

Report of the CEO

Oliver Bäte
Munich, May 4, 2016



Key messages for Annual General Meeting for 2015

- 2015 was again a very successful year for Allianz. All stakeholders have benefitted, also you as our shareholders
- Our macro-economic and technological environment is changing fundamentally. We will adapt and in doing this, we act from a position of strength
- Our Renewal Agenda sets ambitious targets and puts our customers at the core of our actions

Financial year 2015

2015 was another successful year ...

Performance

Record revenues

Profit growth

Sound EPS growth

Solid RoE

Trust

Integrity

Again No. 1 brand
– only insurance
brand in global
top 50

Competence

>150 awards
won in 2015

Resilience

Strong balance
sheet

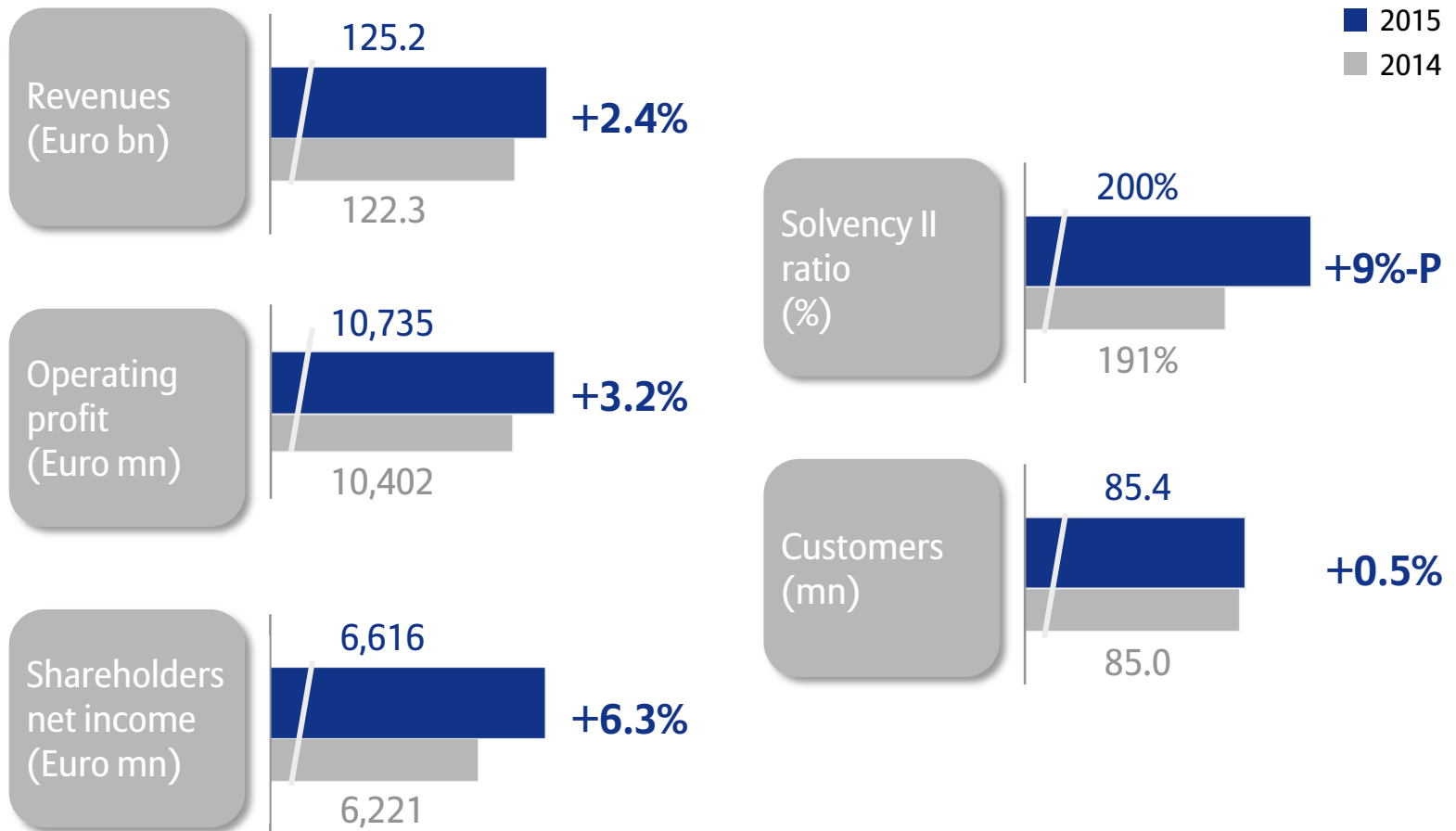
Health

Customer
satisfaction rising

Employee
satisfaction
improved

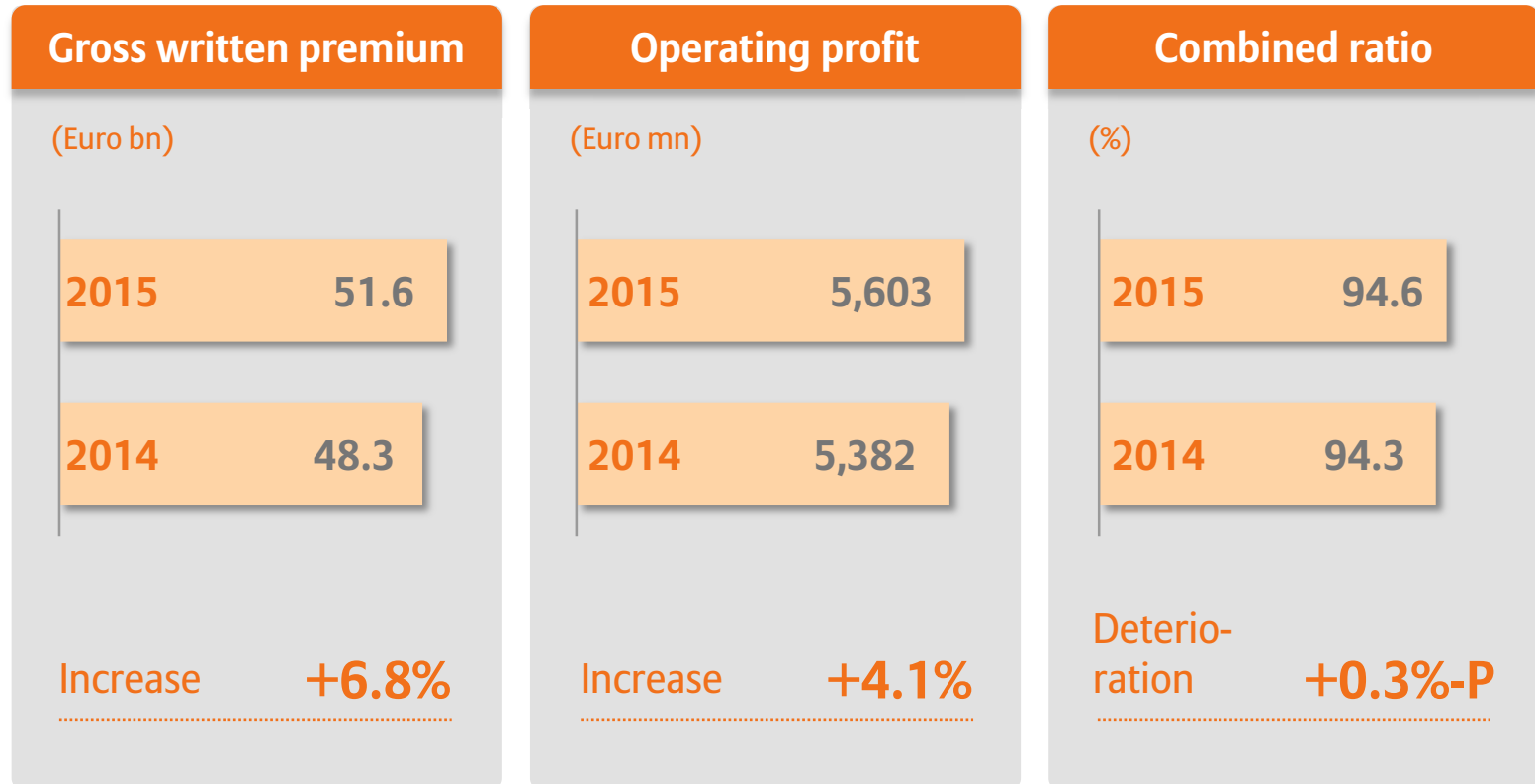
Financial year 2015

... with very strong financial results



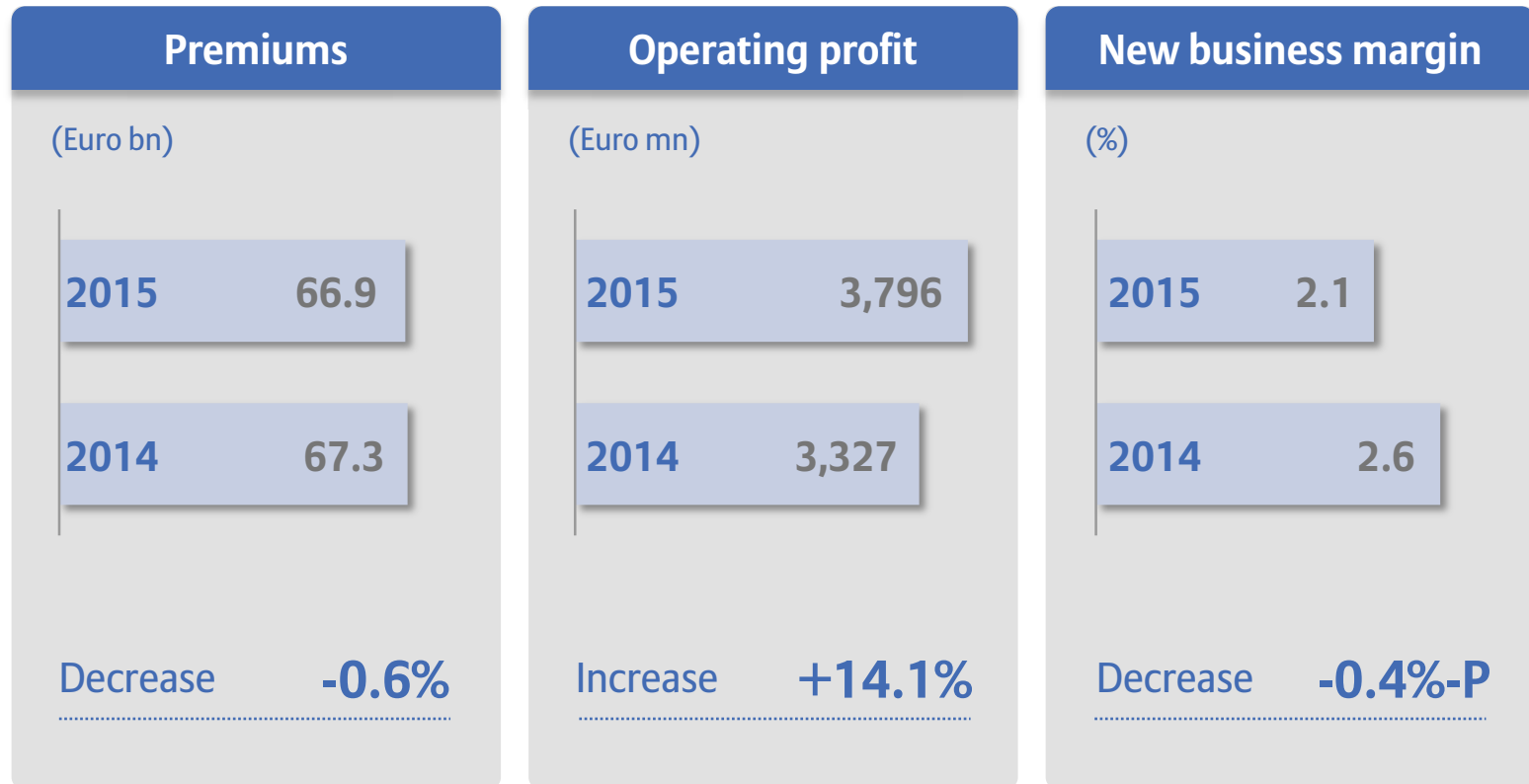
Financial year 2015

Property/Casualty



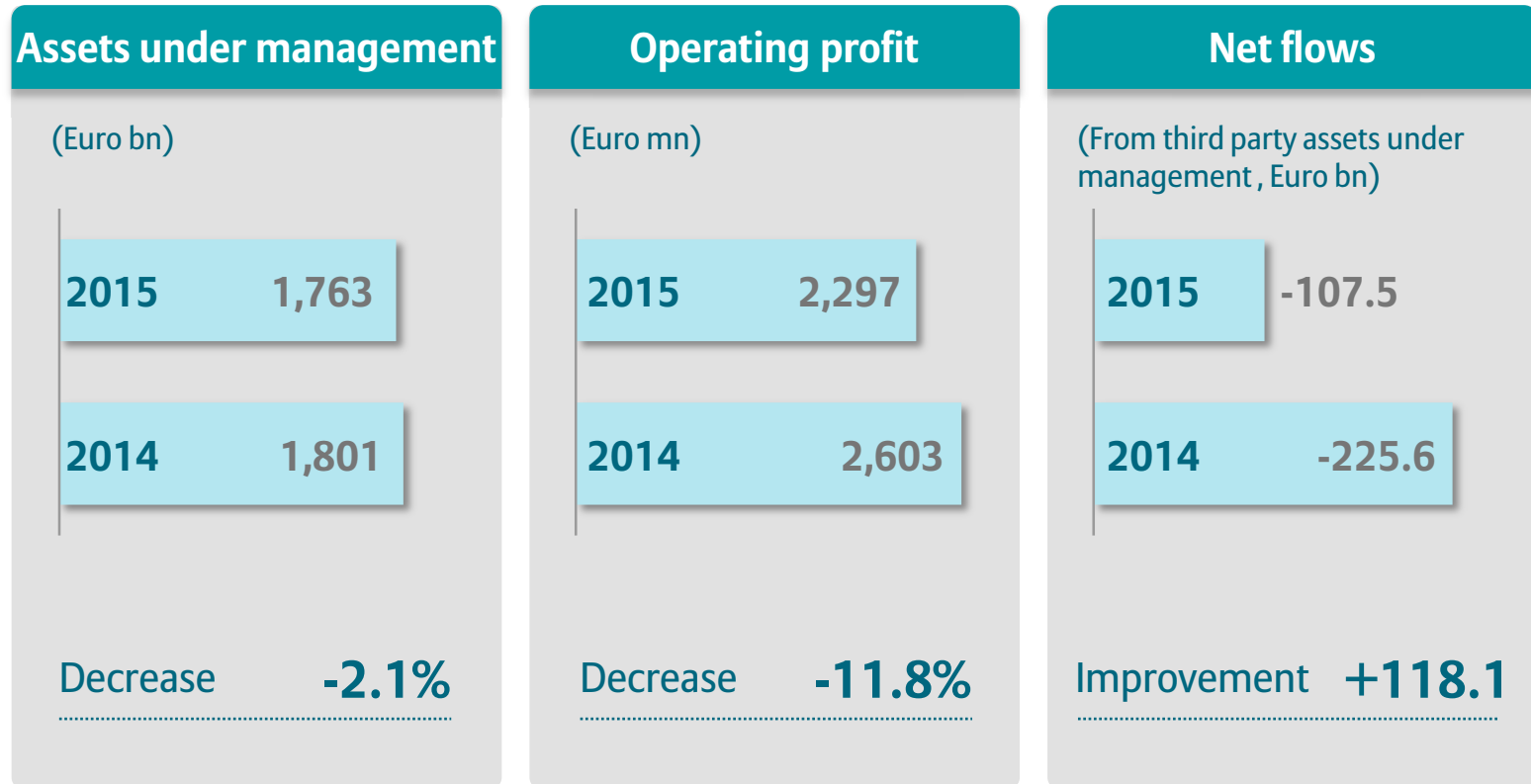
Financial year 2015

Life/Health



Financial year 2015

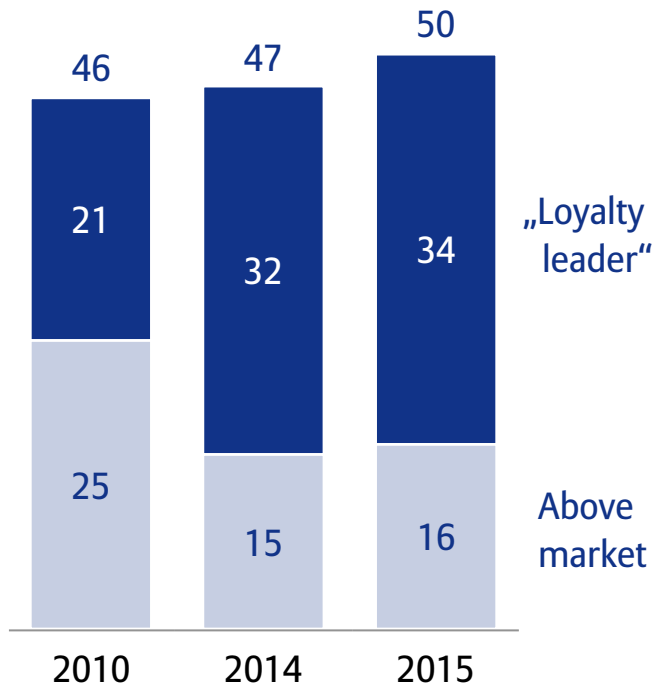
Segment Asset Management



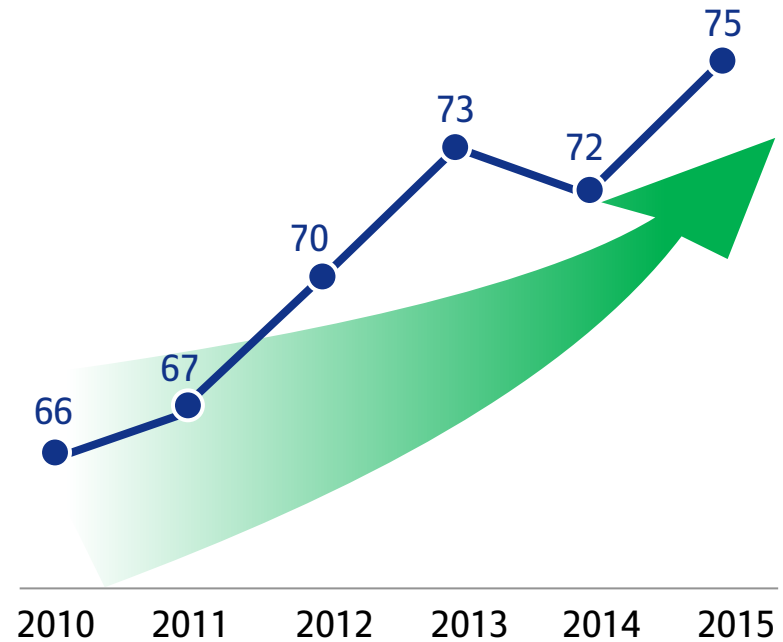
Financial year 2015

Health of our organization improves further

Improving customer satisfaction
NPS (%)



Strong employee engagement
AES (%)

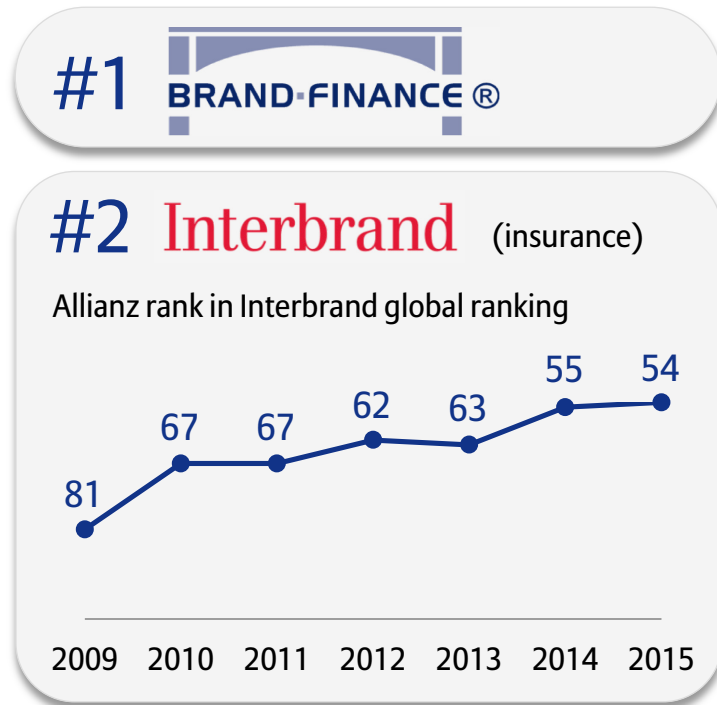


Financial year 2015

Solid foundation for trust in Allianz

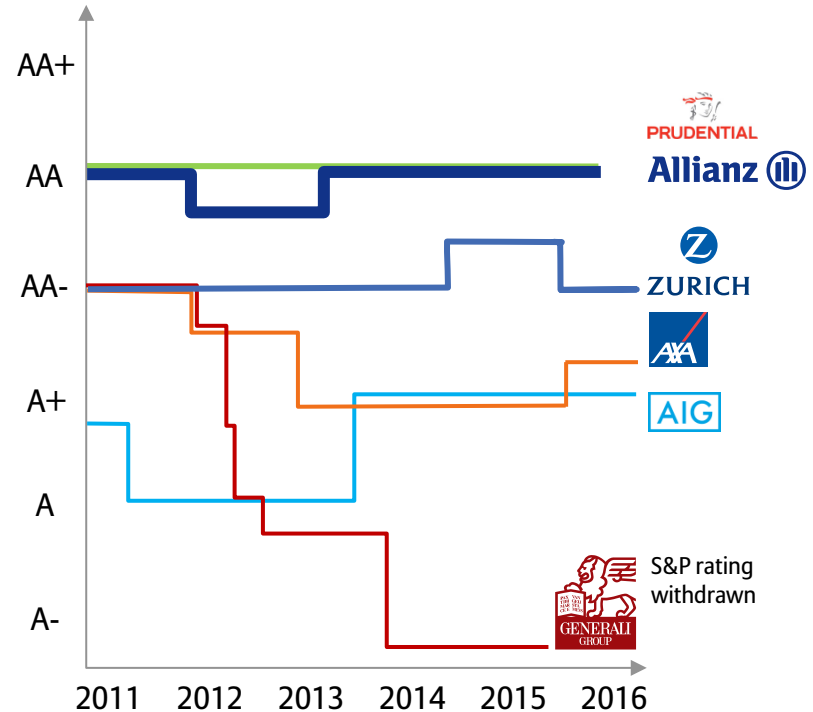
Trust reflected in our distinctive global brand

Brand ranking 2015 – Insurance



Trust displayed through our strong rating

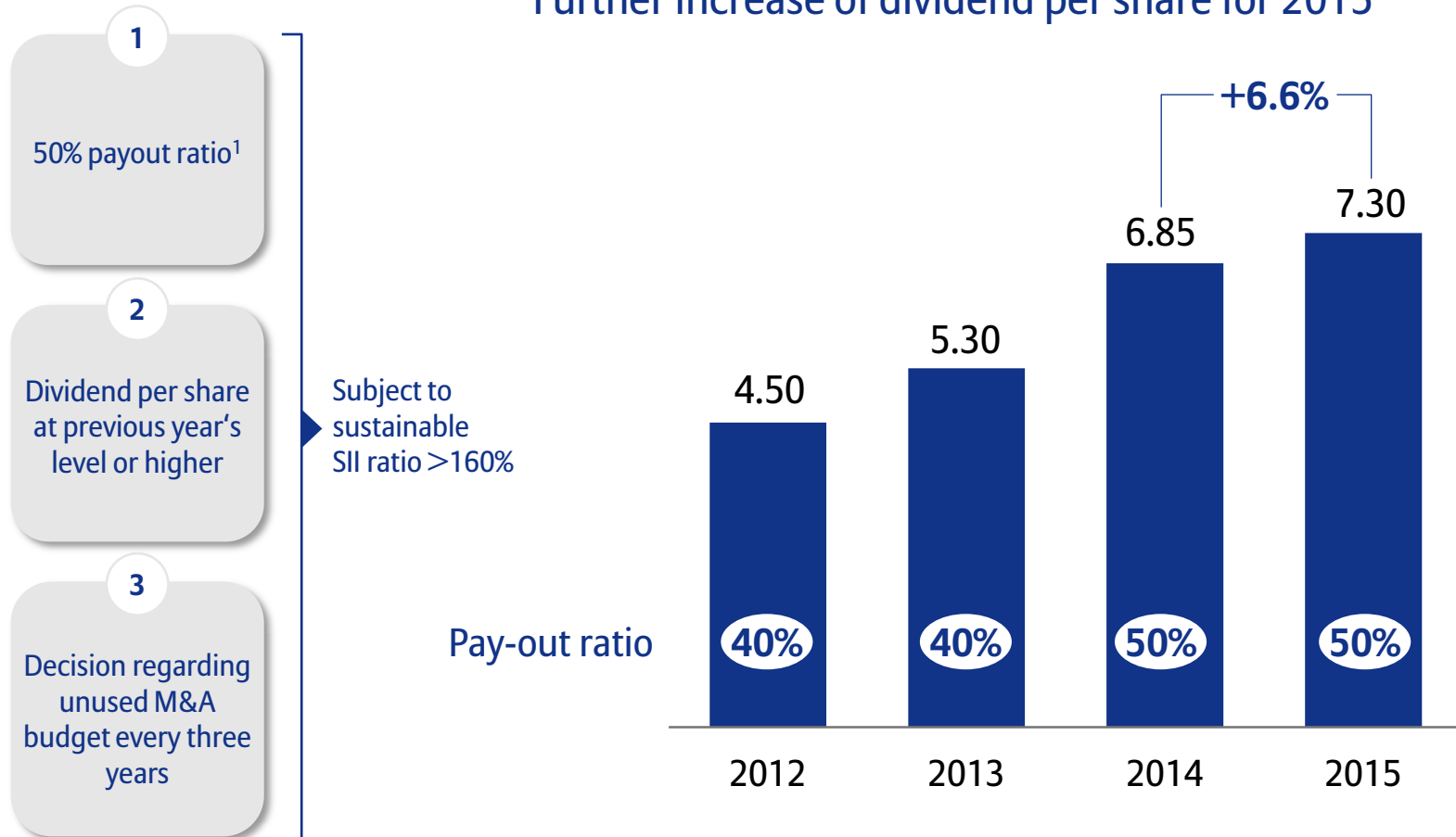
Insurer financial strength rating, S&P



Financial year 2015

Dividend proposal: 7.30 Euros per share

Further increase of dividend per share for 2015

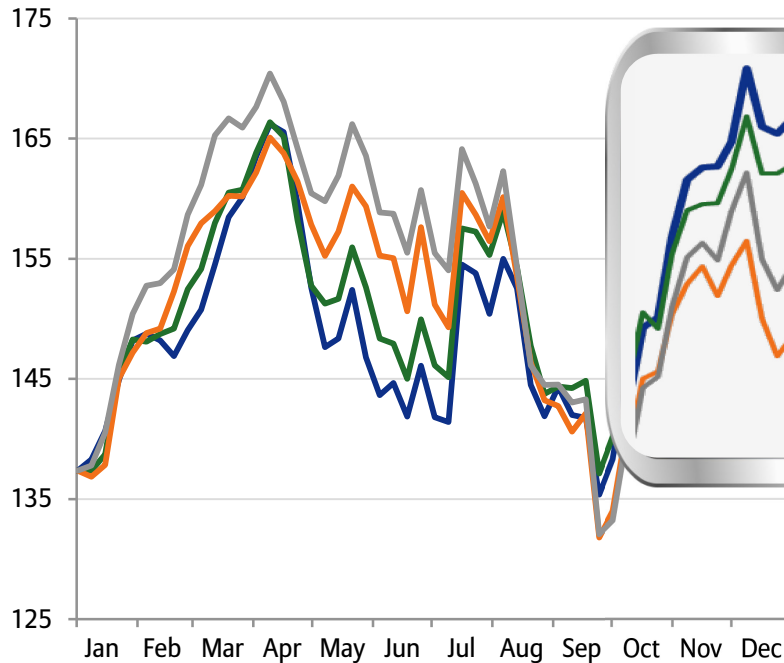


1) In relation to net income attributable to shareholders of Allianz Group. Net income of Allianz SE (HGB) of Euro 3,554 mn

Financial year 2015

Positive development of Allianz share in 2015

Share performance in 2015
(indexed at Allianz share in Euro)



- Allianz
- EURO STOXX Insurance
- DAX
- EURO STOXX 50

Share performance 2015	Total performance 2015 ¹
+19.1%	+24.6%
+15.9%	+20.9%
+3.8%	+9.6%
	+7.3%

Performance higher than reference indices since communication of Renewal Agenda

1) Including dividend
Source: Thomson Reuters Datastream

Structural changes in our industry require fundamental adjustments

Politics and world economy

- Slow growth
- Ultra-low yields
- High capital market volatility
- Political instability



BLACKROCK®



PINGAN



Allianz 

 ZURICH



Technology and regulation

- Digital attacker
- Increasing product/sales regulation
- Lower customer loyalty

- ▶ Decreasing growth & margins
- ▶ Increasing investments in technology
- ▶ War for talents

We strengthen our portfolio, enhance our market positions and thus realize economies of scale

Solid foundations

Strong presence in mature markets

High competence of employees

Solid processes
and controls

Scaling up our competitive advantages

Portfolio excellence

Strong positions in our markets

Market leadership

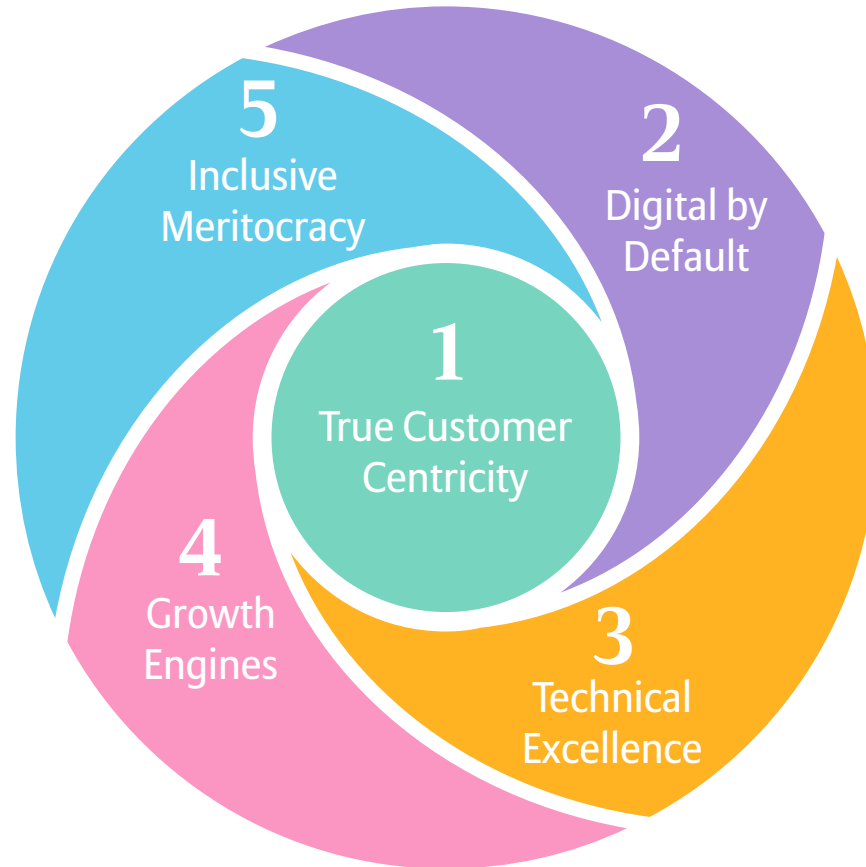
Excellence in all functions

Competitive leadership

Flexible and fast to market

Heritage and Renewal

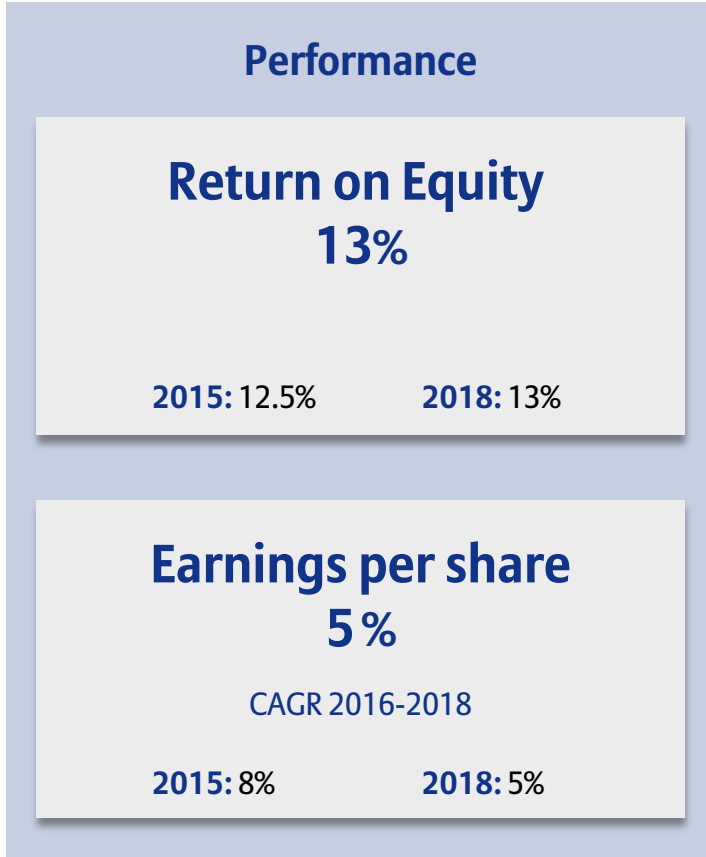
Program „Heritage and Renewal “ will now be implemented



First successes are visible, now focus on implementation

- 1 True Customer Centricity**
Initiatives started in all entities
- 2 Digital by Default**
Joint global implementation initialized
- 3 Technical Excellence**
Property/Casualty: risk adequate pricing improved
Life: new business mix shifted, de-risking in back books
- 4 Growth Engines**
„Digital Agencies“ and expansion of bancassurance and targeted acquisitions made
- 5 Inclusive Meritocracy**
New incentive and performance system established

Ambitious targets for 2018



Q1 2016

The first quarter 2016 was positive and provides tailwind



Revenues of 35.4 bn Euro – decline by 6.4%

Operating profit of 2.8 bn Euro – decline by 3.5%

- Property/Casualty: combined ratio of 93.3%
- Life/Health: new business margin of 2.5%
- Asset Management: 1,242 bn Euro third party assets under management

Quarterly net income attributable to shareholders of 2.2 bn Euro – increase of 20.5 %

Allianz World Run

powered by  UNDER ARMOUR®



Allianz 

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Forward-looking statements

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

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

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

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