



Creating and protecting value in the age of disruption

KPMG's Global Insurance practice

Helping make the
best insurers better

kpmg.com/insurance

KPMG International



Foreword

The world in which we live and work is changing fundamentally

In today's business and insurance environment, disruption is the name of the game. Change is everywhere: in massive economic and demographic shifts and rapidly evolving environmental risks; in unprecedented regulatory pressures; in more demanding consumers; in the significant increase in industry consolidation and the rise of FinTech; and in new technologies and bottomless oceans of data.

No one knows exactly how these dynamics will play out in insurance markets across the globe. The sector has never before witnessed so much change of such magnitude — and it would seem reckless to assume that their impacts will be benign. If only some of them remain, massive change is near.

Is your organization ready to create and protect value in this era of transformation and change?

It is not enough to simply keep your head above water. To succeed in this constantly changing environment, insurers, intermediaries and other service providers must continuously strive to remain relevant while simultaneously creating and protecting value — for today and into the future.

Turning change into advantage will take initiative, boldness and perseverance. Many of today's market leaders are already taking fundamental steps to transform their business. Some are creating incubators and labs, building new alliances and partnerships to identify and capitalize on FinTech and other innovations. Some are shifting their market, product and service portfolios in order to gain traction in new and emerging markets and segments. Others are refining the metrics they use to demonstrate their value proposition to consumers and investors. And most are harnessing new systems and technologies to take advantage of data-driven insights.

At KPMG, our network of experienced professionals understand these changes. And they know what it takes to turn disruption into advantage in order to help insurers thrive in a changing world. Our multi-disciplinary teams combine deep industry experience with specialist knowledge in a wide range of service areas to deliver

tailored, value-added services and impartial advice. Using our global vantage point, we help our member firm clients identify a future-focused vision aligned with their critical priorities, and support practical, results-oriented actions that lead to demonstrable success in a fast-changing world.

Change and disruption are already upon us. And there is no time to wait: new competitive advantages are being won every day. In the following pages, we outline how KPMG's network of member firms can help insurance organizations make the most of this disruption to create and protect value today and in the future. We look forward to discussing these capabilities with you in more detail.



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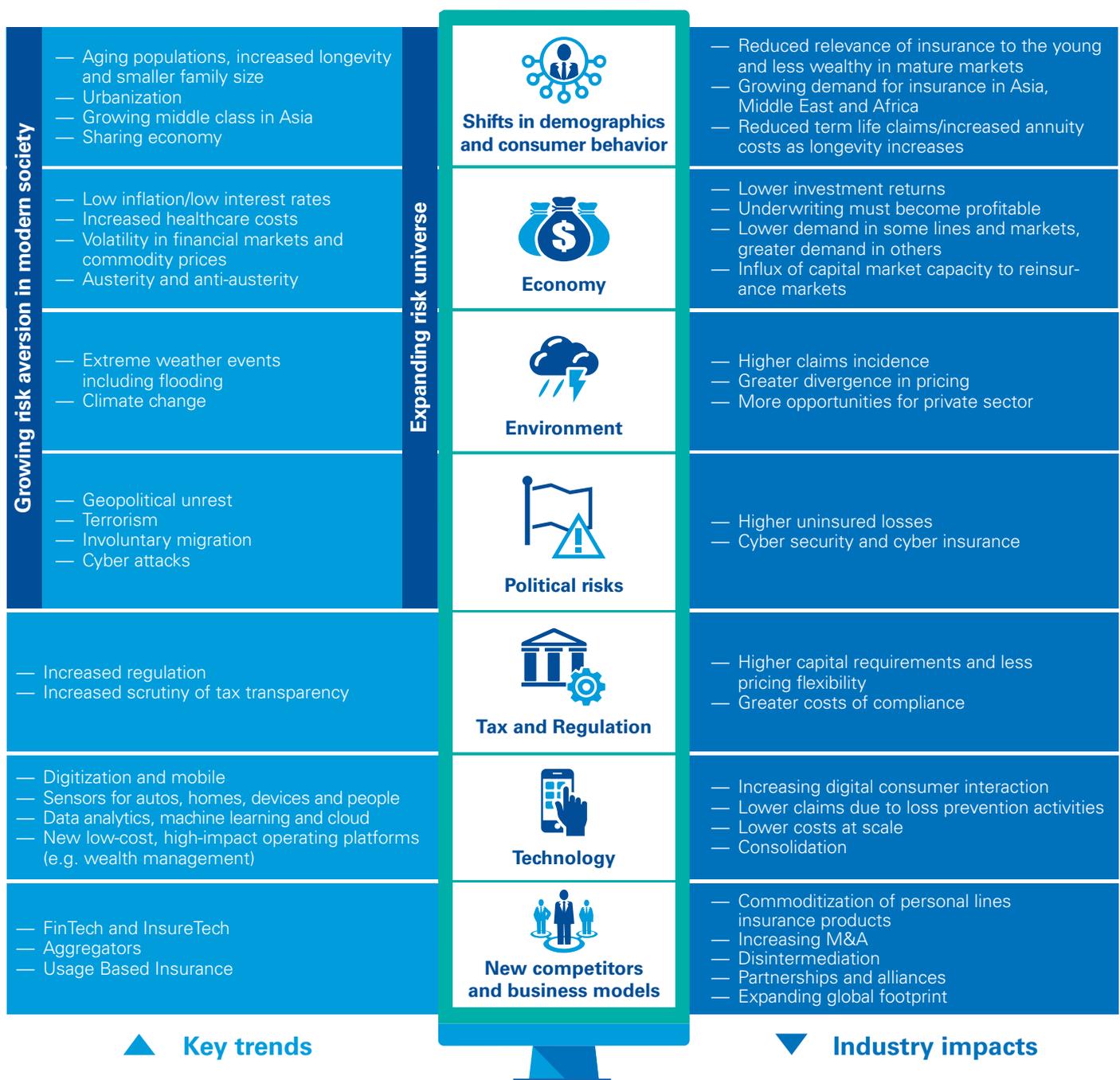
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KPMGs
global insurance practice named "Most Capable of all Firms" by IDC Marketscape in terms of challenging corporate culture, delivering value-creating innovation, and directly improving clients' overall commercial performance.



What's keeping you up at night?

Today's insurance markets face a wide range of complex challenges, from navigating financial market uncertainty and evolving consumer demands to new technologies and the need to outpace digitally smart new competitors. These forces may demand swift action to outmaneuver immediate concerns. Or they may require a gradual evolution of strategy to incubate potential opportunities.



Source: KPMG International, 2016

KPMG has you covered

Seismic shifts in demographics, technology, environment and social values and behaviors are redrawing the business landscape. At KPMG member firms, we assist our clients to win in today's competitive market.

Case study:

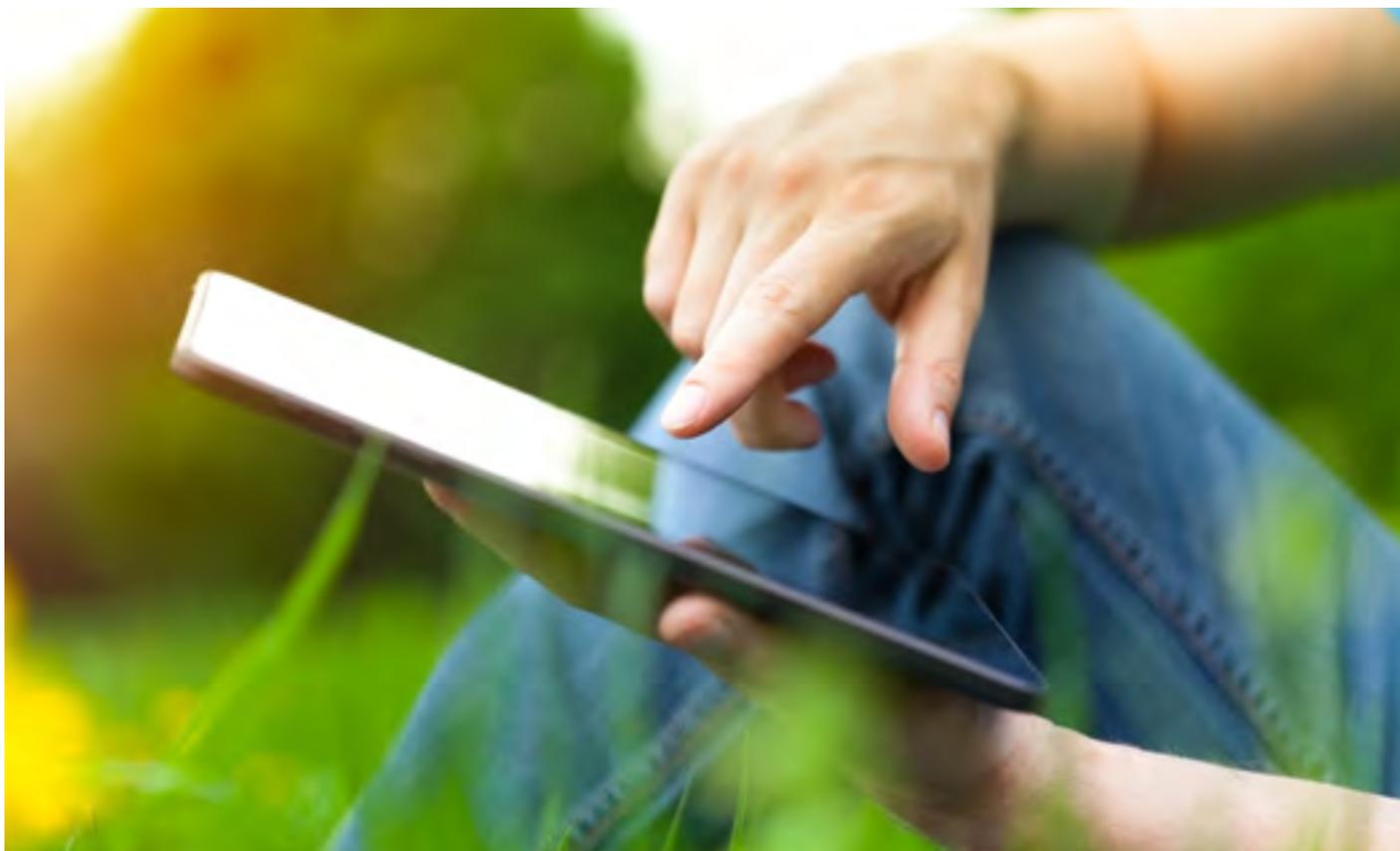
Preparing for digital health

Recognizing the ongoing shift towards e-health and wearable devices, one of Europe's largest health insurers wanted to assess their existing digital capabilities and understand how evolving customer preferences would impact their future capability mix.

Working with KPMG, the insurer worked to assess their digital maturity leveraging KPMG's Digital Maturity Assessment methodology. The team then mapped their methodology to the customer

experience pathway, allowing the organization to describe their required capabilities across more than 20 different categories.

Ultimately, the insurer was able to define their optimal digital ecosystem, design the future state model for their IT organization, assess the impact of electronic patient information (such as electronic medical records) and develop a robust digital roadmap for the next four years.



Why KPMG?

KPMG firms are known in the insurance industry to be leading, trusted and innovative partners working shoulder-to-shoulder with our clients. In a constantly changing business, economic and regulatory environment, we put our firms' clients at the center of all our thinking.

Quality, clients, innovation, talent and community. Focusing on these with passion, purpose and perspective has a measurable impact for our clients, our people and the world.

KPMG's global network of member firms provide insurance and reinsurance clients with integrated strategies that help them create and protect value, mitigate risk and uncover opportunities in times of change.

Consistent approach

KPMG member firms have well-articulated and business-focused common global tools informed by years of real-world experience and deep local knowledge. Our member firms take a consistent approach internationally to help their clients leverage global leading practices for their operations anywhere in the world.

Diverse skills and collaboration

Our multi-disciplinary team approach focuses on creating a custom fit of skill sets for each engagement, from the audit, tax, actuarial and regulatory specialists you know us for to strategists and deal advisors, technologists, data scientists and behavioral change specialists, as appropriate.

Our emphasis on collaboration and knowledge transfer helps ensure that our methodologies meet client needs today and empower them for change in the future.

Metrics matter

KPMG professionals are always looking for ways to deliver more value to their clients and continually measure their success against a broad range of metrics. We achieve results by truly understanding the myriad of issues clients are facing, matching their geographic footprint and bringing expertise and leading-edge thinking, derived from the full suite of our team's professional skills.



Case study:

Embedding a customer focus

With a view towards enabling its strategy of putting the customer at the center of the business, this leading Australian insurance and wealth management organization kicked off an enterprise-wide transformation program in 2013 supported by the insurance professionals at KPMG in Australia.

Over a three-year period, the insurer worked collaboratively with KPMG to develop a new enterprise Target Operating Model (eTOM) and to implement a new detailed organizational design. The team looked to KPMG to help secure board approval and funding for the first two waves of change and to assist more broadly with the set-up

and operationalizing of the new Customer function including the setting of accountabilities for the newly formed group leadership team.

By the end of the transformation program, the team has successfully 'stood up' a new, fully operational Customer function with clearly defined accountabilities. The organization is already reaping the rewards of their efforts: profits attributable to shareholders increased by 32 percent between 2013 and 2015 while dividends increased by 17 percent and total Assets Under Management rose by almost 15 percent in 2014.

Making the best insurers better

We focus on responding to the unique needs of our member firms' clients through consistently deploying cross-functional and multi-disciplinary teams that draw from a variety of related service areas.



Audit/
assurance

Are you getting value and insights from your Audit?

KPMG firms provides robust financial audit services through a distinctive risk-based approach, encompassing deep industry and business knowledge, harnessing the expertise of specialized teams, technology solutions and data and analytics (D&A) capabilities and custom-fitted relationship management.

KPMG's audit — powered by D&A — is raising the bar on audit

quality by enabling us to test entire data populations and understand the business reasons behind outliers and anomalies. Automated audit capabilities let our people focus on the higher-risk areas of the audit. And the enhanced business insights our audit teams bring to the audit help our member firms' clients see their business from a new perspective.

At KPMG we believe that auditors should talk to key stakeholders to better understand their changing needs and expectations of the audit. One way we follow through on this viewpoint is through our 'Value of Audit' roundtable series which brings together investors, management, audit committee members, regulators and standard-setters to join this critical debate.



Tax

Are you confident in your global tax strategy and compliance?

KPMG's global insurance tax network focuses on clients' complex challenges by providing specialized services. Our tax professionals work in business-focused teams, harnessing global and local specialists in transfer pricing, indirect tax, cross-border taxation and mergers and acquisitions for the benefit of KPMG's member firms' clients.

Our insurance clients frequently call upon KPMG to help with:

- Advising on the implications of the evolving global corporate tax landscape and developing corporate tax, transfer pricing and indirect tax strategies and reporting systems to respond to the demands for increasing transparency in the

management and reporting of taxation matters.

- Managing tax and capital management issues resulting from domestic and cross-border mergers, acquisitions and divestments.
- Recommending effective, efficient strategies and controls to manage global compliance obligations and mitigate risks, including completion of corporate and indirect tax returns and assisting in compliance with US Foreign Account Tax Compliance Act (FATCA) regulations and Automatic Exchange of Information obligations.
- Designing and supporting tax and human resources compliance

programs for organizations with mobile executives and expatriate workforces.

- Developing indirect tax strategies and advising on insurance premium tax matters to respond to evolving tax and case law and escalating tax collection, payment and compliance requirements.
- Handling disputes with tax authorities around the world, and improving the operational and governance aspects of the tax function.



Technology

Is your technology environment supporting your business, or is your business supporting your technology environment?

KPMG firms help insurance companies digitize their value chain, providing experience and resources to support the development and execution of all aspects of their digital strategy. From technology architecture and data management through to information protection and cyber risk, KPMG provides a full range of technology solutions for today's insurance organizations.

Our insurance clients frequently call upon KPMG to help with:

- Assessing and improving technology resilience, including optimizing performance and integrating IT architecture, to help insurers align technology to business goals and streamline systems to obtain supply chain and cost efficiencies.
- Deploying digital technology solutions and strategies through technology enablement, analytics and information management, and emerging technologies. IT risk reduction and the evaluation of the effectiveness of technology infrastructure investments.
- Transforming service delivery and building service integration to allow more-effective management of complex IT supplier landscapes.
- Developing an IT supplier strategy supported by a risk framework to demonstrate control over the IT supply chain.
- Independent program assurance services across all types of IT-enabled business transformation and change programs.
- Managing a diverse and ageing IT estate to ensure continued performance that meets the needs of the business.
- Developing a comprehensive approach to information governance covering enterprise-wide data, designing and mapping appropriate controls to help secure the confidentiality and integrity of data both inside and outside of an organization's boundaries.

Case study:

Assessing cyber security risk

As cyber security concerns rise up the corporate agenda, many corporates are starting to take a second look at their cyber risk. For one global insurance provider, the lack of transparency into their cyber risk had become a challenge. The organization wanted not only a full cyber security assessment, but also to identify and understand cyber security issues that were not being properly reviewed and assessed by their organization.

With a specific focus on data governance, vendor security monitoring, incident monitoring and the application of the 'three lines of defense' model, KPMG in the US delivered a robust assessment of the client's cyber security activities. Combining

stakeholder interviews, policy review and analysis, maturity assessments, gap analysis and the development of a maturity continuum, the KPMG team helped the organization's leadership achieve greater transparency into the way their security activities were being executed.

Based on the results of the assessment, KPMG was able to recommend a future-state centralized information security office (CISO) organization, capable of providing better information security oversight, governance and strategy, and allowing the organization to review a series of program recommendations to improve their overall security stance.



Customer & distribution

Are you looking to gain more insight into your current and future customers?

KPMG professionals know how to use data to deliver a clearer and more valuable view of the customer. Our team focuses on helping insurance companies make better use of their data to improve their customer insight and turn that insight into value for customers and investors.

We take a holistic customer approach, which provides customer experience strategy through to detailed functional transformation across marketing, sales and service, powered by analytics and digital enablement.

Our insurance clients frequently call upon KPMG to help with:

- Creating, refining, implementing, executing and monitoring their customer experience strategy.
- Uncovering opportunities to achieve revenue growth through a more customer-centric approach, encompassing new distribution channels, sales, service and support functions as well as building on existing competencies to enter new markets.

- Preparing insurers and intermediaries for a world driven by data and informed by analytics by designing change programs to capture, organize and capitalize on data sources, to enhance pricing, and to better predict customer behaviors, test new products and processes, pinpointing risks and enhancing distribution.
- Combining greater claims and underwriting effectiveness with customer experience improvements.



Corporate activity

Are you capturing the full value from M&A activity, alliances and partnerships?

Whether acquiring a new business, selling an existing business or conducting a business restructuring initiative, KPMG firms have a full suite of services to help insurers maximize value. Our dedicated M&A teams, investment advisors and insurance restructuring teams have supported some of the world's biggest transactions, IPOs and restructuring projects and our people know what it takes to enhance value for our member firm clients.

Our member firm's insurance clients frequently call upon KPMG to help with:

- Market evaluations and market entry advice for those investing into new

markets or new sectors, creating a robust market-entry strategy, including a clear understanding of the competitive environment in target markets, market size, and potential regulatory and tax implications, including supporting expansionary growth in non-traditional markets such as micro insurance.

- Supporting mergers and acquisitions and corporate finance execution, including both buy and sell side transaction advice, deal evaluation, due diligence, deal structuring and negotiation, and planning and executing post-merger integration and investment.

- Advising on the best approach to partnerships, alliances and corporate venturing for insurance firms as they develop their optimal innovation and FinTech strategy.
- Providing diagnostic advice and strategic support to identify and restructure underperforming businesses and portfolios.
- Advising on capital optimization and de-risking through legacy portfolio management from analysis to run off, to pre-transaction separation and exit.

Case study:

Creating a strategy based on experience

The ability to deliver a differentiated customer experience is key to success when moving into a new market. With a focus on entering the Singapore insurance market, this leading US life insurer wanted to define their market entry strategy and understand the optimal target operating model with a strong focus on understanding the unmet needs of local customers.

Leveraging KPMG's network of member firms deep experience in insurance and strong local footprint in Singapore, the insurer set about developing their differentiated position. Interviews were conducted with local residents in order to better understand their behavior and assess their insurance needs. Based on this

information, KPMG developed a holistic strategy aimed at capturing the missed engagement opportunities that other carriers in the market were overlooking.

With this information, the KPMG project team was then able to leverage their leading design-thinking methodology to define and develop a new digital experience, with detailed technology, operations and organizational plans to realize the solution.

By the end of the transformation program, the team had successfully 'stood up' a new, fully operational life insurer in Singapore and paved the path for the insurer to enter more markets across Asia in 2017 and beyond.



Risk & regulatory

Are you confident your business is ready for a rapidly changing world?

As risks evolve and regulatory requirements shift, KPMG firms help insurance organizations stay on top of their regulatory obligations and evolving compliance requirements. Our teams help insurers improve their governance and oversight and build sustainable risk target operating models to support business certainty, flexibility and growth.

Our insurance clients frequently call upon KPMG to help with:

- The development of a wide-ranging vision and approach to governance, risk and compliance.
- Solvency II assurance, building and validating capital models, reporting guidance, systems transformation and program assurance.
- Designing 'Own Risk and Solvency Assessment' processes, including ORSA gap analysis, planning, training and application.
- Assurance on the adequacy of reserves and pricing for property and casualty business.
- Climate change and sustainability issues fueled by stakeholder demands, emerging environmental risks and a desire by insurers to fulfill their broader social purpose.
- Cost and capital optimization strategies to improve gross margins, and better align cash, cost and working capital to business and operational goals.
- Simplifying and maximizing the benefits of enterprise risk management (ERM) systems by improving risk processes, systems, reporting, governance and the risk target operating model.
- Assessing and mitigating key vulnerabilities from fraud and misconduct to cybercrime, through forensic discovery services.
- Conducting cyber maturity assessments, security architecture development, application security assurance, identity and access management and security testing.
- Assisting clients to respond to and manage the consequences of the changing corporate tax rules.

KPMG International has been named a Leader in the Forrester Research Inc. report, The Forrester Wave™: Information Security Consulting Services, Q1 2016 achieving the highest score for current offering and strategy (tied).

According to the report: "Clients identify strategic advice, subject matter expertise, flexibility and adaptability and delivery of commitments as KPMG's strengths."

Case study:

Accelerating regulatory responses

When the Prudential Regulation Authority (PRA) in the UK asked a major insurer to deliver an assessment of their underlying data quality, particularly for data used in support of solvency capital calculations, the insurer called KPMG's insurance practice.

Working within an analytical environment hosted solely on client systems (to better mitigate security and confidentiality concerns), the KPMG in the UK team helped the organization identify which data elements required inspection from a risk and materiality perspective, along with the appropriate rules to apply.

Leveraging KPMG's deep domain knowledge and insight into the rules relating to insurance data, the organization was able to rapidly accelerate their existing data quality profiling activities by aligning their rules to regulatory expectations. The project team delivered a reusable profiling approach that could be applied to other systems, countries and business units and identified which data elements and issues required the most immediate remedial action.



Does your finance team provide the insight needed to navigate in a changing world, and are you ready for accounting changes?

KPMG's global insurance practice is well-positioned to help clients transform finance by providing state-of-the-art financial insight that cuts through the complexity of changing accounting standards and capital requirements.

Our insurance clients frequently call upon KPMG to help with:

- Identifying the impacts of proposed IASB and FASB accounting standard changes including the assessment of organizational readiness and helping design implementation plans for data, IT systems, processes and the people who will use them.
- Creating strategies to transform finance functions, elevating quality close and reporting, by helping define business-critical key performance indicators and integrating and optimizing the systems, models and processes to collect, analyze and report them.
- Pre- and post-deal reporting changes and finance department integration.
- Improving the efficiency and effectiveness of finance operations through strategic cost management, improved budgeting and forecasting and more informative management information and predictive analytics, powered by sophisticated data visualization.
- Optimizing financial reporting to stakeholders, regulators, investors and industry watchdogs.

Case study:

Using Embedded Value to drive value

When the leadership of this global life insurer proposed that one of their largest businesses start calculating the European Embedded Value (EV) of more than 90 percent of their business, the organization knew they would need outside support. The organization's leadership recognized that traditional and existing alternative financial metrics were insufficient to answer fundamental questions about their business and knew that calculating EV would provide a consistent enterprise-wide value metric and would increase the focus on cash generation.

With KPMG in the US as the global primary strategic partner for the project, the insurer created a compelling business case (that ultimately won

the support of management and the board) and set about creating strategic guidance and a program management capability that would be capable of meeting the highly aggressive time schedule set by the organization's leadership.

In less than nine months, the group was able to meet the goal of calculating the EV for 90 percent of their in-force business and 95 percent of their new business, and using the results to inform strategy. At the same time, the organization was able to deliver a highly successful pilot project that demonstrated the value of data and financial reporting governance within one of the organization's largest business segments.



Are your business and operating models agile and delivering value?

KPMG's global insurance practice helps insurers design, build and optimize their business and operating models by focusing on key areas such as value chain management and operational efficiency. In doing so, our teams optimize drivers across the insurance organization including costs, capital, tax, technology and risk, as well as navigating people and change challenges.

Our insurance clients frequently call upon KPMG to help with:

- Developing enterprise-wide target operating models and implementing new organizational designs.
- Conducting relative cost benchmarking across a variety of functions to optimize performance.
- Talent and change management initiatives designed to help organizations realize the benefits and mitigate the risks arising from their investment in strategic change, reorganization or restructuring.
- Improving organizational design and organizational capability development.
- Developing and nurturing a high-performing organizational culture aligned to business goals.
- Enhancing customer-centricity and back-office efficiency by investigating administrative centralization, sourcing strategies and the application of machine learning to lower operating costs and boost productivity; as well as identifying strategic sourcing and procurement opportunities.
- Improving the use, value and returns of enterprise performance management systems and processes.

Case study:

Building transformation capabilities

As insurance organizations look to leverage digital technologies and a sharper focus on the customer to transform for the future, many are starting to recognize that their resources and skills may not match their ambition.

For one European-based multinational insurance organization, the development of their new five-year strategic plan offered a perfect opportunity to reassess their workforce development tools, capabilities and processes, with a particular focus on identifying the new digital skills and capabilities required to support its digital transformation strategy.

Supported by a team of insurance, digital, HR and change management specialists from KPMG, the

insurer developed a new strategic workforce planning approach that included customized tools for workforce data visualization and projections.

The KPMG team's collaborative working style — supported by a 'test and learn' co-working methodology that supports full engagement with both the business and HR functions — allowed the organization to uncover new insights that helped align their strategic planning with their workforce needs.

With the full support of the Executive Committee, the team developed a robust five-year workforce plan for each employee population and created methodologies for helping identify, assess and respond to workforce risks.



Sharing our insights

KPMG's network of member firms believe that the best way to help guide insurers through today's disruptive environment is by sharing our insights, experience and know-how. Our network of professionals is supported by some of the industry's top centers of excellence, knowledge networks and institutes to ensure that member firm clients are continuously exposed to forward-looking ideas and innovations.

The **Insurance Risk and Regulatory Centers of Excellence** support insurers who face complex regulatory changes globally or in individual jurisdictions. Our member firms' top regulatory experts provide practical insights into the implications of regulatory issues helping insurers identify risks, understand new compliance requirements, and plan necessary changes and support implementation ahead of time.

The **Audit Committee Institute (ACI)** helps audit committee members keep pace with business issues related to governance, audit, accounting and financial reporting.

The **CIO Advisory Network** helps improve the strategic value of a company's IT investments by helping them navigate through today's dynamic technology environment.

The **Tax Governance Institute** provides opportunities for board members, corporate management, stakeholders, government representatives, and others to share knowledge regarding the identification, oversight, management and appropriate disclosure of tax risk.

The **International Standards Group** assists our member firms' clients and professionals with application and interpretation of International Financial Reporting Standards and International Standards on Auditing in many jurisdictions.

Our **award winning actuarial team** brings specialized expertise to complex actuarial engagements. Highly regarded for their knowledge of current practices and leading-edge techniques, our actuaries around the world help insurers manage multi-faceted scenarios, from M&A to finance transformation projects.

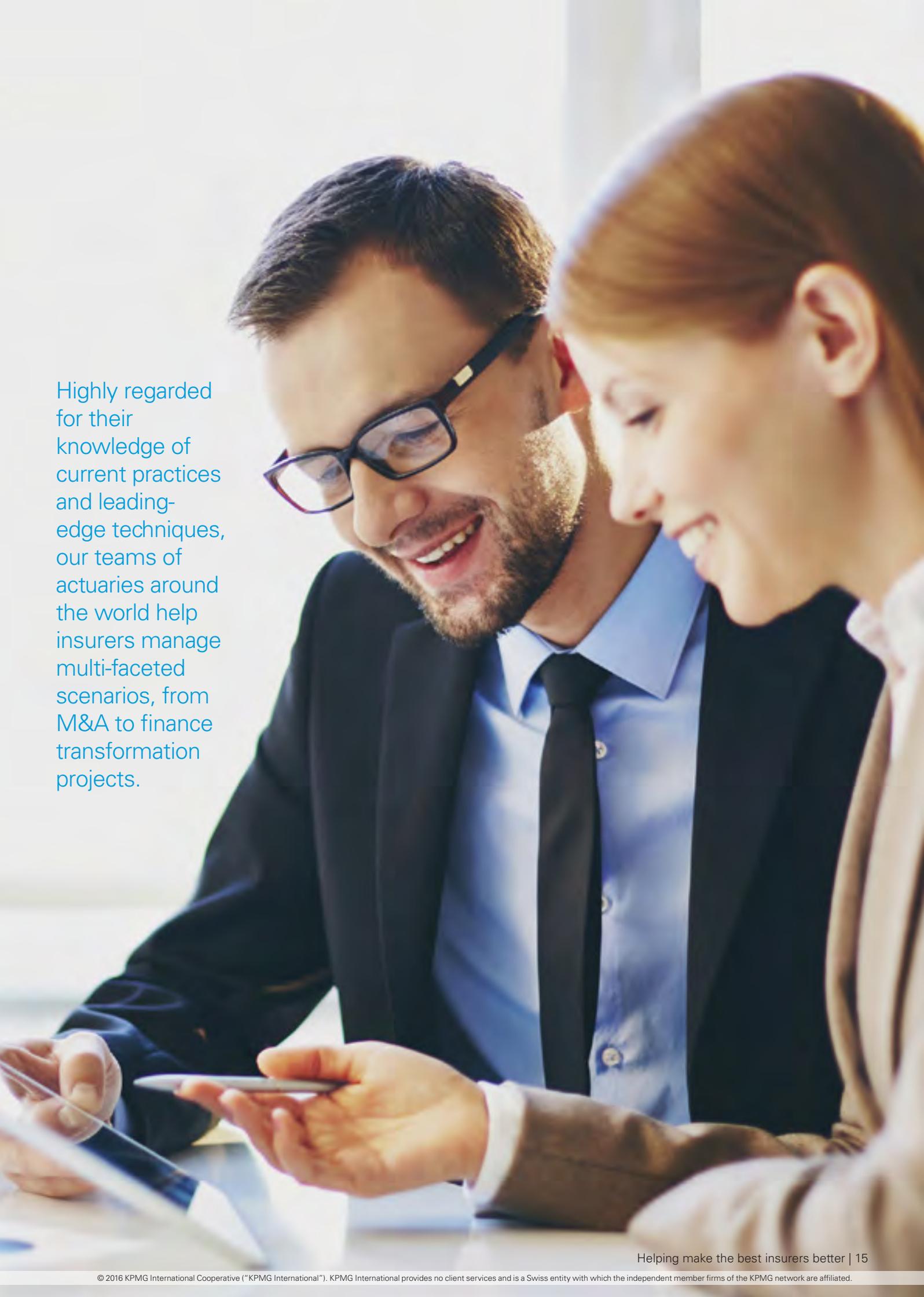
Our **KPMG Insights Labs** operate as a virtual research and development center, with hubs in the UK, US and India. Together these serve as a **global innovation hub**, designed to incubate and develop data-driven business solutions for KPMG member firms' clients.

The **KPMG Data Observatory** is the most-advanced data visualization space in Europe — and possibly the world. Centered on our 310° visualization space, the Data Observatory includes data science studios and conference

facilities that allow executives to sit down with academics and business advisors to co-create strategies that help solve their greatest challenges. Located in the new Data Science Institute at Imperial College London, the 'Observatory' offers a comfortable, innovative and immersive data environment.

KPMG's **Technology Innovation Center** identifies and evaluates the impact of emerging technologies. The center connects leading global technology thinkers, including entrepreneurs, Fortune 500 technology executives, venture capitalists and KPMG member firm professionals.

KPMG's **shared services and outsourcing practice** offers market-leading data and sourcing management technology together with broad, global transformational capabilities.

A man with glasses and a beard, wearing a dark suit, blue shirt, and black tie, is smiling and looking at a tablet held by a woman. The woman has her hair pulled back and is wearing a light-colored blazer over a dark top. They are in a bright, modern office setting. The text is positioned on the left side of the image.

Highly regarded for their knowledge of current practices and leading-edge techniques, our teams of actuaries around the world help insurers manage multi-faceted scenarios, from M&A to finance transformation projects.

Creating the right mix of services and capabilities

It's clear that no one company can have all of the answers. That is why we have a highly focused strategy for creating the right alliances and acquiring the right technologies to support our core services and drive new ideas and innovations into the market.

We are not standing still. KPMG's acquisition strategy is based on a coherent plan, not the lure of blockbusters or high-profile targets. KPMG member firms have completed over fifty acquisitions in the last four years.

Strategic alliances are central to our goal of helping clients to achieve sustainable competitive business advantage. By combining forces with many of the world's leading services and technology providers, we are able to deliver comprehensive solutions that help our clients address their toughest business challenges.

In March 2016, KPMG partnered **with IBM Watson** to enhance KPMG's ability to deliver cognitive-power and insights. By applying IBM Watson technology advances, our teams are better placed to analyze and act on the core financial and operational data so central to the health of organizations and the capital markets.

And in 2015, KPMG acquired the human resources service delivery practice of **Towers Watson**, providing KPMG member firm clients with increased access to key capabilities and skills in virtually every geography.

KPMG Capital

As an investment vehicle for KPMG member firms, KPMG Capital seeks cutting-edge technology, strategic partnerships, acquisitions and top talent to accelerate innovation and tap into the world's best thinking in big data.

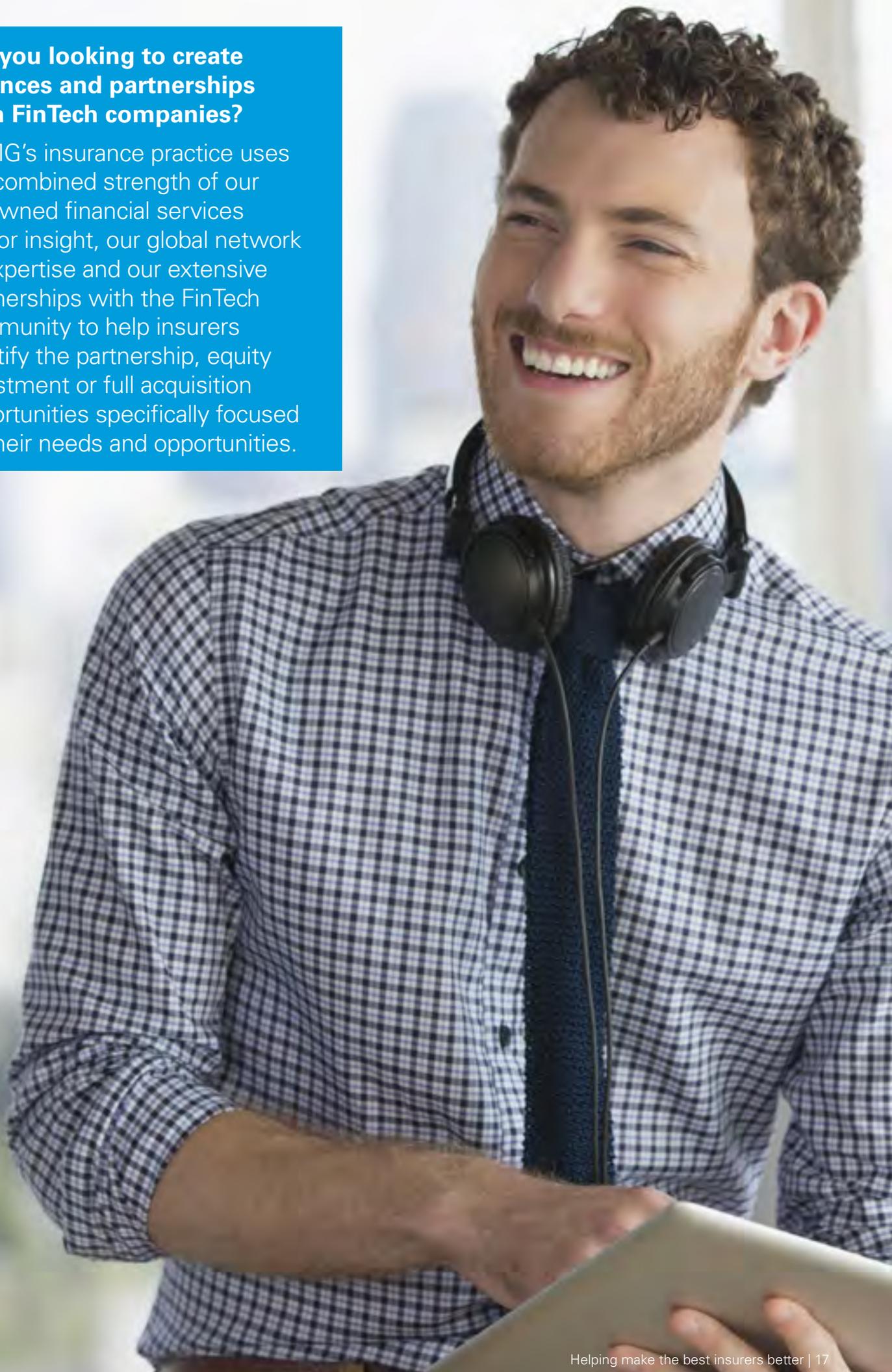


THE
EXPERIENCE
AGENCY



Are you looking to create alliances and partnerships with FinTech companies?

KPMG's insurance practice uses the combined strength of our renowned financial services sector insight, our global network of expertise and our extensive partnerships with the FinTech community to help insurers identify the partnership, equity investment or full acquisition opportunities specifically focused on their needs and opportunities.



Encouraging a more diverse, sustainable and inclusive business environment

KPMG's global network of member firms share their clients' belief in the insurance sector's combined ability to deliver a broader social purpose. And we take pride in our achievements towards diversity, sustainability and corporate citizenship, recognizing that our efforts help our member firms' clients find innovative ways to continue delivering vital services to their communities in a changing world.

Real and effective global citizenship

The KPMG network of member firms has a long-standing commitment to corporate citizenship. Through our professional skills and values, and the collective experience of our partners and employees, we help address some of today's biggest challenges, driving sustainable growth and fostering insightful change.

We do so through our community programs. In this way, we help advance community goals and develop the perspectives of our people, which ultimately enriches the value they bring to each client assignment.

Global Goals for Sustainable

Development: Together with the UN Global Compact, over the last 12 months KPMG has developed the SDG Industry Matrix for seven industries to help businesses identify innovative ways to tailor investments and existing market activities to align with the Global Goals.

Change readiness and resilience:

KPMG International Development Assistance Services (IDAS), in

collaboration with Oxford Economics, developed the Change Readiness Index which assesses the capacity of 127 developed and developing countries to prepare for and respond to accelerating change.

Building an inclusive workplace is a global priority across the KPMG network.

In an inclusive environment, we are better able to harness a broader range of skills, experience and perspectives as we seek to address clients' most complex challenges.

KPMG member firms strategically work with local organizations and programs that challenge the status quo and help drive positive and sustainable change. These relationships allow us to make a direct impact with organizations working to address local challenges.

Around the world, KPMG member firms support a wide variety of local programs including the Women Corporate Directors Foundation and the 30 percent Club supporting the progression of women to leadership

roles, Global Female Leaders (Germany), the Association of Women in Finance (Canada), Chief Executive Women (Australia), Young Women's Leadership Connection (Singapore), Glowork (Saudi Arabia) and World Women Forum (Mexico). Each year, KPMG in the US also hosts the KPMG Women's Leadership Summit, held on-site during the KPMG Women's PGA Championship.

"A commitment to Citizenship helps to define the role and purpose of business in society... It shows that a business is helping to shape the world while building trust in itself, through partnerships with governments and civil society. This is reflected not only in how a company operates, but also how it empowers its communities and wider stakeholders."

— Lord Dr. Michael Hastings, CBE
Global Head of Citizenship,
KPMG International

Empowering our communities

The Millennium Village Project was launched in 10 Sub-Saharan African countries to enable and facilitate communities to achieve the Millennium Development Goals.

In 2008, KPMG firms began their involvement with the community of Kiuyu Mbuyuni, Tanzania providing investment in excess of US\$2 million.

Millennium Village Project in Kiuyu Mbuyuni, Tanzania



School attendance reaching 68%



Women's livelihoods and handicrafts are improving incomes



Over 3,000 villages work in seaweed farming creating revenues in access of US\$3 million



Reforestation with over 300,000 trees and mangroves planted



Over 90% of the village now has access to safe and clean water



With the new maternity ward, infant and child mortality are reduced to zero in 2015

KPMG raised

US\$1.1 million

to support the lives and communities impacted by the 2015 Nepal earthquakes.



Advancing sustainability

Net emissions reduced by

10%
2010–2014



27% of our total purchased electricity comes from renewable sources

For the fourth consecutive year, KPMG named

'Sustainable firm of the year'

by International Accounting Bulletin



Championing 'Living Wage'

KPMG in the UK recognized by the Ethical Corporation Awards for championing Living Wage, winning the prestigious



'Best Corporate/NGO partnership' award



Global sponsor of

Enactus World Cup,
with student teams competing from
36 countries

KPMG Families for Literacy



has distributed books to low-income families in 12 countries.

The financial information set forth represents combined information of the separate KPMG member firms that perform professional services for clients. The information is combined here solely for presentation purposes. KPMG international performs no services for clients nor, concomitantly generates any client revenue.

Insights and thought leadership

KPMG’s professionals and member firms invest in thought leadership and spearhead industry debates to help keep our clients at the forefront of progressive thinking and practical solutions. Our KPMG events and forums, as well as our support and participation in industry conferences worldwide, provide valuable opportunities to discuss the most-pressing issues with senior industry leaders, regulators and governments.

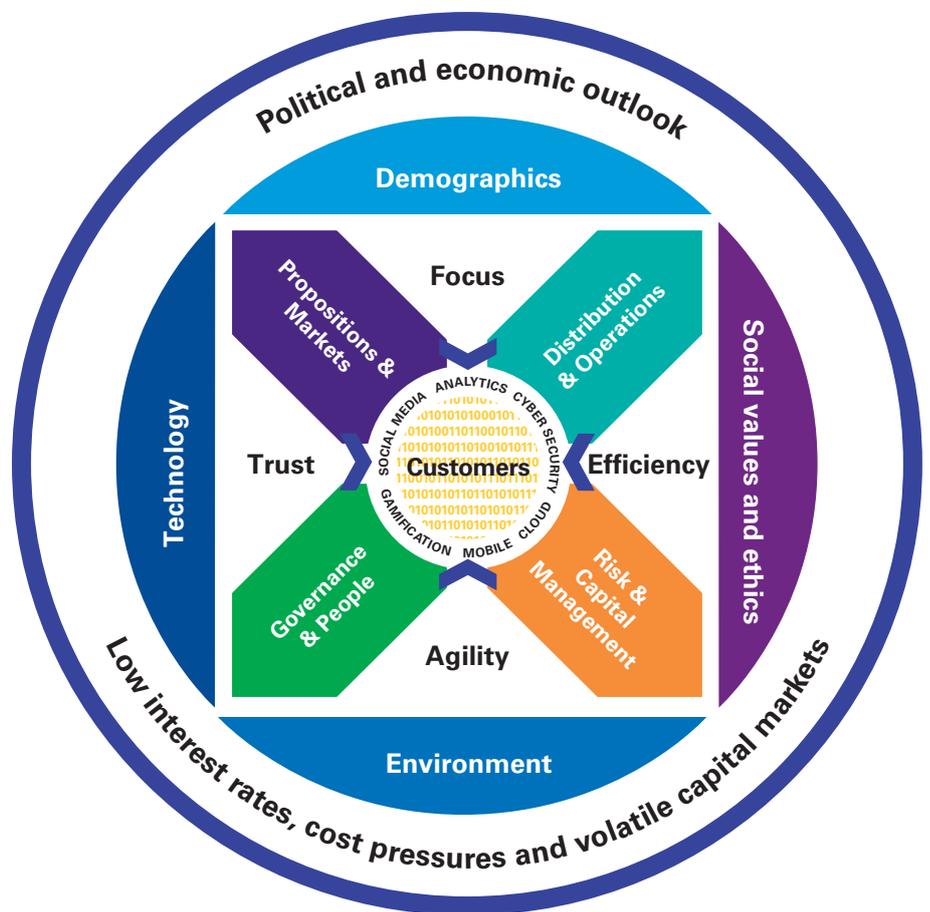
Forward looking and founded on research

Change is not a one-time event — it is constant and unpredictable. That is why we developed a *trends framework* in 2012: to identify and track the trends influencing our industry and provide both a short-term and a long-term view on the challenges and opportunities facing the sector.

By focusing on the macro-trends of demographics, technology, environment, social behaviors and ethics, we are better able to identify new and emerging trends before they disrupt the status quo.

This framework forms the foundation of our industry thought leadership including publications such as **A New World of Opportunity: The insurance innovation imperative**, which brings together global survey data, KPMG insights and highlights from interviews with more than a dozen insurance, reinsurance and start-up leaders around the world.

To read our latest industry reports visit kpmg.com/insurance



Source: KPMG International, 2014

Awards and recognition



For the second consecutive year, KPMG received the "Insurance Risk Award" for excellence in risk management from Insurance Risk Magazine.



KPMG International awarded "Best Global Accounting Firm" by Reactions Magazine 2015



KPMG named one of "2015 Best Firms to Work For" by Consulting magazine — ranking first among the Big Four.



KPMG International won, for the fourth consecutive year, the prestigious 2015 International Accounting Bulletin (IAB) "Sustainable Firm of the Year" award.



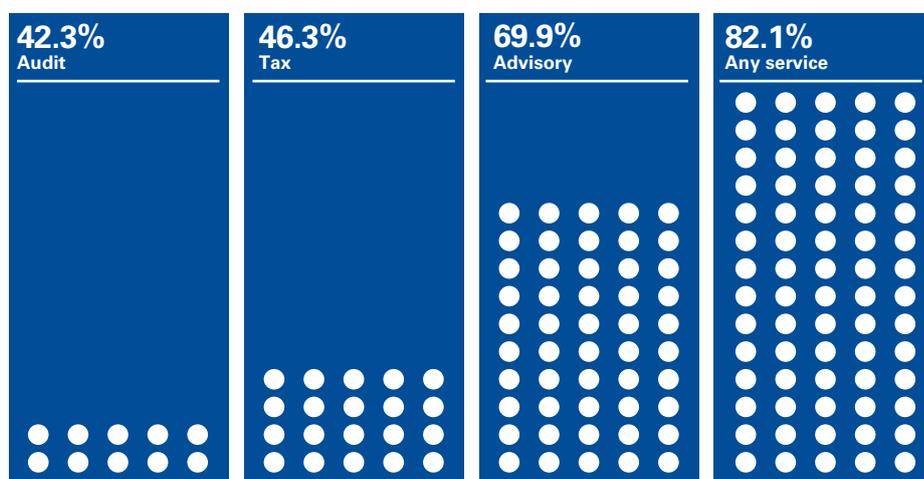
KPMG by the numbers

The KPMG network proudly works with leading insurance and reinsurance firms from around the world.

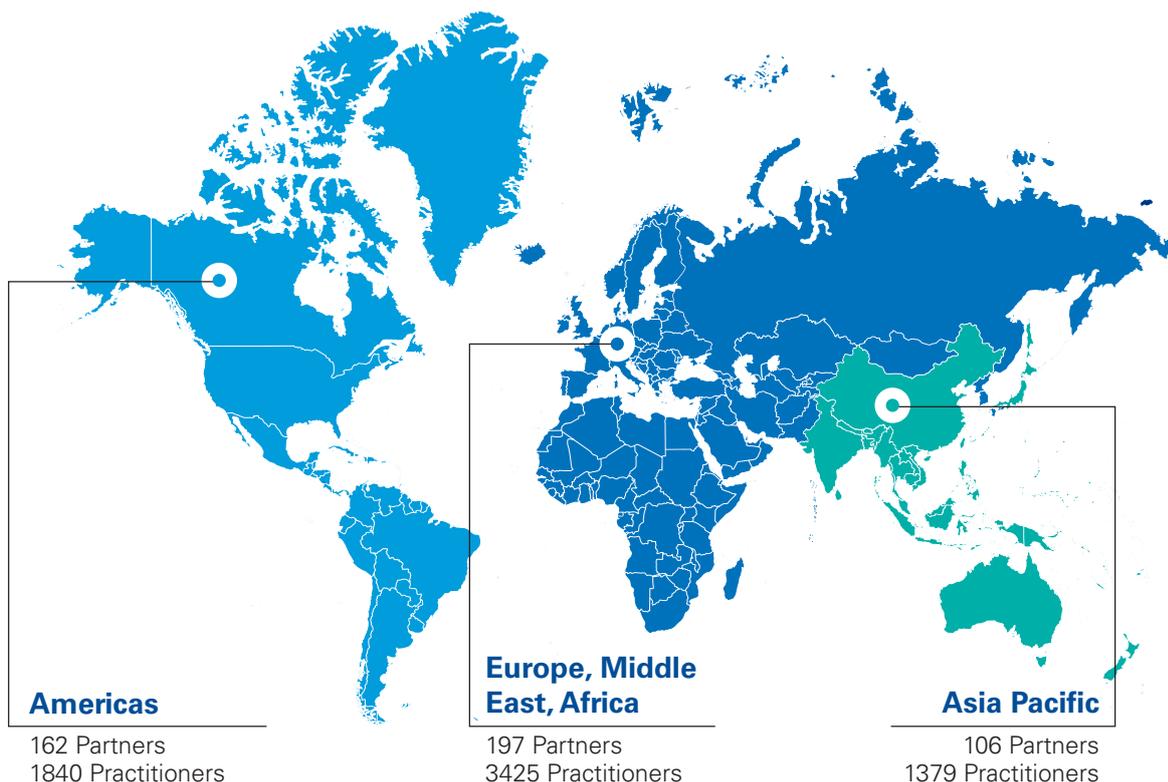
Professional Services provided to Insurance companies listed on the Global 2000, 2015/16

Audit services

KPMG firms hold an audit market share of 26% among insurance companies listed on the Global 2000, 2015/16.



With a global network that includes more than 174,000 professionals, operating in 155 member firms around the world, our teams of professionals know what it takes to deliver leading global practices within a local context.



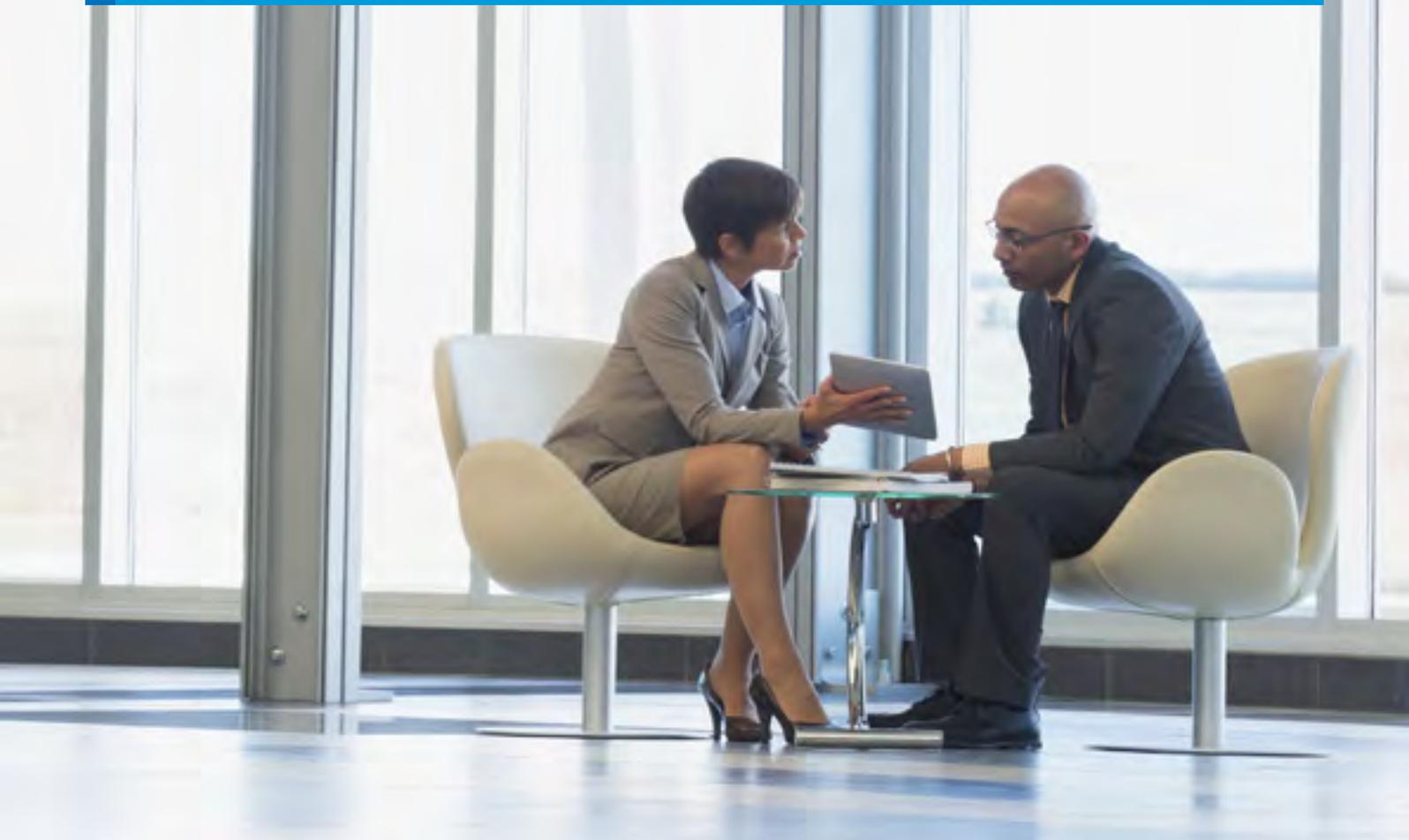
Source: KPMG International, 2014

Identifying opportunities for growth

With clear ambitions for growth, this global insurer wanted to make better decisions about their investments into channels, products and processes. The organization wanted to achieve end-to-end transparency into their costs and revenues, leveraging their existing customer experience insights and lean programs to create clear, actionable recommendations.

Supported by KPMG's network of insurance industry professionals, the organization deployed a standardized and pragmatic cost-allocation approach that provided cost-allocation guidelines, standardized reporting formats and ratio analysis models, and a full end-to-end service profile that reflected the organization's core business processes.

Based on these insights, the insurer was able to identify cost opportunities representing more than 5 percent of annual revenues and opportunities for realignment of their strategic change portfolio.



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