

AMERICAN INTERNATIONAL GROUP INC  
Form DEF 14A  
March 30, 2015  
Table of Contents

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**  
**Washington, D.C. 20549**

**SCHEDULE 14A INFORMATION**

Proxy Statement Pursuant to Section 14(a) of the Securities  
Exchange Act of 1934 (Amendment No.     )

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

Preliminary Proxy Statement

**Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))**

Definitive Proxy Statement

Definitive Additional Materials

Soliciting Material Pursuant to §240.14a-12

**American International Group, Inc.**

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

No fee required.

Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.

(1) Title of each class of securities to which transaction applies:

(2) Aggregate number of securities to which transaction applies:

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):

(4) Proposed maximum aggregate value of transaction:

(5) Total fee paid:

.. Fee paid previously with preliminary materials.

.. Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

(2) Form, Schedule or Registration Statement No.:

(3) Filing Party:

(4) Date Filed:

Table of Contents

AMERICAN INTERNATIONAL GROUP, INC.

175 Water Street, New York, N.Y. 10038

**NOTICE OF ANNUAL MEETING OF SHAREHOLDERS**

**TO BE HELD MAY 13, 2015**

March 30, 2015

*To the Shareholders of*

AMERICAN INTERNATIONAL GROUP, INC.:

The Annual Meeting of Shareholders of AMERICAN INTERNATIONAL GROUP, INC. (AIG) will be held at 175 Water Street, New York, New York, on May 13, 2015, at 11:00 a.m., for the following purposes:

1. To elect the thirteen nominees specified under Proposal 1 Election of Directors as directors of AIG to hold office until the next annual election and until their successors are duly elected and qualified;
  2. To vote, on a non-binding advisory basis, to approve executive compensation;
  3. To act upon a proposal to ratify the selection of PricewaterhouseCoopers LLP as AIG's independent registered public accounting firm for 2015; and
  4. To transact any other business that may properly come before the meeting.
- Shareholders of record at the close of business on March 18, 2015 will be entitled to vote at the meeting.

**Important Notice Regarding the Availability of Proxy Materials for the Annual Meeting of Shareholders to be held on May 13, 2015. The Proxy Statement and 2014 Annual Report to Shareholders and other Soliciting Material are available in the Investors section of AIG's corporate website at [www.aig.com](http://www.aig.com).**

By Order of the Board of Directors

JEFFREY A. WELIKSON

*Secretary*

**If you plan on attending the meeting, please remember to bring photo identification with you. In addition, if you hold shares in street name and would like to attend the meeting, you must bring an account statement or other acceptable evidence of ownership of AIG Common Stock as of the close of business on March 18, 2015. If you cannot be present at the meeting, please sign and date your proxy and return it at once or vote your shares by telephone or through the internet.**

**Table of Contents**

**AMERICAN INTERNATIONAL GROUP, INC.**

175 Water Street, New York, N.Y. 10038

**PROXY STATEMENT**

March 30, 2015

|  |   |
|--|---|
| TIME AND DATE                                | 11:00 a.m. on Wednesday, May 13, 2015.  |
| PLACE  | 175 Water Street, New York, New York 10038.   |
| MAILING DATE                                 | This Proxy Statement, 2014 Annual Report and proxy card or voting instructions were either made available to you over the internet or mailed to you on or about March 30, 2015.   |
| ITEMS OF BUSINESS                            | <p>To elect the thirteen nominees specified under Proposal 1 Election of Directors as directors of AIG to hold office until the next annual election and until their successors are duly elected and qualified;</p> <p>To vote, on a non-binding advisory basis, to approve executive compensation;</p> <p>To act upon a proposal to ratify the selection of PricewaterhouseCoopers LLP as AIG's independent registered public accounting firm for 2015; and</p> <p>To transact any other business that may properly come before the meeting.</p> |
| RECORD DATE                                  | You can vote if you were a shareholder of record at the close of business on March 18, 2015.  |
| INSPECTION OF LIST OF SHAREHOLDERS OF RECORD | A list of the shareholders of record as of March 18, 2015 will be available for inspection during ordinary business hours during the ten days prior to the meeting at AIG's offices, 175 Water Street, New York, New York 10038.  |
| ADDITIONAL INFORMATION                       | Additional information regarding the matters to be acted on at the meeting is included in this proxy statement.   |
| PROXY VOTING                                 | YOU CAN VOTE YOUR SHARES OVER THE INTERNET OR BY TELEPHONE. IF YOU RECEIVED A PAPER PROXY CARD BY MAIL, YOU MAY ALSO VOTE BY SIGNING, DATING AND RETURNING THE PROXY CARD IN THE ENVELOPE PROVIDED.   |

**Table of Contents**

**TABLE OF CONTENTS**

|   |     |
|---|-----|
| <u>EXECUTIVE SUMMARY</u>  | 3   |
| <u>VOTING INSTRUCTIONS AND INFORMATION</u>  | 7   |
| <u>CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS</u>                            | 11  |
| <u>PROPOSAL 1 ELECTION OF DIRECTORS</u>   | 12  |
| <u>CORPORATE GOVERNANCE</u>   | 20  |
| <u>Governance</u>   | 20  |
| <u>Report of the Nominating and Corporate Governance Committee</u>                          | 22  |
| <u>Committees</u>   | 23  |
| <u>Compensation of Directors</u>  | 26  |
| <u>Compensation and Management Resources Committee Interlocks and Insider Participation</u> | 28  |
| <u>OWNERSHIP OF CERTAIN SECURITIES</u>  | 29  |
| <u>SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE</u>                              | 31  |
| <u>RELATIONSHIPS AND RELATED-PARTY TRANSACTIONS</u>   | 31  |
| <u>OUR EXECUTIVE OFFICERS</u>   | 32  |
| <u>EXECUTIVE COMPENSATION</u>   | 33  |
| <u>Report of the Compensation and Management Resources Committee</u>                        | 33  |
| <u>Compensation Discussion and Analysis</u>   | 35  |
| <u>2014 Compensation</u>  | 49  |
| <u>Holdings of and Vesting of Previously Awarded Equity</u>                                 | 52  |
| <u>Post-Employment Compensation</u>   | 55  |
| <u>Potential Payments on Termination</u>  | 62  |
| <u>PROPOSAL 2 NON-BINDING ADVISORY VOTE TO APPROVE EXECUTIVE COMPENSATION</u>               | 67  |
| <u>REPORT OF AUDIT COMMITTEE AND RATIFICATION OF SELECTION OF ACCOUNTANTS</u>               | 68  |
| <u>Report of the Audit Committee</u>  | 68  |
| <u>PROPOSAL 3 RATIFICATION OF SELECTION OF PRICEWATERHOUSECOOPERS LLP</u>                   | 70  |
| <u>Fees Paid to PricewaterhouseCoopers LLP</u>  | 71  |
| <u>EQUITY COMPENSATION PLAN INFORMATION</u>   | 72  |
| <u>OTHER MATTERS</u>  | 73  |
| <u>Other Matters to be Presented at the 2015 Annual Meeting of Shareholders</u>             | 73  |
| <u>Shareholder Proposals for the 2016 Annual Meeting</u>                                    | 73  |
| <u>Communications with the Board of Directors</u>   | 73  |
| <u>Electronic Delivery of Proxy Materials</u>   | 73  |
| <u>Important Notice Regarding Delivery of Shareholder Documents</u>                         | 73  |
| <u>Incorporation by Reference</u>   | 74  |
| <u>CORPORATE GOVERNANCE GUIDELINES</u>  | A-1 |

NON-GAAP FINANCIAL MEASURES



**Table of Contents****EXECUTIVE SUMMARY**

This summary highlights information contained elsewhere in this Proxy Statement. We hope this summary will be helpful to our shareholders in reviewing the proposals. This summary does not contain all of the information you should consider in making a voting decision, and you should read the entire Proxy Statement carefully before voting. These proxy materials are first being sent to shareholders of AIG commencing on or about March 30, 2015. For information on the details of the voting process and how to attend the Annual Meeting, please see [Voting Instructions and Information](#) on page 7.

**Voting Matters and Vote Recommendation**

| <b>Proposal</b>  | <b>Board Vote Recommendation</b> | <b>For More Information, see:</b>   |
|--|----------------------------------|---|
| <b>1.</b> Election of 13 Directors   | FOR EACH DIRECTOR NOMINEE        | Proposal 1 Election of Directors, page 12                                       |
| <b>2.</b> Advisory vote on executive compensation  | FOR                              | Proposal 2 Non-Binding Advisory Vote to Approve Executive Compensation, page 67 |
| <b>3.</b> Ratification of PricewaterhouseCoopers LLP as our independent registered public accounting firm for 2015 | FOR                              | Proposal 3 Ratification of Selection of PricewaterhouseCoopers LLP, page 70     |

**Table of Contents****PROPOSAL 1 ELECTION OF DIRECTORS**

The following table provides summary information about each of our thirteen director nominees. Each director is elected annually by a majority of votes cast.

| Name                  | Age | Director Since | Occupation/Background   | Independent | Other Public Boards   | Current Committee Memberships   |
|-----------------------|-----|----------------|---|-------------|---|---|
| W. Don Cornwell       | 67  | 2011           | Former Chairman and CEO of Granite Broadcasting Corporation   | ü           | Avon Products, Inc.; Pfizer Inc.                                      | Compensation and Management Resources Committee;<br><br>Nominating and Corporate Governance Committee         |
| Peter R. Fisher       | 58  | 2014           | Senior Fellow at the Center for Global Business and Government, and Senior Lecturer, at the Tuck School of Business at Dartmouth College; Former Head of Fixed Income Portfolio Management of BlackRock, Inc. | ü           |   | Regulatory, Compliance and Public Policy Committee; Risk and Capital Committee                                |
| John H. Fitzpatrick   | 58  | 2011           | Former Secretary General of The Geneva Association; Former Chief Financial Officer, Head of the Life and Health Reinsurance Business Group and Head of Financial Services of Swiss Re                         | ü           |   | Audit Committee;<br><br>Risk and Capital Committee (Chair)  |
| Peter D. Hancock      | 56  | 2014           | President and CEO, AIG  |             |   |   |
| William G. Jurgensen  | 63  | 2013           | Former CEO of Nationwide Insurance  | ü           | ConAgra Foods, Inc.   | Audit Committee;<br><br>Regulatory, Compliance and Public Policy Committee                                    |
| Christopher S. Lynch  | 57  | 2009           | Independent consultant and former National Partner in Charge of Financial Services of KPMG LLP  | ü           | Federal Home Loan Mortgage Corporation                                | Audit Committee (Chair);<br><br>Risk and Capital Committee  |
| George L. Miles, Jr.  | 73  | 2005           | Chairman Emeritus of The Chester Group, Inc.; Former President and CEO of WQED Multimedia   | ü           | EQT Corporation; Harley-Davidson, Inc.; HFF, Inc.                     | Audit Committee;<br><br>Nominating and Corporate Governance Committee;<br><br>Technology Committee            |
| Henry S. Miller       | 69  | 2010           | Chairman of Marblegate Asset Management, LLC; Former Chairman and Managing Director of Miller Buckfire & Co., LLC   | ü           | The Interpublic Group of Companies, Inc.                              | Risk and Capital Committee;<br><br>Regulatory, Compliance and Public Policy Committee                         |
| Robert S. Miller      | 73  | 2009           | Former CEO of Hawker Beechcraft, Inc.; Former Executive Chairman of Delphi Corporation  | ü           | Symantec Corporation; The Dow Chemical Company; WL Ross Holding Corp. | *   |
| Suzanne Nora Johnson  | 57  | 2008           | Former Vice Chairman of The Goldman Sachs Group, Inc.   | ü           | Intuit Inc.; Pfizer Inc.; Visa Inc.                                   | Compensation and Management Resources Committee;<br><br>Nominating and Corporate Governance Committee (Chair) |
| Ronald A. Rittenmeyer | 67  | 2010           | Former Chairman, President and CEO of Expert Global Solutions, Inc.; Former Chairman, CEO and President of Electronic Data Systems Corporation  | ü           | IMS Health Holdings, Inc.; Tenet Healthcare Corporation               | Audit Committee;<br><br>Compensation and Management Resources Committee;<br><br>Technology Committee (Chair)  |
| Douglas M. Steenland  | 63  | 2009           |   | ü           |   | Risk and Capital Committee;   |

Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

|                  |    |      |   |   |   |   |
|------------------|----|------|---|---|---|---|
| Theresa M. Stone | 70 | 2013 | <p>Former President and CEO of Northwest Airlines Corporation</p> <p>Former Executive Vice President and Treasurer of the Massachusetts Institute of Technology; Former Executive Vice President and Chief Financial Officer of Jefferson-Pilot Corporation; Former President of Chubb Life Insurance Company</p> | ü | <p>Hilton Worldwide Holdings Inc.; Travelport Limited</p> | <p>Regulatory, Compliance and Public Policy Committee (Chair)</p> <p>Audit Committee;</p> <p>Risk and Capital Committee</p> |
|------------------|----|------|---|---|---|---|

\* Mr. Robert S. Miller, as Chairman of the Board, is an *ex-officio*, non-voting member of each of the Committees.

**Table of Contents****PROPOSAL 2 NON-BINDING ADVISORY VOTE TO APPROVE EXECUTIVE COMPENSATION****2014 Pay-for-Performance Highlights**

Consistent with our One AIG strategy, to evaluate Company performance for our annual short-term incentive awards, in 2014 we moved from goals applicable to the performance of an individual's business unit or function to a single set of performance goals that applies to all participants and is designed to drive profitability and growth. Our employees delivered, as we out-performed in the aggregate across the five objective goals<sup>(a)</sup> that together drove our 2014 Company-wide annual short-term incentive determination:

|                      |  |
|----------------------|--|
| <b>PROFITABILITY</b> | <ul style="list-style-type: none"> <li>↓ Achieved <b>Normalized Insurance Company Pre-Tax Operating Income</b> (Normalized Insurance Company PTOI) of \$9.74 billion, exceeding target of \$9.72 billion (weighted 35%)</li> <li>↓ Achieved <b>Normalized Return on Equity (excluding deferred tax assets)</b> (Normalized AIG ROE) of 8.8%, exceeding target of 7.7% (weighted 35%)</li> <li>↓ Achieved <b>Normalized Gross General Operating Expenses</b> (Normalized AIG GOE) of \$11.6 billion, outperforming target of \$12.0 billion (weighted 10%)</li> </ul> |
| <b>GROWTH</b>        | <ul style="list-style-type: none"> <li>↓ Achieved <b>Normalized Production Risk-Adjusted Profitability for Property Casualty and Personal Insurance operating segments</b> (Normalized Production RAP) of \$2.7 billion, below target of \$2.9 billion (weighted 10%)</li> <li>↓ Achieved <b>Normalized Value of New Business for Retirement, Life, Institutional Markets and Mortgage Guaranty operating segments</b> (Normalized VoNB) of \$1.2 billion, exceeding target of \$1.1 billion (weighted 10%)</li> </ul>   |

(a) Each of these goals represents a non-GAAP measure. For how these measures are calculated, see Appendix B. These 2014 achievements resulted in a Company performance score of 11% above target, or 111%.

**Paying Our CEO for Performance**

In connection with Mr. Hancock's promotion to President and Chief Executive Officer, the Compensation and Management Resources Committee of the Board approved, and the Board ratified, an increase in Mr. Hancock's 2014 target direct compensation effective as of September 1, 2014, which resulted in a blended salary of approximately \$1.4 million, a blended target short-term incentive of approximately \$2.9 million and a target long-term incentive of \$7 million.

Similar to our other senior executives, Mr. Hancock's compensation was designed to provide an appropriate balance of fixed and variable pay, drive achievement of AIG's short- and long-term business strategies and align his economic interests with the long-term interests of AIG and our shareholders. As illustrated on the right, the majority of Mr. Hancock's pay is based on performance over a three-year period and paid over a five-year period, and both short-term and long-term incentives are subject to deferral.

For 2015, the Committee used a formulaic approach based solely on the objective Company performance score to determine short-term incentive awards for Mr. Hancock and other key senior executives. Accordingly, in early 2015, Mr. Hancock received an earned award equal to 122% of his target amount. Payment of 50% of this amount is deferred until 2016.

**Table of Contents**

**PROPOSAL 3 RATIFICATION OF SELECTION OF PRICEWATERHOUSECOOPERS LLP**

We are asking shareholders to ratify the selection of PricewaterhouseCoopers LLP as our independent registered public accounting firm for 2015.

**Table of Contents**

**VOTING INSTRUCTIONS AND INFORMATION**

The enclosed proxy is solicited on behalf of the Board of Directors (Board of Directors or Board) of American International Group, Inc., a Delaware corporation (AIG), for use at the AIG Annual Meeting of Shareholders to be held on May 13, 2015, or at any adjournment thereof (Annual Meeting or 2015 Annual Meeting of Shareholders).

**When and where is our Annual Meeting?**

We will hold our Annual Meeting on Wednesday, May 13, 2015 at 11:00 a.m., Eastern Daylight Time, at our offices at 175 Water Street, New York, New York 10038.

**How are we distributing our proxy materials?**

We are using the rule of the United States Securities and Exchange Commission (SEC) that allows companies to furnish proxy materials to their shareholders over the internet. In accordance with this rule, on or about March 30, 2015, we sent shareholders of record at the close of business on March 18, 2015, a Notice Regarding the Availability of Proxy Materials (Notice) or a full set of proxy materials. The Notice contains instructions on how to access our Proxy Statement and Annual Report for the year ended December 31, 2014 (2014 Annual Report) via the internet and how to vote. If you receive a Notice, you will not receive a printed copy of the proxy materials in the mail. Instead, the Notice instructs you on how to access and review all of the important information contained in the proxy materials. The Notice also instructs you on how you may submit your proxy via the internet. If you received a Notice and would like to receive a copy of our proxy materials, follow the instructions contained in the Notice to request a copy electronically or in paper form on a one-time or ongoing basis. Shareholders who do not receive the Notice will receive either a paper or electronic copy of our Proxy Statement and 2014 Annual Report, which will be sent on or about March 30, 2015.

**Who can vote at the Annual Meeting?**

You are entitled to vote or direct the voting of your shares of AIG's common stock, par value \$2.50 per share (AIG Common Stock), if you were a shareholder of record or if you held AIG Common Stock in street name at the close of business on March 18, 2015. On that date, 1,353,969,615 shares of AIG Common Stock (exclusive of shares held by AIG and certain subsidiaries) were outstanding, held by 30,226 shareholders of record. Each share of AIG Common Stock held by you on the record date is entitled to one vote.

**Who is a shareholder of record?**

During the ten days prior to the Annual Meeting, a list of the shareholders will be available for inspection at the offices of AIG at 175 Water Street, New York, New York 10038.

If you hold AIG Common Stock that is registered in your name on the records of AIG maintained by AIG's transfer agent, Wells Fargo Shareowner Services, you are a shareholder of record.

If you hold AIG Common Stock indirectly through a broker, bank or similar institution, you are not a shareholder of record, but instead hold shares in street name.

**What do I need to attend, and vote at, the Annual Meeting?**

If you plan on attending the Annual Meeting, please remember to bring photo identification with you, such as a driver's license. In addition, if you hold shares in street name and would like to attend the Annual Meeting, you must bring an account statement or other acceptable evidence of ownership of AIG Common Stock as of the close of business on March 18, 2015, the record date for voting. In order to vote at the Annual Meeting if you hold shares in street name, you will also need a valid legal proxy, which you can obtain by contacting your account representative at the broker, bank or similar institution through which you hold your shares. See "How do I vote?" for four ways to cast your vote.

**What proposals will be voted on at the Annual Meeting?**

Three proposals from AIG will be considered and voted on at the Annual Meeting:

1. To elect the thirteen nominees specified under Proposal 1 Election of Directors as directors of AIG to hold office until the next annual election and until their successors are duly elected and qualified;
2. To vote, on a non-binding advisory basis, to approve executive compensation; and
3. To act upon a proposal to ratify the selection of PricewaterhouseCoopers LLP as AIG's independent registered public accounting firm for 2015.



## **Table of Contents**

You may also vote on any other business that properly comes before the Annual Meeting.

### **How does the Board of Directors recommend I vote?**

AIG's Board of Directors unanimously recommends that you vote:

1. **FOR** each of the nominees specified under Proposal 1 Election of Directors to the Board of Directors.
2. **FOR** the proposal to approve, on a non-binding advisory basis, executive compensation.
3. **FOR** the proposal to ratify the selection of PricewaterhouseCoopers LLP as AIG's independent registered public accounting firm for 2015.

### **How do I vote?**

You may cast your vote in one of four ways:

**By Submitting a Proxy by Internet.** Go to the following website: [www.proxyvote.com](http://www.proxyvote.com). You may submit a proxy by internet 24 hours a day. To be valid, your proxy by internet must be received by 11:59 p.m., Eastern Daylight Time, on May 12, 2015. Please have your Notice or your proxy card in hand when you access the website and follow the instructions to create an electronic voting instruction form.

**By Submitting a Proxy by Telephone.** To submit a proxy using the telephone, call 1-800-690-6903 any time on a touch-tone telephone. There is NO CHARGE to you for the call in the United States or Canada. International calling charges apply outside the United States and Canada. You may submit a proxy by telephone 24 hours a day, 7 days a week. Follow the simple instructions provided by the recorded message. To be valid, your proxy by telephone must be received by 11:59 p.m., Eastern Daylight Time, on May 12, 2015.

**By Submitting a Proxy by Mail.** Mark your proxy card, sign and date it, and return it in the prepaid envelope that has been provided or return it to Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717. To be valid, your proxy by mail must be received by 10:00 a.m., Eastern Daylight Time, on May 13, 2015.

**At the Annual Meeting.** You can vote your shares in person at the Annual Meeting (see What do I need to attend, and vote at, the Annual Meeting? ). If you are a shareholder of record, in order to vote at the Annual Meeting, you must present an acceptable form of photo identification, such as a driver's license. If you hold your shares in street name, you must obtain a legal proxy, as described above under What do I need to attend, and vote at, the Annual Meeting? , and bring that proxy to the Annual Meeting.

### **How can I revoke my proxy or substitute a new proxy or change my vote?**

You can revoke your proxy or substitute a new proxy by:

#### ***For a Proxy Submitted by Internet or Telephone***

Subsequently submitting in a timely manner a new proxy through the internet or by telephone that is received by 11:59 p.m., Eastern Daylight Time, on May 12, 2015; or

Executing and mailing a later-dated proxy card that is received prior to 10:00 a.m., Eastern Daylight Time, on May 13, 2015; or

Voting in person at the Annual Meeting.

***For a Proxy Submitted by Mail***

Subsequently executing and mailing another proxy card bearing a later date that is received prior to 10:00 a.m., Eastern Daylight Time, on May 13, 2015; or

Giving written notice of revocation to AIG's Secretary at 175 Water Street, New York, New York 10038 that is received by AIG prior to 10:00 a.m., Eastern Daylight Time, on May 13, 2015; or

Voting in person at the Annual Meeting.

---

**Table of Contents**

**If I submit a proxy by internet, telephone or mail, how will my shares be voted?**

If you properly submit your proxy by one of these methods, and you do not subsequently revoke your proxy, your shares will be voted in accordance with your instructions.

If you sign, date and return your proxy card but do not give voting instructions, your shares will be voted as follows: FOR the election of AIG's director nominees specified under Proposal 1 Election of Directors; FOR the proposal to approve on a non-binding advisory basis, executive compensation; FOR the ratification of the appointment of PricewaterhouseCoopers LLP as AIG's independent registered public accounting firm for 2015; and otherwise in accordance with the judgment of the persons voting the proxy on any other matter properly brought before the Annual Meeting.

**If I hold my shares in street name and do not provide voting instructions, can my broker still vote my shares?**

Under the rules of the New York Stock Exchange (NYSE), brokers that have not received voting instructions from their customers ten days prior to the Annual Meeting date may vote their customers' shares in the brokers' discretion on the proposal regarding the ratification of the appointment of independent auditors because this is considered discretionary under NYSE rules. If your broker is an affiliate of AIG, NYSE policy specifies that, in the absence of your specific voting instructions, your shares may only be voted in the same proportion as all other shares are voted with respect to that proposal.

Under NYSE rules, each of the election of directors and the non-binding advisory vote on executive compensation is a non-discretionary item, which means that member brokers who have not received instructions from the beneficial owners of AIG Common Stock do not have discretion to vote the shares of AIG Common Stock held by those beneficial owners on either of those proposals.

**How are votes counted?**

**Proposal 1 Election of Directors.** AIG's By-laws provide that in uncontested elections, directors must receive a majority of the votes cast by the holders of AIG Common Stock. In other words, directors in an uncontested election must receive more votes for their election than against their election. Pursuant to AIG's By-laws and Corporate Governance Guidelines, each nominee has submitted to the Board an irrevocable resignation from the Board that would become effective upon (1) the failure of such nominee to receive the required vote at the Annual Meeting and (2) Board acceptance of such resignation. In the event that a nominee fails to receive the required vote at the Annual Meeting, AIG's Nominating and Corporate Governance Committee will then make a recommendation to the Board on the action to be taken with respect to the resignation. The Board will accept such resignation unless the Committee recommends and the Board determines that the best interests of AIG and its shareholders would not be served by doing so.

**Proposal 2 Non-binding Advisory Vote to Approve Executive Compensation.** Adoption of the resolution on the non-binding advisory vote to approve executive compensation requires a for vote of a majority of the votes cast by the holders of AIG Common Stock, which votes cast are either for or against the resolution.

**Proposal 3 Ratification of the Selection of PricewaterhouseCoopers LLP.** Ratification of the selection of accountants requires a for vote of a majority of the votes cast by the holders of AIG Common Stock, which votes cast are either for or against the ratification. Neither AIG's Restated Certificate of Incorporation nor AIG's By-laws require that the shareholders ratify the selection of PricewaterhouseCoopers LLP as its independent registered public accounting firm. AIG's Board is requesting shareholder ratification as a matter of good corporate practice. If the shareholders do not ratify the selection, the Audit Committee will reconsider whether or not to retain PricewaterhouseCoopers LLP, but may still retain PricewaterhouseCoopers LLP. Even if the selection is ratified, the Audit Committee in its discretion may change the appointment at any time during the year if it determines that such change would be in the best interests of AIG and its shareholders.

**Broker Non-Votes and Abstentions.** Because directors are elected by a majority of the votes cast, an abstention will have no effect on the election, although a director who receives more votes against than for his or her election will be required to resign, subject to the process described above under Proposal 1 Election of Directors. In the case of the non-binding advisory vote to approve executive compensation and the ratification of the appointment of PricewaterhouseCoopers LLP, only votes cast for or against the proposal will be considered; abstentions, broker non-votes and withheld votes will not be treated as a vote for or against these proposals and therefore will have no effect on the vote.

## **Table of Contents**

### **How many votes are required to transact business at the Annual Meeting?**

A quorum is required to transact business at the Annual Meeting. The holders of a majority of the outstanding shares of AIG Common Stock entitled to vote will constitute a quorum.

Proxies marked as abstaining, and any proxies returned by brokers as non-votes on behalf of shares held in street name because beneficial owners' discretion has been withheld as to one or more matters on the agenda for the Annual Meeting, will be treated as present for purposes of determining a quorum for the Annual Meeting.

### **How do I obtain more information about AIG?**

A copy of AIG's 2014 Annual Report, which includes AIG's Annual Report on Form 10-K for the year ended December 31, 2014 (AIG's 2014 Annual Report on Form 10-K) filed with the SEC, has been delivered or made available to shareholders. **You also may obtain, free of charge, a copy of the 2014 Annual Report and AIG's 2014 Annual Report on Form 10-K by writing to American International Group, Inc., 175 Water Street, New York, New York 10038, Attention: Investor Relations.** These documents also are available in the Investors section of AIG's corporate website at [www.aig.com](http://www.aig.com).

### **Who pays for the expenses of this proxy solicitation?**

AIG will bear the cost of this solicitation of proxies. Proxies may be solicited by mail, email, personal interview, telephone and facsimile transmission by directors, their associates, and certain officers and regular employees of AIG and its subsidiaries. In addition to the foregoing, AIG has retained D.F. King & Co., Inc. to assist in the solicitation of proxies for a fee of approximately \$20,000 plus reasonable out-of-pocket expenses and disbursements of that firm. AIG will reimburse brokers and others holding AIG Common Stock in their names, or in the names of nominees, for forwarding proxy materials to their principals.

**Table of Contents**

**CAUTIONARY STATEMENT REGARDING FORWARD-LOOKING STATEMENTS**

This Proxy Statement and other publicly available documents may include, and AIG's officers and representatives may from time to time make, projections, goals, assumptions and statements that may constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. These projections, goals, assumptions and statements are not historical facts but instead represent only AIG's belief regarding future events, many of which, by their nature, are inherently uncertain and outside AIG's control. These projections, goals, assumptions and statements include statements preceded by, followed by or including words such as believe, anticipate, expect, intend, plan, view, target or estimate. These projections, goals, assumptions and statements may address, among other things:

AIG's exposures to subprime mortgages, monoline insurers, the residential and commercial real estate markets, state and municipal bond issuers, sovereign bond issuers, the energy sector and currency exchange rates;

AIG's exposure to European governments and European financial institutions;

AIG's strategy for risk management;

AIG's generation of deployable capital;  
AIG's return on equity and earnings per share;

AIG's strategies to grow net investment income, efficiently manage capital and reduce expenses;

AIG's strategies for customer retention, growth, product development, market position, financial results and reserves; and

the revenues and combined ratios of AIG's subsidiaries.

It is possible that AIG's actual results and financial condition will differ, possibly materially, from the results and financial condition indicated in these projections, goals, assumptions and statements. Factors that could cause AIG's actual results to differ, possibly materially, from those in the specific projections, goals, assumptions and statements include:

changes in market conditions;

the occurrence of catastrophic events, both natural and man-made;

significant legal proceedings;

the timing and applicable requirements of any new regulatory framework to which AIG is subject as a nonbank systemically important financial institution and as a global systemically important insurer;

concentrations in AIG's investment portfolios;

actions by credit rating agencies;  
judgments concerning casualty insurance under-writing and insurance liabilities;

judgments concerning the recognition of deferred tax assets; and

such other factors discussed in:

Part I, Item 1A. Risk Factors in AIG's 2014 Annual Report on Form 10-K; and

Part II, Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations in AIG's 2014 Annual Report on Form 10-K.

AIG is not under any obligation (and expressly disclaims any obligation) to update or alter any projections, goals, assumptions or other statements, whether written or oral, that may be made from time to time, whether as a result of new information, future events or otherwise.

**Table of Contents****PROPOSAL 1 ELECTION OF DIRECTORS**

AIG's Board of Directors currently consists of fourteen directors. All directors serve a one-year term. We are asking our shareholders to elect thirteen directors at the Annual Meeting, to hold office until the next annual election and until their successors are duly elected and qualified. It is the intention of the persons named in the accompanying form of proxy to vote for the election of the nominees listed below. All of the nominees are currently members of AIG's Board of Directors. It is not expected that any of the nominees will become unavailable for election as a director, but if any should become unavailable prior to the Annual Meeting, proxies will be voted for such persons as the persons named in the accompanying form of proxy may determine in their discretion. Directors will be elected by a majority of the votes cast by the shareholders of the AIG Common Stock, which votes are cast for or against election. Pursuant to AIG's By-laws and Corporate Governance Guidelines, each nominee has submitted to the Board an irrevocable resignation from the Board that would become effective upon (1) the failure of such nominee to receive the required vote at the shareholder meeting and (2) Board acceptance of such resignation. In the event that a nominee fails to receive the required vote, AIG's Nominating and Corporate Governance Committee will then make a recommendation to the Board on the action to be taken with respect to the resignation. The Board will accept such resignation unless the Board determines (after consideration of the Nominating and Corporate Governance Committee's recommendation) that the best interests of AIG and its shareholders would not be served by doing so.

The Board believes that, if elected, the nominees will continue to provide effective oversight of AIG's business and continue to advance our shareholders' interests by drawing upon their collective qualifications, skills and experiences. The following table highlights certain key attributes of our director nominees:

| <b><u>Professional experience in:</u></b>                              |                                     |
|--|-------------------------------------|
| ü Experience managing large, complex, international institutions       | ü insurance and reinsurance         |
| ü High level of financial and accounting literacy                      | ü the financial services industry   |
| ü Risk oversight/management expertise                                  | ü operations and technology         |
| ü Corporate governance and strategic oversight experience              | ü regulation, academia and research |
| ü Experience with global consumer, commercial and industrial customers |                                     |

Mr. Arthur C. Martinez is retiring from the Board this year after reaching the age of 75, which is the general director retirement age guideline under our Corporate Governance Guidelines. The Board wishes to thank Mr. Martinez for his many contributions and, in particular, his service as Chairman of the Compensation and Management Resources Committee during an unprecedented time in AIG's history. The Board will miss Mr. Martinez's wise counsel.

Effective September 1, 2014, Mr. Hancock was appointed President and Chief Executive Officer and a member of the Board of Directors and Mr. Robert Benmosche retired from these positions.

**Remembering our Colleague and Friend, Robert H. Benmosche**

With great sorrow, we mourned the passing in February 2015 of Mr. Benmosche, our former President, Chief Executive Officer and Director. Mr. Benmosche poured his energy and focus into enabling AIG's people to live up to their potential and his leadership was the foundation for the many milestones and successes achieved during perhaps the most challenging period in AIG's history. Mr. Benmosche had tremendous energy, passion, and tenacity as AIG's leader, and we will honor his legacy by continuing to focus on integrity and performance.

**Table of Contents**

Below are biographies of each of the nominees for director, including the principal occupation or affiliation and directorships held by each nominee during the past five years.

**W. DON CORNWELL**

**Former Chairman of the Board and Chief Executive Officer of Granite Broadcasting Corporation**

Director since 2011

Age 67

Mr. Cornwell is the former Chairman of the Board and Chief Executive Officer of Granite Broadcasting Corporation, serving from 1988 until his retirement in August 2009, and Vice Chairman until December 2009. Mr. Cornwell spent 17 years at Goldman, Sachs & Co. where he served as Chief Operating Officer of the Corporate Finance Department from 1980 to 1988 and Vice President of the Investment Banking Division from 1976 to 1988. Mr. Cornwell is currently a director of Avon Products, Inc., where he is Chairman of the Finance Committee and a member of the Audit Committee, and Pfizer Inc., where he is Chairman of the Audit Committee and a member of the Compensation, Regulatory and Compliance, and Science and Technology Committees. Mr. Cornwell was Chairman of the Board and Chief Executive Officer of Granite Broadcasting when it filed for voluntary reorganization under Chapter 11 of the U.S. Bankruptcy Code in December 2006 and emerged from its restructuring in June 2007. In light of Mr. Cornwell's experience in finance and strategic business transformations, as well as his professional experience across the financial services industry, AIG's Board has concluded that Mr. Cornwell should be re-elected to the Board.

**PETER R. FISHER**

**Senior Fellow at the Center for Global Business and Government, and Senior Lecturer, at the Tuck School of Business at Dartmouth College; Former Head of Fixed Income Portfolio Management of BlackRock, Inc.**

Director since 2014

Age 58

Mr. Fisher is a Senior Fellow at the Center for Global Business and Government, and also a Senior Lecturer, at the Tuck School of Business at Dartmouth College, positions he has held since July 2013. Mr. Fisher previously served as an officer of BlackRock, Inc. and certain of its subsidiaries (BlackRock) from 2004 through 2013, as a Senior Managing Director (2010 to 2013) and a Managing Director (2004 to 2009). While at BlackRock, Mr. Fisher served as Head (2010 to 2013) and as Co-Head (2008 to 2009) of BlackRock's Fixed Income Portfolio Management Group, overseeing portfolio managers responsible for more than \$1 trillion of fixed income client accounts and funds, and as Chairman of BlackRock Asia (2005 to 2007). Mr. Fisher has been a Senior Director of the BlackRock Investment Institute since March 2013, and has served in such capacity as an independent consultant since January 2014. Prior to joining BlackRock in 2004, Mr. Fisher served as Under Secretary of the U.S. Department of the Treasury for Domestic Finance from 2001 to 2003, and, in that capacity, served on the board of the Securities Investor Protection Corporation, as a member of the Airline Transportation Stabilization Board and as the U.S. Treasury representative to the Pension Benefit Guaranty Corporation. From 2007 to 2013, Mr. Fisher was a non-executive director of the Financial Services Authority of the United Kingdom, where he was a member of the Risk Committee. Mr. Fisher also worked at the Federal Reserve Bank of New York from 1985 to 2001, ending his service there as an Executive Vice President and Manager of the System Open Market Account. In light of Mr. Fisher's broad experience in asset management and government and his knowledge of the regulation of financial services companies, AIG's Board has concluded that Mr. Fisher should be re-elected to the Board.



**Table of Contents**

**JOHN H. FITZPATRICK**

**Former Secretary General of The Geneva Association;**

**Former Chief Financial Officer, Head of the Life and Health Reinsurance Business Group and Head of Financial Services of Swiss Re**

Director since 2011

Age 58

Mr. Fitzpatrick has been Chairman of Oak Street Management Co., LLC, a management consulting and real estate investment firm, and Oak Family Advisors, LLC, a private wealth management firm since 2010. In May 2014, he completed a two-year term as Secretary General of The Geneva Association. From 2006 to 2010, Mr. Fitzpatrick was a partner at Pension Corporation and a director of Pension Insurance Corporation Ltd. From 1998 to 2006, he was a member of Swiss Re's Executive Board Committee and served at Swiss Re as Chief Financial Officer, Head of the Life and Health Reinsurance Business Group and Head of Financial Services. From 1996 to 1998, Mr. Fitzpatrick was a partner in insurance private equity firms sponsored by Zurich Financial Services, Credit Suisse and Swiss Re. From 1990 to 1996, Mr. Fitzpatrick served as the Chief Financial Officer and a Director of Kemper Corporation, a NYSE-listed insurance and financial services organization where he started his career in corporate finance in 1978. From February 2010 until March 2011, Mr. Fitzpatrick was a director of Validus Holdings, Ltd., where he served on the Audit and Finance Committees. Mr. Fitzpatrick is a Certified Public Accountant and a Chartered Financial Analyst. In light of Mr. Fitzpatrick's broad experience in the insurance and reinsurance industry, as well as his professional experience in insurance policy and regulation, AIG's Board has concluded that Mr. Fitzpatrick should be re-elected to the Board.

**PETER D. HANCOCK**

**President and Chief Executive Officer, AIG**

Director since 2014

Age 56

Mr. Hancock has been AIG's President and Chief Executive Officer since September 2014, when he also joined the Board of Directors. Previously, he served as AIG's Executive Vice President Property and Casualty Insurance and joined AIG in February 2010 as Executive Vice President, Finance, Risk and Investments. From December 2008 to February 2010, Mr. Hancock served as Vice Chairman of KeyCorp, where he was responsible for Key National Banking. Previously, Mr. Hancock co-founded and served as President of Integrated Finance Limited, an advisory firm specializing in strategic risk management, asset management, and innovative pension solutions. Mr. Hancock also spent 20 years at J.P. Morgan, beginning in 1980, where he established the Global Derivatives Group, ran the Global Fixed Income business and Global Credit portfolio, and served as the firm's Chief Financial Officer and Chief Risk Officer. In light of Mr. Hancock's experience managing large, complex, international institutions and his professional experience across industries including insurance, banking and financial services, AIG's Board has concluded that Mr. Hancock should be elected to the Board.

**Table of Contents**

**WILLIAM G. JURGENSEN      Former Chief Executive Officer of Nationwide Insurance**

Director since 2013      Age 63

Mr. Jurgensen is the former Chief Executive Officer of Nationwide Mutual Insurance Company and Nationwide Financial Services, Inc., serving from May 2000 to February 2009. During this time, he also served as director and Chief Executive Officer of several other companies within the Nationwide enterprise. Prior to his time in the insurance industry, he spent 27 years in the commercial banking industry. Before joining Nationwide, Mr. Jurgensen was an Executive Vice President with BankOne Corporation (now a part of JPMorgan Chase & Co.) where he was responsible for corporate banking products, including capital markets, international banking and cash management. He managed the merger integration between First Chicago Corporation and NBD Bancorp, Inc. and later was Chief Executive Officer for First Card, First Chicago's credit card subsidiary. At First Chicago, he was responsible for retail banking and began his career there as Chief Financial Officer in 1990. Mr. Jurgensen started his banking career at Norwest Corporation (now a part of Wells Fargo & Company) in 1973. The majority of Mr. Jurgensen's career has involved capital markets, securities trading and investment activities, with the balance in corporate banking. Mr. Jurgensen has been a director of ConAgra Foods, Inc. since 2002, where he has served on the Audit Committee and currently serves on the Human Resources and the Nominating, Governance and Public Affairs Committees. He was also a director of The Scotts Miracle-Gro Company from 2009 to 2013, where he served on the Audit, Finance, and Governance and Nominating Committees. In light of Mr. Jurgensen's experience in insurance, financial services and risk management, AIG's Board has concluded that Mr. Jurgensen should be re-elected to the Board.

**CHRISTOPHER S. LYNCH      Former National Partner in Charge of Financial Services, KPMG LLP**

Director since 2009      Age 57

Mr. Lynch has been an independent consultant since 2007, providing a variety of services to public and privately held financial intermediaries, including corporate restructuring, risk management, strategy, governance, financial accounting and regulatory reporting, and troubled-asset management. Mr. Lynch is the former National Partner in Charge of KPMG LLP's Financial Services Line of Business. He held a variety of positions with KPMG from 1979 to 2007, including chairing KPMG's Americas Financial Services Leadership team and being a member of the Global Financial Services Leadership and the U.S. Industries Leadership teams. Mr. Lynch has experience as an audit signing partner under Sarbanes Oxley for some of KPMG's largest financial services clients. He also served as a Partner in KPMG's National Department of Professional Practice and as a Practice Fellow at the Financial Accounting Standards Board. Mr. Lynch is a member of the Advisory Board of the Stanford Institute for Economic Policy Research and a member of the National Audit Committee Chair Advisory Council of the National Association of Corporate Directors. Mr. Lynch is currently Non-Executive Chairman of the Federal Home Loan Mortgage Corporation, where he is Chairman of the Executive Committee and is also a member of the Audit and Compensation Committees. In light of Mr. Lynch's experience in finance, accounting and risk management and strategic business transformations, as well as his professional experience across the financial services industry, AIG's Board has concluded that Mr. Lynch should be re-elected to the Board.

---

**Table of Contents**

**GEORGE L. MILES, JR.**

**Chairman Emeritus, The Chester Group, Inc.; Former President and Chief Executive Officer, WQED Multimedia**

Director since 2005

Age 73

Mr. Miles has been Chairman Emeritus since April 2012 and is the former Executive Chairman of The Chester Group, Inc. (formerly known as Chester Engineers, Inc.) serving from October 2010 to April 2012 and the former President and Chief Executive Officer of WQED Multimedia, serving from 1994 to 2010. Mr. Miles served as an Executive Vice President and Chief Operating Officer of WNET/Thirteen from 1984 to 1994. Prior to WNET/Thirteen, he was Business Manager and Controller of KDKA-TV and KDKA Radio in Pittsburgh; Controller and Station Manager of WPCQ in Charlotte; Vice President and Controller of Westinghouse Broadcasting Television Group in New York; and Station Manager of WBZ-TV in Boston. Mr. Miles is currently a director of HFF, Inc., where he is Chairman of the Audit Committee and serves on the Compensation Committee, Harley-Davidson, Inc., where he serves on the Audit and Nominating and Corporate Governance Committees and EQT Corporation, where he serves on the Executive Committee and as Chairman of the Corporate Governance Committee. Mr. Miles formerly served as a director of WESCO International, Inc., where he served on the Compensation Committee. Mr. Miles is a Certified Public Accountant. In light of Mr. Miles' experience in accounting as well as his professional experience across the operations and technology industry, AIG's Board has concluded that Mr. Miles should be re-elected to the Board.

**HENRY S. MILLER**

**Chairman, Marblegate Asset Management, LLC; Former Chairman and Managing Director, Miller Buckfire & Co., LLC**

Director since 2010

Age 69

Mr. Miller co-founded and has been Chairman of Marblegate Asset Management, LLC since 2009. Mr. Miller was co-founder, Chairman and a Managing Director of Miller Buckfire & Co., LLC, an investment bank, from 2002 to 2011 and Chief Executive Officer from 2002 to 2009. Prior to founding Miller Buckfire & Co., LLC, Mr. Miller was Vice Chairman and a Managing Director at Dresdner Kleinwort Wasserstein and its predecessor company Wasserstein Perella & Co., where he served as the global head of the firm's financial restructuring group. Prior to that, Mr. Miller was a Managing Director and Head of both the Restructuring Group and Transportation Industry Group of Salomon Brothers Inc. From 1989 to 1992, Mr. Miller was a managing director and, from 1990 to 1992, co-head of investment banking at Prudential Securities. Mr. Miller is currently a director of The Interpublic Group of Companies, Inc., where he serves on the Corporate Governance Committee and the Finance Committee. Mr. Miller formerly served as a director of Ally Financial Inc., where he served on the Risk and Compliance Committee. In light of Mr. Miller's experience in strategic business transformations as well as his professional experience across the financial services industry, AIG's Board has concluded that Mr. Miller should be re-elected to the Board.

**Table of Contents**

**ROBERT S. MILLER**

**Former Chief Executive Officer, Hawker Beechcraft, Inc.; Former Executive Chairman, Delphi Corporation**

Director since 2009

Age 73

Mr. Miller is the former Chief Executive Officer of Hawker Beechcraft, Inc., a manufacturer of aircraft, serving from February 2012 to February 2013. Mr. Miller has also been Chairman of MidOcean Partners, a leading middle market private equity firm, since December 2009. Mr. Miller also served as the Executive Chairman of the Delphi Corporation from 2007 to 2009. He was previously Chairman and Chief Executive Officer of Delphi Corporation from 2005 to 2007. Prior to joining Delphi Corporation, Mr. Miller served in a number of corporate restructuring situations, including as Chairman and Chief Executive Officer of Bethlehem Steel Corporation, Chairman and Chief Executive Officer of Federal Mogul Corporation, Chairman and Chief Executive Officer of Waste Management, Inc., and Executive Chairman of Morrison Knudsen Corporation. He has also served as Vice Chairman and Chief Financial Officer of Chrysler Corporation. Mr. Miller is a director of The Dow Chemical Company, where he is a member of the Governance and the Environment, Health, Safety and Technology Committees, Symantec Corporation, where he is a member of the Audit and Nominating and Governance Committees, and WL Ross Holding Corp., where he is a Chairman of the Compensation Committee and serves on the Audit Committee. In the past five years, Mr. Miller has also served as a director of Sbarro, Inc. and UAL Corporation (United Airlines). Mr. Miller was Chief Executive Officer of Hawker Beechcraft, Inc. and Chairman and Chief Executive Officer of Delphi Corporation when those companies filed for voluntary reorganization under Chapter 11 of the U.S. Bankruptcy Code in May 2012 and October 2005, respectively. In light of Mr. Miller's experience in managing large, complex, international institutions, his experience in finance, accounting and risk management and strategic business transformations, as well as his professional experience across the financial services industry, AIG's Board has concluded that Mr. Miller should be re-elected to the Board.

**SUZANNE NORA JOHNSON**

**Former Vice Chairman, The Goldman Sachs Group, Inc.**

Director since 2008

Age 57

Ms. Nora Johnson is the former Vice Chairman of The Goldman Sachs Group, Inc., serving from 2004 to 2007. During her 21 years at Goldman Sachs, she also served as the Chairman of the Global Markets Institute, Head of the Global Investment Research Division and Head of the Global Investment Banking Healthcare Business. Ms. Nora Johnson is currently a director of Intuit Inc., where she is Chairman of the Acquisitions Committee and serves on the Audit and Risk Committee, Pfizer Inc., where she serves on the Audit, Compensation and Science and Technology Committees, and Visa Inc., where she is Chairman of the Compensation Committee and serves on the Nominating and Corporate Governance Committee. In light of Ms. Nora Johnson's experience in managing large, complex, international institutions, her experience in finance as well as her professional experience across the financial services industry, AIG's Board has concluded that Ms. Nora Johnson should be re-elected to the Board.

**Table of Contents**

**RONALD A. RITTENMEYER**      **Former Chairman, President and Chief Executive Officer, Expert Global Solutions, Inc.; Former Chairman, Chief Executive Officer and President, Electronic Data Systems Corporation**

Director since 2010

Age 67

Mr. Rittenmeyer is the former Chairman, President and Chief Executive Officer of Expert Global Solutions, Inc. (formerly known as NCO Group, Inc.), a global provider of business process outsourcing services, serving from 2011 to 2014. Mr. Rittenmeyer is also the former Chairman, Chief Executive Officer and President of Electronic Data Systems Corporation, serving from 2005 to 2008. Prior to that, Mr. Rittenmeyer was a Managing Director of the Cypress Group, a private equity firm, serving from 2004 to 2005. Mr. Rittenmeyer also served as Chairman, Chief Executive Officer and President of Safety-Kleen Corp. from 2001 to 2004. Among his other leadership roles, Mr. Rittenmeyer served as President and Chief Executive Officer of AmeriServe Food Distribution Inc. from 2000 to 2001, Chairman, Chief Executive Officer and President of RailTex, Inc. from 1998 to 2000, President and Chief Operating Officer of Ryder TRS, Inc. from 1997 to 1998, President and Chief Operating Officer of Merisel, Inc. from 1995 to 1996 and Chief Operating Officer of Burlington Northern Railroad Co. from 1994 to 1995. Mr. Rittenmeyer is currently a director of IMS Health Holdings, Inc., where he is Chairman of the Audit Committee and serves on the Leadership Development and Compensation Committee, and of Tenet Healthcare Corporation, where he is Chairman of the Health Information Technology Committee and serves on the Audit, Compensation and Executive Committees. In light of Mr. Rittenmeyer's experience in managing large, complex, international institutions, his experience in finance and strategic business transformations as well as his professional experience across the financial services industry and technology industry, AIG's Board has concluded that Mr. Rittenmeyer should be re-elected to the Board.

**DOUGLAS M. STEENLAND**      **Former President and Chief Executive Officer, Northwest Airlines Corporation**

Director since 2009

Age 63

Mr. Steenland is the former Chief Executive Officer of Northwest Airlines Corporation, serving from 2004 to 2008, and President, serving from 2001 to 2004. Prior to that, he served in a number of Northwest Airlines executive positions after joining Northwest Airlines in 1991, including Executive Vice President, Chief Corporate Officer and Senior Vice President and General Counsel. Mr. Steenland retired from Northwest Airlines upon its merger with Delta Air Lines, Inc. Prior to joining Northwest Airlines, Mr. Steenland was a senior partner at a Washington, D.C. law firm that is now part of DLA Piper. Mr. Steenland is currently a director of Travelport Limited, where he serves as Chairman of the Board and Chairman of the Nominating and Corporate Governance Committee and Hilton Worldwide Holdings Inc., where he serves as Chairman of the Audit Committee and a member of the Nominating and Corporate Governance Committee. In the past five years, Mr. Steenland has also served as a director of Delta Air Lines, Inc., Chrysler Group LLC (now FCA US LLC), where he served as Chairman of the Audit Committee, International Lease Finance Corporation (ILFC), a former AIG subsidiary, now a part of AerCap Holdings N.V. (AerCap), and Digital River, Inc., where he was Chairman of the Compensation Committee and served on the Finance and Nominating and Corporate Governance Committees. Mr. Steenland also served until 2008 as a director of Northwest Airlines Corporation. Mr. Steenland was President and Chief Executive Officer of Northwest Airlines Corporation when it filed for voluntary reorganization under Chapter 11 of the U.S. Bankruptcy Code in 2005. In light of Mr. Steenland's experience in managing large, complex, international institutions and his experience in strategic business transformations as well as his professional experience in the airline industry, AIG's Board has concluded that Mr. Steenland should be re-elected to the Board.

**Table of Contents**

**THERESA M. STONE**

**Former Executive Vice President and Treasurer of the Massachusetts Institute of Technology; Former Executive Vice President and Chief Financial Officer of Jefferson-Pilot Corporation; Former President of Chubb Life Insurance Company**

Director since 2013

Age 70

Ms. Stone is the former Executive Vice President and Treasurer of the Massachusetts Institute of Technology (MIT), serving from February 2007 until October 2011. In her role as Executive Vice President and Treasurer, Ms. Stone served as MIT's Chief Financial Officer and was also responsible for MIT's operations, including capital projects, campus planning, facilities operations, information technology, environmental health and safety, human resources, medical services and police. Ms. Stone also served as the Special Assistant to the President of MIT from October 2011 to January 2012. From November 2001 to March 2006, Ms. Stone served as Executive Vice President and Chief Financial Officer of Jefferson-Pilot Corporation (now Lincoln Financial Group) and, from 1997 to 2006, she also served as President of Jefferson-Pilot Communications. Ms. Stone also served as the President of Chubb Life Insurance Company from 1994 to 1997. Ms. Stone also served as a director of the Federal Reserve Bank of Richmond from 2003 to 2007 and as Deputy Chairman from 2005 to 2007. Ms. Stone began her career as an investment banker, advising clients primarily in the insurance and financial services industries on financial and strategic matters. Ms. Stone served as a director of Progress Energy, Inc. from 2005 to 2012, where she served as Chairman of the Audit and Corporate Performance Committee and a member of the Executive, Finance and Governance Committees. She also served as a director of Duke Energy Corporation during July 2012 following the company's merger with Progress Energy Inc. In light of Ms. Stone's broad experience in both business and academia and her expertise in insurance, finance and management, AIG's Board has concluded that Ms. Stone should be re-elected to the Board.

All of the nominees have lengthy direct experience in the oversight of public companies as a result of their service on AIG's Board and/or the boards of other public companies and/or as a result of their involvement in the other organizations described above. This diverse and complementary set of skills, experience and backgrounds creates a highly qualified and independent Board of Directors.

---

**Table of Contents**

**CORPORATE GOVERNANCE**

**GOVERNANCE**

AIG's Board regularly reviews corporate governance developments and modifies its Corporate Governance Guidelines, charters and practices from time to time. AIG's current Corporate Governance Guidelines are included as Appendix A. AIG's Corporate Governance Guidelines and the charters of the Audit Committee, the Compensation and Management Resources Committee, the Nominating and Corporate Governance Committee, the Regulatory, Compliance and Public Policy Committee, the Risk and Capital Committee (formerly known as the Finance and Risk Management Committee), and the Technology Committee are available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com) or in print by writing to American International Group, Inc., 175 Water Street, New York, New York 10038, Attention: Investor Relations.

AIG's Director, Executive Officer and Senior Financial Officer Code of Business Conduct and Ethics and a Code of Conduct for employees are available, without charge, in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com) or in print by writing to American International Group, Inc., 175 Water Street, New York, New York 10038, Attention: Investor Relations. Any amendment to AIG's Director, Executive Officer and Senior Financial Officer Code of Business Conduct and Ethics and any waiver applicable to AIG's directors, executive officers or senior financial officers will be posted on AIG's website within the time period required by the SEC and the NYSE.

Using the AIG Director Independence Standards, the Board, on the recommendation of the Nominating and Corporate Governance Committee, determined that Mss. Nora Johnson and Stone and Messrs. Cornwell, Fisher, Fitzpatrick, Jurgensen, Lynch, Martinez, Miles, Henry S. Miller, Robert S. Miller, Rittenmeyer and Steenland are independent under NYSE listing standards and the AIG Director Independence Standards.

In making the independence determinations, the Nominating and Corporate Governance Committee and the Board of Directors considered relationships arising from: (1) contributions by AIG to charitable organizations with which Mss. Nora Johnson and Stone and Messrs. Cornwell, Lynch, and Henry S. Miller or members of their immediate families are affiliated; (2) in the case of certain directors, investments and insurance products provided to them by AIG in the ordinary course of business and on the same terms made available to third parties; (3) in the case of Mr. Fisher, payments made in the ordinary course of business between AIG and BlackRock, Inc.; (4) in the case of Mr. Fitzpatrick, membership fees to The Geneva Association; and (5) in the case of Mr. Lynch, the summer internships in 2013 and 2014 and the offer and acceptance of full-time employment of his son with AIG. None of these relationships exceeded the thresholds set forth in the AIG Director Independence Standards.

The Nominating and Corporate Governance Committee and the Board of Directors also considered the relationships between AIG and MidOcean, a private equity firm. Mr. Robert S. Miller is the Chairman of the investment advisor of MidOcean and several AIG affiliates are committed to invest an aggregate of \$110,000,000 in two funds advised by the investment advisor of MidOcean and made capital contributions to these funds of \$659,490 in 2014 pursuant to these commitments. No contributions have been made pursuant to these commitments in 2015. AIG's commitments to invest predate Mr. Miller becoming a director of AIG and his involvement with MidOcean. Mr. Miller has relinquished any profit interest in these funds to the extent arising from any funds contributed by AIG or affiliates of AIG.

AIG's current policy, as reflected in its By-laws, is that the role of the Chairman should be separate from that of the Chief Executive Officer and that the Chairman should be an independent director. AIG believes that this structure is optimal in AIG's current situation because it permits the Chairman to focus on the governance of the Board and to deal with AIG's various stakeholders while permitting the Chief Executive Officer to focus more on AIG's business.

The Board oversees the management of risk through the complementary functioning of the Risk and Capital Committee and the Audit Committee and interaction with other committees of the Board. The Risk and Capital Committee oversees AIG's Enterprise Risk Management (ERM) as one of its core responsibilities and reviews AIG's significant risk assessment and risk management policies. The Audit Committee also discusses the guidelines and policies governing the process by which AIG assesses and manages risk and considers AIG's major risk exposures and how they are monitored and controlled. The Chairmen of the two committees then coordinate with each other and the Chairmen of the other committees of the Board to help ensure that each committee has received the information that it needs to carry out its responsibilities with respect to risk management. Both the Risk and Capital Committee and the Audit Committee report to the Board with respect to any notable risk management issues. The Compensation and Management Resources Committee, in conjunction

**Table of Contents**

with AIG's Chief Risk Officer, is responsible for reviewing the relationship between AIG's risk management policies and practices and the incentive compensation arrangements applicable to senior executives.

There were sixteen meetings of the Board during 2014. The non-management directors meet in executive session, without any management directors present, in conjunction with each regularly scheduled Board meeting. Mr. Robert Miller, as Non-Executive Chairman of the Board, presided at the executive sessions. For 2013 and 2014, all of the directors attended at least 75 percent of the aggregate of all meetings of the Board and of the committees of the Board on which they served. Under AIG's Corporate Governance Guidelines, any director who, for two consecutive calendar years, attends fewer than 75 percent of the total regular meetings of the Board and the meetings of all committees of which such director is a voting member will not be nominated for re-election at the annual meeting in the next succeeding calendar year, absent special circumstances that may be taken into account by the Board and the Nominating and Corporate Governance Committee in making its recommendations to the Board.

Directors are expected to attend the 2015 Annual Meeting of Shareholders. All directors serving at the time of the 2014 Annual Meeting of Shareholders attended the 2014 Annual Meeting of Shareholders.

AIG has adopted procedures on reporting of concerns regarding accounting and other matters and on communicating with non-management directors. These procedures are available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com). Interested parties may make their concerns known to the non-management members of AIG's Board of Directors as a group or the other members of the Board of Directors by writing in care of Vice President Corporate Governance, American International Group, Inc., 175 Water Street, New York, New York 10038 or by email to: [boardofdirectors@aig.com](mailto:boardofdirectors@aig.com).

AIG maintains an active dialogue with shareholders, including through our Investor Relations department. Our Chief Executive Officer, and other members of senior management, regularly meet with shareholders and regularly participate in investor conferences in the United States and abroad. Shareholder feedback received in those meetings, conferences and dialogue is shared with our Board of Directors. In addition, the Chairman of the Board communicates directly with shareholders as appropriate. Investor presentations are made available in the Investors Webcasts and Presentations section of AIG's corporate website at [www.aig.com](http://www.aig.com).



## **Table of Contents**

### **REPORT OF THE NOMINATING AND CORPORATE GOVERNANCE COMMITTEE**

#### **Overview**

The role of the Nominating and Corporate Governance Committee is to identify individuals qualified to become Board members and recommend these individuals to the Board for nomination, election or appointment as members of the Board and its committees, to advise the Board on corporate governance matters and to oversee the evaluation of the Board and its committees.

#### **Committee Organization**

**Committee Charter.** The Nominating and Corporate Governance Committee's charter is available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com).

**Independence.** The Board of Directors has determined that each member of the Nominating and Corporate Governance Committee is independent, as required by NYSE listing standards.

**Conduct of meetings and governance process.** During 2014, the Nominating and Corporate Governance Committee held six meetings. In discussing governance initiatives and in preparation for meetings, the Chairman of the Board, the Chairman of the Nominating and Corporate Governance Committee and the Vice President - Corporate Governance met and consulted frequently with the other Committee and Board members.

#### **Board Membership and Composition**

**Nomination and Election of Directors.** The Nominating and Corporate Governance Committee evaluated and recommended to the Board of Directors the thirteen nominees under Proposal 1 Election of Directors that are standing for election at the 2015 Annual Meeting of Shareholders, based on the criteria set forth in AIG's Corporate Governance Guidelines. A description of the nominees recommended by the Nominating and Corporate Governance Committee is set forth under Proposal 1 Election of Directors. The process for identification of director nominees when standing for election for the first time is provided below in Committees Nominating and Corporate Governance Committee.

**Independence.** The Board of Directors, on the recommendation of the Nominating and Corporate Governance Committee, determined that each of AIG's thirteen current non-management directors is independent within the meaning of the NYSE listing standards. Mr. Benmosche, who retired from the Board in September 2014, was not an independent director because he held an AIG management position during 2014. Mr. Hancock is the only director nominee who holds an AIG management position and, therefore, is not an independent director.

**Diversity Consideration.** The Nominating and Corporate Governance Committee does not have a specific diversity policy. Rather, the Nominating and Corporate Governance Committee considers diversity in terms of minority status and gender as factors in evaluating director candidates and also considers diversity in the broader sense of how a candidate's experience and skills could assist the Board in light of the Board's then composition.

#### **Conclusion**

During 2014, the Nominating and Corporate Governance Committee performed its duties and responsibilities under the Nominating and Corporate Governance Committee charter.

Nominating and Corporate Governance Committee

American International Group, Inc.

Suzanne Nora Johnson, Chairman

W. Don Cornwell

Arthur C. Martinez

George L. Miles, Jr.

**Table of Contents****COMMITTEES**

The following table sets forth the current membership on each standing committee of the Board and the number of committee meetings held in 2014. Mr. Hancock does not serve on any committees of the Board. Mr. Robert S. Miller serves as an *ex-officio* member of each Committee.

| <b>Director</b>                   | <b>Audit<br/>Committee</b> | <b>Compensation<br/>and<br/>Management<br/>Resources<br/>Committee</b> | <b>Nominating<br/>and<br/>Corporate<br/>Governance<br/>Committee</b> | <b>Regulatory,<br/>Compliance<br/>and Public Policy<br/>Committee</b> | <b>Risk and Capital<br/>Committee</b> | <b>Technology<br/>Committee</b> |
|-----------------------------------|----------------------------|--|--|---|---------------------------------------|---------------------------------|
| W. Don Cornwell                   |                            | ü  | ü  |   |                                       |                                 |
| Peter R. Fisher                   |                            |  |  | ü   | ü                                     |                                 |
| John H. Fitzpatrick               | ü                          |  |  |   | ü(C)                                  |                                 |
| William G. Jurgensen              | ü                          |  |  | ü   |                                       |                                 |
| Christopher S. Lynch              | ü(C)                       |  |  |   | ü                                     |                                 |
| Arthur C. Martinez                |                            | ü(C)   | ü  |   |                                       | ü                               |
| George L. Miles, Jr.              | ü                          |  | ü  |   |                                       | ü                               |
| Henry S. Miller                   |                            |  |  | ü   | ü                                     |                                 |
| Robert S. Miller                  | *                          | *  | *  | *   | *                                     | *                               |
| Suzanne Nora Johnson              |                            | ü  | ü(C)   |   |                                       |                                 |
| Ronald A. Rittenmeyer             | ü                          | ü  |  |   |                                       | ü(C)                            |
| Douglas M. Steenland              |                            |  |  | ü(C)  | ü                                     |                                 |
| Theresa M. Stone                  | ü                          |  |  |   | ü                                     |                                 |
| <b>Number of meetings in 2014</b> | <b>10</b>                  | <b>9</b>   | <b>6</b>   | <b>5</b>  | <b>17</b>                             | <b>5</b>                        |

ü = Member

C = Chairman

\* Mr. Robert S. Miller is an *ex-officio*, non-voting member.

**Audit Committee**

The Audit Committee, which held ten meetings during 2014, assists the Board in its oversight of AIG's financial statements, including internal control over financial reporting, and compliance with legal and regulatory requirements, the qualifications, independence and performance of AIG's independent registered public accounting firm and the performance of AIG's internal audit function. As part of these oversight responsibilities, the Audit Committee discusses with senior management the guidelines and policies by which AIG assesses and manages risk. The Audit Committee is directly responsible for the appointment, compensation, retention and oversight of the work of AIG's independent registered public accounting firm. In its oversight of AIG's internal audit function, the Audit Committee also is involved in the appointment or removal, performance reviews and determining the compensation of AIG's chief internal auditor. The Audit Committee's assistance in the Board of Directors' oversight of AIG's compliance with legal and regulatory requirements primarily focuses on the effect of such matters on AIG's financial statements, financial reporting and internal control over financial reporting. In considering AIG's compliance with legal and regulatory requirements, the Audit Committee also takes into account the oversight of legal and regulatory matters by the Regulatory, Compliance and Public Policy Committee.

The Board has determined, on the recommendation of the Nominating and Corporate Governance Committee, that all members of the Audit Committee are independent under both NYSE listing standards and SEC rules. The Board has also determined, on the recommendation of the Nominating and Corporate Governance Committee, that all members of the Audit Committee are financially literate and have accounting or related financial management expertise, each as defined by NYSE listing standards, and are audit committee financial experts, as defined under SEC rules. Although designated as audit committee financial experts, no member of the Committee is an accountant for AIG or, under SEC rules, an expert for purposes of the liability provisions of the Securities Act of 1933, as amended (the Securities Act), or for any other purpose.



## **Table of Contents**

### **Compensation and Management Resources Committee**

The Compensation and Management Resources Committee, which held nine meetings during 2014, is responsible for determining and approving the compensation awarded to AIG's Chief Executive Officer (subject to ratification or approval by the Board), approving the compensation awarded to the other senior executives under its purview (which includes all of the named executives in the 2014 Summary Compensation Table) and reviewing and approving the performance measures and goals relevant to such compensation. The Compensation and Management Resources Committee is also responsible for making recommendations to the Board with respect to AIG's compensation programs for senior executives and other employees, for reviewing, in conjunction with AIG's Chief Risk Officer, the relationship between AIG's risk management policies and practices and the incentive compensation arrangements applicable to senior executives, and for oversight of AIG's management development and succession planning programs. These responsibilities, which may not be delegated to persons who are not members of the Compensation and Management Resources Committee, are set forth in the Committee's charter, which is available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com).

Our Chief Executive Officer participates in meetings of the Compensation and Management Resources Committee and makes recommendations with respect to the annual compensation of employees under the Committee's purview other than himself. Pursuant to AIG's By-laws, the Board ratifies or approves the determination of the Compensation and Management Resources Committee as to the compensation paid or to be paid to AIG's Chief Executive Officer.

The Compensation and Management Resources Committee does not determine the compensation of the Board of Directors. The compensation of directors is recommended by the Nominating and Corporate Governance Committee and is approved by the Board.

To provide independent advice, the Compensation and Management Resources Committee engaged Frederic W. Cook & Co. (the Cook firm) as a consultant and has used the services of the Cook firm since 2005. The Compensation and Management Resources Committee directly engaged the Cook firm to provide independent, analytical and evaluative advice about AIG's compensation programs for senior executives, including comparisons to industry peers and comparisons to best practices in general. A senior consultant of the Cook firm regularly attends Committee meetings and provides information on compensation trends along with specific views on AIG's compensation programs.

The Cook firm has provided advice to the Nominating and Corporate Governance Committee on AIG director compensation and market practices with respect to director compensation. The Cook firm reports directly to the Chairman of the Compensation and Management Resources Committee. Other than services provided to the Compensation and Management Resources Committee and the Nominating and Corporate Governance Committee, neither the Cook firm nor any of its affiliates provided any other services to AIG. For services related to board and executive officer compensation, the Cook firm was paid \$127,687 in 2014.

The Board has determined, on the recommendation of the Nominating and Corporate Governance Committee, that all members of the Compensation and Management Resources Committee are independent under NYSE listing standards and SEC rules.

### **Nominating and Corporate Governance Committee**

The Nominating and Corporate Governance Committee held six meetings in 2014. The Board of Directors has determined that all members of the Nominating and Corporate Governance Committee are independent under NYSE listing standards. The primary responsibilities of the Nominating and Corporate Governance Committee are to identify individuals qualified to become Board members and recommend these individuals to the Board of Directors for nomination, election or appointment as members of the Board and its committees, to advise the Board on corporate governance matters and to oversee the evaluation of the Board and its committees. The Nominating and Corporate Governance Committee also periodically reviews and makes recommendations to the Board regarding the form and amount of director compensation.

The AIG Corporate Governance Guidelines include characteristics that the Nominating and Corporate Governance Committee considers important for nominees for director and information for shareholders with respect to director nominations. AIG's Corporate Governance Guidelines are included as Appendix A. The Nominating and Corporate Governance Committee will consider director nominees recommended by shareholders and will evaluate shareholder nominees on the same basis as all other nominees. Shareholders who wish to submit nominees for director for consideration by the Nominating and Corporate Governance Committee

## **Table of Contents**

for election at the 2016 Annual Meeting of Shareholders may do so by submitting in writing such nominees' names, in compliance with the procedures described in "Other Matters" Shareholder Proposals for the 2016 Annual Meeting.

### **Other Committees**

The Regulatory, Compliance and Public Policy Committee held five meetings in 2014. The Regulatory, Compliance and Public Policy Committee assists the Board in its oversight of AIG's handling of legal, regulatory and compliance matters and reviews AIG's position and policies that relate to current and emerging corporate social responsibility and political and public policy issues. The Regulatory, Compliance and Public Policy Committee's charter is available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com).

The Risk and Capital Committee held seventeen meetings in 2014. The Risk and Capital Committee reports to and assists the Board in overseeing and reviewing information regarding AIG's ERM, including the significant policies, procedures, and practices employed to manage liquidity risk, credit risk, market risk, operational risk and insurance risk. The Risk and Capital Committee also assists the Board in its oversight responsibilities by reviewing and making recommendations to the Board with respect to AIG's financial and investment policies, provides strategic guidance to management as to AIG's capital structure and financing, the allocation of capital to its businesses, methods of financing its businesses and other related strategic initiatives. The Risk and Capital Committee was known as the Finance and Risk Management Committee until July 9, 2014. The Risk and Capital Committee's charter is available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com).

The Technology Committee held five meetings in 2014. The Technology Committee assists the Board in its oversight of AIG's information technology projects and initiatives. The Technology Committee's charter is available in the Corporate Governance section of AIG's corporate website at [www.aig.com](http://www.aig.com).

---

**Table of Contents**

**COMPENSATION OF DIRECTORS**

From January 2014 until the 2014 Annual Meeting of Shareholders, the annual retainer for each non-management director consisted of \$150,000 cash and an annual award of Deferred Stock Units (DSUs) in an amount of \$90,000. Mr. Robert S. Miller, as Chairman and an *ex-officio* member of all standing committees of the Board, received an additional annual retainer of \$250,000. During the same period, the chairman of each committee received an annual committee retainer of \$15,000, except the chairman of the Compensation and Management Resources Committee, who received \$20,000, and the chairman of the Audit Committee, who received \$25,000. For each other member of a committee, the annual committee retainer was \$5,000.

As of the date of the 2014 Annual Meeting of Shareholders, the annual retainer for each non-management director consisted of \$150,000 cash and an annual award of DSUs in an amount of \$100,000. Mr. Robert S. Miller, as Chairman and an *ex-officio* member of all standing committees of the Board, received an additional annual retainer of \$260,000. Also beginning as of the date of the 2014 Annual Meeting of Shareholders, the chairman of each committee received an annual committee retainer of \$20,000, except the chairman of the Compensation and Management Resources Committee, who received \$30,000, the chairman of the Audit Committee, who received \$40,000, and the chairman of the Risk and Capital Committee who received \$40,000. For each other member of a committee, the annual committee retainer was \$5,000. Non-management directors can elect to receive annual retainer amounts and committee retainer amounts in the form of DSUs and are also eligible for the AIG Matching Grants Program on the same terms and conditions that apply to AIG employees. See *Committees* for information on current committee memberships and committee memberships during 2014.

Each DSU provides that one share of AIG Common Stock will be delivered when a director ceases to be a member of the Board and includes dividend equivalent rights that entitle the director to a quarterly payment, in the form of DSUs, equal to the amount of any regular quarterly dividend that would have been paid by AIG if the shares of AIG Common Stock underlying the DSUs had been outstanding. DSUs are granted under the American International Group, Inc. 2013 Omnibus Incentive Plan (2013 Omnibus Incentive Plan).

In March 2015, the Nominating and Corporate Governance Committee completed a review of AIG non-management director compensation. Based on this review, the Nominating and Corporate Governance Committee recommended to the Board, and the Board approved, effective as of the date of the Annual Meeting:

the elimination of the \$5,000 annual cash committee member retainers; and

an increase in the DSU portion of the non-management director annual retainer amount from \$100,000 to \$130,000 to (i) replace the annual cash committee member retainers and (ii) otherwise increase equity compensation to better align the total compensation and the mix of cash and equity compensation of the non-management directors with AIG's peers.

Under director stock ownership guidelines, non-management directors should own a number of shares of AIG Common Stock (including deferred stock and DSUs) with a value equal to at least five times the annual retainer for non-management directors.

Neither Mr. Benmosche nor Mr. Hancock received any compensation for service as a director.

The Cook firm provided advice to the Nominating and Corporate Governance Committee with respect to AIG director compensation and related market practices.

**Table of Contents**

The following table contains information with respect to the compensation of the individuals who served as non-management directors of AIG for all or part of 2014.

**2014 Non-Management Director Compensation**

| <b>Non-Management Members of the Board in 2014</b> | <b>Fees<br/>Earned or<br/>Paid in<br/>Cash(1)</b> | <b>Stock<br/>Awards(2)</b> | <b>All Other<br/>Compensation(3)</b> | <b>Total</b> |
|--|---|----------------------------|--------------------------------------|--------------|
| W. Don Cornwell                                    | \$ 160,000  | \$ 99,981                  | \$ 10,000                            | \$ 269,981   |
| Peter R. Fisher                                    | \$ 101,538  | \$ 99,981                  | \$ 0                                 | \$ 201,519   |
| John H. Fitzpatrick                                | \$ 185,865  | \$ 99,981                  | \$ 0                                 | \$ 285,846   |
| William G. Jurgensen                               | \$ 160,000  | \$ 99,981                  | \$ 0                                 | \$ 259,981   |
| Christopher S. Lynch                               | \$ 189,519  | \$ 99,981                  | \$ 0                                 | \$ 289,500   |
| Arthur C. Martinez                                 | \$ 186,346  | \$ 99,981                  | \$ 10,000                            | \$ 296,327   |
| George L. Miles, Jr.                               | \$ 165,000  | \$ 99,981                  | \$ 10,000                            | \$ 274,981   |
| Henry S. Miller                                    | \$ 160,000  | \$ 99,981                  | \$ 10,000                            | \$ 269,981   |
| Robert S. Miller                                   | \$ 406,346  | \$ 99,981                  | \$ 0                                 | \$ 506,327   |
| Suzanne Nora Johnson                               | \$ 173,173  | \$ 99,981                  | \$ 10,000                            | \$ 283,154   |
| Ronald A. Rittenmeyer                              | \$ 178,173  | \$ 99,981                  | \$ 0                                 | \$ 278,154   |
| Douglas M. Steenland                               | \$ 228,805  | \$ 99,981                  | \$ 10,000                            | \$ 338,786   |
| Theresa M. Stone                                   | \$ 160,000  | \$ 99,981                  | \$ 0                                 | \$ 259,981   |

(1) This column represents annual retainer fees and committee and committee chairman retainer fees. For Messrs. Fitzpatrick, Lynch, Martinez, Rittenmeyer and Steenland and Ms. Nora Johnson, the amounts include a prorated increase in the annual committee chairman retainer fees and for Mr. Robert Miller, includes a prorated increase in the annual Chairman fee, effective as of the date of the 2014 Annual Meeting of Shareholders. For Mr. Fisher, the amount includes a prorated annual retainer fee and prorated committee retainer fees for his service as director from the date of the 2014 Annual Meeting of Shareholders. For Mr. Steenland, the amount includes \$55,632, which represents the annual retainer fees for his service as a director of ILFC during 2014 until the closing of the sale of ILFC to AerCap in May 2014.

(2) This column represents the grant date fair value of DSUs granted in 2014 to directors, based on the closing sale price of AIG Common Stock on the date of grant.

(3) This column represents charitable contributions by AIG under AIG's Matching Grants Program.



**Table of Contents**

The following table sets forth information with respect to the option and stock awards outstanding at December 31, 2014 for the non-management directors of AIG.

**Stock and Option Awards Outstanding at December 31, 2014**

| <b>Non-Management Members of the Board in 2014</b> | <b>Option Awards(1)</b> | <b>Deferred Stock(2)</b> | <b>Deferred Stock Units(3)</b> |
|--|-------------------------|--------------------------|--------------------------------|
| W. Don Cornwell                                    | 0                       | 0                        | 8,216                          |
| Peter R. Fisher                                    | 0                       | 0                        | 1,881                          |
| John H. Fitzpatrick                                | 0                       | 0                        | 7,182                          |
| William G. Jurgensen                               | 0                       | 0                        | 3,875                          |
| Christopher S. Lynch                               | 0                       | 0                        | 8,403                          |
| Arthur C. Martinez                                 | 0                       | 0                        | 8,403                          |
| George L. Miles, Jr.                               | 250                     | 90                       | 8,661                          |
| Henry S. Miller                                    | 0                       | 0                        | 8,403                          |
| Robert S. Miller                                   | 0                       | 0                        | 8,403                          |
| Suzanne Nora Johnson                               | 0                       | 0                        | 11,525                         |
| Ronald A. Rittenmeyer                              | 0                       | 0                        | 8,403                          |
| Douglas M. Steenland                               | 0                       | 0                        | 8,403                          |
| Theresa M. Stone                                   | 0                       | 0                        | 8,187                          |

- (1) Represents outstanding option awards made by AIG in 2005 and 2006. All options are exercisable, but have exercise prices far in excess of the value of AIG Common Stock at year-end 2014 (\$56.01). The exercise price of the options ranges from \$1,250.00 to \$1,253.39.
- (2) No deferred stock was awarded in 2014. Deferred stock shown was awarded in 2007 and prior years. Receipt of deferred stock is deferred until the director ceases to be a member of the Board.
- (3) DSUs shown include DSUs awarded in 2014 and prior years, director's fees deferred into DSUs and DSUs awarded as dividend equivalents. Receipt of shares of AIG Common Stock underlying DSUs is deferred until the director ceases to be a member of the Board. DSUs granted prior to April 2010 were granted under the Amended and Restated 2007 Stock Incentive Plan (2007 Stock Incentive Plan). DSUs granted after April 2010 and prior to May 15, 2013 were granted under the 2010 Stock Incentive Plan and DSUs granted commencing on or after May 15, 2013 were granted under the 2013 Omnibus Incentive Plan.

**COMPENSATION AND MANAGEMENT RESOURCES COMMITTEE INTERLOCKS AND INSIDER PARTICIPATION**

During his or her service on the Compensation and Management Resources Committee, no member served as an officer or employee of AIG at any time or had any relationship with AIG requiring disclosure as a related-party transaction under SEC rules. During 2014, none of AIG's executive officers served as a director of another entity, one of whose executive officers served on the Compensation and Management Resources Committee; and none of AIG's executive officers served as a member of the compensation committee of another entity, one of whose executive officers served as a member of the Board of Directors of AIG.

**Table of Contents****OWNERSHIP OF CERTAIN SECURITIES****AIG Common Stock**

The following table contains information regarding the only persons who, to the knowledge of AIG, beneficially own more than five percent of AIG Common Stock at January 30, 2015.

| Name and Address  | Shares of Common Stock Beneficially Owned |         |
|---|---|---------|
|   | Number                                    | Percent |
| BlackRock, Inc.<br>55 East 52 <sup>nd</sup> Street<br>New York, NY 10022  | 87,211,630(1)                             | 6.2%    |
| Fairholme Capital Management, L.L.C. (FCM) and<br>Bruce R. Berkowitz<br>4400 Biscayne Blvd., 9 <sup>th</sup> Floor<br>Miami, FL 33137 | 75,755,659(2)                             | 5.3%    |
| The Vanguard Group<br>100 Vanguard Blvd.<br>Malvern, PA 19355   | 71,820,823(3)                             | 5.1%    |

- (1) Based on a Schedule 13G/A filed on February 9, 2015 by BlackRock, Inc. Item 4 to this Schedule 13G/A provides details as to the voting and investment power of BlackRock, Inc. as well as the right to acquire AIG Common Stock within 60 days. All information provided in *Ownership of Certain Securities* with respect to this entity is provided based solely on information set forth in the Schedule 13G/A. This information may not be accurate or complete and AIG takes no responsibility therefor and makes no representation as to its accuracy or completeness as of the date hereof or any subsequent date.
- (2) Based on a Schedule 13G/A filed on February 17, 2015 by each entity or individual listed. Item 4 to this Schedule 13G/A provides details as to the voting and investment power of each entity or individual as well as the right of each to acquire AIG Common Stock within 60 days. Each of FCM and Mr. Berkowitz disclaims beneficial ownership of these shares, except to the extent of their pecuniary interest. All information provided in *Ownership of Certain Securities* with respect to the group is provided based solely on the information set forth in the Schedule 13G/A. In each case, this information may not be accurate or complete and AIG takes no responsibility therefor and makes no representation as to its accuracy or completeness as of the date hereof or any subsequent date. Includes 24,471,763 shares issuable upon the exercise of warrants to purchase AIG Common Stock at an exercise price of \$45 per share.
- (3) Based on a Schedule 13G filed on February 11, 2015 by The Vanguard Group. Item 4 to this Schedule 13G provides details as to the voting and investment power of The Vanguard Group as well as the right to acquire AIG Common Stock within 60 days. All information provided in *Ownership of Certain Securities* with respect to this entity is provided based solely on information set forth in the Schedule 13G. This information may not be accurate or complete and AIG takes no responsibility therefor and makes no representation as to its accuracy or completeness as of the date hereof or any subsequent date.

**Table of Contents**

The following table summarizes the ownership of AIG Common Stock by the current directors, by the current and former executive officers named in the 2014 Summary Compensation Table in Executive Compensation 2014 Compensation and by the directors and current executive officers as a group. None of the shares of AIG Common Stock listed in the following table have been pledged as security.

|   | <b>AIG Common Stock<br/>Owned Beneficially as of<br/>January 30, 2015</b> |                                    |
|---|---|------------------------------------|
|   | <b>Amount and Nature<br/>of<br/>Beneficial<br/>Ownership(1)(2)</b>        | <b>Percent<br/>of<br/>Class(3)</b> |
| Robert H. Benmosche   | 187,203   | 0.01%                              |
| W. Don Cornwell   | 10,777  | (3)                                |
| William N. Dooley   | 43,821  | (3)                                |
| John Q. Doyle   | 27,985  | (3)                                |
| Peter R. Fisher   | 6,605   | (3)                                |
| John H. Fitzpatrick   | 7,197   | (3)                                |
| Peter D. Hancock  | 50,032  | (3)                                |
| David L. Herzog   | 6,322   | (3)                                |
| Kevin T. Hogan  | 54  | (3)                                |
| William G. Jurgensen  | 18,883  | (3)                                |
| Christopher S. Lynch  | 11,591  | (3)                                |
| Arthur C. Martinez  | 8,421   | (3)                                |
| George L. Miles, Jr.  | 9,019   | (3)                                |
| Henry S. Miller   | 8,421   | (3)                                |
| Robert S. Miller  | 8,421   | (3)                                |
| Suzanne Nora Johnson  | 11,549  | (3)                                |
| Ronald A. Rittenmeyer   | 8,421   | (3)                                |
| Douglas M. Steenland  | 8,421   | (3)                                |
| Theresa M. Stone  | 8,917   | (3)                                |
| Jay S. Wintrob  | 151,154   | 0.01%                              |
| All Directors and current Executive Officers of AIG as a group (23 individuals) | 408,083   | 0.03%                              |

(1) Amount of equity securities shown includes (i) shares of AIG Common Stock subject to options which may be exercised within 60 days as follows: Herzog 5,247 shares, Dooley 8,497 shares, Doyle 2,497 shares, Miles 250 shares, Wintrob 11,497 shares and all directors and current executive officers of AIG as a group 16,970 shares; (ii) shares receivable upon the exercise of warrants which may be exercised within 60 days as follows: Hancock 17,415 warrants, Herzog 293 warrants, Dooley 13,797 warrants, Doyle 8,767 warrants, Benmosche 717 warrants, Wintrob 49,230 warrants and all directors and current executive officers of AIG as a group 53,868 warrants; (iii) DSUs granted to each non-employee director with delivery of the underlying AIG Common Stock deferred until such director ceases to be a member of the Board as follows: Cornwell 8,277 shares, Fisher 1,885 shares, Fitzpatrick 7,197 shares, Jurgensen 3,883 shares, Lynch 8,421 shares, Martinez 8,421 shares, Miles 8,679 shares, Henry Miller 8,421 shares, Robert Miller 8,421 shares, Nora Johnson 11,549 shares, Rittenmeyer 8,421 shares, Steenland 8,421 shares, and Stone 8,917 shares; and (iv) 90 shares granted to Miles as a non-employee director with delivery deferred until he ceases to be a member of the Board. Excludes TARP RSUs that were settled in cash. For details on TARP RSUs, see Executive Compensation Compensation Discussion and Analysis Historic Compensation Components TARP RSUs.

(2) Amount of equity securities shown excludes the following securities owned by or held in trust for members of the named individual's immediate family as to which securities such individual has disclaimed beneficial ownership: Hancock 32 shares, Dooley 226 shares underlying warrants, Wintrob 100 shares and 53 shares underlying warrants and all directors and current executive officers of AIG as a group 32 shares and 226 shares underlying warrants.

(3) Less than .01 percent.

**Table of Contents**

**SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE**

Section 16(a) of the Securities Exchange Act of 1934 (Exchange Act) requires directors, certain officers, and greater than ten percent holders of AIG Common Stock to file reports with respect to their ownership of AIG equity securities. Based solely on the review of the Forms 3, 4 and 5 and amendments thereto furnished to AIG and certain representations made to AIG, AIG believes that there were no late filings during 2014.

**RELATIONSHIPS AND RELATED-PARTY TRANSACTIONS**

**Co-Investments with AIG**

AIG previously established employee investment funds to permit selected employees to participate alongside AIG's merchant banking, venture capital and similar funds. Such employee investment funds have a fee structure that is generally more favorable than that offered by AIG to non-employees. A named executive invested in one such fund, the SunAmerica Venture Fund 2000, L.P., and received tax distributions related to such fund in 2014. See the 2014 Summary Compensation Table, note 4 in Executive Compensation 2014 Compensation.

**Employment of a Family Member**

An adult child of Mr. Benmosche is a non-executive employee of an AIG subsidiary and received compensation for 2014 of approximately \$260,576. He also received benefits generally available to all employees. The compensation for this employee was determined in accordance with our standard employment and compensation practices applicable to employees with similar responsibilities and positions.

**Related-Party Transactions Approval Policy**

The Board of AIG has adopted a related-party transaction approval policy. Under this written policy, any transaction that involves more than \$120,000 and would be required to be disclosed in AIG's Proxy Statement, between AIG or any of its subsidiaries and any director or executive officer, or their related persons, must be approved by the Nominating and Corporate Governance Committee. In determining to approve a related-party transaction, the Nominating and Corporate Governance Committee considers:

Whether the terms of the transaction are fair to AIG and on terms at least as favorable as would apply if the other party was not or did not have an affiliation with a director, executive officer or employee of AIG;

Whether there are demonstrable business reasons for AIG to enter into the transaction;

Whether the transaction would impair the independence of a director; and

Whether the transaction would present an improper conflict of interest for any director, executive officer or employee of AIG, taking into account the size of the transaction, the overall financial position of the director, executive officer or employee, the direct or indirect nature of the interest of the director, executive officer or employee in the transaction, the ongoing nature of any proposed relationship and any other factors the Nominating and Corporate Governance Committee or its chairman deems relevant.

**Table of Contents****OUR EXECUTIVE OFFICERS**

Information concerning the executive officers of AIG as of the date hereof is set forth below.

| <b>Name</b>             | <b>Title</b>  | <b>Age</b> | <b>Served as Officer Since</b> |
|-------------------------|---|------------|--------------------------------|
| Peter D. Hancock        | President and Chief Executive Officer                                       | 56         | 2010                           |
| William N. Dooley       | Executive Vice President Investments  | 62         | 1992                           |
| John Q. Doyle           | Executive Vice President Commercial   | 51         | 2013                           |
| Philip Fasano           | Executive Vice President and Chief Information Officer                      | 56         | 2014                           |
| David L. Herzog         | Executive Vice President and Chief Financial Officer                        | 55         | 2005                           |
| Kevin T. Hogan          | Executive Vice President Consumer   | 52         | 2013                           |
| Jeffrey J. Hurd         | Executive Vice President Human Resources, Communications and Administration | 48         | 2010                           |
| Ronald E. Martinez, Jr. | Executive Vice President Claims and Operations                              | 46         | 2014                           |
| Thomas A. Russo         | Executive Vice President and General Counsel                                | 71         | 2010                           |
| Siddhartha Sankaran     | Executive Vice President and Chief Risk Officer                             | 37         | 2010                           |

All of AIG's executive officers are elected to one-year terms, but serve at the pleasure of the Board of Directors. Except for Messrs. Fasano, Hogan and Sankaran, each of the executive officers has, for more than five years, occupied an executive position with AIG or one or more of its subsidiaries. There are no arrangements or understandings between any executive officer and any other person pursuant to which the executive officer was elected to such position.

For information on Mr. Hancock's experience, please see Proposal 1 Election of Directors.

Philip Fasano joined AIG in November 2014 as Executive Vice President Chief Information Officer. Prior to joining AIG, since February 2007, he was Executive Vice President and Chief Information Officer with Kaiser Permanente. Prior to his role at Kaiser Permanente, Mr. Fasano founded Capital Sourcing Group in 2005, a company focused on providing strategic advice and consulting services to the Fortune 500 and the Department of Homeland Security. Mr. Fasano has also served in IT leadership roles at financial services organizations. At Capital One Financial, he was the Business Information Officer; he served as Chief Information Officer at JP Morgan Chase and Deutsche Financial Services; and was a Managing Director at Bankers Trust, among other companies.

Kevin T. Hogan joined AIG as Chief Executive Officer of AIG Global Consumer Insurance in October 2013. Mr. Hogan joined Zurich Insurance Group in December 2008, serving as Chief Executive Officer of Global Life Americas until June 2010 and as Chief Executive Officer of Global Life from July 2010 to August 2013. From 1984 to 2008, Mr. Hogan held various positions with AIG, including Chief Operating Officer of American International Underwriters, AIG's Senior Life Division Executive for China and Taiwan and Chief Distribution Officer, Foreign Life and Retirement Services.

Siddhartha Sankaran became Executive Vice President and Chief Risk Officer of AIG in May 2012. Mr. Sankaran joined AIG in December 2010 as Senior Vice President and Chief Risk Officer. Prior to that, he was a partner in the Finance and Risk practice of Oliver Wyman Financial Services and served as Canadian Market Manager since 2006.

---

**Table of Contents**

**EXECUTIVE COMPENSATION**

**REPORT OF THE COMPENSATION AND MANAGEMENT RESOURCES COMMITTEE**

**Overview**

The Compensation and Management Resources Committee determines and approves the compensation awarded to AIG's Chief Executive Officer (subject to ratification or approval by the Board) and approves the compensation awarded to the other key employees under its purview, oversees AIG's compensation and benefits programs for key and other employees and makes recommendations to the Board with respect to these programs where appropriate, oversees AIG's management development and succession planning programs and produces this Report on annual compensation. In carrying out these responsibilities, our objective is to maintain responsible compensation practices that attract, develop and retain high-performing senior executives and other key employees.

**Risk and Compensation Plans**

AIG remains committed to continually evaluating and enhancing our risk management control environment, risk management processes and enterprise risk management functions, including through enhancements to its risk governance framework. AIG's compensation practices are essential parts of the company's approach to risk management, and the Committee regularly monitors AIG's compensation programs to ensure they align with sound risk management principles. Since 2009, the Committee's charter has expressly included the Committee's duty to meet periodically to discuss and review, in consultation with the Chief Risk Officer, the relationship between AIG's risk management policies and practices and the incentive compensation arrangements applicable to senior executives.

Consistent with our compensation philosophy, AIG's executive compensation program is designed to avoid incentives that encourage employees to take unnecessary or excessive risks that could threaten the value of AIG. In particular, our executive compensation program includes the following features:

**Balanced mix of base, short-term and long-term pay.** Target long-term incentive opportunity comprises the largest component of an executive's target total direct compensation under our pay structure, which also includes a market-competitive base salary and target short-term incentive opportunity. We believe this structure provides an appropriate balance of fixed and variable compensation, drives achievement of AIG's short- and long-term business strategies and aligns the economic interests of our executives with the long-term interests of AIG and our shareholders.

**Defined earn-out ranges for incentive awards.** Executive incentive awards are subject to a defined earn-out framework. Short-term incentive awards for our leadership team can range from 0 to 150% of target for Operating Committee members (and from 0 to 187.5% of target for other participants) and long-term incentive awards can range from 0 to 150% of target, in each case, taking into account performance.

**At least 75% of target incentives and 55% of target total direct compensation is deferred and subject to clawback.** 50% of any earned short-term incentive award is deferred for one year following the end of the annual performance period, and 100% of any long-term incentive award is earned and paid over a total period of five years.

**Long-term incentives use multiple performance measures.** 2014 long-term incentives are 100% in the form of performance share units that will be earned based on achieving total shareholder return and change in credit default swap spread, each measured relative to AIG's peers over a three-year period.

**Share ownership requirements.** Executive officers must retain 50% of the after-tax shares they receive as compensation until they achieve a specified ownership level of AIG Common Stock, further fostering an ownership culture focused on long-term performance. In July 2014, the Committee conducted its annual review with AIG's Chief Risk Officer of AIG's compensation plans to ensure that they appropriately balance risk and reward. As recommended by AIG's Chief Risk Officer, the Committee continued to focus its review of employee

## Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

compensation plans on incentive-based compensation plans, and the review covered 99 active plans with approximately 79,400 participants as of June 2014. (Some employees are eligible to participate in more than one plan.)

As discussed in the 2014 Proxy Statement, AIG updated its risk score criteria in 2014 to take account of evolution in industry practice and updated regulatory guidance. AIG's Enterprise Risk Management (ERM) conducted training for all AIG risk officers on the application of the new criteria, and AIG risk officers worked closely with human resources to assign a risk rating of low, intermediate or high to each plan. In assigning the risk



**Table of Contents**

rating, AIG risk officers considered, among other things, whether the plan features include capped payouts or deferrals and/or clawbacks, whether the plan design or administration leads to outsized risk taking, and whether payments are based on pre-established performance goals including risk-adjusted metrics. As of July 2014, no plans were categorized as high risk. As part of this risk review, and as discussed with the Committee, ERM concluded that AIG's compensation policies and practices are not reasonably likely to have a material adverse effect on AIG.

**Compensation Discussion and Analysis**

The Compensation Discussion and Analysis that follows discusses the principles the Committee has been using to guide its compensation decisions for senior executives. The Committee has reviewed and discussed the Compensation Discussion and Analysis with management. The Cook firm has also reviewed and discussed the Compensation Discussion and Analysis on behalf of the Committee with management and outside counsel. Based on such review and discussions, the Committee recommended to the Board that the Compensation Discussion and Analysis be included in this Proxy Statement and in AIG's 2014 Annual Report on Form 10-K.

Compensation and Management Resources Committee  
American International Group, Inc.

Arthur C. Martinez, Chairman  
W. Don Cornwell  
Suzanne Nora Johnson  
Ronald A. Rittenmeyer

## **Table of Contents**

### **COMPENSATION DISCUSSION AND ANALYSIS**

#### **2014 Pay-for-Performance Highlights**

Our compensation philosophy centers on creating a culture of performance management and pay for performance to motivate all AIG employees to achieve sustainable value through a strategic focus on our core businesses and achieving the right balance between growth, profitability and risk.

2014 marked another strong year at AIG, as we executed on our succession plan and One AIG strategy and out-performed in the aggregate across the five objective goals that together drive our Company-wide annual short-term incentive determination.

#### ***Leadership***

On September 1, 2014, in accordance with AIG's previously disclosed succession plan, Peter Hancock assumed the role of President and Chief Executive Officer of AIG and joined AIG's Board. Mr. Hancock led AIG Property and Casualty for the prior three years and has been a part of AIG's leadership team since 2010.

#### ***One AIG***

With this transition, Mr. Hancock announced a new leadership team and structure aimed at integrating the Company and positioning us to deliver the full capabilities of AIG to our approximately 90 million clients around the world as One AIG. Our new operating structure includes two reporting segments, Commercial Insurance and Consumer Insurance. In the fourth quarter of 2014, we modified the presentation of our financial results to reflect this new structure.

#### ***Performance***

Consistent with our One AIG strategy, to evaluate Company performance for our annual short-term incentive awards, in 2014 we moved from goals applicable to the performance of an individual's business unit or function to a single set of performance goals that applies to all participants and is designed to drive profitability and growth. Our 2014 annual short-term incentive goals and achievements<sup>(a)</sup> were:

#### **Profitability**

Achieved **Normalized Insurance Company Pre-Tax Operating Income** (Normalized Insurance Company PTOI) of \$9.74 billion, exceeding target of \$9.72 billion (weighted 35%)

Achieved **Normalized Return on Equity (excluding deferred tax assets)** (Normalized AIG ROE) of 8.8%, exceeding target of 7.7% (weighted 35%)

Achieved **Normalized Gross General Operating Expenses** (Normalized AIG GOE) of \$11.6 billion, outperforming target of \$12.0 billion (weighted 10%)

#### **Growth**

Achieved **Normalized Production Risk-Adjusted Profitability for Property Casualty and Personal Insurance operating segments** (Normalized Production RAP) of \$2.7 billion, below target of \$2.9 billion (weighted 10%)

## Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

Achieved **Normalized Value of New Business for Retirement, Life, Institutional Markets and Mortgage Guaranty operating segments** (Normalized VoNB) of \$1.2 billion, exceeding target of \$1.1 billion (weighted 10%)  
These 2014 achievements resulted in a Company performance score of 11% above target, or 111%.

In 2014, we also:

Realized dividends and loan repayments in the form of cash and fixed maturity securities from insurance subsidiaries of \$9.4 billion, an 8% increase from 2013

Achieved 8.9% growth in book value per share excluding accumulated other comprehensive income (AOCI)

Decreased outstanding debt by \$10.5 billion

Repurchased \$4.9 billion in shares of AIG Common Stock and paid \$712 million in cash dividends to shareholders

Completed the sale of International Lease Finance Corporation (ILFC) to AerCap Ireland Limited, a wholly-owned subsidiary of AerCap Holdings N.V. (AerCap), for \$7.6 billion<sup>(b)</sup>

- (a) Each of these goals represents a non-GAAP measure. For how these measures are calculated, see Appendix B or pg. 54 of AIG's 2014 Annual Report on Form 10-K (for book value per share excluding AOCI).
- (b) Total consideration includes cash and 97.6 million newly issued AerCap common shares. Based in part on AerCap's closing share price of \$47.01 on May 13, 2014, the date the sale of ILFC to AerCap was completed.

## Table of Contents

### *Compensation Structure*

Guided by our compensation philosophy, our executive compensation program focuses on providing an appropriate balance of fixed and variable pay, driving achievement of AIG's short- and long-term business strategies and aligning the economic interests of our executives with the long-term interests of AIG and our shareholders:

**Balanced Structure:** Total compensation consists of market-competitive base salary, 25% to 35% target short-term incentive opportunity and at least 40% target long-term incentive opportunity.

**Emphasis on Long-Term Incentives:** At least 70% of each executive's total target compensation is at risk and based on performance, and the majority of his or her incentive pay opportunity is based on performance over a three-year period and paid over a five-year period.

**Deferred Payouts:** At least 75% of target incentives and 55% of target total direct compensation is deferred and subject to our clawback policy.

**Direct Link to AIG Performance:** Long-term incentives are in the form of performance share units (PSUs) that, for 2014, are earned based on achieving Total Shareholder Return (TSR) and improvement in the spread of a credit default swap (CDS) on our five-year senior unsecured debt, in each case measured relative to our peers over a three-year period.

#### *Paying for Performance*

Under our short-term incentive program, each participant has a target short-term incentive amount. The program generally contemplates both an objective Company score up to 125% of target and a relative individual score up to 150% of target, which are multiplied together for a maximum opportunity of 187.5% of target. Beginning with the 2014 awards, however, Mr. Hancock recommended that short-term incentive awards for our 14-member Operating Committee (Mr. Hancock and other key senior executives of AIG) be based solely on objective Company measures, as the Operating Committee is collectively accountable for, and should be rewarded based on, the performance of the Company as a whole. The Committee agreed with the recommendation.

To maintain continuity with our general program, which uses two scores that are multiplied together and are calibrated accordingly, the Committee determined to use two times the objective Company score against target to determine the earned short-term incentive for Operating Committee members. For example, if Company performance is 10% above target, awards for the Operating Committee would be 120% of target; conversely, if Company performance is 10% below target, Operating Committee awards would be 80% of target. The effect is to appropriately reflect objective Company performance (whether positive or negative) for Operating Committee members and bring the revised payout range from 0-125% to 0-150% of target.

Accordingly, in early 2015, each current named executive earned a 2014 short-term incentive equal to 22% above his or her target amount (two times the Company score of 11% above target). Payment of 50% of these earned awards is deferred until 2016. The Board ratified the Committee's decision to treat Mr. Hancock in the same manner as the rest of the Operating Committee with respect to his 2014 short-term incentive award.

In connection with Mr. Hancock's promotion to CEO, the Committee approved, and the Board ratified, an increase in Mr. Hancock's annual base salary from \$1,350,000 to \$1,600,000 (effective as of his promotion, resulting in a blended 2014 base salary of approximately \$1.4 million), an increase in his target short-term incentive compensation from \$2,700,000 to \$3,200,000 (with the increase prorated based on his promotion date,

## Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

resulting in a blended target 2014 short-term incentive of approximately \$2.9 million) and an increase in his target long-term incentive compensation to \$7,000,000 (with an additional grant equal to the increase made on his promotion date).

**Table of Contents**

**Compensation Philosophy**

We structure our compensation program and make enterprise-wide compensation decisions consistent with our compensation philosophy. Our compensation philosophy centers around the following objectives:

*Attracting and retaining the strongest employees for AIG’s various business needs* by providing competitive and consistent compensation opportunities.

*Creating a culture of performance management and pay for performance* by providing total direct compensation opportunities that reward the performance of AIG and individual employees.

*Managing total direct compensation to provide a market-competitive, performance-driven structure* through a four-part program that takes into account base salary, annual incentives, long-term incentives and benefits and perquisites.

*Motivating all AIG employees to achieve sustainable increases in AIG’s intrinsic value*, which represents a balance of profitability, growth and risk, to drive long-term value creation for shareholders.

*Aligning the long-term economic interests of key employees with those of shareholders* by ensuring that a meaningful component of each key employee’s compensation is represented by AIG securities.

*Avoiding incentives that encourage employees to take unnecessary or excessive risks that could threaten the value of AIG* by appropriately balancing risk and reward as well as rewarding both annual and long-term performance.

*Maintaining strong corporate governance practices* by meeting evolving standards of compensation governance and complying with regulations applicable to employee compensation.

**Compensation Best Practices**

**What we do:**

ii Pay for performance

ii Comprehensive clawback policy

**What we don’t do:**

× No tax gross-ups on severance payments or perquisites

× No excessive pension payments, perquisites or other benefits

- ü Share ownership requirements
  - × No equity grants below 100% of fair market value
- ü No-hedging policy
  - × No dividends or dividend equivalents paid on unearned performance awards
- ü Double-trigger change-in-control benefits
- ü Annual risk assessment of compensation plans
  - × No repricing of underwater stock options or stock appreciation rights

- ü Independent compensation consultant

#### **2014 Compensation Structure Direct Compensation Components**

Our 2014 compensation structure continues to consist of market-competitive base salary, 25% to 35% target short-term incentive opportunity and at least 40% target long-term incentive opportunity. An executive's total direct compensation target is determined based on his or her position, skills and experience and demonstrated performance, as well as market practice, and is then allocated in accordance with the compensation structure. Consistent with our compensation philosophy, we believe this structure provides an appropriate balance of fixed and variable pay, drives achievement of AIG's short- and long-term business strategies and aligns the economic interests of our executives with the long-term interests of AIG and our shareholders.

In March 2014, the Committee initially established annual base salaries (effective as of January 1, 2014), short-term incentive opportunities and long-term incentive opportunities, including the grant of PSUs, for our named executives. In connection with our leadership transition, in July 2014, the Committee approved an increase in the annual base salary, short-term incentive opportunity and long-term incentive opportunity for Mr. Hancock, and in November 2014, approved increases in annual base salaries, short-term incentive opportunities and long-term incentive opportunities for Messrs. John Q. Doyle and Kevin T. Hogan, the respective heads of the two reporting segments in our new operating structure, Commercial Insurance and Consumer

**Table of Contents**

Insurance. For Mr. Hancock, the increases in the annual base salary and target short-term incentive award were effective as of September 1, 2014 and for Messrs. Doyle and Hogan, the increases were effective as of September 18, 2014, resulting in the prorated, blended target amounts shown below.

The 2014 target total direct compensation opportunity for each of our current named executives is set forth in the following table.

| <b>Current Named Executive Officer</b>                                | <b>Annual<br/>Base Salary</b> | <b>Target<br/>Short-Term<br/>Incentive</b> | <b>Target<br/>Long-Term<br/>Incentive</b> | <b>Total</b>  |
|---|-------------------------------|--|---|---------------|
| Peter D. Hancock,<br><br><i>President and Chief Executive Officer</i> | \$ 1,433,333                  | \$ 2,866,667                               | \$ 7,000,000                              | \$ 11,300,000 |
| David L. Herzog,<br><br><i>Chief Financial Officer</i>                | \$ 1,000,000                  | \$ 2,000,000                               | \$ 4,000,000                              | \$ 7,000,000  |
| William N. Dooley,<br><br><i>Executive Vice President Investments</i> | \$ 1,000,000                  | \$ 2,000,000                               | \$ 4,000,000                              | \$ 7,000,000  |
| John Q. Doyle,<br><br><i>Executive Vice President Commercial</i>      | \$ 929,167                    | \$ 1,931,250                               | \$ 4,250,000                              | \$ 7,110,417  |
| Kevin T. Hogan,<br><br><i>Executive Vice President Consumer</i>       | \$ 929,167                    | \$ 1,687,500                               | \$ 3,600,000                              | \$ 6,216,667  |

**Base Salary.** Annual base salary is paid in cash and is the sole fixed component of an executive's total direct compensation. An executive's base salary is established based on his or her experience, performance and salaries for comparable positions at competitors, but will not exceed 30% of the executive's target total direct compensation opportunity. This allocation is intended to fairly compensate the executive for the responsibilities of his or her position, achieve an appropriate balance of fixed and variable pay and provide the executive with sufficient liquidity to discourage excessive risk-taking.

**Short-Term Incentive.**

**Structure and Funding.** Our short-term incentive, which represents approximately 30% of an executive's target direct compensation opportunity, is designed to reward annual performance and drive near-term business strategies. It consists of an annual cash award with individual target amounts that reflect job grade, business unit or corporate function responsibilities and experience. The funding of our short-term incentive program is based on the same pre-established performance metrics that produce the objective Company score used for award determinations, which are discussed below under Objective Company Score. Short-term incentive funding covers all participants other than Operating Committee members, for whom funding is determined on an individual basis based on the same pre-established performance metrics.

As applied to our current named executives, earned 2014 awards could range from 0% to 150% of target, and one-half of any amount earned is deferred for one year and subject to clawback. The Committee has discretion to determine the final award amount.



**Table of Contents**

*Objective Company Score.* Consistent with the emphasis on One AIG, in 2014, we moved from incentive performance metrics applicable to an individual's business unit or function within AIG to a single set of Company performance metrics that applies to all participants. The objective Company score is based on five Company performance metrics that measure either profitability or growth and ranges from 0% to 125% of target. The profitability performance metrics are Normalized Insurance Company PTOI, Normalized AIG ROE and Normalized AIG GOE. The growth performance metrics are Normalized Production RAP and Normalized VoNB. The reasons for selecting each metric and the weightings are summarized below.

*2014 Performance.* In the first quarter of 2015, the Committee reviewed performance compared to the pre-established Company performance metrics. The reported performance results were verified by AIG's internal audit function and financial planning & analysis group. The Committee also retained the discretion to adjust the performance criteria and results. The objective Company score was 11% above target (or 111%), as follows, and applies to all participants in our short-term incentive program:

| Performance Metric<br>(\$ in millions) | Threshold<br>(50%) | Target<br>(100%) | Maximum<br>(125%) | Actual    | %<br>Achieved* | Weighting | %<br>Achieved<br>(Weighted) |
|--|--------------------|------------------|-------------------|-----------|----------------|-----------|-----------------------------|
| <i>Profitability</i>                   |                    |                  |                   |           |                |           |                             |
| Normalized Insurance Company PTOI**    | \$ 7,289           | \$ 9,719         | \$ 10,934         | \$ 9,741  | 100.5%         | 35%       | 35.1%                       |
| Normalized AIG ROE                     | 5.78%              | 7.7%             | 8.66%             | 8.8%      | 125%           | 35%       | 43.8%                       |
| Normalized AIG GOE**                   | \$ 13,776          | \$ 11,979        | \$ 11,081         | \$ 11,603 | 110.5%         | 10%       | 11.0%                       |
| <i>Growth</i>                          |                    |                  |                   |           |                |           |                             |
| Normalized Production RAP              | \$ 2,152           | \$ 2,869         | \$ 3,228          | \$ 2,662  | 85.6%          | 10%       | 8.6%                        |
| Normalized VoNB**                      | \$ 826             | \$ 1,101         | \$ 1,239          | \$ 1,233  | 124.1%         | 10%       | 12.4%                       |
| <b>Company Score:</b>                  |                    |                  |                   |           |                |           | <b>111%</b>                 |
|  |                    |                  |                   |           |                |           | (11% above target)          |

\* Capped at 125% where achievement exceeded maximum.

\*\* The Committee determined to adjust Normalized Insurance Company PTOI to reflect realignment of AIG's reporting structure, Normalized AIG GOE to include additional costs in the metric and to reflect a change in the accounting treatment of certain costs and Normalized VoNB for a change in projection horizon, identification of additional sales, calculation corrections and an introduction of fixed annuity sales indexed to market rates.

*Determination of Earned Short-Term Incentive Awards.* As applied to participants other than AIG's Operating Committee, our short-term incentive program also has a relative individual performance score that can range from 0% to 150%. The Company score and individual score are multiplied together, for a maximum total short-term incentive opportunity of up to 187.5% of target.

**Table of Contents**

Beginning with the 2014 short-term incentive awards, Mr. Hancock recommended that short-term incentive awards for our 14-member Operating Committee (Mr. Hancock and other key senior executives of AIG) be based solely on objective Company measures. The recommendation reflects the view that the Operating Committee is collectively accountable for, and should be rewarded based on, the performance of the Company as a whole.

To maintain continuity with our general program, which uses two scores that are multiplied together and are calibrated accordingly, the Committee determined to use two times Company performance against target to determine the earned short-term incentive for Operating Committee members. For example, if performance is 10% above target, awards for the Operating Committee would be 120% of target; conversely, if performance is 10% below target, Operating Committee awards would be 80% of target. The effect is to appropriately reflect objective Company performance (whether positive or negative) for Operating Committee members and bring the revised payout range from 0-125% of target to 0-150% of target. The following table illustrates the application of the objective Company score to the short-term incentive determination for Operating Committee members and all other participants in our short-term incentive program.

**Short-Term Incentive Plan**  
**Effect of Company Score on Awards (as % of Target)**

| Company Performance Level | Funding for Participants other than Operating Committee Members |                                   |                                   | All Other Participants Guidelines                         |   |
|---------------------------|---|-----------------------------------|-----------------------------------|---|---|
|                           | Operating Committee Members                                     | Operating Committee Earned Amount | Operating Committee Earned Amount | Highest Rated Individual Performers (10% of Participants) | Average Rated Individual Performers (55% of Participants) |
| Threshold                 | 50%   | 50%                               | 0%                                | 65%-75%   | 40%-60%   |
|                           | 75%   | 75%                               | 50%                               | 97.5%-112.5%  | 60%-90%   |
| Target                    | 100%  | 100%                              | 100%                              | 130%-150%   | 80%-120%  |
| Maximum                   | 125%  | 125%                              | 150%                              | 162.5%-187.5%   | 100%-150%   |
| <b>Actual 2014</b>        | <b>111%</b>   | <b>111%</b>                       | <b>122%</b>                       | <b>144.3%-166.5%</b>                                      | <b>88.8%-133.2%</b>                                       |

In accordance with this structure, the Committee determined the following earned short-term incentive amounts for our named executives, with 50% of each award deferred until March 2016. The payout of 122% of target for Operating Committee members, including the current named executives, is equivalent to a relative individual performance score of 110% for other participants (combined with the objective Company score of 111%).

| Named Executive Officer          | Individual Target Amount* | Calculated Performance  | Earned Award Amount |
|----------------------------------|---------------------------|-------------------------|---------------------|
| Peter D. Hancock                 | \$2,866,667               | 22% above target (122%) | \$3,497,334         |
| David L. Herzog                  | \$2,000,000               | 22% above target (122%) | \$2,440,000         |
| William N. Dooley                | \$2,000,000               | 22% above target (122%) | \$2,440,000         |
| John Q. Doyle                    | \$1,931,250               | 22% above target (122%) | \$2,356,125         |
| Kevin T. Hogan                   | \$1,687,500               | 22% above target (122%) | \$2,058,750         |
| <b>Former Executive Officers</b> |                           |                         |                     |
| Robert H. Benmosche              | \$2,666,667               | 11% above target (111%) | \$2,960,000         |
| Jay S. Wintrob                   | \$2,000,000               | 11% above target (111%) | \$2,220,000         |

\* For Messrs. Hancock, Doyle and Hogan, includes prorated increases in target amounts following their respective promotions. Prorated for former executive officers based on the number of full months employed during 2014.

*Original Individual Metrics.* Although the Committee determined not to use a relative individual performance score for members of the Operating Committee, individual performance metrics for each named executive were established in the first part of 2014. In its performance evaluation of the current named executives, the Committee reviewed the following significant achievements for each current named executive, but the achievements did not impact the calculation of the earned 2014 short-term incentive awards.



**Table of Contents**

*Chief Executive Officer.* Although his earned 2014 short-term incentive award was based on the objective Company score, the Committee reviewed Mr. Hancock's contributions to AIG's performance, including the following key achievements as Chief Executive Officer:

| <b>Metric</b>         | <b>Significant Achievements</b>   |
|-----------------------|---|
| <b>Financial</b>      | Achieved the Company performance metrics results discussed above under 2014 Performance.  |
| <b>Strategic</b>      | Engaged with the Board to develop and execute the One AIG strategy, including strategic reviews of segments, setting short- and medium-term strategic priorities and refinement of performance management tools. Led development of a long-term value-based management framework to promote efficient decision-making and to ensure consistency in how AIG presents value to external stakeholders.                 |
| <b>Operational</b>    | Implemented new operating structure consisting of Commercial Insurance and Consumer Insurance segments. Hired new Chief Information Officer as part of a goal to implement AIG's technology strategy, including a new design for claims, operations and systems. Developed a plan to enable better coordination between the Board and AIG Operating Committee. Maintained good standing with AIG's main regulators. |
| <b>Organizational</b> | Established an AIG Operating Committee reporting to the Chief Executive Officer and responsible on a firm-wide basis for monitoring performance, addressing issues and executing the annual plan. Established four additional standing committees organized around key strategic issues to help the Chief Executive Officer make certain key decisions.   |

*Chief Financial Officer.* Although his earned 2014 short-term incentive award was based on the objective Company score, the Committee reviewed Mr. Herzog's contributions to AIG's performance, including the following key achievements:

| <b>Metric</b>         | <b>Significant Achievements</b>  |
|-----------------------|--|
| <b>Financial</b>      | Achieved the Company performance metrics results discussed above under 2014 Performance. In addition, in 2014, AIG and core insurance businesses received four improvements and zero downgrades in credit rating outlook. Achieved target normalized general operating expenses for AIG Finance (3.2% better than target of \$1.4 billion) and targeted savings for certain organizational efficiency initiatives. Developed and executed the Board-approved capital plan that included the following actions: exceeded target reduction in annualized interest expense for AIG and Direct Investment book debt; executed \$4.9 billion of share repurchases; facilitated insurance company dividends to AIG of \$9.4 billion; and completed the sale of ILFC to AerCap. |
| <b>Strategic</b>      | Achieved target number of milestones with respect to certain AIG Finance transformation goals; significantly expanded outreach to investors, broadening the investment community's understanding of AIG's businesses.  |
| <b>Operational</b>    | Achieved goal of complying with Federal Reserve Board and Federal Reserve Bank of New York (FRBNY) regulatory reporting, including submitting a resolution plan, and actively engaged in FRBNY examinations. Conducted a top down risk assessment in AIG Finance and held training programs on operational risk. Promoted timely identification and remediation of internal control matters and strengthened Sarbanes-Oxley compliance. Developed and implemented an updated business continuity management strategy for AIG Finance and established an independent FRBNY control team.  |
| <b>Organizational</b> | Executed on rotation opportunities for high potential AIG Finance employees and established a finance analyst program. Made progress on certain internal diversity and retention goals. Developed and implemented classroom and online training programs globally. Continued open dialogue with AIG Finance and AIG as a whole through town halls and written updates.   |

**Table of Contents**

*Executive Vice President Investments.* Although his earned 2014 short-term incentive award was based on the objective Company score, the Committee reviewed Mr. Dooley's contributions to AIG's performance, including the following key achievements:

| <b>Metric</b>         | <b>Significant Achievements</b>   |
|-----------------------|---|
| <b>Financial</b>      | Implemented AIG's 2014 investment plan and achieved risk-based targets for interest and dividends (0.6% above target of \$13.6 billion), returns on partnership investments (18.6% above target of \$1.8 billion) and other returns (39.1% above target of \$0.4 billion). Achieved normalized general operating expenses for AIG Investments better than budget. |
| <b>Strategic</b>      | Exceeded goal with respect to the development of a consolidated invested assets platform, including the development of a platform for basic asset modeling and financial forecasting used for stress testing. Made progress in the integration of this platform into the asset and liability forecasting capabilities of the insurance businesses.                |
| <b>Operational</b>    | Partially achieved timely execution of remediation plans set by AIG's internal audit division. Achieved goal to reduce volume of un-modeled legacy asset classes.   |
| <b>Organizational</b> | Achieved goal of developing and implementing a target operating model that would realign staff to improve collaboration, accountability and responsiveness to market opportunities. Exceeded target of various employee retention and diversity goals.  |

*Executive Vice President Commercial.* Although his earned 2014 short-term incentive award was based on the objective Company score, the Committee reviewed Mr. Doyle's contributions to AIG's performance, including the following key achievements:

| <b>Metric</b>         | <b>Significant Achievements</b>  |
|-----------------------|--|
| <b>Financial</b>      | Partially achieved target contributive normalized pre-tax operating income for Property Casualty (89.0% of target of \$5.4 billion) and contributive normalized return on equity excluding deferred tax assets for Property Casualty (87.8% of target of 15.6%) and Normalized production risk-adjusted profit for Property Casualty (91.4% of target of \$2.0 billion). Achieved target normalized direct controllable general operating expenses for Property Casualty (9.7% better than target of \$1.5 billion).                           |
| <b>Strategic</b>      | Exceeded goal to improve models and pricing of products in multiple lines of business through the use of technology, external data, pipeline management and strategic and efficient portfolio management. Exceeded goal of driving greater customer focus within Commercial Insurance through restructuring and creating a chief operating officer position.   |
| <b>Operational</b>    | Established an underwriting excellence framework that facilitated improved rates and customer retention within Commercial Insurance; implemented technical pricing plans for all products globally; worked with Consumer Insurance to establish a global portfolio management framework for certain businesses; and effectively managed key emerging underwriting issues such as challenging market conditions, new product developments and cyber risks. Achieved timely execution of remediation plans set by AIG's internal audit division. |
| <b>Organizational</b> | Increased the effective use of new underwriting tools through global training and actions to drive local adoption of the tools. Achieved completion of talent review and demonstrated progress on various employee retention and diversity goals.  |

**Table of Contents**

*Executive Vice President Consumer.* Although his earned 2014 short-term incentive award was based on the objective Company score, the Committee reviewed Mr. Hogan's contributions to AIG's performance, including the following key achievements:

| <b>Metric</b>         | <b>Significant Achievements</b>   |
|-----------------------|---|
| <b>Financial</b>      | Achieved target contributive normalized pre-tax operating income for Personal Insurance and International Life (11.1% above target of \$2.1 billion), contributive normalized return on equity for Personal Insurance and International Life (13.2% above target of 25.8%) and Normalized direct controllable general operating expenses for Personal Insurance and International Life (3.7% better than target of \$0.7 billion). Partially achieved target Normalized production risk-adjusted profit for Personal Insurance (93.1% of target of \$1.1 billion). Partially achieved target Normalized pre-tax operating income for Domestic Life (96.8% of target of \$0.7 billion), Normalized return on equity excluding deferred tax assets for Domestic Life (96.4% of target of 5.5%). Achieved target Normalized general operating expenses for Domestic Life (4.9% better than target of \$61 million). Partially achieved target Normalized value of new business for Life (90.8% of target of \$328 million).  |
| <b>Strategic</b>      | Prepared and submitted three-year strategy plan for new Consumer Insurance segment. Implemented organizational structure for Personal Insurance products and developed related tools to increase overall rate adequacy and improve the quality of underwriting results. Implemented organizational structure for certain life, health and disability products, including the creation of a separate international life structure and the appointment of a new head of global health business. Partnered with the Science team, including projects to identify fraud, competitively price products and increase underwriting efficiency. Supported the further integration of Fuji Life into AIG's strategy in Japan. Executed initiatives with respect to investments in People's Insurance Company (Group) of China Limited and related businesses. Integrated certain businesses into the Consumer Insurance operating structure and focused on strengthening the U.S. Travel business. Supported AIG Finance's efforts in connection with the change in reportable segments and supported efforts to develop consistent risk-based measurements. |
| <b>Operational</b>    | Partnered with the internal audit division to improve Consumer Insurance's controls and resolve control matters. Implemented various pricing and cost savings projects. Supported implementation of operational and risk-related processes to enhance overall economic and operational risk management. Carried out IT strategy. Effectively communicated Consumer Insurance leadership goals and business targets throughout the business.   |
| <b>Organizational</b> | Actively participated in the implementation of the new Consumer Insurance organization. Focused on global customer experience and leveraging customer feedback, engaging in various projects to improve global customer experience. Demonstrated progress on various employee retention and diversity goals.  |

In accordance with the terms of our Annual Short-Term Incentive Plan and, in the case of Mr. Wintrob, the 2012 Executive Severance Plan (the 2012 ESP), the Committee determined the earned short-term incentive award amounts for our former named executives, Messrs. Benmosche and Wintrob, based on their respective target amounts and the Company objective score. These amounts were then prorated based on the number of full months the former named executive was employed during the year. As with 2014 short-term incentive awards to our current named executives, payment of 50% of Mr. Wintrob's earned award is deferred until March 2016; Mr. Benmosche's award will be paid in full in 2015 as a result of his death.

**Long-Term Incentive.** Our long-term incentive comprises the largest percentage of an executive's target compensation opportunity, representing at least 40% of his or her target total direct compensation opportunity. We believe that providing a significant portion of executives' compensation based on performance metrics over a three-year period and subject to an additional vesting period will drive long-term value creation for our shareholders and appropriately account for the time horizon of risks. As part of the leadership transition, Messrs. Hancock, Doyle and Hogan each received an additional 2014 long-term incentive grant in connection with his promotion.

Our 2014 long-term incentive program consists entirely of PSU awards that are earned based on AIG performance over a three-year period. The Committee approves the target dollar amount of an executive's long-term incentive award, which is then converted to a number of PSUs based on the average closing price of AIG

**Table of Contents**

Common Stock over the calendar month preceding the reference date rounded down to the nearest whole unit. In general, the reference date refers to the grant date in the case of annual awards, the date of the offer of employment to a new hire or the effective date of a recipient's promotion. Earned PSUs range from 0% to 150% of the target grant based on achieving relative TSR and relative change in the CDS spread on five-year senior unsecured debt. The Committee determined to use both relative TSR and relative change in CDS spread in order to align with our business strategy, evaluate long-term performance relative to peers and penalize excessive risk-taking. Once earned, PSUs vest one-third in January of each of 2017, 2018 and 2019 and are settled in AIG Common Stock (or, at the election of AIG, in cash).

The table below summarizes the two performance metrics used for the 2014 to 2016 performance period. Relative TSR is weighted 75% and relative change in CDS spread is weighted 25%. Actual performance below threshold will result in a 0% payout for that metric.

| Performance Metric            | Weighting | Threshold                   | Target                         | Maximum                     |
|-------------------------------|-----------|-----------------------------|--------------------------------|-----------------------------|
| Relative TSR                  | 75%       | 25 <sup>th</sup> percentile | 55 <sup>th</sup> percentile    | 75 <sup>th</sup> percentile |
| Relative Change in CDS Spread | 25%       | 5 <sup>th</sup> percentile  | 20-80 <sup>th</sup> percentile | 95 <sup>th</sup> percentile |

| Payout | 50% | 100% | 150% |
|--------|-----|------|------|
|--------|-----|------|------|

For the 2014 to 2016 performance period, TSR is measured relative to the following 26 peers. Change in CDS spread is also measured against these peers, excluding Ameriprise Financial, Inc. and China Pacific Insurance (Group) Co., LTD. because there is no active CDS trading market with respect to the five-year senior unsecured debt of those companies.

**Peers**

|                               |   |                               |
|-------------------------------|---|-------------------------------|
| ACE Limited                   | China Pacific Insurance (Group) Co., LTD. | Prudential Financial, Inc.    |
| AEGON, N.V.                   | CNA Financial Corporation                 | Prudential plc                |
| Aflac Incorporated            | Hartford Financial Services Group Inc.    | Swiss Re Group                |
| Allianz Group                 | Lincoln National Corporation              | The Allstate Corporation      |
| Ameriprise Financial, Inc.    | Manulife Financial Corporation            | The Chubb Corporation         |
| Assicurazioni Generali S.p.A. | MetLife, Inc.                             | The Travelers Companies, Inc. |
| Aviva plc                     | Munich Re Group                           | Tokyo Marine Holdings, Inc.   |
| AXA Group                     | Principal Financial Group, Inc.           | Voya Financial, Inc.          |
| Berkshire Hathaway Inc.       |   | Zurich Financial Services AG  |

The peer group above includes public companies against which AIG benchmarks financial performance and competes for market share and talent. For each company in the peer group, TSR will be measured by (1) the sum of (a) the company's adjusted share price at the end of the performance period minus the company's adjusted share price at the beginning of the performance period (in each case, as reported by Bloomberg, adjusted for stock dividend distributions and stock splits and using a 30-day period prior to quarter close for the beginning and end of the performance period) plus (b) non-stock dividends declared during the performance period and reinvested in the company's shares on the ex-dividend date, divided by (2) the company's adjusted share price at the beginning of the performance period (as reported by Bloomberg, adjusted for stock dividend distributions and stock splits and using a 30-day period prior to quarter close for the beginning of the performance period).

For each company in the peer group with daily trading of CDS on its five-year senior unsecured debt, relative change in CDS spread is determined by comparing the spread for a CDS on its five-year senior unsecured debt at the end of the performance period to the spread at the beginning of the performance period, as reported by Markit Group Limited.

## Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

Results will be certified by the Committee in the first quarter of 2017, and one-third of any earned PSUs will vest in each of January 2017, 2018 and 2019. Once earned, vested PSUs are settled in AIG Common Stock (or, at the election of AIG, in cash). The structure of our long-term incentives results in a five-year time horizon to earn and receive our PSUs.



## **Table of Contents**

Mr. Benmosche's 2014 long-term incentive award vested upon his separation from AIG in 2014 and will be paid at target in 2015. Mr. Wintrob became immediately vested in his 2014 long-term incentive award upon his separation to the extent the PSUs are actually earned over the performance period, and any earned PSUs will be settled on the normal payment schedule. See [Former Named Executive Officers](#) and [2014 Compensation Potential Payments on Termination Quantification of Termination Payments and Benefits](#) below for additional discussion of the separation arrangements for these former named executives.

### **Compensation Structure Indirect Compensation Components**

**Welfare and Other Indirect Benefits.** AIG's senior executives generally participate in the same broad-based health, life and disability benefit programs as AIG's other employees.

**Retirement Benefits.** AIG provides a number of retirement benefits to eligible employees, including both defined contribution plans (such as 401(k) plans) and traditional pension plans (called defined benefit plans). These plans can be either tax-qualified or non-qualified.

AIG's only active defined contribution plan for the named executives is a 401(k) plan, which is tax-qualified. The plan was amended effective January 1, 2012 to provide all participants with a match of 100% of the first 6% of their eligible compensation contributed up to the Internal Revenue Service (IRS) compensation limit (\$260,000 for 2014). Accordingly, for the named executives in 2014, AIG matched a percentage of their contributions to the 401(k) plan up to \$15,600. In addition, some named executives have balances under legacy nonqualified defined contribution plans. These plans are described in greater detail in [2014 Compensation Post-Employment Compensation Nonqualified Deferred Compensation](#).

AIG's defined benefit plans include the AIG Retirement Plan (the Qualified Retirement Plan), the AIG Non-Qualified Retirement Income Plan (the Non-Qualified Retirement Plan) and the Supplemental Executive Retirement Plan (the SERP). Each of these plans provides for a yearly benefit based on years of service and average final salary and, for the Qualified Retirement Plan and the Non-Qualified Retirement Plan, also based on pay credits and interest credits. These plans and their benefits are described in greater detail in [2014 Compensation Post-Employment Compensation Pension Benefits](#).

**Perquisites and Other Compensation.** To facilitate the performance of their management responsibilities, AIG provides some employees, including the named executives, with aircraft usage (including by an executive's spouse when traveling with the executive on business travel), automobile allowances, use of company pool cars and drivers or parking, annual health exams, legal services, financial, estate and tax planning and other benefits categorized as perquisites or other compensation under the SEC rules.

**Termination Benefits and Policies.** AIG provides severance benefits to its executives in order to offer competitive total compensation packages, ensure executives' ongoing retention when considering potential transactions that may create uncertainty as to their future employment with AIG and enable AIG to obtain a release of employment-related claims.

In 2012, the Committee established the 2012 ESP, which replaced AIG's prior Executive Severance Plan established in March 2008. The 2012 ESP extends to AIG executives in grade level 27 or above, including the current named executives, and other executives who participated in the prior plan. In September 2014, the 2012 ESP was further amended to provide that a participant's grade level for purposes of the 2012 ESP will be the highest level at which he or she was employed at any time in the 12 months immediately prior to the qualifying termination.

The 2012 ESP provides for severance payments and benefits upon a termination by AIG without Cause or if a qualifying executive terminates for Good Reason, including, for qualifying executives, after a Change in Control. In the event of a qualifying termination, a participant is generally eligible to receive severance in an amount equal to the product of a multiplier times the sum of salary and three-year-average annual incentives. The multiplier is either 1 or 1.5 depending on the executive's grade level and increases to 1.5 or 2 for qualifying terminations within two years following a Change in Control. However, in any event, executives in grade level 27 or above who participated in the prior plan, which includes our current named executives other than Mr. Hogan, may not receive less than the severance they would have received under the prior plan.

### **Historic Compensation Components**

**Stock Salary.** From 2009 to 2012, AIG maintained a program of regular bi-weekly or semi-monthly grants of vested stock or units generally referred to as Stock Salary. In large part, Stock Salary took the place of what would otherwise have been annual and long-term cash, stock and performance-based incentive programs while



## **Table of Contents**

AIG was subject to the TARP Standards. Grants of Stock Salary remained subject to transfer or payment restrictions over a multi-year period and, as of year-end 2014, each of our named executives, other than Messrs. Benmosche and Hogan, held vested Stock Salary awards still subject to transfer or payment restrictions. These awards are described in greater detail in 2014 Compensation Post-Employment Compensation Nonqualified Deferred Compensation.

**TARP RSUs.** While AIG was subject to the TARP Standards, named executives eligible for incentives could receive such pay only in the form of TARP RSUs. In order to qualify as TARP RSUs under the applicable regulation, the award was generally required to have at least a two-year vesting period and become payable only in 25% increments in proportion to AIG's repayment of its TARP obligations. Because AIG fully repaid its TARP obligations as of December 14, 2012, 100% of the TARP RSUs that had not vested will be paid on the scheduled vesting date for such awards. Messrs. Doyle, Herzog, Hancock and Wintrob held TARP RSUs that vested in 2014 and, as of year-end 2014, Messrs. Doyle, Herzog and Hancock held unvested TARP RSUs. The shares underlying TARP RSUs that vested in 2014 are included in 2014 Compensation Holdings of and Vesting of Previously Awarded Equity Vesting of Stock-Based Awards During 2014.

### **Expatriate and Transition Arrangements for a Named Executive**

Pursuant to his August 14, 2013 offer letter and in consideration of compensation foregone upon rejoining AIG, Mr. Hogan was granted a one-time bonus payable in three installments of \$1,300,000, \$1,150,000 and \$800,000 in each of April 2014, 2015 and 2016, respectively, subject to Mr. Hogan's continued employment through the payment date. Each installment is subject to recoupment if Mr. Hogan resigns without Good Reason or is terminated by AIG for Cause in the twelve months following payment of such installment. In connection with the offer letter, Mr. Hogan entered into a non-solicitation and non-disclosure agreement, pursuant to which he agreed to perpetual non-disparagement and confidentiality covenants and to a non-solicitation covenant that applies during his employment and for a period of one year following his termination. While on international assignment for AIG through July 2014, Mr. Hogan also received additional benefits that AIG typically provides to employees on expatriate assignment, including tax equalization payments, cost of living adjustments and reimbursement of housing costs, assignment-related tax preparation services and relocation expenses.

### **Former Named Executive Officers**

Mr. Benmosche retired August 31, 2014 and served in an advisory role effective September 14, 2014 until his death in February 2015. Under the terms of his employment agreement, Mr. Benmosche was not permitted to participate in the 2012 ESP, and he did not receive any severance or enter into a termination agreement upon separation from AIG. In accordance with the terms of 2013 short-term incentive awards, the deferred portion (50%) of his 2013 short-term incentive award (equal to \$3,000,000) was paid as regularly scheduled in March 2015. Prior to his retirement, on August 10, 2014, the transfer restrictions on 185,736 shares of AIG restricted stock paid in respect of Mr. Benmosche's Stock Salary lapsed pursuant to the award terms. Mr. Benmosche's separation benefits, including the treatment of outstanding awards granted in 2014, are discussed further in 2014 Compensation Potential Payments on Termination Quantification of Termination Payments and Benefits.

Mr. Wintrob entered into a Release and Restrictive Covenant Agreement (the Release Agreement) with AIG in connection with his separation. Pursuant to the Release Agreement, AIG agreed to treat Mr. Wintrob's termination as a Covered Termination under the 2012 ESP. Accordingly, Mr. Wintrob received a lump sum severance payment of \$6,520,000, continued health coverage under the Consolidated Omnibus Budget Reconciliation Act of 1985 (COBRA), a \$40,000 payment that may be applied towards such COBRA coverage and life insurance, one year of additional age and service for purposes of determining eligibility to participate in any AIG retiree medical plan and outplacement services. AIG also agreed to treat Mr. Wintrob's termination as an early retirement under the SERP, as described in 2014 Compensation Post-Employment Compensation Pension Benefits, to consider Mr. Wintrob an eligible employee for the purposes of the Assurance Agreement with respect to certain obligations of Starr International Company, Inc. (SICO) and to provide for retirement treatment for good cause with respect to Mr. Wintrob's 26,610 vested TARP RSUs, which were settled in cash in December 2014. SICO awards and TARP RSUs are described in greater detail in 2014 Compensation Holdings of and Vesting of Previously Awarded Equity. Mr. Wintrob forfeited 34,048 vested TARP RSUs that were scheduled to be settled 50% in each of December 2014 and 2015 as a result of his separation. In accordance with the terms of 2013 short-term incentive awards, Mr. Wintrob received the deferred portion (50%) of his 2013 short-term incentive award (equal to \$1,900,000) as regularly scheduled in March 2015. Upon his separation, Mr. Wintrob became entitled to a distribution of his balance under the Executive Deferred Compensation Plan (EDCP) pursuant to the terms of the EDCP. Mr. Wintrob's separation payments, including the treatment of

## **Table of Contents**

outstanding awards granted in 2014, are discussed further in 2014 Compensation Potential Payments on Termination Quantification of Termination Payments and Benefits.

In the Release Agreement, Mr. Wintrob agreed to one-year non-solicitation, six-month non-competition, perpetual non-disparagement and confidentiality covenants and a release of claims in favor of AIG.

### **Process for Compensation Decisions**

**Role of the Committee.** The Committee determines and approves the compensation of AIG's Chief Executive Officer, and the Board approves or ratifies the amounts to be awarded to him. After considering the recommendation of AIG's Chief Executive Officer, the Committee also approves the compensation of other key employees under its purview, which includes all of the other named executives. The Committee also makes recommendations to the Board with respect to AIG's compensation programs for other key employees and oversees AIG's management development and succession planning programs. Attendance at Committee meetings generally includes members of the executive team as appropriate, including representatives from internal legal and human resources, outside counsel, and the Committee's independent consultant.

**Consultants.** To provide independent advice, the Committee has used the services of the Cook firm since 2005. A senior consultant of the Cook firm regularly attends the Committee's meetings and is instructed to provide independent, analytical and evaluative advice about AIG's compensation programs for senior executives, including views of how the program and proposals compare to market practices in financial services and general industry and to best practices. The Cook firm responds on a regular basis to questions from the Committee and the Committee's other advisors, providing its opinions with respect to the design and implementation of current or proposed compensation programs, including the 2014 executive compensation structure. The Cook firm also participated in the Committee meetings in which the compensation risk assessment discussed under Report of the Compensation and Management Resources Committee Risk and Compensation Plans was conducted and previously advised that the process was thorough and well designed. In compliance with SEC and NYSE rules, in March 2014 and February 2015, the Committee reviewed various items related to the Cook firm's relationship to AIG, the members of the Committee and AIG's executive officers. The Committee confirmed that neither the Cook firm nor any of its affiliates provides any other services to AIG or its management except with respect to director compensation, and that the Cook firm had no business or personal relationship with any member of the Committee or executive officer that raised a conflict of interest with respect to the Cook firm's work for the AIG Board. The Committee also received information on the fees paid to the Cook firm by AIG as a percentage of the Cook firm's total revenue and the Cook firm's ownership of any AIG Common Stock. Considering this information, the Committee determined that the Cook firm is independent and that its work has not raised any conflict of interest.

In 2014, the Committee also considered materials prepared by Johnson Associates related to market compensation levels. Johnson Associates was engaged by AIG to assist with this work. In particular, Johnson Associates prepared reports presenting market comparisons of total compensation levels for existing employees, new hires and promotions with respect to positions within the Committee's purview. The Committee performed a review of Johnson Associates' services similar to the review of the Cook firm described above. The Committee noted that the Cook firm reviewed the reports prepared by Johnson Associates prior to consideration by the Committee and determined that this appropriately addressed any conflict of interest raised by Johnson Associates' work or business relationship with AIG.

**Consideration of Shareholder Feedback.** The Committee values feedback from AIG's shareholders, including the feedback received through our say-on-pay advisory vote. Since 2010, AIG has held an annual say-on-pay advisory vote. In the most recent advisory vote, more than 98% of the votes cast by shareholders were in favor of the 2013 compensation of our named executives as disclosed in our 2014 Proxy Statement. The Committee believes this level of approval indicates our shareholders' strong support of our compensation philosophy and goals and the executive compensation program established by the Committee in 2013.

**Consideration of Competitive Compensation Levels.** In 2014, the Committee considered information from data disclosed in surveys, market practices and levels disclosed in proxy statements and employment contracts from a number of peer companies (Broad Data), as well as Johnson Associates' benchmarks, which reflect proprietary data, third-party references and market impressions and judgment. The companies used in the Broad Data set were: Aetna, Inc., AFLAC, The Allstate Corporation, American Express Company, Ameriprise Financial, Inc., Bank of America Corporation, Bank of New York Mellon, BlackRock, Inc., Capital One Financial Corp., CIGNA Corporation, Citigroup Inc., Chubb Group, Hartford Financial Services, Invesco Ltd., JP Morgan Chase & Co., Lincoln National Corporation, Marsh & McLennan Companies, Inc., MetLife Inc., Principal Financial Group, Inc., Prudential Financial Inc., T. Rowe Price Group, Inc., The Travelers Companies Inc., U.S. Bancorp and Wells Fargo & Company.

## **Table of Contents**

### **Other Considerations**

**Clawback Policy.** In 2013, the Committee adopted and implemented a comprehensive Clawback Policy to encourage sound risk management and individual accountability. The Clawback Policy covers all executive officers and any other employee as determined by the Committee and applies to covered compensation for such executive officers and employees. Covered compensation generally includes any bonus, equity or equity-based award or other incentive compensation granted to an executive officer or employee while he or she is subject to the policy, which includes our 2013 and 2014 incentive awards. In the event that the Committee determines that a triggering event under the Clawback Policy has occurred, the Committee may require an executive officer or other covered employee to forfeit and/or repay all or any portion of any unpaid covered compensation or covered compensation paid in the 12 months (or such longer period of time as required by any applicable statute or government regulation) preceding the event. Triggering events generally include a material financial restatement; the award or receipt of covered compensation based on materially inaccurate financial statements or performance metrics that are materially inaccurately determined; a failure of risk management, including in a supervisory role, or material violation of AIG's risk policies; and an action or omission that results in material financial or reputational harm to AIG.

**Share Ownership Guidelines and No-Hedging Policy.** AIG's share ownership guidelines establish levels of ownership of AIG Common Stock at five times salary for the Chief Executive Officer and three times salary for other executive officers, which include the other current named executives. Until the guidelines are met, such employees are required to retain 50% of the shares of AIG Common Stock received upon the exercise, vesting or payment of certain equity-based awards granted by AIG. Shares held for purposes of the guidelines may include stock owned outright by the officer or his or her spouse and earned but unvested share-based awards. The guidelines apply to all of AIG's executive officers. Executive officers are required to comply with the guidelines until six months after they cease to be executive officers.

AIG's Code of Conduct and Insider Trading Policy prohibit employees from engaging in any hedging transactions with respect to any of AIG's securities, including by trading in any derivative security relating to AIG's securities.

**Deductibility of Executive Compensation.** Section 162(m) of the Internal Revenue Code of 1986, as amended (the Code), generally limits the tax deductibility of compensation in excess of \$1 million per year paid by a public company to its chief executive officer and three other most highly compensated executive officers (other than the chief financial officer), subject to certain exceptions, with an exception for qualifying performance-based compensation (as defined under applicable tax regulations). At AIG's 2013 Annual Meeting, our shareholders approved the AIG 2013 Omnibus Incentive Plan, which is designed to allow for the issuance of awards that satisfy the performance-based compensation exception under Section 162(m), and the Committee intends that short-term and long-term incentives awarded to covered employees for 2014 qualify for this exception.

Accordingly, separate from determining 2014 short-term and long-term incentive opportunities, in the first quarter of 2014, the Committee established performance criteria and set one percent of Normalized Insurance Company PTOI as defined in Appendix B as the Section 162(m) compliant maximum for 2014 short-term and long-term incentives awarded to each individual covered employee, including the named executives. This limit does not serve as a basis for the Committee's compensation decisions for our named executives, but rather provides for the maximum amount of tax deductible 2014 short-term and long-term incentive compensation that the Committee can award to the covered employee, with the Committee retaining the discretion to pay less than the maximum. Once the maximum amount is established, the qualifying performance-based compensation for each covered employee is delivered through the 2014 short-term incentive and long-term incentive programs. If the total amount earned under these programs is less than the maximum deductible amount, the Committee will pay only the amount earned.

The Committee retains the ability to pay compensation that exceeds \$1 million and does not constitute qualifying performance-based compensation when it determines that such payments are in the best interests of AIG and our shareholders. The Committee believes that retaining the flexibility to attract, retain and motivate our employees with a compensation program that supports long-term value creation, even though some compensation awards may not be deductible, is in the best interests of our shareholders.

### **Non-GAAP Financial Measures**

Certain of the operating performance measurements used by AIG management are non-GAAP financial measures under SEC rules and regulations. See Appendix B to this Proxy Statement for an explanation of how these measures are calculated from our audited financial statements.

**Table of Contents****Conclusion**

Our 2014 compensation program reflects our continued commitment to comprehensive pay-for-performance standards throughout AIG. We believe our compensation program properly motivates our employees and appropriately rewards them for their efforts to balance profit, growth and risk across the Company as One AIG.

**2014 COMPENSATION****Summary Compensation Table**

The following tables contain information with respect to AIG's named executives. As required by SEC rules, AIG's named executives include the Chief Executive Officer, Chief Financial Officer and the three other most highly paid executive officers, as well as a former Chief Executive Officer who served during part of 2014 and an additional individual who served as an executive officer during part of 2014.

**2014 Summary Compensation Table**

| Name and Principal Position                           | Year | Salary       | Bonus           | Stock Awards(1) | Non-Equity Incentive Plan Compensation(2) | Change in Pension Value(3) | All Other Compensation(4) | Total         |
|---|------|--------------|-----------------|-----------------|---|----------------------------|---------------------------|---------------|
| Peter D. Hancock<br>Chief Executive Officer           | 2014 | \$ 1,426,923 | \$ 0            | \$ 7,011,108    | \$ 3,497,334                              | \$ 73,751                  | \$ 55,312                 | \$ 12,064,428 |
|   | 2013 | \$ 1,471,154 | \$ 0            | \$ 4,562,843    | \$ 3,500,000                              | \$ 52,252                  | \$ 61,941                 | \$ 9,648,190  |
|   | 2012 | \$ 1,800,000 | \$ 0            | \$ 6,199,995    | \$ 0                                      | \$ 25,364                  | \$ 21,583                 | \$ 8,046,942  |
| David L. Herzog<br>Executive Vice President           | 2014 | \$ 1,000,000 | \$ 0            | \$ 3,935,432    | \$ 2,440,000                              | \$ 271,673                 | \$ 48,000                 | \$ 7,695,105  |
|   | 2013 | \$ 988,346   | \$ 0            | \$ 3,687,129    | \$ 2,260,000                              | \$ 0                       | \$ 36,737                 | \$ 6,972,212  |
| and Chief Financial Officer                           | 2012 | \$ 495,000   | \$ 0            | \$ 5,804,973    | \$ 0                                      | \$ 191,345                 | \$ 27,109                 | \$ 6,518,427  |
| William N. Dooley<br>Executive Vice President         | 2014 | \$ 1,000,000 | \$ 0            | \$ 3,935,432    | \$ 2,440,000                              | \$ 1,388,757               | \$ 67,996                 | \$ 8,832,185  |
|   | 2013 | \$ 987,308   | \$ 0            | \$ 3,687,129    | \$ 2,400,000                              | \$ 0                       | \$ 43,666                 | \$ 7,118,103  |
| Investments   | 2012 | \$ 450,000   | \$ 0            | \$ 5,550,000    | \$ 0                                      | \$ 595,778                 | \$ 31,723                 | \$ 6,627,501  |
| John Q. Doyle<br>Executive Vice President             | 2014 | \$ 925,769   | \$ 0            | \$ 4,142,265    | \$ 2,356,125                              | \$ 776,676                 | \$ 42,355                 | \$ 8,243,190  |
| Commercial  |      |              |                 |                 |   |                            |                           |               |
| Kevin T. Hogan<br>Executive Vice President            | 2014 | \$ 903,846   | \$ 1,300,000(5) | \$ 3,517,171    | \$ 2,058,750                              | \$ 338,113                 | \$ 895,534                | \$ 9,013,414  |
| Consumer  |      |              |                 |                 |   |                            |                           |               |
| <b>Separated during 2014</b>                          |      |              |                 |                 |   |                            |                           |               |
| Robert H. Benmosche<br>Former Chief Executive Officer | 2014 | \$ 1,384,615 | \$ 0            | \$ 6,886,996    | \$ 2,960,000                              | \$ 70,232                  | \$ 131,529                | \$ 11,433,372 |
|   | 2013 | \$ 2,269,231 | \$ 0            | \$ 6,452,514    | \$ 6,000,000                              | \$ 60,123                  | \$ 52,694                 | \$ 14,834,562 |
|   | 2012 | \$ 3,000,000 | \$ 0            | \$ 7,500,000    | \$ 0                                      | \$ 33,412                  | \$ 40,498                 | \$ 10,573,910 |
| Jay S. Wintrob<br>Former Executive Vice President     | 2014 | \$ 1,038,462 | \$ 0            | \$ 4,328,962    | \$ 2,220,000                              | \$ 832,438                 | \$ 6,810,180              | \$ 15,230,042 |
|   | 2013 | \$ 1,183,731 | \$ 0            | \$ 4,055,842    | \$ 3,800,000                              | \$ 334,923                 | \$ 62,498                 | \$ 9,436,994  |
|   | 2012 | \$ 495,000   | \$ 0            | \$ 6,504,972    | \$ 0                                      | \$ 306,082                 | \$ 81,257                 | \$ 7,387,311  |

**Footnotes to 2014 Summary Compensation Table**

(1) *2014 Amounts.* The amounts represent the grant date fair value of PSUs granted for the 2014–2016 performance period under the 2014 AIG Long-Term Incentive (2014 LTI) award based on target performance determined in accordance with FASB ASC Topic 718. At the maximum level of performance, the grant date fair value would be: Hancock \$7,873,717; Herzog \$4,425,576; Dooley \$4,425,576; Doyle \$4,662,425; Hogan \$3,957,898; Benmosche \$7,744,742 and Wintrob \$4,868,118. All amounts are subject to clawback under the AIG Clawback Policy.

*2013 Amounts.* The amounts represent the grant date fair value of PSUs granted for the 2013–2015 performance period under the 2013 AIG Long-Term Incentive (2013 LTI) award based on target performance determined in accordance with FASB ASC Topic 718. At the maximum level of performance, the grant date fair value would be: Hancock \$5,786,417; Herzog \$4,675,870; Dooley \$4,675,870; Benmosche \$8,182,828 and Wintrob \$5,143,461. All amounts are subject to clawback under the AIG Clawback Policy.

## Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

*2012 Amounts.* For Mr. Benmosche, the amount represents the grant date fair value of Stock Salary paid during 2012 in AIG Common Stock, which was restricted from transfer until August 10, 2014, and includes \$393 in cash paid in lieu of fractional shares. For Messrs. Hancock, Herzog, Dooley and Wintrob, the amounts represent the grant date fair value of Stock Salary paid during 2012 in restricted stock units (RSUs) and, except for Mr. Dooley, TARP RSUs awarded in December 2012 for 2012 performance.

**Table of Contents**

*Calculation.* The amount shown for the awards granted by AIG was calculated using the assumptions described in Note 21 to the Consolidated Financial Statements included in AIG's 2014 Annual Report on Form 10-K (for awards granted in 2014), Note 20 to the Consolidated Financial Statements included in AIG's 2013 Annual Report on Form 10-K (for awards granted in 2013) and Note 21 to the Consolidated Financial Statements included in AIG's 2012 Annual Report on Form 10-K (for awards granted in 2012).

(2) *2014 Amounts.* The amounts represent the full amount of the awards earned under the AIG Annual Short-Term Incentive Plan for 2014 performance. For each named executive other than Mr. Benmosche, 50% of the award was paid in March 2015 and payment of the remaining 50% of the award is deferred until March 2016. 100% of the award was fully vested at the time of the first payment, and all amounts are subject to clawback under the AIG Clawback Policy. Mr. Benmosche's award will be paid in full in 2015 as a result of his death. Amounts for Messrs. Benmosche and Wintrob represent the pro-rata portion of their 2014 short-term incentive earned awards based on the number of full months employed during 2014.

*2013 Amounts.* The amounts represent the full amount of the awards earned under the AIG 2013 Annual Short-Term Incentive award for 2013 performance. 50% of the award was paid in March 2014 and the remaining 50% of the award was paid in March 2015. 100% of the award was fully vested at the time of the first payment. All amounts are subject to clawback under the AIG Clawback Policy.

(3) The amounts in this column do not represent amounts that were paid to the named executives. Rather, the amounts represent the total change of the actuarial present value of the accumulated benefit under AIG's defined benefit (pension) plans, including the Qualified Retirement Plan, the Non-Qualified Retirement Plan and the SERP and/or the American General Corporation Supplemental Executive Retirement Plan, as applicable. These plans are described in Post-Employment Compensation Pension Benefits.

For 2013, Mr. Herzog had a negative change in pension value of \$24,779 and Mr. Dooley had a negative change in pension value of \$11,782 because, although each of them actually accrued additional pension benefits for 2013, there was an increase in the discount rate in 2013 that resulted in a decrease in the present values, which more than offset the additional benefit accrued in 2013.

While AIG was subject to the Troubled Asset Relief Program (TARP) restrictions on executive compensation, there was a freeze on future benefit accruals with regard to the benefits provided under the Non-Qualified Retirement Plan and the SERP. Benefit accruals in these plans ceased on October 22, 2009 for Messrs. Herzog and Wintrob and on December 11, 2009 for Messrs. Dooley and Doyle. Because the TARP restrictions ceased to apply to AIG as of December 14, 2012, the freeze on benefit accruals in the Non-Qualified Retirement Plan and the SERP ended and benefit accruals commenced again under these plans after this date. In addition, benefit accruals commenced after December 14, 2012 for Messrs. Hancock and Benmosche under the Non-Qualified Retirement Plan, as they had not accrued any benefits under this plan prior to the TARP restrictions. We are not permitted to restore service for benefit accruals for the length of time during which these executives were subject to the freeze. Mr. Hogan had accrued pension benefits under the Qualified and Non-Qualified Retirement Plans from his previous tenure at AIG and in accordance with the terms of these plans, benefit accruals commenced under the Qualified and Non-Qualified Retirement Plans when he rejoined AIG on October 14, 2013.

(4) *Perquisites.* This column includes the incremental costs of perquisites and benefits. The following table details the incremental cost to AIG of perquisites received by each named executive.

**Perquisites and Benefits**

| Name              | Personal Use of Car Service/Car Allowance/Parking(a) | Financial, Tax and Legal Planning(b) | Non-U.S. Assignment(c) | Other(d)  | Total      |
|-------------------|--|--------------------------------------|------------------------|-----------|------------|
| Peter D. Hancock  | \$ 15,415  | \$ 15,000                            |                        | \$ 8,799  | \$ 39,214  |
| David L. Herzog   | \$ 9,841   | \$ 15,000                            |                        | \$ 7,061  | \$ 31,902  |
| William N. Dooley | \$ 27,322  | \$ 16,767                            |                        | \$ 7,809  | \$ 51,898  |
| John Q. Doyle     | \$ 19,660  | \$ 780                               |                        | \$ 5,817  | \$ 26,257  |
| Kevin T. Hogan    | \$ 13,424  | \$ 15,000                            | \$ 827,908             | \$ 23,177 | \$ 879,509 |

Separated during 2014



Edgar Filing: AMERICAN INTERNATIONAL GROUP INC - Form DEF 14A

|                     |    |        |    |        |    |       |    |        |
|---------------------|----|--------|----|--------|----|-------|----|--------|
| Robert H. Benmosche | \$ | 13,397 | \$ | 0      | \$ | 6,033 | \$ | 19,430 |
| Jay S. Wintrob      | \$ | 6,414  | \$ | 10,000 | \$ | 3,970 | \$ | 20,384 |

**Table of Contents**

- (a) Includes the incremental cost of driver overtime compensation, fuel and maintenance attributable to personal use of company pool cars. Mr. Benmosche was provided with a dedicated car and driver to enhance his security and efficient travel.
- (b) Incremental costs related to financial, tax and legal planning represent AIG's direct expenditures.
- (c) Assignment-related expenses, including tax equalization payments (\$325,664), reimbursement of housing costs (\$298,817) and relocation expenses (\$132,860), cost of living adjustments (\$68,137) and reimbursement of assignment-related tax preparation services (\$2,430). Certain housing costs were paid in Swiss Francs (CHF) and were converted to U.S. dollars at the month-end CHF to U.S. dollar exchange rate for the month preceding payment.
- (d) Includes travel, meals and entertainment for certain named executives and spouses and, for certain named executives, the cost of an annual medical examination paid for by the company. For Mr. Hogan, also includes payment of legal fees incurred in connection with his hire.

*Other Benefits.* This column also includes life insurance premiums paid for the benefit of the named executives. All named executives are covered under the AIG Basic Group Life Insurance Plan. For group life insurance, the 2014 company-paid costs were: Hancock \$498; Herzog \$498; Dooley \$498; Doyle \$498; Hogan \$425; Benmosche \$345; and Wintrob \$440.

This column also includes matching contributions by AIG under its 401(k) plan. These matching contributions include the following amounts in 2014: Hancock \$15,600; Herzog \$15,600; Dooley \$15,600; Doyle \$15,600; Hogan \$15,600; Benmosche \$15,600; and Wintrob \$15,600. See Post-Employment Compensation Nonqualified Deferred Compensation for additional details.

For Mr. Benmosche, this column includes \$96,154 related to accrued and unused paid time-off paid upon his separation. Amounts shown for Mr. Benmosche do not include compensation Mr. Benmosche earned for his 2014 service on the board of directors of AerCap. For Mr. Wintrob, this column includes special tax distributions of \$40,678 in 2014 related to his investment in an employee co-investment fund, SunAmerica Venture Fund 2000, L.P.; \$6,560,000 related to payments that he received following his separation on October 31, 2014 in accordance with his Release Agreement pursuant to the 2012 Executive Severance Plan; and \$173,077 related to accrued and unused paid time-off paid upon his separation.

AIG maintains a policy of directors and officers liability insurance for itself, its directors and officers and its subsidiaries and their directors and officers. The premium for this policy for the year ended September 22, 2014 was approximately \$24.3 million and for the year ending September 22, 2015 was approximately \$20 million. In addition, AIG purchased coverage in 2008 that was in effect until September 22, 2014 and allowed AIG and its subsidiaries to report claims that relate to director and officer conduct during the period from May 24, 2005 to September 22, 2008, at a total cost of approximately \$75 million.

- (5) Represents the first installment of Mr. Hogan's transition award paid pursuant to his offer letter in April 2014. See Compensation Discussion and Analysis Expatriate and Transition Arrangements for a Named Executive for further information.

**Table of Contents****2014 Grants of Plan-Based Awards**

**Total 2014 Grants.** The following table details all equity and non-equity plan-based awards granted to each of the named executives in 2014. (No option awards were granted to the named executives in 2014.)

**2014 Grants of Plan-Based Awards**

| Name             | Grant Date | Committee or Board Action Date | Estimated Possible Payouts Under Non-Equity Plan Awards(1) |              |              | Estimated Possible Payouts Under Equity Incentive Plan Awards (Performance Share Units)(2) |         |         | All Other Stock Awards (# of AIG Shares) | Grant Date Fair Value of Equity Awards (\$)(3) |
|------------------|------------|--------------------------------|--|--------------|--------------|--|---------|---------|--|--|
|                  |            |                                | Threshold  | Target       | Maximum      | Threshold  | Target  | Maximum |  |  |
| Peter D. Hancock |            |                                |  |              |              |  |         |         |  |  |
| 2014 STI         | 03/07/14   |                                | \$ 0   | \$ 2,700,000 | \$ 4,050,000 |  |         |         |  |  |
| 2014 STI         | 09/02/14   | 07/09/14                       | \$ 0   | \$ 166,667   | \$ 250,001   |  |         |         |  |  |
| 2014 LTI         | 03/19/14   | 03/07/14                       |  |              |              | 50,665   | 101,330 |         |  |  |