

Annual Report in brief



Live your life. We are here.

As a company with a cooperative structure and philosophy, la Mobilière puts people and their needs at the heart of its activities. Based on our values “personal, close and reliable”, we offer a convincing end-to-end experience for customers, irrespective of how and where they contact us. The extraordinary year 2020 posed a challenge to all of us. The stories in the Annual Report, told from different perspectives, show how innovative ideas and solidarity paved the way to positive solutions for all those concerned – in a personal, close and reliable manner.



La Mobilière is publishing its 2020 Annual Report according to the online first principle. The full Annual Report and further-going information on the 2020 financial year are available at mobiliar.ch/geschaeftsbericht (in German and French).

Facts & Figures



4.1

Premium volume
in CHF bn

24/7

Mobiliar 24 h Assistance

437.8

Profit in CHF m

160

locations



No. 1

for household, legal protection,
business, rental guarantee and
pure risk life insurance



5856

employees

80

general agencies



494 %

SST ratio

91.3 %

Combined ratio



2.2

million customers

338

apprentices

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Key figures of the consolidated annual account

in CHF million	2020	2019	Change in %
Non-life and life			
Gross premiums	4,094.7	3,951.4	+3.6
Net earned premiums	3,888.5	3,746.9	+3.8
Net technical reserves	11,374.3	11,280.1	+0.8
Technical reserves for the account and risk of third parties	913.7	862.4	+6.0
Technical reserves capital redemption business	42.0	36.8	+14.3
Financial investments	18,744.2	18,521.1	+1.2
Financial investments for the account and risk of third parties	913.7	862.4	+6.0
Investments capital redemption business	58.5	42.3	+38.2
Underwriting result	159.4	253.3	-37.1
Financial result	311.9	333.6	-6.5
Structural measures regarding pension funds	0.0	-73.0	n/a
Consolidated annual profit	437.8	488.6	-10.4
Consolidated capital and reserves	5,623.2	5,569.1	+1.0
Return on equity	7.8 %	9.4 %	
Non-life			
Gross premiums	3,292.4	3,188.4	+3.3
Net earned premiums	3,089.7	2,987.0	+3.4
Net technical reserves	5,529.1	5,616.3	-1.6
Underwriting result	267.8	337.9	-20.8
Financial result	170.6	204.3	-16.5
Result after tax	408.6	449.0	-9.0
Net claims incurred	60.9 %	59.5 %	
Net cost ratio	28.8 %	27.7 %	
Net ratio of other underwriting costs (incl. surplus allocated to policyholders)	1.6 %	1.5 %	
Net combined ratio	91.3 %	88.7 %	
Life			
Gross premiums	802.3	762.9	+5.2
Net earned premiums	798.8	759.9	+5.1
Net technical reserves	5,845.1	5,663.8	+3.2
Technical reserves for the account and risk of third parties	913.7	862.4	+6.0
Technical reserves capital redemption business	42.0	36.8	+14.3
Underwriting result	-108.3	-84.6	-28.1
Financial result	141.3	129.3	+9.3
Result after tax	29.3	39.6	-26.1
Net cost ratio	16.2 %	16.1 %	

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.

Introduction

Ladies and Gentlemen

Dear Customers



Introduction as video – take a look at our business year in brief in video format or read the Introduction in full length, including information on the change of CEO.

mobiliar.ch/vorwort2020

For all of us, the year 2020 was characterised by great challenges and major uncertainties. The COVID-19 pandemic held the world in its grip and continues to do so. It will take time before our everyday life returns to normal and the economy recovers. La Mobilière proved that it can function very well even under such extreme circumstances, so that we look back on a successful financial year. The Group pursued its growth course and recorded a very good result with a consolidated profit of CHF 437.8 million.

In the non-life sector, we achieved a highly gratifying premium growth of 3.3%, only slightly lower than the previous year (3.8%). We therefore once again clearly outgrew the market as a whole. In the life sector, we are continuing to focus on the recurring premium business in individual life and pension insurance. With a growth of 6.6%, we again advanced more strongly than the market as a whole.

The COVID-19 pandemic and the policy measures taken around the world to curb the spread of the virus resulted in the sharpest decline in GDP for decades. The financial markets for their part experienced strong fluctuations. We look back on a volatile but good stock market year. Under these circumstances we again achieved a gratifying financial result.

La Mobilière incurred high claim payments in the year under review. The claims ratio rose from 59.5% in 2019 to 60.9% in 2020. To mitigate the impact on the result, la Mobilière drew on disaster reserves amounting to CHF 200 million built up in favourable years in terms of claims. Losses incurred caused by COVID-19 came to around CHF 530 million. Roughly 90% of the unusually high number of claims lodged in the year under review were handled locally by the general agencies. In challenging situations, swift and uncomplicated support in the event of a claim is all the more important. This was ensured throughout the

90 %



of our employees worked remotely from home during the lockdown.

year thanks to the great commitment of all claims service employees and the excellent collaboration between the head offices and the general agencies.

The targeted investments of the past years in workplace infrastructure, IT landscape and IT security enabled us to pursue our growth in 2020, too. When the lockdown was introduced in March 2020, we successfully shifted our operations from head office and general agency offices to digital work from home within a few hours. This ensured the seamless continuation of our work on behalf of our clients on the one hand and the best-possible protection for our employees and their families on the other.



Around 40,000 SME have put their trust in the services of bexio.

The bolster our business success in the long term, we are consistently pursuing our digital transformation, with the focus on two key areas: the modernisation of our core business and the expansion of our ecosystems. As a basis for the “Services for SME” ecosystem, a lot of new customers were acquired by the software company bexio. Within the “Renting, buying, living” ecosystem, we are consistently expanding our offers for tenants and landlords. The Mobilière spinoff aroov has created a digital application process as a first step in providing services to tenants throughout the tenancy cycle, from moving in to moving out.

A strategic partnership with Raiffeisen Group came into force on 1 January 2021. Besides the mutual and exclusive referral of bank, pension and insurance products, the partnership also provides for the creation of joint product and service solutions with a focus on young customers, families and SME. La Mobilière has acquired a 25 % stake in Ringier Ltd to benefit from the latter’s many years of international experience with digital platforms and to raise the attractiveness and the frequency of digital interaction with our customers.

With the founding of Companjon in Ireland, we are testing a new and forward-looking business model. The InsureTech startup in Dublin enables customers to find simple insurance solutions in various domains of everyday life thanks to innovative annex products.



Michèle Rodoni, CEO;
Urs Berger, Chairman of the
Board of Directors

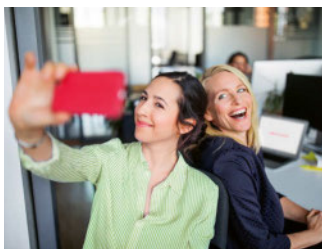
The worlds of culture, sports and other events were extremely hard hit by the measures to curb COVID-19 in the year under review. As a company with a cooperative structure and philosophy, we assume responsibility in times of uncertainty, too, by supporting social and cultural institutions. Even if events and programmes have had to be cancelled or put on hold for the time being, we sought for viable solutions for our partners and provided support in an uncomplicated fashion. For many years now, we have also been engaged in matters of sustainability. This was again underscored by our new climate strategy.

But it is you, dear Customers, that we have to thank for our successful business year. We are truly grateful for your trust and your loyalty.

Urs Berger
Chairman of
the Board of Directors

Michèle Rodoni
CEO

Our year 2020



1 Strategic partnership with Raiffeisen

Switzerland's leading retail bank and la Mobilière have formed a partnership in the areas of distribution, data analytics and services. The partnership agreement provides for the mutual referral of bank, insurance and pension products and services and the creation of joint product and service solutions in the home ownership field with a focus on young customers, families and SME.



2 "Renting, buying, living" ecosystem

La Mobilière is investing in the expansion of its ecosystem in the area of renting, buying and living, with a special focus on the customer journey for tenants and owners. In 2020, the Mobilière spin-off aroov launched a digital tenancy application form, created in collaboration with the startup PlanYourMove from Western Switzerland. The newly acquired company Buildigo connects customers with local craftsmen, and we are planning the digital homeowner platform Liiva with our new partner Raiffeisen.



3 "Services for SME" ecosystem

The conclusion of the 300,000th SME contract in the year under review underscored our strong position in the market for small and medium sized enterprises. With our SME ecosystem, we are consolidating this position and adding digital services to our range of offers. For this we are building in particular on our subsidiary bexio Ltd., which provides cloud-based business software for the entire administration of an SME.



4 CHF 220 million for our customers

La Mobilière shares its business success with its customers. Between July 2021 and June 2022, we are granting a discount of 20 % on premiums for household contents and buildings insurance. To emphasise our cooperative philosophy in these challenging times, we are, in addition, granting a 10 % premium reduction for business insurance policyholders for the second consecutive year.




Would you like to learn about further highlights of 2020? Visit our online annual report at mobiliar.ch/geschaftsbericht (in German and French).

Strategy and goals

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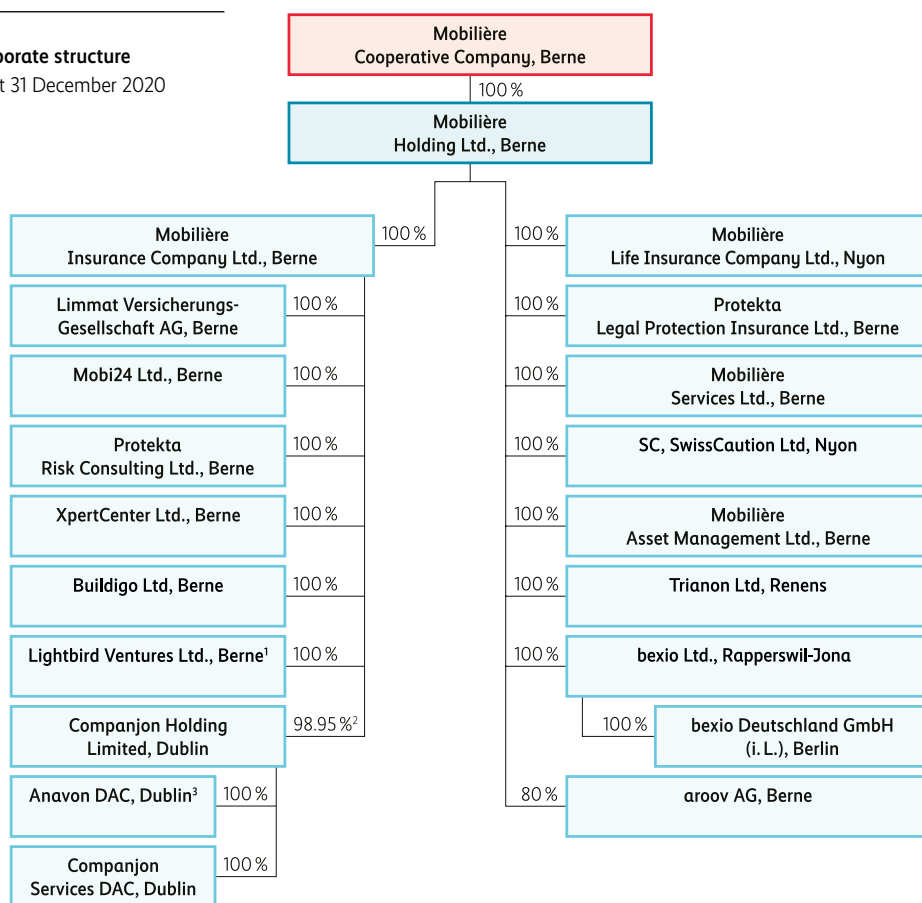
Strategic basis

As an all-line insurance company, la Mobilière stands out with comprehensive and high-quality products and services.

 80 general agencies provide personal advisory services and efficient claims settlement at around 160 locations.

We offer our customers a wide range of life and non-life insurance solutions for individuals and companies, with the focus on our home markets of Switzerland and the Principality of Liechtenstein. Every third household and every third company, approximately 2.2 million customers in all, are insured by la Mobilière.

Corporate structure
as at 31 December 2020



¹ Swiss Mobiliar Venture Capital Ltd., Berne (as at 31 December 2020)

² The share of voting rights amounts to 96.77%.

³ Anavon DAC, Dublin (as at 8 January 2021)

Philosophy

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



La Mobilière, the first private insurance company in Switzerland, was founded as a cooperative in 1826.

Originally a mutual society founded to share risks and losses, la Mobilière keeps its business consistently focused on the needs of its customers. Instead of paying dividends to shareholders, we let our customers share in our business success.

Sharing success

It is widespread practice for life insurance policyholders to receive bonuses, i.e. shares in the surplus achieved. La Mobilière, however, shares its profits with large numbers of customers in the non-life sector, too.



In the past ten years, la Mobilière returned around CHF 1.6 billion to its customers.

Between July 2020 and June 2021, a total of around CHF 175 million is being returned to our policyholders through our discounts on premiums for vehicle, business and travel insurance. From mid-2021, for one year, a sum of CHF 220 million will be used for a premium reduction for policyholders of household contents and buildings insurance. To emphasise our cooperative approach in these special times, we are seamlessly continuing our premium discount for customers with a business insurance policy in the current year. This means they will benefit from a premium reduction for the second consecutive year.



With a Swiss Solvency Test (SST) ratio of 494%, la Mobilière ranks among the best Swiss primary insurance companies.

Solid capital and reserve base

La Mobilière does not strive for one-sided, shareholder-driven profit maximisation. Instead it aims for profit optimisation streamlined with the needs of its 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. The risks we assume in our insurance business and financial investments are carefully balanced with the capital we hold.





The colours of life

Bright ideas can be the source of joy
and an expression of solidarity.

During the lockdown in March 2020, employees had to move their workplace from the office to their home from one day to the next. Shops were closed and garden centres in particular could not sell their budding plants and flowers. La Mobilière's general agencies spontaneously decided to support local tradespersons and so gave rise to a lot of joy.



Read the whole story online at
mobiliar.ch/solidaritaet2020

Strategic business development

For us, digital transformation means modernising the core business and creating and expanding ecosystems.

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.



Innovation focus for 2021:

- (Pro-)active data protection
- Protection against system outages and system risks
- Training and education in flux
- Strengthening solidarity networks
- Sustainable business operations

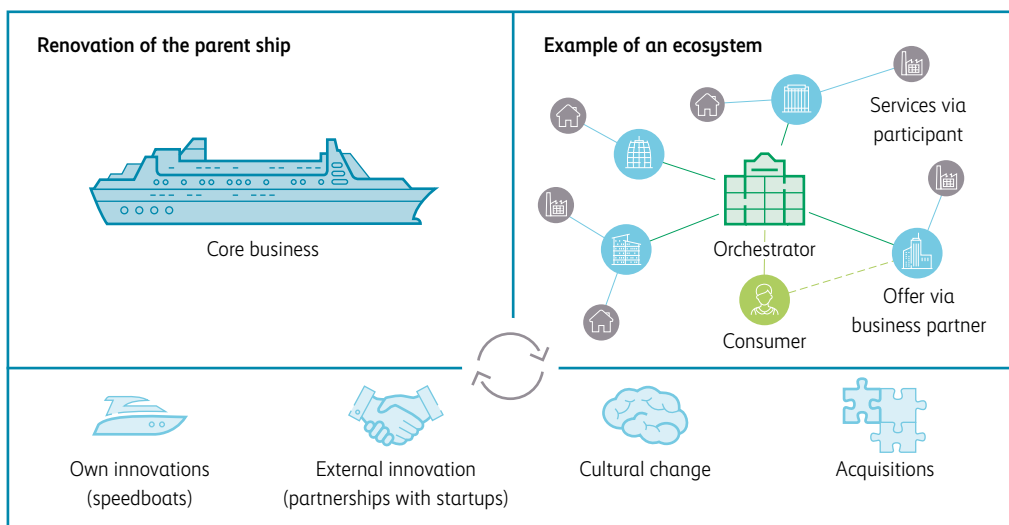
Innovation

We live in a time of continuous change and are today preparing for tomorrow. La Mobilière offers a suitable environment for innovation, and drives these innovations in a systematic and targeted manner. In the year under review, we intensified our monitoring of current trends and developments in our field. Five focal points for innovation were defined for 2021.

Digital transformation

Our digital transformation focuses on two key areas: modernising our core business and creating and expanding ecosystems.

Digital transformation





If they prove successful, we integrate our speedboats in the parent ship or continue to develop them as separate companies.

Modernising the core business

The largest part of the funds for the project portfolio are dedicated to our core business, which we compare to a parent ship. For decades, this ship has been on a very steady and successful course, and it is serviced and increasingly digitalised on an ongoing basis. In addition, we make use of small and agile speedboats. Their task is to test new business ideas and gauge market opportunities.

Creating and expanding ecosystems

Services nowadays are increasingly provided across sectoral borders. Various products and services around a single topic are bundled to what is known as ecosystems. La Mobilière is focusing the expansion of its offers in two such ecosystems.



Around 40,000 small and medium sized enterprises are using the bexio business software that covers the entire administrative range.

“Services for SME” ecosystem

With this ecosystem, we are further strengthening our position in the SME market and are supplementing our range with new digital services. In this area, we are building in particular on our subsidiary bexio Ltd., acquired in 2018. The first joint projects implemented involved an insurance check and the Smart Insurance solution.



Important steps were undertaken in 2020 to expand this ecosystem.

“Renting, buying, living” ecosystem

- The Mobilière spin-off aroov launched a digital application process.
- With Raiffeisen we are launching the joint digital platform Liiva, which aims to cover all requirements in the field of private residential property.
- Buildigo, a platform connecting customers with craftsmen, was launched at the beginning of 2021.

Further new acquisitions, participations and cooperation agreements

La Mobilière has acquired a 25 % stake in Ringier Ltd. The strategic partnership focuses primarily on the platform economy and a target group oriented, digital market management using various instruments.



Chief Happiness Officer

Two unlikely partners – the accountancy firm accoswiss and the “Bäumlihof” farm in Riehen – showed solidarity in an innovative way.

compas, an institution for intervention on behalf of nature and animals in Riehen, had to close its doors in March 2020 due to the lockdown regulations. Yet with the two above-mentioned partners it found novel ways of bringing humans and animals together. As a result, Jazz, the new Chief Happiness Officer at accoswiss, whizzes through the offices and does justice to her title.



Read the whole story online at
mobiliar.ch/webinar2020

Further new acquisitions, participations and partnership agreements (continued)

- With the foundation of Companjon, and add-on insurance provider based in Dublin, we are accelerating the expansion of our activities in the digital world.
- In 2020, la Mobilière founded Lightbird Ventures Ltd., with which it is pursuing a systematic approach to investments in strategically relevant startups.
- The partnership with Raiffeisen Group is aimed at the mutual referral of bank, pension and insurance products as well as the creation of joint product and service solutions for young customers, families and SME.

Investments in 2020 across all corporate sectors reached a volume of around CHF 170 million.

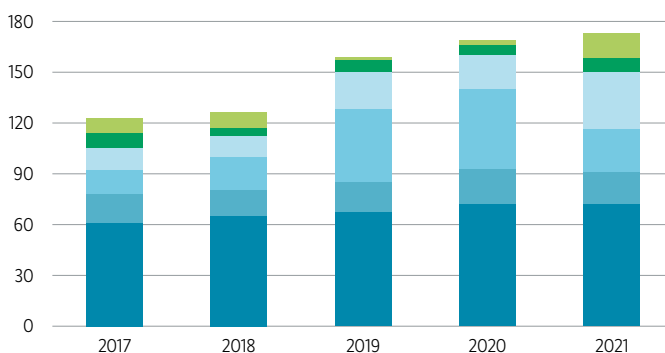
Investment shares and development of investments in CHF m

- Other
- Speedboats
- Infrastructure/workplace infrastructure
- Management support
- Life systems
- Non-life systems

Incl. internal personnel costs, costs for external services and for tangible and non-tangible assets. 2021, based on planning.

Key investments

We continue to make considerable investments in projects. The goal is to increase benefits for customers, to simplify processes and make them more efficient, and to maintain and enhance employee satisfaction.



Targets

We aim to continue our long-term and profitable growth above the market average. We want to secure our leading positions in household, business, legal protection and rental guarantee insurance as well as in pure risk life insurance for private individuals. In order to attain these goals, we systematically pursued our growth initiatives and the implementation of our digital transformation strategy in 2020. La Mobilière is an entirely self-financed company not oriented towards the capital market. Our return targets are geared to maintaining long-term income potential.

Cooperative

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Annual Report of Mobilière Cooperative

The Board of Directors of Mobilière Cooperative determines the philosophy and the business approach of Mobilière Group.

The Board of Director also lays down the principles of the Group's positioning in the public sphere.



Elected for a three-year term of office were Professor Aymo Brunetti (Biel-Benken) and Anja Wyden Guelpa (Geneva).

Delegates' Assembly

Based on the Federal Council's COVID-19 Ordinance 2, the regular Delegates' Assembly 2020 was conducted in writing. The delegates approved the Annual Report of Mobilière Cooperative, the Annual Financial Statement 2019 and the Management Report. They also acknowledged the closing of accounts of the Cooperative in accordance with the Swiss GAAP FER accounting standards, decided on the appropriation of the profit available for distribution and granted discharge to the Board of Directors. Rudolf Stämpfli (hitherto Vice Chairman of the Board of Directors), Fritz Schiesser and Pascale Bruderer stood down from the Board of Directors.



Irene Kaufmann (Zurich) was elected as new Vice Chairman of the Board of Directors as of 15 May 2020.

Board of Directors

The Board of Directors convened for three regular meetings. In the spring session, the focus was on the preparations for the Delegates' Assembly and the reporting on the financial year 2019. At the subsequently conducted General Meeting of Shareholders of Mobilière Holding Ltd., the Board of Directors exercised Mobilière Cooperative's rights as sole shareholder. In September, the Executive Board informed the Board of Directors on developments in the second quarter and on the half-year results. The Board of Directors approved the half-year report on the positioning activities and the budget for 2021, and debated Mobilière's climate strategy. In November, the focus was on various positioning issues – primarily the support for climate protection projects in Switzerland.

Positioning Committee

The Cooperative's Positioning Committee convened for four meetings, at which it prepared the topics on the agenda of the Board of Directors' meetings.

Annual Financial Statement

The Annual Financial Statement of Mobilière Cooperative closed with a profit of CHF 27.5 million (2019: CHF 22.5 million). The profit and loss account comprises the participation income from dividend disbursement amounting to CHF 30.0 million (2019: CHF 25.0 million), the interest income of CHF 1.1 million (as in 2019) from the loan to Mobilière Holding Ltd. and CHF 1.2 million (as in 2019) from current account receivables as well as costs and tax amounting to CHF 4.8 million (as in 2019).

The invested assets are primarily made up of the participation in Mobilière Holding Ltd. and the loan granted to the latter. The current assets amount to CHF 164.8 million (2019: CHF 157.9 million). The debt capital comprises the surplus fund of CHF 107.2 million (2019: CHF 103.2 million). Of this, CHF 18.2 million are reserved for prevention projects, CHF 6.0 million for basic research and CHF 25.7 million for other items. Capital and reserves (before appropriation of profit) declined marginally by CHF 53,000 to CHF 960.7 million.

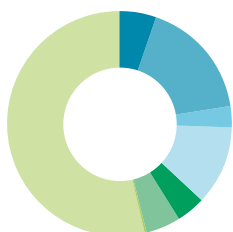
Appropriation of profit

The appropriation of profit is specified in the annex to the Annual Financial Statement of Mobilière Cooperative. The Board of Directors requests the Delegates' Assembly of 19 May 2021 to appropriate the profit available for distribution of CHF 87.7 million according to this proposal. It includes in particular an allocation to the surplus fund of CHF 22.0 million, as in 2019.

Commitments of the Cooperative

All our existing partners were able to rely on our ongoing commitment – even under changed circumstances

Surplus fund
as at 31 Dec. 2020



- Basic research: **5.5%**
- Prevention and nature: **17.0%**
- Living and community: **3.1%**
- Culture/communication and implementation: **11.5%**
- Climate projects: **4.2%**
- Miscellaneous¹: **4.9%**
- One-off²: **0.3%**
- Not attributed to a single topic: **53.5%**

¹ Idée coopérative (Cooperative), COVID-19 loan for indoor sports

² Digital Dialog, Swissbike Park, Learningcenter HSG, Papilliorama, Fotomuseum Winterthur

The statutory purpose of the Cooperative is to promote primary insurance on a cooperative basis. Mobilière Cooperative realises this purpose to the greatest extent through direct participation in Mobilière Holding Ltd. At a secondary level, this is achieved by strengthening the position of Mobilière Cooperative in the perception of the Swiss public.

For decades, we have been supporting cultural, ecological and social projects in Switzerland, whereby the strengthening of innovation has become increasingly important. Such support is made possible by la Mobilière's cooperative structure and philosophy and its ongoing success.

In 2020, too, with its special challenges posed by COVID-19, we lived up to our responsibility. All existing partnerships were upheld and our partners were able to count on our support under the changed circumstances, too. Mobilière Cooperative supports research projects at the University of Bern, ETH Zurich and EPF Lausanne. We enable and initiate platforms of exchange between representatives of the worlds of culture, science and society.

Furthermore, we back projects working on the prevention of natural disasters throughout Switzerland and boost innovation at small and medium-sized Swiss enterprises as well as at NGOs. By allocating a certain amount of the profit to the Anniversary Foundation and the Award Fund, the Cooperative supports further cultural, social and charitable projects and ideas. The climate strategy launched in 2020 represents yet another significant contribution by la Mobilière to a viable future.

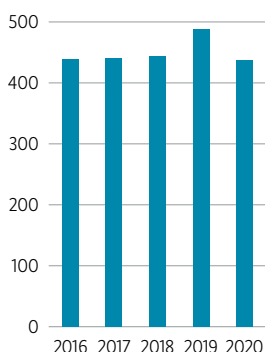
Mobilière Group

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Overall result

Mobilière Group continued on its growth course. Despite high claims incurred, a very good result was achieved.

Consolidated annual result
in CHF m



La Mobilière posted a consolidated profit of CHF 437.8 million (2019: CHF 488.6 million) for the financial year 2020. Non-life business contributed CHF 408.6 million (2019: CHF 449.0 million) and life business CHF 29.3 million (2019: CHF 39.6 million) to the overall result.

Capital and reserves and balance sheet total

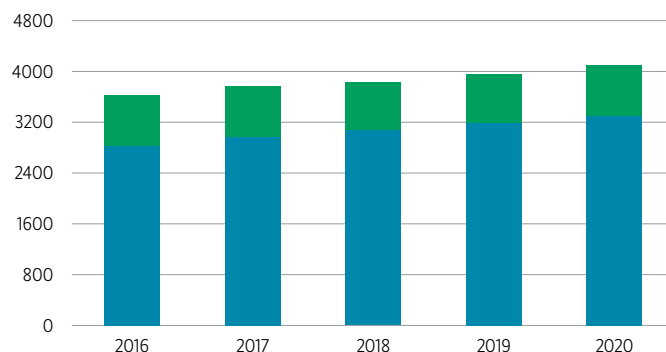
Consolidated capital and reserves rose year-on-year by 1.0 % to CHF 5.623 billion. The return on equity came to 7.8 % (2019: 9.4 %). The balance sheet total advanced to CHF 20.616 billion (2019: CHF 20.252 billion).

Underwriting business non-life

In non-life insurance, the premium volume was raised from CHF 3.188 billion in 2019 to CHF 3.292 billion in 2020. At 3.3 %, the growth rate was slightly lower than in the previous year (3.8 %). The underwriting result decreased from CHF 337.9 billion to CHF 267.8 billion, also due to the high amount of claims incurred owing to the COVID-19 pandemic. The underwriting result was boosted by the dissolution of the disaster reserves amounting

Gross premiums
in CHF m

■ Life
■ Non-life



to CHF 200 million, which had been accrued in favourable years in terms of claims to mitigate the burden caused by such extraordinary events. The claims ratio came to 60.9 % (2019: 59.5 %). The cost ratio rose from 27.7 % in 2019 to 28.8 % and the combined ratio from 88.7 % to 91.3 %.

Financial business non-life

The financial business's contribution to the result declined year on year from CHF 204.3 million to CHF 170.6 million. The main reasons for the decrease were lower appreciation and higher losses from sales. A weaker Swiss franc and higher hedging costs for foreign currency securities also had an impact on the financial result.

Underwriting business life

Gross premiums in the life sector advanced in the year under review by 5.2 % to CHF 802.3 million (2019: CHF 762.9 million). In individual insurance, the main contribution to this success came from convertible savings plans. In occupational pensions, the volume of recurring annual premiums was slightly above the previous year's level. The underwriting result receded from CHF -84.6 million to CHF -108.3 million. This amount includes CHF 35.5 million in surplus participation for policyholders. The cost ratio rose from by 0.1 percentage points to 16.2 %.

Financial business life

The financial result in the life sector amounted to CHF 141.3 million (2019: CHF 129.3 million). While the lower appreciation and higher losses from sales led to a decline in the result, this was more than offset by the distinctly higher gains realised by financial asset sales compared to the previous year.

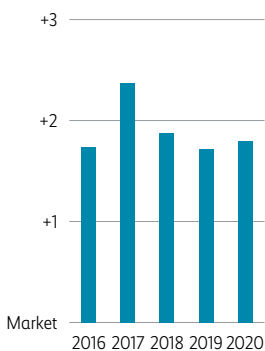
Non-life

In a challenging year marked by COVID-19, la Mobilière consolidated its position and continued on its successful growth course.

The COVID-19 crisis and the policy measures taken around the world to curb the spread of the virus resulted in the sharpest decline in GDP for decades. After the lockdown in March and April 2020, a swift recovery of the Swiss economy set in. In October, restrictions were again imposed by the authorities and certain cantons introduced a second lockdown. To what extent and at what rate the economic recovery will continue depends primarily on the further course of the pandemic both at home and abroad.

Growth relative to market

Non-life business
(Difference in percentage points)



Market (basis: SIA premium report, adjusted for the year 2020)

Even under such extremely difficult circumstances, la Mobilière managed to further consolidate its strong market position. Our mobile, flexible workplaces and stable IT systems enabled us to keep our operations running at all times and to handle our customers' requests without impairment. The gratifying premium growth of 3.3% was only slightly lower than the previous year's figure of 3.8%, and we further bolstered our market share of around 20%.

Innovation and process optimisation

We stay true to our claim of offering customers first-rate products with a good price-benefit ratio. Furthermore, we are investing considerable amounts in the digital transformation of our company, with the main focus on the redesign of our key processes and our non-life products. We are, for example, working on the modernisation of the individual insurance products of Protekta legal protection insurance and on transferring our personal insurance data to our Mobiliar Claims System platform, which enables digital claim settlement. And our business insurance for small and medium sized enterprises (SME) remains well on track.

With product supplements and improvements, we aim to consolidate our market leadership among SME and in the self-employed sector. We are also expanding our range of financial loss liability insurance to further professions.

Reasons for success

La Mobilière, with its cooperative structure and philosophy, has always stood for trust, reliability, solidity and local presence. These factors form the basis for the consistently good premium development and our excellent positioning in the market. In times of crisis, they become even more important. Our 80 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. As a result, our customers give top marks to us regarding customer satisfaction. In the customer satisfaction study conducted by comparis.ch, la Mobilière retained its top position of the previous year in motor, household contents and personal liability insurance. To be able to continue to fulfil our customers' requirements as best possible, we give high priority to the further development of our products and services.

Claims experience

The effects of the COVID-19 pandemic led to a high amount of claims incurred. The claims ratio came to 60.9%, which was more than the year before (59.5%). To mitigate the impact in the result, la Mobilière drew on disaster reserves amounting to CHF 200 million built up in favourable years in terms of claims. Gross losses incurred owing to COVID-19 amounted to around CHF 530 million. For the rest, we registered a favourable cost experience with no exceptional natural disasters or major losses.





The second life of Massimo F.

A small, mint-coloured Fiat enjoyed a care-free life and was on the road almost daily.

Until one day he was badly damaged and narrowly avoided ending up on the scrap-heap. He experienced long moments of fear and trepidation before a new owner turned up out of the blue and gave him a second lease of life.



Read the whole story online at
mobiliar.ch/massimo2020

Life

Despite difficult market conditions due to the COVID-19 pandemic, we succeeded in expanding the premium volume in our life business.



The sustained phase of low interest rates continues to pose serious challenges for life insurers.

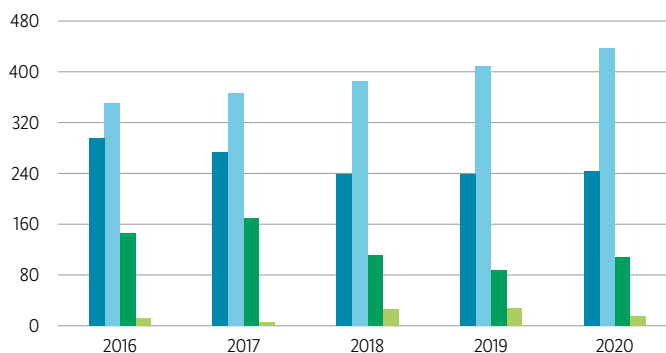
Interest rates in Switzerland remain in negative territory and at historically low levels.

Individual life and pension insurance

With a growth rate of 6.6 %, we again outperformed the market in recurring premiums. The main contribution to this came from our forms of convertible savings insurance. For the sale of individual life policies, a personal advisory conversation with customers plays a significantly larger role than with other types of insurance. In connection with the COVID-19 pandemic, new business in disability insurance and in savings insurance receded by 5 %. In the individual lump-sum insurance sector with recurring premiums, we achieved a market share of 12.7 % in terms of new business volume.

Gross premiums individual and group insurance in CHF m

- Annual premiums group insurance
- Annual premiums individual insurance
- Single premiums group insurance
- Single premiums individual insurance



Occupational pension insurance

The volume of recurring annual premiums in the occupational pensions sector was slightly above the previous year's level. The single premium business also recorded an increase compared to



In group insurance, we achieved an overall premium growth of 7.5%.

the previous year. This development was mainly due to the transfer of retirement assets to finance survivors pensions in new benefit cases. The occupational pensions market is largely saturated and fiercely contested. New contract conclusions decreased in comparison with the previous year. However, the same applies to the number of contract cancellations.

Products and innovations

In order to consolidate our leading market position in pure risk life insurance, we completely revised our life insurance rates. In addition, we expanded our range of risk insurance products by two new offers: One of them is an entirely digital pure risk life insurance covering small insured amounts. The other offers customised risk insurance for people with diabetes.



La Mobilière benefits from an excellent reputation and is firmly established in the market thanks to its decentralised organisation.

Reasons for success

Our range of offer in individual life insurance is characterised by innovative and easy to understand products that enable us to provide tailor-made insurance solutions for all age segments. In the pension fund reinsurance business, we have for many years maintained an above-average surplus participation for customers in group insurance compared to our competitors and to the minimum rate prescribed by law.



In group insurance, where a minimum rate is required by law, 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.

Surplus participation for customers

The underwriting result incorporates the surplus participation for policyholders totalling CHF 35.5 million.

Benefits

In the individual life segment, death benefits incurred were below the level of 2019. By contrast, disability benefit payments rose markedly. Death benefits incurred in group insurance were noticeably down year on year, while disability benefits clearly exceeded the favourable past year's amount. Overall, benefits incurred were thus higher than in 2019.

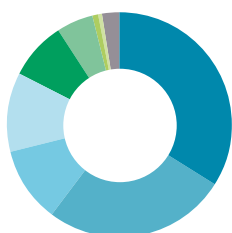
Asset Management

The year under review was marked by COVID-19 and extremely volatile markets. And yet it will be remembered as a good investment year.

Portfolio allocation

as at 31 Dec. 2020

Figures for 2019 in brackets



■ Bonds:	34.0 % (39.4 %)
■ Shares and fund units incl. property funds:	26.5 % (24.5 %)
■ Alternative investments incl. gold:	10.8 % (8.4 %)
■ Investment property:	11.4 % (11.2 %)
■ Mortgages:	8.2 % (7.9 %)
■ Loans:	5.4 % (6.2 %)
■ Associated organisations:	0.8 % (0.5 %)
■ Non-consolidated participations:	0.4 % (0.4 %)
■ Other investments:	2.5 % (1.4 %)

The year 2020 began well, with stock markets reaching all-time highs in mid-February. In March, measures taken by governments to curb the COVID-19 pandemic and a historic drop in prices for crude oil led to massive turbulence on the financial markets. Central banks and governments with their fiscal policy reacted swiftly. This, for the time being, prevented a tidal wave of bankruptcies and high unemployment. At the beginning of summer, economies began to recover. Uncertainty regarding the US elections and the outbreak of a second wave of the pandemic led to short-term price losses, particularly in Europe. After the relatively benign outcome of the US elections and the subsequent news regarding the efficacy of new vaccines, the market mood brightened. Against this backdrop, gold lost somewhat in value, but registered a substantial price gain over the year as a whole.

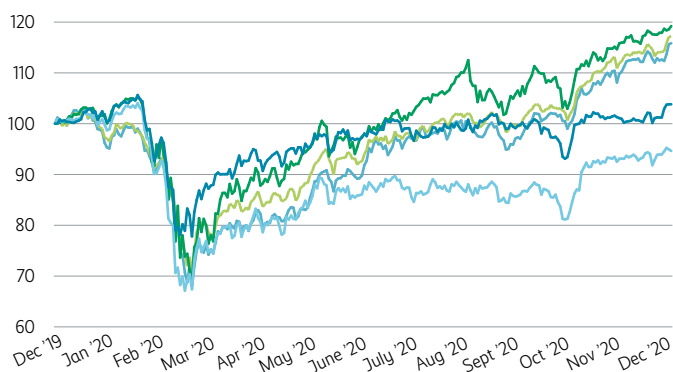
In this exceptional investment environment, we posted a financial result of CHF 311.9 million (2019: CHF 333.6 million). The main factors of the positive investment result were income from the sale of financial investments, income from investment property and income from securities. A return on investment of 1.7 % (2019: 1.9 %) was achieved on an average investment total (book value) of CHF 18.633 billion. The investment performance of the financial investments at market value came to 3.7 % (2019: 6.9 %). Despite the high market volatility and the ensuing losses, this reflects in particular the strong overall development in the real assets segment, especially in real estate.

i

In the year under review, MobiFonds were accorded three Refinitiv Lipper Fund Awards.

Stock market course 2020 in local currency

■ Switzerland
■ Europe
■ USA
■ Asia
■ Emerging markets



Real estate

In 2020, the portfolio of direct real estate investments grew mainly through advancing construction projects. At the time of writing, around 210 apartments and 4000 m² of office and commercial space with an additional investment volume of roughly CHF 100 million are under construction or in planning. The market value of the entire portfolio rose from CHF 2.079 billion to CHF 2.135 billion year on year.

MobiFonds – la Mobilière's investment funds

The funds under our own fund management at Mobilière Asset Management Ltd. reflect the Mobilière investment philosophy with its emphasis on security over return as well as active investment and focus on quality. The funds are managed according to the same principles and with the same care and prudence as those of Mobilière Group and its pension funds. The range of funds for private customers consists of MobiFonds Select 30, 60 and 90. In the year under review, MobiFonds was accorded three Refinitiv Lipper Fund Awards.

Brand, advertising and sponsorship

Throughout Switzerland, la Mobilière is among the companies with the highest reputation.

75 %

of all respondents named la Mobilière as their favourite insurance brand.

Mobilière is the most popular brand among consumers – no other insurer enjoys the same level of trust. For many years, la Mobilière has successfully positioned itself as the most personal insurance company in Switzerland.

Strong umbrella brand – strong regional presence

La Mobilière maintains a consistent umbrella brand and communicates in all four of Switzerland's national languages. This multilingualism is a reflection of our strong regional presence.

Studies confirm leading position

According to the Most Trusted Brand Award 2020, la Mobilière is regarded as the most trustworthy insurance company in Switzerland across all age categories.

La Mobilière's outstanding reputation is confirmed by GfK Business Reflector, where we are rated as second best among all financial service providers.

La Mobilière's brands

Umbrella brand

die Mobiliar **la Mobilière** **la Mobiliare** **la Mobiliar**

Separate brands

Mobi(24)

Protekta

Protekta
Risikoberatung

swisscaution

»»»**XPERT**CENTER

»»»**TRIANON**

aroov

bexio

toeyoo

buildigo

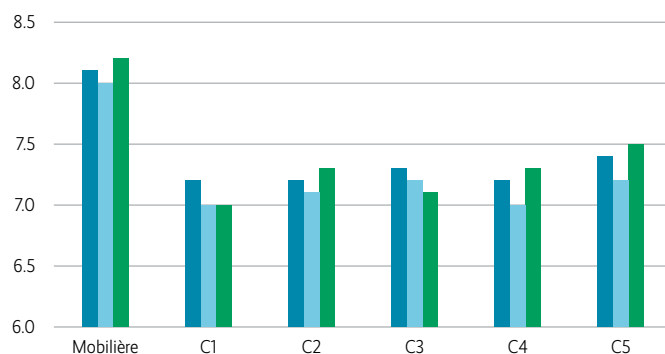
companion

Mobilière Image Tracking

Intervista AG

(C1–C5: competitors)

■ human
■ close
■ reliable



Home-made claims sketches from working from home and home schooling

Our “home-made claims sketches” contest, launched at short notice, was aimed at all those who had to remain at home during the lockdown in spring 2020. Over 600 claims sketches were submitted by contestants aged between 7 and 77, with their ideas drawn in the traditional way, pencil on paper. The funniest and most imaginative entries were awarded a prize - a voucher for a shop of choice in the prize-winners vicinity.

Reliable partner for sponsorships and events

The event industry was particularly hard hit by the consequences of the COVID-19 pandemic. Around three quarters of all events had to be cancelled or postponed. La Mobilière showed solidarity and found generous solutions for all those concerned in connection with its partnership commitments.



La Mobilière extended its contracts as main partner for indoor sports for a further four years.

Risk management

Risk management processes enable us to identify, assess, monitor, steer and report significant risks.



La Mobilière has the following overriding goals:

- Protection of capital base in order to meet customer requirements
- Identification of risk and return profiles
- Protection of reputation

The Board of Directors lays down the purpose, targets, principles and responsibilities of the Group-wide risk management. With the support of its Committees, it also defines quantitative and qualitative requirements and concepts for their fulfilment.

The annual risk strategy fleshes out the risk policy and supports the implementation of the corporate strategy. Relevant risks are divided into seven categories: insurance, market, credit, liquidity, strategy, reputational and operational risk.

The Risk Management unit and the Compliance Office monitor adherence to the risk strategy and ensure that all relevant forms of risk are managed. They also ensure transparency by providing relevant management information on the risk and capital situation as well as on risk-reducing measures.

494 %

The Swiss Solvency Test (SST) ratio is an indicator that shows the percentage by which the applicable capital covers the requirements specified by the Swiss Supervisory Ordinance for private insurance companies. The minimum requirement is 100 %.

With its Crisis Management and Business Continuity Management units, Mobilière Group is in a position to ensure uninterrupted business continuity even under extraordinary circumstances. A pandemic plan enabled us to react promptly to the COVID-19 related developments and the regulations imposed by the authorities. We were therefore able to seamlessly pursue our business operations.

Solvency capital requirements


For solvency purposes, la Mobilière uses a consolidated group model approved by the Swiss Financial Market Supervisory Authority (FINMA). The model takes Mobilière Holding Ltd. and all its directly or indirectly held participations into account.

Entrepreneurial and social responsibility

La Mobilière – committed to Switzerland	36
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Prevention and nature	45
Art and culture	46
Company and work	47
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La Mobilière – committed to Switzerland

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



Further information:
mobiliar.ch/gri2020

Times of uncertainty call for new and flexible solutions. We are convinced that only those who move now will be in a position to make things happen in future. In 2020, COVID-19 clearly highlighted the responsibilities that companies are expected to take responsibility for their employees, their customers, the environment and for social change. La Mobilière, with its cooperative structure, takes these responsibilities seriously and lives up to them in challenging times, too.

Change, however, should not just occur for the sake of change. We believe in initiatives that make a substantial contribution to positive future developments. Knowledge transfer plays a key role in this connection. We are therefore committed to making knowledge accessible to as many people as possible. With our partnerships with the University of Bern, ETH Zurich and EPF Lausanne, we invest in the excellence of science and research. We are also convinced that the power of innovation present in culture and the arts are an important component of any social development process. With this in mind, we have continued to support our partners in the cultural sector in these special times and involved them in our work in order to jointly let new things take shape.

In the year under review, we set an important milestone by formulating and adopting our climate strategy 2030. In other fields, we were quick to adjust some of our social commitment projects to the changes brought about by the COVID-19 pandemic, and to launch new projects accordingly. Live events were, for example, transformed into digital formats, and we also actively supported solidarity campaigns of our partners for events and festivals that had to be cancelled.



■ Customers, 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

- Positive work culture
- High level of employee satisfaction
- Basic and advanced training
- Profit sharing
- Equal pay
- Attractive pension fund benefits

■ Responsible investment

- Sustainable investment policy
- Investment in real estate and resource-conscious construction

■ Environmental management

- Climate strategy 2030
- Responsible procurement management
- Ecological awareness in insurance operations

■ Prevention and nature

- Protection against natural hazards
- Mobilière chair for climate research in Alpine regions
- Fund for footbridges and crossings

■ Art and culture

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

■ Business and work

- Mobilière Forum – innovation workshops for SME
- Fund for sustainable projects at local level

■ Living and community

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





Happy home-comers

A carefully planned trip ends abruptly, but still leaves fond memories.

The Brupbachers had planned their New Zealand trip well in advance and set out full of anticipation. But after wonderful weeks down under they ended up fighting for the last seats on the flight home.



Read the whole story online at
mobiliar.ch/assistance2020

Customers, products and services

La Mobilière places great value on a responsible and economical use of resources for its products and services.

In the ongoing development of our products, processes, systems and services, we are guided by our sense of responsibility and the principles of sustainability. Except in the personal insurance category, we maintain our customer and claim dossiers in electronic form. Wherever possible, we conduct our processes and correspondence digitally. By this, we not only render efficient services to our customers, but also considerably reduce the amount of paper and printer toner used and the emissions generated by mobility.



La Mobilière remitted claim and benefit payments of around CHF 2.1 billion in the financial year 2020.

Our core insurance business consists in assuming risks for our policyholders. We protect them against the economic, social and ecological consequences of loss, damage or injury and their consequences. Claim and benefit payments prevent or reduce economic shortfalls and so play a substantial role in the sustainable functioning of our economy. La Mobilière's cooperative business model has guided us since 1826 in our aim to act in a sustainable way for the benefit of our customers, our society and our natural environment.



Further information:
mobiliar.ch/solidaritaet2020

Live your life. We are here.

This promise is at the heart of our insurance operations. We put it into practice in manifold ways: In the case of a claim, the most important moment in a customer relationship, we support the insured persons locally in a swift and uncomplicated manner. Irrespective of the channel through which they contact us – at a counter, over the phone, or via email, website, app or customer portal – the services are rendered by one of our 80 general agencies at around 160 locations. Outside office hours, our contact centre Mobi24 is available around the clock. Customer proximity in practice is particularly visible in critical times. During the 2020 lockdown, for example, our general agencies supported the population in their region by distributing small gifts or purchasing vouchers from local shops or tradespersons.

Employees and work environment

By enabling flexible and off-site forms of work, la Mobilière positions itself as a future-oriented employer in touch with the realities of present-day life.

A positive work culture and interaction based on appreciation demonstrably improve the personal well-being and the motivation of staff members. An increasing number of employees want to be able to organise their work themselves and have the possibility of working outside the office. This gives them the flexibility they need in everyday life. Spring 2020 saw a long-term change occur in our working life. From one day to the next, almost all our office staff started working from home – and realised that this was a well-functioning alternative to full-time presence in the office. The experiences gained owing to COVID-19 have been registered and incorporated in the design of our work culture.



Further information:
mobiliar.ch/karriere

The satisfaction of our employees is important to us. An employee survey carried out at all our management offices by an external market research institution in 2020 revealed very high satisfaction values in the categories of line management, respectful interaction, lived values, performance and development. The Employee Net Promoter® Score (eNPS®) – an indicator measuring the likelihood of employees recommending their employer to friends and acquaintances – registered a very good 56 %.

Basic and advanced training and development

As at 31 December 2020, Mobilière Group employed 5,856 staff members with an unlimited contract of employment (including positions for talents to be fostered) and 338 apprentices and young insurance professionals. Lifelong learning makes us fit for the challenges of today and tomorrow. We invest in a targeted fashion in the training of our employees and foster their further education and development. La Mobilière runs one of the largest training programmes of insurance companies in Switzerland. We invest in our future by supporting our apprentices and trainees in their personal and professional development. We also look for possibilities to retain our apprentices after the conclusion of their

training programme. Especially in situations like the one we are experiencing in connection with the COVID-19 pandemic, we remain true to our philosophy and help with uncomplicated and individually designed solutions.

Training: Key figures apprentices and young insurance professions VBV/AFA

	2020		2019		2018	
	Number	in %	Number	in %	Number	in %
Total	338		341		345	
Women	175	51.8	188	55.1	186	53.9
Men	163	48.2	153	44.9	159	46.1
Pass rate final exams		97.6		96.2		96.7
Retention at la Mobilière		58.9		66.7		80.2

Responsible employer

Our fair and progressive working conditions contribute to the high level of employee satisfaction. We offer flexible working hour models, facilitate the compatibility of work and family, and support families in matters of childcare. Parents are granted up to 20 weeks of maternity leave and three weeks of paternity leave. La Mobilière is committed to equal pay and to workplace diversity. If we are successful, our employees also benefit. Each year, la Mobilière decides on the sharing of profit and the amount involved. 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.

 La Mobilière manages assets of over CHF 20 billion.

Distribution of responsible investments by asset class
as at 31 Dec. 2020



■ Bonds: **49 %**
■ Shares: **19 %**
■ Real estate: **23 %**
■ Alternative investments: **9 %**

In its investment activities and decisions, the insurance group, organised as a cooperative, pursues a long-term strategy and takes ecological and social aspects into account. With our sustainable investment policy, we want to exert a beneficial influence on the parties concerned and thereby contribute to the shaping of a positive future.

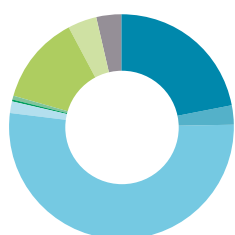
For the traditional investments, we have integrated positive and negative criteria in our investment decision-making process. In our investment process, we included positive criteria regarding the sustainability of the companies in question in the categories E (environmental), S (social) and G (governance). This enables us to give greater weighting, in a targeted fashion, to more sustainable companies in our portfolio. Negative criteria help us exclude companies with unacceptable business practices or systematic malfeasance. For this, we are guided by the exclusion recommendations of the Swiss Association for Responsible Investments (SVVK/ASIR). By using our voting rights in Swiss joint-stock companies and as an active member of SVVK/ASIR, we aim to contribute to positive changes of conduct in the business world.

With around 190 real-estate properties and over 5,000 tenants, Mobilière Group is a significant owner of land and premises in Switzerland. This enables us to exert some influence on relevant topics through our real-estate investments, such as the use of resources, high-density construction and the availability of affordable dwellings. In the real-estate sector, we manage the entire life-cycle of an investment internally and can therefore take the associated social, ecological and economic sustainability aspects into consideration in the purchase, construction and management of a property.

Environmental management

La Mobilière is committed to climate neutrality by 2050. In a first step, we especially want to reduce our company's ecological footprint.

Procurement by goods category made through head offices 2020



Hardware/software maintenance and outsourcing:	22.0 %
Hardware/software purchases:	2.9 %
Advisory services:	52.1 %
Printed matter:	1.6 %
Office material and consumables:	0.3 %
Advertising material:	0.7 %
Advertising and sponsorship:	12.6 %
Operations and maintenance head offices:	4.1 %
Asset management investments:	3.6 %

In autumn 2020, we formulated and adopted our climate strategy. With three pillars – reducing, investing and raising awareness – and nine areas of activity, we want to diminish our ecological footprint and thus contribute to a climate-compatible economy and society. As a first step, we have resolved to achieve a 20 % reduction in our business-related CO₂ emissions by 2030 compared to 2018. La Mobilière's ecological footprint is to be reduced without compensation through CO₂ certificates. In addition, we are planning specific measures in three principal areas of our business activity – mobility, energy and material and its disposal. We also invest each year in Swiss climate protection projects and want to promote the raising of awareness regarding climate issues both within and beyond our company.

In matters of procurement, too, la Mobilière aims to act in a responsible way. We have therefore defined evaluation criteria within our procurement guidelines to continuously reduce any negative ecological and social impact. The three units responsible for procurement, IT, Market Management and Asset Management, issued procurement orders for the head offices in Berne, Nyon and Zurich in 2020 totalling CHF 227.8 million. The procurement management for la Mobilière's 80 general agencies, which are run on an independent entrepreneurial basis, is conducted in a decentralised manner. They themselves decide on the procurement volume of their organisation. In addition, la Mobilière commissions planning and construction work in connection with new building and renovation projects.

The company is aware of the effects that its own premises have on the environment. In our environmental management, we therefore foster an awareness for responsible and economical use of resources at all company levels.

Prevention and nature

Swiss Mobiliar supports preventive measures throughout Switzerland to identify risk potential at an early stage and forestall damage.

La Mobilière has co-financed

148

prevention projects since 2006
with over CHF 38 million.



Further information:
mobiliar.ch/praevention2020

Switzerland is frequently hit by floods, hailstorms and other storms. Perfect protection against such natural hazards can never be achieved. But construction measures can reduce the risks posed by natural hazards and prevent damage. La Mobilière therefore supports research projects and natural hazard prevention measures. In 2020, eight new projects were added, which together improve the protection of around 2,300 persons in close to 835 households, nearly 550 buildings and roughly 170 companies.

The intensive cooperation with the University of Bern represents an important part of our commitment to the prevention of natural disasters. The focus at Mobilière Lab for natural hazards and the closely linked Mobilière-sponsored university chair for researching climate impact is on the research of extreme weather phenomena such as hail, strong precipitation and floods and the damage they can effect. Hailstorms cause significant damage every year to agriculture, buildings and vehicles. La Mobilière is therefore funding a hail measurement network created in cooperation with Mobilière Lab for natural hazards, MeteoSchweiz and the company inNET Monitoring AG. The network consists of 80 sensors overall in the hail hotspots of Ticino, the Napf area and the Jura region.

6 m

MoBees pollinate over
2.3 billion plants at almost
150 locations daily.

Bees are a vital factor for biodiversity and thus for our future. Around three-quarters of the most important wild and domesticated plants depend on pollination by domesticated bees, wild bees and other insects. Our MoBees contribute to good harvests and ecological sustainability.

In 2019, la Mobilière set up the Mobilière Brücken & Stege fund in cooperation with the Swiss hiking paths association. The fund pays for the restoration and reconstruction of foot bridges and crossings throughout the Swiss network of hiking paths covering around 65,000 kilometres.

Art and culture

Art and culture provide valuable stimulus. Art's power of innovation has an important influence on contemporary developments.

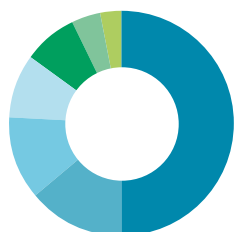
The Mobilière art collection houses around 2,000 works of art.

mobiliar.ch/kunst

Arts and culture are more than just a source of inspiration for la Mobilière. They are regularly drawn on to provide input in discussions around sustainability and social innovation. Twice a year, la Mobilière organises high-profile art exhibitions that spotlight connections between art and sustainability as well as between art and society. Moreover, la Mobilière maintains a collection featuring around 2,000 works of art.

Promotion of science, research and the arts

Contributions by the Anniversary Foundation in 2020



- Museums/exhibitions: 50%
- Publications: 14%
- Theatre: 12%
- Preservation of cultural goods: 9%
- Films: 8%
- Music: 4%
- Research: 3%

Prix Mobilière – our promotion award

Prix Mobilière, the oldest arts promotion award sponsored by an insurance company in Switzerland, was bestowed for the 25th time in 2020. The award comes with a prize sum of CHF 30,000 and enjoys a high reputation in the arts scene. Prix Mobilière goes to young artists whose works touch on socially relevant topics and thereby contribute 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 2020, the foundation's board of trustees awarded grants amounting to a total of CHF 683,000.

Award Fund

With its Award Fund, la Mobilière has provided support for social, cultural, charitable, economic and educational projects throughout Switzerland every year since the early 1970s.

Locarno Film Festival

La Mobilière has been the main sponsor of the Locarno Film Festival for four years. As the festival could not be carried out in the usual form in 2020, we developed and realised a solidarity project together with the festival for the benefit of Swiss cinemas.

Company and work

As part of its social commitment, la Mobilière offers Swiss SME unique innovation workshops in Thun, Lausanne or online.

Innovation is one of the drivers of the Swiss economy and is vital for retaining jobs and creating new ones. We therefore foster innovation by offering a unique innovation platform for SME and NGOs.

At Mobiliar Forum Thun, we have been boosting the innovation of Swiss SME, NGOs, associations, cultural institutions and foundations since 2014. To date, more than 150 workshops have been conducted in specially arranged rooms in the historic castle of Thun. Due to the COVID-19 pandemic, we were forced to cancel the onsite workshops planned for April and May 2020. The special circumstances called for a reassessment of the Mobiliar Forum Thun programme. This led to “MFTdigital”, a digital form of emergency support for SME and NGOs with four modules free of charge dealing with the topics of management and innovation in challenging times.

In October 2020, we opened a second physical venue with Forum Mobilière Lausanne at the Musée cantonal des Beaux-Arts, in the museum area on “Plateforme 10” near Lausanne railway station. In an initial pilot phase, Forum participants and experienced moderators will work on specific ideas and prototypes that can be put into real-life practice by small and medium sized enterprises in the French-speaking part of Switzerland, too.

Commitment at local level

Our decentralised corporate structure gives us a unique opportunity to make our commitment visible and experienceable at local level. Since 2015, la Mobilière's general agencies have been provided with a fund endowed with CHF 500,000 a year overall that they can use to back projects in their area of operation. In 2020, the jury responsible assessed 15 projects and granted a total of CHF 423,000. These projects demonstrate that we remain true to our word in times of crisis, too.

La Mobilière has supported

90

sustainable ecological, social and cultural projects in Switzerland since the creation of the fund.





The joy of innovation

At short notice, Mobilière Forum converted its innovation workshops into digital formats.

Be it on how to reduce CO₂ emissions or how to develop an app, Mobilière Forum, founded in 2015, offers SME and NGOs unique innovation workshops in Thun. A further workshop location was added in Lausanne in 2020. Due to corona, a digital format was developed in the same year.



Read the whole story online at
mobiliar.ch/mftdigital2020

Living and community

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

ETHZ and EPFL, supported by la Mobilière, conduct research into questions that are relevant for our future – the interaction between humans and machines, and the design of urban spaces.



Further information:
mobiliarlab.ethz.ch

Mobilière Lab for Analytics – responsible digital interactions

Research at the Lab at ETHZ is dedicated to improving digital interaction. In 2020, the researchers and our 24-hour contact centre Mobi24 jointly tested the efficacy of various interventions using the assistance servicebot “Leo”. Initial results show that the trust of users is influenced by Leo’s communication style. A further topic of research at the Lab is stress at the workplace. Moreover, a new project seeking to improve road traffic safety by means of digital interaction was launched in the year under review.



Further information:
epfl.ch/labs/herus

La Chaire Mobilière – research in urban ecology

Besides other topics, the HERUS team connected to the university chair for urban ecology at EPFL explores ways in which urban spaces can be transformed to ensure greater sustainability. For la Mobilière as a major owner of real estate, the sustainability of urban systems is highly relevant. With a joint project entitled “Shrinking housing’s environmental footprint”, we explore the life cycles of buildings and installations, their use by people, and the resource efficiency in the housing sector.



Further information:
atelierdufutur.ch

Atelier du Futur – unique summer camp

For three years already, our summer camp “Atelier du Futur” has inspired adolescents to take their future into their own hands and to deal with innovative ideas and subjects of relevance for the future in a creative way. Participation is free of charge and is open to all youngsters living in Switzerland and aged between 13 and 15. Owing to the COVID-19 pandemic, the summer camp 2020 had to be conducted in digital form.

Corporate governance

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Executive management and supervision

With clear reporting and transparent presentation of the corporate governance, la Mobilière lives up to its stakeholders' expectations.

As a company not listed on the stock exchange, la Mobilière is not bound to the disclosure requirements pursuant to the SIX guidelines regarding information on corporate governance. Nevertheless we are, in principle, prepared to adhere to these transparency requirements and to the Swiss Code of Best Practice for Corporate Governance.

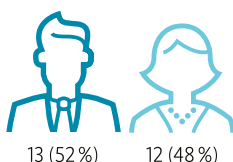
Corporate and shareholding structure

Both the Cooperative and the Holding are companies subject to Swiss law and are domiciled in Berne. The Cooperative owns all the shares of the Holding.

Delegates of Mobilière Cooperative

Over 1.8 million persons as well as legal and political entities are members of the Cooperative. Their interests are looked after by 150 delegates representing the various regions and groups of insureds. Each year, the delegates approve the Annual Report, the Annual Financial Statement and the Management Report. They also acknowledge the closing of accounts in accordance with the Swiss GAAP FER accounting standards, decide on the appropriation of the profit available for distribution and elect the Cooperative's Board of Directors.

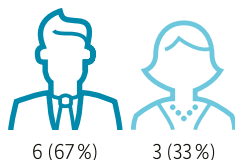
Gender distribution as at 31 Dec. 2020



Board of Directors of Mobilière Cooperative

In accordance with the Articles of Association, the Cooperative's Board of Directors consists of at least 15 members, which underscores the intention to have a broad base among the regions and groups of insureds. On 1 January 2021, the Cooperative's Board of Directors consisted of 25 members.

**Gender distribution as
at 31 Dec. 2020**



Board of Directors of Mobilière Holding Ltd.

The Board of Directors of Mobilière Holding must have at least five members. On 1 January 2021, the Holding's Board of Directors consisted of nine members.

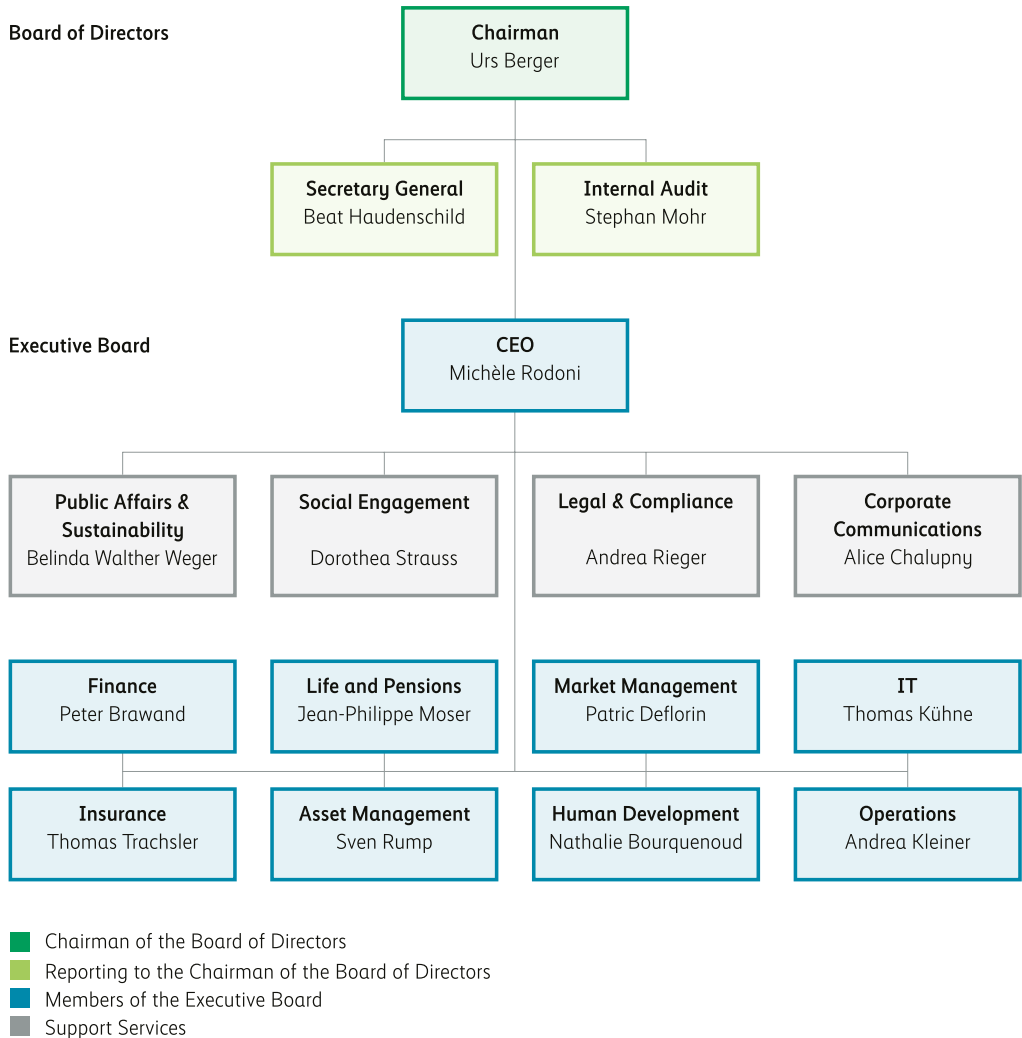
The Board of Directors of Mobilière Holding Ltd. is identical with the Board of Directors of Mobilière Insurance Company Ltd. and of Mobilière Life Insurance Company Ltd.

Board of Directors of Mobilière Holding Ltd.

		Year of birth	Member since	Elected until
President	Urs Berger, Therwil	1951	2011	2022
Vice Chairman	Irene Kaufmann, Zurich	1955	2014	2023
Members	Bruno Dallo, Riehen	1957	2017	2023
	Elgar Fleisch, St. Gallen	1968	2013	2023
	Heinz Herren, Bolligen	1962	2020	2023
	Stefan Mäder, Zurich	1963	2017	2023
	Tobias Pfeiffer, Reinach	1958	2017	2023
	Barbara Rigassi, Muri b. Bern	1960	2018	2021
	Nicola Thibaudeau, Neuenburg	1960	2018	2021

Management structure of Mobilière Holding Ltd.

The CEO heads the operational management and the overall management of the Group. Together with the Executive Board under her management, she implements the strategy laid down by the Holding's Board of Directors and regularly informs the latter on business developments and important projects of the Group, the business divisions and the Group companies. Since 1 April 2021, the management structure of Mobilière Holding Ltd. has been made up as follows:



Remuneration

La Mobilière's remuneration policy reflects its cooperative values.



Remunerations remitted in 2020:

Delegates

Fixed remuneration and expenses: CHF 445,000

Board of Directors of Mobilière Cooperative

- Fixed remuneration overall: CHF 660,000
- Highest remuneration, Urs Berger, Chairman: CHF 40,000

Board of Directors of Mobilière Holding

- Overall, excl. fees for meetings: CHF 1,441,300
- Highest remuneration (lump sum), Urs Berger, Chairman: CHF 628,000

CEO and Executive

Board members

Total fixed and variable remuneration: CHF 6,900,000. This amount does not contain the “future-oriented profit sharing”.

The remuneration principles of Mobilière Group are specified in the remuneration policy approved by the Holding's Board of Directors. The overall remuneration is appropriate and competitive compared to companies in the same industry.

Employees and managers receive a base salary and – provided la Mobilière is successful – a surplus share determined by the Board of Directors. The overall annual direct pay for the CEO, the Executive Board members and the other management members consists of a base salary and a variable annual remuneration. The short-term variable remuneration is significantly lower than the base pay component to avoid, as far as possible, incentives to bonus-driven behaviour.

Delegates of Mobilière Cooperative

The delegates' remuneration consists of a fixed compensation of CHF 2,000 and a lump sum for expenses.

Board of Directors of Mobilière Cooperative

The compensation for Cooperative Board members consists of a fixed remuneration plus fees for meetings.

Board of Directors of Mobilière Holding

The remuneration principles applicable for the Board of Directors and the rules for expenses are specified in the remuneration regulations issued by the Governance Committee.

CEO and Executive Board members

The remuneration of the CEO and the members of Mobilière Group's Executive Board is specified in regulations issued by the Holding's Board of Directors.

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Background painting in the accoswiss office: Tino Jaun (*1968) from the portrait series "DIVAS – portraits grosser frauen"

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