# Reinsurance Business Plan

Liffey Treaty Re | Dublin | Proposed concept

**DOCUMENT GUIDE**

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Proposed ordinary non-life reinsurer in Dublin. Version 1.0. Reviewed 3 October 2026. Financial projections are planning estimates, not secured outcomes.

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# Executive summary

## The proposal

Liffey Treaty Re is a proposed ordinary non-life reinsurer based in Dublin. It would accept small proportional treaties covering Irish professional indemnity and SME liability risks from authorised Irish insurers. No company authorisation, committed equity, cedent agreement, actuarial validation or founder credentials have been supplied. The decision is whether to fund a feasibility and regulatory application phase, not whether to bind business today.

## Decision conditions

The Base management forecast loses €511,346 in 2028, then earns €568,899 in 2032. Minimum Base cash is €1,000,000 with conditional equity and permitted sales of liquid investments. Minimum Base capital budget headroom is €1,179,048; this is not a statutory solvency conclusion. The Downside has a €5,013,797 capital budget gap and negative closing book equity of €830,249 in 2038 despite positive cash. Terminal claims continue beyond the forecast.

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# Business details

## Activity and legal structure

The working structure is an Irish company seeking ordinary non-life reinsurance authorisation from the Central Bank of Ireland. Dublin is the management and control location, while the underwriting scope is Irish cedents and Irish euro-denominated risks. This is neither a captive nor an insurance intermediary. The legal form, beneficial ownership, board membership and tax residence need legal confirmation.

## Planning period

Target underwriting begins January 2028 only if every launch gate is satisfied. Five writing years end December 2032; six further years model a portion of contractual runoff through December 2038. The extension retains unpaid liabilities and does not assume an exit, sale or complete settlement by 2038. Earlier approval cannot be presumed from the target date.

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# Business concept and objectives

## Focused entry

The proposal concentrates on two liability lines and excludes life, natural catastrophe property, cyber accumulation, US exposures and non-euro contracts at launch. It accepts a share of each approved treaty rather than promising unlimited capacity. Written premium is the reinsurer share, not the cedent entire book. No retrocession is assumed; gross and retained claims are equal.

## Objectives

Before launch, obtain signed capital evidence, regulatory feedback, independent reserve and pricing reviews, data access and fit-and-proper appointments. During writing, monitor monthly exposure, quarterly claims development, concentration, cash collection and capital headroom. Stop new binding if actual regulatory limits fail, even if the planning spreadsheet still shows cash.

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# Business model canvas

## Economics

Cedents pay a share of treaty premium and transfer covered losses under agreed wording. Acquisition commission and brokerage are budgeted at 22% of written premium, deferred and amortised as premium earns. Investment income comes from liquid eligible assets; it cannot compensate for deficient underwriting or substitute for statutory capital.

## Evidence limits

The canvas is a proposed operating design. No partner, distribution relationship, outsourced function, investment custodian or cedent is contracted. Each dependency requires evidence and a funded contingency before launch.

**Proposed business model canvas**

| | | |
|---|---|---|
| **Partners**<br>Irish cedents<br>Brokers and custodian<br>Independent technical review | **Activities**<br>Treaty data review<br>Pricing and claims<br>Capital monitoring | **Resources**<br>Proposed €12m equity<br>Six paid internal roles<br>Secure treaty records |
| **Value**<br>Bounded participation<br>Clear wording<br>Accountable claims review | **Relationships**<br>Named cedent contacts<br>Quarterly development<br>Documented escalation | **Channels**<br>Approved introductions<br>Direct cedent review<br>No consumer sales |
| **Customers**<br>Authorised Irish insurers<br>Irish euro liabilities<br>Usable loss triangles | **Costs**<br>Claims and commission<br>Paid governance<br>Systems and reporting | **Revenue**<br>Earned treaty premium<br>Liquid asset income<br>No exit gain |

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# SWOT and longer term goals

## Assessment

Narrow scope and an explicit claims runoff are design strengths. Lack of authorisation, track record and capital commitments are weaknesses. Accessible treaty data may allow disciplined selection, but cedents may require a rating and greater diversification than a new firm can offer. Liability inflation, reserve deterioration and delayed collections threaten capital.

## Years three to five

Renew only business with adequate pricing and usable development data. Do not add countries or lines to chase premium targets. A rating application or retrocession programme requires a separate cost, counterparty and capital analysis. The forecast assumes neither a rating nor a sale at the end of Year 5.

**SWOT of the proposed startup**

| Strengths | Weaknesses |
|---|---|
| Narrow launch scope<br>Explicit runoff model<br>Planned data controls | No authorisation<br>No track record<br>No committed capital |
| **Opportunities** | **Threats** |
| Comparable treaty data<br>Focused participation<br>Accountable service | Reserve deterioration<br>Counterparty rejection<br>Delayed collections |

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# TOWS strategy matrix

## Actions from the assessment

Use the narrow scope to request comparable loss triangles and exclusions. Address the missing track record through independent technical review and tightly limited initial shares. Keep liquid assets and capital buffers against delayed collection. If authorisation, pricing or treaty data fail, postpone binding rather than increase the assumed return.

## Accountability

The owner chief executive coordinates decisions but cannot replace experienced technical appointments. The board must record risk appetite and delegated limits. These actions are proposals to test, not evidence that cedents or supervisors accept the model.

**TOWS decisions**

| | |
|---|---|
| **Strengths and opportunities**<br>Use focused scope<br>to request consistent<br>cedent loss data | **Weaknesses and opportunities**<br>Independent technical<br>review before binding<br>Confirm rating needs |
| **Strengths and threats**<br>Bound participation<br>Monitor concentrations<br>Fund complete runoff | **Weaknesses and threats**<br>Postpone if gates fail<br>Do not chase volume<br>Retain paid oversight |

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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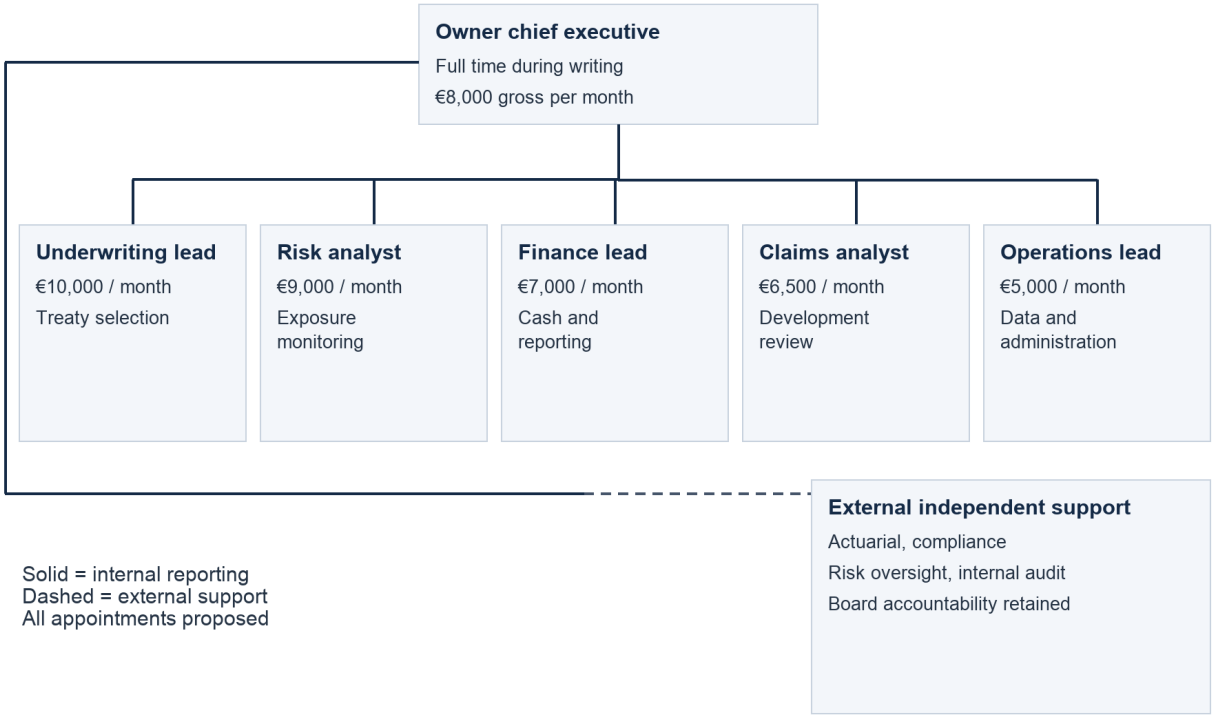
# Owner and management

## Ownership and experience

A sponsor and institutional co-investors would provide the proposed €12 million equity. Their identities, available funds, source-of-funds evidence and ownership suitability are unknown. No professional experience, qualification or prior underwriting success is attributed to an unnamed founder.

## Management responsibilities

The paid owner chief executive manages capital, governance, senior recruitment and approved business strategy. The underwriting lead owns treaty selection; the risk analyst monitors exposures; the finance lead manages cash and reporting; the claims analyst monitors recoveries and development; the operations lead controls data and administration.




**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Owner and key personnel profiles

## Recruitment specification

Recruit for demonstrable Irish or EEA non-life reinsurance experience, reserving and treaty wording competence, solvency reporting, data controls and independent challenge. Required roles are vacancies. References, qualifications, conflicts and fitness and probity must be verified, with responsibilities allocated before authorisation.

## Board and external functions

Independent board appointments remain pending. Within the existing €6,000 monthly levy, audit, insurance and administration budget, €3,000 is tentatively allocated to board fees and €3,000 to the other items in 2028. This allocation is unquoted and needs adequacy review before appointment. External actuarial, compliance, risk oversight and internal audit functions have separate paid budgets. Outsourcing does not transfer the undertaking legal responsibility. Function holders, independence, access rights and continuity require review; no contract is secured.

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# Target customers

## Priority cedents

The intended customers are authorised Irish non-life insurers with Irish professional indemnity or SME liability portfolios and usable claims development data. Brokers may introduce business but do not replace cedent credit review. Demand depends on the reinsurer own strength and wording, not on public insurance premium totals.

## Buying criteria

Request several years of paid and incurred triangles, policy limits, deductibles, exclusions, exposure changes, large losses and concentration information. Explore whether cedents accept an unrated new counterparty. Do not convert exploratory meetings into signed premium assumptions.

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# Segmentation targeting and positioning

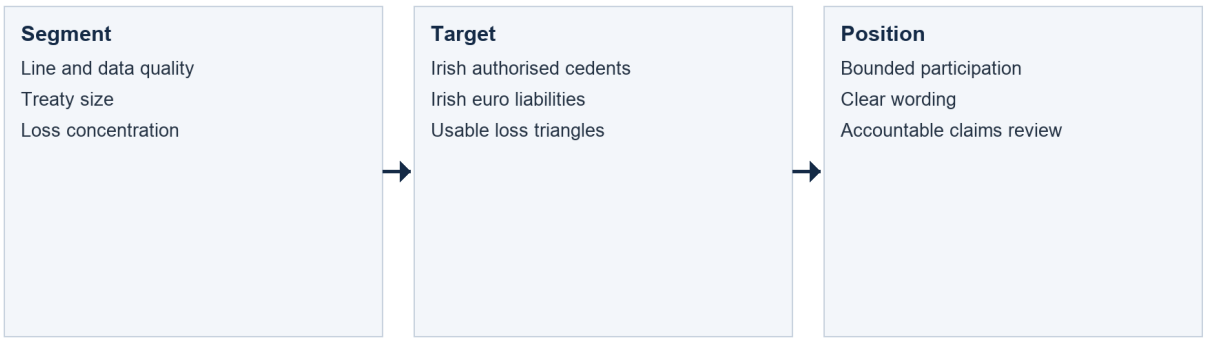
## Targeting decision

Segment by line, data quality, treaty size and loss concentration. Target bounded euro liability shares with transparent bordereaux. Position the proposal around careful data review and reliable claims administration. Pricing discipline and liquidity must be visible before capacity is offered.

## Exclusions

Do not write missing-data portfolios, unlimited clauses, unapproved territories or concentrations beyond board appetite. An aggregate premium cap is an operating budget limit; it is not proof of adequate solvency capital or an event limit.

**Segmentation to targeting to positioning**




**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Value proposition canvas

## Cedent jobs and pains

Cedents seek risk transfer, predictable counterparty capacity and clear settlement. Their pains include disputed wording, reporting burden and uncertainty over payment. The proposed responses are an agreed data schedule, explicit exclusions and documented claims review. Payment reliability remains unproven until capital and operations are established.

## Proposed service

The product is a proportional participation subject to approved limits and exclusions. Gains are shorter information cycles and accountable decisions, not guaranteed lower prices or faster claim payments. Test these propositions with cedents before staffing and systems commitments become irreversible.

**Cedent needs and proposed responses**

| Customer jobs | Customer pains | Customer gains |
|---|---|---|
| Transfer bounded risk<br>Secure counterparty<br>Settle covered losses | Unclear wording<br>Reporting burden<br>Payment uncertainty | Clear information<br>Accountable review<br>Predictable process |
| **Products and services** | **Pain relievers** | **Gain creators** |
| Proportional treaty<br>Explicit exclusions<br>Named claims contact | Agreed data schedule<br>Documented wording<br>Capital evidence gate | Regular development<br>Transparent decisions<br>Tested escalation |

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Market size and trends

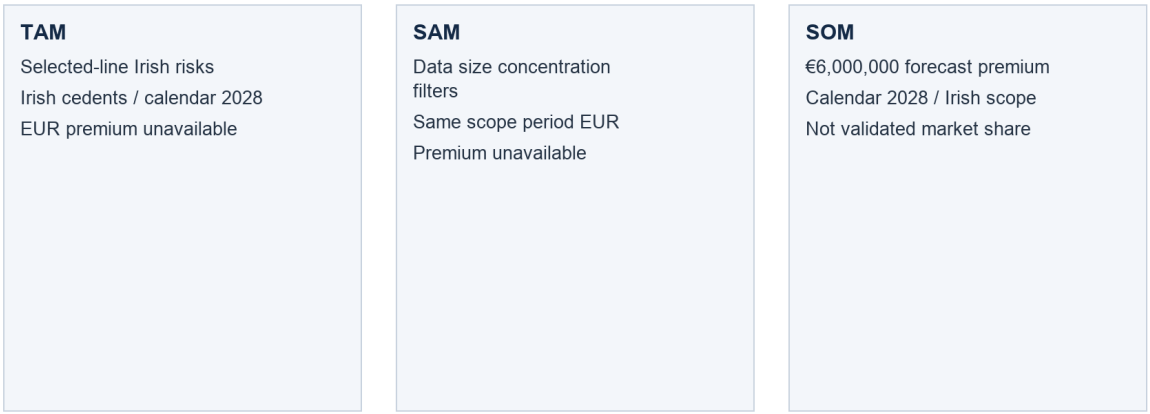
## Scope

TAM is annual reinsurer-share written premium for the two selected liability lines on Irish risks from Irish cedents in calendar 2028. SAM is the portion meeting the proposed treaty size, data and concentration criteria. No defensible public total for this precise universe has been established; both amounts remain unavailable.

## Method

Build a cedent-level eligible treaty inventory, remove duplicates and confirm insurer-authorised scope. Obtain annual ceded premium and proposed participation fractions rather than mixing gross direct premiums with reinsurer shares. Base forecast SOM is €6,000,000 of reinsurer-share written premium in calendar 2028, Irish cedents and Irish risks, in the same EUR units. It is not validated market share.

**Irish liability reinsurer-share written premium in 2028**




Scope only. Box areas do not represent an unverified market size.

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# PESTLE analysis

## External constraints

Authorisation and the 2027 Solvency II changes affect launch requirements. Interest rates and claim inflation affect earnings. Cedent counterparty expectations influence distribution. Security and reproducible data affect operations. Climate-related litigation and accumulation need exclusions and monitoring even without property catastrophe business.

## Decision response

Update the legal assessment at application and binding. Verify rates, remuneration and supplier charges through quotes. Evaluate each treaty actual exposure rather than describing a generic hard market or importing unsourced benchmark assertions from the financial reference.

**External constraints and responses**

| | | |
|---|---|---|
| **Political**<br>Irish supervision<br>2027 reform applies<br>Check launch rules | **Economic**<br>Claim inflation<br>Yield uncertainty<br>No guaranteed return | **Social**<br>Cedent trust<br>Rating expectations<br>No proven track record |
| **Technological**<br>Secure treaty data<br>Backup and access<br>Reproducible reporting | **Legal**<br>Authorisation gate<br>Actual SCR and MCR<br>Wording and exclusions | **Environmental**<br>Climate and transition<br>Pollution liability exposure<br>Sector and exclusion review |

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Local demand and evidence

## Research status

As of 3 October 2026 there are no documented cedent interviews, signed treaties, binding quotes or committed investors for this proposal. Zero evidence counts indicate uncollected evidence, not measured zero demand. Public Irish supervisory material establishes the legal setting but does not prove a sales pipeline.

## Validation plan

Interview cedents and brokers about data access, ratings, collateral and minimum participation. Keep dated notes and distinguish indicative interest from approved underwriting. Before launch, require a pipeline consistent with the €6 million Base first-year written premium hypothesis and loss assumptions.

**Proposal evidence as of 3 October 2026**

| | |
|---|---|
| Documented cedent interviews | **0** |
| Signed treaty commitments | **0** |
| Committed equity investors | **0** |

Zero means evidence not supplied. It is not measured zero market demand.

**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Competitors and positioning

## Alternatives

Cedents may retain risk, use established reinsurers or arrange alternative structures. Larger reinsurers can offer ratings, diversified capital and longstanding claims experience. No competitor terms or prices are available for a like-for-like comparison.

## Positioning test

A narrow liability focus may make data review more consistent but does not create a proven moat. The proposal must show why a cedent should accept a new counterparty. The strategy canvas uses hypothetical archetypes, not invented ratings of actual firms.

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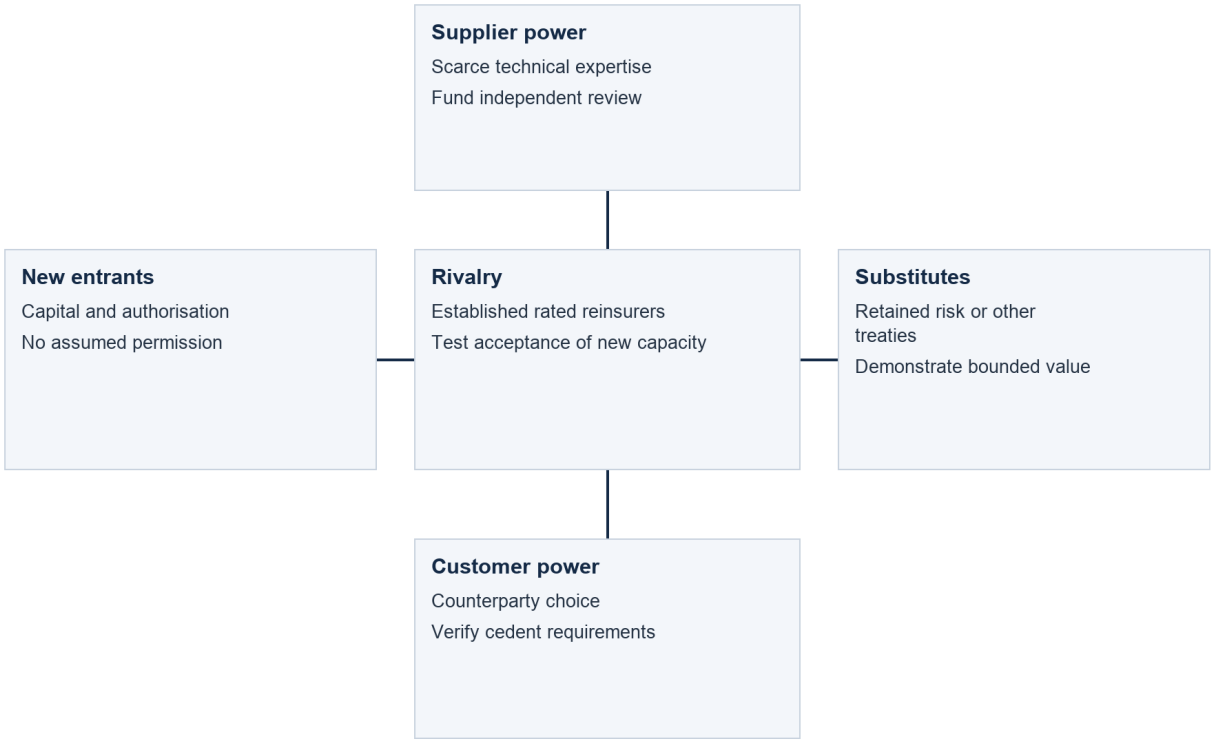
# Porter five forces

## Commercial pressure

Counterparty acceptance and concentration make buyer power material. Skilled staff and independent advisors constrain supply. Authorisation and capital constrain entry; retained risk and alternative reinsurance are substitutes. Competition is assessed qualitatively without unsupported market concentration figures.

## Management response

Keep underwriting limits separate from sales targets. Do not promise terms before pricing and exposure review. Budget independent technical functions and liquidity, and reject business where a low price merely transfers an unfunded tail to the new undertaking.




**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Strategy canvas

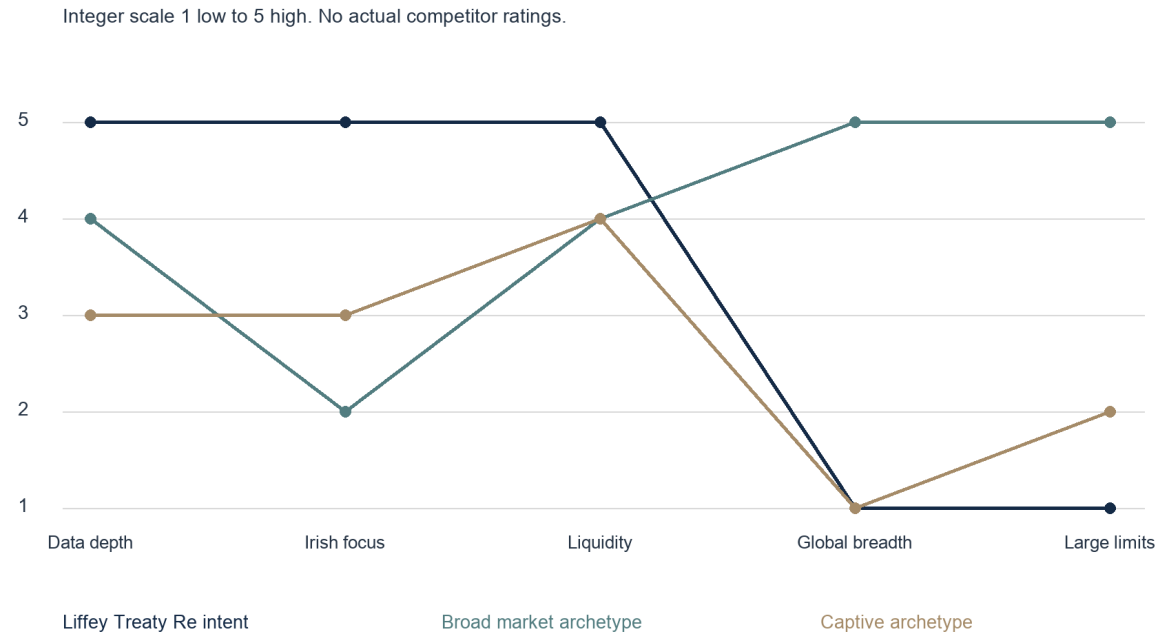
## Intended emphasis

The proposal prioritises data depth, bounded Irish scope and liquidity. It places less emphasis on geographical breadth and very large limits. The 1–5 scale expresses intended emphasis and hypothetical broad-market and captive archetypes; it does not measure actual competitor quality.

## Tradeoff

A focused startup may sacrifice volume and diversification. Board review must decide whether the limited portfolio still warrants authorisation and the proposed capital. Growth is capped in the operating forecast, but this is not a substitute for statutory aggregation and correlation models.

**Intended emphasis and hypothetical archetypes**




**Proposed operating framework. Assumptions and evidence limits are explained above.**

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# Location and premises

## Dublin operating base

Budget a small Dublin office and secure hybrid working. Rent, service charges, refundable deposit and equipment are unquoted. No address, lease or permission has been secured. The office must support real management and control rather than a nominal registered address.

## Continuity

Use controlled access, encrypted devices, segregated permissions and tested backups. Keep alternative working arrangements and custodian access. Board records, claim files and reporting calendars must be retrievable during staff absence or a systems outage.

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# Equipment and resource plan

## Systems

Budget €60,000 VAT-inclusive hardware and office equipment, depreciated over 36 months. Recurring treaty administration, secure hosting and data tools are expensed through operating budgets. No software intangible is created from general setup fees.

## Quotes and procurement

Obtain at least two fit-for-purpose system and custody proposals before selection. Contract data ownership, export, audit access and recovery times. Setup and operating costs include irrecoverable VAT as a conservative budget; no VAT refund is forecast.

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# Treaty and product strategy

## Launch product

The first writing period uses professional indemnity and SME liability proportional participations, with 70% and 30% premium mix hypotheses. Treaty exclusions, event and annual limits, reporting clauses, governing law and claims control must be agreed before binding. No unlimited capacity is authorised by this plan. Binding requires a certificate of authorisation after capital and other conditions are met. Authorisation in principle alone does not permit underwriting.

## Claims tail

Monthly written premium earns evenly over twelve months including inception. PI cohorts use a five-year 15%, 25%, 25%, 20%, 15% payout assumption. SME liability cohorts use twenty-year weights giving 60% paid by year 5,93% by year 10 and 96% by year 15. R7 provides contextual direct-insurance public-liability evidence, not calibration of this proposed treaty portfolio or PI losses. Downside delays both tails by twelve months. IBNR is shown at an illustrative 30% of unpaid claims, with the remainder reported; the actual split requires actuarial review. No reserve is released at the model endpoint.

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# Pricing and treaty economics

## Driver basis

The Base planning loss ratios are 60% for professional indemnity and 75% for SME liability, before 22% acquisition commission and paid overheads. Ratios reflect no observed loss history. The proposed annual written premium per treaty equivalent is €1 million; fractional equivalents express an aggregate forecast, not a partial signed contract.

## Approval discipline

Price each participation from exposure, loss history and wording; do not use the aggregate ratios as an automatic quoting engine. Premium growth, renewal and liability inflation must be reviewed together. No retrocession recovery, discounting benefit or regulatory diversification credit is assumed.

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# Competitor price comparison

## Comparable method

No competitor premium rate is quoted. Treaty prices are not comparable without the same limit, attachment, exclusions, commission, loss basis and risk mix. Obtain anonymised and authorised quotes for matched exposure before making a price claim.

## Reasons for differences

Capital strength, ratings, claims service, wording and risk appetite can affect terms. A cheaper startup offer may represent inadequate loss pricing. The plan makes no promise of beating established reinsurers on price.

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# Brand and cedent experience

## Identity

Liffey Treaty Re is a working name, subject to company-name, trademark and regulatory checks. Communications must clearly state that the proposal is not authorised. No marketing may imply regulatory approval, claims-paying track record or guaranteed protection.

## Service standards

Propose named account responsibility, controlled wording revisions and documented claims communications. Confirm settlement responsibilities in each treaty. Track turnaround and disputes from actual cases; do not publish invented service outcomes.

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# Sales channels and process

## Channel design

Use a small number of approved broker and direct cedent relationships. Each introduction passes counterparty, exposure, pricing and capacity review. Acquisition commission and brokerage are combined in the 22% budget rather than charged twice.

## Pipeline and capacity

The initial six full-time roles support a planning cap of twelve €1 million annual treaty equivalents. This cap does not prove workload adequacy; verify bordereaux volume, claim severity and reporting obligations. Sales targets stop at the cap and never override statutory capital limits.

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# Launch marketing

## Preparation

Preopening setup budgets cover legal and application work, system design, recruiting, office preparation and feasibility outreach. No regulatory approval deadline is promised. Cedent discussions are information gathering until binding authority is permitted.

## Launch spending

Budget ongoing travel and commercial outreach inside monthly overheads. Do not pay for broad consumer advertising: the audience is authorised insurer decision makers. Track qualified data submissions and approved terms, not impressions as a substitute for premium commitments.

# Retention and ongoing sales

## Renewal decisions

Renew only after loss development, exposure changes, pricing and counterparty performance review. Seek updated triangles and investigate deviations. A growth assumption does not guarantee automatic renewal or new binding.

## Runoff design

After December 2032 the model stops new business and commissions. Premium earning and existing claims continue. It retains paid management, claims, finance and operations support and external technical review through the forecast horizon. Additional claims administration continues after 2038 and must be funded. No sale, release of liabilities or workforce dismissal is used to create an exit gain.

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# Daily operations and suppliers

## Operating routine

Record treaty terms and permissions, reconcile cedent bordereaux, monitor cash collection and maintain a claims ledger. Finance reviews receivables monthly; underwriting and claims jointly assess development; risk monitors aggregation. Escalate disputed data rather than replacing it with a forecast value.

## Supplier governance

The actuarial, compliance, risk oversight, internal audit, system, custodian and audit relationships remain uncontracted. Test independence and substitution rights. Fees are planning allowances including applicable unrecoverable tax, with regulatory levies and professional insurance included in overhead contingencies. The Central Bank application does not have an application fee (R1); advisory preparation is paid separately. Ongoing levy, audit, insurance and administration are included in the €6,000 monthly budget, pending actual assessments.

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# Sustainability practices

## Risk and operations

Use efficient office systems and travel only when useful. For underwriting, review environmental litigation and transition exposure in insured activities. Excluding property catastrophe does not eliminate liability arising from environmental events.

## Measurement

Track travel costs, device lifecycle, claim concentration and exposure exclusions with responsible owners. Avoid unsupported claims of carbon neutrality or climate risk elimination. Investment policy must account for liquidity and prudence before pursuing any sustainability label.

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# Staffing and training

## Paid coverage

The writing team consists of owner chief executive (€8,000 gross/month), underwriting lead (€10,000), risk analyst (€9,000), finance lead (€7,000), claims analyst (€6,500) and operations lead (€5,000). All are proposed full-time roles. A 15% employer cost allowance and 3% annual wage growth are budget hypotheses to replace with actual payroll calculations.

## Runoff coverage

Writing stops after month 60. The underwriting role then ends; owner and risk analyst reduce to half-time, while finance, claims and operations remain full-time. External actuarial, compliance, risk oversight and audit support remain paid at a reduced budget. Contract variation, redundancy costs and continued governance must be reviewed; no unbudgeted free labour is assumed.

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# Staff skills and fair work

## Recruitment and training

Use fair documented hiring criteria, reference checks and role-specific training in treaty wording, reserving, security and reporting. No employee qualification is asserted before appointment. Maintain succession and leave coverage within team and supplier arrangements.

## Fair work

Contracts, working time, pension duties, employer PRSI, pay and employment status require Irish payroll and legal review. The 15% allowance is a total employer budget, not a statutory PRSI rate. Review remuneration before recruitment and retain an explicit salary for the owner.

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# Legal and insurance requirements

## Authorisation and capital

Central Bank guidance requires legal and ownership structures, a regulatory business plan and governance including key functions. Ordinary EU reinsurers have a €3.9 million absolute MCR floor under current Article 129; this is neither the actual MCR nor the SCR and does not establish sufficient capital. Launch in 2028 requires checking the Solvency II review effective from 30 January 2027.

## Accounting and tax

The spreadsheet is an undiscounted management planning model, not IFRS 17 accounts or a Solvency II balance sheet. It omits a statutory risk margin and uses a clearly labelled capital budget hurdle. Revenue describes insurance and reinsurance transactions as VAT-exempt. Irish non-life reinsurance trading profits, including qualifying investment income, are modelled at 12.5%, subject to tax advice and classification.

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# Opening roadmap

## Gated sequence

During feasibility, confirm investor suitability, cedent requirements and initial risk appetite. Next appoint experienced management and independent functions, validate pricing and runoff, obtain systems quotes and engage with the Central Bank. Then prepare the application and evidence of capital. Only after authorisation and actual capital approval may treaties bind.

## Delay response

Do not shift the planned start date silently if approval is delayed. Rebase the forecast and fund additional preparation costs. If equity or authorisation cannot be obtained, stop the proposal before underwriting obligations arise. The plan is not an application approval prediction.

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# Risks and management actions

## Priority risks

Reserve deterioration, low premium volume, delayed collection, market losses, concentration and operational failures may erode capital even when cash initially rises. A startup may remain cash-rich because claim payment is delayed, while economic losses are already incurred. The Downside finishes 2038 with book net liabilities of €830,249. Positive cash can reflect unpaid claims timing and does not establish ability to discharge all obligations.

## Actions

Review actual capital separately from book profit, stop binding when required and maintain a funded runoff plan. No automatic capital raise is forecast. A positive planning capital margin cannot certify legal solvency. Obtain independent actuarial, legal, tax and investment reviews and refresh the entire plan when assumptions change.

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# Research and evidence

## Primary research register

R1 Central Bank authorisation guidance supports the application and governance requirements. R2 EIOPA Article 129 supports the current €3.9 million ordinary-reinsurance absolute MCR floor. R3 Central Bank Solvency II review questions describe changes applying from 30 January 2027. R4 Revenue notes for TCA Part 2 distinguish non-life reinsurance trade income. R5 Revenue VAT rate entry identifies insurance and reinsurance exemption. R6 Revenue capital allowances and pre-trading expenditure guidance supports tax modelling gates.

## Evidence boundaries

Sources were reviewed on 3 October 2026. They establish rules and methods, not the proposed portfolio demand, reserve adequacy, costs or approval. The reinsurance workbook reference was inspected read-only for premium earning, DAC and claim-tail methods; it was not imported. Its US dollar tax rates, legacy reserves and unsourced market assertions are not copied. R7 Central Bank NCID employers liability and public liability report 5 page 79 documents long paid-claims development; it covers original EL/PL insurance, not PI or this reinsurer own claims. Actual liabilities may develop later or exceed the assumed ultimate loss.

R1 Central Bank authorisation / Feb 2025 / accessed 3 October 2026
https://www.centralbank.ie/regulation/industry-market-sectors/insurance-reinsurance/authorisation-process

R2 EIOPA Article 129 ordinary MCR floor / accessed 3 October 2026
https://www.eiopa.europa.eu/rulebook/solvency-ii-single-rulebook/article-2216_en

R3 CBI Solvency II review effective 30 Jan 2027 / accessed 3 October 2026
https://www.centralbank.ie/regulation/industry-market-sectors/insurance-reinsurance/communications/solvency-ii-review-frequently-asked-questions

R4 Revenue FA 2025 TCA Part 2 section 21 A(4) / accessed 3 October 2026
https://www.revenue.ie/en/tax-professionals/documents/notes-for-guidance/tca/part02.pdf

R5 Revenue insurance/reinsurance VAT exemption / accessed 3 October 2026
https://www.revenue.ie/en/vat/vat-rates/search-vat-rates/I/insurance-services-insurance-and-reinsurance-services-.aspx

R6 Revenue tax capital allowances / pretrading / accessed 3 October 2026
https://www.revenue.ie/en/companies-and-charities/corporation-tax-for-companies/corporation-tax/capital-allowances-and-deductions.aspx

R7 CBI NCID EL/PL report 5 page 79 / accessed 3 October 2026
https://www.centralbank.ie/docs/default-source/statistics/data-and-analysis/national-claims-information-database/ncid-annual-employers-liability-and-public-liability-insurance-report-5.pdf?sfvrsn=8acd6c1a_1

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# Quotes and assumptions

## Outstanding evidence

Obtain equity commitments, legal formation advice, actual capital and reserving calculations, cedent loss data, treaty terms, system and custody quotes, employment costs and outsourced-function agreements. The €12 million equity, €6 million first-year premium, mix, loss ratios, commission, collection timing and asset yield are unvalidated planning assumptions.

## Model scope

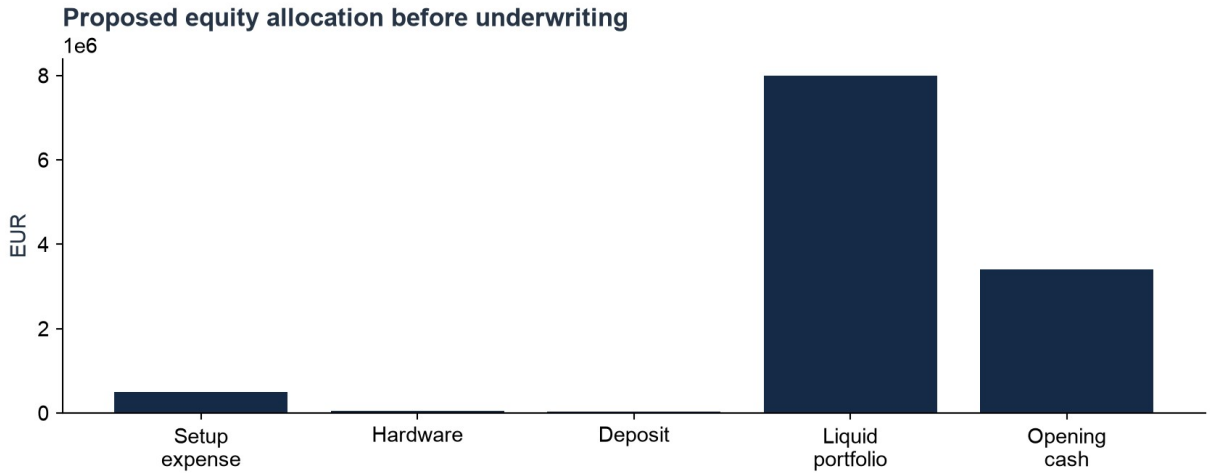
Financial model version 1.0 uses EUR,132 monthly periods January 2028–December 2038 and eleven calendar annual summaries. Five years write business; six years provide a partial runoff view. Three parallel cases are live builds from separate Inputs columns. After driver edits, recalculate and regenerate this Word document and chart images from refreshed retained results. No scenario snapshots are used.

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# Startup costs and conditional equity funding

Proposed equity of €12,000,000 is conditional and uncommitted. Gross preopening uses are €590,000; the €8,000,000 liquid portfolio is an asset purchase, leaving projected opening cash of €3,410,000. There are no legacy claim reserves, debt, opening receivables or retained historical profits. The setup expense is an opening retained loss. Hardware and the refundable deposit remain assets. No automatic future equity or borrowing is modelled.

| **Base opening allocation** | **EUR** |
|---|---|
| Hardware / gross irrecoverable VAT | 60,000 |
| Refundable deposit | 30,000 |
| Preopening expenses / gross | 500,000 |
| **Total preopening cash uses** | **590,000** |
| **Proposed equity source / conditional** | **12,000,000** |
| Initial liquid portfolio purchase | 8,000,000 |
| **Projected opening cash** | **3,410,000** |
| Target liquidity cash | 1,000,000 |
| **Sources less uses portfolio and target** | **2,410,000** |
| **Opening retained loss** | **(500,000)** |
| **Opening adjusted equity budget proxy** | **11,410,000** |




**Conditional projected allocation of proposed equity. No application fee, capital guarantee or secured funding is implied.**

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# Owner personal survival and financing terms

The illustrative writing-phase household budget is €4,500/month. Proposed gross owner salary of €8,000 and 65% net retention give €5,200, a €700 surplus. This is not a personal payroll calculation. The owner is paid through payroll and employer costs. There are no dividends or borrowing terms. Shares, voting rights, beneficial owners and sources of funds need confirmation. The cash and capital budgets assume the entire proposed equity is received before underwriting.

| Personal budget or income | EUR / month |
|---|---|
| Housing | 2,200 |
| Food and household | 900 |
| Transport | 350 |
| Health and insurance | 300 |
| Other and contingency | 750 |
| **Required net monthly income** | **4,500** |
| **Writing-phase estimated net salary** | **5,200** |
| **Writing-phase budget surplus** | **700** |
| **First runoff-year estimated net salary** | **3,014** |
| **First runoff-year surplus / shortfall** | **(1,486)** |

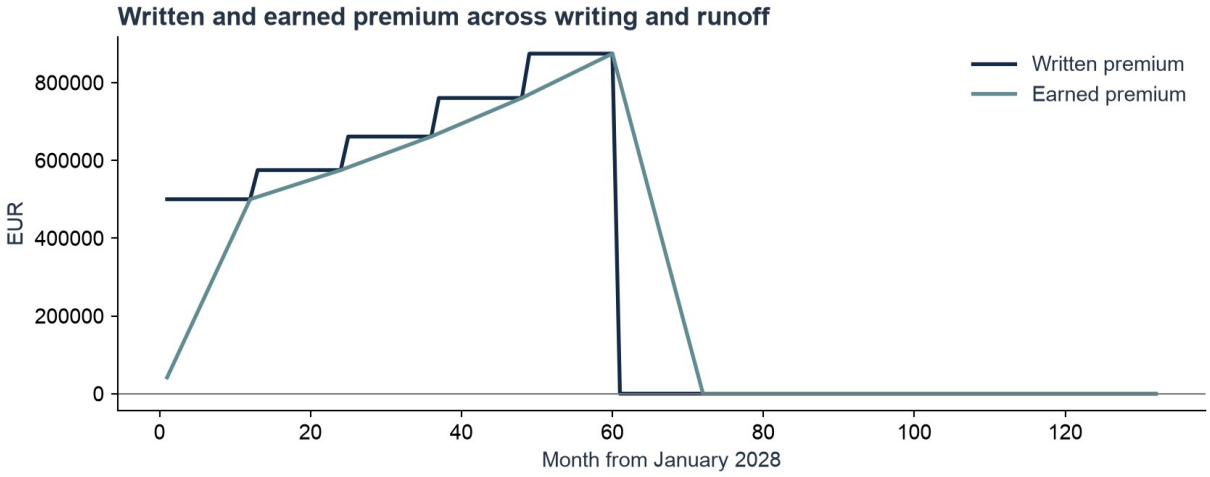
The half-time owner salary during runoff may not meet the same household budget. Personal savings or spending changes must be evidenced; company capital and claim reserves are not available for a personal withdrawal.

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# Written premium revenue forecast and capacity

Premium volume is a sales hypothesis, not contracted business. Base first-year GWP is €6 million, growing 15% annually during five writing years and capped at €12 million/year. A €1 million annual treaty equivalent is a planning denominator. Premiums are written evenly monthly and earn over 12 months. Acquisition costs are paid when written, deferred to DAC and expensed with earning. The capacity cap is an operating budget and does not authorise risk or replace actual capital limits.

| Base premium forecast | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|
| Written premium | 6,000,000 | 6,900,000 | 7,935,000 | 9,125,250 | 10,494,037 |
| Earned premium | 3,250,000 | 6,487,500 | 7,460,625 | 8,579,719 | 9,866,677 |
| Closing unearned premium | 2,750,000 | 3,162,500 | 3,636,875 | 4,182,406 | 4,809,767 |
| Closing acquisition deferral | 605,000 | 695,750 | 800,112 | 920,129 | 1,058,149 |

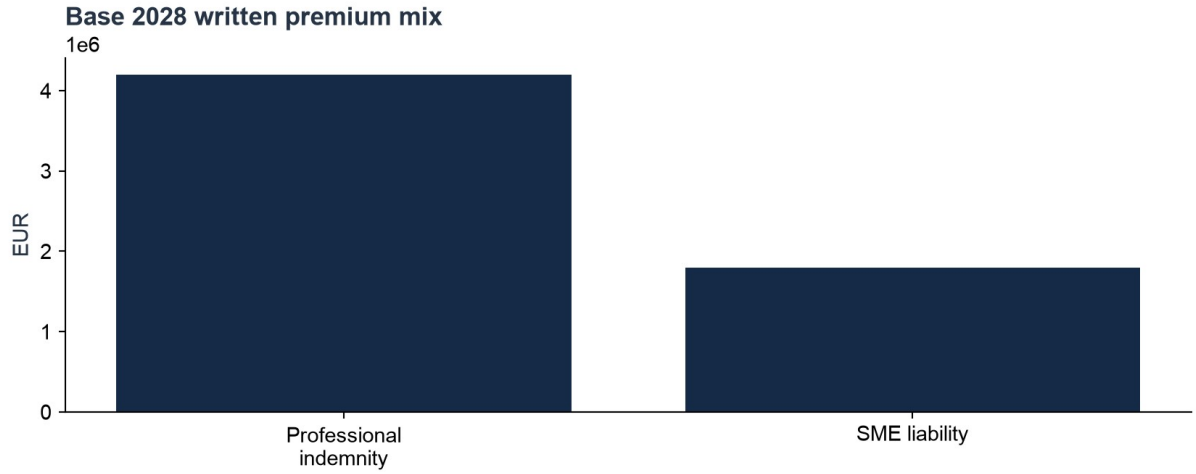



**132 months January 2028–December 2038. Premium earning continues after new writing stops.**

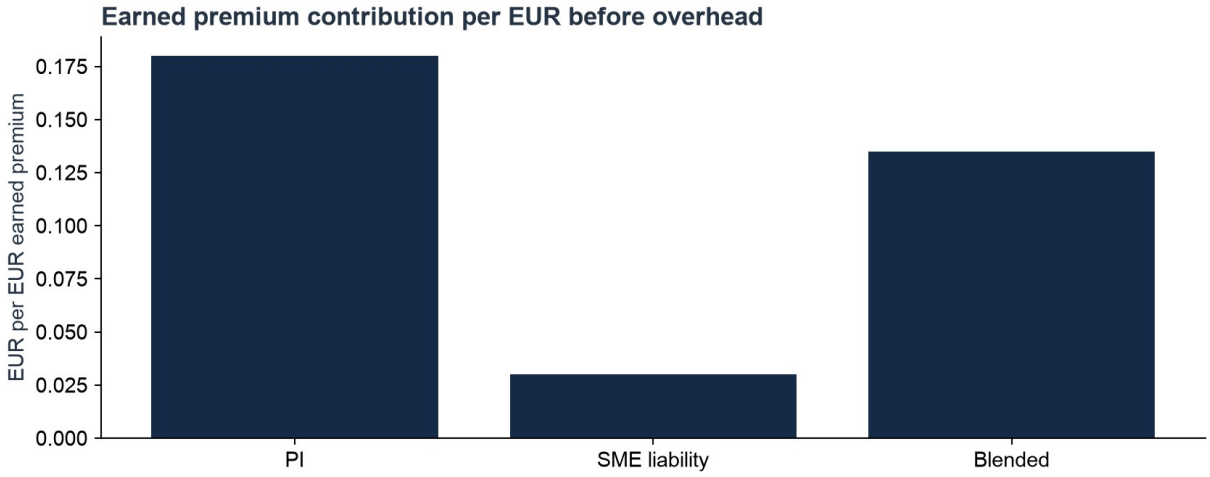
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# Demand mix and contribution

The earlier evidence chart shows missing documented research. The figures here are forecast mix and contribution, not demand observations. Gross equals retained premium because no retrocession is assumed. Treaty exposures still need actual event and aggregate limits. Contribution deducts ultimate incurred claims and acquisition amortisation before payroll, governance, systems, depreciation, investment income and tax.




**Base calendar 2028 reinsurer-share written premium, EUR.**

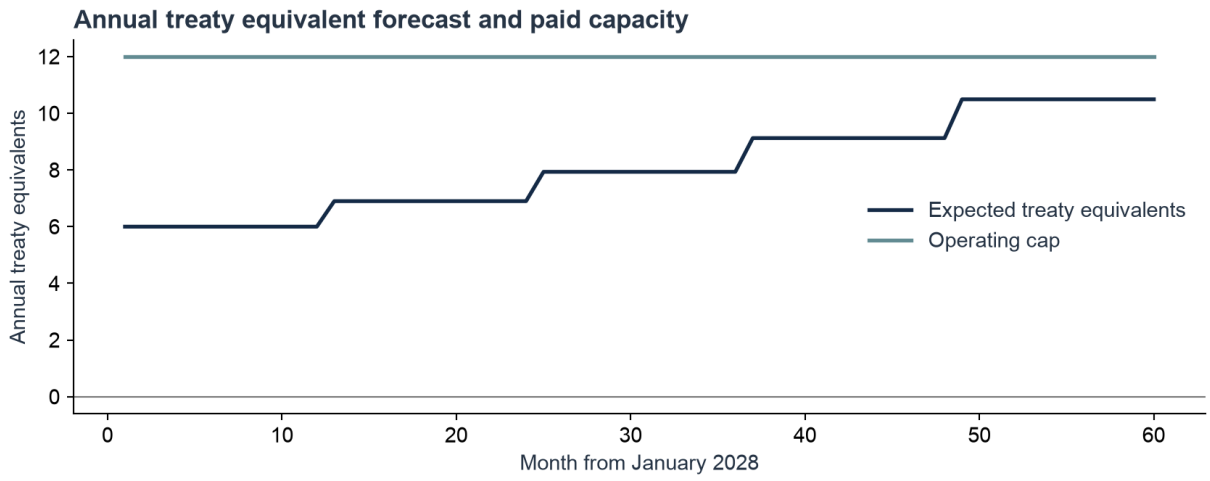



**Unvalidated loss assumptions. Positive contribution does not establish overall profitability or reserve adequacy.**

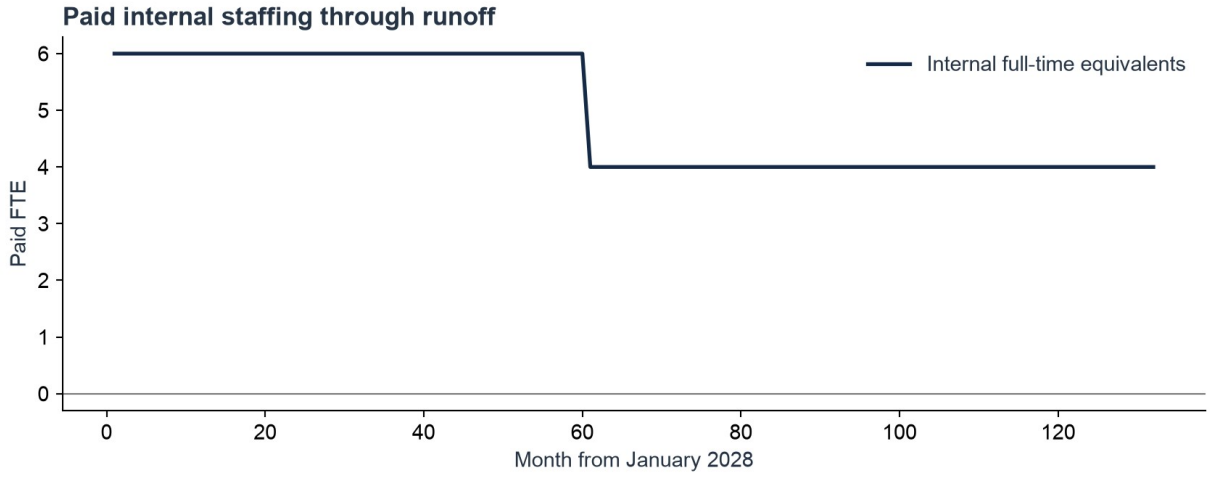
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# Paid staffing and underwriting capacity

Six paid full-time internal roles operate during writing. The owner, underwriter, risk, finance, claims and operations monthly gross salaries total €45,500; a 15% employer allowance gives €52,325/month in 2028. External technical functions cost €28,000/month before inflation. After writing stops the underwriter ceases, owner/risk half-time and three full-time roles remain: four paid FTE equivalents. External support remains €18,000/month before inflation, not free labour.




**Expected annual treaty equivalents during 60 writingmonths. Operating cap is not statutory solvency capacity.**

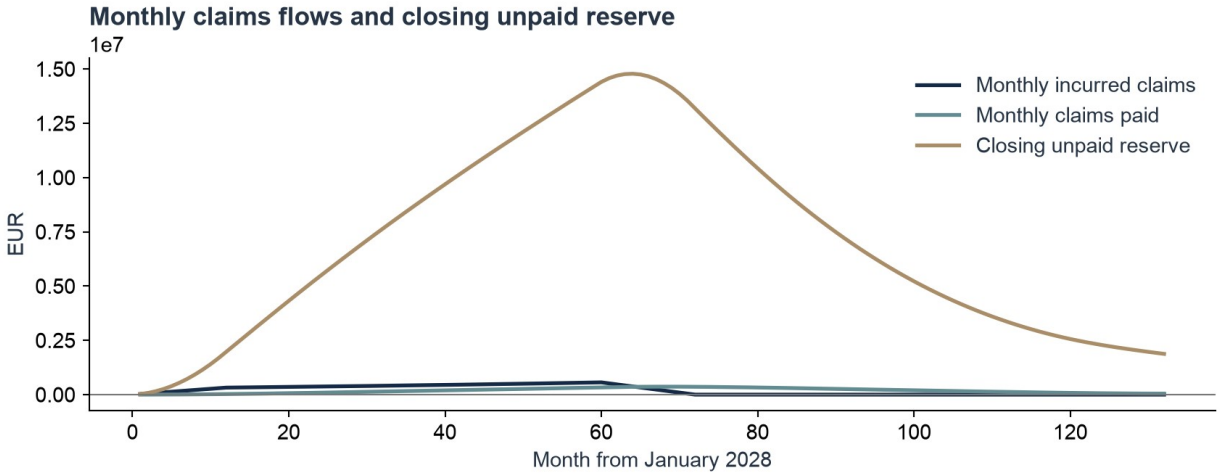



**132 months. Paid staffing remains during runoff; continued post 2038 administration needs a funded plan.**

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# Claims reserves and long runoff obligations

Base ultimate incurred claims through the forecast are €26,093,015. Payments are €24,216,243, leaving €1,876,772 unpaid in December 2038. This terminal reserve is retained as a liability; it is neither released to profit nor distributed. Under the assumed tails, remaining Base claims are SME liability. Additional administration beyond the horizon is not included in the ending reserve or valued as an exit liability; it must be assessed and funded separately. Actual development may be longer or higher.



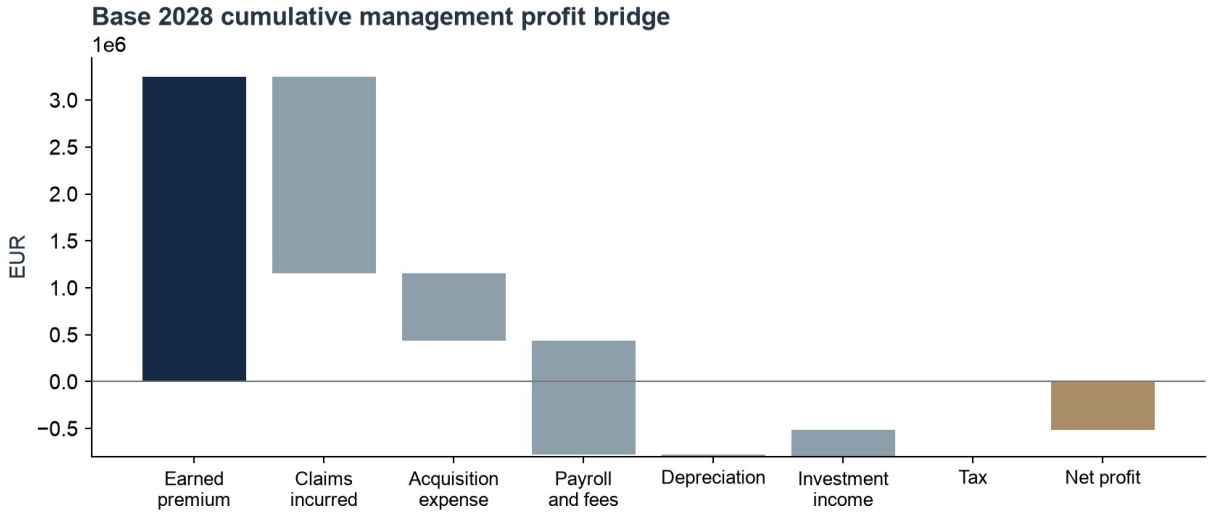

**PI and SME cohorts have separate schedules. Reserve is accumulated incurred claims less actual modelled payments.**

SME payout weights are contextual assumptions informed by R7 direct EL/PL insurance development; PI weights are unvalidated. The 30% IBNR allocation is a planning display, not an actuarial conclusion. Discounting, risk margins, IFRS 17 contractual service margin and statutory technical-provision valuation are outside this management forecast.

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# Costs and projected profit

Base 2028 earned premium is €3,250,000, while written premium is €6,000,000; cash collection therefore differs from revenue. Claims cost is incurred, not only paid. Base 2028 net loss is €511,346. Investments earn on the opening portfolio, preventing circular income assumptions. Costs and salaries inflate throughout the runoff years, so ending the writing period does not end operating losses or obligations.




**Genuine cumulative 2028 management profit waterfall, EUR. Each cost starts from the previous running balance; final bar equals net profit.**

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# Profit and loss forecast

Management basis EUR, first five calendar years. Costs are positive amounts deducted in computed results. Taxable result adds book depreciation back and deducts the 96 month hardware allowance. Preopening deduction switch is zero pending qualifying-expense advice; no automatic startup relief or deferred tax asset is recognised. Monthly losses carry forward against qualifying trade income. Investment classification is subject to Irish tax review.

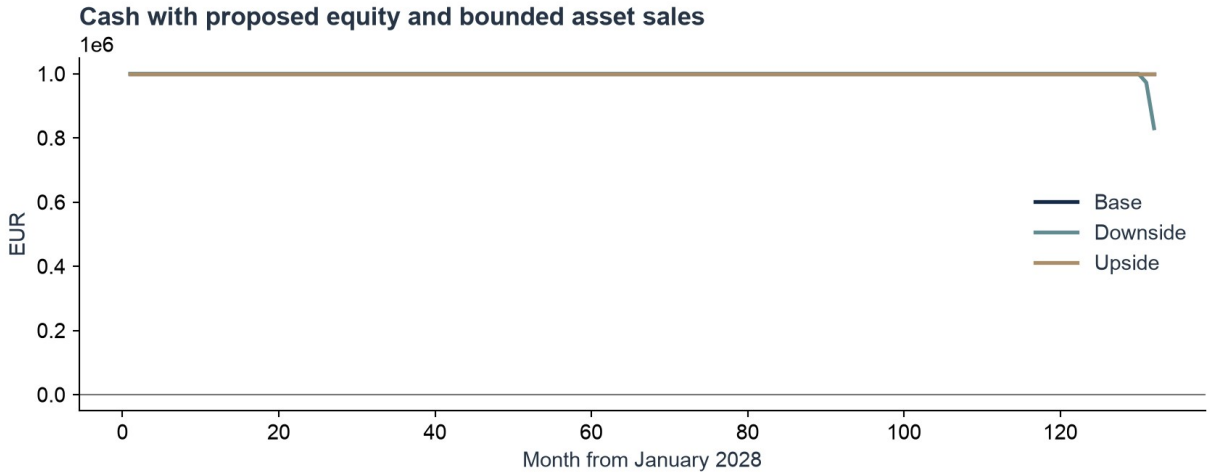
| Base profit and loss | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|
| **Earned premium** | **3,250,000** | **6,487,500** | **7,460,625** | **8,579,719** | **9,866,677** |
| Incurred claims | 2,096,250 | 4,184,438 | 4,812,103 | 5,533,919 | 6,364,006 |
| Acquisition amortisation | 715,000 | 1,427,250 | 1,641,338 | 1,887,538 | 2,170,669 |
| Payroll and employer costs | 627,900 | 646,737 | 666,139 | 686,123 | 706,707 |
| External technical functions | 336,000 | 342,720 | 349,574 | 356,566 | 363,697 |
| Premises systems admin travel | 252,000 | 257,040 | 262,181 | 267,424 | 272,773 |
| Book depreciation | 20,000 | 20,000 | 20,000 | 0 | 0 |
| **Underwriting result** | **(797,150)** | **(390,684)** | **(290,710)** | **(151,852)** | **(11,176)** |
| Investment income | 285,804 | 381,872 | 475,293 | 567,835 | 660,275 |
| **Pretax profit** | **(511,346)** | **(8,813)** | **184,583** | **415,983** | **649,099** |
| Current corporation tax | 0 | 0 | 0 | 13,801 | 80,200 |
| **Net profit** | **(511,346)** | **(8,813)** | **184,583** | **402,182** | **568,899** |

Tax is accrued monthly and paid the following month as a cash planning convention. This does not replicate Ireland preliminary CT and annual filing timetable. An adviser must set actual payments and the treatment of qualifying reinsurance investment income.

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# Cash flow and liquid investments

Premium AR follows whole-month collection lags of 1 Base,3 Downside and 0 Upside. Zero lag collects current month writings. There are no legacy receivables. Claim and commission payments follow their own schedules. Monthly cash above the €1 million target is invested; shortfalls are met by explicit sales capped at existing liquid investments. This converts assets and cannot create money. If the portfolio is exhausted cash can become signed negative, identifying unfunded obligations.




**132 months, EUR. No automatic debt, rescue equity, dividend or portfolio borrowing.**

| Base annual cash flow | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|
| Opening cash | 3,410,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| **Operating cash movement** | **3,127,622** | **3,742,074** | **3,708,905** | **3,690,563** | **3,718,302** |
| Portfolio purchase / sale | 5,537,622 | 3,742,074 | 3,708,905 | 3,690,563 | 3,718,302 |
| **Closing cash** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** |
| **Closing liquid portfolio** | **13,537,622** | **17,279,697** | **20,988,602** | **24,679,165** | **28,397,467** |

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# Cash flow forecast months one to six

Base monthly EUR. Portfolio purchase is positive and subtracted from cash; a negative sale releases existing assets. Tax is paid on the prior monthly liability. Commission cash is distinct from P&L amortisation. No VAT is charged on reinsurance premium and no input VAT refund is forecast.

| Cash flow | 2028-01 | 2028-02 | 2028-03 | 2028-04 | 2028-05 | 2028-06 |
|---|---|---|---|---|---|---|
| Opening cash | 3,410,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Premium collections | 0 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Written acquisition cost | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Claims paid | 336 | 1,008 | 2,016 | 3,359 | 5,039 | 7,055 |
| Paid payroll and overheads | 101,325 | 101,325 | 101,325 | 101,325 | 101,325 | 101,325 |
| Investment income | 16,667 | 21,281 | 21,925 | 22,568 | 23,209 | 23,848 |
| Cash tax | 0 | 0 | 0 | 0 | 0 | 0 |
| **Operating cash movement** | **(194,994)** | **308,948** | **308,584** | **307,883** | **306,845** | **305,469** |
| Portfolio purchase / sale | 2,215,006 | 308,948 | 308,584 | 307,883 | 306,845 | 305,469 |
| **Closing cash** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** |
| **Closing liquid portfolio** | **10,215,006** | **10,523,954** | **10,832,538** | **11,140,422** | **11,447,267** | **11,752,736** |

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# Cash flow forecast months seven to twelve

Base monthly EUR. Portfolio purchase is positive and subtracted from cash; a negative sale releases existing assets. Tax is paid on the prior monthly liability. Commission cash is distinct from P&L amortisation. No VAT is charged on reinsurance premium and no input VAT refund is forecast.

| Cash flow | 2028-07 | 2028-08 | 2028-09 | 2028-10 | 2028-11 | 2028-12 |
|---|---|---|---|---|---|---|
| Opening cash | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Premium collections | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Written acquisition cost | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Claims paid | 9,406 | 12,094 | 15,117 | 18,477 | 22,172 | 26,203 |
| Paid payroll and overheads | 101,325 | 101,325 | 101,325 | 101,325 | 101,325 | 101,325 |
| Investment income | 24,485 | 25,118 | 25,746 | 26,370 | 26,988 | 27,599 |
| Cash tax | 0 | 0 | 0 | 0 | 0 | 0 |
| **Operating cash movement** | **303,754** | **301,699** | **299,304** | **296,568** | **293,491** | **290,071** |
| Portfolio purchase / sale | 303,754 | 301,699 | 299,304 | 296,568 | 293,491 | 290,071 |
| **Closing cash** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** |
| **Closing liquid portfolio** | **12,056,489** | **12,358,188** | **12,657,492** | **12,954,061** | **13,247,551** | **13,537,622** |

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# Balance sheet summary

End-of-year management values EUR. The balance sheet preserves cash, liquid investments, premium receivables, DAC, depreciating hardware and the refundable deposit. UPR, unpaid claims and current tax are liabilities. Retained earnings include setup expense and cumulative net income. Cash is a cash-flow result, not a balancing plug. No legacy reserves, reinsurance recoverables, debt or goodwill are inserted.

| Base closing position | 2028 | 2029 | 2030 | 2031 | 2032 |
|---|---|---|---|---|---|
| Cash | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| Liquid investments | 13,537,622 | 17,279,697 | 20,988,602 | 24,679,165 | 28,397,467 |
| Premium receivables | 500,000 | 575,000 | 661,250 | 760,438 | 874,503 |
| Acquisition deferral | 605,000 | 695,750 | 800,112 | 920,129 | 1,058,149 |
| Hardware net | 40,000 | 20,000 | 0 | 0 | 0 |
| Refundable deposit | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| **Total assets** | **15,712,622** | **19,600,447** | **23,479,965** | **27,389,732** | **31,360,119** |
| Unearned premium | 2,750,000 | 3,162,500 | 3,636,875 | 4,182,406 | 4,809,767 |
| Unpaid claims | 1,973,969 | 5,458,106 | 8,678,665 | 11,635,257 | 14,406,837 |
| Current tax payable | 0 | 0 | 0 | 5,462 | 8,009 |
| **Total liabilities** | **4,723,969** | **8,620,606** | **12,315,540** | **15,823,125** | **19,224,614** |
| Proposed paid equity | 12,000,000 | 12,000,000 | 12,000,000 | 12,000,000 | 12,000,000 |
| Retained earnings | (1,011,346) | (1,020,159) | (835,576) | (433,393) | 135,506 |
| **Total book equity** | **10,988,654** | **10,979,841** | **11,164,424** | **11,566,607** | **12,135,506** |
| **Liabilities and equity** | **15,712,622** | **19,600,447** | **23,479,965** | **27,389,732** | **31,360,119** |
| **Balance sheet difference** | **0** | **0** | **0** | **0** | **0** |

# Postwriting runoff and terminal position

No new writings occur after December 2032. Existing premium earning and claims payments continue. Base December 2038 unpaid claims of €1,876,772 remain a liability. No terminal value or profit release is modelled. The six displayed runoff years do not discharge every SME claim; the twenty-year cohort schedule extends beyond the forecast. Actual regulatory winding-up conditions, administration costs and remaining risks must be assessed before any capital can be returned.

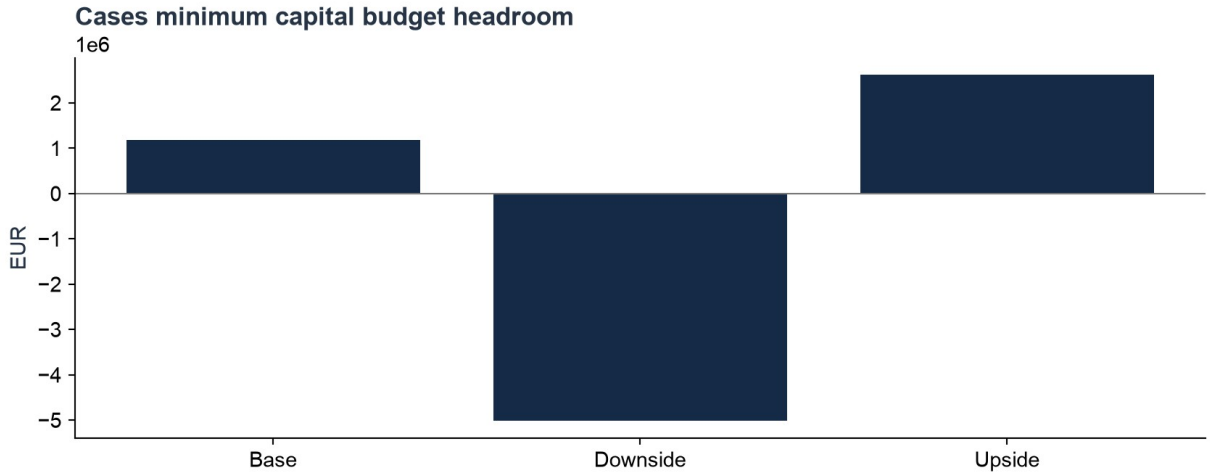
| Base runoff summary | 2033 | 2034 | 2035 | 2036 | 2037 | 2038 |
|---|---|---|---|---|---|---|
| **New written premium** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Earned premium** | **4,809,767** | **0** | **0** | **0** | **0** | **0** |
| Claims paid | 4,329,068 | 4,009,436 | 3,122,902 | 2,171,468 | 1,314,050 | 685,441 |
| **Closing unpaid claims** | **13,180,069** | **9,170,632** | **6,047,730** | **3,876,263** | **2,562,213** | **1,876,772** |
| **Net profit** | **361,366** | **(366,626)** | **(490,933)** | **(595,177)** | **(679,568)** | **(747,047)** |
| **Closing cash** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** | **1,000,000** |
| **Liquid portfolio** | **24,646,940** | **20,270,878** | **16,657,042** | **13,890,398** | **11,896,780** | **10,464,292** |
| **Book equity** | **12,496,872** | **12,130,245** | **11,639,312** | **11,044,135** | **10,364,567** | **9,617,519** |

Portfolio liquidity is assumed at carrying value. No market-value shock, haircut, duration mismatch or counterparty failure is priced into the main cases. These need additional asset and actual regulatory stresses; the model cannot certify their adequacy.

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# Capital planning limits and funding decisions

Ordinary reinsurance current MCR absolute floor is €3.9 million. Actual MCR and SCR and eligible own funds require statutory calculations. The budget hurdle adds 25% of current-and-next 11 months earned premium,15% unpaid claims and 5% liquid portfolio to the floor. This is an intentionally transparent unvalidated budget formula, not SCR or MCR. Adjusted book equity excludes DAC,hardware anddeposit. Base minimum budget headroom is €1,179,048. Downside budget shortfall is €5,013,797; no additional funds are assumed.



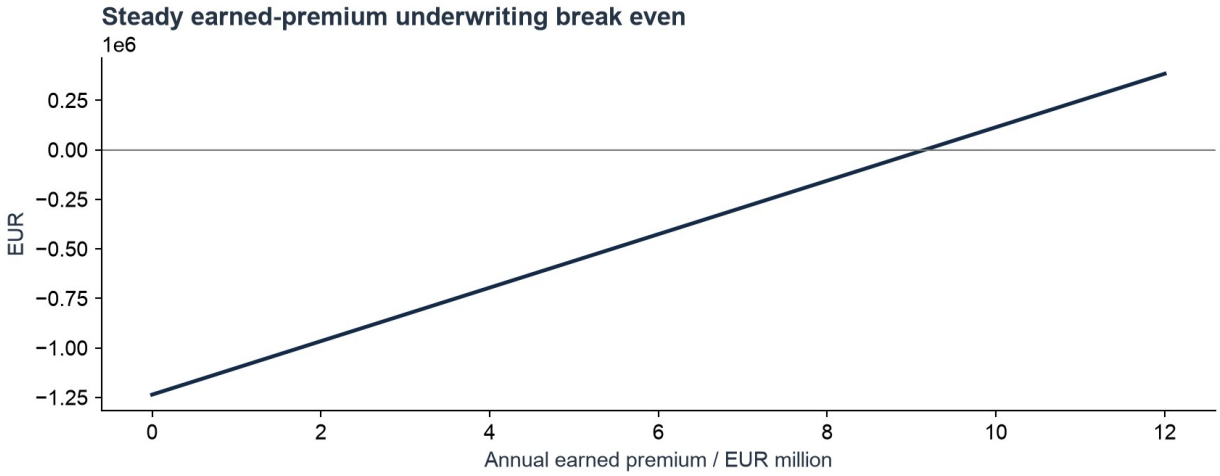

**Minimum management capital budget headroom over 132 months, EUR. These are hypotheses, not statutory solvency ratios.**

Downside December 2038 book equity is negative €830,249, while cash is positive €830,066. The positive cash reflects delayed liabilities and does not imply ability to discharge all claims or permit continued writing. Formal approval must define an actual stop-binding trigger, capital remedies and a funded runoff plan.

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# Break even and scenarios

At Base mix and assumed loss ratios, earned-premium contribution before overhead is 13.5%. Holding 2028 annual payroll, fees and book depreciation constant gives a steady earned-premium underwriting break-even of €9,154,815. This excludes investment yield and current tax. It is not startup written-premium break-even, cash adequacy, a claim limit or statutory solvency capital. At steady state written and earned premium are comparable; during startup the twelve-month earning lag matters.




**Base 2028 fixed-cost sensitivity, no observed demand or guaranteed underwriting result.**

| Case metric | Base | Downside | Upside |
|---|---|---|---|
| 2028 net profit | (511,346) | (1,223,369) | 7,057 |
| 2032 net profit | 568,899 | (1,429,173) | 1,853,689 |
| Minimum monthly cash | 1,000,000 | 830,066 | 1,000,000 |
| Minimum capital budget headroom | 1,179,048 | (5,013,797) | 2,616,633 |
| 2038 unpaid claims | 1,876,772 | 1,690,315 | 2,081,823 |
| 2038 book equity | 9,617,519 | (830,249) | 17,099,579 |

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# Model guide and decision gates

Model version 1.0, EUR,132 months January 2028–December 2038 and 11 calendar annual summaries. The single view selector is Inputs F5. Base,Downside and Upside each remain live schedules using their own driver columns; no static scenario snapshots or stale comparisons are stored. Blue numeric drivers and tail weights are editable; tail weights must sum 100%. Native range-backed Excel charts link to current selected results. Recalculate after edits, regenerate retained results and Word, then recheck figures and contents pages.

Independent saved-workbook checks and cache-cleared bundled Libre Office recalculation test case selection, loss ratios, collection, yield, capital exhaustion, later wages, tail delay, slower payout weights and earlier writing stop. These verify the arithmetic, not actuarial, regulatory or commercial approval. The launch remains conditional on actual capital, authorisation, competent appointments, credible portfolio data and signed terms.