

Building Strategic Foundations

Annual Report 2023

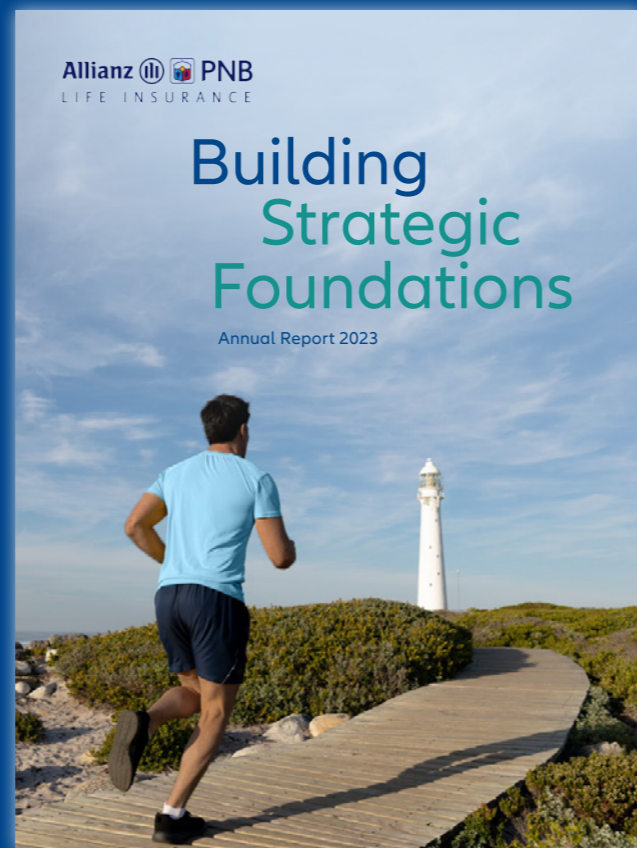


OUR COVER

BUILDING STRATEGIC FOUNDATIONS

2023 proved to be another significant and eventful year for Allianz PNB Life, as we were able to sustain our business growth even as we continue to undergo transformation under our new President and CEO, Joseph Gross, fire up our Project Lighthouse to make our core system more formidable, and further strengthen our Regular Pay product propositions.

On the cover of our 2023 Annual Report is a lighthouse, which symbolizes our strong fundamentals and our building blocks to success. In a year filled with changes and global challenges, we turn to the lighthouse as our guiding post, our safe haven, our beacon of hope, security, and protection — just like what we aim to provide our customers, employees, and partners in our steadfast commitment to confidently secure their tomorrow.



OUR REPORT

ALLIANZ'S REPORTING PRINCIPLES

Allianz PNB Life adheres to the sustainability principles espoused by the Allianz Group, one of the world's largest financial services providers and a recognized sustainability leader (2021 Dow Jones Sustainability Index). Part of the Allianz Group's commitment is to carefully manage its environmental, social, and governance (ESG) risks in underwriting, incorporate ESG factors into our proprietary investment processes, and offer responsible investment solutions to our asset management clients. The Allianz ESG Integration Framework describes our ESG approach and decision-making criteria, including the details on the international standards, frameworks and guidance documents on which Allianz bases its approach.

REPORTING STANDARDS

Our 2023 Annual Report is designed to meet the disclosure requirements of our stakeholders and those of our regulator, the Philippines' Insurance Commission, and its Annual Corporate Governance Report (ACGR).

SCOPE OF THE REPORT

The content and scope of the Report are based on our primary business areas and sustainability-related initiatives undertaken in our Corporate Headquarters in Makati City and in our sales distribution offices nationwide between January 1, 2023 and December 31, 2023.

FEEDBACK AND ACCESS

As part of our ongoing efforts to engage stakeholders and to improve our reporting performance, Allianz PNB Life welcomes feedback.

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ABOUT ALLIANZ PNB

Allianz PNB Life Insurance, Inc. (Allianz PNB Life) is a joint venture between global insurance leader Allianz SE (Allianz) and local banking giant Philippine National Bank (PNB).

Allianz SE, the parent company, is headquartered in Munich, Germany, and has over 150,000 employees worldwide. The partnership with PNB includes a 15-year exclusive bancassurance agreement that started in 2016 when Allianz acquired 51% of PNB Life, the life insurance arm of PNB. It continues to reach a broader base of Filipino families through PNB, which has the largest number of overseas offices and one of the largest domestic branch networks among local banks.

Headquartered in Makati City, Allianz PNB Life supports 318 employees, and consistently ranks as one of the most highly engaged workforces among Allianz operating entities in the world. The company operates 17 business centers in key cities nationwide with its growing distribution network of Life Changers™. Its agency force has now grown with 1,684 sales agents by the end of 2023. Its

bancassurance partnership, which is among the best in the country, remains as its primary distribution channel with 438 financial advisors servicing 631 PNB branches. Allianz PNB Life also expanded its exclusive partnership with HSBC Wealth, giving HSBC customers access to high-quality insurance and investment solutions.

In 2023, Allianz PNB Life ranked first in Total Premium Income and among the top ten in New Business Annual Premium Equivalent, the insurance industry's performance metric used globally and adopted by the Philippines' Insurance Commission. It is well-positioned as a leading provider of variable life products and services, which are designed to offer protection, health and long-term savings, and to meet the lifetime financial planning, wealth accumulation and well-being aspirations of Filipinos.

2,122 Life Changers

Workforce 318 Employees



438
Financial
Advisors



1,684
Agents



58%
Female



42%
Male

NON-FINANCIAL PERFORMANCE FINANCIAL PERFORMANCE

(Percentages show 2023 vs. 2022 figures)

Net Income based on IFRS



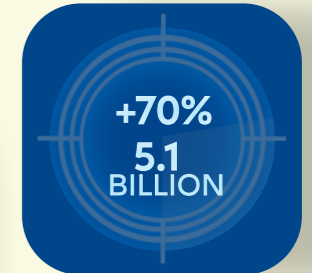
Total Assets



Net Life Insurance
Contracts Benefits
and Claims Paid



Total Premium Income



Gross Written Premium



New Business Annual
Premium Equivalent



AWARDS & RECOGNITIONS



- Great Place To Work certification, July 2023 - July 2024
- Insurance Asia Award for Hybrid Ways of Working
- HR Excellence Award for Workforce Mobility, Gold
- HR Excellence Award for Workforce Flexibility, Gold
- HR Excellence Award for Crisis Management Planning, Bronze
- Two Golden Arrows Recognition for Corporate Governance, Institute of Corporate Directors



Sustainability Awards

- Insurance Asia Award for Ride Safe (social mobility)
- Best in Customer Social Responsibility for Seeds of Tomorrow
- HR Excellence Award for CSR Strategy, Silver



AROUND THE WORLD

The Allianz Group is one of the world's leading insurers and asset managers with 122 million private and corporate customers in more than 70 countries. Its customers benefit from a broad range of personal and corporate insurance services, ranging from property, life and health insurance to assistance services, credit insurance, and global business insurance with total revenues of €161.7 billion.

ASSET MANAGEMENT

As one of the world's largest investors, Allianz manages €701.1 billion on behalf of its insurance customers. Its asset managers, PIMCO and Allianz Global Investors, manage €1.7 trillion of third-party assets. In 2023, 157,883 employees achieved total revenues of €161.7 billion and an operating profit of €14.7 billion for the Group.

BRAND LEADERSHIP

For the fifth year in a row, Allianz was named the world's number one insurance and asset management brand, according to the 2023 Best Global Brands ranking, released by leading consultancy Interbrand. In the ranking, Allianz denotes a record year-on-year growth with a brand value of US\$20 billion, a rise from US\$18.7 billion in 2022. Allianz remains the most trusted insurance brand among its peer set across all stakeholder groups, according to Edelman Trust Intelligence data.

SUSTAINABILITY LEADERSHIP

Allianz, for whom sustainability has been a business priority since its founding 134 years ago, continues to be recognized in the field of sustainable insurance companies. In S&P Global's 2023 Global Corporate Sustainability Assessment, which underlies the Dow Jones Sustainability Index (DJSI), Allianz is among the Top 5% in S&P Global ESG Score. The DJSI is one of the world's most recognized sustainability ratings. Allianz is a longstanding member of the DJSI, initially choosing it because of the quality of the rating methodology and its importance to investors. In 2023, Allianz once again demonstrated its industry leadership in sustainability by publishing its first comprehensive net-zero transition plan – with concrete milestones to be achieved by 2030 – detailing its commitment to achieve net-zero emissions in the investment of policyholder funds and property and casualty portfolios by 2050.

CHAIRMAN'S MESSAGE

"In a world reshaped by the pandemic, health and financial wellness remained among customers' top priorities in 2023. Local insurance companies continued to offer life and health solutions in both traditional and digital platforms to address consumers' changing preference for online purchases since the pandemic."

However, despite industry-wide efforts in bridging the protection and savings gap, insurance penetration – the premium volume as a share of the country's gross domestic product or the insurance sector's contribution to the national economy – still went down to 1.6% in 2023 from 1.73% in 2022, data from the Insurance Commission show.

This means there is much room for growth opportunities, as awareness and appreciation for financial security increases. On the other hand, the Philippine insurance industry also faces challenges from economic factors, extreme weather disturbances due to climate change, and technological disruptions.

As one of the leading life insurers in the country, Allianz PNB Life stays committed to helping Filipinos become more aware of and better appreciate the value of insurance protection. The company draws from the combined strengths of Philippine National Bank (PNB), one of the largest domestic banks in terms of branch network and overseas presence; and Allianz, a world leader in insurance and asset management. Allianz PNB Life continues to serve millions of PNB customers in more than 631 PNB branches and 17 business centers nationwide. Further extending this distribution network are the 438 financial advisors and 1,684 sales agents of Allianz PNB Life. Armed with expert training and digital tools, these Life Changers™ are committed to securing the future of Filipinos.

Moving the business from volume to value, the groundwork has been laid for a more sustainable and resilient future. This includes:

- **Change in Leadership.** Joseph 'Joe' Gross was appointed as the new President and Chief Executive Officer of Allianz PNB Life effective April 2023. With 20 years of experience in the insurance industry, Joe is a seasoned executive of the Allianz Group, leading key transformation initiatives such as strengthening local and global brand investments and strategic partnerships. As Head of Global Executive Strategy and Development, he was responsible for identifying, placing, and developing the top management of the company.


- **Core System Enhancement.** Significant investments are being made in the company's core system to increase utilization of digital tools and platforms and enhance customer experience and operational efficiency.
- **Shift in Propositions.** Product focus transitioned to protection and health offerings to better meet customers' insurance needs and to provide more viable options for the everyday Filipino.

These initiatives reinforce that, in times of change, what remains is Allianz PNB Life's steadfast commitment to securing the future. These key building blocks will continue to be fortified to provide customers with more confidence in tomorrow.

The Board of Directors are grateful for the continued trust and confidence in Allianz PNB Life, and together with all stakeholders, look forward to a progressive journey this 2024.

DR. LUCIO C. TAN
Chairman





Since Allianz was founded, we have released more than Php1.8 billion worth of life-saving claims and continue to protect customers.

PRESIDENT'S REPORT

At Allianz PNB Life, we believe that the life insurance industry will continue to grow, driven by increased insurance penetration, product customization, digital transformation, and improved financial literacy among Filipinos. Our company's performance aligns with these trends, showcasing our commitment to advancing the insurance landscape.

One of the more evident factors that drive insurance growth is the lesson we learned from the pandemic: the value of protection that teaches us how a health concern or accident can drive a family to bankruptcy. This is also one of the reasons behind the industry's shift towards back-to-basics insurance, pertaining to protection and health.

When I was appointed as President and Chief Executive Officer of Allianz PNB Life in April 2023, our company was well-positioned to continue its growth trajectory and deliver value to customers and stakeholders. Thanks to the leadership of our Management Team, Allianz PNB Life became one of the leading life insurance companies in the Philippines seven years after its founding. Since 2016, its performance is marked by steady growth, with a notable compound annual growth rate of around 30% largely due to its successful partnership with the Philippine National Bank (PNB), which propelled Allianz PNB Life to be among the top bancassurance in the country.

We are further strengthening our performance through the expanded exclusive partnership with HSBC Wealth. Complementing our ongoing bank partnerships is the expansion of our agency force to 1,684 agents in 2023.

Our robust distribution network continues to create opportunities to expand the market segments we serve, and to innovate products that meet the needs of every customer.

INCLUSIVE PROPOSITIONS

The Philippine population has now grown to over 117 million, but insurance penetration remains below 2%. In fact, the Insurance Commission has reported that the number has decreased to 1.6% in 2023 from 1.73% in 2022. While awareness is growing, the accessibility to insurance solutions remains a challenge. However, this also opens up opportunities for life insurance companies to expand their reach; widen customer segments; offer relevant, meaningful, and affordable solutions; and provide a seamless experience.

While there are propositions that offer participation in various capital markets, the need to be covered with ample sum assured to be protected from sickness, accident and untimely death has also surfaced. This is also one of the key advantages that we have in Allianz PNB Life. We leverage on scale, global reach, and a diversified business model to cater to the Protection, Health, and Long-Term Savings of more Filipinos.

'Phygital' Distribution

Phygital or physical and digital platforms are a big part of our strategy to help more Filipinos become more confident in tomorrow. We are making significant investments to enhance the company's core system and increase utilization of digital tools, step-change our service delivery, and level up customer experience.

We at Allianz PNB Life believe customer and public education on financial literacy drives growth for the industry. Our ever-growing distribution network of Life Changers™, composed of 438 financial advisors serving 631 PNB branches and 1,684 sales agents in 17 business centers nationwide, leads the life-changing work of promoting continuous education on health and protection. This advocacy is aligned with our goal of financial inclusivity through a robust financial literacy program.

People Focus

At Allianz PNB Life, we dedicate ourselves to guiding customers at every stage of their financial journey. With this, we place high priority on attracting and developing top talent, which supports our belief that cultivating a growing team of exceptional Life Changers™ supported by a highly dedicated Head Office staff directly translates to excellent customer service. Our people remain committed to helping our customers achieve their financial, wealth accumulation, and well-being goals, thereby fostering confidence in the future. That's why it's important for us to nourish and sustain an excellent employee experience that is supported and driven by everyone in the company.

Our efforts in creating a positive work culture have been recognized through a certification as a Great Place to Work™. Our employees have been giving us the highest marks on satisfaction, advocacy, and loyalty since our company's inception. This reflects our optimism and enthusiasm to collaborate and deliver on our purpose of securing the future of Filipinos.

Beyond our Business

Our commitment to success transcends business metrics. We measure achievements, not only by our performance, but also by the depth of our contributions to the communities we serve. Driven by sustainability, we actively engage in initiatives promoting financial literacy, well-being, and safety in the areas we operate. These programs include: the Scholars of Sustenance Food Rescue PH (food truck and rescue), the first Alyssa Valdez Volleyball Youthcamp (youth empowerment, health, and well-being), Allianz Kaagapay (financial inclusion), and a partnership with the Asian Institute of Management (sustainability study). We also leverage the role as the Worldwide Olympic and Paralympic Insurance Partner to activate the power of sports in advocating for holistic wellness and further engage in meaningful community projects and promote a positive impact beyond financials.

Recognition for our initiatives is proof of our positive impact in the community, such as the Best Customer Social Responsibility award for the sustainability video, Seeds of

tomorrow, and awards from notable industry award-giving bodies such as the HR Excellence Awards for Workforce Mobility, Workforce Flexibility, CSR Strategy, Crisis Management Planning, and the Insurance Asia Awards for the Ride Safe initiative (social mobility) and Hybrid Ways of Working initiatives.

From Promise to Proof

Since Allianz PNB Life was founded, we have released more than Php1.8 billion worth of life-saving claims and continue to protect customers. Our continued growth is anchored on our commitment to value creation across key aspects of the business: customers, distribution partners, and stakeholders.

Together with our Allianz colleagues, I am eager to build upon our accomplishments in the Philippines by leveraging on the key building blocks established in 2023, and focusing on growth, transformation, and sustainable customer relationships in 2024. We will pursue progress by achieving the following goals:

- From topline to customer value growth, driven by Regular Pay protection, health, and long-term savings
- Streamlined offerings that are simpler and differentiated propositions
- Digital by default in service and policy management, combined with human touch to Sales and Customers
- Best-in-class sales performance, quality and productivity of our Distribution network

Our organization will continue investing in product innovation and talent development, harnessing digital tools, and implementing business solutions to enhance our reliability, capability to serve, and ability to fulfill our purpose to help more Filipinos become confident in tomorrow.

JOSEPH KUMAR GROSS
President and CEO



Allianz

Allianz

ALLIANZ STRATEGY

Allianz PNB Life will accelerate sustainable growth, transformation, and execution to regain the top 5 rank in the market.



Growth



Streamline offerings and simpler, differentiated propositions driven by Regular Pay protection, health, and long-term savings.



Transformation



Step-change service delivery and level up customer experience through digital adoption.



Execution



Deliver best-in-class sales performance, quality and productivity.

CONFIDENCE TO WIN

business review

In 2023, inflation drove higher interest rates and cost of living and caused challenges in sustaining businesses across the global economy.

We at Allianz PNB Life are no stranger to the effects of inflation. While our customers and partners experienced inflationary challenges, our company's Gross Written Premium and New Business Annual Premium Equivalent were down by -22% and -30% respectively. Our dividend paying funds lost their market appeal to shorter, high yield and guaranteed rates from banks. We needed to pivot and adjust our sails.

Throughout this period, we remained focused on value creation by improving customer service delivery and propositions, steering our portfolio to health and protection, and ensuring our stakeholders are able to withstand the corrosive effects of inflation. Our efforts, which are aligned with Allianz Group worldwide, at managing inflation have been our key competitive advantage, leading to our Allianz PNB Life's growth in Total Premium Income (+70%), Net Income based on IFRS (+212%), and Total Assets (+26%).

We continued to strengthen our Single Premium business through investment strategies catering to various risk appetites, financial planning with bancassurance customers, engaging with the emerging affluent and high net worth segments, and partnering with investment management firms such as Allianz Global Investors and BlackRock. These enable us to create innovative business solutions that grow our customers' assets while protecting them with insurance cover. To further increase our reach and productivity, we began the shift towards Regular Premium business and held Market and Investment Outlook seminars, roadshows, and training programs that hone our distributors' financial planning capabilities. These initiatives have proven beneficial with positive growth in Q1 2024 versus Q1 2023 – our Single Premium business

grew by 18% across all distribution channels. Rebalancing our portfolio, the shift towards Regular Premium business resulted in 37% growth in our RP business alongside 7% increase in our Health business.

We attribute our wins to the following:

Robust portfolio of health, protection, and investment products

We offer an extensive menu of solutions designed to meet the rapidly evolving needs of our customers:

- Our savings and investment plans help our customers reach their financial goals. From regular-pay savings to one-time payment investment plans, customers can grow their money by putting them into various expertly managed investment funds.
- Our various life insurance plans are designed to suit our customers' financial situation. We offer the following solutions: Allianz Shield, Diversify, eAZy Protect, and Premier Life. Find out more from our website: <https://www.allianzpnblife.ph/solutions/protection.html>
- Our health insurance plans allow our customers to safeguard their physical and mental health — from the affordable and renewable Allianz eAZy Health, to Allianz Well! that provides a yearly medical cover, and the unit-linked Health Dynamics with multi-stage critical illness benefits.
- Our insurance and savings plans can be designed to financially support the college education of our customers' children like AZpire.
- Our retirement insurance plan enables our customers to worry less about financial responsibilities as they approach their retirement years.

Formidable sales and distribution network

Achieving remarkable results since inception, our partnership with PNB, which remains among the top bancassurance in 2023, continues to create cross-selling opportunities to protect more customers. This is complemented by our exclusive partnership with HSBC Wealth. Adding to a notable year for our distribution channel is the continuous growth of highly productive Allianz Life Changers from the agency force, specifically growing their productivity in average number of cases produced per Life Changer and the higher amount spent per customer. This exponential growth is supported by expanded reach through our recruitment events like Business and Career Opportunity Presentations.

Better brand building

To support our sales and distribution initiatives, we enhanced our efforts to communicate the Allianz brand values to our stakeholders.

We continued to harness the power of technology and various customer relationship management tools to better understand the needs and concerns of our policyholders. Using data analytics, Voice of the Customer feedback system, and the Net Promoter Score digital survey, we were

able to further deepen our understanding of customer segments and drive productivity for each distribution channel.

Our communication and marketing campaigns were geared towards improving customer persistency so customers will continue to find value in Allianz solutions and grow their relationship with us. These campaigns revolved around customer-centricity, sustainability, and growth.

We reinforced our brand story, "Confidence in Tomorrow," by continuing our engagements with volleyball star Alyssa Valdez and Olympic pole vaulter E.J. Obiena. Both have been Allianz PNB Life's brand ambassadors since 2021. Supporting these passionate athletes is aligned with our mission to be the global insurer of sports and sustainability.

Strengthening our brand reputation even further were the awards and recognitions we garnered in 2023. These reflect our commitment to delivering delightful customer experiences and ensuring global best practices. Proactive cross-functional collaboration made all these possible, enabling us to address challenges in systems, processes, and people and further boost our well-rounded performance.

Q&A

with CHRISTOPHER CABOGNASON

Chief Distribution Officer

How were you able to grow your business through the agency force and bancassurance channels in 2023?

Our progressive growth is a testament to fulfilling our promise of creating value for all stakeholders. 2023 was marked by increasing growth in our key distribution channels. Our annual compound growth rate of around 30% is largely attributed to our partnership with PNB, one of the largest banks in the country with 631 bank branches, where almost one million customers served by our 438 Allianz PNB Life financial advisors. We have also expanded through an exclusive partnership with HSBC Wealth. Our bank partnerships are complemented by our ever-growing agency force composed of 1,684 sales agents servicing 26,308 customers in 17 business centers nationwide.

How big is your agency force now and how do you plan to grow it to scale further?

Our agency force showed strength in numbers, ending the year with 1,684 sales agents servicing 169,001 customers in 17 business centers nationwide. We continue to attract, develop and retain top talents for our young agency force through our unique proposition in agency compensation and fast-track program for aspiring agency leaders.

The Philippine population of over 117 million and its young demographic profile presents a long-term growth opportunity for our life-changing work. Through our agency force, we are able to seize opportunities to grow our customer base by 30%, expand the market segments served and to innovate products that meet the needs of every customer.

What major initiatives do you plan to embark on in 2024?

We want to further accelerate transformation by building on the strategic initiatives established in 2023, steering our portfolio as a trusted Health and Protection company, maximizing channel growth, and focusing on value creation for customers, distributors and stakeholders. This will be complemented by continuous propositions and product innovations, talent development, and harnessing digital tools for a more sustainable customer relationship. We will drive growth of our customer base through expansion and professionalization of our distribution network via digital adoption.



CONFIDENCE TO CHANGE

business review

2023 was a significant year for us at Allianz PNB Life in terms of step-changing service delivery and operational efficiency. Our digital transformation journey kickstarted with a core system enhancement to further support our business growth. Meaningful investments are being made in our resources and retooling our people to upgrade core functions from a legacy system into an agile service portal.

By the end of 2024, our improved technical infrastructure will enable customers to have better self-service capability, a more convenient policy application, and improved interfaces with real-time connections with our bank partners and payment providers.

We at Allianz PNB Life continue to automate processes and digitalize operations as a digital-by-default insurer, aligned with Allianz's long history of innovative success, which ensures high-quality, personalized, and data-driven digital experiences tailored to our customers' needs.

For digital immigrants who prefer paper-based products and are hesitant to use digital channels, we leveraged our expansive distribution network of Allianz Life Changers to help educate and onboard more customers on our digital solutions and tools. Significant investments were also made in training programs for our Life Changers, so they can empower their customers and better address protection and health needs. Allianz Digital Tools — Allianz Journey, Allianz Insight, Allianz Propose, Allianz Assist, and Allianz Expert — were made easily accessible online to our Life Changers so they can respond to our customers' needs and offer solutions anytime and anywhere.

We also continued investing in growing our network bandwidth to ensure constant communication and connectivity with customers and distributors. On the security front, the Allianz Defense Center continued to provide the highest level of cyber protection and the alignment of cyber exposures and underwriting in all Allianz operating entities including our Allianz PNB Life.

Q&A

with PAUL CHANG

Chief Operations Officer

What is the progress of your digital transformation initiatives?

We continue to transform into a digital-by-default insurer by making meaningful investments in resources and retooling our people and upgrading our core system into an agile ecosystem. We also equip our Allianz PNB Life Changers with training programs and digital tools, so they can empower and educate customers.

What new initiatives did you launch in 2023 to support digital transformation and strengthen your IT infrastructure?

Our core system enhancement to step-change our service delivery and operational efficiency, and drive business growth. Technology is changing our insurance operations. For example, our ecosystem plays a decisive role in customer access by offering individual and comprehensive solutions to customer's needs.

What major initiatives do you plan to embark on in 2024?

We will continue the core system enhancements that started in April 2023. We have also successfully tested AI development in 2023 and are preparing to integrate in our value chain, starting with welcome calls and chatbots. Continuous investments in digital tools to ensure the best-in-class service to our customers.



Q&A

with CHONG FANG SIONG Chief Finance Officer

How would you describe the performance of Allianz PNB Life in 2023?

Our Allianz PNB Life had a well-rounded performance in 2023. We saw challenges or uncertainties from macro-economic environment, and we lost market share due to the customer preference in certain line of business which is not part of our sustainable business model. The solid foundation from which we were able to deliver profitability (i.e. more than 6 times growth of net income), proven investment results and productivity stems from our strong commitment to a culture of collaboration, integrity and good governance.

How would you compare Allianz PNB Life's performance with Allianz operating entities in Asia?

We remained among the top bancassurance and the top 3 in Total Premium Income among life insurers in the country. This placed us in a good position to continue our highly positive growth trajectory (i.e. double digit growth in operating profit), at par with other Allianz operating entities in the region.

Do you see the life insurance industry growing? How will Allianz PNB Life contribute to this growth in 2024?

The insurance industry in the Philippines, which contributes to national economic stability by mobilizing long-term savings for investment and providing financial protection, has seen steady growth in the past years, at 10% to 20% annually. It has made us realize the importance of saving and having health and life protection, and has increased our awareness. With this, the market is responding well. Locally, insurance premiums are projected to rise by 11% annually, with the life segment remaining as the largest sector.

We at Allianz PNB Life have achieved 30% compound annual growth rate since our inception. Our goal is to achieve double-digit growth in 2024, which will be driven by key initiatives such as developing our employees and attracting the best talents in the industry, strengthening our bank partnerships, professionalizing our Life Changers network and fully embracing digitalization to enhance productivity and customer service.



CONFIDENCE TO NURTURE business review

2023 was a year of meritocracy, flexibility, diversity, and inclusion. These are well-reflected in our positive work culture, wherein our people remain optimistic, enthusiastic, and highly empowered in delivering our promise to secure the future of our customers. With high employee marks on satisfaction, advocacy, and loyalty, sustaining our excellent employee experience is truly supported and driven by everyone in the company. We are extremely proud that for the first time we at Allianz PNB Life have been recognized with a certification as a Great Place to Work™.

Onboarding and Engagement

Regular check-ins and healthy feedback mechanisms are in place to monitor and safeguard the health and engagement of our people. Our promise of cultivating a growing team of exceptional and highly dedicated staff starts on day one. During onboarding our new hires are welcomed through the My Amazing Journey online sessions, which are complemented by a buddy system where employees are paired with new hires for formal and informal sessions, such as office tour and meet-and-greet with other Departments. We also plotted our new hire plans to cover all needs and contingencies. Safety and readiness trainings are part of the onboarding for new employees. This includes –

- Emergency Preparedness “Building Resilient Communities”, March 2023
- Area Warden Training, August 2023
- First Aid Training, September 2023
- Local Crisis Exercise, October 2023
- Introduction to Protection and Resilience domains are embedded in the MyAmazingJourney sessions conducted for each new batch of Allianz new employees.

To keep employees informed about business updates, we hold Quarterly Town Halls, which also encouraged our people to proactively participate and remain focused and aligned in achieving our goals and objectives.

In the 2023 Work Well Index (WWI), we are proud and pleased to see a 3% increase from the 2022 score. Our WWI survey measures work-related stress levels, of which a higher index score connotes better employee health and productivity. In 2023 flexible work and hybrid arrangements were added to the areas of demands, rewards, control, support, social capital, resources and processes.

Imperative to our company's growth is attracting and retaining top talent, which in 2023 saw intense competition within and beyond the insurance industry. We ramped up our search for top-notch talent in business analysis and solution design, actuarial science, pricing and related fields. We continued to address gaps in employment requirements and local market by using multiple channels in talent acquisition, including mini and cross-functional mobility locally and across other Allianz operating entities.

Work From Anywhere

While most organizations have implemented return-to-office, we at Allianz PNB Life are not mandated to come to office on specific days of the week. Our hybrid work setup encouraged our people to come to the office once a week or when the nature of work requires face-to-face collaboration. Our individual units and divisions are empowered to decide in-office attendance and work outside the office, thereby future-proofing our workforce with convenient and flexible work arrangements. As a result, this hybrid and flexible work arrangement became our most appreciate benefit in working at Allianz PNB Life.

The shift to a hybrid setup is patterned after the Allianz Global guidelines on Ways of Working, which allows our employees the freedom of at least 40% remote work arrangements while maintaining an office space for creativity and collaboration. Even as pandemic restrictions were lifted, we retained our flexible work environment, giving our employees the flexibility to work from home or anywhere we can be productive.



Q&A

with KATHERINE OLIVA Head of Human Resources

How did Allianz PNB perform in 2023 in terms of Allianz Engagement Survey scores?

Our success is largely attributed to our engaged and healthy employees who continue to give high marks and positive feedback in employee surveys, which is a remarkable expression of our people's confidence in Allianz PNB Life. We are proud to support people who remain committed to helping our customers achieve their financial, wealth accumulation and well-being goals, thereby fostering confidence in the future.

How did you strengthen your employee onboarding processes in 2023?

We highly value employee experience from day one. Our new hires are welcomed by the My Amazing Journey, which is a series of online sessions introducing and familiarizing them with the different units and functions in our Allianz PNB Life ecosystem. Adapting to the changing times, specifically transitioning to return-to-office, the online sessions are complemented by a buddy system in which a co-employee guides a new hire through office tour and meet-and-greet.

What major initiatives do you plan to embark on in 2024?

Our company culture is defined by how our values are appreciated, felt and practiced by our employees. We will continue to enhance our people-focus by addressing themes from the 2023 Allianz Employee Survey such as active listening and feedback mechanisms, volunteerism, recognition beyond benefits and workplace efficiency.

Holistic Wellness

Employee health and wellness is a top priority for us in Allianz PNB Life, and we continued the programs focused on improving physical and mental well-being.

- **Wellness Mondays and medical consultations:** Our colleagues and their dependents continued to avail of free consultations with medical health experts on Mondays, and heard experts talk about wellness topics such as mindfulness in wellness sessions.
- **Afternoon Refresh:** No meetings scheduled on Wednesday afternoons to allow our colleagues to focus on their tasks. The initiative, which is aligned with our Allianz Global Meeting Etiquette, continued to increase productivity, especially considering meetings with huge attendance wherein not everyone actively participated. WE put great trust in our people and focus on outcomes, not hours.
- **Healthy Meets:** We mandated that meetings do not go beyond 45 minutes and should have a break if longer than two hours, to avoid meeting overload. We also required a set agenda to make the meetings more focused and purposeful, both in substance and participation.
- **Check-ins:** We required regular check-ins within Departments, helping them gain insights into employee sentiments, needs, and challenges across various areas of their professional engagement.
- **5-Day Vacation Leave Mandate:** A lot of employees were not using their paid time off, hence we mandated five consecutive days of vacation leaves to help our employees recharge and be ready once back at work.
- **Hobby and Interest Clubs:** We continued organizing and promoting participation in interest-based groups, such as basketball, badminton, and musical bands.

Learning and Development

We continued to develop our people as lifelong learners, aligned with the pillars of Technical Excellence, Customer Centricity, Objectives and Key Results, Work-well/Working Remotely, and Leadership.

We also continued to gain momentum in #LEAD, a mandatory virtual learning management system for all people managers within Allianz's global network, as it piloted in 2021, and persisted with Life and Health Academy programs to accelerate learning in critical components such as underwriting, pricing, product development, and overall technical excellence. Meanwhile, while all employees are required to complete 40 learning hours annually, our employees completed an average 65 learning hours in 2023.

We carried on with StartUp, a platform for more experiential learning sessions on collaboration, accountability, problem solving, and providing solutions launched in 2022. We also partnered with The State University of New York (SUNY) for the Entrepreneurship Hackathon, where employees pitched agile work projects, specifically what we can do differently in the organization. Of the 115 employees who signed up and 30 ideas put forward in 2022, the shortlist came to top three ideas to be implemented at Allianz starting in 2023.

We also continued to maximize digital solutions for people performance and business alignment across recruitment, learning, and people development programs. SuccessFactors remains an important tool across Allianz worldwide, and we tap into this application such as HRIS for L&D-leaning initiatives and more.

Diversity and Inclusion

We closed the year with 318 employees, up from the 297 employees in 2022. Gender balance was at 58% female and 42% male populations. We also gained more momentum in our Women in Leadership Network, receiving solid support in promoting female leadership, equal pay, and building a pro-women brand.

Our industry leadership in diversity and inclusion reflects the strength of our workforce and preparedness for the future. We continued to promote representation and love through our Pride in Allianz Network. This included allowing employees to designate their same-sex partners as beneficiaries, a significant offer given to both customers and employees. We are proud to have our global and regional Allianz counterparts support us in these initiatives.



Q&A

with GINO RIOLA Chief Marketing and Sustainability Officer

What is the impact of sustainability in Allianz PNB Life?
Sustainability is an integral part of the Allianz Group. We believe that a sustainable society is one in which all members meet their own needs without compromising the ability of future generations to meet theirs. Our actions in Allianz PNB Life are guided by the impact these make to those we serve. Our contributions to the Allianz Group's global sustainability leadership include food rescue with Scholars of Sustenance PH, youth empowerment with Alyssa Valdez Volleyball Youthcamp, financial literacy with Moran Foundation, and sustainability education with the Asian Institute of Management.

How do you practice Environmental, Social, and Governance (ESG) principles in the organization?
We enable our customers to build wealth sustainability by investing in companies that make a positive change in the world, considering environmental, social and governance factors on top of financials.

How does sustainability play a factor in the company's 2024 plans?
Our company's corporate health and resilience is crucial in our strength to deliver results. We will continue to maximize ongoing sustainability partnerships such as with SOS Food Rescue PH for food rescue kitchen, food drive and our food truck KAGAT, hold Allianz Group-initiated sustainability training to increase employee awareness and participation, and implement learnings from the Sustainability Assessment with AIM. We also leverage the role as the Worldwide Olympic and Paralympic Insurance Partner to activate the power of sports in promoting holistic wellness.

CONFIDENCE TO CARE business review

We consider ourselves successful in ensuring resilience and protection beyond our business results when we are able to actively engage all our stakeholders and inspire change in communities we serve.

In 2023, the Allianz Group once again demonstrated its industry leadership in sustainability through publishing its first comprehensive NetZero transitions plan, which details the commitment to net-zero emissions in the investment of policyholder funds and property and casualty portfolios by 2050.

At Allianz PNB Life, we continue to develop partnerships aligned with the principles of sustainability, strength, and inclusion, in which Allianz has excelled since our founding 134 years ago. We continue to be well-equipped in forging these alliances, confidently backed by the financial strength and resources of Allianz, among the world's most sustainable insurers, according to the Dow Jones Sustainability Index and S&P Global's 2023 Global Corporation Sustainability Assessment.

Our co-created and co-led initiatives with non-profit organizations continue to make a positive social and environmental impact, and contribute to the attainment of the United Nations Sustainable Development Goals (SDGs).

Feeding Program with Scholars of Sustenance Food Rescue PH

We partnered with Scholars of Sustenance Food Rescue Philippines to focus on zero hunger. Among our many food security initiatives is a food truck named KaGat which has rescued 148,728 kilograms of surplus food and delivered 625,300 meals equivalent to 6 million tons of carbon reduction since October 2022. In October 2023,

our employees participated in an employee food drive and rescue kitchen immersion, which had 1,500 beneficiaries composed of children in conflict with the law and their relatives.

Youth empowerment, health and well-being with Alyssa Valdez

We continued to support our Allianz brand ambassador, Alyssa Valdez, who is the country's volleyball phenom and a well-recognized partner in advocating physical and mental wellness of Filipinos. In March 2023, Alyssa held her first Volleyball Youth Camp in Pasig City which gathered about 80 children. The activity aimed to take the youth off the streets through volleyball camps, and equip them with values and opportunities that promote their physical, social, and mental development.

Financial Inclusion with Allianz Kaagapay

We collaborated with the Moran Foundation for Liga Eskwela, a program promoting financial literacy through sports, specifically futsal. The program involved 71 teachers and 10,000 kids from 16 schools/divisions cities in the National Capital Region and 12 school divisions districts in Cebu.

Partnership for Sustainability with the Asian Institute of Management

We underwent a sustainability check by partnering with the Asian Institute of Management (AIM), one of the premier learning institutions in the country. A team of brilliant young minds crafted a fact-based study for Allianz PNB Life. The back-to-basics plan focused on Sustainability Education, which includes office recycling and cleanup, and implementation of vendor standards in 2024.

RISK MANAGEMENT

Allianz PNB Life's risk management system ensures that we can fulfill our mission to secure the lives of Filipinos. Thus, we aim to be adequately capitalized and comply with regulatory risk-based capital requirements at all times. Our risk capital reflects our risk profile and is a key aspect we consider in our business decisions.

Our capital position is closely monitored monthly, complemented by regular stress testing. This gives us a deep understanding of our risk exposure and allows us to take appropriate measures to ensure our capital and solvency strength even in adverse scenarios.

RISK GOVERNANCE

With our vision to be the most trusted and sought-after partner of Filipino families on their journey to prosperity and well-being, we consider risk management to be one of our core competencies as we leverage on international standards through our global presence.

We are part of the Allianz and Philippine National Bank (PNB) groups. As such, we adopt a strong risk culture, supported by a robust risk governance and control structure that adheres to Solvency II standards for enterprise risk management. Our risk appetite is defined by a limit framework that aligns risk strategy with business strategy. Consistent monitoring, analysis, and reporting allow us to trigger actions that prevent unexpected deviations from our risk tolerance. Risk framework, policy, strategy and appetites are reviewed annually to proactively manage risks that are emerging.

As a general principle, we employ these three lines of defense:

- First: Our business owners take responsibility for both the risks and returns of their decisions.
- Second: Our independent functions such as Risk, Actuarial, Compliance, and Legal serve an oversight role.
- Third: Our Audit function independently reviews risk governance implementation as well as compliance with risk principles, performs quality reviews of risk processes, and tests adherence to business standards including the internal control framework.

We execute our governance framework through a committee dedicated to overseeing governance and control standards and procedures. This is composed of representatives from the three lines of defense.

The Governance and Control Committee is primarily tasked to support our senior management with respect to governance requirements and facilitate the collaboration between the key control functions on governance and control-related topics.

RISK-BASED STEERING AND RISK MANAGEMENT

We are exposed to a variety of key risks through our core insurance activities. These include market, credit, underwriting, business, operational, strategic, liquidity, and reputational risks.

With the Risk-Based Capital (RBC) 2 Framework being the binding regulatory regime since 2017, risks are primarily measured and steered based on the risk profile underlying our regulatory capital requirement. In adherence with the Allianz Group's capital management philosophy, capitalization limits and alert levels are defined and adopted based on the results of stress testing exercises, ensuring us ample room to maneuver even during adverse scenarios.

As a supplement to the regulatory framework, we implemented the Top Risk Assessment framework in adherence to the Allianz Group's risk management standard which is a structured and systematic process to identify and remedy significant threats to financial results, operational viability, reputation and the delivery of key strategic objectives regardless of whether they can be quantified or not. The top risks are reviewed annually and form part of the overall risk appetites. The risk rating is assigned with corresponding targets and in case the actual risk rating is higher than the target risk rating, the risk owner is responsible for ensuring that a risk mitigation plan is in place.

The list below describes key risks faced by the company and its management approach:

- **MARKET RISK:** As market risk is an inherent part of our insurance operations, we collect premiums from our policyholders and invest them in a variety of assets. The resulting investment portfolios back the future claims and benefits to our customers. The fair values of our investment portfolios and liabilities depend on changes in the financial markets, exposing us to the risk of adverse financial market developments. We manage market risk within our asset/liability management process, whereby interest rate sensitivity is controlled via duration mismatch limits, and within our strategic asset allocation process, whereby investment limits are defined to monitor and control exposures to risky assets.
- **CREDIT RISK:** Credit risk is measured as the potential economic loss in the value of our portfolio that would result from either change in the credit quality of our counterparties or the inability of a counterparty to fulfill contractual obligations. We manage credit risk through our country and obligor group limit management framework and through careful selection of counterparties by a dedicated team.
- **UNDERWRITING RISK:** Underwriting risks in our insurance operations include mortality, disability, and morbidity, which are associated with the unexpected increase in the occurrence of death, disability, or medical claims, and with the unexpected increase in the severity of medical claims. We measure risks within our actuarial models, distinguishing, where appropriate, between risks affecting the absolute level and trend development of actuarial assumptions. Underwriting risk is thus managed through regular

experience studies that ascertain timely updates on the actuarial assumptions used in the pricing of our products and in the measurement of our insurance liabilities.

- **BUSINESS RISK:** Business risks include cost risks and policyholder behavior risks. Cost risks are associated with the risk that expenses incurred in administering policies are higher than expected or that business volume decreases to a level that does not allow us to absorb our fixed costs. Policyholder behavior risks are risks related to the unpredictable, adverse behavior of policyholders in exercising their contractual options, including, for example, the early termination of contracts, surrenders, and partial withdrawals. We manage cost risks through careful strategic planning that sets the baseline against which actual operational costs and business volume are benchmarked. We manage policyholder behavior risks through the application of accepted actuarial methods in setting our assumptions on policyholder behavior, basing on our own historical data where available, and basing on industry data and expert judgment otherwise. These assumptions are then used to determine the economic impact of policyholder behavior under various conceivable scenarios.
- **OPERATIONAL RISK:** Operational risks represent losses resulting from inadequate or failed internal processes. We manage operational risks through an Integrated Risk and Control System that defines, assigns, and assesses roles and responsibilities as well as management procedures. Our risk managers, in their capacity as the "second line of defense," identify, evaluate, and monitor relevant operational risks and control weaknesses via consistent dialogues with the "first line of defense," report operational risk events in a central database, and overall ensure that the Integrated Risk and Control System is regularly and thoroughly executed. This system triggers specific mitigating control programs. For example, compliance risks are addressed via written policies and dedicated compliance programs under the oversight of our Compliance function; and critical business functions are protected from crisis events by our Protection and Resilience and Business Continuity programs.
- **STRATEGIC RISK:** Strategic risk is the risk of a decrease in the Company's value arising from adverse management decisions on business strategies and their implementation. Strategic risks are identified and evaluated as part of our Top Risk Assessment process and discussed in various Board and Management level committees. We also consistently monitor market, regulatory, and competitive conditions to determine if strategic adjustments are necessary.

- **LIQUIDITY RISK:** Liquidity risk is defined as the risk that current or future payment obligations cannot be met or can only be met under adversely altered conditions. Liquidity risk can arise primarily if there are mismatches in the timing of cash in- and out-flows. We manage liquidity risk through our liquidity risk assessment and asset/liability management processes, where we reconcile liquidity sources (e.g., cash from premiums and investments) and liquidity needs (e.g., payments due to insurance claims and expenses) under our best-estimate plan, as well as under hypothetical adverse scenarios. In our investment strategy, we also place a particular focus on the quality of investments and ensure a sufficient portion of liquid assets in our portfolios.

- **REPUTATIONAL RISK:** Reputational risk is the risk of an unexpected drop in the value of our brand caused by a decline in our reputation as assessed by external stakeholders. Our reputation as a respected and socially aware provider of financial services is influenced by our behavior in a range of areas such as product quality, corporate governance, financial performance, and corporate responsibility. The identification and assessment of reputational risks are part of a yearly Top Risk Assessment and Integrated Risk and Control System cycle, during which senior management also decides on risk management strategies and related actions. In addition, reputational risk is managed on a case-by-case basis through various channels and focus groups.

The top risk in terms of contribution to our capital consumption are credit and underwriting risk. These risks are inherent given the nature in our Life and Health business segments, which cannot be fully mitigated. In order to manage the risks, our strategic asset allocation, capital management and underwriting risk management framework constantly seek to control the exposure to these risks through the regular monitoring, evaluation, forecasting and ensure that the exposure are within risk appetites through a limit framework.

Our Chief Risk Officer, Wasut Riamratanakorn, is responsible for quantitative and qualitative reporting on all aspects of our risk management framework. He reports directly to the Board of Directors' Audit, Compliance, and Risk Management Committee; the Management Committee; and the Risk Committee. He also serves as our Governance Caretaker and chairs the Governance and Control Committee and Risk Committee. He also participates as a member of key committees. He graduated with a bachelor's degree in Business Administration from the Thammasat University in Thailand. He is a Chartered Financial Analyst (CFA) charter holder and a certified Financial Risk Manager (FRM).

CORPORATE GOVERNANCE

ADHERING TO GOOD GOVERNANCE

At Allianz PNB Life, we are fully committed to adhering to the highest principles of good corporate governance as embodied in our Amended By-Laws, Code of Conduct, Corporate Governance Manual, and the Allianz Group Governance and Control Policy.

We subscribe to the principles of integrity, accountability, and transparency in our manner of doing business. This also involves dealing fairly with our clients, investors, stockholders, the communities, and the general public.

We promote professionalism among our Board of Directors, senior executives, and employees, as well as respect for the laws and regulations that affect our businesses. Internally, we follow a philosophy of rational checks and balances and a structured approach to our operating expenses.

The Board and Management believe that corporate governance is a necessary component of sound strategic business management. Therefore, we will undertake every effort necessary to create awareness within the organization to ensure that the principles of fairness, accountability, and transparency are indispensable in conducting our day-to-day business.

Our operations are managed through a properly established organizational structure. Adequate policies and procedures are embodied in manuals approved by our management committees and the Board. These manuals are subjected to periodic review and updates to be consistent with new laws and regulations and generally conform to international best practices. This demonstrates our full compliance with the standards of sound corporate governance.

In 2023, we obtained our Two Golden Arrow Recognition from the Institute of Corporate Directors. The Golden Arrow is awarded to Insurance Commission Regulated Companies as recognition for achieving at least 80 points in the Corporate Governance Scorecard Assessment. This further shows our commitment to continuous improvement and adherence to corporate governance principles and best practices.

Corporate Governance Manual

Our Corporate Governance Manual incorporates the Allianz Group Governance and Control Policy. The Manual fully complies with the corporate governance principles of the Insurance Commission's (IC) Circular Letter 2020-71 or the Revised Code of Corporate Governance, ASEAN Corporate Governance Scorecard (ACGS), and other internationally accepted corporate governance practices.

Compliance and Risk Management

The Board of Directors has the ultimate responsibility for overseeing our risk management and material controls. The Board and its committees review, monitor, and evaluate the effectiveness and reliability of our processes and controls. This included

management override of controls, actuarial assumptions, and methods, risk of fraud in revenue recognition, internal controls, and compliance with laws and regulations. During the Board meeting on April 26, 2024, the Board approved our Audited Financial Statements for 2023 where the external auditor issued an unqualified audit opinion.

Equitable Treatment of Shareholders

Within any class, all shareholders shall have the same voting rights: one vote per shareholder. As per our By-laws, dividends shall be declared and paid out of the unrestricted retained earnings which shall be payable in cash, property, or stock to all stockholders on the basis of outstanding stock held by them, as often and at such time as the Board may determine and in accordance with the law and applicable rules and regulations.

For Stakeholder Relations, we use an internationally recognized corporate governance standard to serve and protect our stakeholders' interests. The Board ensures that we are able to fulfill our commitments while Management handles the operations of the business, both keeping in mind the interests of all stakeholders. Compliance with the highest standards in corporate governance principally rests with the Board of Directors.

Basic Shareholders Rights and Protection of Minority Stockholders

We recognize that the most cogent proof of good corporate governance is visible to the eyes of its investors. The Board, as contained in the Corporate Governance Manual, is committed to respect the following rights of stockholders:

- Right to vote on all matters that require their consent or approval
- Right to inspect corporate books and records
- Right to information
- Appraisal right
- Absence of pre-emptive right to stock issuances or convertible bonds of the corporation
- Right to dividends
- Promotion of shareholder rights, removal of impediments to the exercise of shareholders' rights and right to seek redress for violation of their rights
- Transparency and fairness in the conduct of the annual and special stockholders' meeting of the corporation

Roles and Responsibilities of the Board

The Board shall exercise its powers to the corporation in accordance with our By-laws, Corporate Governance Manual, and all relevant laws, rules, regulations, and internal policies. It implements the duty to implement sound and objective judgment for the best interest of the company. It is responsible for fostering our long-term success as a company and secures its sustained competitiveness in a manner consistent with its corporate objectives and the best interests of its stockholders and other stakeholders.

Independent Directors and Non-Executive Directors

We have two independent directors who constitute 29% of the membership of the Board. Meanwhile, six out of the seven members, or 86% of the Board, are non-executive directors, including the independent directors.

Board Committees

To aid in complying with the principles of good corporate governance, the Board constituted the following committees:

1. Corporate Governance, Nomination, and Compensation Committee (CGNC)

The CGNC is responsible for formulating and implementing our strategic objectives and corporate values throughout the organization. It oversees the implementation and review of the Corporate Governance Framework to ensure it remains appropriate in light of material changes to the corporation's size, complexity, and business strategy, as well as its business and regulatory environments. The CGNC is also responsible for reviewing and evaluating the qualifications of all persons nominated to the Board as well as those nominated to other positions requiring appointment by the Board and to oversee compliance with our Remuneration Policy. It is composed of five members, three of whom were nominated by Allianz and two of whom were nominated by PNB as shown below:

Chairman	Silvius Von Lindeiner	Independent Director
Members	Federico Pascual	Independent Director
	Giulio Slavich	Non-Executive Director
	Florido Casuela	Non-Executive Director
	Alexander Grenz	Non-Executive Director

2. Audit, Compliance, and Risk Management Committee (ACRMC)

The ACRMC is primarily responsible for the recommendation of the appointment/re-appointment and removal of external auditors. In April 2023, PwC-Isla Lipana & Co. was appointed by the Board as the Company's External Auditor. The ACRMC is chaired by an Independent Director with three members who are Independent and Non-Executive Directors as shown in the table below:

Chairman	Silvius Von Lindeiner	Independent Director
Members	Federico Pascual	Independent Director
	Giulio Slavich	Non-Executive Director
	Alexander Grenz	Non-Executive Director

3. Executive Committee

The Executive Committee performs the functions and duties as the Board may confer upon it in accordance with the law and our by-laws. The specific duties and responsibilities of the Executive Committee include the evaluation of Strategic Plans, Forecast, Annual Budget, endorsements for Board approval policies and procedures, manual of products, and services and periodic review of profitability or company performance against targets.

Chairman	Joseph Gross	Executive Director
Members	Dr. Lucio Tan	Non-Executive Director
	Giulio Slavich	Non-Executive Director
	Alexander Grenz	Non-Executive Director
	Florido Casuela	Non-Executive Director

4. Investment Committee

The Investment Committee has the overall responsibility of assisting the Board in overseeing our investment transactions, management, policies, and guidelines, including the establishment of investment benchmarks, review of investment performance, and oversight of investment risk management.

Chairman	Silvius Von Lindeiner	Independent Director
Members	Federico Pascual	Independent Director
	Giulio Slavich	Non-Executive Director
	Alexander Grenz	Non-Executive Director
	Florido Casuela	Non-Executive Director

5. Related Party Transactions Committee

The Related Party Transactions Committee will exercise primary oversight over RPTs on behalf of the Board. The Committee is composed of at least three members of the Board of Directors, two of whom are Independent Directors, including the Chairperson.

Chairman	Silvius Von Lindeiner	Independent Director
Members	Federico Pascual	Independent Director
	Giulio Slavich	Non-Executive Director

Composition and Diversity

The Board shall be composed of at least seven members elected by the stockholders. The membership of the Board is a combination of Executive and Non-Executive Directors (including Independent Directors). Non-Filipino citizens may become members of the Board to the extent of the foreign participation in the equity of the Company, pursuant to Section 23 of the Corporation Code of the Philippines.

Succession Plan

The Board oversees the succession planning of the CEO and Management Committee, including critical roles such as the heads of the Company's oversight functions. The annual review of the succession plans covers the identification of new successors and updated readiness of previously identified successors according to readiness levels, removal of successors who no longer fit the pipeline, and includes diverse candidates (e.g., gender, skills, and functions) where possible. All nominations to such positions are deliberated and discussed in the Corporate Governance, Nomination, and Compensation Committee which shall evaluate the nominees' competency and credentials and shall make appropriate endorsement and recommendation to the Board.

Board and Board Committee Meetings

The summary of the Board members' attendance during the meetings, including those of committee meetings from April 2023 to April 2024, is shown below:

ALLIANZ PNB LIFE INSURANCE, INC. MEETINGS OF THE BOARD AND THE COMMITTEES ATTENDANCE FOR THE TERM 21 APRIL 2023 TO 26 APRIL 2024

Director	Regular Board Meeting	Organizational Board Meeting	Special Board Meeting	Executive Committee Meetings	Audit, Compliance and Risk Management Committee Meetings	Corporate Governance, Nomination and Compensation Committee Meetings	Investment Committee Meetings	Related Party Transactions Committee
Executive Director								
Joseph Gross	5/5	1/1	1/1	1/1	N/A	N/A	N/A	N/A
Non-Executive Directors								
Dr. Lucio Tan	4/5	0/1	1/1	0/1	N/A	N/A	N/A	N/A
Alexander Grenz	5/5	1/1	1/1	1/1	4/4	2/2	3/3	N/A
Giulio Slavich	5/5	1/1	1/1	1/1	4/4	2/2	3/3	N/A
Florido Casuela	5/5	1/1	1/1	1/1	N/A	2/2	3/3	N/A
Independent Directors								
Silvius Von Lindeiner	5/5	1/1	1/1	N/A	4/4	2/2	3/3	1/1
Federico Pascual	5/5	1/1	1/1	N/A	4/4	2/2	3/3	1/1

N/A – Not Applicable

Corporate Governance Initiatives in 2023

With our continuing compliance to the principles of the Insurance Commission's Revised Corporate Governance Code, we organized our "Annual Corporate Governance Lecture Series" with the theme,

"The Impact of Technology and Artificial Intelligence (AI) on Life Insurance." This is a half-day virtual event in which relevant topics were facilitated by reputable speakers from regulatory bodies as follows:

1. How will AI transform our KYC processes and updates on Philippines 'deliverables under the FATF recommendations by Atty. Matthew David, AMLC Executive Director.
2. Privacy Issues in Artificial Intelligence and tips on protecting our privacy in the midst of data leaks by NPC by Atty. Rainier Anthony Milanes, Chief Information Technology Officer, and Privacy Lawyer of the National Privacy Commission

The event was organized and attended by our General Counsel and Chief Compliance Officer, Atty. Amor M. Datinguino. It was attended by the Board, Senior Management team and their direct reports, and other relevant employees of Allianz PNB Life.

Board Selection and Appointment Process

The Board's Corporate Governance, Nomination, and Compensation Committee reviews and evaluates the qualifications of all persons nominated to the Board. Directors are selected based on the following criteria:

- Holds at least one share of stock of the Corporation.
- Shall be at least a college graduate or have at least five years of experience in business to substitute for such formal education;
- Shall be at least 25 years old at the time of his election or appointment;
- Shall possess the necessary skills, competence, and experience in terms of management capabilities preferably in the field of insurance or insurance-related disciplines;
- Must have attended a special seminar on Corporate Governance for Board of Directors conducted by a training provider accredited by the Insurance Commission. Provided that incumbent Directors must attend the seminar within a period of six months from the date of the election;

- Shall have proven to possess integrity and probity, physical/ mental fitness, competence, relevant education/ financial literacy/training, diligence and knowledge/ experience.
- Shall be assiduous in his work habits; and
- A member of good standing in a relevant industry, business, or professional organization.

Election of Directors

Pursuant to our By-Laws, in all meetings of stockholders, a stockholder may vote in person or by proxy executed in writing by the stockholder or his duly authorized attorney-in-fact. Unless otherwise provided in the proxy, it shall be valid only for the meeting at which it has been presented to the Secretary. The Board shall be elected during each regular meeting of stockholders and shall hold office for one year and until their successors are elected and qualified.

Orientation for New Directors and Continuing Education Program

We provide adequate orientation and continuing education for all our Directors. All new Directors are oriented on the Company's structure, business, legal and regulatory environment, corporate governance practices, and Allianz Global Standards. They are apprised of vital corporate documents and relevant policies that define their duties and responsibilities as a Director.

The Directors completed the required continuing education/training on Corporate Governance.

Director	Training/Continuing Education Programs Attended
Joseph Gross	1. Corporate Governance Orientation Program by the Institute of Corporate Directors, June 6-7, 2023 8:00 am – 12:00 noon 2. Annual Corporate Governance Lecture Series by Allianz PNB Life, via WebEx and November 28, 2023, 2:00 - 5:00 pm
Alexander Grenz	1. Annual Corporate Governance Lecture Series by Allianz PNB Life, via WebEx and November 28, 2023, 2:00 - 5:00 pm 2. 2023 Annual Corporate Governance Seminar by SGV & Co. October 24, 2023, 9:00 am -12:00 noon, via Zoom
Dr. Lucio Tan	2023 Annual Corporate Governance Seminar by SGV & Co. October 24, 2023, 9:00 am -12:00 noon, via Zoom
Giulio Slavich	1. Director's Training: Capability Building Workshop by EY by Allianz Malaysia Berhdad, February 23, 2023, (2.5 hours) 2. Cyber Security Awareness Password Security, March 17,2023, (0.5 hours) 3. Director's Training on Fair Treatment of Financial Consumer's (FITC) by Compliance Team, April 13,2023, (2 hours) 4. Allianz System of Governance (SoG) Training April 25,2023, (1 hour) 5. Director's Training on Pricing and E-Invoicing by Deloitte September 14, 2023 (2 hours)
Florido Casuela	2023 Annual Corporate Governance Seminar by SGV & Co. October 24, 2023, 9:00 am -12:00 noon, via Zoom
Federico Pascual	1. Annual Corporate Governance Lecture Series by Allianz PNB Life, via WebEx and November 28, 2023, 2:00 - 5:00 pm 2. 2023 Annual Corporate Governance Seminar by SGV & Co. October 24, 2023, 9:00 am -12:00 noon, via Zoom
Silvius Von Lindeiner	Annual Corporate Governance Lecture Series by Allianz PNB Life, via WebEx and November 28, 2023, 2:00 - 5:00 pm

Performance Evaluation

The Board conducts an annual self-assessment of its members' performance, Board performance, and performance as members of various Board Committees based on the following criteria:

	Process	Criteria
Board of Directors	Self-Assessment	A. Board Structure B. Specific Duties and Responsibilities of the Board of Directors C. Specific Duties and Responsibilities
Board of Committees	Self-Assessment	Assessment is based on Responsibilities in the Committee Charters: A. Investment Committee Charter B. Corporate Governance, Nomination, and Compensation Committee Charter C. Executive Committee Charter D. Audit, Compliance, and Risk Management Committee Charter E. Related Party Transaction

Portions of the Board Performance Evaluation form also include the specific self-assessments answered only by the Chairman of the Board and the CEO. The Corporate Governance Nomination Compensation Committee (CGNC) sends these assessment forms to every Director, collects the completed forms, prepares a summary report, and conducts an annual deliberation of the respective individual and committee performances.

Board Remuneration and Remuneration Policy

The remuneration structures of the Board take into account the individual functions and responsibilities of the Board members such as Chairman, Vice-Chairman, or Committee Mandates.

Each member of the Board shall be entitled to receive compensation (per diem) and an annual bonus for service rendered as Director. The attending directors/advisors shall only be entitled to per diem for meetings that constitute a quorum. All fees are net or after applicable withholding tax. Provided, however, that the Board may receive and allocate an amount of not more than 10% of the net income before income tax of the Corporation during the preceding year. The Board received a total of Php 1,813,813.18 representing per diems and bonuses for the year 2023.

For officers, the remuneration policy applies consistent remuneration principles to ensure appropriateness and alignment with legal requirements and prevailing market conditions. Any remuneration commitments on behalf of the company follow the applicable authorization rules and are subject to the "4-eyes principle". No person must be involved in decisions which concern his/her remuneration.

We measure performance in an annual process which includes the key steps of agreeing to priorities, regular feedback, and year-end performance assessment. Our performance is calculated as a separate element of performance. We also use the Allianz Performance Management Standards to measure performance, and these are shared and transparent goals across the organization.

The Corporate Governance, Nomination, and Remuneration Committee is responsible for the review and approve local Remuneration strategy on executive remuneration packages of corporate officers and Directors, and provide oversight over the remuneration of senior management and other key personnel ensuring that compensation is consistent with our culture, financial capacity, business, strategy and control environment. Our compensation plans are benchmarked and reviewed regularly against the market.

ALLIANZ PNB LIFE LONG-TERM INCENTIVE PLAN

The Allianz Equity Incentive Plan (AEIP) is part of Allianz Group's variable compensation offerings provided to employees to allow them to benefit from Allianz's long-term success. The AEI is a long-term equity-based plan granting Restricted Stock Units ("RSU"), also known as virtual stock. The RSU has a four-year vesting period from the time of their grant. Nominations are submitted to AZAP and the board for approval yearly.

The following employee categories may be considered for nomination:

- Senior Management;
- Top and emerging talents; or
- Key individuals with critical skills under special circumstances.

Disclosure and Transparency

We believe that high-quality disclosure and transparency is a prerequisite for the exercise of ownership responsibilities by shareholders. It also helps the public understand the Company's activities, policies, and performance with regard to environmental and ethical standards as well as its relationship with stakeholders and communities affected by its operation. This is likely to lead to a more conducive environment for the adoption of policies oriented towards sustainable growth.

Communication

We ensure to provide information to our employees, policyholders, and the public about the latest information and development through our internal communication channels such as email announcements, memos, or other written communication. Such information is also available on our company website and social media platforms.

Our clients are always welcome to contact our Customer Service group. This is a proven communication channel that helps create great customer experience. Our Market Management Division makes sure that existing and future clients are well informed resulting in better brand experience.

Related Party Transactions

Our Board, Management, and staff commit to adopt and adhere to the Policy Guidelines on Related Party Transactions (RPTs). We recognize the importance of establishing and maintaining policies and procedures governing transactions between related parties to ensure that these are only undertaken on an arm's length basis for the financial, commercial, and economic benefit of the Company and the entire group to which the Company belongs. The RPT provides that the Company shall identify and prevent or manage potential or actual conflicts of interest which may arise. Directors and officers with personal interest in the transaction shall abstain from the discussion, approval, and management of such transaction or matter affecting the COMPANY. Employees, Officers, or Directors who have been remiss in their duties in handling RPTs shall be dealt with in accordance with the Code of Business Conduct.

The Board, through the RPT Committee (RPTC), exercises appropriate oversight in the implementation of these guidelines.

Details of the material RPT are discussed under the Audited Financial Statement.

Timely Disclosure of Financial Reports

We believe that transparent and accurate reporting of operating and financial results, major business decisions, and developments give our shareholders the relevant inputs to make sound investment decisions. As such, we are committed to full, fair, accurate, timely, and understandable financial statements, public reports, and communications. Each Financial Professional is subject to and in dependence of its specific professional role within Allianz PNB Life responsible for establishing and maintaining effective disclosure controls and procedures, and internal controls and procedures for financial reporting.

In April 2024, the Board approved our Audited Financial Statements (AFS) for the period ending 31 December 2023. The results of the audit showed that our AFS audited by our external auditor as of December 31, 2023, and 2022, present fairly, in all material respects, its financial performance and its cash flows for the years ended in accordance with the Philippine Financial Reporting Standard (PFRS).

Dividend Policy

Dividends shall be declared and paid out of the unrestricted retained earnings which shall be payable in cash, property, or stock to all stockholders on the basis of outstanding stock held by them, as often and such as times as the Board may determine and in accordance with law and applicable rules and regulations of the Insurance Commission. We will declare as dividends those profits which are lawfully available for distribution by the Corporation and which are in excess of what is required to be retained as capital to support the Business Plans and the Corporation's capital policy.

Audit

We have an Internal Audit Department whose main function is to provide independent, objective assurance and consulting activity designed to add value and improve our operations. It accomplishes its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. It is headed by

a Chief Audit Executive (CAE) appointed by the Board. To maintain its independence, the CAE reports functionally directly to the Audit, Compliance, and Risk Management Committee (ACRMC) and administratively to the President and CEO.

The Internal Audit Policy provides the following:

1. Rationale and Scope of application
2. General Principles of Internal Audit and Allianz Group
3. Specific requirement of the Internal Audit Function
4. Internal Audit activities and Processes which includes, establishment of audit universe and derive an audit plan, performance of Internal audit, audit report, follow up, providing advice and establish audit-related principles and procedures.
5. Governance and Roles and responsibilities.

The Audit Universe is defined and revised annually based on a risk-based approach. We use a five-year audit cycle. From the risk assessment, the annual audit plan is established and approved by the President and CEO and the Audit, Compliance, and Risk Management Committee (ACRMC). The CAE reports on a regular basis to the ACRMC on the results of its completed audits including its audit findings and recommendations to improve the company's internal controls. Internal Audit also provides consulting activity to Management to improve the business processes of the organization. Based on our Audit Policy, outsourcing of the Internal Function to external providers is not permitted; any exception must be pre-approved in writing by the Head of Group Audit.

Internal Audit is headed by Gregorio Aniano E. Balatan, Assistant Vice-President (AVP). He is a Certified Internal Auditor (CIA) and a Certified Public Accountant (CPA). He has over 19 years of experience in the field of Internal Auditing gained from Banking, Telecommunications, Distribution, and Insurance. He was the Compliance Officer of the company from 2013 to 2020.

Audit and Non-Audit Fees

For 2023, PwC-Isla Lipana & Co. was appointed as our external auditor. The audit fees incurred for its services amounted to Php 1,239,682.80 inclusive of OPE and VAT. The company did not pay for non-audit fees in 2023.

COMPANY POLICIES AND PROCEDURES

Anti-Bribery and Anti-Corruption Policy

Our corporate reputation is based on the trust that our clients, shareholders, employees, and the general public place on our integrity. The Allianz PNB Life Code of Conduct contains strict prohibitions against corruption and bribery. We are also committed to complying fully with local and international anti-corruption and anti-bribery laws as part of our efforts to maintain strong and effective compliance controls. This includes our strict prohibition against the offer, acceptance, payment, or authorization of any bribes and any other form of corruption, whether given in the private sector or to a local or foreign government official in the public sector. We also demand transparency and integrity in all of our business dealings to avoid any improper advantage or the appearance of questionable conduct by our employees or third parties with whom Allianz PNB Life does business.

The Allianz Anti-Corruption Policy is one of the key components of the Global Anti-Corruption Program. Together, the Program and the Policy connect a number of related policies and controls designed to help Allianz PNB Life effectively manage key risk areas for corruption in both the public and private sectors.

Part of the training for employees and intermediaries includes the Anti-Fraud, Anti-Bribery and Anti-Corruption Program. This includes discussions on Gifts and Entertainment (G&E) procedures, Sponsorship and Hospitality guidelines, including declarations and approvals required. In 2023, the company conducted Anti-Fraud, Anti-Bribery and Anti-Corruption training for targeted intermediaries and launched the annual refresher training for employees. Monthly and annual reminders on Gifts and Entertainment were communicated to employees through email.

Anti-Money Laundering and Counter-Terrorist Financing

Allianz PNB Life is fully committed to the international fight against money laundering and the financing of terrorism and applies a risk-based “know-your-customer” policy in line with applicable laws and regulations. The prevention of financial crimes is our top priority, not only because these crimes pose a significant threat to our reputation, but also because they weaken the integrity of the global financial system. We maintain an Anti-Money Laundering and Terrorist Financing Prevention Program designed to ensure that we comply with the requirements and obligations set out in Philippine legislation, rules, regulations, global best practices, and that adequate systems and controls are in place to mitigate the risk of being used to facilitate financial crime. We have institutionalized policies, procedures, and control measures in ensuring that we do not allow the Company to be used as a laundering site for the proceeds of any unlawful activity. We fully cooperate with concerned government agencies mandated by law to prevent money laundering activities.

Data Privacy

We are strongly committed to conducting business in full compliance and in accordance with applicable data privacy and protection laws and regulations. In doing so, we strive to safeguard the personal data of individuals, protect the Allianz Group, and promote confidence in Allianz as a trusted provider of financial products and services. We shall protect the privacy and data protection rights of our employees, customers, business partners, and third-party individuals. We maintain a Data Privacy policy that is designed to facilitate adherence to applicable data privacy and protection laws and regulations which govern the processing and transfer of personal data.

Our Privacy Notice is available at the company website at <https://www.allianzpnblife.ph/privacy-notice.html>

Meanwhile, Data Privacy concerns may also be emailed at protectprivacy@allianzpnblife.ph

Anti-Fraud

We do not tolerate any attempts of fraud or corruption. We maintain a “zero tolerance” principle for fraud and corruption. Our Anti-Fraud Policy provides the standards for all departments relating to fraud prevention, detection, and response which apply to our employees, divisions, departments, and regional business centers of the Company.

Code of Conduct

The Code of Conduct reflects our values and principles and gives guidance in our actions and decisions. It provides standards of professional conduct and ethics within the organization wherein we are reminded of our commitments to operate in a culture where: 1) We treat each other with respect; 2) We act with integrity; 3) We are transparent, and we tell the truth; and 4) We take ownership and responsibility.

The Board, the Senior Management, and all our employees are required to comply with this Code of Conduct. Everyone is encouraged to speak up on any concerns about possible ethical violations or alleged non-compliance with the Code of Conduct and shall be referred to the appropriate channel including the Board of Directors, Compliance, and Human Resources Department for proper investigation.

Implementation of the Code of Conduct is demonstrated through the establishment and compliance with the various Allianz PNB Life policies, standards, and functional rules/directives. Further, all employees are required to complete on-boarding and refresher training in the Code of Conduct which includes discussion of various company policies relative to it. In November 2023, the Code of Conduct Refresher Training was rolled out to all employees. The Board also completed the Code of Conduct Online Training and Certification.

Conflict of Interest (COI)

It is of critical importance that we are able to identify actual or potential conflicts of interest and manage them in a fair and appropriate manner. Our COI Policy provides guidelines on what constitutes a conflict of interest and incorporates best practice standards regarding the identification, assessment, prevention, ongoing management, and mitigation of conflicts of interests which entail a risk of damage to the interest of the company, our employees and customers.

Rules around Inside Information

Non-public and sensitive information must be treated with confidentiality and may only be acted on or shared if the transfer of information is necessary for legitimate business reasons (“Need-to-know Principle”). Questions on how to handle inside information are being referred to the Compliance department. Rules around inside information are also based on the Allianz Group Standard for Capital Markets Compliance.

Procurement Policy and Supplier Selection Criteria

We have put into place a framework of policies, processes, and set principles for managing all procurement activities within the company. The standard provides the core professional, procedural and organizational requirements of how to collaborate and act with external and internal parties throughout the supply chain process. This requires all stakeholders to work collaboratively to ensure the following objectives:

1. Ensure that the use of company funds is business-related and prohibit any inappropriate use of Allianz PNB Life funds.
2. Strengthen negotiation power.
3. Reach optimal terms and conditions.
4. Optimize the quality of procurement processes and rules in accordance with the Code of Conduct, laws, and regulations.
5. Ensure transparency, compliance, and security, achieving standardization in the execution of sourcing and procurement.

The main principles of the standard include:

Best value for money

1. Transparency, compliance, and risk management
2. Involvement of procurement
3. Strengthening of the buying power of Allianz Group
4. Dealings with Suppliers

At Allianz PNB Life, it is important that the supplier selection process must be objective and transparent. The supplier selection decision should be based on evaluation decision that includes, but are not limited to the supplier’s integrity and performance through the Vendor Integrity Screening (VIS) which includes predefined qualitative and quantitative thresholds, its terms and conditions, excellent customer service, quality of products and services, ability to meet company requirements, compliance with the company’s Standards for Procurement, Related Party Transactions Policy, Anti-Corruption Policy, Risk Policy, Group Outsourcing Policy, Vendor Code of Conduct & regulatory requirements and sustainability aspects.

Investment Code of Ethics

We adhere to the high investment standards and principles as set out in our Allianz Standard for Insurance Investment Assets. This outlines the following principles and rules, among others, which apply to investments of own financial assets, both direct investments as well as indirect investments through holding companies or funds:

Prudent Person Principle: This comprises the rules concerning the due diligence and quality of processes, the care, skills and delegation, and security, liquidity, profitability, and availability of the investment portfolio.

Environmental, Social and Corporate Governance (ESG) factors: The management of Insurance Investment Assets shall take into account broader environmental, social, and corporate governance impacts of the investments.

Economic View (Look-through) Principle: The fundamental principle for all investment decisions is the economic assessment of the risk-return profile. We apply a look-through with respect to our entire portfolio of insurance investment assets, notwithstanding regulatory rules for the calculation of solvency capital requirements.

We adhere to the Allianz Risk Management Framework with respect to our whole portfolio. All relevant internal corporate rules and external laws and regulations governing assets/investments have to be considered.

Creditor’s Rights

We are committed to meet our contractual obligations with suppliers/creditors and third-party service providers in accordance with the terms and conditions of the contract. The standards and policies aim to protect our reputation for acting responsibly and with integrity at all times in dealings with our customers, suppliers, creditors, and competitors. It is every employee’s responsibility to protect the interest and integrity of Allianz PNB Life and maintain the highest standards of conduct to promote a high level of employee and corporate performance.

Allianz PNB Life places high importance on complying with the required turnaround time to ensure the timely processing of payments to its suppliers.

Whistleblowing Policy

We believe that good corporate governance is the responsibility of everyone. Disclosure and transparency are not only expected of the Company, its officers, and employees but of the stakeholders as well. As such, we provide an avenue for all customers and stakeholders to offer feedback about us and our operations through Speak-up, an Allianz PNB Life Guideline on Whistleblowing. This is to ensure that illegal or improper conduct within the Company or in the name of an Allianz entity can be addressed appropriately within Allianz. This protects us and our subsidiaries, employees, and other stakeholders globally from the results and effects of illegal or improper conduct.

We do not tolerate retaliation in any form. As long as the concerns are raised in good faith, even if it turns out the person who reported was mistaken, he will not face negative consequences for speaking up.

Speak up facilities maintained by Allianz PNB Life are as follows:

- a. SpeakUp@allianz - This is an online reporting tool which can be found at the company website.
- b. Compliance@allianz.com

For concerns and complaints, you may contact us using the details below:

9th Floor, Allied Bank Center
6754 Ayala Avenue corner Legaspi Street
Makati City, Philippines

CUSTOMER HELPLINE: 8818-4357 (HELP)
HEAD OFFICE TRUNKLINE: 8818-5433 (LIFE)
FAX: 8818-2701
Domestic Toll-Free Number: 1-800-10-818-4357
MAKATI CENTRAL OFFICE P.O. BOX 3191

Email: customercare@allianzpnblife.ph

BOARD OF DIRECTORS



DR. LUCIO TAN
CHAIRMAN/NON-EXECUTIVE DIRECTOR
FILIPINO, 89

Dr. Lucio Tan is the Chairperson of the Board of Directors of Allianz PNB Life Inc. He was first elected as the Chairperson in July 2017.

As the founding pillar of LT Group Inc., he currently serves as its Chairman and CEO, including that of PAL Holdings, Inc. and MacroAsia Corporation and its subsidiaries. He also holds the top executive office of the following companies: Chairman and President of Tangent Holdings Corporation; Trustmark Holdings Corporation; Buona Sorte Holdings, Inc.; and Zuma Holdings and Management Corporation. Mr. Tan is likewise the Chairman of Allied Bankers Insurance Corporation; Allied Commercial Bank; Allied Banking Corporation (HK) Ltd.; Air Philippines Corporation; Asia Brewery, Inc.; Asian Alcohol Corporation; Absolut Distillers Inc.; Basic Holdings Corporation; Eton Properties Philippines Inc.; Eton City Inc.; Fortune Tobacco Corporation; Foremost Farms, Inc.; Grandspan Development Corporation; Himmel Industries, Inc.; PMFTC, Inc.; PNB Holdings Corporation;

Philippine Airlines, Inc.; Progressive Farms, Inc.; Tanduy Distillers' Inc.; Tanduy Brands International, Inc.; The Charter House, Inc.; and the University of the East. He holds the position of Chairman Emeritus in Philippine National Bank.

Dr. Tan is not only a prominent business legend, he is also an important figure in social development by being the Chairman Emeritus of Federation of Filipino-Chinese Chambers of Commerce and Industry Inc., Founder and Vice Chairman of the Foundation for Upgrading the Standard of Education Inc., and Founder, Chairman and President of Tan Yan Kee Foundation, Inc.

In recognition of his valuable contributions to Philippine education, Dr. Tan was conferred with several honorary Doctorates from various universities. Dr. Tan earned his Bachelor of Science in Chemical Engineering degree from Far Eastern University.



JOSEPH GROSS
EXECUTIVE DIRECTOR
GERMAN, 59

Joseph Gross is the President and Chief Executive Officer of Allianz PNB Life since April 2023. He was elected as an Executive Director on April 1, 2023. He was previously the Head of Global Executive Strategy and Development, responsible for identifying, placing, and developing the top management of the company. He has 20 years of experience in the insurance industry, having held various senior leadership positions within the Allianz Group.

Joe first joined Allianz in 2002 as Senior Vice President of Strategic Brand Management and Head of CoC Marketing Management in Munich, Germany. In 2010, he was appointed as the Executive Vice President - Head of Group Market Management, where he continued to strengthen local and global brand investments and

strategic partnerships. This includes the partnership with Bayern Munich and Formula 1, and the recognition as the Number One insurance brand in the world by the Interbrand rankings. From 2016-2022, Joe was the Chief Executive Officer of Allianz Malaysia where he step-changed business performance, driving top-line growth, and elevating the entity as the top performer in the market influenced by key transformation initiatives.

Prior to joining Allianz, Joe held key positions in marketing and brand management at Procter & Gamble Germany. Joe graduated from the Johann-Wolfgang-Goethe University, Frankfurt, Germany with a degree in Business Administration.



FLORIDO CASUELA
NON-EXECUTIVE DIRECTOR
FILIPINO, 82

Florido P. Casuela was elected as non-executive director on July 29, 2022. He is also a member of the company's Corporate Governance, Nomination, and Remuneration and Investment Committees.

He is Director/President of Philippine National Bank (PNB). He is currently the Chairman of PNB Securities, Inc. and also a Director of PNB International Investments Corporation; PNB RCI Holdings Co., Ltd.; and BancNet, Inc. Before his appointment as President of PNB, he served as Vice Chairman/President of the Land Bank of the Philippines; Vice Chairman/President of PNB Republic Bank (now Maybank Philippines, Inc.); President of Surigao Micro Credit Corporation; Vice Chairman of PNB Savings Bank (now Allied Integrated Holdings, Inc.); Chairman of Casuela Equity Ventures, Inc.; Director of Surigao Micro Credit Corporation; and Senior Adviser of the Bank of Makati (a Savings Bank), Inc.

He obtained his Bachelor of Science degree in Business Administration, major in Accounting and his Master's

degree in Business Administration from the University of the Philippines; Advanced Management Program for Overseas Bankers from the Philadelphia National Bank in conjunction with the Wharton School of the University of Pennsylvania; and Study Tour (Micro Finance Program and Cooperatives) under the Auspices of the United States Agency for International Development. Mr. Casuela passed the exams for Certified Public Accountant (CPA), Economist, and Commercial Attaché.

He is a Lifetime member of the Management Association of the Philippines (MAP) and a Fellow member of the Institute of Corporate Directors (ICD).

He is one of the ten recipients of the 2001 Distinguished Alumni Award conferred by the UP College of Business Administration and awarded as the Most Outstanding Surigaonon in the field of Banking and Finance by the Rotary Club - Surigao Chapter.

Alexander Grenz was elected as Non-Executive Director on April 1, 2023. He is a member of the Audit, Compliance and Risk Management, Corporate Governance, Nomination, and Remuneration, and Investment Committees.

He was appointed as Country Manager and President Director of Allianz Life Indonesia in April 2023. Prior to joining Allianz Life Indonesia, Alex served as the President and CEO of Allianz PNB Life Inc. since May 2019. He was instrumental in Allianz PNB Life' growth which brought the company to Top 3 rank in the Philippine life insurance industry in 2022. Prior to his CEO and Executive Director role, he was the Chief Operating Officer of the company

for three years. He held various roles in Allianz entities for over 15 years, including being Chief Integration Officer, Head of Strategic Project Development and Regional Head of Bancassurance and Partnership Developments in Allianz Asia Pacific, and Deputy CEO and COO of Allianz Russia Life. He also worked as the Regional Head of Life & Health Central & Eastern Europe, Middle East and Africa of Allianz Group and Senior Consultant European Pensions of Allianz SE.

Alex graduated from the University of Applied Sciences, Regensburg, Germany with a degree in Business Administration specialized in Banking, Investment and Financial Management.



GIULIO SLAVICH
NON-EXECUTIVE DIRECTOR
ITALIAN and GERMAN, 46

Giulio Slavich was elected as a non-executive director on April 8, 2022.

He is the Chief Financial Officer of Allianz Life Insurance Malaysia and of its holding company, Allianz Malaysia Berhad, a role that he took in August 2022. When he joined the Allianz PNB Life Board, he was the Global Head of the Center of Competence Life and Health at Allianz SE in Munich, where for four years he was responsible for promoting Technical Excellence, designing the Life strategy, and securing its implementation. Prior to joining Allianz SE, he was a member of the Board of Management at Allianz Italy, responsible for the Life Insurance Products in terms of profitability, strategic development, and the management of

both retail and corporate life business. He initially joined Allianz Group in Munich in 2014 in Group Actuarial as life team leader and also worked in various senior actuarial positions in Generali Group for 13 years.

He holds a degree in Statistics and Actuarial Science (110/110 with honors) from the University of Trieste, Italy. He also completed his Master's degree in Insurance and Risk Management (high honor) from MIB School of Management Trieste, Italy and is an Italian qualified actuary. He has previously been serving as a member of the Supervisory Board of Allianz Global Benefits GmbH in Germany and is currently Board Member in the non-profit organization, The International School of Kuala Lumpur.



SILVIUS VON LINDEINER
INDEPENDENT DIRECTOR
GERMAN, 74

Silvius von Lindeiner has been an Independent Director of Allianz PNB Life Inc. since his election on June 5, 2016. He chairs the Audit, Risk Management, and Compliance Committee; Investments Committee; Related Party Transaction Committee; and Corporate Governance, Nomination and Remuneration Committees of the Board.

Silvius has over 40 years of experience in the insurance industry, holding leadership positions in Munich, Singapore, Kuala Lumpur, Malaysia, and Manila. Prior to his Board directorship in Allianz

PNB Life, Silvius served as CEO at Gallagher Re (Labuan) and Swiss Re Malaysia Branch, both reinsurance companies. He was a Technical Adviser at Aon Benfield Insurance Brokers in Malaysia, Adviser to the Board of Malakut Insurance Brokers, Malaysia and a consultant to Axco Insurance Services Limited (London, UK). He also served as an Independent Non-Executive Director at Kurnia Insurans (M) Berhad.

He studied Law, Sinology, Political Science and English Literature at Munich University.



FEDERICO PASCUAL
INDEPENDENT DIRECTOR
FILIPINO, 81

Federico Pascual has served as an Independent Director since elected on June 5, 2016. He is also a member of the company's Audit, Risk Management, Compliance, Investments, Related Party Transactions, Corporate Governance, Nomination, and Remuneration Committees.

He currently serves as Board Advisor of Philippine National Bank, Chairman of PNB-Mizuho Leasing and Finance Corporation, PNB-Mizuho Equipment Rentals Corporation, and Independent Director of PNB International Investments Corporation. He was formerly Chairman/Independent Director of PNB, Director/President and CEO of Allied Banking Corporation, and President and General Manager of Government Service Insurance System. He also

served as President of the Philippine Chamber of Commerce and Industry. He is President/Director of Tala Properties, Inc. and Woldingham Realty, Inc.; Director of Apo Reef World Resort, Inc., Hermosa Golden Rainbow Corporation, Sarco Land Resources Ventures Corporation and SCTEX Development and Franchisers Corporation. He is also a Partner of the University of Nueva Caceres Bataan Branch.

He holds a Bachelor of Arts degree at the Ateneo de Manila University and Bachelor of Laws (Member, Law Honors Society) at the University of the Philippines. He also completed his Master's degree in Law at Columbia University, U.S.A.

Florentino M. Herrera III was appointed as Corporate Secretary in April 2016.

He is the founding partner of Herrera Teehankee & Cabrera Law Offices (established in 1986). He was formerly a Partner of one of the largest law offices in the Philippines. He has been engaged in the general practice of law for the past 47 years, specializing in corporate law practice as counsel for various companies.

Atty. Herrera holds a Bachelor of Arts in Political Science degree and a Bachelor of Laws degree (Cum Laude, Salutatorian) from the University of the Philippines.



ALEXANDER GRENZ
NON-EXECUTIVE DIRECTOR
GERMAN, 46



FLORENTINO HERRERA III
CORPORATE SECRETARY
FILIPINO, 72

SENIOR MANAGEMENT



JOSEPH GROSS
EXECUTIVE DIRECTOR
GERMAN, 59

See the Board of Director's page for his profile.



CHRISTOPHER A. CABOGNASON
CHIEF DISTRIBUTION OFFICER
FILIPINO, 50

Chris has been the Chief Distribution Officer of Allianz PNB Life since July 9, 2018. Prior to his position, he served as Chief Bancassurance Officer and Director at PSBank. He was also the Bancassurance Sales Team, People Development and Channel Support Head at AXA Philippines; Vice President - Head of HR and Operations at BPI-Philam Life Assurance Corp.; Vice President and HR & Training Director/ Compliance Officer at Philam Equitable Life Assurance Co. Inc.; Senior Manager for People Development, Business Development Manager, Sales Head, and Training Officer at Berkley International Philippines; and Management Trainee at Ayala Life Assurance Inc.

He has a Master's degree in Business Administration from the De La Salle University; and a Bachelor of Arts degree, major in Philosophy (magna cum laude), and a Bachelor of Science in Education degree (cum laude), both from Don Bosco College.



FANG SIONG CHONG
CHIEF FINANCIAL OFFICER
MALAYSIAN, 39

Fang Siong currently holds the post as Chief Financial Officer (including treasury function) at Allianz PNB Life since July 1, 2021. Prior to this position, he was under the finance function overseeing operating entities in the Allianz Asia Pacific Regional office (2017-2021). Prior to Allianz, he was Regional Financial Controller in an education group and experience in Corporate Advisory (including IPO) for an array of industries.

Fang Siong is also a Member of Institute of Singapore Chartered Accountants (ISCA) and Fellow Member of Association of Chartered Certified Accountants (FCCA). He has a Bachelor of Commerce (Hons) Accounting degree from University of Tunku Abdul Rahman.



AMOR DATINGUINO
GENERAL COUNSEL AND CHIEF COMPLIANCE OFFICER
FILIPINO, 54

Amor has been Allianz PNB Life's General Counsel since 2016. In July 2020, she was also appointed by the Board of Directors and assumed the role of Chief Compliance Officer.

Prior to her role as General Counsel and Chief Compliance Officer, she was also the Data Protection Officer of the company.

Amor has over 20 years of work experience in the life insurance and financial services sector: Vice President and Head of Legal & Compliance, Manulife Philippines; Vice President and Chief Compliance Officer, Sun Life of Canada (Philippines), Inc.; Head - Legal, Compliance and Operational Risk, AXA Philippines; and Regulatory Officer, Philippine Dealing System Group. She is also a Member and past Chairperson of Philippine Life Insurance Association's (PLIA) Legal and Legislative, and Ethics and Compliance Committees.

Amor placed ninth in the 1996 Philippine Bar Examinations after obtaining a Bachelor of Laws and a Bachelor of Science degree in Economics from the University of the Philippines.



PAUL CHANG
CHIEF OPERATING OFFICER
KOREAN, 53

Paul has been the Company's Chief Operating Officer since July 2019. Prior to his post, he was Chief Digital Officer at ABL Life Insurance Korea, Ltd. And COO, and Chief Information Officer at Allianz Life Insurance Korea, Ltd. He also served in various capacities at ING Life Insurance Korea, Ltd. He worked as a Technical Leader at LG-EDS Systems.

He earned a full scholarship from ING Life Korea and graduated with a Master's degree in Business Administration (insurance business administration) from Ajou University and a Bachelor of Arts degree in Chinese from Hankuk University of Foreign Studies.



GINO RIOLA
CHIEF MARKETING AND SUSTAINABILITY OFFICER
FILIPINO, 48

Gino has been with the Company since November 2020. He was Head of Regional Market Management for Allianz Asia Pacific prior to assuming his role at Allianz PNB Life. His previous posts include: Vice President for Sales and Marketing, Allianz Global Assistance; Vice President for Sales and Marketing, Co-operators Group; and Director of the Affiliated Distribution Network Marketing, ING Canada.

He has a Master's in Business Administration degree from the Richard Ivey School of Business and completed various Leadership Certification programs from the Allianz Group, the Co-operators, and ING. He earned a postgraduate Direct Marketing Diploma from the Institute of Direct Marketing UK. He holds a Bachelor of Science in Management Engineering degree from the Ateneo de Manila University and a double major: Bachelor of Arts in Economics also from the Ateneo de Manila University where he obtained his primary and secondary education.



KATHERINE OLIVA
CHIEF HUMAN RESOURCES OFFICER
FILIPINO, 50

Kathy has been with the company since 2018. Her appointment as Chief Human Resources Officer was confirmed by the Board of Directors in June 2022. She has over 22 years of work experience in the human resource field and held various HR executive and leadership roles in Manulife Philippines, Philam Equitable Life Assurance Company Inc., and The Philippine American Life and General Insurance Company.

Kathy graduated Cum Laude at the De La Salle University where she obtained her Bachelor in Arts degree in Psychology.



LEONARDO TAN JR.
CHIEF PRODUCT PROVIDER OFFICER
FILIPINO, 48

Leo joined the company on October 17, 2022. His appointment as Chief Products Provider Officer was confirmed by the Board of Directors in November 2022.

Prior to his role, he worked as the Head of Marketing in Generali Philippines, Chief Marketing Officer of AIA Philippines, and President of Philam Foundation. He has held various positions in sales and marketing, including propositions development and customer acquisition and engagement. He is a highly experienced financial services executive for over 25 years.

Leo is a Cum Laude graduate of Business Economics from the University of the Philippines.

ORGANIZATIONAL CHART

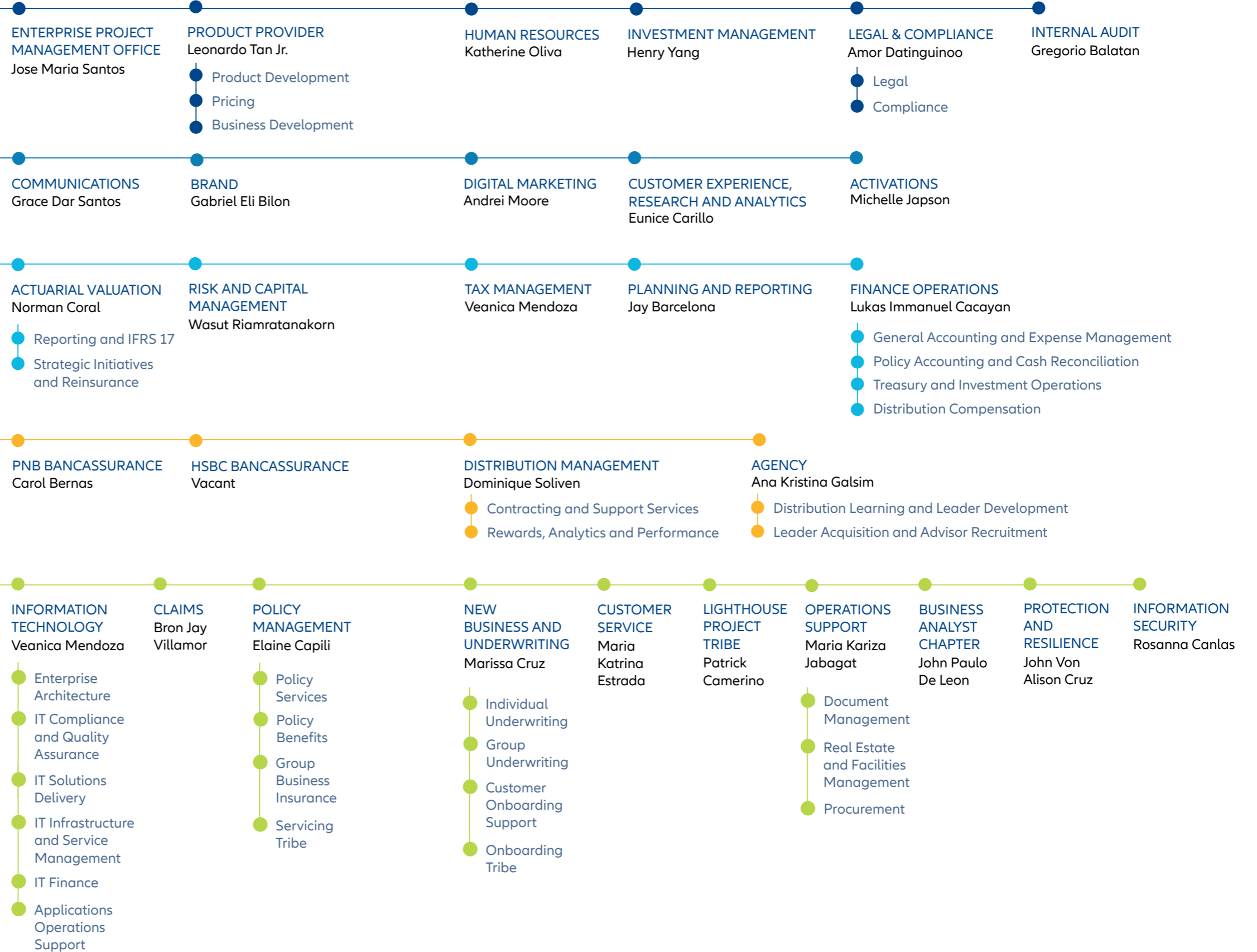
PRESIDENT & CEO
Joseph Gross

MARKET MANAGEMENT
Gino Carlo Riola

FINANCE
Fang Siong Chong

DISTRIBUTION
Christopher Cabognason

OPERATIONS
Won Kyun Chang



Allianz   **PNB**
L I F E I N S U R A N C E

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