

2019 Integrated Report

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As a mutual insurance Group, Covéa plays a major role in the insurance industry in France, driving it forwards, actively boosting the French economy and anticipating changes in the lifestyles, expectations and needs of its policyholders.

Built around three leading brands, MAAF, MMA and GMF, Covéa provides nearly one in four French households with attentive, effective and local cover, while also operating internationally through its various subsidiaries and equity interests.

Every day, the Covéa Group helps its customers achieve their goals, anticipate risks and cope with life's contingencies. Twenty years ago, Covéa made a bold and fundamental commitment to mutual insurance and adopted an organisational structure. As a result, the Group can more effectively meet the needs of the 11.5 million members and customers who place their trust in Covéa, the 21,000 employees in France who have enabled it to prosper, and the many partners and stakeholders in society with which it cooperates.

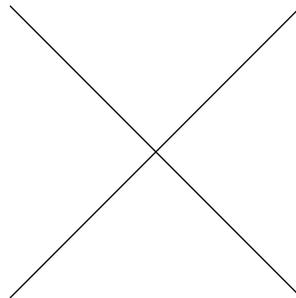
To address the needs of a changing world, Covéa has mobilised all of its resources in its Cové@venir strategic plan, which aims to create more value for all its stakeholders. To further increase the effectiveness of its corporate social responsibility action and communication, Covéa is also deploying a new Corporate Social Responsibility policy.





“The Group must stay focused on policyholders’ needs and transform in order to deepen their loyalty.”

— THIERRY DEREZ,
CHAIRMAN AND CHIEF EXECUTIVE OFFICER



**— INTERVIEW WITH THIERRY DEREZ,
CHAIRMAN AND
CHIEF EXECUTIVE OFFICER**

What lessons have you drawn from 2019, one year after the launch of the Cové@venir 2021, the Group’s strategic plan?

— We have built Cové@venir around a clear objective: being even more focused on the Group’s members and customers. In a highly competitive market where consumer behaviours are constantly shifting, Covéa must remain firmly attentive to policyholders’ concerns and transform itself to deepen their loyalty. In order to improve the insurance experience, the Group has put in place digital tools and solutions allowing members and customers to access its services at any time. This multi-channel approach strengthens Covéa’s mutual roots, which involves close, committed relationships with all the Group’s members and customers, in every circumstance. Major digital transformation projects have been launched to simplify the Group’s processes and strengthen cooperation among its teams.

Is the Group on track to meet its goals under the plan?

— The results speak for themselves and the Group is well on its way to deliver on its objectives. In Property and Casualty, Covéa recorded a rise in loyalty among the Group’s members. The Group continues to see growth in Commercial Lines, with more than 28,000 new professional and small business customers in 2019 via the MAAF and MMA networks. And for corporate customers, MMA outperformed its sector, with a 6.5% increase. In Health and Protection, both strategic markets targeted by Covéa, the Group also achieved strong growth for its three brands, highlighted by the net increase of 70,000 policies in Non-life Protection. These figures are very positive, which is satisfying and motivating for the teams. As regards weather loss events, they were more or less equivalent in number to those of 2018, but the average costs were higher. There was more flooding in 2019 and the earthquake in the Ardèche department of south-central France caused serious damage. The end of the year was a particularly intense period for inclement weather. The Group remained at the ready for its policyholders, supporting them through difficult times.

What is your take on where the market is heading?

— Significant changes are afoot, affecting all insurance markets. The subject matter of insurance is being transformed by new technologies, especially in motor lines, with the gradual arrival of self-driving vehicles, and home insurance, with the widening use of home automation systems.

The nature of risks is also evolving, with a rise in high-intensity risks and natural disasters, but also cyber risks and, as has become very clear lately, public health risks, such as those posed by the Covid-19 pandemic around the world today. The main consequence of these upheavals is that the boundaries between the various business lines of insurers and reinsurers have become more porous. Individuals and Companies are expressing a need for greater protection in the face of these uncertainties.

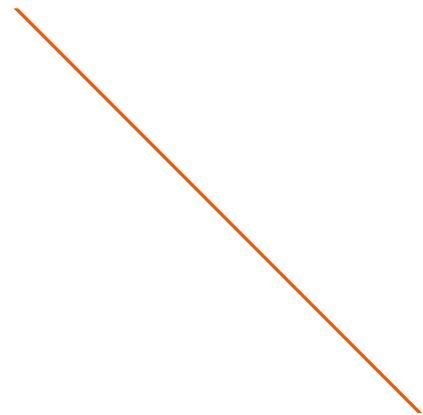
What steps are you taking to meet these new demands? What conditions must be met to ensure that Covéa can remain a leading committed mutual insurer?

— Covéa’s expertise in all primary insurance activities is a key facet. The Group is able to leverage the strength of its model built on mutual values and its capacity for transformation, together with the power of its brands. As the Group’s initial response to the Covid-19 crisis has shown, Covéa is fully equipped to respond and is able to adapt very rapidly to continue carrying out its missions as an insurer, while guaranteeing the safety of its employees. The Group will certainly continue along the path laid out, which involves stepping up digitisation while maintaining the close relationships forged with its policyholders, in order to provide services as close as possible to their needs and expectations.

What is the outlook for the coming year?

— The early part of this year, marked by the Covid-19 public health crisis, has tested us all. It has upended our everyday lives, but also the global economy, with considerable social repercussions. The Group has begun rethinking its models to offer even better protection for its policyholders — Individuals, Professionals, small and large Businesses — as well as its teams. Covéa also takes pride in remaining true to its mutual values and fully shoulders its responsibility to address the needs of a society whose fragilities have been exposed by the crisis. In addition, 2020 will be a pivotal year for Covéa. The Group’s investments and the roll-out of new processes will deliver results and foster sustained growth. Alongside the continuing implementation of the Cové@venir strategic plan, the aim is to become an even more committed mutual insurance group, with the introduction of a new CSR policy built around two moral imperatives: a more inclusive society and respect for the environment.

**AN EQUATION
KEY TRENDS
AND...**



**...GLIMPSES
OF THE FUTURE
FOR INSURANCE**



The current environment is characterised by limited growth, low interest rates and a tense social climate. The world of work is changing and taking more varied forms.



A photograph of a man with a dark beard and long hair, wearing a dark blue long-sleeved shirt and jeans, holding a baby in his arms. The man is looking towards the camera with a slight smile. The baby is wearing a white sleeveless top and has a yellow pacifier in its mouth. They are standing in a doorway with white trim. In the background, a blue denim jacket hangs on a white branch-shaped rack on a grey wall. A white striped cloth is draped over a chair on the left side of the frame.

Bruno, a plumber in Lyon, has chosen a personal protection policy, which covers himself and his family in the event of a loss of income, accident or death.

Life expectancy is increasing, the working age population has decreased slightly and household structures are evolving. New forms of solidarity across generations are emerging.

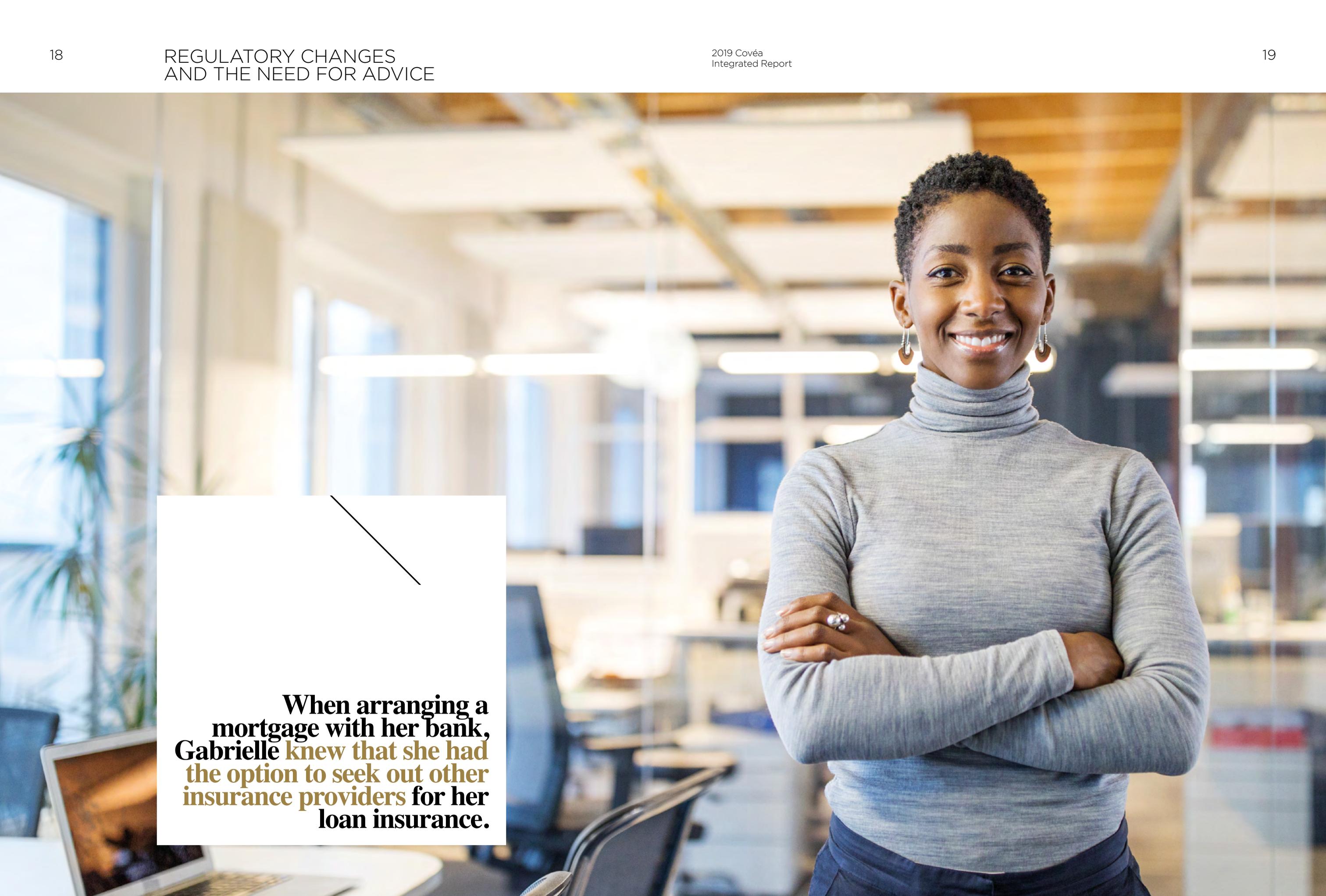




Pauline, a pensioner, is renting out a room in her home to Zoé, a law student. By easily amending her home insurance policy online, Pauline can start this new sharing experience with Zoé right away, with peace of mind.

New regulations are aimed at raising the level of protection for consumers, especially in areas such as obtaining advice, making choices and safeguarding privacy, to meet the growing need for transparency and security.



A smiling woman with short dark hair, wearing a grey turtleneck sweater and dark pants, stands with her arms crossed in a modern office environment. The background shows blurred office desks, chairs, and large windows with natural light.

When arranging a mortgage with her bank, Gabrielle knew that she had the option to seek out other insurance providers for her loan insurance.

77% of people surveyed in France⁽¹⁾ said that access was more important to them than ownership. The sharing economy is now part of our daily lives.

⁽¹⁾ Survey conducted by *l'observatoire société et consommation* (ObSoCo) in 2018.





**Lyne will soon be moving
into her new flat.
She plans to rent a van for
the move on a peer-to-peer
vehicle sharing platform.**



Raising environmental awareness is a key issue today. Social expectations are being redefined. Behaviours of citizens and consumers are changing. Employees seek meaning in their work.



Théo has taken out a socially responsible life insurance policy. By investing his savings in “green” funds, he is helping to finance renewable energy projects.

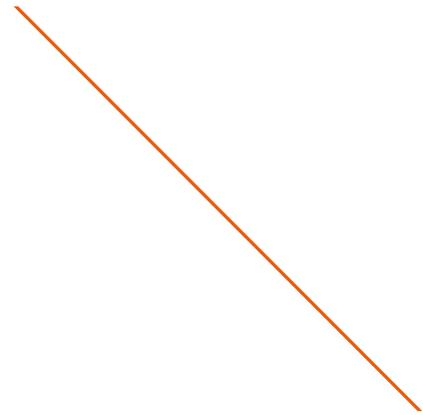


5G will allow users to browse and download at speeds as much as 10 times faster than 4G.
New technologies, such as artificial intelligence, are enabling advances in science, medicine and other areas.



A heavy storm has just damaged Djamila's home and she needs urgent assistance. Thanks to the chatbot, her request was handled quickly. Very soon afterwards, she was contacted by a service representative attentive to her needs.

**A MISSION
SUPPORTING AND
PROTECTING THE
GROUP'S MEMBERS
AND CUSTOMERS...**



**...WHILE CONTRIBUTING
TO SOCIAL AND
ENVIRONMENTAL
PROGRESS**



Trends as opportunities for the Group

— Current developments in society are altering the perception of security, and therefore of insurance, among individuals, professionals and companies.

Covéa keeps a close eye on market opportunities, as they emerge and are confirmed, in line with these societal changes. The Group places a priority on those able to best serve the needs of its members, while offering Covéa the best growth perspectives to create value that can be shared by all.

✕ Securing the economic and financial situation of members and customers

Protecting the families of policyholders and their financial security

— The Group's mission is to protect what matters most of all for its customers and members. Beyond property insurance, Covéa thus reaffirms its intention to develop its business in group and individual Health and Protection lines, as well as its ambition to offer personalised services to its policyholders (video consultations with doctors, second medical opinions, nutrition coaching, etc.).

Developing savings and retirement

— People between the ages of 40 and 60 are concerned about maintaining their

standard of living in retirement. In France, the Pacte law has put in place a favourable framework for building up complementary retirement savings. Covéa has therefore added a new retirement savings plan (PER) product to its range to meet the needs of its policyholders and help them realise their long-term plans.

Promoting cyber security

— Digital progress is offering new opportunities, but also involves new risks. Covéa thus aims to support the expansion plans of companies while protecting their business operations by providing coverage for the consequences of data theft, phishing attacks, computer system failure or other incidents, and by offering cyber risk prevention services (risk audit and assessment). The Group's brands are therefore developing products that include financial assistance for this type of damage incurred by companies.

✕ Being present at difficult times

Helping everyone exercise their rights

— From problems with neighbours to labour, consumer or car accident disputes, there are many possibilities for disagreements and conflicts. The legal experts from Covéa Protection Juridique work as genuine problem solvers, from providing legal information to bearing legal costs. They do everything possible to find the best amicable solution for their customers.

Supporting the Group's customers even more effectively

— Covéa sees new technologies as a means to offer greater efficiency and personalisation in its solutions provided to customers, particularly in terms of service or insurance offerings. The Group is therefore moving forward with the digitisation of its tools while maintaining a clear stance in this regard; the aim is to provide customers with the best of what digital technology has to offer while giving them the option to continue their interaction with an agency associate at any time, whatever the product or service.

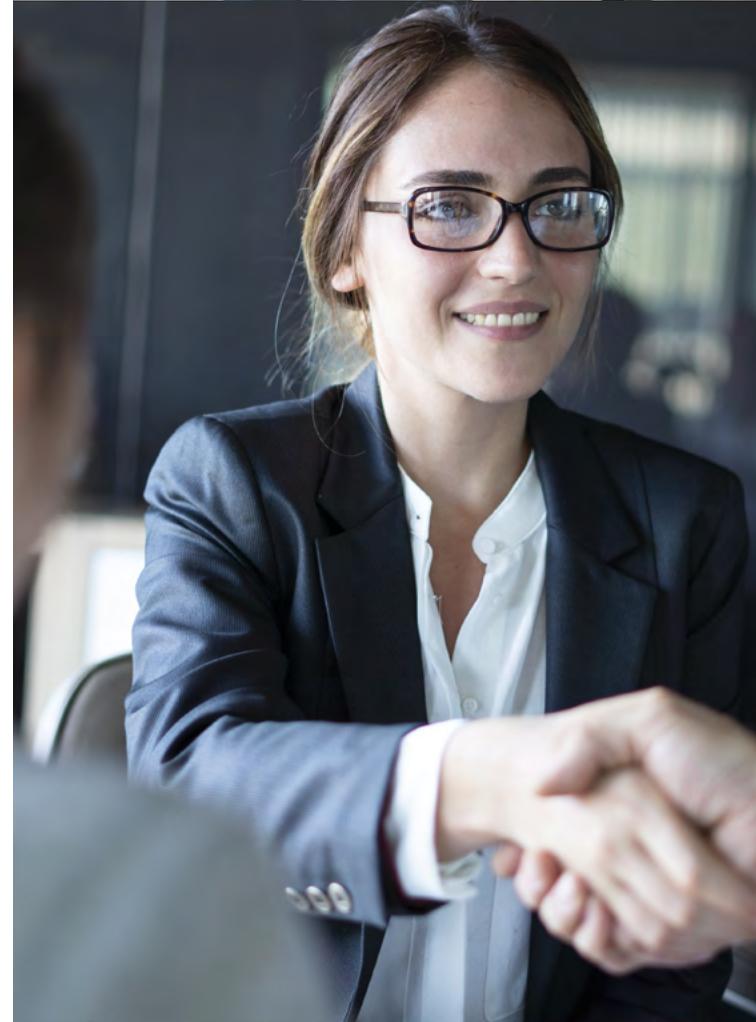
✕ Paving the way for new aspirations

Protecting new practices in the collaborative economy

— Today's consumer practices are built on sharing, as seen in the rise of platforms for the exchange or temporary rental of homes, vehicles, equipment or services. To facilitate these exchanges under the best possible conditions, everyone must be insured. Policies issued under Covéa's brands are therefore continually adding new services and forms of coverage to help policyholders make the most of the collaborative economy.

Encouraging civic engagement actions

— Increasing environmental awareness is changing our day-to-day lives. Covéa aims to support those choosing new ways of getting around or generating energy. The Group is therefore adapting its insurance products to take account of all forms of mobility and is continuing its support for residential energy renovation projects and the wider use of energy from renewable sources.



The business model of a committed mutual insurance group

Covéa offers insurance products under three brands – MAAF, MMA and GMF – for individuals, professionals and companies.

GROUP RESOURCES

A solid financial foundation

- €17.4 billion in earned premiums
- €111 billion in assets under management
- €16 billion in equity
- 406% solvency ratio

An engaged workforce

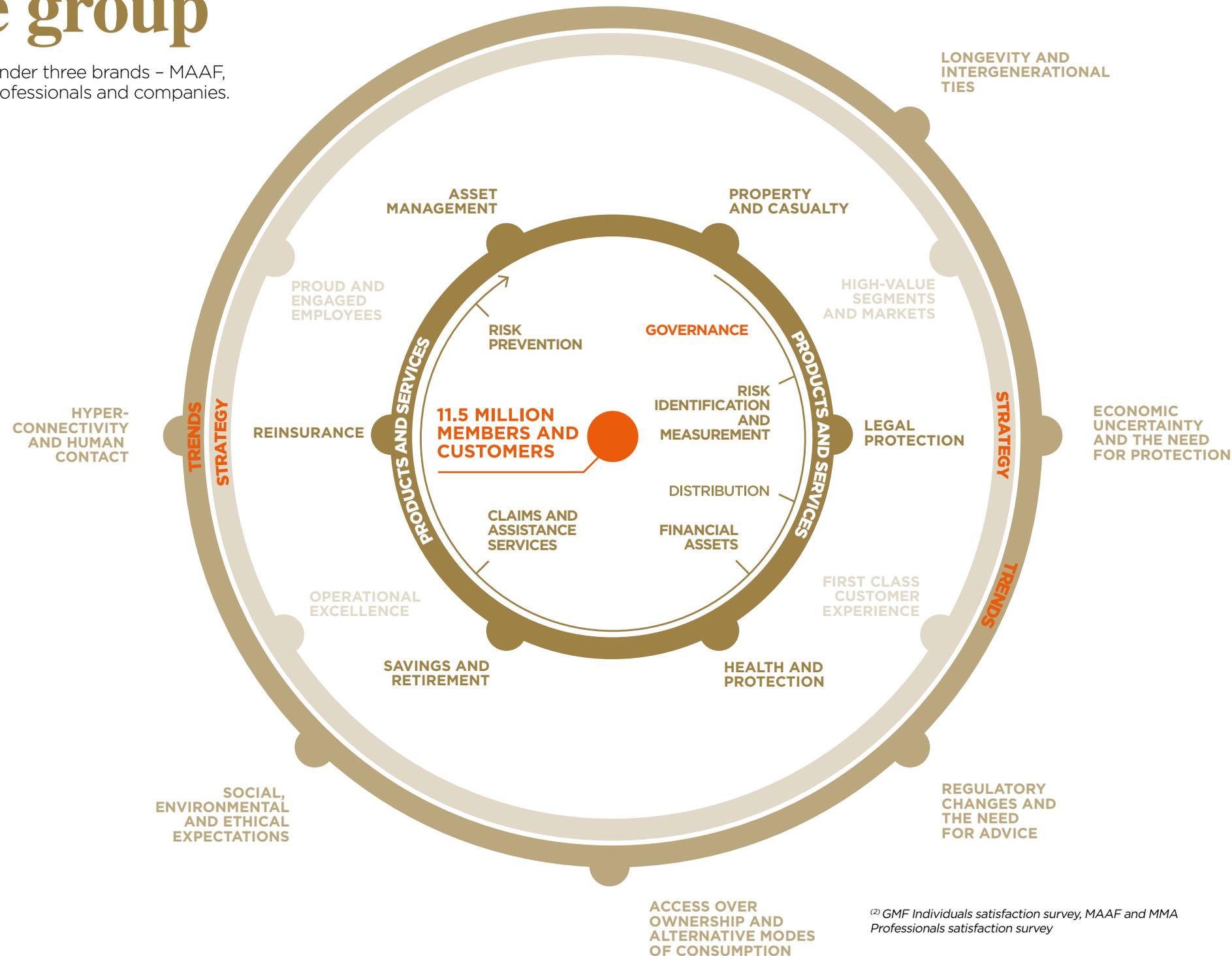
- 21,000 Covéa employees⁽¹⁾
- 53.3% of managerial staff are women

Multiple areas of expertise

- Track record in mutual insurance spanning 200 years
- Three complementary brands (MAAF, MMA, GMF)
- Nine specialist structures, protection insurers and affiliated mutuals
- Partners, suppliers, foundations
- Actuarial models and databases

Presence throughout France

- 2,495 MAAF, MMA and GMF points of sale
- Distribution networks: employees, tied agents and brokers



SHARED VALUE

€858 million in net income

Employees

68.5% employees received training

Members and customers

- 10.7 million vehicles insured
- 8.1 million homes insured
- 3 million group and individual health beneficiaries
- 4.5 million claims handled, including 1.2 million assistance claims
- Customer satisfaction rate for MAAF, MMA and GMF > 8/10⁽²⁾

Company

- 58 businesses consulted as part of a focus on shareholder dialogue (ESG)
- 202 participants in community outreach days

Contribution to regional development

- MMA employs 3.5% of the active population in the Chartres labour market and 4.3% of the active population in the Le Mans labour market
- MAAF employs 5.5% of the active population in the Niort labour market

Environment

- Greenhouse gas emissions related to energy consumption
 - Operating property: 15.02 kg CO₂eq/m² (down 1.8% compared with 2018)
 - Investment property: 10.14 kg CO₂eq/m² (down 3.4% compared with 2018)

⁽¹⁾ Single employment status scope

⁽²⁾ GMF Individuals satisfaction survey, MAAF and MMA Professionals satisfaction survey

Moving forward with confidence alongside the Group's stakeholders

— With mutual values built into its very structure and a proven track record in insurance, Covéa continually tailors its actions in line with the major changes in society, always attuned to everyday realities on the ground.

In these efforts, the Group relies on its strong local and regional roots as well as constructive and ongoing dialogue with all its stakeholders, firmly convinced that it is only by working together that we will be able to build the future of insurance. In application of Covéa's social impact policy, more than 40 internal and external stakeholders were consulted in 2019. The feedback gathered has been used by the Group to undertake new, concrete commitments to transform Covéa's business and raise the Group's profile as an employer.

× Members and customers

Covéa shares its knowledge of risk to offer its members and customers the best possible insurance experience.

— Remaining attentive to the needs of its members and customers, the Group ensures that the products and services it provides continue to meet their expectations. In 2019, considerable efforts were focused on improving the Group's digital appeal to simplify processes for its policyholders.

Risk prevention is a central concern. All three brands work to raise awareness among their customers through a variety of actions and initiatives, including partnerships. For example, the Group's brands have launched several road safety campaigns, including GMF's *Trace ta route avec Max*, MAAF's *Vigicarotte* and MMA's *Coach Danièle*.

During major weather events in 2019, Covéa's teams spared no effort to help cus-

tomers. In south-eastern France, following the floods in the Var department on 1 December, the Group set up mobile agencies in the field to be as close as possible to customers having suffered losses and help them with their applications for assistance.

Covéa pursues collaborative opportunities to expand its range of solutions and offer various services to simplify daily life for its policyholders.

— In early 2019, a partnership was agreed with the online legal services provider Rocket Lawyer to round out the Group's offerings in this area, an industry first in France and in Europe. Among other benefits, this legal tech partnership gives the Group's policyholders easy access to helpful information via the platform's library of legal guides.

On several occasions, Covéa has enlisted the services of painless dent removal specialists to repair hail-damaged vehicles. This approach is less costly and faster to execute than traditional body shop techniques, restoring the appearance of vehicles



and getting policyholders back on the road quickly. Along with the technical insurance expertise consultancy Saretec and the security experts at Verisure, Covéa has also created the *Observatoire de la Sécurité des Foyers*, a think tank and resource centre focusing on risks in the home.



× General interest partnerships

Covéa takes a long-term perspective in pursuing its corporate philanthropy initiatives to address issues in society.

— To better understand the world in which we live and help the Group's members as they face tomorrow's social challenges, Covéa sponsors a number of research teams. To further support autonomy for people with disabilities, the Group has renewed its partnership with the biomedical research centre Clinatex, in particular for its exoskeleton project, and with the BiomécAM teaching and research chair. In 2019, to assess the economic implications of France's ageing population, the Group began research work in association with the *Transitions Démographiques*, *Transitions Économiques* (TDTE) chair and is lending support to France Tutelle, a non-profit organisation formed to provide assistance

to family caregivers and guardians, in its efforts to raise awareness among the general public of the issues faced as family members become more vulnerable with age.

Covéa contributes to the social and economic development of local communities.

— The Group has continued its partnership with the non-profit *Nos Quartiers ont des Talents* to help young graduates from underprivileged backgrounds find jobs. Through the MMA Future Entrepreneurs Foundation, the Group is a partner of the first Innovation Tour of French industrial regions, a programme of workshops, debates and other events in 40 towns and cities throughout France to raise the profile of innovative companies and their projects. As part of its policy to actively participate in the environmental transition, the Group has continued its philanthropic support for the network of national parks in France. Lastly, through its involvement in two start-up accelerators, Niort Tech and Le Mans Tech, the Group is supporting insurtech and other projects leading to the development of new technologies.



× Employees and teams

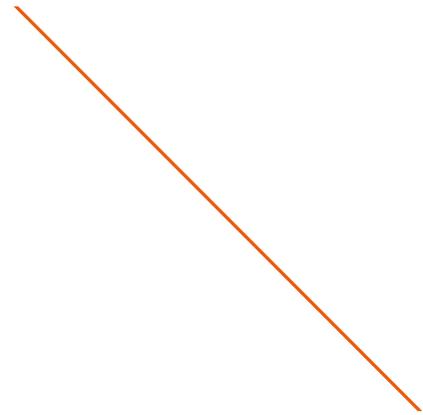
Covéa fosters engagement among its employees and aims to help them reach their full potential, by offering a supportive and cooperative work environment.

— The Group assists all staff in developing their skills and their employability, over their entire careers. Covéa promotes diversity and focuses efforts on career advancement for its female employees, in particular through the Cov&elles network, which works to change attitudes and ensure equal opportunities while helping women move into leadership positions within the Group. *Via* its Group-wide disability agreement, Covéa supports the recruitment of people with disabilities and raises awareness of the related issues among all staff.

To introduce the Group's business activities to potential new recruits, Covéa has set up a platform for exchanges between employee ambassadors and job applicants. As part of its efforts to attract young talent, the Group has also launched its first after-work get-togethers for customer service recruits. In 2019, at its site in Niort, Covéa introduced a new, flexible workspace design, entirely open and dispensing with individual desks and offices, thus creating a more modular work environment encouraging exchanges and creativity.



**A STRATEGY
INNOVATION AND
COOPERATION...**



**...TO CREATE
MORE VALUE
TO SHARE**



Targeting high-value segments and markets

— To maintain its leadership position, Covéa continues to target profitable growth in its long-standing markets, while expanding its foothold in high-value markets and segments. It aims to outperform the market and achieve annual growth of at least 2% between now and 2021.

✕ Combining growth and profitability

— In the Group's long-standing markets — motor and comprehensive home insurance — **Covéa plans to grow by drawing on the technical fundamentals of its business** to improve its profitability while maintaining its competitive rates. With a constant focus on meeting and exceeding the expectations of its customers, the Group is designing solutions tailored to the new collaborative consumption practices inspired by the sharing economy. **Among corporate customers in France**, where the Group has a 13% market share, **Covéa continues to see growth**, but must keep a close eye on maintaining its technical balance.

✕ Targeting high-value markets

— The Group also aims to make further inroads in the Protection market, in order to help its members and their families better cope with the consequences of an accident, illness or death. The same proactive approach is applied by the Group's legal protection teams, who assist disputing parties in reaching settlements. Lastly, the Cové@venir 2021 strategic plan includes the goal of increasing the Group's market share in health insurance, a key area of concern for policyholders. **In 2019, the Group recorded an impressive revenue gain of 12%** in affinity insurance. As France's leading provider of mechanical breakdown insurance and loan protection insurance in Motor Lines, Covéa continues to provide tailor-made solutions for its partners in France and elsewhere in Europe. At the same time, the Group has begun to diversify into Non-motor Lines, by offering solutions for telecommunications equipment, mobile devices and home appliances, while considering new lines of business such as travel and ticketing. These may be essential growth drivers in the years to come.

✕ Attracting customers in high-potential segments

— The proportion of the French population aged 50 and over is growing. To assist them and meet their expectations in terms of coverage, advice and risk prevention, **Covéa is developing specific products and services.** **Professionals and small Business owners** are another promising segment. They are **expanding and recruiting**, which leads them to review their insurance policies often. To support them as they grow and continue to meet their needs, the Group is adapting some of its products and is offering them specific services.



2%

Target for Covéa's annual growth to be met by 2021

WINNING TRIFECTA

Protection, Legal Protection and individual Health insurance - three high-potential markets in which Covéa aims to grow its market shares by 2021



PREPARING TO AGE WELL

“Ageing well is an issue for all baby boomers who will be retiring in the years to come. The Group is keen to attract and retain these customers by offering services and advice to suit their plans, but also by developing new solutions to ensure they can remain in their homes, drawing on innovations based on the internet of things (IoT), for example.”

Laurent Pigelet,
Marketing Director, Covéa



€250 Mn

Amount invested by the Group over three years in its ÉCLA programme focused on transforming the customer experience



ADVICE AND PROXIMITY

“The automated processing of standard requests from customers allows the Group to focus on its key functions: expertise and advice. By making the most of digital technologies, teams are able to concentrate on tasks that create value, such as taking the time to explain to customers the various types of coverage the Group is able to offer.”

Thomas Bourdin,
Customer relations associate, MAAF



FLUID AND TAILORED TO CUSTOMERS

The Group's ÉCLA programme aims to offer each and every customer a fully digital, omni-channel, fluid and seamless experience.

“By the end of the strategic plan, the Group will have boosted customer satisfaction, operational efficiency and commercial performance.”

Juliette Baudot,
Director Strategy, Customers and Transformation



Aiming for excellence at every stage of the customer experience

— In the coming years, Covéa will be devoting a large part of its efforts and resources to ensuring that it can offer its customers a fluid and high-quality insurance experience, by aiming for excellence at every interaction within the relationship, whether digital or human.

✕ More digital, more human

— At Covéa, an important guiding principle is that digital technologies should enhance, but not replace, human interactions. **By developing self-service options, the Group aims to offer its customers** more autonomy and freedom for actions that do not require assistance, in order to focus customers' contacts with associates where their value lies: empathy and expertise. For example, in the event of a motor loss, filling out a form online and uploading a few photos are all that is needed to launch the compensation process. If the customer later wishes to take out a new policy, the associate will be able to spend the time needed to propose a solution tailored to meet their expectations.

The Group's policyholders also have access to an online services platform. Organised in the manner of an e-commerce site, it covers six categories of needs (transport, household, finance, etc.). For each of these, the customer can find practical services (like a calculation tool for home renovation work), offers from partners (such as for remote surveillance equipment) and advice.

✕ Customers are Covéa's reason for being

— **A profession built on trust and expertise, insurance is a field where human relationships are central to everything.** In addition, changes in society are raising as many challenges as opportunities. The Group must be equipped to offer its customers the best possible insurance experience.

Covéa is investing in the excellence of its services via ÉCLA, its programme for the transformation of its customer relations. This ambitious project involves investments amounting to €250 million over three years and will ultimately involve all Group employees. The aim is to offer every Covéa customer

an experience that sets the Group apart from others in its industry, by putting in place new and more fluid interactions and processes, enhanced by high-quality human contact founded on support and an attentiveness to needs.

Beyond tools and digital innovations, **the teams will also be sharing best practice** and trialling new resolutely customer-centric approaches. They will do this by considering all interactions and processes from the standpoint of needs or practices (obtaining coverage, coping with a loss, cancelling a policy, etc.) and including the customer's perspective within their work, applying a test-and-learn methodology.

Achieving operational excellence

— Simplifying the Group's processes, focusing on priorities, making the information system more agile – these are the areas requiring attention to achieve operational excellence at Covéa. The Group aims to keep increases in its overheads below its revenue growth between now and 2021, in order to maintain its competitive rates.

✕ Improving productivity and efficiency

— **The main priority for the Group's teams is to simplify everything that can be simplified to boost process efficiency** and facilitate the sale and management of existing products. This step is essential because it avoids adding complexities to the information systems. Alongside these efforts pursued across all the Group's organisations, **Covéa is working to make more of its flows paperless and is rolling out robotics and automation solutions** based on artificial intelligence: semantic analysis of emails

received, voicebots to help customers when telephone lines are saturated, automated 10-year certification of estimates received from skilled trade policyholders, etc. All of these services are drivers of satisfaction and efficiency for the Group's customers. Artificial intelligence will soon be an essential component. It is already used widely in our daily lives. Covéa strives to attain the highest level of quality in this area to meet the expectations and demands of tomorrow's customers.

✕ Focusing on the Group's priorities

— **Achieving productivity gains** requires careful management of priorities. The aim is to **weigh the pros and cons of projects and investments**, choosing those likely to create more value. "It is important not to try to do everything, focusing the Group's resources instead on its priorities, those that create value," explains Paul Esmein, Covéa's Managing Director for Offer and Customer Service.

✕ Making the Group's information system more agile

— **Operational efficiency** involves far more than just tools and IT investments, but they are always a key element of any improvements. **The Group is devoting considerable resources to the digitisation and automation of its business processes** and the completion of its transition to paperless operations.



AIMING FOR CONTINUOUS IMPROVEMENT

Covéa is engaged in a continuous improvement process, which means that the Group must be able to reassess, on a daily basis, all organisations and processes that have been in place for many years. Adjustments do not always involve major transformations or momentous revolutions, but sometimes only minor steps forward that change everything. Each entity must zero in on the marginal gains that will make all the difference and ask itself the right questions: **Are the teams working productively in the core business? Would it be possible to enhance the value added by their actions?**



“Covéa has much to gain in pooling its resources, particularly by bringing together the skills of administrators and sales representatives in service of customers and the Group's strategy.”

Paul Esmein,
Managing Director, Offer and Customer Service



Proud and engaged employees

— Employee engagement is essential to the success of any corporate project. This is why the fourth key priority of the Cové@venir 2021 strategic plan addresses the Group's 21,000 employees in France, the source of its strength. Preparing the Group to meet tomorrow's challenges is the main focus.

× Supporting employees as they prepare for the industry's future

— As the insurance industry transforms itself to become more digital, the Group must anticipate the ways in which these transformations will impact its businesses in order to help its employees adapt. Covéa has therefore updated its core competency guide, has added new training modules to build a more customer-centric culture, and is developing new data-specialist professions. In addition, the Group encourages internal mobility as well as career development through opportunities in growing or higher value-added lines of business. Each career is unique. This diversity is a key pillar for the Group. *"Covéa will only unlock its full growth potential if it is able to combine the success of the Group as a whole with that of each individual career path"*, says Amaury de Hauteclocque, Covéa's Managing Director for Human Cooperations.

× Fostering, encouraging and improving cooperation at Covéa

— Collaboration within the Group's teams is central to all projects. The Group is rolling out new working methods and collaborative tools to make teamwork even more efficient. **Launched in early 2019, the Workplace, an exceptional collaborative space developed by the Group,** offers a range of features: community management, information and file sharing, a search engine, and real-time discussions, to name just a few. All of these tools have been put in place to accompany Covéa's digital and operational transformation. In parallel, **the Group is gradually setting up new work environments with open plan layouts** to facilitate communication and collaboration: forum spaces, creativity rooms, digital pods, videoconferencing rooms, etc.

× Embracing new managerial models

— The world of work is changing, employees are looking for meaning in their work and companies must respect their needs. Being a manager in a context of transformation is not something to be taken lightly. This is why it is considered a profession in its own right at Covéa. **Managers implement and embody the Group's strategy,** give meaning to change, support employees and work to promote value creation within teams. They also play a key role in identifying and developing talent, encouraging employees to continue to acquire new skills throughout their career. This relates not only to performance, but more importantly to genuinely collective efforts whereby each team member's skills complement those of others, in a spirit of co-construction and symmetry of attention. Such changes take place in a supportive and empowering environment, based on the setting of clear and quantifiable goals. New performance indicators are currently being developed. They will allow for the measurement of contributions to value creation at the individual and collective levels.

77%

of the Group's 2,300 employees who work from home feel that it has had a positive impact on their work-life balance.



COOPERATIVE SPIRIT AT WORK IS A KEY SKILL

“The spirit of cooperation is fundamental today at Covéa. As managers, we need to remove barriers and break down silos. In this way, we help our teams develop their cooperative spirit and we take the time to recognise their achievements in this regard. It's a positive cultural change because everyone wins, each team member individually and all of us collectively across the Group.”

Yacine Ait Draouch,
Manager



**A GROUP
COVÉA, 20 YEARS
AT THE FOREFRONT ...**

**...OF MUTUAL
INSURANCE IN FRANCE**



1999**Birth of Covéa**

— MAAF Assurances and MMA initiated their first tie-up with Covéa SRM, a mutual reinsurance company, thus giving rise to Covéa.

2001**Cornerstones of the Group edifice**

— The first joint legal and operating entities were created. Their activities included the handling claims and operating certain business lines in niche markets or special risks.

2003**Creation of Covéa SGAM, a first in France**

— Under the leadership of Jean-Claude Seys, MAAF Assurances and MMA together decided to form a mutual insurance group company (or "SGAM" to use its French acronym), a new type of corporate vehicle under French law.

2005**Together yet different**

— AZUR-GMF, led by Thierry Derez, joined Covéa. Covéa SGAM then comprised four families of mutual insurance companies, with a single tenet: together yet different. Covéa became a leader in property insurance.

2008**Passing of the baton**

— Already Chairman and CEO of MAAF and Chairman of MMA, Thierry Derez took over from Jean-Claude Seys as Chairman and CEO of Covéa.

2009**Fidélia, the Group's sole assistance provider**

— Having served for many years as the assistance provider for the AZUR-GMF group, Fidélia Assistance became the sole assistance provider for all of the Group's members and customers.

2019**A rich history spanning 200 years**

— Bicentenary of AMSO, established in 1819, the predecessor of Assurances Mutuelles de France, one of Covéa's founding mutuels.

Covéa, a mutual insurance Group in motion

2017**Single employment status for a unique Group**

— Signing of the single employment status agreement for the Group's 21,000 employees in France with labour representatives. This groundbreaking status strengthened the employer-employee relationship and improved agility while promoting innovation and efficiency.

2016**New governance approach for labour relations**

— Creation of the Covéa UES (economic and social unit) and development of procedures for dialogue between labour and management at Group level. Launch of negotiations on a single employment status for all Group employees.

2015**Strategic turning point**

— The decision was reached to formulate strategy henceforth at the level of Covéa, a watershed moment in the construction of the Group. Operating decisions continued to be made by the three brands.

2014**Tivoli, Covéa's Paris headquarters**

— Establishment of Covéa's head office, bringing together all of the Group's management divisions, in Paris.

2012**Covéa Coopérations, a new phase in the construction of the Group**

— Covéa Coopérations was formed to streamline the legal and operational structure of a combination of entities having seen considerable growth.

2011**Expansion into health insurance**

— APGIS, France's 12th largest protection insurer, joined Covéa, bringing on board its research, development, distribution and management capabilities in group health insurance.

2010**Single financial management structure**

— Financial management is one of the strategic priorities for the pooling of resources and means. Covéa created a single management structure bringing together all of its financial and property management expertise.

Multiple areas of expertise



PROPERTY AND CASUALTY



HEALTH AND PROTECTION



LEGAL PROTECTION



LIFE INSURANCE



REINSURANCE



ASSET MANAGEMENT



ASSISTANCE

× A group built around three complementary brands



Mutual insurer with its own distribution network providing general personal and commercial lines insurance.



Mutual insurer with tied agents providing multi-specialist insurance for individuals, small and large businesses, non-profits and local authorities.



Mutual insurer with its own distribution network providing insurance for individuals and the leading mutual for French public-sector employees.

× Specialist structures, affiliated mutuels and protection insurer

At 31 December 2019



Structure managing the Group's portfolio of investment and operating properties. **€5,500 million** total value of investment portfolio. **211** investment properties.



Asset management arm of the Group. **49** undertakings for collective investment. **€101.6 billion** in assets under management.



Entity handling all of Covéa's reinsurance business. **AA- Stable**: S&P Global Ratings (January 2020). **A Stable** (Excellent): AM Best (September 2019). **Aa3 Stable**: Moody's (May 2019).



Structure dedicated to the Group's affinity insurance partners. **127%** revenue growth between 2012 and 2018. **3.7 million** vehicles insured.



Assistance provider for the Group, serving all members and customers 24 hours a day, 7 days a week. **96.48%** customer satisfaction rate. **Over 1.3 million** open cases.



Non-life insurer.



Group health and protection insurer.



Legal protection entity of the Group. **No. 1 in France** for individuals and small businesses. **90,000** open disputes. **17.6%** market share.



Group health and protection insurer.

× International presence

— Covéa generates more than 12% of its revenue outside France. The Group is present through majority-owned subsidiaries and affiliates in Europe and North America. This diversification genuinely adds value for the Group in terms of feedback from markets that are in many cases quite different from the French market.

COUNTRY	ACTIVITY	SECTOR	DISTRIBUTION METHOD
UNITED KINGDOM Covéa Insurance Group (subsidiary)	Insurance	Non-Life Life	Brokers Direct Affinity partners
ITALY BIPIEMME Vita Group (subsidiary)	Insurance	Non-Life Life Health Protection	Partner bank
UNITED STATES CSE (subsidiary)	Insurance	Non-Life	Non-exclusive agents
LUXEMBOURG AME Life LUX (subsidiary)	Insurance	Life	Brokers
CANADA La Capitale Group (equity investment)	Insurance	Non-Life Life	Affiliated agents Brokers
SPAIN Caser (equity investment)	Insurance	Non-Life Life Bancassurance	Agents Brokers Affinity partners



Executive Committee

At 31 December 2019

— Led by Thierry Derez, Chairman and Chief Executive Officer, and comprised of 13 members, the Executive Committee is Covéa's key operational decision-making body. Its members are involved in all decisions having a significant impact on the Group's companies and relating to strategy, budgets or financial matters.

Thierry Derez⁽¹⁾
Chairman and
Chief Executive Officer

Juliette Baudot⁽²⁾
Director Strategy,
Customer,
Transformation

Didier Bazzocchi⁽³⁾
Managing Director MMA

Maud Petit⁽⁴⁾
Chief Financial Officer

Stéphane Duroule⁽⁵⁾
Managing Director
MAAF

Valérie Cohen⁽⁶⁾
Director Non-Life
Insurance

Joaquim Pinheiro⁽⁷⁾
Managing Director
Customer
Relationships

Laurent Tolié⁽⁸⁾
Managing Director
Investment

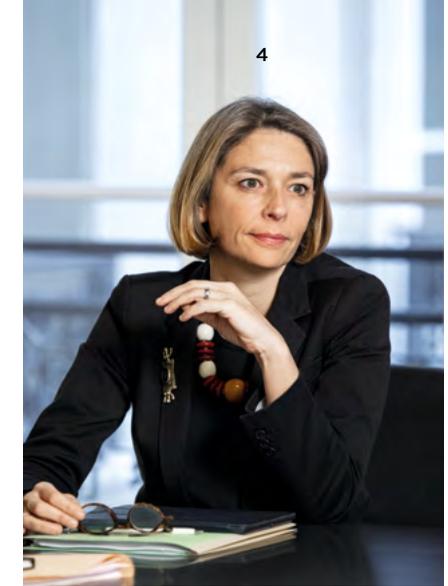
**Amaury
de Hauteclocque**⁽⁹⁾
Managing Director
Human Cooperations

Paul Esmein⁽¹⁰⁾
Managing Director
Offer and Customer
Service

Pierre Michel⁽¹¹⁾
Managing Director
Reinsurance and
International

Édouard Vieillefond⁽¹²⁾
Managing Director GMF

Thierry Francq⁽¹³⁾
Managing Director
Strategy and
Transformation



Board of Directors

At 31 December 2019

— The Board of Directors sets Covéa's strategic direction and oversees its implementation, subject to the powers specifically attributed to representatives at general meetings. It exercises control over Group companies and meets as often as Covéa's interests may require. Its composition aims for balance between the skills, qualifications and experience of its members, in order to cover the entire spectrum of insurance activities.



Thierry Derez

Chairman and Chief Executive Officer, Thierry Derez was a lawyer before joining the AM-GMF group in 1995 (of which he was Chairman) and was successively appointed Chairman of MAAF, MMA and Covéa.



Christian Baudon

After gaining a broad background in economics, finance, engineering and actuarial science, Christian Baudon has held several positions at Covéa, including Managing Director Insurance.



Christophe Crépin

GMF employee
Currently a business development officer, Christophe Crépin has held several positions at GMF over the last 35 years in central divisions as well as the sales network. He is a graduate of the École Nationale d'Assurances.



Jean-Claude Seys

Jean-Claude Seys has held various management positions in banking and insurance, including Chairman and Chief Executive Officer of MAAF Assurances and Chairman of MMA. In 2003, he initiated the founding of SGAM Covéa, which he chaired until 2008.



Rémy Vergès

After beginning his career with a direct mutual insurance company and working for the French Mutual Insurance Federation (FNMF), Rémy Vergès has been a general insurance agent for almost 25 years.



Jean-Michel Banlier

A business owner/operator in cabinet-making and interior decoration, Jean-Michel Banlier has also served as Chairman of the Deux-Sèvres Chamber of Trades and Crafts.



Monique Berger

MAAF employee
A law graduate, Monique Berger is a customer relations associate at MAAF.



Éric Lagarde

MMA employee
Currently a reinsurance market manager at MMA, Éric Lagarde has been with the Group for 30 years. He has served in positions requiring knowledge in a range of areas: markets, technical matters, products and services, and business risks.



Philippe Bailly

Representative of SMI
Chairman of SMI, Philippe Bailly has worked as a statutory auditor and as an expert before the Paris Court of Appeal. He has a strong background in finance and insurance.



Bernard Barbottin

Representative of MAAF Assurances SA
A prosthetist in podology, Bernard Barbottin has also served as Chairman of the National Council of the Order of Pedicure-Podologists. His knowledge of the liberal professions and his directorships have given him a deep understanding of entrepreneurial culture and the insurance industry.



Hélène Béjui-Hugues

Representative of Covéa Protection Juridique
A physician and a lawyer, Hélène Béjui-Hugues is consulted for her expertise in legal compensation of bodily injury. She has been a member of the National Commission for Medical Accidents and an executive officer of the non-profit AREDOC.



Michèle Beyt

Representative of MAAF Vie
Having held several management-level insurance positions, Michèle Beyt has spent her entire career with MAAF, including a stint as a claims management executive. She has vast knowledge of the insurance industry and the mutual sector.



Michel Castagné

Representative of MAAF Assurances
Trained in economics and business administration, Michel Castagné has served as Chairman of Banque Populaire du Quercy et de l'Agenais (BPQA) and as Vice-Chairman of Banque Populaire Occitane. Apart from his 49 years of experience as a business leader, he was mayor of a town in the Lot department of south-western France for 13 years.

2019 Covéa
Integrated Report



Michel Coursat

Representative of MMA IARD Assurances Mutuelles
Michel Coursat holds a degree in law and has served as the Chairman and Chief Executive Officer and then the Chief Executive Officer of OIGF, a leading lessor of controlled-rent housing in the Paris area.



Xavier Dejaiffe

Representative of Fidélia Assistance
Chief Executive Officer of a food-processing company, Xavier Dejaiffe has also held directorships outside of the insurance industry and has been Mayor of Assainvillers since 2008.



Christian Delahaigue

Representative of Prony Habitations Assurances Mutuelles
Christian Delahaigue is a managing director and partner of a consulting firm. He was previously the Chief Executive of a fashion house. He has a degree in business management and engineering.



Jean Fleury

Representative of La Sauvegarde
Jean Fleury has held a number of operational positions within the Covéa Group in a wide range of fields (IT, management control, audit, accounting, legal affairs, technical aspects of insurance, international, human resources, reinsurance, etc.).



Anne-José Fulgères

Representative of MMA IARD
Financial magistrate. After working for leading consulting firms, Anne-José Fulgères joined a banking group where she was made Head of Legal Compliance and then Special Advisor to the Chairman.



Michel Gougnard

Representative of MAAF Santé Assurances Mutuelles
Michel Gougnard began his career at MAAF and has held various positions of responsibility at Covéa. He is the current chair of the Mandatory Insurance Guarantee Fund (FGAO).



Jean-Pierre Gualazzi

Representative of Fidélia Services
Honorary Chief Superintendent of the French National Police, Jean-Pierre Gualazzi has considerable knowledge of the insurance industry and the mutual model. He is a graduate of the École Nationale Supérieure de Police.



Christophe Guettier

Representative of MMA Vie Assurances Mutuelles
Professeur des universités and professor of law. As a director of various Covéa companies for several years, Christophe Guettier has gained in-depth knowledge of the mutual insurance sector.



Hubert Ivanoff

Representative of La Garantie Mutuelle des Fonctionnaires
A military officer with the rank of major-general, Hubert Ivanoff has held many command assignments as well as training and management positions within the French armed forces. He has considerable knowledge of the insurance industry and the mutual model.



Gilbert Lebrument

Representative of APGIS
Honorary Chairman of APGIS, Gilbert Lebrument spent a large part of his career in the pharmaceutical industry, after which he became a trade union representative.



Hélène Martini

Representative of GMF Assurances
Honorary Inspector General of the French General Inspectorate of the National Police (IGPN) and the General Directorate for Internal Security (DGS), Hélène Martini has held various positions, including head of the audit department and project officer at the IGPN. She has considerable knowledge of the insurance industry and the mutual model.



Christiane Maurech

Representative of GMF Vie
A senior manager in the field of human resources, Christiane Maurech has held management positions in several French public bodies, including the Social Security Administration and the Occupational Health and Pension Insurance Fund (CARSAT). She has considerable knowledge of the insurance industry and the mutual model.



Jean-Marie Meckler

Representative of Assurances Mutuelles de France
Previously Group Reinsurance Director at AM-GMF, Jean-Marie Meckler has held various operational and management positions in the field of reinsurance. He holds degrees in public law and political science.



Marie-France Orti

Representative of Téléassurances
A parliamentary civil servant, Marie-France Orti has held various positions within the French National Assembly (General Secretariat, International Affairs and Defence Department). She has considerable knowledge of the insurance industry and the mutual model.

AUDIT AND RISKS COMMITTEE

At 31 December 2019

Jean Fleury

(Chairman)
La Sauvegarde

Bernard Barbottin

MAAF Assurances SA

Michèle Beyt

MAAF Vie

Michel Coursat

MMA IARD Assurances Mutuelles

Christian Delahaigue

Prony Habitations

Anne-José Fulgères

MMA IARD

Hubert Ivanoff

La Garantie Mutuelle des Fonctionnaires

Marie-France Orti

Téléassurances

Jean-Jacques Vouhé

REMUNERATION COMMITTEE

At 31 December 2019

Jean Fleury

(Chairman)
La Sauvegarde

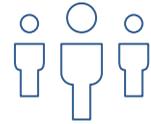
Christian Delahaigue

Prony Habitations

Hélène Béjui-Hugues

Covéa Protection Juridique

PORTFOLIOS IN FRANCE



11.5
million
members
and customers

8.1
million
homes insured

10.7
million
vehicles
insured

3
million
group and individual
health beneficiaries

FINANCIAL RESULTS

€858
million
in net income
(Group share)

€111
billion
in financial assets
(market value)

€16
billion
in equity
(Group share)

406%
solvency ratio



EARNED PREMIUMS



€17.4
billion



of which **€15.2**
billion in France



and **€2.2**
billion outside France

BREAKDOWN OF EARNED PREMIUMS BY SEGMENT



WORKFORCE

Headcount

20,332 total employees
(including permanent and fixed-term contracts and excluding suspended and work-study contracts)

19,656 employees on permanent contracts (excluding suspended contracts)

676 employees on fixed-term contracts

Status

9,293 managerial staff
11,039 non-managerial staff

Training

68.5% of employees received training in 2019 (+16.5% from 2018)



Diversity

13,358 women
6,974 men



53.3% women managers (+1% compared with 2018)

4.09% employment rate of people with a disability (-4.2% compared with 2018)

Age and seniority

43.4 average age*
15.7 average seniority*

* in years

Joiners and leavers

1,134 people hired on permanent contracts
1,099 people on permanent contracts left the company (including 420 retirements)

ENVIRONMENT

Energy consumption



Operating property
93,378,144 kWh
-5.1% compared with 2018

152 kWh/m²
+1.3% compared with 2018

Investment property
36,675,116 kWh
+6.5% compared with 2018

59 kWh/m²
-3.4% compared with 2018

Carbon footprint (Scopes 1 and 2)

Operating property
9,225 tCO₂ eq*
15.02 kg CO₂ eq/m²**
-1.8% compared with 2018

Investment property
6,253 tCO₂ eq*
10.14 kg CO₂ eq/m²**
-3.4% compared with 2018

1,189 tonnes of waste (paper, cardboard, non-hazardous industrial waste)
-4% compared with 2018

143,259 m³ water consumed
+6.4% compared with 2018



* Excluding foreign subsidiaries, APGIS and SMI

× About this report

— Covéa is proud to release its first integrated report this year. The aim of this initial publication is to help Covéa's primary audiences better understand the ways in which the Group creates value over the long term through its engagement with all its stakeholders and in awareness of economic, technological, social and environmental changes.

— Inspired by the reference framework recommended by the International Integrated Reporting Council, this integrated report is a collaborative endeavour. Supplementing the annual report, this document offers a summary presentation of Covéa and the pillars of its identity as a mutual insurer: the Group's business model, its strategic vision, and its sustainable and shared financial and non-financial performance.

— This report is intended for the Group's members, employees and investors, for elected officials, government authorities and non-profit organisations, as well as all those who wish to understand the Covéa ecosystem.

— Available in French and English, the integrated report may also be accessed on the Covéa website (www.covea.eu).



The digital version of this document is conform to Web content accessibility standards, WCAG 2.1, and is certified ISO 14289-1. Its design enables people with motor disabilities to browse through this PDF using keyboard commands. Accessible for people with visual impairments, it has been tagged in full, so that it can be transcribed vocally by screen readers using any computer support. It has also been tested in full and validated by a visually-impaired expert.





MUTUAL GROUP INSURANCE COMPANY

governed by the French Insurance Code

RCS Paris 450 527 916

86-90, rue Saint-Lazare - 75009 Paris

www.covea.eu

@groupecovea sur    