Market Presentation
Nordic Region
April 2015
Erik Börjesson, Nordic Area Manager
www.lloyds.com/SwedenMI  www.lloyds.com/DenmarkMI
www.lloyds.com/NorwayMI  www.lloyds.com/FinlandMI
1) The Market
   Economic Highlights
   Insurance Key Themes
   Key Class of Business
   Insurance Ranking and Key Trends
   Distribution

2) Lloyd’s
   Business Profile
   Local Presence
   Nordic Capacity

3) Opportunities
   Key Areas
   What to target
   Underwriting Guidelines
   Events
   Local Intelligence
   Office Support
   Key Objectives for Lloyd’s in Nordic
   Lloyd’s Nordic Team
The Market

Economic Highlights
Insurance Key Themes
Energy
Insurance Ranking & Key Trends
Distribution Trends
The Market

Economic Highlights – Nordic Region

Nordic in Europe

► 6th largest European economy*
► 9th largest European population*
► 2nd largest European Lloyd’s market*

Nordic Area in Detail

Nominal GDP in billion EUR; Population and Lloyd’s Gross Signed Premiums

- **SWEDEN**
  - 2015 GDP: EUR 1,293
  - 2015 Population: 26 million

- **NORWAY**
  - 2015 Population: 22 million

- **DENMARK**
  - 2014 Lloyd’s GSP: EUR 550m

- **FINLAND**

Source: Market Intelligence Compare Countries. Exchange rates used are for each relevant year. Lloyd's GSP includes both insurance & reinsurance.
The Market
Economic Highlights – Nordic Region

2015 Government Debt (in % of GDP)

<table>
<thead>
<tr>
<th>Country</th>
<th>Debt (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Norway</td>
<td>34%</td>
</tr>
<tr>
<td>Sweden</td>
<td>41%</td>
</tr>
<tr>
<td>Denmark</td>
<td>47%</td>
</tr>
<tr>
<td>Finland</td>
<td>59%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>69%</td>
</tr>
<tr>
<td>Germany</td>
<td>73%</td>
</tr>
<tr>
<td>Canada</td>
<td>87%</td>
</tr>
<tr>
<td>France</td>
<td>98%</td>
</tr>
<tr>
<td>UK</td>
<td>93%</td>
</tr>
<tr>
<td>Spain</td>
<td>101%</td>
</tr>
<tr>
<td>Belgium</td>
<td>102%</td>
</tr>
<tr>
<td>United States</td>
<td>105%</td>
</tr>
<tr>
<td>Ireland</td>
<td>112%</td>
</tr>
<tr>
<td>Italy</td>
<td>136%</td>
</tr>
<tr>
<td>Japan</td>
<td>245%</td>
</tr>
</tbody>
</table>

Nordic Area in Detail (2015)
Real GDP Growth, Unemployment Rates and Ease of doing business rating

**SWEDEN**
Real GDP Change: +1.9%
Unemployment Rate: 7.8%
Ease of Doing Business: 11

**NORWAY**
Real GDP Change: +0.6%
Unemployment Rate: 3.8%
Ease of Doing Business: 6

**DENMARK**
Real GDP Change: +1.7%
Unemployment Rate: 6.6%
Ease of Doing Business: 4

**FINLAND**
Real GDP Change: +1.3%
Unemployment Rate: 8.3%
Ease of Doing Business: 9

- Stable outlook for Nordic business.
- Stable financial situation in the region.
- Stable political situation in the region.
- Stable and growing local insurance market.

The Market
Economic Highlights – Nordic Region

SWEDEN

TOP SEGMENTS

Mechanical Industry
Paper & Pulp
Utilities
Med Tech

TOP COMPANIES

Nordea Bank
Global Ranking*: #119 (FORBES GLOBAL 2000)
Market Value: € 43.7bn (FORBES GLOBAL 2000)

Ericsson
Global Ranking*: #235 (FORBES GLOBAL 2000)
Market Value: € 32.8bn (FORBES GLOBAL 2000)

SEB
Global Ranking*: #259 (FORBES GLOBAL 2000)
Market Value: € 22.9bn (FORBES GLOBAL 2000)

H&M
Global Ranking*: #449 (FORBES GLOBAL 2000)
Market Value: € 53.2bn (FORBES GLOBAL 2000)

NORWAY

TOP SEGMENTS

Energy & Marine
Service sector to Marine & Energy
Fish & Farming

TOP COMPANIES

Statoil
Global Ranking*: #51 (FORBES GLOBAL 2000)
Market Value: € 67.2bn (FORBES GLOBAL 2000)

DNB
Global Ranking*: #197 (FORBES GLOBAL 2000)
Market Value: € 21.5bn (FORBES GLOBAL 2000)

Telenor
Global Ranking*: #330 (FORBES GLOBAL 2000)
Market Value: € 25bn (FORBES GLOBAL 2000)

Norsk Hydro
Global Ranking*: #1061 (FORBES GLOBAL 2000)
Market Value: € 7.7bn (FORBES GLOBAL 2000)

DENMARK

TOP SEGMENTS

Food & Beverage
Medical
Pharma
Shipping
Energy

TOP COMPANIES

Møller-Maersk
Global Ranking*: #142 (FORBES GLOBAL 2000)
Market Value: € 39bn (FORBES GLOBAL 2000)

Danske Bank
Global Ranking*: #231 (FORBES GLOBAL 2000)
Market Value: € 21.3bn (FORBES GLOBAL 2000)

Novo Nordisk
Global Ranking*: #399 (FORBES GLOBAL 2000)
Market Value: € 90.1bn (FORBES GLOBAL 2000)

Carlsberg
Global Ranking*: #565 (FORBES GLOBAL 2000)
Market Value: € 11.4bn (FORBES GLOBAL 2000)

FINLAND

TOP SEGMENTS

Paper & Pulp
Mechanical Industry
Mining Technology
Gaming

TOP COMPANIES

Sampo
Global Ranking*: #408 (FORBES GLOBAL 2000)
Market Value: € 22.4bn (FORBES GLOBAL 2000)

Fortum
Global Ranking*: #513 (FORBES GLOBAL 2000)
Market Value: € 15.3bn (FORBES GLOBAL 2000)

Nokia (now Microsoft)
Global Ranking*: #631 (FORBES GLOBAL 2000)
Market Value: € 21.2bn (FORBES GLOBAL 2000)

UPM-Kymmene
Global Ranking*: #629 (FORBES GLOBAL 2000)
Market Value: € 7bn (FORBES GLOBAL 2000)

Source: Market Intelligence based on Forbes, “Global 2000”, (May 2014); ranking is based on four metrics: sales, profits, assets and market value; http://www.forbes.com/global2000/list - 2013 average exchange rate used for US$;€ conversion
Economic Highlights

**Economic growth: +1.8% (2014)**

- After the stronger-than-anticipated real GDP performance in the third quarter, we estimate the Swedish economy grew by 1.85% in 2014, as reported in the January forecast.
- The outlook for 2015 is restrained by geopolitical tensions and a gradual recovery across the Eurozone economy, which remains the major destination for Swedish exports.
- Negative interest rate since February 2015

Source: Market Intelligence calculation based on: IHS Global Insight, (2014); www.ihs.com
Economic highlights

Economic growth: +2.1% (2014)

► Despite recent positive real GDP surprises, the risks to the 2015/16 growth outlook are rising in the face of the lower than previously anticipated short-term crude-oil price profile
► Service industry to oil & gas suffers
► Johan Svedrup Oilfield project started (51,000 jobs)
► The Norges Bank cut its main policy rate to 1.25% on 11 December 2014
► Norwegian ‘Oil Fund’ at top level

Source: Market Intelligence calculation based on: IHS Global Insight, (2014); www.ihs.com
**The Market**

**Economic Highlights**

**DENMARK**

**Chart: 2011-2019 GDP (Nominal GDP in billion US; Real GDP Growth)**

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**Economic highlights**

**Economic growth: +0.9% (2014)**

- On a seasonally adjusted basis, new estimations of Danish real GDP show 0.4% quarter-on-quarter (q/q) growth in the third quarter of 2014, following growth of only 0.2% q/q in the second quarter.

- Tight lending, weak labour conditions, and declining house prices will limit consumption in the near term, despite some fiscal stimulus from the government.

- Growth is slowly coming and unemployment rates are now more favourable.

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Source: Market Intelligence calculation based on: IHS Global Insight, (2014); www.ihs.com
Economic highlights

Economic growth: -0.3% (2014)

► The Finnish economic recovery remains very reluctant to take shape.
► Labour markets remain gloomy.
► The Finnish industrial sector is facing major structural challenges
► Expected recovery early 2016
The Market
Economic Highlights – Areas to focus on

**SWEDEN**
- Swedish investments in emerging markets
- H&M growing
- Ericsson developing with new concepts
- SAAB (Aircrafts, Submarines and weapon)
- IT and modern technology - Spotify and Minecraft

**NORWAY**
- Low oil price – complicated if continues
- Less investment in energy – also impact onshore
- Onshore construction in infrastructure
  - Construction Johan Svedrup field started
- Less investment not yet impacted economy
  (growth yet to return to high pre-2008 levels, 2013 averaged 0.8% and 2014 forecast at 1.6%)
- Great projects in infrastructure development

**DENMARK**
- Marine & Energy (Maersk)
- Pharmaceuticals
- Medical technology
- Infrastructure and renewable Energy

**FINLAND**
- Financial recovery started
- Renewable energy (Green Economy)
- Construction
- Electronic
- Gaming (‘Angry Birds’, ‘Clash of Clans’)

Source: Commentary based on articles & soft intelligence
The Market
Insurance Key Themes

Market highlights for Nordics

Strong local carriers:
► 4 carries in each country handle approx. 80 %
► Good results 2014 and Q1 2015

SME and private lines (direct business change is visible)

All international carries present:
► Zurich, AIG, XL, ACE, QBE, FM Global & Allianz

Highly competitive market
Low levels of co-insurance (exception for DK and Energy)
High level of Nordic capacity (see slide 28)

Prominent Growth Areas:
► Energy
► Construction
► Modern technology /IT/Gaming
► Pharma
► Group/schemes and portfolios
► New private lines initiatives
► PA & Health

Local carriers moving into former niche lines as the products maturing
IKEA and ICA (large retailer) started own insurance operations
Otherwise low level of Bank Assurance

Chart: 2011-2014 Market Premiums for Nordics
(GWP in million EUR)

Note: *2014 Data for Finland and Denmark is an estimate based on increase of GWP of 3%, Norway GWP is excluding Marine and Energy
Source: Market Intelligence based on local association data & soft intelligence
The Market
Energy

Class highlights in Norway

► Excess capacity still pushing prices lower – 10% to 20% reductions are common
► Wider coverage available although deductibles remaining firm
► Insurance buyers struggling with cost base due oil price reduction, CAPEX reductions from Oil Companies, Day Rates for rig owners reducing, some rigs being laid up due lack of work
► Property values being reduced
► Cyber becoming more interesting to buyers

(Gross Signed Premium EUR m)

Detailed Analysis can be downloaded in the Class Review – Norway

www.lloyds.com/NorwayMI

Source: Market Intelligence based on local association data & soft intelligence, internal data sources & Xchanging
The Market
Insurer Ranking and Key Trends

**SWEDEN**
- Key International players present: All present in Nordic mainly in Stockholm and Copenhagen all act pan Nordic
- New entrants: Catlin & W.R. Berkley (Vardia & Protector)
- Private sector “owned” by local carriers on direct basis
- International carriers try to enter SME & affinity

**NORWAY**
- Key International players present: All present in Nordic mainly in Stockholm and Copenhagen all act pan Nordic
- New entrants: Catlin and Barbican (Varida & Protector)
- International carriers try to enter SME & affinity
- More diversified – more new initiative's
- New agencies

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**2001-2013 Market share of top insurers In % total GWP**

- Länsförsäkringar: 30%
- if: 18%
- Folksam: 16%
- TRYGGHANSA: 16%
- Moderna: 3%
- Other: 16%

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**2001-2013 Market share of top insurers In % total GWP**

- Gjensidige: 25%
- if: 23%
- TRYGGHANSA: 14%
- SpareBank: 10%
- Other: 28%

Source: Market Intelligence based on local association data & soft intelligence
The Market
Insurer Ranking and Key Trends

DENMARK
► Key International players present: All present in Nordic mainly in Stockholm and Copenhagen all act pan Nordic
► New entrants: Catlin
► International carriers try to enter SME & affinity
► Gjensidige and Protector are aggressive

FINLAND
► Key International players present: All present in Nordic mainly in Stockholm and Copenhagen all act pan Nordic
► Pohjola Group in closer cooperation
► More mergers will follow the Lokaltapiola merge
► More agency initiatives

2001-2013 Market share of top insurers In % total GWP

Source: Market Intelligence based on local association data & soft intelligence
The Market
Distribution Trends – Key Brokers

KEY BROKERS IN ALL NORDIC COUNTRIES

Sweden
- GUY CARPENTER
- Max Matthiessen
- Söderberg & Partners
- Bolander & Co
- Provins
- SÄKRA
- Osseen

Norway
- BERGVALL MARINE
- Gallagher
- NorthEdge
- howden
- PARISCO
- GABLER
- LOCKTON
- Pareto
- NORWEGIAN BROKER

Denmark
- CONTEA
- Dahlberg
- RTM Insurance Brokers

Finland
- FINIB
- howden
- OPTIMUM

Source: Market Intelligence based on local association data & soft intelligence
The Market
Key Distribution Trends - Nordic Region

- **Willis**
  - Acquisition of Max Matthiessen (empl. benefits)
  - Developing network all over Sweden (20+ offices)

- **Söderberg & Partners (mainly empl. benefits)**
  - Pan Nordic
  - 20+ offices around Sweden
  - Expanding heavily in Sweden

- More **diversified market** in Norway
- All of the large brokers have **affinity teams**
- Smaller brokers consider **agency routes**
- **Group insurance**- affinity and SME schemes
- **Aon** strong on Employees benefits in Norway
- Two **new establishments** in Norway: Pareto and Gabler
- The new local buzzwords:
  - "**Distribution & Packaging**"

Source: Market Intelligence based on local soft intelligence

To further discuss contact Erik.Borjesson@lloyds.com
The Market
Summary

Economy
Good results

Insurance
Premium increase is around 5%

Reinsurance
Potential ahead

Major accounts:
- PD/BI - Stable but very competitive
- GL/PL - Soft
- D&O - Soft
- SME business - Stable or slightly increasing

Primary capacity used as excess cover: Rates extremely soft

Higher retentions/More capacity available
Lower rates
Decreasing Lloyd’s share
Clients want more diversification, which represents an opportunity for “under-represented” Lloyd’s players.

Source: Market Intelligence based on Country Manager.
Lloyd’s

Business profile
Local presence
Nordic Area Capacity
Lloyd's
Business Profile – Local Presence

Coverholders by Region

Service Companies

- Some Coverholders have now reached a significant level of maturity and size
- Coverholders writing a wide range of niche lines
- A few Coverholders can easily accommodate more products
- A few Coverholder transfer to local carriers as products mature
- RiskPoint now Pan Nordic - expanding

Source: Market Intelligence based on Lloyd’s and local association data & soft intelligence
Lloyd's
Business Profile – Coverholders

Norway
1. Affinion International
2. AGS Forsikring
3. Skuld (Skuld Syndicate 1897)
4. Beazley Solutions Limited
5. Catlin
6. Citius Insurance
7. Hydor
8. Professional Indemnity Protect Ltd (Barbican Service Company)
9. Matrix Insurance
10. Nordeuropa Forsikring
11. Nordic Insurance Services
12. Norwegian Underwriting Agency
13. (QBE)
14. Quality Broker
15. RiskPoint
16. Scandinavian Insurance Management (Scandins)
17. Scandinavian Marine Agency
18. Tide Forsikring
19. Vardia Eksterne Kanaler
20. Vardia Insurance Group
21. W.R. Berkley Insurance Norway NUF
22. Fender Marine
23. Hydor

Sweden
1. Brim
2. Brookfield Underwriting
3. Catlin
4. (Försäkringsproduktion)
5. Lavaretus Underwriting
6. Mainpro
7. Markel International Sweden Filial
8. Nacora International
9. Navigators (NUAL)
10. Nordeuropa Försäkring
11. Nordeuropa Liv & Hälsa
12. Nordisk Marinförsäkring
13. (Optimal Djursförsäkring)
14. Pantein
15. RiskPoint
16. (Svenska Sjö)
17. Svenska Trätöförsäkringar
18. SveNord Försäkring
19. S&P Underwriting Agency

Denmark
1. Balticfinance Scandinavia
2. Catlin
3. Chaucer Underwriting
4. Dahlberg Assurance Agentur
5. First Marine Insurance
6. Indigo Underwriters
7. Lavaretus Underwriting
8. Navigators
9. Pantaenius
10. (QBE)
11. RiskPoint
12. Søassurancen Danmark

Finland
1. Lavaretus Underwriting
2. RiskPoint

Profiles of each can be downloaded from the Nordic Country Pages

Lloyd's
Business Profile – Sweden

2009 – 2014 Total Premiums
Gross Signed Premiums (EUR million)

2009 – 2014 COB Premium Trends
Gross Signed Premiums (EUR million)

2013 Gross Signed Premiums*
Total EUR 110.5m
Reinsurance EUR 39.5m
Direct EUR 71.0m
Binding Authorities EUR 34.0m (inc. Direct Insurance)

Country of origin premiums*
✓ Policyholders are based or headquartered in this territory;
✓ Premiums may be written outside this territory;
✗ Not necessarily where risks are located
✗ May differ to what is reported to local regulator (dependent on local requirements).

Source: Market Intelligence based on internal data sources & Xchanging
Lloyd's
Business Profile - Norway

2009 – 2014 Total Premiums
Gross Signed Premiums (EUR million)

2009 – 2014 COB Premium Trends
Gross Signed Premiums (EUR million)

2014 Gross Signed Premiums*
Total EUR 288.2m
Reinsurance EUR 92.0m
Direct EUR 196.2m
Binding Authorities EUR 75.0m (inc. Direct Insurance)

Country of origin premiums*
 ✓ Policyholders are based or headquartered in this territory;
 ✓ Premiums may be written outside this territory;
 × Not necessarily where risks are located
 × May differ to what is reported to local regulator (dependent on local requirements).

Source: Market Intelligence based on internal data sources & Xchanging
Lloyd's
Business Profile - Denmark

2009 – 2014 Total Premiums
Gross Signed Premiums (EUR million)

2009 – 2014 COB Premium Trends
Gross Signed Premiums (EUR million)

2014 Gross Signed Premiums*
Total EUR 129.7m
Reinsurance EUR 41.4m
Direct EUR 88.3m
Binding Authorities EUR 37.0m (inc. Direct Insurance)

Country of origin premiums*
✓ Policyholders are based or headquartered in this territory;
✓ Premiums may be written outside this territory;
✗ Not necessarily where risks are located
✗ May differ to what is reported to local regulator (dependent on local requirements).

Source: Market Intelligence based on internal data sources & Xchanging
Lloyd's
Business Profile - Finland

2009 – 2014 Total Premiums
Gross Signed Premiums (€ million)

2009 – 2014 COB Premium Trends
Gross Signed Premiums (€ million)

2013 Gross Signed Premiums*
Total EUR 30.3m
Reinsurance EUR 22.1m
Direct EUR 8.2m
Binding Authorities EUR 3.6m (inc. Direct Insurance)

Country of origin premiums*
✓ Policyholders are based or headquartered in this territory;
✓ Premiums may be written outside this territory;
✗ Not necessarily where risks are located
✗ May differ to what is reported to local regulator (dependent on local requirements).

Source: Market Intelligence based on internal data sources & Xchanging
# Lloyd's Local Presence - Finland

## Coverholders

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>May 2014</td>
<td>Lloyd's information Day</td>
</tr>
<tr>
<td>January 2015</td>
<td>Application for Establishment Licence</td>
</tr>
<tr>
<td>Q2 2015</td>
<td>Expected time for the licence to be granted</td>
</tr>
<tr>
<td>2nd September 2015</td>
<td>Launch event</td>
</tr>
</tbody>
</table>

More Coverholders in the pipeline

Detailed Analysis can be downloaded in the Class Review – Finland

Source: Market Intelligence based on Lloyd’s and local association data & soft intelligence
# Lloyd's
## Nordic Region Capacity

### Capacity Estimates
Defined as Nordic based Underwriters with own mandate or quick referral process

<table>
<thead>
<tr>
<th>Carrier</th>
<th>PD/BI (in million EUR)</th>
<th>GL/PL (in million EUR)</th>
<th>D&amp;O (in million US$ unless otherwise stated)</th>
</tr>
</thead>
<tbody>
<tr>
<td>If P&amp;C</td>
<td>400</td>
<td>50</td>
<td>25</td>
</tr>
<tr>
<td>Trygg Hansa</td>
<td>200</td>
<td>25/50</td>
<td>15</td>
</tr>
<tr>
<td>Länsförsäkringar</td>
<td>200</td>
<td>30</td>
<td>N/A</td>
</tr>
<tr>
<td>FM Global</td>
<td>400</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>XL</td>
<td>300</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td>Allianz</td>
<td>300</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td>Zurich</td>
<td>300</td>
<td>75</td>
<td>25</td>
</tr>
<tr>
<td>Swiss Re (direct)</td>
<td>300</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>AIG (can use “Big Limits”)</td>
<td>400+</td>
<td>100</td>
<td>25</td>
</tr>
<tr>
<td>ACE</td>
<td>100</td>
<td>75</td>
<td>25/50</td>
</tr>
<tr>
<td>QBE</td>
<td>100</td>
<td>100</td>
<td>50 EUR</td>
</tr>
<tr>
<td>Pohjola</td>
<td>200+</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>Chubb</td>
<td>100</td>
<td>100</td>
<td>50</td>
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<tr>
<td>WR Berkley (Company paper)</td>
<td>50</td>
<td>25</td>
<td>+</td>
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<tr>
<td>RiskPoint (Lloyd's)</td>
<td>50</td>
<td>25/50</td>
<td>15</td>
</tr>
<tr>
<td>Navigators (Lloyd's)</td>
<td>N/A</td>
<td>25</td>
<td>15</td>
</tr>
<tr>
<td>Catlin (Company paper / Lloyd's)</td>
<td>100</td>
<td>50</td>
<td>+</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3,500</strong></td>
<td><strong>930</strong></td>
<td><strong>260</strong></td>
</tr>
</tbody>
</table>

Source: Market Intelligence based on local soft intelligence
Lloyd's

Summary

Growth in coverholders & accessing large accounts

- The 53 Coverholders including Service Companies
- The Coverholders are now well known in the Nordic Countries
- Brokers well aware of the Coverholder model and their product offering
- Local brokers place business successfully through their London colleagues or via London brokers

Further potential in coverholder model

- Coverholders provide a wide range of products, however there are still gaps for a number of niche products
- Some Coverholders could offer more products from their existing platforms without any large investments
- To do this the Coverholders need support from Managing Agents & Lloyd’s brokers
- Number of new Agency non-Lloyd’s initiatives

More opportunities available – travel more

- Invent and select Coverholders and brokers – meet them in London and in the Nordic region
- The market is open for new business but managing agents need to travel more in the region to establish relations and learn about brokers and insured’s needs
- Other markets are established locally or travel frequently to the region

Source: Market Intelligence based on Lloyd’s and local association data & soft intelligence
Opportunities/Events

What to Target
Underwriting Guidelines
Key Areas
Local Intelligence
Events
Office Support
Key Objectives for Lloyd’s in Nordic Region
Lloyd’s Nordic Team
## Opportunities

### What to target?

<table>
<thead>
<tr>
<th>SWEDEN</th>
<th>NORWAY</th>
</tr>
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<tbody>
<tr>
<td>▶ Major accounts niche line and need for capacity</td>
<td>▶ Energy</td>
</tr>
<tr>
<td>▶ Reinsurance behind local carriers – CAT exposure</td>
<td>▶ Marine - niches</td>
</tr>
<tr>
<td>▶ Niche line products</td>
<td>▶ Service sector to Marine &amp; Energy</td>
</tr>
<tr>
<td>▶ SME / affinity</td>
<td>▶ Reinsurance behind local carriers</td>
</tr>
<tr>
<td>▶ Aviation</td>
<td>▶ Niche line products</td>
</tr>
<tr>
<td>▶ Construction</td>
<td>▶ SME / affinity</td>
</tr>
<tr>
<td>▶ Dam owners programme (“pool”)</td>
<td>▶ Aviation – North Sea</td>
</tr>
<tr>
<td>▶ M&amp;A</td>
<td>▶ Construction</td>
</tr>
<tr>
<td>▶ Life</td>
<td>▶ Natural Hazards pool</td>
</tr>
<tr>
<td>▶ More products to local Coverholders</td>
<td>▶ More products to local Coverholders</td>
</tr>
<tr>
<td>▶ Terrorism</td>
<td>▶ Terrorism</td>
</tr>
<tr>
<td>▶ Group life – New life license</td>
<td>▶ Personal Accident</td>
</tr>
<tr>
<td>▶ The gap for complicated risks in the SME / Commercial</td>
<td>▶ Explore the diversified market – new agency initiatives</td>
</tr>
<tr>
<td></td>
<td>▶ Cyber offshore</td>
</tr>
</tbody>
</table>
## Opportunities

### What to target?

<table>
<thead>
<tr>
<th>DENMARK</th>
<th>FINLAND</th>
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<tbody>
<tr>
<td>Major accounts niche line and need for capacity</td>
<td>Major accounts niche line and need for capacity</td>
</tr>
<tr>
<td>Medical technology business</td>
<td>Reinsurance behind local carriers – CAT</td>
</tr>
<tr>
<td>Marine</td>
<td>Niche line products – behind local carriers</td>
</tr>
<tr>
<td>Energy</td>
<td>Renewable energy</td>
</tr>
<tr>
<td>Reinsurance behind local carriers – CAT</td>
<td>Construction</td>
</tr>
<tr>
<td>Niche line products</td>
<td>Coverholders business - push Coverholders to do more pan Nordic business</td>
</tr>
<tr>
<td>Construction</td>
<td>Terrorism</td>
</tr>
<tr>
<td>SME / affinity</td>
<td>Explore the new agencies initiatives</td>
</tr>
<tr>
<td>M&amp;A</td>
<td>Travel and meet potential new Coverholders</td>
</tr>
<tr>
<td>Life</td>
<td></td>
</tr>
<tr>
<td>Online distribution may offer new distribution avenues</td>
<td></td>
</tr>
<tr>
<td>More products to local Coverholders</td>
<td></td>
</tr>
<tr>
<td>Terrorism</td>
<td></td>
</tr>
<tr>
<td>Local mutuals Solvency II</td>
<td></td>
</tr>
</tbody>
</table>
Opportunities
Underwriting Guidelines
The local gap of flexibility in Commercial SME due to strong underwriting guidelines

Flexible underwriting
Guideline (unflexible) underwriting
## Opportunities
### Key Areas

<table>
<thead>
<tr>
<th>Category</th>
<th>Individuals</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Local Niche Lines Distributors</strong></td>
<td>53 Coverholders</td>
</tr>
<tr>
<td></td>
<td>Around 15 Non-Lloyd’s agents</td>
</tr>
<tr>
<td><strong>Reinsurance Brokers</strong></td>
<td>Around 20 Individuals in Region &amp; London</td>
</tr>
<tr>
<td><strong>Major Accounts &amp; Special Lines Brokers</strong></td>
<td>Around 30 Individuals in Region + Around 15 in London</td>
</tr>
<tr>
<td><strong>Reinsurance Buyers</strong></td>
<td>Around 15 Individuals in Region</td>
</tr>
<tr>
<td><strong>Risk Managers</strong></td>
<td>Around 40 Individuals in Region</td>
</tr>
</tbody>
</table>

Source: Market Intelligence based on Survey; Country Manager (September 2014)
## Opportunities

**Local Intelligence**

### Broker List

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Job Title</th>
<th>Company Name</th>
<th>Specialty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sven, Jonathan</td>
<td>Chief Broker</td>
<td>Aon (Finland)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Rundelschafer, Christian</td>
<td>Placement Officer</td>
<td>Aon (Finland)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Ansell, Karl</td>
<td>Practice Leader</td>
<td>Aon (Sweden)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Stensv, Mats</td>
<td>Chief Commercial Officer</td>
<td>Aon (Sweden)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Kerox, Palle</td>
<td>Senior Vice President</td>
<td>Marsh (Denmark)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Folsom, Anne</td>
<td></td>
<td>Willis (Denmark)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Gundersen, Lars</td>
<td>Chief Executive Officer</td>
<td>Willis (Denmark)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Graafis, Jan</td>
<td></td>
<td>Willis (Netherlands)</td>
<td>Placement Leader</td>
</tr>
<tr>
<td>Engleson, Mats</td>
<td>Chief Placement Officer, Sweden</td>
<td>Willis (Sweden)</td>
<td>Placement Leader</td>
</tr>
</tbody>
</table>

### Lloyd’s Office maintains class of business-specific contact list

“Each Nordic Coverholder has a profile on lloyds.com”
Lloyd's
Events

Organised by Lloyd’s

3 JUN
Nordic shipping seminar on offshore energy in Oslo

11 JUN
Inga Beale in Denmark - meeting with Key Brokers, Coverholders and Risk Managers

29-3 JUN - JUL
Nordic Week in London - 29th June to 3rd July Country Manager in London

2-3 SEP
Follow up on Finland information day Helsinki - Vincent Vandendael

28 JAN 2016
Meet the Market Event in Stockholm
Lloyd's
Office Support – Business Development Process for Managing Agents and Brokers

Objective to secure that managing agents have a business plan for Nordic or an active decision not to have a business plan

Starting point for those without Business Plan
- Initial meeting with Business Development manager and a few senior underwriters
- Outline the market in general (in-depth market presentation)
- Including tools available

Starting point for those with existing Business Plan
- Appetite description from Managing Agents
- Review on Brokers, Coverholders and Risk Managers
- Nordic office to issue detailed contact list
- Assist Managing Agents in arranging meetings in Nordic or London
- Follow up activities
- Advice on prospecting – distribution, products, wording figures, regulatory traps
- More focused approach or next step of the general approach
- Discussion of specific approach for lines of products or specific country
- Standard wordings- exclusions
- How to distribute
Lloyd's
Office Support - Regulatory Updates

**Consumer Business**
- Consumer protection is a focus for regulatory bodies
- Taxes – Group life’s Sweden
- Contact information to the Coverholder and claims function
- Complaints information (Sweden and Norway pilot for renew complaints reporting system)
- Personal Data Act (1998)
- Group insurance
- Do not write consumer business on the open market from London without a Coverholder. If so discuss with Gen rep in advance.

**General**
- Several Liability- secure it is included
- Cooperation agreements with Clients
- Claims funds
- Check cooperation partners reputation before entering into corporation agreements
# Lloyd's

## Key Objective for Lloyd’s in Nordic Region

To consolidate Lloyd's position as a local specialist insurance and reinsurance partner by growing Lloyd's brand acceptance country wide.

### Stable & Profitable Markets
- Stable region and market – just an underwriting and regulatory risk.
- Acceptable profit levels.

### Local markets understand Lloyd’s, we can help you understand local markets
- All local stakeholders know Lloyd’s and the coverholder model.
- Next step is to improve new business plans for Lloyd’s brokers and Managing Agents regarding the Nordic countries

### Proposed actions for success.
- Your competitors travel more frequently – and are successful in this market.
- Lloyd’s Nordic office can assist with all contacts and business intelligence
- To be have an easier success, discuss your plan with Lloyd’s Nordic office – we are delighted to assist and we have the tools to do so.
Lloyd's
Lloyd’s Nordic Team

Erik Börjesson - Nordic Area Manager and Gen Rep for Sweden

Brenda Wallen - Executive Assistant

Kristina Hårdänge - Compliance officer, part time

Jes Anker Mikklesn - Gen Rep Denmark, part time

Espen Komanes - Gen Rep Norway, part time

Janne Lauhha - Gen Rep for Finland, part time
Market Intelligence
Core Products

Market Intelligence provides analysis of the world’s insurance industry from a geographic perspective to help Lloyd’s managing agents, brokers and coverholders grow their business internationally.

Visit www.lloyds.com/marketintelligence

Compare countries
Compare economic, insurance market and Lloyd’s business statistics for over 200 territories.

Country profiles
Individual summaries for Lloyd’s key territories.

Market presentations
Insight from Lloyd’s Country Managers on opportunities and challenges for Lloyd’s in their markets.

Class review
Compare Lloyd’s business with its competitors in key territories, broken down by class of business.

Country roundups
Summaries of recent industry news and events, that are available in some Lloyd’s territories.

Subscribe: lloyds.com/misignup
Contact the team: lloyds.com/miteam

Market Intelligence
Your Global Advantage
Appendix

Limitations & Disclaimer

Lloyd's Data Limitations

Please note the information contained in this document is based upon data collected from Xchanging and may be incomplete for some classes of business; for instance a substantial figure, which is missing from the REG 258 data set is comprised of UK Motor, which is not processed by Xchanging.

Gross Premiums: Original and additional inward premiums, plus any amount in respect of administration fees or policy expenses remitted with a premium but before the deduction of outward reinsurance premiums.

Lloyd's figures are based on gross written premiums based on figures processed by Xchanging by processing year and country of origin.

Country of Origin: denotes the country from where demand for the insurance / reinsurance emanates; i.e. the coverholder or policyholder, irrespective of the country to which the risk is classified for regulatory reporting purposes.

Processing Year: relates to the calendar year in which the premium, additional or return premium is processed by Xchanging, irrespective of the actual underwriting year of account of the risks (which is determined by the inception date of each risk).

Example: A policy holder in the UK insuring a holiday home in France would be classified as a UK risk by Country Of Origin, but French for regulatory reporting purposes. Similarly a risk incepting on 1st December 2007 would be classified at 2007 underwriting year of account but may not be processed by Xchanging until 2008 and so be allocated to the 2008 processing year

Exchange Rate Policy

Annual average exchange rates are used in all conversions.

Disclaimer

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