

An aerial photograph of a city skyline at sunset. The Zilina Tower, a tall, slender skyscraper with a pointed top, stands prominently on the right side of the frame. The sky is a mix of orange, yellow, and blue, with scattered clouds. In the foreground, the city's dense urban landscape is visible, with numerous high-rise buildings and residential areas. A body of water is visible in the distance, with a bridge spanning across it. The overall atmosphere is serene and modern.

Latest AI sharing at top tier L&H insurers in China market and beyond

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Hannah Ping Zhu

Overseas L&H InsurTech VP

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- Oversee engagements for global top tier insurer's strategic engagements
- 5+ years of experience in China and emerging L&H insurance markets
- 7+ years of experience in mature life insurance markets in North America
- Led and supported transformation projects for top tier L&H insurers with agile ideals, with execution-proven tech and AI
- Led and supported strategic review of new product market entry, and multiple M&A due diligence engagements
- Supported pre- and post- IPO engagements for a top tier US life insurer
- Expert in non-traditional insurance, e.g. Variable Annuities

中国平安
PINGAN

OliverWyman



Agenda

01 Intro

02 Ping An's AI evolution

03 Use case and AI Agent demos

Ping An in a snapshot as of now...



Revenue

Over **USD 418 million** each day
Over **USD 153 billion** in 2025



Customer

251 million customers in total
Every **1** in **6** is Ping An customers



Operating Profit

The daily operating profit exceeds **USD 54 million**
2025 operating profit of **USD 20 billion**



Tech team

~3000+ scientists
~20,000+ tech developers



Employee

230k employees and **251k** tied agents
Every **1** in **2,200** comes from Ping An



Claim

Handle **1+ billion** claims in 2025
2000+ cases paid every minute

As of date: 2025/12/31

Ping An transformation journey as a reference

Assist your organization to leapfrog every stage of the way

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OneConnect Financial
Technology Co., Ltd.

2000

The industry's first
computer +PA18
website exhibition
platform

The 1st stage

1.0 PC & Web Based

2004

PA18 upgrades to
support marketing
management system

2010

E-marketing system 2.0
supports team
management

2014

Creates 1st remote agent
platform – **E-Pocket APP**

2015

No.1 most popular
Customer APP in the
financial service industry

2016

Agent online sales
platform optimally
distribute high-
potential client traffic

2019

Ping An effectively
promotes the
construction of data-
driven operation

2023

ONGOING

The 2nd stage

2.0 Smartphone & APP Based

The 3rd stage

3.0 AI & Bot Based

Key references: PING AN organizational development history, enterprise architecture framework, best-in-class digitization strategy, insurance industry led technology solution design, and most importantly, the industry-specific talents pool

Ping An group strategy

One vision

World-leading

Integrated Finance, health and senior care services group

Two-pronged

Integrated Finance

One customer, multiple accounts, multiple products, and one-stop services

Health & senior care

Act for payers, integrate providers, provide most cost-effective health and senior care services

Technology-driven

Technology Empowerment

Enhance services, improve efficiency, cut costs, and prevent risks

Ping An Group level org chart and ~30 sub entities



Integrated Finance

Ping An Life	Ping An P&C	Ping An Retirement	Ping An Health Insurance	Ping An Bank
Ping An Asset Mgmt	Ping An Trust	Ping An Wealth Mgmt	Ping An Consumer Finance	Ping An Leasing
Ping An Securities	Ping An Overseas	Lufax	Ping An Real Estate	Ping An Fund

Medical & Retirement Care

Ping An Health / Good Doctor	Ping An Health Mgmt	PKU Healthcare Group
Ping An & Shionogi	Ping An & Tsumura	Ping An Medical Technology
Japan Toda Research Institute	Ping An High Level Health Mgmt Center	

Technology Enablement

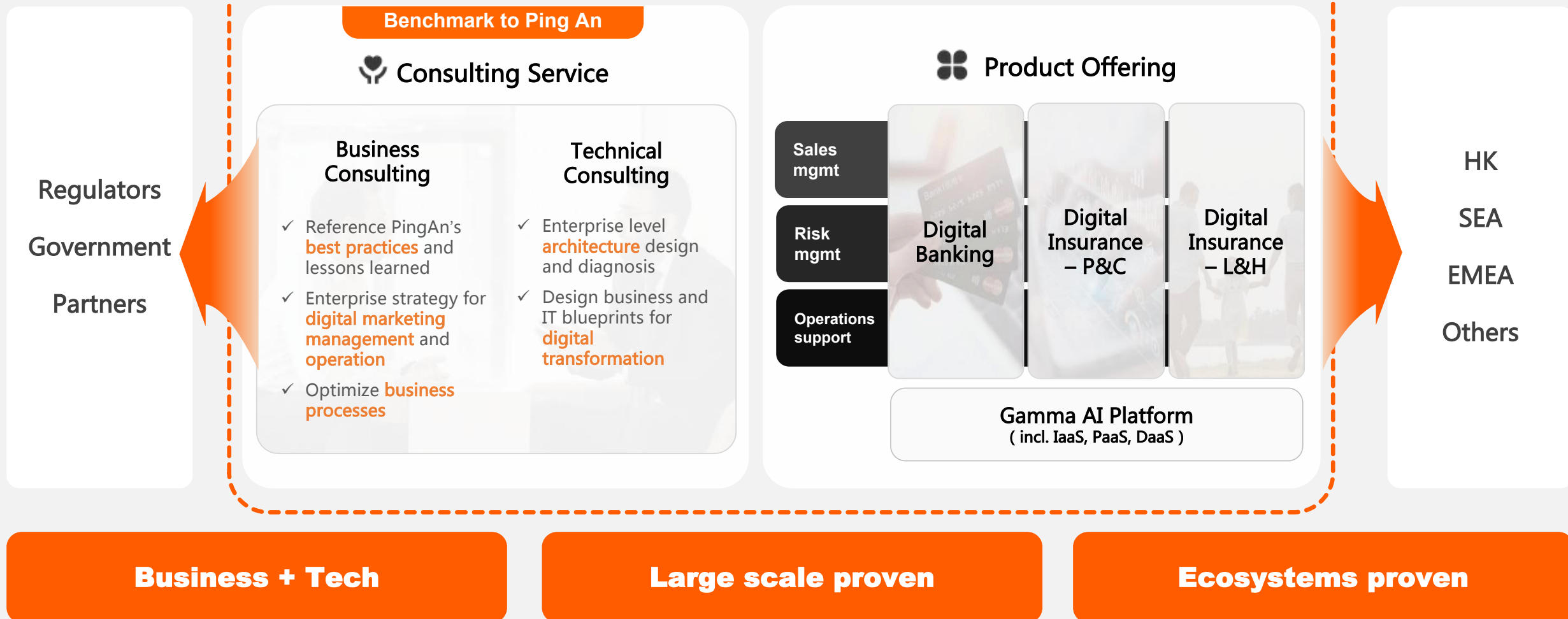
OneConnect	FinService	Ping An Technology
Ping An Pay	AutoHome	

OneConnect: vows to enable financial institutes via digital transformation in various ecosystems

Ecosystem

Financial institute

Overseas



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Group's "Integrated Finance + Health and Senior Care" strategy has brought vast value, especially to Ping An Life entity who contributes to 85%+ of Groups profit

Integrated Finance

One Customer, Multi-Products, One-stop Shop

Acquire

-40% NB acq. cost leverage of internal channels

+60% cross-sell rate

2.94 avg contracts per cus.

Migrate customer from hook/sticky product to high-margin/long-term insurance

Growth in profit per customer



Health & Senior Care Ecosystem

Integrated ecosystem, with services driving premium growth

Retain

251 mn customers

90 mn MAU users

93%+ retention rate of customers with multiple health and senior care ecosystem service benefits

2025 PA Life Performance

Gross Written Premium
96.8 bn USD
(YOY +5%)

13mo Persistency
97%
(YOY +1ppt)

NBV
5.4 bn USD
(YOY +29%)

Health & Senior Care
Service Customers
18.3 mn ppl

Technology Drive

Up to 1% of annual premium investment in technology and AI, enabling business E2E through AI, big data and blockchain; **AI-in-ALL**

Extreme CX

AI Universal Customer
Chatbot
One tap, full resolution

AI-in-ALL
Across full insurance value-chain

1 min AI policy issuance

PA Life follows the "3+3" development strategy of "Channel + Product"

A world-leading life insurance company

Channel : focused multi-channel strategy

3 Major channels develop in parallel

Tied-Agents

Quality > quantity

Banca

Fast growing market positioning

Community Finance

Precise grid-based coverage of orphan customers

+

1

Product : Differentiate through "Product + Service"

3 Core product reform

Insurance + Health Care

Insurance + In-home Senior Care

Insurance + High-end Senior Care

2

Tech Driven (Data+ AI Agent)

1 Differentiated insurance product + services bundle, providing health and senior care services covering customer's entire life cycle

"2026 is Ping An's Service Year!"

Reform Strategy

Insurance + Health Care

Provide cost-effective medical and health services that are worry-free, time-saving and money-saving.

- **Offer one-stop solutions:** dedicated physician management, personalized medical records, and customized health plans.
- **Provide comprehensive medical services:** timely consultation for minor illnesses, prompt referral arrangements, and in-home rehab services.
- **Deliver chronic disease improvement services:** tailored service plans, intensive 3-month management, and year-long continuous management.

Insurance + In-home Senior Care

Positioned mid-to-high-end, we provide comfortable, reassuring and attentive home-based senior care.

- **Full-scenario services:** 500+ services covering 10 scenarios (accommodation, entertainment, medical care, etc.).
- **Intelligent guardianship system:** safety & physical sign monitoring via intelligent sensors, wearables and medical devices.
- **One-stop butler services:** remote support, real-time intelligent assistant response & multi-field expert support.

Insurance + High-end Senior Care

Positioned at the high-end market, we build Ping An Seven-Star High-End Senior Care Club.

- **Create a top-tier living environment:** select core cities, equip with top-class resources, and develop seven-star communities.
- **Provide premium lifestyle services:** 1,000+ service plans, 24/7 butler service, and 950+ seven-dimensional services.
- **Establish a top-tier management system:** health monitoring (seven-dimensional health data tracking and early warning), American-standard care with Japanese-style support.

2025 PA Life stats

Cust. with medical and health benefits,
Avg. new policy premium increased by
1.5x

For customers with in-home senior care benefits,
Avg. new policy premium increased by
5.2x

Cust. with high-end senior care benefits,
Avg. new policy premium increased by
23.4x

2 Fintech value lies within gains from operational efficiency and risk control

Ping An Life has achieved end-to-end digital reform covering full customer lifecycle: **Acquire > Nurture > Convert > Serve > Retain**

Efficiency		Risk Control	
CX Efficiency	E2E online insurance application	UW and Claims Risk	Risk knowledge graph assist sophisticated underwriting decisions
	APP/Online policy maintenance		Risk evolution model identifies high-risk customers in advance
	Flash claim system, 25-min claims settlement guarantee		Anti-fraud model accurately identifies abnormal behaviors
	Smart policy money collection and renewal reminders	Product Design & Pricing Risk	...
	Smart financial and wellness needs analysis & product recommendations		Precise design based on customer profile
Internal Operational Efficiency	...		Big Data Risk Pricing Model
	Smart UW system, 75%+ automation accomplished	Regulatory Compliance Risk	Early Warning for Pricing Assumption Deviations
	OCR auto identification of medical records and invoices		...
	NLP extracts diagnosis names/length of hospital stay/expenses/etc.		AI-Powered Policy Compliance Comparison System
	Cust. lifecycle mgmt, LTV models predict long-term customer value		Smart Regulatory Submission Platform (RegTech)
	Customer churn early warning and intervention		Smart Identity Verification System (KYC for AML)
	...		...

Lessons learned

Top-down executive sponsorship

Tech and “All-in-AI” end-to-end execution boosted shareholders’ confidence over past year via stock price spike:

48
RMB



75
RMB

The 4 Pillars of an AI native enterprise



Through OC, peg to China Ping An AI 4-phase evolution essence (incl. lessons learned) instead of picking just another AI tech vendor

- 2000-2010 Group led:** centralized technology innovation, especially infra level
- 2010-2020 De-centralization** (Mobile/internet era): IT initiatives redistributed back to BU to stay close to biz scenarios
- 2020-2024 Centralization:** Group built AI Ping An proprietary domain machine learning algo, BU drove application and adoption
- 2024-NOW Cost-effective AI!**

Open tech strategy

Incorporate **open-source models** (e.g., MiniMax, DeepSeek, etc.) Avoid conceptual/theoretical AI R&D

Centralize where needed

Mindful of BU vs. Group responsibilities towards AI use cases toward **real biz value**



Moderate ROI on AI

IT spending down 5 years in a row, pursue **"controlled & effective"** tech investment

Tech brings biz growth

Evolve from **"Empowerment"** (cost down) to **"Leadership"** (new business models)

China market AI agents spamming across various domains and ecosystems, the market is craving for a financial services one-stop-shop AI agent



Qwen AI Assistant



Covers over 400,000 Alibaba life services (including consumer goods, workbench, super membership, 12 major categories)

One-sentence
Online Shopping

One-sentence
Car Booking

One-sentence
Hotel Booking



Xiaomei's AI Life Secretary



Covers 8 major categories of Meituan life services - 20,261 (Eating, Living, Traveling, Shopping, Entertainment, Life Services, and Itinerary Planning)

Find Restaurant

Order Takeout

Plan Trip
Itinerary

A “3-in-1” AI Super Service that human/customer “can consult with, can execute purchase orders, can handle human emergency situations”

Universal AI bot

"Three-in-One" AI Super Service: "Professional AI You Can Trust" - "Can Consult, Can Act, Can Respond to Emergencies"

Time-saving

Effort-saving

Money-saving

Finance

Health

Life

3
Scenarios

AI Customer Service
AI Investment Advisor
AI Insurance

AI Doctor
AI Medical Assistant
AI-MDT

7*24 One-stop Service
One-click Resolution

3
Upgrades

Proactive Service
Upgrade

Service Coverage
Upgrade

Intelligent Experience
Upgrade

2
Models

Ping An’s proprietary financial
models

Ping An’s proprietary health and
retirement models

Near term AI agent objective

One-click consultation

Check insurance policy, check bill, health consultation,
check physical examination report

One-click order execution

Transfer money, renew insurance, claim dividends,
register for outpatient service

One-click emergency handling

Designated driver, emergency rescue, lightning delivery
of medicine

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AI coding use case: Integration of gen AI into the delivery workflow can improve productivity while simplifying the delivery team structure

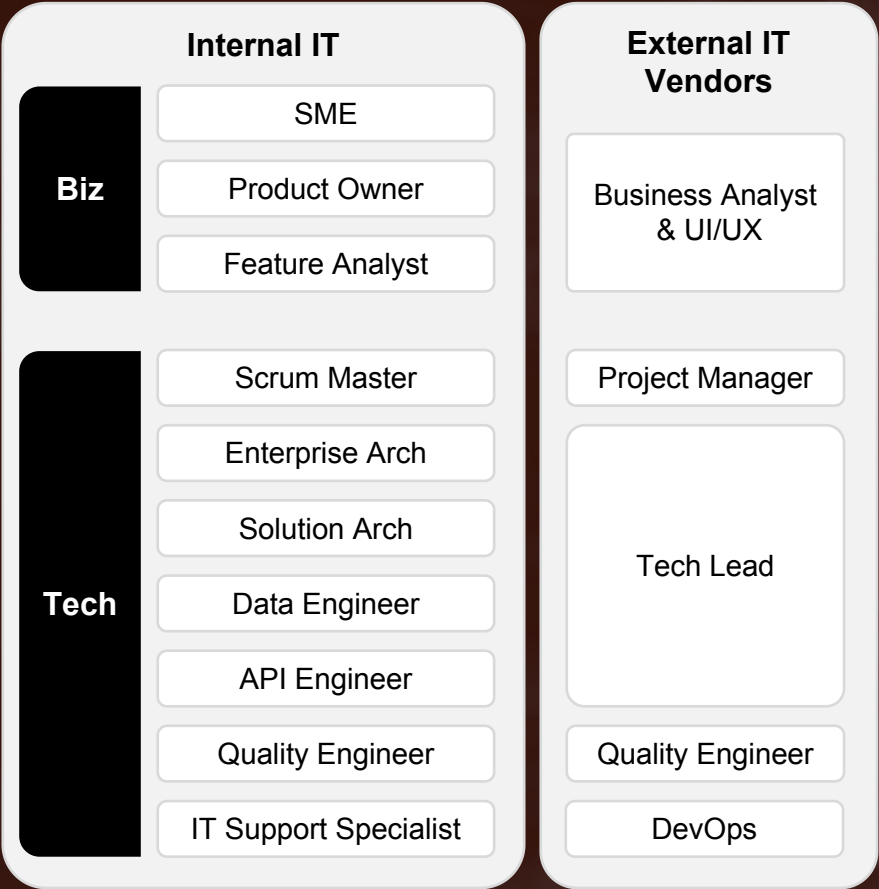
OLD

~6 Months Delivery Timeline



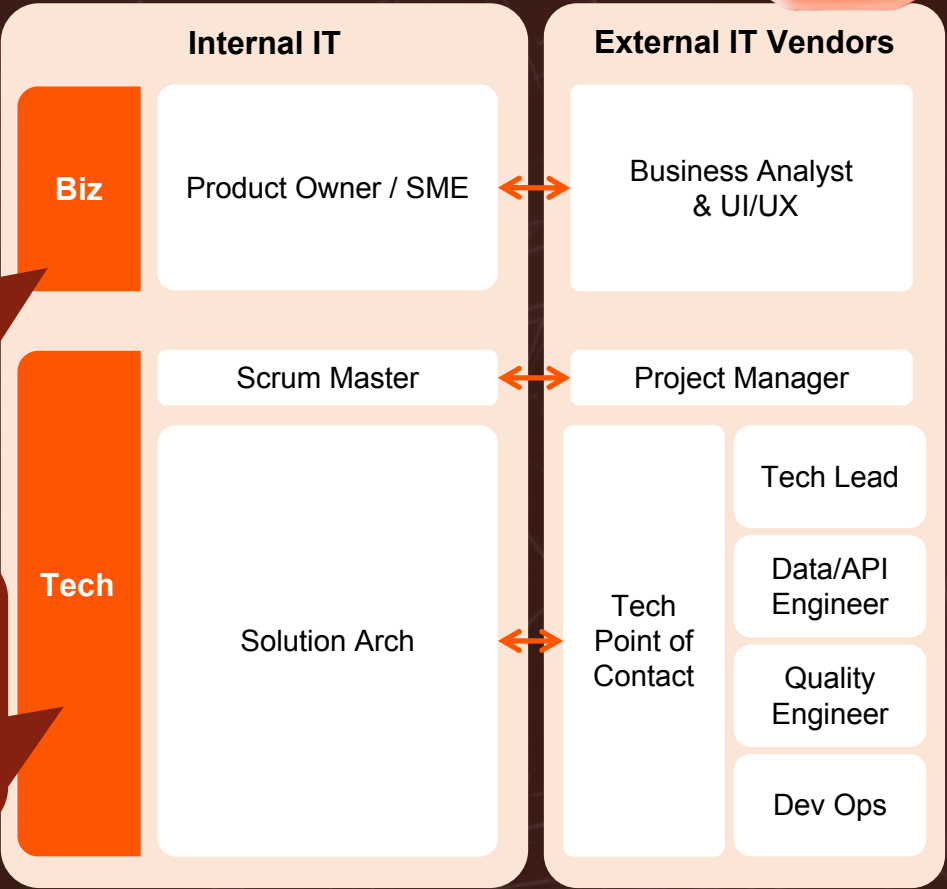
NEW

~1 month Delivery Timeline



1 **Experience to Design:**
SME/User describe the ideal experience to an AI to generate design parameters such as prototype front-end and feature requirements

2 **Requirement to Code:**
Tech Lead will feed AI the feature requirements, for the AI to generate code for testing and deployment



A panoramic view of a city skyline at sunset. The sky is a mix of blue and orange, with scattered clouds. A prominent skyscraper, The Shard, stands tall on the right side of the frame. The city below is densely packed with various buildings, and a body of water is visible in the distance. The overall mood is serene and majestic.

Thank You!