

**180
& BEYOND**



Sagicor Financial Company Ltd. (TSX: SFC)

Investor Presentation

September 2021



Caution regarding forward-looking information and non-IFRS measures

Certain information contained in this presentation may be forward-looking statements within the meaning of Canadian securities laws. Forward-looking statements are often, but not always, identified by the use of words such as “expect”, “anticipate”, “believe”, “foresee”, “could”, “estimate”, “goal”, “intend”, “plan”, “seek”, “will”, “may” and “should” and similar expressions or words suggesting future outcomes. These forward-looking statements reflect material factors and expectations and assumptions of Sagikor. Sagikor’s estimates, beliefs and assumptions are inherently subject to uncertainties and contingencies regarding future events and, as such, are subject to change. No assurance can be given that growth or capital optimization will occur or be successful. Risks and uncertainties not presently known to Sagikor or that it presently believes are not material could cause actual results or events to differ materially from those expressed in its forward-looking statements. Additional information on these and other factors that could affect events and results are included in other documents and reports. Readers are cautioned not to place undue reliance on these forward-looking statements, which reflect Sagikor expectations only as of the date of this document. Sagikor disclaims any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise, except as expressly required by law.

The Company reports certain non-IFRS measures that are used to evaluate the performance of its businesses and the performance of their respective segments. As non-IFRS measures generally do not have a standardized meaning, they may not be comparable to similar measures presented by other issuers. Securities regulators require such measures to be clearly defined and reconciled with their most comparable IFRS measure.

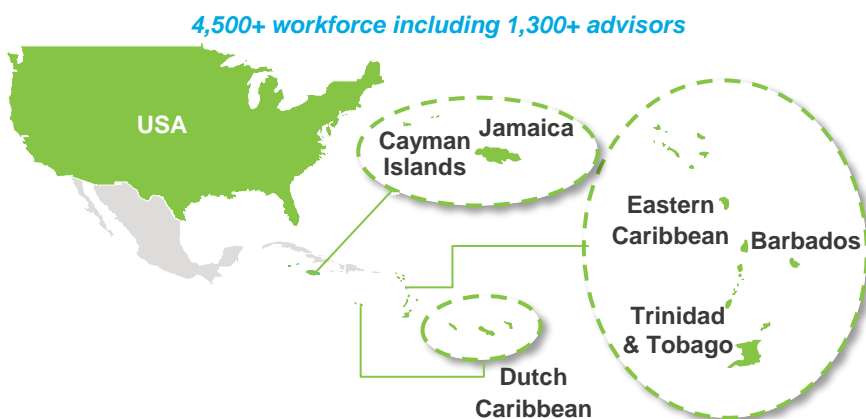
The Company references non-IFRS measures and insurance industry metrics in this document and elsewhere. Non-IFRS measures are not recognized measures under IFRS and do not have a standardized meaning prescribed by IFRS and are therefore unlikely to be comparable to similar measures presented by other companies. Rather, these are provided as additional information to complement those IFRS measures by providing further understanding of the results of the operations of the Company from management’s perspective. Accordingly, these measures should not be considered in isolation, nor as a substitute for analysis of the Company’s financial information reported under IFRS. Non-IFRS measures used to analyze the performance of the Company’s businesses include but are not limited to: underlying net income, return on shareholders’ equity, book value per share, MCCSR, debt to capital ratio, debt to equity ratio, dividend pay-out ratio, and coverage ratio. Please see the “Non-IFRS Financial Information” section of the Management’s Discussion and Analysis for a reconciliation of these non-IFRS measures.

All figures in this presentation are in US\$ unless otherwise noted

Business Overview

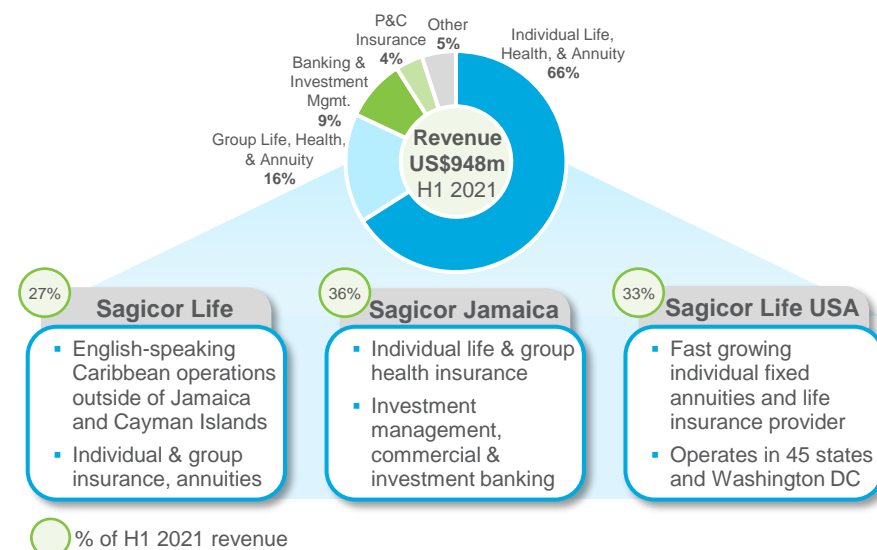
Sagikor at a glance

- Leading financial services provider in 20 countries primarily in the Caribbean, with a growing presence in the U.S.
- Provides life, health, and P&C insurance, annuities, banking, asset management and pension products to individuals and groups
- Over 180-years-old, with a long track record of strong organic and inorganic growth
- Public company listed on the Toronto Stock Exchange

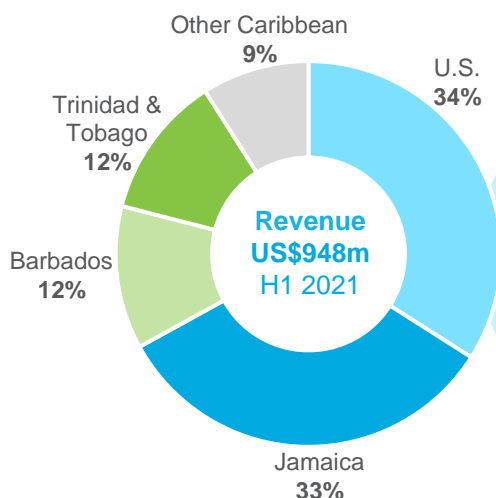


Financial Results (US\$ million)

	2019	2020	LTM Q2'21
Revenue	1,867	1,878	2,024
Net income to shareholders	87	(4)	72
Total assets	8,729	9,266	9,891
Shareholders' equity	1,154	1,110	1,102
Total capital	2,266	2,128	2,346



Sagicor's leading market position in key geographies



Emerging leader



U.S.

- **Rapidly growing** in the largest insurance market in the world



Jamaica

- **#1** market share in individual life insurance (67%), group life (65%), group health (59%), pensions (58%)
- **#1** in asset management
- **#3** largest commercial bank
- **#2** largest publicly traded company



Barbados

- **#1** market share in ordinary life, group life, and annuities (81%)

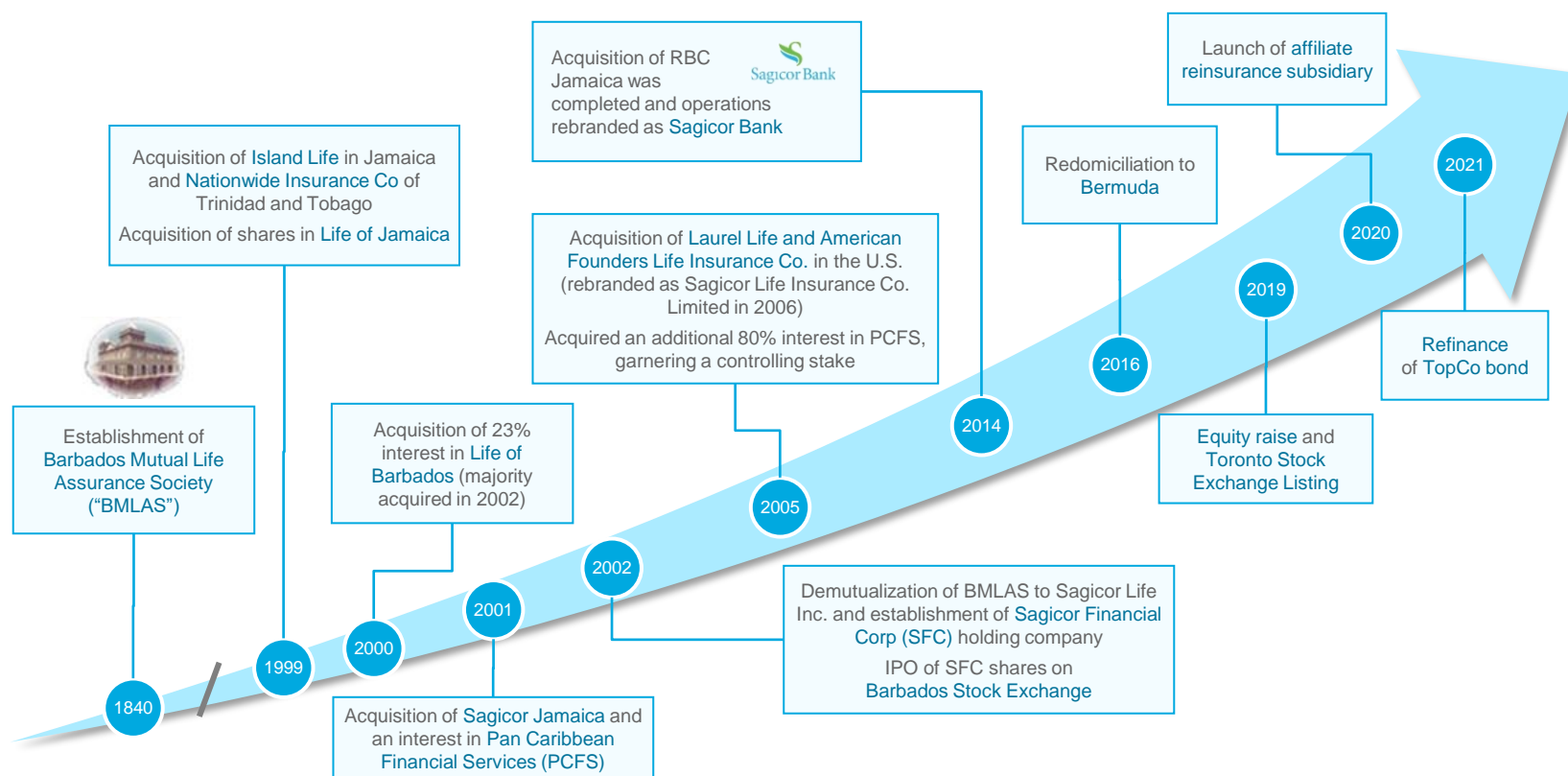


Trinidad & Tobago

- **#2** market share in ordinary life, group life, and annuities (28%)

- *Jamaica* data from the Insurance Association of Jamaica. Individual life based on gross premium income (Dec. 2020), group life based on API (Sep. 2020), pensions based on funds under management (Sep. 2020), group health based on API (Sep. 2020)
- *Barbados* data from the Financial Services Commission Barbados. Ordinary life, group life, and annuities based on gross premium income (Dec. 2019)
- *Trinidad & Tobago* data from the Association of Trinidad and Tobago Insurance Companies. Ordinary life, group life, and annuities based on gross premium income (Dec. 2019)

Over 180 years of building a regional insurance leader through integration of strategic acquisitions



Total assets evolution

1990
\$154 million

2001
\$875 million

2016
\$6.5 billion

2018
\$7.3 billion

Q2 2021
\$9.9 billion

Investment highlights



Diversified operations with **solid market-leading positions** in the Caribbean and a **fast-growing** US business



Significant growth opportunities both organic and inorganic



Established track record of robust growth driving consistent profitability



Well capitalized to execute growth, conservative leverage and strong risk culture



Conservative, resilient and well diversified investment portfolio driven by sound investment policies

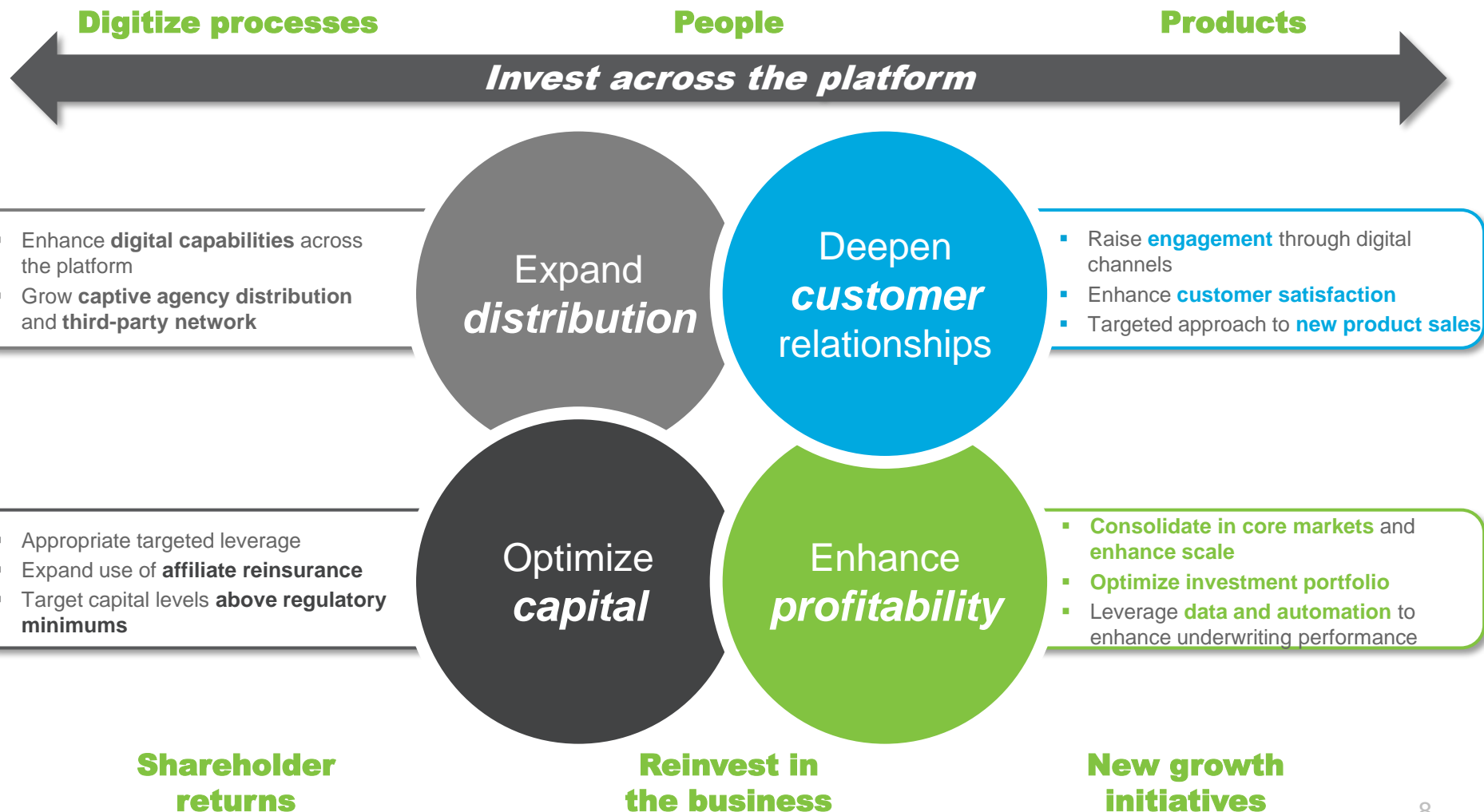


Technological transformation deeply embedded throughout the organization



Best in class management team and Board of Directors

Building for future growth: ongoing continuum



Executing on capital management priorities



Funding *organic growth*

- Focused on supporting growth in Sagcor Life USA and leveraging our industry leading digital capabilities
- Continuing growth in core Caribbean markets leveraging Sagcor's brand and customer loyalty to deepen penetration
- Expanding product shelf in banking and wealth management



Capital returns to investors

- Paid US\$33 million in dividends to investors in 2020 and US\$16 million in H1 2021 (~4% annualized dividend yield at the current share price)
- Repurchased US\$13 million in common shares in 2020 with continued momentum in H1 2021 of US\$8 million



M&A opportunities and strategic investments

- Constantly exploring inorganic opportunities that meet strategic and financial hurdle targets
- Expand use of affiliate reinsurance strategy
- Look to build scale and leverage our brand and capabilities in the markets in which we operate and to best serve our customers



Maintain *strong capital base*

- Bond refinancing during Q2 2021 to save \$7 million in annual interest costs and provided \$70 million in additional growth capital
- SFC credit rating upgrade to BB+ during Q4 2020 by S&P
- Strong capital available with MCCR ratio of 247% at Q2 2021
- Significant capital deployment potential

Investment Highlights

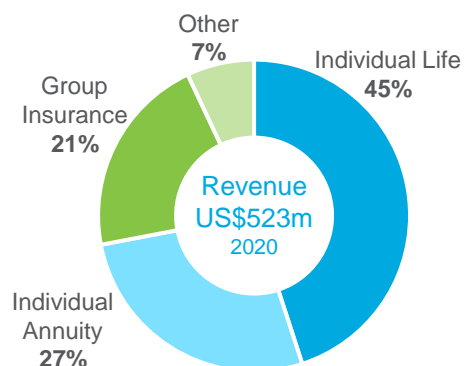
Sagicor Life

(100% ownership)

Competitive Advantages

- English-speaking Caribbean¹ operations providing life, health, and annuity insurance, pension administration services and asset management
- Largest captive distribution force in the region
- Strong brand and customer loyalty driven by long history of operations
- Demonstrated track record of premium growth via new customer acquisition and product diversification

Diversified Business Mix



¹Outside of Jamaica and the Cayman Islands

Highlights



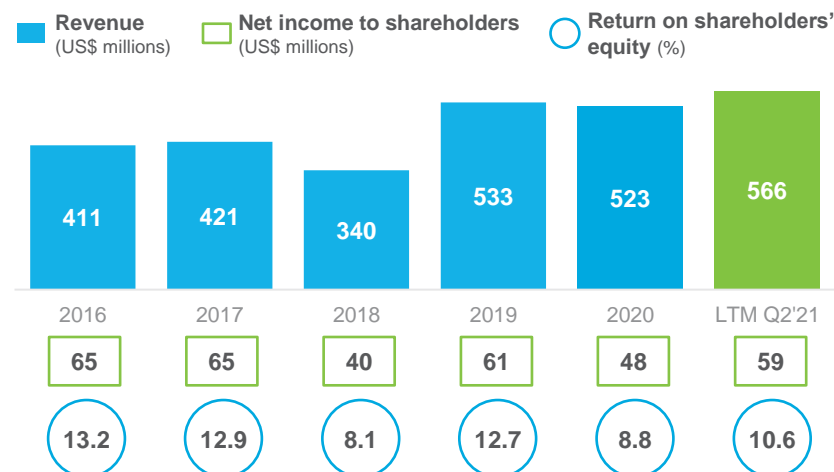
Leading market shares throughout the English-speaking Caribbean

- | | | |
|-------------------|-------------------|------------------------------|
| Trinidad & Tobago | St. Lucia | St. Vincent & the Grenadines |
| Barbados | Anguilla | Curacao |
| Cayman Islands | Dominica | St. Maarten |
| Antigua & Barbuda | Montserrat | Aruba |
| Grenada | St. Kitts & Nevis | |



Significant growth upside in a region that remains under pensioned and underinsured

Consistent Growth and Profitability



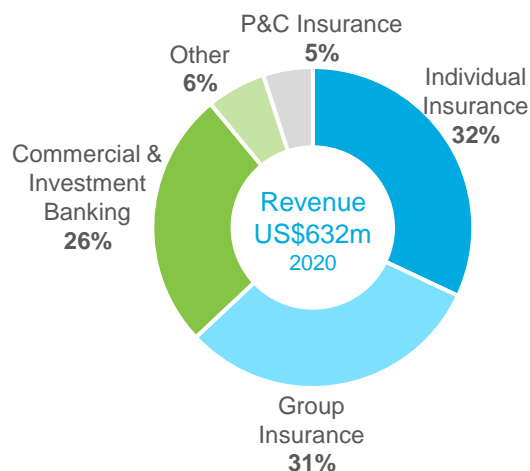
Sagicor Jamaica

(49% ownership)

Competitive Advantages

- Full-service financial institution offering individual life and employee benefits, P&C insurance, commercial banking, investment banking, asset management
- Very strong brand recognition
- Sagicor Bank comprised of most attractive parts of RBC Jamaica (acquired in 2014) and Sagicor's other Jamaican banking operations
- Historically outstanding ROE performance

Diversified Business Mix



Highlights



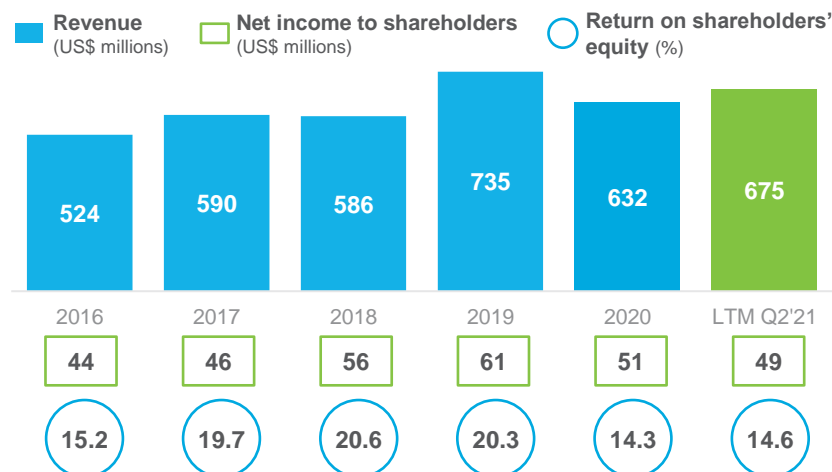
#1 market share in individual and group insurance, and asset management



2nd largest publicly traded company on the Jamaica Stock Exchange (**JSE: SJ**)

- US\$1.4 billion market cap
- SFC equity interest worth ~US\$700 million

Consistent Growth and Profitability



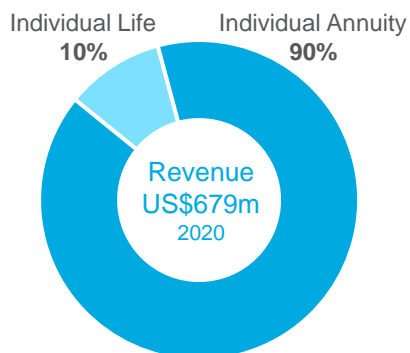
Sagicor Life USA

(100% ownership)

Competitive Advantages

- Fast-growing provider of individual life and fixed annuity products in the U.S. focused on the middle-market
- Strong distribution relationships through independent channels
- Simple and “easy-to-buy” life insurance and annuity products targeting a familiar customer profile
- State-of-the-art and scalable IT platform

Business Mix



Highlights



Strong secular trends of U.S. retirement age population

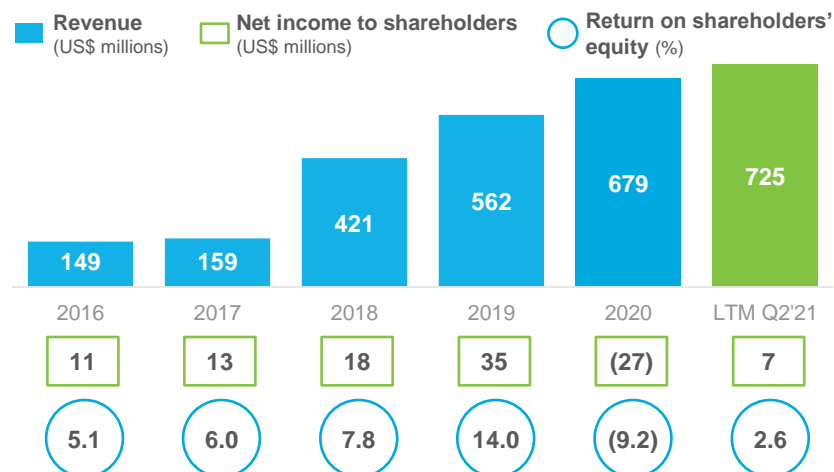


Award-winning, simple, easy-to-buy life and annuity products

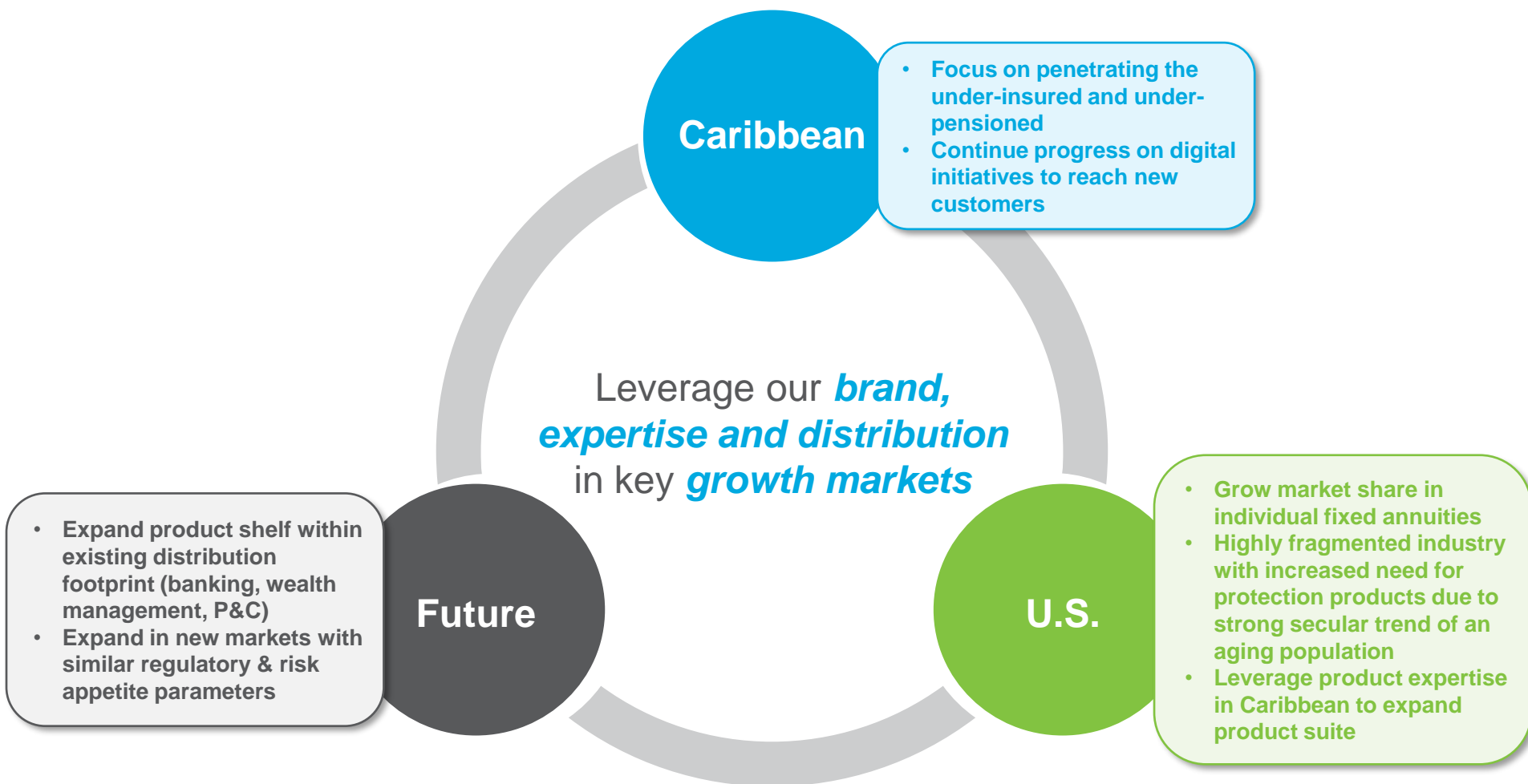
**A-
Stable**

Excellent financial strength rating from AM Best

Growing to Scale and Profitability



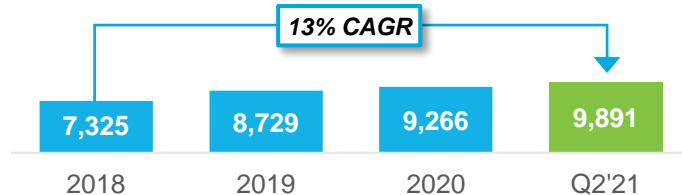
Significant growth opportunities



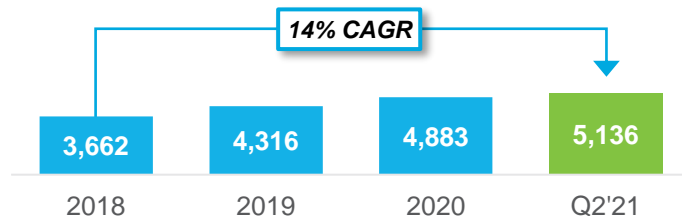
Significant excess capital provides optionality for organic and inorganic growth

Track record of robust growth and profitability

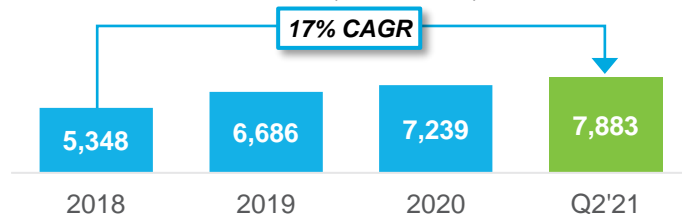
Total assets (US\$ million)



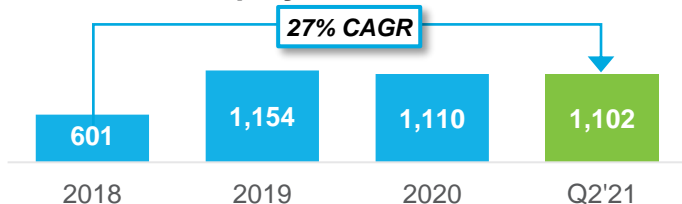
Policy liabilities (US\$ million)



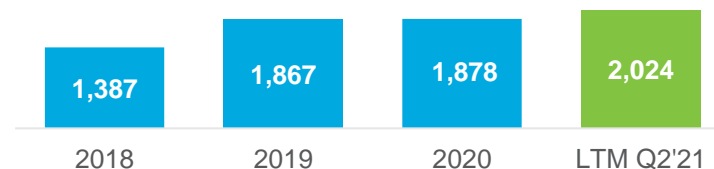
Financial investments (US\$ million)



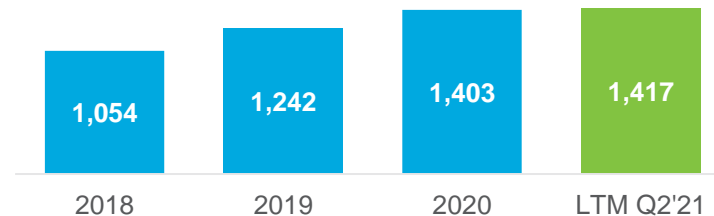
Shareholders' equity (US\$ million)



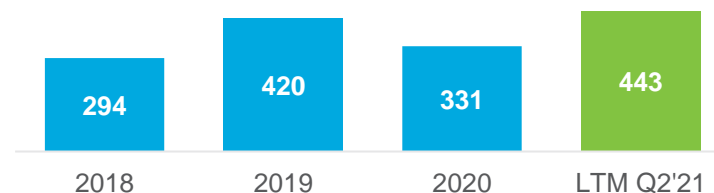
Total net revenue (US\$ million)



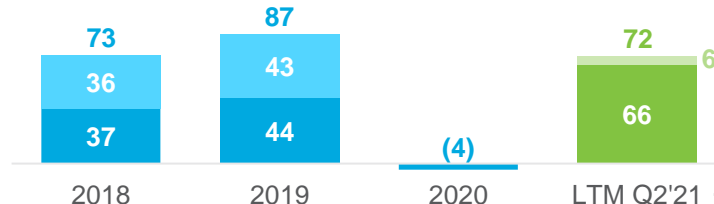
Net premium revenue (US\$ million)



Net investment income (US\$ million)



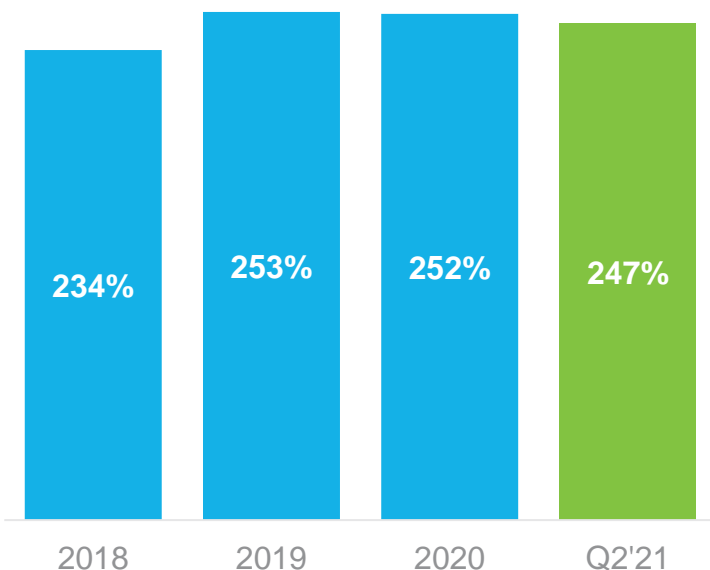
Net income to shareholders¹ (US\$ million)



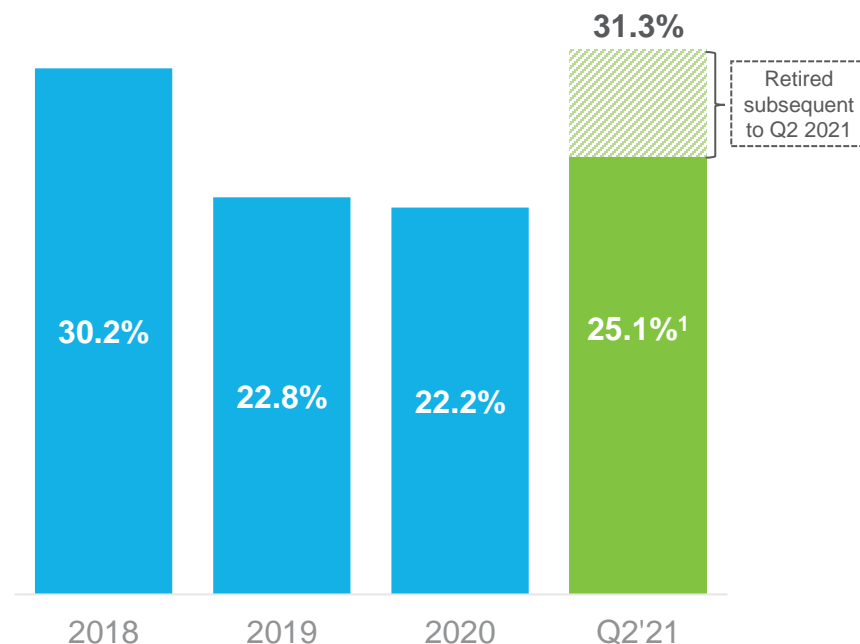
¹Net income to shareholders affected by the following one-time items: \$6 million in bond refinance fees in Q2 2021, \$43 million in Alignvest transaction costs in 2019, and \$36 million of costs related to the Barbados debt restructuring in 2018

Strong capital base supports future growth

MCCSR (%)



Debt / capital ratio (%)



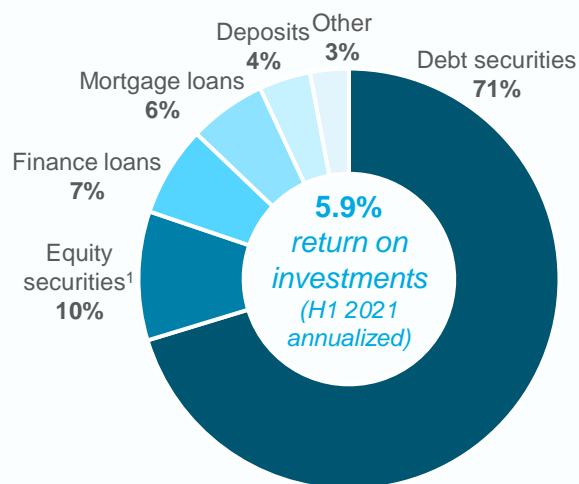
Capital base strengthened by \$450 million capital raise in 2019 (Alignvest transaction), and approximately \$70 million from TopCo debt refinance and upside in 2021

¹Sagcor redeemed \$188 million of debt after quarter end on August 11, 2021

Conservative, resilient, diversified investment portfolio

Financial investments by asset class

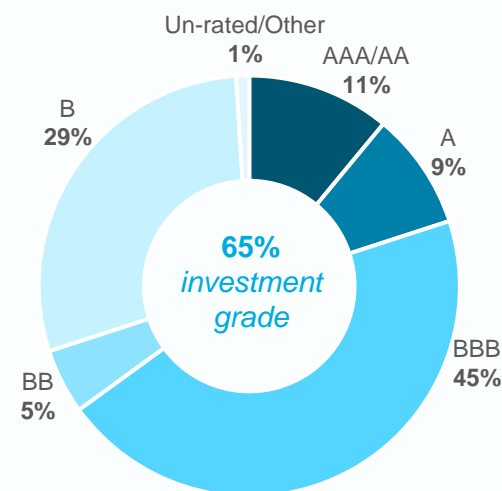
\$7.9 billion



- ✓ Increasing U.S. asset exposure
- ✓ Jamaica de-risked by successful debt and economic restructuring
- ✓ Barbados poised for recovery
- ✓ Lending portfolio is recourse and fully collateralized

Debt securities by credit rating

\$5.6 billion



¹Equity securities includes investment grade corporate bond ETFs and segregated funds

Sagikor is a leader in digital: it's in our DNA

State of the art direct to consumer platform

SAGICOR NOW®
A smarter way to buy life insurance

Apply within minutes

Start protecting your loved ones and what's important in your life.

State where located ① <input type="text" value="California"/>	Gender <input type="text" value="Female"/>	Date of birth <input type="text" value="10/26/1990"/>
Do you use tobacco or nicotine products? <input type="text" value="No"/>	Overall health ② <input type="text" value="Excellent"/>	Replacement policy ③ <input type="text" value="Yes"/>

*Tobacco or nicotine products include cigarettes, cigars, pipes, chewing tobacco, snuff, nicotine patches or gums.

You must be age 50+ to qualify for a Peace Assured Final Expense Whole Life Insurance policy. Sage Term Life, Sage Whole Life and Peace Assured are not available in all states.

GET YOUR QUOTE

CALCULATE YOUR NEEDS

Automated underwriting

ACCELEWRITING®
Sagikor recognized as one of the industry leaders in automated underwriting

- ✓ Instant (within seconds) underwriting decision
- ✓ Eliminates the need for face-to-face meeting with an agent and phone interview
- ✓ No medical exams, bodily fluids, Attending Physician's Statements (APS), or telephone interview required

Mobile application



- ✓ Manage your Sagikor products conveniently and from anywhere on your mobile device

Digital platforms



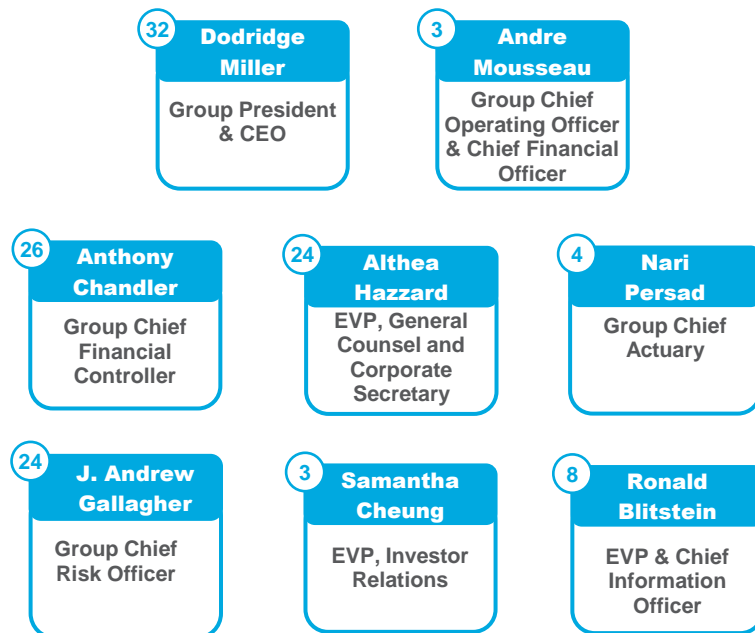
- ✓ Purchase coupon life insurance, critical illness and investment-type policies with no medical needed

Sagikor Connect – products for employers/members
Sagikor One Digital Experience – online platform

Best-in-class management team and board of directors

Sagikor Financial Company Ltd.

Years at Sagikor



Segments



Board of Directors

Chairman

Timothy Hodgson

Group President & CEO

Dodridge Miller

Directors

Sir Hilary Beckles
Archibald Campbell
Peter Clarke
Keith Duncan
Monish Dutt
Stephen Facey
Jonathan Finkelstein
Dennis Harris
Mahmood Khimji
Stephen McNamara
Gilbert Palter
Reza Satchu
Aviva Shneider

Quarterly Results Update

Q2 2021

Q2 2021 financial highlights

Net income to
shareholders¹

\$9m

+3,200% Y/Y

Total revenue

\$516m

+13% Y/Y

Net insurance
premium revenue

\$365m

+18% Y/Y

Earnings
per share

US\$0.064

+3,300% Y/Y

Book value
per share

US\$7.57

+5% Y/Y

MCCSR

247%

improved 1 pt Q/Q

- Q2 2021 was another quarter of solid profitability and growth with an aim for Sagikor to build on this momentum into the second half of 2021
 - Sagikor Life USA posted a strong quarter reflecting progress in our U.S. strategy as that business grows towards scale
 - Our businesses in the Caribbean also grew compared to a challenging period in Q2 2020, and they remain profitable in the face of continued economic headwinds

¹Core net income to shareholders of \$14.9 million, excluding \$5.6 million in one-time costs related to bond refinancing

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