

# Best's Credit Ratings: Sample Meeting Agenda

## 1. Organizational Overview

### Review of Corporate Structure

- Organization chart

### Executive Overview

- Group strategic objectives & expectations

## 2. Rating Discussion

### Balance Sheet Strength

- Key areas for review
  - BCAR discussion
  - Stress tests
  - Liquidity
  - Quality of capital
  - Reinsurance program review
  - Investments/ALM
  - Internal capital models
  - Reserve discussion

- Country risk impact
- Holding company discussion
  - Appetite for leverage/coverage (Financial Flexibility)
  - Liquidity plan
  - Operating leverage
  - Consolidated BCAR
  - Intangibles/quality of consolidated capital
  - Non-insurance operations

### Operating Performance

- Underwriting performance
- Investment performance
- Total operating earnings

- Financial forecasts
- Country risk impact

### Business Profile

- Key areas for review
  - Market position opportunities
  - Degree of competition
  - Distribution strategy
  - Management of product/geographic concentration
  - Management of product risk

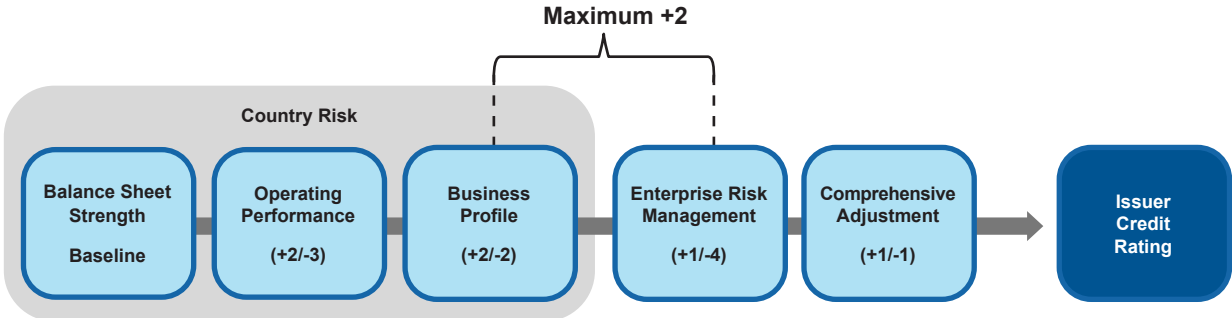
- Regulatory, event and market risks evident
- Pricing sophistication & data quality
- Market conditions
- Innovation initiatives
- Country risk impact

### Enterprise Risk Management (ERM)

- Risk framework
  - Risk identification & reporting
  - Risk appetite & tolerance
  - Risk management & controls
  - Governance & risk culture
  - Environmental, social and governance (ESG) activities
  - Stress testing and non-modeled risks (discussion of BCAR VaR 99.8)

- Discussion of risk management capabilities relative to risk profile

### View on Current Building Blocks



## 3. Meeting Wrap-Up

- Analytical team feedback and management

- Timing of Rating Committee