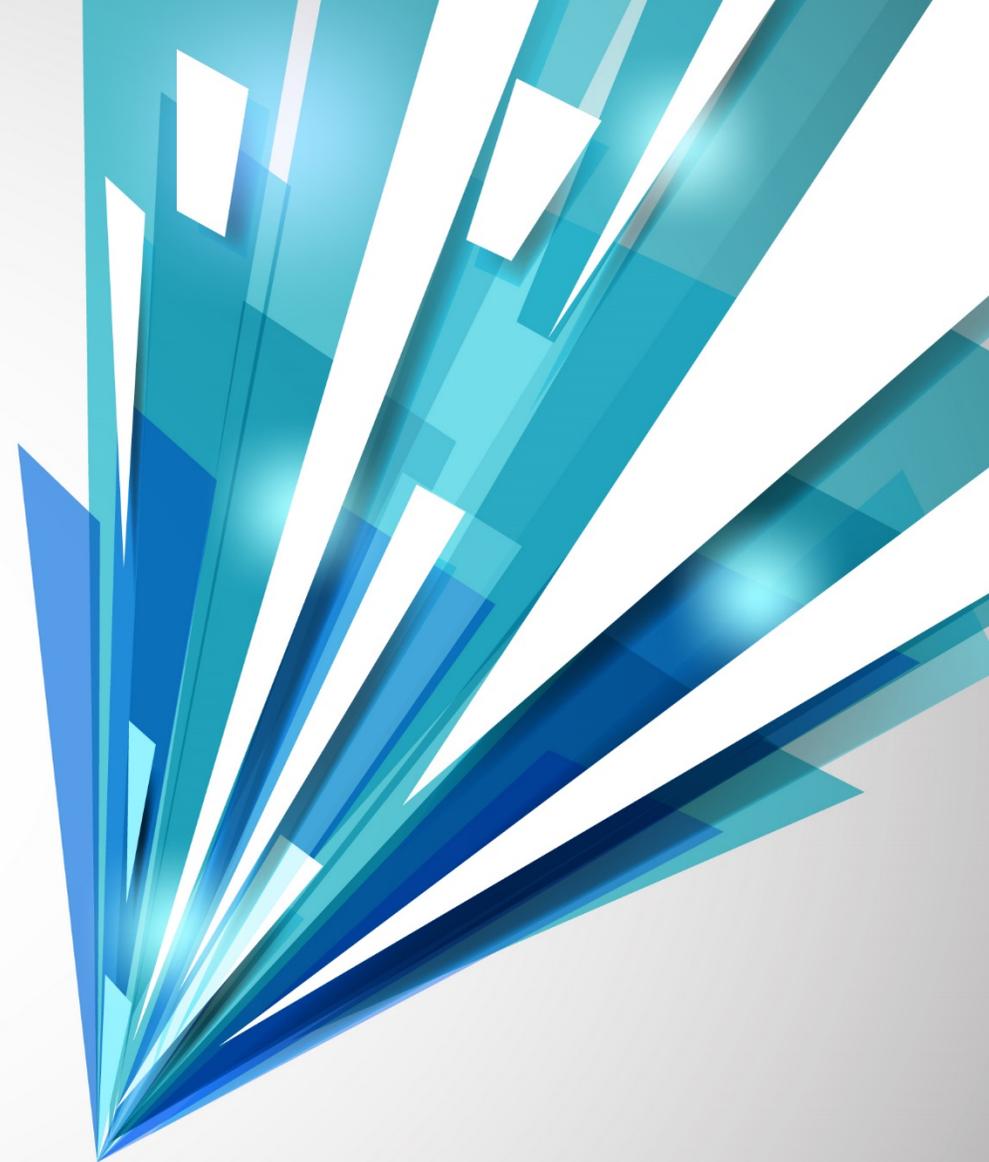




Directors: Are you asking
the right questions for
IFRS 17, and considering all
the business impacts?

KPMG's 27th Annual Insurance Conference

Thursday, December 6, 2018 | #KPMGIC





IFRS 17 Global Benchmarking Survey

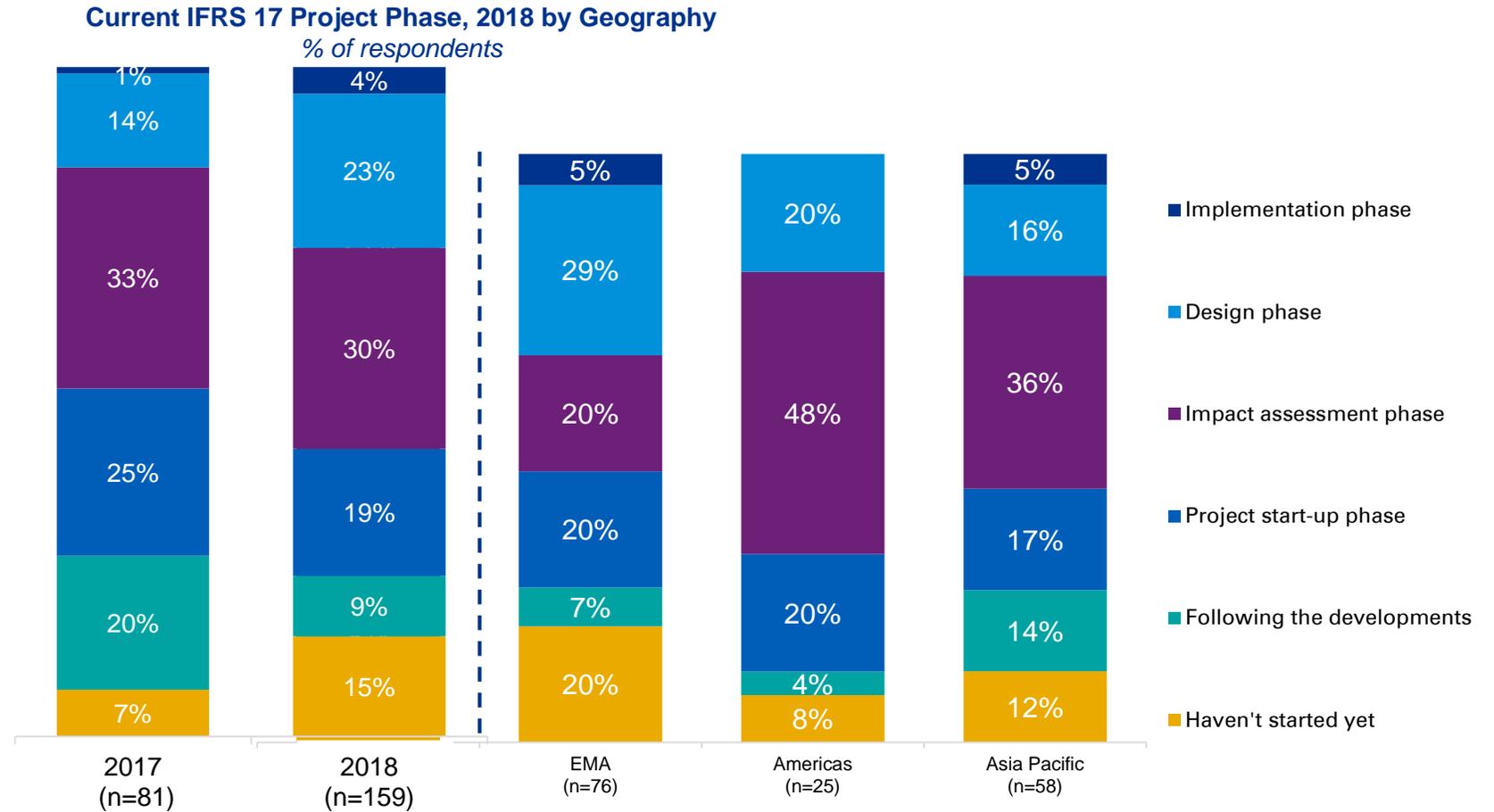


Which IFRS 17 project phase are you currently in?

With the standard having been in draft form for several years, insurers have been starting to prepare for it. Our benchmarking survey for insurers globally demonstrate at which implementation stage insurers are in currently.

A higher portion of insurers in the EMA vs. the Americas and Asia Pacific are in the design / implementation phase of IFRS 17; however, EMA contains both leaders and laggards with the highest proportion that haven't started yet.

Source: KPMG International's 2018 report *In it to win it – IFRS*.



Do you currently expect to experience significant resource challenges in implementing IFRS 17 and 9?

A key risk in the IFRS 17 project management is obtaining resources with the relevant skillset.

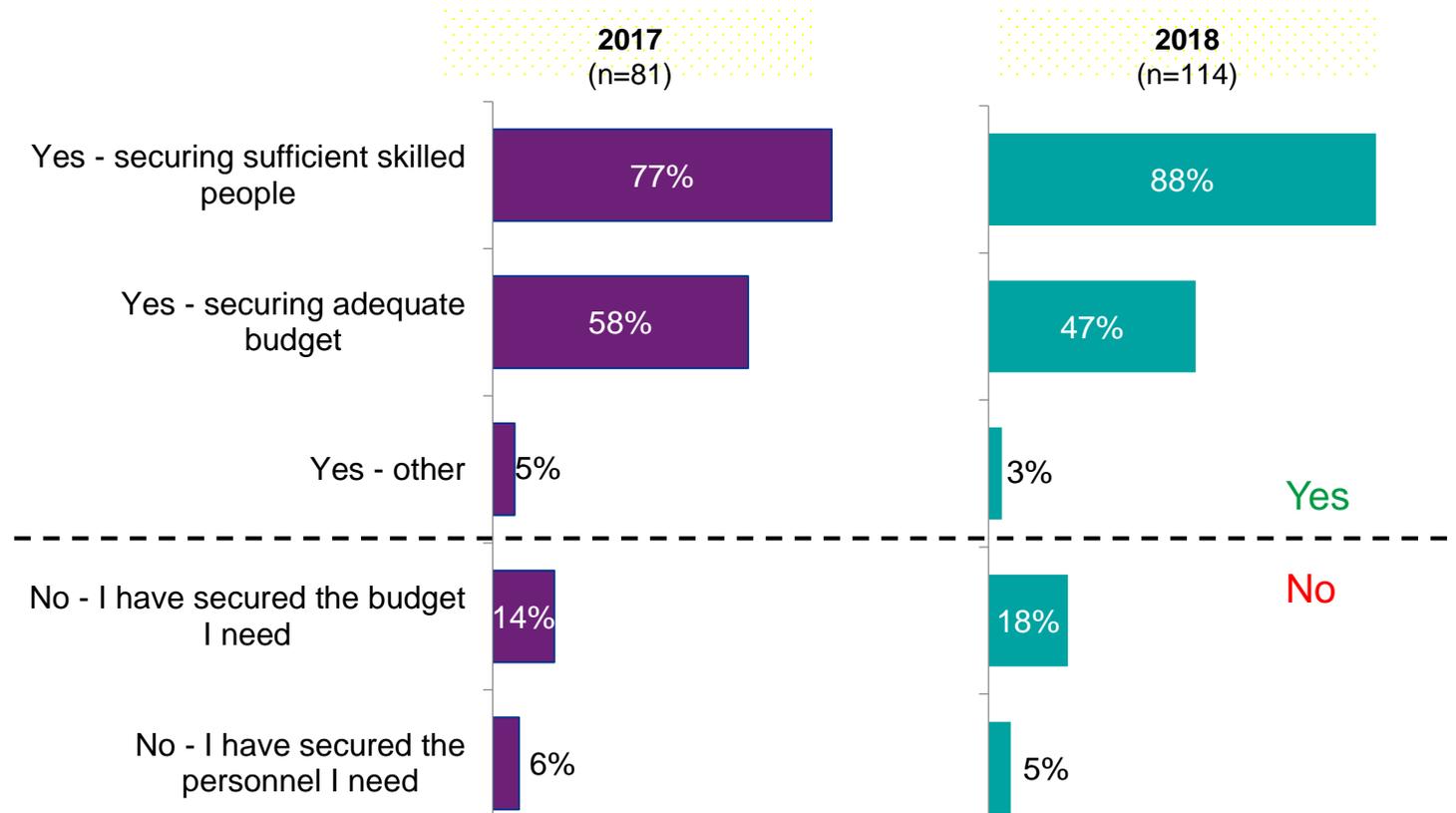
Our benchmarking survey demonstrates this point exactly.

Resource challenges are becoming even more acute than in 2017, with almost twice as many respondents expressing concerns about securing sufficient skilled people as compared with securing adequate budget

As we saw previously securing budget is a greater challenge when starting out than for those insurers further through the process. This is a greater concern for insurers at design and implementation reflecting the complexities being encountered.

Expectations of Significant Resource Challenges in Implementation

% of respondents, select all that apply

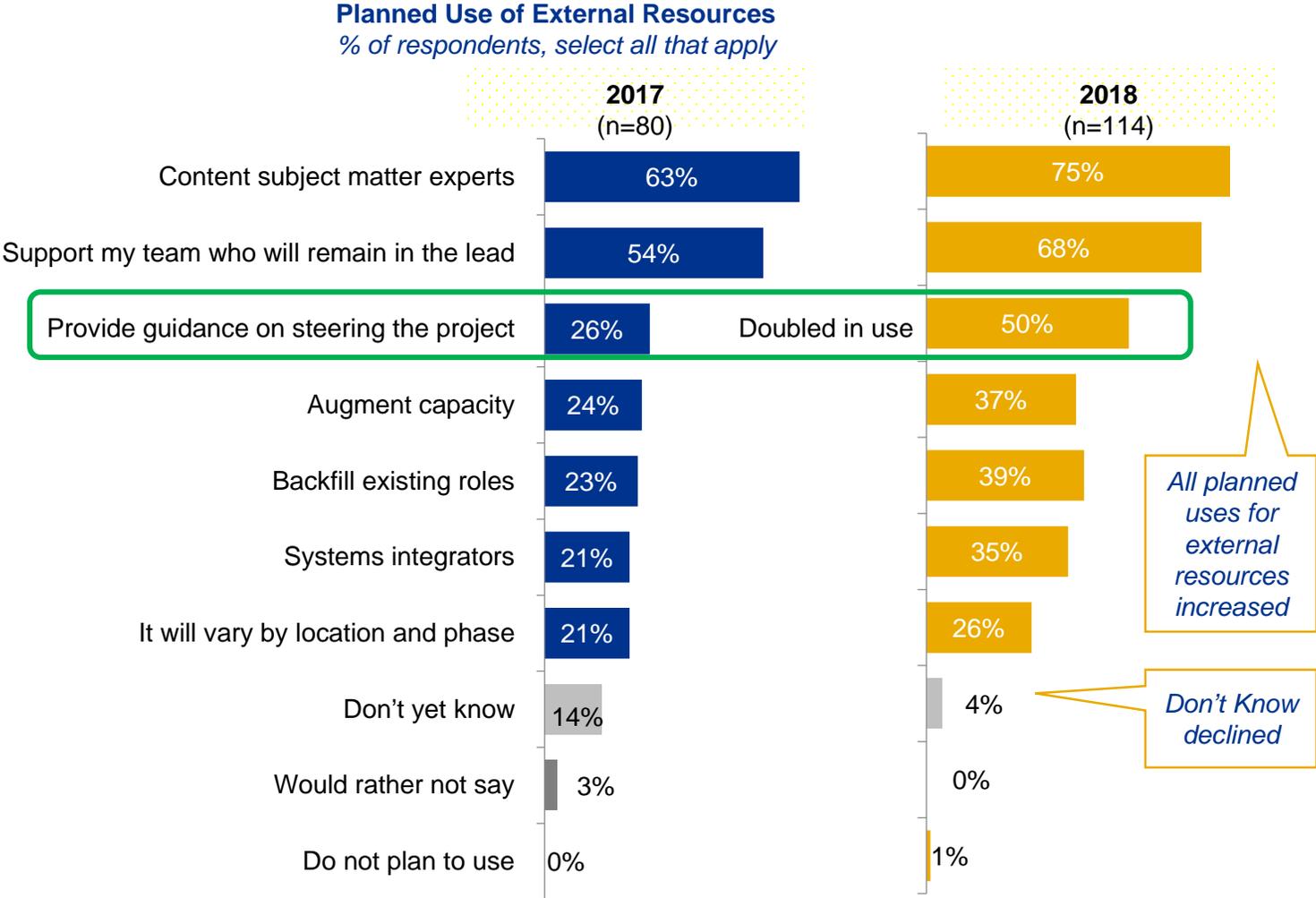


Securing adequate budget is expected to be a greater resource challenge for insurers in the starting out phase of IFRS 17 (68%) compared to those in the impact assessment (36%) and design/implementation phases (44%)

What purposes do you plan to use external resources for?

Likewise all uses of external resources also increased from 2017 to 2018

- Content subject experts and support for the team remained the most used resources
- Provide guidance on steering the project had the greatest increase in use from 2017 to 2018





Global CEO Outlook



CEO Outlook Survey – Cyber Security

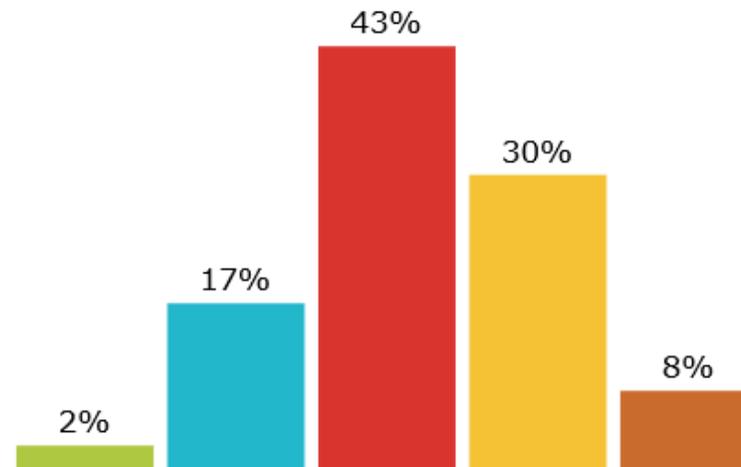
Does your organization have a clear digital business vision and strategy?

- Yes, enterprise-wide
- Yes, within individual business units
- No, but currently working on one
- No



Overall, how effective has your organization been in using digital technologies to advance its business strategy?

- Extremely effective
- Very effective
- Moderately effective
- Slightly effective
- Not effective

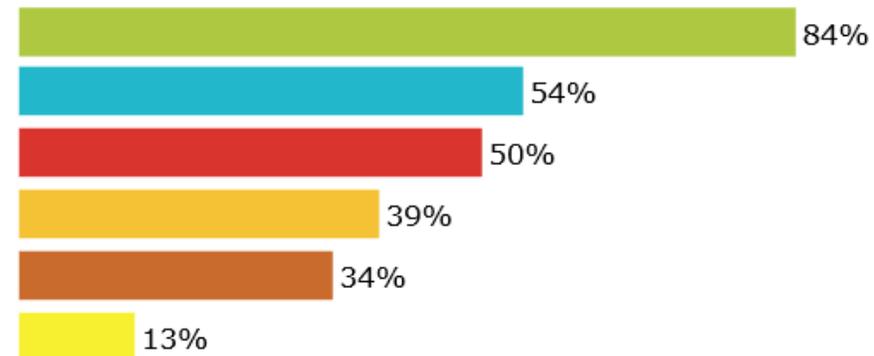


CEO Outlook Survey – Cyber Security

Which type of threats give you most cause for concern in terms of a cyber-attack?

Select all that apply

- Organized Cyber Crime
- Amateur Cyber Criminals
- Insiders
- Spammers
- Foreign Powers
- Competitors





OSFI's Corporate Governance Guideline





Directors: Are you asking
the right questions?





Thank you



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