

Consistent, Resilient Delivery

Tony Wilkey, Chief Executive, Insurance

Lilian Ng, Chief Operating Officer, Insurance

Prudential Corporation Asia

What can you expect

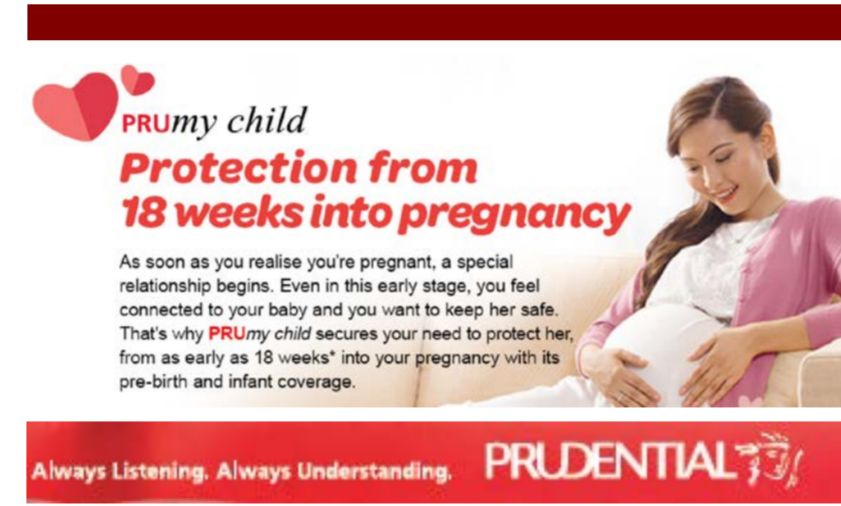
Proven track record of delivering multi-dimensional metrics



**Market leading
Multi-channel
DISTRIBUTION**



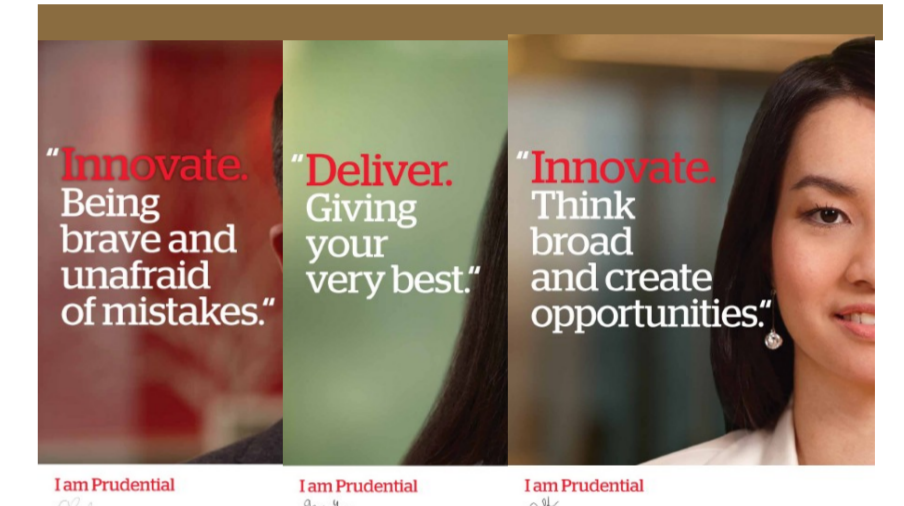
**First Class
TRAINING &
DEVELOPMENT**



**Innovative &
comprehensive
PRODUCT SOLUTIONS**



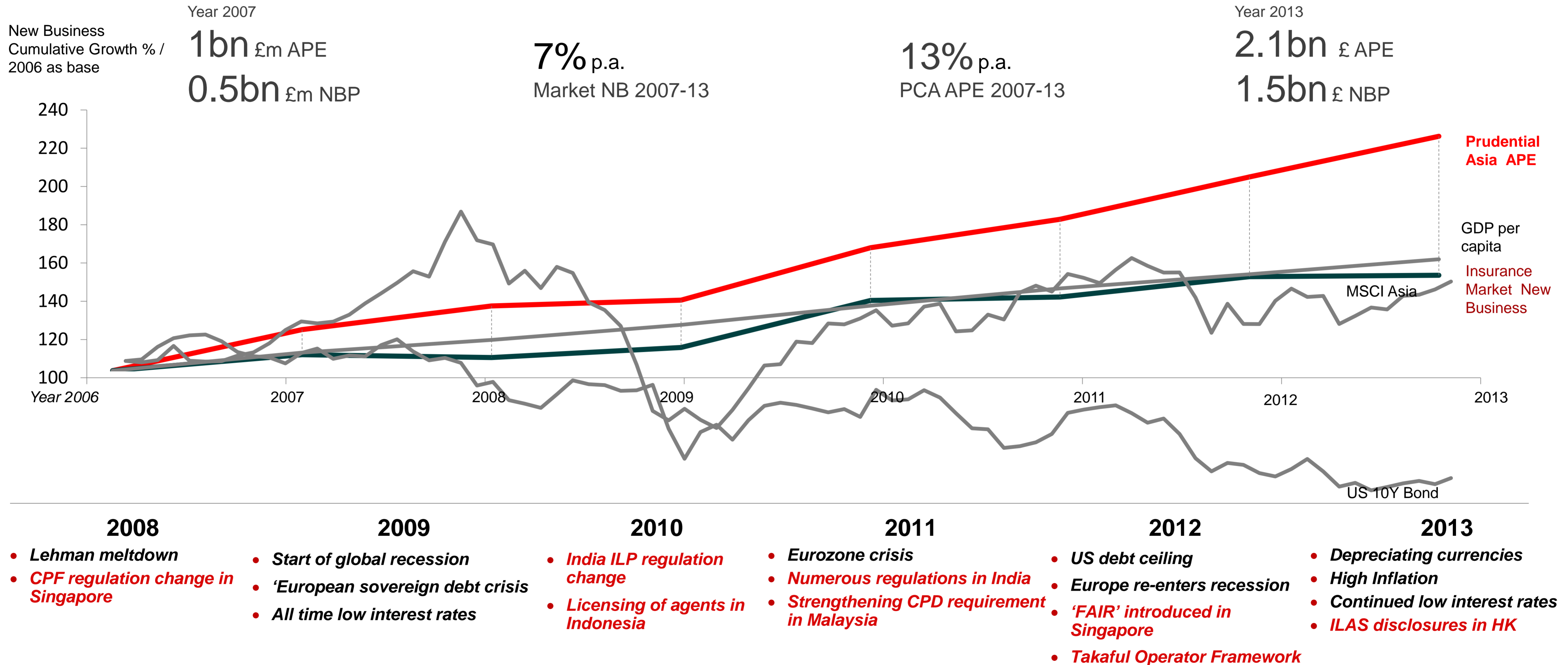
**Seamless and
Efficient CUSTOMER
Experience**



**Best-in-Class
PEOPLE**

**Always Listening, Always Understanding
Always Delivering**

The story so far ... Consistent, Resilient Delivery

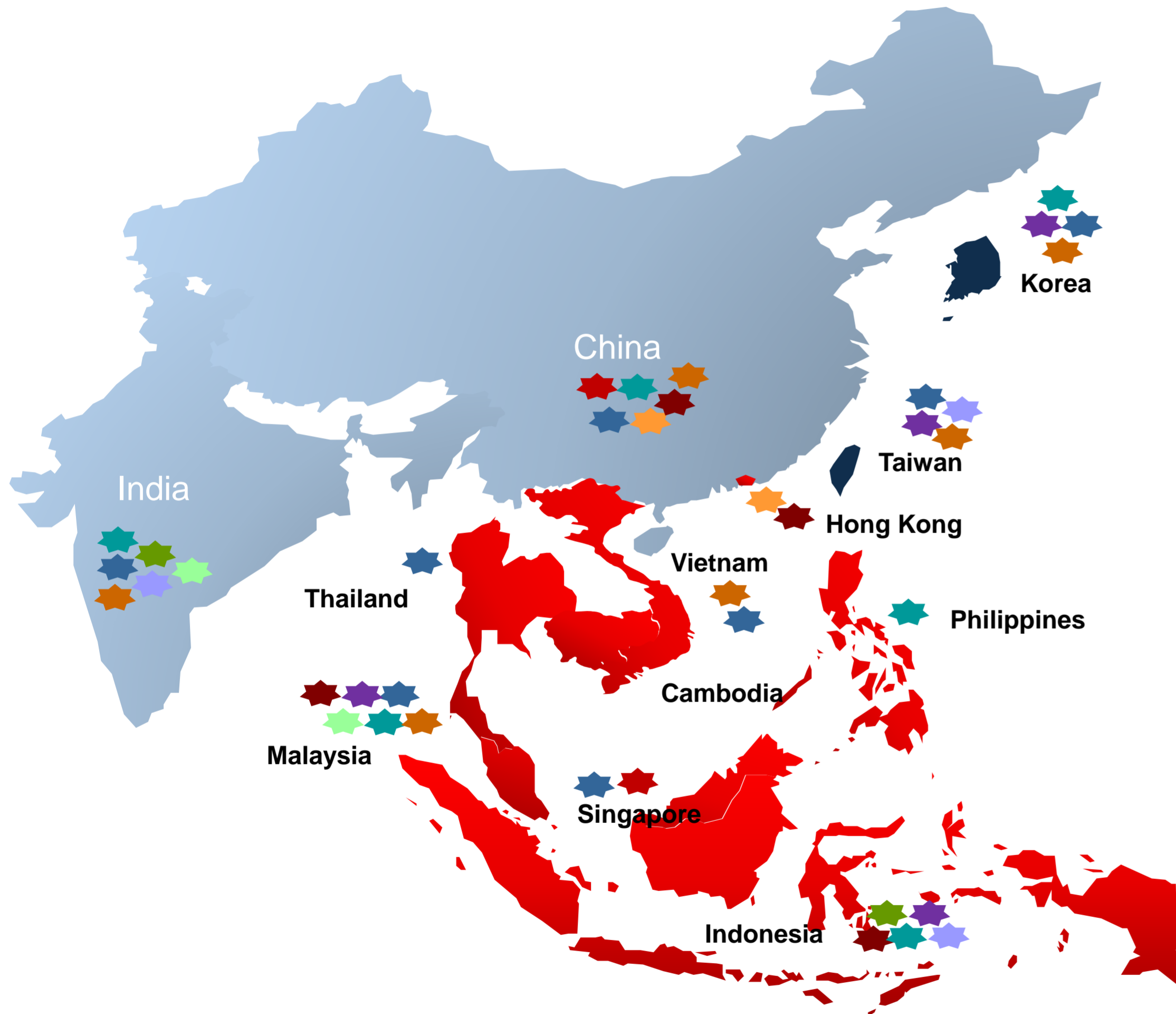


Since then ... Economic and political noises continue

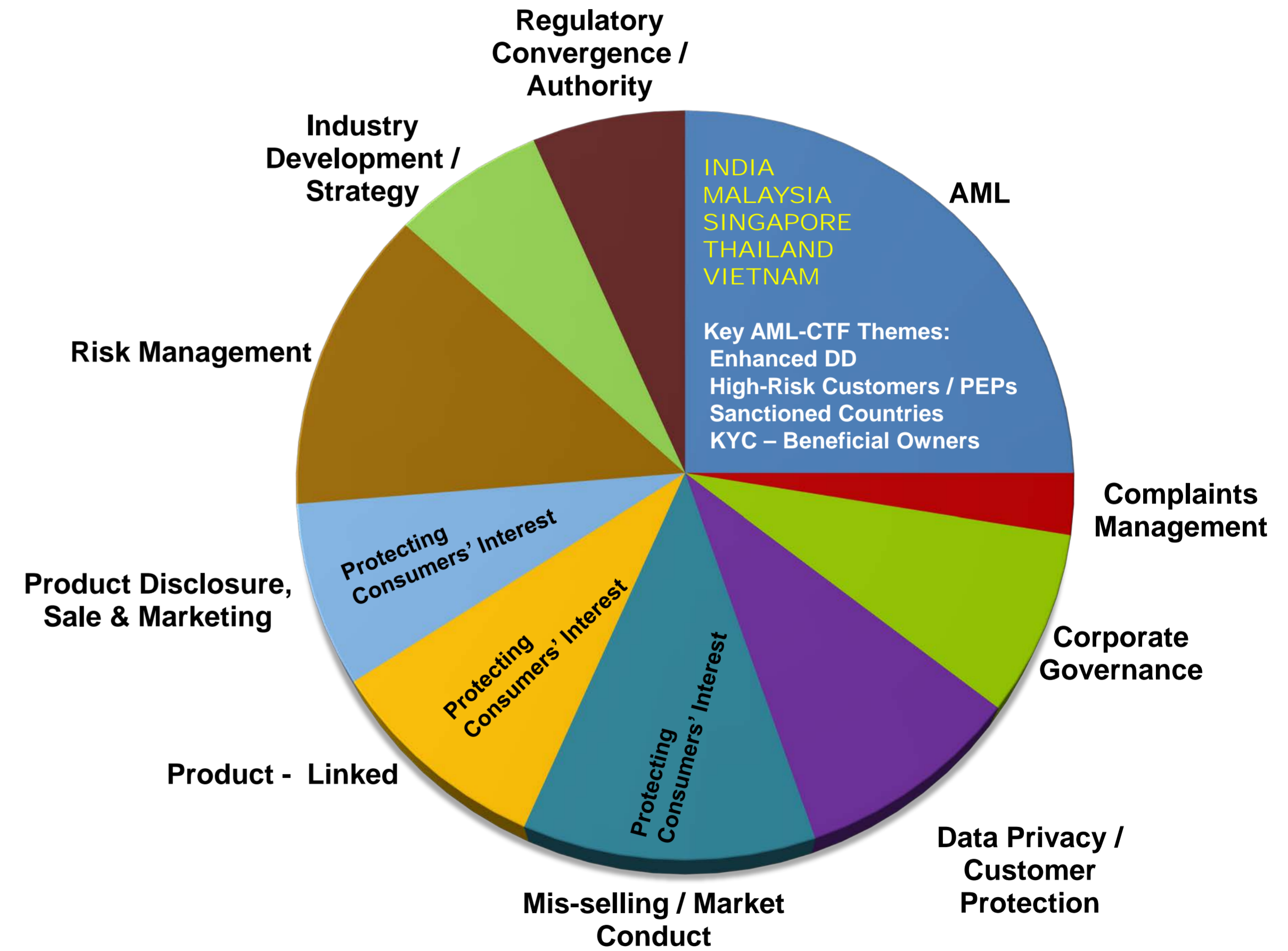


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Fast moving regulations



Distribution of key regulatory themes*

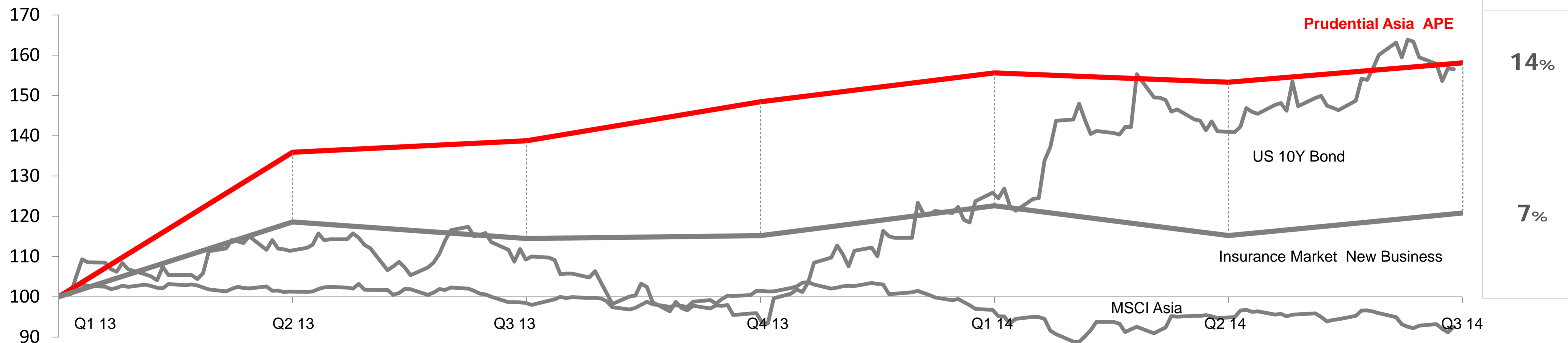


*For the last 12 months. "Regulatory Themes" are based on the understanding of the scope and coverage of the relevant regulatory changes or developments identified for the period. Other regulatory themes pertaining to taxation, solvency, actuarial, etc., are not represented here

And... Thriving through volatility

20 consecutive quarter on quarter growth on CER

New Business Cumulative Growth %
/ Q1 2013 as base
Annualised



Q3 14 YTD Growth vs LY
14%
7%

H1 2013

- High Interest rates in Indonesia
- Political unrest in Thailand
- Dent in private consumption in Malaysia by subsidy cut
- ILAS disclosures & Bank's suspension of sales in HK
- GDP growth rates start to moderate

H2 2013

- Rising Yuan threatening exports in China
- US government shuts down for two weeks
- Depreciation of Asian currencies
- Typhoon Haiyan in Philippines

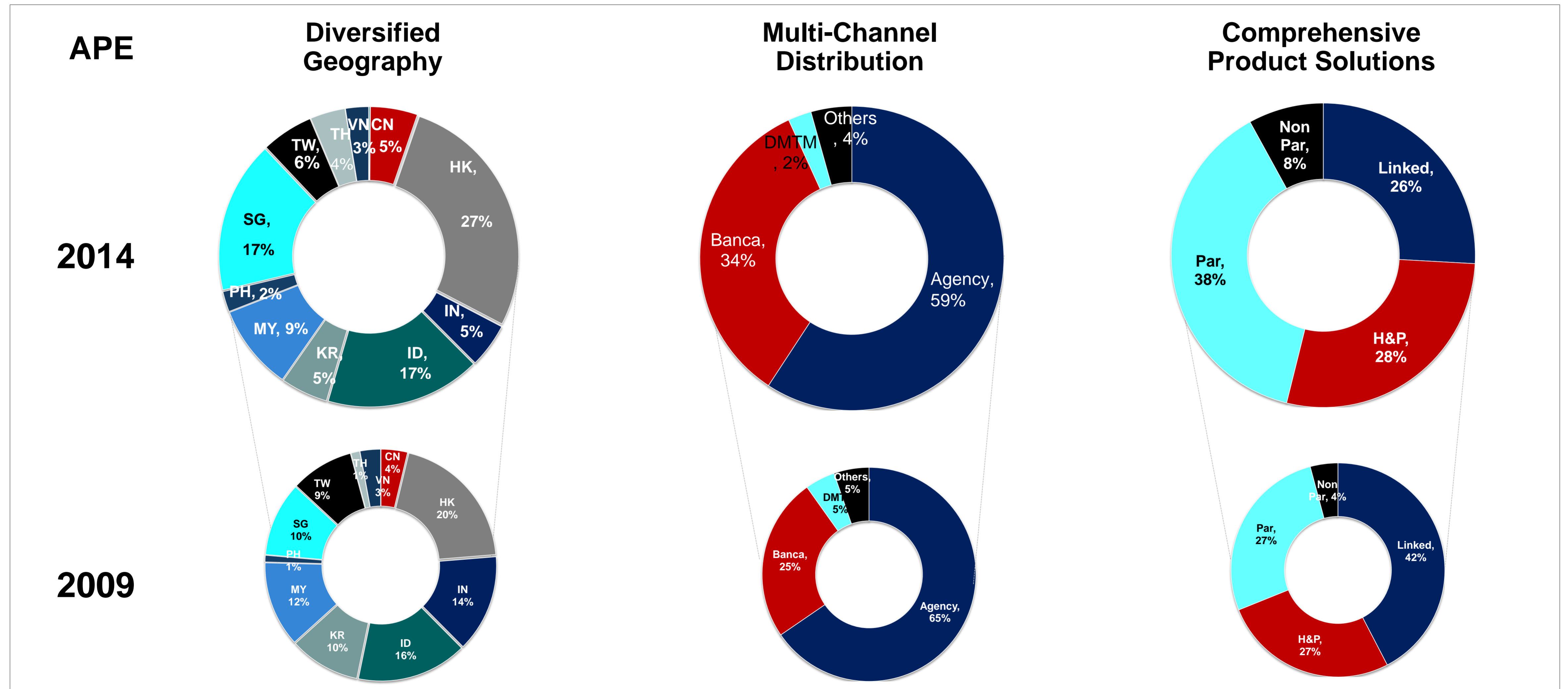
H1 2014

- India product regulation change
- Major floods in Indonesia and Philippines
- LIFE Framework discussions in Malaysia
- Military coup leads to martial law in Thailand
- India's 2014 election
- Dengue endemic in Malaysia

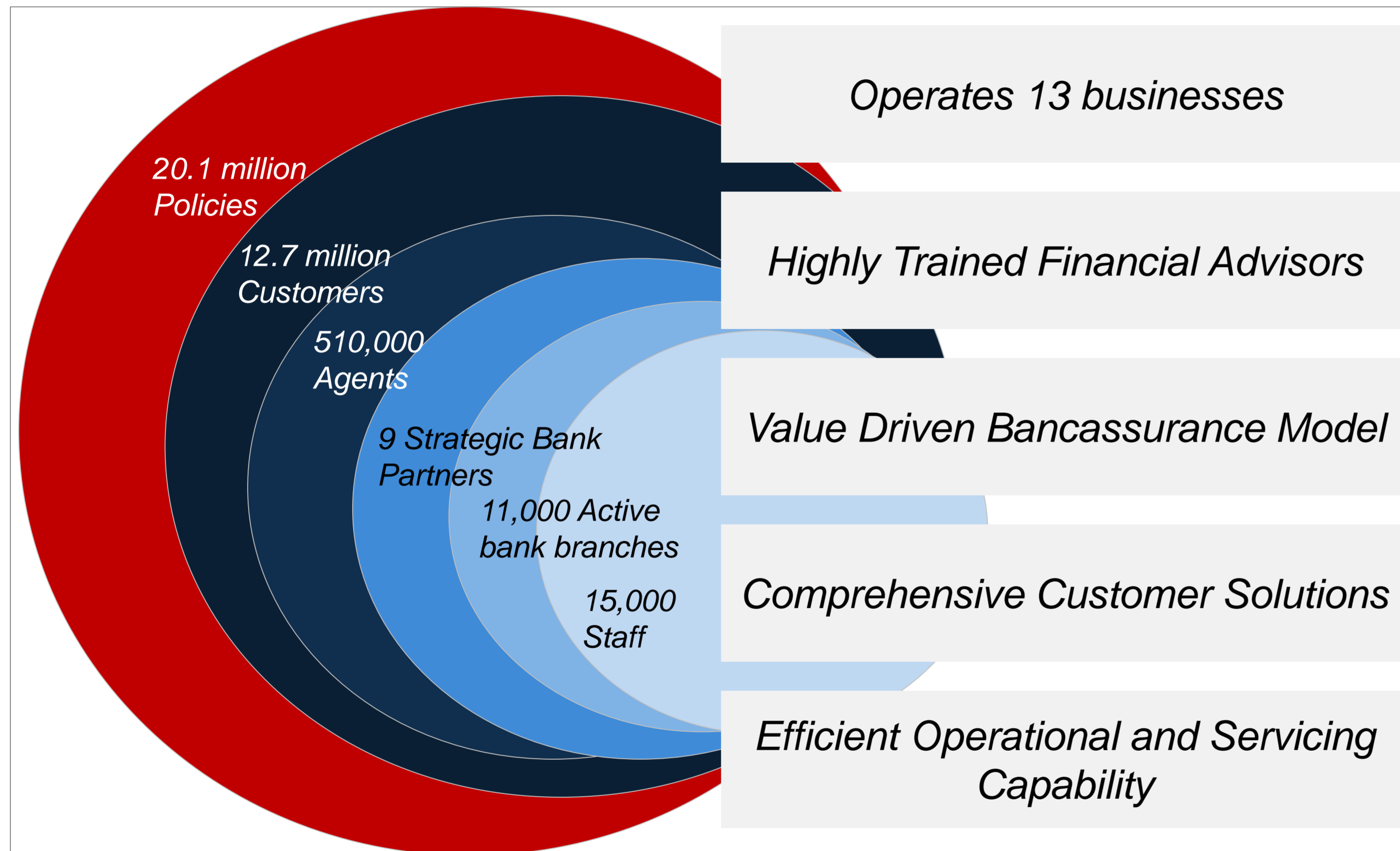
Q3 2014

- Typhoon Rammasun causes \$7b of damage across Asia
- Occupy Central Movement in Hong Kong
- Indonesia and Cambodia pass new insurance laws
- Protests and controversy over Indonesian election for President

Diversity is our unique strength









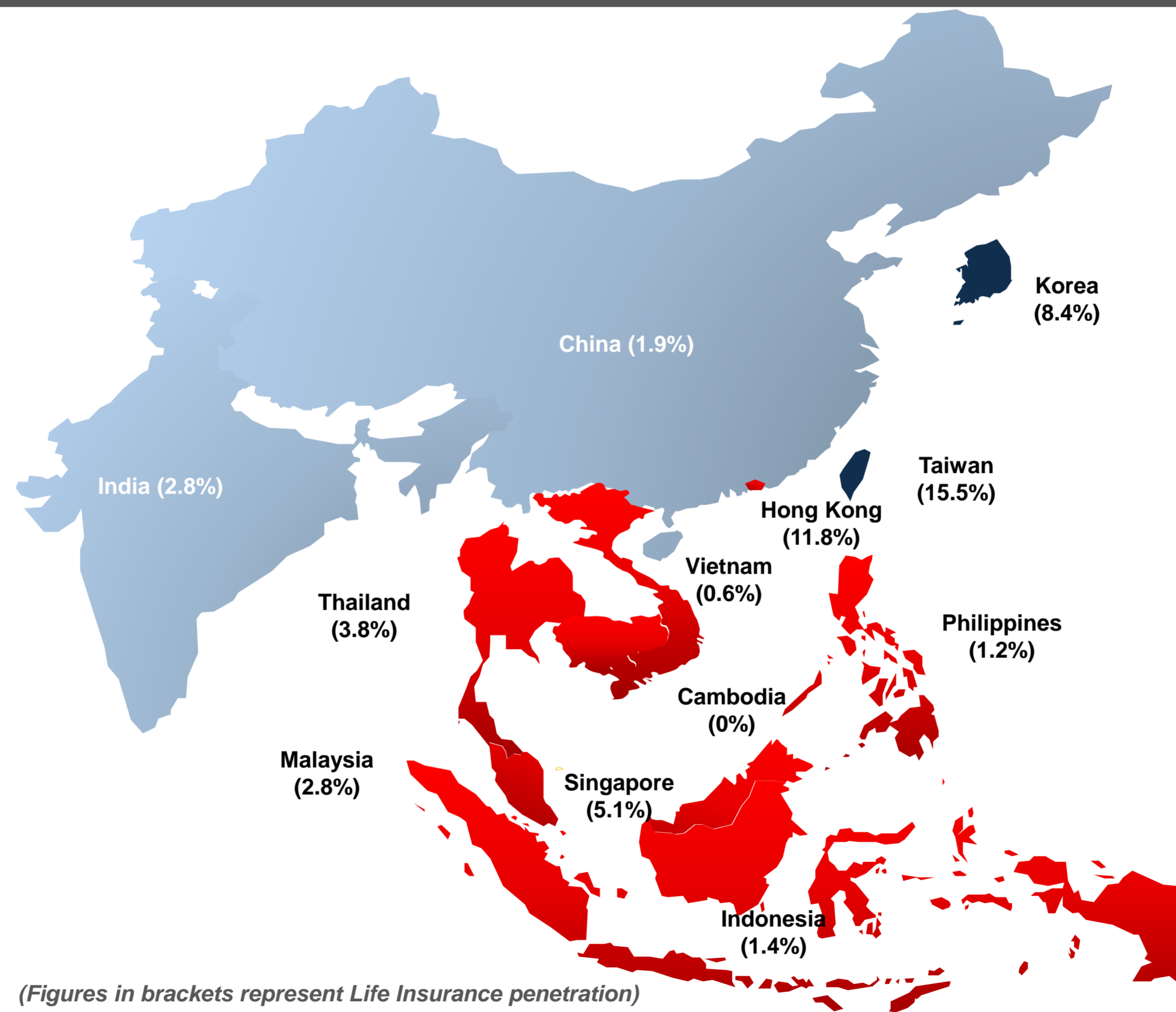
Established go-to-market capabilities









Powerful Asian franchise

Leader in Asia with wide footprint in the right markets

Indonesia	Market Share: 27%	Rank: 1	
Vietnam	Market Share: 25%	Rank: 1	
Singapore	Market Share: 24%	Rank: 1	
Malaysia (incl Takaful)	Market Share: 21%	Rank: 1	
Cambodia	Market Share: 68%	Rank: 1	
Philippines	Market Share: 14%	Rank: 2	



Hong Kong	Market Share: 13%	Rank: 3	
Thailand	Market Share: 4%	Rank: 8	
India	Market Share: 19%	Rank: 1 (Private)	
China	Market Share: 12%	Rank: 2 (Foreign)	
Taiwan	Market Share: 1%	Rank: 13	
Korea	Market Share: 1%	Rank: 18	

Source: based on formal (Competitors' results release, local regulators and insurance associations) and informal (industry exchange) market share data submitted by LBU's

1. Market Share data based on latest available market share information
2. Based on New Business Weighted Premium basis
3. Philippines based on weighted new business premium, gross of reinsurance
4. China ranking and market share among foreign / JV only

5. Malaysia includes PAMB and PBTB
6. Cambodia based on Gross Premiums
7. India ranking and market share based on private players only
8. Penetration: Premium per GDP Source Swiss Re

And superior brand strength

Brand awareness

Top Decile

in 5 of 7 Sweet Spot Markets



Bringing the **LISTENING** brand to life by **UNDERSTANDING** customers' needs and becoming part of their lives

Making lasting impressions



When you tell me you need help, I understand.

Recovering from illness demands strength and determination. That's why I am with my clients every step of the way, listening to what they need and supporting them throughout their recovery.

I am Prudential

Kaye Yap

Kaye Yap
Financial Consultant
Philippines

prudentialcorporation-asia.com

PRUDENTIAL
Always Listening. Always Understanding.

Doing more of the same

Consistent strategy drives delivery

Grow



Innovate & refresh
Product Solutions;
'Value and
Volume'



Strengthen agency scale and quality
Optimise value from strategic bank partners
Explore emerging opportunities in new markets



Enrich customer
experience and
services delivery

Keep

SUSTAINING persistency over economic cycles
ENHANCING expense position and optimising efficiency
REINFORCING claims management platform



Enabled by ...

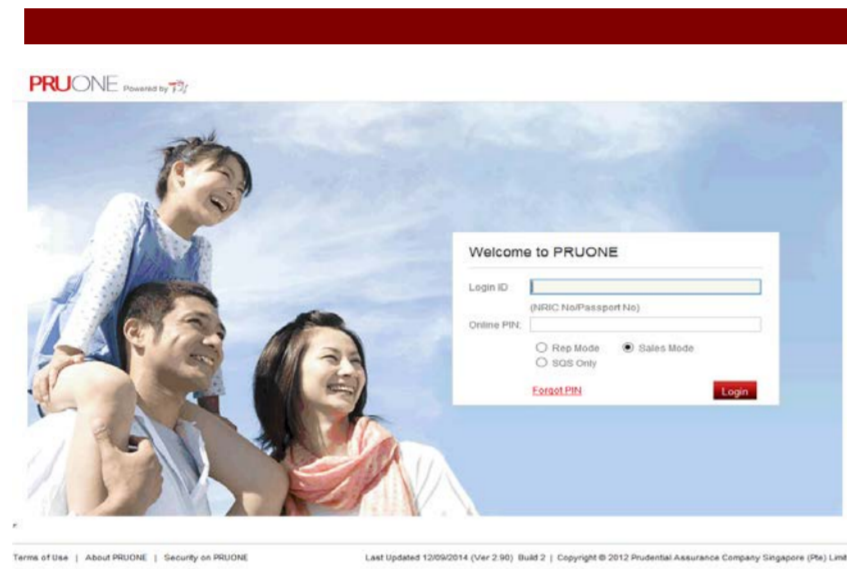
Driven by Insights



In-depth Understanding

Data driven pursuit of "Demand Spaces"

Leveraging Technology



Enhance customer engagement

Operational efficiency

Differentiated Innovation



Creation of adaptive capacity & agility

Compliance Mindset



Embedded throughout the organisation

Best-in-Class People



Focused & Accountable to Deliver

Executional Strength - Agency

Culture

Professionalism
Performance
Profitability

Execution

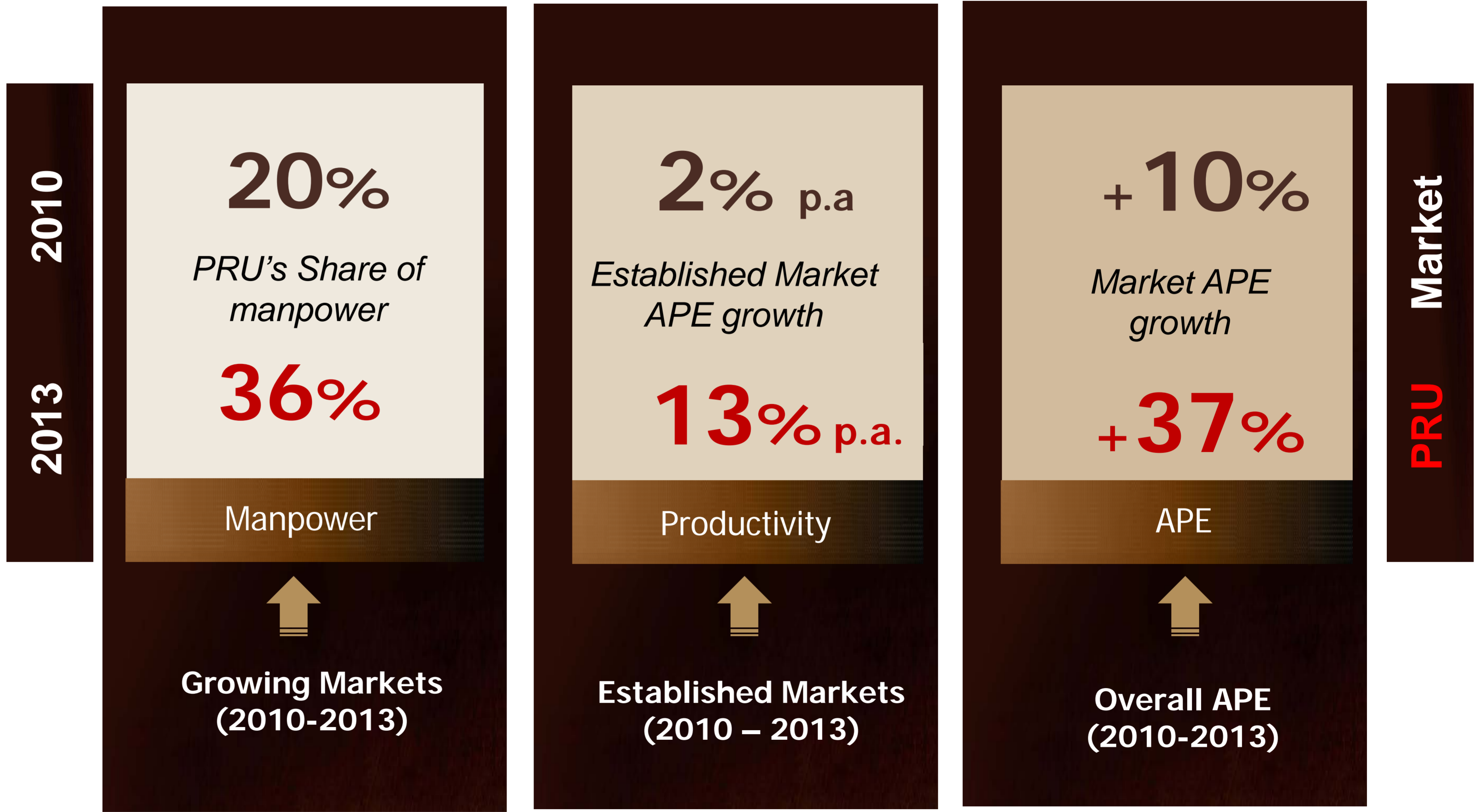
Powered by Analytics
Enabled by Technology

Agency: Effective agency management

#1

In 7 Markets

Superior growth in
manpower and
productivity



Note: Prepared on CER basis; Markets where PruAsia operates in. Source: based on formal (Competitors' results release, local regulators and insurance associations) and informal (industry exchange) market share data

Growing markets: Indonesia, Malaysia, Philippines, Thailand and Vietnam; Established Markets: Hong Kong, Singapore, Korea

Excludes, India, China and Vietnam

Market ranking share information based on latest available data. Market share for India and China are amongst J/V or foreign players

Agency: No 'one size fits all'

Differentiated agency structure depending on maturities and opportunities

Growing Scale

- Recruitment
- Rookies activation
- Grow core agency
- General agency enables expansion

Segmented Model

- Selective recruitment
- Segmented management
- Productivity growth
- Career development

Financial Advisor

- Selection and profiling
- Career financial consultants
- Comprehensive financial planning
- Portfolio management

Value
Proposition

Training and Development
Performance Management
Analytics and predictive modeling
Sales and Servicing enabled by technology

Agency: Broader and deeper penetration



Over the last five years
2,000,000 p.a
New cases

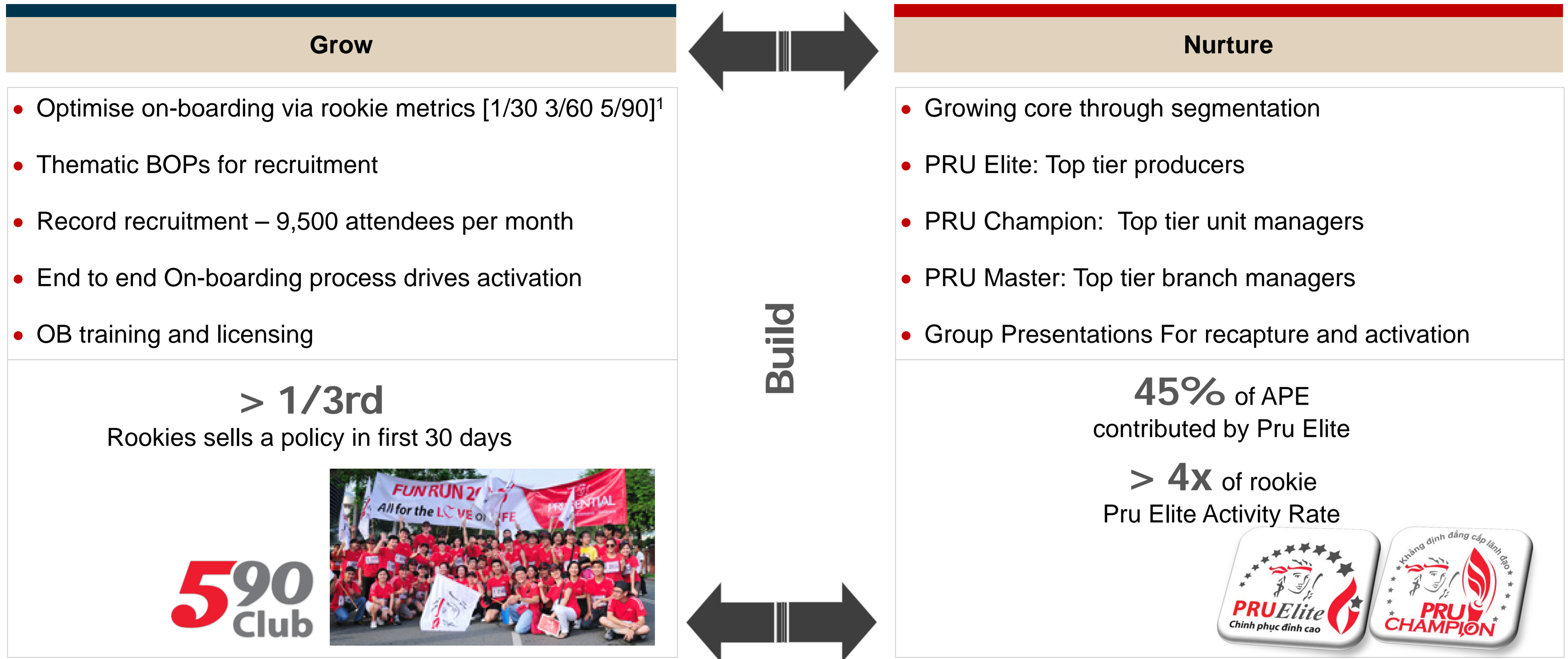
215,000 p.a
New recruits

11% p.a
Growth in productivity

*Powered by Analytics
Delivered through Discipline*

Agency: Vietnam

Expansion powered by analytics



Agency: Singapore

Enhancing productivity empowered by technology

Pru Recruits Recruitment



Pru One Sales Advisory



When you have questions about your financial future, I have answers. Whether it's saving for a home, protecting a new family or planning for retirement, I love discovering what people need and helping them find the answers.

I am Prudential

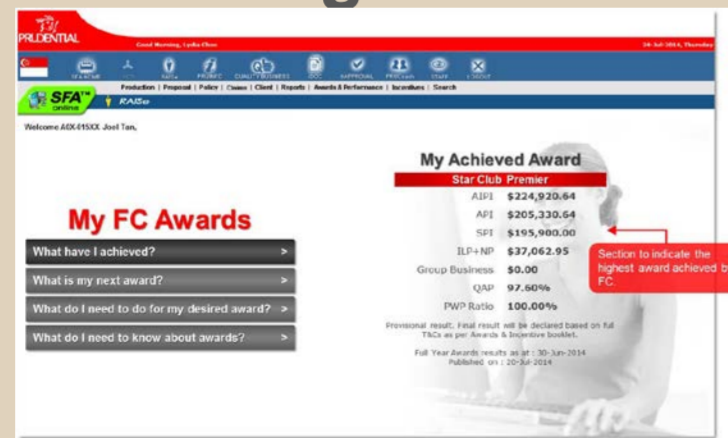
Lina Peng Shwing
Senior Financial Consultant
prudentialcorporation.asia.com

PRUDENTIAL
Always Listening. Always Understanding.

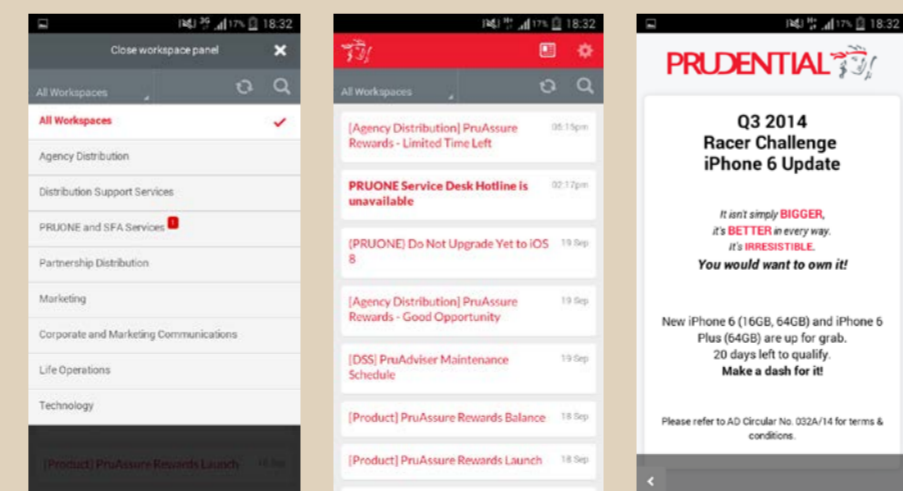
Pru Coach Training & Development



Pru Rewards Performance Management



Pru Message Engagement



HIGHLIGHTS

4x

of Industry manpower growth
Highest net manpower growth
in industry since 2012

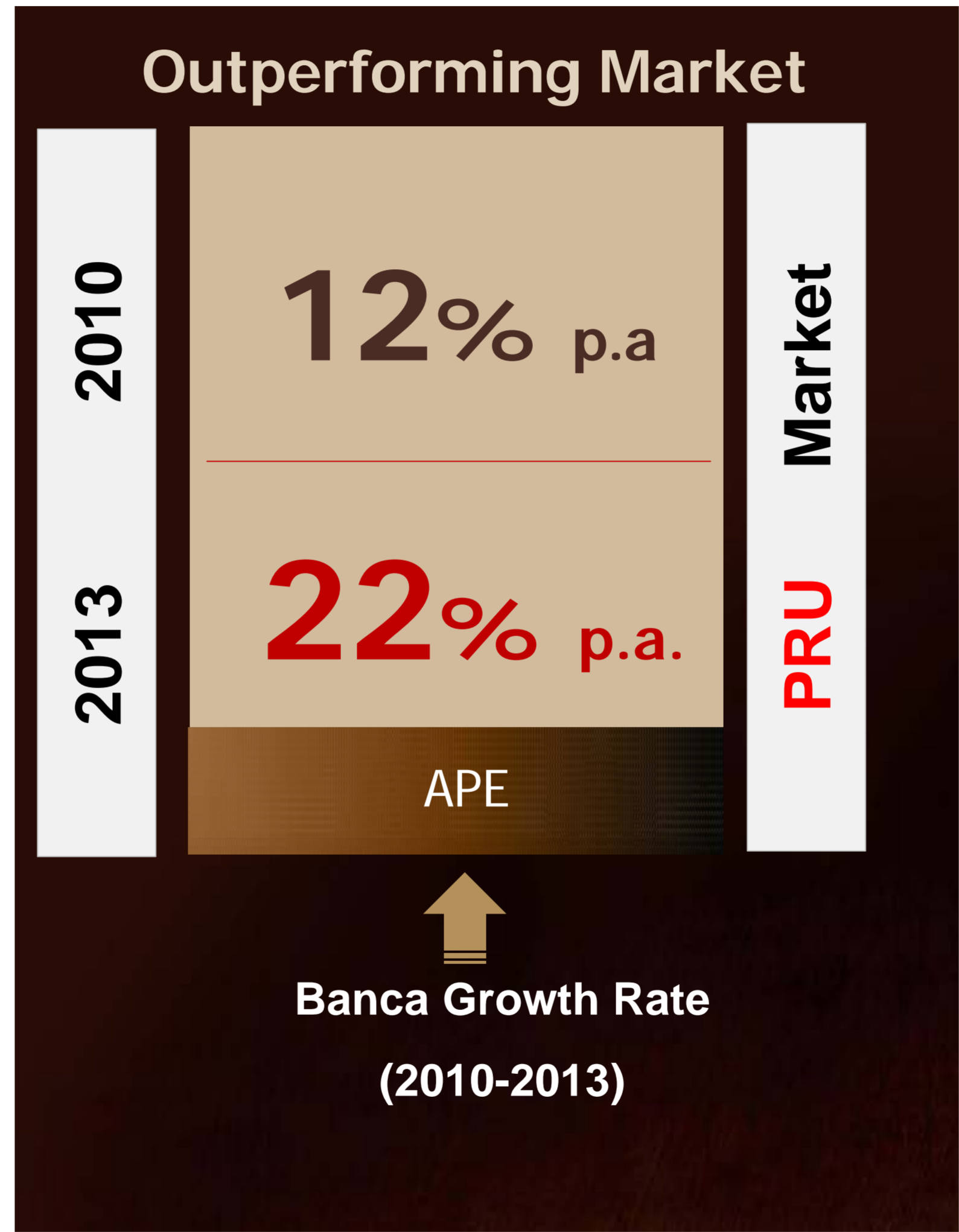
1.4x

of Industry productivity &
Driving desired behaviour

Executional Strength - Bancassurance

Value for both PRU and the Bank

Effective, dedicated MANAGEMENT	Multi-channel DISTRIBUTION
Best-in-class TRAINING	Efficient and customer focused OPERATION & SUPPORT
Tailored and collaborative MARKETING & BRANDING	Innovative and diverse PRODUCTS



Our Strategic Partners

Local Bank: Thanachart

Rapid activation creating immediate value

Pre- Partnership



Loan Protection

Car



15%

Home

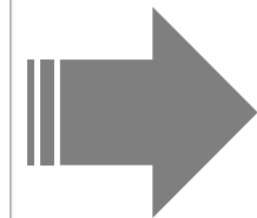


85%

Short pay savings



- Market leader in Hire Purchase segment
- Very short pay products



Day 1

Distribution readiness



Efficient implementation

Partnership

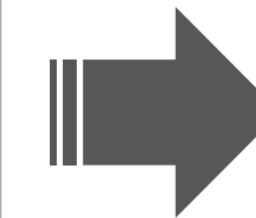


- Smile Car
- Smile Home
- Improved penetration 70%¹

Rebranded

- Longer Pay
- Savings and Protection Focused
- Medical Endowment

Transformational



Win-Win Deliverable

+ **28%** pt

Improvement in NBP Margin for Prudential²

+ **30%** pt

Improvement in fee income for TBank²

Regional Bank Partner: UOB

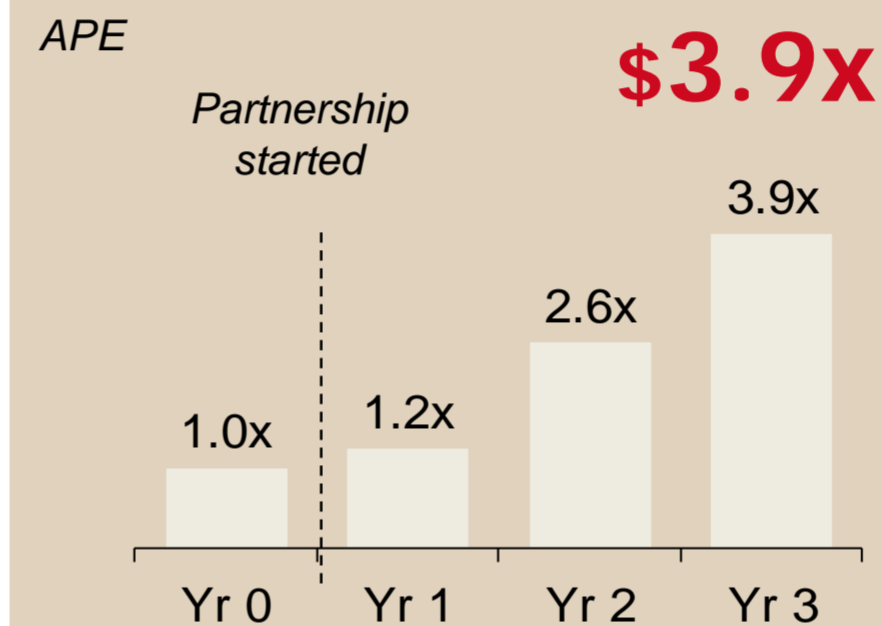
Sustaining profitable growth leveraging analytics



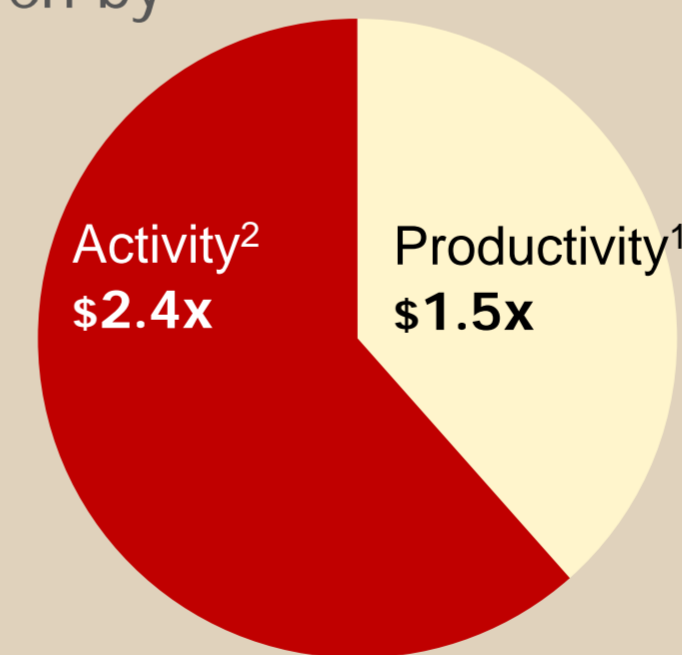
- Regional partner since 2010 in 5 markets
- Strong collaboration with fast and efficient implementation
- Dedicated sales management and back-end support
- Expanded to Business, Commercial and Private Banking
- Diversified product mix and deeper customer penetration
 - Comprehensive contact strategy
 - Enhanced repeat sales activity
 - Leveraging data analytics to drive further penetration

Consistent Delivery

Significant Outperformance



Driven by



INSURANCE

Take the next step to protect your loved ones and be rewarded.



Purchase an insurance policy today, and receive one of the following gifts*:

Tier 1*	Tier 2*	Tier 3*	Tier 4*
A pair of S.E.A. Aquarium™ Adult One-Day Pass at Resorts World® Sentosa	Acer Iconia B1-710 Tablet	Samsung Smart Camera (WB800F)	Samsung Galaxy S4

PLUS, receive additional S\$50 shopping vouchers* when:

You enhance your coverage with Supplementary Benefit*	You are an existing Insurance Customer*	You purchase a Unit Trust Investment within the same month*	You are referred by an existing Insurance Customer*
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Promotion ends 31 July 2013, while stocks last*.
Speak to a UOB Personal Banker today for more information.



Global Bank Partner: Standard Chartered Bank

Unparalleled success in a unique partnership



- All 11 markets operational by 1 July 2014
- Successful implementation for India and Indonesia
- 2H 2014 business plans developed and implemented
- Step change with consecutive record months
- Outperforming stretched targets
- Alignment and engagement across both organisations at all levels



A Truly Strategic Co-operation

Long Term Value Proposition

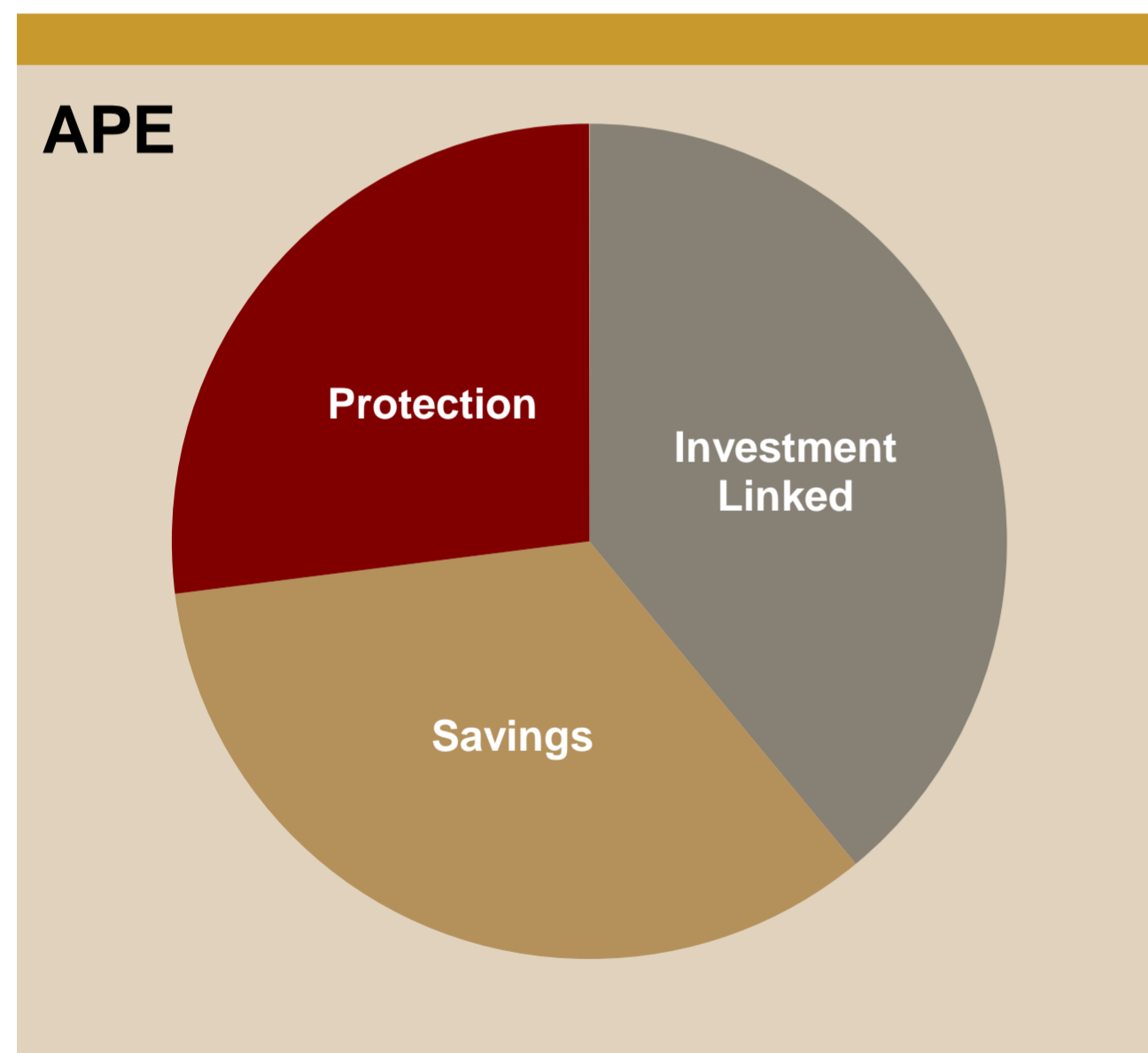
- Integrated 'Insurance Proposition'
- Customer analytics to deepen penetration
- Technology-based solutions engage customer / sales force experience
- Dedicated service line / platform for bank customers



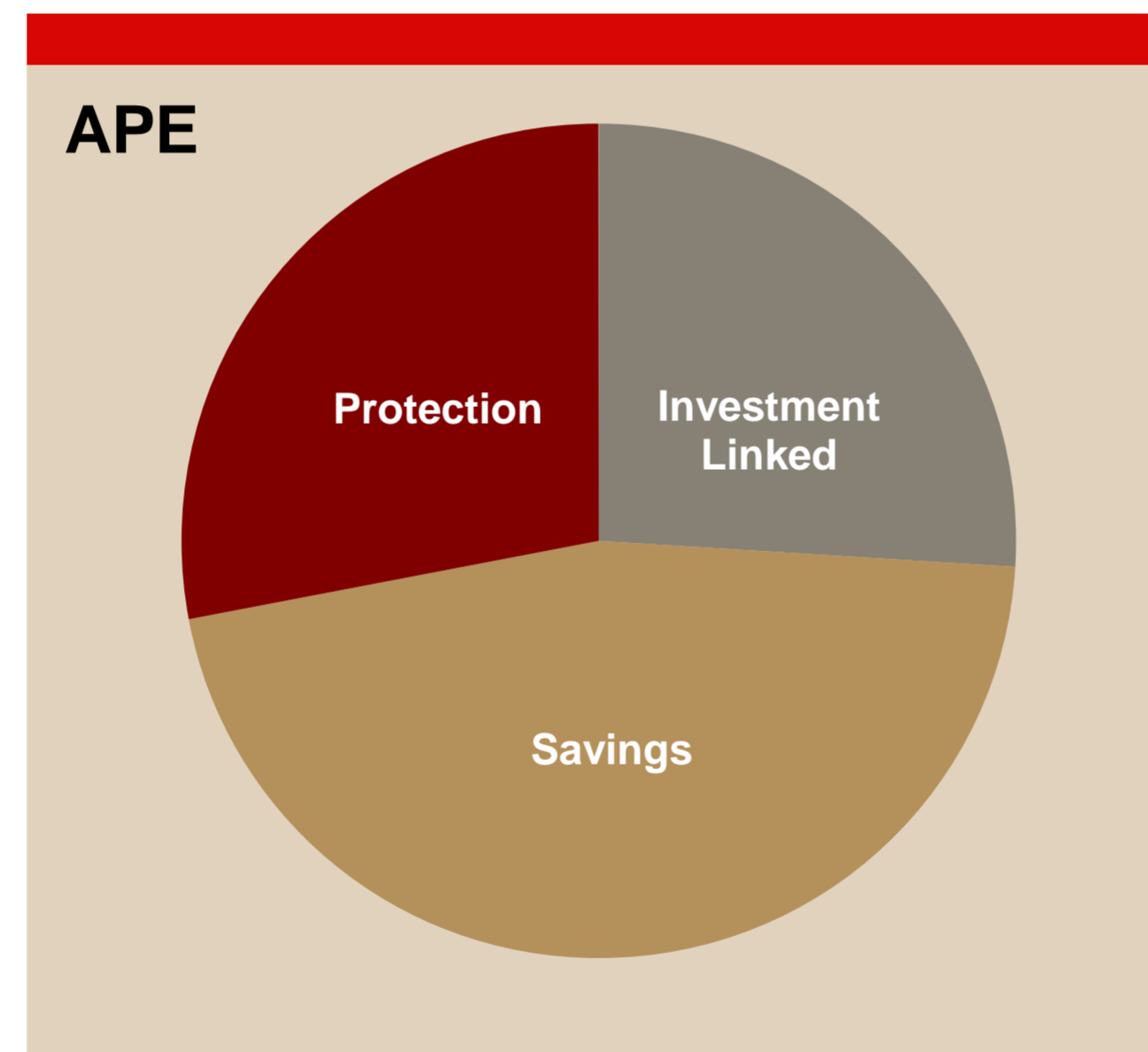
Executional Strength – Product Solutions

Holistic solutions to meet customer needs

2010



2014



HIGHLIGHTS

- Product solutions tailored for 'all seasons'
- Balancing interests amongst stakeholders
- Nuances of drivers differ by country
 - Customer needs
 - Regulation
 - Market sentiment
 - Shareholder risk
 - Market specific

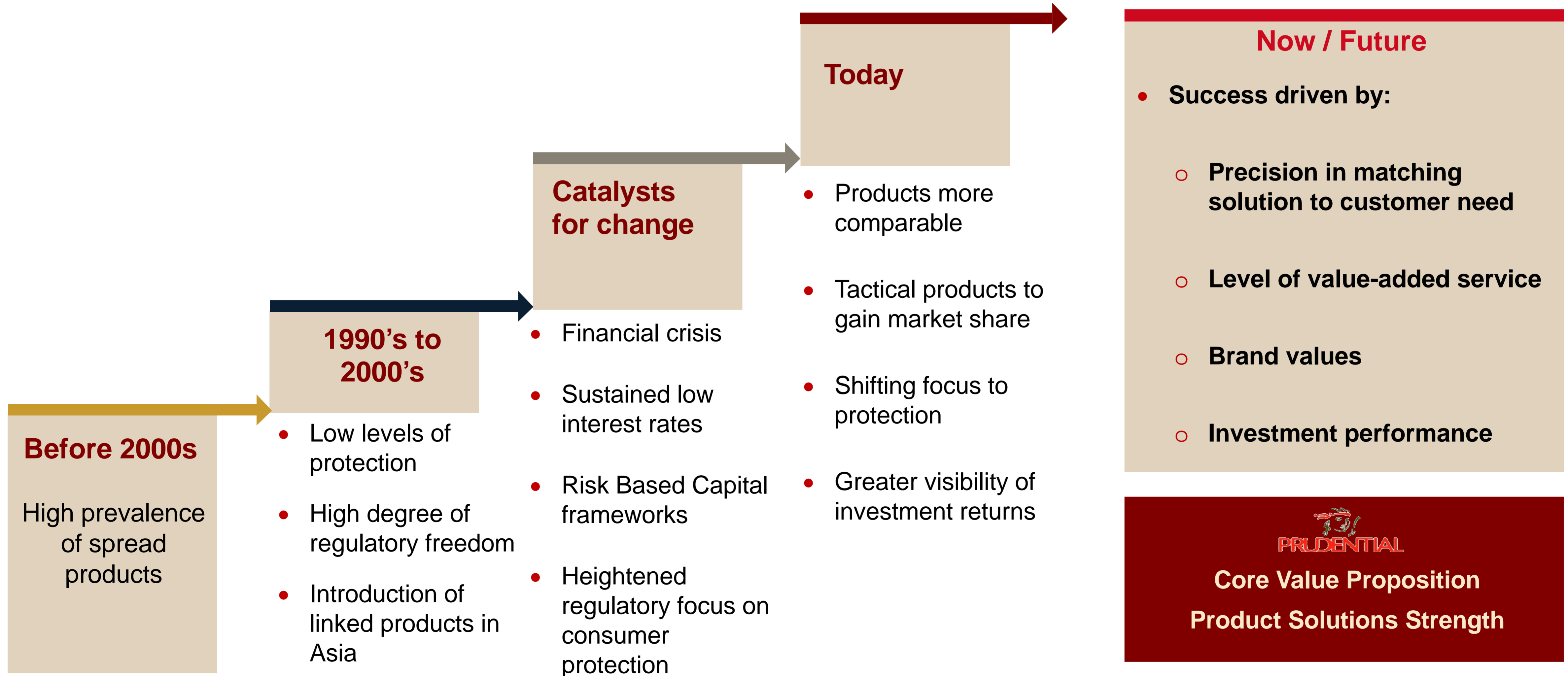
Innovative and comprehensive product solutions

Meeting customers' life stage needs

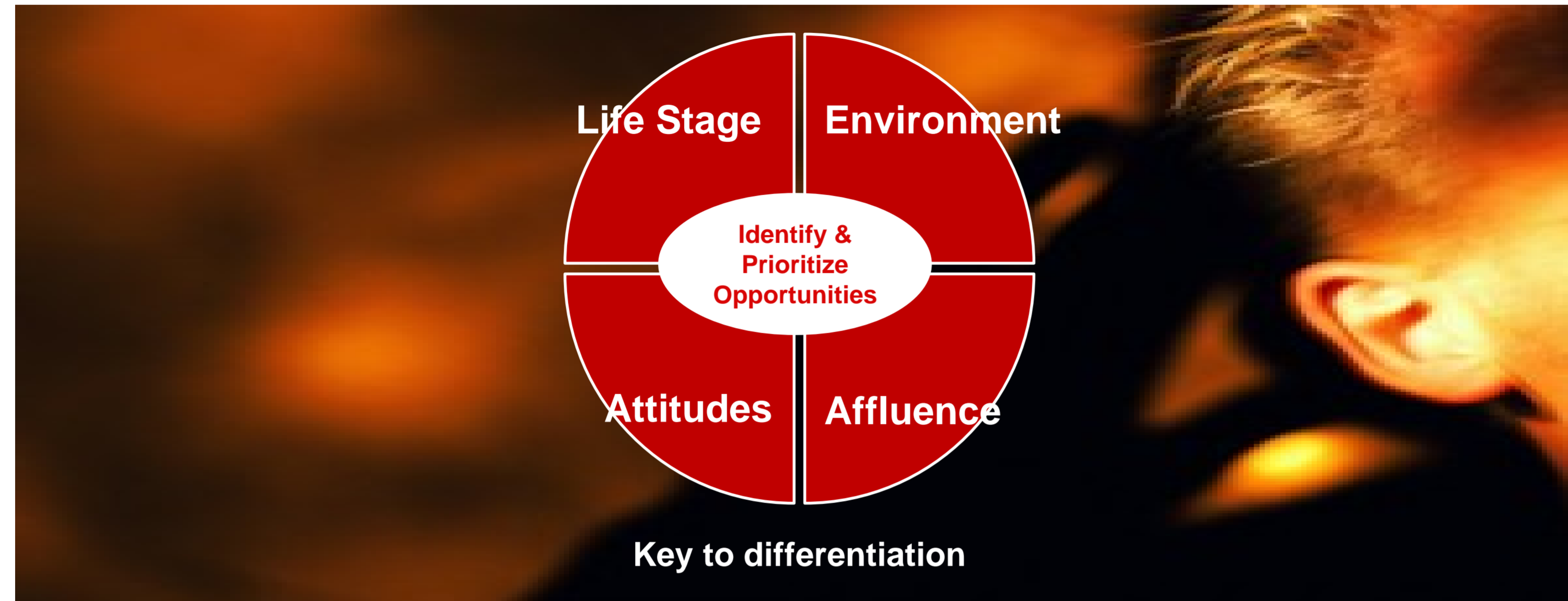
 <p>Life Stage</p>	<h3>Young & Single</h3>	<h3>Young Couple</h3>	<h3>Married with young children</h3>	<h3>Married with grownup children</h3>	<h3>Retirees</h3>	<h3>Innovation Index</h3>
<p>Product Solutions</p>	 	 	  	  	<p><i>You've given them your name. Now give them the advantage of a lasting legacy.</i></p> 	<p>> 25% APE from new products¹</p> <p>> 25% NBP from new products¹</p> <p>> 20% Growth in new customers²</p>
<p>Needs</p>	<p>Target savings / Wealth creation</p>	<p>Home purchase / Pure protection / Wealth creation for long term</p>	<p>Mortgage ins / Education savings Retirement accu / Health ins</p>	<p>Kids higher edu / Mortgage ins Health care / Retirement planning</p>	<p>Post retirement living Medical expenses /Estate planning</p>	

1. Products launched over the past 24 months
2. FY 2013; ex India

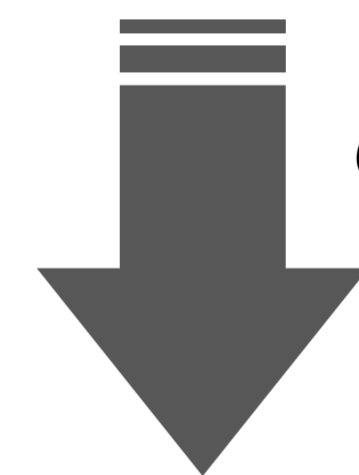
Delivery driven by differentiated value proposition



Executional strength - Customer Experience



Customer Offer Strategy



driving ...

Business Actions



2 million
New Customers¹

12.7 million
inforce Customers²

20.1 million
inforce policies²

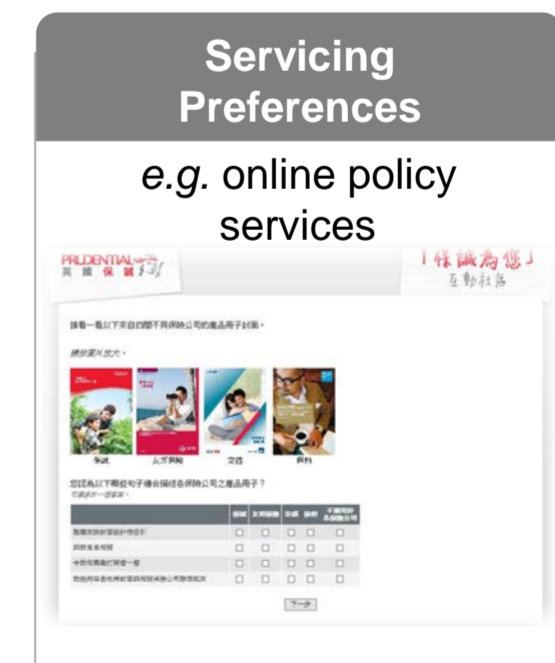
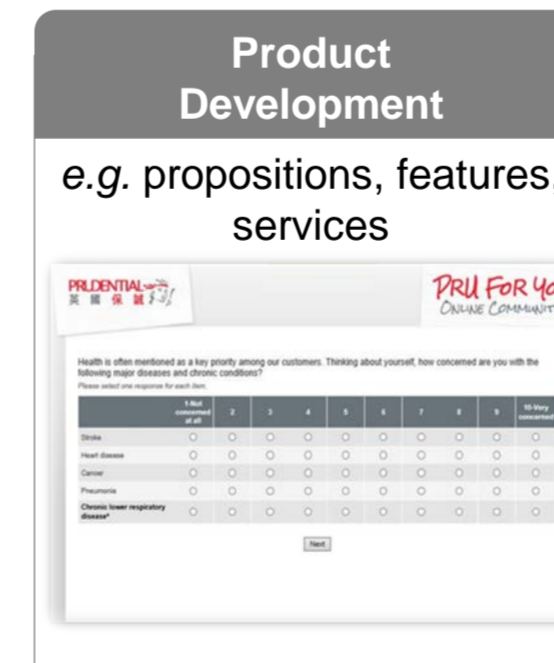
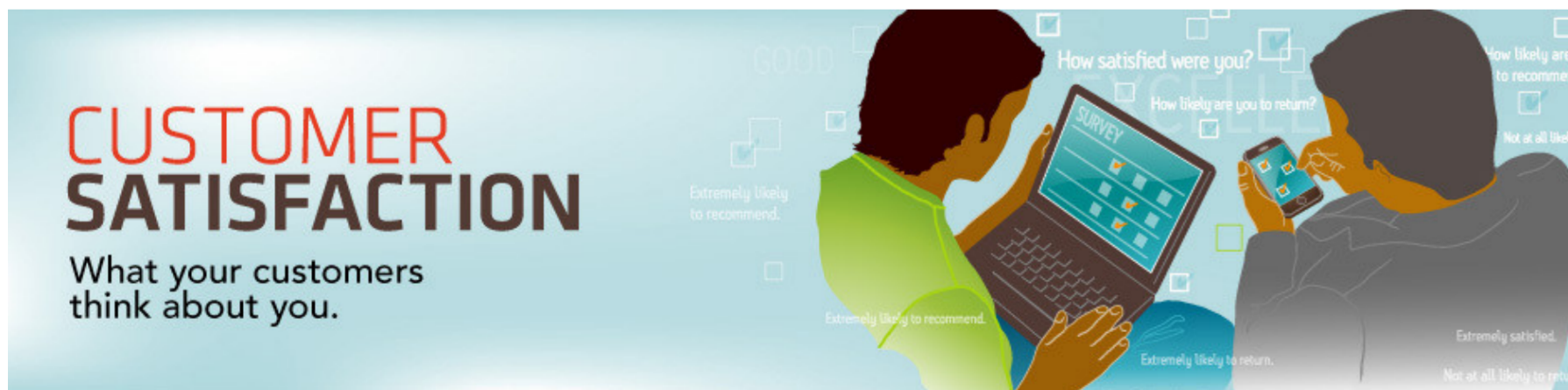
Always Listening

Customer Satisfaction Program

- **CSAT Program** introduced in 2013
- **Region-wide** approach; adaptable by local businesses
- **Organisational discipline** to discover drivers of customer satisfaction and loyalty
- Consistent, systematic and **holistic** approach
- CSAT strives to achieve **customers point of view**
 - Customer experience (touch-point) delivery survey
 - Competitive benchmark survey

Customer Insight Community

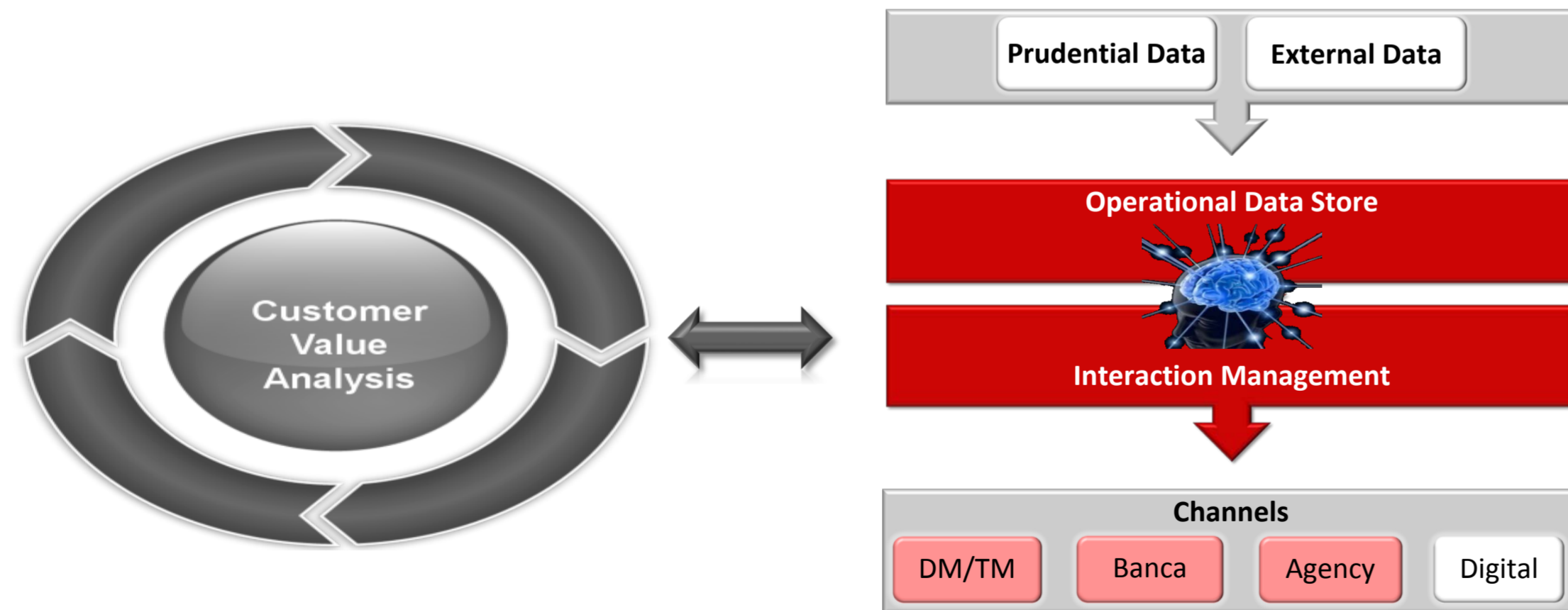
- **1st insurer in Asia** to use digitally enabled customer panel to seek customer feedback
- Ensures we develop **relevant, transparent and appropriate** products and services
- 5,000 customers participate in “**Pru For You**”
- **Feedback** obtained on customer segments: different demographic backgrounds and channel/product experience



Always Understanding

Analytics Expertise

- Regional leader in using data to drive value
- Segmentation, profiling and propensity modelling
- Leads (re) assignment
- Optimising leads performance
- Customer behaviour insight
- Persistency and claims data mart



Value Added Service

- Background
 - Increasing medical inflation in Singapore
 - Prushield Customers currently utilize Govt Restructured Hospitals
 - Customers calling customer-care for inquiry and assistance
- Pru health care Assist: A first-to-market medical helpline manned by medical personnel and exclusive to PRUshield customers
- Access to PRU Shield policy benefits, medical & hospital information via dedicated hotline



Always Delivering

Connect



Always Listening

Always Understanding

Insights

Empowering distribution

end-to-end sales support mechanism for distribution from sales and new product launch to service and claims

Multi-Dimensional customer segmentation

provides tailored customer proposition and servicing

Continuous tracking and monitoring

quantitative tracking tools monitor our brand performance and marketing campaign effectiveness among our target audience

Always Listening. Always Understanding

is a distinct and strong competitive advantage

Executional Strength – Robust technological platform



Cyber Resilience

Network Segmentation
– Prevents threats from propagating

Secure Web & mobile applications – Prevents costly data breach

Encryption - Defense in depth & emerging regulations



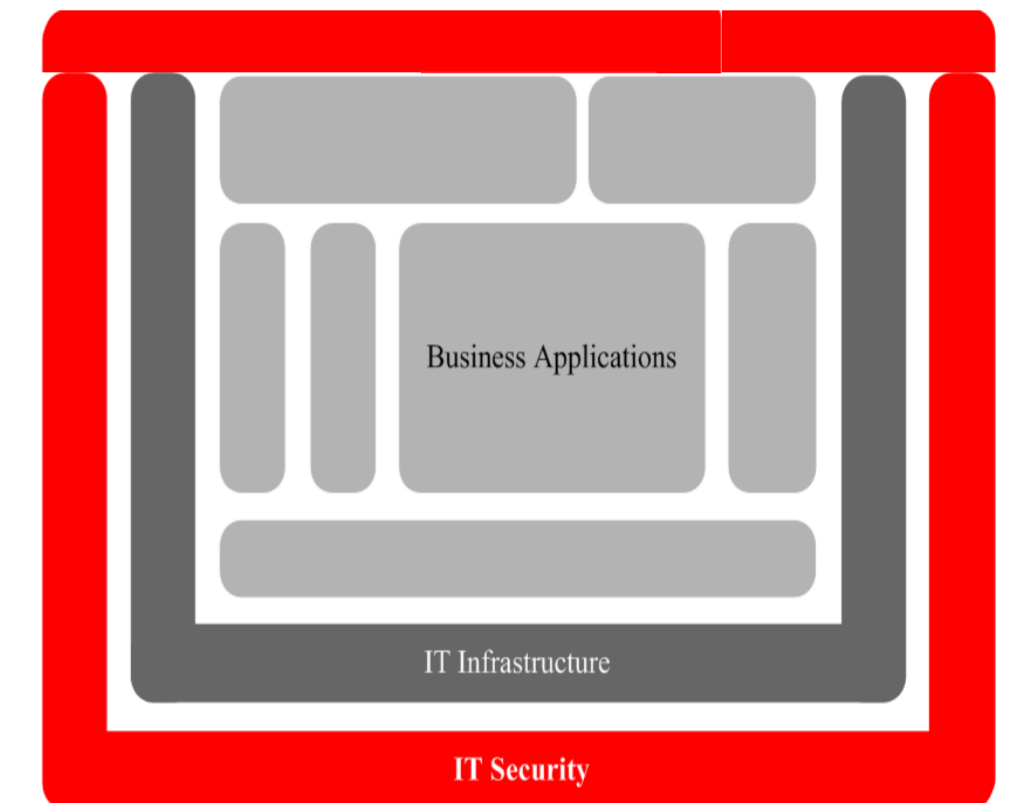
Operational Support

Robust & secure infrastructure platform

Integrated, resilient and scalable telecom network

Regional implemented policies and procedures

Strong business continuity programs



Proactive & Preventive



Sensitive intrusion detection and prevention

Monitoring and Analytics (SOC) - How do we know if we are under attack?

Process based Incident management to minimize business impact

Always On. Always Secure

Executional Strength – Best in class leadership

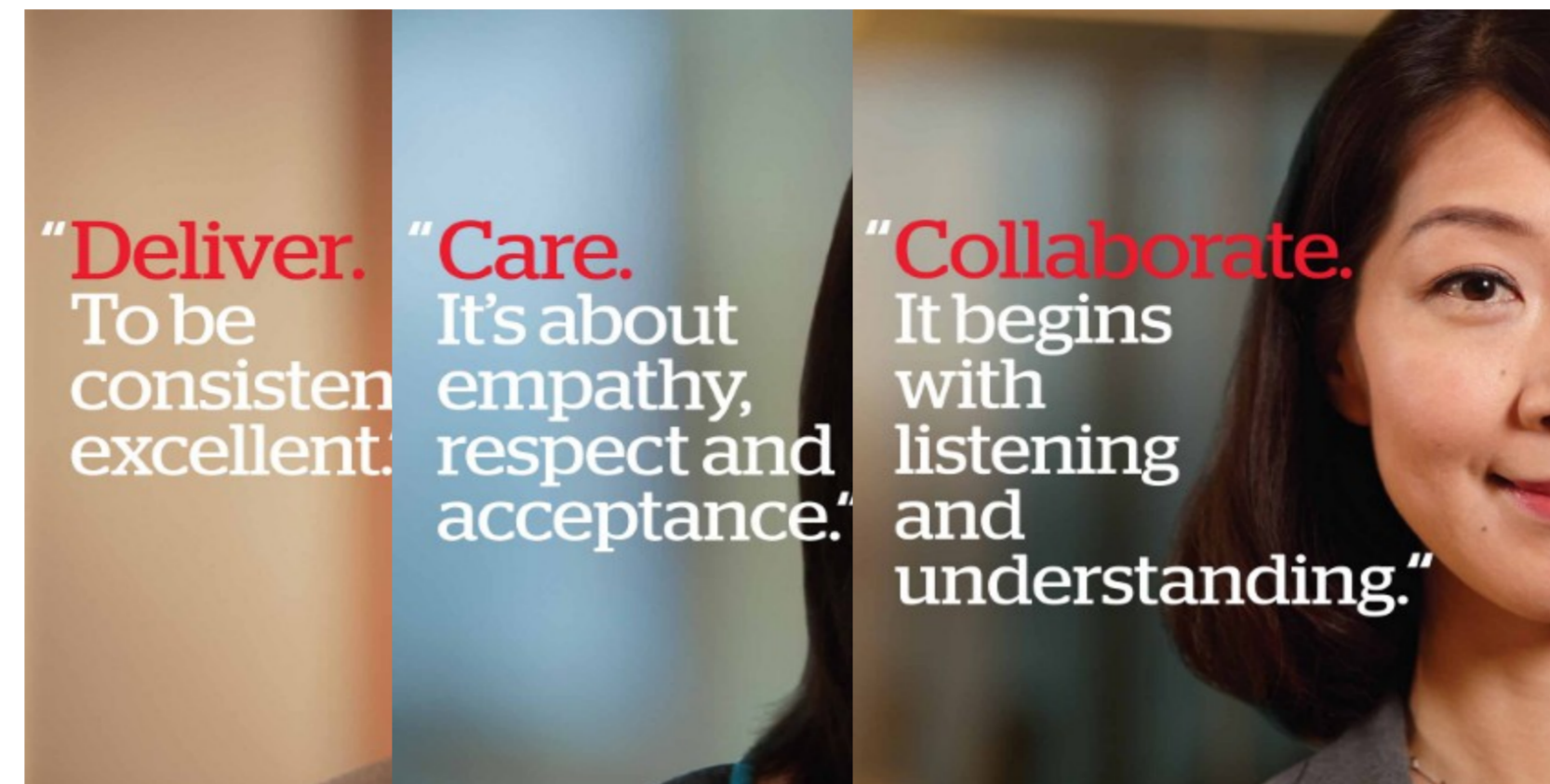
Evolving from fit-for-purpose to “FIT-FOR-GROWTH”

We provide Leaders with integration support enhancing productivity in new role

We listen to our People to create a “Winning Culture” through engagement

We have a strong platform to gain deeper insights to make informed decisions

We drive a differentiated performance culture

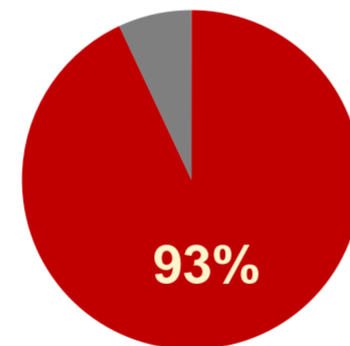


I am Prudential
Magdalene Loh
Legal

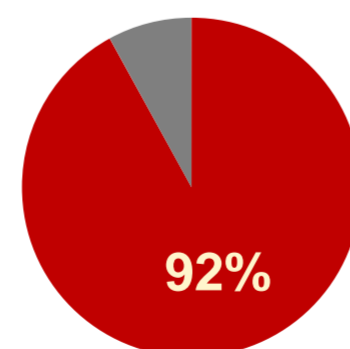
I am Prudential
Barbara Yu
Actuarial

I am Prudential
Hironi Tsunoda
Finance
PRUFIRST

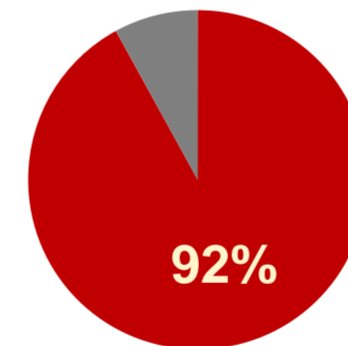
SMT Retention



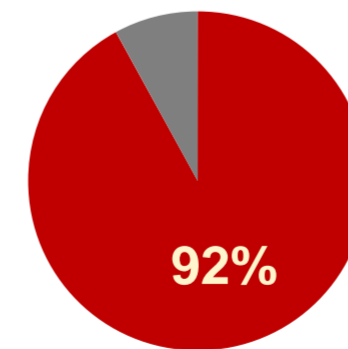
High Performer Retention



Talent Pool Retention



Local Asian



40 Nationalities

100% Life business CEOs are internally groomed¹

90% Top Talent on SMT / CEO succession plans

82% SMT sourced from existing talent pools

89% PCA LBU CEOs are of Asian origin

48% Talent pool are female

Well positioned to meet market evolution

Summary:

Platform is resilient amidst volatility and regulatory evolution

Distribution strengths built from execution oriented focus for delivery

Comprehensive product solutions with value over volume ethos

Enrich customer experience enabled by **analytics** and **technology** as a defensible advantage

All wrapped around a **robust risk and compliance framework**

Invest and strengthen talent pool to ensure **Fit for Growth**

PRUDENTIAL

英國保誠集團

**Committed to
Executional Excellence**