

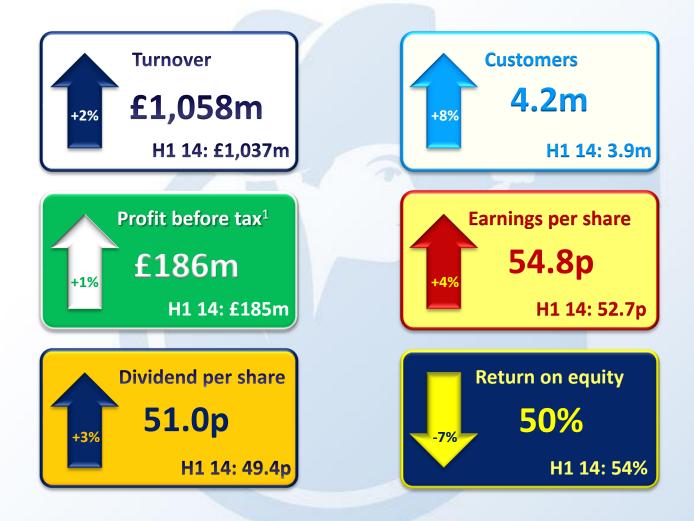
# **2015 Half Year Results**

19th August 2015



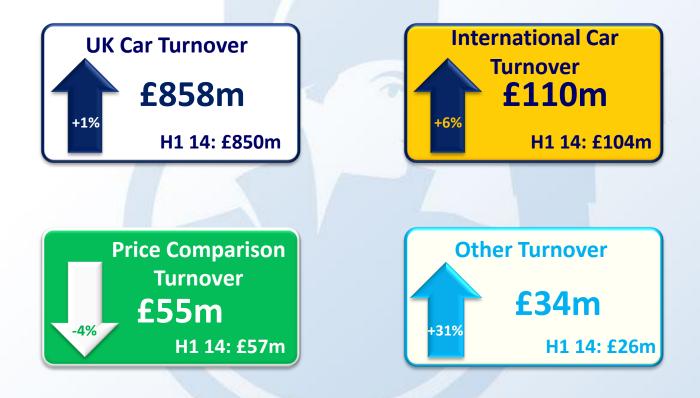
Group Overview Italy US	Henry Engelhardt, CEO Geraint Jones, CFO
Spain France	Cristina Nestares, Admiral Seguros CEO Pascal Gonzalvez, L'olivier assurance auto CEO
UK	David Stevens, COO Alistair Hargreaves, Head of Operations
Wrap Up	Henry Engelhardt, CEO
Q&A	All





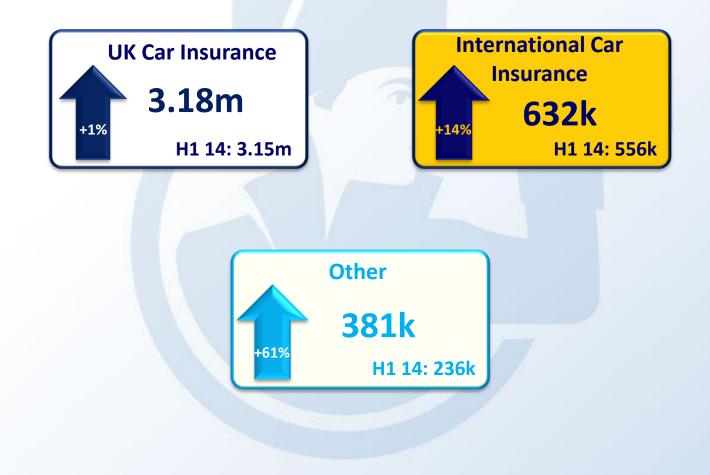


## Group Turnover: £1,058m (H1 2014: £1,037m)

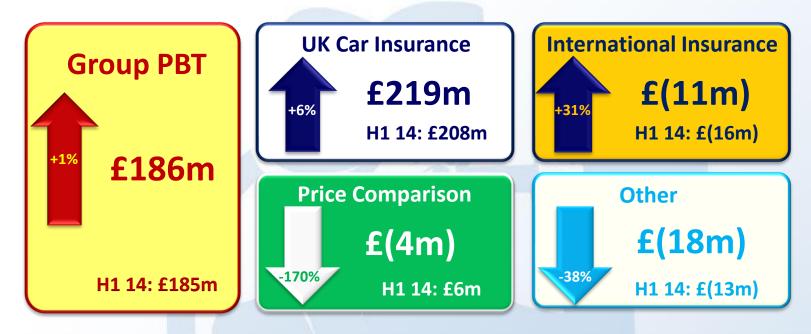




## Group Customers: 4.2m (H1 2014: 3.9m)

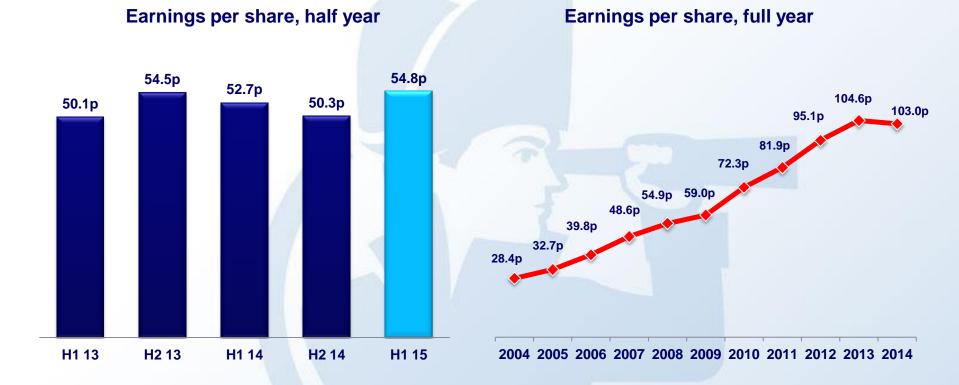






- Strong UK Car Insurance performance mainly due to positive prior years claims experience
- Overall International Car Insurance losses reduced and ConTe made a small profit
- Price Comparison results impacted by ongoing investment in compare.com and lower profit from Confused.com
- UK Household Insurance made a small profit with a significant growth in volume
- Other Group items is mainly share scheme costs and also includes debt financing charge

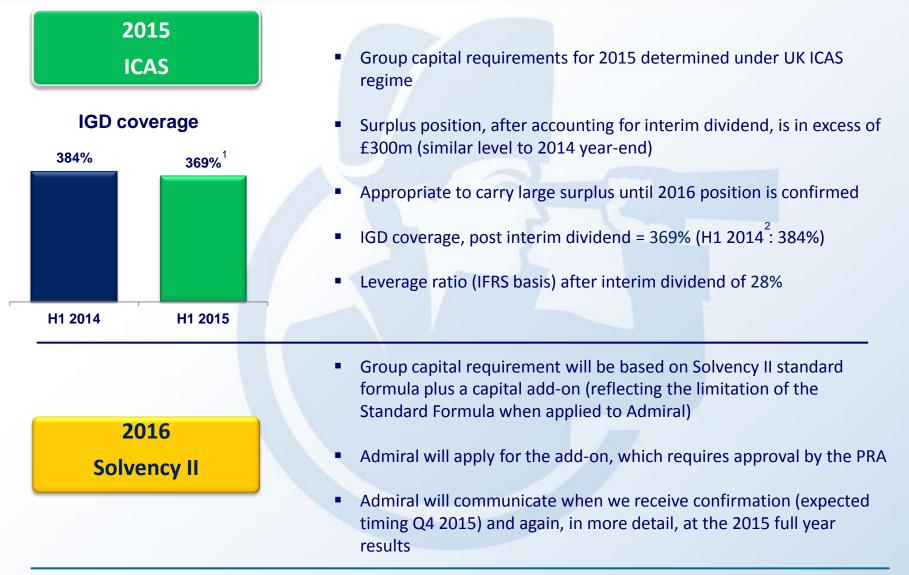
**Record interim earnings per share** 



- H1 2015 earnings per share 9% higher than H2 2014
- Record earnings per share for a 6 month period



# Solvency II and capital requirements



Note: (1) Coverage ratio is reduced due to specific changes to the UK GAAP accounting rules in 2015 which result in an increase in the level of disallowable intangible assets. (2) H1 2014 is restated to include eligible lower tier two capital (issued in July 2014) Interim dividend of 51.0p per share



- Interim 2015 dividend of 51.0p per share
- Payout ratio of 93%
- Total dividends paid (including H1 2015) since flotation £1.9bn

#### **Dividend Dates**

- Ex-dividend date: 10 September 2015
- Record date: 11 September 2015
- Payment date: 9 October 2015

Interim dividend of 51.0p per share



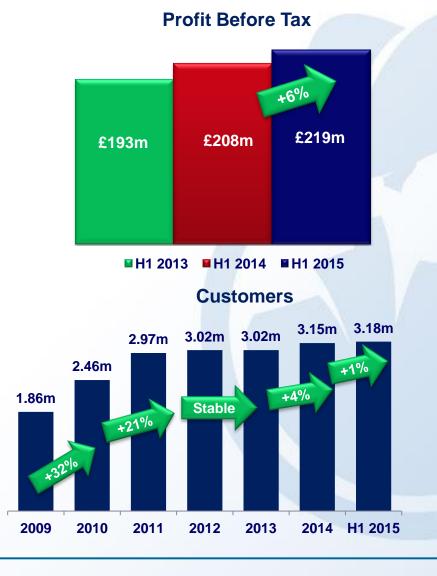
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#### **Dividend Dates**

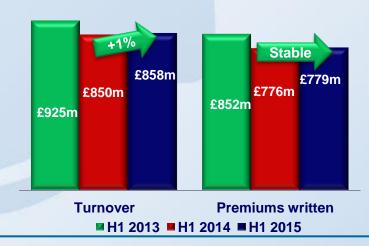
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## Solid UK car insurance performance

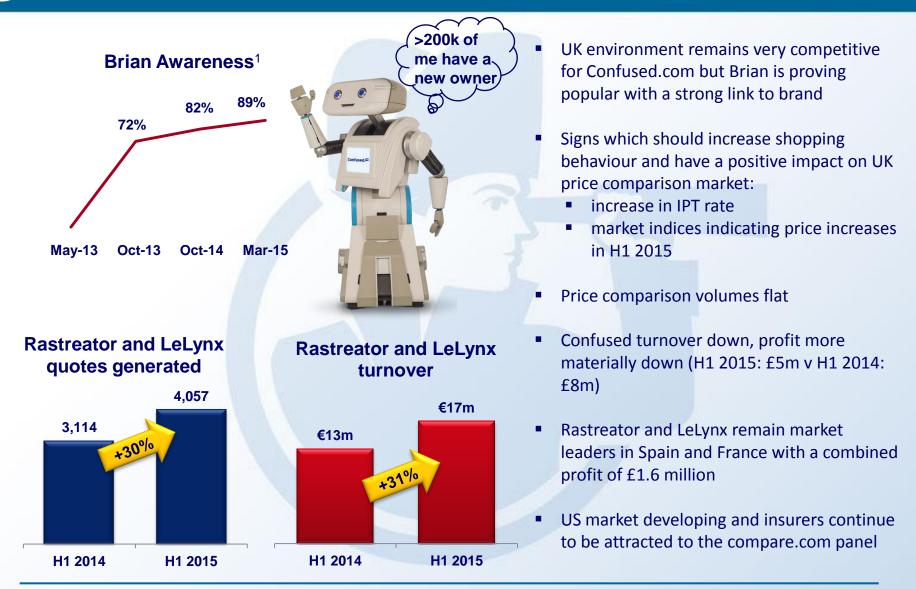


- Profit increased by 6% mainly due to very positive claims experience and higher than average reserve releases
- Despite the large release, reserve margin slightly increased in H1 2015
- Pleasing modest vehicle count growth in H1 2015
- Stable total premiums reflective of prices increases offset by mix changes



#### **Turnover, Total Premiums Written**

# Price comparison continues to develop...



Source: (1) Brand Survey conducted by Morar consulting

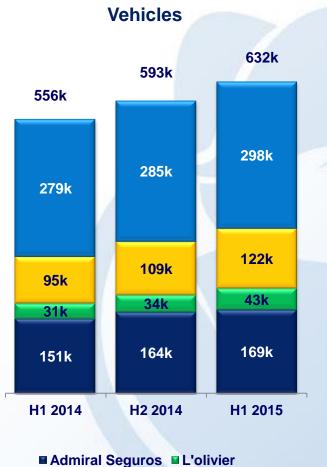


# **Compare.com panel continues to grow**





**Growth in international car insurance presence** 



Elephant ConTe

- 14% increase in vehicles from H1 2014
- Progress made in all insurance operations
- Growth in customer numbers across all operations
- International vehicles represent 15% of group vehicles (up from 14% at H1 2014)

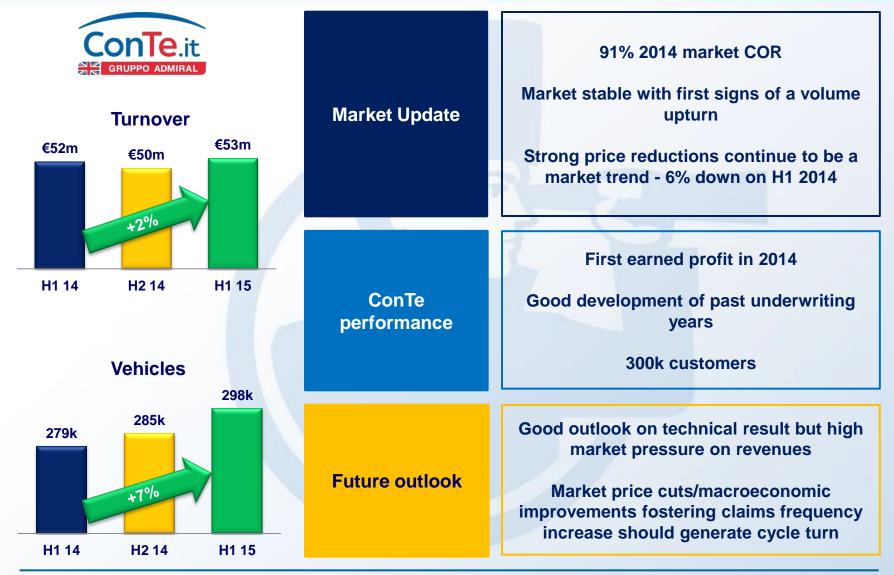




Experience Seam S54m	Market Update	<ul> <li>Market rates edging up:</li> <li>Frequency up - lower gas prices and unemployment and more miles driven</li> <li>Severity up - car sales up 5% and growing proportion of repairs of cars &lt; 3 years old</li> <li>No change in competitive landscape - significant TV spend on car insurance</li> </ul>
H1 14 H2 14 H1 15 Vehicles 122k	Elephant performance	Combined ratio in line with last year Good growth continuing in current 4 states Some seasonality in reported loss ratio Expect to see loss ratio and expense ratio improvements over time
95k +28%	Future outlook	Plenty of opportunity to grow within existing states and potential new states Leveraging price comparison operations for further growth
H1 14 H2 14 H1 15		

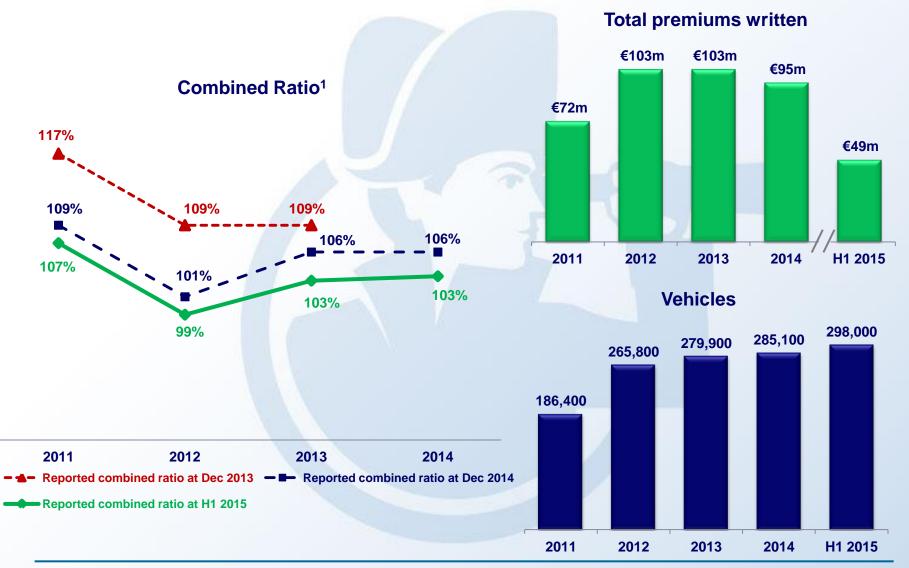






**ConTe underwriting year** 





#### Note: (1) Net of ancillary contribution



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- Market growing after 7 years of decreases
- Profitability continues with a COR of 97% in 2014
- Change in *baremo*, a rating system to assess BI damages, will increase BI costs significantly
- Market hardening expected



#### New car sales (000s)







- Preferred Brand Strategy: strong media investment is delivering an increase in quote base and brand recognition
- Multiproduct: 20% of revenue from products other than car insurance including other insurance, finance, travel and utilities

#### **Future outlook**

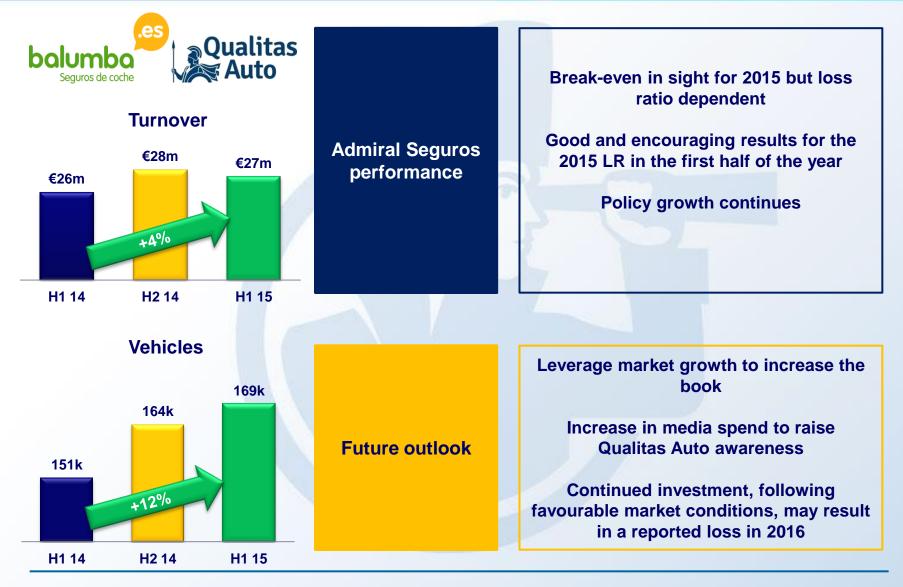
Rastreator

performance

Rastreator to continue developing a diversified product range Launch of Seguros.es (July 2015) – Rastreator acquired the url of a recognised TV brand which will be positioned as the expert on insurance comparison

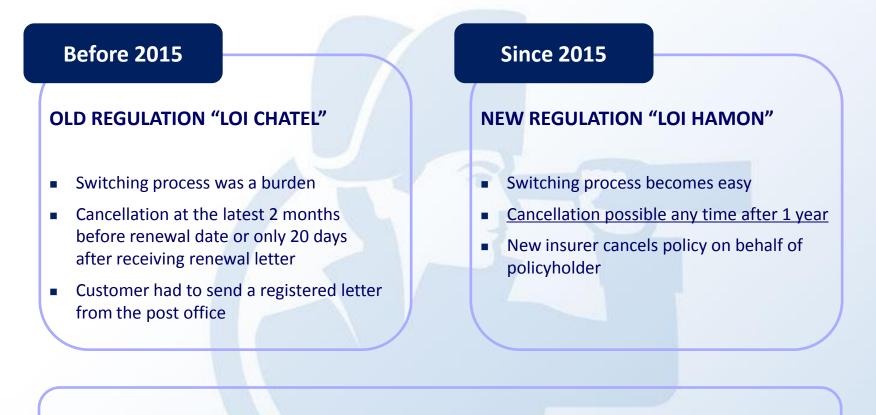








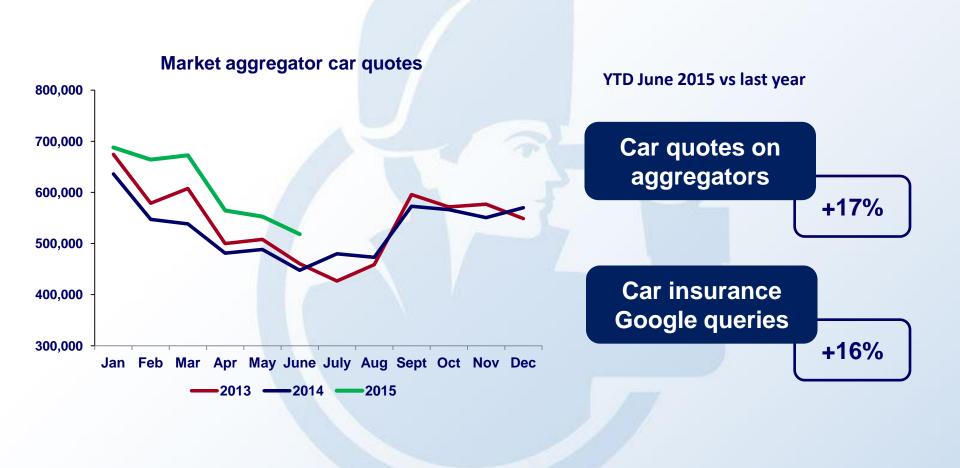




- Full potential will be seen in 2016 as it only applies progressively at renewal dates during 2015
- Awareness of new law is good but understanding is limited (more education is needed)

As a consequence, price comparison websites are growing

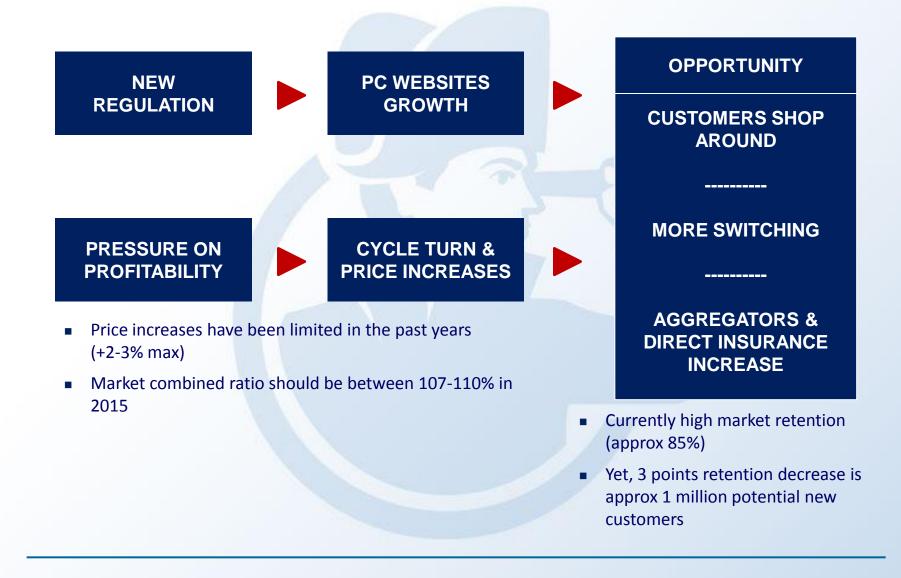






Regulatory changes coupled with pressure on profitability is creating a new opportunity











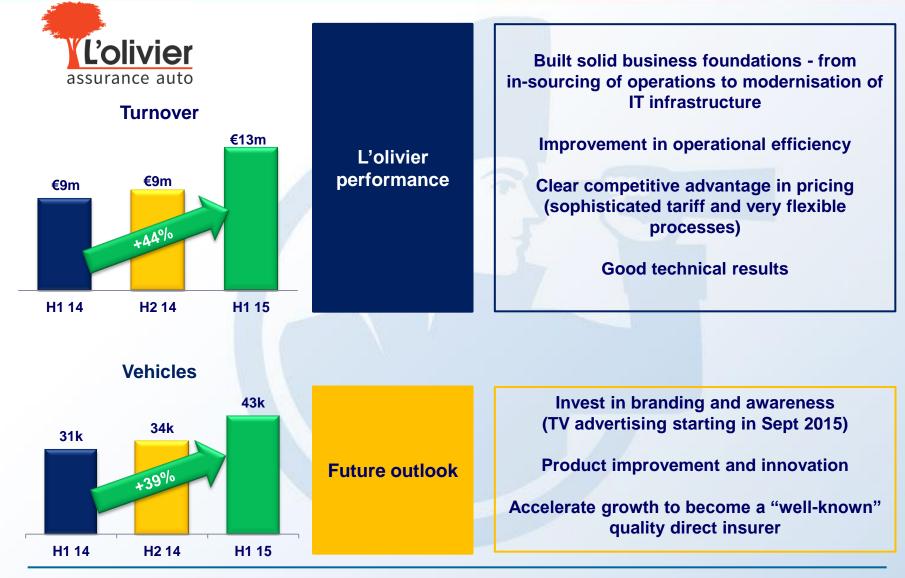
#### **Future outlook**

Further communication to educate market on new law

New product launch in Q4 2015 to offer SME insurance comparison tools





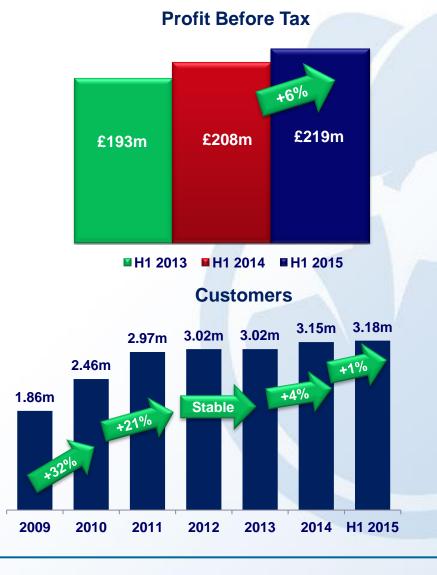




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## Solid UK car insurance performance



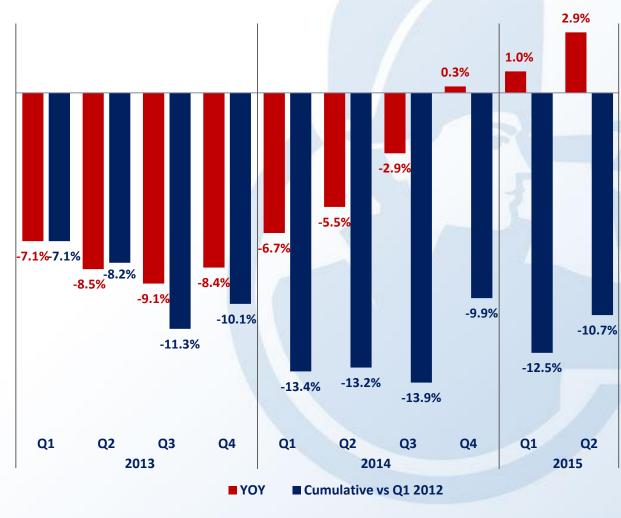
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#### **Turnover, Total Premiums Written**

# UK Car insurance market cycle may be turning

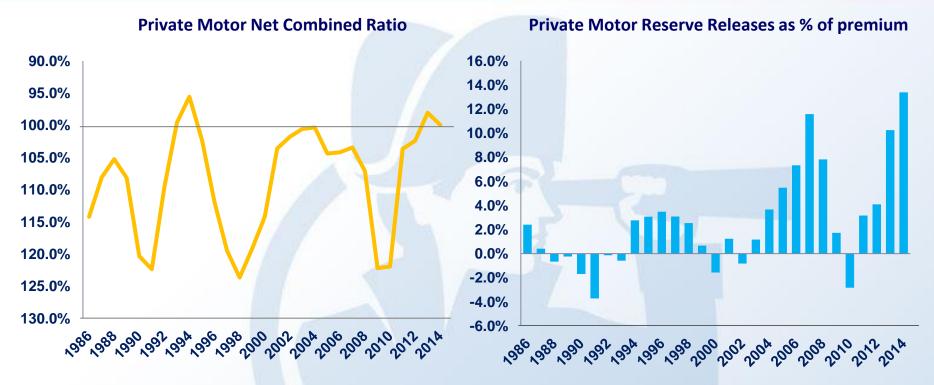
#### ABI Motor Insurance Premium Tracker



- Market in the process of turning, but bumping along the bottom
- Market claims frequency increased by 3% in Q1 2015
- Admiral price increases from Q2 2014, in advance of market

Source: ABI Motor Insurance Premium Tracker as published on 30th July 2015 (quarterly data, year-on-year change).

# End of price reductions may indicate unsustainability of market-wide reserve releases

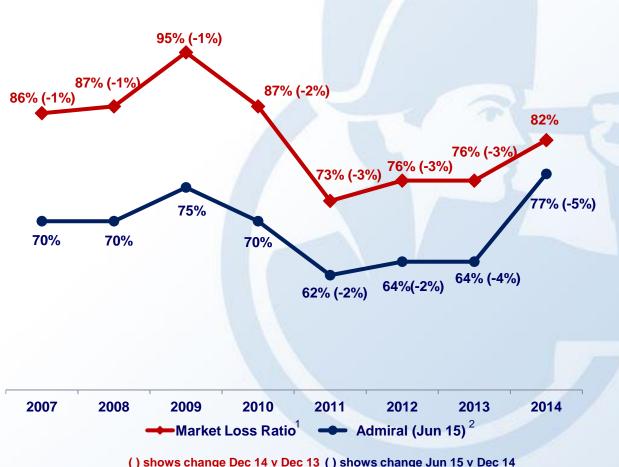


- 'Break-even' relies on record private motor reserve releases
- Highest reserve releases:
  - 2007 11.6%
  - 2014 13.4%
- Small scale 'exits' suggest increasing pressure (Service, Liberty, RSA Broker)



# Admiral has seen further substantial improvements in historic ultimate claims ratios during H1 2015

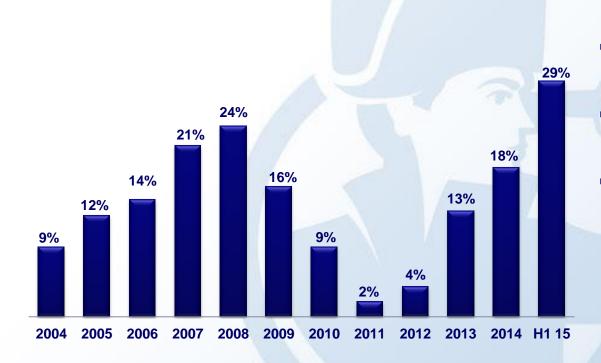




- Improvements largely driven by better evolution of large BI claims, notably from 2013 and 2014 accident years
- Relatively benign H1 2015
  - Overall frequency and small BI frequency better than the market
  - Relatively fewer new large claims

Note: (1) Analysis of PRA returns as at 31st December 2014. Market excludes Admiral. Loss ratio: accident year. (2) Independent actuarial projection of ultimate loss ratio on accident year basis.

The movements in ultimates in the last six months allow increased releases

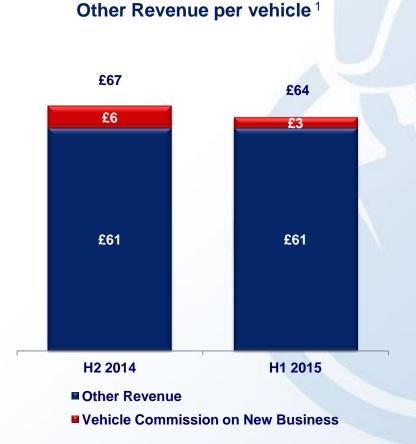


Admiral releases as % of premium

- Record reserve releases reflect very positive evolution of ultimates
- Reserves margin slightly increased versus end 2014
- A similar level of reserve release in H2 2015 would require further large improvements in ultimates



# Other Revenue per vehicle slightly lower due to changes in Reinsurer Vehicle Commission



#### 2015 drivers of change

- Reinsurer Vehicle Commission removed for new business policies from January 2015
- Offset by increased future profit commissions

#### Approach to add-on products

- Invest in product benefits
- In-house underwriting gives control and flexibility
- Strong claims capture and service

Note: (1) Other Revenue per vehicle is calculated as Other Revenue (before internal costs) divided by average active vehicles, rolling twelve month basis.

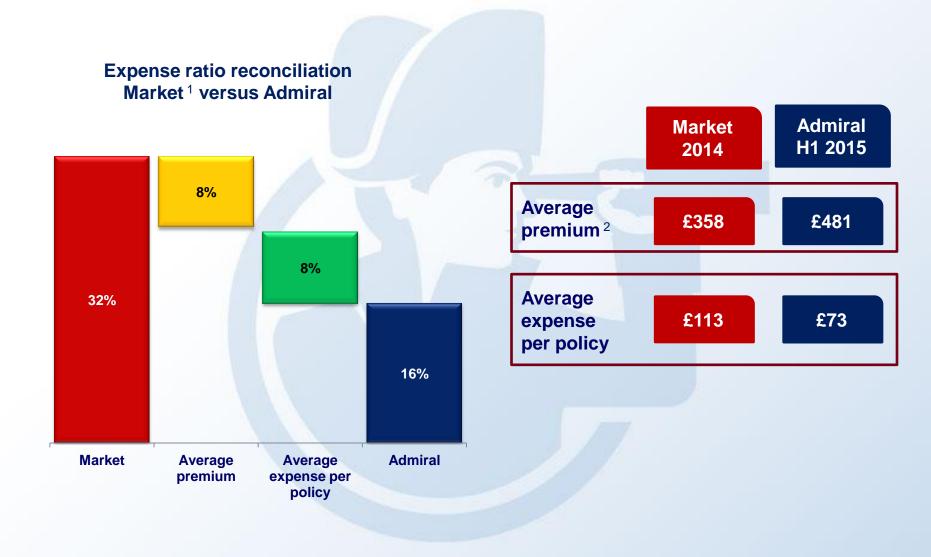
Admiral is maintaining a strong expense ratio advantage

32% 31% 30% 29% 28% 29% 29% 29% 27% 26% 26% 24% 13% 12% 17% 16% 16% 15% 14% 13% 13% 2009 2010 2011 2012 2013 2014 H1 2015 

Admiral <sup>1</sup> and Market <sup>2</sup> expense ratios

Note: (1) Expenses per policy are on a written basis. (2) Analysis of PRA returns as at 31st December 2014.

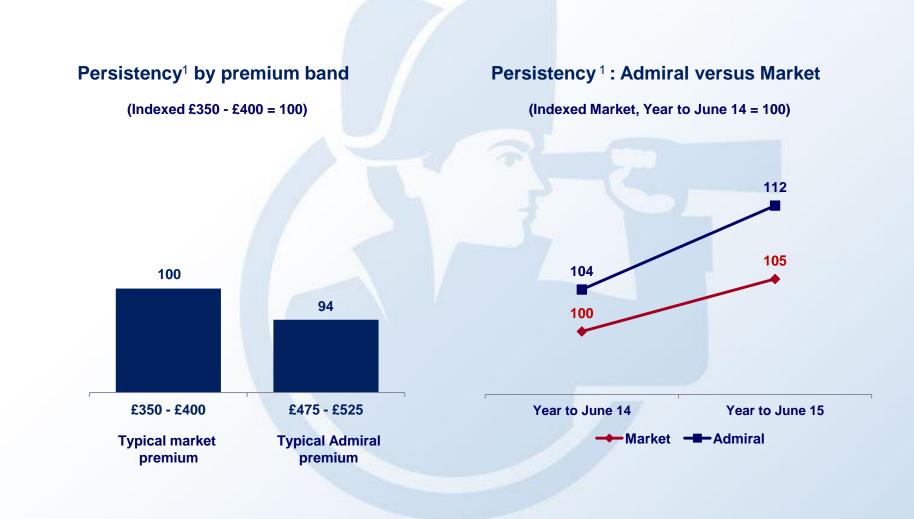
# Admiral is efficient at servicing a higher premium mix of customers



Source: (1) Analysis of PRA returns as at 31st December 2014. (2) ABI Q2 2015 Average Private Comprehensive Motor Insurance Premium



An important part of Admiral's expense ratio advantage is that customers stay with us



Source: Persistency by premium band is based on Admiral internal information. Persistency versus the market is based on management estimates and Admiral internal data. Note: (1) Persistency is the proportion of customers who stay a full term and renew for the following terms (both mid term cancellations and lapses at renewal are captured).



	2013	2014	H1 2015
SMS feedback received	110,000	270,000	230,000
<i>Following a claim, I would renew with Admiral</i> 'Yes' response > 90%	-	$\checkmark$	<b>√</b>
<i>How satisfied were you with our service?</i> Average > 9/10	1	-	-



Source: Management information



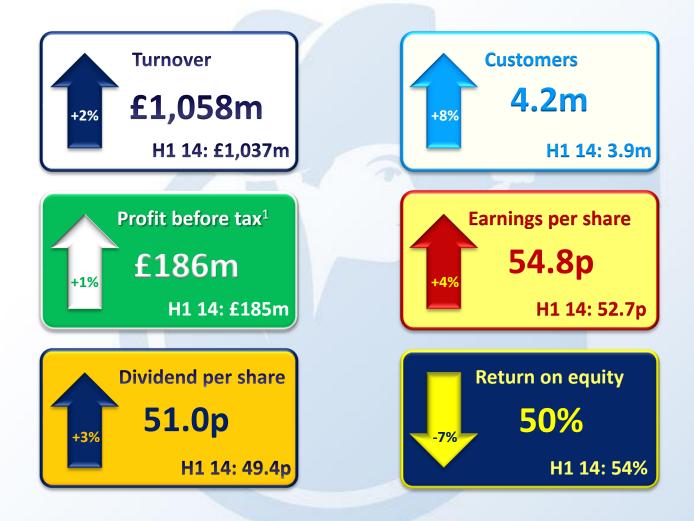
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### A great place to work!









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# Appendix



								_						
КРІ	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	H1 12	H1 13	H1 14	H1 15
Group Financial														
Turnover £m	627	698	808	910	1,077	1,585	2,190	2,215	2,030	1,971	1,169	1,089	1,037	1,058
Customers m	1.1	1.3	1.5	1.7	2.1	2.7	3.4	3.6	3.7	4.1	3,502	3,610	3,940	4,190
Statutory Group pre-tax profit £m	119.5	147.3	182.1	202.5	215.8	265.5	299.1	344.6	370.2	350.7	171.8	181.4	183.3	181.7
Adjusted Group pre-tax profit £m	119.5	147.3	182.1	202.5	215.8	265.8	298.9	344.5	370.2	356.5	171.6	181.6	184.9	186.1
Earnings per share	32.7p	39.8p	48.6p	54.9p	59.0p	72.3p	81.9p	95.1p	104.6p	103.0p	47.3p	50.1p	52.7p	54.8p
Dividend	24.6p	36.1p	43.8p	52.5p	57.5p	68.1p	75.6p	90.6p	99.5p	98.4p	45.1p	48.9p	49.4p	51.0p
			-			100			Free.					
UK Car Insurance			6 1			80 - S			and the second	10				
Customers (000)	1,105	1,240	1,382	1,587	1,862	2,459	2,966	3,019	3,021	3,154	3,025	3,016	3,149	3,177
Total premiums £m	533.6	566	617	690.2	804.7	1,237.6	1,728.8	1,748.7	1,553.0	1,453.1	922.8	851.7	776.0	779.0
Reported combined ratio*1	84.9%	87.2%	83.4%	81.0%	84.9%	83.5%	91.9%	90.0%	83.0%	83.0%	89.7%	82.2%	80.2%	75.6%
Other revenue per vehicle £		1994		6	77	84	84	79	67	67	82	73	67	64
UK car insurance pre-tax														
profit £m	110.0	121.1	142.2	179.9	206.9	275.8	313.6	372.8	393.9	398.0	183.3	192.7	207.7	219.2
	_				16									
International Car Insurance				- A.										
Customers (000)		2.2	46.9	73.7	121.0	195.0	306.0	436.0	515.3	592.6	385.6	481.4	555.6	631.7
Total premiums £m		0.6	14.2	26.0	43.0	71.0	112.5	148.5	168.3	185.4	74.4	85.5	94.1	101.0
Reported combined ratio International car insurance result			232%	198%	204%	166%	162%	168%	140%	127%	160%	137%	139%	137%
£m		(0.1)	(0.7)	(4.1)	(9.5)	(8.0)	(9.5)	(24.5)	(22.1)	(19.9)	(8.9)	(10.8)	(15.5)	(11.2)
Price Comparison				1				1.1	J.					
Total revenue £m	12.0	38.5	69.2	66.1	80.6	75.7	90.4	103.5	112.7	107.5	53.3	57.5	57.1	55.2
Operating profit £m	6.9	23.1	36.7	25.6	24.9	11.7	10.5	18	20.4	(2.8)	8.1	9.9	4.0	(8.6)
Operating margin –														
Confused.com only	58%	60%	53%	39%	32%	24%	21%	22%	25%	20%	19%	23%	20%	12%

\*1 Reported combined ratio has been adjusted to exclude impact of reserve releases on commuted reinsurance contracts for all periods from 1 January 2011.

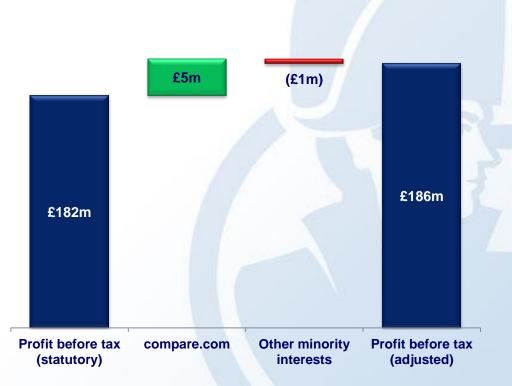


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-		ar Insurar			surance			Comparis			Other			Imiral Grou	•
£m	H1 13	H1 14	H1 15	H1 13	H1 14	H1 15	H1 13	H1 14	H1 15	H1 13	H1 14	H1 15	H1 13	H1 14	H1 1!
Turnover	924.5	849.8	857.9	95.5	104.3	110.3	57.5	57.1	55.2	11.6	25.9	34.1	1,089.1	1,037.1	1,057.
Total premiums written	851.7	776.0	779.0	85.5	94.1	101.0					16.8	24.9	937.2	886.9	904.9
Gross premiums written	504.4	471.2	474.3	71.9	89.6	98.7					16.8	24.9	576.3	577.6	597.9
Net premiums written	220.4	202.5	205.2	28.6	30.9	35.0					8.2	6.5	249.0	241.6	246.7
Net earned premium	214.6	197.9	188.9	26.4	27.8	29.7					6	8.2	241	231.7	226.8
Investment income	5.6	6	6.3	-	0.1	-					-4	2.6	5.6	6.1	8.9
Net insurance claims	(125.2)	(92.6)	(69.3)	(23.3)	(28.1)	(25.4)					(4.3)	(6.5)	(148.5)	(125.0)	(101.2
Insurance related expenses _	(26.3)	(21.7)	(26.2)	(16.9)	(18.4)	(18.9)	·			_	(2.1)	(2.4)	(43.2)	(42.2)	(47.5
Underwriting result	68.7	89.6	99.7	(13.8)	(18.6)	(14.6)					(0.4)	1.9	54.9	70.6	87.0
Profit commission	40.4	35.8	44.2										40.4	35.8	44.2
Gross ancillary revenue	86.2	89.6	84.6	3.3	3.4	3.8					0.6	0.6	89.5	93.6	89.0
Ancillary costs	(15)	(18.4)	(21.3)	(0.4)	(0.4)	(0.6)					-	- 8	(15.4)	(18.8)	(21.9
Instalment income	12.4	11.1	12.0	0.1	0.1	0.2					0.3	0.3	12.5	11.5	12.5
Gladiator contribution										1.4	1.5	1.4	1.4	1.5	1.4
Price comparison revenue							57.5	57.1	55.2				57.5	57.1	55.2
Price comparison expenses							(47.6)	(53.1)	(63.8)				(47.6)	(53.1)	(63.8
Interest income										1.1	0.6	0.7	1.1	0.6	0.7
Other (mainly share scheme)									1	(12.9)	(15.5)	(22.6)	(12.9)	(15.5)	(22.6
Profit / (loss) before tax	192.7	207.7	219.2	(10.8)	(15.5)	(11.2)	9.9	4	(8.6)	(10.4)	(12.9)	(17.7)	181.4	183.3	181.7



		December	
	June 2014	2014	June 2015
	£m	£m	£m
ASSETS			
Property, plant and equipment	28.4	32.3	32.3
Intangible assets	98.6	107.2	119.3
Reinsurance contracts	697.6	829.8	720.5
Financial assets	2,332.9	2,547.4	2,641.1
Deferred income tax	19.8	22.9	29.5
Trade and other receivables	91.2	82.0	101.0
Cash and cash equivalents	247.7	255.9	216.0
			Sales Provide State
Total assets	3,516.2	3,877.5	3,859.7
FOUNTY			
EQUITY	0.2	0.2	0.2
Share capital	0.3	0.3	0.3
Share premium	13.1	13.1	13.1
Retained earnings	527.0	540.6	574.2
Other reserves	(4.1)	13.2	3.1
Non-controlling interests	10.8	13.7	8.9
Total equity	547.1	580.9	599.6
LIABILITIES		202.0	
Subordinated liabilities	-	203.8	203.8
Insurance contracts	2,010.0	2,097.4	2,148.3
Trade and other payables	925.6	965.8	876.2
Corporation tax liabilities	33.5	29.6	31.8
Total liabilities	2,969.1	3,296.6	3,260.1
Total liabilities and equity	3,516.2	3,877.5	3,859.7

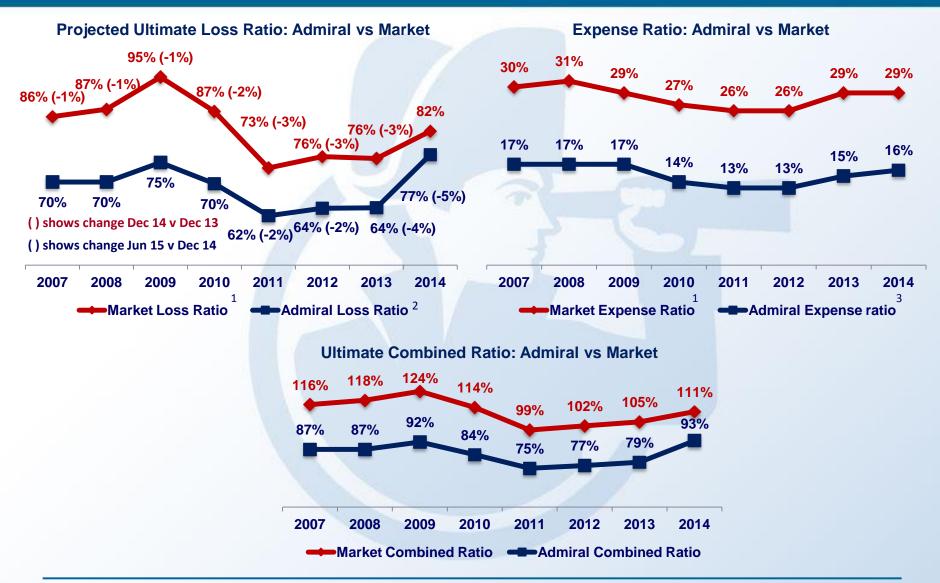
Group profit before tax reconciliation



Reconciliation from statutory to adjusted profit before tax

- Admiral has four operations with shared ownership: Rastreator (Admiral share of ownership 75.0%); compare.com (67.8%); Admiral Law and BDE Law (90.0%)
- Profit or losses in period accruing to minority parties reduce or increase the results respectively
- Investment in compare.com has resulted in a more significant adjustment
- compare.com is 32.2% owned by third parties. Total loss was £15.4 million, therefore £5.0 million is added back to Group Profit Before Tax

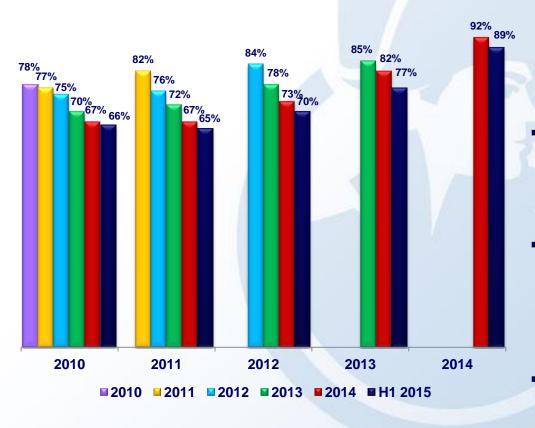
## UK Car Insurance: Admiral vs Market Ultimate Loss Ratio, Expense Ratio and Combined Ratio



Notes: (1) Analysis of PRA returns as at 31st December 2014. Market excludes Admiral. Loss ratio: pure accident year. (2) Independent actuarial projection of ultimate loss ratio on accident year basis. (3) Admiral expense ratio is on a written basis.

## UK Car Insurance: Booked Loss Ratio development by underwriting year

UK car insurance booked loss ratio (%) Development by financial year (colour-coded) Split by underwriting year (x axis)



#### Sensitivity of booked loss ratio

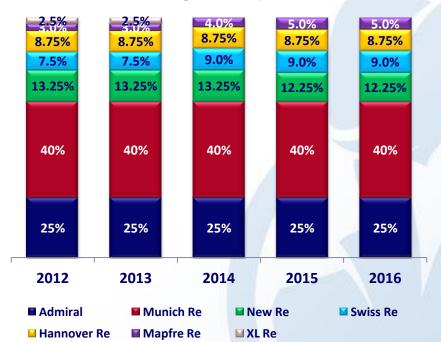
Underwriting year	2011	2012	2013	2014
Booked loss ratio	65%	70%	77%	89%
PAT Impact of 1% improvement	£13m	£13m	£11m	£2m

 The impact of a 1% improvement can also increase as the combined ratio drops and Admiral receives a higher share of the available profit.

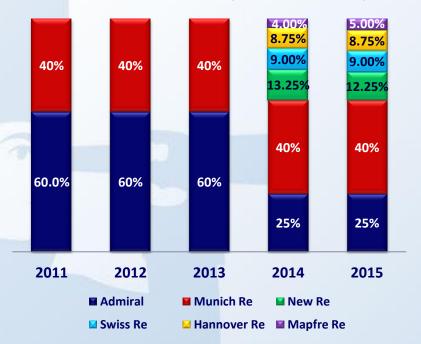
- The impact includes the change in net insurance claims along with the associated profit commission movements that result from changes in loss ratios. The figures are stated net of tax at the current rate.
- The impact is not linear due to the nature of the profit commission arrangements eg. the impact of a 5% move cannot be calculated by multiplying the 1% impact by five.

Note: underwriting year basis, therefore direct comparison to ultimate loss ratios on accident year basis is inappropriate.

## UK Car Insurance: underwriting arrangements



#### **Reinsurance arrangements pre-commutations**



#### Post-commutations (at 30 June 2015)

- New Re, Swiss Re, Hannover Re and Mapfre Re agreements all extend to at least the end of 2016
- Agreement with Munich Re runs to at least the end of 2018
- Admiral typically commutes reinsurance deals after two to three years of an underwriting year's development
- Little or no impact on profit or timing of profit recognition from commutation
- Minimal impact on solvency requirements
- Post commutation loss ratio movements result in claims cost movements, not profit commission



Investment and Interest Income **Investments Breakdown** H1 15: £2,459m FY 14: £2,450m £10.8m Gilts Gilts £8.7m 8% Monev 8% Money Cash Cash market market 11% 9% funds £6.7m funds 25% 27% Cash CASH+ deposits 10% 12% Fixed Fixed income Cash income and shortdeposits and shortdated debt 11% securities dates debt 34% securities 46% H1 14 H2 14 H1 15 BBB **BBB** and below and **Admiral's Investment Approach** AAA 5% below AAA 10% 9% Funds continue to be held in money market funds, short 12% dated debt securities, term deposits or cash Key focus is capital preservation, with additional AA 32% Α priorities being low volatility of investment return and Α AA 50% 49% 34% high levels of liquidity A shift in allocation of funds has continued during 2015 with a greater proportion invested in fixed income and other short dated securities (and less in money market funds and deposits

International Car Insurance market statistics

	(2014)	(2014)	(2014)	(2014)
Gross Written Premium	£8bn	£11bn	£117bn	£14bn
Direct insurer share of market	21% of total market	3% of total market	25% of total market	9% of total market
Vehicles	22m	35m	220m	43m
Combined Ratio	97%	107%	102%	90%-92%



Term	Definition
Accident Year	The year in which an accident takes place. It is also referred to as the earned basis or the calendar year basis. Claims incurred are allocated to the calendar year in which the accident took place.
Underwriting Year	The year in which the policy was incepted. It is also referred to as the written basis. Claims incurred are allocated to the calendar year in which the policy was written.
Written / Earned Basis	A policy can be written in one calendar year but earned over a subsequent calendar year.
Loss Ratio	The ratio can be calculated on an accident year or underwriting year basis. Expressed as a percentage, of (i) claims incurred divided by (ii) net premiums.
Ultimate Loss Ratio	The ratio can be calculated on an accident year or underwriting year basis. It is the projected ratio for a particular accident or underwriting year. It is an estimate (calculated using actuarial analysis) of where the loss ratio ends when all claims are settled.
Reported / Booked / First-Picked Loss Ratio	The ratio can be reported on an accident year or underwriting year basis. This is the ratio reported in the financial statements for a particular accident or underwriting year. It is used to calculate underwriting profit and profit commissions.
Expense Ratio	The ratio can be calculated on an earned or written basis. Expressed as a percentage, of (i) net operating expenses, either divided by (ii) written or earned premiums, net of reinsurance.
Combined Ratio	The sum of the loss ratio and expense ratio.
Co-insurance	An arrangement in which two or more insurance companies agree to underwrite insurance business on a specified portfolio in specified proportions. Each co-insurer is directly liable to the policyholder for their proportional share.
Reinsurance	An arrangement in which a reinsurance company agrees to indemnify another insurance company, against all or a portion of the insurance risks underwritten by the ceding company under one or more policies. Reinsurance does not legally discharge the primary insurer from its liability with respect to its obligations to the insured.
XOL Reinsurance	An arrangement in which a reinsurance company agrees to indemnify another insurance company for claims above a certain level. For example if XOL reinsurance level is in excess of £5m, for any individual claim that is in excess of £5m the reinsurance company covers all the costs above £5m.
Total / Gross / Net Premiums Written	Total = total premiums written including coinsurance Gross = total premiums written including reinsurance but excluding coinsurance Net = total premiums written excluding reinsurance and coinsurance







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The forward-looking information contained herein has been prepared on the basis of a number of assumptions which may prove to be incorrect, and accordingly, actual results may vary.

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The financial information set out in the presentation does not constitute the Company's statutory accounts in accordance with section 423 Companies Act 2006 for the half year ended 30 June 2015. The statutory accounts for the half year ended 30 June 2015 will be finalised on the basis of the financial information presented by the directors in this preliminary announcement and will be delivered to the Registrar of Companies following the Company's Annual General Meeting.