

AIDA conference

11.06.2026



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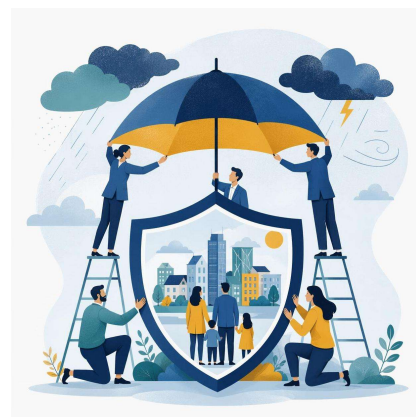
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Insurance is, by definition, a risky business: it exists to take on and manage risk

But its role goes beyond that:
insurers are **resilience builders**

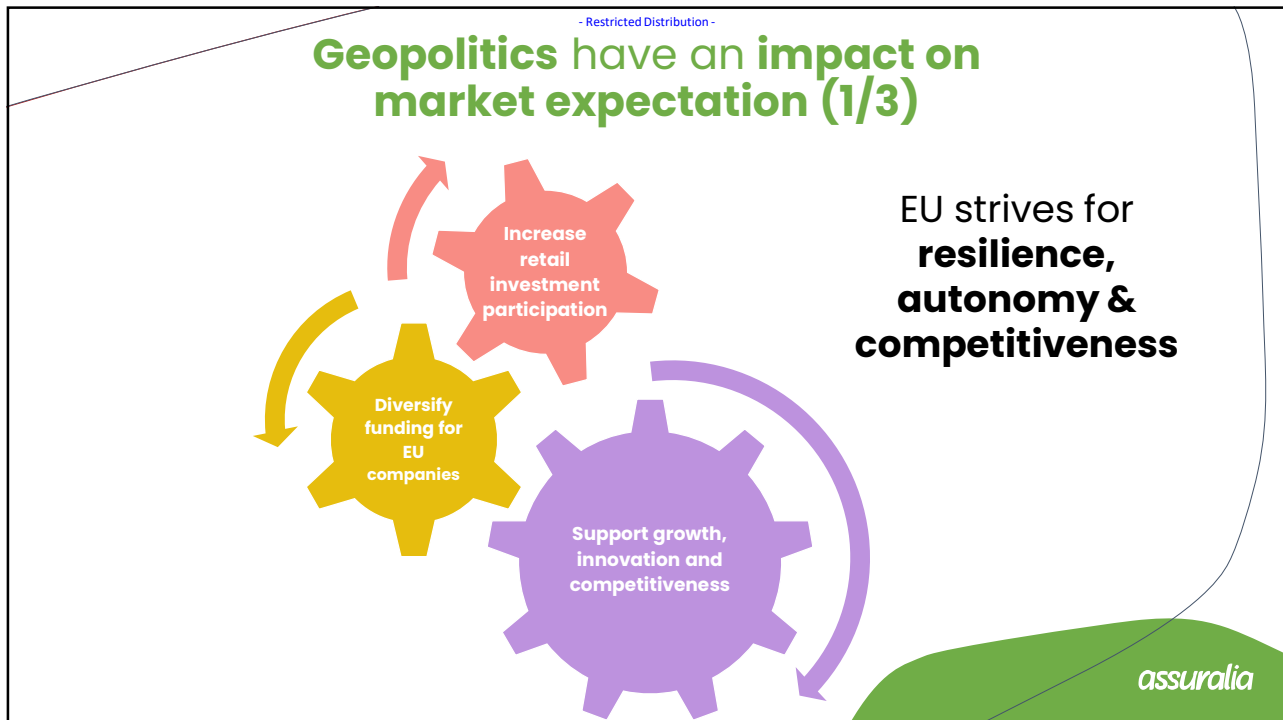
To do so we need to surmount a number of obstacles closely linked to geopolitical changes:

- ✓ Shifting market expectations
- ✓ Lack of recognition/understanding of the insurance model
- ✓ Clear & stable legal framework
- ✓ (Re)new(ed) insurability questions
- ✓ Accelerating climate change



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Geopolitics have an impact on market expectation (2/3)

Insurers can and should play a key role, but to be able to do so it is imperative to:

→ **Respect and recognise the insurance model**

Let Insurers play their role and **act countercyclically** by mutualising risk over time and providing long-term capital, thereby dampening potential shocks instead of amplifying them.

- ✓ Investment environment
- ✓ Consumer needs? Duty to act in the best interest of the customer!
- ✓ Competition & Level playing field, cfr. digital evolution

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Geopolitics have an impact on market expectation (3/3)

→ have a clear, lean legal framework

1. *regulatory stability* – obtained through legislation fit for purpose from inception
2. *Unequivocal & unambiguous legal texts* – Use of clear terminology & definitions
3. *Good timing* of the complete legal framework
4. *Limited reporting burden* – accountability is important, but should be proportionate and efficient

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Geopolitics also give rise to (re)new(ed) questions on **insurability**

- ✓ War
- ✓ Cybersecurity
- ✓ Cargo insurance
- ✓ Travel insurance
- ✓ The rise of AI
- ✓ Industries that inherently cannot transition (fast)



Insurance Risk Dashboard
 1094 885 26 179
 April 2024



INSURANCE RISKS

Insurance risks remain at a medium level. Strong premium growth in life and non-life business and stable underwriting performance support a more balanced risk environment, although uncertainty around marine/aviation and trade-related claims persists. Enforcement of war exclusion clauses are to be verified.



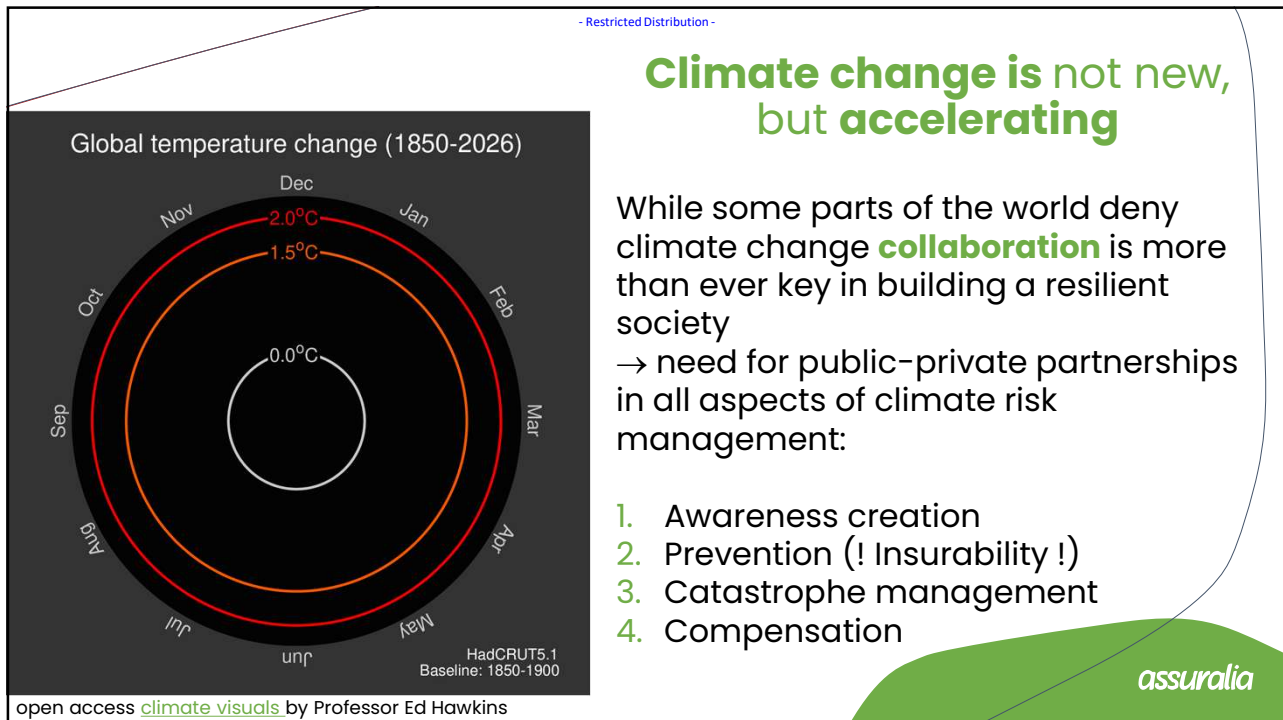
DIGITALISATION & CYBER RISKS

Digitalization and cyber risks remain at a medium level. Supervisory assessments continue to flag these risks as highly relevant, and although cyber sentiment and attack indicators improved somewhat, the geopolitical backdrop and cyber underwriting exposure keep vulnerabilities elevated.



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