

NEW PARADIGMS IN INSURANCE OLIVER WYMAN PRESENTATION





Insurance plays a vital role in society







The world is changing

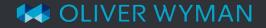


COLLISION OF TRENDS



New paradigms For delivering peace of mind in a tailored and efficient way







From: Opaque risk/cash transfer

To: A more holistic value chain of risk

- Better understanding
- True recovery aid





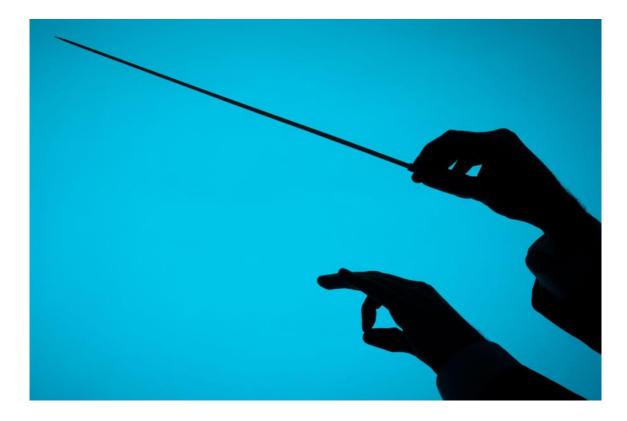
From: Laggard

To: Front-runner in technology and socio-economic change

- An information business
- A people business

OLIVER WYMAN

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From: Owning

To: Orchestrating the value chain

- Strategic control points
- True profit pools





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From: Numbers

To: Customer empathy

- From push to pull
- Not just about money

In order to get there, we need to reimagine the value chain



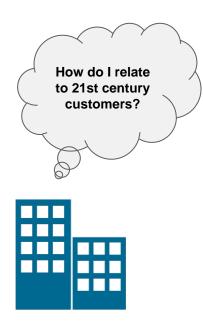
Deconstruct

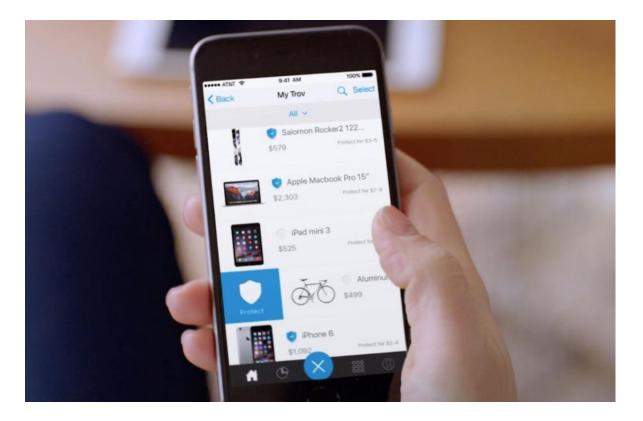
Reconstruct

Traditional labels "insurer", "broker", "wholesaler", "reinsurer" no longer apply

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Insurance-in-an-app









P2P insurance - the new mutual



friend surance	inspool	BOUGHT BY MANY	PeerSure
Wesura [®]	影 同聚保 TongJuBao	YYY PEERCOVER	be <mark>sure</mark>
		insure a peer	GUEVARA
teambrella	S ins Peer	UVAMO	Lemonade



Virtual insurer – full service but no balance sheet









Plugging into the online ecosystem – China InsureTech







Laser-like focus on three basic principles is key for value creation

Creation of a hassle-free customer experience

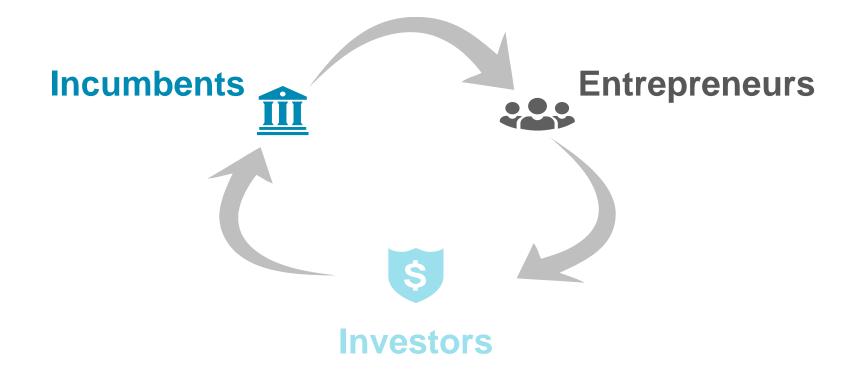
2 Elimination of inefficient cost structures

3 Offerings that truly provide "peace of mind"





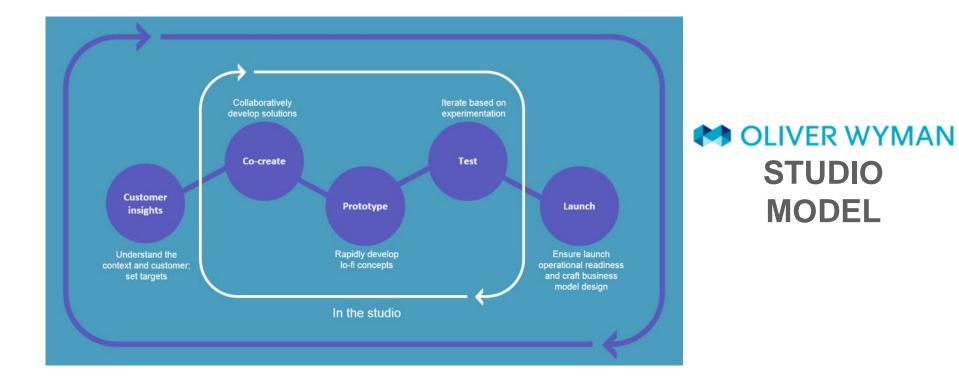
Need for collaboration and partnerships







Getting started on innovation: One approach





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Investors: Outsized returns



Incumbents: Onboard future capabilities in a flexible way

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