

# **EUREKO**

# 2010 ANNUAL RESULTS

Solid capital position and strong improvements in results Cooperative identity as compass

#### Willem van Duin

Chairman of the Executive Board

#### Gerard van Olphen

Chief Financial Officer en Vice-Chairman

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Gerard van Olphen

Willem van Duin



### Eureko in 2010: result summary

#### Improved results

- Net profit €1.2 billion
- Profit before tax from regular activities increases 38% to €504 million
- Gross written premiums €19.9 billion (+7%)

### Strong financial position

- Solvency: 220%
- S&P improves outlook from negatief to stable
  - S&P: "Capitalisation: Very strong in amount and quality"

Positive performance by all business lines

Measures for operational efficiency on track



## Eureko in 2010: cooperative identity as compass

- Cooperative origins
- Mutual solidarity
- Four-stakeholder model: customers, employees, partners and shareholders, with customer interests first
- Through Vereniging Achmea, customer also shareholder
- Our four-stakeholder model proved itself during the financial crisis



## Eureko in 2010: highlights per stakeholder

#### Customers

- Trust mark customer-focused insurer for six of our brands
- Distinguishing settlement unit-linked insurances

### **Employees**

- Good employership confirmed
- Employee commitment increased

#### **Shareholders**

- Vereniging Achmea acquires over 8% of the shares over from Rabobank
- Customer now for 63% shareholder via Vereniging Achmea

#### **Partners**

- Commercial cooperation Rabobank reinforced
- Cooperation Inshared and Hema: start mid 2011



### Net profit €1.2 billion, profit from regular activities +38% to €504 mln

| Key figures (in €mln)                     | 2010   | 2009   | Change |
|---|--------|--------|--------|
| Net profit                                | 1,220  | 1,381  | -12%.  |
| Profit before tax from regular activities | 504    | 365    | +38%   |
| Gross written premiums*                   | 19,852 | 18,545 | +7%    |
| Gross operating expenses                  | 2,829  | 2,895  | -2%    |

| Key figures (in €mln) | 31-12-<br>2010 | 31-12-<br>2009 | Change |
|-----------------------|----------------|----------------|--------|
| Total Equity          | 10,357         | 10,127         | +2%    |
| Solvency ratio        | 220%           | 216%           | +4%pts |

<sup>\* 2009</sup> figures excluding merger of our pensions funds (€1.1 bln)

- Net profit €1.2 billion partly due to the sale of our share in PZU.
- Profit before tax from regular activities +38% to €504 million better insurance and investment results and lower costs.
- Higher gross written premiums.
- Gross operating expenses 2% lower, despite high level of investment in strategic projects.
- Solvency improved to 220% despite dividend pay out of €1.1 billion and inclusion of new mortality tables.



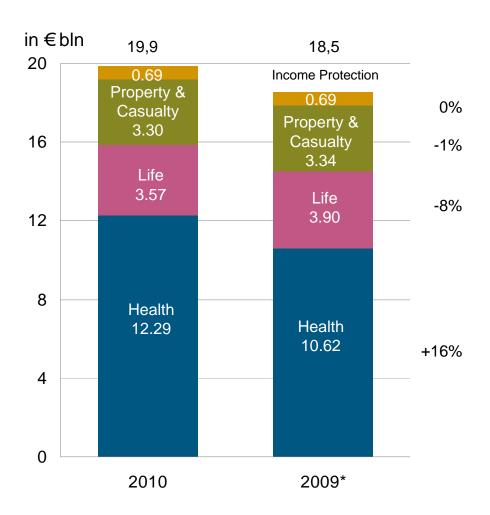
# Positive performance in all business lines

| Profit before tax<br>(in €mln) | 2010 | 2009 | Change |
|--------------------------------|------|------|--------|
| Non-life                       | 401  | 259  | +142   |
| Health                         | 262  | 342  | -80    |
| Life                           | 107  | -108 | +215   |
| Banking                        | 49   | -47  | +96    |

- Strong results in Non-life driven by a lower expense ratio and better investment results.
- The lower result in Health is due to release of provisions in 2009.
  Corrected for this, results improved €49 million.
- Life results up considerably mainly due to better investment results but offset by higher provisions for unit linked.
- Lower additions to loan loss provision resulted in higher result for banking activities.



## Increase gross written premiums



<sup>\*</sup> The 2009 figures do not include €1.1 billion resulting from the merger of our pension funds.

- Gross written premiums up 7% to €19.9 billion.\*
- Health premiums rose by 16%, mainly as a result of a higher equalisation contribution from the government.
- In Life business, premiums were down by 8%.\*
- Premiums in Property & Casualty decreased marginally by 1% as a result of lower premiums in the Netherlands; premiums in Europe up slightly.
- Stable premiums at Income Protection; higher single premiums at full disability were partly offset by lower premiums from absenteeism



### Our "House of Initiatives" in 2009

#### **Most trusted insurer**

#### **Short-improvement**

Cost-cutting programme

# Mid-term improvement initiatives

- SENS
- Complexity Reduction
  - Products
  - Legal entities
  - Processes
  - IT
- Domains

# Long-term strategic choices

- Market segments
  - Non-Life
  - Health
  - Income
- Channels
  - Direct channel
  - Banking channel
- Relationships with social partners
- Focus on core countries

Development of employees and professional skills

The customer is key in "Achmea unburdens"

Revitalise cooperative identity



### Our "House of Initiatives"

#### **Most trusted insurer** Cost reductions of €268 mln realised in **Shor- term profitability** Mid term improvement 2 years. Target end improvement initiatives of 2011 of at least €300 mln will be Cost-cutting programme SENS realised Complexity Reduction Products Legal entities **2010: 1,708 FTEs** Processes less in Netherlands IT Domains compared to 2008. Target end of 2011: 2,500 FTEs • Fo Development of employees and professional skills The customer is key in "Achmea unburdens" Revitalise cooperative identity



### Our "House of Initiatives"

#### **Most trusted insurer**

 Rolled out to all divisions and staff departments in the Netherlands, more than 7,000 FTEs involved in SENS

# Mid-term improvement initiatives

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# Long-term strategic choices

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### Our "House of Initiatives"

#### **Most trusted insurer**

- Creation new Health company started
- Business Domain Non-life
- Strategic partner of SAP
- Harmonisation of product models
- Reducing number of legal entities: from 22 to 5

Mid-term improvement initiatives

- SENS
- Complexity Reduction
  - Products
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# Long-term strategic choices

- Market segments
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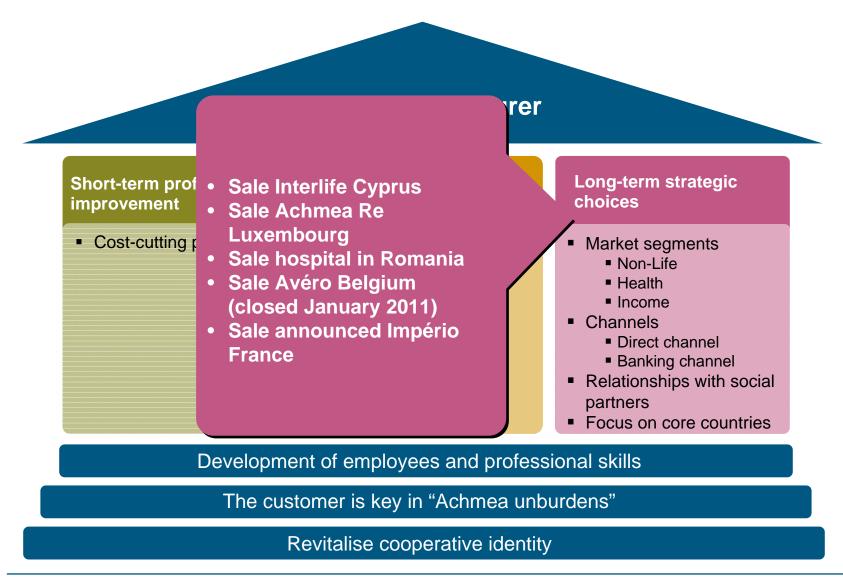
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### Our "House of Initiatives"





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Willem van Duin



# Profit before tax from regular activities up 38%

| (in €mln)                                 | 2010  | 2009  | Change |
|---|-------|-------|--------|
| Profit before tax from regular activities | 504   | 365   | +139   |
| PZU settlement                            | 835   | 1,238 | -403   |
| Unit-linked provision                     | -149  | -96   | -53    |
| Divestments                               | +36   |       | +36    |
| Profit before tax                         | 1,226 | 1,507 | -281   |

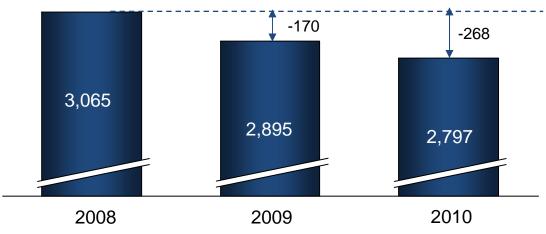
- Profit before tax, adjusted for PZU settlement, unit linked provision and divestments up €139 million to €504 million or 38%.
- Improvement of result due to better investment results, lower costs, good insurance results and partly offset by higher investments in strategic projects.



## Gross operating expenses down 2%

| Operational expenses (€ mln)              | 2010  | 2009  | 2008  |
|---|-------|-------|-------|
| Gross operational expenses                | 2,829 | 2,895 | 3,065 |
| less: incidental costs/one-offs           | -32   |       |       |
| Gross operational expenses excl. one-offs | 2,797 | 2,895 | 3,065 |



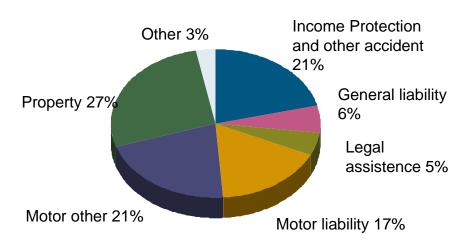


- Gross operating expenses 2% lower; excluding oneoffs 3% lower.
- We are well on track to achieve cost reduction target of €300 million.
- In two years, cost reductions of €268 million realised.
- This is excluding major investments in strategic projects (over €200 million compared to €90 million in 2009).



## Very good underwriting results in Property & Casualty

#### Gross written premiums (€4.0 billion)



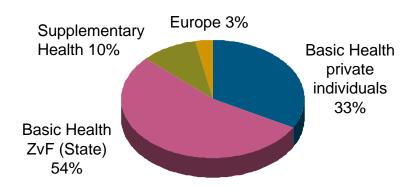
| Key figures                               | 2010  | 2009  | Change   |
|---|-------|-------|----------|
| Profit before tax (in € mln)              | 401   | 259   | +55%     |
| Non-Life ratios                           |       |       |          |
| Claims ratio                              | 68.1% | 67.8% | +0.3%pts |
| Of which P&C Netherlands                  | 65.3% | 67.1% | -1.8%pts |
| Of which Income Protection<br>Netherlands | 84.7% | 75.5% | 9.2%pts  |
| Expense ratio                             | 27.6% | 28.1% | -0.5%pts |
| Combined ratio                            | 95.7% | 95.9% | -0.2%pts |

- Gross written premiums declined slightly by 1%. Premiums Income Protection stable and in Europe premiums up 3% due to higher premiums in Turkey and Slovakia. In the Netherlands P&C premiums were, in line with market, down 2%.
- Profit before tax up to €401 million as a result of better investment results and lower expenses.
- Claims ratio slightly up mainly due higher claims in Income Protection. Claims ratio in Property & Casualty improved despite difficult weather conditions.
- Expense ratio improved further.
- Greece launches direct writer Anytime.



## Good performance in Health

#### Gross written premiums (€12.3 billion)



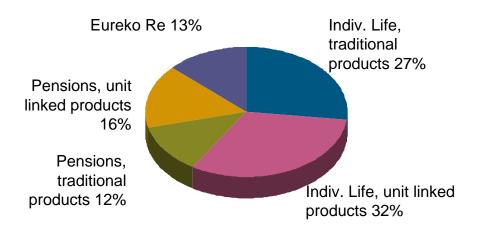
| Key figures                  | 2010  | 2009  | Change   |
|------------------------------|-------|-------|----------|
| Profit before tax (in € mln) | 262   | 342   | -23%     |
| Basic Health ratio           |       |       |          |
| Claims ratio                 | 96.8% | 95.7% | 1.1%pts  |
| Expense ratio                | 3.0%  | 3.3%  | -0.3%pts |
| Combined ratio               | 99.8% | 99.0% | 0.8%pts  |
| Suppl. Health ratio          |       |       |          |
| Claims ratio                 | 71.0% | 77.3% | -6.3%pts |
| Expense ratio                | 10.6% | 11.6% | -1.0%pts |
| Combined ratio               | 81.6% | 88.9% | -7.3%pts |

- Premiums up €1.7 billion to €12.3 billion mainly due to higher contributions from government (+€1.2 billion). In Slovakia premiums increased by 9%.
- Profit before tax impacted by one-off of €189 million in 2009 (basic health) and €60 million in 2010 (supplementary health). Corrected for this result was up €49 million.
- Corrected for one-off claims ratio improved 1.0%pts. We still pay 97% of the premiums out in health care.
- Expense ratio in both Basic Health and Suppl. Health improved.
- Claims ratio of Suppl. Health positively impacted by release of provision. Corrected for this, ratio improved 1.6%pts.



## Strong recovery of Life results

#### Gross written premiums (€3.6 billion)



| Key figures (in €mln)      | 2010 | 2009 | Change   |
|----------------------------|------|------|----------|
| Profit before tax          | 107  | -108 | n.m.     |
| Value New Business*        | 25   | 36   | -31%     |
| Of which: The Netherlands* | 24   | 22   | +9%      |
| Of which: Europe           | 1    | 14   | -93%     |
| New business margin (%)    | 1.4% | 1.6% | -0.2%pts |

- Gross written premiums down 8% to €3.6 billion, if corrected for merger of our pension funds in 2009. Decline mainly in single premiums.
- Profit before tax improved significantly mainly due to better investment results. Results negatively impacted by additional provision for unit-linked (€149 million) and new mortality tables (€45 million).
- Focus on profitable growth resulted in lower sales in the Netherlands, but Value New Business (VNB) improved and margin in the Netherlands was also up to 2.1%.
- In Europe VNB under pressure especially in Ireland and Greece. New sales comparatively stable.

<sup>\*</sup> Excluding merger of pension funds in 2009



## Increased life expectancy

- Updated mortality tables have two aspects:
  - Improvements in life expentancy
  - Adjustments of prognoses for future improvements
- For some time, Eureko has pursued a conservative policy when determining insurance liabilities. We do this by taking into account the negative developments ensuing from an ongoing trend towards longer life expectancy in the Dutch population.
- New mortality tables fully, including the adjusted prognoses, absorbed in liability adequacy testing and embedded value. Impact on Group solvency -5%pts, solvency of Life activities -12%pts and impact on Embedded Value -€164 million.
- In determining insurance liabilities, Eureko has taken the improvements in life expectancy into account but not the adjusted prognoses. Insurance liabilities at year-end have been increased additionally by €45 mln.



## Banking profits up due to lower additions to loan loss provisions

| Key figures (in €mln)              | 2010     | 2009     | Change   |
|------------------------------------|----------|----------|----------|
| Profit before tax                  | 49       | -47      | n.m.     |
| Net interest margin                | 151      | 185      | -18%     |
| Cost/income ratio                  | 62%      | 64%      | -2%pts   |
| Additions to loan loss provisions  | 17       | 121      | -86%     |
|                                    | 31-12-10 | 31-12-09 |          |
| Core Tier 1 ratio AHB*             | 12.8%    | 10.4%    | +2.4%pts |
| Core Tier 1 ratio<br>Staalbankiers | 13.7%    | 14.7%    | -1.0%pts |

<sup>\*</sup> Achmea Hypotheekbank

- Profit before tax improved considerably due to higher efficiency and lower additions to loan loss provisions in Ireland.
- Interest margins were down 18% due to increased funding costs at AHB.
- Despite lower income, efficiency ratio improved to 62% due to cost reductions.
- Core Tier 1 ratio of AHB up significantly due to securitisations and retained profits.
- Savings campaign very successful; €742 million additional savings.



## Other activities; results impacted by PZU

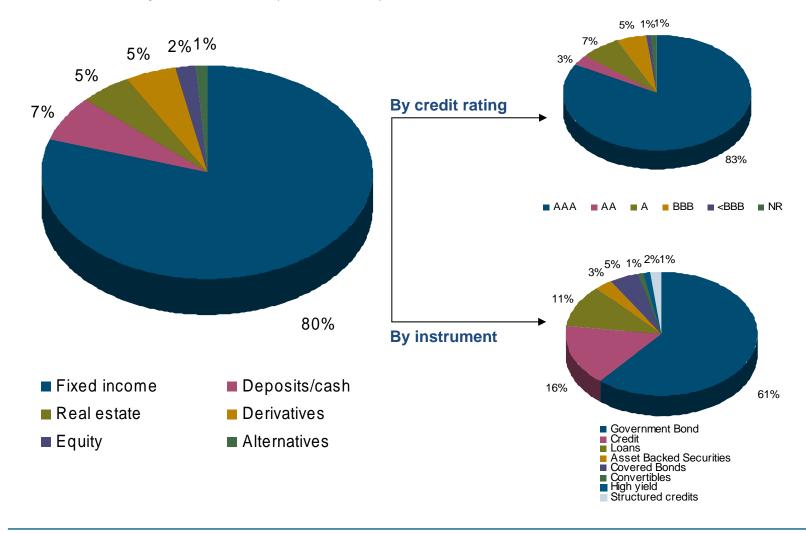
| Key figures (in €mln) | 2010  | 2009  | Change |
|-----------------------|-------|-------|--------|
| PZU, including IPO    | 982   | 1,516 | -35%   |
| F&C Asset Management  | 9     | 16    | -44%   |
| Other income          | 136   | 40    | +240%  |
| Total income          | 1,127 | 1,572 | -28%   |
| Operating expenses    | 614   | 352   | +74%   |
| Other expenses        | 106   | 159   | -33%   |
| Total expenses        | 720   | 511   | +41%   |
| Profit before tax     | 407   | 1,061 | -62%   |

- Profit before tax down to €407 million due to lower results from PZU and higher investments in strategic projects.
- One-off results of PZU (IPO and sale in 2010 and settlement in 2009) were €403 million lower and regular results from PZU €170 million lower.
- Operating expenses increased mainly as a result of investments in strategic projects and one-off costs.



# Investment portfolio: high percentage invested in AAA

#### Portfolio at year-end 2010 (€40.5 billion)





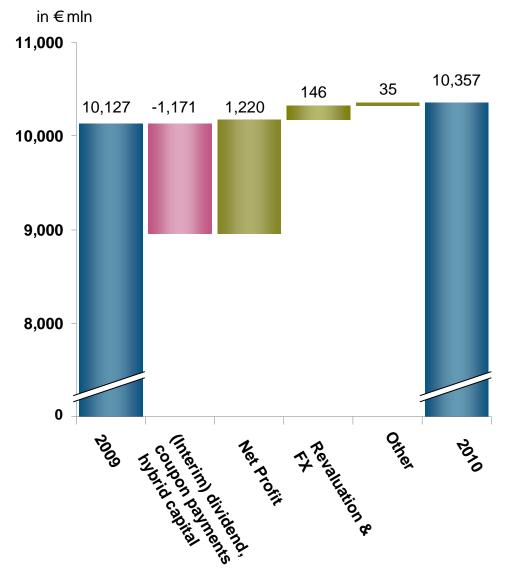
## Sovereign exposure to GIIPS countries remains limited

| (in €mIn) | 31-12-10 | In % of fixed income | 31-12-09 | In % of fixed income |
|-----------|----------|----------------------|----------|----------------------|
| Greece    | 97       | 0.3%                 | 149      | 0.5%                 |
| Italy     | 89       | 0.3%                 | 205      | 0.7%                 |
| Ireland   | 384      | 1.2%                 | 538      | 1.8%                 |
| Portugal  | 49       | 0.2%                 | 110      | 0.4%                 |
| Spain     | 121      | 0.3%                 | 60       | 0.2%                 |
| Total     | 740      | 2.3%                 | 1,062    | 3.5%                 |

- Total sovereign exposure €740 million or 2.3% of total fixed income portfolio.
- Exposure on Greece and Ireland relates to our business in those countries. Corrected for this, exposure is only 0.8%.
- Market value of exposure is 83% of nominal value. The difference between the market and nominal value is reflected in Total equity.



# Equity and Solvency improve despite large dividend pay outs



- Total equity position up 2% despite large payments of dividend.
- After interim dividend of €1.15 per share, final dividend proposal of €0.10 per share or €41 million to the Annual General Meeting.
- Solvency improved from 216% to 220%. Impact of new mortality tables -5%pts.
- Debt leverage improved to 22.0% (2009: 22.8%).



### Solvency II - developments

#### Eureko

Outcomes of QIS5 study inspire confidence – all our segments are solid

- QIS5: Solvency 196% on consolidated level and >150% based on aggregated level (sum of solo entities) of the SCR based on standard model and current insights
- We are in the process of getting approval from the Dutch Central Bank to use an internal model

#### Market

- Introduction Solvency II welcomed as it creates level playing field
- We advocate sensible transition period
- Focus points:
  - Market value approach will result in more volatility
  - Recognition Dutch health insurance
  - Non-life capital requirements overstated
  - Current economic principles are still inconsistent



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### Closing remarks (1)

#### Improved results

- Net profit €1.2 billion
- Regular activities larger share in profitability: €504 million (+38%)
- €268 million in cost reduction since 2008

### Strategy on track

- Operational efficiency and cost reductions in all divisions
- Less complexity in products and processes
- Integration of back offices: product domains and new Health company



### Closing remarks (2)

### Cooperative identity reinforced

- We are a cooperative insurer
- We work to a four-stakeholder model. Customers first

### 200 years of Achmea

- In discussion with customers and society: Achlum Convention on 28 May
- Gift of employees to society (ACHMEA best wishes)



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