



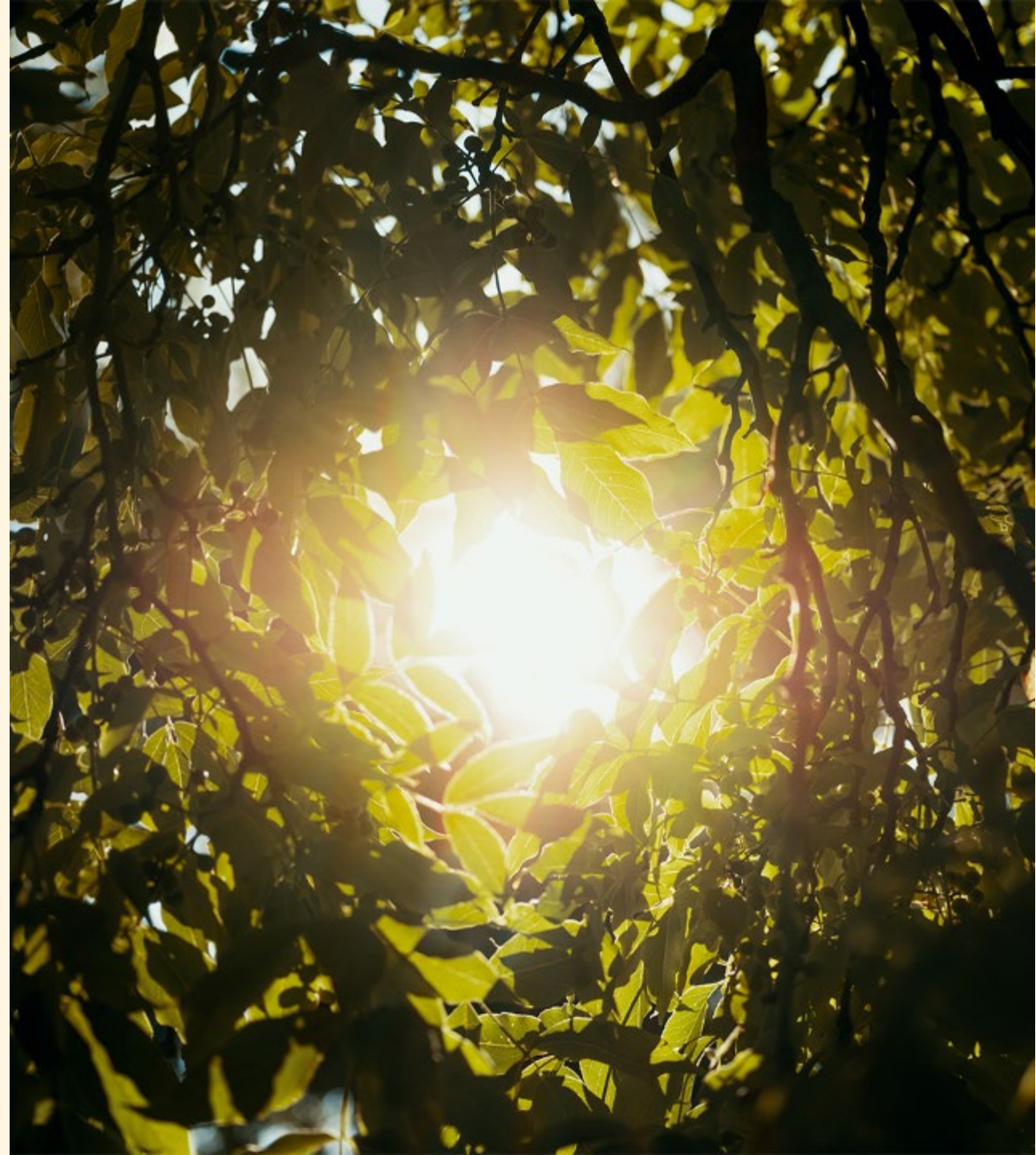
Denmark

Fit for future

Mats C. Gottschalk
EVP Denmark

Fit for future

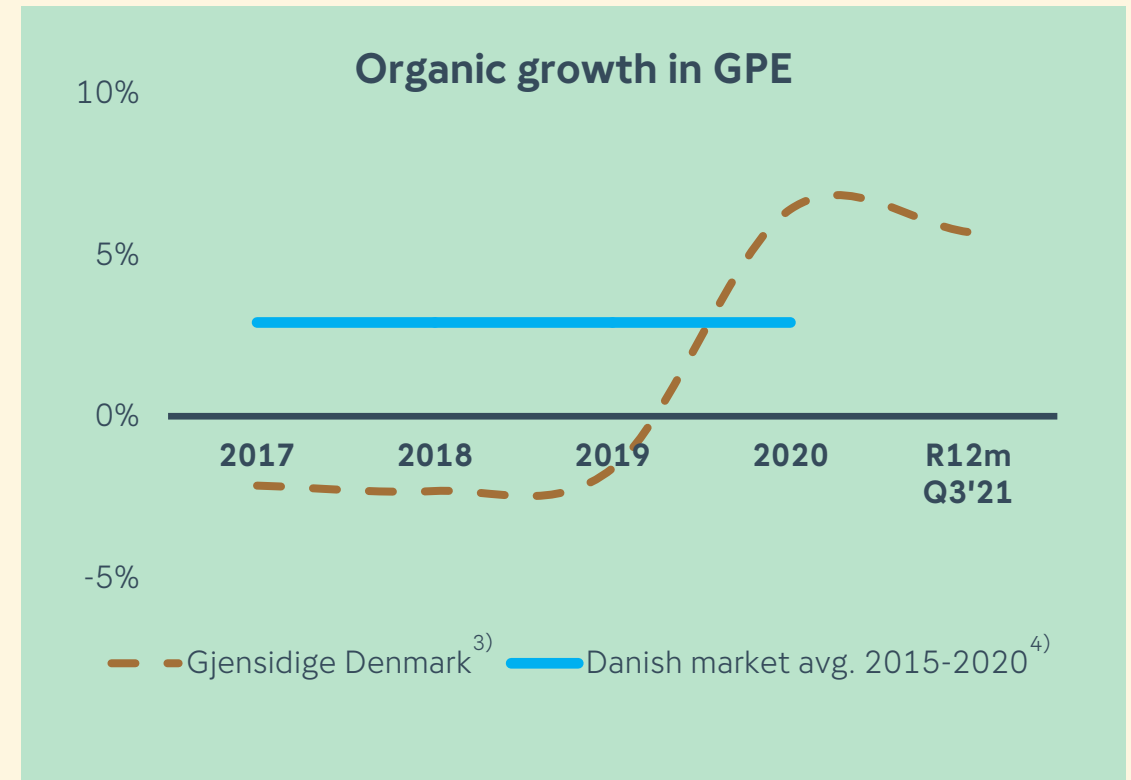
- **Continue journey of profitable growth** in core and specialty segments
- **Stronger technical and analytical platform** to enhance operating efficiency and pricing capabilities
- **Increase brand awareness** and proactive customer care to establish higher trust and loyalty





**Well positioned to
continue profitable
growth**

We have built a strong and scalable franchise in Denmark



¹⁾ From 2017 to 2021 we have updated old terms and conditions to new and improved standards on various products

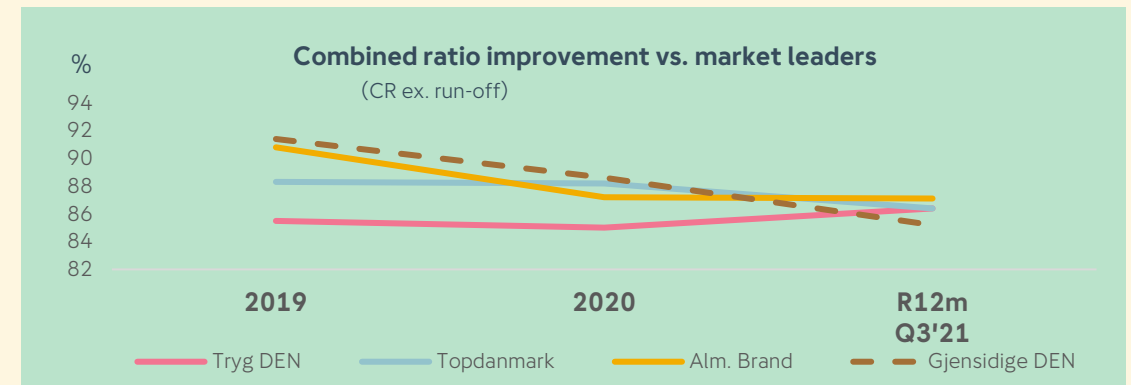
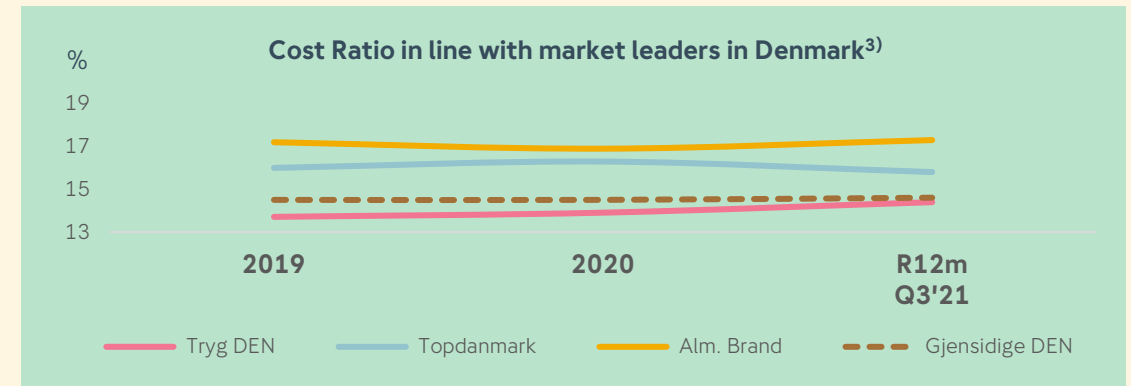
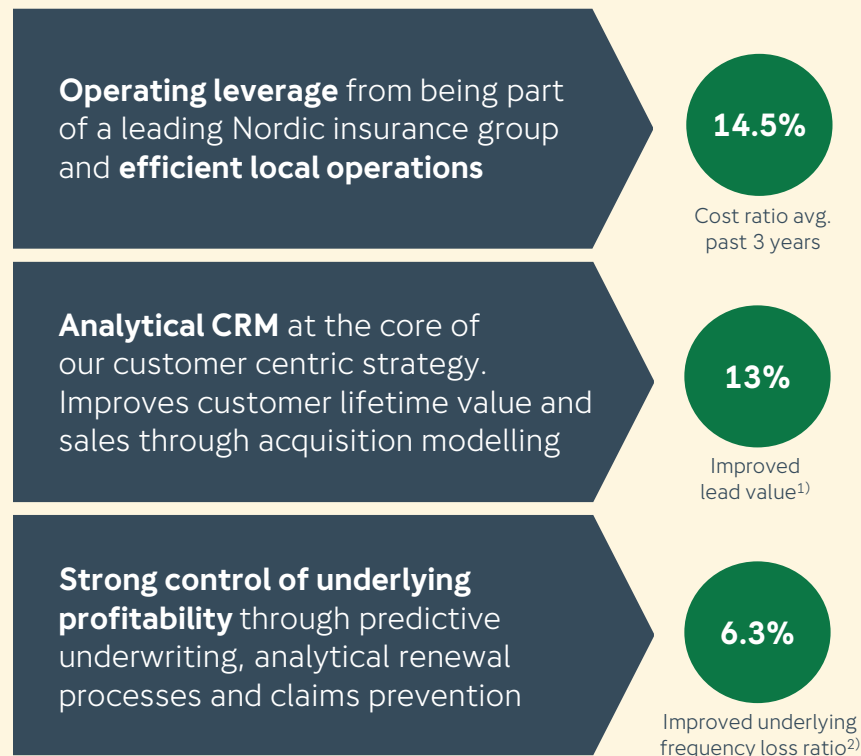
²⁾ Unaided brand awareness increased from avg. 18% in 2019 to 25% in September 2021

³⁾ Growth rates measured in GPE. Gjenlidsige Denmark adjusted for the acquisition of Mølholm Forsikring (2017/2018)

⁴⁾ Market growth according to most recent official statistics www.forsikringogpension.dk/statistik/markedsandele-for-skadesforsikring/

Strong performance relative to large competitors

Strong underlying profitability and efficient operations are key capabilities for growth

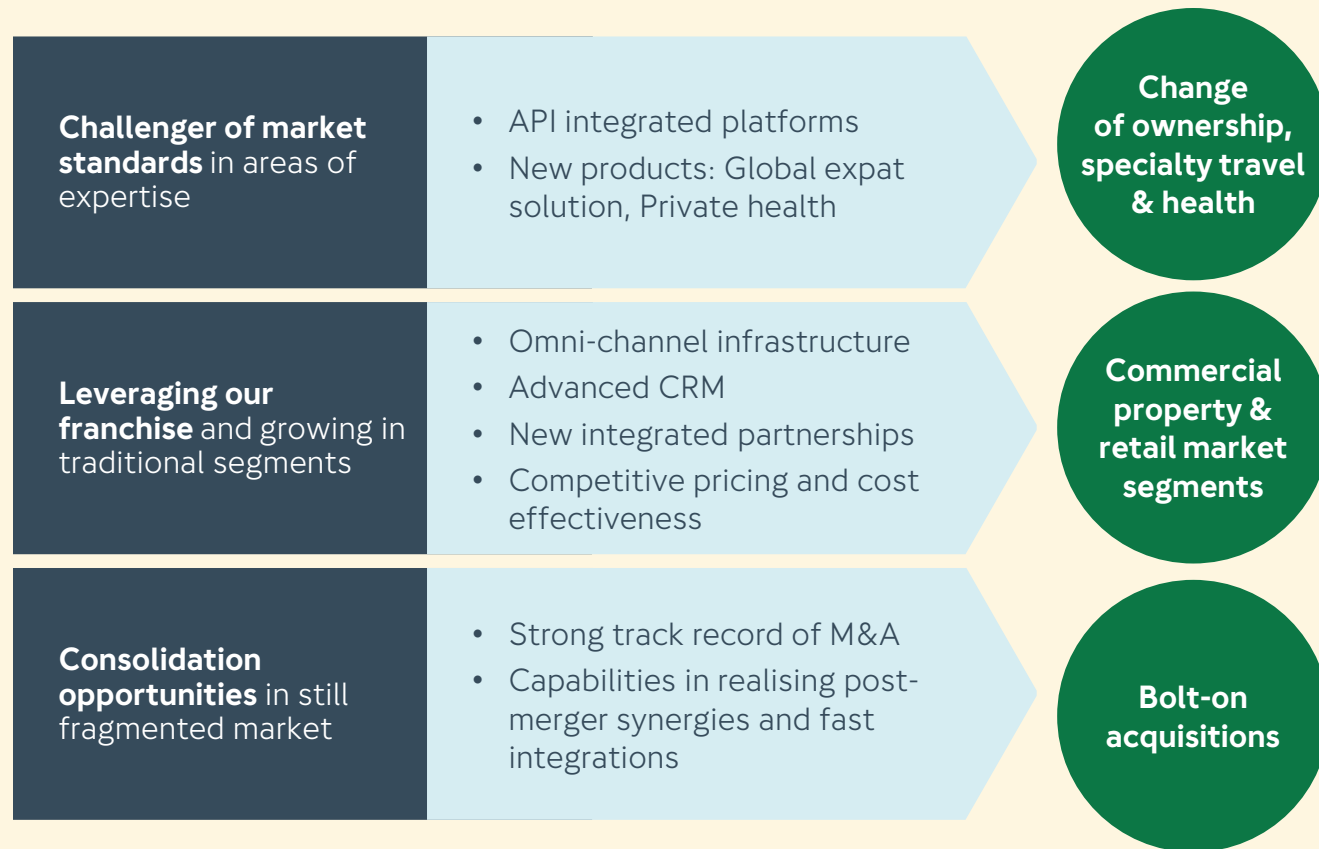


¹⁾ Avg. lead value is in direct sales in retail markets. Measured from Q1 2020 – Q1 2021

²⁾ Underlying frequency loss ratio for Gjensidige Denmark YTD Q3 2019 76,0 vs YTD Q3 2021 69,7

³⁾ Gjensidige Denmark's cost ratio is measured on NPE as reported in official financial reports Tryg DEN, Topdanmark and Alm. Brand's cost ratios is measured on GPE as reported in official financial reports

Well positioned to deliver above-market profitable growth



High customer and industry satisfaction reflected in awards¹⁾



New strategic partners and an acquisition in 2021 for further growth²⁾



¹⁾ Danish AutoAwards 2019 and nominated I 2021 (pending results), Public Sector elite supplier acknowledgment by Mercell 2020 and Best Travel Insurance in Denmark 2020

²⁾ New partners in mobility, bank assurance and real estate brokers




**Create differentiating
customer experiences**

Challenging market standards in our areas of expertise


Example: Change of ownership & health

Change of ownership


Fully IT-integrated into partners' core systems




Scale
Access to +40% of real estate transactions in Denmark



Integrations
High convenience for both partners and customers



Automation
Highly automated processes with rule-based UW and digital acceptance flows



Unique product
Unique digital technical report including pictures and descriptions

= Scalable retail franchise

Health

Recently we have provided customers with:



"Time to talk"
free psychological hotline for big and small corona worries



"Health compass"
customers get access to a personal health counselor



"Online doctor"
free online medical advice

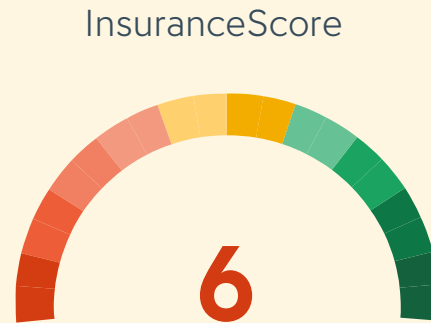
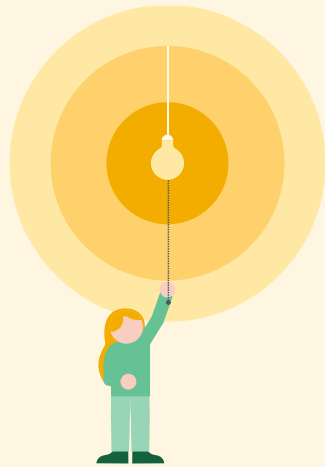


Modular based product
tailored to both private and commercial customers

= Good. Better. Sustainable.

Analytics and CRM at the core of our customer centric strategy

Example: "InsuranceScore" – Denmark's first digital insurance check



We are problem solvers

- Number 1 customer pain:
Do my insurances and coverages suit my current needs?
- Our number 1 priority:
Solving the problems of our customers

Personalised CX

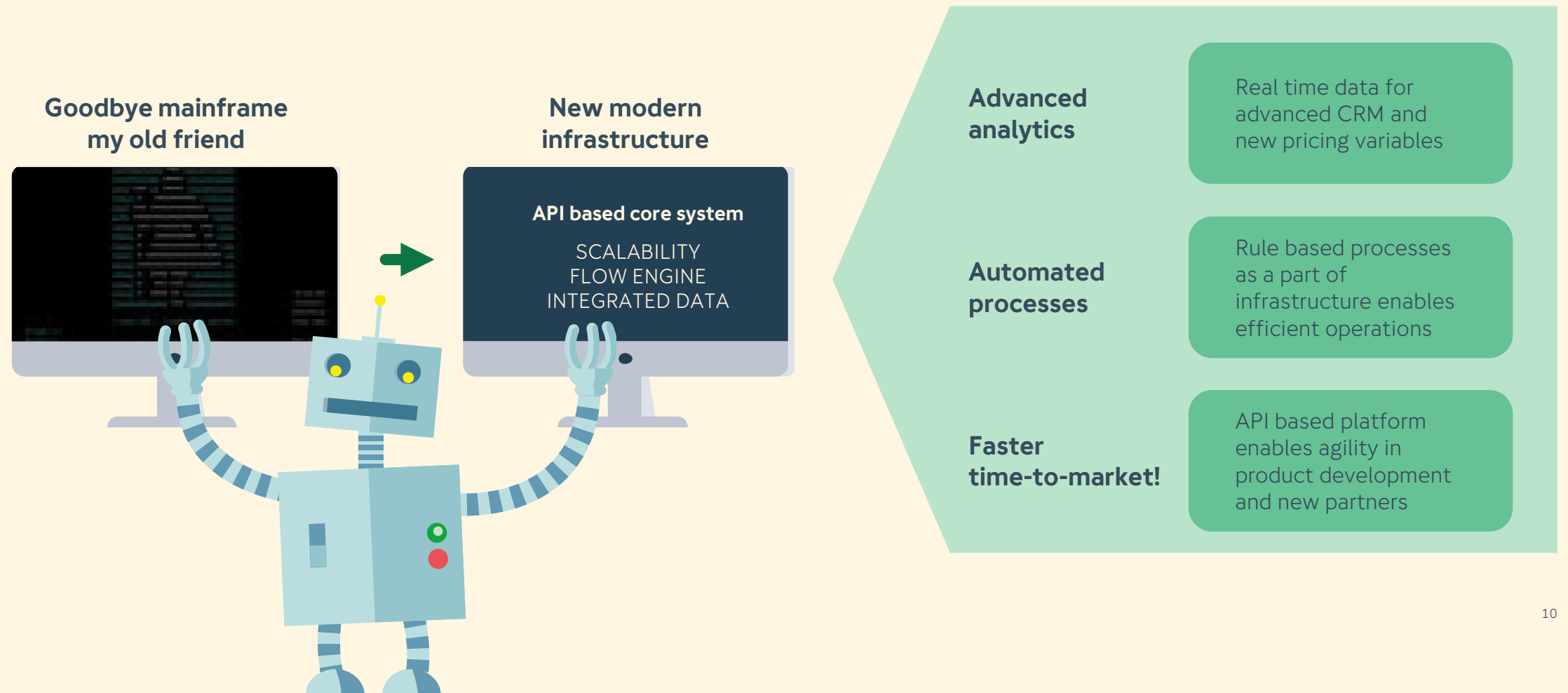
- **"InsuranceScore"** – Denmark's first digital and 100% personalised insurance check
- Based on 100+ variables from our legacy system
- Customers presented with a number (1-19) and personal recommendations

Strongly churn reducing

- "InsuranceScore" participants rate us **9/10** points in customer satisfaction surveys
- Customers **4x less likely to churn** compared to control group

Retail insurance is a technology game and we are at the forefront

Denmark as a technology pioneer within Gjensidige with new core system





Key priorities to be fit for the future

- Continue growth of **profitable franchise** in core and specialty segments
- **Technology investments** will deliver new generation of tariffs and products
- Build a **trusted brand** and evolve towards becoming a customer problem solver



Gjensidige