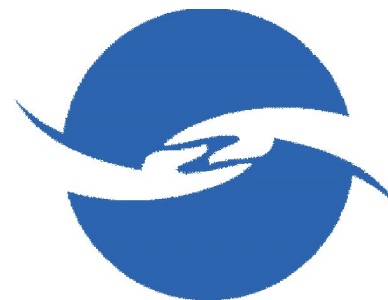




MNOS AS CATALYZERS OF INSURANCE

LIMA, NOVEMBER OF 2017



BIMA
PROTECTING THE FUTURE OF EVERY FAMILY

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INTRODUCTION TO THE OPPORTUNITY

THE POWER OF INSURANCE



93% PEOPLE LIVE ON LESS THAN \$10
PER DAY

c.90% SELF-EMPLOYED, WITH NO
FORMAL PROTECTION

HIGH-RISK ENVIRONMENTS

LACK FINANCIAL RESILIENCE; NO
SAVINGS OR CREDIT

INSURANCE IS A POWERFUL TOOL THAT CAN PREVENT A FAMILY FROM SLIPPING BACK INTO
POVERTY

BARRIERS TO GROWTH OF MICROINSURANCE



BARRIERS TO CONSUMER *TRADITIONAL INSURERS FAIL TO ADDRESS*



PRODUCT DESIGN & AFFORDABILITY

FINANCIAL LITERACY & AWARENESS

TRUST IN INSURANCE

TRADITIONAL
PRODUCTS DON'T
WORK FOR THE
UNINSURED &
MICROINSURANCE
MODELS FAIL TO
SCALE

BARRIERS TO SCALE *MICROINSURANCE PROVIDERS STRUGGLE TO ADDRESS*



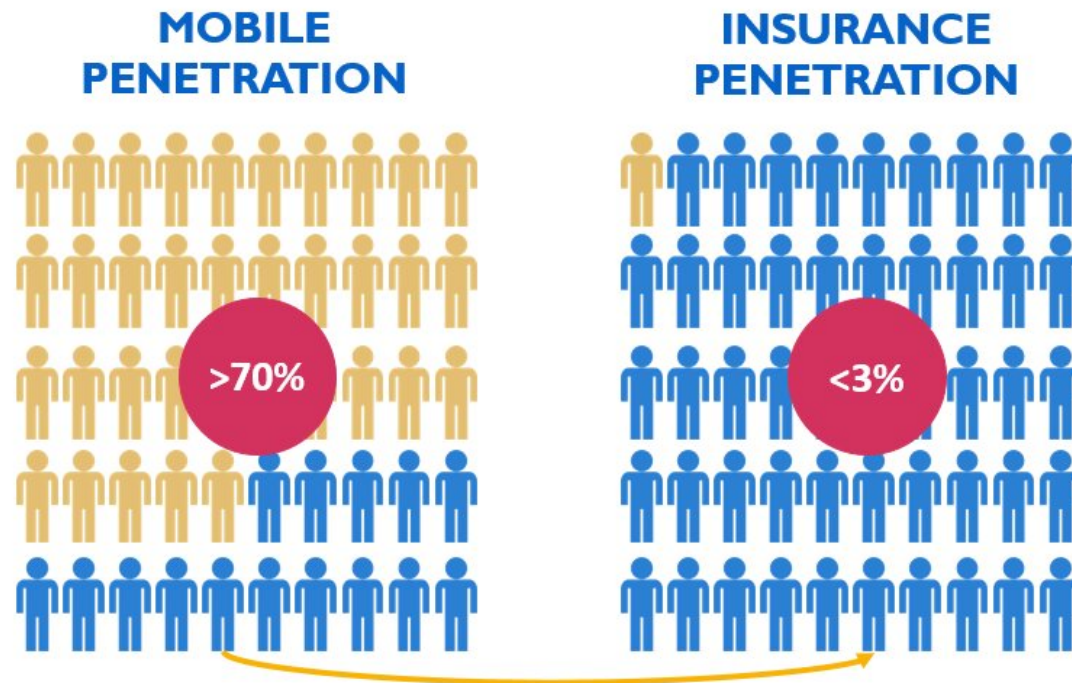
LACK OF COST EFFECTIVE
REGISTRATION MECHANISM

LACK OF REOCCURRING
PAYMENT CHANNEL

MOBILE INSURANCE OPPORTUNITY



4bn people uninsured; a unique opportunity for mobile operators to address the protection gap



40BN OPPORTUNITY



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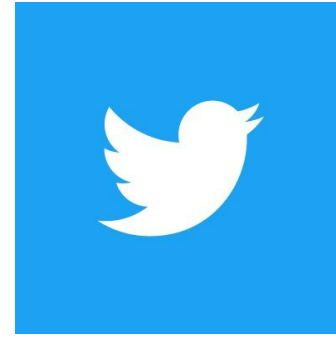
THE MNO'S LANDSCAPE

MNO'S ARE FACING A RANGE OF CHALLENGES SEEKING TO MAINTAIN POSITION IN A COMPETITIVE MARKETPLACE



- **Strong competition:** multiple operators per market
- **Fickle prepaid customers:** 80-90% base is prepaid in emerging markets
- **Market saturation:** >100% market penetration typically in each market
- **Need to drive customer engagement:** creating loyalty to MNO brand by connecting customer to digital lifestyle
- **Voice revenues eroding:** take up of WhatsApp and Skype services are eroding MNO core business
- **Innovation:** need to stay relevant to customers through continuous innovation in services

NEW PLAYERS CAPTURING UPCOMING OPPORTUNITIES...



Fuente: Encuesta de Vigilancia Web Móvil de Accenture, 2013

...AS MNO'S ARE RAPIDLY BECOMING THE PIPE



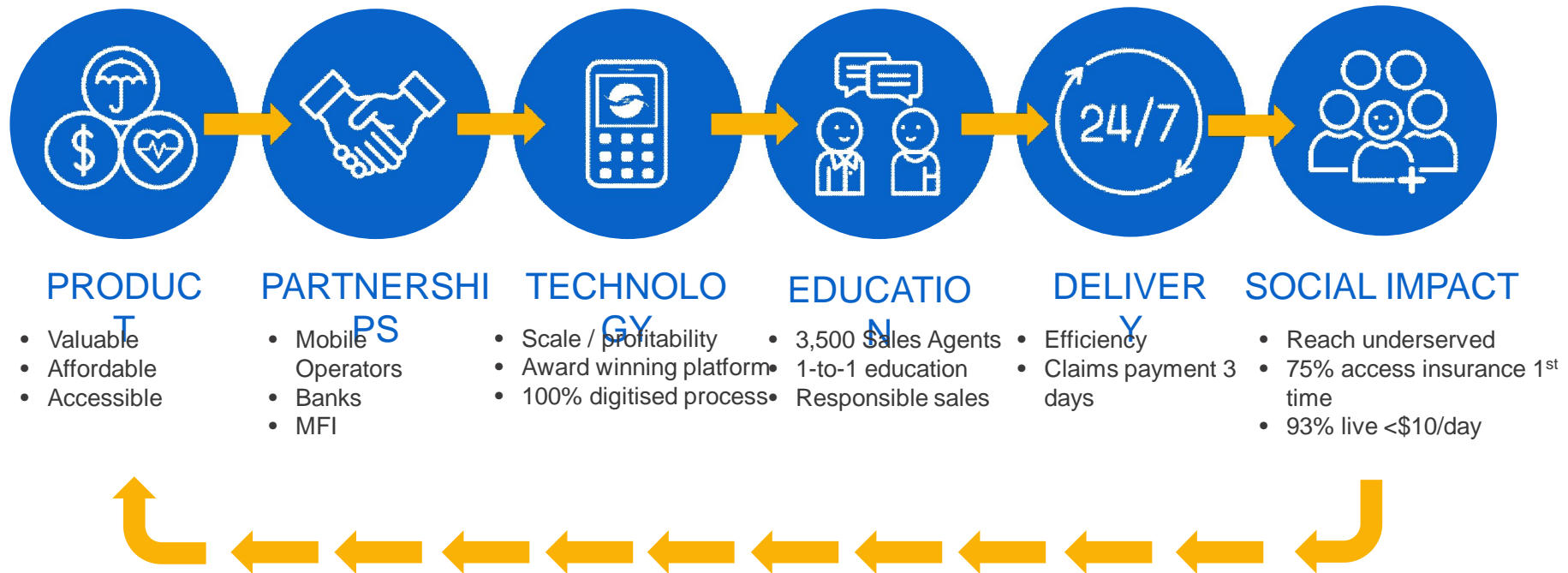


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BIMA'S SOLUTION

BIMA'S MODEL: BIMA WORKS IN PARTNERSHIP WITH LEADING MOBILE OPERATORS



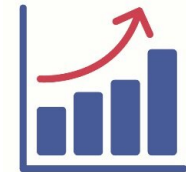
BIMA LEVERAGES MOBILE TECHNOLOGY, CREATING A 100% DIGITISED PAYMENT CHANNEL AND EFFICIENTLY PAYING CLAIMS WITHIN 3 WORKING DAYS

SOME BIMA'S ACHIEVEMENTS



24 MILLION

Customers reached



575,000

New Customers
a month



14 COUNTRIES

Covered by
BIMA's service



75%

Customers accessing
insurance for the 1st time

BIMA WORKS IN PARTNERSHIP WITH LEADING MOBILE OPERATORS ACROSS 14 EMERGING MARKETS



14 OPERATIONS IN AFRICA, ASIA & LATIN AMERICA



Digicel

tigo

VimpelCom

vodafone

axiata

Telefonica

MOBILE PARTNERS



BIMA



CASE STUDIES

I. DRIVING CUSTOMER VALUE

CUSTOMER PROFILE

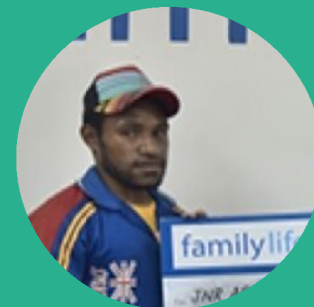


BIMA PROVES IT IS POSSIBLE TO REACH THE
UNDERSERVED / UNBANKED CONSUMERS



Í ñUa `j Yfm\ UddmUbX feel very great to receive such big amount of money. ð` use the money to expand my poultry keeping project
Adolf Felix (47yrs old) - Tanzania

Î ñUa `fYU`m[fUhYZ ``lc` BIMA Family Life. The money will be used to make sure that my Vfch Yfð`_JXg`Wbñbi Y going to school and have a bright future"
Aki Armstrong . Papua New



BIMA TRANSFORMED LANDSCAPE OF INSURANCE IN EMERGING MARKETS



CAMBODIA: BIMA BECAME THE LARGEST PROVIDER OF LIFE INSURANCE IN ONE YEAR

FIJI & PNG: BIMA BECAME THE LARGEST PROVIDER OF INSURANCE IN <1 YEAR AND 2 YEARS / INCREASED PENETRATION RATES BY C. 4%

BANGLADESH: BIMA AND ROBI DOUBLED THE NATIONAL INSURANCE PENETRATION IN JUST 3 YEARS

GHANA: TODAY ONE IN TEN LIFE INSURANCE POLICIES ARE PROVIDED BY BIMA / TIGO

GLOBALY, BIMA BECAME THE TOP INSURANCE SCHEME IN 40% OF ITS MARKETS



BIMA



CASE STUDIES: DRIVING MNO VALUE

VALUE PROPOSITION FOR OUR MNO PARTNERS



ADDITIONAL
REVENUE

BIMA CREATES AN ADDITIONAL SOURCE OF REVENUE FOR THE MNO



CHURN
IMPACT

MNO CLIENTS IDENTIFY BIMA'S PRODUCTS VALUE, IMPROVING KEY KPIS OF OPERATION



STRONG
PENETRATION

BIMA IS ABLE TO PENETRATE UP TO 40% OF THE MNO CUSTOMER BASE IN 2 YEARS



IMPROVED
PORTFOLIO

IMPROVED PRODUCT PORTFOLIO THROUGH BIMA INCREASE MNO BRAND RECOGNITION AND AWARENESS

I. PARTNERING WITH BIMA GUARANTEES ADDITIONAL REVENUE IN A SHORT PERIOD OF TIME



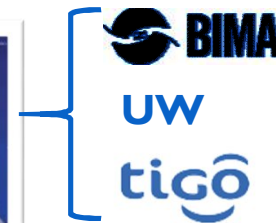
CASE STUDY: HONDURAS

Dec 2010: Tigo launched accident medical insurance with an UW alone



- Price \$1.30/mth. deducted once monthly
- Cover of up to \$1535
- Distribution: Self-registration through SMS broadcast and UW call centre

March 2014: Tigo launched a life insurance with BIMA and the same UW

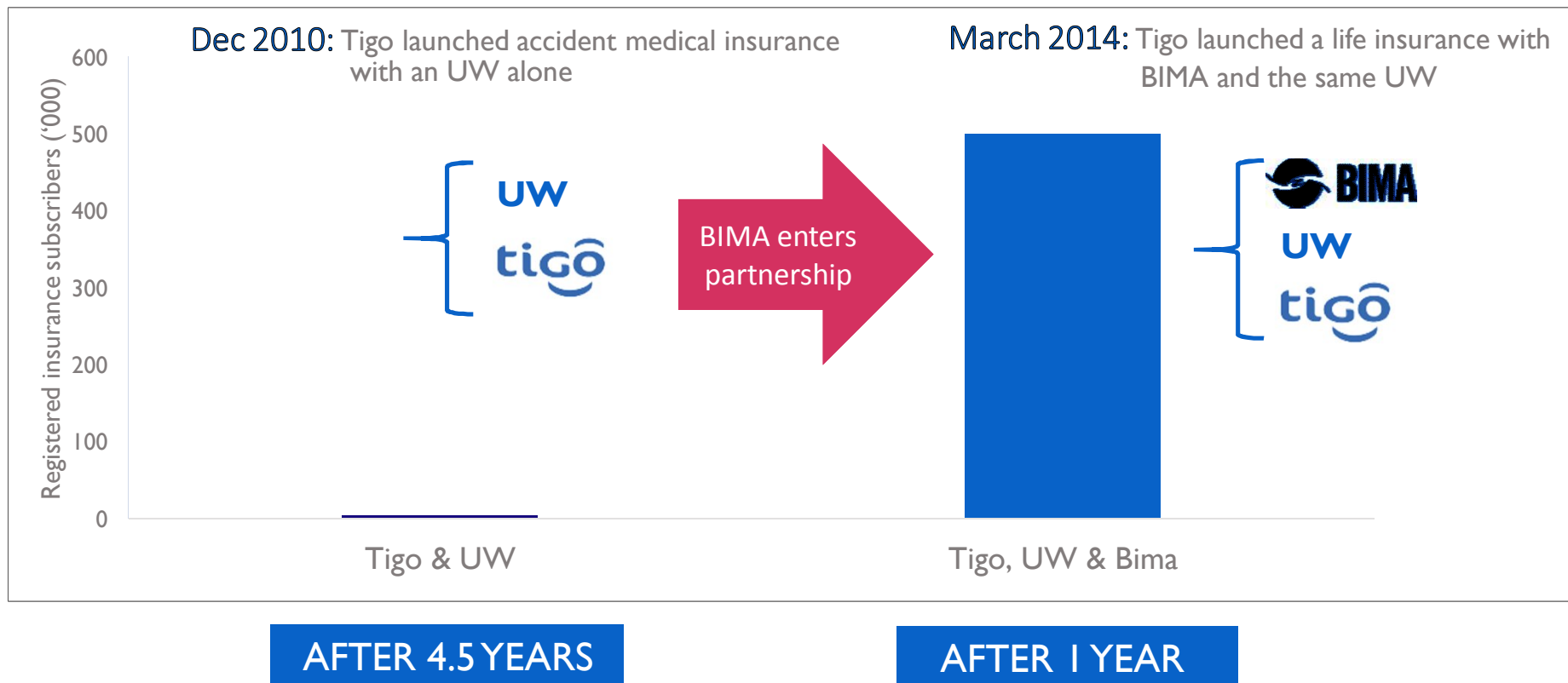


- Price \$1.60-2.40/mth. deducted daily or once monthly
- Cover of up to \$820-1790
- Distribution: BIMA field & call centre agents

I. PARTNERING WITH BIMA GUARANTEES ADDITIONAL REVENUE IN A SHORT PERIOD OF TIME



CASE STUDY: HONDURAS



II. MULTIPLE BIMA EXAMPLES SHOW HOW MNO CORE KPIS IMPROVE

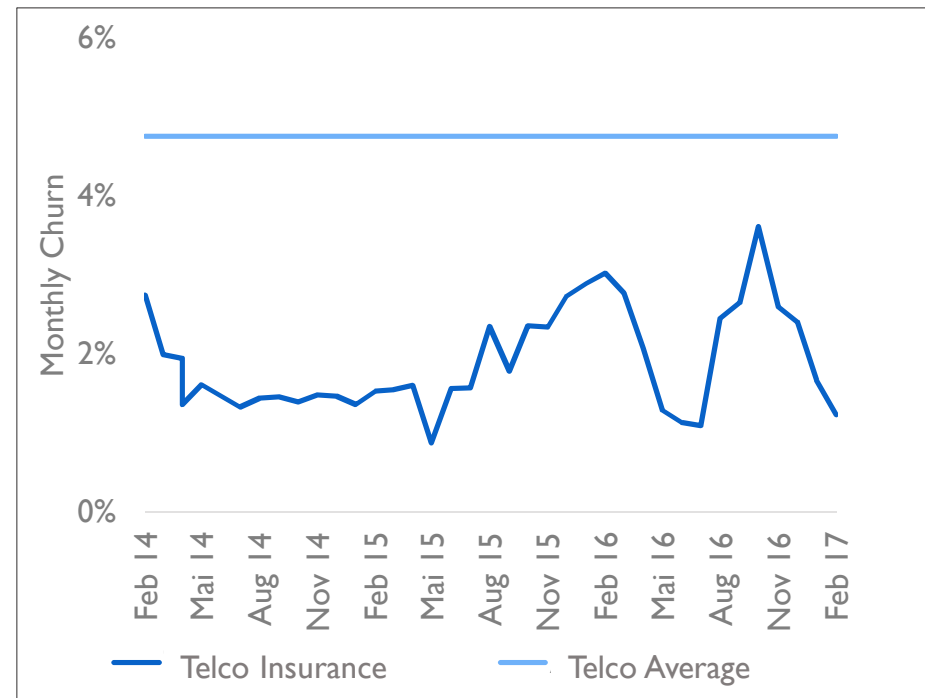


ARPU IMPACT ON AN ASIAN MNO W/ AND WITHOUT BIMA PRODUCTS

BIMA	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
Jan-17	361.5	372.4	455.5	485.8	529.3	526.6
Feb-17		341.4	428.4	466.4	514.2	516.8
Mar-17			367.6	411.0	464.4	475.4
Apr-17				349.6	404.2	423.4
May-17					351.5	373.9
Jun-17						334.3

CONTROL	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17
Jan-17	348.4	309.9	330.8	312.7	314.3	296.7
Feb-17		332.7	347.3	325.7	326.2	306.5
Mar-17			334.1	305.2	303.5	293.0
Apr-17				314.5	302.7	284.1
May-17					319.7	290.9
Jun-17						308.9

BIMA IS DRIVING POSITIVE CHURN IMPACT FOR TELCO IN AFRICA

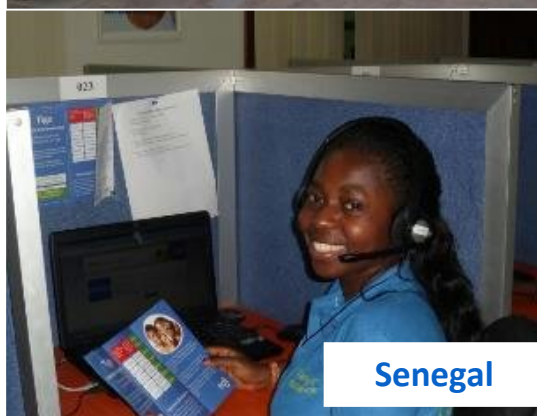


III. BIMA'S DISTRIBUTION CHANNEL GUARANTEES HIGH PENETRATION OF THE MNO CUSTOMER BASE IN A SHORT TIME PERIOD



BIMA MARKET	LAUNCHED	TOTAL REGISTRATIONS MADE TO DATE AS A % OF MNO BASE
Market A	2011	39%
Market B	2012	28%
Market C	2012	20%
Market D	2013	13%
Market E	2014	27%
Market F	2014	14%

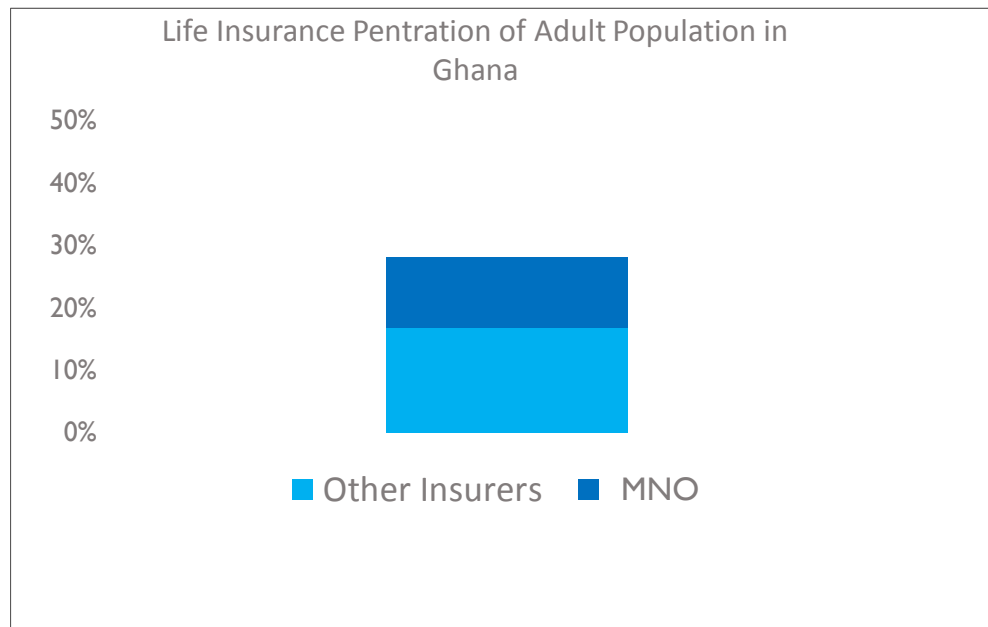
BIMA HAS PROVENTO REACH UP TO 40% OF ALL OF ITS MNO PARTNER SUBSCRIBERS BASES WITHIN A FEW YEARS



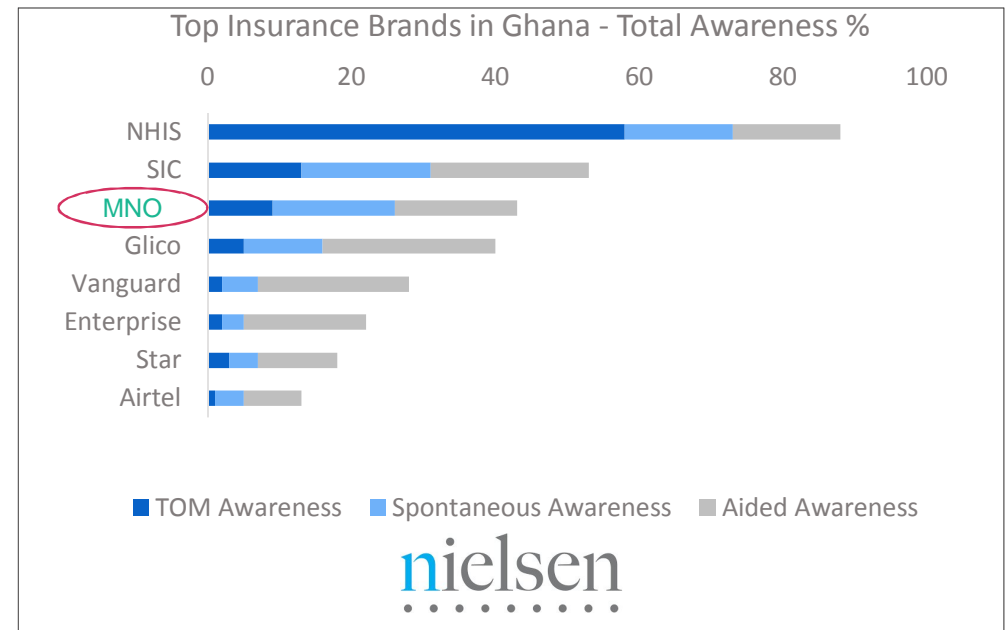
IV. BIMA'S INSURANCE PRODUCTS & DISTRIBUTION MODEL PROVIDES AN OPPORTUNITY FOR THE MNO BRAND TO BE RECOGNISED AS A LEADER IN FINANCIAL SERVICES



MNO AND BIMA NOW PROVIDE LIFE INSURANCE TO 11% OF GHANA'S ADULT POPULATION



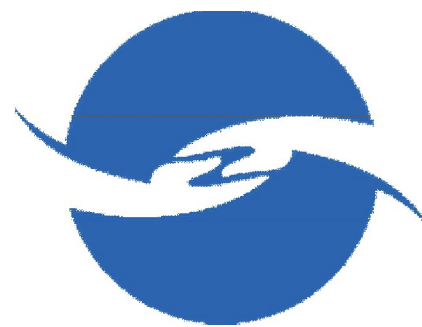
IN GHANA THE MNO IS NOW 3RD BEST KNOWN INSURANCE BRAND



MNO AND BIMA HAVE TRANSFORMED THE INSURANCE LANDSCAPE IN GHANA AND ARE NOW ONE OF THE MOST TRUSTED INSURANCE PROVIDERS IN THE COUNTRY



THANK YOU



BIMA
PROTECTING THE FUTURE OF EVERY FAMILY