



Business Report 2020

# Staying connected

*Supporter of your life*

# Staying connected was never more important

Dear reader,

While in the past year it felt at times like the world had stopped rotating, the reality was somewhat different. Life was still going on, even in a different way, and we had employees, partners and customers relying on us. As a business we knew that we needed to stay focused also on business as usual to serve our customers when they needed us most.

**We continued to work hard on delivering our Connect21 strategy.** We continued to look to the horizon at what we might expect in the future, with new insights to future-proofing our business and our customers through the launch of new products and services. **And we went further than this, stepping out beyond our core activities to support our stakeholders through hugely challenging times.**

Our people went above and beyond, even though they faced their own personal and professional challenges. They put our stakeholders first in so many ways. We have selected in this report just a few examples to share of the countless accomplishments and initiatives

we have been proud of in 2020. From our support during COVID-19 times and our progress in sustainability, to the development of digital solutions and the introduction of new partnerships and more... we have tried to provide a glimpse into a global effort that made such a difference. Initiatives that also illustrate our commitment to the Sustainable Development Goals which continue to be an inspirational framework for our business.

**I am proud that our people showed such resilience, determination, spirit, and solidarity.** They showed they cared. We have shared in the pain felt by so many, but also in the small nuggets of joy and hope we saw every day. We hope that this year mankind will reclaim its future. That future is ours to protect.

Stay safe, stay connected!

Hans De Cuyper  
CEO Ageas



*Hans De Cuyper,  
CEO Ageas:*

**“Throughout this Business Report, we have selected just a few examples to share of the countless accomplishments and initiatives we have been proud of in 2020.”**

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# About Ageas

## Our activities

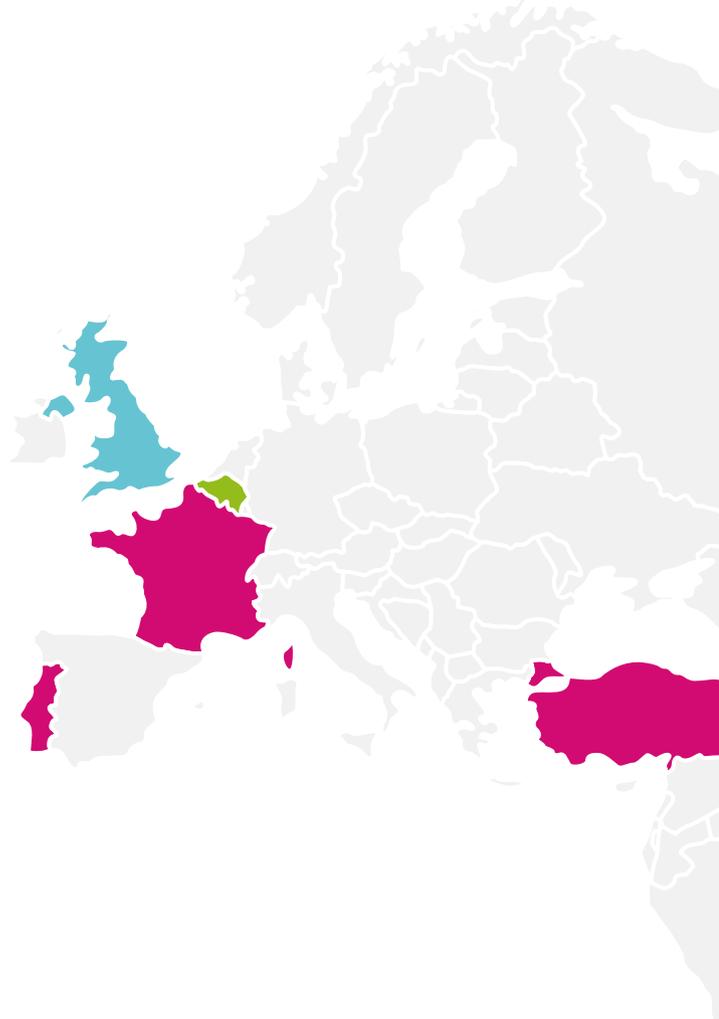
Ageas is a listed international insurance Group with a heritage spanning close to 200 years. We offer Retail and Business customers Life and Non-Life insurance products. Our customers are at the heart of our business, and our products are designed to suit their specific needs, today and tomorrow. We are one of Europe's larger insurance companies and we are also well represented in Asia. In total, Ageas is on the ground in 14 countries (Belgium, the UK, France, Portugal, Turkey, China, Malaysia, India, Thailand, Vietnam, Laos, Cambodia, Singapore, and the Philippines) through a combination of wholly owned subsidiaries and long-term partnerships with strong financial institutions and key distributors. Ageas ranks among the market leaders in the countries in which it operates. Every day, more than 45,000 people are at the service of nearly 39 million customers, helping to protect what matters to those customers, to prevent negative events, and to prepare and assist them as they journey through the different stage of their lives, with confidence.

## Our strategy

Ageas's Connect21 strategy evolved naturally from previous strategic plans. It also represented a new chapter in our story, one that lays the foundation for the next decade. As the world continues to evolve at speed, we recognised that we needed to be ready to respond to the needs of our stakeholders today, while preparing for the world of tomorrow. This means going beyond the traditional parameters of insurance, redefining the concept of insurance to prevent, prepare, protect, and assist customers at every stage of their life. It is about delivering a strong operational performance combined with continued growth.

## Our purpose 'Supporter of your life'

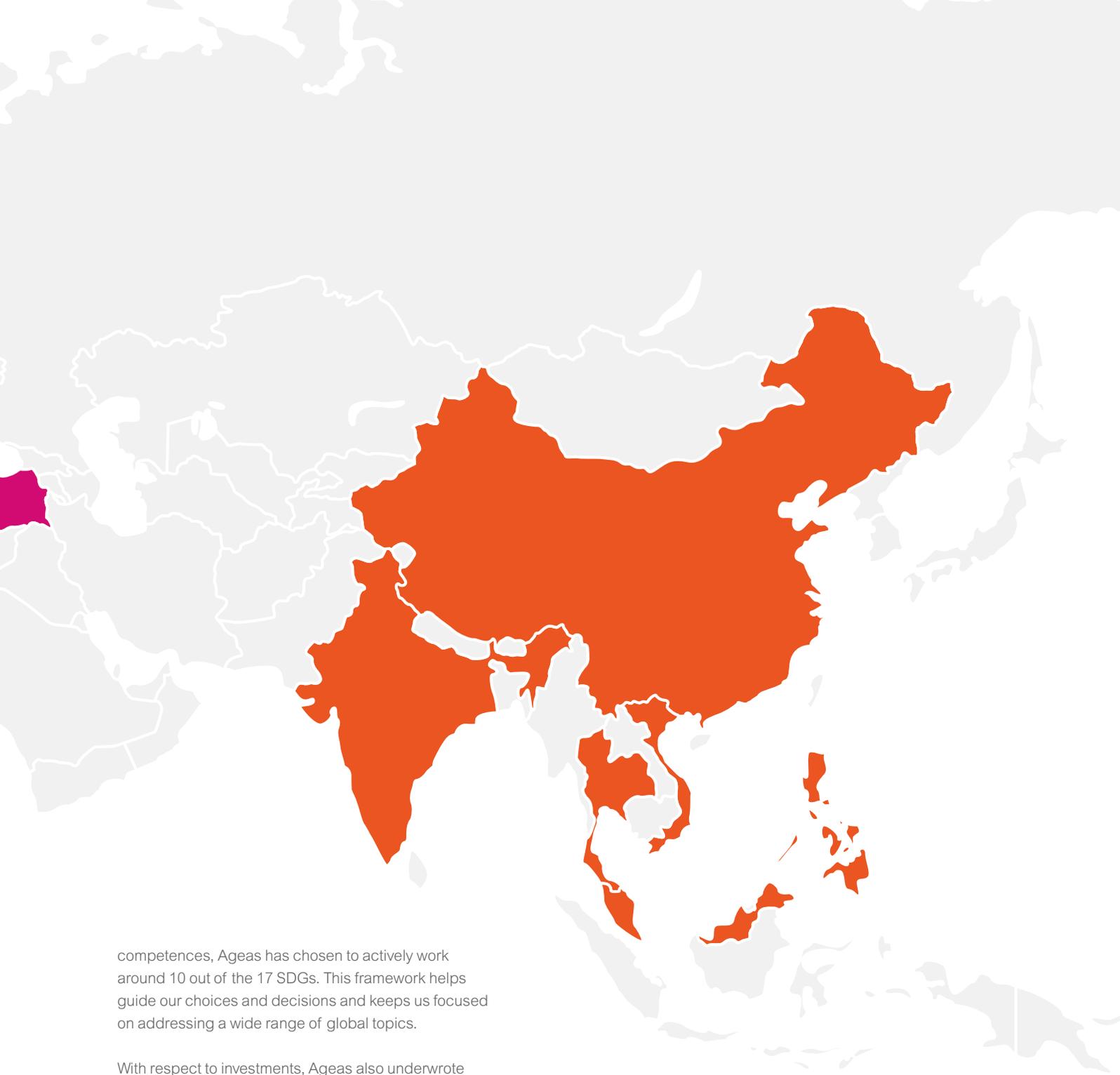
When developing our strategic plan Connect21, we went back to basics. We thought about why



and for whom we do what we do best. And on how we do it. We reflected on our purpose and the commitments we are making to all our stakeholders. Put simply, we exist for our customers. We are there to support them through the ups and downs of life. In a world that is sometimes difficult to navigate and predict, we protect what they have today and help them to make their dreams of tomorrow happen. As Supporter of your life, we take care of the "what if's" and the "what's possible" so that our customers can live life to the fullest with peace of mind.

## Our contribution to a sustainable future

As an insurer Ageas is at the heart of society and present in the lives of many, and with that comes responsibility. To us, sustainability is about the bigger contribution we make as a Group towards society where we have the capacity to create value for all our stakeholders. This ranges from societal issues like an ageing population and health challenges to mobility and climate change. In the context of Connect21, Ageas made a major commitment to the UN Sustainable Development Goals (UN SDGs). And based on a detailed mapping of Ageas's current products, investments and core



competences, Ageas has chosen to actively work around 10 out of the 17 SDGs. This framework helps guide our choices and decisions and keeps us focused on addressing a wide range of global topics.

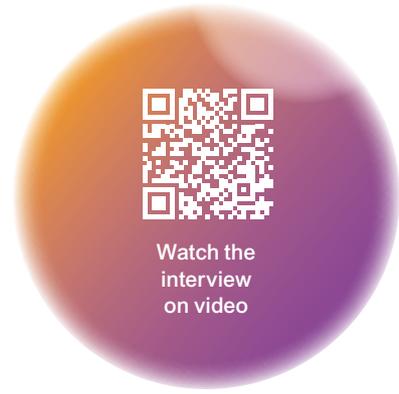
With respect to investments, Ageas also underwrote the UN Principles of Responsible Investment (UN PRI): a strong commitment to incorporate environmental, social and governance aspects as a fundamental cornerstone of our investment decisions. We invest in innovative infrastructure and energy projects and offer sustainable investment products to our customers.

This year we also endorsed the UNEP FI Principles of Sustainable Insurance (PSI). As an international insurance Group, we have a meaningful role to play in enabling a healthy, safe, resilient, and sustainable society. We do this by addressing risks but also in stimulating innovative risk management and insurance solutions.



Want to hear more about our sustainability commitments?  
Visit our website.

# Reimagining the future



In this year's annual message to stakeholders, newly appointed Hans De Cuyper, CEO Ageas and Bart De Smet, Chairman Ageas reflect on the highlights of the year 2020. A year that will be forever marked in the history books by an event no one predicted, but one that challenged every one of us to reset our personal and professional lives. Our purpose as a Group is to be a supporter of the lives of our stakeholders, and never has this had more meaning or been more tested than in the past year.

## Perhaps we should start by asking what lessons we can draw from the year of the pandemic?

**Bart:** We learned many things. That nothing in life is certain. But also, and more importantly, that nothing is impossible. The global pandemic showed us that the world is a lot more fragile than we realised. However, as human beings we are remarkably resilient when responding to seemingly insurmountable challenges. And each of us relies on others to support our lives more than we thought.

**Hans:** This year has also confirmed that we must continue to constantly look to the future and ask ourselves "what if"... and take steps to future-proof ourselves. There have of course been moments of great sadness for many but also so many examples of hope for the future. As we reflect on this, it feels like we are documenting history and we will be telling the story of 2020 to future generations for years to come. It is quite a story.

## As a business specifically, how did Ageas react?

**Hans:** I am proud to say that we were there for all our stakeholders. The health and mental wellbeing of our employees was naturally top of mind from the outset, and we did everything possible to help ease their transition to remote working. We continued to service our customers. Moreover, our insurance companies temporarily extended or adapted their insurance coverage, for instance for patients, medical staff, volunteers... And we took measures to support the economy and the sectors most impacted by the crisis.

**Bart:** We also delivered practical support well beyond insurance including to those most vulnerable in society, the lonely, and those most at risk or in need of help. For instance, when the pandemic struck China, Ageas donated 22,000 masks and 1,800 protective suits to medical staff in Wuhan and Hubei province. Inversely our Chinese partners sent 30,000 masks to hospitals in Italy and Spain heavily impacted by COVID-19 a few weeks later.

**Hans:** We also provided financial support to stimulate medical research around COVID-19 vaccines and anti-viral treatments. And there were many more initiatives from our local operating entities to help surmount the economic impact of the pandemic on the ground and to improve people's physical and mental wellbeing... The list is long. We look back with pride at what was done, and grateful for the heroes out there. Our people truly CARED, living the values we espouse as a Group.

## How were you able to maintain business as usual in this difficult year?

**Bart:** By staying focused and being responsive. Sometimes doing things differently but still getting them done. There are a lot of people who rely on us, so we had to find a way. We learned that adaptability, flexibility, and agility are key to being able to do this.

**Hans:** 2020 is the second year of our 3-year strategic plan Connect21 and it was important that we kept



our minds firmly focused on our strategic goals and targets. We are very grateful to our people and our partners for their determination and commitment to maintaining our connection with customers. Together we kept the engine running, ensuring of course the health and safety of our employees came first by putting in place the right environment that allowed people to work from home and to return to the office in a safe and secure way where and whenever possible.

#### **How would you describe the performance of the company in 2020?**

**Bart:** Our businesses have put in a strong performance in the second year of Connect21. They delivered continued sustainable profitable growth, benefitting more than ever from the geographic diversification, our well-balanced product portfolio and prudent management. In real terms our Life and Non-Life businesses reacted in different ways. While the financial markets weighed in on our Life performance, the measures to contain the spread of the virus had a positive impact on our Non-Life results with lower claims frequency. We were also able to benefit from sharing experiences between Asia and Europe. In the context of the pandemic things were moving at a different pace around the world, and we were able to benefit from these different experiences.

**Hans:** Despite the context, 2020 was a year with excellent results. Our top line revenue on a 100% basis decreased only marginally compared to 2019, thanks to a strong recovery in China and Singapore among other things. Taking into account that everywhere our distribution is mainly “customer facing”, through agents, brokers and bancassurance, we can be proud of the performance and dedication of our sales teams in serving our customers at all times.

We closed the year with a Group result of EUR 1.141 billion, of which EUR 960 million Insurance Net Profit. The Group result benefited from the successful Fresh transaction with EUR 332 million exceptional capital gains. Despite EUR 170 million less realised capital gains supporting the insurance result, our Life margins remained stable. Our strong Non-Life operational performance lead to an excellent Combined Ratio of 91.3%. The company's results, balance sheet and Solvency position remained resilient and strong going into 2021. We can be proud of the way we navigated through a very challenging 2020.

#### **In 2020 we made some important strategic moves. What is the significance of these deals for Ageas?**

**Bart:** In 2020, we decided to take a stake in Taiping Reinsurance, allowing us to diversify our product portfolio and to reinforce our longstanding partnership with its parent company China Taiping. We also decided to divest our stake in our UK joint venture Tesco Underwriting, allowing us to focus on our core business in the UK and to concentrate our efforts on further developing the broker and direct business. This also provided us with an opportunity to crystallise the value that has been created in past years. And at the end of the year, we confirmed our confidence in the potential of our Indian Life insurance JV by acquiring an additional 23% stake, becoming the largest shareholder of the company.

#### **Has Ageas delivered against its Connect21 targets?**

**Hans:** Our strong operational performance ended the year within guidance. Our balance sheet remained strong as we built on a comfortable cash position

and stable solvency margin, allowing us to deliver a dividend for our shareholders. And we responded to the regulator's concerns about the extra-ordinary market circumstances. In an open dialogue and based on our strong capital position, we decided to postpone the payment of the full dividend until the special shareholders meeting in the autumn. And in line with the Group's M&A guidance, the share buy-back programme was suspended in response to the sizeable transaction with Taiping Reinsurance.

We are confident we will reach our Connect21 targets by the end of our three-year strategic cycle. We are not there yet but we are working hard to get there.

### How did the financial community respond to our performance?

**Bart:** The vast majority of analysts that report on Ageas gave a positive or neutral recommendation. The success of the placement of subordinated debt of EUR 500 million and the fact that our financial ratings improved, reflects confidence by the investment community in the future of our company, our resilience, and our ability to deliver.

### Last year you set out a strong commitment to the UN SDG's, have you made progress?

**Hans:** We did indeed make a serious commitment to these goals through initiatives and products that provide solutions to a number of societal challenges from health and an ageing population, to mobility and climate change. The Principles of Responsible Investments (PRI) are fully embedded in our long-term



approach to how we invest. This year we conducted our first materiality assessment, and the learnings from this important and comprehensive work will be important for our future strategic plans. The assessment also helps us to deliver on our promise of greater transparency to stakeholders around sustainability. This year we also endorsed other initiatives, like the UNEP FI Principles of Sustainable Insurance (PSI) (a United Nations ESG Programme Finance Initiative) for instance. And we endorsed the Business for Nature initiative, underscoring our engagement to the sustainability cause. Corporate sustainability is integral to who we are as a Group and will become even more important in the future.

**Bart:** Indeed, we made strong progress, and ESG remains an ongoing priority long term, as we still have



some way to go in that area. One of our key goals was to create more transparency and to improve our public disclosures of the different sustainability (ESG) aspects in the interests of our investors but also the wider public. We are proud that this was recognised in 2020 through higher ESG-ratings and substantial certifications linked to our investments.

### Is Ageas ready for the future?

**Bart:** Being future proof is very important. But there is no such thing as certainty in life or in business – this year has proven that. As a Group however we do look well beyond a three-year horizon to try to ensure we remain future proof. We owe that to our stakeholders. Our Think2030 initiative allows us to continually scan long term trends likely to impact our stakeholders across every aspect of life, leveraging a combination of human and AI. This initiative was further strengthened in scope in 2020 and will be put to good use in our future strategic planning exercises. Forewarned is forearmed as they say.

### Are new things emerging on the horizon due to COVID-19?

**Hans:** The horizon will continue to change, and we will need to stay alert. For sure recent events have accelerated many of the key trends we have previously identified, and accelerated also our action plan in certain domains, including trends around the Future of Work where a new normal has emerged. Customer behaviours were already changing, but the growing reliance on digital technologies is reshaping customer expectations faster than ever. We constantly question ourselves to ensure we stay relevant and this will continue to be a feature as we begin preparing our strategic approach post Connect21.

### This year also saw changes at the top, with a new leadership team emerging – what reflections do you have on this?

**Hans:** My predecessor, Bart De Smet, has been appointed Chairman of the Group, after what can only be described as a remarkable record over more than 10 years. Under his leadership most legacies related to the past have been resolved and Ageas gained the strategic and financial flexibility to write its own future. I look forward to continuing to deliver the kind of performance expected from our teams. And to seeing how we can go even further.

We also welcomed in 2020 two new highly experienced people within the Management Committee, leveraging the great talent we have within the Group. Heidi Delobelle was appointed CEO Belgium and Ant Middle took up the role of CEO UK.

At the level of the Executive Committee, we appointed Managing Directors for Europe and Asia. This gives our two main regions a seat at the table at the Group level. And it further increases the exchange of expertise between regions, entities, and with our partners.

### As you have taken on the new role of Chairman in recent months, any special reflections Bart?

**Bart:** Firstly, I should say a big thank you to our outgoing Chairman Jozef De Mey who devoted so many years of service to the Group as both Chairman and in key executive roles. He was one of the key architects of our expansion into Asia. I handed over the keys of the door to Hans with huge confidence that he will do a great job as CEO. We have known each other for a long time, and I know the Group is in safe hands. While directionally I believe we are on the right lines, I would also be somewhat disappointed if nothing at all changes at Ageas. So, I look forward to seeing the changes Hans will make to build the company still further in the future, with the support and strong commitment of our many thousands of employees in Europe and Asia.

### Any final words, Hans?

**Hans:** Two in fact. Thank you. In what has been an exceptional year we are grateful to our people, our partners, our customers, and shareholders for their loyal support. We learned that by working together we can achieve great things and we can make a difference. Ageas this year celebrated 10 years as a brand. For one so young, we think it has a lot of achievements under its belt – but it is not about what we did yesterday or even what we have done today, but more about what we will do tomorrow that counts and is the most exciting. Our company has been part of society for almost two centuries. Through good times and bad, we have witnessed many societal challenges and seen a lot of progress. We have always embraced change, remembering that our role remains a constant: to deliver against the ever-evolving needs of our customers and stakeholders.

2020 brought unexpected challenges, tomorrow others might show up, but we are ready and excited to see what the future brings.



Hans De Cuyper  
CEO



Bart De Smet  
Chairman

# The 20 key moments of 2020 for Ageas

03/01

## Successful tender for FRESH securities

At the end of 2019, Ageas launched, through Ageasfinlux S.A., an offer to purchase the outstanding FRESH securities. In total 65.50% (EUR 818,750,000) of the aggregate principal amount of the FRESH securities outstanding were tendered and accepted for purchase.

23/03

## Ageas draws a line under most Fortis legacy issues

Ageas reaches an out-of-court settlement with the seven parties who opted out of the Fortis settlement to settle the case that was initiated in the Netherlands in July 2009.

03/04

## Ageas announces best ever full year results of 2019

Ageas reports a Group net result of EUR 979 million. The Board of Ageas proposes a dividend of EUR 2.65.

28/04

## 10 years Ageas

Ageas celebrates the 10th anniversary of the Ageas brand.

01/05

## Ageas supports COVID19-research (a)

Ageas UK donated EUR 250,000 towards the PIONEER study, an international research programme focused on potential treatments for mild to moderate COVID-19.



Discover some of the highlights of 10 years of the Ageas brand

01/06

**New CEO announced for Ageas UK**

Ant Middle, former Chief Customer Officer, succeeds Andy Watson as CEO of Ageas UK and joins the Ageas Management Committee.

09/07

**Ageas supports COVID-19 research (b)**

Ageas & AG donate EUR 750,000 to support the research efforts conducted by the team of Professor Johan Neyts (KU Leuven university) in Belgium to develop a vaccine and treatment for COVID-19. A few months later, AG donated another EUR 250,000 to support the Belgian research centre 'imec' in the development of a COVID-19 rapid test, able to detect the virus within a few minutes.

27/08

**Ageas invests in Taiping Reinsurance**

Ageas announces an agreement with China Taiping Insurance Holdings to subscribe to a capital increase of 24.99% of its wholly controlled subsidiary Taiping Reinsurance Co. Ltd. Through this transaction, Ageas reinforces its strong long-term strategic partnership with China Taiping.

31/08

**Ageas announces new CEO and Chairman**

Ageas announces Hans De Cuyper as CEO Ageas. He succeeds Bart De Smet who becomes Chairman of the Group, replacing Jozef De Mey.



Read more about these events in our online newsroom

In what was an extraordinary year for Ageas marked by the need for us to show resilience but also commitment and determination to deliver on our promises, we share here some of the key highlights of the year. 20 key moments from 2020 that illustrate a year in the life of the Group. Moments that gave us reason to feel proud.

21/09

### Ageas joins the Business for Nature initiative

Ageas joins more than 600 other companies around the world collectively calling on governments to adopt policies to reverse nature loss. More than half the world's GDP is at moderate or severe risk due to nature loss.

14/10

### Ageas divests its shareholding in JV Tesco Underwriting

The UK-based Non-Life joint venture Tesco Underwriting Ltd. provided Motor and Household insurance to the UK market. The sale allows Ageas to focus on its core business in the UK and to further develop its partnerships in the broker market and the direct business.

22/10

### Belgium appoints new CEO AG

Heidi Delobelle is the new CEO of Ageas's Belgian entity AG, succeeding Hans De Cuyper. In this role, she also joins the Management Committee of the Group.

22/10

### Shareholders approve dividend payment

The special General Shareholders Meeting of October approved the payment of the intermediary gross cash dividend of EUR 2.38 per share. A first dividend payment of EUR 0.27 per share was already paid to shareholders in May. This reflects the guidance issued by EIOPA and the National Bank of Belgium in the context of the global COVID-19 outbreak, which resulted in Ageas adjusting its dividend distribution for 2019.

23/10

### Ageas increases commitment to sustainability

Ageas endorses the UNEP FI Principles for Sustainable Insurance. The purpose of this initiative is to better understand, prevent and reduce environmental, social and governance risks, and better manage opportunities to provide quality and reliable risk protection.



*Bart De Smet,  
Chairman Ageas:*

**“As a Group we no longer invest in coal, tobacco and weapons and we commit to being fully divested by 2030. We need ambitious policies on nature to create a stable environment in which we can all prosper long-term. We owe it to our stakeholders and the next generation of stakeholders to protect nature and help secure the future of our planet.”**



*Hans De Cuyper,  
CEO Ageas:*

**“We are very grateful to our people and our partners for their determination and commitment to maintaining the connection with our stakeholders. Together we kept the engine running.”**

**30** / 10

**Managing Director roles for Europe and Asia within Group Executive Committee**  
Ageas appoints Filip Coremans MD Asia & Antonio Cano MD Europe. These functions reflect the growing importance of a dedicated regional focus for the Group at the level of the Exco. It responds to the different challenges and opportunities between the regions.

**12,16 & 30** / 11

**Ageas receives rating upgrades from S&P and Moody's**  
Thanks to the Group's strong financial performance, its solid capitalisation and sound business profile, Standard&Poor's and Moody's attributed Ageas upgraded ratings and Fitch affirmed Ageas's A+ (strong) rating.

**17** / 11

**Successful placement of EUR 500 million Tier 2 Notes**  
The net proceeds from the Notes will be used for general corporate purposes and to optimise the capital structure and strengthen the regulatory solvency of the Group and its operating subsidiaries.

**31** / 12

**Ageas takes bigger stake in Life JV in India**  
Ageas acquires an additional 23% stake in its Life insurance joint venture in India, previously known as IDBI Federal Life Insurance Company Ltd. Ageas is now the largest shareholder with a 49% stake in the JV that it operates with IDBI Bank and Federal Bank. The JV has been rebranded Ageas Federal Life Insurance Company.



# How Ageas navigated through the 2020 financial turbulence

Christophe Boizard, Chief Financial Officer (CFO) of Ageas reflects on the highs and lows of 2020.

## 2020 was an eventful year. As CFO how do you look back on it?

With the COVID-19 pandemic, 2020 was firstly a tough year for everyone on a personal level. The economy was severely affected, and some sectors were impacted more than others. The insurance sector had to face a high volume of requests for pay-outs against specific covers like business interruption and event cancellations. But, thankfully, due to our risk profile mainly oriented towards personal lines, our exposure was marginal. But just like other

companies, we were certainly hit by the sudden drop in the financial markets in March and April. And while the equity markets recovered sharply, real estate is still something we pay close attention to, monitoring in particular sectors like retail and the commercial centres. Despite the uncertainty, we knew we would not be facing the challenges completely unarmed thanks to the Group's strong cash position. It is exactly in these types of situations that our company is really put to the test. Thankfully, we can look back on 2020 confident that we were able to demonstrate financial resilience in the toughest conditions.



### The equity markets also saw quite some impact over the course of the year. How did it impact Ageas's share price?

Like many of our peers, the pandemic had a big impact on our share price. We saw a strong dip in March as the pandemic caught hold, causing a collapse in the equity markets and, within a few short weeks, this translated to a 50% drop from the initial value of EUR 53.10 seen at the beginning of the year. As an insurer the market also assumed an increase in insurance claims related to the economic slowdown, a negative impact on our investment portfolio reflecting potential defaults of corporate bond issuers and the collapse of the equity markets in general. But at the same time, having a balanced portfolio spanning Life and Non-Life and not being involved in some of the more troubled covers, was a clear advantage for Ageas.

In addition, shareholders had concerns about the dividend payment, following the guidance issued by the European and Belgian regulators to insurance companies to skip or postpone dividends and share buy-backs. Following a thorough risk analysis and thanks to our solid position, ultimately, we were able to deliver a 2019 dividend of EUR 2.65 in total, as announced earlier in the year when we disclosed the 2019 annual results.

As the year progressed, our investor community reacted positively to our commitment to pay the dividend announced in February before the restrictions imposed by the regulators, and to our continued strong operating performance and our solid solvency and cash positions. This led to a material rebound of the share price, which increased gradually through the second half of 2020 to EUR 44.45. Analysts also reflected this in their reports, with 12 out of 18 providing a positive recommendation. We also received significant upgrades from the rating agencies S&P and Moody's, and Fitch affirmed its strong 'A+' rating.

### Can you tell us more about these ratings and the factors that influenced them?

S&P and Moody's upgraded the rating of Ageas in 2020. In fact, despite the COVID-19 outbreak, Ageas was the only European insurer to receive a rating upgrade not linked to a merger or acquisition from S&P or Moody's. In my view, this was due to three main drivers. Firstly, we entered the reinsurance space in 2019, enhancing our capital management, helping protect our business in case of unforeseen events. Secondly, we solved almost all our legacies from the past. And lastly, we continued to deliver a stable financial performance, outperforming analysts' expectations.

### How did we benefit from these upgrades?

Firstly, for our shareholders, these upgrades provided a level of confidence in the strength of the Group despite the unfolding financial turmoil around the world. On a more practical level this also allowed us to issue debt at more favourable conditions. In November, Ageas issued a EUR 500 million Tier 2 Notes, the third issuance in less than two years bringing EUR 1.75 billion of cash to the company at very favourable conditions (coupon of 1.875%). This increased our Solvency ratio allowing for new investments and acquisitions.

### Connect21, the Group's three-year strategic plan is now in its final year, how is Ageas doing against the targets it set itself?

With the exception of the Unit-Linked operating margin remaining slightly below target and on which we continue to focus our efforts, all our Connect21 targets will be comfortably reached.

That does not mean we can rest on our laurels... In 2021, we will intensify our efforts to prepare for the implementation of the future accounting standard IFRS 17. This will be quite a revolution in the way the industry will report on performance and results. In parallel, we will further optimise the capital management of the Group through improved fungibility of capital and enhanced asset & liability management.

Gross inflows (Ageas's part)

EUR **14.5** billion

Gross inflows (100%)

EUR **35.6** billion

Group net result

EUR **1.1** billion

# Financial dashboard 2020

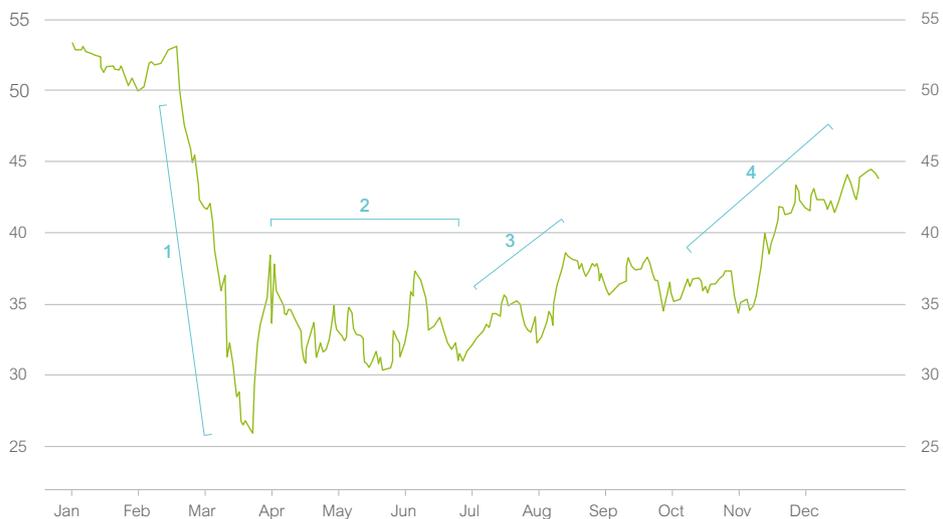
**1:** Rapid fallback due to uncertainty related to the COVID-19 pandemic. On 23 March the share price stood at its lowest level at EUR 25.30 per share.

**2:** Markets remained volatile through spring, driven by uncertainty around the economic recovery after the pandemic.

**3:** The investment community responded positively to Ageas's half year results, gaining confidence based on the longer-term sound performance of the Group, and the confirmation of a dividend payment.

**4:** Impact from positive outlook around the pandemic, more specifically vaccines.

## Evolution of Ageas's share price in 2020 (in EUR)



Shareholders' equity

EUR **11.6** billion



At a glance  
5 year evolution of  
our performance

## Our targets & our results

**96%**

Combined ratio  
Non-Life

**91.3%**

**85-95 bps**

Life Operating  
Margin Guaranteed

**90** bps

**≥ 50%**

Dividend range

**56%**

**175%**

Group Solvency II  
ratio

**193%**

**30-40 bps**

Life Operating  
Margin Unit-Linked

**29** bps

**5-7%**

Earnings per  
share CAGR

**22%**

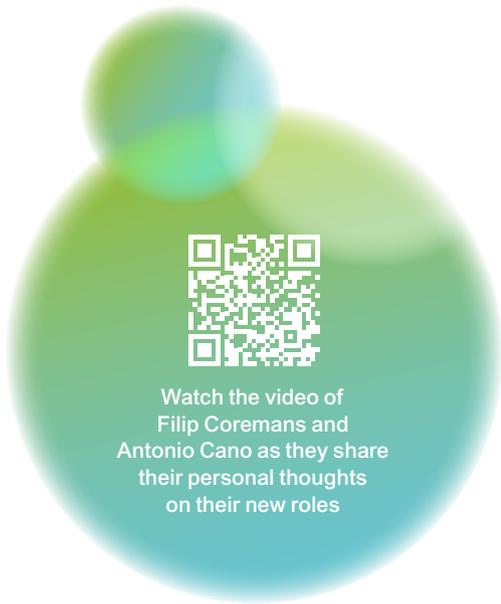
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We can be proud of the way we navigated through a challenging 2020. Our top line revenue decreased only marginally compared to 2019. This is impressive, considering that our distribution is mainly 'customer facing', through agents, brokers and bancassurance. Despite the COVID-19 context, we delivered excellent results, benefitting more than ever from the geographic diversification, our well-balanced product portfolio, our solid balance sheet and prudent management. 2020 was the second year of our 3-year strategic plan Connect21 and it was important that we kept our minds firmly focused on our strategic goals, targets and ESG commitment. The excellent result, our strong balance sheet, the comfortable cash position and stable solvency margin, allow us to propose a gross cash dividend of EUR 2.65 per share to our shareholders.

*Hans De Cuyper, CEO Ageas*



Video of  
Hans De Cuyper  
commenting on Ageas's  
full year results



# Strengthening our business focus on Asia and Europe

When Hans De Cuyper took up the reins as the new CEO of Ageas, he made some important management changes at the level of the Executive Committee, designed to further strengthen the Group's focus on Europe and Asia. Filip Coremans was named Managing Director Asia and Antonio Cano Managing Director Europe. These appointments provide a dedicated regional focus allowing the Group to respond to the different opportunities and challenges arising in the future.

Indirectly active in **Laos, Cambodia** and **Singapore** through our JV partners



As **MD Asia, Filip Coremans** will oversee the Asian activities spanning nine markets, as well as continuing his transversal responsibilities for Business & Technology Developments while strengthening the focus on smart synergies. His priorities will include exploring ways to better highlight the intrinsic value embedded in the Ageas Asian franchise, which today makes the largest contribution to our growth. He will build on the Group's 20 years of experience of working with partners in Asia, further strengthening these relationships to ensure they are future proof. And finally, he will look at future growth opportunities and new growth engines in the Asian market.



As **MD Europe, Antonio Cano** takes responsibility for the different European activities which includes the three home markets of Belgium, UK, and Portugal. In addition, he will assume transversal responsibilities for Reinsurance and Real Estate. In his new role he will look to increase the collaboration between the different European entities; leverage reinsurance to maximise the capital position of the Group; and look for ways to benefit from the excellent competences and track record of AG Real Estate groupwide.

# Responding to the challenge of COVID-19

The global pandemic challenged the world and it impacted the lives and the livelihoods of millions of people. As a supporter of the lives of our stakeholders, this was the moment of truth. We responded in a number of different ways and here we share just a snapshot of some of the initiatives we rolled out in 2020 to help those most impacted.



## Ageas working with partners to provide practical support



When China was battling COVID-19 at the beginning of the year, Ageas donated 22,000 facial masks and 1,800 protective suits to China Taiping Group for the hospitals in Wuhan and Hubei province where medical supplies and Personal protective equipment were in short supply. Thanks to the teams of Ageas in Portugal and Thailand who were able to source these at a time when most needed.

Two months later, in return, our Chinese partner Taiping Life donated, through Ageas and Interparking, 30,000 masks to hospitals in Italy and Spain as COVID-19 began to evolve more aggressively in



Europe, demonstrating the power of working in partnership for the good of society and in line with our role as “supporters of your life”.

**How many employees does it take to sew 12,000 masks?**

And there were some heroic and spontaneous acts of solidarity on the ground. In Portugal, Ageas employees volunteered to produce homemade masks for those taking care of vulnerable people and working in institutions. 12,000 masks later...we were deeply proud of the 77 employee volunteers who made this happen.



## Taiping Life helps business to sell products through live broadcasts

At a time when businesses were challenged to find ways to sell their products during the pandemic, Taiping Life (TPL) put its sales and marketing platform, Taiping Hui Hui, at the disposal of the business owners amongst TPL customers as a virtual and digital channel to the market. The live broadcast helps business customers to sell their products, and at the same time helps the agency channel to gain additional traction. For sales of goods profiled in the broadcasts, TPL has an online store for the agency force which integrates the broadcasting platform, online orders and delivery of goods, as well as management and tracking of agent activity. In 2020 there were some 146 live broadcasts selling 13,149 goods, with 100,000 prospects introduced to agents. This initiative combined sales with the provision of help to customers when it was needed most.

# Being there for those who needed us most

In the past year, our promise to be a supporter of the lives of our stakeholders was put to the test. The devastating impact of the pandemic on a personal, social, and economic level was felt across the globe. We reached out to those most touched by the pandemic in society to offer a helping hand, we tried to reduce the financial burden of the pandemic, and at times we were just a friendly voice on the end of a phone. We provided some practical support where we could to ensure people did not feel they were alone in this struggle.

## Protecting COVID-19 patients and those on the front line

In each local market we firstly looked at whether we could adapt and extend existing covers. As an example, we extended health insurance to cover COVID-19. But we also focused on those people who day in and day out were on the front line risking their own lives to secure ours. We offered free cover for medical staff and COVID-19 volunteers, providing them with peace of mind.

But our outreach went well beyond product extensions. There are far too many examples to do justice to them all, so here are a few very small examples of Ageas in action around the world.

## Supporting our customers and the local economy

AG in Belgium felt the pain and the impact COVID-19 was having on its customers, both private individuals and entrepreneurs. For small businesses, hospitality operators and SMEs 2020 was a particularly tough year. To stimulate the local economy AG gave 200,000 customers 20-euro vouchers to spend with

those of our local business clients most impacted by the crisis, to give them some extra support.

## Interparking generously supports medical staff in time of need

2020 was a particularly tough year for Interparking, with COVID-19 having quite some impact on the take-up of parking spaces due to lockdown restrictions keeping people at home. Despite this, Interparking generously offered several hundred free parking cards for its car parks to the medical staff of hospitals in Brussels and Antwerp, as well as the fire brigade and police, who struggled to find parking spaces in streets occupied by stay-at-home residents. And in Bergamo, Italy, for so long at the epicentre of the pandemic, Interparking donated the turnover from the hospital parking lots entirely to the hospital. It also offered financial support to other hospitals where the company is active. Interparking operates car parks across Europe and is 51% owned by AG Real Estate.

## Working in solidarity with other insurers in the UK

Ageas UK contributed to an industry-wide call to action, contributing to the 'COVID-19 Support Fund'. This initiative specifically provides relief to charities and the most vulnerable in society affected by the pandemic. Some £7 million of the COVID-19 Support Fund was donated to charities supporting dementia. This included a long-term partner of Ageas in the UK, 'Age UK', who were able to scale up a pilot programme, setting up 180 COVID-proof support groups across the country.

## Providing children with the equipment they need to learn remotely

In Portugal, the Ageas Foundation donated 66 internet enabled PC's and laptops to 50 children and to five institutions working with children and young people to facilitate home study. The objective was to minimise the impact of distance and remote learning on the most vulnerable children who may not have access to a computer or the internet.

## AG Real Estate rolls out financial measures to help retailers

As the owner-manager of among others seven shopping centres in Belgium, AG Real Estate recognised that the impact of lockdown on retailers used to welcoming some 150,000 visitors a day was particularly hard-hitting. To compensate for the loss, AG Real Estate offered a 50% discount on commercial rent for the period covering the lockdown (from March to May 2020) with staggered payments thereafter, and for those in the food and beverage industry no rent was collected during this period.



# Ageas supports COVID-19 research

Speed and trust are always of the essence in working through any crisis, and the COVID-19 pandemic was certainly no exception. Ageas believes that as an insurer it has an important role to play in society and working alongside expert partners is also very much part of the DNA of the Group.

## Stepping up to help in the search for an effective vaccine

As the world came together to search for a vaccine that could be used against COVID-19, Ageas and AG stepped forward to make a meaningful contribution to fighting the worst pandemic in 100 years. With a donation of EUR 750,000 we supported vital scientific research carried out by the team of Professor Johan Neyts at the internationally renowned Rega Institute (KU Leuven University) in Belgium.

The Rega Institute is just one of many scientific institutions that has been engaged in the fight against the corona virus, and their pioneering work focused not just on the development of a high-performance vaccine. They also work on the identification of existing drugs that can help treat patients, allowing people to take up again the thread of a normal life while the virus is still present.

## Ageas UK becomes a key donor in PIONEER medical research

Separately, Ageas UK donated EUR 250,000 towards the PIONEER study, an international research programme focused on potential treatments for mild to moderate COVID-19. The study investigated the efficacy of potential treatments with existing anti-viral drugs that could be effective for early-stage patients, putting less pressure on the need for intensive care facilities.

## AG supports new innovative test programme

In a separate COVID-19 initiative, AG freed up EUR 250,000 to support the Belgian research centre imec in the development of a COVID-19 rapid test. Testing has proven to be critical in the fight against the pandemic. The sooner infected people are detected, the better the virus can be contained. Rapid tests play a crucial role in this area. Imec



focused on the development of a low-threshold breath test capable of providing a definitive response within five minutes vs other methods that rely on blood or saliva samples that are naturally more complex and time intensive to process. We are very proud to have played a part in supporting the scientific community in this important work.

## Supporting testing rollouts around the world

Also, in the field of COVID-19 prevention, Ageas supported the Red Cross in Portugal in setting up regional test centres allowing more than 60,000 people to undergo a rapid test in all corners of the country. And Etiqa in Malaysia provided more than 68,000 COVID-19 test kits to hospitals.



*Hans De Cuyper, CEO Ageas:*

**“As a Group we didn’t have to think too hard about whether to become involved. It was simply the right thing to do, and time critical. We are very proud to have contributed towards the work of the different institutions we have been able to support, and proud of the work they have done for all of us.”**

# Supporting health and well-being during COVID-19 times

Over the past 12 months Ageas did what it could to put a smile on people's faces despite the difficult conditions. It proved that sometimes even the smallest acts of kindness can have the greatest results. It is about reaching out and showing heart. It is about letting people know you are there. In different ways we tried to keep the confined worlds of our customers/society more enjoyable. To keep people moving, connecting, - and yes - smiling.

## “Adopt a grandparent” in Portugal

In Portugal we started a simple initiative to connect a group of willing volunteers with elderly people, many of whom felt isolated. 60 volunteers committed to having a daily 30-minute conversation with an elderly person. That equates to 60 grandparents enjoying altogether 350 hours of conversation! A little chat that for many was the highlight of their day.

## Ensuring access to a medical team whenever thanks to telemedicine

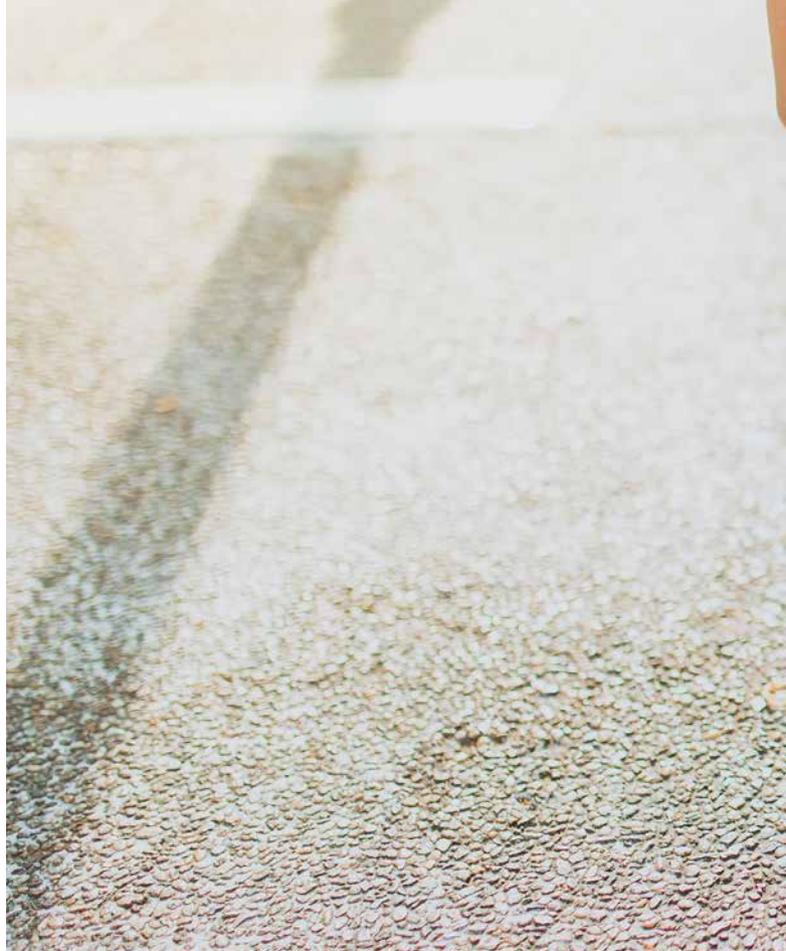
A new telemedicine service for Médis customers in Portugal and all employees was launched allowing customers to have an appointment with a doctor via video, send examinations or receive prescriptions, in real time. The service is available 24h/day through the Médis app, from wherever. Also, thanks to a partnership with a Pharmaceutical provider, medicines could be delivered at home.

## Ageas says “we haven't forgotten you” through Amazon vouchers

Ageas UK sent Amazon book vouchers to 'direct' customers over the age of 70, who had to self-isolate for 12 weeks during the UK nationwide lockdown. The same was offered to health & social care workers.

## Bringing a smile to the faces of children

Let's not forget that children can feel the burden of loneliness too. Ageas UK recognised that with more hours to fill at home, a little bit of help might





Watch the video  
"Let's smile at the sun"

go a long way. Ageas provided content to keep those at home with young children occupied. For instance, sending them seeds to grow plants.

### Free webinars offered by AG Health Partner

In 2020, AG's daughter Health Partner launched a brand-new digital platform where employees of client companies can register for well-at-work programmes, participate in challenges, and be screened and made aware of their current mental, physical, and social wellbeing. Building on its expert network and expertise, AG Health Partner also organised free webinars during the spring lockdown period. Experts and coaches addressed different topics related to mental, physical & social well-being particularly put to the test by lockdown rules. With some 4,436 registrations from 341 employers, and a recommendation score of 92%, this was a welcomed initiative.

### Employees sing "let's smile at the sun" in special music video

We all need a reason to smile and get up and go. Employees in Portugal took up that challenge, recording a music video designed to boost energy, while raising awareness of the importance of staying at home. The aptly named song "Let's smile at the sun" provided quite a pick me up for those who watched it.

### Tens of thousands participate in IDBI virtual marathons

IDBI Federal Life Insurance (now Ageas Federal Life Insurance), has been actively encouraging people to lead a healthy and fit life. During the ongoing pandemic, while on-the-ground marathons were not possible, IDBI continued to motivate people to stay active, fit, and positive to overcome any challenges. During the initial few months of lockdown, fitness experts conducted daily workouts through the company's social media platforms. When the situation improved, a series of virtual marathons were organised which allowed people to run in any place convenient to them. The 'Run to the Moon' event (14,000 runners) raised money for needy coaches and support staff in the field of sports. The 'IDBI Federal Future Fearless Marathon', and the '#FutureFearless Champions Challenge' saw close to 12,500 and 15,000 participants respectively.

# Sustainability at the heart of our business

Today's world is not just focused on what you do as a business but also on how you do it. As a business we have a responsibility towards broader society, and this means a strong commitment to sustainability and to doing things in a socially responsible way. Ageas is committed to the creation of shared value alongside economic value. This was further reinforced by our support for the UN Sustainable Development Goals and it is the reason why we adhere to international methodologies and frameworks. Here we share how in 2020 we have been continuing to strengthen our foundations towards a strong ESG approach.



## Major progress in SRI strategy as AG refines framework and expands portfolio

AG has over time built a very strong reputation for sustainable and responsible investment. In 2020, its approach to Socially Responsible Investments (SRI) was further enhanced, driving deeper engagement with those companies that AG invests in. With some 6 billion invested in sustainable assets, transparency has never been more important.

### A framework that continues to evolve

Our approach, based on Ageas's SRI framework, continues to evolve. It starts by laying out those activities AG chooses not to invest in, so those explicitly excluded from the portfolio. These include among others the weapons industry, tobacco, tax havens, thermal coal, and financial embargoes. Next, we integrate ESG into our analysis going beyond the financial figures to consider the environmental, social and governance risks of our investments. And in 2020 we went a step further, promoting a more proactive dialogue with the companies we invest in. We demand transparency on environmental, social and governance data and push hard for more commitment to sustainable objectives focusing in particular on the energy sector and major investments. The framework is applied to all assets including traditional and sustainable products.





### Sustainable assets of EUR 6 billion confirms a vested interest

Of the EUR 6 billion currently invested in sustainable assets, EUR 2 billion is invested in infrastructure projects of which more than EUR 400 million is in renewable energy such as offshore windmills and solar panels. On the latter, AG Real Estate and Heylen Warehouses joined forces in 2020 to invest in the world's most powerful sunroof with a combined capacity of more than 18-Megawatt peak sitting on the roof of the VE Commerce Campus in Venlo in the Netherlands. In addition, some EUR 3.7 billion is invested in social housing loans. And finally, some EUR 700 million is invested in green, sustainable and social bonds.

### The only insurer offering certified Branch 21 sustainable products with Towards Sustainability label <sup>1</sup>

AG also offers a broad and increasingly large range of sustainable products including pension products, long terms savings and unit linked products. Some 95% of these have attracted external certification such as the Towards Sustainability label. AG is the only insurer in the market to be able to offer fully certified



*Bernadette Migisha,  
SRI Responsible:*

**“We are particularly proud to be the only Belgian insurer able to legitimately market truly branch 21 sustainable products that carry this important mark of authenticity and excellence - the Towards Sustainability label. Securing so many new labels in the past year has been a major achievement and a major step forward in our evolving SRI strategy.”**

branch 21 (Life insurance with guaranteed return) sustainable products with the Towards Sustainability label. Some 14 new sustainable products have been added to the sustainable products range this year bringing the total amount to EUR 11 billion.

<sup>1</sup>Disclaimer: Towards Sustainability certification is awarded for a period of one year and is reviewed every year. For B23 structured funds, certification is awarded for the duration of the fund. Towards Sustainability is a quality standard under the supervision of the Central Labelling Agency of the Belgian SRI Label (CLA). This standard sets a number of minimum requirements that sustainable financial products must meet, both at the portfolio level and in the investment process. More information about the certification can be found on [www.towardsustainability.be/en/quality-standard](http://www.towardsustainability.be/en/quality-standard). Earning this certification does not mean that this financial product meets your own sustainability objectives or that the certification fulfils the requirements of future national or EU regulations. You can find more information on this subject at [www.fsma.be/fr/finance-durable](http://www.fsma.be/fr/finance-durable) (in French).

# First Materiality Assessment shines light on sustainability

Ageas conducted its first materiality assessment in 2020. The aim of the materiality analysis was to ask stakeholders which Environmental, Social and Governance (ESG) factors might impact their lives and business the most, and where they consider Ageas to have the most impact on today.

## What's in it for our stakeholders and Ageas?

The outcome of the assessment has proven to be very useful allowing us to:

- better assess what we can do to keep creating real added value for our stakeholders,
- establish priorities and provide core input for our future strategic plans,
- and help increase transparency and focus on the Group's sustainability initiatives, one of our strategic ambitions.

## Key-takeaways

Ageas received more than 1,200 responses to its survey. 'Financial Resilience' and 'Responsible Governance' not surprisingly this year ranked highly in the assessment. Solid financials, strong and reliable governance, and determination to anticipate and react quickly to societal challenges, are all fundamental characteristics you expect from an insurer like Ageas. But as importantly, Ageas received a clear mandate from stakeholders to focus even more on product development and investments in assets that contribute to solutions for burning societal challenges such as health, ageing, climate change and mobility. This is a clear sign that our initiatives in this area will truly create a significant positive impact, encouraging us to keep these challenges firmly on the agenda.

## Engaging with stakeholders on what matters most

The assessment kicked off with an in-depth study of public data from internationally recognised sustainability organisations, ESG ratings, reports of peers and media



commentary. By comparing this with internal data and documentation on areas like risk management, strategy, investments, etc., we were able to quickly focus on those ESG topics of most relevance to Ageas.

We engaged directly with different stakeholders including employees, investors, society, and business partners, the first consultation of this type on the topic of sustainability. These types of consultations will be ongoing because ultimately our stakeholders will and should hold us accountable, ensuring we don't just say the right thing but that we do it.

But what matters most is that sustainability is baked into our core strategy. This requires leadership and commitment from the top. In the case of Ageas, both the Group Management Committee and the Board of Directors were closely involved alongside the CEO's of our different operating companies.

## Results lead to an integrated approach to sustainability

An analysis of all inputs resulted in a consolidated materiality matrix for the Ageas Group as well as tailored matrices for the local operating companies. The chosen topics were also connected to the United Nations Sustainable Development Goals (UN SDG's) Ageas has chosen to focus on. Overall, we were pleased to see in the results of this analysis that sustainability is already an integral part of who we are. But we can always raise the bar higher! More information about the outcome of this analysis can be found in the 2020 Annual Report.



*Frank Vandenborre,  
Group Director Sustainability:*

**“While the assessment provides a good platform and an important point of reference for accountability, it is no one-off process. We will constantly question ourselves, formally track the impact we are making, and look for ways to continuously refine and improve our approach ensuring we focus on where Ageas can make the biggest difference for all stakeholders.”**

### Measuring our impact in a disciplined way

This survey underscores a commitment to sustainability that will continue to strengthen year on year. The only way is up. As a next step, we are now carrying out research around ‘Impact measurement’. We want to better understand how we, as a company not only create financial value but also have a positive non-financial impact on broader society. We chose to focus initially on three specific test cases: our Schools of Tomorrow and Crop Insurance programmes in Belgium, and our initiative with Dental Clinics in Portugal. By testing our approach to impact measurement on these specific projects we gain important knowledge and learnings that can be applied more broadly going forward.



Through our collaboration with the University of Antwerp, research student Kristien Doumen, who took part in the materiality analysis with our team of experts, reflects on her experience

# Engaging in the future of mobility

Ageas is engaging in new technologies, new partnerships, and new innovations to ensure it is at the heart of the mobility revolution that will change the way we move and ensure a positive impact on the environment. Here is a glimpse of some of the things we have been doing in 2020.



## AG insures the first self-drive vehicle on the road in Belgium

As the phenomenon of autonomous cars becomes more and more a reality, AG has stepped up to insure the first self-drive shuttle bus in Belgium. While a number of test projects have been running for some time in a traffic free environment, this is the first time a project has gone live in a real-life situation.

Known as 'Olli 2.0', this vehicle is proudly operating at the Ghent based General Hospital Maria Middelaeres. AG insures the liability risk, gaining at the same time knowledge and experience in a future in which autonomous vehicles will become commonplace. The vehicle is used to transport hospital visitors from the tram to the entrance of the hospital on a road that is also open to other road users. Via its sensors equipped with artificial intelligence, Olli 2.0 can detect road users and other obstacles and adjust its trajectory and speed accordingly. Remarkably, 80% of Olli 2.0's components are produced by a 3D printer.

And it is not just in Belgium that Ageas is investing in the future of motor transport, Ageas was the first insurer of a 100% electric and fully autonomous vehicle in Portugal back in 2019, where a campus shuttle today operates around the Nova University.



## Partnership with Fiat creates value from data

Thanks to a collaboration between Aksigorta and Turkey's largest car manufacturer TofasFiat, an era of "Smart Pricing" on Motor own damage policies has become a reality. The future of insurance will depend among other things on the intelligent analysis and application of customer data. The more we know, the more insurers like Aksigorta can work towards a personalised customer experience.

### Tailor made insurance powered by data

When Aksigorta and TofasFiat joined forces, they created a unique model in Turkey: the Fiat Connect Motor Own Damage (MOD). It leverages the opportunity to combine insurance with data. Through road assistance technology in Fiat vehicles, data can be obtained about the driving score of the customer and the number of days the vehicle is used, within the parameters of GDPR of course. This allows Aksigorta to offer tailor made MOD policies to Fiat-owners based on real driving experiences. Hence, good driving behaviour is rewarded with advantageous pricing.

Through ADA, Aksigorta's AI chat tool, Aksigorta is able to share the policy price, policy details and the customer's current discount rates in Fiat's mobile application. This easy to use digital solution is already proving popular with customers. Some 40% of the customers who bought a Fiat car with road assistance technology chose to buy Aksigorta's Connect MOD policy.



*Uğur Gülen, General Manager Aksigorta:*

**"As an insurer, we are continually working towards building the insurance system of the future by using the power of technology and leveraging the power of data. We are building a new generation insurance business in light of digitalisation, and with Fiat we have been able to start a new era in Motor insurance tailored to the individual customer."**

# Ageas Carbon Offsetting programme makes an impact on the environment

2020 saw the launch of a first carbon offsetting campaign in the UK, and the results were impressive. Some 1,882 tonnes of CO<sub>2</sub> were offset in barely 4 months. Difficult to imagine? Just think of the weight of 300 elephants!

The Ageas Free Carbon Offsetting campaign, exclusively aimed at Ageas UK customers, ran during autumn 2020. For every customer that bought new Motor policies under this offer, via insurance aggregator Confused.com, Ageas paid to Carbon Offset 7,500 miles of car travel emissions for free.

At the same time as helping customers to become little more aware of how actions can lead to a positive impact on the planet, the campaign has taught us a lot along the way that we can build into future initiatives. Perhaps one of the most important conclusions was that customers clearly want to do the right thing for the planet.

The emissions were offset through our partner ClimateCare and the sustainable development projects they work with, such as BURN stoves in Kenya.

As these types of environmental projects are important to our customers and important to Ageas, several initiatives have been taken within the Group to measure and reduce our CO<sub>2</sub> emission. Call it collective responsibility. It is the reason Ageas UK also launched its award-winning Green parts initiative in 2019, using perfectly safe, but less costly, recycled car parts to repair cars instead of condemning them to the scrap heap. We expanded this programme further in 2020 proving that repair vs replace as an option is appealing to customers while being environmentally friendly.





## The BURN stoves project

80% of Kenya's primary household energy comes from solid fuel. The majority of this is burnt on smoky open fires and inefficient cookstoves, leading to indoor air pollution, causing respiratory disease, and contributing to global climate change. Sadly, more than 4,900 children in Kenya are dying every year because of acute lower respiratory infections caused by the smoke from the use of solid fuels. The Burn Jikokoa™ Stove dramatically reduces toxic smoke exposure in the home, saving lives, reducing household expenses, and cutting CO<sub>2</sub> emissions.

Not only has this offer had a positive environmental impact in supporting projects like BURN stoves, it also highlighted the fact that a Carbon Offsetting offer appeals to consumers. Here is what some of them had to say:

**"It is a quick and easy way to protect the environment for my grandchildren and future generations."**

*Customer*

**"My wife and I are very concerned about the damage to our planet that we all are responsible for, therefore we both think that carbon offsetting is a great idea and support your efforts 100%. Keep it up."**

*Customer*



# Risk management in times of crisis

COVID-19 resulted in a global crisis. And when you think crisis, you must think risk management. Here Emmanuel Van Grimbergen, Chief Risk Officer of Ageas (CRO), reflects on Ageas's risk approach over the past year.



### Thinking the unthinkable

As soon as the crisis hit in Asia and Europe, our Risk department switched into a higher gear. We need to be prepared for all possible scenarios, and we needed to think the unthinkable. We immediately and proactively performed a thorough 360° risk analysis on a weekly basis to ensure we had a view on the capital position of our Group but also the potential impact of COVID-19 on our products. Within two weeks, we were able to put in place a risk assessment process allowing us to monitor the areas of risk most likely to impact our business. This included the economic environment, our capital position, critical assets, product coverage and our response to stress testing. We also monitored the different initiatives in play to support our employees, customers, partners, and society at large. This work continued throughout the year and continues today.

### Diversification is crucial to managing risk

The resilience of our Group was helped by an already strong Solvency ratio and capital position. Despite the continuing downward trend in interest rates, a decrease in the stock market, and the increase in spreads, our liquidity/cash position remained strong. We also benefitted from a well-diversified product portfolio and geographic spread across Europe and Asia, both of which are core to our Connect21 strategy. With a focus mainly on retail and small-medium sized enterprises, most of our products were not exposed to the typical types of risks the pandemic brought with it, such as business interruptions, so claims were quite limited. Equally, our Non-Life activities compensated for the lower performance of Life. Moreover, the pandemic impacted Europe and Asia differently and on somewhat different time scales, allowing our business performance to stay in balance.

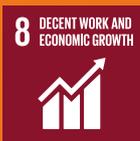
### Daring to improve

2020 was the year we definitely lived up to our value Dare, but always within the context of manageable risk. We chose to continue to make a dividend payment, keeping our promise to shareholders, many of whom are reliant on the payment of a dividend. This was only possible because of our resilient business model and strong capital position. The events also helped change our view on risks in certain domains. For instance, ideas around the Future of Work were often considered as disruptive for the business, but still viewed as emerging. But based on our experience over the past year, we are now better able to assess and quantify the risk. This will help us as we continue to evolve towards a new way of working at Ageas.

The past year has shown more than ever the important role of Risk management within the Group. It is all about defining your playing field within the boundaries of the evident and potential risks, allowing us to take informed decisions in order to be prepared for 'the day after tomorrow'.

## Think2030: connecting to the future

One thing for sure: the future will look quite different by 2030. It is also our motivation for keeping one eye on the horizon while the other is firmly focused on today. Understanding the “what if’s” and starting to prepare for those trends most likely to evolve, allows us to be future proof and to help prepare our customers for what could lie ahead. Learn more about how we envision the future in 2030.



## Taking steps to futureproof our business

If 2020 taught us anything about life it is how quickly things can change. Unexpected events like COVID-19 had a major impact on peoples' lives, and as a result for most of us, a new normal has emerged. While no-one predicted a global pandemic in 2020 when reflecting on future risks, the reality has intensified the importance of thinking about the future and the what-ifs. The ongoing work of our “Think 2030” taskforce has never been more relevant.

The driving force behind Ageas's Think 2030 initiative was to develop ways and means to promote long-term thinking in the Group. The goal was never to predict the future but more to futureproof ourselves and those we support based on knowledge and data, ensuring the right things are always on our radar and integrated into our strategic thinking. As an employer, a partner, and a service provider to our customers, we feel it is our responsibility to take a long-term perspective.

### Looking at the horizon

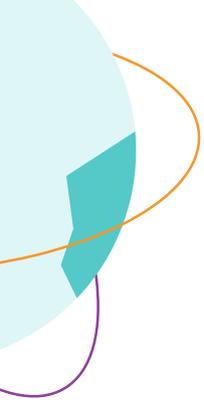
Through a combination of human and artificial intelligence (AI) Ageas conducts regular horizon scans to help detect the most significant emerging trends and assess when they are likely to mature.

Based on what we learn we categorise the different trends and allocate actions against them based on whether they are already here and happening today, evolving faster than we think, worthy of further investigation or just worth observing for now.

### More people... More data... leads to future trends

In 2020, over 1,200 people participated in our annual Horizon Scan from across Europe and Asia, more than ever before. And we trebled our data





# THINK 2030

insights through AI which helped ensure the results were even more granular including an analysis of 70 million documents from 2,500 data sources.

This year trends with the strongest traction were linked to Non-Life followed by Health and Life. Globally relevant trends included Insurtech, Fintech, and technology reliance, customer convenience, big data, and extreme weather events. Short-term trends with high impact are trending equally in Europe and Asia: typically related to consumer behaviour, data, and digital health.

## COVID-19 creates a new normal

But this year we cannot underplay the impact COVID-19 has had on peoples' perceptions and priorities. Consequently, new trends have emerged while others have accelerated: a new normal for our industry has materialised around the Future of Work: digital nomads (being able to work from anywhere), remote workforce and unemployment have all gained significant traction short-term, while other trends such as the sharing economy have slowed down, for now at least. We also saw changes in trends around Mobility & Urbanization slowing down as a consequence of local and regional confinements, as well as around Consumer behaviour reflecting accelerated digitisation and a temporary shift away from physical experiences.

Some of the changes may be more temporary in nature; others reflect what we believe will be a more permanent situation. It is one of the reasons why we will increase the frequency of our trends' analysis moving forward ensuring we continually take a temperature check.

“



*Gilke Eeckhoudt,  
Group Director Strategy  
& Corporate Affairs:*

**“By combining an inside-out and outside-in approach Ageas has the capacity to capture the speed and significance of emerging trends in an actionable way. After all, it’s not what you learn but how you apply what you learn that matters.”**



Watch the video  
about futureproofing  
our business with  
horizon scanning



# Tech highlights in 2020

The past year demonstrated why technology is more than ever a facilitator for connecting with our customers and employees. The global pandemic forced employees to work from home and at a distance from colleagues, and technology was critical in bridging the gap and allowing us to continue to deliver the kind of service our customers expect. We provided employees with the necessary tools and assistance to be able to connect with customers and distribution partners at a distance. And we accelerated the deployment of our digital workplace by rolling out Office365 and an internal social media network across the Group, enabling better collaboration between the different entities. Filip Coremans, Managing Director Asia and responsible for business and technological development within the Group reflects on some of the key Tech highlights in 2020.



### Making a difference through technology

Technology is all about empowerment. Empowering the customer, who should feel the difference in their end-to-end journey. Empowering our employees, who should benefit from an improved working environment and supportive tooling. And empowering our partnerships and operating entities, providing access to shared know-how and best practices. To do this well requires us to keep pace with the fast-changing expectations of our customers.

In this regard our local operating entities have made significant progress in the adoption of augmented intelligent solutions. Among other things we invested in chat bots and other intelligent tools for our contact centres, robotic solutions in document handling, and AI Artificial Intelligence (AI) tooling in claims assessment through video expertise, etc. Always with an eye on faster servicing of our clients.

### Cybersecurity has become a top priority

Cybersecurity is clearly on everyone's radar, and as a Group we are investing to strengthen our capabilities. We deployed the Ageas Security Operations Centre, a dedicated all-in-one service designed to detect anomalies and respond to security incidents. It helps protect our operating companies from possible cyberattacks, allowing our businesses to benefit 24/7 from a highly skilled cyber-security team.

### It's all about the Cloud...

Being able to share common challenges across the Group has been helped by our work in developing Cloud-based solutions. For instance, all of our operating entities are sharing the same risk models for our Solvency II calculations. And we are now delivering results three times faster than through conventional servers at the same cost.

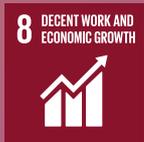
In the UK we are running an expertise centre in AI and Machine learning, developing intelligent real-time pricing, and underwriting around our motor policies which requires substantial analytical power. And finally, we have been able to build a secure infrastructure for our internet solutions by developing a secured layer, a so-called demilitarized zone solution on the Ageas cloud, that secures our websites from the most prevalent cybersecurity threats and on which all our companies can now host their public websites and business portals.

### Creating communities of expertise to share knowledge

Ageas benefits from a lot of internal tech-expertise around the world and we have created a number of knowledge sharing communities around data analytics and management, the cloud, information security, IT Architecture, Robotics and Artificial Intelligence, etc. The work of these communities helps us to define Ageas's Group Tech priorities for the coming years, considering the future trends, opportunities but also the real challenges our companies are facing.

# Digital innovations improving the customer experience

In every aspect of our life, technology sits front and centre. Ageas is investing around the world in different aspects of digitalisation to help create a great customer experience, to improve operational efficiency and the quality of work for our employees. At a time when the focus is on speed, convenience, and efficiency, technology is an important enabler. Here are just a few recent examples of what we have been doing in this area.



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

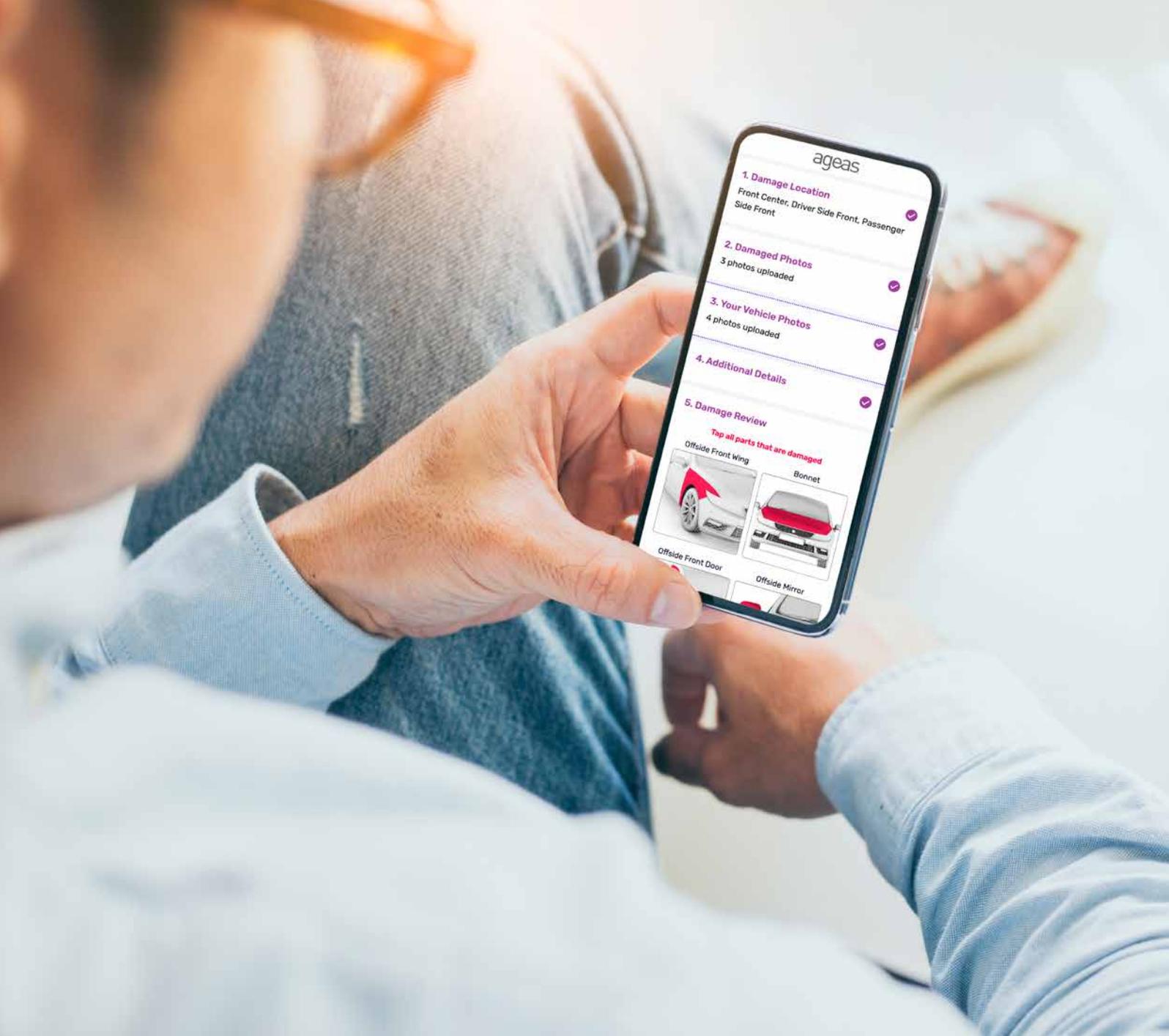
## Award winning app quickly gains traction with customers

When Ageas in the UK made the Tractable app available to customers it could not have imagined the kind of acceleration it would see in such a short period of time. Not only have more than 3,000 customers used the app, but Tractable has also seen up to three times the level of interest from global insurers compared to the previous year as they realise its potential to reduce contact points during the COVID-19 pandemic.

And more than that, the appeal of Tractable is increasingly being seen through strong customer feedback ratings including 4.6/5 for customer satisfaction, Excellent Trustpilot score of 4.5/5, Five-star Defaqto rating for standard Ageas Direct car product, and a Net Promoter Score of 64.2 vs industry average of 21.

### An app that is as “easy as” for customers

Tractable uses artificial intelligence to assess damages and estimate repair costs in real time allowing claims to be settled faster and more efficiently and allowing customers to get back on the road more quickly. As the UK's sixth-largest car insurer, Ageas developed the app with Tractable to make the auto claims experience easy for customers by speeding up claim-resolution times. But many other benefits have rapidly become apparent. The app accelerates every part of the claims process. Policyholders submit photos to Tractable using a smartphone. Decisions on whether their car needs to be repaired or replaced are taken almost immediately, instead of waiting up to seven days for an engineer to assess it. Images go directly to the repairer, speeding up estimates. And end to end,



from first call to replaced or repaired vehicle averages 8.9 days. With 70% of total loss claims settled in under 14 days. Customers are guided through the efficient, one-time process with speed and ease, and the process allows the customer to feel in control.

### Benefits for the environment and for Ageas too

Tractable also has significant environmental benefits. It helps Ageas to evaluate and decide within minutes whether a customer's damaged vehicle needs repairing or replacing. The app learns to determine more in favour of repair, rather than expensive or unnecessary replacement.

Complementing this, Ageas has also introduced an initiative to repair vehicles using recycled car parts.

Ageas has also reduced its operational costs on every claim, from using the software to inform decisions to fewer unnecessary data-collecting loops back to the customer. And the software is bringing down the indemnity cost of claims.



## WhatsApp enables a conversational tool for customers in Turkey

When clients of Aksigorta in Turkey want to know about the status of a claim, they look no further than Claimschat, a new automated WhatsApp group set up for customers who report non-auto damage. It makes sure that customers are never in the dark about the status of a claim, and therefore more in control.

Customers can follow their claims file in real time through a live chat that includes all parties: from the call centre agent, to the claim's handler and even loss adjuster. So, whether it is damage caused by fire, internal water damage, robbery, electronic device malfunctions or something else, every key stage is captured through the WhatsApp group where progress reports are available and filed.

### When customers ask what's up?

As the most widely used communication platform in Turkey WhatsApp was an obvious channel to incorporate into the omnichannel experience. The aim was to create a conversational insurance experience building on the success and capabilities of the Aksigorta Digital Assistant (affectionately known as ADA) which takes advantage of Artificial Intelligence and Natural Language Processing technologies to chat with customers. In its first year, Claimschat captured on average 1,000 non-motor claim files per month achieving a 4.2/5 customer satisfaction rating. File completion times were reduced by 30%, and 50% of non-motor claims were handled by the WhatsApp group. This proves the growing confidence



consumers have in different digital channels and their desire to use WhatsApp as their channel of choice.

### What else?

Aksigorta is also the first insurance company in Turkey to launch a WhatsApp Business account which again builds on ADA providing file updates without a time limit on access. Basic requests are handled by Chatbot and more complex ones are transferred to the call centre without any loss of connection. The programme handled some 3,000 queries per month in 2020.

Another first in the market this year was the WhatsApp push notification. Regardless of whether it is auto or non-auto damage, the application sends out automatic notifications to customers as soon as their damage file status changes. The initial phase focuses on auto claims and this will overtime be expanded to non-auto damages.





## Service with a “Smile” in Malaysia

Etiqa in Malaysia launched the Smile App in order to connect with its customers and the public through a single engagement platform. Users really do have every reason to smile as this innovative App makes their life easier. The App has attracted more than 74,000 customers and 1700+ active users daily in 2020, and received many 5\* reviews on Google Play and the App Store.

### Making life easier for the customer

The Smile App contains several modules delivering a smooth customer experience;

- The **Claims module** facilitates a fast and easy claims experience. Customers are kept up to date on the status of their claim in real time throughout the claims journey. And in 2020, Etiqa added Flight Delay claims and Hospital Allowance claims, which already reports high satisfaction levels. Medical and Death claims are to follow soon.
- Among the benefits of the **Healthcare module**, a built-in facility allows customers to request an Outpatient

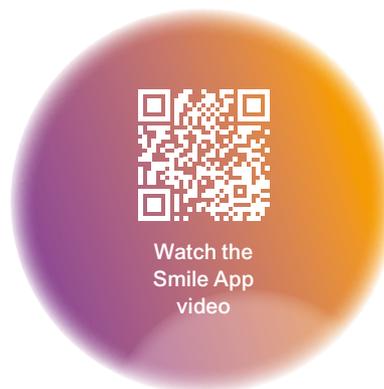
Guarantee Letter\* via the App within 45 minutes. Customers can also locate panel hospitals and clinics for medical Life insurance check-ups through the module.

\* Assurance of payment offered by insurers for hospital bills, avoiding upfront payment by the patient

- By offering a **Wellness module**, Etiqa aims to be the preferred Digital Wellness provider for Corporate clients. Through the module, the client’s staff can improve their fitness levels leveraging a variety of fitness wearables linked to the App and participate in a Steps Challenge on a real-time basis, helping create a fitness community.
- The **“Me” module** allows customers to view their own personal policies through Etiqa.

### And there is still more to smile about in the future...

There are further plans to roll out this product in the coming months, including a pilot Telehealth service in conjunction with pharmacies offering virtual doctor appointments with digital prescriptions and home delivery of medication.



## Paying attention to health and wellbeing

Prevention and taking care of people's health and wellbeing is a key component in Ageas's strategic choices. It has driven a number of initiatives in the health space, including some of the examples we share here.



## Ageas Asia stands up to breast cancer

To help raise awareness of breast cancer and the importance of screening and early detection, our businesses in the Philippines and Malaysia have both been actively engaged in campaigns to get the message out to the public loud and clear in different ways.

### Troo shows it is Passionately Pink when it comes to health prevention

In a drive to increase awareness of breast cancer, our Philippine joint venture Troo participates in "Passionately Pink", a health prevention campaign supported by Troo's partner Filinvest. Filinvest is the majority owner of Troo's bank distribution partner in the Philippines.

Passionately Pink is designed to aid and support breast cancer patients and their families, whilst helping to educate the wider community about breast cancer and the importance of early detection. Troo actively promotes the project to employees through internal advocacy, resulting in employees and families being personally invested in this important project. This year several Troo employees joined the Passionately Pink virtual fun run to show their personal support for the cause.

### Etiqa promotes free mammogram programme to 6,000 women

In conjunction with the Breast Cancer Awareness Month in October, the National Cancer Society Malaysia (NCSM) and Etiqa jointly offered free mammograms to underprivileged Malaysian women alongside a full programme of health and awareness activities. Etiqa's culture is focused on making things Fast and Easy, whether it is to purchase insurance, submit claims or receive payouts. The company took this philosophy one step further extending it to the broader community letting people know that breast screening can be just as Fast and Easy.

The programme is now in its 3rd year and Etiqa plans to continue to raise awareness in this important area, where early detection is improving breast cancer survival ratios.



## Etiqua helps make clean water a reality for villages in Malaysia

Water is an incredibly valuable resource, but it is one that is often easy to take for granted. In some underprivileged communities in Malaysia, the physical location, and the impact of natural recurring events like drought, make water a scarce resource. Among other things that has serious health implications for the residents of these communities. Thanks to Etiqua Care's Clean water projects in collaboration with Islamic Aid Malaysia (IAM), more than 6,800 residents of ten local villages will enjoy uninterrupted access to clean water daily. The Clean water project is all about improving the quality of life of the impacted communities, but also about ensuring a sustainable and healthy life for residents.

### One of our proudest achievements: the Kg. Padang Bukit project

One of the projects focused on the village Kg. Padang Bukit on the east coast of Malaysia. Clean water infiltration systems needed to be installed, ensuring that each house receives water directly into their homes.



This was very much a hands-on physical project involving the villagers themselves alongside Etiqua's own volunteers from management, staff and IAM representatives. Together with the local residents, this committed group of volunteers managed to deliver the seemingly impossible, completing the project in just two months. But this was no easy challenge. The volunteers faced significant logistical challenges due to the fact that the water dam is located 2km up on a hill with no road access. All materials like sand, cement, and plywood must be physically taken to the site on foot, involving a walk of more than 3 hours. But the outcome was worth every single step and every man hour of hard work.

### Providing sustainable clean water solutions

The impact of the Clean water projects go beyond supplying the homes with clean water, the benefits impact the wider company including local schools, mosques, and community centres. And based on learnings from each village, the technology and know-how can be translated to other communities in need, ensuring we expand accessibility to clean water for many more. Once the projects are completed, the local communities take control themselves establishing processes that allow them to maintain and facilitate water issues in the village.

Etiqua Cares is a social responsibility effort by Etiqua for underprivileged communities across Malaysia. Etiqua Cares aims to serve the society in improving lives and uplifting the community socially and economically.



# Developing reinsurance activities at Ageas

Antonio Cano, Managing Director Europe and responsible for Reinsurance, reflects on the Group's reinsurance activities in 2020.

**It is now two years since Ageas decided to enter Reinsurance, why was this such an important move for the Group?**

The decision to move into the reinsurance space introduced higher flexibility and greater agility allowing Ageas to execute its strategy more efficiently. As a

reminder, this business allows the Group to reinsure important parts of the risks underwritten by Ageas's insurance companies operating in Europe and Asia. By centralising risks in this way Ageas increases the fungibility of capital. And in return our local operating companies gain from their ability to manage their solvency ratios at a highly competitive cost.

**What were the highlights of the reinsurance activities in 2020?**

We have made important progress in the Non-Life capital management reinsurance business. We increased our share of Non-Life reinsurance activities via Quota Share treaties with our entities in Portugal (from 20 to 40%), and in Belgium and the UK (from 30

to 40%). The total inflow for this business amounted to EUR 1.5 billion in 2020. In the Non-Life protection business, we were also able to realise an important increase in the reinsurance business volume (+20%) through increased participations in reinsurance treaties with our entities in the UK, Turkey, and Thailand. And we started a protection business for our Life activities, by underwriting a 50% share in the treaty with Occidental, part of Grupo Ageas Portugal. But the most important step forward in our reinsurance aspirations were thanks to an important strategic move taken in Asia. We subscribed to a capital increase in Taiping Reinsurance Co. Ltd., expanding our reinsurance activities in Asia through the acquisition of a 25% stake in the company for a total consideration of EUR 340 million.

#### **Why was the investment in Taiping Reinsurance Co. Ltd. (TPRe) such an important one for the Group?**

This important investment was further evidence of our commitment to Asia providing us with leading positions in the reinsurance market of Hong Kong and the fast-growing Chinese reinsurance market. TPRe is one of the top Asian reinsurance companies

with a strong track record and promising growth potential. Since 2013 gross written premiums have grown annually on average by 27% resulting in EUR 1.7 billion in 2019, with strong potential in the future. TPRe is also a wholly controlled subsidiary of our long-standing partner China Taiping Insurance Holdings. So, through this transaction, Ageas has also reinforced its strong long-term strategic partnership with China Taiping. By subscribing to this capital increase we also created a better balance between our Life and Non-Life activities, an important strategic goal.

#### **What are the next steps for this partnership, how will it evolve?**

This is a story of collaboration impacting both Asia but also Europe. Along with TPRe and Taiping Group, Ageas will help support the company's development outside Asia and specifically in Europe, to safeguard the global diversification that is beneficial for such a business. We have jointly identified areas where we can work together and create synergies. This collaboration spans the sharing of product and distribution expertise from across the Group with TPRe, allowing the company to include value-added services for clients. As well, we already participate in the retrocession programme of TPRe, which will support us in our efforts to build a diversified portfolio for Ageas Reinsurance.

#### **What is our ambition for 2021?**

We will continue to develop internal Reinsurance as a new separate business line for the Group. We want to leverage the reinsurance activity to optimise the overall capital allocation within Ageas. We will also support TPRe in their ambitions to grow significantly outside their current core markets. We intend to guide them specifically in their approach towards extending their activities in the European markets. The further development of our Life reinsurance activities is also on the agenda. We could already put in place an important treaty with Ageas France, transferring most of the Longevity Risk in the company to Ageas Reinsurance. And we are examining possibilities to set up treaties with other entities like Ageas in Portugal. We will also explore further possibilities to collaborate with our Joint Ventures in the field of reinsurance, mainly in Non-Life business but also in Life where possible.

## New partnerships adding value to the customer

Partnerships have always been part of Ageas's DNA. The world is changing, and Ageas is today looking towards new partnerships and ecosystems that allow us to engage beyond the traditional parameters of insurance to add even more value to the customer. Here are just a few examples.



## Aksigorta and Vodafone create first Telcosurance ecosystem partnership in Turkey

The future of insurance is about being open to the creation of new unconventional partnerships that can bring added value to customers and service providers. In today's world, access to data is increasingly important, particularly when it allows companies like Aksigorta to gain a more critical insight and understanding of the customer journey. This new partnership does just that.

When Aksigorta and Vodafone, Turkey's 2nd largest telecommunications company with 23 million clients, joined forces to create this new partnership it was also in line with both companies' strategies towards growth. For Vodafone this was an opportunity to enter a new business sector, expanding its scope as the prime insurance provider in telco and for Aksigorta this new touchpoint with potential clients brings a competitive advantage.

**It is about reaching the right customers at the right time with the right product**

Vodafone generates leads for Aksigorta, introducing new business through its channels.

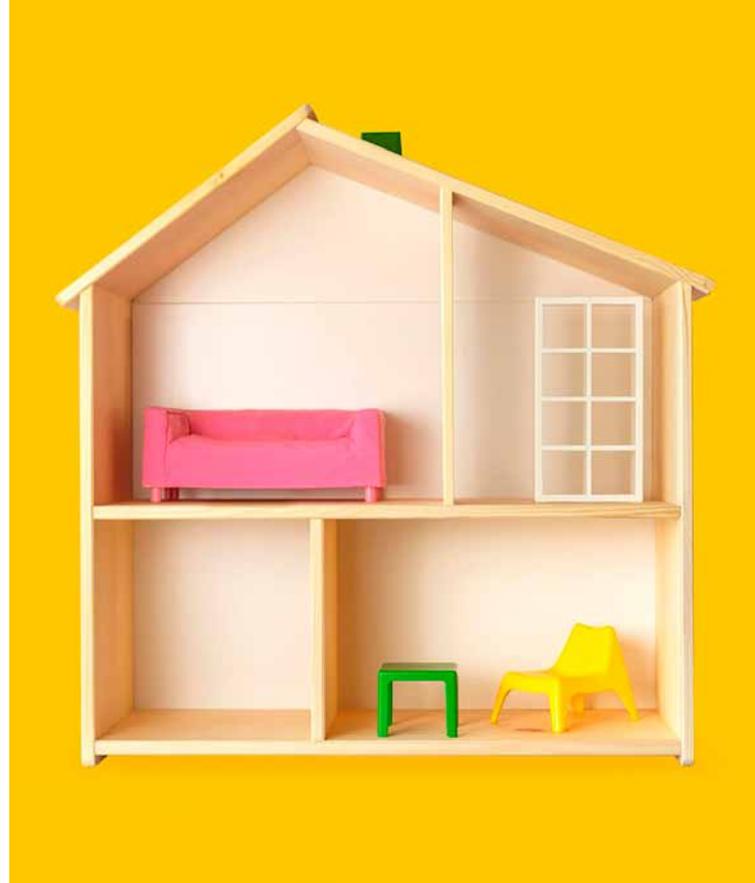


It has Aksigorta products available on its shelf digitally (+16 million users), as well as through its call centre. The two partners also engage in joint marketing initiatives such as specific incentives to clients of Aksigorta e.g., free 5G internet.

In the next phase, existing and newly designed insurance products will also be integrated into Vodafone's own services palette as a standalone offer. And bundle setups are also being designed, combining an insurance offering with existing telecom tariffs and internet packages for the home or workplace.

#### Telcoassurance opens new doors

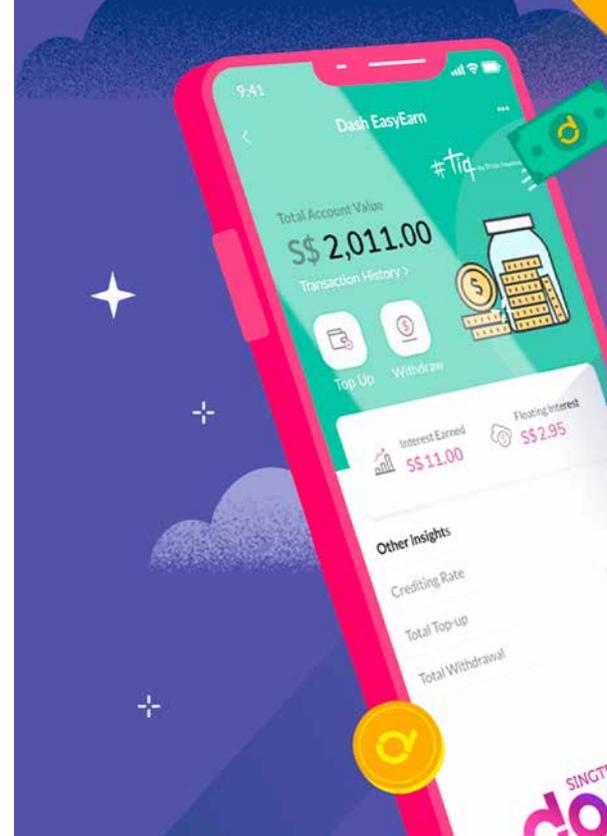
Through this collaboration we aim to make insurance products easily accessible for many through a digital platform. It also allows customers and potential clients to benefit from specific value propositions and incentives. This new distribution channel provides Aksigorta with data that will improve its knowledge of the customer journey. It is expected to grow to the current size of bancassurance in the long term.



## Etiqua joins forces with retailer IKEA to launch home insurance

Etiqua in Malaysia and Swedish retailer IKEA joined forces to offer customers of IKEA a new home contents insurance solution. Available online, the policy is designed to make home insurance simpler and more accessible to the public. Thanks to a fully digital application process, customers can make a purchase via the IKEA website and manage their insurance policies online thereafter. The comprehensive policy offers affordable home contents and personal accident insurance.

Etiqua prides itself on making insurance "fast and easy" whether this relates to buying insurance, submitting claims, or receiving pay-outs. This new retail and insurance partnership delivers a product that ticks all these boxes. The product is appropriately named HEMSAKER derived from the Swedish words for "home" and "security" – perhaps now, more than ever before, making our homes feel like a safe place to be is something we all desire.



## Beyond the world of insurance to make life easier for customers in Portugal

A new platform was launched in Portugal linking customers with about 14,000 service providers representing 800 different services. Launched through a new website, 'Mundo Ageas' is a free of charge platform putting customers into direct contact with providers when they need essential services the most. From plumbing and yoga courses to music lessons over psychotherapy sessions... Mundo Ageas suggests a diverse range of service providers from which to compare and choose.

For the providers themselves, the platform offers an opportunity to promote their services directly to customers. For Ageas, it's about making life easier for people and at the same time using this as a way to improve brand awareness and Ageas's proximity to customers. While we are stepping beyond conventional insurance, success is not measured by the number of policies sold. It is the number of service quotes providers send to customers

which provides important validation for this service. In the first 9 months Mundo Ageas recorded:

- more than 650 thousand visitors
- 20,000 registered users
- 1,800 subscribed providers
- 17,000 service requests
- Around 10,000 service quotes from providers

The platform continues to evolve with new functionalities being added:

- A dedicated space where requests for services can be followed;
- A Mundo Ageas blog bringing interesting content inspired by the different services available on the website, allowing Ageas to become even closer and more relevant in the lives of the customers;
- A social component whereby points can be converted into a contribution to institutions that are supported by the Ageas Foundation.

Life has never been easier.



Dash EasyEarn  
by Etiqa Insurance

# Take your savings higher

## Etiqa and Singtel collaborate to create Dash EasyEarn

Etiqa has always valued partnerships. Joining forces with the right companies can save time and resources, increase reach, improve product time to market, and help accelerate the learning curve. So, when the opportunity arose for Etiqa in Singapore to collaborate with market leader Singtel, the benefits were clear.

### The best of two worlds for the customer

Etiqa collaborated with Singtel Dash, an all-in-one mobile wallet, to launch the insurance savings plan 'Dash EasyEarn'. Consumers can earn higher returns while enjoying the flexibility of anytime top-ups and withdrawals with no lock-in period or penalty. And they can enjoy life protection benefits and a range of add-on lifestyle services. The emphasis is on flexibility, and never was this more important than during the pandemic with consumers facing so many economic uncertainties. The Dash EasyEarn App appeals to digital-savvy customers and is available to download on any mobile device. The partnership between Singtel Dash and Etiqa brings the best capabilities of finance and technology together to shorten the time to market, allowing Dash to gain quicker access to the finance market and expand its mobile wallet services, whilst improving the overall digital

customer experience in the long term. By combining resources and brand power, Etiqa and Singtel Dash are also able to reach new customer segments.

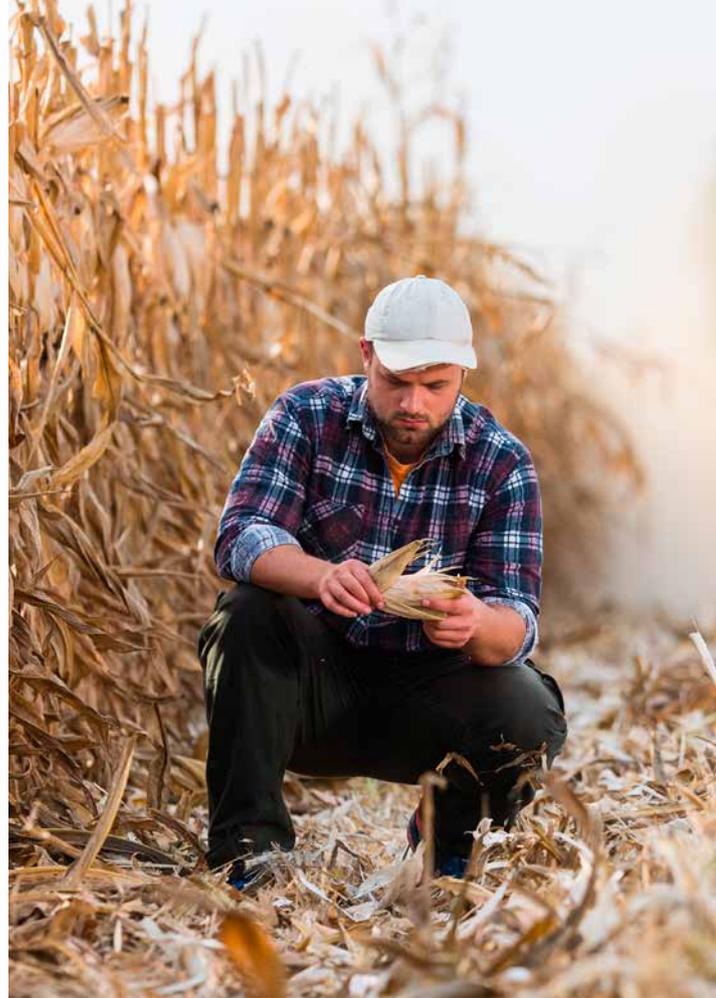
### Better consumer insight, efficiency, and product relevance

The collaboration encourages a Fintech ecosystem that is mutually beneficial to stakeholders. Dash EasyEarn is an opportunity to shift the perception of insurance by demonstrating a convenient and simple way to purchase products through a mobile application. This is also a way of making the younger generation more open to the idea of getting protection early on, helping to narrow the protection gap.

Through technology, deeper business insights help us to better understand the needs and habits of consumers, so that products and services of value to customers can be developed. This will lead to more innovative product offerings and competitiveness, and more efficient processes in the future. A win-win for everyone, starting with the customer.

# Working towards making insurance inclusive

Ageas believes in the concept of inclusive insurance from every aspect, starting with our own organisation. For customers we seek to make insurance products available to different segments of society that may historically feel alienated or excluded from mainstream insurance products. Read about some of the initiatives we have been working on here.



## Crop insurance helps farmers manage impact of Climate Change

Think of Climate Change and your mind focuses on the devastating impact of extreme swings in weather conditions: from more storms and persistent rain, gusts, and hailstorms to long periods of drought. Farmers are often one of the first victims of these climate events, at worse losing entire harvests, and in turn their livelihoods.

When AG and specialist insurer Hagelunie joined forces at the start of 2020, farmers in Flanders were able to insure their field crops, some for the first time, against the damage caused by six natural phenomena through a comprehensive climate risks weather insurance. AG has always enjoyed a prominent presence in the agricultural sector, offering protection for buildings and machinery. Coverage now extends to the protection of field crops bringing greater peace of mind to farmers removing a lot of the uncertainty that climate change has introduced.



*Edwin Klaps,  
Managing Director Broker Channel &  
Non-Life Development at AG:*

The partnership with Hagelunie combines AG's knowledge of the sector and extensive distribution network with the specialist expertise of Hagelunie in the field of glass, horticultural and crop insurances.

But as always, the proof is in the actual impact this new insurance is having. And at the end of the first harvest season the results were very positive both in terms of the number of contracts concluded but also in terms of damage management. The extremely long drought in the spring of 2020 had a significant impact on the agricultural sector with crops such as maize, potatoes, onions, carrots, and fibre flax all badly impacted leading to smaller harvests later in the year. That loss of harvest was compensated by the new insurance policy with up to 80% of the damage suffered paid out.

**“Global warming is undeniable and will have increasingly serious consequences in the coming years. Our Broad Weather insurance is offering an important solution for Flemish farmers. Moreover, the claims are settled faster with more certainty and - in general - more extensive compensation than through the historical channels of the regional authorities' Disaster Fund.”**



## Ageas increases drive behind Diversity & Inclusion

Ageas has appointed its first Head of Diversity and Inclusion (D&I), underscoring a commitment to doing even more in the future and in a more focused way. When we talk about diversity we do so in its widest form from different cultures, genders, colours and backgrounds, and in every corner of Ageas and its operating companies.

There is no lack of appetite within the Group with some 74% of employees indicating in an internal survey that they strongly valued diversity and inclusion in the workplace, and 75% believing that Ageas already has an inclusive culture. While that is a good starting point, there is more we can do. The appointment of John O'Connor who is also Head of Inclusion for Ageas UK, will allow us to coordinate our D&I efforts across the entire Group more efficiently in the future.

As well as getting a clearer view on the range of initiatives already underway, a new Global Inclusion Forum has been launched where representatives from every entity meet monthly to discuss ideas, ambitions, and recommendations, identifying areas where we can work collaboratively and continue to drive forward our activities.

If you are interested in finding out more about this topic, please visit our annual report.



*John O'Connor, Head of Inclusion:*

**“We are certainly not yet perfect in this important area, and we still have some way to go. But we are very serious and committed to continuous improvement and to making progress sooner rather than later. We believe that in today’s world a commitment to Diversity & Inclusion is part of a license to be in business”.**



## Accessible insurance and education provide relief in poorer communities

When our Chinese partner 'Taiping Life', together with their major shareholder China Taiping, set out to support impoverished communities of Yu'an in Anhui and Liangdang County in Gansu Province, they launched a range of different initiatives. They offered for instance economic assistance through the purchase and subsequent sale of locally produced agricultural products through their agency sales channel. And they provided practical support in the field of education and accessible insurance.

### Empowering local communities

There is plenty of evidence around the world that education is an important factor in alleviating poverty as it helps local communities to help themselves. By developing their essential skills, residents of local communities in need can emerge better equipped and better able to support their families. But what is often missing is the opportunity to do just that, and that is where Taiping Life came in. Taiping Life provided essential skills and vocational training to more than 370 local government employees and close to 1,000 technicians. This included upgrading the vocational skills of residents whilst also developing the management skills of government officials. In addition, scholarships were provided to secondary school students.

### Providing access to insurance

Taiping Life also took the step to work on the ground in these communities, seconding staff to these areas to work in the alleviation of poverty, as well as providing access to insurance products designed to reduce poverty due to sickness.

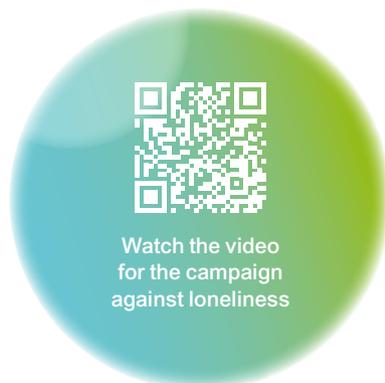


## AG puts out a hand to help those who feel alone

Loneliness has never been so tangible as during the past year. But the theme of social exclusion, which often goes hand in hand with loneliness, has already been on AG's radar for more than two decades. Even before the health crisis, as many as 46% of all Belgians sometimes or always feel lonely. For Belgians between 20 and 34 years of age, the number rises still further to 55%.

AG has launched numerous initiatives in the past, designed to combat loneliness & social exclusion: from financial and logistical support for associations, and support for the elderly, to a personalised recovery programme for workers suffering from burn-out and more.

The pandemic and enforced lockdown exacerbated mental health issues. AG responded by working alongside a number of aid organisations to launch 'Allentegeneenzaamheid.be'. This web platform developed by AG matches volunteers with aid organisations looking for a helping hand or supplies. The site also has useful tips on how to step out of the vicious circle of loneliness and how you can help those around you struggling with loneliness issues.





# The Future of Work becomes a reality in 2020

2020 taught us a lot about our strengths and our ability to adapt and show resilience beyond anything we could have imagined. Our people showed a determination to deliver for customers regardless of the challenges they faced. And our values Dare and Deliver lived and breathed in the organisation at every level and in every corner of our business.

Even in stressful situations there were moments of levity: people learned to communicate in new ways, dress down Friday turned into dress down weeks, young children and even pets on occasions made themselves known, and there was clear evidence of the home-schooling challenges being tackled by so many parents.

Despite the circumstances, we made a connection and we got things done. Eddy Debrulle, Group HR Director, reflects on the experience of the last 12 months.

## The safety and wellbeing of our employees was our greatest concern

At the start of the crisis there was naturally a lot of uncertainty and anxiety amongst our employees. As an employer their wellbeing was the most important thing to us. We acted quickly to provide reassurance, moving to remote working, or putting in place strict measures to keep people safe in our buildings. In doing so our employees were able to focus on delivering for



*Jan Heyvaert,  
HR Director in Belgium:*

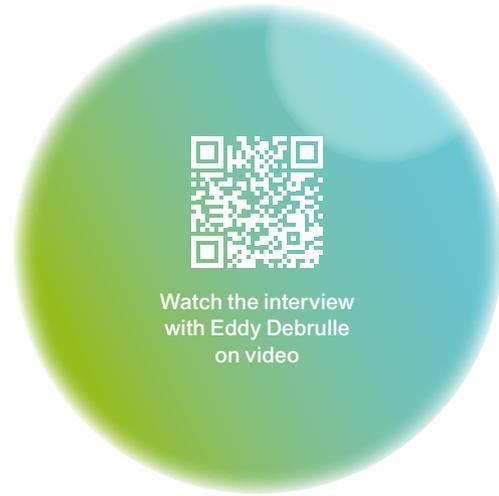
**“The pandemic showed just how much can be done from home. But it also highlighted how much we missed our colleagues, that person to person contact that helps create team spirit. In our long-term future of work scenarios our teams will come together in the office from time to time to connect with each other in person and whenever it adds value to their work. To accommodate this, we are building a new dedicated workspace where people can meet to create connections and synergies. We believe that the office is where company culture is maintained, and ultimately culture is the backbone of any company.”**

our customers and distribution partners. Homeworking was not entirely new to most of our companies. But on this kind of scale this was still very new. We also invested in ways to further improve our digital skills allowing us to quickly implement new virtual tools of collaboration. And our internal social media platform helped us to maintain a strong connection.

We had the advantage of being present in Asia, so we were able to take some of the learnings from markets where the pandemic hit sooner than in Europe. There was strong collaboration between entities and between departments like IT, HR, and Facilities, working alongside the business. This collaboration extended to the sharing of information and even went as far as the sourcing of physical goods like masks and gels. The benefit of a strong network was clear.

### Leadership at times of crisis matters

The visibility of our leadership was also key. Managers committed themselves to connecting with employees and teams so that they could listen directly to the concerns of employees. This happened at every level of management, from the CEO and Management Committee down. We also kept a finger firmly on the pulse with people who were alone at home or people with young children who felt isolated. We had already been developing the adaptability skills of our management through our leadership development programmes, designed to equip us for a fast-changing world. The crisis proved just how important this is and we were able to put those skills into practice.



There is no doubt that the COVID-19 crisis accelerated our approach to the future of work, and we can now leverage on the benefits for the long term from virtual collaboration to less commuting which has in many cases improved the wellbeing of many people. To help us to focus on the impact on our company culture and future collaboration we have established a steering group made up of representatives from the business and HR to see how we can use the positive take-outs to future proof Ageas as an employer. At its core we listen to our people at every opportunity – developing solutions not only for them but also with them.



*Catarina Tendeiro,  
HR Director in Portugal:*

**“The pandemic confirmed that unity and collaboration are key, and we are holding on to that sentiment when designing our future work environment. Work was already underway to consolidate six geographically dispersed office sites into two, to create greater proximity. Today, we are building the new, sustainable offices in Lisbon and Porto where we can gather our teams under the same roof to work together on projects, to hold meetings where a live presence is beneficial and to meet one another for an informal coffee. We involve our people in every aspect of this project to ensure the shift from what we have known in the past is a success.”**

# Keeping the business running from a distance

When COVID-19 hit, Ageas wasted no time in adapting the way it worked, the way it communicated, and the way it supported its customers, partners and society, to ensure it was in the right place at the right time to deliver whatever was needed.



*Ant Middle, CEO United Kingdom:*

**“While we cannot ignore that the pandemic brought heartache in so many forms, it also ignited an extraordinary level of innovation, as well as a sense of togetherness that united our people, partners and communities. In a year of significant adjustment, we have seen real pride in our people and their desire to help each other and our customers. We have experienced the power of partnership in working together with our brokers and suppliers. And we have felt a real passion for supporting society in its time of need. It’s this sheer resilience and determination in continuing to meet the needs of our stakeholders in such unique circumstances that sits at the core of our purpose as a supporter of lives.”**

## Did you know that...

Ageas reviewed its travel policy and recommendations around remote working and car leasing, in order to have a positive impact on its CO<sub>2</sub> emissions. Ageas aims to:

- structurally reduce business travel;
- stimulate regular homeworking and virtual meetings whenever possible;
- and actively promote hybrid and electric cars for its employees.



*Steven Braekeveldt,  
CEO Continental Europe:*

**“2020 was the year in which we really learned the importance of communication and how interconnected and reliant we are on one another. We learned that people are capable of great things when faced with enormous challenges, and they come no bigger than COVID-19. Despite the limitations of social distancing, most colleagues found themselves emotionally closer than ever before. People showed care towards one another and this extended to the support they provided to our customers and partners.”**



*Heidi Delobelle, CEO Belgium:*

**“Throughout 2020, and thanks to the resilience of our people in Belgium, we were able to offer continuity at a time of uncertainty and we were able to stay close to our stakeholders. Ahead of the government mandating people to work from home, AG had already made the switch to teleworking. It was not an alien concept for AG, but certainly on a mass scale it was new territory for all, and it was important that we got it right the first time. Overall, the move to remote working went smoothly and importantly without loss of productivity or disruption to customer service.”**



*Gary Crist, CEO Asia:*

**“We look back with a lot of pride on the way our teams across every country responded to the crisis. As well, our regional staff in Hong Kong, many of whom are working away from home with natural concerns about health, distant families, and their inability to travel home, delivered what was expected of them. The levels of customer service remained high, the engagement with Ageas and our JV partners remained strong, and throughout people were able to maintain a good work-life balance.”**

## Allowing our people to grow and thrive

Ageas believes that a business's greatest asset is its employees. That means caring for our people in their professional and personal lives. This takes many forms, and it is underpinned by our values of Care, Dare, Deliver and Share, which unite us around the world. Here are just a few of the things we have been doing the past year.



## Ageas Broker Connect described as a “game changer” in tough times

Ageas UK has set up a brand-new video account management team – Ageas Broker Connect – as part of its commitment to supporting regional brokers. While the idea for a dedicated video link was something that had been explored for some time, the pandemic, and the restrictions of lock-down increased the market's appetite for such use of technology.

Ageas Broker Connect gives brokers access to one of Ageas's video account managers, who can help with anything from digital trading to supporting their own business ambitions. The team acts as a main point of contact enabling smooth trading relationships and keeping processes simple.



*Asif Khan at Riverdale Insurance, one of the first brokers to benefit from Ageas's video account management team:*

**“It's great to see yet another example of Ageas flexing its proposition to meet brokers' needs. The new service has been a game changer. Being able to see the person you're dealing with makes such a difference and I can see this being of benefit to us long after the pandemic is over.”**

# The Ageas Challenge reaches new heights

When the concept of the Ageas Challenge was first introduced in the context of the development of the Connect21 strategy, it was always designed to be more than just about doing sport. It was also about teambuilding and making a connection with one another in the wellbeing space, by participating in a series of different challenges that bring people together in mind and spirit. In reward for the participant's efforts, Ageas makes a generous contribution to several good causes, helping others overcome their challenges. At the Ageas Group level, we supported Athletes for Hope. Our sponsorship will be used to buy a walking robot for children with spinal cord injuries or muscle diseases. On a local level, the entities are free to choose those local good causes they want to pay special attention to.

The Ageas Challenge allows us to challenge ourselves and each other and it reflects the spirit that makes Ageas the company that it is. Some 4,600 people are now connected to the online Challenge platform, and perhaps the experience of the past 12 months has brought even more meaning to the Challenge. It forced us to look for innovative and creative ways to connect through physical and mental activities, prompting us to give even more thought to those we choose to support and the special challenges they may be facing.

As well as participating in a range of local initiatives, the Challenge kept our people around the world on the move. Along the way we shared tips and tricks on the platform about ergonomics and physical and mental wellbeing. Whether we chose to walk, to run or to jump on our bikes, the result was impressive. Together we reached our goal of 2.5 million kilometers more quickly than we had anticipated. (If you need some help in getting your head around such a big number: it is the equivalent of 62 times around the globe!) Each year we raise the bar higher: in 2020 we went 0.5 million kilometers further than the year before.

The challenge continues in 2021 with new goals, new challenges, and new targets. Much like being in business! But the Ageas Challenge is the catalyst for a brand new burst of energy.



*Ernesto Zaccaria, Strategy manager:*

**“During my first week at Ageas, I signed up on the Ageas Challenge platform and it felt great, since I am someone who has never tracked my sports activities through an app or a wearable device. Therefore, the Challenge provided me with a great opportunity to start monitoring my physical activities. As a father of a one-year-old, keeping up with a regular sport routine is particularly challenging. But the Ageas Challenge is the perfect stepping stone to making time for more activity on a regular basis.”**

## Promoting culture and financial literacy

Ageas commits towards serving the local communities in which we operate. We engaged in a number of different initiatives designed to improve levels of financial literacy and to support the arts and cultural scene.



## Ageas Social Innovation Award recognises next generation of entrepreneurs

Social innovation is one of the key focal points in the work of the Ageas Foundation in Portugal. And the foundation's engagement in social innovation takes many forms. In 2020, in addition to being a partner of the Junior Achievement Europe's annual competition, the Foundation contributed one of the signature awards supported by an Ageas Jury.

This 31st "Company of the Year" competition was hosted this year by Lisbon in a first ever virtual event. The Ageas Foundation gave a special "Social Innovation Award" aimed at distinguishing the best of the best in a category highlighting innovative solutions or products with a high impact on people and communities.

### And the winner is...

The winner of the "Ageas Social Innovation Award" was the mini-company Tensopathy, a team from

# 31<sup>ST</sup> JA EUROPE

COMPANY  
OF THE YEAR  
COMPETITION



Turkey, focused on improving the quality of life of patients undergoing chemotherapy treatment. They provide a solution for those affected by numbness-neuropathy at their fingertips, a side effect of the treatment. The winning project stood out not just because it represented an innovative solution to a very real problem, but also because it reflected so clearly one of the UN Sustainable Development Goals - Good Health & Wellbeing. The good news is that the project is already being patented worldwide.

### About the Ageas Foundation

The Ageas Foundation in Portugal mobilises volunteers from employees, partners, agents and their families supporting programmes that contribute to local communities in the areas of Health, Education and Inclusion.



*Katrien Buys,  
Director of Strategy, Innovation and  
Sustainability at Ageas in Portugal:*

**“If we give these young entrepreneurs the right to learn and to participate in implementing their ideas, we confirm the potential of them being present changemakers. By creating leadership opportunities empowering fellow youth, we can build a generation of ignited minds and inspired leaders.”**



## Demystifying the world of insurance

Ageas wants to make the world of insurance as simple as possible. And we recognise that we have a role to play in making this happen through clear communications. With this in mind, Ageas launched a twice weekly series of live educational radio broadcasts on 'Rádio Renascença', a Portuguese radio station which enjoys a strong national following in Portugal. The broadcasts reached 1,113,320 listeners over 12 weeks.

This series branded 'Play safe', used five Ageas experts to explain in a simple way a number of insurance related topics:

- What is covered by a travel insurance?
- How to choose the best option for your home insurance?
- Do health products include coverage for severe illnesses?
- Which savings options are to be considered these days?
- Etc.

Using practical examples and familiar situations, our experts were able to clarify those elements of insurance listeners found most confusing, responding to questions raised by the listeners.

Through 'Play safe' we aimed at improving insurance literacy among the general public, helping people to make more informed choices in protecting their future.



## Yongo develops a financial literacy tool for young children

Can your child recognize the colours of the euro notes or estimate the cost of a house? Are you confident your child is age appropriately equipped to handle money? A lot to consider, but luckily there is a tool that can help you and your child.

financial-education.be/nl is a new website designed to test how much children aged 6-12 know about money. The website was developed by Yongo, an AG savings and investment platform. It encourages financial education and offers a disciplined approach to handle money for young children from the earliest age possible.

### How much do children already know?

On financial-education.be, parents can test the knowledge of their child via a quiz that is adapted to the age of the child. The result gives parents a good idea of how familiar their child is with money and whether the level of knowledge corresponds to that of children from the same age group. The tool then refers the parents to specific tips from experts and other parents on ways to improve the knowledge of their child.

### Keeping it in the family

But it is one thing to have a thorough knowledge about money, it's another thing entirely to transform this into skills that can serve us in daily life. And this is where many parents often struggle. Yongo offers a platform that can serve as a learning environment for children, while allowing parents to manage the money of their child. Family members or friends can also use it to contribute towards gifts or the savings or investment plans of the child. Over time, parents can gradually provide their child with more and more insights to help them learn how to handle money responsibly.



Watch the video about the Revelation Award



Isabelle, mother of Helen (11):

**“There is never any cash in my wallet. In the supermarket I take out my bank card. For a child it seems that the card is an inexhaustible source: enter code and voilà, the money will come naturally! Yongo makes money more visible for my daughter. She notices that everything costs money and is often curious about the price of things. I do think it is important to stimulate her awareness about money.”**

## Making culture accessible for all

Ageas has built a strong reputation as a major supporter of culture and arts in Portugal believing that it is important to expose as many people as possible to the kind of emotional experiences that theatre and music can provide. But more than that it is trying through a variety of initiatives to make culture accessible for all.

### Bringing theatre to every corner of the country

In collaboration with the National Theater D. Maria II, Ageas created the project “Rede Eunice Ageas” (the choice of the name “Eunice” is an homage to Eunice Munoz, one of the most cherished Portuguese actresses of all time). Ageas is a longstanding partner of the theatre, one of the main national theatres in Portugal. Through this partnership Ageas wants to bring the magic of theatre to the small cities and villages spread across Portugal. Plays that are generally only seen on the big stages are brought to smaller local locations helping to democratise access to Culture.

### The show must go on

COVID-19 of course impacted the world of theatre in a major way and it was important that we maintained our support for the cultural sector. We supported our partners in offering online theatre sessions and music concerts in a virtual setting. This was greatly appreciated at a time when access to culture and entertainment was so severely curtailed.

### Revelation of the year

2020 also saw the final of the “Revelation Award Ageas National Theater D. Maria II” focused on finding a young actor or actress who stands out. The goal is to recognise and promote emerging talents in the theatre scene in order to motivate young people to develop a professional career in this area. The winner was Sara Barros Leitão, a young actress who plays an important role in Portuguese culture as an actress, creator, and stage director.

# Reflecting on the year 2020

**Belgium**  
**United Kingdom**  
**Continental Europe**  
**Asia**



gross inflows

EUR **6.1** billion

net result

EUR **411** million

customers

**3.0** million

# Belgium

## A different way of working but with strong results

As well as ensuring we quickly responded to what was a very new reality for our people, we were constantly challenged to come up with new creative solutions to support our clients and distribution partners, and this tested our ability to innovate but also our technical capabilities. The priority was to help customers with processes that were not fully digitalised but needed to work well. We had to work hard to help customers adopt digital solutions but took time to do this, particularly where we knew it could significantly improve their lives. This included finding solutions for processes that historically could not entirely be executed in a remote way. For instance, simplified online medical acceptance procedures that do not require a medical visit.

But from the start there was one very important objective which recently appointed CEO of AG, Heidi Delobelle explained: "It was important that we got through the crisis without reverting to technical unemployment for AG employees. This was not always easy as clearly there were some activities where there was less work required because of lock-down measures." AG responded proactively by retraining some of its people remotely, to leverage their skills in other ways in support of busier

colleagues. Maintaining strong communication was also important during this period which was helped by the introduction of a professional social media platform as a communications tool. But for many, these were particularly stressful times. Some people had to manage small children while continuing to work, while others just felt immense loneliness. AG put its medical services team and HR colleagues at the disposal of all employees as an additional layer of support.

## AG Health Partner goes digital

While the pandemic took us by surprise, we needed to stay focused on delivering business as usual, against our Connect21 plan. In 2020 we were able to progress on all our planned projects with good results. In looking to go "Beyond Insurance" and delivering on the two strategic domains of prevention and assistance, 2020 had been designated the year of AG Health Partner. AG Health Partner is a digital platform that helps companies in the development of their approach towards the wellbeing of their employees both physical and mental. But the planned launch was designed as a physical face to face process with our employer clients. The entire programme was redesigned into a digital package kicking off with free webinars to keep

combined ratio

**90.3%**

operating margin  
guaranteed/unit linked

**77/38** bps

vehicles/homes covered

**1.1/1.3** million



employees physically and mentally fit. This included tips and tricks on how they could stay connected. In 2020 we also continued to make progress in digitalisation across all our activities from sales and underwriting to claims handling. This included among others a fully digitalised process for pension capital payouts and the introduction of a chatbot function in the online portal My Global Benefits. And the AG Health app made life easier for clients, enabling digital hospitalisation declarations, posting and consultation of medical expenses.

And we focused on continuing our sustainability drive, for example in investments where we have significantly increased our investments linked to society. AG is the only life insurer to achieve sustainability labels on branch 23 and branch 21 products. This matches the demand of customers for long term investment options that have an impact on society. And for our brokers, for whom we have already invested a lot in digitalisation in terms of the tools available to use with clients, we adapted procedures to help them through a difficult year. We also introduced video connections allowing us to stay in close proximity. Through eight virtual roadshows we were able to keep our 3,500 brokers connected and fully informed on our 2020 achievements and plans for 2021.



*CEO Belgium Heidi Delobelle on her top-priorities in 2021:*

**“In 2021, our focus will be on responding to the continuing low interest rate environment and presenting attractive solutions for our customers. We will also focus on continuing the digitalisation of our process based on what we have experienced with our customers during the crisis.”**



# United Kingdom

gross inflows	net result	customers
EUR <b>1.7</b> billion	EUR <b>65</b> million	<b>5.2</b> million



## Fuelling a great customer experience

In 2020 our people rose to the challenge of carrying out their roles remotely, from home. Throughout, they continued to deliver a consistently high level of service and went above and beyond what was expected to deliver a great customer experience.

Going the extra mile was taken quite literally by a UK claims engineer seeing that a car needed repairing urgently. When it was clear the car needed a part that was difficult to locate, the engineer personally found the part, drove to collect it, paid for it personally, and then returned it to the garage, to ensure that the customer was back on the road as quickly as possible.

We also adopted a flexible approach towards customers adapting our products. To highlight just a few examples: travel policies were automatically extended for those customers who found themselves stranded abroad, covering also medical claims related to COVID-19; different payment options were offered to customers facing financial difficulties as a result of COVID-restrictions; and a fully online claims experience allowed customers to record claims directly through webforms. And on top of this we made ourselves constantly available to respond to questions and concerns through, among other things, our special

website hub. It is times like these that also test the strength of partnerships and we are proud of the speed at which our broker partners were able to adapt with us. The pandemic brought new challenges that we are all trying to navigate, whether that be product coverage, new travel risks, or changing patterns of motor use. So, it was important we leaned in, kept in tune with changing customer demands and innovated together. Working with insurance broker Marmalade, we launched a new 'Pay As You Go' (PAYG) offering, providing a cost-effective policy option for drivers covering less than 3,500 miles per year, made possible through specialist smartphone telematics technology.

Turning our attention more broadly to society, we haven't forgotten the importance of compelling causes at this challenging time, funding both community and national initiatives, such as the Association of British Insurers' COVID-19 Support Fund and our funding of research around treatments for the virus. And we continued to support our employee-nominated charity, Rays of Sunshine, helping to make a difference to a very special group of people.

## Technology and innovation drive performance

We continued to make very good progress in delivering against our core strategy Connect21. This fell into

combined ratio

**95.2%**

vehicles/homes covered

**2.3/1.8** million



three main categories: leveraging technology to the benefit of our customers; enhancing the customer experience; and building on the strength of our relationships with brokers and intermediaries.

Our partnership with Tractable – an app that helps us manage the efficiency, speed and effectiveness of our claims handling of car repairs, moved from a successful pilot into an award-winning part of the way we operate our claims handling as standard. We revitalised the front end of our business, refreshing all our customer websites and portals to allow customers to interact with us more easily.

Our award-winning Green Parts programme also showed its worth in 2020 and its integration into our claims handling process has been a win-win for the environment, the customers, and the business, reducing the number of write-offs, cutting claims costs, and improving the customer experience.

And finally, given that brokers and intermediaries represent some 85% of the business we do today, we have enhanced the relationships with our regional brokers through the introduction of Ageas Broker Connect video account management.



*CEO UK Ant Middle on his top-priorities in 2021:*

**“In 2021 we will continue to robustly work our way through the pandemic and emerge strongly from it. We will bring even greater focus to the business and concentrate on the areas where we really can win in the UK market. And we will continue to invest in our technology capabilities and to sharpen our customer service even more on those important moments of truth generating even greater efficiency to be able to support our competitive pricing position. I would like to take this opportunity to thank my predecessor Andy Watson for his tremendous contribution over the last seven years.”**



gross inflows	net result	customers
EUR <b>2.6</b> billion	EUR <b>136</b> million	<b>5.2</b> million



# Continental Europe

## Delivering and putting emotions into insurance

The experience of 2020 taught us that we needed to find new ways to communicate more than ever, and this required a lot of creativity. Technology was without doubt critical as an enabler. Virtual formats allowed us to connect with our employees and distribution network, and strong visual communication with the outside world was key. Bringing a moment of joy, hope and happiness to people's homes was for instance the inspiration behind the motivational music videos made by Ageas talents.

But the challenge in 2020 was also about perseverance. People managed so many challenges at home while ensuring that every single project was delivered. Across each of our markets - France, Portugal, and Turkey - in many cases we even overachieved despite the circumstances. As an example, Ageas France were able to conclude a remarkable 1,800 risk Life contracts and 600 savings products in December alone. Overall, we improved our efficiency and continued to reinvent ourselves, leveraging technology that benefits the customer journey. In Turkey we further increased the number of transactions handled by our Artificial Intelligence robot 'ADA'. In Portugal, as an example, we set up an entirely new area of process-review linked to robotics, a geographical underwriting tool was added to the underwriting process, WhatsApp and video at distance was incorporated into the claims process,

and telemedicine was made available for our customers resulting in high NPS scores. We also connected three start-up companies in different parts of our company, and we held hackathons and innovation labs at Nova University with great results. The strategic choices within Connect21 remained a top priority for our businesses, and we remain on track to deliver against all aspects of the strategy in the final year of our 3-year strategic plan. We went one step further, beyond the usual parameters of financial returns, to also include the emotional skills needed to make the right connections – the human side of our business. We established in Portugal a partnership with 'House of Beautiful Business', a global think tank and community with the mission to humanise business in an age of digitisation. We challenged our management and staff on ways to bring more emotions through the interactions with our different stakeholders.

## Recognised for doing the right things

We strive to go beyond insurance, beyond the traditional areas of engagement for an insurer. We started a number of new projects and engaged with new partners allowing us to build a broader ecosystem, such as the launch of our very own Mundo Ageas platform. At the same time, we also made progress in the areas of social impact and sustainability which are increasingly important to us, but also to all our stakeholders. We are viewed as a company that is highly creative, energetic, and innovative, through

combined ratio

**85.4%**

operating margin  
guaranteed/unit linked

**159/17** bps



the initiatives we take both inside and outside of the company and across all our markets. And increasingly we are also described as socially responsible. We have engaged with social impact start-ups allowing us to share our passion for innovation. For those joining our company, a commitment to sustainability is more and more important as a benchmark when making choices. In Portugal we are considered a leader in this area. In 2020, three out of ten new recruits told us that they chose to work with us because of our record on sustainability. We will be satisfied when that gets to ten. We have also identified projects against each of the United Nations Sustainable Development Goals we chose to support. We still have some way to go of course, but progress is being made.

This past year it has been particularly important to safeguard the wellbeing of our people and reinforce our company culture. Feedback from our employees suggest we are viewed as an open and transparent company, where both new ideas, and criticism are welcomed. In Turkey this is facilitated by an HR feedback app for keeping a finger on the pulse of our employees.

Ultimately, as we look at those parts of our business we are most proud of this year, it comes down to people. The people who work for us. The people who work with us. And the people we impact in different ways: our customers, who year after year rate our services more positively, and society as a whole.



*CEO Continental Europe Steven Braekeveldt on his top-priorities in 2021:*

**“In 2021 we will not only deliver the final year of Connect21, we will also strive to get emotions back into insurance, making a difference to the customer. After all, insurance is about emotions: the protection of the family, the protection of a home, ... the protection of everything that matters.”**

gross inflows  
**25.2** billion  
EUR

net result  
**269** million  
EUR



# Asia

## A year in which the strength of the network showed its colours

2020 saw a very practical response to the COVID-19 crisis, that showed the power of the Ageas network. When the crisis first hit in China, it was clear that there was an urgent shortage of medical supplies. Thanks to the Ageas network and our relationship with government entities around the world, we were able to quickly source medical equipment and protective supplies from Portugal, Belgium and Thailand, delivering these through the Ageas network into Hong Kong and exporting them to Wuhan's medical professionals. In return, when the crisis hit Europe, Taiping Life, our partner in China sourced materials from China and delivered these to hospitals in urgent need in Italy and Spain. This represented a major logistical challenge. And while coordinating this mammoth effort, we continued to take care of our customers and play our role in society.

## Strong digital capabilities position us well for the future

Over the past year we appreciated the importance of being agile and adaptable. But we also feel reassured that when tested, our digital capabilities worked well allowing us to work from home quickly and efficiently. But more than that, we gained confidence in our ability to interact with customers digitally. In Thailand and the Philippines digitally enabled sales

of more complex products has historically been prohibited. But regulators allowed us to adapt and use distancing technologies to hold virtual meetings with customers and to introduce digital solutions. As we look forward this provides us with stronger and broader capabilities to engage with our customers.

## Investing in strong partnerships and a great customer experience

As we enter the final stage of Connect21, we will continue to focus on our strategic choices, one of which is the development of new partnerships. One of our most recent examples is with Singtel, the market leader in telecommunications in Singapore. By joining forces with Singtel, we have transformed our relatively small entity in Singapore into one that allows us to significantly increase our distribution partners to facilitate the sale of insurance products, strengthening our market position. Through a combination of expertise in marketing, product development and IT, a compelling solution related to savings products was developed with Singtel, which has placed our products on their expansive platform.

At the same time, we have been building on existing partnerships, the most significant being a 25% investment in Taiping Re, part of the China Taiping Group with whom Ageas has enjoyed a 20-year relationship. Moving into the reinsurance space adds



customers

**25**  
million

combined ratio

**96.4%**

agents & brokers

**471,173**



a level of diversity to our portfolio which also reflects Ageas's choice for a balanced Life and Non-life portfolio. We also increased our presence in the Indian Life insurance market, acquiring part of the IDBI stake in our joint venture, now rebranded as Ageas Federal Life. This will allow us to step up in an important Life insurance market which is projected to grow significantly in the coming years. The increased stake taking us to 49% allows us to participate more proactively in the management and to work closely with Federal Bank and IDBI to build our distribution capacity further.

And finally, our local operating companies have made strides in developing a great customer experience, designing specific products for new needs in the market. As an example in Thailand where a strong focus on promoting Health protection in 2020 led to Muang Thai Life being distinguished with two awards in the Product of the Year Awards 2020, hosted by BUSINESS+ magazine and Mahidol University. The 'Elite Health Rider' product offers exceptional health coverage with special benefits in case of injuries and illness, and the 'D Health Rider' is a unique new life and health insurance product that focuses specifically on medical expenses in the event of hospitalisation. And thanks to our ability to leverage our data analytics capabilities, we could build a stronger modelling capability for motor renewals in India, allowing us to match customer needs more accurately with a deeper proposition and better pricing.

“



*CEO Asia Gary Crist on his top-priorities in 2021:*

**“Our ambition for 2021 focuses on three critical things. We must firstly deliver the added Ageas value promised to our new partner Taiping Re; secondly, we will work closely with Federal Bank and IDBI to build our distribution capacity and make Ageas Federal Life Insurance a more robust competitor in the Indian market; and thirdly, we will deliver on our customer promises and exceed customer expectations, against the many customer journey projects we have already mapped out.”**

# Hope

“Hope” is a small word but with BIG consequences if removed from the human spirit. It instinctively propels us forward with a sense of optimism. It gives meaning to life and is the basis for the goals we set ourselves throughout our lives. And never did we need hope more than in 2020.

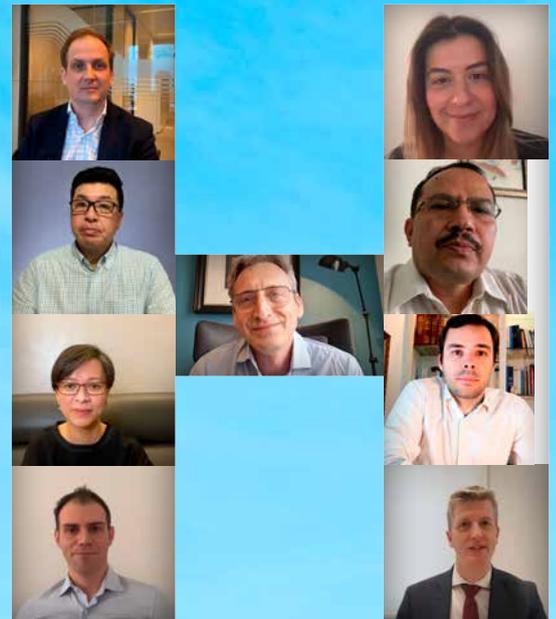
This was the year that the world felt smaller, uniting against a common foe, COVID-19. Borders seemed to disappear as we tracked the experience of others and tried to learn. People united, local communities got stronger, and the vulnerability of man was there to see. For many this tragically translated to the loss of loved ones, for others the loss of a livelihood as economies crashed. Dreams were shattered or put on hold. The things we took for granted were taken away.

But we also got to experience a very different way of working – and for many it was better. We got to know our kids and took on the role of teachers. We found new and often better ways to do things. And unexpected heroes emerged across society inspiring and motivating all of us by acts of spontaneous kindness.

We recognised (many of us for the first time), that we are not necessarily in control of our destiny, relying on others to get us through – governments, business leaders, employers, and importantly healthcare professionals.

By working together and harnessing that sense of community and responsibility, the future looks hopeful rather than hopeless. Long term sustainability efforts have been given a boost as we recognise more than ever our responsibility to do things right and do them well. We know what is at stake in the world. And we know that worst case scenarios can indeed happen.

But ultimately **people** got us through the past year. 2020 was about super-human efforts. So, from Ageas to all the unsung heroes out there around the world, Thank YOU for being a Supporter of OUR Lives.





Watch our  
employees'  
message of hope



This printed Business Report has been produced on CO<sub>2</sub> neutral paper.