



Sweden

An aspiring challenger

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EVP Sweden and the Baltics

An aspiring challenger

- Strengthen our brand and market position, supported by a **digital first approach**
- **Boost growth through partnerships and bolt-on M&A** opportunities
- Improve operations with **digitalisation and modern IT-platform**





Strengthening our core

Improved profitability through strengthened UW and pricing capabilities

-16.5 pp
loss ratio Private
since 2017

-7.2 pp
loss ratio Commercial
since 2017



Increased efficiency and lower cost ratio

-0.7 pp
cost ratio
since 2020

10%
FTE reductions
in 2020

-2.1 pp
loss adjustment
expense
since 2020

From **113**
to **11**
terms & conditions



Good increase in sales and customer loyalty

+15%

net earned premiums
2019-2021

+26 pp

sales efficiency
2019-2021

+1.4 pp

customer satisfaction
2019-2021

+1.7 pp

customer retention
Private
2019-2021

+3.5 pp

customer retention
Commercial
2019-2021





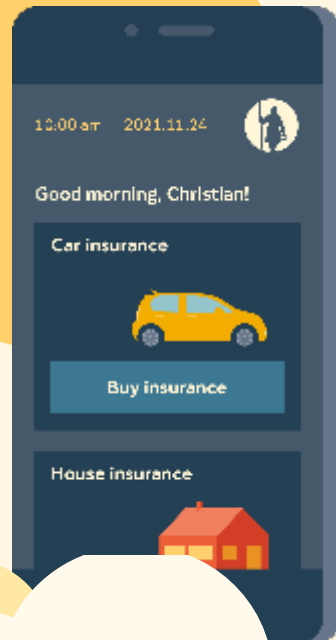
Starting off a digital business transformation

Taking the first steps towards a digital business transformation

Extended services

"One-click"

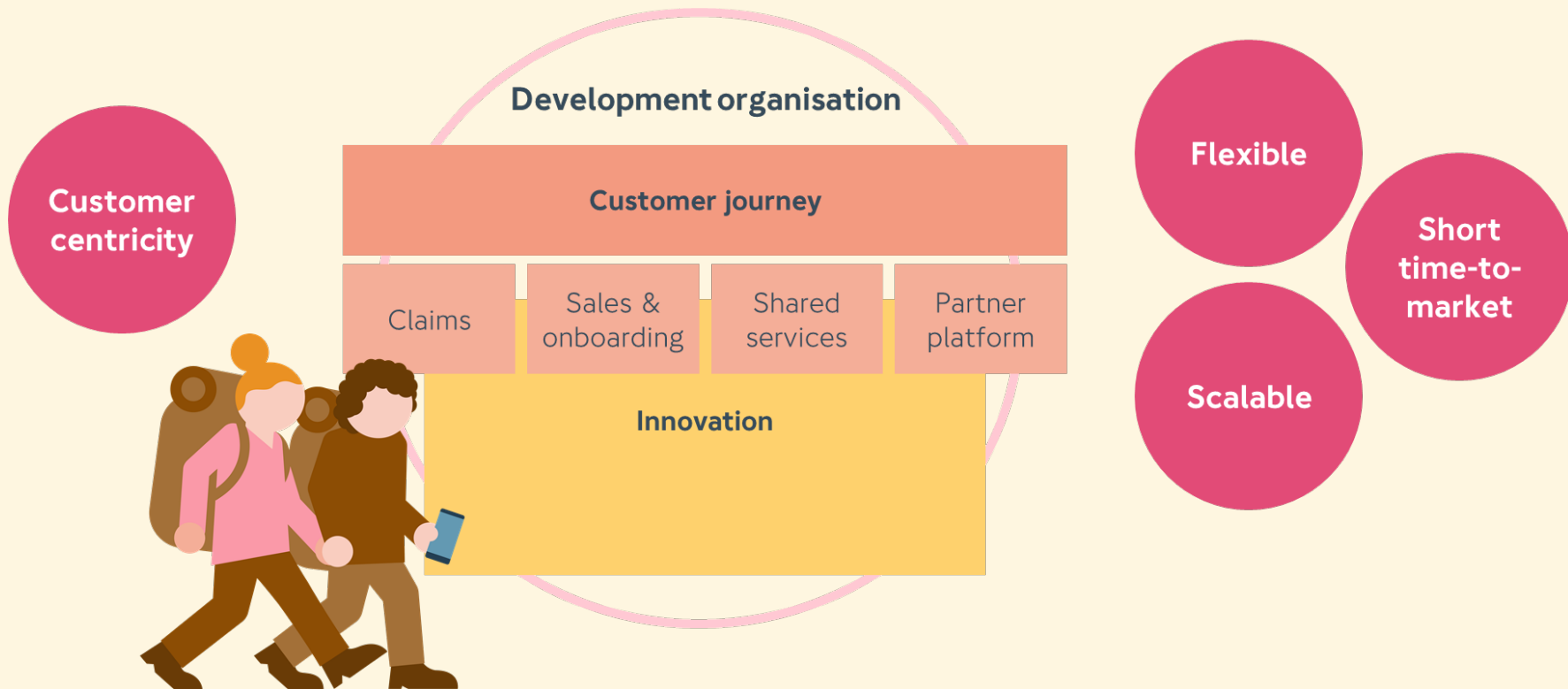
Instant & automated claims



Personalised,
flexible &
data driven

- Long-term vision is insurance with **one-click-feeling**
- Simple and with a personalised experience
- Empowering customer to make the right decisions with insurance based on the specific customer's needs and behavior
- Instant and automated claims services

Realising digital ambitions with customer centric development



- Swedish development unit covering the whole value chain and with the flexibility to scale up
- Customer centricity implemented in the whole development process
- Cross-functional team set-up and agile principles
- Innovation as part of our way-of-working



Building an agile growth platform

Boost growth and continue to pursue M&A opportunities

1

Digital, simple & transparent

- Take a new market position
- Digital first
- Challenge the market standards

2

Win broker SME

- Strengthen UW capabilities and risk capacity
- Offer integrated digital solutions

3

Preferred digital partner

- Strategic partnerships within selected segments
- Plug-and-play partner solutions

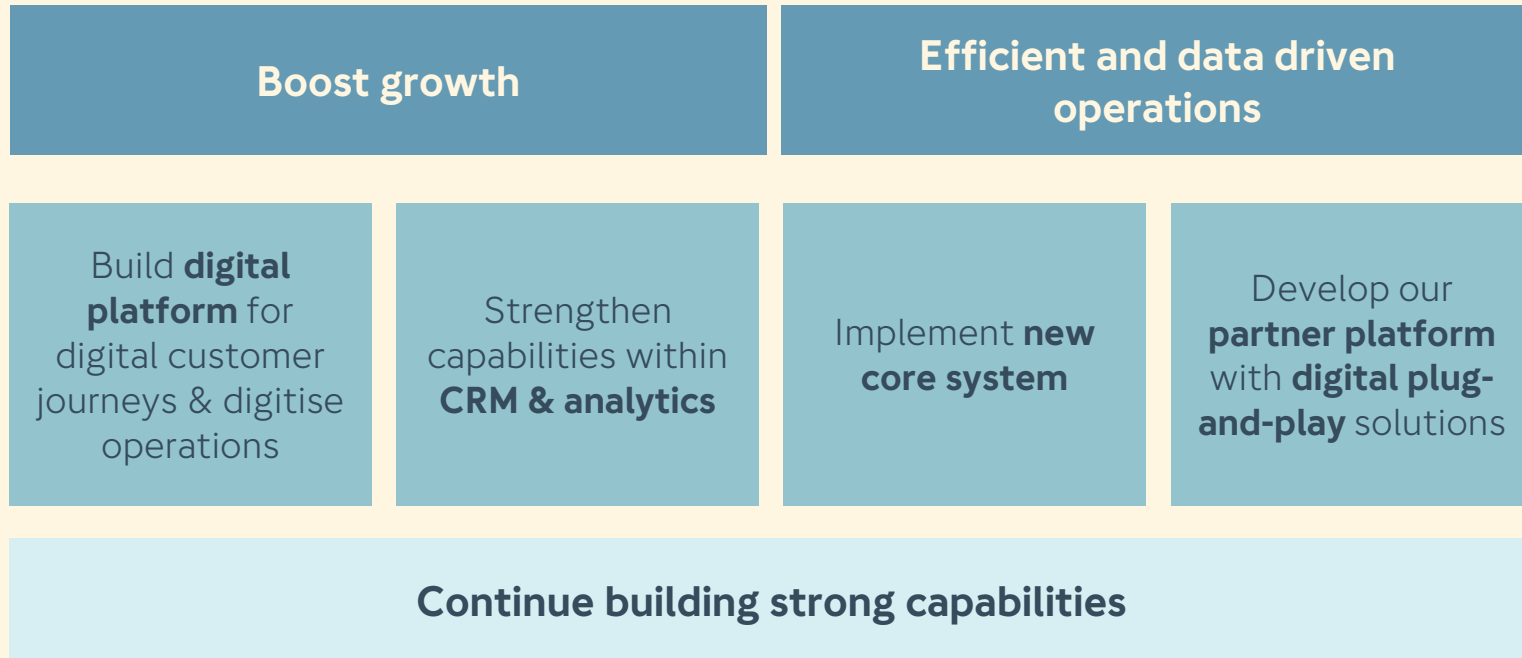
4

Seek growth through M&A

- Efficient and lean integration processes



Enabling success with an agile growth platform





**Focus on innovation
and exploring new
opportunities**

SCHYSST

Car subscription



What



Flexible 30-day subscription – Switch car or end your plan when you need to



Fixed monthly fee – with everything except fuel and parking included



Drive as much as you need – no milage limitations

Why



First-hand insight in new mobility business models



Build new partnerships and alliances



Expand Gjensidige's position in mobility value chain



Inform insurance product development

Vehicle fleet & pricing



Renault Zoe (EV)
5 490:- / month



KIA Picanto
3 990:- / month



Honda E (EV)
5 490:- / month



Fiat 500 (hybrid)
3 990:- / month



KIA Stonic
5 990:- / month



Nissan Qashqai
6 490:- / month



Citroën C3
4 990:- / month

SCHYSST

Next step

- Opportunity for upscale
- Continue to add new services
- Develop mobility services beyond cars





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Key priorities for becoming an aspiring challenger

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Gjensidige