

## 2019

Presentation 9M2019 Grupo Catalana Occidente



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Presentation based on the report data at the close of september 2019 published on 31/10/2019

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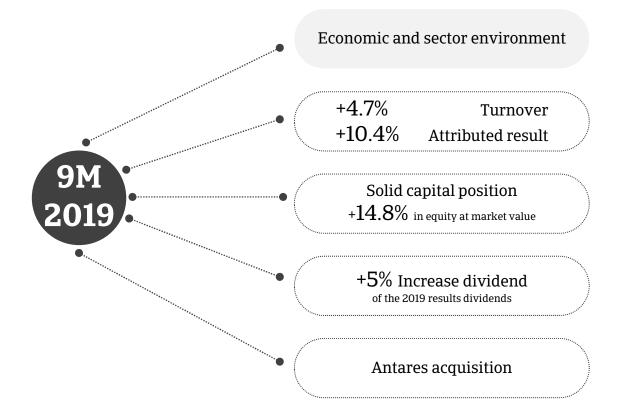


## Keys for the period

At the end of the third quarter of 2019 the Group manages to increase turnover, profit and capital



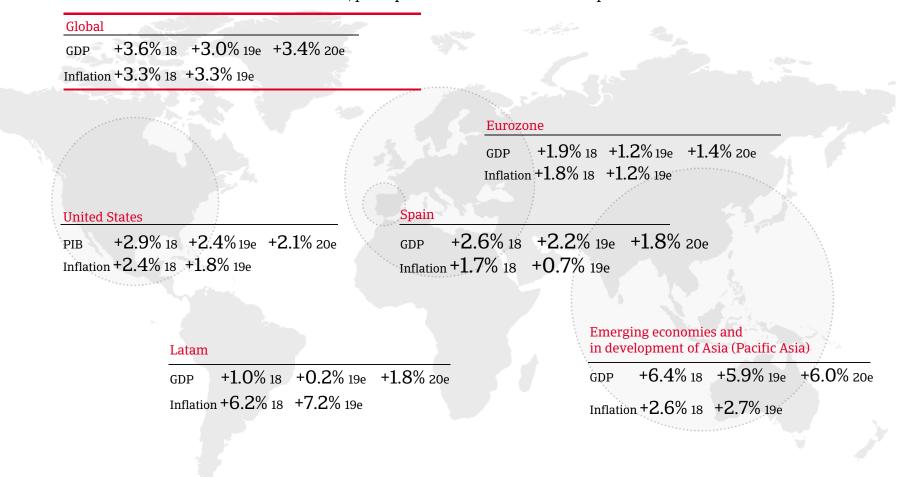
#### Favourable behaviour in the main figures





#### Macroeconomic environment

Downward review of the expected growth in 2019 to 3.0% (-0.2 bps) and 3.4% (-0.1bps) in 2020 Generalised deterioration of the economic indicators Commercial war between EEUU and China, principal threat for the world development



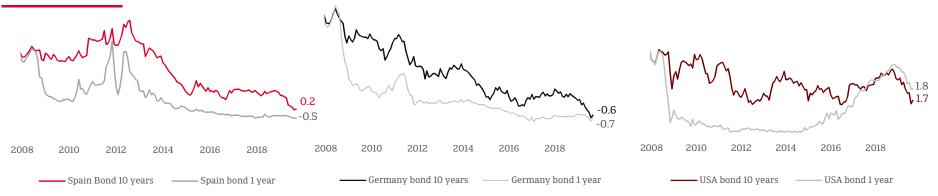
Source: FMI. Last review October 2019

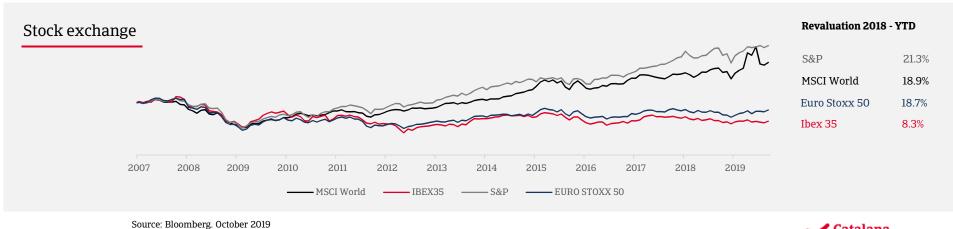


#### **Financial markets**

Less accommodative monetary policy and volatility in the markets for fear of a global protectionist turn and geopolitical tensions

#### Interest rates

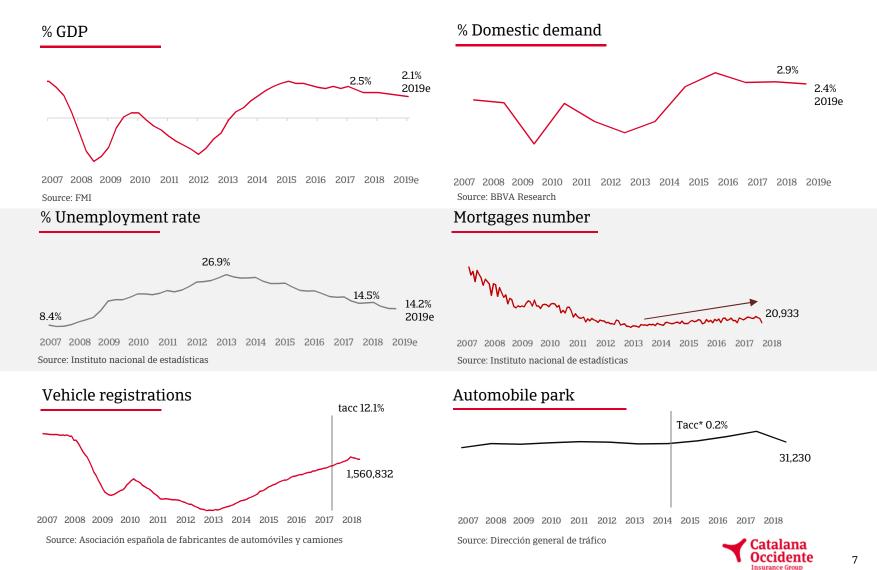




Catalana Occidente

#### Situation in Spain

Fundamental solids in Spain with the rating agencies recognition

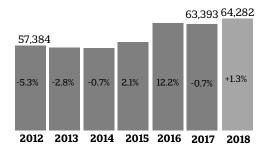


#### Spanish Insurance Sector

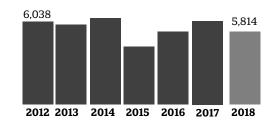
Mantains growth in non-life and remains under pressure in life savings

#### Insurance sector premiums (€M)

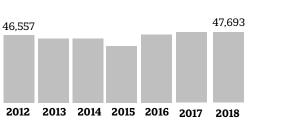
**Employees** 

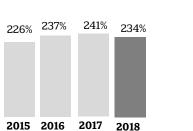


#### Insurance sector net result (€M)



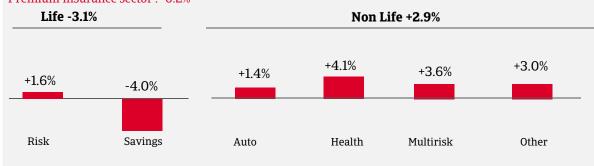
#### % Solvency II ratio





Stability in results		
ROE <b>13.0%</b> -1.2 p.p	Combined ratio <b>91.4%</b> -2.4 p.p	
	Motor Multirrisks Health	96.0% 95.8% 92.7%

#### Premium insurance sector : -0.2%

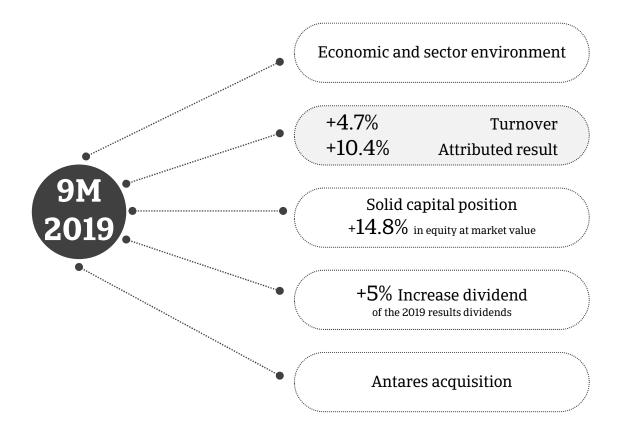




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Source: ICEA october 2019

## Favourable behaviour in the main figures





#### Grupo Catalana Occidente in 9M2019

		(in millio	ons of euros)
Income	9M2018	9M2019	% Chg. 18-19
Traditional business	1,881.3	1,931.1	2.6%
Recurring premiums	1,656.0	1,703.1	2.8%
Single premiums life	225.3	228.0	1.2%
Credit insurance Business	1,391.3	1,494.9	7.4%
Turnover	3,272.6	3,426.0	4.7%

+4.7% Turnover

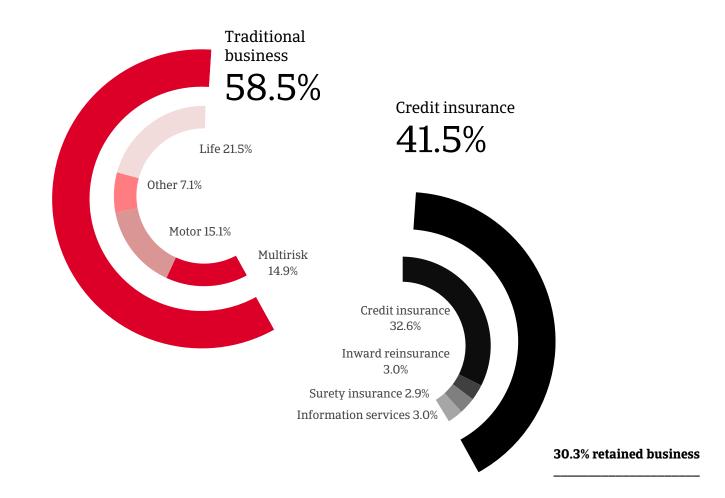
		(in millio	ns of euros)
Results	9M2018	9M2019	% Chg. 18-19
Recurring Results Traditional Business	164.0	176.2	7.4%
Recurring Results form Credit Insurance Business	153,2	179.0	16.8%
Non-Recurring Result	-12.3	-17.8	
Consolidated result	304.8	337.4	10.7%
Attributed Result	278.2	307.2	10.4%

307.2 M€ +10.4% Attributed result

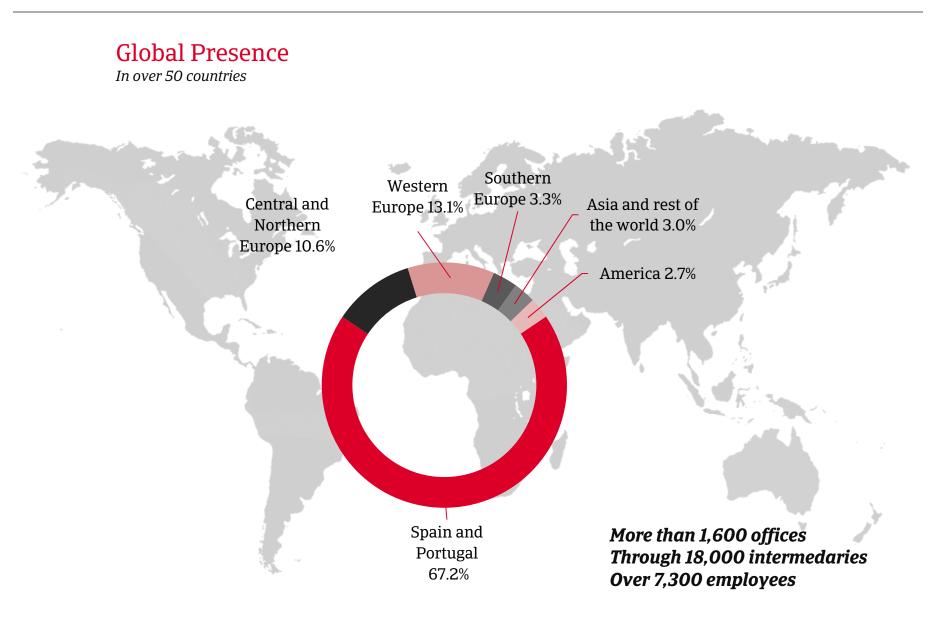


#### Diversification in 12M2018

Balanced portfolio, complete offer

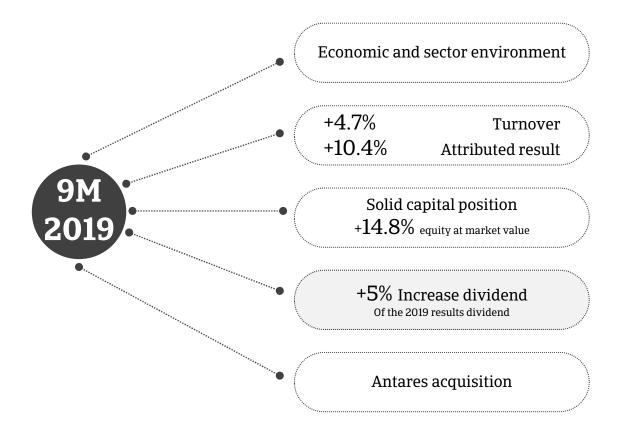








### Favourable behaviour in the main figures







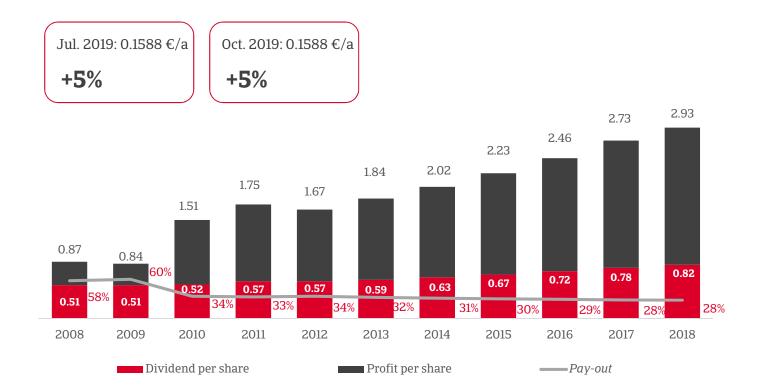
Profitabilitiy (YTD)	9M2018	9M2019	TACC 2002 - 9M19
GCO	-11.75%	-10.58%	12.42%
Ibex 35	-14.97%	8.25%	2.43%
EuroStoxx Insurance	-10.05%	16.50%	3.75%

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\* Annual Compound Growth Rate

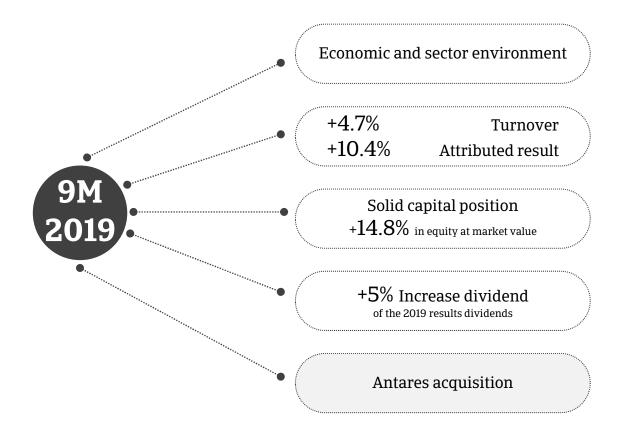
#### Increase of 5% of the dividends to the income statement 2019

In the last 10 years, Grupo Catalana Occidente has maintained a growing dividend policy





## Favourable behaviour in the main figures







# 02

## Economic results 9M2019

The Group ended 9M2019 with a positive performance of its main figures improving in results, turnover and capital.



## 02

#### Income statement Traditional business

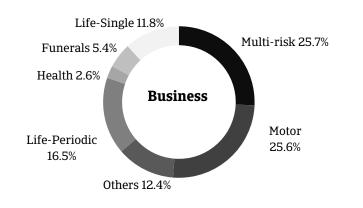
Credit insurance business Capital, investments and solvency



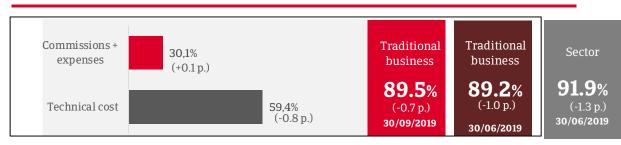
#### **Traditional business**



Traditional business distribution



#### Combined ratio





## Traditional business. Multirisk

$\wedge$	Written premiums	Combined ratio
ίο. Γ	+2.3%	87.9%

	(III IIIIIIOIIS OI EUIOS)			
Multirisk	9M2018	9M2019	% Chg. 18-19	12M2018
Written premiums	485.2	496.2	2.3%	645.9
% Technical cost	55.2%	53.8%	-1.4	55.8%
% Commissions	20.6%	20.9%	0.3	20.7%
% Expenses	13.2%	13.2%	0.0	13.4%
% Combined ratio	<b>89.0</b> %	87.9%	-1.1	89.9%
Technical result after expenses	52.4	58.9	12.4%	64.5
% of earned premiums	11.0%	12.1%		10.1%
Earned premiums	477.6	487.0	2.0%	638.7

(in millions of euros)



### Traditional business. Motor

$\sim$	Written premiums	Combined ratio
<u> </u>	+0.3%	93.5%

Motor	9M2018	9M2019	% Chg. 18-19	12M2018
Written premiums	492.0	493.6	0.3%	654.3
% Technical cost	70.3%	69.4%	-0.9	71.3%
% Commissions	11.0%	11.1%	0.2	11.0%
% Expenses	12.9%	13.0%	0.1	13.0%
% Combined ratio	94.2%	93.5%	-0.7	95.3%
Technical result after expenses	28.4	31.7	<b>11.8</b> %	30.9
% of earned premiums	5.8%	6.5%		4.7%
Earned premiums	491.5	488.1	-0.7%	657.2

#### (in millions of euros)



## **Traditional business. Others**

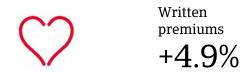
Written premiums	Combined ratio
 +1.8%	84.5%

	(III IIIIIIOIIS OI EULOS)			
Others	9M2018	9M2019	% Chg. 18-19	12M2018
Written premiums	236.2	240.4	1.8%	308.4
% Technical cost	48.8%	50.1%	1.3	50.2%
% Commissions	21.1%	20.4%	-0.7	20.8%
% Expenses	14.0%	14.0%	0.0	14.1%
% Combined ratio	<b>83.9</b> %	84.5%	0.6	85.2%
Technical result after expenses	36.5	36.3	-0.4%	45.3
% of earned premiums	16.0%	15.5%		14.8%
Earned premiums	227.2	233.7	2.9%	305.2

#### (in millions of euros)



#### Taditional business. Life



	(in millions of euros)			
Life	9M2018	9M2019	% Chg. 18-19	12M2018
Life insurance turnover	667.9	700.9	<b>4.9</b> %	932.6
Health	42.1	50.6	20.2%	57.6
Funerals	100.3	103.9	3.6%	133.7
Periodic premiums	300.2	318.4	6.1%	400.6
Single premiums	225.3	228.0	1.2%	340.7
Contributions to pension plans	36.1	40.9	13.3%	61.2
Net contributions to investment funds	3.1	2.2	-29.0%	4.3
Technical result after expenses	45.4	45.8	1.0%	60.5
% earned premiums	6.8%	5.9%		6.5%
Earned premiums	666.7	772.4	15.9%	930.1





#### **Traditional business**

		(in millions of euros)			
Traditional business	9M2018	9M2019	% Chg. 18 -19	12M2018	
Written premiums	1,881.3	1,931.1	2.6%	2,541.2	
Life insurance premiums, ex single	1,656.0	1,703.1	2.8%	2,200.5	
Technical result afer expenses	162.6	172.7	<b>6.2</b> %	201.2	
% of earned premiums	8.7%	8.7%		7.9%	
Financial result	59.5	56.8	-4.5%	74.1	
% earned premiums	3.2%	2.9%		2.9%	
Non technical result	-12.2	-12.0		-20.4	
Funeral business complementary activity	2.0	1.9		2.4	
Corporation tax	-48.0	-43.3		-61.5	
Recurring result	164.0	176.2	7.4%	195.7	
Non-recurring result	-8.1	-10.0		-4.6	
Total result	155.9	166.2	6.6%	191.1	
Earned premiums	1,862.9	1,981.2	6.4%	2,531.2	

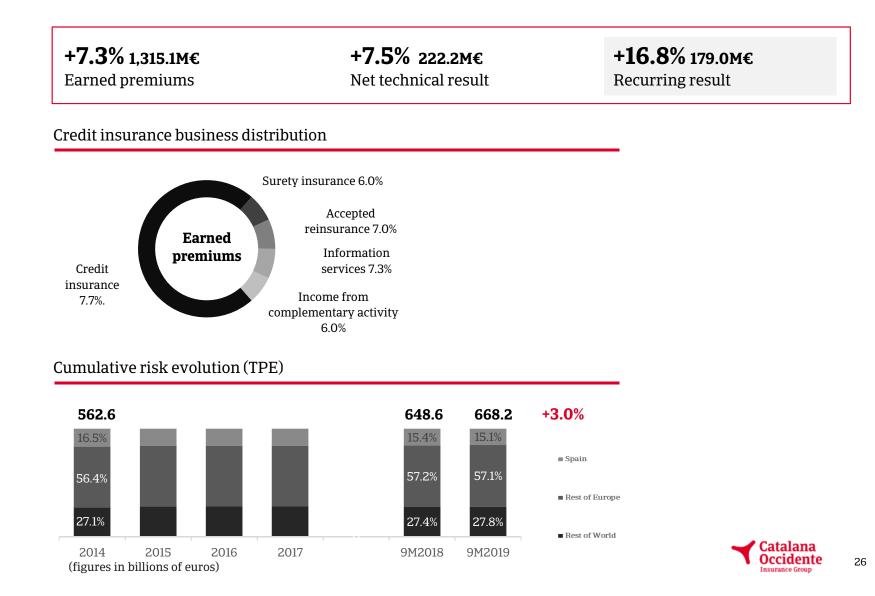
See annexes: expenses, financial result and non-recurring

## 02

Income statement Traditional business Credit insurance business Capital, investments and solvency

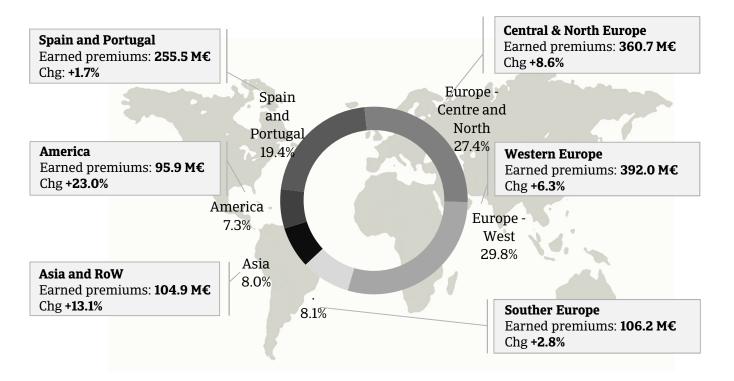


#### Credit insurance business



#### Credit insurance business

**1,315.1M€ +7.3%** Earned premiums

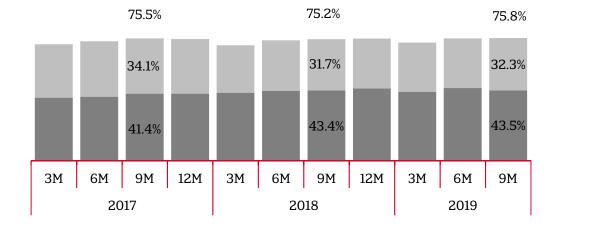


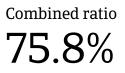
1,426.2M€ +7.0% Earned premiums and information services



### Credit insurance business

Net combined ratio evolution





■ Technical cost ■ Commissions + net expenses

More information in Annexes: Credit insurance combined ratio



	(in millions of euros)						
Credit insurance business	9M2018	9M2019	% var. 18 -19	12M2018			
Earned premiums	1,226.2	1,315.1	7.3%	1,648.5			
Information services	106.7	111.1	4.1%	132.5			
Total insurance income	1,332.9	1,426.2	7.0%	1,781.0			
Technical result after expenses	294.2	302.0	2.7%	377.6			
% of income	22.1%	21.2%		21.2%			
Reinsurance result	-87.5	-79.8	-8.8%	-105.6			
Reinsurance cession rate	40.0%	38.0%		40.0%			
Net tecnical result	206.7	222.2	7.5%	271.9			
% of income	15.5%	15.6%		15.3%			
Financial result	6.1	11.8	93.4%	9.2			
% of income	0.5%	0.9%		0.5%			
Complementary act. result	0.3	4.7		3.8			
Company tax	-54.6	-55.4	1.5%	-76.6			
Adjustments	-5.3	-4.3		-7.4			
Recurring result	153.2	179.0	16.8%	200.9			
Non-recurring result	-4.2	-7.8		-5.7			
Total business result	149.0	171.2	14.9%	195.2			

## $\mathbf{02}$

Income statement Traditional business Credit insurance business Capital, investments and solvency



#### **Financial strength**

At the end of the third quarter of 2019 the Group's capital increased 14.8%, due to the results improvement and the positive evolution of the financial markets

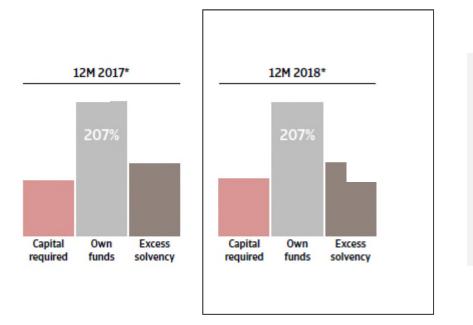
	(in millions of euros)		
Permanent resources on 31/12/18	3,404.5		
Permanent resources at market value on 31/12/2018	3,908.7		
Net equity on 01/01/19	3,204.1		
(+) Consolidated results	337.4		
(+) Paid dividends	-100.5		
(+) Change for valuation adjustments	370.5		
(+) Other changes	-30.3		
Total movements	577.1		
Total net equity on 30/09/19	3,781.2		
Subordinatetd debt	200.5		
Permanent resources on30/09/19	3,981.7		
Capital gains not included in balance shee	t		
(properties)	507.3		
Permantent resources at market vlaue30/09	9/19 4,489.0		

1999	332
2000	374
2001	412
2002	420
2003	486
2004	779
2005	1,296
2006	1,775
2007	2,027
2008	2,171
2009	2,009
2010	2,165
2011	2,231
2012	2,343
2013	2,607
2014	3,168
2015	3,263
2016	3,509
2017	3,756
2018	3,909
9M2019	4,489



### Solid solvency position: 207% year end 2018

Grupo Catalana Occidente has a solid financial and solvency position withstand adverse scenarios



The solvency II ratio remains above 160%, even in adverse scenarios.

High quality own funds(93.6% of tier1).

\* Data without transitional techincal provision measure and with partial internal model.



Solvency and financial condition reporting presentation April: Group entities June: Grupo Catalana Occidente



#### Credit rating

The "a+" rating reflects the balance strength, the good business model, the excelent operating results and the appropiate capitalization of the Group thanks to the internam capital generation entities

## 2019

"a+"

A.M. Best: Group operating entities

It highlights the prudence in the underwriting that is reflected in a positive evolution of operating results with an excellent combined ratio and a high return on capital (ROE)

## **"A2"**

Moody's operating entities of the credit insurance business

It highlights the strong competitive position, the solid capitalization, the low financial leverage and the prudent investment portfolio

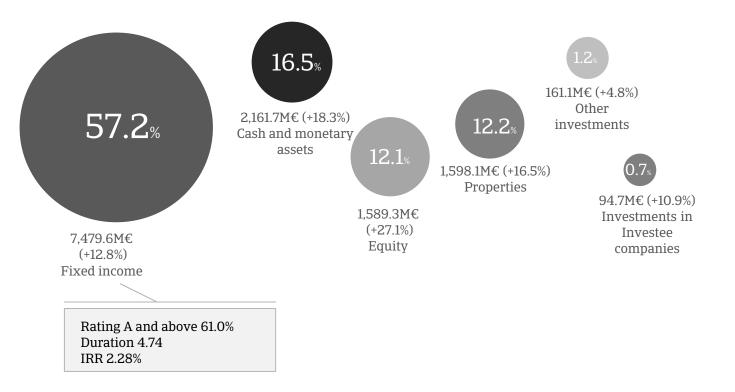


#### Investments

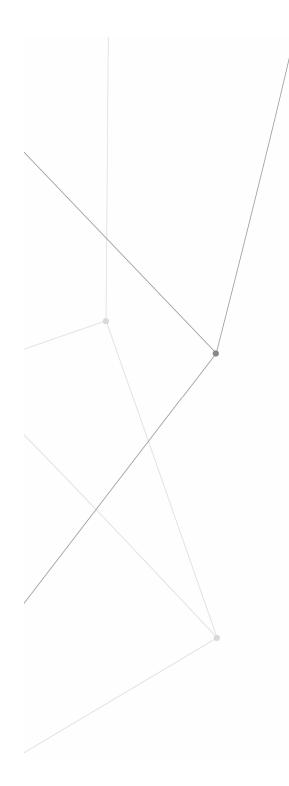
The Group invests in traditional assets through a prudent and diversified investments management

#### **14,347.3 M€**

(+16.4% compared to managed funds at the end of 2018)









## Calendar and annexes



#### Calendar

#### **Relationship with Analysts and Investors**

Enero	Febrero	Marzo	Abril	Мауо	Junio	Julio	Agosto	Setiembre	Octubre	Noviembre	Diciembre
	28 Results 12M2018		25 Results 9M2019			25 Results 9M2019			31 Results 9M2019		
		1 Results Presentation 12M2018 11.00	26 Results Presentation 9M2019 11.00			25 Results Presentation 9M2019 16.30			31 Results Presentation 9M2019 16.30		
			25 Annual General Meeting 2018								
	Intenrim Dividend <b>2018</b>			Complemen tary Dividend <b>2018</b>		Intenrim Dividend <b>2019</b>			Intenrim Dividend <b>2019</b>		

#### **Contacto**

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### Income statement

				(in millions of euros)
	9M 2018	9M 2019	% Var. 18 -19	12M 2018
Written premiums	3,165.9	3,314.9	4.7%	4,212.6
Information services	106.7	111.1	4.1%	132.5
Turnover	3,272.6	3,426.0	4.7%	4,345.2
Tecnical cost	1,895.6	2,026.8	6.9%	2,584.7
% of net income	59.3%	59.5%		60.0%
Commissions	396.8	418.7	5.5%	532.8
% of net income	12.4%	12.3%		12.4%
Expenses	535.6	570.1	6.4%	726.6
% of net income	16.8%	16.7%		16.9%
Tecnical result	367.3	391.3	6.5%	467.3
% of net income	11.5%	11.5%		10.8%
Financial result	55.7	55.8	0.2%	80.1
% of net income	1.7%	1.6%		1.9%
Non-financial non-tecnical account result	-20.5	-21.5	4.9%	-31.0
% of net income	-0.6%	-0.6%		-0.7%
Comp. Act. results credit insurance and funeral business	2.3	6.6	187.0%	6.4
% of net income	0.1%	0.2%		0.1%
Result before tax	404.9	432.2	6.7%	522.8
% of net income	12.7%	12.7%		12.1%
Consolidated result	304.8	337.4	10.7%	386.4
Result attributable to minorities	26.7	30.2	13.1%	34.3
Attributed result	278.2	307.2	10.4%	352.1
% of net income	8.7%	9.0%		8.2%
Total net income	3,195.2	3,407.0	6.6%	4,311.4



				(in million of euros)
Income	9M2018	9M2019	% Var. 18-19	12M 2018
Earned premiums (M€)	1,226.1	1,315.06	7.3%	1,648.5
Credit insurance	1,035.1	1,117.2	7.9%	1,397.2
Surety insurance	88.7	91.4	3.1%	119.9
Inward insurance	102.4	106.4	4.0%	131.4
Income from information	106.7	111.1	4.1%	132.5
Total income from insurance	1,332.9	1,426.2	7.0%	1,781.0
Income from complementary activities	88.0	89.9	2.1%	120.1
Total Income from credit insurance	1,420.9	1,516.0	6.7%	1,901.1
Written premiums	1,284.6	1,383.8	7.7%	1,671.4

## Credit insurance business

### **Evolution of net combined ratio**

Combined ratio breakdown	9M2018	9M2019	% Var. 18-19	12M 2018
% Gross technical cost	43.1%	43.3%	0.2	43.7%
% Commissions + gross expenses	34.8%	35.6%	0.8	35.1%
% Gross Combined ratio	77.9%	<b>78.8</b> %	0.9	78.8%
% Net tecnical cost	43.4%	43.5%	0.1	44.7%
% Commissions + net expenses	31.7%	32.3%	0.6	30.8%
% Net combined ratio	75.2%	75.8%	0.6	75.5%



						(in mil	lions of o	euros)
Risk cluster by sector	2015	2016	2017	2018	9M2018	9M2019	% Chg. 18-19	% total
Spain and Portugal	89,601	93,437	98,714	99,453	99,722	100,821	1.1%	15.1%
Germany	80,398	82,783	86,430	90,599	90,508	93,047	2.8%	13.9%
Australia and Asia	79,668	79,013	84,233	92,222	92,262	94,005	1.9%	14.1%
Americas	65,464	71,970	73,188	75,773	73,364	78,947	7.6%	11.8%
Eastern Europe	50,805	55,098	59,253	63,935	62,632	67,429	7.7%	10.1%
United Kingdom	45,782	43,794	43,537	44,989	50,043	49,547	-1.0%	7.4%
France	40,917	43,323	49,326	51,866	46,855	48,905	4.4%	7.3%
Italy	32,735	37,208	42,242	44,263	43,589	43,559	-0.1%	6.5%
Nordic and Baltic countries	25,883	26,964	28,738	30,525	30,300	31,632	4.4%	4.7%
Netherlands	23,914	25,268	27,636	29,650	29,661	30,487	2.8%	4.6%
Belgium and Luxembourg	14,662	15,708	16,701	17,285	17,267	17,177	-0.5%	2.6%
Rest of the World	12,817	12,538	12,830	12,842	12,380	12,604	1.8%	1.9%
Total	562,644	587,104	622,829	653,404	648,584	668,159	3.0%	100%

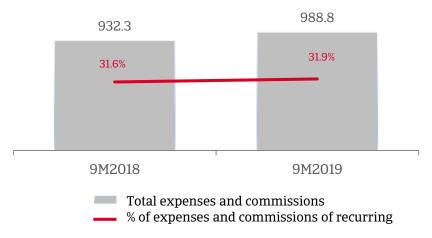
## Credit insurance business- TPE

						(in mill		euros)
Risk cluster by sector	2015	2016	2017	2018	9M2018	8 9M2019	% Chg. 18-19	% s/ total
Electronics	69,797	70,510	74,476	77,433	84,945	5 86,701	2.1%	13.0%
Chemicals	74,538	78,593	82,783	86,479	76,20	1 80,919	6.2%	12.1%
Durable consumer goods	60,940	65,324	68,442	69,881	69,124	1 70,493	2.0%	10.6%
Metals	59,888	58,855	63,419	68,424	67,62	1 73,071	8.1%	10.9%
Food	52,056	55,640	58,608	63,001	62,890	) 63,875	1.6%	9.6%
Transport	50,612	53,434	56,930	60,461	59,784	£ 61,589	3.0%	9.2%
Construction	41,147	43,133	46,896	49,773	50,045	5 52,049	4.0%	7.8%
Machinery	33,902	34,734	37,137	39,972	40,240	) 40,808	1.4%	6.1%
Agriculture	28,327	30,907	33,318	33,876	34,024	1 33,992	-0.1%	5.1%
<b>Construction materials</b>	24,425	25,387	27,058	28,359	28,256	5 29,343	3.8%	4.4%
Services	24,113	25,276	26,994	27,837	27,918	3 27,169	-2.7%	4.1%
Textiles	19,065	19,855	20,562	20,324	20,530	) 19,929	-2.9%	3.0%
Paper	12,747	13,590	13,929	14,525	14,312	2 15,166	6.0%	2.3%
Finances	11.088	11,867	12,277	13,058	12,693	3 13,055	2.9%	2.0%
Total	562,644	587,104	622,829	653,404	648,584	<b>l</b> 668,159	3.0%	100%

## Credit insurance business- TPE

## General expenses and commissions

	(in millions of euros)			
	9M2018	9M2019	% Var. 18-19	12M 2018
Traditional business	226.0	230.9	2.2%	305.8
Credit insurance business	306.4	334.4	9.1%	413.4
Non-recurring expenses	3.2	4.7		7.4
Total expenses	535.6	570.1	6.4%	726.6
Commissions	396.8	418.7	5.5%	532.8
Total expenses and commissions	932.3	988.8	6.1%	1,259.4
% of recurring premiums	31.6%	31.9%		32.3%





## Financial result

	(in millions of euros)				
Financial result	9M2018	9M2019	% Chg. 18-19	12M 2018	
Financial income net of expenses	160.1	168.1	5.0%	204.4	
Exchange differences	0.0	0.0		0.1	
Subsidiary companies	0.6	0.0		1.0	
Interests applied to life	-101.2	-111.7	10.4%	-131.4	
Financial recurring result of traditional business	59.5	56.8	-4.5%	74.1	
% earned premiums	3.2%	2.9%		2.9%	
Financial income net of expenses	14.0	15.0	7.1%	16.7	
Exchange differences	1.2	2.9		4.8	
Subsidiary companies	3.5	6.6		4.7	
Interests subordinated debt	-12.7	-12.7	0.0%	-16.9	
Financial recurring result of insurance credit business	6.1	11.8	93.4%	9.2	
% net insurance income	0.5%	0.8%		0.5%	
Intragrup interest adjustments	-4.2	-2.5		-5.4	
Recurring financial result of adjusted credit insurance	1.9	9.4		3.8	
Recurring financial result	61.4	66.2	7.8%	77.9	
% of total Group's Income	1.9%	1.9%		1.8%	
Non-recurring financial result	-5.6	-10.5		2.2	
Financial result	55.7	55.8	0.2%	80.1	

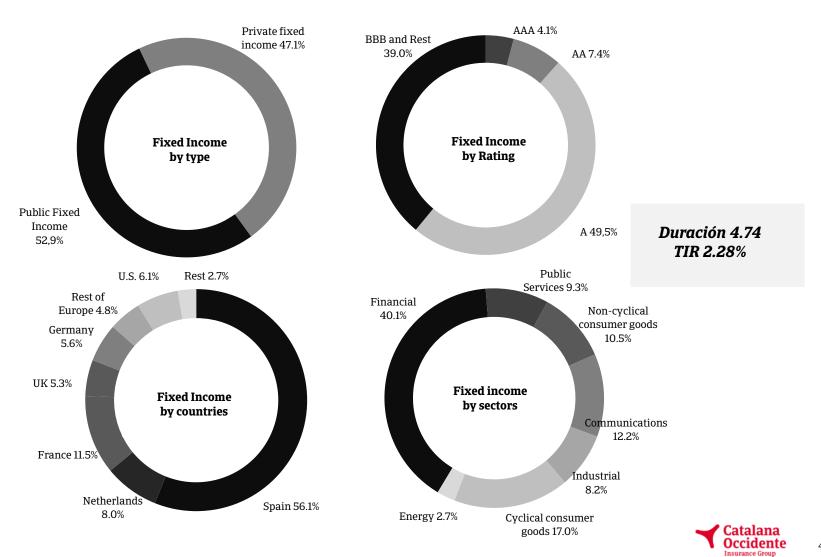


## Non-recurring result

		(in	millions of euros)
Non-recurring result (net of taxes)	9M2018	9M2019	12M 2018
Financial	-3.9	-6.0	2.3
Expenses and other non-recurrent	-4.3	-5.3	-4.6
Taxes	0.1	1.2	-2.3
Non-recurring from traditional business	-8.1	-10.0	-4.6
Financial	-1.8	-4.5	-0.1
Expenses and other non-recurring	-3.2	-4.7	-7.4
Taxes	0.8	1.5	1.9
Non-recurring from credit insurance business	-4.2	-7.8	-5.7
Non-recurring result net of taxes	-12.3	-17.8	-10.2

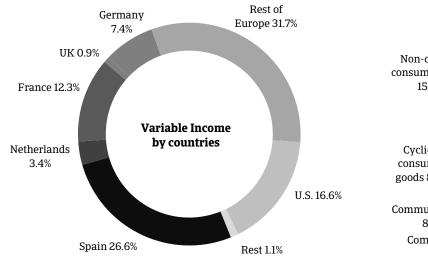
## Investments

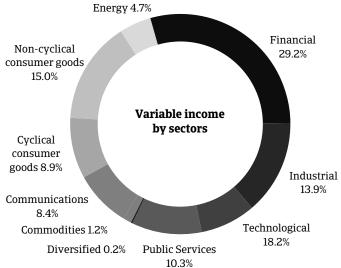
High quality of the fixed income portfolio



## Investments in equity

High liquidity 12.1% equity





## Balance sheet

		(in millior	n of euros)
Assets	12M 2018	9M2019	% Chg. 18-19
Intangible assets and property	1,242.1	1,409.1	13.4%
Investments	10,873.7	12,696.2	16.8%
Property investments	561.1	610.5	8.8%
Financial investments	9,149.1	10,725.6	17.2%
Cash and short-term assets	1,163.5	1,360.2	16.9%
Reinsurance participation in technical provisions	837.4	984.8	17.6%
Other assets	1,526.2	1,695.9	11.1%
Deferred tax assets	96.5	133.4	38.2%
Credits	885.3	975.8	10.2%
Other assets	544.4	586.7	7.8%
Total assets	14,479.4	16,786.0	15.9%

Net liabilities and equity	12M 2018	9M2019	% Chg. 18-19
Permantent resources	3,404.6	3,981.7	<b>17.0%</b>
Net equity	3,204.1	3,781.3	<b>18.0</b> %
Parent Company	2,863.8	3,416.9	19.3%
Minority interests	340.3	364.3	7.1%
Subordinated liabilities	200.4	200.5	0.0%
Technical provisions	9,567.7	10,744.0	12.3%
Other liabilities	1,507.1	2,060.2	36.7%
Other provisions	184.1	207.5	12.7%
Received deposits on buying reinsurance	52.8	53.7	1.7%
Deferred tax liabilities	280.9	411.4	46.5%
Debts	687.1	908.9	32.3%
Other liabilities	302.2	478.7	58.4%
Total net liabilities and equity	14,479.4	16,786.0	15.9%

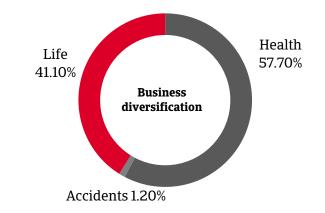


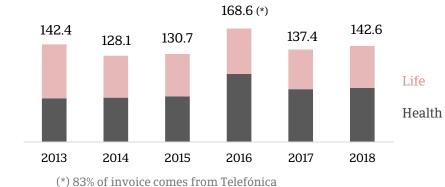
### Antares adquisition agreement

- Founded in 1987 and property of Telefónica
- Nº 17 in health business with 0.96% of market share
- Profitable and solvent Group
- Management team with great experience
- Turnover 140M. result 11M and Solvecy 185%
- Since 2011 expanding the marketing beyond Telefónica
- Insured number: 245,000

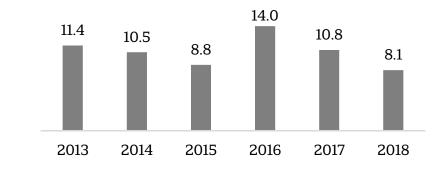
**Turnover evolution** 

• Medical team: more than 18,000 professionals





### Net results evolution





## 03

## Antares acquisition agreement

Solid estratigic fit in Grupo Catalana Occidente

- Reassures the Group position in the spanish market
- Strengthen the global supply for the customer
- Increses the weight of the health business
  - More tan 160 millions of euros turnover
  - 2.0% market share
  - 9th position on the spanish market
- Allows the engagement of sinergies in the medium run
- Takes advantage of the increased volume to negotiate with third parties

### Closing of the operation 14th February 2019

- Payment of 160M€
- Goodwill of 5M€

N°	Group	Premiums	Market share		N٥	Group	Premiums	Market share
6	Total	2,854.0	4.5%		6	Total	2,997.2	4.7%
4	No Vida	2,104.4	6.0%		4	No Vida	2,185.2	6.2%
15	Salud	86.7	1.0% -	$\rightarrow$	9	Salud	165.7	2.0%
 10	Vida	749.6	2.6%	]	10	Vida	812.0	2.8%

Fuente: ICEA cierre 2018



## Grupo Catalana Occidente

The Group business model is based on leadership in protection and long term welfare for regarding families and companies in Spain and on the coverage of commercial credit risks at an international level, seeking growth, profitability and solvency.

### Insurance specialist



- Over 150 Yeats of experience
- Global offer
  - Sustainable and socially responsable model



- Distribution of intermediaries
- Close to 18,000 intermediaries
  - Over 7,400 employees
  - Over 1,600 offices
- Over 50 countries

### Solid financial structure



- Listed on the stock exchange
- "A" rating
- Stabled, commited shareholders

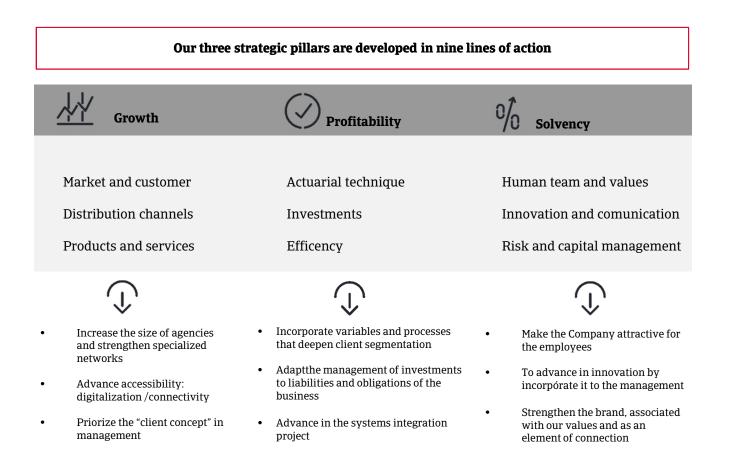
### **Technical rigour**

•

- Excelent combined ratio
- Strict cost control
- 1999-2018: 10 times increase of profits
- Prudent and diversified invetment portfolio



### Challenges for the 2019





### **Global Presence**

SaudiArabia Dubai(\*\*) Europe Austria Belgium CzechRepublic Denmark Finland France Germany Greece Hungary Ireland Italy Luxembourg Netherlands Norway Oslo Poland Portugal Russia Slovakia Spain

Sweden Switzerland Turkey UnitedKingdom Middle East Israel Tel Aviv(\*)

Lebanon Beirut(\*) UnitedArabEmirat@ubai \*\*) Saudi Arabia Dubai (\*\*)

HongKong Vienna India NamurAntwerp Indonesia Prague Japan CopenhagenÅrhus Malavsia Helsinki Philippines ParisBordeauxCompiègneLille.Lyon.MarseilleNancyOrléansRennesStrasbourgToulouse Singapore CologneBerlinBidefeldBremenDortmund. FrankfurFreiburgHamburgHanoverKassel. Taiwan MunichNurember Stuttgart Thailand Vietnam Athens Africa Budapest Kenya Dublin Rome.Milan Luxembourg AmsterdanOmmen WarsawKrakowPoznanJelenaGora LisbonPorto Moscow(\*\*\*) Bratislava País Vasco. Cataluña. Galicia. Andalucía. Asturias. Cantabria. La Rioja. Murcia. Comunidad Valenciana. Aragón. Castilla la Mancha. Navarra. Extremadura. Madrid. Castilla-Leon. Islas Baleares. Islas Canarias. Ceuta y Melilla. USA Stockholm

ZurichLausannd.ugano Istanbul

CardiffBelfastBirminghanLondonManchester

#### SouthAfrica Tunisia

Asia

China

#### Americas

Argentina Brazil Canada Chile Mexico Peru

#### BuenosAires(\*) SãoPaulo Almonte(Ontario)MississaugeOntario)Duncan (BritishColumbia) Santiagode Chile(\*) Mexico City. Guadalajara Monterrey. Lima(\*) HuntValley(Maryland)Chicago(Illinois)Los Angeles(California)NewYork(NewYork)

Oceania

Australia NewZealand

SydneyBrisbaneMelbournePerth Wellington

(\*) Asociación y acuerdos colaboración

(\*\*\*) Servicios establecido con partners locales

Shangha(\*\*\*)

Mumbai(\*\*\*)

KualaLumpuf\*\*)

HongKong

Jakart(\*\*)

Manila(\*\*)

Singapore

Taipei(\*\*)

Hanoi(\*\*)

Nairobi(\*)

Tunis(\*)

Johannesburg\*

Bangkok(\*\*)

Tokyo



## Corporate structure

Main entities		
Seguros Catalana Occidente	Tecniseguros	GCO Gestión de Activos
Seguros Bilbao	Bilbao Vida	GCO Gestora de Pensiones
NorteHispana Seguros	S. Órbita	Catoc SICAV
Plus Ultra Seguros	Previsora Bilbaina Agencia de Seguros	Bilbao Hipotecaria
Antares	Bilbao Telemark	Sogesco
GCO Re	Inversions Catalana Occident	Gesiuris
	CO Capital Ag. Valores	Hercasol SICAV
	Cosalud Servicios	GCO Activos Inmobiliarios
	GCO Tecnología y Servicios	
	Prepersa	
	GCO Contact Center	
	Asitur Asistencia	
	Grupo Asistea	
Atradius Crédito y Caución	Atradius Collections	Grupo Compañía Española Crédito y Caución
Atradius Re	Atradius Dutch State Business	Atradius NV
Atradius ATCI	Atradius Information Services	Atradius Participations Holding
Atradius Seguros de Crédito México	Iberinform International	Atradius Finance
Atradius Rus Credit Insurance	Graydon	
Crédito y Caución Seguradora de		
Crédito e Grantias Brazil		
INSURANCE COMPANIES	COMPLEMENTARY INSURANCE COMPANIES	INVESTMENT COMPANIES

Traditional business Credit insurance business



### Risk strategy

Grupo Catalana Occidente defines its risk strategy based on the risk appetite and tolerance, and ensures that integration of the same with the business plan allows the comliance with the risk appetite approved by the board.

The risk strategy consists of:

### ▷ Risk profile

Risk assumed in terms of solvency.

### ▷ Risk appetite

Risk in terms of solvency that the entity intends to accept in order to reach its objectives.

### ▷ Risk tolerance

Maximum deviation with regards to the Appetite that the company is willing to assume (tolerate).

### ▷ Risk limits

Operative limits established in order to comply with the Risk Strategy.

### ▷ Alert indicators

In addition, the Group avails of a series of early warning indicators that serve as a base, both for monitoring the risks and for complience with the risk appetite approved by the board members.



#### Mitigation **Risk map** Description Management Subscription Control of underwriting and claims through strict Subscription and reserve policies. Reinsurance and strict control of the combined control of the combined ratio and the *default* risk in the Reinsurance policy. ratio. Manual and technical regulations for Non-Life credit area, supported by the reinsurance policies too. subscription. Control of subscription, claims and value of the Subscription and reserve policies. Subscription Reinsurance and strict control of the subscription risk for life. health portfolio, also supported by the reinsurance policies. Reinsurance policy. of risks. Manual and technical regulations for and funeral. subscription. Asset management based on the principle of Detailed analysis of the asset-liability management Investment policy. Market risk Management based on the principle of (ALM), as well as sensitivity analysis for future prudence. prudence. \*Control of the different types of portfolio and the scenarios. management objectives of each one. \*Liability commitments to cover. \*Type of investments considered appropriate for investment. \*Credit diversification and rating limits to maintain Reinsurance with counterparties with good credit Counterparty Control of credit rating of the principal financial Reinsurance policy. counterparties and rating of the reinsurance table. Investment policy. rating. Exposure from commercial credit risk with agents and Diversified investment portfolio with high rating. the age of the debt is also monitored. Operational Control of the inherent risk and residual risk through Contingency plans. Implementation of an efficient internal control the implementation of preventative controls and Data guality and safety policy. svstem. mitigation in the case of an event. Code of Ethics. Procedure in cases of irregularities and fraud (report channel). Liquidity Control of company liquidity and obligations. Investment policy. Low debt ratio Strategic risk Controlled by the Board of Directors and the steering Strategic plan and Medium term plan committee through the strategic plan and the guidelines Continuous surveillance of the regulatory of the Group. frameworks allowing the entity to adopt best Regulatory non-Guidance and control for regulatory compliance and practices and the most efficient and rigorous Code of Conduct. compliance risk evaluation of the impact of any modification on the Regulatory compliance policy. criteria for implementation. legal environment. Frequent contact with the rating agencies Reputational Procedure in the case of irregularities. Continuous improvement of customer service and the image of the Group and of the risks that may have an Code of Conduct. Implementation of an efficient internal control

Code of Ethics.

Skill and honour policy.

## Risks map

impact on the Group.

risk

risk

risk

risk

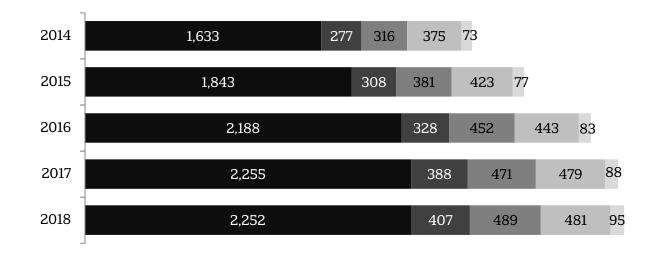
risk



svstem.

### Creation of value

The vocation of Grupo Catalana Occidente is to consolidate a social business and generate sustainable social value. In 2018, the Group contributed €3,724 million to society



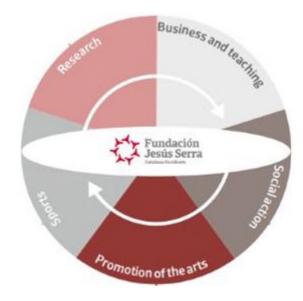
■ Benefits paid to clients ■ Public administrations ■ Intermediaries ■ Employees ■ Shareholders



Fundación Jesús Serra

Fundación Jesús Serra is the institution through which the social action of Grupo Catalana Occidente is channelled.

Its actions follow the human values of its founder, Jesus Serra Santamans



### More than just insurance...

... participates **over 60 projects** helping those who most need it in the areas of research, education, culture, sport and social action.



## Glossary

Concept	Definition	Formulation
Technical result	Result of the insurance activity	Technical result = (premiums accrued from direct insurance + premiums accrued from reinsurance accepted + information services and commissions) – Technical cost – Participation in benefits and return premiums - Net operating expenses - Other technical expenses
Reinsurance result	Result due to transferring business to the reinsurer or accepting business from other entities.	Reinsurance result = Result of Inward Re + Result of ceded reinsurance
Financial result	Result of the financial investments.	Financial result = income from financial assets (coupons, dividends, actions) - financial expenses (commissions and other expenses) + result of subsidiary companies - interest accrued on the debt - interest paid to the insured parties of the life insurance business
Technical/financial	Result of the insurance activity, including the financial result. This result is particularly relevant for Life insurance.	Technical/financial result = Technical result + Financial result.
Result of non-technical non-financial account	Income and expenses that cannot be assigned to the technical or financial results.	Result of non-technical non-financial account = Income - expenses that cannot be assigned to the technical or financial results.
Result of credit insurance complemen- tary activities	Result of activities that cannot be assigned to the purely insurance business. Mainly distinguishes the activities of: • Information services • Collections • Management of the export account of the Dutch state	Result of credit insurance complementary activities = <b>income - expenses</b>
Recurring result	Result of the entity's regular activity	Recurring result = technical/financial result + non-technical account result - taxes, all resulting from normal activity
Non-recurring result	Extraordinary or atypical movements that may undermine the analysis of the income statement. These are classified depending on their nature (technical, expenses and financial) and by business type (traditional and credit insurance)	Non-recurring result = technical/financial result + non-technical account result - taxes, all resulting from extraordinary or atypical activity
Turnover	Turnover is the Group's business volume	Turnover = Premiums invoiced + Income from information.
	It includes premiums that the Group generates in each of the business lines and the income from services pertaining to the credit insurance.	Premiums invoiced = premiums issued for direct insurance + premiums from accepted reinsurance.
Managed funds	Amount of the financial and property assets managed by the Group	Managed funds = Financial and property assets entity risk + Financial and property assets policyholder risk + Managed pension funds   Managed funds = fixed income + variable income + property + deposits in credit institutions + treasury + subsidiary companies
Financial strength	This shows the debt and solvency situation. This is principally measured through the debt ratio, the interest coverage ratio and the credit rating.	Debt ratio = Net equity + debt / debt.
		Interest coverage ratio = result before taxes / interest.
Technical cost	Direct costs of accident coverage. See claims.	Technical cost = claims in the year, net of reinsurance + variation of other technical provisions, net of reinsurance
Dividend yield	The profitability per dividend or <i>dividend yield shows the relationship existing between the dividends distributed in the previous year with the value of the average share.</i> Indicator used to value the shares of an entity.	<i>Dividend yield</i> = dividend paid in the year per share / value of the price of the average share.



## Glossary

Concept	Definition	Formulation
Modified duration	Sensitivity of the value of the assets to movements in interest rates	Modified duration = Represents an approximation of the value of the percentage variation in the value of the financial assets for each percentage point (100 basic points) of variation in the interest rates.
Expenses	The general expenses include the costs incurred for management of the business, excluding those that can be assigned to claims.	Expenses = personnel expenses + commercial expenses + various expenses and services (allowance, training, management rewards, material and other office expenses, leases, external services, etc.)
Permanence index	Measures the customers expectation of staying with the entity Scale of less than 1 year to over 5 years	Permanence index= how long do you think that you will remain a customer?
Company satisfaction index	This measures the degree of general satisfaction with the entity Scale from 1 to 10	<b>General satisfaction level</b> = (Satisfied - unsatisfied) / survey participants Satisfied responses from 7 to 10 Unsatisfied responses from 1 to 4
Service satisfaction index	This measures the evaluation of the service received Scale from 1 to 10	Service satisfaction level = (Satisfied - unsatisfied) / survey participants Satisfied: responses from 7 to 10 Unsatisfied: responses from 1 to 4
Income from insurance	Measures the income directly derived from the activities of insurance and information services	Income from insurance = premiums accrued from direct insurance + premiums accrued fro accepted reinsurance + information services and commissions
Investments in associated / subsidiary entities	Non-dependant entities where the Group has significant influence	Investments in associated / subsidiary entities = accounting value of the economic investment
Net Promoter Score NPS	This measures the degree of customer loyalty with the entity	Net Promoter score = <b>Would you recommend the company to family and friends?</b> = (advocates - oppo- nents)/ survey participants Advocates: responses with result equal to 9 to 10 Opponents: responses from 1 to 6
Pay out	Ratio that indicates the part of the result distributed among investors through dividends	Pay out = (Total dividend/ Result of the year attributable to the parent company) x 100
Price Earnings Ratio PER	The price-earnings ratio or PER measures the relationship between the price or value of the entity and the results. Its value expresses what the market pays for each monetary unit of results. It is representative of the entity's capacity to generate results.	PER = Price of the share at market close / Result of the year attributable to the parent company per share
Ex. single premiums	Total premiums without considering non-periodic premiums in the Life business	Ex. single premiums = Invoiced premiums - single premiums in the life business
Technical Provisions	Amount of the obligations assumed that are derived from insurance and reinsurance contracts.	
Combined ratio	Indicator that measures the technical profitability of the Non Life insurances.	Combined ratio = Ratio of claims + ratio of expenses
Net combined ratio	Indicator that measures the technical profitability of the non life insurances net of the reinsurance effect	Net combined ratio = Net ratio of claims + net ratio of expenses
Expenses ratio	Ratio that reflects the part of the income from premiums dedicated to expenses.	Expenses ratio = Expenses from operation / Income from insurance
Net expenses ratio	Ratio that reflects the part of the income from premiums dedicated to expenses, net of the reinsurance effect	Net expenses ratio= (Net expenses from reinsurance operation) / (premiums attributed to direct business and accepted reinsurance + information services and commissions)
Claims ratio	Business indicator, consisting of the proportion between claims and earned premiums.	Claims ratio = Claims / Income from insurance
Net claims ratio	Business indicator, consisting of the proportion between claims and earned premiums, net of the reinsurance effect.	Net claims ratio= Claims in the year, net of reinsurance / (premiums attributed to direct business and accepted reinsurance + information services and commissions)



## Glossary

Concept	Definition	Formulation
Permanent resources	Resources that can be included in own funds.	Permanent resources = Total net equity + subordinated liabilities
Permanent resources at market value	Resources that can be included in own funds at market value	Permanent resources at market value = Total net equity + subordinated liabilities + capital gains associated to properties for own use + capital gains associated to property investments
Resources transferred to the Company	Amount that the Group returns to the main groups of interest.	Resources transferred to the Company = claims paid + taxes + commissions + personnel expenses + dividends
Return On Equity ROE	Financial profitability or rate of return Measures the performance of the capital.	ROE = (Result of the year. Attributable to the parent company) / (Simple average of the Equity attributed to shareholders of the parent company at the start and end of the period (twelve months)) x 100
Claims	See technical cost. Economic evaluation of claims.	Claims = Payments made from direct insurance + Variation of the provision for services of direct insurance + expenses attributable to services
Total Potential Exposure TPE	This is the potential exposure to risk, also "cumulative risk". Credit insurance business term.	TPE = the sum of the credit risks underwritten by the Group for each buyer

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# Thank you

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