



INSR Insurance Group

Total makeover - platform for profitable growth

29 January 2018

Espen Husstad, CEO

in sr

Disclaimer

This presentation may contain forward-looking statements which are based on our current expectations and projections about future events. The terms “anticipates”, “assumes”, “believes”, “can”, “could”, “estimates”, “expects”, “forecasts”, “intends”, “may”, “might”, “plans”, “should”, “projects”, “will”, “would” or, in each case, their negative, or other variations or comparable terminology are used to identify forward-looking statements. All statements other than statements of historical facts included in this presentation, including statements regarding our future financial position, risks and uncertainties related to our business, strategy and our plans and objectives for future operations, may be deemed to be forward-looking statements. By their nature, forward-looking statements involve known and unknown risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. Forward-looking statements are not guarantees of future performance. You should not place undue reliance on these forward-looking statements. In addition any forward-looking statements are made only as of the date of this presentation, and we do not intend and do not assume any obligation to update any statements set forth in this presentation.

Insr in brief



Norwegian insurance company, established in 2009
Insurance company license in 2011



Non-life insurance
Focus property & casualty for retail & SME



Listed on the Oslo Stock Exchange in 2014, ticker INSR



Currently operating in Norway and Denmark

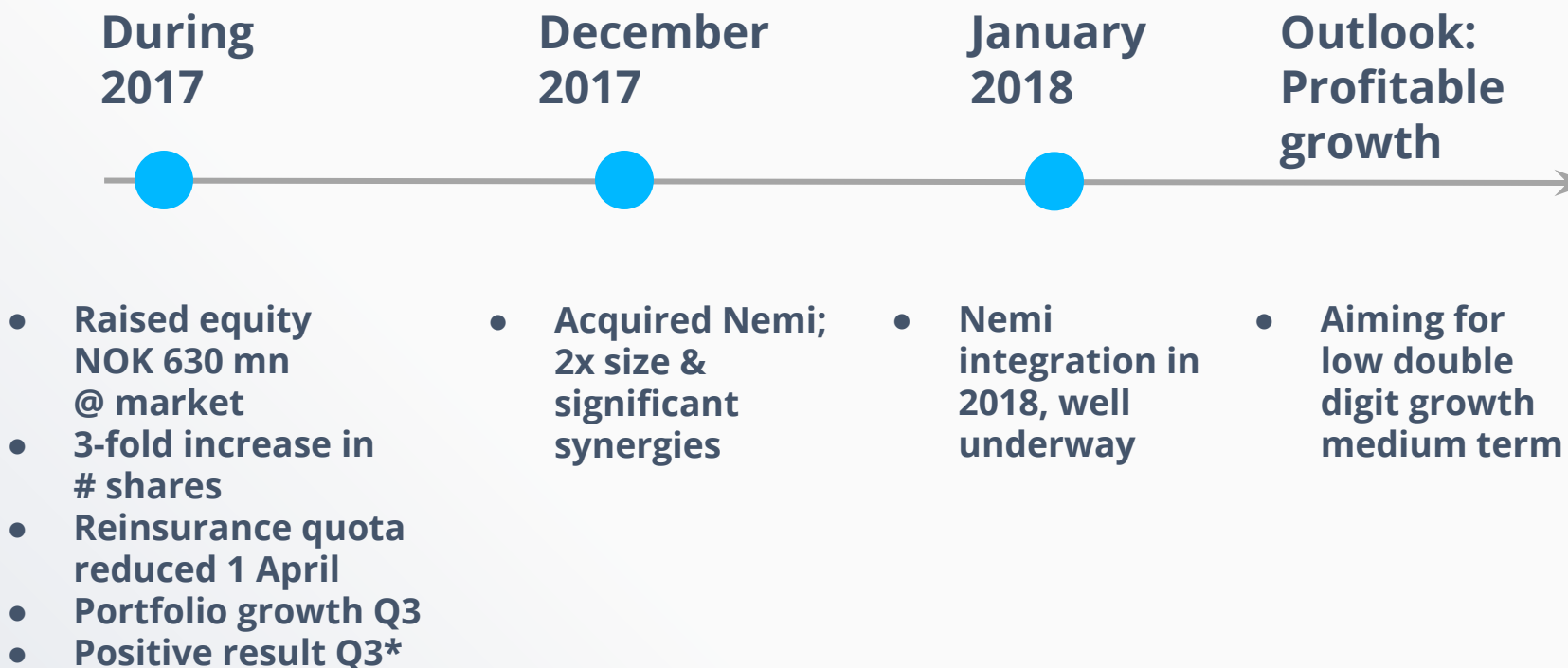


Approximately 150 colleagues

Total makeover

Platform for profitable growth

Company restructured 2015 - 2017



*) Includes around 30 MNOK reestimation of 2016 reinsurance commissions

Value creation

- Experienced management & Board of Directors
- Critical mass achieved through Nemi acquisition
 - Gives portfolio diversification & cost efficiency
- Distribution strategy highly flexible, supports growth
 - «Powered by Insr» as a distinct value proposition
 - Ability to support disruptors
 - Possibility for further consolidation
- Financial leverage opportunities
 - Optimise reinsurance
 - Growth expands investment management opportunities

Key figures



Gross written premium Nemi & Insr annualised NOK 1 300 mn (as of Q3 '17)



Equity NOK 0.7 bn (Opening balance 1 Dec '17)

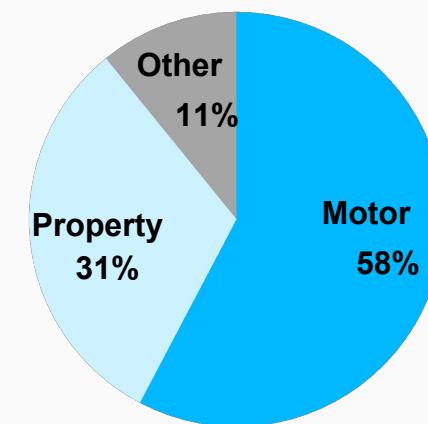
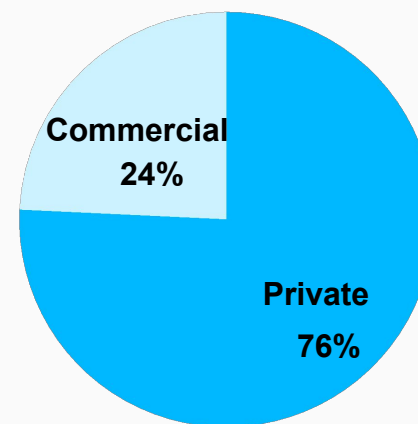
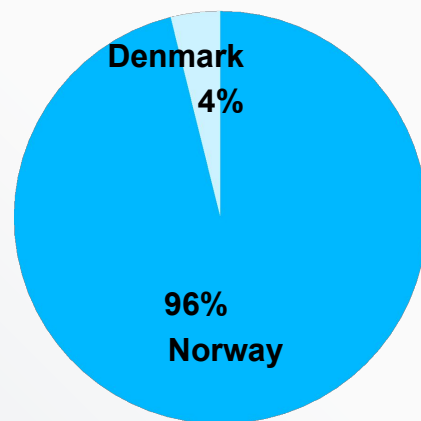


Estimated solvency ratio 189% post merger 30 Nov '17 (Information Memorandum 28 Nov '17)



Market Cap (share @ NOK 7,40) NOK ~1.0 bn

Business mix and channels

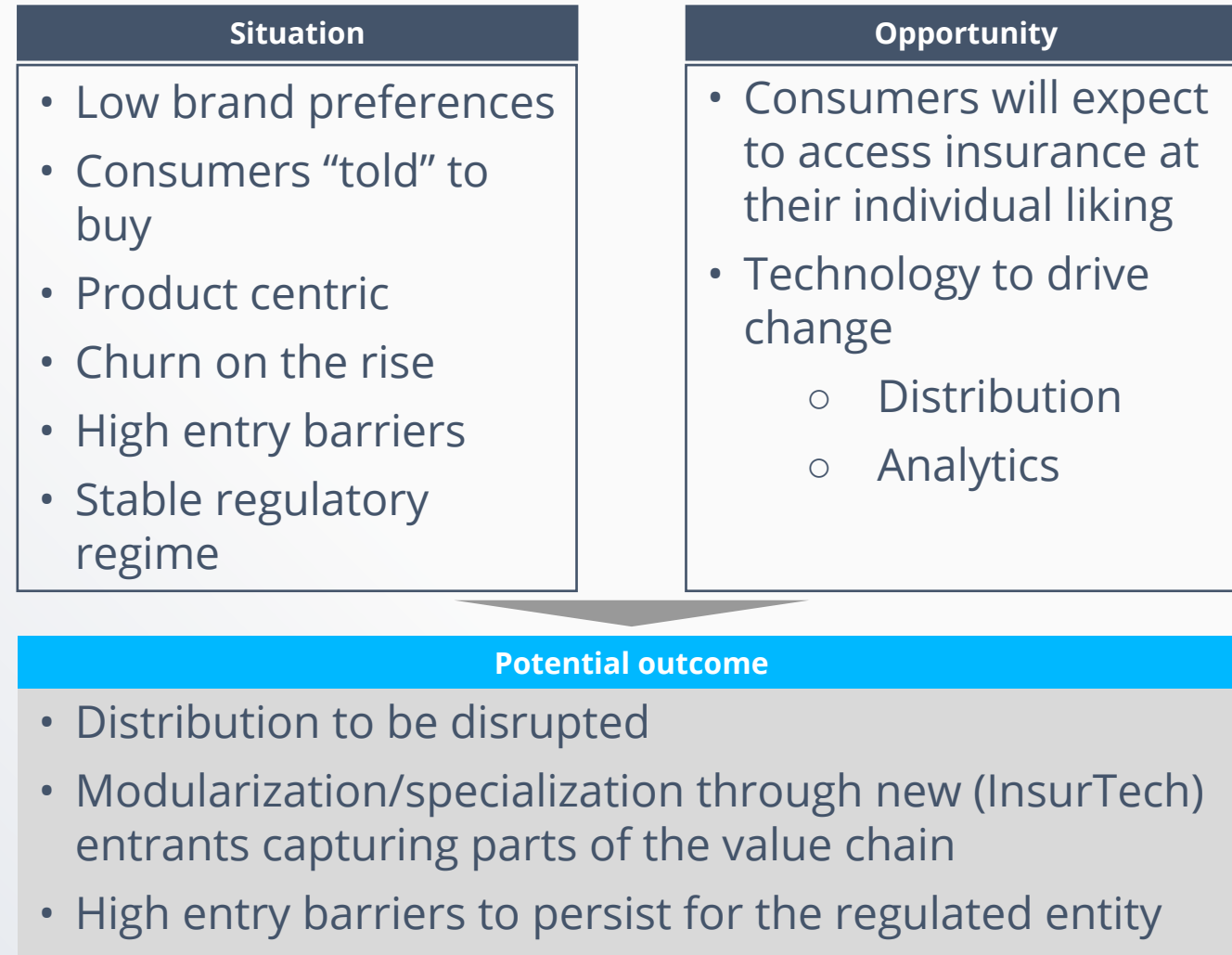


Mainly external distribution through wholesale & tied agents

Current and potential wholesale partner types:

- Associations
- Companies (e.g. power & retail)
- Aggregators
- Web services like user friendly finance & bank-sites

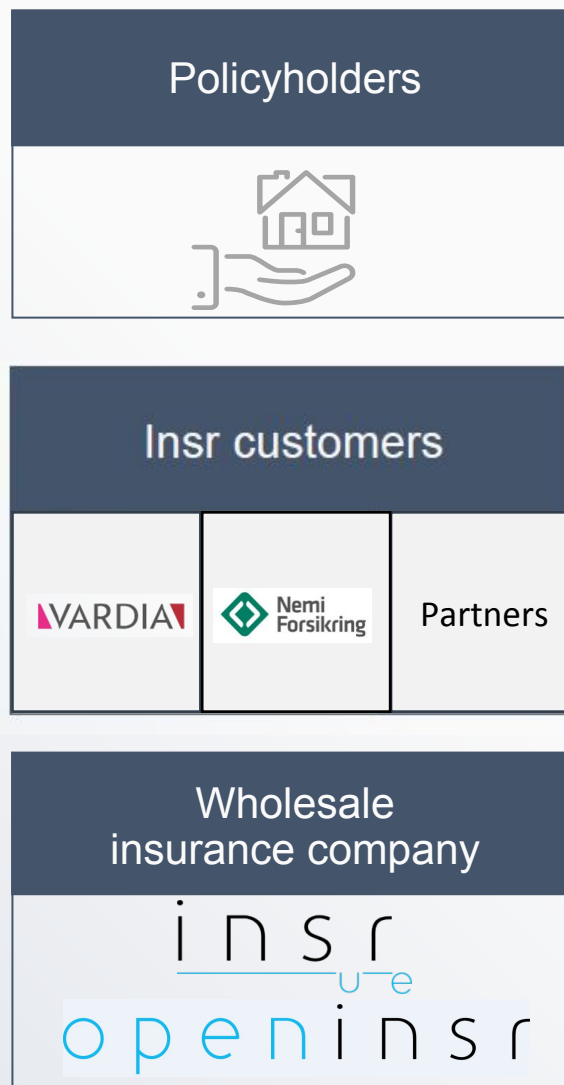
The P&C insurance industry is ripe for disruption



Strategic Platform:

The regulated insurance company

Nemi merger fits well with multi-brand strategy



Being regulated is complex, expensive & capital intensive

- Partners avoid this complexity and focus on end-consumer
- Insr is the insurance specialist & risk carrier
- Insr business model adapt to & accelerate value chain break-up

Wholesale distribution

- Plug and play insurance solutions; flexible insurance concepts & cooperation models
- Partners handle retail distribution
- Contracts signed & strong pipeline

Company values

Transparent
Accountable
Challenger
Collaborative

Management Team and BoD



Espen Husstad, CEO

Espen Husstad has been CEO of Insr since Oct 2015. Husstad has extensive experience in the insurance industry. Before joining Insr, he was CEO of AON Norway from 2008. Husstad has also held several senior positions in If P&C. He has a doctorate in mathematics.



Ingvild Gråberg, EVP Insurance Delivery

Ingvild Gråberg has been EVP Insurance Delivery since Jan 2018. Prior to this, she was EVP Corporate Services since 2016. Gråberg has 17 years experience in the insurance industry, including leader for Broadspire Norway Crawford & Company, and responsible for several products in Storebrand Life Insurance. She has a master from BI.



Bård Standal, CFO

Bård Standal has been CFO of Insr since 2016. Prior to joining Vardia, Standal was SVP of Finance in the Orkla Group, SVP of Strategy at Statkraft and Legal director of Statoil Fuel & Retail. He has held management positions in If P&C including Head of Ifs agent distribution network. Standal has a master in law from the University of Oslo and an MBA from NHH.



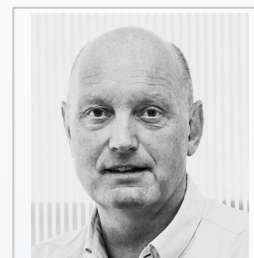
Linda Mulehamn, EVP Corporate Insight

Linda Mulehamn has been EVP Corporate Insight since Dec 2017. Before this, Mulehamn was Head of Price and Product in Nemi since 2015. She also has 15 years of insurance experience, mainly from analytics positions in If P&C. She has a master in industrial mathematics from NTNU, an actuarial degree from the University of Oslo, and an MBA from BI.



Cathrine Christiansen, EVP Wholesale

Cathrine Christiansen has led the business to business sale in Insr since Jan 2017, and was included in the management team Dec 2017. Christiansen has more than 15 years experience from the insurance industry, much of the time managing commercial teams and developing strategy in Aon. She has a master in engineering from NTNU.



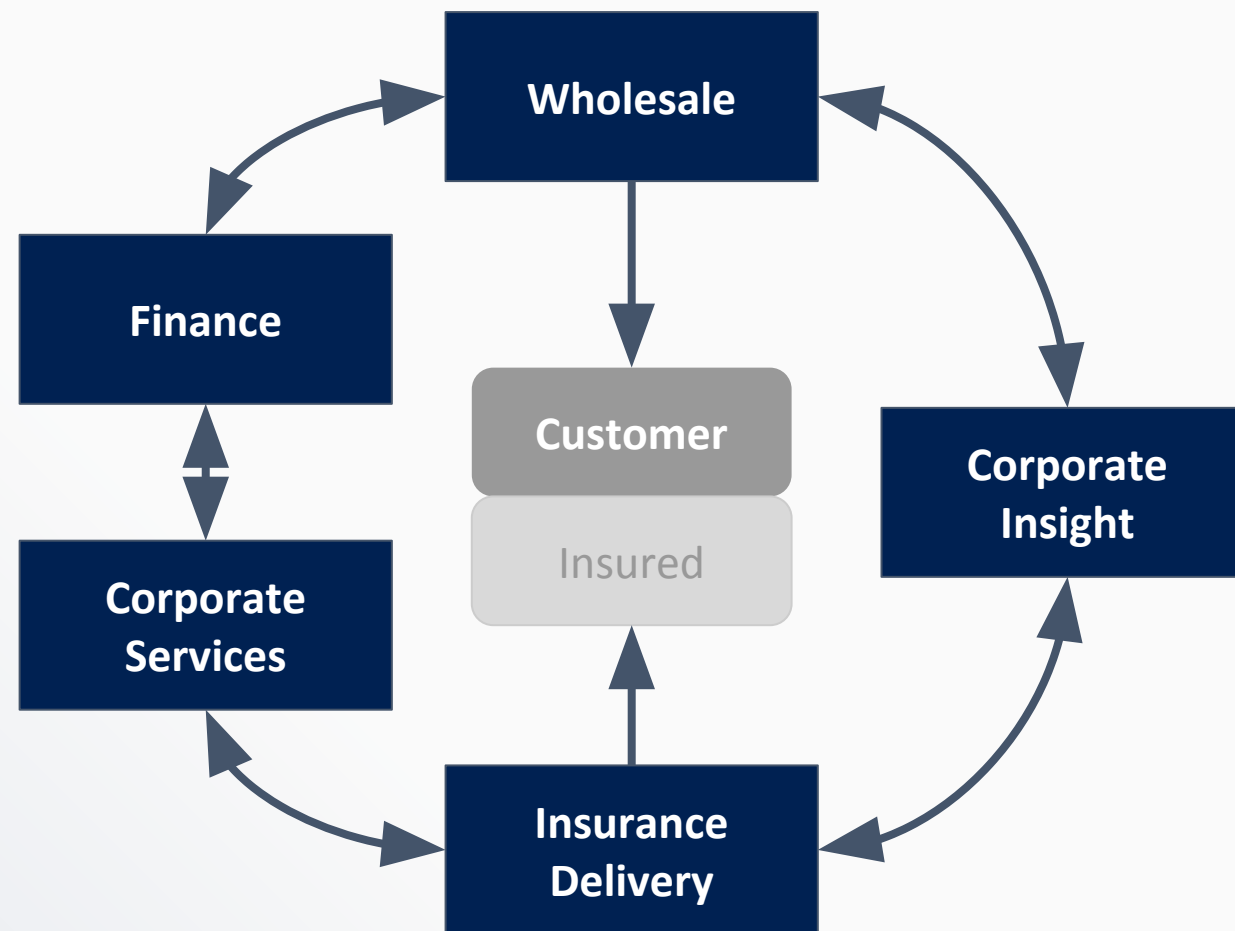
Terje Løyning, EVP Corporate Services

Terje Løyning has been EVP Corporate Services in Insr since Jan 2018. Løyning has had a range of managerial roles in Nemi Forsikring since 2007. Prior to this, he worked as a lawyer, and he also has experience from Storebrand and from teaching at university level. He has law degree from the University of Oslo.

Chairman of the Board of Directors:
Board Members:

Åge Korsvold
Ragnhild Wiborg, Mernosh Saatchi, Christer Karlsson, Ulf Spång and Terje Moen

Customer - centric operation



A wide-angle photograph of a sunset over a large body of water. The sky is a mix of orange, yellow, and light blue, with soft clouds. The water is calm, reflecting the colors of the sky. In the distance, two people are visible on paddleboards. The overall mood is serene and peaceful.

Q3 Financial review

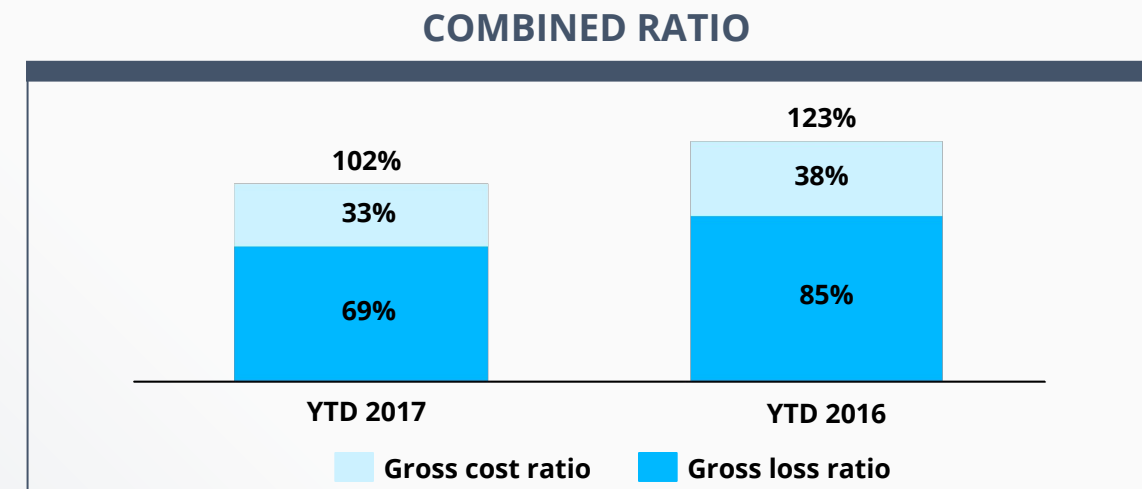
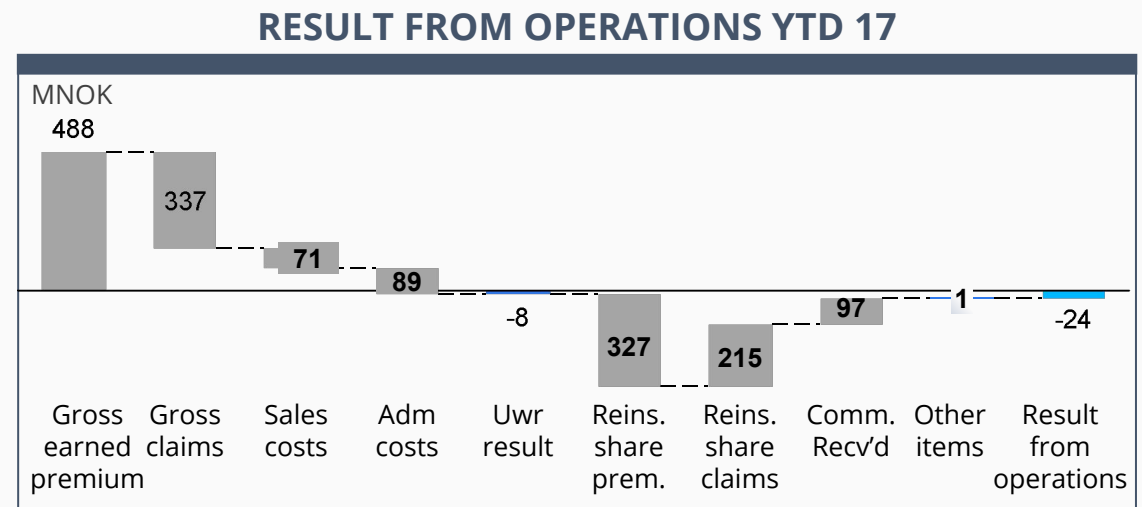
i n s r

Q3 Highlights Insr only

- Strong third quarter
 - Premium portfolio growth of 2.6% q-o-q
 - Strong underwriting result, gross loss ratio of 62.8%
 - Gross combined ratio of 100.2%
 - Profit of NOK 12.0 million*
- Company-transforming acquisition of Nemi Forsikring AS

YTD Q3 '17 Insr

(MNOK)	YTD 2017	YTD 2016 ¹	FY 2016 ¹
Gross premiums earned ²	487.6	617.8	821.7
Gross claims incurred	(336.9)	(527.6)	(615.7)
Sales costs	(70.6)	(127.7)	(114.3)
Administration costs	(88.5)	(106.9)	(204.6)
Gross underwriting result	(8.3)	(144.4)	(112.9)
<i>Gross to net adjustment</i>			
Reinsurance share of premiums	(326.7)	(447.3)	(582.8)
Reinsurance share of claims	214.7	388.2	456.8
Commissions received ³	97.2	81.3	80.5
Net underwriting result	(23.1)	(122.2)	(158.4)
Other items ⁴	(0.9)	139.9	127.4
Result from operations	(24.1)	17.7	(31.0)
Solvency ratio	215%	172%	159%



1) Numbers have been restated and exclude Sweden

2) Includes other insurance related income

3) Includes a NOK 34 mn correction of reinsurance commissions for 2016

4) Includes non-technical result, tax, exchange rate differences, non adjusted risk, profit for discontinued operations in YTD 2016 and FY 2016

Positive development on key drivers

GROSS LOSS RATIO



GROSS OPERATING EXPENSES



TECHNICAL RESULT*



PREMIUM PORTFOLIO

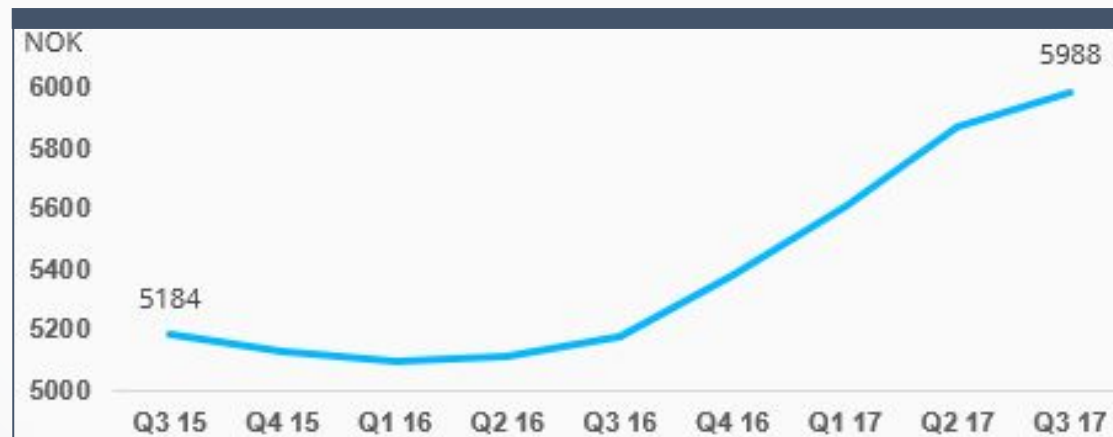


*) Includes around 30 MNOK reestimation of 2016 reinsurance commissions

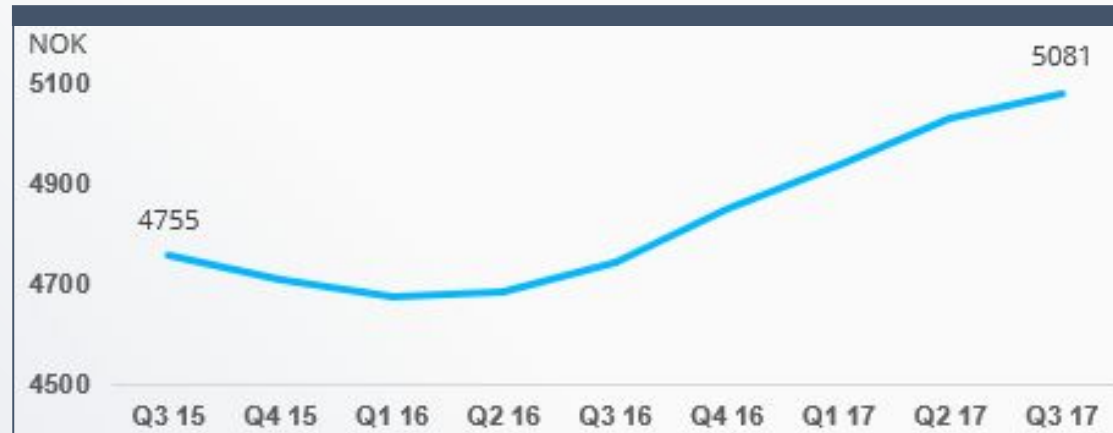
Successful pricing measures

- average prices increasing

AVERAGE PORTFOLIO PREMIUM PRIVATE HOME NORWAY



AVERAGE PORTFOLIO PREMIUM PRIVATE MOTOR NORWAY



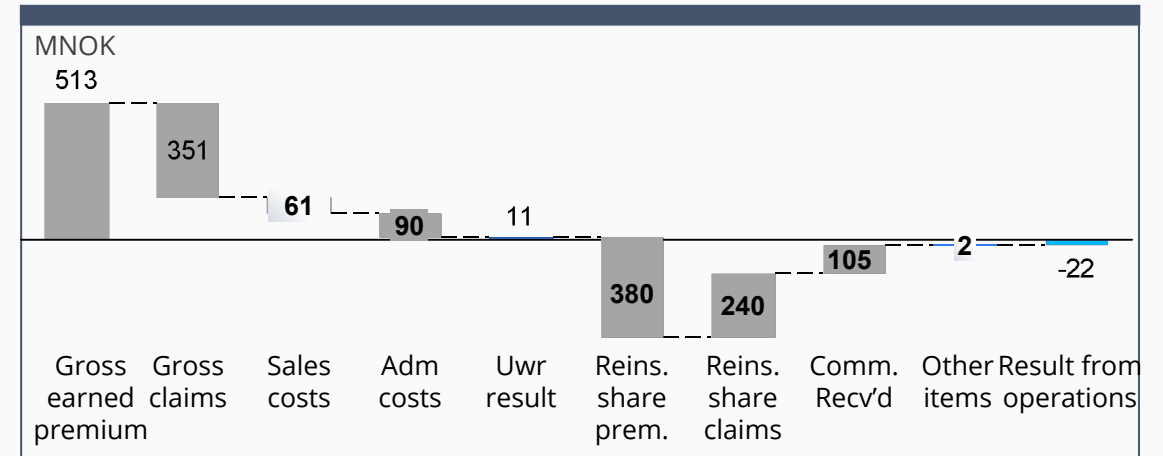
YTD Q3 '17 Nemi

(MNOK)	YTD 2017	YTD 2016	FY 2016
Gross premiums earned ¹	513.3	474.6	646.3
Gross claims incurred	(350.7)	(340.2)	(483.0)
Sales costs	(61.3)	(63.7)	(86.2)
Administration costs	(90.2)	(82.0)	(100.6)
Gross underwriting result	11.2	(11.3)	(23.5)
<i>Gross to net adjustment</i>			
Reinsurance share of premiums	(380.1)	(354.1)	(482.2)
Reinsurance share of claims	240.1	267.0	354.8
Commissions received	104.8	96.4	131.9
Net underwriting result	(24.0)	(1.7)	(19.0)
Other items ²	2.0	3.7	4.3
Result from operations	(22.0)	2.0	(14.7)
Solvency ratio		163%	148%

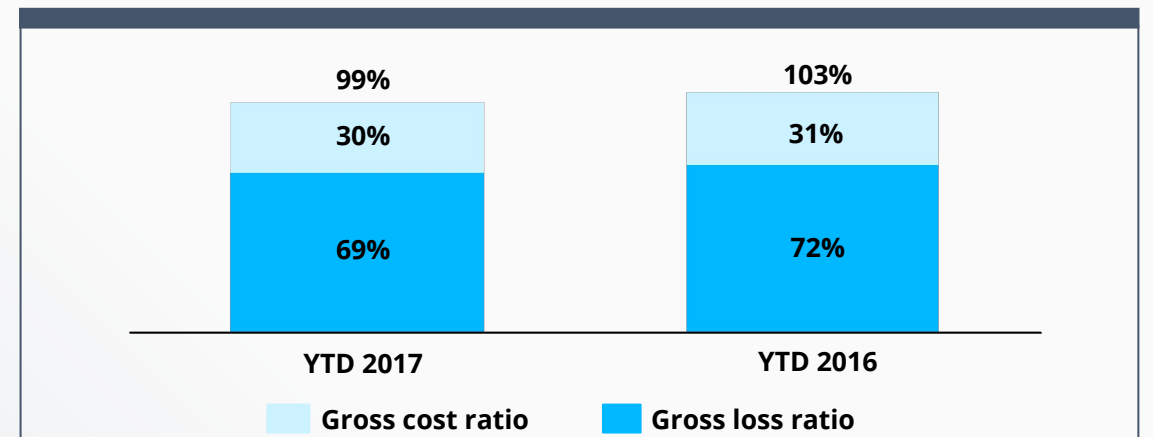
1) Includes other insurance related income

2) Includes non-technical result and non adjusted risk

RESULT FROM OPERATIONS



COMBINED RATIO



Company transforming acquisition

- **Closed transaction 30 Nov 2017**
- **Integration during 2018**
- Acquisition of Nemi Forsikring
 - Excellent strategic fit and significant synergies
 - P&C insurer with portfolio very similar to Insr's
 - Improved portfolio quality and loss ratios recent years
- Private Placement & Capital Impact
 - Purchase Price NOK 320 mn, NOK 230 mn in cash
 - Private placement upsized to around NOK 400 mn
 - Strengthens the combined solvency ratio
 - Strong owner base post transaction
Four largest: Öresund, Alpha, Kistefos, HDI V.a.G

Attractive Nemi acquisition...

Excellent strategic fit

- Portfolio very similar to Insr's; improved portfolio quality and loss ratios recent years
- Nemi brand maintained; fits Insr's wholesale strategy
- Strong franchise/ tied agent player

Significant synergies

- Estimated annual synergies of NOK 60 mn unlocked through integration one off cost of NOK 40 mn
- Potential to improve claims ratios further
- Reduce Nemi's reinsurance quota and improve terms
- Utilise large (~NOK 1 bn) combined deferred tax asset

Well planned integration

- Integration during 2018
- Proven track record of company transformations
- Continuous top management and board oversight
- Project office with participation from both companies established
- Integrating culture, organisation, systems and processes

Have not revised NOK 60 mn and NOK 40 mn estimates

...creating strong combined entity

- Double portfolio gives better data for analysis and risk reducing portfolio diversification
- Larger competence base, use best processes and systems to gain further market share through flexible and attractive offering to partners
- Target gross combined ratio (CR) at the level of 90-92% medium term
 - Claims ratio* ~70% & Cost ratio ~20-22%
- Assuming gross earned premium of NOK 1.5 bn, CR of 92% and efficient reinsurance - net results from operations will be in the area of NOK 100 million

A wide-angle photograph of a sunset over a large body of water. The sky is a mix of orange, yellow, and light blue, with some clouds. The water is calm, reflecting the colors of the sky. In the distance, two people are on paddleboards. The overall mood is peaceful and serene.

Concluding remarks

i n s r

Platform for profitable growth

i n s r

Established player in an industry with high entry barriers and attractive dynamics

Flexible and agile business model supporting challenger position

i n s r . i o

Management with proven track record and extensive insurance expertise

Financially and operationally restructured; ready for disciplined growth