

ASIA 2014

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The Environment

- Asia's fundamentals are compelling but macro economic and geopolitical turbulence has short term impacts
- Regulations evolving in a largely positive way with good outcomes for customers and shareholders
- Healthy competitive environment; customers can make more informed choices
- Competitors' economics (both product and deal) may differ from our own
- Limited M&A opportunities and valuations often driven by strategic imperatives rather than economics

PCA Today

- Sustained market outperformance in our chosen sectors
- Well respected by governments, regulators and peers
- Our skills in growing and activating high quality agency remain unrivaled
- Market leading bancassurance delivery
- Providing genuine solutions to customers' needs based upon "protect first, then save" product ethos
- Record breaking year for Eastspring with solid investment performance and strong inflows
- Excellent team; ability to recruit and retain highest quality executives
- Breakout CSR initiatives; unprecedented community engagement

The PCA Culture

- United by a clear purpose
- Relentless execution
- Championing innovation
- Living our brand values
- Serving our communities
- “Doing Well by Doing Good”



Our Focus

- Running the business, ‘more of the same just better’
- Delivery of 2017 objectives
- New market assessments including Laos, Myanmar, Bangladesh
- Preparation for potential new bancassurance opportunities
- Brand & Marketing resonance for the ‘Facebook and Twitter’ generation
- Sustaining our culture