



# Ageas - Closing remarks

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CEO Ageas

INVESTOR DAY 2012

Our project to **reshape Ageas** started in 2009  
In **2012**, the work is not finished but **foundations** are **strong** to unlock  
the full potential of Ageas by **2015**

→ Clear **strategic** choices  
& Financial **targets**

→ **People** make the difference

→ Organization build on **local empowerment**  
& **knowledge transfer**

→ Enhanced **financial communication**

### Belgium

Sound business & strong  
market position

operational excellence

### UK

Significant scale change &  
well diversified

integration, synergies & return

## Focus

selective (in)organic growth by  
leveraging on local partners

### Asia

Selected but attractive  
positions

integration, sustained profit  
& growth

### CEU

From a disparate to a  
coherent portfolio

**Passionate**  
**Focused** *to deliver.* **Entrepreneurial.**  
on customers. **Teamwork.**  
**Trusted.** **Local.**



FOCUS ON  
INSURANCE



PARTNERSHIPS



EUROPE & ASIA



MULTI-CHANNEL  
DISTRIBUTION



WELL BALANCED  
PORTFOLIO  
LIFE & NON-LIFE



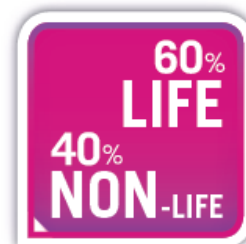
COMBINED  
RATIO  
<100%



>11%  
ROE  
RETURN ON EQUITY



>25%  
OF CAPITAL  
IN EMERGING  
MARKETS



60%  
LIFE  
40%  
NON-LIFE