

FINANCIAL
CONDITION REPORT
• Gard Reinsurance Co Ltd •
|
20 February 2019

2019



Table of Contents

EXECUTIVE SUMMARY	3
A BUSINESS AND PERFORMANCE.....	6
A 1 Business	6
A 2 Underwriting performance	12
A 3 Investment performance	14
A 4 Performance of other activities	15
A 5 Any other material information	15
B SYSTEM OF GOVERNANCE.....	16
B 1 General information on the system of governance	16
B 2 Fit and proper requirements.....	19
B 3 Risk management system including the own risk and solvency assessment.....	19
B 4 Internal control system	23
B 5 Implementation of internal audit function.....	24
B 6 Implementation of actuarial function.....	25
B 7 Outsourcing.....	25
B 8 Any other information	27
C RISK PROFILE	28
C 1 Material risks.....	29
C 2 Other risks.....	30
C 3 Risk mitigation.....	31
C 4 Risk concentration.....	32
C 5 Prudent person principle.....	32
C 6 Risk sensitivity.....	33
C 6 Any other information regarding the risk profile	34
D VALUATION FOR ECONOMIC BALANCE SHEET PURPOSES	35
D 1 Valuation of assets	37
D 2 Valuation of technical provisions.....	37
D 3 Alternative methods for valuations	40
D 4 Any other material information	40
E CAPITAL MANAGEMENT	41
E 1 Eligible capital	41
E 2 Capital requirements	42
E 3 Internal model	43
E 4 Compliance with MMS/BSCR	43
E 5 Any other information	43
E SIGNIFICANT EVENTS.....	43
Appendix 1 Abbreviations Gard companies	44
Appendix 2 Other abbreviations	45

EXECUTIVE SUMMARY

This report covers Gard Reinsurance Company ("Gard Re") business and performance, system of governance, risk profile, valuation for Economic Balance Sheet (EBS) purposes and capital management. The ultimate administrative body that has the responsibility for these matters is the Board of Directors, with the help of various governance and control functions that are put in place to monitor and manage the business.

In the tables values are stated in USD million. Values below USD 500 thousand are displayed as "0". Empty cell means that there is no value to state. Rounding differences +/- one unit can occur.

Key figures

USD million, as of 20.02	2019	2018
Solvency II balance sheet		
Assets	848	866
Technical provisions	478	411
Other liabilities	14	38
Total statutory economic capital and surplus	356	418
Eligible capital		
Tier 1 capital	356	418
Tier 2 capital		
Tier 3 capital		
Eligible capital	356	418
Required Capital		
BSCR	147	132
Minimum Margin of Solvency	64	55
Bermuda Solvency Capital Requirement Ratio		
Eligible capital to meet BSCR Ratio	242 %	317 %
Eligible capital to meet Minimum Margin of Solvency Ratio	557 %	754 %

Gard Re fulfils the minimum and solvency capital requirements (hereafter referred to as Minimum Margin of Solvency or MMS) and Bermuda Solvency Capital Requirement Ratio or BSCR stipulated by the supervisory authorities as of the reporting date of 20 February 2019.

The principles used to determine the solvency ratio are explained in this document. Chapter D describes the valuation principles used to determine eligible capital, and Chapter E those used to determine the BSCR.

A. Business and performance

The section discusses the group structure and all legal entities included in the group, and states the underwriting and investment performance of Gard Re.

Gard is a marine and energy insurance group which is active in Protection and Indemnity (P&I) and Marine and Energy (M&E) business. Gard operates in global markets, offering insurance solutions to corporate customers, often through insurance brokers. Its global presence and activities allow the company to achieve an efficient risk diversification.

The financial year ending 20 February 2019 delivered a weak result for Gard Re.

Gross written premium was USD 223 million, an increase of USD 14 million (7 percent) from last year. Claims incurred for own account was USD 207 million, an increase of USD 68 million (49 percent) from last year. This is due to several large claims and an increase in own and other clubs pool claims. The number of frequency claims are somewhat fewer than expected.

Gard Re seeks to add returns through a diversified investment portfolio. The return on the investment portfolio ended at negative USD 1 million, compared to a positive return last year of USD 56 million. The financial conditions proved more challenging this year than the two previous years. Details on business and performance can be found in section A.

B. System of Governance

The section discusses the Gard Group's system of governance which Gard Re is part of.

Gard has an effective system of governance, which provides for sound and prudent management.

An assessment of the risk management system concluded that the system is adequate considering the size and complexity of the operations.

The individual elements of the System of Governance at Gard can be found in section B.

C. Risk Profile

In context of its business operations Gard Re enters into a broad variety of risks, where the main risks are underwriting risk and market risk. Gard Re is also exposed to counterparty default risk, operational risk, liquidity risk, business risk, compliance risk and reputational risk. We describe how we deal with these risks in section C.

Total BSCR as of 20 February 2019 was USD 147 million against USD 132 million of 20 February 2018.

Gard Re's risk profile has changed somewhat over the last 12 months to 20 February 2019. BSCR for reserve risk increased by 9 per cent, mainly due to an increase in loss and loss expense provisions following the development of the ceding companies, while the premium risk has remained the same at USD 58 million.

Equity investment risk increased from USD 43 million to USD 44 million last year due to an increased equity portfolio. Interest rate/liquidity shows an increase from USD 10 million to USD 14 million due to an increase in the estimated effective duration. Currency risk has increased from USD 0 million to USD 26 million due to a change in principle, in order to reflect the underlying currency risk in the assumed risk from affiliated companies. Concentration risk, in the amount of USD 31 million, is related to a high concentration of common stock and mutual funds as well as real estate.

Catastrophe risk was USD 43 million against USD 45 million last year.

The material risks that Gard is facing are believed to be captured in the risk landscape.

D. Valuation for Solvency Purposes

This section specifies and describes the valuation of assets and liabilities for Economic Balance Sheet (EBS) purposes, the differences between the bases, methods and main assumptions used for the valuation of assets for EBS purposes and those used in statutory financial statements.

The fair value of assets is mainly measured on a mark-to-market basis, determined by reference to published price quotations in active markets. For unquoted financial assets, the fair value has been estimated using a valuation technique based on assumptions that are supported by observable market prices (mark-to-model).

The technical provisions under BSCR include the sum of net best estimate premium provisions, discounted value of net best estimate loss and loss expense provisions and risk margin. For BSCR purposes the risk margin calculation and discounting effects calculation for the technical provisions have been prepared based on risk-free spot rates distributed by the Bermuda Monetary Authority (BMA). Valuation methods are elaborated in section D.

E. Capital Management

The section describes the capital management of the Gard group, and the capital requirement and eligible capital of Gard Re.

The Gard group aims to hold sufficient capital and liquidity as well as constrain its risk taking to ensure that the group can continue to operate following an extreme loss event with the same risk tolerance for insurance risk. The probability that the Gard group would have to raise additional capital from its mutual Members by way of unbudgeted supplementary calls should be low.

The Gard group aims to manage its capital such that all its regulated entities always meet local regulatory capital requirements. This was the case throughout the financial year up to 20 February 2019.

Gard Re has a simple capital structure consisting of Tier 1 capital through equity capital, which is fully paid in and available. The company has no Tier 2 or Tier 3 capital. Capital management is described in section E.

Declaration

"We the undersigned attest that, to the best of our knowledge and belief, this financial condition report fairly represents the financial condition of the Company in all material respects as at 20 February 2019."



Rolf Thore Roppestad

Chief Executive Officer



Torunn Biller White

Chief Risk Officer

Date 20 June 2019

A BUSINESS AND PERFORMANCE

A 1 Business

A 1.1 Group structure

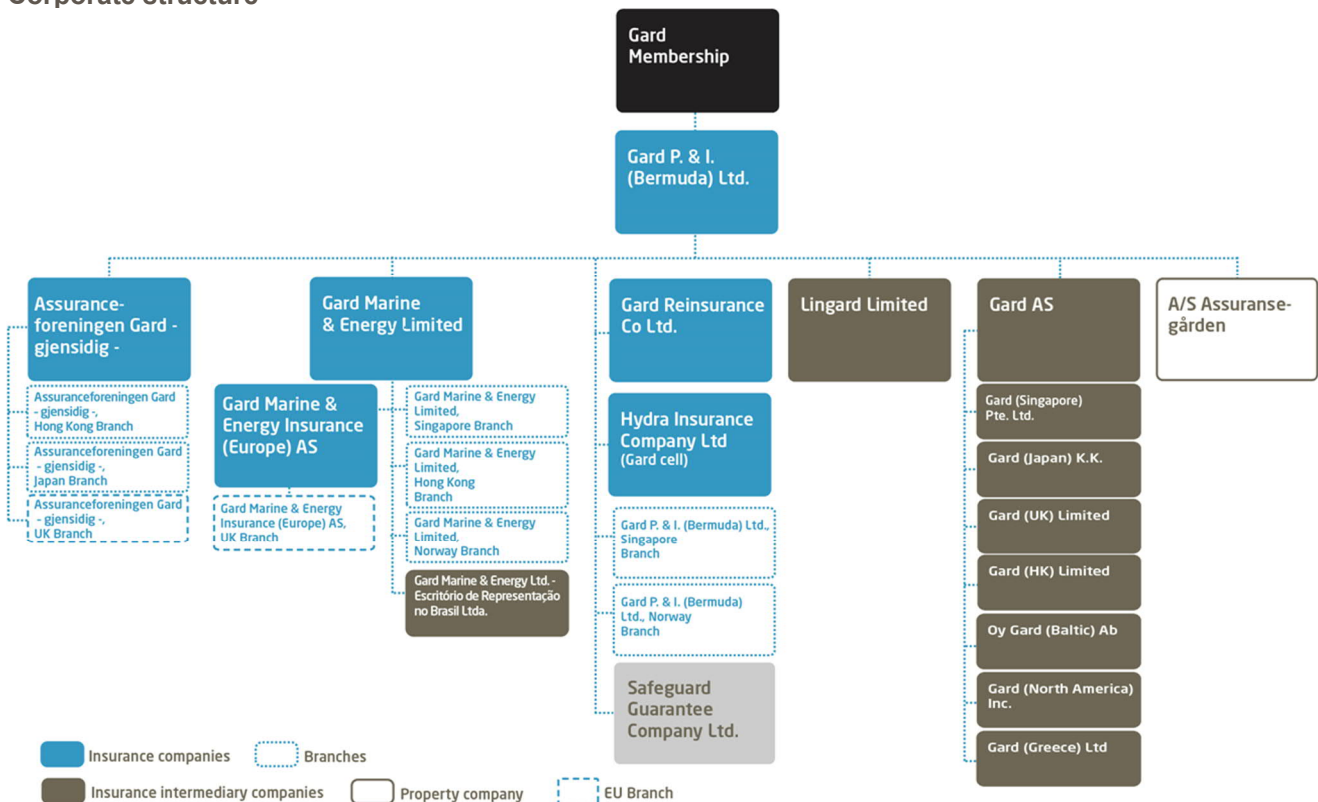
The parent company of the group, Gard Bermuda, is a mutual insurance association. The other companies in the group are joint stock companies fully owned and controlled by Gard Bermuda, except for Gard Norway, which is a mutual insurance association controlled by Gard Bermuda through an agreement on the exercise of ownership rights.

There are no external capital owners involved who expect a return on capital invested, or who otherwise have voting rights at the general meetings of the companies.

The mutual Members of Gard Bermuda obtain the benefit of the value creation generated by the group's business through reduced mutual premiums. Correspondingly, the right and ability to levy unbudgeted supplementary calls for the purpose of recapitalizing the group is a fundamental element of the Members' mutual risk sharing.

The Gard group consists of four direct insurance entities, two captive reinsurance companies, one insurance management company, eight insurance intermediary companies, one representative office and a property company.¹ The insurance entities have nine branches in five different jurisdictions.

Corporate structure



In general, there are separate direct insurance companies for the P&I business and for the Marine & Energy business. There are EEA domiciled direct insurance companies and Bermuda based insurance

entities. Risk and capital in the group is pooled through the captive Gard Re.

¹ Safeguard Guarantee Company Ltd. is from 2 October 2018 no longer registered as an insurance company

Hydra is a Bermuda registered segregated accounts company which was established by the 13 parties to the International Group of P&I Clubs' Pooling Agreement for the purpose of reinsuring certain layers of risk retained by the parties to the Pooling Agreement. The Hydra Gard cell is wholly owned by Gard Bermuda. Branches have been established where required to conduct business. Certain operational functions are delegated from Lingard Limited to Gard AS.

A 1.2 Legal entities

A 1.2.1 Gard group

The Gard group is under group supervision by the Norwegian Financial Supervisory Authority (FSA) (Finanstilsynet).

A 1.2.2 Gard Bermuda

Gard Bermuda is the parent company in the Gard group. The company is a mutual insurance association domiciled in Bermuda and registered by the Bermuda Monetary Authority. The manager of Gard Bermuda is Lingard Limited.

Gard Bermuda provides Protection & Indemnity (P&I) and related insurance products to its Members, who are shipowners, operators and charterers with ships entered in the association. As a mutual insurance association, the company is owned by its Members. There are no external capital owners.

Gard Bermuda carries out its direct insurance business through branches in Norway and Singapore. The general agents of the branches are Gard AS in Norway and Gard (Singapore) Pte. Ltd. in Singapore.

The Members of Gard Bermuda are also Members of Gard Norway and *vice versa*.² However, all of the Members of the two associations exercise membership rights through the parent company in accordance with the group structure. Gard Bermuda has been given the right to exercise membership rights on behalf of the entire membership in Gard Norway. Thus, Gard Norway is treated as a subsidiary of Gard Bermuda in the same way as the other wholly owned subsidiaries, such as Gard M&E, Gard Re, Lingard, and Gard AS.

Gard Bermuda and Gard Norway are members of the International Group of P&I Clubs and both are parties to the International Group of P&I Clubs' Pooling

Agreement. The Pooling Agreement is the contractual basis for the sharing of claims among the P&I Clubs and the collective purchase of market reinsurance. The two associations are recorded as "Paired Associations" in the Pooling Agreement, with Gard Bermuda as the principal.

Gard Bermuda is regulated by the Bermuda Monetary Authority (BMA).

A 1.2.3 Gard Norway

Gard Norway is the Norwegian P&I Club founded in Arendal, Norway, in 1907. The company is registered and domiciled in Norway and is licensed by the Norwegian Ministry of Finance. The head office of Gard Norway is in Arendal, Norway. Gard AS acts as an intermediary for Gard Norway.

Gard Norway provides P&I and related insurance products to its Members, who are shipowners, operators and charterers with ships entered in the club. As a mutual insurance association, the company is owned by its Members. There are no external capital owners.

Based on the group's governance structure, Gard Bermuda has the power to govern and control the business activities of Gard Norway. This includes the power to appoint the members of its Board of Directors. Based on internationally accepted accounting standards, this creates the legal basis required for consolidation of the two companies' accounts.³

Gard Norway is primarily used as a vehicle for writing direct P&I business in certain countries where an EU/EEA based insurer is required or preferred to comply with local regulations.

Gard Bermuda and Gard Norway are recorded as "Paired Associations" under the International Group of P&I Clubs' Pooling Agreement.

Gard Norway is regulated by the Norwegian FSA.

A 1.2.4 Gard M&E

Gard M&E is a joint stock company and a wholly owned subsidiary of Gard Bermuda. The company is domiciled in Bermuda. The manager of Gard M&E is Lingard Limited.

Gard M&E offers Marine and Energy insurance products on a commercial basis to shipowners and operators, and operators within the international oil

² See Article 2.6 of the Bye-Laws of Gard P&I Bermuda and Article 4.7 of the Statutes of Gard P&I Norway. Gard P&I Bermuda and Gard P&I Norway have entered into mutual reinsurance agreements whereby the two associations reinsure each other.

³ Reference is made to the International Accounting Standard 27 Consolidated and Separate Financial Statements (IAS 27).

and gas industry. Gard M&E carries out its direct insurance business through branches in Norway and Singapore. The general agents of the branches are Gard AS in Norway and Gard (Singapore) Pte. Ltd. in Singapore.

Gard Marine & Energy Limited – Escritório de Representação no Brasil Ltda. (Gard Brazil) is a subsidiary of Gard M&E and is registered and domiciled in Brazil. Gard Brazil is authorised to carry out insurance agency activities in Brazil on behalf of Gard M&E.

Gard M&E is regulated by the BMA.

A 1.2.5 Gard M&E Europe

Gard M&E Europe is a wholly owned subsidiary of Gard M&E and is registered and domiciled in Arendal, Norway and licensed by the Norwegian Ministry of Finance to carry out Marine and Energy business.⁴

Gard M&E Europe is used as a vehicle for writing business in certain countries where an EU/EEA based insurer is required or preferred to comply with local regulations. Gard AS acts as intermediary for Gard M&E Europe.

Gard M&E Europe is regulated by the Norwegian FSA.

A 1.2.6 Gard Re

Gard Reinsurance Co Ltd (Gard Re) is a joint stock company and is a wholly owned subsidiary of Gard Bermuda. The company is domiciled in Bermuda and is registered by the BMA. The manager of Gard Re is Lingard Limited.

Reinsurance agreements have been entered into between Gard Re, as the reinsurer, and Gard Bermuda and Gard M&E as the reassured, covering a certain proportion of these two direct insurers' retained risks. A stop loss reinsurance agreement has also been entered into between Gard Re and Gard Norway.

Gard Re is regulated by the BMA.

A 1.2.7 Hydra Insurance Company Ltd

Hydra is a segregated accounts company. It is permitted to create 'segregated accounts' or 'cells' to segregate the assets and liabilities attributable to a particular segregated account from those attributable to other segregated accounts and from the company's general account.

Hydra was established by the parties to the International Group of P&I Clubs' Pooling Agreement as a captive insurance company for the purpose of reinsuring certain layers of risk retained by the parties to the Pooling Agreement. Each party to the Pooling Agreement owns a segregated account in Hydra and is responsible for its own account, or cell, within the company. The Hydra Gard cell is wholly owned by Gard Bermuda.

Hydra Gard Cell is regulated by the BMA.

A 1.2.8 Safeguard

Safeguard was a special purpose vehicle whose sole purpose was to offer the financial security required under the International Convention on Civil Liability for Bunker Oil Pollution Damage, 2001 to mobile offshore units and other 'specialist craft' insured outside of the reinsurance structure established by the International Group of P&I Clubs. Due to changes in the group's reinsurance arrangements, Safeguard ceased to write new business with effect from 20 February 2015 and has had no policies on risk during the SFCR reporting period. Safeguard is no longer registered as an insurance company, effective from 2 October 2018.

A 1.2.9 Lingard Limited

Lingard is a joint stock company domiciled in Bermuda. It is a wholly owned subsidiary of Gard Bermuda and is registered as an Insurance Manager by the Bermuda Monetary Authority.

Lingard has entered into management agreements with each of Gard Bermuda, Gard M&E, Gard Re and Safeguard whereby it has delegated the responsibility of administering the day-to-day business and corporate functions of these Bermuda domiciled companies. Certain insurance intermediary functions, such as, *inter alia*, underwriting and claims handling, are sub-delegated under an agency agreement with Gard AS as insurance intermediary.

Lingard is regulated by the BMA.

A 1.2.10 Gard AS

Gard AS is a Norwegian joint stock company domiciled in Arendal, Norway, and a wholly owned subsidiary of Gard Bermuda. Gard AS is registered with the Norwegian Financial Supervisory Authority as an insurance agent.

Gard AS has entered into separate agency agreements with Gard Norway, Gard M&E Europe

⁴ Classes 6, 8, 9, 12 and 13 in the Norwegian regulations of 18 September 1995 on insurance classes.

and Lingard pursuant to which Gard AS acts as agent and intermediary with regard to the portfolios of direct business of Gard Bermuda, Gard Norway, Gard M&E and Gard M&E Europe. The agency agreements give Gard AS, *inter alia*, the power to conclude contracts of insurance on behalf of the companies and to handle claims which fall within the scope of each company's insurance cover.

Gard AS has also established a service network of wholly owned subsidiaries in;

- i. Finland – Oy Gard (Baltic) Ab

- ii. United Kingdom/England – Gard (UK) Limited
- iii. United States – Gard (North America) Inc.
- iv. Hong Kong – Gard (HK) Limited
- v. Greece – Gard (Greece) Ltd
- vi. Japan - Gard (Japan) K.K.
- vii. Singapore - Gard (Singapore) Pte. Ltd.

These subsidiaries are the Members' and clients' local contact points and perform, *inter alia*, insurance intermediary services in their respective local markets on behalf of Gard AS' principals.

Gard AS is regulated by the Norwegian FSA.

A 1.2.11

A 1.2.12 Details of supervisory authorities and external auditors

Name	Function	Entity
Norwegian Financial Supervisory Authority (Finanstilsynet) Revierstredet 3 0151 Oslo Norway Phone: +47 22 93 98 00 Main contact: Geir David Johannesen	Regulator	Gard group Gard Norway Gard M&E Europe Gard AS Gard Bermuda NUF Gard M&E NUF
Bermuda Monetary Authority BMA House 43 Victoria Street Hamilton Bermuda Phone: +441 295 5278	Regulator	Gard Bermuda Gard M&E Gard RE Hydra Gard Cell Safeguard Lingard
PricewaterhouseCoopers AS Kystveien 14 4841 Arendal Norway Phone: +47 95 26 00 00	External auditor	Gard group Gard Norway Gard M&E Europe Gard AS Gard Bermuda NUF Gard M&E NUF
PricewaterhouseCoopers Ltd. Dorchester House 7 Church Street West Hamilton HM 11 Bermuda Phone: +441 295 2000	External auditor	Gard Bermuda Gard M&E Gard RE Hydra Gard Cell Safeguard Lingard

A 1.3 Material lines of business and geographical areas

Gard is a Mutual Marine and Energy insurance group which principally provides two lines of insurance business:

- *Protection and Indemnity (P&I)* which is liability insurance for owners, charterers and operators of ships and mobile offshore units
- *Marine and Energy* which includes products such as Hull & Machinery and Loss of Hire insurance for shipowners, as well as Builder's

Risk insurance to shipyards. *Energy* includes products such as property and casualty insurance for operators and contractors in the upstream oil and gas industry, with a focus on offshore operations

The core purpose of the Association is to help Gard's Members and clients in the Marine industries to manage risk and its consequences. The two main components of Gard's value proposition are strong financial security and excellent service. This is

combined with effective and efficient claims handling, strong risk selection and good pricing skills.

Gard operates in global markets, offering insurance solutions to corporate customers, often through insurance brokers. Most markets where Gard operates are fragmented and highly competitive. The main competitors besides the other P&I clubs are the Lloyd's insurance market, large global insurance and reinsurance companies, and national and local insurance companies.

Gard is one of the world's leading Marine and Energy insurers. 13 per cent of all ocean-going vessels with IMO number, and 48 per cent on a gross tonnage basis, have one or more covers from Gard. It also insures about 25 per cent of all Mobile Offshore Units (MOUs). Gard has a market share of 5 per cent in the global Marine Hull market and is a medium-sized capacity provider in Energy.

Gard Bermuda and Gard Norway are members of the International Group of P&I Clubs ("IG"), which covers close to 90 per cent of the world's ocean-going tonnage. The 13 P&I clubs in the IG share claims above a certain level and collectively purchase reinsurance programmes. Gard is the largest club in the IG and insures approximately 17 per cent of the tonnage and 15 per cent of the premium in the IG.

A 1.4 Significant events in reporting period

Due to the UK leaving the EU Gard is currently in the process of establishing UK regulated branches of Gard M&E Europe and Gard Norway, which will replace the current EU branches. Due to the volume of work placed upon the UK regulators and the need for additional time, the UK Government has enacted legislation known as the Temporary Permissions Regime (TPR) to allow EEA regulated firms to continue passporting into the UK for up to three years from exit day. The effect of the TPR is that the UK Gard branches can continue to operate in the UK under the passport until the UK regulator has completed the authorisation process.

A 1.5 Operations and transactions within the group

Material intra-group operations and transactions within the group are:

- *Reinsurance.* Reinsurance of insurance risk between the insurance entities
- *Insurance intermediary services.* Delivery of insurance intermediary services by the insurance intermediary companies to the insurance entities
- *Financial services.* Loans and property leases between certain entities

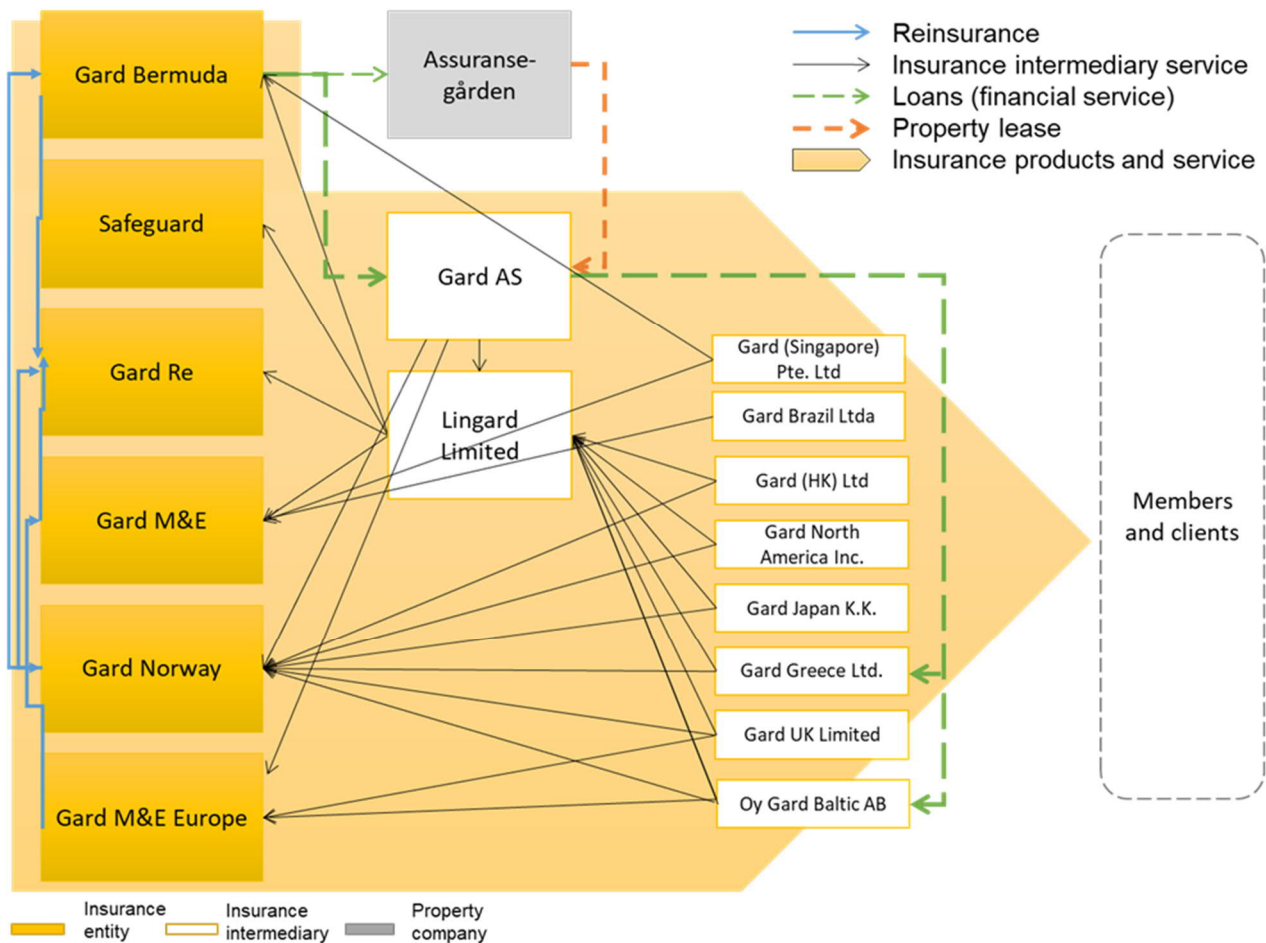
Other intercompany transactions that exist between entities in the group are not listed as any such transactions are deemed non-material. Gard AS and its subsidiaries act as intermediary agents and Lingard acts as Manager for the insurance entities in the Gard group. Some functions are sub-delegated from Lingard to Gard AS and subsidiaries.

Internal reinsurance agreements between entities in the group are established to achieve efficient utilisation of the risk-bearing capital in the group and to contain the risk profile of the direct insurance companies within their respective risk tolerance levels. In addition, the reinsurance arrangements between Gard Bermuda and Gard Norway facilitate the mutual membership of both associations.

A 1.6 Holders of qualifying holdings in the undertaking

Gard is established as a mutual insurance association, owned by its Members. There are no external capital owners. The Members of Gard P&I Bermuda are also Members of Gard Norway and vice versa. However, all the Members of the two associations exercise membership rights through the parent company in accordance with the group structure. Gard P&I Bermuda has been given the right to exercise membership rights on behalf of the entire membership in Gard Norway. Thus, Gard Norway is treated as a subsidiary of Gard P&I Bermuda in the same way as the other wholly owned subsidiaries, such as Gard M&E and Gard Re.

Intra-group transactions⁵



A 1.7 Consolidation of group data

The consolidated financial statements comprise of Gard P. & I. (Bermuda) Ltd. and the companies over which the Company has a controlling interest. A controlling interest is normally obtained when ownership is more than 50 per cent of the shares in the company and can exercise control over the company. In as much as the Company has the right to exercise membership rights in Gard Norway, the Company controls all voting rights in Gard Norway, being the legal basis for consolidating the two associations' accounts pursuant to the International

Accounting Standard 27 Consolidated and Separate Financial Statements. Transactions between consolidated companies have been eliminated in the consolidated financial statements. The consolidated financial statements have been prepared in accordance with the same accounting principles for both parent and subsidiaries. The acquisition method is applied when accounting for business combinations.

⁵ Safeguard Guarantee Company Ltd. is from 2 October 2018 no longer registered as an insurance company

A 2 Underwriting performance

The financial year ending 20 February 2019 delivered a weak result for Gard Re.

Gross written premium was USD 223 million, an increase of USD 14 million or 7 per cent from last year. The reason for the increase is that a 10 per cent last instalment for the 2018 policy year for the P&I business area is included in the figures against a nil last instalment for the 2017 policy year last year. There is also a high increase in gross written premium from the Marine business area this year.

Claims incurred for own account was USD 207 million, an increase of USD 68 million or 49 per cent from last year. The 2nd half of 2018 has been quite claims intensive with several large claims and an increase in own and other clubs pool claims. Claims in the value bands above USD 2 million is driving the cost. The number of frequency claims are somewhat fewer than expected.

The technical result was a negative USD 56 million compared to a positive USD 9 million last year.

P&I

Gross written premium was USD 126 million, an increase of USD 4 million or 3 per cent from last year.

Claims incurred for own account was USD 115 million, an increase from USD 28 million or 32 per cent) last year. This was due to an increase in number of claims above USD 5 million.

The technical result is a negative USD 29 million with a CRN of 123 per cent which is worse than planned.

M&E

Gross written premium was USD 97 million, an increase of USD 11 million or 13 per cent) from last year. This was due an increase in volume from Marine fronting and non-fronting.

Claims incurred for own accounts was USD 93 million, an increase of USD 41 million or 79 per cent from last year. This was due to an increase in number of claims above USD 5 million and in particular one large claim.

The technical result is a negative USD 27 million with a CRN of 130 per cent which is worse than planned.

Underwriting performance by line of business, Gard Re

USD million	2019		
	P&I	M&E	Total
Technical result			
Gross written premium	126	97	223
Gross earned premium	126	91	216
Ceded reinsurance			-
Earned premium for own account	126	91	216
Other insurance related income	-	-	-
Claims incurred, gross:			
Incurred this year	134	98	233
Incurred previous years	(20)	(5)	(25)
Total claims incurred, gross	115	93	208
Reinsurers' share of gross incurred claims			-
Claims incurred for own account	115	93	208
Insurance related expenses for own account	38	24	62
Other insurance related expenses	1	1	1
Technical result	(29)	(27)	(56)

USD million	2018		
	P&I	M&E	Total
Technical result			
Gross written premium	122	86	209
Gross earned premium	122	83	205
Ceded reinsurance			
Earned premium for own account	122	83	205
Other insurance related income	0	0	0
Claims incurred, gross:			
Incurred this year	103	56	159
Incurred previous years	-16	-4	-20
Total claims incurred, gross	87	52	139
Reinsurers' share of gross incurred claims			
Claims incurred for own account	87	52	139
Insurance related expenses for own account	35	21	56
Other insurance related expenses	1	0	1
Technical result	-1	10	9

Gross written premium by geographical area, Gard Re

USD million, as of 20.02	2019	2018
Norway	2	2
Bermuda	221	207
Total gross written premium	223	209

A 3 Investment performance

The return on the investment portfolio ended at negative USD 1 million, compared to a positive return last year of USD 56 million. The financial conditions proved more challenging this year than the two previous years.

Gard seeks to add returns through a diversified investment portfolio. Gard Re is the entity within the group holding the largest share of investments. The allocation to equities is within the strategic allocation of 19 per cent for Gard Re. Allocation towards real estate lies above the group average.

Most of the expenses related to investment activities are accounted for within the net asset value of investment funds and accordingly, will have impact on change in unrealised gain & loss. Expenses outside investment funds are mainly related to interest payments on swap contracts. Total

expenses linked to investment activities are in line with expectations.

Total loss from equities and investment funds was USD 8 million this year, in contrast to last year's gain of USD 43 million. The fall in equity markets is one of the main drivers behind the low return this year. There were large regional differences between equity markets, where less developed markets, such as emerging and frontier had the biggest losses. Return from bonds ended at USD 4 million, while there was a gain on financial derivatives of USD 3 million. Appreciation of the USD currency effected the return negatively, decreasing the value of most non-USD holdings.

The allocation to property was increased from 5 per cent to 9 per cent during the period through an allocation to CBRE Global Alpha. For other asset classes there were only minor changes in allocation and largely driven by market movement.

Investment performance by asset class, Gard Re

20.02.2019	Equities and investment funds	Bonds	Financial derivatives	Other financial investments	Total
Amounts in USD million					
Income	-	-	-	0	0
Expenses	-	-	-	(1)	(1)
Realised gain & loss	13	(9)	(3)	(0)	0
Change in unrealised gain & loss	(21)	14	6	0	(1)
Total	(8)	4	3	(1)	(1)

20.02.2018	Equities and investment funds	Bonds	Financial derivatives	Other financial investments	Total
Amounts in USD million					
Income	1	10	1	0	12
Expenses	-	-	-	(1)	(1)
Realised gain & loss	7	(11)	(3)	(2)	(10)
Change in unrealised gain & loss	35	24	(5)	(0)	54
Total	43	23	(7)	(3)	56

A 4 Performance of other activities

There are no other material income and expenses for the company.

A 5 Any other material information

There is no other material information to be disclosed.

B SYSTEM OF GOVERNANCE

B 1 General information on the system of governance

B 1.1 Governance structure

Governance Principles

Gard Bermuda is the parent company in the Gard group. Each subsidiary is a legal entity organised under the law of its country of incorporation and subject to its domestic laws and regulations. The Boards of Directors (BoD) of each individual subsidiary give due consideration to applicable laws and the constitutional documents of the relevant company. To the extent appropriate and consistent with such laws and regulations, the BoD of the individual subsidiary shall comply with directions from the BoD of Gard Bermuda as the ultimate shareholder of the relevant subsidiary.

Composition of Boards and Committees

The Members of Gard Bermuda and Gard Norway are the owners of the Gard group. For this reason, the composition of the governing corporate bodies of the various legal entities of the group should to the extent possible and practical, mirror the composition of the membership of the two associations with regard to, *inter alia*, the categories of tonnage entered and geographical spread. Participation in sub-committees established by the BoD of the parent company is widely distributed.

Roles and responsibilities for governing bodies

The General Meeting of Gard Bermuda is the highest authority in the group. It has no direct risk governance function.

The BoD of Gard Bermuda is ultimately responsible for the management of the group. It sets the overall strategy and is involved in all significant decisions, including the establishment of general principles for the administration of the company's funds. It determines the risk appetite and Comfort Zone at group level through the Gard group Risk Policy as well as the Investment Guidelines. The BoD shall be informed of any breach of minimum capital requirements. It has delegated authority in respect of overseeing the day-to-day management to the Executive Committee.

The Executive Committee is given the task to implement strategies and decisions determined by the BoD and to make the operational decisions that are required for this purpose within the overall

strategy, risk appetite and comfort zone established by the BoD. It makes recommendations on the risk appetite and comfort cone. The Executive Committee approves the risk tolerance and overall limits for material risk exposures and determines how much risk each of the subsidiaries are allowed to take. It monitors compliance with the overall risk appetite and Investment Guidelines and shall make recommendations to the BoD in accordance with the contingency procedures. The Executive Committee shall be informed about any significant weaknesses in the Risk Management System and/or the internal model.

The Audit Committee is responsible for overseeing the integrity of the financial reporting, compliance monitoring, performance of the external and internal auditors, internal control and treatment of complaints procedures. Reports from the Internal Audit function shall be addressed to the Audit Committee.

The Risk Committee shall have oversight of the group's risks with particular focus on reviewing the group's risk strategy, risk appetite, risk tolerance, risk profile and assessing the effectiveness of the risk management framework. The Risk Committee shall also consider the risks' impact on both the financial and non-financial goals of the group.

The Remuneration Committee's role is to establish transparent procedures for reviewing and determining the remuneration of the Directors and the Chief Executive Officer and to make recommendations thereon to the Executive Committee and the BoD as the case may be. The Remuneration Committee shall also review Gard's remuneration policy in general, including operation of any employee incentive scheme from time to time. The Remuneration Committee shall ensure that the compensation structure is in line with the group risk appetite statement approved by the BoD.

The Boards of Directors of the subsidiary insurance companies (i.e., Gard M&E, Gard M&E Europe, Gard Norway and Gard Re) are responsible for considering and approving the financial plan and new business for underwriting and ensure compliance with local regulations. They review and endorse the group risk appetite statement and the limits approved by the BoD and the Executive Committee. The Risk

Management function, the Compliance function and the Internal Audit function report to the BoD in matters relating to risk management and compliance.

The President holds the office of Chief Executive Officer (CEO) of Gard Bermuda, Gard M&E, Gard AS and Gard Norway and is an *ex officio* member of the Executive Committee. The CEO is responsible for implementing the Risk Management System and for ensuring that risk taking is aligned with the risk appetite. The CEO shall monitor that all risks are appropriately managed and shall inform the Executive Committee and the BoD of any breaches in accordance with the contingency procedures.

The Senior Vice Presidents (SVP) in the Group Leadership Team (GLT) report to the CEO.

The Risk and Capital Committee is an advisory forum to the CEO on matters relating to risk and capital management. It comprises the CEO, Chief Risk Officer (CRO), Chief Financial Officer (CFO), Chief Investment Officer (CIO), Chief Underwriting Officer (CUO), Chief Legal Counsel and others. Relevant reports to the Executive Committee, Risk Committee, Audit Committee and/or the BoD, shall be reviewed by the Risk and Capital Committee before submission. All key functions are equipped with proper resources and skills. The reporting lines to one another and to the BoD have been clearly defined.

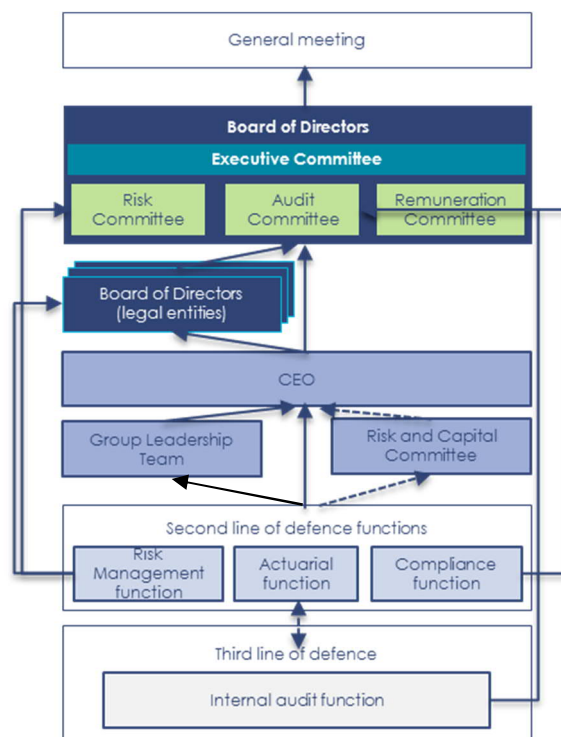
In 2018 Gard changed the organisational structure to strengthen the independence of the 2nd line of defence functions. A new business area was established, Group Risk, which consists of Risk Management, Actuarial and Risk Capital, and the Compliance/Quality Management functions. Previously, the Risk and Actuarial functions were part of the Finance and Risk Management department under the CFO, and the Compliance/Quality Management function was part of Group Legal under the Chief Legal Counsel. The Group Risk function is led by the Chief Risk Officer who reports to the CEO.

The actuarial team was split between the actuarial function and the reserving function and organised in separate organisational units.

The following figure illustrates the roles and responsibilities of the governing bodies, key decision makers, and the second and third line of defence functions. The figure also illustrates how the risk management function is integrated into the decision-making process of Gard. For more information

regarding the Three Lines of Defence model and how the risk management function is integrated into the organisational structure of Gard see chapter B 3.3.

Illustration of governance structure



B 1.2 Remuneration policy

The remuneration enables the Gard group to attract and retain superior talent and to provide competitive terms to motivate people towards their highest performance. It is in line with the group's business strategies, objectives and long-term interests. The remuneration shall encourage prudent risk management, ensuring that no employee is encouraged to take risk exceeding the risk appetite as defined in the Group Risk Policy approved by the BoD of Gard Bermuda.

The remuneration of all employees, including members of governing or supervisory bodies of companies within the group, is appropriate with regard to the individual's function and responsibilities and the nature, scope and complexity of the relevant business activities. It is commensurate with industry standards and proportional to the individual's respective duties.

The compensation structure is based on the philosophy that success of Gard is the result of the joint efforts of the whole organisation. It underpins the value of teamwork and collective performance across the individual departments and offices.

The remuneration governance structure is clear, transparent and effective.

Governance

The remuneration of Directors and members of supervisory bodies of a legal entity of the group is determined by the General Meeting of the relevant legal entity. The remuneration of the CEO of a legal entity is determined by the BoD of that legal entity. The remuneration of staff below the CEO level is determined by the CEO or those being delegated authority by the CEO to determine such matters.

The members of the remuneration committee are independent and should not be employees of the Gard group. They must have sufficient knowledge and experience in risk analysis to independently assess the group's remuneration policy and the compensation programs' fitness.

Remuneration structure

The remuneration that employees receive for their professional activities with the group shall be stipulated in their individual contracts of employment. It consists of a salary, supplemented by a collective bonus scheme, pension plan and other benefits.

Remuneration for each role in the Gard group shall be reasonable and fair.

The majority of Gard's staff is employed by Gard AS in Norway. Their terms of employment with respect to remuneration is governed to a certain extent by the collective wage agreement, made between the finance sector union, Finansforbundet, and the Norwegian Financial Services Association (Finans Norge), which the Gard group has agreed to abide by.

The variable component of the remuneration shall be small relative to the overall compensation for all employees. The maximum bonus achievable for employees shall be in accordance with applicable regulatory requirements. The bonus shall be calculated using several key performance indicators. It shall not encourage any employee to take on risks outside of Gard's risk appetite.

For members of the Group Leadership Team (GLT) and defined Key Employees there is a bonus scheme as defined in the Solvency II directive. The maximum bonus payable to members of GLT and other Key Employees shall be 80 per cent of the bonus payable to employees in general under the collective scheme.

The payment of a proportion of the bonus triggered by the collective scheme, shall be deferred for a period of 39 months from the expiry of the financial year the bonus is linked. The payment after three years of the deferred component is subject to some further terms and conditions, including defined financial performance targets for the three years period.

In the bonus scheme there is an individual bonus component based on an individual assessment conducted by the CEO in consultation with the Chairman of the Executive Committee of Gard P. & I. (Bermuda) Ltd.

Gard shall conduct annual reviews with each individual employee to determine a remuneration package for each employee that commensurates with that employee's contribution to the group.

Pension scheme

Most employees in Gard have a defined contribution pension plan. A contribution plan is a retirement plan in which a certain amount or percentage of salary is set aside each year by the association for the benefit of each of its employees.

Some members of the GLT and certain key personnel have a pension scheme that gives them right to retire at 60 years of age and covers income included and above 12 times G. G is a base rate used as the basis for calculation benefits. G is adjusted annually and is approved each year by the Norwegian parliament. This pension scheme is secured by an agreement with Norsk Tillitsmann Pensjon/Nordic Trustee. The obligation is secured through a pledge deposit on a bank account owned by Gard AS.

B 1.3 Assessment of the adequacy of the system of governance

The system of governance is assessed as adequate considering the size, nature and complexity of the Gard group's operations, and sufficient to ensure that all the risks the entities in the group are exposed to are appropriately dealt with and that the applicable requirements in respect of the governance system are being met.

B 2 Fit and proper requirements

The regulations in Bermuda, Norway and other countries require insurance companies to ensure that the members of the governing corporate bodies collectively possess the right professional qualifications, knowledge and experience. This is known as the 'fit and proper' requirement.

All persons who effectively run the group's business, including the members of the BoD, the Executive Committee, GLT, and key functions, hereunder, the Actuarial function, Risk Management function, Compliance function, and Internal Audit function, must at all times be fit and proper for the role. 'Fit' implies that their professional qualifications, knowledge and experience must be adequate to

enable sound and prudent management and 'proper' requires the person to be of good repute and integrity.

As a standard procedure, each year before the Annual General Meeting, the Election and Governance Committee reviews the current composition of the group's various boards and committees to ensure that they each meet the overall "fit and proper" criteria. Members of Gard's boards and committees, and candidates to be nominated for election to boards and committees, are required to complete a questionnaire and curriculum vitae prepared by the Election and Governance Committee.

B 3 Risk management system including the own risk and solvency assessment

B 3.1 Strategy

The purpose of the risk management system is to ensure that material risks are managed in accordance with our corporate objectives and risk carrying capacity.

Gard's risk strategy establishes, through the risk appetite statement, the level of risk that Gard deems to be acceptable as part of its "business as usual"-activities.

The risk appetite of Gard is to hold sufficient capital and liquidity as well as constraining its risk taking to ensure that it can continue to operate following an extreme loss event with the same risk tolerance for insurance risk. The risk taking must be aligned to Gard's risk carrying capacity.

Gard aims to fulfil the following key objectives:

- Have a high probability of meeting its insurance liabilities and providing its services
- Preserve the continuity of its offering after an extreme loss event
- Have the flexibility and competence to help Members and clients manage new risks and pursue attractive business opportunities as and when they arise

The risk profile of Gard is managed to provide Members and customers with high security that Gard can meet its liabilities, protect the capital base, and minimise long-term premium cost for the Members.

The risk strategy is reviewed annually as part of the financial plan process.

The following principles define Gard's approach to risk management:

- **Controlled risk taking:** We have an unambiguous definition of our risk appetite. We only accept risks in line with our risk appetite, which we understand and are able to manage
- **Clear accountability:** Authority is delegated and responsibilities are clearly defined. Individuals are accountable for the risks they take on. There is no reward for taking risks which are outside our risk appetite
- **Responsiveness:** Efficient information flow and effective decision making procedures enable sufficient risk monitoring and prompt remediation if and when the risk profile deteriorates
- **Independent control:** Our Risk Management function, Compliance function and Internal Audit function provide independent advice, challenge the business functions, and monitor the effectiveness of the Risk Management System. The independent control functions shall have unrestricted access to the CEO, the Executive Committee, the Audit Committee, the Risk Committee and the BoD, and shall report any issues of concern in a timely manner
- **Risk culture:** We are open and transparent about losses and failures. We take corrective action and learn from mistakes

B 3.2 Key elements of Gard's risk management system

The risk management system consists of the following components:

Risk appetite and limits

Our overall risk appetite and Comfort Zone (target range for capitalization) are defined in accordance with Gard's risk carrying capacity and corporate objectives. This cascades into limits by risk type and legal entities. This forms the basis for all risk management, monitoring and reporting.

Risk policies

These are policies describing the processes and procedures for managing material risk exposures. The purpose of the policies is to ensure consistent and adequate risk and capital management.

Risk management cycle

Risks are identified, assessed, managed, monitored and reported according to the following principles:

- **Identify** – Material risks are defined and described in the risk landscape (see chapter C)

- **Assess** – Material risks and emerging risks are assessed regularly and at least annually. The Own Risk and Solvency Assessment process is the main process for assessing the overall risk and solvency position at group, legal entity level and branches
- **Manage** – Risk is managed proactively, on an individual and aggregated level, in line with the risk appetite and risk tolerance
- **Monitor** – There is regular monitoring of the risk exposures and the alignment with the risk appetite. The purpose of the monitoring is to ensure that adequate remedial actions can be taken swiftly if necessary
- **Report** – There is regular reporting of risk exposures from the 2nd line to the CEO and the BoD of the legal entities, as well as to the Executive Committee, the Audit Committee, the Risk Committee and the BoD of Gard Bermuda

Internal model

Gard's internal model is used to calculate the internal capital requirements of the group and all insurance entities. The internal model is also used to calculate regulatory capital the Gard group, Gard Norway and Gard M&E Europe. For more information see [section B 3.5 Determination of Gard's own solvency needs](#).

Contingency procedures

There are contingency procedures in place describing how to respond to a breach in Risk Appetite or limits, ensuring that appropriate and proportionate remedial actions are taken when needed.

Disclosure

There are procedures in place to ensure that information about risk and capital that is disclosed to regulators, rating agencies and other external stakeholders, is appropriate, accurate, timely and complete.

B 3.3 Implementation and integration of the risk management system

Risk governance is based on the three lines of defence model, with clearly defined roles and responsibilities. Risk execution is carried out in the business functions (1st line), risk oversight is primarily carried out by the Risk management, Compliance and Actuarial functions (2nd line), and independent assurance is provided by Internal Audit (3rd line).

1st line of defence functions: Accountable for implementing, embedding and using the Risk Management System, hereunder:

- Establishing and delivering the business plan within the risk appetite and managing the risk exposure
- Identifying and evaluating all material risks within their area of responsibility
- Monitoring and analysing changes in the risk exposure on a regular basis and assessing these against the risk appetite

2nd line of defence functions: Operate efficiently and effectively and be independent from the 1st line of defence. The 2nd line of defence functions shall be responsible for their respective tasks across the group, including all subsidiaries and associated companies. The Risk Management and Compliance functions are responsible for developing and maintaining the Risk Management System for the 1st line to use in its day-to-day business and for providing an independent and forward-looking view of the risk profile to the BoD and the Executive Committee, hereunder:

- Support the 1st line of defence in assessing material risks
- Provide value-adding challenge and support to help ensure that risk has been adequately considered in all significant business decisions
- Provide assurance to the Executive Committee and BoD that the Risk Management System is being operated effectively by the 1st line
- Make remedial recommendations in respect of limit breaches and improvements to the Risk Management System

3rd line of defence function: Responsible for providing independent assurance on the adequacy and effectiveness of the Risk Management System to the Audit Committee, the Executive Committee, and the BoD. The internal audit function is appointed by, and reports to the Audit Committee.

The three lines of defence-model is illustrated in the figure below.

3 lines of defence



B 3.4 Own Risk and Solvency Assessment (ORSA)

The ORSA process comprises the totality of processes that Gard utilises to identify, assess, monitor, manage and report risks in the short and long term, as well as determining capital requirements.

The ORSA report is prepared annually by the Risk Management function on a consistent basis for all areas and on behalf of all insurance companies, branches and management companies in Gard group. The risk profile, capital and solvency situation and outlook over the planning period is reviewed throughout the year for each legal entity by key executive members.

The ORSA process will normally be concluded in January following the financial planning process and finalized before the end of the financial year. Additional risk and solvency assessments will be conducted when required by changes in the capital adequacy or risk profile. The financial plan is used for projecting the future development of the risk profile and future capital and solvency requirements and the findings from the ORSA process is used in the financial planning process and any decisions on group contributions, capital contributions within the group and deferred call reductions.

The ORSA report is approved by the Executive Committee⁶ and the Boards of Directors of all legal entities and distributed to the Norwegian FSA (Finanstilsynet), the Bermuda Monetary Authority (BMA) and other relevant authorities after the internal approval process is finalised.

B 3.5 Determination of Gard's own solvency needs

To determine the economic capital requirements given Gard's risk profile, Gard uses an internal model.

The first internal model in Gard was developed in 2004 and has since been refined to meet business needs and regulatory requirements. All insurance undertakings in Gard are included in the internal model. Economic capital is used for all internal purposes, such as capitalisation, hereunder assessment of capital against risk appetite and Comfort Zone, financial planning, reinsurance and investment planning.

⁶ The Board of Directors in Gard Bermuda has delegated the authority to approve the ORSA report to the Executive Committee.

The model provides our best estimate of risk and ensures that we have a consistent understanding of our risk exposures and solvency requirements across all legal entities. Results from the internal model are communicated quarterly to the Executive Committee/BoD, the Risk Committee, Group Leadership Team and other key decision makers.

The economic capital expresses the potential loss over a one-year time horizon with a confidence level of 99.5 per cent. This is consistent with industry practice and Solvency II.

B 3.6 Risk management system for internal model

A 5.1.1 B.3.6.1 Roles and responsibilities

The **Executive Committee** ensures effective governance of the internal model and decides on major changes to the model. The Executive Committee approves the output of the internal model four times a year.

The **BoD** of each insurance entity ensures that the model design and operations is aligned with the entity's risk profile and the use of the internal model output.

The **Risk Committee** ensures that the model design and operations is aligned with Gard's risk profile and that there are adequate independent review procedures in place around the internal model design, operation and validation. The Risk Committee reviews output from the internal model from the CRO four times a year.

The **Risk and Capital Committee** reviews the output from the model four times a year and challenges the assumptions and results. The Risk and Capital Committee will also review the model on an ad hoc basis.

The **CEO** ensures that there are sufficient resources to develop, monitor and maintain the model.

The **CRO** ensures appropriate design development and operations of the internal model, ensures testing and validation of the model takes place, analyses the performance of the internal model and reports to the various committees and communicates model results of major weaknesses and limitations in the internal model.

A 5.1.2 B.3.6.2 Internal model validation process

The internal model is validated at least annually to verify that the model is current, uses reliable and relevant data, remains fit for the purposes intended under changing conditions, and is operated and maintained by personnel with adequate expertise and experience.

The validation shall be conducted by an independent reviewer who can provide objective challenge of the internal model design, parameterisation and implementation. The independent reviewer shall not have been directly involved in the development and operations of the internal model and should be free

from influence from those responsible for development and operations of the internal model.

B 3.7 Material intra-group outsourcing arrangements

See section [A 1.2.9 Lingard](#) and [A 1.2.10 Gard AS](#) for management and agency agreements within the Gard group.

B 4 Internal control system

B 4.1 Elements of internal control system

Gard's internal control system is built on the three lines of defence model as described in section B 3.3, where preventive and detective controls shall be carried out in the 1st line of defence, risk oversight, detective controls and monitoring shall be carried out by the 2nd line of defence, and independent assurance concerning the adequacy and effectiveness of the internal control system shall be provided by the 3rd line of defence.

The internal controls shall contribute to the prevention of financial losses or other adverse outcomes such as loss of reputation through timely and proactive control of relevant risks. Effective prevention averts or mitigates risks before any loss occurs. The internal control system shall also contribute to the detection of irregular business conduct at an early stage, deviations from agreed standards for process execution or data errors which have caused or may cause losses/adverse outcomes. Early detection enables timely and effective actions to avoid any recurrence and to implement preventive measures for similar risks.

When Gard design and implement internal controls, the following key principles apply:

- Internal controls shall be embedded in the business to continually improve the quality of our operations and foster a positive risk culture
- Both preventive and detective controls shall be proportionate to the nature, scale and complexity of the operations and risks involved
- Periodic reviews of the adequacy and effectiveness of internal controls shall be carried out

The BoD is ultimately responsible for the internal control framework. The Audit Committee is responsible for assessing the adequacy of the internal control system. The Audit Committee receives an annual report from the management concerning internal control, as well as independent reports from the internal auditors on the adequacy and effectiveness of the internal control system.

The CEO must ensure that the organisation has an adequate and effective internal control system in place, with suitable processes, systems and activities to control and monitor that Gard's business is conducted properly.

B 4.2 Compliance function

Gard's compliance function consists of a Group Compliance function (Head of Compliance) and Regional Compliance functions (Regional Compliance Officers). The Regional Compliance Officers are appointed in all Gard offices outside of Norway. The Head of Compliance reports to the CRO but has a direct reporting line to the CEO and the Audit Committee of Gard P. & I. (Bermuda) Ltd. and to the BoD and Managing Directors of each legal entity in the group. The Head of Compliance is fully independent and has no operational responsibilities within the 1st line of defence.

The Head of Compliance is responsible for ensuring that the Gard organisation operates within a clearly defined compliance framework. The Head of Compliance supports the Regional Compliance Officers and business functions in identifying, assessing, monitoring and reporting risks. In addition, the Head of Compliance provides advice and challenges the Regional Compliance Officers and business functions, contributing to adequate management of compliance risk.

The regional compliance function shall provide advice to and challenge the local business functions and contribute to adequate management of compliance risk. The Regional Compliance Officers secure that the entities registered in the specific jurisdiction remain in compliance with governing laws, regulations and administrative provisions. They are also the local contact point towards local FSAs. The Regional Compliance Officers report to the Group Compliance Officer.

Members of the compliance function should normally not have operational responsibility or authority over any of the activities or operations it reviews. Given that the number of employees in the regional offices are limited and the nature of Gard's business is complex, the Regional Managing Directors may act as Regional Compliance Officers. The Regional Managing Directors have a wide perspective of the regional office as well as detailed knowledge about the Gard group and are also the local contact points for local regulatory bodies and authorities.

B 5 Implementation of internal audit function

The internal audit function forms part of the 3rd line of defence function, providing assurance to Gard's management and the Audit Committee that material risks are identified and managed within the group's stated risk appetite. The internal audit function also provides independent and objective assurance that the governance processes and systems of internal control are adequate and effective to identify and mitigate the most significant risks that could threaten the achievement of Gard's objectives.

The scope of work of the internal audit function is to determine whether Gard's system of risk management and internal controls, and governance processes, as designed and represented by the management, are adequate and functioning in an effective manner to ensure that:

- a) Material risks are appropriately identified and managed
- b) Established policies, procedures and processes are adequate, appropriate and implemented to manage risks within defined risk appetite, and are effective to meet regulatory and legal requirements
- c) Significant financial, managerial, and operating information is accurate, reliable, and timely

d) Employees' actions are in compliance with policies, standards, procedures, and applicable laws and regulations

e) Significant legislative or regulatory issues impacting the organisation are recognised and addressed properly

f) Opportunities for improving management control, profitability, business processes and Gard's reputation may be identified during audits. They will be communicated to the appropriate level of management

The internal audit function in Gard has been outsourced to EY. To provide for independence, the Internal Audit function principally reports to the Audit Committee of Gard Bermuda, as well as to other governing bodies in the Gard group that the Audit Committee may determine.

An annual plan is prepared based on the internal audit's risk assessment and Gard's targets. The audit plan is prepared in dialogue with the administration and is approved by the BoD. The internal audit function evaluates the appropriateness and effectiveness of the group's management and control processes. The function also provides targeted and structured feedback on the organisation's

compliance with guidelines and relevant legal requirements. The internal audit function shall contribute to continuous improvement in management and control. All critical and less critical suggestions for improvements in internal control, established routines and control plans are summarised in internal audit reports, which are presented to the BoD. The group assesses whether the suggested recommendations are appropriate and should be implemented.

The principal point of contact and administrative reporting line is to the Head of Compliance and Quality Management.

The internal audit teams are functionally independent and objective from the activities audited and the day-to-day internal control processes of the organisation and shall be able to conduct an assignment on its own initiative, with free and unfettered access to people and information, in respect of any relevant department, establishment or function of the organisation, including the actions of outsourced activities.

Internal Audit is authorised to:

- Have unrestricted access to all functions, records, property, and personnel, including all documents pertaining to meetings of the boards and other governing bodies of the organisation

- Obtain the necessary assistance of personnel in the organisation, as well as other specialised services from within or outside the organisation
- Have full and free access to management and the Audit Committee
- Allocate resources, set frequencies, select subjects, determine scopes of work, and apply the techniques required to accomplish audit objectives
- Report any material solvency challenges or other fraudulent activities directly to the Supervisory Authority. Under normal considerations this will only take place after discussion and written consent from the Audit Committee leader

Internal Audit is not authorised to:

- Perform any operational duties for the organisation
- Initiate or approve accounting transactions
- Direct the activities of any organisation employee not employed by the internal audit department, except to the extent such employees have been appropriately assigned to auditing teams or to otherwise assist the internal auditors

B 6 Implementation of actuarial function

The actuarial function is organised in the Actuary and Risk Capital team. The team is led by the actuarial function holder. The actuarial function holder reports to the CRO but has unrestricted

access to the CEO, the Executive Committee and the BoD. The actuarial function is independent from the actuary in the Actuarial Reserving Department.

B 7 Outsourcing

Gard's core purpose is delivered through three pillars of excellence; knowledge and expertise, financial strength and long-term relationships. This also governs our approach to external service providers. We assess service providers thoroughly, ensuring that we only enter contractual relationships with providers that support our values and ethical standards. We take a long-term perspective when entering into agreements with external service providers.

An important element of Gard's value proposition to its Members and customers is a cost-efficient operation. To achieve this, our first option should be

to use the group's internal resources to deliver insurance products and services to our Members and customers. By not outsourcing this to an external third-party provider, we keep the competence in house and we do not have to compensate any third party's need for profit or compensate a third party for the risks it has assumed in entering an agreement with Gard. The internal outsourcing arrangement is established in line with the business strategy and is managed on a long-term perspective.

Gard's code of ethics and business conduct applies to all Gard employees at all times. All negotiations and dealings with service providers shall be

conducted in a transparent, honest and professional manner.

Once a decision to outsource is made, Gard shall identify service providers, evaluate their capabilities and select the most suitable option.

Once a provider has been selected, whether internal or external, an appropriately detailed legal agreement capturing the key services established shall be put in place. Gard's legal department shall be consulted in all cases, with additional external legal advice sought where appropriate.

Outsourcing contracts must comply with all of the relevant regulatory requirements.

Internal Control

To ensure that the outsourcing of any critical or essential functions or activities does not lead to a material impairment of the quality of Gard's governance system, the service provider must have in place an adequate risk management and internal control system, and Gard must maintain the contractual right to issue instructions concerning the outsourced function or activity.

Business continuity and exit strategy

The outsourcing arrangement must be established in such a way that business can continue in the event the contract with the licensee is terminated. Thus, Gard shall secure title and ownership to all records, documents and information and rights to use computer software systems and programs for a certain period of time after the relevant outsourcing agreement has been terminated, as required to manage and operate the business without any interruptions.

The contractual terms and conditions with the service provider must have an agreed and embedded workable exit plan placing obligations on all parties to fully assist and co-operate to ensure the contract is terminated with the minimum disruption.

Monitoring and oversight

The governing body or role that has entered into an outsourcing contract is responsible for monitoring that the contractual terms are being adhered to, and that all parties honour their obligations under the contract. The monitoring of significant outsourcing contracts should take place as part of the annual legal entity review.

Monitoring should include (but should not be limited to) the following:

- A review of performance (exact intervals must be determined per type of service provider). If

applicable this may include a site visit and/or meeting with management and key personnel of the service provider when applicable

- A review of the service provider's continuing suitability in line with the selection criteria outlined in this policy. This should be conducted in light of any significant change to the service provider's business that pertains to the outsourced functions

If the service provider does not carry out the functions or activities effectively and in compliance with the terms of the outsourcing agreement, appropriate actions must be taken.

Reporting

Gard shall notify the relevant supervisory authorities prior to the outsourcing of critical or important functions or activities as required, and of any subsequent material developments with respect to those functions or activities. This may include material changes in the outsourcing arrangements, a change of service provider or major problems with the performance of the service provider.

Roles and responsibilities

The CEO shall administer the daily business of the group on behalf of the Executive Committee. The CEO is responsible for entering into contracts on the group's behalf when this is required to implement its strategy, goals and financial plan, taking into consideration the risk appetite and Comfort Zone as determined by the company's Board of Directors.

Major contracts which may significantly impact the way a Gard entity operates shall be signed by that entity's CEO or Managing Director (MD). The Executive Committee shall be informed prior to the entry into any contracts that may alter the group's operating model and/or that may involve significant risk or costs.

All Senior Vice Presidents and most senior managers have been delegated authority to enter into contracts in their respective area of responsibility, however, the CEO shall be informed of any significant engagements prior to their execution. Contracts entered into in the ordinary course of business, for example, a contract with a local loss adjustor, can be signed by personnel with the relevant level of authority.

When Gard legal entities enter into contracts between themselves, the signatory for each legal entity may be the same person, acting in a different capacity. For example, the Managing Director of Lingard may sign the contract on behalf of Gard

Bermuda as its insurance manager, and on behalf of Gard M&E as its insurance manager.

The Legal department shall be responsible for reviewing significant contracts before they are signed. They shall also keep a record of all contracts made between Gard legal entities.

Gard outsources the internal audit function, IT services and fund management. The Internal Audit function is based in Norway, the IT services provider is based in India and the Philippines and the fund management company is based in Ireland.

B 8 Any other information

There is no other material information to be disclosed.

C RISK PROFILE

Gard aims to have a comprehensive understanding of its risk profile by identifying, assessing and measuring its risk through multiple approaches.

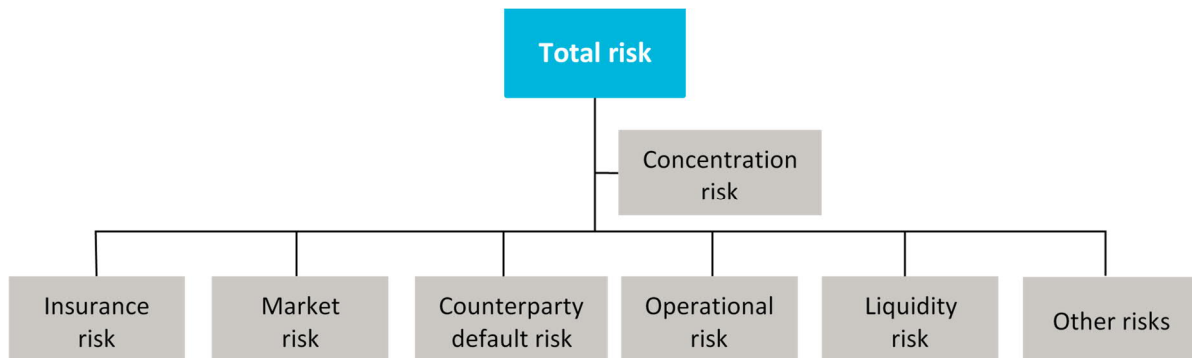
The material risks which the Gard group faces are believed to be captured in the risk landscape. The risk landscape comprises both quantifiable risks and non-quantifiable risks that arise from doing business. The risk landscape is shown in the figure below.

Gard uses the BSCR for calculating regulatory capital requirements for the Bermuda insurance entities. However, to determine the economic capital, Gard uses an internal risk capital model. All material quantifiable risk types are within the internal risk model scope. This includes underwriting risk (insurance risk), market risk, counterparty default risk and operational risk. In addition, Gard uses various exposure measures and stress tests to quantify its

risk profile. All material risks are assessed at least annually through the ORSA process and quarterly through the model updates. Significant internal or external events may require additional assessments. To test Gard's ability to withstand severe conditions, several stress tests are conducted regularly. For example, risks resulting from natural hazards are assessed through realistic disaster scenarios. For details see section C 6.

The risk identification process ensures that material risks are identified and assessed from a group and legal entity perspective. It considers the industry, the type of Members and clients and the global nature of the organization and covers existing and emerging risks.

Gard's risk landscape



The material risks for Gard Re are described in sections C1.

C 1 Material risks

The below table summarizes the various risks included in the Bermuda Solvency Capital Requirement:

Material risks, Gard Re

BSCR risk type	2019	2018
Market risk		
Fixed Income Investment Risk	22	23
Equity Investment Risk	44	43
Interest Rate / Liquidity Risk	14	10
Currency Risk	26	-
Concentration Risk	31	23
Underwriting risk		
Premium Risk	58	58
Reserve Risk	100	92
Credit Risk	15	2
Catastrophe Risk	43	45
Diversification	(208)	(165)
BSCR (after diversification)	145	131
Operational Risk	1	1
BSCR	147	132

Market risk is defined as the risk of economic losses resulting from deviations in the value of assets and/or liabilities caused by market prices or volatilities of market prices differing from their expected values.

Gard is mainly exposed to market risk through the investment portfolio. The investment portfolio is set up to match the maturity of the liabilities.

Gard obtains diversification in its investment portfolio through asset allocation within and between different asset classes. On the liability side Gard is exposed to market risk through changes in interest rates and exchange rates.

The BSCR calculation for market risk is factor based.

Market risk includes fixed income investment risk, equity investment risk, interest rate/liquidity risk, currency risk and concentration risk.

The overall capital requirement has increased by USD 15 million compared to the year up to 20 February 2018.

Equity investment risk increased from USD 43 million to USD 44 million last year due to an increased equity portfolio. Interest rate/liquidity shows an increase from USD 10 million to USD 14 million due to an increase in the estimated effective duration. Currency risk has increased from USD 0 million to

USD 26 million due to a change in principle, in order to reflect the underlying currency risk in the assumed risk from affiliated companies. Concentration risk, in the amount of USD 31 million, is related to a high concentration of common stock and mutual funds as well as real estate.

Underwriting risk arises from existing claims (reserve risk) and future claims (premium risk) and catastrophe risk (cat risk) and originates from claims being different from what is expected. Many of the covers provided by Gard have high exposures, and potentially, very high severity. These claims fluctuate from year to year and the results are volatile.

The premium and reserve risk capital requirement calculation has a factor-based approach, based on geographical diversified net premium written and geographical diversified net loss & loss expense provisions. The basis for catastrophe risk is net probable maximum loss for natural catastrophes (after reinsurance) plus 10 per cent credit risk charge on reinsurance share of maximum probable catastrophe loss less total catastrophe premium.

Gard Re's risk profile has changed somewhat over the last 12 months to 20 February 2019. BSCR for reserve risk increased by 9 per cent, mainly due to an increase in loss and loss expense provisions following the development of the ceding companies,

while the premium risk has remained the same at USD 58 million.

Catastrophe risk was USD 43 million against USD 45 million last year.

Credit risk is calculated as a factor-based charge on receivables and reinsurance receivables depending on credit rating, has been somewhat reduced for the company due to a reduction in the receivables balances.

Operational risk is the risk of losses occurring because of the inadequacy or failure of internal processes or because of events triggered by employee-related, system-induced or external factors. Operational risks are an “invisible” part of our business activities, and the focus is therefore on risk avoidance and risk minimisation.

Operational risk is reviewed annually through an internal self-assessment and reported to the Audit

Committee. Within this operational risk review we consider, in particular, business process risks (including data quality), compliance risks, fraud risks and information security risks. This process enables us, among other things, to prioritise risks.

Policies and procedures are documented in the quality management system. The process for following up on measures planned and implemented to mitigate operational risk has been strengthened through an improved system for monitoring and control.

The operational risk factor under BSCR is based on an assessment of Corporate Governance, Risk Management Function, Risk Identification, Risk Measurement, Risk Response and Risk Monitoring & Reporting. The operational risk module is based on a linear formula, and is therefore not risk sensitive.

The operational risk capital requirement was down insignificantly from last year.

C 2 Other risks

Business risks

Business risk is the risk of losses or failure to meet business objectives due to unexpected changes to legal and regulatory conditions, changes in the economic and social environment, as well as changes in business profile and the general business cycle. The Gard group has companies and branches in several jurisdictions. Unexpected changes initiated by e.g. the regulators in one part of the group may have consequences for other parts of the group.

Compliance risks

Compliance risk is the risk of legal or regulatory sanctions, material economic loss, or loss to reputation the group may suffer as a result of its non-compliance with laws and regulations which govern our business activities.

The Gard group comprises of companies and branches in several jurisdictions, as well as captive reinsurance companies, insurance intermediary companies, subsidiaries, and a property company. As a natural consequence of the group structure Gard is subject to several regulatory regimes such as those of Norway, Bermuda, Hong Kong, Singapore and Japan. Unexpected changes in legal and regulatory conditions as well as changes in the economic and social environment in which the group operates may pose a risk to Gard.

Compliance risk is managed through ongoing monitoring of regulatory environments that we operate in, as well as periodic regulatory reviews with participants from all jurisdictions where Gard conducts business. Tools that are implemented to reduce compliance risk are supplemented by compliance training programmes.

Reputational risks

Gard's business is built on the trust of its Members and clients, as well as other stakeholders. The Gard group must be seen to act with integrity towards all its Members and clients, regulators and other stakeholders.

Gard incurs its key reputational risk in claims handling in that the reputation of the Gard group may take damage because of poor claims handling, in addition to the risk of being associated with a major public claim as a result of beaching, oil spill or a catastrophe involving loss of life or damage to public property.

Gard does not hold capital against reputational risk as such but holds capital against many of the risk events that could damage the reputation of the company. The level of reputational risk is deemed acceptable.

C 3 Risk mitigation

Reinsurance is a method to ensure that insurance liability risk is kept within the overall risk appetite and Comfort Zone and that rating and regulatory requirements are met.

Reinsurance is used to ensure continuity after an extreme loss event; providing flexibility to help Members and clients manage new risks and pursue business opportunities.

The reinsurance program is established to provide protection in respect of high severity, low frequency claims.

Gard Bermuda is a member of the International Group of P&I Clubs' Pooling Agreement, which is an agreement between thirteen P&I clubs to mutually reinsure each other by sharing claims. This claim-sharing agreement is underpinned by an extensive market reinsurance program, which the International Group clubs arrange.

Gard follows the customary insurance practice of reinsuring with other insurance and reinsurance companies a portion of the risks under the policies it writes. These reinsurance arrangements are meant to protect Gard against the severity of losses on individual claims and unusually serious occurrences in which a number of claims produce an aggregate extraordinary loss.

Gard has different reinsurance programs for different classes of business.

The collectability of reinsurance retrocessions is largely a function of the solvency of reinsurers. The credit exposure on Gard's reinsurance program is in accordance with the guideline of only accepting reinsurers with an A- (Stable) or higher rating. The company is however faced with BBB rating exposures through the IG Pooling Agreement. Among the thirteen clubs, three have ratings of BBB+ or lower. Counterparty default risk on the pool and reinsurance is reduced through multiple layers of financial security.

C 4 Risk concentration

Risk concentration cuts through and across risk types as well as within single risks. The most material risk concentrations are within insurance and market risk.

Concentration within and between the other single risks are not considered material.

Risk concentration is mainly managed through limits, e.g., limit on exposures held for investments per rating category, exposures to a single counterparty, and maximum aggregated exposure to a single reinsurer. The limits are monitored and reported regularly.

C 5 Prudent person principle

The BoD of Gard Bermuda approves the overall investment policy. The investment policy contains the objectives, principals, risk appetite and constraints governing the investment related decisions.

The BoD has ultimate overall responsibility for decision-making on investment matters. The BoD has delegated responsibility for implementing the investment strategy to the Executive Committee. The Executive Committee is responsible for determining the investment strategy and sets the Strategic Asset Allocation and benchmark. The composite benchmark is defined to make a representation of the asset allocation and liability structure of the group. The allocation should be reviewed at least annually. In addition, the Executive Committee monitors compliance with the Investment Policy and sets specific limits and restrictions on deviations from the strategic asset allocation and is required to notify the BoD when it is necessary to operate outside of the target ranges. The Executive Committee takes a total market risk view when implementing strategies within the overall policy.

The management is responsible for implementing the asset management strategy as determined by the BoD and the Executive Committee. The asset management is outsourced to independent fund managers and is mainly coordinated through the Gard Unit Trust Fund (Gard UTF) for insurers within the group. Gard is not doing any active internal asset management.

Gard's objective for its investment portfolio is to maximise long-term investment returns within its risk appetite and risk tolerances. Hence, the Gard group seeks to take on investment risks that are expected to be rewarded over the long-term, in the form of excess returns relative to liabilities, in a diversified manner. The combination of assets and investment management approaches shall be consistent with the investment objectives, risk tolerances and investment constraints detailed in the Investment Policy and in the Risk Management Policy.

The currency exposure and maturity profile of the investments should broadly reflect the Gard group's liability structure, liquidity and cash flow requirements and solvency position. In effect, Gard considers its investment strategy on a holistic basis and assesses the risks of its investment portfolio on a net basis, after allowing for liabilities. Derivatives are permitted, but shall only be used for risk mitigation, efficient portfolio management or cost-efficient execution.

As a general principle, Gard does not rely only on one source of information to base its investments decisions on. Gard uses information provided by third parties (e.g. financial institutions, asset managers and rating agencies) in addition to an internal assessment of risk and return.

C 6 Risk sensitivity

Gard performs a various set of stress tests. The main methods used are the following:

Insurance risk stress tests

A set of extreme events for insurance risk have been identified and the realistic possible loss to Gard has been estimated. The scenarios are calculated using Gard's exposure to actual insured objects, showing the expected loss, gross and net of external reinsurance, by line of business. Further, to calculate the loss by each legal entity, the internal reinsurance is applied. The scenarios have been selected to test the reinsurance protection and to illustrate extreme combinations of losses. The highest insurance loss for Gard Re's own account from the identified extreme events corresponds to approximately 8 per cent of equity. The most severe losses from a single extreme event would be a scenario where Gard is exposed across several product areas with separate reinsurance programs. The Gard group may experience multiple extreme events in a single year.

Reverse stress tests

Complementary to insurance risk stress tests and market risk stress tests, reverse stress testing has been carried out to identify scenarios that would be the likely cause of business failure. "Business failure" is defined as the solvency position falling below a level where the business model becomes unviable. A consequence of this would be that counterparties and other stakeholders could be unwilling to transact with or provide capital to the Association and, where relevant, existing counterparties may seek to terminate their contracts.

The reverse stress tests identify events that will jeopardize the association's solvency, but not circumstances which will cause the Gard group to "cease being a going concern". The results of the reverse stress test answer the question of which scenarios represent real risks to the existence of the company.

The reverse stress tests are based on one insurance scenario and one market scenario. We have chosen not to do a combination of these two scenarios. Historically, insurance and market losses have been uncorrelated for the type of insurance risk Gard is exposed to.

The stress tests are of a quantitative nature. Gard is aware of other non-quantifiable situations which could also render the business model unviable.

The reverse stress test conducted for Gard Re, showed that an additional 15 claims in excess of USD 20 million will bring the solvency ratio down to 75 per cent.

There are policies and contingency plans in place describing how to take immediate action, or act as precautionary measures in advance, to restore or improve the solvency capital adequacy.

Market risk stress and drawdown risk tests

Several stress tests using a range of scenarios for short-term market shocks as well as for longer, multi-year periods have been performed to estimate the potential impact on Gard's portfolio and capital situation.

Market shocks are assumed to be one-off instantaneous changes in asset prices and portfolio allocations. Combined scenarios, in which several factors experience simultaneous shifts in prices, have been designed in line with EIOPA's Insurance Stress Test specifications, published in May 2018. We have also stressed the portfolio to model historical events. Especially drawdown risk happening at the same time for multiple asset classes constitute an adverse tail event and reduce diversification benefits.

C 6 Any other information regarding the risk profile

There is no other material information to be disclosed.

D VALUATION FOR ECONOMIC BALANCE SHEET PURPOSES

This section specifies and describes the valuation of assets and liabilities for Economic Balance Sheet (EBS) purposes, the differences between the bases, methods and main assumptions used for the valuation of assets for EBS purposes and those used in statutory financial statements.

The bases, methods, and assumptions are similar for all legal entities:

- Assets shall be valued at the amount for which they could be exchanged between knowledgeable willing parties in an arm's length transaction (fair value)
- Liabilities shall be valued at the amount for which they could be transferred, or settled, between knowledgeable willing parties in an arm's length transaction

- The materiality principle shall be considered when valuing assets and liabilities. Information is material if its omission or misstatement influences the decision-making or the judgement of the users of that information, including the supervisory authorities
- The valuation shall assume that the company will continue to operate and write new business for the foreseeable future ("going concern basis")

The economic balance sheet represents a risk-based view of the entire balance sheet as at a given date, where assets and liabilities are valued in line with the above concepts. The table below summarises for each material class of assets and liabilities the value according to EBS together with the values of the assets recognised and valued in the statutory accounts.

Economic balance sheet, Gard Re

USD million, as of 20.02.2019	Economic Balance Sheet	Statutory Financial Statement	Difference
Assets			
Cash and cash equivalents	1	1	-
Total bonds and debentures	499	499	-
Total equity investments	307	307	-
Total reinsurance balances receivable	42	42	-
Total sundry assets	-	15	(15)
Total assets	848	863	(15)

USD million, as of 20.02. 2019	Economic Balance Sheet	Statutory Financial Statement	Difference
Liabilities			
Net premium provisions	48		48
Net unearned premium reserves		57	(57)
Net loss and loss expense provisions	408	426	(18)
Risk margin	23		23
Technical provisions – non-life	478	483	(5)
Insurance and reinsurance balances payable	14	14	-
Total sundry liabilities	-		-
Total other liabilities	14	14	-
Total statutory economic capital and surplus	356	366	(10)
Total liabilities	848	863	(15)

The statutory accounts values in the balance sheet are classified according to Bermuda rules and are different from the balance sheet in the Financial Statements

No changes have been made to the recognition and valuation bases used or to estimations during the reporting period.

For Gard Re, only the line of business "Energy Offshore / Marine" is applicable.

For most of the balance sheet items there are no differences in the valuation for solvency purposes and those used for the valuation in statutory accounts. The subsequent chapters describe assets and liabilities where the valuation differs significantly.

D 1 Valuation of assets

The Gard group has mainly investments in the following asset classes; bonds and debentures, common stocks, preferred stocks and mutual funds. The investment assets are held in custody at Northern Trust.

In the statutory accounts balance sheet, the fair value of financial assets classified as financial investments at fair value through profit or loss and the fair value of interest-bearing securities included is determined by reference to published price quotations in an active market (mark-to-market). For unquoted financial assets the fair value has been

estimated using a valuation technique based on assumptions that are supported by observable market prices (mark-to-model).

For financial assets and liabilities that have a short-term maturity, it is assumed that the carrying amounts approximate to their fair value. This assumption is also applied to demand deposits, and savings accounts without a specific maturity.

There are no significant differences between the valuation of statutory accounts and Economic Balance Sheet.

D 1.1 Total sundry assets

The difference between EBS value and Statutory accounts value is deferred acquisition costs that are included in the statutory accounts value.

Total sundry assets, Gard Re

USD million	EBS value	Statutory accounts value
Total sundry assets	0	15

D 2 Valuation of technical provisions

This section specifies and describes the valuation of technical provisions and reinsurance recoverables for Solvency purposes.

The technical provisions under Solvency II are determined as the sum of best estimate liabilities and the risk margin. Determining the technical provisions, we use a risk-free yield curve in line with Solvency II requirements. For Solvency II purposes, all policies are evaluated to ultimate.

The best estimate liabilities are shown both on a gross basis and for the reinsurers' share. The risk margin is shown on a net basis reflecting the risk mitigation effect.

Best estimate liabilities

The calculation of the best estimate liabilities is based on the projection of future cash inflows and outflows like premiums, claims and expenses.

Risk margin

A risk margin is included in the technical provisions. The risk margin is calculated in accordance with the requirement set out for the Solvency II standard formula per legal entity. Diversification between legal entities is not considered.

Risk margin is not included in the statutory accounts.

D 2.1 Valuation of technical provisions – basis (data) and methods

Basis

In the calculation of the best estimate liabilities under Solvency II the business of the Gard group is

split into homogenous risk groups, such that the nature, scale, complexity of the business is taken into account.

Methods

The evaluation of the best estimate liabilities is based on the estimation of future cash flows, including all expected (future) cash inflows and outflows. The best estimate liabilities are calculated separately with respect to the best estimate premium provisions and the best estimate claims provisions.

The best estimate premium provisions relate to claim events occurring after the valuation date. All future cash flows from premium, losses and costs relating to unearned incepted and bound but not incepted (BBNI) business is calculated.

The best estimate claim provision relates to claim events occurring before the valuation date. All future cash flows from losses and costs relating to these losses are calculated considering the discounting effects.

The cash flows for premiums, claims and costs are modelled separately.

There is no deviation regarding the valuation methods between the different lines of business. Therefore, the valuation methods described below are valid for all risk categories.

Claim provisions

For the evaluation of claim provisions, total outstanding liabilities due to loss and allocated loss adjustment expenses, the reserves held are based on the following:

- For the calculation of the incurred but not reported claims (IBNR) we use the developments of the claim incurred i.e., claim paid plus claim reserves, as the basis for future expected developments. This is primarily due to the volatility of large single payments that can distort any paid development factors
- For the analysis of IBNR, we use accident and development quarters to calculate the ultimate incurred claims
- For the definition of risk categories we use three main criteria:
 - A fit with our established business dimensions
 - Similar underlying drivers of risk.
 - Sufficient amount of data within each risk category

- The financial plan is used as the initial expected ultimate incurred (also known as "Apriori"). The financial plan provides a loss figure that is used as an alternative to a standard initial expected ultimate loss ratio on the gross and/or net premium
- The current reinsurance program is on the same basis as last year's reinsurance program and is taken into account on a large claims basis. However, during the year Gard acquired one large account with facultative reinsurance. This is taken into account at the same basis as the other claims.

The claim provisions are broken down into case reserves, IBNR, unallocated loss adjustment expenses (ULAE) and binary events. The case reserves and IBNR figures are the reserves that directly attribute to the claims, while the ULAE estimate is related to expenses that cannot be directly attributed to a specific claims or incident. Binary events are the provisions held for potential claims that we do not have in the data. The IBNR, binary event and ULAE reserves are calculated and reported by the actuarial department.

The only differences between the Solvency II and the statutory account figures for claims provisions is that the Solvency II figures include the discounting effect.

IBNR

The development of losses for the Gard group are typically analysed using standard actuarial methods such as the Chain ladder, Bornhuetter Ferguson and Benktander methods. The method selection is based on the quarter and the significance of large losses that may have occurred. External reinsurer's share is based on the reinsurer's share of the individual losses including development in excess of the retention. All internal reinsurance is calculated net of the effect of external reinsurance.

ULAE

To calculate ULAE, we divide the claim provisions (case reserves and IBNR) between reported claim provision and unreported claim provision.

The unreported claim provision is multiplied with a ratio unallocated expenses paid to total claims paid, π . The reported future claim reserves is multiplied with π and $(1-r)$, where r is the proportion of claims handling cost due to claim registration.

Binary events

The binary event reserve is meant to satisfy the additional coverage of technical liabilities from a best estimate basis to an all possible outcomes basis. This is a measure of the potential volatility that we envisage, but have not experienced to date. To bring the best estimate to include 'all possible outcomes', a binary event factor is calculated based on tail values from our internal model and estimated volatility in our claims data. We also monitor the reserve against other industry benchmark methods to make sure that the amount is reasonable.

Best estimate premium provisions

The calculation of best estimate premium provisions is the best estimate of all future cash flows such as claim payments, expenses and future premiums due, relating to future exposure arising from unearned incepted and BBNI business. The future expected cash flow calculation is based on the expected combined ratio for the relevant business. This estimation is done on gross basis and for the reinsurer's share of the business.

The difference in method for calculating premium provision under Solvency II and the statutory accounts is that the Solvency II method calculates the effect of all expected future cash flows, while the statutory accounts is depositing the unearned premium in full.

Main assumptions

The calculation of the best estimate liabilities, development pattern and estimated ultimates are applied on the segments used for N-GAAP reserving. The pattern and ultimates are determined on run-off triangles using state of the art actuarial methods. The triangles are generated using reconciled data.

D 2.2 Uncertainty associated with the value of technical provisions

As with all insurance businesses, there is a degree of uncertainty over the exact provision needed. There are a number of specific sources which contribute to increasing this uncertainty.

- **Claims environment:** One of the key assumptions for the claim liabilities is that historical claim developments are an indicator for future developments. Uncertainty surrounds how

changes in the claims environment may affect the final settlement of claims. Unanticipated changes in the legislative and judicial environments, for example, could lead to a significant increase of the uncertainty within the reserves.

- **Financial Plan:** Another assumption for the claim liabilities is that our financial plan indication of the pure loss (Apriori) can be used to help assessing the amount of liabilities for less mature development periods. This means that any uncertainty in the financial plan also applies to the best estimates.
- **Currency:** Even though we report our reserves in USD, parts of the liabilities are exposed to exchange rate fluctuations and inflation rates in other currencies. This means that fluctuations in foreign exchange rates can influence ultimate claims.
- **Long-tailed claims:** The ultimate outcome for long-tailed casualty claims is surrounded by uncertainty. The early years may not necessarily fully developed and the incurred values on these years affect our estimates for the more recent years. We will continue to monitor these claims but would note that these increase the volatility of the Gard group 's liabilities.

D 2.3 Best estimate liabilities

The difference in technical provisions is due to discounting effects and BBNI (bound but not incepted) gross, which are reducing the value of technical provisions for Solvency II values compared to the statutory account values. Further, commission provisions are deducted from the Solvency II values in the technical provisions, while they are reported as deferred acquisition costs for the statutory account values. The retained earnings are included in the statutory account values of technical provisions.

Best estimate liabilities Gard Re

USD million, as of 20.02.2019	EBS value	Statutory accounts value
Technical provisions – non-life	455	483
Risk margin	23	
Technical provisions	478	483

D 2.4 Risk margin

The risk margin is an estimated cost of capital due to the unpaid claim provisions held. The cost of capital is calculated by using a capital to provision

percentage of 6 per cent, payment pattern, and expected yield of capital.

D 3 Alternative methods for valuations

When determining the value of an asset it is necessary to assess whether the market is active or not. If the market is active, the value can be taken directly from the market or from comparable assets traded in the same market. If the market cannot be categorised as active, the market value is determined using valuation models. Gard's assets are mainly valued using quoted market prices in active markets for the same or similar assets. Listed shares are valued on an item-by-item basis and

bonds are valued on the basis of realised quoted prices in active markets. Alternative valuation methods can occur for real estate funds, where there are no active markets or the relevant markets are deemed to be inactive.

Alternative valuation methods are only used for a non-significant part of the investment portfolio and the same principles are used both in the EBS balance sheet and statutory balance sheet.

D 4 Any other material information

Gard has no material provisions other than technical provisions.

E CAPITAL MANAGEMENT

Gard has a policy in place that sets out the principles and guidelines for capital management. The policy describes the main activities and governance structure that supports capital management and is part of the risk management framework.

The Group Risk Policy states the following:

“Gard should hold sufficient capital and liquidity as well as constrain its risk taking to ensure that the group can continue to operate following an extreme loss event with the same risk tolerance for insurance risk.”

In which “extreme loss event” means an annual loss with a probability of occurring once every 100 years.

The probability that Gard would have to raise additional capital from its mutual Members by way of unbudgeted supplementary calls should be low.

In addition to the statement given about capital adequacy in the Group Risk Policy, Gard bases its capital management on following three general principles:

Simple capital structure: Gard aims to have a simple capital structure and seeks to fund expected

growth in required capital through internal capital generation.

Efficient use of capital: Capital is scarce and has a cost. The approach to capital management shall balance the needs and requirements of all stakeholders, including mutual Members, policyholders, regulators and rating agencies.

Pooling and upstreaming capital: Available capital and liquidity, as well as risks, shall be pooled centrally as much as possible to minimize the risk of limited capital transferability. This also allows the group to consider the benefits that arise from such pooling in those jurisdictions where these benefits are recognized under the capital adequacy regime.

The group shall maintain sufficient capital from its legal entities without jeopardizing regulatory requirements and the minimum financial strength rating.

Procedures are established for when a breach of limits has occurred to ensure that appropriate and proportionate remedial actions are duly taken, including reporting requirements. The procedures include increased frequency of monitoring, escalation of reporting, and procedures for proposing and approving mitigating actions.

E 1 Eligible capital

E 1.1 Eligible capital

Eligible capital is made up of total statutory economic capital and surplus less encumbered assets.

Eligible capital can be classified in tiers 1, 2 or 3, based on "permanence" and "loss absorbency". Tier 1 funds are the highest quality.

The classification into tiers is relevant to the determination of eligible capital, that is capital which qualifies for covering the regulatory capital requirements – BSCR and Minimum Margin of Solvency (MMS) i.e., minimum capital requirement. Minimum capital requirement must be covered by Tier 1 and Tier 2 basic own funds.

E 1.2 Available capital

Gard Re has a simple capital structure consisting of Tier 1 capital through equity capital, which is fully paid in and available. The company has no Tier 2 or Tier 3 capital.

The Gard group aims to manage its capital such that all its regulated entities always meet local regulatory capital requirements. In each country in which the group operates, the local regulator specifies the minimum amount and type of capital that each of the regulated entities must hold, i.e., Gard is subject to different capital requirements depending on the country in which it operates, and the type of business conducted. If an entity should fall below the target capital level, the management action will be to increase capitalisation or de-risk to bring the solvency ratio back to an acceptable level.

The total statutory capital and surplus as calculated in the statutory financial statement was USD 366 million for Gard Re per 20 February 2019.

Technical provisions are calculated according to the requirements under EBS. The risks arising from the uncertainties connected to the calculation of technical provisions are quantified as part of the reserve risk.

The capital and surplus as calculated in the EBS was USD 356 million for Gard Re (see table Economic balance sheet, in chapter D Valuation for solvency purposes)

The first table below explains the difference between total assets, total liabilities and total statutory economic capital and surplus between EBS and statutory accounts as per 20 February 2019.

The second table below shows eligible capital classified in tiers.

Difference between statutory accounts and EBS, Gard Re

USD million, as of 20.02	2019	2018
Capital and surplus statutory account	366	422
Capital and surplus EBS	356	418
Difference between statutory accounts and EBS	10	4
Specification of difference:		
Gross Loss and Loss Expense Provision	(18)	(18)
Gross Premium Provisions	(9)	(7)
Risk Margin	23	16
Deferred Acquisition Costs	15	13
Total eligible capital as under EBS	10	4

Total eligible capital as under EBS, Gard Re

USD million, as of 20.02	2019	2018
Tier 1	356	418
Tier 2		-
Tier 3		
Total	356	418

E 2 Capital requirements

E 1.3 Bermuda Capital Requirement (BSCR) and Minimum Margin of Solvency (MMS) Requirement

BSCR under EBS was USD 147 million as per 20 February 2019. Total eligible capital to meet the BSCR was USD 356 million. The BSCR ratio was 242 per cent.

MMS under EBS standard formula was USD 64 million. Eligible capital to meet MMS was USD 356 million.

The MMS is calculated based on defined factors.

The MMS is calculated as the higher of:

- 15 per cent of statutory accounts Net loss and loss expense provisions
- 25 per cent of BSCR

Material changes to BSCR in the period is mainly due to:

- Increased currency risk
- Increased concentration risk
- Increase in best estimate loss and loss expense provisions

E 3 Internal model

The Gard group has an internal risk capital model which is used to manage risk at both group and entity level.

E 4 Compliance with MMS/BSCR

Gard Re has been compliant with both the Minimum Margin of Solvency and the BSCR during the last financial year.

E 5 Any other information

There is no other material information to be disclosed.

E SIGNIFICANT EVENTS

There has been no significant event which has impacted or will impact any information provided in the most recent financial condition report.

Appendix 1 Abbreviations Gard companies

Gard companies

Below are the full names of all Gard companies with the short names in brackets. The short name is being used in the report.

Insurance Companies

- Gard P. & I. (Bermuda) Ltd. (“Gard Bermuda”)
- Assuranceforeningen Gard – gjensidig – (“Gard Norway”)
- Gard Marine & Energy Limited (“Gard M&E”)
- Gard Marine & Energy Insurance (Europe) AS (“Gard M&E Europe”)
- Gard Reinsurance Co Ltd (“Gard Re”)
- Hydra Gard Cell (“Hydra”)
- Safeguard Guarantee Company Ltd. (“Safeguard”)

Branches to the insurance companies

- Gard P. & I. (Bermuda) Ltd., Norwegian Branch (“Gard Bermuda NUF”)
- Gard P. & I. (Bermuda) Ltd., Singapore Branch (“Gard Bermuda Singapore”)
- Assuranceforeningen Gard – gjensidig –, Japan Branch (“Gard Norway Japan”)
- Assuranceforeningen Gard – gjensidig –, Hong Kong Branch (“Gard Norway Hong Kong”)
- Assuranceforeningen Gard – gjensidig –, UK Branch (“Gard Norway UK”)
- Gard Marine & Energy Limited, Norwegian Branch (“Gard M&E NUF”)
- Gard Marine & Energy Limited, Singapore Branch (“Gard M&E Singapore”)
- Gard Marine & Energy Limited, Hong Kong Branch (“Gard M&E Hong Kong”)
- Gard Marine & Energy Insurance (Europe) AS, UK Branch – (“Gard M&E Europe UK”)

Subsidiaries to Gard Marine & Energy Limited

- Gard Marine & Energy Ltd.- Escritório de Representacao no Brasil Ltda.

Management company

- Lingard Limited (“Lingard”)

Insurance Intermediary company

- Gard AS (“Gard AS”)

Subsidiaries to Gard AS

- Gard (Singapore) Pte. Ltd.
- Gard (Japan) K.K.
- Gard (UK) Limited
- Gard (HK) Limited
- OY Gard (Baltic) Ab
- Gard (North America) Inc.
- Gard (Greece) Ltd.

Property company

- AS Assuransegården (“Assuransegården”)

All above companies and branches

- Jointly referred to as Gard group (“Gard” or “group”)

Appendix 2 Other abbreviations

ALAE: ALLOCATED LOSS ADJUSTMENT EXPENSES
BBNI: BOUND BUT NOT INCEPTED
BEL: BEST ESTIMATE LIABILITY
BOF: BASIC OWN FUNDS
BSCR: BERMUDA SOLVENCY CAPITAL REQUIREMENT
CEO: CHIEF EXECUTIVE OFFICER
CFO: CHIEF FINANCIAL OFFICER
CIO: CHIEF INVESTMENT OFFICER
EBS: ECONOMIC BALANCE SHEET
ETC: ESTIMATED TOTAL CALL
FSA: FINANCIAL SERVICES AUTHORITY
GLT: GROUP LEADERSHIP TEAM
IBNR: INCURRED BUT NOT REPORTED
IFRS: INTERNATIONAL FINANCIAL REPORTING STANDARDS
IG: INTERNATIONAL GROUP
LOD: LOSSES OCCURRING DURING
MCR: MINIMUM CAPITAL REQUIREMENT
MMS: MINIMUM MARGIN OF SOLVENCY
ORSA: OWN RISK AND SOLVENCY ASSESSMENT
RM: RISK MANAGEMENT
SAA: STRATEGIC ASSET ALLOCATION
SCR: SOLVENCY CAPITAL REQUIREMENT
SVP: SENIOR VICE PRESIDENT
ULAE: UNALLOCATED LOSS ADJUSTMENT EXPENSES
VP: VICE PRESIDENT
QRT: QUANTITATIVE REPORTING TEMPLATE