

Each to Their Own: How Different Businesses Use Captives Differently

Christina Kindstedt

Advantage Insurance Management

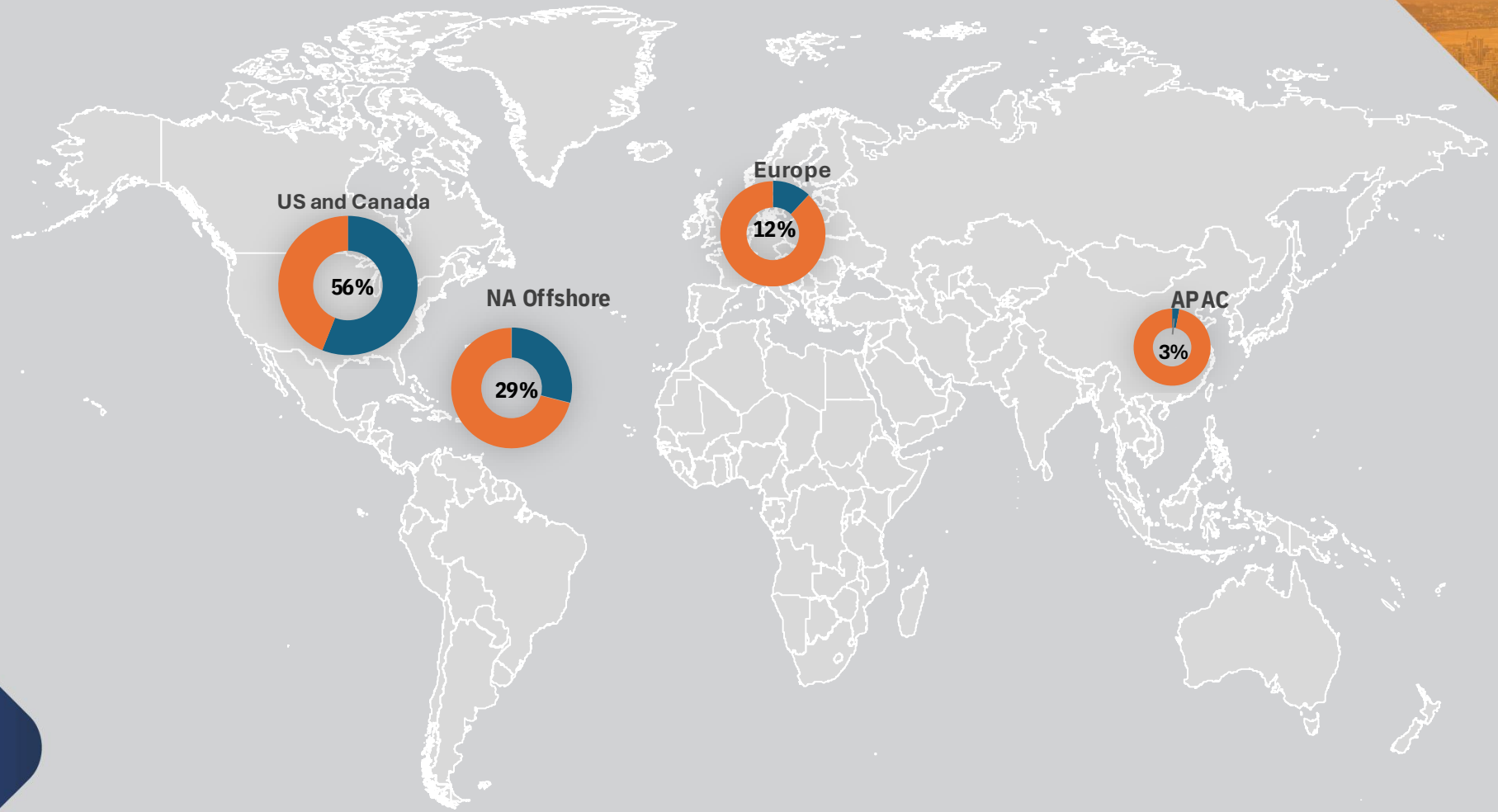
November 2, 2026

AGENDA



- The global captive industry
- The largest captive domicile
- Who use captives
- Puerto Rico & captives
- Success factors
- Case studies

LOCATIONS OF CAPTIVES

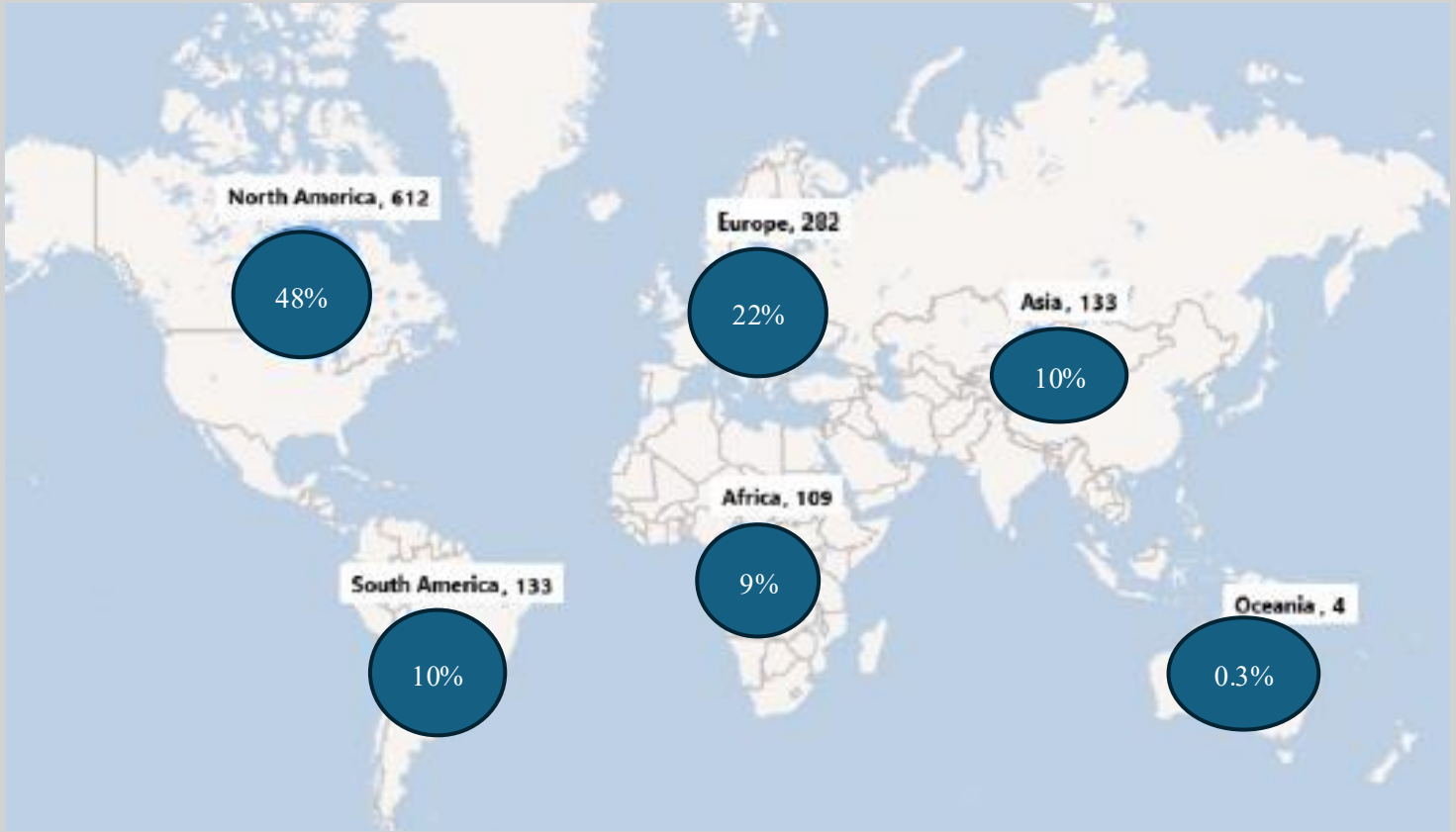


THE LARGEST CAPTIVE DOMICILE

- About half have been dissolved
- Over $36 million of premium taxes collected for last year

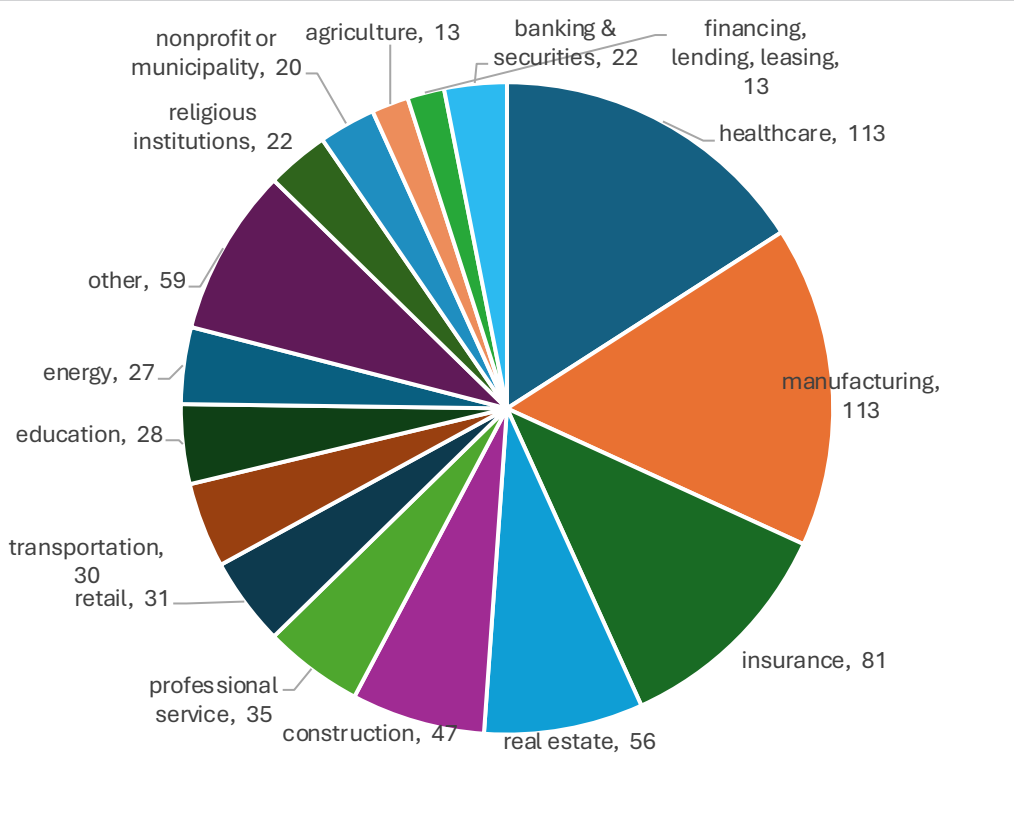
Year	# Issued	# Dissolved	Net	Total Active Captives	Total License Number	Premium Taxes Collected for Prior Year	License & Exam Fees Collected	Direct Premium Written	Assumed Premium Written	Gross Premium Written
1981	1	0	1	1	1	0	500	0	84,540	84,540
1982	3	0	3	4	4	0	1,800	153,420	3,857,981	4,011,401
1983	10	0	10	14	14	1,534	5,700	10,218,313	18,953,423	29,171,736
1984	9	0	9	23	23	102,183	8,400	21,079,354	22,520,783	43,600,137
1985	10	(1)	9	32	33	231,208	11,600	55,620,176	55,951,117	111,571,293
1986	36	(2)	34	66	69	596,761	27,600	143,259,899	115,358,094	258,617,993
1987	51	(5)	46	112	120	1,496,369	45,968	237,169,058	201,894,251	439,063,309
1988	33	(9)	24	136	153	2,460,069	82,274	374,730,370	268,423,061	643,153,431
1989	21	(5)	16	152	174	3,711,022	170,179	501,942,014	316,390,270	818,332,284
1990	35	(1)	34	186	209	4,693,000	161,069	804,895,349	530,763,466	1,335,658,815
1991	25	(3)	22	208	234	5,789,117	173,042	1,025,151,548	611,746,543	1,636,898,091
1992	23	(5)	18	226	257	7,215,239	146,431	1,269,947,883	558,928,018	1,828,875,901
1993	22	(5)	17	243	279	8,655,039	172,476	1,249,650,246	580,931,970	1,830,582,216
1994	32	(10)	22	265	311	8,129,693	162,667	1,729,927,122	652,629,527	2,382,556,649
1995	17	(11)	6	271	328	8,551,159	324,567	2,423,296,699	590,391,233	3,013,687,932
1996	30	(7)	23	294	358	8,548,033	580,182	2,190,285,990	696,767,180	2,887,053,170
1997	27	(14)	13	307	385	8,627,770	651,888	2,501,455,111	712,170,281	3,213,625,392
1998	40	(13)	27	334	425	9,356,490	640,343	2,748,914,078	810,964,455	3,559,878,533
1999	35	(12)	23	357	460	10,036,830	671,839	3,162,011,744	1,077,016,092	4,239,027,836
2000	29	(25)	4	361	489	11,005,160	753,843	3,144,165,245	1,455,978,542	4,600,143,787
2001	38	(12)	26	387	527	11,772,950	946,885	3,274,265,781	1,877,626,132	5,151,891,913
2002	70	(13)	57	444	597	12,668,920	1,051,460	5,193,090,933	2,055,189,331	7,248,280,264
2003	77	(14)	63	507	674	17,739,820	1,410,031	6,734,427,210	2,657,372,417	9,391,799,627
2004	43	(26)	17	524	717	19,898,370	1,314,565	7,934,537,094	2,983,641,173	10,918,178,267
2005	37	(19)	18	542	754	21,259,770	1,342,552	7,631,054,431	3,243,037,368	10,874,091,799
2006	37	(16)	21	563	791	22,694,926	1,599,190	7,774,487,797	3,861,977,940	11,636,465,737
2007	32	(28)	4	567	823	22,792,568	1,624,218	7,786,866,066	7,504,949,490	15,291,815,556
2008	16	(26)	(10)	557	839	24,187,834	2,029,869	8,413,179,284	7,766,372,317	16,179,551,601
2009	39	(36)	3	560	878	23,905,735	2,137,569	7,956,934,263	69,456,418,007	77,413,352,270
2010	33	(21)	12	572	911	23,544,181	2,288,973	8,756,939,265	17,155,210,804	25,912,150,069
2011	41	(23)	18	590	952	23,987,405	2,348,024	9,329,758,791	17,336,964,460	26,666,723,251
2012	32	(36)	(4)	586	984	24,216,614	2,542,167	9,724,884,368	17,800,697,572	27,525,581,940
2013	29	(27)	2	588	1,013	24,844,875	2,634,360	9,198,171,037	18,384,082,039	27,582,253,076
2014	16	(17)	(1)	587	1,029	24,370,532	2,371,089	9,745,035,207	15,724,993,185	25,470,028,392
2015	33	(24)	9	596	1,062	24,388,334	2,483,916	9,152,332,742	18,497,425,614	27,649,758,356
2016	26	(29)	(3)	593	1,088	23,800,809	2,741,244	12,643,767,660	20,187,465,889	32,831,233,549
2017	24	(39)	(15)	578	1,112	23,828,684	2,273,308	8,856,289,819	14,802,320,941	23,658,610,760
2018	25	(23)	2	580	1,137	24,039,460	2,086,090	8,787,944,683	13,841,121,402	22,629,066,085
2019	22	(17)	5	585	1,159	24,953,696	1,975,609	9,569,154,492	15,854,131,453	25,423,285,945
2020	38	(34)	4	589	1,197	26,247,710	1,959,089	13,387,829,306	16,629,225,755	30,017,055,062
2021	45	(14)	31	620	1,242	28,266,358	2,113,550	12,956,713,713	17,019,927,419	29,976,641,132
2022	41	(22)	19	639	1,283	31,366,901	2,392,972	15,625,000,444	26,865,801,086	42,490,801,530
2023	38	(18)	20	659	1,321	33,303,033	2,067,616	14,631,549,990	15,992,618,660	30,624,168,650
2024	41	(17)	24	683	1,362	35,275,390	2,660,043	14,366,253,044	18,752,889,966	33,119,143,010
2025	51	(27)	24	707	1,413	36,390,417	2,526,937	17,912,960,018	18,352,193,262	36,265,153,280
Totals as of 12/31/2025	1,413	(706)	707							

INVOLUNTARY DISSOLUTIONS OF COMMERCIAL INSURERS 2000-2025



Source: the Property and Casualty Insurance Compensation Corporation

CAPTIVES IN THE LARGEST DOMICILE V. PUERTO RICO'S TOP INDUSTRIES





PUERTO RICO AS A CAPTIVE DOMICILE



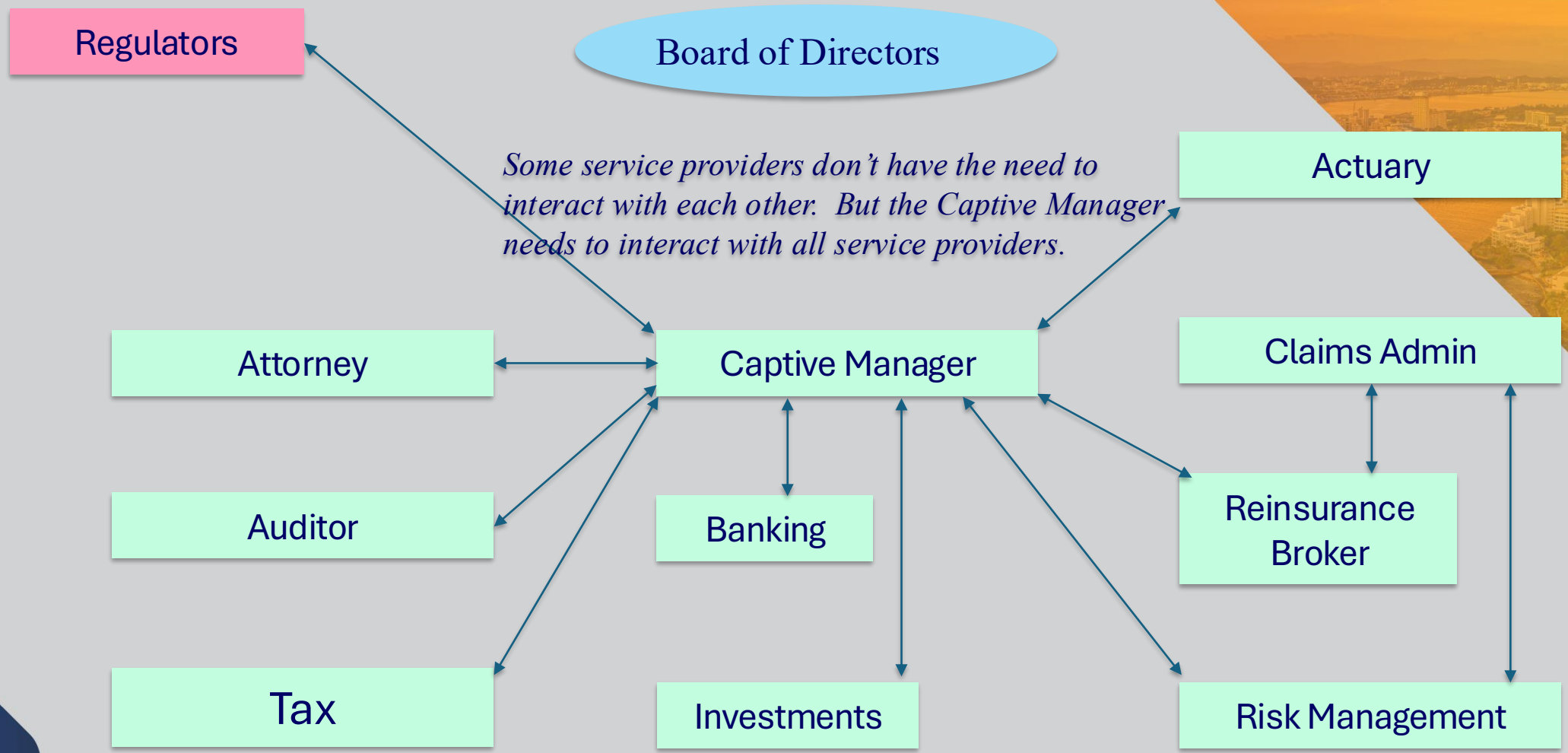
Ranking	State	GDP in Millions	Industries
1	California	$ 4,250,841	
2	Texas	$ 2,904,428	energy, population growth, business investment
3	New York	$ 2,467,674	
10	North Carolina	$ 893,763	business and research growth
41	Hawaii	$ 124,608	recently held its captive conference with over 400 attendees
	Puerto Rico	$ 122,889	the 2nd largest among the territories is Guam at $6,910M
42	Delaware	$ 117,218	
50	Vermont	$ 48,350	small, service-based economy, annual conference attracts over 1,000 attendees

PRINCIPLES THAT DRIVE INSURERS', NOT JUST CAPTIVES', SUCCESS

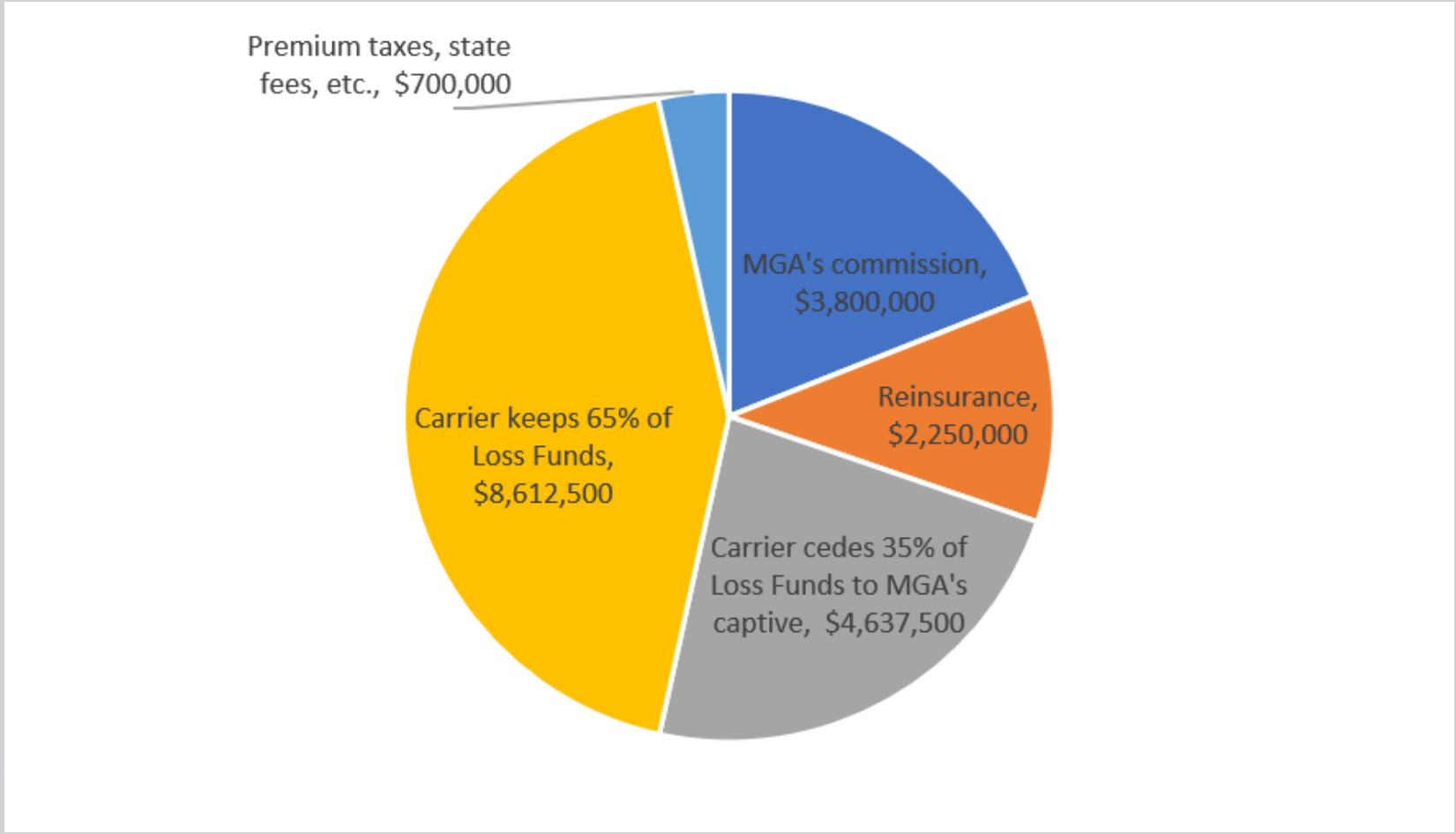


- Good corporate governance
- Well-informed stakeholders
- Cost-effective delivery of services
- In-depth insurance knowledge based on applied research and analysis
- Frequent & open consultations with insureds, regulators & other stakeholders

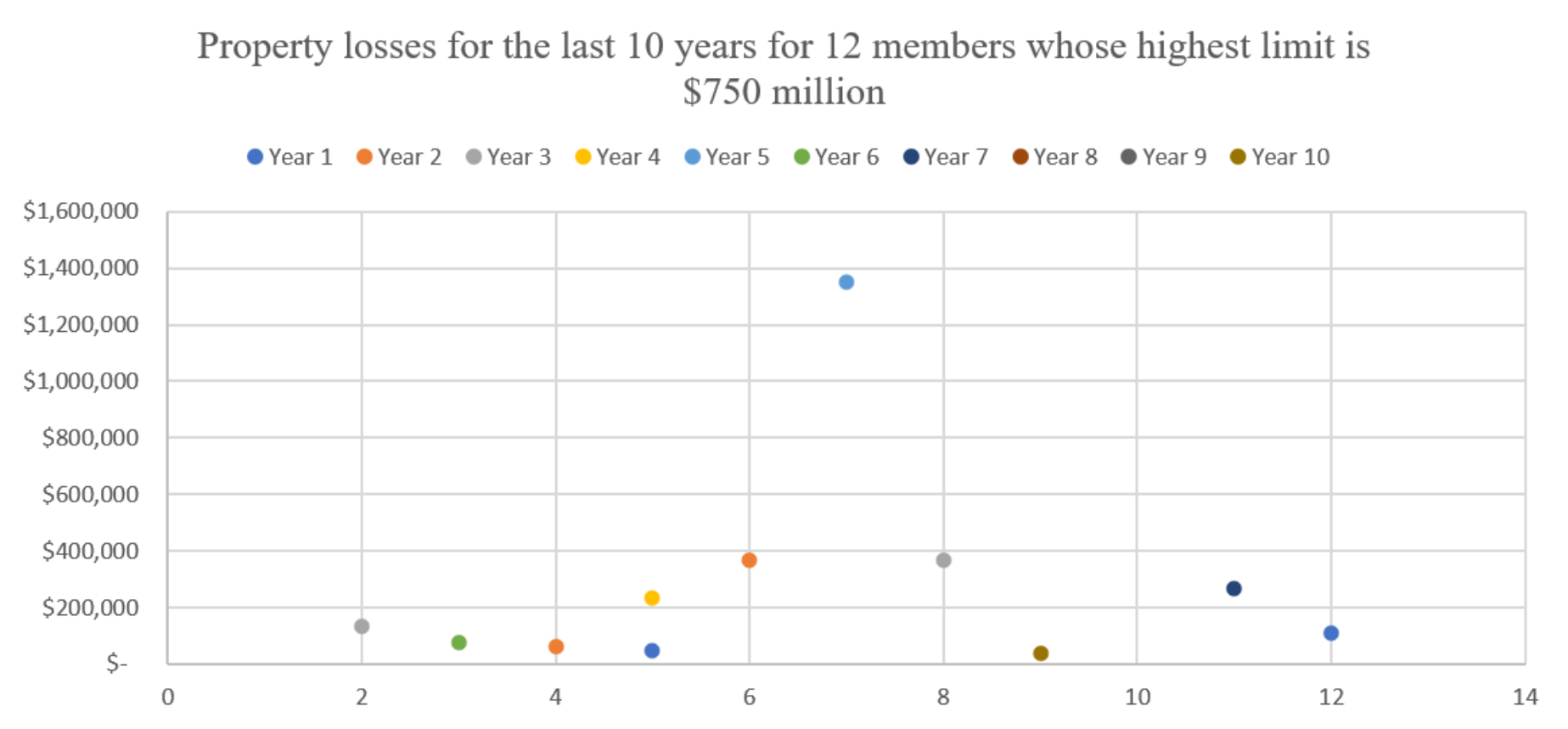
CAPTIVE MANAGER – YOUR QUARTERBACK



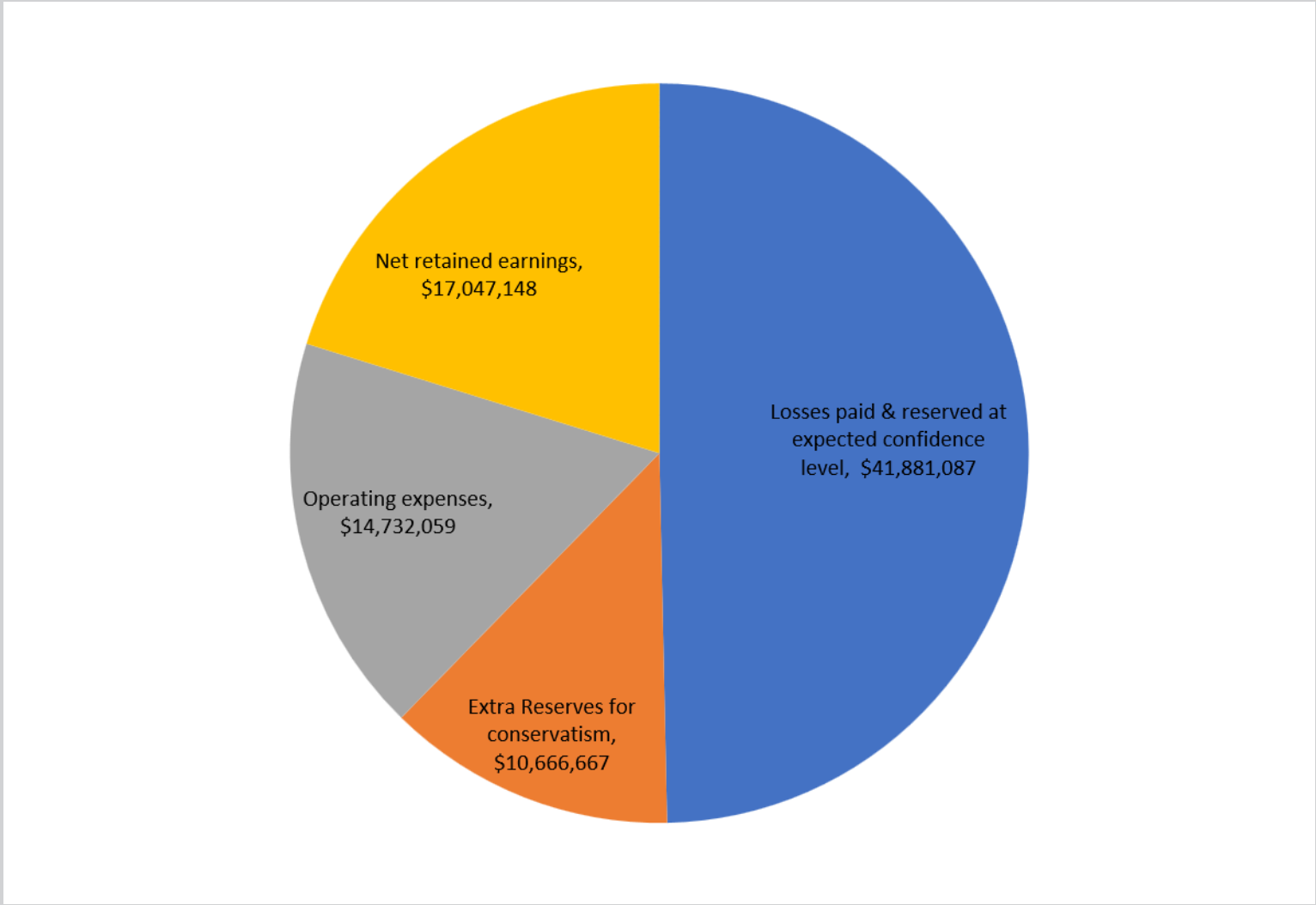
CASE STUDY 1 – AN AGENCY CAPTIVE



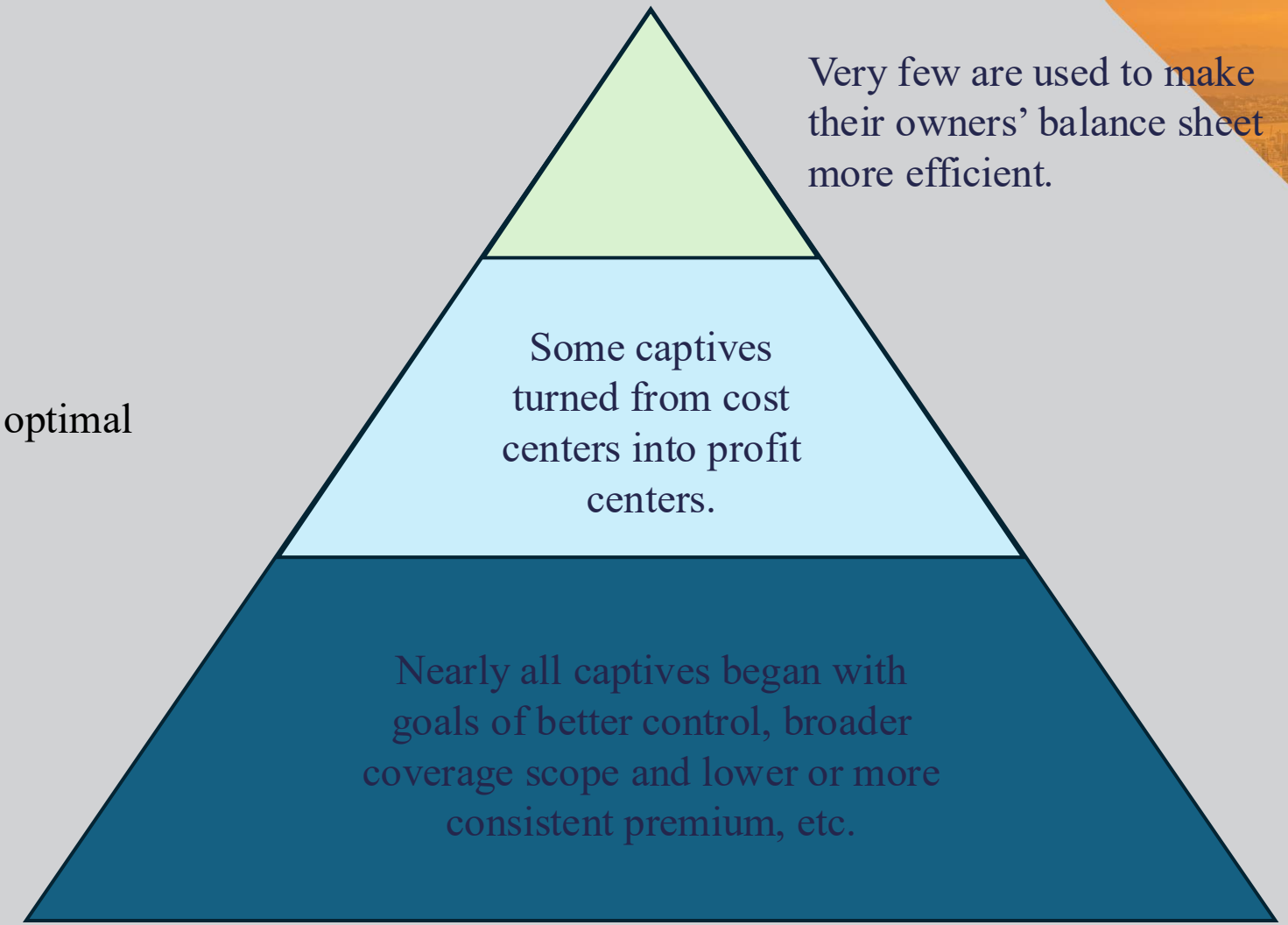
CASE STUDY 2 – PROPERTY CAPTIVE



CASE STUDY 3 – PHYSICIANS



CASE STUDY 4 – STRATEGIC UTILIZATION



CONTACT



Christina Kindstedt

President

Advantage Insurance Management

c.kindstedt@aihusa.com

(802) 578 3342