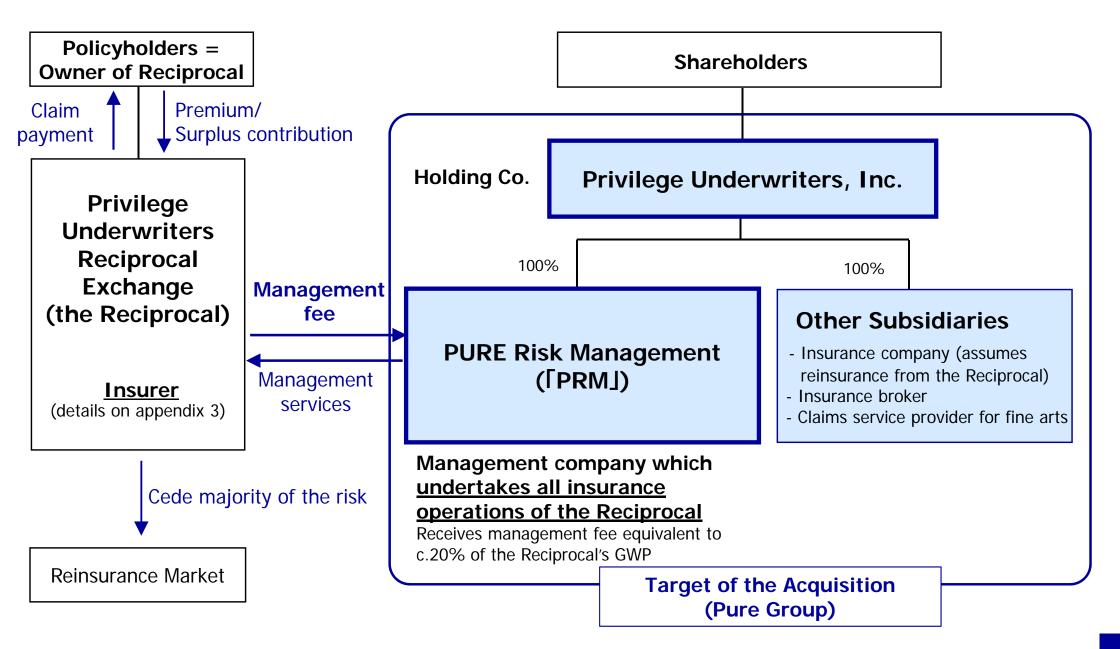




## **Appendix 1: Acquisition Target and the Reciprocal Exchange**







## **Appendix 2: Basic Information of Pure Group**

- Overview: A rapidly growing U.S. HNW P&C insurance group founded in 2006
- Current President & CEO: Ross Buchmueller
- Headquarters: White Plains, New York
- Employees: c. 800
- FY2018 Key Financials:

Premiums Under Management\*

USD 963M (approx. JPY 101.1Bn)

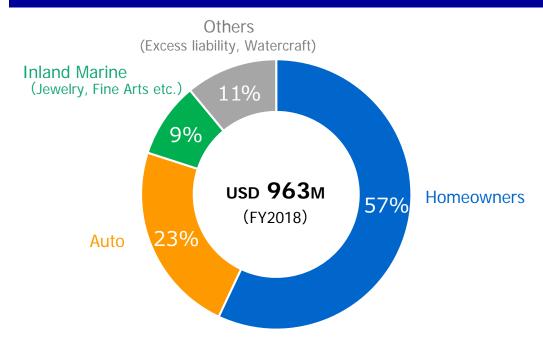
Fee Income: USD 229M (approx. JPY 24.0Bn)

Profit Before tax: USD 73M (approx. JPY 7.7Bn)

Profit After tax: USD 52M (approx. JPY 5.5Bn)

Net Assets: USD 87M (approx. JPY 9.1Bn)

#### **Breakdown of Premiums Under Management\***



### **Major Distribution Channels**

- National insurance brokers
- HNW insurance specialist brokers
- Partnerships with major insurers etc.

<sup>\*</sup>Excludes premiums from insurance broker business





## **Appendix 3: About Reciprocal Exchange**

- An insurance business structure in the U.S. along with stock/mutual company. More than 50 reciprocal exchanges operate in the U.S. (e.g. USAA (#7\*), Farmers (managed by Zurich Group, #11\*), Erie Insurance Exchange (#16\*) etc.)
  - \*represents ranking in the U.S. P&C market by 2018 NWP
- An unincorporated organization based on mutual support and owned by policyholders.
- Operations (i.e. underwriting, claims etc.) are delegated to a management company (PRM in case of Pure Group) and the reciprocal exchange pays management fees for the services.
- Surplus/Capital of the reciprocal exchange is generally contributed by the policyholders.

#### Comparison between Stock/Mutual Company and Reciprocal Exchange

	Stock Company	Mutual Company	Reciprocal Exchange
Incorporation	Yes	Yes	No
Basis Laws	Insurance Laws	Insurance Laws	Insurance and Reciprocal Laws
Type of Insurance	P&C, Life, Annuity	P&C, Life, Annuity	P&C only
Owner	Stockholders	Policyholders	Policyholders
Management	Board of directors and officers of insurance company	Board of directors and officers of insurance company	Management co.
Liability of Policyholders	Limited	Limited	Limited

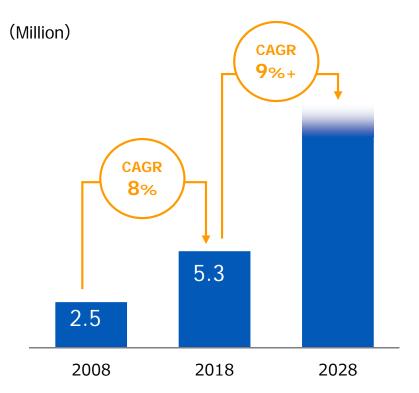




## Appendix 4: Attractiveness of the U.S. HNW Insurance Market

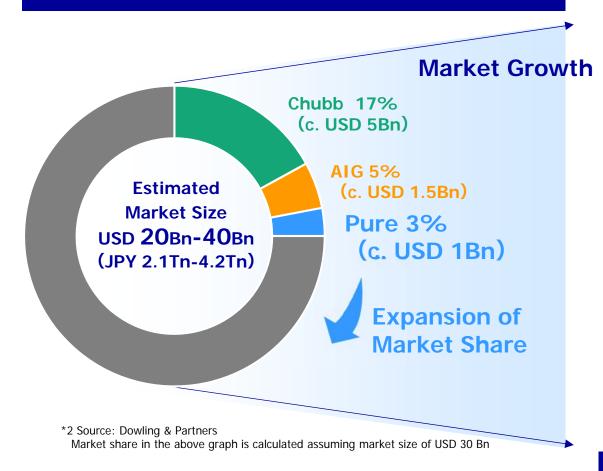
- High growth potential with increase in number of HNW individuals
- Demand for high quality, customized value added services
- Not commoditized and less affected by digital technologies

# Historic and projected U.S. HNW population\*1



\*1 Estimated from past 10 year growth of U.S. HNW population (i.e. population with investable assets of more than USD 1M) etc. based on data from Capgemini, BMI, Euro monitor

### U.S. HNW insurance market share\*2



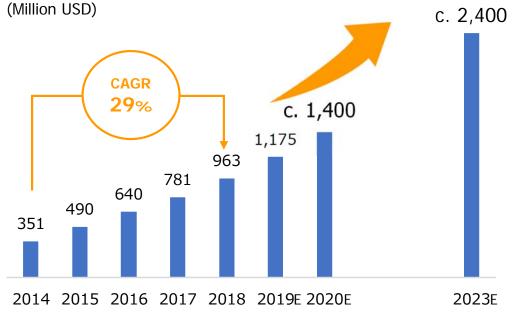




## **Appendix 5: Future Growth Potential of Pure Group**

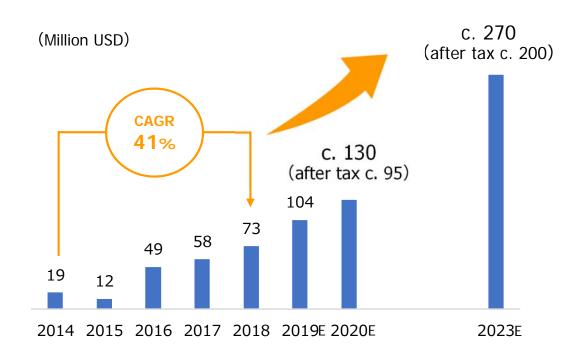
- High growth potential of the U.S. HNW insurance market
- Pure Group's strong growth track record built upon its competitive advantage
- Pure Group's growth initiatives to support continued growth (expand partnerships with major insurers, cross-selling to existing customers, expansion of broker network etc.)

#### **Premiums Under Management\***



<sup>\*</sup>Excludes premiums from insurance broker business

#### **Profit before tax**



(note) FY2015 profit excludes impact from one-off restructuring costs



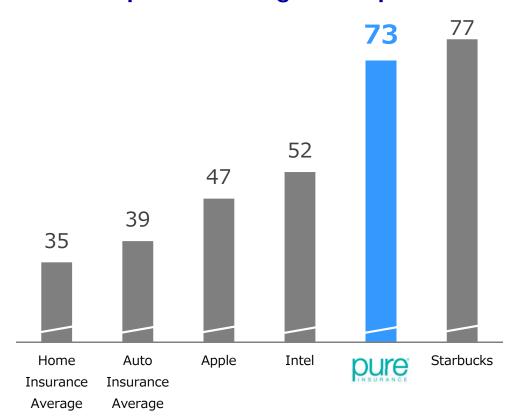


## Appendix 6: High customer satisfaction and renewal ratio

#### **Customer Satisfaction**

(Net Promoter Score\*)

## Superior score not just in the P&C sector but also compared to the global top brands

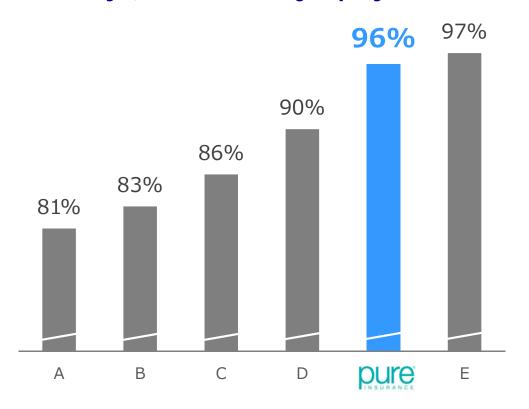


<sup>\*</sup>Index that ranging from -100 to 100 that measures the willingness of customer to recommend a company's products or services to others. Used as a proxy for gauging the customers' overall satisfaction and the loyalty to the brand.

Source: Customer GURU, NICE Satmetrix 2019 Consumer Net Promoter Benchmark Study

#### Renewal Ratio\*\*

# Top tier renewal ratio in the U.S. P&C industry (A-E are all major players)



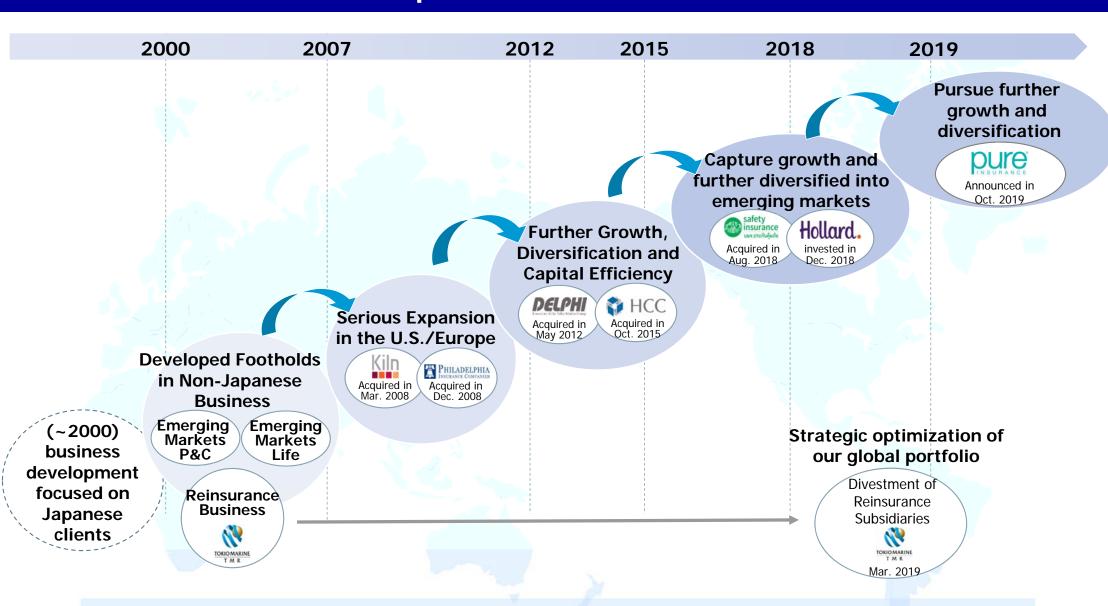
<sup>\*\*</sup>Source: Company disclosure materials

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## Reference 1: Continued Expansion of International Insurance Business



Expanding profitable and stable primary insurance business primarily specialty insurance





## Reference 2: Business Portfolio with limited Overlap and High Complementarity

