

# AIA THAILAND GROWTH STRATEGY

19 March 2026



HEALTHIER, LONGER,  
BETTER LIVES

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# Leading Platform to Capture Thailand's Life & Health Opportunity



## Leading Brand and Household Name in Thailand



**#1 Life and Health Insurer**  
**96% Brand Awareness<sup>(1)</sup>**

## Large and Loyal Customer Base



**>5m Customers**  
**>90% Persistency, 13 years Median Tenure**  
**>70% of Customers Bought Multiple Coverages**

## High-Quality, Extensive Distribution Network



**Professional Premier Agency,**  
**#1 ranked with >24k Active Agents Nationwide**  
**Strategic Partnership with Bangkok Bank**

## Compelling Propositions



**#1 in Health and Protection Products**  
**#1 in Unit-linked Products**  
**AIA Vitality, Market-leading Wellness Programme**

## Efficient & Scalable Platform



**4.8m Registered Users across AIA+ and ALive**  
**>90% Cloud Adoption, >85% end-to-end STP**  
**>45% Unit Cost Reduction Past 3 Years**

## Diverse and Engaged Workforce



**97<sup>th</sup> Percentile Gallup Engagement Score**  
**Best Companies to Work For in Asia Award 2025<sup>(2)</sup>**  
**75% Senior Roles Filled Internally**

Notes: Market share by ANP in 2025. Source: Thai Life Assurance Association.

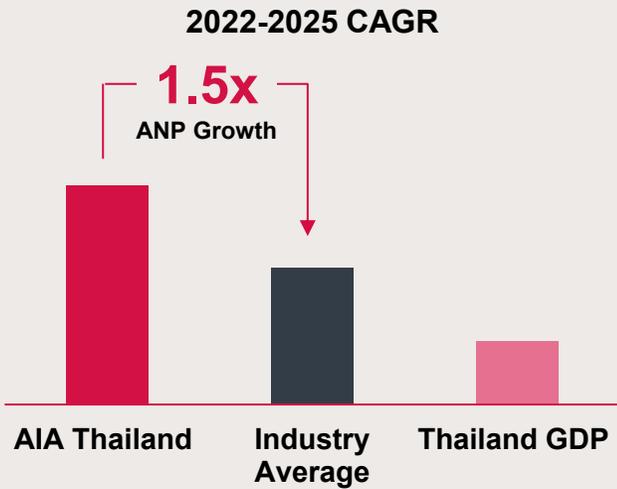
(1) By Kantar in 2025

(2) By HR Asia

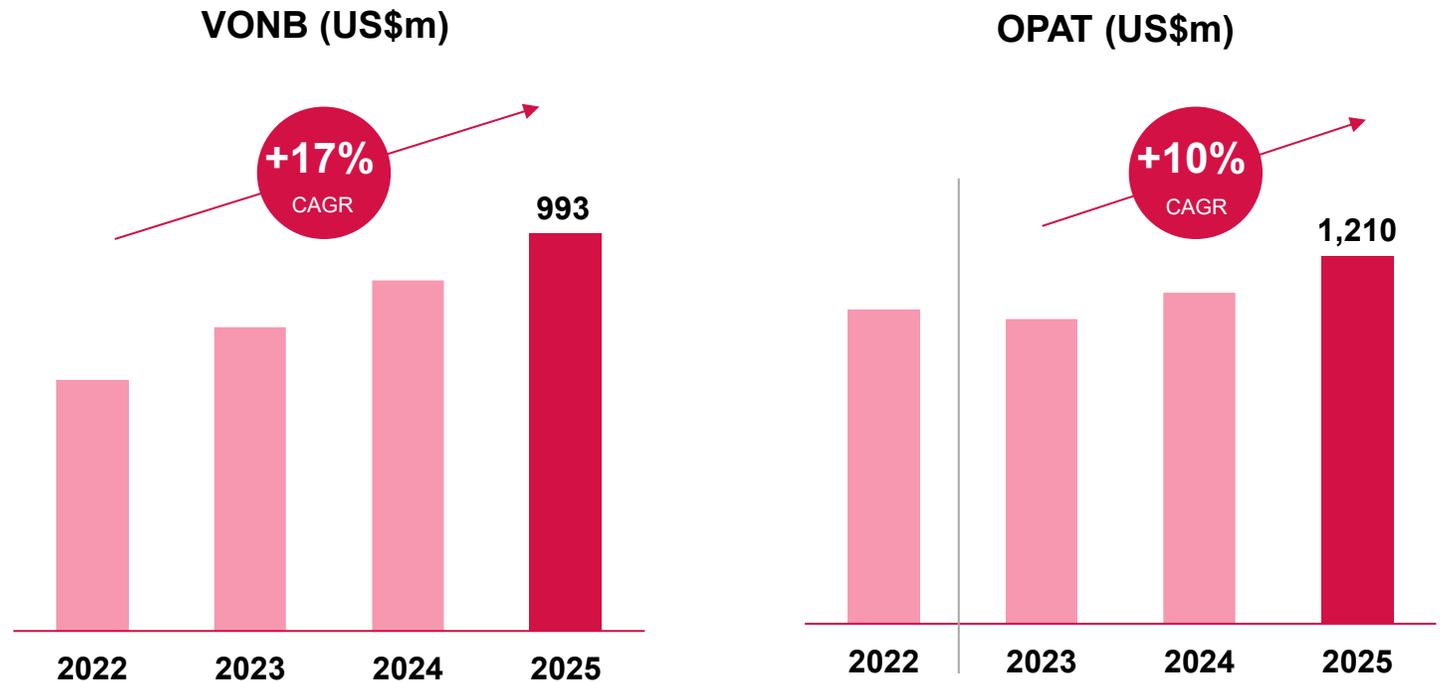
# Track Record of Shareholder Value Creation



## Outperforming the Market



## Delivering Profitable Growth



# Clear Strategy to Capture Growth Opportunities in Thailand



## Structural Drivers of Demand for Life and Health Insurance in Thailand

Large and Widening  
**Protection Gap**

Low **Insurance Penetration**

Fast Growing **Affluent and High-Net-Worth segments**

Driving demand for more sophisticated **protection and long-term savings** insurance products and services

### Demand for Quality Healthcare

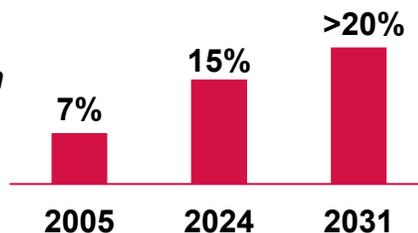
Medical inflation  
outpacing  
income growth

**>10%** p.a.  
Medical Inflation

### Rapidly Ageing Society

**65+ age group** to be **over 20%**  
of the total population by 2031

Population  
Age 65+



## AIA Thailand's Strategic Priorities

- Reinforce **Premier Agency** leadership with quality growth and productivity uplift
- Unlock large bancassurance opportunity with **Bangkok Bank**
- Drive sustainable growth in **health insurance** through more accessible, affordable and effective healthcare
- Capture growth opportunities in fast growing **HNW** and **retirement** segments
- Supported by enterprise-wide **innovation** and deployment of **technology** and **AI** to accelerate productivity and value creation

# Most Productive and Professional Agency in Thailand



## Clear Market Leader by Scale and Quality

Largest and Most Productive Agency in Thailand

**>24,000**  
Active Agents

**#1**  
MDRT  
since IPO

**>10x**  
MDRT Members  
vs #2 Thai Company

... with Unmatched Scale and Quality

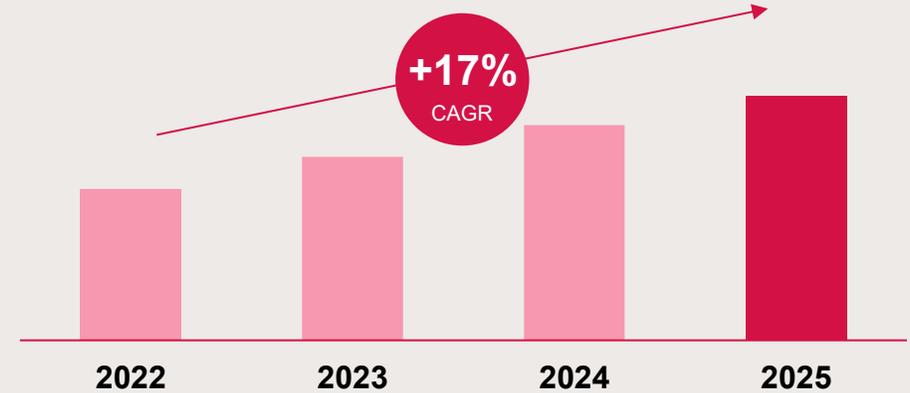


**#1**  
**AGENCY**

**44% Market Share**

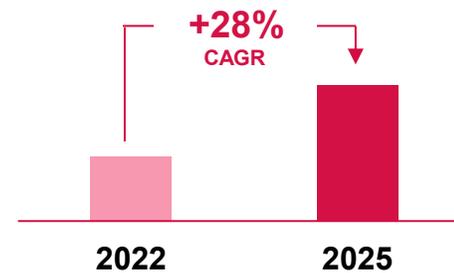
## Premier Agency Driving Profitable Growth

Agency VONB

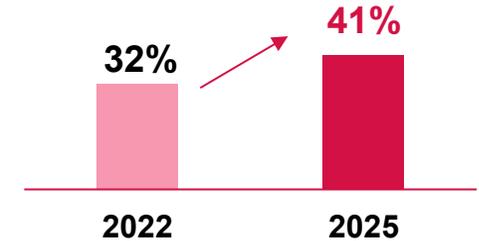


## Financial Adviser (FA): Core Driver of Premier Agency Strategy

FA VONB



FA Contribution  
(% Agency VONB)



# Financial Adviser: Core Driver of Premier Agency Strategy



AIA's structured programme to build high-quality, professional financial advisers



Average age of 36<sup>(1)</sup>  
>80% college graduate<sup>(2)</sup>

Stringent Selection Process

12-month Intensive Training

Long-term Career, Attractive Income

Attractive Career Progression

**MDRT**  
in First Year

**Agency Leader**  
in Third Year

**~4x Income**  
vs Private Sector Employees<sup>(3)</sup>

More Productive,  
Higher Retention

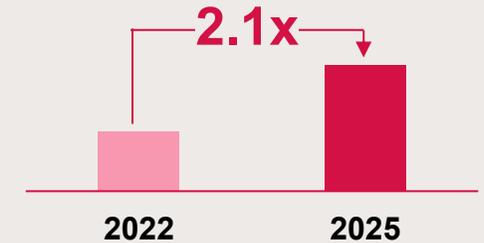
**>70%** Activity Ratio  
First Year

**~3x** Productivity  
vs Non-FA Agents

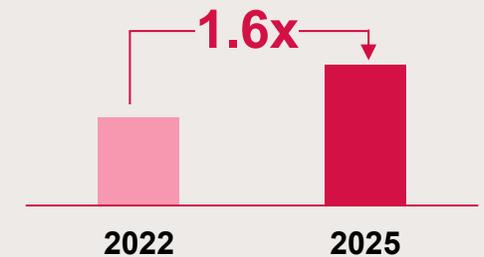
**90%** Retention  
Post 12-month Training

Growing FA at Scale

FA New Recruits



FA New Leaders



**>70%** of Total New Leaders

Notes: 2025 data unless otherwise stated

(1) New recruit average age in 2025

(2) In-force FA agents

(3) Source: Thailand National Statistical Yearbook 2025

# Increasing Agency Scale and Productivity via Technology and AI



## Customer Super Apps



**4.8 million**  
Registered Users

**Large-scale**  
Data Traffic

**Proactive**  
Leads Nurturing

**Seamless**  
Customer Experience

**>85%**  
Straight Through Processing  
(STP)



**LEADS  
ASSIGNMENT**



**ACTIONABLE  
INSIGHTS**

## Agent Digital Platform



Performance  
Dashboard

Recruitment and  
Training

Customer  
Management

Social Media  
Linked

Customer  
Needs  
Analysis

Prospecting  
and Leads  
Generation

**~500k**

Online Sales Leads

**+26%**

Online Sales Leads

**~20%**

Conversion Rate

**>60%**

ANP from Existing Customers

# Unlocking Bancassurance Opportunity with Bangkok Bank



**#1 Bank in Thailand<sup>(1)</sup>**

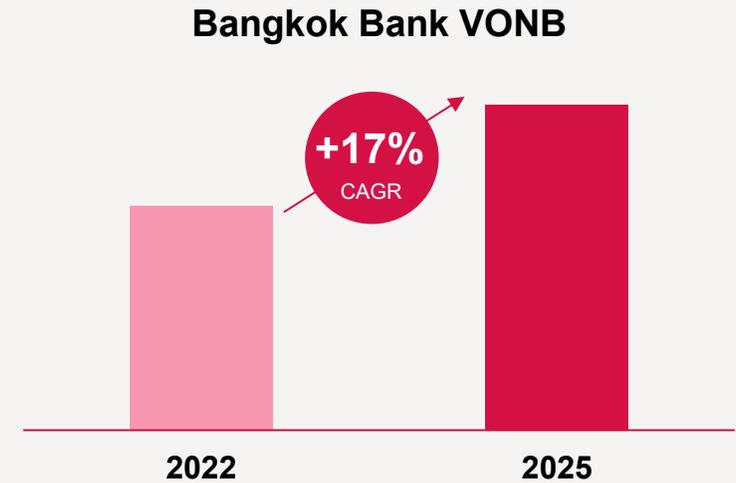
Extensive **Retail Network** with  
>700 branches across Thailand

Leadership Position in  
**Corporate Banking** Segment

**Long-term Strategic**  
Partnership since 2017

## Compounding New Business

- Segment-targeted propositions
- Professional and productive insurance sellers
- Long-term regular premium focus
- Powered by digital and analytics



## Significant Headroom for Growth

**~17m** Customer Accounts

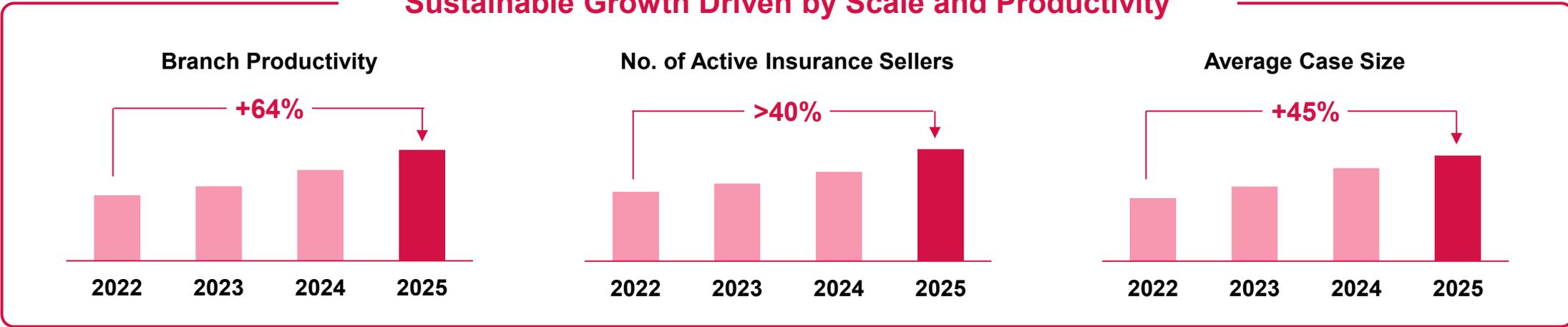
**Low** Insurance Penetration

# Segmented Growth, Aligned to Bangkok Bank Priorities



Retail	Wealth	Business and Commercial
<p><b>Needs-based Solutions through Life Cycle Triggers</b></p> <p>Tailored protection and savings solutions across life, health, long-term savings and retirement</p> <p><b>&gt;700 Branches</b> <b>&gt;2,000 Active Insurance Sellers</b></p>	<p><b>Legacy, Wealth Accumulation and Protection for HNW Customers</b></p> <p>Dedicated wealth advisory model with tailored solutions and access to global best-in-class investment funds</p> <p><b>20 Wealth Hubs and Private Bank</b> <b>37% ANP Contribution</b></p>	<p><b>Partners Beyond Lending, All-In-One Solution</b></p> <p>Customised plan for SME and Business Owner based on various life cycles and needs</p> <p><b>&gt;110 Business Centres</b> <b>30% ANP Contribution</b></p>

## Sustainable Growth Driven by Scale and Productivity



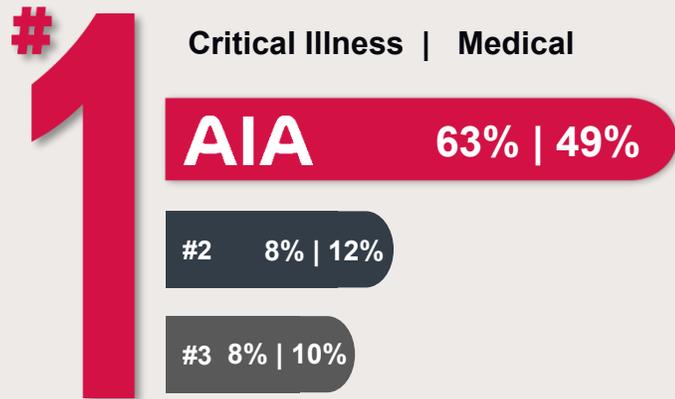
# Shaping the Protection and Long-Term Savings Market



## Differentiated Propositions, Enabled by High-Quality Distribution

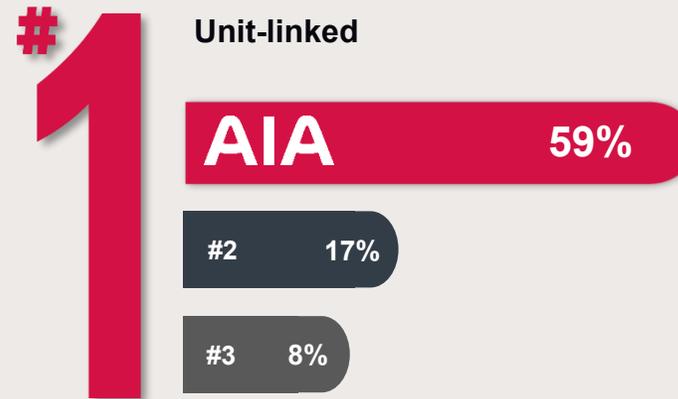
## High-Quality New Business

### PROTECTION

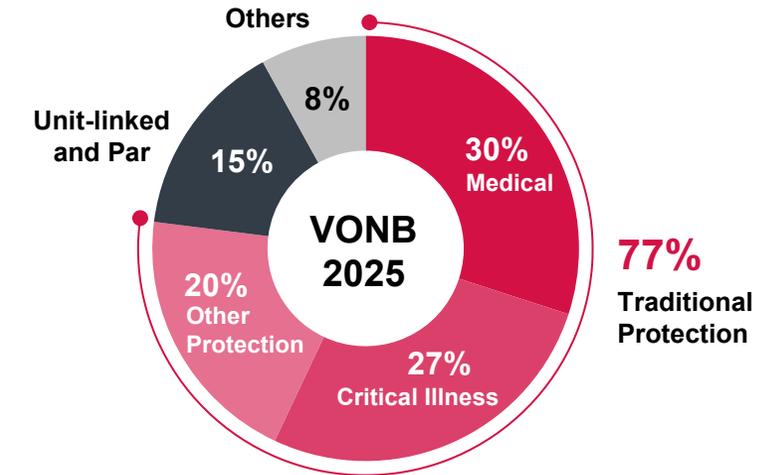


**70%** of Active Agents Sell Critical Illness / Medical

### LONG-TERM SAVINGS



**65%** of Total Unit-linked Licences in Thailand are AIA Agents



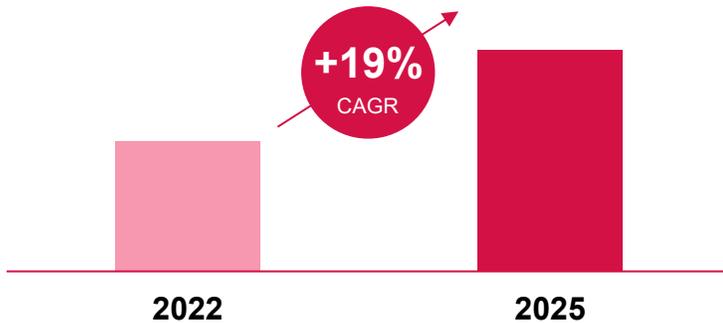
**>90%** from Protection and Fee-based Insurance Products

# Extending Leadership in Health and Protection

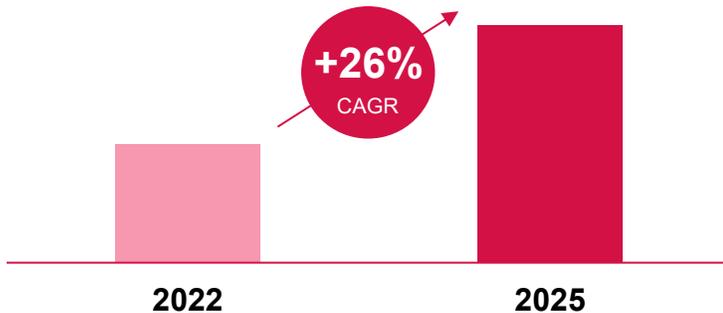


## #1 Health Insurer

### Medical Insurance VONB



### Critical Illness VONB



## Driving Sustainable Growth in Health Insurance

- ✓ **Market-leading, personalised and affordable medical insurance products** integrated with AIA network and with in-built deductible and co-payment
- ✓ **Innovative and comprehensive critical illness products** offering modular, multi-stage and recurring coverage to meet evolving customer needs
- ✓ **AIA SMART Network** of high-quality preferred medical providers delivering more affordable and effective healthcare
- ✓ **Customer steering and claims management** with digital-first seamless customer journeys

powered by



**>THB 1b** claims savings, representing **4%** of gross claims paid

▶ **Lower Medical Inflation**

▶ **More Affordable and Competitive Products**

▶ **Sustainably Higher VONB Growth**

# Capturing the Growing Wealth and Retirement Segments

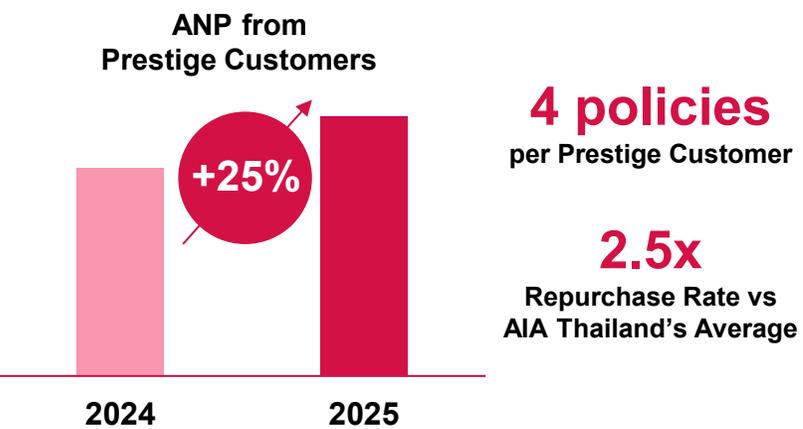


**AIA is a Lifetime Partner Offering a Total Solution**



- Personalised**  
Needs-based Advice
- Differentiated**  
Ecosystem of Value-added Services
- Segmented**  
Long-term Products

## A Growing Affluent and HNW Segment



**4 policies**  
per Prestige Customer

**2.5x**  
Repurchase Rate vs  
AIA Thailand's Average



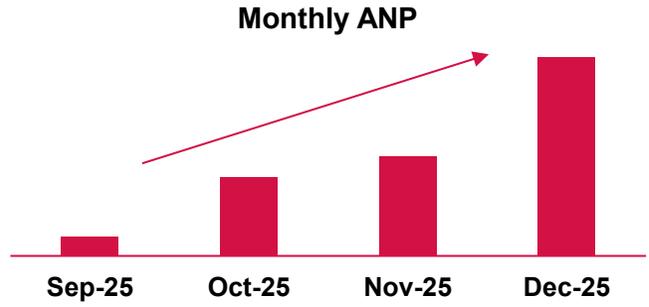
Loyalty Programme  
Offering Exclusive Health  
and Wellness Services

## Retirement and Legacy Planning Focus

Developing innovative hybrid income and protection propositions



**AIA Elite Income Prestige**  
*Launched in September 2025*



**13%** ANP Contribution in 4Q 2025

# Deploying AI at Scale to Accelerate Growth



## TDA Infrastructure Backbone

### Scalable Cloud Infrastructure

**>90%**

Cloud Adoption

**99.99%**

System Stability

### Best-in-class Digital Platforms

**4.8 million**

Customer App Registered Users

**>85%**

Straight Through Processing

## AI Delivering Value Across Core Platforms

### Leading Customer Experience

- Customer Needs Analysis
- Personalised Recommendations
- Leads Generation and Nurturing

**4.7**

AIA+ App Store Rating

### Powering Distribution

- Agent Recruitment
- Training and Role Player
- Sales Assistant

**>10%**

Activity Uplift<sup>(1)</sup>

### Seamless Operations

- Customer Assistant
- Medical Summary Generation
- Underwriting and Claims

**~30%**

Time Saved per Case

**~30 Use Cases in 2025**

Note:

(1) Activity uplift from a targeted group of agents

# Clear Strategy, Proven Execution, Focused on Profitable Growth



**88 Years**

Operating History

**#1**

Life & Health Insurer

**1/3**

of Life Policies in Thailand

**>24,000**

Active Agents Nationwide

**>US\$2 billion**

Benefits and Claims  
Paid Annually

- Clear market leader with long history and commitment to Thailand
- Distinct competitive advantages that are difficult to replicate
- Clear growth strategy with Premier Agency at the core
- Significant potential from long-term partnership with Bangkok Bank
- Continuing investment in technology and AI deployment

**Extending AIA Thailand's track record of profitable growth**

**Helping millions of Thai people live Healthier, Longer, Better Lives**