

Key themes and trends in the market: challenges and opportunities



**Global volatility and
challenging
environment**



**Addressing the global
protection gap**



**Unlocking growth
through
innovation**



**Enabling
transformation through
technology and talent**

Insurance strategic transformation

1 Global volatility and challenging environment

ENVIRONMENT

- Deglobalization and trade tensions
- Shifting capital flows and constraints on risk transfer
- Heightened geopolitical risks
- Escalating cyber threats
- Intensified regulatory pressures

IMPACT

Capital constraints

Less diversification

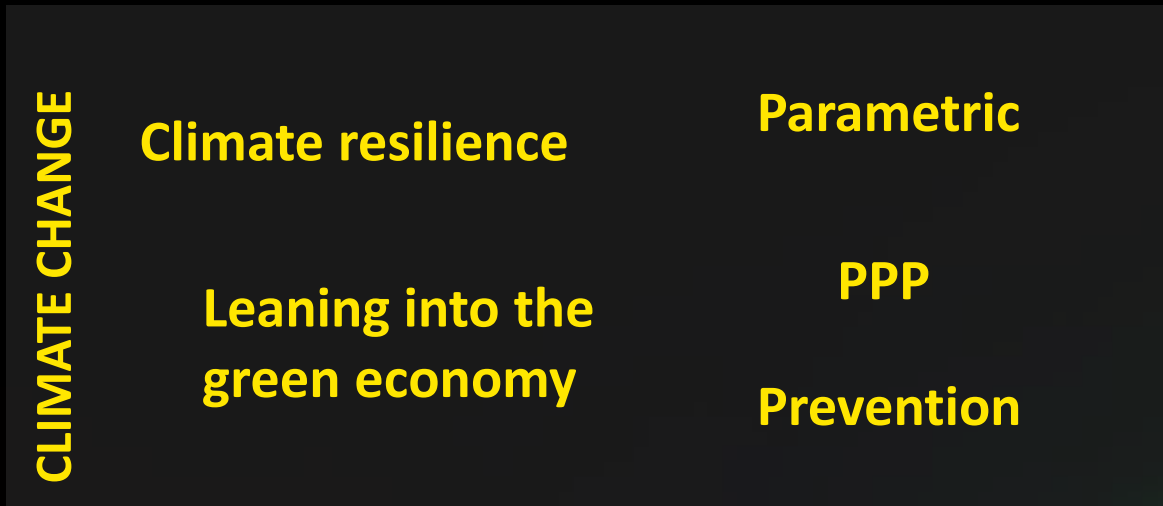
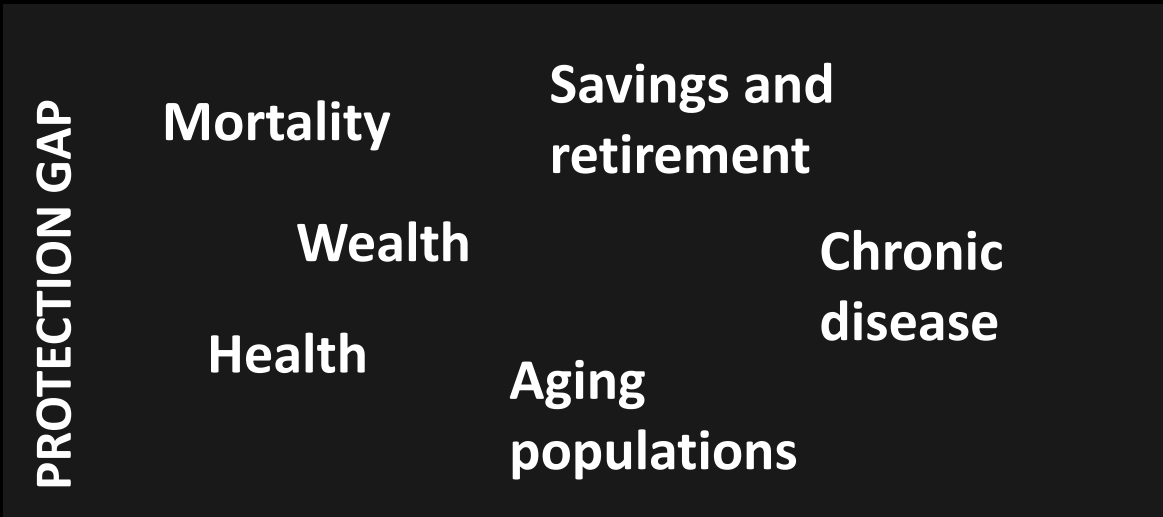
Profitability pressures

Higher costs

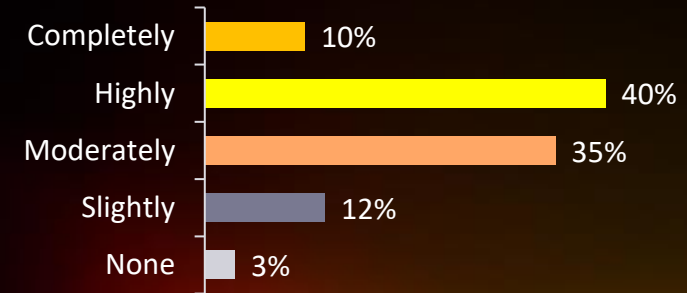
70% of surveyed mutual insurers are prioritizing **profitability** and have taken proactive steps to **contain costs**

Source: EY Global Mutual Insurance Market Scan, 2024

2 Addressing the global protection gap



87% of respondents have taken at least moderate steps toward greater sustainability



Average combined ratio 2023:

98% Mutuals
92% Stock companies

Source: EY Global Mutual Insurance Market Scan, 2024



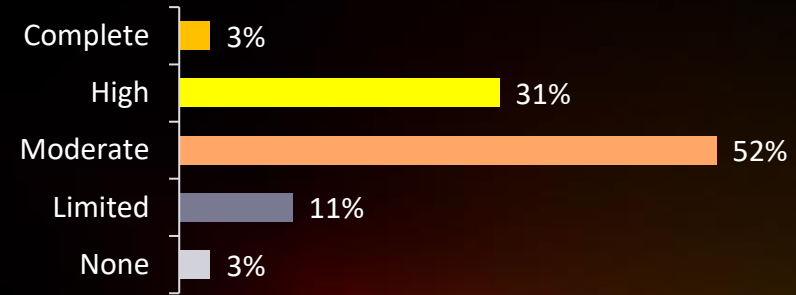
3 Unlocking growth through innovation

Customer-centricity

86% offer some level of customization, with just over half (52%) providing a moderate level

Personalization

Efficiency



Ecosystems

Partnerships

90% said their organization is truly member/ customer centric...

New solutions

InsurTechs

...however, our interviews revealed limited innovation in member engagement space

4 Enabling transformation through technology and talent

