

Allianz Group: First Half of 2015

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125
years

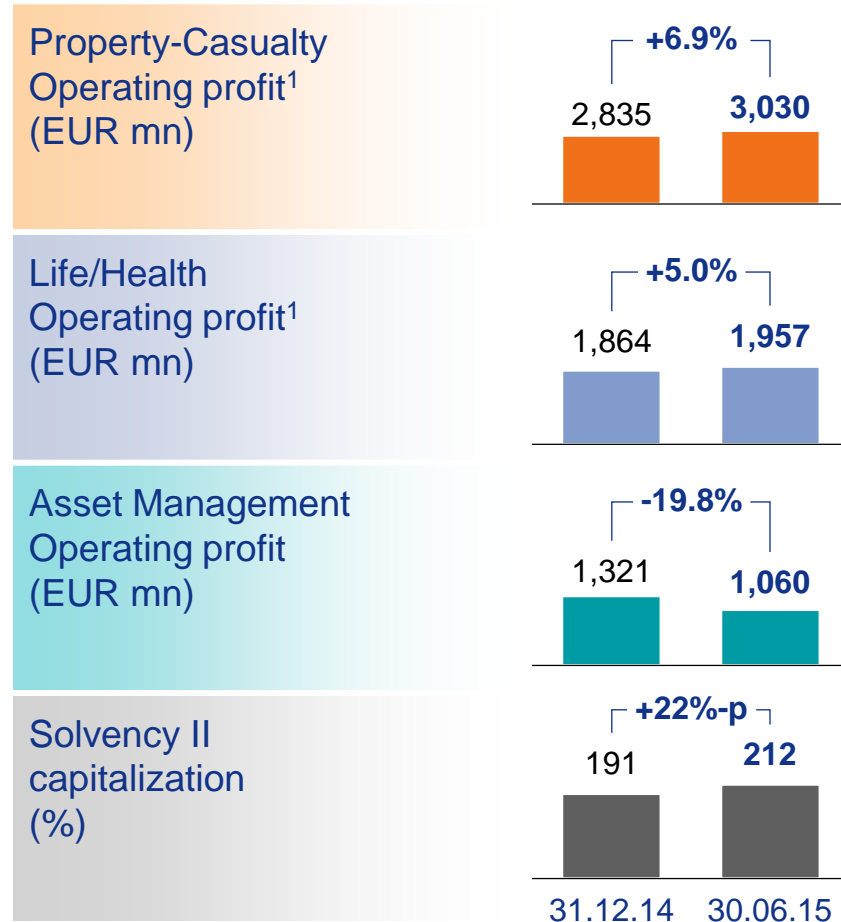
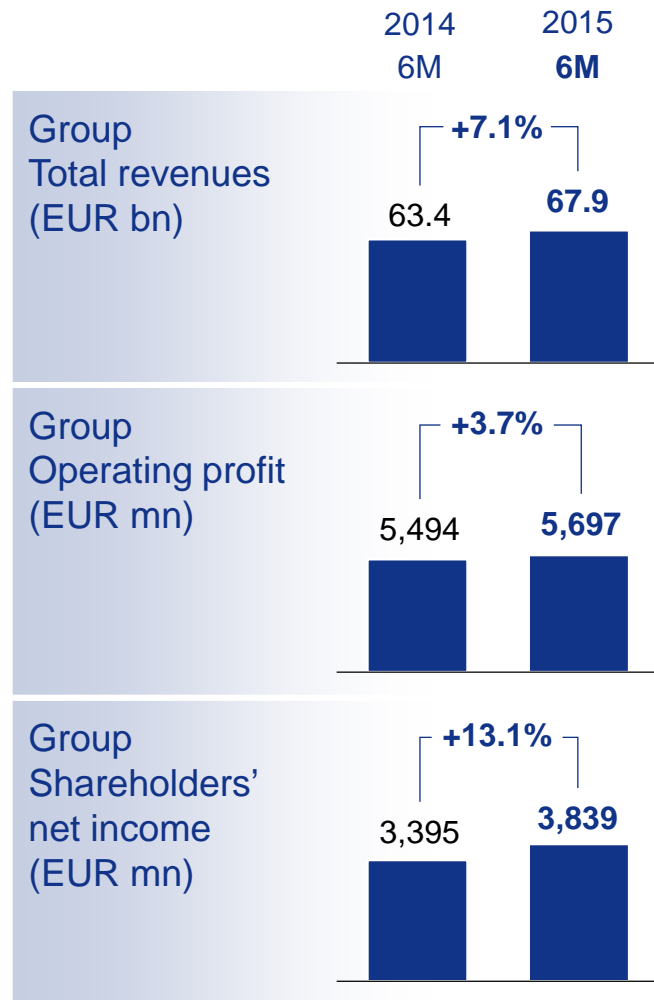


Allianz 

Agenda

- 1** Status: results for the first half of 2015
- 2** Environment: global economic factors
- 3** Outlook: renewal agenda


Financial highlights 6M 2015



1) In 4Q 14 the French International Health business was transferred from L/H France to Allianz Worldwide Partners (P/C) effective 1 January 2014

The economic environment

Subdued global growth in 2015 and 2016 with three risks:



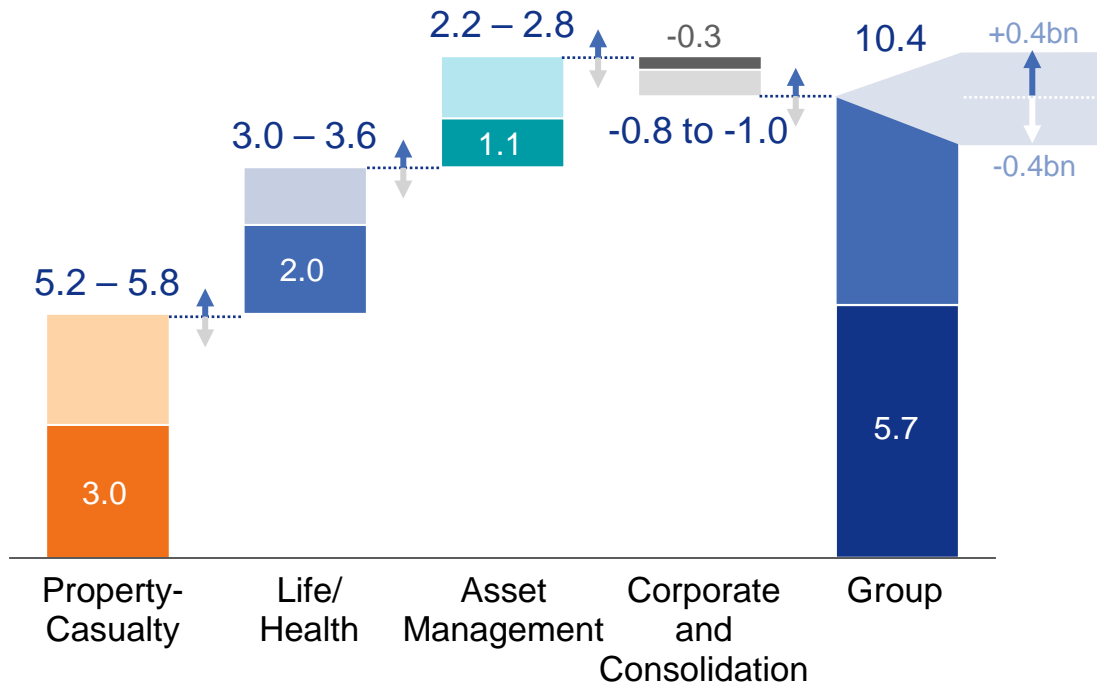
China: moderate growth slowdown or cracks in the controlled economic development model?
specifically: 50% of global economic growth in Asia

Fed: smooth interest rate turnaround or turbulence on overpriced and illiquid markets?
specifically: USD 100 trillion (volume of the global bond markets)

Greece: economic and social restructuring and strengthening of monetary union or ongoing Grexit debate and crisis summits?
specifically: future of the eurozone

Status and outlook 2015

(EUR bn)



Disclaimer:

Impact from NatCat, financial markets and global economic development not predictable!

Based on the very good developments to date, we confirm our operating profit outlook for 2015 at the upper end of our target range at EUR 10.8bn

Since October 2014, comprehensive stakeholder dialogues initiated



Lessons learned

- 1 Allianz is very strong and at its best in many ways
- 2 Almost everything around us is changing – fast and fundamentally
- 3 Allianz has solid foundations – yet needs to be more decisive

1 Allianz is strong in a lot of areas

Sequence of
record profits

**World's N°1 insurer and
leading asset manager**

Solid
TRS performance
despite shocks

Performance

A trusted partner
building on

Integrity

Competence

Resilience

Trust

One of the **world's
strongest brands**

Leading **insurance &
asset mgmt. know-how**

Loyal, motivated staff

**Strengthened
business model**

Health

2 The world is changing faster and more fundamentally than ever before



Fundamental shifts

- Rebalancing of global growth
- Technology leap and digitalization
- Demographic and societal shifts
- Geo-political instability

Cyclical trends

- “Zero” rates and new asset bubbles
- Softening P&C cycle
- Tightening regulation

Potential shocks

- Capital market crash
- Political crises

3 As our solid foundations ...

... are impacted by the ongoing changes ...

... we need to be more decisive

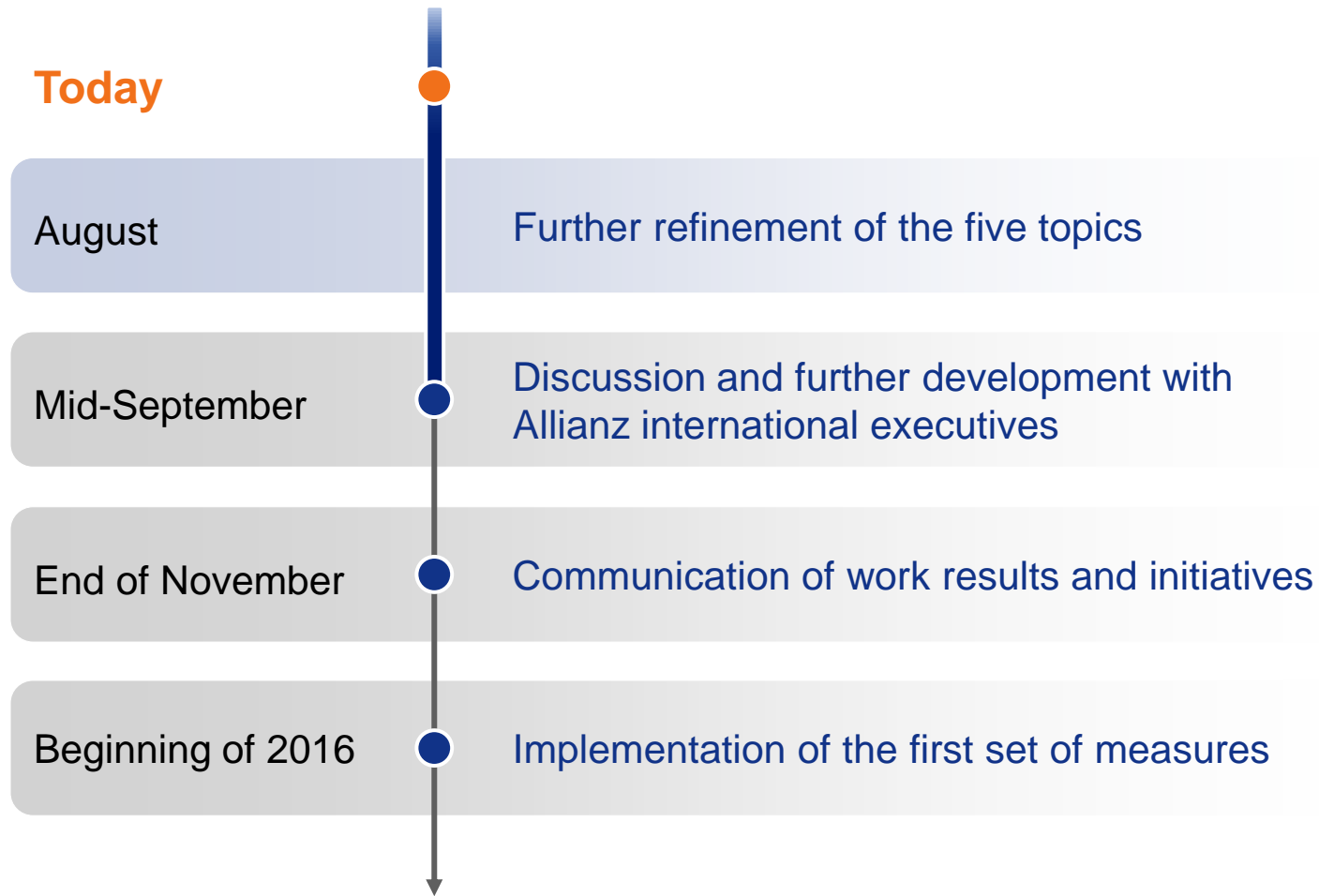
Customer advocacy	Superior customer value crucial in digital era and in light of re-regulation	True customer centricity
Functional optimization	Digital revolution – full transformation instead of marginal change	Digital by default
Solid core skills	Beta investment returns shrinking, new level of “underwriting” and AM performance needed	Technical excellence
Strength in our core markets	Growth moving to new places, outside our traditional markets	Growth engines
Financial track record and tenacity	Culture to adapt to changes, keeping Allianz’s distinctiveness as the trusted partner	Inclusive meritocracy

Targets and measures are currently being developed for each of these five topics


Topics	Elements
True customer centricity	Customer needs as the main point of reference in everything we do
Digital by default	Becoming a fully digital company
Technical excellence	Applying excellent expertise – anytime and anywhere
Growth engines	Systematically exploring new growth engines
Inclusive meritocracy	Becoming more collaborative, agile, entrepreneurial and hands-on

- Launched beginning of May
- Two members of the Board of Management support each topic
- Five international teams comprising 200 experts from the operating entities and the company's headquarters
- Progress regularly discussed by the Board of Management
- Innovative discussion and communication formats

Next steps



Summary



Allianz boosted its revenues and results in the first half of the year. Operating profit outlook for 2015 confirmed at upper end of the target range at EUR 10.8bn¹

The global economic environment remains volatile

Allianz is using the renewal agenda to determinedly shape its future

1) Impact from NatCat, financial markets and global economic development not predictable

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Forward-looking statements

The statements contained herein may include prospects, statements of future expectations and other forward-looking statements that are based on management's current views and assumptions and involve known and unknown risks and uncertainties. Actual results, performance or events may differ materially from those expressed or implied in such forward-looking statements.

Such deviations may arise due to, without limitation, (i) changes of the general economic conditions and competitive situation, particularly in the Allianz Group's core business and core markets, (ii) performance of financial markets (particularly market volatility, liquidity and credit events) (iii) frequency and severity of insured loss events, including from natural catastrophes, and the development of loss expenses, (iv) mortality and morbidity levels and trends, (v) persistency levels, (vi) particularly in the banking business, the

extent of credit defaults, (vii) interest rate levels, (viii) currency exchange rates including the Euro/U.S. Dollar exchange rate, (ix) changes in laws and regulations, including tax regulations, (x) the impact of acquisitions, including related integration issues, and reorganization measures, and (xi) general competitive factors, in each case on a local, regional, national and/or global basis. Many of these factors may be more likely to occur, or more pronounced, as a result of terrorist activities and their consequences.

No duty to update

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