

**Ross Webber, CEO, BDA**  
**Investor Presentation Day**  
**10am, Thursday, May 25, 2017**  
**Grotto Bay Resort**

Thanks, Steve—it's a pleasure to speak to you all this morning.

First, I want to extend a welcome to Bermuda. Whether this is your first visit, or a return engagement, thank you for making the journey here. I understand congratulations are in order for many of you who braved our historic half-marathon yesterday. That's a real rite of passage...sort of a litmus test to see if you have what it takes to succeed here!

You've chosen an exciting week in Bermuda. Not only did we have our traditional Bermuda Day heritage celebrations on full display yesterday—but now, weather permitting, you can also look forward to the launch of the America's Cup on the Great Sound tomorrow.

Sailing on steroids—that's what they call it. And when you see these vessels, you'll understand why. They are innovative, cutting-edge engineering and technology all wrapped up in something that's called a 'boat' but flies like a plane!

This is a special moment in our history. So, it's no hyperbole to say there's never been a better time to be in Bermuda. And, by extension, there's never been a better moment to invest here, to launch a start-up or a new service, to look at real estate, to leverage Bermuda's strengths to grow your own portfolio and assets.

I was in New York last week for a live media event the BDA co-hosted with Bloomberg at Bloomberg headquarters on Lexington. It was an initiative targeting senior US business leaders to raise awareness about the island. In attendance were over 150 potential investors and Mike Bloomberg himself. He's a 20-year Bermuda resident who welcomed us and turned the spotlight on our island's substantial global economic value. He said: *"The island plays a special role in the global economy; it helps to fuel growth and support jobs through trade and investments, so we have stake in Bermuda's growth."* He even tweeted about us.

Bloomberg News co-founder and Editor-in-Chief Emeritus Matt Winkler regaled the audience with some interesting financial statistics. Flashing up a screenshot from a Bloomberg terminal: Mr Winkler noted there are 25 Russell 3000 Index members domiciled in Bermuda today—with a total market capitalisation of \$91 billion. Ten years ago, only eight firms based in Bermuda made that list, with a total value of \$29 billion.

The market cap of Bermuda-domiciled companies grew 3.2 times during that decade, while the value of the Index increased just 1.5 times. Corporate Bermuda also evolved in that period into a more diversified economy, with healthcare, life-sciences, asset management, technology and other businesses.

Winkler pointed out that foreign acquirers spent over \$9.5 billion, a record amount of money at least in the past 12 years, for assets in Bermuda in 2016 alone. The 39.4-percent premium the buyers had to pay was also the highest.

So, the value of Bermuda is going up—it's at an all-time high.

This is good news for the island, good news for investors, and very good news for our agency.

So, let me tell you something about the BDA. We're an independent, public-private partnership that was created in 2013 to drive job growth and GDP by attracting new business to our shores.

Usually we do this by racking up airmiles, travelling to North and South America, Europe, Asia, wherever opportunities are identified...which is why it's such a rare pleasure to just pop over the St George's swing bridge and up the Causeway, to address this captive global audience in my own backyard!

Equally important as attracting new business, if not more so, is supporting already established companies—we do what we can to help them retain jobs and expand operations.

We've got an agile team, and our focus is to make it easier for you to do business in Bermuda—whether you're a new entrant start-up or an established multinational. Consider us your partner on the ground here.

We can provide a dedicated concierge service, from your first email or phone call to actually opening an office. We connect you with government officials, regulators, service providers and industry experts to explore your options and make a sensible domicile decision.

Here's why Bermuda—in 2017—is the *right* domicile decision. As Bloomberg noted, our market is crucial to the global economy. A research study by DC based economist Charles Ludolph found that Bermuda supports an estimated 500,000 jobs around the world through trade and investments. That included 300,000 in the US alone, 30,000 in Canada and 70,000 in the UK. Bermuda enables worldwide commerce. Which means onshore communities have a large stake in this market's continuing growth and success.

Bermuda's global reach is particularly evident in its reinsurance industry. Our island is home to the world's biggest property-casualty market. Bermuda-based companies paid nearly 10 percent of 9/11 claims. We paid 20 percent of the UK's 2015 flood losses. More than half New Zealand's 2010 earthquake liabilities. \$22billion to help rebuild the gulf coast after Katrina, Rita and Wilma. Our reinsurance market stimulates recovery, and creates stability for global financial systems. The sector is a poster child for the value of foreign reinsurance to some of the world's largest economies.

Ours is a market made up of blue-chip companies, many of them publicly-traded on the LSE, NASDAQ or New York Stock Exchange. They reflect one of Bermuda's most important attributes—reputation. At a time when transparency and compliance are critical to meeting requirements and doing global business, this kind of genuine quality is a chief consideration among CEOs we work with. It's a major reason they choose Bermuda. Being able to place your trust in a domicile that is known for credibility, and the sustainability you need to make long-term decisions—that's huge. It's a solid and dependable foundation for the future, and it's hard to come by.

In today's fast-evolving regulatory landscape, no offshore jurisdiction can compete with us in this respect.

Bermuda has proven itself a clear leader on issues of transparency, cooperation and compliance. We currently have more than 100 treaty partnerships with nations around the world. We've signed Model 2 intergovernmental agreements with the US and UK under FATCA. We've adopted OECD standards for BEPS compliance. This year sees the automatic exchange of financial account information take effect via our new systems for Common Reporting Standard (CRS) and Country-by-Country (CbC) reports.

Notably, Bermuda's central register of beneficial ownership pre-dates those in most developed countries, including the UK. It's been around since the late 1940s. Bermuda rejects phishing—and our courts have upheld this— but it does share information requested by legitimate international authorities provided there is a genuine reason for the request. It reflects our long-held commitment to deterring money-laundering, terrorist financing and financial crime.

Some jurisdictions have been resistant to these changes. But there's no going back; it's the future, and Bermuda is leading the way with the highest level of international best practices. As one of my Board members nicely puts it: Bermuda is a place to raise capital, not to hide it.

Just last year, we were acknowledged for our longstanding regulatory excellence. Bermuda achieved full equivalency with the EU's Solvency 2. Only one other non-EU country has that distinction. And even they did not manage to have Captive Insurers carved out.

The decision underscores our strong relationships with European policymakers and regulators. On the other side of the Atlantic, we are one of just seven jurisdictions deemed qualified by the US National Association of Insurance Commissioners—a big kudo for our North American business dealings.

The quality of our regulator can be credited with all these achievements. The BMA is a world-respected regulatory body. Our regulatory environment and pragmatism sets us apart. As well as satisfying global compliance criteria, our agility has another big advantage: it translates into speed-to-market for Bermuda-based companies. It gives them a substantial competitive edge, and I know that matters to you.

Reputation. Quality. They're significant differentiators. But quality isn't a novel concept for Bermuda. As a brand, our island has been known for quality above all else. Quality tourism, quality service—quality rum!

You can add the quality of our people to this list. Bermuda is a magnet for world-class talent across industry sectors. The Big Four accounting firms, auditors, financial advisers, lawyers, IT specialists, actuaries, underwriters, brokers, fund administrators, corporate secretaries—you'll find them all here. You need look no further than Bermudian Brian Duperreault as a fitting testament to that fact. An insurance industry icon and leader of several Bermuda based companies, he was last week named CEO of AIG, the world's best-known insurance company. We believe in the mind and management on the ground here, but apparently so do an increasing number of head hunters!

This is the type of quality that makes Bermuda such an attractive and safe harbour in turbulent times. Amid all the geopolitical uncertainty triggered by Brexit and the US Trump Administration, our message to investors is this: that Bermuda offers a reliable, well-regulated, secure, and reputable home-base amid the disruption. Bermuda provides you with the assurance that your assets and business interests are being managed with due care and protection.

There are other plusses to consider, too. Bermuda's infrastructure, for starters. It's appealing to anyone looking to duplicate the sophistication of London or New York—yet in an offshore environment. We have a secure, modern, world-class physical and technological set-up. It includes excellent telecommunications, broadband, and a fully electronic Bermuda Stock Exchange.

Our legal system, our stable politics, our British heritage—more plusses that all add up to a unique, elite place in which to do business. There is simply nowhere like it.

So—we are sometimes called a tax haven. I have a couple of opinions about that. They are not all negative. We're not a "tax haven" in the derogatory sense—and the OECD has confirmed that. We do not have zero tax. True, there is no corporate tax, withholding tax or capital gains tax. There is payroll tax and a variety of other surcharges. Bermuda's tax system takes a practical consumption-based approach. We levy import duties, social insurance, and custom duties on goods and services. They're a major component of our tax revenues. It's important to note, however, that Bermuda's unique tax system was designed to support its own infrastructure, not to lure foreign companies.

The catch phrase in real estate is commonly “location, location, location.” We happen to be just 90 minutes from New York, and conveniently situated between two of the world’s most significant capital markets. This is clearly deliberate. When God was designing the Master Plan, she decided to put Bermuda right here to make us an ideal international business hub!

Our Atlantic Time correlation to TV rights was a major factor in Larry Ellison’s decision to bring Oracle Team USA here and wage this summer’s hi-tech marine war on the Great Sound.

The upshot of Bermuda’s many attractions is that our market has evolved into a veritable one-stop shop. Sure, we’re known predominantly as a thriving risk solutions industry for insurance and reinsurance, captives and ILS, but we also have an active asset-management sector, with leading allocators such as Blackstone, Pioneer, Schroeder’s and Lazard launching Bermuda domiciled funds in the past year. Our trust & private-client market is attracting new clients from LatAm and Asia, and demand for Bermuda based family offices has never been greater. Our aviation and shipping registries have long been well-regarded and now they’re extending their roster of private jets and superyachts.

Other, newer industries are now choosing Bermuda as their home. Technology start-ups, biomed companies, e-commerce entities, and nearshore initiatives are attracted by the same advantages that have helped our more traditional industries flourish.



Intellectual property is a good example. More companies are discovering the value of licensing intangible assets like IP in our tax-efficient jurisdiction. When there are added benefits from treaties such as TIEAs, the advantages multiply—allowing for revenue preservation with full transparency.

Good examples include film companies, software, media, or platform tech common in biotech or life sciences, where a domicile like Bermuda makes long-term fiscal sense.

Recent success stories include Sellas Life Sciences, which re-located late last year from Switzerland to Bermuda. It's a biopharmaceutical firm that's pursuing cancer therapies in partnership with New York's Memorial Sloan-Kettering Cancer Center. He can't say enough about Bermuda's benefits.

Another Bermuda-based company that's winning awards and attracting global attention is Trunomi, a fintech company that manages KYC information via a customer rights and data-management platform. It also has offices in London and Silicon Valley. And its CEO, Stuart Lacey, lives on the island with his family and is a very strong advocate of the Bermuda platform.

Innovation has long been the currency of Bermuda's success and our island continues to be a hub of entrepreneurial energy. Look around, and you'll find novel thinking and out-of-the-box alternatives. Long before we became a modern international finance centre, Bermudians invented a new breed of sailing sloop, a better tasting onion...even a fashionable, and, as we say, "sporty" alternative to the humble pair of shorts.

Today, our top minds are now looking at distributed ledgers, blockchain, and other

technologies that will continue to make Bermuda a centre of excellence.

The Bermuda lifestyle is, of course, an attractive drawing card, too. We can swim and sail and play golf year-round in a sub-tropical paradise. After a day at the office, you can be enjoying cocktails or a cruise right here in less than a half-hour. It's why Bermuda has drawn the rich and famous to spend time here—folks like John Lennon and Bowie and Bloomberg and of course Michael Douglas and Catherine. Mark Twain visited Bermuda eight times and loved it so much, he is renowned for saying, "You go to heaven if you want to—I'd rather stay right here."

We're hoping you feel the same way. After a few days with us this week, we think you'll decide Twain got it exactly right.

Good luck with all your endeavours. Enjoy your stay here. Look around the island during your visit, have a dark'n'stormy, meet our people, feel the buzz. Then come back and see us again. When you do, I invite you to get in touch with me and the BDA. Our team stands ready to help you.

And Bermuda is open for business!

Thank you very much.