

**Figure BMK- 1 2020-21 Comparative Benchmark Report**

| Line No. | Performance Measurement  | SGI Auto Fund | MPI Basic Compulsory | ICBC      |
|----------|--|---------------|----------------------|-----------|
| 1        | <b>Headcount Analysis</b>  |               |                      |           |
| 2        | 1. FTEs per \$100 Million of Gross Premiums Written                | 94.8          | 119.3                | 84.4      |
| 3        | 2. Mgmt FTEs per \$100 Million of Gross Premiums Written           | 10.5          | 8.9                  | 9.4       |
| 4        | 3. Staff FTEs per \$100 Million of Gross Premiums Written          | 84.2          | 110.4                | 75.0      |
| 5        | <b>Span of Control Analysis</b>                                    |               |                      |           |
| 6        | 4. Ratio of Staff to Management                                    | 8.0           | 12.4                 | 8.0       |
| 7        | <b>Premium Metrics</b>   |               |                      |           |
| 8        | 5. Total Gross Expenses as a % of Gross Premiums Written           | 17.3%         | 12.2%                | 10.5%     |
| 9        | 6. Average Gross Premiums Written (000's)                          | 962,705       | 1,158,693            | 3,578,822 |
| 10       | 7. Gross Premiums Written per FTE                                  | 1,055,028     | 838,371              | 1,184,844 |
| 11       | 8. Gross Premiums Written Growth                                   | 0.7%          | 1.3%                 | 2.9%      |
| 12       | 9. Net Premiums Written as a % of Gross Premiums Written           | 98.9%         | 98.8%                | 100.0%    |
| 13       | 10. Total Net Expenses as a % of Net Premiums Written              | 17.5%         | 12.4%                | 10.5%     |
| 14       | <b>Policy Metrics</b>  |               |                      |           |
| 15       | 11. Adjusted Policies In Force per FTE                             | 1,031.0       | 866.0                | 1,274.1   |
| 16       | 12. Total Gross Expenses per Adjusted Policy In Force              | 177.2         | 118.5                | 97.8      |
| 17       | <b>Traffic Safety Measurements</b>                                 |               |                      |           |
| 18       | 13. Total Traffic Safety Expenses (000's)                          | 34,047        | 7,708                | 30,416    |
| 19       | 14. Total Traffic Safety Expenses as a % of Gross Premiums Written | 3.5%          | 0.7%                 | 0.8%      |
| 20       | <b>Other Performance Measurements</b>                              |               |                      |           |
| 21       | 15. Pure Loss Ratio  | 77.4%         | 58.4%                | 102.6%    |
| 22       | 16. Personal Lines Loss Ratio                                      | 77.4%         | 58.4%                | 102.6%    |
| 23       | 17. Loss Adjustment Expense Ratio                                  | 15.6%         | 12.6%                | 19.0%     |
| 24       | 18. Total Gross Expenses per FTE                                   | 183,000       | 102,617              | 124,547   |

| Line No. | Performance Measurement  | SGL<br>Auto Fund           | MPI Basic<br>Compulsory | ICBC                           |
|----------|--|----------------------------|-------------------------|--------------------------------|
| 1        | <b>Headcount Analysis</b>  |                            |                         |                                |
| 2        | 1. FTEs per \$100 Million of Gross Premiums Written                | <del>94.8</del> 97.2       | 119.3                   | <del>84.4</del> 91.5           |
| 3        | 2. Mgmt FTEs per \$100 Million of Gross Premiums Written           | <del>10.5</del> 14.8       | 8.9                     | <del>9.4</del> 10.4            |
| 4        | 3. Staff FTEs per \$100 Million of Gross Premiums Written          | <del>84.2</del> 82.4       | 110.4                   | <del>75.0</del> 81.0           |
| 5        | <b>Span of Control Analysis</b>                                    |                            |                         |                                |
| 6        | 4. Ratio of Staff to Management                                    | <del>8.0</del> 5.6         | 12.4                    | <del>8.0</del> 7.8             |
| 7        | <b>Premium Metrics</b>   |                            |                         |                                |
| 8        | 5. Total Gross Expenses as a % of Gross Premiums Written           | <del>17.3%</del> 17.4%     | 12.2%                   | <del>10.5%</del> 10.2%         |
| 9        | 6. Average Gross Premiums Written (000's)                          | <del>962,705</del> 988,696 | 1,158,693               | <del>3,578,822</del> 3,257,925 |
| 10       | 7. Gross Premiums Written per FTE                                  | <del>1,055,028</del> 1,029 | 838,371                 | <del>1,184,844</del> 1,093,424 |
| 11       | 8. Gross Premiums Written Growth                                   | <del>0.7%</del> 2.7%       | 1.3%                    | <del>2.9%</del> -9.0%          |
| 12       | 9. Net Premiums Written as a % of Gross Premiums Written           | <del>98.0%</del> 99.0%     | 98.8%                   | 100.0%                         |
| 13       | 10. Total Net Expenses as a % of Net Premiums Written              | <del>17.5%</del> 17.6%     | <del>12.4%</del>        | <del>10.5%</del> 10.2%         |
| 14       | <b>Policy Metrics</b>  |                            |                         |                                |
| 15       | 11. Adjusted Policies In Force per FTE                             | <del>1,031.0</del> 976.8   | 866.0                   | <del>1,274.1</del> 1297.0      |
| 16       | 12. Total Gross Expenses per Adjusted Policy In Force              | <del>177.2</del> 183.8     | <del>118.5</del>        | <del>97.8</del> 85.7           |
| 17       | <b>Traffic Safety Measurements</b>                                 |                            |                         |                                |
| 18       | 13. Total Traffic Safety Expenses (000's)                          | <del>34,047</del> 39,808   | <del>7,708</del>        | <del>30,416</del> \$ 29,822    |
| 19       | 14. Total Traffic Safety Expenses as a % of Gross Premiums Written | <del>3.5%</del> 4.0%       | 0.7%                    | <del>0.8%</del> 0.9%           |
| 20       | <b>Other Performance Measurements</b>                              |                            |                         |                                |
| 21       | 15. Pure Loss Ratio  | <del>77.4%</del> 63.3%     | 58.4%                   | <del>102.6%</del> 59.0%        |
| 22       | <del>16. Personal Lines Loss Ratio</del>                           | <del>77.4%</del>           | <del>58.4%</del>        | <del>102.6%</del>              |
| 23       | 16. Loss Adjustment Expense Ratio                                  | <del>15.6%</del> 18.4%     | 12.6%                   | <del>19.0%</del> 16.5%         |
| 24       | 17. Total Gross Expenses per FTE                                   | <del>183,000</del> 179,000 | 102,617                 | <del>124,547</del> 111,111     |

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| 4        | 3. Staff FTEs per \$100 Million of Gross Premiums Written          | 82.4          | 110.4                | 81.0      |
| 5        | <b>Span of Control Analysis</b>                                    |               |                      |           |
| 6        | 4. Ratio of Staff to Management                                    | 5.6           | 12.4                 | 7.8       |
| 7        | <b>Premium Metrics</b>   |               |                      |           |
| 8        | 5. Total Gross Expenses as a % of Gross Premiums Written           | 17.4%         | 12.2%                | 10.2%     |
| 9        | 6. Average Gross Premiums Written (000's)                          | 988,696       | 1,158,693            | 3,257,925 |
| 10       | 7. Gross Premiums Written per FTE                                  | 1,029         | 838,371              | 1,093,424 |
| 11       | 8. Gross Premiums Written Growth                                   | 2.7%          | 1.3%                 | -9.0%     |
| 12       | 9. Net Premiums Written as a % of Gross Premiums Written           | 99.0%         | 98.8%                | 100.0%    |
| 13       | 10. Total Net Expenses as a % of Net Premiums Written              | 17.6%         | 12.4%                | 10.2%     |
| 14       | <b>Policy Metrics</b>  |               |                      |           |
| 15       | 11. Adjusted Policies In Force per FTE                             | 976.8         | 866.0                | 1297.0    |
| 16       | 12. Total Gross Expenses per Adjusted Policy In Force              | 183.8         | 118.5                | 85.7      |
| 17       | <b>Traffic Safety Measurements</b>                                 |               |                      |           |
| 18       | 13. Total Traffic Safety Expenses (000's)                          | 39,808        | 7,708                | \$ 29,822 |
| 19       | 14. Total Traffic Safety Expenses as a % of Gross Premiums Written | 4.0%          | 0.7%                 | 0.9%      |
| 20       | <b>Other Performance Measurements</b>                              |               |                      |           |
| 21       | 15. Pure Loss Ratio  | 63.3%         | 58.4%                | 59.0%     |
| 22       | 16. Loss Adjustment Expense Ratio                                  | 18.4%         | 12.6%                | 16.5%     |
| 23       | 17. Total Gross Expenses per FTE                                   | 179,000       | 102,617              | 111,111   |