

MS Amlin plc

Key Priorities and Strategic Direction

September 2018



MS  **Amlin**

This presentation contains or may contain forward-looking statements. It is important to note that the Company's actual results could differ materially from the results anticipated or projected in any such forward-looking statements, based on a number of important factors. Readers are cautioned not to place reliance on these forward-looking statements. The Company does not assume any obligation to update any forward-looking statements, whether as a result of new information, future events or otherwise. Past performance cannot be relied on as a guide to future performance.



Simon Beale became CEO in April 2018. Prior to this he was MS Amlin's Chief Underwriting Officer. Having joined the Group in 1994 he headed Amlin's Marine business from 2001 to 2009 and was Underwriting Director of Amlin London from 2008 to 2012. He has been a Director of MS Amlin PLC since 2011 and MS Amlin Underwriting Limited since 2000.

Since joining the Lloyd's market in 1984 he became a recognised international leader in Marine Hull underwriting. He has served on various insurance market bodies and in 2018 he was elected to serve a third three year term on the Council of Lloyd's and is currently a Deputy Chairman.

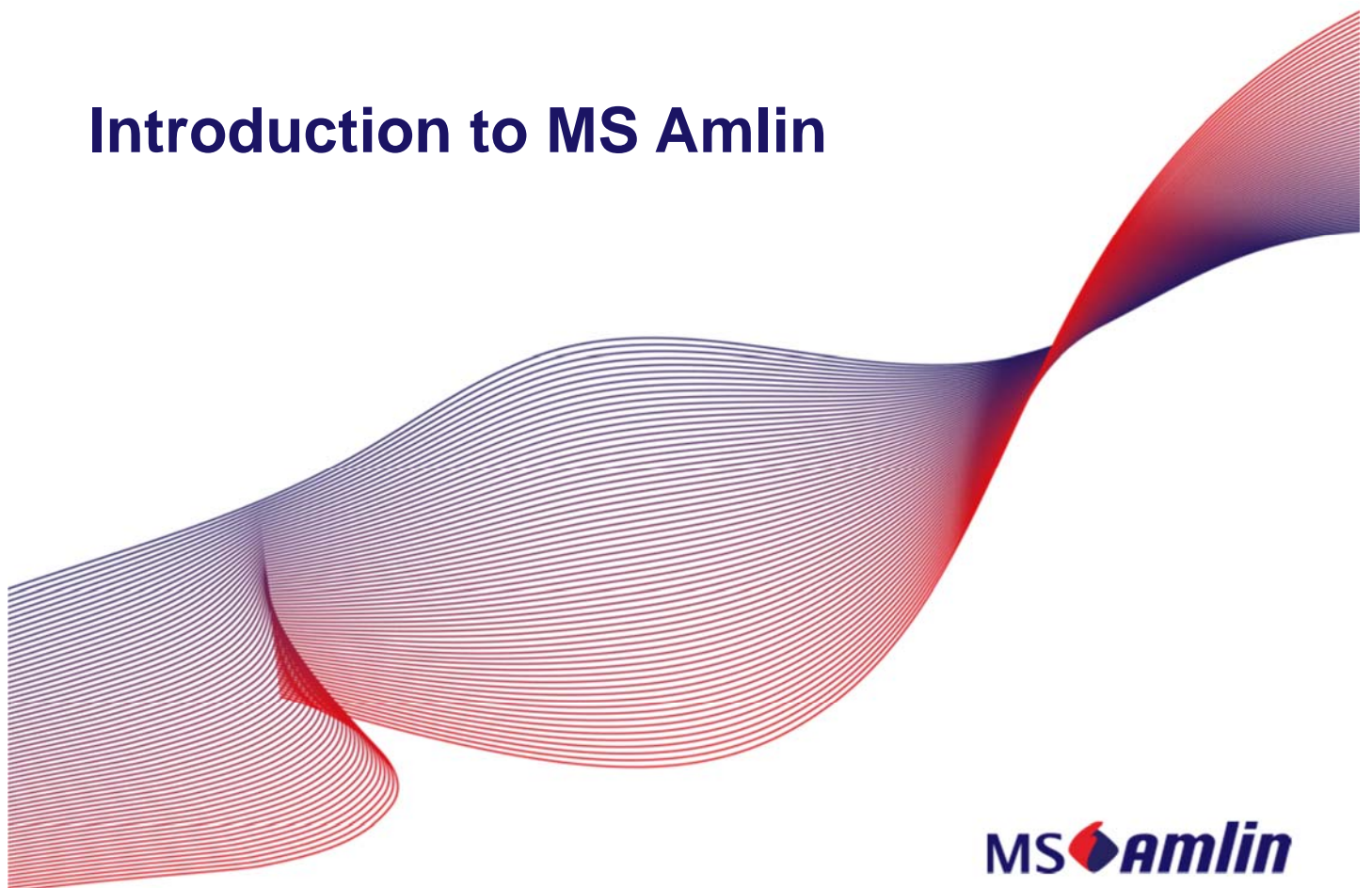


John Worth joined MS Amlin as CFO in November 2017, having previously been the CFO of The Co-operative Bank plc, where he led a successful financial re-structuring. Prior to this, he worked as the CFO of two listed global insurers, Hiscox and Aspen. Before this, he was Group Financial Controller of Barclays plc, a partner with Ernst & Young LLP, and served in various leadership roles at Prudential UK/Europe, including Head of Risk and then Head of IT, as well as being seconded to the UK's Financial Services Authority.

John started his career with PwC, where his experience included two years working for the firm's Tokyo office in its management consultancy division.

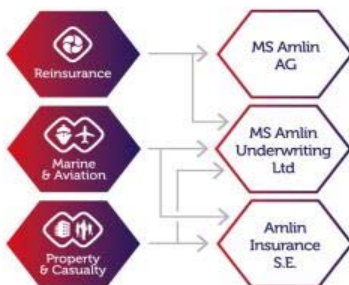
	Presenter
Introduction to MS Amlin	Simon Beale
Current Status and Key Priorities in 2018	John Worth
Market Trends	Simon Beale
MS Amlin Strategic Direction	Simon Beale
Summary	Simon Beale

Introduction to MS Amlin



“MS Amlin is a strong business with a strong core portfolio, recognised brand and an abundance of talent”

- A proud history
- Wide product capability
- Wide distribution relationships
- Flexibility across multiple platforms
- Strong position in Lloyd’s
- Broad geographic reach



£3.4bn GWP (2017)



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The MS Amlin Brand

We deliver continuity in an uncertain world

Continuity is:

- Long-term stability backed by superior financial strength
- The confidence that comes from a quality track record
- Delivering on our commitments
 - to our **clients** that if an adverse event happens we willingly pay claims so that they can continue with their business
 - to our **people** to continue to be a great company to work for; one that will continue to attract, develop and retain the best people
 - to our **shareholders** to be a strong, long-term source of return.

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Status and Key Priorities



MS Amlin

2017

Integration in difficult market conditions

MS Amlin

2017, the first full year of the integrated business resulted in:

- £3.4bn Gross written premium
- Supported by 2,200 people
- Working across 26 locations

3 major factors leading to underwriting loss:

- Catastrophe loss – 2017 was one of the highest-ever catastrophe years
- Higher attritional and medium size losses
- Strengthening of reserves as a result of growth in casualty and specific underperformance

Prudent and appropriate reserving

- During 2017 our best estimate reserves increased
- The increase in the proportion of Incurred But Not Reported reserves largely reflects our recent growth in long-tail lines which has seen a significant strengthening of our reserve position

Investments

- Solid investment return of 3.2%
- Assets under management increased to £6.4bn

2018 Key Priorities

Our response to the 2017 result focuses on four key areas



Enhance Our Capability

- Strengthened executive leadership team
 - Chief Financial Officer
 - Chief Operating Officer
 - Chief People Officer
- Directly engaging employees through
 - Refresh of company purpose
 - Introduction of agile working

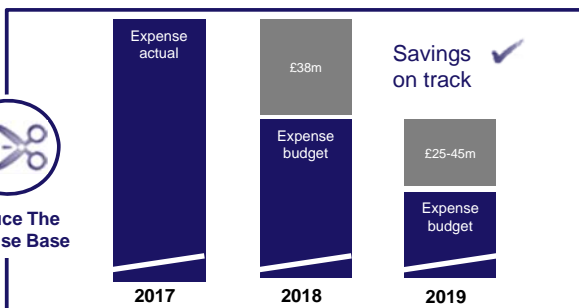


Improving Underwriting Profitability

- Withdrawal from classes and territories
- Re-underwritten some portfolios
- Net effect has been a premium reduction of approximately £150m (~5% of portfolio)
- Provides opportunity for capital to be redeployed to support future growth
- Catastrophe risk management has reduced net exposures to levels seen in 2016



Reduce The Expense Base



Building for the future

- Strengthen our existing portfolio
- Maintain our client focus
- Enhance our operations
- Develop our people and organisation
- Support MS&AD's international strategy

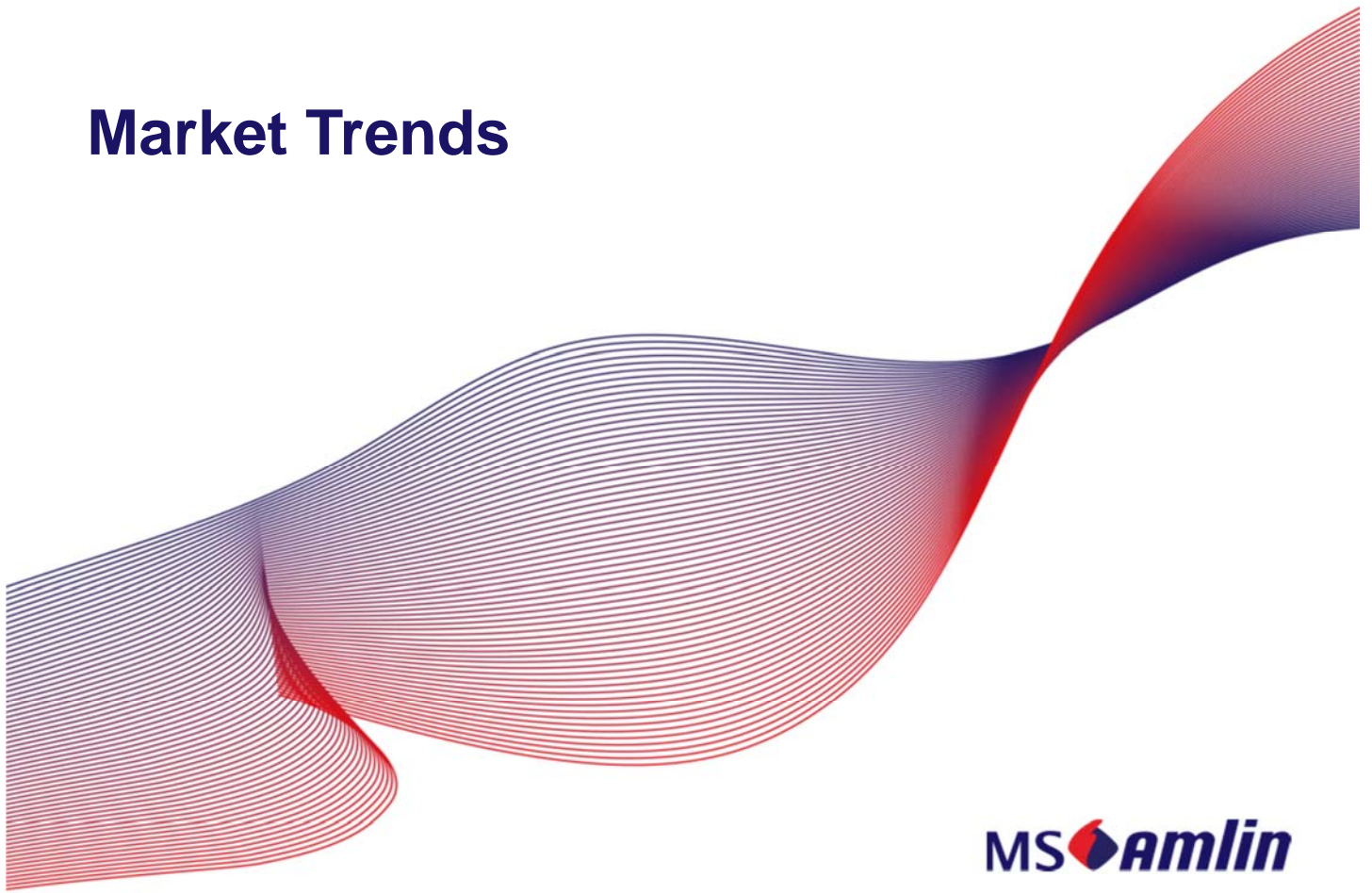
Focus areas are being delivered through a holistic programme accountable to the Executive Team

2018 Performance On Track

	Q1 Actuals £m
Net written premium	1,313
Net earned premium	755
Net claims Incurred	(479)
Acquisition costs & UW expenses	(267)
Result attributable to underwriting	2
Investment return	33
Result after tax	0
Claims ratio	63%

- Premium income in line with expectations; overall rate increases of 3.5%
- Re-allocated capital to more profitable classes
- Action taken to reduce expense base
- Annualised investment return of 1.2%, lower than anticipated but ahead of peers

Market Trends



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Market Trends Taking advantage of change

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Trends & Competitive Environment

- Depressed margins
- Continued capital influx
- Competitor and distributor consolidation
- Technology driven disruption
- Rapidly evolving client needs
- Pressurised expense base
- Lloyd's market evolution
- Brexit

Implications & Opportunities

- Scale & investment matters
- Flexible capital solutions
- Technology enabled efficiencies
- Early adopter advantage
- Retain relevancy and contact
- New insights from integrated data
- More complex risk solutions

- Lloyd's is the **world's largest specialty insurance market**, underwriting risks across the globe and generating £33bn of gross written premium.
- It has secured this by creating **a unique hub of insurance expertise** and secure capital using a **globally recognised brand**
- Lloyd's has a programme in place to **continue to modernise and innovate** in order to remain the world's leading speciality insurance market.



- MS Amlin is the **2nd largest syndicate** and is well placed to continue to take advantage of this marketplace.
- 62% of MS Amlin's business is in Lloyd's but other platforms MS AG & AISE provide other options

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Brexit

MS Amlin is well positioned for any Brexit scenario

- Flexible capital bases (Lloyd's and AISE) provide optionality and continuity to clients in the event of a hard or no-deal Brexit
- MS Amlin's application to re-domicile its European capital base (AISE) to Brussels has been agreed by the Belgian regulator
- Global headquarters will remain in London



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From awareness (2015) to:

- learning via MS Amlin Edge – testing innovation concepts and assessing their value (2016)
- early value from Robotics (centre of expertise), data analytics, Blockchain (Insurwave) (2017)
- lead the MSI Digital Working Group (2018)



MS Amlin Strategic Direction



Strong Business Fundamentals

- Exceptional client portfolio
- Broad product range
- Global reach
- Diverse distribution relationships
- Platform optionality
- Expertise
- MS&AD's international growth engine

Strengthen our existing portfolio

Maintain our client focus

Enhance our operations

Develop our people and organisation

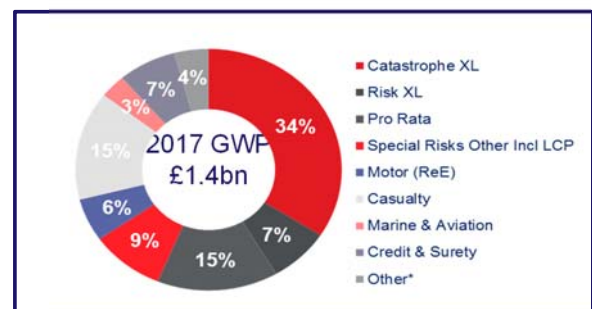
Support MS&AD's international strategy

Reinsurance



Market Dynamics

- New capital sources are here to stay maintaining pressure on rate increases and returns
- Scale matters
- New / emerging risks
- Growth in emerging markets
- Efficiency



Core Strengths

- Flexible capital bases both using;
 - strongly rated own balance sheets (Lloyd's and AG)
 - third party capital (Leadenhall Capital Partners and Viribus Re)
- Underwriting expertise in all key hubs – Bermuda, Zurich, London, Miami, Dubai, Singapore
- Expanded product capability
- Market leadership position



Strategic Direction

- Near term focus on cycle management and underwriting profitability
- Matching risk to the right capital – both own and third party - as efficiently as possible
- Meeting evolving client needs and addressing changing cedent exposures
- Diversification from property catastrophe into less commoditised areas
- Enhanced analytics

Market Dynamics

- Global trade, continued growth of emerging economies
- Small, specialist component of global insurance market
- Pricing environment and cost levels driving efficiency focus



Core Strengths

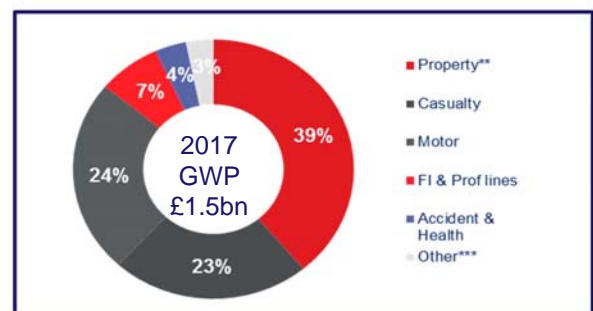
- Strong position at Lloyd's and significant player globally, especially when combined with MS&AD
- Regional and London/Lloyd's distribution and a choice of two capital bases
- Underwriting expertise across a wide product capability

Strategic Direction

- Global capability across the product range
- Distribution - increase efficiency, grow in regions
- Benefit from MS&AD distribution opportunities
- Develop and leverage new technology driven capabilities – Blockchain, data and analytics

Market Dynamics

- Pricing environments vary between global/hub and regional environments
- Digitisation and innovation of business models
- Use of data and analytics
- Efficiency
- Changing client needs



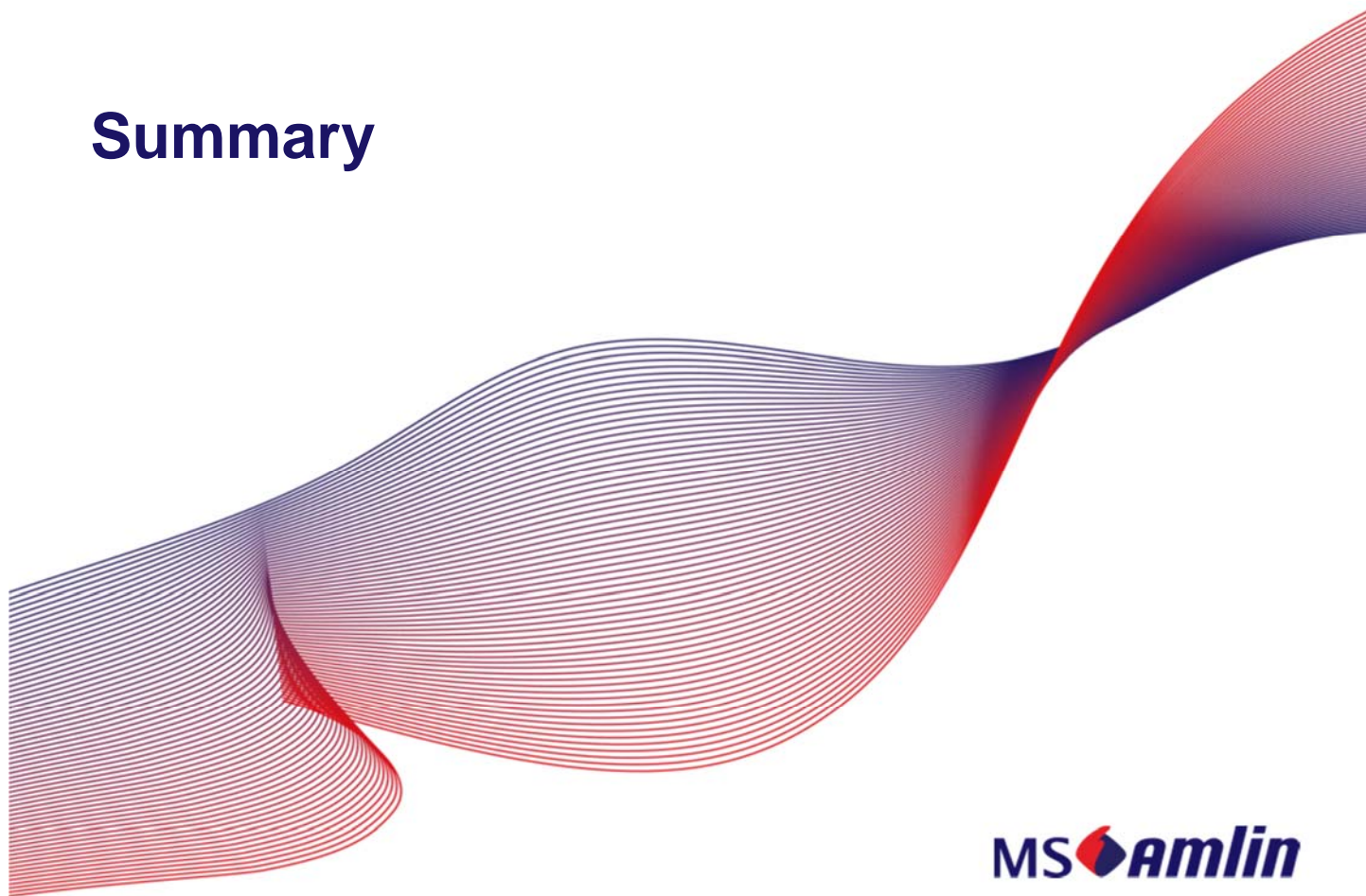
Core Strengths

- Diversified business
- Portfolio balanced between more stable regional/country markets and the Lloyd's/London market across two capital bases
- Strong position in Lloyd's
- Extensive product range

Strategic Direction

- Continue to improve underwriting performance
- Efficiency – both within Lloyd's aligned to market efforts and within regional markets
- Targeted widening of distribution, including through digital channel expansion
- Product range – opportunities in certain niches and to meet specific client needs
- Further investment in data and analytics
- Invest in underwriting talent and the wider capabilities required to meet changing client needs

Summary



Summary



<p>A proud history</p>	<ul style="list-style-type: none"> - Strong business with a strong portfolio - Global reach through Lloyd's and other distribution platforms - Flexibility to serve clients and allocate capital across multiple platforms 	
<p>Repositioned for success</p>	<ul style="list-style-type: none"> - Improving underwriting profitability - Reducing our expense base 	<ul style="list-style-type: none"> - Enhancing our capability - Building for the future
<p>Well positioned strategically</p>	<ul style="list-style-type: none"> - Take advantage of changing external factors - Enhance operational capability 	<ul style="list-style-type: none"> - Develop our people and organisation - Integral part of MS&AD's international strategy

A strong business with a strong core portfolio, recognised brand and an abundance of talent