

*la* Mobilière

La Mobilière fosters connection.

# Annual Report in brief

# 19

# Key figures of the consolidated annual account

in CHF million	2019	2018	Change in %
<b>Non-life and life</b>			
Gross premiums	3,951.4	3,831.1	+3.1
Net earned premiums	3,746.9	3,648.0	+2.7
Net technical reserves	11,280.1	11,134.2	+1.3
Technical reserves for the account and risk of third parties	862.4	784.2	+10.0
Technical reserves capital redemption business	36.8	17.4	+111.5
Financial investments	18,521.1	17,177.6	+7.8
Technical reserves capital redemption business	862.4	784.2	+10.0
Investments capital redemption business	42.3	32.1	+31.8
Underwriting result	253.3	255.3	-0.8
Financial result	333.6	240.8	+38.5
Structural measures regarding pension funds	-73.0	0.0	n/a
Consolidated annual profit	488.6	443.5	+10.2
Consolidated capital and reserves	5,569.1	4,779.6	+16.5
Return on equity	9.4%	9.2%	
<b>Non-life</b>			
Gross premiums	3,188.4	3,070.3	+3.8
Net earned premiums	2,987.0	2,891.2	+3.3
Net technical reserves	5,616.3	5,595.0	+0.4
Underwriting result	337.9	314.8	+7.3
Financial result	204.3	140.8	+45.1
Result after tax	449.0	406.9	+10.3
Net claims incurred	59.5%	60.7%	
Net cost ratio	27.7%	27.0%	
Net ratio of other underwriting costs (incl. surplus allocated to policyholders)	1.5%	1.4%	
Net combined ratio	88.7%	89.1%	
<b>Life</b>			
Gross premiums	762.9	760.8	+0.3
Net earned premiums	759.9	756.8	+0.4
Net technical reserves	5,663.8	5,539.2	+2.2
Technical reserves for the account and risk of third parties	862.4	784.2	+10.0
Technical reserves capital redemption business	36.8	17.4	+111.5
Underwriting result	-84.6	-59.5	-42.2
Financial result	129.3	100.0	+29.3
Result after tax	39.6	36.6	+8.2
Net cost ratio	16.1%	16.8%	

Change in percent (%) of a profit and loss account figure, positive impact on result (+), negative impact on result (-)

n/a: not applicable

The stated amounts are rounded. The total may therefore deviate from the sum of the individual items.

Rounding differences may thus also be found in the percentage rates.



**24 / 7**

Mobilière 24 Assistance



Combined ratio

**88.7 %**



**No. 1** for household,  
business, rental guarantee  
and pure risk life insurance

**la Mob**

the most pe  
insurance c  
in Switzerla



CHF **175 million**  
voluntary profit sharing



Premium volume around

CHF **4.0 billion**



Over **2.1 million**  
customers

**bilère**

personal  
company  
and



**5,656** employees and  
**341** apprentices



Over **160** locations



SST ratio  
**542 %**



Profit CHF

**488.6 million**

# Financial year in brief

**La Mobilière is very well positioned in the market and has again expanded its growth. The Group achieved an outstanding result for the financial year 2019.**

Dear Customers

La Mobilière Group remains on its successful course, posting a profit of CHF 488.6 million for the financial year 2019.

In the non-life sector, we further expanded our strong market position. With a premium increase of 3.8 %, we once again clearly outperformed the overall market growth of 1.9 %. As in the years before, we managed to raise the premium volume in all strategic business areas. Claims incurred in 2019 were distinctly below average and also lower than in the previous year.

In the life sector, we consolidated our leading market position in pure risk life insurance for individuals and remain a major player in the pension fund re-insurance business. At 6.2 %, growth in individual life and pension insurance with recurring premiums was again well above the market average of 0.3 %. The volume of annual premiums in occupational pensions remained on a par with the previous year. On the benefits side we recorded a year-on-year decrease in payments made to customers.

Although the global economy lost momentum in the year under review and the political situation was fraught at times, financial markets nevertheless registered strong gains. We were able to benefit from this favourable market environment and achieved a markedly better financial result than in the year before.

Consistently low interest rates and the increase in life expectancy are having an incisive impact on our pension liabilities. It is a matter of importance to us to secure the generous benefits of our pension funds. Our employee benefits institutions lowered the technical interest rate for the conversion rate and the reporting of the actuarial reserves for pensions from 1.75 % to 1.25 % as of the end of 2019. With a voluntary employer contribution to the company pension funds of CHF 73.0 million, the funding of the current pensions was secured and cross-subsidising by working age insured persons avoided.

La Mobilière aims to continue its long-term growth above the market average. With our two defined ecosystems of “Renting, buying, living” and “Services for SME”, we and our subsidiaries, participations and business partners jointly offer our customers more than the normal scope of insurance services. Following the acquisition of bexio AG for the SME sector in 2018, we launched the “arooov” portal for tenants and real estate managers together with GARAI0 REM AG in 2019. Tenants can use aroov in future to apply for an apartment, sign the rental contract, organise the removal and report any damage - all in digital form. They will also be able to benefit from additional services such as booking legal advice sessions, concluding insurance contracts or providing a rental guarantee without a bank deposit via our subsidiary SC, SwissCaution Ltd. As co-owner of Scout24 Switzerland Ltd., we were able to bring our insurance expertise to bear in the creation of the FinanceScout24 portal launched in November 2019. This is a new internet comparison service that enables an initial price/benefit comparison in the fields of motor insurance, mortgages and private loans.

As Switzerland’s most personal insurance company, la Mobilière aims to uphold its success in the digital world, too. This is why we invested over CHF 160 million in our IT project portfolio in 2019. Included in this amount



Urs Berger, Chairman of the Board of Directors; Markus Hongler, CEO

are the additional CHF 50 million we earmarked for the acceleration of the digital transformation process. To achieve this target, we recruited a further 150 staff members for software development and business and data analysis.

As part of our social commitment, we continued to sponsor projects in the four fields of prevention and nature, art and culture, business and work, and living and community. The year 2019 also marked the fifth anniversary of Mobiliar Forum Thun, where we have organised over 140 workshops with around 2,000 participants since 2014 and thus made a contribution to boosting the innovation culture and competence of small and medium-sized Swiss companies. At the Atelier du Futur in Fiesch in July 2019, we worked with more than 330 adolescents in creative ways on the topic of responsibility for the future. For the first time, this summer camp was also conducted in French.

We would like to thank all our many new and long-standing customers for their trust and look forward to continuing our success story together with them.

Urs Berger  
Chairman of the Board of Directors

Markus Hongler  
CEO

# Partnership and responsibility

**La Mobilière conducts its insurance and financial investment business independently and circum-spectly, with a strong capital base and a long-term perspective.**

La Mobilière – the first private insurance company in Switzerland – was founded as a cooperative, a legal form that has proved its worth to this day. The cooperative structure constitutes an umbrella over a powerful business organisation. As a consequence, the business approach remains focused primarily on customers, who share in the company's profits, instead of surpluses going as dividends to shareholders. La Mobilière puts its client focus into practice and ensures customer proximity and personal services through its tightly-knit network of 79 general agencies at around 160 locations as well as its digital channels and platforms. Our claim is that we are the most personal insurance company in Switzerland, be it in advisory and other services, contract conclusion or claim settlement, irrespective of the channel through which customers contact us.

The philosophy resulting from the mutual structure also characterises the way business is conducted, with a long-term perspective as one of its key features. Insurance operations are conducted primarily with a long-term focus, since losses can vary substantially not only from year to year, but also from one decade to the next. As a cooperative, la Mobilière has no access to the capital market and thus needs to hold a healthy amount of capital to be able to bear such large fluctuations in losses incurred and to cope with unfavourable financial market developments.

A sustainable, self-financed insurance business needs to build on far-sighted strategies. The risks we assume in our insurance business and financial investments are carefully balanced with the capital we hold. In terms of capital base, Mobilière Group ranks among the best Swiss primary insurance companies with a Swiss Solvency Test (SST) ratio of 542 %.

# Sharing success

## Structured as a cooperative company, la Mobilière shares its success with its customers.

La Mobilière's business operations are concentrated on its home markets of Switzerland and the Principality of Liechtenstein. We want to continue to achieve profitable and above-market growth, ensure the company's future prosperity and growth on the strength of its own resources, and share our business success with our customers. Our legal structure as a cooperative means that our interests and the interests of our customers overlap to a large degree. For many years now, only a comparatively modest dividend has been paid to our sole owner, Mobilière Cooperative. It is primarily our customers who share in the company's success. Our employees also benefit from a voluntary profit-sharing plan in recognition of their hard work and commitment as well as the favourable development of la Mobilière Group. To remain successful in future, we invest considerable means in the development of our business.

**Payments to customers in non-life business**  
incl. accompanying measures, in CHF million



Between July 2019 and June 2020, all customers with a la Mobilière household contents and buildings insurance are benefiting from a 20 % reduction on their premiums. Overall, around CHF 160 million will thus be returned to our policyholders. From mid-2020, for one year, a total of CHF 175 million will be used for a 10 % premium reduction for holders of a vehicle or business insurance policy and – as a new feature – a 20 % reduction for holders of a travel insurance policy. Over the past ten years, we have disbursed around CHF 1.5 billion from our surplus fund to our customers as a result of our voluntary profit sharing scheme.

# Strategic business development

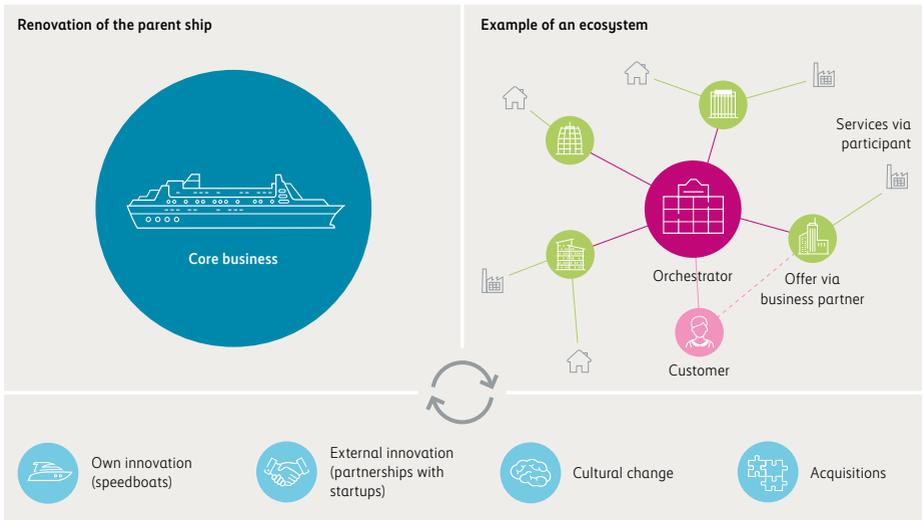
With our strategy and the success factors of a stand-alone company, we ensure a sustainable business development.

As a company with a cooperative structure and the resulting responsibility, La Mobilière does not aim for a shareholder-driven profit maximisation, but a profit optimisation for the benefit of all stakeholders. The profits have to secure the Group's future prosperity and growth on the strength of its own resources and enable the payment of dividends to the cooperative and to policyholders in the form of profit sharing.

## Strategic success factors

La Mobilière is characterised by personalised and high-quality services through all channels. Customer contact primarily takes place directly and on a personal

## Digital transformation



basis at one of our general agencies or with our Mobi24 Call-Service-Center staff, who are available to customers around the clock on 365 days a year. Our online customer portal and the Mobilier app provide clients with secure access to la Mobilière as well as to their own contract and claim data at any time. People remain our central focus, even in an age increasingly marked by technology. With an intelligent combination of human and machine performance as well as offline and online services, we create added customer value that distinguishes us from our competitors. We are expanding and connecting our digital platforms and online functionalities on an ongoing basis. This allows us to link internal and external processes and products and to share and distribute them within the company, among customers and among third-party participants. We can thus expand our range of services beyond our core business and generate new sources of income.

For many years now, we have registered the highest customer satisfaction values in the Swiss insurance market. The above-market growth is the result of the consistent implementation of our integrated business model with entrepreneurially run general agencies and the principle of providing our customers with the same products at the same price via all channels and points of access. Our 79 general agencies ensure swift and high-quality local services to customers at around 160 locations throughout Switzerland. La Mobilière is the only provider in the market to offer such a nationwide structure of local claims processing and the competences that go with it. Over 90 % of all claims are settled locally by a general agency in a swift and unbureaucratic manner.

### **Parent ship, speedboats and ecosystems**

Around 95 % of our project portfolio funds are invested in the maintenance and the modernisation of our parent ship. In addition, we use what we call speedboats to test new business models. The speedboats are either linked to our core insurance and pensions business or to our ecosystems “Renting, buying, living” and “Services for SME”. In developing and testing new business ideas and technologies, we also collaborate with startups.

New technologies are changing markets at an ever increasing pace. La Mobilière is determined to provide its customers with high-quality services in future, too. We therefore invest in new technologies in order to accelerate the digital transformation of our core business, the development of competitive products, services and processes, and the replacement of old systems. In connection with this investment programme we have recruited around 150 new staff members for software development and business and data analysis purposes.

With our “Services for SME” ecosystem we are further strengthening our position in the SME market, not least by providing new digital services. This will be achieved in particular through our subsidiary bexio AG, which we acquired in 2018 and which offers cloud-based business software in the fields of accounting and billing to Swiss SME, startups and self-employed entrepreneurs. In the ecosystem “Renting, buying, living” we distinguish between two target groups: home owners and tenants. Partly in cooperation with the credit platform Credit Exchange, la Mobilière offers home owners mortgages in addition to insurance and pension solutions. In 2019 we boosted this ecosystem with the founding of aroov AG and a participation in GARAI0 REM AG. aroov is a digital portal for tenants which will provide tenants with services throughout the tenancy cycle and offer real estate managers simple and efficient tools for communication and administration over the entire rental cycle.

With KLARA Business AG in Lucerne, in which we hold a stake, we launched “KLARA Home Relax” in 2019. It offers a package consisting of mandatory accident insurance, employer liability insurance and comprehensive household contents insurance. At the end of November 2019, we announced that la Mobilière had become a strategic partner of and investor in Carvolution, a leading provider of car subscriptions in Switzerland.

Together with Scout24 Switzerland Ltd., we continued to create synergies in 2019. Since mid-2019, for example, all real estate on offer on ImmoScout24 has also been displayed on the mobiliar.ch website. Furthermore, we played a major role in the development of the new online comparison service FinanceScout24. What makes the new platform special is the fact that it allows customers to compare not only the prices of motor insurance, mortgages and loans, but also the services of the providers.

A further important element in our above-market growth are the distribution partnerships with the health insurers Concordia and Sanitas and the internet comparison service Comparis. In the occupational pensions field, we maintain long-term partnerships with Swiss Life and PAX (full insurance solutions) and with various collective foundations. The distribution cooperation with Swiss Post in individual non-life insurance again proved highly successful. In 2019, the cooperation agreement was expanded to include pension solutions as well.

### **Targets and measures**

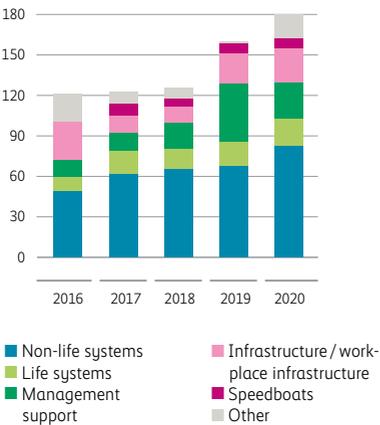
We aim to continue to achieve above-market growth and to secure our leading positions over the long term in household, business, legal protection and rental guarantee insurance as well as in pure risk life insurance for private individuals.

The cyber protection insurance products introduced in 2017 for individual and business clients continue to meet with considerable interest and are being developed further on an ongoing basis. With an eye on the “Services for SME” ecosystem, we are regularly analysing and expanding our range of business insurance solutions, which have already proved their worth. The SME insurance check system “KMU-Versicherungsscheck” we developed together with bexio enables SME owners to gain a transparent overview of and personalised recommendations for their insurance requirements with just a few clicks.

In household insurance, we added attractive supplementary modules to the basic household contents and personal liability cover on offer. As far as motor insurance is concerned, la Mobilière is planning to extend its successful “Clever Drive” product – a telematics-based car data recorder and breakdown assistant – beyond the present target group of young adults up to age 26 to those up to age 30 in 2020.

In life insurance, business with the various convertible savings plans we offer has developed in a highly gratifying manner. A new unit-linked product is to be launched in spring 2020. La Mobilière places up to CHF 1 billion into the funds linked with savings insurance and invests them together with its customers’ assets. Customers benefit from attractive investment options, through which they invest in the same investment classes as professional investors. La Mobilière, with its cooperative structure, assumes a part of the investment risk for its clients, which helps reduce losses for the latter in the case of stock market downturns.

**Investment shares and investment development**  
in CHF Mio.



Incl. personnel costs, costs for external services and for tangible and intangible assets. Figures for 2020 based on planning.

**Key investments**

For many years already, la Mobilière has invested substantial means in projects. As the chart shows, investment in 2019 across all corporate sectors reached a volume of around CHF 160 million. This amount includes the additional CHF 50 million allocated for the purpose of accelerating digital transformation.

# Asset Management

Thanks to central bank support, the financial markets achieved significant gains in the year under review despite the loss of economic momentum.

The global growth rate continued to slow in 2019. Nevertheless, exceptional price gains were recorded in nearly all investment classes, in particular in the global equity market (+28 %), but also in real estate and gold. Interest rates continued to decline in Switzerland, Europe and the US, a development that helped boost bond performance in spite of the low interest environment.

La Mobilière again expanded its investments in real estate, with the portfolio of direct real estate investments growing mainly through advancing construction projects. At the time of writing, around 360 apartments and 12,000 m<sup>2</sup> of office and commercial property are planned or under construction. The overall portfolio value increased to CHF 2.079 billion (2018: CHF 2.037 billion).

**Portfolio allocation as at 31 December 2019**  
(figures for 2018 in brackets)



■ Bonds: 39.4 % (41.7 %)	■ Mortgages: 7.9 % (10.6 %)
■ Shares and fund units incl. property funds: 24.5 % (20.6 %)	■ Loans: 6.2 % (4.6 %)
■ Alternative investments incl. gold: 8.4 % (6.8 %)	■ Associated participations: 0.5 % (0.5 %)
■ Investment property: 11.2 % (11.9 %)	■ Non-consolidated participations: 0.4 % (0.4 %)
	■ Other financial investments: 1.4 % (2.9 %)

In this highly favourable investment environment we posted a financial result of CHF 333.6 million in 2019 (2018: CHF 240.8 million). A return on investment of 1.9 % was achieved on an average investment total (book value) of CHF 17.849 billion. The investment performance of the financial investments came to 6.9 %, which reflects in particular the strong development in the property segment. Nominal assets, too, benefited from the lower interest rate levels.

# Non-life

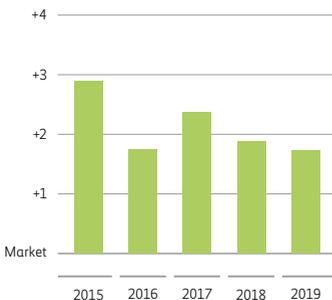
## La Mobilière continued on its growth course in 2019 and further consolidated its market position.

La Mobilière once again performed very successfully in the consistently competitive Swiss insurance market. The growth rate of 3.8% was both up on the previous year (3.7%) and again clearly better than growth in the market as a whole (1.9%). New business in particular contributed to the increase in premiums. According to the Swiss Insurance Association premium reporting, La Mobilière's market share advanced from 19.5% to 19.8%.

In individual insurance, both legal protection and rental guarantee insurance improved year-on-year, while premium growth in household and mobility insurance was slightly down compared to 2018. The development in the mobility sector was nevertheless noteworthy as targeted measures helped us again achieve solid growth in a contracting market. In business insurance, the largest share in the somewhat lower premium growth year on year was again

achieved in the personal insurance lines. Higher growth was recorded in the corporate sector due to the fact that we were able to conclude several attractive and sizeable contracts with medium-sized and large companies. Premium growth in the SME segment also exceeded the 2018 figure.

**Growth relative to market**  
Non-life business  
(difference in percentage points)



Market (based on Swiss Insurance Association premium reporting, SIA)

### Innovation and process optimisation

Our claim is that we offer customers first-rate products with a good price-benefit ratio. We invest additional sums in our project portfolio in order to drive the implementation of our digitalisation strategy. Currently we are upgrading our entire range of products, replacing old systems and modernising interfaces with our customers. Over the past two years, we transferred our legal protection insurance processes to our modern Mobiliar Claims System

(MCS) platform. The next step will be to modernise the individual insurance products of Protekta Legal Protection Insurance Ltd. In motor insurance, we launched a revised range of products with numerous market novelties, including purchase price protection for second-hand vehicles and the assumption of deductibles in rental car insurance. We also pursued the rollout of our electronic claims dossier in 2019.

### **Reasons for success**

La Mobilière, with its cooperative structure, has always stood for trust, reliability, solidity and local presence. These values form the basis for the consistently good premium development and our excellent positioning in the market. Our 79 general agencies are characterised by their proximity to customers and their high level of competence in matters of contract conclusion and claims processing. Situated at around 160 locations and staffed by well qualified and highly motivated employees, they ensure both comprehensive and personalised services to customers. We consistently pursue the development of our product and service range with the aim of not just fulfilling but exceeding our customers' expectations.

### **Claims experience**

Claims incurred in 2019 were down year on year and were also below the average of the past ten years. The ratio of claims incurred to premiums came to 59.5 % (2018: 60.7 %). Only very few major losses were recorded. Two natural hazard events at the end of June and beginning of July 2019 led to a combined loss of CHF 20 million, but the total of losses from natural hazards remained below average. An improved claims experience overall was recorded in particular in household and mobility insurance.

# Life

## La Mobilière again achieved growth well above the market average in individual insurance with recurring premiums.

As a result of the sustained phase of low interest rates, the situation on the life insurance market remains tense.

### **Individual life and pension insurance**

At 6.2 %, growth in our life business with recurring premiums in 2019 was well up on the previous year (0.3 %). The key factor in this success was our modern and innovative range of savings insurance products. In the individual lump-sum insurance sector with recurring premiums, we achieved a market share of 12.4 % in terms of new business volume. The number of new contract in pure risk life insurance remained on a par with the previous year. Disability insurance sales rose by around 3 %, with a significant contribution made by the 12 % advance in convertible savings insurance for children introduced at the end of 2018. Similar to the year before, around 45 % of the savings premiums from new business were placed in our MobiFonds.

### **Occupational pension insurance**

The volume in annual premiums remained largely unchanged year on year, whereas single premium business registered a distinct decline. Retirement pension buy-ins in particular receded markedly, in line with our strategy. The annual round of contract renewals in the last quarter of the year and the new acquisitions, which take effect in the subsequent year, proved satisfactory.

### **Products and innovations**

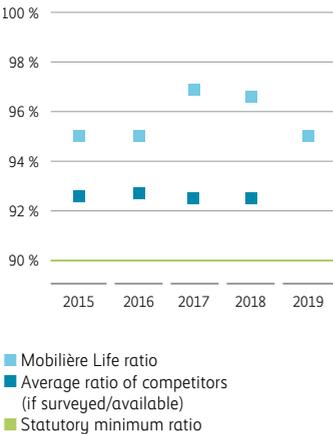
A new unit-linked product is to be launched in spring 2020. In connection with the new range of offers, la Mobilière is placing up to CHF 1 billion into the funds linked with savings insurance and invests them together with its customers' assets. Customers benefit from attractive investment options, through which they invest in the same investment classes as professional investors. La Mobilière, with its cooperative structure, assumes a part of the investment risk

for its clients. In pension fund reinsurance business, we are expanding our range of products for biometric risks with two partial coverage solutions. This gives us better access to the autonomous pension fund segment. One of the solutions includes a stop-loss product for autonomous clients who want to limit their overall risk, and the other a partial coverage module for disability insurance.

**Reasons for success**

Our insurance range for private individuals is characterised by innovative and readily understandable products for all age segments. La Mobilière benefits from an excellent reputation and is firmly established in the market thanks to its decentralised organisation. In the pension fund reinsurance business, we have for many years maintained a legal quote that is well above both the minimum rate prescribed by law for group insurance and the level of our competitors.

**Surplus participation in group insurance subject to legal quote**



**Surplus participation for customers**

The underwriting result incorporates the surplus participation for policyholders totalling CHF 37.0 million. In group insurance subject to legal quote, we passed on 95.0% of our earnings to the pension fund institutions in the form of pensions, lump-sum benefits, surplus participation and reserves.

**Benefits**

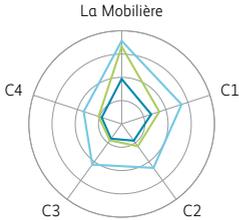
In the individual life segment, death benefits incurred were slightly below the level of 2018. By contrast, disability benefits incurred were significantly up on the previous year. In the occupational pensions segment, claims incurred for death were slightly higher than in 2018, while those incurred

for disability decreased to a large and gratifying extent. Overall, benefits incurred were significantly lower than in 2018.

# Brand, advertising and sponsorship

La Mobilière is Switzerland’s most personal insurance company and is perceived in the market as a trustworthy and likeable brand.

**Reputation compared to competitors**  
 GfK Business Reflector 2019  
 (C1 – C4: competitors)



- Rational appeal
- Sustainability
- Emotional appeal

In the insurance sector, at least 384 persons per company were surveyed.

The Mobilière brand enjoys the highest reputation in the world of Swiss insurance. According to the latest BrandAsset® Valuator study – one of the most comprehensive market studies in Switzerland – la Mobilière successfully maintained its position as by far the country’s best established brand in the insurance market in 2019. In terms of distinctiveness and brand recognition, la Mobilière actually gained ground in the year under review. The harmonisation of customer communication, the focus on its brand values and the popularity of its advertising style all contributed to anchoring la Mobilière in the awareness of its customers.

## Harmonisation of marketing communication

In early 2019, together with our consultants for creative projects, we developed a comprehensive communication strategy that reinforces the emphasis on our strengths. The same kind of outreach, promises and tonality is used throughout our marketing and advertising campaigns, our social commitments and events, and also in our focus on home ownership and renting on the one hand and SME on the other. The widely-spread surplus fund campaign was run in close connection with la Mobilière’s overall marketing campaign. The following statement was at the heart of all the associated marketing communication: Claim or no claim – our customers stand to receive CHF 160 million this year thanks to our company’s cooperative structure. This message was successfully conveyed. Unsupported, nearly all our policyholders (94 %) and half the non-customers surveyed (50 %) recognised la Mobilière as an insurance company that shares its profits with its customers (source: Intervista AG 2019).

### **Focus on home and SME**

La Mobilière is placing a strong focus on designing and developing the eco-systems “Renting, buying, living” and “Services for SME”. In connection with “home”, we placed the emphasis in autumn on the topic of moving house. In a national campaign labelled “cardboard furniture” we specifically addressed young people aged between 18 and 26 and had special kinds of removal boxes manufactured. After moving house had been accomplished, these boxes could be transformed into simple cardboard furniture, contributing to the initial and uncomplicated furnishing of a new home.

In the SME sector, we aim to contribute to the firms’ future business success. For this purpose, we offer them not only attractive insurance solutions, but also the possibility of using the business software created by our subsidiary *boxio AG* to simplify their administrative workload. Moreover, we have prolonged our partnership with Swiss Venture Club for another four years and are now also collaborating with the platform FORWARD (Forum de l’innovation pour les PME) from the French-speaking part of the country.

### **Sponsorship strategy**

The Mobilière brand experience is further enhanced by our multifaceted national and cross-regional sponsorships. The partnerships we choose are intended to bolster the good image enjoyed by our company. We remain committed to the popular sport of “Schwingen” (Swiss-style wrestling) and will, after 2019 in Zug, also be the main sponsor of the “Eidgenössisches Schwing- und Älplerfest” in Pratteln in 2022. In addition to this national event, we will, in cooperation with our general agencies, also function as main sponsor or co-sponsor of regional “Schwingen” meets. In autumn 2019, La Mobilière entered its eighth season as the main sponsor of four popular indoor sports – basketball, handball, floorball (“Unihockey”) and volleyball. Besides sports at elite level, we also support numerous local sports projects and events at youth and grassroot level. Our general agencies maintain a total of 250 regional partnerships with indoor sports clubs. La Mobilière has also extended its agreement with Zoo Zürich, by which the company remains the zoo’s main sponsor for a further three years.

# Capital base

**La Mobilière has a cooperative structure and a solid capital base for the further development of the Group on the strength of its own resources.**

Insurance companies require a solid financial foundation to absorb major fluctuations in claims incurred and unfavourable developments in the financial markets, and to pursue their corporate development irrespective of such events and circumstances.

As an alternative to classification by rating agencies, the amount and quality of a private insurance company's equity capital can be gauged from its solvency.

For solvency purposes, la Mobilière uses a consolidated group model approved by the Swiss Financial Market Supervisory Authority (FINMA), which takes Swiss Mobilière Holding Ltd. and all its directly or indirectly held participations into account. Minority participations and associated organisations are recorded in the consolidated Group Swiss Solvency Test (SST) as participation risk.

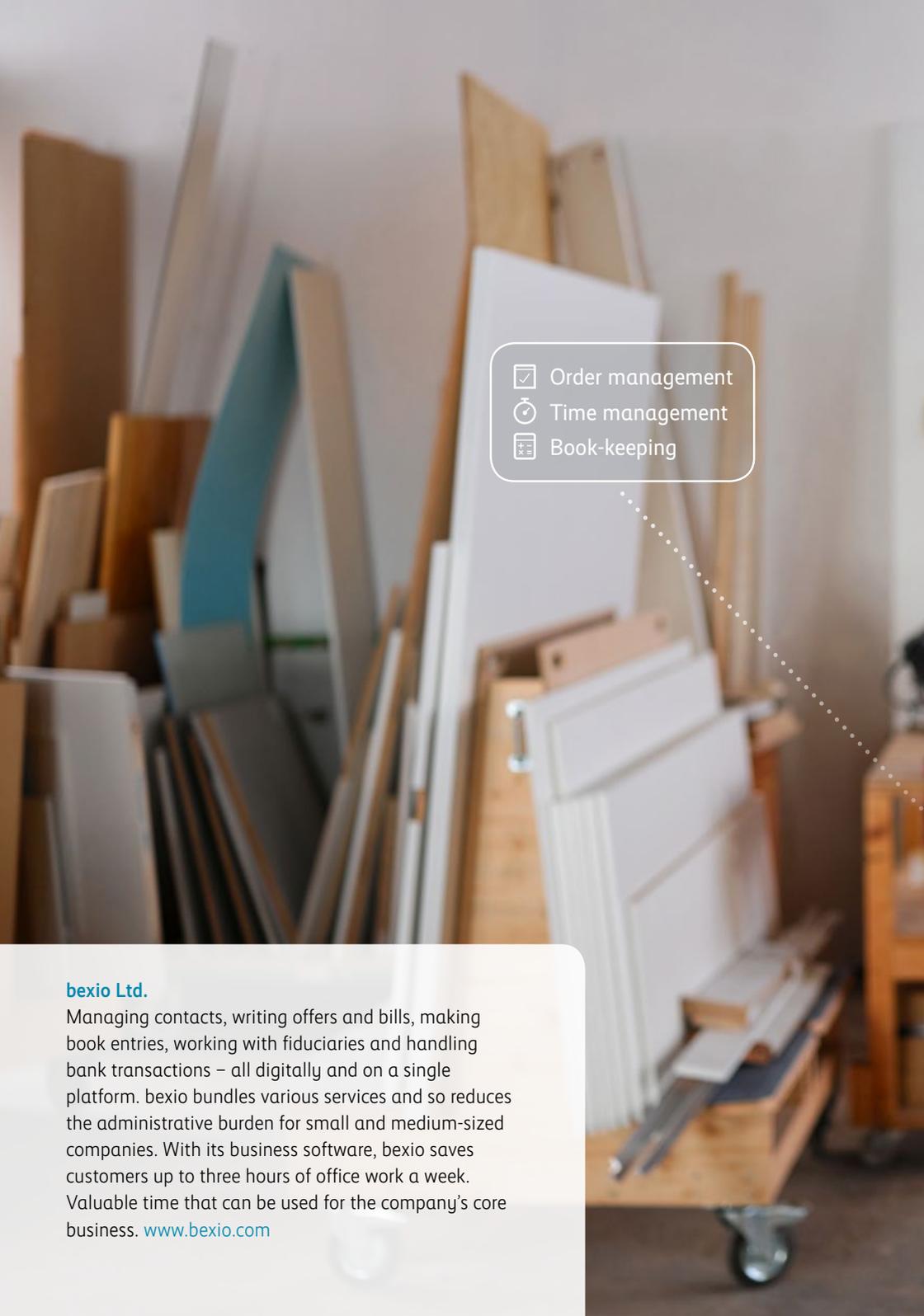
With an SST ratio of 542 % as at 1 January 2020, Mobilière Group has an extremely solid capital base. The solvency ratio indicates the percentage by which the applicable capital covers the requirements for private insurance companies specified by the Swiss Supervision Ordinance. The minimum requirement is 100 %.

# La Mobilière fosters connection.

Close relations make it easier to achieve targets. Society has worked according to this principle for centuries – and la Mobilière has done so for nearly 200 years. This principle of solidarity has obtained a new dimension through digitalisation, which is opening up previously unknown possibilities of connecting and networking.

As a company both rich in tradition and geared towards the future, la Mobilière aims not only to provide customers with insurance and pension products, but also to inspire them. To achieve this goal, we are creating digital market places and developing service and products together with our business partners in order to generate added value.

Several examples on the following pages will show what we have jointly accomplished so far.

- 
- ✓ Order management
  - 🕒 Time management
  - 📊 Book-keeping

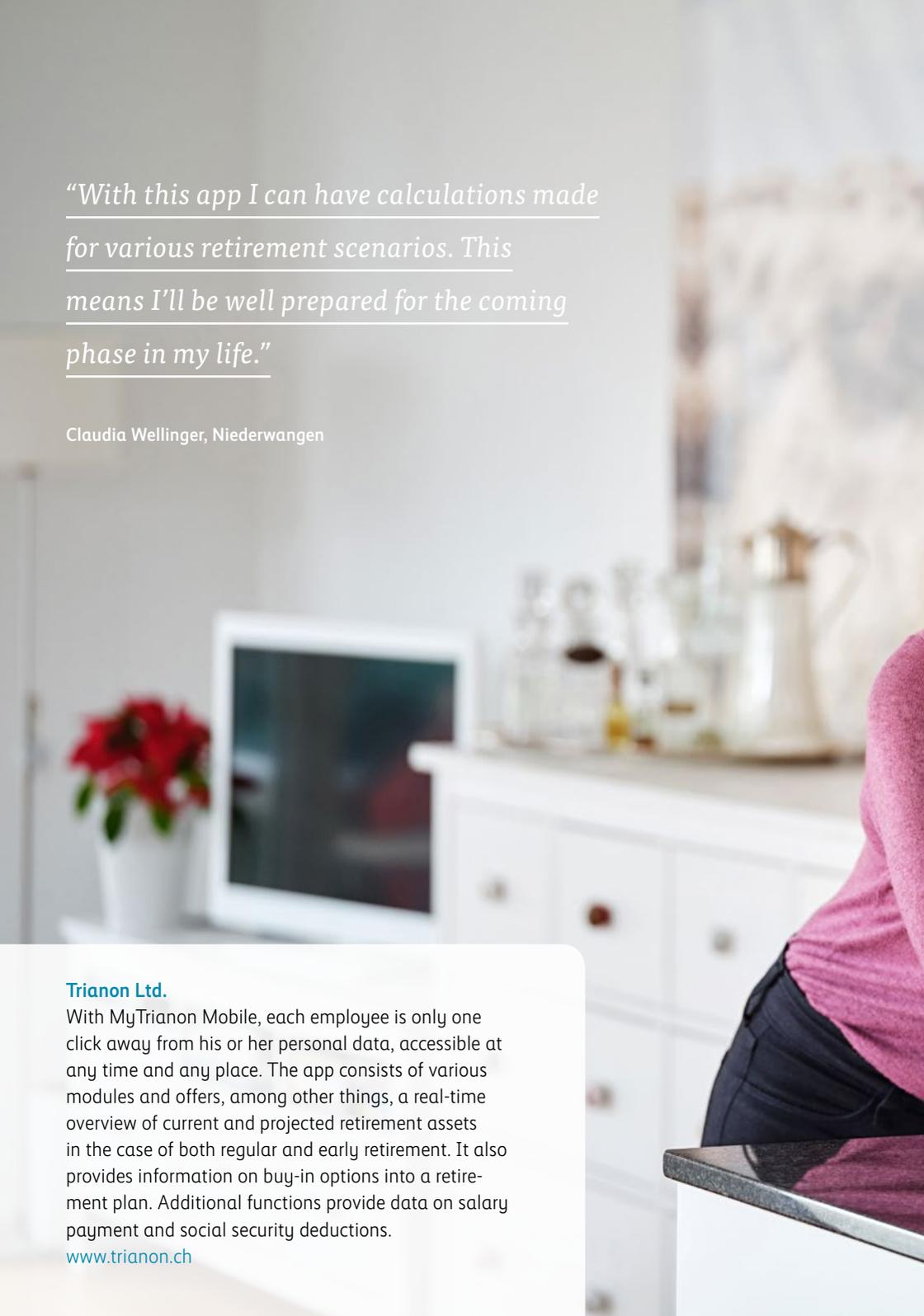
### **bexio Ltd.**

Managing contacts, writing offers and bills, making book entries, working with fiduciaries and handling bank transactions – all digitally and on a single platform. bexio bundles various services and so reduces the administrative burden for small and medium-sized companies. With its business software, bexio saves customers up to three hours of office work a week. Valuable time that can be used for the company's core business. [www.bexio.com](http://www.bexio.com)

*“Whether in the carpenter’s workshop, on the building site or in the office: with bexio we have our orders and administration under control at all times and places.”*

Mario Imlig, Owner and Director of Schreiner Service Plus GmbH, Wollerau





*“With this app I can have calculations made  
for various retirement scenarios. This  
means I’ll be well prepared for the coming  
phase in my life.”*

Claudia Wellinger, Niederwangen

**Trianon Ltd.**

With MyTrianon Mobile, each employee is only one click away from his or her personal data, accessible at any time and any place. The app consists of various modules and offers, among other things, a real-time overview of current and projected retirement assets in the case of both regular and early retirement. It also provides information on buy-in options into a retirement plan. Additional functions provide data on salary payment and social security deductions.

[www.trianon.ch](http://www.trianon.ch)



 Current retirement assets

 Simulation tool

 Personal counselling

*"It's uncomplicated and the success rate is high. With ImmoScout24 we quickly find suitable tenants and buyers for our properties."*

Matthias Wenger, Director of Jordi Liegenschaften Bern AG, Berne

#### **Scout24 Switzerland Ltd.**

ImmoScout24 helps direct available apartments, houses and commercial property to the right target group in a swift and uncomplicated manner. As one of the most frequently visited Swiss real estate platforms with close to 85,000 adverts each day, ImmoScout24 forms a bridge linking buyers and sellers as well as tenants and landlords. With its regional market know-how and a constantly rising number of visitors, the portal supports customers in their search for a suitable tenant or buyer. [www.scout24.ch](http://www.scout24.ch)



Online marketplace



Data driven advertising



Most widely known of its kind



Digital tenant selection

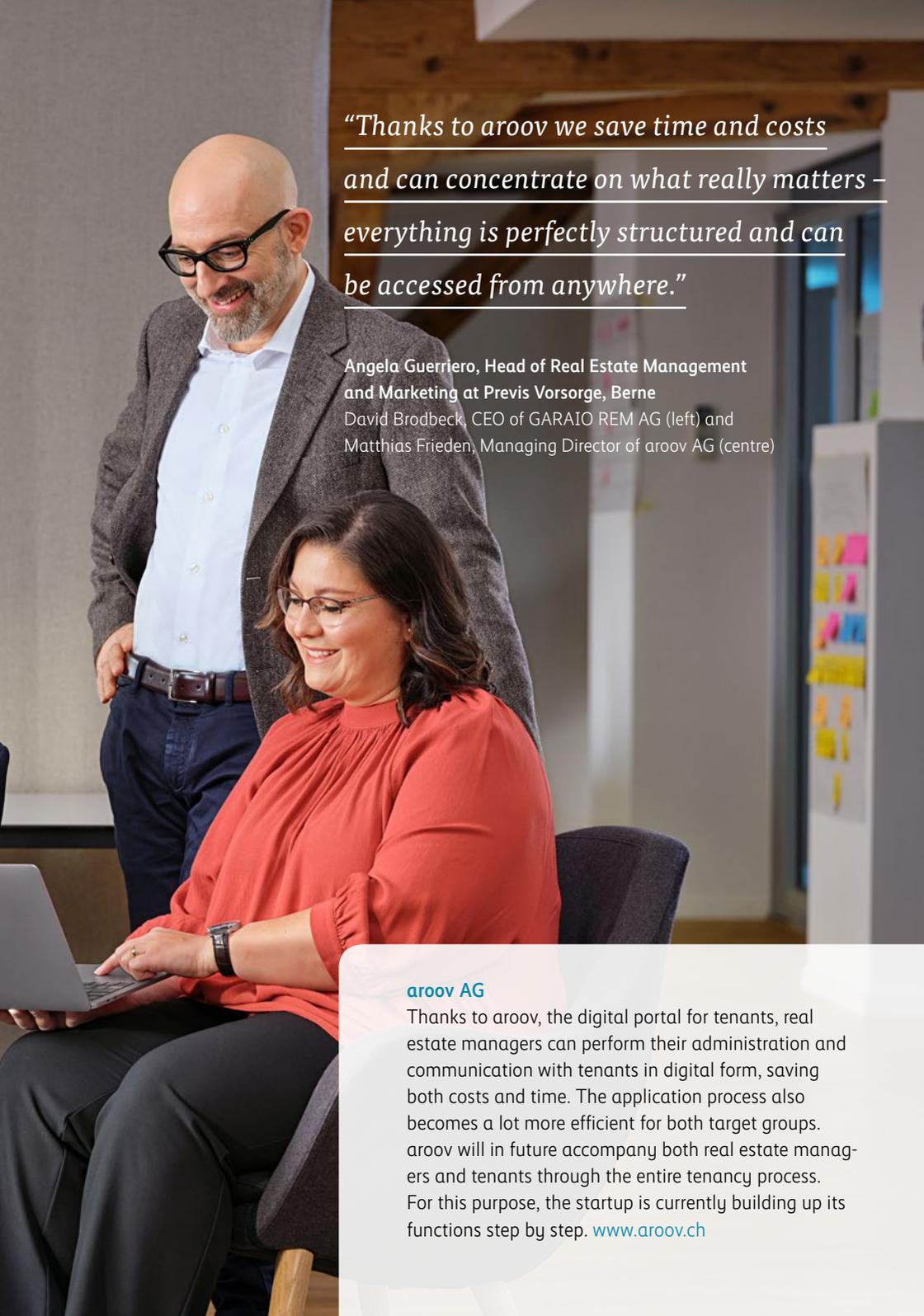


Automatic contract generation



Online claim settlement\*

\* under construction



*“Thanks to aroov we save time and costs  
and can concentrate on what really matters –  
everything is perfectly structured and can  
be accessed from anywhere.”*

Angela Guerriero, Head of Real Estate Management  
and Marketing at Previs Vorsorge, Berne

David Brodbeck, CEO of GARAIO REM AG (left) and  
Matthias Frieden, Managing Director of aroov AG (centre)

#### **aroov AG**

Thanks to aroov, the digital portal for tenants, real estate managers can perform their administration and communication with tenants in digital form, saving both costs and time. The application process also becomes a lot more efficient for both target groups. aroov will in future accompany both real estate managers and tenants through the entire tenancy process. For this purpose, the startup is currently building up its functions step by step. [www.aroov.ch](http://www.aroov.ch)



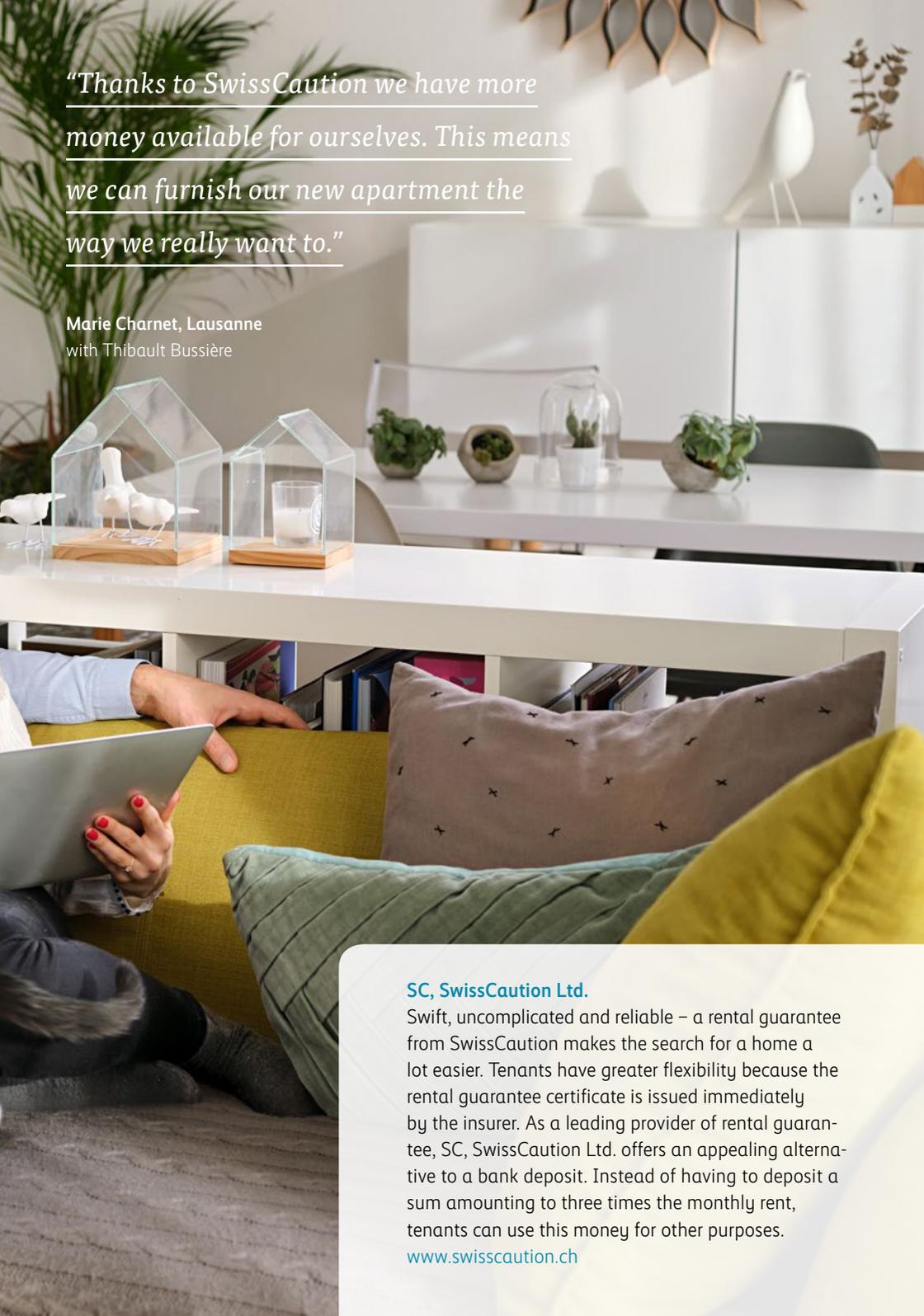
Financial freedom



Reliability and security



Flexibility



*“Thanks to SwissCaution we have more money available for ourselves. This means we can furnish our new apartment the way we really want to.”*

Marie Charnet, Lausanne  
with Thibault Bussi re

#### **SC, SwissCaution Ltd.**

Swift, uncomplicated and reliable – a rental guarantee from SwissCaution makes the search for a home a lot easier. Tenants have greater flexibility because the rental guarantee certificate is issued immediately by the insurer. As a leading provider of rental guarantee, SC, SwissCaution Ltd. offers an appealing alternative to a bank deposit. Instead of having to deposit a sum amounting to three times the monthly rent, tenants can use this money for other purposes.

[www.swisscaution.ch](http://www.swisscaution.ch)

# La Mobilière – committed to Switzerland

La Mobilière maintains a wide range of social commitments as a practical expression of its cooperative philosophy.



[mobiliar.ch/  
download](https://mobiliar.ch/download)

GRI-Index

Companies in our days are expected to earn their money in an ecologically and socially acceptable way and to contribute a part of their profit to the welfare of society in general. Good and customised products are nowadays available in practically every line of business. Added value is therefore required for customers to select a specific company. This gives ever more weight to corporate social responsibility and keeps a company's credibility in the spotlight. For la Mobilière with its cooperative structure, assuming social responsibility has been part and parcel of its operations ever since its foundation in 1826. Conviction, independence and financial strength are the pillars of our commitment.

When taking on our business and social responsibility, we focus on topics that are both highly relevant to the stakeholders concerned and with which we can make the largest possible positive impact. On this basis, we have defined four areas of engagement. One of them runs under the heading prevention and nature, in which we support the University of Bern in its climate research and participate in the financing of flood protection projects in Switzerland. In so doing, we play an active role in protecting lives and property. With our art and culture focus, we seek to foster fresh dialogue between the arts and society. In this context, we stage high-profile exhibitions and sponsor other cultural and social projects throughout the country. In the business and work field, we finance an idea workshop in the form of Mobiliar Forum Thun, aimed at boosting innovation at small and medium-sized enterprises. Together with our general agencies, we also support local projects that foster sustainability in the cultural, social and ecological domain. Finally, in its focus on living and community, la Mobilière supports research institutions at ETH Zurich and EPF Lausanne.



■ **Customers, insurance products and services**

- Insurance solutions with added value
- Damage prevention measures
- High service quality
- We are there when customers need us

■ **Employees and work environment**

- Modern employer
- High level of employee satisfaction
- Basic and advanced training, development
- Profit sharing
- Equal pay
- Inhouse health promotion
- Attractive pension fund benefits

■ **Responsible investment**

- Sustainable investment policy
- Real estate investments and ecologically responsible construction work

■ **Environmental management**

- Procurement management
- Social and ethical code
- Ecological awareness in insurance operations

■ **Prevention and nature**

- Protection against natural hazards
- Research into climate risks and natural hazards

■ **Art and culture**

- Art collection and exhibitions
- Prix Mobilière promotion award
- Anniversary Foundation and Award Fund

■ **Business and work**

- Mobiliar Forum Thun innovation campus
- Commitment at local level

■ **Living and community**

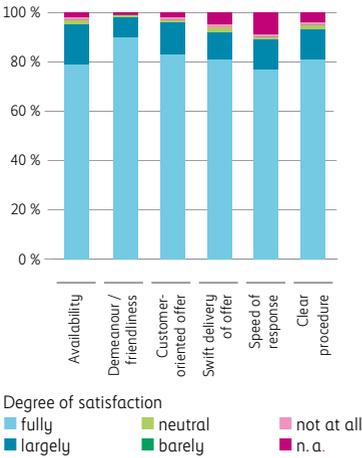
- Mobiliar Lab for Analytics at ETH Zurich
- La Chaire Mobilière at EPF Lausanne
- Atelier du Futur

# Customers, insurance products and services

The economical use of resources is swiftly gaining in importance in companies' core business.

## La Mobilière's sales service quality

Study by la Mobilière with 190,378 individual customers June 2017 to December 2019



Since its foundation in 1826, the core idea behind la Mobilière's cooperative model has been to reduce the economic, social and ecological consequences of loss or damage for our policyholders and the public in general as far as possible. This sense of responsibility guides us in our aim to act in a sustainable way for the benefit of our customers, our society and our natural environment. We have therefore laid down guidelines on a credible and transparent way of dealing with sustainability issues. These guidelines inform our ongoing monitoring and revision of products, processes, systems and services. In doing so, we not only aim to ensure a responsible use of resources within our company, but also raise our customers awareness of the issues concerned and give them incentives to act in an environment-friendly manner.

## We are there when customers need us

In the digital age too – in fact, in this age especially – personal contact with people remains something precious. This is why we continue to build on our physical presence at local and regional level and invest heavily in our tightly-knit network of 79 general agencies at around 160 locations. Nine out of ten claims are settled locally and claim-related repair work is, whenever possible, assigned to local tradespeople or specialists. This makes us an important business partner for numerous small and medium-sized enterprises all around Switzerland.

# Employees and work environment

**Agility, teamwork and cross-departmental collaboration are decisive factors for business success.**



[mobiliar.ch/  
karriere](https://mobiliar.ch/karriere)

La Mobilière is consciously turning itself into an agile organisation. Agile organisations are able to react more quickly and more flexibly to changes and to gear up to new challenges at any time. To achieve this, we need the appropriate conditions and, above all, committed employees with a view to the future. Key elements are the ongoing advancement of agility and digital capabilities and a modern performance and remuneration system. In order to make the most of opportunities offered by digital transformation, la Mobilière regularly adjusts collaboration within the company to new challenges in the digital work world. By putting suitable tools and technologies at their disposal, we actively support employees in their acquisition of the necessary skills. Our management offices in Berne, Nyon and Zurich have been thoroughly redesigned in connection with our work@mobiliar project. All three locations now have open plan offices, a visible sign of our commitment to greater agility.

## **Basic and advanced training and development**

Competent and knowledgeable employees are the key to success. The digital transformation requires of all our employees the ability to cope with permanent change. Ability to change and lifelong learning have become crucial success factors for employability. To keep our employees fit for both the present and the future, we therefore offer them a wide range of courses under the motto “à jour - now and tomorrow”, covering topics such as interdisciplinary work, on-the-job development and many others. Throughout Switzerland, la Mobilière has 341 apprentices in the fields of business, IT, mediamatics and services, and as candidates for certification as Young Insurance Professional VBV. University graduates are given the opportunity to do a Mobilière Bachelor internship or participate in a Masters development programme.

We have revised the programme for IT apprentices and now hire six new IT apprentices a year instead of two as in previous years. Together with the vocational training centre Bbc, we offer a basic apprenticeship year, which forms an integral part of the four-year IT apprenticeship. Our IT apprenticeship graduates are also offered a place in a development programme, which gives them permanent employment status at La Mobilière and the possibility to enrol in a study course financed by our company.

### **Modern employer**

By means of different work models such as home office, part-time employment, working while travelling, job sharing and the option to purchase holidays, we enable our staff to achieve a healthy work-life balance. La Mobilière is committed to equal pay and to workplace diversity. At present we have employees from 37 different nations on our books. The diversity of perspectives and manners of thinking impacted by differences in gender, culture of origin, age and experience abroad represents an enormous potential.

Based on our cooperative philosophy, we pursue a sustainable personnel and remuneration policy. La Mobilière maintains solidly financed pension funds offering generous benefits and flexible retirement models.

# Responsible investment

## La Mobilière's investment strategy aims at achieving sustainable returns and ensuring the company's future.

Our investment strategy has always been geared to long-term capital growth. As a cooperative, we take our responsibility in social, ecological and business matters very seriously. In doing so, we pursue two mutually complementary paths: we act conscientiously and we invest responsibly.

Acting conscientiously also includes exerting our influence on other companies if necessary. This includes using our voting rights at the general shareholder meetings of Swiss companies to underscore our principles of good and ethically correct governance. In 2018, we joined the Swiss association for responsible investments (SVVK/ASIR). Since 2019, we have been a committee member in this association and have been working together with renowned Swiss pension funds, AHV/AVS and Suva on the development of specific regulations for the implementation of Swiss norms and values in investment decisions. Responsible investment means giving an important role to what is known as the ESG (environment, social and governance) criteria. As a result, we include the associated positive and negative criteria in our investment process. Since 2019, we have also been cooperating with Inrate, a sustainability rating agency, which examines the ecological, social and organisational behaviour of companies.

La Mobilière is a founding member of Swiss Sustainable Finance (SSF) and is an active member of the Institutional Asset Owners working group. Finally, La Mobilière also has a seat in the Swiss Insurance Association's working group for responsible investment and is participating in the creation of an anonymised sustainability reporting system, which the Association is planning to publish for the first time this year, covering the 2019 business year.

# Environmental management

**In its procurement policy, la Mobilière takes social, ecological and ethical aspects as well as business considerations into account.**

La Mobilière's procurement guidelines aim to reduce any negative impact to an ecologically and socially bearable level. In 2019, the company's management offices in Berne, Nyon and Zurich effected procurements totalling CHF 232.1 million. The largest component was IT procurement amounting to CHF 161.9 million, followed by Marketing Services with CHF 45.9 million. Facility Management, which is responsible for managing and sustaining the company-owned premises and their infrastructure, reported procurement in the amount of CHF 24.3 million. For environmental reasons, la Mobilière uses low-energy hardware and, whenever possible, obtains its goods from local or regional suppliers. In the year under report, 91% of all service and printing assignments were allocated to companies in our home market. We conduct our social responsibility efforts in accordance with the social and ethical code introduced in 2017. The standards specified in this code are binding for all our suppliers and must be observed.

In connection with our environmental management, we foster awareness for the responsible and economical use of resources at all company levels. To keep our ecological footprint as small as possible, we are monitoring and optimising our processes on an ongoing basis. And in order to evaluate our optimisation measures, we check our material and energy flows annually and document the use of resources and the development of emissions. Our centrally located management offices can easily be reached by public transport, and we encourage our staff to make use of it for their commute to and from work and for business travel.

# Prevention and nature

## La Mobilière as a cooperative has been supporting Swiss research projects and natural hazard prevention measures for many years.



[mobiliar.ch/  
praevention](https://mobiliar.ch/praevention)

Since 2006, the company has co-funded 141 natural hazard prevention projects to the tune of over CHF 37 million. In 2019 we supported eleven new prevention projects, to which we allocated CHF 1.6 million. The new projects offer increased protection to around 4,000 people in nearly 1,600 house-holds, 1,100 buildings and roughly 500 companies.

The focus at Mobiliar Lab for natural hazards and the closely linked Mobilière-sponsored professorship for researching climate impact is on the research of extreme weather phenomena such as hail, strong precipitation and floods and their consequences. La Mobilière is also funding a hail measurement network that is currently being created by Mobiliar Lab for natural hazards at the University of Bern in cooperation with MeteoSchweiz and the company inNET. The first 25 sensors were put into operation in the Napf region in 2018. In 2019, a further 40 sensors followed in the hail hotspot Ticino and again in the area around Napf. Another 15 sensors should be in operation in the Jura region by spring 2020.

The research programme studying flood risk is examining the questions of what damage is likely to occur where and why. The two websites [ueberschwemmungsgedaechtnis.ch](https://ueberschwemmungsgedaechtnis.ch) and [schadenpotenzial.ch](https://schadenpotenzial.ch) give precise insight into what buildings, residential and non-residential, including schools and hospitals, are at risk from floods in every municipality and community in Switzerland. Knowing where the highest damage potential in the case of flood lies is one thing. Providing real-life protection is another. To do so, la Mobilière has evaluated the data of the [schadenpotenzial.ch](https://schadenpotenzial.ch) website and taken appropriate measures. We support five regions with a particularly high damage potential in their battle against flooding by providing a high-quality system consisting of a mobile container and modular dykes with a total length of 440 metres.

# Art and culture

## Art and culture are a source of inspiration for new approaches to shaping a sustainable future.



[mobilier.ch/kunst](https://mobilier.ch/kunst)

[mobilier.ch/  
jubilaemsstiftung](https://mobilier.ch/jubilaemsstiftung)

The innovative force of art is an important factor in any process that shapes the future. We are convinced that the sustainability debate requires creativity and out-of-the-box thinking and we therefore cooperate in a targeted fashion with arts and culture practitioners. Twice a year, la Mobilière organises high-profile art exhibitions that spotlight connections between art and sustainability as well as between art and society.

### **Prix Mobilière – our promotion award**

Prix Mobilière, the oldest arts promotion award sponsored by an insurance company in Switzerland, was bestowed for the 24th time in 2019. The award enjoys high repute in the arts scene. It currently comes with a prize sum of CHF 30,000. Prix Mobilière goes to young artists whose work touches on socially relevant topics and thereby contributes to our understanding of the present-day world we live in.

### **Anniversary Foundation**

La Mobilière's Anniversary Foundation has been supporting ventures and projects in the fields of science, art and culture in Switzerland since 1976. In 2019, the foundation's board of trustees selected 51 out of 419 submitted projects and backed them with a total amount of CHF 644,000.

### **Award Fund**

With its Award Fund, la Mobilière has provided support for social, cultural, charitable, economic and educational projects throughout Switzerland since the early 1970s. In 2019, the Fund's assets were raised from CHF 1.5 million to CHF 2.0 million.

# Company and work

As part of its social commitment, la Mobilière has been helping to boost innovation at small and medium-sized enterprises for many years.



[mobiliar.ch/mft](https://mobiliar.ch/mft)  
[mobiliar.ch/  
praxisbeispiele](https://mobiliar.ch/praxisbeispiele)

Innovation is one of the drivers of the Swiss economy and is vital for retaining jobs and creating new ones. We therefore foster innovation with our Mobiliar Forum Thun, a unique innovation platform for SME and NGOs.

Launched in 2014, Mobiliar Forum Thun has evolved into an integral part of the company's social commitment. Since then, we have overseen 140 workshops with more than 2,000 participants there. The two-and-a-half days at such a workshop not only generate new ideas, innovative services, business models and product prototypes, but also lead to a new and beneficial innovation and cooperation culture within the participating organisations. In order to foster innovation more strongly in the French-speaking part of Switzerland, we will, from 2020, offer additional workshops at "Plateforme 10", located in a future-oriented urban planning zone in Lausanne.

## **Commitment at local level**

Our decentralised corporate structure enables our general agencies to engage directly in social projects in their respective regions. In this way, we support sustainable cultural, social and ecological projects throughout the country in an unbureaucratic and locally based manner. Since 2015, la Mobilière's general agencies have been endowed with a fund they can use to back projects in their area of operation. The fund, to which CHF 500,000 are allocated each year, has since been used to support 85 projects in all parts of Switzerland to the tune of around CHF 2.4 million.

# Living and community

In collaboration with ETH Zurich and EPF Lausanne, la Mobilière explores topics such as urban planning for the future and the use of artificial intelligence.



[mobilierlab.ethz.ch](http://mobilierlab.ethz.ch)  
[herus.epfl.ch](http://herus.epfl.ch)

ETH Zurich and EPF Lausanne, supported by la Mobilière, conduct research into questions that are relevant for our future – the design of urban spaces, interaction between humans and machines, and the way in which new technologies can improve this interaction.

## **Mobilier Lab for Analytics – responsible digital interaction**

The Lab's research is focused on improving digital interaction. Together with our Mobi24 Call Service Center, researchers test the effectiveness of various interventions using an assistance servicebot. The results help us understand the positive and negative influences that impact on human-machine interaction. A further research project entitled Digital Stress Intervention is dedicated to the topic of stress reduction.

## **La Chaire Mobilière – research in urban ecology**

The ecological, social and economic issues connected to increasing urbanisation make for complex challenges and also impact the future of the insurance industry. The Human-Environment Relations in Urban Systems (HERUS) team connected to the professorship we support at EPFL explores ways in which urban spaces can be designed in a sustainable way.

## **Atelier du Futur – summer camp of a different kind**

The summer camp "Atelier du Futur" inspires adolescents to take their future into their own hands. In a playful way, they discover a variety of possibilities of how to play a part in shaping the future. Participation in the one-week camp is free of charge and is open to all youngsters living in Switzerland and aged between 13 and 15.



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