BALANCE SHEET PRESS CONFERENCE 2019

Executing business opportunities – Good start to the 2020 ambition

Munich, 20 March 2019
Agenda

1. Executing business opportunities
   Joachim Wenning

2. Group finance and risk
   Christoph Jurecka

3. ERGO
   Markus Rieß

4. Reinsurance
   Torsten Jeworrek

Balance sheet press conference 2019
Strategic priorities and rigorous execution pave the way for profitable growth

**INCREASE EARNINGS**
Focus on profitability in underwriting, investments and new business

**REDUCE COMPLEXITY**
Business focus, divest from sub-critical operations

**DIGITAL TRANSFORMATION**
Efficiency, excellence and new business models

Deliver on capital repatriation
Secure long-term earnings power
Create value added

Executing business opportunities
Reduce complexity – Making the organisation more focused and efficient

REINSURANCE

Cost savings well on track, more efficiency

- Achieve admin. cost savings of ~€200m by 2020¹
- Voluntary programme in Munich very successful – reduction of ~350 FTEs; savings targets in the international organisation well underway
- Leaner operations following automation of global processes (e.g. accounting, claims)

Re-focusing

- Disposal of MSP Underwriting (Lloyds’ market) and Ellipse (UK life)
- Integration of Special and Financial Risks division in market segments to benefit from business synergies

ERGO

Cost savings well on track, more efficiency

- Cost savings of €174m out of €279m achieved²
- Reduction of ~1,240 FTEs out of ~2,100 FTEs completed²,³
- Simplification of processes in sales, operations and claims

Re-focusing

- Portfolio optimisation in International almost concluded – 13 entities sold
- Focused life strategy
  - Dedicated management responsibility for fully separated back book
  - Bundling of new life offerings in one risk carrier

Growing business in a leaner organisation

Business transformation as foundation for future competitiveness

¹ Pre-tax. ² in Germany. ³ Not including 292 FTEs that have already signed exit agreement with future exit dates.
Successfully mastering the digital transformation – Good progress in 2018

REINSURANCE

Internet of Things
Build and scale up loss prevention and finance-related products and risk-management-service models for commercial and industrial partners worldwide

Realytix
Cloud-based digital transaction platform for primary insurance companies, brokers and MGAs

SaveUp
Enhance our partners’ direct distribution channel for life products via a digital white-label platform

Digital Partners
Offer InsurTech start-ups a platform to gain access to clients, data and insurance functionalities and expertise

ERGO

Actively addressing industry trends
Pilot and introduce new solutions throughout the entire ERGO Group in the areas of AI, robotics and voice

Improving existing business models
Invest in digital front-ends (Portal/CRM/OneWebsite)

Disrupting existing business models
Successful establishment of our purely digital player nexible with 50,000 policies, ready to scale up

Digital culture
We increasingly work in digital factories and support our staff in digital transformation

Embracing innovation to actively drive the evolution of business models worldwide

Progress towards digitally-enabled customer solutions
Progress in interlocking business models between primary insurance and reinsurance

**Strategy**
- Group-wide solution to ensure business continuity after Brexit
- Collaboration on mobility strategy, e.g. concerning “CASE”¹
- Regional market boards to facilitate joint strategic initiatives, e.g. UK

**Innovation**
- Common initiatives for collaboration with start-ups, e.g. Ridecell and fair.com
- Integrated global scouting approach leveraging PI and RI scouting networks
- Joint data analytics methodologies

**Product development**
- Joint life product development, e.g. “ERGO Betriebsrente Index”
- Close cooperation between MEAG and ERGO concerning capital market products, e.g. sales

**Sales and distribution**
- MGA set-up for DAS Canada optimising capital requirements
- Mutual sharing of existing market accesses, e.g. Travel (USA)
- Joint analysis of PI sales support via RI

**Underwriting/policy administration**
- Leveraging existing underwriting automation, e.g. life
- Scaling existing administration automation, e.g. Health
- Establishing common expert groups per business line, e.g. life and industrial

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¹ “CASE” = Connectivity, Autonomous driving, Shared mobility and Electric mobility.
Delivering on targets – Profitable earnings growth in 2018

**REINSURANCE**
**NET RESULT**

- Guidance 2018: €1.8–2.2bn
- 2018: €1.9bn

**ERGO**
**NET RESULT**

- Guidance 2018: €250–300m
- 2018: €412m

**GROUP**
**NET RESULT**

- Guidance 2018: €2.1–2.5bn
- 2018: €2.3bn

Profitable growth in P-C, technical performance at L&H above expectations

Strong earnings contribution, even when adjusted for one-offs

Return on equity 8.4% – Good start to the 2020 ambition
ERGO Strategy Programme and growth in reinsurance are the major drivers to deliver on our 2020 ambition.

**OUTLOOK 2019**

**REINSURANCE**
- Net result: ~€2.1bn
- P-C combined ratio: ~98%
- L/H technical result incl. fee income: ~€500m

**ERGO**
- Net result: ~€0.4bn
- P-C combined ratio: Germany ~93%, International ~95%

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1 Gross premiums written: ~€49bn Munich Re (Group), ~€31bn Reinsurance, ~€17.5bn ERGO. Munich Re (Group) return on investment: ~3%, tax ratio ~25%.
2 Expectation of reserve releases (basic losses) in 2019 of at least 4%-pts.
Consistent business and earnings focus – Rigorously using leeway of largely unchanged risk appetite

UNDERWRITING
Selective business growth in P-C Reinsurance while not compromising on earning requirements

INVESTMENTS
Generate higher investment result under new CIO responsibility by further optimising the risk-return profile

GWP SCR
38% 35% 37%

2016 2017 2018

17.8 17.8 20.4

6.7 6.2 7.6

Gross premium written Solvency capital requirements

Leveraging our underwriting excellence

Generating alpha
Systematically integrating sustainability criteria when creating value – Key achievements in 2018

Climate strategy

Enabling new technologies for a low-carbon economy
- Innovative insurance solutions for new technologies, e.g. battery storage
- €1.6bn invested in renewable energies, €0.9bn in green bonds

Driving industry standards for climate risk management via UNEP FI PSI¹ Working Group on TCFD² recommendations

ESG in core business

Sustainability criteria deeply entrenched in our underwriting and investment decisions
- Investment process established to fully integrate ESG criteria for all asset classes
- New approach to coal sector – divestment (30% revenue threshold) and strict underwriting exclusions for new coal projects

Governance

New remuneration system for the Board of Management, aligned with long-term shareholders' interests

Responsible employer
- Establishment of Munich Re Digital School to enhance digital qualifications of employees
- Voluntary programme to support reduced complexity and digital transformation

Top positions in major external ratings:
MSCI AA rating, top 10 in DJSI, #1 Union Investment for governance

¹ United Nations Environment Programme – Finance Initiative on Principles for Sustainable Insurance
² Task force on climate-related financial disclosures.
Strong balance sheet, dividend increase and continuation of €1bn share buy-back in 2019

- **Strong balance sheet**
- **Dividend increase**
- **Continuation of €1bn share buy-back in 2019**

**Key Figures**

- **SOLVENCY II Ratio**: 245%
  - Well above target capitalisation
- **Sustainable dividend-per-share growth**: €9.25
- **Total pay-out 2005–2018**: ~€27bn
  - ~85% of current market cap
- **DISTRIBUTABLE EARNINGS**: €3.8bn
  - Safeguards capital repatriation
- **LOW DEBT LEVERAGE**: 13.2%
  - Provides financial flexibility

**Additional Information**

1. Subject to approval of AGM.
2. Preliminary figure as at 31.12.2018; strategic debt (senior, subordinated and other debt) divided by total capital (strategic debt + equity).

**Ongoing Share Buy-Backs**

- 2006: ~€1bn
- 2018: ~€1bn

**Preliminary Figure as at 31.12.2018**

Subject to approval of AGM.
Focus on TSR – 70% of the Board of Management’s long-term variable remuneration linked to relative TSR to peers

Committed to leveraging drivers of TSR …

- Profitable earnings growth – Optimising the risk-return profile
- Sustainability criteria – Embedded in our value creation
- Capital management – Efficiency with high pay-outs

... to deliver attractive returns to our shareholders

<table>
<thead>
<tr>
<th>Peer</th>
<th>TSR 2018 vs. peers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer 1</td>
<td>23.2%</td>
</tr>
<tr>
<td>Peer 2</td>
<td>17.1%</td>
</tr>
<tr>
<td>Munich Re</td>
<td>10.2%</td>
</tr>
<tr>
<td>Peer 3</td>
<td>4.8%</td>
</tr>
<tr>
<td>Peer 4</td>
<td>4.0%</td>
</tr>
<tr>
<td>Peer 5</td>
<td>1.4%</td>
</tr>
<tr>
<td>Peer 6</td>
<td>4.7%</td>
</tr>
<tr>
<td>Peer 7</td>
<td>19.5%</td>
</tr>
</tbody>
</table>

1 Source: Datastream. Peers: Allianz, Axa, Generali, Hannover Re, Scor, Swiss Re, Zurich.
Group finance and risk
Striking the balance – Efficient management of different metrics safeguards payouts to shareholders
Munich Re delivers good underlying results according to all metrics

- IFRS net income: €2.3bn (€0.4bn) Meets guidance
- Economic earnings: €1.9bn (€2.3bn) Adverse capital market development absorbed
- Solvency II ratio: 245% (244%) Well above target capitalisation
- HGB result: €2.2bn (€2.2bn) Safeguards capital repatriation

Solid balance sheet limits downside while providing a good basis for earnings growth
Strong reserving position – Protection against adverse development while contributing to earnings strength

**PROTECT DOWNSIDE**
Global hot spots well managed

**MOTOR LIABILITY**

<table>
<thead>
<tr>
<th>UK</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Significant reduction of discount rate for claims settlement (“Ogden”) in 2017</td>
<td>Continuously increasing loss frequency and severity – reserve increases for whole US primary market</td>
</tr>
</tbody>
</table>

**CASUALTY**

- USA: High litigation risk, increased claims inflation risk
- Asbestos: Complex litigation, changes in legal and regulatory environment
- US workers’ compensation: High losses for reinsurers in business underwritten during soft market (late 90s)

**SUPPORT EARNINGS**
Ongoing reserve releases¹

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>5.3</td>
<td>7.2</td>
<td>5.5</td>
<td>5.2</td>
<td>4.6</td>
</tr>
</tbody>
</table>

- Prudent reserving approach ensuring solid reserve position going forward
- Stable reserve situation in 2018 demonstrating resilience to all hot-spot areas
- Positive run-off responds to benign loss emergence while preserving confidence level
- Cautious initial loss picks for new underwriting year expected to unwind over time

¹ Basic losses.

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Group finance and risk

MOTOR LIABILITY

UK: Significant reduction of discount rate for claims settlement (“Ogden”) in 2017
USA: Continuously increasing loss frequency and severity – reserve increases for whole US primary market

CASUALTY

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Balance sheet press conference 2019
Investment portfolio – Resilience to capital market shocks while providing reliable earnings contribution

**PROTECT DOWNSIDE**

Well-balanced profile

- Low exposure to risky assets

  - Equity: 21%
  - Real estate:
  - ABS/MBS:
  - Corporates:

- Sector average: ~45%

- Munich Re

**SUPPORT EARNINGS**

Ongoing disposal gains

- Un realised gains: €31.5bn
- Net disposal gains: €22.0bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Unrealised gains</th>
<th>Net disposal gains</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>2.6bn</td>
<td>0.7bn</td>
</tr>
<tr>
<td>2015</td>
<td>2.7bn</td>
<td>0.7bn</td>
</tr>
<tr>
<td>2016</td>
<td>2.6bn</td>
<td>0.7bn</td>
</tr>
<tr>
<td>2017</td>
<td>2.5bn</td>
<td>1.6bn</td>
</tr>
<tr>
<td>2018</td>
<td>2.8bn</td>
<td>0.7bn</td>
</tr>
</tbody>
</table>

- Running yield: 2.8%
- Disposal gains: 0.7%
- Other items: 2.8%
- RoI 2018: 2.8%

Part of the valuation reserves realised as a result of usual portfolio turnover and prudent ALM

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1 In relation to total investments. 2 Sector average based on company data and analysts’ research. 3 Fixed-income portfolio. 4 Write-ups/write-downs, derivatives, other income/expenses.
Solvency II ratio –
Stable capitalisation despite volatile capital markets

Keeping SII ratio above the optimal range

- Buffer against macro-economic uncertainty
- Provides financial and strategic optionality
- No significant expansion of risk appetite
- Repatriation in excess of annual earnings if needed
- Keeping track of dilution of return on capital

SII ratio does not include long-term guarantees.
ERGO Strategy Programme (ESP) on track – Consistent financial delivery and consequent strategic execution

ERGO Germany

GROUNDWORK FOR GROWTH

- Tied agent productivity increased by ~20%\(^4\,5\)
- New business increased by ~10%, new business in Life increased by 25\%\(^4\,5\) driven by attractive product portfolio
- Overall cost savings (€174m of €279m) and FTE reduction (~1,240 of ~2,100) in plan

INNOVATION AND DIGITISATION

- Flexible more than doubled\(^5\) number of policies to ~50,000
- Increasing number of use cases for robotics, voice and AI, modernisation of IT infrastructure on its way
- Number of users of ERGO-wide customer self-service portal increased by 31\%\(^5\) to ~900,000

ERGO International

- Portfolio consolidation fully on track
- Increased profits in core markets esp. Poland, Baltics, Spain and Austria
- Strong premium development\(^5\) in India (+14\%) and China (+45\%)

1 Annual report 2017. 2 As at Q3 2018 reporting. 3 ESP Guidance as at 1 June 2016. 4 Tied agents (EBV) only. 5 2018 vs. 2017.
ERGO Strategy Programme – Highlights

Sales efficiency
- Separated, partially integrated sales forces
- Full integration of sales forces into one organisation; tied agent productivity increased by ~25% since 2016
- Continuous increase of agent productivity

Cost structure
- Germany and International: Efficiency improvement programme initiated
- Total cost savings
  - Germany: €174m already achieved
  - International: €30m already achieved
- Total cost savings
  - Germany: €279m
  - International: €120m

IT landscape
- Dependency on legacy systems
- Back-book migration in preparation (IBM)
  - Separation of information from legacy systems started; 44 out of 59 systems ramped down so far
- Step change in modernisation of IT infrastructure

Products
- Separate product offerings of several risk carriers
- Product portfolios substantially renewed and de-risked; integrated on- and offline offering started
- Omnichannel retail product approach implemented
- Simplified product approach

1 Net, accumulated.
Framework for digitalisation at ERGO

Enabling technology and innovation
- Voice: Pioneer offering E2E insurance sale for travel insurance via Alexa
- Addressing industry trends
- AI and robotics: Accelerating process automation with first promising results

Modernise IT infrastructure
- Legacy systems: First results replacing heterogeneous landscape by single IT Management Suite
- ERGO T&SM: Foundation for global IT governance
- Digital IT: Growing hubs in Berlin and Warsaw (~200 experts)

Improving existing business models
- Start of business model for hybrid customer
- Integrated product offering for German risk carriers
- Unified customer database and CRM tool
- Unified customer self-service portal with further increase in users (900k users, +31% y-o-y)
- OneWebsite to be launched in Q2 2019

Disrupting existing business models
- Start of purely digital player with motor product in 2017 (20k policies)
- Policies more than doubled in 2018 (50k policies, +150%)
- Soft market entry in Austria and second product (launch 2019) in preparation

Establishing new business models
- ERGO Mobility Solutions as a partner of automotive and mobility industry
- Dedicated infrastructure
- Automotive specific IT system
- Automotive factory concept for operations and claims mgmt.
- Strategic investments in New Mobility ecosystem start-ups fair.com and Ridecell

Creating a digital culture and new way of working
- Digital Factory: Agile working initiated implementing the hybrid customer (25 teams); roll-out started targeting E2E process digitization (4 teams)
- Digital Morning: Regular dialogues to foster cultural transformation on major German ERGO sites (~200 participants/session)
- Transformation@ergo: Supplement to existing training programmes aiming at the requirements of a digital working environment
### Life and Health Germany

#### Status 2018

<table>
<thead>
<tr>
<th>Category</th>
<th>2018 (€9.3bn)</th>
<th>2017 (€9.2bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROSS PREMIUMS WRITTEN</td>
<td>€9.3bn</td>
<td>€9.2bn</td>
</tr>
<tr>
<td>NET RESULT</td>
<td>€264m</td>
<td>€175m</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Category</th>
<th>2018 (%)</th>
<th>2017 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROI</td>
<td>2.9%</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

#### Life

- **New IT platform: Reducing legacy risks, lifting efficiency gains**
  - Life portfolio management partnership with IBM
  - Ramp-up phase successfully completed, migration of first tranche expected for Q1 2020
  - Reduction of IT costs (sourcing/partnership) and realisation of efficiency gains

- **Maintain sustainable profitability**
  - Strengthen earnings potential of back book over time while maintaining financial stability
  - Operational and organisational separation of classic life business completed
  - Continued hedging programme via receiver swaptions and new interest-rate reinsurance programme to mitigate interest-rate risk

#### Health

- **Strong position in comprehensive insurance**
  - Stable and attractive earnings contribution
  - Offering for online and hybrid customers further developed
  - Position as second biggest insurer in German market (GWP: €3.7bn) confirmed

- **Market leadership in supplementary health**
  - Further growth in supplementary health business (+12%¹)
  - ERGO clear market leader (GWP: €1.6bn) – expansion in long-term care and direct insurance
  - Hybrid customer: All relevant supplementary health products available online

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Status 2018

GROSS PREMIUMS WRITTEN
€3.4bn (€3.3bn)

NET RESULT
€45m (€57m)

COMBINED RATIO
96.0% (97.5%)

Combined ratio – On track to 92% target

Improvement driven by
- Top-line growth
- Decrease in expense ratio mainly driven by realisation of efficiency gains and decreasing ESP investments
- Decrease in claims ratio influenced by E2E digitalisation of claims processes, e.g. motor, further product lines planned

Products – Achievements in 2018

- Modularisation and simplification of retail product portfolio
- New IT back-end system and pricing engine for motor business implemented, ~7m policies migrated
- New motor tariff with simplified product model launched, further product optimisations planned
- Profitable premium growth in commercial and industrial business
International

Status 2018

GROSS PREMIUMS WRITTEN

P-C €2.8bn (€2.8bn)
  Life €0.8bn (€0.9bn)
  Health €1.4bn (€1.4bn)

NET RESULT
€103m (€40m)

COMBINED RATIO
94.6% (95.3%)

Strengthen presence in core markets

- Poland and Baltics: Significant contribution, continuous high profitability of motor business
- Greece: Bancassurance cooperation extended (10 years)
- Spain Health: Operational improvement leading to higher profit
- Belgium Health: Premium growth\(^2\) (+7%), product portfolio de-risking started

Capture opportunities in dedicated growth markets

- Positive development in major growth markets despite adverse currency effects
- India: Good premium growth\(^2\) (+14%)
- China: Significant premium increase\(^2\) (+45%)

Execute international optimisation

- Progress in defined portfolio optimisation: Sale of 13 entities\(^1\)
- Implementation of cost optimisation programme: Planned savings of ~€80m (gross, run rate) until 2020, efficiency measures on track

1 Switzerland, Slovakia, Luxembourg, Croatia life and non-life, Ukraine, Russia life and non-life, Ireland, Belarus, Czech Republic and Romania life and non-life.  
Reinsurance
Good 2018 performance

PROPERTY-CASUALTY

NET RESULT
€1,135m (–€476m)
Sound underlying profitability despite higher frequency of smaller and medium-sized losses

COMBINED RATIO
99.4% (114.1%)
Close to original full-year target – underlying combined ratio ~99%

RESERVE RELEASES¹
4.6% (5.2%)
Absolute amount of reserve releases largely unchanged – confidence level preserved

LIFE AND HEALTH

NET RESULT
€729m (€596m)
Improvement in line with technical result and high investment result

TECHNICAL RESULT INCL. FEE INCOME
€584m (€428m)
Significantly above guidance due to favourable claims experience and pleasing new business development

NEW BUSINESS CONTRIBUTION
€1.1bn (€1.1bn)
Again attractive level – driven by strong traditional business in NA and Asia as well as FinMoRe

Reinsurance business delivers on 2020 ambition

PROPERTY-CASUALTY

Execution of growth strategy
- Profitable growth strategy gaining traction
- Portfolio mix can affect combined ratio without profitability implications
- Net result not only driven by pure technical result, but also by risk-free interest rates and non-technical income items
- Cost management to support combined ratio in 2019 and 2020

REINSURANCE

Growing result contributes to Group ambition
- Continuous earnings growth from vital new business proposition
- Active portfolio management may lead to short-term volatility while being accretive to earnings in the longer term

LIFE AND HEALTH

Guidance 2018 (mid-point)
Outlook 2019
Ambition 2020
NET RESULT
~€2.0bn ~€2.1bn ~€2.3bn

L&H P-C
Sustainable new business proposition and active portfolio management foster earnings growth

Technical result and fee income

- Fee income
- Technical result
- Target

<table>
<thead>
<tr>
<th>Year</th>
<th>Fee income</th>
<th>Technical result</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>376</td>
<td>81</td>
<td>51</td>
</tr>
<tr>
<td>2018</td>
<td>428</td>
<td>503</td>
<td>≥475m</td>
</tr>
<tr>
<td>2019e</td>
<td>≥450m</td>
<td>~500m</td>
<td>≥475m</td>
</tr>
</tbody>
</table>

Steady earnings growth

- Strong footprint in traditional reinsurance as the core of new business generation
- Established initiatives (FinMoRe, Asia, asset protection, longevity) contributing to growth
- New reinsurance products and risk-related services
- Active portfolio management improving earnings stability and reducing strain from underperforming business
- Guidance 2019 assumes claims in the range of expectation and no major one-offs from in-force management
Munich Re is well positioned to profitably grow its core business fields and drive innovation in the industry

1. Sustainable new business proposition and active portfolio management
2. Effectively serving our clients and strengthening the business model
3. Reinforcing underlying profitability and growth
4. Building a diversified profit base – shaping and seizing opportunities in the digital transformation of the (re)insurance industry
2 | Strategic initiatives are delivering

**BUSINESS GROWTH**

**Top position in core mature markets**
- Expansion in currently under-represented segments/markets
- Stronger focus on US regional business
- Selective expansion of cat XL business

**Smart growth in core emerging markets**
- Focus on Asia, Latin America and Africa
- Expansion of specialty business, e.g. agro, marine, credit/mortgage
- Public-sector development – closing the protection gap

**Capital management solutions**
- Expanding global footprint
- Diversifying portfolio

**BUSINESS EXCELLENCE**

**Living client centricity**
- Regional centers successfully implemented
- ADVANCE\(^1\) with strong response

**First-class underwriting and risk management**
- Invest in in-house cyber expertise and technology partnerships

**Efficient and agile processes**
- Complexity and cost reduction
- Digitalisation of selective processes and functions
- Global IT transformation

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\(^1\) Renewed top-talent programme for clients.
We focus on tangible business impact – Innovative and more disruptive offerings are gaining traction

MUNICH RE STRATEGIC ADVANTAGES

<table>
<thead>
<tr>
<th>Domain expertise in underwriting, claims, risk management</th>
<th>Efficient access to new solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial strength</td>
<td>Strong brand and reputation</td>
</tr>
<tr>
<td>Global presence</td>
<td>No IT legacy</td>
</tr>
</tbody>
</table>

Details on next slides:

Reshuffling the value chain
- Digital cooperation models (e.g. Digital Partners, SaveUp)
- IoT applications and services (via HSB/relayr)

Expanding the boundaries of insurability
- Cyber (re)insurance: GWP 2018 US$ 473m, low loss ratios, stringent accumulation control
- Cyber embedded service solutions and growing cooperation network, e.g. DXC Technology
- Insurance of AI technology

Data-driven solutions
- Digitally augmented underwriting/claims solutions for our cedants (e.g. Realytix, Improvex, Non-Life Analytics Platform)

Investments in technology and people
- Cutting-edge AI cooperations (e.g. DFKI\(^1\) membership)
- Global analytics organisation and infrastructure in place
- Data science community >200 FTEs

Strategic investments in partnerships
- >€130m invested\(^2\) in >20 companies (e.g. Team 8) focusing on InsurTech, IoT, data analytics and AI
- Focus on joint value creation

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\(^1\) German Research Centre for Artificial Intelligence (DFKI).
\(^2\) Excluding acquisitions, e.g. relayr.
## Internet of Things – Developing insurance, finance and technology solutions

<table>
<thead>
<tr>
<th>SME</th>
<th>MID to LARGE</th>
<th>LARGE INDUSTRIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loss prevention via sensor deployment</td>
<td>Insurance and financial solutions</td>
<td>Financial asset and risk management</td>
</tr>
<tr>
<td>Direct (HSB) or white-labelling for insurers</td>
<td>End-to-end IoT implementations</td>
<td>Direct/via industry partners</td>
</tr>
</tbody>
</table>

**We bring the technology**

- Acquisition of **meshify**
- Turnkey IoT solutions in place\(^1\)
- Ongoing commercialisation

**Partners bring the technology**

- Acquisition of relayr.
- Partnerships with leading IoT industrials

\(^1\) Applications monitored include water detection, freeze loss, perishable goods, mould and more.
Disclaimer

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