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ageas 富通保險
INVESTOR DAY

Asia: History & Presence

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2000 : The starting point of Fortis/Ageas involvement in the emerging Asian insurance market

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Fortis well placed to capture growth of Asian insurance market



Strong market prospects

- Asian insurance market looked set to grow strongly
- Attractive demographics and early stage wealth accumulation should support insurance markets
- Selected Asian markets see an increasing focus on corporate governance quality and rule of law
- China: ageing population suggested attractive opportunities in pension and employee benefits areas

Distinctive skills and approach

- Disciplined approach to identifying and executing strategic opportunities
- Targeted investments in partnerships
- Active management support through specialist secondees and Board participation
- Providing technical expertise
- Providing multi-channel distribution expertise, focussing initially on bancassurance
- Bancassurance fits well in the strategies of Asian bank partners: fee business / cross-selling / long term investment products

Source : Extract from presentation 'Asia conference' 29/11/2006

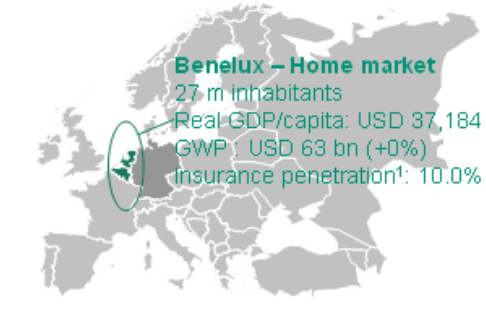
The Asian market has grown substantially over the past 10 years (2001 vs. 2010)

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Successfully expanding our distinctive franchise

FORTIS

The situation in 2001



Hong Kong	2001	2010
Inhabitants	7m	7 m
Real GDP/capita	USD 24,478	USD 30,369
GWP	USD 10 bn	USD 26 bn
Penetration	6.3%	11.9%

China	2001	2010
Inhabitants	1,276 m	1,355 m
Real GDP/capita	USD 908	USD 2,831
GWP	USD 25 bn	USD 215 bn
Penetration	2.2%	5.6%

India	2001	2010
Inhabitants	1,032 m	1,217 m
Real GDP/capita	USD 424	USD 1,029
GWP	USD 12 bn	USD 78 bn
Penetration	2.7%	6.3%

Thailand	2001	2010
Inhabitants	62 m	68 m
Real GDP/capita	USD 1,843	USD 3,081
GWP	USD 3 bn	USD 14 bn
Penetration	2.9%	6.5%

Malaysia	2001	2010
Inhabitants	24 m	28 m
Real GDP/capita	USD 3,824	USD 6,137
GWP	USD 5 bn	USD 12 bn
Penetration	5.2%	6.9%

Source : Extract from presentation 'Asia conference' 29/11/2006

¹ Penetration = GWP in % of GDP Source: Sigma 2002/2011 (Swiss Re), Global Insight



2011 : Reality proves Ageas has invested for the right reasons



■ **A fast growing region with high GDP growth & low insurance penetration**



■ **Growing middle-class supports increasing penetration**



■ **Market dynamics match skills**



- ✓ Proven partnership skills
- ✓ Proven cross-border skill transfer ability
- ✓ Emergence of bancassurance and a multi-channel environment

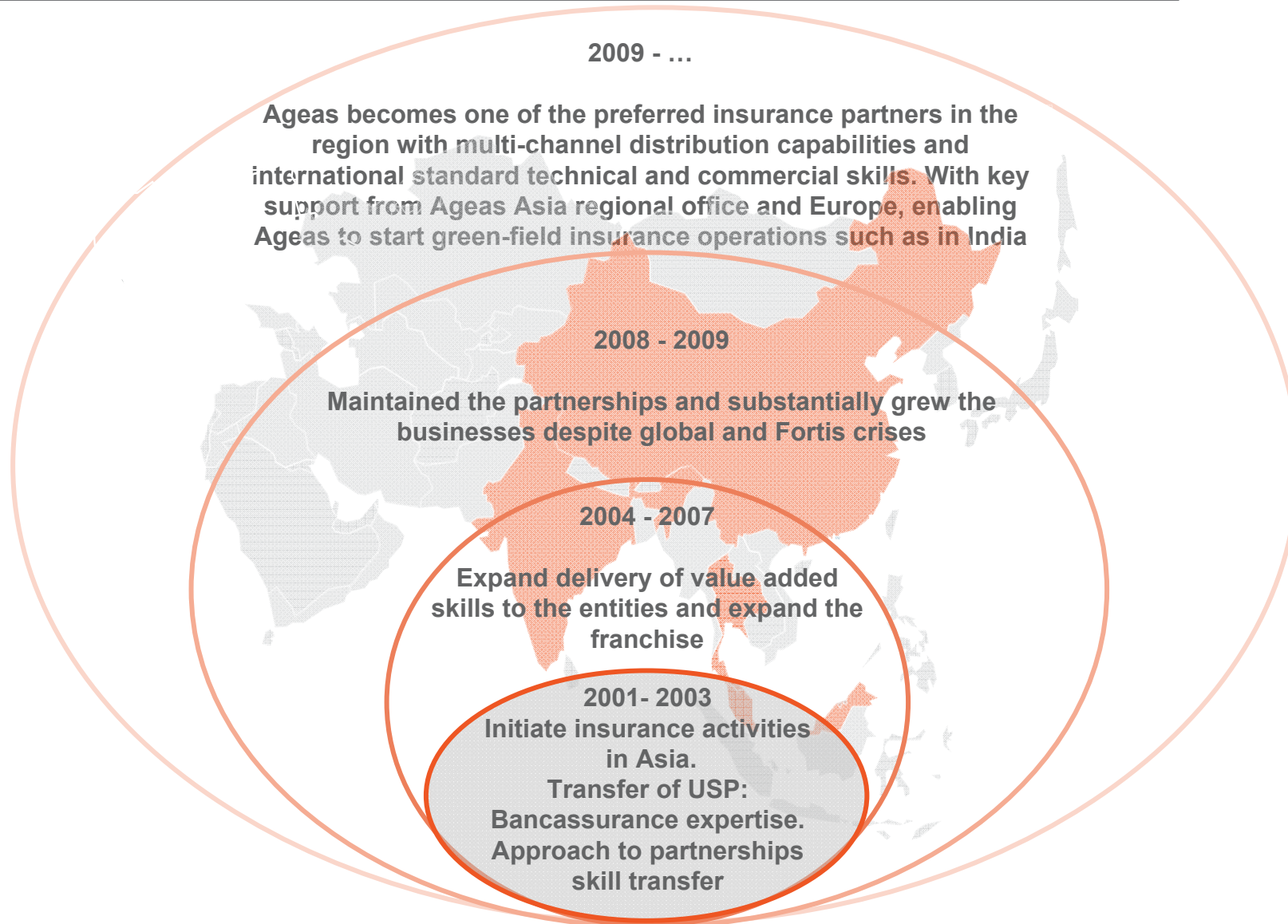
■ **Geographic diversification**



From a modest start in 2001 to a solid regional player in 2011

First partnership in Malaysia, today present in 5 major local markets

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Solid partnerships are the foundation of our local activities

High quality partners with exceptional distribution capacity

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India : IDBI Federal (26%)



- **IDBI**, midsize listed bank, 875 branches, EUR 36 bn balance sheet and EUR 2.05 bn market capitalisation
- Majority state-owned retail & corporate bank with very strong nationwide brand & solid relationships with both RBI & IRDA
- Its corporate relationship portfolio is second-to-none in India
- **Federal Bank**, midsize listed bank, 758 branches, EUR 7 bn balance sheet and EUR 1.05 bn market capitalisation
- Private sector regional retail bank with dominant market position in South India/Kerala.



Hong Kong : Ageas Insurance Company Asia (100%)



Thailand: Muang Thai (31% Life, 15% Non-Life)



- **Kasikorn Bank**, Top tier listed; solid #4 retail bank; strong enterprise network
- 805 branches, EUR 35 bn balance sheet; EUR 6.61 bn market cap
- **Lamsam** family: founded both Muang Thai & Kasikornbank; a leading & very successful family with extensive business interests & a strong local network



Taiping Life (China) (24.9%)



- **China Taiping Group (CTG)** is a Ministry of Finance linked organisation with strong relationships with the insurance regulator CIRC
- CTIH, CTG's principal unit is listed in Hong Kong with a market capitalisation of EUR 3.2 bn
- CTIH majority shareholder in **Taiping Life** and **Taiping Asset Management**



Malaysia: Mayban Ageas / eTiQa (30.95%)



- **Malaysia's premier** bank; market leading positions in retail and corporate banking
- 380 branches, EUR 76 bn balance sheet
- EUR 12.3 bn market capitalisation
- Strong relationship with Bank Negara

Asian insurance activities in a nutshell

Solid performance across all countries



Ageas Asia Region*

- Gross inflows : EUR 6.1 bn (FY 10); EUR 3.2 bn (H1 11)
- FUM : EUR 17 bn (H1 11)
- Net result : EUR 93.5 mio (FY 10); EUR 53.7 mio (H1 11)
- Staff : 17,866 (H1 11)
- Agents : 111,099 (H1 11)



IDBI Federal (India) (26%)

- Gross Inflows 2010 : EUR 131 mio
- FUM : EUR 0.3 bn (H1 11)
- Staff : 1,668



Taiping Life (China) (24.9%)

- Gross Inflows 2010 : EUR 3.7 bn
- FUM : EUR 9.8 bn (H1 11)
- Staff : 11,366



Ageas Insurance Company Asia (Hong Kong) (100%)

- Gross inflows 2010: EUR 335 mio
- FUM : EUR 1.4 bn (H1 11)
- Staff : 301



Muang Thai (Thailand) (31% Life, 15% Non-Life)

- Gross Inflows 2010 : EUR 825 mio
- FUM : EUR 2 bn (H1 11)
- Staff : 2,384



Malaysia : Mayban Ageas (30.95%)

- Gross inflows 2010 : EUR 1.1 bn
- FUM : EUR 3.5 bn (H1 11)
- Staff : 2,107

*all numbers are on 100% basis, except the P&L amounts

Active management participation with strong governance structures

Supplemented by Ageas secondees in key management positions



Ageas Regional Structure

- Asia CEO: Gary Crist
- Asia CFO : Filip Coremans
- Proportional Board and Committee representation
- Regional functions:
 - ✓ Knowledge broking
 - ✓ Reporting and Control
 - ✓ Expansion of the franchise



India :

- Chief Financial Officer
- Chief Operating Officer
- Chief Actuary/Appointed Actuary



China:

- Chief Actuary/ Appointed Actuary
- Chief Risk Officer/ Chief Investment Officer
- Deputy GM Shared Service Centre
- Chief Risk Officer Taiping Asset Management
- Ageas China representative office



Hong Kong (100% owned)

- Board: 7 Ageas and 3 independent Directors
- Management: local talent and 5 Ageas expats



Thailand :

- Chief Actuary
- Deputy Chief Financial Officer/ Chief Investment Officer
- Head of Bancassurance
- Head of Motor Group
- Adviser to the CEO on Technology



Malaysia:

- Chief Marketing Officer
- Chief Risk Officer
- Head of Bancassurance (at Maybank)

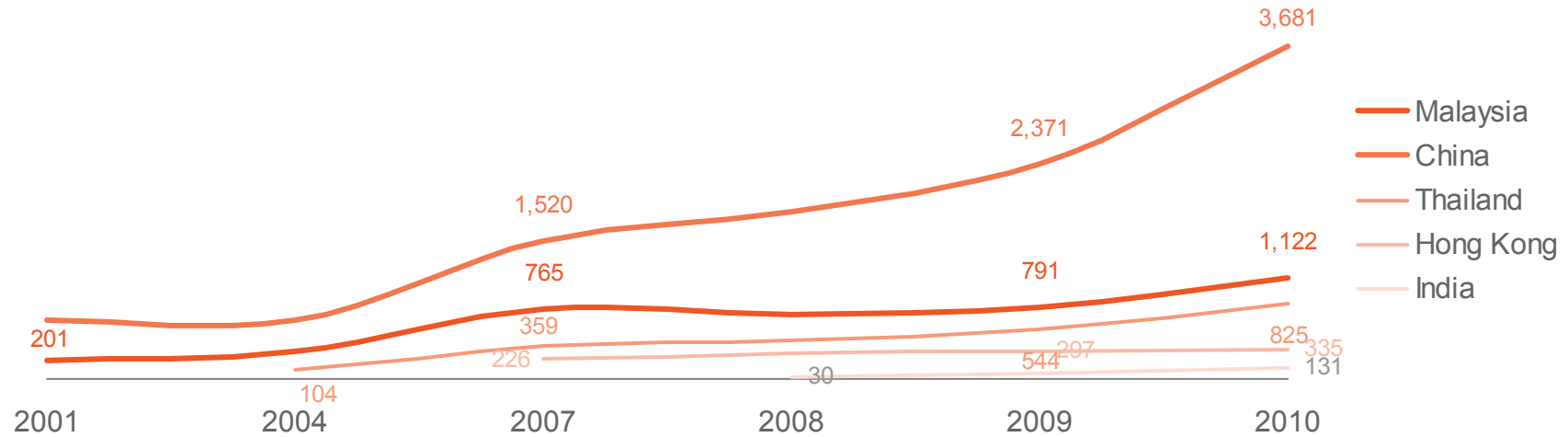
Note: The current CEO of Mayban Ageas Holdings , Hans De Cuyper, was seconded to Malaysia as CFO from 2007 to March 2011. Hans resigned from Ageas in March, was nominated by Maybank and elected CEO.

Ageas's history in the Asian markets



Inflows evolution in Ageas's partnerships and Hong Kong

In EUR mio



Market position at acquisition:

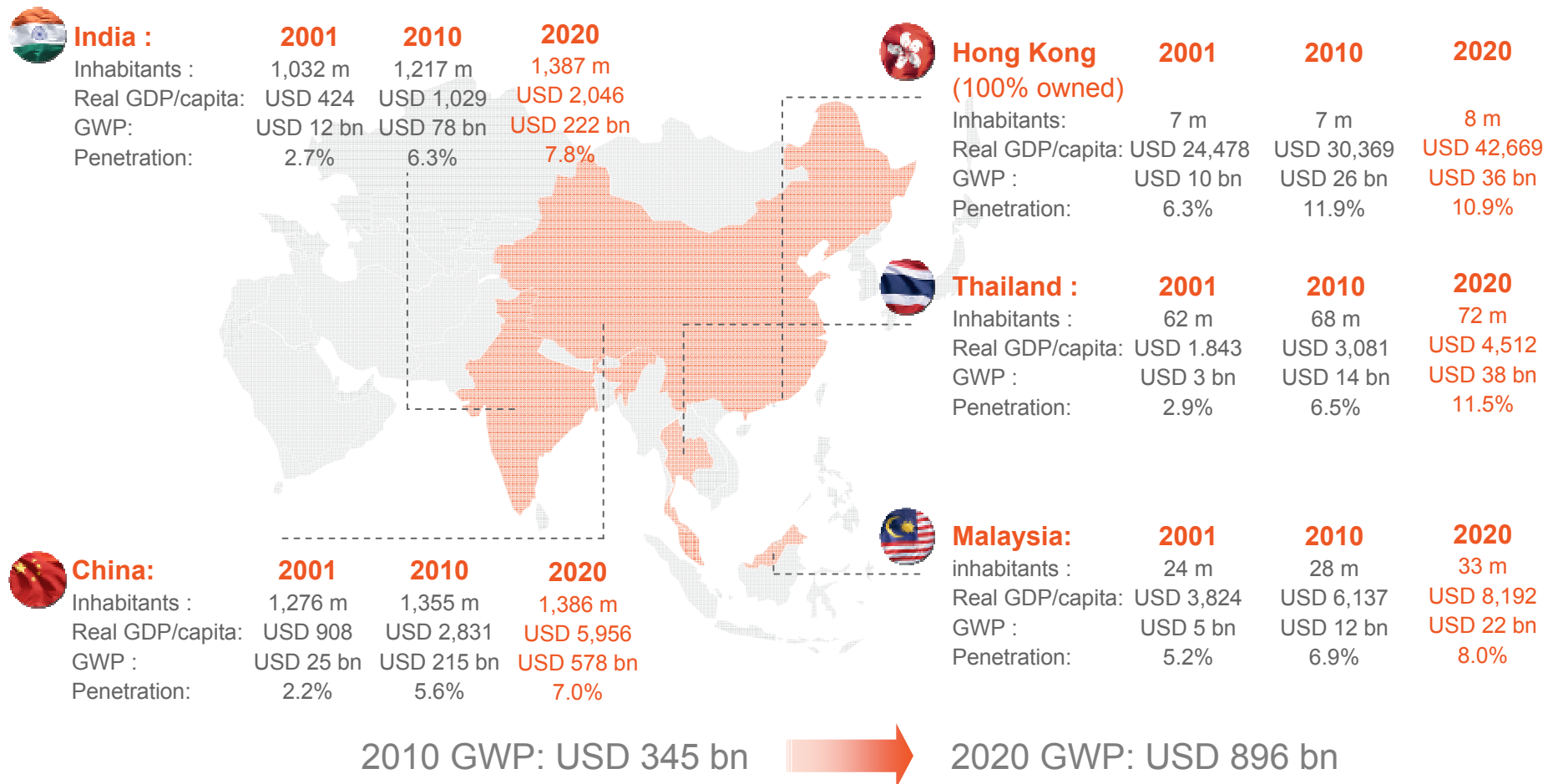
- **Malaysia (2001)** : # 7 overall
- **China (2001)**: Greenfield start-up with a national license
- **Thailand (2004)**: # 7 (Life); # 15 (Non-Life)
- **Hong Kong (2007)**: # 12 in new business
- **India (2008)**: Greenfield start-up JV with IDBI and Federal Bank

Market position end 2010:

- # 2** overall (CAGR 21%)
- # 7** overall (CAGR 149%) (CAGR 2004-2010: 34%)
- # 3** Life; **# 5** Non-Life (overall CAGR 45%)
- # 10** in new business
- # 17** in new business premium

2020 : Asian market expected to grow further

Ageas well placed to strengthen its market position



Source : Sigma 2002 (Swiss Re), Global Insight

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Conclusion

Transformed from a greenfield to a critical component of Ageas today

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- Disciplined entry into Asia
- Focus on partnerships
- Significant influence in management and governance of partnerships
- Bright future built on strong foundations



Disclaimer

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