

# Culture as a crucial part of success

Santangel's Investor Forum, New York  
6<sup>th</sup> November 2019

**PROTECTOR**  
 insurance







# Sverre Bjerkeli – Chief Executive Officer

Last 15 years in Protector

Hi – I'm Sverre

...and my roots are from "up north"

## Corporate background

- CEO in Protector Forsikring ASA last 15 years
- CEO in Eterra/Ementor Norway
- CEO Storebrand Bank
- Entrepreneur and CEO of Torino (IT)
- Director in Storebrand and If P&C
- Educated at Handelsakademiet (BI)
  - MSc Business and Marketing

## Sports background

- Some «His Majesty King's Cup» trophies, medals, E- cup and national team achievements
- Marathon runner and cross country skier "nowadays"
- Professional league coach and junior national team coach
- Swimming, table tennis and handball

## 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

«Olemme erilaisia»

«Vi är annorlunda»

«Vi er annerledes»

«Vi er forskellige»

«We are different»

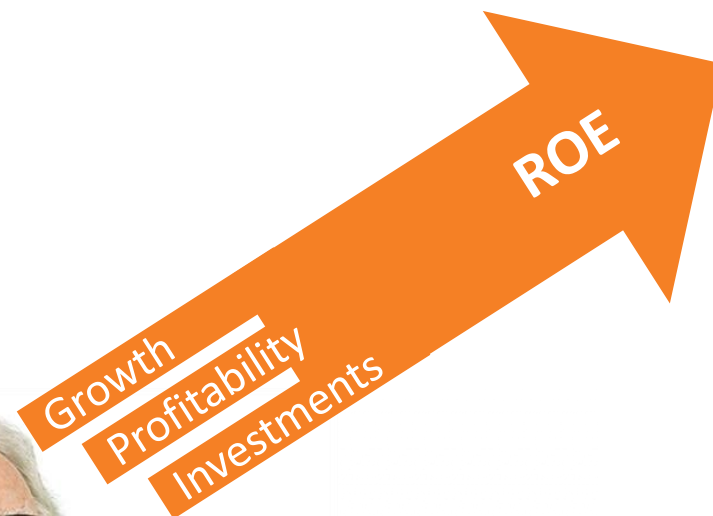


# Value creation in the long run

Protector delivering very good results HTD... Will it continue?



- Growing from 0 to 5 bnNOK in premiums and building a significant float
- HTD Combined ratio 94 %
- World leading cost %
- Quality leader in Scandinavia & UK
- HTD Investment return higher than peers
  - The value of float significantly lower than in the 80s
- HTD ~26 % annual share price development w. dividends reinvested
- HTD Average ROE 16 %
- Competitive position will improve, with actions taken



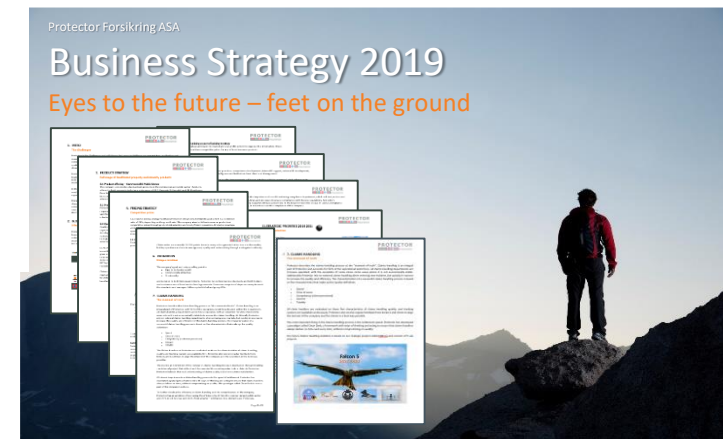
# Strategy – Well defined and consistent

Like most international companies in the Nordics



- All Property & Casualty products
- Competitive prices (supported by cost leadership)
- Broker distribution only
- USP: Easy to do business with, Commercially attractive and Trustworthy
- Market segments: Medium to large Companies & Public Sector
- Top 8 Strategic priorities 2019-2022
  - Profitable growth in the Nordics
  - MM & UW discipline
  - #1 on Quality – again
  - Claims Handling – Falcon
  - UK and London office development
  - ROI peer knock out - IVE (Intrinsic Value Evaluation)
  - University
  - Digit@I Challenger

*Strategy remains unchanged,  
priorities are updated annually  
with a 3 year perspective*



# Cost Leader in the world

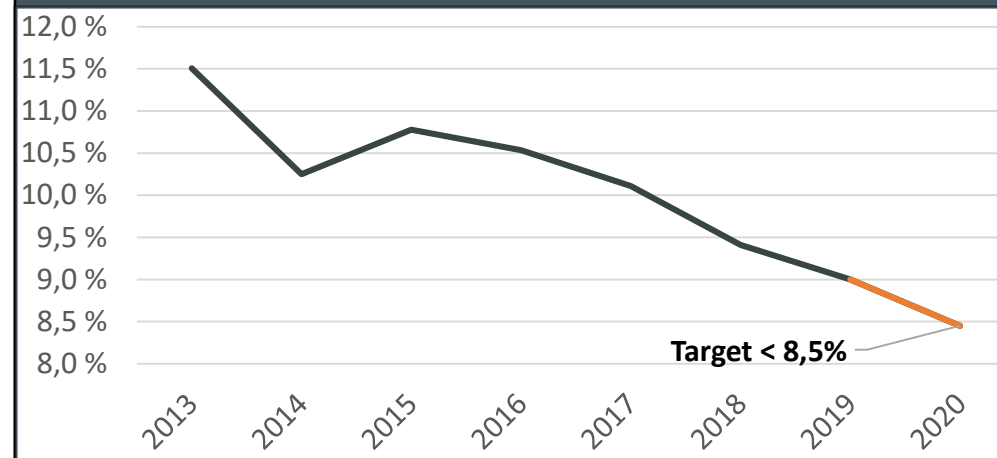
## Competitive advantage strengthened



### Creating cost leadership

- Well defined and consistent strategy, understand value chains and competent people to implement
- In-house IT – development since 2003, operations since 2012
  - Cost ratio of ~1% vs 3.2% for industry (Gartner Inc.)
  - No legacy, modern platform, well documented
  - Competent people, time efficient implementation of new solutions
- Cost advantage in the Nordics has increased the last 5 years
- World leading cost level creating profitable growth in the UK

### Cost scalability will improve the next 2-3 years (Fiscal year graph)



\*Gross Cost incl. Claims handling ex. Broker commission

Gross expense ratio	2013	2014	2015	2016	2017	2018
Protector	7,5 %	6,4 %	7,3 %	6,6 %	8,0 %	8,4 %
KLP	26,2 %	23,1 %	21,1 %	22,8 %	21,8 %	24,6 %
Tryg	15,6 %	14,6 %	15,3 %	15,7 %	14,0 %	14,4 %
Codan/Trygg Hansa	19,5 %	21,2 %	16,4 %	14,8 %	14,5 %	13,7 %
If	16,8 %	16,7 %	13,0 %	16,6 %	16,3 %	16,4 %
Gjensidige	15,3 %	15,0 %	15,1 %	14,2 %	15,3 %	15,2 %
Länsförsäkringar	19,0 %	19,0 %	19,0 %	19,0 %	18,0 %	19,0 %
Topdanmark	16,2 %	15,7 %	15,9 %	16,4 %	16,1 %	16,1 %
Avg. ex. PF	18,4 %	17,9 %	16,5 %	17,1 %	16,6 %	17,1 %

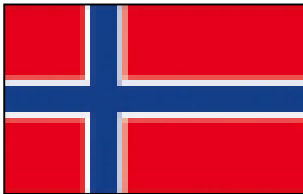
# Quality leader in Scandinavia and UK

Humble and proud

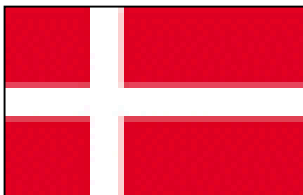


Broker satisfaction index done annually through Protector, Broker houses and/or broker associations

13 years in a row



2 yrs consecutive



Far ahead of #2 again



7 years in a row



#2 in 2018





# Profitability

Combined ratio last 10 years 92% (09-18)

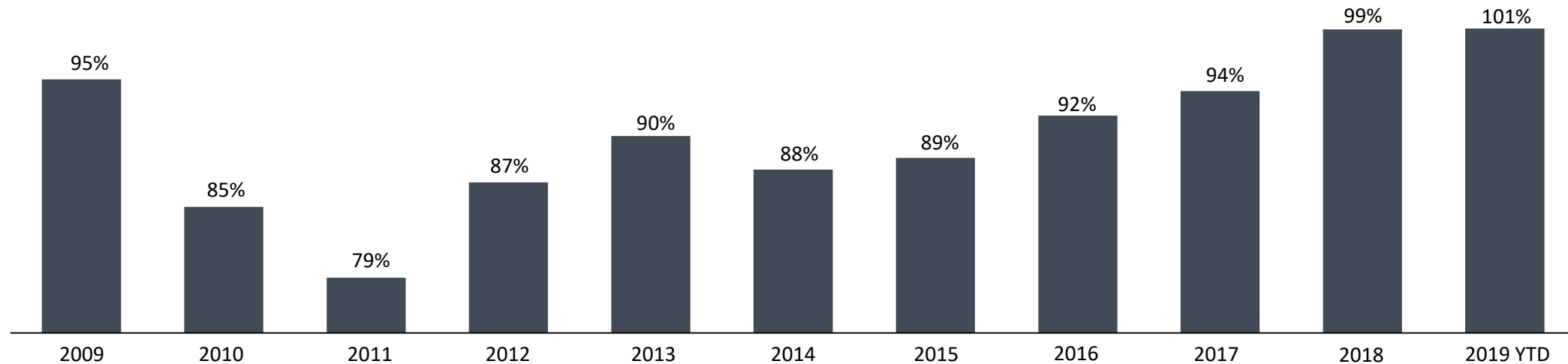


## Profitable 10 out the 10 last years

- Prudent and disciplined reserving methodology – on the positive side
- Increased CR volatility from 2019 – change of Property reinsurance program; retention 100 MNOK

## Profitability improvements from 2018

- Significant price increases in a disciplined Nordic market
- Improved UW-methodology & Stronger UW discipline
- Margin management and Capital allocation









# Pricing increases – 2019 YTD results

Will improve profitability 5-6% in 2020 (full year effect)



		Q3	YTD	Q4
	Continued high renewal rates following acceptance of price increases.	≈12,1%	≈ 10,8%	Higher than YTD
	Q3 price increases heavily influenced by significant price increases on unprofitable clients.	≈15,7%	≈ 8,0%	Higher than YTD
	Q3 volume on a low level. Small volumes remaining in 2019.	≈9,3%	≈ 13,5%	Lower
	Building a new portfolio	Individual	Individual	Individual

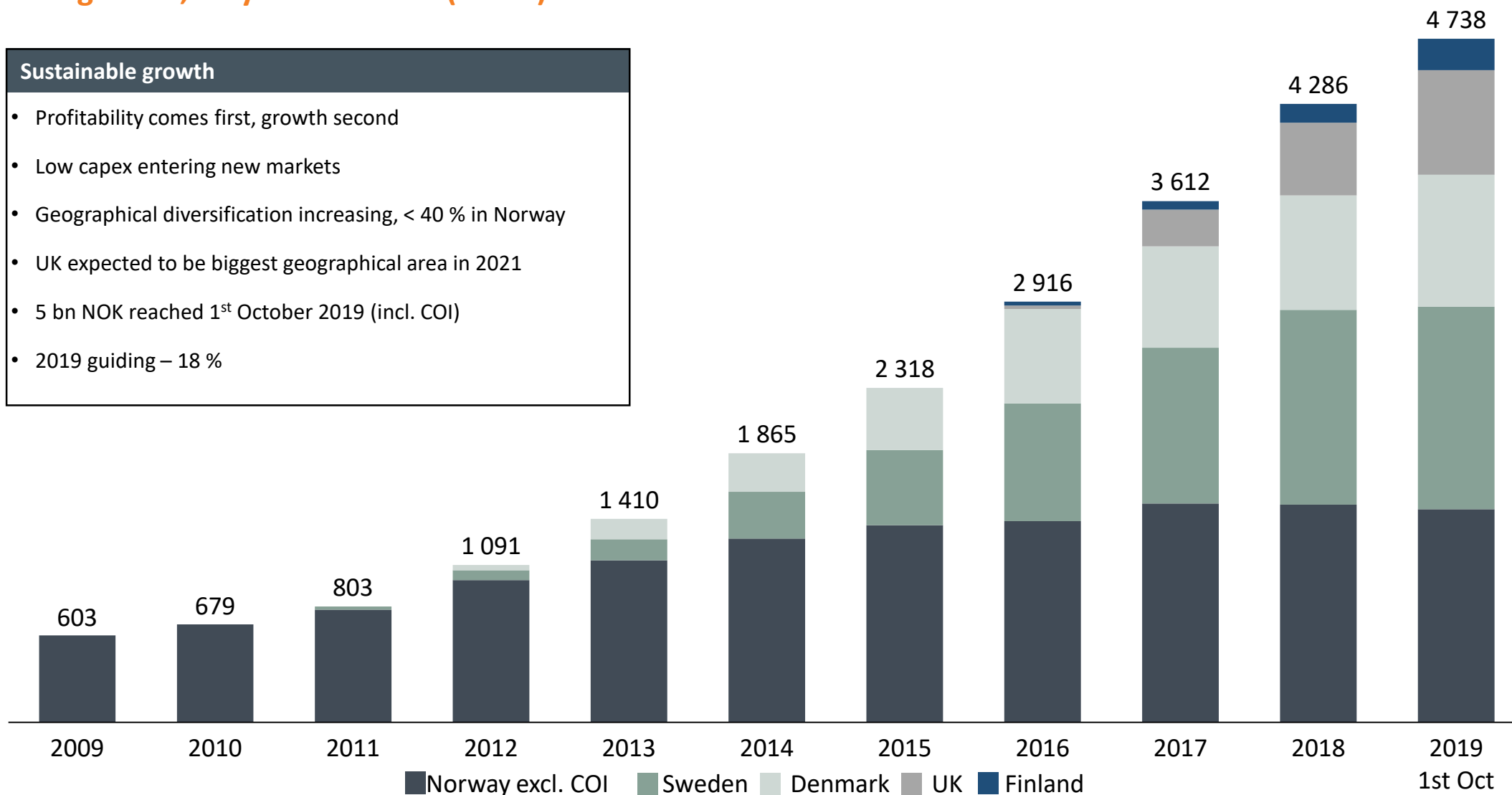
- Other profitability improvements also influencing 2020 profitability
  - But remember some surprise on the negative side will also occur
- Average claims inflation (all products) 4 % in the Nordics, significant higher in Motor

# Volume growth

25 % growth, 10 years in a row (09-18)

Sustainable growth

- Profitability comes first, growth second
- Low capex entering new markets
- Geographical diversification increasing, < 40 % in Norway
- UK expected to be biggest geographical area in 2021
- 5 bn NOK reached 1<sup>st</sup> October 2019 (incl. COI)
- 2019 guiding – 18 %



# Strong investment result over the business cycle

Underlying reality good, but volatility must be expected and managed



## Beating all relevant benchmarks since insourcing

- 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 9 out of 11 years
- Approx. 75 % of result after tax from investments 08-17

Return on investments	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	H1 2019	Avg. 08-18
<b>Protector</b>	<b>-2,1 %</b>	<b>16,1 %</b>	<b>9,7 %</b>	<b>-2,3 %</b>	<b>8,9 %</b>	<b>7,0 %</b>	<b>5,3 %</b>	<b>5,2 %</b>	<b>7,0 %</b>	<b>4,8 %</b>	<b>-0,6 %</b>	<b>0,4 %</b>	<b>5,4 %</b>
KLP skadeforsikring	0,4 %	8,3 %	7,2 %	4,5 %	6,5 %	6,5 %	6,5 %	4,4 %	6,1 %	5,6 %	1,8 %	3,9 %	5,3 %
Gjensidige	-0,6 %	5,5 %	5,2 %	4,4 %	5,4 %	4,3 %	4,3 %	2,6 %	3,9 %	3,7 %	1,5 %	2,1 %	3,7 %
If	-3,1 %	12,4 %	7,4 %	1,8 %	6,1 %	5,0 %	4,1 %	1,5 %	2,9 %	2,6 %	-0,8 %	3,5 %	3,6 %
Länsförsäkringar	-13,3 %	6,4 %	4,3 %	6,4 %	3,7 %	-1,2 %	5,6 %	7,7 %	5,7 %	5,6 %	5,6 %	7,4 %	3,3 %
RSA	5,6 %	5,9 %	3,5 %	3,0 %	3,9 %	-0,4 %	3,9 %	3,0 %	2,8 %	2,5 %	2,5 %	1,2 %	3,3 %
Tryg	3,5 %	6,6 %	4,3 %	4,8 %	5,1 %	2,0 %	1,6 %	0,3 %	2,7 %	1,8 %	-0,3 %	1,8 %	2,9 %
Topdanmark	-6,9 %	7,3 %	4,8 %	3,1 %	6,9 %	4,1 %	3,4 %	1,0 %	4,4 %	2,1 %	0,0 %	2,5 %	2,7 %
Avg. Ex Protector	-2,1 %	7,5 %	5,2 %	4,0 %	5,4 %	2,9 %	4,2 %	2,9 %	4,1 %	3,4 %	1,5 %	3,2 %	3,5 %

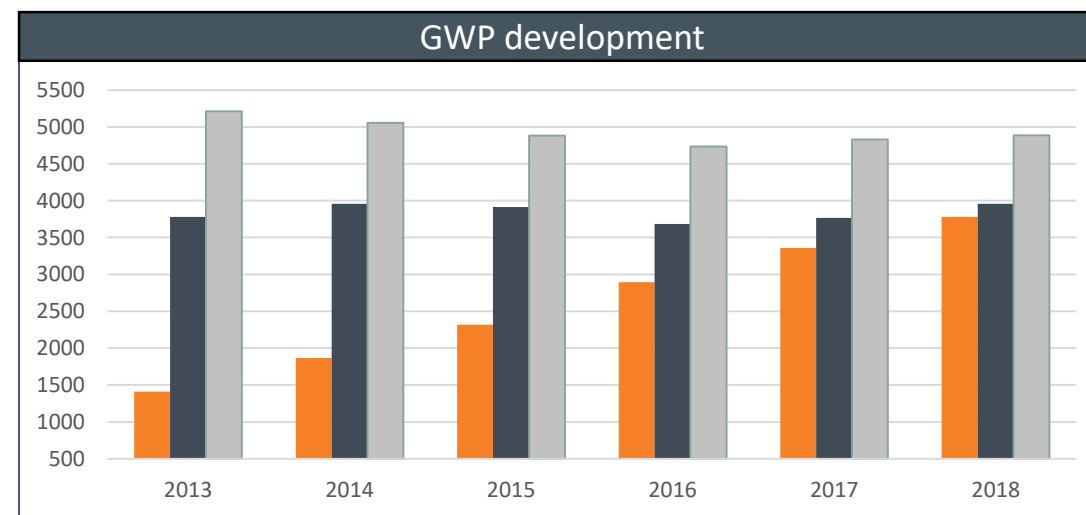
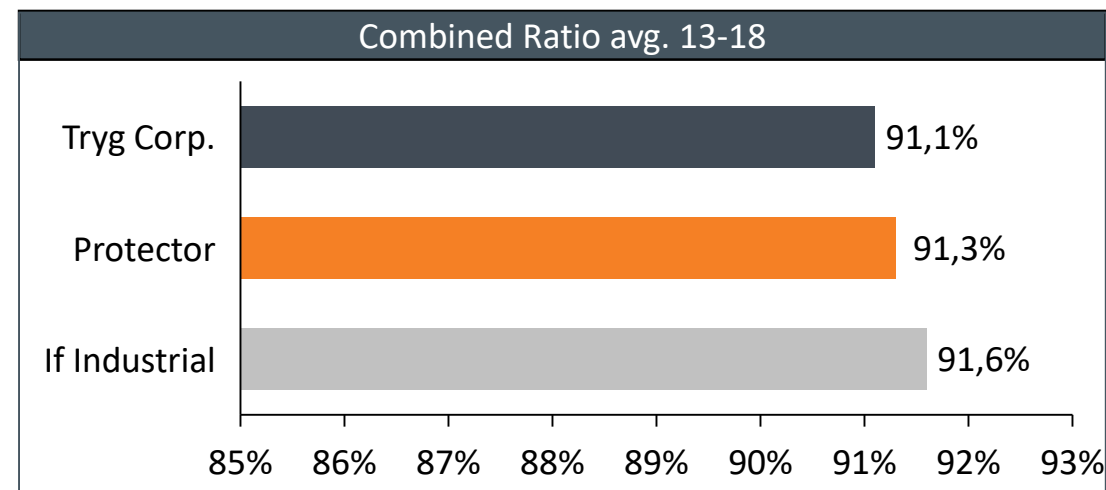
- Protector Return on Investments YTD 2019: 0 %

# Protector Nordic vs If Industrial and Tryg Corporate

Peers in same segment with same product mix and distribution channel



- Protector vs. Peers
  - Same product mix
  - Same broker based sales channel
  - Same commission structure
  - Same average size of clients
- Profitable Nordic market
  - However with significant rate pressure 2013-17
  - Prices started to increase in 2018 and continues in 2019
- Protector with a competitive Combined ratio...
  - Despite growing fast
  - Despite expansion across borders
  - ...Our cost advantage makes this possible





# Where are we top 3?

Brokered Insurance Nordic & Public sector UK



P&C Nordic



Nordic municipalities



Public sector UK



Nr. 1 Motor fleet Nordic



Bus market Sweden



Oil service Norway



# UK – on schedule...

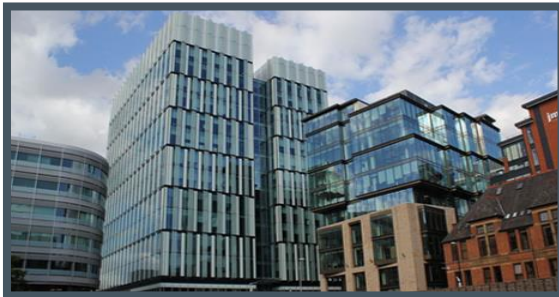
...and we are here to stay



- ~ 60 people in Manchester and London
  - Strong mix of individuals in great offices
  - Embracing the culture and gradually living our DNA
- Quality leader by far
- Slightly behind schedule on growth
  - Disciplined behaviour in a big market
  - Nr 3 in Public sector



- GFT arbitration settled, focus on profitable growth
- Slightly ahead of schedule on profitability
  - Partially due to few large losses last 18 months

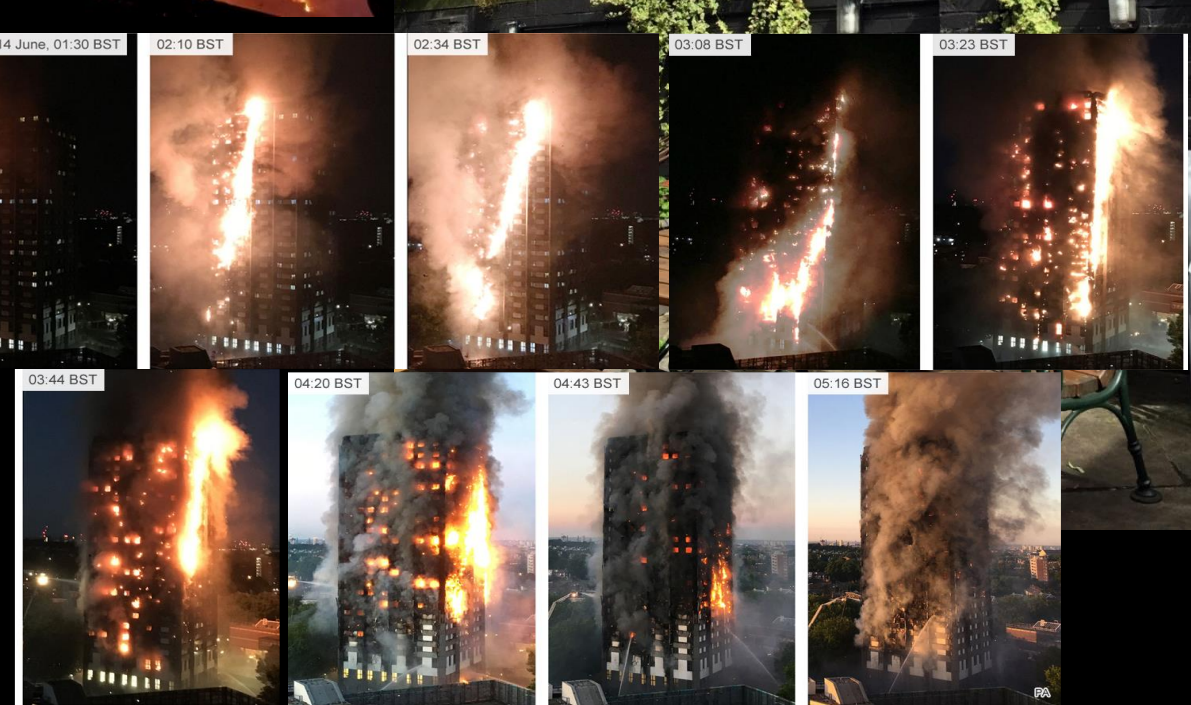




# Grenfell Tower Fire

14th June 2017

A human tragedy







## Claims handling

- Manage claim and client
- Keep legal cost at low level
- Process is key
- Align with reinsurance
- Proactive and professional communication
- Full property settlement 17.8.18
- Liability will take many years

## Reinsurance

- Claims handling involvement/support
- Align reinsurance with Risk Management, UW and renewal season
- UK Casualty Reinsurance contract renewal completed twice
- Property XL, 2bn NOK capacity from January 19
- Arbitration Loss with Munich Re
  - Other solution in place (85 % of disputed amount covered)



World leading reinsurance partners



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

**Kennedys**  
Legal advice in black and white



## Protector's 4 Grenfell Tower Projects aims to

Ensure correct settlements to BSRs and Clients on valid claims

Minimize the expenditure on legal costs

Learn for the future – Use Risk Management to mitigate future events



## Risk Management/ UW

- RBKC still our client
- UW well done
- Lessons learned re Tower Blocks
- Post GT RM report released

## Media/Communication

- Reactive and open
  - On the spot and credible
- No media advisor
  - All requests handled internally
- Brokers, Reinsurance companies and “insurance industry” updated
- Potential Defendants



All media answered  
All parties informed  
Always

World leading reinsurance partners

Board of Directors



Investor

Oslo Stock Exchange



Inspection examples

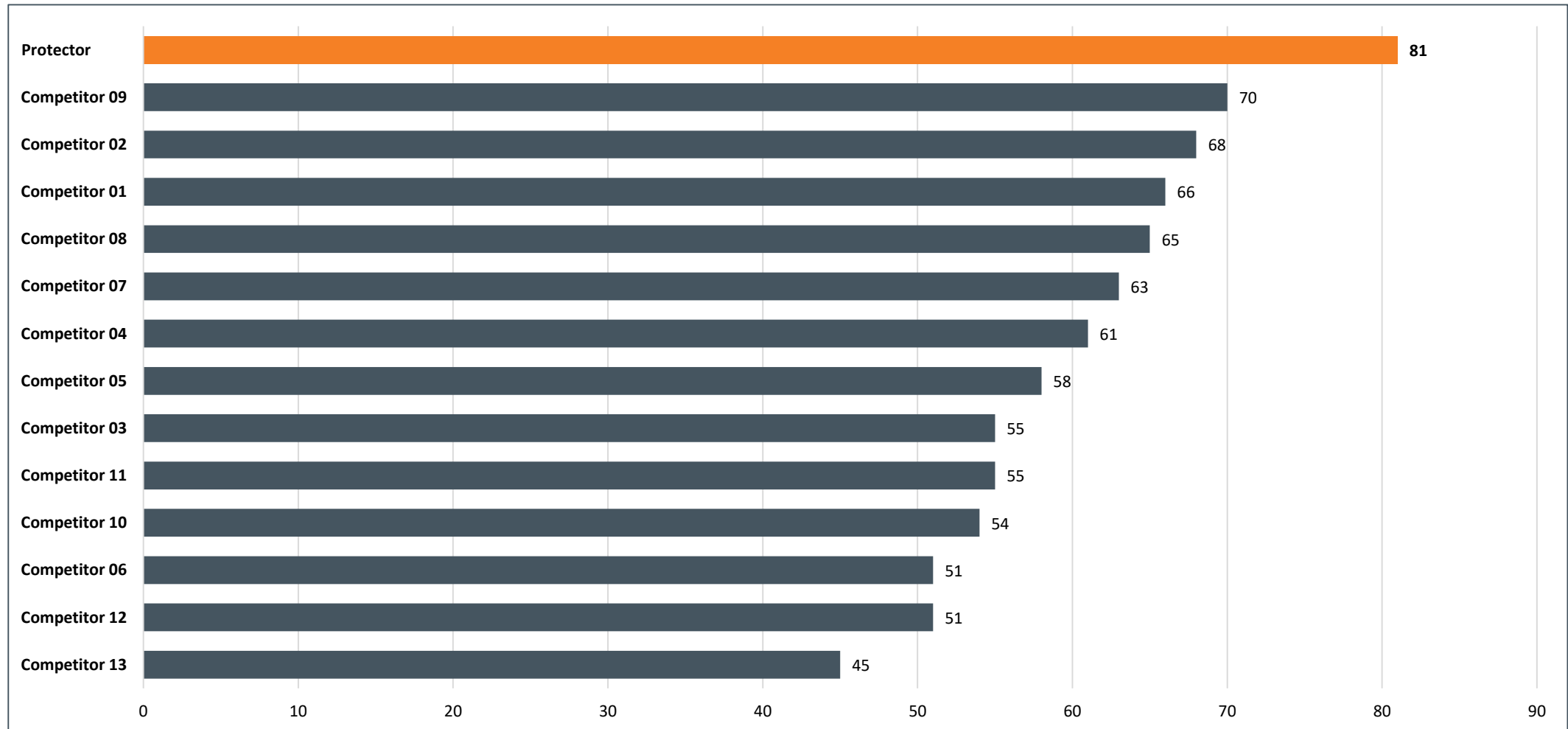
Construction

Cladding



# Broker Satisfaction UK 2018

Far ahead of #2 two years in a row

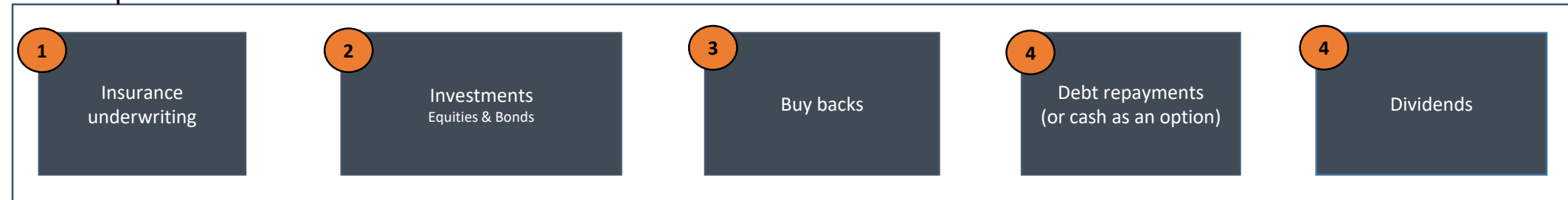


# Capital allocation alternatives

Goal to maximize shareholder return



## Main capital allocation alternatives

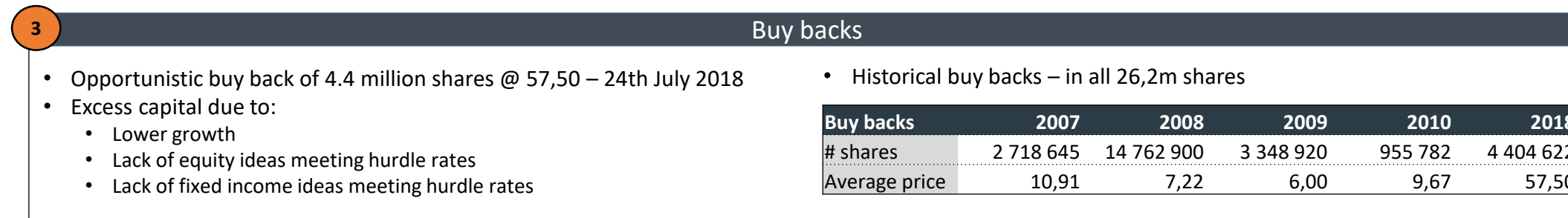
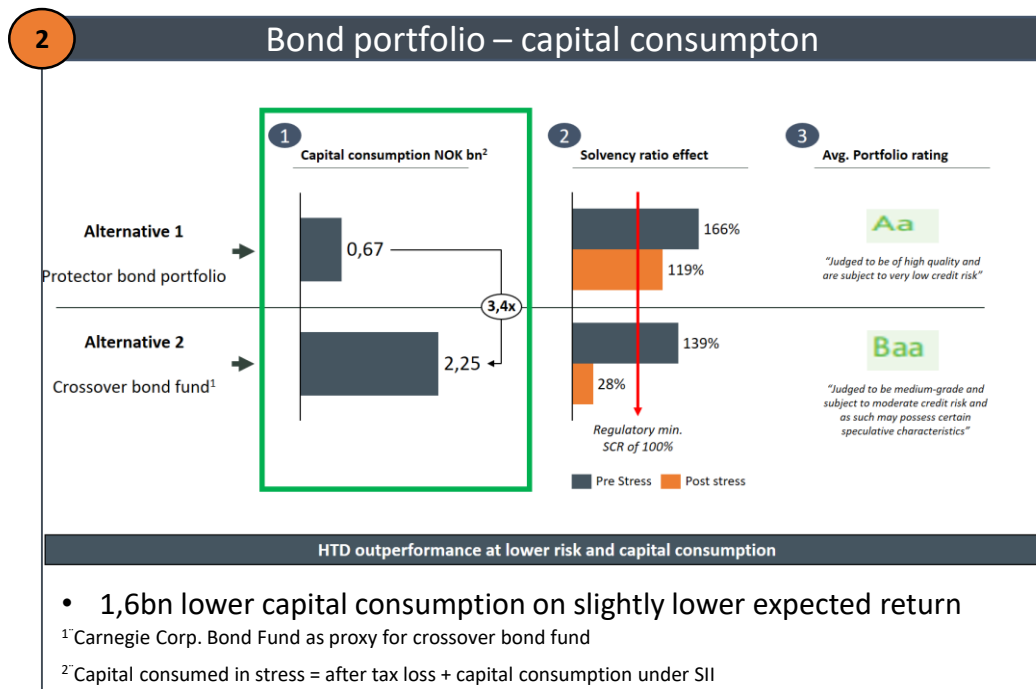
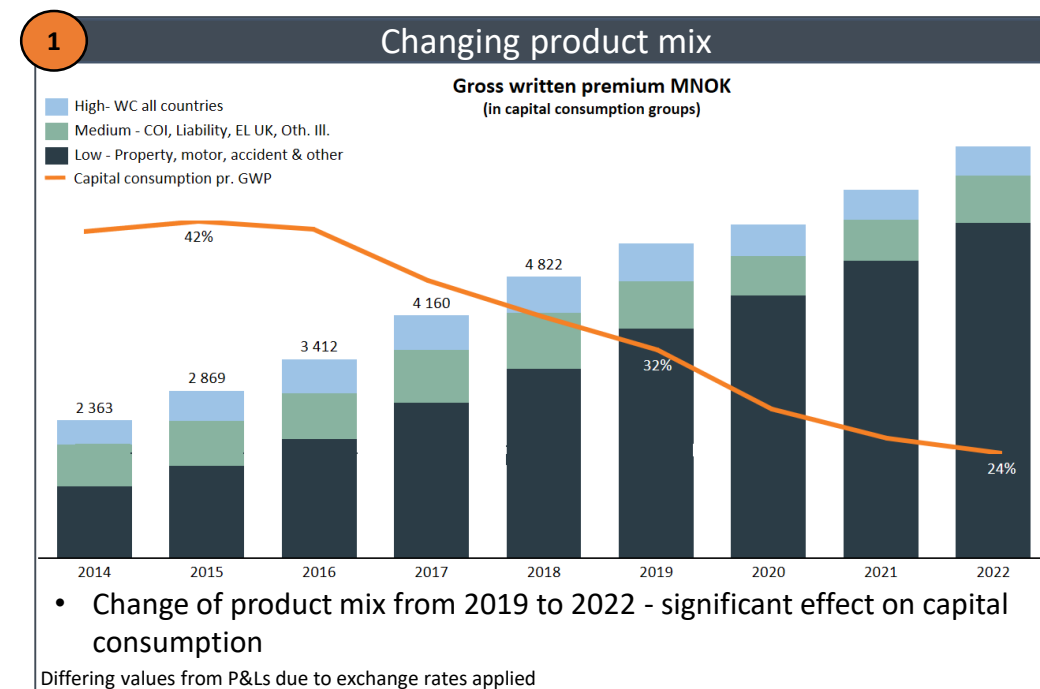


- 1 Insurance with high RoE's even at high combined ratios
- 2 Challenging with low credit spreads and all time high stock markets
- 3 Clearly an attractive capital allocation alternative if meeting hurdle
- 4 Other alternatives better

Capital allocation approach	<ul style="list-style-type: none"><li>• Determine minimum hurdle rate</li><li>• Calculate returns for all internal and external investment alternatives available, by return and risk</li><li>• Deploy capital in the most attractive alternatives above hurdle.</li><li>• Release underperforming capital</li></ul>
-----------------------------	--

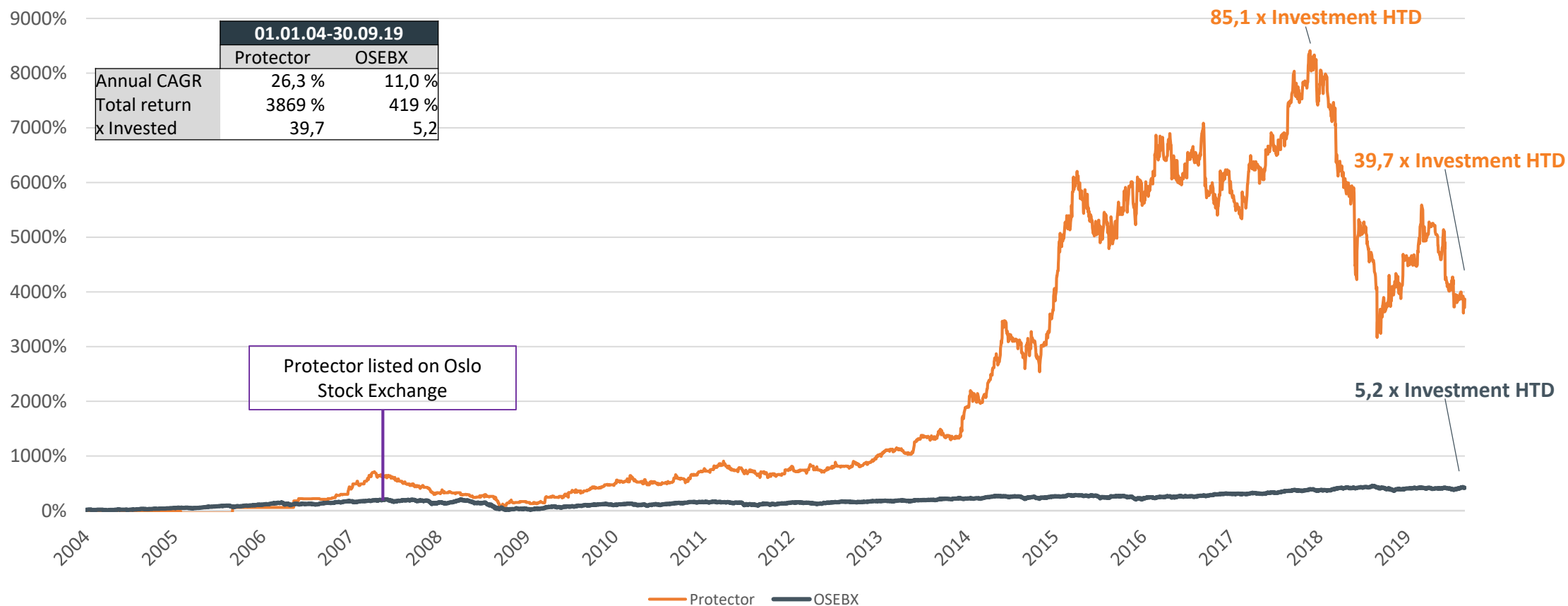
# Capital allocation alternatives – what have we done?

## Maximizing shareholder return

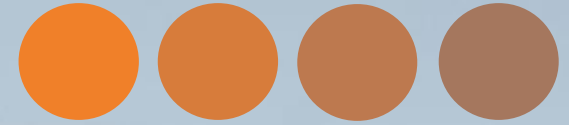
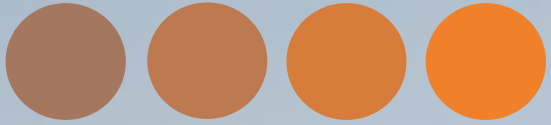


# Protector Stock price development

40 x invested return in 15 years







This is the real secret



## 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

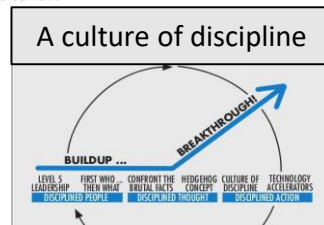


# Cultural development

Many tools and programs to develop our employees



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

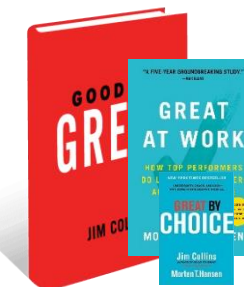


## Our DNA

Vision

The Challenger

Business Idea



Main targets

Cost and quality leadership

Profitable growth

Top 3

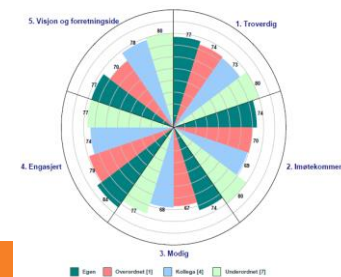
Values

Credible

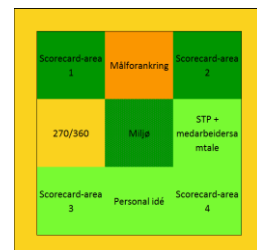
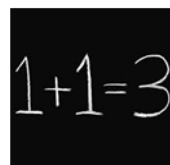
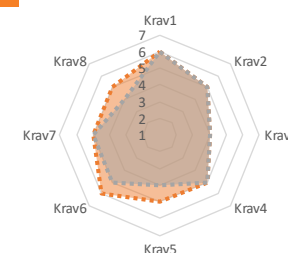
Open

Bold

Committed



Protector Profile



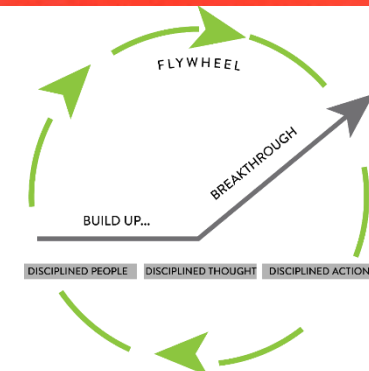
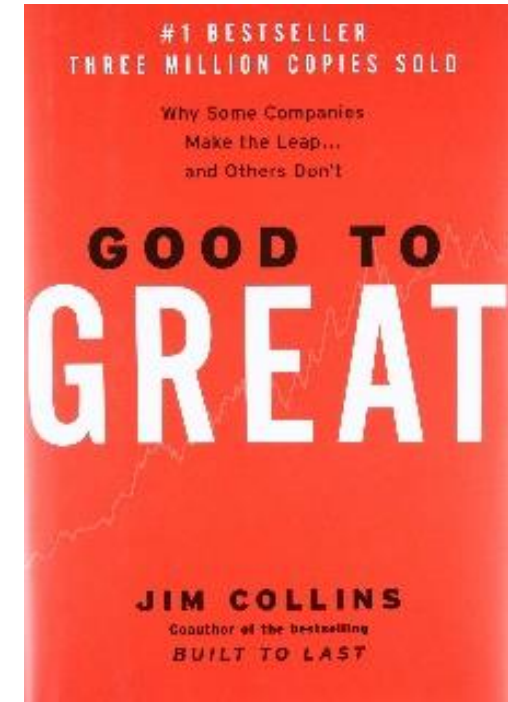
Medarb Qx 1x Leder Qx 1x

# From Good to Great – A book by Jim Collins

Introduced in Protector in 2009 – now required reading material for all employees



- Good to Great is **thorough, well-documented** and **fact-based**
- Foundation for understanding parts of our DNA and culture
- Book clubs w. discussions arranged with all employees
- A Culture of Discipline: disciplined people, disciplined thoughts, and leads to disciplined actions – a well understood saying in Protector
- In Protector, we live a value-based leadership - this is who we are...



**“Good is the enemy of great”**

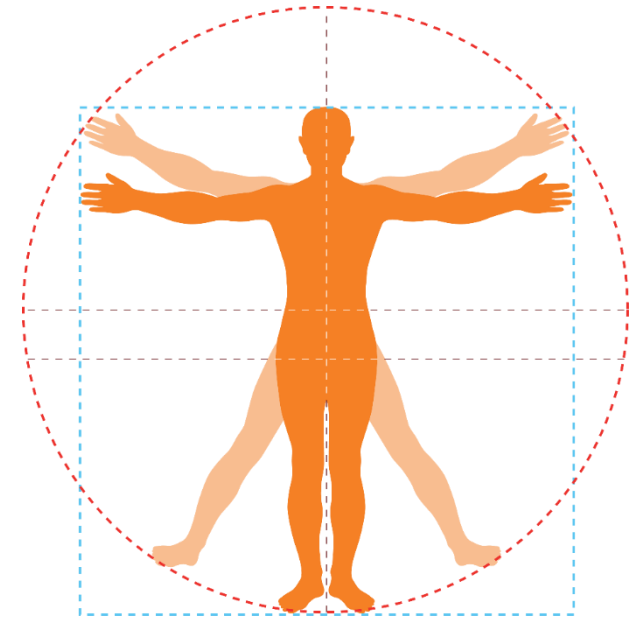


# Protector Profile – development tool

## Defining most important competencies for each role



- 6-8 defined competencies per role for employees and managers
- Three competencies are the same across all employee roles:
  - Communication
  - Structure
  - Team Player
- The Protector Manager Profile has four common competencies: Communication, Team Building, Implementation Force and Business Development.
- Additional 3-5 skills which are specifically selected for each role
- Evaluation against the definitions each year, follow-up through out the year (in quarterly STPs)



Competency	Level 1	Level 3	Level 5	Level 7
<b>COMMUNICATION</b> <i>example</i>	<ul style="list-style-type: none"><li>• Basic communication skills with some understanding of customers needs.</li><li>• Shows little signs of displaying confidence and empathy with the client .</li></ul>	<ul style="list-style-type: none"><li>• Adequate communication skills</li><li>• Emerging confidence in dealing with customers. Development still required</li></ul>	<ul style="list-style-type: none"><li>• Good communication skills evidenced with trusted relationships.</li><li>• Consistently accurate and maintains good working relationships with all</li></ul>	<ul style="list-style-type: none"><li>• Exceptional communication skills,</li><li>• Demonstrates mastery and confidence which clearly excel what is needed.</li><li>• Unrivalled level of accuracy</li><li>• Effectively articulate the DNA.</li></ul>

# Protector University

## Our (e-)learning tool for development of competency and performance

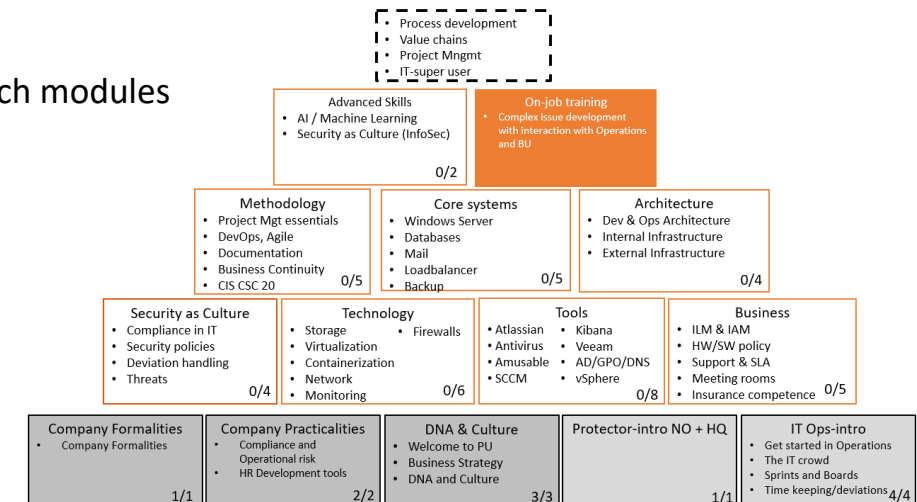
- Support deliberate practice for key skills to succeed in different roles in Protector - Development of **new employees**, continuous development of **senior employees**; feedback and evaluation
- Approx. **700 modules** in five different languages available through the Portal - Focus 2019: **Quality**
- Well defined learning objectives in all modules, interesting education methods, value based content, QUIZ etc.
- Campus in use by all employees in Protector, and some external partners
  - Speak the same language and obtain the same competencies
- **42 competence pyramids** customized for each role in Protector, sets guidelines for which modules to produce and which employees that shall receive what training



- Next step: Further develop understanding of what we mean by «On-job training» and implement **learning loop**– to release our full potential



*Recruit, **Develop** and Retain the Right people*



# Great @ Work

## Protector's 7th management program



Management programs in Protector are internally managed with external inputs

- Three main objectives (in addition to basic leadership skills)
  - Make leaders stepping forward in their role
  - Make teams stronger than sum of individuals
  - Train employees to live the DNA of our company
- As every management program in Protector it lasts for 18 months w. 6 months intermission
  - Enables us to enroll and educate leaders on a bi-annual basis
- Protector has a long history of management programs – quality increasing

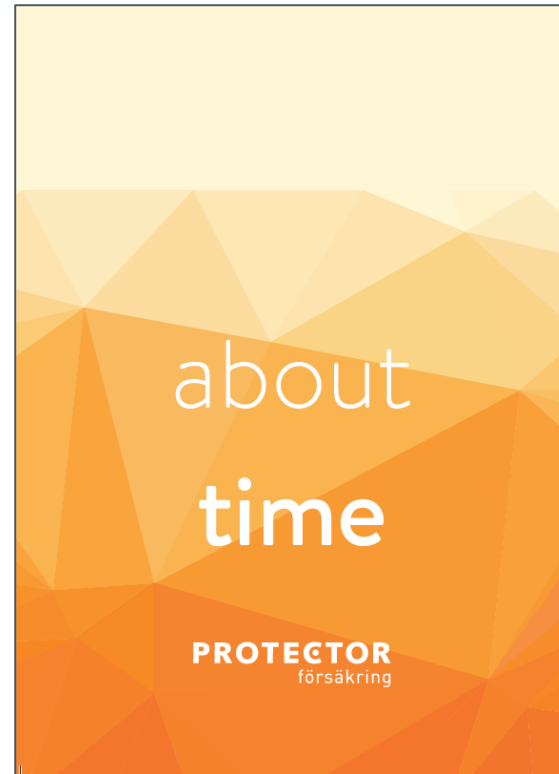


### Great @ Work seasonal themes

- University
- Great @ Works meets good to great
- F@lcon (claims handling project)
- IT as an @ccelerator
- ++ relevant topics that emerge

# Never compromise on our DNA (TIME)

So much more than just a pretty book



step forward

lead by example

and re-establish  
profitability

# Value creation in the long run

## What's your call?



- Growing from 0 to 5 bnNOK in premiums and building a significant float
- HTD Combined ratio 94 %
- World leading cost %
- Quality leader in Scandinavia & UK
- HTD Investment return higher than peers
  - The value of float significantly lower than in the 80s
- HTD ~26 % annual share price development w. dividends reinvested
- HTD Average ROE 16 %
- Competitive position will improve, with actions taken





# Culture as a crucial part of success

Santangel's Investor Forum, New York  
6<sup>th</sup> November 2019

## Q&A

**PROTECTOR**  
insurance





# Disclaimer



This presentation and the information contained herein have been prepared by and is the sole responsibility of Protector Forsikring ASA (the "Company"). Such information is being provided to you solely for your information and may not be reproduced, retransmitted, further distributed to any other person or published, in whole or in part, for any purpose. Failure to comply with this restriction may constitute a violation of applicable securities laws. The information and opinions presented herein are based on general information gathered at the time of writing and are therefore subject to change without notice. The Company assumes no obligations to update or correct any of the information set out herein.

These materials may contain statements about future events and expectations that are forward-looking statements. Any statement in these materials that is not a statement of historical fact including, without limitation, those regarding the Company's financial position, business strategy, plans and objectives of management for future operations is a forward-looking statement that involves known and unknown risks, uncertainties and other factors which may cause our actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. The Company assumes no obligations to update the forward-looking statements contained herein to reflect actual results, changes in assumptions or changes in factors affecting these statements.

This presentation does not constitute or form part of, and is not prepared or made in connection with, an offer or invitation to sell, or any solicitation of any offer to subscribe for or purchase any securities and nothing contained herein shall form the basis of any contract or commitment whatsoever. No reliance may be placed for any purposes whatsoever on the information contained in this presentation or on its completeness, accuracy or fairness. The information in this presentation is subject to verification, completion and change. The contents of this presentation have not been independently verified. While the Company relies on information obtained from sources believed to be reliable, it does not guarantee its accuracy or completeness. Accordingly, no representation or warranty, express or implied, is made or given by or on behalf of the Company or any of its owners, directors, officers or employees or any other person as to the accuracy, completeness or fairness of the information or opinions contained in this presentation. None of the Company, its affiliates or any of their respective advisors or representatives or any other person shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with the presentation. The Company's securities have not been and will not be registered under the US Securities Act of 1933, as amended (the "US Securities Act"), and are offered and sold only outside the United States in accordance with an exemption from registration provided by Regulation S of the US Securities Act.

This presentation should not form the basis of any investment decision. Investors and prospective investors in securities of any issuer mentioned herein are required to make their own independent investigation and appraisal of the business and financial condition of such company and the nature of the securities. Any decision to purchase securities in the context of a proposed offering of securities, if any, should be made solely on the basis of information contained in any offering documents published in relation to such an offering. For further information about the Company, reference is made public disclosures made by the Company, such as filings made with the Oslo Stock Exchange, periodic reports and other materials available on the Company's web pages.



## Appendix

(will not be presented, pre-read purposes only)

## Long term financial objectives



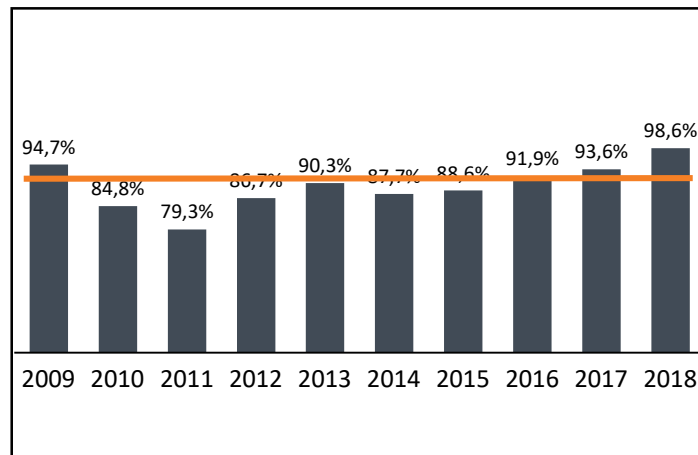
# Long term financial objectives

## New targets decided in Board meeting 31.01.2019

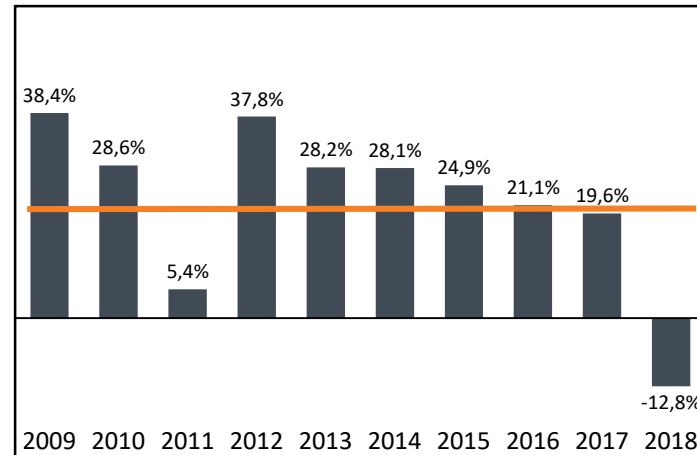


	Old	New
• Net Combined Ratio	92 %	94 %
• Solvency II Capital ratio	> 150 %	> 150 %
• Return on Equity (excl. COI)	> 20 %	> 20 %
• GWP growth rate	15 %	10-15 %

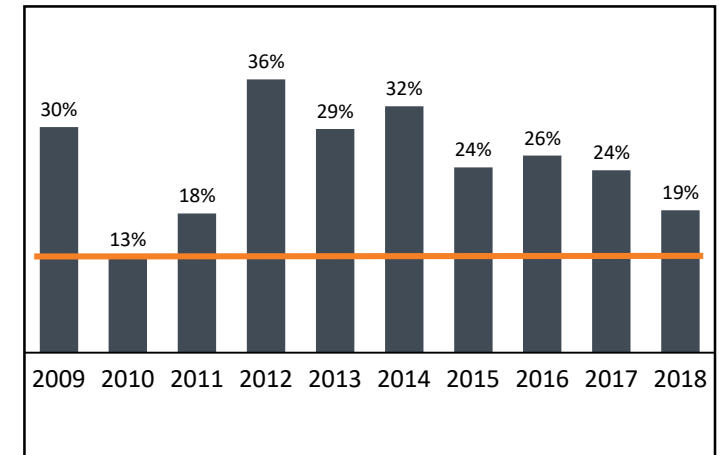
Net Combined Ratio



Return on Equity (incl. COI)\*



GWP Growth



\*Return on Solvency Capital until 2016 when reflecting changes in accounting principles from Jan. 1<sup>st</sup> 2016 where Shareholder's Equity includes security provisions

\*\*Annualized

## Nordic segments – Commercial & Public

2004



39%

2011



36%

2012



22%

2016



3%

Exit COI 2021 (2026)





# Commercial sector

73 % of Nordic revenues



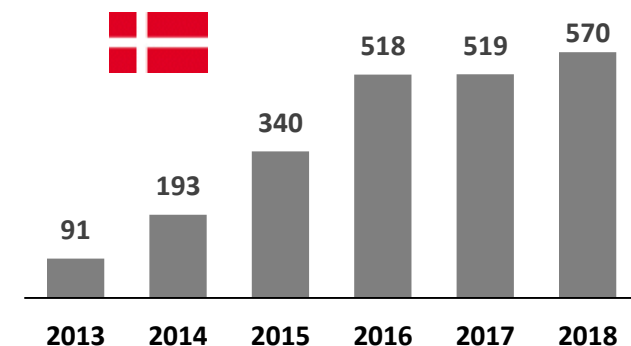
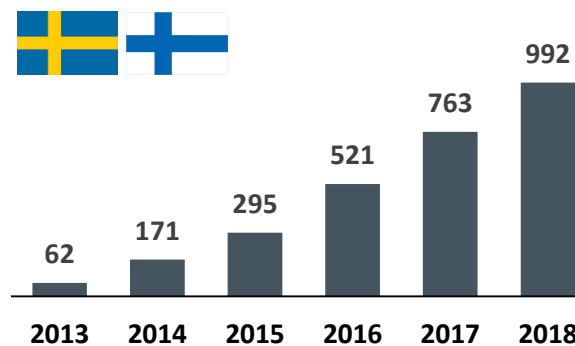
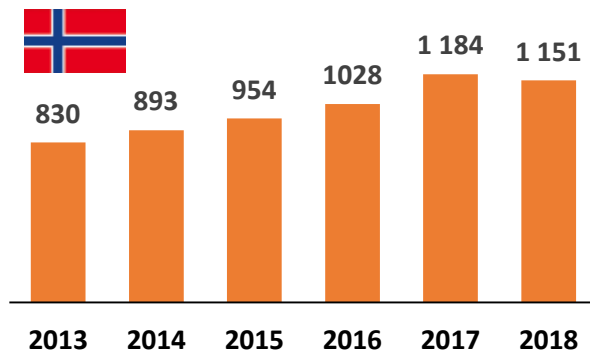
## Summary

- Corporate clients minimum size NOK 0.2m
- Standardized products; Workers Compensation, Group Life, Other Insurance, Accident, Health , Property, Motor, Liability & Cargo
- Similar underwriting process in all countries; securing efficiency and quality in decision-making
- Underwriters, risk-engineers, Key Account Managers and management present in underwriting meetings

## Market drivers

- Cost and quality leadership
- Protector's market appetite in Nordics is > NOK 15bn
- Market dominated by a few large players in each market with approximately 75% of the market

## Revenue development per country – GWP (MNOK)



# Public sector

## 27 % of Nordic revenues



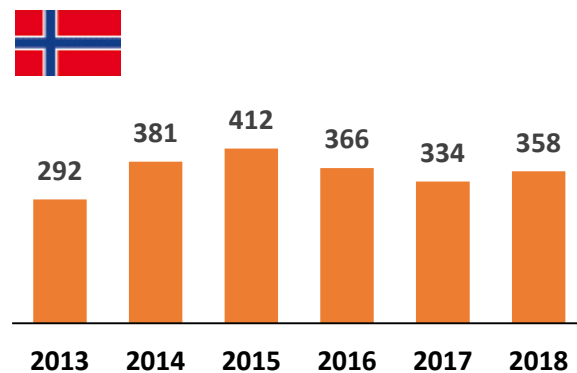
### Summary

- Protector is the market leader in the Nordics
- Insuring more than 600 municipalities
  - 280 Norwegian, 240 Swedish and 80 Danish clients
- Protector quotes all tenders and all product lines
- Underwriting in the Nordics centralized from Oslo
- Service and claims handling locally

### Market drivers

- Few players and tough market conditions
- Tender processes are governed by public procurement regulation
- Avg. tender evaluation criteria 30% quality and 70% price
- Nordic market appetite is more than NOK 2bn

### Revenue development per country – GWP (MNOK)



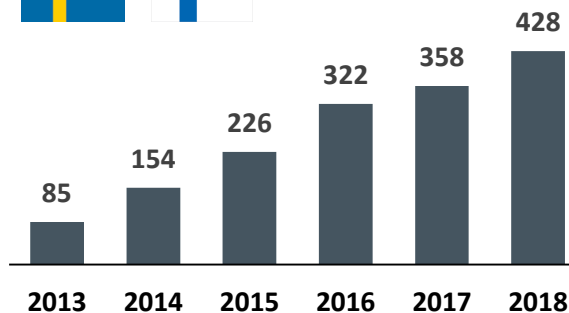
Bærum



Tromsø



Trondheim



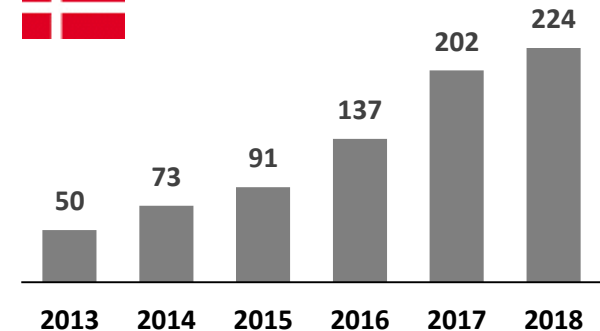
Malmö



Göteborg



Lund



København



Aarhus



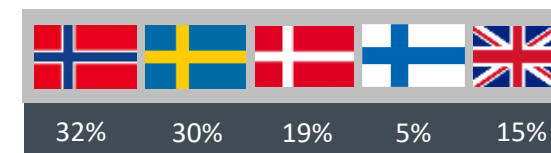
Helsinki

## Product mix & Prudent reserves

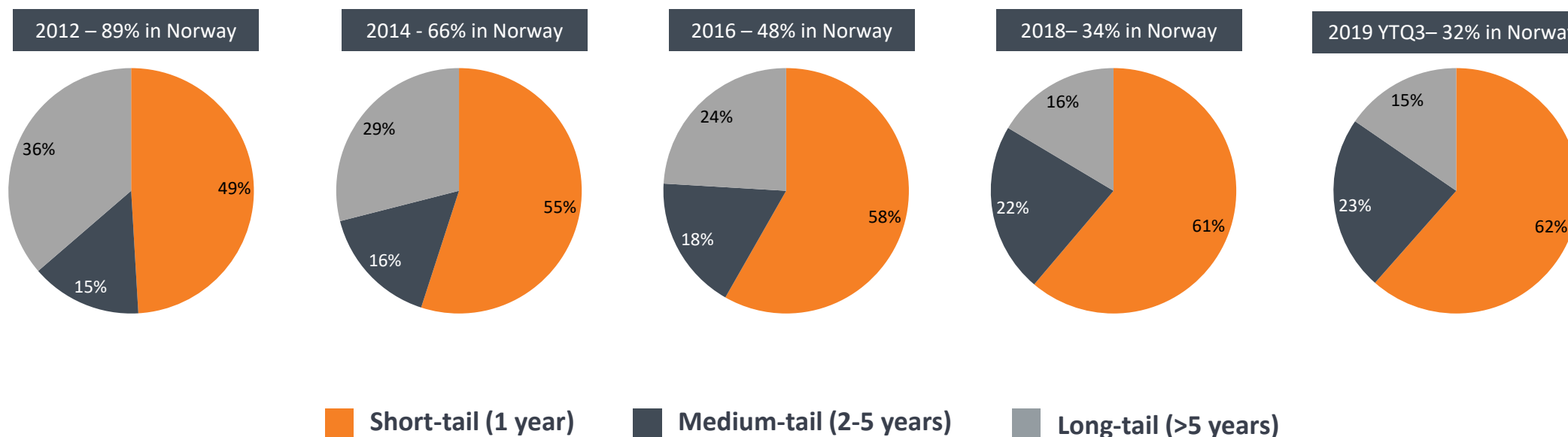


# Reduced Risk Profile

But increased CR volatility due to change of Property reinsurance structure

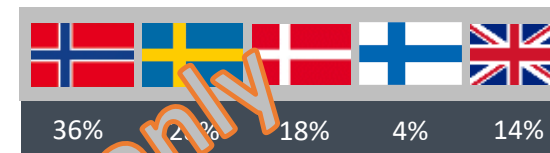


- Short tail from 49% in 2012 to 62% in 2019
- Geographical diversification increasing
- Changing Property reinsurance contract from Surplus to Risk XL with up to 100 MNOK in retention

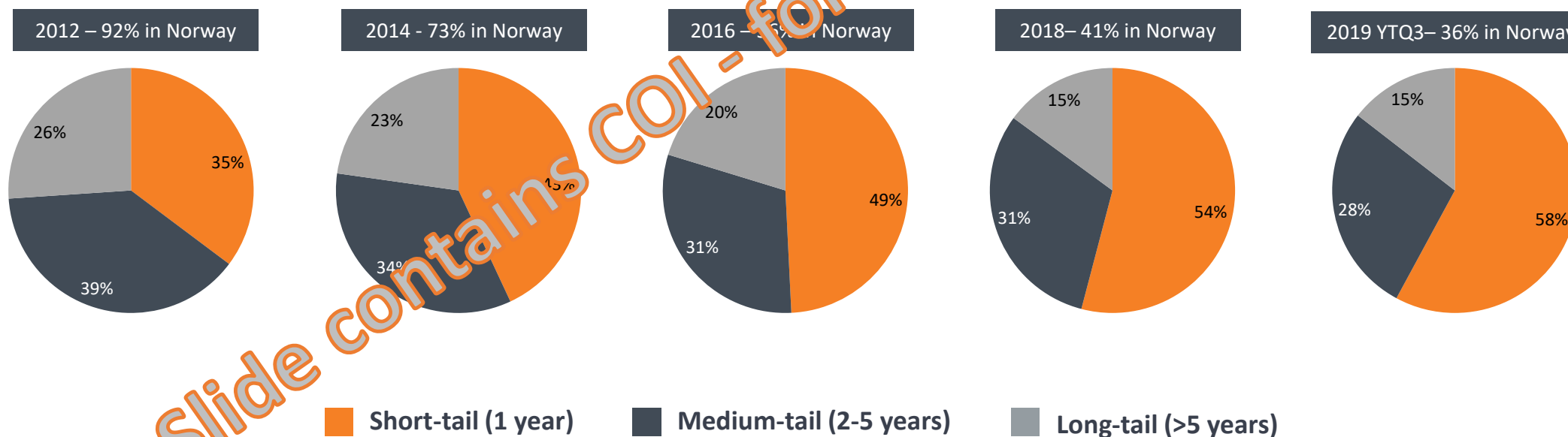


# Reduced Risk Profile

But increased CR volatility due to change of Property reinsurance structure



- Short tail from **35%** in 2012 to **58%** in 2019
- Geographical diversification increasing
- Changing Property reinsurance contract from Surplus to Risk XL with up to 100 MNOK in retention



# Reserve history

Prudent



- Protector does not expect run-off gains nor losses in our reserving
- Reserves are volatile in some products, but HTD Protector has run-off gains of ~190 MNOK
  - Property & Motor Large gains
  - COI Large losses
  - Long tail (Nor) Some gains

## Reserve outlook next 10 years

- COI exit, commercial portfolio moving towards 100%
- Some volatility should be expected, especially on a quarterly basis
- UK disciplined growth with 80 % short tail and more reinsurance protection



## Balance sheet & shareholder information



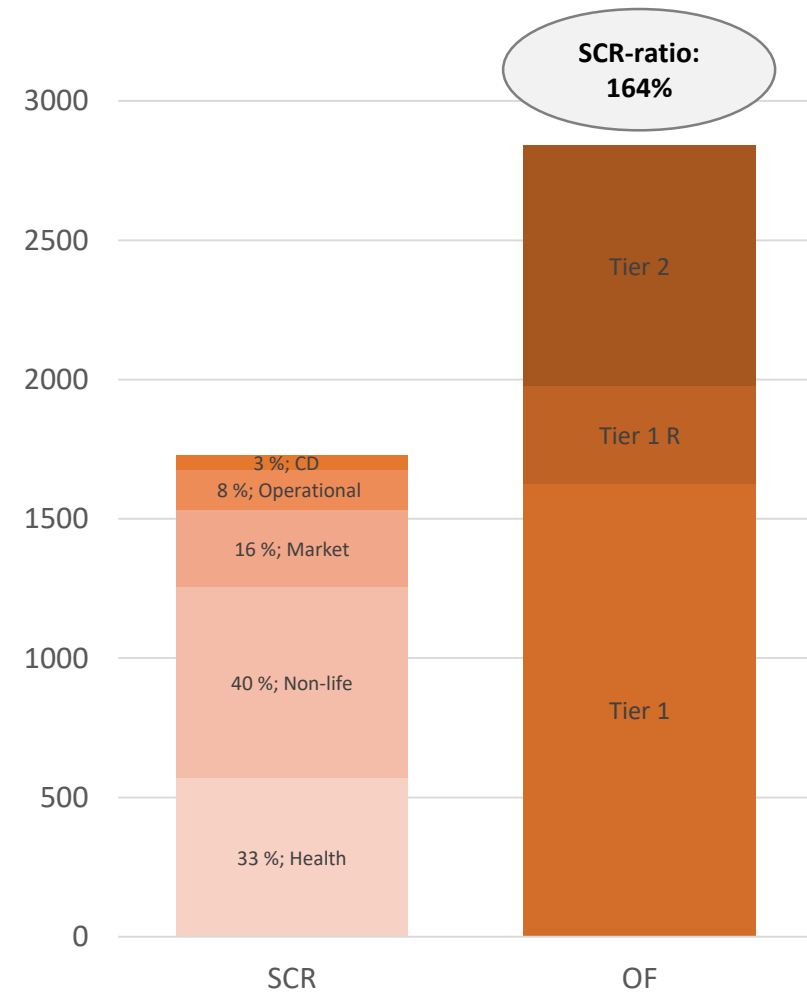
# Balance sheet Q3 2019

Very Strong – SCR 164%



- SCR coverage ratio 175% pr. 31.12
- SCR fully covered by Tier 1 capital only
- Full Tier 2 utilization; some Tier 1 restricted capacity
- Solvency based reinsurance solution also in place

SCR-ratio composition



# Shareholder's matters

Per 30.09.2019



SHAREHOLDER NAME	# SHARES	%
STENSHAGEN INVEST AS	7 126 353	8,27 %
AWILHELMSSEN CAPITAL HOLDINGS AS	6 535 816	7,59 %
CITIBANK EUROPE PLC	4 616 123	5,36 %
ODIN NORDEN	4 433 850	5,15 %
PROTECTOR FORSIKRING ASA	4 393 679	5,10 %
HVALER INVEST AS*	3 186 809	3,70 %
OJADA AS	2 060 842	2,39 %
SWEDBANK ROBUR SMABOLAGSFOND	2 020 266	2,34 %
VERDIPAPIRFONDET ALFRED BERG GAMBA	2 000 000	2,32 %
ARTEL AS	1 800 000	2,09 %
PERSHING LLC	1 557 085	1,81 %
UBS AG	1 469 900	1,71 %
UTMOST PANEUROPE DAC - GP11940006	1 410 000	1,64 %
SWEDBANK ROBUR NORDENFON	1 350 000	1,57 %
JOHAN VINJE AS	1 187 841	1,38 %
HANDELSBANKEN NORDISKA SMABOLAG	1 142 868	1,33 %
VERDIPAPIRFONDET PARETO INVESTMENT	1 096 000	1,27 %
CLEARSTREAM BANKING S.A.	1 045 417	1,21 %
DYVI INVEST AS	1 040 933	1,21 %
NORE-INVEST AS	1 030 637	1,20 %
20 LARGEST	50 504 419	58,62 %
OTHER	35 651 186	41,38 %
TOTAL SHARES	86 155 605	100,00 %

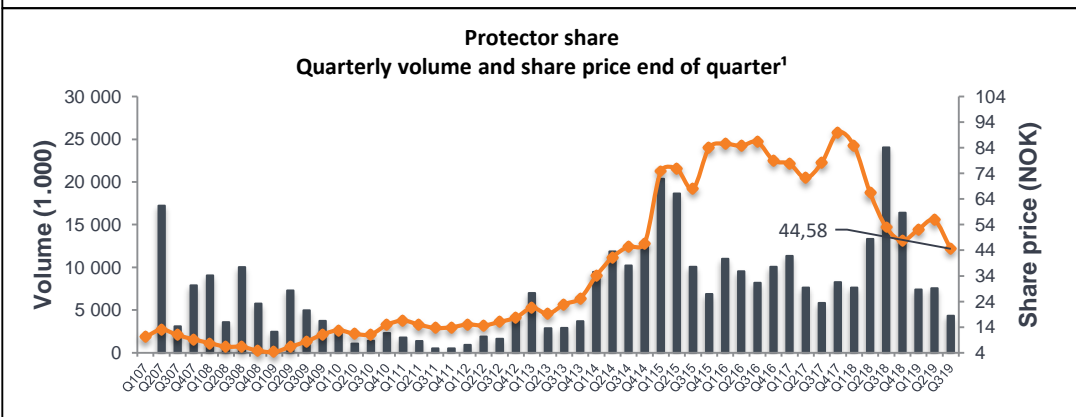
\*CEO Sverre Bjerkeli

## Related parties shareholding

- Management's direct and indirect shareholding totals 3,7m shares or 4% of current outstanding shares
- Board members directly own a total of 8,1m shares or 9 % of current outstanding shares.

## Notification of trades; Primary insiders

- Dag Marius Nereng, Chief Investment Officer, acquires 2000 shares (102 000 in total)
- Henrik Høye, Country Manager UK & Dir. Comm. & Publ. lines, acquires 2000 shares (20 100 in total)
- Anders Palm, Executive assistant & IR, acquires 8 028 shares (10 749 in total)
- Line Engelmann-Kokkim, Employee representative in the board, acquires 202 shares (700 in total)



<sup>1</sup> Share price adjusted for dividends, no reinvestment of dividends  
Data pr. 30.09.2019

# Capital Allocation



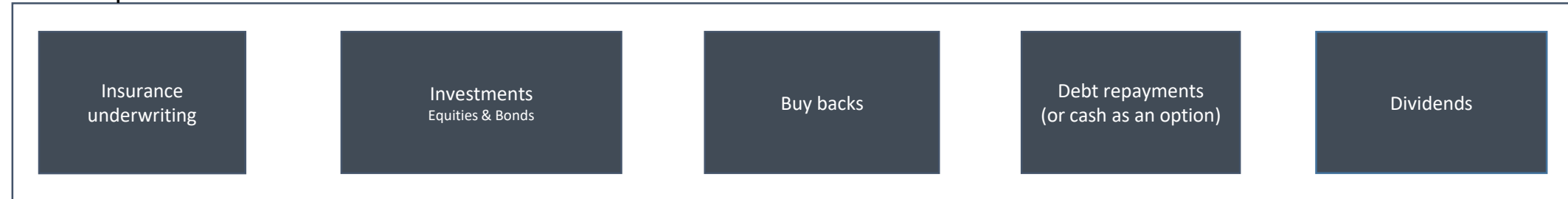


# Capital allocation alternatives

Goal to maximize shareholder return



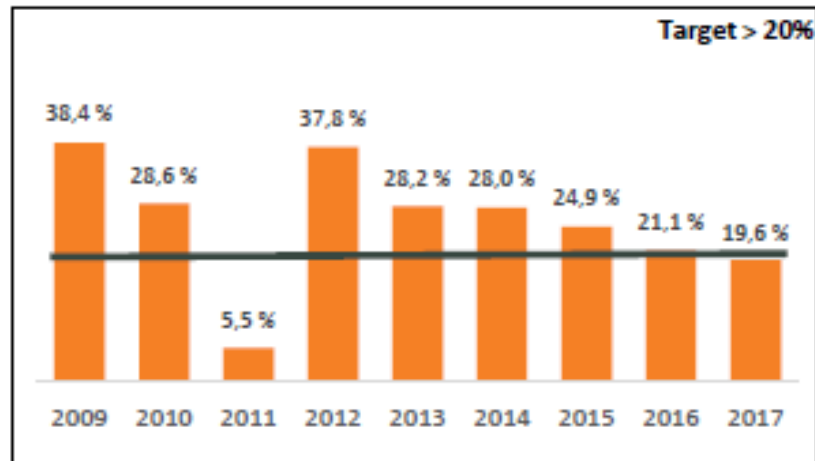
## Main capital allocation alternatives



Capital allocation approach	<ol style="list-style-type: none"><li>1. Determine minimum hurdle rate</li><li>2. Calculate returns for all internal and external investment alternatives available, by return and risk</li><li>3. Deploy capital in the most attractive alternatives above hurdle.</li><li>4. Release underperforming capital</li></ol>
-----------------------------	--

# 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 ROE	10%	12%	14%	15,1%	18%	20%	22%	24%
	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



Insurance  
underwriting

Investments  
Equities & Bonds

Buy backs

Debt repayments  
(or cash as an option)

Dividends

**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%
-----	------

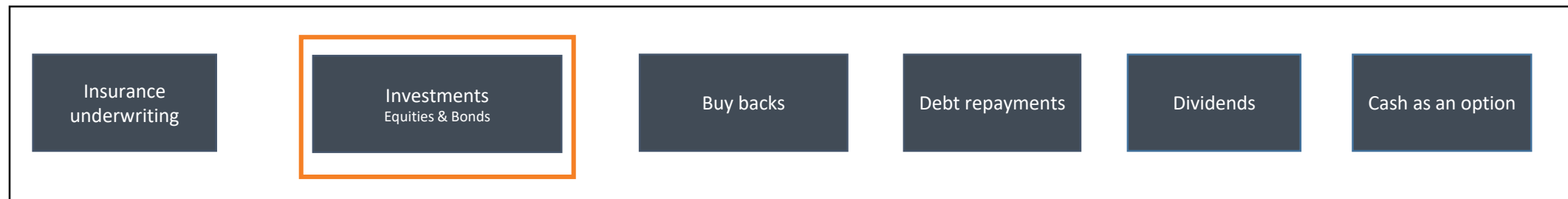
- We target SCR ratio >150% in «normal» times (e.g. rating considerations)
- Hence actual capital consumption is 1,5\*SCR

		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

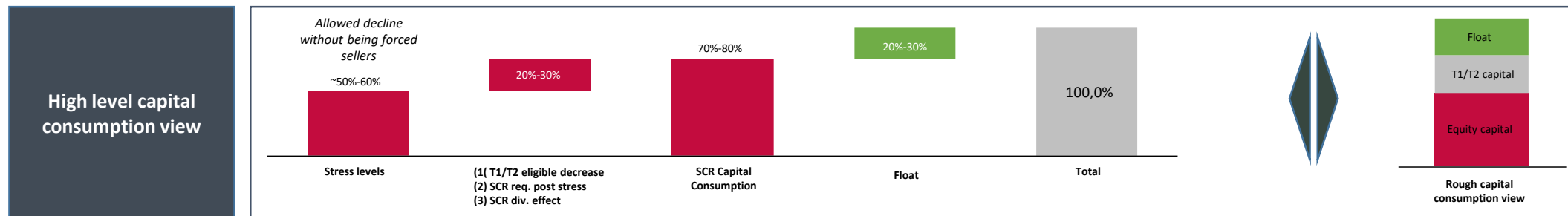
Challenging with low credit spreads and all time high stock markets



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



**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

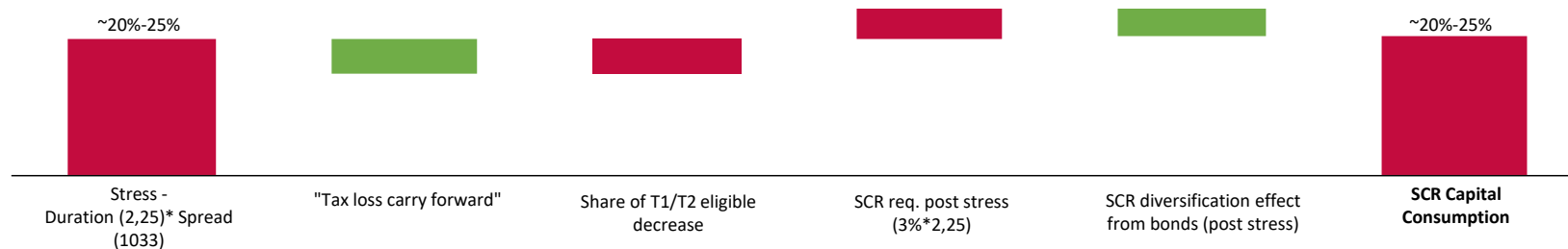
Safety margin

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

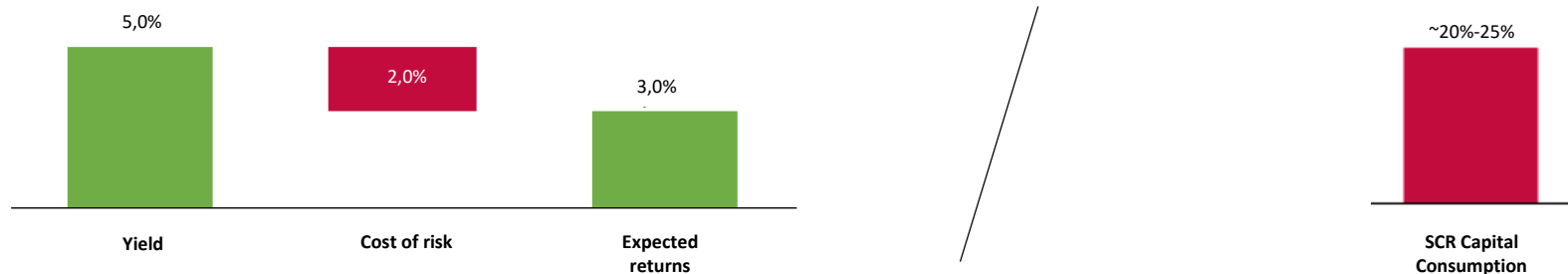
# Bonds – Capital consumption and RoSC

Can reach RoE target with materially lower capital consumption

## Capital consumption (Short BB bond example)



## RoSC calculation



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 – 24<sup>th</sup> July 2018

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

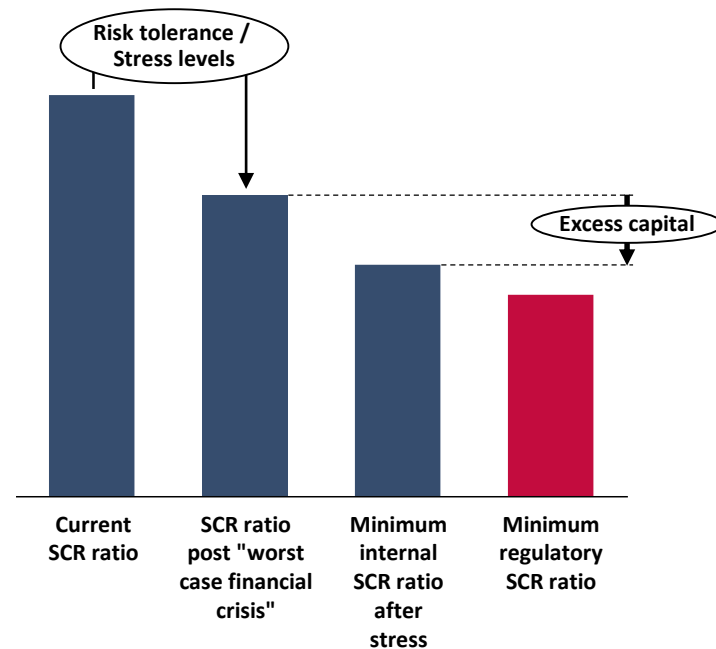
Other alternatives better

## 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

# Investment strategy



# Protector's financial underwriting method

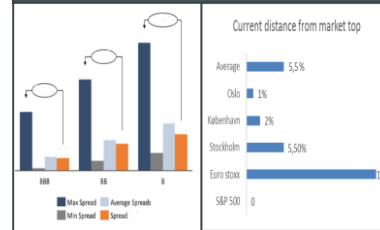
## Continuous process improvements



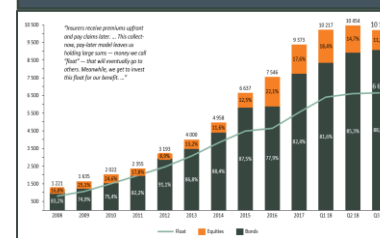
### Protector's analysis process

- Stress test to ensure that we withstand the 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

### Stress test



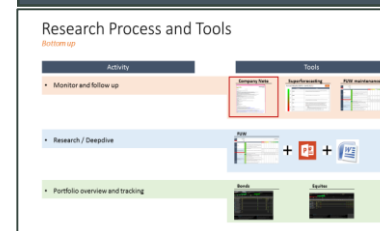
### Risk allocation



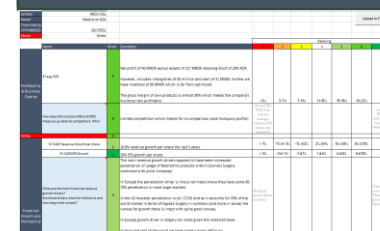
### New ideas and watchlist



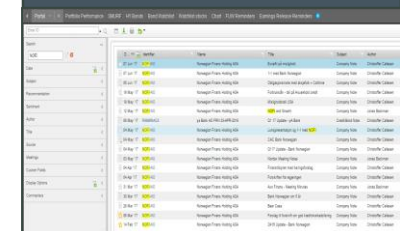
### Bottom-up analysis



### FUW



### Quarterly update



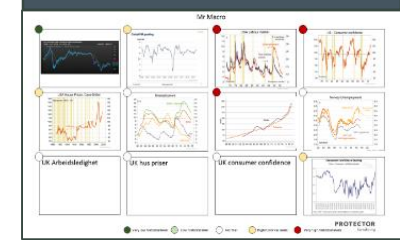
### Mrs. Bucket

Category	Current Val	Rating	Buy Date	Buy Price	Buy Date	Buy Price	Buy Date	Buy Price
Oslo Norway (Bank 2)	27.42	A to AA	6/16	1.16	6/16	1.16	6/16	1.16
Oslo Norway (Bank 4)	42.40	BBB to BB	6/16	1.16	6/16	1.16	6/16	1.16
Norwegian Banks	120-160	BBB to BB	6/16	1.16	6/16	1.16	6/16	1.16
European Banks	35-60	BBB to A	6/16	1.16	6/16	1.16	6/16	1.16
European Banks (European Banks)	35-60	BBB to A	6/16	1.16	6/16	1.16	6/16	1.16
European Banks	40-60	BBB to A	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	50-70	BBB to BB	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 4)	60-80	BBB to BB	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	115-145	BBB to BB	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 4)	150-180	BBB	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	120-150	BBB to BB	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 4)	300-320	BB to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	200-250	BB to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 4)	280-400	BB to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	200-300	B to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 4)	200-300	B to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	125-160	B to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 4)	400-700	B to BB+	6/16	1.16	6/16	1.16	6/16	1.16
Primeval/Prime (Bank 2)	400	B to BB+	6/16	1.16	6/16	1.16	6/16	1.16

### Market dashboard



### Macro dashboard



# Investment strategy – Equities

Target to beat market over time

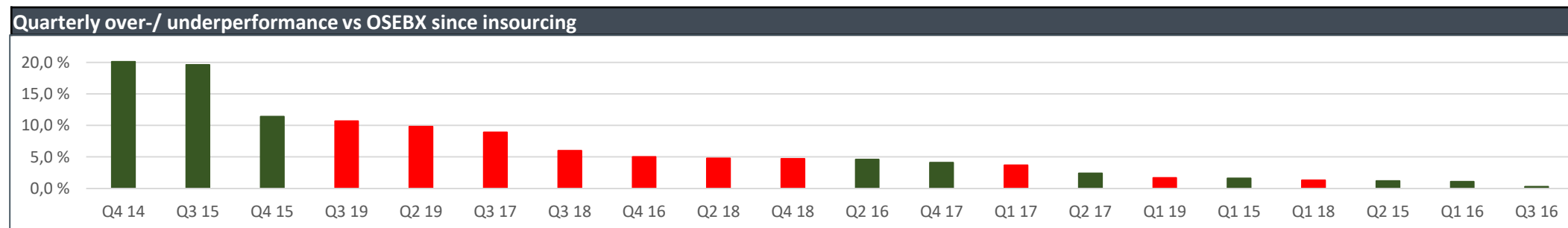
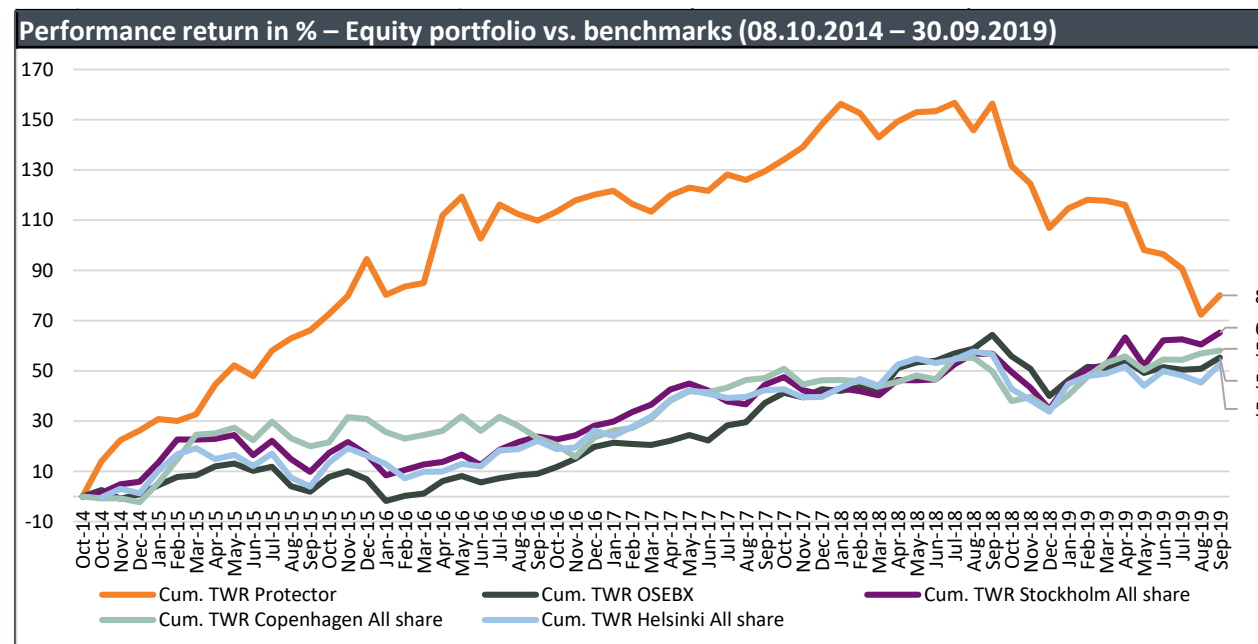
Horizon	<div><b>Protector</b></div> <ul style="list-style-type: none"><li>Long term ownership returns</li></ul> <div>"Do not buy a farm just because you expect a lot of rain this summer"</div>
Type of investments	<ul style="list-style-type: none"><li>Good long term ownership returns</li><li>Easy/predictable businesses</li></ul> <div>"There are no extra points for level of difficulty in investments"</div>
Hurdle rate and margin of safety	<ul style="list-style-type: none"><li>High</li><li>Low liquidity shares with added hurdle</li></ul>
Analysis	<ul style="list-style-type: none"><li>Fewer companies, deep analysis and contrarian variant perception</li></ul>
Intensity of competition	<ul style="list-style-type: none"><li>Low, preference for good companies but<ul style="list-style-type: none"><li>Overlooked/ignored</li><li>Unpopular/poor sentiment</li></ul></li></ul> <div>"How to win – pick easy competition"</div>
Focus	<ul style="list-style-type: none"><li>Continuous learnings and improvement of process</li><li>Long term results</li></ul>



# Equity portfolio statistics

## Volatility outside benchmark must be expected

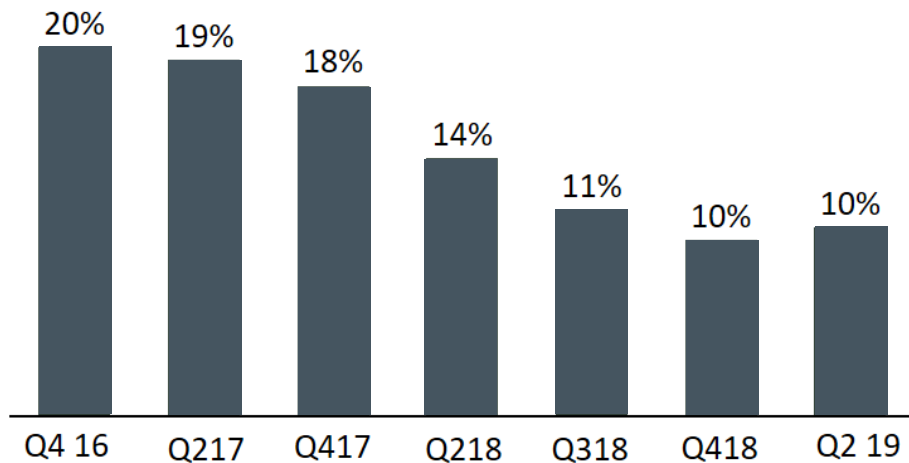
- 5<sup>th</sup> Quarter in a row behind benchmark
  - 8 quarters in a row above benchmark in Q4 14-Q3 16
- Intrinsic value estimates reduced w. 1,5% in Q3 19
- Discount to estimated intrinsic value 49%
- Equity share 9,0% Q3 19, 10,3% in Q2 19
  - Portfolio of 12 companies



# Equity weight down

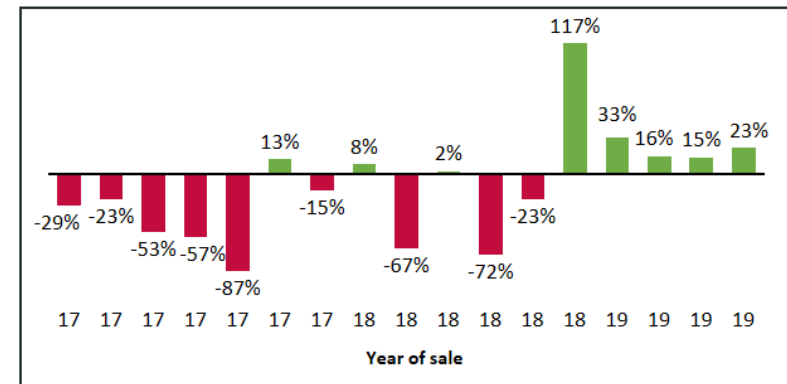
From 20% to 10%

## Weighting down portfolio, on poorer expected returns



## Equities - Sales decisions looks good so far

### Performance per security since sale date



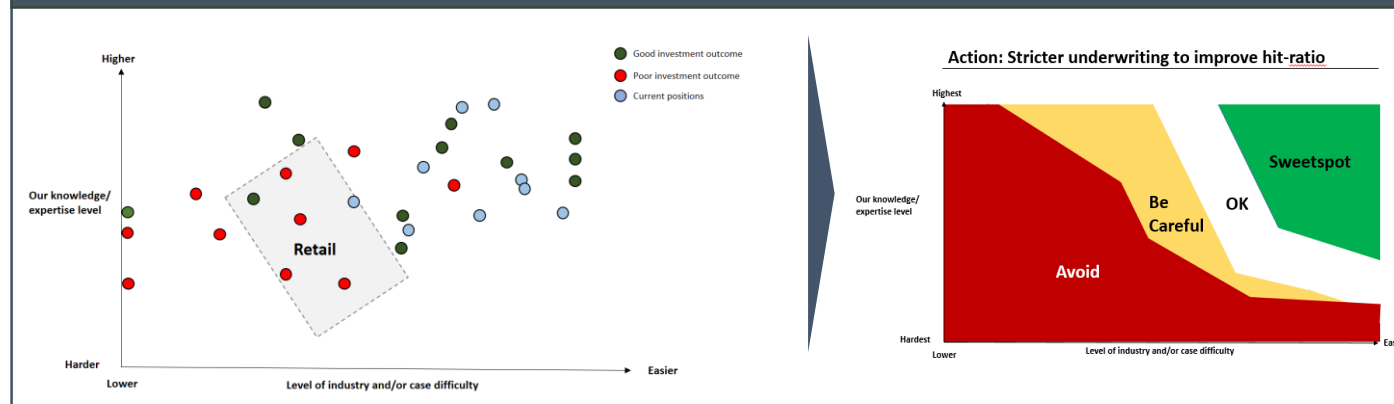
*Migration – Avoid downside of «High growth, margin and multiple»*

Based on low expected return

# Learnings and strategic migration

## Focus on the sweet spots

### Lower level of difficulty to increase hit-ratio



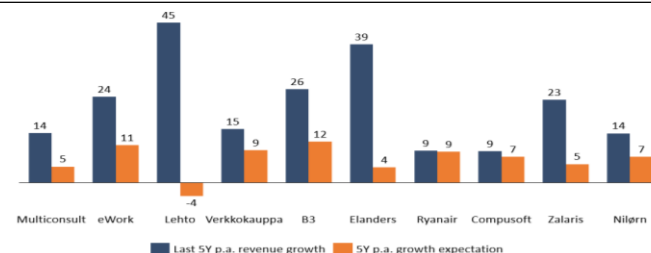
### Lower level of difficulty to increase hit-ratio

#### Actions and key learnings

- Hurdle rate increased from 13% to 16%
- Position sizing – more careful in respect of time of ownership/ following
- Be careful underwriting high future growth
- Portfolio turnover – follow up, should decrease
- Build larger watchlist of «sweetspot» companies
- Stricter underwriting on level of difficulty/expertise
  - High customer retention key
  - Predictable demand (e.g. consumption based)
  - No/limited product risk
  - Historical strong and stable results
    - Long history
    - Long streaks of no EPS losses / low volatility in margins/ROIC
  - Competitive position
    - Monopoly, duopoly or oligopoly, localized markets, low marketshare volatility etc.

### More careful in underwriting high future growth – balanced return drivers

#### Last 5 year growth vs. future expectations



#### Illustrative return drivers (SMURF) – 2019 vs. 2017

	Sales	Margin	Utbytte	Repricing	Forventet
2017	12 %	1 %	2,8 %	-3,3 %	12,4 %
2019	5 %	7 %	6,5 %	5,5 %	24 %

# Investment strategy – Bonds

Target outperformance through lower cost of risk

## Peers

- Top down approach with limited bottom-up analysis and follow up
- Relative price attractiveness
  - Macro & sector trends
- Always fully invested
- Unselective – «50% hit ratio»

### Analysis

### Focus

### Protector focus areas

## Protector

- Bottom-up analysis (underwriting) and deep quarterly follow up
  - Bond market often slow to react to deteriorating fundamentals
- Absolute attractiveness of individual risk
  - Terms
  - Redundancy
  - Loss given default
  - Always willing to replace bond risk with equity risk
- Willingness to sit on the sidelines – must always outweigh risk
  - Structurally advantaged to take opportunity of periods of fund outflows
- Selective – «5% hit ratio»
- Permanent loss of capital and its avoidance
- Continuous development of process
- Capital consumption & return on risk capital
- Liquidity / ability to change our mind

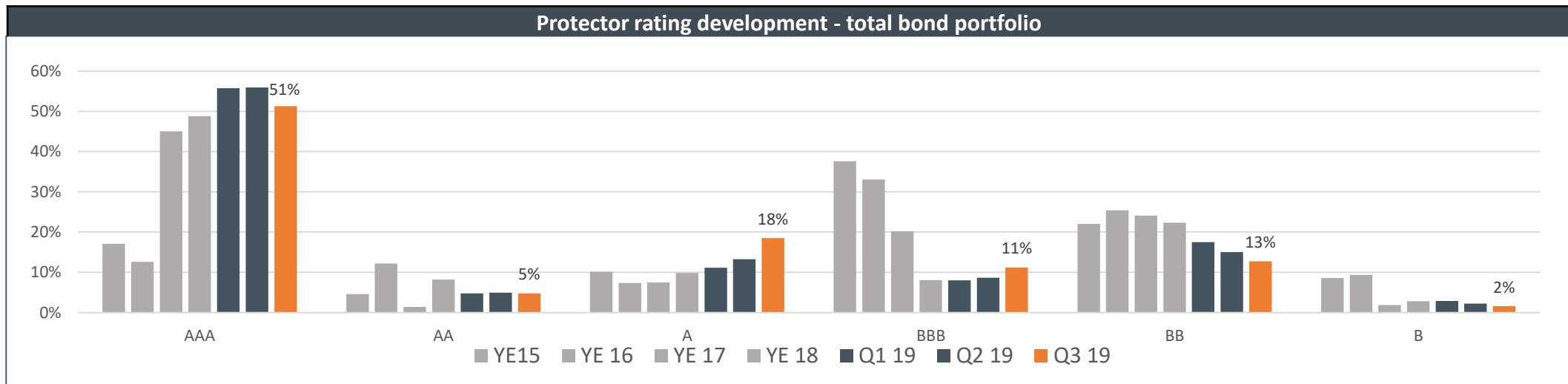
# Portfolio statistics bonds

## 3 years with reduced risk

Portfolio data	30.06.19	30.09.19
Size bond & cash eq. (NOK m)	9 694	10 045
Avg. ref. rate (NIBOR, STIBOR etc.)	1,0%	1,1%
Avg. spread/risk premium (bp)	97	95
Yield	2,0%	2,0%
Duration	0,4	0,4
Credit duration	2,3	2,0
Avg. rating	AA-	A+

<sup>1</sup> Average based on official rating (>65%) and Protector rating (<35%) & is based on linear rating (as usual). WARF methodology would give a lower rating.

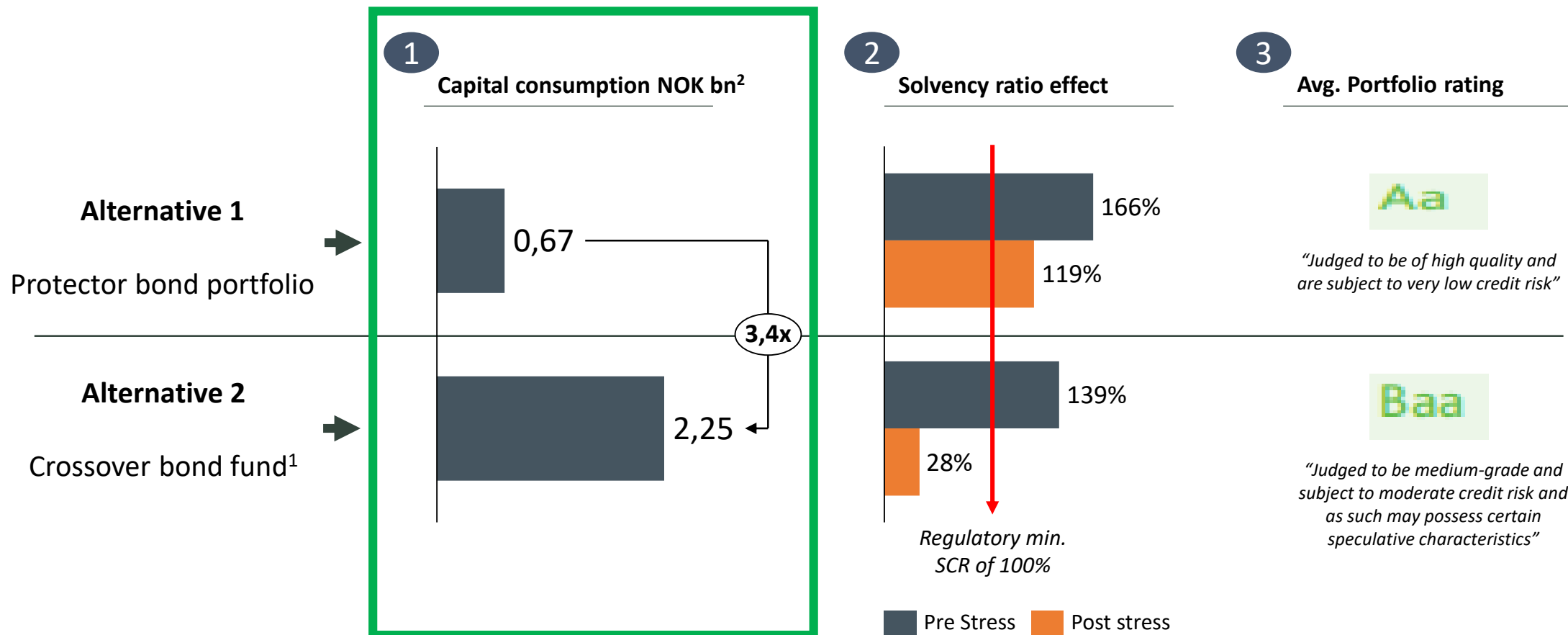
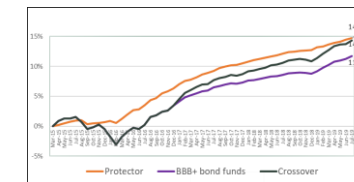
- Very strong performance relative to capital consumption
- Bond portfolio 91%
- Yield up to 2,04% at end Q3 2019 (1,95% in Q2)
  - Underlying ref. rate +11bp
- HY portfolio reduced further in Q3 2019



# Bond portfolio – capital consumption

1,6bn lower capital consumption on slightly lower expected return

Illustrative HTD return



HTD outperformance at lower risk and capital consumption

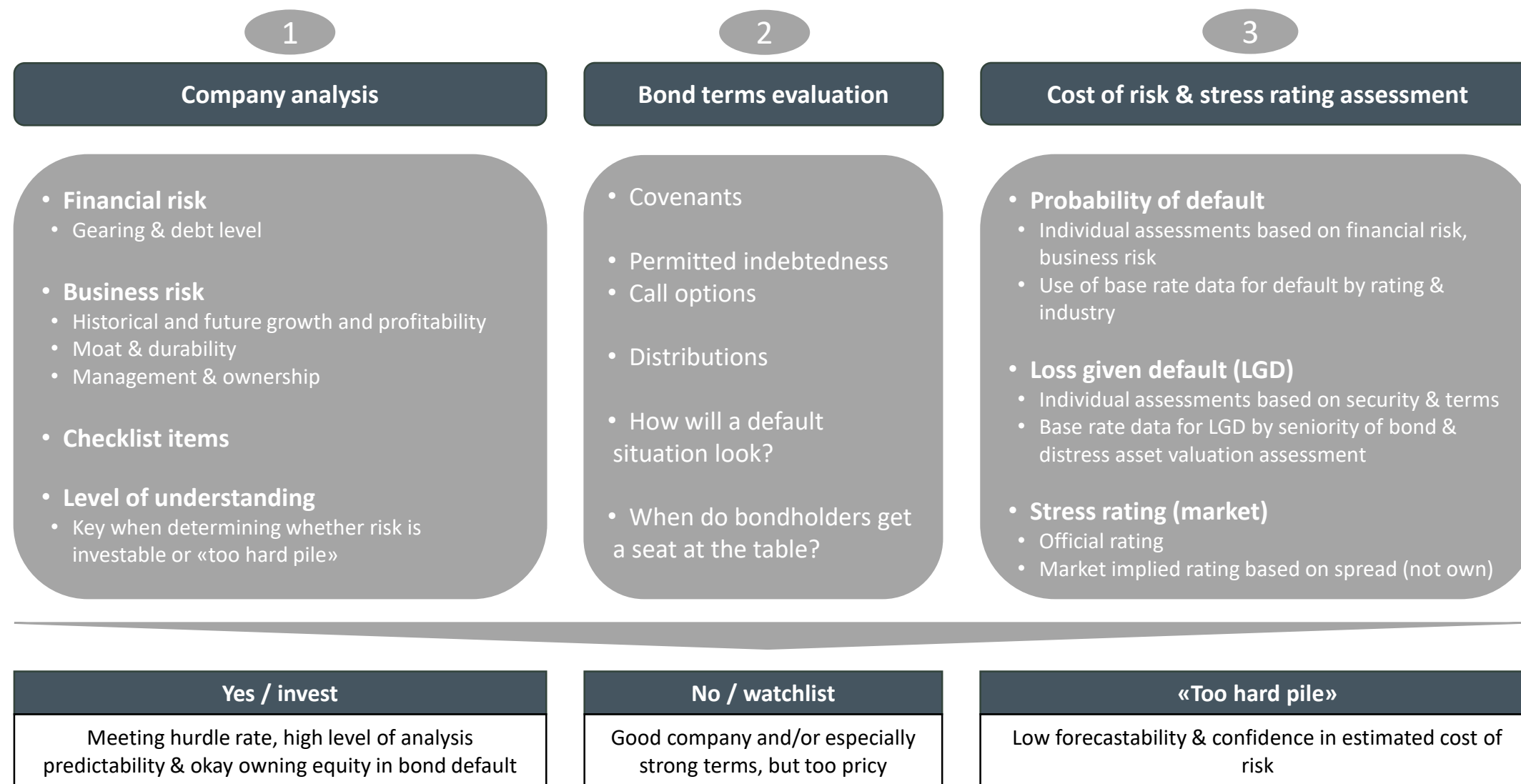
<sup>1</sup> Carnegie Corp. Bond Fund as proxy for crossover bond fund

<sup>2</sup> Capital consumed in stress = after tax loss + capital consumption under SII



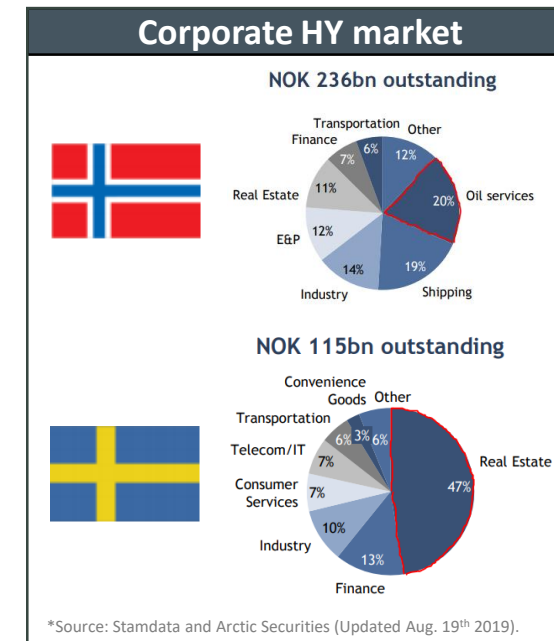
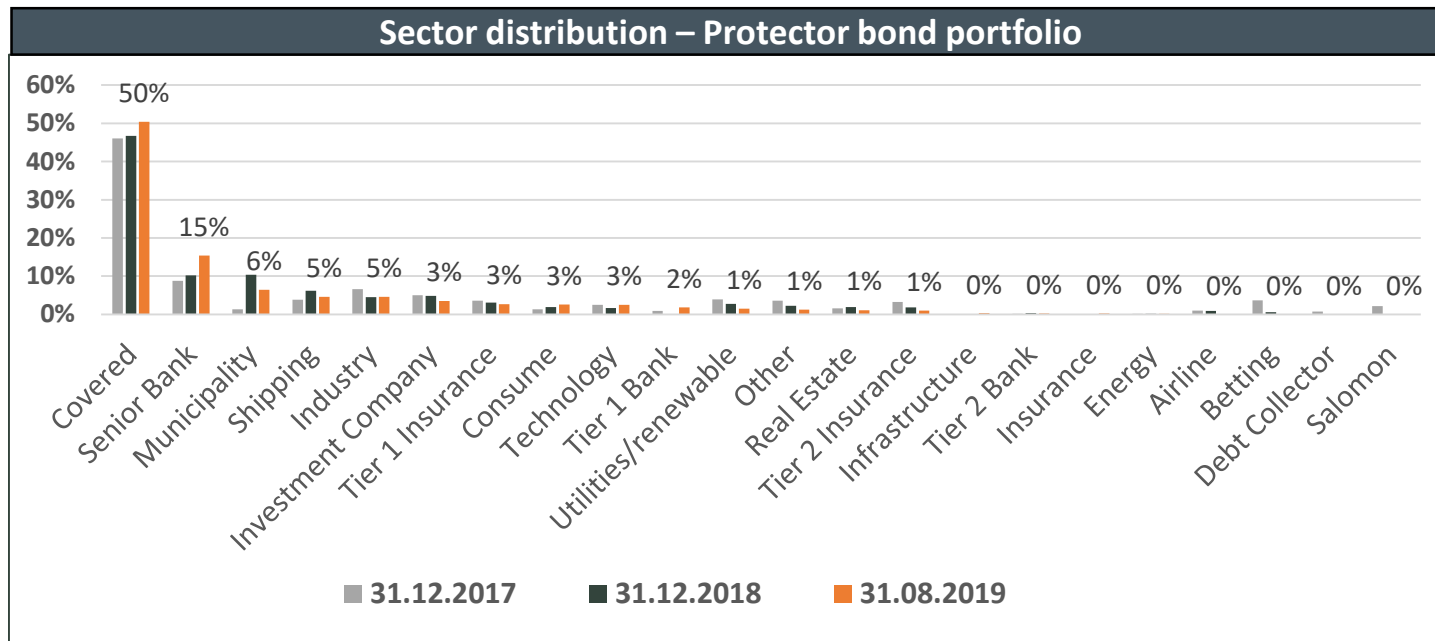
# Illustrative investment process HY bonds

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



# Bond portfolio - sector distribution analysis

No oil service, low oil (E&P) and very limited real estate



## Sector distribution comments

- Well diversified portfolio
- Move towards higher rated bonds in period 2015-2019
- Low exposure to oil and oil services sector vs 32% of HY bonds in Norway
- Very low exposure to real estate vs 47% of HY bonds in Sweden

## Highlights and P&L last 2 years



# Highlights Q3 2019

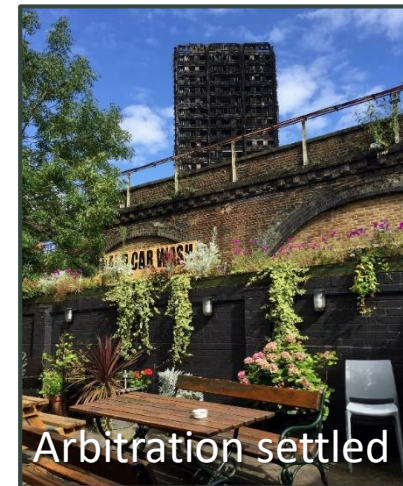
**17% growth, combined ratio 91,6%**



- GWP growth of 17% (16 % local currency)
- Net Combined ratio 91,6%
  - Run-off gains f.o.a amounted to 1,9% incl. Arbitration aftermath
- Profit before tax 54,1 MNOK
- Investment return -15,3 MNOK or -0,2%
- Solvency ratio of 164% (incl. COI)
- Poor profitability in Nordics - Price increases kicking in
- Strong UK development Q3 & YTD

## Guiding 2019 – unchanged from Q2 19

Net combined ratio	<b>100 %</b>
Volume growth	<b>18 %</b>



# Highlights Q3 2019 – incl. COI Norway

9% growth, combined ratio 92,1%



- GWP growth of 9% (8 % local currency)
- Net Combined ratio 92,1%
  - Run-off gains f.o.a amounted to 1,2% incl. Arbitration aftermath
- Profit before tax 18,6 MNOK
- Investment return -41,4 MNOK or -0,4%
- Solvency ratio of 164% (incl. COI)
- Poor profitability in Nordics - Price increases kicking in
- Strong UK development Q3 & YTD



Arbitration settled

# Profit & loss Q3 2019

17% growth, Combined Ratio 91,6%



	Q3 2019	Q3 2018	YTD 2019	YTD 2018	FY 2018	
Gross premiums written	732,4	624,3	4 551,6	3 811,0	4 286,1	16 % LCY growth, Price incr. YTD 10,3 %
Gross premiums earned	1 291,3	1 042,4	3 680,2	3 016,4	4 139,6	
Gross claims incurred	(1 139,0)	(937,1)	(3 360,8)	(2 697,6)	(3 859,3)	
Earned premiums, net of reinsurance	1 112,0	689,7	3 014,6	2 058,8	2 817,8	
Other insurance related income	2,2	9,5	8,6	13,6	25,5	
Claims incurred, net of reinsurance	(935,2)	(613,2)	(2 819,4)	(1 919,1)	(2 658,3)	
Sales cost	(53,7)	(55,4)	(168,2)	(156,2)	(205,6)	
Administration cost	(38,0)	(28,9)	(118,9)	(97,0)	(143,1)	
Commission from reinsurer	8,4	37,7	59,5	198,1	229,2	Solvency Reinsurance contract (SRI)
Other insurance related expenses	(11,6)	(10,8)	(18,6)	(18,1)	(20,2)	
<b>Technical result</b>	<b>84,2</b>	<b>28,6</b>	<b>(42,5)</b>	<b>80,0</b>	<b>45,3</b>	
Other income/costs	(14,7)	(12,5)	(42,1)	(37,0)	(49,4)	
Net financial income	(15,3)	35,5	34,1	122,1	(19,8)	-0,2 % return
<b>Profit before tax</b>	<b>54,1</b>	<b>51,7</b>	<b>(50,4)</b>	<b>165,2</b>	<b>(23,9)</b>	
Claims ratio, net of ceded business	84,1 %	88,9 %	93,5 %	93,2 %	94,3 %	
Expense ratio, net of ceded business	7,5 %	6,7 %	7,5 %	2,7 %	4,2 %	
<b>Combined ratio, net of ceded business</b>	<b>91,6 %</b>	<b>95,7 %</b>	<b>101,1 %</b>	<b>95,9 %</b>	<b>98,6 %</b>	Arbitration settled; 97,0% excl. GFT
Gross claims ratio	88,2 %	89,9 %	91,3 %	89,4 %	93,2 %	
Gross expense ratio	7,1 %	8,1 %	7,8 %	8,4 %	8,4 %	
<b>Gross combined ratio</b>	<b>95,3 %</b>	<b>98,0 %</b>	<b>99,1 %</b>	<b>97,8 %</b>	<b>101,7 %</b>	
Retention rate (premiums not ceded to Reinsurers)	86,1 %	66,2 %	81,9 %	68,3 %	68,1 %	Around 85 % going forward due to SRI



# Highlights Q2 2019

**32% growth, combined ratio 107,2% - 99,8% excl. Grenfell Tower**



- GWP growth of 32% (33 % local currency)
- Net Combined ratio 107,2%
  - Run-off losses f.o.a amounted to -9,7 %
- Profit before tax -116,9 MNOK
- Investment return -31,7 MNOK or -0,4%
- Solvency ratio of 164,0% (incl. COI)
- New Reinsurance solution in place for COI
  - 50 % quota share on reserves
- Arbitration panel decided against Protector's view, P&L effect of -75 MNOK
  - Commercial dialogue initiated with Reinsurance broker

## Guiding 2019 – old

Net combined ratio	96 %
Volume growth	14 %

## Guiding 2019 – changed

Net combined ratio	100 %
Volume growth	18 %

# Highlights Q2 2019

19% growth, combined ratio 104,0% - 97,0% excl. Grenfell Tower



- GWP growth of 19% (20 % local currency)
- Net Combined ratio 104,0%
  - Run-off losses f.o.a amounted to -9,0 %
- Profit before tax -127,8 MNOK
- Investment return -69,3 MNOK or -0,6%
- Solvency ratio of 164,0% (incl. COI)
- New Reinsurance solution in place for COI
  - 50 % quota share on reserves
- Arbitration panel decision against Protector's view, P&L effect of -75 MNOK
  - Commercial dispute initiated with Reinsurance broker

# Profit & loss Q2 2019

32% growth, Combined Ratio 107,2% - 99,8 % excl. Grenfell Tower



in millions	Q2 2019	Q2 2018	H1 2019	H1 2018	FY 2018	
Gross premiums written	1 105,9	838,3	3 819,2	3 186,7	4 286,1	33 % LCY, Sweden, UK & price increases
Gross premiums earned	1 241,9	1 015,7	2 388,8	1 974,0	4 139,6	
Gross claims incurred	(1 150,0)	(889,3)	(2 221,7)	(1 760,5)	(3 859,3)	
Earned premiums, net of reinsurance	1 011,9	699,8	1 902,5	1 369,1	2 817,8	
Other insurance related income	3,2	2,9	6,4	4,1	25,5	
Claims incurred, net of reinsurance	(999,8)	(670,5)	(1 884,2)	(1 305,8)	(2 658,3)	
Sales cost	(65,6)	(49,3)	(114,6)	(100,9)	(205,6)	
Administration cost	(42,9)	(35,0)	(80,9)	(68,2)	(143,1)	
Commission from reinsurer	23,1	61,0	51,1	160,3	229,2	~0 going forward
Other insurance related expenses	(1,9)	(6,0)	(7,1)	(7,3)	(20,2)	
<b>Technical result</b>	<b>(72,0)</b>	<b>2,8</b>	<b>(126,6)</b>	<b>51,4</b>	<b>45,3</b>	
Other income/costs	(13,2)	(12,6)	(27,4)	(24,5)	(49,4)	
Net financial income	(31,7)	78,7	49,5	86,6	(19,8)	-0,4 % return
<b>Profit before tax</b>	<b>(116,9)</b>	<b>68,9</b>	<b>(104,5)</b>	<b>113,5</b>	<b>(23,9)</b>	
Claims ratio, net of ceded business	98,8 %	95,8 %	99,0 %	95,4 %	94,3 %	
Expense ratio, net of ceded business	8,4 %	3,3 %	7,6 %	0,6 %	4,2 %	
<b>Combined ratio, net of ceded business</b>	<b>107,2 %</b>	<b>99,2 %</b>	<b>106,6 %</b>	<b>96,0 %</b>	<b>98,6 %</b>	99,8% excl. GFT
Gross claims ratio	92,6 %	87,5 %	93,0 %	89,2 %	93,2 %	More price increases to come
Gross expense ratio	8,7 %	8,3 %	8,2 %	8,6 %	8,4 %	
<b>Gross combined ratio</b>	<b>101,3 %</b>	<b>95,8 %</b>	<b>101,2 %</b>	<b>97,7 %</b>	<b>101,7 %</b>	
Retention rate (premiums not ceded to Reinsurers)	81,5 %	68,9 %	68,9 %	79,6 %	68,1 %	Will increase

# Highlights Q1 2019

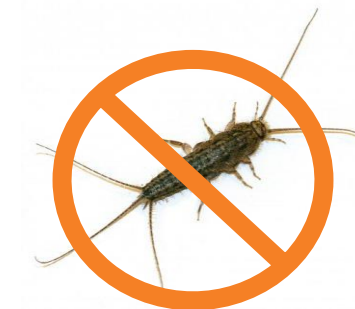
16% growth, combined ratio 105,9% and...



- GWP growth of 16% (16 % local currency)
- Net Combined ratio 105,9%
  - Run-off gains f.o.a amounted to 6,9 %
  - Net CR 92 % “with old Reinsurance contract”
- Profit before tax 12,5 MNOK
- Investment return 81,2 MNOK or 0,9%
- Earnings per share 1,13 NOK
- Solvency ratio of 174,7 % (incl. COI)

## Guiding 2019 – maintained

Net combined ratio	96 %
Volume growth	14 %



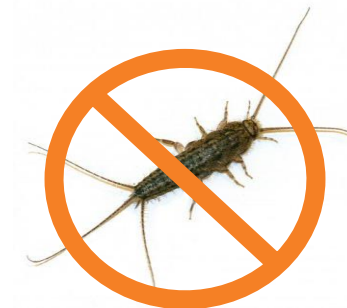
... The Court of Appeal concluded in our favor

# Highlights Q1 2019

14% growth, combined ratio 96,9% and...

- GWP growth of 14% (14 % local currency)
- Net Combined ratio 96,9%
  - Run-off gains f.o.a amounted to 12,6 %
  - Net CR 83 % “with old Reinsurance contract”
- Profit before tax 121,9 MNOK
- Investment return 111,3 MNOK or 1,1%
- Earnings per share 1,13
- Solvency ratio of 174,7 % (incl. COI)

... The Court of Appeal concluded in our favor



# Profit & loss Q1 2019

16% growth, Combined Ratio 105,9%



in millions	Q1 2019	Q1 2018	FY 2018	
Gross premiums written	2 713,4	2 348,4	4 286,1	Sweden & UK
Gross premiums earned	1 146,9	958,3	4 139,6	
Gross claims incurred	(1 071,7)	(871,2)	(3 859,3)	Poor motor quarter
Earned premiums, net of reinsurance	890,6	669,4	2 817,8	
Other insurance related income	3,1	1,2	25,5	
Claims incurred, net of reinsurance	(884,4)	(635,3)	(2 658,3)	
Sales cost	(48,9)	(51,6)	(205,6)	
Administration cost	(38,0)	(33,2)	(143,1)	
Commission from reinsurer	28,0	99,4	229,2	Primarily profit sharing previous year
Other insurance related expenses	(5,2)	(1,3)	(20,2)	
<b>Technical result</b>	<b>(54,7)</b>	<b>48,5</b>	<b>45,3</b>	
Other income/costs	(14,0)	(12,0)	(49,4)	
Net financial income	81,2	8,0	(19,8)	0,9% return
<b>Profit before tax</b>	<b>12,5</b>	<b>44,6</b>	<b>(23,9)</b>	
Claims ratio, net of ceded business	99,3 %	94,9 %	94,3 %	
Expense ratio, net of ceded business	6,6 %	-2,2 %	4,2 %	
<b>Combined ratio, net of ceded business</b>	<b>105,9 %</b>	<b>92,7 %</b>	<b>98,6 %</b>	
Gross claims ratio	93,4 %	90,9 %	93,2 %	
Gross expense ratio	7,6 %	8,8 %	8,4 %	
<b>Gross combined ratio</b>	<b>101,0 %</b>	<b>99,8 %</b>	<b>101,7 %</b>	
Retention rate (premiums not ceded to Reinsurers)	77,7 %	69,9 %	68,1 %	Will continue to increase



# Highlights 2018 results

**19% growth – combined ratio 98,6%, and...**

- GWP growth of 19% (18 % local currency)
- Net Combined ratio 98,6% up from 93,6%
- Profit before tax -23,9 MNOK down from 441,0 MNOK
- Investment return -19,8 MNOK or -0,3%
- AUM 9,5 bnNOK, float 6,3 bnNOK (both incl. COI)
- Solvency ratio of 174,4 % (incl. COI) - A.M. Best BBB+ maintained

**...strong competitive position maintained**



## Guiding 2019

Net combined ratio	<b>96 %</b>
Volume growth	<b>14 %</b>



# Highlights 2018 results

**15% growth – combined ratio 106,9%, and...**



- GWP growth of 15% (15 % local currency)
- Net Combined ratio 106,9% up from 93,1%
- Profit before tax -340,6 MNOK down from 562,2 MNOK
- Investment return -56,2 MNOK or -0,6%
- AUM 9,5 bnNOK, float 6,3 bnNOK (both incl. COI)
- Solvency ratio of 174,4 % (incl. COI) - A.M. Best BBB+ maintained

**...strong competitive position maintained**



# Profit & loss 2018

19% growth, Combined Ratio 98,6%



in millions	Q4 2018	Q4 2017	FY 2018	FY 2017	
Gross premiums written	475,1	424,5	4 286,1	3 612,7	19 % growth
Gross premiums earned	1 123,2	881,7	4 139,6	3 255,0	
Gross claims incurred	(1 161,7)	(799,6)	(3 859,3)	(3 573,9)	
Earned premiums, net of reinsurance	759,0	604,1	2 817,8	2 402,8	
Other insurance related income	12,0	0,8	25,5	5,1	
Claims incurred, net of reinsurance	(739,3)	(575,9)	(2 658,3)	(2 193,8)	
Sales cost	(49,4)	(97,5)	(205,6)	(151,5)	Growing due to UK & SE
Administration cost	(46,1)	31,0	(143,1)	(108,8)	
Commission from reinsurer	31,1	22,7	229,2	204,4	Close to 0 in 2019
Other insurance related expenses	(2,1)	(1,3)	(20,2)	(8,2)	
<b>Technical result</b>	<b>(34,8)</b>	<b>(16,2)</b>	<b>45,3</b>	<b>150,0</b>	
Other income/costs	(12,3)	(12,0)	(49,4)	(46,9)	
Net financial income	(141,9)	124,9	(19,8)	337,8	Volatility must be expected
<b>Profit before tax</b>	<b>(189,1)</b>	<b>96,7</b>	<b>(23,9)</b>	<b>441,0</b>	
Claims ratio, net of ceded business	97,4 %	95,3 %	94,3 %	91,3 %	
Expense ratio, net of ceded business	8,5 %	7,3 %	4,2 %	2,3 %	
<b>Combined ratio, net of ceded business</b>	<b>105,9 %</b>	<b>102,6 %</b>	<b>98,6 %</b>	<b>93,6 %</b>	
Gross claims ratio	103,4 %	90,7 %	93,2 %	109,8 %	
Gross expense ratio	8,5 %	7,5 %	8,4 %	8,0 %	Cost the real way decreasing (9,4%)
<b>Gross combined ratio</b>	<b>111,9 %</b>	<b>98,2 %</b>	<b>101,7 %</b>	<b>117,8 %</b>	

# Highlights Q3 2018

**17,0 % growth, Combined Ratio 117,6 % - reserve loss Gray silverfish**



- Growth of 17,0 % (18,0 % local currency)
- Net Combined ratio 117,6 % up from 93,3%
  - COI 246,9 % in Q3 2018 (148,9 % YTD)
- Profit before tax of NOK -112,7m down from NOK 135,4m
- Gray Silverfish excluded from new COI policies from 1<sup>st</sup> Nov. 2018

## Guiding 2018 – unchanged

Net combined ratio	significant higher than <b>94 %</b>
Volume growth	<b>16 %</b>
Cost ratio	≈ <b>7,5 %</b>



- **Net combined ex. COI 95,7 % (95,9 % ex COI YTD)**
- Investment return 0,5 %, NOK 46,4m
- AUM NOK 10,2 bn, float NOK 6,6 bn.
- Solvency Capital Ratio of 182,8 %

# Profit & loss Q3 2018

17 % growth, Combined Ratio 117,6 % (95,7 % ex. COI)



in millions	Q3 2018	Q3 2017	YTD 2018	YTD 2017	FY 2017	
<b>Gross premiums written</b>	<b>754,6</b>	<b>645,1</b>	<b>4 233,1</b>	<b>3 623,0</b>	<b>4 163,2</b>	16,8 % growth YTD
Gross premiums earned	1 172,7	1 022,2	3 438,5	2 808,1	3 805,5	
Gross claims incurred	-1 257,2	-1 106,6	-3 312,5	-3 152,9	-4 054,2	
Earned premiums, net of reinsurance	806,9	749,6	2 438,7	2 217,6	2 925,9	
Claims incurred, net of reinsurance	-901,4	-646,0	-2 472,5	-1 980,0	-2 647,5	
Net commission income	1,9	20,2	100,2	140,5	117,0	
Internal sales cost	-20,8	-17,9	-65,3	-18,4	-71,0	
Operating expenses	-28,9	-55,7	-102,0	-146,9	-122,5	
Other insurance-related income/expenses	-1,3	0,4	-4,6	-2,8	-3,3	
Technical result	-143,6	50,6	-105,5	210,0	198,6	
Other income/costs	-15,6	-16,3	-46,5	-41,5	-55,9	
Net financial income	46,4	114,9	161,2	257,5	419,5	
<b>Profit before tax</b>	<b>-112,8</b>	<b>149,1</b>	<b>9,2</b>	<b>426,0</b>	<b>562,2</b>	
Tax	44,2	-23,1	-3,5	-83,6	-85,5	
<b>Profit before components of comprehensive income</b>	<b>-68,6</b>	<b>126,0</b>	<b>5,7</b>	<b>342,4</b>	<b>476,7</b>	
Components of comprehensive income	3,4	-13,4	-19,4	16,2	39,8	
<b>Profit for the period</b>	<b>-65,1</b>	<b>112,6</b>	<b>-13,7</b>	<b>358,6</b>	<b>516,5</b>	
Claims ratio, net of ceded business	(1) 111,7 %	86,2 %	101,4 %	89,3 %	90,5 %	
Expense ratio, net of ceded business	(2) 5,9 %	7,1 %	2,8 %	1,1 %	2,6 %	
<b>Combined ratio, net of ceded business</b>	<b>(3) 117,6 %</b>	<b>93,3 %</b>	<b>104,1 %</b>	<b>90,4 %</b>	<b>93,1 %</b>	Poor profitability 2018
Gross claims ratio	(4) 107,2 %	108,3 %	96,3 %	112,3 %	106,5 %	
Gross expense ratio	(5) 7,3 %	7,3 %	7,6 %	7,3 %	7,4 %	
<b>Gross combined ratio</b>	<b>(6) 114,5 %</b>	<b>115,5 %</b>	<b>104,0 %</b>	<b>119,6 %</b>	<b>113,9 %</b>	

# Highlights Q2 2018

**14,3% growth, Combined Ratio 99,5%**



- Growth of 14,3% (16,4 % local currency)
- Gross cost ratio 7,4% down from 7,5%
- Net Combined ratio 99,5% up from 90,7%
- Profit before tax of NOK 97,4m down from NOK 169,4m
- Investment return 1,1 %, NOK 112,3m
- AUM NOK 10,5 bn, float NOK 6,6 bn.
- Solvency ratio of 196,5 %

## Guiding 2018 – old

Net combined ratio	<b>&gt;94 %</b>
Volume growth	<b>20 %</b>
Cost ratio	<b>≈7,5 %</b>

## Guiding 2018 – changed

Net combined ratio	significantly higher than <b>94 %</b>
Volume growth	<b>16 %</b>
Cost ratio	<b>≈7,5 %</b>



# Profit & loss Q2 2018

14,3 % growth, Combined Ratio 99,5%



[1.000.000 NOK]	Q2 2018	Q2 2017	H1 2018	H1 2017	FY 2017	
<b>Gross premiums written</b>	1 017,5	890,5	3 478,5	2 977,9	4 163,2	Growth of 14,3% (16,4% LCY)
Gross premiums earned	1 195,0	927,3	2 265,8	1 785,9	3 805,5	
Gross claims incurred	(1 064,7)	(1 262,0)	(2 055,3)	(2 046,3)	(4 054,2)	
Earned premiums, net of reinsurance	861,1	757,8	1 631,8	1 468,0	2 925,9	
Claims incurred, net of reinsurance	(828,4)	(675,7)	(1 571,1)	(1 334,0)	(2 647,5)	
Net commission income	30,4	51,1	98,3	137,6	100,2	
Internal sales cost	(21,8)	(17,9)	(44,5)	(34,6)	(70,9)	
Operating expenses	(37,4)	(44,9)	(73,1)	(74,4)	(105,7)	
Other income/costs	(15,7)	(16,2)	(30,6)	(25,2)	(55,9)	
<b>Net financial income</b>	112,3	116,1	114,8	142,6	419,5	ROI 1,1%
<b>Profit before tax</b>	97,4	169,5	122,3	276,8	562,2	
Tax	(25,0)	(22,9)	(2,5)	(60,5)	(85,5)	
<b>Profit before components of comp.income</b>	72,4	146,6	119,8	216,4	476,7	
Components of comprehensive income	(24,7)	24,5	(30,1)	39,5	53,1	
<b>Profit for the period</b>	53,8	165,0	89,7	246,0	516,5	
Claims ratio, net of ceded business	(1) 96,2 %	89,2 %	96,3 %	90,9 %	90,5 %	
Expense ratio, net of ceded business	(2) 3,3 %	1,5 %	1,2 %	-2,0 %	2,6 %	
<b>Combined ratio, net of ceded business</b>	(3) 99,5 %	90,7 %	97,5 %	88,9 %	93,1 %	
Gross claims ratio	(4) 89,1 %	136,1 %	90,7 %	114,6 %	106,5 %	
Gross expense ratio	(5) 7,4 %	7,5 %	7,8 %	7,4 %	7,4 %	
<b>Gross combined ratio</b>	(6) 96,5 %	143,6 %	98,5 %	121,9 %	113,9 %	

# Highlights Q1 2018

17,9 % growth, poor claims quarter



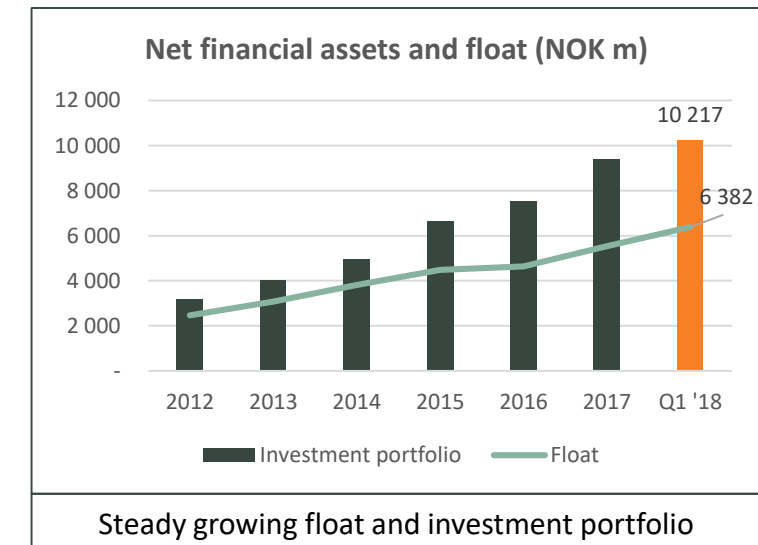
- Growth of 17,9% (15,2 % local currency)
- Gross cost ratio 8,3% up from 7,1%
  - Underlying cost ratio better
- Net Combined ratio 95,1% up from 87,0%
- Profit after tax of NOK 1,8m down from NOK 69,8m
  - Profit before tax NOK 24,6m
- Investment return 0,0 %, NOK 2,5m
- AUM NOK 10,2 bn, float NOK 6,4 bn.
- Solvency ratio of 194,7 %

## New Guiding 2018

Net combined ratio **>94 %** (92-94 %)

Volume growth **20 %**

Cost ratio **≈7,5 %**



# Profit & loss Q1 2018

## 17,9 % growth, poor bottom line



[1.000.000 NOK]	Q1 2018	Q1 2017	FY 2017	
Gross premiums written	2 461,0	2 087,4	4 163,2	Growth 17,9 % (15,2 % LCY)
Gross premiums earned	1 070,9	858,6	3 805,5	
Gross claims incurred	(990,6)	(784,4)	(4 054,2)	
Earned premiums, net of reinsurance	770,7	710,2	2 925,9	
Claims incurred, net of reinsurance	(742,7)	(658,3)	(2 647,5)	
Net commission income	67,9	86,6	116,9	
Operating expenses	(35,8)	(29,5)	(122,5)	
Other income/costs	(15,3)	(11,4)	(59,2)	
Net financial income	2,5	26,6	419,5	
<b>Profit before tax</b>	<b>24,6</b>	<b>107,3</b>	<b>562,2</b>	Poor result
Tax	(22,8)	(37,5)	(85,5)	
<b>Profit before components of comprehensive income</b>	<b>1,8</b>	<b>69,8</b>	<b>476,7</b>	
Comprehensive income incl. tax	(4,2)	11,2	39,8	
<b>Profit for the period</b>	<b>(2,4)</b>	<b>81,0</b>	<b>516,5</b>	
Claims ratio, net of ceded business	(1) 96,4%	92,7 %	90,5 %	Poor claims ratio
Expense ratio, net of ceded business	(2) -1,2%	-5,7 %	2,6 %	
<b>Combined ratio, net of ceded business</b>	(3) 95,1%	87,0 %	93,1 %	
Gross claims ratio	(4) 92,5%	91,4 %	106,5 %	
Gross expense ratio	(5) 8,3%	7,1 %	7,4 %	
<b>Gross combined ratio</b>	(6) 100,8%	98,5 %	113,9 %	
Retention rate	(7) 72,0%	82,7 %	76,9 %	
Earnings per share	(8) 0,02	0,81	5,53	

# Disclaimer



This presentation and the information contained herein have been prepared by and is the sole responsibility of Protector Forsikring ASA (the "Company"). Such information is being provided to you solely for your information and may not be reproduced, retransmitted, further distributed to any other person or published, in whole or in part, for any purpose. Failure to comply with this restriction may constitute a violation of applicable securities laws. The information and opinions presented herein are based on general information gathered at the time of writing and are therefore subject to change without notice. The Company assumes no obligations to update or correct any of the information set out herein.

These materials may contain statements about future events and expectations that are forward-looking statements. Any statement in these materials that is not a statement of historical fact including, without limitation, those regarding the Company's financial position, business strategy, plans and objectives of management for future operations is a forward-looking statement that involves known and unknown risks, uncertainties and other factors which may cause our actual results, performance or achievements of the Company to be materially different from any future results, performance or achievements expressed or implied by such forward-looking statements. Such forward-looking statements are based on numerous assumptions regarding the Company's present and future business strategies and the environment in which the Company will operate in the future. The Company assumes no obligations to update the forward-looking statements contained herein to reflect actual results, changes in assumptions or changes in factors affecting these statements.

This presentation does not constitute or form part of, and is not prepared or made in connection with, an offer or invitation to sell, or any solicitation of any offer to subscribe for or purchase any securities and nothing contained herein shall form the basis of any contract or commitment whatsoever. No reliance may be placed for any purposes whatsoever on the information contained in this presentation or on its completeness, accuracy or fairness. The information in this presentation is subject to verification, completion and change. The contents of this presentation have not been independently verified. While the Company relies on information obtained from sources believed to be reliable, it does not guarantee its accuracy or completeness. Accordingly, no representation or warranty, express or implied, is made or given by or on behalf of the Company or any of its owners, directors, officers or employees or any other person as to the accuracy, completeness or fairness of the information or opinions contained in this presentation. None of the Company, its affiliates or any of their respective advisors or representatives or any other person shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or its contents or otherwise arising in connection with the presentation. The Company's securities have not been and will not be registered under the US Securities Act of 1933, as amended (the "US Securities Act"), and are offered and sold only outside the United States in accordance with an exemption from registration provided by Regulation S of the US Securities Act.

This presentation should not form the basis of any investment decision. Investors and prospective investors in securities of any issuer mentioned herein are required to make their own independent investigation and appraisal of the business and financial condition of such company and the nature of the securities. Any decision to purchase securities in the context of a proposed offering of securities, if any, should be made solely on the basis of information contained in any offering documents published in relation to such an offering. For further information about the Company, reference is made public disclosures made by the Company, such as filings made with the Oslo Stock Exchange, periodic reports and other materials available on the Company's web pages.