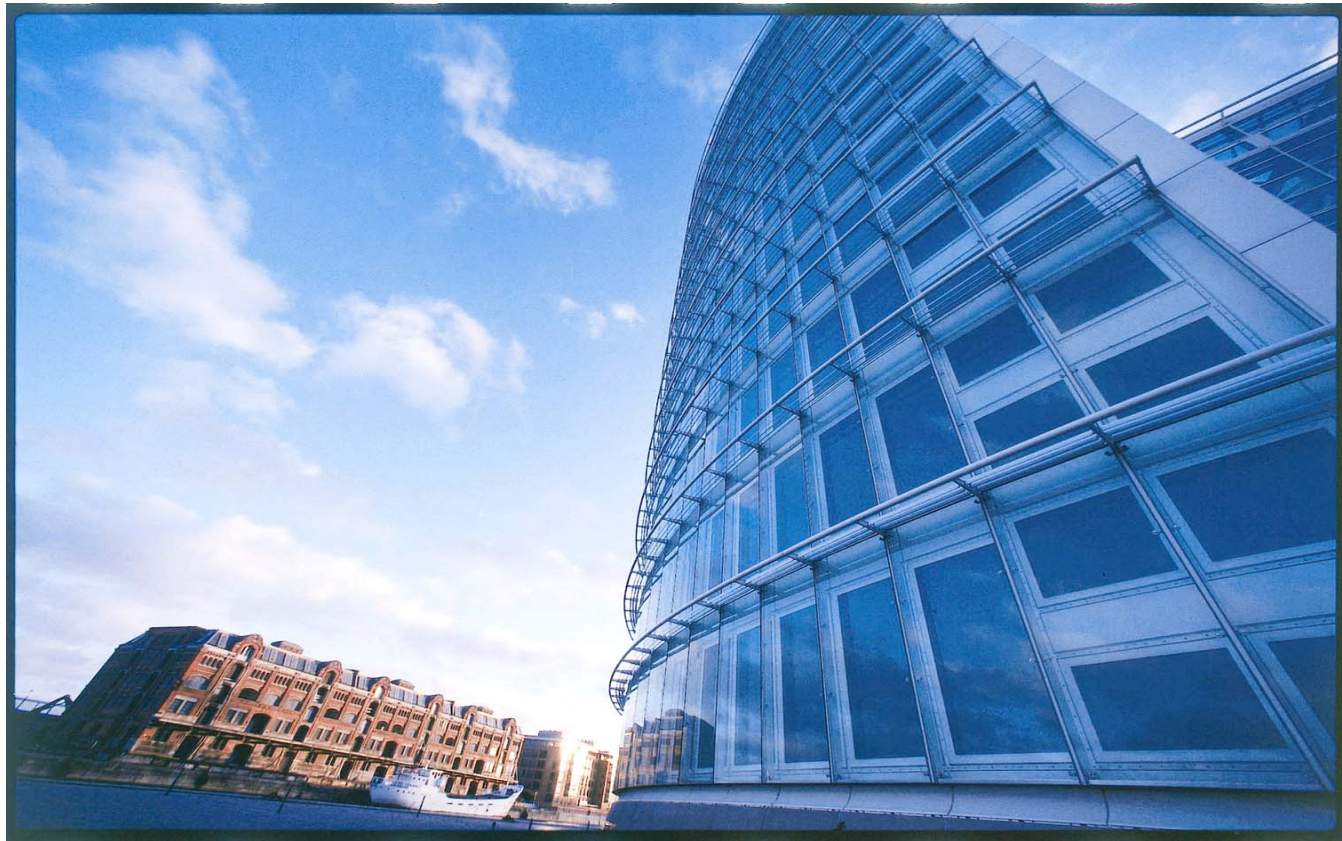
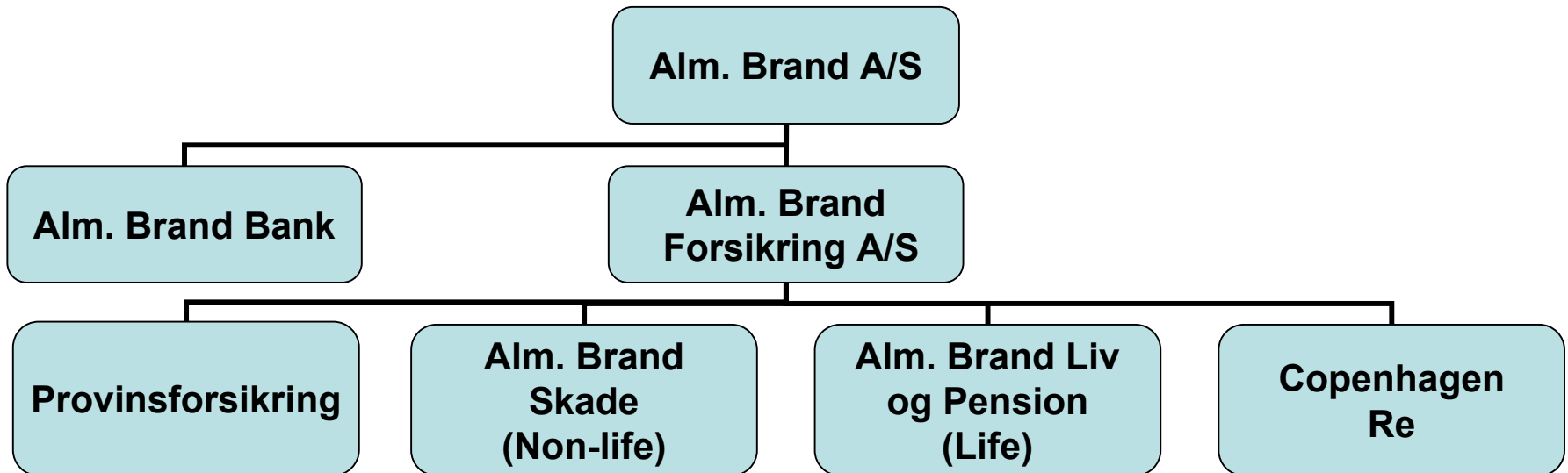


Alm. Brand Annual Report 2002



The Alm. Brand Group



Overview 2002

- Profit of DKK 144m
 - Outperformed expectations expressed at H1 2002 profit announcement
 - DKK 80m ⇔ DKK 64m improvement
 - Capital gains from bonds
 - Positive weather trends at 31 December 2002
 - Significant improvement relative to 2001
 - Below expectations at 1 January 2002
 - Around DKK 200m expected ⇔ some DKK 60m “off” due to
 - Equity market trends
 - Generally poor weather conditions in 2002 (DKK 100m additional claims payments)



Overview 2002 (2)

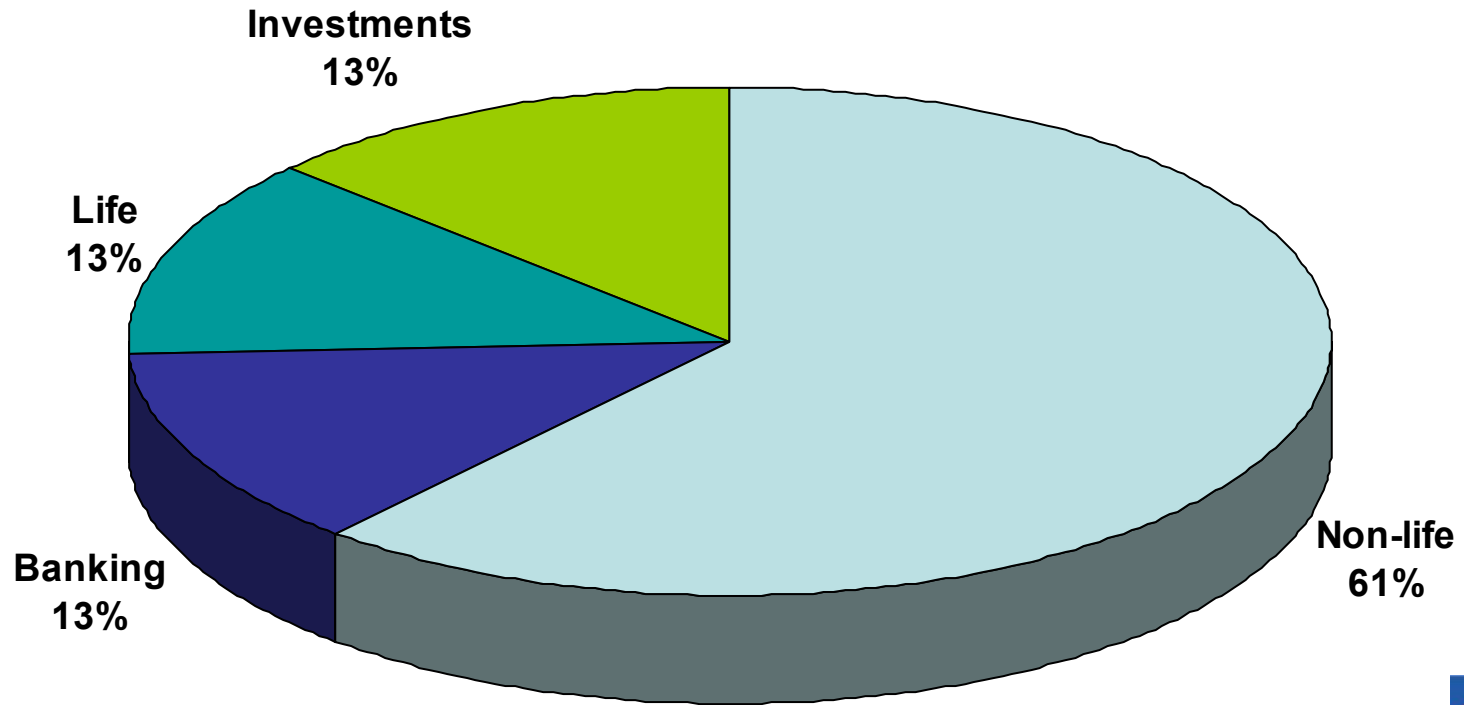
- Non-life: Profit of DKK 5m
 - Affected by weather conditions
- Banking: Profit of DKK 101m
 - In line with expectations
- Life: Profit of DKK 8m
 - Plus DKK 61m taken to equity
 - DKK 47m: Receivables
 - DKK 14m: Accounting policy change
- Other: Profit of DKK 30m
 - Reinsurance, Gefion, holding costs

Overview 2002 (3)

- Total income, Group DKK 5.9bn
- Total shareholders' equity, Group DKK 2.9bn
- Earnings per share DKK 6
 - Traded at 56% of NAV at 31 December 2002
 - Traded at 64% of NAV at 25 February 2003

The Alm. Brand Group

Total income 2002 (excluding Cop. Re)
DKK 5,903m



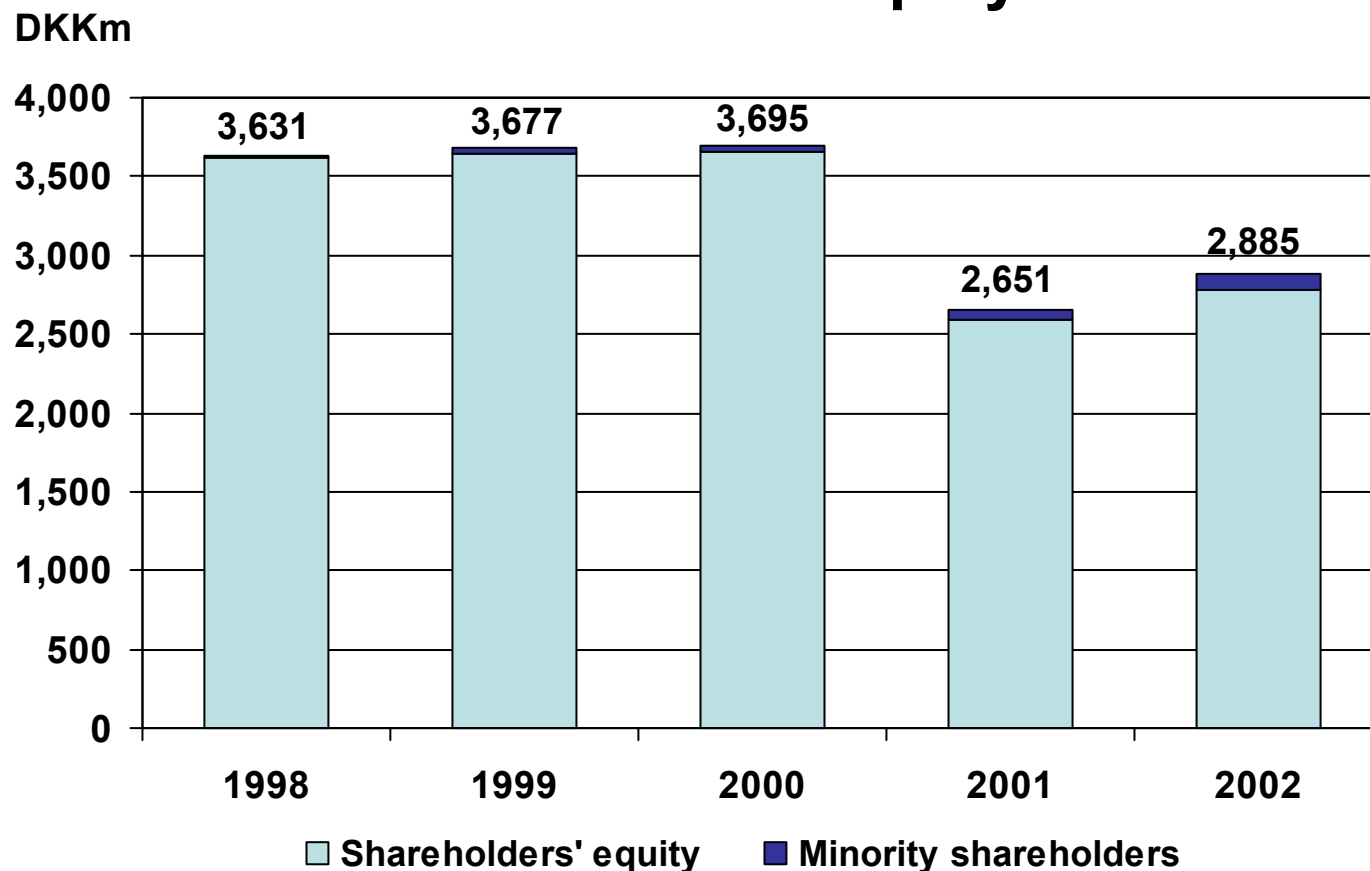
The Alm. Brand Group

Highlights (DKKm)	1998	1999	2000	2001	2002
Total income	4,235	4,319	4,926	5,892	5,903
Premiums	3,035	3,153	3,405	4,202	4,364
Income from banking activities	579	553	687	820	763
Profit/loss before tax	459	-139	126	-1,133	144
Profit/loss after tax	249	127	105	-1,057	142
Shareholders' equity at year-end	3,631	3,677	3,695	2,651	2,885
Return on equity before tax	13%	-4%	3%	-36%	5%
Return on equity after tax	7%	3%	3%	-33%	5%
Earnings per share (rounded to nearest DKK)	11	6	5	-47	6
NAV per share	162	163	164	116	125
Price/NAV	0.77	0.67	0.69	0.77	0.56



The Alm. Brand Group

Shareholders' equity



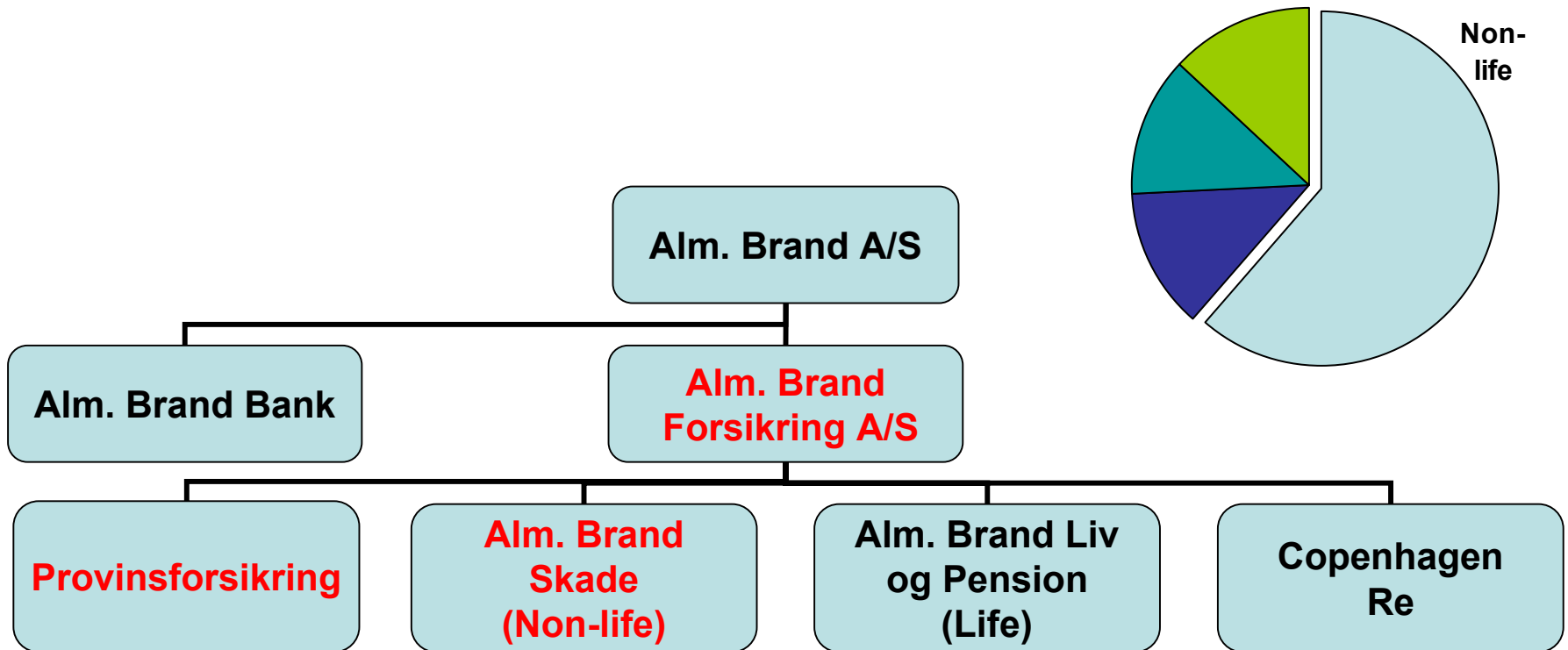
Group Strategy 2002

- Gathering the entire Group in Alm. Brand A/S
 - One single financial business with common goals and strategies
- Refocusing from growth to the bottom line
- Focused on non-life, life and banking
- No further support of Copenhagen Re
- Joint value project
 - Employees ↔ customers
 - Management and staff surveys
- Distribution
 - Strengthened and focused

Group Strategy 2002 (2)

- Focus on the customer
 - Develop service concept
- Increase the share of full-service customers in the Group
 - At least 20%
 - Through distribution (including partnerships and collective agreements)
- Focused on communication

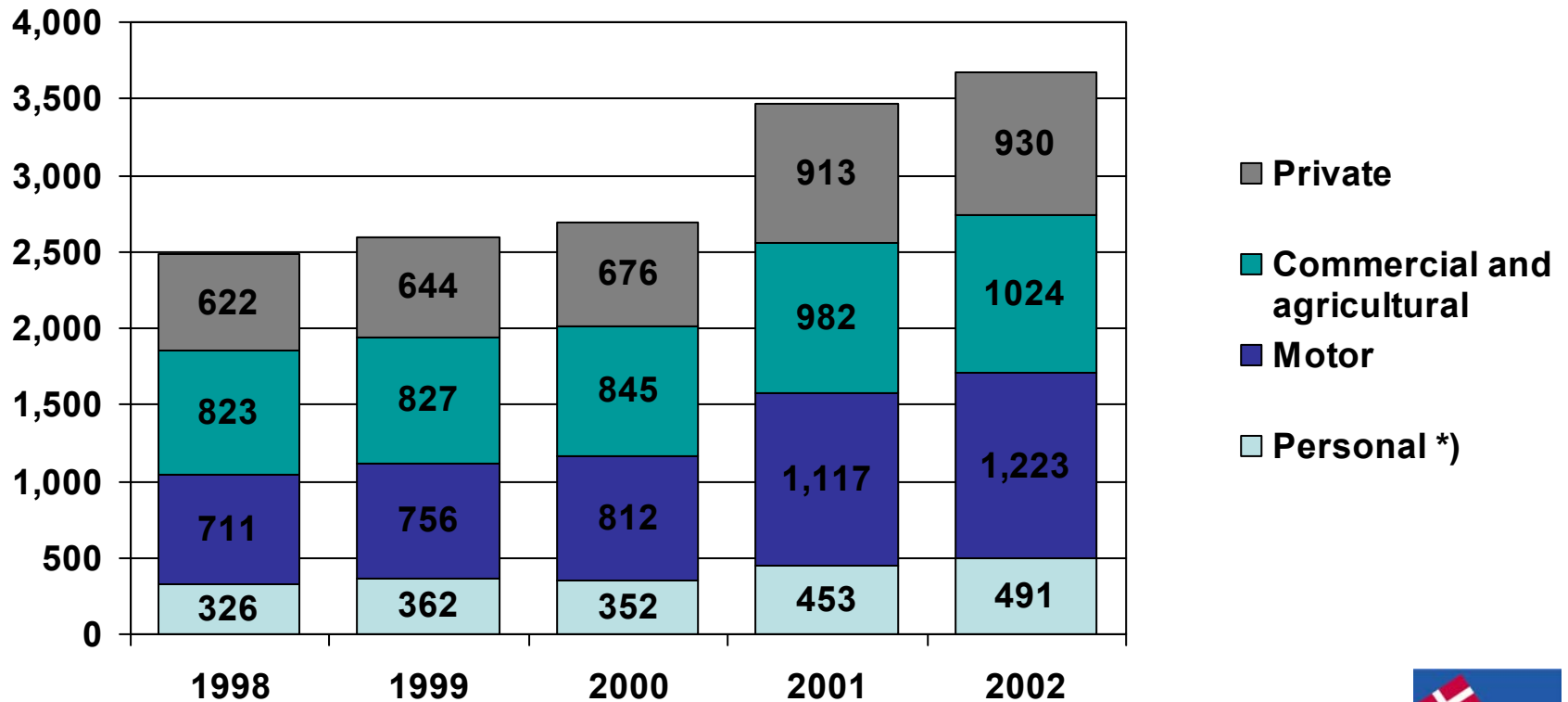
Alm. Brand Non-Life



Alm. Brand Non-Life

Gross premiums

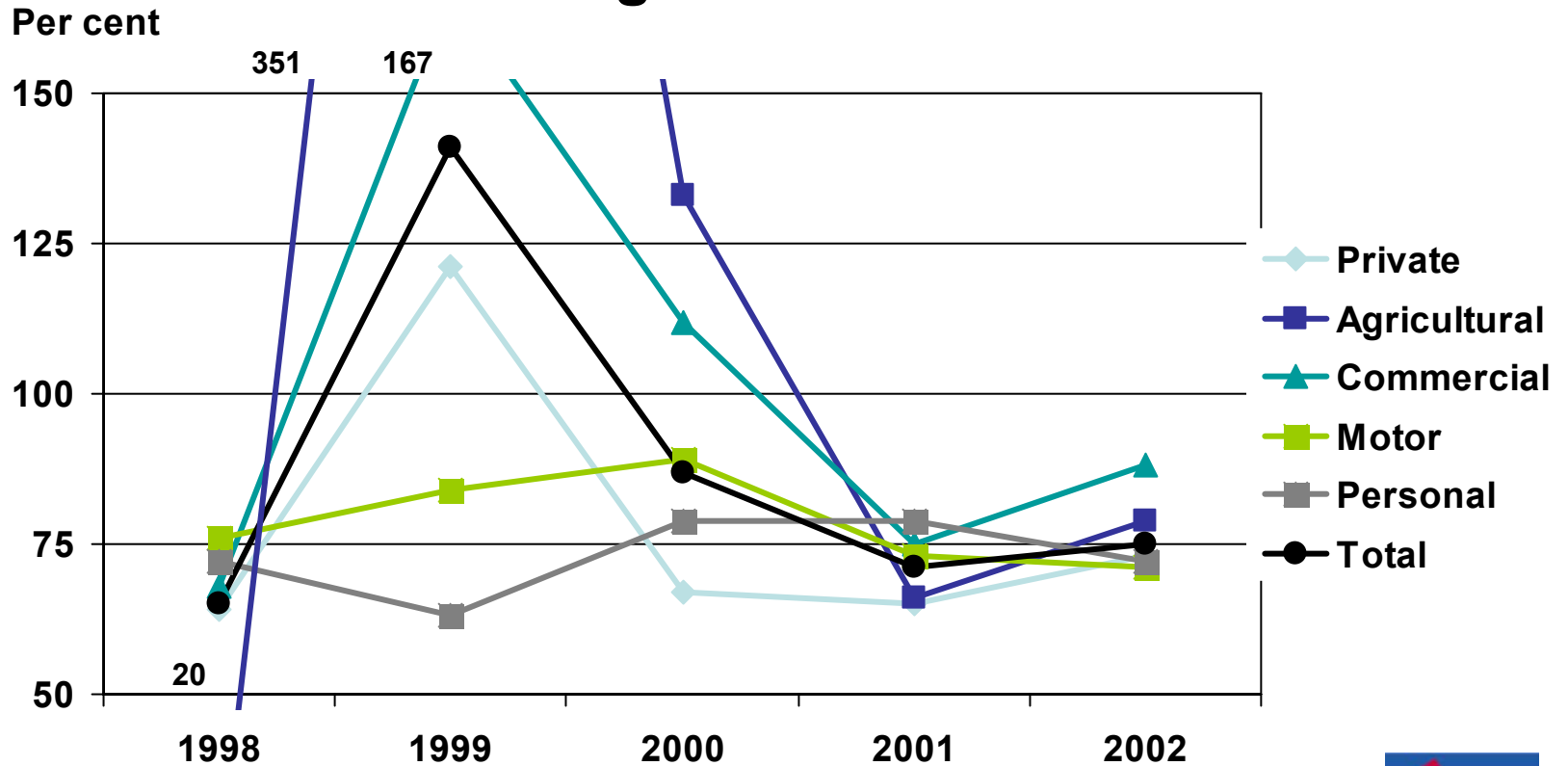
DKKm



*) Personal includes: Accident, workers' compensation and health/personal accident

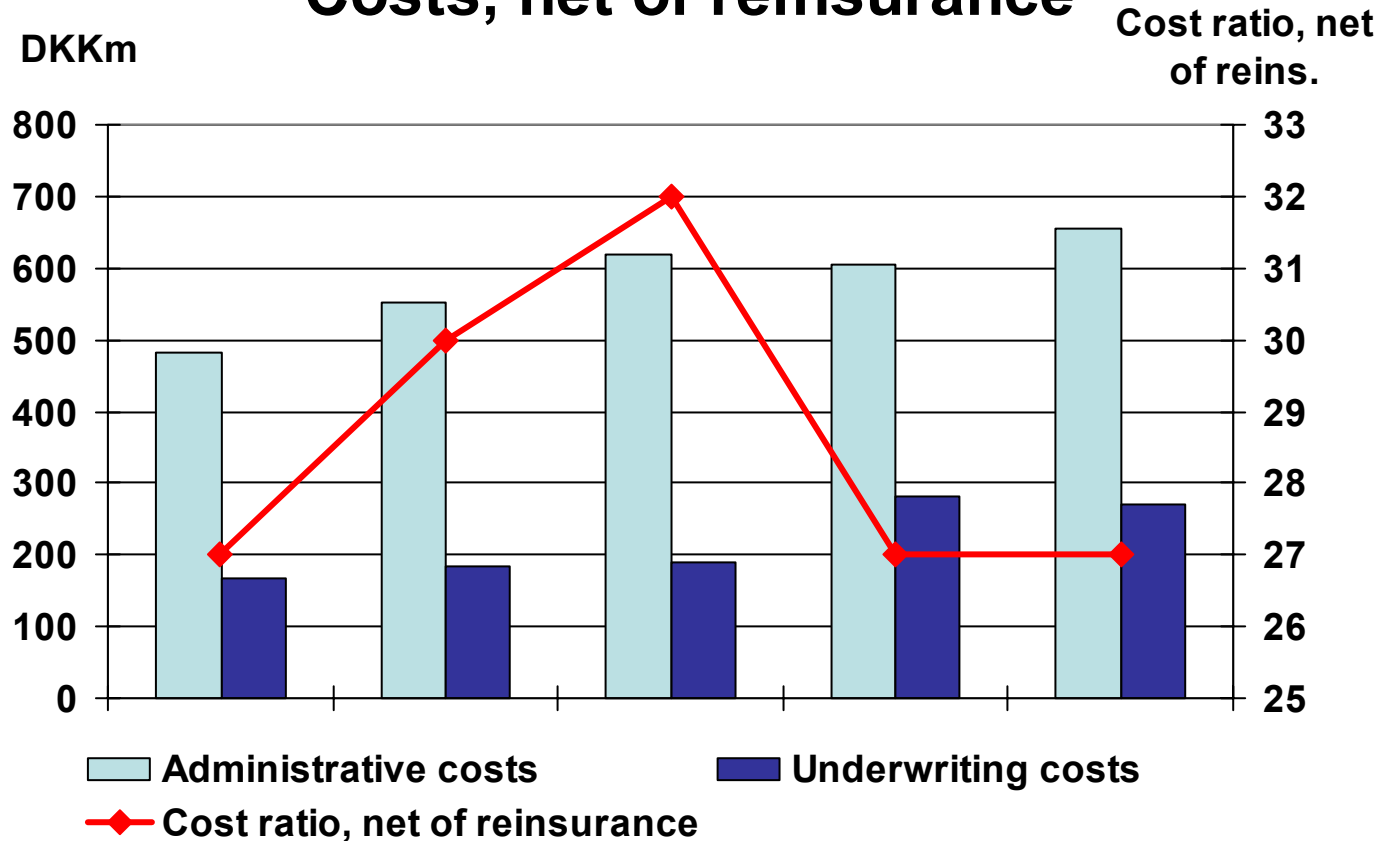
Alm. Brand Non-Life

Trend in gross claims ratio

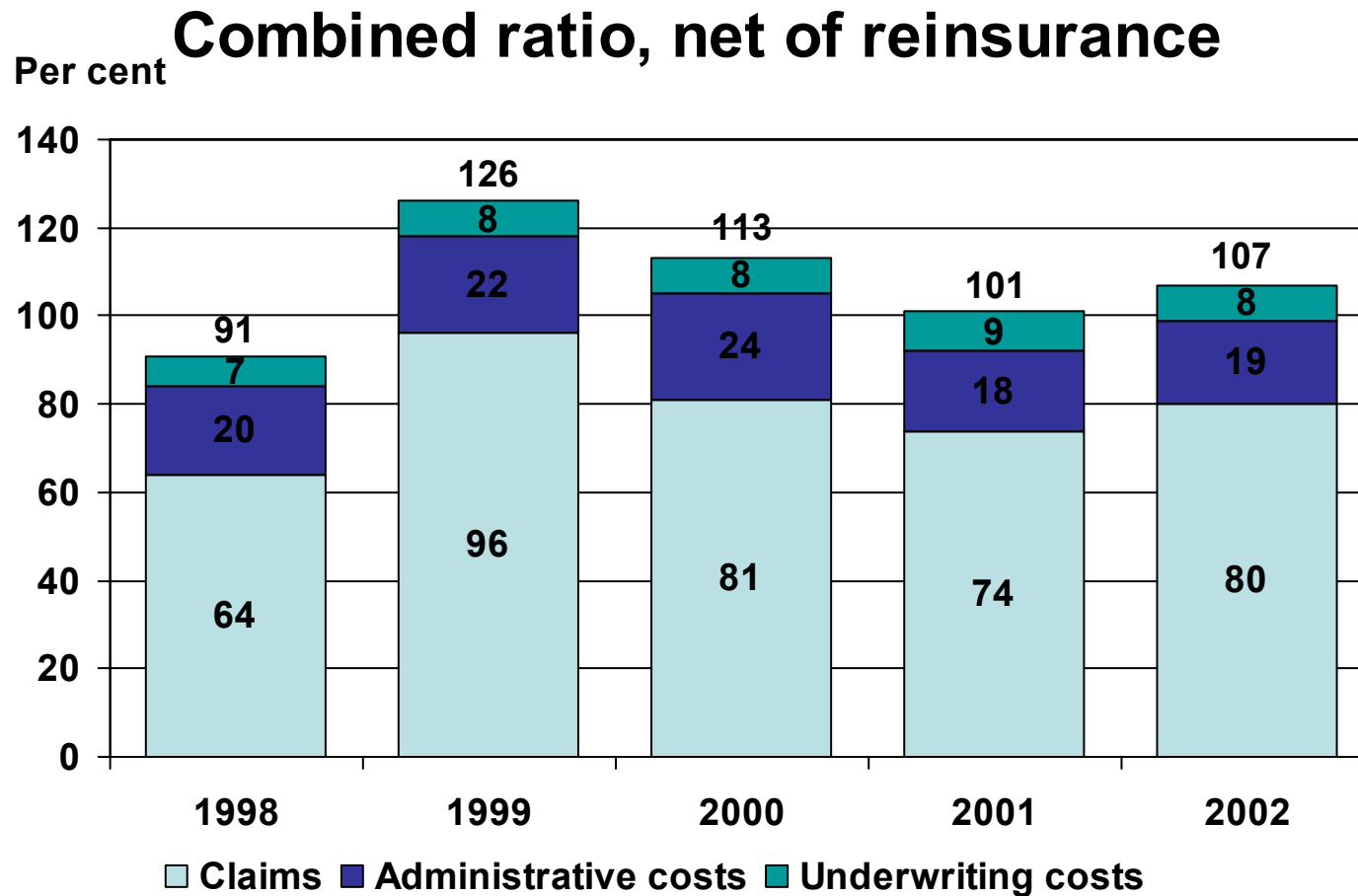


Alm. Brand Non-Life

Costs, net of reinsurance



Alm. Brand Non-Life



Alm. Brand Non-Life

Highlights (DKKm)	1998	1999	2000	2001	2002
Gross premiums	2,482	2,589	2,685	3,465	3,668
Premium growth per year	6%	4%	4%	29%	6%
Claims ratio, net of reinsurance	64%	96%	81%	74%	80%
Cost ratio, net of reinsurance	27%	30%	32%	27%	27%
Profit/loss before tax	304	-219	29	82	5
Profit/loss after tax	174	-82	-6	78	5
Shareholders' equity at year-end	1,720	1,196	748	939	1,057
Return on equity before tax	19%	-15%	3%	10%	1%

2001 figures are net of goodwill in connection with the acquisition of Provinsforsikring



Customers and Products, Non-Life

- Market share in 2006 = 13%
 - Through profitable, organic growth
- New products
 - extension of the *plusKUNDE* priority policyholder concept
 - theft by deception cover
- *plusKUNDE* growth in 2006 = 20%
 - plus 20% life expectancy increase
- Focused on customer loyalty

F&P's Customer Survey

- Alm. Brand
 - Special strengths
 - Service
 - Products
 - Innovation
 - Claims processing
 - Lack of strength – Action taken
 - Image – image-enhancing project
 - Focus on the customer – new Group strategy
 - Product differentiation – *plusKUNDE* priority policyholder concept

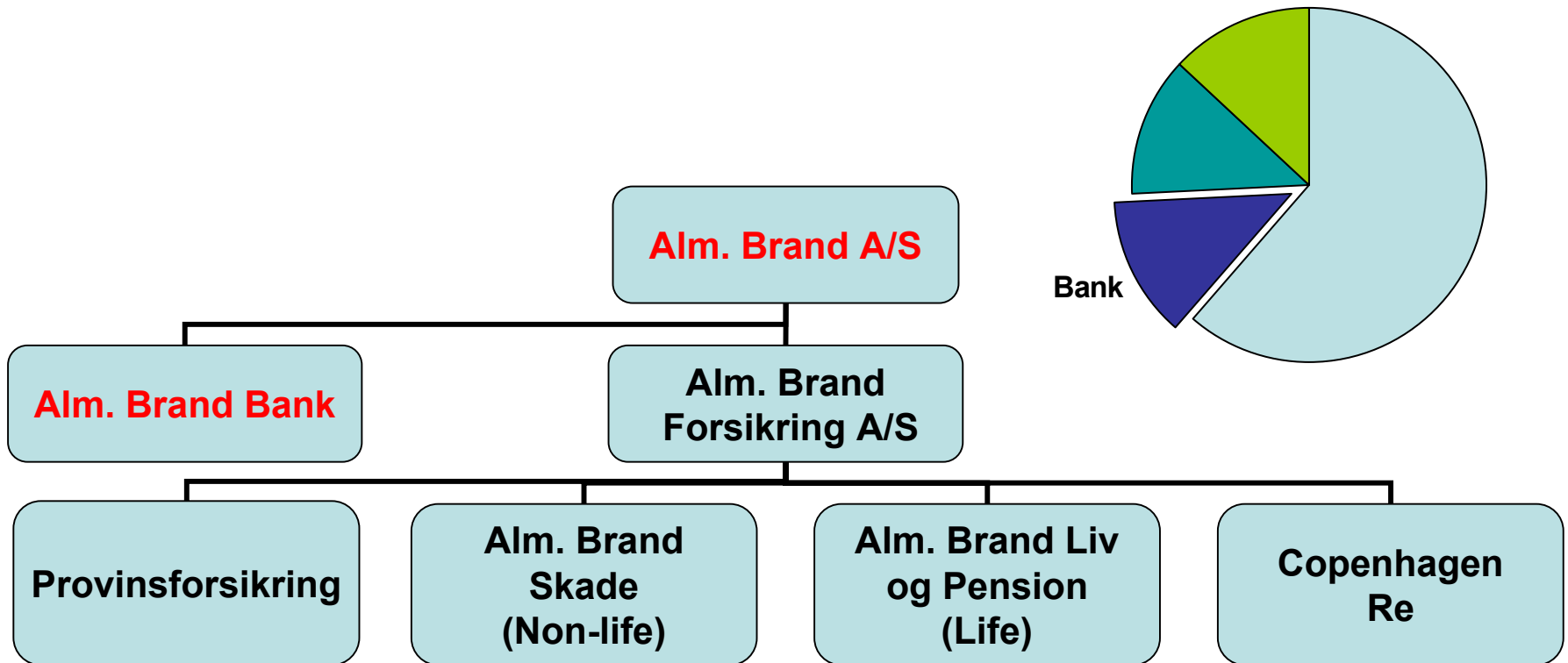
Profitability, Non-life

- Business profitability
 - Premium increases (commercial and agricultural lines)
 - Portfolio review
- Efficiency improvements
- Expense ratio in 2006 = 25%

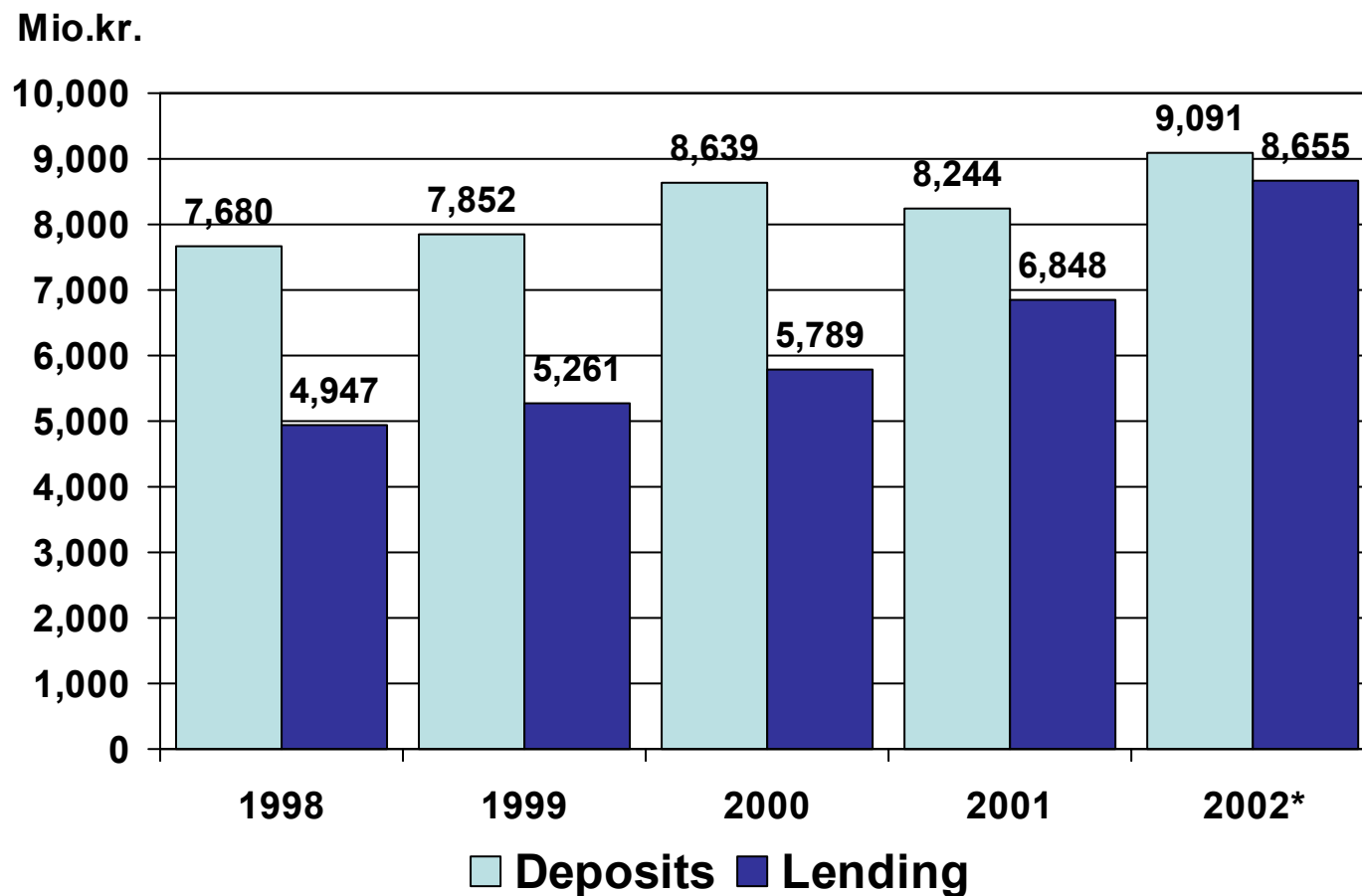
Processes and systems

- One non-life system instead of seven
- Improved processing
- Improved customer service
- Cost savings
 - Large investment and many implementation resources
- Final implementation 2005
 - Efficiency improvements in period to 2005

Alm. Brand Bank



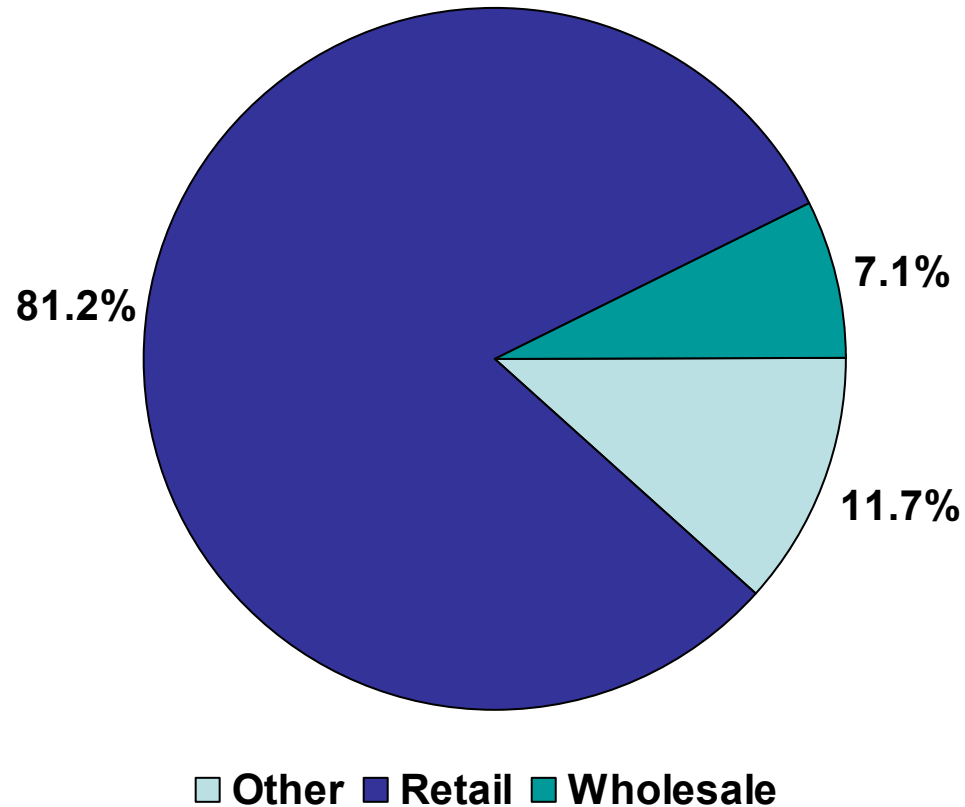
Alm. Brand Bank



*) Deposits and lending influenced by DKK 400m repo/reverse

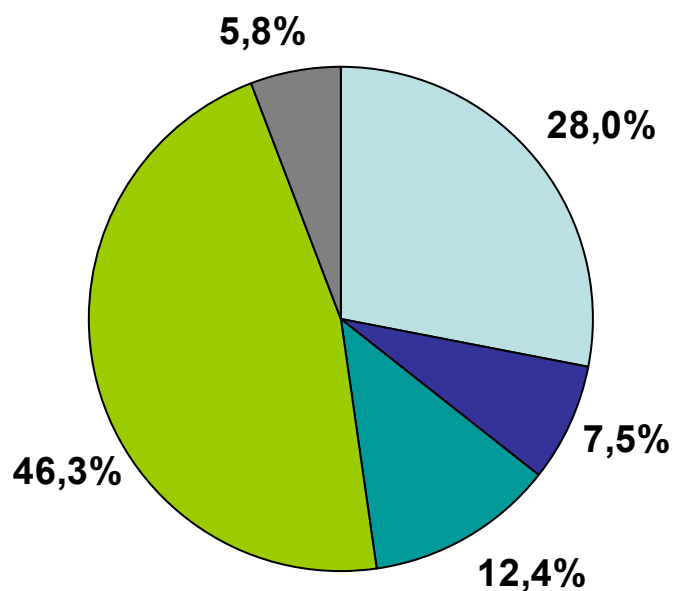
Alm. Brand Bank

Deposits 2002

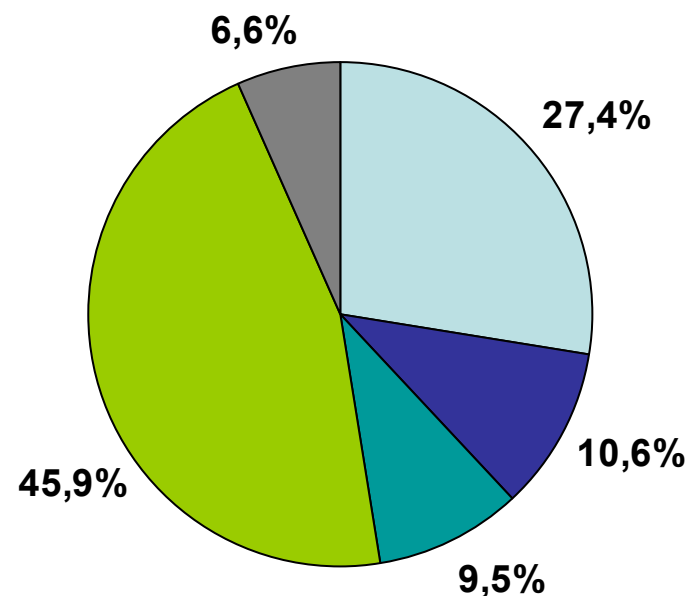


Alm. Brand Bank

Lending 2001



Lending 2002



□ Bilkredit

■ Leasing

■ Alm. Brand Pantebreve

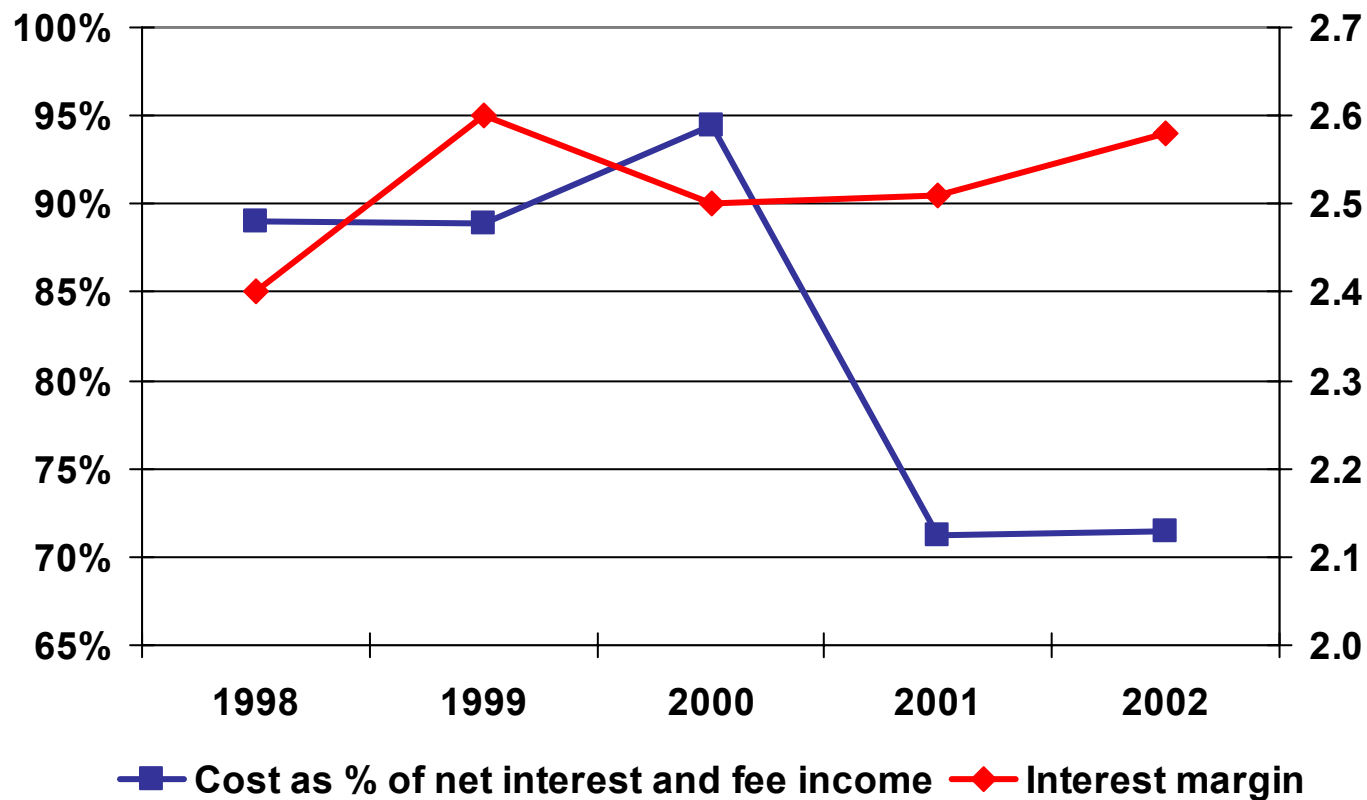
■ Retail

■ Wholesale



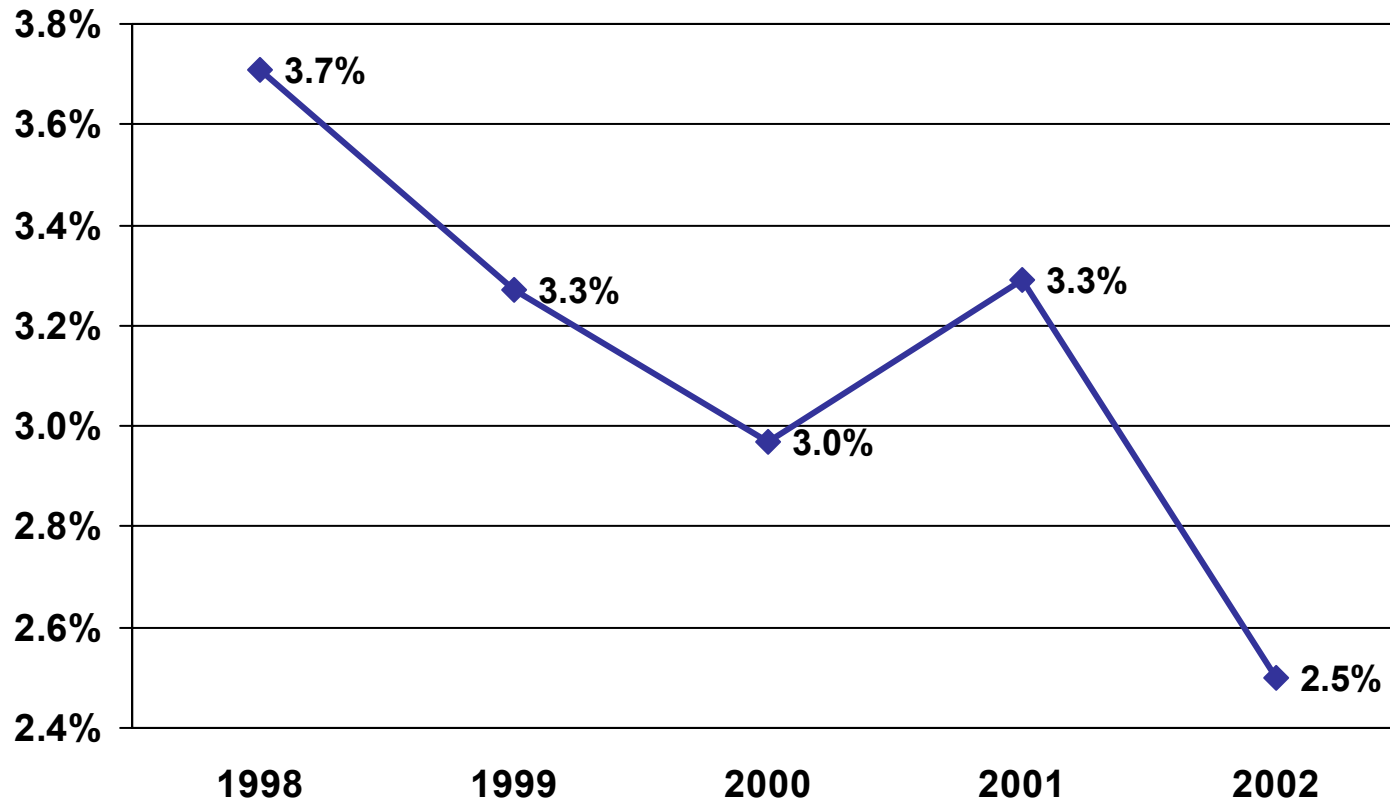
Alm. Brand Bank

Cost ratio



Alm. Brand Bank

Total provisions in % of lending



Alm. Brand Bank

Highlights (DKKm)	1998	1999	2000	2001	2002
Interest and commission income	579	553	687	820	763
Net interest and fee income	258	289	337	406	440
Capital gains and losses	10	9	8	-16	-5
Costs	226	256	318	289	314
Provisions for bad and doubtful debts	6	10	21	18	48
Profit before tax	47	61	61	114	101
Profit after tax	40	42	41	63	105
Shareholders' equity at year-end	561	651	690	749	677
Return on equity before tax	9.1%	9.7%	8.6%	15.0%	12.9%



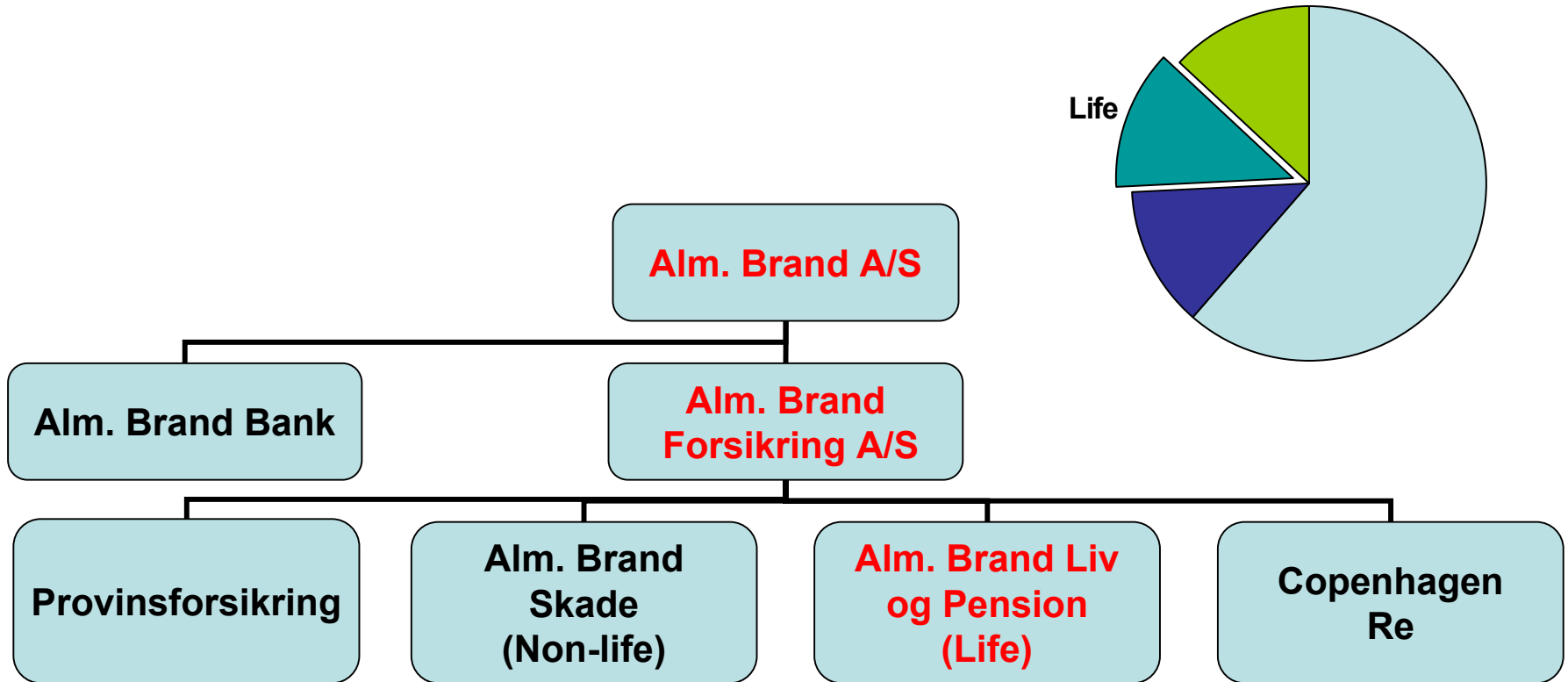
Strategy 2002, Bank

- Continue as savings and investment bank
- Develop product range
 - Full-service supplier to insurance customers
- Offer lending to agricultural customers
- Generate profitable growth in core business areas
 - Lending (including acquisition of GE car finance portfolio)
 - Trading activities (mortgage deed trading and retail stockbroking)

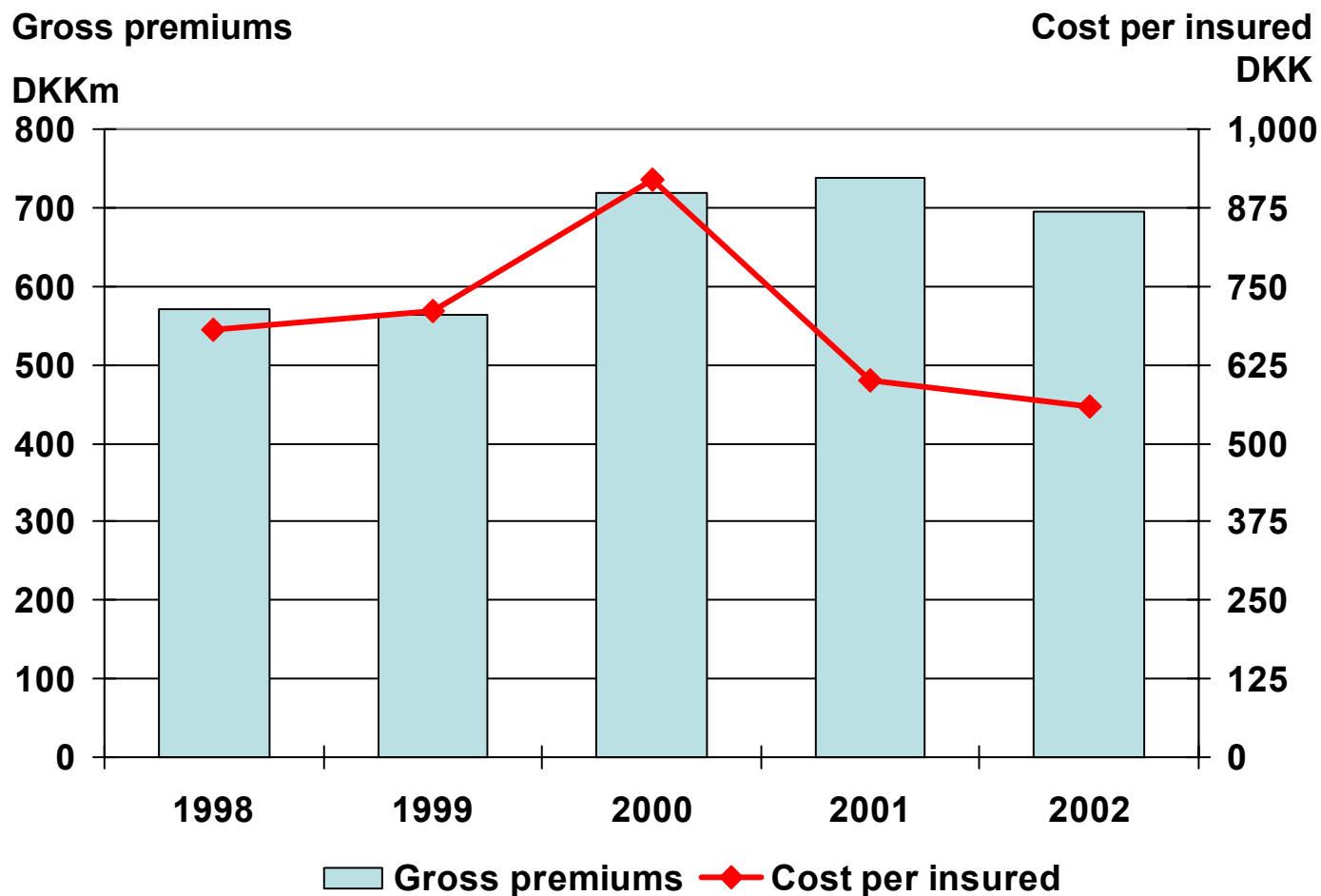
Strategy, Bank

- Bring market shares in line with those of the Group's non-life activities
- Support the full-service customer strategy
- Provide service to the Group's insurance customers
- Expand the product range

Alm. Brand Life

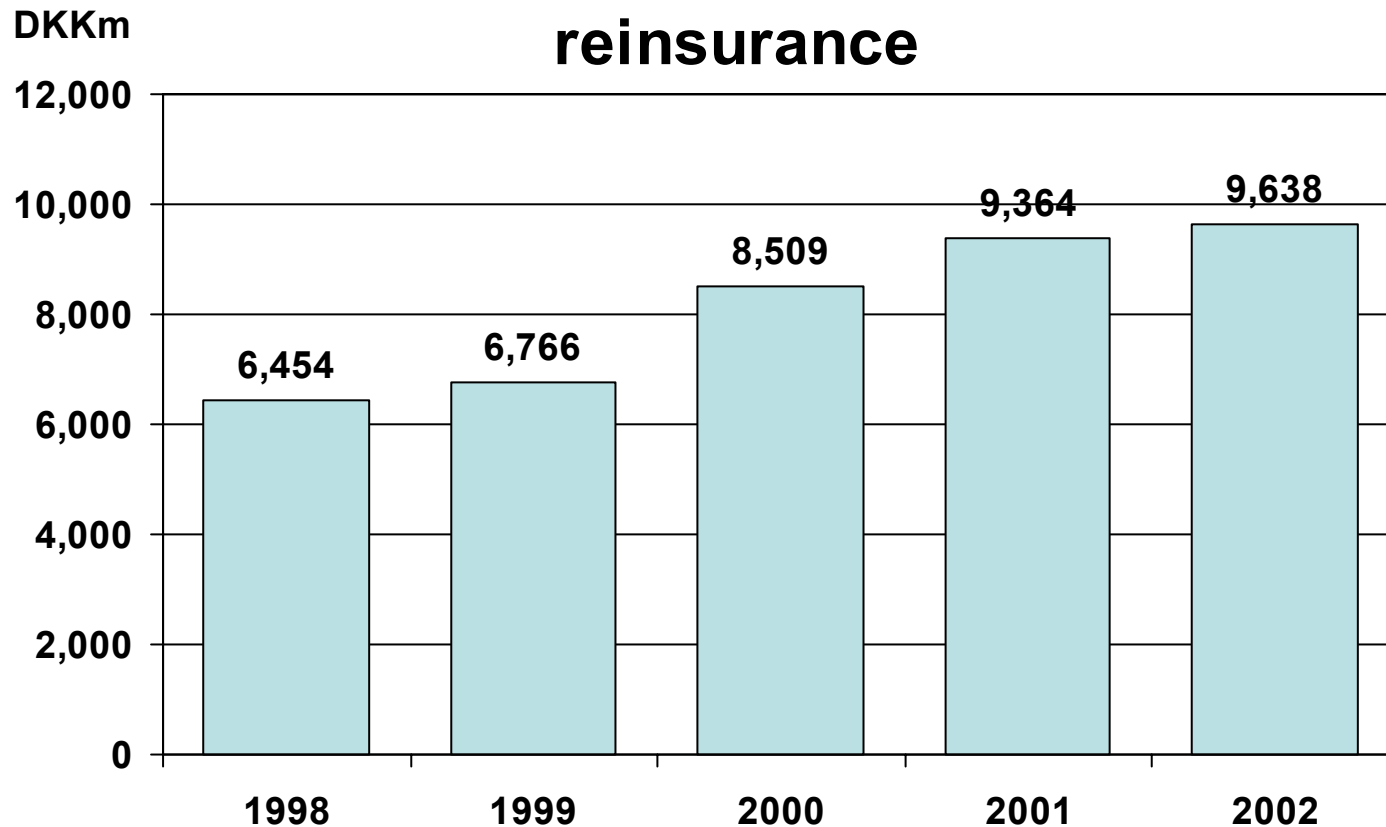


Alm. Brand Life



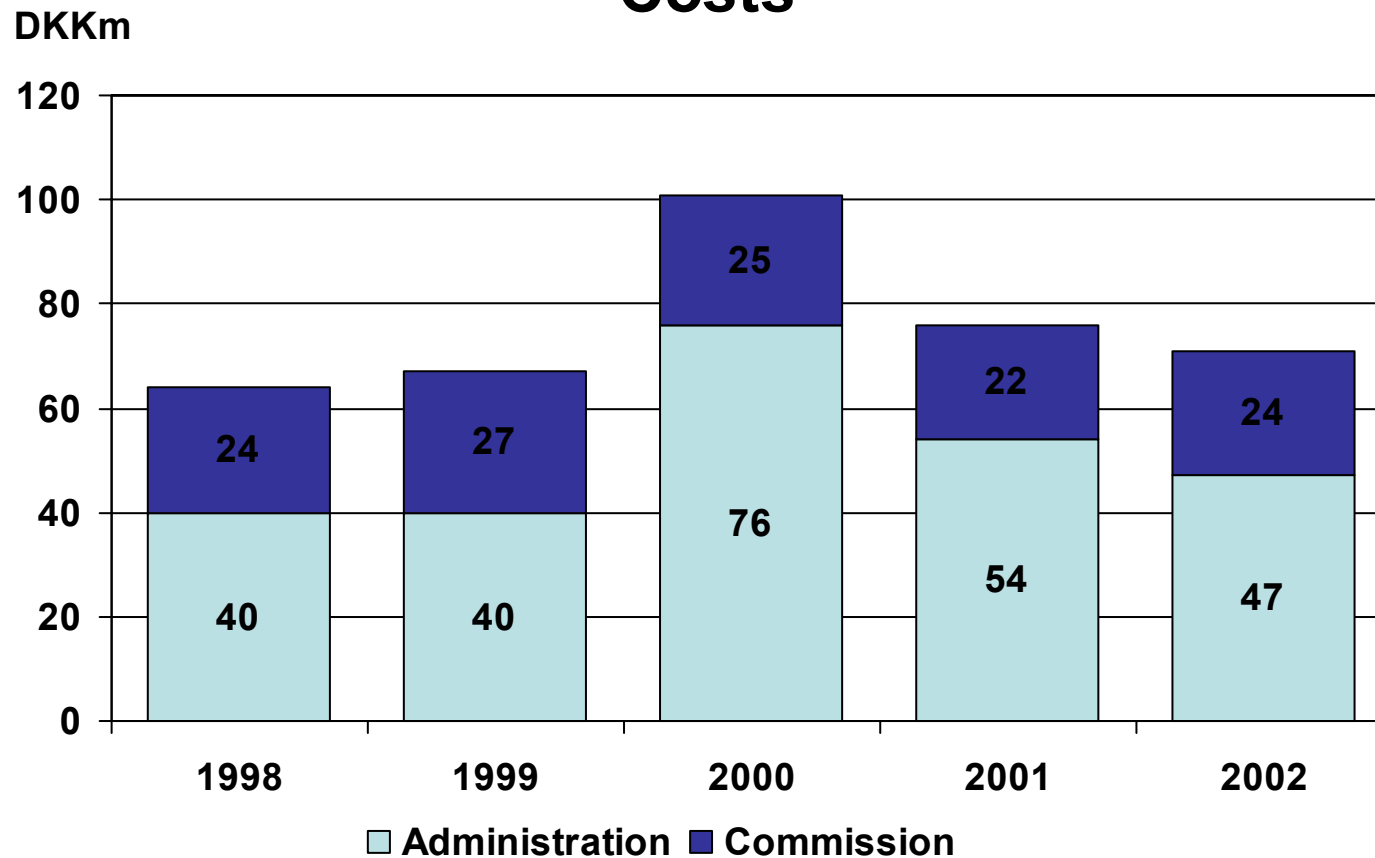
Alm. Brand Life

Life insurance provisions, net of reinsurance



Alm. Brand Life

Costs



Alm. Brand Life

Highlights (excl. health/personal accident)

Amount in DKKm	1998	1999	2000	2001	2002
Gross premiums	570	564	719	738	696
Cost ratio	11%	12%	14%	10%	10%
Profit before tax	96	76	52	139	8
Profit after tax, incl. minority interests	27	58	27	85	5
Technical provisions, net of reinsurance	6,888	7,580	9,677	9,470	9,720
Shareholders' equity	249	460	675	759	826
Return on equity before tax	37%	18%	11%	20%	1%



Alm. Brand Life

Composition of profit (excl. health/personal accident)

DKKm	2000	2001	2002
Expense result	2	35	22
Investment result	-111	-660	-59
Change in interest guarantees etc.	526	-476	-23
Change in transferred acquisition costs	0	128	0
Change in collective bonus potential	-414	1.040	22
Risk result	51	67	30
Reinsurance result	<u>-2</u>	<u>5</u>	<u>16</u>
Profit on ordinary activities	52	139	8
Tax	<u>-25</u>	<u>-54</u>	<u>-3</u>
Profit for the year incl. minority interests	27	85	5
Minority interests	<u>9</u>	<u>0</u>	<u>0</u>
Profit for the year	<u>36</u>	<u>85</u>	<u>5</u>



Strategy, Life

- Focused on the private and small business segments
- Focused on costs and service
- Focused on products split up according to risk
 - Low: Liv og Pension
 - Medium: Alm. Brand Link
 - High: Alm. Brand Bank (free choice)
- Retain existing market share
 - Growth in Alm. Brand Link

Other Areas

- Stabilisation of Copenhagen Re
 - Adapted organisation
 - WTC still DKK 700m
 - Focus on commutations
 - Group risk limited to Re's shareholders' equity of approx. DKK 104m
- Profitable winding-up of business portfolio (Gefion)

Outlook, Group

- Goals
 - Generate shareholder value
 - Return of at least the money market rate plus 5 percentage points
- 2003
 - Pre-tax profit of DKK 250m and DKK 235m after tax
 - Non-life: DKK 150m
 - Banking: DKK 85m
 - Life: DKK 40m
 - Other: DKK -25m
 - Turnover: DKK 6bn
 - Continued focus on earnings in all segments

Alm. Brand in Future - Strenghts

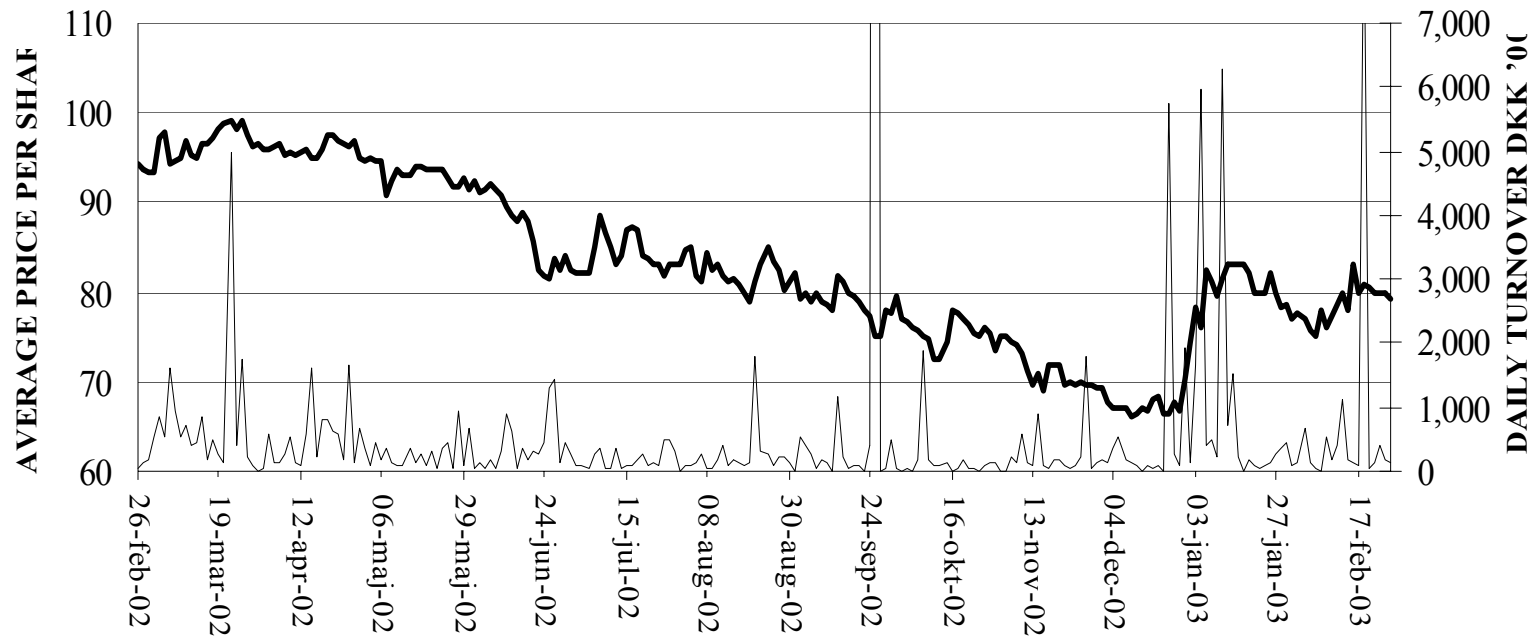
- Financial group offering the entire product range in-house or through business partners
- Large, attractive customer portfolio
- New customer-friendly non-life system
 - better service
 - greater efficiency
- Extensive advisory competences in the investment area
- Organisation and employees with values

The Future

- Focus on
 - Customers
 - Bottom line
 - Shareholders
- How
 - Loyalty/Customer longevity
 - Writing new business
 - Service
 - Costs
 - Information

Alm. Brand Shares

Share Price Performance and Turnover



Alm. Brand Shares

IRM Initiatives

- 2001: Alm. Brand A/S and Alm. Brand Finans A/S merged
- 2001: A share benefits cancelled
- 2002: Non-life insurance to Alm. Brand A/S
- Quarterly reports in 2003
- Active position on corporate governance recommendations
- Increased collaboration with analysts and the press
- Meetings (one-on-ones, seminars etc.)
- Modernisation of annual report and web site

- => Increase interest and visualise values

Alm. Brand Shares

- NAV per share: 125
- Price at year-end 2002: 70
- Price at 25 February 2003: 80
 - Share price:
 - Price/NAV: 64
- Recommend to the shareholders at AGM that no dividends be paid

Alm. Brand Annual Report 2002

