

Protector Forsikring - Q4 and preliminary full year results 2021

Digital Group Presentation

Oslo, February 4th 2022



Henrik Høye
Chief Executive Officer



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.

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

Innovative/Open

Bold

Committed



Agenda

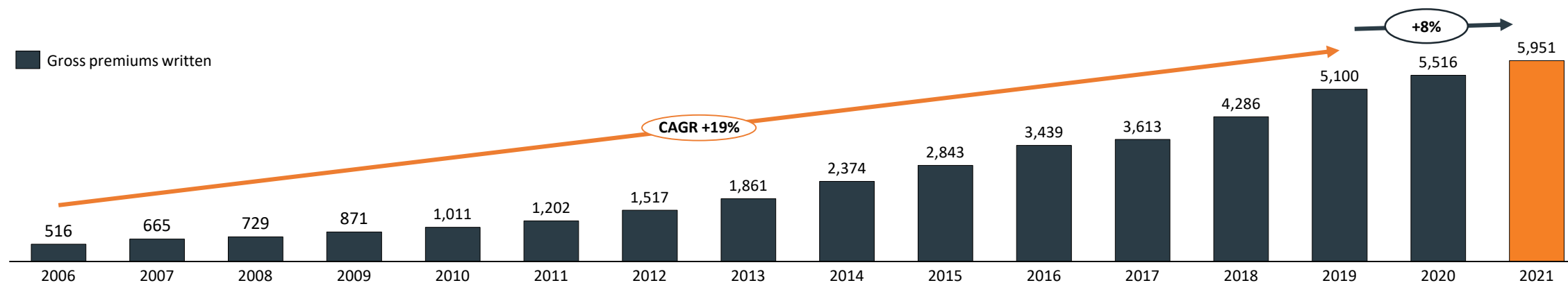
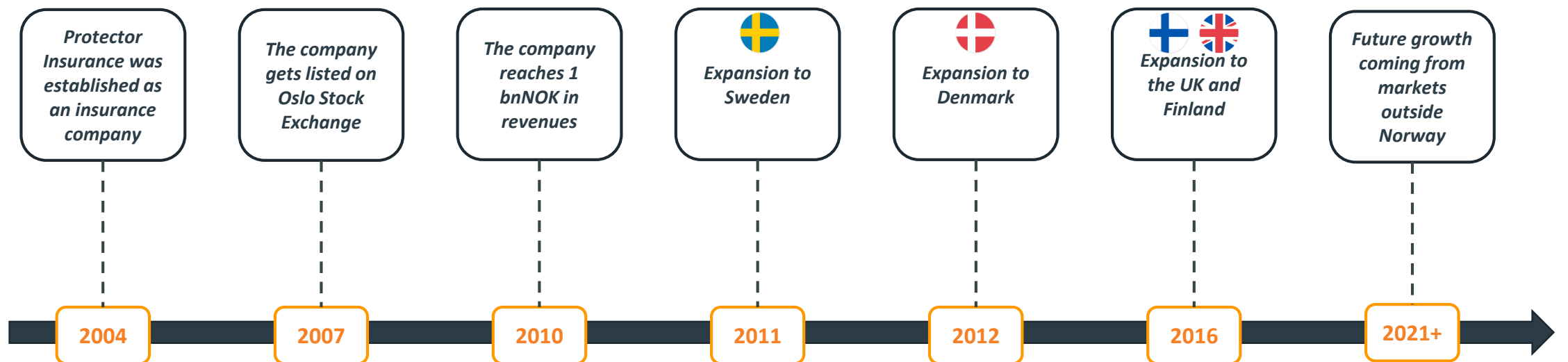
1. Protector at a glance
2. Interim results
3. UK
4. Financials
5. Q&A



A 17 year young company, growing organically from 0 to 6 bnNOK

Operations in Norway, Sweden, Denmark, Finland and the UK

PROTECTOR
insurance



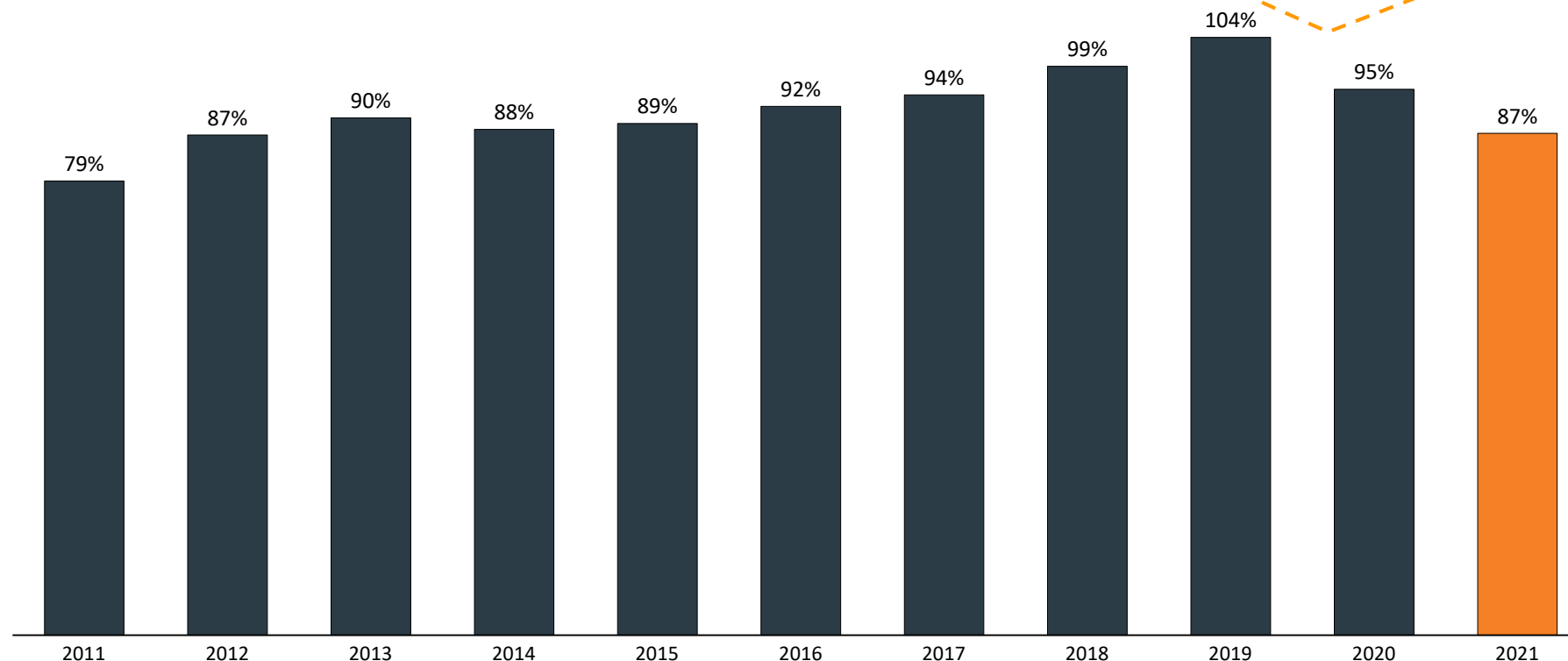
Profitability back on track

Actions taken to tackle the challenges faced during 2017-2019

Comments

- Protector has managed to maintain profitability over the last nine out of ten years
- Deteriorating profitability entering 2018. Main reasons;
 - Price pressure over time (known risk)
 - Poor UW discipline in Norway and Denmark (understood too late)
 - Higher than expected claims inflation in the motor segment (acted on too late)
 - Challenges related to Grenfell Tower (extreme event) and Grey Silverfish (extreme event) – all occurring simultaneously
- Profitability improved significantly in 2020 and 2021, and is expected to remain healthy going forward

Development in net combined ratio



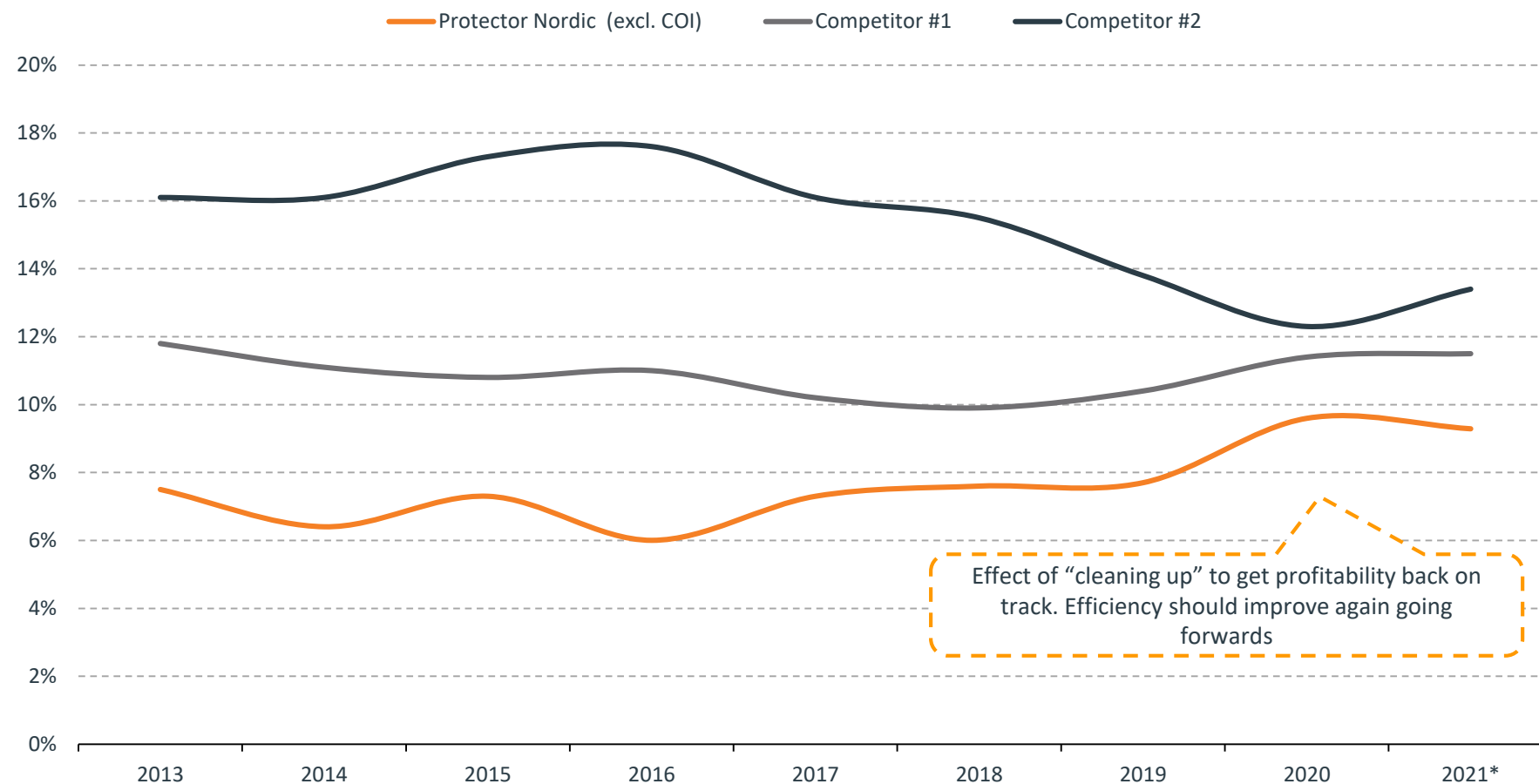
Cost development

Cost efficiency yielding flexibility relative to competitors

Comments

- A consistent strategy, well-designed value chains and great implementation is key to maintaining low costs
- In-house IT with cost ratio of ~1% vs 3.2% for industry⁽¹⁾
- It is expensive to clean up and get profitability back on track. Hence, a negative development of cost ratio 2017-2020.
- Efficiency will gradually improve going forward. Economies of scale will come to effect as portfolio grows, but investments in quality will still be in focus

Gross expense ratio



Note: (1) Gartner
* As per Q3 '21 for competitors

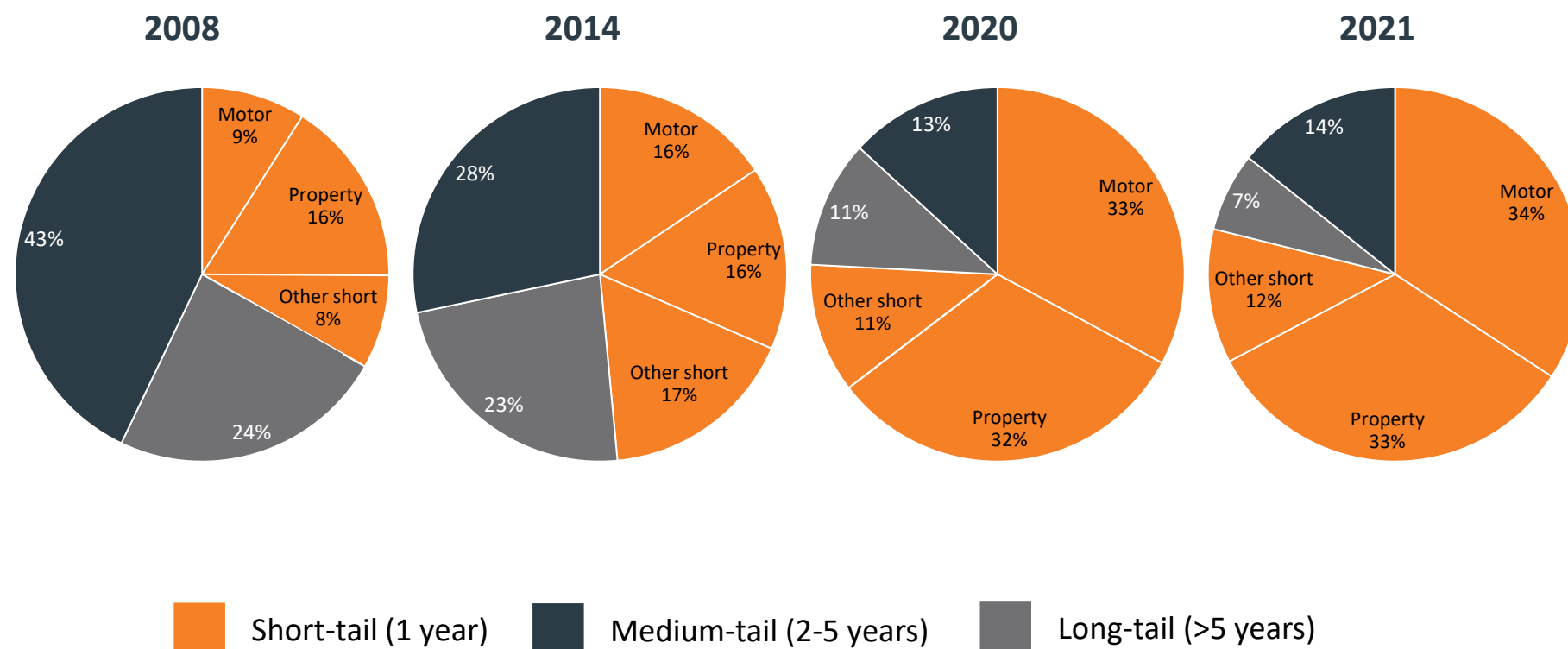
Product mix development⁽¹⁾ – shifted towards short tail

Reduced risk profile and reduced capital consumption

Comments

- Short tail from 34% in 2008 to 79% in 2021
- Long tail attractiveness decreasing together with declining interest rates
- Geographical diversification increased; four countries at critical mass
- Motor increasing from 9% in 2008 to 34% in 2021
- Average capital consumption per GWP in current portfolio at 33% vs 45% in 2014

Increased exposure towards short tail over the years



Note: (1) Including change of ownership insurance (COI)

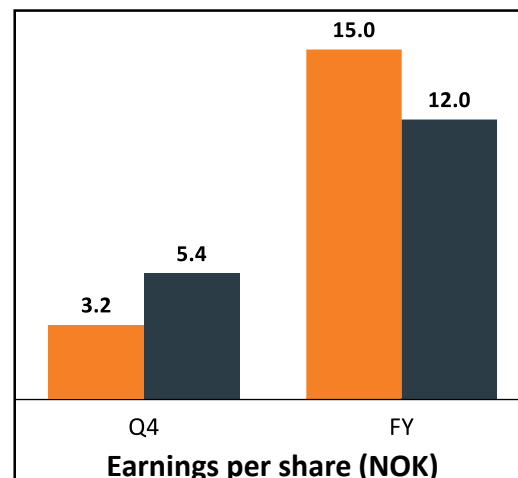
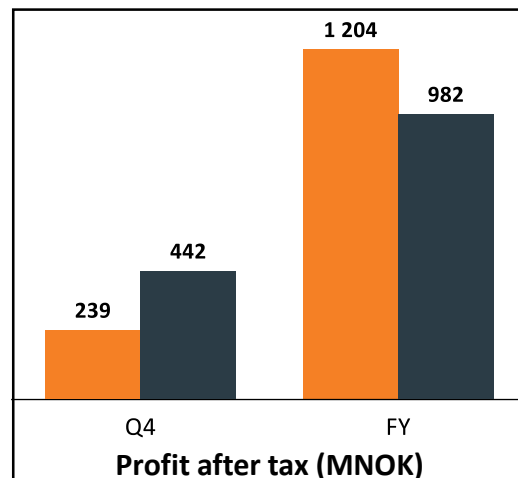
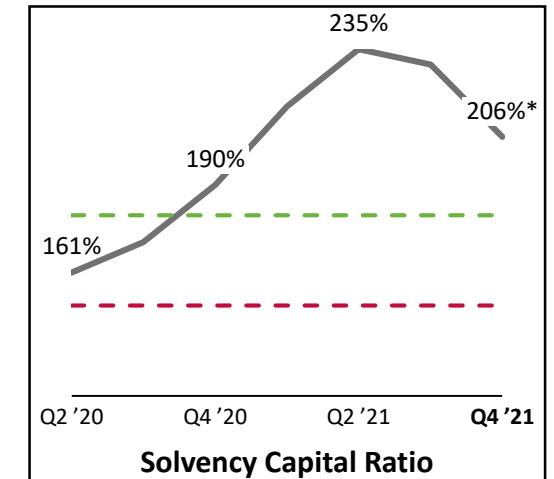
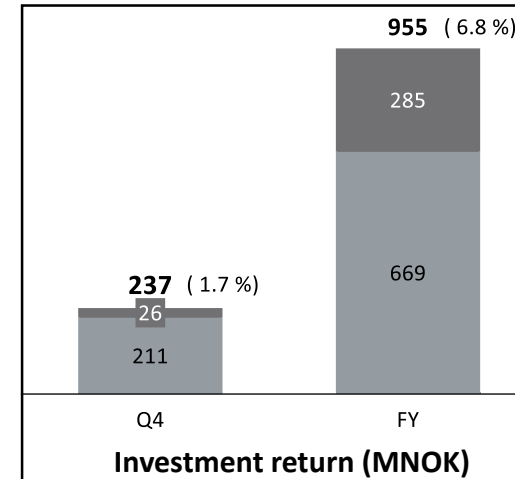
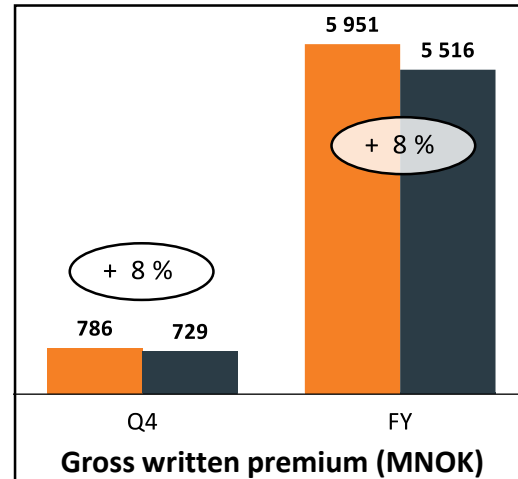
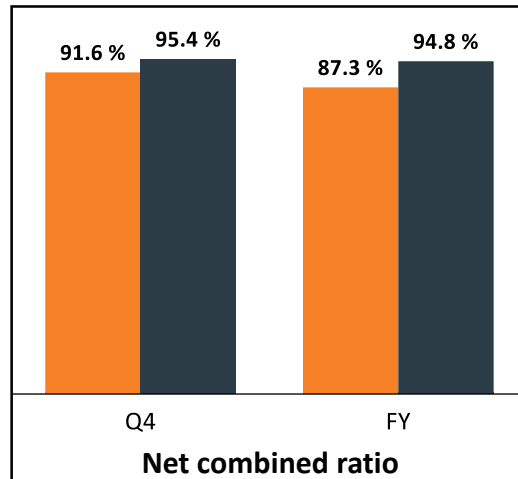
Agenda

1. Protector at a glance
2. Interim results
3. UK
4. Financials
5. Q&A



Result highlight Q4 & FY 2021

FY: Combined ratio at 87.3 % | Investment return at 6.8 % | EPS at NOK 15



Other highlights:

- Best in UK broker satisfaction index 5th year running
- Concentration of large losses towards UK for FY and Q4
- Special dividend of NOK 3 per share (based on 2020 results)
- Ordinary dividend of NOK 7 per share for 2021 (subject to approval)

Claims update

FY net claims ratio at 77.4 % | Q4 net claims ratio at 80.9 %

Business unit	FY 21 Gross	FY 21 Net	FY 20 Gross	FY 20 Net
Norway	78 %	82 %	81 %	80 %
Sweden	59 %	63 %	79 %	80 %
Denmark	103 %	83 %	113 %	115 %
UK	85 %	88 %	64 %	71 %
Finland	77 %	78 %	72 %	74 %
Protector	77.8 %	77.4 %	82.2 %	84.6 %

Business unit	Q4 21 Gross	Q4 21 Net	Q4 20 Gross	Q4 20 Net
Norway	98 %	89 %	74 %	72 %
Sweden	58 %	62 %	69 %	71 %
Denmark	108 %	89 %	131 %	133 %
UK	96 %	94 %	68 %	69 %
Finland	64 %	64 %	101 %	102 %
Protector	85.6 %	80.9 %	82.3 %	83.8 %

- Aggregated positive COVID-19 effect of 0.8 %p on combined ratio for 2021, no net effect in Q4

Large losses and run-off

Gross large losses¹ at 6% in 2021 | Net run-off losses at 0.3%

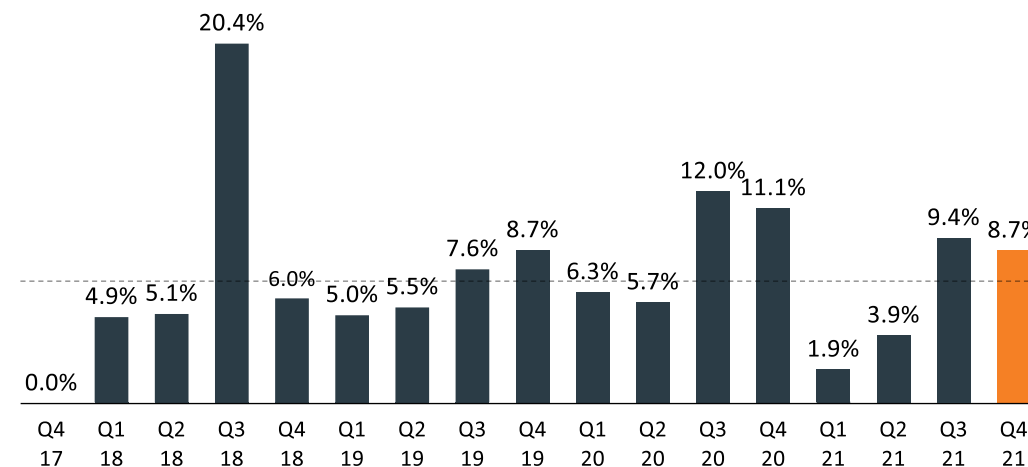
- Gross large losses at 6 % in 2021, whereof 4.3 %p from UK
 - UK large loss ratio at 17%
- Gross large losses of MNOK 127, or 8.7 % in Q4 21
 - UK Storm Arwen, 25-27th Nov
 - 53 claims (3 %p on company level in Q4)

- Net run-off losses at 0.3 % in 2021 (loss of 2.2 % in 2020)
- Net run-off losses at 4.3 % in Q4 21 (loss of 3.5 % in Q4 20)
 - Gain in SE & FI (24 MNOK), loss in NO, UK & DK (99 MNOK)

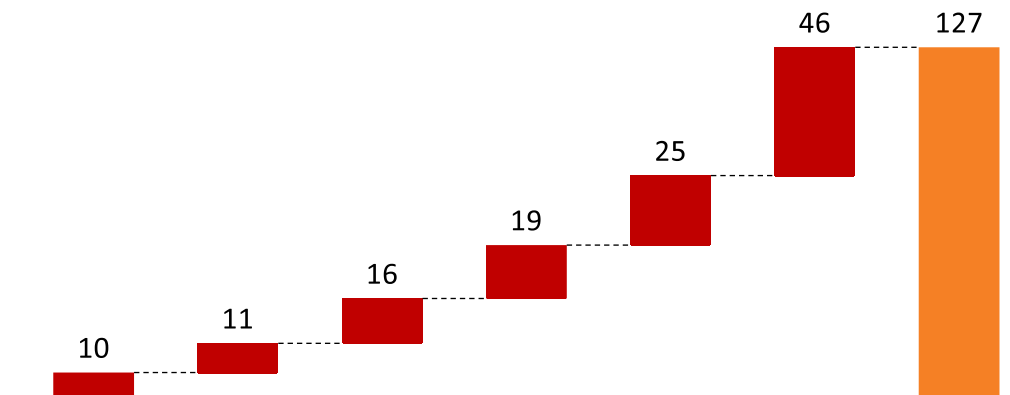
¹ Large losses defined as gross losses or gross absolute loss adjustments > MNOK 10

² Two very large claims capped at MNOK 100

Gross large loss ratio² excl. WC, per quarter



Gross large loss effect build-up (Q4 21)



Volume update

GWP up 8 % in 2021 (10 % in local currencies (LCY))

- YTD:
 - GWP growth at 8 % (10 % in LCY)
 - Renewal rate at 90 %
 - Realized price increases at 8.9 %
- Q4: a small volume-quarter (13 %)
 - GWP growth at 8 % (14 % in LCY)
 - Renewal rate at 84 %
 - Realized price increases at 5.2 %
- January 1st 2022 growth in GWP at 8 % (11 % in LCY)
 - Supported by price increases above inflation in Scandinavia and low client churn

NOKm

Business unit	FY 21	FY 20	Growth	...NOK %	...LCY%
Norway	1 415	1 383	32	2%	2%
Sweden	1 820	1 607	213	13%	16%
Denmark	919	973	-54	-6%	-1%
UK	1 618	1 328	290	22%	24%
Finland	178	226	-48	-21%	-17%
Protector	5 951	5 516	434	8%	10%
COI (in exit)	189	240	-52	-21%	-21%
Protector incl. COI	6 139	5 757	383	7%	9%

NOKm

Business unit	Q4 21	Q4 20	Growth	...NOK %	...LCY%
Norway	122	134	-12	-9%	-9%
Sweden	276	249	26	11%	22%
Denmark	92	60	32	54%	74%
UK	291	277	15	5%	6%
Finland	5	9	-4	-47%	-31%
Protector	786	729	57	8%	14%
COI (in exit)	38	49	-12	-23%	-23%
Protector incl. COI	824	778	45	6%	11%

Country-by-country key metrics

UK net combined at 103.3 % (+ 18.4 %p) | Sweden net combined at 73.0 % (- 19.7 %p)

YTD 2021

NOKm	Norway		Sweden		Denmark		UK		Finland		Protector	
	FY 21	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	FY 20	FY 21	FY 20
Gross premium written	1 415	1 383	1 820	1 607	919	973	1 618	1 328	178	226	5 951	5 516
Gross premium earned	1 398	1 443	1 749	1 605	880	983	1 461	1 131	258	217	5 746	5 380
Net premium earned	1 245	1 293	1 512	1 402	761	861	1 171	864	231	194	4 921	4 614
Gross claims ratio	77.8 %	81.1 %	59.3 %	79.1 %	102.8 %	112.5 %	84.7 %	63.8 %	77.3 %	72.3 %	77.8 %	82.2 %
Gross cost ratio	7.6 %	8.6 %	12.3 %	12.7 %	8.4 %	6.7 %	14.4 %	12.9 %	5.6 %	5.2 %	10.8 %	10.3 %
Gross combined ratio	85.4 %	89.7 %	71.6 %	91.8 %	111.2 %	119.2 %	99.1 %	76.8 %	82.9 %	77.5 %	88.5 %	92.5 %
Net claims ratio	82.1 %	80.2 %	62.8 %	79.8 %	82.9 %	115.1 %	87.8 %	70.7 %	78.1 %	74.0 %	77.4 %	84.6 %
Net cost ratio	7.2 %	6.1 %	10.2 %	12.8 %	6.9 %	9.6 %	15.5 %	14.2 %	4.0 %	3.5 %	9.9 %	10.2 %
Net combined ratio	89.2 %	86.3 %	73.0 % ←	92.7 %	89.8 % ←	124.7 %	103.3 % ←	84.9 %	82.1 %	77.5 %	87.3 % ←	94.8 %

Q4 2021

NOKm	Norway		Sweden		Denmark		UK		Finland		Protector	
	Q4 21	Q4 20	Q4 21	Q4 20	Q4 21	Q4 20	Q4 21	Q4 20	Q4 21	Q4 20	Q4 21	Q4 20
Gross premium written	122	134	276	249	92	60	291	277	5	9	786	729
Gross premium earned	351	358	442	412	231	252	384	326	60	57	1 468	1 404
Net premium earned	313	320	379	357	199	222	324	239	53	52	1 269	1 189
Gross claims ratio	97.8 %	74.2 %	58.0 %	68.5 %	107.8 %	130.7 %	96.2 %	67.8 %	64.1 %	100.7 %	85.6 %	82.3 %
Gross cost ratio	8.4 %	9.7 %	12.6 %	15.1 %	9.3 %	8.5 %	13.4 %	13.3 %	6.3 %	5.4 %	11.0 %	11.7 %
Gross combined ratio	106.2 %	83.8 %	70.6 %	83.6 %	117.1 %	139.2 %	109.5 %	81.1 %	70.5 %	106.1 %	96.6 %	94.0 %
Net claims ratio	88.5 %	72.1 %	61.8 %	71.1 %	89.3 %	132.8 %	93.6 %	69.2 %	64.1 %	102.0 %	80.9 %	83.8 %
Net cost ratio	8.1 %	4.7 %	10.8 %	15.2 %	9.8 %	12.7 %	14.8 %	15.6 %	3.3 %	7.2 %	10.7 %	11.6 %
Net combined ratio	96.6 %	76.8 %	72.6 %	86.2 %	99.1 %	145.5 %	108.4 %	84.8 %	67.4 %	109.1 %	91.6 %	95.4 %

Result vs. 2021 guiding

Technical result in line with guiding, higher than expected investment return pushing ROE

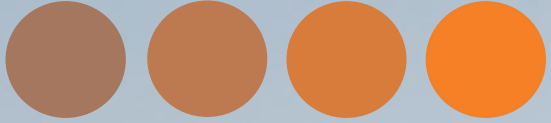
	Guiding 2021	Results Q1-Q3	Results Q4	Results FY
Net Combined Ratio:	88 % ⁽¹⁾	85.9 %	91.6 %	87.3 %
Return on Equity (ROE):	>20 %	37.7 %*	29.9 %*	35.6 %
Gross Written Premium (GWP) growth:	10 % (LCY)	9.7 % (LCY)	14 % (LCY)	10.0 % (LCY)
Solvency II Capital Ratio (SCR):	> 150 %	230 %	206 %**	206 %**

- We will continue to stay disciplined with regards to profitable growth

(1) Changed following Q3 '21 (from 90-92%)

* Annualized

** Post dividends (NOK 3+ NOK 7)



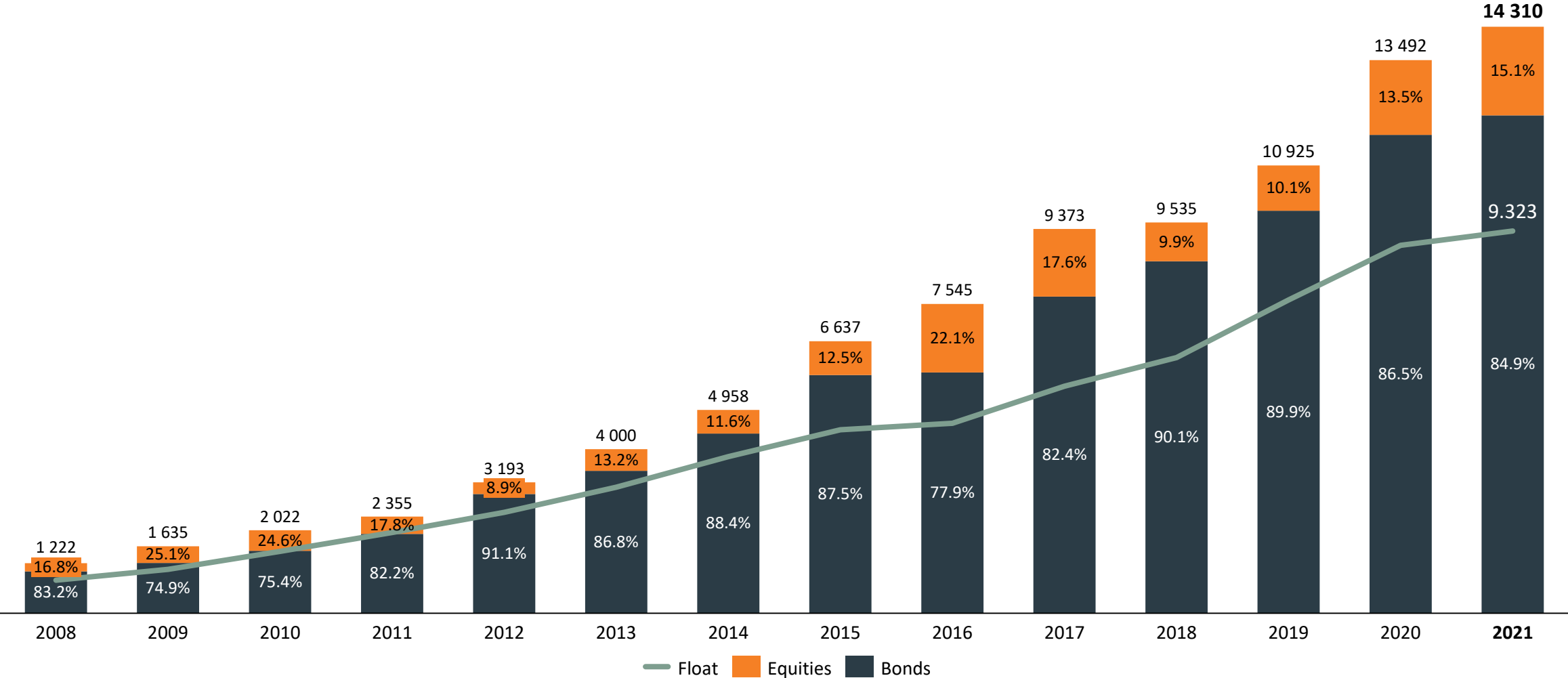
Investments

Investment is core

PROTECTOR

Investments

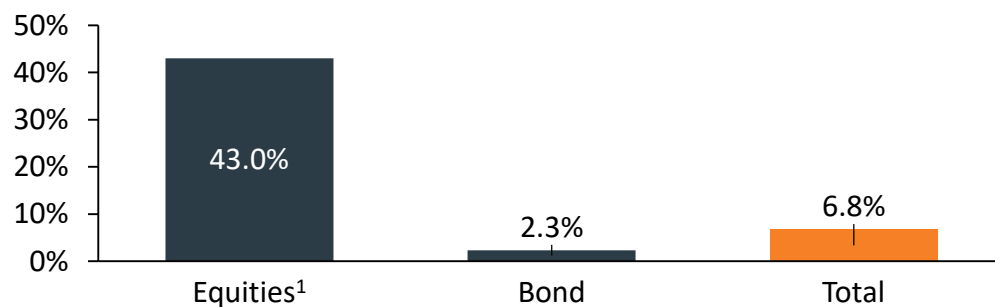
AUM is increasing



Investment performance

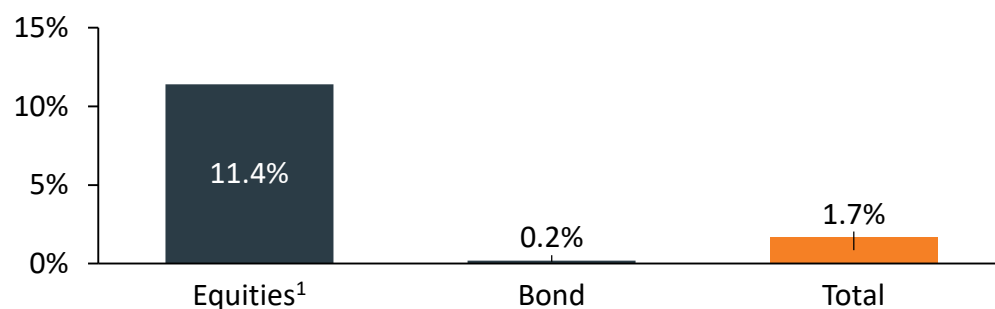
Gain of MNOK 955 in 2021, whereof MNOK 237 in Q4

2021 investment results



- **2021** return on investment portfolio at **6.8 %**, or **MNOK 955**
 - Equity portfolio, ex. put options, returning 43.0 %, or MNOK 730
 - Bond portfolio returning 2.3 %, or MNOK 285
 - Return of put options MNOK -61

Q4 investment results



- **Q4** return on investment portfolio at **1.7 %**, or **MNOK 237**
 - Equity portfolio, ex. put options, returning 11.4 %, or MNOK 228
 - Bond portfolio returning 0.2 %, or MNOK 26
 - Return of put options MNOK -16

¹ Equity return excludes results from put options

Bond portfolio statistics

Yield at 2.0 % | Avg. IG-rated portfolio by YE21 | No losses in 2021

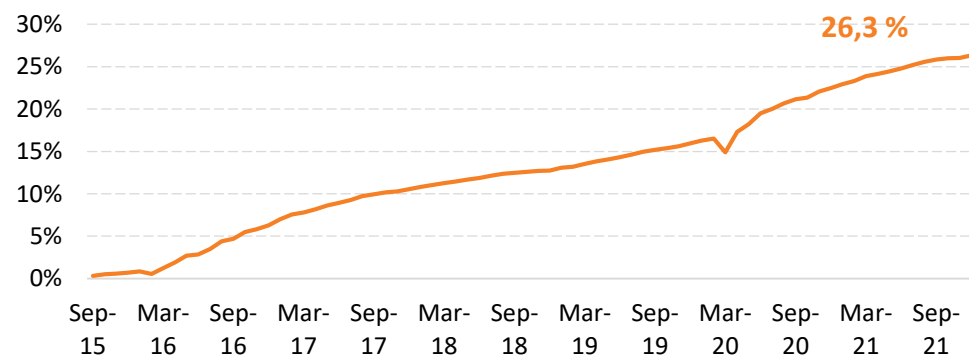
	Investment portfolio data ¹	31.12.21	30.09.21	31.12.20
Bonds	Bond & cash eq. (MNOK) ²	12 003	12 369	11 603
	Avg. ref. rate (NIBOR, STIBOR, etc.)	0.5 %	0.3 %	0.2 %
	Avg. spread/risk premium (bps)	151	164	210
	Yield	2.0 %	2.0 %	2.3 %
	Duration	0.4	0.4	0.4
	Credit duration	1.3	1.3	1.4
	Avg. rating ³	A-	BBB+	A-

¹ Includes bank deposits

² Size excludes currency swap contracts

³ Avg. linear rating based on official rating (>55%) and 'Protector rating' (<45%)

Protector bond portfolio return



- Running yield at 2.0 % (2.3 % in YE'20), before cost of risk
 - Spread down 13bps, underlying ref. rate up 21bps from Q3 '21
- HY portfolio totalling BNOK ≈ 3.5, vs. BNOK 4.0 YE'20
- Protector with no losses, unrealized or realized, > MNOK 1 in 2021
- Strong Nordic HY bond market in 2021
 - DNB Markets Nordic HY index in NOK +8.7 % in 2021 and +0.9 % in Q4
- Protector with losses of MNOK 10, or 0.02 % annually Q315-Q421

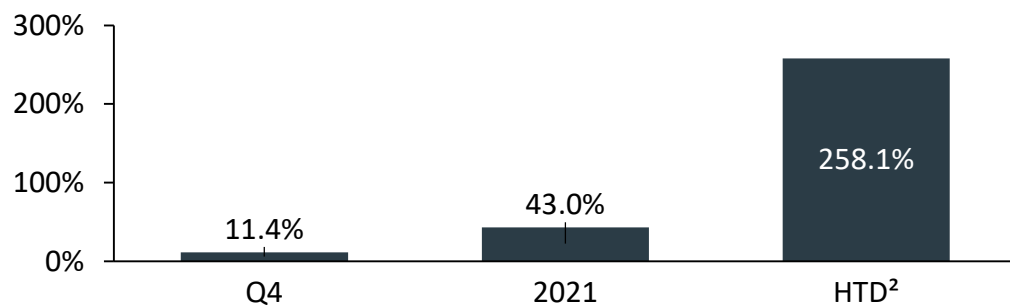
Equity portfolio statistics

Return of 43 % in 2021 | CAGR of 19.2 % since inception Q4 2014

Investment portfolio data		31.12.21	31.12.20	30.09.21
Equities	Portfolio size	2 166	1 823	2 118
	Share of total	15.1%	13.5%	14.6%
	Estimated intrinsic value discount	26%	26%	30%
	No. of companies	20	16	22

- Strong operational performance in portfolio companies
- Discount to estimated intrinsic value 26%
 - Flat Y/Y, despite return > 40%.
 - Multiconsult exit
 - Several new holdings purchased
 - Average holding period for existing portfolio companies lower

Investment results equities¹



- Equity share at 15.1% (13.5%) due to valuation gains
 - Net sale of 160 MNOK in 2021
- CAGR of 19.2% since inception Q4 2014

¹ Equity return excludes results from put options

² HTD: History to date, from October 2014

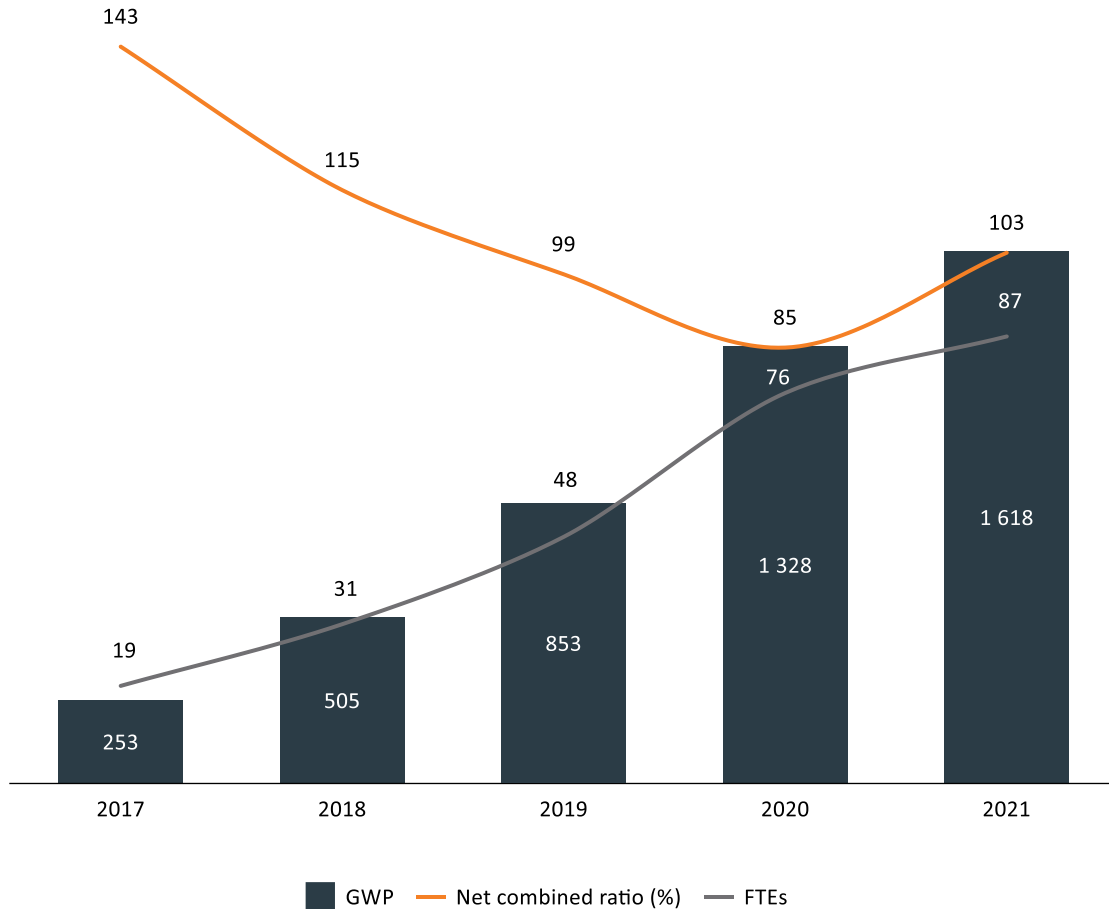
Agenda

1. Protector at a glance
2. Interim results
3. UK
4. Financials
5. Q&A



A disciplined Team journey

On target – optimistic & cautious



- Culture is key
 - Up-front investment in people for future
- Quality leader 5th time running
- Profitability impacted by large losses (LL) in 2021
 - Underlying profitability is within the expected range for the UK
- Disciplined growth
 - Selective Underwriting – under constant review
- Critical mass approaching
 - Early focus upon costs/scale

Culture is key

One Team UK

- Circa 90 employees - fully operative whilst working from home
 - 2 days WFH, 3 days in the office
 - Manchester & London – operate as 'One Team'.
- Cultural Lead 2020 & 2021
 - A first in Protector's history
- Management team, growing in strength and numbers with strong succession planning
- #1 (far ahead of #2) in the Broker Satisfaction Index (BSI)
 - 5th consecutive year
 - Supported by external surveys



Overall satisfaction (ranked out of 18)

1	Protector	7.7
2	Insurer 34	7.6
=3	Insurer 21	7.5
=3	Insurer 38	7.5
=5	Insurer 4	7.3

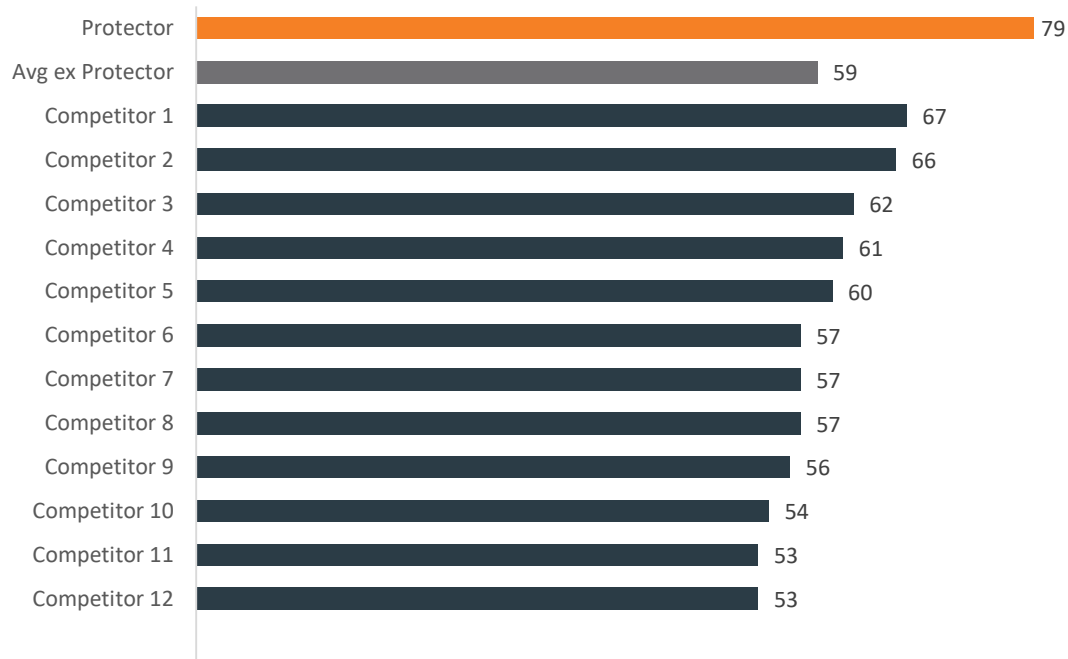
Retail Tier 2
average: 6.9



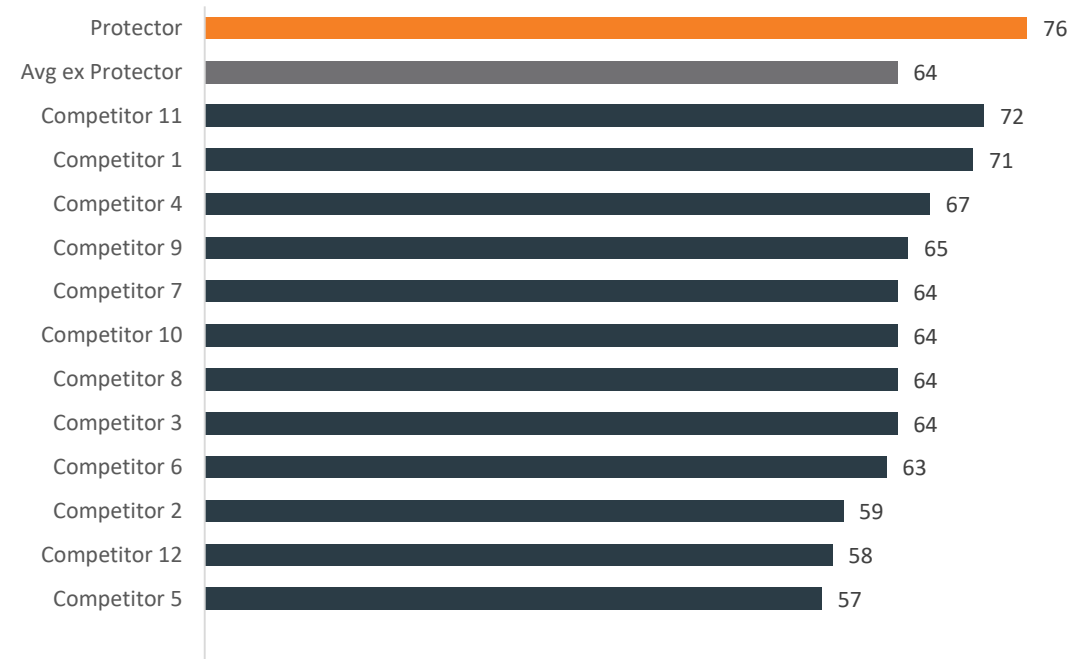
BSI Results 2021

Number 1 Service Provider 5th year running

Totality



Claims



Listening to
our brokers

Identifying areas
of improvement

Further enhance the
quality of our offering

Feedback for all
business units

Operational status 2021

Disciplined Underwriting & focussed Claims Handling

Volume:

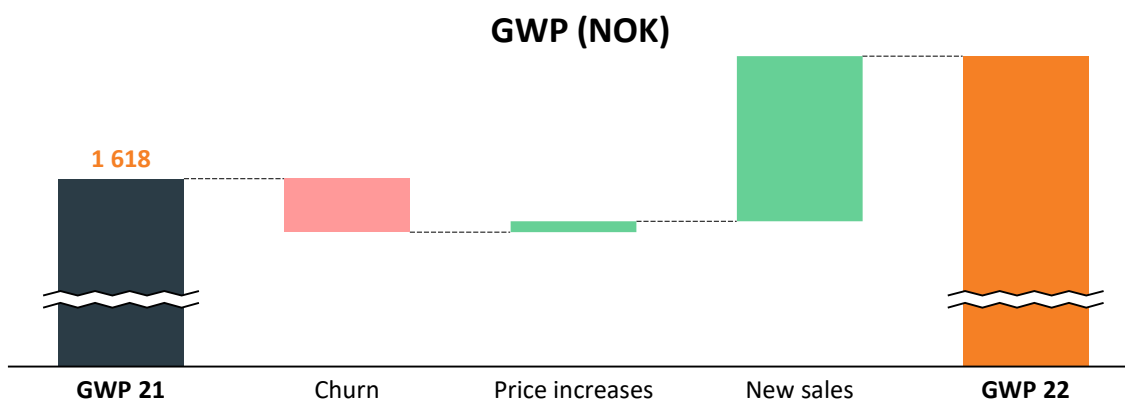
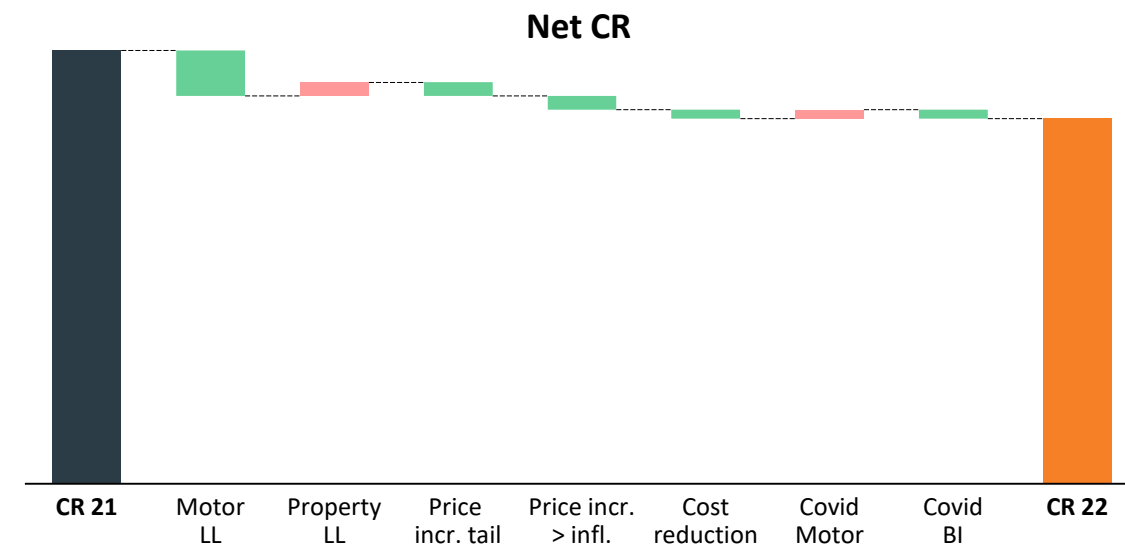
- £340m GWP of opportunities, £160m GWP quoted
- Very low hit rates (10 %) in public and housing (price driven)
- Ok hit rates (15 %) commercial – (motor more challenging)
- Very strong renewal rates in both segments, price increases at $\approx 9\%$

Claims handling:

- Very strong clean desk (no backlog)
- Claims cost reduction becoming culture
 - Motor engineers
 - Counter Fraud
 - TP intervention
 - Recovery

Back to profitable growth in 2022

Challenging market, but positive growth outlook



- 2021 was worse than history / benchmarks for LLs
 - It will normalise
- Residual impact of 2021 rate improvement & inflation
- Cost improvements = scale & efficiency
- Churn adjusted for market dynamics
- Rate strength will continue in some areas
- New Sales: Positive outlook
 - Commercial – Wider distribution / Hit rate focus
 - Public & Housing – Better opportunities – already material

Agenda

1. Protector at a glance
2. Interim results
3. UK
4. Financials
5. Q&A



Profit and loss FY (& Q4)

Profit of MNOK 1 204 (239) | EPS at NOK 15.0 (3.2)

NOKm	Q4 21	Q4 20	FY 21	FY 20
Gross premiums written	786	729	5 951	5 516
Earned premiums, net of reinsurance	1 269	1 189	4 921	4 614
Claims incurred, net of reinsurance	(1 027)	(996)	(3 810)	(3 901)
Sales cost	(95)	(93)	(362)	(331)
Administration cost	(67)	(71)	(257)	(221)
Commission from reinsurer	27	26	131	82
Other insurance related income/expenses	(5)	(1)	(29)	5
Technical result	101	54	594	247
Other income/costs	(15)	(19)	(56)	(67)
Net financial income	220	414	878	865
Profit before tax	306	448	1 416	1 045
Tax	(39)	(36)	(252)	(160)
Discontinued operations	(3)	31	67	94
Net comprehensive income	(25)	(0)	(28)	2
Profit for the period	239	442	1 204	982
Claims ratio, net of reinsurance	80.9 %	83.8 %	77.4 %	84.6 %
Expense ratio, net of reinsurance	10.7 %	11.6 %	9.9 %	10.2 %
Combined ratio, net of reinsurance	91.6 %	95.4 %	87.3 %	94.8 %
Gross claims ratio	85.6 %	82.3 %	77.8 %	82.2 %
Gross expense ratio	11.0 %	11.7 %	10.8 %	10.3 %
Gross combined ratio	96.6 %	94.0 %	88.5 %	92.5 %
Retention rate	86.4 %	84.7 %	85.6 %	85.8 %
Earnings per share	3.2	5.4	15.0	12.0

Balance Sheet

SCR-ratio at 206% post dividend

In millions	31.12.2021	31.12.2020
Financial assets	13 067	11 989
Derivatives	94	48
Bank deposits	300	263
Other assets	4 338	2 555
Discontinued operations	1 448	1 896
Total assets	19 246	16 750
Total equity	3 582	3 030
Subordinated loan capital	1 385	1 473
Total reserves	9 980	9 185
Derivatives	26	61
Other liabilities	3 440	1 889
Discontinued operations	834	1 112
Total equity and liabilities	19 246	16 750

- Positive contribution from investments and technical result
- Downward shift in SCR-ratio driven by the proposed dividends
 - Approx. 4 %-points effect on SCR-ratio per 1 NOK dividend per share

SCR-ratio composition

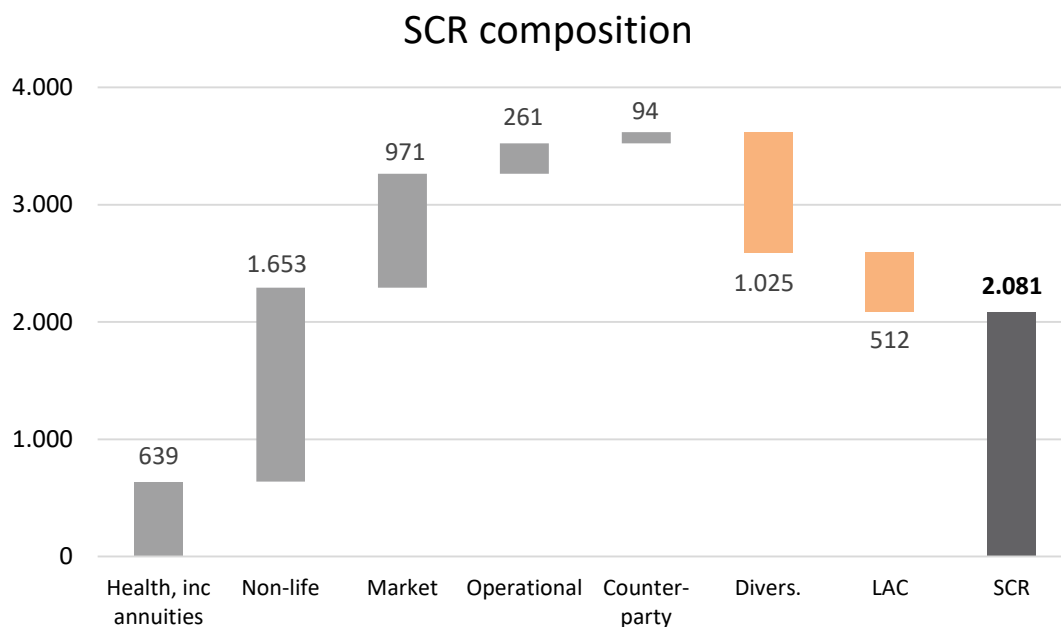


Solvency II

SCR ratio at 206%

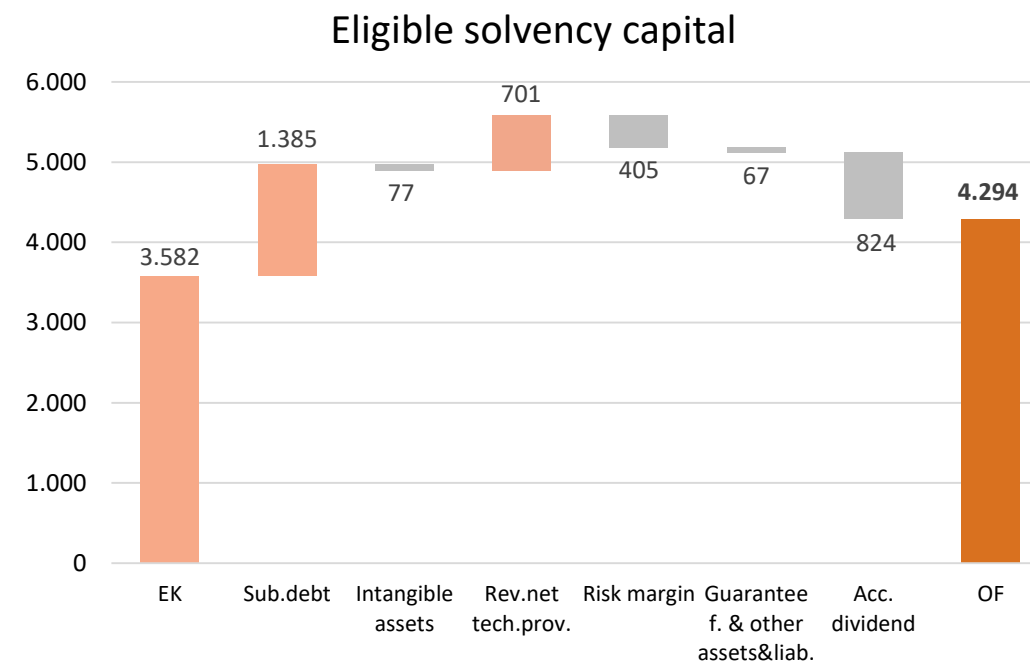
Composition of SCR:

- Net insurance risk 63%
- Net market risk 27%
- Other risks 10%



Eligible solvency capital:

- Accumulated dividend subtracted from eligible capital
- Guarantee provision subtracted from own funds



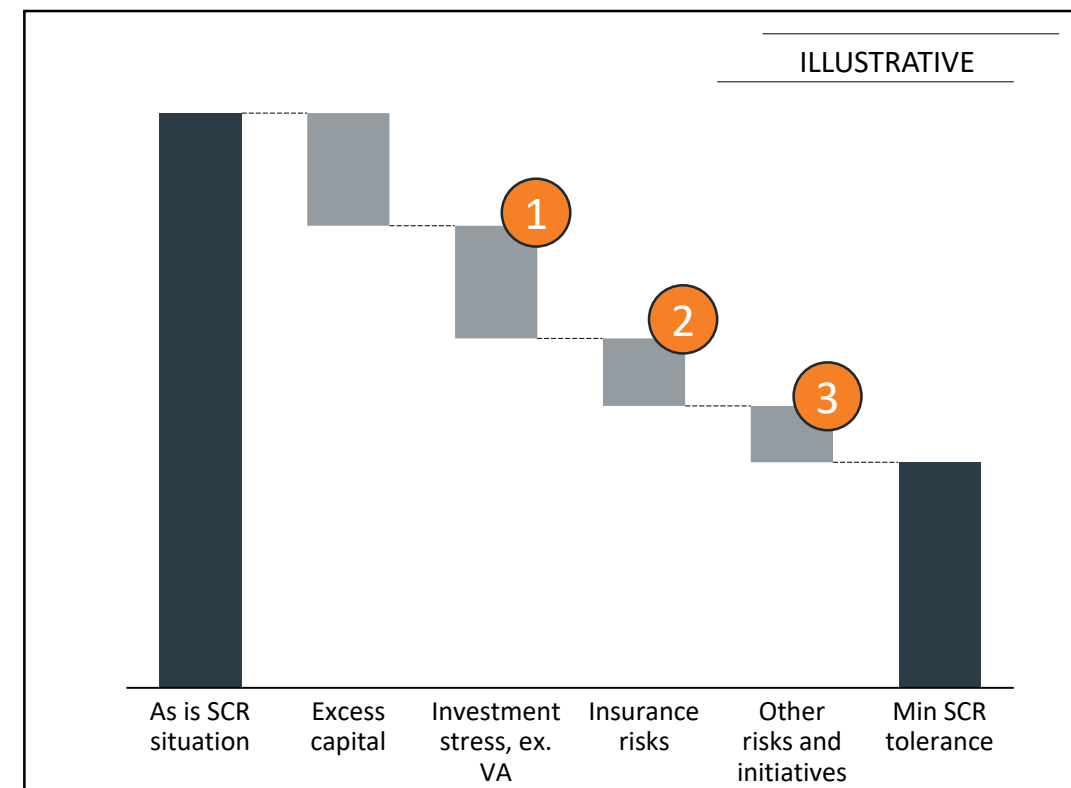
Risk and capital management process

Dynamic to all company risks, in addition to historical investment stress

Main objectives

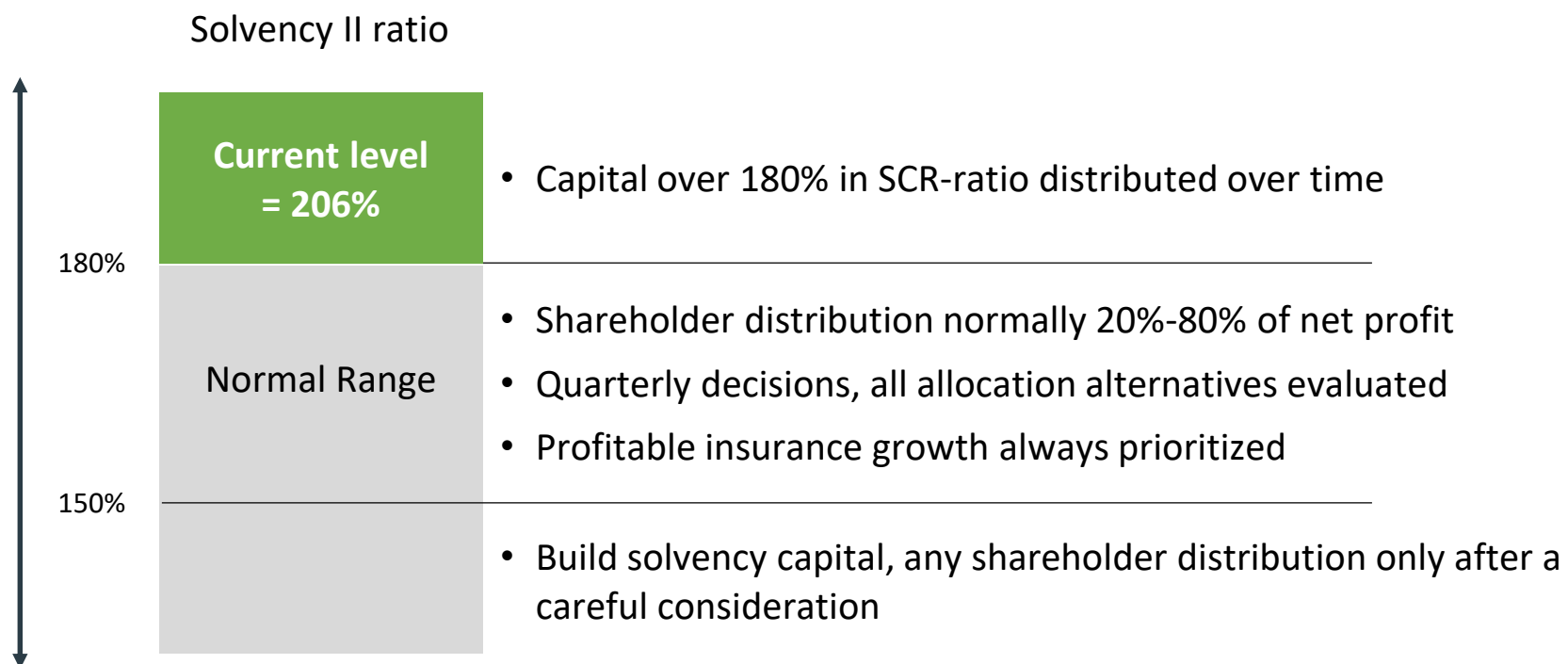
- a Identify all risks to Protector's solvency position
- b Continuously monitor risk development
- c Quarterly management assessment of capital position vs. capital need

Three main risk categories



Flexible shareholder distribution policy

Quarterly assessment of capital position vs. capital need



Agenda

1. Protector at a glance
2. Interim results
3. UK
4. Financials
5. Q&A







PROTECTOR
insurance