

Gjensidige Forsikring Group
4th quarter 2019 results

22 January 2020

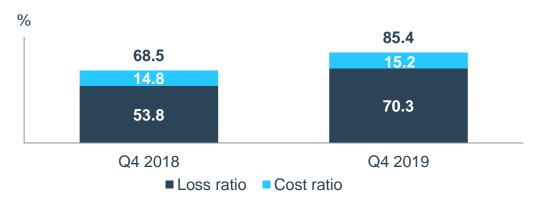


### **Strong fourth quarter results**

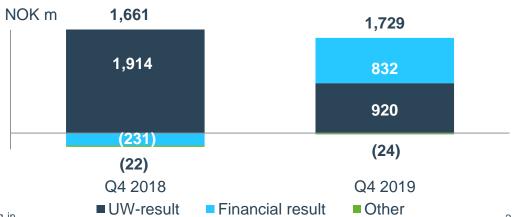


- Pre-tax profit NOK 1,729m
- Underwriting result NOK 920m
  - 3.8% premium growth
  - Good underlying frequency loss ratio
  - Lower large losses and higher run-off gains than expected
  - Good cost control
- Financial result NOK 832m, return 1.4%

#### **Combined ratio**



### **Pre-tax profit**



### Record high full year result



- Pre-tax profit NOK 7,754m
  - Gain on sale of Gjensidige Bank of NOK 1.6bn
  - Earnings per share NOK 13.19
- Underwriting result NOK 4,036m
  - 2.5% premium growth
  - Combined ratio 83.6
    - Effective pricing and re-underwriting measures
    - Progress outside Norway
  - Good cost control
- Financial result NOK 2,306m, return 4.1%
- Proposed dividend NOK 6,125m or NOK 12.25 per share

Metric	Delivered 2019	Target	
Combined ratio	83.6%	86-89%1)	
Cost ratio	14.7%	<15%	
Solvency margin (PIM)	206%	150-200%	
ROE after tax	<b>28.2%/22.6%</b> <sup>4)</sup>	>20%1), 2)	
UW result outside Norway	NOK 494m	NOK 750m (in 2022) 3)	
Dividends	NOK 12.25 per share, 72% pay-out <sup>5)</sup>	Nominal high and stable (and >80 % over time)	

<sup>&</sup>lt;sup>1)</sup> Assuming annual run-off gains ~NOK 1 billion through 2022. Corresponds to 90-93 per cent given zero run-off gains post 2022.

<sup>&</sup>lt;sup>2)</sup> Corresponds to >16 per cent given zero run-off gains post 2022

<sup>3)</sup> Excluding run-off

<sup>&</sup>lt;sup>4)</sup> Excluding gain on sale of Gjensidige Bank

<sup>&</sup>lt;sup>5)</sup> Regular dividend divided by net profit adjusted for the gain from the sale of Gjensidige Bank

# Regular

### Proposed dividend NOK 12.25 per share

## Strong track record of generating attractive shareholder returns



### Proposed dividend NOK 12.25 per share

- Regular dividend NOK 7.25, corresponding to 72 per cent pay-out ratio<sup>2)</sup> for the Group
- Special dividend NOK 5.00

### **Dividend policy**

Gjensidige targets high and stable nominal dividends to its shareholders, and a pay-out ratio over time of at least 80 per cent of profit after tax. When determining the size of the dividend, the expected future capital need will be taken into account.

Over time, Gjensidige will also pay out excess capital.

Proposed 2019 dividend to be decided by the AGM, 26 March 2020.

Regular dividend divided by net profit adjusted for the gain from the sale of Gjensidige Bank

# Operational highlights - focus on improved profitability



- Maintaining superior position in Norway
  - Continued positive trend for volumes in Private segment
  - Strong new sales and renewals in Commercial segment
  - Sustainability fund established as part of renewed partnership agreement with the Norwegian Farmers' Union
- Improvement in operations outside Norway
  - On track to deliver on 2022 target
  - Strong January 1 renewals in Denmark and Sweden
  - Focus on analytics, digitalisation and automation of customer interaction and processes

### **High customer retention in Norway**





### **Strong partnerships**

new and renewed agreements

NORGES BONDELAG





**VOLKSWAGEN MØLLER BILFINANS** 

LÅN. LEASING. FORSIKRING. MOBILITET.

<sup>&</sup>lt;sup>1)</sup> Retention for the whole portfolio and loyalty/ affinity portfolio respectively. The latter represents 85 per cent of premiums.

## Excel and empower to deliver the best customer experiences also in the future



### **Group initiatives today...**



Growth and profitability measures



Launching next generation tariffs and CRM



New core IT system and infrastructure

### ...to strengthen customer relations tomorrow



Increase efficiency and flexibility to develop and offer new products and services - alone or together with partners

## Sustainability at the core of our operation - a prerequisite for long-term value creation



#### Safe society



- Damage prevention
- Sustainable products
- Engaged employees
- Social engagement

#### **Reduced CO2 intensity**



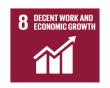
- Sustainable claims handling
- Digital transformation
- Reduce own footprint

#### **Responsible investments**



- UN's Global Compact Principles
- Screening and follow-up of external asset managers











## Financial performance





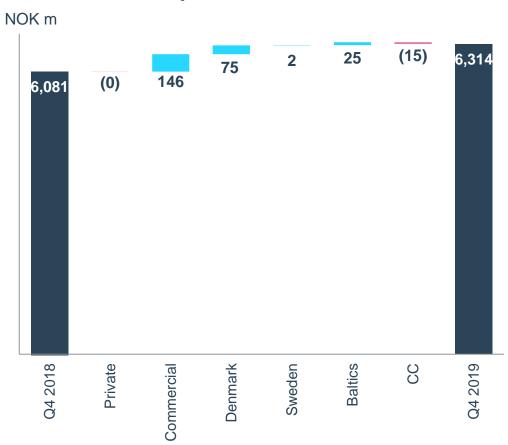
# Strong result in Norway, continued progress outside Norway and solid investment return

NOK m	Q4 2019	Q4 2018	2019	2018
Private	550	811	2 025	1 935
Commercial	428	1 036	1 730	1 548
Denmark	99	125	599	434
Sweden	18	45	76	78
Baltics	19	17	61	68
Corporate Centre/costs related to owner	(90)	(80)	(318)	(379)
Corporate Centre/reinsurance	(105)	(39)	(137)	(79)
Underwriting result	920	1 914	4 036	3 606
Pension	61	56	197	167
Financial result from the investment portfolio	832	(231)	2 306	821
Amortisation and impairment losses of excess value	(63)	(64)	(256)	(265)
Other items	(21)	(15)	1 471	(64)
Profit/(loss) before tax expenses	1 729	1 661	7 754	4 265

### 3.8 per cent premium growth



### **Premium development**



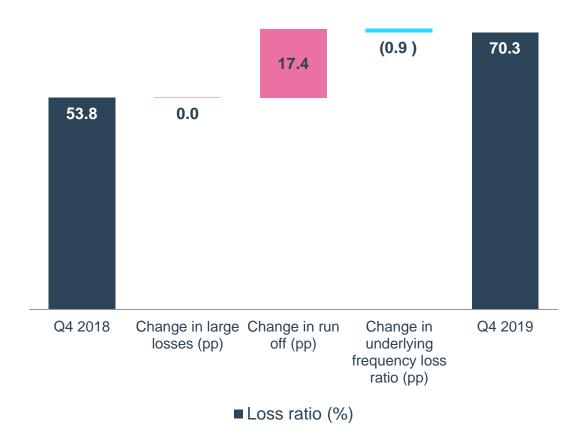
### **Key drivers - premium development**

- Private stable
  - Price driven increase adjusted for accruals
- Commercial +7.5%
  - Price driven
- Denmark +6.1%
  - Positive 1.6% in local currency, volume driven
- Sweden +0.6%
  - Negative 0.8% in local currency, driven by repricing and re-underwriting
- Baltics +9.2%
  - Positive 4.4% in local currency, volume driven





### Loss ratio development



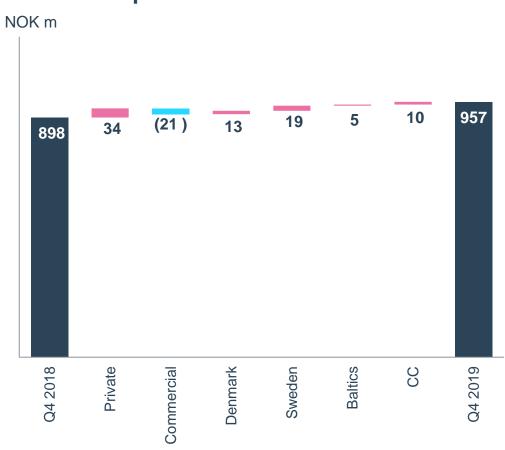
### **Key drivers**

- Improved underlying frequency loss ratio
  - Effective pricing and re-underwriting measures
- Lower run-off gains
  - Extraordinary run-off gain in Q418 NOK 1.1bn or 17.8 pp

# Continued good cost controlcost ratio 15.2 per cent



### **Cost development**



### **Key drivers – cost development**

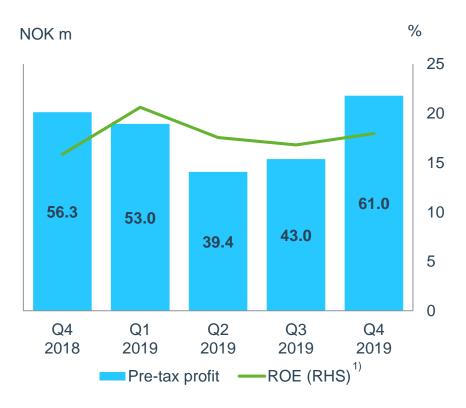
- Strong cost discipline across the Group
- Cost ratio 14.5 per cent excluding Baltics

CC = corporate centre 12

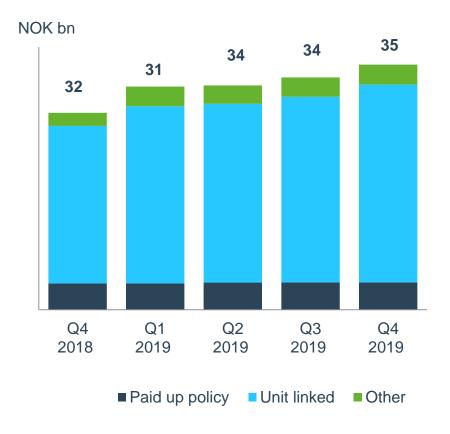
### **Solid profit for Pension operation**



#### **Profit and return**



### **Assets under management**



1) Annualised YTD

13

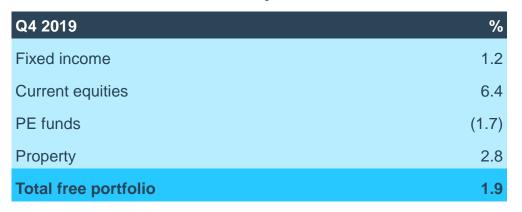
## Investment return of 1.4 per cent, reflecting market conditions



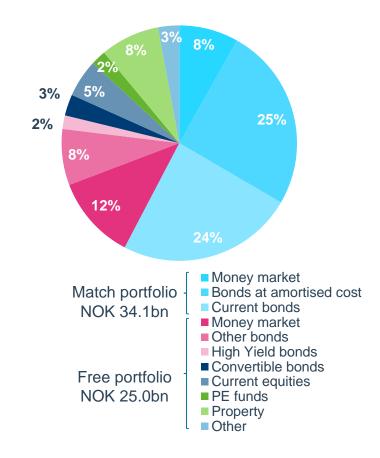
#### **Investment return**



### Investment return, free portfolio

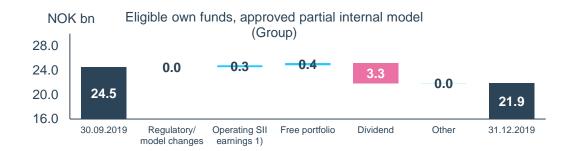


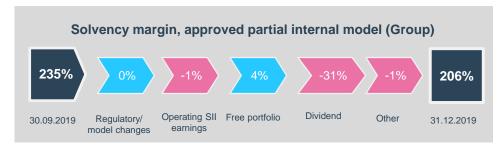
#### Portfolio mix as at 31.12.2019

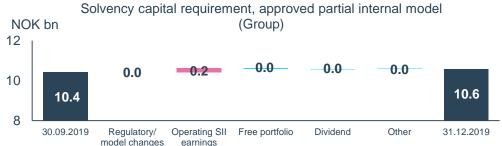


# Strong capital position – continued capital discipline









- Solid capitalisation adjusted for proposed dividend
  - FSA approved partial internal model 206%
  - Own partial internal model 250%
- Capital buffers well within risk appetite

<sup>1)</sup> Operating SII earnings comprise SII underwriting result and SII financial result of the match portfolio after tax





Metric	Status Q4 2019	Target 2022
Customer satisfaction (CSI)	78.0	> 78, Group
Customer retention	90%	> 90%, Norway
	80%	> 85%, outside Norway
Sales effectiveness	+ 8.5%	+ 10%, Group
Automated tariffs	42%	100%, Group
Digital claims reporting	73%	80%, Norway
Claims straight- through processing	15%	64%, Norway
Claims cost	NOK 212 million	Reduce by NOK 500 million, Group
Claims related CO2-intensity	Annual report	Reduce year by year, Group

- Focus on digital customer interactions
- Simplification is key to enhanced efficiency
- Process optimisation and automation necessary to secure sufficient agility

### **Concluding remarks**



- Continued focus on retaining strong and unique postion in Norway
- Aiming for strengthened profitability and growth outside Norway
- Strong capital position and continued capital discipline
- Sustainability at the core of our business

### **Annual financial targets 2019-2022**

Metric	Target
Combined ratio	86-89%1)
Cost ratio	<15%
Solvency margin (PIM)	150-200%
ROE after tax	>20%1),2)
UW result outside Norway	NOK 750m (in 2022) 3)
Dividends	Nominal high and stable (and >80 % over time)









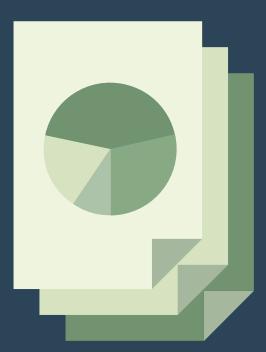


<sup>1)</sup> Assuming annual run-off gains ~NOK 1 billion through 2022. Corresponds to 90-93 per cent given zero run-off gains post 2022.

<sup>&</sup>lt;sup>2)</sup> Corresponds to >16 per cent given zero run-off gains post 2022

<sup>3)</sup> Excluding run-off

## **Appendix**



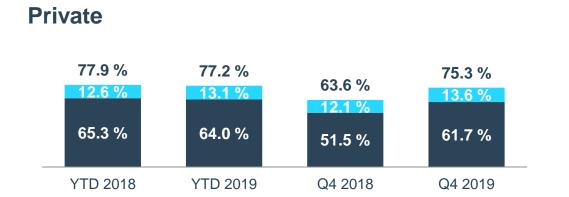


## Roadshows and conferences post Q4 2019 results

Date	Location	Participants	Event	Arranged by
23 January	Oslo	CEO Helge Leiro Baastad CFO Jostein Amdal Head of IR Mitra H. Negård	Roadshow	Arctic
23 January	London	CFO Jostein Amdal Head of IR Mitra H. Negård	Roadshow	Danske
4 February	Copenhagen	CFO Jostein Amdal IRO Kjetil Gill Østvold	Roadshow	ABGSC
25 February	Montreal	CEO Helge Leiro Baastad Head of IR Mitra H. Negård	Roadshow	DNB
26 February	Toronto	CEO Helge Leiro Baastad Head of IR Mitra H. Negård	Roadshow	DNB
27 February	Boston	CEO Helge Leiro Baastad Head of IR Mitra H. Negård	Roadshow	DNB
28 February	New York	CEO Helge Leiro Baastad Head of IR Mitra H. Negård	Roadshow	DNB
17 March	London	CEO Helge Leiro Baastad Head of IR Mitra H. Negård	Conference	Morgan Stanley

### General insurance – cost ratio and loss ratio per segment





■ Loss ratio ■ Cost ratio

### Commercial



## General insurance – cost ratio and loss ratio per segment (cont'd)









#### **Baltics**



## Effect of discounting of claims provisions



### Assuming Solvency II regime

### Effect of discounting on CR – Q4 2019



### **Assumptions**

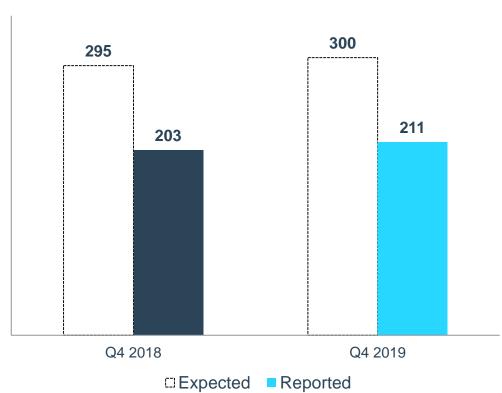
- Only claims provisions are discounted (i.e. premium provisions are undiscounted)
- Swap rates in Norway, Sweden and Denmark
- Euroswap rates in the Baltic countries

## Large losses 3.3 percentage pointslower than expected



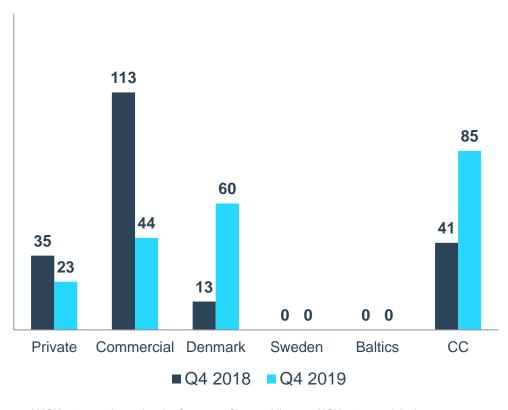
### Large losses – reported vs expected

NOK m



### Large losses per segment

NOK m



CC = corporate centre. Large losses: Losses > NOK 10m. Weather related large losses are included. Large losses in excess of NOK 30m are charged to the Corporate Centre while up to NOK 30m per claim is charged to the segment in which the large loss occurred. The Baltics segment has, as a main rule, a retention level of EUR 0.5m. The Sweden segment has a retention level of NOK 10m.

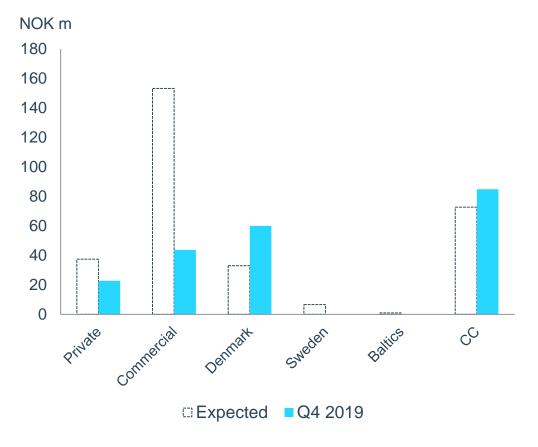




### ~ NOK 1.2bn in large losses expected annually



### Large losses per segment – actual vs expected

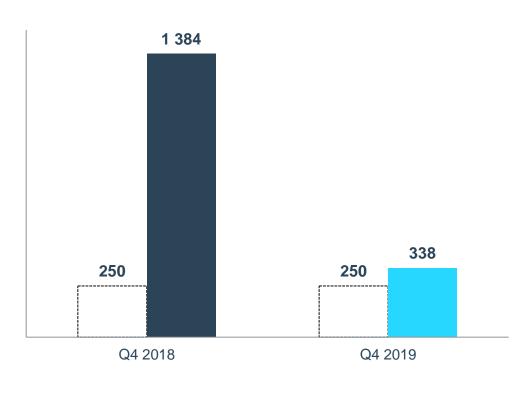


# Run-off gains 5.4 percentage points - higher than expected



#### Run-off net

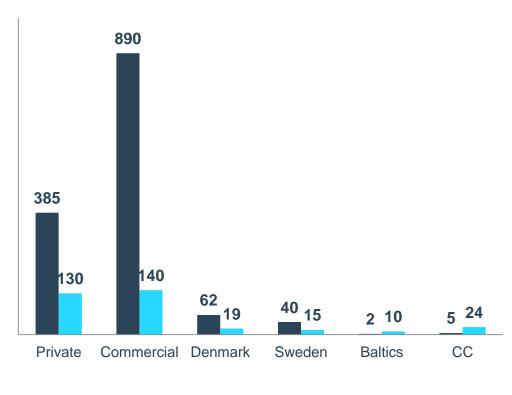
NOK m



□ Expected ■ Reported

### Run-off net per segment

NOK m

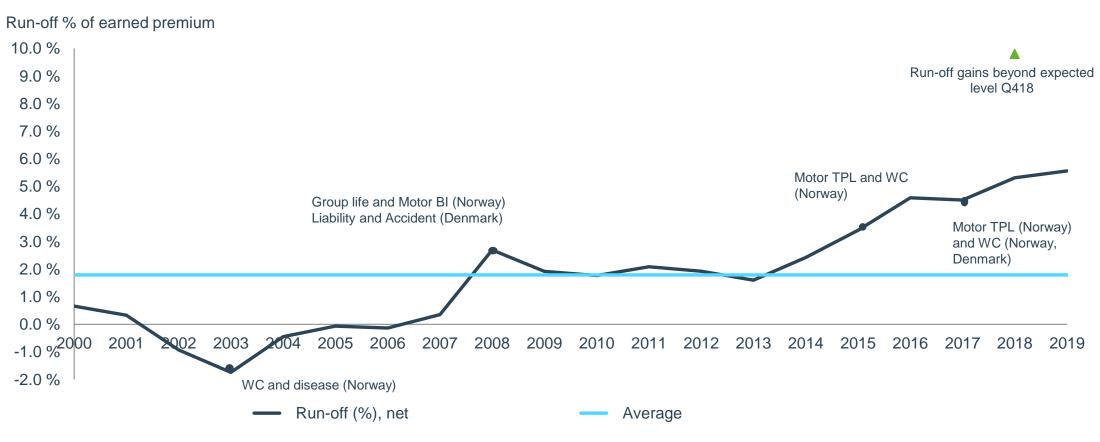


■ Q4 2018 ■ Q4 2019

### **Run-off development**

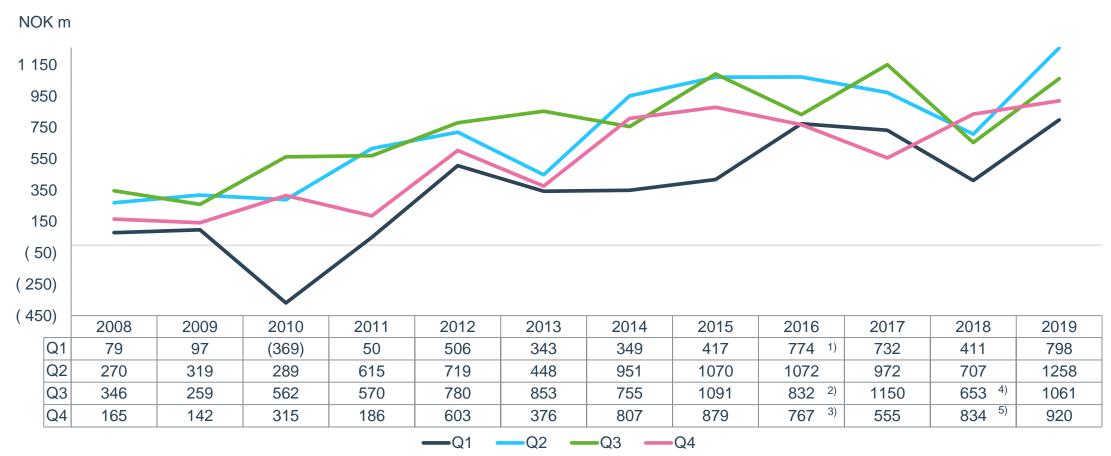


### Expected average annual run-off gains of ~4 pp (~NOK 1bn) through 2022



# **Quarterly underwriting results Seasonality in Nordic general insurance**





<sup>1)</sup> Reported UW result for Q1 2016 was NOK 1,251m. Adjusted for a non-recurring income of NOK 477m related to the pension plans, the UW result was NOK 774m.

<sup>&</sup>lt;sup>2)</sup> Reported UW result for Q3 2016 was NOK 712m. Adjusted for a non-recurring NOK 120m restructuring cost the UW result was NOK 832m.

<sup>&</sup>lt;sup>3)</sup> Reported UW result for Q4 2016 was NOK 700m. Adjusted for a non-recurring NOK 44m increase in provision for restructuring cost and NOK 23m provision for increased pay-roll tac the UW result was NOK 767m

<sup>4)</sup> Reported UW result for Q3 2018 was NOK 573m. Adjusted for a non-recurring NOK 80m restructuring cost the UW result was NOK 653m.

<sup>5)</sup> Reported UW result for Q4 2018 was NOK 1,914m. Adjusted for the extra run-off gains of NOK 1.1bn the UW result was NOK 834m.

## Investment strategy supporting high and stable nominal dividends



### Match portfolio

- Duration and currency matching versus technical provisions (undiscounted)
- Credit element for increased returns
- Some inflation hedging

### Free portfolio

- Compounding and focused on absolute returns
- Dynamic risk management
- Tactical allocation
- Active management fixed income and equities
- Normal risk premiums basis for asset allocation and use of capital

### **Key characteristics**

- Limited risk appetite
- Currency hedging vs NOK ~ 100%
  - Limit +/- 10% per currency
- Marked-to-market recognition
  - Except bonds at amortised cost
- Stable performance



## Investment portfolio



### - asset classes and relevant benchmarks

Asset class	Investments, key elements <sup>1)</sup>	Benchmark
Match portfolio		
Money market	Norwegian money market	ST1X index
Bonds at amortised cost	Government and corporate bonds	Yield provided in quarterly reports
Current bonds	Mortgage, sovereign and corporate bonds, investment grade bond funds and loan funds containing secured debt	IBOX COR 1-3 yrs QW5C index
Free portfolio		
Money market	Norwegian money market	ST1X index
Other bonds	IG bonds in internationally diversified funds externally managed and current bonds	Global Agg Corp LGCPTRUH index
High Yield bonds	Internationally diversified funds externally managed	BOAML global HY HWIC index
Convertible bonds	Internationally diversified funds externally managed	BOAML global 300 conv VG00 index / Exogen factors
Current equities	Mainly internationally and domestic diversified funds externally managed	MSCIAC NDUEACWF index
PE funds	Oil/ oil-service/ general (Norwegian and Nordic funds)	OSEBX index / oil price
Property	50% of Oslo Areal	IPD index Norway / Exogen factors
Other	Miscellaneous	

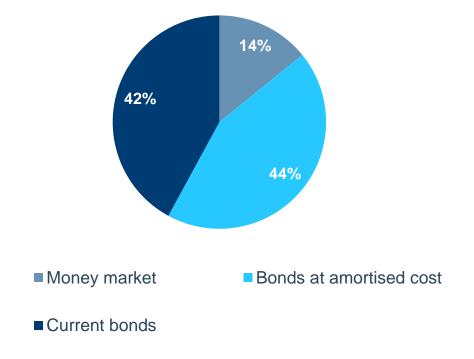
<sup>1)</sup> See quarterly report for a more detailed description

## Asset allocation As at 31.12.2019



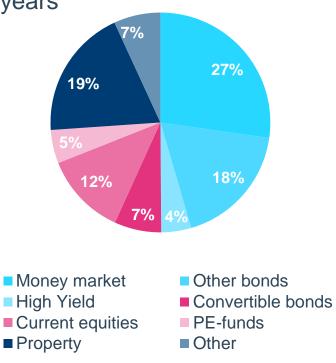
### Match portfolio

- Carrying amount: NOK 34.1bn
- Average duration: 3.5 years



### Free portfolio

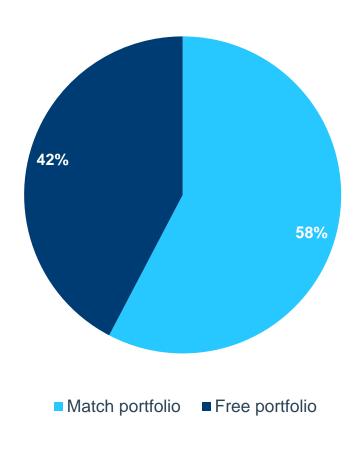
- Carrying amount: NOK 25.0bn
- Average duration fixed-income instruments:
   3.4 years



## **Contribution from the match portfolio**



#### Asset allocation as at 31.12.2019



### **Quarterly investment returns**

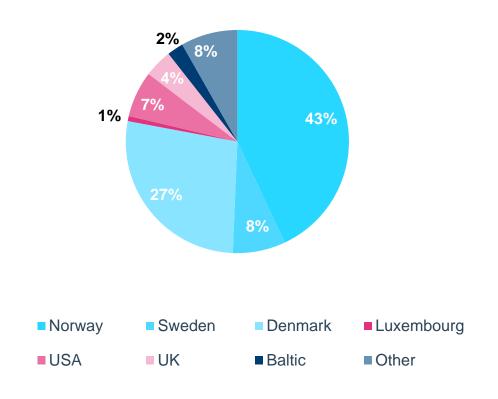


<sup>&</sup>lt;sup>1)</sup> Prior to 2014 former associated companies were not included in the Free portfolio.

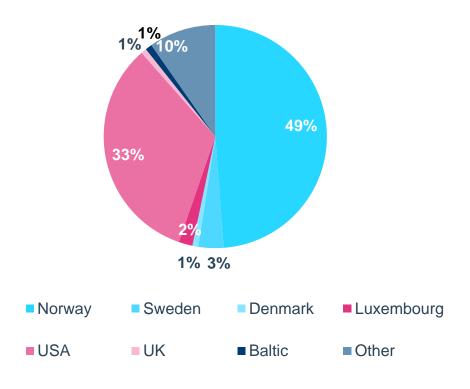
### Balanced geographical exposure



### Match portfolio



### Free portfolio, fixed-income instruments



### **Credit and counterparty risk**



### **Credit exposure**

- The portfolio consists mainly of securities in rated companies with high creditworthiness (Investment grade)
- Issuers with no official rating are mainly Norwegian savings banks, municipalities, credit institutions and power producers and distributors

### **Total fixed income portfolio**

			Free	
Split - Rating	Match portfolio		portfolio	
	NOK bn	%	NOK bn	%
AAA	10.9	31.9	1.4	9.6
AA	3.6	10.5	3.4	24.1
Α	5.5	16.2	3.0	21.2
BBB	3.9	11.5	1.5	10.5
BB	0.6	1.7	0.8	5.5
В	1.5	4.5	0.5	3.8
CCC or lower	0.1	0.2	0.1	0.6
Internal rating <sup>1)</sup>	5.4	15.7	2.3	16.0
Unrated	2.7	7.8	1.2	8.6
Fixed income portfolio	34.1	100.0	14.2	100.0

Split - Counterparty	Match portfolio NOK bn		Free portfolio NOK bn	%
Public sector	5.0	14.6	5.2	36.5
Bank/financial institutions	16.5	48.5	5.5	38.6
Corporates	12.6	36.9	3.5	25.0
Total	34.1	100.0	14.2	100.0



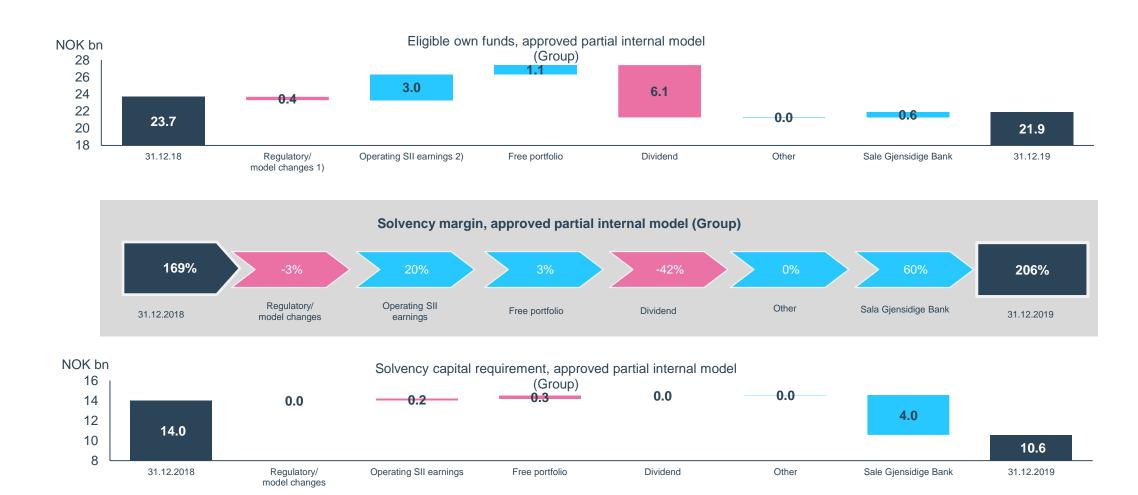


(NOK bn)	Approved partial internal model (Group)	Approved partial internal model (general insurance)	Own partial internal model (Group)	Own partial internal model (general insurance)	Gjensidige Pensjons- forsikring
Capital available	21.9	19.4	21.9	19.5	2.7
Capital requirement	10.6	9.4	8.8	7.5	1.9
Solvency margin	206%	207%	250%	260%	140%

Figures as at 31.12.2019. The legal perspective is the regulatory approved version of the partial internal model. Solvency margins reflect best estimate reserves.

## Capital generation year to date





<sup>1)</sup> Principle change in calculation of risk margin after tax

<sup>2)</sup> Operating SII earnings comprise SII underwriting result and SII financial result of the match portfolio after tax





### Bridging the gap between IFRS equity and Solvency II capital



# **Solvency II capital requirements**

•	-	
NOK bn	Approved partial internal model (Group)	Own partial internal model (Group)
Eligible own funds	21.9	21.9
Capital charge for non-life and health uw risk	7.6	6.4
Capital charge for life uw risk	1.9	1.9
Capital charge for market risk	7.9	6.6
Capital charge for counterparty risk	0.5	0.5
Diversification	(5.0)	(5.0)
Basic SCR	12.8	10.4
Operational risk	0.8	0.8

(3.0)

10.6

11.2

206%

Adjustments (loss-absorbing capacity of

**Total solvency capital requirement** 

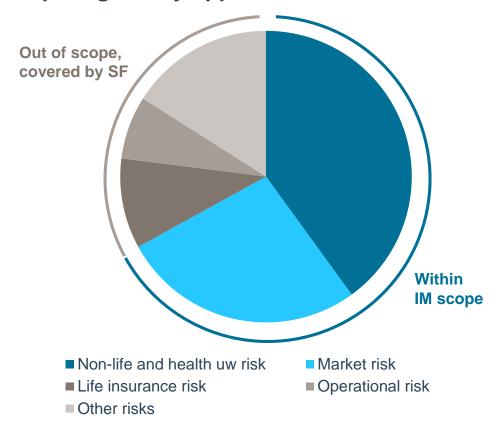
deferred tax)

Solvency ratio

Surplus



## **Scope regulatory approved PIM**



Figures as at 31.12.2019.

(2.5)

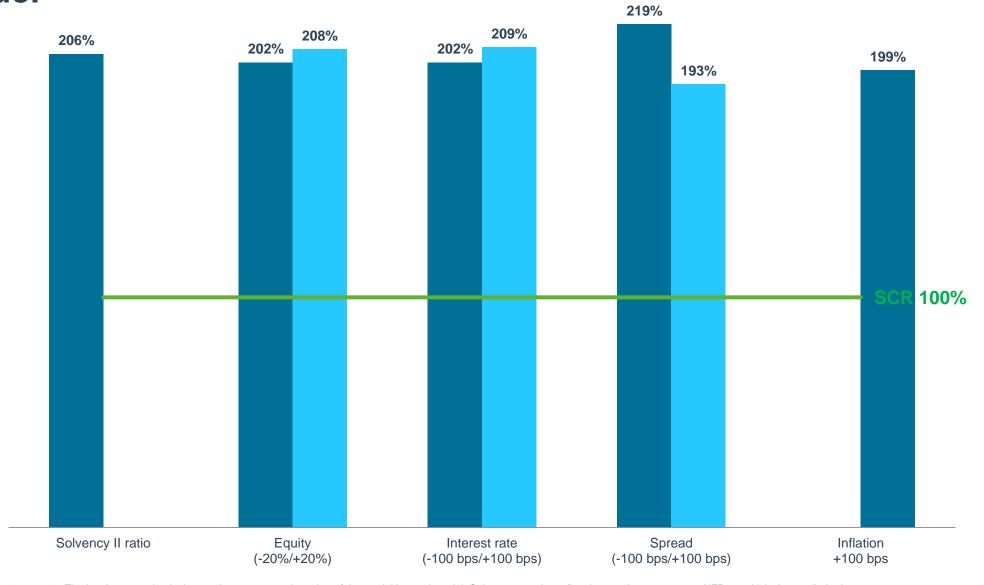
8.8

13.1

250%

# Solvency II sensitivities for the approved partial internal model





# **Subordinated debt capacity**



### **Principles for capacity**

	Intermediate	Equity Content	Constraint			
S&P	25% of TAC		For the general insurance group, both Solvency II Tier 1 and Tier 2 instruments are classified as Intermediate Equity Content. Capital must be regulatory eligible in order to be included.			
	T1	T2	Constraint			
SII	Max 20% of Tier 1 capital	Max 50% of SCR less other T2 capital items	Must be satisfied at group and solo level			

## **Capacity and utilisation**

- Tier 1 remaining capacity is NOK 2.5-3.1bn
  - Utilised Tier 1 debt capacity: NOK 1.0bn
- Tier 2 capacity is fully utilised for the insurance group
  - Utilised sub debt: NOK 1.5bn<sup>1)</sup>
  - Utilised natural perils fund and guarantee scheme: NOK 3.4bn



# Reduced Solvency II regulatory uncertainty

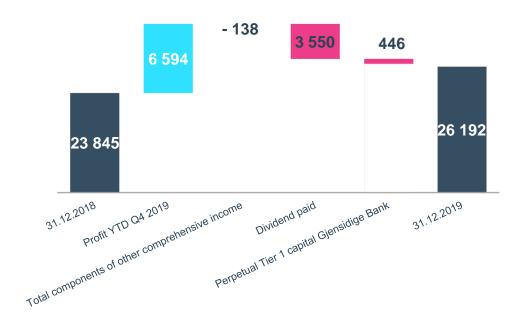
Element	Solvency surplus effect (NOK bn)	Comment
Guarantee scheme provision	~ (0.1) – 0.5	Increase in provision suggested, no news regarding treatment in Solvency II

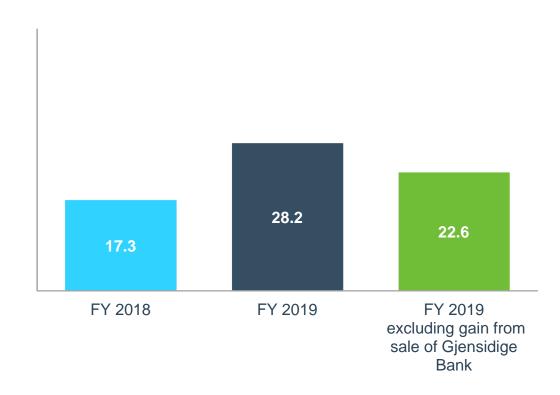
# Annualised return on equity 22.6 per cent excluding gain from sale of Gjensidige Bank



**Equity (NOK m)** 

Annualised return on equity (%)

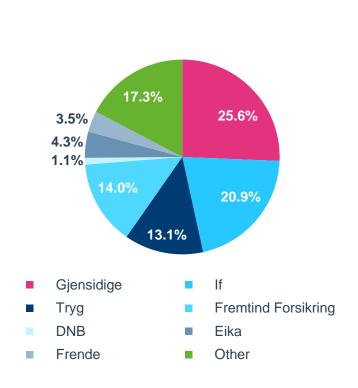




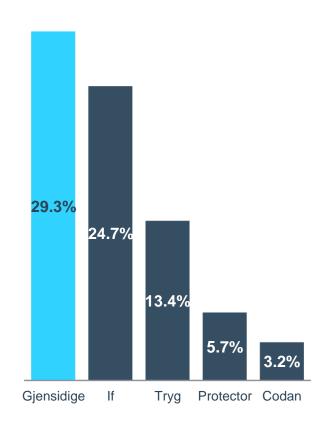
# **Market leader in Norway**



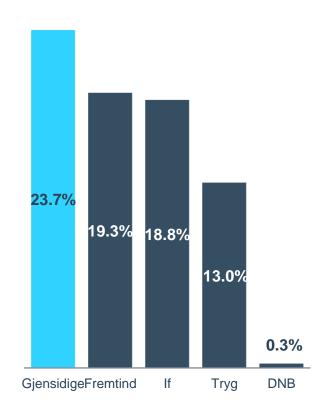
**Market share – Total market** 



**Market share – Commercial** 



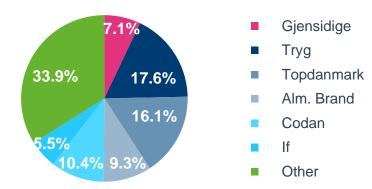
Market share - Private



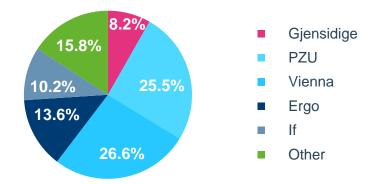
# **Growth opportunities outside Norway**



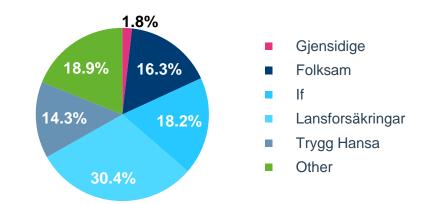
#### Market shares Denmark



#### Market shares Baltics



#### Market shares Sweden



## **Ownership**



### 10 largest shareholders<sup>1)</sup>

No	Shareholder	Stake (%)
1	Gjensidigestiftelsen	62.2
2	Folketrygdfondet	4.0
3	Deutsche Bank	3.7
4	Caisse de Depot et Placement du Quebec	3.0
5	BlackRock Inc	2.6
6	Nordea	1.5
7	Societe Generale	1.1
8	ORIX Corporation	1.1
9	State Street Corporation	1.0
10	The Vanguard Group, Inc	1.0
	Total 10 largest	81.2

## Geographical distribution of shares<sup>2)</sup>



#### Gjensidige Foundation ownership policy:

- Long term target holding: >60%
- Can accept reduced ownership ratio in case of acquisitions and capital issues when in accordance with Gjensidige's overall strategy

<sup>1)</sup> Shareholder list based on analysis performed by Orient Capital Ltd of the register of shareholders in the Norwegian Central Securities Depository (VPS) as per 31 December 2019. This analysis provides a survey of the shareholders who are behind the nominee accounts. There is no guarantee that the list is complete. 2) Distribution of shares excluding share held by the Gjensidige Foundation (Gjensidigestiftelsen).

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# **Notes**



# **Notes**



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