

Protector's Capital Markets Day

Oslo, 26th October 2018



Protector's Capital Markets Day 2018

Restaurant Louise | 26th October | From 10:00



10:00 – 10:45	Q3 2018 Investor presentation
10:45 – 11:00	Coffee and snack
11:00 – 11:45	Status Company including HTD reserves
11:45 – 12:15	Investments
12:15 – 12:45	Something to eat
12:45 – 13:15	Reinsurance – update entering 2019
13:15 – 13:45	UK including status Grenfell Tower
13:45 – 14:00	Summary and Q&A



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Sverre Bjerke
CEO

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Our DNA

Vision

The Challenger

Business Idea

This will happen through unique relationships, best in class decision-making and cost effective solutions

Main targets

Cost and quality leadership

Profitable growth

Top 3

Values

Credible

Open

Bold

Committed



Credible or not

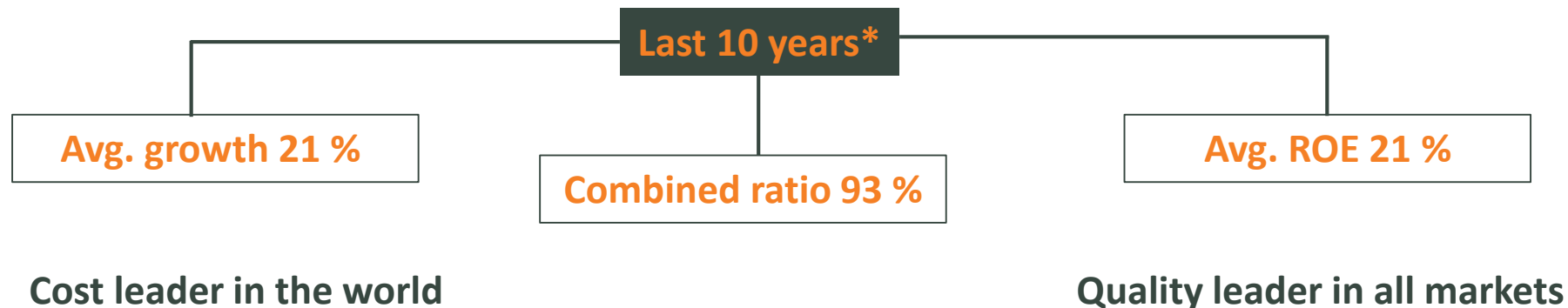


-
- Danish Workers comp. 2016
 - Reserve losses COI 2016
 - Swedish Competition Authority 2017
 - Management changes in Denmark
 - Reinsurance Arbitration 2017 – Munich Re
 - Poor YTD result 2018
 - NOK 146m Q3 2018 – Gray Silverfish
 - Any other areas missing?

- +**
- Growth steady going
 - Sweden doing very well
 - Always open communication (rate pressure)
 - ROI higher than peers
 - Turn-around Denmark
 - HTD company reserves on the positive side
 - Balanced Reinsurance Structures
 - Any other areas missing?

+ Guiding vs. Actual

Year	Volume		Profitability	
	Guiding	Actual	Guiding	Actual
2009	5 %	20 %	92,00 %	96,50 %
2010	15 %	16 %	92,00 %	92,70 %
2011	15 %	19 %	88,00 %	85,30 %
2012	18 %	26 %	88,00 %	86,20 %
2013	18 %	23 %	91,00 %	86,70 %
2014	16 %	28 %	90,00 %	84,50 %
2015	18 %	20 %	88-90 %	88,70 %
2016	22 %	21 %	90,00 %	97,00 %
2017	16 %	21 %	92,00 %	93,10 %
2018	20 %	YTD 17 %	92-94 %	YTD 104,1 %



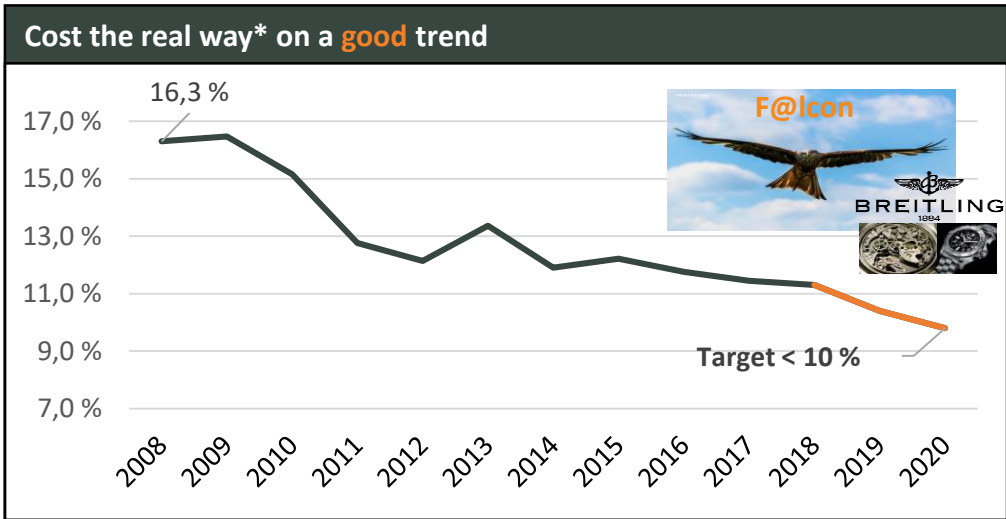
Cost Leader in the world

Less than half of the cost of competitors



Creating cost leadership

- Well defined and consistent strategy
- Value chain development
- Real secret: Culture and competent people to implement
- IT cost ratio 1 %, all developed internally
- Cost position will be improved going forward



Gross expense ratio	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Protector	11,2 %	12,1 %	11,9 %	10,0 %	7,7 %	8,8 %	7,6 %	7,5 %	6,8 %	7,4 %
Tryg	17,1 %	17,2 %	17,0 %	16,6 %	16,4 %	15,6 %	14,6 %	15,3 %	15,7 %	14,0 %
Codan/Trygg Hansa	20,2 %	20,4 %	16,7 %	17,6 %	18,6 %	19,5 %	21,2 %	16,4 %	14,8 %	14,5 %
Gjensidige	17,0 %	17,7 %	16,5 %	16,4 %	15,5 %	15,3 %	15,0 %	15,1 %	14,2 %	15,3 %
Topdanmark	14,7 %	14,9 %	15,4 %	15,7 %	15,8 %	16,2 %	15,7 %	15,9 %	16,4 %	16,1 %
If	17,4 %	17,6 %	17,2 %	17,3 %	16,9 %	16,8 %	16,7 %	13,0 %	16,6 %	16,3 %
Länsförsäkringar	21,0 %	22,0 %	22,0 %	21,0 %	21,0 %	19,0 %	19,0 %	19,0 %	19,0 %	18,0 %
KLP	26,7 %	29,1 %	30,4 %	26,5 %	26,4 %	26,2 %	23,1 %	21,1 %	22,8 %	21,8 %
Avg. ex. Protector	17,8 %	18,2 %	17,6 %	17,5 %	17,3 %	17,1 %	17,0 %	15,4 %	16,3 %	15,9 %

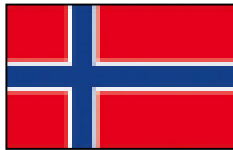
¹Numbers for Codan only before merger with Trygg-Hansa in 2015 and RSA Group Scandinavian segment in 2015

Quality leader in all markets

Humble and Proud

Broker satisfaction index done annually through Protector, Broker houses and/or broker associations

12 years in a row



6 years in a row



Back on top 2018



Far ahead of number two



Straight to the top



Easy to do business with

Commercially attractive

Trustworthy

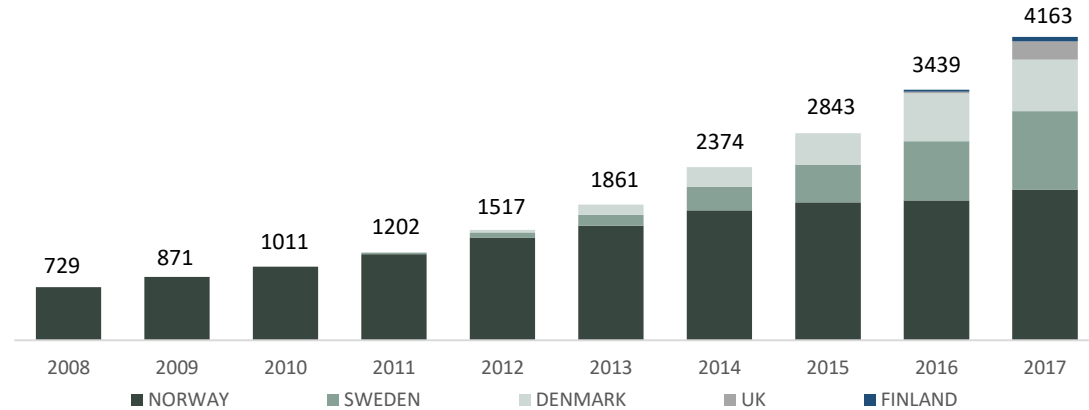
Volume growth

20 % growth, 10 years in a row



Sustainable growth

- Profitability comes first, volume growth second
- Low capex entering new markets
- Geographical diversification increasing, < 50 % in Norway
- UK expected to be biggest geographical area in 2021



Growth	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	avg. 08-17
Protector	9,6 %	19,5 %	16,1 %	19,0 %	26,1 %	22,7 %	27,6 %	19,7 %	21,0 %	21,1 %	21,3 %
KLP	3,4 %	4,7 %	5,0 %	3,0 %	15,4 %	10,9 %	10,7 %	20,8 %	13,8 %	8,1 %	10,6 %
Gjensidige	-1,8 %	0,2 %	24,0 %	5,7 %	2,1 %	7,7 %	7,9 %	7,4 %	5,7 %	3,7 %	6,4 %
Länsförsäkringar	4,2 %	2,3 %	2,2 %	3,1 %	3,2 %	3,6 %	7,4 %	5,4 %	6,0 %	5,9 %	4,6 %
Codan/Trygg Hansa	12,8 %	1,7 %	0,3 %	-0,3 %	7,2 %	-1,0 %	-0,8 %	3,5 %	7,2 %	6,5 %	3,6 %
If	-0,7 %	-4,2 %	7,7 %	5,4 %	6,4 %	1,5 %	-2,8 %	-1,6 %	-2,2 %	1,5 %	1,0 %
Tryg	4,4 %	5,2 %	9,1 %	2,4 %	1,8 %	-4,0 %	-4,4 %	-2,7 %	-1,7 %	0,7 %	1,0 %
Topdanmark	0,8 %	-3,1 %	-1,4 %	1,4 %	1,0 %	1,5 %	2,6 %	-2,6 %	-1,6 %	3,5 %	0,2 %
Avg. ex. Protector	2,1 %	-0,1 %	8,4 %	3,7 %	4,0 %	1,6 %	1,0 %	1,6 %	2,0 %	3,4 %	2,7 %

¹Numbers for Codan only before merger with Trygg-Hansa in 2015 and RSA Group Scandinavian segment in 2015

Profitability

Combined ratio last 10 years 91 %



Key comments

- Average Return on Equity last 10 years >20 %
- Prudent and disciplined reserving methodology – on the positive side
- Norway and Sweden have delivered very well
- Denmark, UK and Finland too early to say

Combined Ratio	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	avg. 08-17
Topdanmark	82,4 %	91,1 %	93,3 %	90,3 %	88,0 %	91,5 %	86,0 %	87,3 %	85,1 %	82,0 %	87,5 %
Tryg	88,2 %	92,2 %	98,8 %	93,2 %	88,2 %	87,7 %	84,2 %	86,8 %	86,7 %	84,4 %	89,0 %
Gjensidige	94,4 %	94,8 %	95,3 %	91,9 %	85,3 %	89,2 %	86,0 %	83,7 %	83,4 %	85,4 %	88,2 %
If	91,8 %	92,1 %	92,8 %	92,0 %	89,3 %	88,1 %	87,7 %	85,4 %	84,4 %	85,3 %	88,6 %
Protector	95,8 %	97,8 %	94,2 %	85,3 %	86,2 %	86,7 %	84,5 %	88,7 %	97,0 %	93,1 %	90,9 %
Codan/Trygg Hansa	98,5 %	100,4 %	101,8 %	102,4 %	94,3 %	88,1 %	90,4 %	94,0 %	86,2 %	82,9 %	91,6 %
Länsförsäkringar	93,0 %	96,0 %	102,0 %	100,0 %	97,0 %	98,0 %	93,0 %	91,0 %	95,0 %	92,0 %	95,3 %
KLP	97,3 %	95,5 %	121,9 %	118,1 %	107,8 %	103,7 %	91,9 %	98,8 %	98,7 %	106,0 %	103,2 %
Avg. ex. Protector	91,3 %	93,6 %	96,7 %	94,2 %	90,0 %	90,0 %	88,0 %	87,7 %	86,8 %	85,9 %	90,0 %

¹Numbers for Codan only before merger with Trygg-Hansa in 2015 and RSA Group Scandinavian segment in 2015.

Strong investment result over the business cycle

Investments are core business



Better than peers

- Risk management through; Operational routines, mandate given by board, FSA stress test quarterly, internal stress test
- Investment portfolios in Norway, incl. Protector's, have enjoyed avg. NIBOR rates of roughly 1% above STIBOR and CIBOR in the period 2010-2017
- Slightly higher market risk than peer average in early years
- Better investment return than peer average for nine out of ten last years
- Approx. 75 % of result after tax from investments 08-17

ROI	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	avg. 08-17
Protector	-2,1 %	16,1 %	9,7 %	-2,3 %	8,9 %	7,0 %	5,3 %	5,2 %	7,0 %	4,8 %	6,0 %
KLP	0,4 %	8,3 %	7,2 %	4,5 %	6,5 %	6,5 %	6,5 %	4,4 %	6,1 %	5,6 %	5,6 %
If	-3,1 %	12,4 %	7,4 %	1,8 %	6,1 %	5,0 %	4,1 %	1,5 %	2,9 %	2,6 %	4,1 %
Gjensidige	-0,6 %	5,5 %	5,2 %	4,4 %	5,4 %	4,3 %	4,3 %	2,6 %	3,9 %	3,7 %	3,9 %
Tryg	3,5 %	6,6 %	4,3 %	4,8 %	5,1 %	2,5 %	4,3 %	0,7 %	3,7 %	2,1 %	3,8 %
Länsförsäkringar	-14,0 %	10,0 %	6,0 %	-2,0 %	5,0 %	6,1 %	6,5 %	4,6 %	5,6 %	7,2 %	3,5 %
Codan/Trygg Hansa	5,6 %	5,9 %	3,5 %	3,0 %	3,9 %	-0,4 %	3,9 %	3,0 %	2,8 %	2,1 %	3,3 %
Topdanmark	-6,9 %	7,3 %	4,8 %	3,1 %	6,9 %	4,1 %	3,4 %	1,0 %	4,4 %	0,5 %	2,9 %
Avg. ex. Protector	-2,2 %	8,0 %	5,5 %	2,8 %	5,6 %	4,0 %	4,7 %	2,5 %	4,2 %	3,4 %	3,9 %



HTD Reserves



The People

Committed and experienced



Torstein R. Tønnessen (36)
Reserving actuary



Protector	Chief Actuary
Nemi Insurance	Chief Actuary
Sparebank 1	Actuary

Vibeke Krane (47)
CFO



Protector	CFO
EY	Manager
Jotne EPM	CFO
Telenor	Int. control fin. reporting
KPMG	Manager

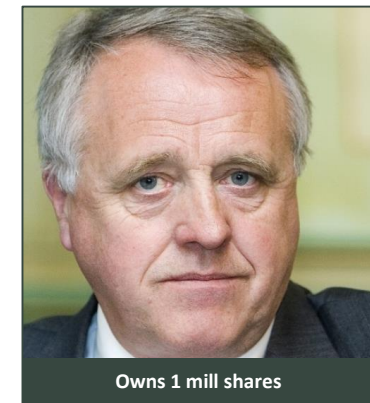
Sverre Bjerkeli (59)
CEO & Founder of Protector



Owns 3,2 mill shares

Protector	CEO
Ementor/Eterra	CEO
If P&C	Dir Non-life
Storebrand Bank	CEO
Storebrand Insurance	Multiple pos.

Jostein Sørvoll (68 - Actuary)
Chairman & Founder of Protector



Owns 1 mill shares

Protector First CEO then Chairman

Mr. Sørvoll has held multiple executive positions in the Norwegian and international (Re)insurance world.



The skill and work

Target – Best estimate

- In sourced reserving actuary Q4 2015
- Bornhuetter-Ferguson is used on longer tailed products
 - Chain Ladder is used in addition on shorter tailed products
- Output from reserving models are guiding
 - Final reserves might deviate from model output
- No discounting is applied on reserves
 - In Denmark some discounting used by peers => better Claims ratio
- Involvement in daily business to understand the risk and claim development
- Confront the brutal facts (from “Good to Great”)
- React instantly when new information and insight improved

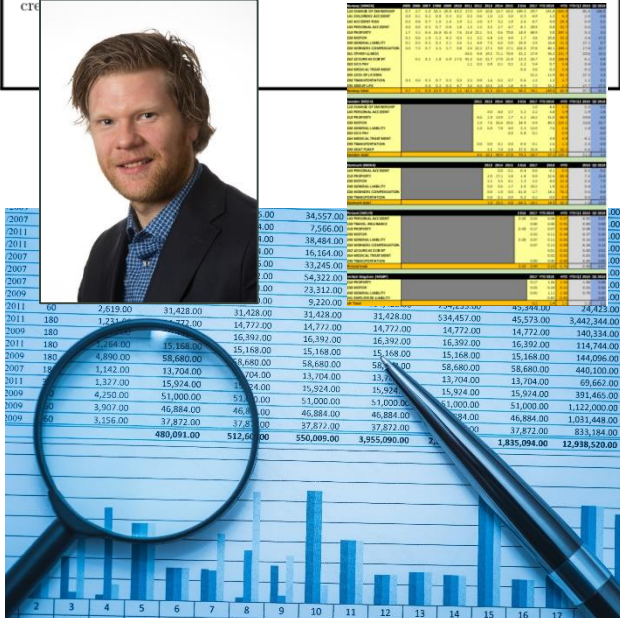
Bornhuetter Ferguson

The posterior distribution of $X_{i,j+1}$ is then

$$\mathbb{E}(X_{i,j+1} | \mathcal{F}_{i+j}) = \left(Z_{i,j+1} C_{i,j} + [1 - Z_{i,j+1}] \frac{C_i^*}{\hat{F}_j} \right) \cdot (\lambda_j - 1)$$

where $Z_{i,j+1} = \frac{\hat{F}_j^{-1}}{\beta\varphi + \hat{F}_j}$, where $\hat{F}_j = \lambda_{j+1} \cdots \lambda_n$.

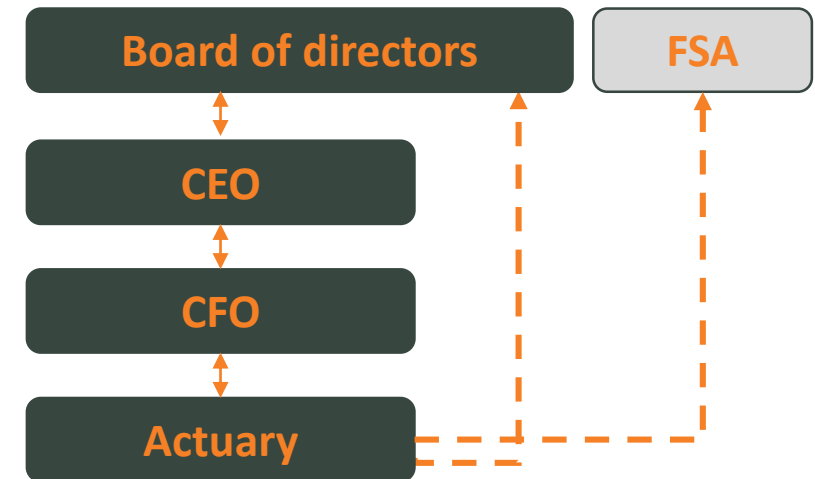
Hence, Bornhuetter-Ferguson technique can be interpreted as a Bayesian method, and a credibility estimator (since Bayesian with conjugated distributed leads to credibility estimator).



The Process

Reserve calibration towards all business units

- Quarterly meetings with claims handlers and reserving actuary - Statements from claims handlers are assessed against claims reserves
 - Status large claims – movements and new
 - Changes in claims handling practice and reserving practice
 - Claims incurred last quarter
 - Standard reserves
- Quarterly meetings with BU management, CFO and actuary
 - Possible errors are corrected
- Actuary and CFO meets CEO to discuss reserves
- Actuary sole judge and finishes his report
- Actuary and CFO meets the audit committee
- Actuarial report is sent and gone through by the Board of Directors
- Actuarial report is sent to Finanstilsynet (supervisory authority), CFO and actuary presents results



The actuary can report directly to the board and FSA

Factors influencing the reserve setting

It's not 2+2, but we are historically proven with run-off gains



History	Relatively short - 10 years
Clients	Commercial clients
Products	5 countries - 24 products
Tail	Some long tail
BU relation	Actuary and business closer
Growth	20 % p.a.
Process	Structured and consistent
Difficult?	Competent and committed people with a structured process...

Historically prudent reserves

Here are the results



Products	Country	Comment	GWP 19
Property	All	Large gains	30 %
7 Products with run-off losses	All	Some losses	25 %
9 Products with run-off gains	All	Some gains	15 %
Motor	NOR & SWE	Large gains	15 %
COI	NOR	Very large losses	8 %
Long Tail products	NOR	Some gains	7 %

Total gains HTD even after Gray Silverfish NOK 147m

Reserve outlook next ten years

Reserves will be prudent



- COI 8 % of volume, commercial 92 %
- Some volatility should however be expected
- UK growing fast, but 80 % short tail and we have more reinsurance protection

2019 → 2021



Senior management in Protector – fit for fight



Henrik Høye (35) – Country Manager UK & Dir. Commercial & Public sector



“I started Sweden and Denmark – finally something big.”

- Employee since 2007
- Director Public sector
- Project Manager UK, DK & SE

Hans Diding (39) – Country Manager Sweden



“Retirement forecasted in 2047. I will work hard to improve the business results every year until then.”

- Started in 2011. First employee outside Norway.
- 6 years of experience from If and LF within Broker sales and service, Underwriting and IT projects.

Lars Ola Rambøl (50) – Director of Commercial Norway



“Perfect timing – I started one year ago. After 5 years with rate pressure and a 2018 bad winter. I’m the right person to get us back to combined ratio 92 %”

- Employee since September 1st 2017
- Multiple Director positions in Storebrand
- Professional IT background

Thomas Boutrup (37) – Country Manager Denmark



“I started 14 months ago, some challenges – but most of turn around is completed entering 2019”

- Started at Protector August 2017
- Senior underwriter and Partner RiskPoint
- Account executive IF, Team Leader AIG

Merete Christensen Bernau (52) – Director Change of Ownership



“Small bug.....large claims – in 2019 we are either out of COI market or a success.”

- Director claims handling commercial Norway
- Director COI and leader of Cultural development
- Employee since 2005, 10 years experience from If...

Dag Marius Nereng (44) – Chief Investment Officer



“I love what I do even higher than Liverpool football club”

- Employee since 2015
- 22 years of asset management experience
- 10 years as Senior Portfolio Manager in Handelsbanken

Vibeke Krane (46) – CFO



“I’m prepared for Brexit, instant reporting and value add”

- CFO since August 2016
- Employee since December 2015
- State Authorized Public Accountant w. 20 years experience from finance and accounting

Leonard Bijl (54) – Director of IT



“World champion to deliver exactly what the business needs, to a third of the cost”

- Employee since December 2017
- 15 years Digital development/ IT management in IF
- 15 years in software industry (account and people mgt)

Challenger Strategy 2021

Starts with culture, ends with culture and management training



Lets further develop our **DNA** – Next Level

- Don't change Strategy
- Investments are Core, manage Risk
- Strong balance sheet important
- Profitability comes before growth
- Focus Claims Handling and top 8



Great @ work management program
and talent development → Next Level

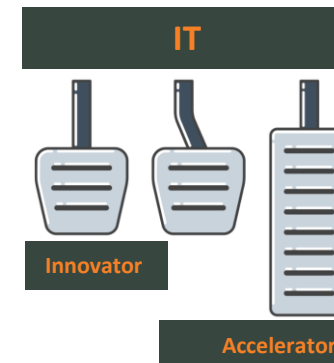


Strategy 2018-2021 - Top 8 priorities

“Don’t change strategy”



- Claims Handling – Falcon
- Profitable growth in Nordic
- UK
- ROI peer knock out
- Protector University
- IT as Innovator and Accelerator
- World class HQ
- Manage matrix organization perfectly



World leading claims handling

2017-2020



The Falcon is killing its prey

On our way to world leading Claims Handling



Rolls Royce:

NOK 420m vs. target NOK 375m

Reductions and Recourse

In front of schedule – important for profitability

The Falcon is killing its prey

On our way to world leading Claims Handling



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NOK 420m vs. target NOK 375m

Reductions and Recourse

In front of schedule – important for profitability



CleanDesk:

96 % clean

20.042 of 20.861 clean days

No delays in Claims handling – without compromising on quality

Very strong result – CleanDesk made culture

#FTEs x #workingdays

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ICF:

Score of 3 out of 4 90 % of the time

Instant customer feedback

Strong results. Most of low scores due to claim *outcome* – not claims handling

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FalconEfficiency:

13,4 % increase YTD

Target of 14,7 % efficiency increase 2018 vs. 2017

Good results

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13,4 % increase YTD

Target of 14,7 % efficiency increase 2018 vs. 2017

Good results

People and management development



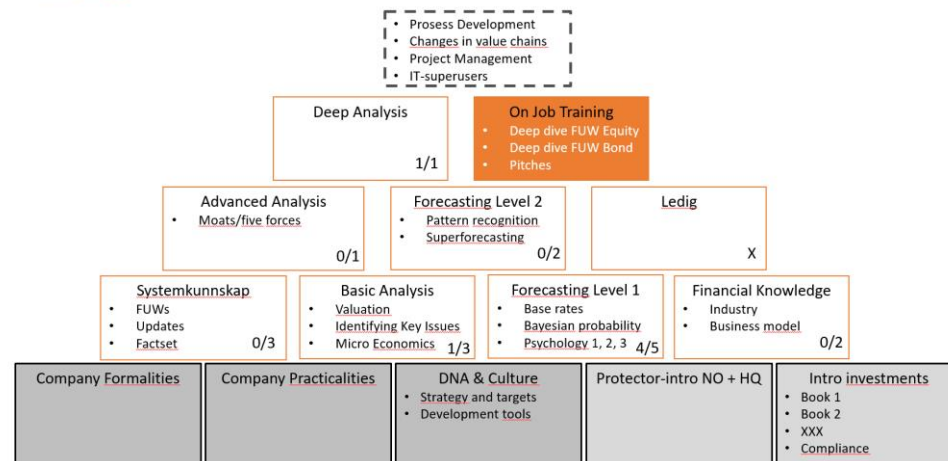
Management Development programs

New management training programs starts February 7th 2019





Protector University will support deliberate practice for key skills in different roles in Protector

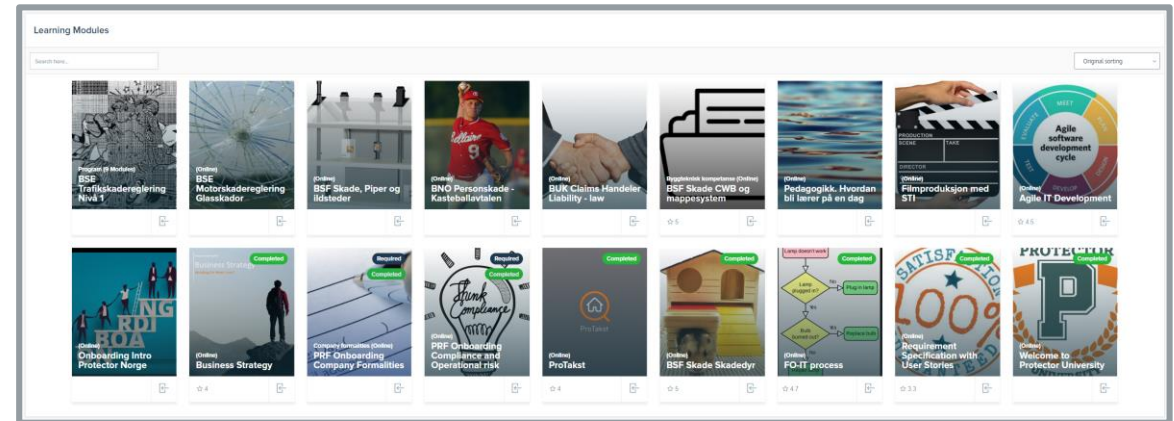


Protector University – status

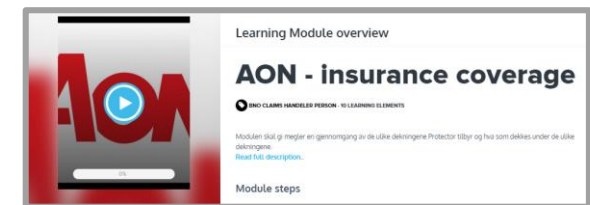
Virtual Campus launched – 12th October



- 29 competence pyramids established
- 250 learning modules quality assured and ready



- We invite our broker partners to our campus



- Next step - define and understand what “on job training” means for us to release full potential

2019 → 2021



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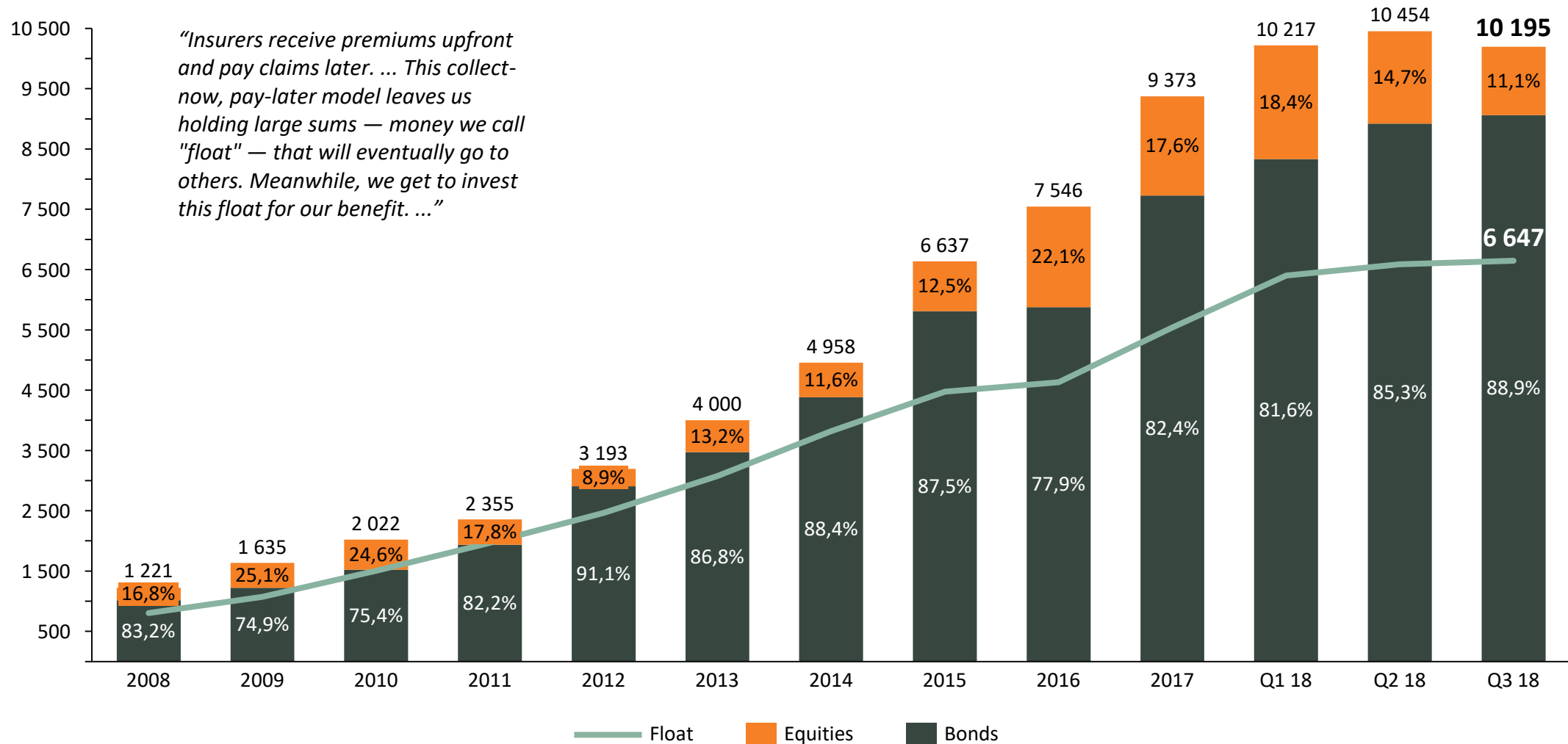


Dag Marius Nereng
Chief Investment Officer

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13:45 – 14:00	Summary and Q&A

Investments

Net financial assets > NOK 10 bn, float increasing



Strong investment result over the business cycle

Better than peers



Overview

- Risk management through; Operational routines, mandate given by board, FSA stress test quarterly, internal stress test
- Investment portfolios in Norway, incl. Protector's, have enjoyed avg. NIBOR rates of roughly 1% above STIBOR and CIBOR in the period 2010-2018
- Better investment return than peer average for 9 out of 10 years
- Slightly higher market risk than peer average

Return on investments	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	YTD 2018	Avg 08-17
Protector	-2.1 %	16.1 %	9.7 %	-2.3 %	8.9 %	7.0 %	5.3 %	5.3 %	7.0 %	4.8 %	1.6 %	6.0 %
KLP	0.4 %	8.3 %	7.2 %	4.5 %	6.5 %	6.5 %	6.5 %	4.4 %	6.1 %	5.6 %	n/a	5.6 %
Tryg	3.5 %	6.6 %	4.3 %	4.8 %	5.1 %	2.5 %	4.3 %	0.7 %	3.7 %	2.1 %	0.0 %	3.8 %
Codan/Trygg Hansa ²	5.6 %	5.9 %	3.5 %	3.0 %	3.9 %	-0.4 %	3.9 %	3.0 %	2.8 %	2.1 %	1.8 %	3.3 %
If ¹	-3.1 %	12.4 %	7.4 %	1.8 %	6.1 %	5.0 %	4.1 %	1.5 %	2.9 %	2.6 %	1.0 %	4.1 %
Gjensidige	-0.6 %	5.5 %	5.2 %	4.4 %	5.4 %	4.3 %	4.3 %	2.6 %	3.9 %	3.7 %	2.0 %	3.9 %
Länsförsäkringar ¹	-14.0 %	10.0 %	6.0 %	-2.0 %	5.0 %	6.1 %	6.5 %	4.5 %	5.6 %	7.2 %	3.7 %	3.5 %
Topdanmark	-6.9 %	7.3 %	4.8 %	3.1 %	6.9 %	4.1 %	3.4 %	1.0 %	4.4 %	2.1 %	0.6 %	3.0 %
Avg. ex Protector	-2.2 %	8.0 %	5.5 %	2.8 %	5.6 %	4.0 %	4.7 %	2.5 %	4.2 %	3.6 %	1.5 %	3.9 %

¹H1 2018 return

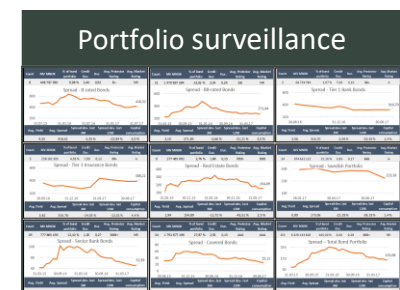
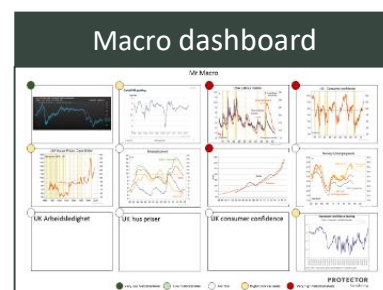
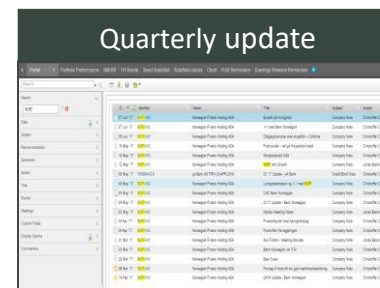
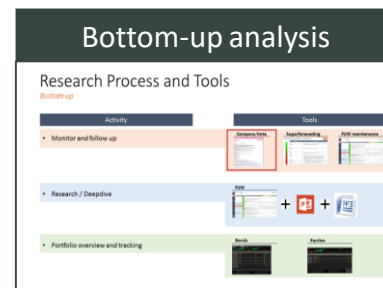
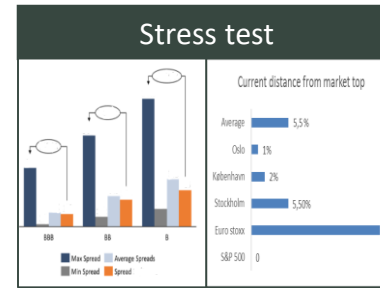
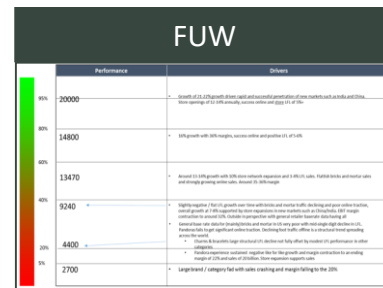
²RSA return based on investment return guiding for 2018 and relatively low investment risk.

Protector's financial underwriting process

Continuous process improvements



- ### Protector's analysis process
- Stress test to ensure volatility experienced in financial crisis
 - Portfolio allocation based on risk/reward considerations/ high hurdle rate
 - Thorough bottom-up analysis the cornerstone of our investment approach
 - Dashboards and surveillance as background

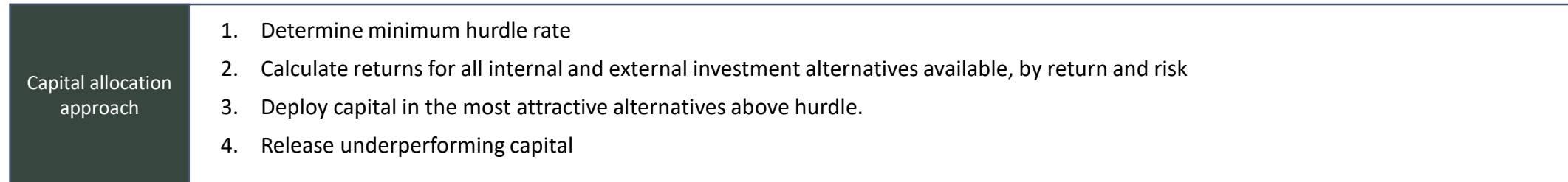
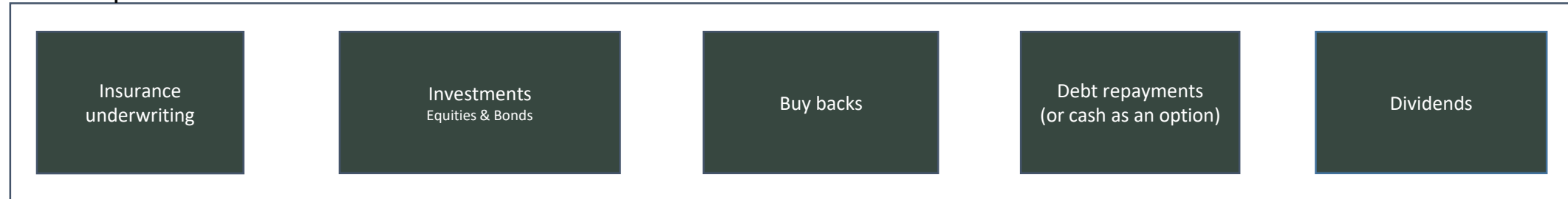


Capital allocation alternatives

Goal to maximize shareholder return

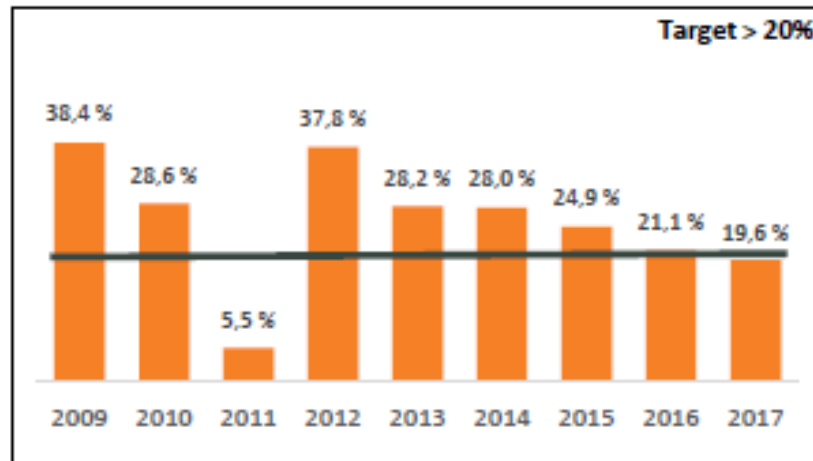


Main capital allocation alternatives



Externally communicated ROE target of > 20 %

Return on Equity*



Return on equity target of >20% per year on average

Insurance and investments ties up Solvency Capital

Due to T1/T2 loans RoE of 20% equals a RoSC of 15,1%



1 Insurance and investments ties up Solvency Capital

2 Conversion of ROE to Return on Solvency Capital (RoSC)

Equity capital 2/3 of Solvency base

Solvency Capital & Interest expense		
T2	500	4,85%
T2	400	4,05%
T1	350	6,10%
Subord. tot.	1250	4,94%

Equity	2305
Solvency Capital	3359

Equity share	68%
---------------------	------------



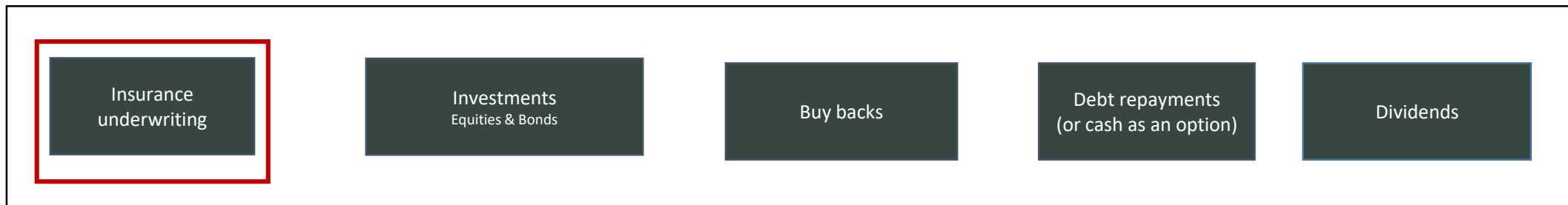
1/3 of capital base costs 5% and yields excess return to equity

RoSC	10%	12%	14%	15,1%	18%	20%	22%	24%
ROE	12,4%	15,4%	18,4%	20,0%	24,3%	27,3%	30,2%	33,2%

Somewhat higher ROE vs. RoSC due to subordinate loans

Capital allocation alternatives

Insurance with high RoE's even at high combined ratios



Allocate capital to the alternatives yielding highest return on that capital (above high hurdle rates) to generate best possible risk adjusted return for shareholders

Illustrative RoSC calculation approach

Applies also to different insurance products



Product	
Float to Premium	1,07
SCR to Premium	0,17

SCR 150%

- We target SCR ratio >150% in «normal» times (e.g. rating considerations)
- Hence actual capital consumption is 1,5*SCR

		CR												
		84%	86%	88%	90%	92%	94%	96%	98%	100%	102%	104%	106%	108%
Risk Free Interest Rate - Return on Float	0,0%	56%	49%	42%	35%	28%	21%	14%	7%	0%	-7%	-14%	-21%	-28%
	0,3%	57%	50%	43%	36%	29%	22%	15%	8%	1%	-6%	-13%	-20%	-27%
	0,5%	58%	51%	44%	37%	30%	23%	16%	9%	2%	-5%	-12%	-19%	-26%
	0,8%	59%	52%	45%	38%	31%	24%	17%	10%	3%	-4%	-11%	-18%	-25%
	1,0%	60%	53%	46%	39%	32%	25%	18%	11%	4%	-3%	-10%	-17%	-24%
	1,5%	63%	56%	49%	42%	35%	28%	21%	14%	7%	-1%	-8%	-15%	-22%
	2,0%	65%	58%	51%	44%	37%	30%	23%	16%	9%	2%	-5%	-12%	-19%
	2,3%	66%	59%	52%	45%	38%	31%	24%	17%	10%	3%	-4%	-11%	-18%
	2,5%	67%	60%	53%	46%	39%	32%	25%	18%	11%	4%	-3%	-10%	-17%
	2,8%	68%	61%	54%	47%	40%	33%	26%	19%	12%	5%	-2%	-9%	-16%
	3,0%	69%	62%	55%	48%	41%	34%	27%	20%	13%	6%	-1%	-8%	-15%
	3,3%	70%	63%	56%	49%	42%	35%	28%	21%	14%	7%	0%	-7%	-14%
3,5%	71%	64%	57%	50%	43%	36%	29%	22%	15%	8%	1%	-6%	-13%	

- Pre-tax return on Solvency Capital
- 15% after tax implies ~18% pre-tax

Capital allocation alternatives

Challenging with low credit spreads and all time high stock markets



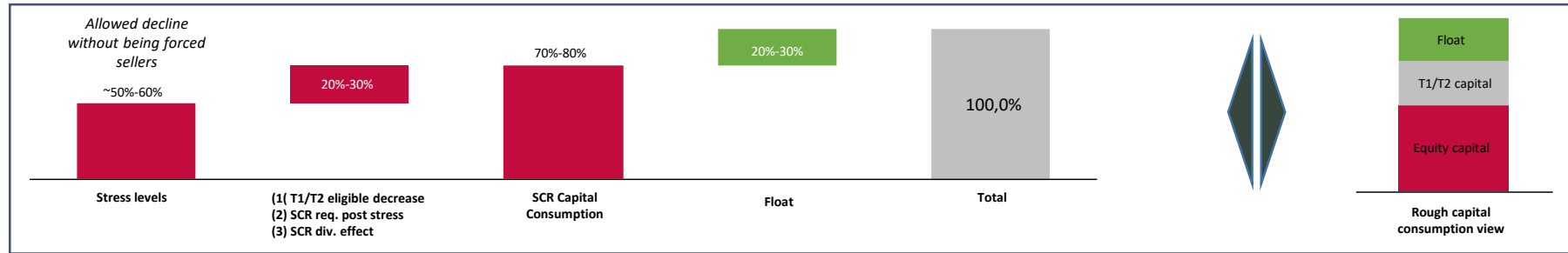
Allocate capital to the alternatives yielding highest return on that capital (above high hurdle rates) to generate best possible risk adjusted return for shareholders

Equities – Capital consumption and RoSC

Today we need a return of above 11% + safety margin to reach RoE target



High level capital consumption view



Equity returns and return on equity

Equity returns	6 %	8 %	10 %	12 %	14 %	16 %	18 %	20 %	22 %	24 %
RoSC	8 %	11 %	13 %	16 %	19 %	21 %	24 %	27 %	29 %	32 %
ROE	9 %	13 %	17 %	21 %	25 %	29 %	33 %	37 %	41 %	45 %

Requirement

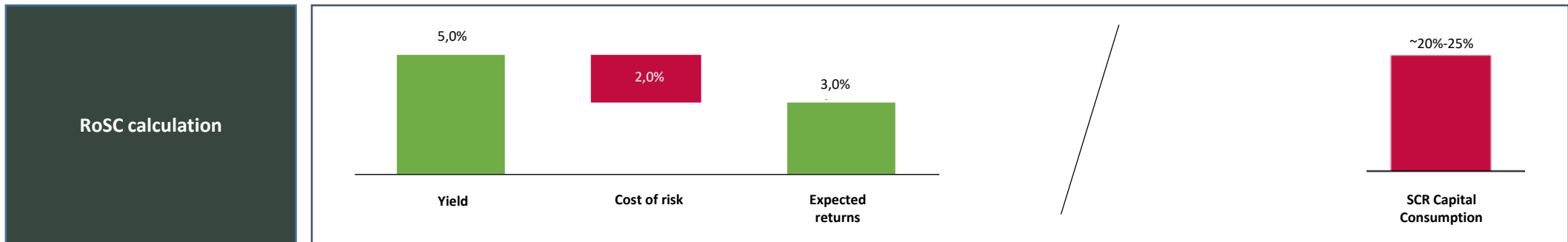
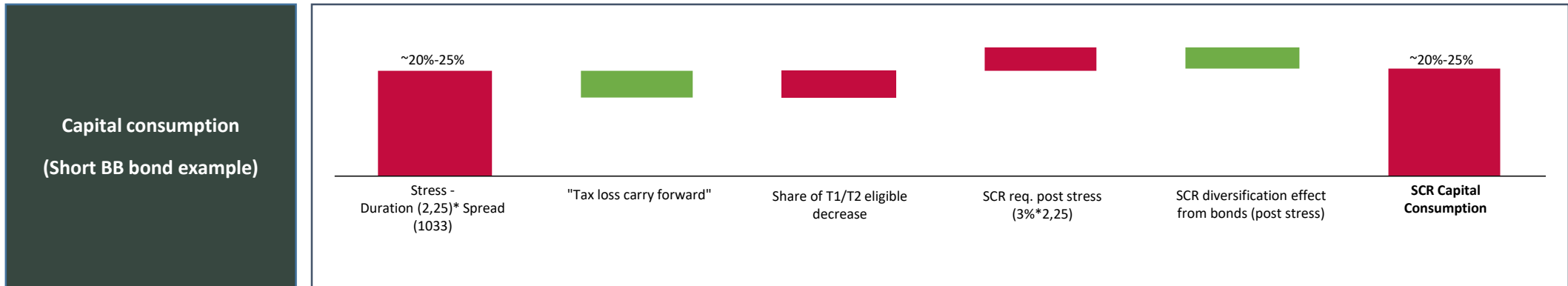
Investment hurdle rate

Safety margin

Key variables to ROE in equity investments are (1) our risk tolerance (stress levels) and (2) portfolio returns

Bonds – Capital consumption and RoSC

Can reach RoE target with materially lower capital consumption



Bond capital requirements very sensitive to market spread levels

Opportunistic buy back

Clearly an attractive capital allocation alternative if meeting hurdle



Capital allocation alternatives



Buy back of 4.4 million shares @ 57,50

Opportunistic – below intrinsic value



- Excess capital due to:
 - lower growth
 - lack of equity ideas meeting hurdle rates
 - lack of fixed income ideas meeting hurdle rates
- Sharp share price drop creating a buying opportunity at perceived attractive levels long term
- Bought back 4.4 million shares at 57,50 totaling 254 mnok 24. July 2018

Buy back process:

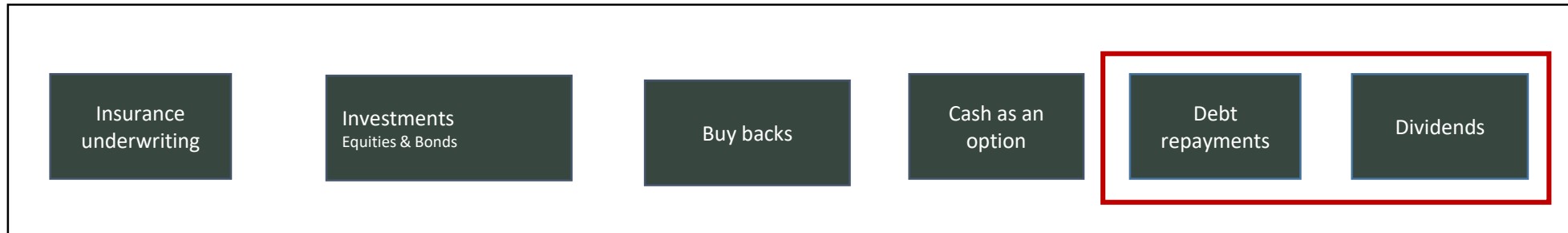
- Safe harbour and auction considered.
 - Safe harbour would have taken 6-18 mnths
- Largest shareholders presounded on Monday 23. July.
- No interest on prices below 55,-
- Low volume on 55,-
- Some volume on 57,50
- Just above 300 mnok in volume at 60,-
- When we set the price at 57,50 almost all volume at 60,- was lowered to 57,50.

Capital allocation alternatives

Other alternatives better

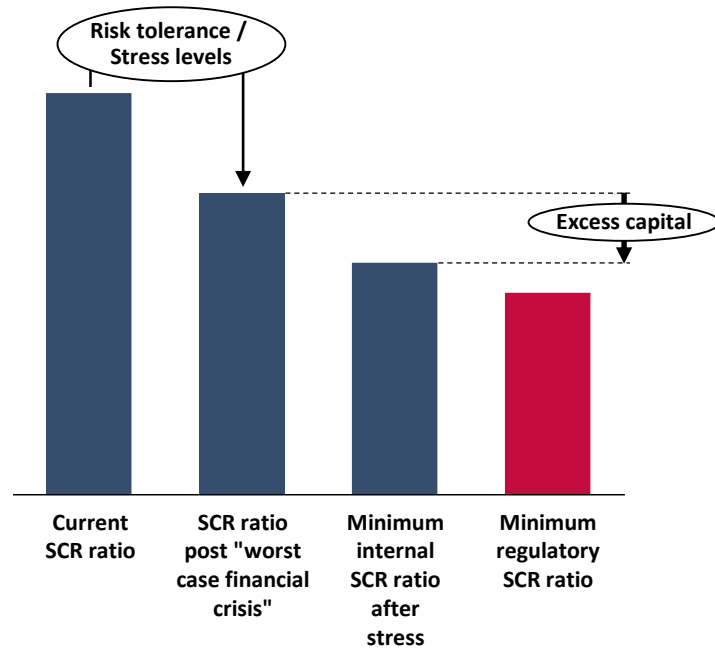


Capital allocation alternatives



Available capital allocation frame

Excess capital a headwind for returns



Excess (and poorly performing) capital provides available capital allocation frame

1. Holding too much excess capital is a significant headwind for returns.
2. Patience is also key, when there is nothing intelligent to do it is a mistake to try to be intelligent

Portfolio statistics

Strong outperformance since inception



Top 10 holdings per 26.10.2018

1. Majestic Wine
2. Lehto
3. eWork
4. Multiconsult
5. Schibsted
6. Vostok New Ventures
7. B3
8. Bouvet
9. Verkkokauppa
10. Elanders



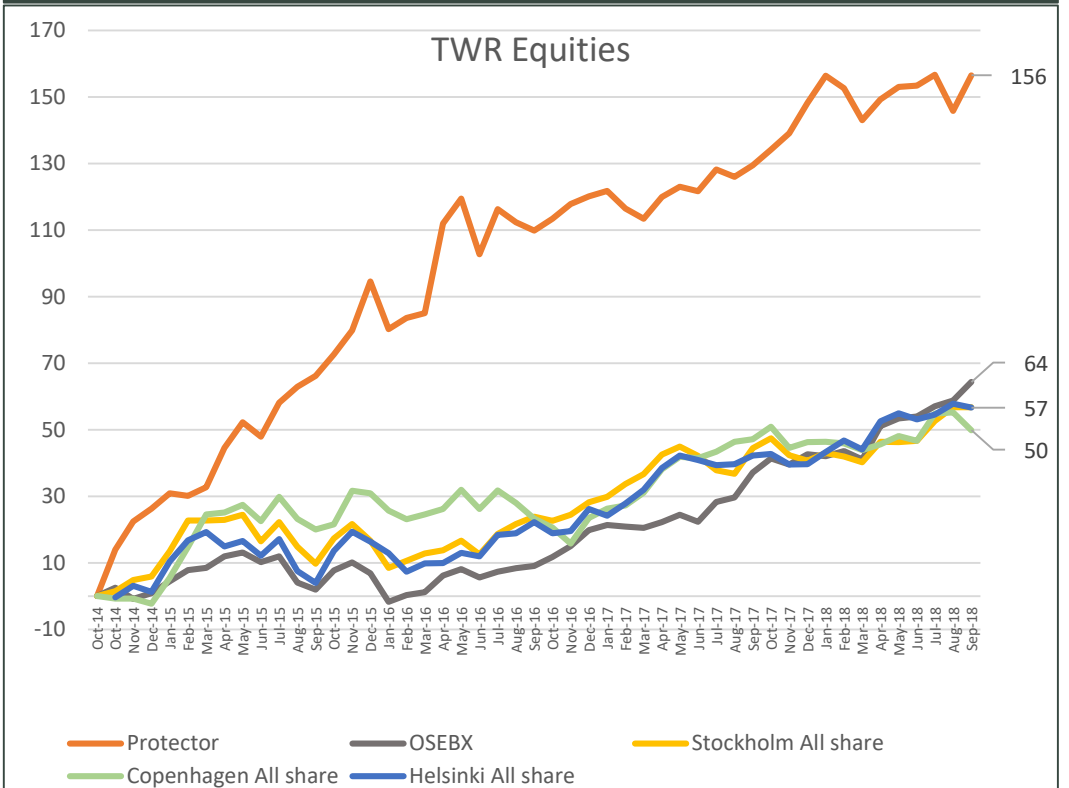
Bought 2018

eWork
Verkkokauppa
Elanders

Exit 2018

XXL ASA
Olav Thon
Zooplus
Dustin
Medistim



Performance – In-house managed portfolio vs. benchmarks (08.10.2014 – 30.09.2018)



Investment performance evaluated over the long term

Equity investments – status overview

Portfolio KPIs

Risk capacity utilization		H1 intrinsic value adj. (>±10%)		Portfolio 5Y expected return	
Clearly below full capacity utilization	~Full utilization	 1	6 	16,4% p.a.	>15% p.a.
As is	Target	Target 50/50		31% discount	>27% discount
				As is	Target

Equity portfolio snapshot

Equity portfolio	Expected return			Forecast precision		
	5 year expected p.a. returns	Discount to intrinsic value	Upside	Baseline intrinsic value end Aug 18	Intrinsic value change	Intrinsic value adjustment MNOK
Security 1	14%	25%	34%		0%	0,0
Security 2	18%	36%	57%		0%	0,0
Security 3	14%	24%	32%		0%	0,0
Security 4	19%	38%	62%		0%	0,0
Security 5	16%	31%	44%		0%	0,0
Security 6	19%	38%	61%		-4%	-5,4
Security 7	11%	14%	17%		-2%	0,0
Security 8	7%	-5%	-5%		0%	0,0
Security 9	7%	-5%	-5%		0%	0,0
Security 10	6%	-11%	-10%		0%	0,0
Security 11	13%	20%	25%		0%	0,0
Security 12	16%	31%	45%		2%	2,6
Security 13	24%	50%	101%		0%	0,0
Security 14	19%	37%	60%		0%	0,0
						-2,9

- Disappointing performance vs. expectations YTD
 - Several intrinsic value estimates significantly downwards adjusted
 - Process learnings:
 - Likely positive bias in expectations (although short time frame). Expectations re-set accordingly.
 - Expand the “too hard pile”, added checklist items (base-rates, short-interest etc.)
- Low equity weighting
 - Objective to increase over time, while maintaining discipline and hurdle rates
- Overall good avg. expected return and margin of safety in current portfolio

Investment process HY bonds

Probabilistic approach based on bottom-up company analysis incl. bond terms focus

1

Company analysis

- **Financial risk**
 - Gearing & debt level
- **Business risk**
 - Historical and future growth and profitability
 - Moat & durability
 - Management & ownership
- **Checklist items**
- **Level of understanding**
 - Key when determining whether risk is investable or «too hard pile»

2

Bond terms evaluation

- Covenants
- Permitted indebtedness
- Call options
- Distributions
- How will a default situation look?
- When do bondholders get a seat at the table?

3

Cost of risk & stress rating assessment

- **P(default)**
 - Individual assessments based on financial risk, business risk
 - Use of base rate data for default by rating & industry
- **Loss given default (LGD)**
 - Individual assessments based on security & terms
 - Base rate data for LGD by seniority of bond & distress asset valuation assessment
- **Stress rating (market)**
 - Official rating
 - Market implied rating based on spread
 - Not own rating assessment

Yes / invest

Meeting hurdle rate & higher level of predictability in analysis

No / watchlist

Good company and/or especially strong terms, but too pricy

«Too hard pile»

Low confidence on our predictability on factors affect key investment points/risks

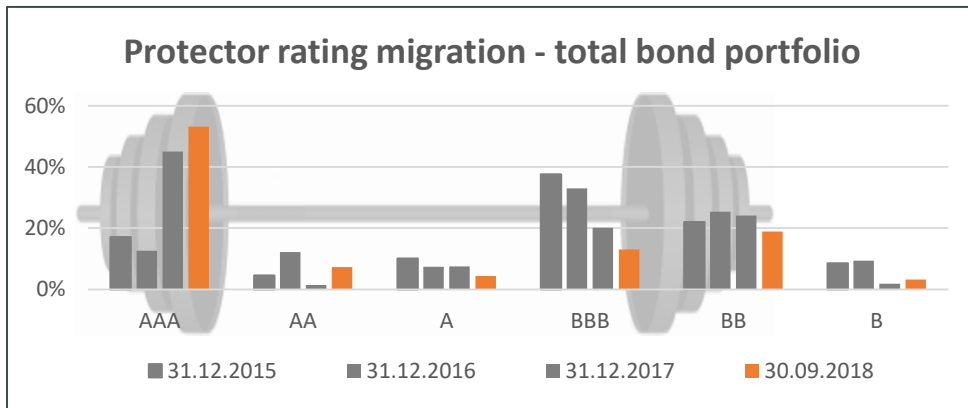
Fixed income portfolio data

Reduced risk, A+ vs. A- last CMD – not reaching for yield



Factor	30.09.2018
Market value	9 060
Yield (%)	1,8
Spread (bp)	113
Average rating	A+
Duration (yrs)	0,3
Credit duration (yrs)	2,3

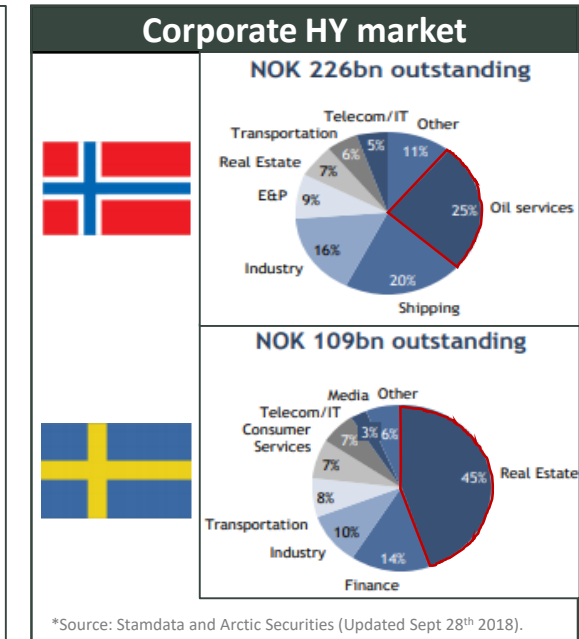
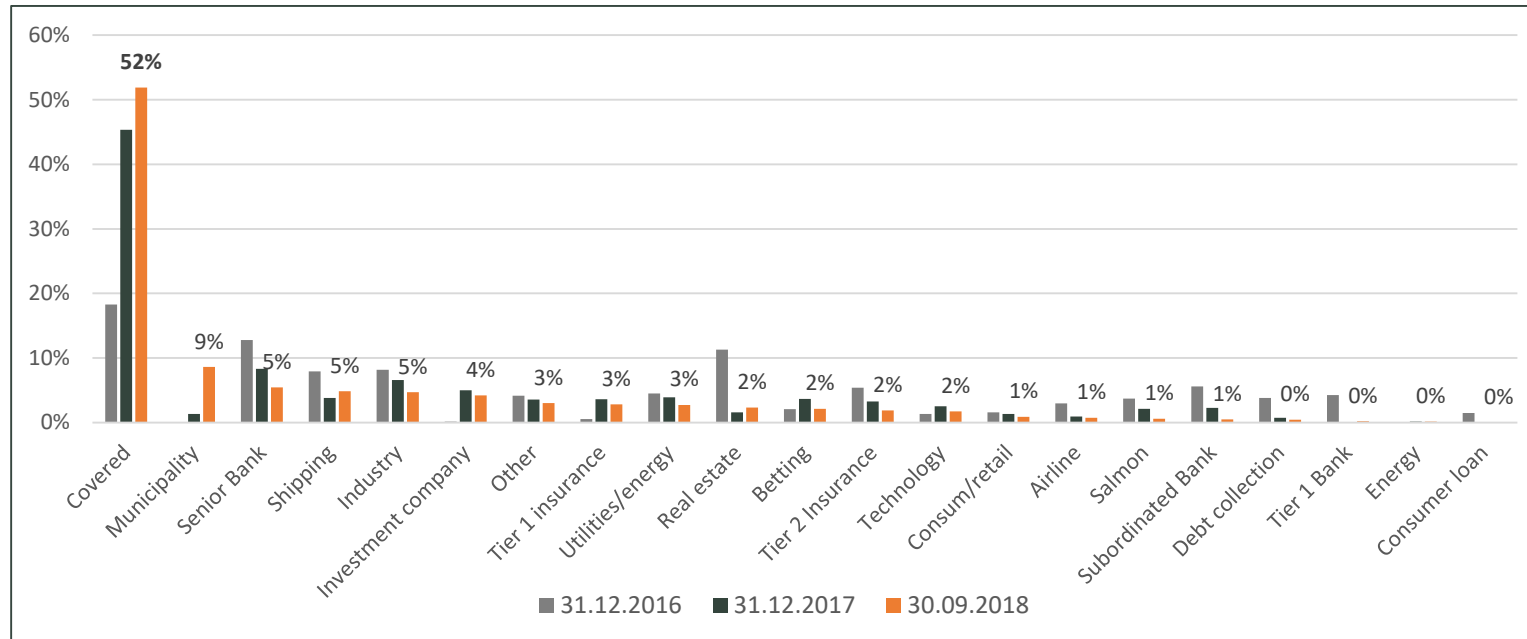
Total bond portfolio comments
<ul style="list-style-type: none"> • Significant spread tightening • Reduced risk in bond portfolio • Bargain opportunities not plentiful in current market in our opinion • Absolute minimum hurdle rate used when deciding on new high yield investments • Currently well positioned with ample liquid investments for new investments if meeting our hurdle rate • Barbell strategy



¹Average rating based on a mix of official (66%) and internally evaluated ratings (for securities missing official rating(34%)).

Fully internally managed fixed income portfolio

Sector distribution migration



Sector distribution comments - internally managed bond portfolio

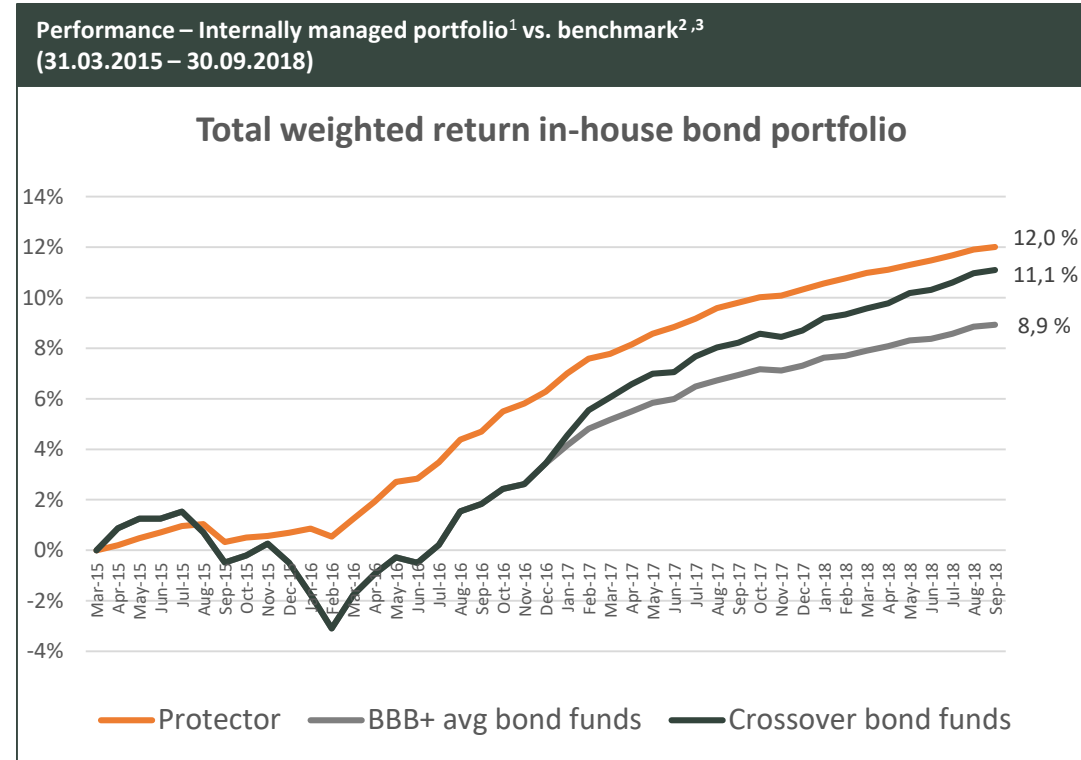
- Well diversified portfolio
- Move towards higher rated bonds
- No exposure to oil services sector which deviates from 32% of outstanding high yield volume in Norway
- Low exposure to real estate high yield sector which deviates from 30% of outstanding high yield volume in Sweden

Portfolio statistics

Internally managed portfolio vs. benchmarks, end of September 2018



- Navigating in a very hot market
- Significant outperformance in the period
- Cannot, and will not, expect similar outperformance in the future
- Goal to beat benchmark over time



Investment performance evaluated over the long term

¹ Protector graph adjusted for the difference between NIBOR and corresponding index rate in portfolio countries since the inception of investment portfolios in Sweden, Denmark, Finland and United Kingdom.

² Crossover bond funds: Storebrand Rente +, Arctic Return Class I, Carnegie Corp. Bond, Handelsbanken Høyrente, Holberg Kreditt, Pareto Høyrente, Alfred Berg Income, Eika Kreditt, Landkreditt Høyrente.

³ BBB+ avg bond funds: Storebrand Rente +, Arctic Return Class I, Carnegie Corp. Bond, Handelsbanken Høyrente, Pareto Høyrente, Alfred Berg Income, Nordea OMF.

Investment summary

Investments are core

- Financial Underwriting Model continuously developed
- 6 people on board
 - 2 Portfolio Managers
 - 4 Analysts
- HTD ROI better than peers
 - Also risk adjusted
- Only willing to invest if investment is above a high hurdle rate.

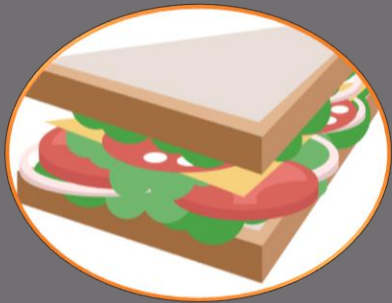


Protector's Capital Markets Day 2018

Restaurant Louise | 26th October | From 10:00



10:00 – 10:45	Q3 2018 Investor presentation
10:45 – 11:00	Coffee and snack
11:00 – 11:45	Status Company including HTD reserves
11:45 – 12:15	Investments
12:15 – 12:45	Something to eat
12:45 – 13:15	Reinsurance – update entering 2019
13:15 – 13:45	UK including status Grenfell Tower
13:45 – 14:00	Summary and Q&A



Protector's Capital Markets Day 2018

Restaurant Louise | 26th October | From 10:00



Fredrik H. Øyan
Director P&C and Reinsurance

10:00 – 10:45	Q3 2018 Investor presentation
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11:00 – 11:45	Status Company including HTD reserves
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13:45 – 14:00	Summary and Q&A

Our DNA

Vision

The Challenger

Business Idea

This will happen through unique relationships, best in class decision-making and cost effective solutions

Main targets

Cost and quality leadership

Profitable growth

Top 3

Values

Credible

Open

Bold

Committed



Purpose of reinsurance in Protector

Why and how we buy reinsurance



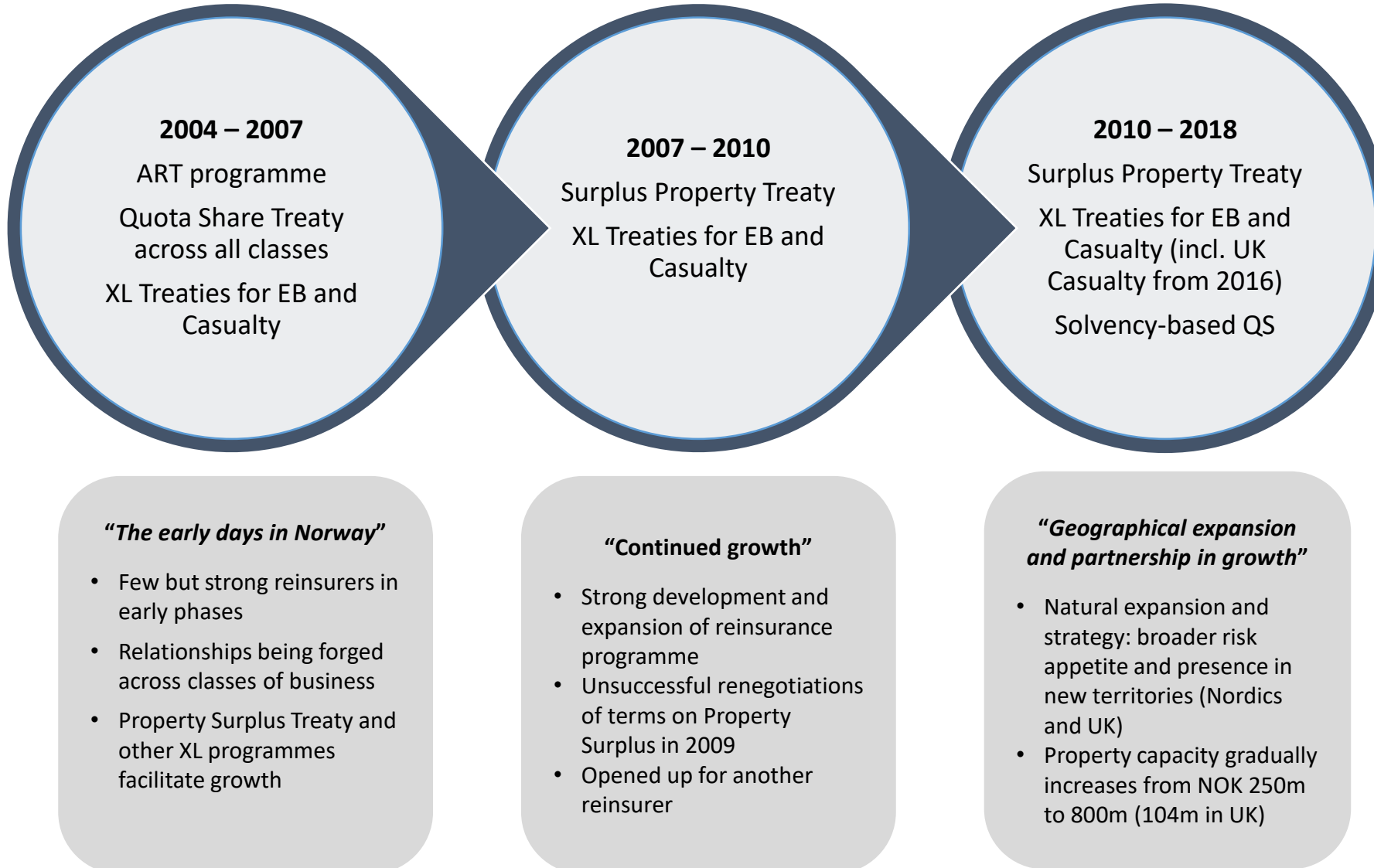
Reinsurance programme overview

HTD development and walk-through of Property



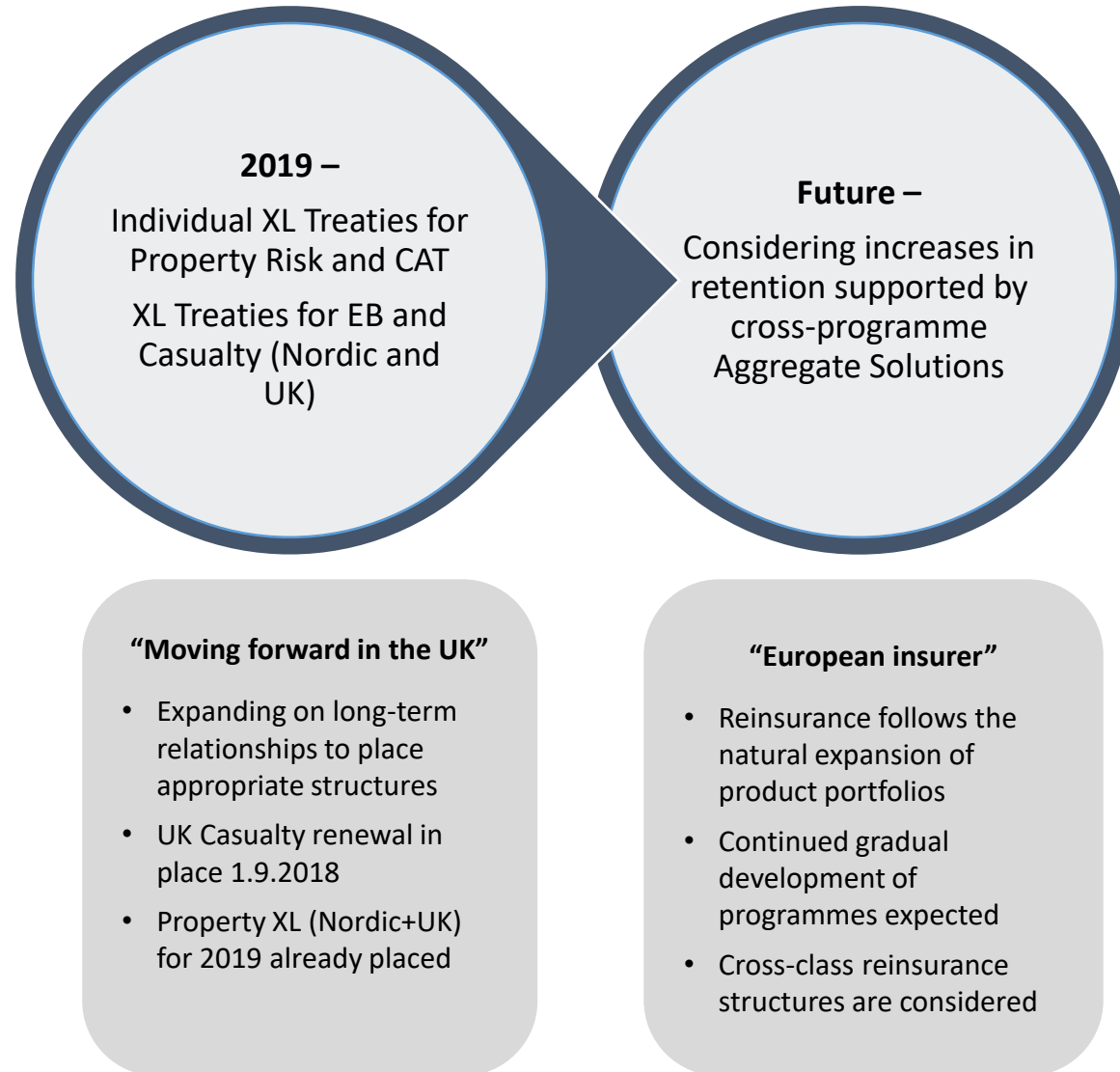
Historical reinsurance development

Walk-through



Reinsurance going forward

2019 and Future



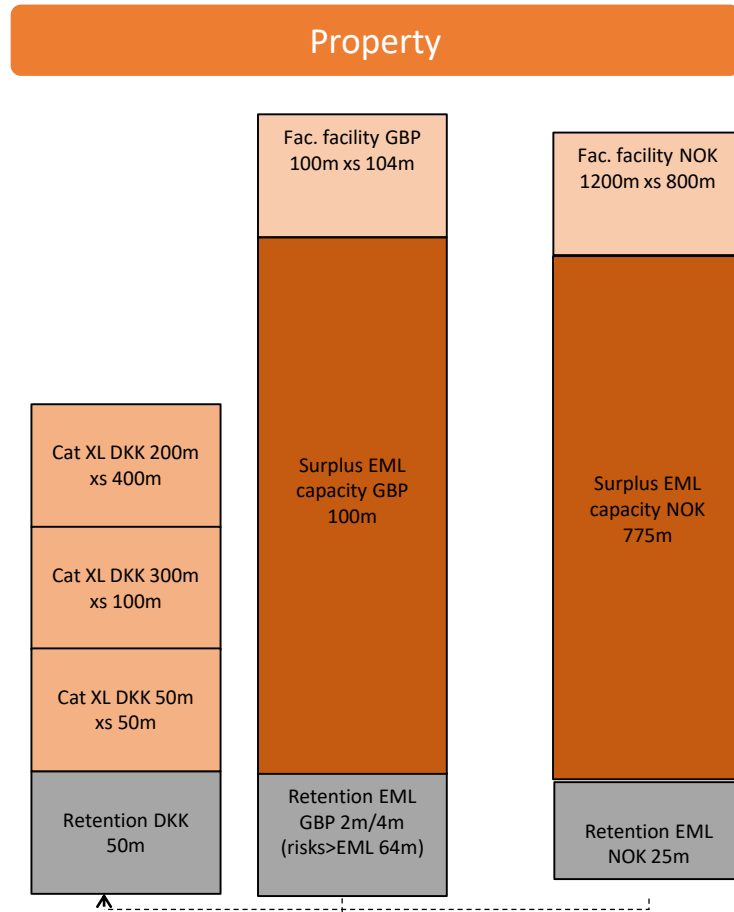
Reinsurance programme overview

Illustration of current reinsurance structures



Current property reinsurance structure

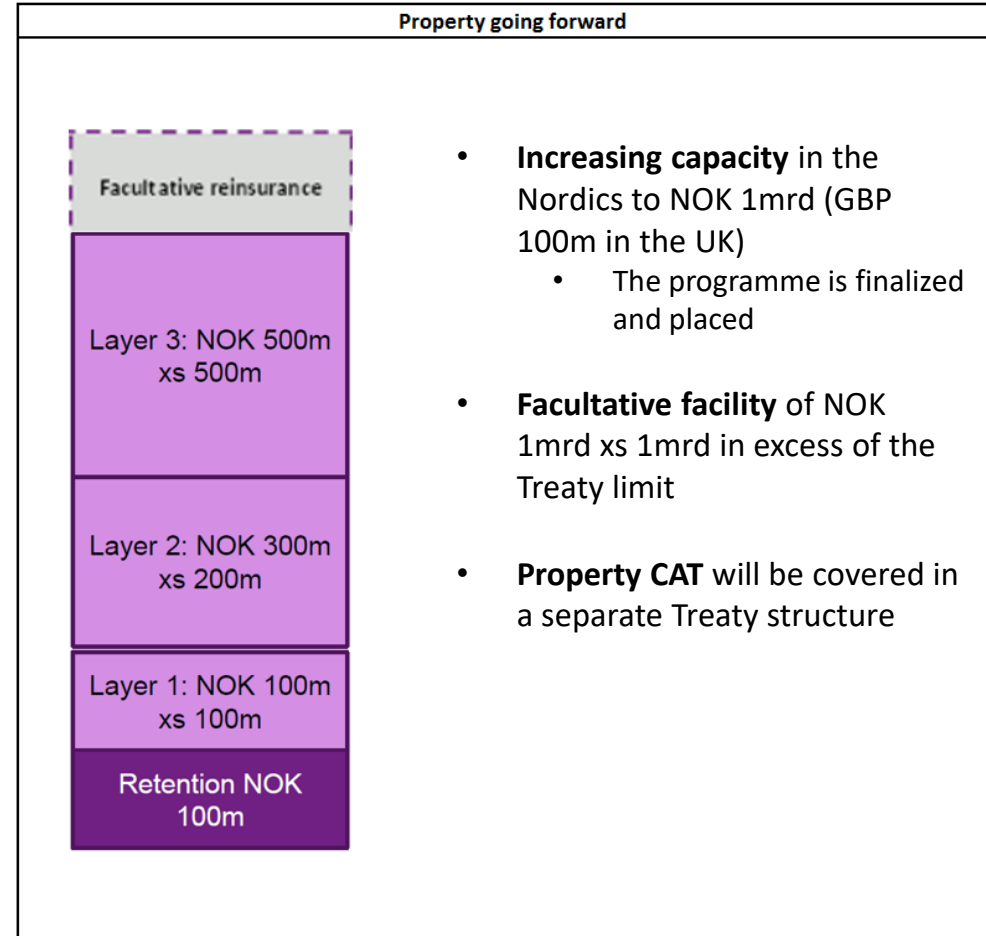
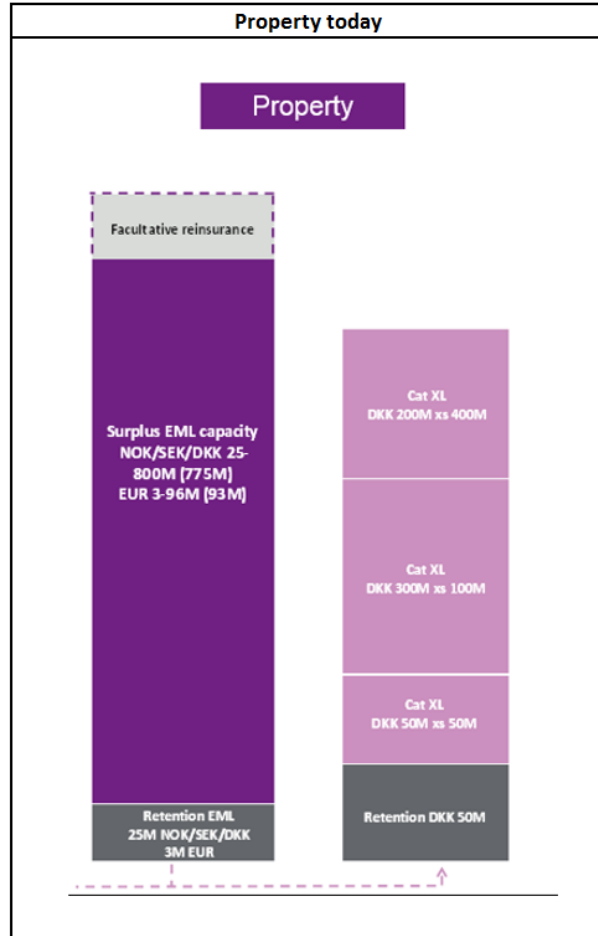
Sufficient capacity, new programme from 1.1.2019



- Limited fluctuations in reinsurance panel; strategic partnership in focus, Development of carriers 2004-2019
- Increased retention to NOK 100m as business growth leads to increased risk appetite is being developed and capacity is required

Property renewal 1.1.2019

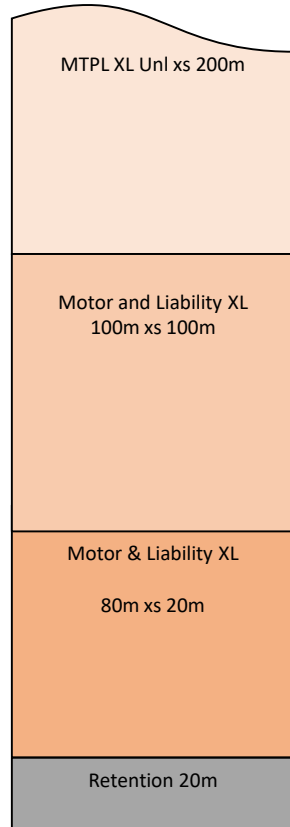
New structure



Current Nordic Casualty and EB structure

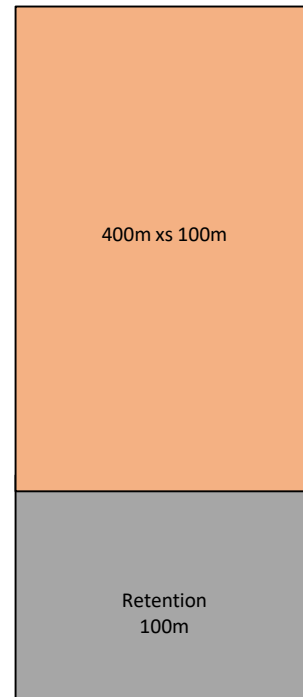
Sufficient capacity, stability in structure going forward

Nordic Casualty



All amounts in NOK

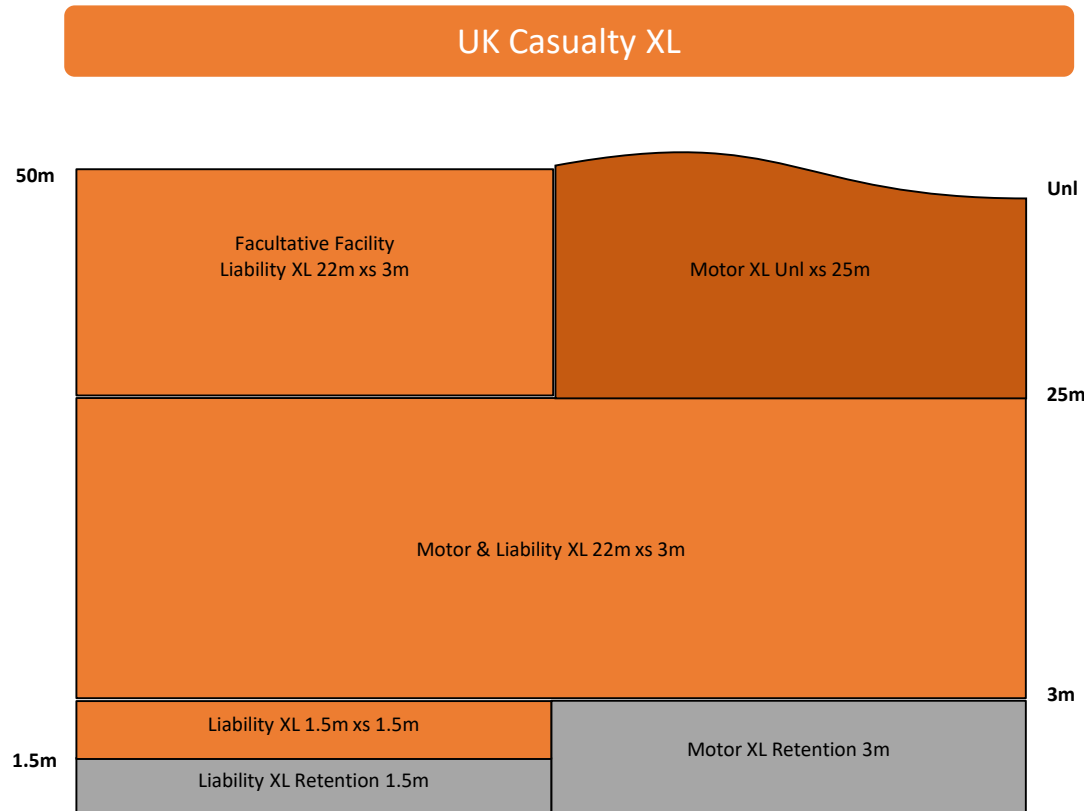
Employee Benefits



All amounts in NOK

- Both Nordic Casualty and EB are stable programmes in terms of structure and “lead” reinsurers
 - EB programme has historically had a lower retention, and should now be considered a CAT programme
 - Casualty has increased capacity in line with a developing risk appetite and internal competence
- The programmes have historically experienced negligible claims impact
- Reinstatement between 2 and 4 on all layers @100%, «free on unlimited layers»

Current UK Casualty structure



All amounts in GBP

- Programme initially placed 1.3.2016 for 18 months
- First renewal shortly after the GFT tragedy and Ogden rate increase – challenging negotiation, acceptable outcome
- Increasing portfolio balance and no further losses to the programme prior to renewal 1.9.2018
 - Pricing level still in the higher end, retention is increased
- All but two reinsurers participating in GFT loss are still supporting the programme
 - Testament to continued confidence in our UW processes, risk selection and strategic development
- Reinstatement «free and unlimited» on lower layers, between 2 and 4 on higher layers @100%



Reinsurers' ratings

Consistent panel: A- to AA-



Reinsurer rating overview

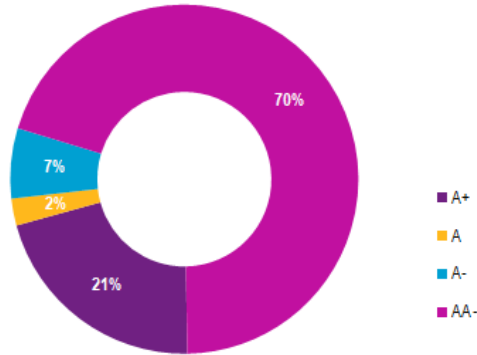
Consistent panel over time with rating from A- to AA-



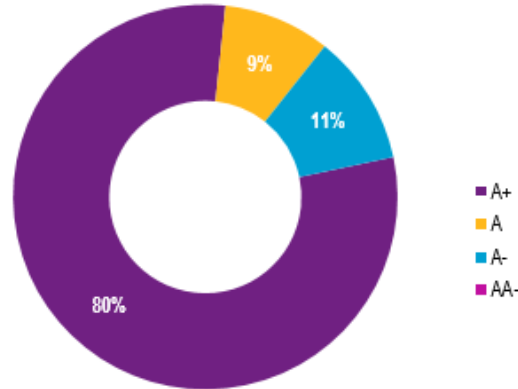
All Programmes 2018

Property XL (2019)

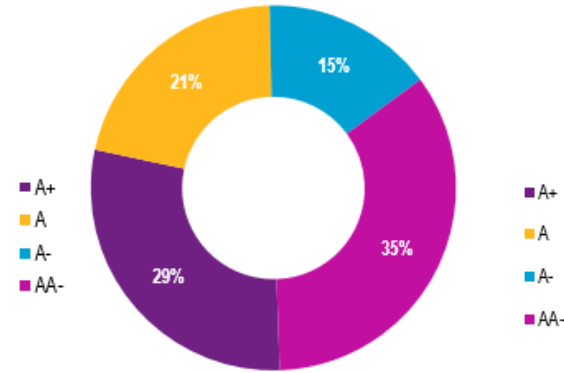
S&P Ratings CAT XL



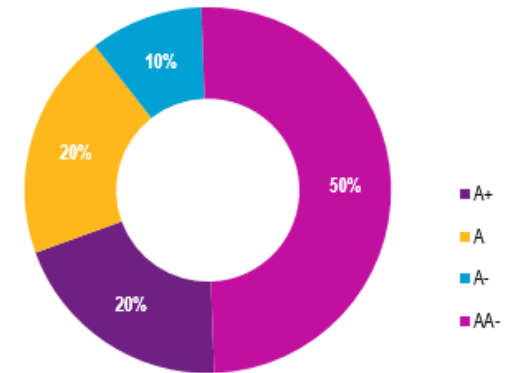
S&P Ratings Employee Benefits



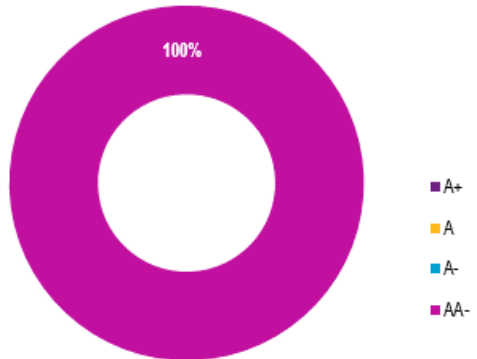
S&P Ratings Nordic Casualty XL



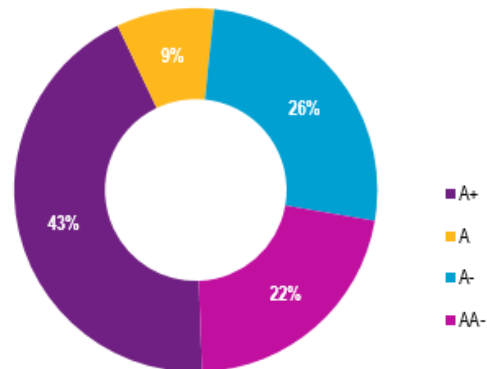
S&P Ratings Property XL (2019)



S&P Ratings Property Surplus



S&P Ratings UK Casualty XL





Renewal 2019

Backdrop

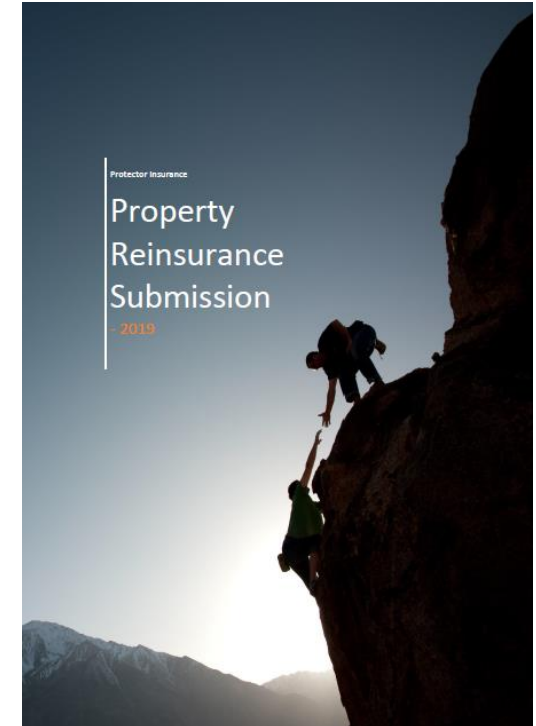


Property Submission – backdrop to the renewal 1.1.2019

Analytical approach – Data and results



- A comprehensive Property Submission was produced in Q2 2018 with the aim of achieving a favourable renewal per 1.1.2019
- Key take-outs were the following:
 - **Low exposure and low risk** to the reinsurance program with a retention of NOK 100m
 - **Healthy Property portfolio** with very good HTD loss ratio
 - **Highly significant database** based on all segments allowing benchmarking against market averages; Database of an accumulated exposure of NOK 80 000 bn in insured values
 - **Protector outperforming the market** with respect to better claims figures than a highly significant database of comparable risks. This applies both for smaller and larger claims.
 - **Well-defined UW strategy** through analytically driven processes and consistent risk selection over time, accompanied by focused risk management initiatives.
- **Placement has been completed with a strong panel of reinsurers and at good terms**

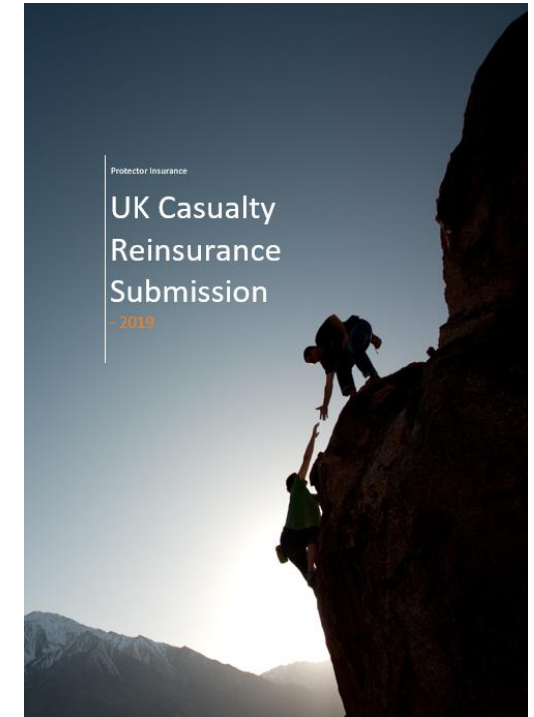


UK Casualty Submission – backdrop to the renewal 1.9.2018

Analytical approach – Data and results



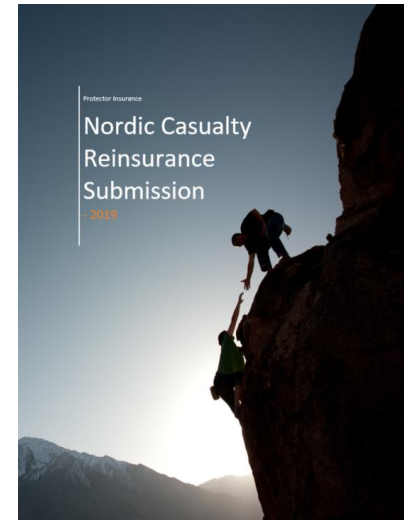
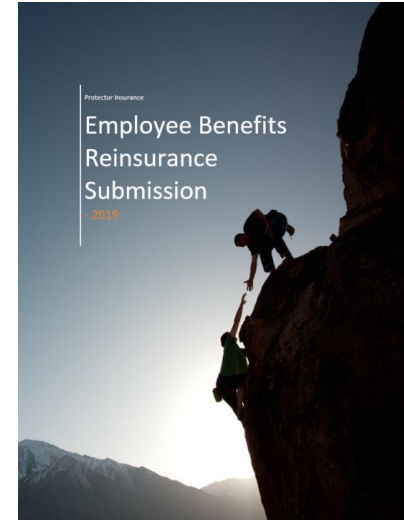
- A comprehensive Casualty Submission was produced in Q2 2018
- Key take-outs were the following:
 - **Reduced risk and a return to “normal”** as the book has developed positively from a portfolio balance view as well as iro limits, underlying deductibles, geographical footprint and segment composition
 - **A challenging year, improvements have been made** to both our proposition and class specific offerings
 - **Nordic support gives UK the means to succeed** in particular related to structure, processes and underwriting methodology
 - **Shifting to markedly reduced risk profiles** is resulting from an increasing balance in the portfolio between classes of business, types of trade and vehicle categories
- **The placement was completed 1.9.2018 with a strong panel of reinsurers and at good terms**
- **Reinsurance pricing too high relative to portfolio – improved terms expected as the book grows**



EB and Casualty renewals 1.1.2019

Expecting unchanged structures

- EB and Casualty Treaties in the Nordics have historically been stable – both in terms of structure and carriers.
- Renewal 1.1.2019
 - Casualty
 - The expectation is for the programme to continue unaltered
 - No change to «lead» of the programme
 - EB
 - No changes expected to the structure of the programme
 - A group of Lloyd's Syndicates will continue to «lead» the programme
- Ample capacity in the reinsurance market for Nordic Liability and Motor
 - Placements to be finalized medio November, good terms expected





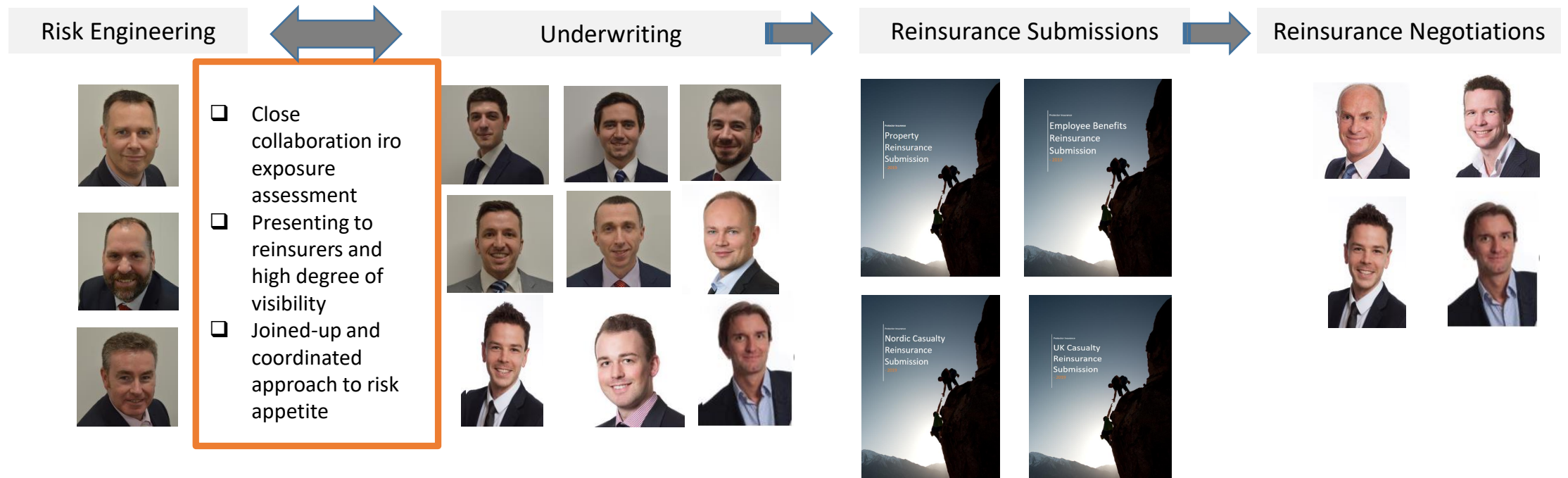
Linking specialists to reinsurance

Underwriting and Risk engineering



How we link our specialists to reinsurance

Underwriting and Risk engineering



- Large team of underwriters and risk engineers involved in regular meetings with reinsurers
- A number of business units contributing to analysis and preparation of submission documents
- Negotiations facilitated by reinsurance brokers – Protector management «hands-on» involvement
- Broad involvement in reinsurance analysis and discussions contribute to increased competence iro assessment of Large Loss provisions, trade assessments and relationship building





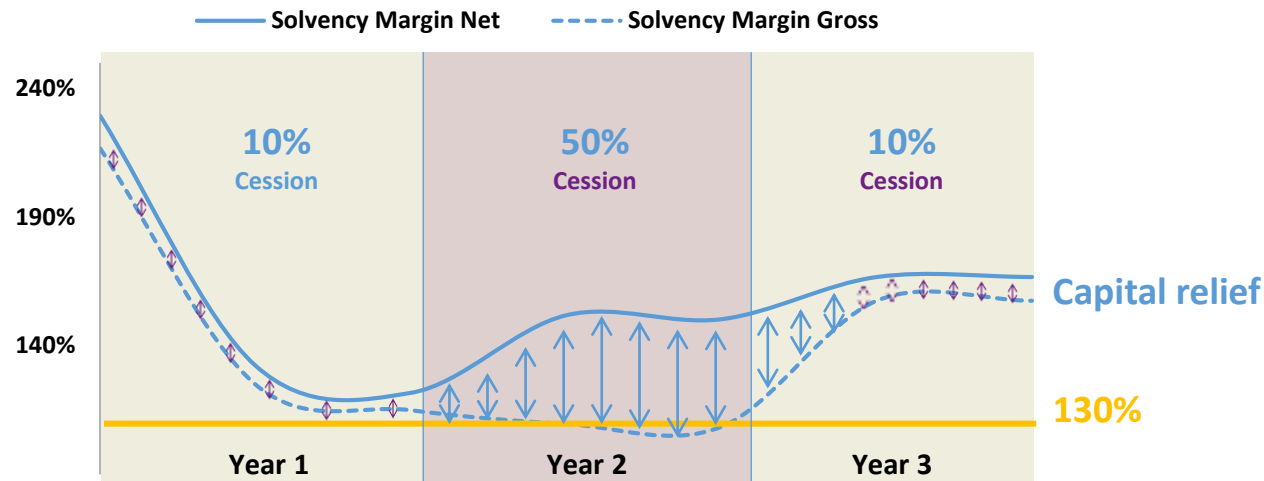
Solvency based QS

Shock-absorber and capital relief



Solvency based reinsurance solution

Cushion against negative solvency changes – effective from July 1st 2017



- Covers all lines of businesses – across all jurisdictions
- Intention of minimum 3 year duration, with annual renewals
 - Renewal for 2019 in progress
- Minimum cession 10% - maximum cession 50%. Protector decides
- Will secure Protector against *sudden* and *unforeseen* negative changes to the solvency ratio

Shock Absorber

Protection in case of unexpected events such as a financial crisis 2.0

Low up-front cost

Option based solution with price slightly above subordinated debt

Capital relief

If the SCR ratio falls below 130% Protector can pull the trigger, bringing up capital position to robust levels

Change in Property reinsurance structure



P&L effects



Change in reinsurance structure property

From Surplus to XL in 2019




P&L effects due to the change

Net earned premium		Significantly increasing
Claims for own account		Significantly increasing
Commissions from reinsurers		Significantly decreasing
Net result		Slightly increasing

**Effects are ex. GFT*

- Slightly improved technical result
- Retention rate up approx. 12 percentage points in 2019 (Up from 71% in 2018)
- Significantly lower commissions, results in a smoother quarterly periodization of the technical result
- Less difference between net and gross figures

Key figures

Net claimsratio		Unchanged
Net cost ratio		Significantly increasing
Net combined ratio		Unchanged or slightly increasing

Summary – Reinsurance in Protector

Approach to reinsurance – Entering 2019



- **Background**
 - Reinsurance is a crucial part of Protector's history
 - Territorial expansion and new classes (UK) adds complexity , but...
 - ... gradual retention increases and alignment of programmes gives clarity

- **Entering 2019...**
 - **Strong relationships** in the reinsurance market
 - **Significant data** underpinning our propositions and outcomes
 - **Many specialists** – underwriters and risk engineers – involved
 - **Good renewal** (1.9.2018) of UK Casualty
 - **Significant change** to Property XL Treaty
 - **Stability** in all other programmes

Protector's Capital Markets Day 2018

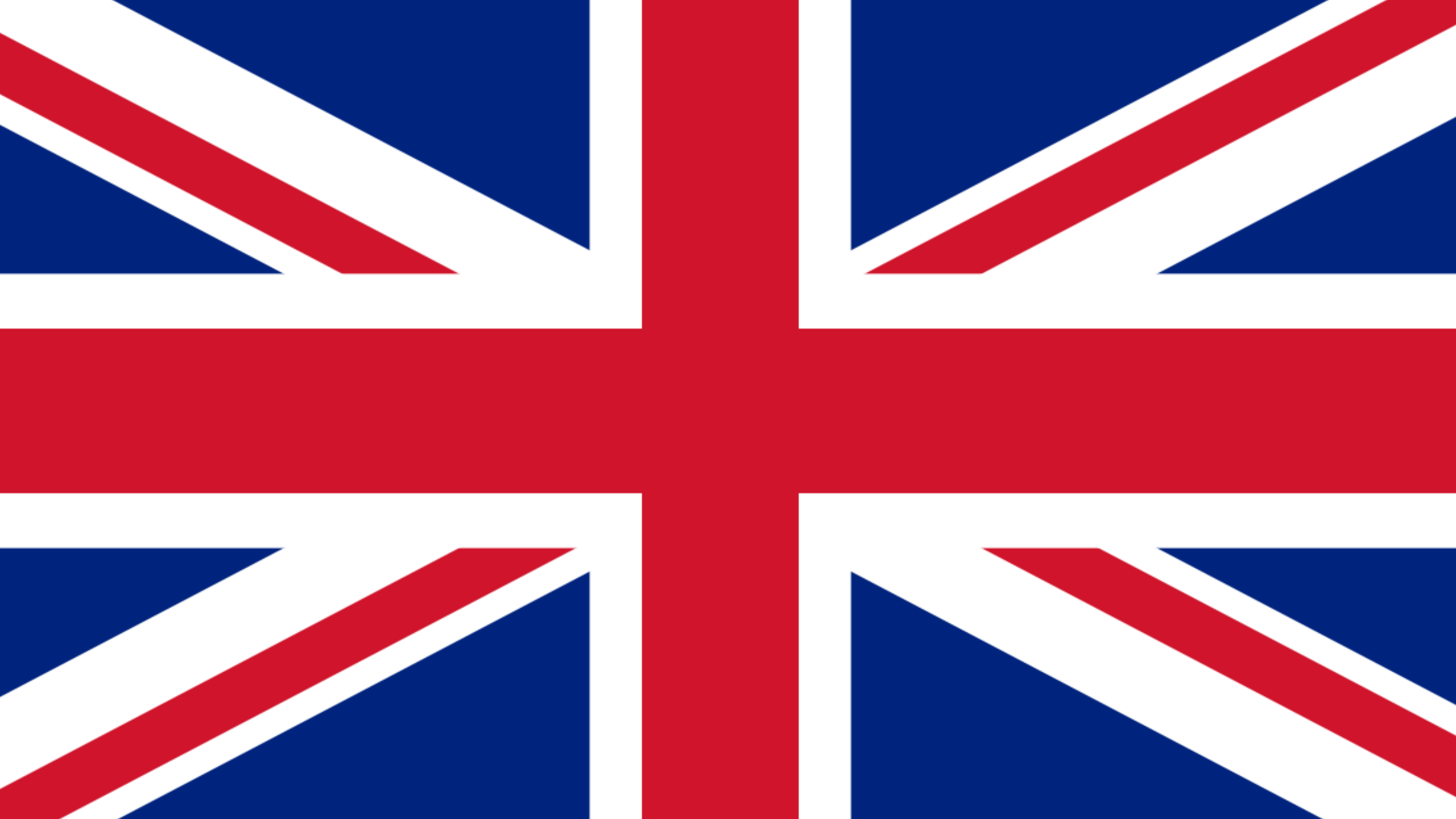
Restaurant Louise | 26th October | From 10:00



Henrik Høye

Country manager UK &
Director Commercial and public

10:00 – 10:45	Q3 2018 Investor presentation
10:45 – 11:00	Coffee and snack
11:00 – 11:45	Status Company including HTD reserves
11:45 – 12:15	Investments
12:15 – 12:45	Something to eat
12:45 – 13:15	Reinsurance – update entering 2019
13:15 – 13:45	UK including status Grenfell Tower
13:45 – 14:00	Summary and Q&A



Our DNA

Vision

The Challenger

Business Idea

This will happen through unique relationships, best in class decision-making and cost effective solutions

Main targets

Cost and quality leadership

Profitable growth

Top 3

Values

Credible

Open

Bold

Committed



On Schedule, but meeting some «speed-bumps»

Very large potential, great start on quality

Gross expense ratio	2011	2012	2013	2014	2015	2016	2017
Protector	10,0 %	7,6 %	7,5 %	6,8 %	7,4 %		
Tryg	15,0 %	15,6 %	15,3 %	15,7 %	14,0 %		
Codan/Trygg-H	17,6 %	18,6 %	19,5 %	21,2 %	16,4 %	14,8 %	14,5 %
Gjensidige	14,2 %	15,3 %					
Topdanmark	16,4 %	16,7 %					
If	17,3 %	16,9 %	16,8 %	16,7 %	13,0 %	16,6 %	16,3 %
Länsförsäkringar	21,0 %	21,0 %	19,0 %	19,0 %	19,0 %	19,0 %	18,0 %
KLP	26,5 %	21,1 %	22,8 %	21,8 %			
Avg. ex. PKI	17,5 %	17,3 %	17,1 %	17,0 %	15,4 %	16,3 %	15,9 %

Cost leadership

Status: Too early

Potential: 1/3 of competitors

- Competitors "fatter" than in Scandinavia
- Larger average clients than Scandinavia

People and culture

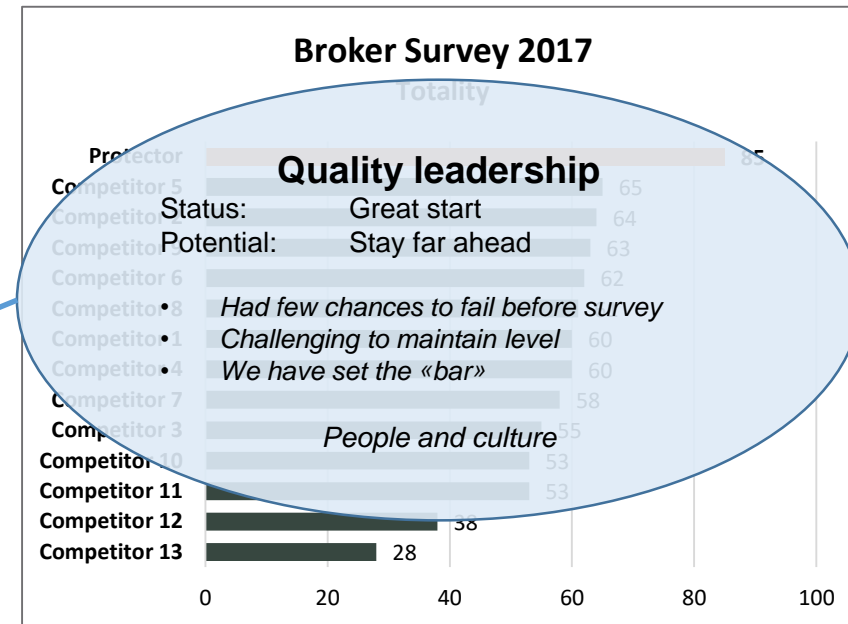
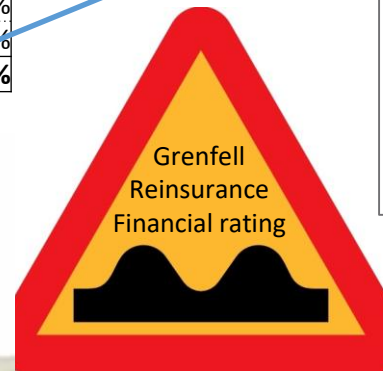
Profitable Growth

Status: Ok start ex Grenfell, but slow

Potential: Very large

- Select brokers, generate opportunities
- Think Margin Management
- Consider product-mix

People and culture



Quality leadership

Status: Great start

Potential: Stay far ahead

- Had few chances to fail before survey
- Challenging to maintain level
- We have set the «bar»

People and culture

Top 3

Status: Long way to go

Potential: Yes, absolutely

- Public Sector will happen in 2020
- Need to define «our» segments in CS

People and culture



Grenfell Tower and Risk Management

UW and Risk Management

Market leader Nordics, Consistent approach transferred to UK

- Analytical and data driven underwriting
- Competent and experienced Underwriters
- Focused Risk Management approach
- Inspected more than 12 500 buildings in public sector
- UW discussions between risk engineers and UWs form important assessment for the overall risk
- Hands on approach to loss prevention



PROTECTOR
forsikring

Oso, 23.04.2010

Kommune
V/ rådmann
Tilsvarende informasjon sendes også til: Riktoret, tekniske sjefer og brannsjefer

PÅMINNELSE – REDUKSJON AV BRANNRISIKO

Protektor Forsikring ASA forsikrer bygningene i Dava kommunale. Selskapet jobber kontinuerlig med å redusere risikoen for påstått brann.

Med fokus oppmerksomhet rundt omfattende skolebranner, ønsker Protektor Forsikring å sikre at kommunene overholder krav i sikkerhetsforskriften for sine bygninger – og dermed reduserer risikoen for påstått brann.

Vedlagt informasjon er en påminnelse og et ledd i å følge opp dette området.

- Informasjonsskrivet beskriver konsekvenser av påstått brann og eksempler på godkjente og ikke-godkjente løsninger.
- Bilderapporten fra byggingen i Dava kommunale er **kan eksempler** på avvik fra sikkerhetsforskriften. Vi ber om at disse og alle tilsvarende avvik ved Dava bygninger blir rettet opp. Protektors oppfatning er at dette er det viktigste anskaffet innen skadeforbygging i kommunale sektorer.
- Vi gjør også oppmerksom på de alminnelige pliktene som påligger alle brann- og eksplosjonsvesenene. Den sier bl.a.: "Etter plikten å vise alminnelige aktsomhet og oppmerksomhet på en slik måte at brann, eksplosjon og annen uflakke forbygges."

Vi merker at faren for påstått brann i skolen beror på at det å ha anfallsbeholdere på eller under brennbare materialer. Les brennbare materialer eller lese tillatte anfallsbeholdere vil være forenlig med de krav til aktsomhet som stilles i nevnte lov.

Med venlig hilsning for
PROTEKTOR FORSIKRING ASA

Trond Høy
Forsikringsdirektør

PROTEKTOR FORSIKRING ASA
Norsk havns gate 4 · Postboks 193 · 0401 Oslo · Telefon: 24 12 10 00 · Telefax: 24 12 11 10
Mail: megler@protektorforsikring.no · Org.nr: 969 278 537 · www.protektorforsikring.no

PROTECTOR
forsikring

"Hver 5. skole har opplevd én eller flere påståtte branner siste 3 år"

Kilde: Nord Jansensensering

Vi har i det siste hatt to svært alvorlige skolebranner. Dette er dessverre ingen tilfeldighet. Det viser seg at skoler er svært utsatt for påstått brann, uavhengig av om de som setter fyr ønsker å brenne ned skolen, eller om det bare er uønsket.

For å forbygge branner som disse, er det helt avgjørende at man følger forsikringsavtalens sikkerhetsbestemmelser. Disse sier bl.a. at man ikke kan ha:

- Anfallsbeholdere plassert på eller under brennbare bygningsdeler
- Løse brennbare materialer
- Løse tilførsle støppokasser

Anvikene gjør skoleene meget utsatt for påstått brann. Protektor har forstatt betaling på mer enn 600 skoler og over halvparten av disse hadde avvik fra sikkerhetsforskriften. Derfor dette er tilfelle på denne skole eller barnehage, må avvikene korrigeres umiddelbart. Ved skade med draksammenheng i brudd på sikkerhetsbestemmelser, vil det bli akseptert i erstatningsbeholdning.

Protektor Forsikring vil i løpet av våren og sommeren inspisere og sjekke status på alle skoler hvor vi tidligere har konstateret avvik. Inspiseringene er avtalt med kommunen og dens forsikringsgjører, og vil foregå uavhengig i tillegg og uten noen nærmere beskjed.

På neste side finnes eksempler på avvik fra sikkerhetsforskriften, og eksempler på godkjente løsninger. På forsikringsleverer vil gratis være å få lese fast tillatte anfallsbeholdere. Dermed det er spørsmål til dette, kontakt kommunens forsikringsavdeling.

PROTECTOR
forsikring

	ØSKET RISKO	Standard	Byggenåte	Avvik	Avvik	Karakter
	GRØNN	HVIT	GRØNN	GUL	HVIT	4
	N/A	N/A	N/A	N/A	N/A	4
	GRØNN	GRØNN	GRØNN	GUL	GUL	4
	GUL	HVIT	HVIT	HVIT	GUL	2
	GRØNN	HVIT	GUL	GRØNN	GRØNN	4
	RØD	RØD	RØD	RØD	RØD	2
	GRØNN	HVIT	GRØNN	HVIT	GUL	5
	RØD	HVIT	RØD	RØD	GUL	3
	HVIT	RØD	HVIT	HVIT	HVIT	3
	N/A	N/A	N/A	RØD	RØD	3
	GUL	HVIT	HVIT	GUL	GUL	2
	GUL	HVIT	GUL	GUL	GUL	1
	RØD	HVIT	RØD	RØD	RØD	2
	HVIT	GRØNN	HVIT	RØD	GUL	4
	GUL	GUL	HVIT	RØD	GUL	1
	GRØNN	HVIT	GRØNN	GUL	RØD	4

RBKC Underwriting and Assessment

Well documented Process, Conclusion from reassessment remains the same



- Portfolio of housing properties, approx. 7000 buildings
- RBKC underwent extended UW process
- Protector inspected ~2/3 of the RBKC portfolio
- RBKC Claims Experience was good
 - Benchmarked against UK
 - Lower frequency on Arson and Criminal Damage than UK average
 - Internet researched shed light on 9 previous losses - no “deal-breakers”
- RBKC was assessed as a good risk...
- ...and still is





Kennedys
Legal advice in black and white



Claims handling

- Manage claim and client
- Keep lawyer cost at low level
- Process is key
- Align with reinsurance companies
- Proactive and professional communication to involved parties
- **Full property settlement finalized 17.08.2018**
- Liability will take many years to settle

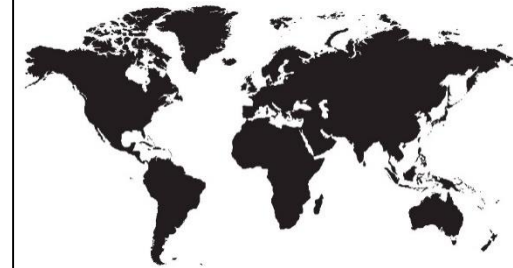


Reinsurance

- Claims handling involvement and support
- Align reinsurance with Risk Management, UW and renewal season
- UK Casualty Reinsurance contract renewal completed, most of the panel still on-board
- Arbitration with Property Reinsurer postponed to May 2019
 - Second pleading to the arbitration panel sent



World leading reinsurance partners



Property Reinsurance & Casualty Reinsurance
...In total 11 Reinsurance partners

The main purpose for Protector is;

To ensure correct settlements to injured parties and minimize the share of payments to legal advisors

To learn and prevent similar events from happening again



Risk Management/ UW

- RBKC walk-through
- Lesson learned from Grenfell Tower
- UW well done
- New broker and client initiatives incl. inspections
- Grenfell Risk Management report



Construction

Cladding

Media/Communication

- Reactive and open
 - On the spot and credible
- No media advisor
 - All requests handled internally
- Brokers, Reinsurance companies and «insurance society» updated



World leading reinsurance partners



Role of Insurance in such a Tragedy

In the Periphery of the Event, How do we focus our efforts?



1. Ensure correct settlements to injured parties
2. Minimize the share of payments to legal advisors
3. Learn and prevent similar events from happening again

Grenfell Tower Property claim settled

Arbitration with Munich Re postponed to may 2019

- Property released to client 1st August 2018
- Tower not likely to be reinstated, memorial park in the future
- Settlement agreed with client 17th Aug. – money transferred 14 days later
- Good feedback from client and broker
- Reinsurance arbitration with Munich Re postponed to May 2019
 - Munich Re acts as a post Grenfell Tower underwriter
 - Worst case scenario down to MNOK 85 (from NOK 100m) due to full and final settlement of GFT Property claim



Claims Handling update

Total insurance claim still unchanged at £75m



Property – Settled

- Property released to client 1st August 2018
- Tower not likely to be reinstated, memorial park in the future
- Settlement agreed with client 17th Aug. – money transferred 14 days later
- Good feedback from client and broker

Liability

- Unprecedented claim, call for unprecedented actions!
- Liability is yet not established. However, we are making payments without prejudice
- Paid out loss of contents to the GFT survivors
- Established a rehabilitation program for GFT survivors, many referrals so far
- Solicitors have combined close to 600 clients expected to make a claim, majority not from GFT, but walkways

Recovery

- Potential liable entities (“PDs”) mapped
- Protector will invite “PDs” to a meeting, inform and establish further process
- Public Inquiry going on, expert reports will provide evidence for subrogation
- Protector expects many recovery possibilities
- RBKC will probably have a lot of uninsured losses

Feedback from RBKC & JLT

Protector proud to receive such statements



“From the very beginning of needing to formulate an insurance response to this terrible tragedy, Protector have stood side by side with RBKC and have worked in supportive partnership facing the unique and complex challenges together”

Ray Chitty

Head of Insurance Service – Royal Borough of Kensington and Chelsea



“The prompt settlement of the Property Damage claim was important for our client. It allows them to focus all of their attention upon the consideration of the third party compensation claims.”

Stuart Winter

CEO - UK Retail at JLT Specialty



Post GFT Risk Management report

40 pages, will be released autumn 2018



Preliminary Post
GFT RM Report
Protector Insurance September 2018

Based on a Review of Public buildings in Public sector in total not Grenfell Tower as such

The image displays a grid of 10 pages from a report, each with a white background and a grey border. Each page features the 'PROTECTOR' logo in the top right corner. The pages contain various sections of text, tables, and diagrams:

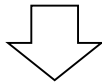
- Page 1:** Section 7 - Internal Routines & Lessons learned. Includes a table with columns for 'Issue', 'Description', 'Status', and 'Action'. Below the table is a small bar chart.
- Page 2:** Section 8 - Future Work. Includes a table with columns for 'Task', 'Priority', and 'Status'.
- Page 3:** Section 9 - First Hand Inspection. Includes a table with columns for 'Area', 'Findings', and 'Action'.
- Page 4:** Section 10 - Building Class. Includes a table with columns for 'Class', 'Description', and 'Count'.
- Page 5:** Section 11 - Public Buildings. Includes a map of the UK and a table with columns for 'Region', 'Count', and 'Percentage'.
- Page 6:** Section 12 - Fire Risk. Includes a table with columns for 'Risk Level', 'Count', and 'Percentage'.
- Page 7:** Section 13 - Fire Safety. Includes a table with columns for 'Issue', 'Status', and 'Action'.
- Page 8:** Section 14 - Fire Detection. Includes a table with columns for 'Issue', 'Status', and 'Action'.
- Page 9:** Section 15 - Fire Escape. Includes a table with columns for 'Issue', 'Status', and 'Action'.
- Page 10:** Section 16 - Fire Exit. Includes a table with columns for 'Issue', 'Status', and 'Action'.

Risk Management and underwriting Post Grenfell

Focused and achievable approach, we are more competent than...



- ### Immediately after Grenfell Tower
- Street view entire TB exposure
 - All TB's allocated into risk bands low - high
 - First hand inspection and verification of assumed high risk locations
 - Start process of updating UW and inspections routine



- ### Following Grenfell Tower
- First hand inspection and verification medium – low risk TB's on risk
 - Updated underwriting process and evaluation factors
 - Questions and questionnaires updated
 - TB benchmark model up and running
 - Updated inspection routine in relation to cladding and TB's
 - RM report on Protector TB's completed

No. Tower Blocks	No. Units	Avg. No. of Units	Total Storcyrs	Average Storcyrs	Maximum Storcyrs	Total Sums Insured	Flagged for Inspection	No. Inspected	% Inspected	% High	% Med	% Low
115	6 087	53	991	9	22	437 999 096	51	31	61 %	100 %	57 %	17 %
131	3 140	24	1 265	10	27	985 729 757	45	23	51 %	100 %	30 %	63 %
25	1 815	70	278	11	13	321 164 454	11	11	100 %	100 %	0 %	0 %
184	7 680	42	1 496	8	22	1 360 827 445	48	3	6 %	100 %	0 %	0 %
50	3 215	64	484	10	19	432 765 367	22	0	0 %	0 %	0 %	0 %
7	548	78	81	12	17	89 796 697	2	2	100 %	100 %	0 %	0 %
7	603	86	119	17	22	61 548 237	5	2	40 %	100 %	0 %	50 %
4	229	57	68	17	17	24 208 910	4	4	100 %	100 %	0 %	0 %

We have tagged and classified more than 400 TB's in our portfolio and more than 600 from our database – which is growing rapidly



Time-lapse of the fire spreading across the TB

DRAFT Protector TB RM Guide

Plastic remainder goods
Integrated window panels – need to review
Where single fire escape need to ensure smoke is well controlled, consider upgrading smoke ventilation
Valuations – need to be up to date, and consider the cost of remediating to current standards, including any upgrade such as insulation/insulation? Initial impressions are that valuations are very low.

- Polystyrene/PUR & cutting back immediately after a fire
- Waste bins – bin room doors kept locked – use a kitemark style lock or TB padlock
Waste chutes within Tower Blocks – TB Type
 - Ensure the hopper head on each floor is located within a fire rated/smoke sealed compartment, or ensure that the hopper head fits tight and snug and cannot easily look across into escape routes
 - Ensure hopper head seals are in good condition and provide a smoke seal
 - Ensure a full (annual) preventative maintenance programme is in place
 - If the waste chutes aren't working (eg frequently blocked), the problem or consider replacement or abandoning the chute altogether – don't continue to use something which could spread fire or smoke.
- Waste bins should be kept in good condition / not overfilled / respect daily/weekly? the appropriate fire detection? Public area operational?
- Zero tolerance should be zero (not managed use)
- Security gates – used as can prevent the legally quality entering flats & through the way out policy.

Guidance documentation in development

Electrical installations inspected throughout?	Yes
Gas & heating systems subject to maintenance & inspection?	Yes
Site tour - communal areas	
Emergency lighting provided in communal areas?	Yes
How many fire escape staircases?	
Is clear evacuation signage present?	Yes
Are floor level signs provided?	No
Are fire evacuation procedures clearly communicated and signposted?	Yes
Fire Action Notices provided on each floor?	No
Waste Chutes present & good seal?	Yes
Are service cupboards and risers adequately fire stopped?	Yes
Were Housekeeping standards good at time of inspection?	No
Is there a refuge?	No
Internal inspection of flats Score 6/298 0.00%	
Fire Door provided at the entrance? Does it fit well, have auto closer, have protected letter box and 3 hinges, intumescent seal?	No
Type of Automatic Fire Detection	Domestic Hard wired
Are central ventilation/extract systems fitted with dampers?	N/A
Gas supply present?	Yes
Internal Fire Door for lobby or kitchen?	Yes

Simple but effective methods of tracking progress when inspecting implemented

Has the Site Manager/Contractor been provided with Fire Safety Training?
 Yes No N/A

Is the Housekeeping inspection process satisfactory?
 Yes No N/A

Were Housekeeping standards good at time of inspection?
 Yes No N/A

Are safety complaints reviewed and actioned promptly?
 Yes No N/A

Storage/substances policy in communal areas? Is this 'Zero Tolerance' or 'Managed Use'?
 Zero Tolerance Managed Use No policy

Risk Management

A crucial part of sales and Margin Management

- Risk engineering team with experience from insurers, brokers and large corporations
- Risk engineers form part of the underwriting- and sales process
- Bespoke RM solutions to meet client needs in partnership with their brokers

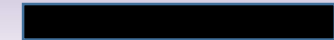
Current examples include:

- Bespoke E-learning training course to improve fire safety for Tower Block caretakers
- BCP training for new management team following organisational restructure
- Developing audit apps for clients' property managers to enable consistent inspections
- Driver Supervisor training programme on Work Related Road Safety Management and accident investigation
- Independent audit of internal property valuation process

E-LEARNING



RISK MANAGEMENT METHOD STATEMENT



PROTECTOR
insurance



The UK market



UK Market Overview

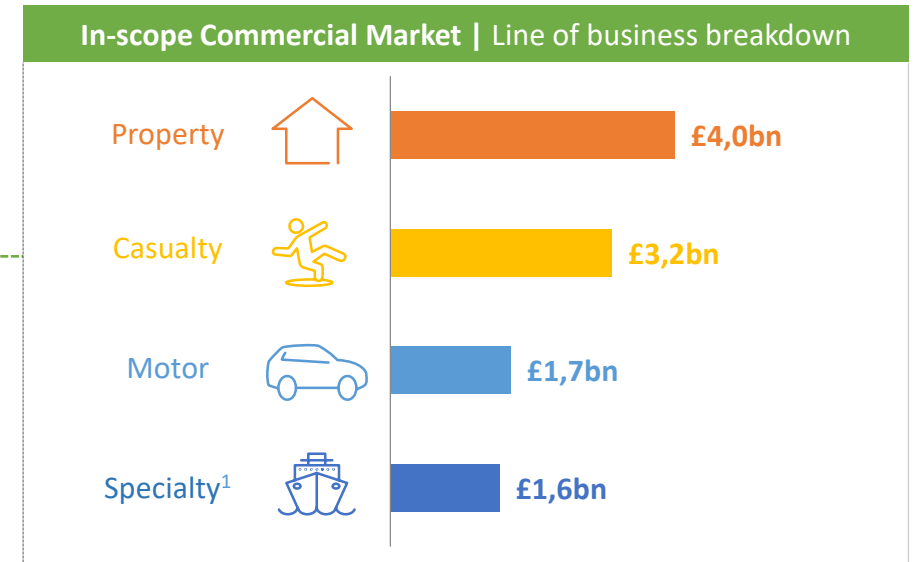
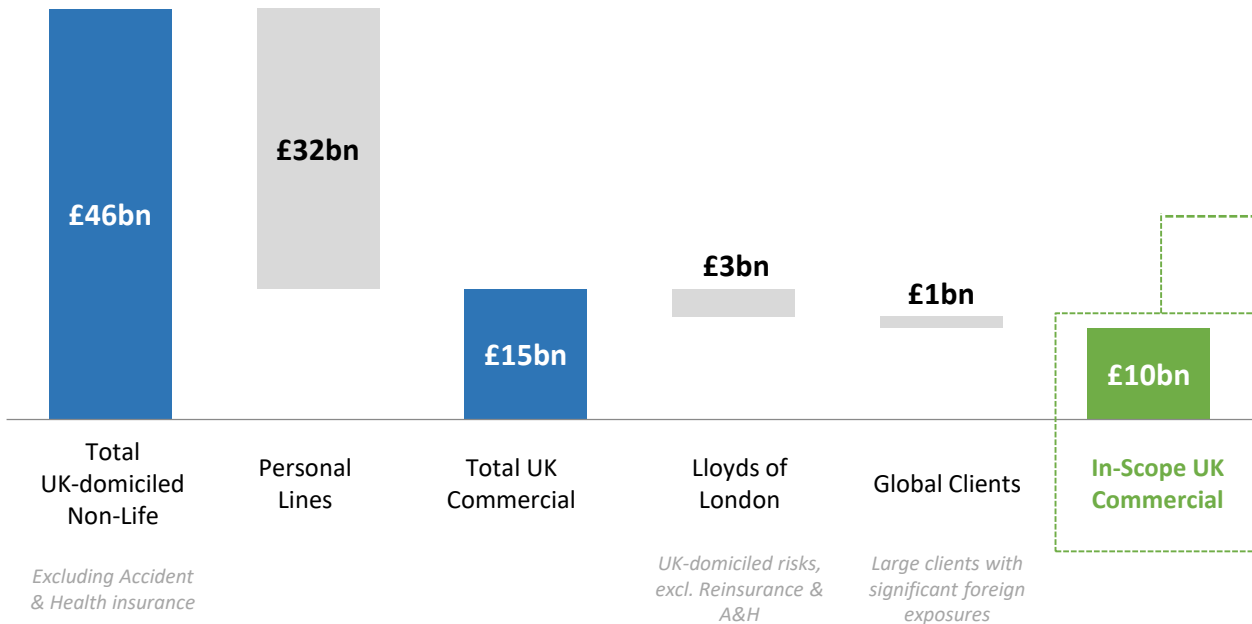
£10bn of the UK market relates to domestic risks written outside of Lloyd's



In-scope UK Commercial estimated by stripping out Personal lines, Lloyd's and risks with large global exposures

- 1. Personal Lines:** Commercial risks align with Protector's existing model and capabilities, therefore c.£32bn of Personal lines GWP was removed from scope
- 2. Lloyd's of London:** Less conventional risks are often placed into Lloyd's and would be less attractive to Protector. Therefore £3bn of Lloyd's GWP was removed
- 3. Global Clients:** £1bn of non-Lloyd's GWP is estimated to originate from large global entities. Removed as Protector is not currently set up to service these clients

Breakdown of UK Non-Life Insurance Market | Total GWP (2016)



Note(s): 1. Specialty includes other commercial insurance (e.g. Trade Credit and Surety, MAT, Financial and Professional Indemnity)

Source(s): Finaccord, Aon Inpoint analysis, Lloyd's of London, IUA Company Market statistics

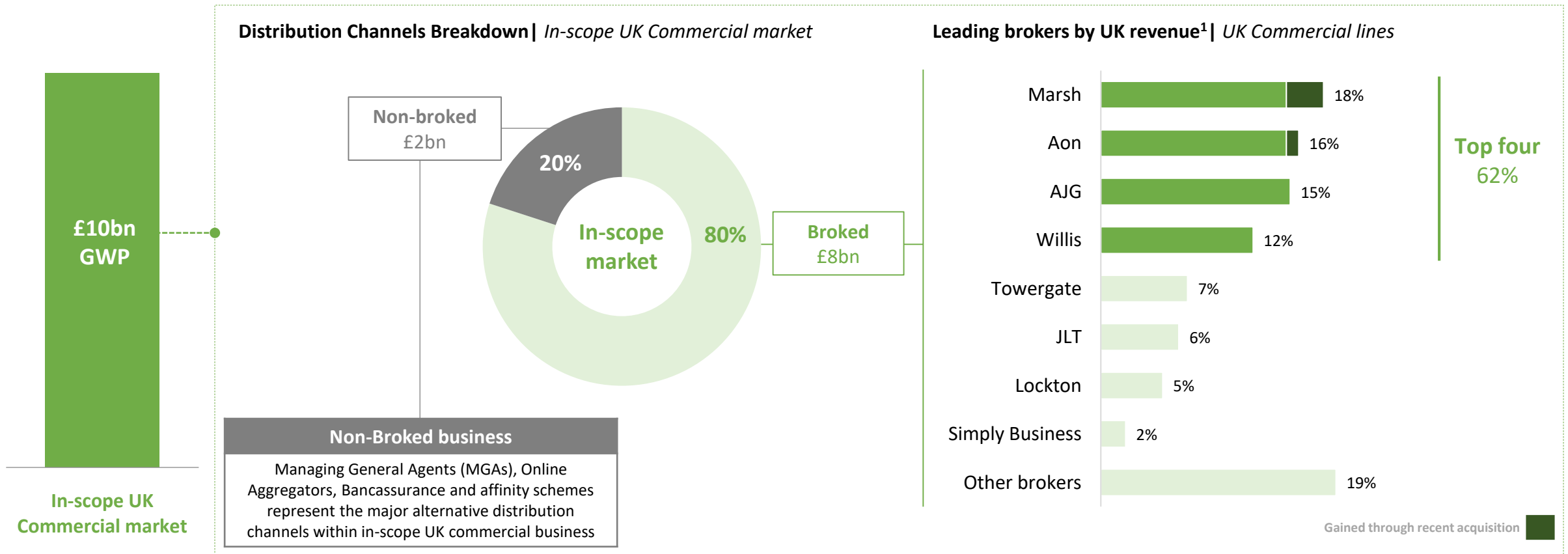
UK Market Distribution Landscape

Distribution of UK Commercial lines continues to consolidate through M&A activity



Distribution primarily controlled by the largest four brokers, which have seen strong organic growth and invested in acquisitions

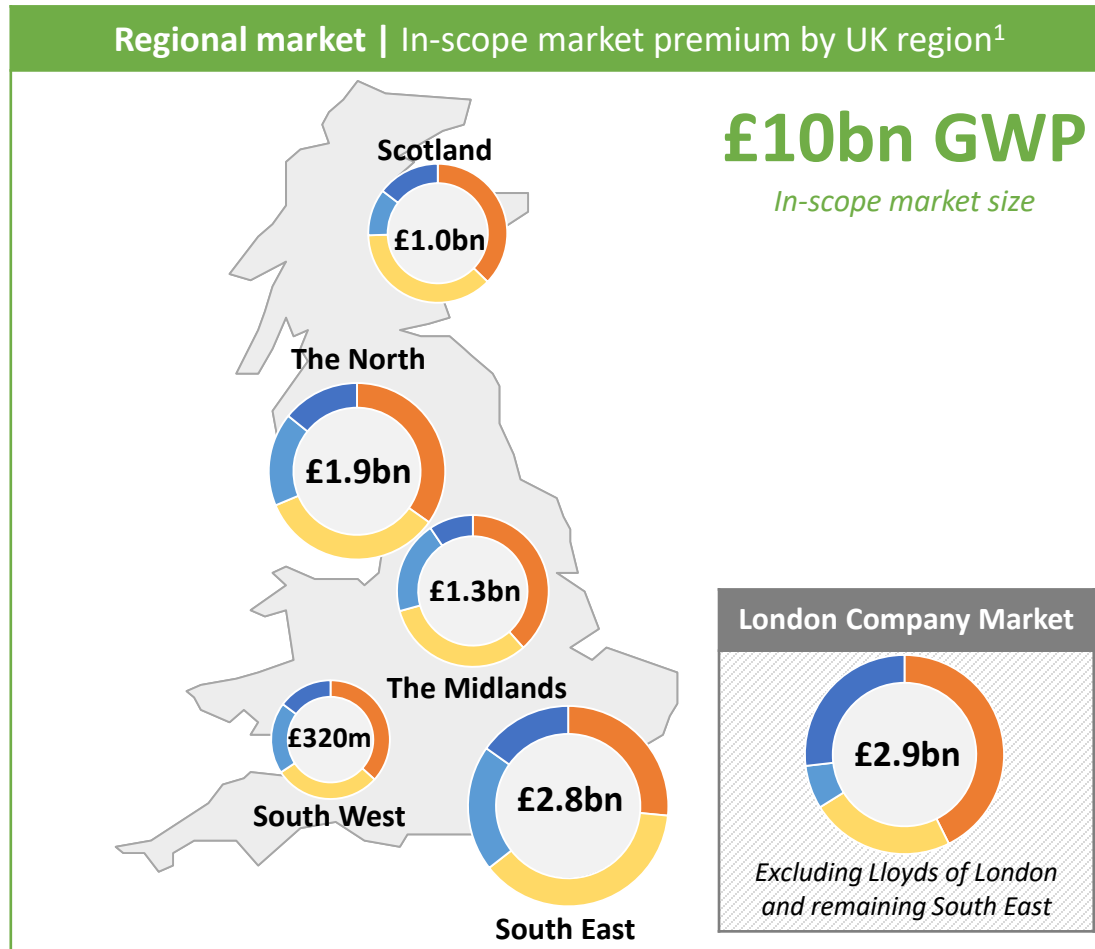
- Marsh and Aon’s respective acquisitions of Bluefin (Nov 2017) and Henderson (Oct 2017) have concentrated market share amongst the top four brokers
- With 25+ smaller brokers behind the top four, Protector would need to consider where to invest time in building relationships and aligning strategies



Note(s): 1. Based on a detailed study of UK commercial lines related revenues and validated by Aon practitioners
Source(s): Finaccord BrokerBASE™, Aon Inpoint Analysis, Aon Practitioner Insights

In-scope market by region

The London Company Market accounts for £2.9bn (28%) of in-scope premium



The North and South East represent the largest markets outside London and both returned to overall GWP growth in the last 12 months

- Regional markets are almost all served by local brokers and insurers with strong local competition, leaving limited reliance on London expertise or capacity

UK Commercial insurer operating models

UK Commercial business is dominated by large insurers with multiple offices



London is utilised for larger & more complex risks whereas a local presence is often required for more conventional risks

UK insurer operating models			
1	Local offices in all regions with multiple offices	UK household brands and international insurers with a long history in the UK domestic market	
2	Regional hubs in large cities across the country	Specialty / regional brands that have expanded into UK mid-market P&C	
3	London centric Writes all business from London	Lloyd's specialists and niche markets with a distinct value proposition	

Model	Insurer	Offices	London	North	Midlands	Scotland & NE	South East
Local offices	AIG	7	✓	✓	✓	✓	✓
	Allianz	5	✓	✓	✓	✓	
	Axa	8	✓	✓	✓	✓	✓
	Aviva	13	✓	✓	✓	✓	✓
	Chubb	9	✓	✓	✓	✓	✓
	Liberty	7	✓	✓	✓	✓	
	QBE	8	✓	✓	✓	✓	✓
	RSA	8	✓	✓	✓	✓	✓
	Travellers	7	✓	✓	✓	✓	✓
	Zurich	8	✓	✓	✓	✓	✓
Regional hubs	MS Amlin	8	✓	✓	✓	✓	✓
	XL Catlin	4	✓	✓	✓		
	CNA Hardy	5	✓	✓	✓	✓	✓
	Generali	3	✓	✓	✓		
	SRCS	2	✓	✓			
London	HDI	3	✓	✓	✓		
	AFM	1	✓				
	Ascot	1	✓				
	Axis	1	✓				

Note(s): Insurer locations broadly correct as of February 2018

Source(s): Insurer websites and marketing collateral, Aon Practitioner insights, Aon Inpoint analysis

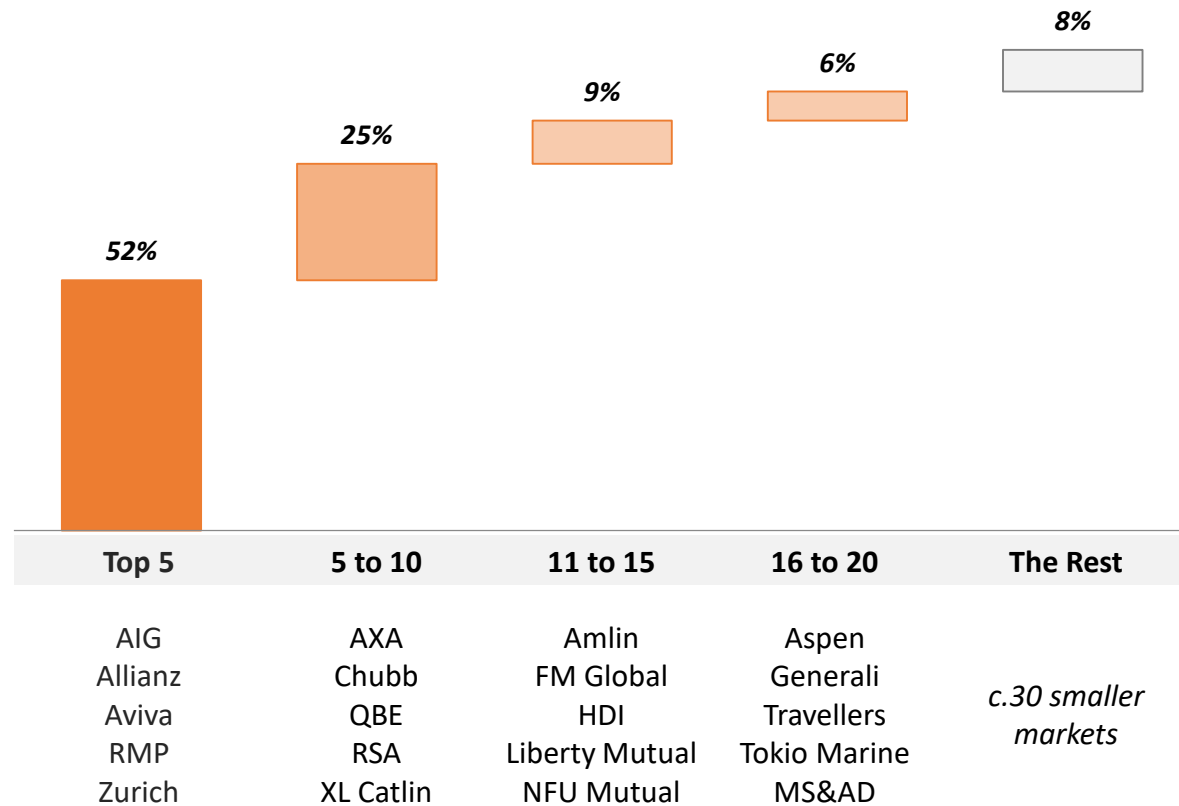
Competitor landscape



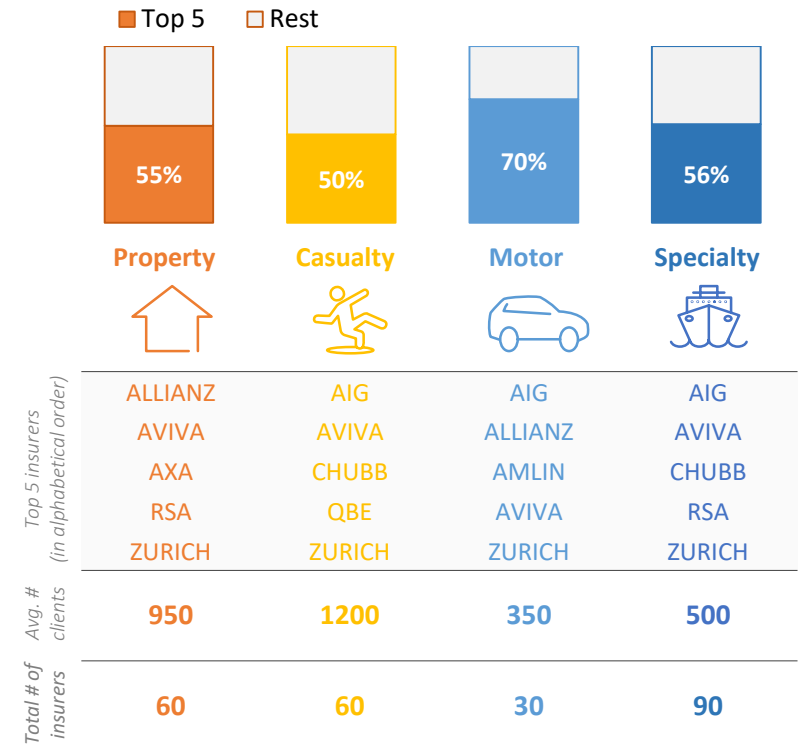
Over half of UK Commercial market premium is consolidated among the top five insurers

Motor is the most concentrated line, with many insurers only quoting where they already have a P&C relationship (e.g. AIG, Aviva)

Insurer GWP share | Total in-scope UK Commercial market¹



Insurer GWP share | In-scope UK Commercial market by LoB



Note(s): Insurer locations broadly correct as of February 2018

Source(s): Insurer websites and marketing collateral, Aon Practitioner insights, Aon Inpoint analysis

The Team



> 35 Individuals, Key Roles Defined and Covered

Good level of expertise, committed to our culture, still high recruitment activity

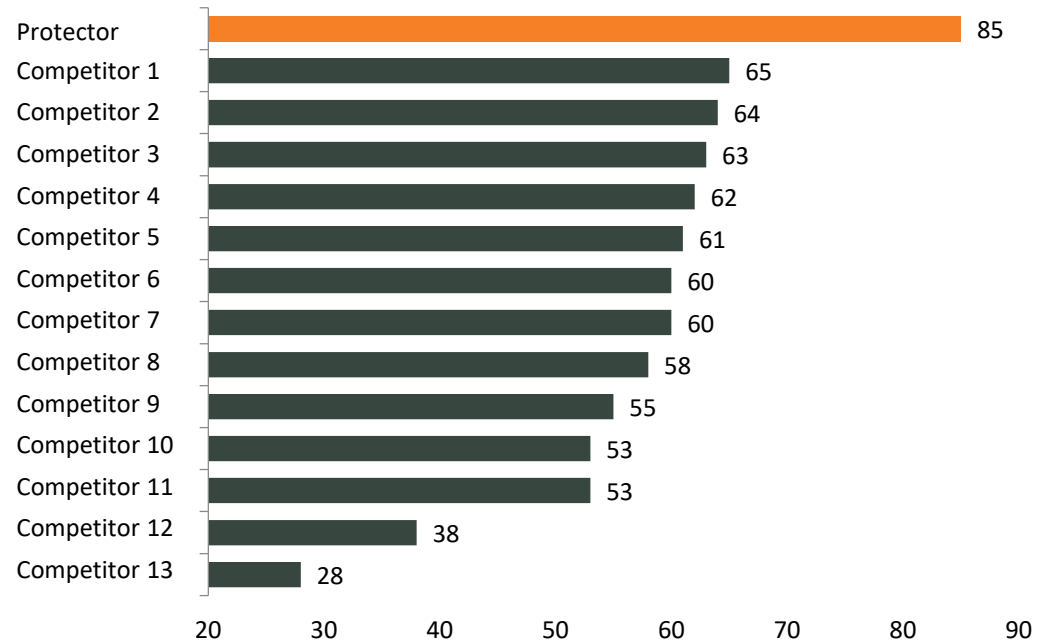


Broker Satisfaction UK 2017

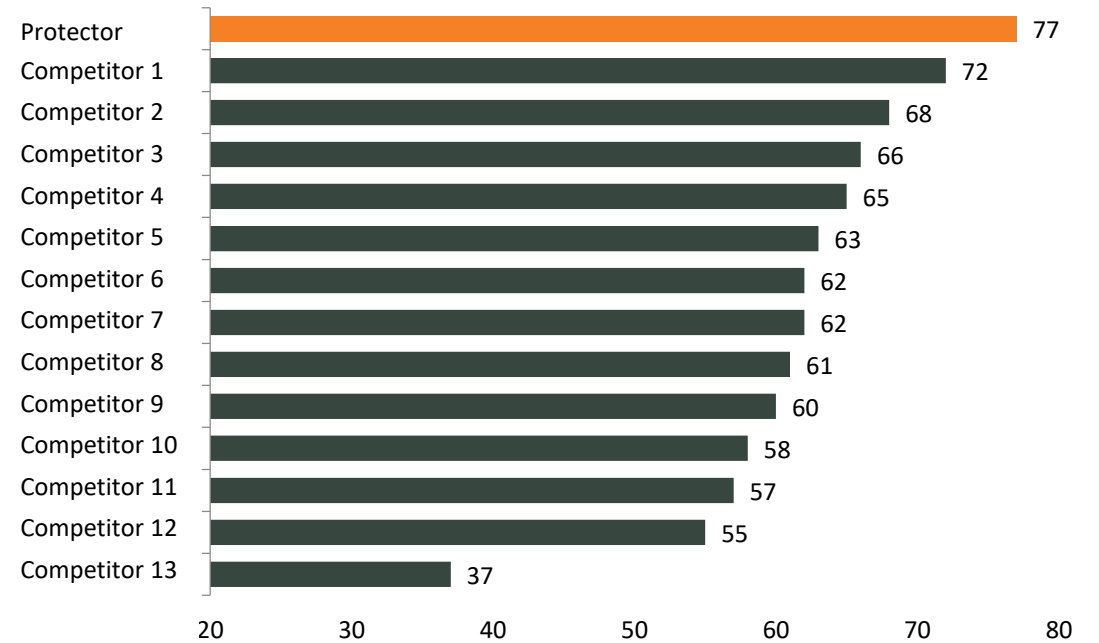
Far ahead of #2



Company totality



Claims handling



Important

There is a tendency in the second quality survey that Protector's quality score is reduced as a result of a combination of new standards and recalibrations

Broker Satisfaction UK 2018

Aim to be far ahead of #2



- 2018 Survey distributed same time as in 2017
 - Same questions, which have been calibrated for relevance with brokers over 10 years
- Our purpose:
 - Receive feedback for focus on where to improve
 - An opportunity for a structured dialogue with our brokers
 - Measure how Protector's quality is perceived (one of four targets is Quality Leader)
- The quantitative target is same nominal scores as 2017
 - A high ambition





The Segments



Gaining traction in Commercial Sector

Selection of segments and brokers is key



- Close to 500 tenders seen, 60 % quoted
 - Risk appetite to be clarified with brokers
 - Careful on liability
- ~60 % of quoted volume is motor
 - Cost advantage is key
 - Increasing inbox for property and liability
- 10 broker houses in focus
 - Selected geographical offices only
 - Mapping facts for expansion to more offices and broker houses
- Increased market activity in focus for underwriters in Q4

Broker	Region	Number of tenders/Year		Brokers Accounts GWP in FWD	Our share GWP 2017	New sales GWP			Overall GWP (New plus remark)			Focus Areas			
		Yearly Target	Actual			KAM	Total Target	Result Total	Goal	Res	Focus Area 1	Focus Area 2	Focus Area 3		
Orange	3	2	1	15,000,000	-	P.ref	0	0	0	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Leidi	6	4	2	10,000,000	-	P.ref	700,000	700,000	700,000	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Machrone	4	2	0	-	-	P.ref	0	0	0	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Norcastle	3	2	0	20,000,000	-	P.ref	0	0	0	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Statens	6	4	1	5,000,000	-	P.ref	270,000	270,000	270,000	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Borngren	6	4	1	70,000,000	-	Mart	200,000	200,000	200,000	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Orange	6	4	0	15,000,000	-	Mart	400,000	400,000	400,000	600,000	600,000	0	Maintain momentum following recent target via big more visibility from relevant TM's	Understand make up of the overall account so we can have a more targeted approach for the remainder of 2018	Identify top 3 pipeline accounts for 2018
Leidi	12	7	6	40,000,000	320,000	Mart	1,000,000	63,700	1,020,000	800,200	800,200	0	Fill to meet the team property in Leidi to build up relationships - Open up to date structure about	Understand make up of the overall account so we can have a more targeted approach for the remainder of 2018	Identify top 3 pipeline accounts for 2018
Machrone	26	16	17	30,000,000	1,700,000	Mart	1,400,000	4,611,000	3,502,300	6,453,000	6,453,000	0	Increase tender submissions	Increase quote percentage	Brokers Visits - Strategic/Trading
Leidi	12	7	4	-	-	Mart	1,820,000	782,000	2,790,000	782,000	782,000	0	Management of Quotes	Management of existing book of claims	Brokers Visits - Strategic/Trading
Statens	6	4	2	600,000	-	Craig	300,000	700,000	600,000	700,000	700,000	0	Understand account make up - size and breakdown per LUSD	Develop a greater pipeline	Understand Property Claims book
Borngren	6	4	2	177,000	-	Craig	170,000	500,000	170,000	500,000	500,000	0	Average visit to new Markt, Leidi, Craig, Fish Control	Develop a greater pipeline and average quarterly meetings to discuss	Property & Casualty to meet broker to discuss potential
Leidi	6	4	4	170,000	-	Craig	200,000	200,000	200,000	0	0	0	Can we help and obtain larger property/casualty work	Develop a greater pipeline	Property & Casualty to meet broker to discuss potential
Statens	12	7	2	321,400	-	Craig	400,000	770,000	400,000	770,000	770,000	0	Understand broker account - GWP and relationship map	Develop a greater pipeline	Property & Casualty to meet broker to discuss potential
Borngren	12	7	2	10,000,000	31,000	Mart	1,500,000	20,900	2,000,000	2,000,000	2,000,000	0	Understand broker account - CTR share	Join new business prospecting	Invoice top 5 accounts
Leidi	6	4	2	6,000,000	1,000,000	Mart	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	Understand broker account - CTR share	Join new business prospecting	Invoice top 5 accounts
Machrone	24	14	17	15,000,000	700,000	Mart	2,200,000	700,000	2,900,000	1,500,000	1,500,000	0	Relationship Map	New Brokers/Claims Mgr. Phil Wright	Face to face, quotes 1700 phs
Norcastle	6	4	2	2,000,000	300,000	Mart	600,000	200,000	800,000	200,000	200,000	0	Understand their account	Relationship map	Relationship map
Trading	6	4	4	6,000,000	53,575	Mart	400,000	400,000	400,000	400,000	400,000	0	Understand their account	Relationship map	Relationship map
Edust	4	2	2	10,000,000	-	P.ref	600,000	600,000	600,000	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Machrone	4	2	0	10,000,000	-	P.ref	600,000	0	600,000	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Norcastle	4	2	1	10,000,000	270,000	P.ref	600,000	600,000	600,000	0	0	0	Understand account make up - size and breakdown per LUSD	Relationship map	Join new business prospecting
Borngren	6	4	1	70,000,000	-	Lee	600,000	60,000	600,000	60,000	60,000	0	Average office visit to understand account make up and log contacts. May be an opportunity for us to support via Manufact.	Identify opportunities and end of 2018.	Invoice top 5 accounts
Orange	6	4	2	20,000,000	-	Lee	600,000	600,000	600,000	0	0	0	We need to prioritize office visit evening we speak to key people and people from Protector should also attend.	We need to better understand brokers account better than we do at present. Obtain realistic pipeline cases. Ask straight forward question how	Invoice top 5 accounts
Machrone	10	6	6	30,000,000	51,782	Lee	1,500,000	1,000,000	1,000,287	1,000,287	1,000,287	0	Continuity good relations with the office but little understanding of the account make up. I have requested this via Adamus Costello.	Average visit to build up realistic pipeline	Priority to be given to Markt Manufacture quote

2018				
	Won	Lost	Hit ratio	
Green	4,613,099	12,211,297	27%	
White	4,763,835	22,567,589	17%	
Yellow	1,815,550	10,615,158	15%	
Red	50,000	40,000	0%	
Total	11,242,484	45,434,044	20%	

2018				
	Won	Lost	Hit ratio	
Green	368,303	1,569,912	19%	
White	546,500	2,305,079	19%	
Yellow	1,688,550	45,500	97%	
Red	50,000	40,000	56%	
Total	2,654,052	3,920,491	40%	

2018				
	Won	Lost	Hit ratio	
Green	337,677	3,626,740	8%	
White	1,002,802	7,110,660	12%	
Yellow	-	287,658	0%	
Red	-	-	0%	
Total	1,340,479	11,225,058	11%	

2018				
	Won	Lost	Hit ratio	
Green	3,912,519	6,614,645	36%	
White	3,214,434	13,181,850	20%	
Yellow	127,000	10,282,000	1%	
Red	-	-	0%	
Total	7,253,953	30,288,495	19%	

Profitable Growth – according to plan

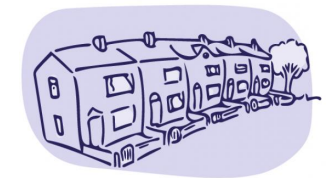
«Scratching» the market surface, insignificant, but ok status on profitability



- Too high pricing, but learning quickly in **Public Sector**
 - Good renewals (processes and results)
 - All clients renewed, rate increases achieved
 - Very high activity, but poor new sales (in particular April 1st)
 - Good attritional loss ratio, but early
- Gaining traction in **Commercial Sector**
 - Few, but good renewals
 - Increased inbox for new business, 3 very large clients won
 - Ok loss ratio, reinsurance motor too expensive
- Small inbox, but good hit ratio in **Housing Sector**
 - Few new clients available, good hit ratio, largest HA in UK won
 - High frequency of water claims, but early

Segment	Quote Activity 2018 per Q3 (£m)			
	# quotes	Hit-ratio	Quoted vol	Hit-ratio
Public	112	21%	67	7%
Commercial	272	22%	41	22%
Housing	38	37%	12	39%
Total	422	23%	120	15%

Public Services



Volume

On schedule



Volume full year 2016

Volume full year 2017

Estimate 2018

Estimate 2019

25 MNOK

252,9 MNOK

>500 MNOK

>850 MNOK



On Schedule - Close to critical mass in 2019

Cost ratio will rapidly decrease



- Critical mass not reached, building for scalability
 - Claims Handling insourced in 2018
 - Several manual processes before efficient systems are implemented
 - The biggest potential (Commercial sector) gaining traction in 2018
 - Recruited for overcapacity, already scalable
- Gross cost ratio (incl claims handling) ~20 % in 2018, significant drop in 2020
- Casualty reinsurance is too expensive, but with variations
 - Should improve as record is proven
 - Increased retention should be expected
- Loss ratios are volatile (insignificant), in particular net of reinsurance
 - Linked to reinsurance cost for liability
 - Influenced by a significant share of non-conventional programs in portfolio

	Gross claims %	Net claims %
YTD 18	66,9 %	115,5 %
YTD 17	883,4 %	128,6 %
Earned 18	274,3	113,3

On Schedule, but meeting some «speed-bumps»

Very large potential, great start on quality

Gross expense ratio	2011	2012	2013	2014	2015	2016	2017
Protector	10,0 %	7,6 %	7,5 %	6,8 %	7,4 %		
Tryg	15,0 %	15,0 %	15,0 %	15,3 %	15,7 %	14,0 %	
Codan/Trygg-H	17,6 %	18,6 %	19,5 %	21,2 %	16,4 %	14,8 %	14,5 %
Gjensidige	14,2 %	15,3 %					
Topdanmark	16,4 %	16,7 %					
If	17,3 %	16,9 %	16,8 %	16,7 %	13,0 %	16,6 %	16,3 %
Länsförsäkringar	21,0 %	21,0 %	19,0 %	19,0 %	19,0 %	19,0 %	18,0 %
KLP	26,5 %	21,1 %	22,8 %	21,8 %			
Avg. ex. PKI	17,5 %	17,3 %	17,1 %	17,0 %	15,4 %	16,3 %	15,9 %

Cost leadership

Status: Too early

Potential: 1/3 of competitors

- Competitors "fatter" than in Scandinavia
- Larger average clients than Scandinavia

People and culture

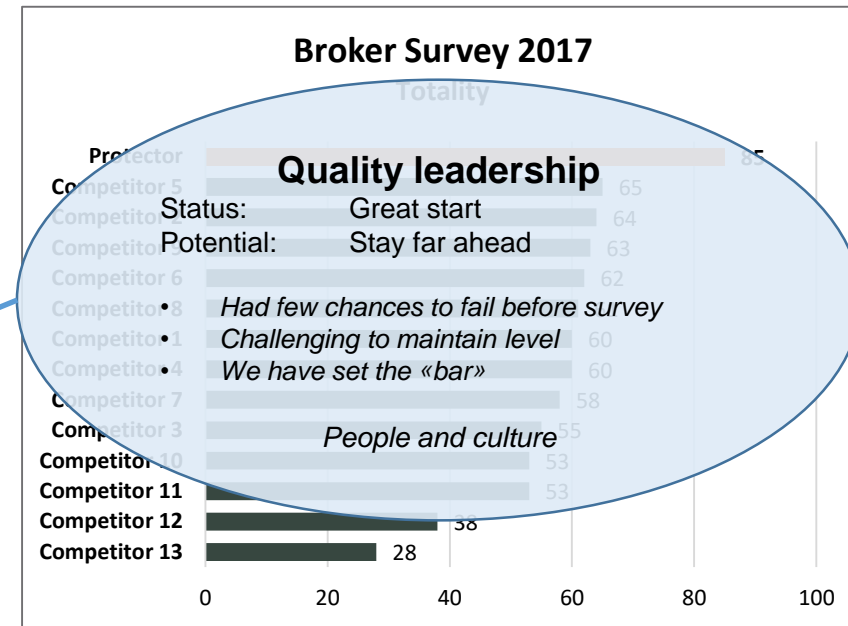
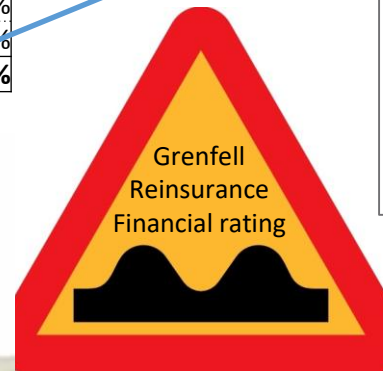
Profitable Growth

Status: Ok start ex Grenfell, but slow

Potential: Very large

- Select brokers, generate opportunities
- Think Margin Management
- Consider product-mix

People and culture



Quality leadership

Status: Great start

Potential: Stay far ahead

- Had few chances to fail before survey
- Challenging to maintain level
- We have set the «bar»

People and culture

Top 3

Status: Long way to go

Potential: Yes, absolutely

- Public Sector will happen in 2020
- Need to define «our» segments in CS

People and culture

Protector's Capital Markets Day 2018

Restaurant Louise | 26th October | From 10:00



Sverre Bjerkeli
CEO

10:00 – 10:45	Q3 2018 Investor presentation
10:45 – 11:00	Coffee and snack
11:00 – 11:45	Status Company including HTD reserves
11:45 – 12:15	Investments
12:15 – 12:45	Something to eat
12:45 – 13:15	Reinsurance – update entering 2019
13:15 – 13:45	UK including status Grenfell Tower
13:45 – 14:00	Summary and Q&A