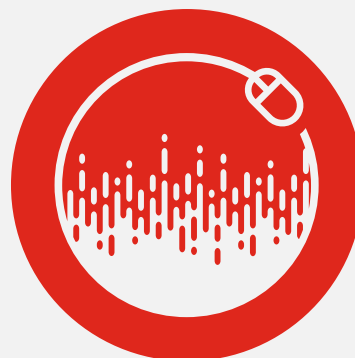


Business priorities for 2023



Business priorities for 2023

We will balance risk and opportunity in 2023 through a focus on five core priorities.



Getting the balance right between risk and opportunity is crucial. Our business priorities for 2023 build on our 2022 achievements, and I'm particularly excited about what technical excellence means for us in the year ahead and how that plays out against a backdrop of retail growth and huge big-ticket opportunity."

Joanne Musselle
Group Chief Underwriting Officer

1

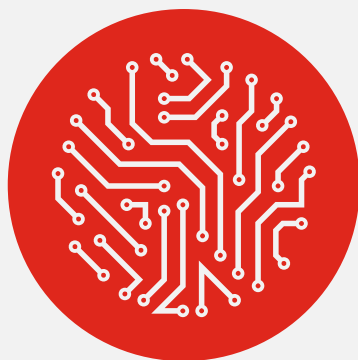
Realising the retail opportunity

Following multi-year investments in technology, in 2023 we will focus on realising the opportunities that exist across Hiscox Retail. This means further leveraging our head start in digital small business insurance by building an SME ecosystem through which to serve this high-growth segment of the economy, and investing in brand. Having finalised systems transformation in the USA, and as new systems continue to come on board across Europe, we are well positioned to cater to changing buying behaviours with efficient customer-focused processes.

2

Managed volatility during big-ticket growth

Hiscox London Market and Hiscox Re & ILS continue to enjoy favourable market conditions in many lines. As in 2022, we will remain focused on leveraging our unique combination of underwriting and digital expertise to grow profitably – particularly in those areas where we have market-leading expertise and experience – while also managing volatility. In addition, we will sharpen our focus on potential new emerging opportunities, for example, around supporting the economy to transition to low-carbon intensity industries.



3 Technical excellence

Technical excellence is a multi-year priority thanks to a long-held focus on active underwriting portfolio management. We continue to focus on portfolio optimisation – addressing lower decile lines through careful management, and clearing the path for growth in top quartile lines, as well as those areas experiencing favourable market conditions. During 2023, we will continue to develop our technical capabilities, insights and tracking mechanisms, and further define our sustainable underwriting strategy.



4 Operational leverage

Steps taken to evolve our operating model during 2022 are already enhancing ownership and speed of decision-making, and we will have a similar focus on operational leverage in 2023. Beyond the rebalancing of our global versus local capabilities, this will mean further establishing technology as a competitive advantage, particularly in Hiscox Retail. It will also mean enhancing our process management capabilities to improve efficiency and effectiveness and increase the speed of execution, to support the Group not only through its next phase of growth, but also as we look to realise economies of scale through a sharpened focus on expense efficiency.



5 Connected and energised teams

We will build on the strong progress made in 2022 to embed hybrid working and develop new employee benefits such as an enhanced sabbatical policy, the introduction of Hiscox days and HSX:26 – our all-staff share ownership initiative. The next stage of employee proposition development will happen during 2023, in line with our ambitions to be an employer of choice within our sector. In addition, we will look to find new ways to develop and map talent across the Group that can support the delivery of our strategy.