

Project Phoenix

Industry Consultant Report

14th May 2025

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Dear Sirs

Project Phoenix

In accordance with our engagement letter dated the 7th of December 2020 and amended on the 29th April 2021, 2nd December 2021, 1st July 2022, 28th February 2023, 13th June 2024 and 22nd January 2025 (collectively, the “Engagement Letter”), we enclose our industry report on the life insurance industry Pan-Asia (“the Report”) for FWD Group Management Holdings Limited (“FWD”) to support FWD’s initial public offering on a stock exchange.

This Report comprises an external perspective on the Pan-Asia life insurance industry, assessing its market dynamics and growth potential and a view on FWD’s positioning at a certain time. This Letter and our Report should be read in conjunction with the terms and conditions of our Engagement Letter.

Furthermore, this Report has been prepared solely for the benefit of FWD, as the addressee of our Engagement Letter, and is produced in accordance with an agreed scope of work as set out in the Engagement Letter. Any liability or responsibility to any other party in respect of this Report is fully disclaimed.

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Yours faithfully,



N.M.G. Financial Services Consulting Limited

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Email: Oliver.Hesketh@NMG-Group.com

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Executive Summary (1/4) – the Asian life insurance market

- The Asia-Pacific life Insurance industry, when measured by premium volumes, is the largest in the world at USD 1.0trn; FWD markets account for 39% of this while maintaining some of the highest growth rates in the world (7 of the 9 exceeded the global average of a 2.8% CAGR over 2015-23)
- Life insurance is primarily distributed through face-to-face interactions with intermediaries; the COVID-19 pandemic in 2020-22 significantly impacted intermediaries' ability to distribute to consumers, resulting in a material drop in new business premiums (26% decline from 2019 to 2020) across FWD markets
- However new business premiums have largely rebounded to pre-COVID-19 levels in 2023, are expected to return to the underlying trajectory in the long-term; driven by favourable socio-economic and demographic fundamentals for life insurance:
 - Large and growing populations that remain comparatively young (outside of mature Asian markets);
 - Acceleration in average economic growth per capita (excluding Japan, 5.4% CAGR 2023-33F) leading to wealthier populations and an expanding middle class (projected to grow by 28% and exceed 400m by 2033F);
 - High consumer trust in insurers for long-term savings and investments with allocations of investible wealth to insurers approaching mature Asian markets in emerging FWD markets, and an overall opportunity to further optimise asset allocations away from cash in the region (currently averaging above 50%)
- As supported by the results of the NMG Asia Life Consumer Study, economic and demographic projections from globally recognised data sources (including UN, IMF and World Bank), our experience across global life insurance markets and historical market momentum
- While new business volumes have largely recovered from COVID-19 shock, short-term forecasts remain volatile given continuing high and uncertain inflation rates observed in individual markets and more broadly; however absent any further systemic shocks, the underlying growth rates are expected to normalise back to pre-COVID-19 growth rates in the long-term as the industry continues to mature, improving consumer access and education, ultimately reducing the protection gap
- In combinations, this leads to a projected 7.1% CAGR in new business premiums over 2023-33F across all FWD markets (9.0% excl. Japan)

Executive Summary (2/4) – Asia life insurance competitive landscape

- Competition in FWD markets is skewed towards a select number of scale pan-Asian insurers, and three providers (the 'top 3') particularly stand out as having strong penetration across most if not all of those markets - capturing 37% of new business volumes on a combined basis (excluding Japan)
- While the top 3 did exhibit above market average growth, there were pan-Asian insurers which were able to achieve double-digit new business growth (including FWD, eTiQa and Sun Life); growth is expected to further concentrate around these fast growing pan-Asian insurers
- There have been a number of genuine new entrants (i.e. not through the acquisition of an existing life insurer) over the past 8 years within the FWD markets (including Bowtie Life, St James' Place International and Well Link Life in Hong Kong, China Taiping and Singlife [pre-Aviva merger] in Singapore, 1CISP and Singlife in Philippines, China Life and Ciputra Life and Victoria Alife in Indonesia), however none have reached more than 2% market share and most are at <0.5%
- We have observed that new entrants tend to enter the market in niche market segments; in general, absent of significant capital investment and inorganic growth, new entrants typically require a significant amount of time to build up competitive distribution channels and capabilities; historical experience suggests growing into the top 10 market share organically is both challenging and time consuming
- FWD holds a unique position - it has substantial scale (in market share terms) approaching more established competitors, but also a growth rate akin to high growth players such as some Insurtechs and disruptors (a >15% CAGR over 2015-23); this serves as a strong foundation to capitalise on emerging consumer and demographic trends in the region

Executive Summary (3/4) – Asian Millennial consumers

- Capturing the Millennial (<40 years old) segment in Asia is becoming a prime opportunity:
 - Emerging FWD market populations skew towards Millennials (64% of the population excluding Japan are aged 40 and under) who are set to become the affluent/mass affluent consumers of the future as regional wealth continues to rise;
 - There is substantial long-term value for insurers who can capture and retain these customers who are on the cusp of major life-stage events which serve as triggers for insurance purchases; the total customer lifetime value of a new 25-year-old customer is up to 10x the value of the initial product purchase; and
 - A significant majority of Millennials believe in the importance of life insurance, and acknowledge their current level of under-insurance
- Outside of savings and investment needs, there is a growing health and mortality protection gap estimated to be ~USD143bn in 2023 across FWD markets which is more than 1.5x the total needs currently met through life insurance, and even after acting on the acknowledged underinsurance, only ~30% of the overall gap is likely to be addressed
- Key challenges which include complexity of products and processes and poor claims experiences act as impediments to life insurance take-up and closing the gap, with affordability cited as the primary purchasing barrier across all age-based cohorts

Executive Summary (4/4) – the evolution of Asian insurer distribution

- Despite the ascendancy of digital as a potential distribution channel, to date, distribution of life insurance continues to rely on traditional 'intermediated' channels (agency, bancassurance and broker), forming ~95% of new business volumes in 2023 across the FWD markets
- However the ascendancy of digital as a channel of choice for research and purchasing implies the leads generation process for intermediated channels is likely to undergo a fundamental shift from personal networks and bank branch foot-traffic towards online origination (from approximately 10% today to 40% by 2033)
- The emergence of digital platform and ecosystem partnership models, as well as the evolution of the traditional bancassurance partnerships, provides insurers with potential access to hundreds of millions of previously untapped 'white space' customers across the region
- FWD has been able to attain leading bancassurance partnerships that provide it potential consumer access comparable to that of the industry's top 3 competitors in this space. Despite relatively recent entry in several markets in Asia, FWD have taken a relatively differentiated ecosystems approach to the top 3 with a focus on acquisition-oriented platforms and marketplaces

Report scope: life insurance product categories

Life insurance includes a broad range of products that address three core consumer needs: as a vehicle for savings and investments; protection from unforeseen medical expenses and life events; and providing income in retirement

	Savings and Investments	Protection	Retirement income
			
Report definition	Vehicle supporting accumulation of wealth, through access to higher expected returns and tax advantages supporting accumulation	Protect consumers and their families from the financial implications of unanticipated medical expenses, mortality (death) or morbidity (disease) events	Provide consumers with guaranteed income during retirement, and can limit longevity risk (outliving retirement savings) depending on maximum payment periods/age
Typical products	▪ Endowments ▪ Investment Linked ▪ Universal Life ▪ Whole-of-Life Policies Guaranteed income payment versions are considered retirement income products	▪ Medical/Health ▪ Personal Accident ▪ Death, Total & Permanent Disability ▪ Critical/Serious Illness	▪ Traditional/variable annuities (either deferred or immediate) ▪ Savings/Investment products with guaranteed income payment

Protection benefits can and often are included as a rider/bundled with a Savings/Investments policy

Report scope: Asian insurance markets covered

This report focuses on the 9 markets FWD currently participates in; four additional comparable markets are included when making references to the 'In-scope Asia' region

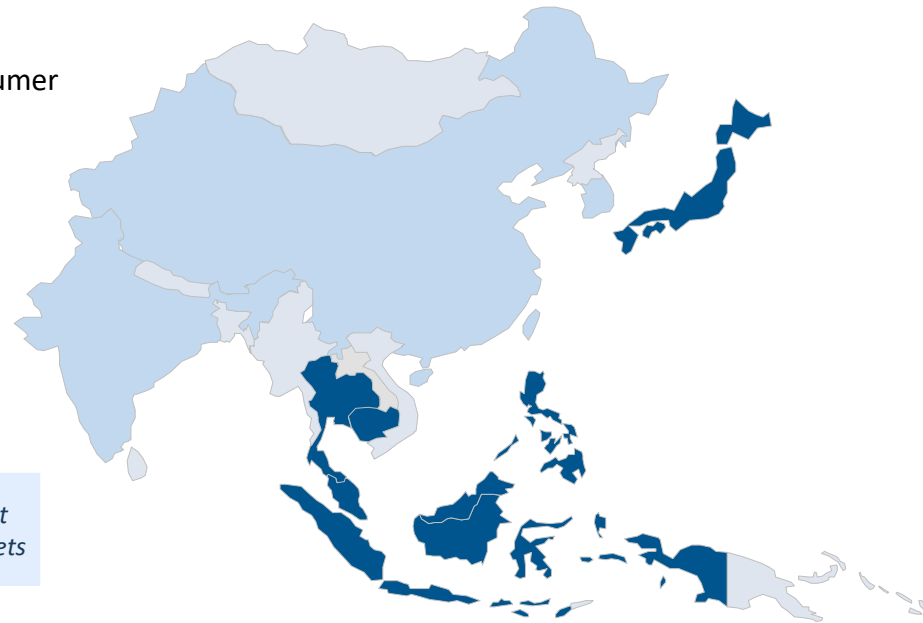
■ FWD Markets (9)

Individual market analysis including demographics, life insurance market projections, digital economy and consumer attitudes

Markets in which FWD currently has a presence and competes in:

- ▶ Japan (JPN)
- ▶ HK & Macau (HKG & MAC)
- ▶ Singapore (SGP)
- ▶ Thailand (THA)
- ▶ Malaysia (MYS)
- ▶ Philippines (PHL)
- ▶ Indonesia (IDN)
- ▶ Vietnam (VNM)
- ▶ Cambodia (KHM)

FWD Southeast Asia (SEA) Markets



■ Rest of In-Scope Asia (4)

Additional Asian markets which FWD does not currently compete in, but have a sizeable life insurance industry for purposes of regional comparison and sizing

- ▶ Mainland China (CHN)
- ▶ India (IND)
- ▶ South Korea (KOR)
- ▶ Taiwan (TWN)

■ Rest of Asia Pacific (Out-of-Scope)

Remaining Asia Pacific markets that are only included for comparison on an overall basis (i.e. no individual country breakdowns) given relative size and materiality

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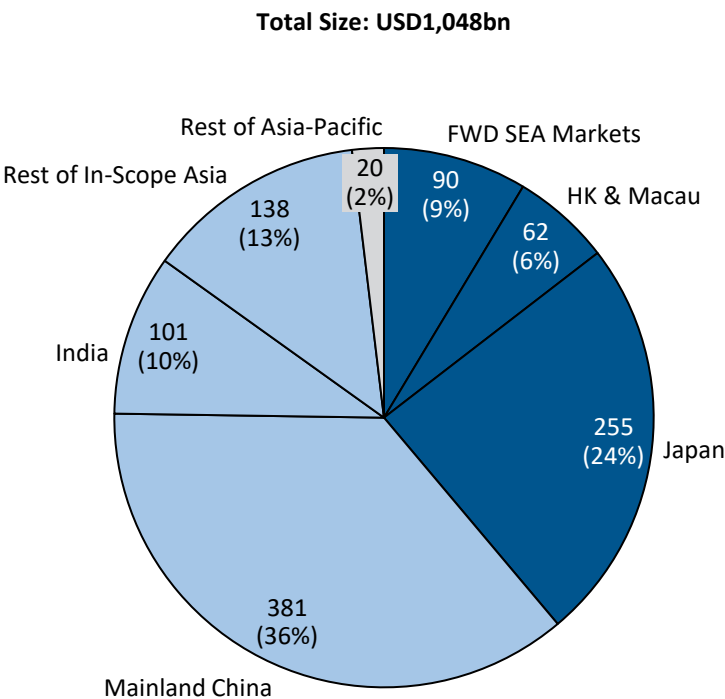
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Asia-Pac life insurance market sizeable and growing



The Asia-Pacific life insurance market is significant with premium volumes of USD1,048bn in 2023; the FWD markets make up a material portion (39%), and a majority have displayed much higher growth rates than the broader regional average and developed regional markets in the world

Asia-Pacific Life Insurance Premium Volumes
(USD bn, 2023)



FWD markets include 6 of the top-10 fastest growing life insurance markets by premium volumes in Asia

Regional Life Insurance Premium Growth by Market
(CAGR 2015-23)

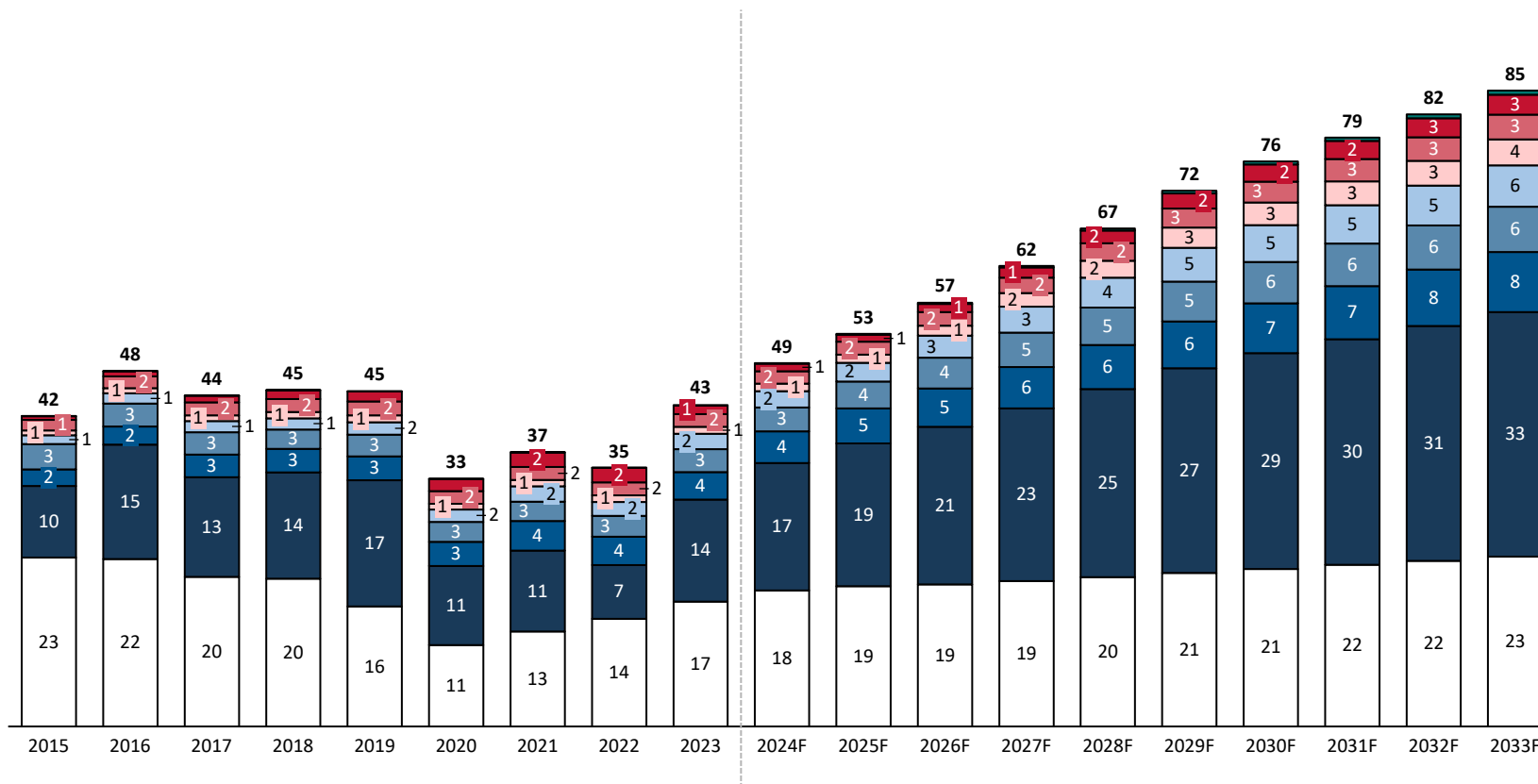
		Premium Volumes (2023, USD bn)
Cambodia	26.5%	0.2
Vietnam	19.3%	6.7
Singapore	7.6%	33.4
Malaysia ¹	7.3%	14.7
Philippines	6.4%	5.6
HK & Macau	4.9%	62.1
Indonesia	3.6%	11.8
Thailand	2.1%	17.9
Japan	(0.3%)	254.7
India	10.7%	101.1
Mainland China	9.6%	381.1
South Korea	(0.6%)	84.5
Taiwan	(5.0%)	54.0
Rest of Asia-Pacific	(8.8%)	19.9
Total Asia-Pacific	3.5%	1,047.7
Europe	1.0%	891.7
North America ²	3.4%	786.5
Global	2.8%	2,887.6

Note: Non-FWD market figures from SwissRe exclude health insurance, which typically make-up <2.5% of life insurance premiums and would have limited impact on the regional metrics displayed, using static FX rates as of 2023-06-30, regional totals may not add up due to rounding; ¹Includes both life insurance and takaful, ²US and Canada; Source: SwissRe Sigma, NMG Asia Life Insurance Market Model

Life insurance new business forecasted to increase substantially

Recent experience has been volatile due to a combination of COVID-19 and then high inflation; however expectation of strong long-term growth in line with pre-COVID-19 experience, driven by underlying structural factors (ex. Japan) and favourable macro conditions

FWD Markets – Individual Life Insurance New Business
(APE, USD bn)^{1,2}



	Market CAGR	15-19	19-23	23-33F
Cambodia	26.9%		0.8%	26.5%
Vietnam	29.0%		(4.1%)	8.9%
Indonesia	7.3%		(2.2%)	6.8%
Philippines	9.6%		0.5%	14.0%
Malaysia ³	8.5%		5.3%	10.6%
Thailand	(3.8%)		1.7%	6.9%
Singapore	9.6%		3.2%	8.2%
HK & Macau	15.2%		(5.1%)	9.1%
Japan	(8.2%)		1.0%	3.1%
FWD Markets	2.0%	(1.1%)	7.1%	
FWD SEA Markets	6.3%	1.4%	8.9%	
FWD Markets ex. Japan	11.0%	(2.3%)	9.0%	

Asia Life Insurance Market NB Commentary

Recent experience has been volatile due to a combination of COVID-19 and then high inflation; however expectation of strong long-term growth in line with pre-COVID-19 experience, driven by underlying structural factors (ex. Japan) and favourable macro conditions

NMG
Comments
on
Individual
Market
Historical
and
Forecast
Growth

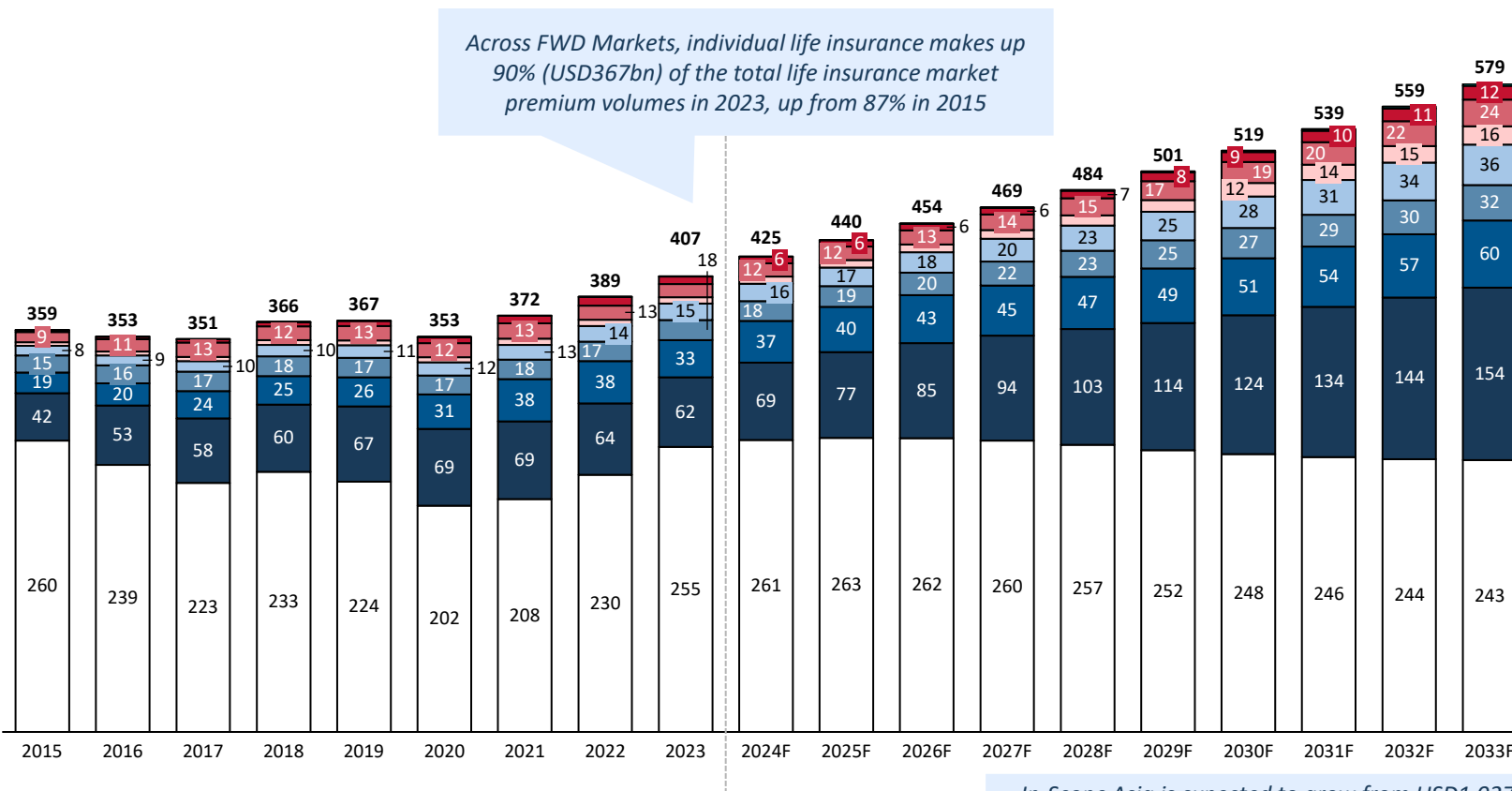
Market	NB CAGR 15-19	NB CAGR 19-23	NB CAGR 23-33F
Cambodia	26.9% Rapidly increasing new business, largely driven by bancassurance focus and growth	0.8% Significant volatility during COVID, lockdown reducing opportunities to distribute, then inflation impacting demand	26.5% Expect growth to return to historic pre-COVID high growth rates given very low penetration to date, and accelerating broader future underlying macroeconomic growth
Vietnam	29.0% Rapidly increasing new business, driven by expanding agency channel and accelerating focus and growth from bancassurance	(4.1%) Increasing volumes until bancassurance mis-selling scandal in 2023 leading to almost 50% decline in bancassurance sales	8.9% Continued decline into 2024/25 with regulatory intervention; before a rebound to 20%+ CAGR in 2027 & 2028 given favourable socio-economic fundamentals, strong underlying need & regulatory focus on closing the protection gap
Indonesia	7.3% Strong growth aligned to underlying macroeconomic growth and increasing bank involvement	(2.2%) COVID volatility over 2020/21, which also impacted and reduced consumer confidence in Unit-Linked Products	6.8% Expect normalisation in global and domestic macroeconomic factors, in combination with completion of new Unit-Linked regulations, to return new business to long-term 5%+ growth
Philippines	9.6% Strong growth driven by both agency and bancassurance channels (including with increased MNC investment)	0.5% Material decline in 2020 due to COVID lockdowns, however sales have rebounded back to pre-COVID levels	14.0% Expect growth to continue recent momentum, accelerating with expected future GDP growth and increasing penetration
Malaysia	8.5% Significant growth across both Conventional and Family Takaful (slightly higher for the latter)	5.3% Volumes flat into 2020, before returning to growth in 2021, supported by high medical inflation	10.6% Expect medical inflation to remain high and support growth in short-term, longer-term expect materially higher growth across Family Takaful (particularly through the bank channel)
Thailand	(3.8%) Regulatory intervention into bancassurance following complaints eroded new business volumes despite growth in agency	1.7% COVID driven volatility, however bancassurance volumes notably grow over the period	6.9% Expect OIC stance to continue support expansion of life insurance distribution and take-up, returning sales growth in line with peer developing markets
Singapore	9.6% Strong growth supported by a strong economy and increasing focus/penetration of life protection products	3.2% Volatile recent experience reflecting COVID and then macroeconomic uncertainty, notable increase in offshore business	8.2% Strong rebound to 2024Q3, improving macroeconomic environment and further potential across protection products supporting return in 5%+ growth
HK & Macau	15.2% Significant growth driven by material and increasing MCV business	(5.1%) MCV business effectively reduced to nil during lockdown but rebounded strongly in 2023, non-MCV down slightly	9.1% YTD 2024 experience highlights continuing strong success and growth of savings plan products among upper affluent to HNW non-MCV customer which is expected to continue going forward
Japan	(8.2%) Long-term decline reflecting anaemic economic growth, deflationary and environment and declining population	1.0% Initial COVID-driven decline, before a strong rebound to above-2019 volumes, supported by foreign-currency policies	3.1% Increase in interest rate expected to reverse foreign-currency policy growth in short-term, however more than offset by increased savings including through life insurance

Despite relatively mature local life insurance markets, strong future growth expectations supported by increasing offshore business (both MCV and non-MCV)

Life insurance premium volumes to recover

Despite recent new business volatility, premium volumes have grown across FWD Markets ex. Japan over the past few years, and is expected to accelerate going forward as new business volumes return to strong positive growth

FWD Markets – Life Insurance Premium Volumes
(Premium Volumes, USD bn)¹



In-Scope Asia is expected to grow from USD1,027bn (2023) to USD2,178bn by 2033F, a CAGR of 7.8%

Market CAGR	15-19	19-23	23-33F
Cambodia	48.1%	8.1%	26.5%
Vietnam	29.3%	10.1%	6.4%
Indonesia	10.1%	(2.5%)	7.3%
Philippines	5.5%	7.3%	11.3%
Malaysia ²	7.6%	7.0%	9.5%
Thailand	3.4%	0.8%	5.8%
Singapore	8.6%	6.6%	6.0%
HK & Macau	12.3%	(2.0%)	9.5%
Japan	(3.7%)	3.3%	(0.5%)
FWD Markets	0.6%	2.6%	3.6%
FWD SEA Markets	8.0%	4.3%	7.3%
FWD Markets ex. Japan	9.9%	1.5%	8.2%

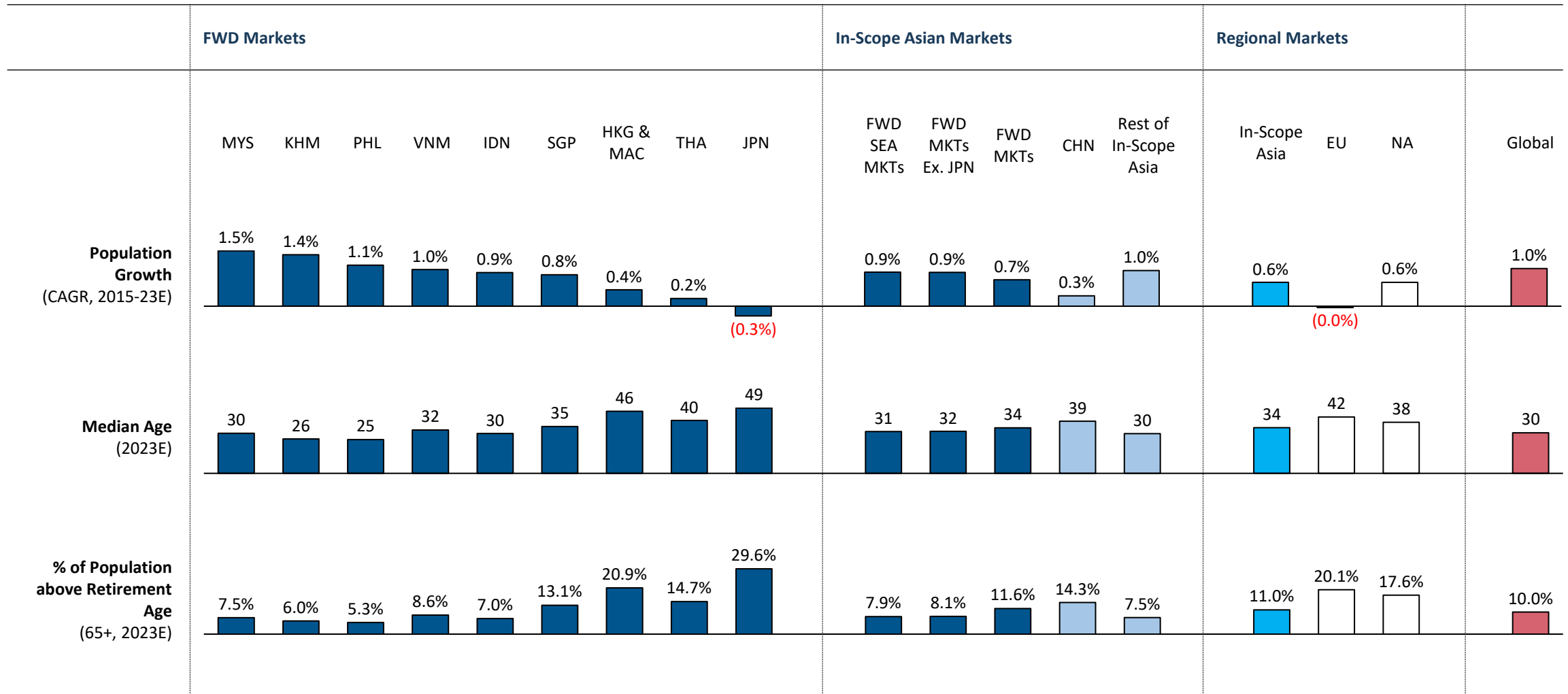
Asia's macro dynamics support life insurance market growth drivers

Life insurance market growth forecasts are supported by continued population and GDP growth across FWD markets (ex. Japan) over the next 10 years which will have highly positive implications for underlying average consumer wealth and their discretionary purchasing power

	Population (CAGR, 2015-23E/2023E-33F)		Total GDP (CAGR, 2015-23E/2023E-33F)		GDP per Capita (CAGR, 2015-23E/2023E-33F)
	2015-23E 2023E-33F	# bn 2023E/33F		USD trn 2023E/33F	USD'000s 2023E/33F
FWD SEA	0.9%	0.627	5.3%	3.7	5.9
Markets	0.6%	0.666	6.1%	6.7	9.6
FWD Markets	0.9%	0.635	5.0%	4.1	6.5
Ex. Japan	0.6%	0.674	6.0%	7.4	10.5
Japan	(0.3%) (0.7%)	0.125 0.117	(0.7%) 3.2%	4.2 5.8	33.8 47.7
FWD Markets	0.7% 0.4%	0.759 0.791	1.8% 4.7%	8.3 13.2	11.0 16.1
Mainland China	0.3% (0.3%)	1.411 1.371	6.1% 5.2%	17.8 29.6	12.6 20.6
Rest of In-Scope Asia	1.0% 0.8%	1.513 1.631	4.7% 7.2%	6.0 12.1	4.0 7.1
In-Scope Asia	0.6% 0.3%	3.683 3.793	4.5% 5.5%	32.2 54.9	8.7 13.9
Middle East & Africa	2.2% 1.9%	2.243 2.720	3.2% 4.7%	8.4 13.3	3.8 4.8
LatAm & Caribbean	0.8% 0.6%	0.658 0.708	3.1% 4.0%	6.7 9.9	10.2 13.7
Europe	(0.0%) (0.2%)	0.739 0.727	3.7% 3.6%	25.8 36.8	34.9 49.0
North America ¹	0.6% 0.5%	0.375 0.393	5.2% 3.9%	29.9 43.9	79.6 108.4
Global	1.0% 0.8%	8.062 8.726	4.3% 4.4%	105.6 162.9	13.1 18.1

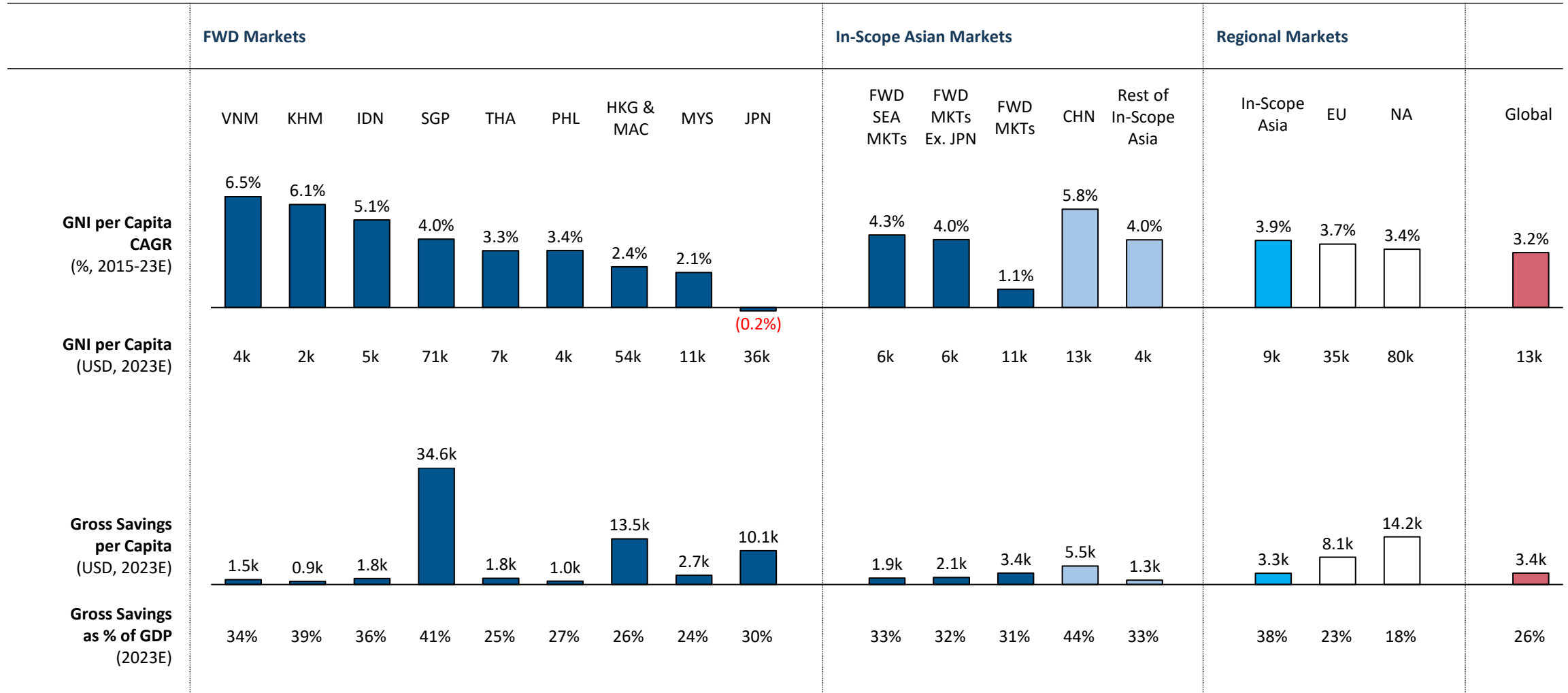
Asia's population is growing and still comparatively young

Not only do FWD markets (ex. Japan) exhibit leading population growth, but they also enjoy younger age demographic dividends with most countries having some of the lowest proportion of their populations at retirement age and above



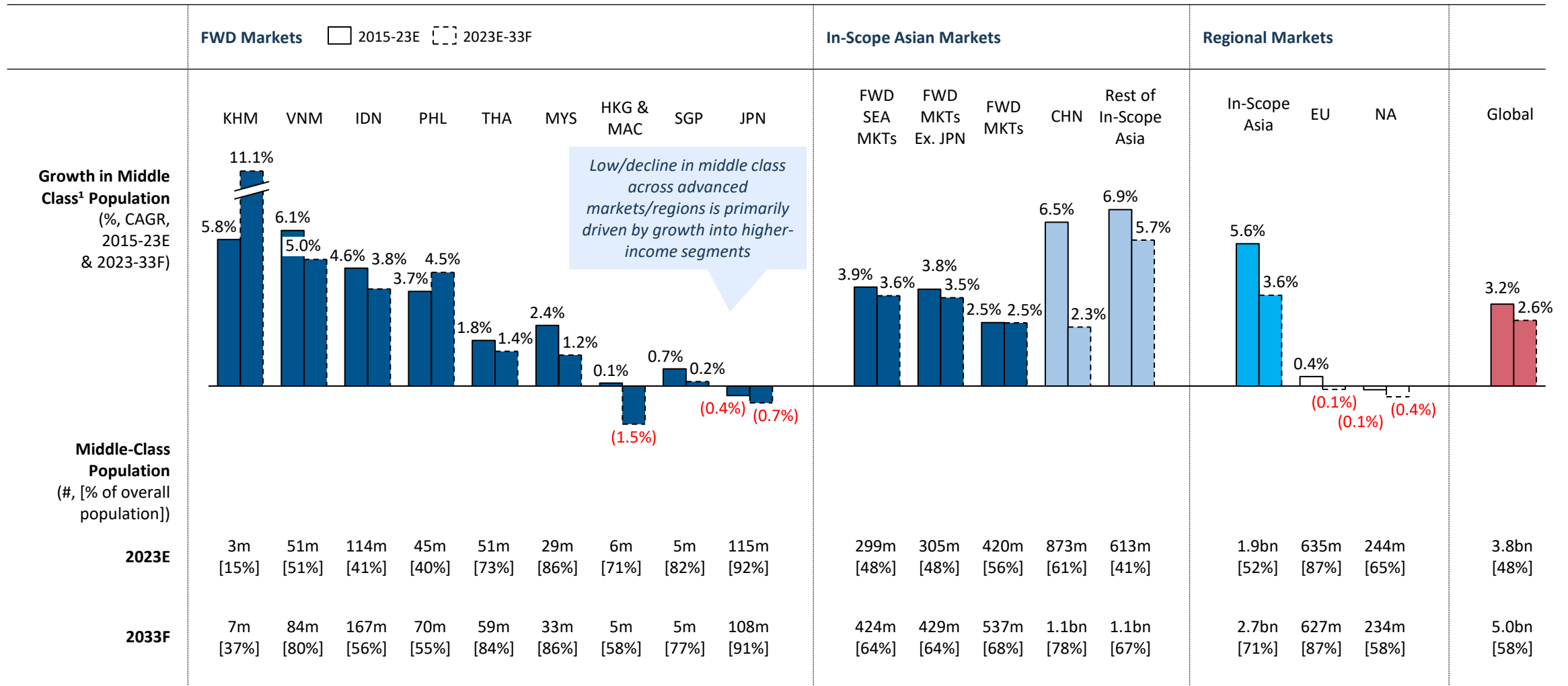
Incomes continue rising along with high savings rates

Average incomes across the region are expected to continue to rise rapidly, in line with rising GDP per capita; both narrowing the gap in incomes and in the volume of savings compared to more advanced economies



Asia's middle class to expand significantly

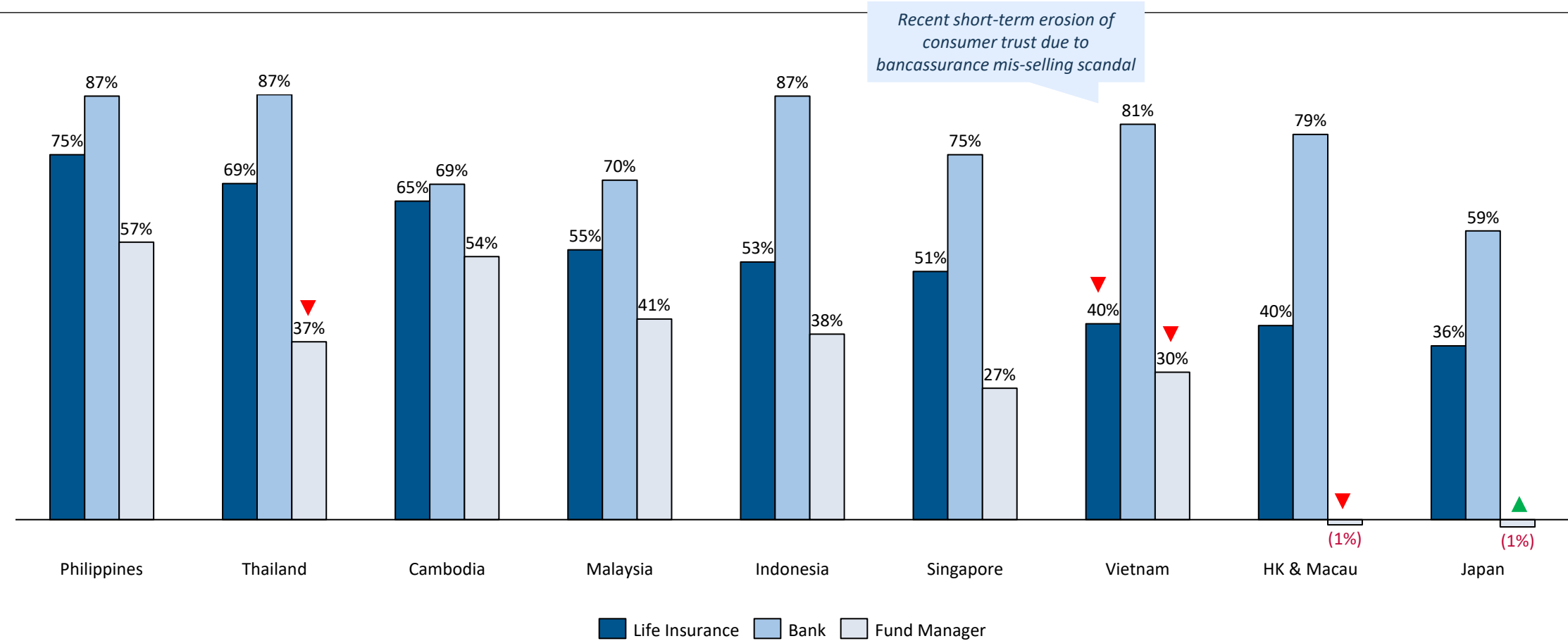
Growing populations, demographic dividends and rising wages combine to ensure the middle-class population across FWD markets continues to increase with growth of 28% (117m) expected over the next 10 years



Asian insurers are highly trusted as a destination for savings in most markets

Insurers in Asia are in a strong position to capitalise and leverage increasingly positive attitudes to life insurance and insurers for long-term savings, though overwhelming trust in banks highlight importance of bancassurance partnerships

FWD Markets Consumer Trust In Placing Savings Into Various Financial Institutions
(2023)



Note: Arrows represent where a significant change (>10pp) since the previous 2022 Study;
Source: NMG Asia Life Insurance Consumer Study 2023 [Sample Size: 5,387]

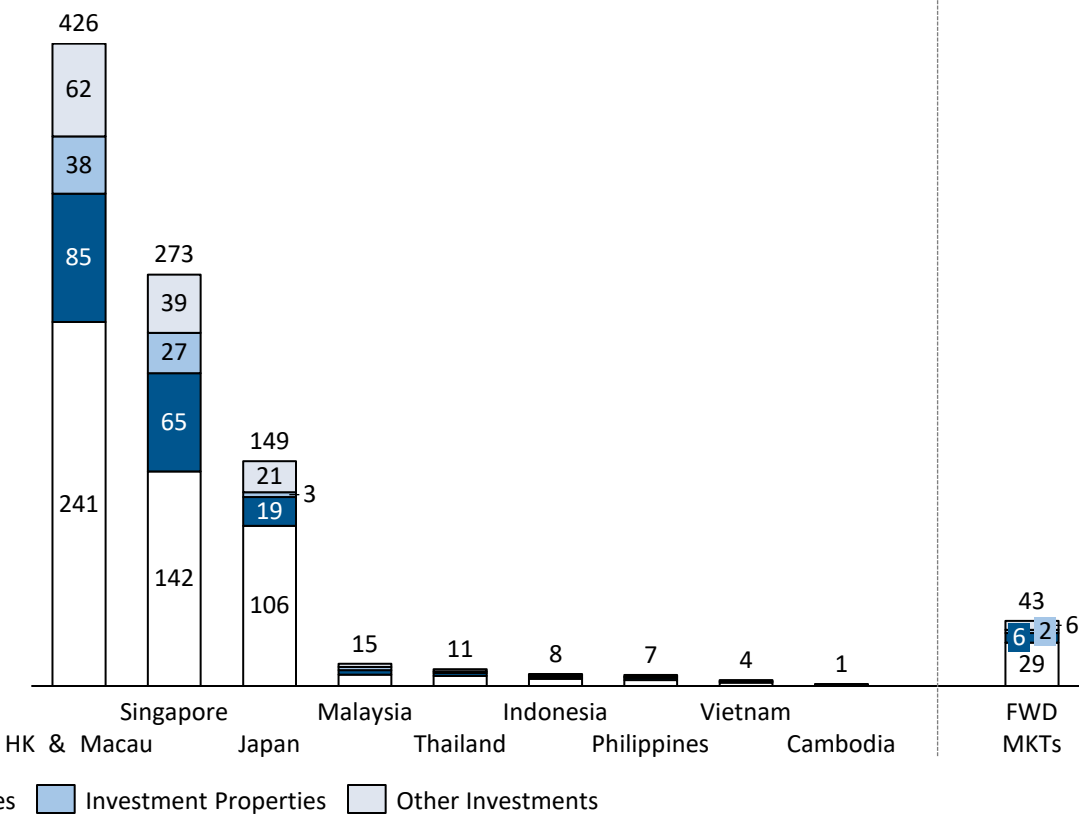
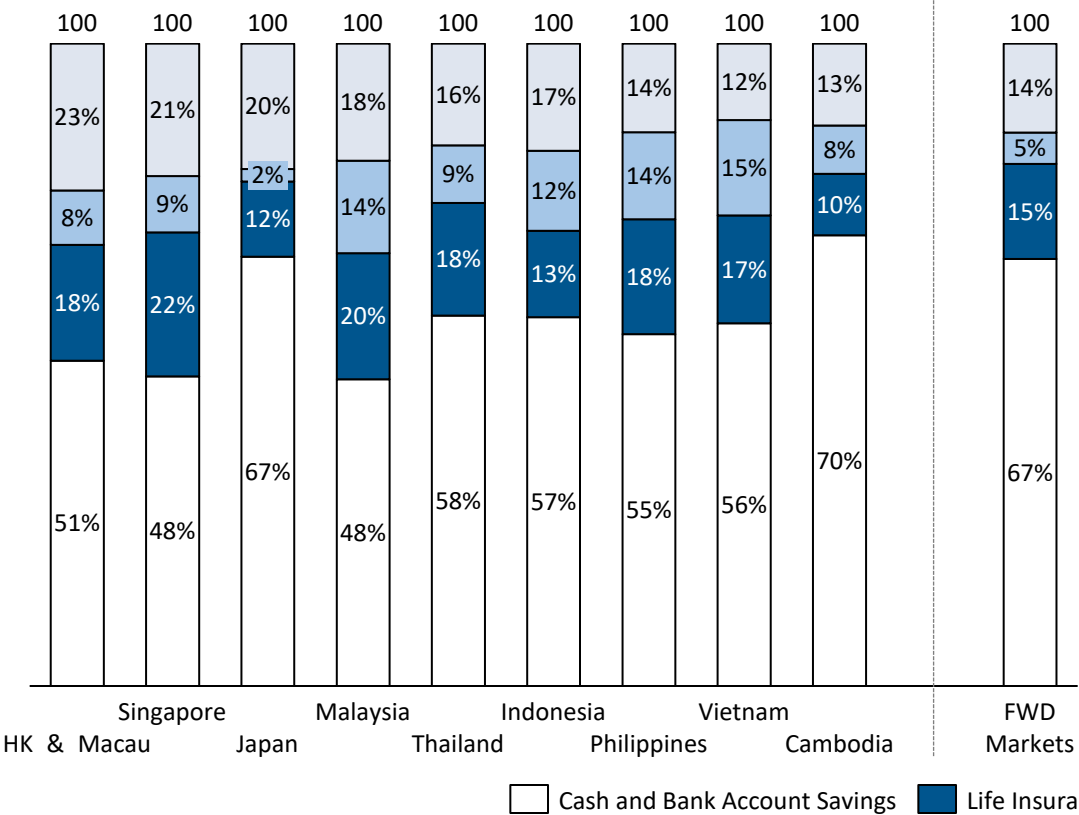
Potential in most markets to re-allocate substantial cash reserves to insurance



Substantial percentage of investable wealth is already allocated to life insurance policies across all markets, with significant further potential through the ability to re-allocate from large cash reserves across all FWD markets, and from the absolute growth of investable wealth in emerging markets

Average Investable Wealth Distribution by Asset Type
(%, 2023)

Average Investable Wealth¹ by Asset Type
(per Adult², USD '000s, 2022)

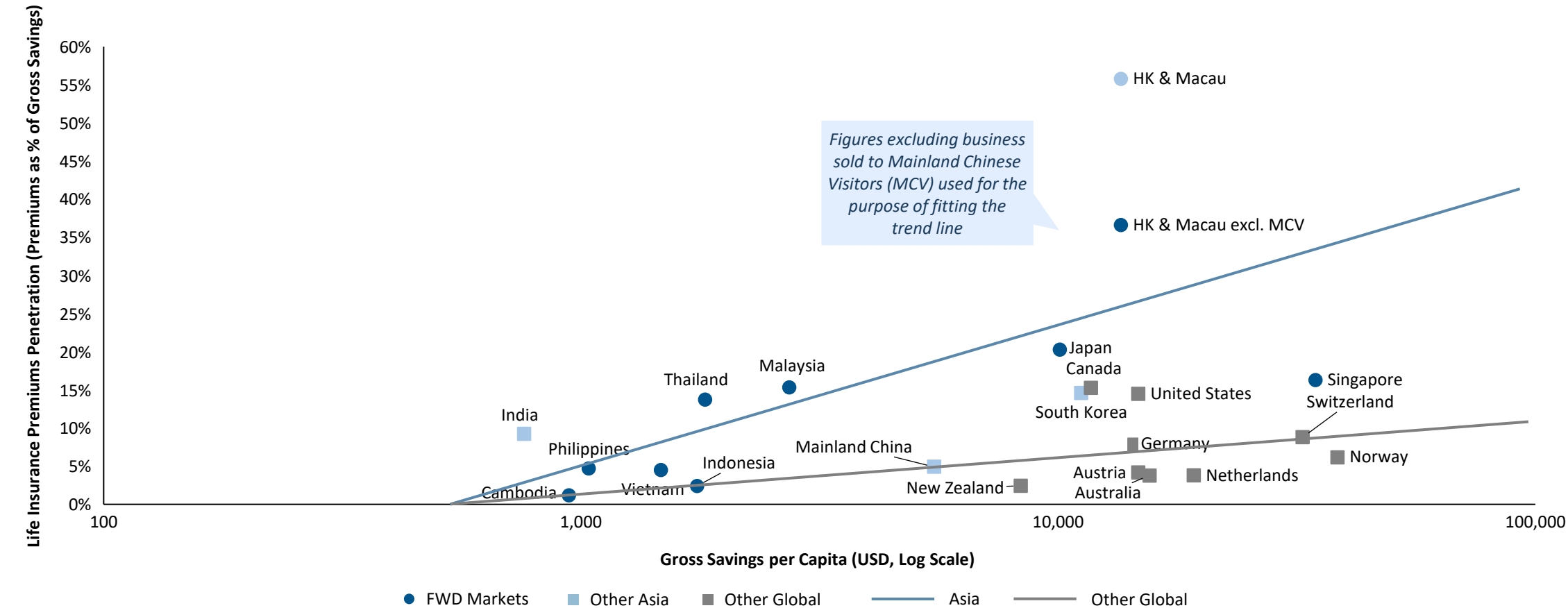


Note: ¹Contestable investable wealth includes transactional account cash, ²Aged 20 or above;
Source: UBS Global Wealth Databook 2023, NMG Asia Life Consumer Study 2023 [Sample Size: 5,387]

Asian mature market penetration an indicator of growth potential

Asian mature markets clearly demonstrate higher life insurance penetration relative to other regions, indicating significant growth opportunity within the (emerging) FWD markets as their economies continue to develop

Life Insurance Penetration
(Premiums as % of Gross Savings, 2023E)



Source: NMG Asia Life Insurance Market Model, Swiss Re Institute, World Bank

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Asian insurer product offerings are homogenised

Products offered by Asian life insurers generally fall into one of seven categories, differentiation is typically limited to marginal differences in the details such as limits, coverage, exclusions and optional extras available; however opaque pricing challenges customer's ability to compare fees and costs across insurers

NMG assessment of Asian life insurer product variation

Product Category	Core Characteristics	Areas of Differentiation	NMG Views
Medical/Health	- Coverage and reimbursement of medical expenses up to a certain limit, typically imposed at a benefit-level - Across public & private health hospitals	- Maximum limits, benefits covered (incl. ward class), geographical coverage and waiting periods - Value-add services (2nd opinion, rehab services, etc.)	<i>Marginal differences, at fringes for benefits, limits & services</i>
Personal Accident	- Lump sum payment on death or disability due to an accident, can also include coverage for medical - Low premiums & coverage, limited/nil-underwriting	- Coverage and benefit amounts (including riders) - Exclusions, standard includes war/terror, suicide, dangerous sports, unlawful act, etc.	<i>Main differentiation through exclusions, otherwise very similar</i>
Term Life (Death, TPD, Critical Illness, Disability Income)	- Lump sum or regular payment on death, disability or on diagnosis of a critical illness (heart attack, stroke, cancer, multiple sclerosis, etc.) - High maximum coverage, underwriting required	- Coverage (illnesses, disabilities and other family member) and maximum benefit amounts - Exclusions and ability to underwrite complex cases - Value-add services (rehab, medical support)	<i>Marginal differences in coverage (rare critical illnesses), value-add services are not viewed as a key differentiator</i>
Endowment	- Term savings product bundled with limited protection (generally 105% or 101% of premiums paid/capital) - Guaranteed returns and potential for further bonuses (participating policies)	- Guaranteed returns, premium payment pattern/term, capital guarantees and time to reach, withdrawal/ surrender fees, benefits (i.e. unemployment) - Option to include CI premium waiver riders	<i>Marginal differences in the detailed terms and optional riders</i>
Whole of Life	- Permanent life insurance product bundling both savings and protection (CI typically an optional rider) - Guaranteed cash value that earns interest, potential for further bonuses (guaranteed or participating)	- Premium payment pattern/term, minimum premiums/sum assureds, withdrawal/surrender terms and fees, supplementary benefits & optional riders - Protection areas similar to Term life products	<i>Differences on the fringe, similar to term life and endowment products</i>
Investment-linked Policy (ILPs, incl. Universal Life)	- Permanent life insurance product bundling both savings and limited protection (generally <1.1x of policy value) - Flexibility to choose sub-fund, policy value driven by underlying sub-fund performance (not guaranteed)	- Premium payment and allocation pattern, minimum premium requirements, withdrawal/surrender terms and fees, contribution bonuses, choice of sub-funds - Options to include additional protection	<i>Key differentiation through sub-fund choice/performance, and flexibility for additional protection</i>
Retirement Income	- Provide a level of guaranteed retirement income, can be through an annuity, WOL or investment-linked policy - Income can be guaranteed upfront or dependent on returns up until date policy begins paying income	- Premium payment and allocation pattern, minimum premium/retirement income requirements, early termination terms and fees, bonuses/dividends, choice of sub-funds for variable annuities/ILPs - Options to include additional protection	<i>Key differentiation through sub-fund choice/performance, and flexibility for additional protection</i>

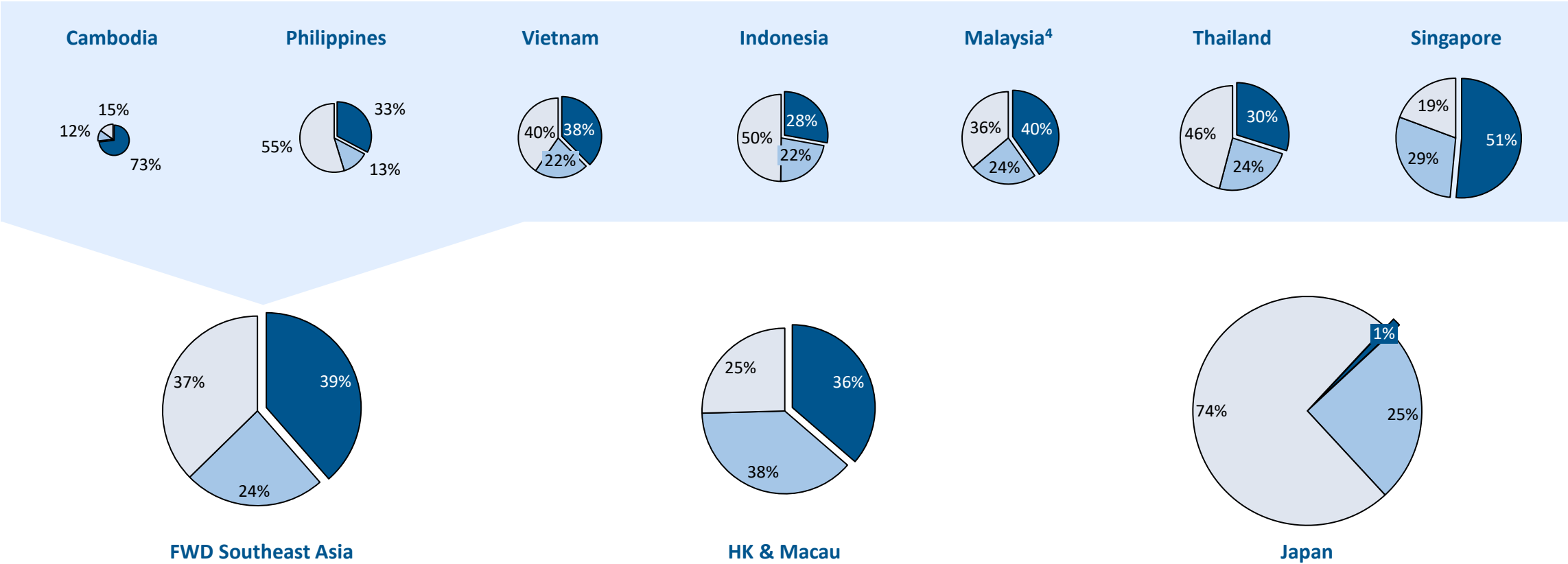
Pan-Asia competitors dominate NB volumes across FWD markets

The competitor landscape can be broadly categorised between pan-Asian insurers¹ and other insurers (primarily local domestic life insurers that focus on their home market); with the Top 3 pan-Asian insurers capturing 37% of new business volumes across all markets ex. Japan (23% including Japan)

Individual NB APE by Insurer Categories

(2023, USD² bn - area of pie charts represent size of each market's life insurance industry by individual NB APE)³

Top 3 Other Pan-Asia¹ (Top 10) Rest of Market



Note: ¹Pan-Asia defined as competing in 3 or more FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ²Applying static/spot FX rates as at 30-Jun-23, ³Percentages may not sum to 100% due to rounding, ⁴Includes conventional life insurance and Takaful insurance; Source: NMG Asia Life Insurance Market Model

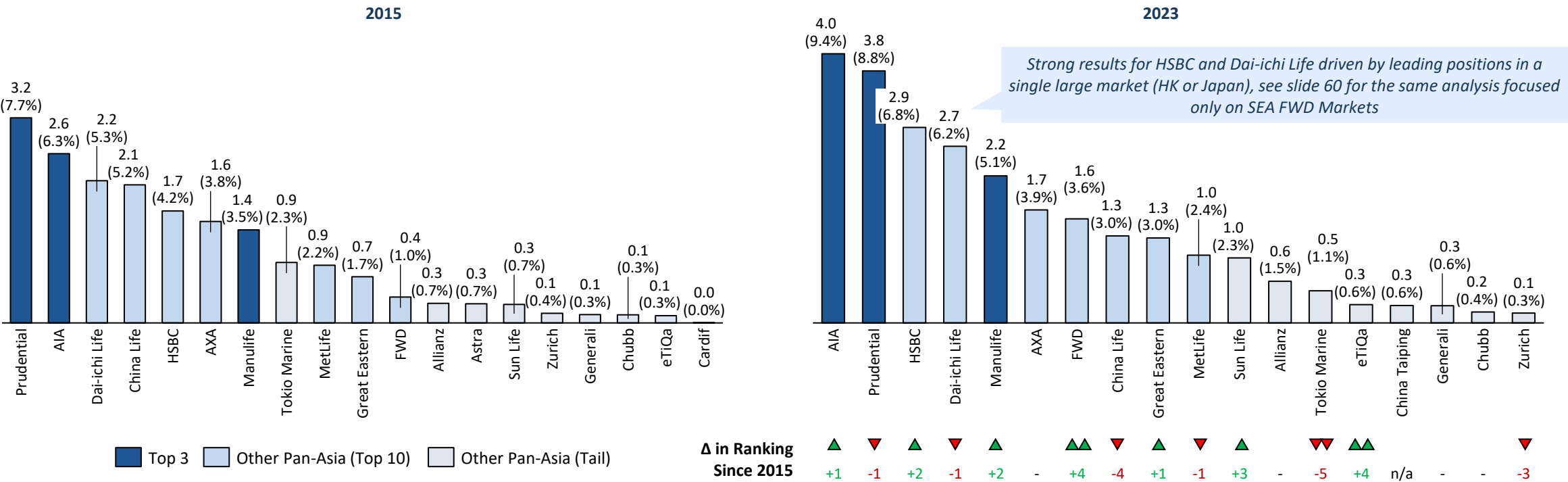
New business increasingly concentrated amongst the top pan-Asian insurers



In general, the life insurance industry in Asia is highly competitive, however new business volumes are increasingly being concentrated within the top competitors in the market (top-10 Pan-Asia insurers capturing >50% of APE across FWD markets in 2023)

Pan-Asia¹ Insurers Across FWD Markets by Individual New Business
(APE, USD² bn, Market Share %)

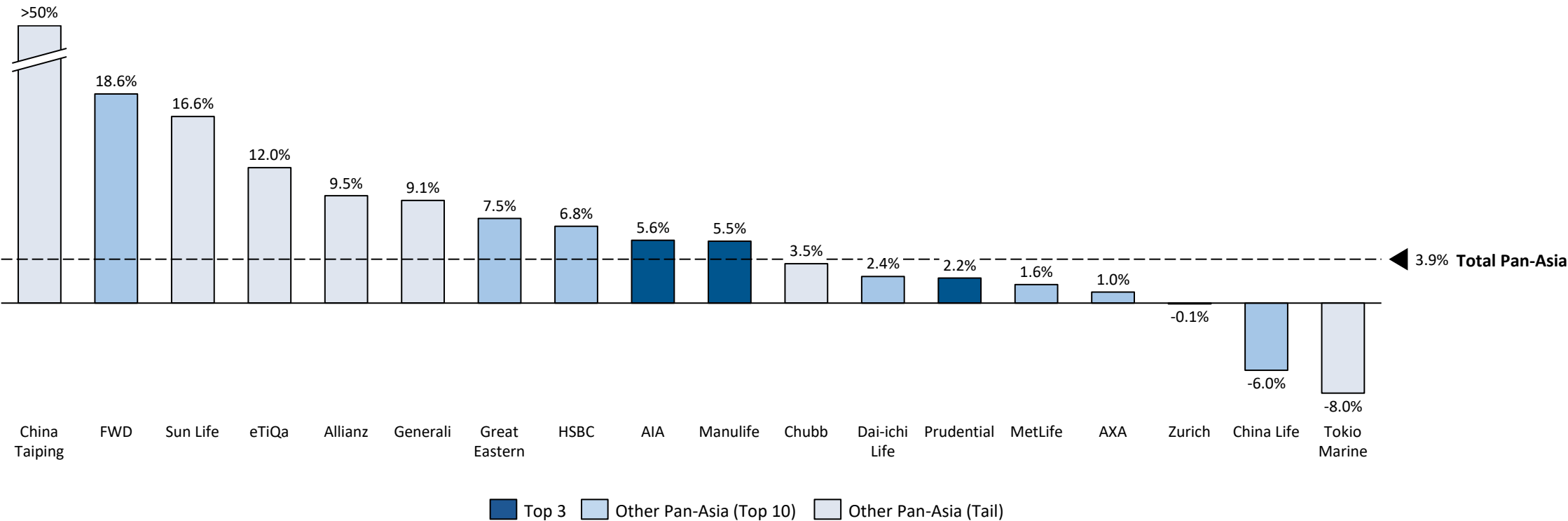
Pan-Asia Insurers captured 60% of total individual new business premiums across FWD markets in 2023 (up from 46% in 2015)



FWD dominates new business growth among pan-Asian insurers

Growth across FWD markets has been dominated by a select number of pan-Asian insurers, FWD itself being a stand-out performer

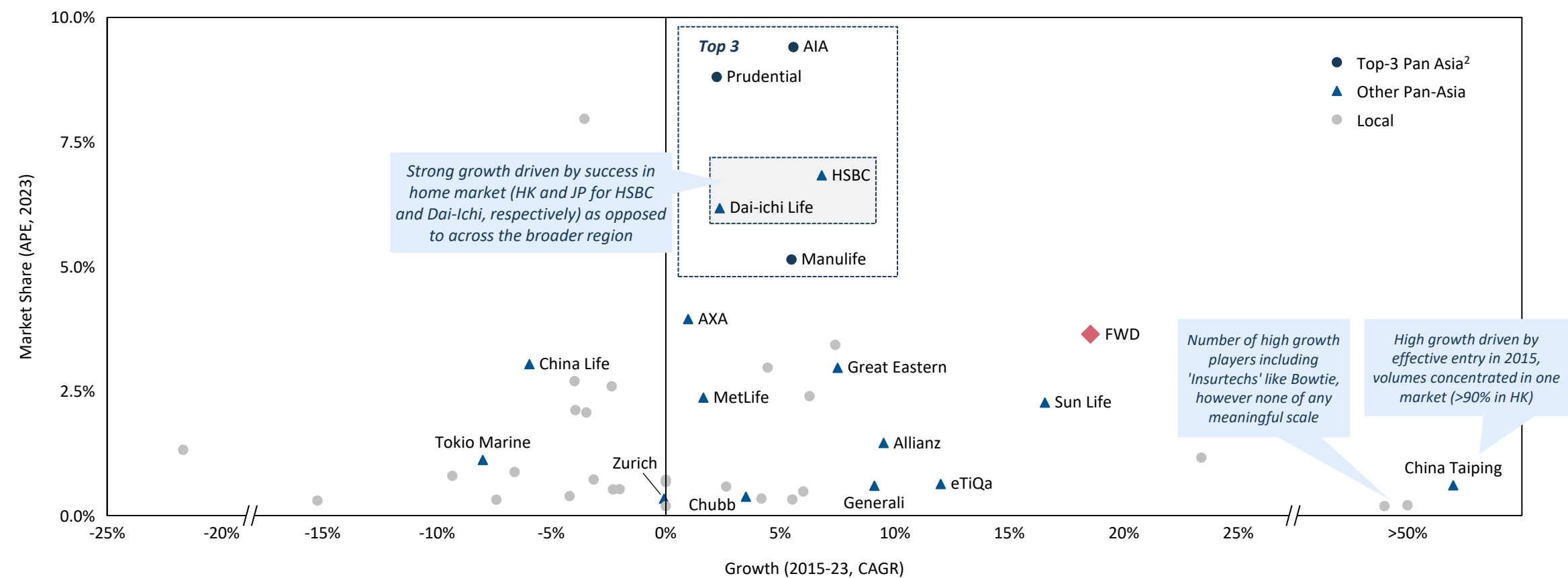
Pan-Asia¹ Insurers Across FWD Markets by Individual New Business – 2015 – 23 CAGR
(APE, USD² bn)



Substantial scale and high growth makes FWD unique amongst key competitors

FWD enjoys a unique position within the region, displaying advancing scale volumes in line with long established competitors, but also strong new business growth that approaches the performance of high growth ‘insurtech’ players and disruptors

Competitor Market Share and Growth across FWD Markets – Individual Life Insurance New Sales (APE¹, 2023)



Note: ¹Applying static/spot FX rates as at 30-Jun-23, ²Pan-Asia defined as competing in 3 or more FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%); Source: NMG Asia Life Insurance Market Model

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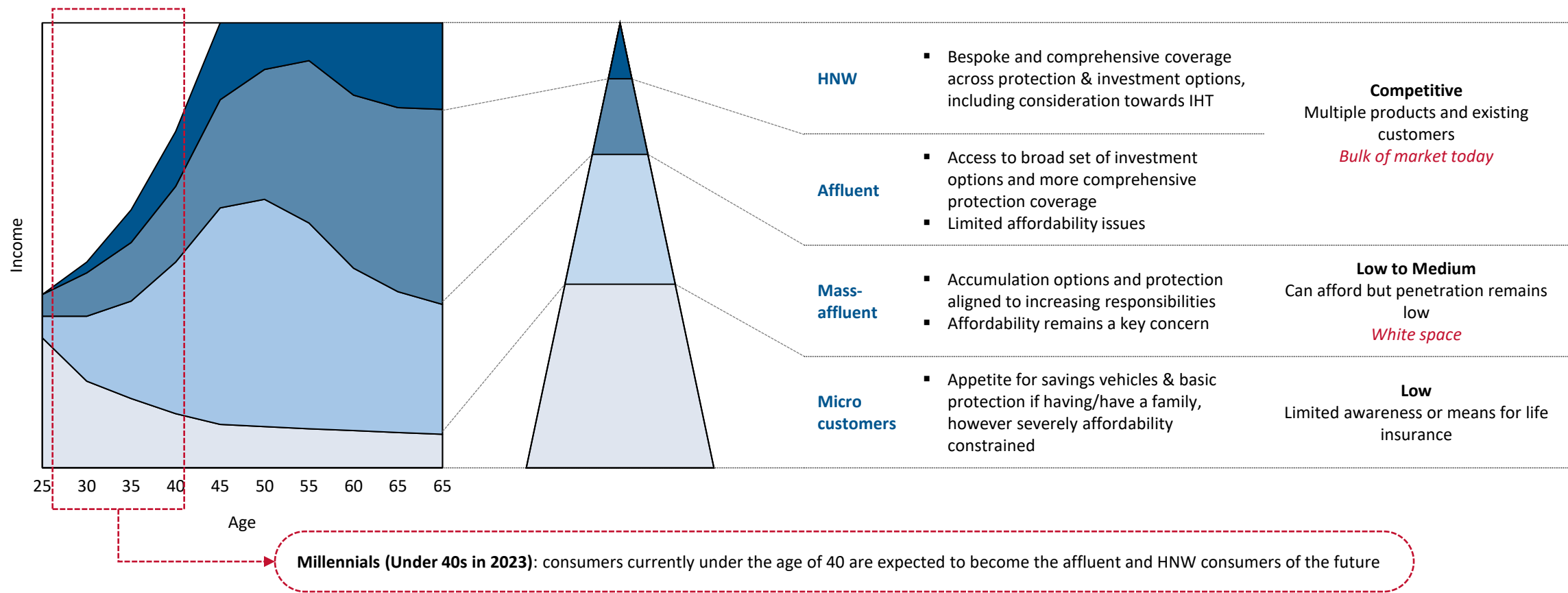
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Appendix

Insurer focus on affluent consumers of today misses those of tomorrow

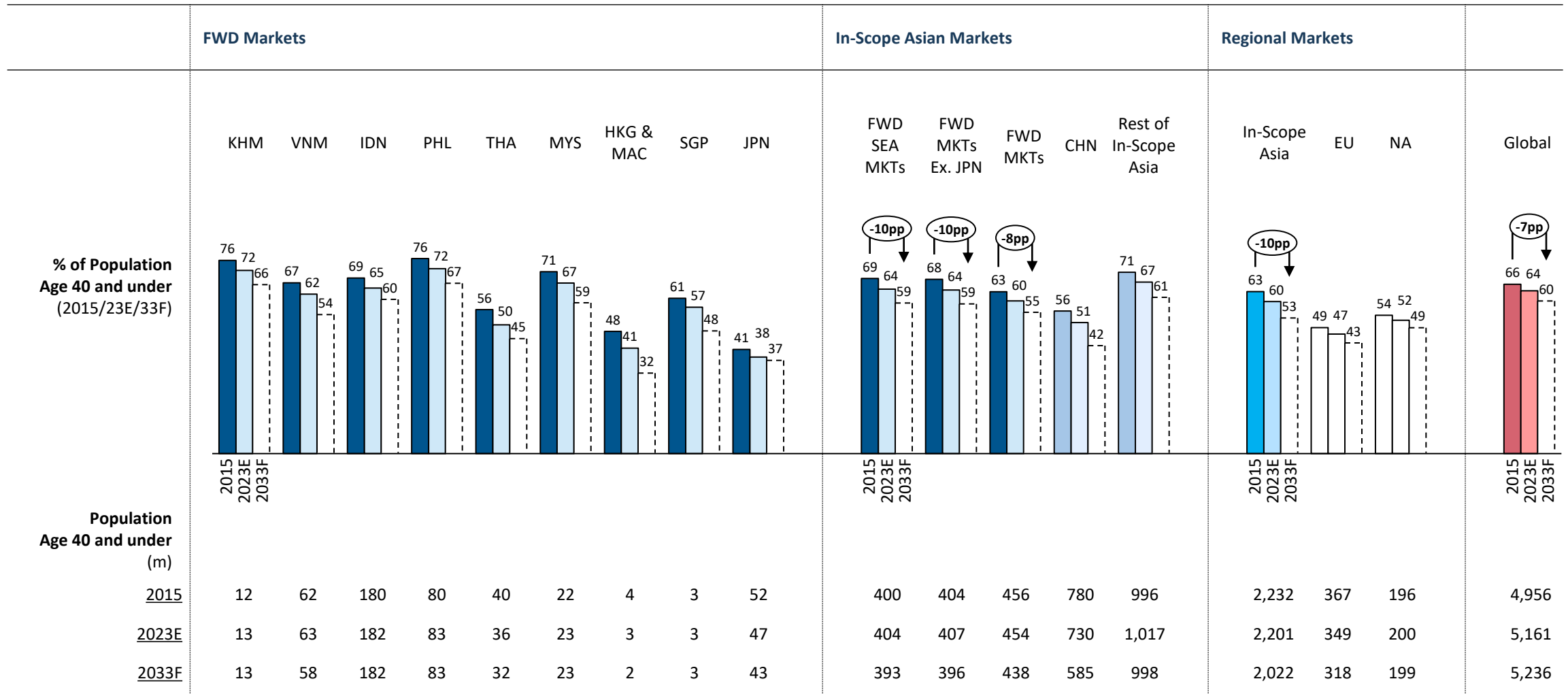
Consumer life insurance requirements are directly linked to their current wealth however all consumers start with limited wealth when they are young (i.e. current Millennials)

Illustrative Translation of Consumer Income & Age to Wealth Segment



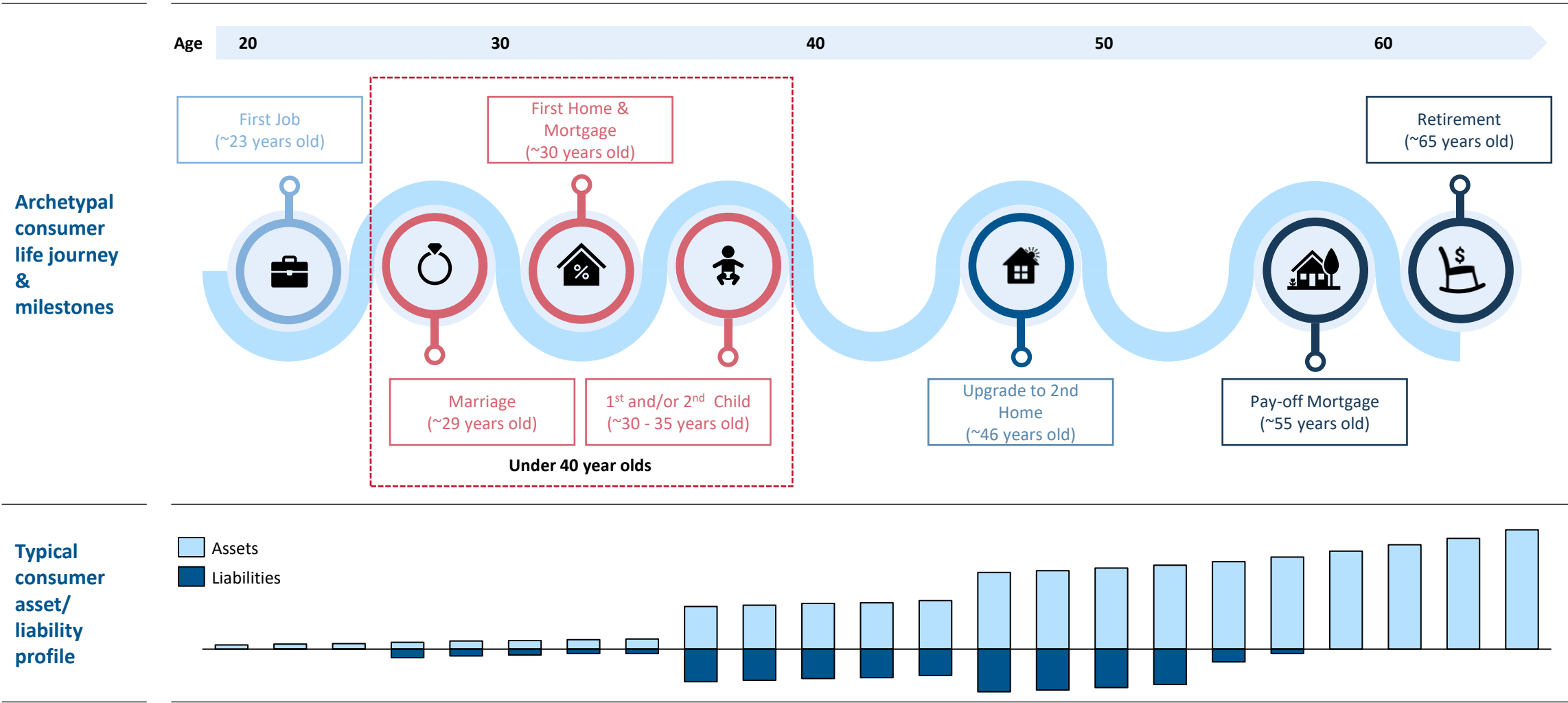
Emerging FWD market populations skew younger towards those aged 40 or under

While the entire world is aging, emerging FWD markets will continue to be skewed towards younger ages (40 or under), where the majority of key life stage events occur (begin working, marriage, children, property)



Under 40 year olds are generally on the cusp of major life events

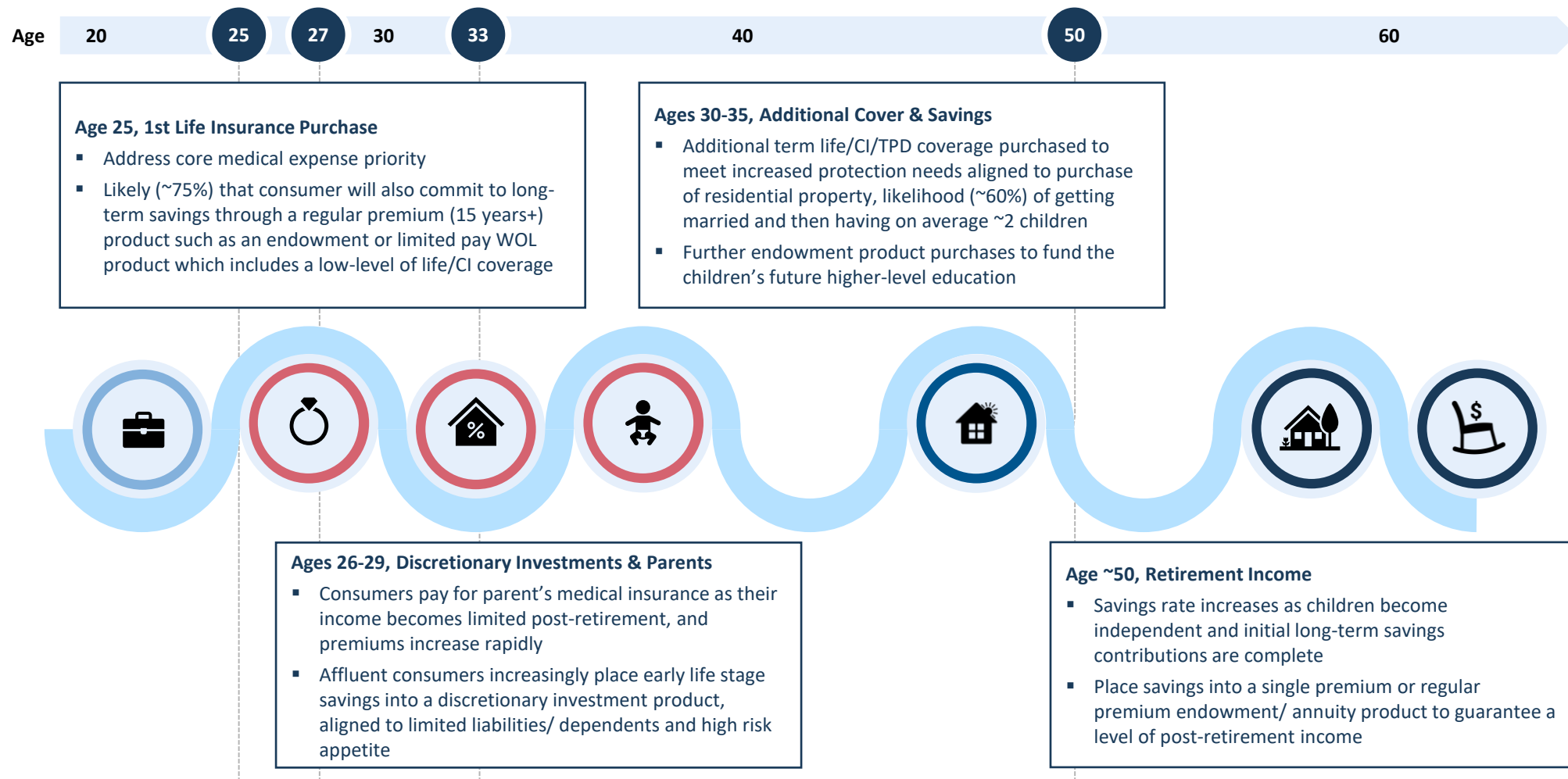
Under 40 year olds are at a challenging life stage, with rapid accumulation of wealth combined with significant jumps in responsibilities and liabilities



Major life events can act as triggers for protection needs

Consumer life insurance needs vary over their lifetime with distinct life insurance product categories designed to align with specific step changes in consumer wealth, liabilities, responsibilities, and exposure to risk and uncertainty

Customer Life Insurance journey for a typical new 25-year-old customer in a developed Asian market¹ (USD)

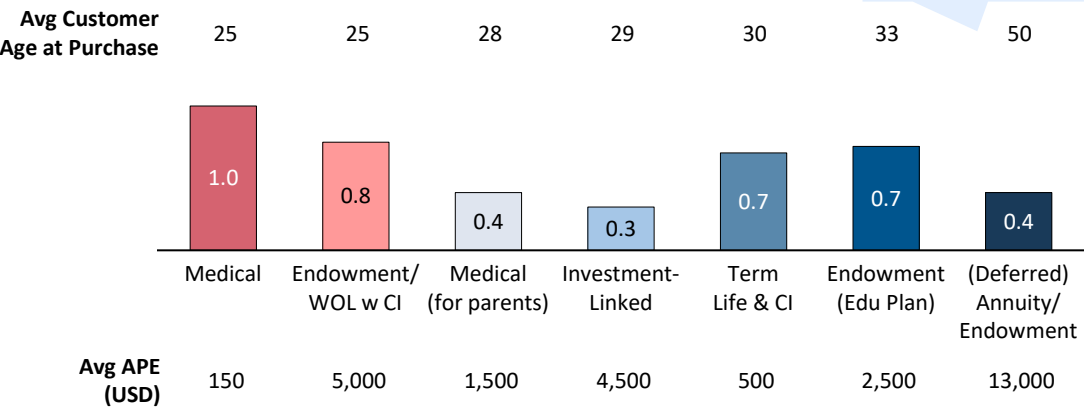


Capture & retention of young consumers over their lifetime yields significant value

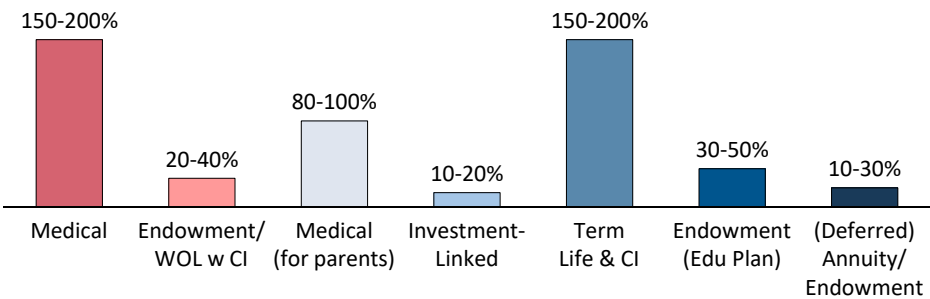


Accounting for all future expected product purchases, the lifetime value of a typical new 25-year-old customer is ~10x the value of the initial product purchase (typically medical insurance)

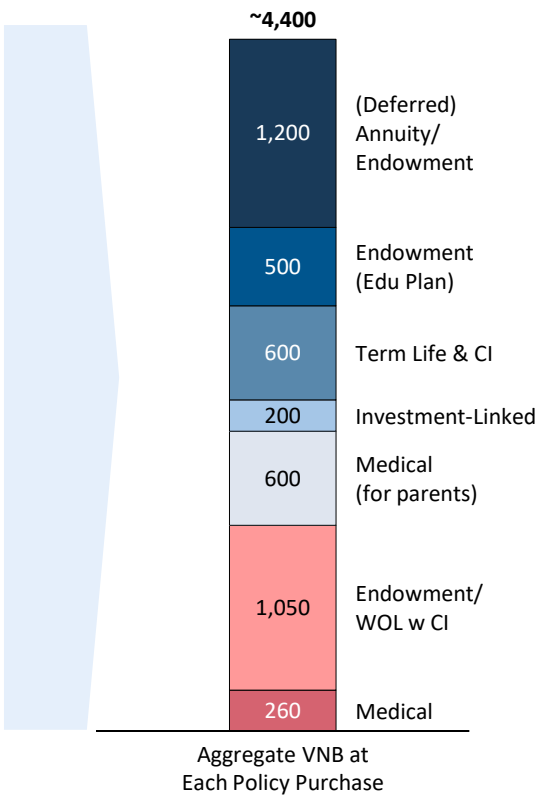
Average # of Policies Over Typical New 25-Year-Old Customer’s Lifetime



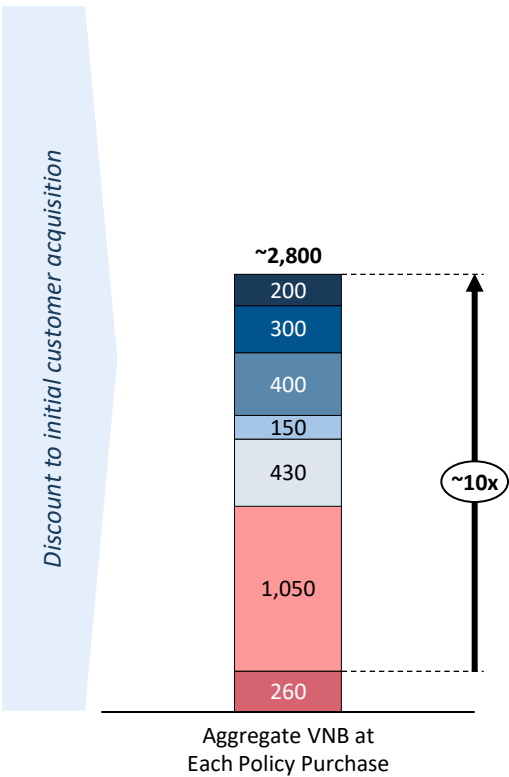
VoNB Margin by Product
(% of APE, at Product Acquisition)



Aggregate Product VoNB
(USD, as at Each Product Purchase)



Illustrative CLV
(USD, as at Customer Acquisition)



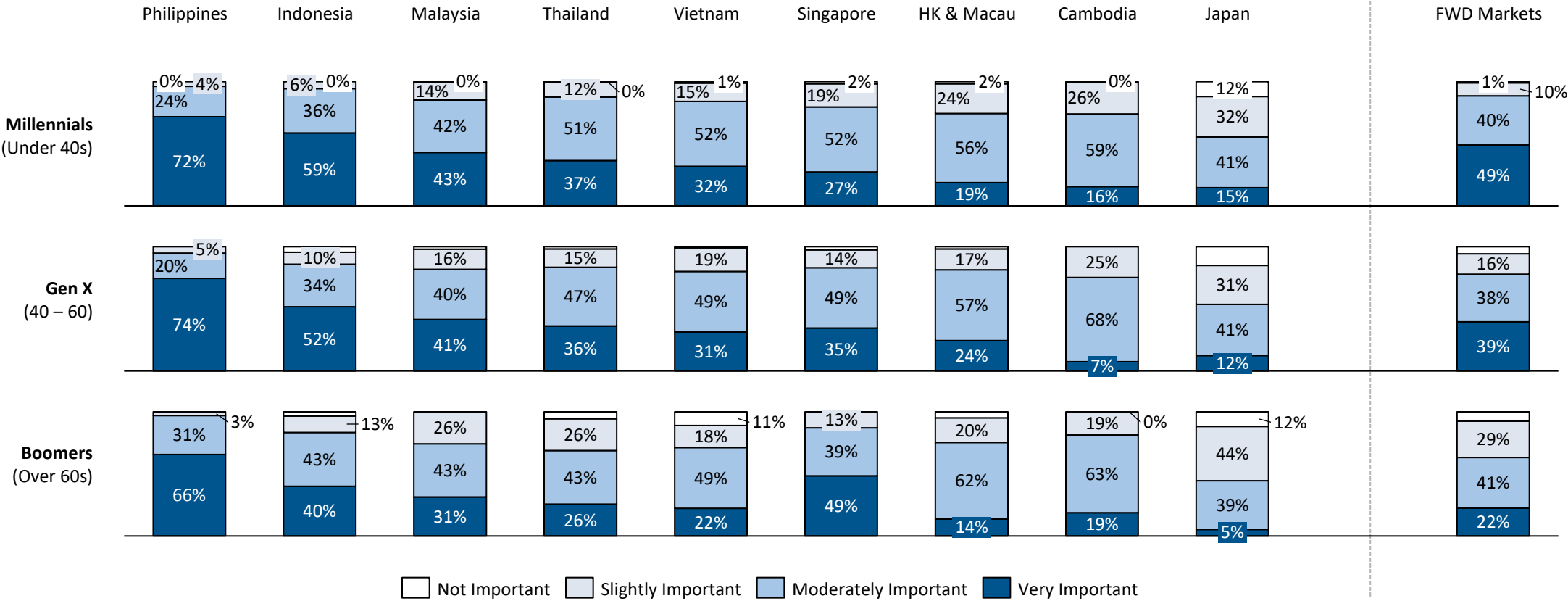
Note: Experience and assumptions based on mature life insurance FWD markets, namely Singapore and HK & Macau
Source: NMG Asia Customer Lifetime Value Model

Millennials across FWD markets believe in the importance of life insurance



Significant majority of consumers believe life insurance is important across all FWD markets, particularly amongst Millennials (and Gen X) and skewed towards emerging, fast-growing markets

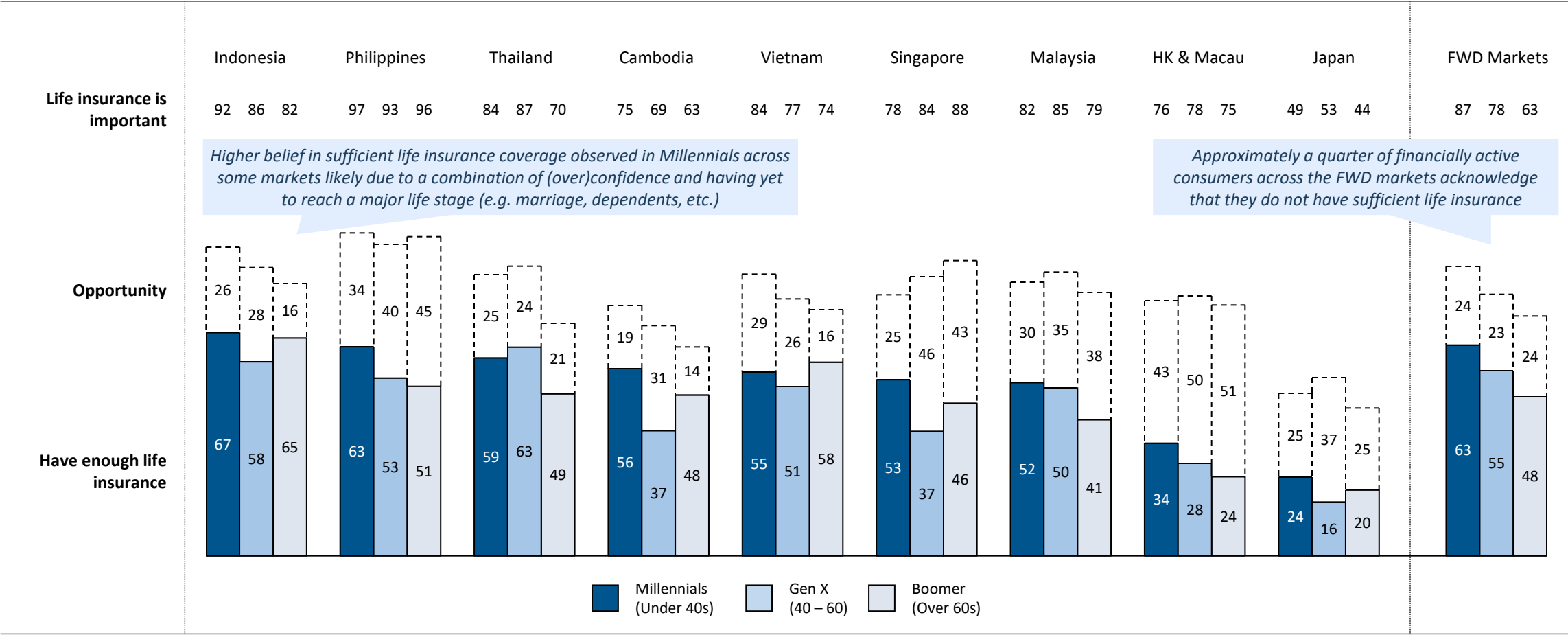
Consumer Stated Importance of Life Insurance
(%, 2023)



Underinsurance is acknowledged but not yet acted upon

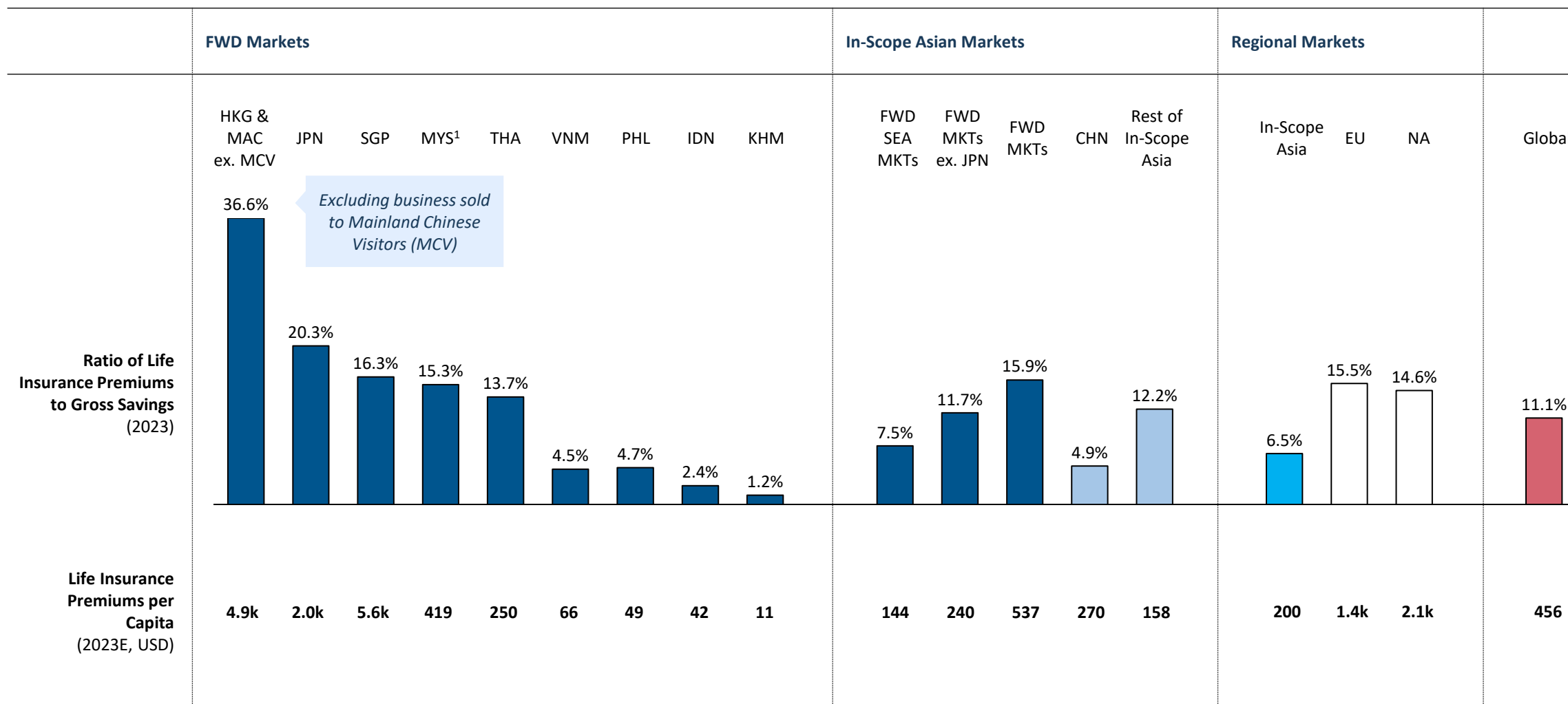
A material proportion of consumers acknowledge underinsurance (and low penetration rates across emerging FWD markets suggests a substantial proportion that believe they have sufficient life insurance are still underinsured); increasing affluence, industry maturity and education is expected to reduce the underinsurance gap

Many Consumers Believe they are Under Insured
(Stated importance of life insurance vs whether current life insurance is sufficient, %, 2023)



Spending on life insurance remains comparatively low for most FWD markets

Despite relatively high allocations of wealth to life insurance across emerging FWD markets, life insurance spending per capita remains low relative to other regional markets; growth of middle class and rising incomes over the next 10 years will likely reduce this differential substantially

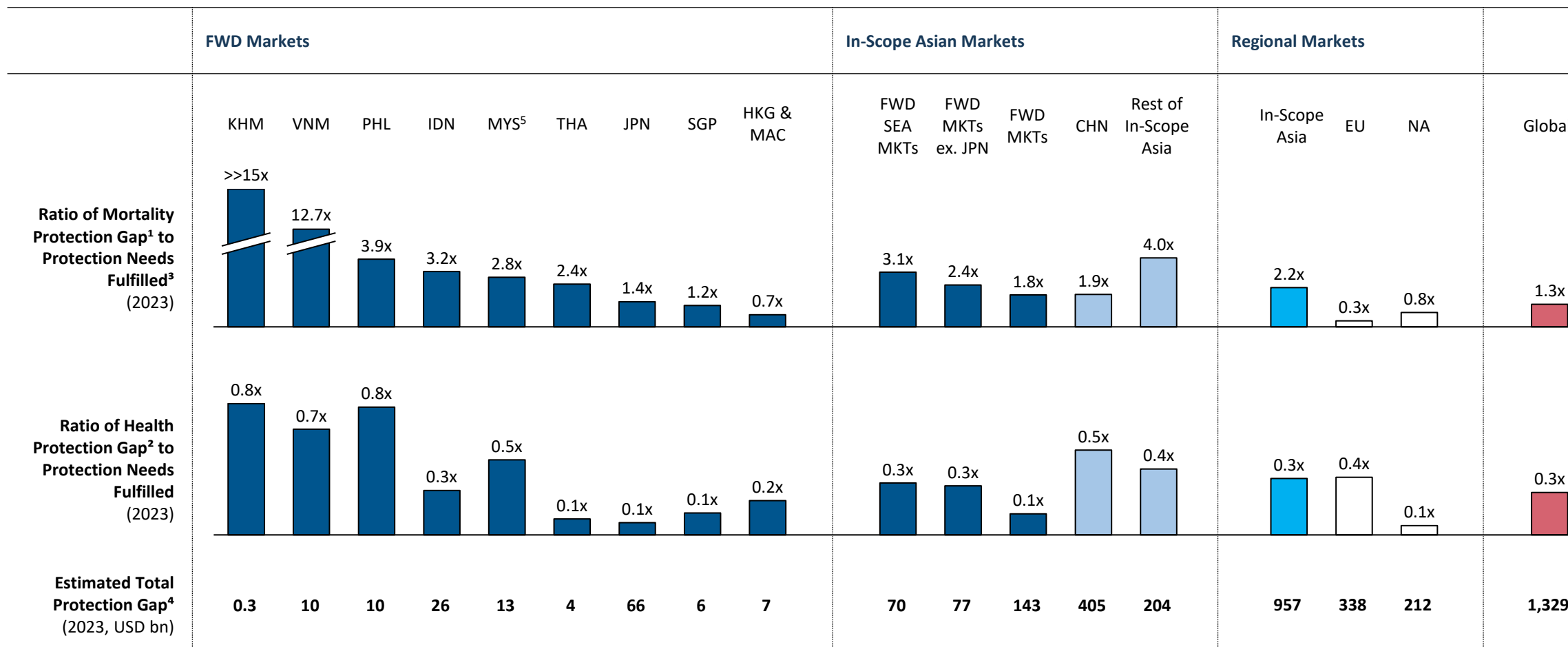


Note: ¹Includes both life insurance and takaful

Source: NMG Asia Life Insurance Market Model, United Nations, World Bank, SwissRe Sigma, NMG estimates

The protection gap is more than a mismatch of belief and behaviour

Beyond savings and investment needs, the total health & mortality protection gap across the FWD markets is estimated to be USD143bn in 2023, more than 1.5x of the total needs currently met through life insurance



¹The mortality protection gap is defined as the lack of financial resources households have to maintain living standards should the primary income earner(s) of a family die(s), ²The health protection gap is defined as the stressful self-financing costs and estimated non-treatment costs due to unaffordability; ³Protection needs fulfilled via life insurance; ⁴Estimated annual additional life insurance premiums if mortality and health protection gaps are closed;

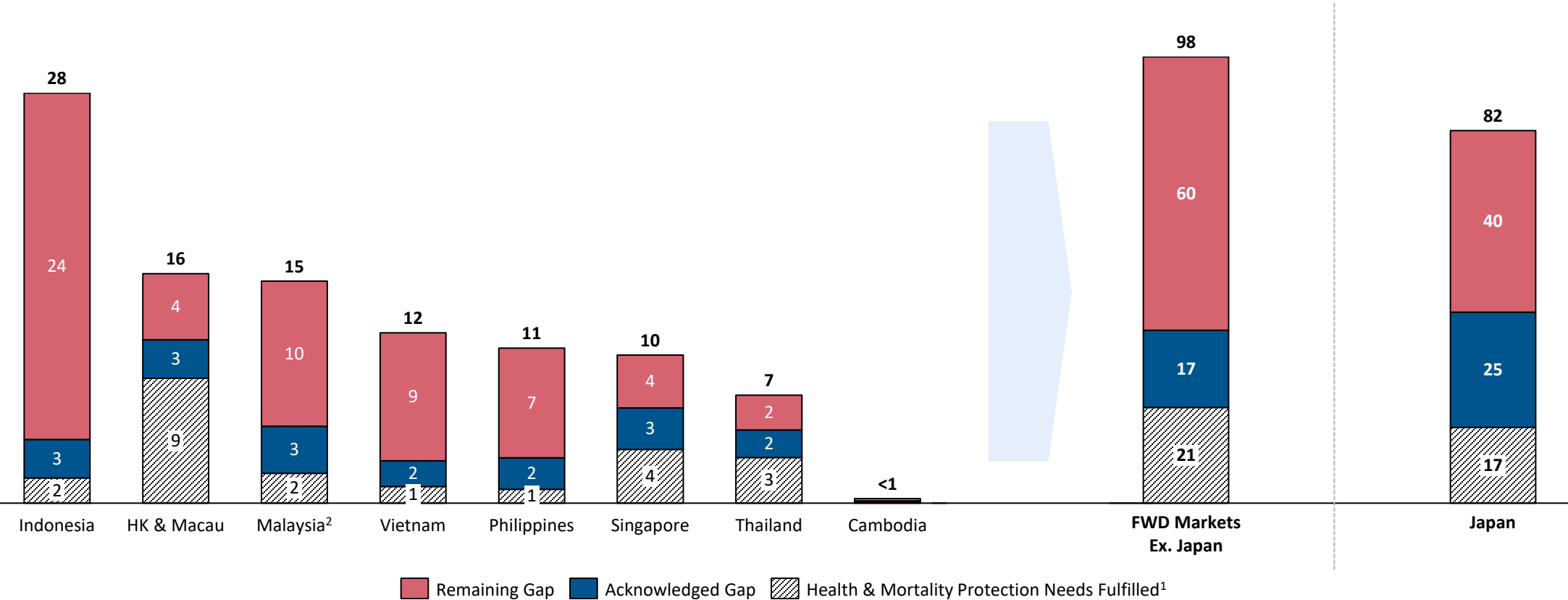
⁵Includes both life insurance and takaful

Underinsurance leads to a \$143bn protection gap, of which ~\$42bn is acknowledged by consumers



Utilising the results from the consumer survey, NMG estimates that consumers acknowledgement of underinsurance translates into ~USD42bn of the overall USD143bn protection gap

Estimated Health & Mortality Protection Needs and Gap Across FWD Markets as Measured by APE
(2023, USD bn)



Note: ¹'Health & Mortality Protection Needs Fulfilled' is actual life insurance new business volumes written (as measured by APE) in 2023. The total gap (acknowledged and remaining) is based on Swiss Re's published life and health protection gaps, with additional NMG estimates overlaid to calculate individual country gaps where not published by Swiss Re; ²Includes both life insurance and takaful;

Four consumer pain points stand in the way of addressing the protection gap

Consumers face a number of pain points across the entire life insurance journey – the life insurance industry needs to address these challenges if the protection gap is to be reduced

1. Complicated products



- Life insurance products are steeped in industry jargon, both in terms of product names (i.e. whole-of-life, term, critical illness, etc.) as well as underlying terms
- Number of underlying benefits, exclusions, penalties and options further complicate the research and decision process for a typical consumer new to life insurance

2. Complex Purchase Process



- Products that consumers can purchase directly through a life insurer are generally limited to basic products, if available at all
- For all other products, consumers have to purchase through an intermediary (agent/bank staff/broker, either face-to-face or over the phone) and require lengthy documentation and forms, any protection products will potentially have further material information requirements including medical exams for underwriting purposes

3. Slow and Difficult Claims Experience



- The length of time until a claim is paid out can be unsatisfactory at this critical 'moment of truth' for life insurers
- This has traditionally been driven by a difficult process which includes complex products with various exclusions, slow & limited communication, and high information requirements during a challenging period for the claimant

4. Providers Slow to Innovate



- Traditional life insurers are large and established institutions, traditionally encumbered by a number of legacy systems as a result of acquisitions and long-term products which have since been closed to new business
- Consequently, life insurers have traditionally struggled to quickly transform, adopt and innovate new processes, channels and products in line with changing consumer attitudes and requirements

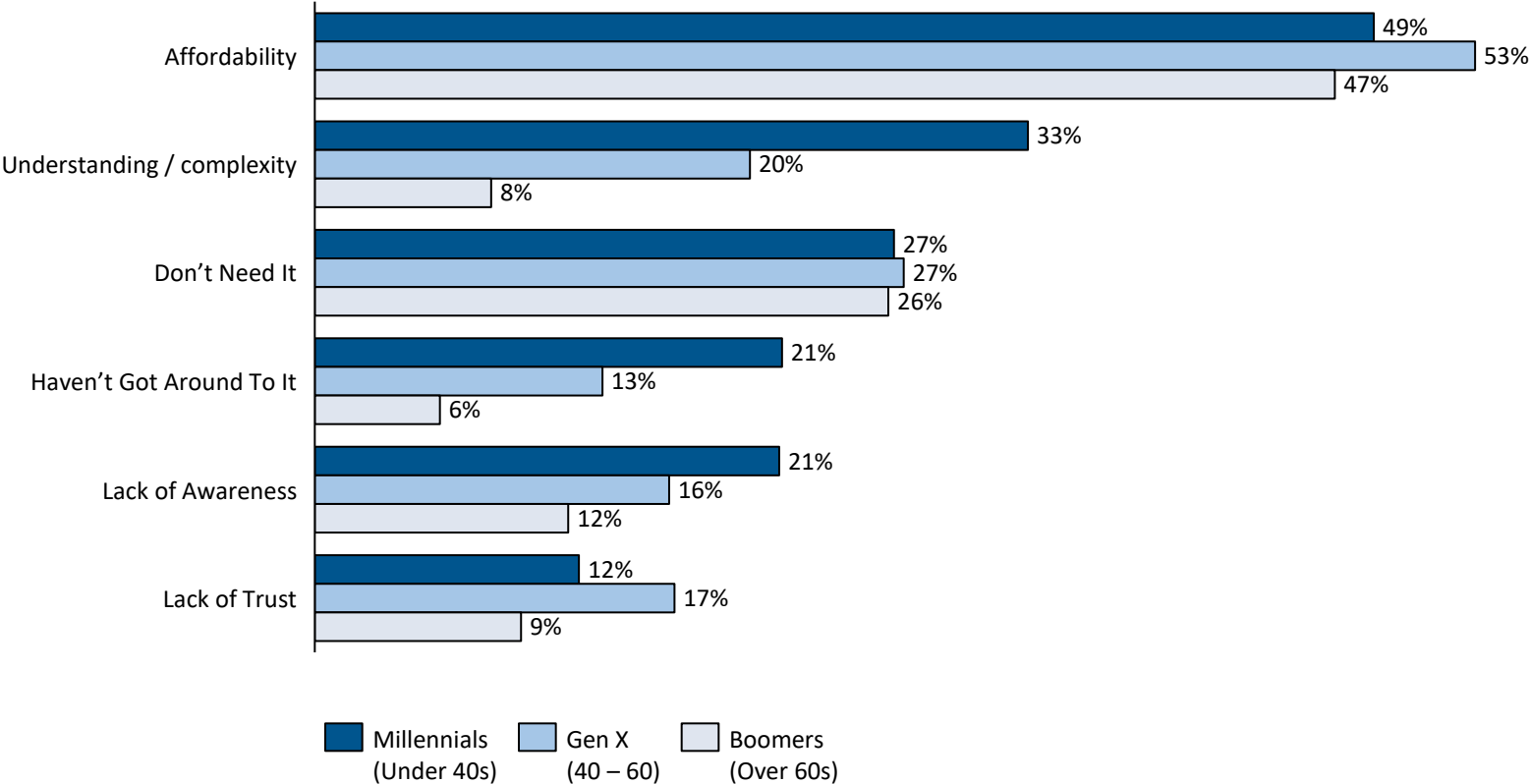
Asia is home to hundreds of millions of individuals who need life and health insurance protection but do not have the requisite knowledge of such products or lack potential access to traditional insurance distribution channels

Affordability of life insurance the primary purchasing barrier cited by consumers



A number of barriers result in low consumer take-up (and therefore the ensuing protection gap observed across all FWD markets), and these span from affordability and education, to complexity of the product/process and lack of engagement

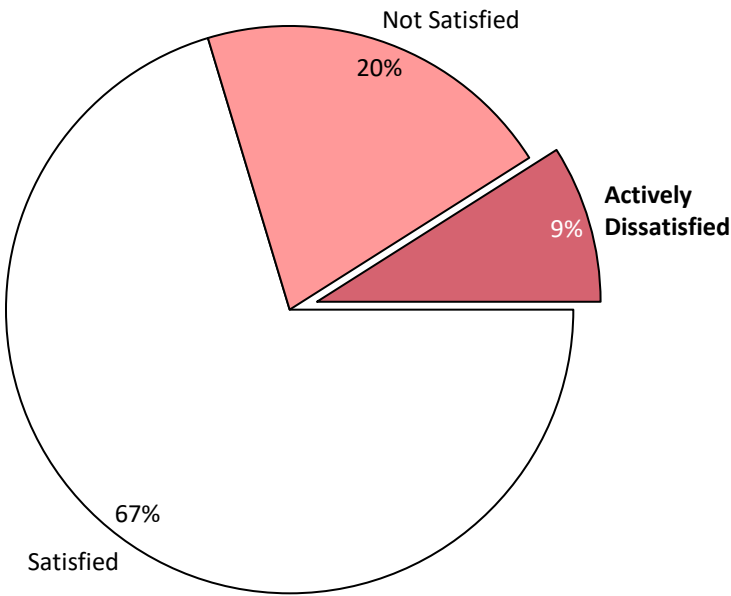
Barriers to Purchasing Life Insurance
(FWD Markets, 2023)



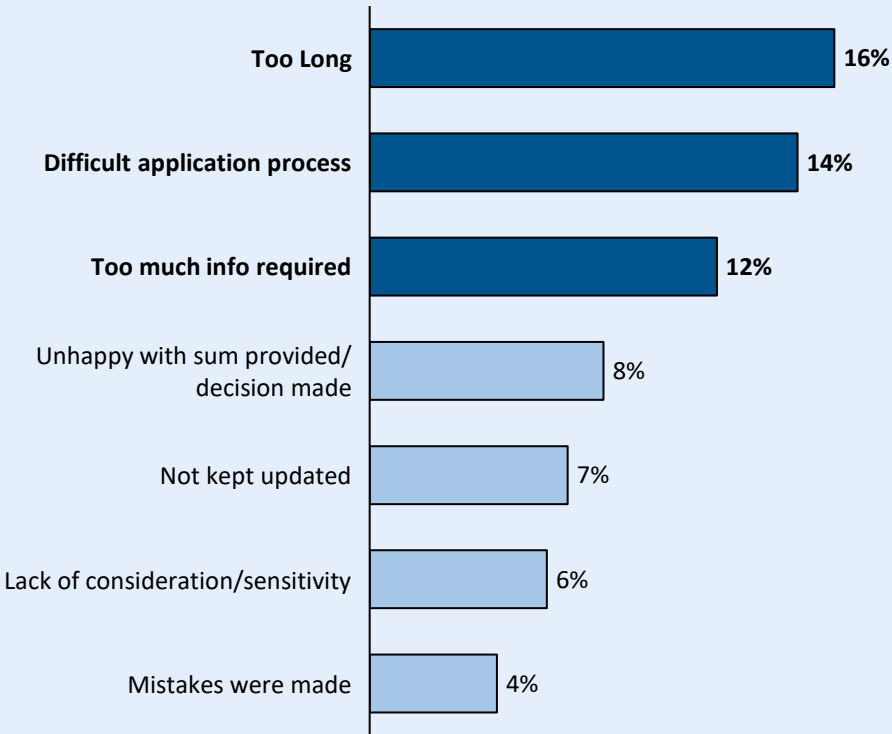
Once purchased, a third are dissatisfied with insurer claims experiences

Claims are the 'moment of truth' for life insurers and alarmingly in Asia, approximately 30% of life insurance claimants were not satisfied with the claims process, with 9% being actively dissatisfied; the main issues cited centered around the length and complexity of the process rather than the claims decision itself

Life Insurance Claimants and Satisfaction
(FWD Markets, 2023)



Reasons for Unsatisfactory Claims Experience
(FWD Markets, 2023)



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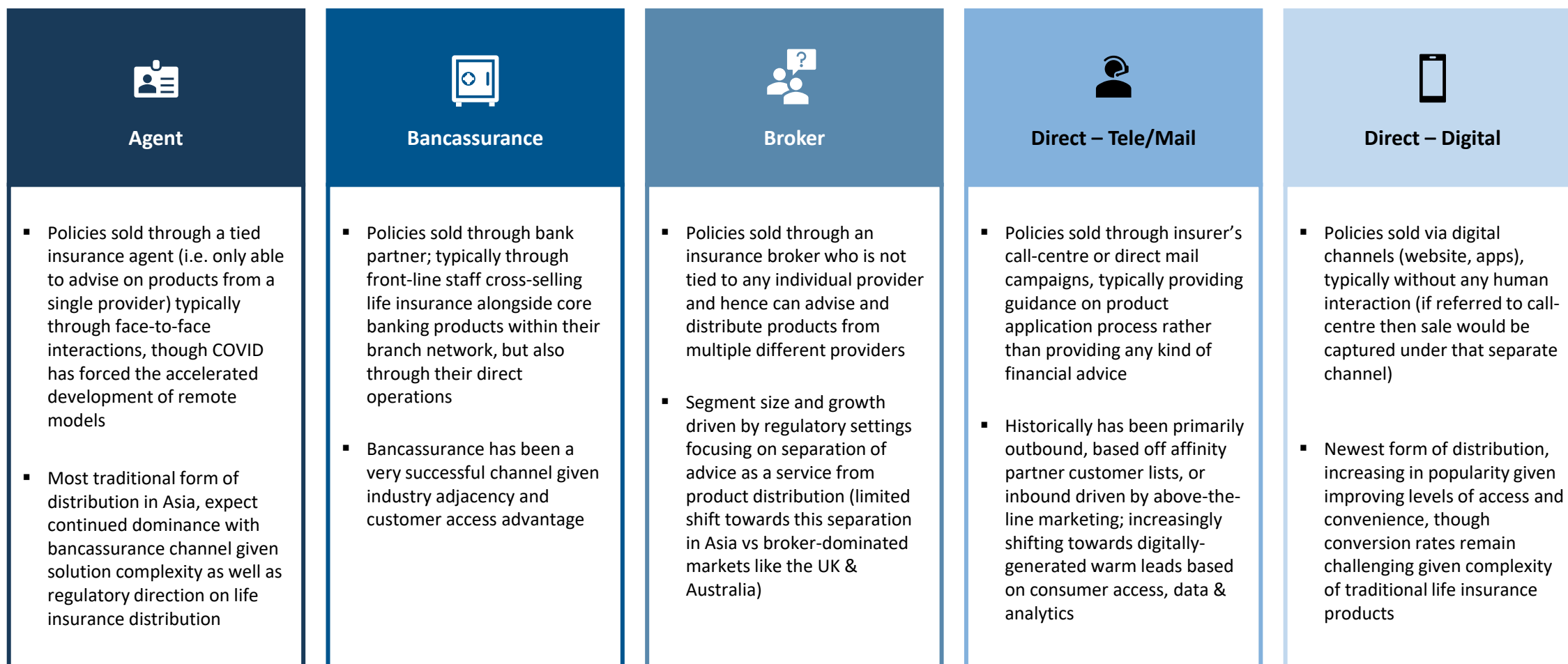
5. Insurer distribution outlook

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Industry distribution channels are broadly split by means of fulfilment

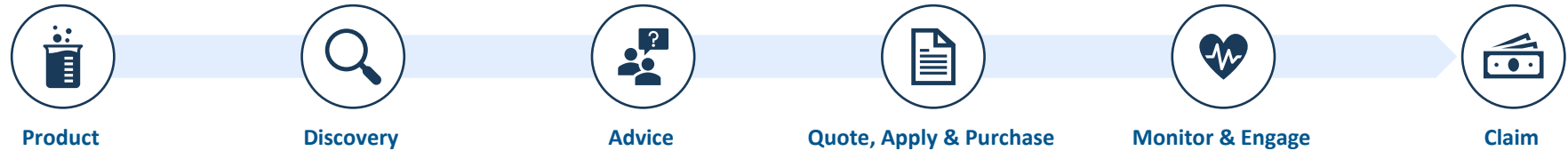
To date, distribution channel has been defined by how ultimate fulfilment takes place and can broadly be categorised across five channels: three intermediary channels (typically reliant on F2F interactions with the consumer) and two direct channels



Face-to-face channels are heavily influenced by those that control origination

Traditional F2F customer journey is heavily anchored in the origination phase, relying on agents or branch staff to engage, advise and guide the initial sale; limiting the value of streamlining processes and focusing on post-sales service

Customer journey



Channel roles and experience offered

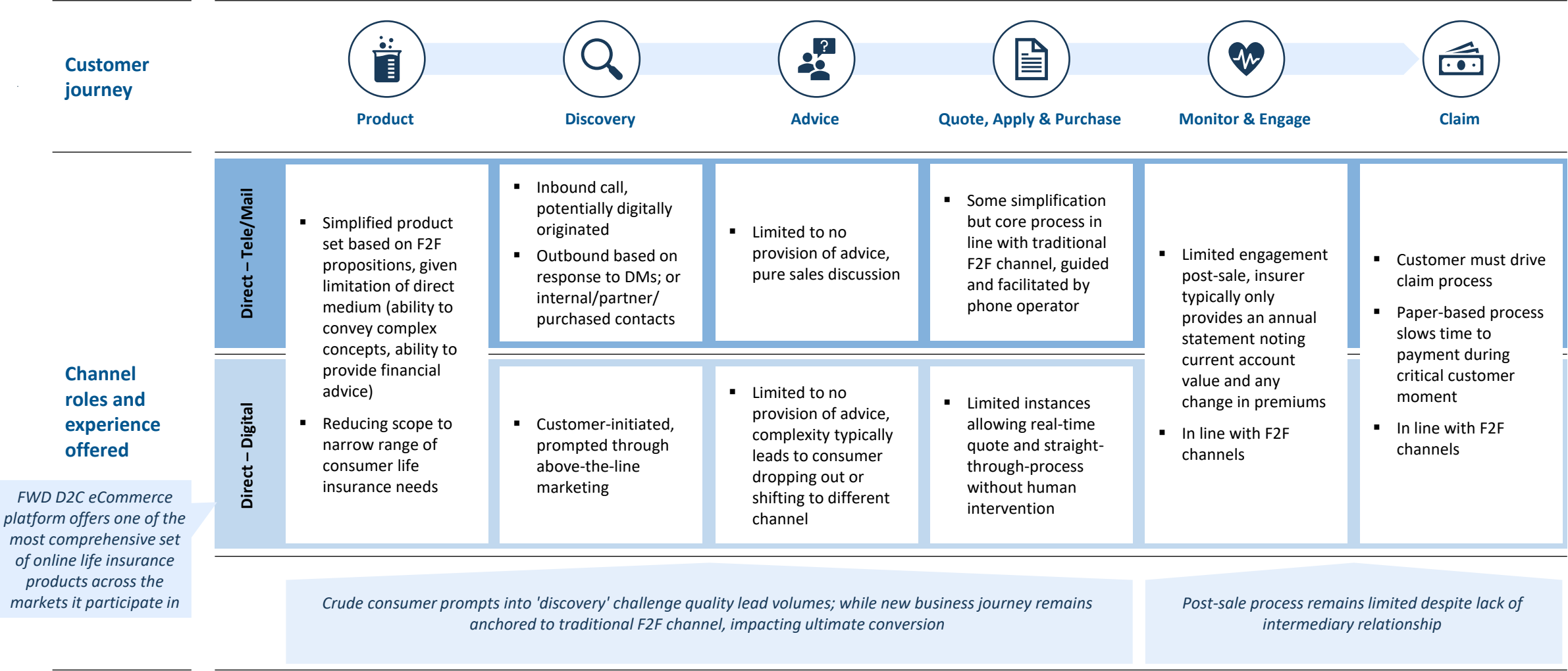
	Customer Journey Stages					
	Product	Discovery	Advice	Quote, Apply & Purchase	Monitor & Engage	Claim
Agent	Homogenous products, designed under the assumption that the product is placed by an intermediary	Consumer is approached by an agent through personal relationship or referral	Intermediary performs a financial needs analysis through F2F medium, ultimately recommending a life insurance product suitable to the consumers circumstances and financial needs	- Intermediary guides the consumer through the entire purchase journey, including the application, gathering and submission of any required information (including medical tests) - Leading to a tedious, and (pre-COVID) heavily paper-based process	Limited engagement post-sale from agent given remuneration structure, with the exception of churning if agent changes provider	- Customer must drive claim process - Limited intermediary engagement, communications are typically directly between customer and insurer
Bancassurance	Leading to use of industry terms and jargon, implicitly assuming the decision maker is an expert	Consumer is introduced to life insurance while being provided core banking services at the branch			Insurer typically only provides an annual statement noting current account value and any change in premiums	Paper-based process slows time to payment during critical customer moment

New business journey is primarily designed around the intermediary rather than the end-consumer due to historical/current reliance on intermediaries to generate leads

Limited emphasis on post-sale process given limited impact on retention (lapses historically driven by intermediary) and ultimate profitability

Direct channels are underdeveloped and may still require human intervention

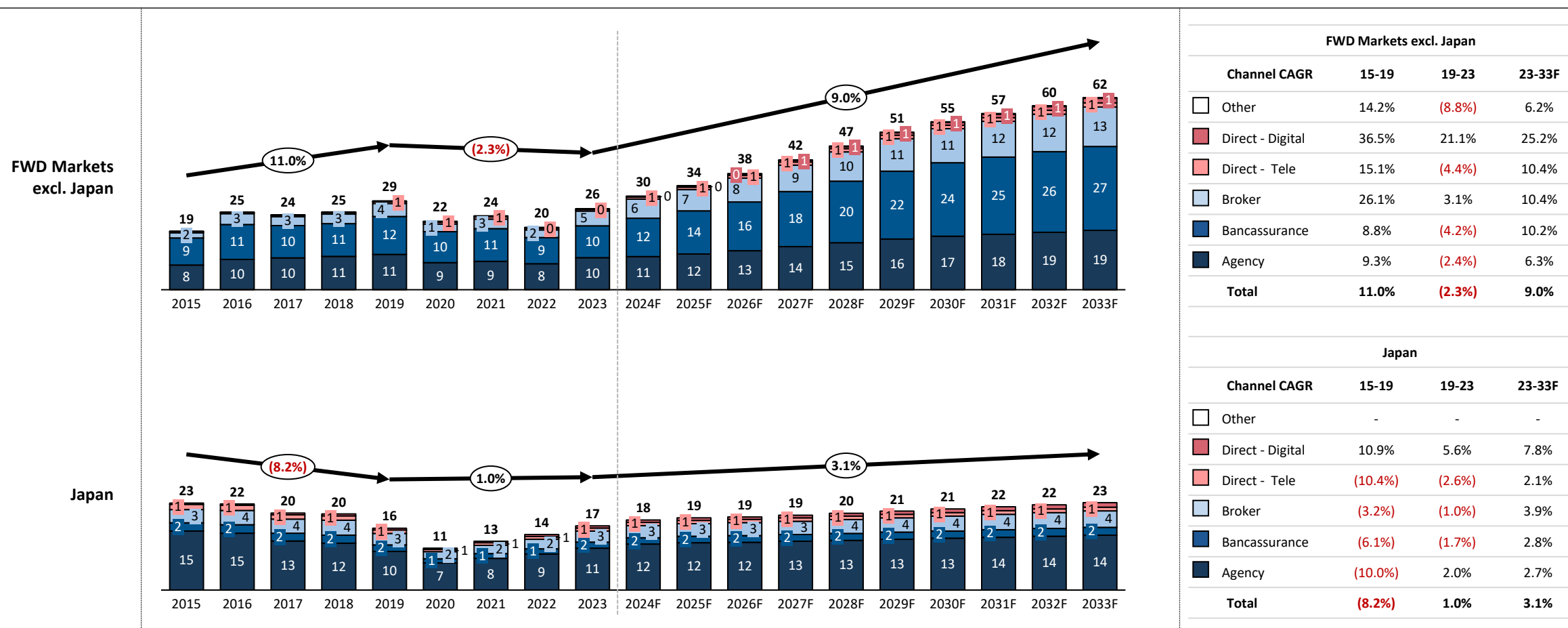
Traditional direct customer journeys are severely limited in terms of product breadth and underlying purchase processes which lead to human intervention requirements, and are generally only available for low value, low premium products



Traditional channels to continue as the main source of new business growth

While growth in direct channels is expected to remain above market, agency and bancassurance are expected to continue to grow and dominate distribution over the next 10 years

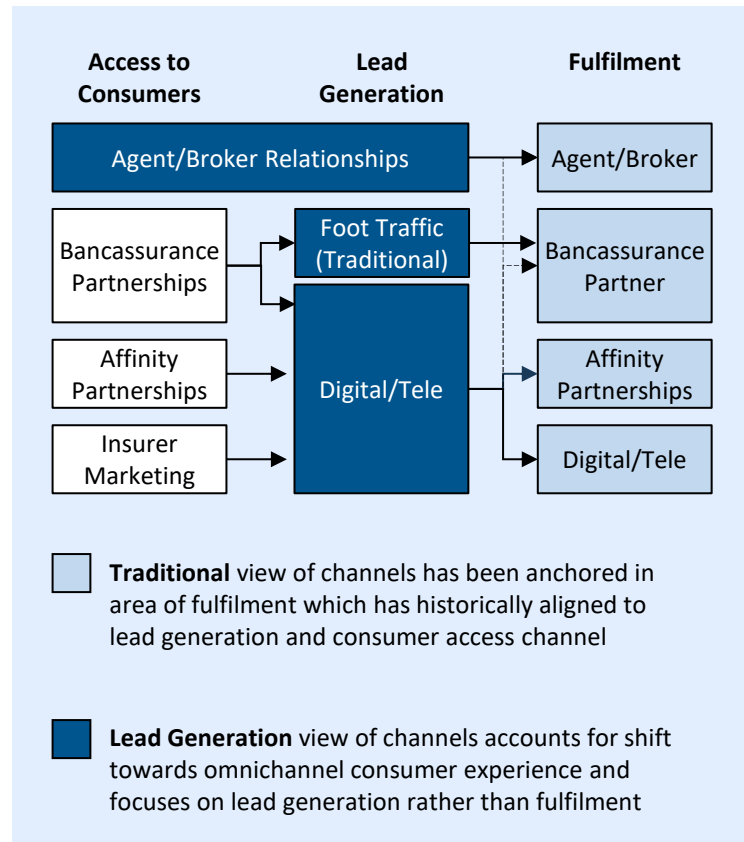
Individual Life Insurance New Business by Distribution Channel (Fulfilment)
(APE, USD bn)^{1,2}



Digital channel ascendancy can be harnessed as a lead generation mechanism

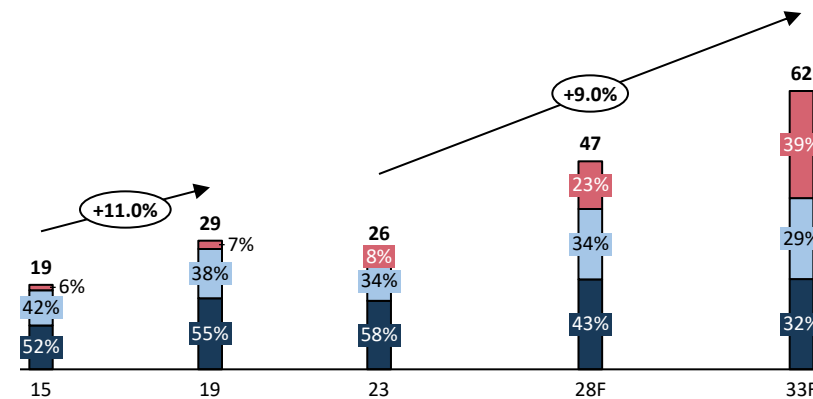
While intermediated channels are expected to continue to dominate for ultimate fulfilment, underlying lead source is expected to shift significantly from traditional relationships & bank foot traffic to online origination (<10% today to ~40% by 2033), where quality and number of partnerships will be a key underlying driver

Evolution of Distribution Channels



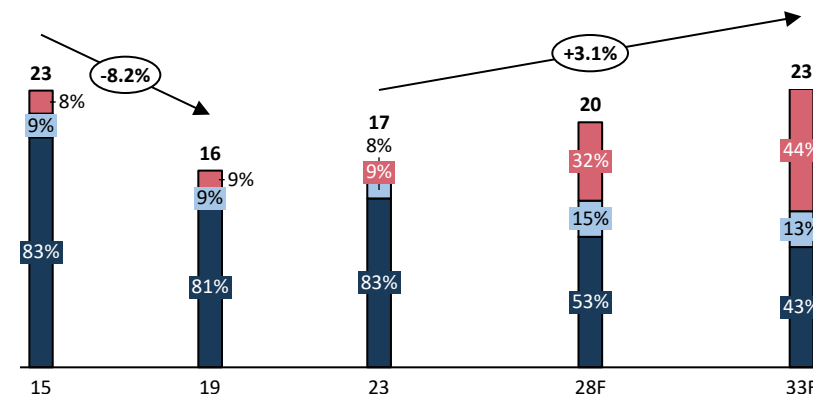
Individual Life Insurance New Business by Progressive Channel (APE, USD bn)¹

FWD Markets excl. Japan



FWD Markets excl. Japan		
Lead Gen Channel	CAGR 2015-19	CAGR 2023-33F
Digital/Tele Lead Omnichannel	11.2%	27.7%
Traditional Bancassurance	8.8%	7.4%
Agent/Broker Relationships	12.8%	2.8%
Total	11.0%	9.0%

Japan



Japan		
Lead Gen Channel	CAGR 2015-19	CAGR 2023-33F
Digital/Tele Lead Omnichannel	(5.6%)	20.3%
Traditional Bancassurance	(6.1%)	8.2%
Agent/Broker Relationships	(8.7%)	(3.3%)
Total	(8.2%)	3.1%

FWD partnerships and ecosystem access is comparable to the Top 3

Despite relatively recent market entries in Asia, FWD has been able to attain leading bancassurance partnerships that result in comparable consumer access potential in line with the industry's top 3 competitors; they have also created differentiated customer acquisition oriented ecosystem models in contrast to the top 3 who have focused instead on customer retention/engagement through health and wellness ecosystems; resulting in a total addressable customer base of up to 500m+¹

	Bancassurance Partnerships ²	Ecosystem Partnerships ²
FWD	Exclusive - Thailand: SCB [Ranked 4th by both total assets and loans³, 17m+ customers, ~15m SCB EASY app users, 640+ branches] - Indonesia: Bank BRI [Ranked 2nd by both total assets and loans³, 179m customers, 31%+ digital users, 1000+ branches] - Vietnam: Vietcombank [Ranked 4th by both total assets and loans³, 22m+ customers, 630+ branches/transaction offices] - Philippines: Security Bank [Ranked 7th by total assets⁴ and 8th by total loans⁴, 325+ branches] - Malaysia: Bank Simpanan Nasional [~9m customers, 39%+ digital users, 390+ branches/transaction offices] and HSBC Amanah Bank - Cambodia: Chip Mong Commercial Bank and First Finance Plc Non-Exclusive - HK & Macau: 13 banks - Indonesia: 7 banks - Singapore: 2 banks - Vietnam: 2 banks - Malaysia: 1 bank 8 exclusive bank partnership Access to 6,800+ branches And up to 280m+ aggregate customers¹ across both exclusive and non-exclusive	Significant Partners - Region: Traveloka [leading Indonesian technology brand with >50m active users across Asia] - HK & Macau: HKT Care ['Club' ecosystem with >3.9m members], Octopus Wallet [>4.5m members using Octopus mobile app] - Thailand: TRUE [one of Thailand's largest internet, mobile and cable TV providers, >50m customers] - Philippines: Gcash [>75m active users], MoneyMax [40m++ users] - Malaysia: Celcom Digi [>20m customers across post/pre-paid and fibre], Employees Provident Fund [>16m members] - Vietnam: Be Group [Ride hailing platform with 9m++ users] Over 60 partnerships across >8 geographies and a broad range of ecosystems Providing potential access to 260m+ aggregate customers¹
	Top 3 5+ exclusive bank partnerships Providing access to 2,500-4,000+ branches And 20m-100m+ customers	10++ partnerships linked to insurer health & wellness program, limited potential access to new customers

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Term	Definition
Annualised Premium Equivalent (APE)	Measure of life insurance new business sales which adjust for policies sold on a single and regular premium basis; this report applies the methodology utilised by the local jurisdiction (either 10% or divided by average duration of single premium policy)
Bancassurance	Arrangement between life insurer and bank, enabling the latter to offer life insurance products to its bank customers
Cloud-Based (Infrastructure)	Data, services and applications being made available to all users on-demand, without direct active management by the user
Ecosystem	A network of stakeholders that connect and interact in ways that create value for all, including through the sharing of customer access and data
FWD Markets	Markets in which FWD currently participates in
FWD SEA Markets	South East Asia markets that FWD currently participates in, namely Cambodia, Malaysia, Philippines, Singapore Thailand and Vietnam (excludes Japan and HK & Macau)
Gross Domestic Product (GDP)	The total monetary or market value of all the finished goods and services produced within a country's borders in a specific time period, acts as a comprehensive measure of a given country's economy
Gross Merchandise Value (GMV)	Total value of merchandise sold over a given period of time through e-commerce websites
Gross National Income (GNI)	Total amount of income earned by a country's population and businesses within a specific time period; this includes GDP and income received from overseas sources
Gross Savings	Disposable income less consumption across an entire country's population within a specific time period

Term	Definition
Gross Written Premium (GWP)	Gross (before deductions for reinsurance and ceding commissions) amount of direct and assumed premiums written, also known as Premium Volumes
Health Protection Gap	SwissRe estimate of annual additional life insurance premiums required to cover the current stressful self-financing costs and estimated non-treatment costs due to unaffordability
Mainland Chinese Visitor ('MCV')	An individual resident in mainland China, travelling to another jurisdiction (eg Hong Kong, Singapore) in order to purchase a cross-border life insurance product
Mortality Protection Gap	SwissRe estimate of annual additional life insurance premiums required to cover the current lack of financial resources households have to maintain living standards should the primary income earner(s) of a family die(s)
Pan-Asia (Insurers)	Life insurers that participate in 3 or more FWD markets
Premium Volumes	Gross (before deductions for reinsurance and ceding commissions) amount of direct and assumed premiums written, also known as Gross Written Premium (GWP)
Protection Gap	Combination of health and mortality protection gaps, SwissRe estimates of annual additional life insurance premiums required to close the gap
Quote & Apply	Stage of the life insurance purchase journey where the customer inputs their requirements, gathers price quotes and then formally applies for a policy
Straight-Through Assessment (STA)	Automated underwriting assessment of a life insurance application with no manual intervention involved
Straight-Through Processing (STP)	An automated process done purely through electronic transfers with no manual intervention involved, exact definitions vary in life insurance
Value of New Business (VoNB)	The present value of all profits expected to emerge from new business net of the cost of supporting capital, at the point of sale

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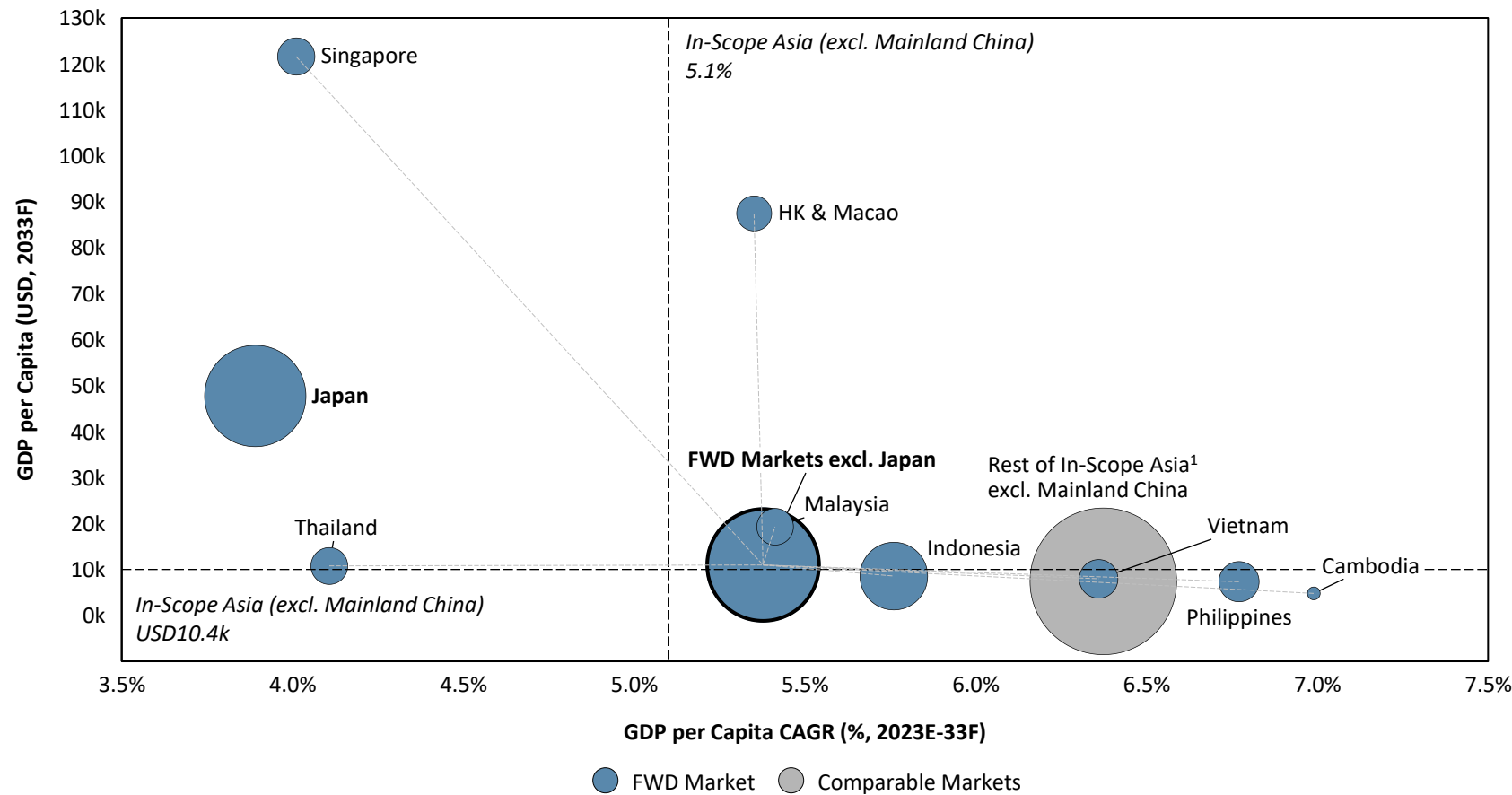
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Above Asia (excl. China) economic growth per capita

Combination of strong underlying economic and demographic factors across majority of FWD markets underpin above Asia (excl. China) average economic growth per capita

GDP per Capita and Growth by Country
(USD, 2023E-33F)

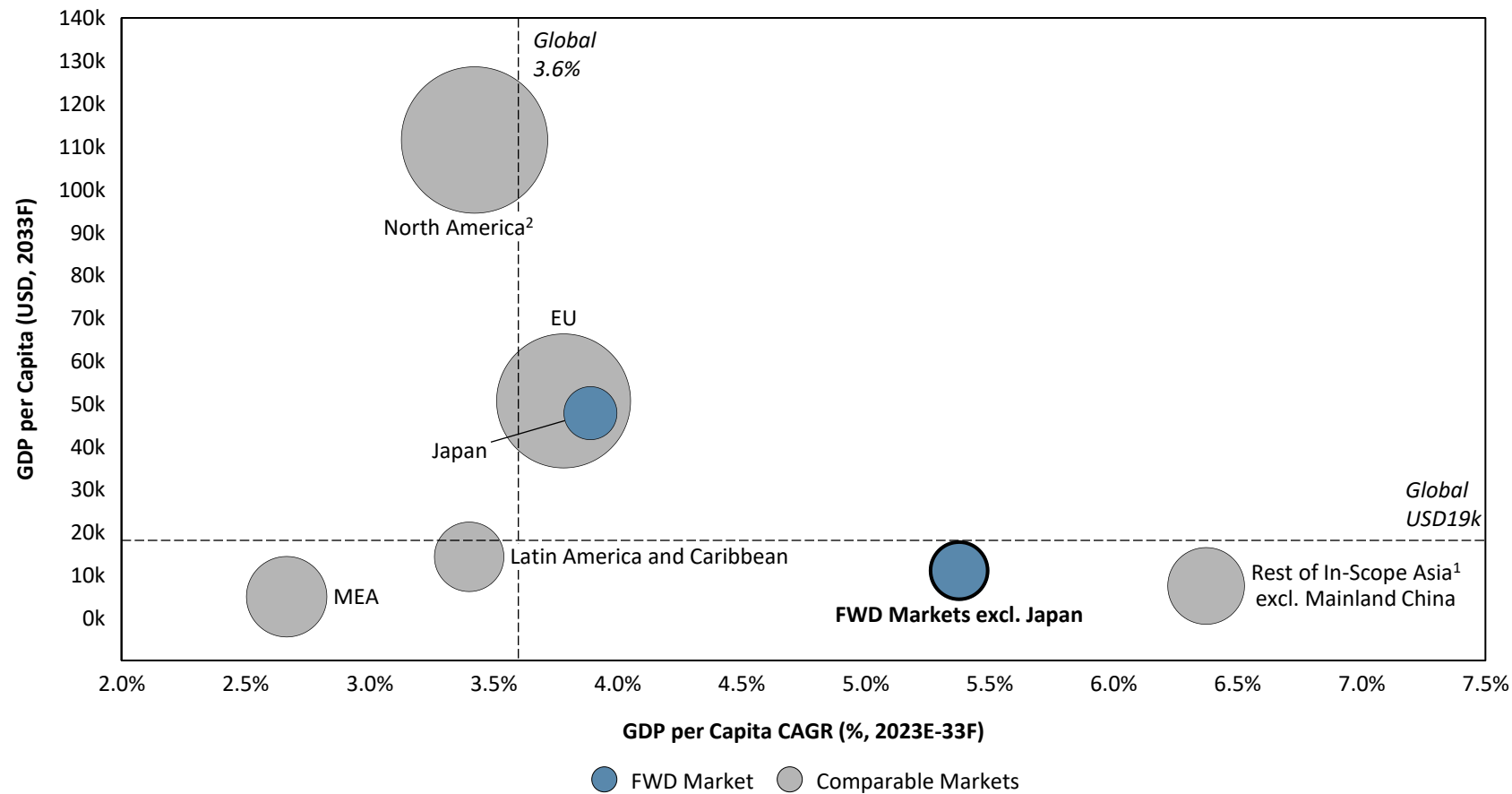


Note: Area of bubbles represent the country's projected GDP in 2033; ¹Rest of In-Scope Asia comprises of Mainland China, India, South Korea and Taiwan
Source: United Nations, World Bank, IMF, NMG estimates

Above average economic growth per capita

Combination of strong underlying economic and demographic factors across majority of FWD markets underpin above average economic growth per capita

GDP per Capita and Growth by Region
(USD, 2023E-33F)

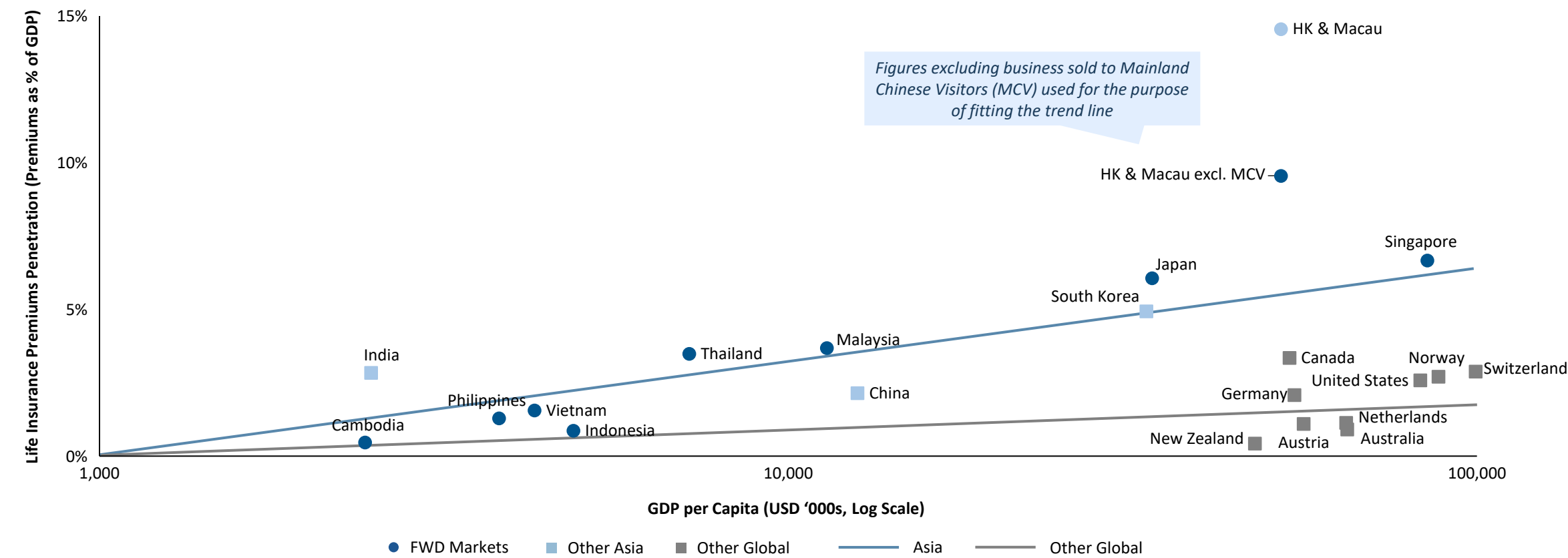


Note: Area of bubbles represent the country's projected GDP in 2033; ¹Rest of In-Scope Asia comprises of Mainland China, India, South Korea and Taiwan; ²US and Canada
Source: United Nations, World Bank, IMF, NMG estimates

Life insurance penetration as % of GDP

Asian mature markets clearly demonstrate higher life insurance penetration relative to other regions, indicating significant growth opportunity within the (emerging) FWD markets as their economies continue to develop

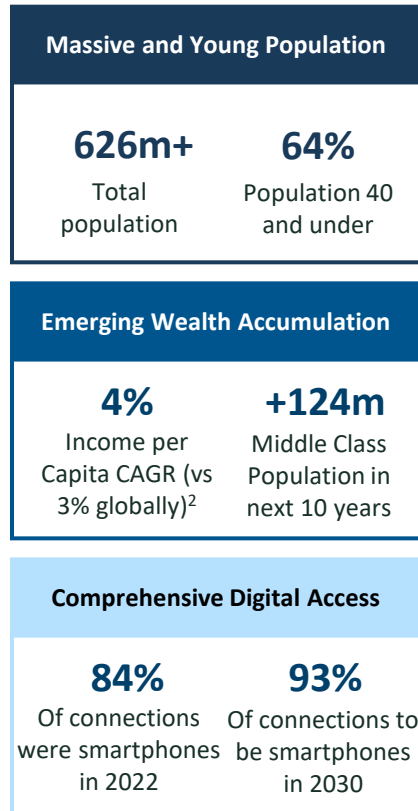
Life Insurance Penetration
(Premiums as % of GDP, 2023E)



Source: NMG Asia Life Insurance Market Model, Swiss Re Institute

Summary of individual countries

SEA¹ Region Demographic Metrics



Key Individual In-Scope Market Metrics

Market	Life Insurance GWP 2015-23 CAGR (%)	Population (m)	Income per Capita Growth ²	Protection Gap (USD bn)	Life Insurance Penetration ³
Cambodia	26.5%	17	6.1%	0.3	0.5%
Vietnam	19.3%	100	6.5%	10	1.6%
India	10.7%	1,438	5.7%	148	2.8%
Mainland China	9.6%	1,411	5.8%	405	2.1%
Singapore	7.6%	6	4.0%	6	6.7%
Malaysia	7.3%	35	2.1%	13	3.7%
Philippines	6.4%	115	3.4%	10	1.3%
HK & Macau	4.9%	8	2.4%	7	14.5%
Indonesia	3.6%	281	5.1%	26	0.9%
Thailand	2.1%	72	3.3%	4	3.5%
Japan	(0.3%)	125	(0.2%)	66	6.1%
South Korea	(0.6%)	52	2.0%	42	4.9%
Taiwan	(5.0%)	23	4.7%	14	7.1%

■ FWD Markets ■ Other Asia Markets

Projected individual life insurance new business

Individual Life Insurance New Business Premiums (APE ¹ , USD m ² , 2015-33F)	Market	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024F	2025F	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F
	Cambodia	19	24	31	41	50	39	44	61	51	79	115	161	216	284	356	422	457	496	537
	Vietnam	484	693	890	1,156	1,340	1,632	1,926	1,911	1,133	977	938	1,118	1,372	1,693	2,022	2,286	2,413	2,541	2,668
	Indonesia	1,416	1,588	1,771	1,733	1,874	1,674	1,766	1,754	1,717	1,684	1,728	1,793	2,042	2,319	2,573	2,821	3,006	3,153	3,312
	Philippines	641	674	766	855	924	754	851	871	944	988	1,101	1,352	1,845	2,265	2,671	3,030	3,181	3,340	3,507
	Malaysia ⁴	1,184	1,377	1,468	1,478	1,643	1,670	2,056	1,877	2,021	2,195	2,499	2,952	3,453	4,002	4,530	4,891	5,124	5,332	5,532
	Thailand	3,385	3,064	2,989	2,611	2,896	2,671	2,562	2,762	3,103	3,172	3,584	4,108	4,610	5,012	5,328	5,538	5,705	5,878	6,058
	Singapore	2,231	2,433	3,032	3,129	3,217	3,249	3,977	3,807	3,646	4,271	4,682	5,121	5,552	5,917	6,289	6,686	7,110	7,564	8,048
	HK & Macau	9,598	15,308	13,358	14,232	16,880	10,561	10,819	7,190	13,687	17,039	19,122	21,079	23,078	25,155	27,390	28,872	30,180	31,414	32,718
	Japan	22,586	22,401	19,999	19,778	16,057	10,894	12,707	14,414	16,690	18,200	18,757	19,028	19,472	19,983	20,534	21,078	21,631	22,177	22,711

Individual Life Insurance New Business Premiums (APE ¹ , Local Currency, 2015-33F)	Market	Scale	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024F	2025F	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F
	Cambodia ³	m	19	24	31	41	50	39	44	61	51	79	115	161	216	284	356	422	457	496	537
	Vietnam	bn	11,401	16,317	20,966	27,229	31,552	38,427	45,370	45,016	26,678	23,005	22,093	26,342	32,323	39,870	47,618	53,852	56,837	59,837	62,849
	Indonesia	bn	21,286	23,873	26,631	26,054	28,172	25,164	26,552	26,368	25,818	25,318	25,976	26,953	30,703	34,862	38,676	42,411	45,187	47,397	49,790
	Philippines	m	35,420	37,244	42,358	47,254	51,075	41,662	47,026	48,171	52,198	54,615	60,856	74,751	102,023	125,243	147,694	167,498	175,873	184,667	193,900
	Malaysia ⁴	m	5,526	6,429	6,854	6,900	7,671	7,796	9,599	8,764	9,435	10,246	11,664	13,778	16,120	18,680	21,147	22,830	23,920	24,887	25,821
	Thailand	m	119,501	108,179	105,518	92,185	102,258	94,308	90,453	97,515	109,577	111,989	126,539	145,041	162,785	176,955	188,138	195,549	201,424	207,530	213,879
	Singapore	m	3,017	3,290	4,101	4,231	4,351	4,395	5,379	5,149	4,931	5,777	6,332	6,926	7,509	8,002	8,506	9,043	9,617	10,230	10,885
	HK & Macau ⁵	m	75,296	120,118	104,810	111,659	132,469	82,882	84,936	56,459	107,342	133,595	149,938	165,290	180,963	197,250	214,777	226,394	236,648	246,326	256,547
	Japan	bn	3,264	3,237	2,890	2,858	2,320	1,574	1,836	2,083	2,412	2,630	2,710	2,749	2,814	2,888	2,967	3,046	3,126	3,205	3,282

Projected life insurance premium volumes

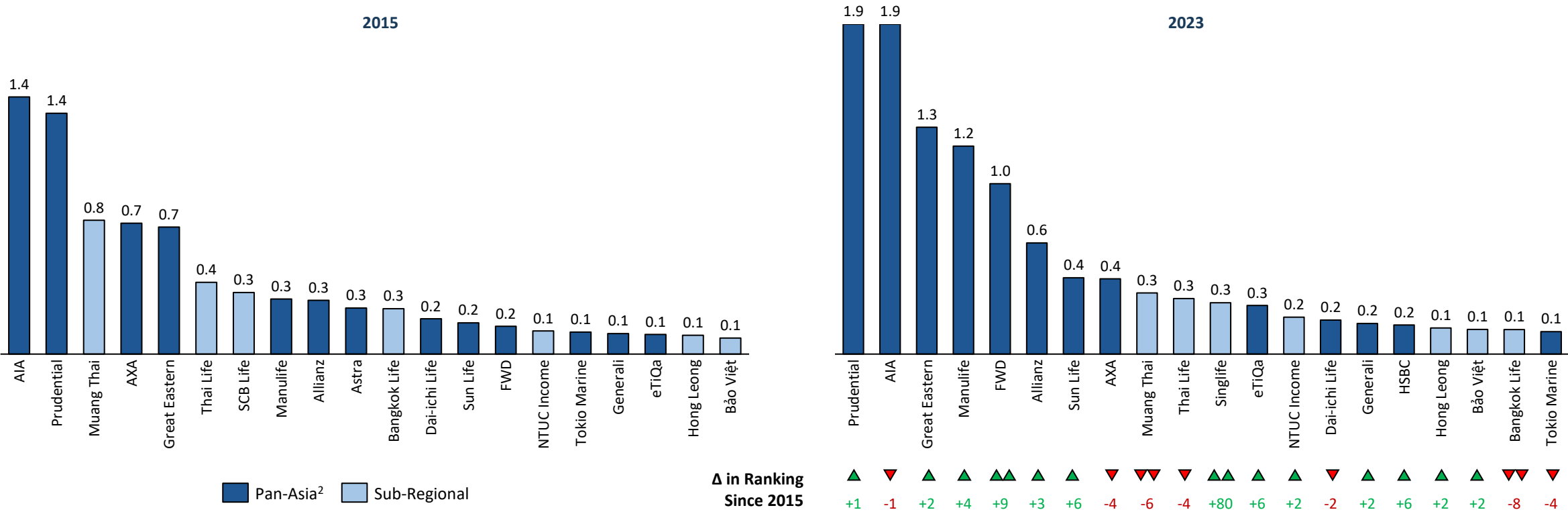
Life Insurance Premium Volumes (GWP, USD bn ¹ , 2015-33F)	Market	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024F	2025F	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F
	Cambodia	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1	1	2	2	2
	Vietnam	2	2	3	4	5	6	7	8	7	6	6	6	6	7	8	9	10	11	12
	Indonesia	9	11	13	12	13	12	13	13	12	12	12	13	14	15	17	19	20	22	24
	Philippines	3	3	4	4	4	4	6	6	6	6	7	7	8	9	10	12	14	15	16
	Malaysia ³	8	9	10	10	11	12	13	14	15	16	17	18	20	23	25	28	31	34	36
	Thailand	15	16	17	18	17	17	18	17	18	18	19	20	22	23	25	27	29	30	32
	Singapore	19	20	24	25	26	31	38	38	33	37	40	43	45	47	49	51	54	57	60
	HK & Macau	42	53	58	60	67	69	69	64	62	69	77	85	94	103	114	124	134	144	154
	Japan	260	239	223	233	224	202	208	230	255	261	263	262	260	257	252	248	246	244	243

Life Insurance Premium Volumes (GWP, Local Currency, 2015-33F)	Market	Scale	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024F	2025F	2026F	2027F	2028F	2029F	2030F	2031F	2032F	2033F
	Cambodia ²	m	30	43	67	100	143	151	173	196	195	201	289	411	569	770	1,011	1,280	1,539	1,795	2,050
	Vietnam	tr	38	50	66	86	107	131	159	178	157	142	133	133	141	159	184	213	240	266	292
	Indonesia	tr	134	166	195	186	197	188	203	191	178	176	183	192	209	230	253	279	305	332	358
	Philippines	bn	189	183	203	230	234	248	310	309	310	351	361	385	434	500	579	667	748	826	901
	Malaysia ³	bn	39	41	44	48	52	55	62	66	69	73	78	85	94	106	119	132	145	158	170
	Thailand	bn	537	568	613	629	613	595	619	610	633	622	655	702	760	823	888	950	1,008	1,063	1,116
	Singapore	bn	25	27	33	34	35	42	51	51	45	51	55	58	60	63	66	69	73	77	81
	HK & Macau ⁴	bn	332	416	452	471	528	538	545	501	487	543	602	667	737	811	892	973	1,053	1,132	1,210
	Japan	tr	38	34	32	34	32	29	30	33	37	38	38	38	38	37	36	36	35	35	35

Competitor landscape: SEA FWD markets only

Top 20 Life Insurers Across SEA¹ FWD Markets by Individual New Business
(APE³, USD⁴ bn)

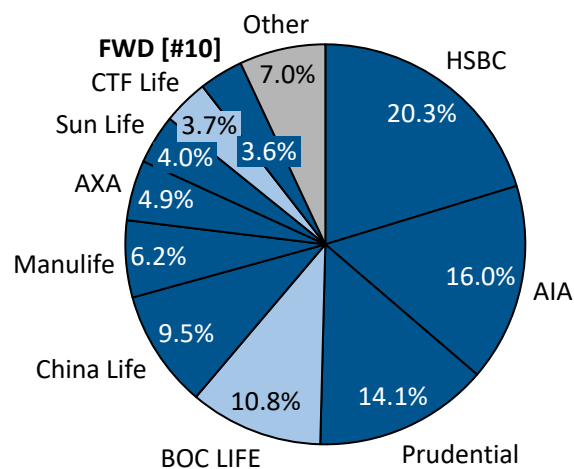
Pan-Asia Insurers capture >70% of total individual new business premiums across SEA FWD markets in 2023



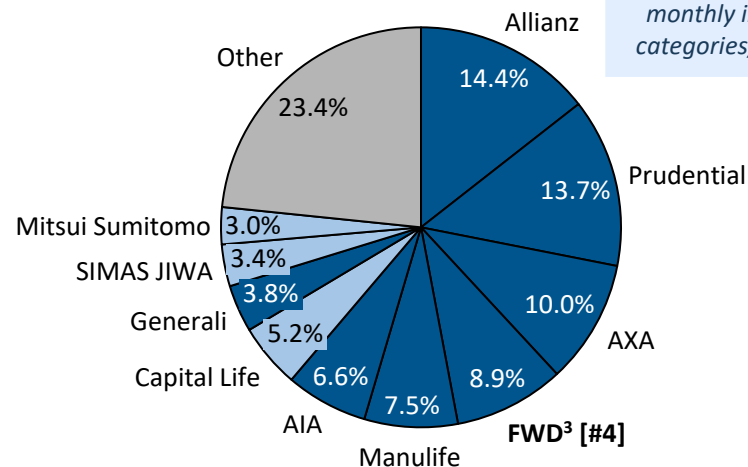
Note: ¹South East Asia refers to Indonesia, Malaysia, Singapore, Philippines, Thailand, Vietnam, Cambodia, ²Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ³Using local convention for APE, ⁴Applying static/spot FX rates as at 30-Jun-23; Source: NMG Asia Life Insurance Market Model

2023 Individual life insurance new business APE market share of top-10 and FWD (1/2)

Hong Kong & Macau

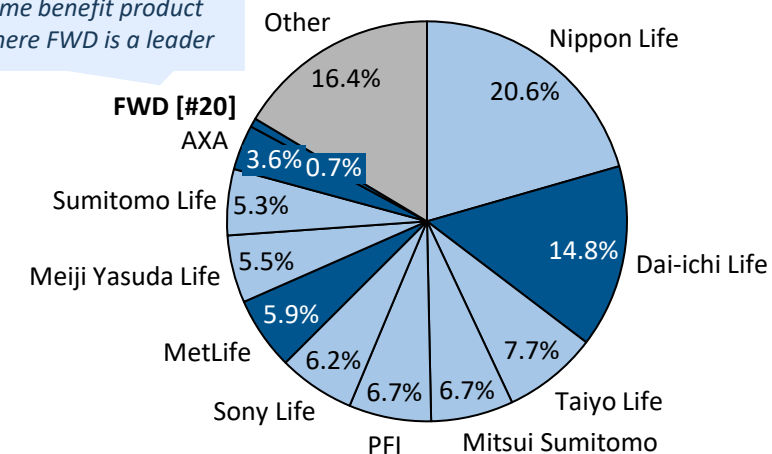


Indonesia

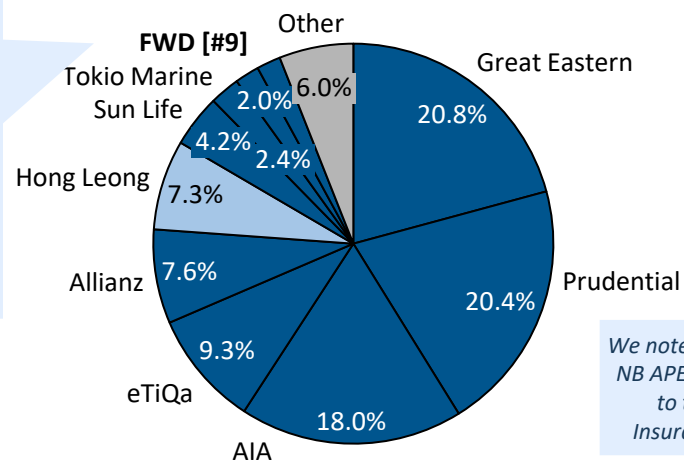


FWD primarily competes in the medical, cancer, critical illness and monthly income benefit product categories, where FWD is a leader

Japan

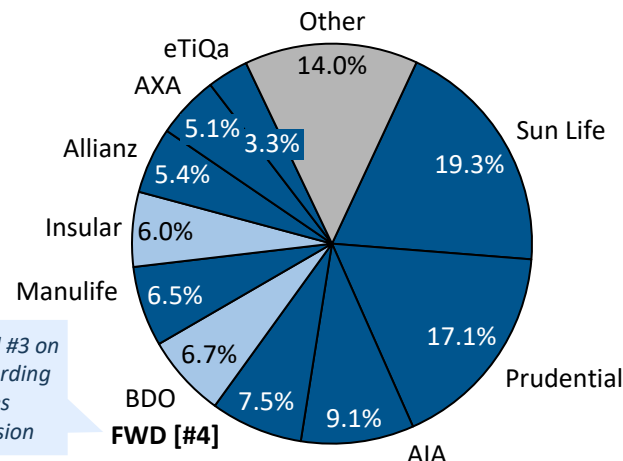


Malaysia²

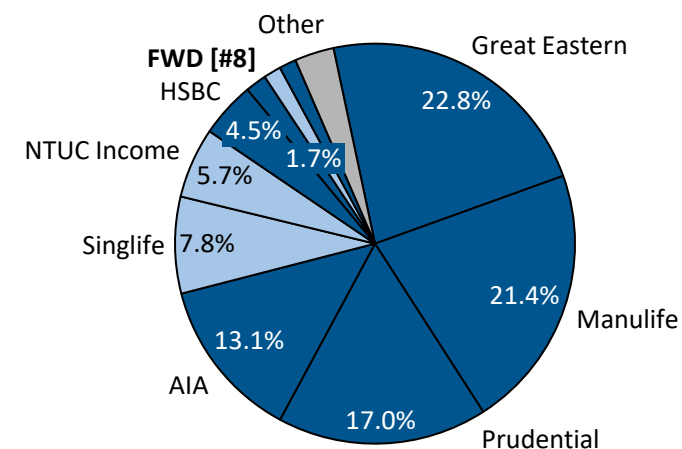


We note FWD ranked #3 on NB APE in 2023 according to the Philippines Insurance Commission

Philippines



Singapore



We note FWD ranked #6 on total individual and group Takaful NB APE, and #10 on combined Takaful and Conventional Life in 2023

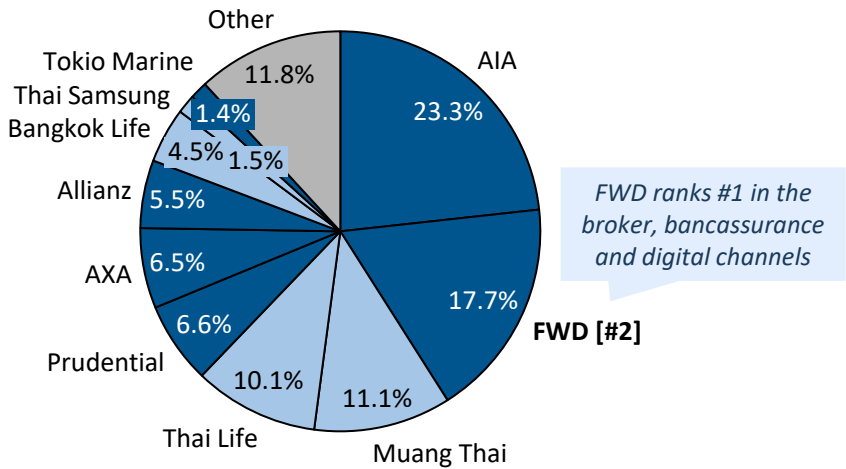
Note: ¹Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%); ²Includes conventional insurance and Takaful insurance, ³Includes BRI Life; Source: NMG Asia Life Insurance Market Model

Pan-Asia¹ Sub-Regional

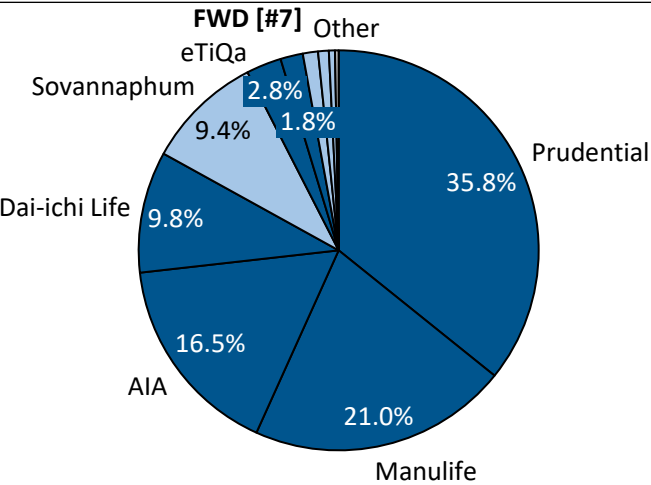
2023 Individual life insurance new business APE market share of top-10 and FWD (2/2)



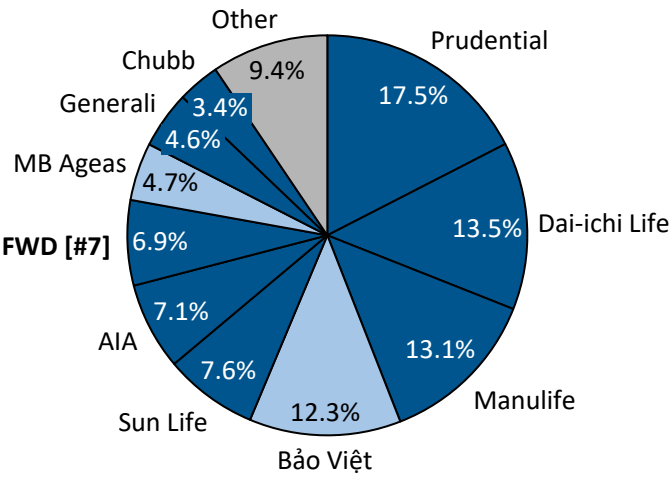
Thailand



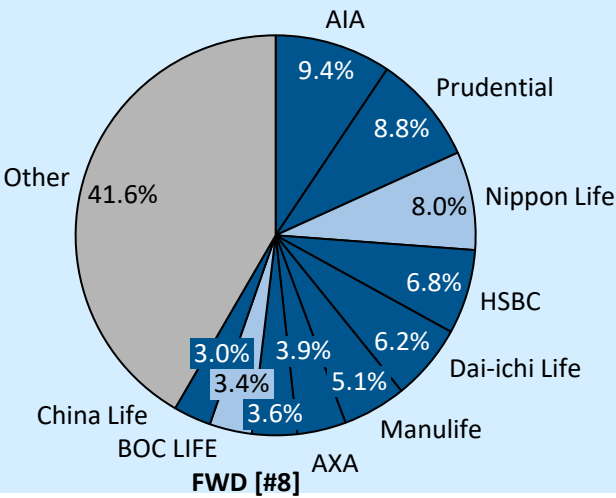
Cambodia



Vietnam



All FWD Markets²

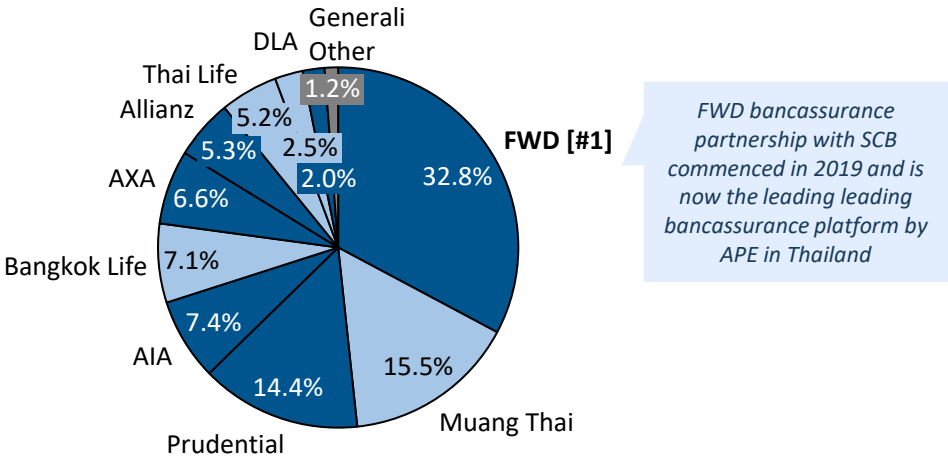


Note: ¹Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ²Applying static/spot FX rates as at 30-Jun-23; Source: NMG Asia Life Insurance Market Model

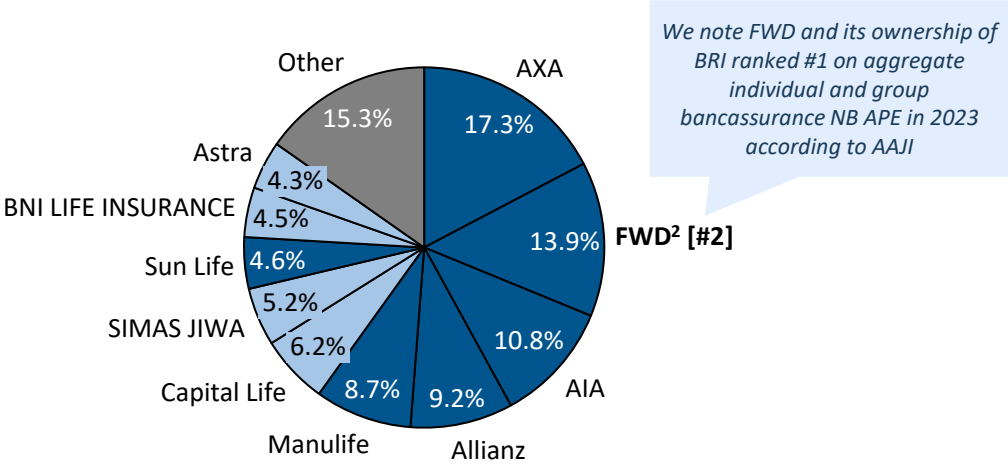
2023 SEA Bancassurance individual new business APE market share of top-10 and FWD (1/2)



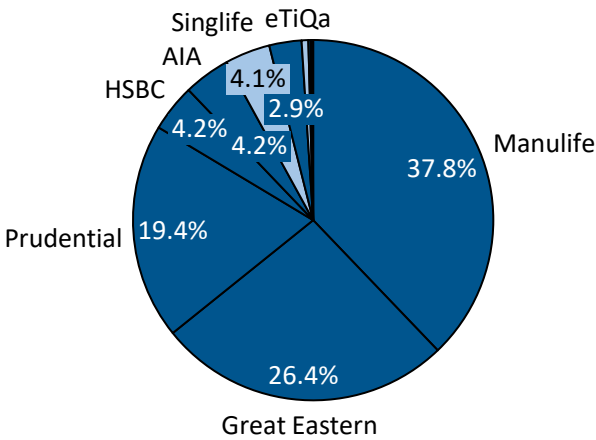
Thailand (2023)



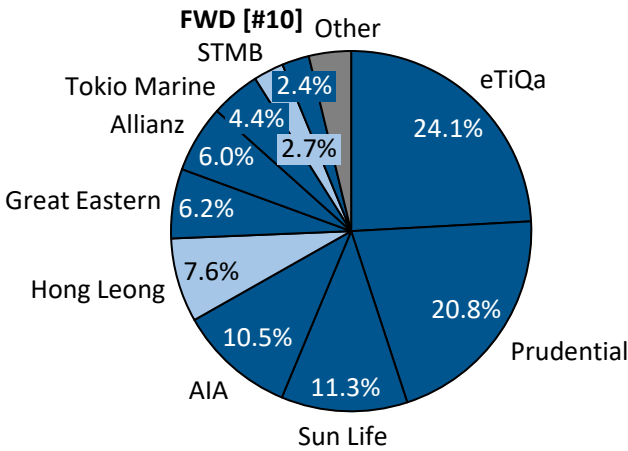
Indonesia (2023)



Singapore (2023)



Malaysia (2023)

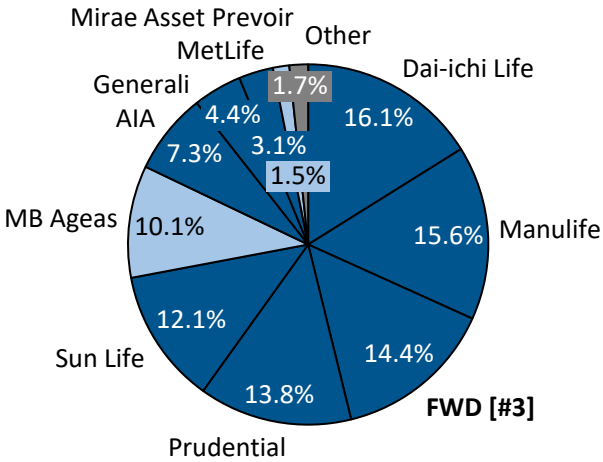


Note: ¹Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ²Includes BRI Life; Source: NMG Asia Life Insurance Market Model

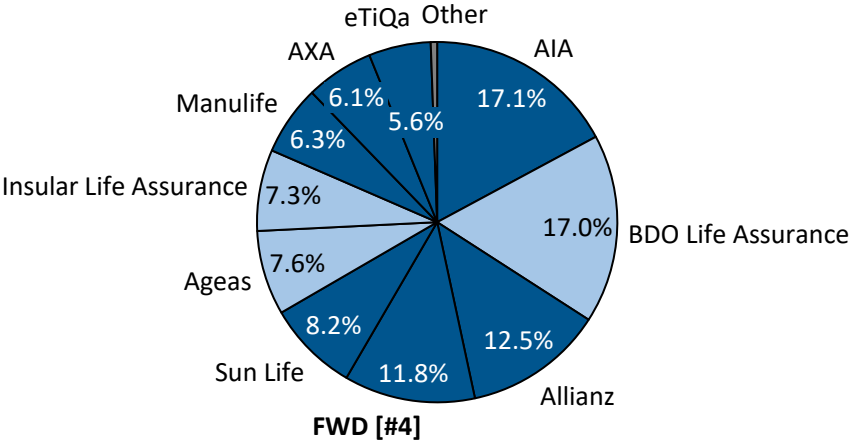
2023 SEA Bancassurance individual new business APE market share of top-10 and FWD (2/2)



Vietnam (2023)

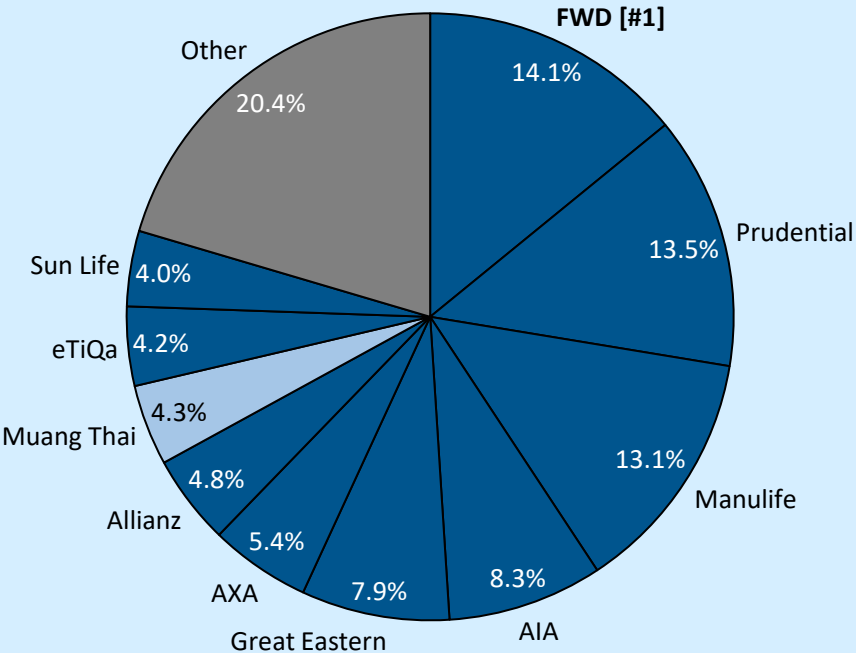


Philippines (2023)



Total SEA Markets (2023)^{1,2}

Across the SEA bancassurance market, FWD's market share of APE is over 1.75x the average of top 10 players in this segment
FWD was ranked #8⁴ back in 2019
Across all SEA individual NB, FWD has improved it's ranking from #7⁴ to #5 between 2019 to 2023

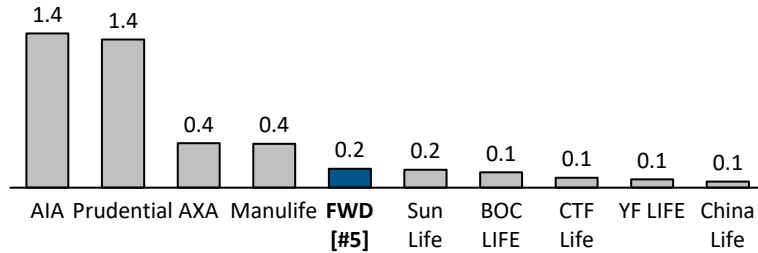


Pan-Asia³ Sub-Regional

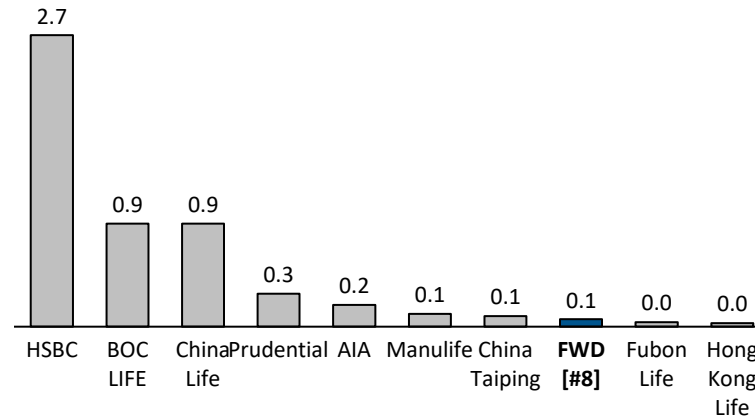
Note: ¹Excl. Cambodia given immateriality, ²Applying static/spot FX rates as at 30-Jun-23, ³Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ⁴Excluding Malaysia Conventional Life as FWD did not participate in that market at the time ; Source: NMG Asia Life Insurance Market Model

2023 Hong Kong individual new business APE by channel of top-10 and FWD

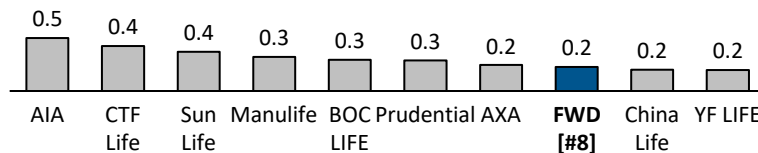
Top 10 Life Insurers in HK by Agency New Business
(Individual, APE¹, USD² bn, 2023)



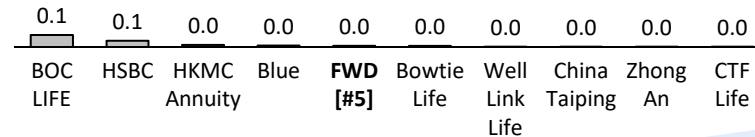
Top 10 Life Insurers in HK by Bancassurance New Business
(Individual, APE¹, USD² bn, 2023)



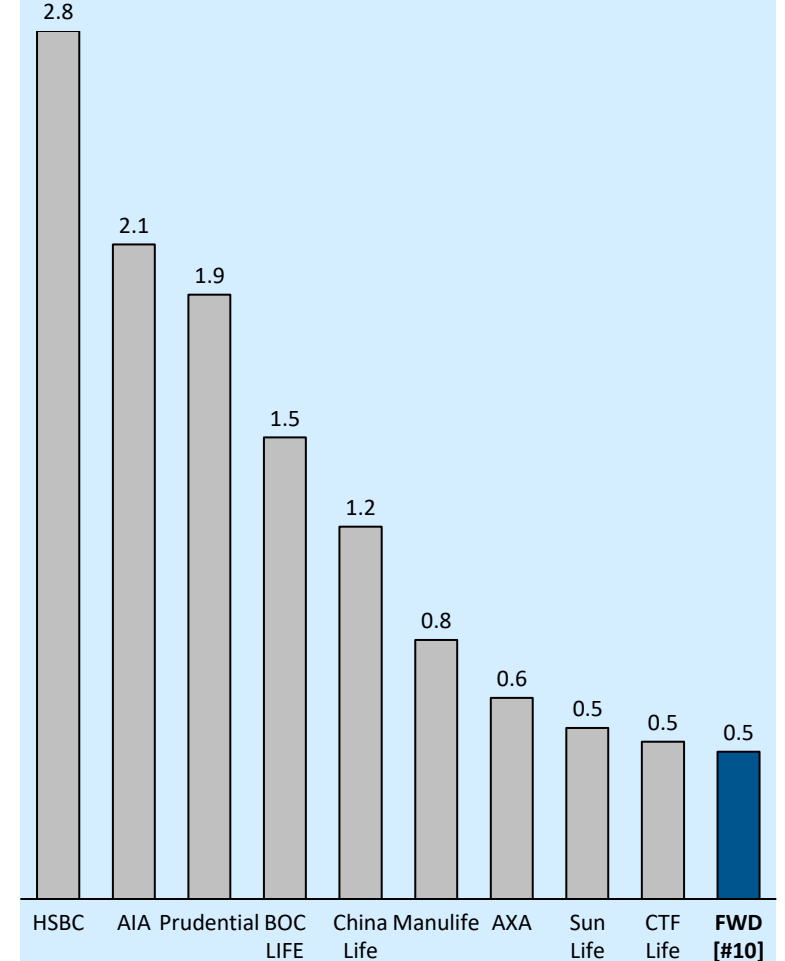
Top 10 Life Insurers in HK by Broker New Business
(Individual, APE¹, USD² bn, 2023)



Top 10 Life Insurers in HK by Direct New Business
(Individual, APE¹, USD² bn, 2023)



Top 10 Life Insurers in HK by Total New Business
(Individual, APE¹, USD² bn, 2023)

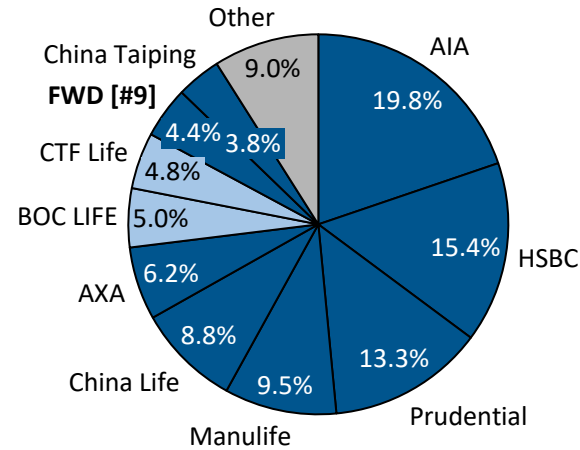


On a first year premium basis³, FWD ranks in the top-5 across Agency, Bancassurance, Broker and Direct channels in HK in 2023

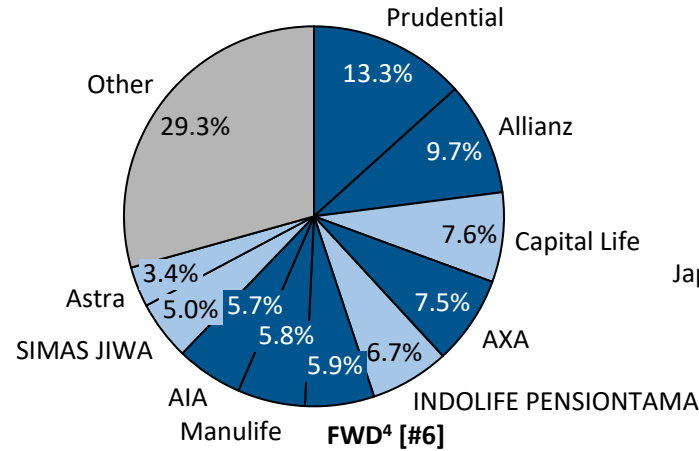
Note: ¹Using local market convention for Annual Premium Equivalent (APE), ²Applying static/spot FX rates as at 30-Jun-23, ³All single premiums and premiums received in the first year of a recurring premium policy; Source: NMG Asia Life Insurance Market Model

2023 Life insurance premium volume¹ market share of top-10 and FWD (1/2)

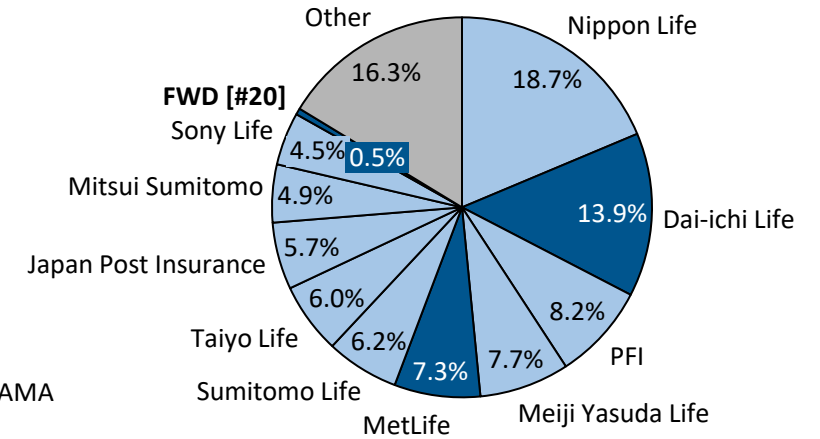
Hong Kong & Macau



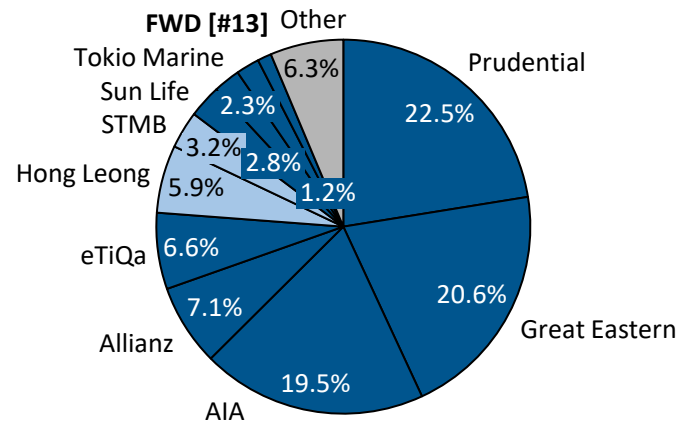
Indonesia



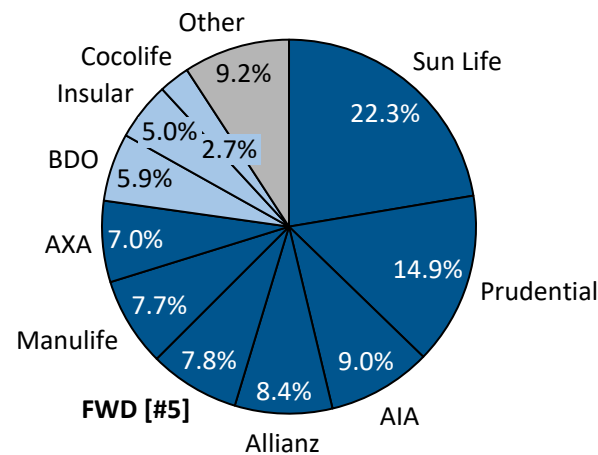
Japan



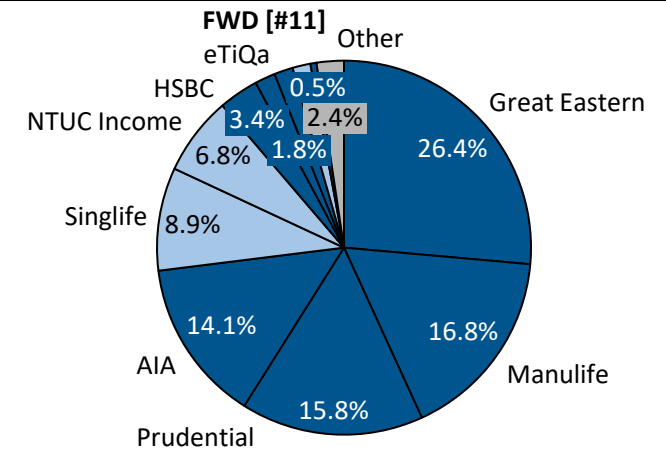
Malaysia³



Philippines



Singapore

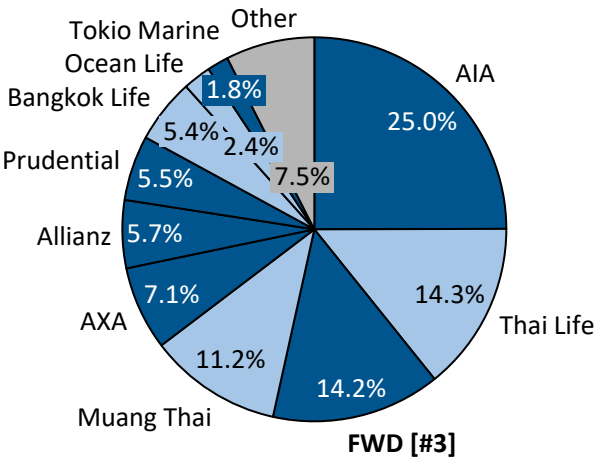


Note: ¹Includes individual and group, ²Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ³Includes conventional insurance and Takaful insurance, ⁴Includes BRI Life; Source: NMG Asia Life Insurance Market Model

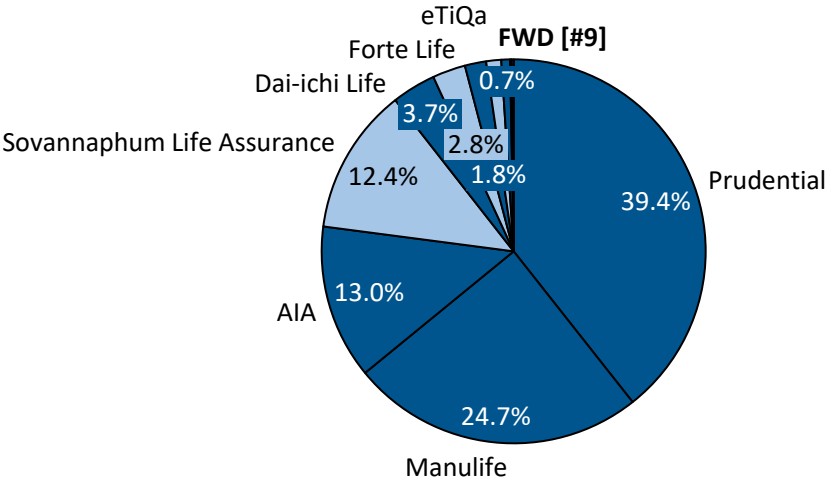
2023 Life insurance premium volume¹ market share of top-10 and FWD (2/2)



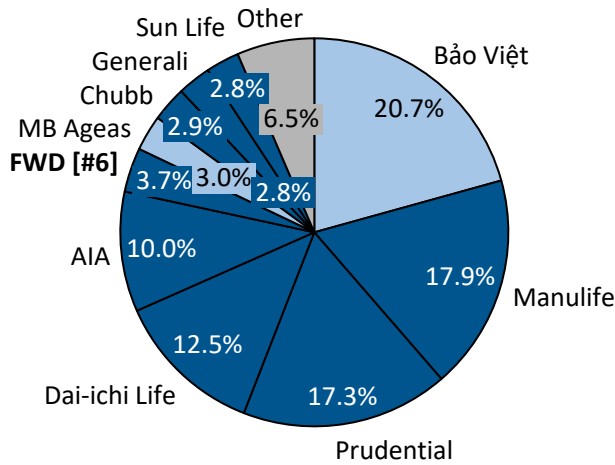
Thailand



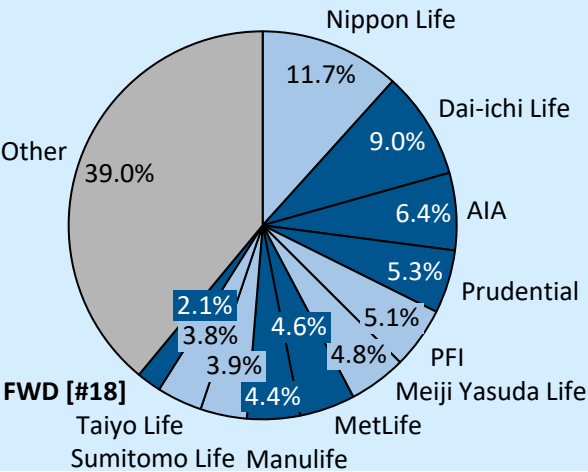
Cambodia



Vietnam



All FWD Markets³



Note: ¹Includes individual and group, ²Pan-Asia defined as competing in 3 or more FWD markets and Sub-Regional defined as competing in 2 or less FWD markets (whereby an insurer is grouped to their ultimate shareholder if ownership stake is greater than 40%), ³Applying static/spot FX rates as at 30-Jun-23; Source: NMG Asia Life Insurance Market Model

MDRT – Top-10 Multinational Companies

Top 10 Multinational Companies by Number of MDRT Members (as of July 1, 2024)	Company	2024
	1. AIA Group	18,750
	2. Prudential PLC	9,085
	3. MetLife	3,444
	4. Manulife Financial Corporation	3,336
	5. Prudential Financial	3,078
	6. FWD Group	2,089
	7. Cathay Financial Holdings Co Ltd	1,709
	8. New York Life	1,678
	9. AXA Group	1,642
	10. Allianz SE	1,589

Market APE Growth – 2021 to 2023

FWD Markets – Individual Life Insurance New Business (APE, USD bn)^{1,2}

Market CAGR	21-23
Cambodia	8.5%
Vietnam	(23.3%)
Indonesia	(1.4%)
Philippines	5.4%
Malaysia ³	(0.9%)
Thailand	10.1%
Singapore	(4.3%)
HK & Macau	12.5%
Japan	14.6%
FWD Markets	8.2%
FWD SEA Markets	(2.2%)
FWD Markets ex. Japan	4.7%

Thank you

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