey



Replicating evidence-based success:



In the Philippines, inclusive solutions for the Family, have driven **44% growth in New Business Profit from this segment** in H1 2023



Technology-powered Distribution

Leading multi-channel distribution franchise at scale

Uniquely privileged position

Multi-Distribution Agency and Bancassurance platform at Scale

Diversification, resilience & balance across our dual engines is key strength

First-mover in agency & banca:
Built longstanding market positions, scale, capabilities & partnerships

Core Strengths in Agency

- **Top 3** agency franchise in 8 markets in Asia
- **>120k** active agents¹
~7k qualified MDRTs
- Serving **10 million** customers

Breadth of Strategic Partnerships

- **#1** independent (non-bank owned) insurer in Asia banca
- Access to 200m+ customers across our more than 200 bank partners, of which **10** are strategic
- Banca NBP margin improved to **40%** in 2022 from 26% in 2017



Technology-powered Distribution

Building a high-performance agency force

Ambition

Holistic integrated platform to grow a purpose-driven agency force to become a trusted advisor to customer

Priorities

Professionalising leaders to be 'team-builders'



Strategic talent Sourcing



Career focused advisors



Tech-led business generation



Learning & development



Success Metrics

80 - 90k
of Active Agents per Month

2.5 - 3x
Agency NBP

Replicating evidence-based success:



Agents that are technology-powered via PruForce, have **c.30% uplift in productivity**



Technology-powered Distribution

technology powered solution for future-ready agents

Agent Segment

Critical Mass

Career Agents

Elite Agents

Agent Journey

Recruitment

Learning & Development

Performance Management

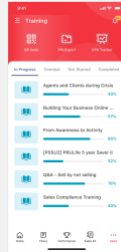
Sales Fulfilment

Platform



PRUdna

- AI scoring
- Virtual interviews
- Intelligent assessment



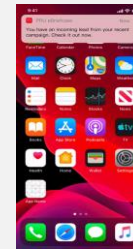
PRUExpert

- On demand
- Live streaming
- Dynamic content



PRULeads

- Leads profiling & allocation
- Real time tracking
- On the go feedback



PRUONE

- Flexible & interactive
- Instant illustrations
- Online approval

PRUForce - an integrated agency platform

Delivery

11,000+
Recruits p.m.

1.2m
Man hours of
e-learning²

1.3x
Productive² for agents
using PRULeads

~120K
PRUForce MAU¹



Technology-powered Distribution

Deploying next-gen agency capabilities

Professionalising Leaders

- Signature learning program
- Upgrading to “team builder”
- Intensive training for 12 weeks

PRU  VERGE

 **6,000** leaders trained

 Leading **47%** of active agents

Strategic Sourcing

- Accelerated talent program
- Success assurances through financing, coaching, learning
- Intensive training for 12-18 months

PRU  venture

 **9,800** PRU Venture Recruits

 **4-9x** more productive

Career Focused Agents

- Differentiated career trajectories, learning & development
- Mentor to mentee programmes
- Behavioural Compensation

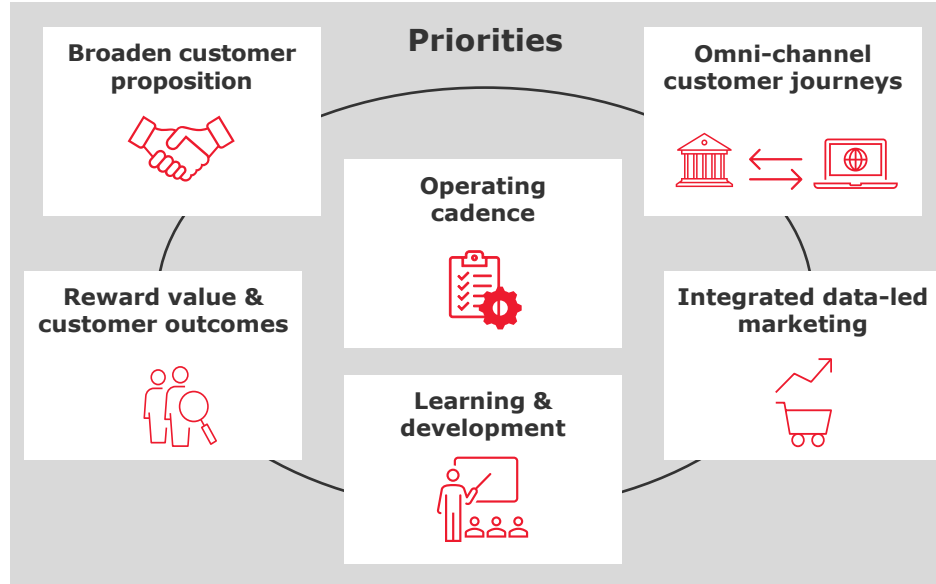


Technology-powered Distribution

Transforming bancassurance to deepen customer penetration

Ambition

Strategic insurance partner of choice via an integrated platform to optimize value for both partners and customers



2027 Success Metrics

9% - 11%
Penetration in Bank Customer Base¹

1.5x - 2x
Banca NBP

Replicating evidence-based success:

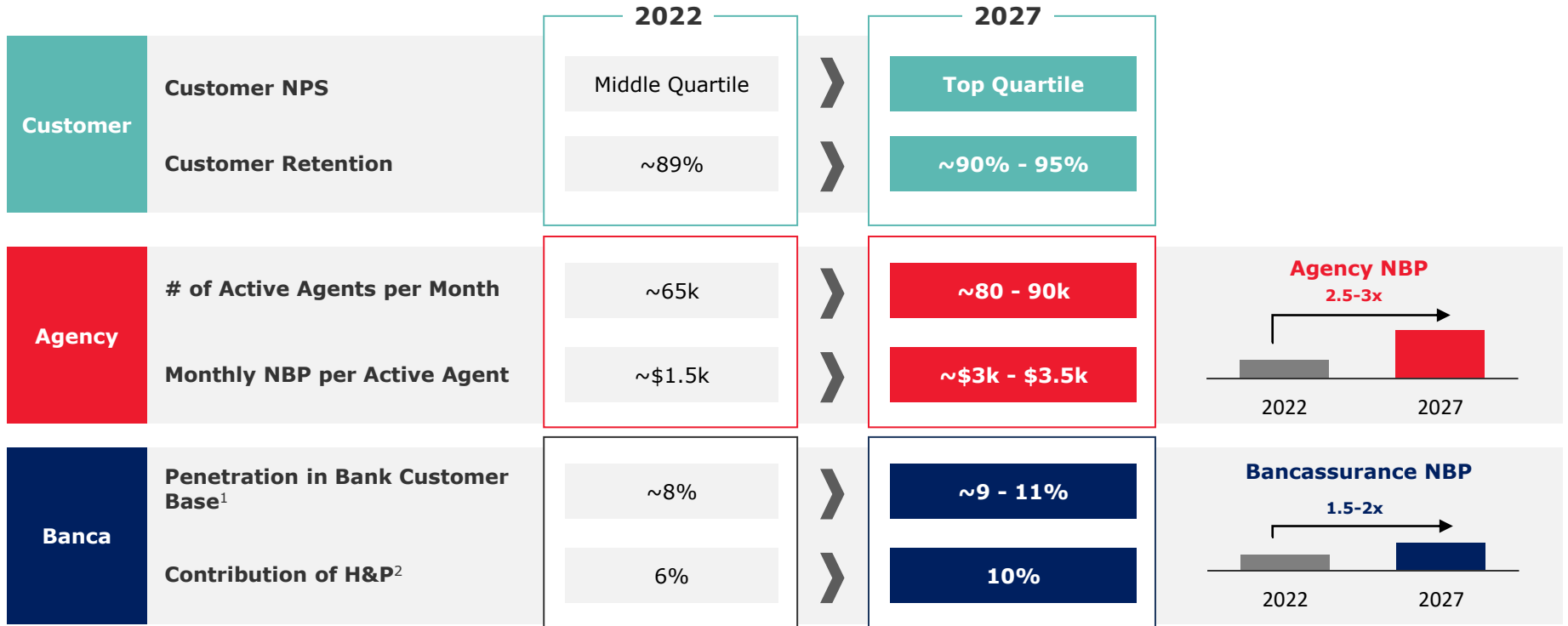


In Hong Kong, rewarding customer outcomes for increasing protection sales led to **16pts increase in NBP Margin** over 5 years



Customer and Distribution

Doubling value creation





Solmaz Altin

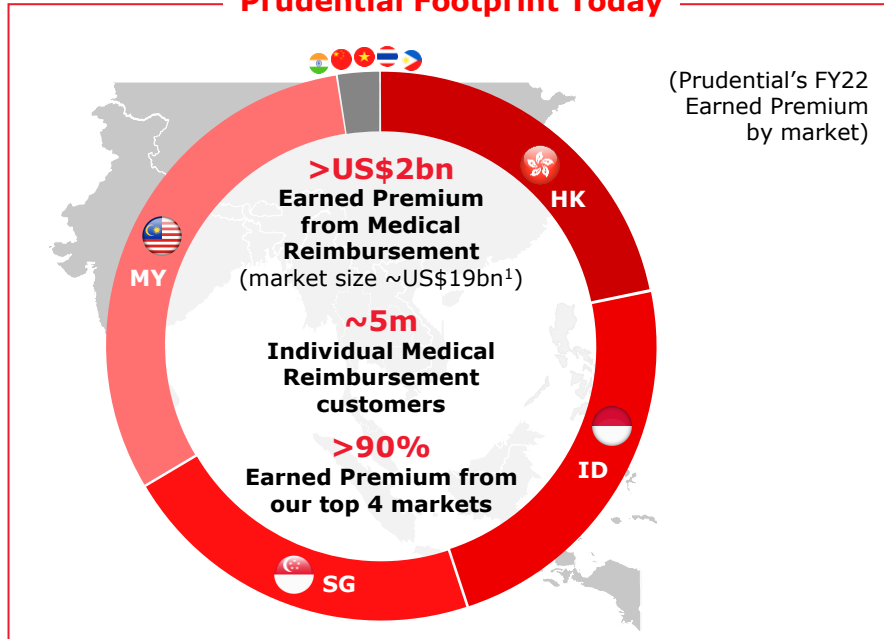
SBG Managing Director including Health & Technology



Transforming our Health Business Model

Well-positioned to capture growing opportunity in the health care system

Prudential Footprint Today



Opportunity

Rapid market growth	~8%	p.a. healthcare spend per capita ²
Reliant on private providers	>30%	Hospital beds in private sector ²
Under-insured	~40%	Out-of-pocket healthcare spend ²
Escalating costs	~10%	p.a. private medical inflation ²

1. As of FY21. Earned Premium figures exclude Africa business units. Includes SEA and Hong Kong.
2. Average across emerging APAC markets (includes; China, India, Indonesia, Philippines, Vietnam, Malaysia, Thailand)
Source: Bain analysis



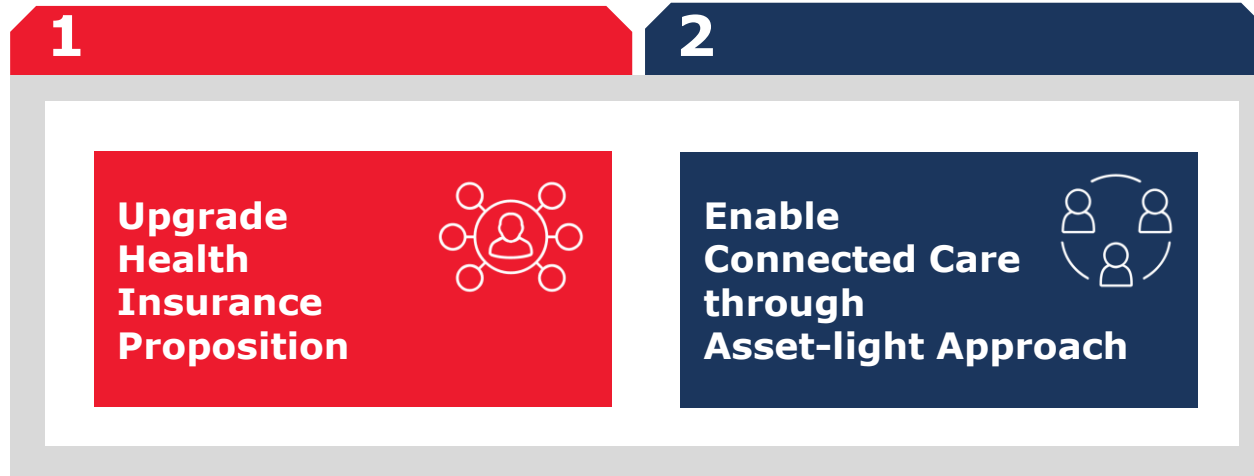
Transforming our Health Business Model

Pivoting from a 'Payor' to 'Trusted Partner'

Focused Health operating model

Local execution with regional support for growth

Priorities



Transforming our Health Business Model

1. Upgrade Health Insurance Proposition

Focused Health operating model

Local execution with regional support for growth

Priorities

1

Upgrade Health Insurance Proposition



2

- Advanced products & value-added services
- Technical excellence
- Health-ready distribution
- Clinical preferred partner management
- Guided care pathways
- Tech, data and analytics



Transforming our Health Business Model

1. Upgrade Health Insurance Proposition

Case study: Prudential Singapore

Successful panel hospital steering and management increases profitability

Integrated Shield Plan underwriting margin

Top 3 players	2017	2018	2019	2020	2021	2022
Peer 1	(72%) ¹	(4%)	(3%)	(112%) ¹	1%	5%
Peer 2	(13%)	(8%)	(14%)	5%	10%	5%
Prudential	(5%)	11%	11%	13%	12%	9%

First insurer to launch claims-based pricing

Focused initiatives to maintain underwriting margins

- 1. Yearly re-pricing**
- 2. Co-ordination:** pursued Group insurance claims
- 3. First hospital panel:** PRUPanel Connect
- 4. Soft guidance:** Care pathways, web appointment booking

2022 Indicators

Panel utilisation

Increasing trend

Panel medical inflation

Slower growth than market (9-10%)



Transforming our Health Business Model

2. Enable Connected Care through asset light approach

Focused Health operating model

Local execution with regional support for growth

Priorities

1

2


**Enable
Connected Care
through
Asset- light
Approach**

Digitally integrated to adjacent health care journeys

Before illness

Predict and prevent

- Health screening centres
- Wellness centres
- Predictive health-tech providers

When person is ill

Diagnose and treat

- Local hospital and clinics
- Tele-medicine
- Third-party administrators

Managing/post illness

Recover and manage

- Rehabilitation centres
- Polyclinics
- Mobile health services



Transforming our Health Business Model

Disciplined implementation of best practices at scale

Ambition

To become the most trusted health partner across Asia & Africa

Focused Health operating model
Local execution with regional support for growth

Priorities

1

Upgrade Health Insurance Proposition



2

Enable Connected Care through Asset-light Approach



2027 success metrics

Top-quartile NPS¹

2022: *n.a.*

>2x NBP

2022: ~\$300m





PRUDENTIAL

For Every *Life*, For Every *Future*