

Investor Presentation Q4 2019

Compelling combination of self-funded savings growth and capital return from maturing guaranteed back-book

Storebrand

Important information:

This document may contain forward-looking statements. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that may be beyond the Storebrand Group's control. As a result, the Storebrand Group's actual future financial condition, performance and results may differ materially from the plans, goals and expectations set forth in these forward-looking statements. Important factors that may cause such a difference for the Storebrand Group include, but are not limited to: (i) the macroeconomic development, (ii) change in the competitive climate, (iii) change in the regulatory environment and other government actions and (iv) market related risks such as changes in equity markets, interest rates and exchange rates, and the performance of financial markets generally.

The Storebrand Group assumes no responsibility to update any of the forward looking statements contained in this document or any other forward-looking statements it may make.

Key Takeaways

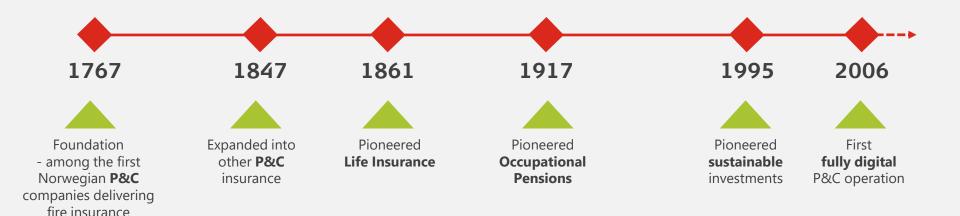
- Transformed business from guaranteed to nonguaranteed
- Well positioned to capture capital light and profitable savings growth
- Back book capital consumption has peaked: increased capital return to shareholders
- Delivering on financial targets



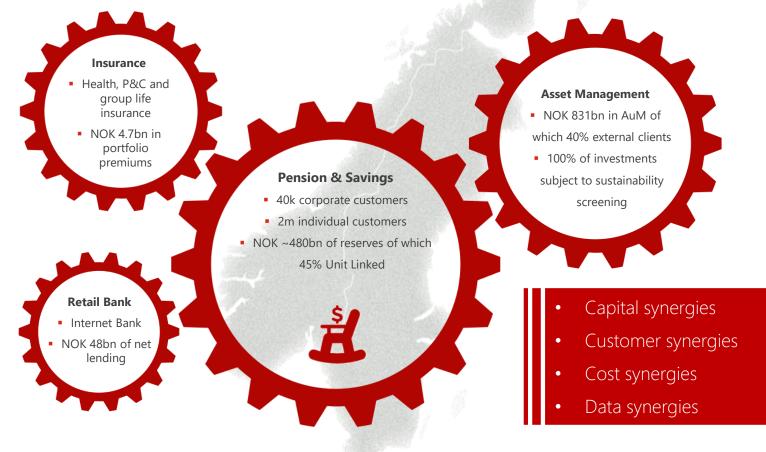
Strategy



250 years of pioneering in the Nordic financial industry



Storebrand - An Integrated Financial Service Group

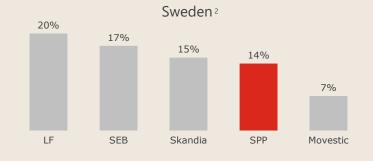


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All numbers as of O4 2019

Leading position in Norway and strong contender in Sweden





Clear value proposition



Best customer satisfaction with all time high score for large Norwegian corporates



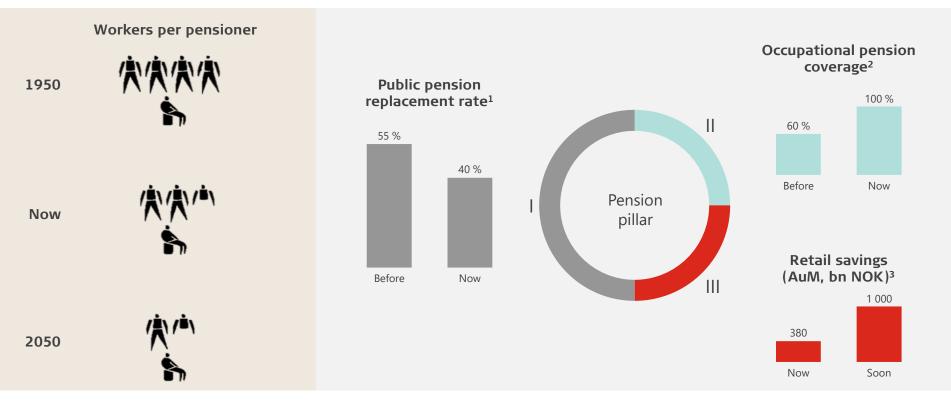
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✓ Best customer service in Sweden World leader in corporate sustainability



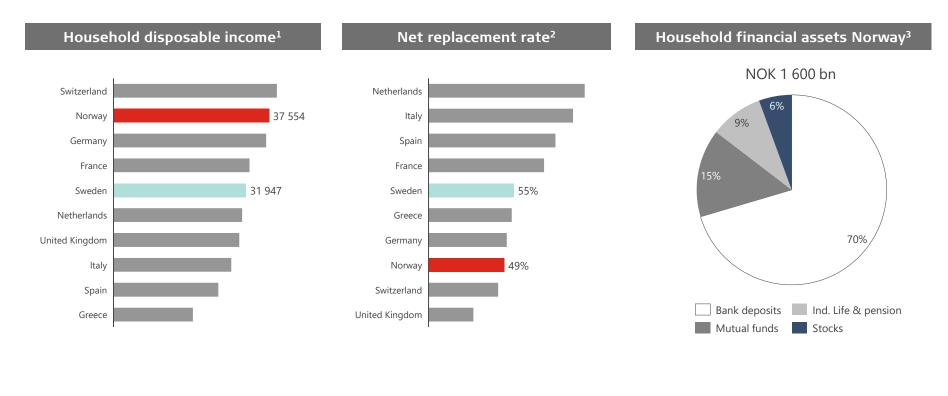
World's most sustainable insurance company 2020

Demographic change has driven pension reforms in Norway with opportunities emerging



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Moderate replacement rates and a wealthy population with an overweight in bank deposits fuel growth potential in retail market for savings

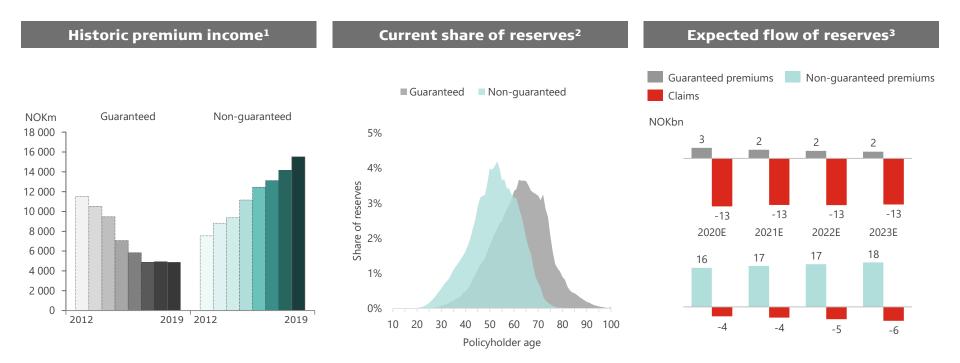


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³ Bank Deposits: SSB (2016) Formuesrekneskap for hushald – Bankinnskot. Mutual funds: VFF (2017) Norske personkunder – Forvaltningskapital. Stocks: VPS ASA (2017) Eierfordeling i børsnoterte selskap – Aksjer – Lønnstakere o.a., Ind. Life & Pensoin: see next page



Continued shift from Guaranteed to Non-guaranteed pension

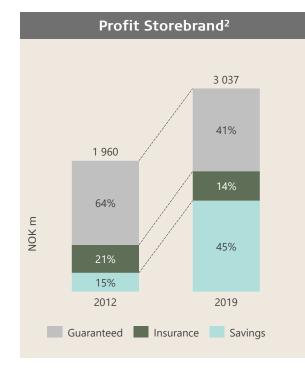


¹ Guaranteed: Defined Benefit Norway and Guaranteed npension Swede, excl. transfers. Non-guaranteed: Unit Linked (occupational pension) Norway and Sweden, excl. transfers. ² Guaranteed: Defined Benefit and Paid-up policies Norway and Guaranteed pension Sweden. Non-guaranteed: Unit Linked (occupational pension) Norway and Sweden. As of 2018. ³ Aggregated numbers from Norwegian and Swedish pension products. Acquired premiums from Silver excluded.

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Successful transition from Guaranteed to non-guaranteed Savings



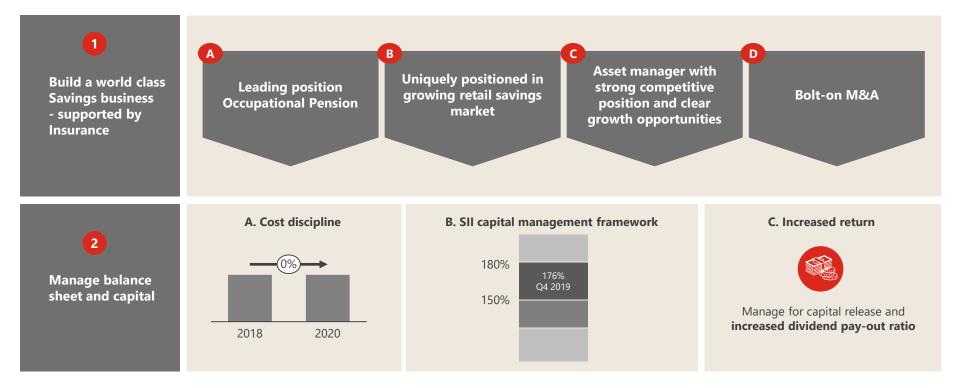




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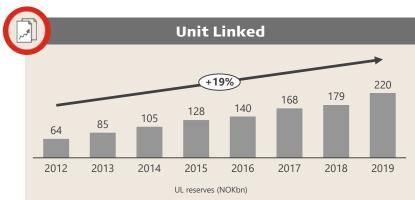


Our strategy: A compelling combination of self-funding growth and capital return from maturing guaranteed back-book

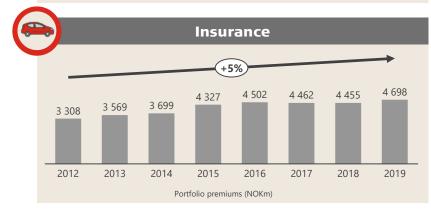


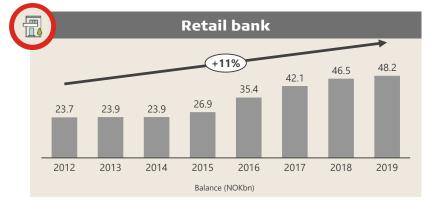


Growth in Savings and Insurance





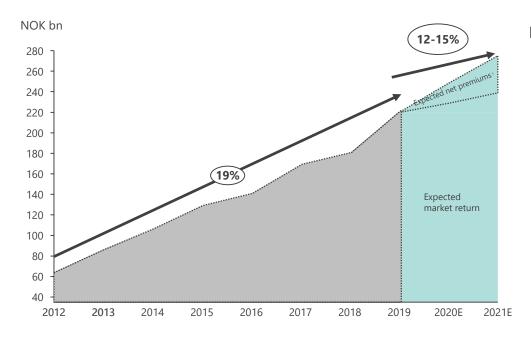






Net premiums and market return drive AuM growth

AuM development Unit Linked



Drivers of expected net premiums

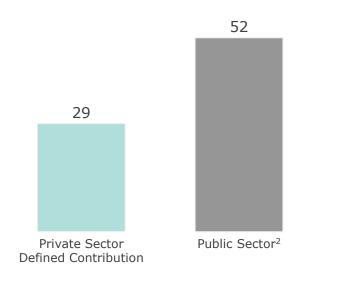
- Majority of premiums generated by active policies
- Growth driven by:
 - Increased salaries and savings rates
 - Population growth
 - Age distribution of policyholders
 - DB conversions
 - New sales
 - New retail savings products
 - Positive transfer balance
 - Market returns



Storebrand to enter Norwegian public sector pension market

Large public sector market opening up for competition

Annual market premium NOK bn1



New regulation will make it attractive for Storebrand to enter the market again

- With effect from 2020, the pension system for public employees will be adjusted to better fit the 2010 Norwegian pension reform.
- Market monopoly today.
- Capital efficient product offering.
- 5% expected annual market premium growth.
- Storebrand will build on existing systems and solutions and execute within previously communicated cost target for the group.

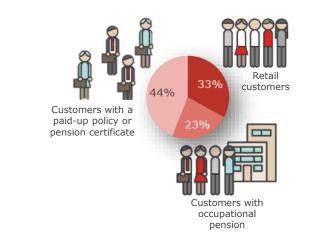
Building on our relationship with employers to reach out to individuals

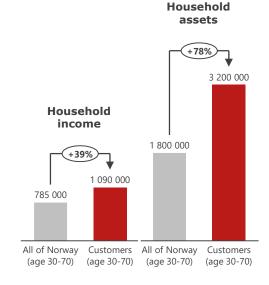
Our position in the Norwegian occupational pension market...

...gives us a customer base of 1.3 million individuals..

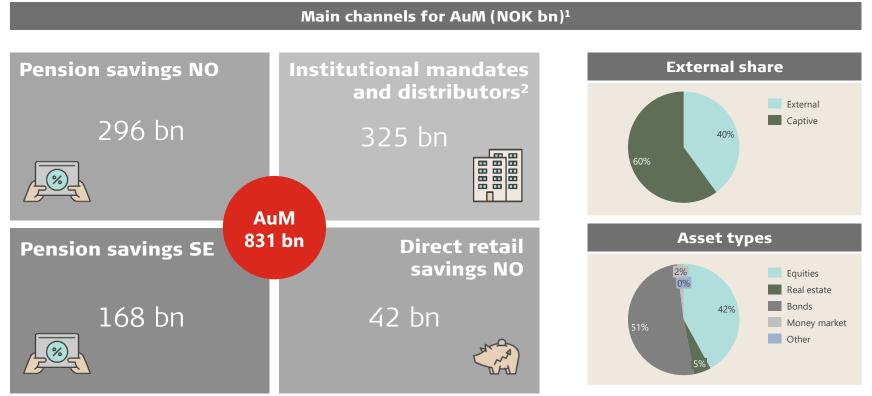
..with above average financials and savings capacity







Fast growing Nordic asset manager with a blend of captive pension assets and external clients



¹ Data as of Q4 2019. ² Includes company capital.

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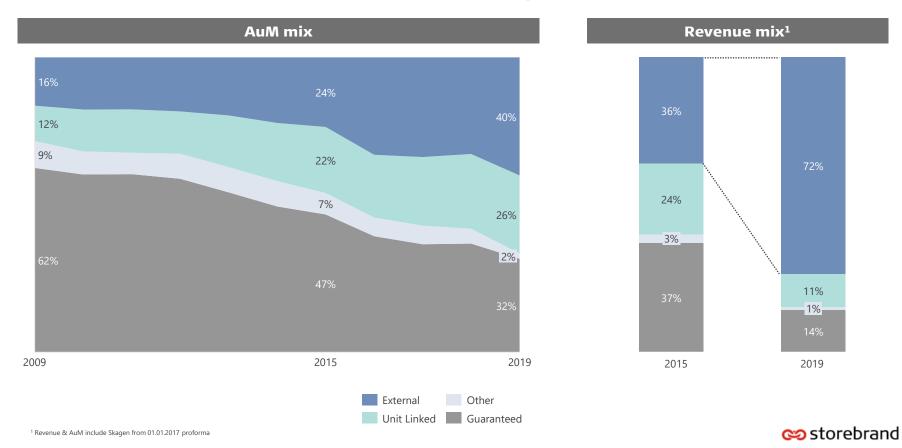
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Asset Mamt



Increased external share in Asset Management

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Sustainability at the core of our business NOK 831 bn AuM aligned to contribute to the UN Sustainability Goals



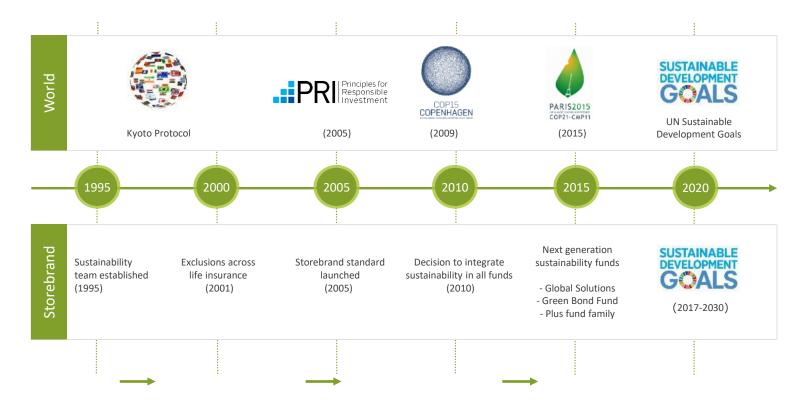
All assets under management are subject to sustainability screening



Asset Mamt



Storebrand's History of Sustainable Investments





Ambition: Build a world class Savings business supported by Insurance





Build a world clas Savings business - supported by Insurance

Significant difference in capital consumption and return profile between old and new business

ILLUSTRATIVE FROM CMD 2018

sheet and ca

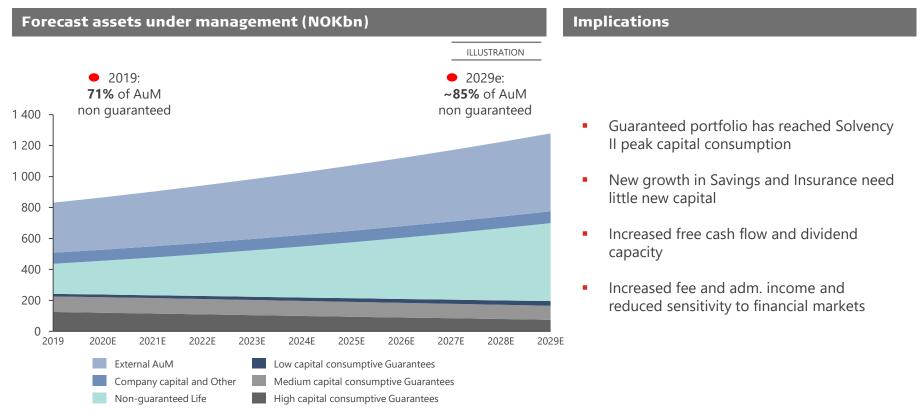
	Savings	Insurance	Guaranteed ³	Group
IFRS earnings ¹ (NOKm)	1 552	638	982	3 172
Allocated Equity ² (NOKbn)	5.5	2.0	23.6	31.1
Pro forma RoE adj(%)⁴	31%	36%	5%	11%

The equity in the Group sits within different legal units. This allocation of equity is done on a pro-forma basis to reflect an approximation to the IFRS equity consumed in the different reporting segments after group diversification. The estimated allocation is based on the capital consumption under SII and CRD IV adjusted for positive capital contribution to own funds. The Insurance segment has been allocated an increased capital level which is more in line with long-term expected diversification effects.

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Majority of AUM in Storebrand is already capital efficient and growing while capital consumptive guaranteed AUM is trailing off



Company capital and Other: Company portfolios, buffer capital and BenCo. External AuM: Non-life AuM in Storebrand Asset Management. Non-guaranteed Life: Unit Linked Norway and Sweden. Low capital consumption Guarantees: Capitallight guarantees Sweden. Medium capital consumption Guarantees: Defined Berlis and medium guaranteed Sweden and paid ups with high buffers/low guarantees. High capital consumption Guarantees: Paid-up policies, Individual Norway and capital consumptive guarantees Sweden. Categories change in time du to buffer building.

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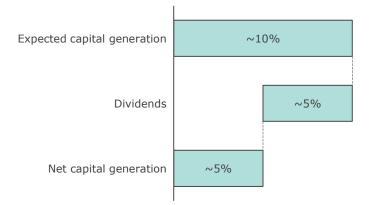
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Capital generation from increasing fee based earnings in front book and capital release from the back book

From CMD

Manage baland sheet and capit

Estimated solvency generation (annual) short term¹

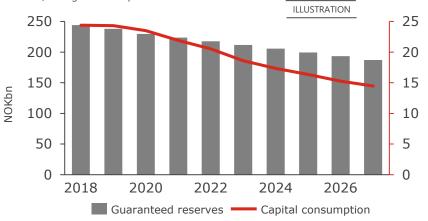


 Expected annual capital generation of ~10pp of improved solvency ratio after new business strain

• Further management actions have the potential to further improve solvency

Estimated reduced capital consumption back book

Capital consumption includes sum of solvency capital requirement and sum of VIF for all quaranteed products

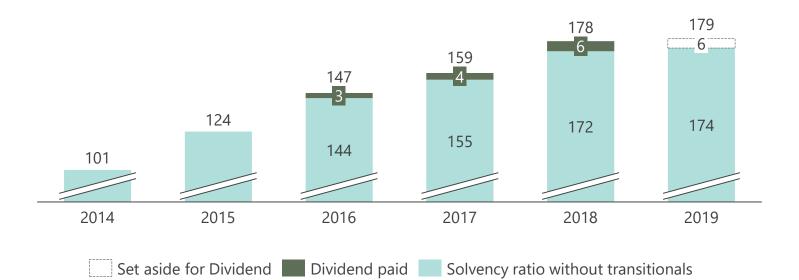


 Lower capital consumption because guaranteed portfolio in run-off, interest rate guarantee reduced and new polices have lower guarantees, hence more capital light



Strong historical growth in solvency ratio

Solvency ratio without transitional rules development 2014-2019 (%)





Group capital management policy sets thresholds for distribution of cash dividends



180%		 Share buybacks to be considered on a semi-annual basis
150%	176% Q4 2019	 Dividend of more than 50% of Group result after tax Ambition is to pay ordinary dividends per share of at least the same nominal amount as the previous year Maintain investments in growth
130%		 Reduced dividend pay out More selective investment in growth Consider risk reducing measures
130%		No dividendRisk reducing measures



2 Manage balance sheet and capital

FROM CMD 2018

Ambitions Capital – back book has reached peak capital and is expected to contribute with cash together with growing front book

Low case: Release capital from the business

- Regulatory change
- Lower interest rates
- Margin pressure

Base case:

Release capital from the business

2021

Expected start of capital release as dividends when S2 ratio >180%

~NOK 10 BN

Back book capital release until 2027

High case: Release capital from the business

Regulatory change

- Higher interest rates
- Better profitability

Delivered on Financial Targets

		Target	Actual 2019	
	Return on equity ¹	> 10%	8.0%	
	Dividend pay-out ratio ¹	> 50%	73%	\checkmark
%	Solvency II margin Storebrand Group ²	> 150%	176%	\checkmark

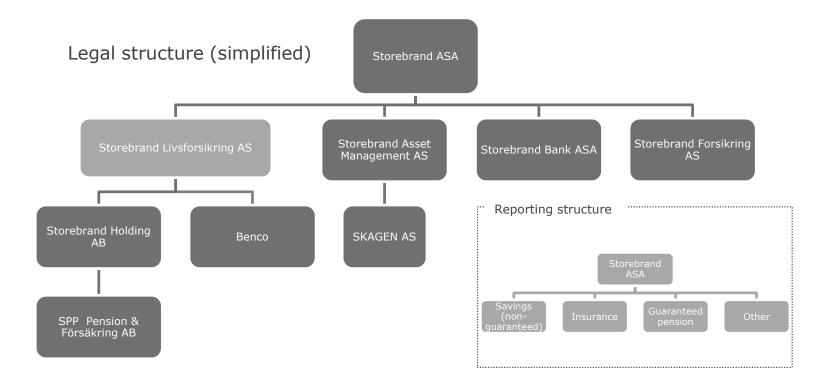
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Capital Management



Storebrand Group Structure

Diversified cash flow to holding company Storebrand ASA

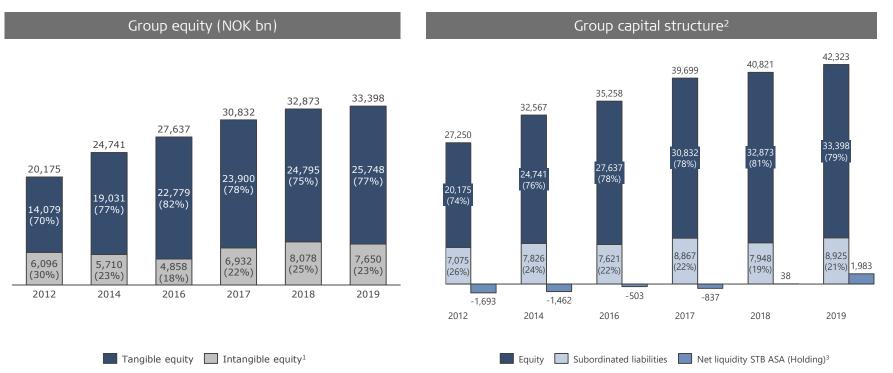


IFRS earnings close to cash allow for a high remittance ratio in the Group

	Storebrand Life Group	Storebrand Forsikring	Storebrand Helseforsikring	Storebrand Bank	Storebrand Asset Management	Σ Group ³
Earnings after tax ¹ (NOK m)	1846	101	24	213	414	2952
Remittance ² (NOK m)	1520	80	65	1	465	2129
Remittance ratio	82%	79%	271%	0%	112%	72%

 $^{\rm 3}$ Group sum differs from consolidated earnings since the figure excludes the holding company Storebrand ASA and tax effects

Strong Group IFRS equity and capital structure – reduced financial leverage



¹ Intangible equity: Brand names, IT systems, customer lists and Value of business-in-force (VIF), and goodwill. VIF and goodwill mainly from acquisition of SPP.

² Specification of subordinated liabilities:

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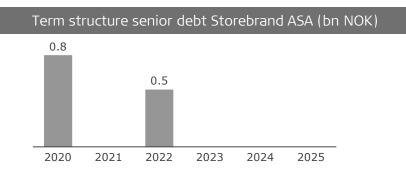
- Hybrid tier 1 capital, Storebrand Bank ASA and Storebrand Livsforsikring AS

- Perpetual subordinated loan capital, Storebrand Livsforsikring AS

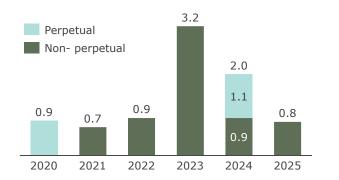
- Dated subordinated loan capital, Storebrand Bank ASA and Storebrand Livsforsikring AS

³ (Senior debt – liquidity portfolio) in holding company shown in separate column as it is not part of group capital.

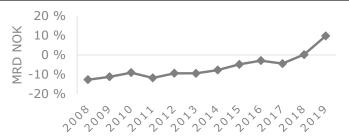
Term structure debt



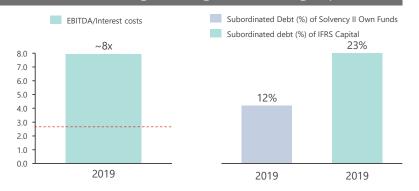
Term structure sub-debt Storebrand Livsforsikring¹ (bn NOK)



Development net liquidity Storebrand ASA



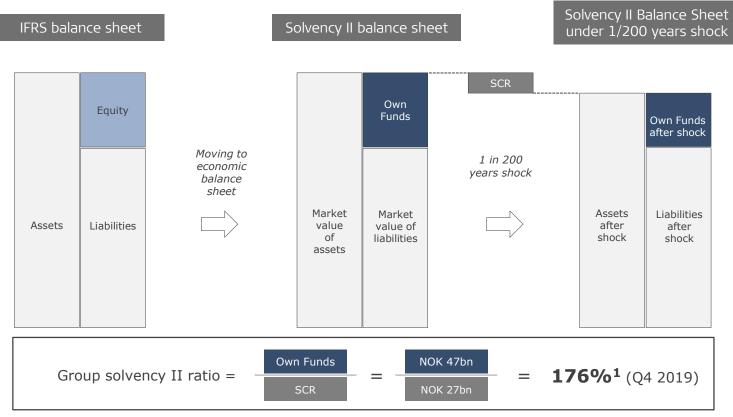
Interest charge coverage Storebrand group²



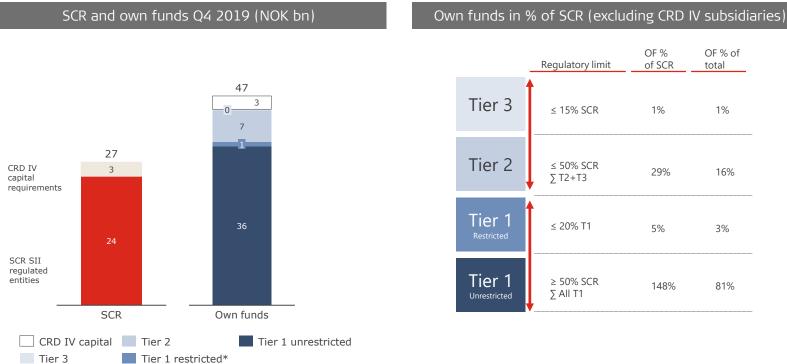
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¹ EUR 300 Million. SEK 750 Million 1,0 BN and 900 Million

The Solvency Calculation – moving to a market consistent balance sheet and risk sensitive capital requirements

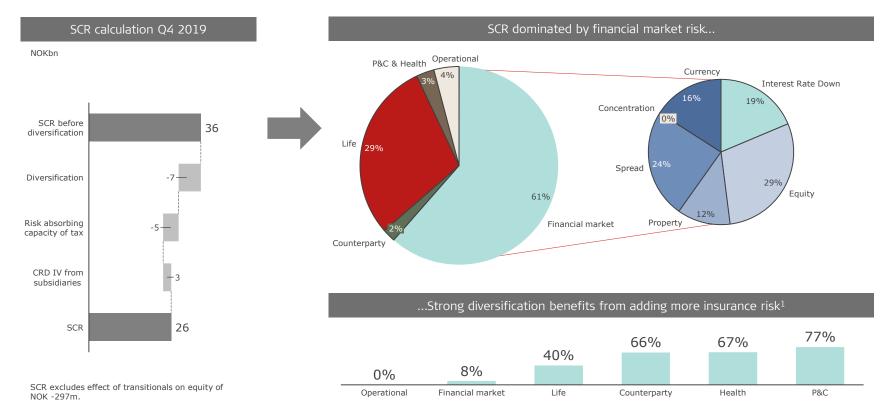


High quality capital base under Solvency II



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Solvency Capital Requirements (SCR)

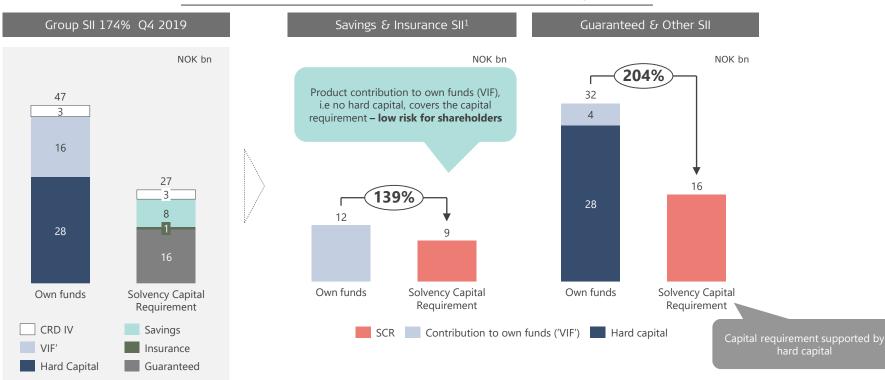


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Savings and Insurance are close to self-financing going forward

- SII-ratio of 204% excluding Savings and Insurance

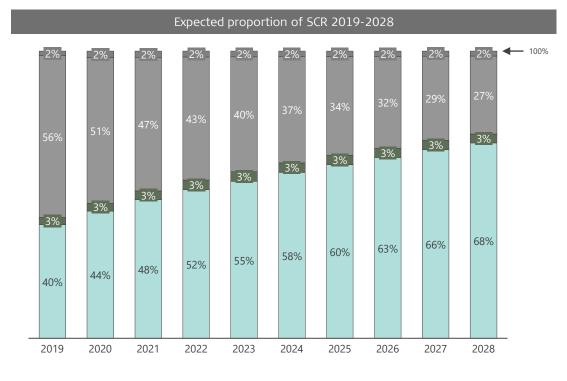
ILLUSTRATIVE PRO FORMA ALLOCATION BASED ON 174% SOLVENCY RATIO PR Q4 20191



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Reduced Solvency Capital Requirement from Guaranteed business

Savings



Other Guaranteed Pension Insurance

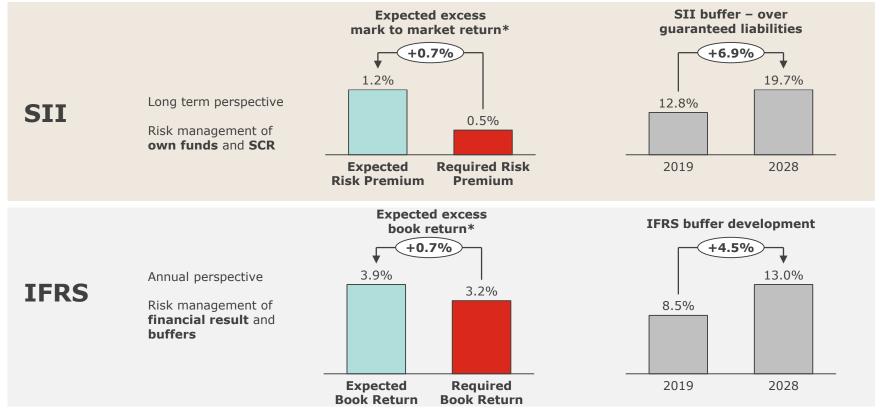
Guaranteed products have more financial market risk

- High buffer need to SCR because of high volatility
- Insurance products have strong diversification effects
- Medium buffer need to SCR because of low volatility
- Savings products generates own funds, low need to hold hard capital in the form of equity/sub debt
- Low buffer need to SCR because of low volatility

Investment management

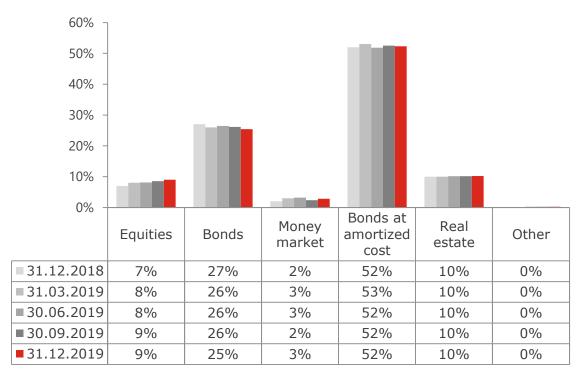


Liability Driven Investments are expected to generate SII Capital and Stabilise IFRS Results



40 * Norwegian portfolio only

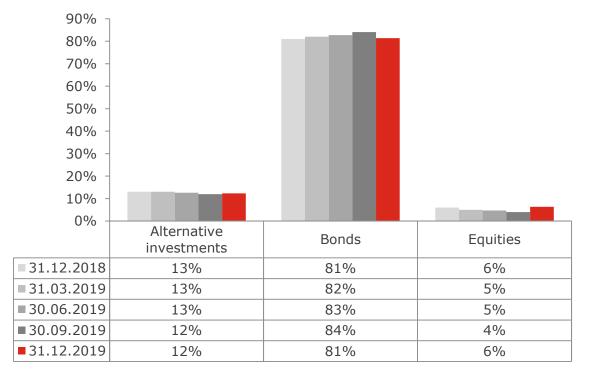
Storebrand Life Insurance asset allocation



Note: The graph shows the asset allocation for all products with an interest rate guarantee in Storebrand Life Insurance Norwegian operations. Category bonds includes loans on life insurance balance sheet.



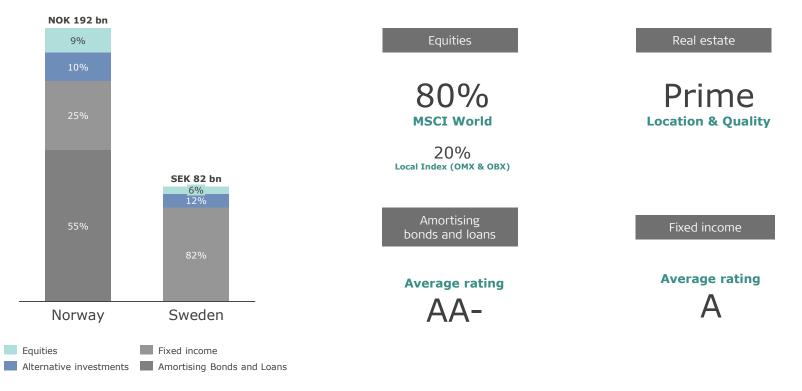
SPP asset allocation



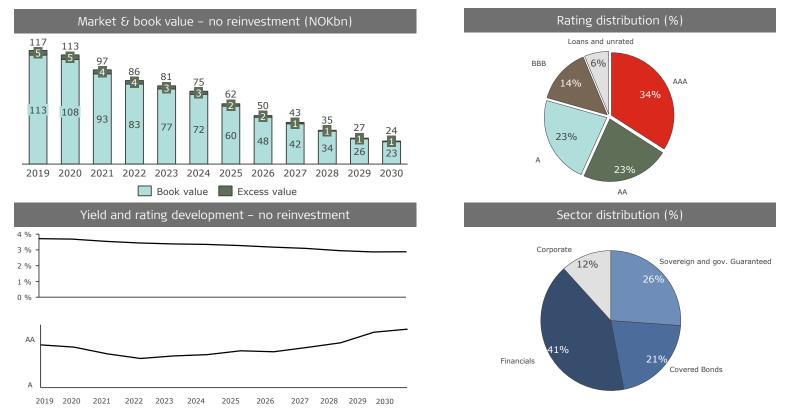
Note: The graph shows the asset allocation for all products with an interest rate guarantee in SPP.



High quality assets with fixed income as the backbone



High Quality Fixed Income I - Characteristics of Bonds at Amortised Cost¹

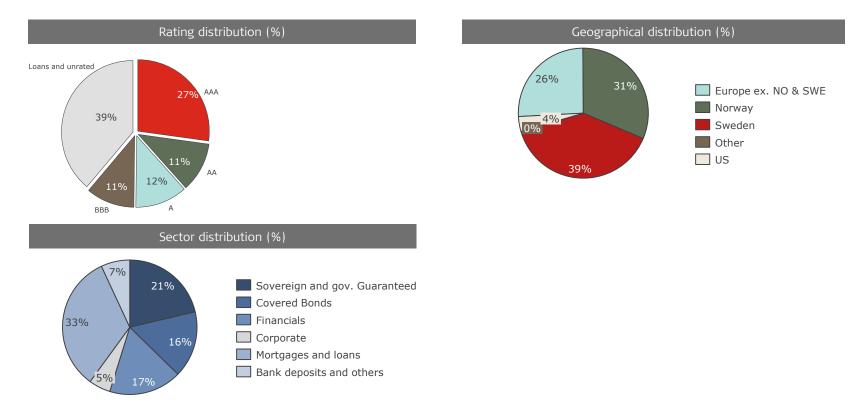




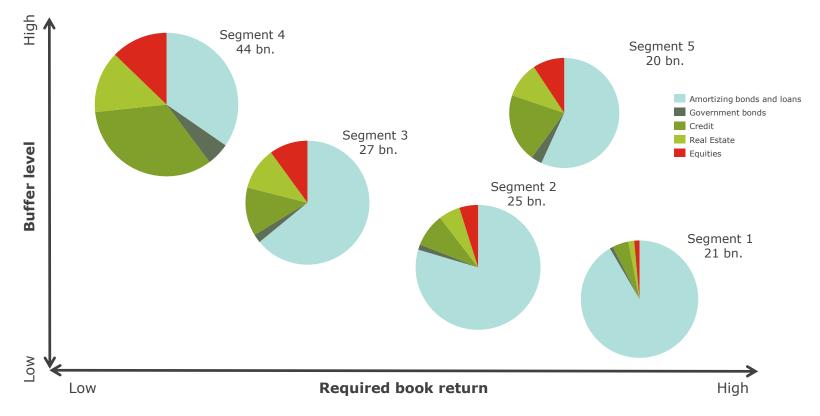
¹ Norwegian portfolio only.

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High Quality Fixed Income II - Characteristics of Mark to Market Fixed Income¹



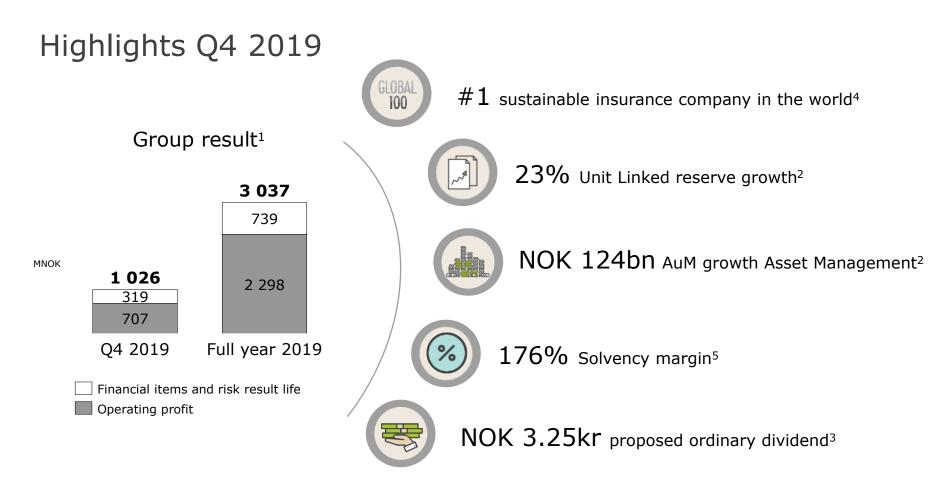
Paid up policies in Norway: Segmentation According to Risk Capacity





Q4 2019 Results



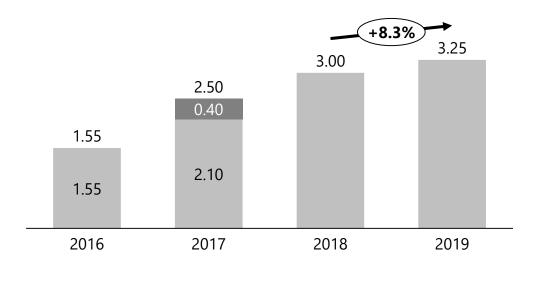


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² Growth figures are from YTD 2018 to YTD 2019.
 ³ Subject to AGM approval 22 April 2020

⁴ Corporate Knights Global 100, 2020. ⁵ Including transitional rules.

Dividend 2019



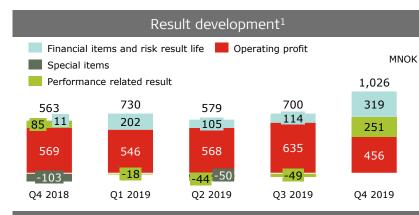
Special dividends Ordinary dividends

- IFRS result growth Ordinary dividends minimum 50% of result after tax with nominal growth
- Capital release from back book when solvency ratio is above 180%. Share buy backs preferred

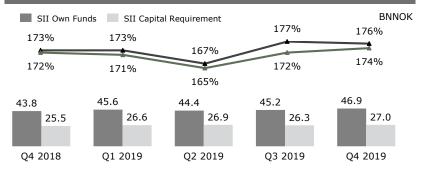


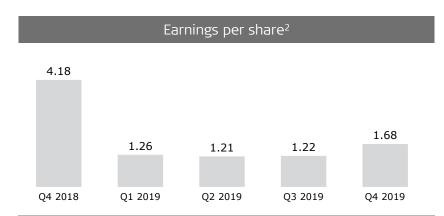
Key figures



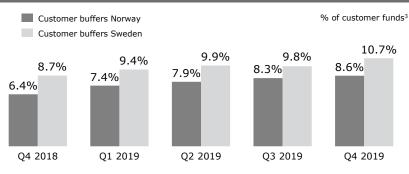


SII Own funds and SCR⁴





Customer buffers development



co storebrand

Q4 2019

10.7%

8.6%

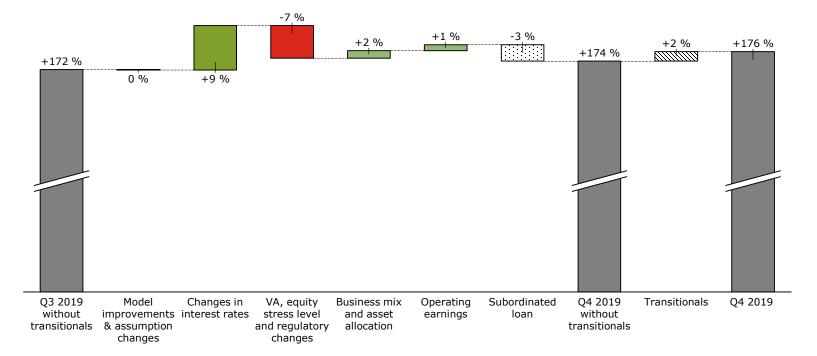
¹ Result before amortisation and tax, adjusted for performance related result. ² Earnings per share after tax adjusted for amortisation of intangible assets.

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³ Excluding customer buffers Benco, Surplus values of HTM bonds cost excluded. ⁴ Bars and green line are without the use of transitional capital. Black line is with transitional.

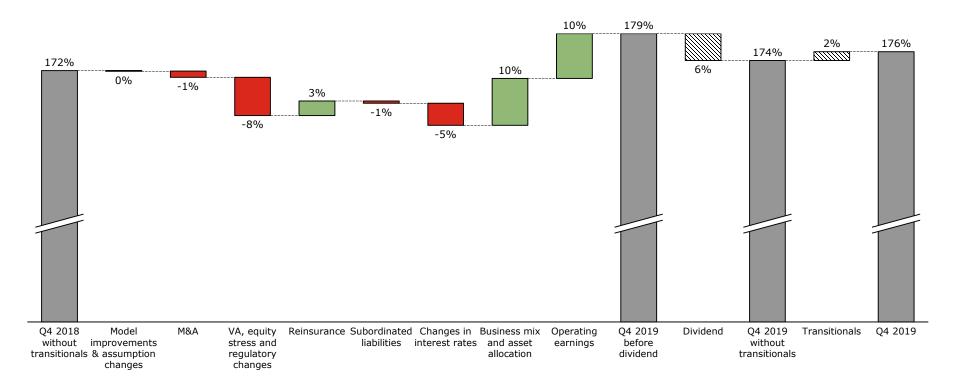
Movement from Q3 2019 to Q4 2019 Storebrand ASA





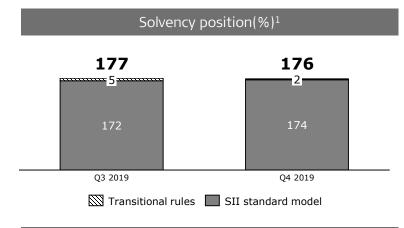


Movement full year 2019 Storebrand ASA



SII position Storebrand Group

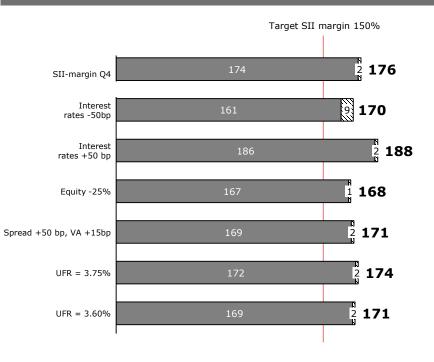




Key takeaways

- Positive effect from increased interest rates partly offset by decreased VA
- Subordinated loan with call in March excluded
- Business mix strengthens balance sheet

Estimated sensitivities



Storebrand Group



	Q4		Full year	
NOK million	2019	2018	2019	2018
Fee and administration income	1 561	1 301	5 308	5 011
Insurance result	223	282	1 005	1 291
Operational cost	-1 077	-1 031	-4 015	-3 786
Operating profit	707	551	2 298	2 516
Financial items and risk result life	319	11	739	642
Profit before amortisation	1 026	563	3 037	3 158
Amortisation and write-downs of intangible assets	-117	-99	-444	-360
Profit before tax	909	464	2 593	2 799
Tax	-234	1 392	-511	897
Profit after tax	675	1 856	2 082	3 696

Storebrand Group



	C	Q4		Full year	
NOK million	2019	2018	2019	2018	
Fee and administration income	1 561	1 301	5 308	5 011	
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Operating profit	707	551	2 298	2 516	
Financial items and risk result life	319	11	739	642	
Profit before amortisation	1 026	563	3 037	3 158	

Profit per line of business

	Q	4	Full	year
NOK million	2019	2018	2019	2018
Savings - non-guaranteed	547	325	1 364	1 257
Insurance	70	97	439	748
Guaranteed pension	332	217	1 029	1 148
Other profit	77	-76	205	5
Profit before amortisation	1 026	563	3 037	3 158

Storebrand Group

Profit ¹				
	Q4		Full year	
NOK million	2019	2018	2019	2018
Fee and administration income	1 561	1 301	5 308	5 011
Insurance result	223	282	1 005	1 291
Operational cost	-1 077	-1 031	-4 015	-3 786
Operating profit	707	551	2 298	2 516

• Operating profit adjusted for performance related income and costs²

	Q	4	Full y	ear
NOK million	2019	2018	2019	2018
Performance related income	225	96	225	96
Performance related OPEX	26	-11	-84	-11
Adjusted operating profit	456	466	2 157	2 431

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² Performance related costs refer to performance bonues and kick-backs in funds with performance fees that are booked on a quarterly basis. The corresponding income is not booked until the end of the year. The numbers will vary with performance development through the year.



Group

Savings (non-guaranteed)



	Q4		Full	year
DK million	2019	2018	2019	2018
e and administration income	1 233	1 006	3 996	3 709
perational cost	-692	-652	-2 621	-2 405
perating profit	541	354	1 375	1 303
ancial items and risk result life	6	-29	-11	-46
ofit before amortisation	547	325	1 364	1 257

Profit per product line

	Q4	4	Full	year
NOK million	2019	2018	2019	2018
Unit linked Norway	57	44	275	224
Unit linked Sweden	89	71	291	267
Asset management	329	160	526	542
Retail banking	72	50	272	224
Profit before amortisation	547	325	1 364	1 257

Savings (non-guaranteed)

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fit				
	Q	4	Full	year
NOK million	2019	2018	2019	2018
Fee and administration income	1 233	1 006	3 996	3 709
Operational cost	-692	-652	-2 621	-2 405
Operating profit	541	354	1 375	1 303

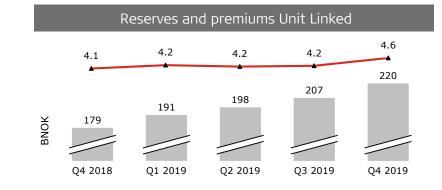
Operating profit adjusted for performance related income and costs¹

	Q	Q4 Fu		ll year	
NOK million	2019	2018	2019	2018	
Performance related income	225	96	225	96	
Performance related OPEX	26	-11	-84	-11	
Adjusted operating profit	290	269	1 234	1 218	



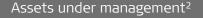
Savings (non-guaranteed) – strong AuM growth

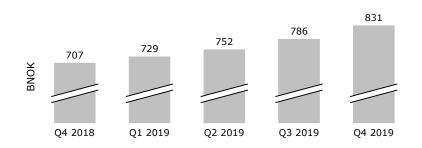




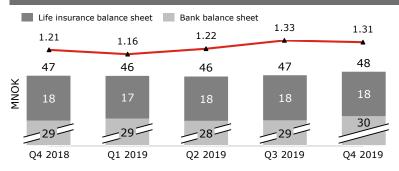
Comments¹

- 11% premium growth in UL premiums
- 23% growth in UL reserves
- 18% growth in assets under management²
- Higher net interest margin in the bank





Retail bank balance and net interest margin (%)



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¹ Growth figures from YTD 2018 to YTD 2019.

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² Includes a reclassification of NOK 16bn in assets under administration to assets under management

Insurance



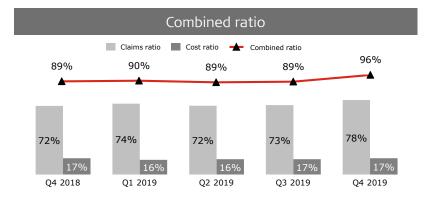
	Q	4	Full	year
NOK million	2019	2018	2019	2018
Insurance premiums f.o.a.	1 014	1 003	3 909	3 854
Claims f.o.a.	-792	-721	-2 904	-2 562
Operational cost	-177	-175	-648	-614
Operating profit	45	107	357	677
Financial result	25	-9	83	71
Profit before amortisation	70	97	439	748

Profit per product line

	Q4		Full year		
NOK million	2019	2018	2019	2018	
P&C & Individual life	87	71	335	372	
Health & Group life	-34	-7	-41	185	
Pension related disability insurance Nordic	16	34	145	192	
Profit before amortisation	70	97	439	748	

Insurance – overall in line with target





	Portfolio premiums								
P&C & Individual life Health & Group life Disability insurance									
	4 455	4 442	4 507	4 583	4 698				
MNOK	1 743	1 769	1 810	1 845	1 915				
	1 574	1 548	1 563	1 609	1 639				
	1 138	1 124	1 134	1 130	1 144				
	Q4 2018	Q1 2019	Q2 2019	Q3 2019	Q4 2019				

Comments Combined ratio and results

- 91% combined ratio 2019, target ratio 90-92%
- Good cost control
- Group life re-priced from 1 January 2020

Comments premiums and growth¹

- 5% overall premium growth in line with target
- 10% P&C & Individual life growth

Guaranteed pension



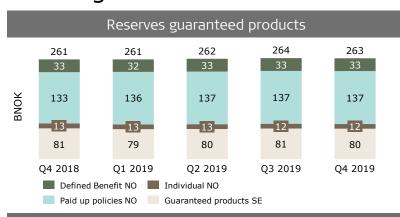
NOK million	Q4		Full year	
	2019	2018	2019	2018
Fee and administration income	368	333	1 475	1 440
Operational cost	-225	-223	-819	-816
Operating profit	143	111	657	624
Risk result life & pensions	71	58	215	191
Net profit sharing	118	48	157	333
Profit before amortisation	332	217	1 029	1 148

Profit per product line

	Q	Q4		Full year	
NOK million	2019	2018	2019	2018	
Defined benefit (fee based)	63	82	287	314	
Paid-up policies, Norway	91	51	409	511	
Individual life and pension, Norway	11	29	21	35	
Guaranteed products, Sweden	167	55	312	288	
Profit before amortisation	332	217	1 029	1 148	



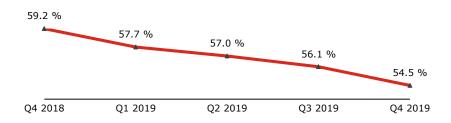
Guaranteed pension - strong financial result and robust buffer situation



Comments

- As companies convert to DC schemes, the migration from DB to paid up policies continues to reduce fee income in Guaranteed pensions
- Strong financial result Sweden
- Strong risk result

Guaranteed reserves in % of total reserves



Buffer capital NOK million Q4 2019 Q3 2019 Market value adjustment reserve 5 500 5 893 - 393 Excess value of bonds at amortised cost 6 4 9 5 4 6 97 - 1 798 Additional statutory reserve 9 0 2 3 8 194 + 829Conditional bonuses Sweden 7 802 7 213 +58927 022 27 795 - 773 Total

The term Buffer capital in this table is not consistent with the

definition of buffer capital made in the IFRS accounting

$Other^1$



	Q4		Full year	
NOK million	2019	2018	2019	2018
Fee and administration income	13	23	51	102
Operational cost	-35	-42	-143	-190
Operating profit	-22	-20	-91	-89
Financial items and risk result life	99	-56	296	128
Profit before amortisation	77	-76	205	40

Profit per product line

	Q4		Full year	
NOK million	2019	2018	2019	2018
BenCo	26	-1	33	30
Holding company costs and net financial results in company portfolios	52	-75	173	24
Profit before amortisation	77	-76	205	40

Capital Markets Day 2020

Storebrand will hold a Capital Markets Day in London Tuesday 9 June 2020 at 09:00 AM BST.

To register, please visit Storebrand.com/ir



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Our Vision

Recommended by our customers

This document contains Alternative Performance Measures as defined by the European Securities and Market Authority (ESMA). An overview of APMs used in financial reporting is available on storebrand.com/ir.