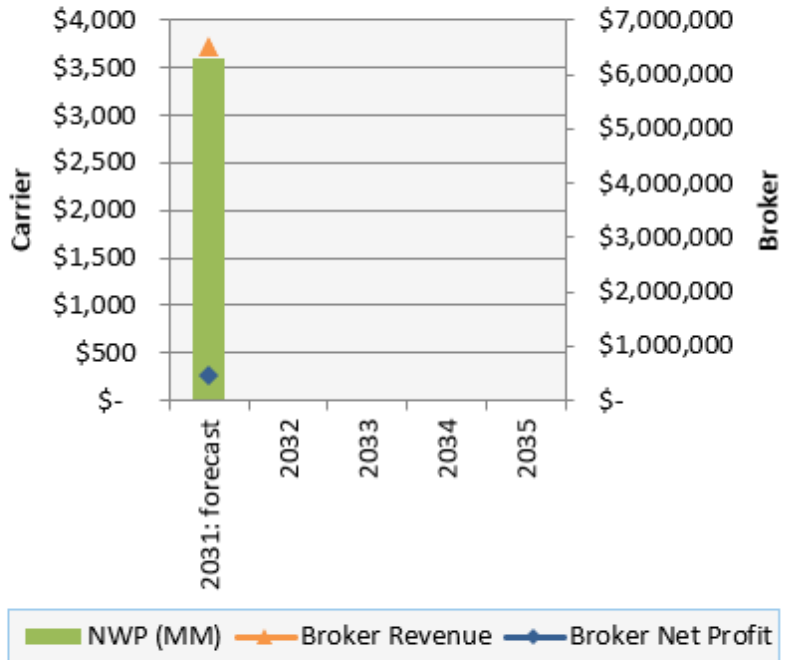
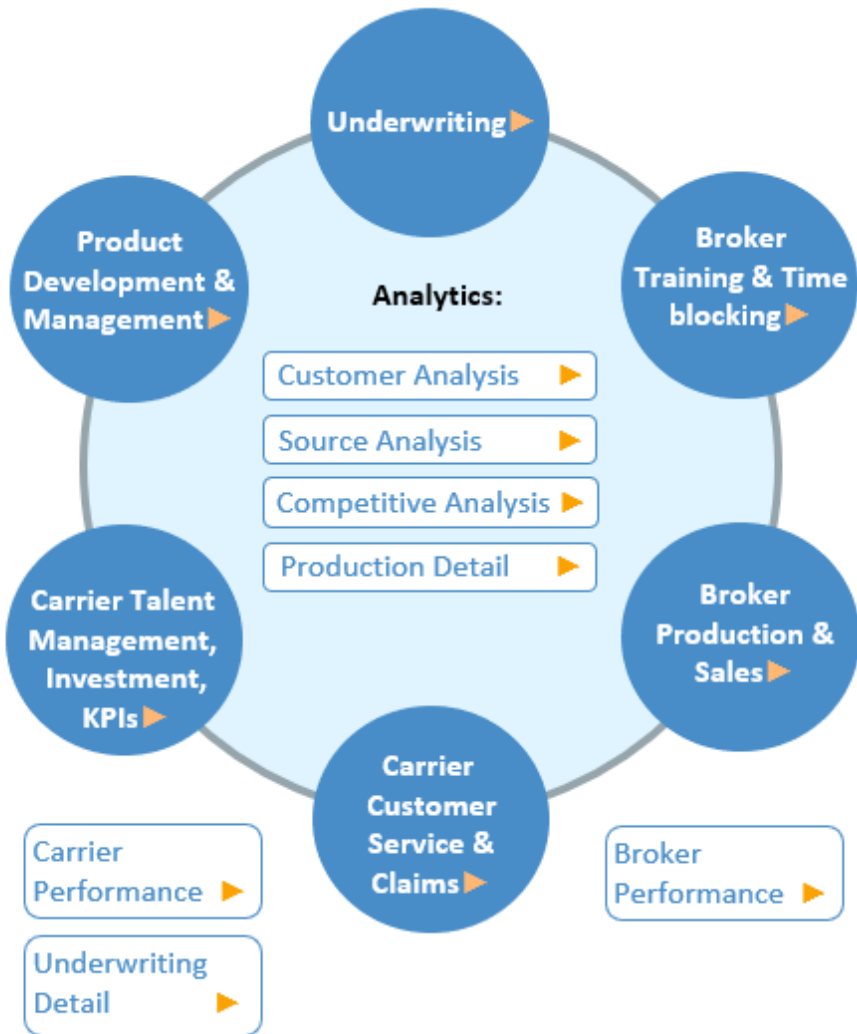


Team 4 Name Change Name ▶
Team4



Round 1 - 2031
Carrier Net Profit: \$143,352,300
Broker Net Profit: \$475,556





2031 Carrier Underwriting



Carrier Underwriting Activities

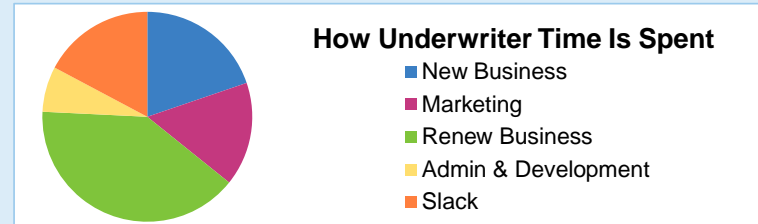
	<u>% of Time</u>
New Business	20%
Marketing	16%
Renew Business	40%
Admin & Development	7%
Slack	17%
Total	100%

Carrier Performance

Quoted to Submitted Ratio	68%
Written to Quoted Ratio	39%
Overall Hit Ratio	27%
Retention/Renewal	78%

Carrier Underwriter Staffing

Current FTEs (Change from LY)	706 (-33)
Anticipated Attrition EOY	-78 / 11.0%



Gross U/W Expense Ratio	26.2
Net Written Premiums to Surplus	1.6

Product Line Decisions

	<u>Commission Paid To Brokers</u>
Commercial- Property	11.5%
Commercial- Casualty	9.9%
Personal- Auto	12.0%
Personal- Home	17.0%
Mgt. Liability	9.8%
Environmental	11.0%
Accident & Health	13.0%

<u>Reinsurance Method</u>
None
Quota Share (80/20)
None
Excess of 1.0 Loss Ratio (to 1.3)
Quota Share (50/50)
Excess of 1.1 Loss Ratio (to 1.3)
None

<u>Reinsurance Charge</u>	<u>Net WP (Net Claims % of EP)</u>
0%	\$1,472MM (77.0%)
20%	\$1,199MM (79.1%)
0%	\$464MM (71.1%)
10%	\$335MM (68.7%)
50%	\$136MM (64.0%)
4%	\$0MM (0.0%)
0%	\$0MM (0.0%)
	\$3,605MM (75.6%)

Broker GSC

	<u>Improvement Hurdle</u>	<u>Reward</u>	<u>Forecasted Performance</u>	<u>% Meeting Hurdle</u>	<u>Reward Paid In 2032</u>
Growth Reward (Gross WP)	5.5%	1.50%	-22.0%	0%	\$ -
Loss Ratio Reward (Gross Incurred)	74.1	1.50%	75.6	47%	\$ 28,675,184



2031 Carrier Product Development & Management



Commercial

	General Market	Target 1	Target 2	Target 3	Target 4	Target 5	Target 6	Target 7	Target 8
Commercial- Property	106.7								
Commercial- Casualty	103.5								
Carrier Competency	5.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Customer Satisfaction (CSI)	7.7								

LEGEND

	Not yet available
	Product launched (combined ratio)
	No product launched

* Click on a **purple/white** rectangle to launch or update a product.
 * Click on a **black** rectangle to find out when the product becomes available.

Personal

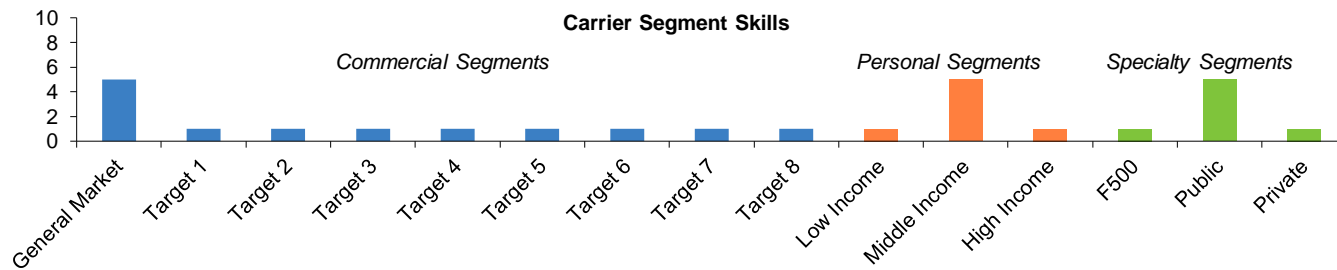
Portfolio Analysis ▶

	Low Income	Middle Income	High Income
Personal- Auto		94.2	
Personal- Home		97.8	
Carrier Competency	1.0	5.0	1.0
Customer Satisfaction (CSI)		7.8	

Specialty

	General Market	F500	Public	Private
Mgt. Liability			84.4	
Environmental				
Accident & Health				
Carrier Competency	5.0	1.0	5.0	1.0
Customer Sat.	7.7		7.5	

New launches: 0 / 4





2031 Carrier Customer Service & Claims



Service Levels

Weighted Average CSI	7.74
Gross UW Exp. Ratio	26.2
Days to Payment	58
Invested Assets	\$12,659,901,223
Loss Ratio	75.6

Claims Service - Speed



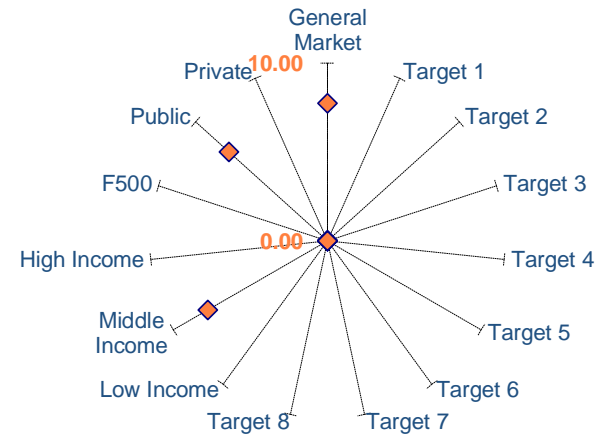
Customer Service Levels

General Market	3.0
Target 1	1.0
Target 2	1.0
Target 3	1.0
Target 4	1.0
Target 5	1.0
Target 6	1.0
Target 7	1.0
Target 8	1.0
Low Income	1.0
Middle Income	2.0
High Income	1.0
F500	1.0
Public	4.0
Private	1.0

Claims Service - Approach

General Market	4.0
Target 1	1.0
Target 2	1.0
Target 3	1.0
Target 4	1.0
Target 5	1.0
Target 6	1.0
Target 7	1.0
Target 8	1.0
Low Income	1.0
Middle Income	3.5
High Income	1.0
F500	1.0
Public	3.0
Private	1.0

Carrier Customer Satisfaction





2031 Carrier Talent Mgt, Investment Strategy, KPIs



Investments Strategy

Approach (1 = conservative, 10 = aggressive)	<div style="width: 40%;"></div> 4.0
Investment Income	\$ 337,597,366
Investment Expenses	\$ 9,111,213
Current Rate of Return	2.67%

NOTE: See the Balance Sheet for managing ST Debt, paying dividends and issuing / retiring equity.

Capital

Surplus (Equity)	\$ 2,256,285,356
Solvency Ratio	215%

Profitability

ROA	0.97%
ROE	6.35%
ROS/ROR (Net Profit Margin %)	3.06%

IRIS Ratios

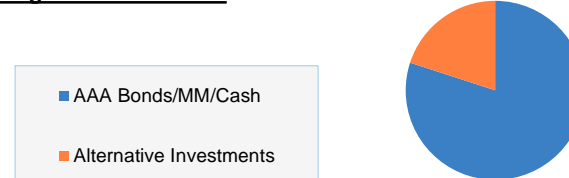
Gross WP to Policyholders' Surplus	1.81
Net WP to Policyholders' Surplus	1.60
Change in Net WP	-31.1%
Two-Year Overall Operating Ratio	76 + 23 - 8 = 91
Gross Change in Surplus	6.8%

Other Metrics

Policy Gain	-20.62%
Cash	\$ 129,140,643
Cash from Operations	\$ 560,724,313
Revenue Growth	-5.17%
Net Income Growth	5.12%
Credit Rating	AA+

[Balance Sheet](#)

Target Investment Mix



Competency Development

<i>Customer Segments</i>	<i>Skill now / EOY</i>	<i>Train?</i>
General Market	5.0 / 5.2	<input type="checkbox"/> Yes
Target 1	1.0 / 1.2	<input type="checkbox"/> Yes
Target 2	1.0 / 1.2	<input type="checkbox"/> Yes
Target 3	1.0 / 1.2	<input type="checkbox"/> Yes
Target 4	1.0 / 1.2	<input type="checkbox"/> Yes
Target 5	1.0 / 1.2	<input type="checkbox"/> Yes
Target 6	1.0 / 1.2	<input type="checkbox"/> Yes
Target 7	1.0 / 1.2	<input type="checkbox"/> Yes
Target 8	1.0 / 1.2	<input type="checkbox"/> Yes
Low Income	1.0 / 1.2	<input type="checkbox"/> Yes
Middle Income	5.0 / 5.2	<input type="checkbox"/> Yes
High Income	1.0 / 1.2	<input type="checkbox"/> Yes
F500	1.0 / 1.2	<input type="checkbox"/> Yes
Public	5.0 / 5.2	<input type="checkbox"/> Yes
Private	1.0 / 1.2	<input type="checkbox"/> Yes
Total Development Budget	\$ -	



2031 Carrier Income Statement (Proforma)

CONSOLIDATED STATEMENT OF INCOME (in millions)

	<u>2031</u>	<u>% of Revenues</u>
Gross Written Premiums	\$ 4,079	
Reinsurance Ceded	(473)	
Net Written Premiums	<u>3,605</u>	
Revenues		
Net Premiums Earned (1)	\$ 4,350	92.8%
Investment Income (2.7%) / Realized Investment Gains (2)	338	7.2%
TOTAL REVENUES	<u>\$ 4,687</u>	100.0%
Claims and Expenses		
Insurance Claims and Claim Expenses (3)	\$ 3,287	70.1%
Amortization of Deferred Policy Acquisition Costs (4)	711	15.2%
Other Insurance Operating Costs and Expenses (5)	278	5.9%
Investment Expenses (6)	9	0.2%
Corporate Expenses (Including Pop Quiz Credits: \$0)	50	1.1%
TOTAL CLAIMS AND EXPENSES	<u>\$ 4,334</u>	92.5%
Income (Loss) Before Interest & Taxes		
	353	7.5%
INTEREST: ST/LT Rate = 5.0% / 7.0%	92	2.0%
INCOME TAX (CREDIT)	117	2.5%
Net Income	<u>\$ 143</u>	3.1%
<hr style="border-top: 1px dashed #000;"/>		
Underwriting Income (Loss) = (1) - (3) - (4) - (5)	\$ 74	
Net Investment Income (Loss) = (2) - (6)	\$ 328	
Operating Profit	\$ 353	
Policy Gain (Loss)		-20.62%

Stock Price Forecast **\$6.96**
Credit Rating Forecast **AA+**

Customer Sat. **7.74**
Lifetime Value **\$68,308**



2031 Product Contribution Report (Proforma)

Income Statement ▶

PRODUCTS BY CUSTOMER	GROSS WRITTEN PREMIUM (000's)	GROSS EARNED PREMIUM (000's)	GROSS WRITTEN PREMIUM GROWTH %		INFORCE POLICY COUNT		GROSS INCURRED LOSS RATIO		GROSS UNDERWRITING EXPENSE RATIO		GROSS COMBINED RATIO		GROSS UNDERWRITING PROFIT OR LOSS (000's)	
	CYTD	CYTD	CYTD	PYTD	NO.	GRTH %	CYTD	PYTD	CYTD	PYTD	CYTD	PYTD	CYTD	PYTD
Commercial- Property	1,472,089	1,664,305	-22.2	0.0	77.7	-22.2	77.0	0.0	29.8	0.0	106.7	0.0	-55,101	0
General Market	1,472,089	1,664,305	-22.2	0.0	77.7	-22.2	77.0	0.0	29.8	0.0	106.7	0.0	-55,101	0
Target 1	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 2	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 3	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 4	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 5	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 6	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 7	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 8	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Commercial- Casualty	1,498,145	1,693,817	-22.2	0.0	76.1	-22.2	79.1	0.0	24.3	0.0	103.5	0.0	-11,050	0
General Market	1,498,145	1,693,817	-22.2	0.0	76.1	-22.2	79.1	0.0	24.3	0.0	103.5	0.0	-11,050	0
Target 1	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 2	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 3	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 4	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 5	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 6	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 7	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Target 8	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Personal- Auto	463,640	517,488	-20.2	0.0	413.6	-20.2	71.1	0.0	23.1	0.0	94.2	0.0	42,552	0
Low Income	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Middle Income	463,640	517,488	-20.2	0.0	413.6	-20.2	71.1	0.0	23.1	0.0	94.2	0.0	42,552	0
High Income	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Personal- Home	372,231	415,465	-20.2	0.0	310.2	-20.2	70.3	0.0	27.4	0.0	97.8	0.0	21,098	0
Low Income	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Middle Income	372,231	415,465	-20.2	0.0	310.2	-20.2	70.3	0.0	27.4	0.0	97.8	0.0	21,098	0
High Income	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Mgt. Liability	272,402	314,831	-25.4	0.0	8.8	-25.4	64.0	0.0	20.4	0.0	84.4	0.0	57,758	0
F500	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Public	272,402	314,831	-25.4	0.0	8.8	-25.4	64.0	0.0	20.4	0.0	84.4	0.0	57,758	0
Private	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Environmental	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
General Market	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Accident & Health	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
General Market	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0	0
Grand Total	\$ 4,078,507	\$ 4,605,905	-22.0	0.0	886	-20.6%	75.6	0.0	26.2	0.0	101.8	0.0	\$ 55,257	-

(all \$'s are in 000's)



2031 Carrier Balance Sheet (Proforma)



Capital Structure

Issue (Retire) Short-term Debt (enter entire \$ amount)	\$0	January 1, 2031 Stock Price	\$ 9.94
Next Year's ST Rate Forecast: 5.0%		Issue (Retire) Equity (+/- \$335,729,265)	\$0
This Year's Total Dividend Distribution (\$0.00 per share)	\$0	Total Shares Issues/Retired	0
Dividend Yield (based on end of last year's stock price)	0.00%	December 31, 2031 Forecasted Stock Price	\$ 6.96

Assets (all figures in millions)

Invested Assets	\$ 12,660
Cash	129
Premiums Receivable	829
Reinsurance Recoverable on Unpaid Claims & Claim Exp.	196
Deferred Policy Acquisition Costs	361
Other Assets	<u>586</u>

Liabilities

Unpaid Claims and Claim Expenses	\$ 8,472
Unearned Premiums	1,493
Short Term Debt	378
Long Term Debt	1,049
Accrued Expenses and Other Liabilities	<u>1,112</u>
TOTAL LIABILITIES	\$ 12,505

Shareholders' Equity

Common Stock (\$1 Par Value)	180
Paid-In Surplus	270
Retained Earnings	1,806
TOTAL SHAREHOLDERS' EQUITY	\$ 2,256

TOTAL ASSETS

\$ 14,761

TOTAL LIABILITIES AND EQUITY

\$ 14,761



2031 Statement of Cash Flows (Proforma)



Cash Flows from Operating Activities

Net Income	\$	143
Increase (decrease) in Unpaid Claims and Claim Expenses, Net		1,151
Increase (decrease) in Unearned Premiums, Net		(744)
Decrease (increase) in Premiums Receivable		106
Decrease (increase) in Reinsurance Recoverable		(196)
Decrease (increase) in Deferred Policy Acquisition Costs		168
Other		(67)
NET CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES	\$	561

Cash Flows from Investing Activities

NET CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		(457)
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Cash Flows from Financing Activities

Issue (retire) Short Term Debt		0
Long Term Debt		0
Issue (retire) Capital Stock		0
Dividends		0
NET CASH PROVIDED BY (USED IN) FINANCING ACTIVITIES	\$	-

Net Increase (decrease) in Cash	\$	103
Cash at Beginning of Year		26
CASH AT END OF YEAR	\$	129

All \$ are in millions (000 000)



2031 Broker Production



Promotion & Staffing

Broker Awareness in Market (now/EOY)
Promotion/Advertising This Year

50.0% / 47.0%
\$ 35,000

18.0 Producers @ 40.0 hrs. per week
25.2 Support @ 29.9 hrs. per week

EOY Attrition	Adjust
-2.9 (16.1%)	0.0
-3.8 (14.9%)	0.0

Annual Production Summary (per broker)

Total Revenues	\$6,531,588
Avg. Revenues Per Producer	\$362,866
Avg. Retention (by count)	79%
Avg. Customer Satisfaction (CSI)	7.74
Avg. Lifetime Value	\$68,308

Service Levels

Value-Added Services

3.0

Producer Training & Time Blocking

Avg. Number of Carriers Accessed Per Prospect

1.5

Producer Commissions

New Commission	36%
Renew Commission	33%

New Business Sourcing Decisions

Lead Generation (Per Producer)

Lead Generation Activity/Effort: 2.4 days timeblocked
 Lead Generation Days/Producer/Month: 1.8 Days
 Calls / Initial Contacts/Producer/Month: 253
 Percentage of Source/Channel Covered: 4%

	Direct To Consumer	Associations / Affinity	Account Rounding	Carrier Referrals	Current Customer Referrals	Totals / Average
Lead Generation Activity/Effort	80%	10%	5%	5%	0%	
Lead Generation Days/Producer/Month	1.8 Days	0.2 Days	0.1 Days	0.1 Days	0.0 Days	2.2 Days
Calls / Initial Contacts/Producer/Month	253	2	2	1	0	258
Percentage of Source/Channel Covered	4%	3%	7%	2%	0%	3.0%

Source Analysis

Pipeline Efficiency

Appointments to Calls Ratio: 1%
 Submissions to Appointments Ratio: 56%
 Percentage of Submissions to iChallenge Carrier: 10%
 Written to Submissions Ratio (iChallenge/Others): 25% / 29%
 Overall Hit Ratio (Written to Calls): 0.2%

Appointments to Calls Ratio	1%	10%	17%	15%	0%	1%
Submissions to Appointments Ratio	56%	72%	80%	68%	0%	57%
Percentage of Submissions to iChallenge Carrier	10%	7%	5%	8%	0%	10%
Written to Submissions Ratio (iChallenge/Others)	25% / 29%	24% / 28%	51% / 50%	40% / 44%	0% / 0%	
Overall Hit Ratio (Written to Calls)	0.2%	2.6%	8.0%	5.7%	0.0%	0.3%

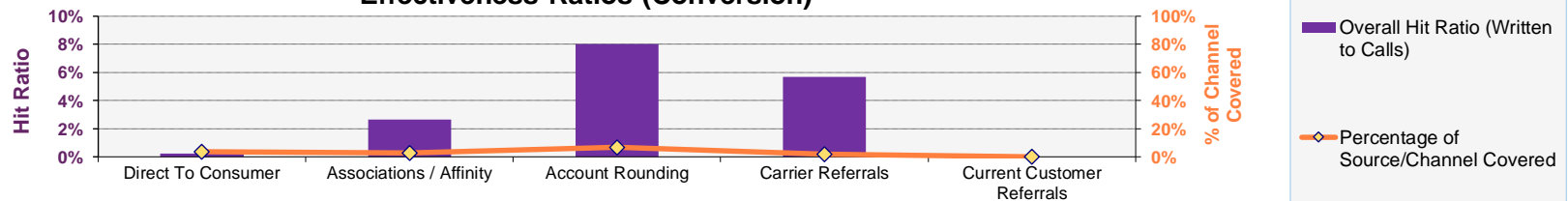
Income Statement

Annual Performance (Per Broker)

Total New Written Policies

Total New Written Policies	126	12	27	9	0	175
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Effectiveness Ratios (Conversion)





2031 Broker Production Training & Timeblocking



Broker Training

	Competency (now/EOY)	Training
Commercial- Property	5.5 / 5.7	<input type="checkbox"/> Yes
Commercial- Casualty	4.5 / 4.7	<input type="checkbox"/> Yes
Personal- Auto	6.0 / 6.2	<input type="checkbox"/> Yes
Personal- Home	4.0 / 4.2	<input type="checkbox"/> Yes
Mgt. Liability	3.0 / 3.2	<input type="checkbox"/> Yes
Environmental	2.0 / 2.2	<input type="checkbox"/> Yes
Accident & Health	1.5 / 1.7	<input type="checkbox"/> Yes

[Return to Production](#)

Attrition: 16.1%
Total Training: \$0

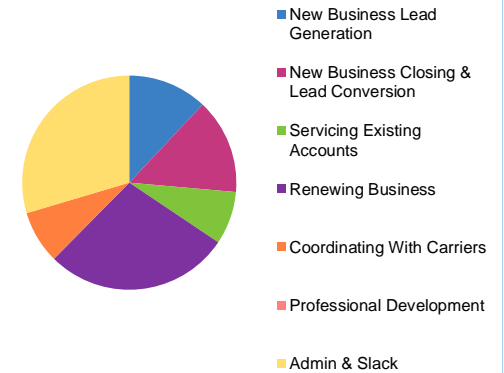
Competency (now/EOY)

	Competency (now/EOY)	Training
General Market	5.0 / 5.2	<input type="checkbox"/> Yes
Target 1	3.0 / 3.2	<input type="checkbox"/> Yes
Target 2	4.0 / 4.2	<input type="checkbox"/> Yes
Target 3	4.9 / 5.1	<input type="checkbox"/> Yes
Target 4	3.0 / 3.2	<input type="checkbox"/> Yes
Target 5	2.4 / 2.6	<input type="checkbox"/> Yes
Target 6	6.0 / 6.2	<input type="checkbox"/> Yes
Target 7	4.2 / 4.4	<input type="checkbox"/> Yes
Target 8	6.1 / 6.3	<input type="checkbox"/> Yes
Low Income	6.4 / 6.6	<input type="checkbox"/> Yes
Middle Income	4.3 / 4.5	<input type="checkbox"/> Yes
High Income	4.3 / 4.5	<input type="checkbox"/> Yes
F500	5.2 / 5.4	<input type="checkbox"/> Yes
Public	4.7 / 4.9	<input type="checkbox"/> Yes
Private	6.5 / 6.7	<input type="checkbox"/> Yes

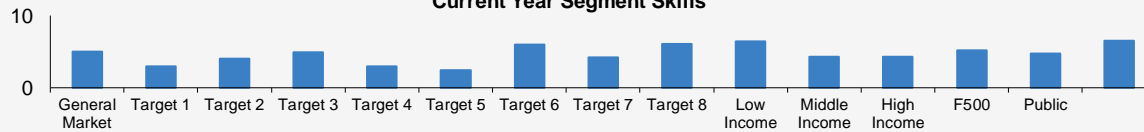
Broker Producer Activities

	% of Time	Hours/Week	Competency (now/EOY)	Training
New Business Lead Generation	12%	5	1.0 / 1.2	<input type="checkbox"/> Yes
New Business Closing & Lead Conversion	14%	6	1.0 / 1.2	<input type="checkbox"/> Yes
Servicing Existing Accounts	8%	3	1.0 / 1.2	<input type="checkbox"/> Yes
Renewing Business	28%	11	1.0 / 1.2	<input type="checkbox"/> Yes
Coordinating With Carriers	8%	3		
Professional Development	0%	0		
Admin & Slack	30%	12		
Total	100%	40		

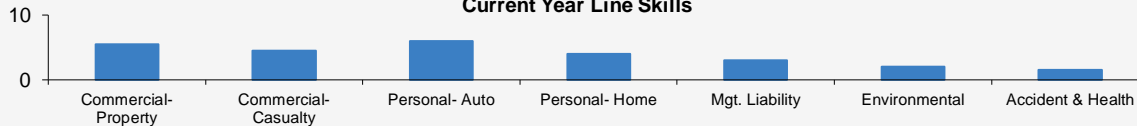
How Producer Time Is Spent



Current Year Segment Skills



Current Year Line Skills





2031 Broker Income Statement (Proforma)



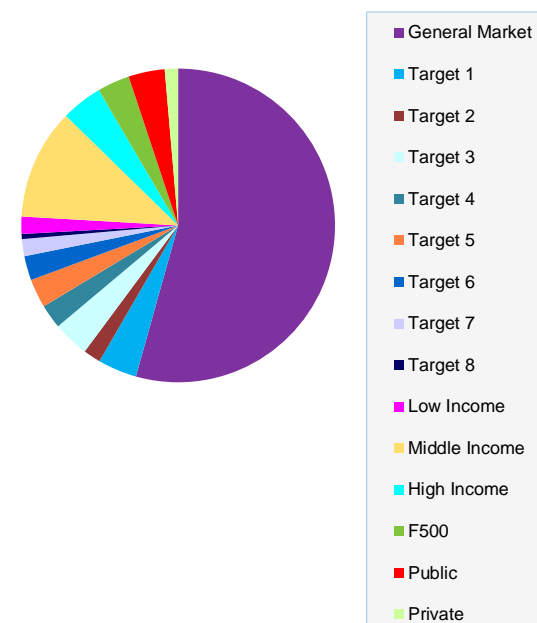
Revenues by Carrier	<i>iChallenge</i> Carrier	%	<i>All Other Carriers</i>	%
Commercial Revenues				
New	\$ 4,569		\$ 56,045	
Renew	313,038		2,886,567	
Personal Revenues				
New	2,161		25,545	
Renew	116,755		1,087,275	
Specialty Revenues				
New	624		19,346	
Renew	26,071		1,194,156	
GSC/Contingent Income	28,675		474,204	
Additional Services Fee Income	23,396		273,161	
Total Revenues By Carrier	\$ 515,289	7.9%	\$ 6,016,298	92.1%

Broker Performance (Average)			
Total Broker Revenues	\$ 6,531,588	100.0%	
Compensation Expense	4,330,259	66.3%	
SG&A Expense	<u>1,491,544</u>	22.8%	
Pre-Tax Profit	<u>709,785</u>	10.9%	
Taxes	<u>234,229</u>	3.6%	
Net Profit	<u><u>\$ 475,556</u></u>	7.3%	

Other Statistics			
Revenues Per Employee	\$151,194	Retention	79%
Compensation Per Employee	\$100,237	Customer Sat.	7.74
Spread Per Employee	\$50,957	Lifetime Value	\$68,308

Return to Production Decisions

Broker Premiums





2031 Customer Analysis: Sensitivities & Growth



Show Position Map ▶

Sensitivity Heat Map

Low High

Commercial

	General Market	Target 1	Target 2	Target 3	Target 4	Target 5	Target 6	Target 7	Target 8
Price	9.0	4.0	3.0	3.5	3.1	8.0	2.5	4.5	5.0
Coverage	1.5	6.0	6.5	8.0	1.0	6.5	9.0	8.5	7.5
Claims	3.0	5.0	7.0	6.0	3.0	9.0	6.5	5.5	8.8
Value-Added Services	2.0	6.4	5.0	8.0	1.0	7.0	4.0	5.0	6.0
Financial Strength/Brand	1.0	4.0	5.0	4.5	5.0	5.0	4.0	5.0	3.5
Growth Rate	0.6%	1.5%	1.0%	3.0%	5.0%	2.0%	8.0%	4.5%	10.0%

Analyze Total Available Market ▶

Personal

	Low Income	Middle Income	High Income
Price	8.5	7.0	3.0
Coverage	1.0	5.0	6.0
Claims	3.0	5.0	8.0
Value-Added Services	0.5	1.5	3.0
Financial Strength/Brand	0.5	3.0	3.5
Growth Rate	2.0%	1.0%	0.5%



Specialty

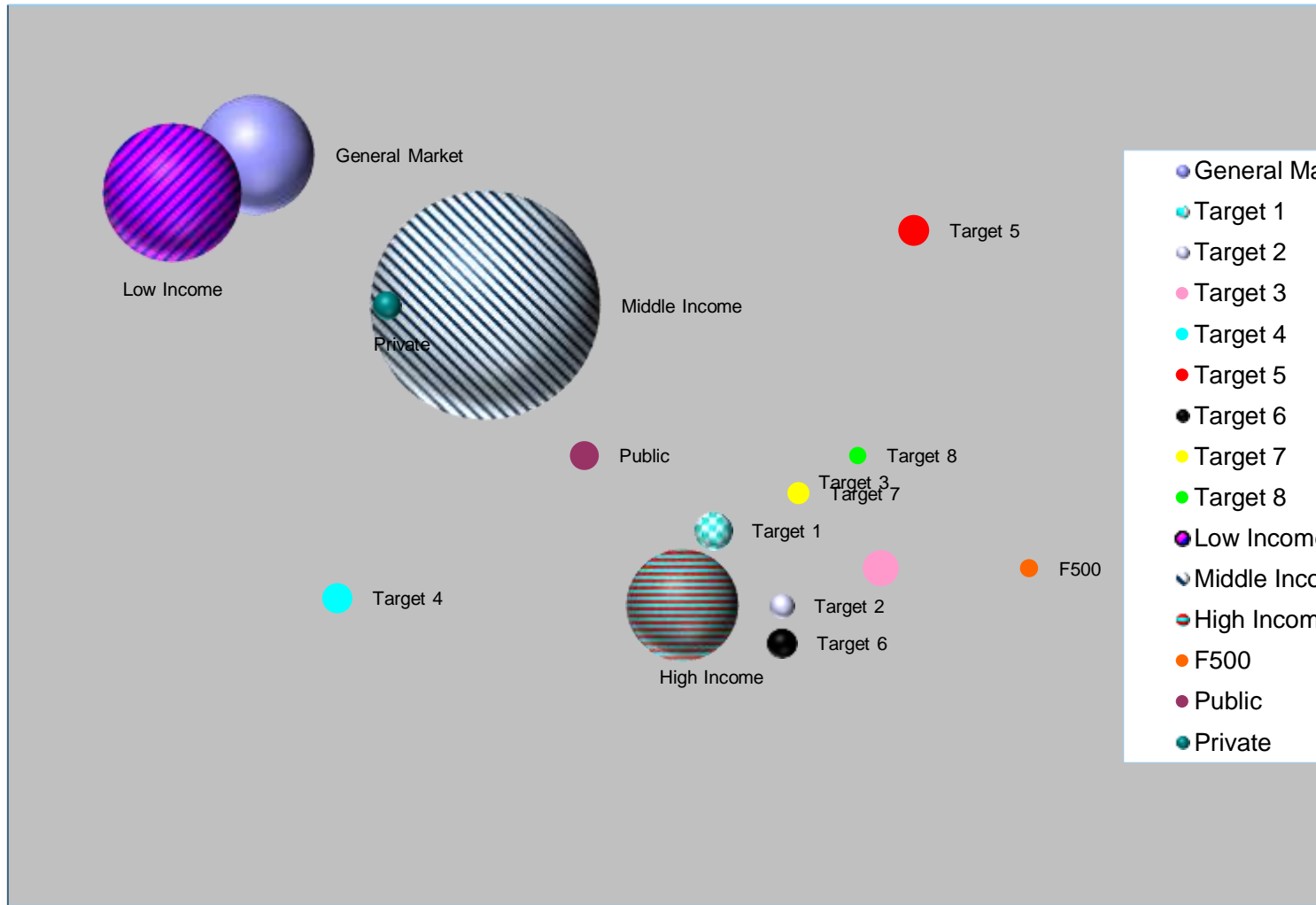
	General Market	F500	Public	Private
Price	9.0	3.5	5.0	7.0
Coverage	1.5	9.0	4.5	3.0
Claims	3.0	10.0	5.0	3.0
Value-Added Services	2.0	7.0	4.0	3.0
Financial Strength/Brand	1.0	5.0	4.0	2.5
Growth Rate	0.6%	0.3%	0.5%	2.0%

Plot Bubble Size As:

Position Map



Price Sensitivity



- General Market
- Target 1
- Target 2
- Target 3
- Target 4
- Target 5
- Target 6
- Target 7
- Target 8
- Low Income
- Middle Income
- High Income
- F500
- Public
- Private

Desired Value-Added



2031 Total Available Market Analysis



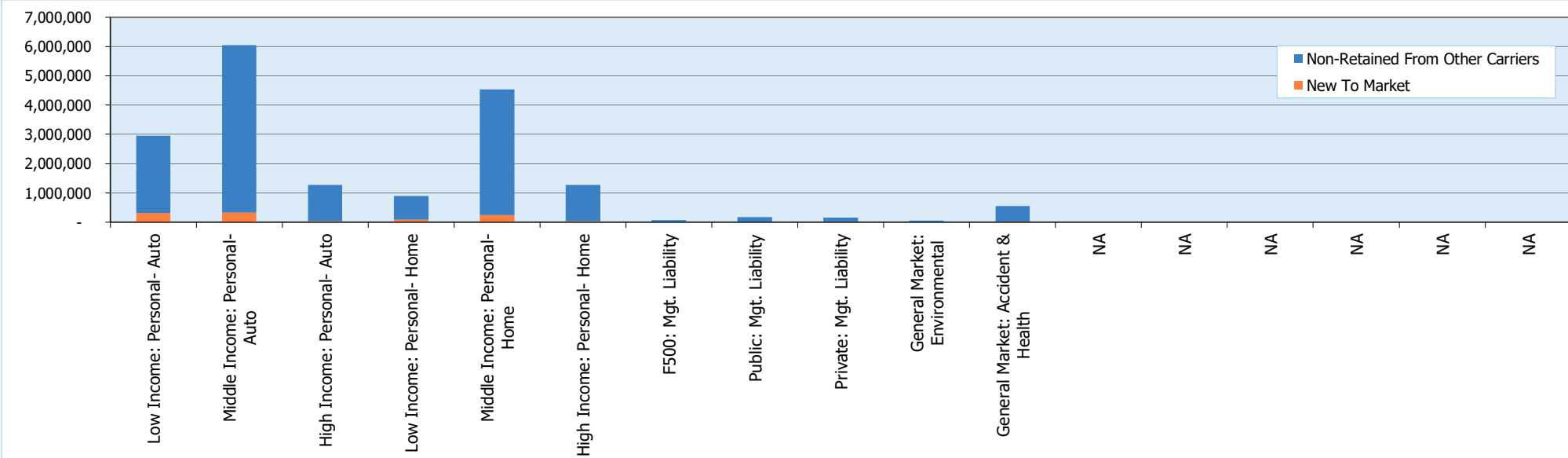
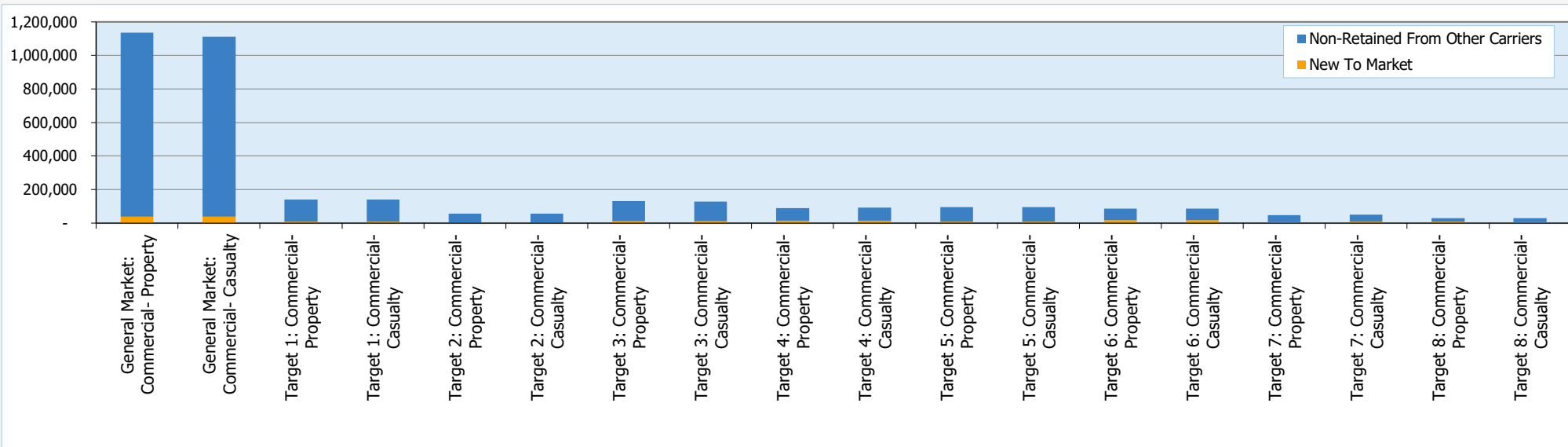
[Return](#)

Plot:

New Policies Available (Units)

New Premiums Available (\$)

TAM, or **Total Available Market**, is the total unit or dollar value of the entire market. In other words, the total potential demand.





2031 Broker Lead Source Analysis



Source Demand

	<i>Direct To Consumer</i>	<i>Associations / Affinity</i>	<i>Account Rounding</i>	<i>Carrier Referrals</i>	<i>Current Customer Referrals</i>
New Policies Available	15,676,154	1,653,963	864,669	1,373,211	1,994,277
Average Premium Per Policy	\$4,029	\$12,146	\$11,880	\$13,251	\$7,153

Expected Efficiency

Appointments to Calls Ratio	2%	15%	25%	23%	25%
Submissions to Appointments Ratio	65%	85%	95%	80%	90%

NOTE: For written to submitted performance by product see the Production Detail Report

New Customers By Source





2031 Broker New Production Detail (Proforma)



General Market	Target								
	Target 1	Target 2	Target 3	Target 4	Target 5	Target 6	Target 7	Target 8	
Commercial- Property									
Estimated Market Demand (Policies)	1,134,672	140,473	56,766	132,363	90,873	96,345	85,836	48,762	30,348
Producer Appointments	37,474	4,292	1,469	4,167	2,874	3,982	2,076	1,203	1,266
Broker Submissions/Appointments	59%	71%	74%	71%	66%	73%	70%	73%	81%
% of Submissions to iChallenge Carrier (1.5 accessed)	15%	0%	0%	0%	0%	0%	0%	0%	0%
Quoted to Submitted Ratio (iChallenge only)	28%	0%	0%	0%	0%	0%	0%	0%	0%
Written to Quoted Ratio (iChallenge only)	78%	0%	0%	0%	0%	0%	0%	0%	0%
Hit Ratio - Written to Submitted (iChallenge only)	22%	0%	0%	0%	0%	0%	0%	0%	0%
Total Written By iChallenge Carrier	1,120	0	0	0	0	0	0	0	0
Total Written By Other Broker Carriers	7,001	737	262	725	452	532	277	163	186
Commercial- Casualty									
Estimated Market Demand (Policies)	1,111,978	141,892	55,631	127,730	92,350	96,732	85,750	49,505	30,135
Producer Appointments	36,724	4,335	1,440	4,021	2,921	3,998	2,074	1,221	1,257
Broker Submissions/Appointments	59%	68%	72%	68%	65%	70%	70%	72%	79%
% of Submissions to iChallenge Carrier (1.5 accessed)	15%	0%	0%	0%	0%	0%	0%	0%	0%
Quoted to Submitted Ratio (iChallenge only)	28%	0%	0%	0%	0%	0%	0%	0%	0%
Written to Quoted Ratio (iChallenge only)	78%	0%	0%	0%	0%	0%	0%	0%	0%
Hit Ratio - Written to Submitted (iChallenge only)	22%	0%	0%	0%	0%	0%	0%	0%	0%
Total Written By iChallenge Carrier	1,093	0	0	0	0	0	0	0	0
Total Written By Other Broker Carriers	6,838	722	253	668	459	514	273	162	179

	Low Income	Middle Income	High Income
	Personal- Auto		
Estimated Market Demand (Policies)	<u>2,958,371</u>	<u>6,041,836</u>	<u>1,271,323</u>
Producer Appointments	100,458	202,912	32,513
Broker Submissions/Appointments	58%	59%	66%
% of Submissions to iChallenge Carrier (1.5 accessed)	0%	15%	0%
Quoted to Submitted Ratio (iChallenge only)	0%	76%	0%
Written to Quoted Ratio (iChallenge only)	0%	36%	0%
Hit Ratio - Written to Submitted (iChallenge only)	0%	27%	0%
Total Written By iChallenge Carrier	0	7,518	0
Total Written By Other Broker Carriers	24,206	45,702	11,024
Personal- Home			
Estimated Market Demand (Policies)	<u>887,511</u>	<u>4,531,377</u>	<u>1,264,966</u>
Producer Appointments	30,137	152,184	32,350
Broker Submissions/Appointments	58%	58%	65%
% of Submissions to iChallenge Carrier (1.5 accessed)	0%	15%	0%
Quoted to Submitted Ratio (iChallenge only)	0%	76%	0%
Written to Quoted Ratio (iChallenge only)	0%	36%	0%
Hit Ratio - Written to Submitted (iChallenge only)	0%	28%	0%
Total Written By iChallenge Carrier	0	5,635	0
Total Written By Other Broker Carriers	7,261	34,251	10,896

Note: If estimated market demand is Red and underlined, it means that supply was greater than demand (e.g., there was more agency activity for the industry than was necessary for the number of customers in at least one source). In other words, supply exceeded demand.

Click on a Source below to determine where there might be too much competition. Or, perhaps where there might be an opportunity for more aggressive lead generation.

[Print All](#)



2031 Broker New Production Detail (Proforma)



Mgt. Liability

	FF00	Public	Private
Estimated Market Demand (Policies)	66,186	168,350	154,279
Producer Appointments	1,242	3,700	2,910
Broker Submissions/Appointments	68%	72%	68%
% of Submissions to iChallenge Carrier (1.5 accessed)	0%	16%	0%
Quoted to Submitted Ratio (iChallenge only)	0%	48%	0%
Written to Quoted Ratio (iChallenge only)	0%	69%	0%
Hit Ratio - Written to Submitted (iChallenge only)	0%	33%	0%
Total Written By iChallenge Carrier	0	206	0
Total Written By Other Broker Carriers	423	1,242	856

Environmental

Estimated Market Demand (Policies)	55,449
Producer Appointments	1,831
Broker Submissions/Appointments	58%
% of Submissions to iChallenge Carrier (1.5 accessed)	0%
Quoted to Submitted Ratio (iChallenge only)	0%
Written to Quoted Ratio (iChallenge only)	0%
Hit Ratio - Written to Submitted (iChallenge only)	0%
Total Written By iChallenge Carrier	0
Total Written By Other Broker Carriers	276

Accident & Health

Estimated Market Demand (Policies)	554,487
Producer Appointments	18,312
Broker Submissions/Appointments	58%
% of Submissions to iChallenge Carrier (1.5 accessed)	0%
Quoted to Submitted Ratio (iChallenge only)	0%
Written to Quoted Ratio (iChallenge only)	0%
Hit Ratio - Written to Submitted (iChallenge only)	0%
Total Written By iChallenge Carrier	0
Total Written By Other Broker Carriers	2,744

- Plot All Sources
- Direct To Consumer
- Associations / Affinity
- Account Rounding
- Carrier Referrals
- Current Customer Referrals

Decisions | Losses

Product Line: Commercial- Property
 Customer Segment: General Market

Product Awareness (now/EOY): 75.0% / 100.0
 Cost to Develop Product: \$0
 Cost to Extend Product (i.e., change coverages): \$0
 Broker Commission: 11.5%

Profitability Analysis (forecast)

Policy Count New:	1,120	
Policy Count Renew (%):	76,583	76.7%
Total Policy Gain (%):	-22.2%	
Premiums New:	\$21,218,400	
Premiums Renew:	\$1,450,870,304	
Premium Growth:	-22.2%	
Loss Ratio:	77.0	<u>Avg. Claim</u> \$19,782
Expense Ratio:	29.8	
Gross Combined Ratio:	106.7	
Gross U/W Profit (Loss):	-\$55,100,780	
Customer Satisfaction:	7.7	

NOTE: These are forecasts! Any changes made in other other areas (e.g., production, staffing) will cause these forecasts to change.

[Click to update forecasts](#)

Decisions

Set Carrier Advertising \$32,500 ◀ ▶

Set Price Adjustment 0% ▶ \$18,945

Set Coverage: 2.0 conservative ▶ broad

Set Loss Control/Appraisal: 2.3 low ▶ high

Once decisions are made, don't forget to click the blue button to the right to update your forecasts!

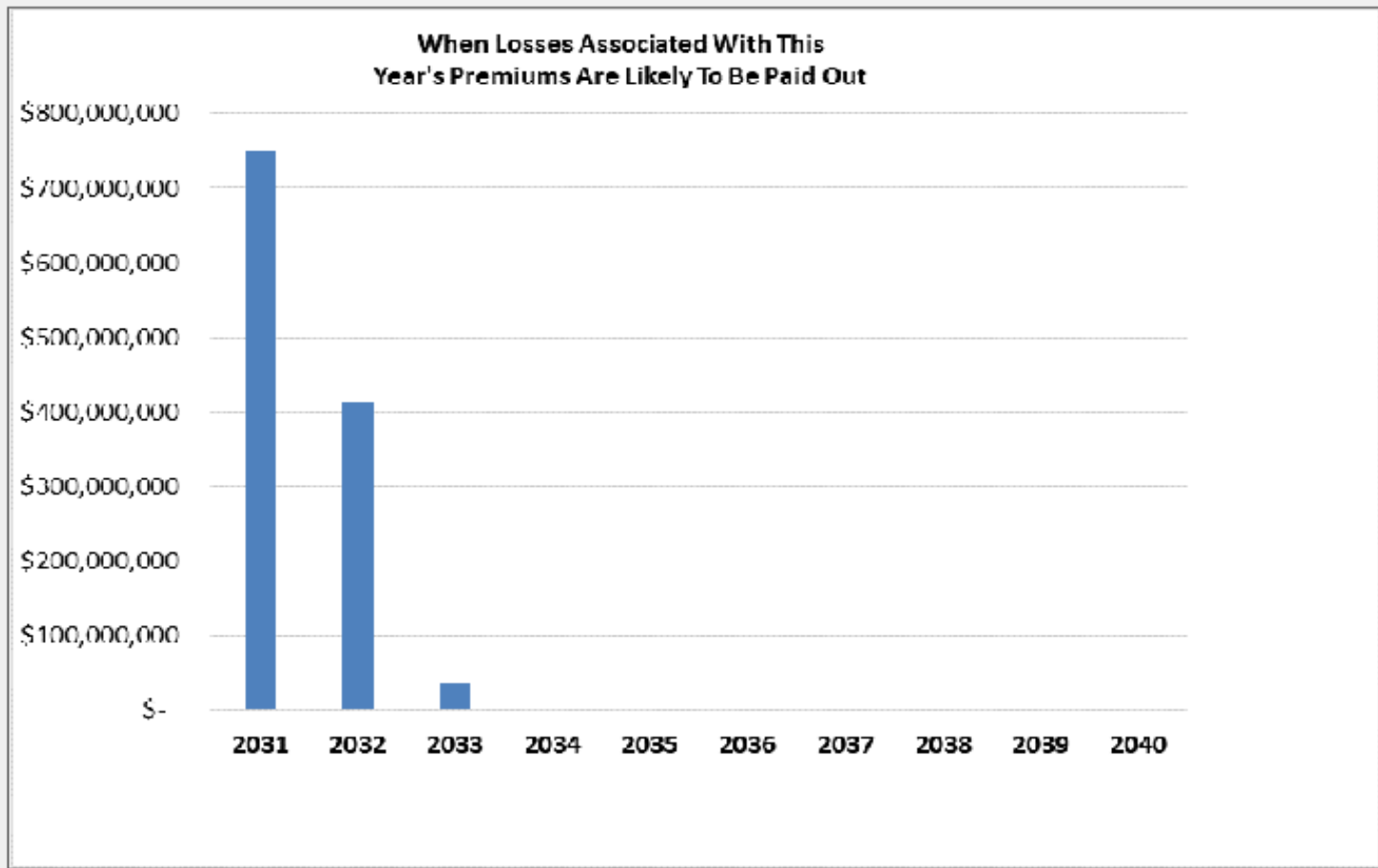
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Decisions | Losses



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Decisions | Losses

Product Line: Commercial- Casualty
 Customer Segment: General Market

Product Awareness (now/EOY): 75.0% / 100.0
 Cost to Develop Product: \$0
 Cost to Extend Product (i.e., change coverages): \$0
 Broker Commission: 9.9%

Profitability Analysis (forecast)

Policy Count New:	1,093	
Policy Count Renew (%):	75,052	76.7%
Total Policy Gain (%):	-22.2%	
Premiums New:	\$21,504,775	
Premiums Renew:	\$1,476,640,579	
Premium Growth:	-22.2%	
Loss Ratio:	79.1	<u>Avg. Claim</u> \$17,623
Expense Ratio:	24.3	
Gross Combined Ratio:	103.5	
Gross U/W Profit (Loss):	-\$11,049,565	
Customer Satisfaction:	7.7	

NOTE: These are forecasts! Any changes made in other other areas (e.g., production, staffing) will cause these forecasts to change.

[Click to update forecasts](#)

Decisions

Set Carrier Advertising \$32,500 ◀ ◻ ▶

Set Price Adjustment 0% ◀ ◻ ▶ \$19,675

Set Coverage: 2.0 conservative ◀ ◻ ▶ broad

Set Loss Control/Appraisal: 2.3 low ◀ ◻ ▶ high

Once decisions are made, don't forget to click the blue button to the right to update your forecasts!

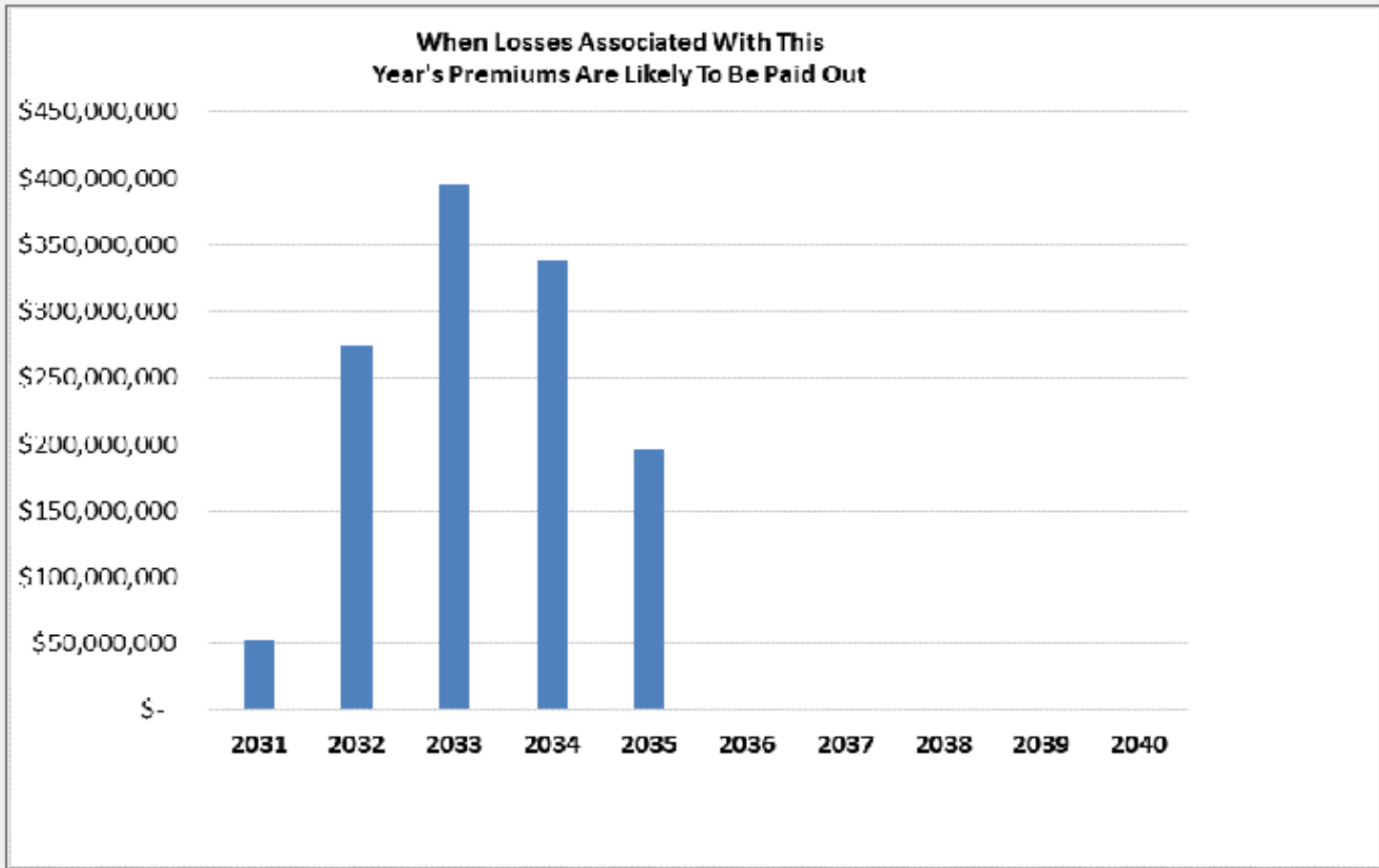
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Decisions | Losses

Product Line: Personal- Auto
 Customer Segment: Middle Income

Product Awareness (now/EOY): 75.0% / 100.0
 Cost to Develop Product: \$0
 Cost to Extend Product (i.e., change coverages): \$0
 Broker Commission: 12.0%

Profitability Analysis (forecast)

Policy Count New:	7,518	
Policy Count Renew (%):	406,077	78.3%
Total Policy Gain (%):	-20.2%	
Premiums New:	\$8,427,678	
Premiums Renew:	\$455,211,982	
Premium Growth:	-20.2%	
Loss Ratio:	71.1	<u>Avg. Claim</u> \$1,794
Expense Ratio:	23.1	
Gross Combined Ratio:	94.2	
Gross U/W Profit (Loss):	\$42,551,785	
Customer Satisfaction:	7.8	

NOTE: These are forecasts! Any changes made in other other areas (e.g., production, staffing) will cause these forecasts to change.

[Click to update forecasts](#)

Decisions

Set Carrier Advertising \$32,500 ◀ ▶

Set Price Adjustment 0% ▶ \$1,121

Set Coverage: 2.0 conservative ▶ broad

Set Loss Control/Appraisal: 2.3 low ▶ high

Once decisions are made, don't forget to click the blue button to the right to update your forecasts!

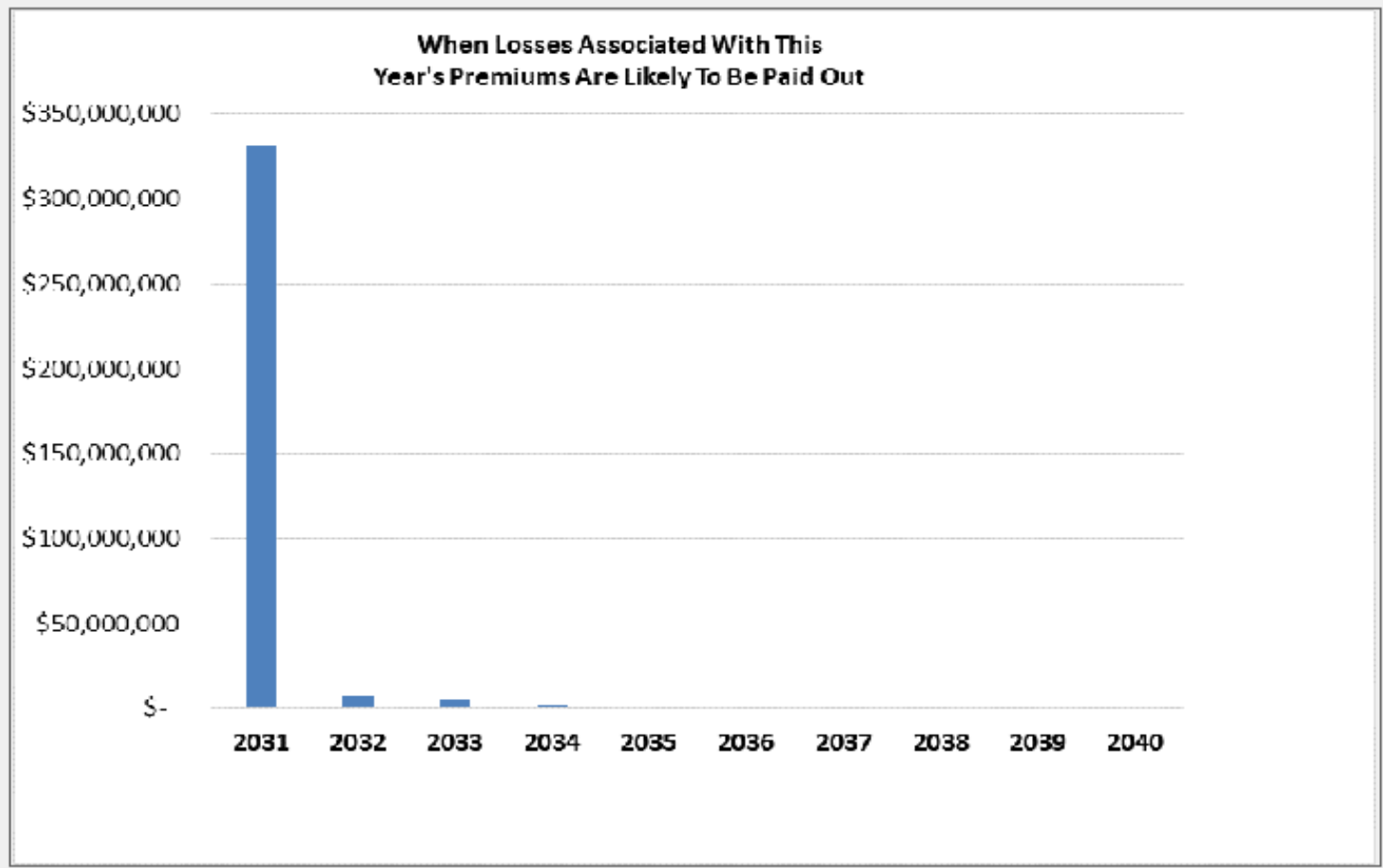
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Decisions Losses



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Decisions | Losses

Product Line: Personal- Home
 Customer Segment: Middle Income

Product Awareness (now/EOY): 75.0% / 100.0
 Cost to Develop Product: \$0
 Cost to Extend Product (i.e., change coverages): \$0
 Broker Commission: 17.0%

Profitability Analysis (forecast)

Policy Count New:	5,635	
Policy Count Renew (%):	304,558	78.3%
Total Policy Gain (%):	-20.2%	
Premiums New:	\$6,762,000	
Premiums Renew:	\$365,469,031	
Premium Growth:	-20.2%	
Loss Ratio:	70.3	<u>Avg. Claim</u> \$2,120
Expense Ratio:	27.4	
Gross Combined Ratio:	97.8	
Gross U/W Profit (Loss):	\$21,097,719	
Customer Satisfaction:	7.8	

NOTE: These are forecasts! Any changes made in other other areas (e.g., production, staffing) will cause these forecasts to change.

[Click to update forecasts](#)

Decisions

Set Carrier Advertising \$32,500

Set Price Adjustment 0% \$1,200

Set Coverage: 2.0 conservative broad

Set Loss Control/Appraisal: 2.3 low high

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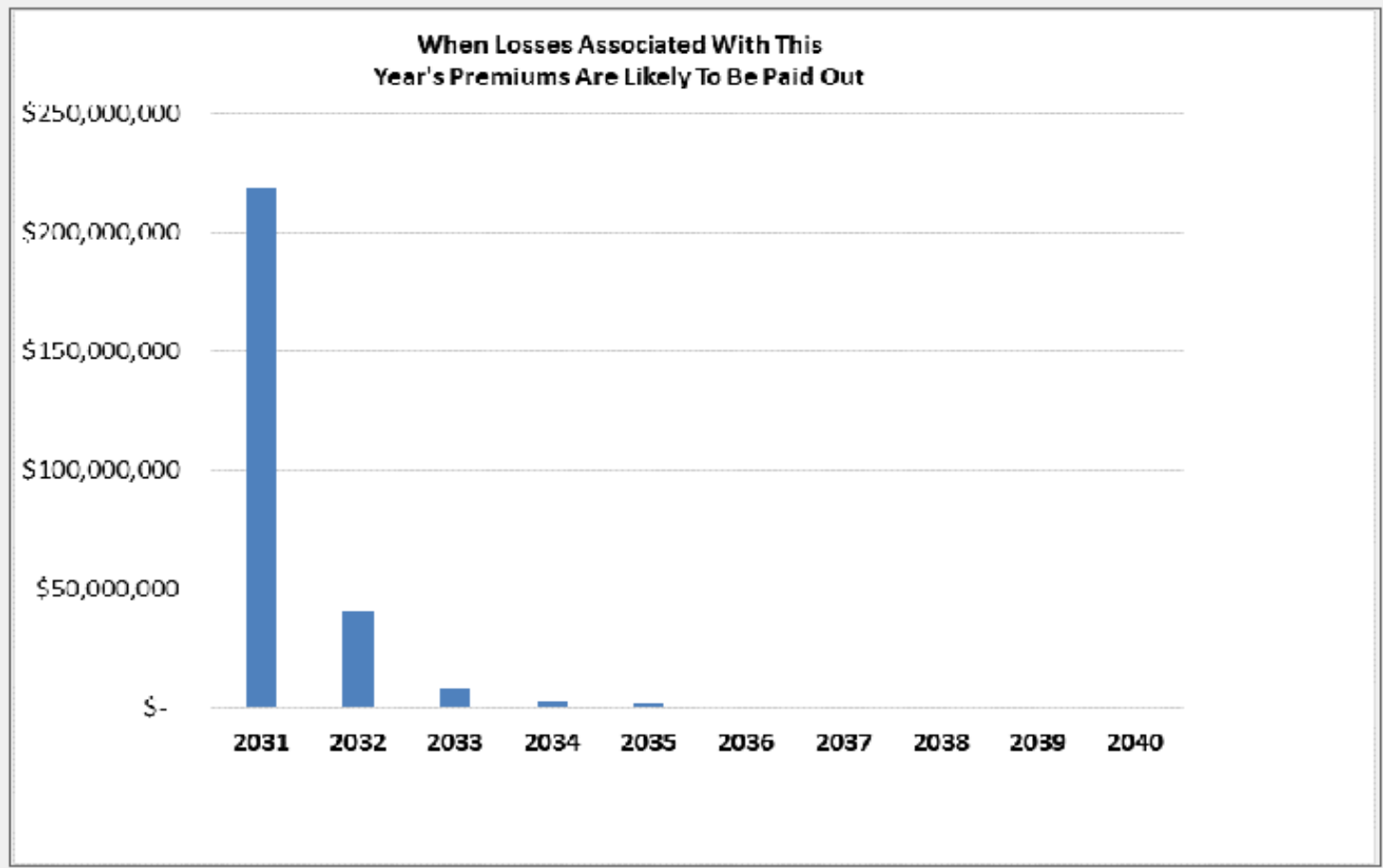
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Decisions | Losses

Product Line: Mgt. Liability
 Customer Segment: Public

Product Awareness (now/EOY): 75.0% / 100.0
 Cost to Develop Product: \$0
 Cost to Extend Product (i.e., change coverages): \$0
 Broker Commission: 9.8%

Profitability Analysis (forecast)

Policy Count New: 206
 Policy Count Renew (%): 8,601 72.9%
 Total Policy Gain (%): -25.4%
 Premiums New: \$6,371,580
 Premiums Renew: \$266,030,808
 Premium Growth: -25.4%
 Loss Ratio: 64.0 Avg. Claim
 Expense Ratio: 20.4 \$59,168
 Gross Combined Ratio: 84.4
 Gross U/W Profit (Loss): \$57,757,579
 Customer Satisfaction: 7.5

NOTE: These are forecasts! Any changes made in other other areas (e.g., production, staffing) will cause these forecasts to change.

Click to update forecasts

Decisions

Set Carrier Advertising \$32,500

Set Price Adjustment 0% \$30,930

Set Coverage: 2.0 conservative broad

Set Loss Control/Appraisal: 2.3 low high

Once decisions are made, don't forget to click the blue button to the right to update your forecasts!

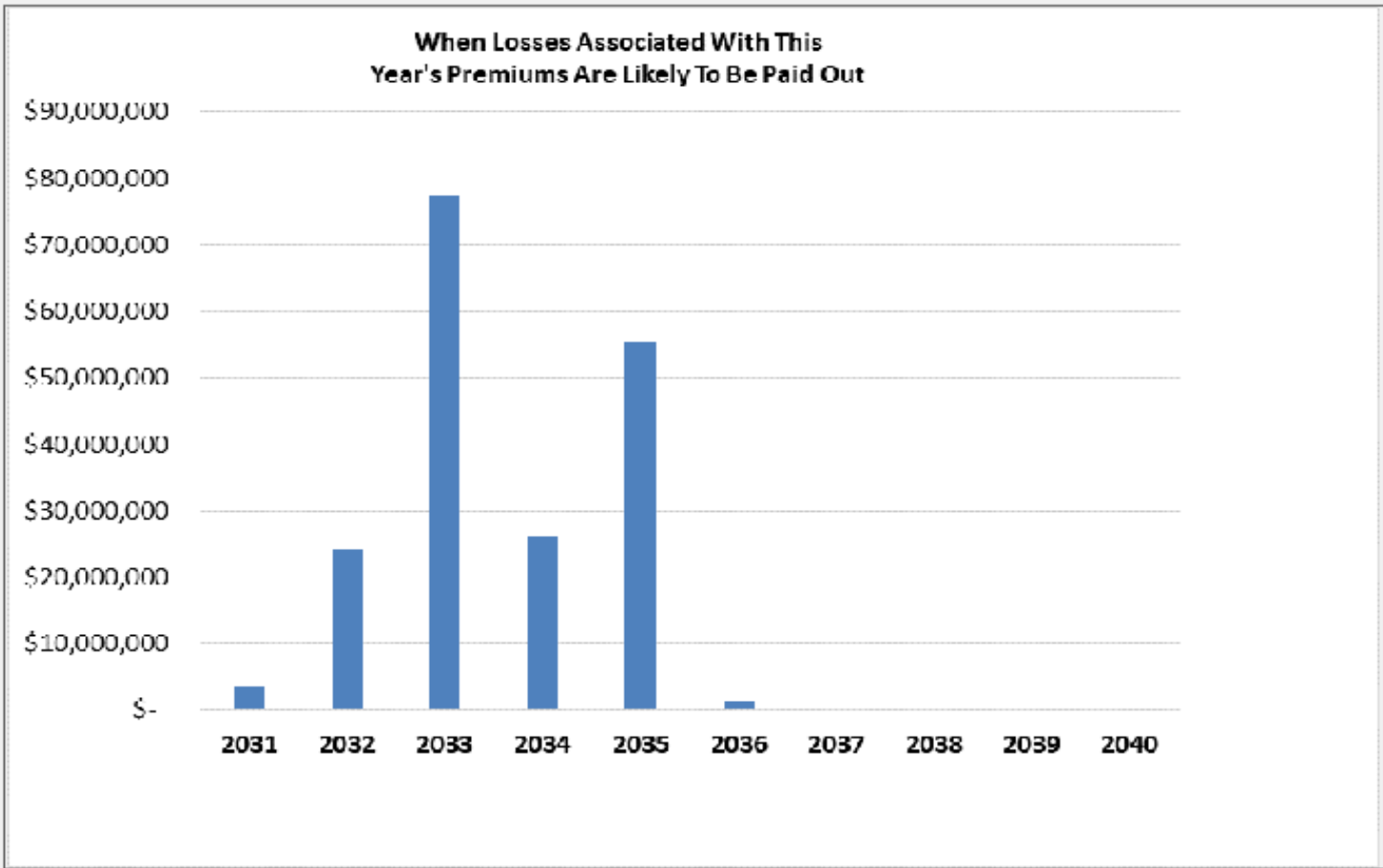
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