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Bring on the future

We are ready! So the saying goes. What a great time to be talking of the future of insurance, an industry as old as the hills beyond the recorded 300-odd years of Western concepts of insurance. It all started with whether someone had tethered the horse to a tree before praying or had let it free while praying, leaving it to God Almighty to keep the horse parked and waiting.

But is the insurance industry shaping the future, or being shaped by the future with our old traditions and hang-ups, Gatsbyian style being borne back ceaselessly into the past? Our inside knowledge of the unique specificities of the insurance business seems to be holding us back. At a social media conference in Dubai, Google's Middle East head challenged me that "despite the industry

moaning that insurance is 'sold' and 'not bought', I have statistics to the contrary". That was a WOW moment for me!

So now I am an active campaigner that the future of insurance is in the hands of Gen Y and social media and that the insurance industry is coming out of the "nobody loves us" closet.

Get the house in order first

Another WOW moment was when a Bible-touting enthusiast preached on her birthday the Lord's message to me, saying it is like the insurance policy that we buy and keep locked up. We are impressed only with how much we are covered when we read the full policy, like reading the Bible chapter and verse. She was, of course, exaggerating to impress me that God protects us more than we can ever imagine. But the point is that outsiders are more impressed with insurance than we seem to be.

So really the future of insurance is about first getting the house in order by getting the industry experts to realise that insurance is serving a greater good and that we need to exhort the benefits that it brings to the people and to industries and economies. The peace of mind that comes with knowing that you are protected against accidents and predictable hazards is invaluable. Yet the industry seems burdened with old wives' tales and moans that the claims are unfortunately not covered by the policy. To fail at the vital moment of test.

Celebrate claims paid

So the future of insurance must be to change the very tack and celebrate claims paid, so that claims denied get put into a proper perspective. We must use technology and social media to pass the word. Many insurers are already doing it, but still very coyly because lo and behold, the greatest attraction to fraud attack is the reputation that "this insurer is good; it settles claims promptly". A pathetic irony that challenges the business whose raison d'être is to pay claims.

The future of insurance is being shaped by demographic trends, technological innovations, global warming, Mother Nature's wrath and newcomers outside the industry nibbling at it, including micro-financiers, telcos, utilities, banks, malls, big brands and all that are offering insurance as a minor component of what they sell. I heard last month of a company selling insurance in a box in a supermarket. What's next? Thinking out of the box has gotten us into the box.

And have you heard of this new age talk: Insurance has a greater appeal and future as a wrap around any product or service that is sold,

rather than as a standalone product? Every product or service bought will automatically come with insurance – like how car comes with tyres. Can we live so anonymously?

The great news is that insurance will always be needed, never mind the debate about whether it is bought or sold. Without insurance taking the risk-sting out of business, trade or life, nothing goes far.

Our future is ever so sustainable!

TOP 10 Global Industry Issues

1. Regulations

So much has been said about regulations becoming a burden to insurers unlike anything in the past. Yet the issue remains insurers' top concern in many parts of the world as regulators step up their efforts to strengthen prudential and market conduct regulations.

Globally, IAIS has grown in influence the past few years, responsible for such efforts as developing the Insurance Core Principles and identifying globally systemic insurers. Regionally, Solvency II in the EU is still pushing through but facing delays, while group supervision and ERM are expected to be given priority by the US' Solvency Modernisation Initiative. In Asia and Latin America, many regulators have introduced or are looking to put in place an RBC framework, with others working on enhancing existing models.

2. Low interest rates

The prolonged low interest rates environment continues to be a bane to insurers, particularly life players. There seems to be no letup in sight as rates are expected to remain at record low levels, at least for the foreseeable future. Accordingly, investment returns are likely to stay weak for the rest of the year, forcing P&C insurers to look for ways to boost underwriting margins.

3. Economic uncertainty

Uncertainty surrounds the economies of most developed markets, with economic growth expected to be at very low levels this year. This has in part affected developing markets, where growth is slowing. Analysts expect the weak economic outlook to impact life insurers' growth prospects, increase their lapse risk, and trim profitability. Insurers in developed markets like those in Europe face the need to focus on managing risks to capital and investments amidst the weak economic environment.

4. Ensuring growth

There are substantial growth opportunities for insurers, particularly in regions like Asia Pacific and Latin America, but the greater focus this year is on how they can best achieve growth and at the same time be profitable.

In more developed regions, finding growth continues to be a challenge, with the weak economic outlook weighing down on insurers' prospects. A challenge is to identify new areas for growth, with a focus on how to attract new customers.

(continued on page 2)

5. Risk Management

With insurers' risk management coming under greater regulatory scrutiny, the expectation now is to have risk management begin at the top of the company, with the CEO acting as a risk manager working closely with the CRO and other senior executives. Equal emphasis has to be put on identifying and defining roles and responsibilities, as well as distinguishing who owns the risk, who takes it, and who controls it.

6. Talent

Shortage of talent seems a tired issue but continues to plague most insurance markets globally, but more so in Asia Pacific, which has the largest growth in recruitment worldwide. The problem is more acute for new foreign players in the region as they need the insights and experience of local talent, for whom they have to pay a premium given their short supply.

7. Technology

Although many analysts see technology as a bright spot for insurers that continue to invest in it to achieve efficiencies, insurers have generally been slower in adopting new technologies. But as distribution grows more competitive and customers become more demanding, technology will play an even bigger role in distribution this year, requiring insurers to keep their technology environments up-to-date and to further automate their underwriting and claims management systems.

8. Distribution

On top of the increasingly fierce competition for distribution, insurers face the need to align their channel focus with customers' preference. The key is to meet customers' expectations: providing them what they want through channels they prefer.

While the preference of many customers these days is increasingly a combination of face-to-face and online interactions with their provider, those from generations Gen X and Y would rather go online than talk to agents to buy insurance.

9. Mobile strategy and social media

The previous point of having to deal with customers from generations X and Y leads to the need to develop a mobile strategy, which is increasingly seen as the future of insurance as more and more customers prefer to do transactions through their mobile phones. Most insurers have yet to figure out how to handle mobility for such transactions as premium payments. This year, they need to seriously figure that out.

And when discussing mobile strategy and technology, insurers would be remiss if they fail to factor in social media. The industry is generally still uncertain of the importance of social media. But marketing experts believe reluctance to embrace it is costing insurers more business than they think, as consumers increasingly look for information and recommendation online and choose social media as their channel of engagement.

10. Rising customer awareness and demands

The previous points on technology, distribution, mobile strategy and social media are all linked to customers' growing awareness and demands. With information so readily available to them, today's customers are more knowledgeable than ever. Meeting their changing expectations will give insurers a crucial competitive advantage.



A goldmine for insurers

Asia's pensions market is a goldmine of opportunity for insurers as it looks set for immense growth with the region's ageing populations, improving life expectancy, and a generally high propensity to save. Winners in this space are expected to become one of the industry's biggest success stories.

Particularly attractive are the high-population countries such as India and Indonesia, where there is potential to combine private and public sector managed arrangements, said Mr Danny Quant, Milliman's Employee Benefits Practice Leader, South Asia. Thailand also holds much potential with its large population, a basic final salary long service obligation for all employers and a solid foundation for private sector managed provident funds, he said.

Develop annuities for age 80 or older

He encourages the development of annuities for age 80 or older, where it is easier to manage the issues of lack of long-term debt instruments and longevity risk arising from the dramatically improving life expectancy. Current annuities for age 60 present a long-term liability that insurers are wary of due to these issues, he said.

For developing countries, he recommends that insurers create micro-pension products, which would mean a commitment to lower fee scales and consequently smaller margins, an issue that can be overcome by potential volumes.

Commit for the long term

Tapping Asia's significant under-provision for financial security in old age requires long-term commitment and organisational focus, said Mr Ben McDermott, Towers Watson's Regional Director and Head of Insurance Management Consultancy, Asia Pacific. "Creating awareness will require non-trivial investment for many insurers in terms of branding, consumer communication programmes, distribution enhancement and product design," he said.

The pensions business is a long-term game, he said. "Those wishing to stay in this space should be prepared to invest, stay committed and not be solely focussed on quick wins."

Avoid falling into the trap

He also cautions insurers against falling into the trap of assuming that retirement planning is the same for all customer segments or markets. "Significant consumer engagement needs to be done to build a suite of flexible, yet attractive retirement solutions," he said.

And as post-retirement insurance protection is a relatively new space in Asia, a challenge for players is the limited experience and data available, said Mr Ka Chun Cheung, Regional Product Actuary and Director of Life & Health at Swiss Re.

Insurers, he said, also need to focus on managing the risk of such products, a key challenge in the region's pensions segment.

Time to blow our trumpet

It is often said that insurance is sold and not bought, but now a growing number of industry players are calling for a rethink and change in the way the industry communicates about and views itself. The industry has failed so many times to demonstrate that insurance is good, they say.

"I am sick and tired of the old adage that insurance is sold. I know it's true, but it doesn't mean it has to be true. It can be changed," said Mr Mark Saunders, Managing Director of Towers Watson's Asia Pacific Insurance Sector and Risk Consulting.

For an industry adept in selling one of the toughest products in the world to sell – a promise on a piece of paper – it is not promoting itself very well. Mr Leslie Mouat, the recently retired Chairman of AIG APAC Holdings, said that if there was one thing he was critical about the industry, it was that "we don't blow the trumpet enough about how good we are".



Multi-party collaboration is needed

To address the problem of low perception of insurance, the industry should have a multi-party collaboration with a focus on three Cs: check, change and communicate, said Mr Clarence Yeung, Group COO & CIO of ACR Capital Holdings.

"We need everybody to work together so we can get there," he said, noting that the industry's identification, understanding and acceptance of the issue are important.

"Perception is unfortunately sometimes turned into reality. At the end of the day, it is the reputation of all of us as individuals, the companies that we represent and the industry as a whole that is important," he added.

Insurance players should consider it part of their duty and obligation to raise the industry's standing, said Mr Saunders. "Get on the right track of the journey to insurance becoming pull rather than push. The future is in our hands."

Welcome to Seoul!

The host city of this Annual Seminar, Seoul, Korea, is the embodiment of insurance development itself. Twenty-six years ago when Seoul hosted the 23rd IIS Annual Seminar, the Korean insurance market was just emerging. Since then, it has undergone remarkable developments and has turned into an advanced market – ranked in 2011 as the world’s 8th biggest market in terms of insurance premiums. Therefore on top of the seminar, you will be able to experience hands-on the secrets behind the Korean insurance market’s developments.

Korea is also famous for harmonising modern culture with time-honoured traditions. We believe you will enjoy our beautiful scenery, dynamic culture and 5,000-year history.

We welcome you to the 49th IIS Annual Seminar!



Mr Gyu-Bok Kim
Co-chair of the 49th IIS Annual Seminar Organising Committee
Chairman, Korea Life Insurance Association



Mr Jae-Woo Moon
Co-chair of the 49th IIS Annual Seminar Organising Committee
Chairman, General Insurance Association of Korea



Get to know the world’s 8th largest market

- Korea was the world’s **8th** biggest market in 2011 by premium volume, with a market share of **2.84%**.
- Total life premium income grew **6.7%** y-o-y to **KRW88 trillion** in FY2011, and is expected to grow **25%** to cross **KRW110 trillion** in FY2012.
- Direct non-life premiums grew **17.8%** y-o-y to **KRW64.64 trillion** in 2012.
- Private pension scheme reserves stood at **KRW269.8 trillion** as of late 2012 – **KRW202.4 trillion** for individual pensions and **KRW67.3 trillion** for retirement pensions.
- Insurance penetration was **11.6%** in 2011: **7%** for life and **4.6%** for non-life.
- Motor claims paid in relation to imported cars surged **51.4%** from **KRW452 billion** in 2009 to **KRW684.3 billion** in 2011.
- Insurance density stood at **US\$2,661** in 2011: **\$1,615** for life and **\$1,045** for non-life.
- There were **31** general and **23** life insurers operating in the market in 2012.
- Korean general insurers operate **23** outlets in **eight** overseas markets.



Sources: KLIA, GIAK, Swiss Re sigma

Committed and commendable

Commendable are insurers that have committed to the Principles for Sustainable Insurance (PSI). From 27 signatory insurers when the United Nations Environmental Programme Finance Initiative launched PSI at the IIS Annual Seminar in Rio de Janeiro last year, the number now stands at 33. Has your company signed PSI yet?

Signatory Companies	Country of Domicile	Signatory Companies	Country of Domicile
Achmea	Netherlands	Munich Re	Germany
AEGON	Netherlands	Porto Seguro	Brazil
Atlantiaclux	Luxembourg	RSA Insurance Group	UK
Aviva	UK	Sanlam	South Africa
AXA	France	Santam	South Africa
Bradesco Seguros	Brazil	SCOR	France
Continental Reinsurance	Nigeria	Seguradora Lider	Brazil
Delta Lloyd	Netherlands	Sompo Japan Insurance	Japan
ING	Netherlands	Sovereign	New Zealand
Insurance Australia Group	Australia	Storebrand	Norway
Interamerican Hellenic Insurance Group	Greece	SulAmerica	Brazil
Itau Seguros	Brazil	Swiss Re	Switzerland
La Banque Postale	France	TAL	Australia
MAPFRE	Spain	Terra Brasis Resseguros	Brazil
Mitsui Sumitomo Insurance	Japan	The Co-operators Group	Canada
Mongeral AEGON	Brazil	Tokio Marine & Nichido Fire Insurance	Japan
		Zwitserleven	Netherlands

The Principles

1. We will embed in our decision-making environmental, social and governance issues relevant to our insurance business.
2. We will work together with our clients and business partners to raise awareness of environmental, social and governance issues, manage risk and develop solutions.
3. We will work together with governments, regulators and other key stakeholders to promote widespread action across society on environmental, social and governance issues.
4. We will demonstrate accountability and transparency in regularly disclosing publicly our progress in implementing the Principles.



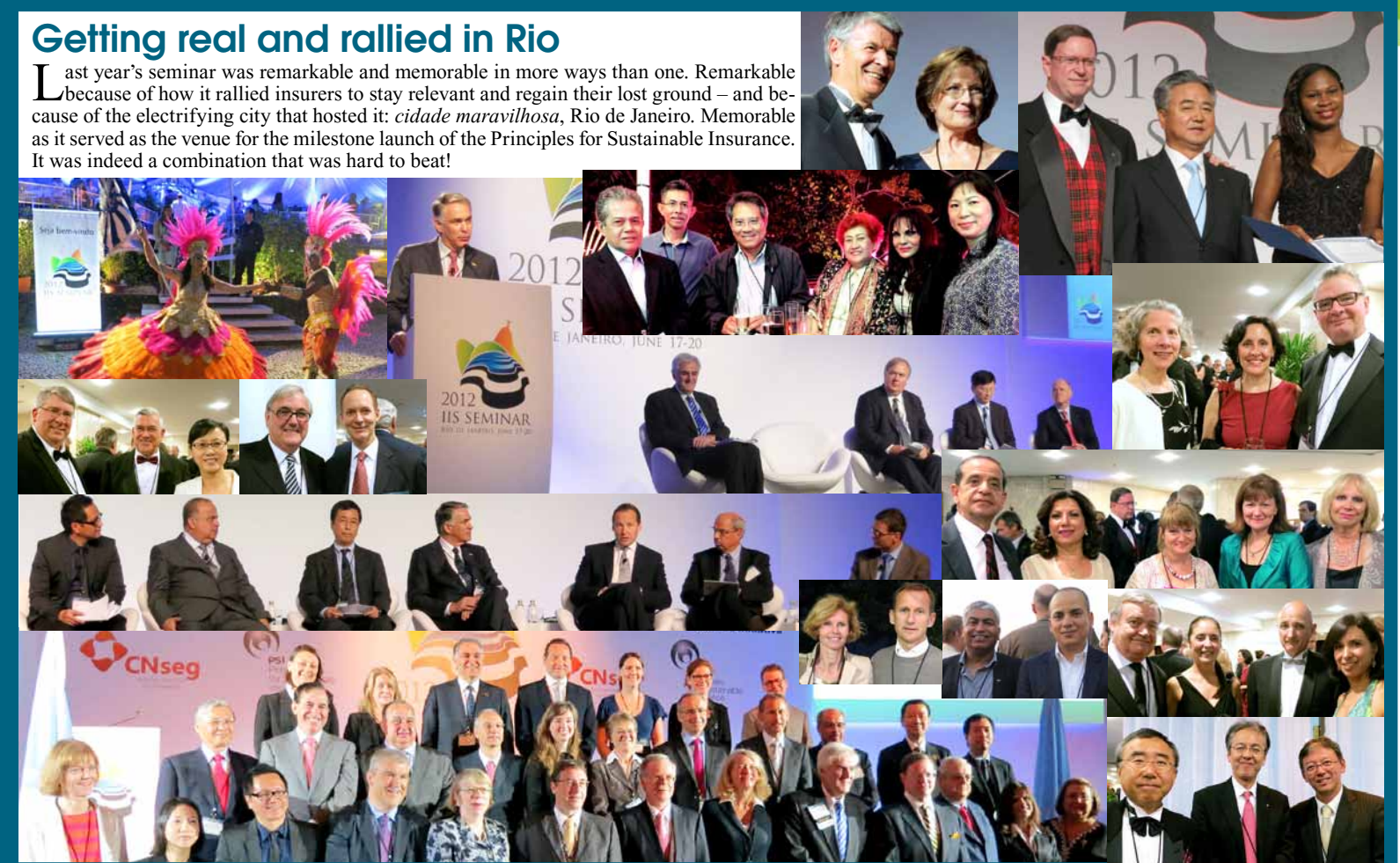
Modern Seoul, traditional soul

Delegates to the 49th IIS Seminar were warmly welcomed yesterday by their Korean hosts who gave them a peek into Seoul – from traditional forms of the Korean culture, such as their customary dress called hanbok, to contemporary art. The afternoon came to a close with a breezy garden reception at the Seoul Museum, where delegates caught up over wine and canapes.



Getting real and rallied in Rio

Last year's seminar was remarkable and memorable in more ways than one. Remarkable because of how it rallied insurers to stay relevant and regain their lost ground – and because of the electrifying city that hosted it: *cidade maravilhosa*, Rio de Janeiro. Memorable as it served as the venue for the milestone launch of the Principles for Sustainable Insurance. It was indeed a combination that was hard to beat!



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Bring on tomorrow.



Congratulations
to Robert Benmosche
on your Hall of
Fame recognition
by the International
Insurance Society



Bring on the impossible. Bring on the white-knuckle challenges. We're ready and waiting. AIG is 63,000 employees helping people around the world secure a brighter future. We're a leading global insurer serving over 88 million customers with property casualty insurance, life insurance and retirement services. We're leaner and more focused on what we do best: helping people protect their homes and businesses, and to recover, rebuild and move forward. Today we are the new AIG, and we can't wait for tomorrow. Visit www.AIG.com

Insurance and services provided by member companies of American International Group, Inc. Coverage may not be available in all jurisdictions and is subject to actual policy language. For additional information, please visit our website at www.AIG.com.

Congratulations, Bob!

My warm-hearted congratulations to Robert Benmosche on the occasion of his induction into the Insurance Hall of Fame in commemoration of his outstanding career and accomplishments in insurance and financial services.

The achievements in his previous role as Chairman & CEO of MetLife alone would have more than justified this honour. He successfully led MetLife through its demutualisation and to great success as the largest public life insurer in North America.

Since his appointment to the leadership of AIG at the peak of the financial crisis in 2009, Mr Benmosche has outlined and implemented a clear strategy for AIG's re-emergence as an independent company that has already delivered billions in profit to those who supported it, and that creates shareholder value and sets underwriting standards globally. With his extraordinary level of leadership, energy and spirit, he has inspired AIG's employees to stay committed to rebuilding this great company during extremely challenging times. He has delivered one of the most extraordinary turnarounds in American business history.

My very best personal wishes to Mr Benmosche, an industry leader who raised the bar on what shareholders and the general public can expect from his peers.

Dr Nikolaus von Bomhard
CEO & Chairman of the Board of Management, Munich Re

Bob, it was a great pleasure to learn that you had been chosen by the members of the International Insurance Society as the 2013 Insurance Hall of Fame winner. Please accept my personal congratulations, as well as those of Marsh & McLennan Companies.

The Insurance Hall of Fame award is a prestigious honour, bestowed on leaders who have distinguished themselves not only through the successes of the companies they've led, but also through the impact their achievements have had on our industry and beyond. Your inclusion amongst these esteemed members of the insurance world is well-deserved.

Under your leadership, AIG has accomplished a remarkable turnaround – returning to profitability, fulfilling its commitment to shareholders, instilling confidence in its employees, and, importantly, continuing to provide value to its customers.

Your achievements at MetLife have been no less exceptional. Your work to transition the firm to a public company helped position it to become the largest life insurer in North America.

Congratulations again on your extraordinary accomplishments. I'm sure the future holds many more opportunities for your continued success.

Dan Glaser
President & CEO, Marsh & McLennan Companies

In recent years, the world's economy has been disrupted by new challenges and new risks. This instability has refocused the spotlight on risk management and the need for organisations to embrace and implement this vital business function.

To carry out this enormous undertaking and address such uncertainties, businesses will lean on the invaluable strength, commitment and enthusiasm of leaders like Bob Benmosche.

As the preeminent global risk management society, it is with great honour that RIMS extends this congratulatory message in recognition of his induction into the Insurance Hall of Fame. Mr Benmosche's extraordinary leadership at AIG has been so crucial to this insurance powerhouse. His work has had a direct impact on insurance markets around the globe, as well as the thousands of organisations and risk professionals who depend on AIG's renowned products and services.

Ms Mary Roth, ARM
Executive Director, RIMS

Bob, it is a great privilege to be asked to write a note of congratulations to you on your highly deserved honour to be inducted into the Insurance Hall of Fame.

You took on the greatest challenge in the insurance industry and, arguably, in any industry in recent times – leading the effort to pay back US\$182 billion to the American taxpayers for the bailout of AIG, Inc. That you succeeded is almost universally known around the world. What is not widely known is how you did this. As a board member of AIG I had a seat at a master class in how you accomplished this. I shall now explain the seven steps I observed in how you did it, without breaking any federal securities laws:

- 1) Every experience gained during your long and remarkable career in financial services contributed greatly to your capacity to see the way forward to this success;
- 2) You surrounded yourself with first-class people who desperately wanted to be in the foxhole with you on this shared mission;
- 3) You successfully managed many constituencies, some with power most men would crumble before, to believe in you and your team leading them on this improbable mission, even when human and organisational behaviour would have naturally led them to overrule you and choose "safer" but inferior ways forward;
- 4) You successfully stopped the entire world of critics from their natural instinct to "kick the dog" when it was down;
- 5) You had that rare ability to listen to others in management, the board and outsiders, and change course quickly, if a superior idea surfaced to your own;
- 6) You acted in the best interest of the American taxpayers, at all times and with an energy that surprised a number of actors whose best interests would have been to see you act with less energy; and, lastly,
- 7) You kept yourself healthy, despite a publicly acknowledged cancer, which would have stopped most mortals from carrying on.

Nothing more need be said, except, sincere congratulations from someone privileged enough to have witnessed it from the inside.

Mr John Fitzpatrick
Secretary General, The Geneva Association

It is my pleasure to extend my warmest congratulations to Bob Benmosche upon his induction into the Insurance Hall of Fame. Much has justly been written about Bob's outstanding track record as President & CEO of AIG, and his achievements during remarkably challenging times will long be remembered. Bob has proven himself to be a courageous leader and a remarkable advocate not only for his own company, but for the insurance industry as a whole.

In awarding Bob this recognition, the IIS has acknowledged the fundamentally important contribution that Bob has made to AIG in recent years and to the industry as a whole over the course of his career. I would also like to take this opportunity to thank Bob for the wonderful support that AIG provided to AIA, particularly as a shareholder of AIA after our IPO in 2010 up until the end of 2012.

Bob's impressive business acumen is matched by his ability to inspire those around him to achieve ever greater levels of success. His induction to the Hall of Fame is a perfect fit given the award's intent to celebrate visionary insurance leaders who have made a broad, encompassing and lasting contribution to the industry.

Mr Edmund Tse
Non-executive Chairman, AIA Group Limited

Bob, on behalf of everybody associated with New Zealand Rugby and the All Blacks, congratulations on your induction into the Insurance Hall of Fame. There is no greater accolade than one bestowed on you by your peers. You have achieved remarkable things in your career, and we hope that you enjoy this recognition with Denise and your kids.

Mr Steve Tew
CEO, New Zealand Rugby

I would like to congratulate Bob on this honour by the Insurance Hall of Fame. His deep understanding of our business, ability to develop innovative products and tremendous work ethic have helped redefine AIG, and in doing so, have strengthened the insurance industry.

Mr Peter Hancock
President & CEO, AIG Property Casualty

I am extremely proud to congratulate Bob on his induction into the Insurance Hall of Fame. Bob's leadership at AIG has been an inspiration to employees – including me – and to everyone in the insurance and financial services industries. I look forward to continuing to work with Bob to execute his tremendous vision.

Mr Jim Mallon
President, American General Life Companies
President, Life and Accident & Health,
AIG Life and Retirement

Bob, just when you thought it couldn't get any better, you exceed your own expectations. There is no one more deserving of this award than you – congratulations on this lifetime achievement.

Mr Rob Schimeck
President & CEO, Americas,
AIG Property Casualty

Bob's successful history in the insurance industry speaks for itself, but his leadership of AIG has been truly inspirational; he has a vision and has been unwavering in his commitment to see it realised whilst continually motivating and raising the confidence of the AIG employees around the globe. Congratulations, Bob, on being inducted into the Insurance Hall of Fame.

Mr Steven Barnett
President & CEO,
AIG Korea, Inc

Bob, the hits keep coming! After several years of courageous leadership in challenging the market, the US Treasury, the analysts and all of us to put AIG back to its global leadership role, it is so fitting that you are honoured in Asia for the accomplishments you facilitated. Many internally and externally didn't think it would be possible, but you guided us through that difficult period to a new future. While we champion "Bring on Tomorrow" together, let's also pause for a few moments to acknowledge how much your last few years of superior guidance has meant to all of us at AIG.

Well done and thanks again, Boss.

Mr Bob Noddin
CEO, AIG Japan

Bob, I am thrilled to commend you on this award; it is a testament to your leadership, not only at AIG, but at MetLife and in the industry as a whole. I hope you take the time to celebrate this accolade and everything that it stands for. Congratulations.

Mr David Herzog
Executive Vice President
& CFO, AIG

I would like to warmly congratulate Bob on his induction into the Insurance Hall of Fame. The honour is a well-deserved one, and reflects his highly successful career in the insurance and financial services industry. Under Bob's leadership, AIG has become one of the greatest comeback stories in corporate history.

Ms Christina Pretto
Senior Vice President,
Corporate Communications, AIG

Bob, I extend my sincerest congratulations to you on your induction into the Insurance Hall of Fame. AIG would not be where it is today without your vision, strength, dedication and remarkable ability to inspire our 63,000 employees around the world.

Mr Jay Wintrob
President & CEO
AIG Life and Retirement

I am honoured to congratulate Bob on his induction into the Insurance Hall of Fame. An inspirational leader whose courage and dedication to returning AIG to its leadership position in the industry is a story that will be told for years to come. No one deserves this award more than Bob.

Mr Les Mouat
Retired Chairman
AIG APAC

Bob, your dedication to AIG and repayment of its debt to the American people has earned you this recognition. There is no one more deserving of induction into the Insurance Hall of Fame. I send you my heartfelt congratulations for this remarkable achievement.

Ms Monika Machon
Senior Vice President,
Global Head of Asset Management, AIG

Over the years, I have seen leaders from many industries across the globe, but Bob's leadership, business acumen and passion cannot be rivalled. His induction into the International Insurance Society's Hall of Fame is a recognition of what those who have worked with him have felt is self-evident.

Mr Thomas Russo
Executive Vice President & General Counsel
Legal, Compliance, Regulatory Affairs and
Government Affairs, AIG

Bob, I was thrilled to learn that you would be receiving this most deserved recognition in our region. I can assure you that our colleagues in Asia Pacific and around the world share my sense of appreciation and gratitude for all you have done for the industry but especially for AIG. It will be a privilege to be present at the induction ceremony – my sincerest congratulations!

Jose Hernandez
President & CEO,
AIG Property Casualty Asia Pacific

It's an honour to congratulate Bob on this momentous achievement. His ability to communicate his vision and passion for our business has inspired countless employees around the world and enabled our customers and business partners to have renewed faith and confidence in a strong and revitalised AIG.

Mr Cris Knell
CEO,
AIG Insurance New Zealand Limited

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Ins Communications Pte Ltd

69 Amoy Street, Singapore 069 888 • Tel: (65) 6224 5583 • Fax: (65) 6224 1091

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Managing Growth, Optimising Profitability

5 - 7 November 2013

Sands Expo and Convention Center,
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October 16-19, 2013



International Association
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金融監督管理委員會
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