



Tokio Marine *Insights:*

Tokio Marine Safety Insurance Thailand (TMSTH)

~Sustainable growth in the competitive market~

March 13, 2024

Today's speaker from TMSTH



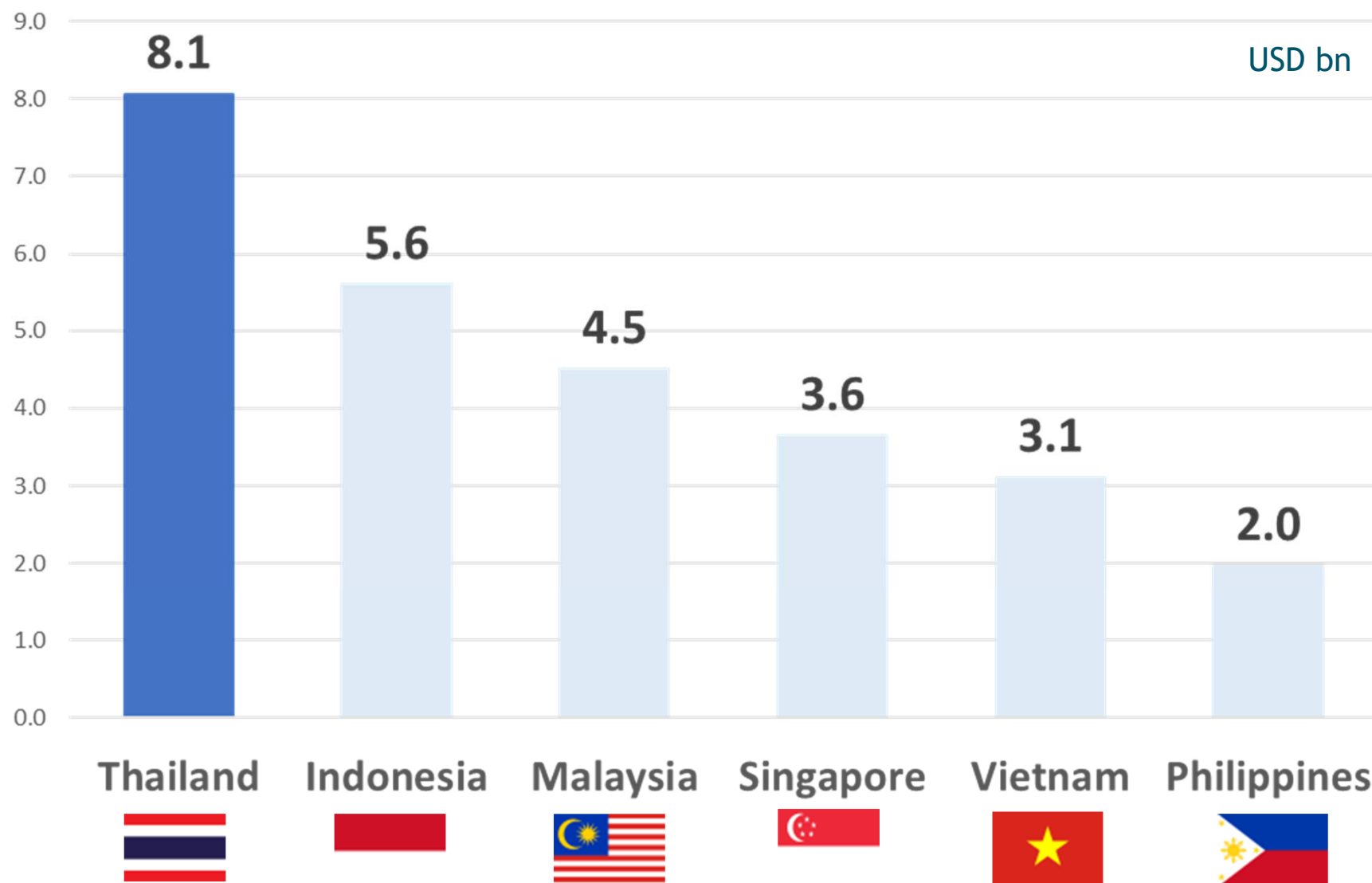
TOKIO MARINE
INSURANCE GROUP



Suteechai Santivarakum
Chief Executive Officer

Southeast Asia P&C Insurance Market

Thailand is the largest P&C Insurance market in Southeast Asia region



**2022 market size, exchange rate is as of the end of March 2023*

**Source: Thai General Insurance Association, Indonesia General Insurance Association, ISM(Insurance Services Malaysia), General Insurance Association of Singapore (GIA), IAV, Insurance commission*

Thailand P&C Insurance Market

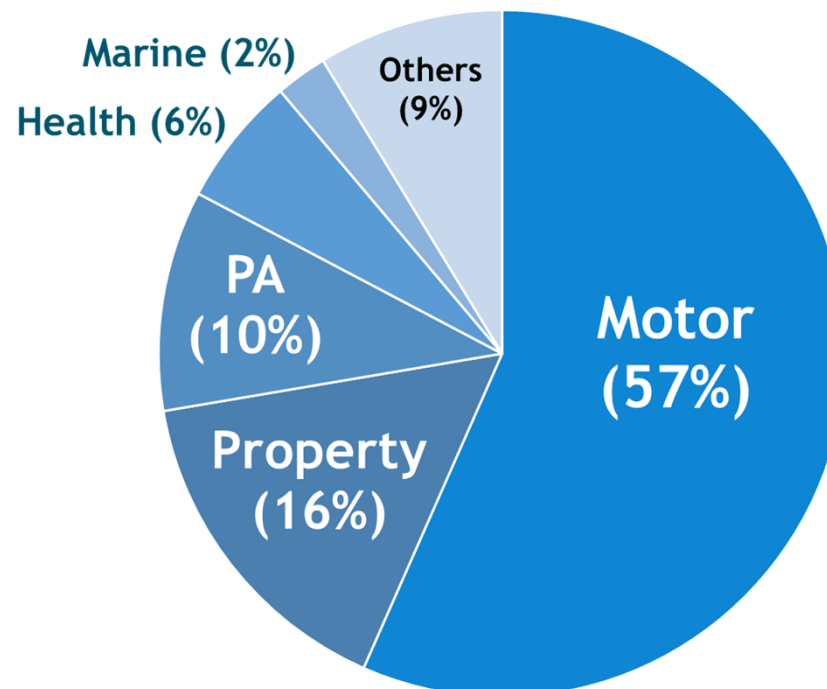
Total Direct Premium

THB **285** bn
(USD 8.3 bn)

**as of 31st December 2023*

**Source: The Insurance Premium Rating Bureau*

Line of Business wise



**as of 31st December 2023*

**Source: The Insurance Premium Rating Bureau*

Market Growth

+ 5.5%
(CAGR 2023-2033)

**Source: Allianz Global Insurance Report 2023, 17 May 2023*

Thailand P&C Insurance Market

Features of market

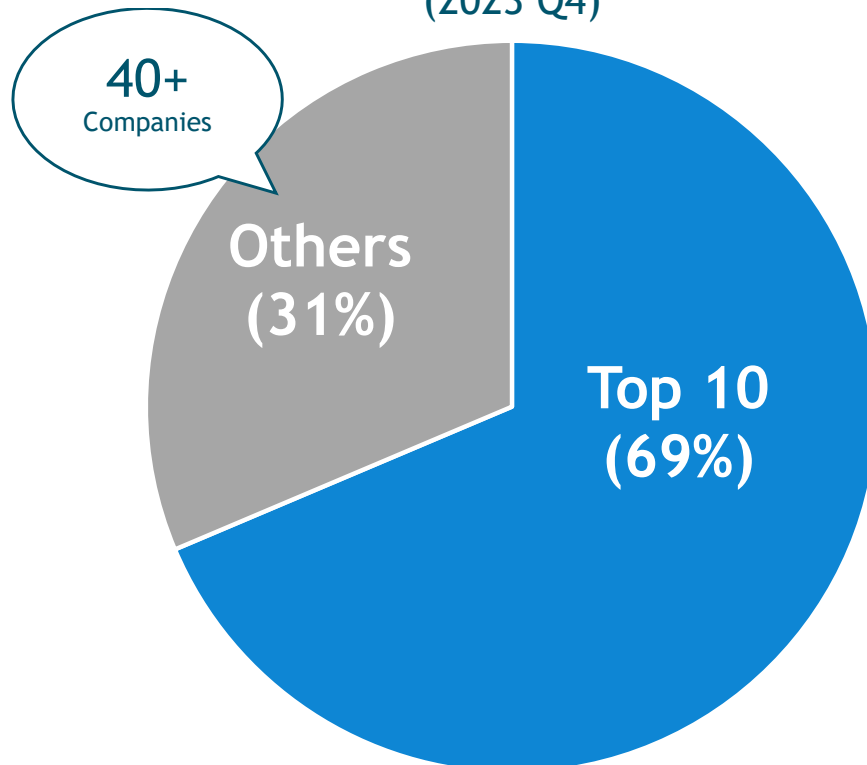
Highly competitive

- Large number of players sharing the market
- Risk of fierce competition on price

Distribution channel

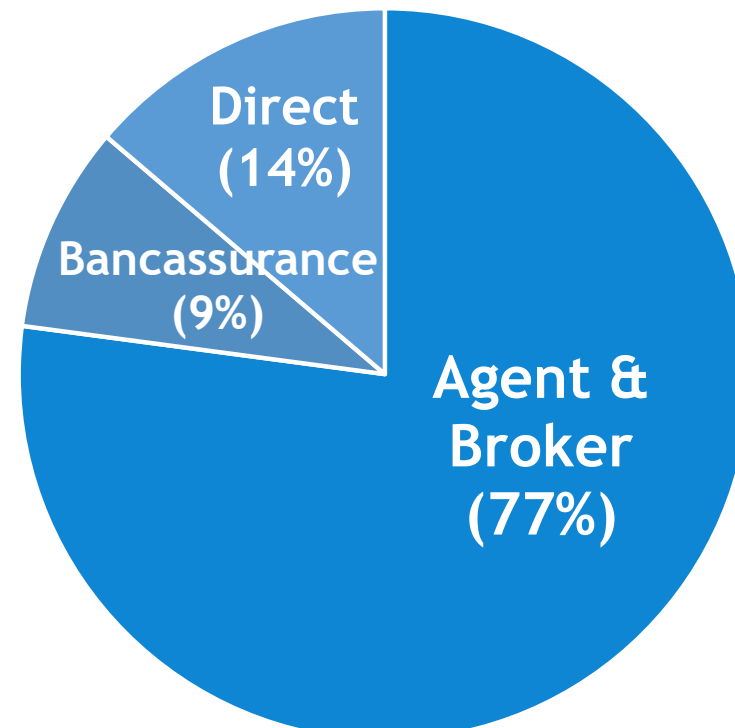
- Agent & Broker is the major distribution channel in Thailand
- Direct sales is small

Company wise, market portfolio
(2023 Q4)



*Source: The Insurance Premium Rating Bureau

Distribution channels, by direct premium
(2023 Q3)



*Source: The Insurance Premium Rating Bureau

Features

“Free Insurance” for New Cars

- Every Auto OEMs introduce the “Free Insurance” scheme which OEMs or Dealers pays the Motor Voluntary insurance premium for their customers. This is to promote the new car sales.
- From 2nd year, customer will arrange the insurance by themselves.

Onsite Survey Service (Claims)

- In case of car accident, percentage of fault is decided by the Police at site. Insurer’s surveyor will go to the site to support the customers in describing the situation to police, support claim procedure etc.
- Onsite Survey is one of the core claims service for Thai Insurers.



Key to Success

Diversified Distribution Channel

- New car insurance is OEM/Dealer channel, and after 2nd year is mainly Agent & Broker channel.
- Diversified distribution channel enables to capture whole motor insurance business and growth.

Nationwide Network & Surveyor

- Timeliness of onsite arrival is key factor of market reputation.
- Possessing nationwide network and large number of In-House Surveyors enables quick and flexible service to customers.

TMSTH - Who We Are

*2023 year end Projection basis



GWP

UW Profit

Market rank

Market rank

THB **21** bn
(USD 600 m)

THB **2** bn
(USD 56 m)

LoB total

#4
(Share 7%)

Motor Voluntary

#2
(Share 9.5%)

Employees

Producers

Network

Rating

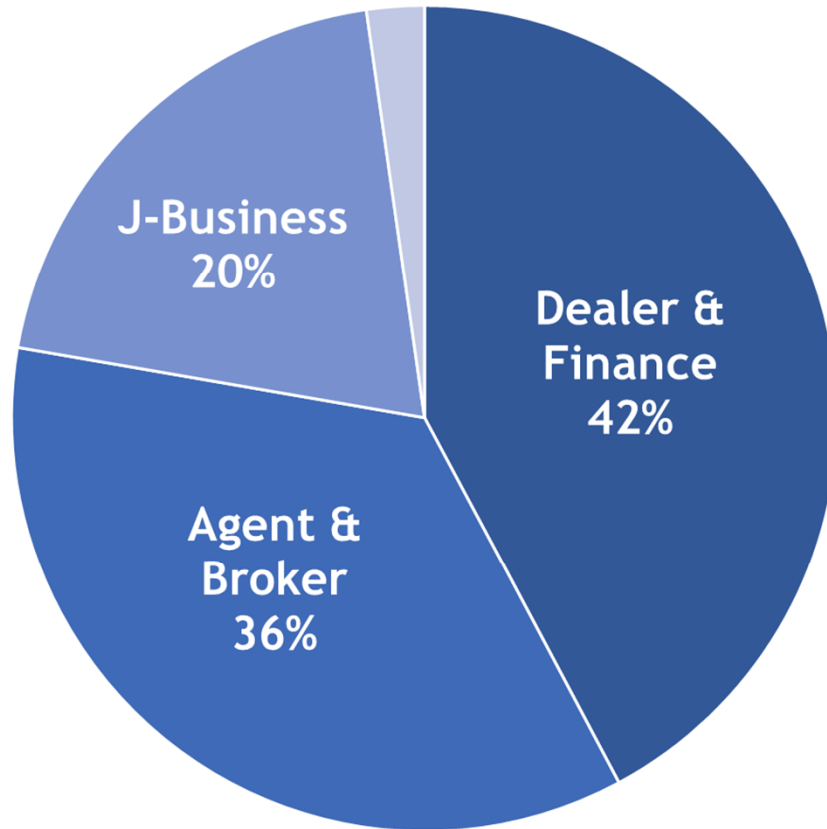
over
2,000

over
6,000

over
90
Branches &
claims center

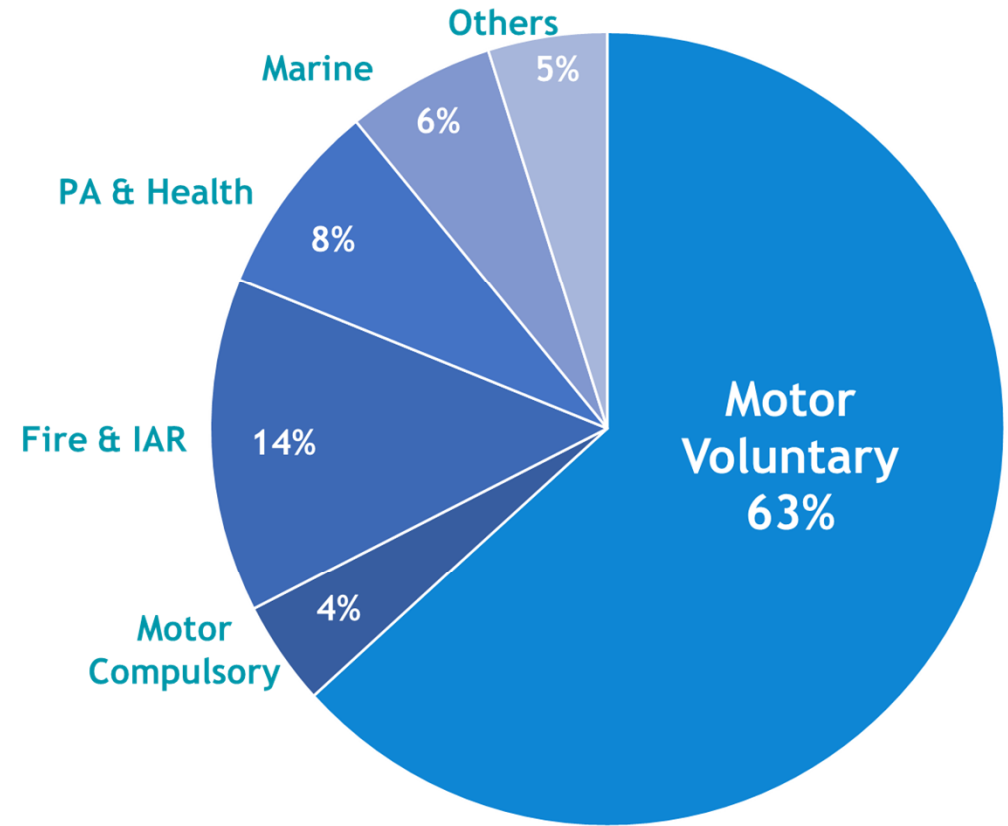
A
(S&P)

Channel wise (GWP)



Balanced & diversified portfolio

Line of Business wise (GWP)



Motor is our main business, followed by various LoB

“Foster a sustainable Future”



Look Beyond Profit

- Customer Centricity
- Driving Sustainable Results



Deliver results through collaboration

- Collaboration
- Agility & Adaptability
- Commitment to Excellence



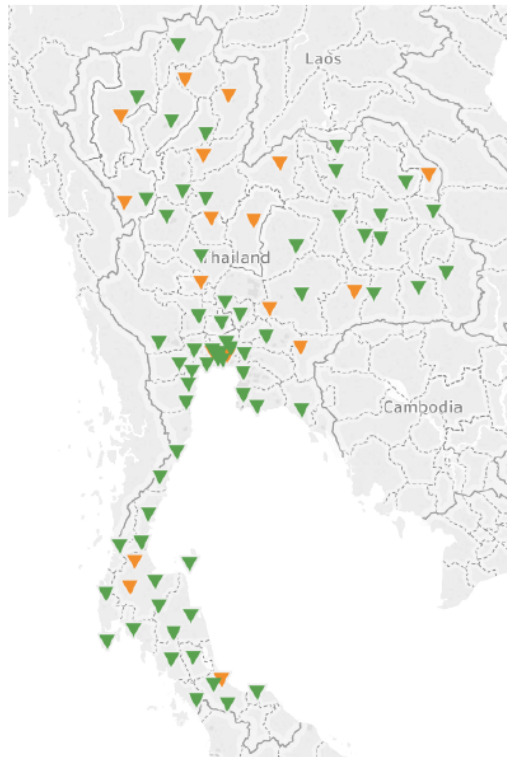
Build trust and empowerment

- Integrity & Trust
- Leveraging Diversity
- Empowering Others

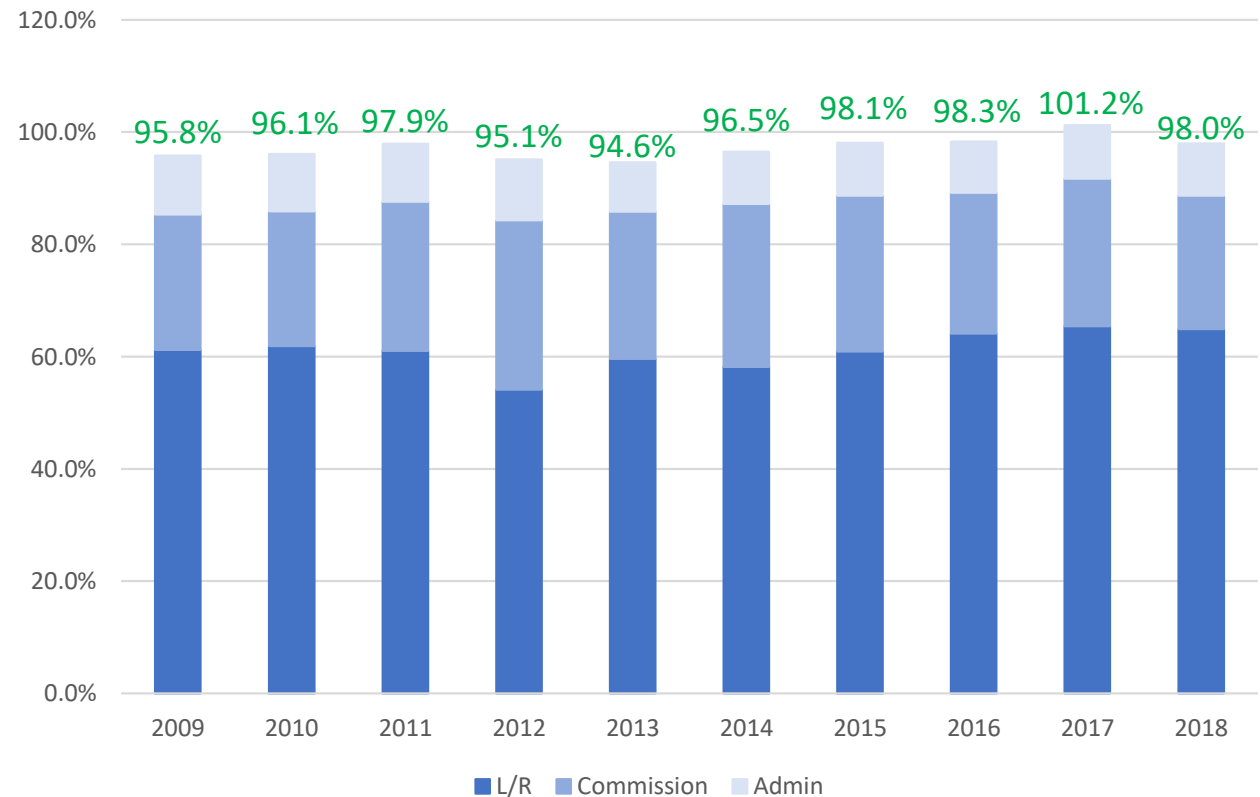
Safety Insurance

- Established 1941
- Employee 1,300
- Market Rank #8 (Motor #4) **before integration*
- Strong presence in Motor Insurance supported by extensive nationwide service network and cost efficient & lean operation.

Nationwide Service Network



Efficient & Lean Operation






Tokio Marine Insurance (Thailand)

- Started business in Thailand from 1961
- Employee 800
- Market Rank #10 (Motor #9) **before integration*
- Japan being Thailand's number one investor for decades, advantage of possessing base for Japanese business especially strong relationship with Japanese Automotive industry.

Japanese business
(2023)

over **6,000**
Japanese companies
in Thailand

Thailand new car sales ranking
(2023)

1	Toyota	
2	Isuzu	
3	Honda	
4	Ford	
5	Mitsubishi	

About our Integration

Integration

Year
2020

Main principles of Integration

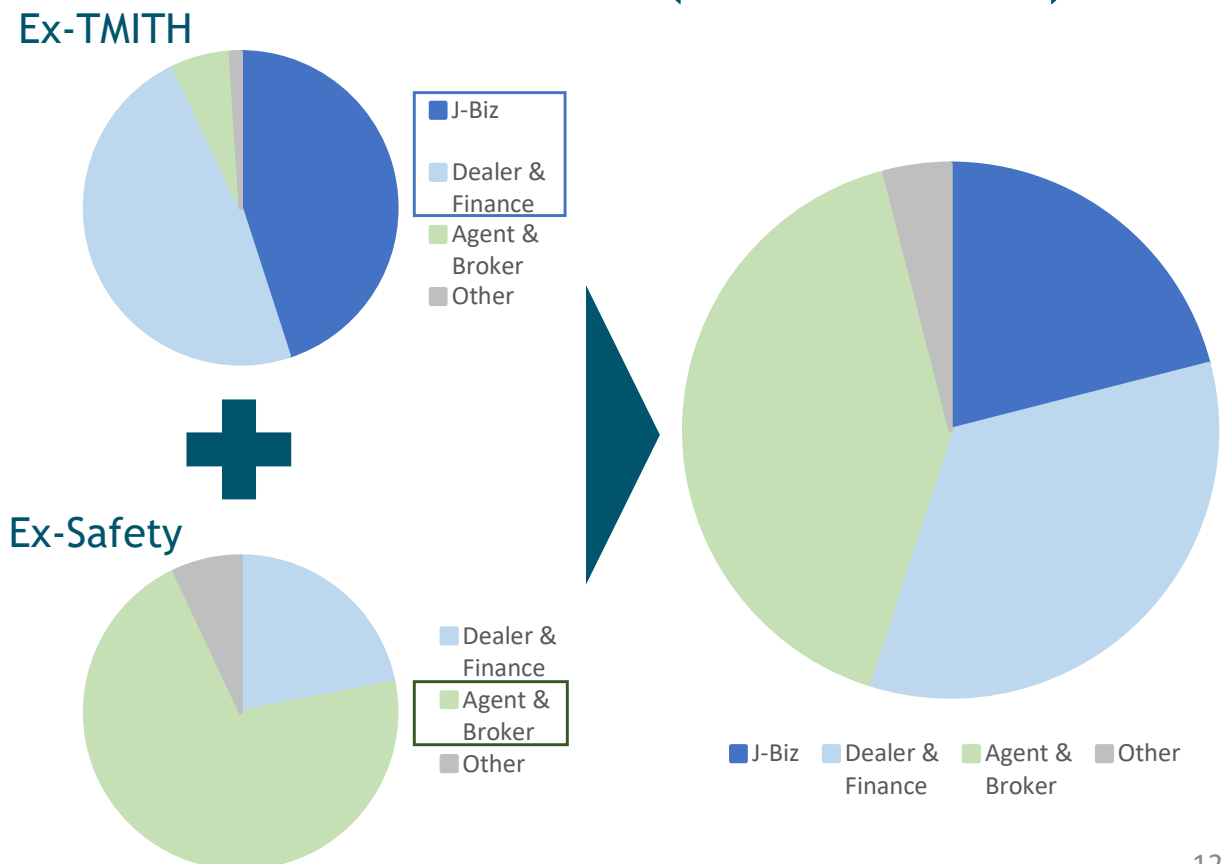
- To integrate the two companies to maximize each company's competitive advantage
- To protect business-as-usual and to ensure smooth operations for our clients and partners.

Synergies

Market Presence

#	Company	M/S
1	Viriyah	14%
2	Dhipaya	11%
3	Bangkok	9%
4	TMSTH	7%
5	Muang Thai	6%
6	Chubb Samaggi	5%
7	Thanachart	4%
	Ex-Safety	4%
8	ERGO	3%
	Ex-TMITH	3%

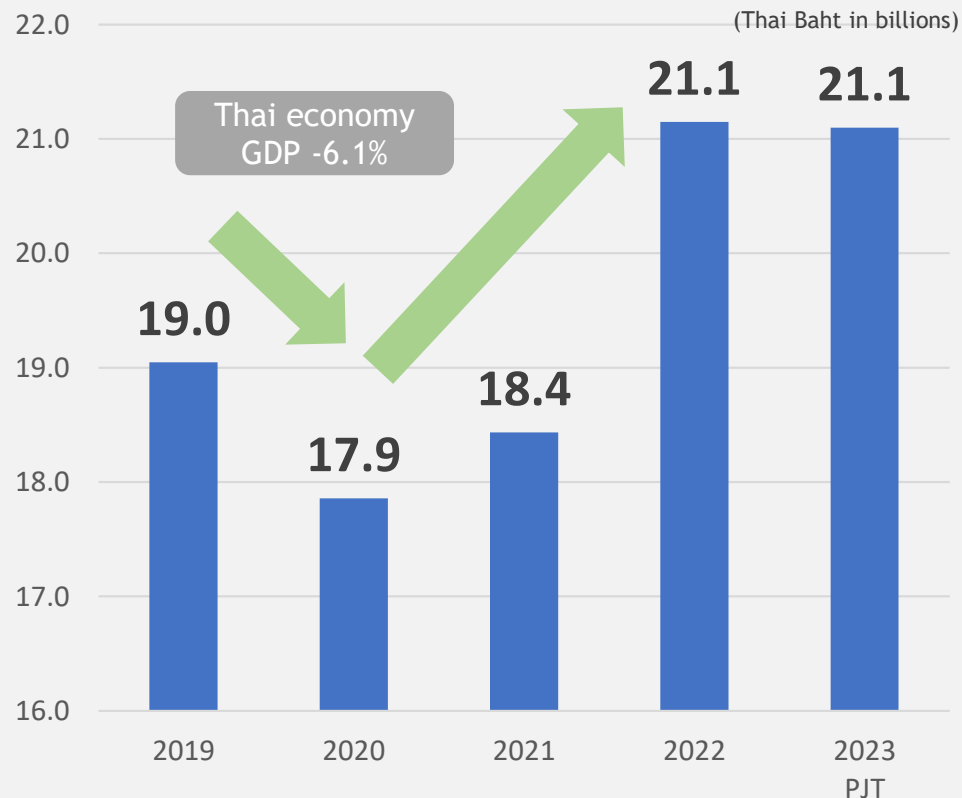
Portfolio mix (Channel wise)



TMSTH - Company Performance

GWP

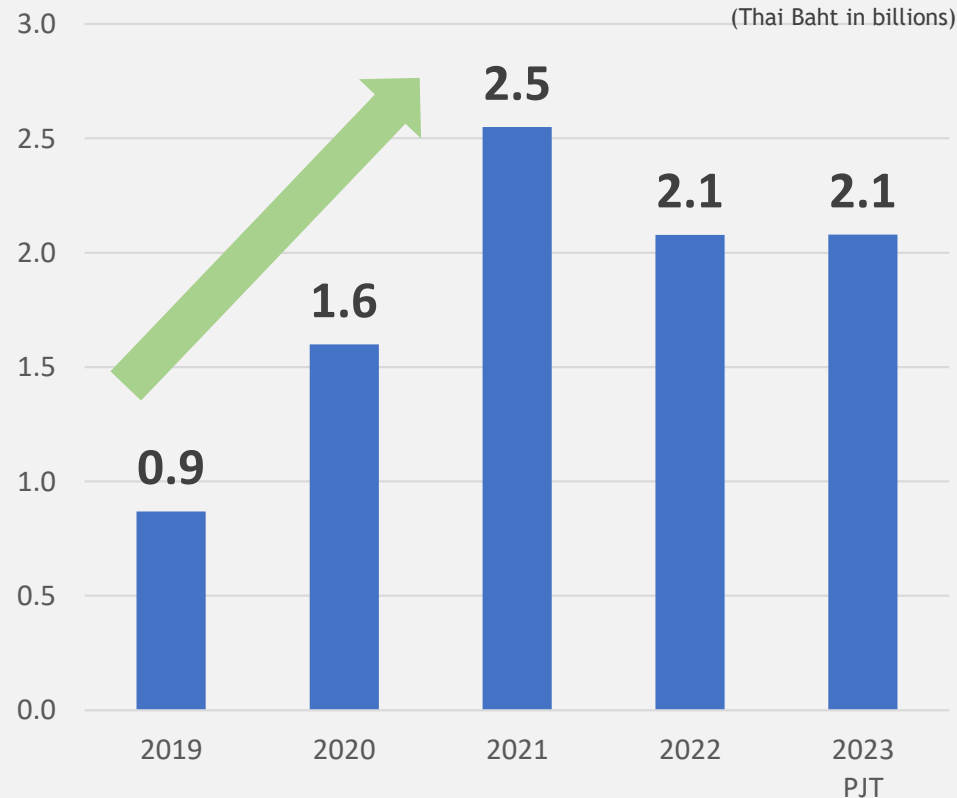
5 Year CAGR: 2.6%
(5.7% from Integration)



- CAGR 2.6% (5.7% from integration). Drop in 2020-2021 was from COVID & low economy growth.
- Since then, improved the Topline.

UW Profit

5 Year CAGR: 24.4%

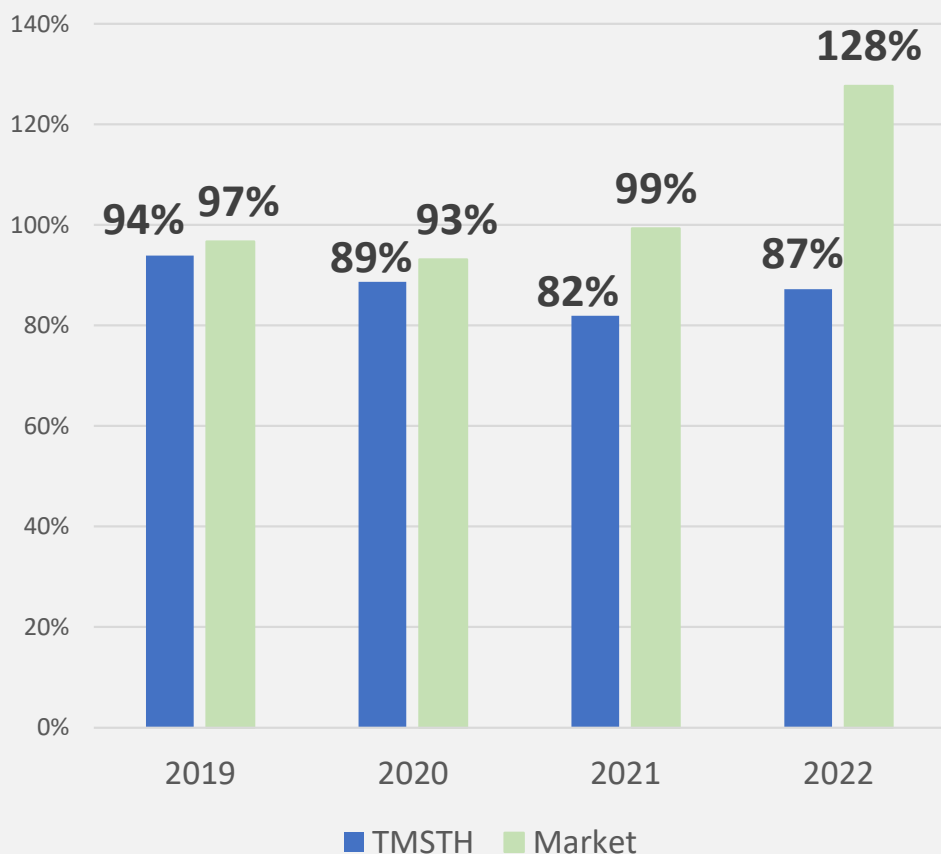


- Despite Topline drop in 2020-2021, high profitability was achieved (incl COVID special factor).

TMSTH - Company Performance

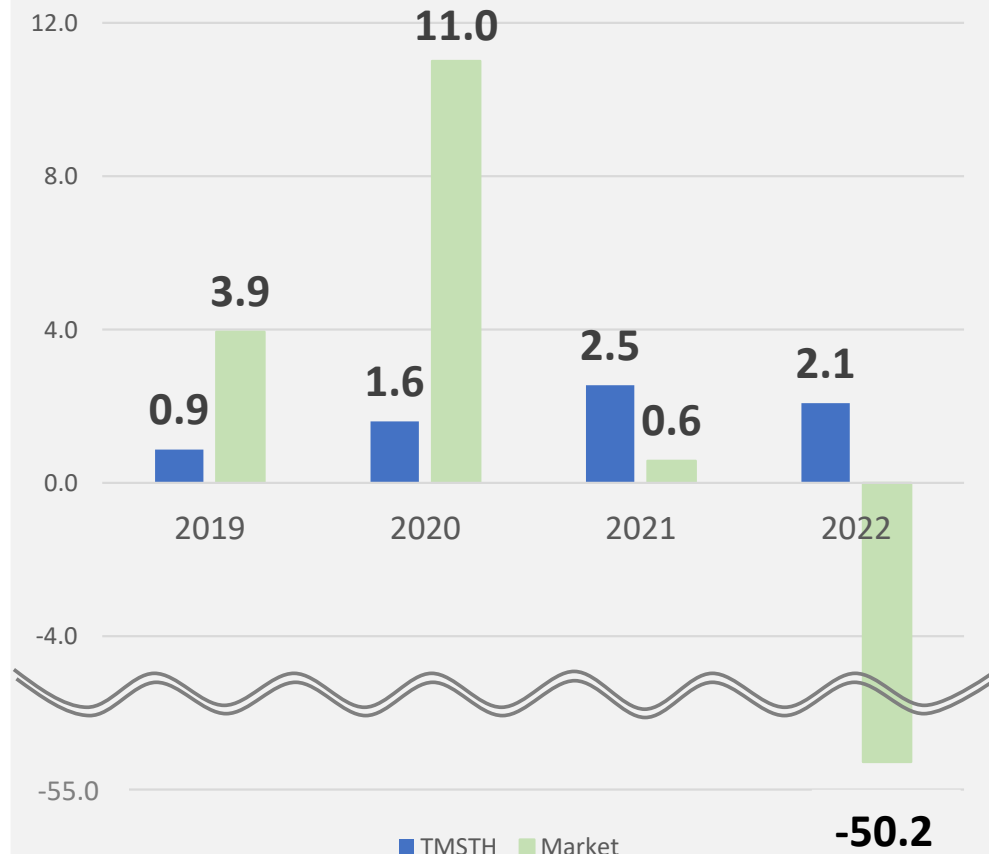
C/R

Comparison with market



UW Profit

Comparison with market



- C/R is better than whole market.
- Especially in 2021 & 2022, market deteriorated from COVID insurance.

- UWP has been stable than market.
- Same as C/R, COVID insurance affected the market in 2021 & 2022.

Key Success Factor of Integration

Vision & Principles

- Set clear vision and principles to guide employees from the two companies with different backgrounds in the same direction.
- Clarified our goal to build a company that leverages the strengths of both through the integration.

Planning & Execution

- Integration was conducted in two phases: legal consolidation and the merging of operations, systems, and organizational structures.
- This helped us to limit the disruption to operations and negative effect on our business performance.

Personnel Management

- People are a key resource for successful integration.
- Optimally placed personnel from both companies to maximize the performance of the post integration organization.

Leadership & Communication

- The management team of both companies and Tokio Marine Asia (TM Asia) closely collaborated and clearly demonstrated the vision and direction for the integration, motivated the team, and provided guidance throughout the integration process.

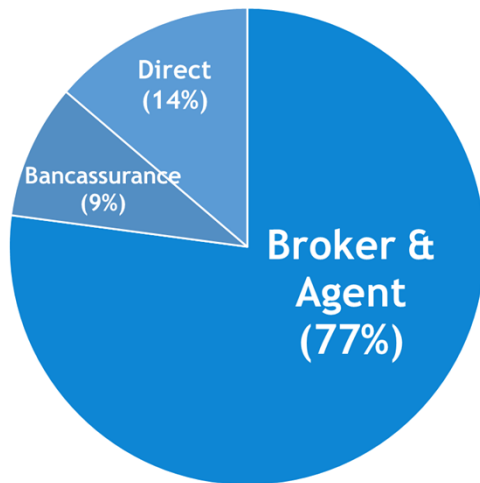
Corporate Culture

- Although ex-Safety and ex-TMITH had culture fit, culture integration was a critical element for the integration.
- Have spent long time and effort to build a corporate culture TMSTH that shares common values and objectives.

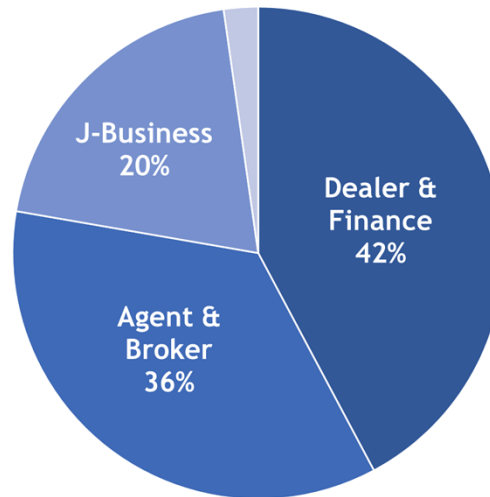
Diversified Distribution Channel & Network

- New car insurance is arranged through OEM/Dealer channel. After 2nd year, Transfer and Renewal insurance is arranged by customer mainly through Agent & Broker which is the major channel in Thailand.
- To capture the Motor insurance business from multiple segments, possessing diversified distribution channel leads to competitiveness. TMSTH have well balanced diversified portfolio.
- Furthermore, wide & good relationship with Producer network delivers close & high quality services.

Market Distribution Channels
(Direct Premium, 2023 Q3)



TMSTH Distribution Channels
(GWP, 2023 projection)



*Source: The Insurance Premium Rating Bureau

Service locations	90+ Branches & Claim Center
Producers	6,000+

Agent & Broker (Satisfaction survey)	59 *2022 survey result
---	----------------------------------



Motor Claims Service Network & Quality

- Onsite survey is one of core claims service by Insurers which supports customers onsite to handle car accidents smoothly.
- Thai market has importance on quick onsite survey arrangements. Timeliness of onsite arrival is key factor of market reputation and customer satisfaction.
- Possessing nationwide network and large number of In-House Surveyors enables quick and flexible service to customers and also direct quality control is possible.

	Peer A	TMSTH	Peer B	Peer C
Motor Insurance M/S	22%	9%	7%	6%
Service Locations	145	91	45	22

**Source: each company website, research by TMSTH in Feb 2023*

In-House Surveyors	300+
Panel Work Shops	2,000+

Onsite arrival (<30 minutes)	89% <small>*2023 YTD</small>
------------------------------	---------------------------------

Customers (Motor Claims, In house service)	61 <small>*2023 YTD</small>
---	--------------------------------

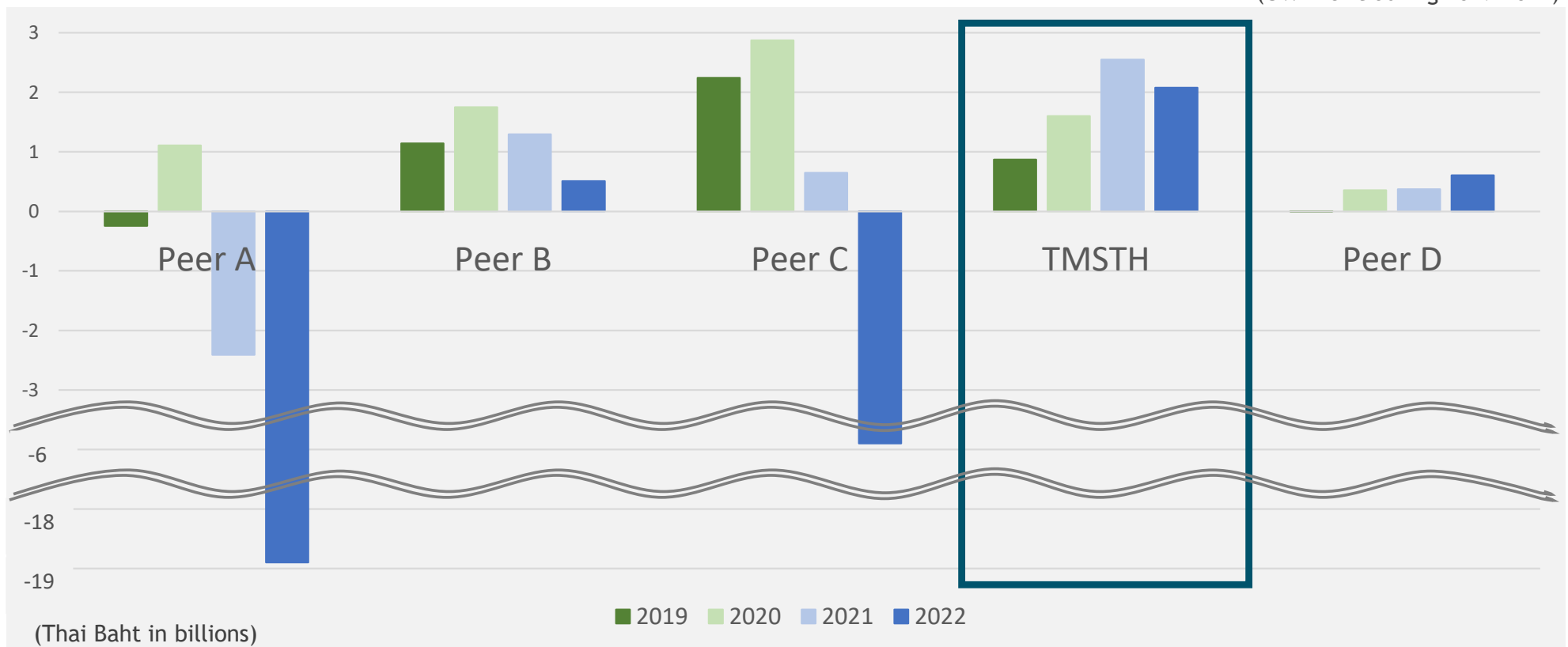


Underwriting discipline

- We focus on quick & flexible marketing strategy decision by adjusting to market trend and changes in profitability.
- Importance of balancing the growth & profitability.

UWP comparison among Peers

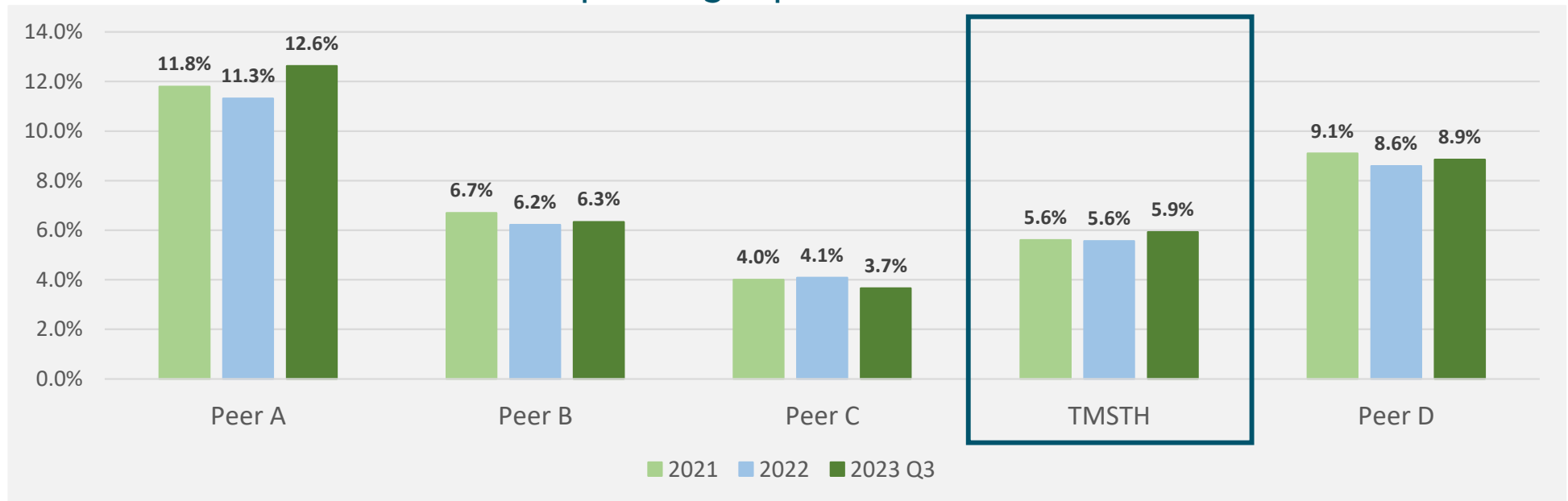
(UW Profit during 2019-2022)



Cost Efficiency

- Efficient & Lean operation is achieved through working on operational efficiency.
- As a result, competitive position in the market is achieved and even though the Topline has been increasing total headcount has been maintained since integration .

Operating Expense to GWP

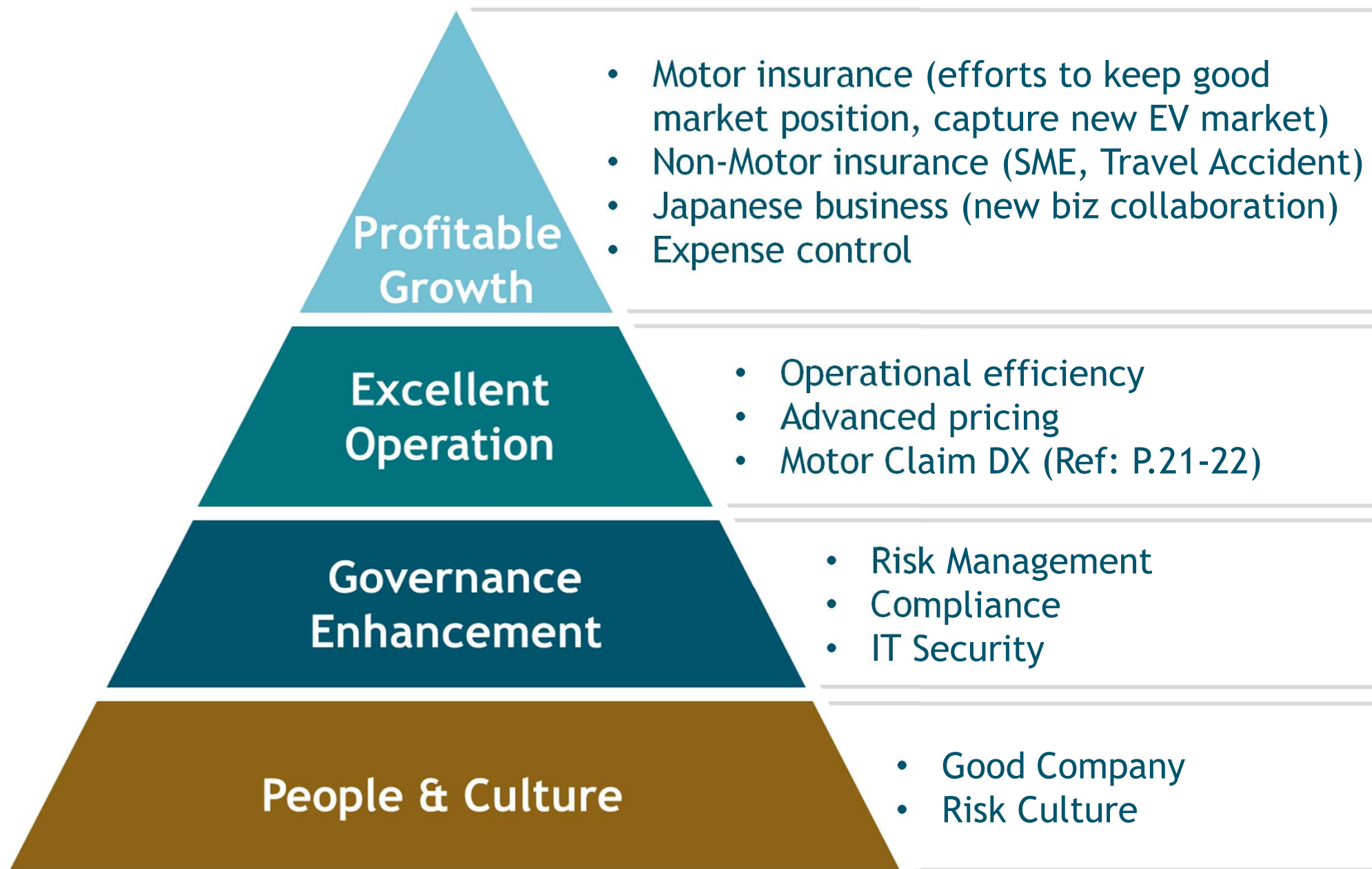


**Source: Financial Statements of each companies*

Number of Employees

Yr 2020	2,134
Yr 2023	2,092

Next Key Initiatives



Motor Claims DX Initiatives

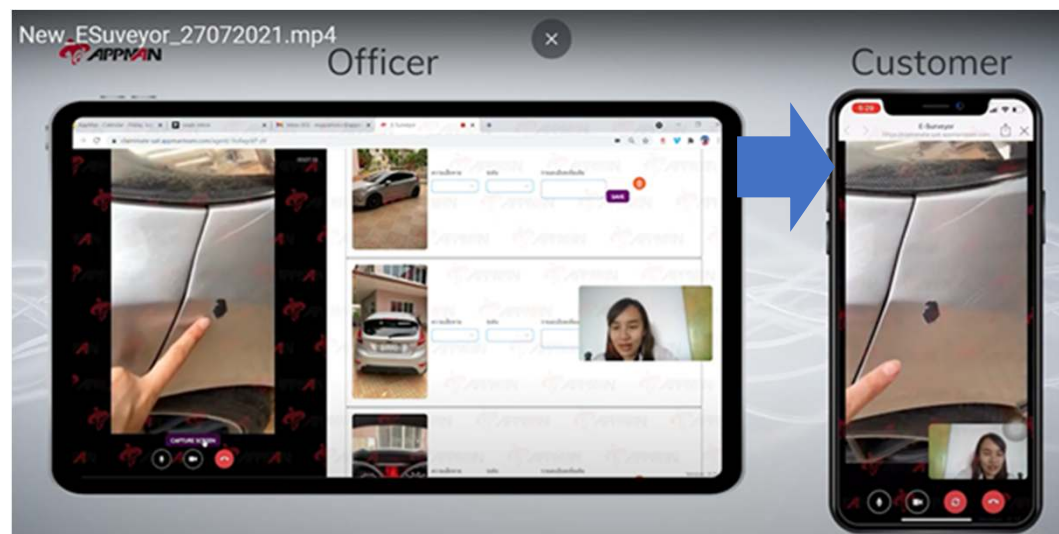
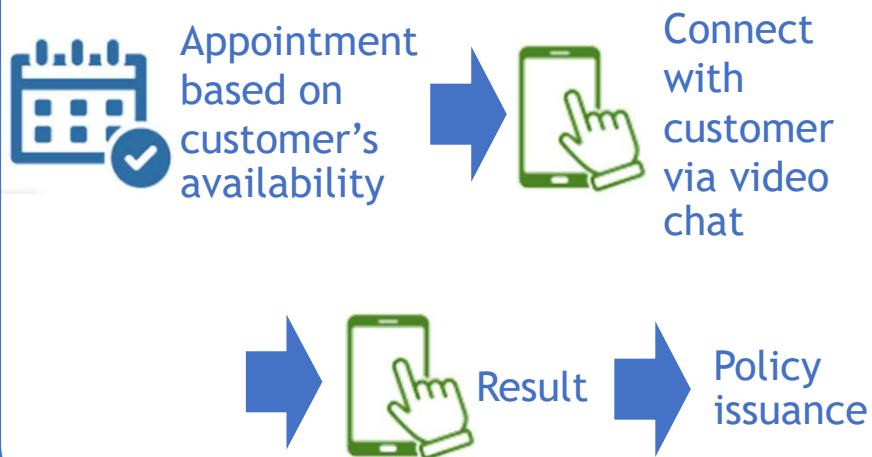
Car condition check by Online App

- In Thailand, Claims takes care of “car condition check” prior to underwriting.
- By transforming from traditional way and utilize digital solution, expense & time savings are being achieved. Expect CX improvement too.
- Enables to focus more resources to Onsite Survey Service in Claims.

Customer benefit	<ul style="list-style-type: none"> • Easy & Flexible appointment • Quick completion 		
TMSTH benefit	<ul style="list-style-type: none"> • Operational efficiency 	Expense saving	THB 8M+
		Time saving	27,000 hrs

(April - December 2023)

Online App process



Motor Claims DX Initiatives

Enhancement of Claim Notification channel - LINE OA

- In Thailand, most common claim notification is by phone call.
- TMSTH have launched “LINE Official Account” for customer’s additional communication channel.

(*) LINE is one of most common communication app in Thailand. Penetration rate over 90%.

<h3>Customer benefit</h3>	<ul style="list-style-type: none"> • Multiple communication channels • Easy claim reporting • Better UX
<h3>TMSTH benefit</h3>	<ul style="list-style-type: none"> • Operational efficiency <ul style="list-style-type: none"> ➢ Reduce non-urgent calls ➢ Enables to focus on priority cases ➢ Claim system integration

TMSTH Motor Claims

FNOL Confirmation Document

Call Center

NPS

Claims Document Submission

Repair Shop

แจ้งอุบัติเหตุที่กดขึ้น ณ ขณะนี้จะมีผู้กรณีเป็นทรัพย์สิน/บุคคลที่ต้องรับผิดชอบหรือเรียกร้อง (เคลมสด)

TOKIO MARINE INSURANCE GROUP

ขั้นตอนที่ 1

เลือกปุ่มเพื่อแจ้งเคส กดเลือกปุ่ม "แจ้งอุบัติเหตุที่กดขึ้นในขณะนี้"

ขั้นตอนที่ 2

กรอกข้อมูล

- เบอร์ติดต่อผู้ขับขี่หรือตัวแทนที่ทราบเรื่องอุบัติเหตุ
- รถคู่กรณีฝ่ายตรงข้ามที่ทราบข้อมูล นาม, อายุ, สถานะ, ทะเบียนรถ, จังหวัด หรือรหัสไปรษณีย์
- หมายเลขทะเบียนรถ

ขั้นตอนที่ 3

กรณีติดต่อเจ้าหน้าที่ Call Center จะแจ้งระบบตามข้อส่งเจ้าหน้าที่ไปพบตามชุดหมายที่แจ้งมา และโทรกลับหาลูกค้าเพื่อทราบรายละเอียดการเกิดเหตุและยืนยันข้อมูลการแจ้งเคส

กรณีต้องการโทรติดต่อโดยตรง
กดเลือกปุ่ม "โทรติดต่อ" ระบบจะทำการส่งสายไปที่ Call Center
หรือโทรติดต่อศูนย์แจ้งอุบัติเหตุ 24 ชม. โทร. 0-2257-8080 กด 1 "ติดต่อแจ้งเกิดเหตุในขณะนี้"

แจ้งอุบัติเหตุเพื่อเป็นประวัติเคลมและใช้ลงรับแจ้งเคลมติดต่อเข้าซ่อมรถเมื่อสะดวก (เคลมแห้ง)

TOKIO MARINE INSURANCE GROUP

ขั้นตอนที่ 1

เลือกปุ่มเพื่อแจ้งเคลมรถเมื่อสะดวก "แจ้งเคลมเพื่อนำรถเข้าซ่อม"

ขั้นตอนที่ 2

กรอกข้อมูลการเกิดเหตุ

- เลขทะเบียนรถประกันภัย เช่น 2 นว 7764 ทท
- เลขที่กรมธรรม์ มยย DM7066000001
- ชื่อ-นามสกุล ผู้ขับขี่รถประกันภัย
- เลขที่ใบอนุญาตขับขี่รถยนต์
- วันที่ผลตรวจที่กักตัวอุบัติเหตุ
- สถานที่, อำเภอ, จังหวัด ที่เกิดเหตุ
- ลักษณะการเกิดเหตุ เช่น รถเบียดรถบ้าน, สะเทือนกระเด็นไป
- ชี้แจงความเสียหายที่เกิดขึ้นต่อเจ้าหน้าที่ตามนั้นๆ เช่น ประสิทธิภาพความ ประสิทธิภาพความ ประสิทธิภาพความ

ขั้นตอนที่ 3

บันทึกข้อมูลในระบบเคลม เจ้าหน้าที่ Call Center จะบันทึกข้อมูลในระบบเคลมเพื่อเป็นประวัติ และออกใบแจ้งรับแจ้งเคลม แจ้งคืนไปที่ลูกค้าพร้อมเอกสาร "ใบแจ้งอุบัติเหตุรถคันนี้"

ขั้นตอนที่ 4

การติดต่อแจ้งซ่อม

- นำ "ใบแจ้งอุบัติเหตุรถคันนี้" หรือแจ้งรับแจ้ง พร้อมเอกสาร
- นำใบแจ้งซ่อม (ถ้ามี) ติดต่อแจ้งคนที่ผู้ทำประกันภัย

*กรณีรถระบบขนส่งนำใบแจ้งซ่อมไปศูนย์บริการรถขนส่งและช่าง (ผู้ทำ) เมื่อนำใบแจ้งซ่อมมาบริการที่ศูนย์บริการ

*กรณีรถระบบขนส่งนำใบแจ้งซ่อมไป ติดต่อได้ทุกที่ที่สะดวกเข้าซ่อม

Disclaimer

These presentation materials include business projections and forecasts relating to expected financial and operating results of Tokio Marine Holdings and certain of its affiliates in current and future periods. All such forward looking information is based on information and assumptions available to Tokio Marine Holdings when the materials were prepared and is subject to a range of inherent risks and uncertainties. Actual results may vary materially from those estimated, anticipated, expected or projected in the accompanying materials and no assurances can be given that any such forward looking information will prove to have been accurate. Investors are cautioned not to place undue reliance on forward looking statements in these materials. Tokio Marine Holdings undertakes no obligation to update or revise any of this forward looking information, whether as a result of new information, recent or future developments, or otherwise.

These presentation materials do not constitute an offering of securities in any jurisdiction. To the extent distribution of these presentation materials or the information included herein is restricted by law, persons receiving these materials must inform themselves of and observe any such restrictions.

For further information...

**Investor/Shareholder Relations Group, Global Communications Dept.
Tokio Marine Holdings, Inc.**

URL : www.tokiomarinehd.com/en/inquiry/

*To Be a **Good Company***



Tokio Marine Holdings