

Exam ERM-GC

Date: Wednesday, November 3, 2021

INSTRUCTIONS TO CANDIDATES

General Instructions

1. This examination has 8 questions numbered 1 through 8 with a total of 80 points.

The points for each question are indicated at the beginning of the question. Questions 1 and 5 pertain to the Case Study and questions 7 and 8 pertain to the Case Study and/or extension readings.

2. While every attempt is made to avoid defective questions, sometimes they do occur. If you believe a question is defective, the supervisor or proctor cannot give you any guidance beyond the instructions provided in this document.

Written-Answer Instructions

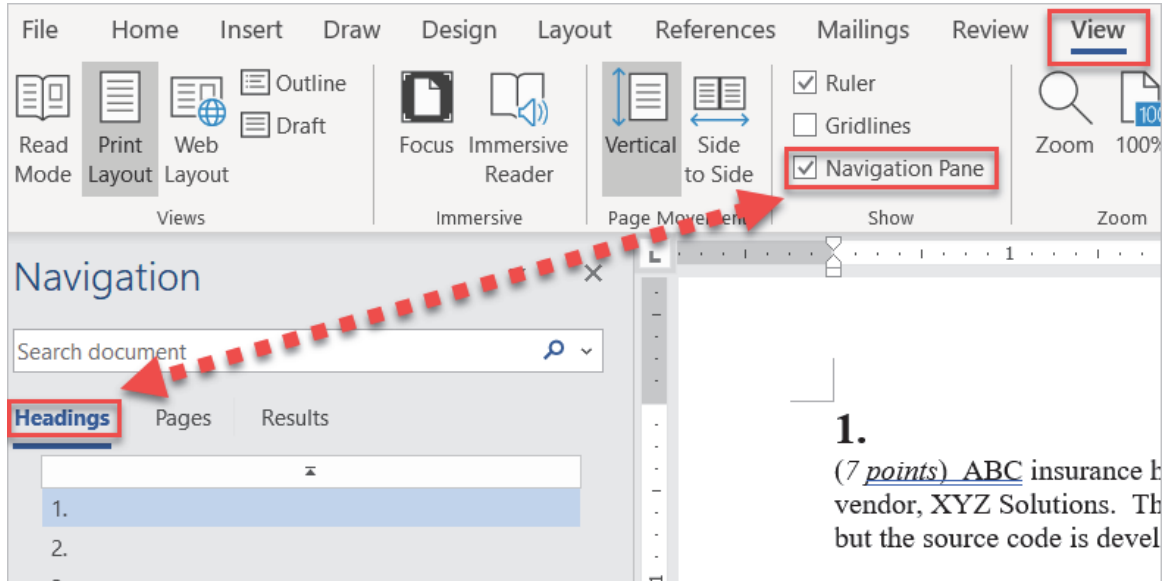
1. Each question part or subpart should be answered either in the Word document or the Excel file as directed. Graders will only look at work in the indicated file.
 - a) In the Word document, answers should be entered in the box marked ANSWER. The box will expand as lines of text are added. There is no need to use special characters or subscripts (though they may be used). For example, β_1 can be typed as beta_1 (and ^ used to indicate a superscript).
 - b) In the Excel document formulas should be entered. Performing calculations on scratch paper or with a calculator and then entering the answer in the cell will not earn full credit. Formatting of cells or rounding is not required for credit.
 - c) For each question part requiring an answer in Excel, (1) clearly identify the inputs to the calculations, (2) show the necessary interim calculations, adding rows and / or columns, if necessary, and (3) enter the final answer in some or all of the cells highlighted in yellow, as applicable in each circumstance. These cells should contain formulas with links to other calculations in the worksheet. Minimize the use of hard-coded figures and maximize the number of interim steps in the calculations that would demonstrate your line of thinking.
2. The answer should be confined to the question as set.
3. Prior to uploading your Word and Excel files, each file should be saved and renamed with your five-digit candidate number in the filename.
4. The Word and Excel files that contain your answers must be uploaded before the five-minute upload period expires.

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Navigation Instructions

Open the Navigation Pane to jump to questions.

Press Ctrl+F, or click View > Navigation Pane:



CASE STUDY INSTRUCTIONS

The case study will be used as a basis for some examination questions. Be sure to answer the question asked by referring to the case study. For example, when asked for advantages of a particular plan design to a company referenced in the case study, your response should be limited to that company. Other advantages should not be listed, as they are extraneous to the question and will result in no additional credit. Further, if they conflict with the applicable advantages, no credit will be given.

*Questions 1 and 5 pertain to the Case Study.
Each question should be answered independently*

1.

(12 points) Refer to section 1.5 of the Case Study.

- (a) (3 points) Big Ben considers improving its operational risk analysis by implementing one of the following:
1. Using five years of Big Ben's operational failure frequency and loss severity data, which is collected internally.
 2. Using five years of Big Ben's internal data combined with industry data.
 3. Using stress testing and scenario analysis.

- (i) Evaluate each of the three approaches.

ANSWER:

- (ii) Recommend the most appropriate approach for Big Ben. Justify your response.

ANSWER:

1. Continued

- (b) (3 points) Big Ben is considering acquiring an online life insurance company.

Taylor, an actuarial student, suggests that Big Ben implement the following in its new Liquidity Assessment Program if Big Ben undertakes the acquisition:

1. Reflect the correlation between financial markets and insurance risks
2. Measure liquidity risk using liquidity ratio and excess/deficit of liquidity
3. Assess liquidity using 10 unique stress scenarios

- (i) Describe the key drivers of liquidity risk for Big Ben.

ANSWER:

- (ii) Compare the liquidity risk profile between a life insurance company and Big Ben.

ANSWER:

- (iii) Critique Taylor's suggestion.

ANSWER:

1. Continued

- (c) (3 points) Big Ben is evaluating its approach to managing its cyber risk given its strategy of creating a one-stop shop interface for its globally mobile clientele and its possibility of acquiring an online insurance company. Big Ben notes that cyber risk is gaining more attention given its increasing incidence rate and impact.

Big Ben's current cyber risk management framework includes:

- Hiring people with cyber risk expertise and providing training to employees
- Setting cyber risk limit using key risk indicators
- Real-time monitoring of internal, communication system, and social media data.

Taylor made the following suggestions:

- Big Ben should leverage its current infrastructure and available technologies. No new technology investment to address cyber risk should be made
- Big Ben should develop a contingency plan to cover additional financial losses that might occur
- No cyber risk insurance is necessary.

Evaluate Taylor's suggestions.

ANSWER:

1. Continued

(d) (3 points) Big Ben has hired Caerus to evaluate whether it should acquire an online life insurance company.

(i) Explain how the liquidity risk, operational risk, and cyber risk profiles might be impacted if Big Ben acquires an online insurance company.

ANSWER:

(ii) Recommend whether Big Ben should consider acquiring an online life insurance company based on your response to part (i). Justify your response.

ANSWER:

2.

(8 points) PIC is a small regional insurance company that has been selling traditional life insurance and annuity products for the past two decades. The company recently added variable annuity (VA) products to its portfolio and implemented a hedging strategy to manage risk exposures from this block of business.

Considering the VA products have a different risk profile, PIC is reviewing its existing models and risk management tools to ensure risks associated with these products are well understood, monitored, and managed.

You are an actuary working in the ERM department. The existing Economic Capital model uses a one-year 99% VaR based on scenarios from historical experience.

(a) (3 points) PIC considers implementing an Economic Scenario Generator (ESG) to enhance its risk management capabilities. Your colleague Hunter commented, “since the purpose of using ESG is to manage risk, it is more appropriate to develop real-world scenarios”.

(i) Describe three business uses demonstrating that an ESG could add value to PIC.

ANSWER:

(ii) Critique Hunter’s comment.

ANSWER:

2. Continued

- (b) (5 points) An Excel-based ESG model developed and used by the Investment Office (IO) may be leveraged for risk management purpose.

The primary use of the IO's ESG is to generate interest rate paths for PIC's fixed income assets, which constitute 93% of PIC's investment portfolio. This real-world scenario generator derives the term structure of interest rates using a Vasicek model with parameters calibrated to historical treasury rates from 1980 to 2019 using a regression approach.

You note the following modeling choices made as part of the parameterization process:

- Outliers are eliminated to generate a steady-state level
- The underlying dynamics of interest rates are described using a long-term mean and standard deviation
- The recovery path from initial condition to a steady-state level is calibrated to be consistent with historical experience. Due to long run-time, recalibration of parameters and assumptions is performed annually.

- (i) Assess the limitations of this ESG model for PIC based on the features of a comprehensive ESG.

ANSWER:

- (ii) Describe two sources of parameter risk in the current interest rate parameterization process.

ANSWER:

- (iii) Evaluate the appropriateness of this model for each of the three business uses you identified in part (a)(i).

ANSWER:

3.

(14 points) LifeCo is a life insurance company with two blocks of business:

- Participating Whole Life with guaranteed cash value
 - This block is closed to new business
 - Average attained age of policyholders is 70
 - 100% of fund investment experience is passed to policyholders via dividends
 - There is no more room to pass adverse experience to policyholders. Shareholders are absorbing 100% of those impacts

- Traditional Universal Life
 - Death benefit amount is equal to the face amount elected at inception plus the fund value
 - Premiums are flexible
 - Minimum credited rate is 3.0%.

LifeCo's management is interested in incorporating an Economic Capital (EC) framework. The EC balance is calculated as of December 31, 2019.

Refer to the accompanying Excel file for the tabs mentioned.

(a) (7 points) The following information is provided for each of the key risks identified:

- Credit
 - You are given the following regarding LifeCo's Fixed Income assets portfolio. Default and recovery rates are estimated from S&P historical data from 1981 to 2004. Assume asset ratings do not change.

		Annual Default Rates			
		Year			
Exposure (\$ thousand)	Rating	1	2	3	Recovery Rate
10,000	AAA	0.01	0.03	0.08	85%
5,000	AA	0.04	0.13	0.15	75%
7,500	A	0.08	0.15	0.20	60%
5,000	BBB	0.11	0.20	0.26	50%

- EC for credit risk is set as 120% of the expected credit loss over 3 years

3. Continued

- Mortality
 - EC for mortality risk has been estimated using the RBC framework
 - Interest Rate
 - The liability discount curve is generated using the Ho-Lee model where:
 - $\Delta R_t = A_t \Delta t + E_t$ where E_t is normally distributed with mean 0 and standard deviation 2.0%
 - E_t simulated values are derived from a U(0,1) distribution and are shown in the tab 'Q3 (a)(ii) Interest Rate'
 - A_t is calibrated using bond prices shown in the tab 'Q3 (a)(ii) Interest Rate'
 - The initial rate for calibration R_0 is 3.0%.
 - EC for interest rate risk is calculated as the present value of the shocked cashflows less the present values of the base cashflows, where the present value of the shocked cashflows is determined by reducing the resulting discount curve by 0.5% in all years. Liability cashflow projections for 30 years are available from the valuation models in the tab 'Q3 (a)(ii) Interest Rate'.
- (i) Evaluate LifeCo's approach to modeling EC for the three identified key risks.

ANSWER:

- (ii) Calculate credit risk EC and interest rate risk EC. Show all work.

The response for this part is to be provided in the Excel spreadsheet.

- (iii) Explain how you would incorporate lapse risk and reinvestment risk into LifeCo's EC framework.

ANSWER:

3. Continued

- (b) (4 points) LifeCo's EC requirement for mortality has been estimated as \$1.5 million.

The following correlation matrix has been provided and is based on publicly available historical market data.

	Correlation Matrix		
	Credit	Mortality	Interest Rate
Credit	1.00	0.03	0.30
Mortality	0.03	1.00	0.01
Interest Rate	0.30	0.01	1.00

- (i) Calculate LifeCo's aggregate EC using the given correlation matrix. Show all work.

The response for this part is to be provided in the Excel spreadsheet.

- (ii) Compare and contrast the following aggregation methods as they pertain to LifeCo:

- Correlation
- Copula.

ANSWER:

- (iii) Describe the considerations for using copulas to aggregate risks in an EC framework.

ANSWER:

3. Continued

- (c) (3 points) LifeCo's management wants to assess adverse effects of the COVID-19 pandemic on its EC position as of December 31, 2020.

Management suggests using the following scenario and the correlation matrix provided in part (b):

Risk	Outcome
Credit	10% decrease in recovery rates (e.g. from 70% to 60%)
Mortality	5% increase in liability claim payments for all durations
Interest rate	10 bps decrease in base discount rates for all years

- (i) Recalculate the total required EC under the pandemic scenario. Show all work.

The response for this part is to be provided in the Excel spreadsheet.

- (ii) Critique LifeCo's management's suggestion.

ANSWER:

4.

(8 points) QPT is an insurer specializing in individual whole life insurance, term life insurance, and individual deferred annuities. You have been asked to evaluate a specific investment portfolio backing a block of deferred annuities and to make recommendations on how QPT can enhance their risk management for the block.

(a) (2 points)

- (i) Describe two primary benefits of having a well-defined risk appetite framework for key organizational risks.

ANSWER:

- (ii) Explain how risk appetite can be reflected in each of the following:

- Asset Allocation
- New Business Budgeting
- Performance Measurement.

ANSWER:

4. Continued

- (b) (4 points) The details of the entire three-asset portfolio you have been asked to evaluate are given below. The CRO wants to evaluate risk metrics for monitoring the block and suggests that a 95% VaR may be an appropriate threshold.

Asset	Yield	Exposure (\$ million)	Default Probability (1 year)	Recovery Rate
A	4%	\$20	6%	40%
B	6%	\$50	3%	60%
C	8%	\$30	10%	10%

- (i) Calculate, net of recovery, the expected loss and the variance over a one-year time horizon. Show all work.

The response for this part is to be provided in the Excel spreadsheet.

- (ii) Calculate the 95% VaR using the results from (i) assuming that portfolio losses are normally distributed. Show all work.

The response for this part is to be provided in the Excel spreadsheet.

- (iii) Determine the empirical 95% VaR based on the distribution of potential portfolio losses calculated in (i). Justify your response.

ANSWER:

- (iv) Describe one key shortcoming for each metric calculated in (ii) and (iii) that should be considered when selecting an appropriate risk measure for QPT's risk appetite statement.

ANSWER:

4. Continued

- (c) (2 points) QPT's CRO is planning a discussion with the internal audit department regarding risk assessment on credit risk in an inherent risk control matrix.
- (i) Identify and describe three *key* questions that should be considered during the risk assessment phase.

ANSWER:

- (ii) Recommend the most effective action to mitigate the credit risk for the portfolio in part (b). Justify your response.

ANSWER:

*Questions 1 and 5 pertain to the Case Study.
Each question should be answered independently*

5.

(14 points) The CFO of Energetix wants to develop a comprehensive ERM framework at the company and has reached out to Caerus for advice on how to start.

You are an actuary at Caerus, assigned to the Energetix account. Your manager has outlined a report recommending an ERM framework. She has asked you to draft content for some of the sections, listed below.

- I. The Three Lines of Defense
- II. Risk Identification
- III. Emerging Risks
- IV. Strategic Risk

Refer to section 1.9 of the Case Study.

(a) (3 points) For Section I - The Three Lines of Defense:

- (i) Summarize the function of the 2nd line of defense.

ANSWER:

- (ii) The CFO of Energetix has proposed that the new ERM team should report to the Manager, Engineering.

Assess this proposal.

ANSWER:

(b) (3 points) For Section II - Risk Identification:

Propose four risk identification tools and/or techniques for Energetix and explain how Energetix could use them.

ANSWER:

5. Continued

(c) (4 points) For Section III - Emerging Risks:

(i) Explain how Energetix is exposed to cyber risk.

ANSWER:

(ii) Identify four risk management strategies for cyber risk for Energetix.

ANSWER:

(iii) Identify two emerging risks, other than cyber risk, faced by Energetix. Justify why they are emerging risks.

ANSWER:

(iv) Propose a methodology for monitoring early warning signals for each of the two risks identified in part (iii).

ANSWER:

(d) (4 points) For Section IV - Strategic Risk:

(i) The CFO has noted that climate-related damage to facilities and distribution channels may lead to service disruptions.

Provide three additional examples of how climate risk may impact the strategic planning for Energetix.

ANSWER:

(ii) Assess which of the three categories of climate risk (physical, transition or legal and reputation) is the most impactful on Energetix.

ANSWER:

6.

(4 points) ABC Life is an insurance company selling universal life (UL) and annuity policies.

(a) (2 points) The company has taken the following risk mitigation steps:

- Moved from entering into over-the-counter swaps to using exchange-traded interest rate futures
- Signed new YRT treaties to cede death claims of UL policies to a reinsurance company
- Implemented a data analytics system to help detect claim fraud.

(i) Identify the risks being addressed in each step shown above.

ANSWER:

(ii) Identify the category of risk response for each risk mitigation.

ANSWER:

(iii) Explain what risks are created by taking each mitigation step.

ANSWER:

(b) (2 points) ABC Life has a wholly owned captive for its UL business. It is considering other risk transfer options because it believes the captive is too resource intensive.

(i) Compare and contrast traditional reinsurance, securitization and use of a captive.

ANSWER:

(ii) Describe the advantages of each option for ABC Life.

ANSWER:

*Questions 7 and 8 pertain to the Case Study and/or extension readings.
Each question should be answered independently.*

7.

(11 points) Consider the impact of a global pandemic on Lyon Corporation. Assume that the response to the pandemic includes widespread shutdowns of businesses and stay-at-home orders.

Lyon is particularly concerned about the following risks associated with the pandemic:

- Catastrophic claim experience
- Interest rate volatility
- Long-term economic downturn

(a) (3 points)

- (i) Derive, using the formula for standard deviation of a portfolio with two variables, the implied correlation assumptions embedded in the NAIC RBC formula.

ANSWER:

- (ii) Explain the drawback of these implied correlations, taking into consideration the products that SLIC sells.

ANSWER:

7. Continued

Consider ways to improve Lyon's economic capital model to better capture the combined effects of increased mortality and an abrupt economic downturn. Refer to Section 3.6 of the Case Study.

(b) (3.5 points)

- (i) Describe two approaches to incorporating tail dependence in an economic capital model.

ANSWER:

- (ii) Recommend which approach SLIC should use to incorporate tail dependence in its economic capital model. Justify your answer.

ANSWER:

7. Continued

The CEO realizes that preparation for a global pandemic involves more than modeling the financial impact of the pandemic.

(c) (4.5 points)

- (i) Consider the three aspects of a company that can be affected by a disruptive event: physical facilities, electronic data, and personnel.

Critique Patrick Lyon's May 25, 2021 correspondence on business continuity planning in Section 3.6 of the Case Study.

ANSWER:

- (ii) Consider the role of Human Resources in risk management as it pertains to this pandemic event.

Identify and describe three important roles Human Resources would need to play during this crisis.

ANSWER:

*Questions 7 and 8 pertain to the Case Study and/or extension readings.
Each question should be answered independently.*

8.

(9 points) In light of COVID-19, Lyon is concerned about the potential for large events negatively impacting the corporation and all of its subsidiaries. Senior management has requested additional risk reporting in the form of stress testing and scenario analysis from each of its subsidiaries.

(a) (2 points) Consider the following forms of stress testing and scenario analysis.

- I. Sensitivity Test
- II. Reverse Scenario
- III. Historical Scenario
- IV. Synthetic Scenario

Propose an example of each of the four tests that is specific to one of Lyon's subsidiaries and informative to the Lyon Board of Directors.

ANSWER:

8. Continued

After seeing the impacts of the COVID-19 pandemic, SLIC's Board of Directors is concerned that SLIC is not sufficiently prepared for an event that hits multiple risk categories. Pierre LeGrouse, CFO, would like you to develop a new synthetic scenario that focuses on climate change risk.

(b) (7 points)

- (i) Outline a synthetic scenario for SLIC that focuses on climate change risk and stresses multiple risk categories and products.

Include:

- A detailed description of the stress event and its relation to climate change risk
- Timing of the stress event
- Product impacts
- Key stakeholders and departments needed in the analysis
- Risk measures

You may assume organizational details not explicitly listed in the Case Study such as the existence of specific teams or specialties within SLIC.

ANSWER:

- (ii) Recommend additional stress testing or scenario analysis techniques that would complement your synthetic scenario. Justify your response.

ANSWER:

****END OF EXAMINATION****