
SOCIETY OF ACTUARIES
Enterprise Risk Management – General Insurance Extension

Exam ERM-GI

Date: Tuesday, October 31, 2017

Time: 8:30 a.m. – 12:45 p.m.

INSTRUCTIONS TO CANDIDATES

General Instructions

1. This examination has a total of 80 points.

This exam consists of 9 questions, numbered 1 through 9.

The points for each question are indicated at the beginning of the question. Questions 7, 8 and 9 pertain to the extension readings and/or the Case Study, which is enclosed inside the front cover of this exam booklet.

2. Failure to stop writing after time is called will result in the disqualification of your answers or further disciplinary action.
3. While every attempt is made to avoid defective questions, sometimes they do occur. If you believe a question is defective, the supervisor or proctor cannot give you any guidance beyond the instructions on the exam booklet.

Written-Answer Instructions

1. Write your candidate number at the top of each sheet. Your name must not appear.
2. Write on only one side of a sheet. Start each question on a fresh sheet. On each sheet, write the number of the question that you are answering. Do not answer more than one question on a single sheet.
3. The answer should be confined to the question as set.
4. When you are asked to calculate, show all your work including any applicable formulas.
5. When you finish, insert all your written-answer sheets into the Essay Answer Envelope. Be sure to hand in all your answer sheets because they cannot be accepted later. Seal the envelope and write your candidate number in the space provided on the outside of the envelope. Check the appropriate box to indicate Exam ERM-GI.
6. Be sure your written-answer envelope is signed because if it is not, your examination will not be graded.

Tournez le cahier d'examen pour la version française.

CASE STUDY INSTRUCTIONS

The case study will be used as a basis for some examination questions. Be sure to answer the question asked by referring to the case study. For example, when asked for advantages of a particular plan design to a company referenced in the case study, your response should be limited to that company. Other advantages should not be listed, as they are extraneous to the question and will result in no additional credit. Further, if they conflict with the applicable advantages, no credit will be given.

****BEGINNING OF EXAMINATION****

- 1.** (6 points) You are an external consultant hired by ABC Life Insurance Company (ABC) to assist with the preparation of the company's first Own Risk and Solvency Assessment (ORSA).

You are provided with the following information regarding ABC:

- It sells term life insurance and variable annuities. All variable annuities have guaranteed benefits.
- It is U.S.-based and issues its products only in the United States.
- The Board of Directors consists of ten members, including the Chief Executive Officer of ABC. The CEO of ABC also acts as the Chairman of the Board.
- The company is a closely held family business and seven board seats are held by family members. Most members on the Board have served more than five years, including the Chairman of the Board.
- The Audit Committee, which reports directly to the Board, has a primary mandate to review the financial statements produced by ABC and to report on public disclosure documents containing financial information pertinent to ABC.
- The primary responsibilities for ABC's Enterprise Risk Management belong to the Audit Committee.

- (a) (3 points) After reviewing what ORSA is intended to achieve, you are prepared to recommend to the Board changes in the corporate structure of ABC.
- (i) Describe three weaknesses of the company's current organizational structure.
 - (ii) Discuss how ABC's corporate structure needs to be modified to satisfy the requirements of ORSA.
- (b) (2 points) To implement ORSA, ABC decided to perform a single stress test combining the following three shocks:
- Equity Shock: Equities down by 5%
 - Interest Shock: Interest rate curve shift down by 1% for all maturities
 - Lapse Shock: Policy lapse / surrender level increase by a factor of 1.1 for all products and all durations.

Critique ABC's approach.

- (c) (1 point) Outline three major additional considerations necessary to comply with the ORSA requirements.

2. (13 points) You are working on a project to calculate VaR using different methodologies. As part of the project, you want to minimize computer runtime because of the extensive calculations for VaR. You assume that the claim distribution is given by the following table of actual insurance claims for the previous 100 months, ordered from smallest to largest.

Claim #	Claim Amount
1-50	100
51-90	150
91	5,100
92	5,200
93	5,300
94	5,400
95	5,500
96	5,600
97	5,700
98	5,800
99	5,900
100	6,000

- (a) (1.5 points) For these insurance claims,
- (i) Calculate the absolute VaR at 95% confidence level. Show your work.
 - (ii) Calculate the relative VaR at 95% confidence level. Show your work.
- (b) (3 points) Instead of calculating VaR from the full distribution of insurance claims, you are investigating a Monte Carlo simulation using the following 10 random numbers between 0 and 1, ordered from smallest to largest:

0.08	0.23	0.26	0.29	0.49	0.65	0.69	0.80	0.91	0.92
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Calculate the following items using direct simulation from the 10 random numbers (i.e., the “naïve” simulation):

- I. Mean
- II. Absolute VaR at 95% confidence level
- III. Relative VaR at 95% confidence level

2. Continued

- (c) (6 points) You plan to do a simulation using the importance sampling technique. You are given the change of measure from original equal probabilities to shifted unequal probabilities. Each original scenario has a 1.0% probability of occurrence. To test shifted unequal probabilities, you assume each of the scenarios 1-90 have a 0.1% probability and scenarios 91-100 each have a 9.1% probability of occurrence. The table of shifted probabilities is provided below:

Scenario #	Probability
1-90	0.1%
91-100	9.1%

- (i) Recalculate the simulated insurance claims for each of the 10 random numbers in part (b) using the accumulated shifted unequal probabilities. Show your work.
- (ii) After the shift of the probabilities, VaR needs to be calculated using a shifted confidence level.

Calculate the absolute VaR at 95% using the recalculated insurance claims in (i) and a shifted confidence level of 50%. Show your work.

The simulated insurance claims from shifted unequal probabilities need to be modified by reflecting the likelihood ratios. The following are the likelihood ratios for the ten simulated insurance claims from (i) (simulated claim 1 was generated using the random number 0.08):

Simulated Claim	Likelihood Ratio
1	10.00
2-10	0.11

- (iii) Calculate the claims based on the importance sampling method for each of the simulated insurance claims from (i). Show your work.
- (iv) Calculate the relative VaR at 95% confidence level using the importance sampling method. Show your work.
- (d) (2.5 points) After the calculations, you are ready to inspect the results based on the various approaches.

Analyze the results produced in your calculations of VaR using naïve simulation and importance sampling. Include the reasoning behind the results they produce.

3. (12 points) Bank MC is a fast growing derivatives dealer in an emerging market. MC currently does not have a formal derivatives credit risk management function. You are the leader of the derivatives products team in MC. MC currently has no netting or collateral agreements.

(a) (2 points) In derivatives activity, there are three important stakeholders:

- Dealers
- End-Users
- Supervisors

(i) Provide two examples of each stakeholder.

(ii) Compare and contrast the roles of each stakeholder with respect to derivatives risk management.

(b) (2 points) The CFO decided that the finance department would control the overall credit risk exposure and the company's risk appetite. The CFO asked you to add the responsibility of derivatives credit risk management into your existing team as an additional function.

(i) Describe the responsibilities of a derivatives credit risk management function.

(ii) Identify three areas of concern in regard to the CFO's decisions. Justify your response.

3. Continued

- (c) (5 points) You receive only the following reports for monitoring the derivatives credit risk.

Quarterly report – all counterparties – current derivatives portfolio (MV/MtM in \$M)

Counterparty	Credit Exposure	Products					
		1	2	3	4	5	6
A	\$ 61.2	\$ 29.1	\$ 18.9	\$ 13.2	\$ (5.2)	\$ (12.1)	\$ -
B	\$ 295.8	\$ 84.5	\$ 133.7	\$ 77.6	\$ (89.2)	\$ (98.3)	\$ (100.5)
C	\$ 75.3	\$ 62.1	\$ 13.2	\$ -	\$ -	\$ (25.2)	\$ -
Other small counterparties	\$ 275.2	\$ 120.2	\$ 65.7	\$ 89.3	\$ (71.2)	\$ (131.2)	\$ (24.2)
Total	\$ 707.5						

Weekly report – new derivatives transactions only (MtM in \$M)

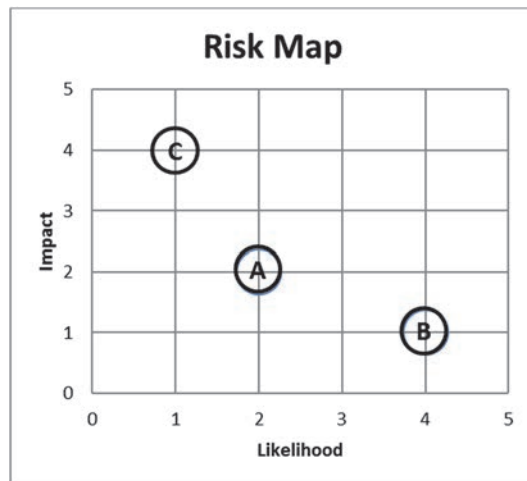
Counterparty		Products					
		1	2	3	4	5	6
A		\$ 1.1	\$ -	\$ 2.2	\$ (1.5)	\$ -	\$ -
B		\$ 8.4	\$ 2.3	\$ 25.0	\$ (2.9)	\$ (11.3)	\$ (13.2)
C		\$ 7.8	\$ -	\$ -	\$ -	\$ (2.1)	\$ -

- (i) Describe three areas of concern in regard to Bank MC's reporting process and current counterparty exposure.
- (ii) Recommend a risk mitigation strategy for each of the concerns identified in (i).
- (iii) MC wants to evaluate the impact of entering into a bilateral netting agreement with Counterparty B.

Calculate the impact of this agreement, from MC's perspective, on the counterparty credit default risk for both MC and Counterparty B using the provided weekly data. Show your work.

- (iv) Recommend additional steps Bank MC should take to help monitor and mitigate its current counterparty exposure.
- (d) (3 points) The CFO has approached you about the management of market risk within your department. Your team currently uses a dynamic hedge on option-based derivatives.
- (i) Describe advantages and disadvantages of using dynamic hedging versus static hedging on option-based derivatives.
- (ii) Describe the risks associated with the dynamic hedging of MC's market risk.

4. (9 points) Health Insurance Company (HIC) uses risk maps to assess its risks and identify key risks. Below is the risk map used by HIC for three of its key risks. HIC's risk tolerance level is 99.3% for each risk.



The following key risks are shown in the risk map above:

- A. Inappropriate investment of assets
- B. Cyberattack
- C. Severe epidemic

(a) (2 points)

- (i) List advantages and disadvantages of using a risk map.
- (ii) Rank the risks. Justify your answer.

4. Continued

- (b) (3 points) To evaluate severe epidemic risk, the following annual aggregated loss probability distribution table for losses caused by epidemics is used. The table was developed using hard data and soft data from both internal and external sources.

Annual Aggregate Loss	Probability
\$1,000	20.5%
\$10,000	60.0%
\$100,000	18.0%
\$10,000,000	0.8%
\$20,000,000	0.7%

- (i) Calculate the aggregated expected loss and aggregated unexpected loss. Show your work.
- (ii) Your manager has recommended that only hard data be used when developing the annual aggregated loss probability distribution table.

Critique your manager's statement.

Question 4 continued on the next page.

4. Continued

(c) (4 points) You are given the following information.

- The company aggregates the three risks using three methods with the risk value populated for two of them.

Method	Aggregate Risk Value
Correlation Matrix	
Copula	\$13,607,900
Scenario-based	\$17,533,829

- The correlation matrix among the three risks is given in the table below.
- Aggregated Unexpected Loss for inappropriate investment of assets is \$8,000,000.
- Aggregated Unexpected Loss for a cyberattack is \$5,500,000.

Risks Correlation Matrix			
	A	B	C
A	1.00		
B	0.20	1.00	
C	0.02	0.01	1.00

- (i) Calculate the aggregate unexpected loss using the correlation matrix. Show your work.
- (ii) Recommend a method for aggregating the three risks. Justify your response.
- (iii) The maximum risk capital you are prepared in any given year for aggregate unexpected risk loss of the three risks is \$20,000,000.

Determine whether the current risk capital meets HIC's risk tolerance level.

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5. (12 points) You are the pricing actuary for MH Life Reassurance. MH pricing guidelines require a minimum Return on Capital (ROC) of 20%. Capital is established at the VaR (95%) level.

You are provided the following annual loss distributions determined by cedents relating to different reinsurance opportunities of underlying annual group life insurance business. Both cedents are concerned with their tail risks.

Treaty	Cedent A		Cedent B	
Annual Loss Distribution	<u>Probability</u>	<u>Loss</u>	<u>Probability</u>	<u>Loss</u>
	5%	-	5%	-
	5%	1.5	10%	33.0
	80%	2.0	50%	36.0
	5%	2.5	10%	38.0
	5%	15.0	10%	44.0
			10%	46.0
			5%	49.0

- (a) (2.5 points) Consider each of the following deficiencies of VaR:

- Bricolage
- Historical Data and Observation Period
- Agency Risk

For each of the deficiencies identified above:

- (i) Define the deficiency.
- (ii) Explain whether or not the deficiency is relevant in the context of the MH pricing exercise.
- (b) (3 points) Your manager wants you to calculate premiums for the two reinsurance opportunities, and tells you to use the following simplified formula for profit:

$$\text{Profit} = \text{Premiums} - E(\text{Loss})$$

- (i) Demonstrate that the VaR (95%) for both options is 12.45.
- (ii) Demonstrate that the minimum premiums which satisfy MH's pricing objectives are 5 for Cedent A and 39 for Cedent B.

5. Continued

- (c) (1.5 points) Propose two conditions to be introduced to MH pricing guidelines which would complement the ROC based pricing hurdle.
- (d) (1 point) MH can enter only one of the two reinsurance treaties.

Explain whether MH should be indifferent between these two treaties from a capital perspective. Justify your response.

- (e) (4 points) You have been informed that the minimum required premium for Cedent B was considered too expensive by the cedent and exceeded the direct premium assessed by Cedent B. You are asked to evaluate the following options aimed at reducing the reinsurance premium:

- I. MH reinsures 75% of the entire underlying risk using a Quota Share treaty.
- II. MH reinsures 100% of the entire underlying risk subject to a maximum payout of \$36.55.
- III. MH provides stop-loss coverage which attaches at \$36.55.

- (i) Provide a loss distribution reflecting each of I, II and III from MH's perspective.
- (ii) Explain using qualitative arguments why options I and II are unlikely to be attractive reinsurance structures for the cedent.
- (iii) Provide qualitative and quantitative arguments supporting option III.

6. (8 points) NewCo is an insurance company that recently sold its first structured settlement policy which provides the policyholder payments for the next five years, as shown below.

Year	1	2	3	4	5
Payout (\$ thousand)	100	210	530	220	110

NewCo's actuary, Brian, provides you with the following information:

- The reserves as of today are \$1.1 million.
- The assets backing the reserves have not yet been purchased but NewCo is targeting a duration of 3 with a value of \$1.1 million.
- The net single premium from the policy, after all commissions and expenses were paid, was \$1.1 million.

The company's objective is to fully immunize its surplus against changes in interest rates.

Brian wants to test the balance sheet under different interest rate scenarios and provides the following information:

Year	Liability Key Rate Duration	Scenario 1: Level	Scenario 2: Steepness	Scenario 3: Curvature
1	0.09	+10 bps	+0 bps	-20 bps
2	0.36	+10 bps	+0 bps	+1 bps
3	1.36	+10 bps	+0 bps	+20 bps
4	0.73	+10 bps	+25 bps	+34 bps
5	0.46	+10 bps	+35 bps	+60 bps

- (a) (2 points) Construct a replicating portfolio using cash and zero-coupon bonds that immunizes against any yield curve shift. Show your work.

The product was priced assuming half of the assets are invested in 2-year zero coupon bonds and the other half are invested in 4-year zero coupon bonds. Your actuarial student has suggested using the same assets for investments and the yield curve shift in scenario 3 to estimate the asset value.

- (b) (3 points)
- Calculate the change in surplus (equity) under scenario 3 using the actuarial student's approach. Show your work.
 - Provide a qualitative description of the change in surplus under Scenarios 1 and 2.

6. Continued

(c) (3 points)

- (i) Describe the advantages and disadvantages of your actuarial student's suggestion with respect to the portfolio determined in (a).
- (ii) Determine whether the suggestion satisfies NewCo's objective. Show your work.
- (iii) Recommend whether the company should accept the suggestion.

*Questions 7-9 pertain to the Case Study and/or extension readings.
Each question should be answered independently*

7. (8 points) Pryde is assessing its current approach to establishing the claim liability and required economic capital (EC) for its personal auto liability insurance coverage. For year-end 2015 and year-end 2016, Pryde calculated its EC using 1-year VaR at a 99.4 % confidence level based on a simulation process which estimated a range of potential claim liability outcomes. Pryde is considering either using TVaR or using the Mack Method based on cumulative paid claims to analyze the variability in estimates of the claim liabilities. Pryde is using information as of the end of 2016 for its analysis.

The table below shows total claim liabilities for the least favorable scenarios of the simulation process (in 000's).

Scenario	Claim Liability
500	\$ 170,900
499	\$ 125,400
498	\$ 121,000
497	\$ 115,200
496	\$ 114,500
495	\$ 113,700
494	\$ 113,600
493	\$ 113,500
492	\$ 113,000
491	\$ 112,800
490	\$ 111,900
489	\$ 111,900
488	\$ 111,600
487	\$ 111,400
486	\$ 111,300
485	\$ 111,100
484	\$ 110,800
483	\$ 110,700
482	\$ 110,700
...	...

You are also given the following data from the actuary's Mack Method analysis (in 000's):

Cumulative paid claims: \$650,000
Estimated ultimate claims using Mack Method: \$750,000
Process Standard Deviation: \$9,000
Parameter Standard Deviation: \$3,000

7. Continued

(a) (1.5 points)

- (i) Assess the appropriateness of removing the highest claim from the simulation as an outlier when calculating TVaR.
- (ii) Calculate Economic Capital based on the 1-year 99% TVaR of the full claim liability simulation.

(b) (3.5 points)

- (i) Identify three key assumptions of the Mack Method.
- (ii) Describe the loss development factor (LDF) as it is used in the Mack Method.
- (iii) Calculate EC for the claim liability at a 99% confidence level assuming an underlying normal distribution and using the data from the actuary's Mack Method analysis. Show your work.
- (iv) Rank the following methods of calculating EC for claim liabilities in order of suitability for Pryde:
 - VaR
 - TVaR
 - Mack Method

Justify your response including the positives and negatives of each method.

(c) (3 points) Explain five data issues that Pryde should recognize in using the results from the new intercompany personal auto claim study described in Karl Michael's email to Robert James.

Questions 7-9 pertain to the Case Study and/or extension readings.
Each question should be answered independently

- 8.** (6 points) Pryde has completed an audit and review of its Personal Auto (PA) business. The audit found that several Pryde employees have been setting up additional coverage for existing PA customers without the customers' prior knowledge. This action produced additional compensation for certain agents, who gave kickbacks to the employees. Upon receiving complaints from customers about not requesting the additional coverage, the rogue employees and agents told them it was due to a systems problem that could be ignored.
- (a) (1.5 points) Describe four key operational risks to which Pryde is exposed as evidenced from this fraudulent activity.
- (b) (2.5 points) Describe the potential reactions to the fraud by the following stakeholders:
- Shareholders
 - Rating Agencies
 - Regulators
 - Policyholders
 - Employees
- (c) (2 points) Describe actions Pryde could take to prevent or mitigate this type of fraudulent activity in the future.

**Questions 7-9 pertain to the Case Study and/or extension readings.
Each question should be answered independently**

9. (6 points) Pryde is in the midst of a strategic review. One of the first steps was an analysis of strengths, weaknesses, opportunities, and threats (SWOT).

(a) (2 points) Pryde wants to use the SWOT analysis to develop a risk appetite statement.

Describe three strengths and three weaknesses specifically applicable to Pryde in developing its risk appetite statement.

Pryde's SWOT analysis identified technological and cultural changes that have the potential to disrupt the auto insurance market. The company wants to be prepared to respond quickly so that it can gain a competitive advantage.

(b) (4 points) Identify four major emerging strategic risks that could pose challenges to Pryde's PA business and evaluate the likely ramifications to the company.

**** END OF EXAMINATION****

USE THIS PAGE FOR YOUR SCRATCH WORK