

BUILT TO LAST

**SUCCESSFUL HABITS
OF VISIONARY
COMPANIES**



JAMES C. COLLINS
and **JERRY I. PORRAS**

Your Insurance Cy , since 19XX ...
Still going strong



Focus Reflective
Strategy Control Professional
Solid Well-thought-through Vision
Proper Competitive-Advantage Fit
Dedicated Risk-under-Control
Execution Profitable

continuité

perennité

Directive 2009/138/EC of 25 nov 2009

- * “On the taking up and pursuit of the business of Insurance and Reinsurance (Solvency 2) “





A word cloud of financial and regulatory terms. The words are arranged in a roughly horizontal line, with varying sizes and orientations. The most prominent words are 'Gouvernance', 'risico-management', 'Solvabiliteit', 'Client-bescherming', 'SCR', 'Risk', and 'Publicatie'. Other visible terms include 'Geen-extra-last ORSA-Eigen-risico-en-solvabiliteit-appreciatie', 'markt', 'Asset-Management', 'Code-of-conduct', '4Functions', 'Risico-meting interne', and 'Riscio-meting interne'.

Gouvernance
risico-management
Solvabiliteit
markt
Geen-extra-last ORSA-Eigen-risico-en-solvabiliteit-appreciatie Risk
Asset-Management
Client-bescherming
Publicatie
Code-of-conduct
SCR
Risico-meting interne
4Functions
Riscio-meting interne

Publication

Marché-interne Solvabilité
Code-de-conduite Gestion-de-risque
pas-d'effort-supplémentaire
ORSA:Appréciation-risque-et-solvabilité-propre
Gouvernance Protection-client
4Fonctions SCR Gestion-d'actif

continuïteit

**Of bij niet-continuïteit
Bescherming cliënt**

pérennité

Ou en cas de difficulté
Protection du client

What was wrong with Solvency 1 ?

Main features of Solvency 1

- Rudimentary « *fixed ratios* » model :
The calculation of the required capital is based on objective factors (premiums, provisions)
 - Simple calculation and great transparency
-
- Result in inconsistent capital requirement
 - Not taking into account the real risk profile (the real factor of insolvency).

Eiopa gelooft dat wat zij oplegt aan maatregelen en berekeningen
, de maatschappij ook voor meer als 90% nodig heeft om goed
bestuurd te kunnen zijn ... vandaar haar bewering dat de
Solvency 2 geen
“extra effort” betekent

Basisreglementering :

Europese directive 2009/138/EU – Solvency 2 directive
Commission Delegated Regulation (EU) 2015/25 - Dedicated Acts

Belgische Reglementering

... Op komst

Belgische Reglementering

Projet

**Loi relative au statut et au
contrôle des entreprises
d'assurance ou de
réassurance**

Ontwerp

**Wet op het statuut van en
het toezicht op
verzekerings- of
herverzekerings-
ondernemingen**



Solvency II

Applicable to every Insurer ?

No

Premium income (Gross) < 5 mEUR

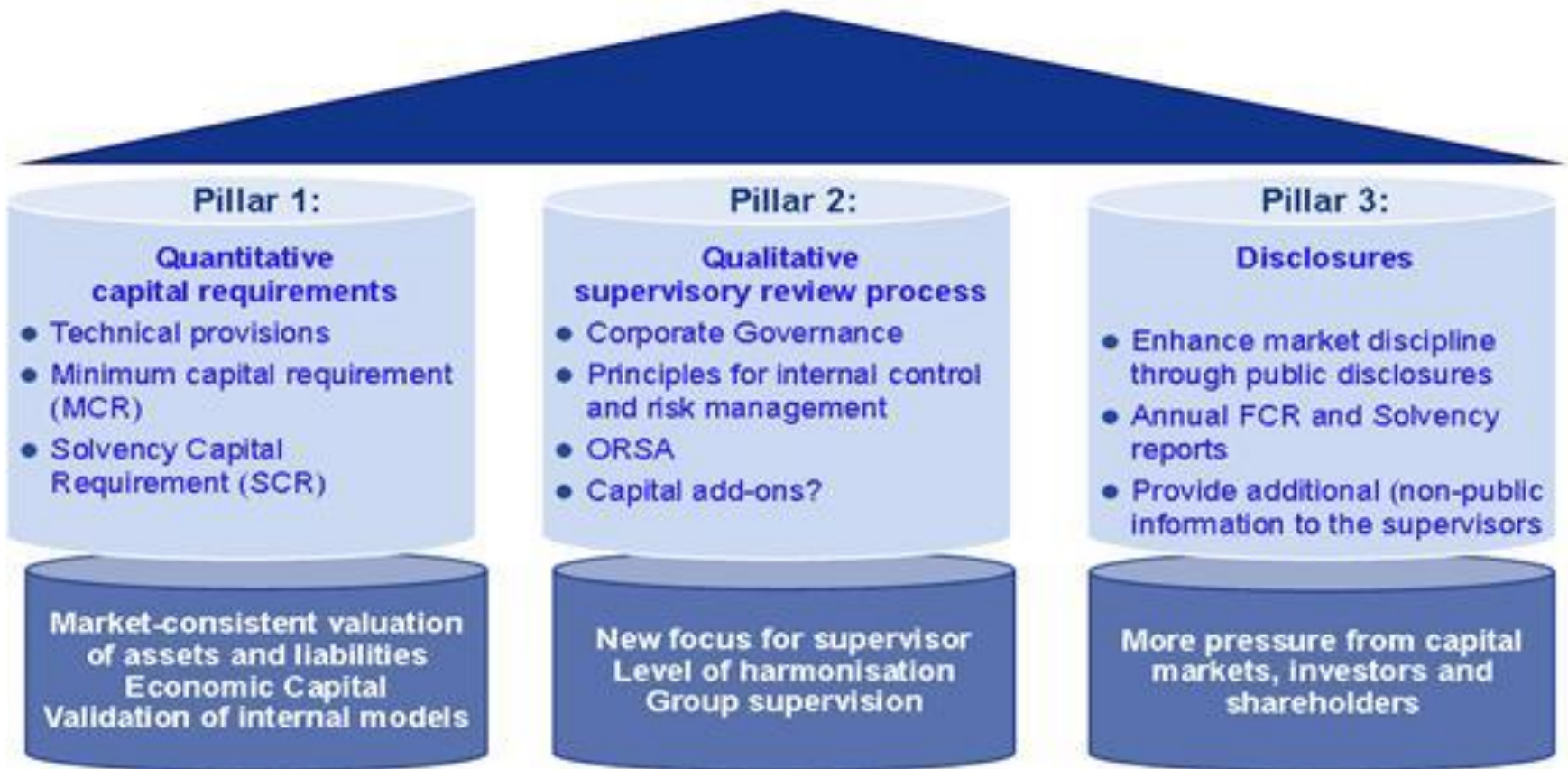
& Techn. Reserves (Net) < 25 mEUR

& Groupsconditions

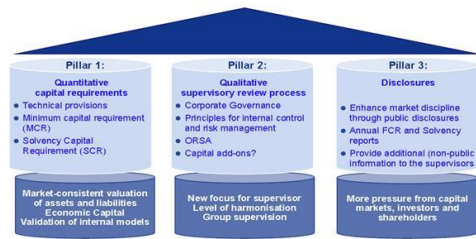
& not Liability, Credit nor Surety

& Accepted Reinsurance < 0,5 mEUR , < 2,5 mEUR Reserves

& Accepted Reinsurance < 10% business total



Market consistent evaluation of assets and liabilities



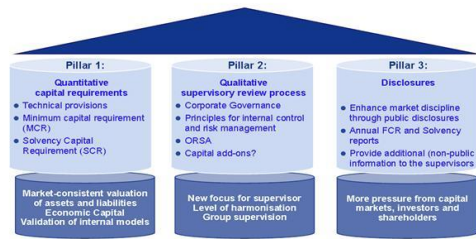
Investments –

Under Solvency II, there are no prohibitions on classes of assets, but, for all assets held, insurers need to be able to demonstrate that they comply with the **prudent person investment principles** (PPIP).

The PPIP requirements start from the premise that an insurer should be **free to invest** in any assets it chooses, provided that it **fully understands the risks involved**, makes **proper provision** for these (via the SCR), and that investment decisions are made in the best **interests of the policyholders**.

These requirements will necessitate a change in the way assets are considered, both before acquisition and during the lifetime over which they are held.

Market Consistent evaluation of assets and liabilities



Assets :

1. Market Value
2. Discounted Cash Flow at risk adjusted discount rates

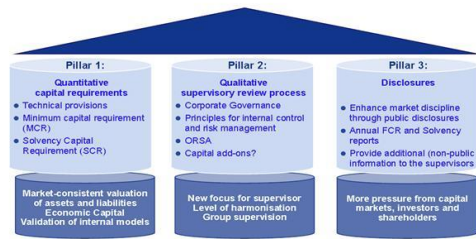
Techn. Liabilities :

1. Best Estimate of Techn. Reserves +
2. Risk Margin (+- cost of capital of BE Reserves)

Other Liabilities :

Idem : see assets

Market Consistent Balance sheet



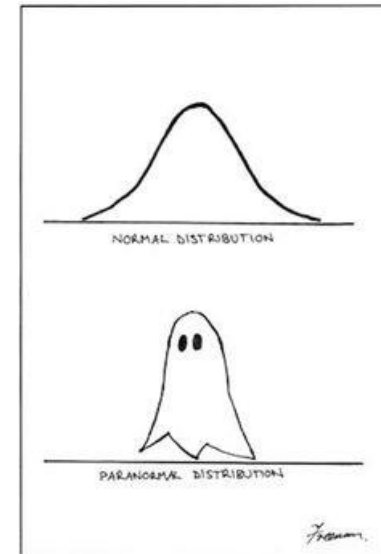
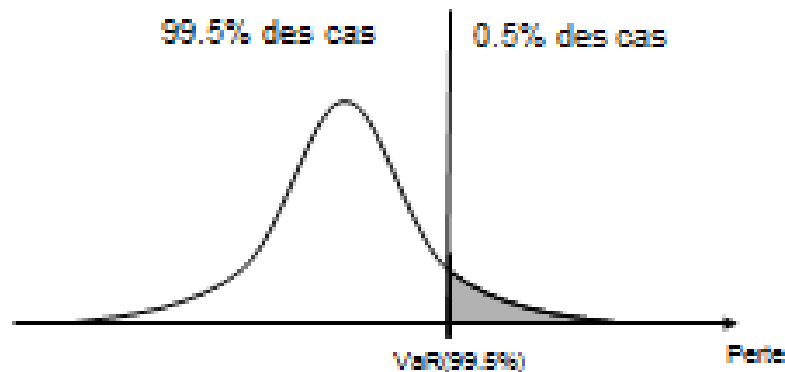
$$\text{Own funds} = \text{Assets} - \text{Liabilities}$$



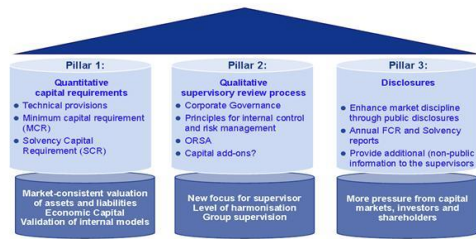
Le concept de Solvency II

Notion Risque

- Pour chaque risque lié à la Compagnie, une masse de capitaux est exigée pour couvrir le risque au seuil de confiance de 99.5%, à un horizon d'un an, en d'autres termes, couvrir la perte inattendue en espérance tous les 200 ans. ($0.5/100 = 200$)
- $VaR(99.5\%) =$ Perte probable avec un seuil de confiance de 99.5%



Minimum Capital Requirement



What simplified calculation :

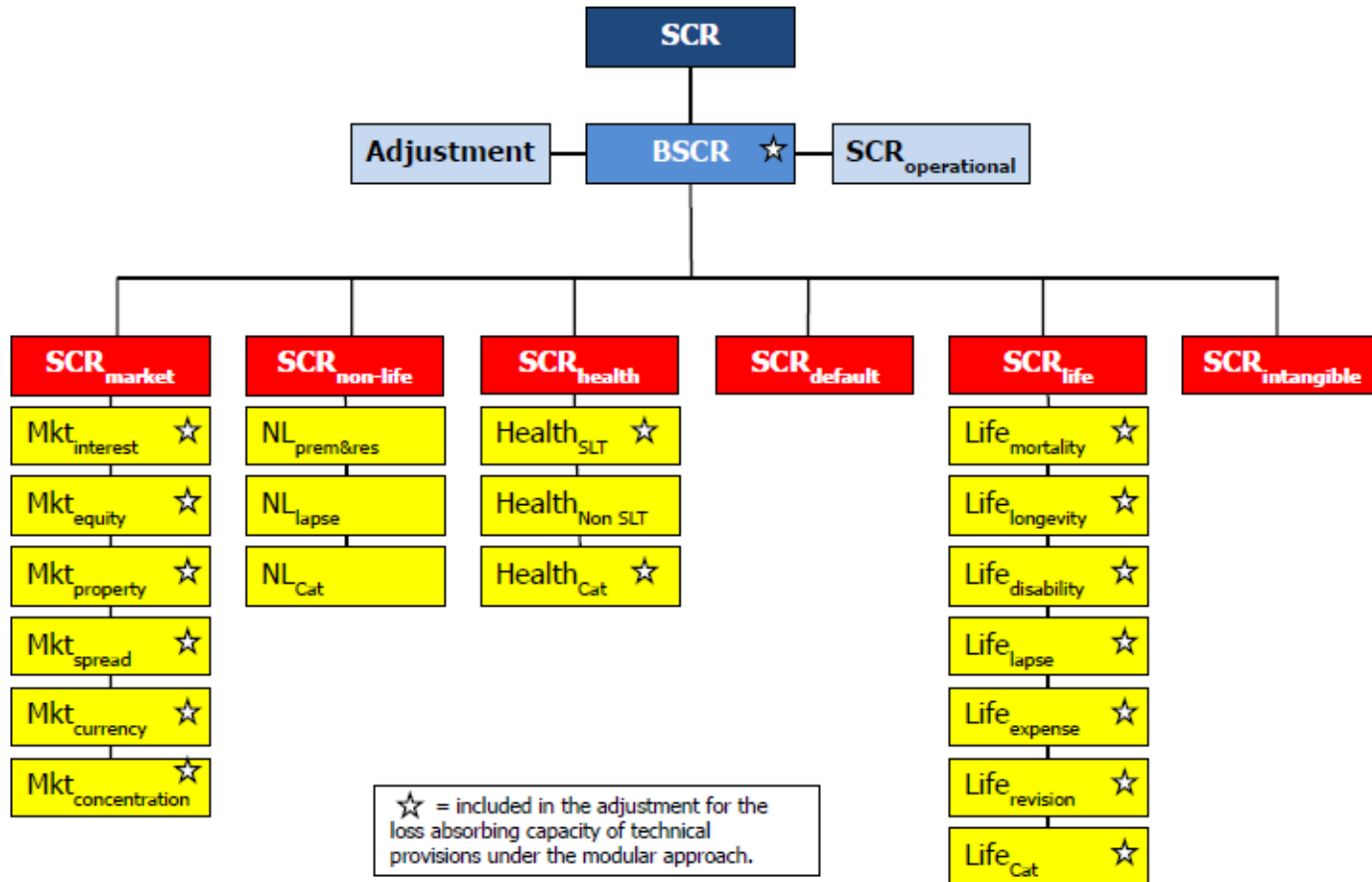
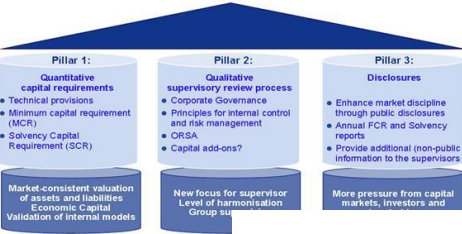
25% à 45 % of SCR Life + Non-Life

Factor based : % per LoB on Premiums and Reserves

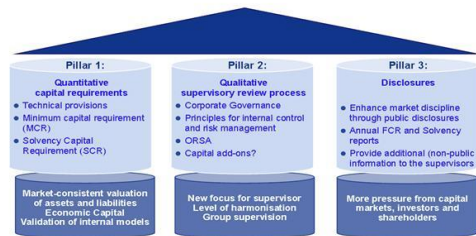
WITTEMBERG

Solvency Capital Requirement - SCR

SCR & Standard Formula



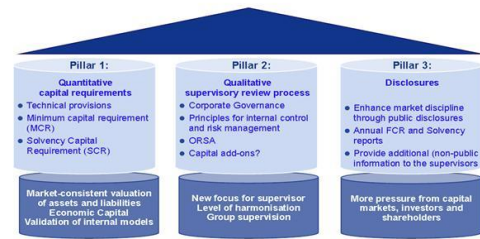
SCR – België QIS 5 (cijfers 31.12.2009)



Main components of SCR: Aggregated figures

mio €	Standard Formula (BE)	Solvency Ratio (BE)
SCR market	17.610 (59% ⁵)	
SCR counterparty default	1.170 (4%)	
SCR underwriting Life	3.810 (13%)	
SCR underwriting Non-Life	5.070 (17%)	
SCR underwriting Health	2.280 (8%)	
Diversification across modules	-11.000	
Basic SCR	19.000	132 %
Loss absorbing effect of profit sharing and deferred taxes	-7.590	
SCR operational	2.160	
SCR	14.000	179 %

Solvency Capital Requirement - SCR



Voor elke onderwerp :

1/200 jaar shock : toegepast op de Solv 2 balans

Individuele shocks worden op diverse niveaus geaggregeerd om totaal positie uit te komen

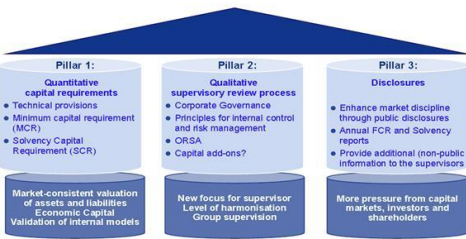
>>> voordeel van diversificatie

Impacten zijn zeer verschillend.

Opmerking : Buiten de “Standard Formula” zijn er ook nog :

- Intern model
- Partieel intern model
- Undertaking Specific Parameters (USP)

SCR – Aggregatie diverse risico's



Voor elke onderwerp :

1/200 jaar shock : toegepast op de Solv 2 balans

Individuele shocks worden op diverse niveaus geaggregeerd om totaal positie uit te komen

>>> voordeel van diversificatie

Impacten zijn zeer verschillend.

BSCR Calculation

$$BSCR = \sqrt{\sum_{ij} CorrSCR_{i,j} \cdot SCR_i \cdot SCR_j} + SCR_{Intangible}$$

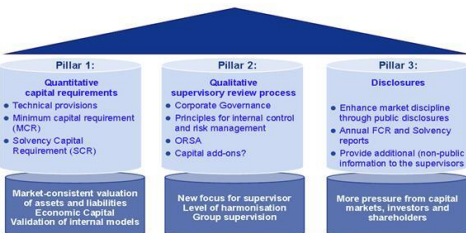
Five modules for main BSCR calculation i & j plus intangible module, as follows:

- 1) SCR_{mkt} = Capital charge for market risk.
 - 2) SCR_{def} = Capital charge for counterparty default risk.
 - 3) SCR_{life} = Capital charge for life underwriting risk.
 - 4) SCR_{nl} = Capital charge for non-life underwriting risk.
 - 5) SCR_{health} = Capital charge for health underwriting risk.
- plus $SCR_{intangible}$ = Capital charge for intangible asset risk

Correlations:

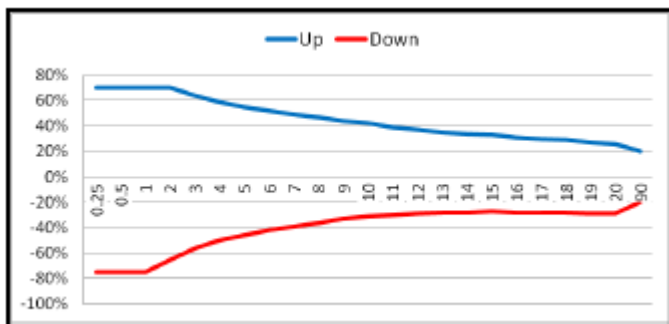
i / j	Market	Default	Life	Health	Non-Life
Market	1.00				
Default	0.25	1.00			
Life	0.25	0.25	1.00		
Health	0.25	0.25	0.25	1.00	
Non-Life	0.25	0.50	0.00	0.00	1.00

SCR – Market risk – Interest Rate Risk



Mkt_{int} = interest rate risk ☆

$$Mkt_{int} = \text{Max}(Mkt_{int}^{Up}, Mkt_{int}^{Down})$$

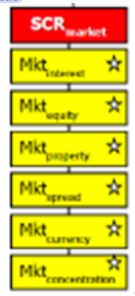
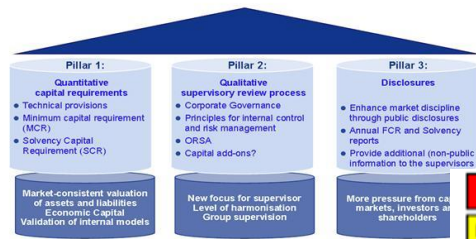


Term	Up	Down
0.25	70%	-75%
0.5	70%	-75%
1	70%	-75%
2	70%	-65%
3	64%	-56%
4	59%	-50%
5	55%	-46%
6	52%	-42%
7	49%	-39%
8	47%	-36%
9	44%	-33%
10	42%	-31%
11	39%	-30%
12	37%	-29%
13	35%	-28%
14	34%	-28%
15	33%	-27%
16	31%	-28%
17	30%	-28%
18	29%	-28%
19	27%	-29%
20	26%	-29%
90	20%	-20%

Shocks, up and down, toegepast op “open ALM posities”

Opgelet : Equity & Property : Duration 0

SCR – Market risk – Equity risk



$$\text{Mkt}_{eq} = \text{equity risk}^{\star} \text{ (cont)}$$

	Type 1	Type 2
Equity Shock _i	39 %	49%

+ symmetric adjustment + 10% / - 10%

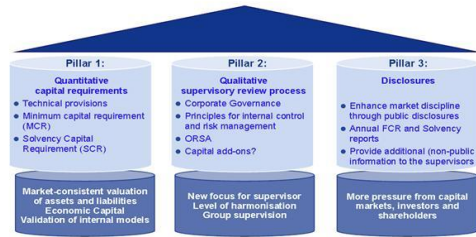
Dus max beursgenoteerde : 49% (type 1)

min beursgenoteerde : 29% (type 1)

The symmetric adjustment is included due to the following objectives:

- 1) To avoid (re)insurers being unduly forced to raise additional capital or sell their investments as a result of adverse movements in markets;
- 2) To discourage or avoid fire sales which would further negatively impact the equity prices – i.e. prevent a pro-cyclical effect of the capital requirements which could have a potential destabilizing effect on the economy.

SCR – Market risk – Property

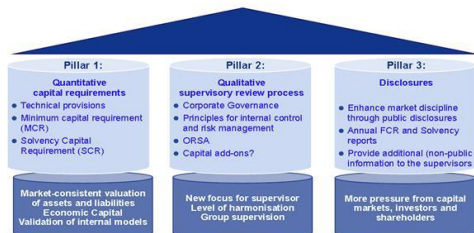


$$\text{Mkt}_{\text{prop}} = \text{property risk}^{\star}$$

$$\text{Mkt}_{\text{prop}} = \Delta \text{BOF} | \text{property shock}$$

Property Shock = 25% for all property types

SCR – Market risk – Spread Risk



$$Mkt_{sp} = \text{spread risk} - \text{bonds}$$

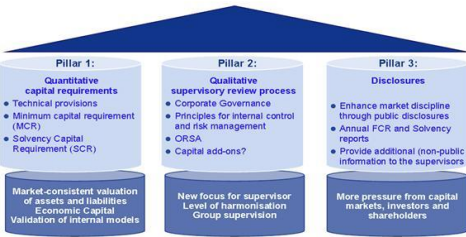
1) Bonds (cont)

$$Mkt_{sp}^{\text{bonds}} = \sum_i MV_i \cdot F^{Up}(\text{rating}_i, \text{duration}_i)$$

duration _i (d _i) years	Rating						
	AAA	AA	A	BBB	BB	B	CCC or lower
Upto 5	0.9% * d _i	1.1% * d _i	1.4% * d _i	2.5% * d _i	4.5% * d _i	7.5% * d _i	7.5% * d _i
> 5 & =< 10	4.5%+0.5%*(d _i -5)	5.5%+0.6%*(d _i -5)	7.0%+0.7%*(d _i -5)	12.5%+1.5%*(d _i -5)	22.5%+2.5%*(d _i -5)	37.5%+4.2%*(d _i -5)	37.5%+4.2%*(d _i -5)
> 10 & =< 15	7.2%+0.5%*(d _i -10)	8.4%+0.5%*(d _i -10)	10.5%+0.5%*(d _i -10)	20%+1.0%*(d _i -10)	35%+1.8%*(d _i -10)	58.5%+0.5%*(d _i -10)	58.5%+0.5%*(d _i -10)
> 15 & =< 20	9.7%+0.5%*(d _i -15)	10.9%+0.5%*(d _i -15)	13%+0.5%*(d _i -15)	25%+1.0%*(d _i -15)	44%+0.5%*(d _i -15)	61%+0.5%*(d _i -15)	61%+0.5%*(d _i -15)
Over 20	12.2%+0.5%*(d _i -20)	13.4%+0.5%*(d _i -20)	15.5%+0.5%*(d _i -20)	30%+0.5%*(d _i -20)	46.6%+0.5%*(d _i -20)	63.5%+0.5%*(d _i -20)	63.5%+0.5%*(d _i -20)

	AAA	AA	A	BBB	BB	B
1 year	0.9%	1.1%	1.4%	2.5%	4.5%	7.5%
3 year	2.7%	3.3%	4.2%	7.5%	13.5%	22.5%
5 year	4.5%	5.5%	7.0%	12.5%	22.5%	37.5%
7 year	5.5%	6.7%	8.4%	15.5%	27.5%	45.9%
10 year	7.0%	8.5%	10.5%	20.0%	35.0%	58.5%
15 year	9.7%	10.9%	13.0%	25.0%	44.0%	61.0%

SCR – Market risk – Aggregation / Diversification



$$SCR_{mkt} = \text{Mkt Calculation}$$

$$SCR_{mkt} = \sqrt{\sum_{r \neq c} \text{CorrMkt}^{r \times c} \cdot Mkt_r \cdot Mkt_c}$$

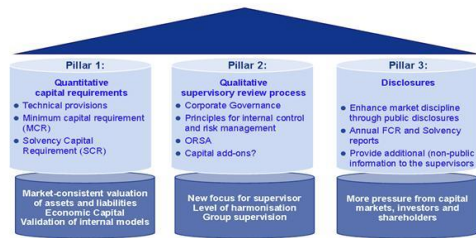
Six sub-modules for SCR_{Mkt}

- 1) Mkt_{int} = interest rate risk
- 2) Mkt_{eq} = equity risk
- 3) Mkt_{prop} = property risk
- 4) Mkt_{sp} = spread risk
- 5) Mkt_{fx} = currency risk
- 6) Mkt_{conc} = market concentration risk

<i>CorrMktUp</i>	<i>Mkt_{int}</i>	<i>Mkt_{eq}</i>	<i>Mkt_{prop}</i>	<i>Mkt_{sp}</i>	<i>Mkt_{fx}</i>	<i>Mkt_{conc}</i>
<i>Mkt_{int}</i>	1					
<i>Mkt_{eq}</i>	A	1				
<i>Mkt_{prop}</i>	A	0.75	1			
<i>Mkt_{sp}</i>	A	0.75	0.5	1		
<i>Mkt_{fx}</i>	0.25	0.25	0.25	0.25	1	
<i>Mkt_{conc}</i>	0	0	0	0	0	1

A = 0 in interest rate up scenario, 0.5 in interest rate down scenario

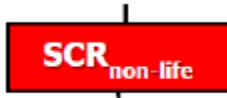
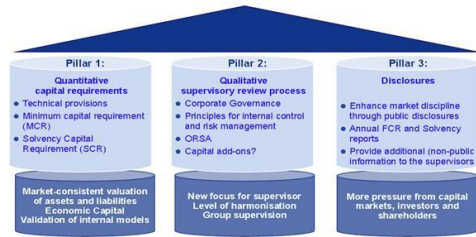
SCR – Market risk – Conclusions



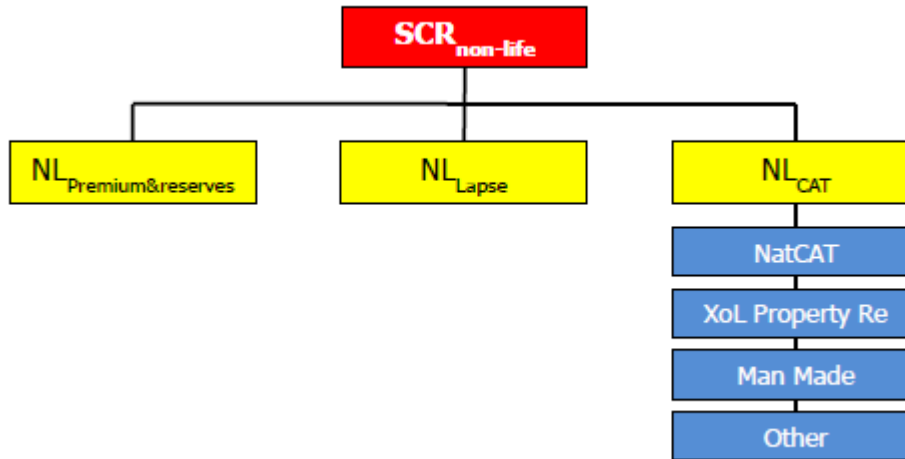
$$\text{SCR}_{\text{mkt}} = \text{Mkt Calculation}$$

- close ALM gaps
- Equity : very costly
- Property : not well treated
- Corporate Bond : Fair
- Govies : No SCR charge but returns ???

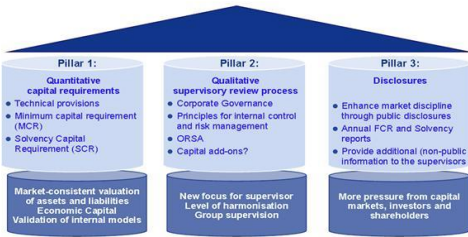
SCR – Non-Life risk



Non-Life Underwriting Risk Module



SCR – Non-Life risk – Premium / Reserve Risk



$$NL_{pr} = 3 * \sigma * V$$

σ : Standard Deviation = risk measure

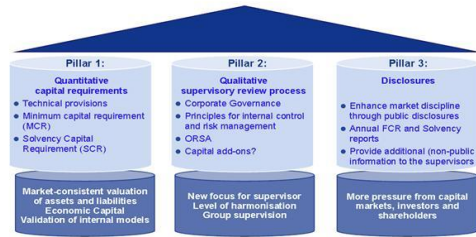
V : aggregated Volume of Premiums and Reserves

LoB	SD for premium risk (gross)
Motor vehicle liability	10% · NP_{lob}
Other motor	8% · NP_{lob}
MAT	15% · NP_{lob}
Fire	8% · NP_{lob}
3rd-party liability	14% · NP_{lob}
Credit	12% · NP_{lob}
Legal expenses	7% · NP_{lob}
Assistance	9% · NP_{lob}
Miscellaneous	13% · NP_{lob}
NP reins (prop)	17%
NP reins (casualty)	17%
NP reins (MAT)	17%

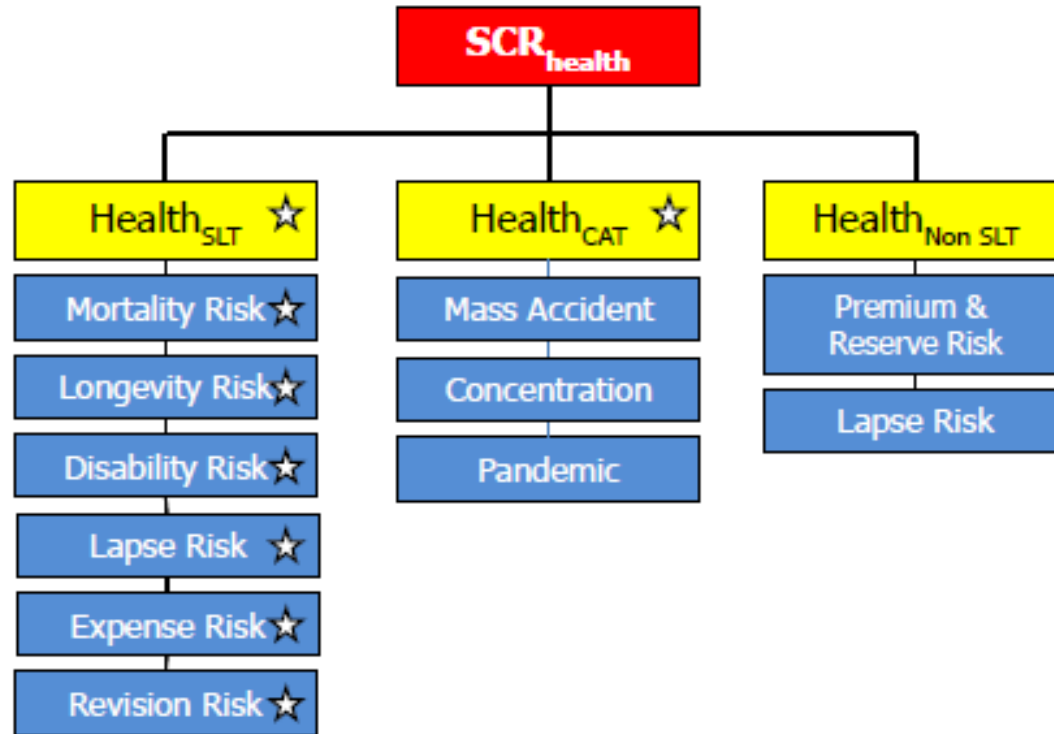
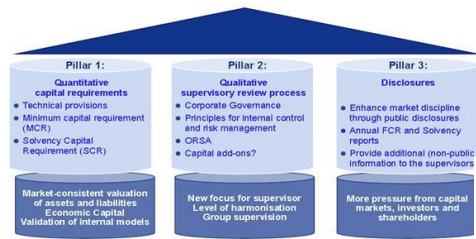
Standard derivation for (net) reserve risk, as per table:

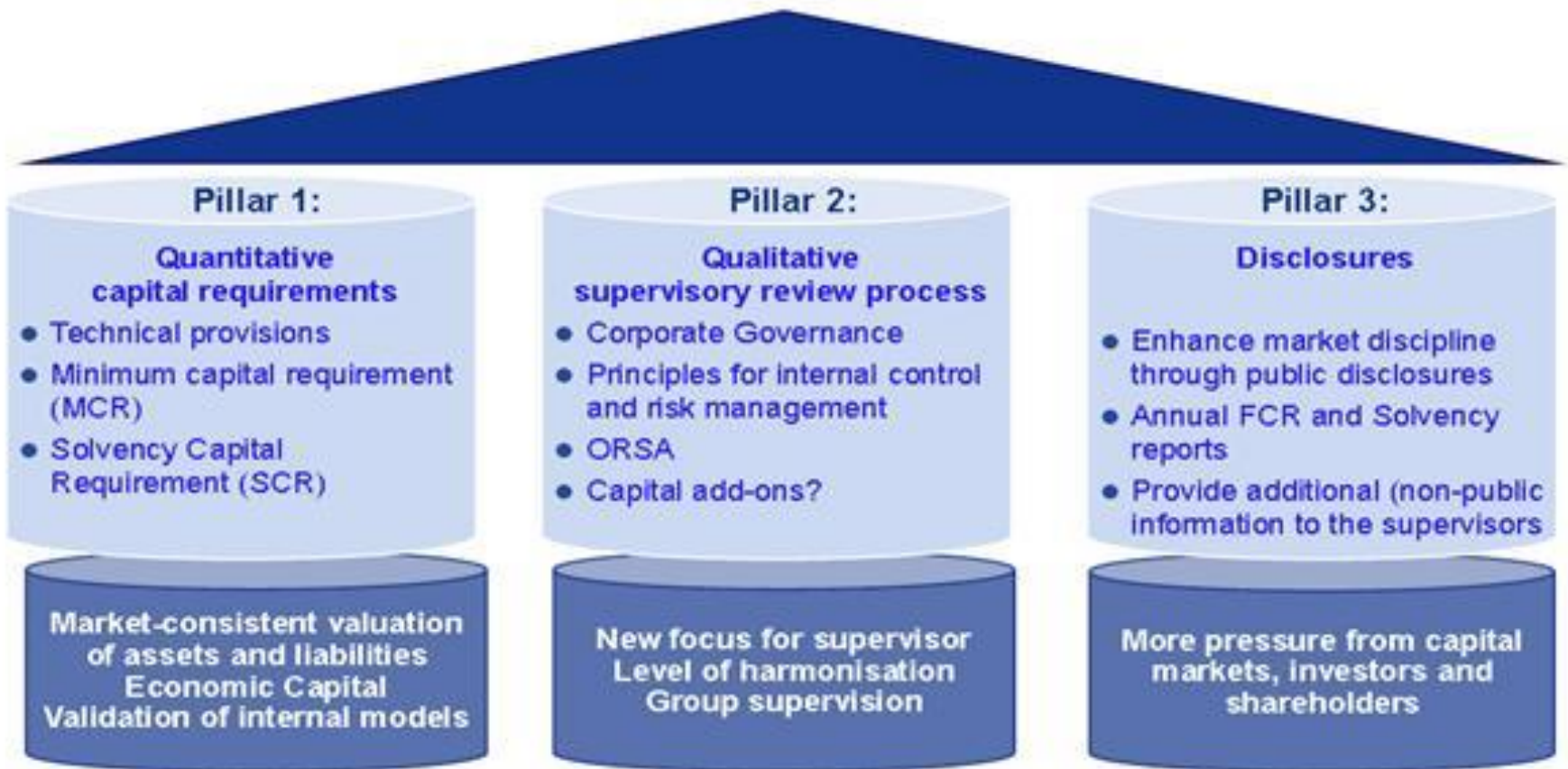
LOB		$\sigma_{(res,lob)}$
1	Motor, third-party liability	9%
2	Motor, other classes	8%
3	Marine, aviation, transport (MAT)	11%
4	Fire and other property damage	10%
5	Third-party liability	11%
6	Credit and suretyship	19%
7	Legal expenses	12%
8	Assistance	20%
9	Miscellaneous	20%
10	Non-prop reinsurance – property	20%
11	Non-prop reinsurance – casualty	20%
12	Non-prop reinsurance – MAT	20%

SCR – Life



SCR – Health





Pillar 2:

Qualitative supervisory review process

- Corporate Governance
- Principles for internal control and risk management

The Board :

Fit & Proper
Responsible

...

4 Control Functions:

- Risk Management
- Compliance
- Audit
- Actuarial Function



Welcome in the Solvency II world

