



# Selective Insurance Group, Inc.

## Investor Presentation

Third Quarter 2016



# Forward Looking Statements

---

Certain statements in this report, including information incorporated by reference, are “forward-looking statements” as that term is defined in the Private Securities Litigation Reform Act of 1995 (“PSLRA”). The PSLRA provides a safe harbor under the Securities Act of 1933 and the Securities Exchange Act of 1934 for forward-looking statements. These statements relate to our intentions, beliefs, projections, estimations or forecasts of future events or our future financial performance and involve known and unknown risks, uncertainties and other factors that may cause our or our industry's actual results, levels of activity, or performance to be materially different from those expressed or implied by the forward-looking statements. In some cases, you can identify forward-looking statements by use of words such as "may," "will," "could," "would," "should," "expect," "plan," "anticipate," "target," "project," "intend," "believe," "estimate," "predict," "potential," "pro forma," "seek," "likely" or "continue" or other comparable terminology. These statements are only predictions, and we can give no assurance that such expectations will prove to be correct. We undertake no obligation, other than as may be required under the federal securities laws, to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Factors, that could cause our actual results to differ materially from those projected, forecasted or estimated by us in forward-looking statements are discussed in further detail in Selective's public filings with the United States Securities and Exchange Commission. These risk factors may not be exhaustive. We operate in a continually changing business environment, and new risk factors emerge from time-to-time. We can neither predict such new risk factors nor can we assess the impact, if any, of such new risk factors on our businesses or the extent to which any factor or combination of factors may cause actual results to differ materially from those expressed or implied in any forward-looking statements in this report. In light of these risks, uncertainties and assumptions, the forward-looking events discussed in this report might not occur.

# Strategic Overview

# Best Super-Regional Company



- ▶ Super-regional P&C carrier with long history of financial strength, superior execution and disciplined growth in these lines of business:
  - Standard Commercial
  - Standard Personal
  - Excess & Surplus
- ▶ Sustainable Competitive Advantages:
  - True franchise value with “ivy league” distribution partners
  - Our unique field model coupled with sophisticated underwriting and claims capabilities
  - Superior customer experience delivered by best-in-class employees
- ▶ **Profitable growth** by increasing share of wallet with existing agents and adding agents in areas with strong new business opportunities to increase agency market share

2015  
NPW

77%

Standard Commercial Lines

14%

Standard Personal Lines

9%

Excess &  
Surplus Lines

# True Franchise Value with “ivy league” Distribution Partners



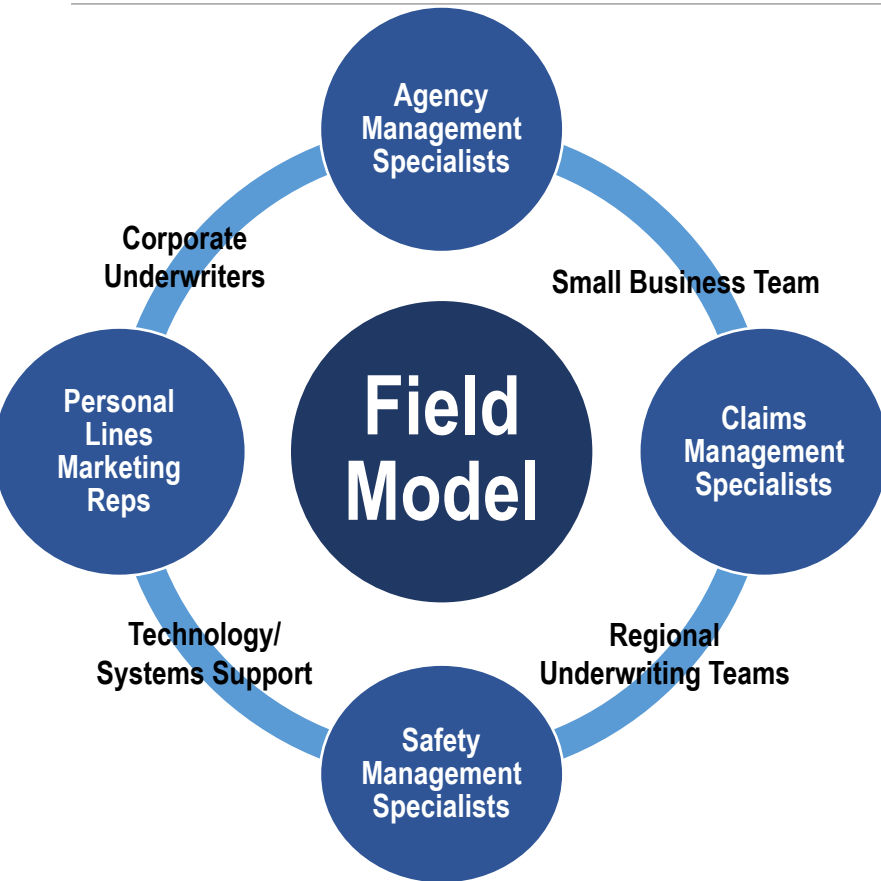
- ▶ High franchise value:
  - Standard Commercial: 1,100 agents in 22 states
  - Standard Personal: 700 agents in 13 states
  - Excess & Surplus: 80 wholesale brokers in 50 states
- ▶ Standard lines NPW per agent of \$1.7 million
- ▶ Agent relationships strong with all levels of Selective management
- ▶ Agent survey score of 8.8 out of 10
- ▶ We generate success through our unique field model

From Agent Survey:

*“Selective is our ‘go to’ company. We constantly speak of how great a company Selective is to our customers.”*



# Field Model: Competitive Advantage

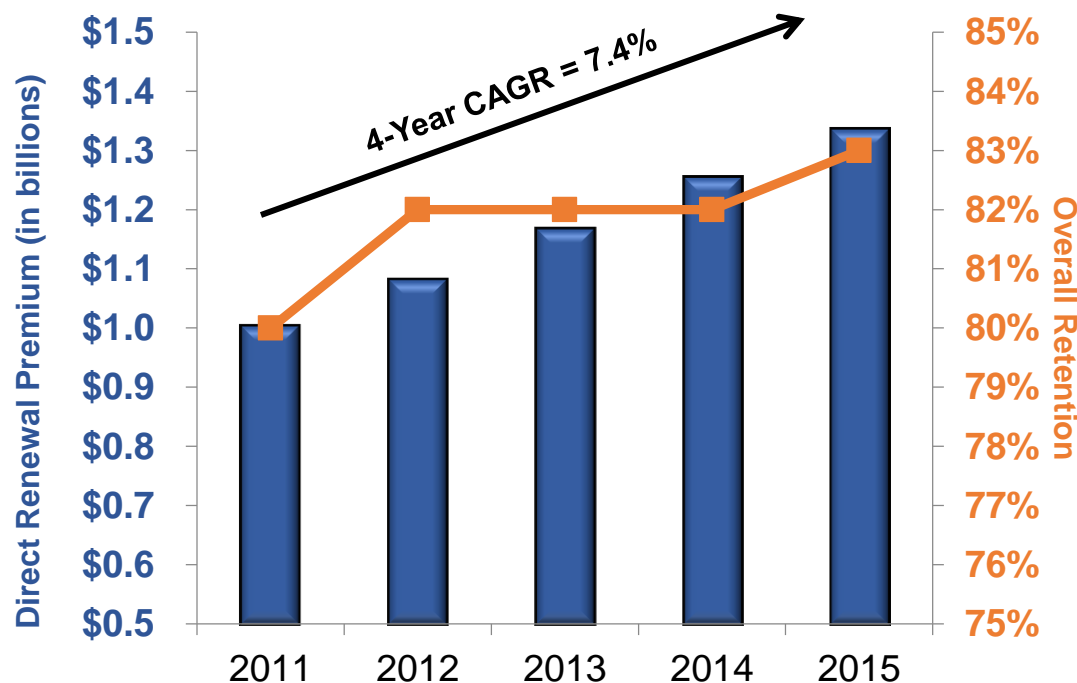


- ▶ Responsive, field-based model:
  - ~100 Agency Management Specialists
  - ~15 Personal Lines Marketing Specialists
  - ~100 Claims Management Specialists
  - ~80 Safety Management Specialists
- ▶ 2015 overall growth at 2.5x the industry average
- ▶ Focused on delivering best-in-class customer service
- ▶ Armed with sophisticated underwriting and claims tools

From Agent Survey:

*"Great partnership, great company and staff. You are now our #1 commercial lines carrier"*

# Commercial Lines Renewal Premium



Commercial Renewal Pure Price	2.8%	6.2%	7.6%	5.6%	3.0%
-------------------------------------	------	------	------	------	------

- ▶ Vertical integration allows for nimble execution
- ▶ Inside underwriters receive credit for non-renewal of lower performing accounts
- ▶ 27 consecutive quarters of renewal price increases that equaled or exceeded expected claims inflation
- ▶ On a compounded cumulative basis, exceeded CLIPS pricing by ~1,500 basis points over 26 quarters

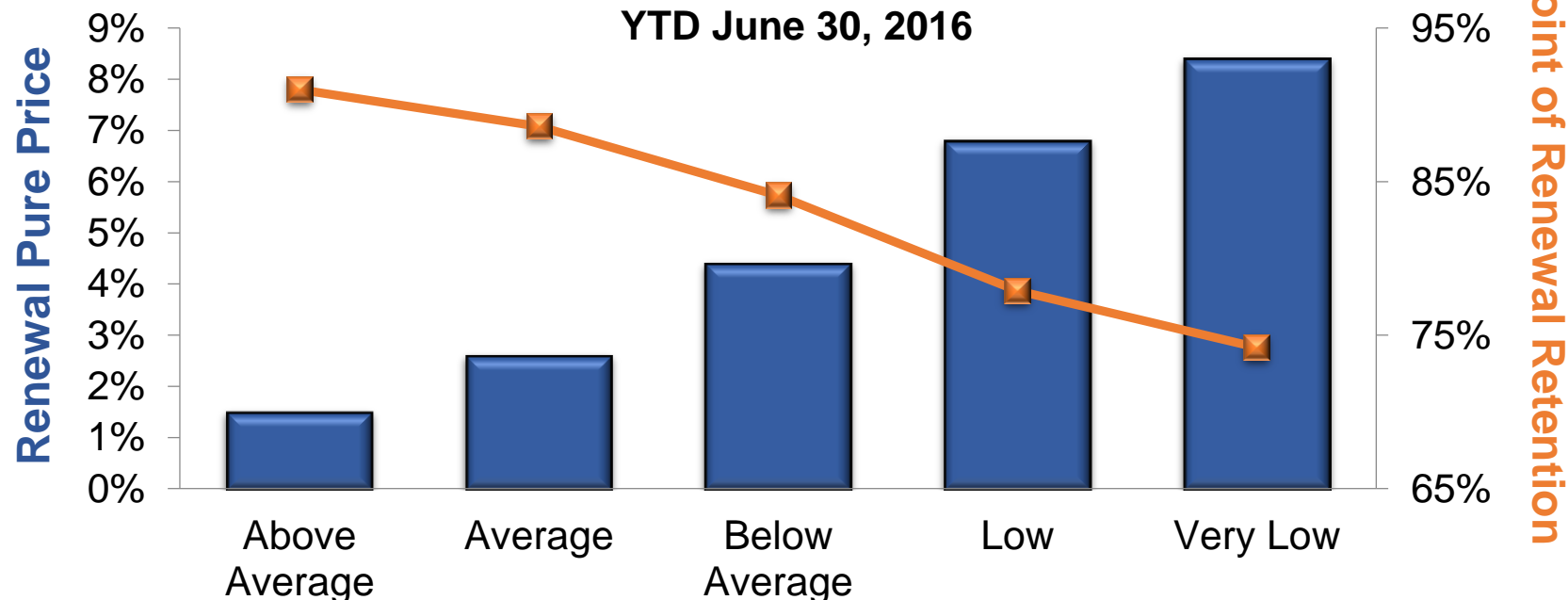
Second Quarter 2016 Commercial Lines renewal pure price increase of 2.6%

# Sophisticated Pricing Tools



## Commercial Lines Pricing by Retention Group

YTD June 30, 2016

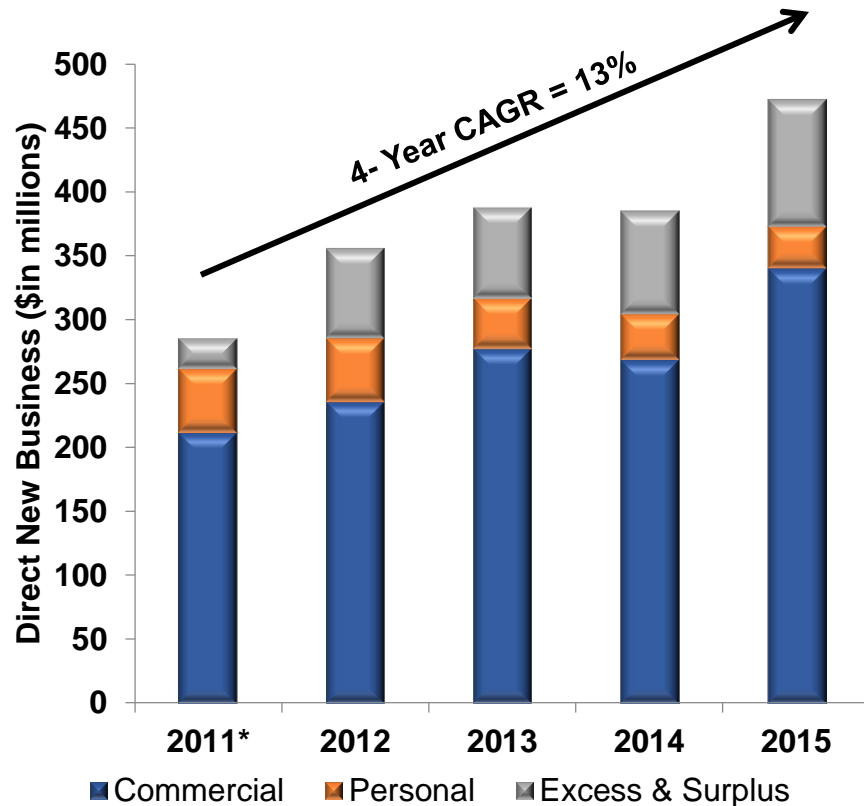


% of Premium	49.7%	24.7%	15.4%	7.6%	2.6%
--------------	-------	-------	-------	------	------

Third generation models allow Selective to analyze and price business on a very granular level—a key advantage—that has enabled outperformance



# Profitable Growth



*\*New E&S premiums of \$24.1 million in 2011 were in association with our renewal rights purchase in August 2011*

## Growth drivers:

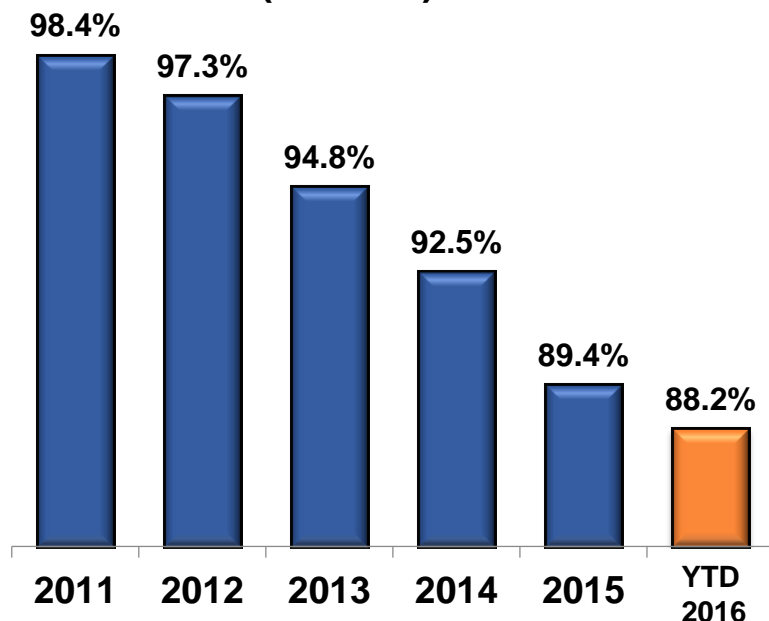
- ▶ Unique field model
- ▶ True franchise value
- ▶ Increased capacity through:
  - Small Business Teams
  - Agency Management Specialists
  - Additional agents
- ▶ The Selective Edge® for Personal Lines
- ▶ Excess & Surplus Lines

Positioned to grow by increasing share of wallet within existing agency plant from 7% to 12%

# 2015: Selective's Most Profitable Year



## Statutory Combined Ratio (Ex-CAT)



Original Guidance	101.0% - 102.0%	101.5%	96.0%	92.0%	91.0%	91.0%
-------------------	-----------------	--------	-------	-------	-------	-------

- Generated 89.4% combined ratio, excluding catastrophes
- Operating ROE of 11.8% beat target of 300 bps over WACC
- In 2016, expect to meet or exceed claim inflation through the following actions:
  - Rate increases in all three insurance segments
  - Claims and underwriting improvements

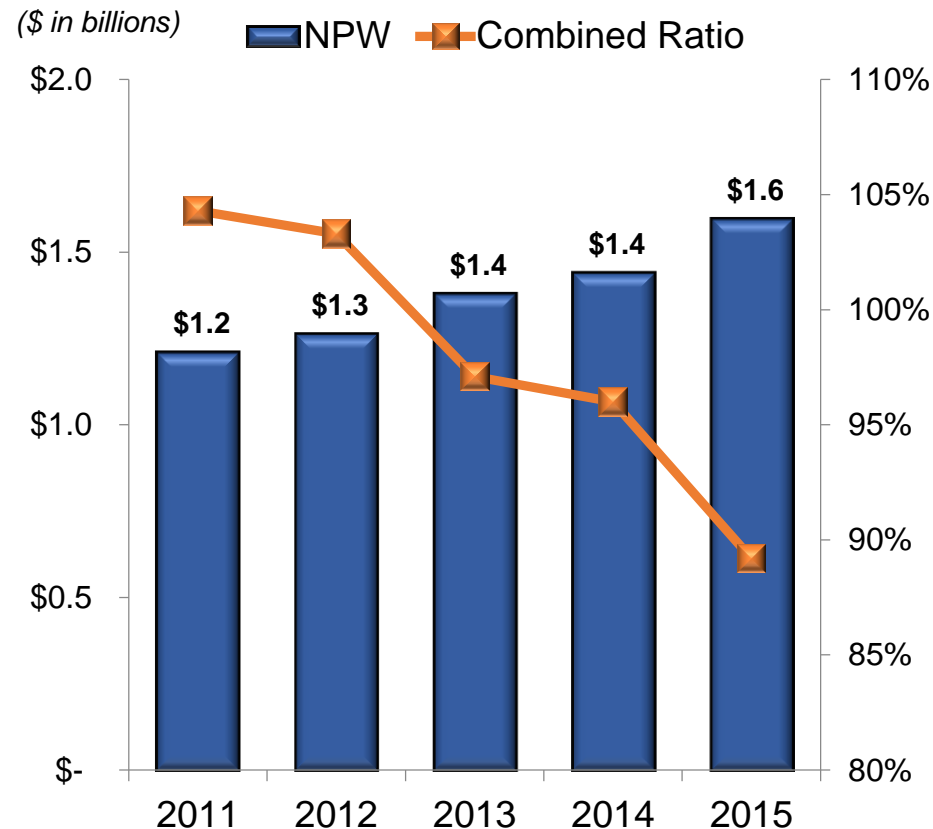
## June Year-to-Date Overall Statutory Combined Ratio

2015  
93.2%

2016  
90.4%

Improvement  
2.8 pts

# Commercial Lines



- ▶ Combined ratio improvement driven by:
  - Renewal pure price increases
  - Underwriting and claims efforts
- ▶ Executing on our small business strategy through redefined Small Business Teams rolled out in 2015
- ▶ New business production from the addition of Agency Management Specialists
- ▶ Adding agents in areas where there is strong new business opportunity

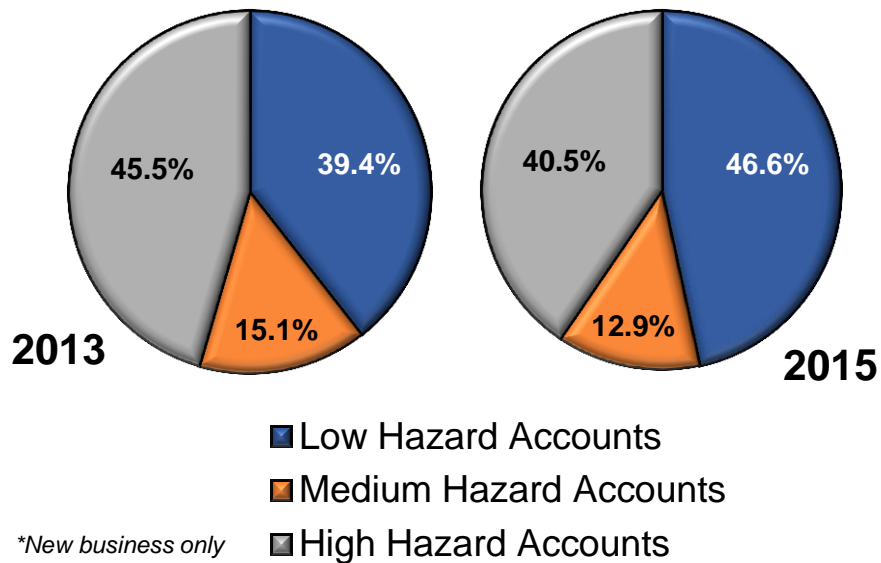
Selective has the right tools, technology and team in place to continue driving profitable growth in standard commercial lines

# Claims Management:

## Significant Improvements in Workers Compensation



### Focus on Lower Hazard Mix Improvement



- ▶ Centralized handling of workers compensation claims
- ▶ Strategic case management and escalation model
- ▶ Fraud detection and recovery model

### Workers Comp Combined Ratios

2013	2014	2015	June YTD
120.6%	110.1%	88.2%	84.3%

# Opportunity for Profitable Growth



## Personal Lines

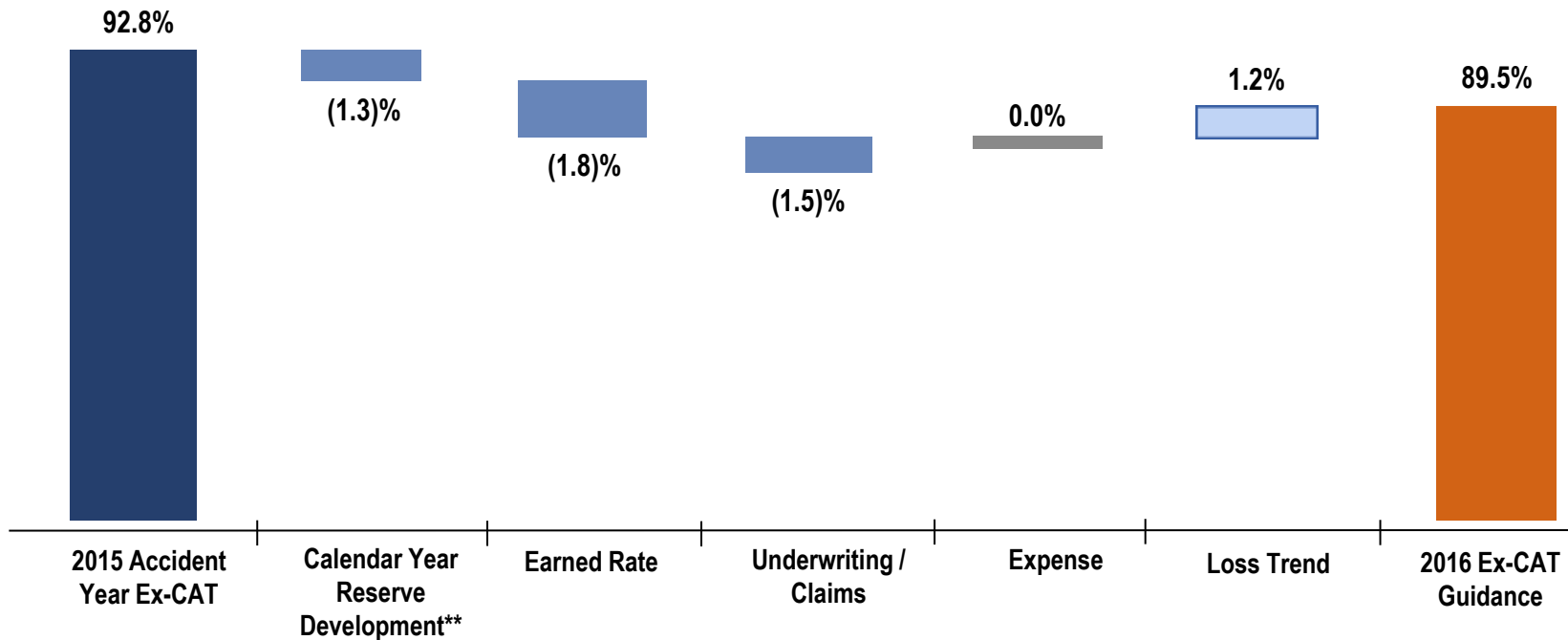
- ▶ Goal to produce a Homeowners 90% combined ratio in a normal CAT year
- ▶ The Selective Edge® product targets the consultative buyer for home and auto
- ▶ Flood provides natural hedge against catastrophe exposure

## Excess & Surplus Lines

- ▶ Net premium written growth of 23% in the first six months of 2016
- ▶ Achieved overall 4.1% price increase coupled with strong new business in the first six months of 2016
- ▶ Improving margins through a mix of business shift, claims improvements, and targeted pricing increases



## 2016 Ex-CAT Statutory Combined Ratio Plan\*



\*Assumes no additional prior year casualty reserve development

\*\*Estimated impact of 6/30/16 YTD prior year casualty development on full year combined ratio

Guidance as of July 28, 2016  
May not foot due to rounding

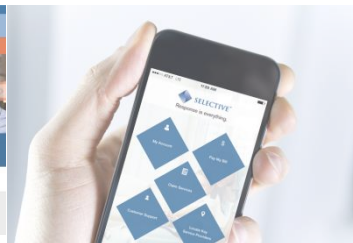
## 2016 Catastrophe Loss Estimate of 3.5 Points



# Investing in Omni-Channel Experience



- ▶ Game changer in an industry that has been slow to adopt change
- ▶ Providing customers with 24-by-7 access to transactional capabilities and information
- ▶ Drive increased customer loyalty and retention
- ▶ Our ability to drive agency adoption is based on the franchise value we have with distribution partners



# Investment Proposition



- ▶ Long track record of financial strength, superior execution and disciplined growth
- ▶ Unique operating model combining local underwriting authority with true franchise value with “ivy league” distribution partners
- ▶ Investing in technology to deliver best-in-class omni-channel customer experience
- ▶ Focused on continued profitable growth through agency expansion, strategic underwriting, and claims initiatives
- ▶ Well-positioned for increased growth opportunities across all lines

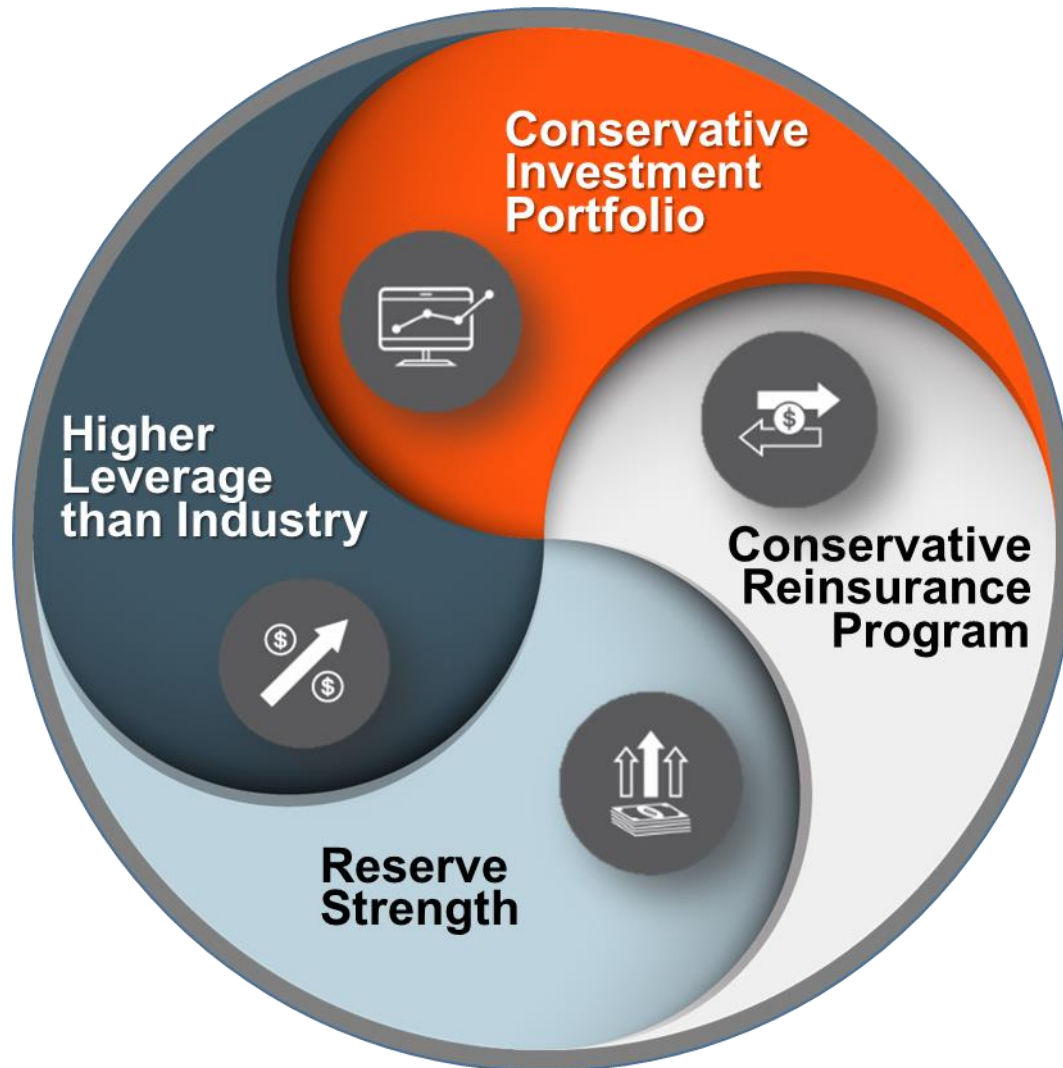
Selective delivers high-tech, high-touch insurance solutions while deploying appropriate leverage to deliver long-term value for shareholders

# Risk Profile and Financial Strength

# Robust Risk and Return Strategy



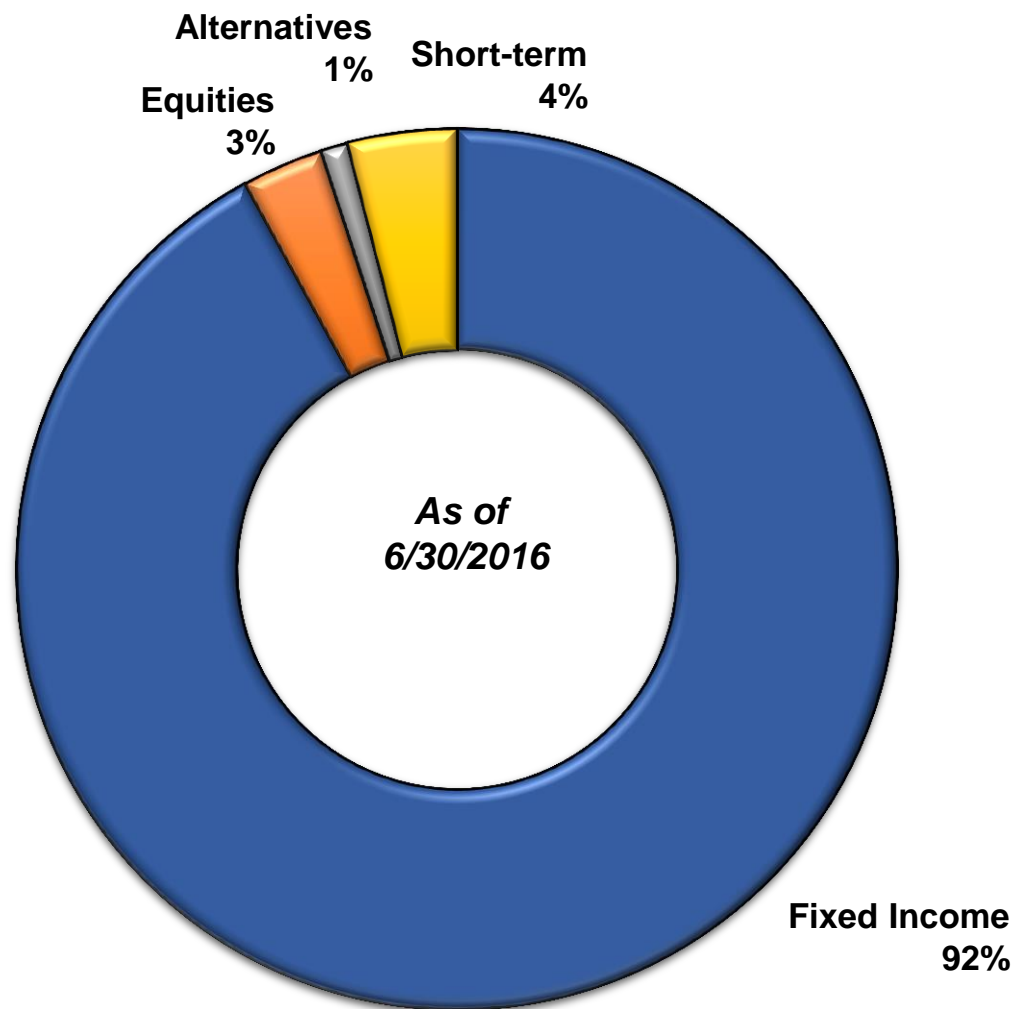
## Low to Medium Hazard Writer



# Conservative Investment Portfolio



- ▶ “AA-” average credit quality
- ▶ Investment ROE of 6.2% (approximated by yield of 1.8% x leverage of 3.4x)
- ▶ 3.7 year duration (incl. short-term)
- ▶ 2016 expected after-tax net investment income of approximately \$95 million\*

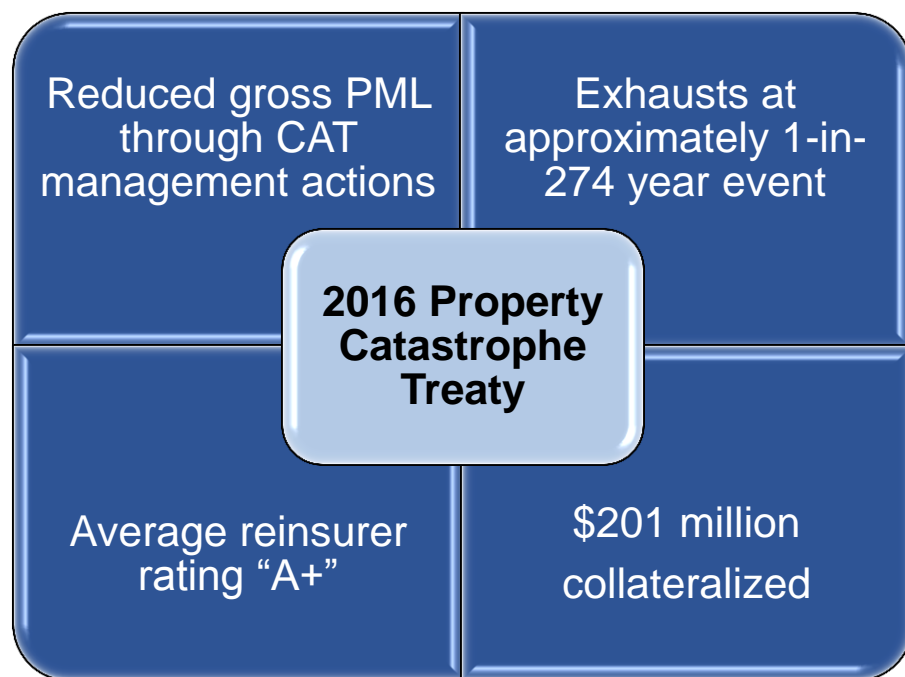


\*Guidance as of July 28, 2016

# Conservative Reinsurance Program



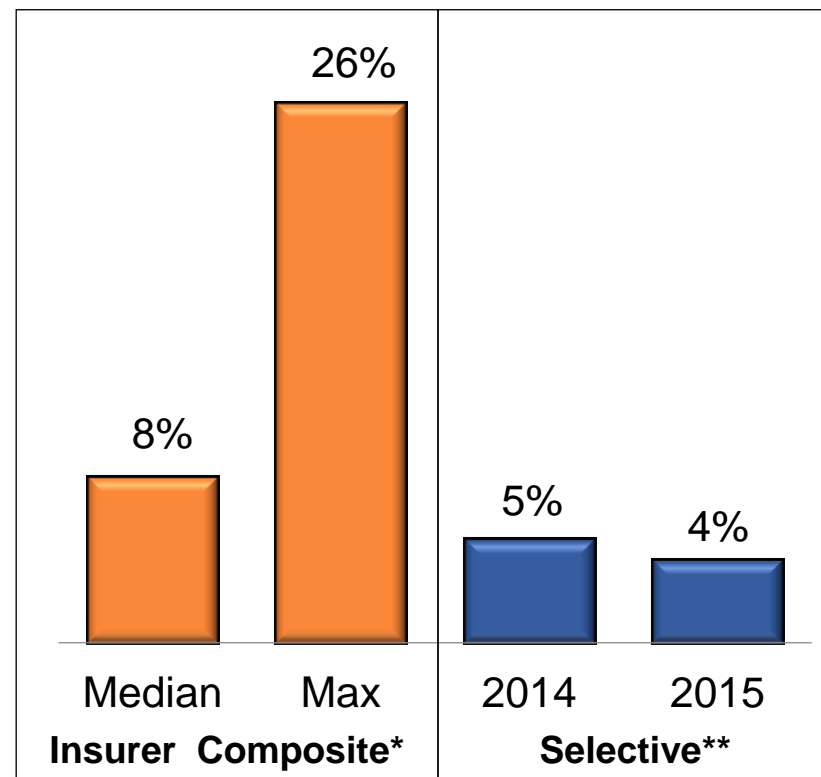
**Renewed January 1, 2016**  
**\$685M in excess of \$40M retention**



*\*Source: Aon Benfield*

*\*\*Blended model results (RMS & AIR)*

**% of Equity at Risk  
 1 in 250 Year Event**



**Excess-of-loss treaty renewed July 1, 2016**

Casualty: \$88M in excess of \$2M retention

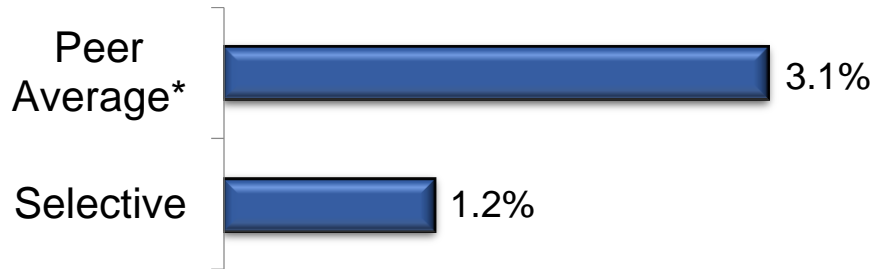
Property: \$58M in excess of \$2M retention (includes \$20M layer placed in January)



# Reserve Strength



## Standard Deviation (2006 – 2015) of Reserve Development Points on the Combined Ratio



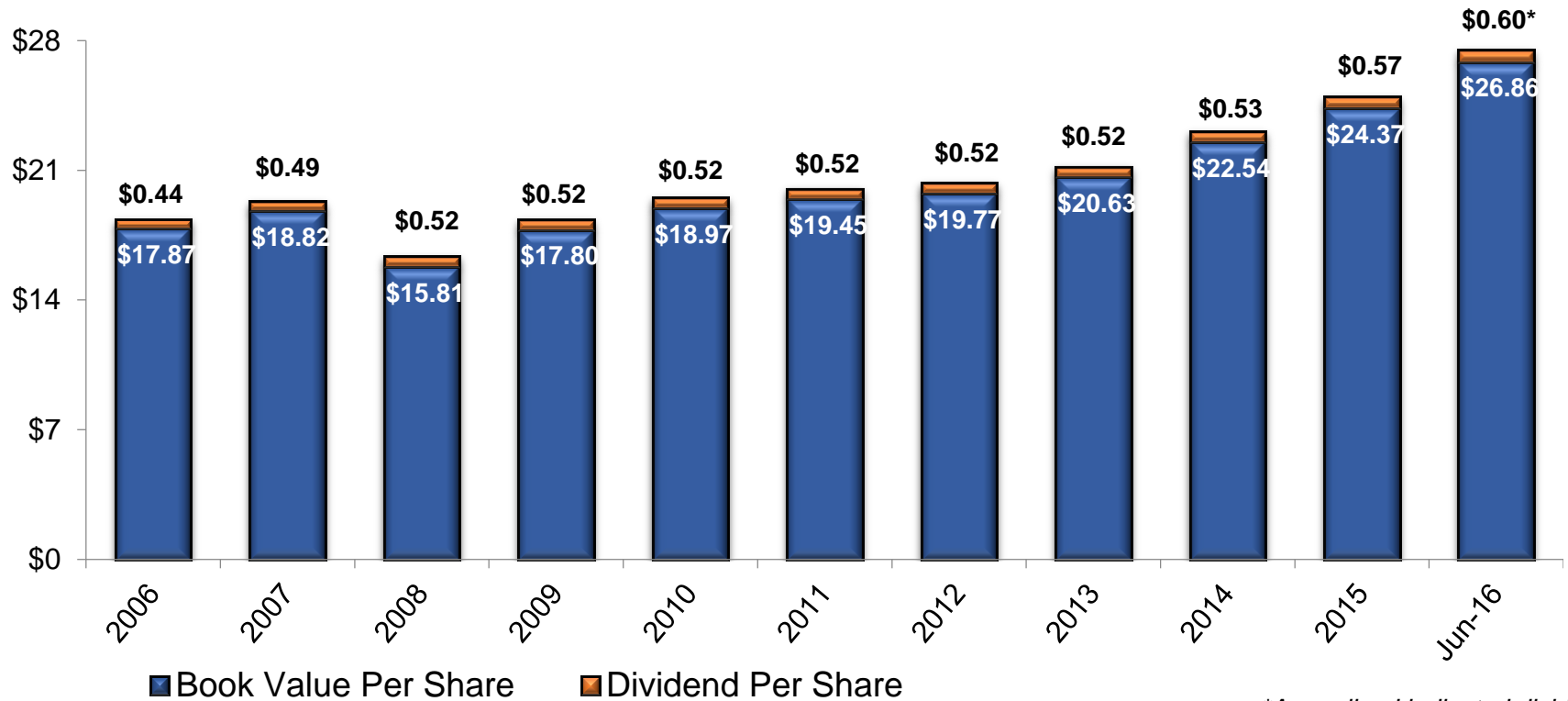
*\*Source: SNL Financial, Statutory Filings*

*Peers include CINF, THG, STFC, UFCS, CNA, HIG, TRV, and WRB*

- ▶ Disciplined reserving practices
- ▶ Quarterly actuarial reserve reviews
- ▶ 10 consecutive years of favorable reserve development
- ▶ 2 reviews per year by independent actuary
- ▶ 2015 favorable casualty reserve development of \$67 million, or 3.4 point benefit on the combined ratio
- ▶ Year-end 2015 reserve position is 12 points above the mid-point of the range

Significantly stronger reserve position and premium to surplus ratio, with much less volatility, compared to peers

# Generating Long-Term Shareholder Value



*\*Annualized indicated dividend*

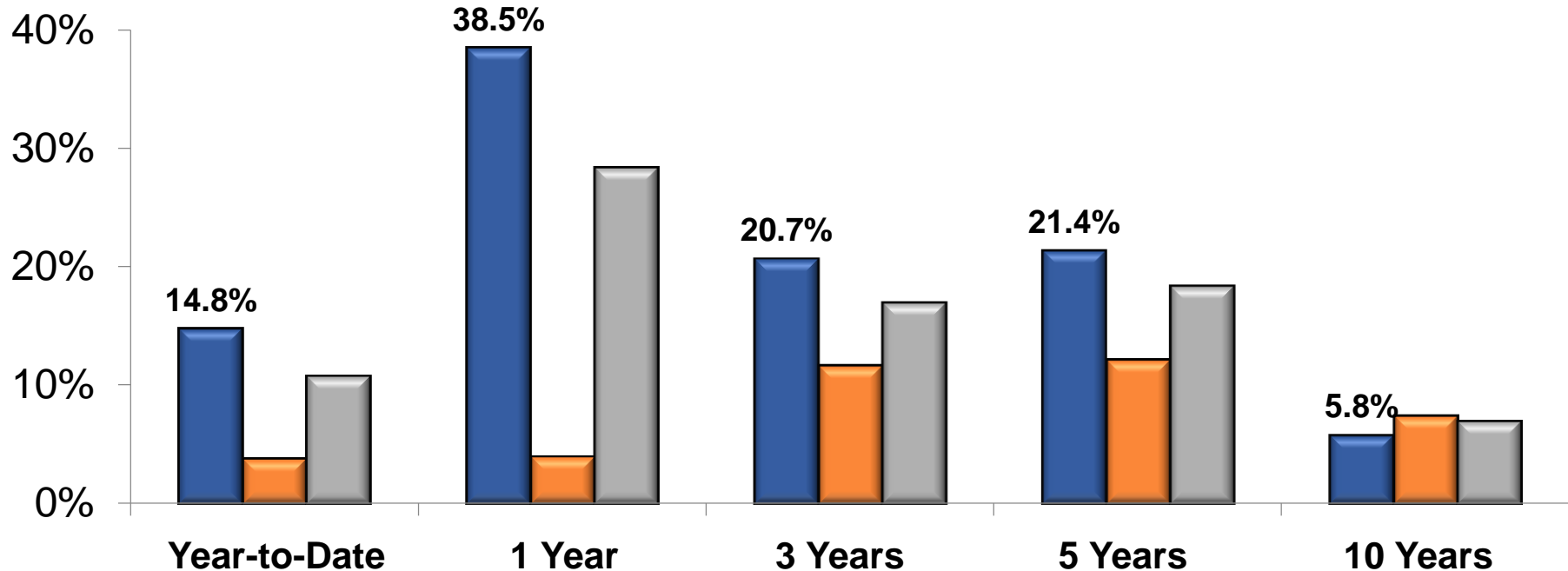
Selective has a long track-record of creating shareholder value

# Total Shareholder Returns



## Total Return as of June 30, 2016

■ SIGI ■ S&P 500 ■ S&P Prop/Cas



Selective's continued success in 2016 reflects its ability to drive sustainable and profitable growth while delivering shareholder value

- ▶ **True franchise value** with “ivy league” distribution partners
- ▶ **Our unique field model** coupled with sophisticated underwriting and claims capabilities
- ▶ **Superior customer experience** delivered by best-in-class employees

Driving long-term success



# Selective Insurance Group, Inc.

## Investor Presentation

Third Quarter 2016



# Financial Highlights 2012 – Q2 2016



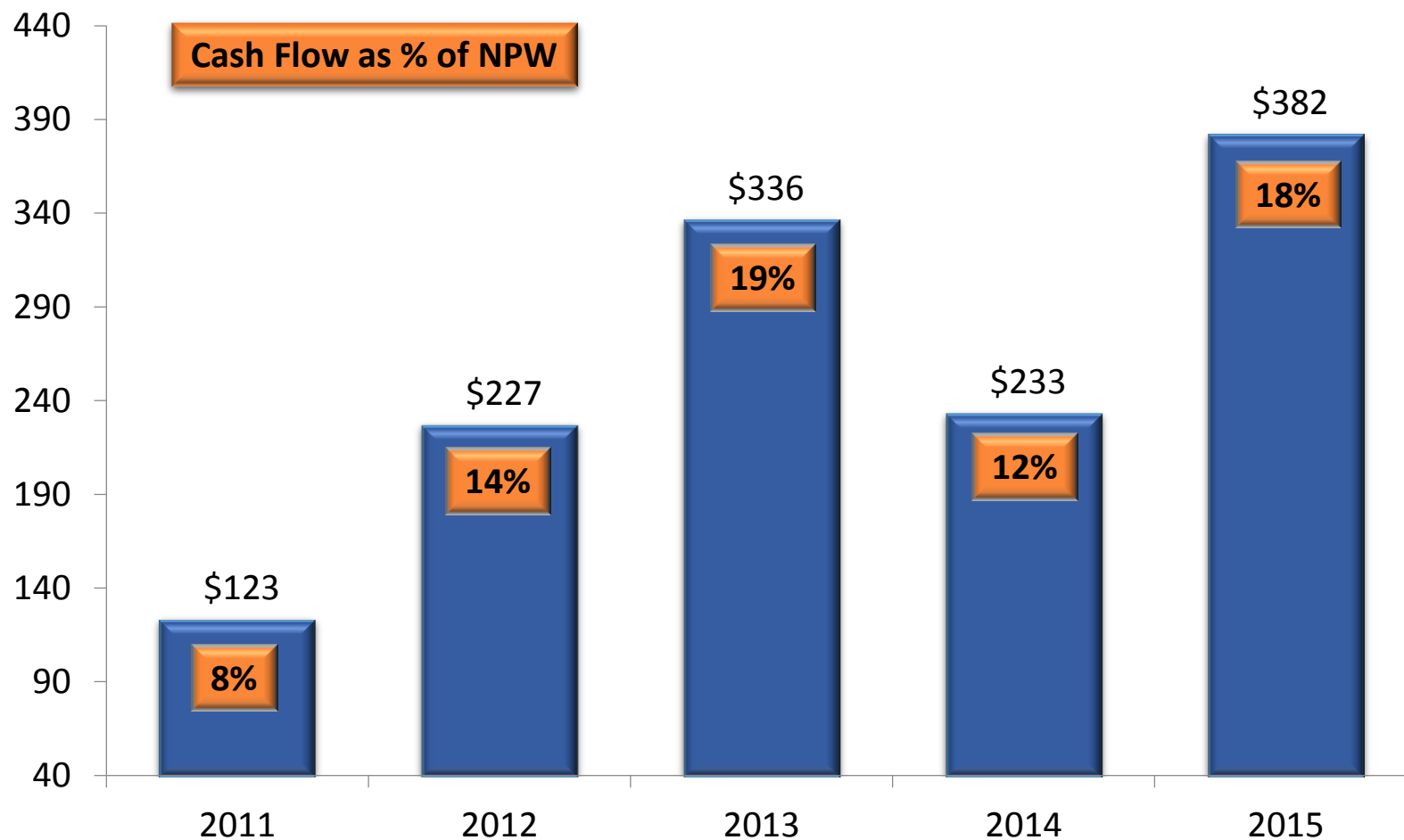
	2012	2013	2014	2015	Q1 2016	Q2 2016
Statutory NPW Growth	12.2%	8.7%	4.1%	9.8%	9.1%	8.6%
Operating EPS	\$0.58	\$1.65	\$2.17	\$2.70	\$0.66	\$0.72
Net Income per Share	\$0.68	\$1.87	\$2.47	\$2.85	\$0.63	\$0.74
Dividend per Share	\$0.52	\$0.52	\$0.53	\$0.57	\$0.15	\$0.15
Book Value per Share	\$19.77	\$20.63	\$22.54	\$24.37	\$25.61	\$26.86
Statutory Premiums to Surplus	1.6x	1.4x	1.4x	1.5x	1.4x	1.4x
Invested Assets/Stockholders' Equity	3.97	3.97	3.77	3.64	3.50	3.39
Return on Average Equity	3.5%	9.5%	11.7%	12.4%	10.3%	11.5%
Operating Return on Average Equity	3.0%	8.4%	10.3%	11.8%	10.8%	11.2%
Statutory Combined Ratio – Total	103.5%	97.5%	95.7%	92.4%	90.7%	90.1%
- Standard Commercial Lines	103.0%	97.1%	95.5%	89.2%	89.7%	88.6%
- Standard Personal Lines	100.7%	96.9%	94.5%	99.9%	90.6%	89.9%
- Excess and Surplus Lines	118.8%	102.9%	99.2%	108.4%	98.4%	102.7%
GAAP Combined Ratio – Total	104.0%	97.8%	95.8%	92.5%	92.2%	91.8%
- Standard Commercial Lines	103.3%	97.4%	95.7%	89.2%	92.3%	90.2%
- Standard Personal Lines	101.3%	97.1%	94.4%	99.5%	87.7%	91.4%
- Excess and Surplus Lines	124.7%	103.0%	99.7%	109.8%	97.1%	105.1%



# Net Operating Cash Flow

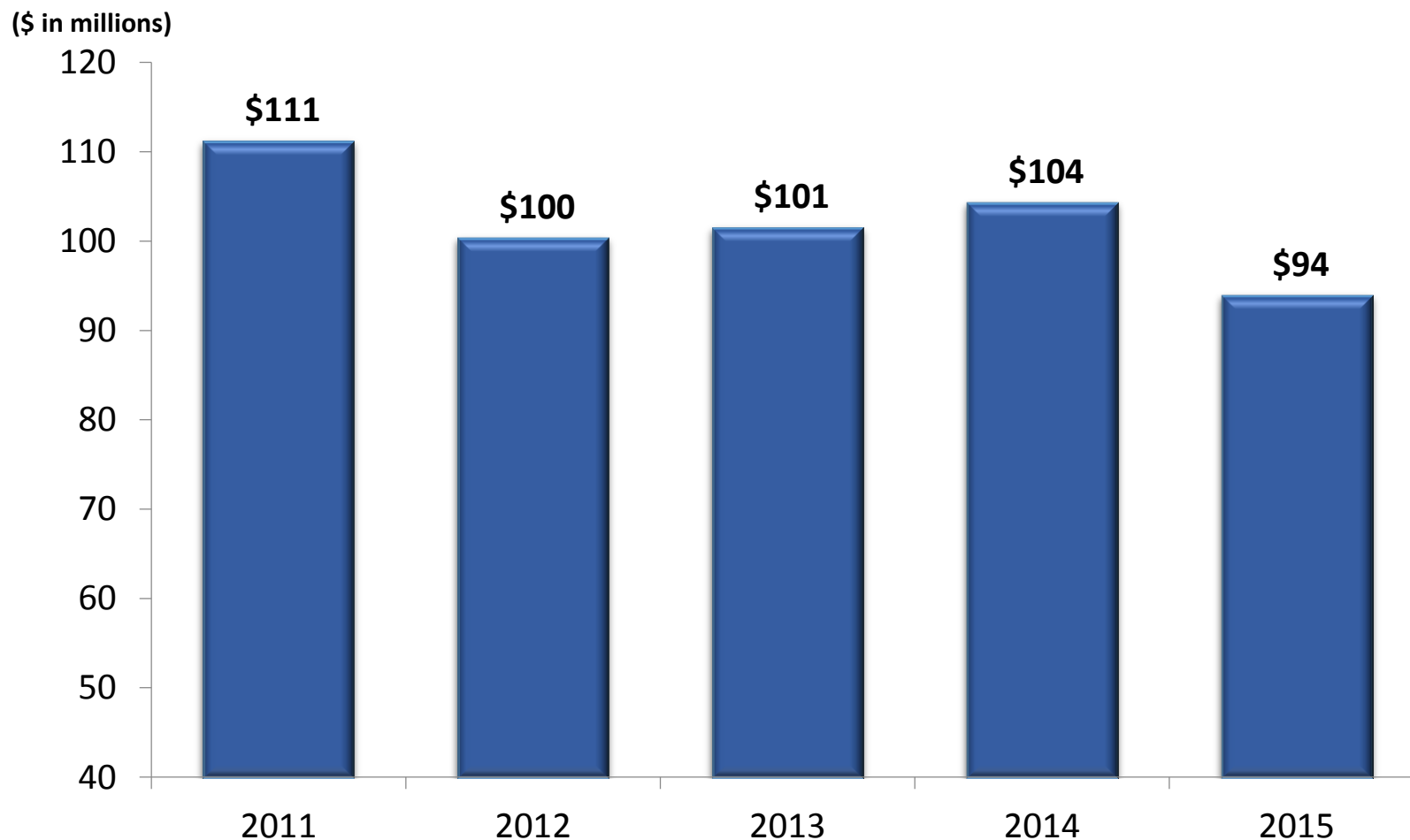


(\$ in millions)



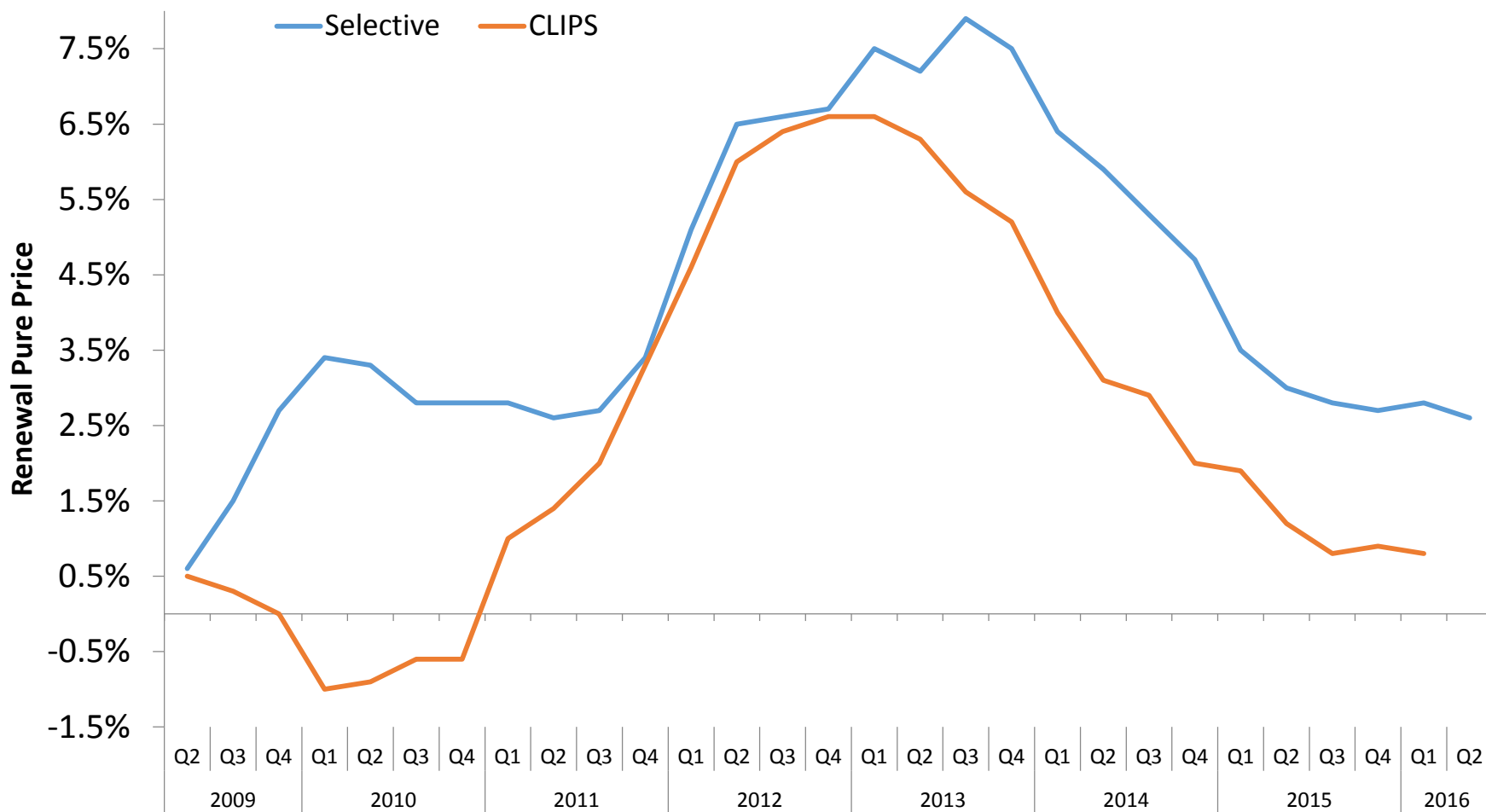
**YTD June 2016: \$59M**

# Investment Income – After-tax



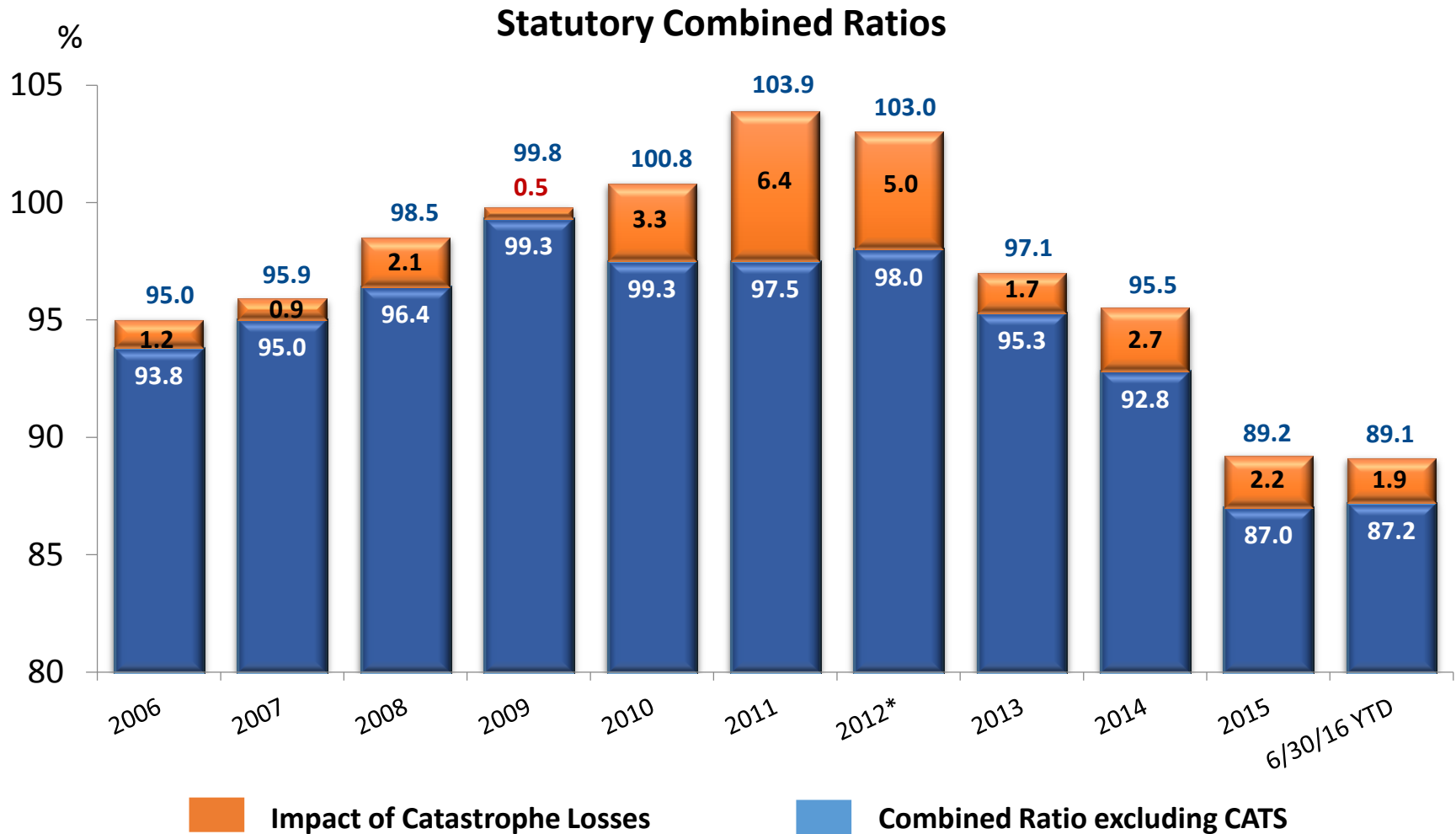
**YTD June 2016: \$47M**

# Standard Commercial Lines Pricing



Industry Source: Towers Watson Commercial Lines Insurance Pricing Survey

# Standard Commercial Lines Profitability



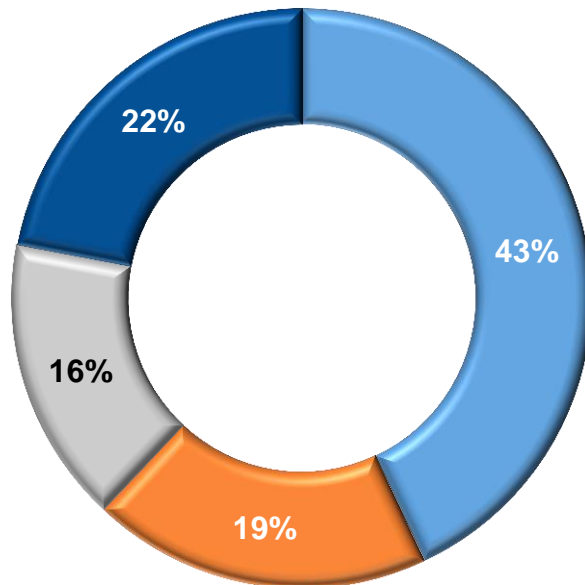
*\*Includes impact of reinstatement premium on catastrophe reinsurance program as a result of Hurricane Sandy  
Some amounts may not foot due to rounding*

# Standard Commercial Lines Premiums



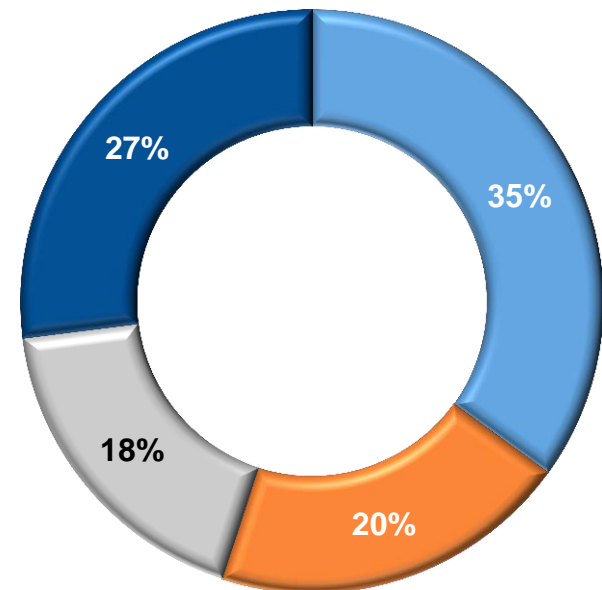
## Strategic Business Unit Diversification

2008



- Contractors
- Community & Public Services
- Manufacturing
- Mercantile Service

2015



*Includes Bonds Premium*

# Premium by Line of Business

## 2015 Standard Commercial Lines Net Premium Written

