

11 May 2021

Suncorp Investor Forum General Insurance

Suncorp Group (ASX: SUN | ADR: SNMCY) is today hosting a virtual investor forum to discuss its three-year plan for its General Insurance business. The presentation is attached.

Suncorp's Executive Leadership Team will outline key initiatives and progress, with an opportunity for questions. A live video webcast will commence at 10:00am AEST and can be viewed on the [Suncorp Group website](#). A recording and transcript will be made available following the presentation.

Suncorp is also hosting a second investor forum on Monday 17 May 2021 at 10:00am to discuss its Banking & Wealth business.

ENDS

Authorised for lodgement with the ASX by the Suncorp Disclosure Committee.

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Suncorp Group Investor Forum

General Insurance
update



Agenda – General Insurance



Introduction	Steve Johnston
Technology and transformation	Adam Bennett
Underwriting, Pricing & Distribution	Lisa Harrison
Best in class claims	Paul Smeaton
Suncorp New Zealand	Jimmy Higgins
Financial update	Jeremy Robson
Conclusion	Steve Johnston
Q&A	

Lisa Harrison



CEO Insurance Products and Portfolio

Joined Suncorp: 2004
Prior role: Chief Customer & Digital Officer

Paul Smeaton



COO Insurance
Joined Suncorp: 1994

Prior role: CEO Suncorp NZ

Jimmy Higgins



CEO New Zealand

Joined Suncorp: 2008
Prior role: CFO Suncorp NZ

Jeremy Robson



Group CFO

Joined Suncorp: 2013
Prior role: Suncorp Deputy CFO

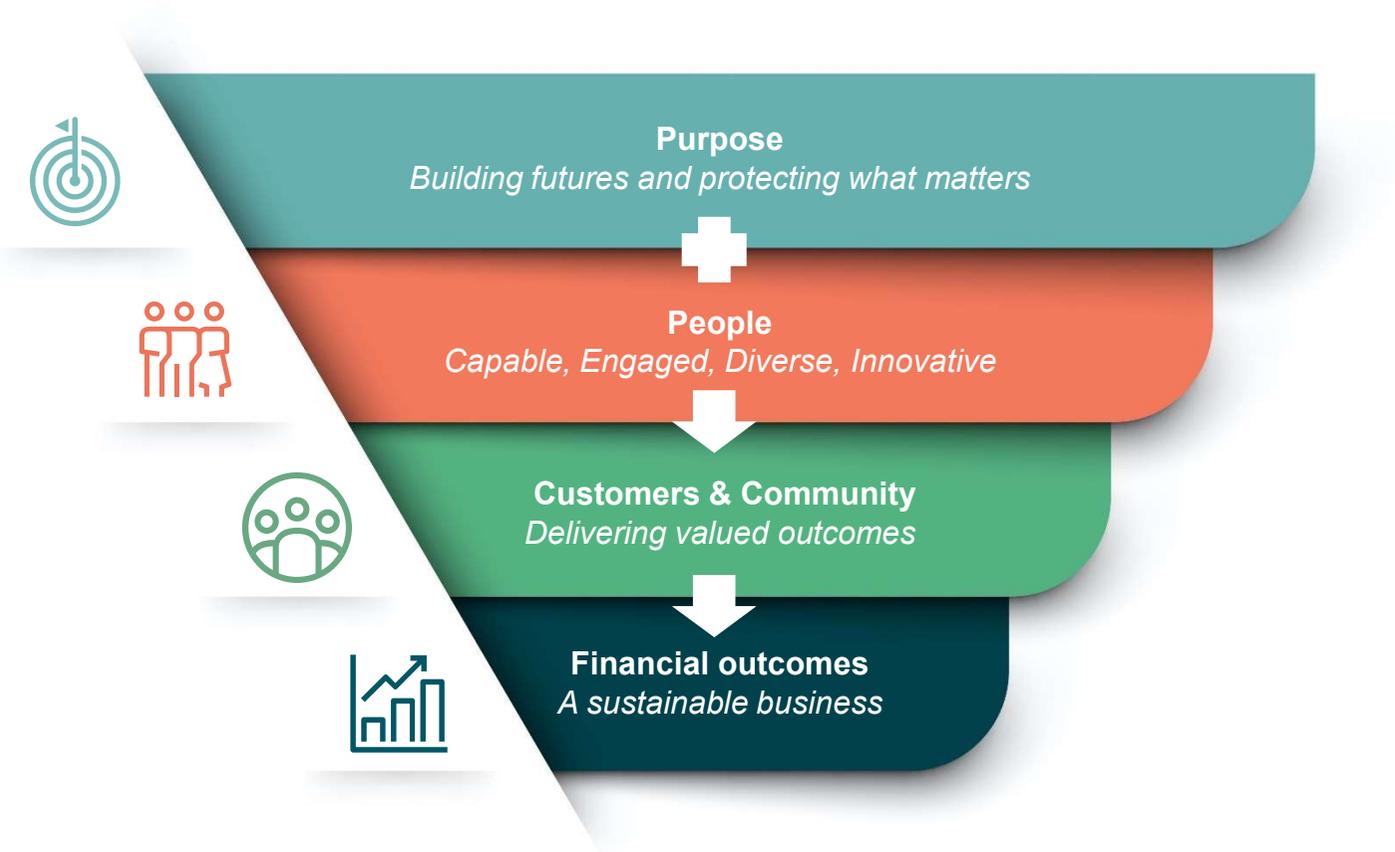
Adam Bennett



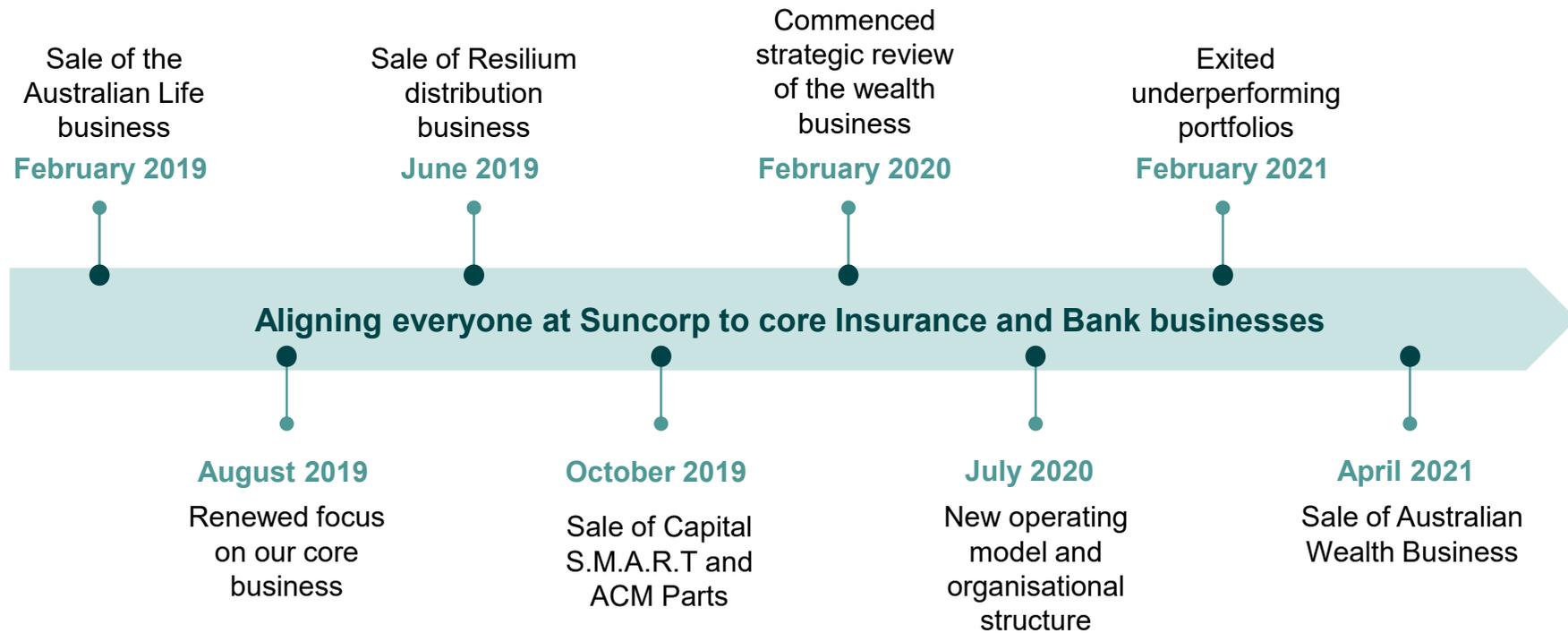
Chief Information Officer

Appointed: July 2020
Prior role: Group Exec Bus & Private Banking, CBA

Purpose driven, delivering sustainable outcomes



Reshaping and simplifying



Momentum continuing following the 1H21 result

1H21 Result Highlights

- ✔ Australian consumer insurance GWP growth of 5.2%; positive unit count
- ✔ Prior year reserve releases above 1.5% of Group NEP
- ✔ NZ GWP growth of 5.4%
- ✔ Bank NIM up 8 basis points, supported by strong deposit growth

Continued momentum in Q3

- ✔ Continued rate and unit trends in Australian consumer insurance
- ✔ Bank balance sheet growth from February, driven by broker channel
- ✔ Digital interactions continue to increase across both businesses
- ✔ Strong reinsurance cover for remainder of FY21



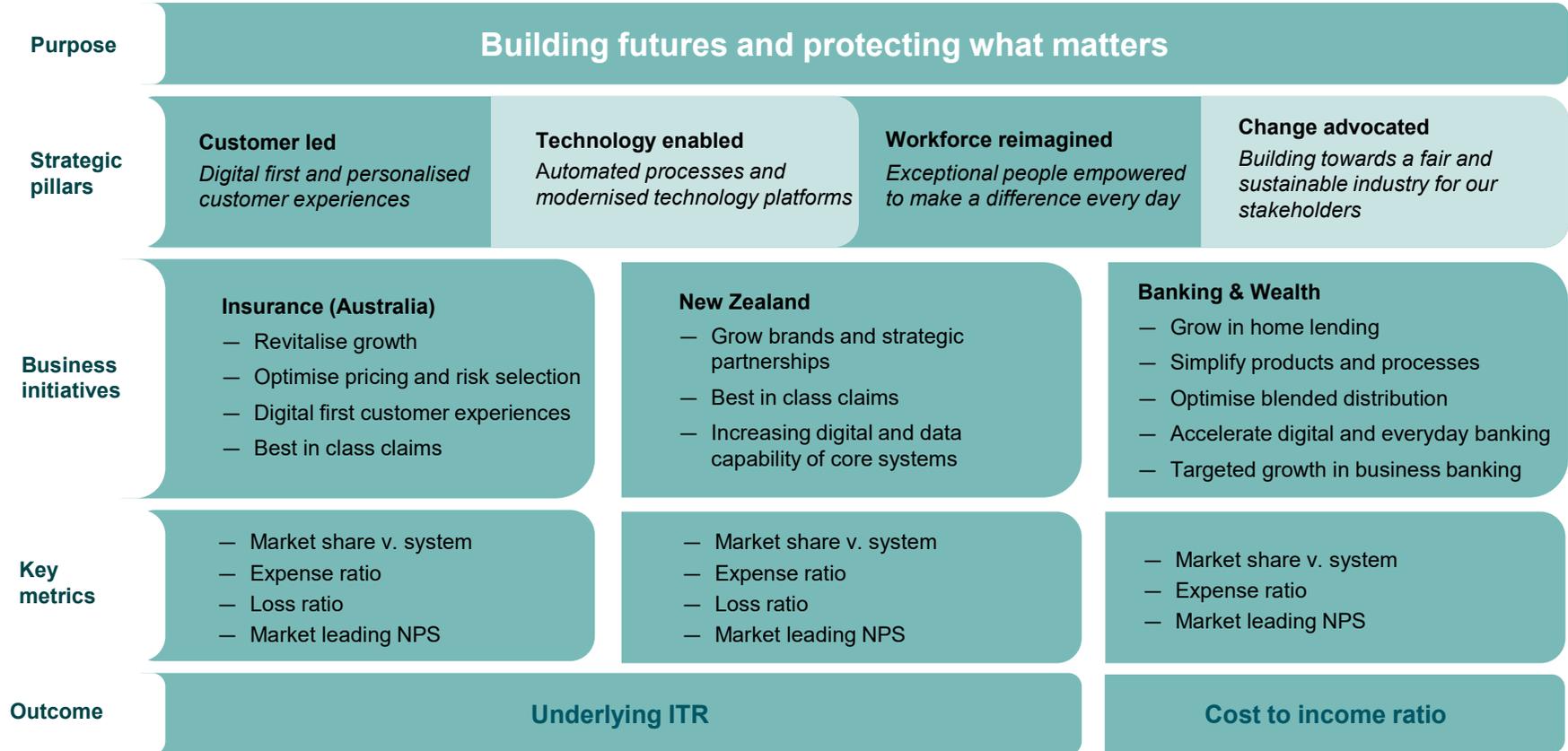
Adam Bennett
Chief Information
Officer

Technology & Transformation

- **Vision:** Suncorp's growth engine enabled through digital, data, automation and modernised technology
- **Role:** Working alongside the business to simplify and strengthen Suncorp's technology assets. Centres of excellence drive an enterprise-wide focus on group strategy, technology infrastructure, data and artificial intelligence, cyber security, partnering and automation
- **FTE: ~1,600¹**

1. Excludes third-party partner resources

Purpose driven plan



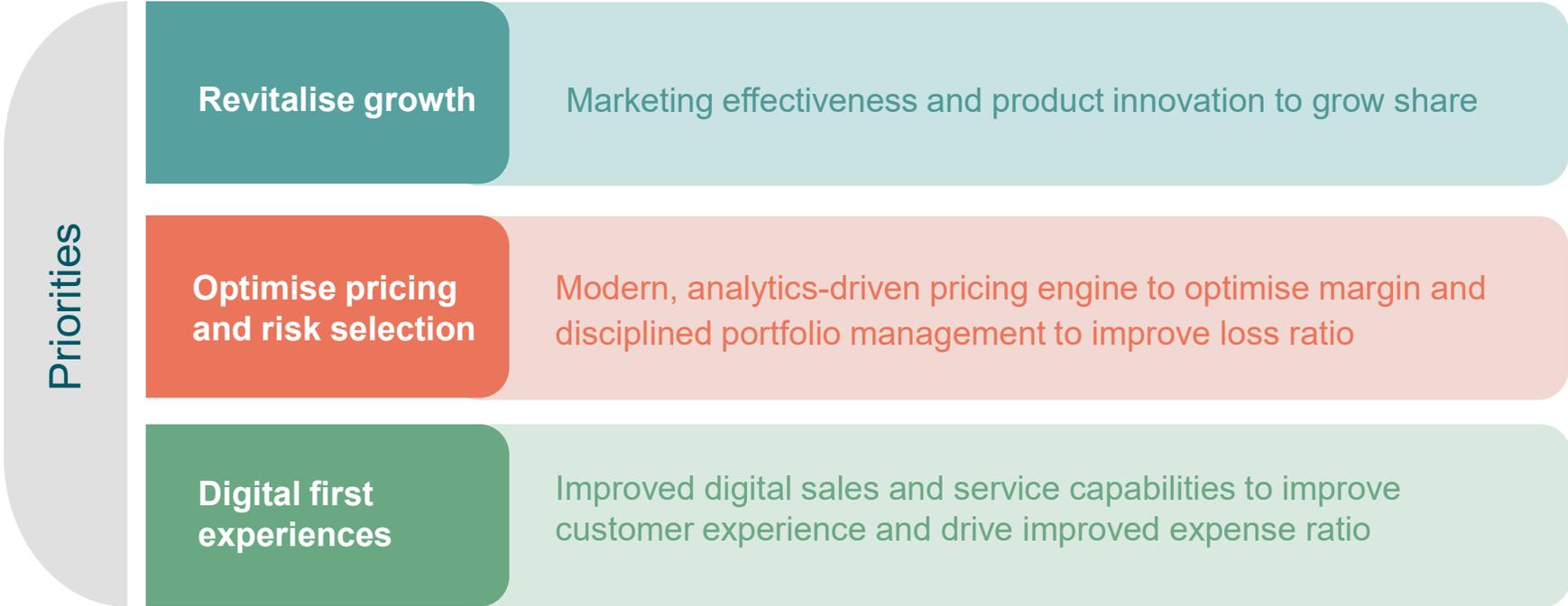


Lisa Harrison
CEO Insurance
Product & Portfolio

Insurance Product & Portfolio

- **Vision:** Australia's most innovative and trusted insurer
- **Role:** Overseeing Insurance Australia distribution channels including contact centres, digital channels and intermediated partnerships; customer strategy; brand and marketing; product and portfolio management
- **FTE:** ~3,100

Insurance Product & Portfolio



Revitalise growth

AAMI
National Brand



Suncorp and GIO
Regional Champions



Niche Brands

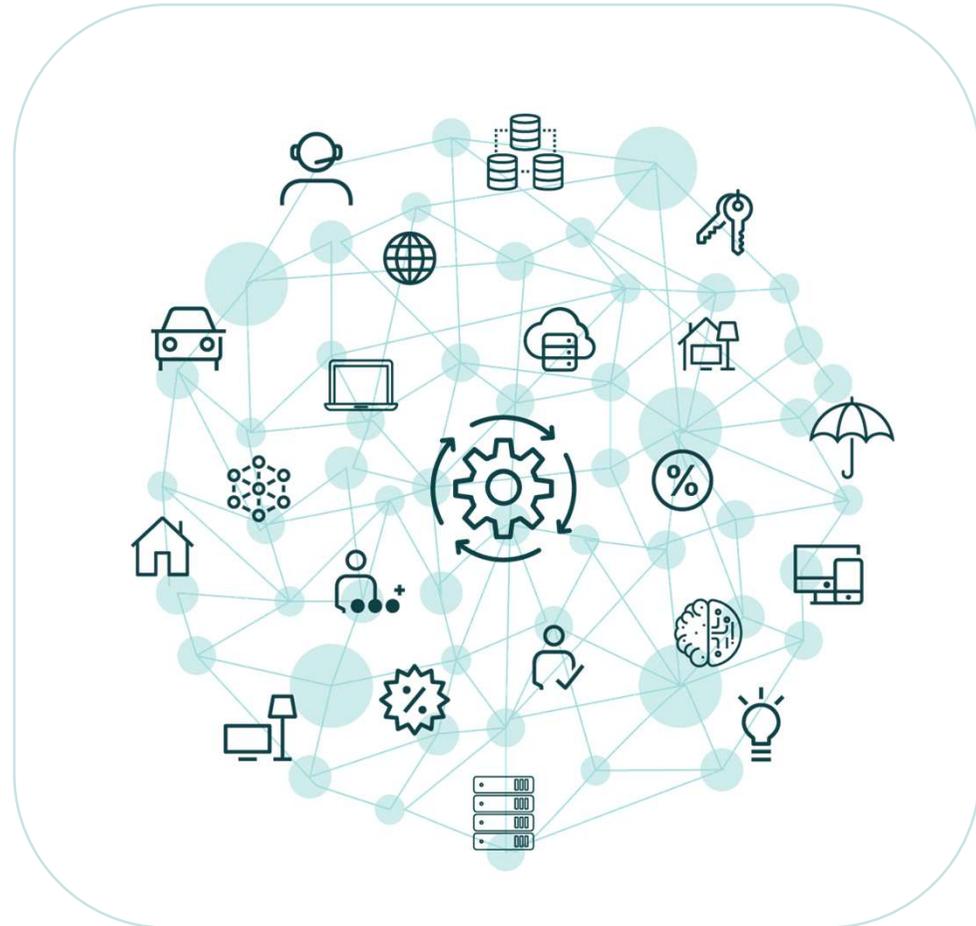


Vero
Committed to your success



Optimise pricing and risk selection

- **Home portfolio re-pricing** ongoing
- **Modern pricing engine** to provide a full view of customers, real time data and increased personalisation
- **Commercial property** underwriting tool to improve risk selection
- Ongoing **portfolio management**



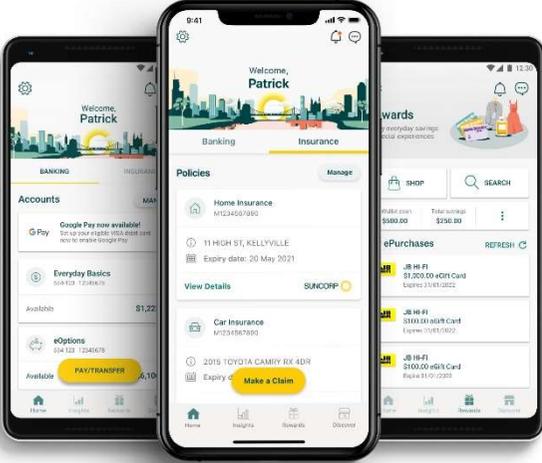
Digital first experiences

Reimagining AAMI Digital Experience



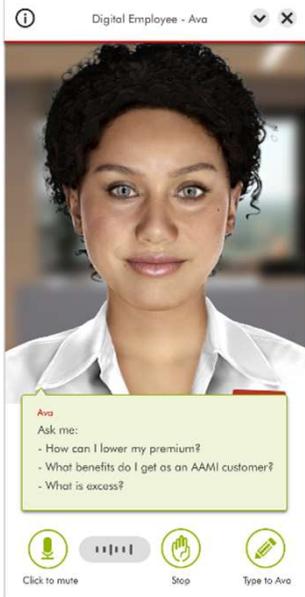
34% improvement in digital conversion in AAMI Home

Suncorp App



1 million+ Suncorp App downloads and 42 million+ logins since launch

Contact Centre Automation



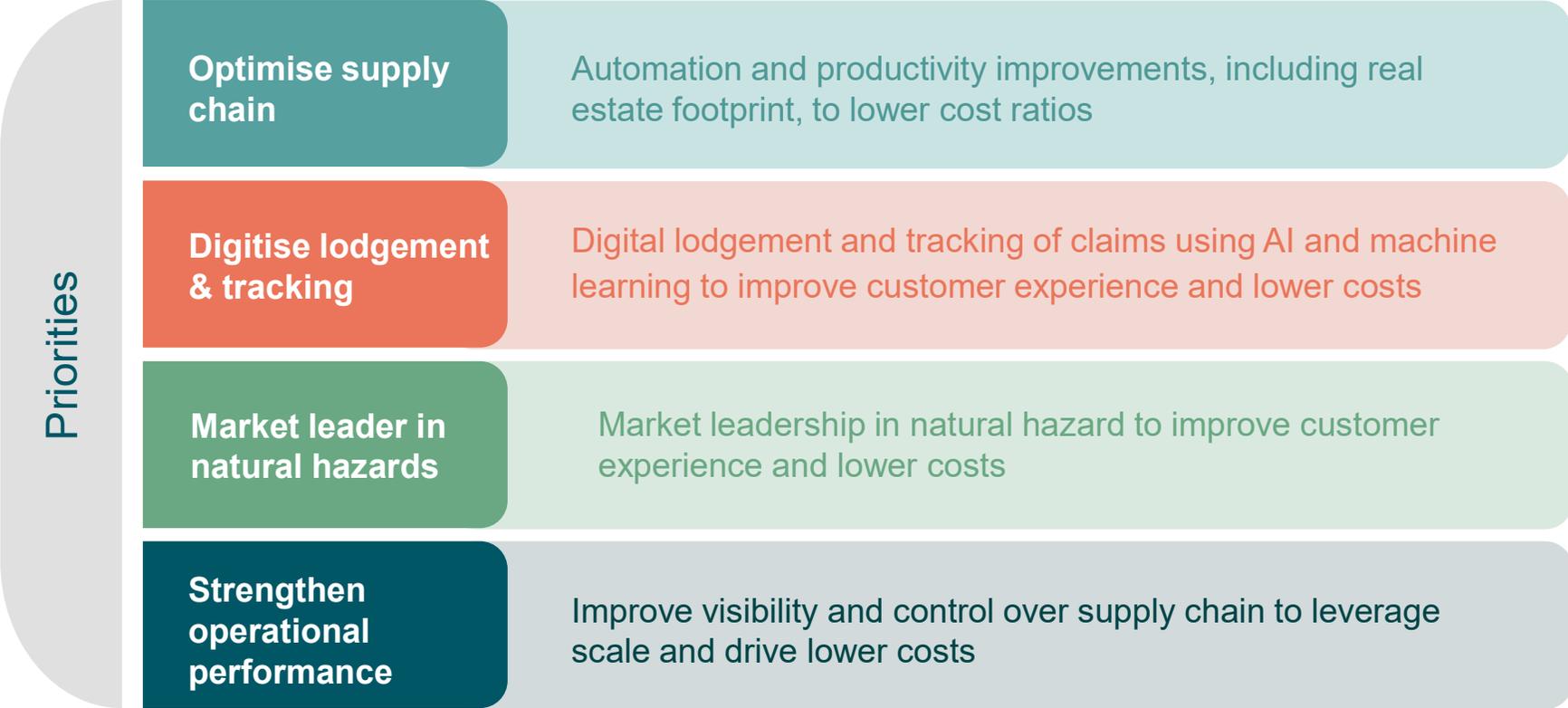


Paul Smeaton
Chief Operating
Officer Insurance

Insurance Claims & Operations

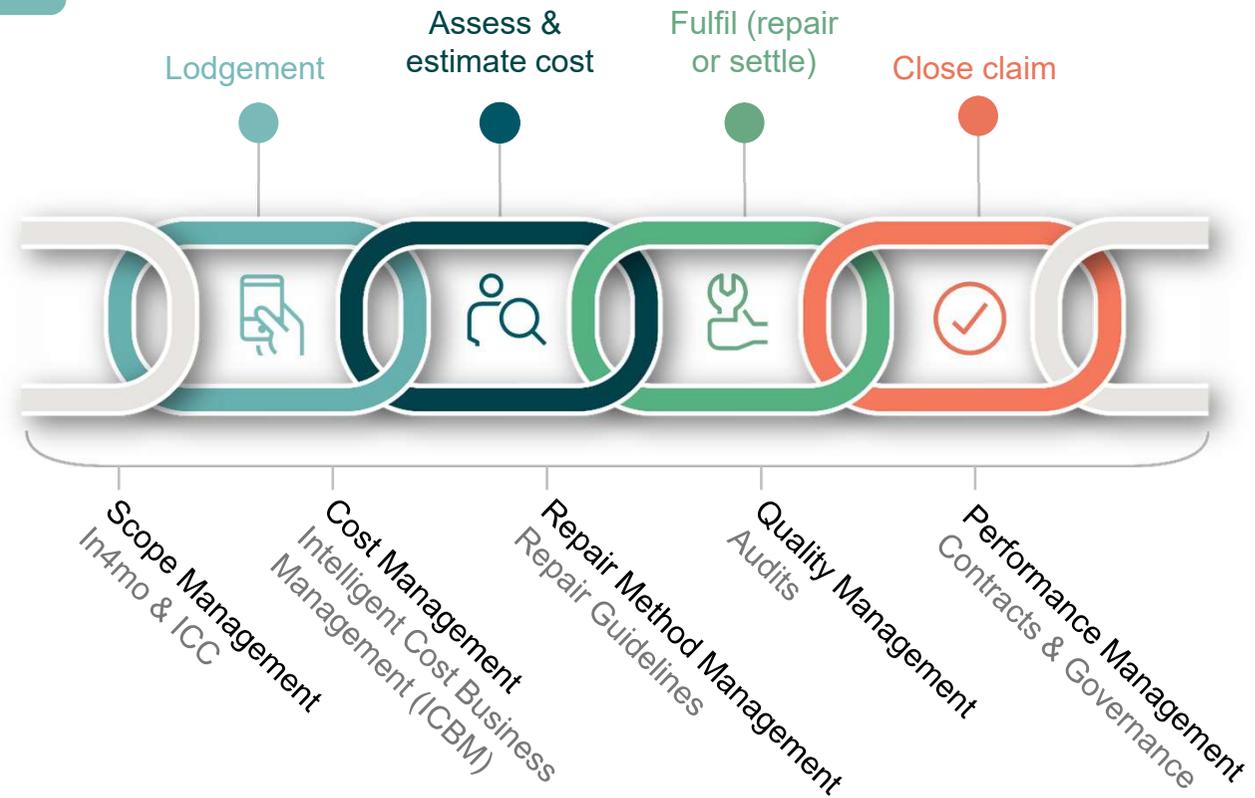
- **Vision:** Best in class-claims globally
- **Role:** Overseeing all aspects of claims management, operations and projects. The team also manage claims and non-claims procurement and real estate.
- **FTE:** ~4,300

Insurance Claims & Operations



Optimise supply chain

- Improve **visibility and control** over our supply chain
- Leverage our **scale to drive** better commercial outcomes
- Deploy **new parts system** to Suncorp repairers, supplies and assessors



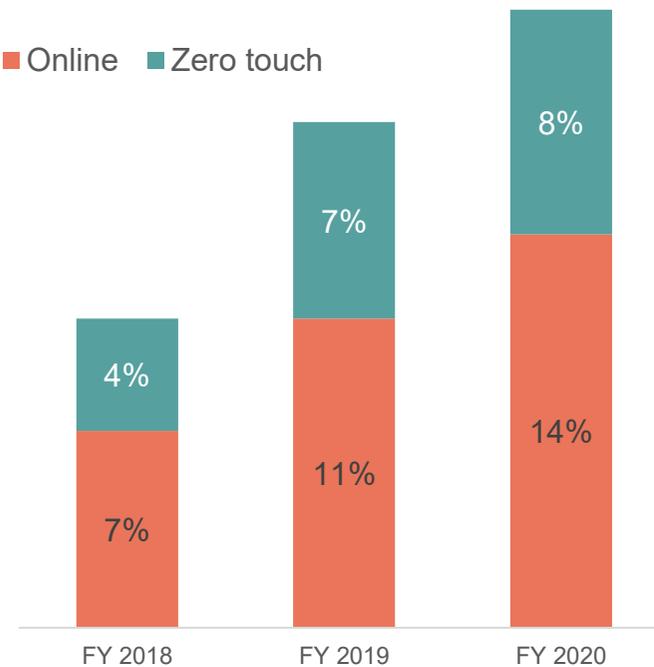
Digitise lodgement & tracking

- Enhance **digital claims lodgement**
- **Express claims management** to self-fulfil simple claims
- Use **artificial intelligence** and **machine learning** to cash settle or auto path
- **Enhance webchat** and **collaborative browsing** for improved customer support

Online and Zero Touch Claims

(% of total home & motor claims)

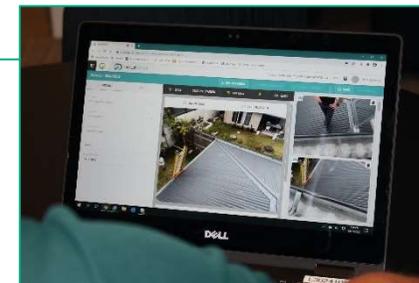
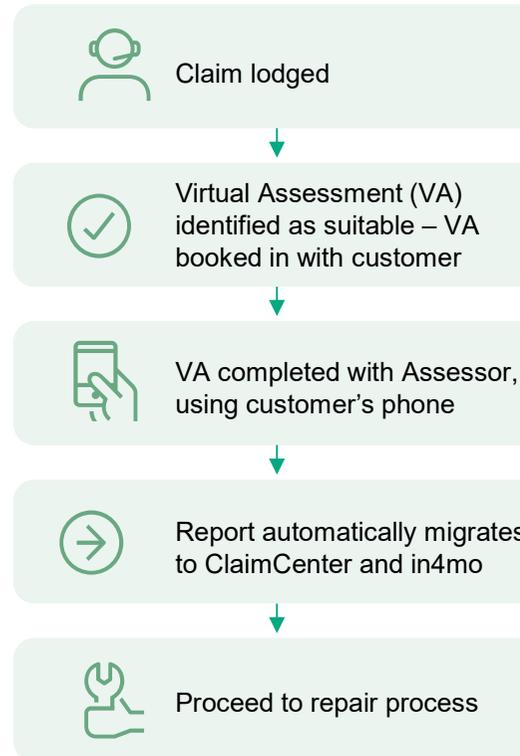
■ Online ■ Zero touch



Market leader in natural hazards

- Employ a **scaled, permanent, flexible, dispersed team** to support event claims
- **Improved data and analytics** for event response
- Enhanced capability to **predict and respond** to Natural Hazards
- **Zero-touch** motor hail digital lodgement capability

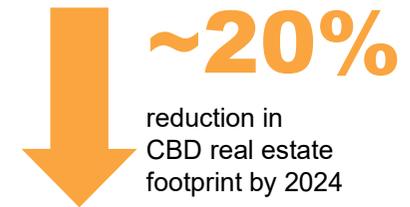
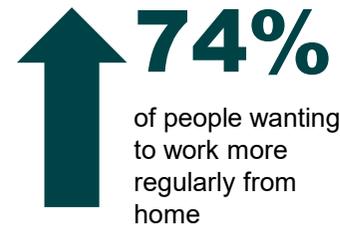
The virtual assessment process



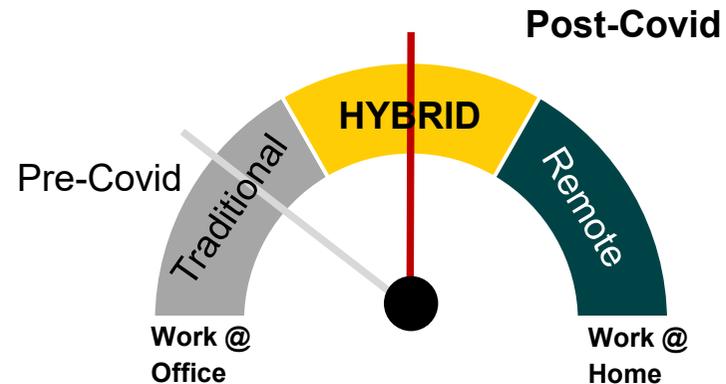
Strengthen Operational Performance

- **Data based automation** of standardised, routine, transaction orientated work
- **Improved measurement** and management of work managed by partners
- **Optimise real estate footprint** post COVID-19
- **Productivity enhancements**

POST COVID CHANGES



WAYS OF WORKING





Jimmy Higgins
Chief Executive
Officer

Chief Executive Officer, New Zealand

- **Vision:** To be the number one choice for New Zealanders, because of our digital capability and seamless partnership model.
- **Role:** Delivering financial services to New Zealanders through our go-to-market general and life insurance brands.
- **FTE: ~900**

Brands and strategic partnerships

Trusted brands driving growth

vero

GWP and customer **growth across broker and corporate channels**



Renewed **relationship model to accelerate growth**



AA Insurance



Most trusted brand in New Zealand and also **our fastest growing business**



Significant opportunities exist



Improved digital capability to connect to broker and corporate partner platforms



Compelling market propositions and competitive remuneration structures.



Seamless and integrated access to more products and services.

Best in class claims



Single claims platform improving customer service through simplification and automation



Introducing **new channels for customer engagement** including webchat and self service



Seamless connectivity with suppliers and partners



Standardising and **automating manual work** for improved efficiency

Suncorp FY23



Returns

- Cash return on equity above the through-the-cycle cost of equity

Dividends

- Dividend payout ratio of 60% to 80% of cash earnings
- Return any capital to shareholders that is excess to the needs of the business

Key divisional metrics

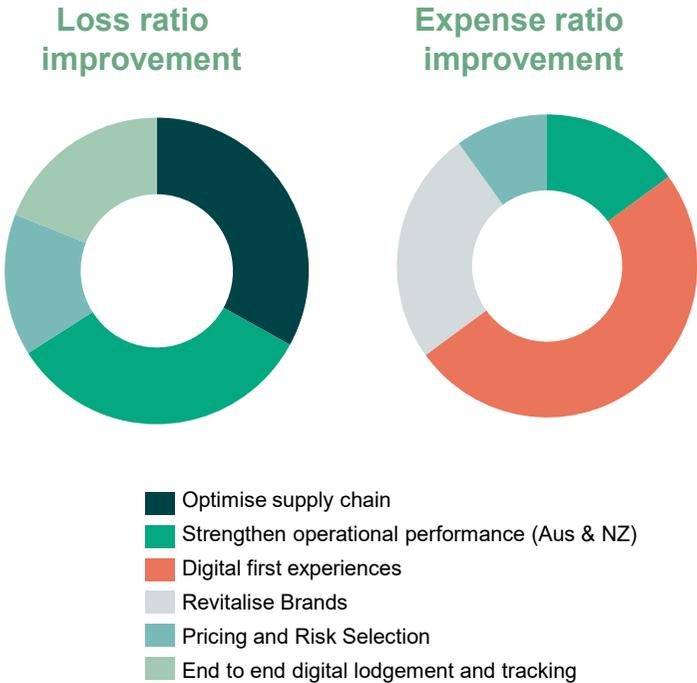
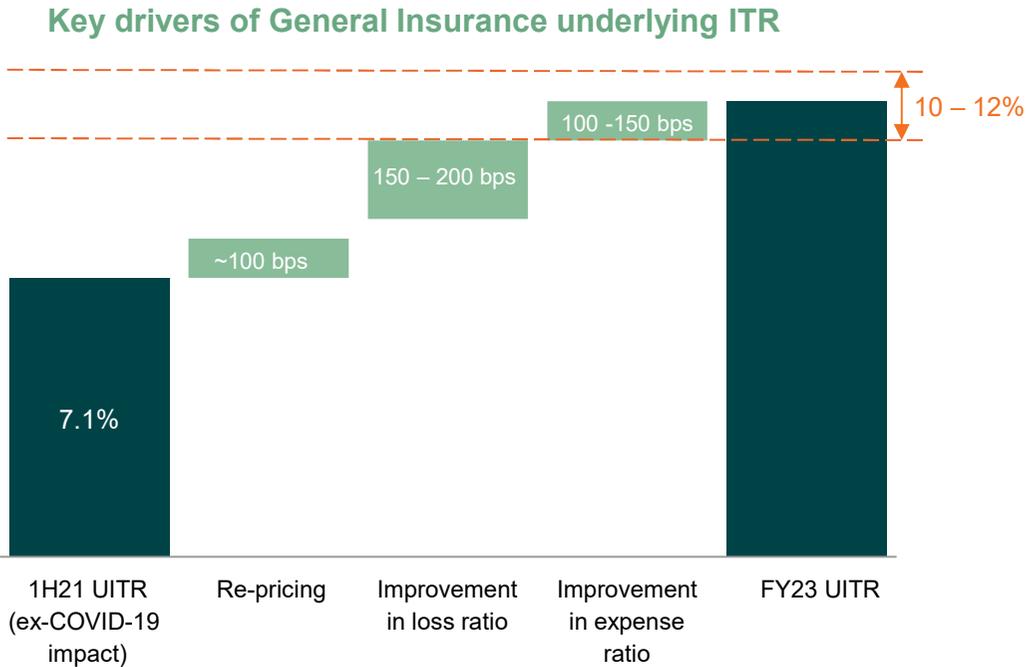
General Insurance

- Underlying ITR of 10 – 12% by FY23
- Australian consumer unit growth in line with system
- NZ GWP growth in line with system

Banking & Wealth

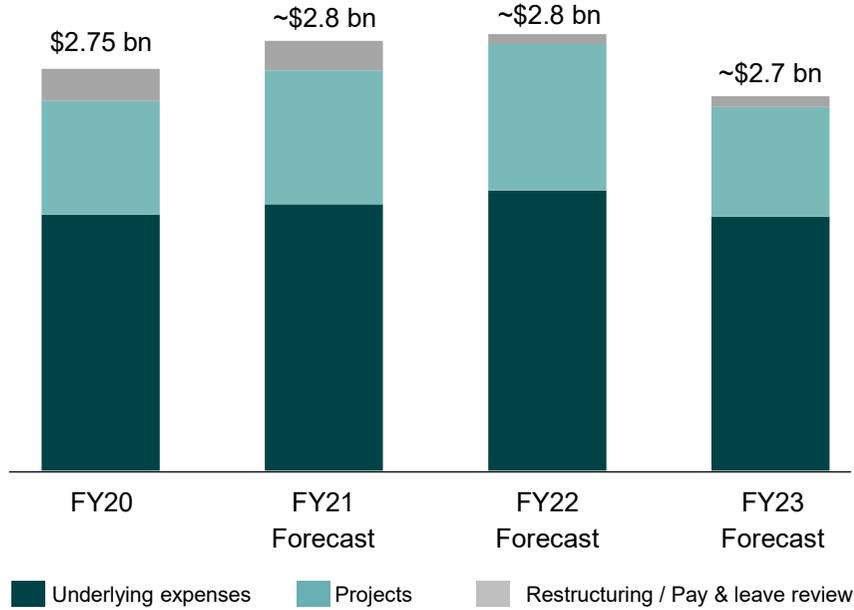
- Cost-to-income ratio of ~50% by FY23
- Mortgage lending growth above system

Pathway to achieving 10-12% General Insurance underlying ITR by FY23

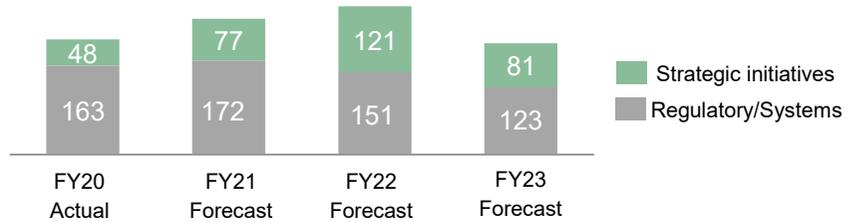


Underlying expenses broadly flat over the plan period

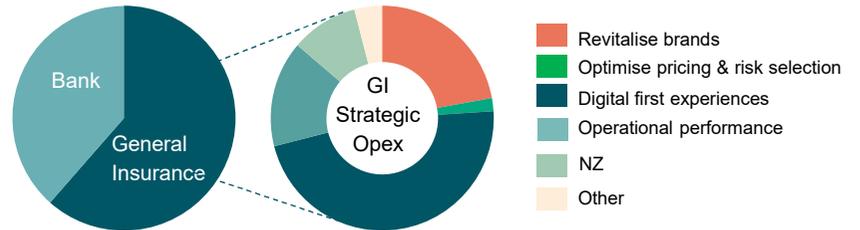
Evolution of Group operating cost base FY20 – FY23



Overview of project slate (Opex) FY20 – FY23



Strategic initiatives (Opex) FY21 – 23



Four point plan to build resilience

1. Improve public infrastructure
2. Address inadequate planning laws and approval processes
3. Remove inefficient taxes and charges from insurance premiums
4. Provide subsidies to improve the resilience of private dwellings

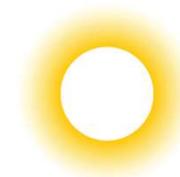
	 Townsville floods 2019	 Black summer bushfires 2019	 Hailstorms 2020
Economic impact	\$2.5 billion reduction in GDP	\$4.6 billion reduction in GDP	\$1.7 billion reduction in GDP
Contribution from insurance	\$1.4 billion	\$1.2 billion	\$1.4 billion
Contribution from insurance over 3 years	\$2.9 billion	\$2.5 billion	\$1.4 billion

Economic Recovery after Disaster Strikes Volume Two - SGS & Suncorp, January 2021

 Suncorp's One House To Save Many initiative



Q&A



SUNCORP

Building Futures and Protecting What Matters

Pathway to delivering improved TSR

- ✓ Reshaped and simplified business

- ✓ Demonstrating momentum, with a strong balance sheet

- ✓ Clear plan and framework to deliver improved ROE

- ✓ Aligned executive team, in place for 12 months, with clear accountabilities

ONE HOUSE

TO SAVE MANY

SUNCORP 