

20th Current Issues Seminar in Life Insurance (CILA)

Thursday 27th November 2025

**The Four Corners of Insurance Reporting.
How life insurance CFOs can steer their
business to new heights**



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Introduction & Opportunity

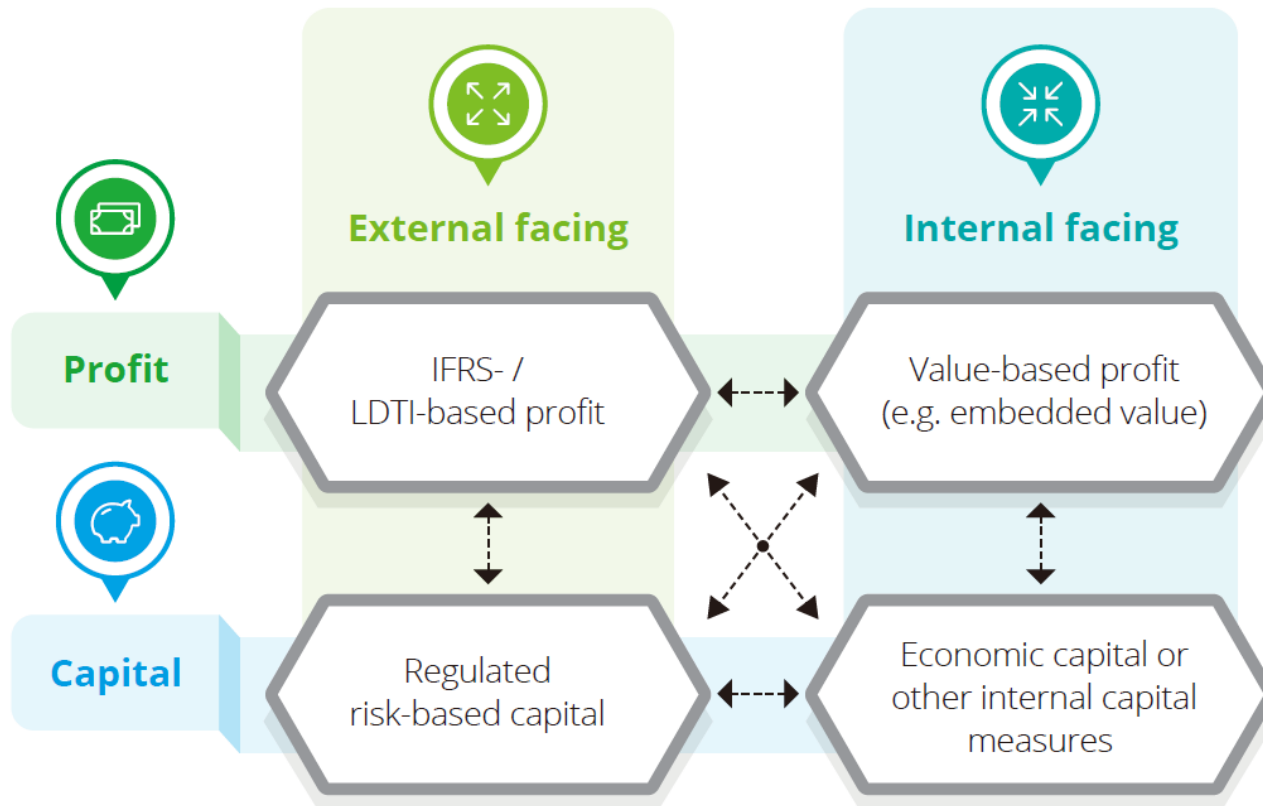
Turning Regulatory Investments into Strategic Advantage



- Life insurance CFOs can now build a **more effective steering framework** than ever.
- Driven by **20+ years of investments to deliver a suite of unprecedented regulatory changes during 2023-25** (IFRS 17, ICS).
- **Goal:** Maximize return on capital (RoC) through unified reporting.

The Four Corners of Insurance Reporting Framework

The four corners of reporting represent the overarching business framework that each insurance company will progressively converge to



- Connecting the four corners is a challenge that the convergence of measurement and reporting frameworks available in 2025 for the first time is far more feasible than ever before.
- The investment in realizing it in a life insurance business is obviously not zero. However, the

Why it matters now

IFRS 17 + ICS: A Catalyst for Change

Drivers of Change:

- **IFRS 17 Implementation:** \$15–20B global spend over 2017-23 (life insurers = >50%).
- **ICS Finalized (2024):** global Risk-based capital modernization milestone achieved.
- **Outcome:** Greater transparency, comparability leading to reduced cost of capital in future years.



The two facets of RoC

Balancing External Compliance with Internal Strategy

External Stakeholders:

IFRS profit + Regulatory capital (audited, high scrutiny).

Internal Stakeholders:

Embedded value + Economic capital (strategic, less scrutiny).



Operational Challenges

From Data Silos to Seamless Reconciliation

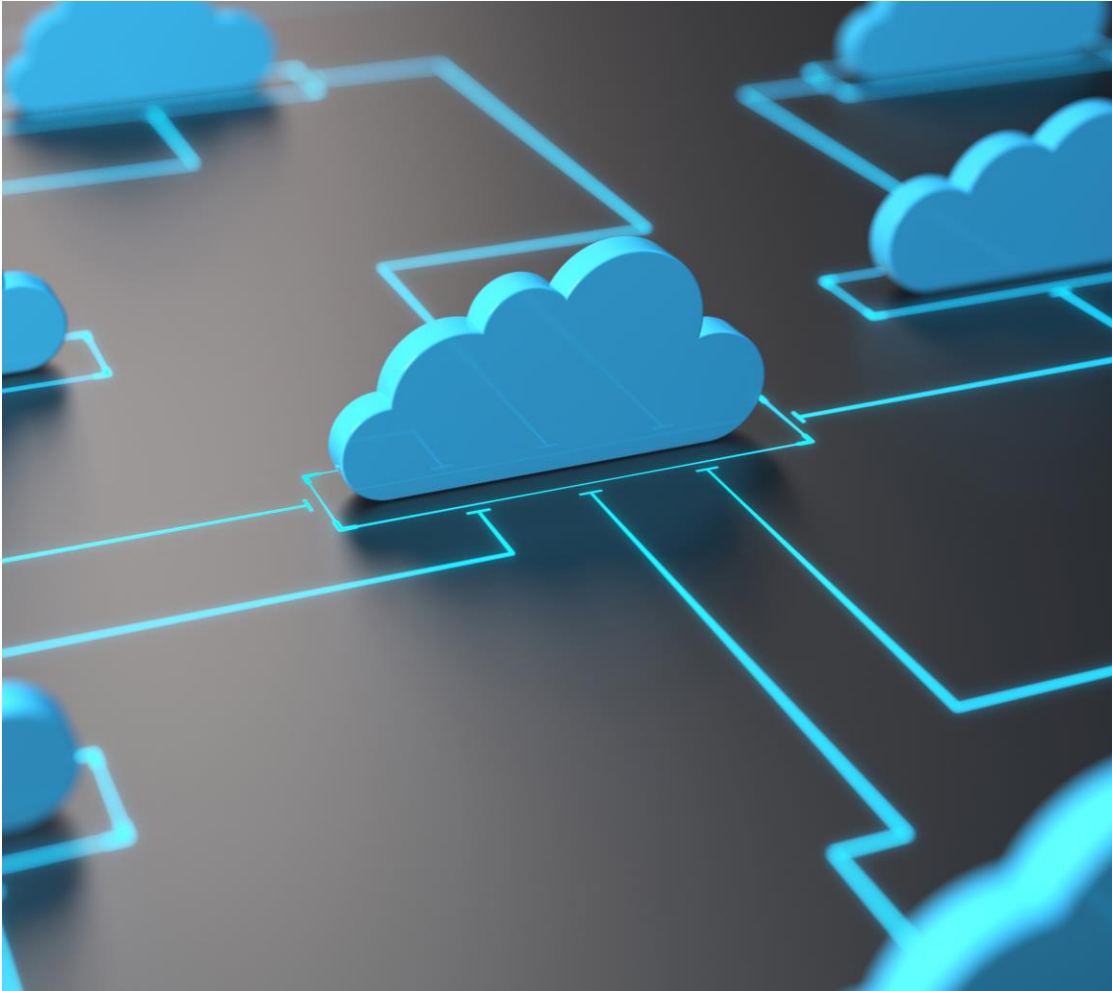


5 Key Reconciliation Hurdles:

- Data consistency (IFRS 17 vs. EV).
- Risk sensitivity (capital allocation).
- EV vs. shareholder returns.
- System integration.
- Strategic decision making.

Bridging the Corners

Systems + Collaboration = Smarter Decision-Making



Solutions:

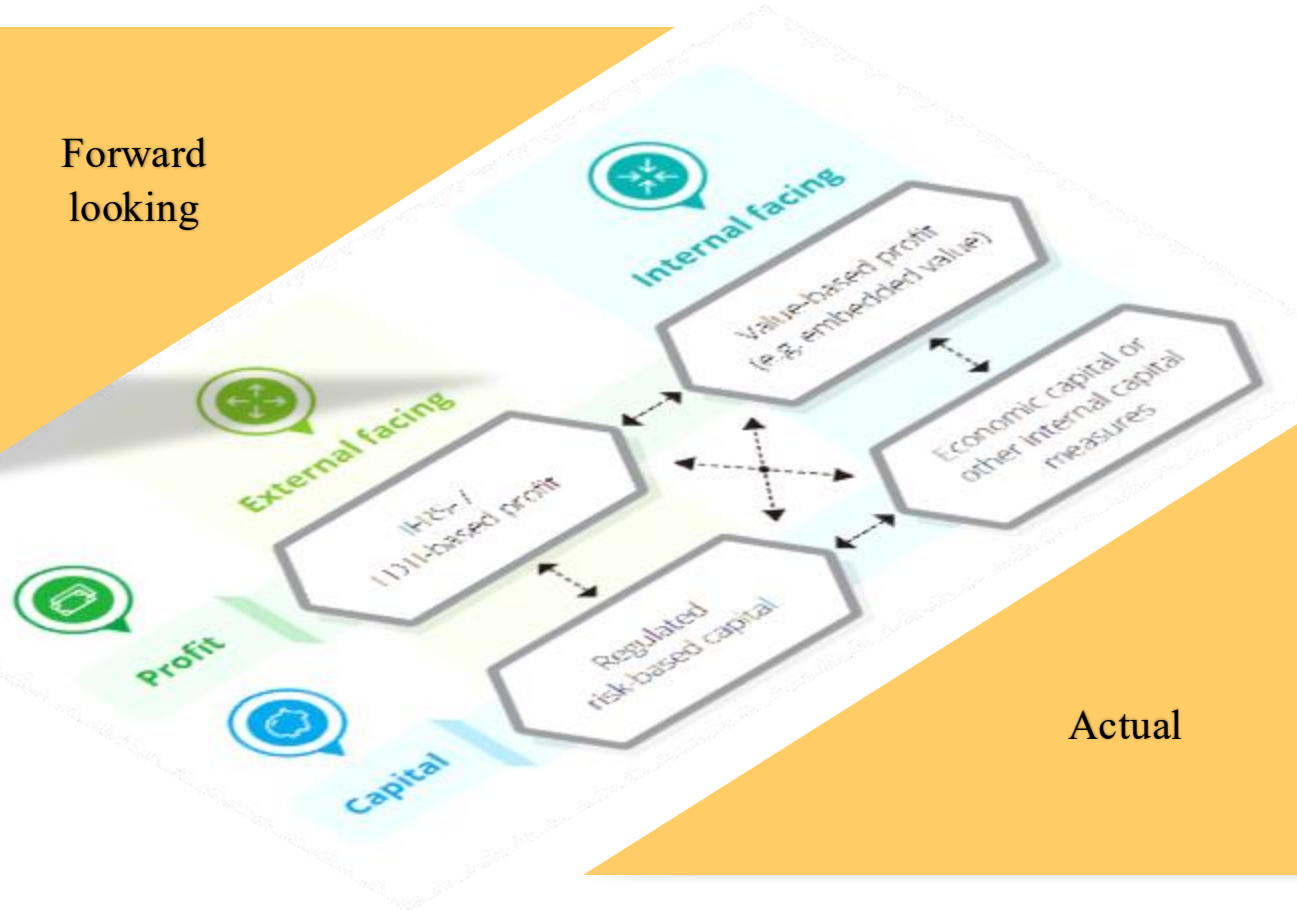
- **System Architecture: Unified data flows.**
- **Automation: Cloud-based platforms.**
- **Training: Cross-functional alignment.**

“Intellectual rigor + system sophistication = Strategic clarity.”

Time Dimension

Past Insights, Future Confidence

Forward
looking



- **From Historical to Forward-Looking:**
- **Actual:** IFRS 17, EV, RBC baselines.
- **Forward looking:** Align CSM, EV, capital, and risk projections.

Strategic Benefits

Transparency, Efficiency, and Competitive Edge



- **For CFOs & Chief Actuaries:**
- **Investor confidence** (transparent comparability).
- **Lower cost of capital.**
- **Data-driven growth strategies.**

Conclusion & Call to Action

Transform Reporting into a Growth Engine



- Four corners = Holistic RoC optimization.
- **Next Steps:** leverage Deloitte's framework to reassess system architectures and align teams towards an improved finance and actuarial function.

Elevate finance from back-office to strategic partner."

Direct link to the report



<https://www.deloitte.com/cn/en/Industries/financial-services/perspectives/four-corners-of-insurance-reporting.html>



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