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12 May 2023

The Manager  
Market Announcements Office  
ASX Limited  
Level 4  
Exchange Centre  
20 Bridge Street  
SYDNEY NSW 2000

Dear Sir/Madam,

**2023 Annual General Meeting of Shareholders - addresses**

Please find attached the Chairman's and Group Chief Executive Officer's addresses.

This release has been authorised by the QBE Board of Directors.

Yours faithfully,

A handwritten signature in blue ink, appearing to read "Carolyn Scobie".

Carolyn Scobie  
**Company Secretary**

Attachment

For personal use only



*Michael (Mike) Wilkins (AO)  
Chairman, QBE Insurance Group*

*Address to the QBE Insurance Group Annual General Meeting  
12 May 2023*

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The past year has been a complex and mixed one for QBE. There have been some positive changes as the global economy and supply chains recover from the impacts of COVID 19. Our Company has made good progress on its simplification journey and the delivery of its strategic priorities.

However, the world has continued to face dynamic circumstances and uncertainties with the war in Ukraine, higher levels of inflation and interest rates, liquidity challenges in the global banking system and the continued impacts of environmental events.

Our changing climate continues to bring challenges for people and communities and as an insurer, we see this firsthand.

Flooding in the eastern states of Australia through early 2022 was one of the largest Australian catastrophes on record.

The Insurance Council of Australia in April this year said insurance customers have lodged more than 240,000 claims totalling \$5.81 billion as a result of the floods, making it the costliest extreme weather event in Australian history.

In September last year, Hurricane Ian hit the United States and caused terrible destruction and the tragic loss of a number of lives. Hurricane Ian is the second-largest insured loss on record in North America. In late December, winter storm Elliott also had a further significant impact on North America.

Earlier this year, we witnessed devastating floods and Cyclone Gabrielle in New Zealand and catastrophic earthquakes in Turkey and Syria.

In these circumstances QBE's purpose of enabling a more resilient future resonates strongly. I'm proud of the role that QBE and the insurance industry more generally plays in assisting customers and whole economies to recover from major events and remain in awe of our people and how they show up for our customers in their time of need.

The catastrophe events occurring at the end of 2022 and into the first quarter are going to have an adverse impact on QBE in 2023 and Andrew will address this in his presentation later in the meeting.

### ***Performance***

During 2022 QBE focused on its strategic priorities and on becoming a more consistent and joined up organisation.

We also maintained our commitment to delivering improved profitability and growth and were pleased with our full year statutory profit of \$770 million and the growth that was evident across all of our Divisions.

This result was particularly pleasing when it is juxtaposed against a year of significant catastrophic events and economic uncertainty.

Our balance sheet remains conservatively structured, and our capital position is strong. At 31 December 2022 that capital position was at the upper end of our target range of 1.6 to 1.8 times our regulatory minimum.

Given the global economic uncertainties which are evident in all of our areas of operation, and to enable us to take advantage of opportunities as they present themselves, we expect to maintain a strong capital position for the foreseeable future.

Reflecting our confidence in the performance and outlook for QBE, the Board declared a final dividend of 30 Australian cents per share, compared to the final dividend of 19 Australian cents per share in 2021.

### ***Operating Sustainably***

Sustainability remains fundamental to our future performance and is a key focus for our business and the Board.

We continue to evolve to meet the needs of our people, environment, customers and the broader community.

In February we released our 2022 Sustainability Report and I recommend this report to you as a clear and comprehensive update on our sustainability agenda.

We have several key commitments outlined in our sustainability scorecard including transitioning our insurance and reinsurance underwriting portfolios to net-zero greenhouse gas emissions (GHG) by 2050.

This commitment complements our 2020 commitment to transition our investment portfolio to net-zero GHG by 2050.

We also set a new target to achieve net-zero emissions for our global operations by 2030 and remain focused to reduce our overall energy use and source 100% renewable electricity for our operations by 2025.

We have made pleasing progress on these commitments, and we are currently determining an interim target for our underwriting portfolio, aligned with the Net Zero Insurance Alliance (NZIA) protocol. The first NZIA Target-Setting Protocol was published in January this year.

In January 2022, we launched our Inclusion of Diversity Policy and in February of this year, we released new inclusion of diversity targets.

The new targets are focused on maintaining an equal sense of belonging across four diversity demographics: gender, race and ethnicity, disability status and LGBTIQ+ identification.

Across QBE, we are cognisant of gender diversity, as well as all the ways we differ, including diversity of culture, religion, thought, skills and experience.

We have a target of 40% women in leadership by 2025 and in 2022, we saw an increase from 35.9% to 38.6%, supported by our ongoing focus on inclusion at every stage of the employee life cycle.

Both the Group Executive Committee and the Group Board currently comprise equal numbers of women and men.

QBE has been recognised as one of the Top 100 companies globally for Gender Equality by Equileap, in its sixth annual Gender Equality Global Report & Ranking.

The report provides a status update on gender equality in the corporate world globally and QBE is ranked #52 globally and 15th for all Australian companies.

We are very proud of this achievement and recognition but even more proud of the opportunities that we are able to provide to all of the people of QBE.

2022 was a year of progress and achievement for QBE. This is evident in both our financial and non-financial measures and our Company is well positioned for the future.

We believe that we have the right combination of focus, people and opportunity to deliver that future. Our organisation is well led by Andrew and his GEC colleagues, and I thank them and all of the nearly 13,000 people of QBE for their continuing focus, dedication and efforts on behalf of the Company and its customers.

I remain confident about QBE and look forward to being able to update you next year on our further progress in 2023.

I will now ask Andrew to address the meeting.



*Andrew Horton  
Chief Executive Officer, QBE Insurance Group  
Address to the QBE Insurance Group Annual General Meeting  
12 May 2023*

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Thank you, Mike and good morning to everyone here today.

I'd also like to acknowledge the Traditional Owners of the lands from where we are joining today, and pay my respects to Elders past and present.

Early last year, we launched our new purpose of enabling a more resilient future, and this laid the foundation for us through a dynamic 2022.

Equally, our new vision to be the most consistent and innovative risk partner, provided clear guardrails as we seek to build meaningful and lasting relationships with our customers and partners.

I am proud of our people, how they have come together over the last year to be a more consistent and better-connected organisation, focused on delivering on our purpose and vision.

We have made pleasing progress against our strategic priorities and we refreshed our sustainability strategy to focus on three key areas.

These are to foster an orderly and inclusive transition to a net-zero economy, enable a sustainable and resilient workforce and partner for growth through innovative, sustainable and impactful solutions.

Our three focus areas are resonating well with our people and provide opportunities to bring our enterprise together.

### ***Q1 Performance Update***

Today we released an update on performance through the first quarter.

I'll start on growth where another quarter of double-digit premium growth was a highlight.

Group-wide renewal rate increases of 10% for the first quarter represent an improvement on the prior corresponding period across each division and were driven by a reacceleration in rate increases across property classes.

Alongside ex-rate growth of 9%, QBE achieved Group constant currency gross written premium growth of 14% for the quarter.

On account of the stronger than expected start to the year, and expectation that rating will remain firm for the foreseeable future, we have raised our FY23 growth outlook, and now envisage Group constant currency GWP growth of ~10%.

Catastrophe activity has remained elevated into the new year and underscored by two meaningful events in New Zealand.

In the year-to-April, catastrophe costs are tracking at ~\$480M, and compare to our first half allowance of \$535M.

Today we've also flagged \$130M of adverse development on natural catastrophe events which primarily occurred in late 2022, including Winter Storm Elliot in North America and certain Australian events.

Based on our assessment of underwriting performance to date, we've amended the FY23 plan Group combined operating ratio to ~94.5%. This continues to exclude the upfront impact of the reserve transaction announced in February.

After what felt like another volatile quarter, we delivered a solid investment result for the quarter, underpinned by supportive interest rates.

Our fixed income running yield improved, exiting the first quarter at 4.2%, while our risk asset performance was also sound, with no direct impacts to note from recent turmoil in the Northern Hemisphere banking sector.

In regard to ASIC's pricing promise review, we continue to work with the regulator.

### ***Strategic Priorities***

Our strategic priorities continue to provide direction for the medium to long term and our 2022 Annual Report outlines each of our six priorities and details our progress.

In relation to portfolio optimisation, we have focused on developing multi-year enterprise portfolio mix targets, which will be embedded into our planning process. These targets have been calibrated to our ambition for sustainable growth and to be a less volatile business.

Our strategic priority of bringing the enterprise together sits at the core of our strategy and our objective is to unlock the value of QBE through initiatives that help us leverage capabilities across all our markets.

We are seeing more collaboration across product committees, driving consistency across classes of business where we have a global footprint.

We continue to make progress to modernise our business. There is ongoing focus on core platforms and further IT estate simplification, all centred around making QBE an easier partner to deal with and work for, ensuring we fully leverage our global scale.

Against our people priority, we have made good progress in the key areas of reward and performance, leadership and capability, and workforce planning.

Through our culture priority we have seen greater alignment and connection to our purpose and have launched a new enterprise recognition program and programs aimed at improving meeting effectiveness.

We are seeing the output of all of our strategic priorities manifest through better outcomes in our Voice people surveys.

We have seen steady improvements in results across employee wellbeing, sense of belonging and employee engagement.



Leadership stability has also improved, with very limited change on the GEC and in our leadership cohorts.

I believe we have strong enterprise-wide engagement to consistently deliver on our strategic priorities.

### ***Customers and Community***

Our teams have continued to respond to extreme weather events. Expanding and scaling up to be there for our customers, paying claims efficiently and working with partners and suppliers to get people and businesses back on their feet as quickly as possible.

In Australia, to manage the volume of claims as a result of the east coast Australian floods, we committed significant additional resources to help our customers.

We established a dedicated team of 60 people and increased our capacity in call centres and claims handling, as well as streamlining processes for faster decisions and payments.

In October last year, we were proud to announce we had renewed our global Disaster Relief and Resilience Partnership between QBE, Red Cross and Save the Children for a further three years and we are now actively supporting this in 19 of our countries of operation.

A demonstration of this support recently included helping communities following Cyclone Gabriel in New Zealand, and funding to the American Red Cross following a series of tornadoes and storms which impacted the United States, particularly communities across Mississippi, Arkansas and Tennessee.

I am incredibly proud of what we do at QBE and the role insurance plays in the lives of our customers around the world.

We remain focused on delivering our strategic priorities and consistently supporting our customers, partners and communities.

I extend my sincere thanks to my GEC colleagues and everyone at QBE for their efforts and passion for our company.

I thank you, our shareholders, for your ongoing support of QBE.

I will now hand back to Mike.