



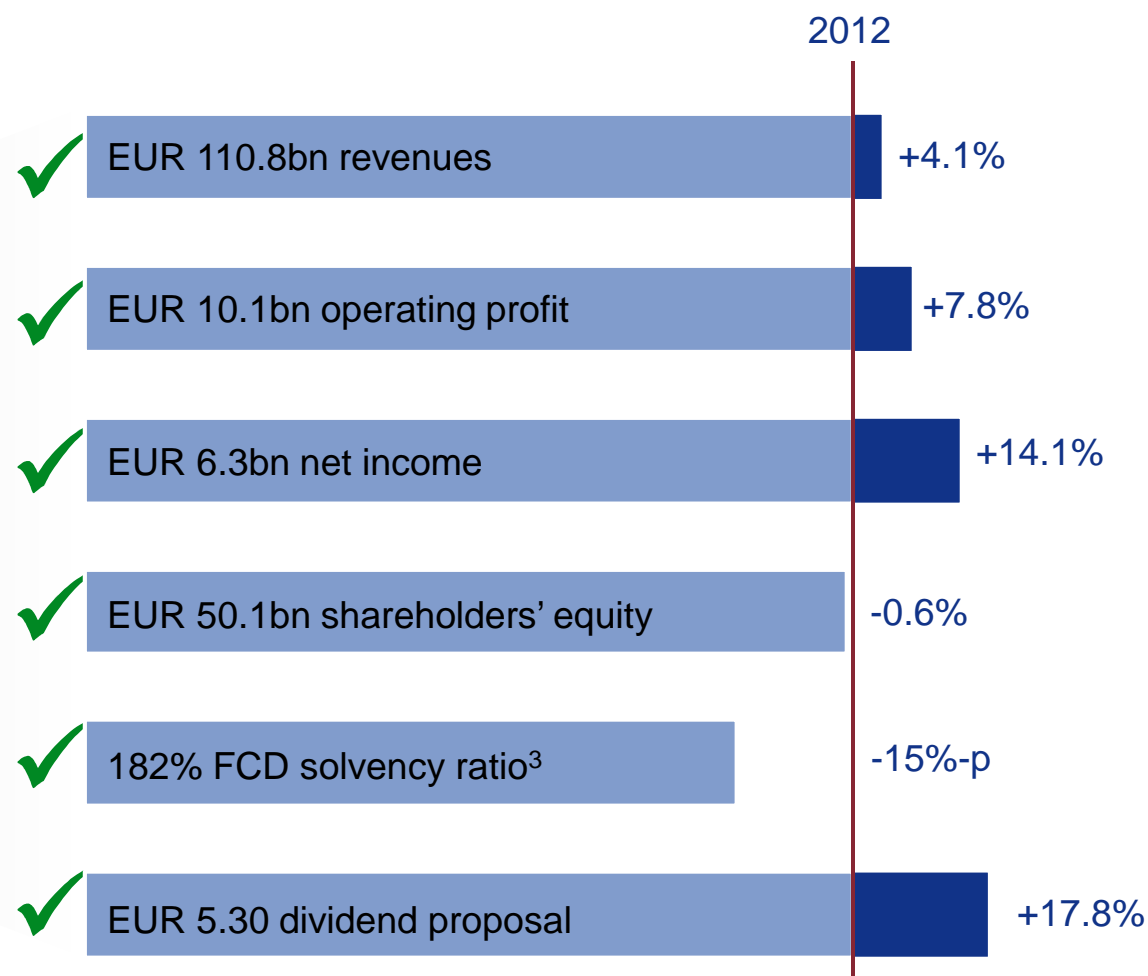
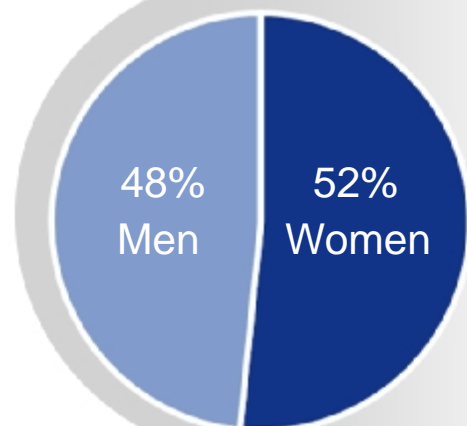
HR Fact Book 2013  
Allianz Group

Allianz 

# Strong performance in 2013<sup>1</sup>

As of December 31, 2013

Total number of employees<sup>2</sup>  
147,627



1) Figures based on all Allianz employees (core and non-core business).

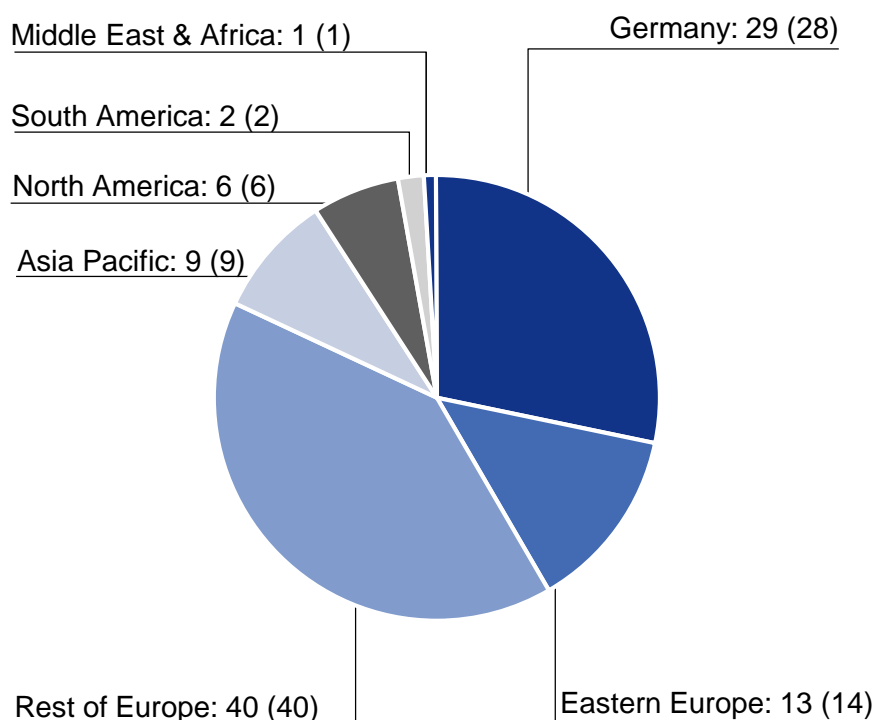
2) Total number of employees with an employment contract of all consolidated companies (core and noncore business).

3) Includes off-balance sheet reserves.

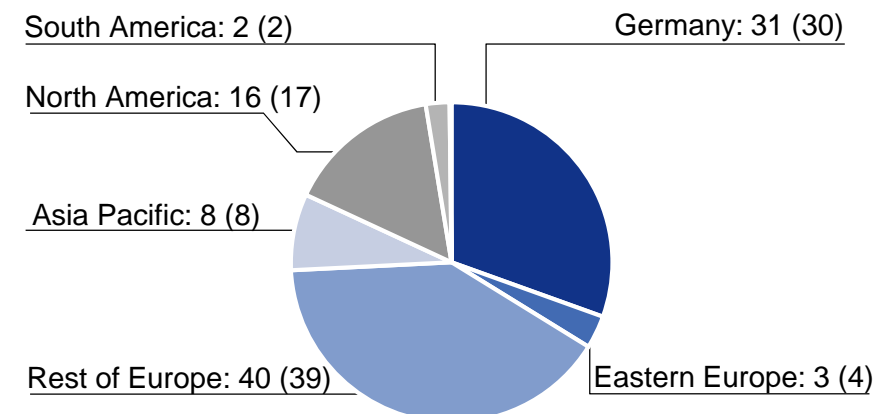
# Allianz employed a total of 147,627 people at end of 2013

As of December 31, 2013 (December 31, 2012)

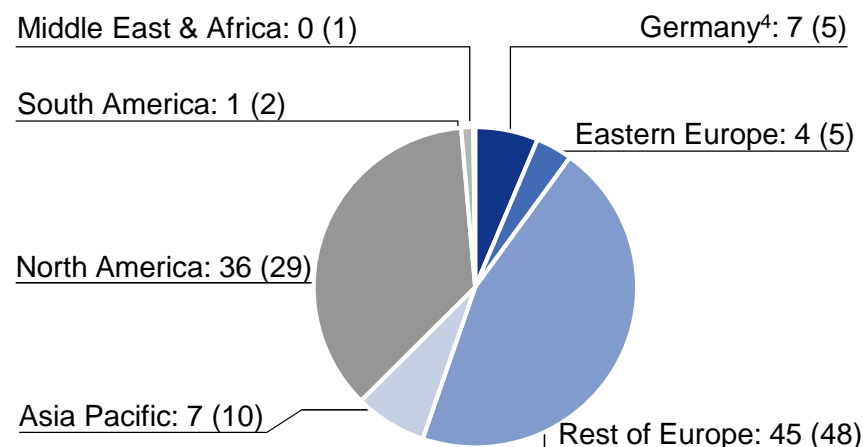
Employees (%) of 147,627<sup>1</sup>



Total revenues (%) of EUR 110,773mn<sup>2</sup>



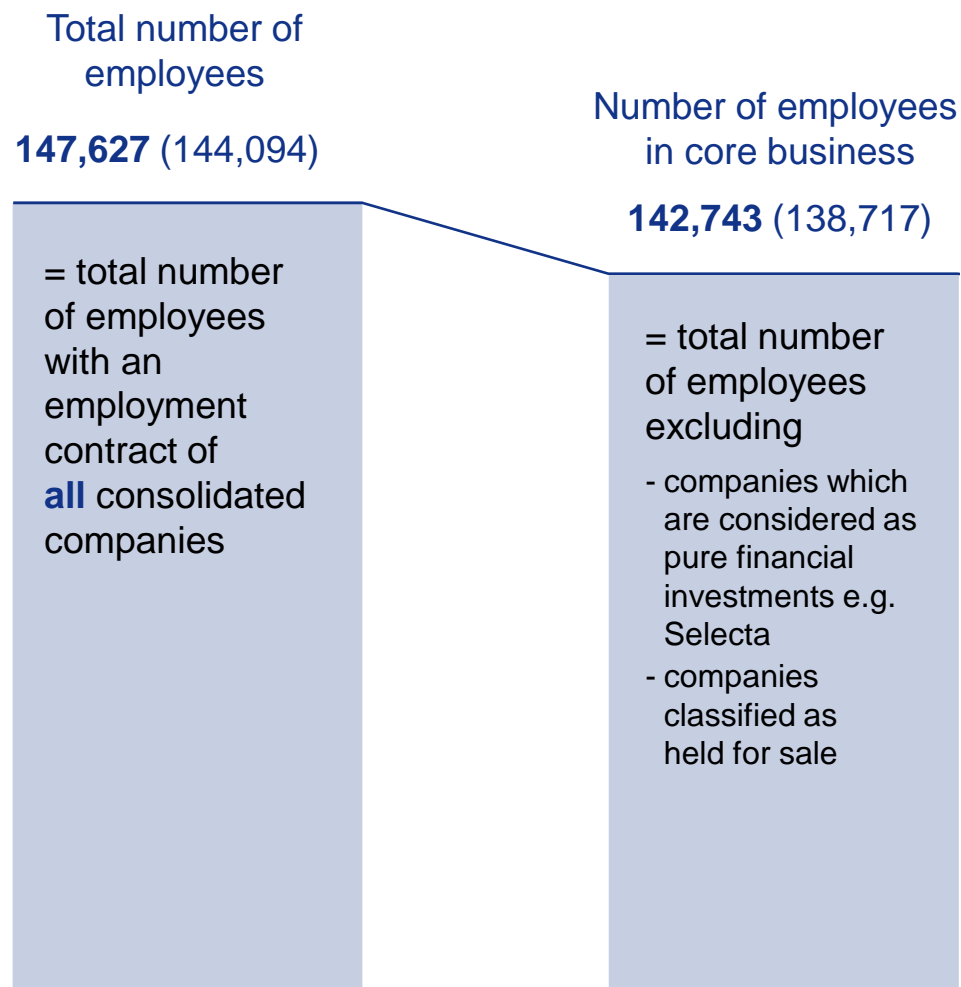
Operating profit (%) of EUR 10,066mn<sup>3</sup>



1) Figures based on all Allianz employees (core and non-core business). Percentage of employees calculated based on the headquarters of each Allianz company.  
 2) Group consolidated figures. Middle East & Africa counts as 0.4% of total revenues of Allianz Group in 2012 and 2013.  
 3) Group consolidated figures. Middle East & Africa counts as 0.6% of total operating profit in 2012, 0.3% of total operating profit in 2013.  
 4) Group consolidated figures, including group center and other corporate companies based in Germany.

# 142,743 employees working in our core business

As of December 31, 2013 (December 31, 2012)

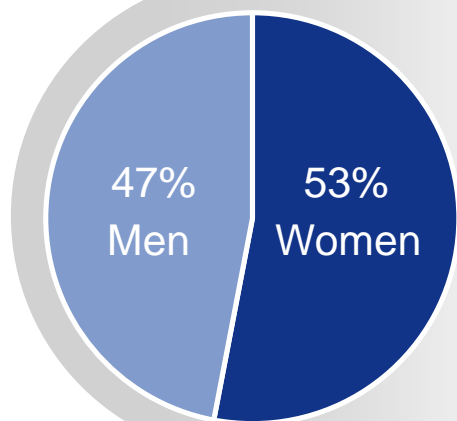


§ Figures in this report are based on the number of employees in Allianz's core business, unless otherwise noted.

# Allianz Group human capital at a glance

As of December 31, 2013

Employees  
in core business  
142,743

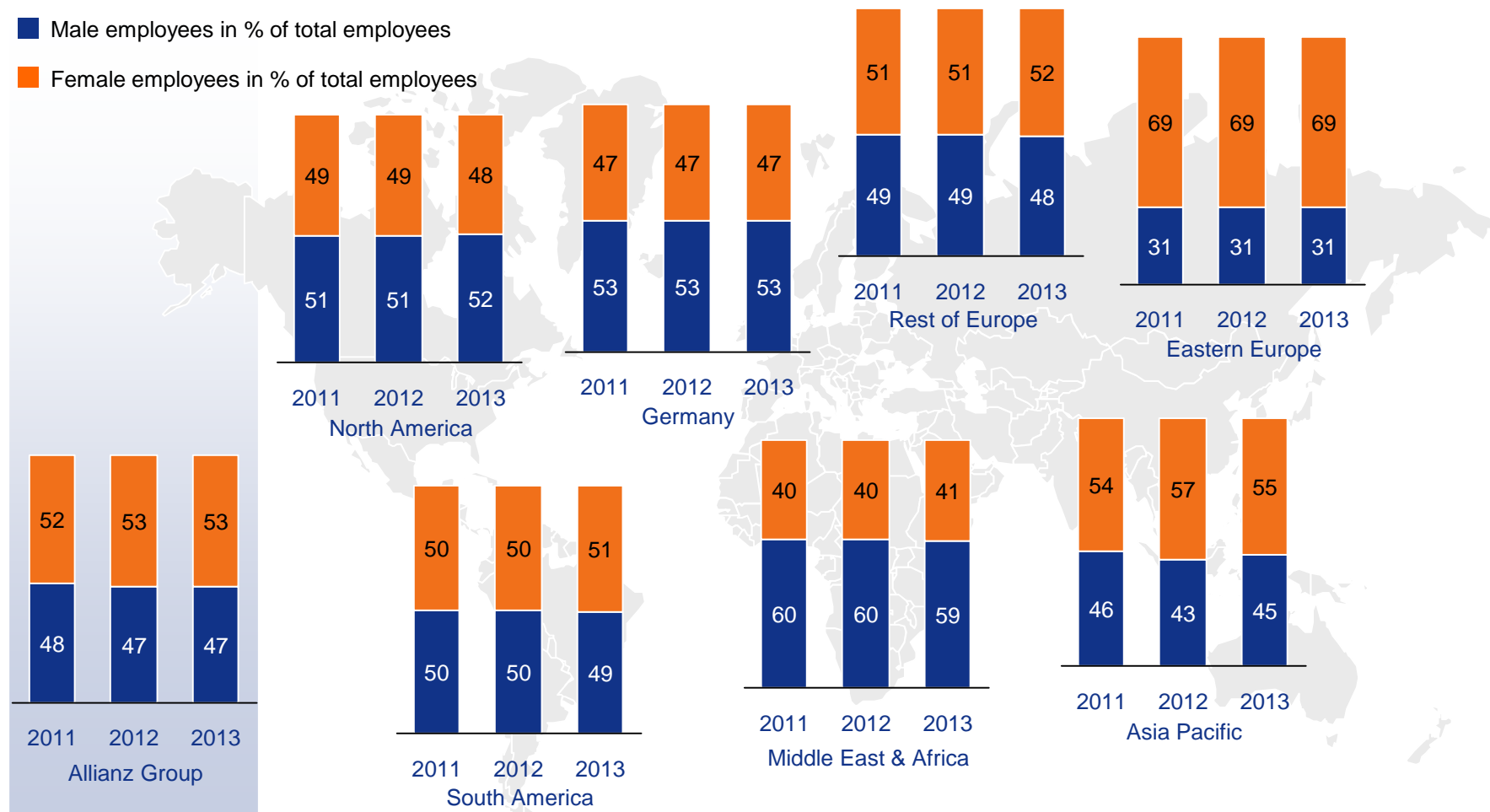


	2011	2012	2013
Salaried workforce	96%	96%	96%
Managers <sup>1</sup>	12%	13%	13%
Part-time employees	11%	12%	11%
Employees with permanent contracts	94%	93%	93%
International assignments	453	421	414
Trainees	2%	2%	2%
Average age	39.9	39.8	40.1
Average length of service in years	10.8	10.7	10.8
Employee turnover rate	15%	15%	15%
Sick leave days per employee	6.1	7.3	7.1
Employees underwent at least one training	62%	65%	69%

1) Employees who are functionally responsible for other staff, regardless of level, e.g. division, department and team manager.

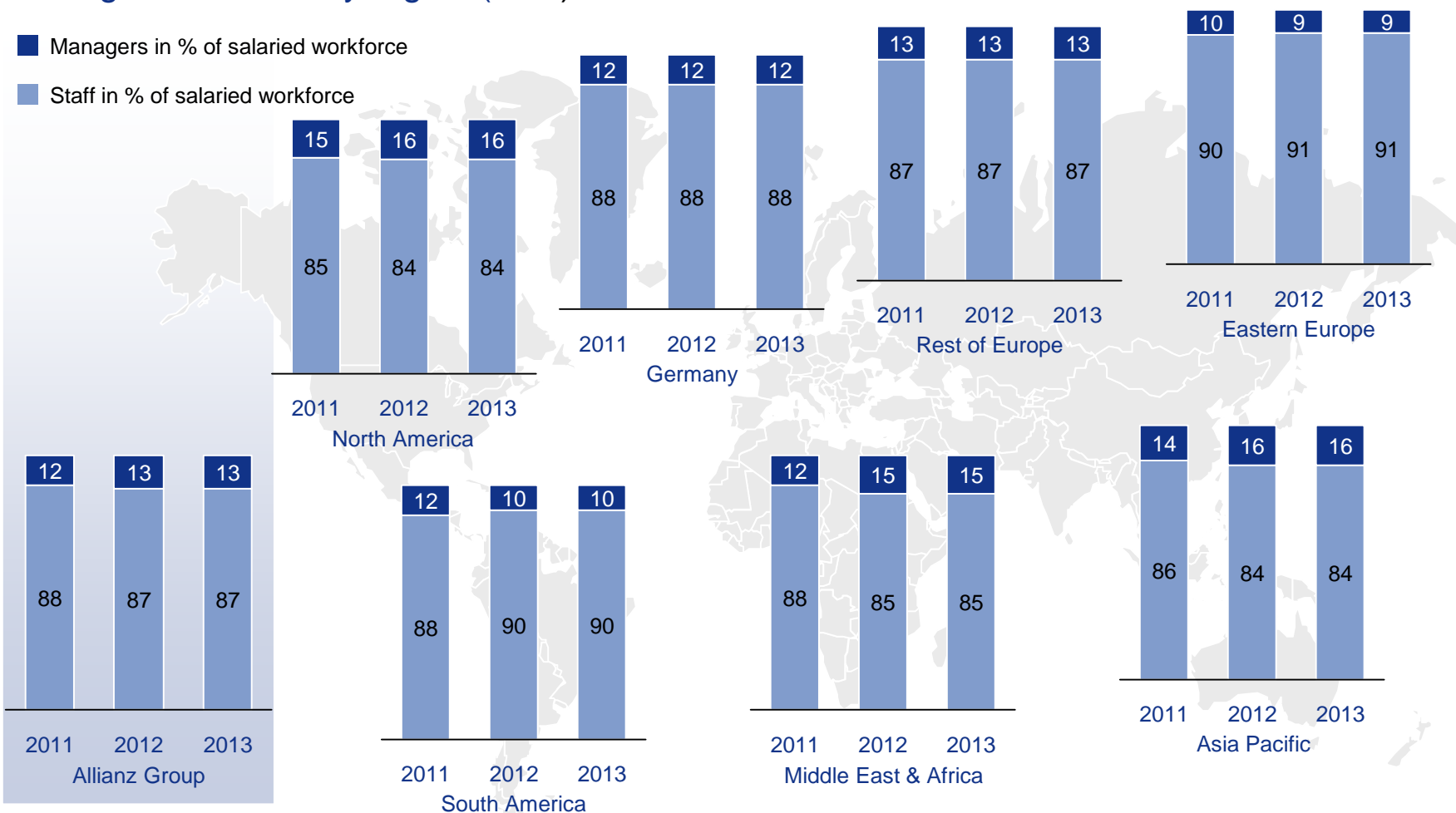
# 53% of Allianz employees are women

## Male and female employees by region (in %)



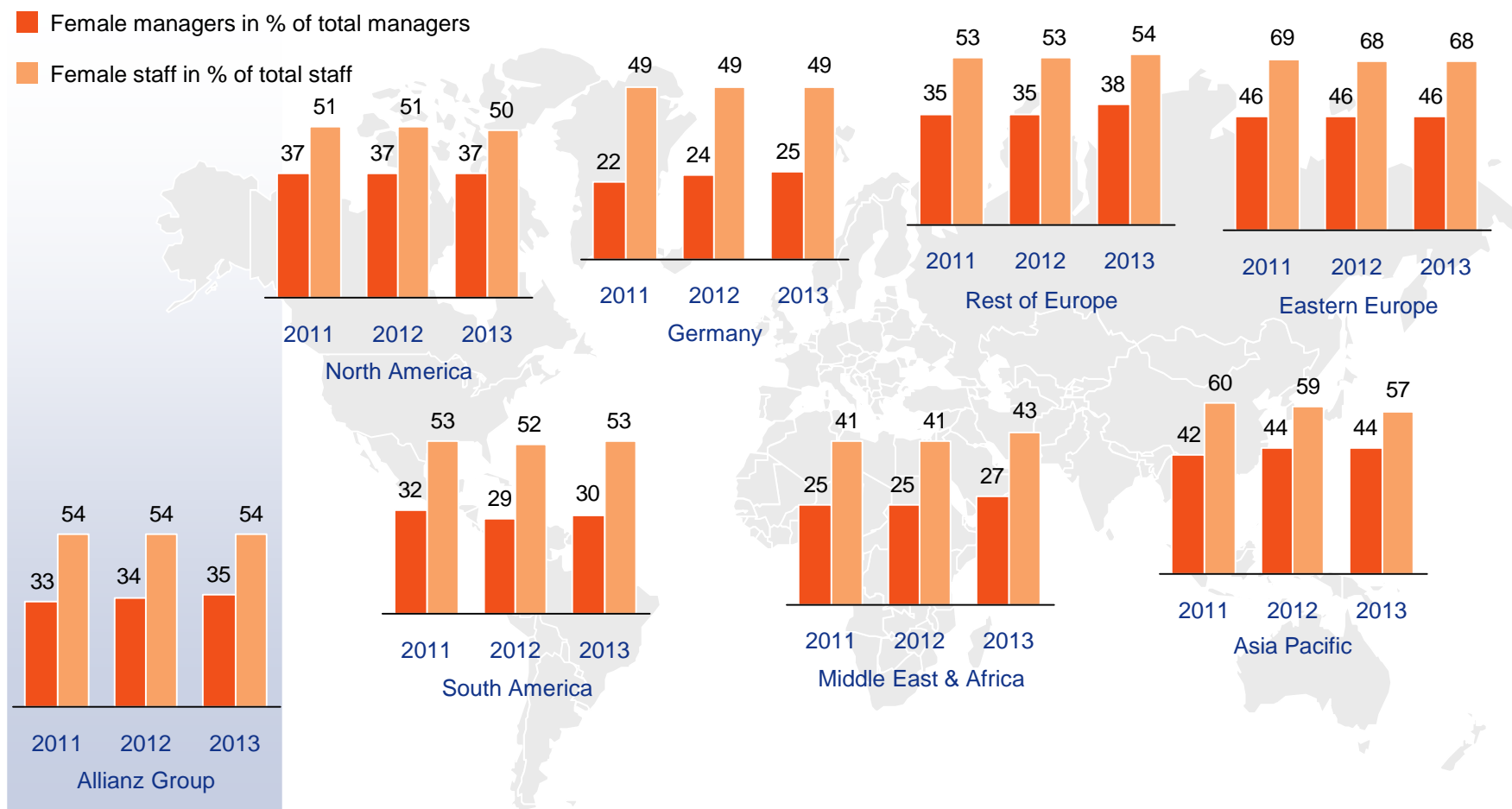
# An Allianz manager is typically responsible for 7 people

## Managers and staff by region (in %)



# 35% of Allianz managers are women

## Female managers and staff by region (in %)

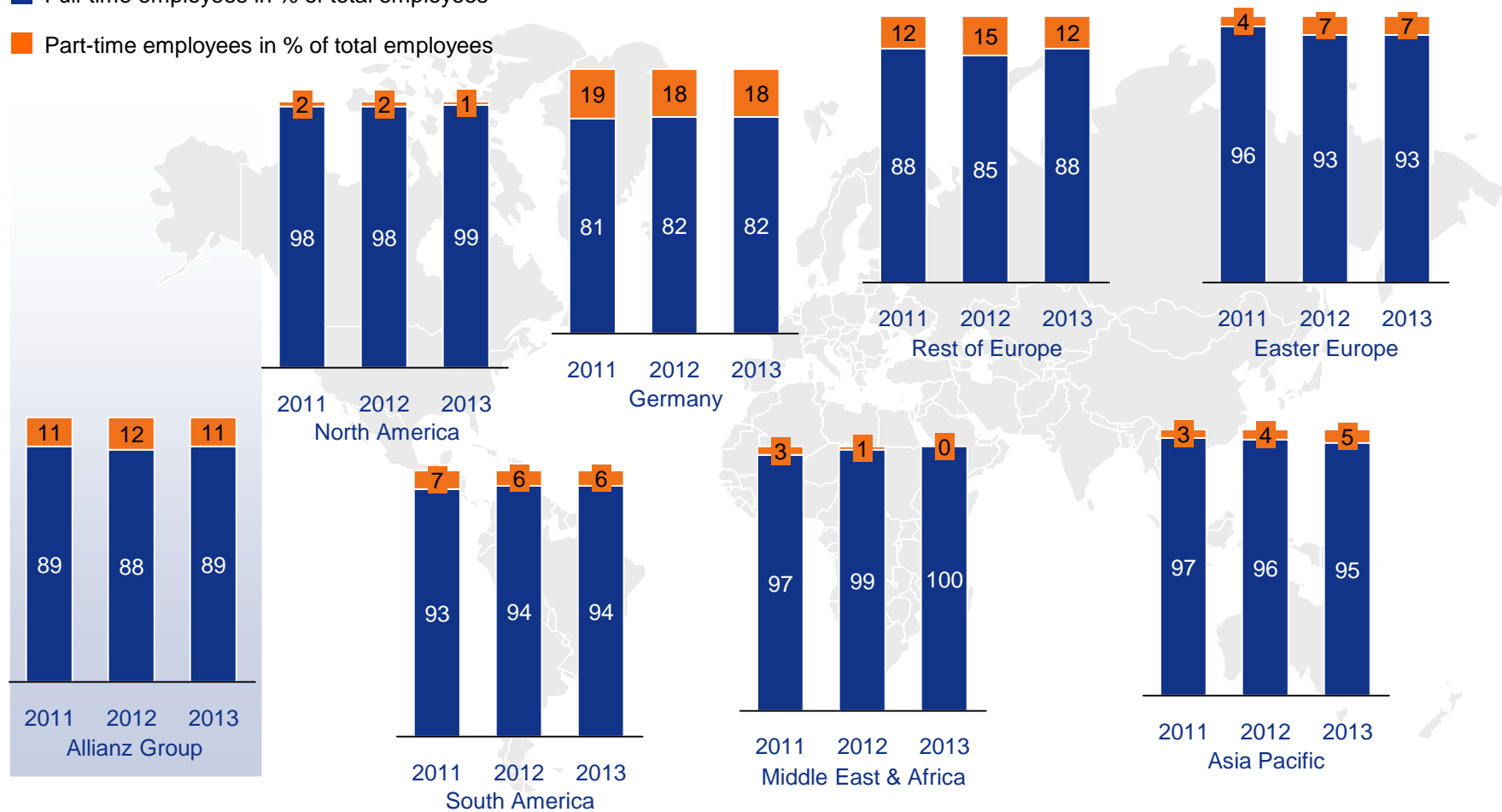




# 11% of Allianz employees are working part-time

## Full-time and part-time employees by region (in %)

- Full-time employees in % of total employees
- Part-time employees in % of total employees

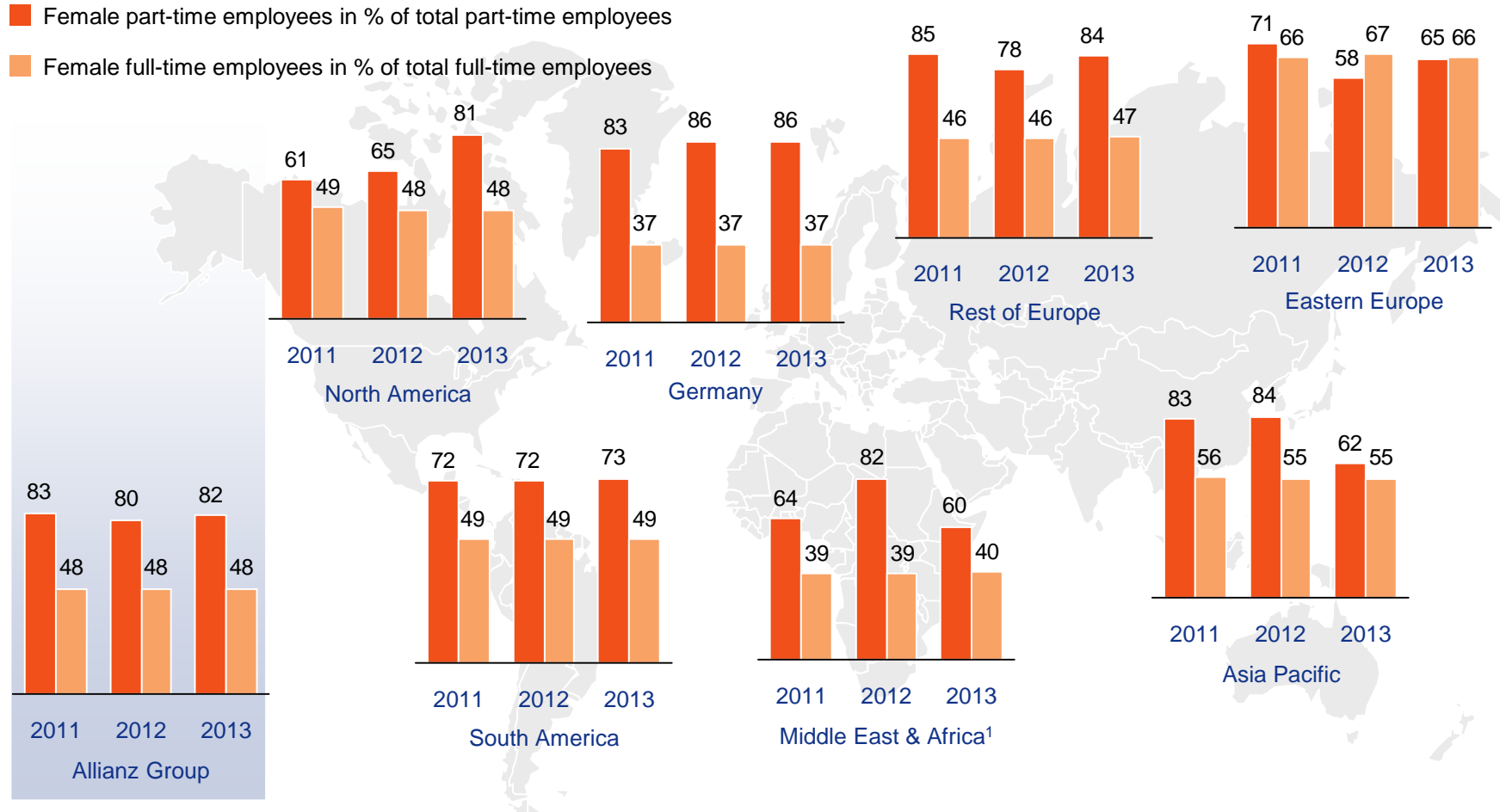


# 82% of part-time employees are women

## Female part-time and full-time by region (in %)

■ Female part-time employees in % of total part-time employees

■ Female full-time employees in % of total full-time employees

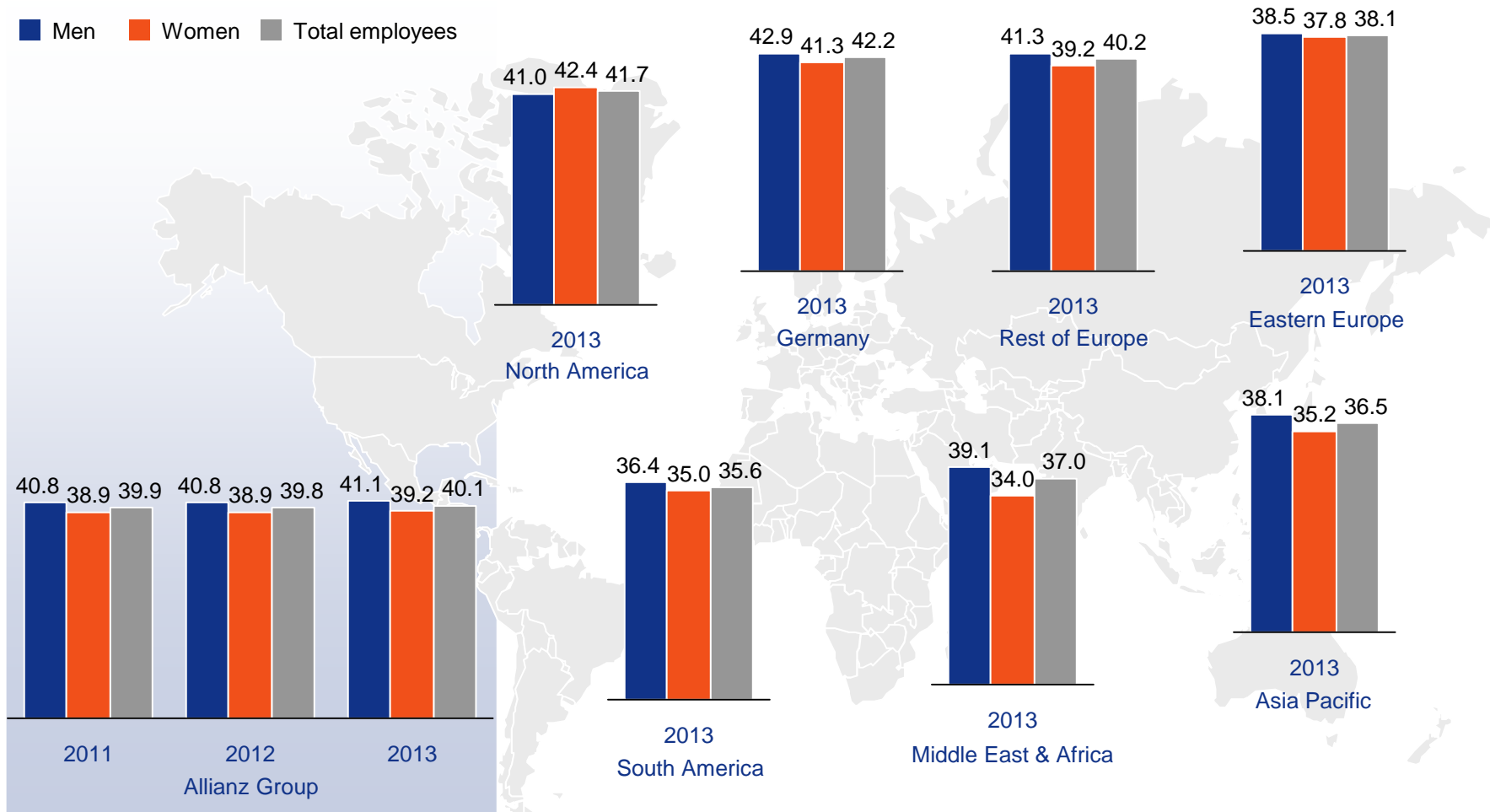


1) Please note: in 2011 & 2012 & 2013, Middle East & Africa had a low basis for calculation ( less than 30 part-time employees).

# The average age of an Allianz employee is 40.1 years

As of December 31, 2013

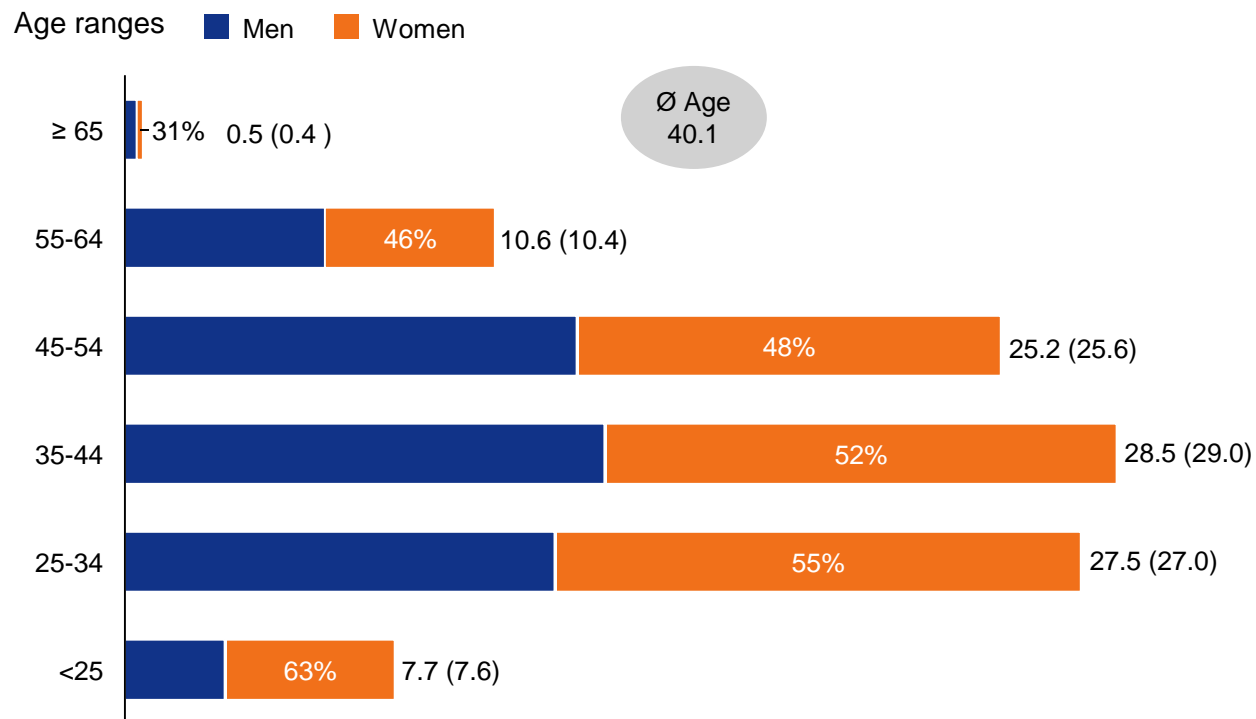
## Employee average age by region (in years)



# Allianz shows a stable age structure compared with 2012

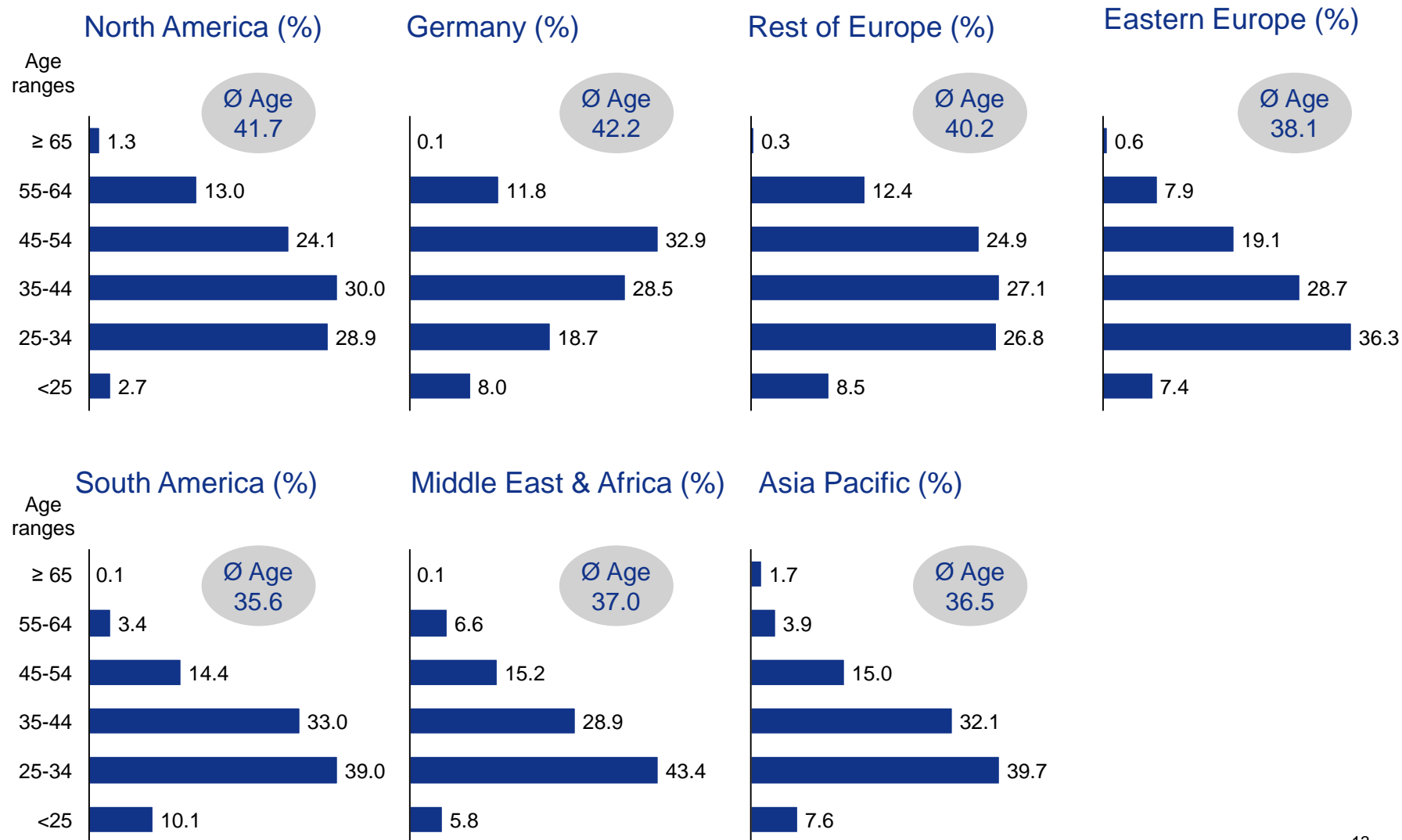
As of December 31, 2013 (December 31, 2012)

## Allianz Group age structure (in %)



# Average age in emerging markets is lower than in mature markets

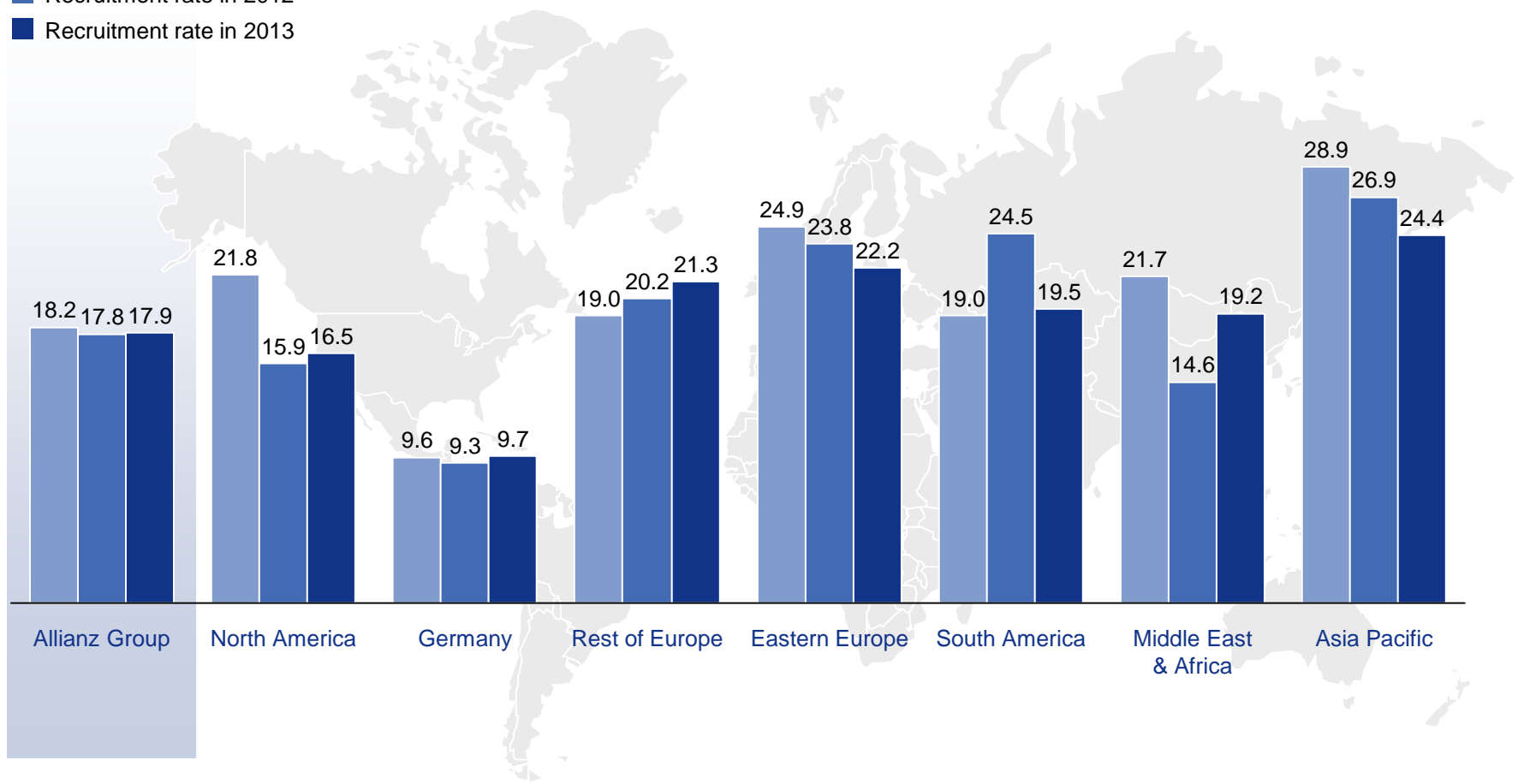
As of December 31, 2013



# Asia Pacific had the highest recruitment rate within the group

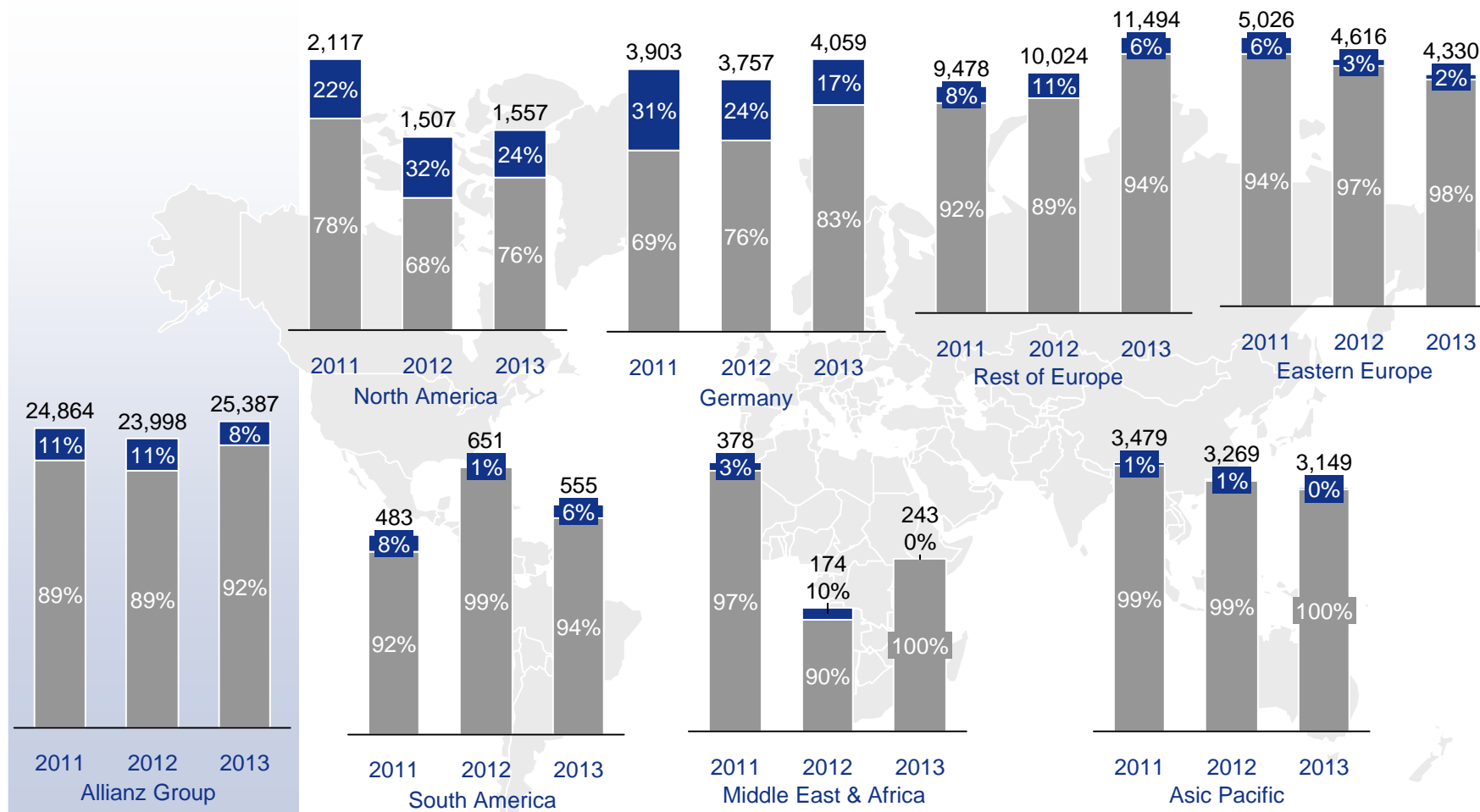
## Recruitment rate (in %)

- Recruitment rate in 2011
- Recruitment rate in 2012
- Recruitment rate in 2013



# Allianz hired a total of 25,387 employees in 2013<sup>1</sup>

- Internal recruitments in % of total recruitments
- External recruitments in % of total recruitments

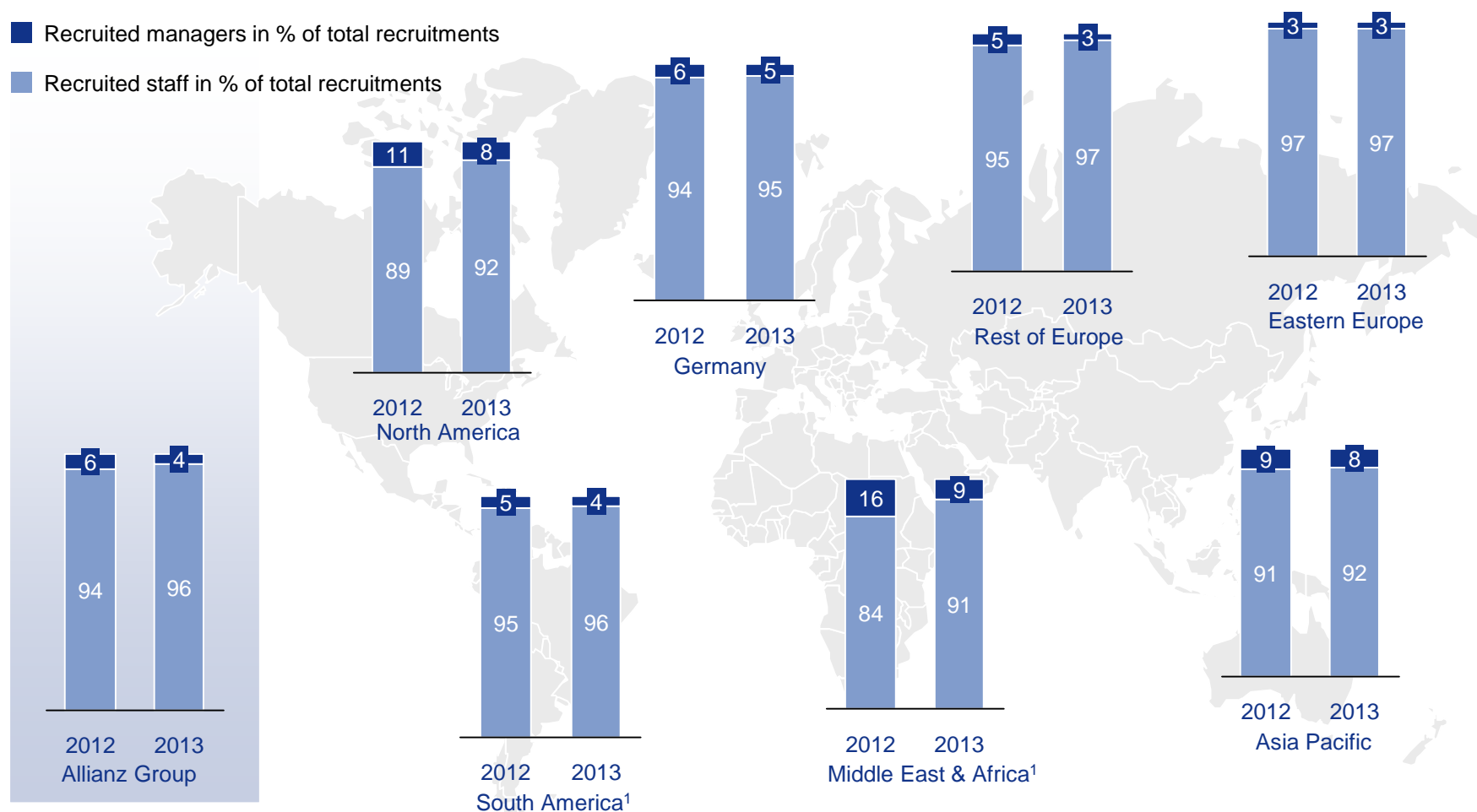


1) Number of employees recruited refers to new hires only and does not include employees taken on as a result of mergers or acquisitions.

# 4% of recruitments were manager recruitments in 2013

## Recruited managers and staff by region (in %)

- Recruited managers in % of total recruitments
- Recruited staff in % of total recruitments



1) Please note: in 2012 & 2013, Middle East & Africa and south America had a low basis for calculation (less than 30 recruited managers).

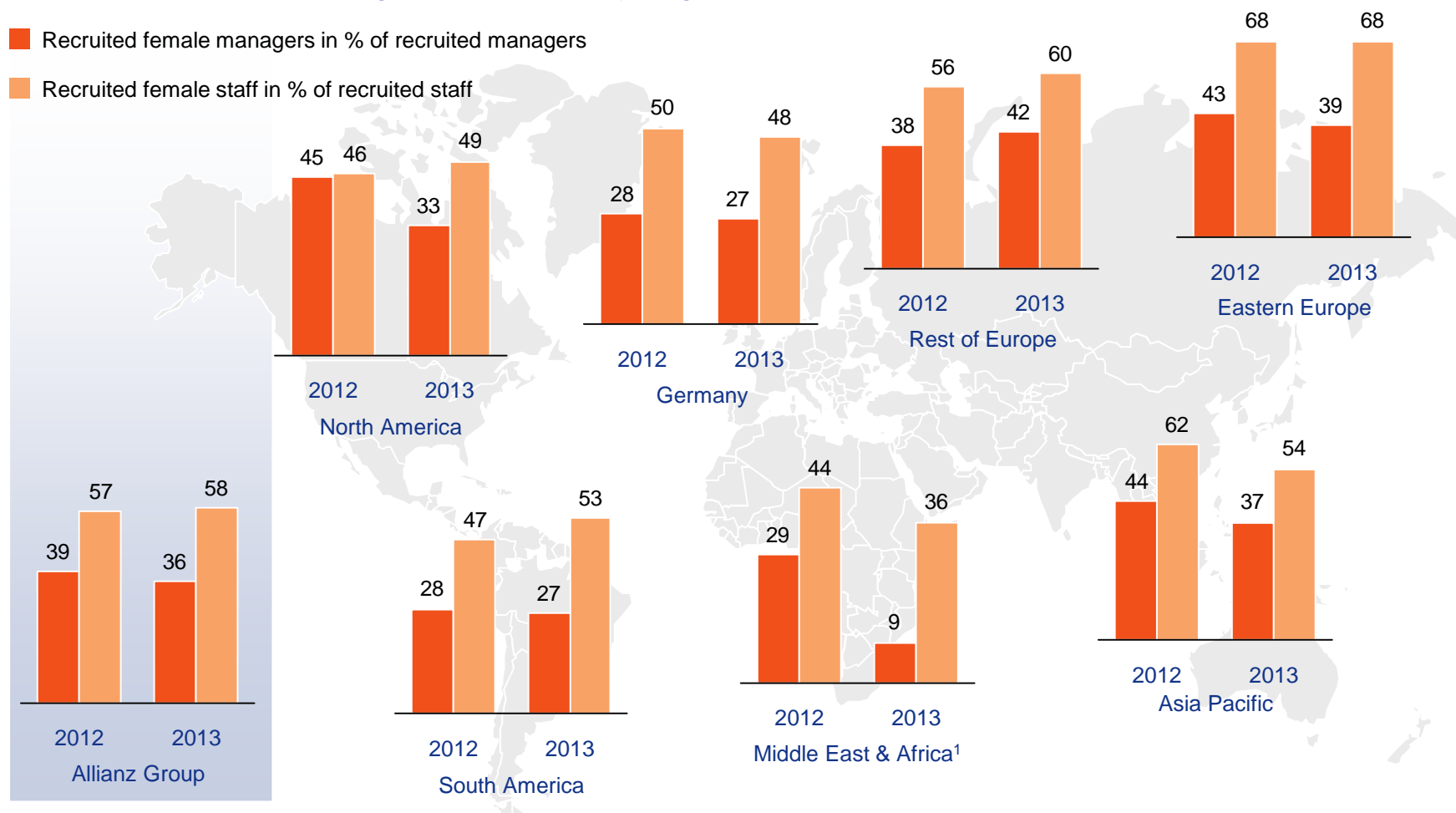


# 36% of recruited managers in 2013 are women

## Recruited female managers and staff by region (in %)

■ Recruited female managers in % of recruited managers

■ Recruited female staff in % of recruited staff

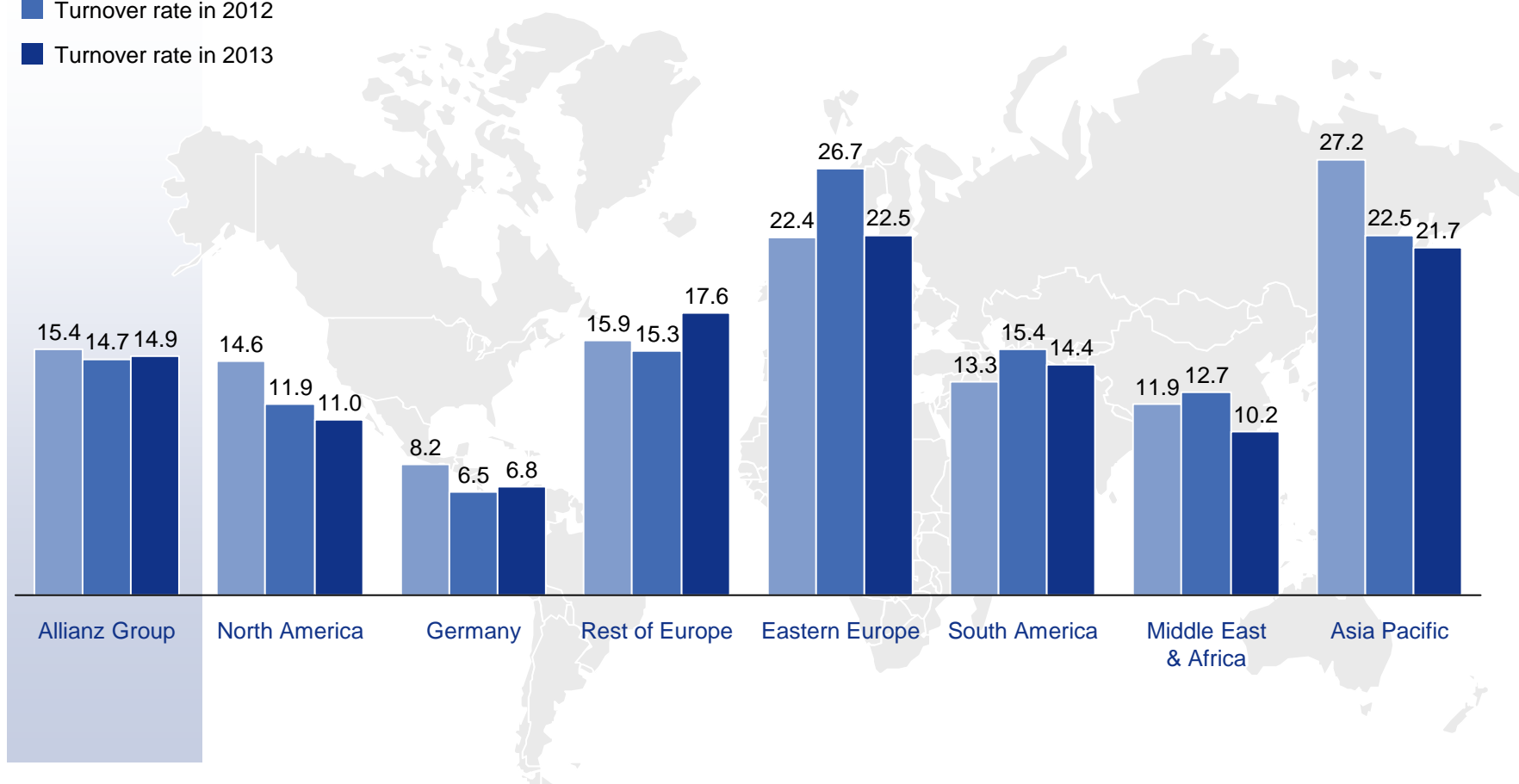


1) Please note: in 2012 & 2013, Middle East & Africa had a low basis for calculation (less than 30 recruited managers).

# Germany had the lowest turnover rate within the group

## Turnover rate (in %)

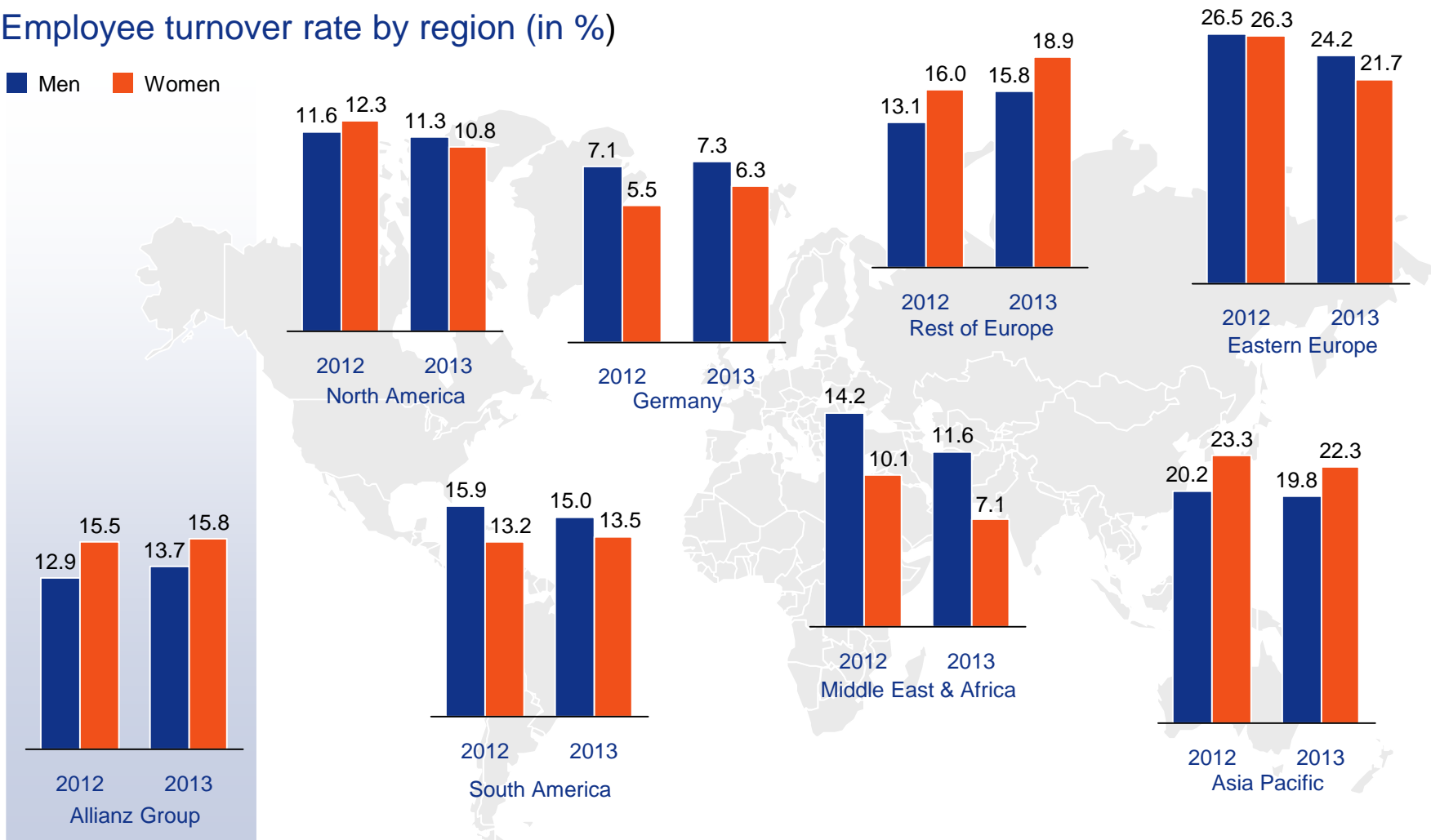
- Turnover rate in 2011
- Turnover rate in 2012
- Turnover rate in 2013



# Women had a higher turnover rate than men on group level

Employee turnover rate by region (in %)

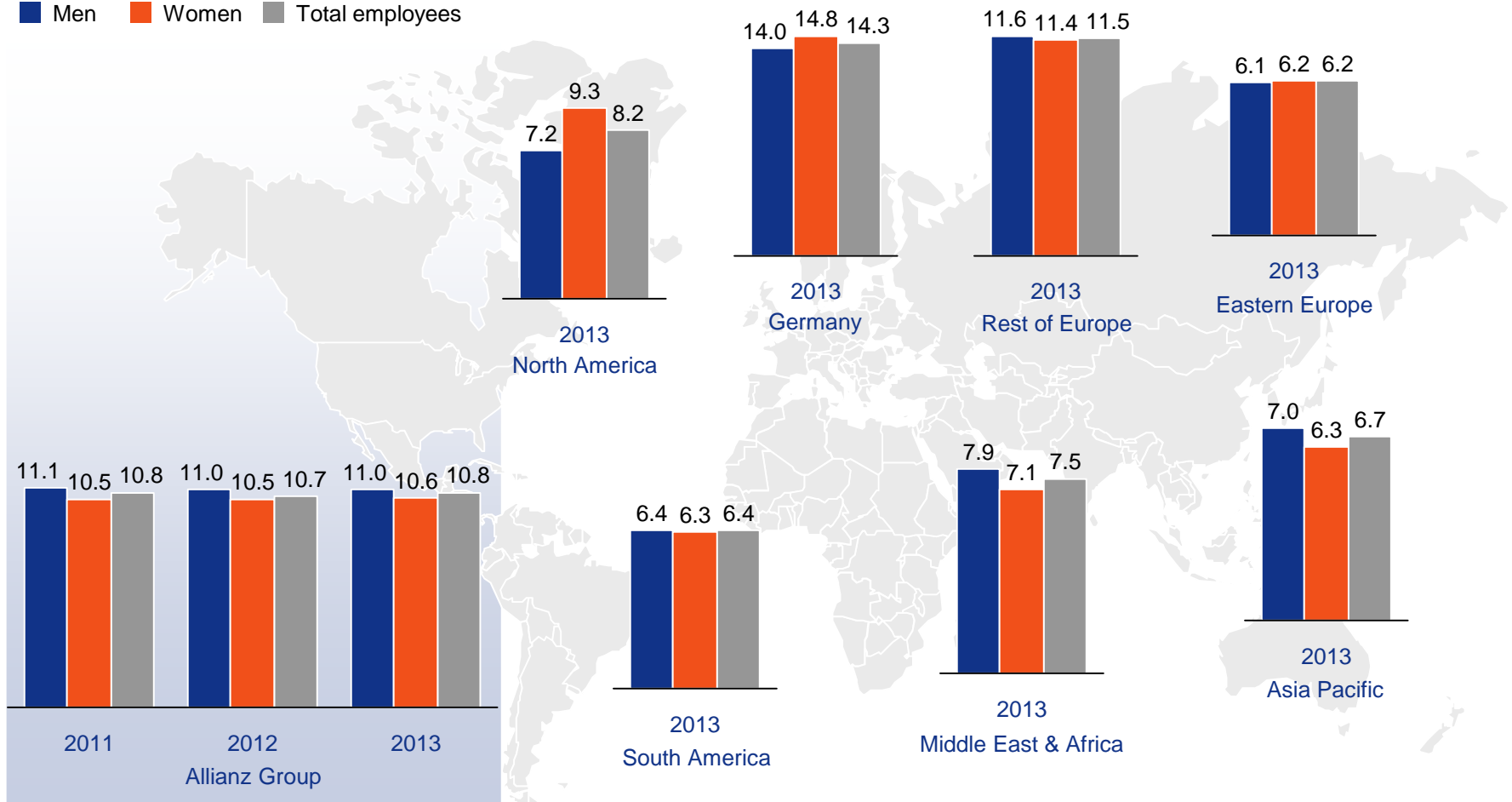
■ Men ■ Women



# Allianz employees remain on average 10.8 years with the company

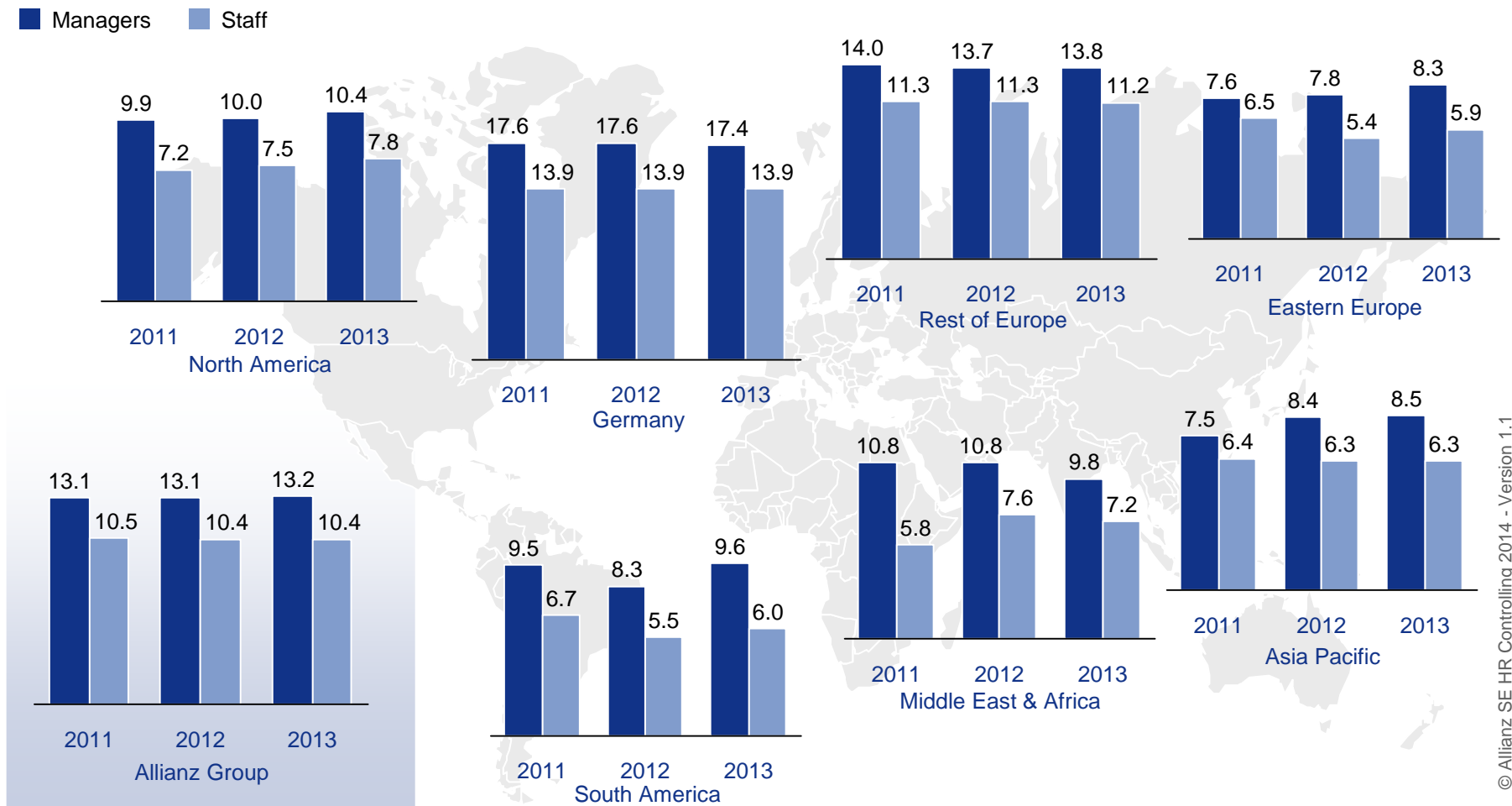
## Average length of service by region (in years)

■ Men ■ Women ■ Total employees



# Managers stay longer compared to staff

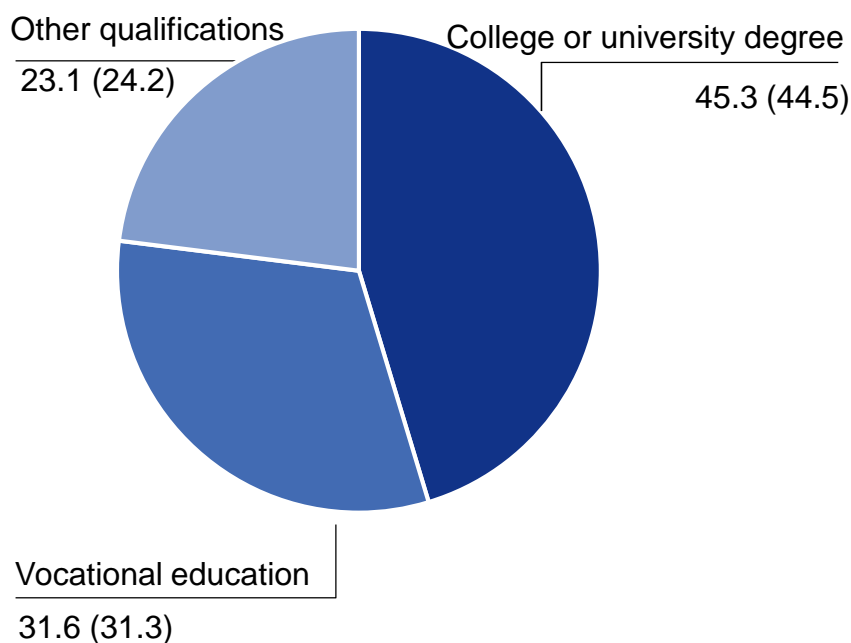
Average length of service by region (in years)



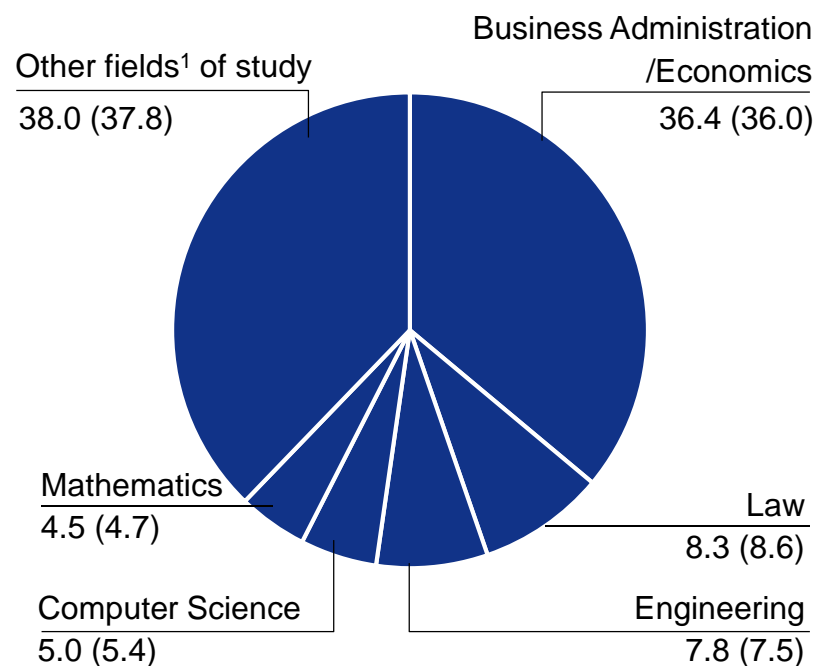
# Allianz as an employer attracts a wide range of professionals

As of December 31, 2013 (December 31, 2012)

Qualification (in %)



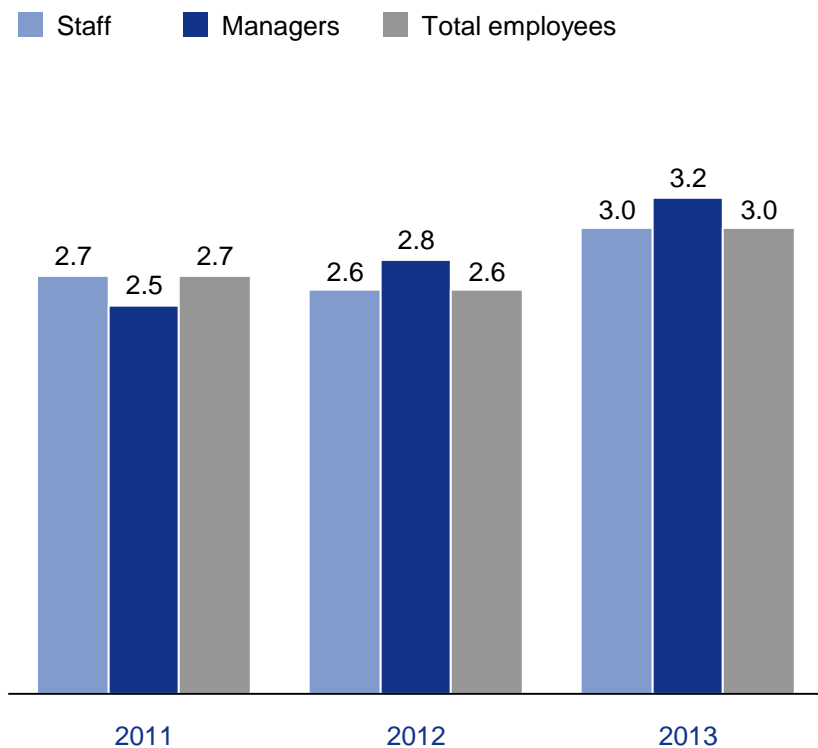
Field of study (in %)



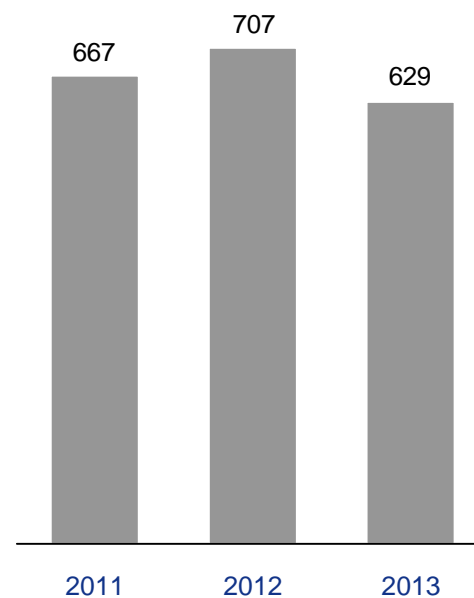
1) E.g. medicine, physics, psychology, aeronautics

## We invest in the future of our employees

### Training days per employee



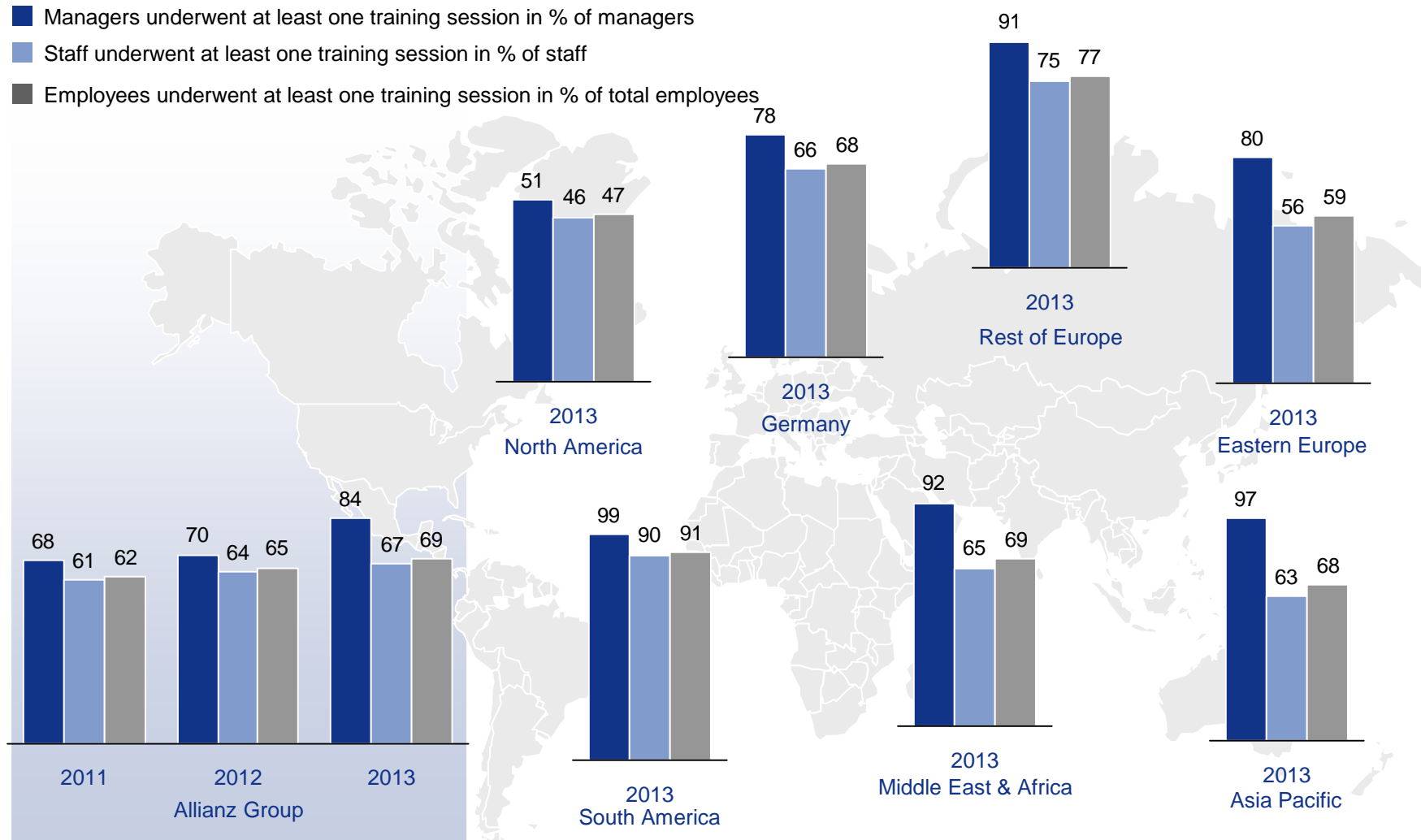
### Training expenses per employee (EUR)



# 69% of Allianz employees underwent at least one training session

As of December 31, 2013 (in %)

- Managers underwent at least one training session in % of managers
- Staff underwent at least one training session in % of staff
- Employees underwent at least one training session in % of total employees





## Allianz Group paid a total of EUR 11.5bn for employees worldwide<sup>1</sup>

### Personnel expenses

in EUR mn	2011	2012	2013	Δ13/12
Salaries and wages	8,355	8,875	9,105	2.6%
- performance-related elements	25%	30%	32%	2%-p
Social security and employee assistance	1,136	1,214	1,304	7.4%
Expenses for pension and other post-retirement benefits	1,034	1,052	1,107	5.2%
<b>Total</b>	<b>10,525</b>	<b>11,141</b>	<b>11,516</b>	<b>3.4%</b>

1) Figures based on all Allianz employees (core and non-core business).

## Allianz Group offered Allianz SE shares in 21 countries to qualified employees at favorable conditions<sup>1</sup>

### Employee Stock Purchase Plan

	2011	2012	2013
Employees eligible	94,300	92,200	93,000
No. of countries	21	21	21
Take up rate	17%	15%	16%

#### Allianz employees

- in % of shareholders	7.7	7.7	7.5
- in % of total Allianz shares	1.2	1.2	1.1

§ For the majority of the participating companies, the preferential employee purchase price for one Allianz SE share was a discount of 20% to the Xetra closing price in official trading on September 9, 2013 of EUR 112.50 (reference share price)

§ The shares have a minimum holding period of 1 to 5 years

§ The number of shares sold to employees under these plans was 565,643 in 2013

1) Figures based on all Allianz employees (core and non-core business).

# Appendix

HR Controlling  
Munich / March 2014

## Glossary (1)

<b>Core business</b>	All companies in and related to the insurance and asset management business including our banking activities. Excluded are fully consolidated companies which are considered as pure financial investments and companies classified as held for sale.
<b>Dividend</b>	That part of the earnings of a company that is distributed to its shareholders.
<b>External recruitment</b>	Number of employees recruited from outside the Allianz Group.
<b>FCD</b>	Financial Conglomerate Directive: European regulation for the supervision of financial conglomerates and financial groups involved in cross-sectoral business operations.
<b>Internal mobility rate</b>	Sum of inter-group departures divided by the average number of core business employees. Not included are inter-company movements and promotions.
<b>Internal recruitment</b>	Number of employees recruited from another Allianz company.
<b>International assignments</b>	Number of employees working in a foreign country for a predetermined period of time and the intention to return to the assigning company after completion of the assignment.
<b>Length of service in years</b>	Period of employment in Allianz companies starting from the date of the first entry in an Allianz company.
<b>Manager</b>	Employee who is functionally responsible for other staff, regardless of level, e.g. division, department and team manager.
<b>Net income</b>	Net income is the residual income after adding total revenues and gains and subtracting all expenses and losses for the reporting period.
<b>Non-core business</b>	Fully consolidated companies which are considered as pure financial investments and companies classified as held for sale.

## Glossary (2)

<b>Operating profit</b>	Earnings from ordinary activities before income taxes and minority interests in earnings, excluding, as applicable for each respective segment, all or some of the following items: Income from financial assets and liabilities held for trading (net), realized gains/losses (net), impairments of investments (net), interest expense from external debt, amortization of intangible assets, acquisition-related expenses and restructuring charges, income from fully consolidated private equity investments (net) as this represents income from industrial holdings outside the scope of operating business.
<b>Recruitment rate</b>	Total number of recruitments divided by yearly average number of employees. Trainees recruited for a traineeship position are out of scope.
<b>Revenues</b>	Comprise statutory gross premiums written in Property/Casualty and Life/Health, operating revenues in Asset Management and total revenues in Corporate and Other (Banking).
<b>Shareholders' equity</b>	Total assets minus total liabilities.
<b>Sick leave days</b>	Total number of working days missed due to sickness.
<b>Solvency ratio</b>	Ratio indicating the capital adequacy of a company comparing eligible funds to required capital.
<b>Staff</b>	Employee who is not functionally responsible for other employees.
<b>Salaried workforce</b>	Employees (headcount) on the reporting unit's payroll, excluding: e.g. employees on sabbatical leave, employees on non-paid parental leave.
<b>Training expenses</b>	Effective spending on training per employee, excluding related expenses (e.g. travel expenses) and further costs (e.g. internal academy costs).
<b>Training days per employee</b>	Number of days spent by employees in training.
<b>Turnover rate</b>	Number of employees leaving the Allianz Group divided by yearly average number of employees.

# Disclaimer

These assessments are, as always, subject to the disclaimer provided below.

## Cautionary Note Regarding Forward-Looking Statements

The statements contained herein may include 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 that could cause actual results, performance or events to differ materially from those expressed or implied in such statements. In addition to statements which are forward-looking by reason of context, the words "may", "will", "should", "expects", "plans", "intends", "anticipates", "believes", "estimates", "predicts", "potential", or "continue" and similar expressions identify forward-looking statements. Actual results, performance or events may differ materially from those in such statements due to, without limitation, (i) general economic conditions, including in particular economic conditions in the Allianz Group's core business and core markets, (ii) performance of financial markets, including emerging markets, and including market volatility, liquidity and credit events (iii) the frequency and severity of insured loss events, including from natural catastrophes and including the development of loss expenses, (iv) mortality and morbidity levels and trends, (v) persistency

levels, (vi) the extent of credit defaults, (vii) interest rate levels, (viii) currency exchange rates including the Euro/U.S. Dollar exchange rate, (ix) changing levels of competition, (x) changes in laws and regulations, including monetary convergence and the European Monetary Union, (xi) changes in the policies of central banks and/or foreign governments, (xii) the impact of acquisitions, including related integration issues, (xiii) reorganization measures, and (xiv) general competitive factors, in each case on a local, regional, national and/or global basis. Many of these factors may be more likely to occur, or more pronounced, as a result of terrorist activities and their consequences.

### **No duty to update.**

The company assumes no obligation to update any information contained herein.