Celebrate living fwd.com



# 2023 results presentation

March 2024

# Celebrating 10 years young

C1 - Public

\*



# 1. FWD at a Glance



# FWD at a glance

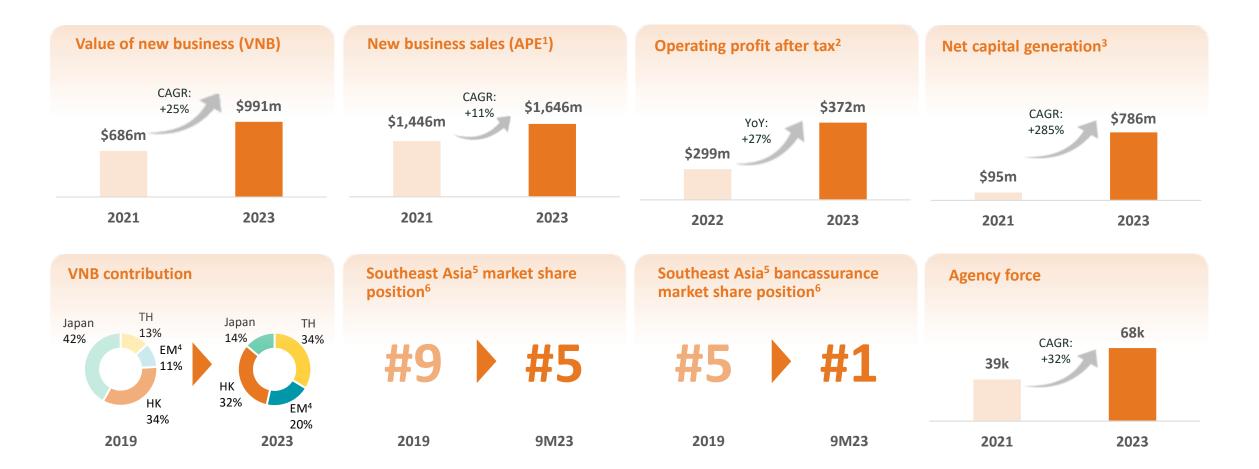
| 1 | Customer led,<br>digital insurer            | Customer led DNA, set-up with right technology and distribution platforms; with a tech-enabled business model aiming to increasingly be powered by AI  |   |
|---|---|--|---|
| 2 | Southeast Asia<br>focused growth            | Contributing 50%+ value of new business (VNB) with multiple exclusive bancassurance partnerships in 2023; entered Malaysia insurance market <sup>1</sup> in 2023   |   |
| 3 | Hong Kong and GBA opportunity               | Balanced Hong Kong business with both offshore and onshore presence, and Greater Bay Area opportunity in medium term; consistent track record of growth (VNB +90% since 2019)  | * |
| 4 | Diversified and<br>resilient platform       | Diversified tech-enabled distribution platform through agency channel (>68K agents), bancassurance (29 partnerships), brokers and digital distribution; broad geographic presence provides resilience when some markets experience disruption (e.g. Vietnam in 2023) | ~ |
| 5 | Consistent delivery<br>and nimble execution | Experienced Asia management team executing customer-led strategy, with consistent delivery of growth in key financial metrics  |   |





#### **Demonstrated consistent and resilient business growth**





Note: All growth rates in this presentation are on a constant exchange rate basis, unless stated otherwise. |<sup>1</sup> APE denotes annualised premium equivalent. |<sup>2</sup> Denotes segmental adjusted operating profit after tax on an IFRS 17 basis (hence comparison is from 2022 to 2023). Includes 100% contribution from FWD Life Malaysia. Excluding deduction of implementation costs for IFRS 9 and 17 and Group-wide Supervision. |<sup>3</sup> Denotes adjusted net underlying free surplus generation ("UFSG"), i.e. net UFSG excluding one-off opening adjustments, non-economic assumption changes and expense variance. |<sup>4</sup> Includes the Philippines, Indonesia, Singapore, Vietnam and Malaysia. |<sup>5</sup> Includes Thailand & Cambodia and Emerging Markets. |<sup>6</sup> Ranking and market share by new business sales (APE) in 9M23 in Thailand (and Cambodia), the Philippines, Indonesia, Singapore, Vietnam and Malaysia based on aggregation of various available industry disclosures in the respective markets.

#### Access to dynamic and unrivalled SEA market opportunities



Southeast Asia<sup>1</sup> offers tremendous value growth potential, generating ~41% of Asia's<sup>2</sup> life insurance premiums<sup>3</sup>

#### Growth drivers powering SEA insurance market expansion



Source: NMG report | <sup>1</sup> Southeast Asia ("SEA") refers to Thailand (and Cambodia), the Philippines, Indonesia, Singapore, Vietnam and Malaysia. | <sup>2</sup> Asia refers to SEA markets + Hong Kong, Macau and Japan. | <sup>3</sup> 2021. | <sup>4</sup> From 2015-2021.

#### **Overview of our business segments**



#### **Thailand & Cambodia**

Extended banca partnership with SCB in 2023

217

47

170

2021

462

SCB banca

Value of new business

Market

'21-23 CAGR<sup>1</sup>

8%

New business

sales (APE) (\$m)

(\$m)

- Strong growth in new business sales across all key distribution channels, **especially through agency**
- Continued protection focus that has contributed to a larger mix of higher margin products

'21-23 CAGR:

30%

270

71

199

2022

485

YoY:

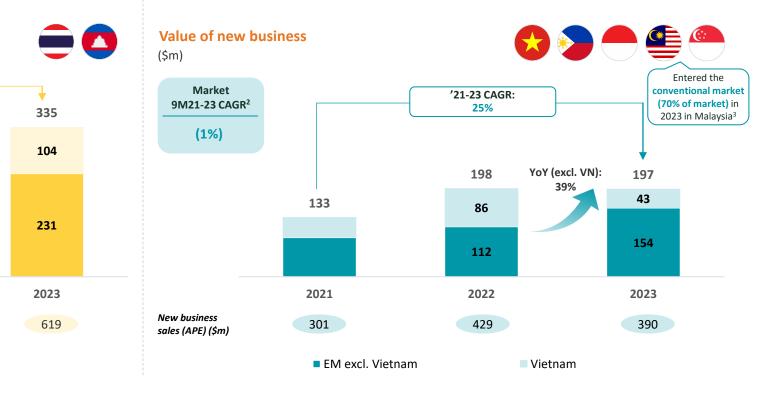
23%

Others

• Ranked #2, with market share of 19.0% in 9M23, up 360bps YoY, a significant jump

#### **Emerging Markets**

- Market disruption in Vietnam offset steady growth in other Emerging Markets countries, with a continued shift towards higher margin products
- Deliberate **protection-focused strategy**, including revamping existing protection and savings products, as well as **increasing rider attachment**
- Turned a **positive operating profit**<sup>4</sup> for the first time as operations reach scale



<sup>1</sup> Defined as total life insurance market new business sales (APE) 2021-23 CAGR on an actual exchange rate basis. |<sup>2</sup> Defined as total life insurance market new business sales (APE) 9M2021-9M2023 CAGR on an actual exchange rate basis. |<sup>3</sup> Entered the Malaysian life insurance market by acquiring, with local investors, a 70% effective interest in Gibraltar BSN Life Berhad (now rebranded as "FWD Insurance Berhad") in April 2023. |<sup>4</sup> Segmental adjusted operating profit after tax.

#### **Overview of our business segments (cont'd)**



#### Japan

 Focus on enhancing capital efficiency of the business and freeing up capital through Athene reinsurance transaction

28%

138

17

121

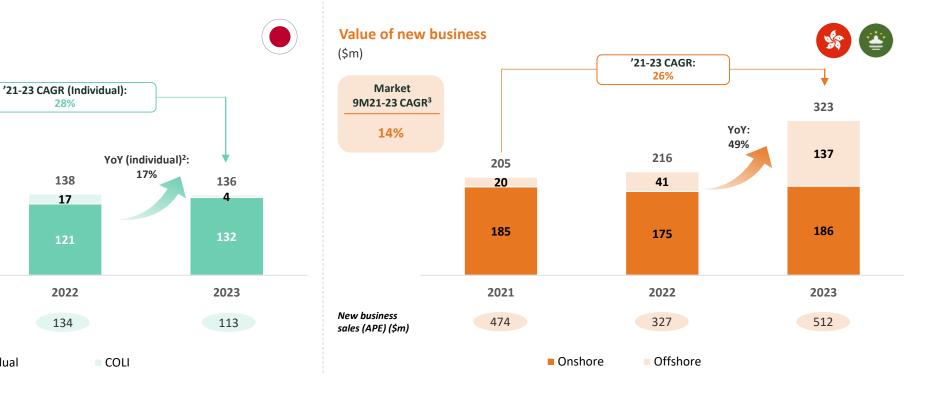
2022

134

• VNB increased due to continued shift towards more profitable individual protection products

#### Hong Kong & Macau

- Increase in new business sales driven by increase in offshore sales as borders reopened in 2023
- Successful HK RBC implementation has led to steady profitable growth, with operating profit<sup>4</sup> +93% YoY in 2023
- Ranked #10, with market share of 3.0% in 9M23, up 10bps YoY



#### <sup>1</sup> Defined as total life insurance market new business sales (APE) full year ending Sep 2021 - Sep 2023 CAGR on an actual exchange rate basis, given FYE March in Japan. |<sup>2</sup> Denotes value of new business for individual business. |<sup>3</sup> Defined as total life insurance market new business sales (APE) 9M2021-9M2023 CAGR on an actual exchange rate basis. | <sup>4</sup> Segmental adjusted operating profit after tax.

131

29

2021

130

Individual

Value of new business

Market

'21-23 CAGR1

5%

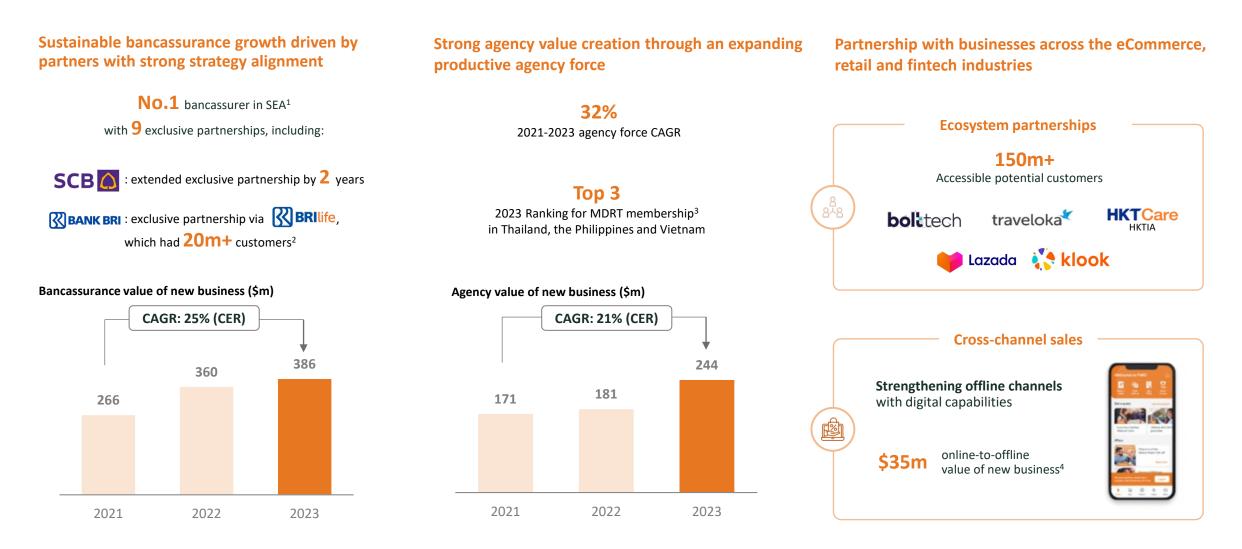
Individual only: New business

sales (APE) (\$m)

(\$m)

#### **Executing on our strategy: An elite and tech-enabled distribution network**

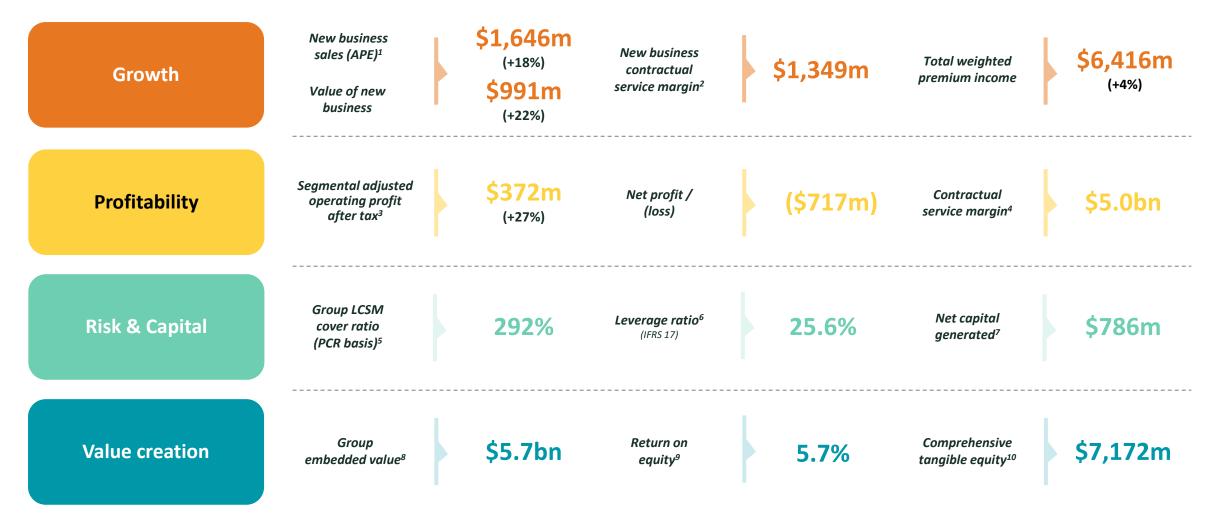




<sup>1</sup> Ranking by new business sales (APE) in 9M23 in Thailand (and Cambodia), the Philippines, Indonesia, Singapore, Vietnam and Malaysia based on aggregation of various available industry disclosures in the respective markets. |<sup>2</sup> Customer numbers as of Dec 2023. As of Mar 2024, we own a 44% equity interest in BRI Life. |<sup>3</sup> MDRT-registered members shown according to the MDRT association based on specific qualification criteria in the prior year to determine MDRT eligibility. |<sup>4</sup> Captured within the respective offline channels in FY2023.

#### Strong 2023 financial performance across key metrics





Note: All data as of 23YE or during FY23, with YoY growth rates from 2022 to 2023. | <sup>1</sup> New business sales volumes defined as new business annualised premium equivalent (APE) sales. | <sup>2</sup> New business contractual service margin presented excludes Athene reinsurance and includes BRI Life. | <sup>3</sup> Including 100% contribution from FWD Life Malaysia. Excluding deduction of implementation costs for IFRS 9 and 17 and Group-wide Supervision. | <sup>4</sup> Presented on a net of reinsurance and gross of tax basis. | <sup>5</sup> Based on Local Capital Summation Method. PCR denotes group prescribed capital requirement. | <sup>6</sup> Normalised leverage ratio excluding pre-financing. Calculated as debt divided by the sum of debt and comprehensive equity, which is adjusted total equity attributable to Shareholders of the Company including non-controlling interest, plus net CSM as of the end of the applicable period (i.e., CSM after allowing for reinsurance and taxes). | <sup>7</sup> Denotes adjusted net underlying free surplus generation ("UFSG"), which is net UFSG excluding one-off opening adjustments, non-economic assumption changes and expense variance. And net UFSG denotes UFSG excluding investment return variances and other items such as the impact of acquisitions, new partnerships and discontinue businesses, capital moments and impact of financing. | <sup>8</sup> Group embedded value presented on a net of financing basis. Financing for this purpose includes debt held and comprises borrowings and perpetual securities. | <sup>9</sup> Calculated as segmental adjusted total equity attributable to Shareholders of the Company as of the beginning and end of such period. | <sup>10</sup> Defined as adjusted total equity attributable to Shareholders of the Company, plus the net CSM, minus the intagible assets.

# On clear path to achieve strategic ambitions



- Maintain focus on our customer led and digitally enabled strategies in order to deliver sustainable growth and profitability

•

- Expand presence in each market with aim to increase the number of top 3-5 market share positions, leading to profit and cash flow improvements over time



• Maintain strong and stable credit ratings and an investment grade balance sheet

Scale up high quality agency force to match leading position built in bancassurance

• Continue to benefit from our nimble and fast-moving organisation, enabling us to react quickly in an evolving market environment



# 2. 2023 Financial highlights



# **2023** was a critical year of progress – setting the stage for continued sustainable and profitable growth



<sup>1</sup> Denotes core life insurance operating entities for Fitch and notional insurance financial strength rating to the Group's major life insurance operating entities for Moody's.



# 1 Robust balance sheet further boosted by enhanced liquidity management FWE

#### Amount Outstanding As of December 2023 (\$m) Coupon Maturity Date 325 7.784% 6 Dec 2033 Senior notes Senior notes 325 5.000% 24 Sep 2024 Successfully issued \$325m medium-term notes in move to pre-finance notes due Sep 2024

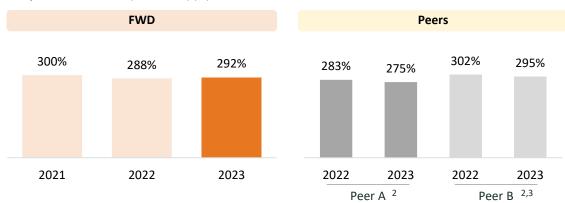
Successful pre-financing of notes due Sep 2024

New revolving loan facility improves flexibility and boosts liquidity position

\$1,185m in total undrawn credit facilities

+\$685m in Feb 2024

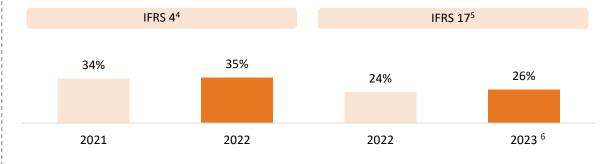
#### **Robust solvency position on a GWS basis**



#### Group LCSM cover ratio (PCR basis<sup>1</sup>) (%)

#### Improving leverage on an IFRS 17 basis

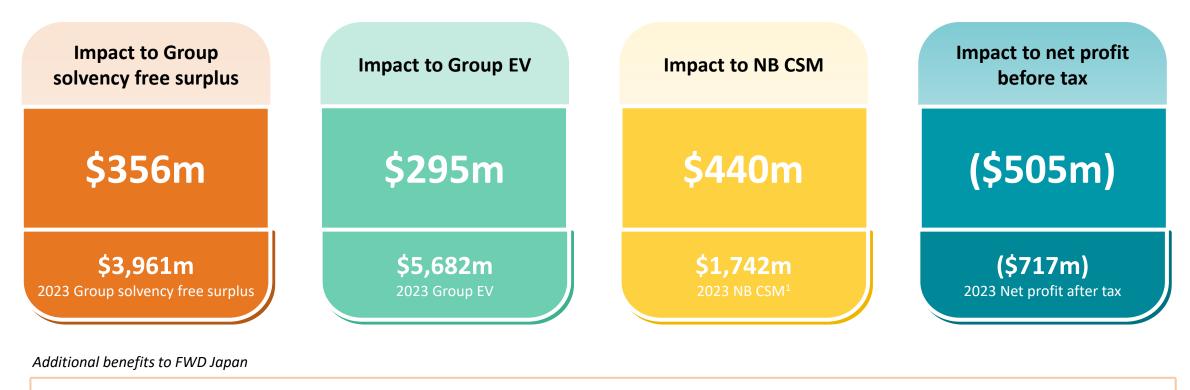
Leverage ratio (%)



<sup>1</sup> Based on Local Capital Summation Method. PCR denotes group prescribed capital requirement. | <sup>2</sup> Denotes total GWS cover ratio (PCR basis) for Peer A (given data availability); shareholder GWS cover ratio (PCR basis) for Peer B. | <sup>3</sup> 2022 ratio was before allowing for the second 2022 interim dividend and proforma for \$0.4bn debt redemption in Jan 2023. 2023 ratio was before allowing for the second 2023 interim dividend. | <sup>4</sup> Calculated as debt divided by the sum of debt and adjusted total equity attributable to Shareholders of the Company including non-controlling interest as of the end of the applicable period. | <sup>5</sup> Calculated as debt divided by the sum of debt and comprehensive equity, which is adjusted total equity attributable to Shareholders of the company including non-controlling interest, plus net CSM as of the end of the applicable period. | <sup>6</sup> Normalised leverage ratio excluding pre-financing.

# Reinsurance transaction in Japan is beneficial in the long-term

• In November 2023, we executed a reinsurance transaction with Athene Re on an in-force block of whole life insurance policies of FWD Japan



✓ Reduces interest rate risk

✓ Improves statutory solvency margin

<sup>1</sup> New business contractual service margin presented includes Athene reinsurance and excludes BRI Life. The Athene reinsurance transaction reduced the interest rate risk of FWD Japan, and we estimate that, as of 31 December 2023, its statutory solvency margin ratio free surplus improved by \$356 million. We also estimate that, as of 31 December 2023, the Athene reinsurance transaction improved the Group EV by \$295 million, and generated new business CSM of \$440 million as of 31 December 2023. Under IFRS, timing differences exist between the recognition of any future IFRS profits and a one-time impact to 2023 IFRS net profits, as the financial assets transferred to fund the transaction were deemed realised.

# Inaugural credit ratings confirming our Investment Grade balance sheet



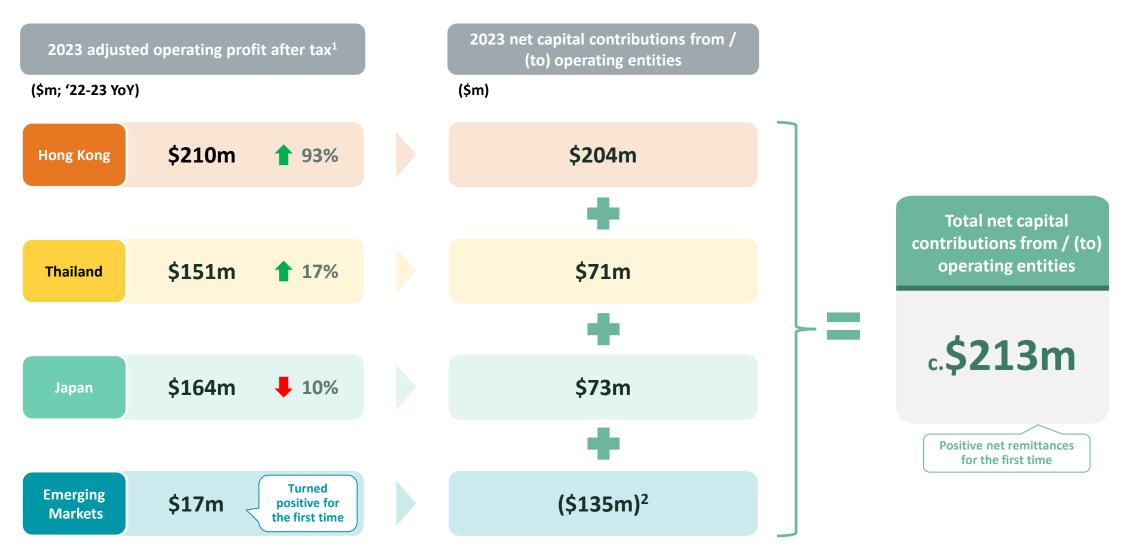
# Moody's

# **Fitch**Ratings

| Company                               | Insurance                                  | Previous    | Current rating  | Previous                           | Current Rating      |
|---------------------------------------|--|-------------|-----------------|------------------------------------|---------------------|
| FWD Group Holdings                    | Insurer Financial<br>Strength <sup>1</sup> | -           | A3              | _                                  | A (Strong)          |
| Limited                               | Issuer Rating /<br>Issuer Default Rating   | -           | Baa2 / Positive | -                                  | BBB+ / Stable       |
| FWD Life Hong Kong                    | Financial Strength                         | A3 / Stable | A3 / Positive 1 | A /<br>Rating Watch Evolving       | A / Stable 🛛 ۻ      |
| PT FWD Insurance<br>Indonesia         | Financial Strength                         | _           | -               | A (idn) /<br>Rating Watch Positive | A+ (idn) / Stable 1 |
| FWD Life Insurance<br>Company (Japan) | Financial Strength                         | _           | -               | BBB+ /<br>Rating Watch Evolving    | A / Stable 1        |

<sup>1</sup> Denotes core life insurance operating entities for Fitch and notional insurance financial strength rating to the Group's major life insurance operating entities for Moody's.

# 3 Dividends from operating entities accelerating on the back of profitability improvements



<sup>1</sup> All calculated on an IFRS 17 basis, unless otherwise indicated. Includes 100% contribution from FWD Life Malaysia. | <sup>2</sup> Refers to Note 6.1 in Financial Statements, excludes \$51 million for subscription of additional interest in BRI Life in 2023 and other adjustments.



# **4** Overall positive outcome from IFRS 17 adoption



Reduced volatility in key metrics



CSM<sup>1</sup>, estimated future unearned profits on in-force business, is recognised gradually over time Reduced volatility in earnings given improved alignment in the financial market related impacts of assets and liabilities

Higher and more stable equity



Reduced volatility in equity given improved alignment in the financial market related impacts of assets and liabilities

Better comparability of accounting metrics

 Sources of earnings (insurance service result and insurance finance income and expenses) will be disclosed, giving better visibility of underlying business

Total CSM growth higher than peers

Poised of NB

Poised to grow CSM at a higher rate given its relatively smaller in-force business and higher rate of NB CSM growth

<sup>1</sup> Denotes contractual service margin.



# 3. Financial results

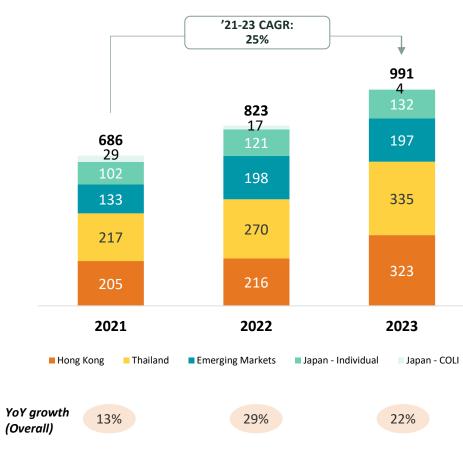


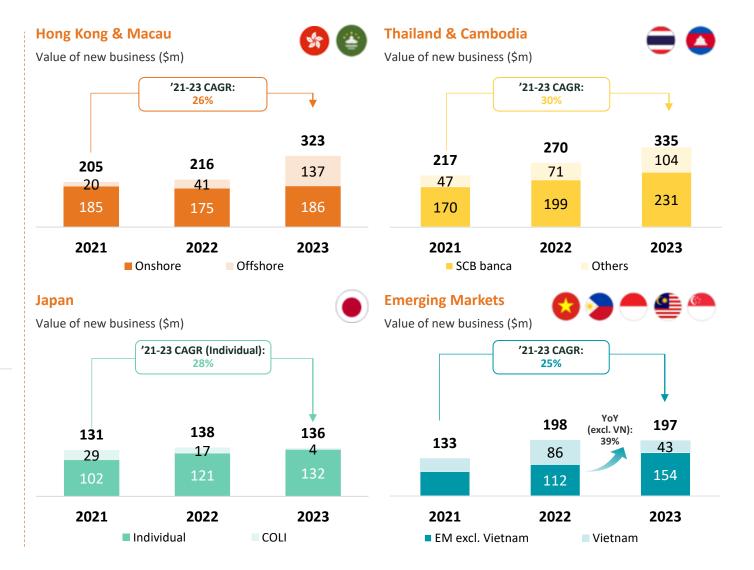
#### **Consistent organic growth delivery across markets**



Total

Value of new business (\$m)



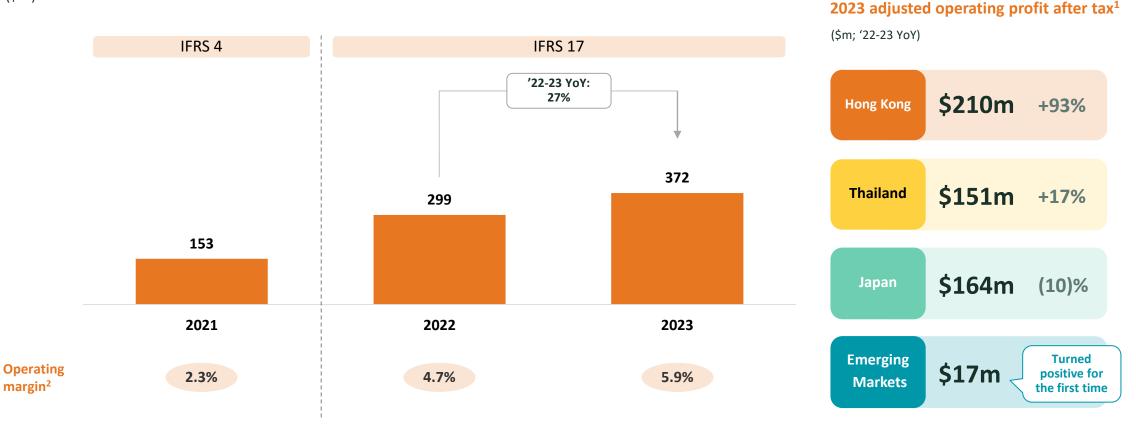


# **Stable and growing operating profit under IFRS 17**



#### Segmental adjusted operating profit after tax<sup>1</sup>

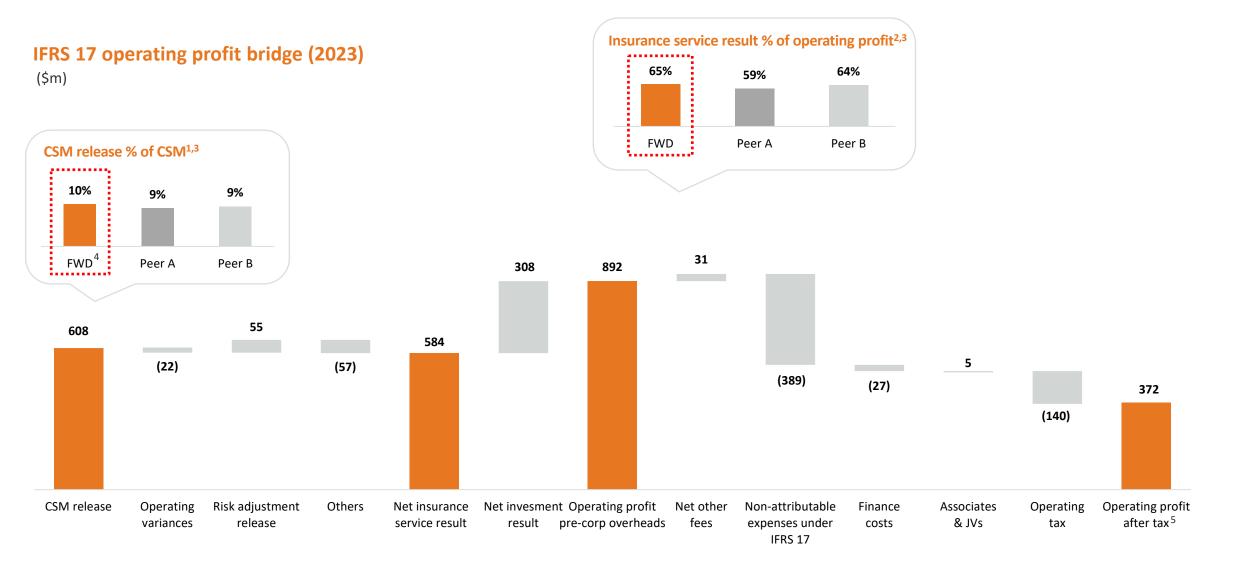
(\$m)



<sup>1</sup> All calculated on an IFRS 17 basis, unless otherwise indicated. Includes 100% contribution from FWD Life Malaysia. | <sup>2</sup> Calculated as segmental adjusted operating profit after tax (on an IFRS 4 basis for 2021 and on an IFRS 17 basis for 2022-23) divided by TWPI.

#### CSM release is the core driver of operating profit





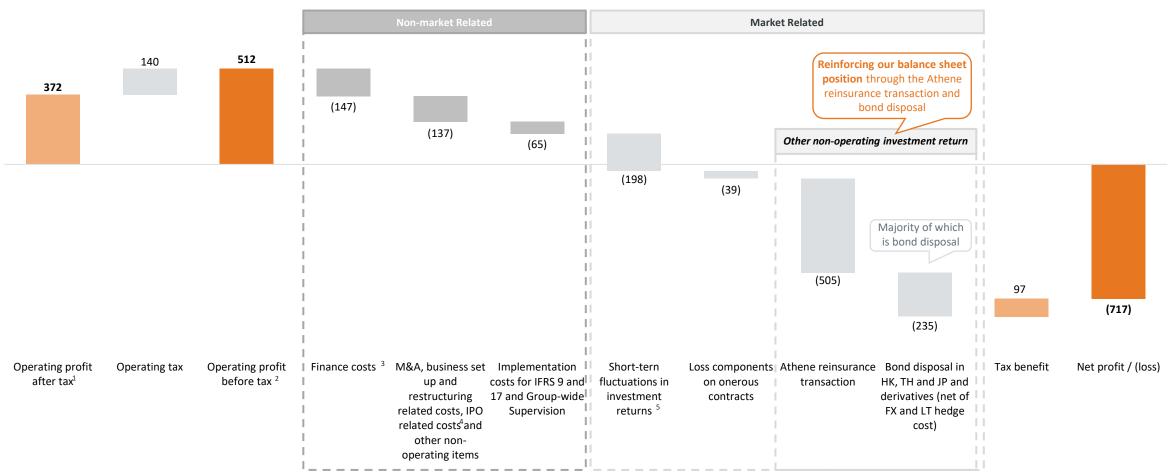
<sup>1</sup> Denotes CSM release divided by closing balance of CSM excluding CSM amortisation and foreign exchange movement. |<sup>2</sup> Denotes operating profit pre-corporate overheads. |<sup>3</sup> Data for Peer B as of 2023. |<sup>4</sup> CSM amortisation rate adjusted for the impact of persistency assumption changes in 2023 and one-off items include recapture of reinsurance arrangements. |<sup>5</sup> Including 100% contribution from FWD Life Malaysia. Excluding deduction of implementation costs for IFRS 9 and 17 and Group-wide Supervision.

## Net profit impacted by one-offs and non cash items



IFRS 17 NPAT to OPAT (2023)

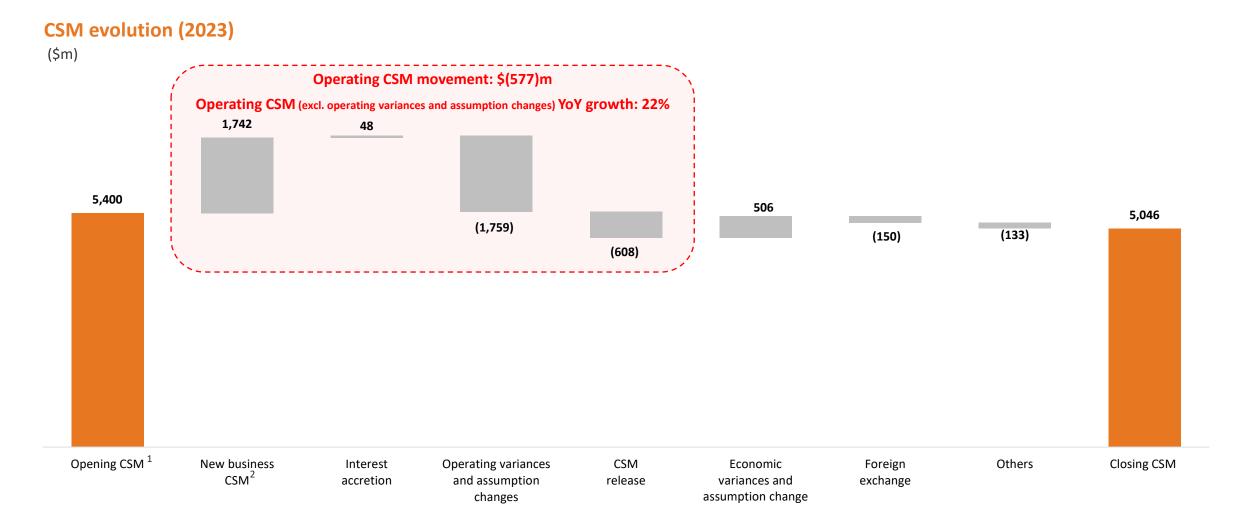
(\$m)



<sup>1</sup> Denotes segmental adjusted operating profit after tax. | <sup>2</sup> Denotes segmental adjusted operating profit before tax. | <sup>3</sup> Related to borrowings and long-term payables. | <sup>4</sup> Including incentive costs. | <sup>5</sup> Related to equities.

# High organic growth of CSM before one-off assumption change





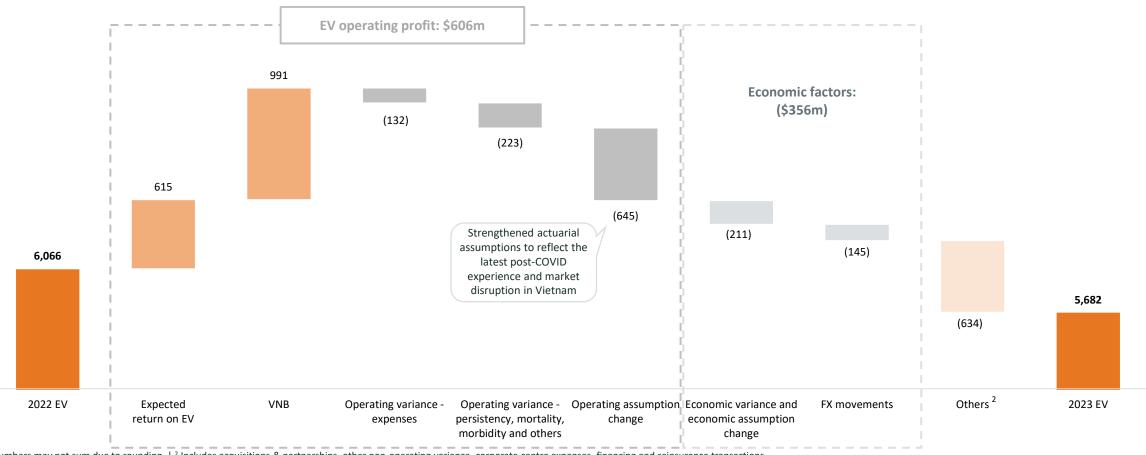
<sup>1</sup> Opening CSM after allowing for reinsurance. | <sup>2</sup> New business contractual service margin presented includes Athene reinsurance and excludes BRI Life.

# **Robust embedded value growth before one-off assumption changes**



#### 2023 embedded value evolution<sup>1</sup>

(\$m)



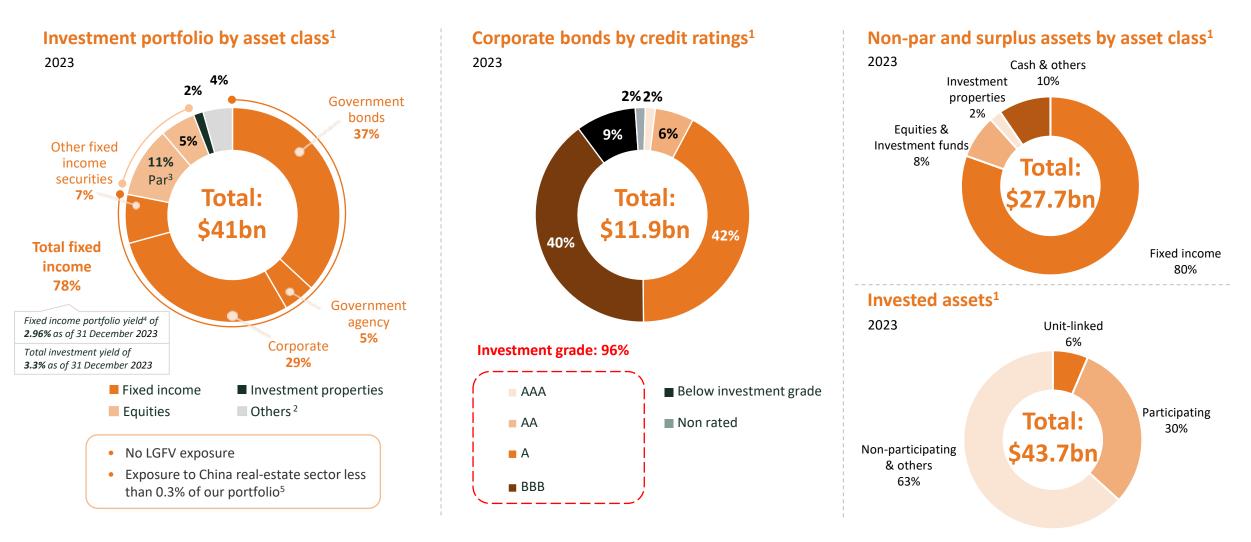
<sup>1</sup> Numbers may not sum due to rounding. | <sup>2</sup> Includes acquisitions & partnerships, other non-operating variance, corporate centre expenses, financing and reinsurance transactions.





# Appendix

#### **Balanced investment portfolio**

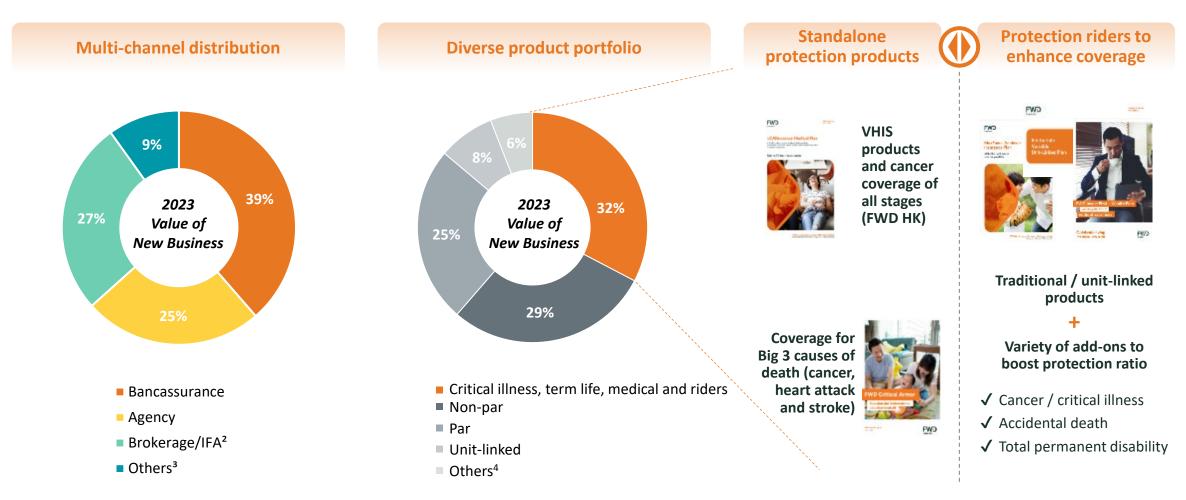


<sup>1</sup> May not sum up to 100% due to rounding. | <sup>2</sup> Includes policy loans, secured loans, derivatives, and cash and cash equivalents. | <sup>3</sup> Includes policyholder and shareholder Participating funds, other participating business with distinct portfolios for Equity shares and Interests in investment funds. Unit-linked investments are excluded. | <sup>4</sup> Quarterly investment yield on fixed income portfolio (annualised). | <sup>5</sup> Mainly in corporate bonds, as of 31 December 2023.

# **Diversified products make protection more accessible across all channels**



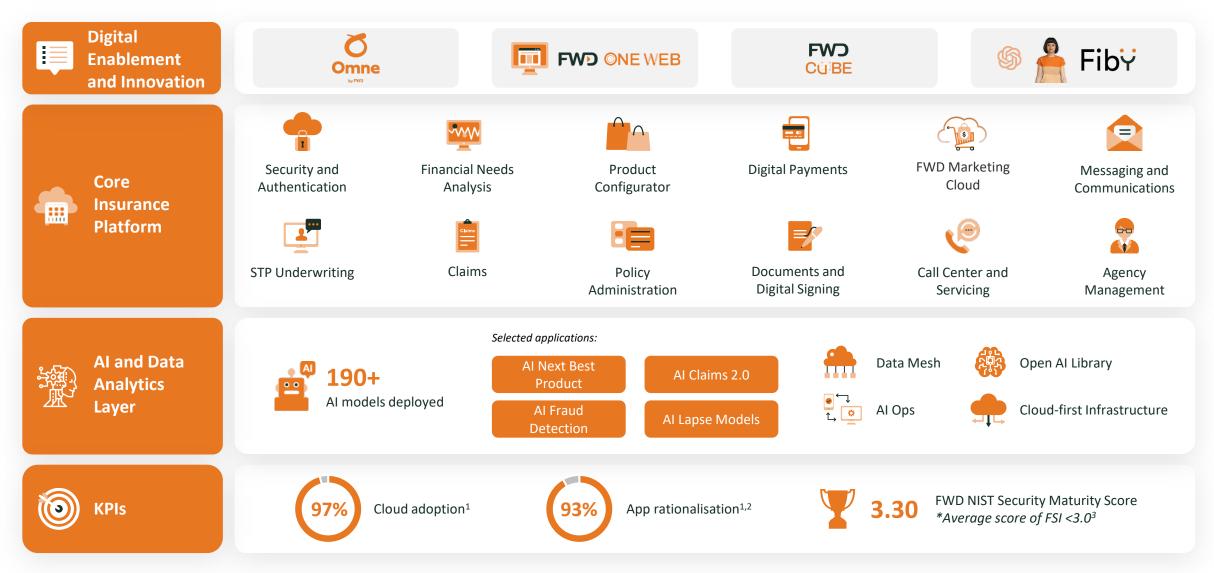
Provide customers with a suite of accessible product offerings through diversified channels, allowing them to choose the protection coverage they want<sup>1</sup>



<sup>1</sup> Certain features are limited to selected products offered by FWD. | <sup>2</sup> Independent Financial Advisors ("IFA"). | <sup>3</sup> Includes neo-insurance, affinity, our employee benefit business, as well as direct marketing and telemarketing. | <sup>4</sup> Includes group insurance and COLI.

### Automated, flexible and secure digital transformations





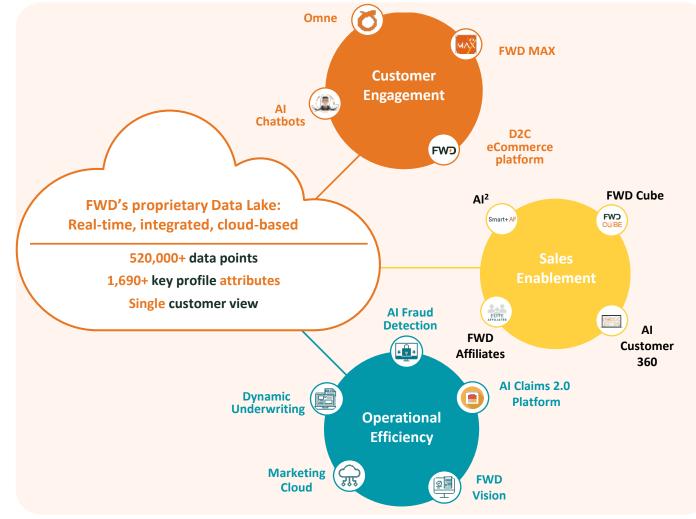
As of 23YE. | <sup>2</sup> Proportion of apps that were targeted for retirement. | <sup>3</sup> Source: PwC assessment report on FWD NIST Security Mature Score.

# Holistic and end-to-end digital architecture increasingly powered by AI

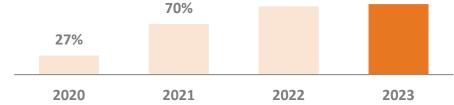


97%

#### 85 proprietary applications leveraging Data Lake and proprietary AI models supported by an experienced technology team

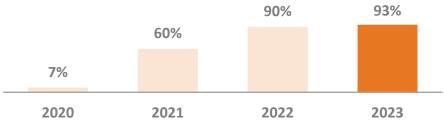


**Cloud adoption** 

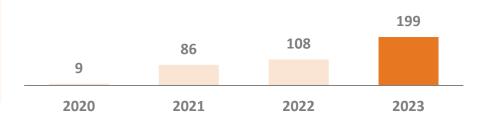


94%

#### Applications decommissioned<sup>1</sup>



#### AI models deployed



<sup>1</sup> Proportion of apps that were targeted for retirement in conjunction with cloud adoption.

#### **Experienced management team with strong execution record**

Embracing our digital-first culture and promoting agile decision-making and execution Sustaining the culture of continuous innovation with continuous investments to stay ahead of peers

#### Key management team

Average 25+ years of experience in the financial and technology sectors



**Huynh Thanh Phong** Group CEO



Sid Sankaran Managing Director and Group CFO



Group COO

Managing Director and



Proposition Officer



Ryan Kim Group Chief **Digital Officer** 



**Jeremy Porter** 

Group Chief

**Risk Officer** 



Julie Chow Group Chief Human **Resources Officer** 



Lau Chi Kin (Ken) Managing Director, Greater China and CEO, Hong Kong



David Korunić CEO, Thailand & Cambodia

Hideki Yamagishi CEO, Japan



Antonio De Rosas **CEO**, Philippines



**Desy Natalia** Widjaya CEO, Indonesia



**Adrian Vincent** CEO, Singapore



Anantharaman Sridharan CEO, Vietnam

**Aman Chowla** CEO, Malaysia Life



Salim Zain CEO, Malaysia Takaful





Sim Preston

**Binayak Dutta** Managing Director, **Emerging Markets** 



Lee Yen Ho Group Chief Distribution &









# **Environmental, Social and Governance ("ESG") strategy and progress**

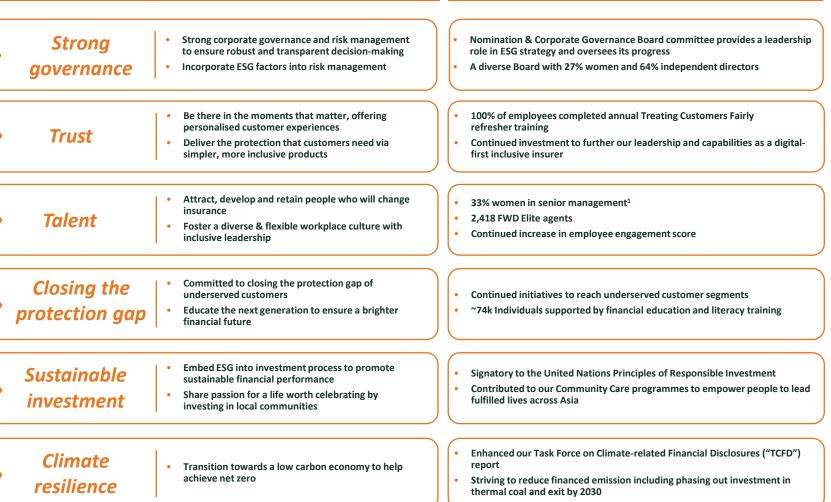


**Progress** 



<sup>1</sup> Senior management is defined as assistant vice president or above.

#### Our value creation strategy

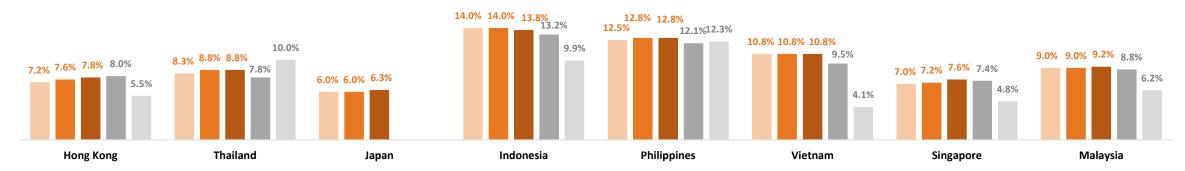


# **Embedded value: Economic assumptions vs. peers**



#### Risk discount rate comparison<sup>1</sup>

(%)



#### Long-term 10-year government bond yield comparison

(%)

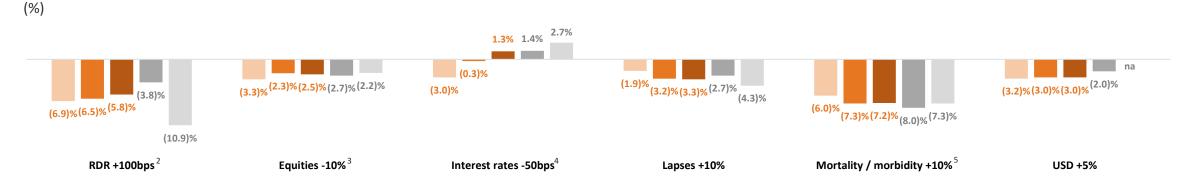


Source: Company filings for listed peers. | <sup>1</sup> Denotes in-force risk discount rate for Peer B. | <sup>2</sup> Long-term 10-year government bond yields in US dollar-denominated bonds for FWD and Peer A.

# **Embedded value and value of new business sensitivities**

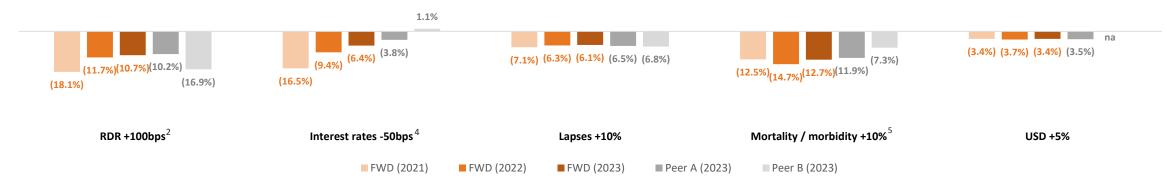


#### Key embedded value sensitivities comparison<sup>1</sup>



#### Key value of new business sensitivities comparison

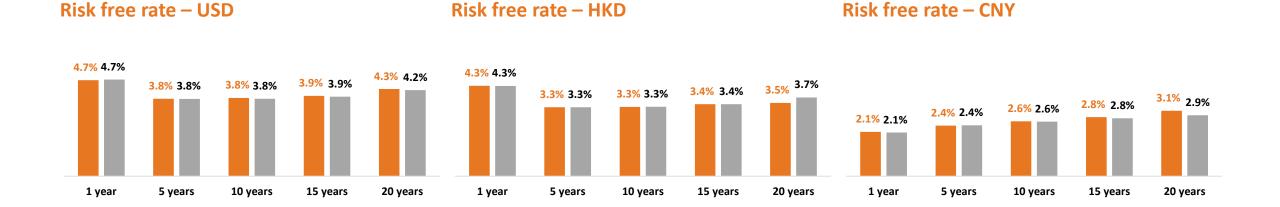
(%)



Source: Company filings for listed peers. | <sup>1</sup> Based on Operating EV. | <sup>2</sup> Peer A disclosed the sensitivities for RDR -100bps only, thus the sensitivities for RDR +100bps is derived by multiplying -1. | <sup>3</sup> Peer B disclosed the sensitivities for equities -200bps only, thus the sensitivities for RDR +100bps is derived by multiplying -1. | <sup>3</sup> Peer B disclosed the sensitivities for equities -200bps only, thus the sensitivities for RDR +100bps is derived by multiplying -1. | <sup>3</sup> Peer B disclosed the sensitivities for equities -200bps only, thus the sensitivities for equities -100bps is derived by dividing by 2. | <sup>4</sup> For Peer B, denotes both interest rates and consequential effects. | <sup>5</sup> Peer B disclosed the sensitivities for mortality / morbidity +5% only, thus the sensitivities for mortality / morbidity +10% is derived by multiplying by 2.

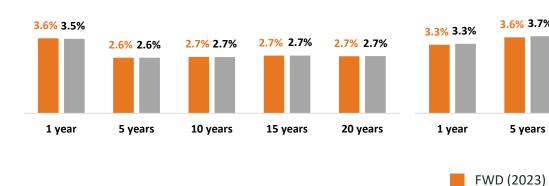
#### IFRS 17: Risk-free rates assumed vs. peers





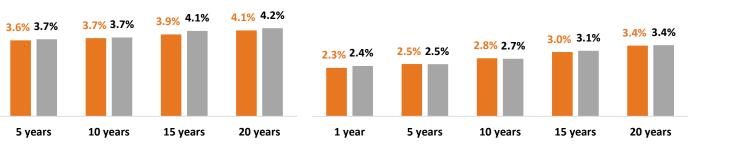
Peer A (2023)

Risk free rate – SGD



**Risk free rate – MYR** 

**Risk free rate – THB** 

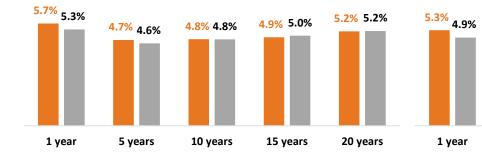


Source: Company filings for listed peer. Peer B only discloses a range of IFRS 17 risk-free rates by currency, thus has not been included in the comparison. | Note: All rates presented for FWD and Peer A are spot rates as of 31 December 2023.

#### IFRS 17: Risk-free rates with illiquidity premium comparison



**Risk-free rate ("RFR") with illiquidity** premium – USD

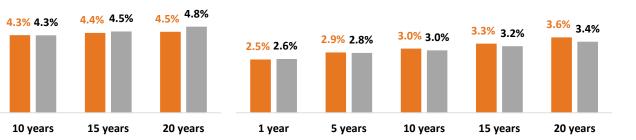


**RFR with illiquidity premium – HKD** 

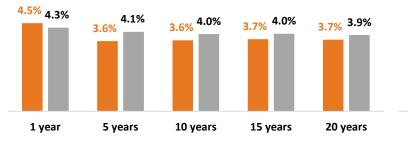
4.3% 4.1%

5 years





**RFR with illiquidity premium – SGD** 



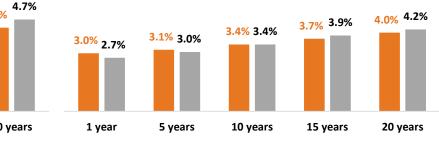
**RFR with illiquidity premium – MYR** 

10 years

15 years



**RFR with illiquidity premium – THB** 



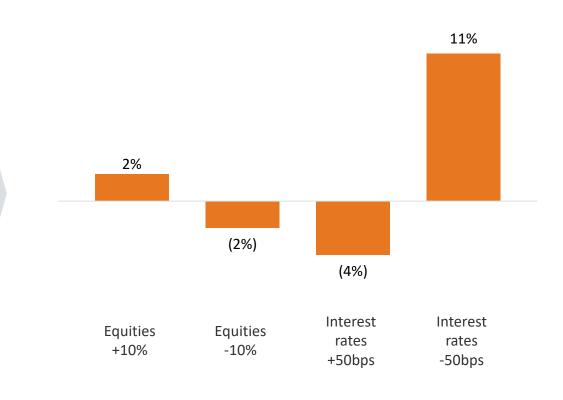
Source: Company filings for listed peer. Peer B only discloses a range of IFRS 17 risk-free rates by currency, thus has not been included in the comparison. | Note: All rates presented for FWD and Peer A are spot rates as of 31 December 2023.

# **Robust solvency on a GWS basis**





#### Sensitivity analysis of Group LCSM cover ratio (PCR basis <sup>1</sup>) 2023



<sup>1</sup> Based on Local Capital Summation Method. PCR denotes group prescribed capital requirement.





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