

# Charles Taylor Consulting Insurance Services

**Growing Companies Investor Day**  
18<sup>th</sup> June 2009

John Rowe CEO  
Damian Ely COO  
George Fitzsimons FD

# What does CTC do?

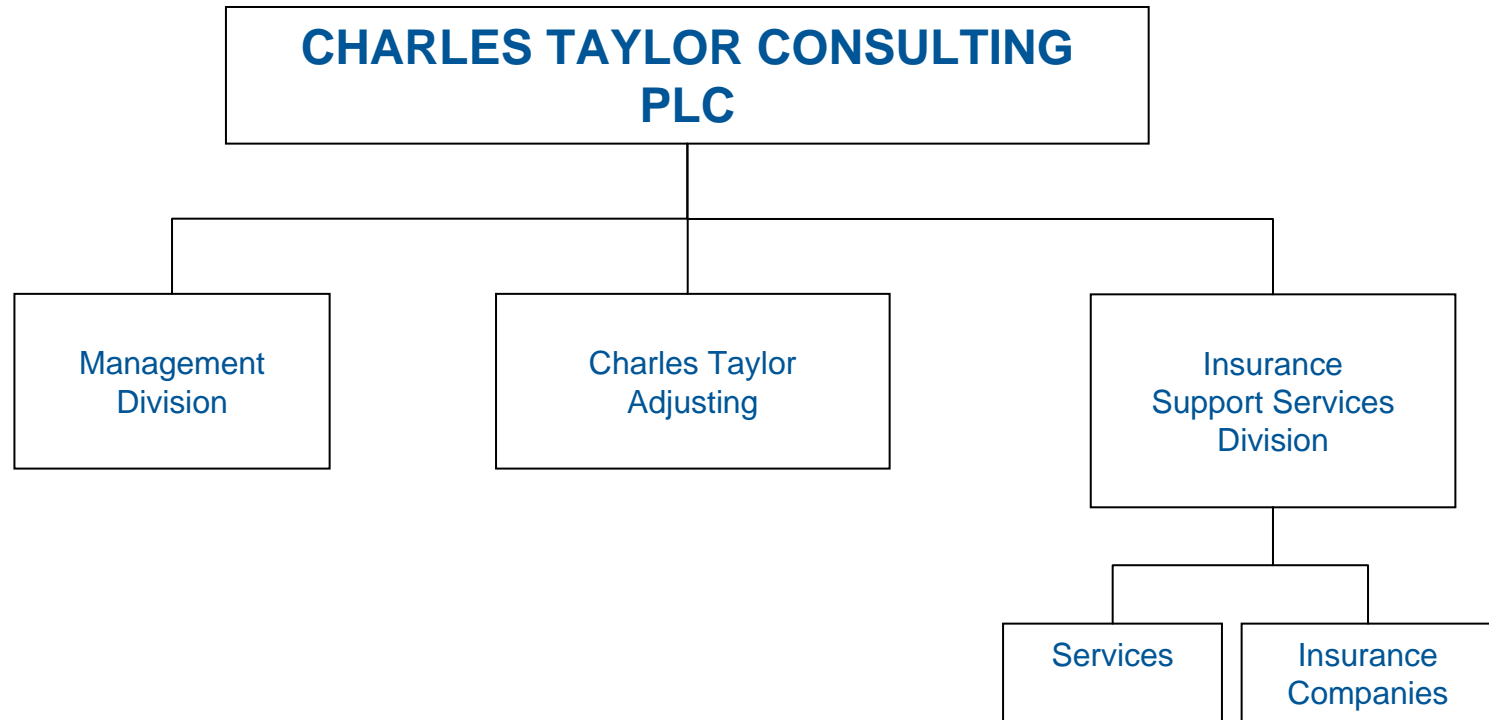
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Charles Taylor Consulting is a global provider of support services to the insurance industry.

The group has a unique spread of expertise across the insurance markets but does not take underwriting risk.

Whilst its activities have expanded it has been in business since the late 19<sup>th</sup> century and now employs 900 people in 23 countries.

# Company Structure

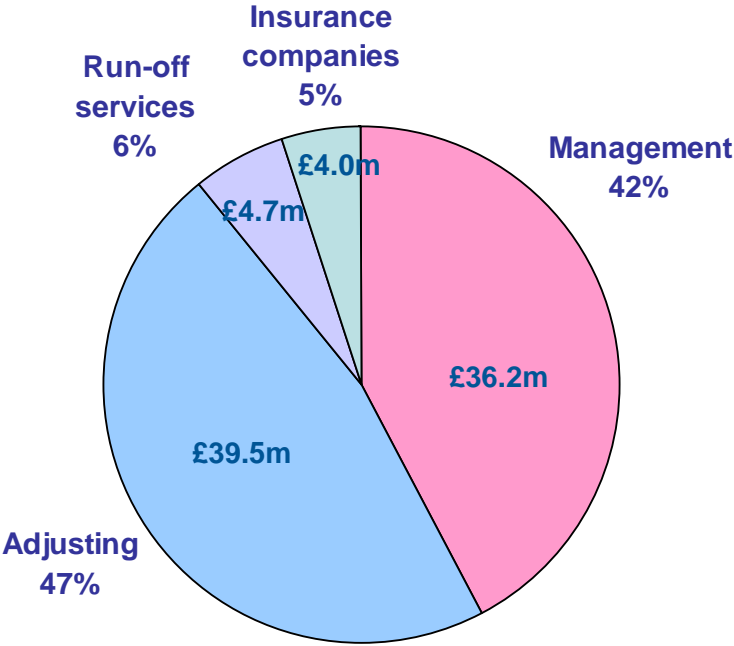


# Global Offices (Key Locations)

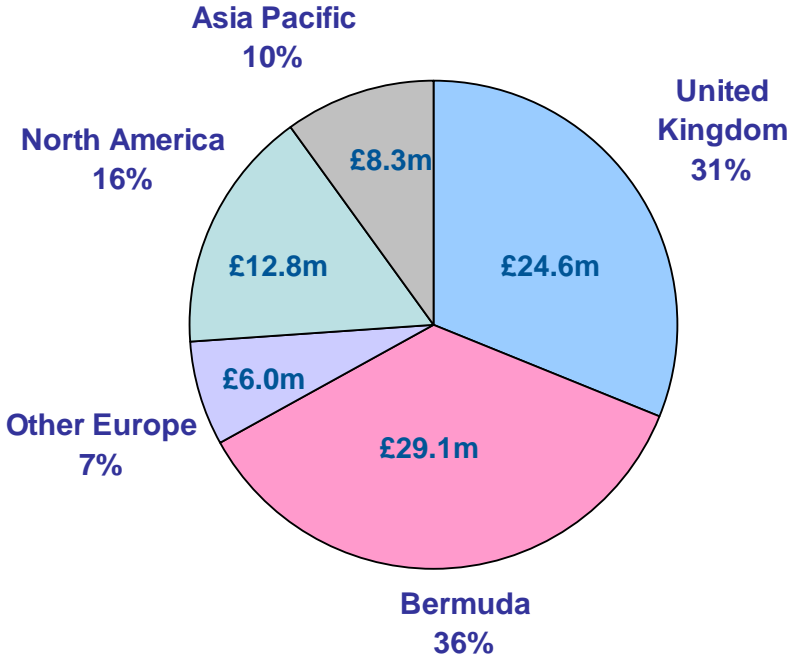


# Business segments 2008

**Business revenue**



**Geographical revenue**

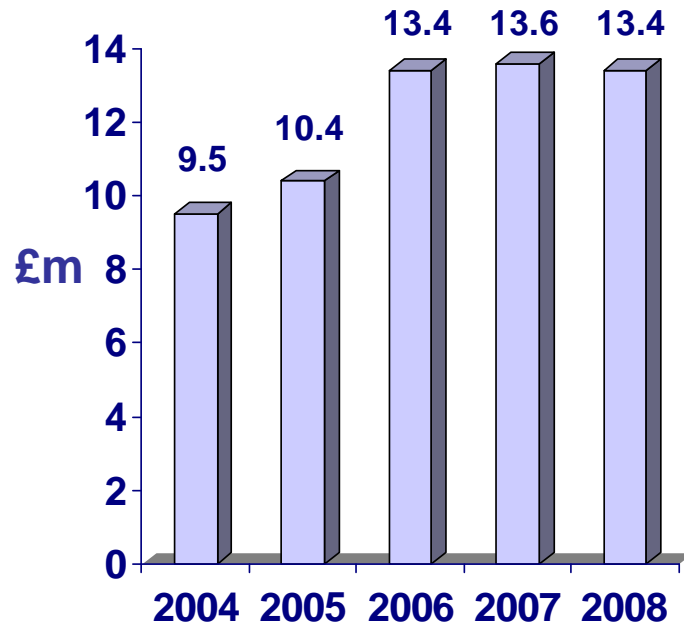


*Excludes intercompany eliminations £3.6m (revenue/ cost of services provided by group companies to other group companies)*

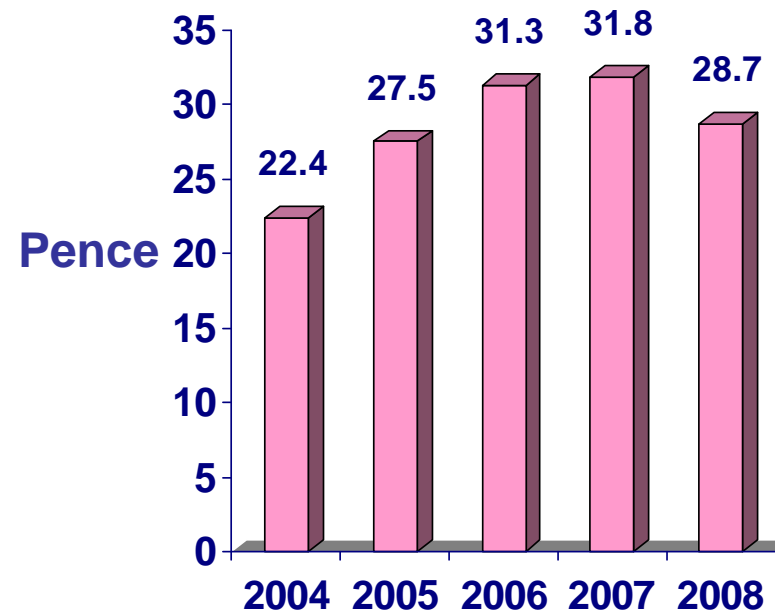
*Note : revenue by business segment is before intercompany eliminations*

# Track record

## Profit before tax

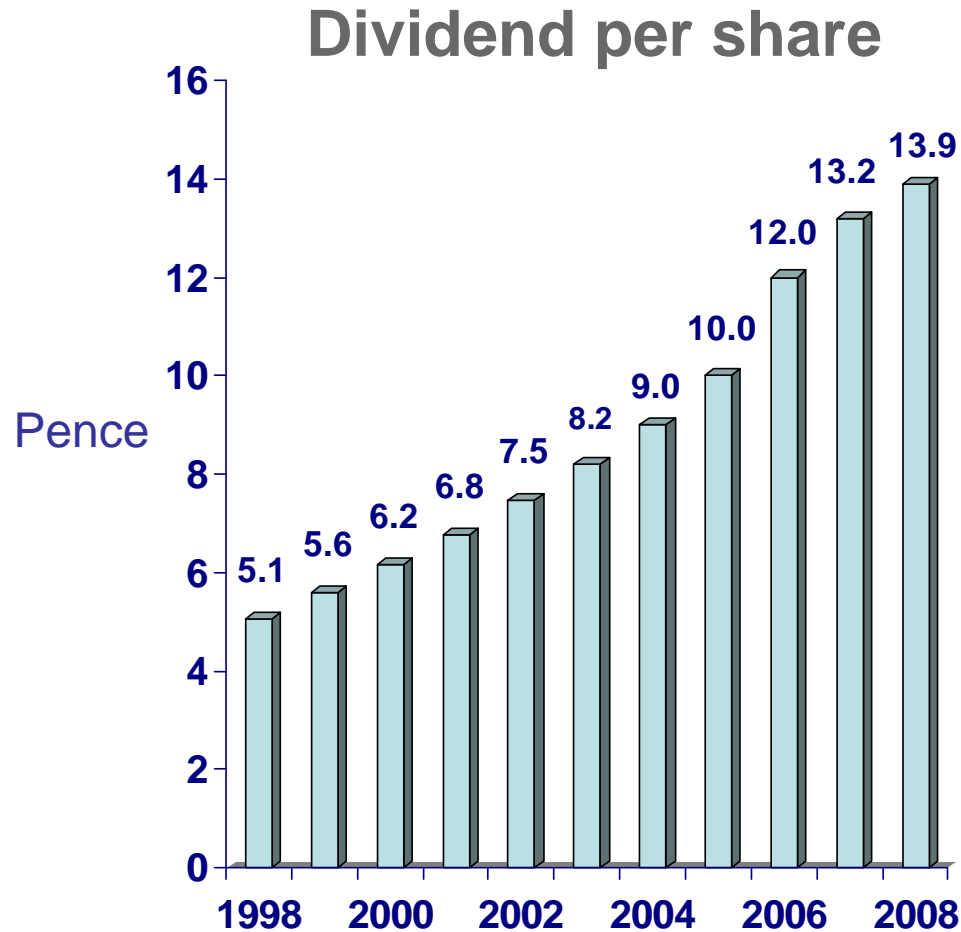


## Earnings per share

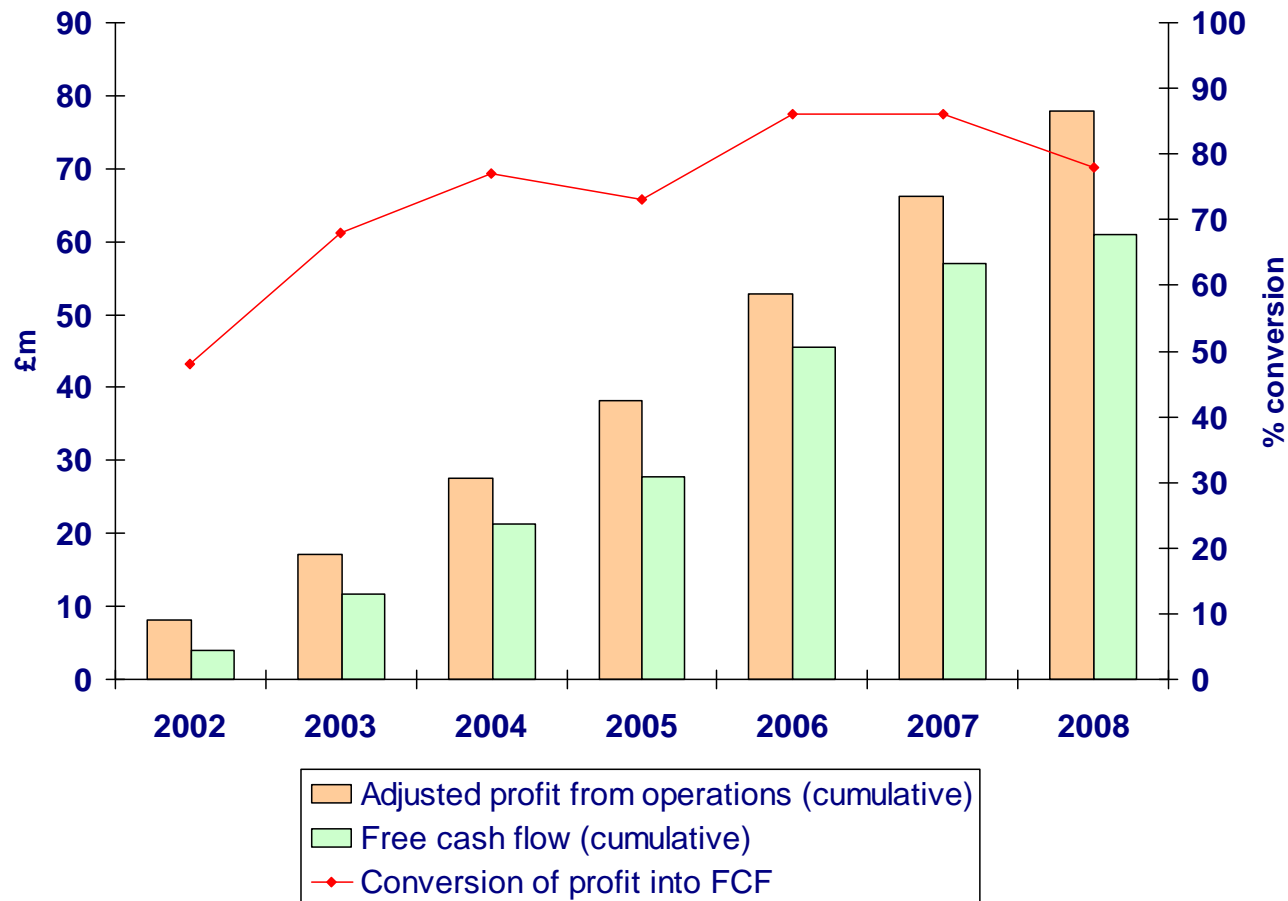


*\*2004 restated due to UITF38 and IFRS; PBT and EPS stated before goodwill, acquired customer intangible amortisation, VOBA impairment and exceptional relocation and reorganisation costs.*

# Track record



# Profit and cash flow



# Management Division (90% Mutual Revenues)

Nine Mutuals Managed – International Shipping, Americas Workers Compensation, UK Public Sector

CTC providing management, but underwriting risk resides with the respective mutuals

- Facilitator - Identify new opportunities and create mutuals
- Manager - Set premiums, handle claims, arrange reinsurance and general administrative services
- Investment management - Invest mutual's funds

Mutual management fees either cost plus agreed profit element or % of premium

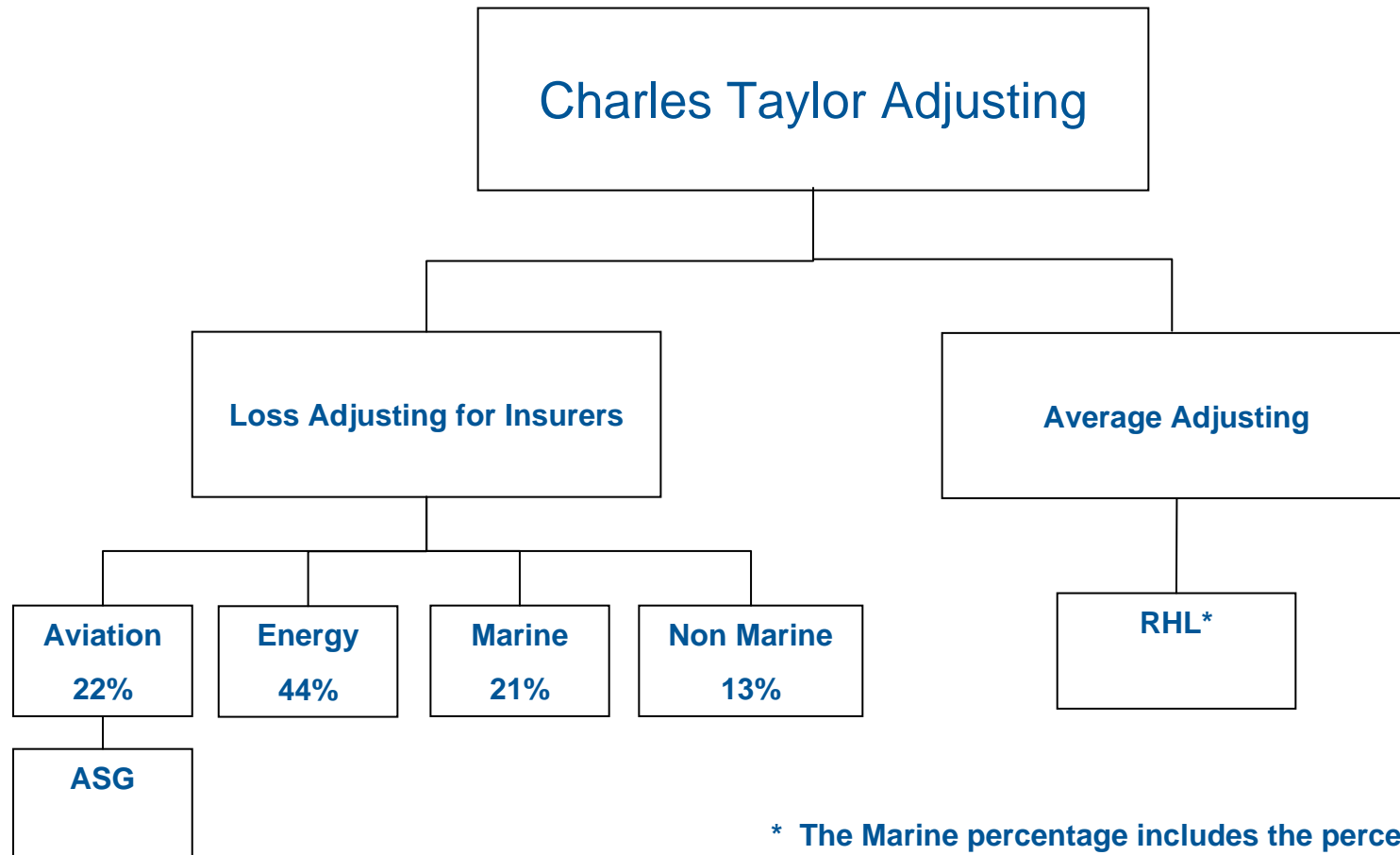
# Adjusting Division

Leading provider of specialist adjusting services to insurers

Fees charged on hourly rate

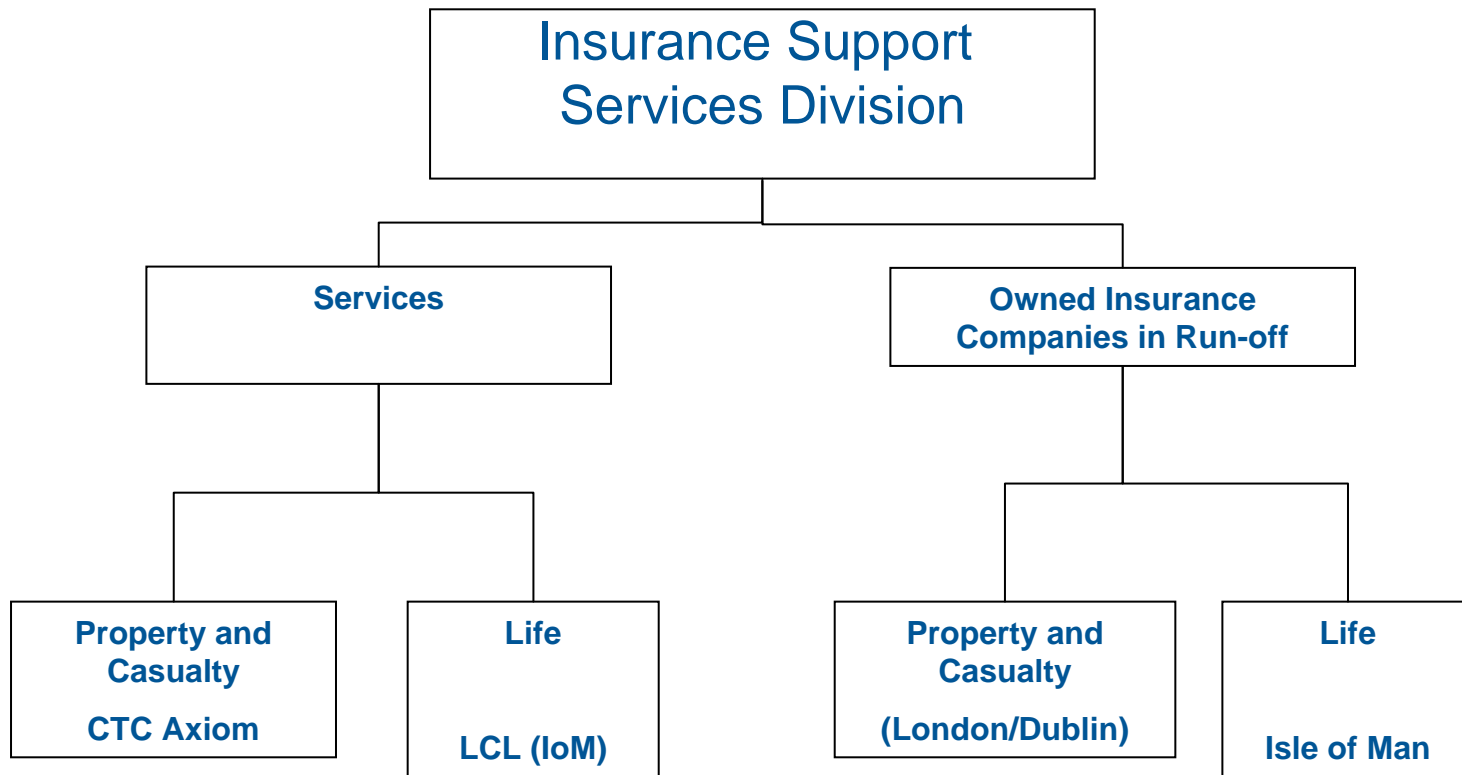


# Adjusting Division



\* The Marine percentage includes the percentage from RHL

# Insurance Support Services Division



# Insurance Support Services Division

## Services Business

Main revenue sources:

- Financial accounting
- Consulting and broker support
- Claims and commutations
- Run-off services

## Owned Companies in Run off

Revenue/profit drivers:

- Gains on acquisition of insurance companies
- Management fees from services provided to owned insurance companies.
- Performance of owned insurance companies

# Company Brokers

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