



High quality growth in Nordic Life and Pensions

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Berenberg European Conference 2010

Storebrand

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Group CFO

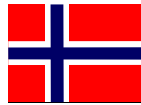
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This document may contain forward-looking statements. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances that may be beyond the Storebrand Group's control. As a result, the 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.

Storebrand Group

- the leading Nordic Life and Pensions provider



Life and Pensions Norway

- Premiums for own account NOK16 bn
- Customer reserves NOK 188 bn
- 24 000 corporate customers
- ~30% market share

Storebrand Bank

- NOK 34 bn net lending

Storebrand P&C

- 150 000 policies



Life and Pensions Sweden (SPP)

- Premiums for own account NOK 7 bn
- Customer reserves NOK 120 bn
- 30 000 corporate customers
- ~10% market share

Storebrand Asset Management

- NOK 396 bn AuM

Figures as at Q3 2010. Premiums for own account FY 2009.

Agenda

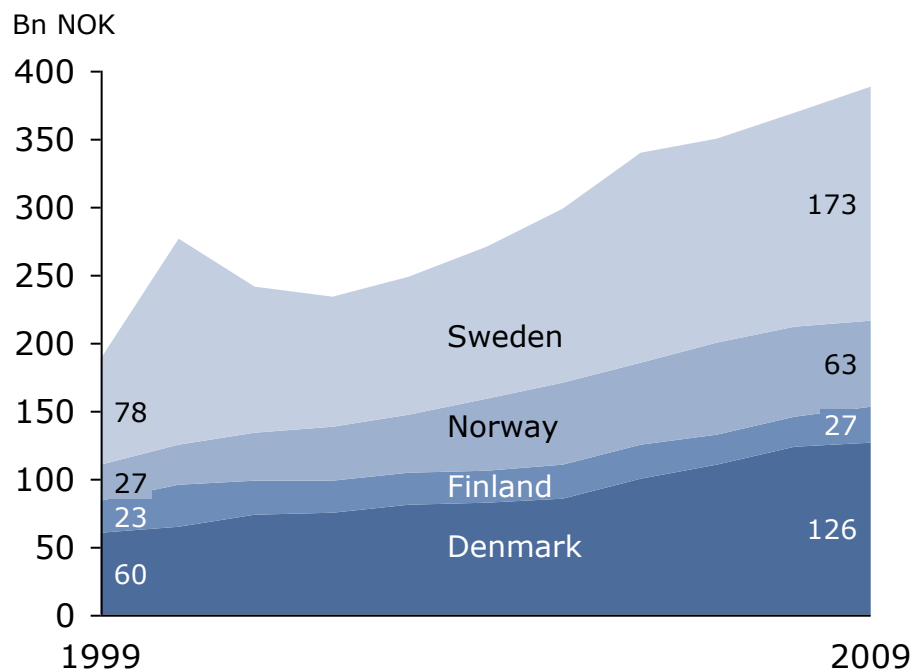
The case for growth

Increased quality of earnings

Operational excellence

Strong growth in life and pension premiums within the Nordic market is expected to continue

Life premiums Nordic market¹



- Annual growth rates²:
 - Sweden: 10%
 - Norway: 9%
 - Denmark: 7%
 - Finland: 1%

- Growth drivers
 - Sound macro environment
 - Demographics
 - Regulatory changes

¹Kilde: Finansnæringens Fellsorganisasjon (NO), Försäkringsförbundet (SE), Pensionsmyndigheten (SE), Finansbranchens Centralförbund (FI), Finanstilsynet (DK), Norges Bank (NO)

² CAGR 1999-2009

Sound Scandinavian macro environment

Market growth

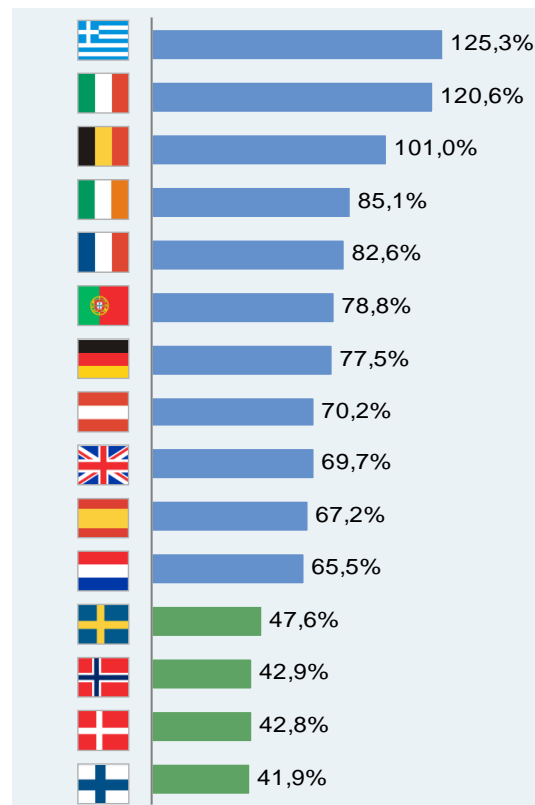
Quality of earnings

Operational excellence

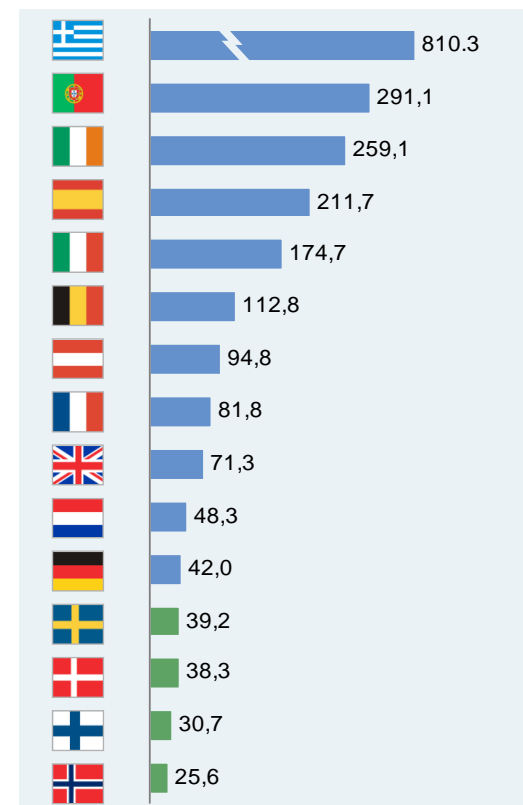
Budget deficit (as % of GDP2010E)¹



Total debt (as % of GDP 2010E)²



CDS spreads 5-year (bps)



“Scandinavia is quietly emerging as Europe’s own haven in the debt crisis. Underpinned by relatively strong public finances and a reasonable economic recovery, the Nordic region is outperforming its European neighbours” (Financial Times, June 2, 2010)”

Source: Economist Intelligence Unit July, 2010, Bloomberg
¹ General government receipts minus central government outlays, as a percentage of GDP
² General government debt, as a percentage of nominal GDP

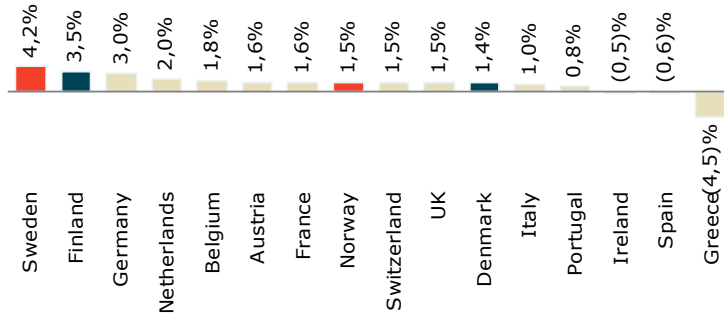
Sound Scandinavian macro environment (Continued)

Market growth

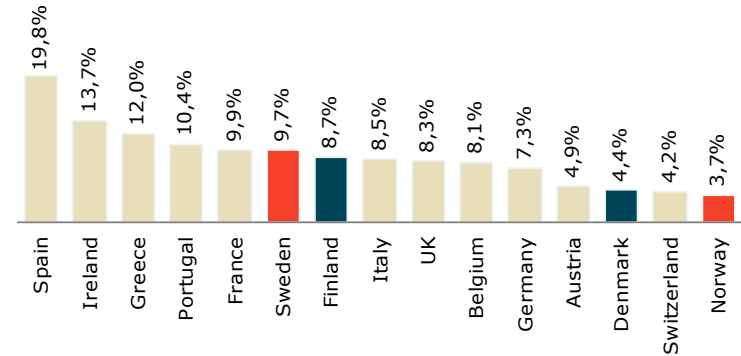
Quality of earnings

Operational excellence

GDP growth among highest in Europe
(real GDP growth 2010E)

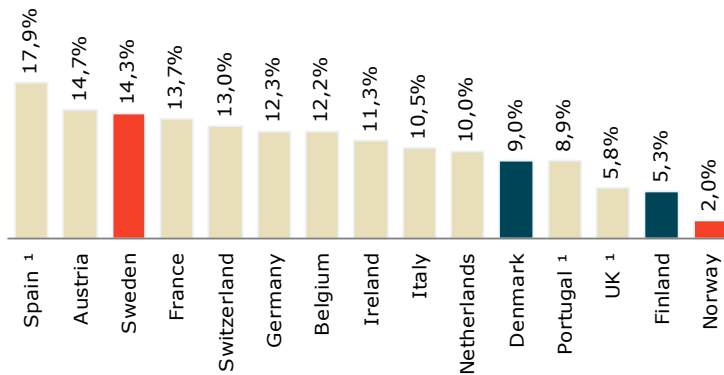


Relatively low unemployment (2010E)

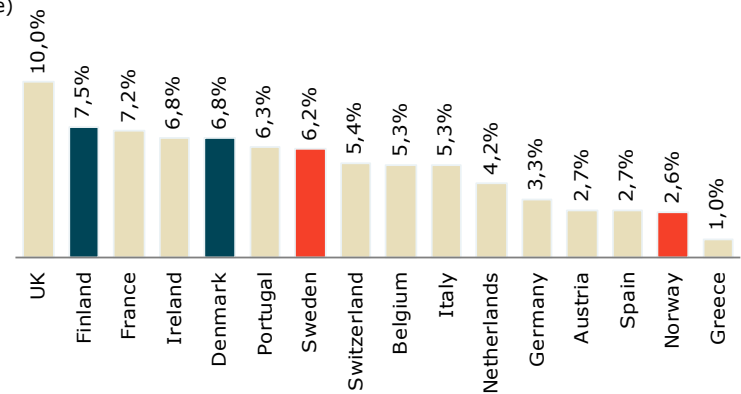


Household savings (2010E)

(Net savings as % of disposable household income)



Penetration broadly in line with Western European countries
(life premiums as % of GDP 2009)



Source: Economist Intelligence Unit (July 2010), Swiss Re Sigma 2009, OECD Economic Outlook, Issue 2, 2009

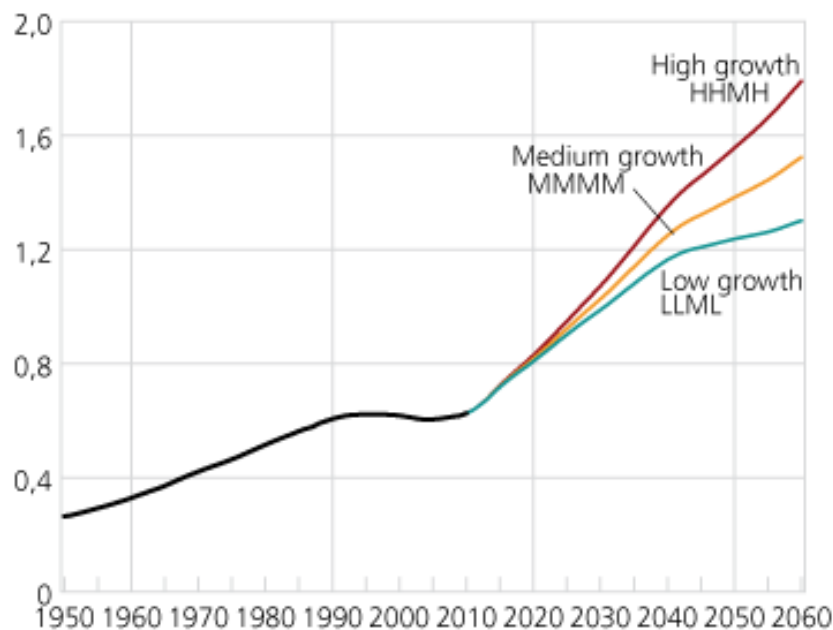
¹ Gross savings %, including consumption of fixed capital

Growing elderly population highlights the need for pension savings

Norway

Number of persons 67 years and older

In millions



HHMH: High fertility, high life expectancy, medium internal migration and high net migration

MMMM: Medium fertility, medium life expectancy, medium internal migration and medium net migration

LLML: Low fertility, low life expectancy, medium internal migration and low net migration

Source: Statistics Norway

- Demographic trends
 - Increased life expectancy
 - Number of pensioners will double within 25-35 years
 - Fewer workers pr pensioner

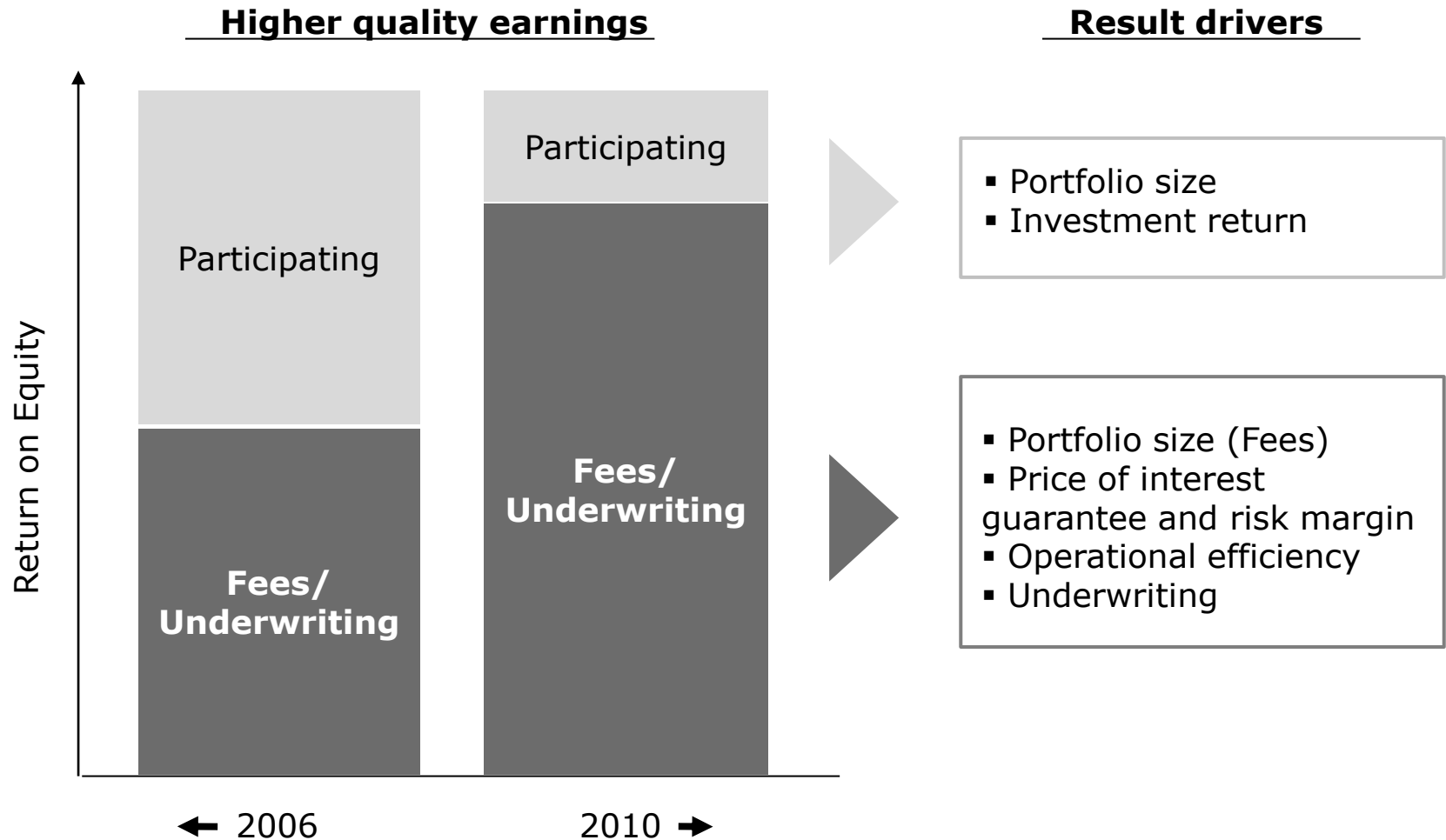
- Public pensions will count for up to 15% of GDP in the Nordic countries within 2050

Three product categories

Traditional profit sharing	Fee based guaranteed business	Fee based Unit Linked and risk products
➤ Guarantees	➤ Guarantees	➤ No guarantees
➤ Capital intensive	➤ Medium Capital intensive	➤ Not capital intensive
➤ Earnings sensitivity to capital market development	➤ Earnings from administration, risk and fee for guarantee	➤ Earnings from administration and risk
➤ Centralised B2B market	➤ Centralised B2B market	➤ Individualised market

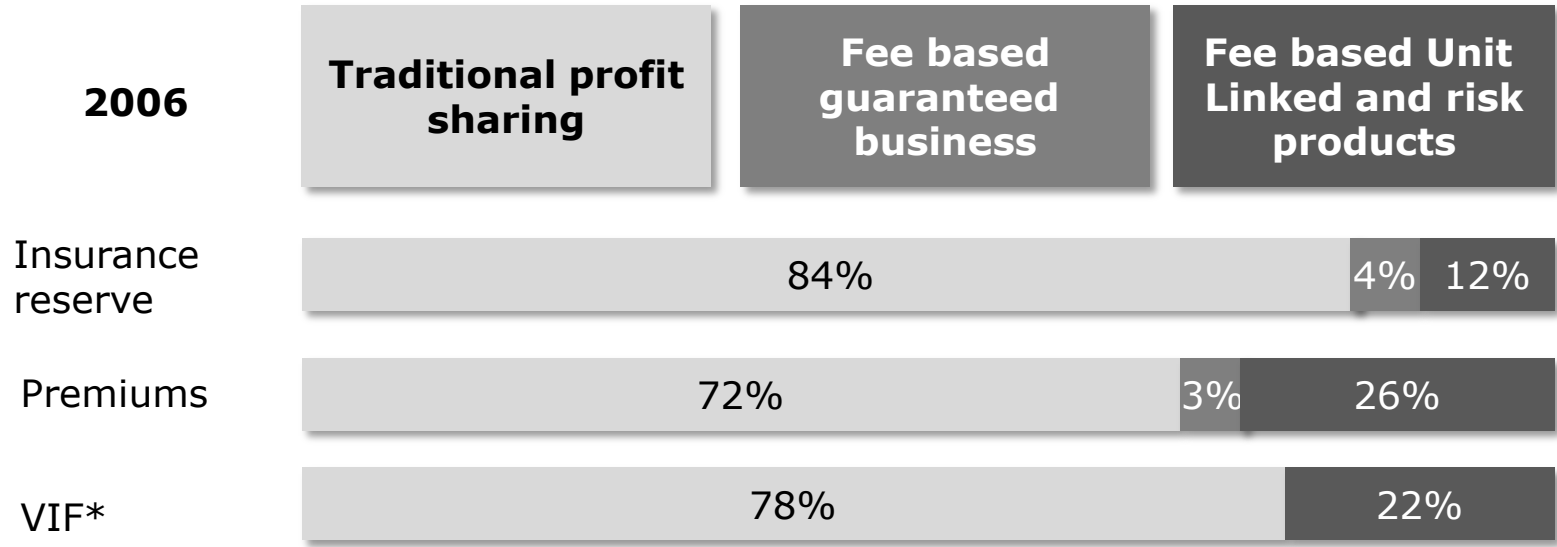
Our business model is simple – focus on fee based

Illustrative



Storebrand – from being a provider of traditional products in 2006...

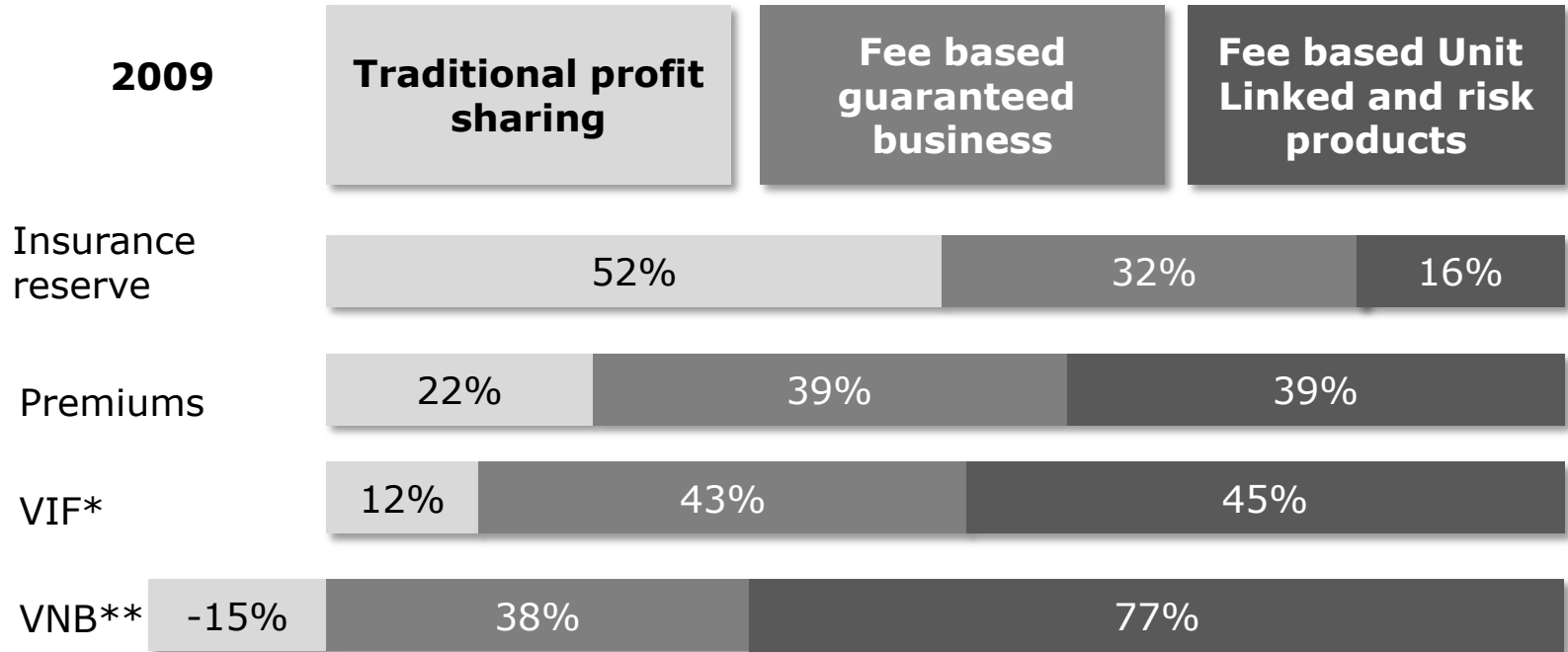
- Growth
- Quality of earnings
- Operational excellence



*Value in Force
 Premiums and reserves includes SPP figures from before acquisition in 2007 for comparison.
 Data: 31.12.06

...actively growing the share of fee based and capital efficient products

- Growth
- Quality of earnings
- Operational excellence



Data: 31.12.09

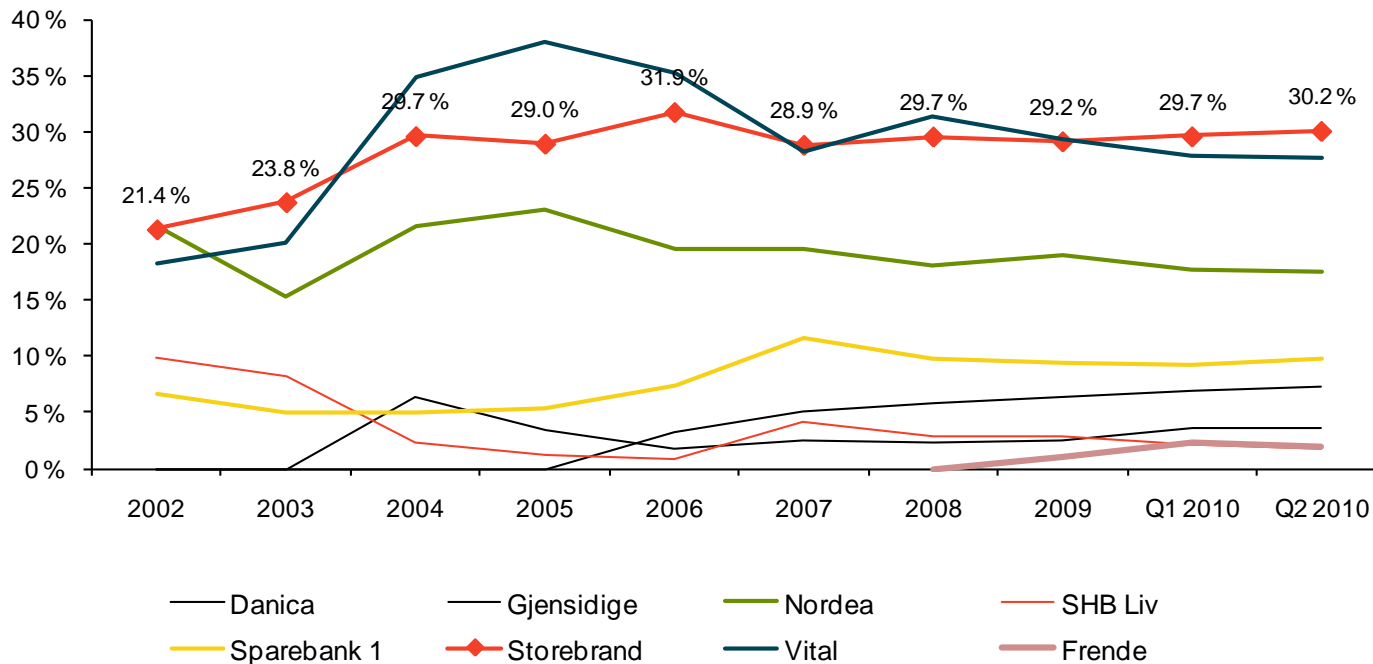
*Value in Force

**Value New Business

Storebrand Success in Defined Contribution / UL

- Growth
- Quality of earnings
- Operational excellence

Market share of premiums Defined Contribution Norway



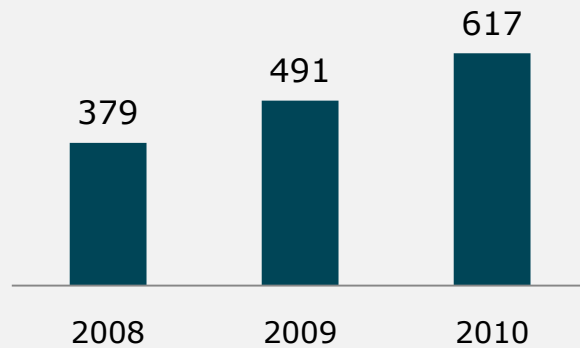
... and strong sales growth in unit linked in the Swedish Life and Pensions business (SPP)

Growth

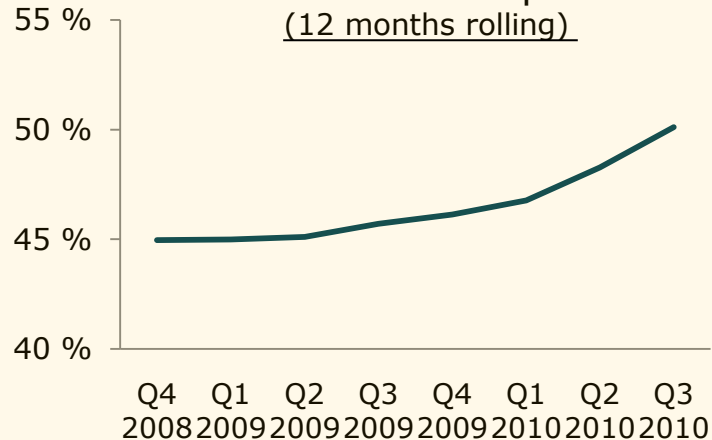
Quality of earnings

Operational excellence

Sales unit linked
(12 months rolling in APE)



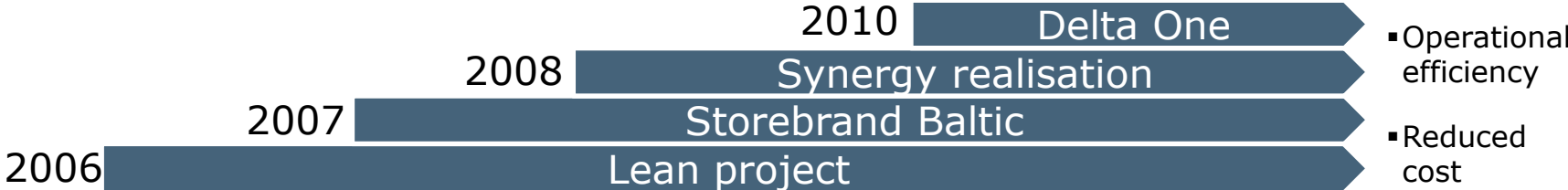
Unit linked share of premiums
(12 months rolling)



- 28 % increase in unit linked sales YTD measured in APE, 43 % for the quarter
- Premium income from unit linked up 12 % YTD, 10 % for the quarter
- Unit linked comprises half of the premium income in the last 12 months

Consistent focus on operational improvements in all business areas

Growth
Quality of earnings
Operational excellence



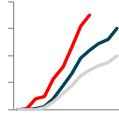
Lean project

- Process methodology reduces lead time and improves efficiency
- 69 projects completed, 6 ongoing
- More than 450 man labour year released
- Still ongoing



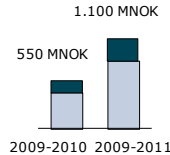
Storebrand Baltic

- 100% Storebrand owned operational centre in Lithuania
- 94 man labour year
- Skilled workers and high productivity



Synergy realisation

- Yearly synergies in excess of 400 mill NOK announced in SPP deal
- Yearly synergies in excess of 535 mill NOK achieved
- Cross border synergies



Delta One

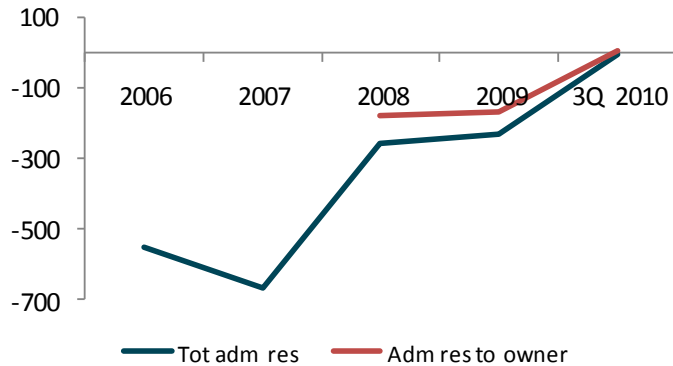
- Comprehensive programme introduced to further strengthen results¹
- Comprises both cost and income measures
- Ongoing reporting
- Compensation model tied to programme performance

1. Result improvement, measured against 2009 levels, for the Norwegian and Swedish life business only includes the administration result (both customer and owner). Result improvements from profit sharing, price on interest rate guarantee, risk and return on shareholder's equity are measured separately.

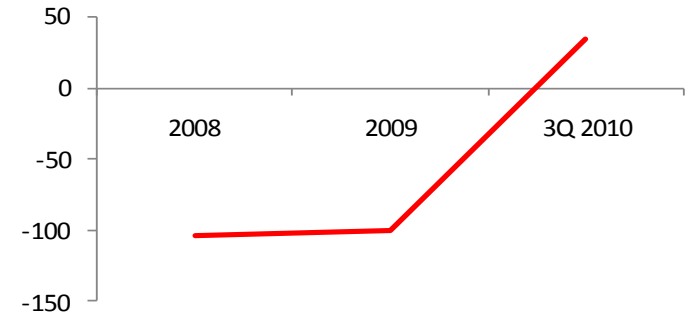
Bottom line effect from efficiency and cost programs

Growth
Quality of earnings
Operational excellence

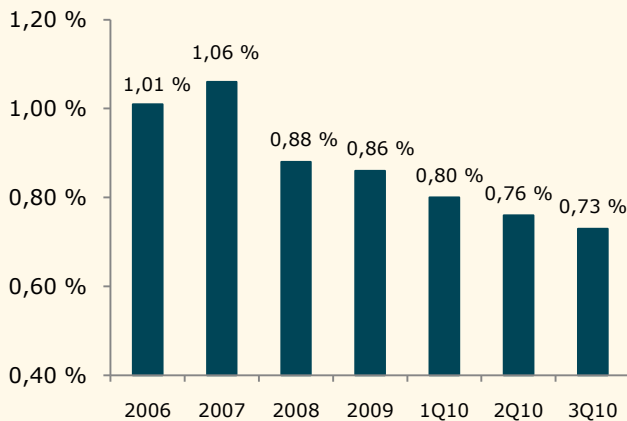
Administration result Life and Pension Norway



Administration result Life and Pension Sweden



Costs/ Customer funds Storebrand



Costs/ Customer funds SPP



Delta One program ahead of plan

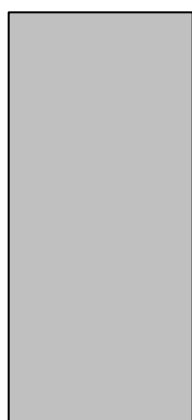
Achieved cash improvement 3Q10¹

MNOK 432



Realised

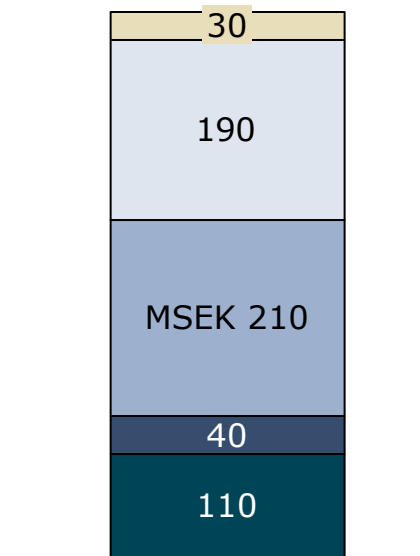
MNOK 371



Target

Target cash improvements in 2010¹

MNOK 550



2010

- Other
- Life and Pensions Norway
- Life and Pensions Sweden
- Asset Management
- Bank

¹Result improvement, measured against 2009 levels, for the Norwegian and Swedish life business only includes the administration result. Total administration result is included for Life and Pensions Norway (both customer and owner). Result improvements from profit sharing, price on interest rate guarantee, risk and return on shareholder's equity are measured separately.

We believe in high quality growth going forward

Main drivers	Expectations
Market growth	Continued growth
Increased earnings quality	Shift towards fee based business
Operational excellence	Strong history – more to come

Storebrand shall be the leading and most respected institution in the Nordic market for long-term savings and insurance.

