## Financial Crisis and the Future of the P/C Insurance Industry

## Challenges Amid the Global Economic Storm

New York Society of Securities Analysts
13th Annual Insurance Conference
New York, NY



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#### Presentation Outline

- Financial Crisis & The Weakening Global Economy: Insurance Impacts
  - Banks vs. Insurers
  - Economic Growth & Recession
  - Financial Strength & Ratings
- P/C Insurance Industry Overview & Outlook
  - Profitability
  - Premium Growth
  - Underwriting Performance
  - Financial Market Impacts
- Capital & Capacity
- Regulatory Response to Crisis
  - Emerging Blueprint of Regulatory Overhaul
- Important Threats Facing P/C Insurers in 2009

## THE ECONOMIC STORM

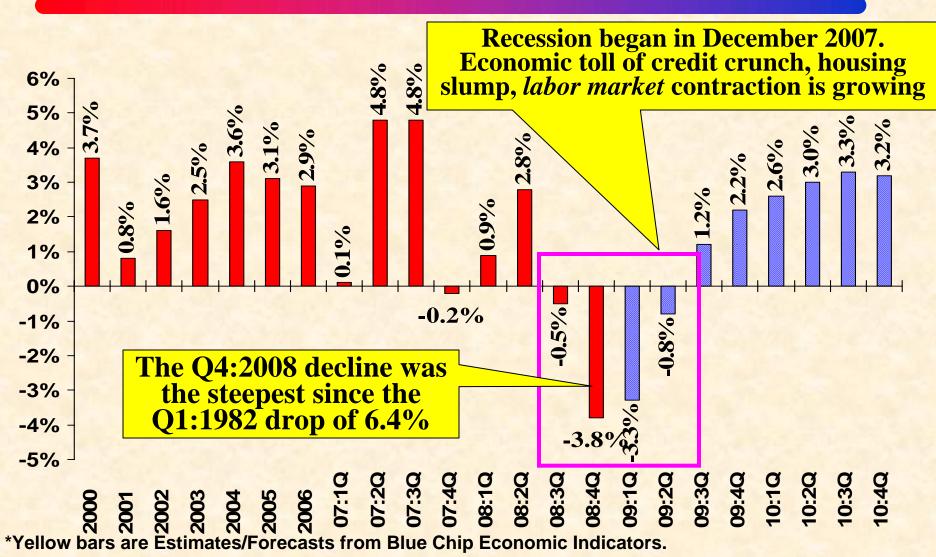
What a Weakening Economy and Financial Crisis Mean for the Insurance Industry



Exposure & Claim Cost Effects



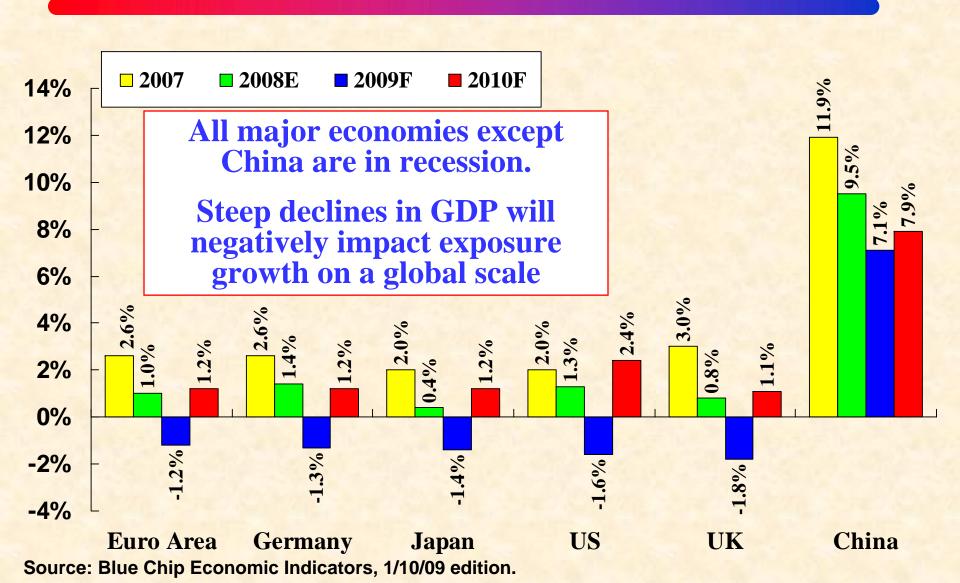
#### Real GDP Growth\*



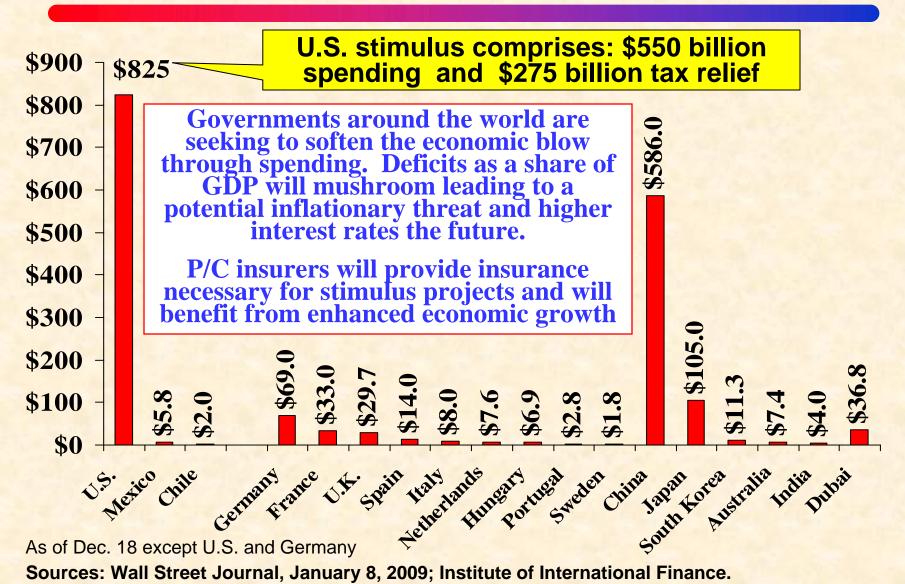
Source: US Department of Commerce, Blue Economic Indicators 1/09; Insurance Information Institute.



#### Real GDP By Market 2007-2010F (% change from previous year)

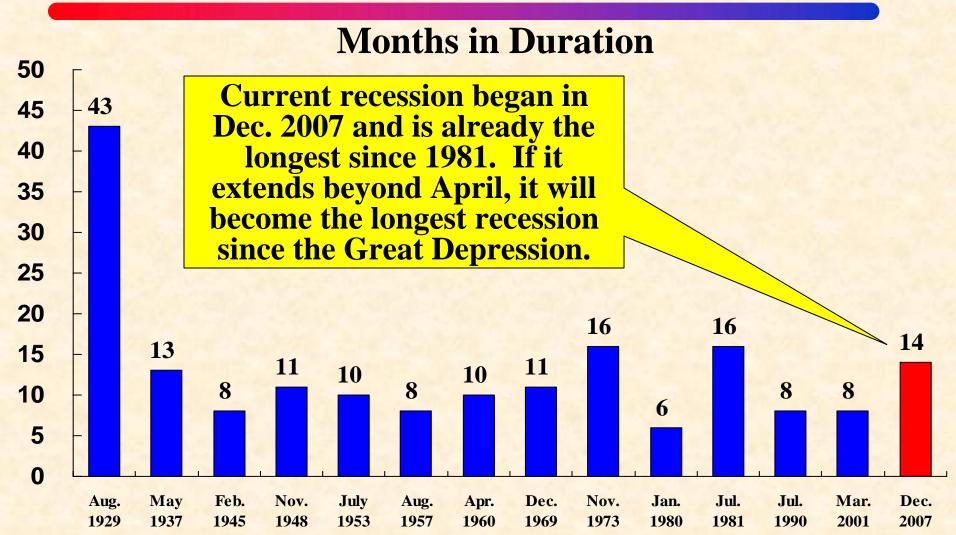


## Announced Economic Stimulus Packages Worldwide (\$ Billions)\*





#### Length of US Recessions, 1929-Present\*



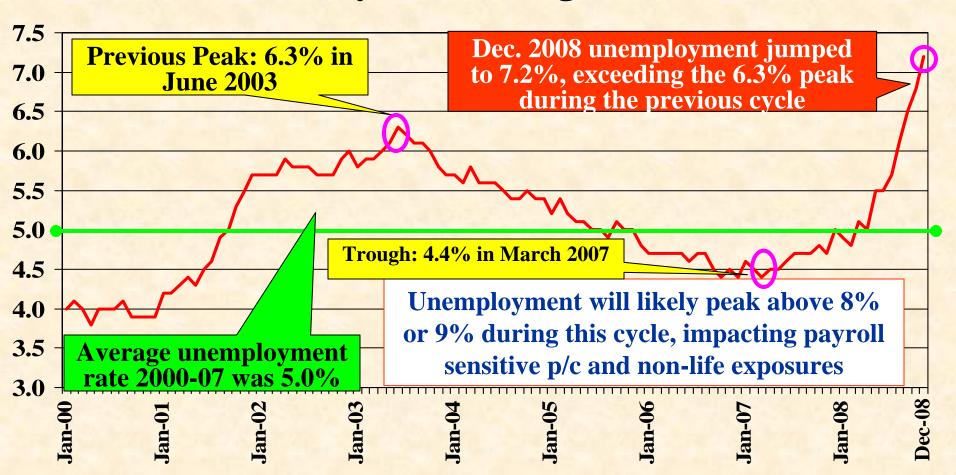
<sup>\*</sup> As of February 2009

Sources: National Bureau of Economic Research; Insurance Information Institute.



## Unemployment Rate: On the Rise

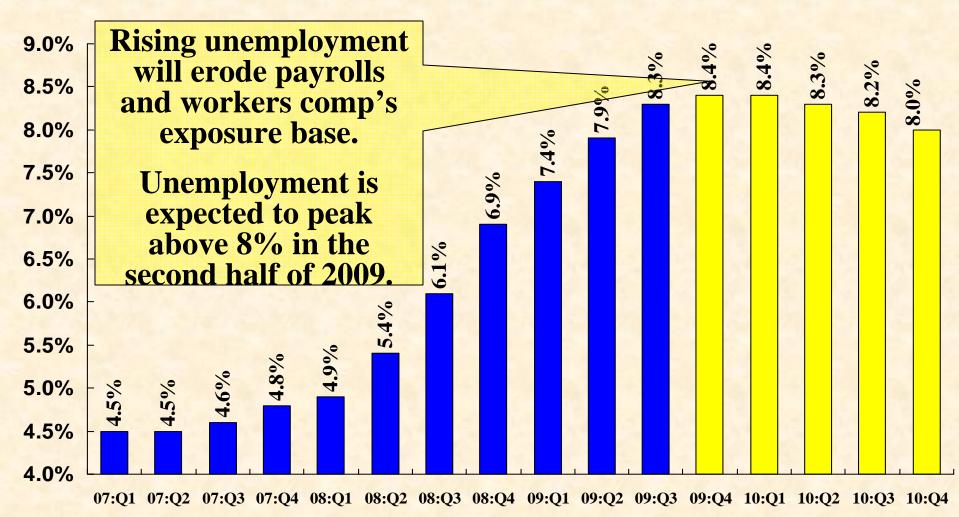
#### January 2000 through December 2008



Source: US Bureau of Labor Statistics; Insurance Information Institute.



## U.S. Unemployment Rate, (2007:Q1 to 2010:Q4F)\*

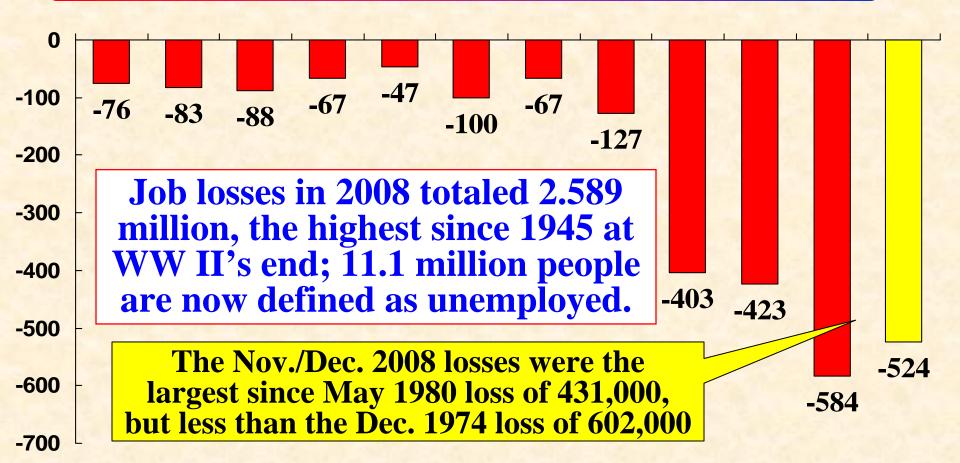


<sup>\*</sup> Blue bars are actual; Yellow bars are forecasts

Sources: US Bureau of Labor Statistics; Blue Chip Economic Indicators (1/09); Insurance Info. Inst.



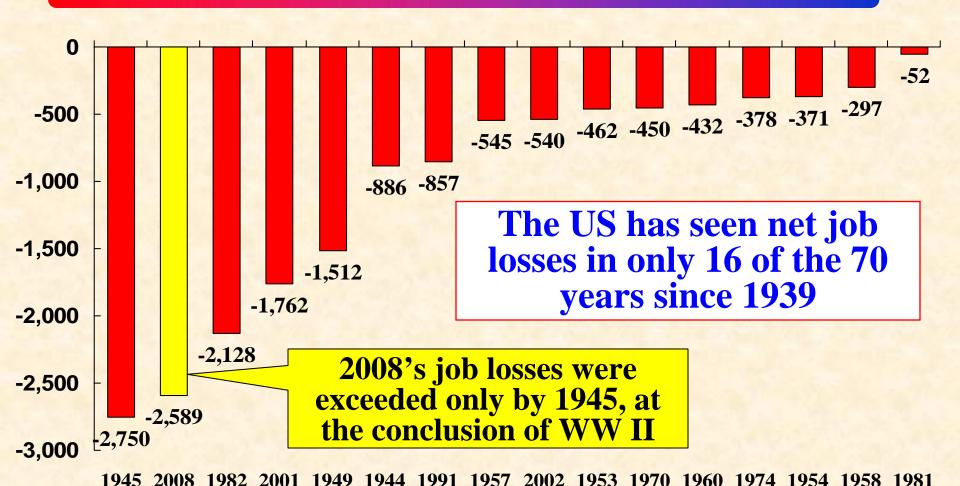
## Monthly Change Employment\* (Thousands)



Jan-08 Feb-08 Mar-08 Apr-08 May-08 Jun-08 Jul-08 Aug-08 Sep-08 Oct-08 Nov-08 Dec-08

Source: US Bureau of Labor Statistics: <a href="http://www.bls.gov/ces/home.htm">http://www.bls.gov/ces/home.htm</a>; Insurance Info. Institute

#### Years With Job Losses: 1939-2008\* (Thousands)

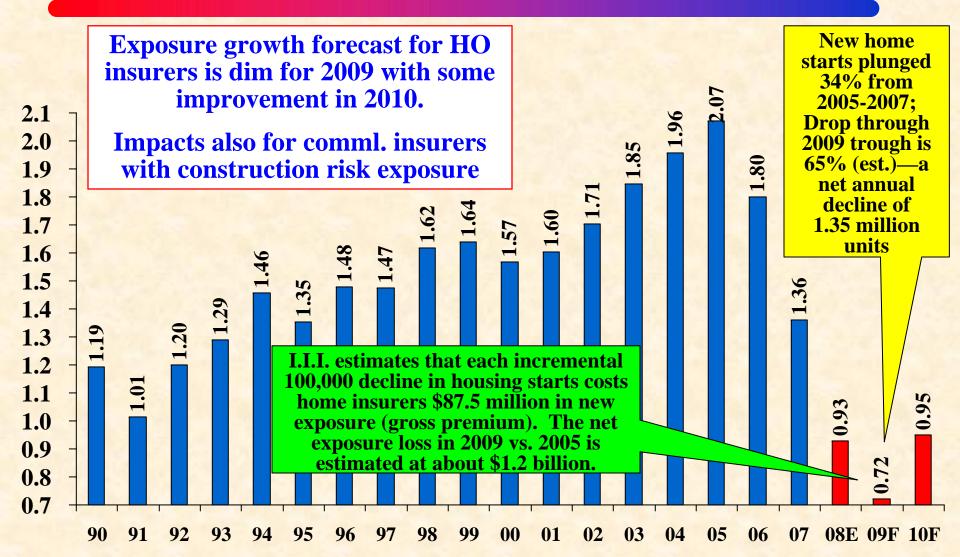


Source: Insurance Information Institute research from

US Bureau of Labor Statistics data: http://www.bls.gov/ces/home.htm.



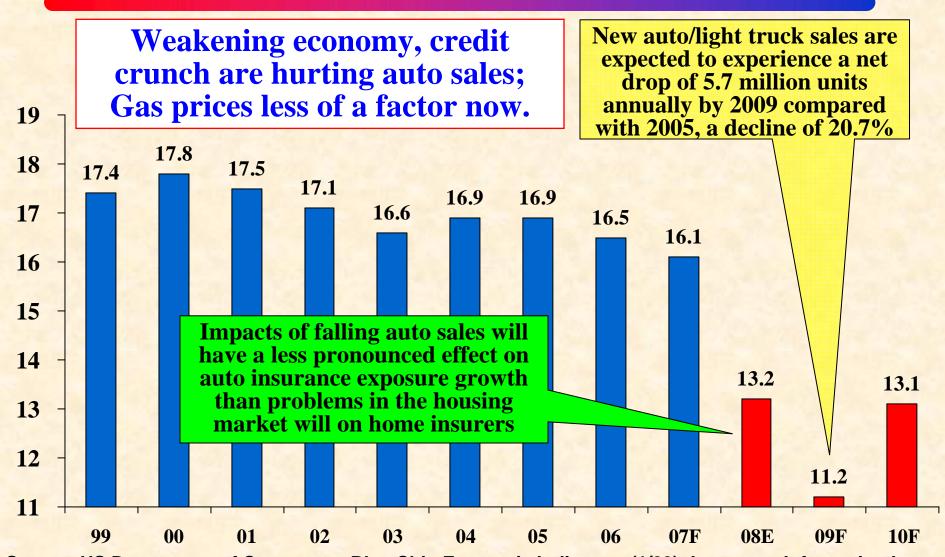
#### New Private Housing Starts, 1990-2010F (Millions of Units)



Source: US Department of Commerce; Blue Chip Economic Indicators (1/09); Insurance Information Inst.



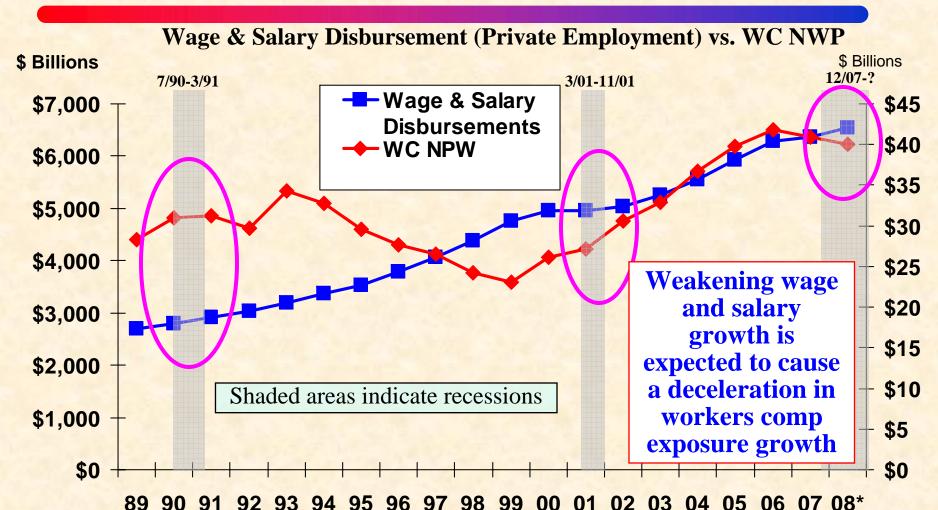
#### Auto/Light Truck Sales, 1999-2010F (Millions of Units)



Source: US Department of Commerce; Blue Chip Economic Indicators (1/09); Insurance Information Inst.



#### Wage & Salary Disbursements (Payroll Base) vs. Workers Comp Net Written Premiums

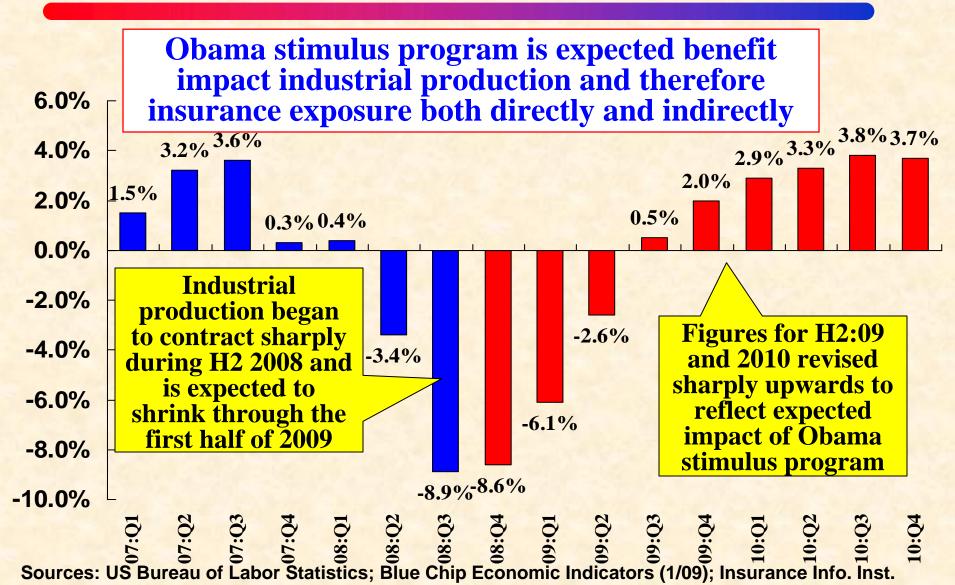


\*9-month data for 2008

Source: US Bureau of Economic Analysis; Federal Reserve Bank of St. Louis at http://research.stlouisfed.org/fred2/series/WASCUR; I.I.I. Fact Books

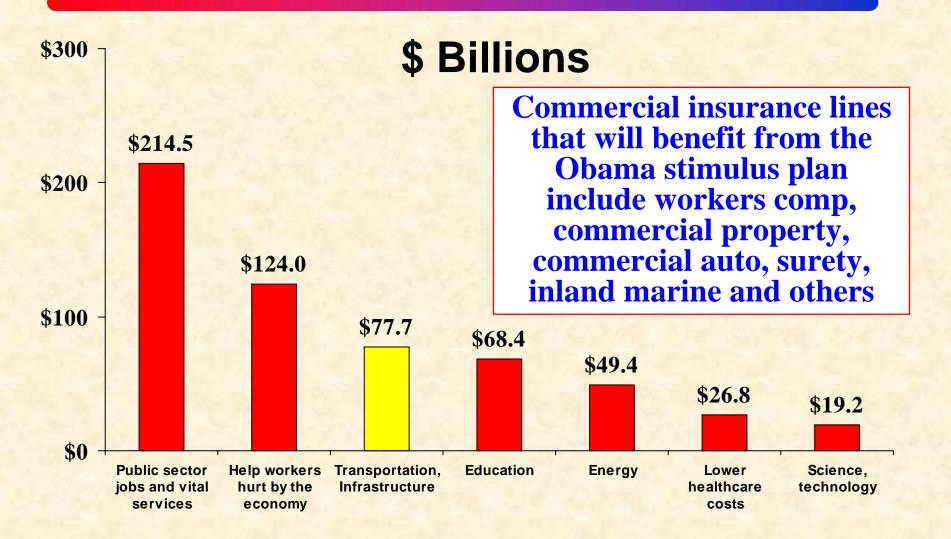


#### Total Industrial Production, (2007:Q1 to 2010:Q4F)



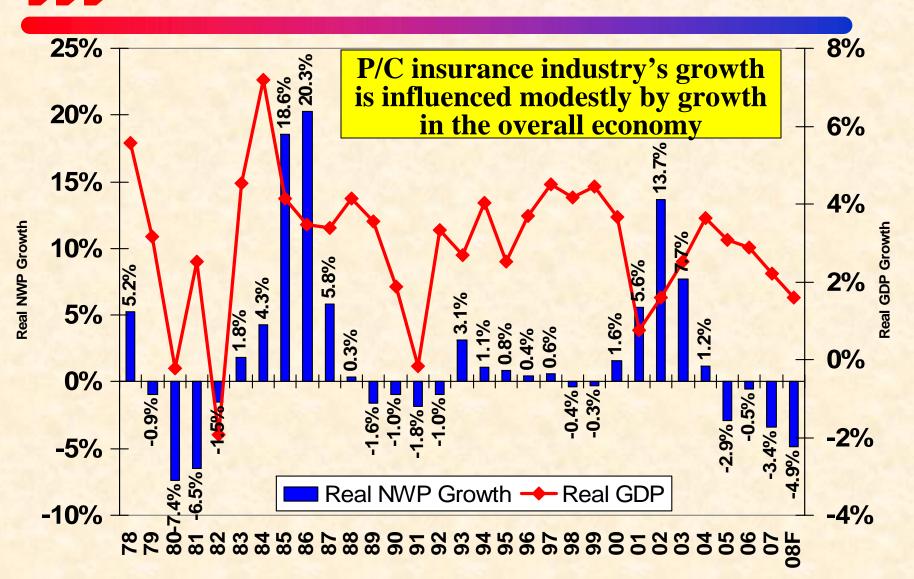


## U.S. \$825B Economic Stimulus Package, By Category



Sources: House Appropriations Committee; Wall Street Journal, January 16, 2009

## Real GDP Growth vs. Real P/C Premium Growth: Modest Association



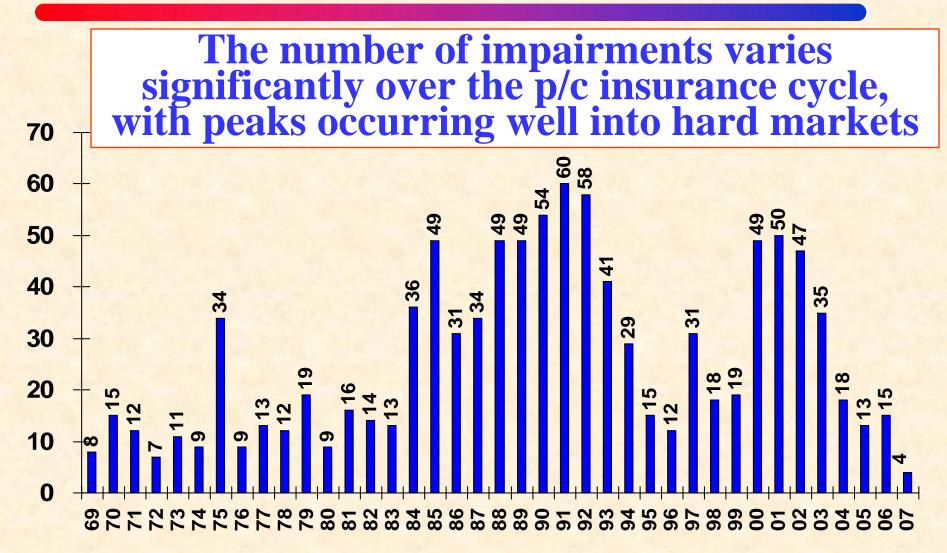
Sources: A.M. Best, US Bureau of Economic Analysis, Blue Chip Economic Indicators, 8/08; Insurance Information Inst.

# FINANCIAL STRENGTH & RATINGS

Industry Has Weathered the Storms Well

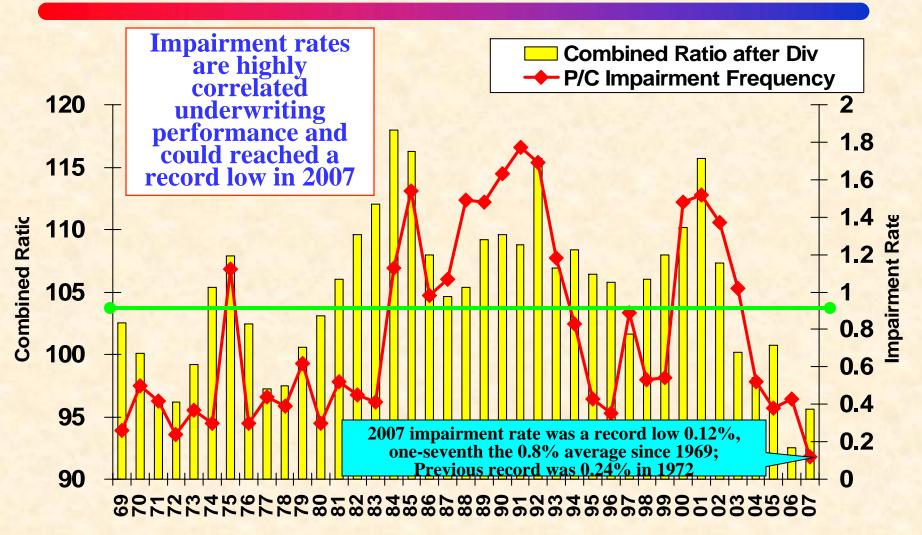


#### P/C Insurer Impairments, 1969-2007





## P/C Insurer Impairment Frequency vs. Combined Ratio, 1969-2007

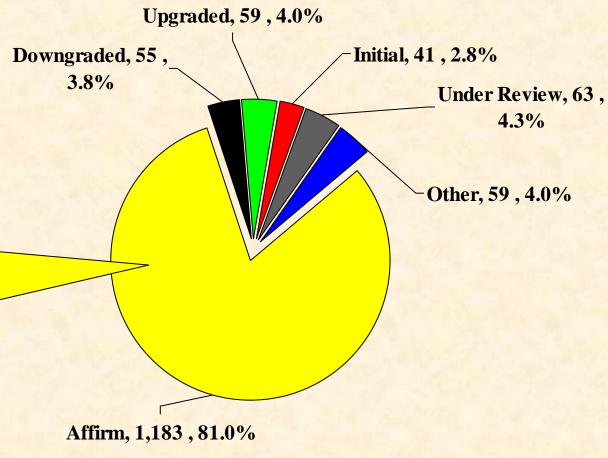




## Summary of A.M. Best's P/C Insurer Ratings Actions in 2008\*

P/C insurance is by design a resilient in business. The dual threat of financial disasters and catastrophic losses are anticipated in the industry's risk management strategy.

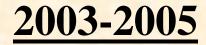
**Despite financial market** turmoil, high cat losses and a soft market in **2008, 81% of ratings** actions by A.M. Best were affirmations; just 3.8% were downgrades and 4.0% upgrades



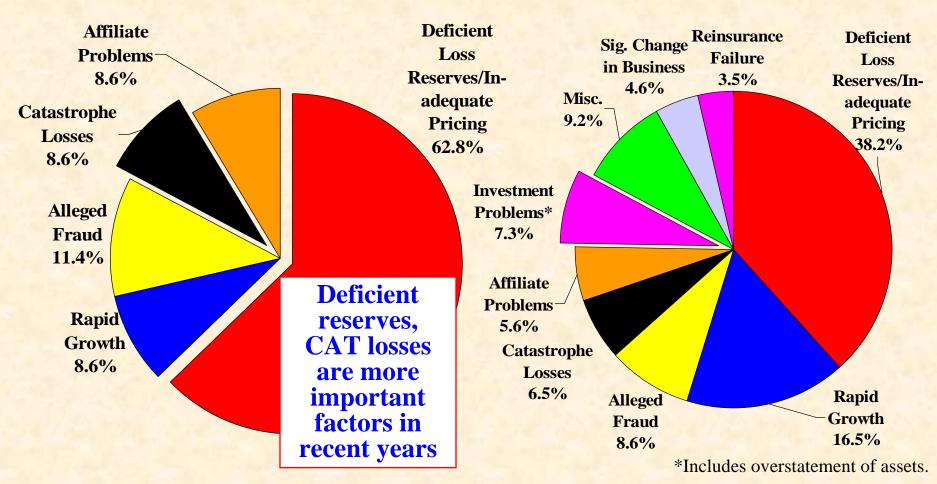
<sup>\*</sup>Through December 19. Source: A.M. Best.



#### Reasons for US P/C Insurer Impairments, 1969-2005



#### 1969-2005



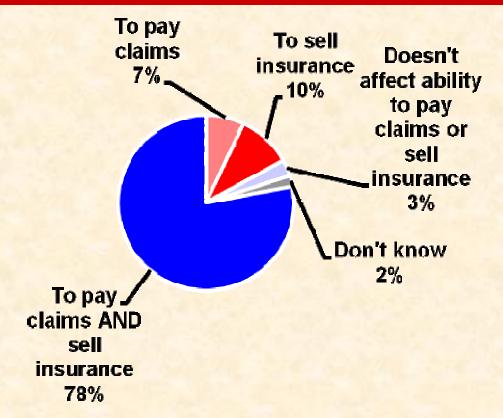
Source: A.M. Best: P/C Impairments Hit Near-Term Lows Despite Surging Hurricane Activity, Special Report, Nov. 2005;



#### CONSUMER POLL: 2008 I.I.I. PULSE SURVEY

Q. DO YOU THINK THAT THESE PROBLEMS (THE MORTGAGE PROBLEMS SOME AMERICANS FACE, THE DROP IN THE STOCK MARKET AND JOB LAYOFFS) AFFECT THE ABILITY OF INSURANCE COMPANIES TO <u>PAY</u> THEIR CLAIMS, TO <u>SELL</u> MORE INSURANCE, BOTH, NONE OF THESE (DOESN'T AFFECT ABILITY TO PAY CLAIMS OR SELL INSURANCE) OR DON'T KNOW?

95% Americans
think that the
downturn in the
economy affects the
basic business of the
insurance industry:
the ability to pay
claims and/or sell
insurance



Source: Insurance Information Institute, 2008 Pulse Survey, November 2008.

# Critical Differences Between P/C Insurers and Banks

Superior Risk Management Model & Low Leverage Make a Big Difference



## How Insurance Industry Stability Has Benefitted Consumers

#### **BOTTOM LINE:**

- Insurance Markets—Unlike Banking—Are Operating Normally
- The Basic Function of Insurance—the Orderly Transfer of Risk from Client to Insurer—Continues *Uninterrupted*
- This Means that Insurers Continue to:
  - > Pay claims (whereas 27 banks have gone under)
    - The Promise is Being Fulfilled
  - > Renew existing policies (banks are reducing and eliminating lines of credit)
  - > Write new policies (banks are turning away people who want or need to borrow)
  - > Develop new products (banks are scaling back the products they offer)

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## Reasons Why P/C Insurers Have Fewer Problems Than Banks: A Superior Risk Management Model

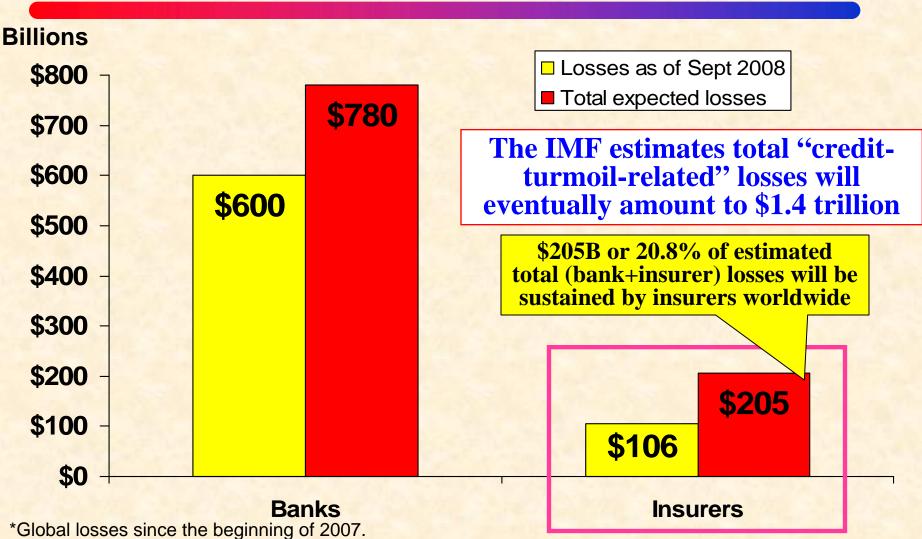
- Emphasis on Underwriting
  - > Matching of risk to price (via experience and modeling)
  - > Limiting of potential loss exposure
  - > Some banks sought to maximize volume and fees and disregarded risk
- Strong Relationship Between Underwriting and Risk Bearing
  - Insurers always maintain a stake in the business they underwrite, keeping "skin in the game" at all times
  - Banks and investment banks package up and securitize, severing the link between risk underwriting and risk bearing, with (predictably) disastrous consequences—straightforward moral hazard problem from Econ 101
- Low Leverage
  - > Insurers do not rely on borrowed money to underwrite insurance or pay claims > There is no credit or liquidity crisis in the insurance industry
- Conservative Investment Philosophy
  - > High quality portfolio that is relatively less volatile and more liquid
- Comprehensive Regulation of Insurance Operations
  - The business of insurance remained comprehensively regulated whereas a separate banking system had evolved largely outside the auspices and understanding of regulators (e.g., hedge funds, private equity, complex securitized instruments, credit derivatives—CDS's)
- Greater Transparency
  - Insurance companies are an open book to regulators and the public

## The Financial Crisis in Perspective

Bank vs. Insurer Impacts



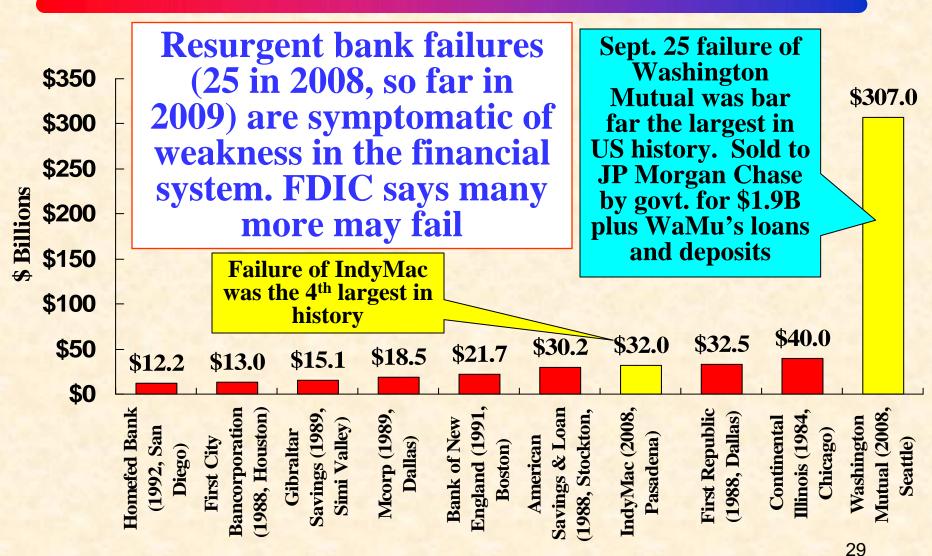
## Financial Institutions Globally Facing Huge Losses from the Credit Crunch\*



Source: IMF Global Financial Stability Report, October 2008, IIF, Bloomberg, cited in a presentation by Thomas Hess (Chief Economist, Swiss Re) October 23, 2008, accessed via Geneva Association web site.



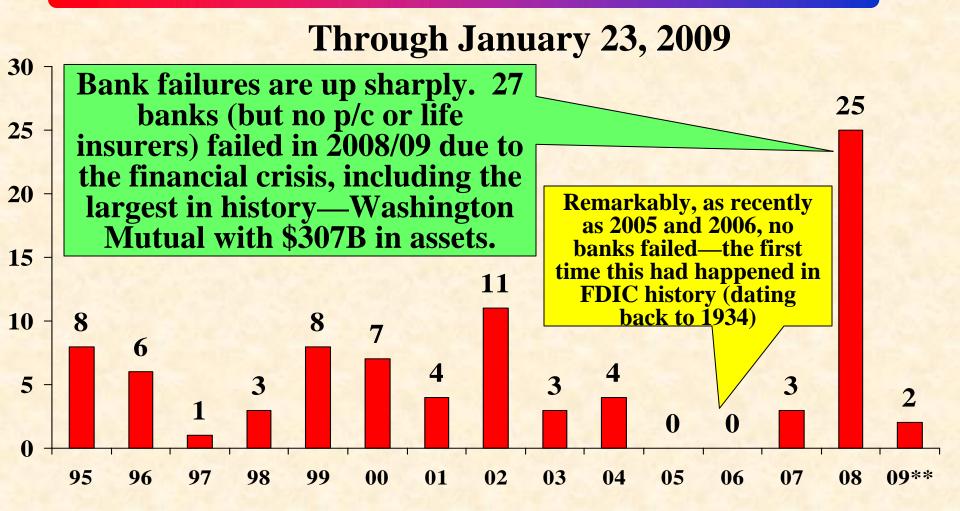
#### Top 10 Largest Bank Failures



Source: FDIC; Insurance Information Institute research.



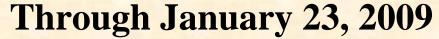
## US Bank Failures:\* 1995-2009\*\*

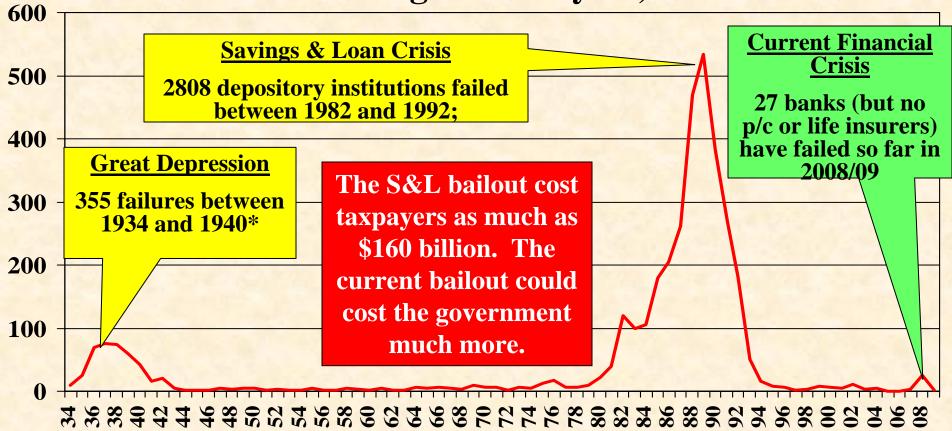


\*Includes all commercial banking and savings institutions. \*\*Through Jan. 23. Source: FDIC: <a href="http://www.fdic.gov/bank/historical/bank/index.html">http://www.fdic.gov/bank/historical/bank/index.html</a>; Insurance Info. Institute



## US Bank Failures:\* 1934-2009\*\*





<sup>\*</sup>Includes all commercial banking and savings institutions.

<sup>\*\*</sup>Data begin in 1934, the year the FDIC was established.

## Top 10 P/C Insolvencies, Based Upon Guaranty Fund Payments\*



<sup>\*</sup> Disclaimer: This is not a complete picture. If anything the numbers are understated as some states have not reported in certain years.

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### P/C INSURANCE FINANCIAL PERFORMANCE

A Resilient Industry in tt Challenging Times

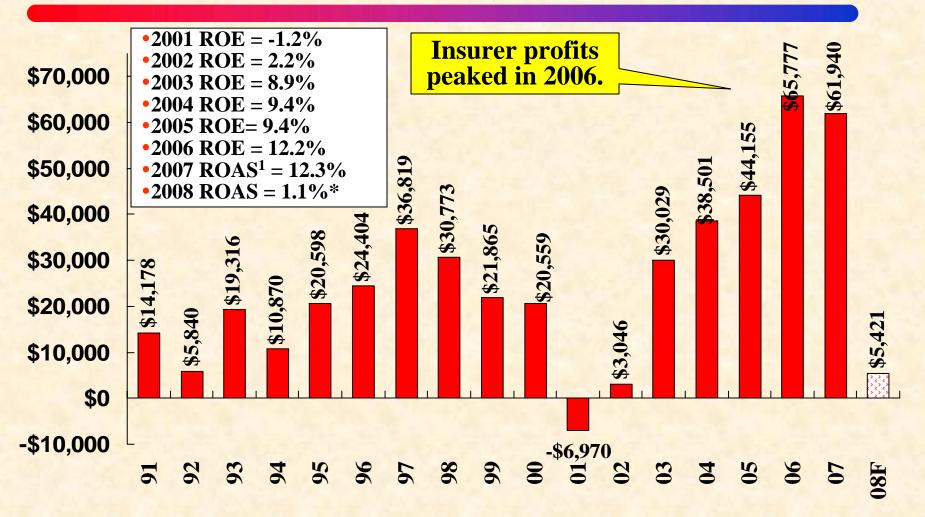
### Profitability

Historically Volatile





#### P/C Net Income After Taxes 1991-2009F (\$ Millions)\*

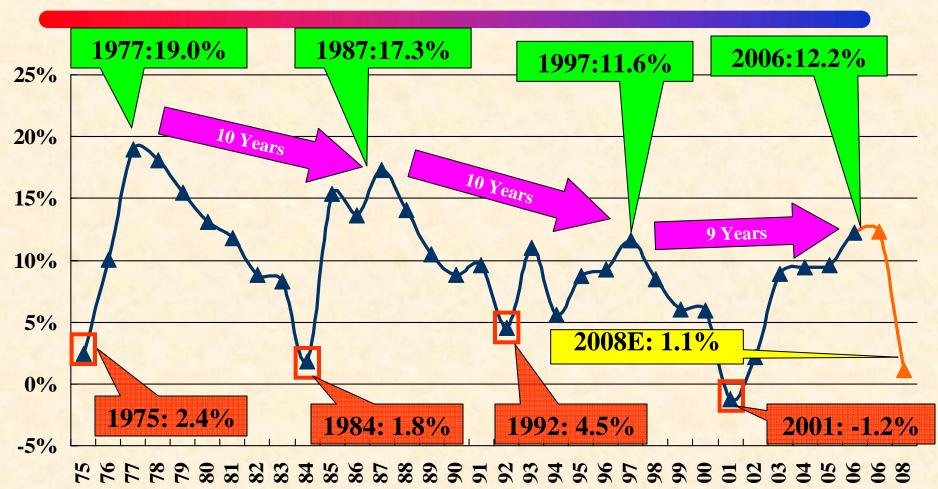


\*ROE figures are GAAP; ¹Return on avg. surplus. 2008 numbers are annualized based on 9-mos. Actual of \$4.066 billion.

Sources: A.M. Best, ISO, Insurance Information Inst.



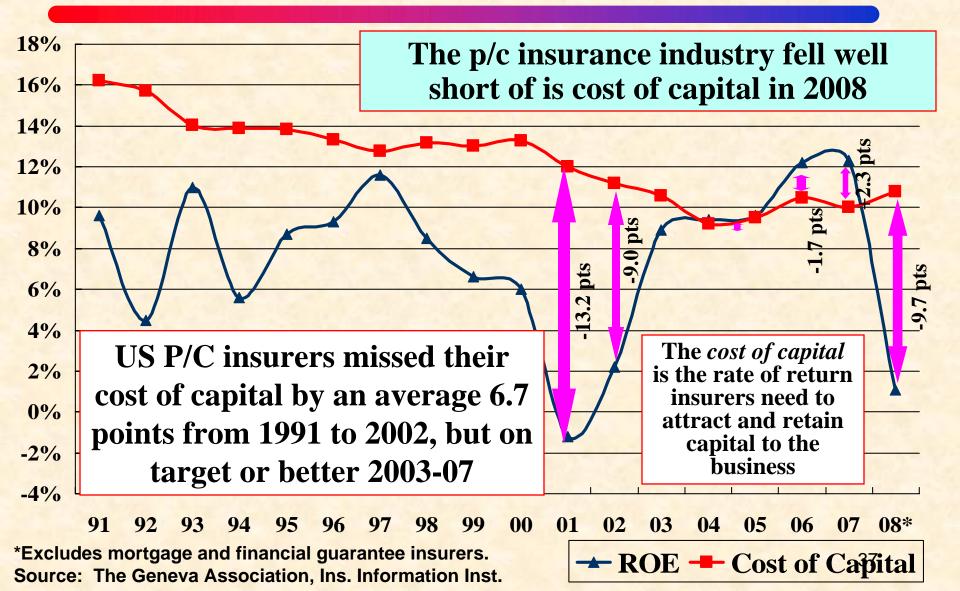
#### P/C Insurance Industry ROEs, 1975 – 2008E\*



Note: 2009 figure is actual 9-month result.

Sources: ISO; Insurance Information Institute.

# ROE vs. Equity Cost of Capital: US P/C Insurance:1991-2008:Q3



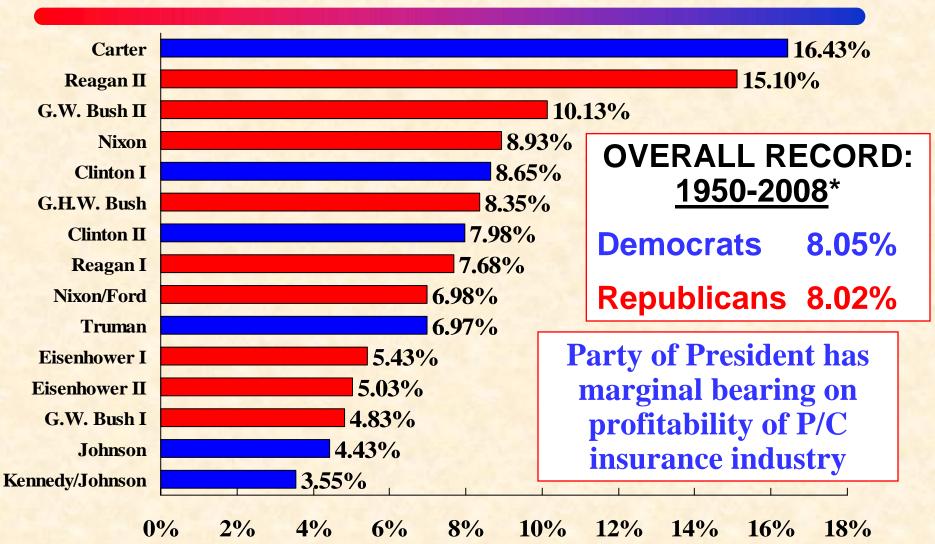
# Presidential Politics & P/C Insurance

How is Profitability Affected by the President's Political Party?





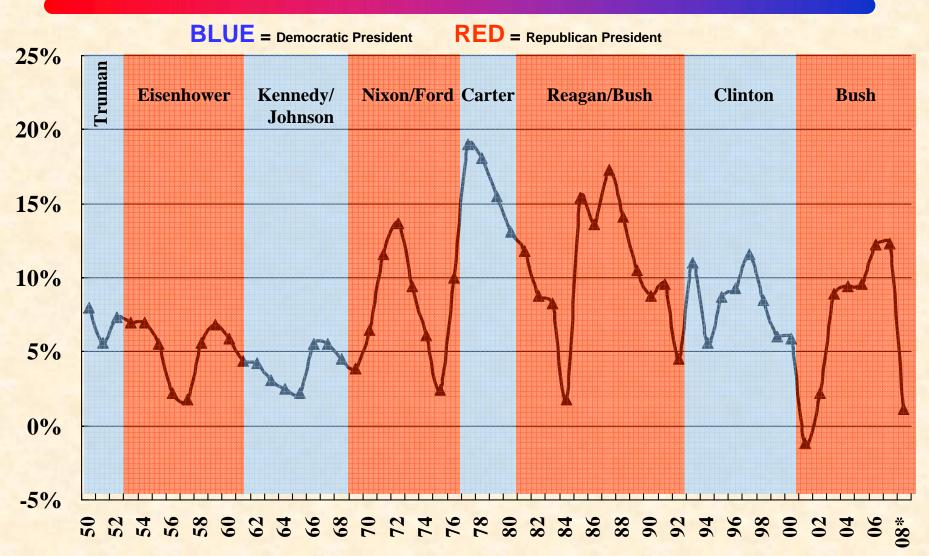
## P/C Insurance Industry ROE by Presidential Administration, 1950-2008\*



\*ROE for 2008 based on H1 data. Truman administration ROE of 6.97% based on 3 years only, 1950-52. Source: Insurance Information Institute



#### P/C Insurance Industry ROE by Presidential Party Affiliation, 1950–2008\*



Source: Insurance Information Institute. \*2008 based 9-month data.

## Investment Performance

Investments are the Principle Source of Declining Profitability



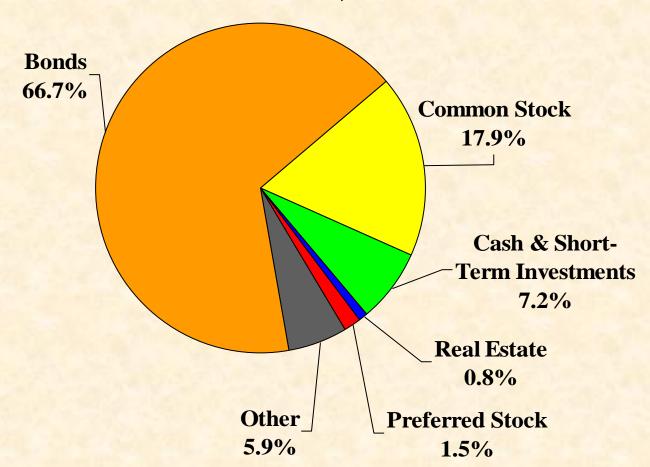


#### Distribution of P/C Insurance Industry's Investment Portfolio

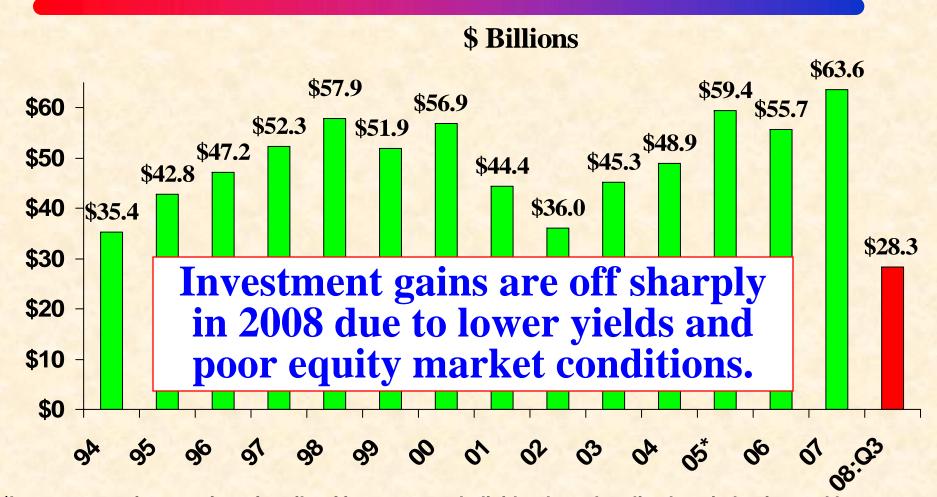
#### **Portfolio Facts**

- •Invested assets totaled \$1.3 trillion as of 12/31/07
- •Insurers are generally conservatively invested, with 2/3 of assets invested in bonds as of 12/31/07
- •Only about 18% of assets were invested in common stock as of 12/31/07
- •Even the most conservative of portfolios was hit hard in 2008

#### As of December 31, 2007



#### Property/Casualty Insurance Industry Investment Gain:1994-2008:Q3<sup>1</sup>



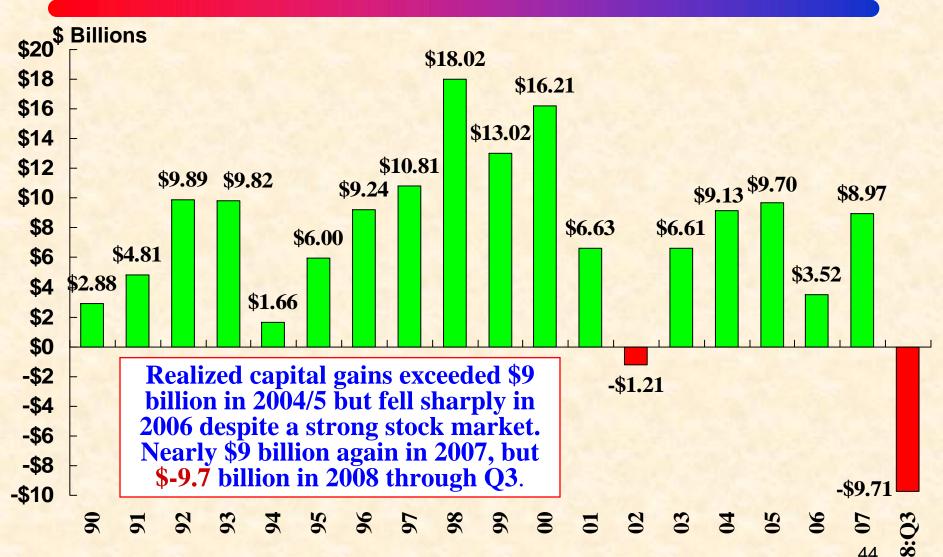
<sup>1</sup>Investment gains consist primarily of interest, stock dividends and realized capital gains and losses. 2006 figure consists of \$52.3B net investment income and \$3.4B realized investment gain.

\*2005 figure includes special one-time dividend of \$3.2B.

Sources: ISO; Insurance Information Institute.



## P/C Insurer Net Realized Capital Gains, 1990-2008:Q3

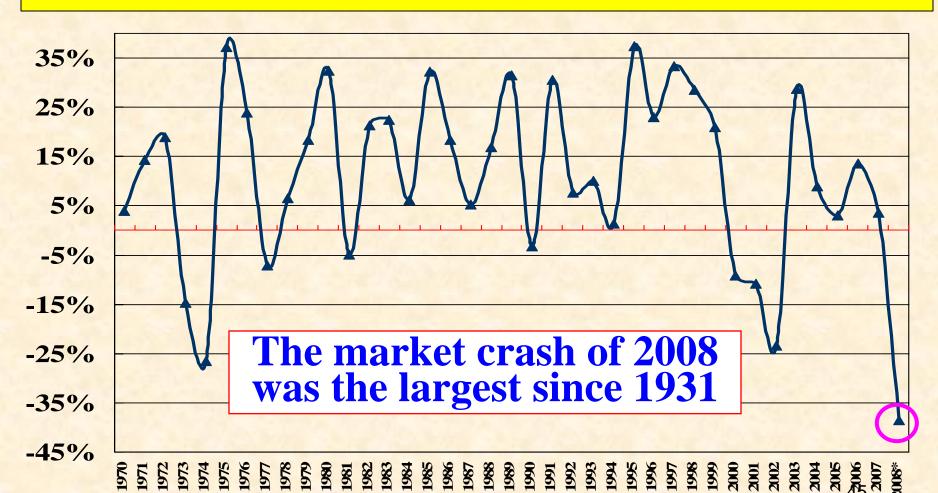


Sources: A.M. Best, ISO, Insurance Information Institute.



#### Total Returns for Large Company Stocks: 1970-2008\*

#### **S&P 500 was down 38.5% in 2008\***

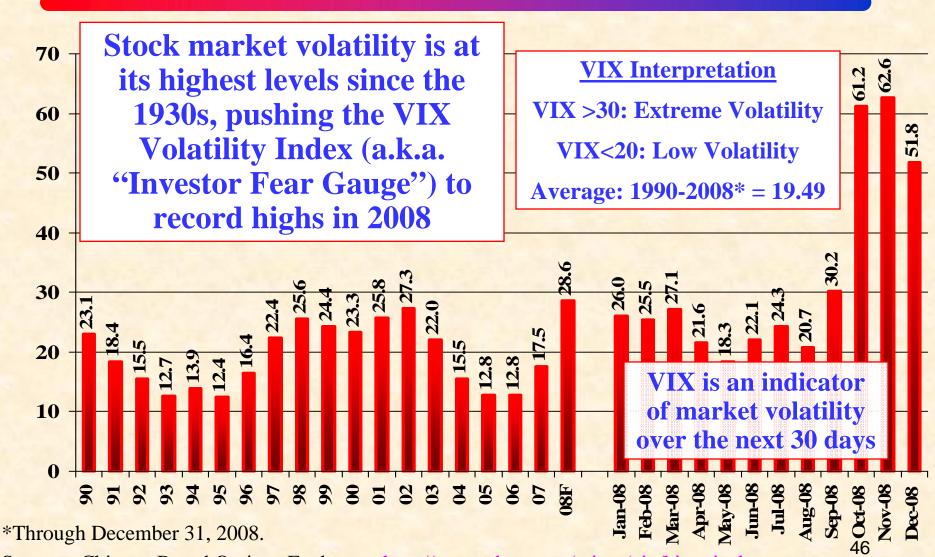


Source: Ibbotson Associates, Insurance Information Institute.

\*Through December 31, 2008.

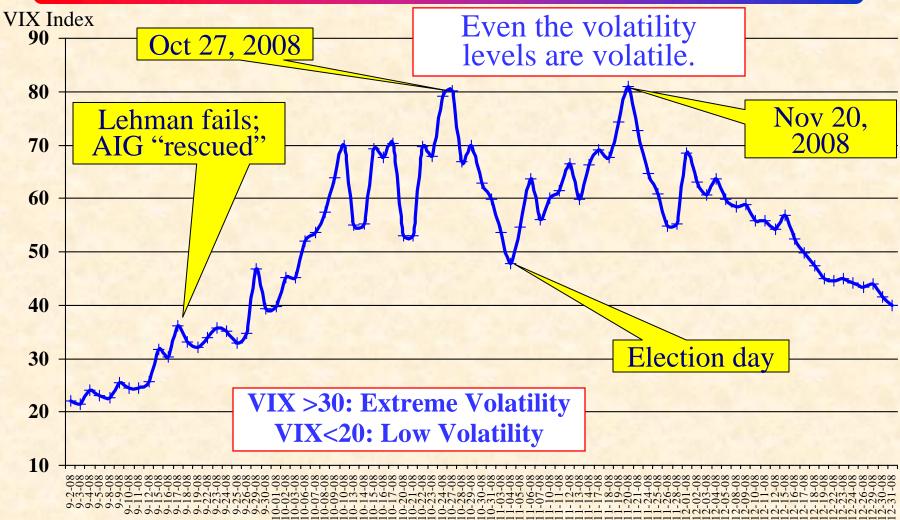
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## VIX Volatility Index: Stock Market Volatility at Record Highs in 2008\*



Sources: Chicago Board Options Exchange: <a href="http://www.cboe.com/micro/vix/historical.aspx">http://www.cboe.com/micro/vix/historical.aspx</a>

# Stock Market Daily Volatility in 2008\*: Heading to "Normal"?

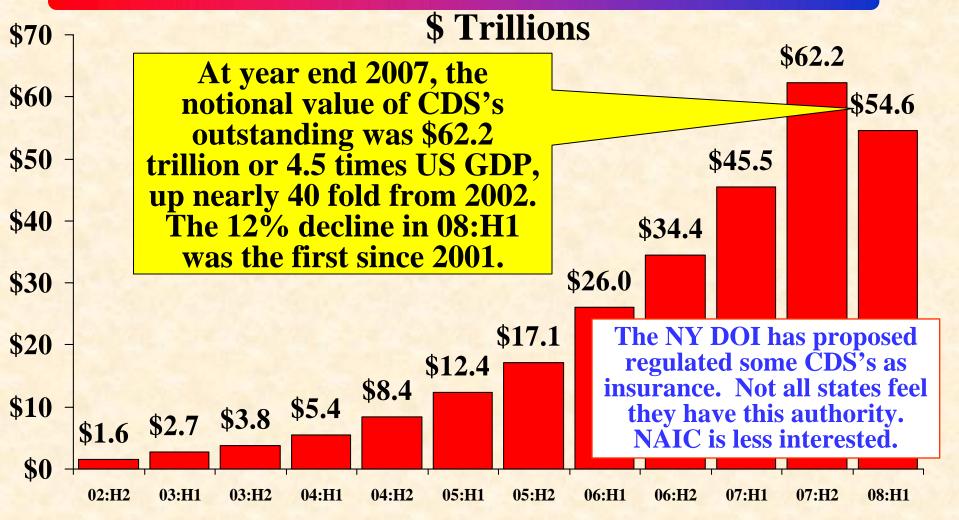


<sup>\*</sup>September 2 to December 31, 2008.

Source: Chicago Board Options Exchange: <a href="http://www.cboe.com/micro/vix/historical.aspx">http://www.cboe.com/micro/vix/historical.aspx</a>



# Credit Default Swaps: Notional Value Outstanding, 2002:H2 – 2008:H1\*



<sup>\*</sup>End of calendar half (H1 = June 30, H2 = December 31).

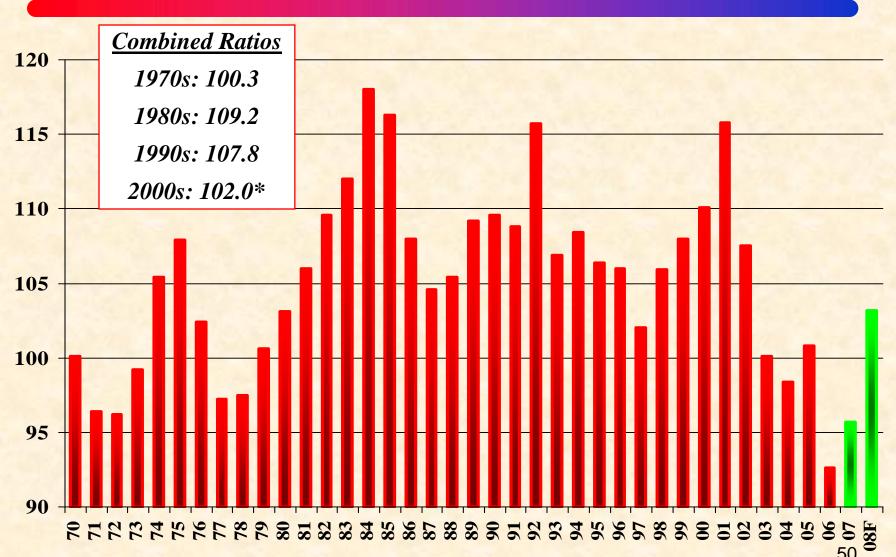
Source: International Swaps and Derivatives Association: http://www.isda.org/statistics/recent.html

## Underwriting Trends

Financial Crisis Does <u>Not</u> Directly Impact Underwriting Performance: Cycle, Catastrophes Were 2008's Drivers



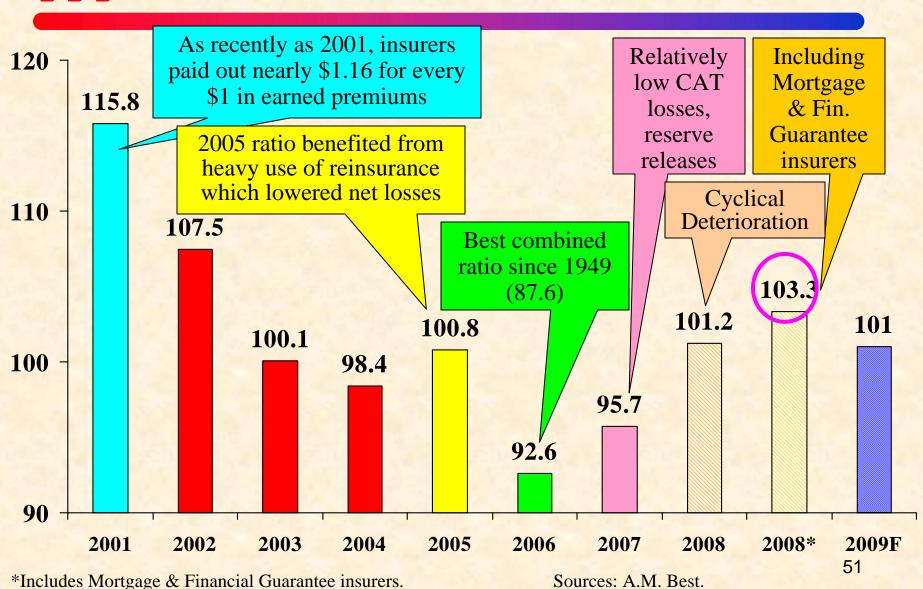
#### P/C Insurance Combined Ratio, 1970-2008F\*



Sources: A.M. Best; ISO, III \*A.M. Best year end estimate of 103.2; Actual 9-mos. result was 105.6.

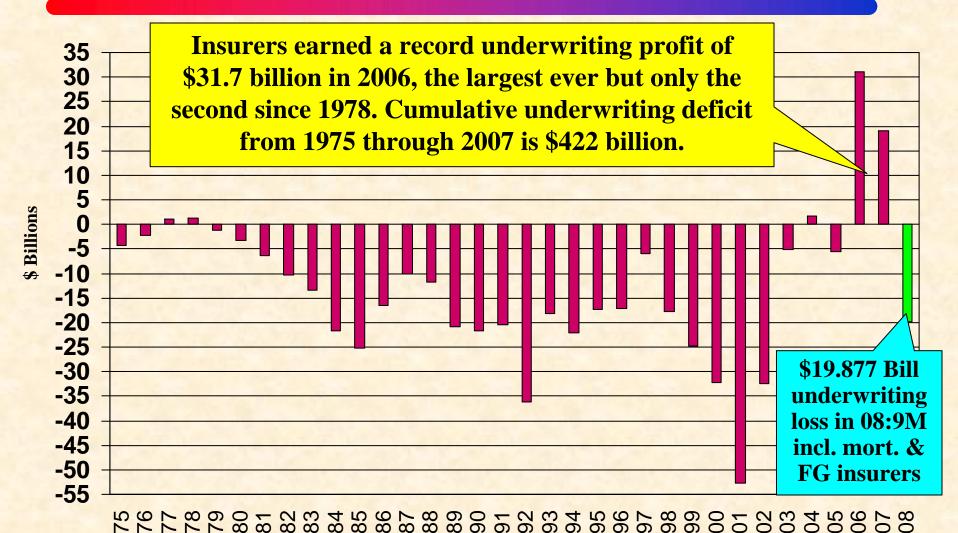


#### P/C Insurance Industry Combined Ratio, 2001-2009E





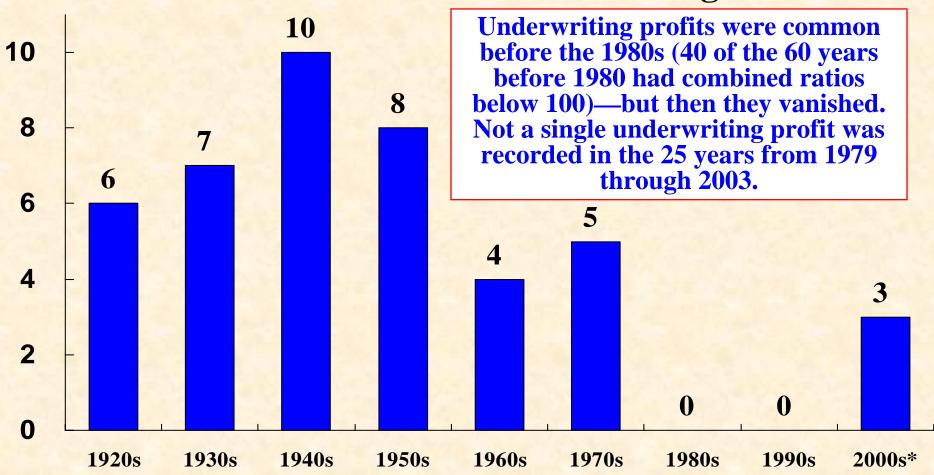
## Underwriting Gain (Loss) 1975-2008:Q3\*



Source: A.M. Best, ISO; Insurance Information Institute \* Includes mortgage & finl. guarantee insurers

#### Number of Years With Underwriting Profits by Decade, 1920s –2000s

#### **Number of Years with Underwriting Profits**



Note: Data for 1920 – 1934 based on stock companies only.

Sources: Insurance Information Institute research from A.M. Best Data.

53 **\*2000 through 2008.** 

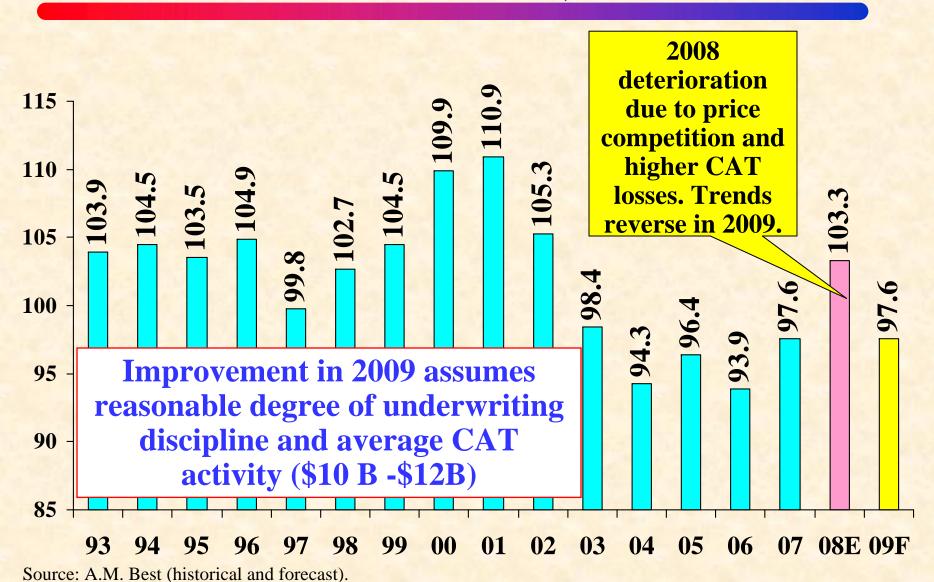
## **Personal Lines**

Auto (~75% of Market)
Home (~25%)



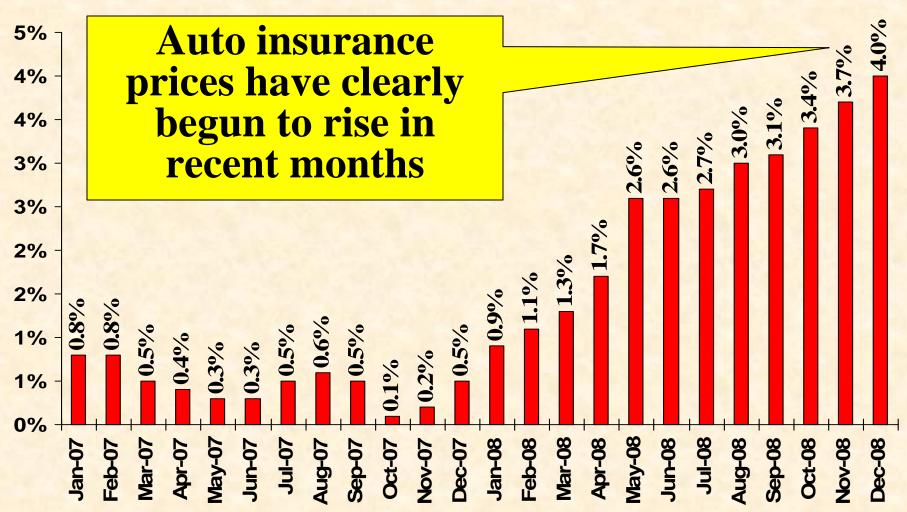


## Personal Lines Combined Ratio, 1993-2009F





#### Monthly Change in Auto Insurance Prices\*



\*Percentage change from same month in prior year.

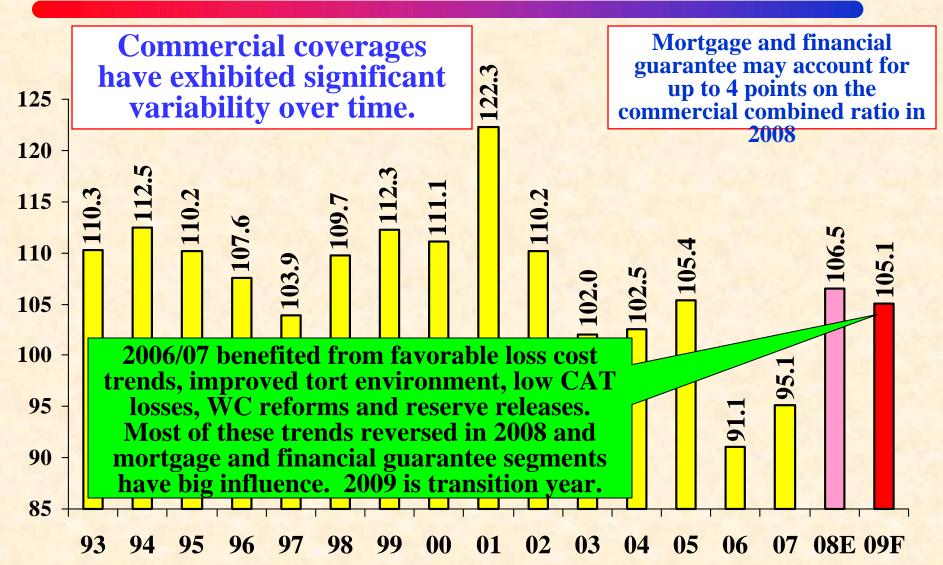
Source: US Bureau of Labor Statistics

## Commercial Lines



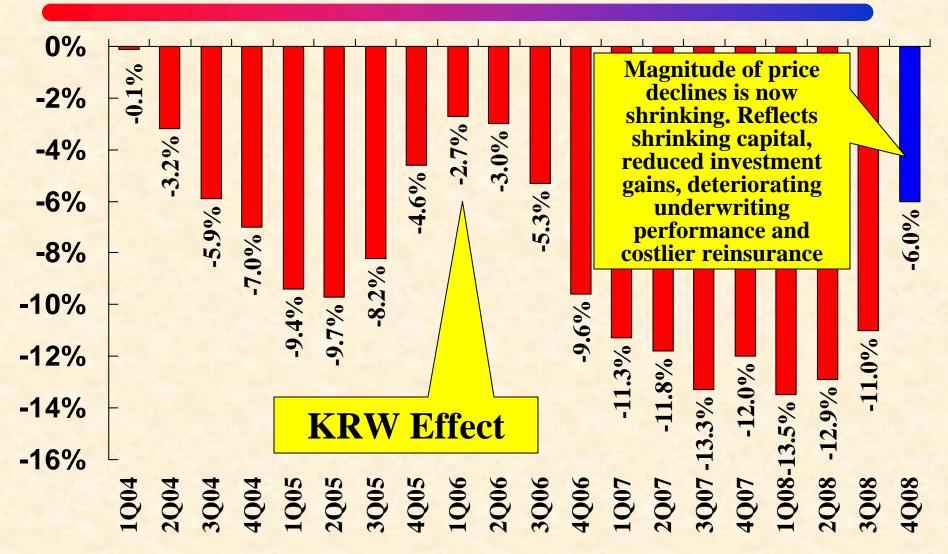


## Commercial Lines Combined Ratio, 1993-2009F



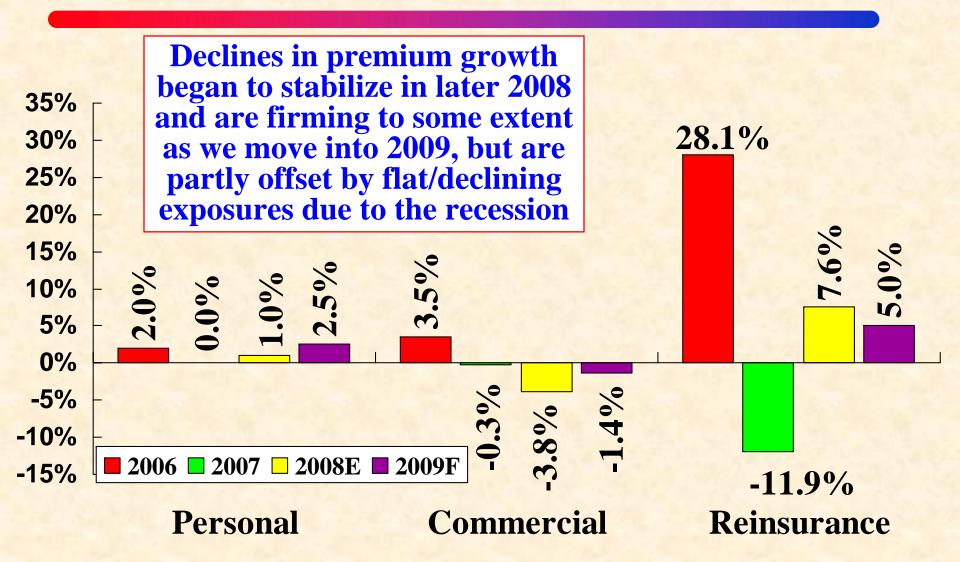


#### Average Commercial Rate Change, All Lines, (1Q:2004 – 4Q:2008)



Source: Council of Insurance Agents & Brokers; Insurance Information Institute

## Personal/Commercial Lines & Leinsurance NPW Growth, 2006-2009F



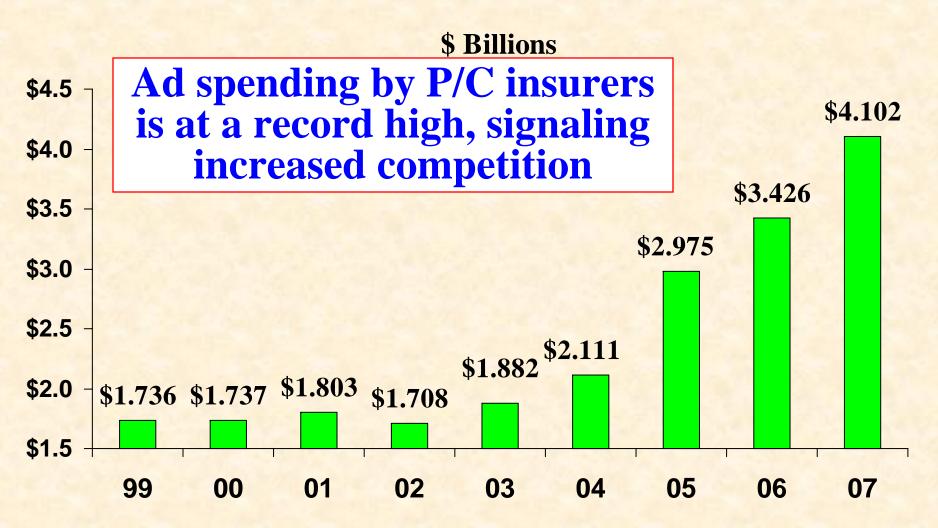
Sources: A.M. Best Review & Preview (historical and revised year-end 2008 forecast as of 1/20/09

## Advertising

Unlike in Post 9/11 Period, Insurer Advertising Likely to Remain Strong



## Advertising Expenditures by P/C Insurance Industry, 1999-2007



Source: Insurance Information Institute from consolidated P/C Annual Statement data.



# Why Advertising Will Likely Remain Strong?

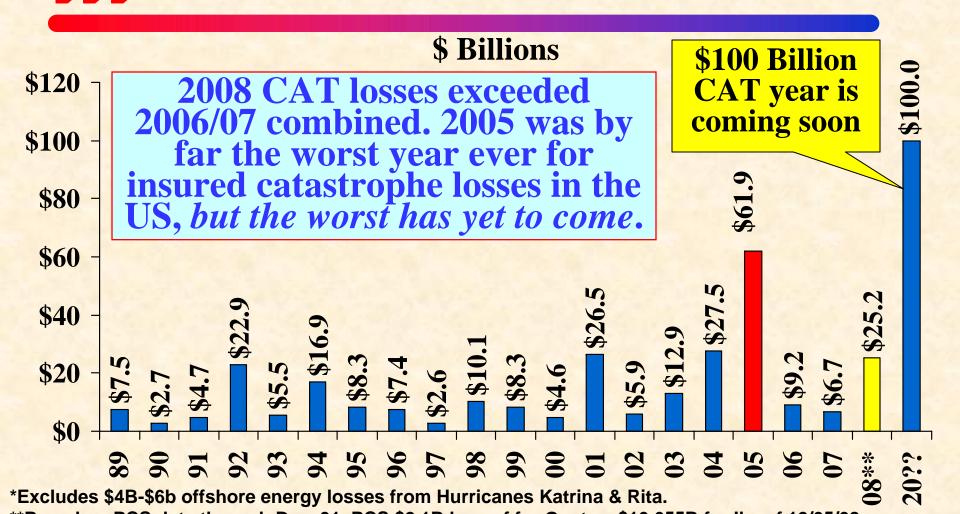
- DIRECT MARKETERS: No Agents = Advertising
  - Collectively, direct marketers have a larger market share
  - GEICO, 21st Century (formerly AIG Direct) and others are committed to the direct model
  - EA/IA companies sometimes have direct channels (some which bypass the agent, some which complement the agent)
- PERFORMANCE: U/W Results Not that Bad
  - Advertising is cut back when line is performing poorly from an underwriting perspective; Not generally the case today.
- SLOW GROWTH: Hope to Stimulate Demand
- INTERNET: Advertising Must Include New Media
  - · Will appear more ubiquitous even if ad spend flat
- REBRANDING: Some Insurers Recasting Themselves
  - Want to emphasize affordability in down economy

## Catastrophe Losses

# Impacting Underwriting Results and the Bottom Line



## \*\*\* U.S. Insured Catastrophe Losses\*



<sup>\*\*</sup>Based on PCS data through Dec. 31. PCS \$2.1B loss of for Gustav. \$10.655B for Ike of 12/05/08.

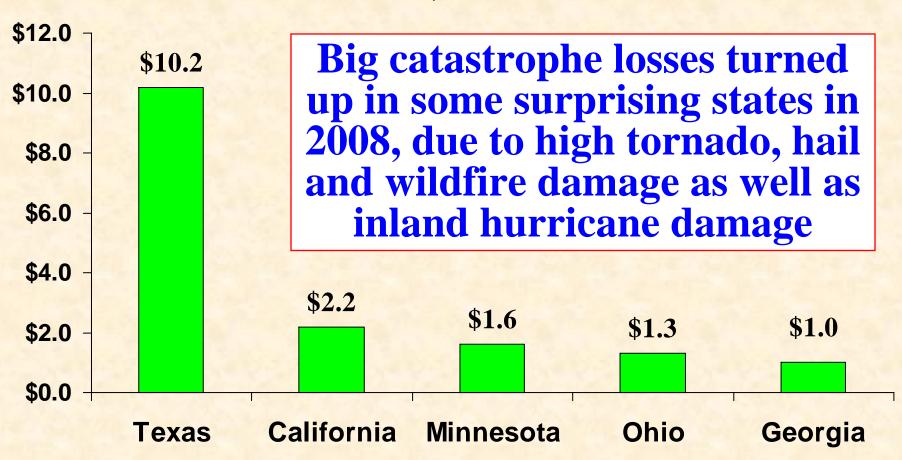
Note: 2001 figure includes \$20.3B for 9/11 losses reported through 12/31/01. Includes only business and personal property claims, business interruption and auto claims. Non-prop/BI losses = \$12.2B. 65

Source: Property Claims Service/ISO; Insurance Information Institute



#### States With Highest Insured Catastrophe Losses in 2008

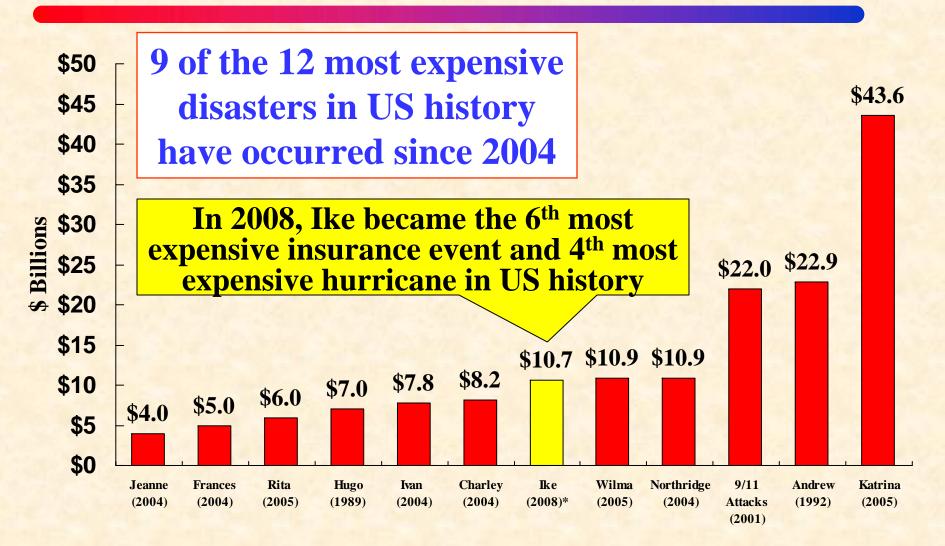




Source: PCS; Insurance Information Institute.

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## Top 12 Most Costly Disasters in US History, (Insured Losses, \$2007)



\*PCS estimate as of 12/15/08.

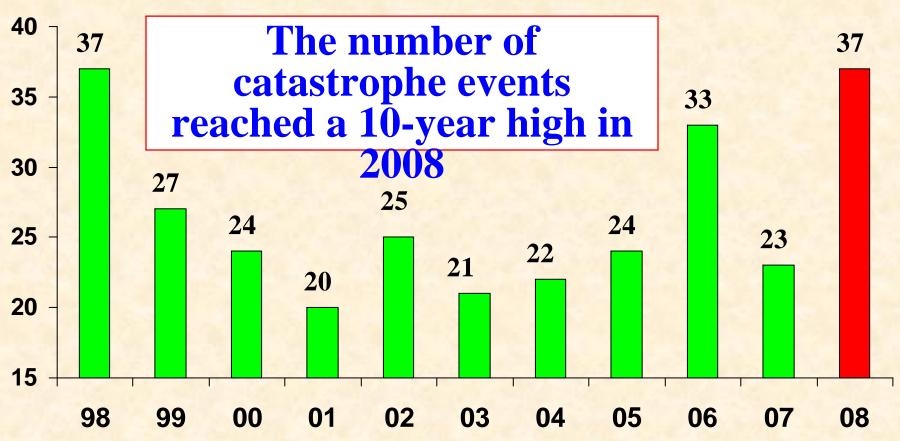
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Sources: ISO/PCS; AIR Worldwide, RMS, Eqecat; Insurance Information Institute inflation adjustments.



#### Number of PCS Catastrophe Events, 1998-2008\*





\*PCS defines a catastrophe as an even that caused at least \$25 million in insured property damage and affects and significant number of policyholders and insurers.

Source: PCS; Insurance Information Institute

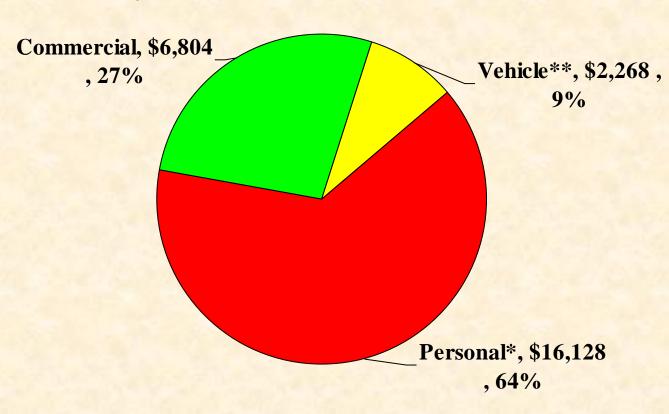


#### 2008 Insured Catastrophe Loss Distribution by Category

#### **2008 CAT FACTS**

- •The \$25.2 billion in insured losses was the 4<sup>th</sup> highest ever, behind only, 2005, 2004 and 2001
- •There were 37 designated catastrophes in 2008, the highest since 1998 (also 37)
- •Commercial losses accounted for 27% of insured losses but just 9% of claims

#### **\$ Millions**



<sup>\*</sup>Includes homeowers, condominium and rental policies.

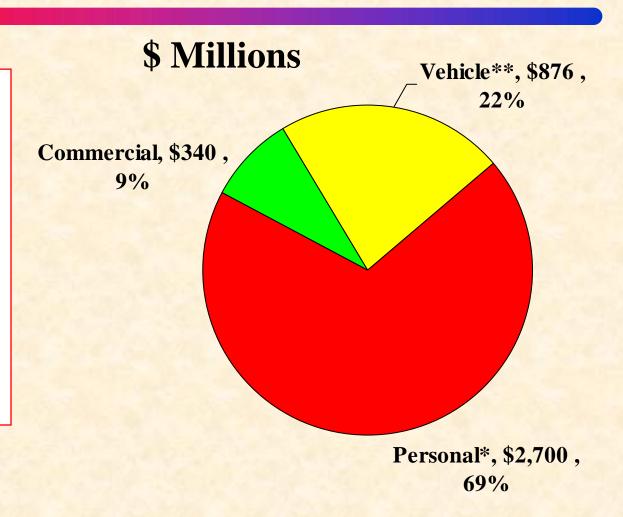
<sup>\*\*</sup>Includes commercial and private passenger vehicles
Source: PCS; Insurance Information Institute research.



#### 2008 Insured Catastrophe Loss Distribution by Number of Claims

#### **2008 CAT FACTS**

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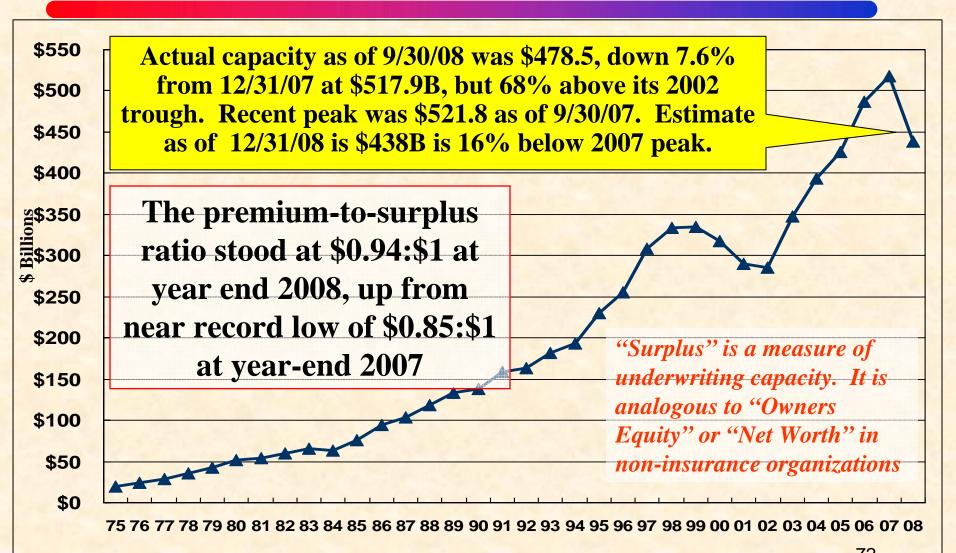
# Capital/Policyholder Surplus

Shrinkage, but Capital is Within Historic Norms





# U.S. Policyholder Surplus: 1975-2008\*

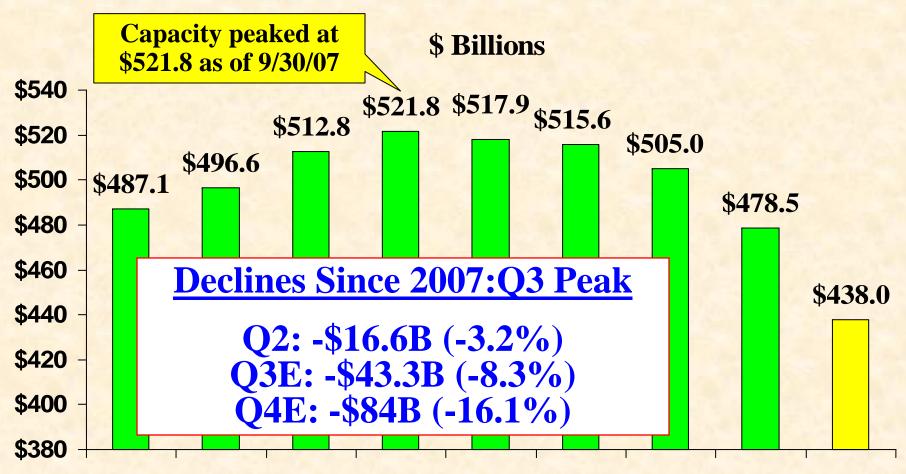


Source: A.M. Best, ISO, Insurance Information Institute.

\*Towers Perrin estimate as of 12/31/08



#### Policyholder Surplus, 2006:Q4 – 2008:Q4(Est.)

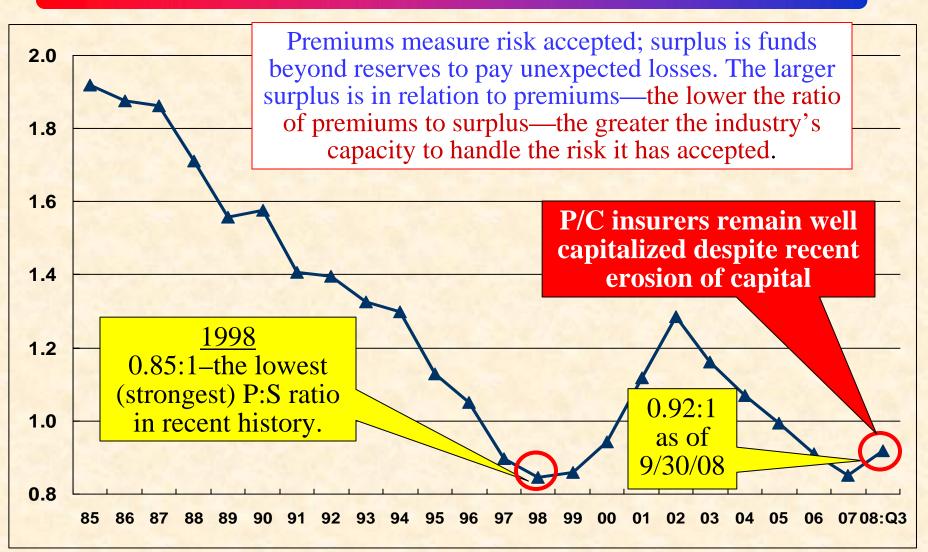


06:Q4 07:Q1 07:Q2 07:Q3 07:Q4 08:Q1 08:Q2 08:Q3 08:Q4

Source: ISO (historical); Towers Perrin (Oct. 21) estimates for Q4 2008. Q4 assumes no major 73 Investment market recovery before year-end 2008.

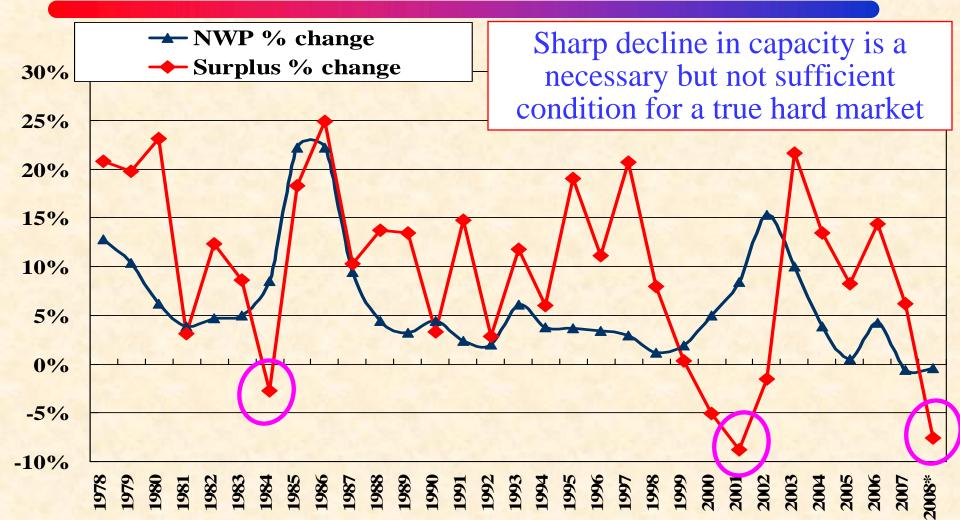


#### U.S. P/C Industry Premiums-to-Surplus Ratio: 1985-2008:Q3



Sources: A.M. Best, ISO, Insurance Information Institute.

### Historically, Hard Markets Follow When Surplus "Growth" is Negative



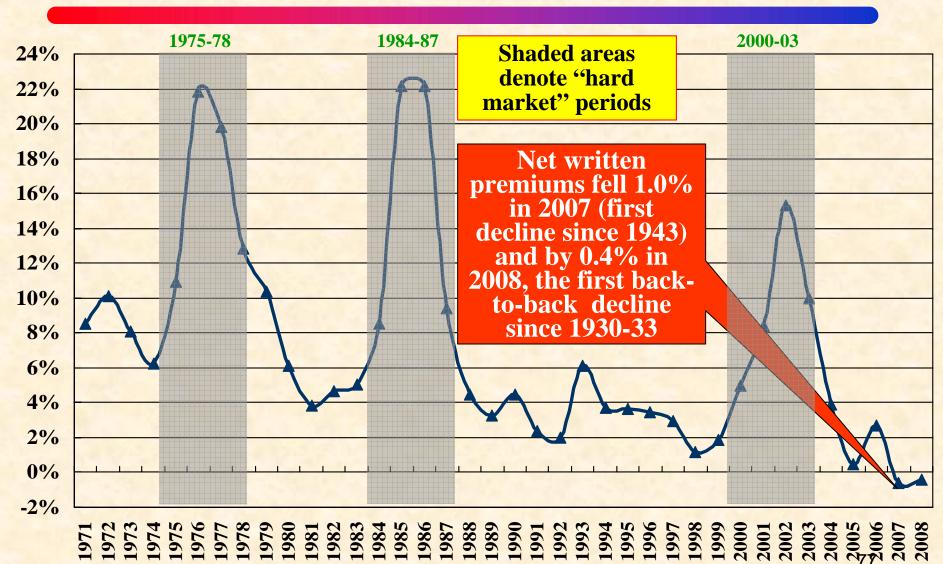
\*Actual 9-month 2008 result.

Sources: A.M. Best, ISO, Insurance Information Institute

# P/C Premium Growth

Primarily Driven by the Industry's Underwriting Cycle, Not the Economy

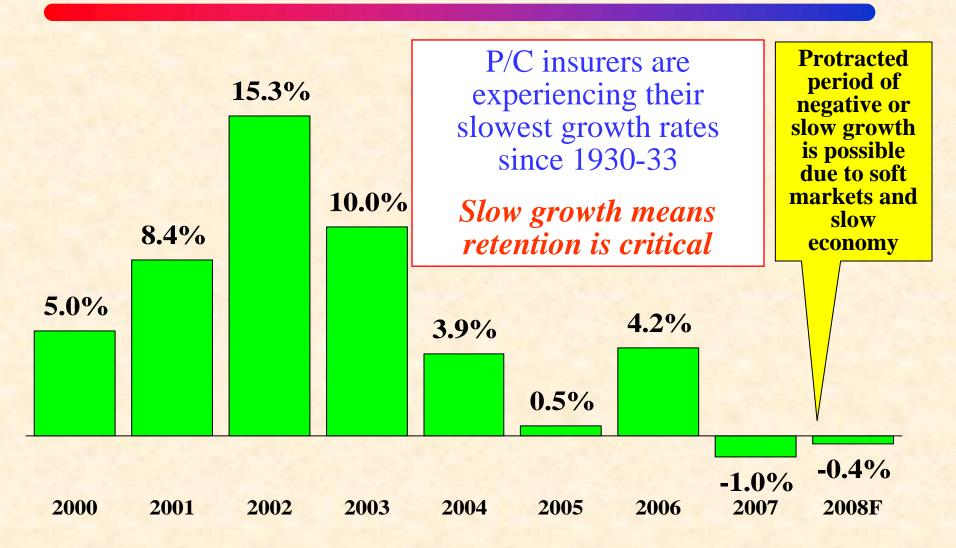
### Strength of Recent Hard Markets by NWP Growth



Sources: A.M. Best, ISO, Insurance Information Institute



#### Year-to-Year Change in Net Written Premium, 2000-2008E\*



\*2008 figure is 9-month actual result from ISO. Source: A.M. Best (historical)

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# AFTERSHOCK: Regulatory Response Could Be Harsh

All Financial Segments
Including Insurers
Will Be Impacted

### Post-Crunch: Fundamental Issues To Be Examined Globally

- Failure of Risk Management, Control & Supervision at Financial Institutions Worldwide: Global Impact
  - Colossal failure of risk management (and regulation)
  - > Counterparty risk and collateral management were systemic failure points
  - > Implications for Enterprise Risk Management (ERM)?
  - Misalignment of management financial incentives
- Focus Will Be on Risk Controls: Implies More Stringent Capital & Liquidity Requirements; *Prevention of Systemic Risks* 
  - Data reporting requirements also likely to be expanded
  - Non-Depository Financial Institutions in for major regulation
  - ➤ Changes likely under US and European regulatory regimes
  - ➤ Will new regulations be globally consistent?
  - Can overreactions be avoided?

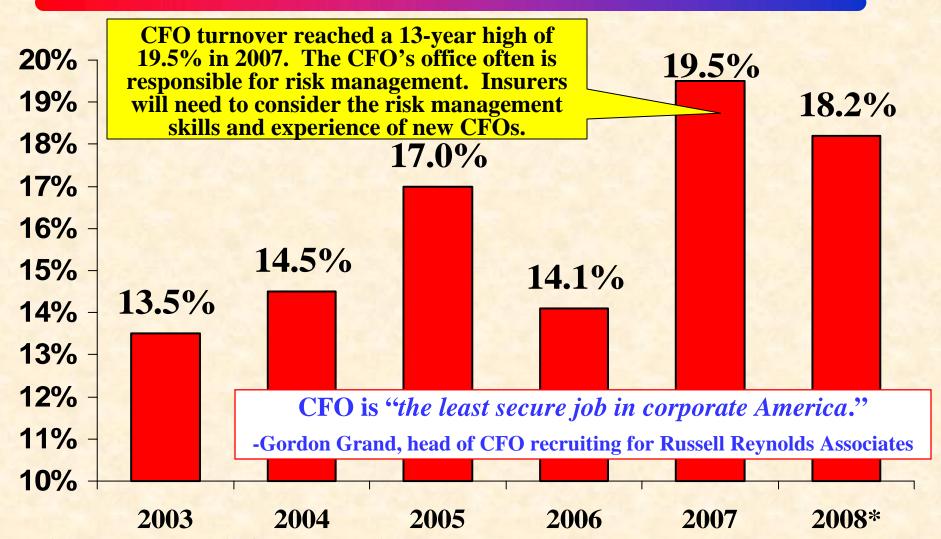
#### Accounting Rule Changes??

- Problems arose under FAS, IAS
- ➤ Asset Valuation, including Mark-to-Market
- Structured Finance & Complex Derivatives
- Ratings on Financial Instruments
  - New approaches to reflect type of asset, nature of risk

Source: Ins. Info. Inst.

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### CFO Turnover Rate: The Fall Guy in Risk Management Failures



\*2008 figure based on data for first 7 months of 2008.

Source: Crist|Kolder Associates from "Corporate Financial Chiefs Face New Pressures," WSJ, 12/1/08, p. B5; I.I.I.



#### Emerging Blueprint for Financial Services Regulatory Overhaul

#### Phase I: Systemic Risk Regulation/Regulator

- > Identification of systemic risk points in the financial system
- > Design of appropriate regulation to prevent future collapses
- Will require international consultation (US can't manage systemic risk alone)

#### Oversight Responsibility: Likely With Federal Reserve

- Fed would have capacity and power to assess risk across financial markets regardless of corporate form and to intervene when appropriate\*
- Fed could oversee (according to House FS Committee Chairman Barney Frank:
  - Hedge funds (need to ensure "complete transparency")
  - > Credit ratings agencies
  - > Executive compensation (to curb "perverse risk incentives")
- TIMELINE: Frank wants "general outline" by April 2 meeting of G20 industrialized and developing nations



### Emerging Blueprint for Financial Services Regulatory Overhaul (cont'd)

#### Phase I: Systemic Risk Regulation/Regulator: OTHER (cont'd)

- Unification of federal bank regulatory agencies
- Creation of a Financial Products Safety Commission to vet products before sold to investors
- Creation of federal insurance program for muni bonds paid via premiums
- Support for status quo on mark-to-market

#### Phase II: Sectoral Reform/Overhaul

- Each segment of the financial services industry will be examined and subject to regulation specific to its function, risks and other factors
- TIMELINE: August 2009 or later

### Post-Crunch: Fundamental Regulatory Issues & Insurance

- Federal Encroachment on Regulation of Insurance in Certain Amid a Regulatory Tsunami
  - > \$150 billion in aid to AIG makes increased federal involvement in insurance regulation a certainty
  - > States will lose some of their regulatory authority
  - What Feds get/what states lose is unclear
- Removing the "O" from "OFC"?
  - Treasury in March proposed moving solvency and consumer protection authority to a federal "Office of National Insurance"
  - Moving toward more universal approach for regulation of financial services, perhaps under Fed/Treasury?
  - > Is European (e.g., FSA) approach in store?
  - Treasury proposed assuming solvency and consumer protection roles while also eliminating rate regulation
  - Expect battle over federal regulatory role to continue to be a divisive issue within the industry
  - > States will fight to maximize influence, arguing that segments of the financial services industry under their control had the least problems

### Possible Regulatory Scenarios for P/C Insurers as of Year-End 2009

- **Status Quo: P/C Insurers Remain Entirely Under** Regulatory Supervision of the States
  - **➤** Unlikely, but some segments of the industry might welcome this outcome above all others
- Federal Regulation: Everything is Regulated by Feds
  - > Unlikely that states will be left totally in the cold
- **Optional Federal Charter (OFC): Insurers Could Choose Between Federal and State Regulation** 
  - > Unlikely to be implemented as envisioned for past several years by **OFC** supporters
- **Dual Regulation:** Federal Regulation Layer Above State
  - > Feds assume solvency regulation, states retain rate/form regulation
- **Hybrid Regulation:** Feds Assume Regulation of Large **Insurers at the Holding Company Level**
- Systemic Risk Regulator: Feds Focus on Regulation of Systemic Risk Points in Financial Services Sector
  - What are these points for insurers? P/C vs. Life? Source: Insurance Information Inst.

### Major Regulatory Considerations for Insurance Regulation in 2009

- Power Sharing: Will Feds and States Divide Regulatory Authority & How?
  - > Holding company (federal) and operating company/insurer (state)?
- Pre-Emption: Will Congress Pass Legislation Pre-Empting State Authority?
- Regulatory Consolidation: Will Regulatory Authority (now spread over 4+ agencies) be Consolidated Into One Entity? Will it Involve States?
- <u>Life vs. P/C</u>: Will Separate Regulatory Structures Emerge?
- **Guaranty Fund System:** FDIC has suggested federalization of system
- State Run Insurers: Who Would Regulate State-Run Insurers (Property, WC)?
  - > Many coastal states have large state-run entities
  - ➤ About 25 states operate workers comp state funds or monopolistic insurers
- Regulation of Credit Default Swaps as Insurance: Will Feds take this up?
- <u>Insurer Divisiveness</u>: Industry is Not United on Many Key Issues

Source: Insurance Information Institute research.



#### Insurance Information Institute On-Line

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THANK YOU FOR YOUR TIME AND YOUR ATTENTION!