



27<sup>th</sup> November 2014

The Manager  
Company Announcements Platform  
Australian Securities Exchange  
Exchange Centre  
20 Bridge Street  
Sydney, NSW 2000

Dear Sir,

Attached is a copy of the prepared Chief Executive Officer's strategy presentation which will be delivered at 10.00am today.

Yours faithfully

A handwritten signature in blue ink, appearing to be 'S.S. Rouvray'.

S.S. Rouvray  
**Company Secretary**  
Austbrokers Holdings Limited

For further information, contact Steve Rouvray: (02) 9935 2201  
0412 259 158



# STRATEGY UPDATE

November 27<sup>th</sup> 2014

More than

**\$2.5B**

base premium



Equity in 70+  
businesses across  
250+ locations

**Largest**

non-insurer  
underwriting  
group

**450,000+**

clients

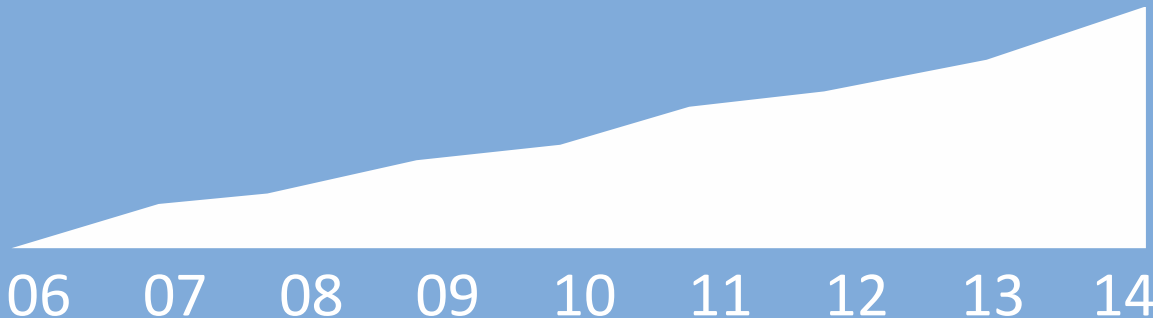
**Largest** equity

based broking group

**Largest**

broking cluster  
in NZ

**9 YRS** continuous double digit growth

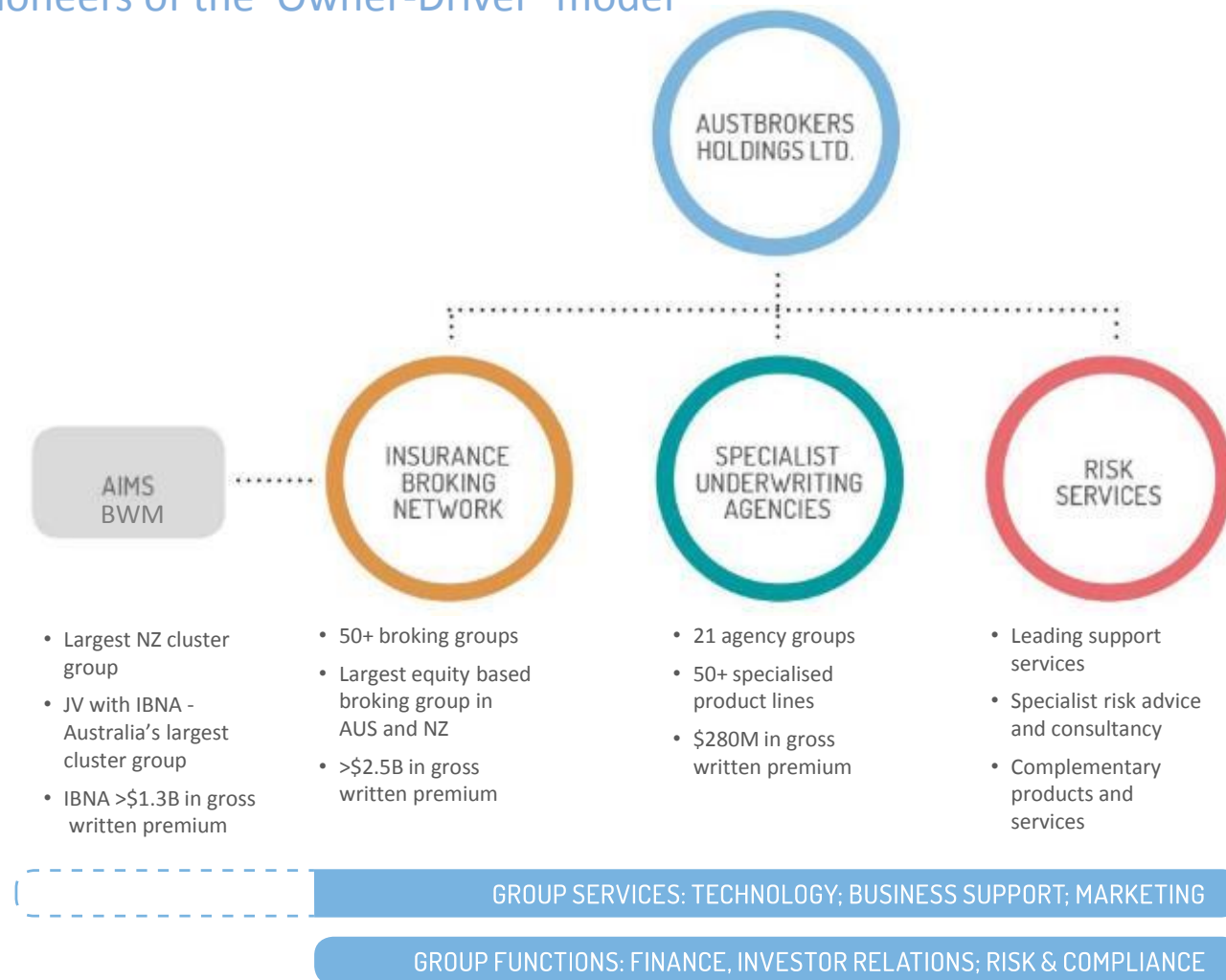


**~30 YRS** active  
partnership experience

Staff **>2,700**

# WHO WE ARE

- Australia and NZ's leading equity based insurance broking, underwriting agency and risk services group
- Pioneers of the 'Owner-Driver' model



# AUB - GROUP STRATEGIC APPROACH

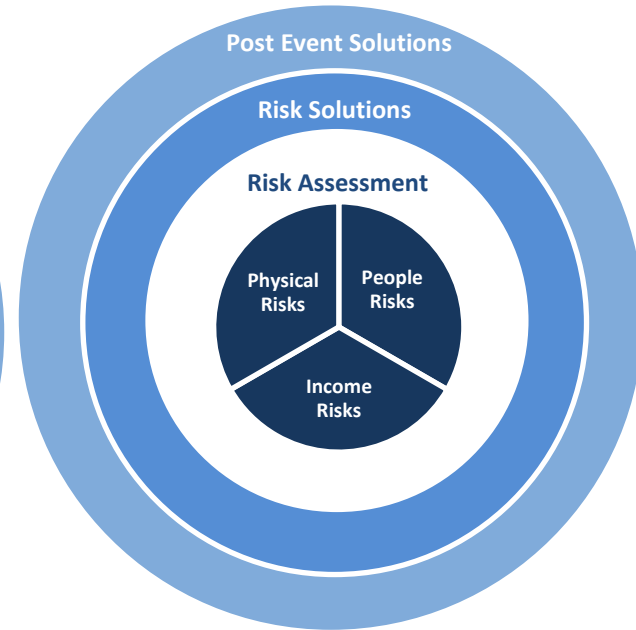
## INSTITUTIONS – SERVICE PROVISION



## BUSINESSES



## INDIVIDUALS



# AUB GROUP OPERATING MODEL



# WE'RE FOCUSED ON DELIVERING OUR STRATEGY

DRIVE VALUE FROM OUR CORE	ENABLE STRONG BUSINESSES	CAPTURE NEW OPPORTUNITIES
<ul style="list-style-type: none"><li>• Winning in distribution and retaining clients</li><li>• Be the market leader in specialist underwriting segments</li><li>• Leading group services</li></ul>	<ul style="list-style-type: none"><li>• Leverage technology capabilities</li><li>• Drive business efficiencies</li><li>• Product and service differentiation</li></ul>	<ul style="list-style-type: none"><li>• Diversify portfolio and income streams</li><li>• Enter new markets</li><li>• Continue to invest in start-ups and acquisitions</li></ul>

# BUILDING OUR FUTURE WITH CONFIDENCE

- Clarity of vision and purpose
- Clarity of business model – ‘Owner-Driver’
- Clarity of operating model
- Clarity of group strategy
- Sustained, demonstrable performance
- Disciplined approach





# INSURANCE BROKING

Fabian Pasquini

More than  
**\$2.3B**  
base premium

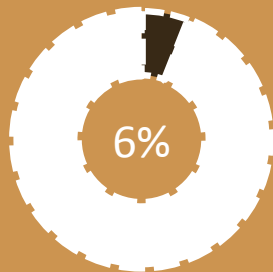
**\$700M**

Funds under  
management



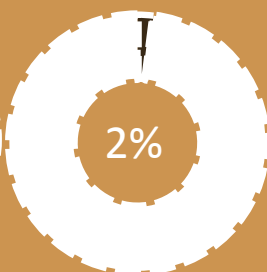
50 businesses  
represented in  
175+ locations

Largest equity  
based broking  
network in  
Australia and  
New Zealand



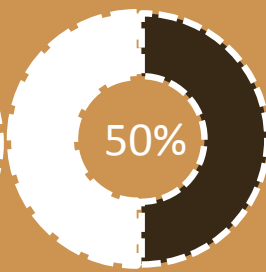
6%

Wholly  
owned



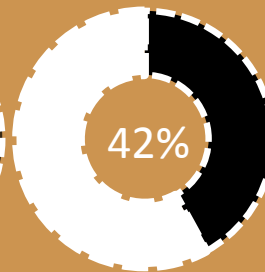
2%

Minority  
owned



50%

Equal  
owner



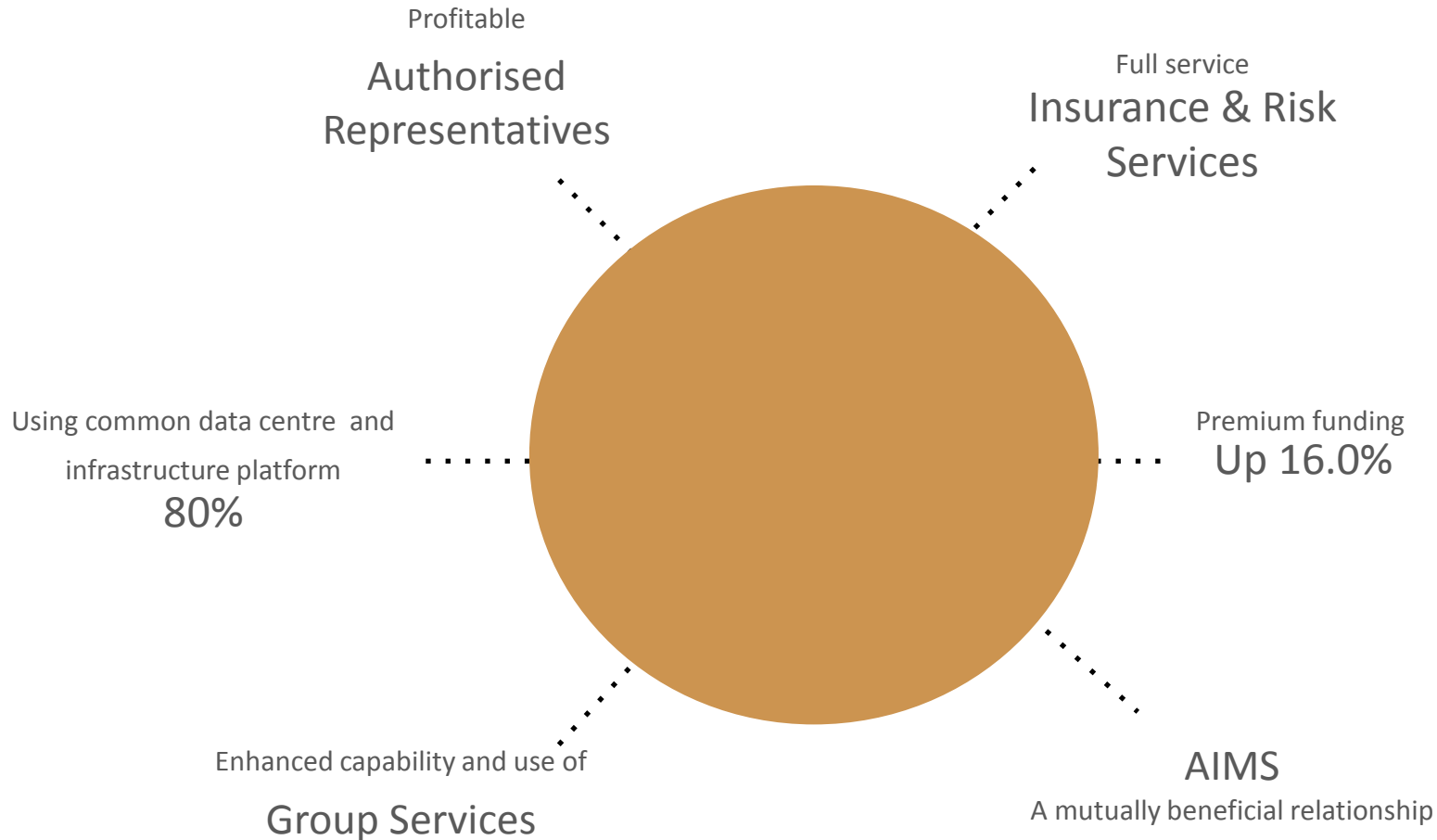
42%

Majority  
owned

**450,000** clients

**>2,700** staff

# OUR GROWING DISTRIBUTION LANDSCAPE



# FOCUSED ON DELIVERING OUR STRATEGY

DRIVE VALUE FROM OUR CORE	ENABLE STRONG BUSINESSES	CAPTURE NEW OPPORTUNITIES
<ul style="list-style-type: none"><li>• Winning in distribution</li><li>• Executing organic growth initiatives</li><li>• End-to-end provider of insurance &amp; risk services</li><li>• Adding bench strength</li></ul>	<ul style="list-style-type: none"><li>• Leverage technology capabilities</li><li>• Drive efficiencies:<ul style="list-style-type: none"><li>• Streamlined full policy administration</li><li>• Automation of premium funding</li><li>• Centralised data utilisation</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Continue to invest in bolt ons for profitability</li><li>• Opportunity management (CRM)</li><li>• Soft market – capitalise on insurer appetite</li></ul>





# UNDERWRITING AGENCIES

Craig Patterson

More than  
**\$280M**

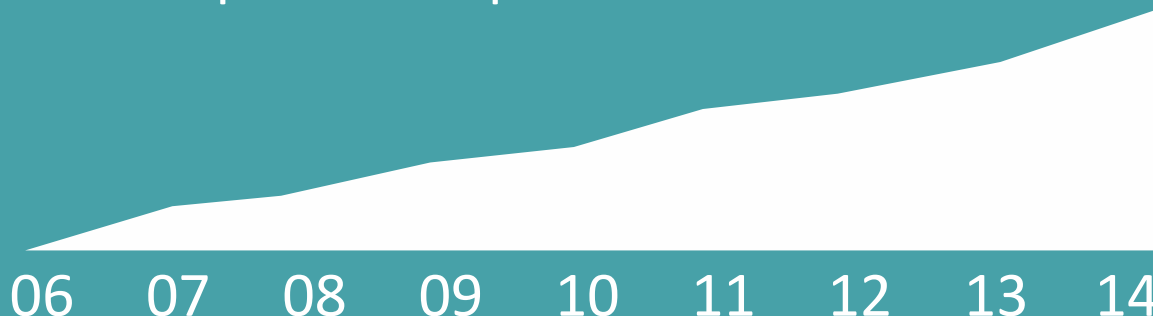
Gross written  
premium  
(GWP)



21 agency groups

Largest non  
insurer  
underwriting  
group

**50** specialised product lines



Business  
leaders  
have

**>30**

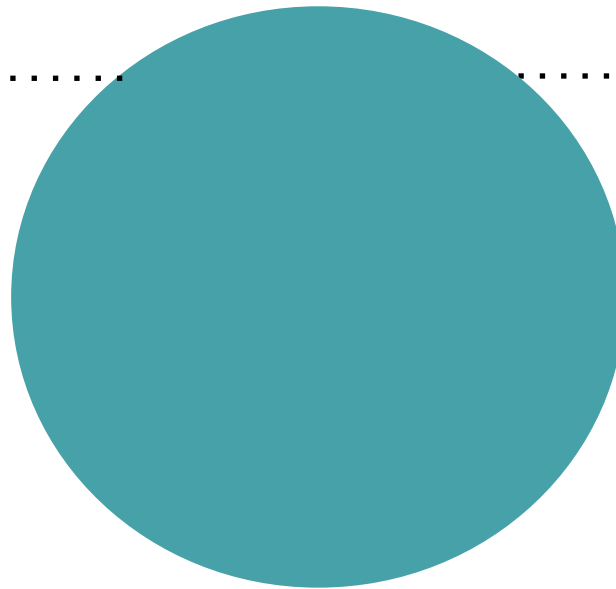
years industry  
experience  
(average)

**180** staff

# OUR GROWING UNDERWRITING AGENCY LANDSCAPE

## Profitable Start Ups

- . Longitude (strata)
- . Latitude (SME)
  - Equipment Breakdown
  - Construction
  - Marine
  - Specialty Liability
- . New Surety
- . Austagencies PI
- . SURA Accident & Health / Travel
- . Aust Re (wholesale / binders)



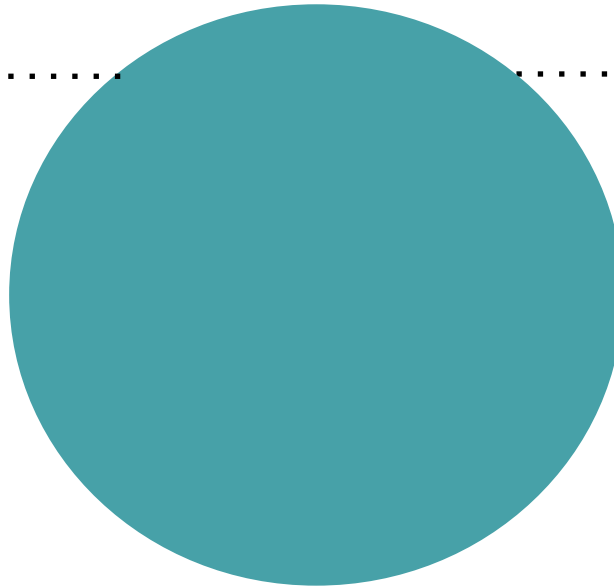
## Successful Acquisitions/Integrations

- . CEMAC / CPE
- . Cinesure / Latitude Film & TV and FIUA
- . Tasman (Professional Indemnity)
- . Guardian / Latitude Alpine & Dolphin (SURA Hospitality)
- . Lawsons (Labour Hire & Specialty Liability)
- . Mint Plus (SURA Professional Risks)
- . Celestial (SURA Hospitality) - Clubs
- . Mint Taxis
- . Mint Property & Casualty

# OUR GROWING UNDERWRITING AGENCY LANDSCAPE

## Key Underwriting Talent

- . Ian Faragher: 30+ years
- . Jesse Borthwick: 30+ years
- . Peter Curtis: 30+ years
- . Jim Wiechman: 30+ years
- . Matt Etheridge: 15+ years
- . Scott Woolley: 20+ years
- . Norm Verity: 40+ years
- . Joe LoSurdo: 20+ years
- . Dean Fiddes: 30+ years
- . Graham Kingaby: 30+ years
- . Roy Daly: 30+ years
- . Paul Robertson: 30+ years
- . Scott Newland: 30+ years
- . Adel Dawood: 30+ years



## Increasing Niche Leadership

Agency	Position
Australian Bus & Coach	1
Cinesure (Film & TV)	1
CEMAC (Plant & Equipment)	2
5 Star (Motor Dealers)	3
Longitude (Strata)	3
Millennium (Farm)	3



# FOCUSED ON DELIVERING OUR STRATEGY

DRIVE VALUE FROM OUR CORE	ENABLE STRONG BUSINESSES	CAPTURE NEW OPPORTUNITIES
<ul style="list-style-type: none"><li>• Top 3 market position in chosen segments</li><li>• Specialised product lines</li><li>• Niche segments with higher barriers to entry</li><li>• Underwriting driven</li></ul>	<ul style="list-style-type: none"><li>• Employing the best underwriters</li><li>• Building the best products</li><li>• Drive efficiencies by leveraging technology capabilities (automation)</li></ul>	<ul style="list-style-type: none"><li>• Continue to invest in start-ups for profitability</li><li>• Incubator for insurers to develop product</li><li>• Electronic product capability (B2B)</li></ul>



# RISK SERVICES

Sunil Vohra

Contributed 10% of overall  
**growth in first year**

**2 new**  
**partners** in  
first year

**Complementary**  
risk management solutions  
for clients

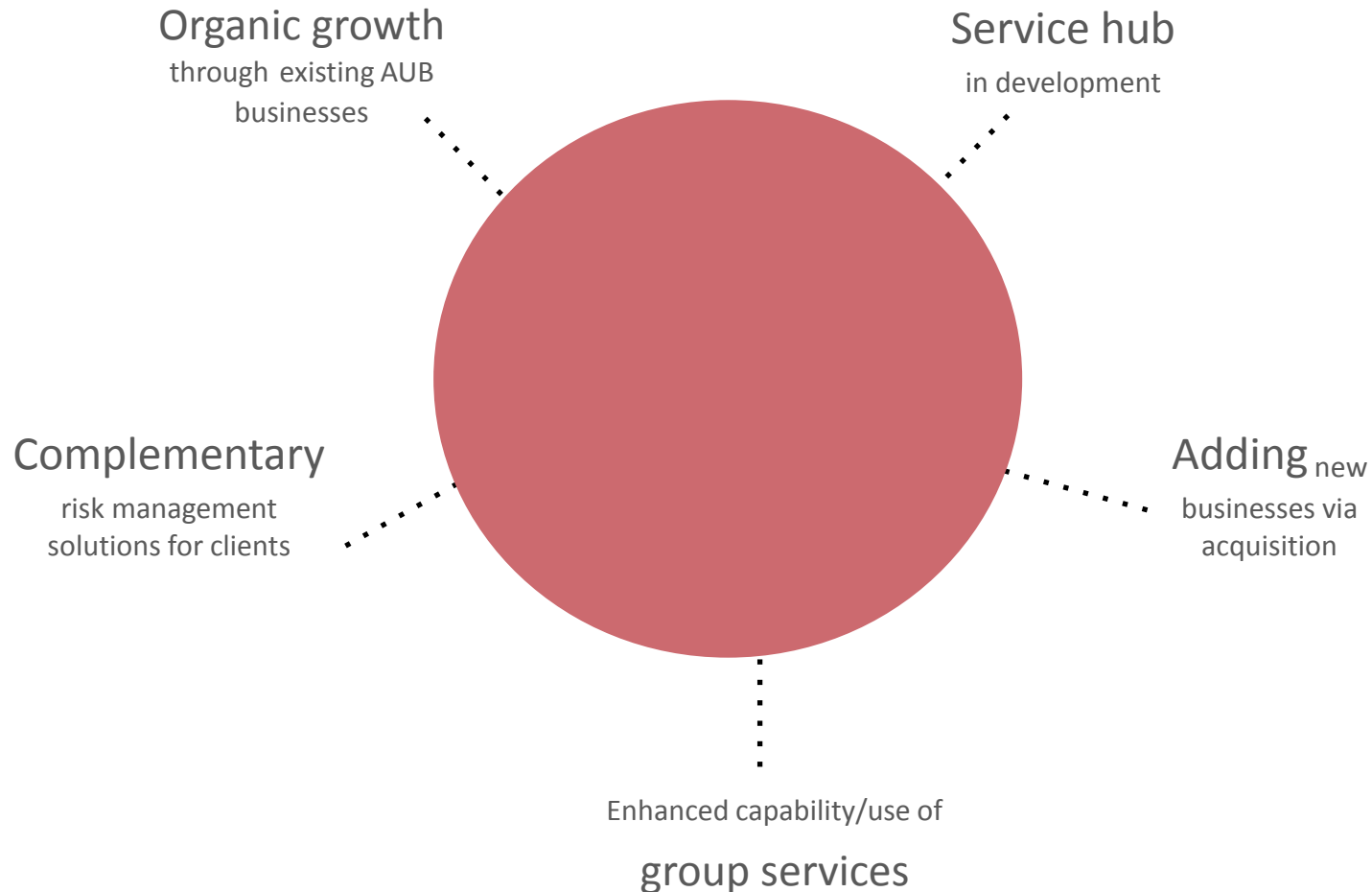
Operationally effective with  
**>\$700K profit** in  
first year

**Significant**  
**expertise** subject  
specialists and technical experts

Bunnings, DHL, Leighton Holdings  
**client examples**



# OUR GROWING RISK SERVICES LANDSCAPE



# FOCUSED ON DELIVERING OUR STRATEGY

DRIVE VALUE FROM OUR CORE	ENABLE STRONG BUSINESSES	CAPTURE NEW OPPORTUNITIES
<ul style="list-style-type: none"><li>• Complementary solutions for current distribution channel and clients</li><li>• Open market</li></ul>	<ul style="list-style-type: none"><li>• Break dependency of insurance rate cycle</li><li>• Enables risk management services (pre and post event) with existing clients</li></ul>	<ul style="list-style-type: none"><li>• Diversified income and profit stream</li><li>• Execute new market segments</li></ul>

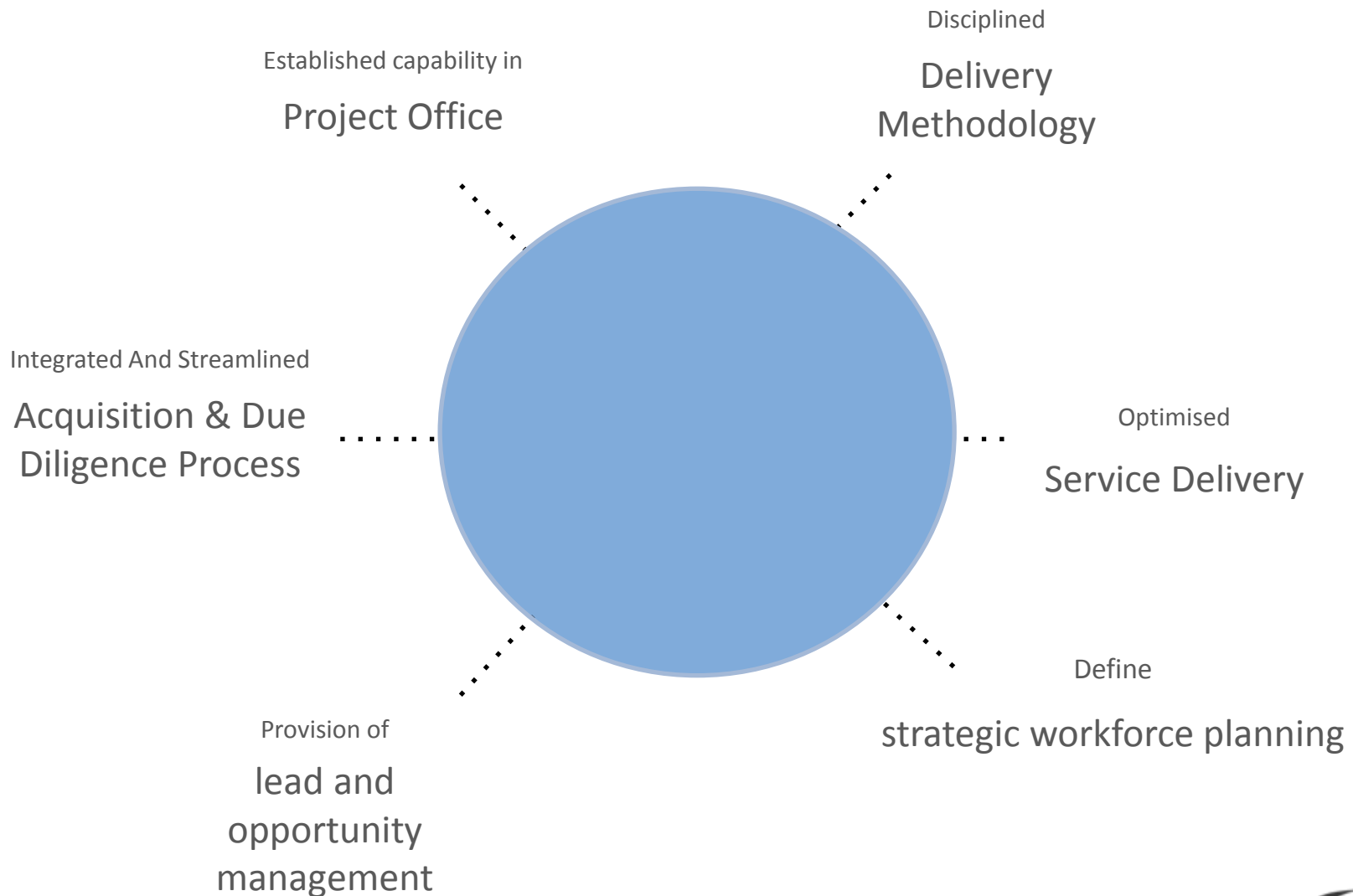




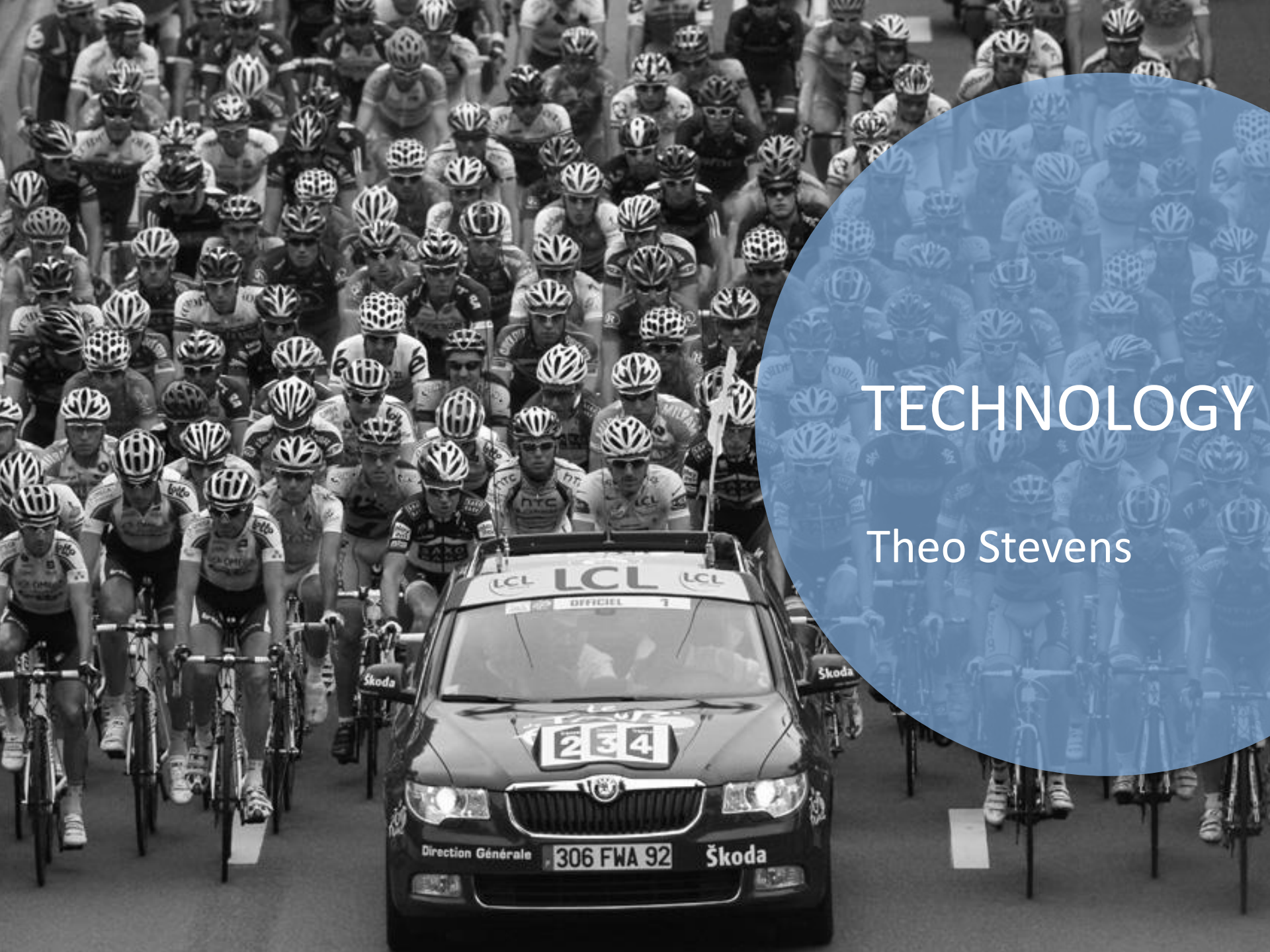
# OPERATIONAL DELIVERY

Sunil Vohra

# OPTIMISE OPERATING MODEL & DELIVERY CAPABILITY





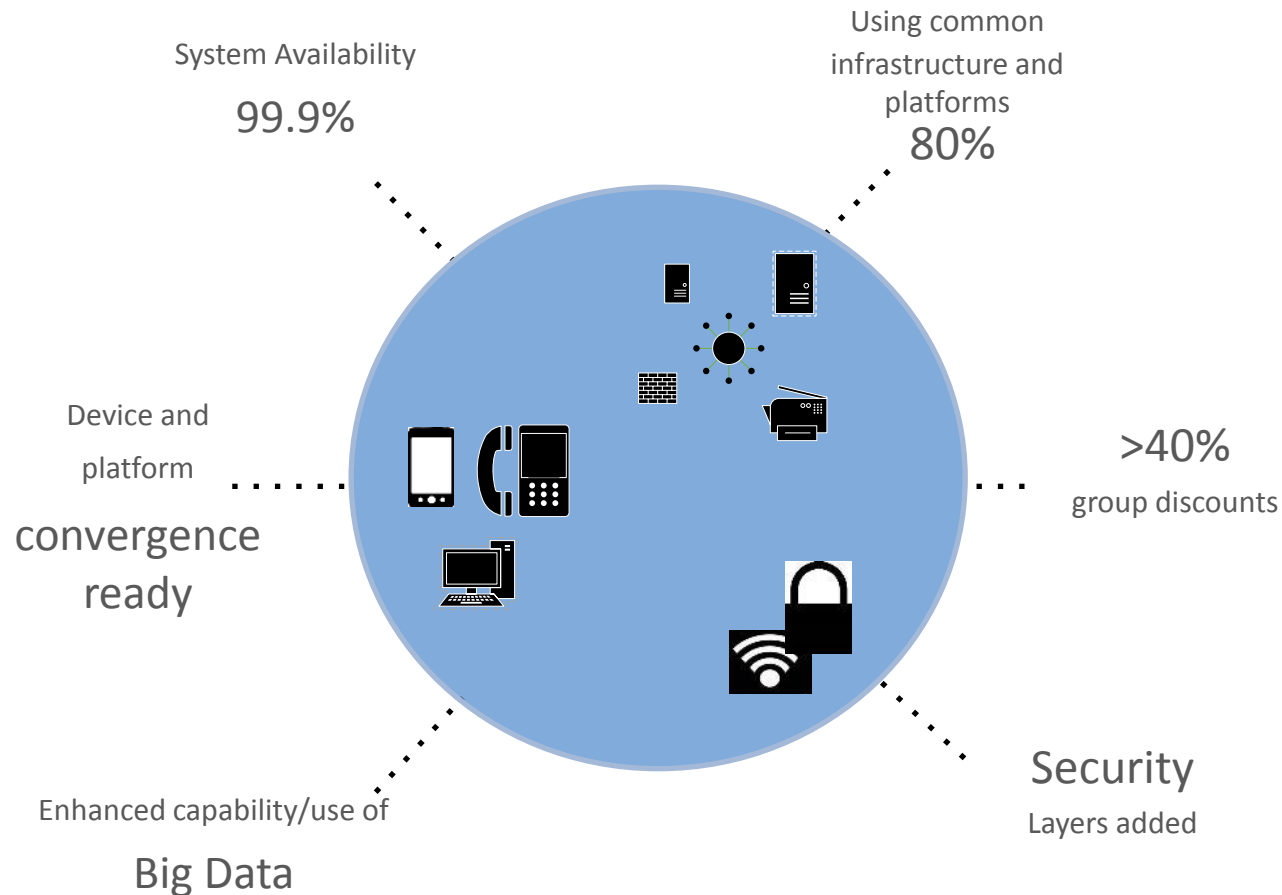


TECHNOLOGY

Theo Stevens



# LEADING TECHNOLOGY CAPABILITY



# FOCUSED ON DELIVERING OUR STRATEGY

DRIVE VALUE FROM OUR CORE	ENABLE STRONG BUSINESSES	CAPTURE NEW OPPORTUNITIES
<ul style="list-style-type: none"><li>• Maintain 99.9% system availability</li><li>• Common infrastructure and platforms with:<ul style="list-style-type: none"><li>• 100% of underwriting agencies</li><li>• 80% of insurance broking</li></ul></li></ul>	<ul style="list-style-type: none"><li>• Automate antiquated services</li><li>• Expand opportunity management system</li><li>• Implement device agnostic platforms</li><li>• Further streamline data analytics and insights to drive efficient behaviour</li></ul>	<ul style="list-style-type: none"><li>• Architecture enables integration of future technology</li><li>• Continue mobility capability - pervasive connectivity; integrated collaboration suites; workforce convergence</li><li>• Incorporate client self service</li></ul>

*This release may contain forward looking statements relating to future matters, which are subject to known and unknown risks, Uncertainties and other important factors which could cause the actual results, performance or achievements of Austbrokers and the Austbrokers Group to be materially different from those expressed in this announcement. Except as required by law and only to the extent so required, neither Austbrokers nor any other person warrants that these forward looking statements relating to future matters will occur.*



THANK YOU