Captive Academy

SCCIA 2024

11:10 to 3:30pm

Sponsored by:





Captive Academy Schedule

11:00 -11:15

2.15 - 3.15

3.15 - 3.30

3.30 - 4.00

11:15 -12.00 Captive Basics
12.00 - 12.45 Break – Lunch
12.45 - 1.15 Pre-Feasibility
1.15 - 1.45 Feasibility Analysis Process
1.45 - 2.00 Captive Implementation Process
2.00 - 2.15 Break

Captive Run-off and Dissolution

Captive Management & Continued Operations

Welcome and Introductions



Q & A

Captive Academy Speakers

- Bryan Hudson, Audit Partner, Bauknight Pietras & Stormer
- Steve Dyer, Attorney, Steve Dyer Law
- John Michael Alexander, Regulator, SC Department of Insurance
- Kyle Mrotek, Actuary, The Actuarial Advantage
- Carl Terzer, Investment Advisor, CapVisor
- Matthew Gregory, Captive Owner, Choctaw Nation of Oklahoma
- Lawrence Cook, Captive Consulting, Somers Risk Consulting
- Kathryn Marsh, Captive Consulting & Management, Somers Risk Consulting



Introductions



Role of the Captive Owner Presented By:



Matt Gregory
Senior Risk Manager



- 30+ Years of expertise in Property and Casualty Insurance, with a deep specialization in risk management.
- For over 18 years, Matt has worked with the Choctaw Nation of Oklahoma, where he has played a pivotal role in Risk Management and served as a Producer, crafting tailored insurance solutions for Tribes.

Captive Insurance Association

Role of the Captive Manager/Consultant Presented By:



Kathryn Marsh
Founder & Managing Director



- 30+ years of experience in various facets of the captive industry.
- Formed Somers Risk in 2011.



Lawrence Cook

Director of Business Development



- 40+ years background in the captive industry.
- Serves on the Vermont Captive Insurance
 Association's Board of Directors, the Tennessee
 Captive Insurance Association's Conference
 Committee and is Vice Chair of Vessels Ministries.



Role of the CPA Presented By:



Bryan P. Hudson, CPA, ACI Shareholder, Partner



- BPS Captive Insurance Practice Leader
- 20+ Years of Captive Industry Experience
- Past Board President and Chairman of SCCIA



Role of the Actuary

Presented By:



Kyle Mrotek, FCAS, MAAAPrincipal & Consulting Actuary



• 20+ years of experience in pricing and reserving



Role of the Banking/Investment Advisor Presented By:



Carl Terzer
Founder and Principal

CapVisor Associates, LLC

- 32+ Years of Insurance Asset Management Experience
- Investment Instructor and curriculum designer at the International Center for Captive Insurance Education (ICCIE)
- Instructor for the National Association of Mutual Insurance Companies (NAMIC) Mutual
 Director Certification (MDC)

Captive Insurance Association

Role of the Attorney Presented By:



Steven D. Dyer, JD, CPCU

Attorney

Steve Dyer Law, LLC

- 40+ years' experience in insurance company operations and legal counsel
- Represents captive insurance companies, risk retention groups, and traditional insurance companies regarding corporate and insurance regulatory issues



Role of the Regulator Presented By:



John Michael Alexander

Supervising Financial Analyst, Captive Insurance Division



- 2+ years of experience at SCDOI
- Review captive financial statements; assist with licensing new captive insurance companies and managing troubled company situations

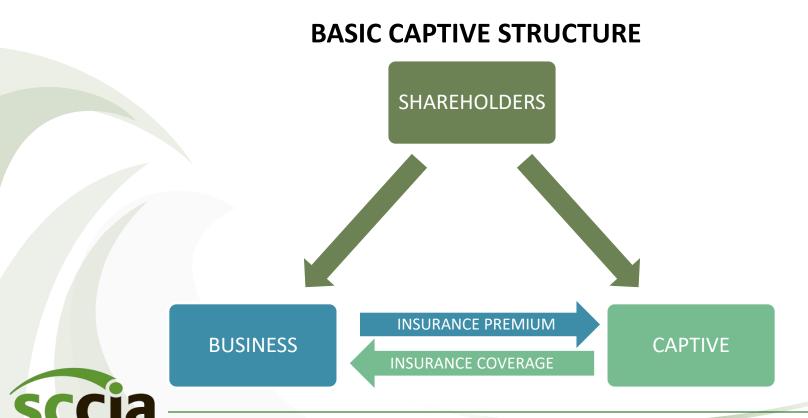


Captive Basics



What is a Captive Insurance Company?

A captive is a licensed insurance company that insures the risks of its owners and related parties. It issues policies, collects premiums, and pays claims. The captive owners actively participate in underwriting, operational and investment decisions.



Captive Insurance Association

Captive Characteristics

- Licensed Insurance Company
- Formed to insure or reinsure the risk of its owners or unrelated parties of their choosing
- Regulated under special legislation regulating captives (regulated less stringently than state insurance laws which govern fully admitted insurance companies)



Located offshore or onshore – many domiciles available



Reasons to Form a Captive

Reduce Insurance Costs
Capture Underwriting Profit
Pricing Stability
Purchase based on Need

Minimize Insurance Costs

Improve Control Risk

Retain Premium Dollars
Tax Benefits
Investment Income
Third Party Revenue Generation

Underwriting Flexibility
Increase Coverage
Increase Capacity
Access Reinsurance Market
Incentives for Loss Control

Types of Captives

SINGLE PARENT CAPTIVE

Owned by one company

Insures or reinsures the risk of its parent, subsidiaries, or chosen unaffiliated parties

GROUP CAPTIVE

Owned by multiple companies who are also shareholders

Sharing of un-controlled risk, liabilities, and profits

Insures or re-insures the risk of the entire group

CELL CAPTIVE

Segregated/protected or incorporated cell

Formed by a third-party sponsor who "rents" cells to unrelated companies

Assets and liabilities of each cell are segregated from other cells

Typically, lower start-up and frictional costs than SPCs

RISK RETENTION GROUP

Specific type of group captive

Regulated under U.S. federal legislation

Licensed in one state and able to operate in all 50 states on a registered basis

Can only write liability lines of risk – no workers compensation **or** property



Captive Coverage Examples

- Coverage of Uninsurable Risks
- Deductible Reimbursement all property and liability coverages
- Policy Exclusion Buyback
- Cyber Liability
- Litigation Expense
- Regulatory Changes
- Environmental Liability
- Product/Service Rework
- Work Stoppage
- Patent Infringement
- Intellectual Property
- Customer Revenue Generating Programs
- Coverage of Risk specific to Parent Company and its Industry



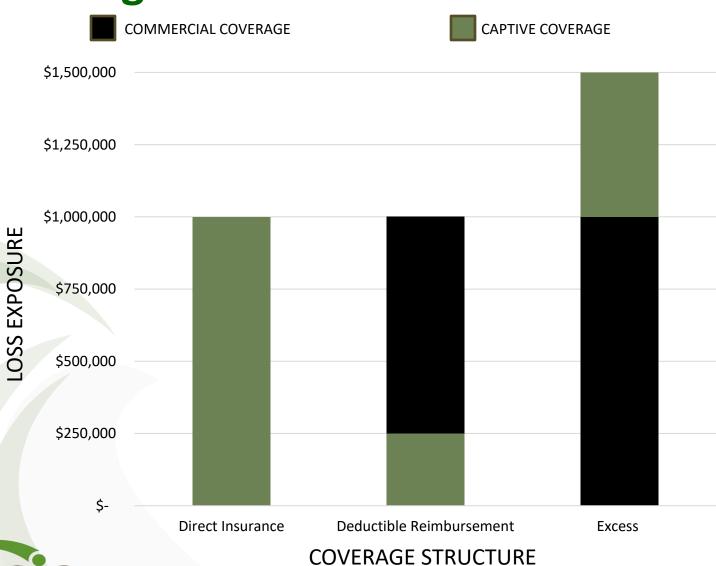
Additional Captive Coverage Examples

- Professional Liability
- Product Recall
- Administrative Actions Liability
- Directors and Officers Liability
- Punitive Damages
- Loss of Key Customer
- Loss of Key Employee
- Crime/Employee Dishonesty
- Business Interruption/Extra Expense
- Employment Practices
- Medical Stop Loss





Coverage Structures





Steps in Considering and Forming a Captive

Pre-Feasibility Discussion – Are goals realistic – any fundamental issues?

Formal Feasibility – Does it make sense and, if so, what, where and how?

Implementation – Making the concept a reality.

Begin **Operations**. Incept policies and operate as an insurance company.





Captive Academy: Pre-Feasibility



Pre-Feasibility: Prospective Captive Owner



Identify potential for captive and need to explore



Develop captive goals, long and short-term



Research potential captive consultant/manager partners



Conduct preliminary discussions with captive consultant



Data and information sharing



Go/No Go decision to move forward with a feasibility study



Pre-Feasibility: Captive Manager/Consultant



Field initial questions from prospect and/or prospect's broker



General education and information sharing



Identify prospects goals, long and short-term



Develop ideas and potential strategy for captive



Collect information, ask questions



Assist in Go/No Go decision. Captive is not always the right approach



Pre-Feasibility: CPA



UNDERSTANDING THE ENTITY, GOALS, & FUTURE GROWTH INITIATIVES



DUE DILIGENCE COORDINATION



REPORTING AND
TAXATION



Pre-Feasibility: Actuary

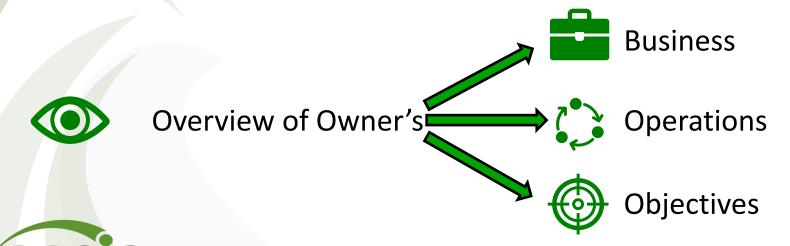


Actuary Qualifications



Captive Insurance Association

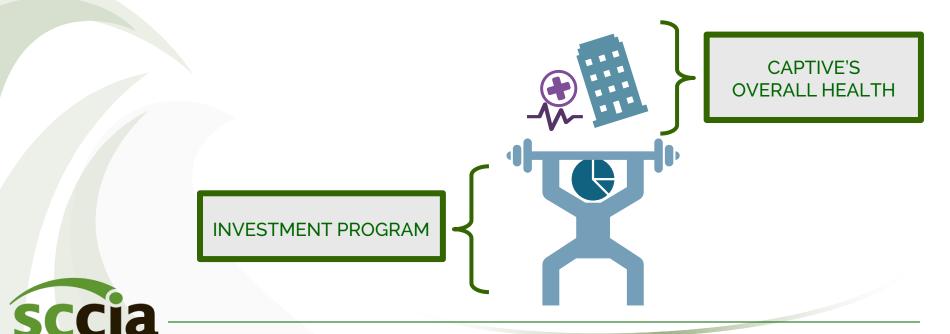
Connect with decision makers and service team



Pre-Feasibility: Investment Advisor

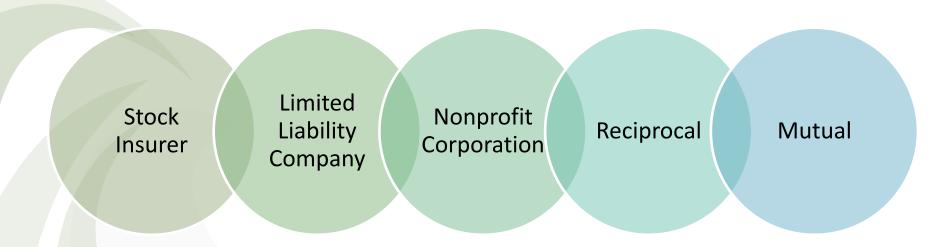
Captive Insurance Association

- Captive Structure (Single Parent, Group, RRG, etc.)
- Capital & Collateral Requirements (Trust, Letter of Credit, etc.)
- Domicile / Regulatory Environment
- Be Ready To Put The Captive's Assets To Work



Pre-Feasibility: Attorney

- Conceptualize Prospective Ownership Structure
- Statutory flexibility to choose variety of entity forms, but must be a SC domestic entity for all but branch captives
- Types of entities:





Pre-Feasibility: Attorney

Governance Decisions

- Directors/Managers
- Officers
- Parent Entity

Background check compliance

"Non-Department of Insurance" approval requirements

- Corporate parent authorization
- Regulated entity compliance
 - Does the parent company need separate approval to form a captive?
 - Will a captive-issued (or fronted) insurance policy satisfy insured's third-party obligations?



Pre-Feasibility: Regulator

- Develop and maintain relationships with service providers
- Verify service provider qualifications if applicable
- Discuss with service providers conceptual framework of proposed program



Captive Academy: Feasibility Analysis Process



Captive Feasibility Study Process





Feasibility Analysis Process: Captive Manager/Consultant

Step 1

• Arrange meetings and calls with prospective captive owner and their broker to fully understand existing program and continue discussion of captive goals.

Sten 1

• Identify coverages and analyze program, looking for deductibles, gaps in coverage, uninsured exposures and potential for revenue-generating opportunities.

Step

• Discuss various options with prospect in order to fine tune the feasibility study to cover the initial need/goals.

Step 4

• Determine coverages and program structure for initial evaluation.

Step

• Structure the program in coordination with the commercial insurance program to maximize the cost-benefit of commercial insurance versus assumption of risk.

Sten

 Work with an actuary to evaluate the coverages – determine expected losses and premium pricing.



Feasibility Analysis Process: Captive Manager/Consultant

Step :

• Develop models and proformas to show financial effects of the captive on its owners.

Step 8

• Evaluate qualitative considerations and uncover/discuss business ramifications of the captive on parent company and insured entities.

Sten

 Consider and recommend ownership options, in conjunction with prospect's legal counsel and financial advisors.

Step 10

• Evaluate and recommend domicile. Discuss prospective program with regulators to ensure agreement to proposed coverages, structure and program.

Step 11

• Develop draft report for discussion with prospect. Make changes based on feedback and finalize.

Step 12

Goal: Provide all necessary information for owners to make an informed decision.



Feasibility:

Captive Manager/Consultant

Data

Exposure

8

Commercial Policy Loss

What Information is Needed?



 Limits, Sub limits, Per Location Limits, Aggregate Limits, Premiums, Deductibles.

Program Information

nsurance



• List of selfinsured risks.



Updated Loss
 Runs

 Losses within deductible/ retained layers.

Losses above retentions



 Background Information

• Operational Changes.

• Future Plans.

Operational Data

 Organizational Chart.



• Company Financials.

Annual revenue by entity.

• Effective federal & state tax rates.

Financial Data

 Financial constraints to be considered in assessing the feasibility of a captive.



• Uninsured

 Gaps/ exclusions in commercial coverage.

Self-Insured & Retained Risk



Feasibility Analysis Process: CPA

- Selection of an Independent Accounting Firm
 - Independent Auditor
 - Annual audit requirement
 - Parent company audit firm
 - Boutique audit firm
 - Accounting guidance
 - Tax Advisor
 - Determination of tax position
 - Tax structuring and opinions
 - Filing requirements



Feasibility Analysis Process: CPA

- Selection of an Independent Accounting Firm
 - Internal Revenue Code
 - The term "insurance company" means any company more than half of the business of which during the taxable year is the issuing of insurance or the reinsuring of risks underwritten by insurance companies
 - Risk transfer and risk distribution
 - 831(a) General rule taxes are imposed as a corporation for an insurance company, except for a life insurance company
 - 831(b) Alternative tax for certain small companies
 - Taxed only on net investment income, not underwriting income
 - Threshold on premium level and other criteria apply



- Gather information
 - Claims history
 - Exposures
 - Commercial policies
 - Captive policy terms
 - External data
 - Financial assumptions



- Captive loss picks
 - Historical claims
 - Project prior periods' ultimate losses
 - Trend to prospective policy periods
 - Overlay prospective captive coverage terms
 - Consider benchmarks
 - Choose captive loss picks
- Captive premiums
 - Captive loss picks
 - Non-loss expenses
 - Contingency margin



- Pro forma financials
 - Income statement
 - Captive earned premiums
 - Investment income
 - Captive loss picks
 - Non-loss expenses
 - Income taxes
 - Balance sheet
 - Initial capitalization
 - Loss reserves
 - Unearned premium reserves
 - Cash flow statement
 - Captive written premiums
 - Paid losses



- Pro forma financials (continued)
 - Five years
 - TWO scenarios
 - Base case
 - Adverse case
 - Initial capitalization
 - Regulatory minimums
 - Solvency ratios
 - No required contributions
 - 1st Yr Premium + Initial Capital > Max per occ limit
 - Confidence level
 - Department of Insurance ("DOI")



- Actuarial Feasibility Report
 - Written standalone document
 - State findings
 - Identify methods, assumptions, & data w/clarity

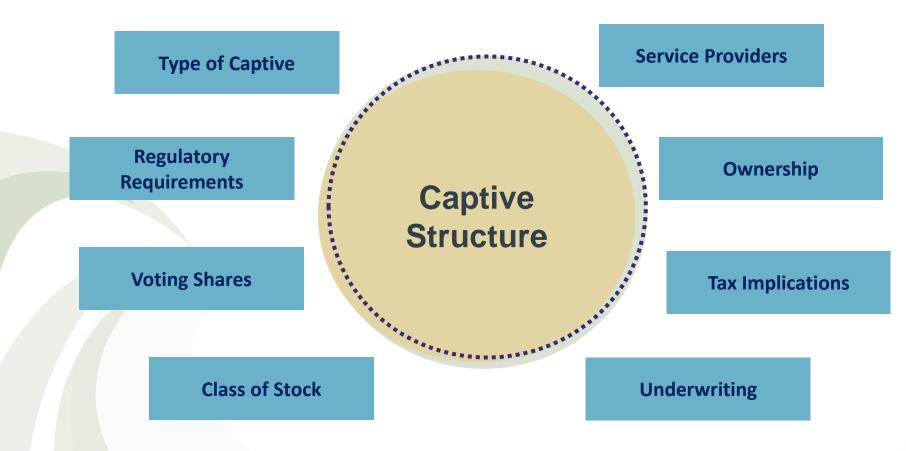


Work with the Consulting Team on Legal Portions of Feasibility Analysis Evaluate Corporate
Organization Structure
& Potential Placement
of Captive Insurance
Company Within
Landscape

Educate Clients



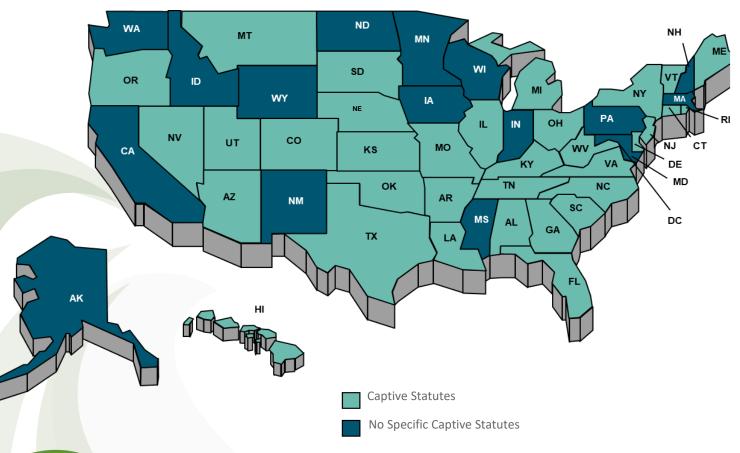
Feasibility Analysis Process: Regulator Regulatory, Tax, & Legal Concerns





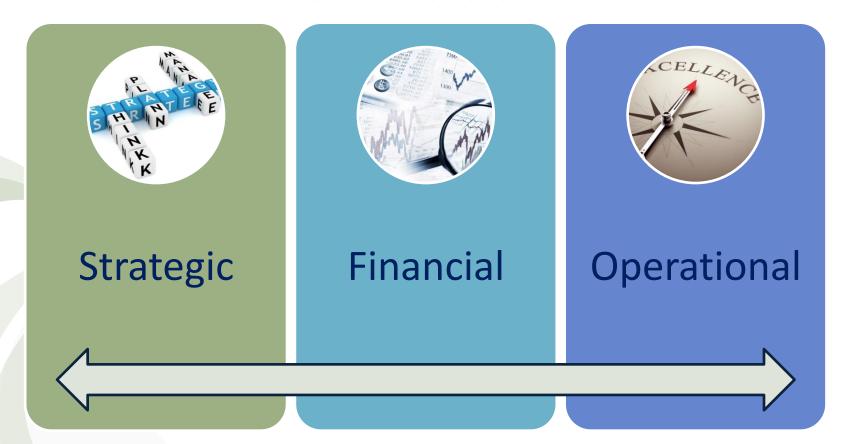
Number of Captives

Domicile Selection



Alabama	51
Arizona	162
Arkansas	15
Colorado	6
Connecticut	57
Delaware	330
strict of Columbia (DC)	113
Florida	0
Georgia	56
Hawaii	255
Illinois	2
Kansas	1
Kentucky	32
Louisiana	2
Maine	3
Michigan	24
Missouri	54
Montana	101
Nebraska	4
Nevada	155
New Jersey	20
New York	38
North Carolina	294
Ohio	7
Oklahoma	47
Oregon	21
Puerto Rico	18
Rhode Island	0
South Carolina	<mark>208</mark>
South Dakota	14
Tennessee	150
Texas	73
Utah	419
Vermont	680
Virginia	0
West Virginia	1

Domicile Selection





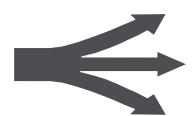
Domicile Selection

Taxes



Infrastructure

Perception



- Legitimate Domicile
- Premium & Excise Taxes
- Income Taxes
- Ownership Structure
- Coverages
- Capitalization Options
- Ease of Accessibility
- Operating Flexibility
- Service Providers-Quality & Cost
- Domicile Reputation
- Service Provider reference
- Shareholder Culture



Why South Carolina



LOW RENEWAL FEES



COMPETITIVE **CAPITALIZATION REQUIREMENTS &** PREMIUM TAX **RATES**



OTHER COST-SAVING PROVISIONS (IN-**HOUSE STAFF**; EXAMINATION APPROACH; WAIVERS)



FLEXIBILITY & INNOVATION



LOW COST OF **BUSINESS IN STATE**



FAST LICENSING

- Beyond business friendly captive savvy
- Professional, in-house, dedicated captive insurance team
- Active captive association
- Favorable business environment
- Accessible, responsive, reasonable
- Prudent and responsible
- Firm, but fair



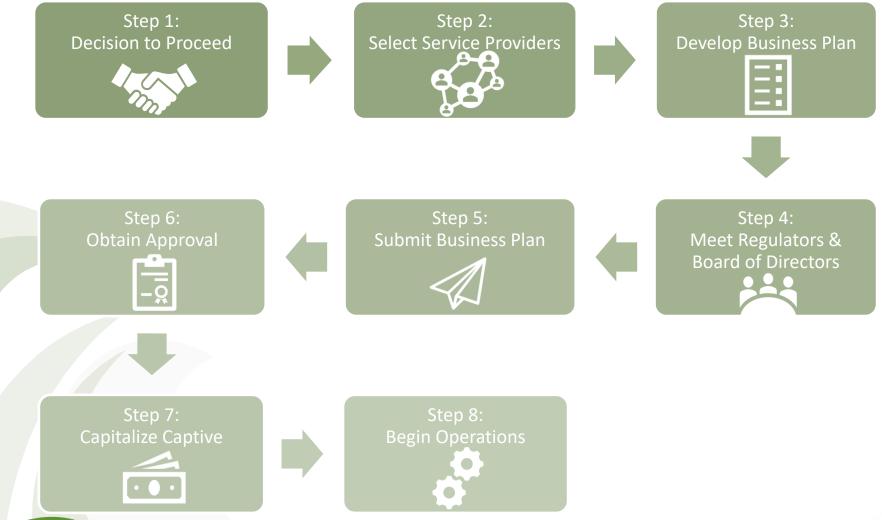
Feasibility Analysis Process: Captive Owner

- Provide input on needs, goals and insight into the business. Better the input, better the resulting output.
- Answer questions, provide data.
- Act as liaison internally. Ensure the understanding and buy-in of management.
- Feasibility Study review, provide feedback and ask questions.
- Review the benefits of having a captive v/s not having one.
- Present to and receive approval of the board of directors.

Captive Academy: Captive Implementation Process



Captive Implementation Process: Captive Manager/Consultant





Captive Implementation Process: Actuary

- Actuarial Feasibility Report
 - Submitted to DOI with captive application
 - Interact with DOI
- Policy preparation



Captive Implementation Process: Attorney

Prepare corporate organizational documents

Articles of Incorporation

Bylaws

Incorporator's Consent

Initial Board Consent

Consent to Service of Process

Conflict of Interest Policy/Statement

RRG Corporate Governance Documents

Shareholders Agreement

Committee Charters

Application for EIN

Subscription Agreements

Disclosure Document

Holding Company Regulatory Act Filings

Serve as incorporator

Application process liaison



Captive Implementation Process: Attorney













At least 1 member of Board must be a SC resident At least 1
Board
meeting per
year at which
a majority of
the directors
are physically
present in SC

Beginning with the year immediately following licensure

Principal
Office must
be in SC

Physical location where complete books and records are available for

examination

Ownership restrictions based upon business plan and entity structure



Captive Implementation Process: Regulator



Meet with prospective captive owners and related service providers



Confirm service providers are approved in state



Department review of application



Work with attorney when confirming entity creation



License the captive & confirm capital deposit



Administer examination (if considered necessary)



Captive Implementation Process: Regulator

The Licensing Process

Step 1

• Initial contact with the Department

Step 2

• Executive Summary

Step 3

Meeting with the Department



Captive Implementation Process: Regulator

The Licensing Process

Step 4

- Manager compiles application & submits it to the Department
- Attorney incorporates the company w/Secretary of State

Step 5

• Department review process

Step 6

- Certificate of Authority
- Licensing Letter
- Approval to write



Captive Implementation Process: Captive Owner



Provide Captive name, and determine captive officers and board of directors. Obtain Biographical Affidavits for each.



Review & execution of captive's organizational documents prepared by the Attorney and review, approve and sign service provider engagement letters.



At regulator's request, participate in meetings with the DOI and address regulators' queries.

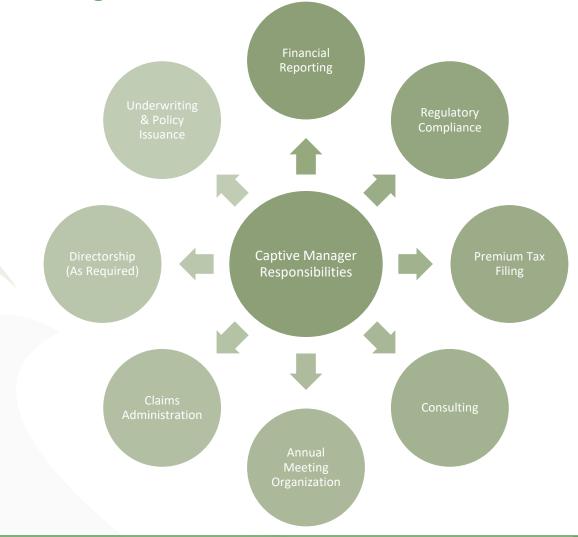


Captive Academy: Management & Continued Operations



Captive Manager/Consultant

SOUTH CAROLINACaptive Insurance Association



Captive Insurance Association

Captive Manager/Consultant CPA Actuary Captive Attorney Manager Acts as link/coordinates Captive between Owner captive owner and service providers & regulatory bodies Carrier & Broker

Management & Operations: Captive Owner



Review and approve monthly/quarterly/yearly management accounts & audited financials



Keep captive manager updated on operational changes (Personnel, Processes, Commercial Insurance, etc.).



Provide underwriting & loss information.



Attend annual in-state meetings.



Ensure achievement of captive objectives.



Financial Reporting

- Accounting consultation throughout year, as needed
 - New accounting standards
 - Review of tax provision
- Regulation 69-60 "Annual Audit"
 - Annual Audited Financial Statements (for calendar yearends, filing is due June 30; risk retention groups due June 1)
 - Internal Control Letter
 - CPA Letter of Qualifications
- Board and/or audit committee meeting attendance

Note: Selected auditor must be approved by the SCDOI





Balance Sheet

Assets

Cash and cash equivalents Investments, at fair value

Premiums receivable

Deferred acquisition costs

Income taxes receivable

Liabilities and Stockholder's Equity

Claims and claim adjustment expenses

Claims payable

Unearned premiums

Accrued expenses

Due to related party

Premium taxes payable

Deferred income taxes

Stockholder's equity:

Common stock

Retained earnings



Balance Sheet (with reinsurance)

Assets

Cash and cash equivalents

Investments, at fair value

Premiums receivable

Unexpired ceded premiums

Reinsurance recoverable on paid claims

Reinsurance recoverable on unpaid claims

Deferred acquisition costs

Income taxes receivable

Liabilities and Stockholder's Equity

Claims and claim adjustment expenses

Claims payable

Unearned premiums

Reinsurance premiums payable

Accrued expenses

Due to related party

Premium taxes payable

Deferred income taxes

Stockholder's equity:

Common stock

Retained earnings



Income statement

Underwriting income:

Premiums earned

Underwriting expenses:

Claims and claim adjustment expenses

Policy acquisition costs

Premium tax expense

Net underwriting income

Net investment income (loss)

Operating expenses:

Administrative

Professional

Income (loss) before income taxes

Income tax expense (benefit)

Net income (loss)

Income statement (with reinsurance)

Underwriting income:

Premiums earned

Direct premiums earned

(Premiums ceded)

Underwriting expenses:

Claims and claim adjustment expenses, net of reinsurance recoveries

Policy acquisition costs

Premium tax expense

Net underwriting income

Net investment income (loss)

Operating expenses:

Administrative

Professional

Income (loss) before income taxes

Income tax expense (benefit)

Net income (loss)





Federal and State Income Tax Compliance

- Tax consultation throughout year, as needed
 - Changes to internal revenue code
 - Legal developments on court cases
- Income tax return preparation
 - Federal income tax return
 - Informational return for consolidated returns
 - C-Corps due April 15, extension to October 15
 - S-Corps and Partnerships due March 15, extension to September 15
 - State income tax returns (as applicable)
 - Estimated tax payments



Note: Premium tax and excise tax filings are generally handled by captive manager, but may be handled by CPA or reinsurance entity

Management & Operations: Actuary

Annual

- Appointed Actuary responsibilities
- Interim loss reserving
- Premium funding
- Loss monitoring

Occasional

- Business plan changes
- Retention enhancement
- Capital adequacy
- Benchmarking



Management & Operations: Banking/Investment Advisor

Insurance Asset Management vs Investment Management

Characteristics

ve Insurance Association

- Conservative and restricted by Regulators and accounting conventions
- Enterprise risk management (ERM) considerations parent /captive or within captive
- A Captive's portfolio must be correlated to its liability structure
- Ideally, efficiency is achieved through asset liability management (ALM)

Continuum

Insurance Portfolio Segmentation



Management & Operations: Banking/Investment Advisor The Importance of Plan Design

Step 1: The investment policy statement

- Parties to the document must be defined (roles and responsibilities)
- Discrete investment objectives and risk tolerance should be defined for
 - Liquidity component
 - Reserve component
 - Surplus component
- Appropriate performance benchmarks should be selected
- Evaluation methodology and frequency should be defined

Step 2: Optimizing your Strategic Asset Allocation (SAA)

Step 3: Selecting investment managers

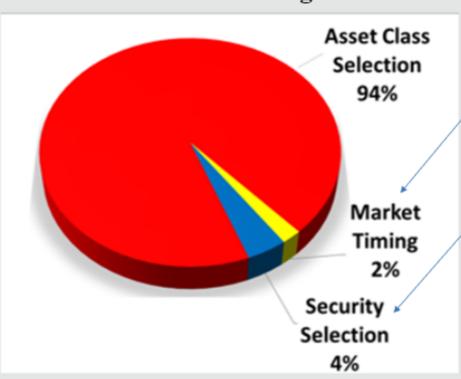
Step 4: Modifying the plan while incorporating internal and external changes over the captive's lifecycle



Banking/Investment Advisor

The Importance of Strategic Asset Allocation Optimization

Determinants of Long-term Investment Results



Your Investment Manager determines "Market Timing", when and what price to buy or sell a security

Your Investment Manager determines "Asset Selection", which Stocks (or sectors like IT or Financials, etc.) or bonds (or sectors governments, corp. credits, asset-backed, etc.) to buy

Sources: Ibbotson and Kaplan entitled "Does Asset Allocation Policy Explain 40%, 90% or 100% of Performance?" (2000).

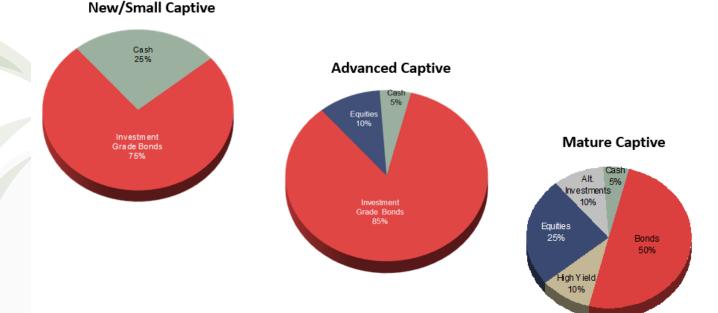


Management & Operations: Banking/Investment Advisor

Captive Lifecycle and Asset Allocation

How does my captive's lifecycle stage affect its strategic asset allocation?

ANSWER- UNCORRELATED ASSET CLASSES ARE ADDED TO GENERATE SIGNIFICANTLY HIGHER RETURNS AND IMPROVE RISK-ADJUSTED RETURNS BY SMOOTHING OUT PERFORMANCE OVER CHOPPY MARKET CYCLES



Management & Operations: Attorney

Attend Annual Board Meetings

- Majority of directors must be physically present in South Carolina
- Provide guidance on governance items, including actions required under RRG governance rules
- Provide domicile/legislative updates

Attend Other Board and Committee Meetings

Holding Company Regulatory Act filings

Attend Shareholder Meetings

- Annual meeting required to elect directors
- Assist with notices, proxies, etc.

Prepare Unanimous Written Consents as needed

 Shareholders may act only by meeting or unanimous written consent in South
 Carolina

Evaluate legal aspects of changes in business plan as requested

Regulatory approval questions



Management & Operations: Regulator

1

Review Change of Business Plans and Request 2

Review Annual Financial Reports for Non-RRGs 3

Review RRG Annual Reports/Quarterly reports and/or NAIC statements for compliance 4

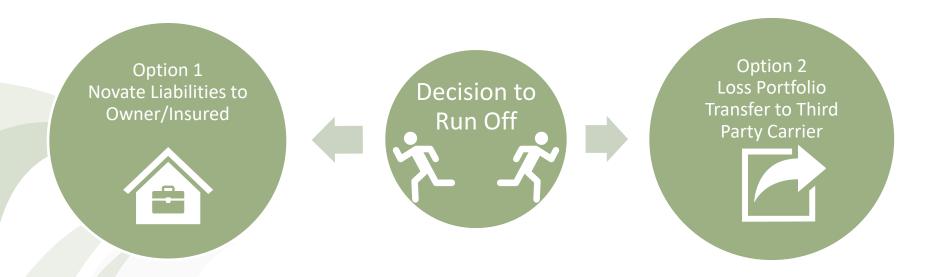
Conduct
Regulatory
Financial
Examinations of
RRGs and NonRRGs if necessary



Captive Academy: Captive Run-Off & Dissolution



Run-Off & Dissolution: Captive Manager/Consultant





Run-Off & Dissolution: Captive Manager/Consultant



• Inform and coordinate with Domicile Regulator



• Engagement of Run off Service Providers – Attorney/Liquidator



• Provide Run-Off Timeframe



• Arrange Execution of Novation/Assignment Agreement and conduct transfer of liabilities.



 Provide insurance regulators with balance sheet showing no liabilities and obtain approval to surrender license.



• Transfer assets to captive owner(s).



• Dissolve corporate entity with Secretary of State.

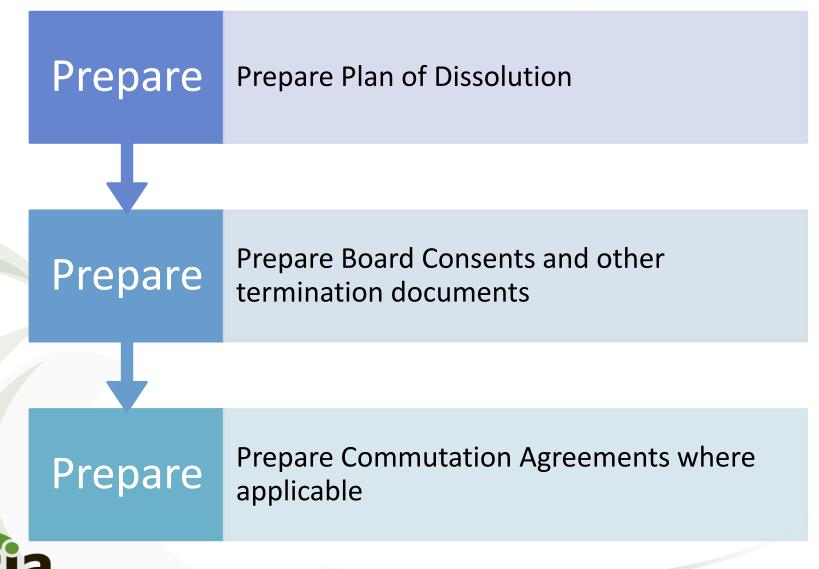


File final tax returns.



Run-Off & Dissolution: Attorney

Captive Insurance Association



Run-Off & Dissolution: CPA

Consult a CPA during Run-Off for assistance with:

- Maintain overall regulatory and taxing authority compliance
- Prevent takeover by DOI, Liquidation Bureau, Other
- Audit will still generally be required
- Runoff of claims liability
- Novation of claims

Consult with a CPA during entity termination for assistance with:

- Understanding of severance costs, closing costs
- Withdrawal from Secretary of State offices
- Final tax return compliance
 - Different/earlier due dates
 - Additional disclosures and form reporting



Run-Off & Dissolution: Actuary

- Appointed Actuary responsibilities
- Interim loss reserving
- Evaluate dissolution options



Run-Off & Dissolution: Banking/Investment Advisor

Coordinate account closure with Captive Manager & Owner



Alternatives for Asset Distribution

Option 1
Distribute to Owners in form of a Dividend



Option 2
Transfer in-kind to C-Corp Holding Company



Run-Off & Dissolution: Regulator

Review all Run-off & Dissolution documentation

Approve action



Additional Educational Opportunities

For online courses and webinars in captive insurance, visit the website of the official education program of the captive industry: www.iccie.org





Questions?

