



# **Core is King**

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# GJENSIDIGE

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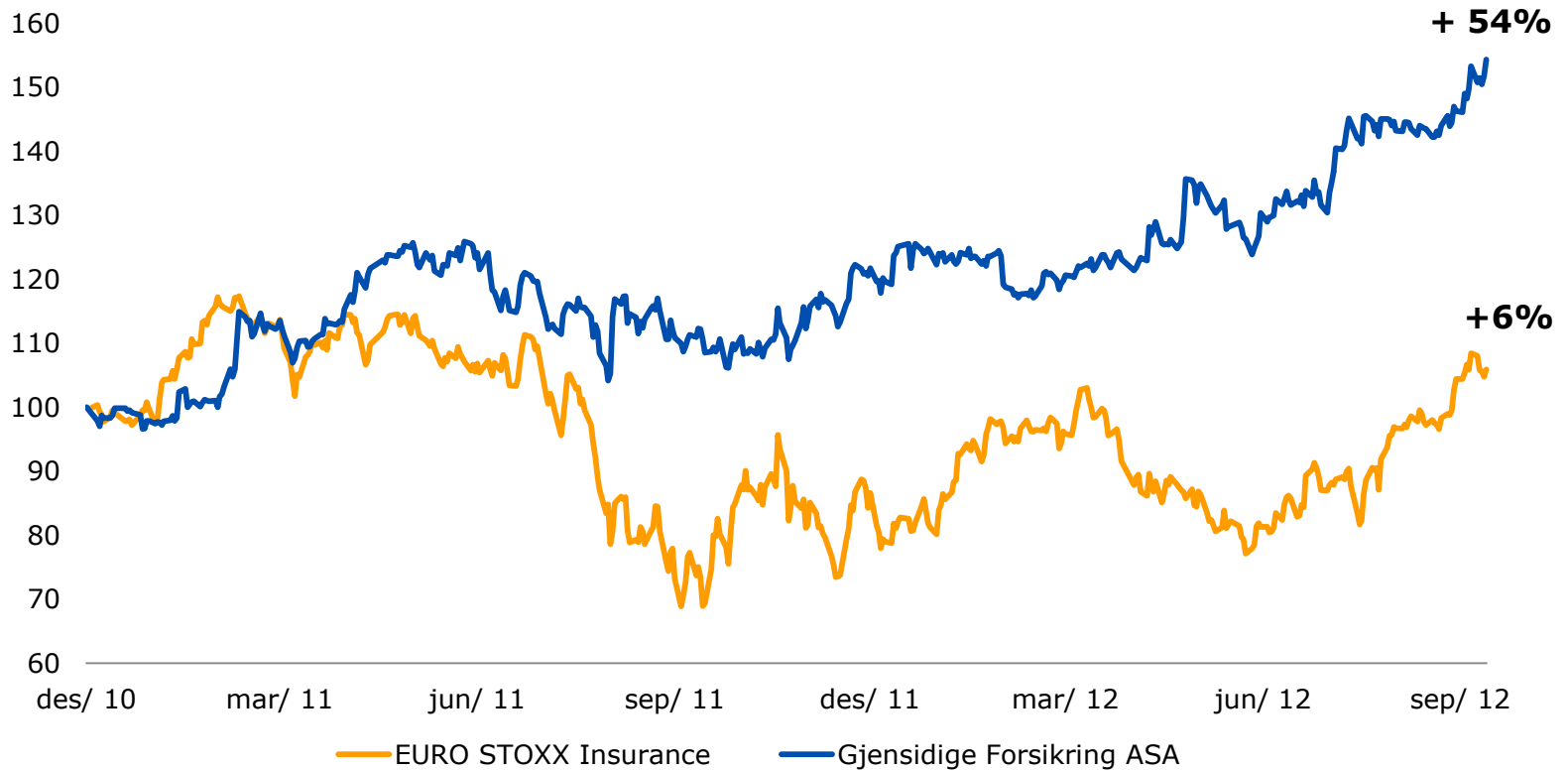
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### Total return since IPO



Source: Bloomberg per 21 September 2012



- Strong macro environment
- Consolidated market
- Pricing discipline
- Efficient distribution
  
- No direct DB exposure
- Conservative investment portfolio
- Strong capitalisation





**Strong brand**



**Loyal customers**



**Unique customer dividend model**

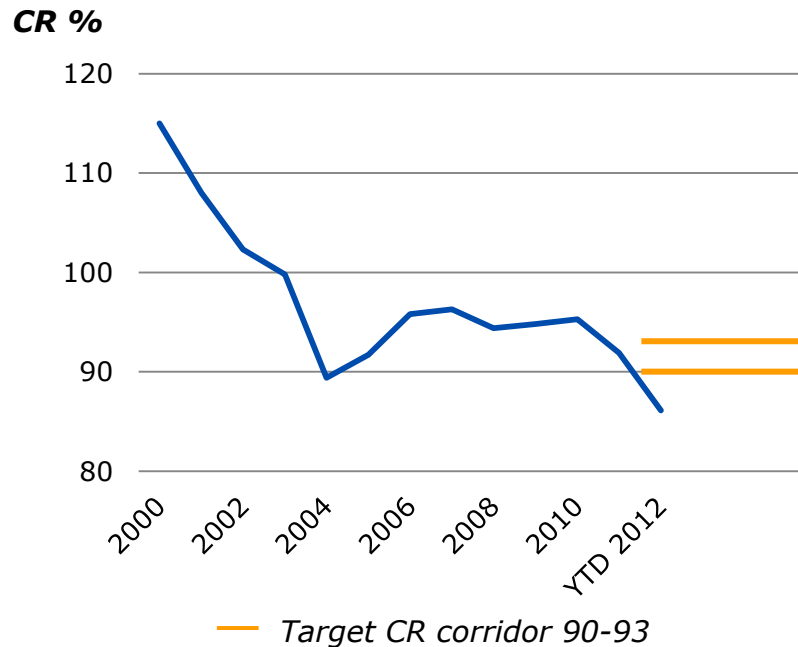


**Advanced technology**

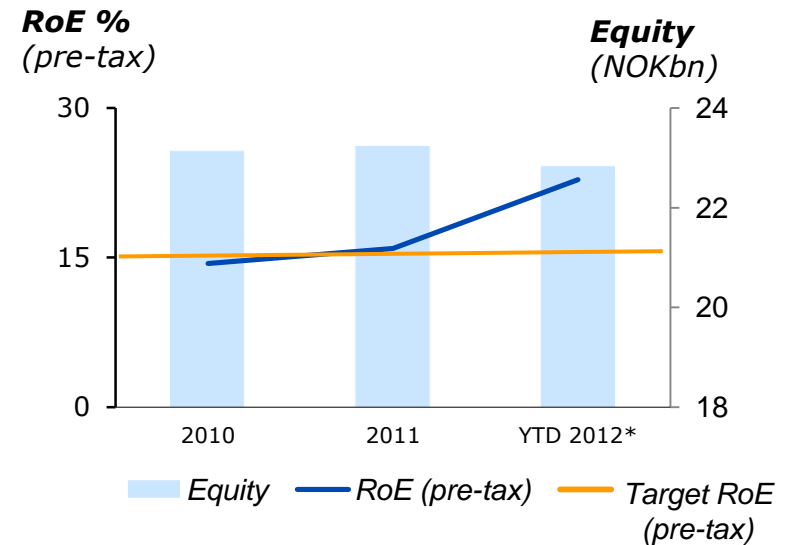




### Underwriting discipline



### Sound RoE - attractive dividend



	2010	2011
<b>Dividend (NOKm)</b>	2,350	2,275
<b>Payout ratio</b>	80%	83%

\* Annualised



<b>NOKm</b>	<b>YTD 2012</b>	<b>YTD 2011</b>	<b>2011</b>	<b>2010</b>
<b>Earned premiums, total</b>	<b>9,119</b>	<b>8,879</b>	<b>18,081</b>	<b>17,399</b>
<b>Loss ratio, general insurance</b>	70.5	75.4	75.5	78.9
<b>Cost ratio, general insurance</b>	15.6	16.9	16.4	16.5
<b>UW result, general insurance</b>	<b>1,225</b>	<b>665</b>	<b>1,421</b>	<b>796</b>
<b>PTP Retail Bank/Pension &amp; Savings</b>	<b>67</b>	<b>47</b>	<b>82</b>	<b>5</b>
<b>Net income from investment</b>	<b>1,424</b>	<b>1,443</b>	<b>2,376</b>	<b>2,748</b>
<b>Profit/(loss) before tax</b>	<b>2,645</b>	<b>2,060</b>	<b>3,647</b>	<b>3,254</b>



Combined ratio	90-93 %
Cost ratio	15 % by 2015
Pre-tax RoE	>15 %
Capitalisation	Maintain S&P A-rating
Attractive dividend policy	50-80 % payout ratio



### ***Positioning strategy:***

*Become the most customer-oriented player in the Nordic general insurance industry.*





**4 keys to success**



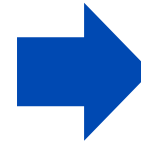
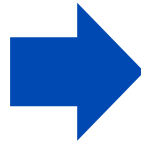
## 1. Customer orientation – from drawing table to 24/7 services



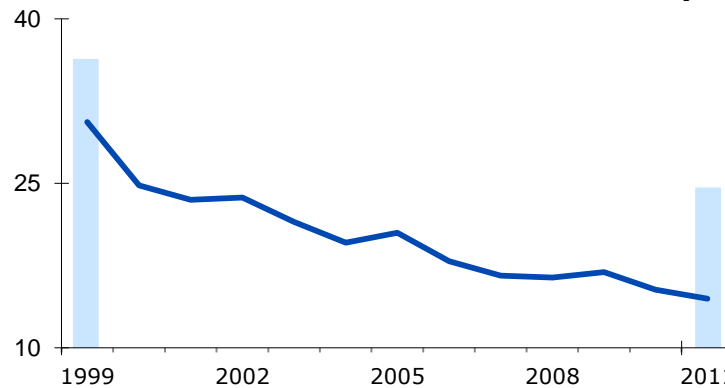
- Analytical CRM
- Simplification of products and services
- Standardisation of work processes
- Self-service solutions



## 2. Efficient distribution - customer chooses how and when



**Cost ratio % \***



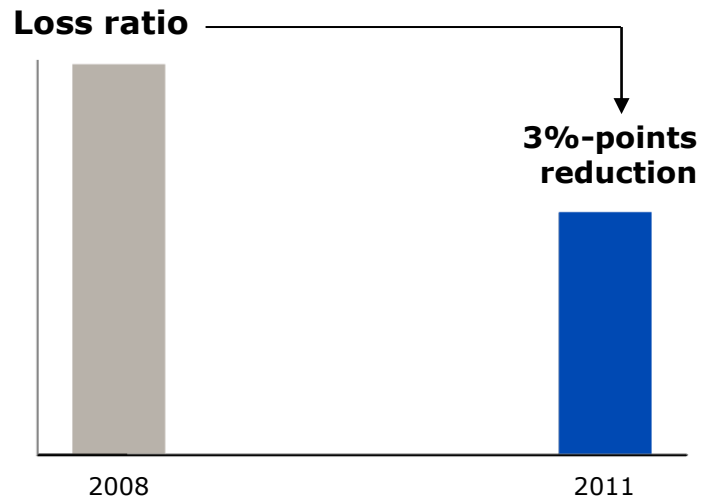
**Employees\***

— Employees — Cost ratio

\* Norwegian general insurance



### First proof of better risk selection \*



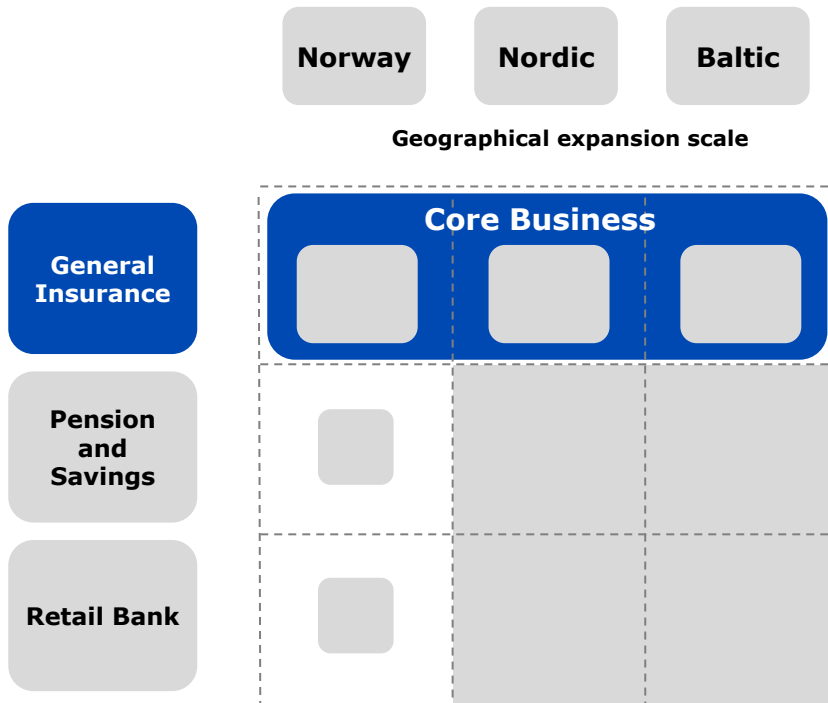
### Further potential

Segment	Premiums** (NOKbn)	Status tariffs
Private	8.1	Implemented
Commercial	5.4	In progress
Nordic /Baltics	4.0	To be implemented

\*Private motor Norway \*\* Earned premiums 2011



## 4. Profitable growth - based on proven business model



### Disciplined geographic expansion in general insurance through M&A

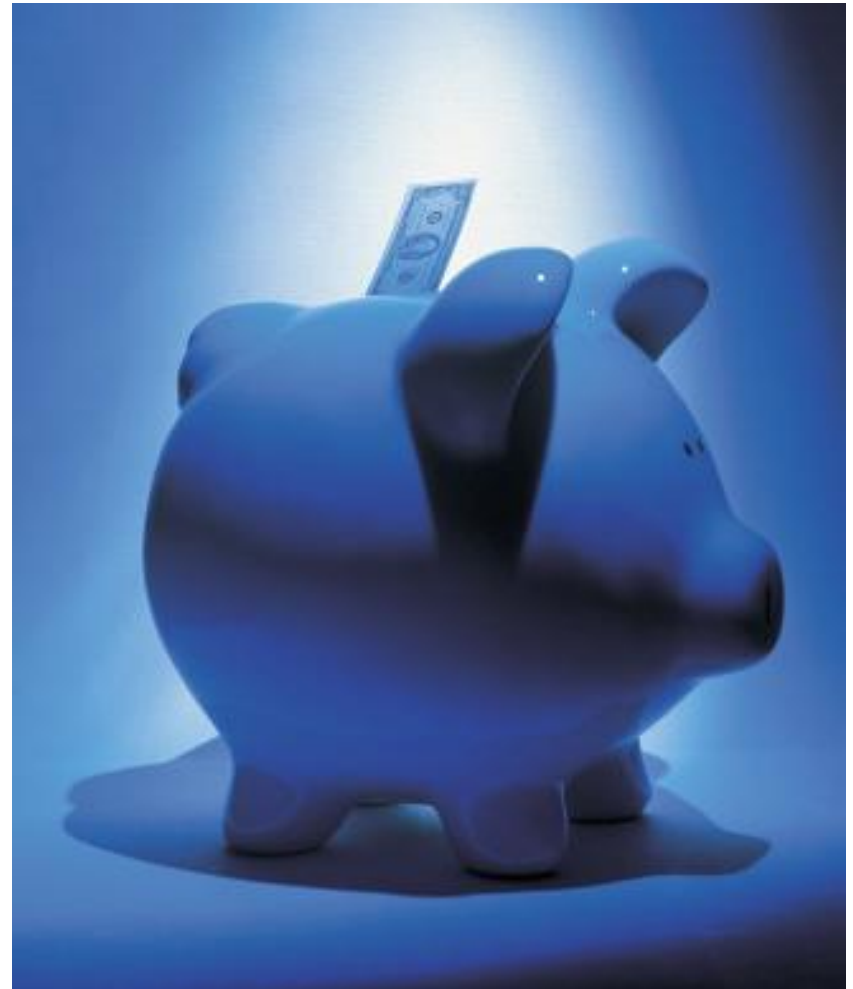
- Support group RoE target within 3 years
- Meet combined ratio target within 2-3 years

### Pension and Savings and Retail Bank to secure customer loyalty in Norway

- Support RoE target



- Robust and proven business model
- Stable cash generation
- Attractive dividend policy
- Financial flexibility
- Platform for profitable growth





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