

## ERM Case Study

### Introduction and Recommendations

The case study is an integral part of the study material for the ERM exam. Some exam questions will be based on the material provided in this document.

This case study presents information for the following companies:

- Caerus Consulting (a global risk management and advisory consulting firm) and its clients (including financial, automotive, and energy companies)
- Lyon Corporation (a financial services holding company)
- Simple Life Insurance Company (SLIC)
- AHA Health (a health insurance company)
- Pryde P&C (a general insurance company)
- Helios (a non-US insurance company)
- Various other companies that are potential partners or acquisition candidates

When you register for the ERM exam, you will select from one of six reading extensions. Please note that for those who are pursuing an FSA, the extension selected for this exam need not match the track selected for fellowship.

The case study is organized into sections. All candidates are responsible for the material in the first two sections, covering Caerus and its clients (Section 1) and Lyon Corporation (Section 2). Examination questions on both the three-hour core and one-hour extension-specific portions of the exam may be based on material in these common sections of the case study.

The case study also includes extension-specific sections, as described below, that may be the basis for questions appearing in the one-hour extension-specific portion of the exam.

You are encouraged to read this case study in conjunction with the recommended study materials. This will help you become familiar with the information that is provided in this case study and assist you in putting syllabus readings in context. The case study should be read critically, with the understanding that it is meant to depict hypothetical organizations with some good policies and some flaws; it is not a representation of best practices.

All candidates are encouraged to read through the entire case study to gain an overview of the consulting firm, its client companies, and Lyon Corporation.

In addition to Sections 1 and 2, which are applicable to all candidates:

- (a) Candidates who elect the Individual Life and Annuities Extension will answer questions based on Section 4. Simple Life Insurance Company (SLIC), excluding the details of Section 4.14;
- (b) Candidates who elect the Group and Health Extension will answer questions based on Section 5. Health Insurance Companies, excluding the details of Section 5.18;
- (c) Candidates who elect the General Insurance Extension will answer questions based on Section 6. Pryde Property & Casualty, excluding the details of Section 6.18;
- (d) Candidates who elect the Retirement Benefits Extension will answer questions based on information about the pension plans sponsored by SLIC, AHA, Eureka (a potential AHA

acquisition), and Pryde, specifically Sections 4.14, 5.17 (Eureka information only), 5.18, and 6.18 (but such candidates should review all of Sections 4, 5, and 6 to understand how the pension plans fit within the companies);

- (e) Candidates who elect the Investment Extension will answer questions based on investment information for SLIC and the pension plan sponsored by SLIC, specifically Sections 4.3 through 4.6, 4.9, and 4.11 through 4.14 (but such candidates should review all of Section 4 to understand how the investments and the pension plan relate to SLIC); and
- (f) Candidates who elect the General Corporate ERM Extension will answer questions based on the information presented in Section 3.

It is important that you become familiar with the information presented in the case study that may pertain to the questions you will attempt in the exam. All candidates are expected to think about ERM holistically and how the issues identified in the core part of the exam and their respective extensions will affect the ERM processes of the organization as a whole.

An electronic copy of this case study will be provided to you at the exam. You will not be allowed to bring your copy of this case study into the exam room.

The following table of contents should assist you in locating information within the case study.

This and the following pages contain tables for the standard normal distribution. These tables will be available as part of this case study at the examination and are for use in solving all problems on the examination, including those not related to the case study.

**TABLES FOR THE STANDARD NORMAL DISTRIBUTION**

Values of  $z$  for selected probabilities that  $Z \leq z$ .

$\Pr(Z \leq z)$	0.800	0.850	0.900	0.950	0.975	0.990	0.995
$z$	0.842	1.036	1.282	1.645	1.960	2.326	2.576

Table for  $N(x)$  when  $x \geq 0$ . Use interpolation with these tables. For example,  $N(0.6278) = N(0.62) + 0.78[N(0.63) - N(0.62)] = 0.7324 + 0.78(0.7357 - 0.7324) = 0.7350$ .

x	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.5040	0.5080	0.5120	0.5160	0.5199	0.5239	0.5279	0.5319	0.5359
0.1	0.5398	0.5438	0.5478	0.5517	0.5557	0.5596	0.5636	0.5675	0.5714	0.5753
0.2	0.5793	0.5832	0.5871	0.5910	0.5948	0.5987	0.6026	0.6064	0.6103	0.6141
0.3	0.6179	0.6217	0.6255	0.6293	0.6331	0.6368	0.6406	0.6443	0.6480	0.6517
0.4	0.6554	0.6591	0.6628	0.6664	0.6700	0.6736	0.6772	0.6808	0.6844	0.6879
0.5	0.6915	0.6950	0.6985	0.7019	0.7054	0.7088	0.7123	0.7157	0.7190	0.7224
0.6	0.7257	0.7291	0.7324	0.7357	0.7389	0.7422	0.7454	0.7486	0.7517	0.7549
0.7	0.7580	0.7611	0.7642	0.7673	0.7704	0.7734	0.7764	0.7794	0.7823	0.7852
0.8	0.7881	0.7910	0.7939	0.7967	0.7995	0.8023	0.8051	0.8078	0.8106	0.8133
0.9	0.8159	0.8186	0.8212	0.8238	0.8264	0.8289	0.8315	0.8340	0.8365	0.8389
1.0	0.8413	0.8438	0.8461	0.8485	0.8508	0.8531	0.8554	0.8577	0.8599	0.8621
1.1	0.8643	0.8665	0.8686	0.8708	0.8729	0.8749	0.8770	0.8790	0.8810	0.8830
1.2	0.8849	0.8869	0.8888	0.8907	0.8925	0.8944	0.8962	0.8980	0.8997	0.9015
1.3	0.9032	0.9049	0.9066	0.9082	0.9099	0.9115	0.9131	0.9147	0.9162	0.9177
1.4	0.9192	0.9207	0.9222	0.9236	0.9251	0.9265	0.9279	0.9292	0.9306	0.9319
1.5	0.9332	0.9345	0.9357	0.9370	0.9382	0.9394	0.9406	0.9418	0.9429	0.9441
1.6	0.9452	0.9463	0.9474	0.9484	0.9495	0.9505	0.9515	0.9525	0.9535	0.9545
1.7	0.9554	0.9564	0.9573	0.9582	0.9591	0.9599	0.9608	0.9616	0.9625	0.9633
1.8	0.9641	0.9649	0.9656	0.9664	0.9671	0.9678	0.9686	0.9693	0.9699	0.9706
1.9	0.9713	0.9719	0.9726	0.9732	0.9738	0.9744	0.9750	0.9756	0.9761	0.9767
2.0	0.9772	0.9778	0.9783	0.9788	0.9793	0.9798	0.9803	0.9808	0.9812	0.9817
2.1	0.9821	0.9826	0.9830	0.9834	0.9838	0.9842	0.9846	0.9850	0.9854	0.9857
2.2	0.9861	0.9864	0.9868	0.9871	0.9875	0.9878	0.9881	0.9884	0.9887	0.9890
2.3	0.9893	0.9896	0.9898	0.9901	0.9904	0.9906	0.9909	0.9911	0.9913	0.9916
2.4	0.9918	0.9920	0.9922	0.9925	0.9927	0.9929	0.9931	0.9932	0.9934	0.9936
2.5	0.9938	0.9940	0.9941	0.9943	0.9945	0.9946	0.9948	0.9949	0.9951	0.9952
2.6	0.9953	0.9955	0.9956	0.9957	0.9959	0.9960	0.9961	0.9962	0.9963	0.9964
2.7	0.9965	0.9966	0.9967	0.9968	0.9969	0.9970	0.9971	0.9972	0.9973	0.9974
2.8	0.9974	0.9975	0.9976	0.9977	0.9977	0.9978	0.9979	0.9979	0.9980	0.9981
2.9	0.9981	0.9982	0.9982	0.9983	0.9984	0.9984	0.9985	0.9985	0.9986	0.9986
3.0	0.9987	0.9987	0.9987	0.9988	0.9988	0.9989	0.9989	0.9989	0.9990	0.9990
3.1	0.9990	0.9991	0.9991	0.9991	0.9992	0.9992	0.9992	0.9992	0.9993	0.9993
3.2	0.9993	0.9993	0.9994	0.9994	0.9994	0.9994	0.9994	0.9995	0.9995	0.9995
3.3	0.9995	0.9995	0.9995	0.9996	0.9996	0.9996	0.9996	0.9996	0.9996	0.9997
3.4	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9997	0.9998
3.5	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998	0.9998
3.6	0.9998	0.9998	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.7	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.8	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999	0.9999
3.9	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000

Table for  $N(x)$  when  $x \leq 0$ . Use interpolation (entries are for the row value *minus* the column value). For example,  $N(-0.1234) = N(-0.12) - 0.34[N(-0.12) - N(-0.13)] = 0.4522 - 0.34(0.4522 - 0.4483) = 0.4509$ .

z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.5000	0.4960	0.4920	0.4880	0.4840	0.4801	0.4761	0.4721	0.4681	0.4641
-0.1	0.4602	0.4562	0.4522	0.4483	0.4443	0.4404	0.4364	0.4325	0.4286	0.4247
-0.2	0.4207	0.4168	0.4129	0.4090	0.4052	0.4013	0.3974	0.3936	0.3897	0.3859
-0.3	0.3821	0.3783	0.3745	0.3707	0.3669	0.3632	0.3594	0.3557	0.3520	0.3483
-0.4	0.3446	0.3409	0.3372	0.3336	0.3300	0.3264	0.3228	0.3192	0.3156	0.3121
-0.5	0.3085	0.3050	0.3015	0.2981	0.2946	0.2912	0.2877	0.2843	0.2810	0.2776
-0.6	0.2743	0.2709	0.2676	0.2643	0.2611	0.2578	0.2546	0.2514	0.2483	0.2451
-0.7	0.2420	0.2389	0.2358	0.2327	0.2296	0.2266	0.2236	0.2206	0.2177	0.2148
-0.8	0.2119	0.2090	0.2061	0.2033	0.2005	0.1977	0.1949	0.1922	0.1894	0.1867
-0.9	0.1841	0.1814	0.1788	0.1762	0.1736	0.1711	0.1685	0.1660	0.1635	0.1611
-1.0	0.1587	0.1562	0.1539	0.1515	0.1492	0.1469	0.1446	0.1423	0.1401	0.1379
-1.1	0.1357	0.1335	0.1314	0.1292	0.1271	0.1251	0.1230	0.1210	0.1190	0.1170
-1.2	0.1151	0.1131	0.1112	0.1093	0.1075	0.1056	0.1038	0.1020	0.1003	0.0985
-1.3	0.0968	0.0951	0.0934	0.0918	0.0901	0.0885	0.0869	0.0853	0.0838	0.0823
-1.4	0.0808	0.0793	0.0778	0.0764	0.0749	0.0735	0.0721	0.0708	0.0694	0.0681
-1.5	0.0668	0.0655	0.0643	0.0630	0.0618	0.0606	0.0594	0.0582	0.0571	0.0559
-1.6	0.0548	0.0537	0.0526	0.0516	0.0505	0.0495	0.0485	0.0475	0.0465	0.0455
-1.7	0.0446	0.0436	0.0427	0.0418	0.0409	0.0401	0.0392	0.0384	0.0375	0.0367
-1.8	0.0359	0.0351	0.0344	0.0336	0.0329	0.0322	0.0314	0.0307	0.0301	0.0294
-1.9	0.0287	0.0281	0.0274	0.0268	0.0262	0.0256	0.0250	0.0244	0.0239	0.0233
-2.0	0.0228	0.0222	0.0217	0.0212	0.0207	0.0202	0.0197	0.0192	0.0188	0.0183
-2.1	0.0179	0.0174	0.0170	0.0166	0.0162	0.0158	0.0154	0.0150	0.0146	0.0143
-2.2	0.0139	0.0136	0.0132	0.0129	0.0125	0.0122	0.0119	0.0116	0.0113	0.0110
-2.3	0.0107	0.0104	0.0102	0.0099	0.0096	0.0094	0.0091	0.0089	0.0087	0.0084
-2.4	0.0082	0.0080	0.0078	0.0075	0.0073	0.0071	0.0069	0.0068	0.0066	0.0064
-2.5	0.0062	0.0060	0.0059	0.0057	0.0055	0.0054	0.0052	0.0051	0.0049	0.0048
-2.6	0.0047	0.0045	0.0044	0.0043	0.0041	0.0040	0.0039	0.0038	0.0037	0.0036
-2.7	0.0035	0.0034	0.0033	0.0032	0.0031	0.0030	0.0029	0.0028	0.0027	0.0026
-2.8	0.0026	0.0025	0.0024	0.0023	0.0023	0.0022	0.0021	0.0021	0.0020	0.0019
-2.9	0.0019	0.0018	0.0018	0.0017	0.0016	0.0016	0.0015	0.0015	0.0014	0.0014
-3.0	0.0013	0.0013	0.0013	0.0012	0.0012	0.0011	0.0011	0.0011	0.0010	0.0010
-3.1	0.0010	0.0009	0.0009	0.0009	0.0008	0.0008	0.0008	0.0008	0.0007	0.0007
-3.2	0.0007	0.0007	0.0006	0.0006	0.0006	0.0006	0.0006	0.0005	0.0005	0.0005
-3.3	0.0005	0.0005	0.0005	0.0004	0.0004	0.0004	0.0004	0.0004	0.0004	0.0003
-3.4	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0003	0.0002
-3.5	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002	0.0002
-3.6	0.0002	0.0002	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
-3.7	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
-3.8	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001	0.0001
-3.9	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000

## Table of Contents

1	Caerus Consulting .....	8
1.1	Overview.....	8
1.2	Mission Statement .....	8
1.3	Services.....	9
1.4	Industries.....	9
1.5	Financial Engagement – Big Ben Bank .....	11
	Banking Industry Key Risks .....	11
	Company Overview.....	11
	Products / Services.....	11
	Strategy.....	12
	Risk Management .....	13
	Economic Capital.....	13
	Value-at-Risk for Trading Book .....	15
1.6	Automotive Consulting.....	23
	Automotive Industry Overview.....	23
	Industry Key Risks .....	23
1.7	Giant Auto Motors (GAM).....	24
	Overview .....	24
	Products / Services.....	25
	Strategy.....	25
1.8	Disruptive Energy (DE).....	26
	Overview .....	26
	Products / Services.....	26
1.9	Non-Financial Engagement – Energetix Power .....	27
	Energy Utility Industry Overview .....	27
	Key Risks.....	27
	Company Overview.....	28
1.10	Non-Financial Engagement – SeaLux Cruise Lines .....	31
1.11	Financial Engagement – Lyon Corporation .....	33
	Company Overview.....	33
	Engagements with Caerus .....	33
2	Lyon Corporation .....	34
2.1	Overview.....	34
2.2	Structure.....	34
2.3	Simple Life .....	34
2.4	AHA Health .....	34
2.5	Pryde P&C.....	35
2.6	Helios .....	35
2.7	Lyon Board of Directors.....	35
	Mandate of the Board .....	35
	Board Committees .....	36

	Code of Conduct and Business Ethics .....	36
	Board Minutes .....	36
2.8	Credit Rating .....	38
2.9	Oversight of Lyon Companies.....	38
2.10	Lyon Acquisition Activity .....	38
2.11	Financials .....	42
2.12	ORSA .....	43
3	Lyon Corporation (Corporate) Functions and Oversight .....	45
3.1	SLIC Report to Corporate.....	46
	Company Summary.....	46
	Capitalization and Investments .....	46
	Risk Policies.....	46
	SLIC Risk Management Committee.....	47
	Initial Product Report.....	48
3.2	AHA Report to Corporate .....	50
	Company Summary.....	51
	AHA – Initial Product Report.....	52
3.3	Pryde Report to Corporate.....	53
	Company Summary.....	53
	Pryde – Initial Product Report .....	53
3.4	Corporate Financial Statements.....	56
	Lyon Consolidated 2021 Statements .....	57
	SLIC Financial Statements .....	58
	AHA Financial Statements.....	59
	Pryde Financial Statements .....	60
3.5	Rating Agency Report .....	61
3.6	Corporate ERM Department .....	66
4	Simple Life Insurance Company (SLIC).....	86
4.1	Board of Directors .....	86
4.2	Organization Chart .....	86
4.3	Capitalization.....	87
4.4	Investment Policy and Strategy.....	87
4.5	Specified Risk Policies.....	87
	Credit Risk .....	87
	Market Risk .....	88
	Liquidity Risk .....	88
	Operational Risk.....	89
4.6	Economic Capital Model.....	89
4.7	Risk Management Committee.....	93
4.8	Product Distribution .....	95
4.9	Product Descriptions .....	95
	Level Premium Term Insurance .....	95
	Variable Annuity .....	99

Universal Life.....	104
Single Premium Immediate Annuity.....	108
4.10 Financial Statements.....	109
4.11 Portfolio Summary.....	116
4.12 Historical Market Data.....	119
4.13 SLIC Disaster and Business Continuity Program.....	120
4.14 SLIC Salaried Pension Plan.....	120
Pension Plan - Benefit Provisions and Financial Information.....	120
Pension Plan Policies and Procedures.....	127
Correspondence Related to Potential Acquisition.....	133
5 Health Insurance Companies.....	134
5.1 Background.....	134
5.2 Organization Chart.....	134
5.3 Employee Benefits.....	134
5.4 Product Lines.....	134
5.5 Product Structure.....	135
5.6 Provider Networks & Medical Management.....	135
5.7 Operations.....	135
5.8 Management/Culture.....	136
5.9 Affordable Care Act & Other Regulatory Issues.....	136
5.10 Statutory and Economic Capital.....	136
5.11 Future Considerations – ACA Impacts.....	137
5.12 Acquisitions.....	138
5.13 Report on Eureka Insurance Company.....	139
Employee Benefits.....	139
Product Lines.....	139
Product Structure.....	139
Provider Networks & Medical Management.....	139
Operations.....	139
Management/Culture.....	140
Affordable Care Act & Other Regulatory Issues.....	140
Statutory and Economic Capital.....	140
5.14 Report on Columbia Health Insurance.....	141
5.15 AHA Financial Statements.....	141
5.16 Eureka Financial Statements.....	150
5.17 Correspondence.....	153
AHA Internal Memorandum – Confidential - Eureka Acquisition.....	154
Memorandum – Cascade Insurance.....	156
AHA E-Mail - Underwriting Procedural Changes.....	157
AHA E-Mail – ACA Exchange Experience.....	158
AHA – ACA Policies.....	159
AHA E-Mail - New Claims Administration Update.....	160
AHA Memoranda – Economic Capital.....	161

5.18	AHA Salaried Cash Balance Pension Plan .....	162
	Pension Plan - Benefit Provisions and Financial Information [Years to be updated] .....	162
	Statement of Funding Policies and Procedures - AHA Health .....	169
	Statement of Investment Policies and Procedures- Excerpts .....	170
	Appendix .....	172
6	Pryde Property & Casualty .....	173
6.1	Overview.....	173
6.2	Major Lines of Business.....	173
6.3	Exited Markets.....	175
6.4	Production and Operations .....	176
6.5	Enterprise Risk Management .....	176
	Risk and Capital Analysis.....	176
	ERM Process.....	178
	Emerging Risk Situation .....	180
6.6	Competitive Analysis .....	183
6.7	Potential Acquisitions.....	184
6.8	Employee Benefits.....	188
6.9	Financial Statements .....	188
6.10	Underwriting Results.....	195
6.11	Investment Income.....	197
6.12	Catastrophe Exposure .....	197
6.13	Reinsurance .....	198
	Property Risks .....	198
	Casualty Risks.....	198
6.14	Statutory Capital.....	199
6.15	Available Capital .....	199
6.16	Rating Agency Review .....	199
6.17	Economic Capital Model.....	200
6.18	Employee Pension Plan .....	201

## 1 Caerus Consulting

### 1.1 Overview

Caerus Consulting is a global risk management and advisory company with headquarters in Boston, MA (USA). Caerus has offices worldwide including Madrid (Spain), Singapore and Shanghai (China). The firm has been in business since 1950, starting out as an automotive industry consultant. In 1976 Caerus expanded into the energy industry and then continued expanding into other markets beginning in 2000.

### 1.2 Mission Statement

Caerus Consulting is committed to helping clients turn risk into opportunity. We develop and help implement solutions for:



- Managing risk
- Expansion and growth
- Strengthening core markets

Caerus Consulting believes in an innovative work environment that values creativity, diversity and mutual respect.

### 1.3 Services

- Strategic and Corporate Risk
  - Mergers and Acquisitions
  - New Market Explorations and Investments
- Insurance and Investment Risk
  - Insurance Regulatory Requirements
    - NAIC (U.S. Solvency): ORSA, RBC, etc.
    - MCCSR (Canadian Solvency)
    - Solvency II
  - Reinsurance
- Accounting Advisory Services
  - Provide guidance on current IFRS, U.S. GAAP, and other global accounting regulations.

### 1.4 Industries

- Automotive

Caerus has significant experience in this industry, providing consulting to over 20 companies. The firm faced considerable scrutiny ten years ago as it was the advisor to U.S.-based Alpha Automotive at the time that Alpha went into bankruptcy.

- Energy and Power

Caerus began consulting with global energy companies shortly after the energy crisis of the 1970s. The original consulting focus was on helping energy companies cope with volatile oil prices, complex government regulations, and global competition, but lately Caerus has been asked to consult more on the impact of climate change.

- Insurance

In 2002, Caerus Consulting merged with an existing insurance consultant in order to expand into this market. The insurance consultant had been in business for over 50 years and had 200 employees, located in offices in Europe and the U.S. This branch is currently doing very well, providing guidance for all lines of insurance on financial, strategic, operational, human capital, and data management issues. Caerus is beginning to offer consulting services on the use of robotics and AI for insurance.

- Banking

Caerus expanded into the banking industry five years ago. The firm is relying on its insurance industry expertise and a few specialized banking consultants to keep this group going. Caerus has had success with some smaller banks in Africa and the U.S. and would like to branch out to the larger banks in Europe and Asia.

- Tourism

This is a new industry for Caerus. The expansion to this field was driven by one of the newest board members who felt it would increase the diversity of the company. Consultants whose primary focus has been the automotive industry were asked to work with three new consultants with hotel and tourism experience.

## 1.5 Financial Engagement – Big Ben Bank

Caerus has analyzed the banking industry and considers its primary risks to be the following:

### Banking Industry Key Risks

#### Strategic/Business Risks

- Significant competition in the rapidly evolving global financial services industry
- Reputational risk for banks

#### Profitability and Liquidity Risks

- Risks relating to models and assumptions
- Credit risk
- Liquidity risk
- Risk of adverse changes in market risk factors

#### Operational Risk

- Operational risk resulting from inadequate or failed internal processes and systems

#### Compliance

- Regulatory capital risk due to increasing stringency of banking regulations
- Fraud or conduct risks due to detrimental practices

#### Technology

- Competition and disruption emerging from new financial technology firms which develop new services and products based on innovative technologies including cloud, big data analytics, internet of things, and digital payments processes
- Cyber-security breaches

### Company Overview

Big Ben Bank is a mid-sized bank domiciled in Luxembourg that operates primarily in European financial centers. Big Ben is a full-service bank, but its primary focus has been to provide exclusive wealth management services to high-net-worth clients.

### Products / Services

#### Asset Management

Big Ben Bank is a world leader in the exchange-traded fund (ETF) market and has a strong brand and a loyal investor base. Big Ben's asset management products cover a comprehensive list of asset classes including equities, fixed income, real estate, private equity, and sustainable investments. In addition to ETFs, Big Ben offers mutual funds and separately managed accounts.

Advisory teams manage client relationships, provide advice, and enable clients to access Big Ben's asset management products and services. Big Ben also markets its offerings through its Commercial Banking division.

Since its inception, the critical profit driver has been the excess of the management expense ratio (MER) charged on the assets under management over the operational costs of fulfilling the fund management mandate. But MERs for ETFs are coming under increased downward pressure as more competitors come into this fund arena.

### **Commercial Banking**

Traditional commercial banking has been a smaller, but significant, component of Big Ben's revenue pie. The Commercial Banking division's clients are individuals (retail banking) and small businesses. Products offered are checking account services; business, personal, and mortgage loans; and basic financial products such as certificates of deposit (CDs) and savings accounts. The operational model of the commercial banking division is primarily online, rather than through physical branches. This approach was meant to meet the needs of a globally mobile clientele. The physical distribution model is almost non-existent and cannot support broad-based banking.

Big Ben's Private Banking group provides a suite of services to high-net-worth individuals designed to grow wealth. In addition to the traditional commercial banking services, Big Ben provides custom-designed investment, tax, and estate planning solutions. The Private Banking group makes use of Big Ben's Asset Management products as part of its financial planning services.

### **Investment Banking**

Big Ben has a small investment banking division which provides services related to the creation of capital for companies, governments, and other entities. Big Ben underwrites new debt and equity securities, aids in the sale of securities, facilitates mergers and acquisitions, and provides guidance to issuers regarding the issue and placement of stock.

### **Strategy**

Big Ben's strategic plans include expansion of the Investment Banking and Asset Management businesses over the next year. Future plans include an expansion of the Commercial Banking business in the next three to five years.

Big Ben's strategy also includes an expansion of its client base. It will be a priority to lower the minimum investable assets requirement for participation in the services that had been traditionally offered exclusively to the bank's high-net-worth customers. The bank will also offer more holistic wealth management and financial planning services. Big Ben's excess economic capital will be deployed to fund the expansion.

The executive mindset has been to increase focus on the financial planning sales approach and to formulate a one-stop shopping interface to its globally mobile clientele. Big Ben believes that its expertise in emerging technologies will facilitate the execution of this strategy.

## **Risk Management**

Big Ben Bank is committed to maintaining a strong capital base to support the risks associated with its businesses. Strength in capital management contributes to safety for Big Ben's customers, fosters investor confidence, and supports high credit ratings, while allowing the bank to take advantage of growth opportunities as they arise and to enhance shareholder returns through increased dividends and share repurchases.

Big Ben recognizes that liquidity risk is significant for banks. It monitors the contractual maturities of its assets and liabilities (See Exhibit B). Big Ben is considering introducing a Liquidity Assessment Program to enhance its liquidity risk management.

As part of Big Ben's asset liability management (ALM) process, the durations of the asset and liability portfolios are monitored, and the duration mismatch is not allowed to exceed a specified tolerance. The Board recently voted to establish an Asset Liability Management Committee (ALMCo) to oversee interest rate risk. The Chair of the ALMCo will be a recently hired senior manager from the insurance industry with significant asset liability management experience. The first job of the ALMCo will be to draft an ALM policy statement for approval by the Board. A key metric will be to calculate the sensitivity of assets and liabilities to changes in interest rates. The Board wants to be able to withstand a 200 bp parallel shift in the yield curve.

Big Ben uses various models to manage risks and to provide insight into decision making. The most important ones are as follows:

- A model to capture the correlation between mortgage prepayment rates and interest rates using statistical best fit techniques
- An internal model to calculate VaR for the trading book
- An economic capital model based on VaR to determine the amount of required economic capital

Big Ben uses frequency tests to validate VaR risk models based on the number of losses exceeding VaR and a significance level.

## **Economic Capital**

Big Ben uses internal models to determine its required economic capital based on VaR. The quantile used for the VaR calculation is 99.5% over a one-year horizon. The business is modeled as a going concern, and the model has four components: credit risk, market risk, operational risk, and business risk.

Credit risk is estimated assuming there is common dependence of borrowers on systematic risk factors, such as country, region, or industry. These risk factors are assumed to fluctuate over time and follow a joint normal distribution. All borrowers are linked to these underlying systematic risk factors to varying degrees and the factors are assumed to move in a correlated way. Results are derived from loss distributions generated using Monte Carlo simulations.

Market risk includes interest rate risk, currency risk and equity market risk. These risks are measured using stochastic simulation. Big Ben's mortgage pre-payment risk model is utilized as part of the economic capital model. Assumptions about customer retention and repricing of interest crediting rates for deposits are also important behavioral assumptions used in the model.

Operational risk is measured through a simple add-on model which estimates the impacts of individual operational risks and aggregates them using simple correlation assumptions. Big Ben has considered more sophisticated modeling but has found it difficult to identify a single loss distribution function because operational risk loss data is distributed in two different manners: (i) loss data with high frequency and low magnitude that composes the body of the distribution; and (ii) loss data with low frequency and high magnitude that composes the tail distribution.

Strategic/Business Risk is the probability of loss related to the organization's environment (such as competition, overall economic climate, and government regulation) and sub-optimal business decisions in response to that environment. Big Ben uses scenario analysis to quantify economic capital for business risk.

The diversification benefit is measured using a variance-covariance matrix. This has the benefit of being relatively simple and intuitive, but the correlations are difficult to obtain. As a result, the correlations are updated infrequently. Big Ben has considered other methods of measuring the diversification benefit such as combining the marginal distributions through copula functions.

The economic capital is calculated in aggregate for the company by a team in the Corporate Treasury department. The results are updated quarterly. Allocation of economic capital to the business divisions is done based on simple rules of thumb and is done only upon request. As the EC models impact financial reporting, they are inventoried in the model governance system and subject to formal validation. However, validation of these component models is not scheduled until next year due to the backlog of other validations. As such, the developers are still in the process of completing the model documentation, including the implementation and change management testing, where applicable.

Capital adequacy is assessed as the ratio of the total available economic capital to the total required economic capital. Big Ben requires that each line of business maintain an Internal Capital Adequacy Ratio of 140%.

<b>Capital Adequacy Analysis</b>		
<i>in millions of euros</i>	<b>Dec 31, 2021</b>	Dec 31, 2020
<b>Economic capital requirement</b>		
Credit risk	<b>354</b>	370
Market risk	<b>394</b>	471
Operational risk	<b>283</b>	277
Business risk	<b>138</b>	160
Diversification benefit	<b>(212)</b>	(239)
<b>Total required economic capital</b>	<b>958</b>	1,039
<b>Total available economic capital</b>	<b>1,555</b>	1,642
<b>Internal capital adequacy ratio</b>	<b>162 %</b>	158 %

## Value-at-Risk for Trading Book

Big Ben's trading book is its portfolio of financial instruments classified as available for sale. The financial instruments in the trading book are purchased or sold for reasons including: facilitating trading for the institution's customers, earning profits from trading spreads between the bid and ask prices, or hedging against various types of risk.

Big Ben's value-at-risk (VaR) for the trading book is based on an internal model. Regulatory authorities have approved the internal model for calculating the regulatory market risk capital for general and specific market risks. VaR is calculated using a 99 % confidence level and a one day holding period.

The model uses one year of historical market data as input to calculate VaR. The calculation employs a Monte Carlo Simulation technique and assumes that changes in risk factors follow a well-defined distribution, e.g., normal distribution or t-distribution. To determine aggregated VaR, Big Ben uses observed correlations between the risk factors during this one-year period.

The VaR model is designed to take into account a comprehensive set of risk factors across all asset classes. Key risk factors are swap curves, index and issuer-specific credit curves, funding spreads, single equity and index prices, foreign exchange rates, and commodity prices as well as their implied volatilities.

A separate VaR is calculated for each risk type, e.g., interest rate risk, credit spread risk, equity risk, foreign exchange risk, and commodity risk. For each risk type this is achieved by deriving the sensitivities to the relevant risk type and then simulating changes in the associated risk drivers. Diversification reflects the fact that the total VaR on a given day will be lower than the sum of the VaR relating to the individual risk types.

VaR metrics are shown below:

99% VaR of Big Ben Bank's Trading Book by Risk Type														
<i>in thousands of euros</i>	Total		Diversification effect		Interest rate risk		Credit spread risk		Equity price risk		Foreign exchange risk		Commodity price risk	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
<b>Average</b>	<b>805</b>	865	<b>(759)</b>	(946)	<b>546</b>	532	<b>532</b>	719	<b>235</b>	251	<b>227</b>	289	<b>22</b>	19
<b>Maximum</b>	<b>1,038</b>	1,605	<b>(1,016)</b>	(1,557)	<b>703</b>	797	<b>678</b>	878	<b>338</b>	1,416	<b>446</b>	451	<b>81</b>	89
<b>Minimum</b>	<b>543</b>	551	<b>(578)</b>	(692)	<b>365</b>	400	<b>365</b>	603	<b>119</b>	119	<b>114</b>	97	<b>3</b>	5
<b>Period-end</b>	<b>786</b>	814	<b>(608)</b>	(997)	<b>578</b>	538	<b>389</b>	657	<b>273</b>	270	<b>132</b>	341	<b>19</b>	5

## Big Ben Bank Exhibits

### Exhibit A - Financial Statements

#### 2021 Annual Report – Big Ben Consolidated Statement of Income

<i>in millions of euros</i>	<b>2021</b>	<b>2020</b>	<b>2019</b>
Interest income	693	702	676
Interest expense	295	273	290
<b>Net interest income</b>	<b>397</b>	<b>429</b>	<b>386</b>
Provision for credit losses	37	26	31
<b>Net interest income after provision for credit losses</b>	<b>360</b>	<b>403</b>	<b>355</b>
Commissions and fee income	317	345	335
Net gains (losses) on financial assets/liabilities at fair value through profit or loss	38	104	116
Net gains (losses) on financial assets available for sale	18	5	7
Net income (loss) from equity method investments	12	4	17
Other income (loss)	28	18	3
<b>Total noninterest income</b>	<b>414</b>	<b>477</b>	<b>478</b>
Compensation and benefits	321	359	338
General and administrative expenses	428	510	404
Impairment of goodwill and other intangible assets	34	156	3
Restructuring activities	13	19	4
<b>Total noninterest expenses</b>	<b>796</b>	<b>1,045</b>	<b>749</b>
<b>Income (loss) before income taxes</b>	<b>(22)</b>	<b>(165)</b>	<b>84</b>
<b>Income tax expense</b>	<b>15</b>	<b>18</b>	<b>39</b>
<b>Net income (loss)</b>	<b>(37)</b>	<b>(183)</b>	<b>46</b>



**Big Ben – Annual Report 2021**  
**Consolidated Balance Sheet**

<i>in millions of euros</i>	<b>Dec 31,2021</b>	<b>Dec 31,2020</b>
<b>Assets:</b>		
Cash and central bank balances	4,902	2,620
Interbank balances (w/o central banks)	314	347
Central bank funds sold and securities purchased under resale agreements	440	607
Securities borrowed	543	907
Financial assets at fair value through profit or loss		
Trading assets	4,623	5,298
Positive market values from derivative financial instruments	13,112	13,935
Financial assets designated at fair value through profit or loss	<u>2,367</u>	<u>2,953</u>
Total financial assets at fair value through profit or loss	20,102	22,186
Financial assets available for sale	1,520	1,989
Equity method investments	28	27
Loans	11,052	11,561
Securities held to maturity	87	0
Property and equipment	76	77
Goodwill and other intangible assets	243	272
Other assets	3,407	3,193
Assets for current tax	42	35
Deferred tax assets	234	210
<b>Total assets</b>	<b>42,988</b>	<b>44,031</b>
<b>Liabilities and equity:</b>		
Deposits	14,870	15,324
Central bank funds purchased and securities sold under repurchase agreements	696	265
Securities loaned	97	88
Financial liabilities at fair value through profit or loss		
Trading liabilities	1,541	1,414
Negative market values from derivative financial instruments	12,537	13,353
Financial liabilities designated at fair value through profit or loss	1,635	1,212
Investment contract liabilities	<u>16</u>	<u>230</u>
Total financial liabilities at fair value through profit or loss	15,729	16,210
Other short-term borrowings	467	757
Other liabilities	4,201	4,730
Provisions	297	249
Liabilities for current tax	36	46
Deferred tax liabilities	13	20
Long-term debt	4,657	4,325
Trust preferred securities	172	190
<b>Total liabilities</b>	<b>41,236</b>	<b>42,203</b>
Common shares, valued at nominal value per share	95	95
Additional paid-in capital	913	907
Retained earnings	513	572
Accumulated other comprehensive income (loss), net of tax	96	119
<b>Total shareholders' equity</b>	<b>1,617</b>	<b>1,694</b>
Additional equity components	126	126
Noncontrolling interests	9	7
<b>Total equity</b>	<b>1,752</b>	<b>1,828</b>
<b>Total liabilities and equity</b>	<b>42,988</b>	<b>44,031</b>

## Big Ben Bank Exhibit B

### Maturity of Assets and Liabilities

Analysis of the Earliest Contractual Maturity of Assets								
Dec 31, 2021								
<i>in millions of euros</i>	On demand (incl. Overnight and one day notice)	Up to one month	Over 1 month to no more than 6 months	Over 6 months but no more than 1 year	Over 1 year but no more than 2 years	Over 2 years but no more than 5 years	Over 5 years	Total
Cash and central bank balances	4,801	15	7	79	0	0	0	4,902
Interbank balances (w/o central banks)	158	97	18	24	3	1	13	314
Securities borrowed	528	14	0	0	0	0	0	543
Trading assets	4,623	0	0	0	0	0	0	4,623
Positive market values from derivative financial instruments	13,112	0	0	0	0	0	0	13,112
Financial assets designated at fair value through profit or loss	581	900	306	75	81	76	348	2,367
Financial assets available for sale	13	31	91	114	249	508	514	1,520
Loans to banks	25	53	148	35	41	35	21	359
Loans to customers	471	586	1,350	458	737	1,759	5,332	10,693
Other financial assets	2,839	128	285	64	21	87	175	3,598
<b>Total financial assets</b>	<b>27,151</b>	<b>1,825</b>	<b>2,205</b>	<b>848</b>	<b>1,132</b>	<b>2,465</b>	<b>6,404</b>	<b>42,030</b>
Other assets	635	0	0	0	0	0	323	958
<b>Total assets</b>	<b>27,786</b>	<b>1,825</b>	<b>2,205</b>	<b>848</b>	<b>1,132</b>	<b>2,465</b>	<b>6,726</b>	<b>42,988</b>

Analysis of the Earliest Contractual Maturity of Liabilities								
Dec 31, 2021								
<i>in millions of euros</i>	On demand (incl. Overnight and one day notice)	Up to one month	Over 1 month to no more than 6 months	Over 6 months but no more than 1 year	Over 1 year but no more than 2 years	Over 2 years but no more than 5 years	Over 5 years	Total
Deposits due to banks	1,742	260	416	281	51	145	243	3,138
Deposits due to retail customers	2,971	291	2,127	72	21	25	8	5,514
Deposits due to corporate customers	4,200	439	920	414	158	48	40	6,218
Trading securities	1,541	0	0	0	0	0	0	1,541
Negative market values from derivative financial instruments	12,537	0	0	0	0	0	0	12,537
Financial liabilities designed at fair value through profit or loss	54	1,045	279	121	28	27	80	1,635
Short term borrowings	1,003	66	91	81	12	7	0	1,260
Long-term debt	0	28	363	387	1,171	1,526	1,184	4,657
Other financial liabilities	3,470	33	85	80	146	43	111	3,968
<b>Total financial liabilities</b>	<b>27,518</b>	<b>2,161</b>	<b>4,282</b>	<b>1,435</b>	<b>1,587</b>	<b>1,820</b>	<b>1,665</b>	<b>40,469</b>
Other liabilities	767	0	0	0	0	0	0	767
<b>Total liabilities</b>	<b>28,285</b>	<b>2,161</b>	<b>4,282</b>	<b>1,435</b>	<b>1,587</b>	<b>1,820</b>	<b>1,665</b>	<b>41,236</b>

## Big Ben Bank Exhibit C

### Selected Economic Capital Model Results

I. Worst 15 of 1000 scenarios from the credit risk model from the March 31, 2022 model:

Scenario rank	Credit risk scenario #	Credit risk scenario required capital
986	141	350
987	321	353
988	173	355
989	812	357
990	795	360
991	272	362
992	484	363
993	926	364
994	401	364
995	212	365
996	454	367
997	84	369
998	811	371
999	261	373
1000	142	376

II. Worst 15 of 1000 scenarios from the market risk model from the March 31, 2022 model:

Scenario rank	Market risk scenario #	Market risk scenario required capital
986	693	208
987	183	210
988	954	211
989	221	213
990	11	214
991	466	238
992	358	270
993	407	296
994	813	342
995	550	372
996	27	379
997	235	726
998	642	948
999	185	1034
1000	63	1137

III. Allocation of December 31, 2021 economic capital requirement to business divisions:

	<b>Dec 31, 2021</b>			
<i>in millions of euros</i>	<b>Asset Management</b>	<b>Commercial Banking</b>	<b>Investment Banking</b>	<b>Total</b>
<b>Economic capital requirement</b>				
Credit risk	177	106	71	<b>354</b>
Market risk	197	118	79	<b>394</b>
Operational risk	142	85	57	<b>283</b>
Business risk	69	41	28	<b>138</b>
Diversification benefit	(106)	(64)	(42)	<b>(212)</b>
Total required economic capital	<b>479</b>	<b>287</b>	<b>192</b>	<b>958</b>
Available economic capital	<b>778</b>	<b>466</b>	<b>311</b>	<b>1,555</b>

Big Ben has provided an internal memo with respect to its modeling processes, for Caerus' review.

To: Jennifer Oakhurst, Deputy CFO, Big Ben  
From: Martin Willow, Financial Analyst, Big Ben  
Subject: Model Governance

Date: April 12, 2022

Just wanted to give you a status update on the Model Governance framework project. Overall, the implementation is going well.

One of the first things we did was to decide upon the definition of a model, and then determined which models would be subject to the formal model validation aspects of the framework. Models that are excluded from model validation would still be subject to inventorying, documentation and change management controls.

We are defining models to include anything that forecasts values using judgment, approximations or assumptions. However, to be cost effective, we're only going to consider for validation models that are used for financial reporting purposes since these pose the most risk.

As alluded to above, we will create an inventorying system for both the models subject to model validation and those that aren't. For the ones that are subject to model validation, the model user(s) will rank each model as High, Medium or Low risk. The High-risk models will be validated on a strict 3-year rotation schedule through a centralized Model Validation group.

Models that are not subject to validation will still need to be reviewed by an independent analyst (i.e., somebody who was not the developer) who is familiar with the model's topic and purpose. This review will be qualitative in nature, with no formal report required, but the reviewer will have to sign off to ensure accountability.

Model documentation requirements include:

- Model purpose
- Significant model output and intended users
- Model methodology with extended commentary if the methodology is in any way considered unorthodox
- A summary of significant assumptions and their bases
- A summary of model testing
  - At implementation and at model revision
  - Ongoing testing
  - Validation testing, if applicable
- A summary of model controls and why they are considered effective and sufficient

Minimal requirements for input and calculation testing by the model developer are static and dynamic validation, respectively. This testing is performed upon model implementation, as well as expected for model change management purposes for material changes (see below). There is no formal testing requirement for output testing, but it is expected that developers will compare current model results to previous model results and qualitatively assess the movement in light of changes to inputs, assumptions or external environment.

We also will be formalizing change management requirements. The model developer will determine if a change is deemed material, and if so, will require a colleague to review both the coding change and model output for unintended consequences. Immaterial changes require the developer to self assess the change for accuracy. While no formal documentation is required, a change log is kept with applicable review signoffs.

The formal model validation exercise will require a report with a pass or fail grade, regardless of the findings. If the model fails, a remediation plan will need to be developed by the developer and executed in a timely manner. Since a model can have many attributes that require assessment, determining pass or fail will necessarily have to be judgmental. While the developer of a passing model is expected to implement suggested remediations, this is not a requirement since the model was deemed fit for purpose by the very definition of “passing”.

Every quarter, the Model Validation group will prepare a summary for executive leadership illustrating the total number of inventoried models, their passing status and the number of models reviewed during the period with their validation results.

Sincerely,

Martin Willow  
Financial Analyst, Big Ben Bank

## 1.6 Automotive Consulting

Caerus' automotive consultants have prepared the following summary of the industry and its key risks.

### Automotive Industry Overview

There are significant entry barriers to this industry, including:

- Heavy capital commitments for physical plant and research & development
- Specialized expertise in engines and transmissions, varying by market segment
- Long lead times from design to production
- Ability to anticipate consumer buying preferences

These entry barriers have led to a few dominant auto makers in each major auto manufacturing country. The ten largest companies have a 67% market share of the approximately 100 million of annual vehicle sales. 97% of these vehicles are Petroleum Combustion Vehicles (**PCVs**), which include gasoline, diesel and hybrid gasoline/battery vehicles. These large auto makers produce parts and assemble vehicles globally.

### Industry Key Risks

#### Strategic Risks

- Many auto companies are exploring one or both of two initiatives: Battery Electric Vehicles (**BEVs**) and Driver Assistance features such as emergency braking, accident avoidance, and autonomous (self-driving) capabilities. Both of these initiatives require enormous investment, specialized expertise, and very long lead times from design to production. If these investments do not result in strong sales, large write-downs will occur.
- Customer willingness to change from PCVs to BEVs is currently hindered by higher purchase prices, limited charging stations, longer "refueling" times, and generally lower driving ranges per "tankful" for BEVs. However, each of these differentials is narrowing. Electric motors of BEVs provide instant power throughout their range, reducing the importance of proprietary engine fuel economy and performance designs of PCV manufacturers.
- Driver Assistance features and self-driving, in particular, are turning out to be much more complex than anticipated, implying these will be costly options.

#### Profitability and Liquidity Risks

- PCV makers have three primary profit drivers – manufacturing profit, sales commissions, and dealer services. Currently, PCV dealers make more on maintenance than on car sales.
- BEVs have 80% fewer parts than PCVs. Thus, BEVs are significantly cheaper to maintain than PCVs. Battery recharging costs are significantly lower than gas/diesel costs. BEVs retain their resale values better than PCVs. Ultimately, the total cost of ownership (purchase price + fuel + maintenance – resale value) for BEVs will likely be comparable to that of PCVs.
- Batteries are the most expensive component of an electric vehicle, but it is expected that battery costs will drop significantly in the next five years, to the point where a BEV's purchase

price would be less than a PCV's. Futures contracts for lithium batteries were recently added to the commodities exchanges.

### **Operational Risk**

- Production generally relies on “just-in-time” processes from a global supply chain. Interruptions in workplace availability (e.g., strikes), raw materials, parts suppliers and shipping could idle production.
- Factory changeovers (switching production from one type of vehicle to another) take 18 – 24 months, during which period the facility is off-line.

### **Compliance/Regulatory Risk**

- Regulations restrict the level of automotive emissions and require onboard diagnostic systems. Automotive Emission requirements vary by area, with China, Europe, and the U.S. (particularly California), impacting PCV manufacturers the most. Failure in emissions or diagnostics must be remedied by recalls.
- Corporate Fuel Economy Standards must be met in each model year in the U.S., with civil penalties for non-compliance. China applies fuel economy standards both to individual vehicles and fleet averages.
- BEVs are not adversely impacted by emissions and fuel economy standards. BEV companies can sell Regulatory Credits to PCV manufacturers who need them.
- Many jurisdictions are planning to ban manufacture of new PCVs in the next five to fifteen years due to concerns that PCVs contribute significantly to global warming.

### **Litigation**

- Cars with self-driving technology allow for collection of statistics on driver behavior and vehicle performance.
- Driver Assistance, particularly self-driving capabilities may generate legal and reputational risk as accidents occur. Currently, all such capabilities are “driver-assisted”, which requires driver attention. However, if full self driving capabilities come into play, accident responsibility could shift to the manufacturer.

Caerus currently has two automotive clients, Giant Auto Motors and Disruptive Energy. Specifics for each company are discussed in the next two sections.

## **1.7 Giant Auto Motors (GAM)**

### **Overview**

Giant Auto Motors is an automobile manufacturer that designs, manufactures, markets, and services vehicles. It is the largest of the U.S. auto companies and in the top ten of global automobile manufacturers.



## Products / Services

GAM currently sells cars, trucks and sport utility vehicles. Its leading sales are in luxury sedans, trucks, and SUVs. Like other major manufacturers, sales of parts and services for PCVs are the largest profit drivers.

## Strategy

At times in its long history, GAM has been the largest auto maker in the world. At its peak, it sold more cars in the U.S. than all other manufacturers put together. Following a strategic assessment in 2019, it sold off half of its brands and now focuses on China and North America, which constitute 85% of its sales. It operates in the Chinese market via a joint venture (JV), under which GAM holds a 10% share.

After a recent board meeting, GAM concluded that it is vital to maintain a strong presence in the PCV market in the hope that continued profits from that business could be used to help cover the high upfront costs of entering the BEV market. However, the CEO is worried that staying in the PCV market is not a viable long-term strategy.

## Pension Plan

GAM sponsors traditional defined benefit pension plans for most of its large workforce. Following are abbreviated 2021/2022 financial results for GAM, including select results for the pension plans:

<b>1/1/2022 Balance Sheet</b>	(in billions)
Company Assets	144,600
<u>Pension Assets</u>	<u>108,800</u>
Total Assets	253,400
Company Liabilities	105,600
<u>Pension Liabilities</u>	<u>134,200</u>
Total Debt	239,800
Equity	13,600

<b>Other 2021 Financial Information</b>	(in billions)
Pretax Income	6,000
Components of Pension Expense	
Service Cost	900
Interest Cost	6,100
Expected Return on Assets	(7,500)
(Gain)/Loss Amortization	180
Prior Service Cost Amortization	10
Pension Contribution	2,000
Actual Pension Return	10,100

<b>2021 Cash Flows</b>	(in 000s)
Operating Cash Flow	7,500
Financing Cash Flow	750

<b>2022 Assumptions</b>	
Pension Liability Discount Rate	4.75%
PBGC Variable Rate Premium (as a % of unfunded liabilities)	3.00%

## 1.8 Disruptive Energy (DE)

### Overview

Disruptive Energy is a new entrant in the automotive world. Its business includes related energy activities in BEVs, solar energy, and power generation.

- DE redefined the BEV market to include strong performance and significant driving range (300 miles/475 kilometers). Previously, BEV vehicles were considered to be glorified golf carts.
  - DE remains a niche player with 500,000 vehicles sold in 2020 from factories in California and Shanghai, China. However, it is building factories in Berlin, Germany and Texas, which will increase capacity.
  - DE relentlessly pursues efficiency and modifies processes quickly. For example, the Shanghai facility took one year from ground-breaking to vehicle production.
  - DE is a “vertically integrated” company which generally manages all processes in-house. After initially partnering with a battery manufacturer, it acquired its own battery expertise and is bringing battery production in-house. Its industry-leading driving range arises from DE’s ability to optimize the performance of all components holistically rather than separately for each component.
- DE bought a solar panel company and developed its own residential solar roof tiles. It sells solar power/battery back-up systems to homeowners.
- DE is leveraging its batteries, solar panels, and software to allow neighborhoods to generate their own electricity locally – reducing wildfire risks and power cutbacks.

These initiatives are led by a brash visionary – Lone Ox, who is active in social media and enjoys a large subscriber base. He plays a central role in planning, product design, introduction of new features, and timetables.

### Products / Services

DE sells and services its electric cars and SUVs through a network of service centers. DE supplies a large and expanding number of rapid charging stations to facilitate long distance travel. The company provides regular, no-cost updates to its customers’ software via wireless internet connections. At present, other manufacturers can only update vehicle software at dealerships.

DE is planning to manufacture a pick-up truck in the U.S., which is one of GAM’s most profitable segments in the U.S. As DE’s customer base grows, commensurate increases in parts, repair services, and charging options have become necessary.

In the residential market, DE markets and installs solar panels and solar tiles. In the utility market, DE’s solar-powered back up systems have been installed in Australia, Hawaii, and Puerto Rico.

Battery design and management are key components underlying DE’s vehicles, residential energy storage, and large-scale solar back-up systems. Current state-of-the-art car batteries are made of lithium, nickel, manganese, cobalt, and graphite. Except for manganese, 50% of the supplies

originate in one or two countries. Cobalt is sourced primarily in a single country, which uses child labor in its mining operations.

DE recently introduced a cobalt-free battery in China. DE invests heavily in battery design, where it has a two-year lead on the competition in terms of higher efficiency and lower dependence on rare elements. It leverages its battery expertise across all of its activities.

## **1.9 Non-Financial Engagement – Energetix Power**

Caerus consultants have prepared the following overview of the energy industry and its primary risks.

### **Energy Utility Industry Overview**

Energy Utilities in the U.S. generally operate as geographic monopolies that operate under the oversight of state utility commissions in retail markets and the Federal Energy Regulatory Commission (FERC) in wholesale markets. They are required to make substantial investments in the generation, distribution and transmission of electricity and natural gas during normal periods, peak periods and natural disasters. State Utility Commissions are required to ensure each utility is profitable, over time, in the retail sector, but no such profitability requirement exists for the wholesale side.

### **Key Risks**

#### **Strategic Risks**

- Demand risks
  - Decline in customer demand or increasing customer demand for green energy
  - Inability to meet the growing demand for energy
- Disruptive technologies (e.g., techniques to extract oil from nonconventional sources) could change the balance of energy supply and demand
- Climate risk

#### **Regulatory, Legislative, and Legal risks**

- Revenues, earnings, and the ability to recover costs are impacted by:
  - Legislation and regulation affecting utility operations
  - The rates that state utility commissions allow utilities to charge
- Deregulation or restructuring in the electric industry may result in increased competition
- Environmental laws and regulations related to global climate change may require significant capital expenditures

#### **Operational risks**

- Ability to provide energy and the cost to provide it may be affected by:
  - Natural disasters
  - Operational accidents

- Terrorist activities, military activity or other government actions
- The reputation and financial condition of utilities could be impacted by:
  - Cyberattacks and data security breaches
  - Construction projects that are started and cancelled prior to completion
  - Consumer dissatisfaction over power outages

### **Market/price risk**

- Financial results may be affected by:
  - The overall market, economic conditions, and fluctuations in commodity prices
  - Extreme weather conditions (including those associated with climate change)

### **Company Overview**

Energetix Power Company (“Energetix”) is an energy company headquartered in Denver, Colorado. It is a holding company doing business in seven states in the western United States through business segments. The three main operating business segments are:

- Electric Utilities and Infrastructure
- Gas Utilities and Infrastructure
- Commercial Renewables

Energetix has about 25,000 employees. About 25% of the employees are represented by labor unions under various collective bargaining agreements.

The CFO of Energetix recently attended an industry conference and found the session on Enterprise Risk Management (ERM) in the energy industry particularly interesting. She jotted down some thoughts for developing a comprehensive ERM function at Energetix.

- It is important to understand the nature of the risks in the energy industry and the specific, unique or biggest risks in our company. We should have a risk register.
- What is our philosophy of risk? How can we characterize our risk appetite?
- If we have a vision for ERM, it will help spread the message throughout the company.

#### Draft ERM Vision:

Effective risk management is of primary importance to the success of Energetix. We will develop a comprehensive risk management process to monitor, evaluate and manage the principal risks we assume in conducting our activities.

- How could we reflect the external views from regulators, rating agencies, other stakeholders in our ERM implementation?
- Where should we start? Should we target one division first and then roll out to the rest of the company? We will need an ERM governance model.
- How to quantify / analyze the risks?
  - Which risks measures and techniques should be applied for quantifiable risks?
  - How to analyze the non-quantifiable risks such as operational risks

- What is the best way to get data to measure potential losses? 1) using historical data (e.g., the 2011 nuclear disaster in Japan) for stress testing, 2) surveying our inhouse experts and getting their opinions for scenario testing or any other approaches.
- Which tools, techniques and strategies could be applied for our risk management?
  - Which hedging instruments / strategies could we apply for financial risks (e.g., pricing risk)?
  - Which approaches (e.g., transfer the risks via insurance contract) could we apply further for other risks such as operational / strategic risks?
- Maybe we should consider engaging Caerus to help us get started with this process.

## **Electric Utilities and Infrastructure (EUI)**

EUI operates in retail and wholesale electricity markets.

- a. In the retail market, its businesses operate as the sole supplier of electricity within their service areas. EUI owns and operates facilities necessary to generate, transmit and distribute electricity. Services are priced by state approved rates designed to include the costs of providing these services and a reasonable return on invested capital.  
  
Competition in the regulated electric distribution business is primarily from the development and deployment of alternative energy sources, such as private on-site solar.
- b. In the wholesale market, Energetix competes with other utilities for bulk power sales, sales to municipalities and cooperatives and wholesale transactions under cost-based contracts approved by the Federal Energy Regulatory Commission (FERC). The principal factors in competing for these sales are price, availability of capacity, and reliability of service. Prices are influenced primarily by market conditions and fuel costs.

Energy requirements in excess of a utility's own capacity are supplied through contracts with other generators of electricity and purchased on the open market. Factors that could cause EUI to purchase power for its customers may include generating plant outages, extreme weather conditions, demand growth, and price. The EUI companies complete projections under various scenarios to test what actions would be needed if one or more counterparties failed to provide the contractual amount of energy.

EUI owns the power wires used to transmit electricity to its customers. Several of the EUI subsidiaries have considered making extensive upgrades to their lines and the equipment used to support them. However, these companies have delayed doing any maintenance because the wiring is located in difficult-to-reach wooded areas and because the regulator-approved rates have not allowed for a focus on maintenance.

EUI's generation portfolio is a balanced mix of energy resources having different operating characteristics and fuel sources, designed to provide energy at the lowest possible cost to meet its obligation to serve retail customers. All options, including owned generation resources and purchased power opportunities are evaluated every three to five years to select the lowest-cost resources available to meet system load requirements.

Last year, the state regulator for one of the EUI companies mandated that, within the next 20 years, 50% of all electricity in that state must be generated from renewable resources such as wind or solar energy. Energetix is working on identifying the current and projected renewable

energy providers, the amounts of renewable energy that they will be able to provide, and whether the EUI subsidiary can meet the mandate. It is expected that other EUI companies will have to meet similar requirements at some point in the future.

EUI relies principally on coal, nuclear fuel, and natural gas for its generation of electricity.

### **Gas Utilities and Infrastructure (GUI)**

GUI conducts natural gas operations through regulated public utilities in five states. GUI serves residential, commercial, industrial and power generation natural gas customers.

The number of residential, commercial, and industrial customers within the GUI service territory is expected to increase over time. Average usage per residential customer is expected to remain flat or decline for the foreseeable future. GUI also owns, operates, and has investments in various pipeline transmission and natural gas storage facilities.

GUI is responsible for the distribution of natural gas to retail customers in its service territories. Its natural gas procurement strategy is to contract primarily with major and independent producers and marketers for natural gas supply. It also purchases a diverse portfolio of transportation and storage service from interstate pipelines. This allows GUI to assure reliable natural gas supply and transportation for its customers during peak winter conditions.

### **Commercial Renewables (CR)**

CR primarily acquires, builds, develops, and operates wind and solar renewable power generation throughout the continental United States. Revenues are generated by selling the power produced from renewable generation through long-term contracts to utilities, electric cooperatives, municipalities and commercial and industrial customers. In most instances, these customers have obligations under state-mandated renewable energy standards or similar state or local renewable energy goals.

As part of its growth strategy, CR has expanded its investment portfolio through the addition of distributed solar companies and projects, energy storage systems and energy management solutions specifically tailored to commercial businesses.

CR is subject to regulation at the federal level.

The market price of commodities and services, along with the quality and reliability of services provided, drive competition in the wholesale energy business. CR's main competitors include other nonregulated generators and wholesale power providers.

## Pension Plan

Energetix sponsors traditional defined benefit pension plans for all employees. Following are the abbreviated 2021/2022 financial results for Energetix, including select results for the pension plans:

<b>1/1/2022 Balance Sheet</b>	<b>(in 000s)</b>	<b>Other 2021 Financial Information</b>	<b>(in 000s)</b>
Company Assets	140,000	Pretax Income	1,100
<u>Pension Assets</u>	<u>50,000</u>	Components of Pension Expense	
Total Assets	190,000	Service Cost	2,000
		Interest Cost	2,994
Company Liabilities	80,000	Expected Return on Assets	(3,500)
<u>Pension Liabilities</u>	<u>80,000</u>	(Gain)/Loss Amortization	(440)
Total Debt	160,000	Prior Service Cost Amortization	550
		Pension Contribution	2,660
Equity	30,000	Actual Pension Return	1,770

<b>2021 Cash Flows</b>	<b>(in 000s)</b>	<b>2022 Assumptions</b>	
Operating Cash Flow	880	Pension Liability Discount Rate	3.75%
Financing Cash Flow	990	PBGC Variable Rate Premium	3.00%
		(as a % of unfunded liabilities)	

## 1.10 Non-Financial Engagement – SeaLux Cruise Lines

### Global Cruise Industry Overview

Cruises offer a broad range of products to suit vacationing guests of many ages, backgrounds and interests. Cruise brands can be broadly classified as offering contemporary (short, casual cruises), premium (7 to 14 days, higher quality, destination-focused), and luxury (very high standards of accommodation and service, exotic itineraries) experiences.

### Industry Key Risks

- World events impacting the ability or desire of people to travel
- Weather conditions, natural disasters, or other incidents affecting cruise ships and/or passengers
- Technology risks, including breaches in data security, disruptions to information technology operations, and failure to keep pace with developments in technology
- Ability to recruit, develop and retain qualified shipboard personnel
- Increases in fuel prices, changes in the types of fuel consumed, and availability of fuel supply

## **Company Overview**

SeaLux Cruise Lines is a publicly traded leisure travel company in the cruise and vacation industries, headquartered in Seattle, Washington. SeaLux is active in all categories of cruises, ranging from family-friendly and budget-conscious up to prestigious high-priced cruises to exclusive port cities.

SeaLux is a leading provider of vacations to all major cruise destinations throughout the world.

With operations in North America, Australia, Europe and Asia, the company sells tailored cruise products, services and vacation experiences on 92 ships to the world's most desirable locations.

SeaLux believes there are large, addressable markets with low penetration rates in numerous countries where it is already an established presence. It particularly sees Asia as a market with large potential, where economic growth has raised discretionary income levels, fueling an increasing demand for travel.

## **Strategy**

Major goals for the company over the next five years include:

- 1) Development of two new vacation destinations in the Caribbean
- 2) Adding six new ships to the fleet -- three of the ships are additions to the fleet (i.e., the ship count will increase from 92 to 95), and the other three will replace existing ships
- 3) Increasing marketing efforts in Asian countries, especially China, which will require increasing awareness of cruises as a vacation alternative

## **Potential Caerus Engagements**

- Due to the COVID-19 pandemic, SeaLux ceased operations world-wide for 12 months but began limited operations again in 2021. It wants to determine what actions to take to ensure its survival during the ongoing pandemic.
- SeaLux wants to understand the impact of COVID-19 on its strategy to penetrate the Chinese market.
- SeaLux is concerned about political risk and the impact it could have on global operations.
- SeaLux wants to consider alternatives to petroleum-based fuels for operating its ships. It believes this could provide an opportunity for more cost-efficient operation of its fleet, and also will enhance the company's reputation as an environmentally-friendly company.



## 1.11 Financial Engagement – Lyon Corporation

### Company Overview

Lyon Corporation is a financial services holding company. It is described in detail in the remaining sections of the case study and therefore the background on the company is not repeated here.

***[Note that for the purposes of any relationships between Lyon and Caerus, all candidates are responsible only for the Lyon information contained here and in Section 2, Lyon Corporation.***

Candidates further remain responsible for the specific Sections designated for each Extension in the introduction to the case study, but Lyon information in the case study other than in this Section and Section 2 will only be considered in Extension questions.]

### Engagements with Caerus

Over the past ten years Lyon has established a beneficial relationship with Caerus and continues to hire Caerus for periodic consulting engagements. Some previous engagements have focused on the following areas:

- Evaluation of potential and actual acquisitions, including specifically Pryde and Helios
- Advice in the area of board composition and governance
- Education in the development and uses of economic capital models

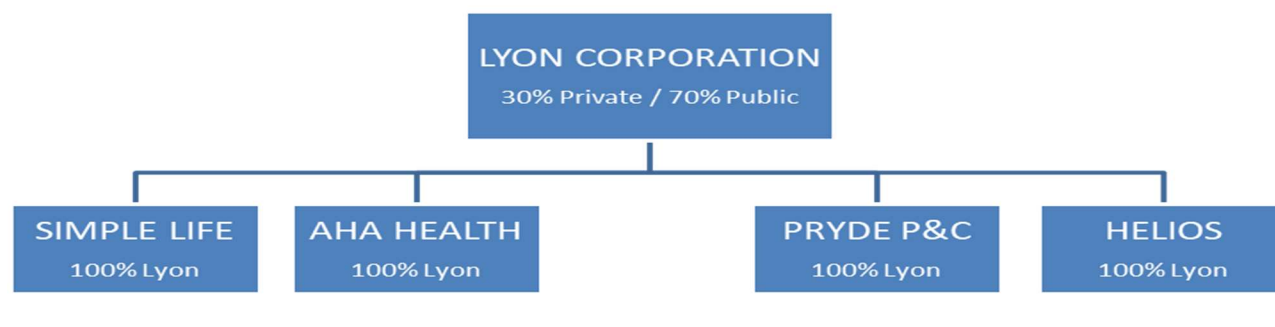
## 2 [Lyon Corporation](#)

### 2.1 Overview

Lyon Corporation is a diversified U.S. public holding company with interests in financial services companies.

### 2.2 Structure

Lyon Corporation is a Massachusetts public company (LCC: NYE and TSX) with a significant shareholder, Lyon Family, which owns about 30% of the outstanding shares. The holding company has the following structure:



Percentages denote equity interest and voting rights.

### 2.3 Simple Life

The Simple Life Insurance Company (SLIC) is a U.S. life insurance company located in Boston, Massachusetts, wholly owned by Lyon Corporation, selling throughout the U.S. SLIC has four lines of business: Universal Life (UL); Level Premium Term Insurance with three available level term periods: 10, 20 and 30 year; Single Premium Immediate Annuities (SPIA); and Variable Annuities with a Return of Premium (ROP) Guaranteed Minimum Death Benefit (GMDB) and an optional Guaranteed Minimum Accumulation Benefit (GMAB) or Guaranteed Minimum Withdrawal Benefit (GWAB). SLIC issues its products only in the United States.

SLIC provides basic life, health and disability benefits to its employees while they are employed by the company.

SLIC sponsors a company-paid final-average-earnings defined benefit pension plan for its employees.

### 2.4 AHA Health

AHA Health Insurance Company (AHA) is a national insurer located in California with its home office in Los Angeles. AHA is wholly owned by Lyon Corporation. AHA sells individual and group health insurance and has a block of long-term care (LTC) business.

AHA Health provides basic life, health and disability benefits to its employees while they are employed by the company.

AHA Health sponsors a company-paid cash balance defined benefit pension plan for its employees.

## 2.5 Pryde P&C

Pryde P&C is an Omaha, Nebraska-based U.S. writer with commercial and personal lines products that target a broad range of customers. In 2021 the split of premiums between commercial and personal lines is about 70%/30% respectively. Pryde is licensed in all 50 states. Pryde's business is geographically spread throughout the United States with its largest state (California) representing 17% of total premium volume. The next largest states include Texas, (6.0%); Georgia (5.5 %); Florida (5.4%); and Mississippi (5.3%), all of which are located in the area of the U.S. most prone to hurricanes.

Its products are sold primarily through a career sales force led by sales directors responsible for managing the agency delivery system and serving the business in their territories. A small portion of the business is sold through independent brokers. Pryde P&C is wholly owned by Lyon Corporation.

Pryde P&C provides basic life, health and disability benefits to its employees while they are employed by the company.

Pryde P&C sponsors a defined contribution 401(K) pension plan for its employees.

## 2.6 Helios

Helios Life is located in Triangle City, Atlantis, a jurisdiction that uses the Euro as its currency. It is 100% owned by Lyon Corporation. Helios offers life insurance, disability insurance, and a combination illness/disability/life insurance product.

Helios was acquired by Lyon Corporation in 2019. It was hoped that Helios would be a strategic entry into more global markets though Lyon has not as yet devoted much time to developing Helios.

To date, Helios has provided steady profits. Helios reports earning on an IFRS basis. Earnings are translated to a US GAAP dollar basis for reporting Lyon's consolidated financial statements. Lyon has allowed earnings to be retained within Helios to date and has not focused on the currency exchange risk associated with Helios.

## 2.7 Lyon Board of Directors

The Lyon Board consists of twelve members, four of whom directly or indirectly represent the Lyon family interest. One of these four, R. Tomas Lyon III, also serves as the Board Chairman of SLIC. There are six outside board members, four of whom are Chief Executive Officers or Board Chairmen in leading public companies in the United States or Canada. The other two board members are the Board Chairmen of AHA Health and Pryde P&C.

### **Mandate of the Board**

The mandate of the Board, which it discharges directly or through one of the five Board Committees, is to supervise the management of the business and affairs of the Corporation. Responsibilities include approval of strategic goals and objectives, review of operations, disclosure and communication policies, oversight of financial reporting and other internal controls, corporate

governance, Director orientation and education, senior management compensation and oversight, and Director nomination, compensation, and assessment.

## **Board Committees**

### **Executive Committee**

The Executive Committee has and may exercise all or any of the powers vested in and exercisable by the Board, except approval of the annual strategic plan.

### **Audit Committee**

The primary mandate of the Audit Committee is to provide to the Board an independent review of the procedures, controls, and results of the financial statements of the Corporation and public disclosure documents containing financial information.

### **Compensation Committee**

The primary mandate of the Compensation Committee is to approve compensation policies and guidelines for employees of the Corporation, to approve compensation arrangements for executives and Directors of the Corporation, and to oversee the management of incentive compensation plans.

### **Related Party and Conduct Review Committee**

The primary mandate of the Related Party and Conduct Review Committee is to review and recommend approval of proposed transactions with related parties of the Corporation.

### **Governance and Nominating Committee**

The primary mandate of the Governance and Nominating Committee is to oversee the Corporation's approach to governance issues, to assess the effectiveness of the Board of Directors, the Board's Committees, and the Directors, and to recommend to the Board candidates for election as Directors and for appointment to Board Committees.

### **Code of Conduct and Business Ethics**

The Board of Directors has adopted a Code of Business Conduct and Ethics to promote and maintain a culture of integrity throughout the Corporation. The Code is applicable to Directors, officers and employees of the Corporation.

### **Board Minutes**

The Board is involved with the management of Lyon at both a strategic and an operational level. Excerpts from the March 12, 2022 Board meeting are provided here.

1. NEW BUSINESS
  - a. Development of Corporate Risk Committee

The Board Risk Subgroup presented a proposal to establish a Corporate Risk Committee.

Proposed Membership:

- Promote the CRO of Helios to head this Committee based on his risk experience in Helios and his charismatic style
- Bring over two actuaries from Pryde P&C's ERM group to join the committee
- Hire two actuarial students from the outside

Proposed Responsibilities:

- The Corporate Risk Committee will meet regularly with the Lyon subsidiaries to discuss the risk oversight process within each subsidiary. This will alleviate the need for the Board to get involved with details such as metrics that are best understood by the subsidiaries.
- A couple of questions were asked regarding the salaries of the individuals, but the proposal passed with one of the outside directors dissenting.

b. Corporate Audit Head

The Audit Committee announced that they had recently approved the hire of John Marmot, to be appointed as Head of the Corporate Audit team, reporting to the chair of the Audit Committee. John and his team will review financial statements, develop a risk management framework, and make sure that we all follow the ERM framework that we established for Lyon and subsidiaries, in alignment with our strategic objectives.

c. Review of Current Sales and Potential New Products

Bob Seoul, VP of Operations for AHA Health, reported that AHA is meeting its sales target levels for all current businesses, and his department is now in development of a new Critical Illness product.

A question was asked about the viability of a Critical Illness product given that at least three competitors have stopped selling this type of product. Seoul responded that his staff was still validating their market analysis but felt that the exit of the other companies from this market would only help AHA's proposed sales.

There was a lot of discussion, and a motion was made to stop the development of the Critical Illness product. The motion was seconded and passed by a 5 to 3 vote.

d. Review of Potential "quick sale" Acquisition

R. Tomas Lyon III reported that he has been approached about a potential acquisition. Tyger Corporation is looking to exit the annuity market and wants to sell its wholly owned subsidiary CUB Annuity. Because this would be a quick sale, it is being handled outside the company's normal acquisition protocols. CUB Annuity provided financials for the past three years. The data has not been independently validated by an auditor, but Mr. Lyon stated that he knows the CFO of Tyger Corporation very well and would feel comfortable trusting their numbers.

There was extensive discussion, but, since a decision needed to be made prior to the next board meeting, the board decided to vote. The board agreed to sign a letter of commitment for the acquisition by a 4 to 4 vote, with R. Tomas Lyon III having the deciding vote when there is a tie.

## **2.8 Credit Rating**

Lyon and its subsidiaries are rated by Kelly Rating Agency, an internationally recognized rating agency. Lyon Corporation has a financial strength rating of A (Super) from Kelly Ratings for the insurance group. The rating reflects the sufficient capital position of SLIC and Lyon's overall positive financial results. Lyon's debt rating is BBB. The individual insurance companies, SLIC, AHA Health, and Pryde P&C, strive to maintain AA Kelly ratings.

## **2.9 Oversight of Lyon Companies**

Lyon Corporation, SLIC, AHA Health, and Pryde P&C are each managed by an executive team (comprising the CEO, CFO, and COO and four to six other executives). Each CEO reports directly to his respective board. SLIC, AHA Health, and Pryde P&C each have an independent Board.

## **2.10 Lyon Acquisition Activity**

Lyon has grown from a simple life insurance company to a multi-line, multi-national insurer through acquisition. It continues to seek out appropriate acquisitions as a means of growth.

Following are potential acquisition targets that Lyon is considering:

- 1) Single Premium Deferred Annuity (SPDA) writer that has a strong sales-oriented culture
- 2) Larger block of SPIA business to manage in combination with its small existing block
- 3) Reinsurer, to allow for both expansion to a new market and the offering of reinsurance solutions to existing subsidiaries
- 4) Writer of institutional insurance / asset management business
- 5) Canadian company to increase its presence internationally with moderate risk
- 6) European insurer to develop a presence in one of the largest insurance markets

Information for three of the potential acquisitions has been gathered for review:

## **Target 1: SPDA Writer**

AnnCo is a single-line US company, which sells only fixed SPDAs. The product that is currently being sold is a multi-year guaranteed annuity with 5, 7, or 10-year interest rate guarantees, based on current interest rates, and a market value adjustment (MVA) on withdrawal before the end of the guarantee period. After the guarantee period there is an underlying minimum guarantee rate of 0.25%. It has been noted that most annuitants lapse at the end of the initial interest rate guarantee period.

Reserves for the current product total about \$1 billion. The investment portfolio supporting the product is somewhat aggressive in order to support competitive rate guarantees. It includes a mix of private equity, asset-backed securities, and high-yield bonds, along with traditional fixed income securities.

AnnCo also has a legacy block of SPDAs with \$400 million in reserves. These legacy SPDAs were sold in the 1990s, with high minimum guaranteed interest rates for the life of the policy. In the current low interest rate environment, all policies are being credited at the guaranteed rate. This block has not met its original profit objectives. These annuities have been in force long enough that there are no remaining surrender charges; therefore, the account value is available for withdrawal without a market value adjustment at any time.

AnnCo's culture emphasizes sales over any other objectives. The SPDAs are sold through independent agents and other financial advisors. Sales have grown by 10% per year for the past three years.

Lyon's life insurance subsidiary, SLIC, is considering two options for acquiring AnnCo:

- (1) Acquiring only the \$400 million legacy block
- (2) Acquiring the entire company

SLIC is currently pricing the transaction to return 10% on invested capital.

## Target 2: SPIA Writer

This block of business is being sold because the current company wants to get out of the market. In recent years the company has faced a significant amount of competition and was able to increase sales in 2021 only by changing its investment strategy in order to obtain a higher yield.

<b>SPIA</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	80,888	82,829	28,266	43,398	88,830
Ceded Premiums					
Net Investment Income	50,584	56,894	59,897	63,338	66,784
<b>Total Revenue</b>	<b>131,472</b>	<b>139,723</b>	<b>88,163</b>	<b>106,736</b>	<b>155,614</b>
Surrender & Annuity Benefits	54,288	58,648	63,029	67,424	71,820
Death Benefits	-	-	-	-	-
Ceded Benefits	-	-	-	-	-
Increase in Net Reserves	55,130	54,803	27,238	27,077	53,845
Expenses	20,934	25,452	30,121	34,945	39,928
Net Transfers to/(from) Separate Account	-	-	-	-	-
<b>Total Benefits &amp; Expenses</b>	<b>130,352</b>	<b>138,902</b>	<b>120,388</b>	<b>129,447</b>	<b>165,593</b>
Income Before Income Tax	1,120	821	(32,225)	(22,711)	(9,979)
Federal Income Tax	392	287	(11,279)	(4,769)	(2,096)
<b>Net Income</b>	<b>728</b>	<b>534</b>	<b>(20,946)</b>	<b>(17,941)</b>	<b>(7,884)</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	807,736	865,322	903,527	945,389	998,383
Separate account assets	-	-	-	-	-
<b>Total Assets</b>	<b>807,736</b>	<b>865,322</b>	<b>903,527</b>	<b>945,389</b>	<b>998,383</b>
Net General Account Reserve	768,755	823,462	859,757	899,526	949,870
Liabilities					
Separate Account Liabilities	-	-	-	-	-
<b>Total Liabilities</b>	<b>768,755</b>	<b>823,462</b>	<b>859,757</b>	<b>899,526</b>	<b>949,870</b>
<b>Surplus</b>	<b>38,981</b>	<b>41,860</b>	<b>43,770</b>	<b>45,863</b>	<b>48,513</b>
<b>Total Liabilities and Surplus</b>	<b>807,736</b>	<b>865,322</b>	<b>903,527</b>	<b>945,389</b>	<b>998,383</b>
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>1,021,673</b>	<b>1,097,889</b>	<b>1,149,890</b>	<b>1,206,852</b>	<b>1,278,398</b>
Economic Reserve	983,236	1,056,502	1,106,508	1,161,287	1,230,082
Required Economic Capital	38,437	41,387	43,382	45,565	48,317
Free Surplus	-	-	-	-	-
<b>Total Liabilities and Surplus</b>	<b>1,021,673</b>	<b>1,097,889</b>	<b>1,149,890</b>	<b>1,206,852</b>	<b>1,278,398</b>



### Target 3: Reinsurer

MPS Re is a reinsurer based in California, USA. It has been in business for 20 years, reinsuring Personal Property, Personal Auto and Construction Insurance.

The aggregate financials for MPS Re are below.

<b>MPS Re</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	1,189,105	951,288	858,269	884,023	910,543
Losses and loss adjustment expenses incurred	801,288	1,300,000	619,454	639,538	660,224
<b>Expenses</b>	<b>369,942</b>	<b>294,771</b>	<b>261,286</b>	<b>269,123</b>	<b>277,199</b>
<b>Net Underwriting Gain (loss)</b>	<b>17,875</b>	<b>(643,483)</b>	<b>(22,471)</b>	<b>(24,638)</b>	<b>(26,880)</b>
<b>Investment Income</b>	<b>81,508</b>	<b>68,075</b>	<b>56,821</b>	<b>55,804</b>	<b>57,481</b>
<b>Income Before Income Tax</b>	<b>99,383</b>	<b>(575,407)</b>	<b>34,350</b>	<b>31,166</b>	<b>30,601</b>
<b>Federal Income Tax</b>	<b>34,784</b>	<b>(201,393)</b>	<b>12,023</b>	<b>6,545</b>	<b>6,426</b>
<b>Net Income</b>	<b>64,599</b>	<b>(374,015)</b>	<b>22,328</b>	<b>24,621</b>	<b>24,175</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>2,799,951</b>	<b>2,009,647</b>	<b>2,006,101</b>	<b>2,103,384</b>	<b>2,203,738</b>
Losses and loss adjustment expenses	785,262	1,209,300	619,454	639,538	660,224
Unearned Premium	528,493	422,795	435,480	448,543	462,001
Other Liabilities	300,184	237,610	248,223	255,671	263,339
<b>Total Liabilities</b>	<b>1,613,940</b>	<b>1,869,705</b>	<b>1,303,158</b>	<b>1,343,752</b>	<b>1,385,564</b>
<b>Surplus</b>	<b>1,186,011</b>	<b>139,943</b>	<b>702,943</b>	<b>759,633</b>	<b>818,174</b>
<b>Total Liabilities and Surplus</b>	<b>2,799,951</b>	<b>2,009,647</b>	<b>2,006,101</b>	<b>2,103,384</b>	<b>2,203,738</b>
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>3,007,090</b>	<b>2,163,329</b>	<b>2,165,032</b>	<b>2,275,459</b>	<b>2,389,721</b>
Economic Reserve	1,801,085	1,525,198	1,457,343	1,506,641	1,557,584
Required Economic Capital	270,163	228,780	218,601	225,996	233,638
Free Surplus	935,842	409,351	489,088	542,822	598,499
<b>Total Liabilities and Surplus</b>	<b>3,007,090</b>	<b>2,163,329</b>	<b>2,165,032</b>	<b>2,275,459</b>	<b>2,389,721</b>

## 2.11 Financials

The current year financial statements are provided for Lyon Corporation on a consolidated basis.

### Lyon Consolidated 2021 Statements

2021 FINANCIAL STATEMENTS	SLIC	AHA	Pryde	Helios	Lyon Corporate *	Combined Financials
<b>Income Statement (000s)</b>						
Premiums & Policy Fees	952,071	6,104,047	875,810	166,675	0	8,098,603
Investment Income	247,921	47,601	45,890	89,947	12,341	443,700
<b>TOTAL REVENUE</b>	<b>1,199,992</b>	<b>6,151,648</b>	<b>921,700</b>	<b>256,622</b>	<b>12,341</b>	<b>8,542,303</b>
Property and casualty losses and loss expense	0	0	663,278	0	0	663,278
Life, accident and health benefits	546,957	4,970,266	0	114,655	0	5,631,878
Other expenses	591,813	916,488	207,568	118,026	5,281	1,839,176
<b>TOTAL EXPENSES</b>	<b>1,138,770</b>	<b>5,886,754</b>	<b>870,846</b>	<b>232,681</b>	<b>5,281</b>	<b>8,134,332</b>
<b>Income Before Income Tax</b>	<b>61,222</b>	<b>264,894</b>	<b>50,854</b>	<b>23,941</b>	<b>7,060</b>	<b>407,971</b>
<b>Income Tax</b>	<b>17,142</b>	<b>74,170</b>	<b>12,714</b>	<b>5,253</b>	<b>1,906</b>	<b>111,185</b>
<b>Net Income</b>	<b>44,080</b>	<b>190,724</b>	<b>38,140</b>	<b>18,688</b>	<b>5,154</b>	<b>296,786</b>
<b>Balance Sheet (000s)</b>						
General account assets	4,750,930	2,676,133	3,268,566	1,581,999	223,861	12,501,489
Separate account assets	1,776,396	0	0	0	0	1,776,396
<b>Total Assets</b>	<b>6,527,326</b>	<b>2,676,133</b>	<b>3,268,566</b>	<b>1,581,999</b>	<b>223,861</b>	<b>14,277,885</b>
Property and casualty loss and other liabilities	0	0	2,125,125	0	0	2,125,125
Separate account liabilities	1,776,396	0	0	0	0	1,776,396
Future policy benefits and claims, other liabilities	4,241,142	1,019,376	0	1,397,199	0	6,657,717
Other liabilities	0	0	0	0	52,235	52,235
<b>Total Liabilities</b>	<b>6,017,538</b>	<b>1,019,376</b>	<b>2,125,125</b>	<b>1,397,199</b>	<b>52,235</b>	<b>10,611,473</b>
<b>Surplus</b>	<b>509,788</b>	<b>1,656,757</b>	<b>1,143,441</b>	<b>184,799</b>	<b>171,626</b>	<b>3,666,411</b>
<b>RBC Ratio**</b>	<b>405%</b>	<b>648%</b>	<b>400%</b>			
<b>Total Liabilities and Surplus</b>	<b>6,527,326</b>	<b>2,676,133</b>	<b>3,268,566</b>	<b>1,581,999</b>	<b>223,861</b>	<b>14,277,885</b>
<b>Additional Balance Sheet Information</b>						
Dividend/Capital Transfer from/(to) Lyon	(5,832)	0	0	0	5,832	0
<b>Economic Capital</b>						
Required Economic Capital	433,338	1,740,822	973,777	170,109	18,580	3,336,626
Excess Capital	74,238	187,299	216,439	63,810	159,567	701,353
<b>Available Economic Capital</b>	<b>507,576</b>	<b>1,928,121</b>	<b>1,190,216</b>	<b>233,919</b>	<b>178,147</b>	<b>4,037,979</b>
* Excluding investments in subsidiaries						
** RBC Ratio reduced by any dividend to Lyon paid in following year						
Note: SLIC and Pryde use Company Action Level RBC; AHA uses Authorized Control Level RBC						

## 2.12 ORSA

Lyon completes an annual ORSA report, as required by various regulatory authorities. The process for the development of the ORSA involves the following:

- Lyon has a dedicated team whose primary responsibility is completing the ORSA report.
- The team is divided into sub-units, each of which focuses on one of the major subsidiaries – SLIC, AHA, Pryde, and Helios. The material used from each subsidiary is based on the processes that the subsidiary already has in place, in order to reduce the amount of additional work required.
- A separate section of the ORSA report is prepared for each subsidiary.
- The consolidated report is submitted to the Board as part of its reading package for the March Board meeting.

The Executive Summary of the most recent report follows:

*“Lyon Corporation has carried out an assessment of all of the risks that it believes can materially affect its business. Lyon has determined its capital requirements based on its current business plan to be \$3.337 billion as of December 31, 2021. This assessment has been overseen by the Board throughout the process.*

*“The ORSA process has considered the firm’s strategy and business model in light of its business plans, risk tolerances and capital requirements. No immediate changes are proposed in those areas, although several areas for consideration were identified.*

*“The ORSA process requires that we consider the effectiveness of our risk assessment, risk management, and capital management processes within the firm. Several enhancements are currently in process of implementation including the introduction of a Corporate Risk Committee and a Corporate Risk Appetite statement.*

Excerpt from the Capital Assessment section of Lyon’s ORSA Report:

*Lyon determines its capital requirements based on the economic capital process that is already in place within its subsidiary companies.*

- *SLIC has an internal economic capital model tailored to its own company-specific risks. Risks are quantified based on a one-year 99.0% VaR measure. The model quantifies exposure to interest rate risk, equity price risk, and credit risk.*
- *AHA uses an internal economic capital model calibrated to an AA financial strength based on Kelly ratings, which is considered equivalent to a one-year 99.0% confidence interval.*
- *Pryde follows a similar approach to AHA.*
- *Helios provides economic capital results based on the requirements of its jurisdiction, Atlantis.*

*The ORSA capital requirement for Lyon is equal to the sum of the economic capital requirements reported by the subsidiaries plus a credit risk factor applied to the Lyon Corporate assets.*

Excerpts from the Risk Assessment section of Lyon’s ORSA Report:

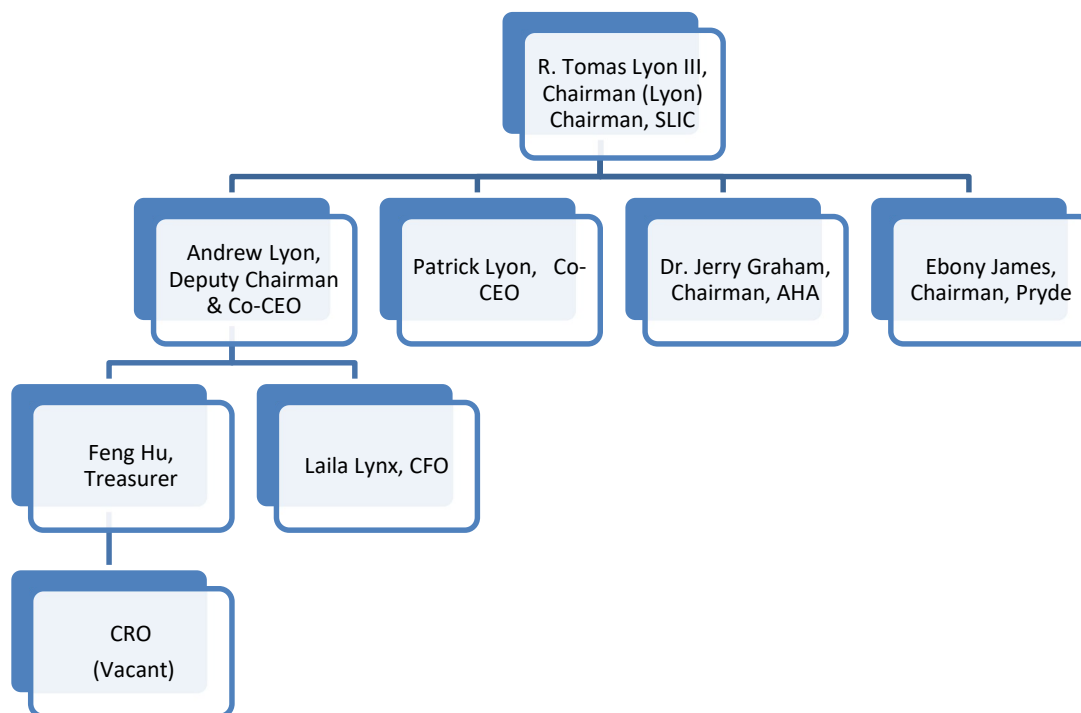
*“The acceptance of risk is the primary responsibility of the subsidiary. Risk is first identified, measured and managed at the subsidiary entity level. Diversification across risk types is calculated at the subsidiary level. Risk aggregation to the corporate level is the sum of all subsidiary-level risks by risk category. Lyon Corporation is in process of establishing a risk appetite statement with the intent of constraining specific aggregate risks within acceptable ranges.”*

*“Risks of a less quantifiable nature are currently addressed on an ad hoc basis within each subsidiary’s risk management program but are not reflected in their reported economic capital. For instance, while all the subsidiaries recognize that reputational risks arise at both the corporate and subsidiary levels, they believe the impacts to their respective businesses vary significantly. Thus, one subsidiary may only address the risk through risk management processes and controls, while another may explicitly try to estimate it and report it within operational risk economic capital.”*

### 3 Lyon Corporation (Corporate) Functions and Oversight

Lyon Corporation functions as a holding company with four fully owned subsidiaries: Simple Life Insurance Company (SLIC), AHA Health Insurance Company (AHA), Pryde Property and Casualty, and Helios Insurance Company. Lyon Corporation is publicly owned, with 30% of the shares held by the Lyon family. The company has \$50 million in debt outstanding in the form of 20-year bonds issued in 2005 at 7.75% interest and uses an after-tax cost of capital of 10% to determine the value of an acquisition or a project.

A simplified organization chart for Lyon follows:



Lyon Corporation is in the process of developing a corporate level ERM function. Operational information provided to Corporate from the primary affiliated companies (SLIC, AHA, and Pryde) has been limited up until this time. However, the ERM department recently asked each affiliate to provide a summary description of its company, including product lines, outside relationships, risk assessments and concerns, and current business issues.

Lyon requires its subsidiaries to dividend excess capital up to the holding company. In turn, Lyon will consider providing capital contributions to subsidiaries that fall short of their capital requirements.

The documents in this section of the case study comprise various reports, e-mails, and memos related to the operation of Lyon Corporation.

The first set of reports that follow represent the first submissions from SLIC, AHA, and Pryde in response to Corporate's request for summary descriptions of each company.

## 3.1 SLIC Report to Corporate

### Company Summary

The Simple Life Insurance Company (SLIC) is 100% owned by Lyon Corporation. R. Tomas Lyon III serves as Chairman of the Board, President and CEO.

SLIC is a life insurance company with four lines of business: Term Life, Universal Life (UL), Single Premium Immediate Annuities (SPIAs), and Variable Annuities (VAs).

### Capitalization and Investments

The company strives to maintain a strong statutory risk-based capital (RBC) ratio, targeting capital at 350% of Company Action Level RBC, and to have an available to required economic capital ratio of 110% or greater. Any surplus in excess of the larger of 400% of Company Action Level RBC and 110% of required economic capital is distributed to Lyon Corporation through a dividend paid in cash annually at the end of the first quarter based on the year-end balance sheet. Surplus positions less than the larger of 300% of Company Action Level RBC and 90% of required economic capital are addressed through a capital contribution from Lyon Corporation.

The company's general account is invested primarily in fixed-income assets. Variable annuity (VA) fixed accounts, which are minimal, are part of the general account; VA separate account investments are held in a segregated account and are managed by a third-party investment advisor.

Within the general account, there are separate investment portfolios for each of the four main product lines.

### Risk Policies

**Credit Risk:** Fixed-income securities in the general account have exposure limits at individual obligor (issuer) and sector levels. For each portfolio, there are weighted average credit quality targets.

**Market Risk:** The company measures the effective duration of the assets and liabilities, semi-annually within the term, UL and SPIA lines of business. If the asset and liability durations are further apart than 0.5, the asset portfolio is rebalanced within 30 days such that its new effective duration equals that of the liabilities.

For the term, UL, and SPIA lines of business, any non-U.S. dollar fixed income positions are currency-hedged back to U.S. dollars using currency derivatives.

VA hedging is done on an economic basis. The hedging uses a dynamic approach updated monthly for market factors and quarterly for liability inforce changes. The key risk measures are delta and rho, and the program updates its equity and interest rate derivatives such that at least 80% of liability delta and rho are hedged. This "opportunistic" hedging methodology allows the hedging team to take some bets, as long as these hedging targets are met.

**Liquidity Risk:** The liquidity policy requires SLIC to hold sufficient liquid assets to meet expected demands for cash in a unique liquidity stress-test scenario. The scenario focuses on a reputational

liquidity crisis, where markets continue to operate normally and the liquidity crunch affects only the company. The liquidity stress test anticipates situations where the company's ability to sell assets to meet cash needs from its liability products is hindered by the market taking advantage of the company during the crisis. In addition, testing periodically considers a systemic stress scenario where the entire market is not able to sell assets at a reasonable value. However, SLIC's liquidity policy does not require it to hold sufficient liquid assets to be able to meet cash demands in such a scenario, since it expects regulatory relief in a systemic crisis.

**Operational Risk:** The SLIC Chief Risk Officer will be responsible for collecting and disseminating risk information. A report will be prepared monthly and distributed to executive management.

Last year SLIC completed a review of the back-office operations of its investment department.

There were several goals it wanted to fulfill with this review:

- Assure completion of trades on a timely and accurate basis
- Maintain compliance with governmental regulations.
- Ensure adequate procedures and staffing in light of the COVID-19 global pandemic

One result of the review was the recognition that the asset administrative system was outdated. This led to the purchase and installation of the Asset Valuation and Accounting (AVA) system, a new computer system to value assets and maintain records of all trades. The system was purchased partly on the basis of its stated ability to reconcile all trades without human intervention once the information is entered into the system. This automation will allow SLIC to devote more money to maintaining competitive salaries for its investment analysts. AVA was installed in less time than the vendor had claimed was needed, allowing SLIC to save money on consulting and installation fees it would have otherwise paid to the vendor. SLIC was also impressed with AVA's ability to automatically handle the accounting of all asset trades and update daily asset values.

In the course of installing AVA, SLIC implemented a review of all procedures related to asset transactions initiated by the Investment Department. The review was beneficial because it showed that the department had been handling certain trading and recordkeeping functions the same way for the past 40 years. After instituting efficiency improvements, the Investment Department was able to reduce operations staff by five people (20 percent).

## **SLIC Risk Management Committee**

The committee meets on a quarterly basis. Meetings focus on reviewing internal risk reports and interviews with key employees in finance, systems, and audit.

The committee recently recommended the hiring of a Chief Risk Officer (CRO), who will create and lead an independent Enterprise Risk Management (ERM) department. The CRO will be responsible for developing and implementing a comprehensive company-wide ERM program and serve as the risk liaison across various business segments to address significant emerging concerns.

The Board has determined that the Risk Management Committee will be redundant once the CRO is in place and has sufficient experience. Thus, the Risk Management Committee will be disbanded on the date the CRO becomes an officer of SLIC.

## Initial Product Report

### Level Premium Term Insurance

**Product Description:** The term life insurance line has two series of products. The fully underwritten line, Secure Term, offers three term periods: 10, 20 and 30 years. The simplified issue line, Simple Term, offers a 10-year level term product. Both lines are convertible to the currently issued UL product during the level term period.

For both term insurance lines, SLIC makes use of reinsurance, the terms of which have been fairly consistent for many product generations. The fully underwritten line is coinsured at 60% to Trust Us Re, and any single life issue over \$1 million is 100% facultatively reinsured with the same reinsurer. The simplified issue line is reinsured under YRT treaties to a pool of four reinsurers, each with an 8% quota share.

Based on the emerging experience results and increasing face amounts for these products, SLIC is re-evaluating its reinsurance agreements and retention limits.

**Market Position:** Sales have been strong, due to competitive pricing, higher-than-average first year sales compensation, and a strong advertising campaign.

**Experience:** The fully underwritten line has shown improving mortality relative to pricing and lower-than-priced lapse rates. In contrast, the simplified issue line shows deteriorating mortality relative to pricing and higher-than-priced lapse rates.

The SLIC Pricing department has implemented cutting edge approaches to assess mortality experience, including performing predictive modeling exercises to better understand sensitivity to various independent variables (e.g., policy duration, insured's socio-economic status, state of issue, etc.). In addition, SLIC participates in and uses Society of Actuaries (SOA) industry studies to assess its relative experience. The SOA studies span the last five years of mortality incidence and are refreshed annually. Pricing systematically distributes the experience study report to other modeling areas, so their assumptions can be kept current.

A recent study of the term conversion experience has shown a sharp increase in utilization of the conversion privilege and poor mortality experience on the conversions.

SLIC's current annual lapse experience studies are based on the last five years of experience but are being refined. Currently, studies exist for aggregate experience by issue age and policy year, but enhancements are planned to include splits for gender and underwriting risk class.

**Proposed New Product:** SLIC is considering introducing an Accelerated Underwriting (AUW) term product.

### Variable Annuity

**Product Description:** All Variable Annuity contracts provide a Return of Premium (ROP) GMDB. Partial withdrawals are permitted, with the GMDB reduced dollar for dollar by the amount of the withdrawal. The VA offers a collection of eight proprietary mutual fund choices (seven domestic and one foreign) and a fixed fund invested in the general account.



Two optional Guaranteed Living Benefits (GLBs) are offered as riders, only one of which may be chosen for a single underlying contract: (i) a Guaranteed Minimum Accumulation Benefit (GMAB), which guarantees the contractholder's account value will not drop below the premium deposit (reduced by any withdrawals) as of the 10<sup>th</sup> year anniversary; or (ii) a Guaranteed Minimum Withdrawal Benefit (GMWB) that guarantees the contractholder the ability to withdraw 5% of the benefit base per year for life, regardless of whether the account value is sufficient to support these withdrawals.

The most recent sales mix, as measured by account value, shows 30% without a GLB, 20% with a GMAB and 50% with a GMWB.

### **Experience:**

All SLIC VA modeling applications use industry mortality experience as published by a large actuarial consulting firm seven years ago. Other assumptions (e.g., surrenders or GMWB utilization) are those used by the Pricing department.

### **Proposed New Product:**

SLIC is considering development of a new indexed annuity product, which might be offered with an optional GMWB rider. This project is at the initial discussion stage.

## **Universal Life**

**Product Description:** When SLIC began selling Universal Life in 2002, the company sold a mix of various UL products, with 4% guarantees, which were common at that time. Some of those products are still in force.

The company's current universal life offerings consist of two different products:

- The Saver Supreme product is designed to accumulate high cash surrender values relative to the death benefit over time and guarantees its investment performance at 3% per year.
- The Protector Plus product is designed for the consumer who wants death benefit protection at the lowest possible premium; it guarantees that the policy will stay in force if the specified premium is paid each year.

SLIC currently supports these products with investment grade corporate bonds and US Treasuries, targeting a 2% spread.

**Current Issues:** The administrative system needs additional programming to handle some product features that are now available to the policyholder. To date these features selections have been tracked manually through electronic notes in the policy file.

The company is behind its competitors in handling admin processes for the UL product. Other companies have either made the difficult decision to invest in new systems or, in some cases, have entered into relationships with administrative services companies.

**Experience:**

SLIC has not yet implemented a separate mortality study for its UL product. Instead, SLIC bases its UL mortality assumption for all modeling applications on the Secure Term mortality experience studies, since both products have the same risk class structure and underwriting criteria.

SLIC's lapse study on the UL product is fairly comprehensive, reflecting the surrender charge period and the dynamic impacts of crediting rates. It includes the last five years of lapse experience and is updated semi-annually by Pricing, which then systematically distributes these reports to all other modeling groups.

The UL product is not currently reinsured, but SLIC is beginning to investigate reinsurance alternatives for the line.

**Single Premium Immediate Annuity**

**Product Description:** The SPIA product is available as a straight life-only annuity (75% of portfolio by reserve) and as a period certain annuity, with annuitant-specified certain periods up to 20 years. Neither product version has a death benefit.

**Experience:** Recent mortality studies have shown mortality about equal to what was expected in pricing. However, mortality seems to be improving faster than expected.

SLIC's pricing mortality assumption is based on Pricing's annual experience study spanning the last two years of experience. Pricing makes this study available to the other modeling groups upon request. The mortality improvement assumption for all modeling applications is based on industry experience as released in a study performed by a large consulting firm two years ago. A more recent study received a few weeks ago showed an uptick in mortality improvement at older ages, which SLIC has not yet reflected in pricing.

**Market Position and Investment Strategy:** The product is selling well, but decreasing interest rates are a matter of concern. Traditionally, assets supporting this block have been investments in high quality long term corporate bonds and treasuries. However, in response to the recent economic environment and the uptick in mortality improvement, higher yielding investments have been considered to help meet the desired profit margin. These potential new investments include such assets as real estate, domestic private equity and emerging markets common equity.

### 3.2 AHA Report to Corporate

*Note to File with respect to AHA's report, from Jean Manx, Lyon Risk Manager:*

*Because Lyon management has little experience with health insurance, the company has been content to allow the AHA management a great deal of autonomy. AHA feels this arrangement has continued to work well and AHA objected to any additional oversight by Corporate. AHA was reluctant to provide a very thorough report to Lyon – so the report that follows is abbreviated.*

## **Company Summary**

AHA Health Insurance Company (AHA) is a national insurance company located in California with its home office in Los Angeles. AHA is wholly owned by Lyon Corporation.

AHA sells individual and group health insurance in California and 14 other states. It is in both the small and large group markets in all states. In addition, AHA has a block of long-term care (LTC) business with policyholders located all over the country.

## **Operations**

AHA negotiates with physician and hospital providers in each state in which it is licensed and continually monitors these provider networks. It has contracted with Networks 'R Us to use its provider networks when members need services outside of states in which AHA is licensed.

AHA has its own centralized medical management staff that administers its medical management policies consistently in all states in which it is licensed. AHA's staff continually reviews and revises policies to keep costs down and to keep up with the latest developments. Its vendors, Networks 'R Us, Carefree Rx, and Painless Dental, work with AHA to make sure their medical management policies do not conflict with those of AHA.

AHA has a claims system developed and maintained by a well-respected national vendor. AHA maintains a close relationship with this vendor to make sure that the system meets all of its needs. AHA's claim department is experienced and fully staffed.

The global COVID-19 pandemic created additional volatility in 2020 claim experience through deferment of non-emergency services as well as increased utilization of emergency services for policyholders who fell ill to the virus. It is uncertain how this volatility will impact AHA in future rate development and projection of future claim liabilities.

AHA underwrites large group business coverage, using credibility rating. While the underwriting decision is systematically determined in most cases, Jose Gambas, the Senior Pricing Actuary, makes the ultimate underwriting decision for the largest cases, relying on his extensive experience in the industry.

AHA's robust data collection process includes categorizing data in numerous different ways, allowing all parts of the company to use the same database. The database is used for actively monitoring claims experience, which results in up-to-date pricing and forecasting assumptions. In addition, the database is used for research and ad hoc financial analyses, group reporting, and financial reporting. In fact, the group reports have proved helpful in showing groups how to lower their costs.

## **Risk Management**

AHA management tends to be aggressive and willing to take risks. The company does not have a named CRO but has a risk committee with limited scope and authority. Various senior managers take on a CRO role as needed.

AHA currently targets holding capital at 600% of Authorized Control Level RBC (300% of Company Action Level RBC). Surplus in excess of 700% of Authorized Control Level RBC (350% of Company Action Level RBC) is distributed annually to Lyon Corporation through a dividend paid in cash at

the end of the first quarter based on the year-end balance sheet. Surplus positions less than 500% of Authorized Control Level RBC (250% of Company Action Level RBC) are considered deficient and result in a request for a capital contribution from Lyon Corporation.

AHA's management team has a generous incentive plan. The incentive compensation plan criteria include membership growth, profitability, and quality of care. AHA's plan covers management staff from top management to frontline management. The goal is to have all management focused on the key drivers of success.

AHA is also implementing a set of contingent compensation agreements for its brokers.

### **Affordable Care Act & Other Regulatory Issues**

The Affordable Care Act (ACA) required significant effort from AHA. AHA's staff made all required system, product, underwriting, pricing, and administrative changes to be compliant with the ACA. Due to the pressure on profit margins from ACA minimum loss ratio rebates and continued volatility in state and federal regulatory requirements, AHA's management has maintained a freeze on hiring of new staff. Instead, the current AHA staff members have had to take on increased responsibilities in the post-ACA environment. As a result of natural attrition, staffing levels remain inadequate, and staff morale and performance are strained.

As AHA expanded its presence in the ACA market, it targeted very narrow networks in certain regions, primarily Nevada and Ohio, with the intention of providing a more competitive product. This produced a lower price point, but also resulted in a number of complaints from dissatisfied policyholders. The resulting hit to AHA's reputation had a moderate negative effect on its sales in subsequent years. Next year AHA will undergo its triennial audit by the California Department of Insurance. Management anticipates that there will not be any problems, but this audit entails a substantial effort from Finance, Internal Audit, Actuarial, and other areas.

### **Other Initiatives**

AHA management is looking into purchasing one of two health companies.

Eureka is a health insurance company domiciled in New York. The driving force behind this acquisition would be to help AHA enter a new market without having to build a lot of infrastructure. Initially, the Eureka management would remain in place to run the company and integration would proceed over several years. AHA management is putting together a due diligence team including staff from AHA finance, actuarial, marketing, and medical management.

Alternatively, AHA is considering the purchase of Columbia, a New York health insurer offering LTC and small group products. Columbia is active in most U.S. states.

### **AHA – Initial Product Report**

**Product Summary:** AHA's individual and group health policies include comprehensive major medical coverage of hospital services, physician services, and prescription drugs. In addition, the group policies may include dental coverage. Dental is offered as an additional benefit attached to the medical policies.

### 3.3 Pryde Report to Corporate

#### Company Summary

Pryde is an Omaha, Nebraska-based U.S. general insurer with commercial and personal lines products that target a broad market. It is 100% owned by Lyon Corporation.

Beginning in 2014, Pryde's previous management team decided to pursue a growth and acquisition strategy and decentralization of its personal lines operations, which led to rate inadequacy and adverse loss reserve development. As a result, Pryde's management is now taking a less aggressive approach to managing its operations.

Pryde also experimented with new production sources and customer segments with which management was unfamiliar. The new markets included customer groups that were much more price-conscious and claims-conscious than Pryde's traditional customers. Pryde subsequently exited these segments because of higher-than-expected growth in non-profitable products contributing to poor operating results. The financial losses from these experiments resulted in greater scrutiny from Lyon.

Lyon has made it clear that it expects Pryde to address prior incompetencies and lack of organization. Pryde has been slow to embrace ERM concepts, but its new CEO, Ebony James, intends to make significant changes.

#### Risk and Capital Analysis

Pryde retained a consultant in 2017 to guide the company in developing an economic capital model to aid management in gauging the adequacy of overall capitalization of the company and allocating capital to lines of business.

The consultant recommended using a return on risk adjusted (RORAC) approach and used VaR and TVaR to assess capital needs. Overall, the consultant's work showed that Pryde's current capital and surplus (at that time) exceeded the amount needed to support its businesses on a risk-adjusted basis.

Pryde currently targets holding capital at 350% of Company Action Level RBC. Surplus in excess of 400% of Company Action Level RBC is distributed annually to Lyon Corporation through a dividend paid in cash at the end of the first quarter based on the year-end balance sheet. Surplus positions less than 300% of Company Action Level RBC are considered deficient and result in a request for a capital contribution from Lyon Corporation.

Pryde does not currently have a formal risk management process. The CFO is responsible for assuring that risk is appropriately accounted for in the financial statements.

#### Pryde – Initial Product Report

**Personal:** The two major personal lines of business written are:

- Personal Automobile
- Personal Property

**Commercial:** The two major lines of commercial business written are:

- Commercial Multi-Peril
- Workers Compensation

Pryde is licensed in all 50 states and the District of Columbia. The split of premium between commercial and personal lines is about 70%/30% respectively. Pryde's products are sold primarily through a captive career sales force.

Pryde's business is geographically spread throughout the United States with its largest state (California) representing 17% of total premium volume. The next largest states include Texas, (6.0%); Georgia (5.5 %); Florida (5.4%); and Mississippi (5.3%), all of which are located in the area of the U.S. most prone to hurricanes. The 46 other jurisdictions constitute 61.3% of the total business, with no single state having a share greater than 5%.

### **Personal Auto**

Pryde offers standard personal auto policies to individuals in every U.S. state. Its policies provide basic coverages: property damage, bodily injury, personal injury protection, collision and comprehensive.

### **Personal Property**

Pryde offers homeowners and renters insurance to individuals and families in every U.S. state. The company's best-selling product is an all-perils policy designed for single family homes in upscale markets. Renters insurance and lower benefit basic homeowner coverage constitute a minor portion of the total personal property policies that Pryde sells.

### **Commercial Multiple Peril**

Pryde sells a wide range of commercial multi-peril insurance policies. The policies may cover various types of business risk, such as business interruption, risks to mechanical equipment, physical damage to business facilities and automobiles, and general liability. Pryde is willing to work with customers to offer unusual coverages, as requested, and to bundle coverages in whatever combinations the client requests.

### **Workers Compensation**

Pryde's Workers Compensation policies provide typical coverage of medical expenses and loss of salary due to work-related injuries. Pryde's stated target market is upscale, low-risk companies. However, the actual mix of business has gradually trended toward a higher percentage of industrial enterprises.

### **Exposures and Reinsurance**

The group's primary catastrophe exposure stems from hurricanes and earthquakes. However, the risk of wildfires in California has also been increasing over the past several years.

The hurricane and earthquake exposures are mitigated through excess of loss reinsurance, as well as catastrophe protection that has enabled the group to improve its net catastrophe leverage to a very manageable level. As a result, the group's estimated net probable maximum losses (PML) stemming from a combined 1-in-250-year hurricane and a 1-in-250-year earthquake depicted in a

PML analysis represents approximately 5% of capital and surplus, which is significantly less than the 10% limit set by the Chief Actuary years ago.

Pryde reinsures with high-quality reinsurers. Pryde maintains quota-share reinsurance and excess-of-loss reinsurance for property risks, and a working layer treaty reinsurance plus an aggregate excess of loss treaty for casualty risks.

### 3.4 Corporate Financial Statements

Memorandum to Lyon Senior Management

Date: February 27, 2022

Subject: Corporate Financial Statements

Please find below the Corporation's financial statements, as recently completed for year-end 2021.

The current year financial statements are provided for Lyon Corporation on a consolidated basis, and multi-year summary statements are provided for each of the subsidiaries. In the subsidiary statements, 2020 and 2021 are actual results; 2022–2024 are projections.

Results reflect the effect of a global pandemic in 2020-2021.

- SLIC experienced increased mortality during 2020-2021 and assumed a continued increase, at a reduced level, for the projection years.
- For Pryde, Personal Auto reflects decreased driving, offset by premium rebates to policyholders. Workers Compensation results were better than an average year, due to lower claims frequency during the pandemic.



## Lyon Consolidated 2021 Statements

2021 FINANCIAL STATEMENTS	SLIC	AHA	Pryde	Helios	Lyon Corporate *	Combined Financials
<b>Income Statement (000s)</b>						
Premiums & Policy Fees	952,071	6,104,047	875,810	166,675	0	8,098,603
Investment Income	247,921	47,601	45,890	89,947	12,341	443,700
<b>TOTAL REVENUE</b>	<b>1,199,992</b>	<b>6,151,648</b>	<b>921,700</b>	<b>256,622</b>	<b>12,341</b>	<b>8,542,303</b>
Property and casualty losses and loss expense	0	0	663,278	0	0	663,278
Life, accident and health benefits	546,957	4,970,266	0	114,655	0	5,631,878
Other expenses	591,813	916,488	207,568	118,026	5,281	1,839,176
<b>TOTAL EXPENSES</b>	<b>1,138,770</b>	<b>5,886,754</b>	<b>870,846</b>	<b>232,681</b>	<b>5,281</b>	<b>8,134,332</b>
<b>Income Before Income Tax</b>	<b>61,222</b>	<b>264,894</b>	<b>50,854</b>	<b>23,941</b>	<b>7,060</b>	<b>407,971</b>
<b>Income Tax</b>	<b>17,142</b>	<b>74,170</b>	<b>12,714</b>	<b>5,253</b>	<b>1,906</b>	<b>111,185</b>
<b>Net Income</b>	<b>44,080</b>	<b>190,724</b>	<b>38,140</b>	<b>18,688</b>	<b>5,154</b>	<b>296,786</b>
<b>Balance Sheet (000s)</b>						
General account assets	4,750,930	2,676,133	3,268,566	1,581,999	223,861	12,501,489
Separate account assets	1,776,396	0	0	0	0	1,776,396
<b>Total Assets</b>	<b>6,527,326</b>	<b>2,676,133</b>	<b>3,268,566</b>	<b>1,581,999</b>	<b>223,861</b>	<b>14,277,885</b>
Property and casualty loss and other liabilities	0	0	2,125,125	0	0	2,125,125
Separate account liabilities	1,776,396	0	0	0	0	1,776,396
Future policy benefits and claims, other liabilities	4,241,142	1,019,376	0	1,397,199	0	6,657,717
Other liabilities	0	0	0	0	52,235	52,235
<b>Total Liabilities</b>	<b>6,017,538</b>	<b>1,019,376</b>	<b>2,125,125</b>	<b>1,397,199</b>	<b>52,235</b>	<b>10,611,473</b>
<b>Surplus</b>	<b>509,788</b>	<b>1,656,757</b>	<b>1,143,441</b>	<b>184,799</b>	<b>171,626</b>	<b>3,666,411</b>
<b>RBC Ratio**</b>	<b>405%</b>	<b>648%</b>	<b>400%</b>			
<b>Total Liabilities and Surplus</b>	<b>6,527,326</b>	<b>2,676,133</b>	<b>3,268,566</b>	<b>1,581,999</b>	<b>223,861</b>	<b>14,277,885</b>
<b>Additional Balance Sheet Information</b>						
Dividend/Capital Transfer from/(to) Lyon	(5,832)	0	0	0	5,832	0
<b>Economic Capital</b>						
Required Economic Capital	433,338	1,740,822	973,777	170,109	18,580	3,336,626
Excess Capital	74,238	187,299	216,439	63,810	159,567	701,353
<b>Available Economic Capital</b>	<b>507,576</b>	<b>1,928,121</b>	<b>1,190,216</b>	<b>233,919</b>	<b>178,147</b>	<b>4,037,979</b>
* Excluding investments in subsidiaries						
** RBC Ratio reduced by any dividend to Lyon paid in following year						
Note: SLIC and Pryde use Company Action Level RBC; AHA uses Authorized Control Level RBC						

## SLIC Financial Statements

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	1,410,009	1,519,039	1,643,355	1,782,693	1,938,875
Ceded Premiums	(516,395)	(566,968)	(624,848)	(691,301)	(767,773)
Net Investment Income	237,607	247,921	264,597	282,251	302,470
<b>Total Revenue</b>	<b>1,131,221</b>	<b>1,199,992</b>	<b>1,283,104</b>	<b>1,373,643</b>	<b>1,473,572</b>
Surrender & Annuity Benefits	121,968	135,447	147,960	162,258	176,378
Death Benefits	727,881	767,088	806,143	892,444	993,694
Ceded Benefits	(333,596)	(355,578)	(377,135)	(421,948)	(473,625)
Increase in Net Reserves	284,430	313,519	342,613	369,302	397,208
Expenses	164,273	176,877	190,375	205,852	223,592
Net Transfers to/(from) Separate Account	117,154	101,417	92,708	83,097	72,489
<b>Total Benefits &amp; Expenses</b>	<b>1,082,110</b>	<b>1,138,770</b>	<b>1,202,664</b>	<b>1,291,005</b>	<b>1,389,736</b>
Income Before Income Tax	49,111	61,222	80,440	82,638	83,836
Federal Income Tax	13,751	17,142	22,523	23,139	23,474
<b>Net Income</b>	<b>35,360</b>	<b>44,080</b>	<b>57,917</b>	<b>59,499</b>	<b>60,362</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	4,399,164	4,750,930	5,120,556	5,527,967	5,952,039
Separate account assets	1,376,883	1,776,396	2,035,331	2,306,969	2,591,399
<b>Total Assets</b>	<b>5,776,047</b>	<b>6,527,326</b>	<b>7,155,887</b>	<b>7,834,936</b>	<b>8,543,438</b>
Net General Account Reserve Liabilities	3,927,624	4,241,142	4,583,755	4,953,059	5,350,266
Separate Account Liabilities	1,376,883	1,776,396	2,035,331	2,306,969	2,591,399
<b>Total Liabilities</b>	<b>5,304,507</b>	<b>6,017,538</b>	<b>6,619,086</b>	<b>7,260,028</b>	<b>7,941,665</b>
<b>Surplus</b>	<b>471,540</b>	<b>509,788</b>	<b>536,801</b>	<b>574,908</b>	<b>601,773</b>
<b>RBC Ratio*</b>	409%	405%	409%	400%	400%
<b>Total Liabilities and Surplus</b>	<b>5,776,047</b>	<b>6,527,326</b>	<b>7,155,887</b>	<b>7,834,936</b>	<b>8,543,438</b>
<b>Additional Balance Sheet Information</b>					
Dividend/Capital Transfer (to)/from Lyon	(18,957)	(5,832)	(30,904)	(21,392)	(33,498)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>6,018,641</b>	<b>6,821,056</b>	<b>7,463,590</b>	<b>8,187,508</b>	<b>8,927,893</b>
Economic Reserve	5,553,124	6,313,480	6,934,729	7,589,921	8,284,220
Required Economic Capital	417,895	433,338	461,336	496,045	533,012
Excess Capital	47,622	74,238	67,525	101,542	110,661
<b>Total Liabilities and Surplus</b>	<b>6,018,641</b>	<b>6,821,056</b>	<b>7,463,590</b>	<b>8,187,508</b>	<b>8,927,893</b>

\* RBC Ratio reduced by any dividend to Lyon paid in following year

## AHA Financial Statements

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	5,616,813	6,104,047	6,715,611	7,309,356	7,843,476
Health benefits	4,601,193	4,970,266	5,496,722	5,959,568	6,374,099
General expenses	846,715	916,488	943,245	871,095	896,511
<b>Total Expenses</b>	<b>5,447,908</b>	<b>5,886,754</b>	<b>6,439,967</b>	<b>6,830,663</b>	<b>7,270,610</b>
<b>Investment Income</b>	<b>38,757</b>	<b>47,601</b>	<b>52,748</b>	<b>59,420</b>	<b>69,010</b>
<b>Income Before Income Tax</b>	<b>207,662</b>	<b>264,894</b>	<b>328,392</b>	<b>538,113</b>	<b>641,876</b>
<b>Federal Income Tax</b>	<b>58,145</b>	<b>74,170</b>	<b>91,950</b>	<b>150,672</b>	<b>179,725</b>
<b>Net Income</b>	<b>149,517</b>	<b>190,724</b>	<b>236,442</b>	<b>387,441</b>	<b>462,151</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>2,395,617</b>	<b>2,676,133</b>	<b>3,014,708</b>	<b>3,501,303</b>	<b>3,940,930</b>
Liability for unpaid claims and claim adjustment expenses	603,808	671,445	738,717	804,028	862,783
Other Liabilities	325,775	347,931	382,791	416,634	447,078
<b>Total Liabilities</b>	<b>929,583</b>	<b>1,019,376</b>	<b>1,121,508</b>	<b>1,220,662</b>	<b>1,309,861</b>
<b>Surplus</b>	<b>1,466,034</b>	<b>1,656,757</b>	<b>1,893,200</b>	<b>2,280,641</b>	<b>2,631,069</b>
RBC Ratio*	624%	648%	671%	700%	700%
<b>Total Liabilities and Surplus</b>	<b>2,395,617</b>	<b>2,676,133</b>	<b>3,014,708</b>	<b>3,501,303</b>	<b>3,940,930</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to)					
Corporate	0	0	0	0	0
Dividend/Capital Transfer (to)/from Lyon	0	0	0	0	(111,723)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>2,904,226</b>	<b>3,242,145</b>	<b>3,652,198</b>	<b>4,222,212</b>	<b>4,737,265</b>
Economic Reserve	1,194,800	1,314,025	1,450,116	1,582,674	1,703,080
Required Economic Capital	1,540,985	1,740,822	1,991,265	2,390,936	2,752,797
Excess Capital	168,442	187,299	210,818	248,601	281,388
<b>Total Liabilities and Surplus</b>	<b>2,904,227</b>	<b>3,242,146</b>	<b>3,652,199</b>	<b>4,222,211</b>	<b>4,737,265</b>
<b>Additional Metrics</b>					
Enrollment (000s)					
Members	6,113	6,344	6,671	6,974	7,181
Member Months	15,635	16,461	17,010	17,629	18,213
Utilization (per 1,000 members)					
Physician Visits	4,759	4,502	4,516	4,520	4,520
Hospital Days	428	392	388	389	389

\* RBC Ratio reduced by any dividend to Lyon paid in following year

## Pryde Financial Statements

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	951,566	875,810	834,179	856,423	879,265
Losses and loss adjustment expenses incurred	629,122	663,278	601,501	619,498	641,395
<b>Expenses</b>	<b>237,596</b>	<b>207,568</b>	<b>209,049</b>	<b>209,433</b>	<b>210,518</b>
<b>Net Underwriting Gain (loss)</b>	<b>84,848</b>	<b>4,964</b>	<b>23,629</b>	<b>27,492</b>	<b>27,352</b>
<b>Investment Income</b>	<b>47,569</b>	<b>45,890</b>	<b>48,036</b>	<b>49,029</b>	<b>49,847</b>
<b>Income Before Income Tax</b>	<b>132,417</b>	<b>50,854</b>	<b>71,665</b>	<b>76,521</b>	<b>77,199</b>
<b>Federal Income Tax</b>	<b>33,104</b>	<b>12,714</b>	<b>17,916</b>	<b>19,130</b>	<b>19,300</b>
<b>Net Income</b>	<b>99,313</b>	<b>38,141</b>	<b>53,749</b>	<b>57,391</b>	<b>57,899</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>3,224,866</b>	<b>3,268,566</b>	<b>3,318,208</b>	<b>3,364,294</b>	<b>3,467,486</b>
Losses and loss adjustment expenses	1,391,689	1,482,202	1,536,299	1,586,024	1,646,908
Unearned Premium	464,207	411,602	422,577	433,847	445,418
Other Liabilities	263,670	231,321	240,869	247,293	253,889
<b>Total Liabilities</b>	<b>2,119,566</b>	<b>2,125,125</b>	<b>2,199,745</b>	<b>2,267,164</b>	<b>2,346,215</b>
<b>Surplus</b>	<b>1,105,300</b>	<b>1,143,441</b>	<b>1,118,463</b>	<b>1,097,130</b>	<b>1,121,271</b>
<b>RBC Ratio*</b>	<b>382%</b>	<b>400%</b>	<b>400%</b>	<b>400%</b>	<b>400%</b>
<b>Total Liabilities and Surplus</b>	<b>3,224,866</b>	<b>3,268,566</b>	<b>3,318,208</b>	<b>3,364,294</b>	<b>3,467,486</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	0	0	0	0	0
Dividend/Capital Transfer (to)/from Lyon	0	0	(78,726)	(78,724)	(33,759)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>3,239,281</b>	<b>3,225,673</b>	<b>3,281,230</b>	<b>3,357,977</b>	<b>3,472,568</b>
Economic Reserve	2,021,433	2,035,457	2,115,642	2,189,556	2,275,326
Required Economic Capital	1,053,656	973,777	954,680	978,746	1,006,720
Excess Capital	164,192	216,439	210,908	189,675	190,522
<b>Total Liabilities and Surplus</b>	<b>3,239,281</b>	<b>3,225,673</b>	<b>3,281,230</b>	<b>3,357,977</b>	<b>3,472,568</b>

\* RBC Ratio reduced by any dividend to Lyon paid in following year

### **3.5 Rating Agency Report**

Lyon Corporation is preparing for a financial strength rating review by Kelly Rating Agency, an internationally recognized rating agency. Kelly has previously focused on its ratings of stand-alone insurance companies, such as SLIC and Pryde, but beginning last year required that insurance groups be rated in aggregate for the group. During its review last year, Kelly identified several issues that it expects Lyon to address before the next review, scheduled for later this year. Correspondence related to the prior review and Kelly's most recent rating report are provided starting on the following page.

## Kelly Ratings & Analysis - When it comes to ratings, clearly you need Kelly

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1 Kelly Drive, Capital City

ph 123/555-6500

February 10, 2022

R. Tomas Lyon III

Lyon Corporation

Dear Mr. Lyon:

It is time once again for Kelly Ratings & Analysis' annual review of Lyon Corporation. I will call you next week to set up a date. Ideally, Paula Silver, Director of our Financial Services Practice, and I would like to meet with Lyon Corporation sometime in early April. As in past years, we will come to your offices for a day of meetings with your senior management team. Count on the presentation from Lyon Corporation taking the first half of the meeting; the second half will be a free form Q&A with your management. We can finalize the agenda during next week's call.

Attached is Kelly's rating rationale from last year. Due to last year being the initial group-level review and the lack of available group financial data, the rationale was based primarily on our qualitative assessment of the group and its component companies. Please look through this document and make note of any aspects that you wish to discuss. In addition, we will need your 2021 financial information. I would like to receive that in advance of our meeting.

I want to remind you: since last year was the first year for a group-level rating review, our Kelly Financial Wherewithal Rating™ (commonly known as the "Kelly Rating") was not publicly disclosed. It was intended to help you understand our group assessment criteria and how Lyon Corporation would be evaluated, so you would have an opportunity to improve any deficient processes before this year's public rating. The financial strength rating determined for Lyon Corporation last year was **A**.

Evaluating implementation and effectiveness of insurers' ERM processes has become an increasingly important part of Kelly's evaluation and rating of insurer's financial strength. During this year's annual review, we would also like to start having more discussions with Lyon Corporation management on several aspects related to the risk management processes, such as ERM culture and policies, risk governance, risk control and mitigation processes, strategic risk management, as well as management of specific risks (e.g., ALM, credit risk, liquidity risk, operational risk, business continuity).

Sincerely,

Otto Gold

Director, Financial Services Rating Bureau

## **LYON CORPORATION**

### **2020 Kelly Financial Wherewithal Rating™ - Group Level**

Based on our opinion of the company's financial strength, it is assigned a **Kelly Financial Wherewithal Rating™ of A(Super)**. The company's Financial Size Category is Class VIII.

#### **Rating Rationale**

Rating Rationale: The financial strength rating for Lyon Corporation reflects the company's strong capital position, reasonable operating performance and the long-term stability of its management. However, profitability has not been as strong as its rating peers, and Lyon Corporation will continue to face challenges as a public company.

#### **Rating History**

No history – Initial Group Rating

#### **Business Review**

Lyon Corporation began operations in 1907. For most of its history, it has been controlled by the Lyon family. R. Tomas Lyon III is its fourth-generation leader.

Lyon Corporation began as a life insurance company selling innovative term life insurance at very aggressive rates. That continues to be a hallmark of the company today.

The company began to broaden its scope in the 1990's by offering public stock. The Lyon Family originally maintained a majority ownership of the company but has subsequently divested a substantial portion of its shares. The Lyon Corporation is now 30% privately held by the Lyon Family. A holding company structure was put in place. The original life insurance company became Simple Life (SLIC), owned 100% by Lyon Corporation. The Corporation also acquired a health insurance company, AHA Health, early in 2004 and a property and casualty company, Pryde P&C, in 2009. Lyon Corporation became an international group in 2016 with the acquisition of Atlantis-based Helios Insurance Company. All of the subsidiaries are owned 100% by Lyon Corporation.

SLIC has significantly increased its product offerings beyond term insurance and now has a growing SPIA line of business, as well as universal life and variable annuities. However, all of the SLIC products face competitive pressures and likely will require updated features and pricing.

AHA has provided solid results and takes a proactive approach to the health market. Pryde has been a less positive addition to the Lyon Corporation, showing unfavorable results in recent years, particularly when Pryde management experimented with unfamiliar production sources and customer segments in the late starting in 2014. Losses eroded Pryde's capital position, but recent changes seem to be putting the subsidiary back on track.

Helios has shown steady profitability and has provided a reasonable means for Lyon Corporation to gain international experience on a small scale.

Investment operations have not performed especially well on a risk-adjusted basis and there is some concern if the low interest rate environment persists.

After several years of sluggish growth, Lyon Corporation has set some very aggressive growth targets for the future. The company appears to have the capital to fund this growth internally; however, the plan to actually achieve sales at these levels remains unclear.

### Earnings

Lyon Corporation's earnings have benefited over the years from solid product profitability in most lines of business. We expect product earnings to decline in the future as the company attempts to grow its business in a very competitive market. The current low interest rate environment will also continue to put pressure on earnings.

#### Profitability Analysis (in millions of dollars)

Net Op Gain	2017	2018	2019	2020
SLIC	43.7	55.1	53.6	54.7
AHA	163.4	151.9	54.1	149.8
Pryde	49.8	32.6	59.0	71.9
Other	12.2	13.8	14.0	14.2
<b>Total</b>	269.0	253.3	180.7	290.6

\* Net Op Gain excludes non-business-related impacts in Net Income, such as realized capital gains and losses.

### Capitalization

Capital and surplus within the subsidiaries are quite strong, totaling \$3.3 billion. It appears that the company's excess capital could be deployed more effectively to increase earnings and returns for shareholders. The company's growth strategy may be a means to accomplish this, if implemented appropriately.

However, we note that Lyon Corporation has not made any significant efforts to measure capital requirements on a risk-adjusted basis. Therefore, it is difficult for Lyon Corporation to evaluate the appropriateness of its growth strategy or other potential strategic initiatives. We believe that this needs to be a future focus for corporate management if Lyon Corporation wishes to demonstrate that it is being run effectively.

We also note that the company continues to operate with minimal long-term debt. While this capital structure can be appropriate for a corporation, in our opinion, Lyon Corporation has not done any evaluation to justify that this is the best structure for the company.

### Investments and Liquidity

Lyon Corporation maintains a conservative investment portfolio, based primarily on high-quality investment grade corporates and Treasuries. As a result, default experience in the fixed income portfolio has been very good and can be viewed as much better than insurance industry averages over the most recent years. The portfolio has also provided sufficient liquidity.



We understand that Lyon Corporation is exploring the possibility of moving to more aggressive portfolios for select lines of business by adding high yield and BBB-rated debt securities, as well as equities. This is an area that Kelly will continue to monitor.

**Officers**

Chairman (Lyon Corporation); Chairman and CEO (SLIC) -- R. Tomas Lyon III

Deputy Chairman of the Board, Co-CEO (Lyon Corporation) – Andrew Lyon

Co-CEO (Lyon Corporation) – Patrick Lyon

Chairman and CEO (AHA Health) – Dr. Jerry Graham

Chairman and CEO (Pryde) – Ebony James

### 3.6 Corporate ERM Department

Memorandum: To All Lyon and Affiliate Executive Staff

From: Patrick Lyon, Co-CEO

Subject: Corporate ERM Department

We are pleased to announce the creation of the new Corporate ERM Department. This action is being taken in recognition of increased rating agency focus on ERM and regulatory expectations for a formal ERM process. The appointment of a Chief Risk Officer (CRO) is expected shortly.

The Corporate ERM Department will be housed within the Treasurer's Division, and the new CRO will report to Feng Hu, Treasurer. The CRO will have access to staff from Treasury operations, on an "as needed" basis.

The objectives of the Corporate ERM Department are:

- Establish a consistent ERM process among the Lyon Corporation companies
- Promote a strong risk culture within Lyon Corporation
- Develop a corporate-level Economic Capital modeling process
- Create a risk appetite statement and assess overall risk exposure in relation to risk appetite
- Develop a strategic risk profile in conjunction with the Corporate Strategic Planning Department

As part of the development of our ERM function, it is important that we convey an appropriate risk culture to all of our staff and affiliates. Lyon Corporation defines risk culture as the norms of behavior for employees in Corporate and the affiliates to accept or take risks within the prescribed risk limits, and the ability to identify, understand, discuss and act on the risk at the Corporate as well as affiliate levels. Once the ERM processes are fully established, Lyon Corporation expects that all employees will fully understand the ERM processes and have the conviction to openly discuss risk issues with their managers. Lyon expects to include risk competency in the compensation and reward framework.

Until the CRO is appointed, Internal Audit will take a large role in developing the program. Several status reports are attached to bring all of you up to speed on the ERM-related activities that are already underway. Tomas, Andrew, and I expect your complete cooperation and support for this new initiative.

## ERM Initiatives Report

### Economic Capital Modeling

The three affiliated companies have provided information on the status of economic capital modeling within their organizations. The statutory and economic balance sheets for each affiliate are independent of each other. The assets assigned to a line of business on an economic basis may not be the same as the assets assigned on the statutory basis.

### SLIC

SLIC has implemented an internal economic capital model tailored to its own company-specific risks. The intent is to quantify the risks to the company's net equity (on a market-consistent basis) using a one-year 99.0% Value at Risk (VaR) measure. The model quantifies exposure to interest rate risk, equity price risk, and credit risk. The model targets a total economic capital level that is calibrated to an AA financial strength based on Kelly ratings.

Interest rates are modeled stochastically using a single-factor model calibrated to monthly historical data for 10-year U.S. Treasury yields since 2001. Equity returns are modeled stochastically using a regime-switching lognormal distribution that is calibrated to thirty years of daily S&P 500 equity index returns.

For term, UL, and SPIA products, a traditional actuarial approach is used to estimate the economic reserves and revalue them under different interest rate scenarios in the VaR calculation.

For the VA and its GMAB and GMWB, the VaR is calculated with liabilities net of hedging assets and derivatives. Implied volatility is derived from current exchange-traded 10-year at-the-money equity puts. As an approximation, the test assumes expiring derivatives can be replaced with current at-the-money instruments.

For credit risk, the model assumes that existing investment grade fixed income assets are sold immediately if they fall below investment grade. Therefore, the company does not quantify the risk of credit default or loss given default. Credit risk is modeled through the stochastic simulation of credit ratings migration. The calibration uses ten years of historical data for corporate bond ratings migrations and yield spreads. Since the company has a general buy and hold investment strategy, credit spreads are only considered to be a risk factor if and when investment grade assets are downgraded below investment grade. SLIC calculates the risk of fluctuations in market value due to credit spread movements in the absence of ratings downgrades but excludes the results since its statutory surplus is based upon asset book value and it has a general buy and hold investment strategy.

For each insurance risk (e.g., mortality, longevity, lapse):

- The economic balance sheet is recalculated using the stressed assumption (with the other risks at the baseline assumptions)
- The required economic capital for that risk equals the decrease in economic surplus as a result of that stress

At this point, the Company does not have an operational risk model and, therefore, operational risk is estimated to be 10% of the fair value of liabilities, whose calculation excludes any provisions for this risk.

Procedurally, the economic capital for each risk is calculated for each line of business; these values are then aggregated for that line of business using a correlation matrix derived from the prior ten years of market movements. All negative correlations are floored at zero. Operational risks are assumed to have zero correlation with other factors. The economic capital for each product line is then summed to get SLIC's total economic capital.

## **AHA**

AHA uses an internal economic capital model. The model targets a total economic capital level that is calibrated to an AA financial strength based on Kelly ratings. AHA defines the model economic capital required as being the capital required to protect AHA's policyholders in order to meet all of their claims with a confidence level of 99.0 percent over a one-year time horizon.

## **Pryde**

Pryde retained a consultant in 2017 to guide the company in developing an economic capital model to aid management in gauging the adequacy of overall capitalization of the company and allocating capital to lines of business. Pryde wished to measure the return on risk-adjusted capital (RORAC) by segment to aid in its business planning for 2018 and beyond. The consultant's approach recognized that there is a trade-off between having enough capital to minimize insurance company failures and having the minimum amount of required capital so that excess capital can be deployed. Building on the work completed by the consultant, Pryde has developed an internal Economic Capital Model. The model targets a total economic capital level that is calibrated to an AA financial strength based on Kelly ratings. Pryde defines the model economic capital required as being the capital necessary to protect Pryde's policyholders in order to meet all of their claims on a VaR basis with a confidence level of 99.0 percent over a one-year time horizon.

## Strategic Risk Analysis

### Risk Appetite

In the absence of a CRO, the Lyon Audit Committee has commenced work on developing a risk appetite statement for Lyon Corporation. The head of internal audit has prepared the initial draft of a risk appetite statement.

#### Risk Appetite Statement (Draft)

Lyon recognizes that it will take on certain business risks in an informed and proactive manner, such that the level of risk is aligned with its strategic business objectives. Lyon's most important strategic objectives include:

- Maintaining a stable dividend on its stock, which is dependent upon consistent dividends from its subsidiaries
- Maintaining financial flexibility, which is dependent on being able to issue debt at a reasonable cost
- Maintaining positive brand recognition and its current reputation as a responsible corporate citizen

Using these strategic objectives, as well as industry norms, the consultant has drafted the following risk appetite statement components:

Insurance Risk - Lyon cannot suffer more than a \$400 million increase in required Economic Capital for a 1-in-200-year event due to insurance risk.

Liquidity Risk – Lyon needs to maintain a liquidity level to meet payment requirements for a 1-in - 200-year event for a continuing period of three months.

Market Risk - Lyon cannot suffer more than a 10% decrease in economic available capital due to market risk for a 1-in-200-year event.

Lyon's risk management process is designed to facilitate management's regular review of current risk exposures against Lyon's risk appetite. Any risk with the potential to have a material impact on shareholder value will be included within the scope of the risk management process. The Board will, on a regular basis, review and approve Lyon's risk appetite.

## **Pryde Data Breach – E-mail Correspondence**

Date: October 24, 2021  
To: Patrick Lyon, Co-CEO  
From: Archie Daniels, CFO, Pryde

*Patrick,*

*I felt I should make you aware of a potential problem that's just come up at Pryde. I'm forwarding a copy of the note I just sent to Jane Williams. I'll certainly keep you informed of the steps we're taking to address this.*

*Sincerely,*

*Archie*

Date: October 24, 2021  
Subject: Customer Data Integrity  
To: Jane Williams, VP Operations, Pryde  
From: Archie Daniels, CFO, Pryde  
Jane,

I'm extremely concerned about the data breach that occurred this week in our personal lines customer data base. You're aware that there are both serious financial implications for Pryde and sensitive public relations issues as a result.

Your team needs to get on top of this right away –

- What do we need to do at this point to address the immediate problems resulting from the breach?
- How do we mitigate the risk of this situation occurring again in the future?

I'd like to meet on Wednesday to discuss the first item and to see your plans for responding to the second.

## Cybersecurity

In light of recent highly publicized information security breaches, the Lyon Board has mandated the Corporate ERM Department to implement a cybersecurity program. This initiative is a top priority for senior management, and they have been keen to extend their strong risk management culture to encompass information security as well. As Lyon is constrained with respect to resources and capabilities in the cybersecurity space, Lyon contracted a well-known security software vendor, DataShield, to establish an effective cybersecurity framework. DataShield's report is provided below.

From: Megan Argus, CEO of DataShield  
To: Lyon Corporate ERM Department  
Date: April 1, 2022

DataShield has completed a review of Lyon's information security vulnerabilities at all the subsidiaries, and we have developed a customized cybersecurity solution to meet your needs. The implementation of your cybersecurity framework is complete.

The scope of our software includes all subsidiary servers and personal computers. We have encrypted all these devices and established a permissions-based access protocol which is administered by the IT departments. It is our understanding that these departments are responsible for cybersecurity at Lyon. Additionally, we provide external monitoring of these devices and immediately notify your cybersecurity designate of potential breaches.

We are also providing the ERM department with the appropriate cyber risk assessment tools to integrate with your broader ERM processes. These assessment tools will allow you to produce heat maps of known cyber threats to Lyon and the subsidiaries.

We believe these steps should protect you against any foreseeable cybersecurity threat.

We expect that our cybersecurity platform is 100% effective for your company, and we look forward to protecting your organization's sensitive information.

## Business Continuity Planning – E-mail Correspondence

To: R. Tomas Lyon, Chairman  
From: Patrick Lyon, Co-CEO  
Date: May 25, 2022

Tomas,

You asked me to deal with the request from Kelly Ratings for a copy of our Business Continuity Plan.

As I think you're aware, Lyon Corporation doesn't have a complete plan that covers all of our subsidiaries. But I talked with Ted Gato in our IT department to see what they have in place. He said that they have nightly backups of all our electronic data, so if something happened to our system, they could get our data restored without losing more than one day of work. We've also contracted recently with DataShield to protect us against cybersecurity attacks.

I'm including with this note a memo from Ted that provides more details.

In summary, I think we're in pretty good shape! We'll just write something up for Kelly Ratings.

Patrick

### *Forwarding e-mail from Lyon IT Department*

To: Patrick Lyon, Co-CEO  
From: Ted Gato, Head of IT  
Date: May 20, 2022

The IT department has a disaster recovery plan in place that addresses technical recovery actions to be taken in the event of a significant disruption.

Our recovery plan addresses damage (physical or electronic) to the following areas:

- Computer room environment – includes routers, firewalls, network switches, cabling panels, servers, and network storage
- Office hardware – desktops, laptops, peripherals, and printers
- Connectivity – to external service providers for internet and communication systems
- Software applications – business systems, email, and office productivity
- Database systems – supporting business systems and reporting functions

We maintain a systems inventory of both software and hardware for all departments and employees to facilitate the recovery process.

In the event of wide-spread damage to the corporate office's physical space, we have space available to us at SLIC's offices across town. We have enough extra desktop computers stored there for use by key employees to continue our core operations for a brief period of time, as well as a handful of laptops we could provide. Obviously, there isn't enough space or equipment for all of our employees there, but it is enough for one or two from each department.



## SLIC Accelerated Underwriting – E-mail Correspondence

Date: November 15, 2021  
To: Laila Lynx, CFO  
From: Henri Jay, EVP

*Laila,*

*FYI – thought you would be interested in hearing about the accelerated underwriting product we are looking into at SLIC. It’s amazing how much information is out there about each of us.*

*Henri*

From: William Xu, SVP  
To: Henri Jay, EVP  
Date: November 15, 2021

Henri,

I was thinking about adding an Accelerated Underwriting (AUW) term product to our term product line-up. AUW appeals to many potential clients by making it easier for folks in good health and with strong credit to obtain term life insurance, without having to go through the hassle of invasive UW techniques or the delays in receiving doctor statements and medical tests. AUW is a very popular product in the industry right now.

We can leverage our simplified issue (SI) underwriting infrastructure and obtain the data needed (for example, credit scores, driving record, and so on) to determine if the AUW policy can be issued, or if a fully underwritten (FUW) application is required, or if the application needs to be rejected.

I expect our underwriting system to be robust, and as such, do not expect to have to limit the death benefit requested. However, to be safe, we may want to find a reinsurance partner to cover the excess of our desired retention level.

I’d appreciate your thoughts on this approach.

Sincerely,

William

## **AHA Contingent Compensation Program for Brokers – Email Correspondence**

Date: January 24, 2022  
To: Patrick Lyon, Co-CEO  
From: Jean Manx, Lyon Risk Manager

You asked me to get further information on the new compensation program that AHA intends to put in place for the brokers. I learned the following from AHA:

For brokers, AHA has implemented a set of contingent compensation agreements to provide for payment when the broker achieves pre-set goals for: (i) volume and (ii) growth and retention. A broker may have separate contingent compensation plans with our different business units. AHA will evaluate performance against pre-set goals annually. If the broker has met the goals, the payment amount is usually a percentage of the premium a broker has placed with us for specific types of insurance. The sales department will monitor this system.

The contingent compensation plan will use one or more goals, separately or in combination, to determine if a broker will receive a payment. These goals may include:

### **Volume**

AHA will measure the premium volume of policies a broker places with us. We may measure one or more types of insurance.

### **Growth and Retention**

AHA will measure whether the amount of business a broker has with us is increasing or decreasing. We may look at change in premium volume, change in the actual number of policies, number of newly written policies, policy-renewal ratios, or a combination of these. These calculations may vary by type of insurance.

Profitability has been excluded from the plan due to the timing difficulties of measuring profitability by case in the year of the sale.

Patrick, please let me know if you have any concerns or want me to do further follow-up.

## Wildfire Risk at Pryde – Email Correspondence

To: Patrick Lyon, Co-CEO  
From: Laila Lynx, CFO  
Date: March 1, 2022

Patrick,

I was just made aware of the following discussion that's been taking place within Pryde. It came from one of my contacts there, not through official channels, but I thought you should be informed.

Laila

### *Forwarding E-mail from Pryde*

To: Jane Williams, VP, Operations, Pryde  
From: Karl Michaels, Chief Actuary, Pryde  
Date: February 20, 2022

As you're aware, the risk of wildfires in California has been increasing over the past several years. The actuaries have responded by incorporating rate increases into our homeowners' insurance rates.

These rate increases are keyed off of the county that is input when an application is input into the HO application system. This was a quick fix approach to incorporate wildfire risk in rates as quickly as possible. Our career sales agents have learned that if they leave the county input field blank, the applications go through without error, but the rate increases related to wildfire risk are not incorporated into the rate quote.

Here's the problem that we're now seeing: Since our competitors have incorporated similar wildfire rate increases, leaving the county input field blank makes Pryde's homeowners' rates in some wildfire-prone areas of California more competitive. This has increased Pryde's exposure to wildfire dramatically over the past 12 months.

Could we set up a meeting next week to discuss how to address this situation?

## AHA Premium Revenue Error – E-mail Correspondence

Date: March 25, 2022  
To: Laila Lynx, CFO  
From: Neisha Kampango, CFO, AHA

Subject: AHA Premium Correction

I'm writing to notify you that the AHA accounting team has discovered that the AHA premium revenue in 2021 was overstated by \$17 million due to double booking of certain contracts. Because of the premium overstatement, there was an overpayment of commissions of \$1 million.

But no worries – there is an immaterial impact on Lyon's 2021 net income and regardless, we'll be moving to recapture those excess commission payments by netting them against future commissions owed. Thus, no further action should be required.

To prevent this from happening in the future, we are updating the procedures and the training manual.

Some background info follows:

The error was found by accounting department employees when booking the February premium and was immediately reported. The cause of the error appears to be inadequate training of new employees on how to input premium from certain brokers.

The system was modified in 2021 to support the booking of premium for some new brokers. This was done quickly so the sales could be reported. The interface to the brokers' system is not intuitive and booking for these brokers requires manual intervention. Two entries were booked in some cases.

## Performance Appraisal – E-mail Correspondence

Date: March 26, 2021  
To: Michelle Zorro, VP, HR  
From: Laila Lynx, CFO

Subject: Bonus Change Proposal

This is an interesting proposal. It will help us to target the largest incentive payments to those who contribute most to achieving Lyon’s aggressive growth goals.

To address the concerns of the Corporate ERM Department, we propose each employee must complete the company-wide Risk Competency Training to be eligible to receive a bonus.

Keep me posted.

Lorraine

Date: March 25, 2021  
To: Laila Lynx, CFO  
From: Michelle Zorro, VP, HR

Subject: Bonus Change Proposal

Laila,

I just came back from a conference where I heard about what I believe would be a fairer way of allocating our bonus pool each year. I think we should consider making these changes for the next performance cycle. I’m having my staff perform a risk assessment for implementing such a program.

This new system involves creating 5 bonus tiers and distributing them as follows.

<u>Workforce</u>	<u>Bonus Pool Share</u>
Top 20%	40%
2nd 20%	30%
3rd 20%	20%
4th 20%	10%
last 20%	0%

I firmly believe in performance-based compensation, and I think this new system gets us there. It rewards top performers and encourages bottom performers to improve for future cycles. To help the lower performing group, we would force the bottom tier to undergo an improvement plan.

I envision the lower-level managers providing feedback to their senior department leaders for each employee. Then, the department heads would get together at a round table and negotiate an overall distribution across the organization.

I understand there may be some shock early on for employees who had previously been getting positive reviews and bonuses, but now are forced into lower tiers. But overall, I think it's fairer for the top performers.

Thank you,

Michelle

## Hiring for the Corporate Risk Committee – E-mail Correspondence

Date: March 26, 2022  
To: Andrew Lyon, Co-CEO  
From: Michelle Zorro, VP, HR

Subject: Hiring for Corporate Risk Committee (CRC)

We found some great candidates for the actuarial student positions, and they will be able to start within a couple of weeks. Once they are here, we will give them the on-boarding binder which covers the company mission, vision and benefit plans.

By the way, the new head of the CRC is having trouble getting away from his old job at Helios. Apparently, there is no one else over there who can do his job.

Date: March 13, 2022  
To: Michelle Zorro, VP, HR  
From: Andrew Lyon, Co-CEO

Subject: Hiring for Corporate Risk Committee (CRC)

Now that the Board has approved formation of the Corporate Risk Committee, we need to hire the two new actuarial students ASAP! Please get the job descriptions from the last time we hired actuarial students in SLIC, and post the jobs immediately!

Regards,

Andrew

## Merger and Acquisition – Email Correspondence

From: Feng Hu, Treasurer  
To: Laila Lynx, CFO  
Date: March 20, 2022

Laila,

You are aware of Lyon Corporation's policy on acquisitions by our subsidiaries. We allow the affiliates to pursue potential acquisitions if they are supported by the affiliate business plan approved by the Lyon Board. I've become aware of certain activity occurring within AHA, and I think we need to keep ourselves informed of how these potential transactions are progressing.

The Lyon Board has three overarching principles for approval of any acquisition identified by the affiliates:

1. The acquisition should be strategic to the affiliate.
2. The acquisition should provide clearly identifiable benefits.
3. The risks involved in the integration must be clearly identified, along with appropriate risk management responses to be taken.

I'm not sure that AHA is appropriately focused on these principles.

I have obtained the following summaries from Neisha Kampango, the AHA CFO. I'd appreciate it if you could make sure she keeps you up to date on AHA's progress.

### **Potential Acquisitions**

#### **I. Eureka Insurance Company**

Currently, AHA has targeted Eureka Insurance Company (Eureka), a health insurance company, as a potential acquisition target. Eureka is domiciled in New York and is in the small and large group medical and LTC markets in the state of New York. About 40% of Eureka's large group premium represents employer groups with fewer than 101 employees. This business was reclassified as small group in 2014 due to the Affordable Care Act.

Eureka's products include comprehensive major medical coverage of hospital services, physician services, dental services, and prescription drugs. Dental is offered as an additional benefit on medical. Eureka is not writing any new LTC business.

Eureka has contracted with Networks 'R Us to use their provider networks for physician and hospital services. It also has contracts with Carefree Rx, a Prescription Benefit Management company (PBM), and Painless Dental to manage and administer their prescription drug and dental plans, respectively. In order to lower costs, it periodically puts its network contracts out to bid. While this may lower premiums, it has been disruptive to members in the past.

Eureka relies on its vendors for standard medical claims management. The company has a medical management staff that coordinates with the vendors' medical managers to ensure that the vendors meet New York requirements and that their policies are consistent with the Eureka product language.



According to Neisha, due diligence related to the potential acquisition identified certain key issues that need closer review:

1. Determine whether the Eureka administration system, which is a home-grown system, is compatible with AHA's system.
2. Ensure that the policy and claims reserves at Eureka are adequate and that the underlying assumptions and calculations are reasonable.
3. Understand why the broker and administrative costs are higher than expected.
4. Decide how to deal with human resource issues, such as incorporating Eureka's incentive compensation plan. It only covers senior management, and the incentives cover the direct responsibilities of each executive (e.g., the chief marketing officer is responsible for growth and the CFO is responsible for profitability). Eureka states that the goal of the plan is to make sure senior executives focus on their responsibilities and do not get sidetracked.

Two years of historical financial statements and a one-year projection for Eureka are attached at the end of this report, as well as an internal memo from the manager Neisha assigned to oversee this project. AHA would value the acquisition of Eureka at a hurdle rate of 10%.

## II. Columbia Health

Recently, AHA has become aware of another potential acquisition target, Columbia Health. Through research, AHA has learned the following information about this potential target:

- Industry: Columbia operates primarily in the LTC market, along with having some small group health business. It offers its health products in most states in the U.S.
- Geography: Although Columbia is based in New York, it operates in almost all U.S. States. It focuses its efforts in smaller cities and towns where it perceives that there is less competition.
- Products: Columbia offers long term care insurance to individuals and small groups, as well as medical health insurance that reimburses patients for physician services and hospital emergency visits. Columbia does not offer prescription drugs. Columbia does not sell any other insurance products, and the company does not have any insurance subsidiaries.
- Provider Networks: Columbia negotiates contracts directly with external providers. It targets individual primary care doctors, who are sole practitioners, and home care agencies for its LTC product; as a result, Columbia is able to negotiate more profitable arrangements than might otherwise be available. However, Columbia is unable to take a similarly strategic approach with hospitals due to concentration in that industry. Instead, it must operate within the same general cost parameters as the rest of the health insurance industry.
- Internal administration processes and systems: Columbia has contracted out all aspects of this function. Policyholders submit claims to an external third-party administrator, and payments are processed by that company.
- Underwriting function: Most of Columbia's underwriters have been with the company since its inception and have developed close relationships with their small business clients. For cases with unusual features, Columbia relies on its reinsurer for advice.

- Governance: Managed by its founder, Columbia is a very conservative company. The founder treats his employees as if they are family members. Their compensation is well above industry average and is totally fixed; there is no variable compensation. Columbia does not have an internal ERM function. It relies on external consultants for all regulatory considerations, such as valuation reports, economic capital, and rate filings.

### III. Cascade Insurance

AHA has just started considering Cascade Insurance as a potential acquisition target. Cascade offers Medicaid insurance as one of its primary lines, which would be an entirely new business line for AHA.

## Attachment I: Eureka Financial Statements

2020 – 2021 are actual results; 2022 is projected

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Statutory Income Statement (000s)</b>			
Earned Premiums	1,449,283	1,460,556	1,472,408
Health benefits	1,209,507	1,198,706	1,217,317
General expenses	269,862	270,152	273,353
<b>Total Expenses</b>	<b>1,479,370</b>	<b>1,468,859</b>	<b>1,490,670</b>
<b>Investment Income</b>	<b>7,501</b>	<b>7,618</b>	<b>8,068</b>
<b>Income Before Income Tax</b>	<b>(22,585)</b>	<b>(685)</b>	<b>(10,194)</b>
<b>Federal Income Tax</b>	<b>(6,324)</b>	<b>(192)</b>	<b>(2,854)</b>
<b>Net Income</b>	<b>(16,261)</b>	<b>(493)</b>	<b>(7,340)</b>
<b>Statutory Balance Sheet (000s)</b>			
<b>Total Assets</b>	<b>363,091</b>	<b>366,654</b>	<b>361,293</b>
Liability for unpaid claims and claim adjustment expenses	155,798	160,661	161,965
Other Liabilities	84,058	83,252	83,927
<b>Total Liabilities</b>	<b>239,856</b>	<b>243,913</b>	<b>245,892</b>
<b>Surplus</b>	<b>123,235</b>	<b>122,741</b>	<b>115,401</b>
<b>Total Liabilities and Surplus</b>	<b>363,091</b>	<b>366,654</b>	<b>361,293</b>

## Attachment II: Project Manager Memo – Eureka Acquisition

Date: March 15, 2022  
Subject: Eureka Acquisition  
To: Neisha Kampango, CFO

From: Sue Mahi, MBA, Project Manager

I have been working with our consultant and broker on this project and I believe it is an important and exciting opportunity for our organization. Our consultant's actuaries and financial folks asked that I pass along several minor details that they have found while digging around in the publicly available data and financials. They say they need to look at these areas more closely during due diligence.

- They think the medical loss ratio is low.
- Broker fees and administrative costs are a bit high.
- Low surplus backed by illiquid assets.

None of these items are insurmountable, especially considering our financial strength and marketing expertise. As a result, I do not see any deal breakers here.

Again, I cannot stress enough the fact that this is an important and exciting opportunity.

From: Feng Hu, Treasurer  
To: Laila Lynx, CFO  
Date: March 22, 2022

Laila,

A quick follow-up to my March 20<sup>th</sup> e-mail above, with respect to potential acquisitions. I've just learned that Pryde is also looking into the idea of making some kind of acquisition. No specific information has been provided at this time, just that they are considering acquiring either a block of business or an entire company. An important point to note is they may look outside the U.S. for appropriate targets.

I don't think you need to take any action right now, just be aware of the possibility and monitor the situation.

Thanks,  
Feng

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Date: October 24, 2021  
To: Andrew Lyon  
From: Laila Lynx  
Subject: Acquisition Financing

Andrew,

Here is that summary of financing options for potential future acquisitions that you asked for. Each source may be appropriate on its own or in combination with other sources on the list, depending upon the financing needs.

1. Use Retained Earnings
2. Issue long term debt
  - a. Fixed interest rate
  - b. Variable interest rate
  - c. Call option
3. Issue intermediate term debt
4. Borrow from bank
5. Issue common stock
6. Issue preferred stock
7. Issue subordinated debt (if senior debt threshold is met)
8. Use reinsurance financing (coinsure with an Experience Rating Refund less a financing fee based on the capital financed)

As you know, these options each have strengths and weaknesses that vary with the specific acquisition's characteristics.

Sincerely,

Laila

## 4 Simple Life Insurance Company (SLIC)

The Simple Life Insurance Company (SLIC) is 100% owned by Lyon Corporation.

SLIC is a life insurance company with four lines of business: Term Life, Universal Life, Single Premium Immediate Annuities, and Variable Annuities.

The Company, founded as Term Life Insurance Company, made its name selling term life insurance, and this continues to be a hallmark of the company today. The Company is at a crossroads where competition has required significant compression of margins. The goal is to capture a portion of the asset build-up within the “baby boomer” generation as its members find that term insurance is insufficient for their needs and wish to change their desired insurance products. To reflect the expanded product offering, the Company was renamed and rebranded as Simple Life Insurance Company at the end of 2013.

### 4.1 Board of Directors

R. Tomas Lyon III- Chairman, President and CEO

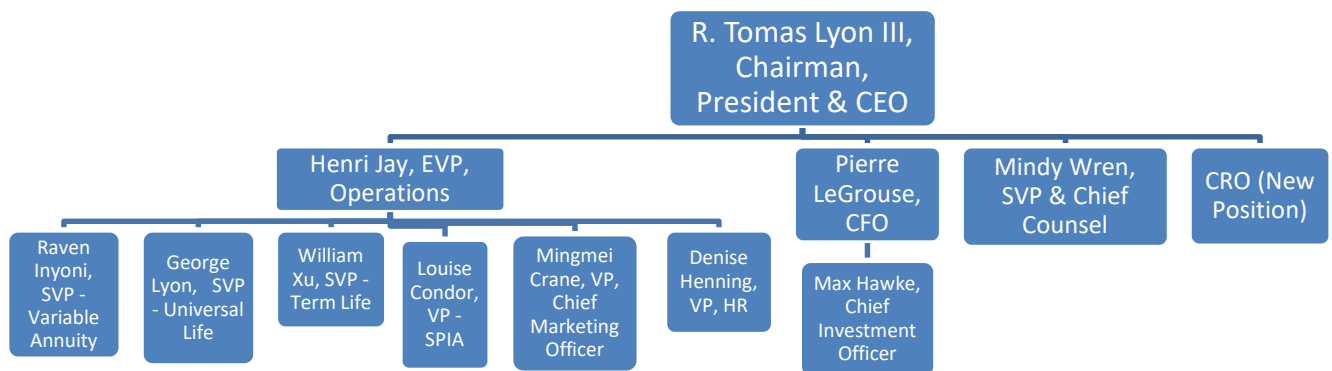
Karl Palomino - former CFO, SLIC

Jeanne Holstein-Palomino - Philanthropist

Ivan X. Salmon - former Chief Legal Counsel, SLIC

Hermione Dauphin - former accounting partner for Dollars ‘R Us, former insurance regulator for Insurance Department of Illinois

### 4.2 Organization Chart



### 4.3 Capitalization

The company operates without any long-term debt.

The company strives to maintain a strong capital position on both a statutory and an economic capital basis. SLIC currently targets holding capital at 350% of Company Action Level RBC, an AA capital level, and at 100% of required economic capital. Any surplus in excess of the larger of 400% of RBC or 110% of required economic capital is distributed to Lyon Corporation through a dividend annually at the end of the first quarter based on the year-end balance sheet. Surplus positions less than the larger of 300% of RBC and 90% of required economic capital are addressed through a capital contribution from Lyon Corporation.

Statutory capital is allocated to the LOBs as follows: Each reporting period the Financial Reporting Department calculates the required statutory capital for each of the four lines of business (LOB): Term, UL, VAs, and SPIAs. At the end of each reporting period, each LOB holds exactly its required capital, which is achieved by the LOB transferring any excess statutory capital to the SLIC Corporate Account or by receiving a statutory capital contribution from the SLIC Corporate Account. Thus, the SLIC Corporate Account invests statutory capital in the LOB and each period either receives returns or makes further investments in the LOB.

### 4.4 Investment Policy and Strategy

The investment department manages the general account investments. The Chief Investment Officer (CIO) reports to the CFO. Investment policy and strategy is reviewed and approved by an internal management committee consisting of the CEO, CFO, CIO, and SVPs (or VPs) of its four main business lines. Internal management committee decisions are subject to review by the SLIC Board's investment committee. The internal management committee meets quarterly and is responsible for reviewing investment results and approving the use of new investment instruments. Day-to-day decision-making authority is delegated to the CIO, up to specified limits. The CIO may delegate approval authority to his or her subordinates. Transactions in excess of the CIO's approval limit require approval by the CEO and CFO.

The company's general account is invested primarily in fixed-income assets. Variable annuity (VA) separate account investments are held in a segregated account and are managed by a third-party investment advisor, while VA fixed accounts are part of the company's general account.

Within the general account, there are separate investment portfolios for each of the four main product lines and the Corporate Account.

### 4.5 Specified Risk Policies

#### Credit Risk

Fixed-income securities in the general account have exposure limits at individual obligor (issuer) and sector levels. Obligor-level limits vary according to asset type and credit quality, as determined by external rating agencies. The investment department monitors compliance of the exposure limits.

For each portfolio, there are weighted average credit quality targets. Portfolio credit quality is measured by converting each asset's external credit rating into a numerical score. Scores are a linear function of credit ratings (AAA = 1, AA = 2, etc.). Sub-category ratings (i.e., + or -) are ignored in the scale. The company prefers to maintain a score of 3.5 or better quality for each line of business.

## **Market Risk**

Semi-annually within the term, UL and SPIA lines of business, the company measures the effective duration of the assets and liabilities. If the asset and liability durations are further apart than 0.5, the asset portfolio is rebalanced within 30 days such that its new effective duration equals that of the liabilities. The assets in the SLIC Corporate Account are also managed within +/- 0.5 year of the target duration of 5 years.

For the term, UL, and SPIA lines of business and the Corporate Account, any non-US Dollar fixed income positions are currency-hedged back to US Dollars using currency derivatives. Investment policy states that equity and real estate investments are allowed only in the Corporate Account, up to a maximum of 20% of the portfolio.

VA hedging is done on an economic basis. The hedging assets mainly consist of E-mini S&P 500 futures and 20-year interest rate swaps due to the high liquidity of these instruments. Other derivatives, such as equity options, and corporate bonds are also allowed but are not considered as primary hedge instruments.

The hedging uses a dynamic approach updated monthly for market factors and quarterly for liability changes. The key risk measures are delta and rho, and the program updates its equity and interest rate derivatives such that at least 80% of liability delta and rho are hedged. This "opportunistic" hedging methodology allows the hedging team to take some bets, as long as these hedging targets are met. Reports are produced and hedges adjusted approximately six weeks following each quarter end.

The VA liability delta and rho measures are estimated from an actuarial projection model using a home-grown computing platform. Actuarial assumptions are mostly updated annually, and are based on historical experience when possible, and pricing assumptions otherwise. The inforce contract data come from an extract from the contract administration system and are subsequently aggregated into modeling cells for computing efficiency. Model access and changes to it are controlled, while its documentation is routinely updated.

A modeling actuary from the valuation group prepares a quarterly report for the hedging group, who then passes along buy and sell instructions to their traders. After completing the transactions, the traders confirm the trades in a report to the hedging group.

## **Liquidity Risk**

The liquidity policy requires SLIC to hold sufficient liquid assets to meet expected demands for cash in a unique liquidity stress-test scenario. The scenario focuses on a reputational liquidity crisis, where markets continue to operate normally and the liquidity crunch affects only the company. The liquidity stress test anticipates situations where the company's ability to sell assets to meet cash needs from its liability products is hindered by the market taking advantage of the



company during the crisis. In addition, testing periodically considers a systemic stress scenario where the entire market is not able to sell assets at a reasonable value. However, SLIC's liquidity policy does not require it to hold sufficient liquid assets to be able to meet cash demands in such a scenario, since it expects regulatory relief in a systemic crisis.

## **Operational Risk**

The CRO will be responsible for collecting and disseminating risk information. A report will be prepared monthly and distributed to executive management.

Last year SLIC completed a review of the back-office operations of its investment department. There were several goals it wanted to fulfill with this review:

- Assure completion of trades on a timely and accurate basis
- Maintain compliance with governmental regulations.
- Ensure adequate procedures and staffing in light of the COVID-19 global pandemic

One result of the review was the recognition that the asset administrative system was outdated. This led to the purchase and installation of the Asset Valuation and Accounting (AVA) system, a new computer system to value assets and maintain records of all trades. The system was purchased partly on the basis of its stated ability to reconcile all trades without human intervention once the information is entered into the system. This automation will allow SLIC to devote more money to maintaining competitive salaries for its investment analysts. AVA was installed in less time than the vendor had claimed was needed, allowing SLIC to save money on consulting and installation fees it would have otherwise paid to the vendor. SLIC was also impressed with AVA's ability to automatically handle the accounting of all asset trades and update daily asset values.

In the course of installing AVA, SLIC implemented a review of all procedures related to asset transactions initiated by the Investment Department. The review was beneficial because it showed that the department had been handling certain trading and recordkeeping functions the same way for the past 40 years. After instituting efficiency improvements, the Investment Department was able to reduce operations staff by five people (20 percent).

## **4.6 Economic Capital Model**

SLIC has implemented an economic capital model tailored to its own company-specific risks. SLIC uses an internal economic capital model. The model targets a total economic capital level that is calibrated to an AA financial strength based on Kelly ratings. SLIC defines the "model required economic capital" as being the capital required to protect SLIC's policyholders in order to meet all of their claims with a confidence level of 99.0 percent over a one-year time horizon.

The Statutory and Economic balance sheets are independent of each other. The amount of assets assigned to a line of business is based on the required capital, either on an economic basis or a statutory basis. That is, the assets allocated to back line of business liabilities on an economic basis are not necessarily the same as the assets allocated on a statutory basis.

The intent of the economic capital model is to quantify the risks to the company's net equity (on a market-consistent basis) using a one-year 99.0% Value at Risk (VaR) measure. The model quantifies exposure to interest rate risk, equity price risk, and credit risk.

Interest rates are modeled stochastically using a single-factor model calibrated to monthly historical data for 10-year US Treasury yields from 2001. Equity returns are modeled stochastically using a regime-switching lognormal distribution that is calibrated to thirty years of daily S&P 500 equity index returns.

For term, UL, and SPIA products, the economic reserves are set equal to the present value of the best estimate cash flows. They are then revalued under different interest rate scenarios in the VaR calculation.

For the VA and its GMAB and GMWB, the VaR is calculated with liabilities net of hedging assets and derivatives. Implied volatility is derived from current exchange-traded 10-year at-the-money equity puts. As an approximation, the test assumes expiring derivatives can be replaced with current at-the-money instruments.

For credit risk, the model assumes that existing investment grade fixed income assets are sold immediately if they fall below investment grade. Therefore, the company does not quantify the risk of credit default or loss given default. Credit risk is modeled through the stochastic simulation of credit ratings migration. The calibration uses ten years of historical data for corporate bond ratings migrations and yield spreads. Since the company has a general buy and hold investment strategy, credit spreads are only considered to be a risk factor if and when investment grade assets are downgraded below investment grade. SLIC calculates the risk of fluctuations in market value due to credit spread movements in the absence of ratings downgrades, but excludes the results since its statutory surplus is based upon asset book value and it has a general buy and hold investment strategy.

Insurance risks (mortality, longevity, lapse) are modeled in a simplified way in order to avoid stochastic-on-stochastic modeling. For each risk:

- The economic balance sheet is recalculated using the stressed assumption (with the other risks at the baseline assumptions)
- The required economic capital for that risk equals the decrease in economic surplus as a result of that stress

At this point, the Company does not have an operational risk model and, therefore, operational risk is estimated to be 10% of the fair value of liabilities, whose calculation excludes any provisions for this risk.

Procedurally, the economic capital for each risk is calculated for each line of business. These values are then aggregated for that line of business using a correlation matrix derived from the prior ten years of market movements. All negative correlations are floored at zero. Operational risks are assumed to have zero correlation with other factors. The economic capital for each product line is then summed to get SLIC's total economic capital.

## Stress Testing

Stochastic scenario testing is supplemented with deterministic scenario-based stress tests, performed annually. Each test is applied as an instantaneous shock to the economic conditions as of the valuation date. Interest rates have a floor of 0.10%.

## Operational Risk Measurement Refinement Initiative – E-mail Correspondence

Date: March 25, 2022  
To: Pierre LeGrouse, CFO  
From: Jamal Robinson, VP and Actuary  
Subject: Op Risk Measurement Refinement

I have started a project to investigate holding operational risk economic capital calculated based on first principles, instead of our current approach of holding 10% of the fair value of liabilities. I feel that our current approach leads to an overly conservative amount that can be justifiably reduced with a more accurate calculation.

That means we need to be able to model both frequency and severity for potential operational risk events. I suggest that we start by developing capital calculation methodologies for the following common operational risk events before expanding the analysis more broadly.

- 1) Theft of policyholder information by a hacker
- 2) IT Systems failure for one day or longer
- 3) Internal fraud
- 4) Office shutdown due to weather-related event
- 5) Model Risk (specifically, modeling errors)

To develop our models, I think we can use SLIC internal data in conjunction with financial services industry studies, as well as insurance industry payouts for some of these risks. After starting to dig into the data, here are some preliminary observations about these risks:

The frequency distributions for these different risks vary considerably, so it may not be appropriate to model them all the same way. Risks 3) and 5) both have average frequencies that are greater than their variances. Risk 4) has the same mean and variance for its frequency distribution. Finally, risks 1 and 2) have frequency distribution variances that are greater than their means.

Regarding severity, for some of these risk events we were lucky to have multiple external data sources that we could piece together (e.g., both General Insurance and Life Insurance model error events). Also, some of these external data sources have events that would not be likely for our insurance operation, so I had these events carved out of the data. Finally, I made adjustments to the severity data to account for the differences in size between our company and the companies in the study. After these modifications to the raw data, we then used a Maximum Likelihood Estimation (MLE) technique to find and fit an appropriate distribution for this data for each risk.

The above of course is just a start, and our approach may need to change as we get further into the details. However, I wanted to invite any thoughts you have at this stage.

## 4.7 Risk Management Committee

The committee meets on a quarterly basis. Meetings focus on reviewing internal risk reports and interviews with key employees in finance, systems, and audit.

At its third quarter meeting, the committee unanimously recommended the hiring of a Chief Risk Officer (CRO), who will create and lead an independent Enterprise Risk Management (ERM) department. The CRO will be responsible for developing and implementing a comprehensive company wide ERM program and serve as the risk liaison across various business segments to address significant emerging concerns. The committee also recommended that the CRO report on risk-related issues at its quarterly meeting.

However, during the debate of this recommendation with the Board, Mr. Lyon expressed the opinion that the Risk Management Committee would be redundant once the CRO started. His preference was that the CRO report to the EVP-Planning as someone with significant experience who knew the company well and could serve as a guide to the CRO. Mr. Lyon recommended that the new CRO become an officer of the company following three to five years of experience at the company. The Board concurred with Mr. Lyon and the Risk Management Committee will be disbanded on the date the CRO becomes an officer of SLIC.

### COVID-19 Pandemic Response – E-mail Correspondence

From: Henry Jay, EVP, Operations and Pierre LeGrouse, CFO  
To: Jamal Robinson, VP & Actuary  
Subject: Pandemic preparedness

Date: December 15, 2021

SLIC's executive leadership team met to review SLIC's pandemic response and to discuss preparedness for the next pandemic. The leadership team wants a report discussing the following:

- Evaluation of the risks SLIC faces in a pandemic scenario
  - Primary risk is mortality from additional deaths of policyholders
  - Secondary risks include market downturns, interest rate shocks (either upward or downward), credit downgrades and defaults, policyholder unemployment, and operational risks for SLIC's internal processes and vendors
- Modeling future epidemic spread to give warning of a developing pandemic

We would like you to lead this review. You can rely on help from the Operations and Finance areas to complete your report.

As background, this is a recap of COVID-19, as it affected SLIC:

- Sent employees to work from home starting on March 16<sup>th</sup>, 2020

- Sales decreased substantially during March and April 2020, but then rebounded through the rest of the year as agents and brokers began reaching potential customers via virtual conferencing.
- Operations struggled initially. During Q2 2020, the average time to issue a policy increased by 10 business days as many of the employees did not have proper remote access to SLIC's network. During the second half of 2020, time to issue a new policy returned to 2019 levels.
- Mortality was higher in 2020 than in 2019. Similar to most of the US life insurance industry, SLIC experienced a smaller increase in mortality than was seen for US population data.
  - Higher increases in mortality rates occurred in older ages.
  - Younger ages had very little change in mortality from 2019 to 2020.
- Equity markets declined sharply in March 2020, then rebounded through the rest of 2020.
- Interest rates started at a flat yield curve, decreased sharply in March 2020 to an upward-sloping yield curve. Since then, interest rates have increased modestly.
- Due to high unemployment during Q2-Q3 of 2020, many policyholders had to choose between paying life insurance premiums and covering necessities such as rent, food, and utilities. SLIC extended its grace period from 60 days to 120 to help policyholders avoid lapsing their policies. SLIC has not yet completed its lapse study for calendar year 2020.

During the executive leadership discussion, two viewpoints on the future of the pandemic were expressed.

William Xu believes:

1. COVID-19 is a short-term event and will conclude within 1 - 2 years
  - a. Mortality will have only a short-term increase and then return to pre-pandemic levels
  - b. No changes to long-term mortality or mortality improvement assumptions are needed

George Lyon believes:

2. Variants will continue to emerge and COVID will remain a threat for the next 10+ years
  - a. Mortality will be higher for the next several years
  - b. SLIC needs to reduce its long-term mortality improvement assumptions

Your report will need to analyze these opposing views and present your conclusion.

## 4.8 Product Distribution

The Company distributes its products through an independent brokerage system. The Company supplies marketing materials and product descriptions. Brokers are responsible for their own training. The Company has relied upon its distribution system to clarify and explain the change in name of the Company.

## 4.9 Product Descriptions

### Level Premium Term Insurance

The term life insurance line has two series of products, Secure Term and Simple Term:

	<b>Secure Term</b>	<b>Simple Term</b>
Underwriting	Full	Simplified Issue
Risk Classes	3 non-smoker, 1 smoker	1 aggregate
Max Issue Face Amount	No specified maximum	\$1 million
Level Term Period (years)	10, 20, or 30	10
Premium Structure	Renewable after the level term period with a sharply increasing annual renewable term premium schedule	Renewable after the level term period with a sharply increasing annual renewable term premium schedule
Cash Surrender Value	No	No
Conversion Privileges	Conversion to the currently issued UL product allowed to end of Level Period	Conversion to the currently issued UL product allowed to end of Level Period
Reinsurance		
Quota Share	60%	32%
Structure	Coinsurance	YRT
First Year Expense Allowance	100%	100%
Renewal Expense Allowance	2%	0%

Simple Term's simplified underwriting process involves a questionnaire with five simple yes/no questions.

Secure Term is coinsured at 60% to Trust Us Re. In addition, any single life issue over \$1 million is 100% facultatively reinsured.

Simple Term is reinsured under YRT treaties to a pool of four reinsurers, each with an 8% quota share. The YRT reinsurance premium rate for all four reinsurers is set to 105% of the pricing mortality.

Based on the emerging experience results and increasing face amounts for these products, SLIC is re-evaluating its reinsurance agreements and retention limits.

#### Experience Studies

- Mortality
  - Cutting edge approaches implemented by Pricing department
  - Predictive modeling to better understand sensitivity to various independent variables (e.g., policy duration, insured's socio-economic status, state of issue, etc.)
  - Participates in and uses Society of Actuaries (SOA) industry studies to assess its relative experience; such studies span the last five years of mortality incidence and are refreshed annually
  - Pricing systematically distributes the experience study report to other modeling areas for them to keep assumptions current
- Lapse
  - Annual studies are based on the last five years of experience, but are being refined
  - Currently, studies exist for aggregate experience by issue age and policy year
  - Enhancements are planned to include splits for gender and underwriting risk class

Current experience studies have shown Secure Term to have improving mortality relative to pricing and lower-than-priced lapse rates. In contrast, Simple Term shows deteriorating mortality relative to pricing and higher-than-priced lapse rates.

Sales have been strong, due to competitive pricing, higher-than-average first year sales compensation, and a strong advertising campaign. Because the products are selling well and the Company sees limited downside risk in this simplistic product, the product pricing review will be postponed until next year.



## Correspondence related to Term Conversions:

From: William Xu, SVP  
To: Henri Jay, EVP  
George Lyon, SVP  
Date: November 15, 2021

As you're aware, term conversions have been allowed into the Protector Plus product through the end of the level term period for both Secure Term and Simple Term. Policyholders are allowed to convert into the COI scale at their attained age as of the conversion date. Secure Term policyholders get the same risk class as they were originally issued at, while Simple Term policyholders use the Standard risk class.

As you know, utilization of the conversion privilege has been increasing sharply over the past few years. We have finally been able to analyze the mortality experience for these conversions, and the news is not good. The loss ratio relative to the COIs is over 100%. We're still trying to figure out what to do about it, but some options include:

- Create a special UL policy for conversion purposes
- Shorten the allowable conversion period to disallow conversions after the fifth policy year
- Disallow conversions altogether
- Eliminate commissions on term conversions to encourage agents to issue a new policy

These are just some options, and they all have pros and cons. However, we're still in the brainstorming phase so we may come up with other alternatives.

I'll keep you posted.

Sincerely,

William

**Correspondence related to Accelerated Underwriting:**

From: William Xu, SVP  
To: Henri Jay, EVP  
Date: November 15, 2021

Hi Henri,

I was thinking about adding an Accelerated Underwriting (AUW) term product to our term product line-up. AUW appeals to many potential clients by making it easier for folks in good health and with strong credit to obtain term life insurance, without having to go through the hassle of invasive UW techniques or the delays in receiving doctor statements and medical tests. AUW is a very popular product in the industry right now.

We can leverage our simplified issue (SI) underwriting infrastructure and obtain the data needed (for example, credit scores, driving record, and so on) to determine if the AUW policy can be issued, or if a fully underwritten (FUW) application is required, or if the application needs to be rejected.

I expect our underwriting system to be robust, and as such, do not expect to have to limit the death benefit requested. However, to be safe, we may want to find a reinsurance partner to cover the excess of our desired retention level.

I'd appreciate your thoughts on this approach.

Sincerely,

William

## Variable Annuity

**Current Product:** The Variable Annuity has a Return of Premium (ROP) GMDB. Partial withdrawals are permitted, with the GMDB reduced dollar for dollar by the amount of the withdrawal.

The VA offers a collection of eight proprietary mutual fund choices (seven domestic and one foreign) and a fixed fund invested in the general account.

The sales force is compensated with a commission of 5% of the first-year deposits. The product has a surrender charge that starts at 5% and reduces to 0% over a five-year period.

The product has two optional guaranteed living benefits (GLB) riders, only one of which may be chosen for a single underlying contract.

The Guaranteed Minimum Accumulation Benefit (GMAB) option guarantees the contract holder's account value will not drop below the premium deposit (reduced by any withdrawals) as of the 10<sup>th</sup> year anniversary. If the account value is below this value, it is "trued-up" to this value as of this date. The fee for this benefit is 0.5% per year of the account value during this 10-year protection period.

The Guaranteed Minimum Withdrawal Benefit (GMWB) option guarantees the contractholder the ability to withdraw 5% of the benefit base per year for life, regardless of whether the account value is sufficient to support these withdrawals. The benefit base equals net deposits rolled up at 5% per year until the contractholder starts to take withdrawals. The annual fee for this rider is 1% of the benefit base.

The most recent sales mix, as measured by account value, shows 30% without a GLB, 20% with a GMAB and 50% with a GMWB.

All SLIC VA modeling applications use industry mortality experience as published by a large actuarial consulting firm seven years ago. Other assumptions (e.g., surrenders or GMWB utilization) are those used by the Pricing department.

## **Correspondence related to Variable Annuity Products**

Date: November 27, 2021  
Subject: VA GMWB – New Fund  
To: Pierre LeGrouse, Raven Inyoni  
From: Max Hawke

As you're both aware, we added a new equity fund option to the VA GMWB contracts back in July, known as the Diverse Equity Fund. The fund has been well-received by clients and has grown steadily.

The fund is invested in a diverse range of domestic equity holdings spanning various sectors, market capitalizations, and dividend yields. Regression analysis reveals that the common movement in the equity holdings may be materially explained by movement in the S&P 500 market index.

Because the fund has proved to be popular, I want to be sure we are appropriately assessing the risk of the portfolio. I have one of my investment actuaries doing some analysis.

I'll keep you informed as we complete our review.

Max Hawke  
Chief Investment Officer

Date: April 2, 2022

Subject: Hedge Strategies in Volatile Markets  
To: Raven Inyoni, George Lyon, William Xu, Louise Condor  
From: Henri Jay

As you are aware, the market has been in turmoil since the outbreak of the global health pandemic. The 10-year treasury yield has declined from 2% at year-end 2020 to 0.7% at March 31, 2022. In addition, the S&P 500 declined 20% in Q1 2022.

Liabilities increased significantly for life and annuity products due to low surrenders and poor market performance.

To ensure the continued financial strength of our company, we need a meeting to review our current hedge program. Key points to be discussed in the meeting are:

- Review hedge G/L and effectiveness in Q1 2022
- Review hedge strategies in terms of hedge target, reporting cycle, rebalancing schedule, and threshold etc.
  - VA business adopts “opportunistic hedging”, where some bets on the markets are allowed as long as 80% of the delta and rho exposure is covered. This approach caused a big loss from underhedging in Q1 financial reporting but shielded SLIC from hedge losses in May when the equity markets bounced back by 13%.
  - On the ALM front, asset portfolios will be rebalanced within 30 days if the asset/liability duration mismatch is more than 0.5. The asset portfolios completed rebalancing in mid-April, when the 10-year treasury curve further slid.
- Suggest stress testing scenarios

Regards,

Henri Jay  
EVP Operations

Date: April 30, 2022

Subject: Counterparty Risk Due to Recent Market Shock

To: Pierre LeGrouse (CFO)

From: Henri Jay

As you are aware, the recent bankruptcy of Eagle Star hedge fund has sent shock waves through the market. One of the affected entities is our primary trading counterparty for interest rate derivatives such as interest rate swaps and futures. As more details of Eagle Star's bankruptcy emerge, the impacts continue to grow. It is unclear how severe the loss will be for our trading counterparty though we have not yet noticed any trading anomalies in terms of pricing and trading volume. We will continue to monitor our counterparty risk.

In light of this situation, I strongly recommend that we diversify our counterparty risk and establish multiple counterparties for trading.

Regards,

Henri Jay

EVP Operations

Date: November 1, 2021

Subject: Indexed Annuity

To: Raven Inyoni

From: Mingmei Crane

Hi Raven,

Our brokers have told us that the recent market volatility may yield a market opportunity for an investment product that offers participation in the equity markets, but with downside principal protection (i.e., an indexed annuity). We want to look into this opportunity while also taking advantage of the popularity of the GMWB feature on our current VA product. So, we're wondering if you can put together an indexed annuity that can be optionally sold with a GMWB rider.

I know the Pricing group has a lot to think about, as this is a fundamentally different product than our existing VA. Some things to consider, off the top of my head, include:

- Interest Crediting Mechanism
- GMWB
- Hedging
- Commission schedules
- Administration system
- Reserve and capital considerations
- Target Profitability and cash flow pattern
- Regulatory environment / rating agency response
- Strategic Risk

Anyway, please let me know what you think by the end of the week.

Mingmei Crane

VP – Chief Marketing Officer

## **Universal Life**

When SLIC began selling Universal Life in 2002, the company sold a mix of various UL products, with 4% interest crediting guarantees, which were common at that time. Some of those policies are still in force.

The company's current universal life offerings consist of two products:

The Saver Supreme product is designed to accumulate high cash surrender values relative to the death benefit over time and guarantees its investment performance at 3% per year. The Protector Plus product is designed for the consumer who wants death benefit protection at the lowest possible premium; it guarantees that the policy will stay in force if the specified premium is paid each year.

SLIC has not yet implemented a separate mortality study for its UL product. Instead, SLIC bases its UL mortality assumption for all modeling applications on the Secure Term mortality experience studies, since both products have the same risk class structure and underwriting criteria.

SLIC's lapse study on the UL product is fairly comprehensive, reflecting the surrender charge period and the dynamic impacts of crediting rates. It includes the last five years of lapse experience and is updated semi-annually by Pricing, which then systematically distributes these reports to all other modeling groups.

SLIC currently supports these products with investment grade corporate bonds and US Treasuries, targeting a 2% spread.



## Correspondence related to UL Products

Date: October 2, 2021  
Subject: UL Update – Administrative Issue  
To: Henri Jay, EVP  
From: George Lyon

Henri,

I want to make sure you're aware of an issue related to our current UL portfolio.

As you're aware, we have recently added new product features that are now available to the clients. Our UL administrative system needs additional programming in order to handle some of these enhancements. To date, the client selections with respect to these features have been tracked through electronic notes in the policy file, which is increasingly becoming unworkable. Of course, this manual process also increases the potential for errors and control issues.

We are definitely behind our competitors in handling admin processes for the UL product. Other companies have either made the difficult decision to invest in new systems or, in some cases, have entered into relationships with administrative services companies.

We need to face this issue and develop a plan.

George Lyon  
SVP - Universal Life

Date: March 1, 2022  
Subject: UL Lapse Rate Study  
To: George Lyon  
From: Life Pricing Team

George,

Our team has completed the comprehensive lapse rate study for the two UL products. For this study, we have evaluated lapse experience for 2016-2021. Overall, lapse rates have decreased slightly compared to past studies. Based on more detailed analysis of the data, we make the following three observations:

1. Surrender charge period: On the Saver Supreme product, the amount of surrender activity in the year following the expiration of the surrender charge period is significantly higher than pricing assumptions. This has been noted in past studies but hasn't been a cause for concern due to the relatively small number of policies and lack of credibility. We recommend continuing to closely monitor this activity over the next few years.
2. Investor-owned policies: We discovered that an increasing number of our inforce policies are owned by third party companies. We met with the administration area to understand this activity. What we learned is that these policies were originally purchased by the insured individuals and later sold to investors. Typically, these sales occurred during the surrender charge period when cash surrender values were very low. In studying these policies further, investor-owned policies tend to exhibit the following characteristics: high face amounts, older attained ages, and volatile premium activity with minimal cash surrenders.
3. Attained age observations: While most attained age bands have exhibited slightly lower lapse rates, the exception is the 35-44 age band. For these ages, surrender activity has started to increase over the past few years. Because this age group represents a relatively small amount of the UL portfolio, it did not impact the overall lapse rates significantly.
4. Premium patterns: The Protector Plus product has experienced a significant increase in the percentage of limited-pay policies, specifically 7-pay. The lapse rates of these policies have not differed significantly from the pricing assumptions at this time.

After you have had a chance to review and approve the detailed study results, we can share the results with the modeling department.

Date: December 11, 2021  
 Subject: UL Reinsurance  
 To: Risk Management Committee  
 From: George Lyon, SVP-Universal Life

Per our discussion, I've started to pull together the information on a variety of reinsurance quotes we received this year on our UL line. As you can see from the table below, this process is incomplete at this time.

Proposal	New / Existing Business	Reinsurance Basis	Quota Share	Expense Allowance (%)	Experience Rating Refund	Recapture Options
A	New	YRT	80%	N/A	None	Not allowed
B	New	YRT - Excess	100%	N/A	None	Not allowed
C	New	YRT - Stop Loss	100%	N/A	None	Not allowed
D	New/EB	Coinsurance	80%	TBD	None	Not allowed
E	New	Coinsurance	50%	50 / 10	None	After 20 years
F	New	Coinsurance Funds Withheld	75%	100 / 1	Minimal	After 5 years
G	EB only	Combo YRT / Coins FW	100%	N/A	Significant	Special Provisions
H	New/EB	ModCo	80%	TBD	None	Not allowed

(TBD = Not yet determined)

Notes:

- (a) Expense Allowance: percentage of the coinsured premium that the reinsurer pays to the ceding company (first year/subsequent years)
- (b) Experience Rating Refund: good claims experience results in a refund of a formulaically determined portion of the reinsurance premium back to the ceding company
- (c) Recapture: option granted to the ceding company to terminate the treaty after specified conditions are met; specified years are from treaty inception
- (d) YRT-Excess: YRT in excess of a specified amount per life
- (e) YRT-Stop Loss: YRT in excess of a specified amount of losses incurred
- (f) All YRT proposals include a provision under which the reinsurer can raise future rates up to a guaranteed maximum

In addition, I have summarized some of the objectives identified by this group that we wished to address via reinsurance. Please let me know if I missed anything here ...

1. Reduce mortality volatility
2. Reduce initial strain on new business
3. Improve statutory capital ratio for UL business
4. Improve economic capital ratio for UL business

## **Single Premium Immediate Annuity**

The SPIA product is available as a straight life-only annuity (75% of portfolio by reserve) and as a period certain annuity, with annuitant-specified certain periods up to 20 years. Neither product version has a death benefit.

Through interviews with select brokers, SLIC has noticed an odd correlation - it seems many of the Company's annuitants have also taken out term life insurance contracts with "We-Serve-the-Healthy" Life in amounts equal to the annuity single premium.

Recent mortality studies have shown mortality about equal to what was expected in pricing; however, mortality seems to be improving faster than expected.

SLIC's pricing mortality assumption is based on Pricing's annual experience study spanning the last two years of experience. Pricing makes this study available to the other modeling groups upon request. The mortality improvement assumption for all modeling applications is based on industry experience as released in a study performed by a large consulting firm two years ago. A more recent study received a few weeks ago showed an uptick in mortality improvement at older ages, which SLIC has not yet reflected in pricing.

### **Correspondence related to SPIA Investment Strategy:**

Date: April 1, 2021

Subject: SPIA Investment Strategy

To: Henri Jay, EVP

From: Louise Condor, VP - SPIA

The sustained low interest rate environment has been a challenge for my SPIA product line's profitability. The product is selling well, but decreasing interest rates are a matter of concern. Traditionally, this block has been supported by fixed income assets. However, in response to the recent economic environment and the uptick in mortality improvement, I'm considering supporting this block's reserves with higher yielding investments to help meet our desired profit margin. These potential new investments include such assets as real estate, domestic private equity and emerging markets common equity. I expect this investment strategy change to also give us a leg up on our competition, and significantly increase sales.

## 4.10 Financial Statements

Multi-year financial statements are provided for each of the product lines and for SLIC in total. Statements are provided on both a Statutory and an Economic basis. The Statutory and Economic balance sheets are independent of each other. The amount of assets assigned to a line of business is based on the required capital for each respective basis.

2020–2021 are actual results; 2022–2024 are projections.

- Results reflect the effect of a global pandemic in 2020-2021. SLIC experienced increased mortality during 2020-2021 and assumed a continued increase, at a reduced level, for the projection years.

<b>TERM</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	956,961	1,048,585	1,153,597	1,274,062	1,412,404
Ceded Premiums	(516,395)	(566,968)	(624,848)	(691,301)	(767,773)
Net Investment Income	94,778	98,640	104,570	112,659	122,970
<b>Total Revenue</b>	<b>535,344</b>	<b>580,257</b>	<b>633,319</b>	<b>695,420</b>	<b>767,601</b>
Surrender & Annuity Benefits	0	0	0	0	0
Death Benefits	617,012	653,903	688,950	763,450	851,974
Ceded Benefits	(333,596)	(355,578)	(377,135)	(421,948)	(473,625)
Increase in Net Reserves	121,273	142,320	163,351	185,574	208,928
Expenses	121,086	132,136	143,858	157,505	173,385
Net Transfers to/(from) Separate Account	0	0	0	0	0
<b>Total Benefits &amp; Expenses</b>	<b>525,775</b>	<b>572,781</b>	<b>619,024</b>	<b>684,581</b>	<b>760,662</b>
Income Before Income Tax	9,569	7,476	14,295	10,839	6,939
Federal Income Tax	2,679	2,093	4,003	3,035	1,943
<b>Net Income</b>	<b>6,890</b>	<b>5,383</b>	<b>10,292</b>	<b>7,804</b>	<b>4,996</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	1,575,357	1,729,893	1,906,974	2,109,535	2,337,773
Separate account assets	0	0	0	0	0
<b>Total Assets</b>	<b>1,575,357</b>	<b>1,729,893</b>	<b>1,906,974</b>	<b>2,109,535</b>	<b>2,337,773</b>
Net General Account Reserve Liabilities	1,441,829	1,584,148	1,747,499	1,933,074	2,142,001
Separate Account Liabilities	0	0	0	0	0
<b>Total Liabilities</b>	<b>1,441,829</b>	<b>1,584,148</b>	<b>1,747,499</b>	<b>1,933,074</b>	<b>2,142,001</b>
<b>Surplus</b>	<b>133,528</b>	<b>145,745</b>	<b>159,475</b>	<b>176,461</b>	<b>195,772</b>
<b>Total Liabilities and Surplus</b>	<b>1,575,357</b>	<b>1,729,893</b>	<b>1,906,974</b>	<b>2,109,535</b>	<b>2,337,773</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	4,958	6,834	3,438	9,182	14,315
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>902,797</b>	<b>985,020</b>	<b>1,078,768</b>	<b>1,186,053</b>	<b>1,306,352</b>
Economic Reserve	779,150	849,768	930,456	1,021,591	1,123,501
Required Economic Capital	123,647	135,251	148,312	164,462	182,851
Excess Capital	0	0	0	0	0
<b>Total Liabilities and Surplus</b>	<b>902,797</b>	<b>985,020</b>	<b>1,078,768</b>	<b>1,186,053</b>	<b>1,306,352</b>
<b>Additional EC Balance Sheet Information</b>					
Transfer from/(to) Corporate	(10,263)	(12,443)	(13,719)	(15,295)	(17,097)

<b>UNIVERSAL LIFE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	196,447	210,789	224,661	238,006	250,218
Ceded Premiums	0	0	0	0	0
Net Investment Income	98,434	100,642	107,004	112,845	118,656
<b>Total Revenue</b>	<b>294,881</b>	<b>311,431</b>	<b>331,665</b>	<b>350,851</b>	<b>368,874</b>
Surrender & Annuity Benefits	69,685	72,760	77,637	84,017	89,961
Death Benefits	89,923	87,228	86,452	92,625	98,890
Ceded Benefits	0	0	0	0	0
Increase in Net Reserves	88,393	96,600	104,349	108,249	112,483
Expenses	23,776	24,877	25,916	26,945	27,932
Net Transfers to/(from) Separate Account	0	0	0	0	0
<b>Total Benefits &amp; Expenses</b>	<b>271,777</b>	<b>281,465</b>	<b>294,354</b>	<b>311,836</b>	<b>329,266</b>
Income Before Income Tax	23,104	29,966	37,311	39,015	39,608
Federal Income Tax	6,469	8,390	10,447	10,924	11,090
<b>Net Income</b>	<b>16,635</b>	<b>21,576</b>	<b>26,864</b>	<b>28,091</b>	<b>28,518</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	1,906,597	2,011,783	2,125,380	2,243,211	2,365,622
Separate account assets	0	0	0	0	0
<b>Total Assets</b>	<b>1,906,597</b>	<b>2,011,783</b>	<b>2,125,380</b>	<b>2,243,211</b>	<b>2,365,622</b>
Net General Account Reserve Liabilities	1,752,086	1,848,687	1,953,035	2,061,284	2,173,768
Separate Account Liabilities	0	0	0	0	0
<b>Total Liabilities</b>	<b>1,752,086</b>	<b>1,848,687</b>	<b>1,953,035</b>	<b>2,061,284</b>	<b>2,173,768</b>
<b>Surplus</b>	<b>154,511</b>	<b>163,096</b>	<b>172,345</b>	<b>181,927</b>	<b>191,854</b>
<b>Total Liabilities and Surplus</b>	<b>1,906,597</b>	<b>2,011,783</b>	<b>2,125,380</b>	<b>2,243,211</b>	<b>2,365,622</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(8,745)	(12,991)	(17,615)	(18,509)	(18,591)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>2,383,059</b>	<b>2,518,490</b>	<b>2,666,819</b>	<b>2,823,169</b>	<b>2,992,654</b>
<b>Total Assets</b>	<b>2,383,059</b>	<b>2,518,490</b>	<b>2,666,819</b>	<b>2,823,169</b>	<b>2,992,654</b>
Economic Reserve	2,210,624	2,336,149	2,473,792	2,619,047	2,777,011
Required Economic Capital	172,434	182,341	193,026	204,122	215,644
Excess Capital	0	0	0	0	0
<b>Total Liabilities and Surplus</b>	<b>2,383,059</b>	<b>2,518,490</b>	<b>2,666,819</b>	<b>2,823,169</b>	<b>2,992,654</b>
<b>Additional EC Balance Sheet Information</b>					
Transfer from/(to) Corporate	1,207	(3,647)	(3,571)	(3,470)	(3,342)

<b>VARIABLE ANNUITIES</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	234,132	236,657	241,542	246,515	251,578
Ceded Premiums	0	0	0	0	0
Net Investment Income	26,056	28,959	31,355	34,092	36,959
<b>Total Revenue</b>	<b>260,188</b>	<b>265,616</b>	<b>272,897</b>	<b>280,607</b>	<b>288,537</b>
Surrender & Annuity Benefits	37,203	46,396	52,815	59,512	66,467
Death Benefits	20,946	25,957	30,741	36,369	42,830
Ceded Benefits	0	0	0	0	0
Increase in Net Reserves	59,450	59,376	59,781	60,436	60,840
Expenses	12,698	12,883	13,184	13,487	13,791
Net Transfers to/(from) Separate Account	117,154	101,417	92,708	83,097	72,489
<b>Total Benefits &amp; Expenses</b>	<b>247,451</b>	<b>246,029</b>	<b>249,229</b>	<b>252,901</b>	<b>256,417</b>
Income Before Income Tax	12,737	19,587	23,668	27,706	32,120
Federal Income Tax	3,566	5,484	6,627	7,758	8,994
<b>Net Income</b>	<b>9,171</b>	<b>14,103</b>	<b>17,041</b>	<b>19,948</b>	<b>23,126</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	613,256	665,139	727,576	793,174	859,581
Separate account assets	1,376,883	1,776,396	2,035,331	2,306,969	2,591,399
<b>Total Assets</b>	<b>1,990,139</b>	<b>2,441,535</b>	<b>2,762,907</b>	<b>3,100,143</b>	<b>3,450,980</b>
Net General Account Reserve Liabilities	520,166	579,541	639,323	699,759	760,599
Separate Account Liabilities	1,376,883	1,776,396	2,035,331	2,306,969	2,591,399
<b>Total Liabilities</b>	<b>1,897,049</b>	<b>2,355,937</b>	<b>2,674,654</b>	<b>3,006,728</b>	<b>3,351,998</b>
<b>Surplus</b>	<b>93,090</b>	<b>85,598</b>	<b>88,253</b>	<b>93,415</b>	<b>98,982</b>
<b>Total Liabilities and Surplus</b>	<b>1,990,139</b>	<b>2,441,535</b>	<b>2,762,907</b>	<b>3,100,143</b>	<b>3,450,980</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(4,620)	(21,595)	(14,386)	(14,786)	(17,559)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>2,399,248</b>	<b>2,934,839</b>	<b>3,320,771</b>	<b>3,725,477</b>	<b>4,146,289</b>
Economic Reserve	2,292,567	2,836,573	3,219,280	3,617,863	4,032,064
Required Economic Capital	106,681	98,267	101,491	107,614	114,225
Excess Capital	0	0	0	0	0
<b>Total Liabilities and Surplus</b>	<b>2,399,248</b>	<b>2,934,839</b>	<b>3,320,771</b>	<b>3,725,477</b>	<b>4,146,289</b>
<b>Additional EC Balance Sheet Information</b>					
Transfer from/(to) Corporate	(1,280)	(11,792)	(6,089)	(6,618)	(7,196)



<b>SPIA</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	22,469	23,008	23,555	24,110	24,675
Ceded Premiums	0	0	0	0	0
Net Investment Income	14,051	15,804	16,637	17,594	18,551
<b>Total Revenue</b>	<b>36,520</b>	<b>38,812</b>	<b>40,192</b>	<b>41,704</b>	<b>43,226</b>
Surrender & Annuity Benefits	15,080	16,291	17,508	18,729	19,950
Death Benefits	0	0	0	0	0
Ceded Benefits	0	0	0	0	0
Increase in Net Reserves	15,314	15,223	15,132	15,043	14,957
Expenses	1,385	1,426	1,469	1,512	1,555
Net Transfers to/(from) Separate Account	0	0	0	0	0
<b>Total Benefits &amp; Expenses</b>	<b>31,779</b>	<b>32,940</b>	<b>34,109</b>	<b>35,284</b>	<b>36,462</b>
Income Before Income Tax	4,741	5,872	6,083	6,420	6,764
Federal Income Tax	1,327	1,644	1,703	1,798	1,894
<b>Net Income</b>	<b>3,414</b>	<b>4,228</b>	<b>4,380</b>	<b>4,622</b>	<b>4,870</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	224,371	240,367	256,268	272,076	287,792
Separate account assets	0	0	0	0	0
<b>Total Assets</b>	<b>224,371</b>	<b>240,367</b>	<b>256,268</b>	<b>272,076</b>	<b>287,792</b>
Net General Account Reserve Liabilities	213,543	228,766	243,898	258,942	273,898
Separate Account Liabilities	0	0	0	0	0
<b>Total Liabilities</b>	<b>213,543</b>	<b>228,766</b>	<b>243,898</b>	<b>258,942</b>	<b>273,898</b>
<b>Surplus</b>	<b>10,828</b>	<b>11,601</b>	<b>12,370</b>	<b>13,134</b>	<b>13,894</b>
<b>Total Liabilities and Surplus</b>	<b>224,371</b>	<b>240,367</b>	<b>256,268</b>	<b>272,076</b>	<b>287,792</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(2,636)	(3,455)	(3,611)	(3,858)	(4,110)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>281,460</b>	<b>302,452</b>	<b>323,448</b>	<b>344,449</b>	<b>365,455</b>
Economic Reserve	270,783	290,990	311,201	331,420	351,644
Required Economic Capital	10,676	11,462	12,246	13,029	13,811
Excess Capital	0	0	0	0	0
<b>Total Liabilities and Surplus</b>	<b>281,460</b>	<b>302,452</b>	<b>323,448</b>	<b>344,449</b>	<b>365,455</b>
<b>Additional EC Balance Sheet Information</b>					
Transfer from/(to) Corporate	(886)	(940)	(992)	(1,042)	(1,091)

<b>SLIC CORPORATE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	0	0	0	0	0
Ceded Premiums	0	0	0	0	0
Net Investment Income	4,288	3,876	5,031	5,061	5,334
<b>Total Revenue</b>	<b>4,288</b>	<b>3,876</b>	<b>5,031</b>	<b>5,061</b>	<b>5,334</b>
Surrender & Annuity Benefits	0	0	0	0	0
Death Benefits	0	0	0	0	0
Ceded Benefits	0	0	0	0	0
Increase in Net Reserves	0	0	0	0	0
Expenses	5,328	5,555	5,948	6,403	6,929
Net Transfers to/(from) Separate Account	0	0	0	0	0
<b>Total Benefits &amp; Expenses</b>	<b>5,328</b>	<b>5,555</b>	<b>5,948</b>	<b>6,403</b>	<b>6,929</b>
Income Before Income Tax	(1,040)	(1,679)	(917)	(1,342)	(1,595)
Federal Income Tax	(291)	(470)	(257)	(376)	(447)
<b>Net Income</b>	<b>(749)</b>	<b>(1,209)</b>	<b>(660)</b>	<b>(966)</b>	<b>(1,148)</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	79,583	103,748	104,358	109,971	101,271
Separate account assets	0	0	0	0	0
<b>Total Assets</b>	<b>79,583</b>	<b>103,748</b>	<b>104,358</b>	<b>109,971</b>	<b>101,271</b>
Net General Account Reserve Liabilities	0	0	0	0	0
Separate Account Liabilities	0	0	0	0	0
<b>Total Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Surplus</b>	<b>79,583</b>	<b>103,748</b>	<b>104,358</b>	<b>109,971</b>	<b>101,271</b>
<b>Total Liabilities and Surplus</b>	<b>79,583</b>	<b>103,748</b>	<b>104,358</b>	<b>109,971</b>	<b>101,271</b>
<b>Additional Balance Sheet Information</b>					
Transfer from/(to) Lines	11,043	31,207	32,174	27,971	25,945
Dividend/Capital Transfer (to)/from Lyon	(18,957)	(5,832)	(30,904)	(21,392)	(33,498)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>52,079</b>	<b>80,255</b>	<b>73,787</b>	<b>108,360</b>	<b>117,142</b>
Economic Reserve	0	0	0	0	0
Required Economic Capital	4,457	6,017	6,261	6,818	6,481
Excess Capital	47,622	74,238	67,525	101,542	110,661
<b>Total Liabilities and Surplus</b>	<b>52,079</b>	<b>80,255</b>	<b>73,787</b>	<b>108,360</b>	<b>117,142</b>

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Premiums & Policy Fees	1,410,009	1,519,039	1,643,355	1,782,693	1,938,875
Ceded Premiums	(516,395)	(566,968)	(624,848)	(691,301)	(767,773)
Net Investment Income	237,607	247,921	264,597	282,251	302,470
<b>Total Revenue</b>	<b>1,131,221</b>	<b>1,199,992</b>	<b>1,283,104</b>	<b>1,373,643</b>	<b>1,473,572</b>
Surrender & Annuity Benefits	121,968	135,447	147,960	162,258	176,378
Death Benefits	727,881	767,088	806,143	892,444	993,694
Ceded Benefits	(333,596)	(355,578)	(377,135)	(421,948)	(473,625)
Increase in Net Reserves	284,430	313,519	342,613	369,302	397,208
Expenses	164,273	176,877	190,375	205,852	223,592
Net Transfers to/(from) Separate Account	117,154	101,417	92,708	83,097	72,489
<b>Total Benefits &amp; Expenses</b>	<b>1,082,110</b>	<b>1,138,770</b>	<b>1,202,664</b>	<b>1,291,005</b>	<b>1,389,736</b>
Income Before Income Tax	49,111	61,222	80,440	82,638	83,836
Federal Income Tax	13,751	17,142	22,523	23,139	23,474
<b>Net Income</b>	<b>35,360</b>	<b>44,080</b>	<b>57,917</b>	<b>59,499</b>	<b>60,362</b>
<b>Statutory Balance Sheet (000s)</b>					
General account assets	4,399,164	4,750,930	5,120,556	5,527,967	5,952,039
Separate account assets	1,376,883	1,776,396	2,035,331	2,306,969	2,591,399
<b>Total Assets</b>	<b>5,776,047</b>	<b>6,527,326</b>	<b>7,155,887</b>	<b>7,834,936</b>	<b>8,543,438</b>
Net General Account Reserve Liabilities	3,927,624	4,241,142	4,583,755	4,953,059	5,350,266
Separate Account Liabilities	1,376,883	1,776,396	2,035,331	2,306,969	2,591,399
<b>Total Liabilities</b>	<b>5,304,507</b>	<b>6,017,538</b>	<b>6,619,086</b>	<b>7,260,028</b>	<b>7,941,665</b>
<b>Surplus</b>	<b>471,540</b>	<b>509,788</b>	<b>536,801</b>	<b>574,908</b>	<b>601,773</b>
RBC Ratio*	409%	405%	409%	400%	400%
<b>Total Liabilities and Surplus</b>	<b>5,776,047</b>	<b>6,527,326</b>	<b>7,155,887</b>	<b>7,834,936</b>	<b>8,543,438</b>
<b>Additional Balance Sheet Information</b>					
Dividend/Capital Transfer (to)/from Lyon	(18,957)	(5,832)	(30,904)	(21,392)	(33,498)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>6,018,641</b>	<b>6,821,056</b>	<b>7,463,590</b>	<b>8,187,508</b>	<b>8,927,893</b>
Economic Reserve	5,553,124	6,313,480	6,934,729	7,589,921	8,284,220
Required Economic Capital	417,895	433,338	461,336	496,045	533,012
Excess Capital	47,622	74,238	67,525	101,542	110,661
<b>Total Liabilities and Surplus</b>	<b>6,018,641</b>	<b>6,821,056</b>	<b>7,463,590</b>	<b>8,187,508</b>	<b>8,927,893</b>

\* RBC Ratio reduced by any dividend to Lyon paid in following year

## 4.11 Portfolio Summary

The following is a breakdown by asset class of the market value of SLIC's general account investment portfolios (\$ million) as of 12/31/2021, excluding derivatives and variable annuity separate (segregated) accounts.

LOB	US Corporate			US Corp	US CMBS/ ABS	Mortgages	Real Estate	Common Stock	Cash &		Total
	US	Investment Grade		Below Inv					Short-	Other	
	Govt	Public	Private	Grade							
Term	65	659	173	33	374	345	0	0	66	15	1,730
UL	73	531	291	54	455	482	0	0	72	54	2,012
VA	28	334	64	27	96	74	0	0	35	6	665
SPIA	7	73	18	4	55	42	0	0	31	10	240
Corp	2	33	4	2	6	7	9	4	22	14	104
Total	175	1,631	550	120	986	950	9	4	225	100	4,872

The "Other" investment class includes foreign sovereign debt, private equity, and other assets outside the traditional categories.

Other asset portfolio characteristics by line of business are as follows:

	Average Duration	Average Book Yield	Average Quality*
Term	7.61	5.52%	3.02
UL	7.91	4.90%	3.53
VA	4.51	3.45%	3.06
SPIA	9.18	5.70%	3.29
Corporate	4.82	3.88%	2.89

\* Quality Ratings: Aaa=1, Aa=2, A=3, Baa=4

For the Corporate account, non-fixed income assets (e.g., Real Estate and Common Stock) are excluded from the calculations of average duration, average book yield, and average quality.

SLIC wants to increase its investment income with minimal risk by using repurchase agreements (RP). Under an RP program, SLIC would buy securities from counterparties and then sell them back at a premium, treating the difference as interest income. To minimize its risk, SLIC will begin by purchasing asset classes that represent a smaller percentage of its Corporate account such as investment grade private placements and CMBS/ABS. After SLIC becomes familiar with the RP market, the company could do larger RPs with these and other asset classes.

## Correspondence related to Proposed Investment in New Asset Classes

Date: April 1, 2022

Subject: Investment in Structured Securities  
To: Internal Management Committee  
From: Max Hawke, Chief Investment Officer

Due to the recent prolonged low-interest rate environment, the yield of our investment portfolios has declined over time, resulting in a reduction in the Company's investment income. In order to enhance the portfolio yields and also to broaden our portfolio's coverage of various asset classes, we seek the Committee's approval to invest in structured securities such as Collateralized Debt Obligations (CDO), Collateralized Loan Obligations (CLO), and Asset-Backed Securities (ABS) up to \$1 billion in SLIC's total investment portfolios.

Our analysis demonstrates that the investment in these asset classes is attractive, typically providing 60 - 100 bps additional yield over corporate bonds with the same credit rating and similar duration. In order to increase our total return, we may be able to borrow funds to make these investments. We would make sure to do a rigorous review of any institution issuing these securities as well as the underlying loans.

I don't think that we need to obtain additional approval from the Risk Management Committee since this strategy would still be compliant with the existing risk policies. We plan on acquiring these new assets with high credit quality such that the overall average portfolio credit quality can be maintained compliant (3.5 or higher) with our credit risk policies. This can be easily accomplished by purchasing the senior tranches of these securities. We could also consider purchasing small amounts mezzanine tranches to gain familiarity with them and seeing how well they perform; if they provide enough extra profitability, we could include them in larger amounts while making sure to adhere to overall credit standards. Also, these new assets will replace existing assets in a duration-neutral way, so that the duration of the asset portfolio remains unaffected by this new investment strategy, thereby remaining compliant with our market risk policies.

We do not currently have the capabilities to value assets such as CDOs. We propose developing a Gaussian Copula model for this purpose due to its simplicity and ease of implementation.

Please let me know if you have any questions. Otherwise, as soon as we get the approval of this Committee, we will begin implementing this investment strategy.

Max Hawke  
Chief Investment Officer

## Correspondence related to Upcoming Regulation

Date: April 23, 2022  
Subject: Upcoming Regulatory Updates and Action Items  
To: Internal Management Committee  
From: Henri Jay

Regulators recently published a summary of upcoming regulation changes. These changes are still being finalized, but the tentative effective date is January 1, 2023.

Based on the proposal, I anticipate a broad impact on statutory reserves, capital, financial reporting / accounting, and potentially an effect on investment strategies. The new regulations are principle-based and require market consistent valuation. Specifically, this means that some of our products currently valued at book will now need to be valued at market value, likely introducing higher volatility into our future financial reporting.

Following are the action items I feel we need to get underway:

First, we need to revisit our current ALM and investment strategies to reduce the volatility that will result from market consistent valuation.

Secondly, we need to develop KRIs for the new framework.

Lastly, there are operational risks to consider. The regulation requires insurers to calculate the liability from inception date as if the regulation had been in place since day one, a challenging requirement given that some of the products are decades old.

- We need to discuss data availability and what proxy we can use if data isn't available.
- Our production system pipeline will need to be reconfigured and updated to accommodate the need for more computational power. We need to think about how to improve computational efficiency and reduce runtime.

Start thinking about your questions and how we should proceed. I'll schedule a planning meeting for us to develop a project plan.

Henri Jay  
EVP

## 4.12 Historical Market Data

In preparation for a review of its economic capital model assumptions, SLIC has compiled the following summary of historical index returns for various asset classes.

### Summary of Monthly Index Returns, 1/31/1998 to 12/31/2017

	Barclays Capital U.S. Bond Indices					Equity Indices		
	Treasuries	Mortgage-Backed Securities	Corporate Investment Grade	Corporate High Yield	Aggregate	Long Treasuries	S&P 500	MSCI EAFE
Compound Annual Return	4.54%	4.76%	5.76%	6.93%	4.89%	7.09%	8.07%	6.33%
Annualized Volatility	4.34%	2.53%	5.30%	9.16%	3.36%	10.26%	14.90%	16.63%
Skewness	-0.07	0.14	-0.75	-1.00	-0.31	0.20	-0.67	-0.67
Kurtosis	4.56	5.29	8.75	11.56	4.42	4.76	4.32	4.52
<b>Correlations</b>								
Treasuries	1.00							
Mortgage-Backed Securities	0.82	1.00						
Corporate Investment Grade	0.59	0.64	1.00					
Corporate High Yield	-0.19	0.02	0.53	1.00				
Aggregate	0.91	0.90	0.84	0.16	1.00			
Long Treasuries	0.92	0.72	0.59	-0.15	0.85	1.00		
S&P 500	-0.32	-0.15	0.19	0.62	-0.10	-0.29	1.00	
MSCI EAFE	-0.27	-0.09	0.29	0.66	-0.01	-0.25	0.86	1.00
<b>Bond Index Data as of 12/31/2017</b>								
Duration	6.24	5.3	7.59	3.92	6.23	17.56		
Convexity	0.87	-1.86	1.11	-0.33	0.13	4.04		
Yield to Maturity	2.19%	2.91%	3.25%	5.72%	2.71%	2.69%		
OAS to Treasuries	0.00%	0.25%	0.93%	3.43%	0.36%	0.00%		

Source: Barclays Capital, Bloomberg

### **4.13 SLIC Disaster and Business Continuity Program**

Each department within SLIC maintains a Business Continuity Policy (BCP) under the direction and advice of the Business Buoyancy Department (BBD). As part of this process, SLIC senior management has designated business continuity coordinators for each of their respective departments. These coordinators maintain and update business continuity plans, keep inventories of vital records and establish an appropriate record retention schedule. Each quarter, the business continuity coordinators are required to complete a check-box report to senior management to indicate that they have fulfilled their duties.

In addition to complying with the program developed by the BBD, each department is encouraged to institute and maintain a Risk Mitigation Policy (RMP) to help SLIC rebuild in the event of a catastrophe. The RMP includes development and maintenance of rebuild instructions and management succession instructions. The RMP is reviewed and updated on an annual basis.

Periodic disaster recovery exercises are performed where SLIC personnel (with the exception of senior management) are required to work from an offsite location. SLIC has contracted out this offsite service from a third-party, Disasters-R-Us™, that specializes in providing shared disaster recovery capabilities.

Although Disasters-R-Us™ is located a fair distance from SLIC and Disasters-R-Us™ contracts out the same equipment to multiple clients on a first-come, first-served basis, SLIC senior management believed that the price was affordable.

Each year SLIC conducts a fire drill exercise where SLIC personnel (with the exception of senior management) are required to leave the building, meet at nearby pre-determined rallying points and wait for instructions. Those employees with SLIC-issued laptops are required to take their laptops with them, proceed to a nearby coffee shop, purchase a small coffee with the unlimited refill option and continue work by connecting to the coffee shop's Wi-Fi hotspot.

Each year, SLIC senior management participates in an offsite workshop to review all of the operating policies in the disaster and business continuity program as well as the effectiveness of the most recent disaster recovery and fire drill exercises.

### **4.14 SLIC Salaried Pension Plan**

The following pages contain financial and demographic information about the SLIC Salaried Pension Plan, as well as information about the Statement of Funding Policies and Procedures for the Plan and the Statement of Investment Policies and Procedures for the Plan.

SLIC, through its Board of Directors, has delegated responsibility for the day-to-day management of the Plan to the Chief Financial Officer and the Vice-President, Human Resources. The CFO's focus is on financial reporting and cash contribution requirements while the VP HR is largely responsible for all other activities.

#### **Pension Plan - Benefit Provisions and Financial Information**

The information on the following pages enumerates the current provisions of the Pension Plan and provides certain historical financial information.



## Extracts of Retirement Benefits Provisions and Financial Information

### SLIC Salaried Pension Plan

Eligibility	Immediate
Vesting	100% after 5 years of plan membership
Normal Retirement Age	65
Early Retirement Age	55 with 5 years of plan membership
Best Average Earnings	Average earnings during 60 consecutive months of highest earnings
Earnings	Base Pay, excluding overtime and bonuses
Normal Retirement Benefit	2% of best average earnings times service years, subject to tax system maximum
Accrued Benefit	Benefit calculated as under the normal retirement benefit formula using best average earnings and service as of the valuation date
Early Retirement Benefit	Accrued benefit reduced by 0.25% for each month that early retirement precedes age 62 for active participants and actuarial equivalent for terminated vested participants
Form of Benefit	If with spouse, 60% joint & survivor benefit, without reduction. If without spouse, single life annuity
Optional Forms of Benefit	Lump sum value equal to actuarial present value of accrued pension payable at age 65 (discount rate is based on corporate market rates similar to the accounting liability discount rate)
Indexing	None
Termination Benefit	At termination, participant can elect between: (1) Lump sum value equal to actuarial present value of accrued pension payable at age 65; or (2) Deferred pension payable at age 65
Pre-Retirement Death Benefit	Lump sum value equal to actuarial present value of accrued pension payable at age 65 to named beneficiary
Disability Benefit	Accrual of service while on long term disability and immediate pension without a reduction upon permanent and total disability

As noted above, the SLIC Pension Plan does not currently provide any inflation-indexed benefit payments. However, the Human Resources Department is actively considering a proposal to add an inflation-linked cost-of-living adjustment (COLA) to the Plan.

**SLIC Salaried Pension Plan**  
**Historical Actuarial Valuation Results**

**2017                      2018                      2019                      2020                      2021**

**Participant Summary - January 1**

<i>Active Participants</i>					
(a) count	921	913	907	897	880
(b) average age	50.9	51.2	51.2	51.4	52.0
(c) average service	17.3	17.5	17.7	17.8	17.8
(d) average future working lifetime	11	11	11	11	11
(e) average plan earnings (prior year)	95,000	95,100	95,200	95,000	94,900
<i>Deferred Vested Participants</i>					
(a) count	54	53	51	52	52
(b) average age	52.4	52.5	52.5	52.4	52.4
(c) average annual benefit	36,200	36,300	36,200	36,300	36,300
<i>Pensioners (incl beneficiaries)</i>					
(a) count	915	915	917	917	920
(b) average age	74.2	74.2	73.9	73.5	73.0
(c) average annual benefit	47,500	47,600	47,700	47,700	47,500

**Plan Assets (numbers in \$000's) \***

<i>Change in Plan Assets during Prior Year:</i>					
Market Value of Assets at January 1 of prior year	-	663,068	737,646	727,860	663,717
Employer Contributions during prior year	-	-	-	598	44,927
Benefit Payments during prior year	-	(44,763)	(44,654)	(45,741)	(45,441)
Expenses during prior year	-	(19,900)	(22,100)	(21,800)	(19,900)
Investment return during prior year	-	139,241	56,968	2,800	56,317
Market Value of Assets at January 1 of current year	663,068	737,646	727,860	663,717	699,621
Rate of return during prior year	0%	22%	8%	0%	8.5%
<i>Average Portfolio Mix During Prior Year:</i>					
(a) Domestic Large Cap Equities	0%	40%	39%	33%	36%
(b) Domestic Small Cap Equities	0%	20%	20%	15%	16%
(c) Domestic Fixed Income	0%	30%	30%	42%	39%
(d) International Equities	0%	4%	5%	5%	4%
(e) Real Estate	0%	4%	4%	2%	3%
(f) Cash	0%	2%	2%	3%	2%
(g) Total	0%	100%	100%	100%	100%
<i>Asset Class Returns during Prior Year:</i>					
(a) Domestic Large Cap Equities	0%	32%	14%	1%	12%
(b) Domestic Small Cap Equities	0%	38%	7%	-4%	18%
(c) Domestic Fixed Income	0%	1%	1%	1%	3%
(d) International Equities	0%	22%	-6%	0%	3%
(e) Real Estate	0%	2%	30%	2%	8%
(f) Cash	0%	0%	0%	0%	0%

\* numbers may not add due to rounding

**SLIC Salaried Pension Plan**  
**Historical Actuarial Valuation Results**

	2017	2018	2019	2020	2021
<b>Select Funding Valuation Results - January 1 (numbers in \$000's) *</b>					
<b>1. Funding Target:</b>					
(a) Active participants	192,172	261,375	258,184	271,988	281,803
(b) Deferred vested participants	12,741	12,806	12,602	13,387	13,218
(c) Pensioners	404,851	412,573	421,276	437,263	448,567
(d) Total	609,764	686,755	692,062	722,638	743,588
<b>2. Actuarial Value of Assets</b>	663,068	737,646	727,860	663,717	699,621
<b>3. Shortfall/(Surplus): (1d)-(2)</b>	(53,304)	(50,892)	(35,798)	58,920	43,967
<b>4. Funding Standard Carryover Balance</b>	-	-	-	-	-
<b>5. Prefunding Balance</b>	-	-	-	-	-
<b>6. Target Normal Cost</b>	33,918	37,033	36,396	35,192	36,842
<b>7. Net Shortfall Amortization Installment</b>	-	-	-	9,735	8,365
<b>8. Minimum Required Contribution: (6) + (7) + if &lt; 0, (3)</b>	-	-	598	44,927	45,207
<b>9. Funding Target Attainment Percentage</b>	108.74%	107.41%	105.17%	91.84%	94.08%
<b>10. Adjusted Funding Target Attainment Percentage</b>	108.74%	107.41%	105.17%	91.84%	94.08%
<b>11. Actuarial Basis</b>					
(a) Effective Interest Rate	6.60%	6.42%	6.22%	6.03%	5.84%
(b) Salary scale	3.75%	4.00%	3.50%	3.50%	3.50%
(c) Consumer Price Index	3.00%	3.00%	2.50%	2.50%	2.50%
(d) Mortality	2017 430(h) required mortality	2018 430(h) required mortality	2019 430(h) required mortality	2020 430(h) required mortality	2021 430(h) required mortality
(e) Turnover			None		
(f) Retirement age			Age 62		
(g) Proportion married and age difference		80% married, husbands 3 years older than wives			
(h) Expenses	19,900	22,100	21,800	19,900	21,000
(i) Asset Valuation Method			Market value of assets		
(j) Actuarial Cost Method			Unit Credit		

\* numbers may not add due to rounding

**SLIC Salaried Pension Plan**  
 Historical Actuarial Valuation Results

2017 2018 2019 2020 2021

**Select Accounting Valuation Results - January 1 (numbers in \$000's) \***

<b>1. Reconciliation of funded status at valuation date:</b>					
(a) Accrued Benefit Obligation (ABO)	(855,040)	(767,538)	(806,504)	(801,623)	(800,560)
(b) Projected Benefit Obligation (PBO)	(983,047)	(887,525)	(929,078)	(924,072)	(925,246)
(c) Fair Value of Assets	663,068	737,646	727,860	663,717	699,621
(d) Funded Status: (b) + (c)	(319,979)	(149,879)	(201,218)	(260,355)	(225,625)
(e) Unrecognized Prior Service Cost	-	-	-	-	-
(f) Unrecognized (Gain)/Loss	310,228	92,201	116,349	147,973	121,700
(g) Accumulated Other Comprehensive Expense/(Income)	310,228	92,201	116,349	147,973	121,700
<b>2. Net Periodic Benefit Cost:</b>					
(a) Service Cost	26,463	22,654	23,654	23,129	22,803
(b) Interest Cost	32,082	37,734	34,870	36,979	37,013
(c) Expected Return on Assets	(44,848)	(48,284)	(47,607)	(43,125)	(45,459)
(d) Amortization of Unrecognized Prior Service Cost	-	-	-	-	-
(e) Amortization of Unrecognized (Gain)/Loss	34,230	15,088	17,194	19,486	17,424
(f) Net Periodic Benefit Cost:	47,927	27,191	28,111	36,470	31,782
<b>3. Actuarial Basis and Supplemental Data</b>					
(a) Discount Rate	3.25%	4.25%	3.75%	4.00%	4.00%
(b) Return on Assets	7.00%	6.75%	6.75%	6.50%	6.50%
(c) Salary Scale	4.00%	4.00%	4.00%	3.50%	3.50%
(d) Consumer Price Index	2.75%	3.00%	3.00%	3.00%	3.00%
(e) Mortality	RP-2000 / Scale AA Generational	RP-2000 / Scale AA Generational	RP-2000 / Scale AA Generational	RP-2000 / Scale AA Generational	RP-2000 / Scale AA Generational
(f) Turnover	None				
(g) Proportion Married and Age Difference	80% married, husbands 3 years older than wives				
(h) Retirement Age	Age 62				
(i) Expenses	Included in return on assets assumption				
(j) Asset Valuation Method	Market value of assets				
(k) Actuarial Cost Method	Projected unit credit				
(l) Employer Contributions	-	-	598	44,927	44,927
(m) Benefit Payments	(44,763)	(44,654)	(45,741)	(45,441)	(45,441)

\* numbers may not add due to rounding

**SLIC Salaried Pension Plan**  
**Reconciliation of Plan Participants (2017-2021)**

	<u>Active</u>	<u>Deferred Vested</u>	<u>Pensioners/ Beneficiaries</u>	<u>Total</u>
<b>1. Participants as of January 1, 2017</b>	<b>921</b>	<b>54</b>	<b>915</b>	<b>1,890</b>
- New Entrants/Rehires	9	-	-	9
- Terminated Nonvested	(2)	-	-	(2)
- Terminated Vested (Lump Sum Cashout)	(7)	-	-	(7)
- Terminated Vested (Deferred Payment)	(2)	2	-	-
- Retirement	(6)	(1)	7	-
- Death w/ Beneficiary	-	-	3	3
- Deaths	-	(2)	(10)	(12)
- Net change	(8)	(1)	-	(9)
<b>2. Participants as of January 1, 2018</b>	<b>913</b>	<b>53</b>	<b>915</b>	<b>1,881</b>
- New Entrants/Rehires	11	-	-	11
- Terminated Nonvested	(3)	-	-	(3)
- Terminated Vested (Lump Sum Cashout)	(6)	-	-	(6)
- Terminated Vested (Deferred Payment)	(1)	1	-	-
- Retirement	(7)	(2)	9	-
- Death w/ Beneficiary	-	-	3	3
- Deaths	-	(1)	(10)	(11)
- Net change	(6)	(2)	2	(6)
<b>3. Participants as of January 1, 2019</b>	<b>907</b>	<b>51</b>	<b>917</b>	<b>1,875</b>
- New Entrants/Rehires	9	-	-	9
- Terminated Nonvested	(3)	-	-	(3)
- Terminated Vested (Lump Sum Cashout)	(7)	-	-	(7)
- Terminated Vested (Deferred Payment)	(2)	2	-	-
- Retirement	(6)	(1)	7	-
- Death w/ Beneficiary	(1)	-	7	6
- Deaths	-	-	(14)	(14)
- Net change	(10)	1	-	(9)
<b>4. Participants as of January 1, 2020</b>	<b>897</b>	<b>52</b>	<b>917</b>	<b>1,866</b>
- New Entrants/Rehires	4	-	-	4
- Terminated Nonvested	(2)	-	-	(2)
- Terminated Vested (Lump Sum Cashout)	(6)	-	-	(6)
- Terminated Vested (Deferred Payment)	(1)	1	-	-
- Retirement	(11)	(1)	12	-
- Death w/ Beneficiary	(1)	-	7	6
- Deaths	-	-	(16)	(16)
- Net change	(17)	-	3	(14)
<b>5. Participants as of January 1, 2021</b>	<b>880</b>	<b>52</b>	<b>920</b>	<b>1,852</b>

**SLIC Salaried Pension Plan**  
**Age/Svc/Earnings as of January 1, 2021**

		<b>Service (Years)</b>					
		< 5	5-10	10-15	15-20	>20	Totals
<b>Age (Years)</b>	< 25	# Participants	-	-	-	-	-
		Average Salary	-	-	-	-	-
	25-35	# Participants	7	42	-	-	49
		Average Salary	58,800	66,600	-	-	65,500
	35-45	# Participants	21	13	41	51	126
		Average Salary	59,500	82,900	87,700	95,400	85,600
	45-55	# Participants	4	19	45	141	348
		Average Salary	60,500	81,600	90,100	94,500	92,800
	55-65	# Participants	9	18	55	121	310
		Average Salary	55,000	80,200	85,100	92,400	102,500
	> 65	# Participants	6	9	6	13	47
		Average Salary	72,600	91,900	111,200	121,000	116,000
	<b>Totals</b>	# Participants	47	101	147	326	880
		Average Salary	60,300	76,200	88,400	94,900	94,900
		Avg Age	52.0				
		Avg Svc	17.8				
		Avg Salary	94,900				

## **Pension Plan Policies and Procedures**

The Company has prepared a Statement of Funding Policies and Procedures to document the governance of the Plan. The Company has also prepared a Statement of Investment Policies and Procedures. Abbreviated excerpts of the Statements are provided below.

### **Statement of Funding Policies and Procedures - Excerpts**

#### **Allocation of Responsibilities**

SLIC, through its Board of Directors, has delegated responsibility for the day-to-day management of the Plan to the Vice-President, Human Resources and the Chief Financial Officer. The CFO's focus is on financial reporting and cash contribution requirements, the VP HR is largely responsible for all other activities.

The Company has delegated the management of Plan funding as follows:

The Company, acting through Management, will:

- Establish, review and amend, as required, the Statement of Funding Policies and Procedures;
- Select the Pension Consultant and Actuary;
- Review funding reports prepared by the Pension Consultant and Actuary regarding the funding of the Plan; and
- Be responsible for the assumption or delegation of any responsibilities not specifically mentioned.

The Pension Consultant and Actuary will:

- Assist, as required, the Company in the preparation of the Statement of Funding Policies and Procedures;
- Present to the Company, as required by the Statement of Funding Policies and Procedures, reviews and reports regarding the funding of the Plan; and
- Comment to the Company on any changes in plan design, contribution flow or pension legislation that may affect the funding of the Plan.

#### **Funding Policy Principles**

The Company is the primary risk bearer under the Plan. As a result, the funding objective of the Company is the accumulation of assets that will secure the Plan's benefits in respect of service already rendered. The accumulation of assets should be reasonable, without significant volatility or further recourse to the Company's assets.

The Company believes management of the Plan on a going concern basis is the most suitable means to achieve these objectives.

#### **Management of Risks**

The Company has adopted the following policies to mitigate their risks:

- Going-concern valuations are to be prepared using best estimate assumptions adjusted to include margins for adverse deviation. The Company will consult with the Pension Consultant and Actuary regarding the adoption of margins for adverse deviation.
- Emerging experience may differ from the assumptions made for going-concern purposes. The Pension Consultant and Actuary will monitor emerging experience and recommend revisions to the going-concern assumptions as appropriate.
- Plan provisions are managed to mitigate, to the extent possible, demographic and economic risks. Benefit improvements under the Plan will be made with due regard to the Plan's funded status.

- Investment activity will be carried out with due regard to the liability structure of the Fund, to the cash flow requirements of the Fund, and to the risks and rewards inherent in the defined benefit investments. The Statement of Investment Policies and Procedures documents the Company's policies regarding investment risk.

## **Funding Target**

The funding target for the Plan is to have a funded ratio (assets divided by liabilities) of 100% on a going-concern basis.

## **Funding Risks**

The Company bears the following funding risks:

- The Plan's demographic experience may differ from best-estimate assumptions. The Plan provides for subsidized early retirement provision and bears the risk of overutilization of the provision by the Plan membership.
- The Plan's economic experience may differ from best-estimate assumptions. In addition to investment risks, the Company bears the risks associated with providing a final average earnings benefit.
- The Plan's liabilities are debt-like in nature and have a long term to maturity. As a result of the current investment strategy and nature of the Plan's liabilities, there is the risk of an asset-liability mismatch.

## **Statement of Investment Policies and Procedures - Excerpts**

Following are excerpts from the Statement of Investment Policies and Procedures for the SLIC Insurance Company's Pension Plan.

### **Investment Risk**

- Investment risk is borne by the Company.
- Going-concern surplus, subject to any legislative restrictions, can be applied against the Company's Normal Actuarial Cost.

### **Allocation of Responsibilities**

The Company, acting through the HR Department, will:

- Select one or more fund managers ("Fund Managers"), the Pension Consultant and the Actuary;
- Select the Custodian to hold pension fund assets;
- Review the performance of the Fund and the Fund Managers at least annually; and
- Pre-approve any investment strategy changes including the use of derivatives for hedging or investment return purposes.

The Fund Managers will:

- Manage the asset mix and select securities within each Investment Fund Option, subject to applicable legislation and the constraints set out in this Statement.

The Pension Consultant and Actuary will:

- Assist the Company in the preparation of the Statement of Investment Policies and Procedures; and
- Comment to the Company on any changes in plan design or contribution flow that may affect the investment of assets.



The Custodian will:

- Participate in annual reviews of the Statement of Investment Policies and Procedures;
- Present to the Company, at least annually, reviews and reports of all investment fund assets, transactions for the period, and investment performance of the Fund Managers;
- Provide the Company with monthly updates on the performance of the Fund Managers;
- Monitor actual investments as appropriate to ensure compliance with the Pension Protection Act; and
- Rebalance the Plan portfolios as requested by the Company.

### **Investment Objectives**

- To preserve the capital;
- To provide sufficient funds to meet payments as they become due; and
- To maintain sufficient assets over actuarial requirements to meet unforeseen liabilities.

### **Rate of Return Objectives**

- To achieve an average annual rate of return, net of investment expenses, of at least the funding valuation rate of return (currently 6.0%) per year, measured over moving, four-year periods;
- To achieve top third performance, relative to the peer group of fund managers, measured over moving, four-year periods;
- To exceed the passive benchmark for the Pension Fund by 1.00% per annum, measured on a four-year moving average basis; and
- To achieve at least the increase in the Consumer Price Index plus 3%, on a four-year moving average basis.

### **Asset Allocation Guidelines**

Asset management is divided into balancing management (passive investments) and active management. The following normal policy allocation, and associated range for strategic deviation at any time, has been adopted by the Company:

<b>Percentages of Fund at Market Value</b>	<b>Normal</b>	<b>Minimum</b>	<b>Maximum</b>
Domestic Equities	40%	30%	50%
International Equities	23%	15%	25%
Domestic Fixed Income	35%	15%	45%
Cash	2%	0%	4%

Within the ranges noted above, the Fund Managers may actively vary the asset mix in an effort to achieve the investment objectives of the Company.

### **Passive Management Benchmarks**

The rate of return expected to be achieved through passive management of the assets in the Plan Fund will be based on the normal allocation of assets. The passive return shall be set equal to the sum of:

- 45.0% of the S&P 500 Index return for the year;
- 20.0% of the MSCI EAFE Index return for the year; and
- 35.0% of the Barclays Capital Aggregate Bond Index return for the year.

### **Active Management Objectives**

Domestic equities are actively managed and tracked against the S&P 500. Fixed income funds are actively managed and tracked against benchmarks as agreed upon with each fixed income fund manager.

### **Rebalancing**

The Company will direct the re-balancing of the assets in the component pooled funds annually, when it deems rebalancing to be appropriate.

## Appendix

The investment consultant for SLIC's DB Plan has supplied the following economic and plan data, based on recent experience:

### Economic Data:

	Equity Indices		Barclay's Capital U.S. Bond Indices	
	S&P 500	MSCI EAFE	Aggregate	Aggregate 10+ Year Maturity
Expected Returns	8.07%	6.33%	4.89%	6.96%
Annualized Volatility	14.90%	16.63%	3.36%	8.47%
Duration	0.00	0.00	6.23	15.39
Skewness	-0.67	-0.67	-0.31	-0.04
Kurtosis	4.32	4.52	4.42	5.28

	Equity Indices		Barclay's Capital U.S. Bond Indices	
	S&P 500	MSCI EAFE	Aggregate	Aggregate 10+ Year Maturity
<b>Correlations</b>				
S&P 500	1.00			
MSCI EAFE	0.86	1.00		
Aggregate	-0.10	-0.01	1.00	
Aggregate 10+ Year Maturity	-0.08	-0.01	0.92	1.00

### Plan Investment Data

#### SLIC DB Plan:

<b>Portfolio Managers US Fixed Income</b>	Current % Allocation	Expected Tracking Error (TE)	TE Volatility
Core Plus Managers	50%	1.2%	4%
DB Asset Management	50%	2.5%	5%
<b>Portfolio Managers US Equity</b>	% Allocation	Expected Tracking Error (TE)	TE Volatility
Alpha Management	50%	2.5%	5%
Beyond Beta Group	50%	2.0%	5%

Within the equity allocation, significant portions of the equities are invested in private equities to gain additional alpha. Within the fixed income allocation, the bonds are intended to match pension liabilities. Benchmarks have been set for fixed income managers as follows:

Core Plus Managers	Barclays Long Corporate Index
DB Asset Management	Barclays Long Credit Index

**SLIC Salaried Pension Plan**  
**Interest Sensitivity and Cash Flows**

<u>Rate</u>	<u>Actives</u> <u>Liability</u>	<u>Deferred Vested</u> <u>Liability</u>	<u>Pensioners</u> <u>Liability</u>	<u>Total</u> <u>Liability</u>
6.0%	281,873	13,213	437,000	732,087
5.5%	301,202	14,119	455,018	770,339
6.5%	264,342	12,391	420,179	696,913
<b>Duration (5.5%)</b>	13.1	13.1	8.0	10.0
<b>Convexity (5.5%)</b>	255.9	255.9	108.2	168.2

<u>Five Years</u> <u>Ending Dec 31</u>	<u>Actives</u> <u>Liability</u>	<u>Deferred Vested</u> <u>Liability</u>	<u>Pensioners</u> <u>Cash Flow</u>	<u>Total (Assumes</u> <u>Annuity Payment)</u> <u>Cash Flow</u>
2020	52,649	2,468	201,959	257,076
2025	103,558	4,854	182,739	291,152
2030	126,194	5,915	152,943	285,052
2035	122,755	5,754	114,400	242,910
2040	111,203	5,213	72,487	188,902
2045	90,508	4,243	36,235	130,986
2050	63,018	2,954	13,400	79,373
2055	37,593	1,762	3,420	42,775
2060	19,445	912	541	20,898
2065	8,678	407	49	9,134
2070	3,167	148	2	3,317
2075	822	39	-	860
2080	117	5	-	122
2085	8	0	-	8
2090	0	0	-	0
2095	-	-	-	-

**Sensitivity of Total Liability to Discount Rate and Interest Rate Assumption for Lump Sum Conversion**

<u>Discount Rate</u>	<u>Rate for Lump Sum Conversion</u>		
	6.5%	6.0%	5.5%
6.5%	696,913	706,072	715,667
6.0%	722,590	732,087	742,035
5.5%	750,152	760,011	770,339

## Correspondence Related to Potential Acquisition

To: Rose Quetzal, Senior Financial Analyst, SLIC  
From: Max Hawke, CIO, SLIC  
Subject: Aivilo Acquisition Due Diligence

Date: February 16, 2022

Rose,

Aivilo is a small IT firm that has developed a proprietary software used to provide enhanced risk identification and categorization. We are considering purchasing Aivilo in order to keep the software away from competitors. Lyon leadership have instructed us to perform a full due diligence.

I need you to focus on analyzing Aivilo's defined benefit plan. As always, we are concerned about the potential risks that we might inherit as part of the acquisition. Please work with Caerus to prepare for a discussion with Pierre and Tomas.

This is the information we have so far.

- The plan only has two participants, the CEO and CFO, and both are expected to retire at the end of five years.
- The plan pays lump sums of \$1M to the CEO and \$0.5M to the CFO at retirement.

For simplicity, use the risk-free rate in lieu of any other discount rates that would ordinarily be used to value pension liabilities.

Max

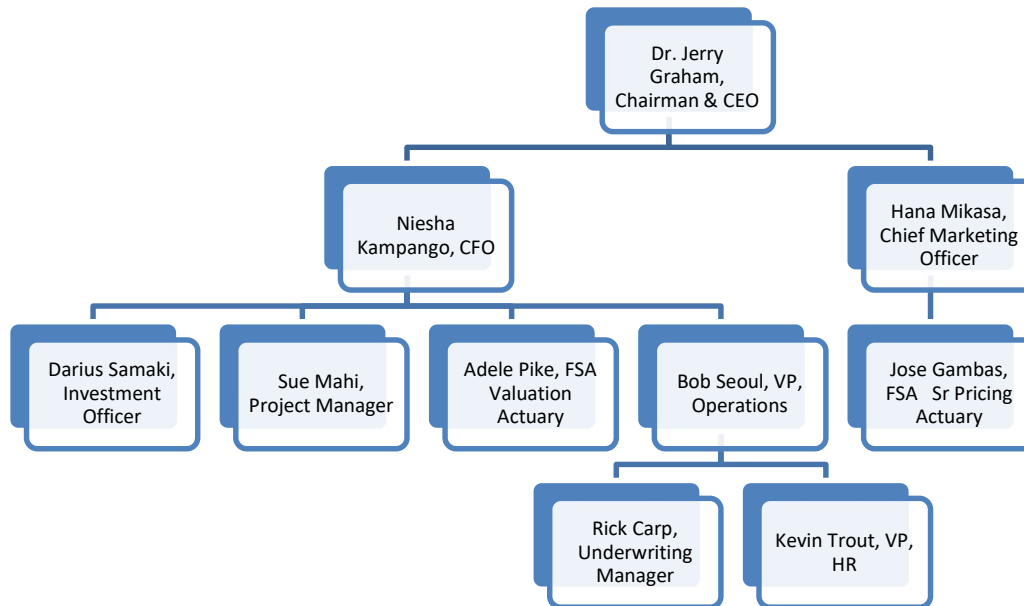
## 5 Health Insurance Companies

### 5.1 Background

AHA Health Insurance Company (AHA) is a national insurance company located in California with its home office in Los Angeles. AHA is wholly owned by Lyon Corporation.

### 5.2 Organization Chart

A simplified organization chart for AHA follows:



### 5.3 Employee Benefits

AHA Health provides basic life, health and disability benefits to its employees while they are employed by the company. For each employee who elects health coverage, AHA contributes 75% of the composite rate for the employee and his or her dependents; the employee is required to contribute the remaining 25%. AHA provides these health benefits on a self-insured basis.

The employee benefits do not continue after employees leave the company.

AHA Health sponsors a company-paid cash balance defined benefit pension plan for its employees.

### 5.4 Product Lines

AHA sells individual and group health insurance in California and 14 other states. It is in both the small and large group markets in all states. In addition, AHA has a block of long-term care (LTC) business with policyholders located all over the country.

Products are sold primarily by brokers, who maintain a relationship with AHA.

## 5.5 Product Structure

AHA's health insurance policies include comprehensive major medical coverage of hospital services, physician services, and prescription drugs. AHA's policies are sold to group customers as well as to individuals via the Affordable Care Act Exchange. In addition, the group policies may also include dental coverage. Dental is offered as an additional benefit attached to the medical policies.

## 5.6 Provider Networks & Medical Management

AHA has staff that negotiates with physician and hospital providers in each state in which it is licensed and continually monitors these provider networks. One of its largest providers is NCHS, a community health system located in northern California. AHA has also contracted with Networks 'R Us to use its provider networks when members need services outside of states in which it is licensed. In addition, AHA has contracted with Carefree Rx, a nationwide drug plan, to manage and administer its prescription drug coverage. Finally, AHA has a contract with Painless Dental to manage and administer its dental plans.

AHA has its own centralized medical management staff that administers its medical management policies consistently in all states in which it is licensed. AHA's staff continually reviews and revises policies to keep costs down and to keep up with the latest developments. Its vendors, Networks 'R Us, Carefree Rx, and Painless Dental, work with AHA to make sure their medical management policies do not conflict with those of AHA.

## 5.7 Operations

AHA has a claims system developed and maintained by a well-respected national vendor. AHA maintains a close relationship with this vendor to make sure that the system meets all of its needs.

AHA's claim department is experienced and fully staffed. AHA performs annual claim audits. They have found the claim department to be accurate and efficient. The claim adjudication rate and backlog vary with staff turnover, vacations and holidays. The claim department produces quarterly aging reports that provide the number of claims in backlog.

AHA underwrites large group business coverage, using credibility rating. While the underwriting decision is systematically determined in most cases, Jose Gambas, the Senior Pricing Actuary makes the ultimate underwriting decision for the largest cases, relying on his extensive experience in the industry.

The underwriting department produces a monthly renewal summary report showing renewal action by group and state for group business and by state for individual business. The final renewal increases are net of any plan changes implemented at renewal. The underwriters and customer service representatives are eligible for a bonus if persistency exceeds a certain level.

AHA's robust data collection process includes categorizing data in numerous different ways that allows all parts of the company to use the same database. For example, Medical Management can use the corporate database to determine which of its initiatives have been successful. Their data are used for actively monitoring claims experience, which results in up-to-date pricing and forecasting assumptions. In addition, their database is used for research and ad hoc financial analyses, group reporting, and financial reporting. In fact, the group reports have proved helpful in showing groups how to lower their costs.

## 5.8 Management/Culture

Lyon Corporation management has little experience in health insurance. As a result, they are content to allow the AHA management a great deal of autonomy. This arrangement has worked well in the past.

AHA's management tends to be aggressive and willing to take risks. AHA's stated risk limit is to maintain capital to achieve an AA rating with Kelly Ratings. The fact that their business is spread over a large membership base in 15 states may give them a sense of security. AHA does not currently and has never had a CRO. The company has a risk committee with limited scope and authority that reacts to emerging risk as necessary, and different senior managers take on a CRO role as needed.

The risk committee issues reports as deemed necessary to affected Departments. Risks are managed in silos, relying on the expertise within each Department.

The management team has a generous incentive plan. AHA's plan criteria include membership growth, profitability, and quality of care. AHA's plan covers management staff from top management to frontline management. The goal is to have all management focused on the key drivers of success.

AHA is planning to implement a set of contingent compensation agreements for its brokers.

## 5.9 Affordable Care Act & Other Regulatory Issues

AHA's staff made all required system, product, underwriting, pricing, and administrative changes to be compliant with the Affordable Care Act (ACA). Due to the pressure on profit margin from the ACA minimum loss ratio rebates and the continued volatility in both state and federal regulatory requirements in the first several years after implementation of ACA, AHA's management has maintained a freeze on hiring of new staff. Instead, current AHA staff members have had increased responsibilities in the post-ACA environment. As a result of natural attrition, staffing levels remain inadequate, and staff morale and performance are strained.

As AHA expanded its presence in the ACA market, it targeted very narrow networks in certain regions, primarily Nevada and Ohio, with the intention of providing a more competitive product. This produced a lower price point, but also resulted in a number of complaints from dissatisfied policyholders. The resulting hit to AHA's reputation had a moderate negative effect on its sales in subsequent years.

The company developed new billing and claim systems to administer its new ACA-compliant plans. These systems work properly for the most part, though occasionally longer-term employees, who were very capable in the pre-ACA environment, use them incorrectly because they do not understand the post-ACA environment.

Next year, AHA will undergo its triennial audit by the California Department of Insurance. Management anticipates that there will not be any problems, but this audit entails a substantial effort from Finance, Internal Audit, Actuarial, and other areas.

## 5.10 Statutory and Economic Capital

### Statutory Capital

AHA files a single statutory statement for the entire entity on the Health blank. Statutory capital is allocated to the LOBs as follows. Each reporting period the Financial Reporting Department calculates the required statutory capital for each of the four lines of business (LOB): LTC, Individual, Small Group and Large Group. AHA currently targets holding capital at 600% of Authorized Control Level RBC (300% of Company Action Level RBC), an AA capital level. At the end of each reporting period, each LOB holds exactly its required capital which is achieved by the LOB transferring any excess statutory capital to the AHA Corporate LOB or by receiving a statutory capital contribution from AHA Corporate. Thus, Corporate invests statutory capital in the LOB and



each period either receives returns or makes further investments in the LOB. AHA invests in liquid, highly rated bonds with asset/liability matching to support their health and LTC liabilities. Their investment returns are sufficient to support their pricing.

## **Economic Capital**

AHA uses an internal Economic Capital Model. The model targets a total economic capital level that is calibrated to an AA financial strength based on Kelly ratings. AHA defines the model economic capital required as being the capital required to protect AHA's policyholders in order to meet all of their claims with a confidence level of 99.0 percent over a one-year time horizon.

The Statutory and Economic Balance Sheets are independent of each other. The amount of assets assigned to a LOB is based on the required capital, either on an economic basis or a statutory basis. That is, the assets allocated to back the liabilities for a LOB on an economic basis are not necessarily the same as the assets allocated on a statutory basis.

Surplus in excess of 700% of RBC (which is 117% of the 600% target) is distributed to Lyon Corporation through a dividend annually at the end of the first quarter based on the year-end balance sheet. Surplus positions less than 500% of RBC (which is 83% of the 600% target) trigger a request for a capital contribution from Lyon Corporation.

## **5.11 Future Considerations – ACA Impacts**

AHA's claim experience varies by state and market (Individual, Small Group, Large Group, and LTC). The Affordable Care Act's federal and state health insurance Exchanges were introduced in 2014. AHA participates in a number of Exchanges. As state and federal regulations have continued to be volatile since the implementation of ACA, AHA is continuing to monitor its experience to assess the effect of the ACA on its business.

Through 2020, AHA had four primary concerns with its Exchange experience. First, although the risk adjustment pool was designed to protect carriers from anti-selection, the transfers to and from the pool have not aligned well with AHA's claim experience. Changes to the Department of Health and Human Services (HHS) hierarchical condition categories (HCCs) risk adjustment categorization and coefficients, including the incorporation of prescription drug category (RXC) coefficients, have complicated this dynamic. Second, any pricing error would be exploited very quickly for plans on the Exchange, so a large volume of underpriced new business could be sold very quickly, and overpriced business would result in rapid attrition of members, creating additional instability. Third, appropriate pricing is longitudinally impacted by the rolling 3-year federal minimum loss ratio requirement, which could result in premium rebates being paid back to consumers. Finally, a rate increase would take months to implement given the time-consuming rate approval process.

Looking ahead, there have been two recent regulatory changes and a global pandemic that will impact future ACA experience:

- 1) Low-income members are eligible for Advanced Premium Tax Credits (APTC) from the federal government to reduce premiums for ACA-compliant plans. Many low-income members are also eligible for reduced cost sharing under ACA-compliant health plans if they enroll in cost-sharing reduction (CSR) plans. Since 2018, AHA has been liable for the additional claim costs associated with CSR plans. In 2021 the American Rescue Plan Act (ARPA) expanded the eligibility for low-income individuals to receive APTCs. It is unknown how a potential influx of new low-income enrollees will impact the individual market.

- 2) Short-term medical plans, which offer limited coverage and are not ACA compliant, are currently available only for a three-month duration. Under a proposed rule change, short-term medical plans would become available for up to one year.
- 3) The global COVID-19 pandemic created additional volatility in 2020 claim experience through deferment of non-emergency services as well as increased utilization of emergency services for policyholders who fell ill to the virus. It is uncertain how this volatility will impact AHA in future rate development and projection of future claim liabilities.

## 5.12 Acquisitions

AHA management is open to acquisition opportunities and is currently looking into one of two possible acquisition targets.

The primary target for purchase is Eureka Insurance Company (Eureka), a health insurance company domiciled in New York with its home office in Albany, NY. The driving force behind this potential acquisition is to help AHA enter a new market without having to build a lot of infrastructure. Initially, the Eureka management would remain in place to run the company and integration would proceed over several years. AHA management is putting together a due diligence team including staff from AHA finance, actuarial, marketing, and medical management.

Recently, AHA has become aware of another potential acquisition target, Columbia Health, and has just begun evaluating the company. Columbia is an LTC and small group health insurer, also located in New York.

Further information about both companies follows in the next two sections.

## 5.13 Report on Eureka Insurance Company

To: Dr. Jerry Graham, CEO  
Neisha Kampango, CFO

From: Denise Codd, Risk Analyst

### **CONFIDENTIAL**

Information for the following report has been developed through our review of Eureka public financial statements and preliminary discussions with Eureka management. More substantive due diligence is needed before any decision is made about proceeding with the acquisition.

### **Employee Benefits**

Eureka provides basic life, health and disability benefits to its employees while they are employed by the company. These benefits do not continue after employees leave the company.

Eureka sponsors a defined benefit pension plan for its employees.

### **Product Lines**

Eureka is in the small and large group medical and LTC markets in the state of New York. It does not participate in the ACA Exchanges. About 40% of Eureka's large group premium represents employer groups with less than 101 employees. This business was reclassified as small group in 2014 due to the Affordable Care Act.

### **Product Structure**

Eureka's products include LTC and comprehensive major medical coverage of hospital services, physician services, dental services, and prescription drugs. Dental is offered as an additional benefit on medical policies.

Eureka is not writing any new LTC business. The closed LTC block remains on Eureka's financial statements with a low average lapse rate and a high loss ratio.

### **Provider Networks & Medical Management**

Eureka has contracted with Networks 'R Us to use its provider networks for physician and hospital services. It also has contracts with Carefree Rx, a Prescription Benefit Management company (PBM), and Painless Dental to manage and administer Eureka's prescription drug and dental plans, respectively. In order to lower costs, it periodically puts its network contracts out to bid. While this may lower premiums, it has been disruptive to members in the past.

Eureka relies on its vendors for standard medical claims management. The company has medical management staff that coordinate with the vendors' medical managers to ensure that the vendors meet New York requirements and that their policies are consistent with the Eureka product language.

### **Operations**

Eureka has a "home grown" claims system that has performed well over the years. However, modifications are difficult and take time which has resulted in payment errors. Their controls in many areas differ from those of AHA and some are drastically different.

Similar to AHA, Eureka underwrites large group business coverage, but its procedures are very different. The ACA has brought the underwriting processes of AHA and Eureka closer together. As with AHA, Eureka uses credibility rating but has different points for determining whether a group is fully credible.

Eureka stores its data mainly at the group level and uses categories that allow it to do some detailed reporting to groups, pricing, monthly financial reporting and, of course, statutory reporting.

## **Management/Culture**

Compared to AHA, the management of Eureka appears to be more conservative. However, since their company covers the entire state of New York, they have experience dealing in diverse markets (rural to cosmopolitan). As with AHA, the Eureka management team has a generous incentive plan but requirements for receiving incentive payments differ between AHA and Eureka. Finally, I would suggest that there are substantial cultural differences between the southern California AHA and the northeastern Eureka management teams.

Eureka does not have a CRO in place.

Eureka's incentive compensation plan only covers senior management, and the incentives cover the direct responsibilities of each executive (e.g., the chief marketing officer is responsible for growth and the CFO is responsible for profitability). Eureka states that the goal of the plan is to make sure senior executives focus on their responsibilities and do not get sidetracked. Also, this type of plan ensures that management in the rest of the company does not make decisions directly affecting a given executive's area of the business.

## **Affordable Care Act & Other Regulatory Issues**

Like AHA, the management of Eureka has implemented the ACA using only current staff. Eureka management determined that the pressure on margins as a result of the ACA minimum loss ratio requirements made it economically unfeasible to hire additional staff. It appears that the morale and performance of current staff has deteriorated over the past few years due to increased work responsibilities.

## **Statutory and Economic Capital**

### **Statutory Capital**

Eureka reports statutory results only at the level required by regulatory authorities and does not allocate capital back to the lines of business. Eureka invests in highly rated publicly traded bonds, private placements, and Commercial Mortgage-Backed Securities (CMBS) that are duration matched to its liabilities. The returns are adequate to support the pricing. However, the investments supporting its LTC liabilities are illiquid. An increase in LTC lapse rates would produce losses.

### **Economic Capital**

Eureka has not yet developed an economic capital model.

## 5.14 Report on Columbia Health Insurance

To: Dr. Jerry Graham, CEO  
Neisha Kampango, CFO

From: Denise Codd, Risk Analyst

### CONFIDENTIAL

AHA has just started considering an acquisition of Columbia. The report which follows is based on publicly available information, as well as our own internal analysis of this potential target:

- **Industry:** Columbia operates primarily in the LTC market, along with having some small group health business. It offers its health products in most states in the U.S. Columbia does not sell any other insurance products, and the company does not have any insurance subsidiaries.
- **Geography:** Although Columbia is based in New York, it operates in almost all U.S. States. It focuses its efforts in smaller cities and towns where it perceives that there is less competition.
- **Products:** Columbia offers long term care insurance to individuals and small groups, as well as medical health insurance that reimburses patients for physician services and hospital emergency visits. Columbia does not offer prescription drugs.
- **Provider Networks:** Columbia negotiates contracts directly with external providers. It targets individual primary care doctors, who are sole practitioners, and home care agencies for its LTC product; as a result, it appears that Columbia is able to negotiate more profitable arrangements than might otherwise be available. However, Columbia is unable to take a similarly strategic approach with hospitals due to concentration in that industry. Instead, it must operate within the same general cost parameters as the rest of the health insurance industry.
- **Internal administration processes and systems:** Columbia has contracted out all aspects of this function. Policyholders submit claims to an external third-party administrator, and payments are processed by that company.
- **Underwriting function:** Most of Columbia's underwriters have been with the company since its inception and have developed close relationships with their small business clients. For cases with unusual features, Columbia relies on its reinsurer for advice.
- **Governance:** Managed by its founder, Columbia is a very conservative company. The founder treats his employees as if they are family members. Their compensation is well above industry average and is totally fixed; there is no variable compensation. Columbia does not have an internal ERM function. It relies on external consultants for all regulatory considerations, such as valuation, economic capital, and rate filings.

## 5.15 AHA Financial Statements

Multi-year financial statements are provided for each of the product lines and for AHA in total. Statements are provided on both a Statutory and an Economic basis. The Statutory and Economic balance sheets are independent of each other. The amount of assets assigned to a line of business is based on the required capital for each respective basis.

2020–2021 are actual results; 2022–2024 are projections.

<b>LTC</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	270,258	302,689	339,012	379,694	425,257
Health benefits	224,314	254,259	288,160	326,537	369,973
General expenses	52,700	55,998	64,412	66,446	72,294
<b>Total Expenses</b>	<b>277,015</b>	<b>310,257</b>	<b>352,573</b>	<b>392,983</b>	<b>442,267</b>
<b>Investment Income</b>	<b>1,791</b>	<b>2,231</b>	<b>2,488</b>	<b>2,786</b>	<b>3,121</b>
<b>Income Before Income Tax</b>	<b>(4,965)</b>	<b>(5,336)</b>	<b>(11,073)</b>	<b>(10,503)</b>	<b>(13,890)</b>
<b>Federal Income Tax</b>	<b>(1,390)</b>	<b>(1,494)</b>	<b>(3,100)</b>	<b>(2,941)</b>	<b>(3,889)</b>
<b>Net Income</b>	<b>(3,575)</b>	<b>(3,842)</b>	<b>(7,972)</b>	<b>(7,562)</b>	<b>(10,000)</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>112,292</b>	<b>126,221</b>	<b>141,368</b>	<b>158,332</b>	<b>177,332</b>
Liability for unpaid claims and claim adjustment expenses	29,053	33,296	37,291	41,766	46,778
Other Liabilities	15,675	17,253	19,324	21,643	24,240
<b>Total Liabilities</b>	<b>44,728</b>	<b>50,549</b>	<b>56,615</b>	<b>63,409</b>	<b>71,018</b>
<b>Surplus</b>	<b>67,565</b>	<b>75,672</b>	<b>84,753</b>	<b>94,923</b>	<b>106,314</b>
<b>Total Liabilities and Surplus</b>	<b>112,292</b>	<b>126,221</b>	<b>141,368</b>	<b>158,332</b>	<b>177,332</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	10,814	11,950	17,053	17,732	21,391
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>116,831</b>	<b>131,576</b>	<b>147,634</b>	<b>165,652</b>	<b>185,867</b>
Economic Reserve	47,814	54,240	60,974	68,545	77,054
Required Economic Capital	62,565	70,224	78,820	88,469	99,297
Excess Capital	6,452	7,113	7,840	8,638	9,515
<b>Total Liabilities and Surplus</b>	<b>116,831</b>	<b>131,576</b>	<b>147,634</b>	<b>165,652</b>	<b>185,867</b>
<b>Additional Metrics</b>					
Enrollment (000s)					
Members	163	167	170	173	177
Member Months	1,764	1,816	1,869	1,924	1,980
Utilization (per 1,000 members)					
Physician Visits	2,088	3,049	3,049	3,049	3,049
Hospital Days	188	265	262	262	262

<b>INDIVIDUAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	1,171,563	1,277,003	1,468,554	1,659,466	1,759,034
Health benefits	984,113	1,015,218	1,160,157	1,302,681	1,372,046
General expenses	193,308	197,936	231,297	240,623	246,265
<b>Total Expenses</b>	<b>1,177,420</b>	<b>1,213,153</b>	<b>1,391,455</b>	<b>1,543,303</b>	<b>1,618,311</b>
<b>Investment Income</b>	<b>7,836</b>	<b>9,672</b>	<b>10,496</b>	<b>12,070</b>	<b>13,639</b>
<b>Income Before Income Tax</b>	<b>1,978</b>	<b>73,523</b>	<b>87,595</b>	<b>128,233</b>	<b>154,362</b>
<b>Federal Income Tax</b>	<b>554</b>	<b>20,586</b>	<b>24,527</b>	<b>35,905</b>	<b>43,221</b>
<b>Net Income</b>	<b>1,424</b>	<b>52,936</b>	<b>63,068</b>	<b>92,328</b>	<b>111,141</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>486,784</b>	<b>532,510</b>	<b>612,387</b>	<b>691,997</b>	<b>733,517</b>
Liability for unpaid claims and claim adjustment expenses	125,943	140,470	161,541	182,541	193,494
Other Liabilities	67,951	72,789	83,708	94,590	100,265
<b>Total Liabilities</b>	<b>193,894</b>	<b>213,260</b>	<b>245,248</b>	<b>277,131</b>	<b>293,759</b>
<b>Surplus</b>	<b>292,891</b>	<b>319,251</b>	<b>367,138</b>	<b>414,866</b>	<b>439,758</b>
<b>Total Liabilities and Surplus</b>	<b>486,784</b>	<b>532,510</b>	<b>612,387</b>	<b>691,997</b>	<b>733,517</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	27,601	(26,576)	(15,181)	(44,600)	(86,249)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>608,685</b>	<b>666,929</b>	<b>768,133</b>	<b>869,306</b>	<b>922,859</b>
Economic Reserve	247,990	273,612	315,635	357,775	380,417
Required Economic Capital	326,866	356,922	411,195	465,480	494,288
Excess Capital	33,829	36,395	41,303	46,050	48,154
<b>Total Liabilities and Surplus</b>	<b>608,685</b>	<b>666,929</b>	<b>768,133</b>	<b>869,306</b>	<b>922,859</b>
<b>Additional Metrics</b>					
Enrollment (000s)					
Members	284	293	322	338	345
Member Months	2,954	3,072	3,282	3,480	3,584
Utilization (per 1,000 members)					
Physician Visits	5,863	5,425	5,425	5,425	5,425
Hospital Days	528	472	467	467	467

<b>SMALL GROUP</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	1,536,353	1,674,625	1,858,834	2,007,540	2,168,143
Health benefits	1,229,082	1,335,513	1,487,067	1,606,032	1,734,515
General expenses	253,498	259,567	292,766	291,093	303,540
<b>Total Expenses</b>	<b>1,482,581</b>	<b>1,595,080</b>	<b>1,779,833</b>	<b>1,897,126</b>	<b>2,038,055</b>
<b>Investment Income</b>	<b>10,464</b>	<b>12,684</b>	<b>13,764</b>	<b>15,278</b>	<b>16,500</b>
<b>Income Before Income Tax</b>	<b>64,237</b>	<b>92,229</b>	<b>92,764</b>	<b>125,693</b>	<b>146,589</b>
<b>Federal Income Tax</b>	<b>17,986</b>	<b>25,824</b>	<b>25,974</b>	<b>35,194</b>	<b>41,045</b>
<b>Net Income</b>	<b>46,251</b>	<b>66,405</b>	<b>66,790</b>	<b>90,499</b>	<b>105,544</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>638,355</b>	<b>698,319</b>	<b>775,134</b>	<b>837,144</b>	<b>904,116</b>
Liability for unpaid claims and claim adjustment expenses	165,158	184,209	204,472	220,829	238,496
Other Liabilities	89,108	95,454	105,954	114,430	123,584
<b>Total Liabilities</b>	<b>254,266</b>	<b>279,662</b>	<b>310,425</b>	<b>335,259</b>	<b>362,080</b>
<b>Surplus</b>	<b>384,088</b>	<b>418,656</b>	<b>464,708</b>	<b>501,885</b>	<b>542,036</b>
<b>Total Liabilities and Surplus</b>	<b>638,355</b>	<b>698,319</b>	<b>775,134</b>	<b>837,144</b>	<b>904,116</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(14,537)	(31,837)	(20,738)	(53,322)	(65,393)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>832,672</b>	<b>912,304</b>	<b>1,014,131</b>	<b>1,096,854</b>	<b>1,186,321</b>
Economic Reserve	340,463	375,587	418,143	452,935	490,619
Required Economic Capital	440,165	480,617	534,415	578,172	625,509
Excess Capital	52,044	56,100	61,574	65,747	70,194
<b>Total Liabilities and Surplus</b>	<b>832,672</b>	<b>912,304</b>	<b>1,014,131</b>	<b>1,096,854</b>	<b>1,186,321</b>
<b>Additional Metrics</b>					
Enrollment (000s)					
Members	467	481	515	535	551
Member Months	5,045	5,244	5,457	5,729	5,956
Utilization (per 1,000 members)					
Physician Visits	5,159	4,774	4,774	4,774	4,774
Hospital Days	464	415	411	411	411



<b>LARGE GROUP</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	2,638,639	2,849,730	3,049,211	3,262,656	3,491,042
Health benefits	2,163,684	2,365,276	2,561,338	2,724,318	2,897,565
General expenses	343,023	398,962	350,659	269,169	270,556
<b>Total Expenses</b>	<b>2,506,707</b>	<b>2,764,238</b>	<b>2,911,997</b>	<b>2,993,487</b>	<b>3,168,121</b>
<b>Investment Income</b>	<b>18,139</b>	<b>21,785</b>	<b>23,422</b>	<b>25,062</b>	<b>26,816</b>
<b>Income Before Income Tax</b>	<b>150,071</b>	<b>107,276</b>	<b>160,637</b>	<b>294,231</b>	<b>349,737</b>
<b>Federal Income Tax</b>	<b>42,020</b>	<b>30,037</b>	<b>44,978</b>	<b>82,385</b>	<b>97,926</b>
<b>Net Income</b>	<b>108,051</b>	<b>77,239</b>	<b>115,658</b>	<b>211,846</b>	<b>251,811</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>1,096,355</b>	<b>1,188,338</b>	<b>1,271,521</b>	<b>1,360,528</b>	<b>1,455,765</b>
Liability for unpaid claims and claim adjustment expenses	283,654	313,470	335,413	358,892	384,015
Other Liabilities	153,041	162,435	173,805	185,971	198,989
<b>Total Liabilities</b>	<b>436,695</b>	<b>475,905</b>	<b>509,218</b>	<b>544,864</b>	<b>583,004</b>
<b>Surplus</b>	<b>659,660</b>	<b>712,433</b>	<b>762,303</b>	<b>815,664</b>	<b>872,761</b>
<b>Total Liabilities and Surplus</b>	<b>1,096,355</b>	<b>1,188,338</b>	<b>1,271,521</b>	<b>1,360,528</b>	<b>1,455,765</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(59,187)	(24,466)	(65,788)	(158,485)	(194,714)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>1,278,551</b>	<b>1,388,562</b>	<b>1,488,180</b>	<b>1,594,940</b>	<b>1,709,354</b>
Economic Reserve	558,533	610,586	655,364	703,419	754,990
Required Economic Capital	650,425	703,883	754,680	809,139	867,524
Excess Capital	69,594	74,093	78,136	82,382	86,840
<b>Total Liabilities and Surplus</b>	<b>1,278,551</b>	<b>1,388,562</b>	<b>1,488,180</b>	<b>1,594,940</b>	<b>1,709,354</b>
<b>Additional Metrics</b>					
Enrollment (000s)					
Members	929	975	1,005	1,035	1,066
Member Months	10,590	11,217	11,553	11,900	12,257
Utilization (per 1,000 members)					
Physician Visits	4,690	4,340	4,340	4,340	4,340
Hospital Days	422	378	373	373	373

<b>AHA CORPORATE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	0	0	0	0	0
Health benefits	0	0	0	0	0
General expenses	4,186	4,025	4,111	3,764	3,856
<b>Total Expenses</b>	<b>4,186</b>	<b>4,025</b>	<b>4,111</b>	<b>3,764</b>	<b>3,856</b>
<b>Investment Income</b>	<b>525</b>	<b>1,229</b>	<b>2,577</b>	<b>4,224</b>	<b>8,935</b>
<b>Income Before Income Tax</b>	<b>(3,661)</b>	<b>(2,797)</b>	<b>(1,534)</b>	<b>460</b>	<b>5,079</b>
<b>Federal Income Tax</b>	<b>(1,025)</b>	<b>(783)</b>	<b>(430)</b>	<b>129</b>	<b>1,422</b>
<b>Net Income</b>	<b>(2,636)</b>	<b>(2,014)</b>	<b>(1,105)</b>	<b>331</b>	<b>3,657</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>61,830</b>	<b>130,745</b>	<b>214,298</b>	<b>453,303</b>	<b>670,200</b>
Liability for unpaid claims and claim adjustment expenses	0	0	0	0	0
Other Liabilities	0	0	0	0	0
<b>Total Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Surplus</b>	<b>61,830</b>	<b>130,745</b>	<b>214,298</b>	<b>453,303</b>	<b>670,200</b>
<b>Total Liabilities and Surplus</b>	<b>61,830</b>	<b>130,745</b>	<b>214,298</b>	<b>453,303</b>	<b>670,200</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	35,309	70,929	84,654	238,675	324,965
Dividend/Capital Transfer (to)/from Lyon	0	0	0	0	(111,723)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>67,487</b>	<b>142,774</b>	<b>234,120</b>	<b>495,460</b>	<b>732,864</b>
Economic Reserve	0	0	0	0	0
Required Economic Capital	60,964	129,176	212,155	449,676	666,179
Excess Capital	6,523	13,598	21,965	45,784	66,685
<b>Total Liabilities and Surplus</b>	<b>67,487</b>	<b>142,774</b>	<b>234,120</b>	<b>495,460</b>	<b>732,864</b>

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
Earned Premiums	5,616,813	6,104,047	6,715,611	7,309,356	7,843,476
Health benefits	4,601,193	4,970,266	5,496,722	5,959,568	6,374,099
General expenses	846,715	916,488	943,245	871,095	896,511
<b>Total Expenses</b>	<b>5,447,908</b>	<b>5,886,754</b>	<b>6,439,967</b>	<b>6,830,663</b>	<b>7,270,610</b>
<b>Investment Income</b>	<b>38,757</b>	<b>47,601</b>	<b>52,748</b>	<b>59,420</b>	<b>69,010</b>
<b>Income Before Income Tax</b>	<b>207,662</b>	<b>264,894</b>	<b>328,392</b>	<b>538,113</b>	<b>641,876</b>
<b>Federal Income Tax</b>	<b>58,145</b>	<b>74,170</b>	<b>91,950</b>	<b>150,672</b>	<b>179,725</b>
<b>Net Income</b>	<b>149,517</b>	<b>190,724</b>	<b>236,442</b>	<b>387,441</b>	<b>462,151</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>2,395,617</b>	<b>2,676,133</b>	<b>3,014,708</b>	<b>3,501,303</b>	<b>3,940,930</b>
Liability for unpaid claims and claim adjustment expenses	603,808	671,445	738,717	804,028	862,783
Other Liabilities	325,775	347,931	382,791	416,634	447,078
<b>Total Liabilities</b>	<b>929,583</b>	<b>1,019,376</b>	<b>1,121,508</b>	<b>1,220,662</b>	<b>1,309,861</b>
<b>Surplus</b>	<b>1,466,034</b>	<b>1,656,757</b>	<b>1,893,200</b>	<b>2,280,641</b>	<b>2,631,069</b>
RBC Ratio*	624%	648%	671%	700%	700%
<b>Total Liabilities and Surplus</b>	<b>2,395,617</b>	<b>2,676,133</b>	<b>3,014,708</b>	<b>3,501,303</b>	<b>3,940,930</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to)					
Corporate	0	0	0	0	0
Dividend/Capital Transfer (to)/from Lyon	0	0	0	0	(111,723)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>2,904,226</b>	<b>3,242,145</b>	<b>3,652,198</b>	<b>4,222,212</b>	<b>4,737,265</b>
Economic Reserve	1,194,800	1,314,025	1,450,116	1,582,674	1,703,080
Required Economic Capital	1,540,985	1,740,822	1,991,265	2,390,936	2,752,797
Excess Capital	168,442	187,299	210,818	248,601	281,388
<b>Total Liabilities and Surplus</b>	<b>2,904,227</b>	<b>3,242,146</b>	<b>3,652,199</b>	<b>4,222,211</b>	<b>4,737,265</b>
<b>Additional Metrics</b>					
Enrollment (000s)					
Members	6,113	6,344	6,671	6,974	7,181
Member Months	15,635	16,461	17,010	17,629	18,213
Utilization (per 1,000 members)					
Physician Visits	4,759	4,502	4,516	4,520	4,520
Hospital Days	428	392	388	389	389

\* RBC Ratio reduced by any dividend to Lyon paid in following year

**2021 AHA Transactions with Providers (in \$000s)**

	Direct Medical Expense Payment
<u>Capitation Payments</u>	-
1 Medical groups	\$0
2 Intermediaries	\$260,306
3 All other providers	\$0
<b>4 Total capitation payments</b>	<b>\$260,306</b>
<u>Other Payments</u>	-
5 Fee-for-service	\$1,092,015
6 Contractual fee payments for medical	\$3,301,815
7 Contractual fee payments for LTC	\$243,620
8 Bonus/withhold arrangements: fee-for-service	\$0
9 Bonus/withhold arrangements: contractual fee payments	\$0
10 Non-contingent salaries	\$0
11 Aggregate cost arrangements	\$0
12 All other payments	\$0
<b>13 Total other payments</b>	<b>\$4,637,450</b>
<b>14 Total (line 4 + line 13)</b>	<b>\$4,897,756</b>

2021 AHA Premiums, Enrollment, and Utilization		Comprehensive Hospital & Medical			Long Term Care	Total
		Individual	Small Group	Large Group		
Total Members at the end of:						
1.	Prior Year	269,059	441,637	891,008	326,622	1,928,325
2.	First Quarter, Current Year	269,981	434,586	904,609	319,641	1,928,818
3.	Second Quarter, Current Year	274,740	441,236	914,417	324,701	1,955,094
4.	Third Quarter, Current Year	274,903	445,861	918,183	330,277	1,969,225
5.	Fourth Quarter, Current Year	277,130	454,886	935,558	333,155	2,000,729
6.	Current Year Member Months	2,909,868	4,958,253	10,758,917	3,631,385	22,258,424
Total Members Ambulatory Encounters for Year:						
7.	Physician	1,315,503	1,972,558	3,891,142	922,535	8,101,738
8.	Non-Physician	78,404	113,619	219,460	10,609,147	11,020,631
9.	Total	1,393,907	2,086,178	4,110,602	11,531,681	19,122,368
10.	Hospital Patient Days Incurred	114,449	171,613	338,529	80,261	704,851
11.	Number of Inpatient Admissions	27,108	44,344	88,853	8,325	168,630
Premiums, Written and Earned (in \$000s)						
12.	Health Premiums, Written	1,277,003	1,674,625	2,849,730	302,689	6,104,047
13.	Life Premiums, Direct	-	-	-	-	-
14.	Property & Casualty Premiums, Written	-	-	-	-	-
15.	Health Premiums, Earned	1,277,003	1,674,625	2,849,730	302,689	6,104,047
16.	Life Premiums, Earned	-	-	-	-	-
17.	Property & Casualty Premiums, Earned	-	-	-	-	-
Claims, Paid and Incurred (in \$000s)						
18.	Amount Paid for Provision of Health Care Services	1,001,047	1,316,928	2,336,161	243,620	4,897,756
19.	Amount Incurred for Provision of Health Care Services	1,015,218	1,335,513	2,365,276	254,259	4,970,266
Member Ambulatory Encounters for Year - Per 1,000						
7.	Physician	5,425	4,774	4,340	3,049	4,368
8.	Non-Physician	323	275	245	35,058	5,941
9.	Total	5,748	5,049	4,585	38,107	10,309
10.	Hospital Patient Days Incurred	472	415	378	265	380
11.	Number of Inpatient Admissions	112	107	99	28	91
Premiums, Written and Earned - PMPM						
12.	Health Premiums, Written	\$ 438.85	\$ 337.74	\$ 264.87	\$ 83.35	\$ 274.24
13.	Life Premiums, Direct	-	-	-	-	-
14.	Property & Casualty Premiums, Written	-	-	-	-	-
15.	Health Premiums, Earned	\$ 438.85	\$ 337.74	\$ 264.87	\$ 83.35	\$ 274.24
16.	Life Premiums, Earned	-	-	-	-	-
17.	Property & Casualty Premiums, Earned	-	-	-	-	-
Claims, Paid and Incurred -PMPM						
18.	Amount Paid for Provision of Health Care Services	\$ 344.02	\$ 265.60	\$ 217.14	\$ 67.09	\$ 220.04
19.	Amount Incurred for Provision of Health Care Services	\$ 348.89	\$ 269.35	\$ 219.84	\$ 70.02	\$ 223.30

## 5.16 Eureka Financial Statements

Financial statements are provided for Eureka in total. 2020 – 2021 are actual results; 2022 is projected.

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Statutory Income Statement (000s)</b>			
Earned Premiums	1,449,283	1,460,556	1,472,408
Health benefits	1,209,507	1,198,706	1,217,317
General expenses	269,862	270,152	273,353
<b>Total Expenses</b>	<b>1,479,370</b>	<b>1,468,859</b>	<b>1,490,670</b>
<b>Investment Income</b>	<b>7,501</b>	<b>7,618</b>	<b>8,068</b>
<b>Income Before Income Tax</b>	<b>(22,585)</b>	<b>(685)</b>	<b>(10,194)</b>
<b>Federal Income Tax</b>	<b>(6,324)</b>	<b>(192)</b>	<b>(2,854)</b>
<b>Net Income</b>	<b>(16,261)</b>	<b>(493)</b>	<b>(7,340)</b>
<b>Statutory Balance Sheet (000s)</b>			
<b>Total Assets</b>	<b>363,091</b>	<b>366,654</b>	<b>361,293</b>
Liability for unpaid claims and claim adjustment expenses	155,798	160,661	161,965
Other Liabilities	84,058	83,252	83,927
<b>Total Liabilities</b>	<b>239,856</b>	<b>243,913</b>	<b>245,892</b>
<b>Surplus</b>	<b>123,235</b>	<b>122,741</b>	<b>115,401</b>
<b>Total Liabilities and Surplus</b>	<b>363,091</b>	<b>366,654</b>	<b>361,293</b>

**2021 Eureka Transactions with Providers (in \$000s)**

		Direct Medical Expense Payment
<u>Capitation Payments</u>		
1	Medical groups	\$0
2	Intermediaries	\$0
3	All other providers	\$0
<b>4</b>	<b>Total capitation payments</b>	<b>\$0</b>
<u>Other Payments</u>		
5	Fee-for-service	\$814,500
6	Contractual fee payments	\$365,955
7	Bonus/withhold arrangements: fee-for-service	\$456
8	Bonus/withhold arrangements: contractual fee payments	\$456
9	Non-contingent salaries	\$0
10	Aggregate cost arrangements	\$0
11	All other payments	\$17,340
<b>12</b>	<b>Total other payments</b>	<b><u>\$1,198,707</u></b>
<b>13</b>	<b>Total (line 4 + line 12)</b>	<b>\$1,198,707</b>

**2021 Eureka Premiums, Enrollment, and Utilization**

	Total
<b>Total Members at the end of:</b>	
1. Prior Year	428,748
2. First Quarter, Current Year	432,042
3. Second Quarter, Current Year	439,656
4. Third Quarter, Current Year	439,917
5. Fourth Quarter, Current Year	443,481
6. Current Year Member Months	5,256,033
<b>Total Members Ambulatory Encounters for Year:</b>	
7. Physician	2,085,105
8. Non-Physician	117,600
9. Total	2,202,705
10. Hospital Patient Days Incurred	65,607
11. Number of Inpatient Admissions	17,220
 <b>Premiums, Written and Earned (in \$000s)</b>	
12. Health Earned Premiums	\$1,460,556
13. Life Premiums, Direct	\$0
14. Property & Casualty Premiums, Written	\$0
15. Health Premiums, Earned	\$1,460,556
16. Life Premiums, Earned	\$0
17. Property & Casualty Premiums, Earned	\$0
 <b>Claims, Paid and Incurred (in \$000s)</b>	
18. Amount Paid for Provision of Health Care Services	\$1,198,287
19. Amount Incurred for Provision of Health Care Services	\$1,198,707
 <b>Member Ambulatory Encounters for Year - Per 1,000</b>	
7. Physician	4,340
8. Non-Physician	245
9. Total	4,585
10. Hospital Patient Days Incurred	378
11. Number of Inpatient Admissions	99
 <b>Premiums, Written and Earned - PMPM</b>	
12. Health Earned Premiums	\$277.88
13. Life Premiums, Direct	\$0.00
14. Property & Casualty Premiums, Written	\$0.00
15. Health Premiums, Earned	\$277.88
16. Life Premiums, Earned	\$0.00
17. Property & Casualty Premiums, Earned	\$0.00
 <b>Claims, Paid and Incurred - PMPM</b>	
18. Amount Paid for Provision of Health Care Services	\$227.98
19. Amount Incurred for Provision of Health Care Services	\$228.06
 <b>2021 Eureka Experience by State</b>	
<b>Total Group Medical</b>	<b>NY</b>
Direct Premium (in \$000s)	\$1,460,556
Direct Claims (in \$000s)	\$1,198,707
Direct Loss Ratio	82.1%
Member Months	5,256,033
Earned Premiums - PMPM	\$277.88
Incurred Claims - PMPM	\$228.06



## **5.17 Correspondence**

The memos and emails that follow provide further information about AHA's activities. Some of the correspondence relates to a potential acquisition of a closed block of long-term care business, other correspondence relates to Eureka, and some relates to general business issues AHA is facing.

## AHA Internal Memorandum – Confidential - Eureka Acquisition

Date: March 15, 2022  
Subject: Eureka Acquisition  
To: Neisha Kampango, CFO  
From: Sue Mahi, MBA, Project Manager

I have been working with our consultant and broker on this project and I believe it is an important and exciting opportunity for our organization. Our consultant's actuaries and financial folks asked that I pass along several minor details that they have found while digging around in the publicly available data and financials. They say they need to look at these areas more closely during due diligence.

- They think the medical loss ratio is low.
- Broker fees and administrative costs are a bit high.
- Low surplus backed by illiquid assets.

None of these items are insurmountable, especially considering our financial strength and marketing expertise. As a result, I do not see any deal breakers here.

Again, I cannot stress enough the fact that this is an important and exciting opportunity.

Date: March 20, 2022  
Subject: Eureka Acquisition  
To: Neisha Kampango, CFO  
From: Adele Pike, FSA, Valuation Actuary

Neisha,

You asked me to review the report on Eureka and provide thoughts on a potential acquisition. In addition to the items identified by Sue Mahi and the consultants on March 15<sup>th</sup>, we also need to consider the impact that Eureka's Pension Plan would have on our financials.

Eureka's defined-benefit pension liabilities will bring a significant amount of volatility to our books and could push the level of investment risk above our desired risk appetite. If we continue down the path toward acquiring Eureka, we should look into certain risk management strategies that could help mitigate the additional risk.

Plan Assets are approximately \$73.5 million. Following are approximate figures on the size of the pension plan participant group and associated liabilities, by category:

	Number of Participants	Plan Liability (millions)
Active Participants	160	\$35
Terminated Vested Participants	40	\$10
Retired Participants	80	\$36
Total	280	\$81

Below are a few initial ideas to consider:

Risk Transfer (Current Eureka Pension)

- Purchase annuities to cover some or all of pension plan liabilities
- Transfer entire Eureka pension plan to an insurance company
- Offer lump sums to some or all Eureka retirees and/or terminated vested participants

Risk Reduction (Future Eureka Pension Participation)

- Implement conservative guarantees for Eureka employee pensions
- Freeze or reduce future accruals in Eureka pension plan
- Transition Eureka employees to a defined-contribution plan
- Prevent or limit Eureka employees from participating in the AHA pension plan

While all of these strategies will help to control the risks associated with the Eureka pension, they each have drawbacks. Risk transfer requires an expensive premium, lump sum payments lead to an outflow of cash and diminished liquidity, and any reduction to Eureka benefits would be unpopular among our new employees.

We will need to consider the pros and cons of all potential risk management strategies.

## Memorandum – Cascade Insurance

Date: May 12, 2022  
Subject: Cascade Insurance – Medicaid Insurer  
To: Dr. Jerry Graham, CEO  
From: Neisha Kampango, CFO

Jerry,

I know we are already looking at several potential acquisitions and we are not going to be able to do all of them. But while we are still in the discussion and investigation stage, I would like to add another possibility to the list. I have recently become aware of Cascade Insurance, which offers traditional individual and group health, but also has significant business offering health insurance products under Medicaid contracts.

Medicaid is something we have talked about as a possible expansion route. Acquiring Cascade might be an easy way to get into the market.

I had one of my analysts prepare the following quick summary to give us some background on Medicaid products:

- Medicaid is designed to provide basic healthcare to specific groups of low-income individuals. Each state runs its own program under federal oversight. The programs are funded jointly by federal and state revenues. Individual states can expand or modify the basic program, such that each state's Medicaid program is unique.
- Many states choose to subcontract with private healthcare and health insurance companies to administer benefits to Medicaid members, and the state generally pays them a fixed monthly rate per member to do so. Cascade is one of the companies used by several states.
- Medicaid is an extremely large and costly program. As a result, profit margins tend to be much smaller than those found in other health insurance products.
- States often employ a variety of risk sharing and risk mitigation programs.

I realize this sounds like a tough market, but Cascade has been successful in it, and I think this could be a good expansion opportunity for AHA. Can we set up a time to discuss this possibility?

## AHA E-Mail - Underwriting Procedural Changes

Date: June 30, 2021  
Subject: Underwriting Procedural Changes  
To: Neisha Kampango, CFO  
From: Rick Carp, U/W Manager

As we have discussed, the Underwriting staff is stretched pretty thin due to our involvement in new initiatives and the hold on hiring. As a result, we have proposed, and you have approved procedural changes to keep things moving without increasing our risk.

- The actuarial department will give us trend assumptions and benefit relativities. We will not accept this data from other sources. We are seeing a lot of new benefit designs so the actuaries will be doing more for us than in the past. Please note, I have not spoken with them about this since I wanted your opinion and support first.
- We will use discretion on rating cases. In addition to the underwriting discretion that the Senior Pricing Actuary has always had for the largest cases, we will also delegate discretionary authority to several of our experienced underwriters for the next-largest tier of cases.
- During busy times, we will have marketing do field underwriting on some of our simpler cases. The marketing staff is very enthusiastic about this idea.

Thank you for your approval. I'm sure these changes will make our underwriting process more efficient.

## **AHA E-Mail – ACA Exchange Experience**

Date: June 30, 2021  
Subject: Exchange Experience – Enhanced Benefits Proposal  
To: Neisha Kampango, CFO  
From: Hana Mikasa, Chief Marketing Officer

Neisha,

I'm sure you realize that our Exchange products have not been performing well, particularly in New Jersey. There are three other carriers in the NJ exchange market and the competition is making it almost impossible for us to write appropriate business there.

I understand that your concern has been with maintaining profitability – but to get the profits up, we need to bring in more business. The solution is to make our products more attractive to the customers.

What I propose is that in addition to the normal required benefits, we add medical management services to our Exchange plans. My department can develop a great marketing story to highlight this benefit – all the ways we can help participants get healthier through weight loss programs, diabetes management, and so on. We could start with NJ, as it's one of our most problematic markets.

I'm very excited that this will be the solution to our problems. Can I get your agreement to initiate the program as soon as possible?

Sincerely,  
Hana

## AHA – ACA Policies

Date: June 10, 2021  
Subject: ACA Problems and Strategy  
To: Hana Mikasa, Chief Marketing Officer  
From: Jose Gambas, Pricing Actuary

My staff has been working on this year's profitability analysis and I need to raise some concerns with you. Specifically, that our Affordable Care Act business is losing more money than we expected.

First, I expect that we are going to have to pay a substantial amount under the risk adjustment program. This is going to really hurt our earnings number.

As you know, the current administration ended the mandate program a few years ago. As a result, what we are finding is that the young healthy lives are not signing up for our policies, leaving us with the older, more costly insureds. To some extent we anticipated this, but the costs are greater than what we priced.

I suggest we consider exiting this market and selling the line of business to another company. I realize you have made a promise to the Board to try and make a success of the ACA business, but we are just piling up losses.

I notice that a number of companies are offering short term limited benefit policies. These are not full coverage policies. At the last actuarial conference I attended, I spoke with another actuary who said his company was very satisfied with the short-term business. I recommend we look into this as an alternative, but our analysis should also consider potential abrasion if policyholders do not fully understand the limitations of this type of coverage.

Let me know when you would have some time to discuss.

Respectfully,

Jose Gambas, FSA

## **AHA E-Mail - New Claims Administration Update**

Date: September 30, 2021

Subject: New Claims Administration System Update

To: Neisha Kampango, CFO; Adele Pike, FSA, Valuation Actuary;  
Hana Mikasa, Chief Marketing Officer

From: Bob Seoul, VP, Operations

Installation of the enhancements to our new claims system is going as well as can be expected. We have gotten a bit behind because some of the IT folks have been reassigned and our vendor found a software problem that will take a couple of weeks to fix.

I just wanted to remind all of you that the last time we performed maintenance on our system we were unable to pay claims for two weeks. As a result, I have approved overtime for the claims processors so that we can bring down our claims inventories as much as possible before we move to the new system. There will probably still be some delay in payments, but we think we have minimized the impact.

Let me know if you have any questions.



## AHA Memoranda – Economic Capital

Date: July 20, 2021

Subject: Economic Capital Modeling  
To: Adele Pike, Valuation Actuary  
From: Neisha Kampango, CFO

I'm starting to get pressure from Lyon Corporate to provide them with a more robust description of how we are developing our internal EC model. Ultimately, I think we will need to complete a major overhaul of our EC process.

I would like you to start with the group lines of business and see what we can do to improve the forecasting that is part of the EC. That should be a good first step.

Please have a report for me within the next month.

---

Date: August 15, 2021

Subject: Economic Capital Modeling for Small and Large Group  
To: Neisha Kampango, CFO  
From: Adele Pike, Valuation Actuary

We're still working on your project to refresh our required EC forecast, but I wanted to give you an update on our Small and Large Group benefit forecast assumptions leading to the required EC determination.

As you know, forecasting benefits has always been a challenge for us given the unpredictable medical benefits inflation rate. Thus, for simplicity, we've decided to keep our forecast of the expected benefits amount based on a deteriorating loss ratio that reflects our recent historical trend. Similarly, the underlying premium forecast is based on the recent historical growth rate, with some miscellaneous adjustments (e.g., reflects expected key group wins and losses to the extent known).

From this quantity, we can then calculate required capital (i.e., 99% confidence level) using the benefits statistical distribution from the past few years' worth of data.

Please let me know your thoughts on our approach.

## 5.18 AHA Salaried Cash Balance Pension Plan

The following pages contain financial and demographic information about the AHA Salaried Cash Balance Pension Plan, as well as information about the Statement of Funding Policies and Procedures for the Plan and the Statement of Investment Policies and Procedures for the Plan.

The AHA cash balance plan is treated as a defined benefit plan for funding and regulatory purposes, but has some similarity to a defined contribution plan in that a participant's benefit is an account balance. However, AHA still assumes investment risk because the value of the cash balance account is not tied to the return actually earned on the plan's assets.

The investment allocations and general operation of the Plan were copied from the SLIC defined benefit plan.

AHA, through its Board of Directors, has delegated responsibility for the day-to-day management of the Plan to the Chief Financial Officer and the Vice-President, Human Resources. The CFO's focus is on financial reporting and cash contribution requirements while the VP HR is responsible for all other activities.

### **Pension Plan - Benefit Provisions and Financial Information [Years to be updated]**

The information on the following pages enumerates the current provisions of the Pension Plan and provides certain historical financial information.

#### AHA Salaried Cash Balance Pension Plan

Eligibility	Immediate
Vesting	100% after 3 years of plan membership
Normal Retirement Age	65
Compensation	Base salary plus bonus
Cash Balance Account	<p>Participants have an initial balance of zero upon entering the plan.</p> <p>Pay credits of 10% of compensation per year shall be applied to a participant's cash balance account as of the last day of the plan year.</p> <p>A participant's cash balance account (determined as of the beginning of the plan year) shall be credited as of the last day of each plan year with the 30-year Treasury rate in effect as of the end of the plan year, but no less than 4.50%.</p>
Benefit upon Separation from Service	Cash balance account as of date of separation
Form of Benefit	Single life annuity, if single; otherwise, actuarially equivalent 50% joint and survivor annuity
Optional Forms of Benefit	Lump Sum

**AHA Cash Balance Pension Plan**  
*Historical Actuarial Valuation Results*

**2017                      2018                      2019                      2020                      2021**

**Participant Summary - January 1**

<i>Active Participants</i>					
(a) Count	1,814	1,821	1,830	1,837	1,845
(b) Average Age	40.66	40.86	41.04	41.21	41.36
(c) Average Service	6.06	6.21	6.35	6.48	6.60
(d) Average Future Working Lifetime	24	24	24	24	24
(e) Average Plan Earnings (prior year)	78,706	76,230	73,981	72,249	70,706
<i>Deferred Vested Participants</i>					
(a) Count	0	0	0	0	0
<i>Pensioners (incl beneficiaries)</i>					
(a) Count	280	289	298	313	324
(b) Average Age	62.29	62.20	62.38	62.54	62.89
(c) Average Annual Benefit	5,000	5,571	5,987	6,323	6,671

**Plan Assets (numbers in \$000's)**

<i>Change in Plan Assets during Prior Year:</i>					
Market Value of Assets at January 1 of Prior Year	-	70,351	96,670	104,786	103,319
Employer Contributions during Prior Year	-	15,393	7,266	8,257	16,670
Benefit Payments during Prior Year	-	(7,220)	(8,191)	(7,812)	(8,652)
Expenses during Prior Year	-	(2,100)	(2,900)	(3,100)	(3,100)
Investment Return during Prior Year	-	20,246	11,941	1,188	15,508
Market Value of Assets at January 1 Current Year	70,351	96,670	104,786	103,319	123,745
Rate of Return during Prior Year	0%	25%	10%	1%	12%
<i>Average Portfolio Mix During Prior Year</i>					
(a) Domestic Large Cap Equities	0%	40%	43%	45%	44%
(b) Domestic Small Cap Equities	0%	20%	23%	22%	22%
(c) Domestic Fixed Income	0%	30%	25%	23%	24%
(d) International Equities	0%	4%	4%	4%	4%
(e) Real Estate	0%	4%	3%	4%	4%
(f) Cash	<u>0%</u>	<u>2%</u>	<u>2%</u>	<u>2%</u>	<u>2%</u>
(g) Total	0%	100%	100%	100%	100%
<i>Asset Class Returns During Prior Year</i>					
(a) Domestic Large Cap Equities	0%	34%	8%	-6%	10%
(b) Domestic Small Cap Equities	0%	44%	7%	-10%	15%
(c) Domestic Fixed Income	0%	2%	1%	1%	3%
(d) International Equities	0%	22%	-6%	0%	3%
(e) Real Estate	0%	2%	30%	2%	8%
(f) Cash	0%	0%	0%	0%	0%

\* numbers may not add due to rounding

**AHA Cash Balance Pension Plan**  
**Historical Actuarial Valuation Results**

**Select Funding Valuation Results - January 1 (numbers in \$000's) \***

	2017	2018	2019	2020	2021
<b>1. Funding Target:</b>					
(a) Active participants	62,705	70,057	76,186	82,143	87,719
(b) Deferred vested participants	-	-	-	-	-
(c) Pensioners	15,710	18,524	20,930	23,632	26,178
(d) Total	78,414	88,581	97,116	105,774	113,897
<b>2. Actuarial Value of Assets</b>	70,351	96,670	104,786	103,319	123,745
<b>3. Shortfall/(Surplus): (1d)-(2)</b>	8,063	(8,089)	(7,670)	2,455	(9,848)
<b>4. Funding Standard Carryover Balance</b>	-	-	-	-	-
<b>5. Prefunding Balance</b>	-	-	-	-	-
<b>6. Target Normal Cost</b>	14,036	15,356	15,928	16,264	17,200
<b>7. Net Shortfall Amortization Installment</b>	1,357	-	-	406	-
<b>8. Minimum Required Contrib: (6) + (7) + if &lt; 0, (3)</b>	15,393	7,266	8,257	16,670	7,352
<b>9. Funding Target Attainment Percentage</b>	89.71%	109.13%	107.89%	97.67%	108.64%
<b>10. Adjusted Funding Target Attainment Percentage</b>	89.71%	109.13%	107.89%	97.67%	108.64%
<b>11. Actuarial Basis</b>					
(a) Effective Interest Rate	6.99%	6.82%	6.63%	6.46%	6.29%
(b) Salary Scale	4.00%	4.00%	4.00%	4.00%	4.00%
(c) Consumer Price Index	2.50%	2.50%	2.50%	2.50%	2.50%
(d) Mortality					
(e) Turnover					
(f) Retirement age					
(g) Proportion Married and Age Difference					
(h) Expenses	2,100	2,900	3,100	3,100	3,700
(i) Asset Valuation Method					
(j) Actuarial Cost Method					

RP-2000 sex-distinct non-annuitant tables projected with Scale AA 15 years past the valuation date and RP-2000 sex-distinct annuitant tables projected with Scale AA 7 years past the valuation date

None  
Age 65  
100% unmarried  
Market Value of Assets  
Unit Credit

\* numbers may not add due to rounding

**AHA Cash Balance Pension Plan**

*Historical Actuarial Valuation Results*

**Select Accounting Valuation Results - January 1 (numbers in \$000's) \***

	2017	2018	2019	2020	2021
<b>1. Reconciliation of funded status at valuation date:</b>					
(a) Accrued Benefit Obligation (ABO)	(120,008)	(120,328)	(152,065)	(153,752)	(161,320)
(b) Projected Benefit Obligation (PBO)	(125,962)	(121,610)	(153,002)	(154,350)	(161,717)
(c) Fair Value of Assets	70,351	96,670	104,786	103,319	123,745
(d) Funded Status: (b) + (c)	(55,611)	(24,940)	(48,216)	(51,031)	(37,972)
(e) Unrecognized Prior Service Cost	-	-	-	-	-
(f) Unrecognized (Gain)/Loss	13,903	(16,637)	2,795	799	(8,013)
(g) Accum Other Comprehensive Exp/(Inc)	13,903	(16,637)	2,795	799	(8,013)
(h) (Accrued)/Prepaid Benefit Cost	(41,709)	(41,578)	(45,422)	(50,232)	(45,985)
<b>2. Net Periodic Benefit Cost:</b>					
(a) Service Cost	15,656	12,522	14,851	13,836	13,565
(b) Interest Cost	4,894	5,876	5,964	6,376	6,705
(c) Expected Return on Assets	(5,342)	(7,102)	(7,747)	(7,789)	(9,146)
(d) Amort. of Unrecognized Prior Service Cost	-	-	-	-	-
(e) Amortization of Unrecognized (Gain)/Loss	54	(185)	-	-	-
(f) Net Periodic Benefit Cost:	15,262	11,110	13,068	12,423	11,124
<b>3. Supplemental Data</b>					
(a) Employer Contributions	15,393	7,266	8,257	16,670	7,352
(b) Benefit Payments	7,220	8,191	7,812	8,652	7,885
<b>4. Actuarial Basis</b>					
(a) Discount Rate	4.00%	5.00%	4.00%	4.25%	4.25%
(b) Interest Crediting Rate	4.50%	4.50%	4.50%	4.50%	4.50%
(c) Return on Assets	7.50%	7.50%	7.50%	7.50%	7.50%
(d) Salary Scale	4.00%	4.00%	4.00%	4.00%	4.00%
(e) Consumer Price Index	2.50%	2.50%	2.50%	2.50%	2.50%
(f) Mortality	RP-2000 / Scale AA Generational	RP-2014 / Scale MP- 2014 Generational	RP-2014 adjusted to 2006/ Scale MP-2015 Generational	RP-2014 adjusted to 2006/ Scale MP-2015 Generational	RP-2014 adjusted to 2006/ Scale MP-2015 Generational
(g) Turnover	None				
(h) Proportion Married and Age Difference	100% unmarried				
(i) Retirement Age	Age 65				
(j) Expenses	Included in return on assets assumption				
(k) Asset Valuation Method	Market value of assets				
(l) Actuarial Cost Method	Projected Unit Credit				

\* numbers may not add due to rounding

**PARTICIPANT RECONCILIATION**

	Active	Annuitant	Total
2017	<b>1,814</b>	<b>280</b>	<b>2,094</b>
New Entrants	218		218
Non-Vested Term	(108)		(108)
Lump Sum Cashout	(84)		(84)
Retirement	(16)	16	-
Death	(3)	(7)	(10)
2018	<b>1,821</b>	<b>289</b>	<b>2,110</b>
New Entrants	219		219
Non-Vested Term	(63)		(63)
Lump Sum Cashout	(131)		(131)
Retirement	(14)	14	-
Death	(2)	(5)	(7)
2019	<b>1,830</b>	<b>298</b>	<b>2,128</b>
New Entrants	220		220
Non-Vested Term	(73)		(73)
Lump Sum Cashout	(116)		(116)
Retirement	(20)	20	-
Death	(4)	(5)	(9)
2020	<b>1,837</b>	<b>313</b>	<b>2,150</b>
New Entrants	220		220
Non-Vested Term	(67)		(67)
Lump Sum Cashout	(125)		(125)
Retirement	(17)	17	-
Death	(3)	(6)	(9)
2021	<b>1,845</b>	<b>324</b>	<b>2,169</b>

**AGE-SERVICE CHART**

Age		Service					Total
		<5	5-9	10-14	15-19	20+	
<25	# Participants	-	-	-	-	-	-
	Avg Salary	-	-	-	-	-	-
	Avg Cash Balance	-	-	-	-	-	-
25-34	# Participants	-	296	117	4	-	417
	Avg Salary	-	61,541	85,985	87,388	-	68,647
	Avg Cash Balance	-	221	828	36,245	-	737
35-44	# Participants	735	132	128	68	10	1,073
	Avg Salary	36,926	88,909	98,736	113,125	117,594	56,275
	Avg Cash Balance	31	409	869	2,760	76,424	1,063
45-54	# Participants	-	90	57	19	30	196
	Avg Salary	-	100,374	119,092	117,220	152,784	115,472
	Avg Cash Balance	-	677	2,354	10,235	28,675	6,377
55-64	# Participants	-	68	32	18	22	140
	Avg Salary	-	103,766	122,835	99,555	134,465	112,408
	Avg Cash Balance	-	927	4,325	9,176	37,360	8,489
65+	# Participants	-	16	3	-	-	19
	Avg Salary	-	104,936	111,371	-	-	105,952
	Avg Cash Balance	-	3,983	41,832	-	-	9,959
Total	# Participants	735	602	337	109	62	1,845
	Avg Salary	36,926	79,271	100,153	110,654	140,608	70,131
	Avg Cash Balance	31	510	1,799	6,351	39,458	2,209
	Avg Age	41.36					
	Avg Svc	6.60					
	Avg Salary	70,131					

## INTEREST SENSITIVITY AND CASH FLOW

Rate	Active Liab	Pensioners Liab	Total Liab
4.50%	161,133	14,002	175,135
5.00%	150,181	13,273	163,454
5.50%	140,394	12,610	153,004
Duration (5.00%)	14	10	14
Convexity (5.00%)	310	201	301

### Key Rate Durations

KRD	Active	Pensioner	Total
1	0.7	1.0	0.7
3	1.6	1.7	1.6
5	2.0	1.8	2.0
10	2.1	1.6	2.1
20	2.0	1.4	1.9
30	5.8	3.1	5.6
Total	14.1	10.7	13.9

Five Years ending Dec 31	Actives Cash Flow	Pensioners Cash Flow	Total Cash Flow
2025	41,870	5,543	47,413
2030	47,074	4,557	51,631
2035	46,766	3,747	50,513
2040	44,559	3,081	47,640
2045	41,518	2,533	44,051
2050	38,131	2,083	40,214
2055	34,614	1,712	36,326
2060	31,091	1,408	32,499
2065	19,986	774	20,759
2070	8,303	283	8,586
2075	2,962	90	3,052
2080	872	24	896
2085	205	5	210
2090	37	1	38
2095	5	0	5
2100	0	0	0



## **Statement of Funding Policies and Procedures - AHA Health**

The Company has prepared a Statement of Funding Policies and Procedures (“Statement”) to document the governance of the Plan. Excerpts from the Statement are provided below.

### **Allocation of Responsibilities**

The Company has delegated the management of Plan funding as follows:

The Company, acting through Management, will:

- Establish, review and amend, as required, the Statement of Funding Policies and Procedures;
- Select the Pension Consultant and the Actuary;
- Review funding reports prepared by the Actuary regarding the funding of the Plan; and
- Be responsible for the assumption or delegation of any responsibilities not specifically mentioned.

The Pension Consultant and Actuary will:

- Assist the Company in the preparation of the Statement of Funding Policies and Procedures;
- Present to the Company reviews and reports regarding the funding of the Plan; and
- Comment to the Company on any changes in plan design, contribution flow or pension legislation that may affect the funding of the Plan.

### **Funding Policy Principles**

The Company is the primary risk bearer under the Plan. As a result, the funding objective of the Company is the accumulation of assets which will secure the Plan’s benefits in respect of service already rendered. The accumulation of assets should be reasonable, without significant volatility or further recourse to the Company’s assets.

The Company believes management of the Plan on a going concern basis is the most suitable means to achieve these objectives.

### **Management of Risks**

The Company has adopted the following policies to mitigate their risks:

- Going-concern valuations are to be prepared using best estimate assumptions adjusted to include margins for adverse deviation. The Company will consult with the Pension Consultant and Actuary regarding the adoption of margins for adverse deviation.
- Emerging experience will differ from the assumptions made for going-concern purposes. The Pension Consultant and Actuary will monitor emerging experience and recommend revisions to the going-concern assumptions as appropriate.
- Plan provisions are managed to mitigate, to the extent possible, demographic and economic risks. Benefit improvements under the Plan will be made with due regard to the Plan’s funded status.
- Investment activity will be carried out with due regard to the liability structure of the Fund, to the cash flow requirements of the Fund, and to the risks and rewards inherent in the defined benefit investments. The Statement of Investment Policies and Procedures documents the Company’s policies regarding investment risk.

### **Funding Target**

The funding target for the Plan is to have a funded ratio (assets divided by liabilities) of 100% on a going-concern basis.

## **Funding Risks**

The Company bears the following funding risks:

- The Plan's demographic experience may differ from best-estimate assumptions.
- The Plan's economic experience may differ from best-estimate assumptions.
- The Plan's liabilities are debt-like in nature and have a long term to maturity. As a result of the current investment strategy and nature of the Plan's liabilities, there is the risk of an asset-liability mismatch.

## **Statement of Investment Policies and Procedures- Excerpts**

The Company has also prepared a Statement of Investment Policies and Procedures (SIPP). Following are excerpts from the SIPP for the AHA Health Insurance Company's Pension Plan.

### **Investment Risk**

- Investment risk is borne by the Company with respect to the guaranteed crediting rate.
- Going-concern surplus, subject to any legislative restrictions, can be applied against the Company's Normal Actuarial Cost.

### **Allocation of Responsibilities**

The Company, acting through Management, will:

- Select one or more fund managers ("Fund Managers"), the Pension Consultant and the Actuary;
- Select the Custodian to hold pension fund assets;
- Review the performance of the Fund and the Fund Managers at least annually; and

The Fund Managers will:

Manage the asset mix and select securities within each Investment Fund Option, subject to applicable legislation and the constraints set out in this Statement.

The Pension Consultant and Actuary will:

- Assist the Company in the preparation of the Statement of Investment Policies and Procedures; and
- Comment to the Company on any changes in plan design or contribution flow that may affect the investment of assets.

The Custodian will:

- Participate in annual reviews of the Statement of Investment Policies and Procedures;
- Present to the Company, at least annually, reviews and reports of all investment Fund assets, transactions for the period, and investment performance of the Fund Managers;
- Provide the Company with monthly updates on the performance of the Fund Managers;
- Monitor actual investments as appropriate to ensure compliance with the Pension Benefits Act; and
- Rebalance the Plan portfolios as requested by the Company.

## Investment Objectives

- To preserve the capital;
- To provide sufficient funds to meet account withdrawals as they become due; and
- To maintain sufficient assets over actuarial requirements to meet unforeseen liabilities.

## Rate of Return Objectives

- To achieve an average annual rate of return, net of investment expenses, of at least the funding valuation rate of return (currently 6.29%) per year, measured over moving, four-year periods;
- To achieve top third performance, relative to the peer group of fund managers, measured over moving, four-year periods;
- To exceed the passive benchmark for the Pension Fund by 1.00% per annum, measured on a four-year moving average basis; and
- To achieve at least the increase in the Consumer Price Index plus 3%, on a four-year moving average basis.

## Asset Allocation Guidelines

The following normal policy allocation, and associated range for strategic deviation at any time, has been adopted by the Company:

<b>Percentages of Fund at Market Value</b>	<b>Normal</b>	<b>Minimum</b>	<b>Maximum</b>
Domestic Equities	40%	30%	50%
International Equities	23%	15%	25%
Domestic Fixed Income (duration of 5)	35%	15%	45%
Cash	2%	0%	4%

Within the ranges noted above, the Fund Managers may actively vary the asset mix in an effort to achieve the investment objectives of the Company.

## Passive Management Objectives

The rate of return expected to be achieved through passive management of the assets in the Plan Fund will be based on the normal allocation of assets. The passive return shall be set equal to the sum of:

- 45.0% of the S&P 500 Index return for the year;
- 20.0% of the MSCI EAFE Index return for the year; and
- 35.0% of the Barclays Capital Aggregate Bond Index return for the year.

## Rebalancing

The Company will direct the re-balancing of the assets in the component pooled funds, when it deems rebalancing to be appropriate.

## Appendix

The investment consultant for AHA's Cash Balance DB Plan has provided the following economic and plan data:

	Equity Indices		Barclay's Capital U.S. Bond Indices	
	S&P 500	MSCI EAFE	Aggregate	Aggregate 10+ Year Maturity
Expected Returns	8.07%	6.33%	4.89%	6.96%
Annualized Volatility	14.90%	16.63%	3.36%	8.47%
Duration	0	0	6.23	15.39
Skewness	-0.67	-0.67	-0.31	-0.04
Kurtosis	4.32	4.52	4.42	5.28

Correlations	Equity Indices		Barclay's Capital U.S. Bond Indices	
	S&P 500	MSCI EAFE	Aggregate	Aggregate 10+ Year Maturity
S&P 500	1			
MSCI EAFE	0.86	1.00		
Aggregate	-0.10	-0.01	1	
Aggregate 10+ Year Maturity	-0.08	-0.01	0.92	1

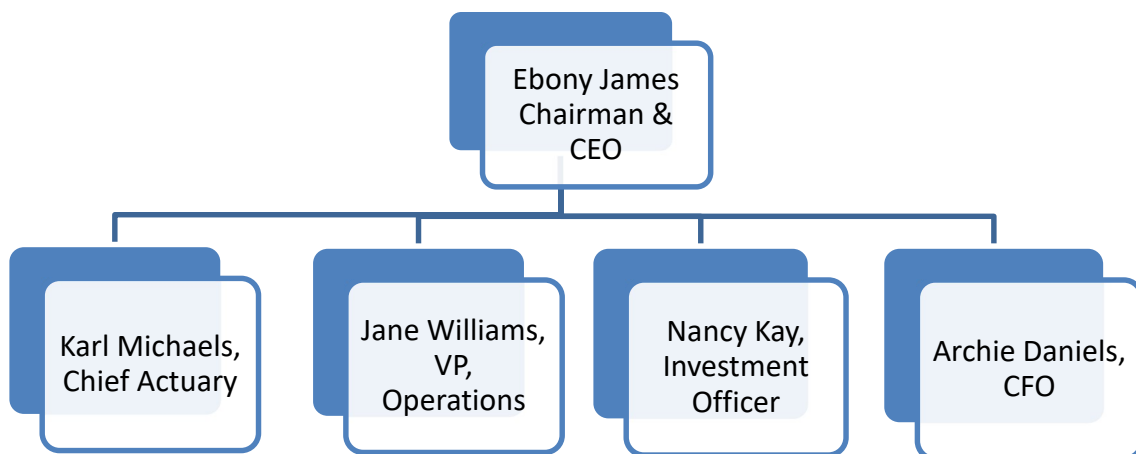
## 6 Pryde Property & Casualty

### 6.1 Overview

Pryde is an Omaha, Nebraska-based U.S. general insurer with commercial and personal lines of business. It is 100% owned by Lyon Corporation. Pryde was originally an independent stock insurance company. After suffering losses over several years, Pryde agreed to be acquired by Lyon, which infused additional capital into Pryde.

Lyon has made it clear that it expects Pryde to address prior shortcomings and lack of organization. Pryde has been slow to embrace ERM concepts, but its new CEO, Ebony James, intends to make significant changes.

A simplified organization chart for Pryde follows:



### 6.2 Major Lines of Business

Pryde's major lines of business are as follow:

- PERSONAL
  - Personal Auto
  - Personal Property
- COMMERCIAL
  - Commercial Multiple Peril
  - Workers Compensation

Pryde is licensed in all 50 states and the District of Columbia. The split of premium between commercial and personal lines is about 70%/30%.

Pryde's business is geographically spread throughout the United States with its largest state (California) representing 17% of total premium volume. The next largest states include Texas, (6.0%); Georgia (5.5 %); Florida (5.4%); and Mississippi (5.3%), all of which are in the area of the U.S. most prone to hurricanes. The 46 other jurisdictions constitute 61.3% of the total business, with no single state having a share greater than 5%.

## **Personal Auto**

Pryde offers standard personal auto policies to individuals in every U.S. state. Its policies provide basic coverages: property damage, bodily injury, personal injury protection, collision and comprehensive. Pryde has not enhanced its coverage in recent years with any of the special features now commonly offered by other companies, such as accident forgiveness, new car replacement, and good driver rebates.

Personal auto policies are sold primarily through Pryde's captive sales force, which is led by sales directors responsible for managing the agency delivery system and serving the business in their territories. Agents are paid commissions, based on their level of sales. In addition to these captive agents, Pryde also receives some business through independent brokers.

## **Personal Property**

Pryde offers homeowners and renters insurance to individuals and families in every U.S. state. The company's best-selling product is an all-perils policy designed for single family homes in upscale markets. Renters insurance and lower benefit basic homeowner coverage constitute a minor portion of the total personal property policies that Pryde sells.

The homeowner policies are sold primarily through the same captive sales force that sells the auto policies, along with some sales from independent brokers. Agents are encouraged to market both auto and homeowner policies to customers, with substantial discounts for clients who purchase both from Pryde.

## **Commercial Multiple Peril**

Pryde sells a wide range of commercial multi-peril insurance policies. The policies may cover various types of business risk, such as, business interruption, risks to mechanical equipment, physical damage to business facilities and automobiles, and general liability. Pryde is willing to work with customers to offer unusual coverages, as requested, and to bundle coverages in whatever combinations the client requests. The lack of standardization in the policies has made it difficult to analyze the experience of this product accurately.

Over the past two years, the marketing area has pushed for innovative underwriting approaches that better recognize each individual client's risk and for new product features that are quite attractive to Pryde's potential customers.

## **Workers Compensation**

Pryde's Workers Compensation policies provide typical coverage of medical expenses and loss of salary due to work-related injuries. Pryde's stated target market is upscale, low-risk companies. However, the actual mix of business has gradually trended toward a higher percentage of industrial enterprises. Pryde uses a simplified pricing model that does not distinguish between the type of company in setting premium rates. Furthermore, Pryde has not conducted formal experience studies focusing on whether the experience of these two types of customers is materially different.

Pryde utilizes the same agency force to sell its commercial products, but also receives business from general agents and brokers.

## Underwriting Results

Calendar year 2021 data for the four lines is as shown (in 1000's):

Line	2021 Written Premium Direct	2021 Written Premium Net	2021 % of NPW	2021 Loss & LAE Ratio	2021 Loss & LAE Reserves
Commercial MultiPeril	314,383	275,085	33.4%	78.1%	376,593
Workers Compensation	290,564	274,292	33.3%	69.8%	934,933
Personal Automobile	159,451	151,479	18.4%	77.0%	114,518
Personal Property	203,914	122,348	14.9%	82.3%	56,158
<b>Totals</b>	<b>968,312</b>	<b>823,205</b>	<b>100.0%</b>	<b>75.8%</b>	<b>1,482,202</b>

Results reflect the effect of a global pandemic in 2020-2021. Personal Auto reflects decreased driving, offset by premium rebates to policyholders. Workers Compensation results were better than an average year, due to lower claims frequency during the pandemic.

Personal Property and Commercial MultiPeril results were affected by a catastrophic hurricane in 2021. However, Pryde has catastrophe reinsurance, which tempered the poor results.

### 6.3 Exited Markets

Beginning in 2014, Pryde's previous management team decided to pursue a growth and acquisition strategy and decentralization of its personal lines operations. This experiment ended badly, due to rate inadequacy and adverse loss reserve development. As a result, Pryde's management is now taking a less aggressive approach to managing its operations.

Pryde also experimented with new production sources and customer segments with which management was unfamiliar. The new markets included customer groups who were much more price-conscious and claims-conscious than Pryde's traditional customers. Pryde subsequently exited these segments because of higher-than-expected growth in non-profitable products contributing to poor operating results. The financial losses from these experiments resulted in a lowered Kelly rating and greater scrutiny from the parent company, Lyon.

## 6.4 Production and Operations

Business is produced primarily through exclusive career agents on a national basis, with some additional business coming through independent agents and general agents. Pryde's strategy is centered on serving a broad range of customers in both personal and commercial lines of business. Customer service is highly rated as evidenced in consistently high customer retention levels.

Pryde maintains its claims operations and client service in-house. It utilizes legacy computer systems to process data. These systems were developed prior to Pryde's acquisition by Lyon Corporation and have continued to be maintained by the company's internal information technology department. Pryde believes that its long-standing personalized processes provide the best service to its clients.

Operations have recently been disturbed by the data breach discussed below:

Date: October 24, 2021  
Subject: Customer Data Integrity  
To: Jane Williams, VP Operations  
From: Archie Daniels, CFO

Jane,

I'm extremely concerned about the data breach that occurred this week in our personal lines customer data base. You're aware that there are both serious financial implications for Pryde and sensitive public relations issues as a result.

Your team needs to get on top of this right away –

- What do we need to do at this point to address the immediate problems resulting from the breach?
- How do we mitigate the risk of this situation occurring again in the future?

I'd like to meet on Wednesday to discuss the first item and to see your plans for responding to the second.

## 6.5 Enterprise Risk Management

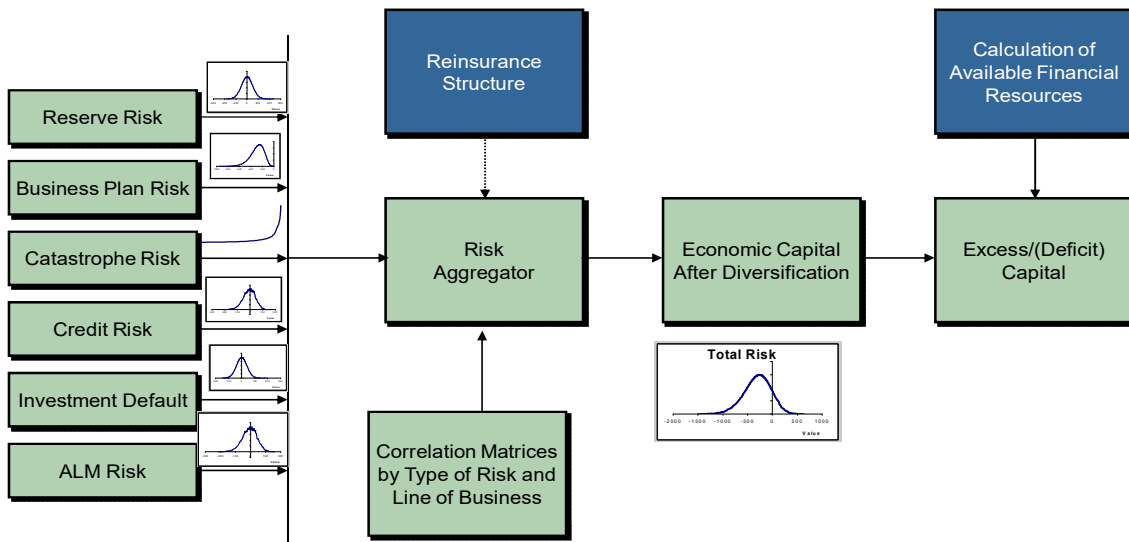
### Risk and Capital Analysis

Pryde retained a consultant in 2017 to guide the company in developing an economic capital model to aid management in gauging the adequacy of overall capitalization of the company and allocating capital to lines of business.

The consultant recommended using a return on risk-adjusted capital (RORAC) approach and used VaR and TVaR to assess capital needs.

Economic capital assessment was based on a multi-step process beginning with a bottom-up analysis of individual risks. In this analysis Business Plan Risk is the uncertainty of deviating from the business plan targets.





The resulting analysis showed the amount of stand-alone capital needed at the 99.4% VaR level for each risk separately, as indicated in the table below. Considering correlation and diversification effects, the consultant estimated a 15.0% reduction in the total needed capital.

Risk Type	2016		
	Standalone Economic Capital Requirements	Diversified Capital as a Percent of Standalone	Diversified Economic Capital Requirement
Reserve	438.3	93.4%	409.4
Business Type	330.2	96.1%	317.3
Catastrophe	41.8	68.2%	28.5
Credit	138.3	93.7%	129.6
Investment	141.3	31.2%	44.1
ALM	42.7	78.6%	33.6
Total	1,132.6	85.0%	962.4

Overall, the work showed that Pryde’s current capital and surplus (at that time) exceeded the amount needed to support its businesses on a risk-adjusted basis. Based on that result, Pryde senior management has felt comfortable that capital continues to be more than adequate for the business.

## **ERM Process**

Pryde maintains an informal approach to risk management. The CFO has been charged with assuring that all material risks are considered when the company's financials are developed. He is authorized to request analyses from the product business units as he deems appropriate.

Certain product lines do stress testing and scenario analysis to evaluate capital needs, but Pryde does not have a coordinated approach and allows each business unit to develop its own process and assumptions.

Based on recent communications from Lyon Corporation related to the creation of a Corporate ERM Department, Pryde senior management is aware that more scrutiny of its risk management process is to be expected. In preparation, the CFO has proposed that risk analysis task forces be designated for each of the following risks:

- Reserve risk
- Catastrophe risk
- Investment risk
- Operational risk
- Regulatory risk
- Pricing risk

## Memorandum

**To:** Archie Daniels, CFO  
**From:** Karl Michaels, Chief Actuary  
**Subject:** Key Risk Indicators  
**Date:** October 30, 2021

I realize you have already gotten task forces underway to look at the primary risks facing Pryde. However, I'm a bit concerned that the process we have put in place may result in separate recommendations and not a coordinated response. In an attempt to put some structure around our risk process, I asked my staff to propose several Key Risk Indicators that will let us focus on company risk results as a whole.

Following are some of the suggestions for your consideration:

1. Measure RORAC annually against our hurdle rate of 9%.
2. Measure the ratio of Excess Capital (on an economic basis) to Available Capital. The objective would be to maintain a 10% cushion.
3. Maintain BCAR score > 25% at the 99.6 percentile (required to maintain A.M. Best Strongest BCAR assessment)  
Maintain RBC ratio > 400%
4. Earnings at Risk: Probability of having negative net income on an economic basis in a given year should be < 5%.

I'm interested in your thoughts on this approach and any comments on the specific suggestions.

## Emerging Risk Situation

The following several items of correspondence relate to an emerging risk at Pryde.

### Memorandum

To: Pryde Executive Team  
From: Archie Daniels, CFO  
Date: November 5, 2021  
Subject: California Wildfire Coverage

### Summary:

This memo is designed to increase your understanding of Pryde's exposure to California wildfires. Our findings will likely have new business implications for the Underwriting Department. Further, our risk management process has not yet focused on the appropriate approach to the California wildfires. We must take this opportunity to understand the situation.

Within the next three weeks, I want each area to review the impact of wildfires on its operations and share their findings. I want you each to identify the key actions needed to improve our risk management of wildfire risk.

### Background:

A wildfire is defined to be a fire in an area of combustible vegetation that occurs in rural areas. Under California's weather conditions, wildfires have occurred from late spring to late autumn.

Media reports suggest that climate change, i.e., global warming, in California is beginning to have tremendous impact on drought and wildfires. A 2011 study projected that the frequency and levels of both maximum and minimum temperatures would increase significantly as a result of global warming. This reasoning seems to be consistent with the fact that the largest wildfires of all time have occurred in the past two years.

### Pryde's current exposure related to California Wildfire:

Over the past three years, we have seen an increasing trend in the overall claim amounts due to wildfire. As you are all aware, the largest concentration of Pryde's business is in California (17% of premium). California Wildfire has become a risk that we cannot ignore.

Currently Pryde offers all-risk insurance to commercial and industrial customers including property damage and business interruption cover. Wildfires are not excluded from coverage. Our personal lines products include a comprehensive cover that insures property damage and loss of use up to a sublimit. Lastly, the comprehensive auto insurance policies also provide no exclusions of coverage against wildfires.

In addition to Pryde's insurance business exposure, let me remind you that one of our key IT operating centers is located in California. Fortunately, we have hired an experienced local manager to oversee that operation; as a result, no fatality losses or operating interruptions occurred during the recent fires. Pryde has also recently signed a cloud service agreement with a California based service provider.

**Pryde’s current approach to managing California Wildfire risk:**

This peril has drawn attention in the property underwriting department and two different models have been obtained from outside consultants, adapted for Pryde’s business needs, and are currently being utilized. No specific model has been developed for auto business, based on our discussions with the auto underwriting head.

Pryde has a standard policy of business continuity planning. In the unlikely event of natural catastrophes, the goal is to address the safety of staff and equipment and to keep the disturbance of Pryde’s business operations to a minimum.

Given the increasing impact of wildfire risk, we need an initiative to review the current approach to managing this risk and to present the findings to senior leadership for development of next steps. After each of you have evaluated the issues within your departments, I will expect reports by November 26 and will schedule a meeting for the first week of December.

-----

**E-Mail**

To: Archie Daniels, CFO  
From: Henrietta Thomas, VP of Property Underwriting  
Date: November 6, 2021

After receiving your executive memorandum yesterday, I felt I needed to send a quick follow-up, without waiting for the formal report that is due on the 26<sup>th</sup>.

We have learned that many insurers have changed their underwriting policies and have stopped renewing personal property policies in California due to the wildfire events. It is my belief that Pryde needs to take the same step to maintain the long-term sustainability of the portfolio from an economic point of view.

I am, of course, also concerned about the reputation of the company, so we will need to be careful about how we communicate our actions.

I hope that these suggestions can be put on the agenda for discussion at your meeting.

-----

**Memorandum**

To: Jane Williams, VP, Operations, Pryde  
From: Karl Michaels, Chief Actuary, Pryde  
Date: February 20, 2022

As you’re aware, the risk of wildfires in California has been increasing over the past several years. The actuaries have responded by incorporating rate increases into our homeowners’ insurance rates.

These rate increases are keyed off of the county that is input when an application is input into the HO application system. This was a quick fix approach to incorporate wildfire risk in rates as quickly as possible. Our career sales agents have learned that if they leave the county input field blank, the applications go through without error, but the rate increases related to wildfire risk are not incorporated into the rate quote.

Here's the problem that we're now seeing: Since our competitors have incorporated similar wildfire rate increases, leaving the county input field blank makes Pryde's homeowners' rates in some wildfire-prone areas of California more competitive. This has increased Pryde's exposure to wildfire dramatically over the past 12 months.

Could we set up a meeting next week to discuss how to address this situation?

## 6.6 Competitive Analysis

Pryde is undertaking a strategic analysis to assist in the development of a risk appetite statement in alignment with the target competitive positioning of its four lines of business (LOBs).

The strategic analysis will deliver the following items:

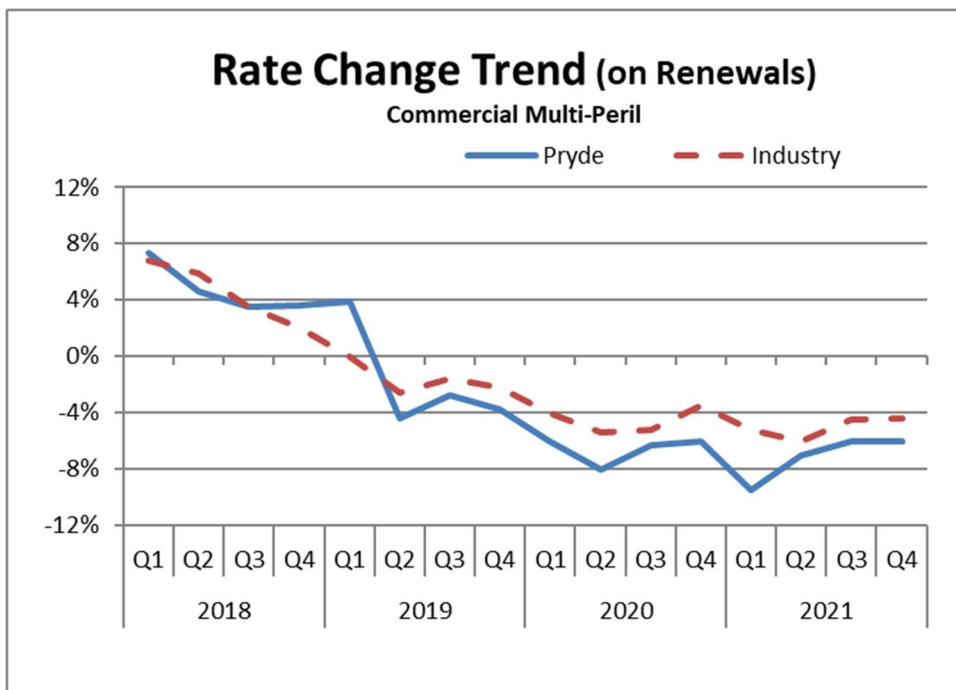
1. An analysis of Strengths-Weaknesses-Opportunities-Threats (SWOT).
2. A Pryde competitive position scorecard, including each LOB's rank relative to the competition in terms of various metrics such as premiums, liabilities, LAE ratios, and return on equity (ROE); customer satisfaction survey results; and financial strength ratings from various rating agencies.
3. Suggested changes to consider for each LOB to improve or strengthen its market position, including the costs and benefits along with the advantages and disadvantages of making such changes.

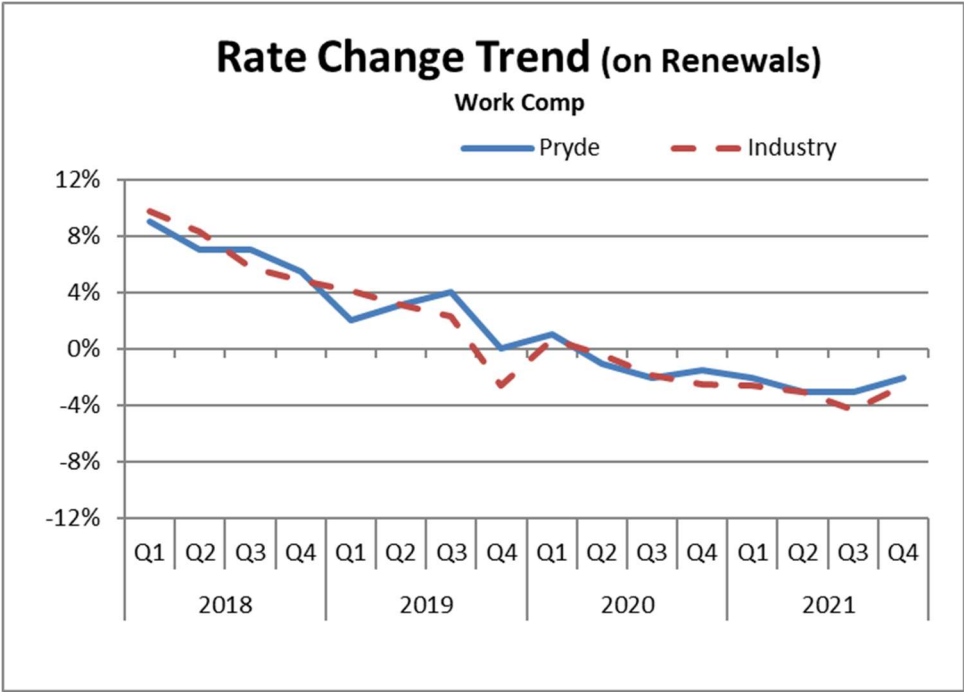
Based on its preliminary analysis, Pryde has identified certain aspects of the company that make it similar to a small company but other aspects that are consistent with a large company. Management believes this dual nature, rather than creating a lack of focus, allows Pryde to be more flexible in addressing challenges facing it.

Pryde's participation in four distinct LOBs has enabled it to efficiently provide centralized services such as information technology and human resources and to cross-train employees in the different aspects of each insurance market. The multiple lines have resulted in greater stability of earnings when some LOBs may have lower-than-expected earnings.

The analysis did raise some concerns, that either a lack of expertise or a lack of quality data may be the reason for adverse loss reserve development in recent years.

As part of the initial analysis, Pryde compiled the following rate trend data, showing the change in average premium rates, current quarter compared to same quarter in prior year, for its commercial lines:





## 6.7 Potential Acquisitions

As a result of a comprehensive strategic review, Pryde is considering acquiring either a block of business or an entire company. Pryde is aware of Lyon’s principles for approval of any acquisition:

1. The acquisition should be strategic.
2. The acquisition should provide clearly identifiable benefits.
3. The risks involved in the integration must be clearly identified, along with appropriate risk management responses to be taken.

Pryde senior management has indicated that the following will be important as Pryde looks at target companies or blocks of business:

- Pryde should consider to what extent there is compatibility in terms of operations, technology, and culture.
- Pryde is willing to consider acquisitions outside the United States. It is recognized that this will involve additional complications, so there must be a good strategic basis for such a target.

In particular, the Personal Auto and Personal Property business areas have requested that Pryde senior management look into the possibility of international expansion of those product lines, as discussed in the following correspondence.

Date: March 8, 2022

Subject: Global Market Expansion

To: Karl Michaels, Chief Actuary  
Archie Daniels, CFO

From: Evan Henare, VP, Personal Auto Department  
Liang Yuan, VP, Personal Property Department



We found the recent presentation on Pryde's strategic review to be extremely interesting and timely. Our two departments had already started discussions on how to respond to the competitive pressures we are facing in the personal auto and personal property product lines.

It is our opinion that an expansion into global markets is imperative if we wish to retain our position as a viable P&C insurer. Several of our competitors have entered the international markets over the past decade and, as a result, have seen increased growth and profitability.

We recognize, of course, that global expansion will result in many challenges for Pryde, as the company has never managed international business. Our suggestion is to put in place a task force, charged with evaluating how to consolidate the branches between global and domestic business.

As a starting point, we have developed an initial list of issues to be considered:

- The mode of reporting
- ERM at local level (that is, within each country) vs ERM at corporate level
- Financial reporting between international and global business (for example, if Pryde were to expand into China, Pryde would be required to report financial statements to the Chinese government, on their required basis).

We would like your agreement to proceed with staffing a global expansion evaluation task force.

To: Karl Michaels, Chief Actuary  
From: Ebony James, Chairman and CEO

Date: March 15, 2022

Re: Strategic Positioning: Expansion/Investment Opportunities

As a follow-up to last week's strategic management meeting, please see the following information on three potential targets that we have identified as attractive acquisition opportunities. We believe that these can be attained at a reasonable price and are in line with our strategic planning growth initiative.

- ⇒ Company 1 is the personal auto line of business for a quickly growing European multi-line company. The company is divesting from the auto business despite recent success in order to provide capital and focus resources on growth in other lines of business that are more integral to their strategic plan. (This is a very hot prospect garnering interest from other potential acquirers.)
- ⇒ Company 2 is an internationally based P&C company. They write both Personal Auto and Homeowners lines of business, with the majority of their business in Personal Auto. They are a well-established auto insurer, with a predictable growth rate but lately they have seen deteriorating loss ratios.
- ⇒ Company 3 is a relatively new but promising US based auto insurer. Though the self-driving car insurance market is still small compared to traditional auto, they have been around for a couple of years and have captured about 75% of the self-driving cars in the industry. They have seen rapid growth in revenue with sustained profits as self-driving cars become more common.

We have put together the following chart to summarize the details of each opportunity:

	Company 1	Company 2	Company 3
Annual Growth Rate (over last 3 years)	8%	3%	50%
Duration in Market	10 Years	40 Years	2 years
% of Industry Written Premium	15% (of traditional auto industry)	20% (of traditional auto industry)	75% (of self-driving car industry)
Target Loss & LAE Ratio	70%	70%	70%
Actual CY Loss & LAE Ratio	Traditionally 65% but 70% & 75% over the last 2 years	78%	68%

We can plan an introductory call with representatives of each of these companies to discuss the current valuation and administration systems being used in each of these companies.

## **6.8 Employee Benefits**

Pryde provides basic life, health and disability benefits to its employees while they are employed by the company. These benefits do not continue after employees leave the company.

Pryde sponsors a 401(k) defined contribution plan and matches a portion of employee contributions for its employees.

## **6.9 Financial Statements**

Multi-year financial statements are provided for each of the product lines and for Pryde in total. All results are on a Calendar Year basis (not an Accident Year basis).

In order to maintain consistent reporting from all subsidiaries, Lyon requires that Pryde provide statements on both a Statutory and an Economic basis and that results be shown by line of business. The Economic Reserve represents the total liabilities on a fair value basis plus a risk margin.

The Statutory and Economic balance sheets are independent of each other. The amount of assets assigned to a line of business is based on the required capital for each respective basis.

2020–2021 are actual results; 2022–2024 are projections.

Results reflect the effect of a global pandemic in 2020-2021. Personal Auto reflects decreased driving, offset by premium rebates to policyholders. Workers Compensation results were better than an average year, due to lower claims frequency during the pandemic.

<b>PERSONAL AUTO</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	199,868	170,414	153,751	158,363	163,114
Losses and loss adjustment expenses incurred	134,311	131,218	122,386	128,908	136,690
<b>Expenses</b>	<b>36,166</b>	<b>28,175</b>	<b>28,240</b>	<b>27,480</b>	<b>27,477</b>
<b>Net Underwriting Gain (loss)</b>	<b>29,391</b>	<b>11,020</b>	<b>3,125</b>	<b>1,975</b>	<b>(1,053)</b>
<b>Investment Income</b>	<b>7,644</b>	<b>6,714</b>	<b>5,717</b>	<b>5,963</b>	<b>6,183</b>
<b>Income Before Income Tax</b>	<b>37,035</b>	<b>17,734</b>	<b>8,842</b>	<b>7,938</b>	<b>5,130</b>
<b>Federal Income Tax</b>	<b>9,259</b>	<b>4,434</b>	<b>2,211</b>	<b>1,984</b>	<b>1,283</b>
<b>Net Income</b>	<b>27,776</b>	<b>13,301</b>	<b>6,632</b>	<b>5,953</b>	<b>3,848</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>469,092</b>	<b>392,633</b>	<b>409,468</b>	<b>424,603</b>	<b>441,256</b>
Losses and loss adjustment expenses	120,880	114,518	122,386	128,908	136,690
Unearned Premium	94,674	75,739	78,012	80,352	82,762
Other Liabilities	53,775	42,566	44,467	45,801	47,175
<b>Total Liabilities</b>	<b>269,329</b>	<b>232,823</b>	<b>244,864</b>	<b>255,060</b>	<b>266,627</b>
<b>Surplus</b>	<b>199,763</b>	<b>159,810</b>	<b>164,604</b>	<b>169,543</b>	<b>174,629</b>
<b>Total Liabilities and Surplus</b>	<b>469,092</b>	<b>392,633</b>	<b>409,468</b>	<b>424,603</b>	<b>441,256</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(49,972)	(53,253)	(1,838)	(1,015)	1,238
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>468,405</b>	<b>392,001</b>	<b>409,581</b>	<b>425,667</b>	<b>443,306</b>
Economic Reserve	252,361	219,086	231,397	242,053	254,096
Required Economic Capital	196,966	157,892	162,958	168,186	173,581
Excess Capital	19,077	15,022	15,226	15,428	15,629
<b>Total Liabilities and Surplus</b>	<b>468,405</b>	<b>392,001</b>	<b>409,581</b>	<b>425,667</b>	<b>443,306</b>

<b>PERSONAL PROPERTY</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	172,052	137,642	124,183	127,909	131,746
Losses and loss adjustment expenses incurred	116,995	113,279	87,798	88,641	90,378
<b>Expenses</b>	<b>41,751</b>	<b>32,789</b>	<b>33,143</b>	<b>33,488</b>	<b>33,824</b>
<b>Net Underwriting Gain (loss)</b>	<b>13,305</b>	<b>(8,427)</b>	<b>3,243</b>	<b>5,780</b>	<b>7,544</b>
<b>Investment Income</b>	<b>5,748</b>	<b>5,105</b>	<b>4,354</b>	<b>4,015</b>	<b>4,122</b>
<b>Income Before Income Tax</b>	<b>19,054</b>	<b>(3,322)</b>	<b>7,597</b>	<b>9,795</b>	<b>11,666</b>
<b>Federal Income Tax</b>	<b>4,763</b>	<b>(831)</b>	<b>1,899</b>	<b>2,449</b>	<b>2,917</b>
<b>Net Income</b>	<b>14,290</b>	<b>(2,492)</b>	<b>5,697</b>	<b>7,346</b>	<b>8,750</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>356,645</b>	<b>298,988</b>	<b>275,700</b>	<b>283,075</b>	<b>291,107</b>
Losses and loss adjustment expenses	52,648	56,158	43,899	44,320	45,189
Unearned Premium	76,468	61,174	63,009	64,900	66,847
Other Liabilities	43,434	34,380	35,915	36,993	38,103
<b>Total Liabilities</b>	<b>172,549</b>	<b>151,712</b>	<b>142,824</b>	<b>146,213</b>	<b>150,138</b>
<b>Surplus</b>	<b>184,096</b>	<b>147,277</b>	<b>132,876</b>	<b>136,863</b>	<b>140,968</b>
<b>Total Liabilities and Surplus</b>	<b>356,645</b>	<b>298,988</b>	<b>275,700</b>	<b>283,075</b>	<b>291,107</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(8,229)	(34,328)	(20,098)	(3,360)	(4,644)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>392,189</b>	<b>327,543</b>	<b>301,880</b>	<b>310,724</b>	<b>320,269</b>
Economic Reserve	165,475	146,098	138,110	141,972	146,385
Required Economic Capital	205,451	164,655	148,821	153,560	158,449
Excess Capital	21,263	16,790	14,949	15,192	15,436
<b>Total Liabilities and Surplus</b>	<b>392,189</b>	<b>327,543</b>	<b>301,880</b>	<b>310,724</b>	<b>320,269</b>

<b>COMMERCIAL MULTIPLE PERIL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	263,307	270,950	278,524	285,487	292,624
Losses and loss adjustment expenses incurred	178,522	211,612	195,524	198,984	202,203
<b>Expenses</b>	<b>71,883</b>	<b>72,615</b>	<b>73,252</b>	<b>73,656</b>	<b>74,034</b>
<b>Net Underwriting Gain (loss)</b>	<b>12,902</b>	<b>(13,277)</b>	<b>9,748</b>	<b>12,847</b>	<b>16,387</b>
<b>Investment Income</b>	<b>12,133</b>	<b>11,682</b>	<b>12,893</b>	<b>13,318</b>	<b>13,609</b>
<b>Income Before Income Tax</b>	<b>25,035</b>	<b>(1,594)</b>	<b>22,642</b>	<b>26,165</b>	<b>29,996</b>
<b>Federal Income Tax</b>	<b>6,259</b>	<b>(399)</b>	<b>5,660</b>	<b>6,541</b>	<b>7,499</b>
<b>Net Income</b>	<b>18,776</b>	<b>(1,196)</b>	<b>16,981</b>	<b>19,624</b>	<b>22,497</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>816,210</b>	<b>885,415</b>	<b>914,586</b>	<b>934,596</b>	<b>954,450</b>
Losses and loss adjustment expenses	321,340	376,593	391,048	397,969	404,407
Unearned Premium	133,407	137,543	140,981	144,506	148,118
Other Liabilities	75,775	77,299	80,359	82,368	84,427
<b>Total Liabilities</b>	<b>530,522</b>	<b>591,435</b>	<b>612,388</b>	<b>624,843</b>	<b>636,952</b>
<b>Surplus</b>	<b>285,688</b>	<b>293,980</b>	<b>302,198</b>	<b>309,753</b>	<b>317,497</b>
<b>Total Liabilities and Surplus</b>	<b>816,210</b>	<b>885,415</b>	<b>914,586</b>	<b>934,596</b>	<b>954,450</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(11,802)	9,488	(8,763)	(12,069)	(14,753)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>869,574</b>	<b>940,520</b>	<b>973,625</b>	<b>997,888</b>	<b>1,022,167</b>
Economic Reserve	503,466	563,637	586,055	600,474	614,659
Required Economic Capital	327,398	337,490	347,528	356,836	366,392
Excess Capital	38,711	39,393	40,041	40,578	41,116
<b>Total Liabilities and Surplus</b>	<b>869,574</b>	<b>940,520</b>	<b>973,625</b>	<b>997,888</b>	<b>1,022,167</b>

<b>WORKERS COMPENSATION</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	316,339	296,804	277,721	284,664	291,781
Losses and loss adjustment expenses incurred	199,294	207,169	195,793	202,965	212,124
<b>Expenses</b>	<b>87,173</b>	<b>73,510</b>	<b>73,942</b>	<b>74,350</b>	<b>74,732</b>
<b>Net Underwriting Gain (loss)</b>	<b>29,872</b>	<b>16,124</b>	<b>7,985</b>	<b>7,349</b>	<b>4,924</b>
<b>Investment Income</b>	<b>22,052</b>	<b>20,951</b>	<b>21,756</b>	<b>22,466</b>	<b>23,325</b>
<b>Income Before Income Tax</b>	<b>51,924</b>	<b>37,075</b>	<b>29,741</b>	<b>29,814</b>	<b>28,249</b>
<b>Federal Income Tax</b>	<b>12,981</b>	<b>9,269</b>	<b>7,435</b>	<b>7,454</b>	<b>7,062</b>
<b>Net Income</b>	<b>38,943</b>	<b>27,807</b>	<b>22,306</b>	<b>22,361</b>	<b>21,187</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>1,482,484</b>	<b>1,463,767</b>	<b>1,494,053</b>	<b>1,542,791</b>	<b>1,601,785</b>
Losses and loss adjustment expenses	896,821	934,933	978,966	1,014,827	1,060,622
Unearned Premium	159,658	137,146	140,575	144,089	147,691
Other Liabilities	90,686	77,076	80,128	82,131	84,184
<b>Total Liabilities</b>	<b>1,147,164</b>	<b>1,149,155</b>	<b>1,199,669</b>	<b>1,241,047</b>	<b>1,292,498</b>
<b>Surplus</b>	<b>335,319</b>	<b>314,612</b>	<b>294,384</b>	<b>301,744</b>	<b>309,287</b>
<b>Total Liabilities and Surplus</b>	<b>1,482,484</b>	<b>1,463,767</b>	<b>1,494,053</b>	<b>1,542,791</b>	<b>1,601,785</b>
<b>Additional Balance Sheet Information</b>					
Surplus Transfer from/(to) Corporate	(31,421)	(48,513)	(42,534)	(15,001)	(13,643)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>1,452,719</b>	<b>1,437,609</b>	<b>1,469,919</b>	<b>1,522,793</b>	<b>1,586,020</b>
Economic Reserve	1,100,131	1,106,636	1,160,080	1,205,057	1,260,186
Required Economic Capital	317,212	298,252	279,665	287,260	295,060
Excess Capital	35,376	32,720	30,174	30,476	30,774
<b>Total Liabilities and Surplus</b>	<b>1,452,719</b>	<b>1,437,609</b>	<b>1,469,919</b>	<b>1,522,793</b>	<b>1,586,020</b>



<b>PRYDE CORPORATE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	0	0	0	0	0
Losses and loss adjustment expenses incurred	0	0	0	0	0
<b>Expenses</b>	<b>624</b>	<b>477</b>	<b>472</b>	<b>460</b>	<b>451</b>
<b>Net Underwriting Gain (loss)</b>	<b>(624)</b>	<b>(477)</b>	<b>(472)</b>	<b>(460)</b>	<b>(451)</b>
<b>Investment Income</b>	<b>(8)</b>	<b>1,438</b>	<b>3,317</b>	<b>3,268</b>	<b>2,610</b>
<b>Income Before Income Tax</b>	<b>(632)</b>	<b>960</b>	<b>2,845</b>	<b>2,808</b>	<b>2,159</b>
<b>Federal Income Tax</b>	<b>(158)</b>	<b>240</b>	<b>711</b>	<b>702</b>	<b>540</b>
<b>Net Income</b>	<b>(474)</b>	<b>720</b>	<b>2,134</b>	<b>2,106</b>	<b>1,619</b>
<b>Statutory Balance Sheet (000s)</b>					
<b>Total Assets</b>	<b>100,434</b>	<b>227,762</b>	<b>224,401</b>	<b>179,227</b>	<b>178,890</b>
Losses and loss adjustment expenses	0	0	0	0	0
Unearned Premium	0	0	0	0	0
Other Liabilities	0	0	0	0	0
<b>Total Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Surplus</b>	<b>100,434</b>	<b>227,762</b>	<b>224,401</b>	<b>179,227</b>	<b>178,890</b>
<b>Total Liabilities and Surplus</b>	<b>100,434</b>	<b>227,762</b>	<b>224,401</b>	<b>179,227</b>	<b>178,890</b>
<b>Additional Balance Sheet Information</b>					
Transfer from/(to) Lines	101,424	126,606	73,233	31,445	31,802
Dividend/Capital Transfer (to)/from Lyon	0	0	(78,726)	(78,724)	(33,759)
<b>Economic Capital Balance Sheet (000s)</b>					
<b>Market Value of Assets</b>	<b>56,394</b>	<b>128,002</b>	<b>126,226</b>	<b>100,905</b>	<b>100,804</b>
Economic Reserve	0	0	0	0	0
Required Economic Capital	6,629	15,488	15,708	12,904	13,238
Excess Capital	49,765	112,514	110,518	88,001	87,567
<b>Total Liabilities and Surplus</b>	<b>56,394</b>	<b>128,002</b>	<b>126,226</b>	<b>100,905</b>	<b>100,804</b>

<b>TOTAL</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
<b>Statutory Income Statement (000s)</b>					
<b>Underwriting Income</b>					
Premiums earned	951,566	875,810	834,179	856,423	879,265
Losses and loss adjustment expenses incurred	629,122	663,278	601,501	619,498	641,395
<b>Expenses</b>	<b>237,596</b>	<b>207,568</b>	<b>209,049</b>	<b>209,433</b>	<b>210,518</b>
<b>Net Underwriting Gain (loss)</b>	<b>84,848</b>	<b>4,964</b>	<b>23,629</b>	<b>27,492</b>	<b>27,352</b>
<b>Investment Income</b>	<b>47,569</b>	<b>45,890</b>	<b>48,036</b>	<b>49,029</b>	<b>49,847</b>
<b>Income Before Income Tax</b>	<b>132,417</b>	<b>50,854</b>	<b>71,665</b>	<b>76,521</b>	<b>77,199</b>
<b>Federal Income Tax</b>	<b>33,104</b>	<b>12,714</b>	<b>17,916</b>	<b>19,130</b>	<b>19,300</b>
<b>Net Income</b>	<b>99,313</b>	<b>38,141</b>	<b>53,749</b>	<b>57,391</b>	<b>57,899</b>

### **Statutory Balance Sheet (000s)**

<b>Total Assets</b>	<b>3,224,866</b>	<b>3,268,566</b>	<b>3,318,208</b>	<b>3,364,294</b>	<b>3,467,486</b>
Losses and loss adjustment expenses	1,391,689	1,482,202	1,536,299	1,586,024	1,646,908
Unearned Premium	464,207	411,602	422,577	433,847	445,418
Other Liabilities	263,670	231,321	240,869	247,293	253,889
<b>Total Liabilities</b>	<b>2,119,566</b>	<b>2,125,125</b>	<b>2,199,745</b>	<b>2,267,164</b>	<b>2,346,215</b>
<b>Surplus</b>	<b>1,105,300</b>	<b>1,143,441</b>	<b>1,118,463</b>	<b>1,097,130</b>	<b>1,121,271</b>
<b>RBC Ratio</b>	<b>382%</b>	<b>400%</b>	<b>400%</b>	<b>400%</b>	<b>400%</b>
<b>Total Liabilities and Surplus</b>	<b>3,224,866</b>	<b>3,268,566</b>	<b>3,318,208</b>	<b>3,364,294</b>	<b>3,467,486</b>

### **Additional Balance Sheet Information**

Surplus Transfer from/(to) Corporate	0	0	0	0	0
Dividend/Capital Transfer (to)/from Lyon	0	0	(78,726)	(78,724)	(33,759)

### **Economic Capital Balance Sheet (000s)**

<b>Market Value of Assets</b>	<b>3,239,281</b>	<b>3,225,673</b>	<b>3,281,230</b>	<b>3,357,977</b>	<b>3,472,568</b>
Economic Reserve	2,021,433	2,035,457	2,115,642	2,189,556	2,275,326
Required Economic Capital	1,053,656	973,777	954,680	978,746	1,006,720
Excess Capital	164,192	216,439	210,908	189,675	190,522
<b>Total Liabilities and Surplus</b>	<b>3,239,281</b>	<b>3,225,673</b>	<b>3,281,230</b>	<b>3,357,977</b>	<b>3,472,568</b>

## 6.10 Underwriting Results

			Expense Ratios			
	Net UW					
	Income	Loss &	Net	Other	Total	Combined
Calendar Year	(\$000)	LAE	Commissions	Expenses	Expenses	Ratio
2017	17,715	70.1%	10.6%	16.1%	26.7%	96.9%
2018	-2,269	72.8%	10.5%	15.8%	26.3%	99.1%
2019	27,327	69.5%	10.4%	15.4%	25.8%	95.3%
2020	84,848	66.1%	10.2%	15.4%	25.6%	91.7%
2021	4,964	75.8%	10.2%	15.1%	25.3%	101.0%
5-Yr Avg		70.9%	10.4%	15.6%	25.9%	96.8%

Pryde has been challenged by adverse loss reserve development in recent years. In 2021, the company experienced a natural catastrophe loss.

	Original Loss Reserves	Developed through 2021	Developed to Original (%)
2016	970,872	1,133,008	16.7%
2017	1,063,494	1,165,589	9.6%
2018	1,164,774	1,277,757	9.7%
2019	1,256,698	1,376,084	9.5%
2020	1,316,205	1,434,663	9.0%
2021	1,482,202	1,482,202	

After reviewing experience for the most recent years, Pryde determined that reserves needed to be strengthened in 2021 and that the company may need to strengthen reserves further in future years.

The following email correspondence relates to Pryde's proposed participation in a Personal Auto experience study.

Date: January 4, 2022  
Subject: Personal Auto Claim Study  
To: Ebony James, CEO  
From: Karl Michaels, Chief Actuary

As you are aware, Pryde's poor Personal Auto financial results in 2019 were due to a substantial reserve insufficiency, resulting in large financial losses for the third time in 10 years. The year-end audit found claim experience to be significantly worse than pricing assumptions and also noted that the poor results were made worse by various issues with respect to Pryde's administration of the Personal Auto business.

The reserve insufficiency is especially surprising considering that the same actuaries who calculate the reserves were directly involved in pricing the book of business. These pricing actuaries built the reserve calculations using the same stochastic models that they used for economic capital calculation purposes. Since the Underwriters changed some of their risk selection and rating methodology for this impacted block, they assisted the actuaries in adjusting assumptions to incorporate these enhancements.

My actuarial staff has made me aware of an upcoming industrywide claim study that will begin soon. They are recommending that we participate in it. The main goals of any claim study, whether in-house or industry-wide, would be to improve our reserve credibility as well as our product pricing. Additional benefits from the industry study would include access to information from other companies regarding their systems capabilities, underwriting standards, and claims handling practices.

I think this study will show that our claims process is economically efficient, as our flexible process allows claims staff to use their own judgment for claim requests that are under \$100,000. As you know, our claims department is well regarded in industry, especially given their extensive experience.

Having information on the other study participants, even though companies will not be identified as to which ones are associated with particular practices or results, will give us a sense for where we stand with respect to our competition on these issues.

The study is seeking data on claims incurred between 2000 and 2015. As measured by year-end 2021 claim liabilities, I believe Pryde will be one of the smaller companies providing data.

One of the criteria for participating in the study is that the company has used reasonably consistent processes over the study period. Other than several years when our claims were impacted by economic recessions, we have had reasonable experience. Pryde made a major systems upgrade in 2008 that greatly improved our speed for paying of claims but otherwise we have made only minor changes in our processes related to claims handling and payments since 2000.

Please let me know whether you approve of having Pryde participate in this Personal Auto claim study.

Karl Michaels  
VP and Chief Actuary

## 6.11 Investment Income

Pryde has generally produced favorable investment yield from a predominantly fixed income portfolio that has outperformed industry composite averages. Invested assets are comprised primarily of a bond portfolio diversified among corporate, tax-exempts, and U.S. Government Obligations. The company's stated investment strategy is simple: preserve capital while maintaining the predictability of return on investment without incurring undue risk. Hence, the strategy focuses on fixed income rate investments held for long term investment. Affiliated investments relate to Pryde Services, a wholly-owned entity that provides services for Pryde Property & Casualty.

<u>Asset Class</u>	<u>Assets (000s)</u>
Long-term Bonds	1,655,929
Preferred Stock	150,539
Common Stock	180,647
Cash & short-term	195,700
Other non-affiliated inv asset	556,994
Investment in affiliates	270,970
Total invested assets	3,010,780

Asset Class	% of Total Bonds	Mkt Val to Stmt Val(%)	Avg Maturity (Yrs)	Class 1 - 2 (%)	Class 3 - 6 (%)	Struc. Secur. (%)	Struc. Secur. (% of PHS)
Governments	22.3	1.8	4.7	100.0	...	...	...
States, terr & poss	28.8	1.0	7.1	100.0	...	71.1	37.2
Corporates	48.9	1.6	5.7	98.5	1.5	6.5	5.8
Total all bonds	100.0	1.5	5.9	99.2	0.8	23.6	43.0

## 6.12 Catastrophe Exposure

The group's primary catastrophe exposure stems from hurricanes and earthquakes. However, the risk of wildfires in California has also been increasing over the past several years.

The hurricane and earthquake exposures are mitigated through excess of loss reinsurance, as well as catastrophe protection that has enabled the group to improve its net catastrophe leverage to a very manageable level. As a result, the group's estimated net probable maximum losses (PML) stemming from a combined 1-in-250-year hurricane and a 1-in-250-year earthquake depicted in a PML analysis represents approximately 5% of statutory capital and surplus, which is significantly less than the 10% limit set by the Chief Actuary years ago.

## 6.13 Reinsurance

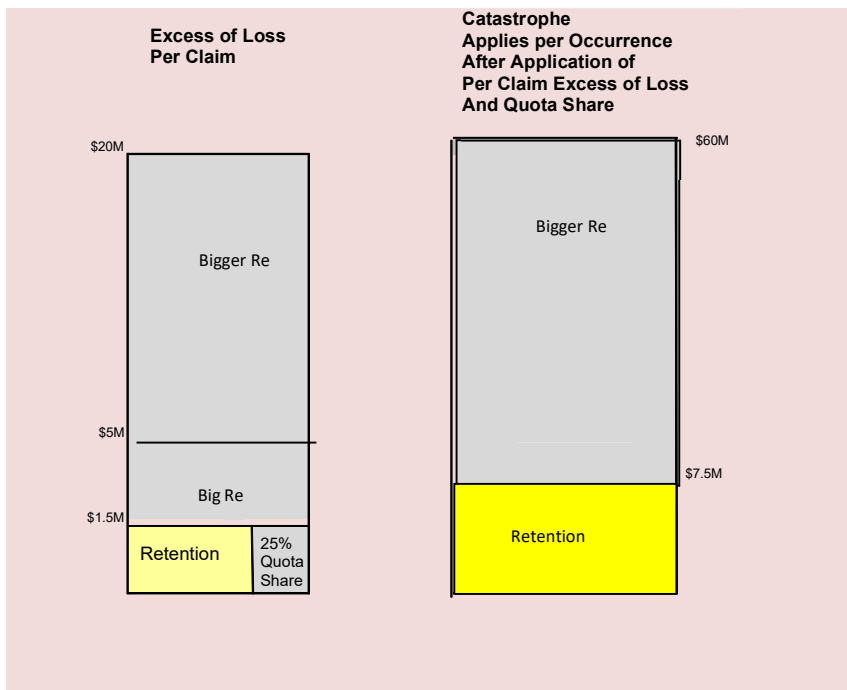
Pryde reinsures with high-quality reinsurers.

### Property Risks

The following are the components of Pryde's reinsurance program for property risks:

- For the first \$1.5 million of loss per claim, Pryde cedes 25% via a quota share treaty with Share Re.
- Pryde has a multi-line working layer excess-of-loss reinsurance treaty with Big Re, under which Pryde cedes up to \$3.5 million of losses in excess of \$1.5 million per claim, subject to a \$14 million per occurrence aggregate limit.
- Pryde has additional coverage with Bigger Re, under which Pryde cedes up to \$15 million of losses in excess of \$5 million per claim.
- Pryde has a further property catastrophe cover with Bigger Re for aggregate losses net of reinsurance recoveries under its other treaties, in excess of \$7.5 million per occurrence up to \$60 million.

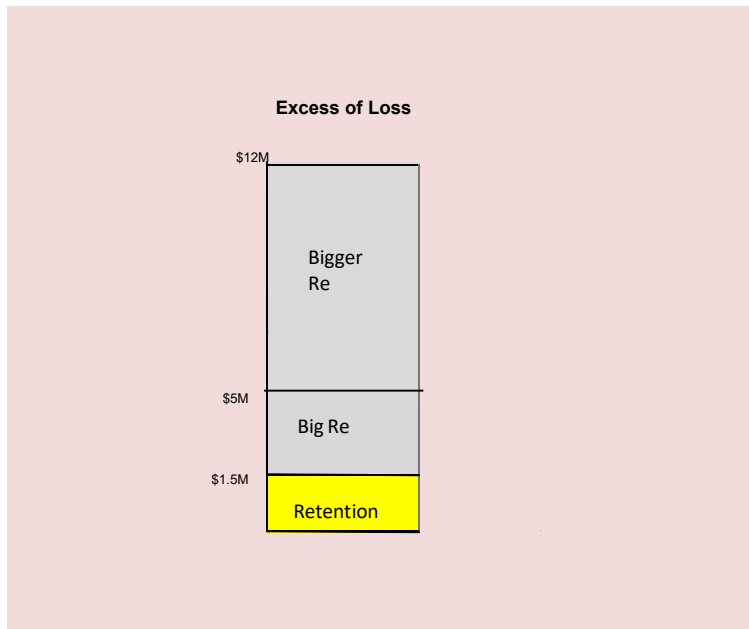
The diagram below depicts the coverage pictorially.



Big Re has informed Pryde that it wishes to reduce its per occurrence aggregate limit.

### Casualty Risks

The multi-line working layer excess-of-loss treaty with Big Re includes coverage for up to \$3.5 million of losses in excess of \$1.5 million. An additional excess-of-loss treaty with Bigger Re covers losses in excess of \$5.0 million, up to \$20 million.



## 6.14 Statutory Capital

Statutory capital is allocated to the LOBs in the following manner:

Each reporting period the Financial Reporting Department calculates the required statutory capital for each of the four lines of business (LOB): Personal Auto, Personal Property, Commercial Multi-Peril, and Commercial Workers Compensation. Pryde currently targets holding capital at 350% of Company Action Level RBC, an AA Kelly capital level. At the end of each reporting period, each LOB holds exactly its required capital which is achieved by the LOB transferring any excess statutory capital to the Corporate LOB or by receiving a statutory capital contribution from Corporate. Thus, Corporate invests statutory capital in the LOB and each period either receives returns or makes further investments in the LOB.

## 6.15 Available Capital

The proper assessment of an insurer's true financial strength requires appraisal of its total balance sheet on an integrated basis under a system that depends upon realistic values (economic values) and consistent treatment of both assets and liabilities, and that does not generate a hidden surplus or deficit. To convert the statutory capital figures to economic capital levels, adjustments are necessary. Statutory accounting principles deviate from economic valuations in several ways, including, but not limited to, the following:

- Acquisition Costs are not deferred
- Bonds in good standing are valued at amortized value--not market value
- Loss and loss adjustment expense reserves do not reflect the time value of money
- Carried statutory reserves are not required to reflect inherent reserve margins

## 6.16 Rating Agency Review

The most recent Kelly rating for Pryde, determined in 2020, was an A+, reflecting the company's adequate capitalization and its nationally recognized position in its core business. Pryde's strong reputation and dedicated product and service capabilities have enabled it to sustain strong market penetration.

Partially offsetting these positive factors are the company's significant adverse reserve development on prior accident years, its dependence on reinsurance, and recent inconsistent operating results. Kelly remains

concerned over the potential for additional adverse loss reserve development and its impact on near-term operating performance and overall capitalization.

Pryde's overall capitalization as measured by Kelly's capital model is adequate for its A+ rating.

### **6.17 Economic Capital Model**

As noted previously, Pryde had retained a consultant in 2017 to guide the company in developing an economic capital model. Pryde wished to measure the return on risk-adjusted capital (RORAC) by segment to aid in its business planning for 2018 and beyond.

The consultant's approach recognized that there is a trade-off between having enough capital to minimize insurance company failures and having the minimum amount of required capital so that excess capital can be deployed.

Economic capital should be what Pryde requires for ongoing operations and what it must hold in order to gain the necessary confidence of the marketplace, its policyholders, its investors, and its regulatory supervisors. The operations of Pryde, on the other hand, after the net effect of all the inherent risks, must yield a rate of return deemed reasonable by the providers of the insurer's capital.

Building on the work completed by the consultant and based on direction from the Lyon Corporate ERM Department, Pryde has further expanded its risk analysis and developed an internal Economic Capital Model.

The Economic Capital balance sheet is based on the market value of assets and liabilities calculated on a fair value economic basis plus margin rather than a statutory basis. The model targets a total economic capital level that is calibrated to a Kelly AA financial strength. Pryde defines the model economic capital required as being the capital necessary to protect Pryde's policyholders in order to meet all of their claims on a VaR basis with a confidence level of 99.0 percent over a one-year time horizon. The required economic capital in the financial statements for each line of business is the standalone required amount calculated for that business.

The Statutory and Economic Balance Sheets are independent of each other. The amount of assets assigned to a LOB is based on the required capital, either on an economic basis or a statutory basis. That is, the assets backing the liabilities on an economic basis may not be the same as the assets allocated on a statutory basis.

Surplus in excess of 400% of RBC (which is 114% of the 350% target) is distributed to Lyon Corporation through a dividend annually at the end of the first quarter based on the year-end balance sheet. Surplus positions less than 300% of RBC (which is 86% of the 350% target) result in a capital contribution from Lyon Corporation.



## 6.18 Employee Pension Plan

Pryde sponsors a defined contribution 401(k) plan for its employees, as described in the table.

Eligibility	Following 3 months of service
Employee Contributions	Pre-tax contributions, deducted from compensation, permitted up to statutory maximums
Employer Contributions	100% match of employee contributions up to 3% of compensation; 50% match of next 2% of employee contributions
Vesting	100% immediate for employer matching contributions Employee contributions are always 100% vested.
Distribution Options	Lump sum, payable to participant, as a direct rollover Account balance transfer to annuity provider to provide single or joint lifetime income Hardship withdrawals available under limited conditions
Participant Loans	Borrowing permitted up to lesser of \$50,000 and 50% of account balance. Loans must be repaid within 5 years and are due in full upon termination of employment
Investment Options	Mutual fund options with investment provider selected by plan sponsor Participant-directed investment options permitted with expenses for such accounts deducted from account balances

Additional Employer profit-sharing contributions may be made in any plan year, at Pryde's discretion. Profit-sharing contributions, if any, are allocated to all employees eligible for the plan, in the proportion that their compensation for the plan year bears to the total compensation of all eligible employees for the plan year. Employer profit-sharing contributions vest 20% per year of service, with 100% vesting after five years of service

Current account balances for the Pryde Defined Contribution Plan are as shown:

<b>Distribution of participants by account balance size (in \$US)</b>					<b>12/31/2021</b>
<b>Lower Bound</b>	<b>Upper Bound</b>	<b>Average Account Balance</b>	<b># Participants</b>	<b>%</b>	<b>Total Account Balance</b>
0	25,000	12,500	549	24%	6,862,500
25,000	50,000	37,500	345	15%	12,937,500
50,000	75,000	62,500	311	14%	19,437,500
75,000	100,000	87,500	253	11%	22,137,500
100,000	150,000	125,000	242	11%	30,250,000
150,000	200,000	175,000	173	8%	30,275,000
200,000	300,000	250,000	104	5%	26,000,000
300,000	400,000	350,000	58	3%	20,300,000
400,000	500,000	450,000	46	2%	20,700,000
500,000	750,000	625,000	92	4%	57,500,000
750,000	1,000,000	875,000	92	4%	80,500,000
1,000,000	None	1,100,000	35	2%	38,500,000