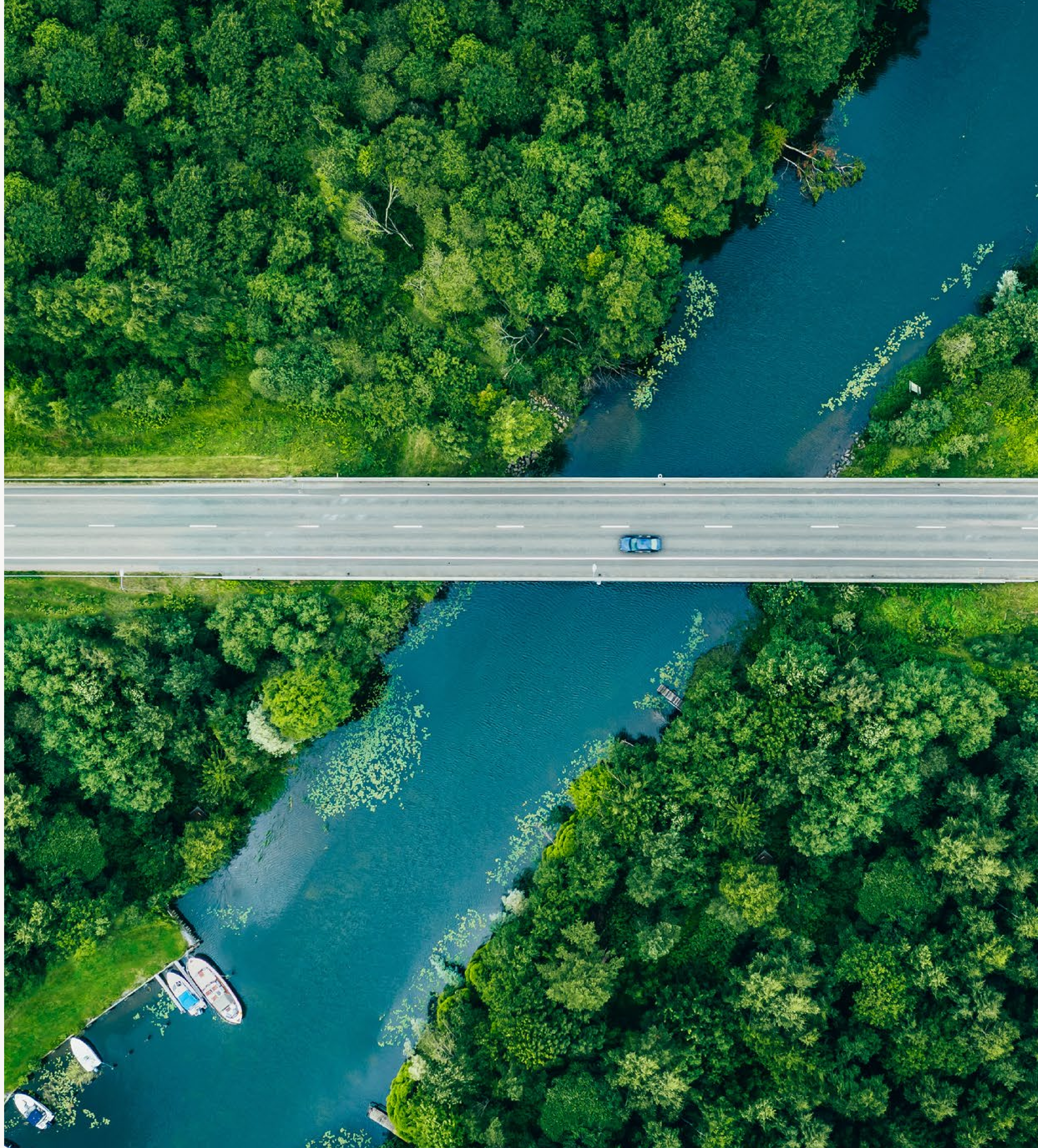
All Performance Is Local

The 2025 Insurance Value Creators Report



GLOBAL EDITION | SEPTEMBER 2025

Insurance sector takeaways

1. Good performance in the capital markets boosted the global industry's 2024 average total shareholder return (TSR) to 31%. But five-year (2020–2024) TSR of 9% lags many other sectors.

2. Insurance TSR does not exceed the industry's cost of equity of 8% to 11%.

3. Even as the insurance industry loses share in capital markets, it attracts capital at a faster rate than other industries, with the exception of technology, media, and telecommunications.

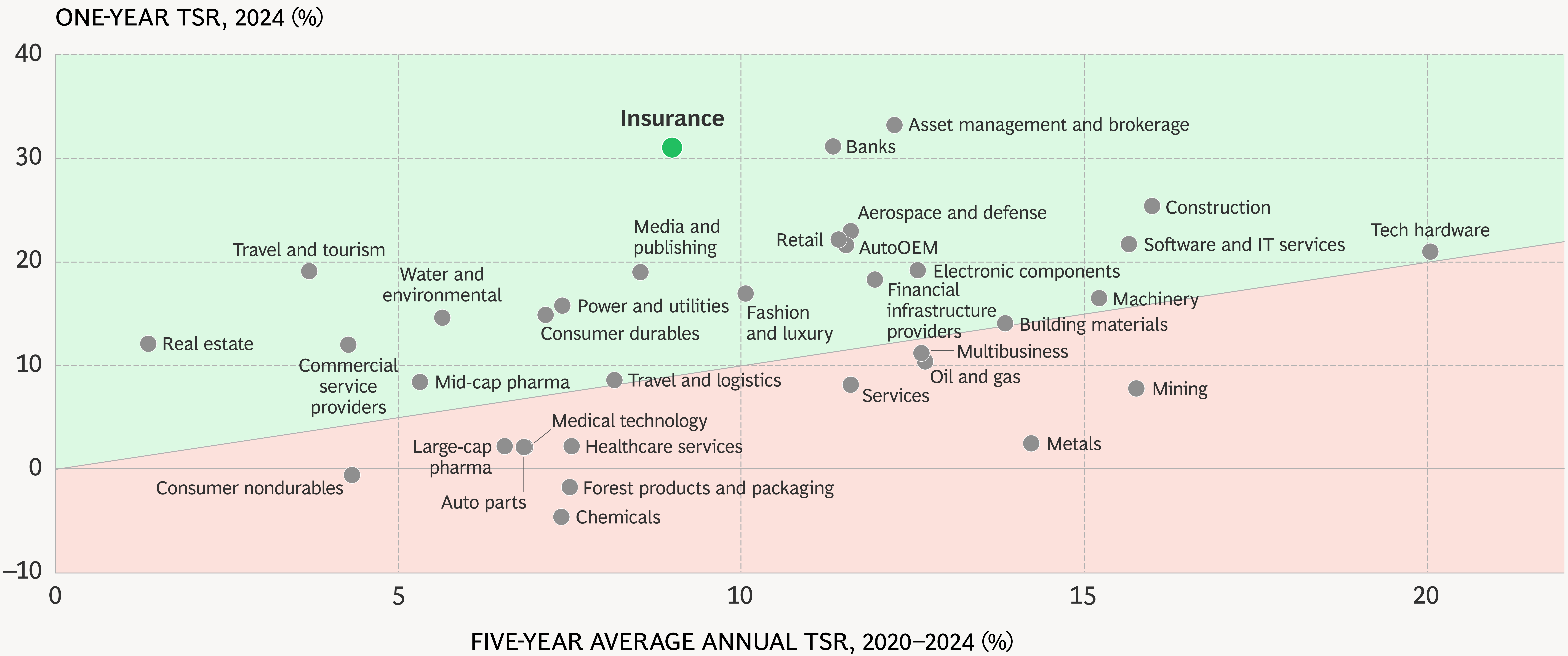
4. Top-quartile insurers in all regions generated substantial returns for shareholders from 2020 through 2024, ranging from 20% to 26%, well above the all-industry average of 9%.

5. Cash flow contribution and growth of tangible equity drove insurance TSR over the past five years.

Source: BCG analysis.

INSURANCE SECTOR

While 2024 insurance TSR outperforms most sectors, five-year TSR lags

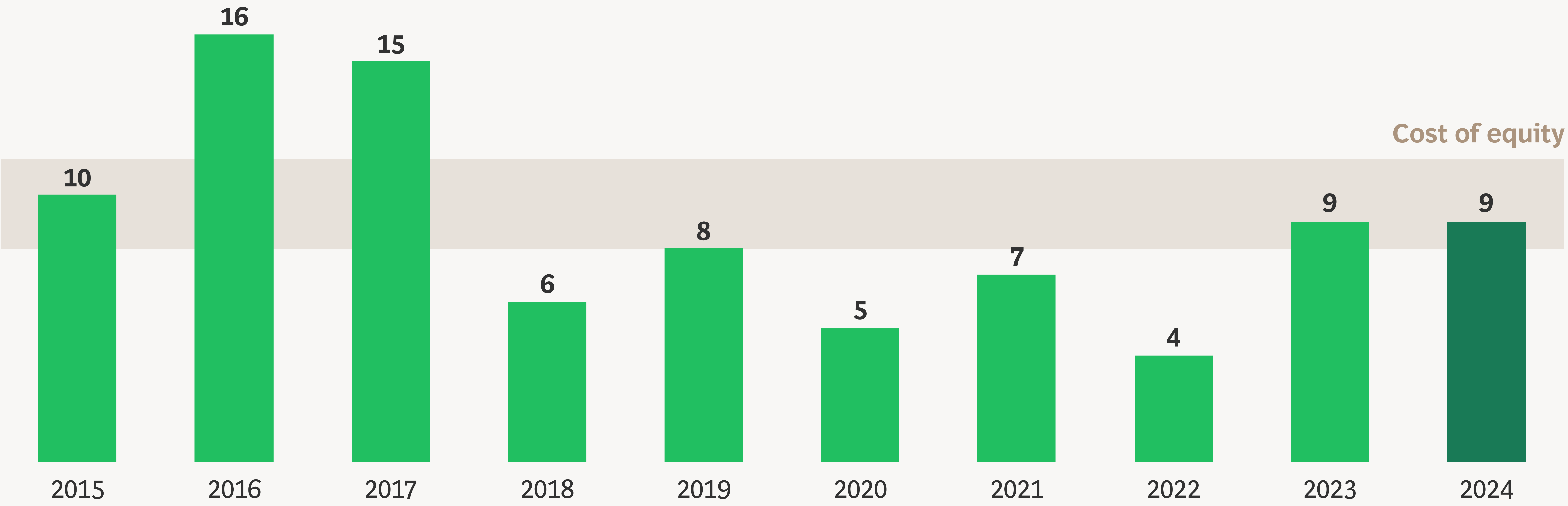


Sources: S&P Capital IQ; LSEG Workspace; BCG Value Creators database 2025; BCG ValueScience® Center.
Note: Average TSR per respective industry sample and time frame; n=2345; Russian companies were omitted. Argentinian and Turkish firms were eliminated because these countries' hyperinflationary environments skew valuations.

INSURANCE SECTOR

TSR has not exceeded the industry's cost of equity for seven years

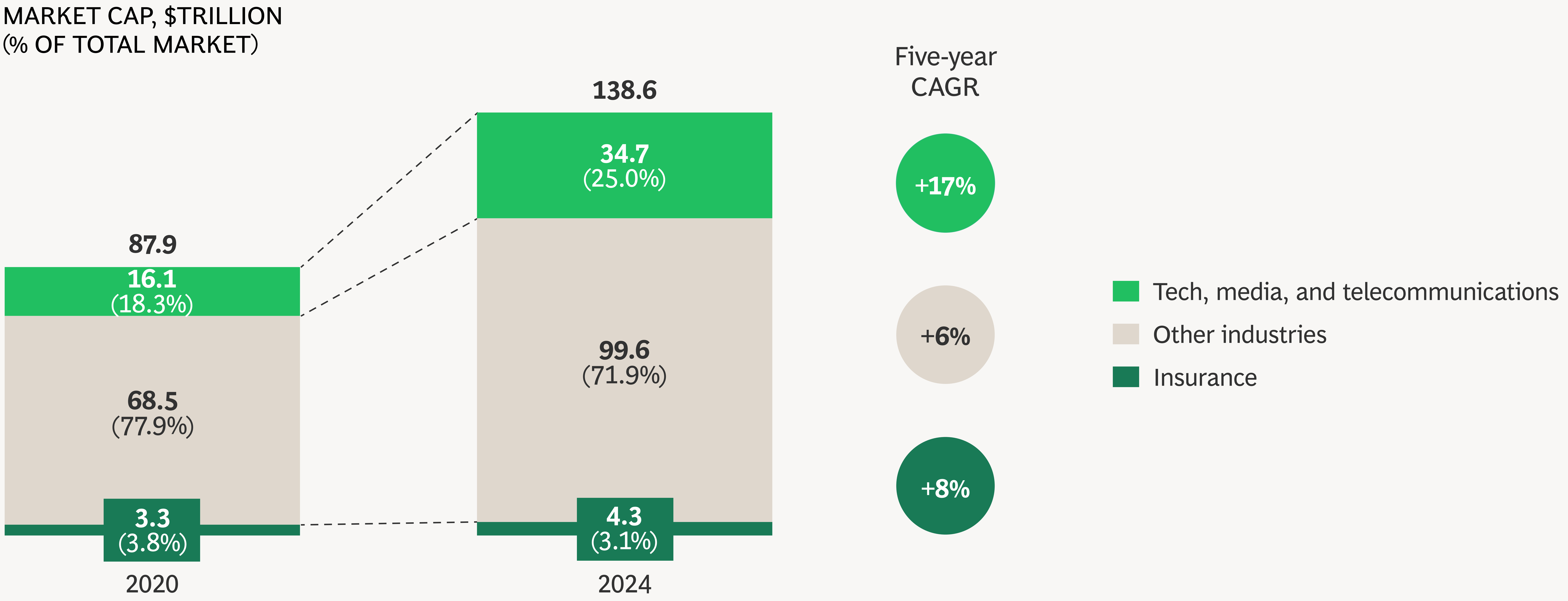
AVERAGE ANNUAL TSR FOR FIVE-YEAR TIME FRAME ENDING IN EACH YEAR (%)



Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: The sample comprises the 99 largest stock exchange-listed insurers globally as of December 31, 2024.

INSURANCE SECTOR

Even as insurance loses share of capital in the overall market, the industry's market cap grows faster than that of other industries



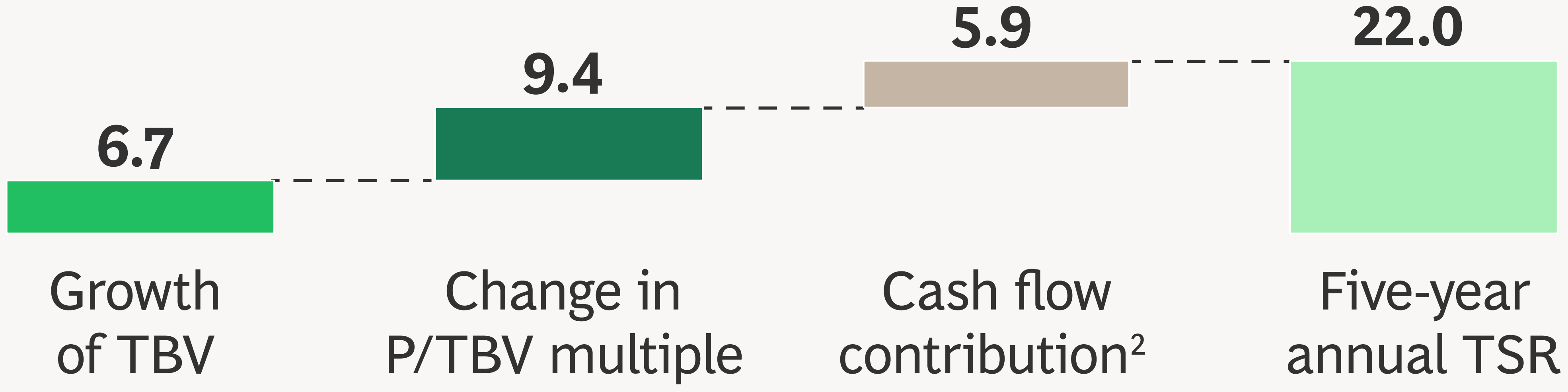
Sources: S&P Capital IQ; BCG ValueScience® Center.
Note: Only considering companies with market capitalizations of $1B or above at FY2024. Insurance includes the following primary industry classifications: property and casualty, life and health, multiline, reinsurance.

INSURANCE SECTOR

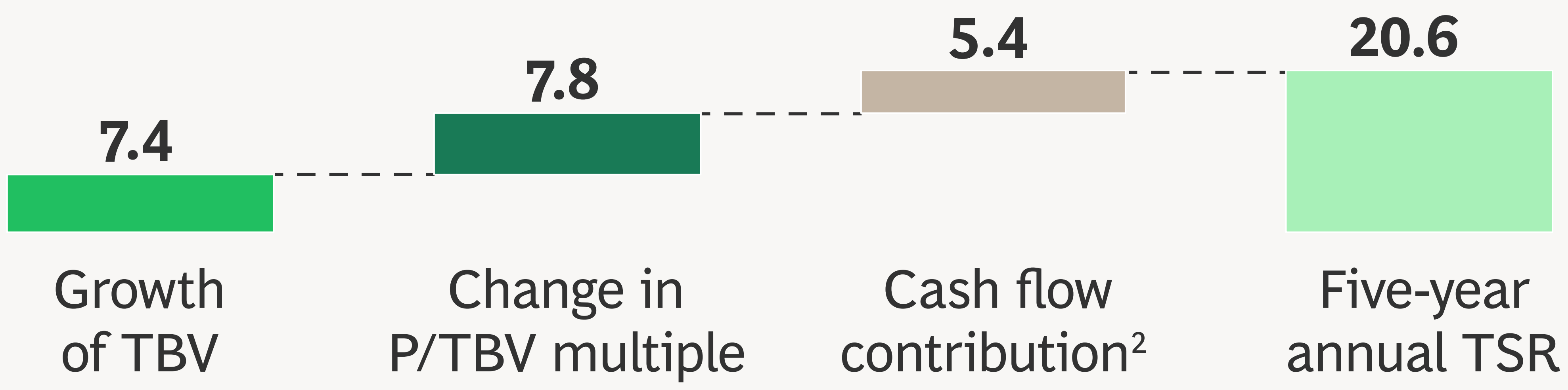
Top-quartile TSR insurers in all regions generated substantial returns for shareholders

CONTRIBUTION TO AVERAGE ANNUAL TSR, 2020–2024 (PP)[1]

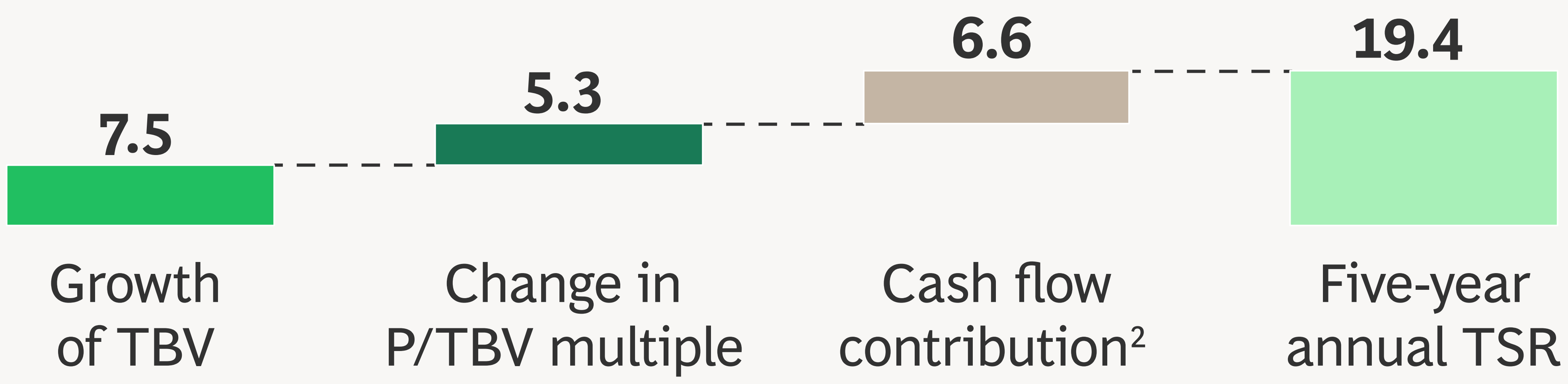
Global top quartile



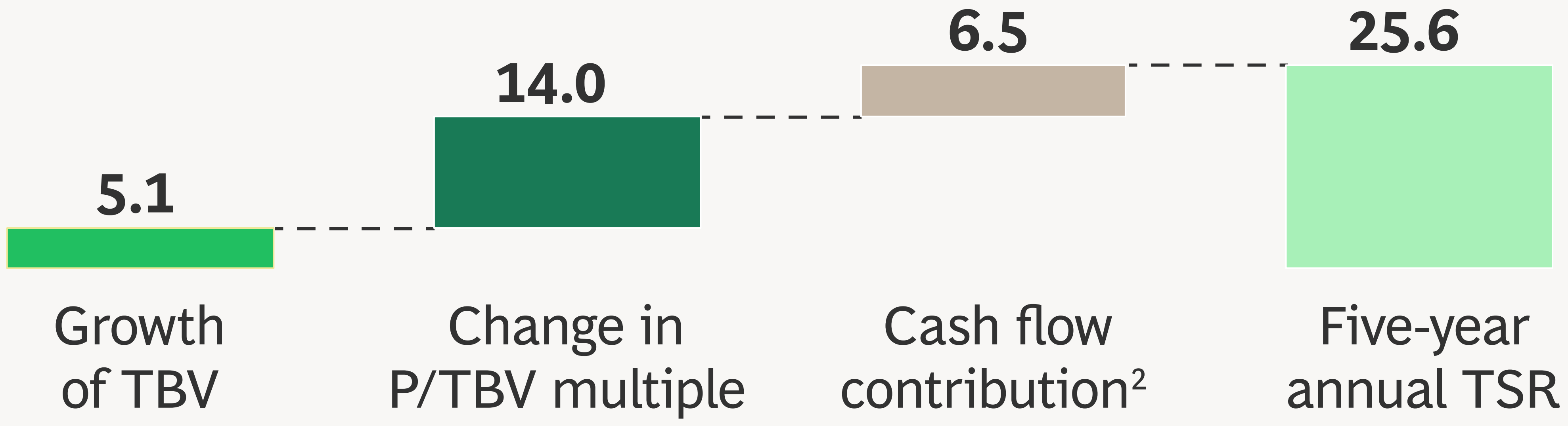
Americas top quartile



Europe, Middle East, and Africa top quartile



Asia-Pacific top quartile

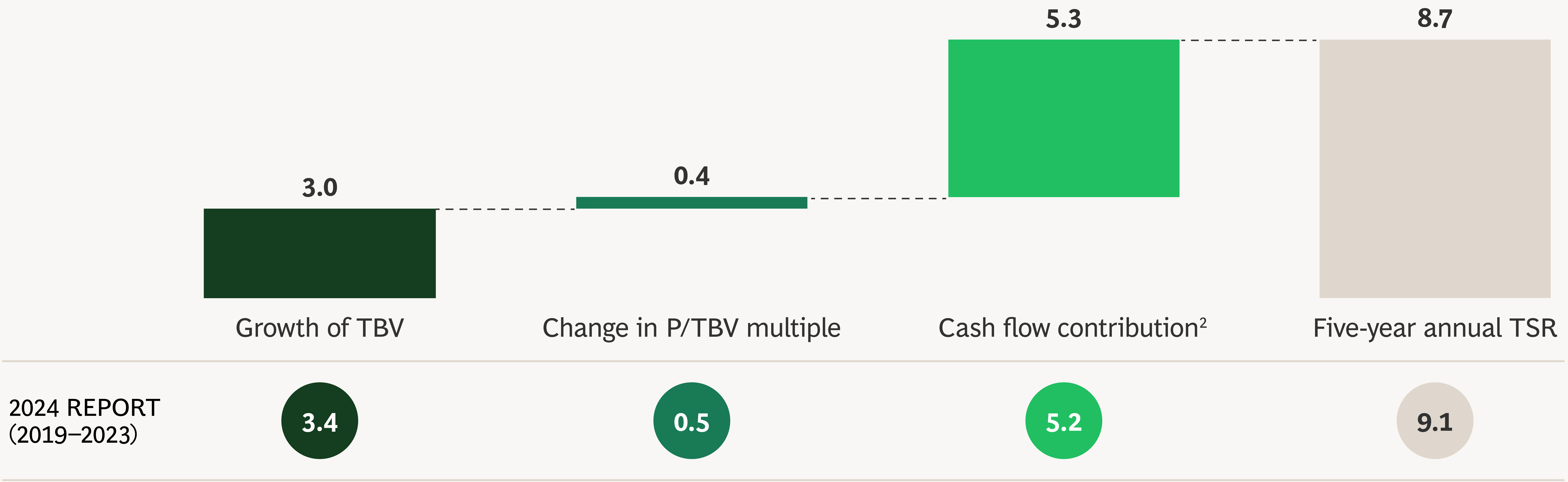


Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: The sample comprises the 99 largest stock exchange-listed insurers globally. The top quartile comprises 25 companies: EMEA (4 companies), Americas (13 companies), APAC (8 companies). Components of TSR are multiplicative but converted and shown here as additive, with remainders assigned to the multiple change field. Aggregation is based on market capitalization weights at the start of the period. TSR is calculated in each company's reporting currency. TBV = tangible book value of equity without OCI (other comprehensive income). P/TBV = price to TBV.
[1]TSR was measured from January 1, 2020 through December 31, 2024.
[2]Includes dividend contribution and share count change.

INSURANCE SECTOR

Cash flow contribution and growth of tangible equity drove the global industry's TSR performance over the past five years

CONTRIBUTION TO AVERAGE ANNUAL TSR, 2020–2024 (PP)[1]



Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: Components of TSR are multiplicative but converted and shown here as additive, with remainders assigned to the multiple change field. Aggregation based on market cap weights at start of the period. TSRs use company reporting currency. TBV = tangible book value of equity without OCI (other comprehensive income).
[1]TSRs from January 1, 2020, to December 31, 2024.
[2]Includes dividend contribution and share count change.

Regional takeaways

1 Averages do not capture the diversity of performance across the global industry. About 60% of insurers have generated TSRs that exceeded their cost of equity—fewer than last year.

2 Insurance is a local business. TSR and its drivers showed significant regional differences, with pockets of exceptionally good performance.

3 Cash flow is the strongest contributor in Americas as well as Europe, while growth is seen as most important in Asia-Pacific.

4 Value creation expanded in North America and Europe but contracted in Asia-Pacific among multiline insurers.

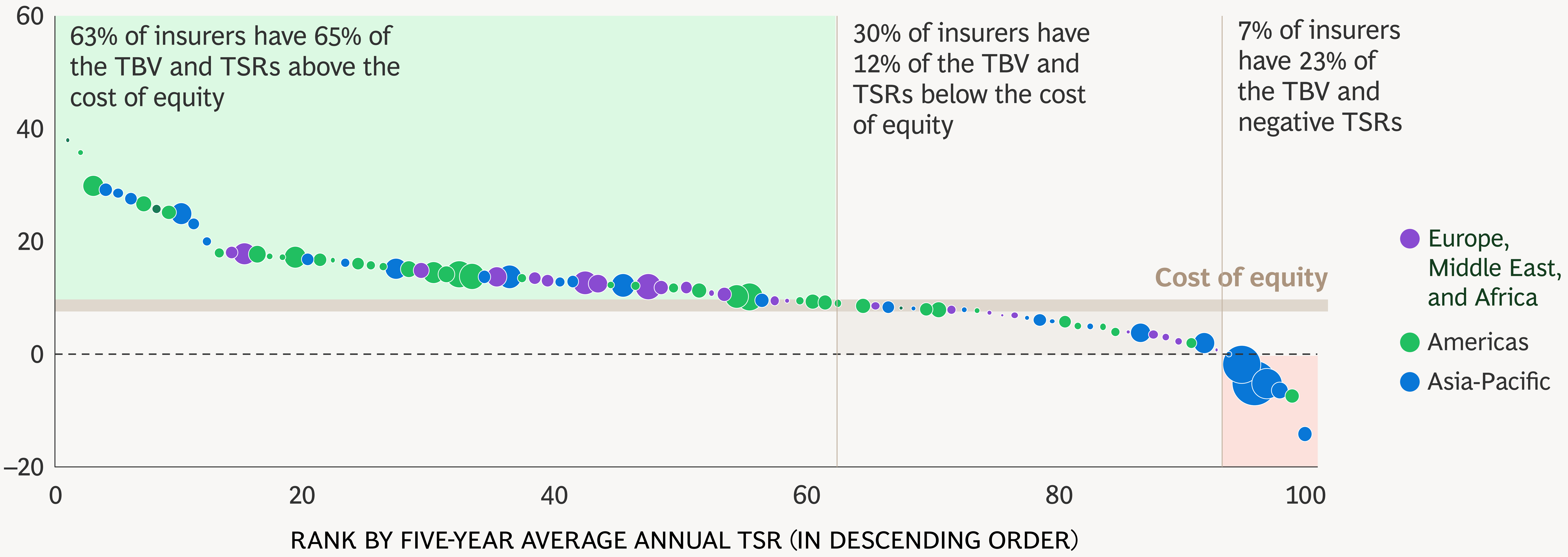
Source: BCG analysis.

REGIONAL

Averages do not capture the diversity of performance across the industry

About 60% of the largest insurance groups delivered five-year annual TSR that is above their investors' cost of equity

FIVE-YEAR AVERAGE ANNUAL TSR, 2020–2024 (%)

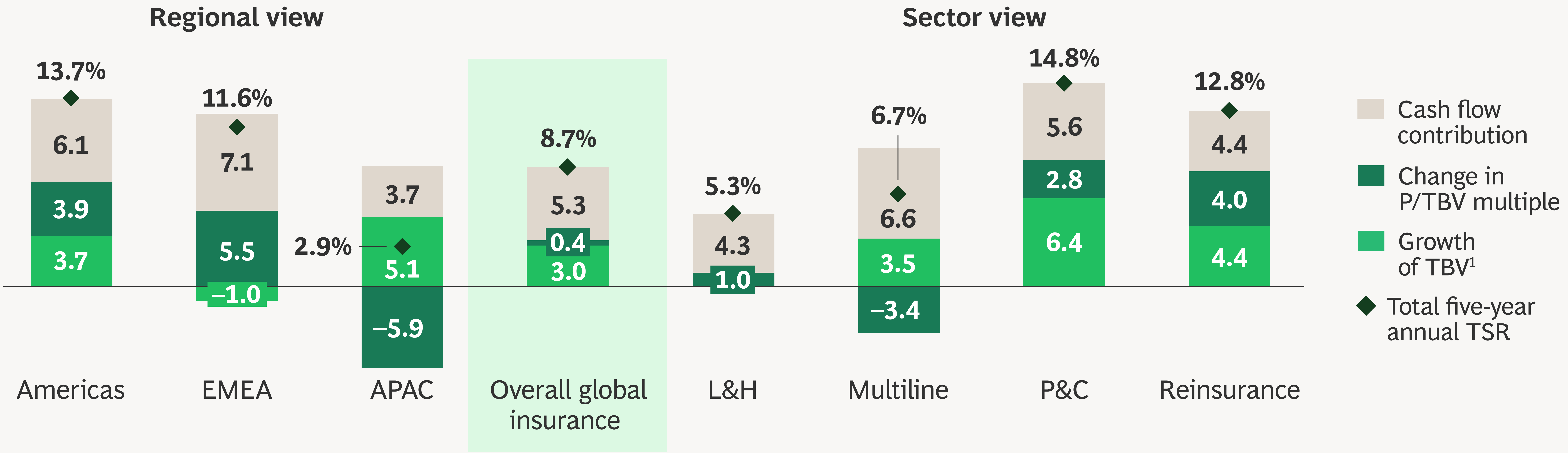


Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: Size of bubble = TBV 2024; TBV = tangible book value of equity without OCI (other comprehensive income).

REGIONAL

Insurance is a local business: TSR and its drivers showed major regional differences, with both the Americas and EMEA outperforming APAC

FIVE-YEAR AVERAGE ANNUAL TSR, 2020–2024 (%)

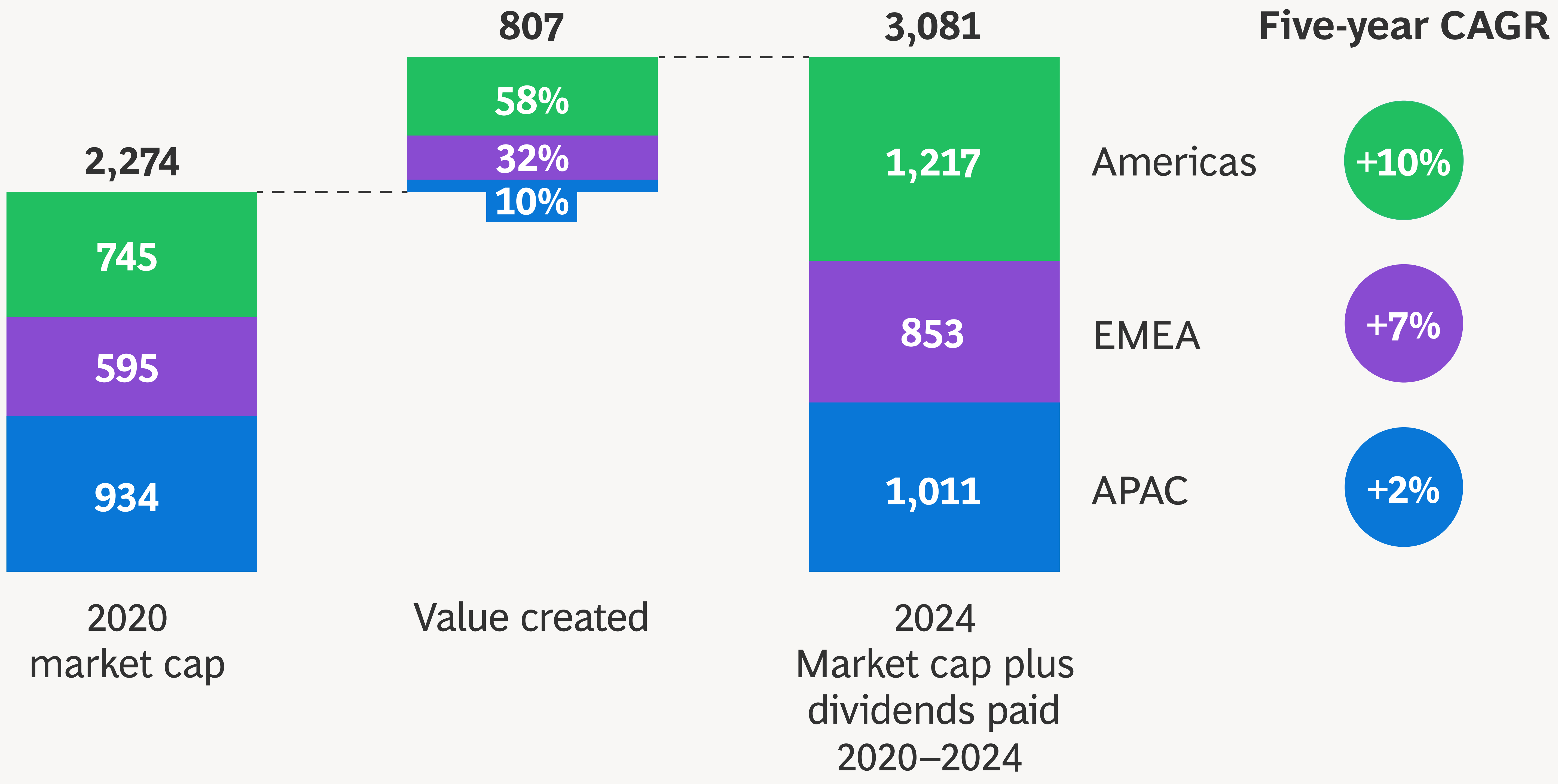


Among insurance sectors, P&C showed the strongest performance, followed by reinsurance. Capital-intensive L&H and multiline lagged, except in Europe.

Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific.
[1]Tangible book value of equity without OCI (other comprehensive income).

Value creation expanded significantly in North America and Europe

VALUE CREATION ACROSS REGIONS ($BILLIONS)



Within the regions:

P&C accounts for more than 60% of value created in the Americas.

Multiline carriers generated more than 60% of the value increase in EMEA.

In APAC, Greater China struggled while Japan performed strongly.

Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: Measuring the market capitalizations of the 99 largest stock exchange-listed insurers globally. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific.

Segment takeaways

1 The insurance sector created more than $800 billion of shareholder value from 2020 through 2024.

2 The global P&C segment produced more than 50% of this value, with Progressive being the biggest single insurance value creator during the period.

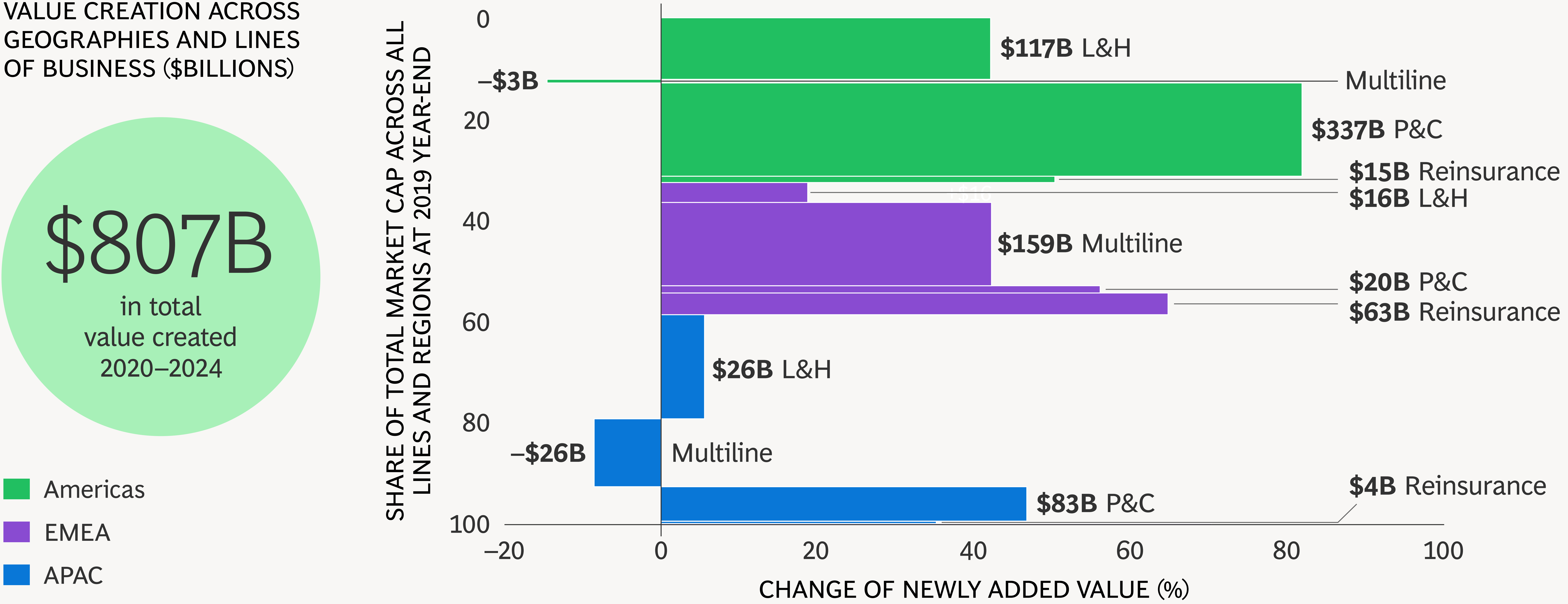
3 All segments created some value except for multiline insurers in Asia-Pacific.

Source: BCG analysis.

SEGMENT

P&C and reinsurance in the US and Europe created significant value; increases in APAC were smaller, and the multiline picture was mixed

VALUE CREATION ACROSS GEOGRAPHIES AND LINES OF BUSINESS ($BILLIONS)



Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.

Note: Size of bar = percentage change of newly added value (market capitalization change 2020 start of year versus 2024 year-end plus dividends paid in this period) compared to starting market capitalization at 2020 start of year. $X on bar = newly added value in absolute terms. P&C = property and casualty; L&H = life and health. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific.

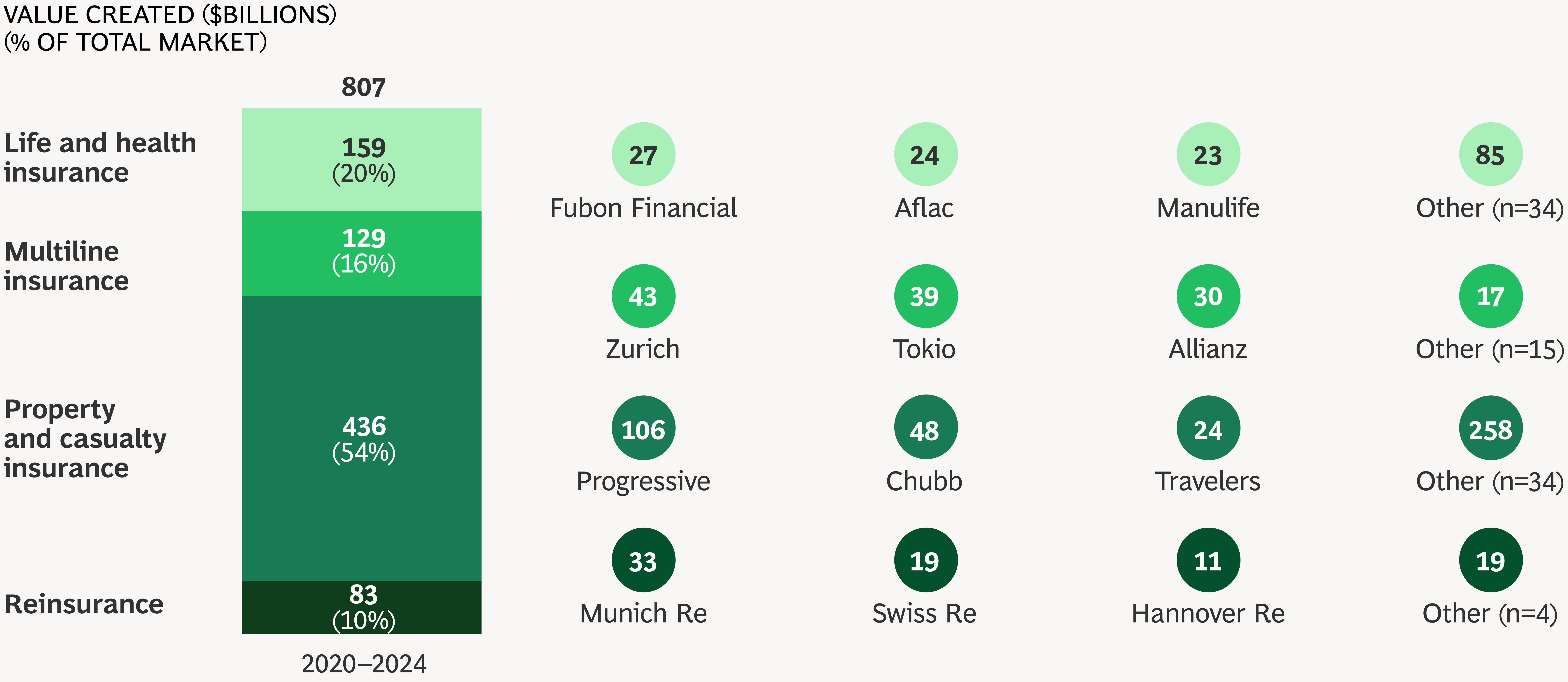
Company takeaways

1. A few companies created much of the value in each industry segment.
2. OUTsurance, Progressive, and Kinsale Capital delivered the best risk-return performance over the last five years.
3. Company size is not a significant factor in TSR performance.

Source: BCG analysis.

COMPANY

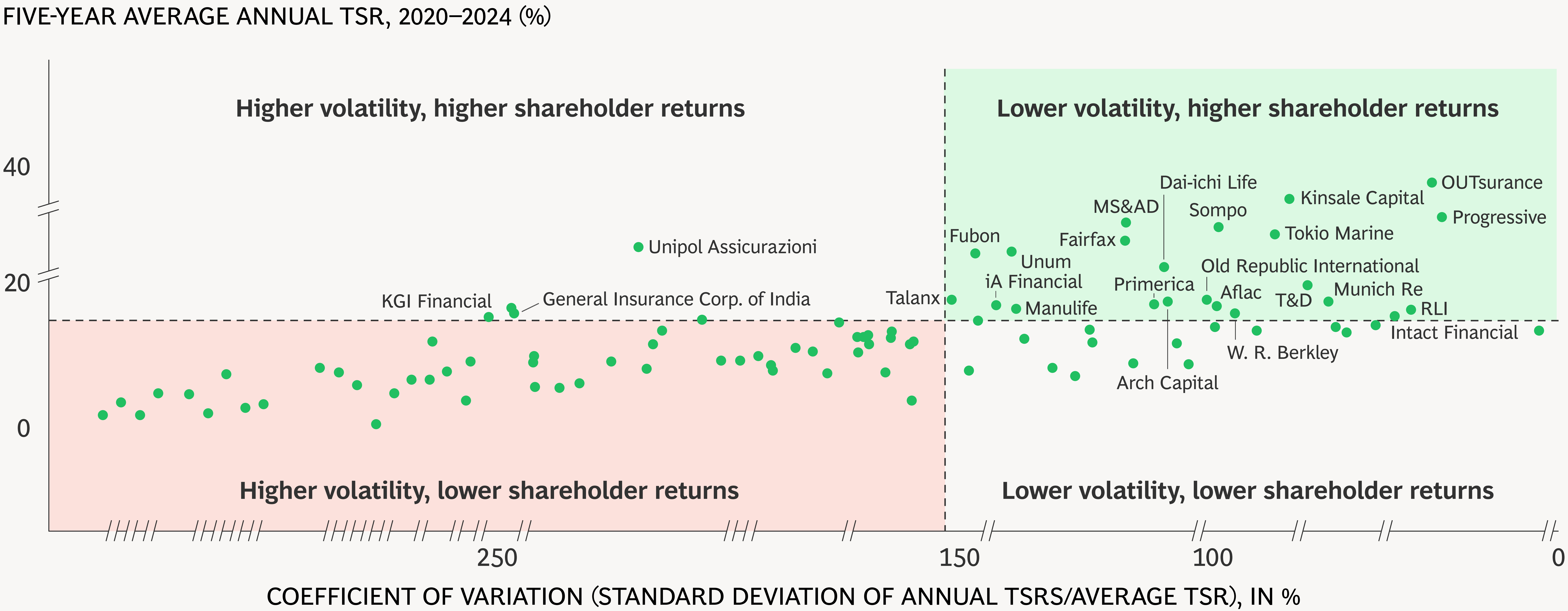
A few companies created much of the value in each industry segment



Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: Value creation is determined based on market cap change and total dividends payout.

COMPANY

OUTsurance, Progressive, and Kinsale Capital delivered the best risk-return performance over the last five years



Sources: S&P Capital IQ; BCG ValueScience Center; BCG analysis.
Note: Five-year average annual TSR was measured from January 1, 2020, through December 31, 2024; names only for the first-quartile TSR performers shown.

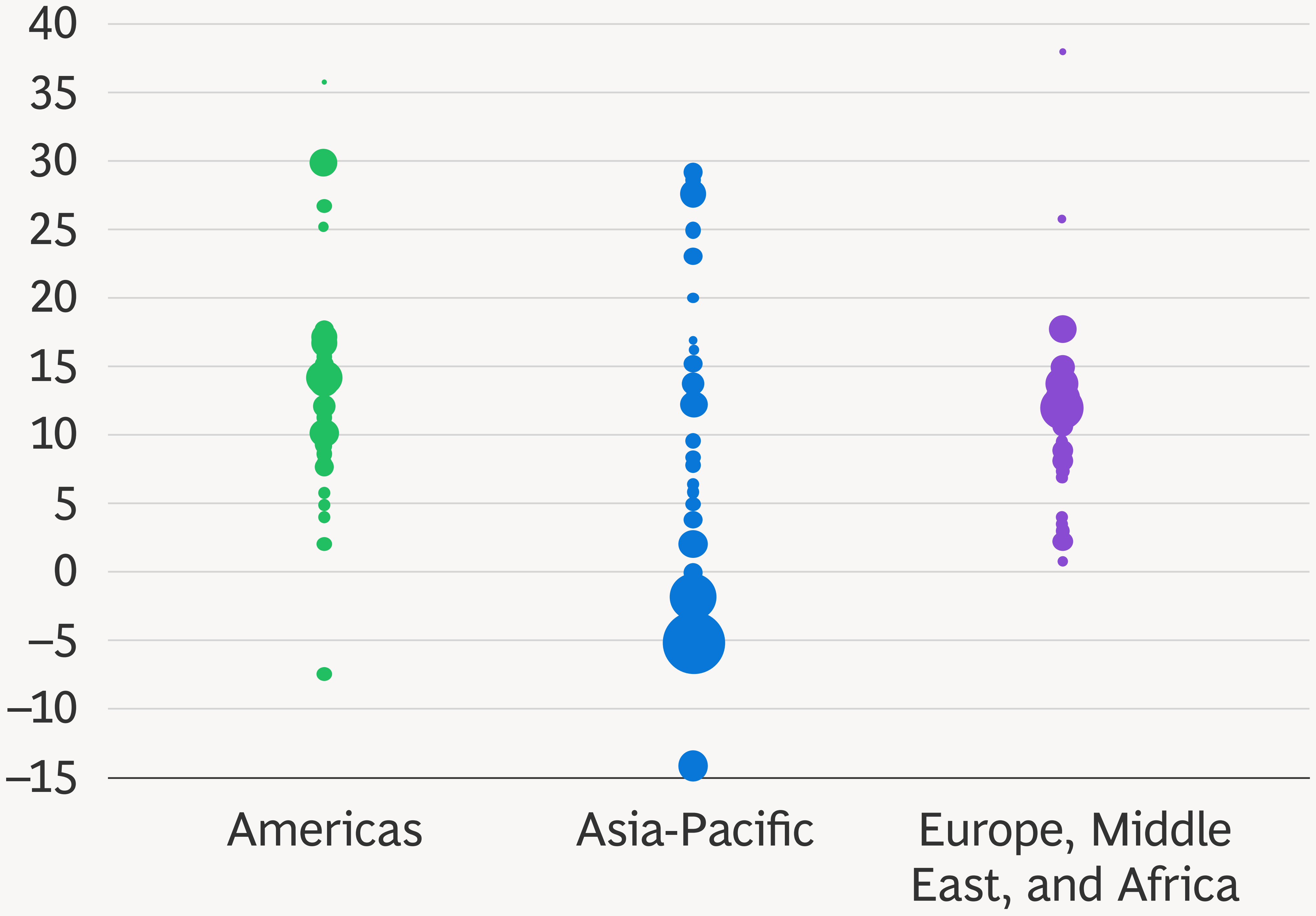
COMPANY

Size does not drive TSR for the largest listed global insurers

The largest players, as measured in TBV, are often the most challenged in TSR performance, especially in APAC

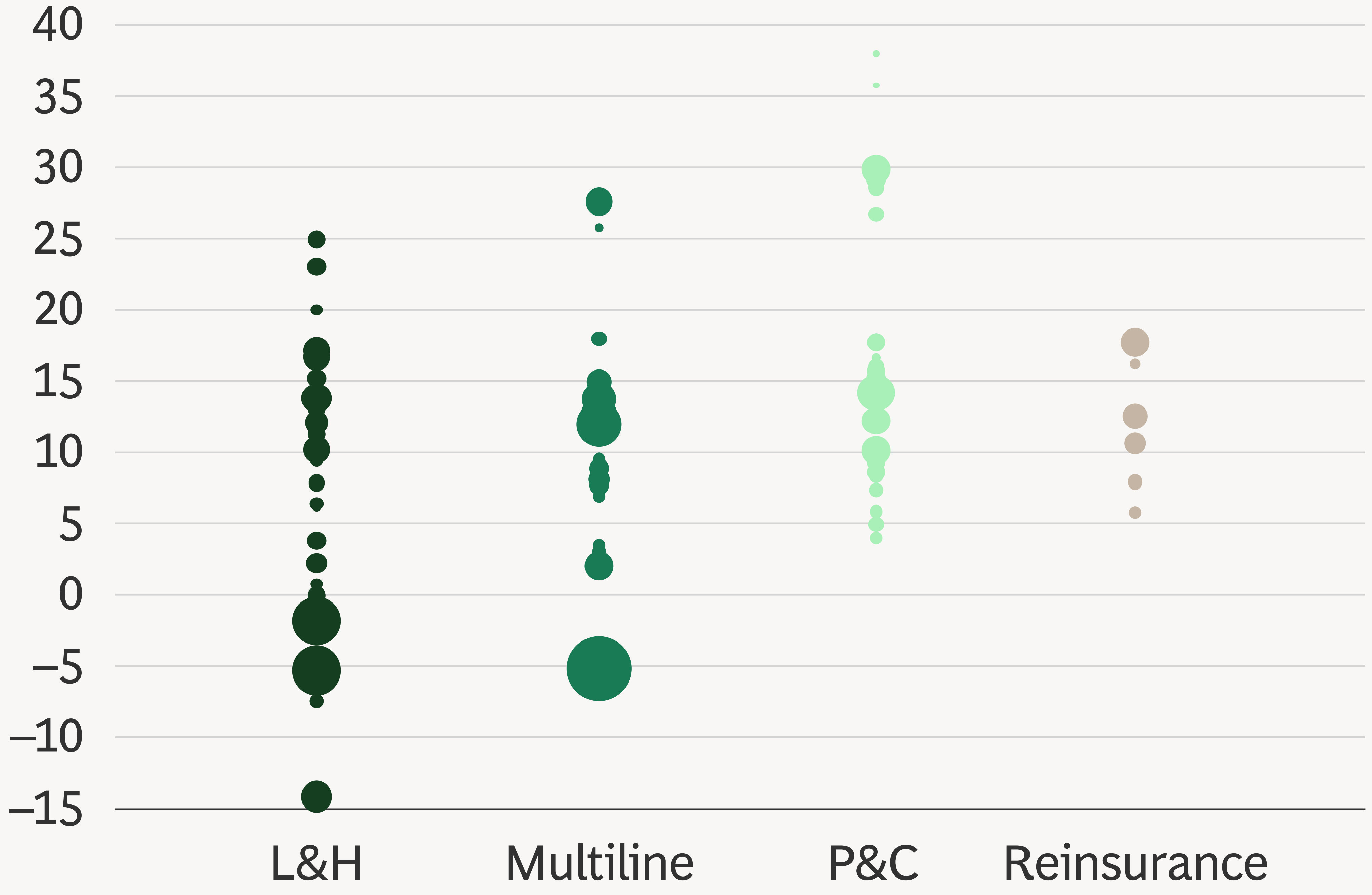
FIVE-YEAR AVERAGE ANNUAL TSR, 2020–2024 (%)

Regional view



FIVE-YEAR AVERAGE ANNUAL TSR, 2020–2024 (%)

Sector view



Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: Size of bubble = market capitalization at 2020 start of year; P&C = property and casualty; L&H = life and health.

COMPANY

Rankings of top-quartile insurance value creators by five-year TSR (1/2)

COMPANY	FIVE-YEAR AVERAGE ROE (%)	FIVE-YEAR TSR, 2020–2024 (%)[1]	= GROWTH OF TBV (PP)	+ CHANGE IN P/TBV MULTIPLE (PP)	+ DIVIDEND YIELD (PP)	+ CHANGE IN SHARE COUNT (PP)	YTD TSR, 2025 (%)[2]	REGION	SECTOR
OUTsurance Group	36	38	–2	19	21	0	21	EMEA	P&C
Kinsale Capital	26	36	32	4	0	–1	4	Americas	P&C
Progressive	23	30	17	10	3	0	14	Americas	P&C
MS&AD	7	29	7	14	6	2	–4	APAC	P&C
Sompo	9	29	10	11	5	3	7	APAC	P&C
Tokio Marine	9	28	9	13	5	2	8	APAC	Multiline
Fairfax Financial	15	27	16	4	3	4	31	Americas	P&C
Unipol Assicurazioni	10	26	15	4	7	0	47	EMEA	Multiline
Unum Group	13	25	7	11	5	2	12	Americas	L&H
Fubon Financial	13	25	12	9	5	–1	–3	APAC	L&H
Dai-ichi Life	7	23	–11	25	5	4	5	APAC	L&H
T&D Holdings	2	20	–4	17	4	3	10	APAC	L&H
Old Republic	13	18	–1	7	8	3	14	Americas	P&C

Sources: S&P Capital IQ; Refinitiv; BCG ValueScience Center; BCG analysis.
Note: ROE = return on equity; TBV = tangible book value of equity less OCI (other comprehensive income); P/TBV = price to TBV; P&C = property and casualty; L&H = life and health. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific. Some percentage points may not add up to the percentage shown due to rounding.
[1]Five-year average annual TSR.
[2]From January 1 to June 30, 2025.

COMPANY

Rankings of top-quartile insurance value creators by five-year TSR (2/2)

COMPANY	FIVE-YEAR AVERAGE ROE (%)	FIVE-YEAR TSR, 2020–2024 (%)[1]	= GROWTH OF TBV (PP)	+ CHANGE IN P/TBV MULTIPLE (PP)	+ DIVIDEND YIELD (PP)	+ CHANGE IN SHARE COUNT (PP)	YTD TSR, 2025 (%)[2]	REGION	SECTOR
Talanx AG	13	18	7	7	5	0	37	EMEA	Multiline
Munich Re	15	18	8	4	5	1	17	EMEA	Reinsurance
Arch Capital	18	18	15	0	1	1	–1	Americas	P&C
Primerica	29	17	7	4	2	4	2	Americas	L&H
iA Financial	10	17	–3	13	4	3	13	Americas	L&H
Aflac	19	17	5	3	3	6	3	Americas	L&H
KGI Financial	10	17	14	3	5	–5	–8	APAC	L&H
Manulife	8	17	–13	21	6	2	1	Americas	L&H
RLI Corp.	26	17	13	0	4	0	–12	Americas	P&C
GIC of India	6	16	0	14	2	0	–13	APAC	Reinsurance
W. R. Berkley	17	16	8	4	2	2	27	Americas	P&C
Intact Financial	13	16	25	–7	2	–4	22	Americas	P&C

Sources: S&P Capital IQ; Refinitiv; BCG ValueScience Center; BCG analysis.
Note: ROE = return on equity; TBV = tangible book value of equity less OCI (other comprehensive income); P/TBV = price to TBV; P&C = property and casualty; L&H = life and health. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific. Some percentage points may not add up to the percentage shown due to rounding.
[1]Five-year average annual TSR.
[2]From January 1 to June 30, 2025.

COMPANY

Rankings of second-quartile insurance value creators by five-year TSR (1/2)

COMPANY	FIVE-YEAR AVERAGE ROE (%)	FIVE-YEAR TSR, 2020–2024 (%)[1]	= GROWTH OF TBV (PP)	+ CHANGE IN P/TBV MULTIPLE (PP)	+ DIVIDEND YIELD (PP)	+ CHANGE IN SHARE COUNT (PP)	YTD TSR, 2025 (%)[2]	REGION	SECTOR
American Financial	22	16	–4	7	11	1	–5	Americas	P&C
Cathay Financial	10	15	9	3	5	–2	–3	APAC	L&H
Hartford	15	15	5	3	3	4	17	Americas	P&C
Generali	10	15	17	–9	7	1	16	EMEA	Multiline
Travelers	14	14	6	3	3	3	12	Americas	P&C
Allstate	9	14	–3	10	3	4	5	Americas	P&C
Chubb	12	14	7	3	2	2	6	Americas	P&C
MetLife	10	14	–2	6	4	6	0	Americas	L&H
Japan Post	5	14	1	0	4	8	–9	APAC	L&H
Zurich	16	14	–5	12	6	1	24	EMEA	Multiline
PICC	12	14	9	–2	7	0	20	APAC	P&C
Great-West Lifeco	12	14	–5	12	6	0	11	Americas	L&H
ASR Nederland	5	14	10	4	7	–8	27	EMEA	Multiline

Sources: S&P Capital IQ; Refinitiv; BCG ValueScience Center; BCG analysis.
Note: ROE = return on equity; TBV = tangible book value of equity less OCI (other comprehensive income); P/TBV = price to TBV; P&C = property and casualty; L&H = life and health. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific. Some percentage points may not add up to the percentage shown due to rounding.
[1]Five-year average annual TSR.
[2]From January 1 to June 30, 2025.

COMPANY

Rankings of second-quartile insurance value creators by five-year TSR (2/2)

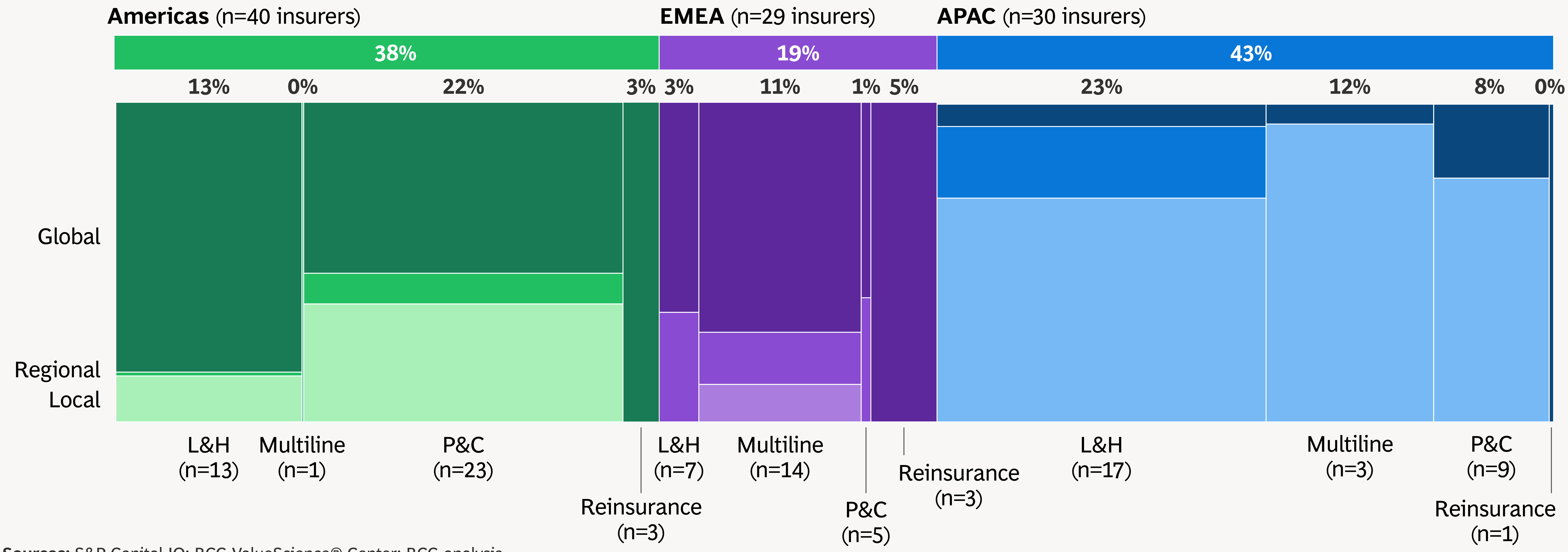
COMPANY	FIVE-YEAR AVERAGE ROE (%)	FIVE-YEAR TSR, 2020–2024 (%)[1]	= GROWTH OF TBV (PP)	+ CHANGE IN P/TBV MULTIPLE (PP)	+ DIVIDEND YIELD (PP)	+ CHANGE IN SHARE COUNT (PP)	YTD TSR, 2025 (%)[2]	REGION	SECTOR
Swiss Life	10	13	–7	11	5	3	20	EMEA	L&H
Suncorp	8	13	6	2	5	0	18	APAC	P&C
Samsung F&M	10	13	9	–1	5	0	27	APAC	P&C
AXA	11	13	8	–5	6	3	28	EMEA	Multiline
Swiss Re	8	13	–4	9	7	0	24	EMEA	Reinsurance
Assurant	13	12	3	3	2	3	–7	Americas	P&C
People’s Insurance	12	12	9	–9	8	4	50	APAC	P&C
Sun Life	14	12	–12	19	5	0	8	Americas	L&H
Allianz	12	12	–2	7	6	2	21	EMEA	Multiline
Aegon	2	12	–9	12	5	4	11	EMEA	L&H
AXIS Capital	8	12	5	3	4	0	18	Americas	P&C
NN Group	7	12	–9	10	7	4	40	EMEA	L&H

Sources: S&P Capital IQ; Refinitiv; BCG ValueScience Center; BCG analysis.
Note: ROE = return on equity; TBV = tangible book value of equity less OCI (other comprehensive income); P/TBV = price to TBV; P&C = property and casualty; L&H = life and health. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific. Some percentage points may not add up to the percentage shown due to rounding.
[1]Five-year average annual TSR.
[2]From January 1 to June 30, 2025.

APPENDIX: SAMPLE AND METHODOLOGY

The BCG Insurance Value Creators sample: Distribution of capital by region, sector, and footprint

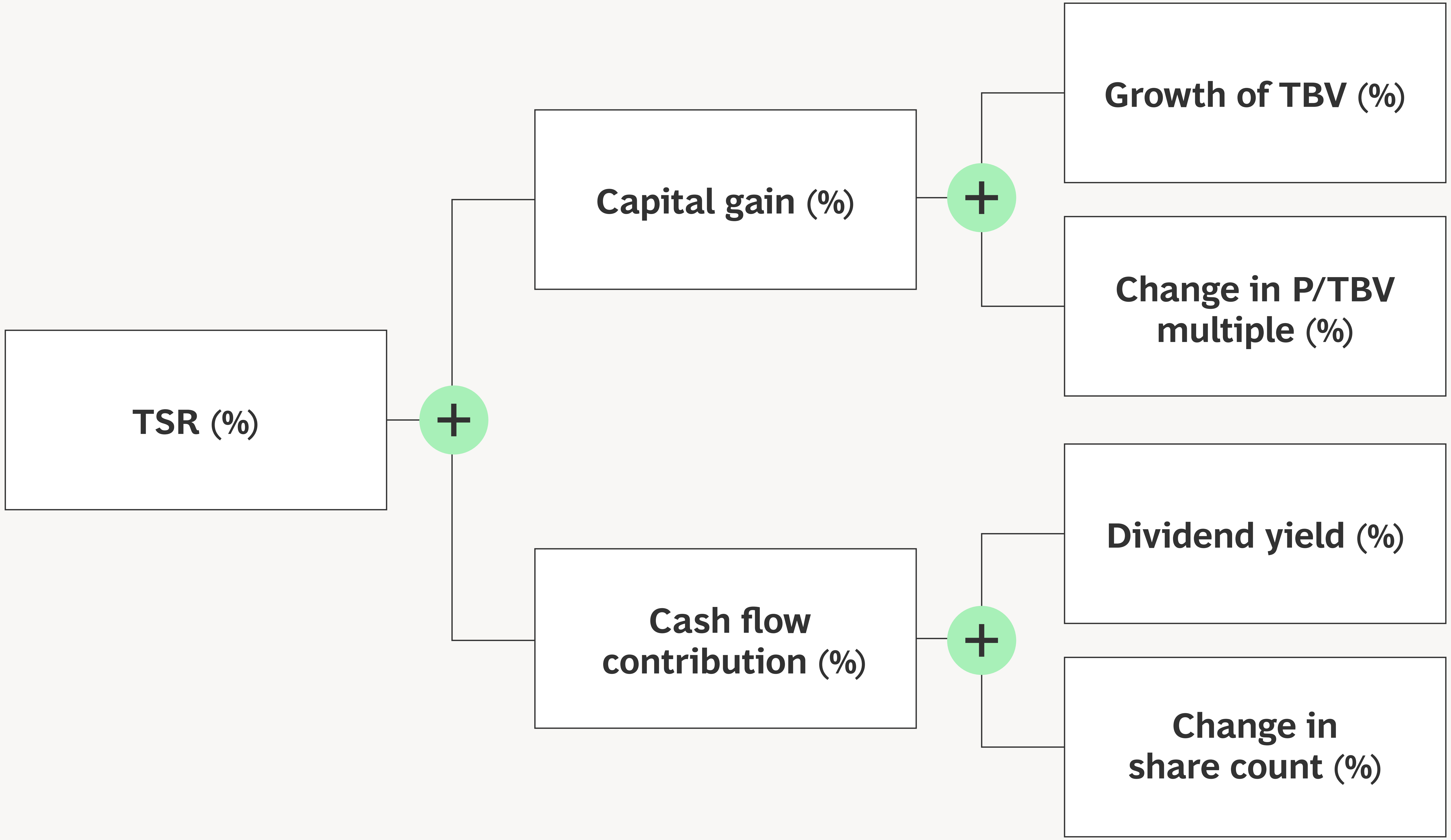
TBV[1] as of December 31, 2024
Total: $1,350B



Sources: S&P Capital IQ; BCG ValueScience® Center; BCG analysis.
Note: P&C = property and casualty; L&H = life and health. EMEA = Europe, Middle East, and Africa. APAC = Asia-Pacific. The sample comprises the 99 largest stock exchange-listed insurers globally.
[1]Tangible book value of equity excluding OCI (other comprehensive income).

APPENDIX: SAMPLE AND METHODOLOGY

BCG's methodology to determine TSR: The key metric for value creation



Fundamental development
Growth of TBV of equity

Multiple valuation
Mirrors market expectations; influenced by fundamentals, investor sentiment, investor relations and targeting, and expectation management

Cash flow contribution to shareholders
Includes dividends, share buybacks, and share issuance

Sources: BCG
Note: TBV = tangible book value of equity; P/TBV = price to TBV.