PUBLIC GROUP AND INTERNATIONAL REINSURER



02 CCR GROUP IN 2020



- 04 2020, key events
- 14 Message from the Chairman, Pierre Blayau
- Message from the Chief Executive Officer, Bertrand Labilloy
- 18 A prudent and reactive investment policy

22 CCR, PUBLIC REINSURER



- Another year with a high loss ratio
- 27 Expertise and modelling: CCR at the heart of the scientific ecosystem
- International cooperation: flood modelling in Morocco
- Natural risk prevention: consolidating the Nat Cat system
- 34 Terrorism, considering all scenarios
- Public reinsurance of inter-company credit: ensuring the resilience of the French economy
- 38 Online services: informing a wide audience
- 40 Key figures

42 CCR RE, INTERNATIONAL REINSURER



- 44 CCR Re maintains its growth and modernisation momentum
- 46 A strong identity and firmly held values
- 48 2020, an extraordinary year
- 50 Strengthening the teams with new hires
- The digital transformation under way
- 58 Modernisation of the medical underwriting site
- 59 Rediscovering key concepts of reinsurance
- 60 2020-2022 Streamline Business Plan
- 62 Key figures

64 A RESPONSIBLE COMPANY



- Supporting the Group's transformation
- 70 Climate change: modelling financial impacts and promoting responsible investment
- 72 CCR, environmental, cultural and social sponsorship

76 GOVERNANCE AND ACCOUNTS



- 78 The Boards of Directors of CCR and CCR Re
- The CCR Group Executive Committee
- 2020 Results: CCR Group, CCR, CCR Re

PROFILE AND MISSIONS

__ The Caisse Centrale de Réassurance Group, owned by the French State, with more than 70 years' experience in public and open market reinsurance, ranks among the 30 leading international reinsurance players.

As a public reinsurer serving the general interest, CCR provides insurance companies operating in France with state-guaranteed coverage against natural disasters and uninsurable risks.

CCR Re is an international multi-specialist reinsurer and a subsidiary of CCR. It offers Life, Non-Life and Specialty lines in France and in 79 countries worldwide.

The Caisse Centrale de Réassurance Group is today a key player in the field of reinsurance, recognised for its expertise in risk management, its agility and the quality of its scientific research.

As of 31 December 2020, the Group employed 295 colleagues working in more than 30 different roles. Motivated by the satisfaction of their clients and partners, they work to the highest professional standards. This commitment to their operational and research activities and to innovation is the cornerstone of the Group's performance which enables it to fulfil its missions and meet the expectations of its shareholder, clients and partners in the general interest.











FRANCE

2020 Drought

Globally, the first half of 2020 was the warmest on record at +1.12°C compared to 1981-2010 normals, with June 2020 being one of the warmest months of all times. For the sixth time in the decade, 2020 recorded a very high number of losses related to the shrinking-swelling phenomenon of clay.

Damage observed:

cracks in buildings due to shrinking-swelling clay soils.





FRANCE

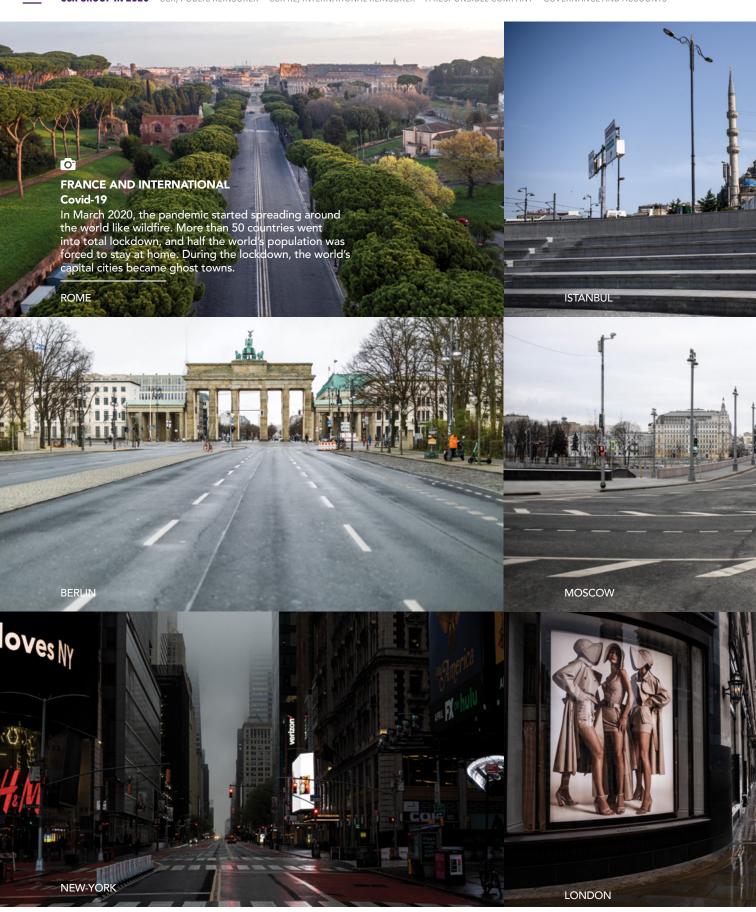
Flooding in the Gard and Hérault - September 2020

The Cévennes, the north of the Hérault, the Gard and the south of the Lozère were hit by a violent storm on 19 September. In six hours, 600 mm of rain fell, bringing this Cevenol episode close to a cyclonic phenomenon.

52 communes

were declared in a state of natural emergency.









INTERNATIONAL

Explosion in Beirut - August 2020
A very violent explosion shook
the Port of Beirut on 4 August 2020,
devastating a large part of the city.
The shock wave caused destruction,
fires and countless damages in the
heart of the city and for miles around,
damaging almost half of Beirut.

€1.2 billion

in insured losses.

Palapa-N1 satellite launch failure - April 2020

From the Xichang Satellite Launch Center (XSLC) in southwest China's Sichuan Province, the Long March 3B/E launch vehicle failed to launch the Palapa-N1 satellite.

USD 252 million

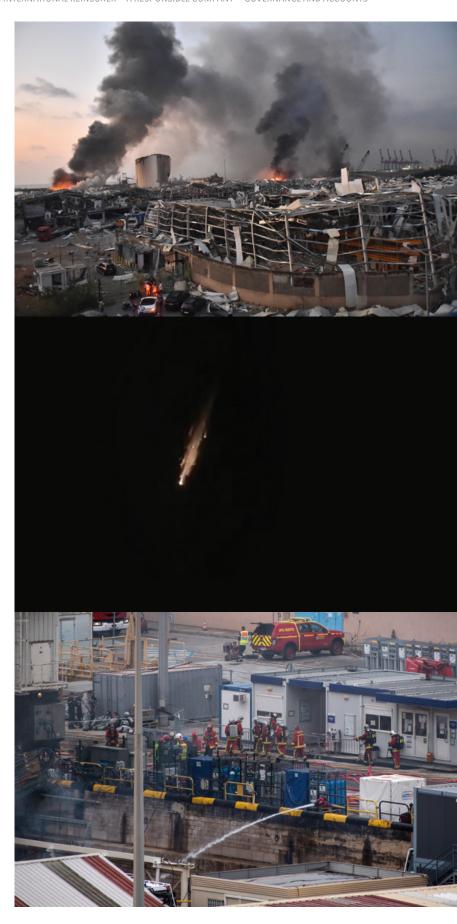
total estimated loss to the market.

Blaze on the nuclear-powered attack submarine (SSN) Perle - June 2020

On 12 June 2020, one of the French Navy's six SSNs was hit by a fire in the forward sections while undergoing maintenance at the Toulon Naval Base.

EURO 60 million

valuation of the claim.



Storm Sabine/Ciara - February 2020

From 9 to 11 February 2020, the Storm Sabine/Ciara, which circulated in the north-west of the British Isles, crossed Germany, Belgium, the Netherlands and the north and north-east of France with powerful winds of 100 to 135 km/h, heavy rainfall and waves of marine submersion on the coastline.

€1.65 billion

in insured losses.

Fort Mac Murray Flood (Canada) - May 2020

From 26 April to 3 May 2020, Waterways, a neighbourhood in Fort MacMurray located near the Clearwater River, was severely flooded by melting snow. Blocks of ice got stuck in the river causing a very high flood.

CAD 560 million

in insured losses, or the equivalent of €366 million.

Calgary Hailstorm (Canada) -June 2020

On 13 June 2020, heavy rain and tennis ball-sized hail (up to 61 mm in diameter) fell on the city of Calgary, causing car windows to break, flooding of some neighbourhoods and the destruction of homes.

CAD 1.3 billion

in insured losses, or the equivalent of c. EURO 850 million





CCR

11th Live CCR Cat Day - June 2020

For the eleventh edition of the French insurance market's annual meeting, CCR Cat Day, was held in the form of virtual conferences, spread over the week of 15 June 2020 with questions and debates organised in an interactive manner on the theme of "Prevention and the insurability of natural risks". More than 250 people participated in the discussions.

Presentation of the 2020 CCR Nat Cat Award

On the occasion of the 11th CCR Cat Day, Antoine Quantin awarded the CCR Nat Cat Prize for a doctoral thesis devoted to the understanding of natural disasters and its application to the insurance industry and to risk prevention. The 2020 winner is Audrey Michaud-Dubuy for her work at the Institut de Physique du Globe de Paris, University of Paris, on the subject of "Dynamics of Plinian eruptions: re-assessment of volcanic hazard in Martinique".

Webinar on "Natural Disaster Prevention through the Major Natural Risk Prevention Fund" - 16 December 2020

CCR and the Directorate General for Risk Prevention of the French Ministry of Ecological Transition presented their national report which aims to put the Fund's action into perspective with regard to the territory's exposure to past and future natural disasters.

CCR-Météo et Climat Partnership

CCR, a partner of *Météo et Climat*, was a member of the jury for the 2020 Education Prize which rewarded the *Lycée Marcellin Berthelot* in Toulouse for its project concerning the creation of a group of "High schools in transition" to reflect on and share good practices between students and teachers to reduce the environmental footprint of their high school.



0

CCR RE Standard & Poor's upgraded CCR Re's rating to single A

On 4 May, Standard & Poor's upgraded CCR Re's rating from A- to A with a stable outlook. This decision is based on CCR Re's strong development, profitability and financial strength, in line with its business plan.

CCR Re successfully placed an inaugural issuance of €300 million in subordinated debt

On 8 July, CCR Re gave itself the means to pursue its development, in line with its Streamline business plan, and to provide its clients with even better support through enhanced solvency. This issuance, which was more than five times oversubscribed, marks the beginning of CCR Re's relationship with the French and international investment community. HSBC and Natixis acted as Global Coordinators and Joint Book Runners whilst Crédit Agricole CIB served as Joint Book Runner.

CCR Re successfully launched the third vintage of its 157 Re-21 sidecar

In December 2020, Boussard & Gavaudan Investment Management LLP (BGIM) increased the capacity available to CCR Re to underwrite property catastrophe risk worldwide (Property Cat). This third vintage strengthens the relationship with the reference investor. As a sponsor of 157 Re, CCR Re benefited from the support of its investors, the expertise of Willis Re Securities (structuring and placement agent), France Titrisation (investment management company), BNP Paribas Securities Services (custodian bank) and the advice of Linklaters LLP.

40 tutorials on reinsurance

Throughout the year, CCR Re provides insurance professionals with the opportunity to discover or rediscover the definition and subtleties of key reinsurance concepts such as 'Cash Loss', 'Non-Liability'. etc. 40 reinsurance concepts are presented in French or in English by CCR Re experts in online tutorials on the website or on the LinkedIn network.



TAKING ON THE CHALLENGES

PIERRE BLAYAU, Chairman

he year 2020 was the year of all health, economic, social and environmental challenges. It put the population under strain, many sectors of activity on standby and the public authorities under pressure. On this occasion, CCR fully played its role as a public player.

First of all, natural disasters hit the country with the drought and the floods following Storm Alex, with a loss ratio remaining at a very high level. In addition to handling claims, CCR continued its research and prevention activities in the area of climate risks with its scientific publications, as well as a comprehensive report on a countrywide prevention policy produced with the Ministry of Ecological Transition and adapted to the different regions. All of these actions reinforce the impetus given a few years ago, which places CCR at the heart of the public analysis of natural risks.

In addition, CCR was able to assist the public authorities with agility to contain the impact of the pandemic on the French economy. In April, to avoid the risk of a trade standstill that would have accelerated the economic crisis, CCR rolled out a public guarantee covering the credit risk of trade receivables of SMEs-ETIs¹. Set up at the request of the State, this guarantee was extended a few weeks later to all companies and supplemented by a support scheme for credit insurers themselves. This intervention, coupled with that of the banks with state-guaranteed loans, made it possible to preserve confidence and credit in all its forms and to limit the number of bankruptcies and business closures. A recent study by the Banque de France showed that the latter have even decreased by a third since 2019.

At the same time, CCR participated in the market discussions on the feasibility and opportunity of creating a pandemic business interruption cover system. These were not conclusive, as this risk is difficult to insure, and the current economic situation is not conducive to increasing insurance premiums for companies and professionals. CCR will have however demonstrated its ability to model new risks in order to inform the decisions of public authorities.

In market reinsurance, CCR Re followed its development momentum in line with the business plan adopted at the end of 2019, despite the claims triggered by Covid-19, the Beirut explosion and increasing natural catastrophes around the world. And all this, despite particularly volatile equity markets and tense bond markets, set back by very low interest rates. The objectives were met, and the momentum is intact!



I would like to pay tribute to the efficiency of the General Management and the teams of CCR and CCR Re. It is mainly thanks to them, their commitment, their agility and their technical skills that the Group was able to fulfil its missions and achieve a gross written premium increase of 24%.

After this year of profound shift, a period of transition towards a new equilibrium is coming which we already know will be long, difficult and risky. I am convinced that the CCR Group is well equipped to support and benefit from it, by consolidating the public reinsurance natural catastrophe scheme through the current reform and by integrating over time the financial impacts of global warming. CCR Re must continue its path of conquest and seize the opportunities that the reinsurance market will certainly offer in the current context.

As I leave the presidency of the CCR Group, after six years in office, I can see how much has been achieved with the complete and definitive recognition of the legality of the Nat Cat compensation and public reinsurance scheme, with the maintenance of the cohesion of this scheme and the redefinition of the obligations of the State, CCR and the ceding companies, and finally with the separate, controlled and very encouraging development of competitive reinsurance.

At a time where the major health and climate balances are changing, CCR is asserting itself as an effective and innovative instrument at the service of the State and the Nation.

"AT THE HEART
OF THE CRISIS,
CCR ACTIVELY
CONTRIBUTED
TO THE PLAN
TO SAFEGUARD
THE FRENCH
ECONOMY"

(1) ETI: intermediate-sized enterprise according to INSEE

CCR AND CCR RE HAVE WEATHERED THE CRISIS WELL

BERTRAND LABILLOY, Chief Executive Officer of CCR Chairman and Chief Executive Officer of CCR Re

Has 2020 been a difficult year for reinsurers?

This can be seen in the eruption of Covid-19, which shut down large parts of the global economy, and in the natural and man-made losses, which increased again in 2020 on a global scale.

How did the CCR Group perform in this turbulent environment?

First of all, I would say that we must stay humble in the face of such events, especially as the pandemic is still a threat. A return to normality will take time depending on the sector and country. That being said, CCR and CCR Re weathered the crisis well in 2020, with consolidated gross written premiums increasing and by showing a lot of dexterity in responding to requests, both from the government for CCR and from ceding companies and brokers for CCR Re, in an increasingly tougher market. I would add that the teams managed the investment portfolio with great responsiveness, which protected us from market downturns and, conversely, enabled us to take advantage of investment opportunities on the downside.

In practical terms, how did you handle all these changes at CCR?

The strikes the year before had led us to roll out flexible teleworking from September 2019, which allowed our teams to adapt quickly to working from home when the first lockdown was announced. In this way, we were able to protect the staff without setting back the business. CCR rallied to serve the French Treasury's Directorate General by implementing in six weeks the launch of the Cap and Cap + schemes followed by Cap Relais in June, which contributed to maintaining inter-company credit. The government's state-guaranteed loan and credit reinsurance schemes have had a protective effect on companies, the insolvencies of which have even fallen by 30% year-on-year. The players of the Paris stock exchange were particularly effective in this effort and I would like to thank them for it. In terms of the protection of citizens, the French territory has been subjected to a series of natural disasters with a drought, floods in the wake of storm Alex and an earthquake in Le Teil. CCR covered natural catastrophes for a total of EUR 945 million overall and EUR 775 million for 2020 without calling on the State guarantee.

CCR also asserted itself as a source of proposals alongside the public authorities in the discussions on a potential health catastrophe insurance scheme, in particular through its work on simulating business interruptions in the event of a pandemic. It was also a source of proposals in the forthcoming reform of the natural catastrophe scheme or in research, with insurers and public authorities, for the best prevention measures.



"CCR HAS SHOWN GREAT AGILITY IN SERVING THE STATE. CCR RE IS MORE THAN EVER ON TRACK TO MEET THE OBJECTIVES OF THE STREAMLINE PLAN."

In financial terms, how did CCR land?

Gross written premiums collected by public reinsurance increased by 29% to EUR 1,216 million, including the credit reinsurance scheme. The expense ratio of 2.1% was stable and the return on the portfolio was 1.3%. This brings us to ϵ 61 million in net income, which is very close to the ϵ 67 million achieved in 2019.

What about CCR Re?

Market reinsurance held up well throughout the year, continuing to grow its gross written premiums by +21% to €649 million. This performance was driven by the Property & Casualty and Life & Health lines. At the same time, CCR Re strengthened its solvency to 199.2%, while achieving a good year on the markets with a 2.6% return. The expense ratio was reduced to 4.9% without slowing down investments in the transformation of operational processes and in the renewal of the underwriting teams. Finally, the profitability of the business is relatively preserved with EUR 18.4 million in net income, which is honourable in the current context.

How do you see the next few months?

We are confident. CCR Re's good results support the strategy of a balanced growth between Life and Non-Life businesses and geographical diversification of the risks in the portfolio. CCR Re is more than ever on track to reach the objectives of the Streamline plan by 2022. For the first time, CCR Re will pay a dividend to its shareholders. As regards CCR, we remain both at the service of the State to implement solutions to end the crisis and attentive to the market. We welcome the fact that the reform of the Nat Cat scheme will be carried out in a consensual environment, with all political parties recognising its value to the national community. Once the crisis is over, its balance will have to be preserved in the long run and we are already working on it.

Finally, at Group level, we will intensify our efforts to transform processes, research tools and our information system. As an investor, we will pursue ESG-labelled investments while adopting a cautious and reactive strategy to make the most of market conditions. Even if the recovery still seems far off, we are convinced that the extraordinary effort to support the economy will eventually bear fruit. With the arrival of vaccines, the economy will recover and 2021 will be the year of recovery. CCR will contribute in its own way, with hope and confidence in the fulfilment of its missions.

A PRUDENT AND REACTIVE INVESTMENT POLICY

n 2020, the markets experienced extreme volatility. The global health crisis linked to the Covid-19 pandemic is the biggest peacetime economic shock since the Great Depression. 2020 was structured around three major phases:

As a global phenomenon, the pandemic caused the markets to collapse: at first, the markets did not fully understand the extent of the health crisis, which nevertheless paralysed China: lockdown, travel restrictions, factory and business closures. The majority of market participants in early February still believed that the virus would remain contained in Asia. We witnessed a supply shock as the world economy closed down. In March, Italy was the first country outside Asia to be affected and the world understood the global nature of the health crisis. European countries urgently adopted similar health measures to those of the Chinese authorities. This led to a collapse

"IN 2020, THE MARKETS EXPERIENCED EXTREME VOLATILITY."

in demand with a halt in world trade causing a major economic recession and a collapse of the stock markets.

Central banks and governments to the rescue: to restore investor confidence, central banks announced exceptional measures. The FED lowered its key rates by 100 basis points and resumed bond purchases to the tune of USD 700 billion. The ECB was not to be outdone with a Pandemic Emergency Purchase Programme allowing it to buy EUR 750 billion in bonds. Fiscal policy then took over with a USD 1.3 trillion stimulus package voted by the US Congress at a time when in Europe, states were adopt-



SÉBASTIEN JALLET,Chief Investment Officer

FINANCIAL INVESTMENTS: DYNAMIC STEERING TO CONTROL RISKS AND GRASP OPPORTUNITIES

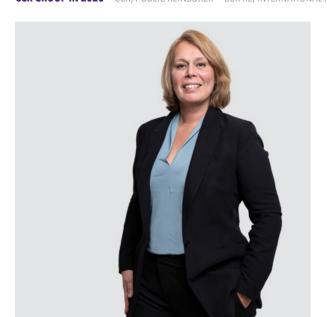
How has the investment policy evolved in this context of volatile markets? "At the beginning of the year, stock markets were relatively high but fears over the spread of the virus and the end of the economic cycle in the US were growing. We decided to sharply reduce the exposure of our portfolios to equity risk at the beginning of February and to place all the equity funds still in the portfolio under the protection of an overlay fund, which worked very well and protected us in the free fall of equity prices at the end of February and beginning of March. In addition, we could opportunistically and dynamically manage the equity exposure. With purchases of equity ETFs, we re-exposed ourselves to equities during the sharp decline in March. We also calibrated the protection fund in mid-March to reduce the hedge ratio and allow for a faster increase of the exposure of the

portfolios to equities during the rebound. We also outperformed on the rates market. The level of liquidity remained relatively high until the financial crisis. We invested significant amounts in March and April in corporate bonds to take advantage of the tension on credit spreads. Finally, we also defined an ESG and climate investment policy that favours investments that deal with supporting social transition, adapting to physical risks and preventing transition risk. About one third of the year's investments were made in the three pillars of our extra-financial policy."

What is the outlook for 2021?

"Political uncertainties are lower than in 2019: an agreement on an orderly exit of the UK from the EU and the election of Joe Biden with a majority within the House of Representatives and in Congress have reassured the markets.

With vaccination campaigns on the rise and massive stimulus packages in the developed world, most investors believe that 2021 will see a return to strong economic growth. Valuations are again quite high with, for example, US corporate earnings expected more than 6% higher than 2019 earnings. Monetary policies that will remain ultra-accommodative in all developed countries, which implies permanently low interest rates, will encourage yield-seeking investors to move into riskier or more illiquid assets. The very high valuations of technology stocks are one of the most important risk factors in 2021, which is expected to be impacted by the regulation of technology companies in the US, Europe and China. If this technology bubble bursts, it could lead to a sectoral rotation towards more traditional stocks that still offer value today. If we add to this panorama the high levels of public and private debt in the world, the current configuration makes us cautious."/



KARINE ROBIDOU,Deputy CIO, Head of Real Estate, Infrastructure and ESG Investments

> ing national budget strategies. It was not until July that the European Union decided to implement a EUR 750 billion recovery plan. The effectiveness of the lockdown in most states over a large part of the second quarter coupled with unprecedented public action contributed to markets bouncing back which erased over the summer half of the losses suffered in the first quarter.

The end of the year with a bang: the new lockdown decided by many countries at the end of October was less stringent than the first and allowed business to continue. Brexit and the uncertainty over the US presidential election also weighed on investor sentiment. Joe Biden's victory, the Democrats' winning of a majority in Congress and the deal for an orderly exit of the UK from the EU signed right at the end of December prompted many investors to return to equities.

After experiencing an air pocket in March with a 37% drop of the CAC 40, France's flagship equity benchmark rallied ending on a -5% contraction over the year, a more than honourable outcome given the scale of the economic shock

"IN 2020, THE VALUATION OF CCR'S AND CCR RE'S PROPERTY PORTFOLIOS CONTINUED TO MAKE GOOD PROGRESS."

Interest rates also experienced erratic movements with a sharp drop in French long rates (10-year maturity), which eased by 40 basis points at the beginning of the first quarter before rising by more than 70 basis points in March. The 10-year OAT rate then began a slow decline over the last three quarters in the context of ultra-accommodative monetary policies to close 2020 in negative territory at -0.33% (compared with +0.08% at end-December 2019).

On the bond credit front, sharp tension appeared in March with the widening of credit risk premiums by around 80 basis points. These premiums then slowly eased throughout the year to settle at the end of December 2020 at a level of 48 basis points on the iTraxx Europe index corresponding to the average level of premiums in the investment grade (IG) category. This index stood at 43 basis points at the end of December 2019.



REAL ESTATE: CREATING VALUE REMAINS THE PRIORITY

How did the performance of real estate assets change in 2020? "CCR and CCR Re's real estate portfolios are composed of prime office and residential assets located in Paris. They can therefore be described as resilient. Their valuations have continued to rise steadily over the past year. The effects of the health crisis are not immediate on this asset class. Residential assets are holding up well and at the end of 2020 we had no vacant office space."

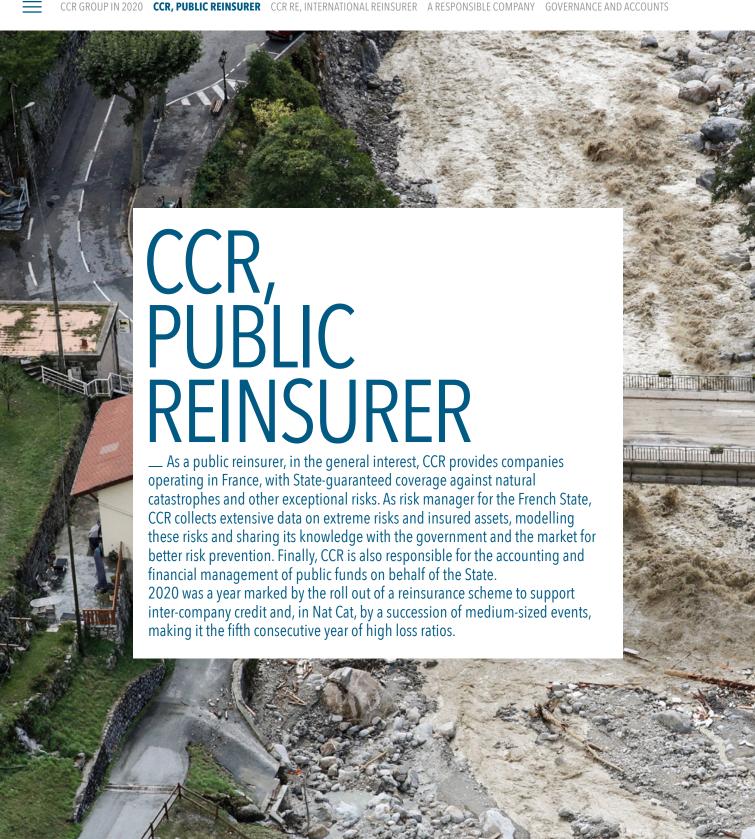
In this context, what was the CCR Group's real estate investment policy? "Despite the unprecedented and complicated conditions of the health crisis, we continued to be very active. On the one hand, in lease management, we maintained a good level of flat lets and renewed office space with an increase in rent. We were very active in supporting our retail tenants who were set back by the measures of administrative closure,

in particular by deferring rent. We completed our refurbishment programme to improve the energy performance of our assets. This effort is being maintained over time. Moreover, on the investment side, in a market that has remained very competitive, we acquired an office building in Paris as part of a sale for future completion, which will benefit from a BREEAM Very Good label, leased to a leading player which has already committed to a long-term lease. We continued to invest indirectly, in particular by increasing our allocation to logistics property, an asset class that has become increasingly attractive with the continued development of e-commerce."

What is the outlook for 2021?

"We remain involved in investment by being vigilant about asset selection and paying very close attention to liquidity and risk/ return profiles. The health crisis will have had an accelerating and

amplifying impact on trends that will be imposed on all the players in the sector who will have to integrate them. The WFH phenomenon will have an impact on the demand for square metres and on the quality of office space, which will have to provide more services and flexibility while integrating more technology. The residential sector will also have to evolve to provide comfort for occupants who will be working from home. Value creation remains a priority in our new acquisitions but also in our existing assets, with a particular focus on the non-financial performance of the assets."/









ANTOINE QUANTIN,Chief Underwriting Officer,
Public Reinsurance and Guaranty Funds

ANOTHER YEAR WITH A HIGH LOSS RATIO

he year of 2020 was marred by two events of exceptional intensity: the flooding in the Alpes-Maritimes at the beginning of October following Storm Alex and a new episode of particularly intense drought during the summer.

SPECTACULAR FLOODS

Storm Alex formed on the Atlantic coast during the last few days of September and hit France in the night of 1 October in the north-west of the country with strong winds, particularly on the Morbihan coast. The damage was nevertheless minor (a few roofs and trees ripped off) in comparison to the consequences of the storm's passage over the south-eastern side of the country in the Alpes-Maritimes.

On 2 October, the Roya and Vésubie valleys with the Boréon and Tinée Rivers in the hinterland of Nice were hit by torrential rain (circa 500 mm of rainfall in 24 hours locally), rapid flooding and extremely destructive debris flows. Four communes were particularly affected: Breilsur-Roya, Roquebillière, Saint-Martin-Vésubie and Tende. The return period for torrential floods is once a century (100 years) and for rainfall that impacted this area, this is the highest cumulative total ever recorded by Météo-France since the beginning of the measurements, i.e. a return period of at least once every hundred years (100 years).

Although the area is less densely populated than the coastal part of the department, the damage is considerable, especially to infrastructure. Damage to homes,



€775 million

This is the amount of the 2020 claims for CCR, all perils combined.

A PERSISTENT DROUGHT

However, in terms of claims, 2020 was above all marked by an episode of extreme drought for the fifth consecutive year. Globally, the first half of 2020 was the warmest on record at +1.12°C compared to 1981-2010 normals, with June being one of the warmest months ever recorded. In France, the January-August 2020 period was the warmest ever observed since the beginning of weather measurements with +1.72°C, the 2007 record being exceeded. There were 16 months (June 2019-September 2020) without negative anomalies according to Météo-France. The summer, particularly July and August, saw significant rainfall deficits. CCR's claims burden is estimated at €565m at this stage, one of the costliest droughts since 2003.

NAT CAT CLAIMS MANAGEMENT

STRENGTHENING TECHNICAL SUPPORT FOR INSURERS IN THE MANAGEMENT OF CLAIMS

2020 is part of CCR's ongoing commitment to cooperate with ceding companies to provide them with assistance and support in the management of Natural Catastrophe claims. This service to ceding companies takes several forms:

- a database of Nat Cat decrees available on the CCR professional space accessible to insurers.
- a Nat Cat claims management tool has been developed: a compensation guide listing the most significant case law is now appended to Nat Cat treaties and will continue to be added.

It also constitutes a good-practice benchmark made available to ceding companies in the search for standardisation of claims management by all players.

- claim visits encourage technical discussions with ceding companies' teams, allowing to identify issues and provide the teams with legal advice where necessary. On this occasion, a few claims are selected for further examination. Their objective is not only to ensure that claims are compensated in accordance with the Nat Cat legal regime and the scope of the treaty, but also to ensure that insurers cover all claims in the same way

and thus avoid unequal treatment between policyholders. A dozen claim visits relating to the Le Teil earthquake of 11 November 2019 and to recent droughts were carried out in 2020. They provide a wealth of information on the nature of the events and the specific management of these claims. In addition, a better understanding of the insurers' Nat Cat provisioning and claims management policy allows for better cost control and forecast.

- CCR's claims team responds throughout the year to various requests from ceding companies and provides technical opinions or legal advice on the Nat Cat compensation scheme, in particular on the applicable deductibles and the scope of coverage of the treaty, especially with regard to business interruptions.

It assists ceding companies in the follow-up of major claims and large-scale events./



Earthquake in Le Teil on 11 November 2019.



DAVID MONCOULON,Head of Department R&D Modeling –
Cat and Agriculture – Public Reinsurance
and Guaranty Funds Division

EXPERTISE AND MODELLING

CCR AT THE HEART OF THE SCIENTIFIC ECOSYSTEM

he CCR's research and development activities continue and are being strengthened in various areas: natural disasters, with the production of a study on the consequences of climate change in the French overseas departments, but also in 2020 on the perils of drought and earthquakes, climate risks on crops and on the pandemic.

FRENCH OVERSEAS, CYCLONE RISK TREND BY 2050

In partnership with Météo-France and Risk Weather Tech, CCR's modelling teams completed a first study on the evolution of cyclone risk trends by 2050 in the French overseas departments. This study is based on the simulation by Météo-France climate models of 400 years of category 2 to 5 cyclones in the current climate and 400 years in the future climate (according to the IPCC's

most pessimistic scenario, RCP 8.5). In addition to the increase in the frequency of the most extreme events in the French West Indies, this study highlights the significant damage that could be caused by an event of a magnitude comparable to Hurricane Irma (category 5+ in 2017) that would cross areas with a high concentration of insured assets: Guadeloupe, La Réunion and, to a lesser extent, Martinique, with costs that could exceed EUR 10 billion.

EARTHQUAKE, A PROPRIETARY MODEL

In 2020, a thesis on the development of a probabilistic earthquake simulation model was presented in partnership with the Ecole nationale supérieure de géologie of Nancy. CCR now has its own earthquake model and is extending its modelling capabilities.













CCR's multi-disciplinary Research and Development team is developing a detailed knowledge of risks and providing technical expertise to the current discussions in the insurance sector.

DROUGHT, MODELLING THE FINANCIAL IMPACTS

With regard to the drought hazard, 2020 continued the cycle of high intensity climate events going on since 2015, with an exceptional drought every year, impacting in particular a historically little affected geographical area which is the north-eastern quarter of France. In conjunction with Météo-France and the BRGM, the work on estimating the damage caused by this extreme drought has made it possible to identify research avenues that will be formalised in a thesis currently being drafted.

With regard to climate risks to crops, work continued alongside Météo-France and Agrocampus Ouest on modelling yield and financial losses for soft wheat crops and grasslands up to 2050, according to the IPCC RCP 8.5 scenario. This R&D activity is part of the work carried out by CCR in conjunction with the French Ministry of Agriculture and Food since 2015.

HEALTH DISASTERS, MODELLING FINANCIAL LOSSES

Finally, in response to unforeseen events, the modelling team started actively developing a prototype model for assessing financial losses due to lockdown measures and administrative closures induced by the Covid-19 pandemic. This model fed into the discussions during 2020 on a possible insurance coverage scheme.







INTERNATIONAL COOPERATION IN LARGE-SCALE RISK MODELLING

FLOOD MODELLING IN MOROCCO

n Q2 2020, CCR, together with Risk Weather Tech and Atmoterra, won a project tender submitted by the World Bank to develop a Cat flood model for Morocco.

This project aims to provide Morocco's Solidarity Fund against Catastrophic Events (FSEC) and the insurance sector with the necessary tools to manage and monitor flood risk throughout the Kingdom of Morocco. It includes several deliverables: implementation of a hydrological model, constitution of a risk portfolio and development of a damage module to assess flood-related losses. These different steps were carried out by the consortium in close collaboration with the FSEC and its partners in Morocco, notably the CAT (Transport Insurance Company), the FMSAR (Moroccan Federation of Insurance and Reinsurance Company) and the SCR (Central Reinsurance Company).

THE FSEC AND THE MOROCCAN NAT CAT SCHEME

In early 2020, a Nat Cat scheme covering natural and man-made risks (terrorism) was introduced in Morocco by the Moroccan Ministry of Finance. The main causes of disasters in Morocco are earthquakes, floods (slow and rapid floods including mudslides) and landslides.

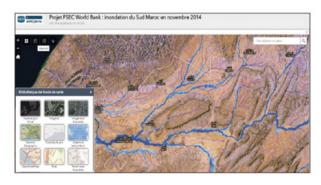
Examples include the devastating 1960 earthquake in the outskirts of Agadir and the flooding of many residential and industrial areas in Casablanca due to the flood of the Oued Bouskoura in 2010. Recently, in January 2021, the province of Casablanca experienced remarkable flooding due to rainfall runoff, which gave the consortium a first opportunity to support the FSEC by simulating this event and estimating the associated losses. Throughout the Kingdom of Morocco, many industrial and residential

areas are exposed to hydrological risk, particularly in the country's main urban areas such as Marrakesh, Agadir, Rabat and Casablanca.

The FSEC was set up to cover primary residences as a priority (insurance penetration rate of less than 2% for this type of risk), the objective being to be able to cover the remaining 98% of private risks in the long run. Motor risk cover is also in place.

The consortium delivered to the FSEC and the World Bank a Cat model that will be used by the FSEC to estimate the probabilistic distribution of flood losses and to simulate actual events following their occurrence, anywhere on Moroccan territory.

In the medium term, the Ministry of Finance also wants to develop tools to measure the impacts of climate change as well as indirect financial losses, which represent a major challenge for financial resilience in Morocco.



WEB GIS mapping of the simulated deterministic hazard results for the November 2014 event in southern Morocco. (CCR Consortium, Risk Weather Tech, Atmoterra, 2020)





NICOLAS BAUDUCEAU, Head of Public Funds and Prevention Department -Public Reinsurance and Guaranty Funds Division

PREVENTION OF NATURAL RISKS

CONSOLIDATING THE NAT CAT SYSTEM

he core objective of CCR's action is to boost natural risk prevention in order to consolidate the Nat Cat system in view of the increasing exposure of the French territory, particularly in relation to climate change.

COLLECT, MODEL, INFORM AND RAISE AWARENESS, ASSESS

The studies conducted by CCR on the consequences of climate change up to 2050 show that the Nat Cat scheme will gradually come under pressure. In response to the changes taking place, CCR has been developing a business for several years aimed at strengthening the preventive ap-

proaches taken by all the stakeholders involved in this field.

IMPROVING KNOWLEDGE OF NATURAL CATASTROPHES

For more than 15 years, CCR has been collecting and processing portfolio and claims data, modelling natural catastrophe risks, conducting major studies such as those on the impact of climate change on claims or on the exposure of the French overseas territories to hurricanes, and participating in numerous research projects, thus contributing to the growth of knowledge of natural risks and their impacts, the first essential link for effective prevention.



MANAGING PUBLIC FUNDS: A COMPLEMENTARY SOURCE OF EXPERTISE

In 2020, CCR was responsible for the accounting and financial management of five public funds on behalf of the State.

- The National Fund for Risk Management in Agriculture (FNGRA)
- The Building Insurance Risk Compensation Fund (CIRCF)
- The Major Natural Risk Prevention Fund (FPRNM)
- The Guarantee Fund for risk related to the spreading of urban or industrial sewage sludge on agricultural land (FGRE)
- The Guarantee Fund for losses arising from preventive, diagnostic and healthcare services provided by healthcare professionals (FAPDS)./

Prevention cannot grow and develop without continuously raising the awareness of all stakeholders. This is one of the reasons why the valuable information produced by CCR on the exposure of territories to natural risk is made available to everyone through a certain number of tools such as the Nat Cat Overview, the CCR Cat day or the public space *catastrophes-naturelles.ccr.fr* (information on events, Nat Cat decrees, anyone can see their exposure to different perils, a flood mapping is also available resulting from a mix of the CCR model and claims data).

SUPPORTING THE PUBLIC AUTHORITIES TO STRENGTHEN THE RELEVANCE AND EFFECTIVENESS OF PUBLIC ACTION

Natural risk prevention is the subject of a national public policy that allows several hundred million euros to be committed each year to nearly 1,000 initiatives throughout France. Throughout 2020, CCR worked alongside the central and decentralised departments of the Ministry of Ecological Transition, responsible for implementing prevention policies, to provide its expertise in terms of assessment and decision-making. In partic-



€497M

This is the total amount invested in natural risk prevention policy in 2020, of which €264M was covered by the FPRNM.

- > ular, the work carried out by CCR in 2020 will have produced:
 - a study on the implementation of the Major Natural Risk Prevention Fund since its creation in 1995.
 - an assessment of the effectiveness of flood risk prevention plans (PPRi¹) and flood prevention action programmes (PAPl²) in reducing flood-related losses on a national scale.
 - the cost-benefit analysis of the extension of the FPRNM's scope in terms of seismic risk prevention in mainland France and the risk of underground cavities (presented to the Orientation Council for Major Natural Risk Prevention on 7 July 2020).
 - support to prioritise public prevention policy regionally (prioritisation of the implementation or revision of risk prevention plans in several French regions);
 - structuring proposals on the evolution of the legal

framework for natural catastrophe prevention (reform of the Nat Cat system and the bill on risk in the French overseas territories).

SUPPORTING INSURERS FOR THE IMPLEMENTATION OF PREVENTION ACTIONS

Among all the players likely to influence prevention practices in the face of natural disasters, insurers occupy a very special place. Where government schemes struggle to change individual or corporate practices, insurers can play a key role. This is already the case for a large number of them, for which involvement in prevention is steadily increasing with their policyholders. CCR was keen to support this trend by introducing, via the reinsurance scheme set up for the 2020-2023 period, new commission methods determined in part according to the prevention efforts made by insurers in relation to a benchmark of good practices. Throughout 2020, CCR supported the implementation of this scheme by offering meetings to all its clients to explain the expectations. The reports submitted by insurers at the end of 2020 show both a diversity of approaches and a growing involvement of insurers in the dissemination of information, the diagnoses and the recommendations to policyholders.

EXPERT MISSION FOR THE MINISTRY OF AGRICULTURE AND FOOD

CCR has been in charge of monitoring the development of agricultural comprehensive risk weather insurance since 2017 on behalf of the Ministry of Agriculture and Food. The objective of this expert mission is to measure the evolution of this product. To this end, CCR has built up a geographical database for the processing and analysis of contractual information of insured farms. Based on the analysis of this database, CCR develops indicators to measure risk exposure and the evolution of the insured portfolio,

such as the diffusion rate, the amount of the contributions that can be subsidised per hectare and per crop category, the amount of the loss ratio, etc. CCR prepares a summary published on the MAA website for each financial year and, at the same time, produces more than one hundred additional mapping analyses.

CCR also participated in the wider consultation in 2019 initiated by the Minister of Agriculture and Food to discuss the systems in place to support farms in the face of climate risk and how they fit

together. During these working meetings, CCR presented its work on modelling climate risk on agricultural production, thus providing an insight on the risk exposure of the French agriculture. As a reinsurer of the natural catastrophe scheme, CCR also provided insight into the way public reinsurance works./

⁽¹⁾ PPRi: plans de prévention des risques d'inondation.

⁽²⁾ PAPI: programmes d'action de prévention des inondations.

FOCUS

OVERVIEW OF 25 YEARS OF ACTION BY THE MAJOR NATURAL RISK PREVENTION FUND

In close collaboration with the Ministry of Ecological Transition, CCR carried out important work in 2020 to provide a quantified and objective view of the directions taken in natural risk prevention over the past 25 years.

The current natural risk prevention policy is the result of a progressive adaptation and the integration of responses to disasters that France experienced over the past decades: protection of territories against hazards, integration of risk into urban planning and design, hazard forecasting, preparation for crisis, public awareness, reduction of the vulnerability of goods and activities, reinforcement of building standards. Implemented under the responsibility of the services of the State, local authorities and civil society, these measures are based on statutory or regulatory measures of an incentive or binding nature. The impetus for

all prevention measures has been partly facilitated since 1995 by the existence of the Major Natural Risk Prevention Fund (FPRNM). Although it is not the source of all the natural risk prevention actions undertaken in France, the FPRNM is a very structuring financial support mechanism that can be described as the "backbone" of public prevention policies in France.

In 2020, an important analysis of the implementation of the FPRNM was conducted by CCR in close partnership with the Ministry of Ecological Transition. The aim of this work was to report on the achievements of the

FPRNM since its creation and to put into perspective one of the main aspects of the natural risk prevention policy with regard to the territory's exposure, of past and future disasters.

This work was presented in the form of:

- a national report, the publication of which was coupled with a webinar presentation on 16 December 2020 in the presence of the Ministry of Ecological Transition and the President of the Orientation Council for Major Natural Risk Prevention,
- regional versions of this report, which were successively published until early 2021./



The national report and the 14 regional reports are available on the website catastrophes-naturelles-ccr.fr





PIERRE TINARD,Senior Modeller, Disaster Risks Analysis and Modelling,
Public Reinsurance and Guaranty Funds Division

TERRORISM

CONSIDERING ALL SCENARIOS

errorism is a diffuse risk which varies in nature and intensity depending on the now globalised geopolitical context, but the human and economic impact of which is significant.

As part of its public reinsurance missions, CCR reinsures with unlimited coverage direct material damage resulting from acts of terrorism affecting insured property on French territory. Coverage for property damage resulting from terror attacks and acts of terrorism has been mandatory in property insurance policies since 1986. The introduction of this obligation followed the attacks that hit France in the 1980s: the attacks on rue Copernic in 1980, Orly in 1983 and rue de Rennes in 1986. These were so-called "conventional" acts of terrorism using

explosives. The 9/11 attacks demonstrated the capacity of terrorist groups to carry out acts of hyper-terrorism. This is why the French insurance market has organised itself to review the coverage of major risks, with the establishment of EIG GAREAT.

More recently, in 2006, the scope of compulsory cover was extended to acts committed with chemical, biological, radiological and nuclear (CBRN) substances and to material damage suffered on national territory that may result from an attack committed across borders, such as a contamination by radioactive substances blown in from another country. To date, France is one of the countries with probably the widest coverage of terrorism-related risks in non-life insurance.



Mapping the density of insured capital, Paris IXth district



UNLIMITED COVERAGE

In October 2017, the "Terrorism" risk protection scheme was renewed for the period 2018-2021. Two complementary protection schemes exist and make it possible to offer unlimited coverage of claims: large risks, reinsured by GAREAT, and small and medium risks, reinsured by insurers or groups of insurers.

Large risks are defined as those with insured amounts of EUR 20 million or more. GAREAT Large Risks protects its policyholders by placing a common annual stoploss reinsurance programme on the market with a EUR 2,780 million cap. CCR reinsures GAREAT with a State guarantee through an unlimited annual stop-loss.

Small and medium risks are defined as those with insured amounts of less than EUR 20 million. Since 2006, CCR has been authorised by law to offer unlimited State-guaranteed coverage to any insurance company authorised to operate in France or any group of insurers making any such request.

AN ENRICHED SCENARIO DATABASE

In recent years, CCR has developed a database of nearly 300 major terrorist scenarios incorporating characteristics that may play a role in the consequences of terrorist attacks such as wind speed and direction, rainfall, quantity of explosives and the nature and quantity of CBRN products used. More recently, the model was enhanced with a more accurate consideration of the effects of explosions through direct numerical modelling of shock wave propagation. For this purpose, CCR has a database of all buildings in France with their footprint and elevation, so that it is possible to reproduce the buildings in a specific area in 3D. An algorithm is used to model the propagation of shock waves, in particular their reflection on buildings and their channelling along streets. Maximising scenarios have also been established by positioning the sources of attacks not only according to the exposure of buildings, given their nature, but also according to areas with high stakes, on the basis of insured capital, whether for the overall market or for the portfolio of a given insurer, at its request.

This modelling serves as a tool for dialogue with insurers to demonstrate the value of the reinsurance system. ____



PUBLIC REINSURANCE OF INTERCOMPANY CREDIT

ENSURING THE RESILIENCE OF THE FRENCH ECONOMY

o support French companies in a very deteriorated economic context, due to the health crisis created by the Covid-19 pandemic, the State decided to support credit insurance activities.

Credit insurance plays an essential economic role by covering companies against the risk of default of customers to whom they grant payment terms. It is therefore an essential tool to secure the cash flows of companies and inter-company credit. To do so, the State relied on CCR and public reinsurance to cover several schemes that were put in place.

CAP, CAP + SPECIFIC SUPPORT FOR DEGRADED RISKS

As soon as from the month of April, the State put in place four schemes, largely inspired by the mechanisms put in place in 2009, following the great financial crisis of 2008: - the CAP and CAP+ contracts relating to domestic credit, the management of which was entrusted to CCR,

- CAP Export contracts, entrusted to BPI France.

These schemes enabled participating credit insurers to issue either additional guarantees to compensate for the drop in outstanding loans suffered by policyholders (suppliers registered in France) on certain buyers for which the risk of default had risen sharply as a result of the crisis, or substitute guarantees, when insurers have refused to cover the risk altogether.

95%

This is the market share, as of 31/12/20, of the CAP, CAP + and CAP RELAIS treaties.

CAP specific support for downgraded risks in addition to a maximum of 100% of the primary cover

12,000

€565m outstanding as of 31/12/20

CAP+ specific support for impaired risks, 95% of quota share treaties

14,500 lines opened

€348m outstanding as of 31/12/20



CAP RELAIS

global support for the maintenance of outstanding loans, 75% of quota share treaties

€270 bn

of credit insurers' total outstanding amounts as of 31/05/20

€266 bn

of credit insurers' total outstanding amounts as of 31/05/20

CAP RELAIS: GLOBAL SUPPORT TO MAINTAIN OUTSTANDING LOANS

To take into account the gradual ramping up of these line-by-line schemes, they were supplemented in June by a public portfolio reinsurance called CAP Relais, delivered by CCR. In return for this coverage, credit insurers have undertaken to maintain the overall level of their covered outstanding loans throughout 2020, thereby securing one of the main financing tools of the economy.

Initially reserved for the coverage of SMEs/ETIs, CAP Relais was then extended to all companies, giving the various stakeholders time to work on improvements to the CAP and CAP+ schemes with a view to their renewal in 2021.

This work once again confirmed the relevance of CCR, as a powerful ally to the State, acting at the service of the French economy and its resilience. The CCR platform enabled the quick roll out of reinsurance treaties and the necessary monitoring of the schemes, in particular with regard to reporting.





catastrophes-naturelles.ccr.fr public web portal.



espacepro.ccr.fr web portal for CCR customers and partners.

ONLINE SERVICES

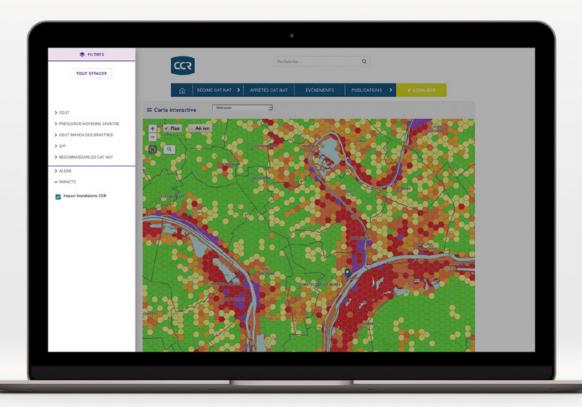
INFORMING A WIDE AUDIENCE

o increase the dissemination of information to a wide audience, while maintaining a specific service offering for its customers, CCR reorganised its online services. Thanks to the nat cat portal and the new Espace Pro, CCR's role as a point of reference for natural catastrophes is strengthened, both for customers and the general public.

In addition, these online services allow CCR to communicate widely on modelling expertise and to make its role in prevention more visible.

THE NAT CAT PORTAL FOR THE DISSEMINATION OF INFORMATION TAILORED TO A WIDE AUDIENCE

The general public can learn about natural catastrophes, the role of CCR, but also about their own exposure and that of their community to natural catastrophes. In 2020, in addition to the extension of the interactive mapping to the ultra-marine territories, CCR integrated the Nat Cat Overview from 1982 to 2019 online, a modern version of the paper overview that CCR has been publishing since 2016.



Summary mapping of the impact of floods in mainland France.

ESPACE PRO, A CATALOGUE OF SERVICES FOR CCR'S CLIENTS AND PARTNERS

This new online space brings together all the digital services offered by CCR to its customers and partners, via a single, modern, secure and customisable web platform. It includes the following services:

- A risk analysis tool,
- A database of natural catastrophe decrees and deductibles to be applied,
- The entry of nat cat and terrorism accounts.

Depending on their profile, users can access the nat cat database, measure the exposure of their own portfolio and compare themselves to the market, in the form of dashboards or data visualisation. They can access the major Nat Cat event database and have access to an interactive map to visualise and analyse exposure and loss, thanks to the mapping of flood impact areas and other mappings resulting from the CCR modelling.

RAISING THE AWARENESS OF THE FRENCH TO THE RISK OF FLOODING AND ITS CONSEQUENCES

From December 2020, on its portal catastrophes-naturelles.ccr.fr ('LOCALISE' tab), CCR has made available to the public a summary mapping of the impact of floods in mainland France. The aim is to make as many people as possible aware of the risk of flooding and its consequences. This mapping is obtained from a mix of relevant risk metrics:

- a historical loss indicator based on the claims experience recorded in the CCR databases.
- an indicator of potential loss resulting from a combination of:
- a hazard frequency indicator, based on probabilistic CCR modelling of flood return periods (overflow, runoff and marine flooding),
- and an indicator of the stakes of the territories in relation to flooding based on land use data./



CCR 2020 Key Figures











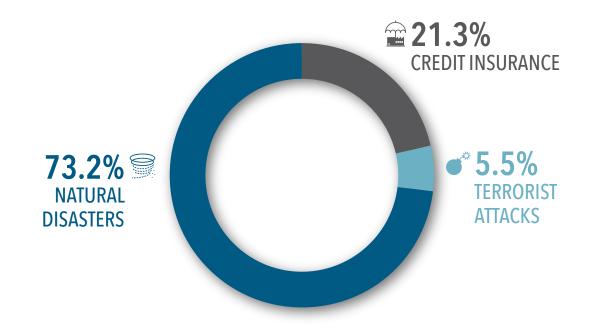


CCR Group Rating

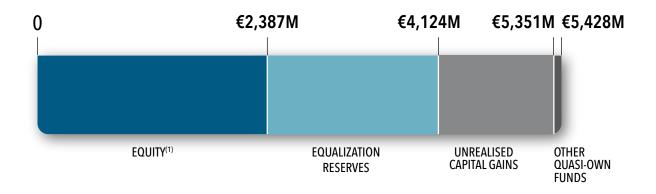




Breakdown of premium income



Solvency 2 eligible own funds



⁽¹⁾ Valued according to French GAAP principles, excluding the valuation of unrealised capital gains and losses and excluding equalization reserves









LAURENT MONTADOR,
Deputy Chief Executive Officer

BERTRAND LABILLOY,Chairman and Chief Executive Officer

CCR RE MAINTAINS ITS GROWTH AND MODERNISATION MOMENTUM

How did CCR Re deal with the Covid crisis in 2020?

Thanks to the groundwork undertaken in 2019 and the involvement of all the teams, the company was able to operate - and is still currently operating - 100% in remote mode. Service continuity was maintained during both periods of lockdown, and the various business transformation projects followed their normal course thanks to the roll out of agile methods and collaborative tools. In

the same vein, we continued to maintain close contact with our customers and partners through modern communication tools and the organisation of dedicated and collaborative webinars, but also and above all through the long-standing trust established with them.

From a business perspective, this health crisis was an opportunity to support our clients during this difficult

and unexpected period. No one had forecast the occurrence of systemic risk with chain reactions in response to successive contaminations causing business shutdowns everywhere. As this observation was shared, we favoured dialogue to find compromises that would allow everyone, in line with this approach, to move on by settling claims quickly and to concentrate on the future. In the same spirit, we opted to provision the total cost of this event prudently. The impact on the combined ratio for FY2020 is significant but remains within market range - rather at the low end of it, given the profile of our portfolio.

What has been CCR Re's strength in this crisis?

We are a human-scaled company without multi reporting layers but with short decision-making circuits and a commercial and partnership approach tailored to the individual. We also strive to provide simple but innovative answers to the problems we face, and we remain true to our DNA of service, caution, and long-term vision. On the investment management side, our organisation and the involvement of our teams enabled us to take advantage of the market disruptions during the first half of the year by perfectly controlling our risk exposure. The portfolio return was 2.6% and unrealised gains were consolidated. On the liabilities side, the quality of our information sys-

"THE TRANSFORMATION IS
ACCELERATING
WITH FEMINISED
INTERNATIONAL
TEAMS AND MANY
TECHNOLOGICAL
INNOVATIONS."

tem and the use of bots, including artificial intelligence components, enabled us to quickly and accurately assess our exposure to the major losses we suffered (Covid, explosion in Beirut). The strengthening of our balance sheet, the profitability of our operations

"IN A DIFFICULT YEAR FOR ALL, CCR RE HAS SUPPORTED ITS CLIENTS AND ACHIEVED GREAT SUCCESS."

while consolidating our approach to risk, the acceleration of the transfor-

mation of our platform and our agility to serve our clients in a relevant way were recognised by Standard & Poor's, which upgraded our rating to A in April, at the same time as it was placing the reinsurance sector under watch.

What were the great successes in 2020?

In a difficult year for all, CCR Re supported its clients and achieved great success. Firstly, we continued to develop our business at a quick pace. Gross written premiums grew by more than 20% to almost EUR 650 million, half as much as when the company was spun off as a subsidiary. It reflects CCR Re's development across Europe, the Middle East and Asia, but also in new geographies in Africa and LatAm. This growth is balanced between the different business lines and is fundamentally sound, leaving aside the cost of Covid-related claims. In particular, we further reduced our cost ratio from 5.5% to 4.9%.

In the wake of our rating upgrade, we also placed our first subordinated debt issue in record time - one month to the day - for an amount of EUR 300 million which met with great success with French, European and Asian investors, as the final order book was more than five times oversubscribed at a very competitive rate.

Finally, and this is not necessarily visible from the outside, the company is continuing to morph. We have been pleased to welcome many new talents who have brought their experience and expertise to us. We continue to strengthen and upgrade our technical platform with, for example, the roll out of an online quotation tool for the Life & Disability business or the creation of a multidisciplinary Cat department that will help us to be even more efficient and relevant in our underwriting and retrocession activities.

Beyond business, how is the company changing?

The digital transformation is underway. In this respect, we are particularly proud of the spirit of innovation and intrapreneurship that drives our teams, and which enables us to equip our platform with the most advanced techniques derived from artificial intelligence by relying on the collaboration of experts from very different backgrounds within the company. More generally, the transformation of the company is stepping up with feminised, internationalised and rejuvenated teams that are changing the company's culture. Finally, it is increasingly opening up to the outside world, as illustrated by the Reinsurance Tutorial campaign, which was a great success on social media. Other tutorials will follow in 2021 with many great projects.

How is CCR Re approaching 2021?

The resilience of our business model and the achievements of the past year place the company in excellent conditions to benefit in 2021, and in our next business plan, from increases in demand for reinsurance in its many forms, with adapted and reinforced risk quantification. More than ever, CCR Re is proving to be an efficient and responsive reinsurer, able to offer insurers and brokers a relevant alternative to meet their needs.

A STRONG IDENTITY AND FIRMLY HELD VALUES

reated in 2016 through a spin-off from CCR, CCR Re combines the vitality of a start-up with long-term partnerships developed by its teams, which are recognised for their stability and reliability. CCR Re is a unique company where the old and the new contribute to a high quality, innovative and fast development.

AN ALTERNATIVE TO THE MARKET LEADERS

Under new governance established in 2015, CCR Re successfully took over the international portfolio developed by CCR's teams on 1 January 2017 thanks to the commitment of clients and partners to long-term relationships.

At the same time, CCR Re developed its risk modelling and measurement tools to improve both its ability to respond to clients and the overall quality of the portfolio, by reducing volatility and increasing potential returns.

CCR Re implemented an open, proactive communication in a start-up spirit with new methods for the dissemination of basic skills or on more specialised topics.

This focus was achieved in parallel with a resourcing of the underwriting team, an increase in the number of



MATHIEU HALM, Chief Retro and Strategy Officer

PATRICK DELALLEAU, Chief Business Development Officer

female underwriters and a very broad international diversification.

A LONG-TERM SPIRIT OF PARTNERSHIP

This transformation remains true to the values that underpin trusting client relationships in all areas of reinsurance (Life, Non-Life and Specialty).

In this way, CCR Re ensures sound and steady growth through the development of its technical skills and its systems for analysing and processing transactions to serve our clients. While adapting to the prevailing market circumstances, CCR Re favours continuity, reliability and solidity over short-lived market entries and exits. To be sound, its growth must take place in stages through opportunities with customers.

As a result, CCR Re increased the geographical scope of its activities in Latin America, sub-Saharan Africa and selected markets in Asia and Central Europe. It also reinforced its strengths in both Life and Non-Life in the Middle East, Europe and Asia.

Finally, it undertook to develop its Specialities department, which is gradually expanding its scope of expertise and business.

ROBUST AND INNOVATIVE RISK MANAGEMENT

This consistency of effort earned CCR Re an upgrade of its rating from A- to A by S&P in May 2020 despite a difficult context for the reinsurance sector.

In addition, CCR Re continued to consolidate its 157 Re sidecar in 2020, a strategic tool that gives it access to a competitive and agile source of investors. This umbrella fund successfully launched the third generation of its 157 Re 21 sidecar. The resulting increase in capacity allows CCR Re to speed up its growth in a diversified and profitable manner and boosts investor confidence in CCR Re and its underwriting policy.

157 Re 21, is also part of an ongoing innovation effort with the use of bonds issued by the European Bank for Reconstruction and Development as assets. It is the first time that a sidecar has used bonds issued by the EBRD. And it shows the determination of all stakeholders to lay the foundations for a reinsurance risk transfer product that seeks to meet environmental, social and governance (ESG) criteria wherever possible. This will be one of 157 Re's challenges in its next issuances: to offer a 100% ESG product.

A second challenge will be to respond to investor demand to offer other types of risk.

This is under consideration and will have to fit in perfectly with the overall retrocession purchase. The latter is reviewed every year in order to adjust to the underwriting needs and to support it in its growth through third-party capital.

There were very few changes made to FY2020's structure. Its effectiveness was also demonstrated in the case of conflagration risks, as was the case following the terrible explosion in the Port of Beirut.

The retrocession renewal on 1 January 2021 took place in the context of a particularly tense market. Nevertheless, CCR Re was able to strengthen its protections thanks to the long-standing relationships of trust with its retrocessionaires.

2020, AN EXTRAOR-DINARY YEAR

In the very special context of the year 2020, how did CCR Re perform?

Undoubtedly, 2020 will go down in the history of (re)insurance in general and CCR Re in particular. It was both challenging and fascinating for our teams. The upgrade of our rating by S&P, the €300 million fund-raising success, the explosion in Beirut, ... against the backdrop of Covid: on obviously different scales, positive, dramatic and unexpected events followed one another without interruption throughout the year.

In such a difficult and particular context, the underwriting teams were present, assisted by our partners. We of course could not travel and deplored our inability to see our clients face-to-face. These meetings are important to us and are the lifeblood of our business. However, CCR Re's underwriting teams were able to find new ways to organise the business and, overall, the outcomes were positive. Better still, the crisis greatly accelerated changes that were already under way in our company, such as teleworking and electronic signatures. During the year, our underwriting policy was once again governed by a return to the fundamentals of our business: underwriting risks that are adequately priced and as independent and standardised as possible. Achieving each of these goals involved significant efforts to analyse the current situation, model the future and monitor our commitments by risk and by event with high granularity across more and more business lines. All in all, we now have a portfolio that is bigger and of better quality.

What impact will this have on the development of CCR Re and its various areas of expertise?

Atypical as it is, 2020 does not detract from all the progress made since the company's inception in 2016. The



"WE NOW HAVE A PORTFOLIO THAT IS BIGGER AND OF BETTER QUALITY."

HERVÉ NESSI,Chief Underwriting and Services Officer

positive trend is maintained: for the fourth year in a row, CCR Re reports a 21% increase in gross written premiums, whilst improving the quality of the results with a combined ratio not including Covid that is lower than in 2019.

The increase is general although slightly greater in Non-Life than in Life, particularly in the traditional businesses. Indeed, the funds raised allowed us to offer customers more capacity in Cat during the year and to use this leverage to expand our relationship to other businesses. In addition, our new 'A' rating from S&P has had a positive effect on some long-term markets. As a result, we cautiously developed the motor liability business, which we know well, to take advantage of the largely rising prices on the one hand and low financial rates on the other.

Our first steps in Latin America in both Life and Non-Life and in Africa in P&C are very encouraging with CCR Re's already appreciable reputation and a number of signatures ahead of the business plan.

In Specialties, the Covid crisis and its economic impact necessarily led us to be very cautious about business over the year, particularly in the financial lines.

In the Life segment, growth is generally stable: CCR Re paused its development in the Middle East to take time to analyse 2019 sales and refine pricing tools in this competitive market.

These good results (not including Covid) are all the more remarkable in that they are again posted in a disappointing market context for reinsurers.

Throughout the year, we communicated with our partners to explain our approach and underwriting policy. During the various campaigns, we applied this policy rigorously and, we hope, with positive educational aspects. We worked hard to justify to our partners the inadequacy of the current conditions and our underwriting choices. Our selectivity is intact, as evidenced by the completion rate (number of new cases underwritten/number of new cases for which CCR Re was approached) which remains below 25%.

All these demonstrated skills should be reassuring to our clients. They know that with CCR Re, they can count on committed, reliable and transparent experts.

Finally, this year also confirmed the strength of CCR Re's claims teams: on the one hand, our ability to react quickly in the event of a major event to define the scope, identify the policies affected and analyse the contractual documents, and on the other hand, our speed in processing settlements in a fair and reasoned way.



STRENGTHENING THE TEAMS WITH NEW HIRES

NON-LIFE





ELIZABETH ADAMS, HEAD OF UNDERWRITING TREATIES FOR FRANCE

Broker in down cycle and reinsurer in up cycle for the 2021 campaign:

"I joined CCR Re in December 2020, as Head of Underwriting Treaties for France, after completing my renewal as a broker. When I became a reinsurer at CCR Re, I had to adjust my perception. I have positively reconsidered the tougher market as an opportunity to develop with new clients or to strengthen existing partnerships. My knowledge of the French reinsurance market and my long experience in brokering, supporting and advising in a demanding environment, make me ideally placed to identify and understand the needs of our brokerage and insurance partners. Thus, I know what to reply during negotiations, and I understand the expectations regarding structuring and technical risk analysis. I am delighted to be able to contribute my skills to CCR Re, a young and dynamic company with a great growth outlook.

In this difficult current context, the transition was not easy at the beginning. However, I was particularly impressed by the fluidity of CCR Re's underwriting tools and procedures. In addition, the availability of the staff facilitated my operational integration in a swift and organic way."





LAURENT HIVERT, UNDERWRITER- PRICING ACTUARY

After a five-year insurance course at ENASS and ESA, Laurent Hivert joined CCR Re on 1 November 2020 as Underwriter- Pricing Actuary for the South Korea and Japan markets.

"After having worked for six years, first as a reinsurance manager in these markets for a large French ceding company, then as a Non-Life treaty underwriter for the French market in the branch of a European reinsurer, I want to use my knowledge of these two businesses to understand and satisfy the needs of our clients. My technical skills will also enable me to price these markets in the best possible way, taking into account their specificities.

Integrating CCR Re with the current health backdrop while tackling the 2021 renewal was an unusual and complex situation. The flexibility of our tools, the strong team cohesion and the support of our management made this integration easier and made this renewal a success. I can now look forward to the April renewal with confidence."

LIFE & HEALTH





SAMUEL WEILL, ACTUARY

"After obtaining my degree as an actuary at the University of Strasbourg, I worked for six years at AXA Global Life first in R&D then in Risk Management, after which I joined the Reinsurance department as an underwriter. With these experiences, which enabled me to approach many subjects such as longevity, SCR calculation, provisioning and modelling, I joined CCR Re in 2016 as part of the pricing team as underwriting support and then as head of this team in 2019 as underwriting support. Having lived in Israel for a year and then in Montreal for another year, I really enjoy working in international reinsurance.

I share my passion for reinsurance by providing training to companies on life and health reinsurance underwriting methods. My fluency in Hebrew gives me a certain ease in the Israeli market where I have been able to provide underwriting assistance since 2017. CCR Re's strong presence in the Israeli market has grown in recent years, so I am joining the underwriting team in 2021 to focus full-time on this market."





OLIVIER COLLIGNON, SENIOR UNDERWRITER

To meet the needs of the Latin American life market, CCR Re acquired dedicated resources with strong regional experience in 2019. Since then, the reinsurer has achieved sustained and selective growth, particularly in Mexico, Colombia and Chile.

Indeed, the appeal of the vibrant economies in emerging markets and a penetration rate in life and health insurance that allows for strong growth potential provide attractive conditions for international underwriting diversification. The particularly strong momentum in the Group and Collective lines, loan insurance and the impetus of mass products distributed through digital marketing enables us to support the development of our partners' portfolios.

Olivier Collignon joined CCR Re in mid-2019 after twenty years in the region in actuarial and business development roles. As a certified member of the French Institute of Actuaries, he bridges the gap between technical issues, business development needs and regional specificities of which he is particularly aware, being himself from Argentina.

"I believe that economic growth in the region, if it is to be a virtuous circle, must be supported by increased protection for the people who contribute to it, and this fundamental role of insurance is itself supported by reinsurance.

That is why my main goal is to provide our ceding companies with optimal and innovative solutions in order to mutually sup-

LIFE & HEALTH

port our development. To do this, the extensive experience of CCR Re's international teams, as well as their high level of technical expertise, allows me to broaden our approach to the issues and consequently to the solutions that we can offer our clients. In addition to the development support we provide, we also ensure that the actuarial exchange and sharing of experience is of the highest quality and provided with the utmost transparency."





MEHDI TARIQ, UNDERWRITER-ACTUARY

"I graduated from the Actuary Master's programme at the University of Paris-Dauphine and I am an associate member of the French Institute of Actuaries. I had the opportunity to discover the world of reinsurance during an internship at the end of my studies when I joined SCOR's R&D Inclusive Underwriting & Medical Expertise team. For almost a year, I was in charge of modelling and pricing special impaired medical risk, in this case breast cancer, which was the subject of my actuarial thesis. After this experience, my ambition to continue my career in reinsurance was confirmed.

I was then fortunate to join the Life Underwriting team of CCR Re's Middle East and North Africa region as an underwriter-actuary. In view of the large volume of requests for quotations and underwriting, which reflects the dynamic economy in this area, I was quickly and efficiently trained by my managers to understand the specifics of this market and to succeed in my first renewal campaign. I actively participate in the management and development of our Life Group portfolio by quoting new and referred business from our ceding companies and brokers in this segment using the MyQuote underwriting tool. I am therefore starting to have a technical-sales relationship with most of the brokers and ceding companies in the region.

The close collaboration between our underwriting and actuarial teams makes this work both enjoyable and instructive. It is therefore an honour for me to participate in the development of CCR Re's life portfolio in this region."

SPECIALTIES





ANTOINE POIDATZ, HEAD OF SPECIALTY UNDERWRITING

Antoine Poidatz is an engineer and actuary by training who has been a reinsurer for over 25 years. He spent most of his career with two leading international reinsurers before joining CCR Re in 2020.

"I have gained a very comprehensive view of reinsurance having had extensive experience in underwriting and actuarial analysis, pricing and underwriting of Life, Non-Life and Financial risks and having worked in both mature and emerging markets. I am therefore delighted to be able to bring my expertise to CCR Re by taking over the management of the Specialty BU."

Antoine's extensive and diversified experience is perfectly suited to bring new momentum in terms of sales and management to this team. He will be in charge of developing CCR Re's Marine & Energy, Aviation & Space and Credit & Surety underwriting and proposing a Cyber risk offer.

"The January 2021 underwriting campaign is a first step with several new deals agreed on in the Specialty lines. This first underwriting campaign at CCR Re has also allowed me to appreciate the flexibility of the procedures and everyone's agility."





YAMILET MOROTE, CREDIT UNDERWRITER GUARANTOR

Yamilet Morote was appointed Credit Underwriter Guarantor within the Specialties & Global Risks Department teams on 1 October 2020 after an international career of more than twenty years in corporate financial risk and capital markets analysis. She started in investment banking in Peru, then worked in France in financial institutions, before becoming an international credit and surety underwriter from 2009, including eight years in credit insurance in Madrid and four years as a senior surety underwriter in Paris. Yamilet holds a Master's degree in International Financial Management from ESKEMA Business School and is a certified by Moody's in London as a Financial Analyst.

Her mission: the analysis of financial risks (profitability, liquidity, solvency), assessment of the performance of each reinsurance programme in order to proceed with underwriting while optimising the benchmark of the global portfolio of CCR Re, which has just signed our first reinsurance surety contract in China. "For me the key to success is good interpersonal skills. My enthusiastic, analytical and realistic mindset allows me to understand the macro and micro issues that will impact the performance of our reinsurance treaties over the long term."





HIND MECHBAL, Chief Information Officer

THE DIGITAL TRANSFORMATION UNDER WAY

"CCR Re's strategic goal is to reinvent itself as a Re-Insurtech by bringing the benefits of technology to its clients, investors and employees. The Information Systems Department (ISD) plays a central role in leading this transformation. For more than two years, the IT and business teams have been rolling out Agile/DevOps methods, which have made it possible to shorten project delivery times with a better time-to-market while increasing the added value provided to the company.

With this, we launched projects to upgrade the In-

formation System by adding new components that integrate artificial intelligence and off-the-shelf components that are quick to implement. We also migrated key components of the IS to new, more modern technologies and continued to open up the IS through the API-sation of applications.

These fundamentals put in place in 2020 in the difficult context of the health crisis allow us to confidently consider the digital transformation of CCR Re's value chain, which will have to speed up further in the years to come."



AURÉLIEN COULOUMY, Head of Digital Transformation

A PRAGMATIC AND SUSTAINABLE TRANSFORMATION

n 2020, CCR Re reached maturity in the areas of data, artificial intelligence and digital. We strived for an inclusive, pragmatic and sustainable transformation.

The collection and reliability of data - through the creation of pipelines, warehouses and applications upstream of the systems - provides the business lines with an even more detailed understanding of the market and enables them to perfect their risk analysis while complying with regulatory issues. Automatic pseudonymisation, document indexing, and semantic search tools are a good example of this.

The full control of the life cycles of the models has made it possible to standardise the industrialisation of tools using machine learning. This has enabled us to accelerate projects related to operational efficiency gains (e.g., analysis of financial statements, contractual documents, claim requirements, KYC, etc.) and predictive analysis (e.g., business interruption forecasting), while ensuring transparency, ownership and ongoing scalability of the technologies to the business lines.

Finally, the agile organisation and the development architectures oriented on micro-services, increasingly cloud-native, have greatly facilitated the interoperability and resilience of our solutions. In practical terms, this allows us to capitalise on our R&D efforts, for example in the area of deep learning, for all business lines but also directly for our clients (for example in credit guarantee, credit and group life, etc.).



OLIVIER FLOUTIER,Head of Production and Exploitation

THE CHALLENGE OF SWITCHING TO 100% TELEWORKING IS SUCCESSFUL

he ISD facilitated a smooth transition to 100% of teleworking during the periods of lockdown as well as in hybrid face-to-face and remote mode.

Business continuity during the lockdown due to the health crisis was ensured from the very first days, thanks to the virtualisation of workstations which was carried out in 2019, the provision of remote collaboration tools to employees and their training on these new tools.

The ISD continued to support the company's various business lines on the path to digital transformation with the adoption of a mass data processing platform allowing significant efficiency gains. In addition, in close collaboration with the company's business lines, the IT teams are making progress on the modularisation and modernisation of the reinsurance transaction management system with a migration to new web-based tools and the integration of artificial intelligence-based tools. One of the positive effects of the pandemic has been the acceleration of investment initiatives.





ISABELLE BION, Chief Operations Officer

ARTIFICIAL INTELLIGENCE AT THE SERVICE OF THE BUSINESS LINES

n 2020, the Operations Department continued its transformation, increasing the use of new technologies using artificial intelligence and machine learning.

Less than nine months after its launch, the e-processing project has already borne fruit: thanks to the creativity and expertise of the teams, more than 10% of the proportional technical accounts of the Non-Life reinsurance business are now processed automatically. The time saved has enabled the accounting teams to develop more in-depth cross-functional analyses.

In addition to these Al-based projects, we also focused on enhancing and modernising our Life and Non-Life reinsurance back-office system. Among the projects completed in 2020, we can mention the "To Do List" tool, which allows for better management of pending tasks, regardless of the medium used (desktop, laptop or even iPad).

In 2021, we will extend the scope of unstructured data processed automatically via the e-processing modules, whether it be accounting or contractual data. In order to improve the customer experience of our teams, we will also continue to upgrade our back-office tool with advanced reporting functions.

MODELLING, A STRATEGIC AXIS

What is the main challenge for the Actuarial and Risk Department?

Certainly to have to cross-reference many sources of both internal and external data, of various types, and to have to integrate them at an ever-increasing pace given the multiple challenges ahead.

The technical platform is therefore essential and strategic for actuarial valuations, business analysis and risk control. CCR Re's information system and the tools that it uses are continuously being improved to produce ever richer studies and results at a faster pace.

Continuous optimisation and automation allow CCR Re's Asset & Liability Management and Provisioning actuaries to have better control over the risks covered by these themes each year, thus ultimately generating more value for the company. This ongoing improvement is all the more beneficial as the subjects dealt with cross multiple and varied sources of information such as accounting, liquidations, aggregate Cat and investments.

What kind of tools do you have?

CCR Re has internally developed underwriting tools and a powerful workflow involving underwriters, managers and actuaries, which enables all business cases to be studied and



JÉRÔME ISENBART, Chief Risk Officer and Actuary

priced before they are underwritten, for all classes of insurance and all types of reinsurance coverage, which thus supports and monitors the controlled growth of the portfolio in a qualitative manner.

The control of catastrophic risks, particularly those that are natural disasters or pandemics, is a major challenge for reinsurers. CCR Re has been using benchmark modelling software for several years and is continually developing its view of risk to model and price the catastrophic risk of each case in ever greater detail while monitoring the shape and risk inherent to CCR Re's portfolio in real time, based on the latest innovations and models available.

How did you integrate data technologies?

In 2010, the CCR Group set up a risk management information system that provides visibility on all its operations. It allows the automation of the monitoring of the company's risks and contributes to the overall improvement of its performance. With a view to continuous improvement, the risk management department decided to use new technologies (robotisation, artificial intelligence, textmining, etc.) for the benefit of its internal control system in order to automate controls and thus extend their scope, improve their efficiency and obtain increased analysis time. Thus, in 2020, the management, assisted by the Innovation team from the ISD, initiated three innovative solutions that ensure that the underwritten portfolio is in line with strategic decisions. In 2021 the focus will be on solutions that provide certain key controls in real time.

The following tools have already been implemented:

- the ARS tool ensures compliance with the underwriting rules. It can scan the entire underwritten portfolio in seconds to check almost 90% of the rules. The guarantee of a portfolio in line with the strategy is made more reliable by checking the entire portfolio rather than just a sample.
- a contractual proof of concept was also initiated. Thanks to text-mining, it is already possible to ensure the quality of contractual data on a contract-by-contract basis. A new feature is currently being rolled out: an automated process will soon compare each underwriting contract with the Group's reference clauses thus ensuring that our contracts are drafted exactly as intended.
- a prototype for generalised searches on a set of documents was also rolled out. It can scan any type of document for research on a particular subject. It was used for the first time to assess the impact of the Covid-19 loss on CCR Re's reinsurance portfolio with extremely quick and high-quality returns.

MODERNISATION OF THE MEDICAL UNDERWRITING SITE

o offer its clients a 100% digital experience, CCR Re is taking its medical screening process online. Life & Disability insurance, whether under individual or group policies, is subject to a specific and adapted risk analysis. Thus, at the time of application, the applicant provides information on his or her state of health. Depending on the declaration, an insurance proposal will be sent to the applicant under the usual terms and conditions, or the application will be subject to an additional "impaired risk" study. The qualification of "impaired risk" is assessed on the basis of the person's state of health, age, smoking habits, profession, and the sports the person practices. The impaired risk must be the subject of a specific medical assessment, which may lead to an adapted pricing of the insurance premium.

This medical underwriting is carried out by a team of experts, which is not always available to insurance companies.

CCR Re's medical underwriting team, consisting of three experienced underwriters and three consulting physicians, is dedicated to serving its clients with an appropriate level of value-added services and to supporting the development of the business.

Every year, in addition to the cases resulting from the AERAS agreement (the objective of which is to facilitate access to insurance and loans for people who have or have had a health issue), it carries out nearly 1,300 medical underwritings. In 2019, the processing of these cases was entirely dematerialised. CCR Re is pursuing this approach in order to offer its ceding companies a new secure and confidential exchange platform where they can submit their cases, follow the progress of the underwriting decision in real time and obtain the final decision online from the client space.



SYLVIE CHANH,Director, Claims and Services Department

This online platform will be part of a new website that will give ceding companies the possibility to have, for certain profiles, a personalised acceptance or pricing, within the framework of a 100% online experience, made possible by the subtle combination of human and artificial intelligence. This will facilitate the decision-making process and speed up the processing of case files, for better service to ceding companies and their clients. The CCR Re medical underwriting team will continue to review and advise on the most complex cases.

(RE)DISCOVERING KEY REINSURANCE CONCEPTS



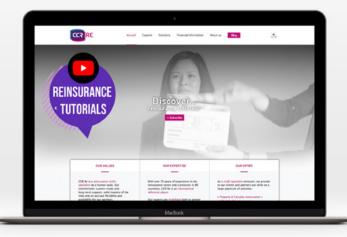
"CASH LOSS",
"NON-LIABILITY",

"BROKERAGE",

"INDEXATION CLAUSE",

"CUT-OFF"...





40 reinsurance concepts presented by experts

tutorial every week

 $\mathsf{Videos} \ \mathsf{of} \ \mathbf{1'23''} \ \mathsf{to} \ \mathbf{7'18''}$





2020-2022 STREAMLINE¹ BUSINESS PLAN

n 2016, CCR spun off its long-standing competitive business within CCR Re. The Renovatio strategic plan (2017-2019) was designed to support the creation of CCR Re, strengthening a business that had been underwritten and managed within CCR for many decades. This first plan fully positioned CCR Re as a new reinsurance company in a very competitive international environment. Renovatio's results demonstrated CCR Re's ability to maintain underwriting discipline, to continue to diversify its portfolio by improving its business mix, to protect its capital effectively by consolidating its equity, and to self-finance its growth by maintaining a borrowing capacity.

Streamline is based on CCR Re's DNA: public interest, long-term vision and innovation. Building on this success, the Streamline plan aims to continue CCR Re's development to establish it as a Tier 2, multi-specialist and centralised reinsurer by 2022. This ambition is based on a unique business mix, a recognised franchise in markets like France, Israel and the MENA region, as well as an expertise appreciated by ceding companies in lines of business such as motor and credit insurance. It aims to achieve two objectives:

- gross written premiums up to €800 millions in 2022;
- an operational platform at the level of the best market standards.

ACTION PLAN OVER THE PERIOD

Over this period, CCR Re's development strategy: i) will be based around a central hub in Paris.

ii) will be limited to reinsurance, as CCR Re does not intend to compete with its own clients on the direct market. iii) will focus on key markets, where CCR Re has a recognised franchise.

iv) will rely not only on the development of its P&C portfolio by expanding its areas of business for better diversification of major risks but also on the higher growth of its Life and Specialty portfolios. Growth of circa 15% p.a. is expected.

"SECURE CCR RE AS A TIER-2, MULTI-SPECIALIST AND CENTRALISED REINSURER BY 2022."

The volume of Life premiums will not exceed 40% of the total premium volume. This Life portfolio will have to focus mainly on short development and biometric risks. Growth based on a more de-

veloped service offering will be mainly in the MENA region, France, Latin America and Asia or as part of the global Life/ Non-Life approach of our major clients.

The underwriting of Non-Life business should allow for a better diversification of the portfolio of natural catastrophe risks, mainly in Africa, Latin America and Eastern Europe. CCR Re will also try to reposition itself on the motor liability risk in the light of changing market conditions. In the Specialties business, it intends to take advantage of the significant improvements in primary conditions.

CCR Re will rely on the use of third-party capital to spur its growth. In this respect, the 157 Re sidecar is an axis of support for underwriting growth. A subordinated debt issue is also planned for this purpose during this period.

ACHIEVEMENTS AS OF 31 DECEMBER 2020

- CCR Re's S&P rating was upgraded in 2020 from A- with a positive outlook to A with a neutral outlook.
- CCR Re raised €300 million in subordinated debt instead of the €200 million forecast in the plan, as market conditions were very favourable.
- CCR Re raised funds for the three sidecar sub-funds 157 Re 19, 20 and 21. Its 2020 vintage benefits from a 50% increase in capacity compared to 157 Re 20.
- CCR Re rolls out text-mining tools to facilitate management, support underwriting and enhance risk management.

CCR Re is on track with its 2022 Streamline development plan, with better-than-expected gross written premiums given the health crisis.

IMPROVE THE OPERATIONAL PLATFORM AND OFFER NEW HIGH VALUE-ADDED SERVICES

A high level of reactivity and expert support

Data mining & automated electronic process at the heart of the processes

A balanced and optimised price



Medical platform

Optimal financial performance



Improvement of the measurement of capital requirements and its allocation (standard model, USP, internal model)



IT tools at the service of our ceding companies



Cat value chain

Aligning cost accounting with best market practice



Implementing IFRS rules

CONTINUED DEVELOPMENT OF THE BUSINESS

Gross written premiums Cost ratio Life technical margin 562 2019 2019 5.2 % 2019

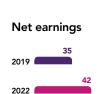
2022



2022

2022

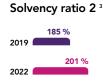




2022



Net combined ratio



⁽¹⁾ Figures presented for 2022 are estimates for the Streamline plan;

⁽²⁾ EBITER: Earnings Before Interests, Taxes, and Equalization Reserve. EBITER also excludes non-recurring items;

⁽³⁾ Based on the 30% dividend pay-out of the results.



CCR Re

2020 Key Figures



649
GROSS WRITTEN PREMIUM
(IN MILLIONS OF EUROS)



199.2 % SOLVENCY 2 RATIO



2,900
ASSETS MANAGED AT MARKET VALUE
(IN MILLIONS OF EUROS)



2.6 %
RETURN ON
INVESTMENT (PFI)



103.2 % NET COMBINED RATIO



2.2 %
LIFE TECHNICAL
MARGIN



38.5
EBITER
(IN MILLIONS OF EUROS)

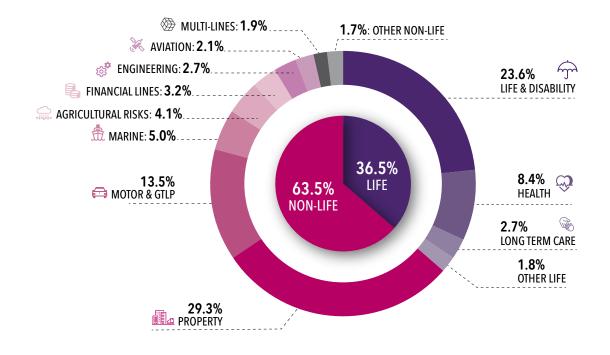


18.4
NET INCOME
(IN MILLIONS OF EUROS)

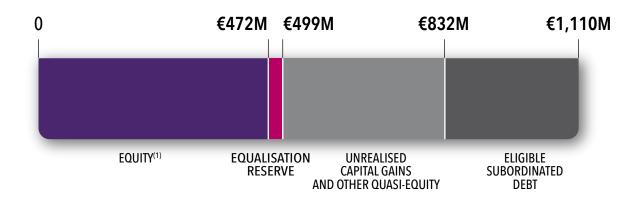




Breakdown of premium income



Solvency 2 eligible own funds



(1) Valued according to French GAAP principles, excluding the valuation of unrealised capital gains and losses and excluding equalisation reserves









MARLÈNE LARSONNEUR, Chief Human Resources Officer



ZY3 employees, including

17 apprenticeships

SUPPORTING THE GROUP'S TRANSFORMATION

he year of 2020 was in many ways an exceptional year that will stay in people's minds and reshape interpersonal relationships. Joint work with the staff representatives, occupational medicine and the labour inspectorate made it possible to set up a safe and reassuring work organisation for our teams.

The employees once again proved their agility, their ability to adapt and regroup, their willingness to develop their business, their ambition to continually improve their skills and their desire to innovate. The harshness of the health crisis reinforced our determination to be even more supportive and active as a corporate citizen. In this respect,

CCR and CCR Re signed **the Diversity Charter** and undertook actions to support young people in training and young graduates on the one hand, and schools offering specific courses for young people with disabilities on the other. In 2020, we launched a "young talent competition" to encourage and foster new ideas from our young employees.

We continued to transform the entities of the CCR Group by increasing the number of women in key and high-potential positions, and by strengthening the cultural and social diversity of our employees so that the working group of CCR and CCR Re can be ever more diverse and inclusive.

2020 GENDER EQUALITY INDEX

The CCR Group confirms the validity of the initiatives already implemented on all subjects relating to professional gender equality with a score of 88% and wishes to pursue its actions in the field of professional equality by:

- developing the **gender mix** of different roles and levels of responsibility within the company, starting with recruitment,
- increasing promotions for women,
- ensuring **equal treatment** in the assessment of objectives, in the allocation of individual wage increases and in the payment

of bonuses for all categories concerned,

- taking steps to ensure fair treatment in relation to pay,
- developing experience-sharing from female employees who have progressed in their careers,
- setting up and promoting women's networks to encourage discussions and share experience.

Since 2015, at CCR and CCR Re, gender equality agreements are applicable and particular attention is paid to this topic during wage negotiations and annual staff reviews./



52%

of women on permanent contracts at Group-level

40%

of women in the Group Comex since 2019

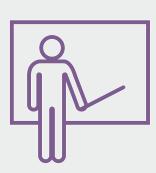
38%

of managers are women in the CCR group as of 31/12/20

SUPPORT FROM OUR TEAMS OF EXPERTS

The success of the Group depends on its employees, their talent and the development of their skills. The CCR Group invests in professional training every year, as a real lever for retaining internal talent. Faced with the particular health context of 2020, the Group

has shown agility by transforming face-to-face training courses into remote learning classes in order to keep up the training momentum. 509 colleagues benefited from training actions in 2020 and 68% of these actions were organised remotely./



77.4%

of colleagues attended at least one training course in 2020



45.4 years (average age)

13.3 years (average length of service)

At CCR, we wanted to change the way work is organised by signing an amendment to the agreement on working hours with staff representatives, which opened up the possibility of working under an employment agreement with a fixed number of days per annum. Finally, like CCR Re did in 2018, a teleworking agreement was signed at CCR in 2020.

For the past 5 years, at the beginning of each year, we have organised a staff review. The General Management and the Human Resources Department meet with all CCR Group managers to review the actions carried out during the past year and to look ahead. This process allows us to detect talent, activate additional training actions to help our employees progress internally and favour internal promotion before opening positions externally.

In recent years, the human resource policy has been inclusive in many respects by ensuring the application of the principle of gender equality, by developing work-study programmes and inter-generational mentoring, by integrating disabled employees, by permanently seeking atypical profiles, and by developing recruitment on different continents... This mix in all areas of the human re-

"THE SHARED
VALUES OF THE
GROUP ARE EVEN
MORE RELEVANT
IN 2020: TEAM
SPIRIT, RESPECT,
COMMITMENT,
SERVICE, HONESTY
AND RESPONSIBILITY."

source policy enriches the Group's culture and develops the innovation necessary for the development of CCR and CCR Re.



DIVERSITY CHARTER SIGNED BY CCR AND CCR RE IN 2020

As a responsible and civicminded group, CCR places human issues and diversity at the heart of its actions and thinking. The fight against discrimination and the development of inclusive management were the vectors for the decision to sign the Diversity Charter. The first commitment was to

The first commitment was to young people, who were actively supported despite the particular context of the health crisis: this year, we welcomed a large number of interns and 27 apprentices for



Newcomers in 2020

pre-recruitment within one of the group's 32 business lines: an induction and integration process supports their arrival within our company, as well as regular monitoring throughout their work experience in our teams. The CCR Group is also genuinely committed to disability by setting up awareness-raising actions in partnership with Agefiph, by giving meaning to this approach and by translating it into practical action through active participation, each year, in the IFPASS Disability

Club forum, with the aim of promoting the inclusion of their participants in our organisations. The recruitment policy reflects our commitment to local and international diversity: real cultural diversity from Asia, Africa, Latin America and the Middle East, among others, enriches our Parisian interactions as we recruit (26 new colleagues in 2020)./



1.4% of the workforce includes colleagues

with disabilities 13 %

of the amount of the apprenticeship tax paid to schools that welcome students with disabilities





THIERRY COHIGNAC,Deputy Head of Public Reinsurance and Guaranty Funds

CLIMATE CHANGE

MODELLING FINANCIAL IMPACTS AND PROMOTING RESPONSIBLE INVESTMENT

wareness of the climate emergency has never been higher. Some experts argue that the Covid-19 crisis has a lot to do with it: by linking the current situation to the number of deaths that could be caused by intense heat waves under certain climate-change scenarios in just a few decades. Others point to the emergence of new climate disasters (or at least their intensification) such as the forest fires in California or Australia. Closer to home, the sequence of four consecutive years of intense drought is unprecedented in France.

PHYSICAL RISKS AND TRANSITION RISKS

Prior to this global awareness and at the same time as the United States re-joined the Paris Agreement, inaction could be explained in part by the so-called "tragedy of the horizon", the first mention of which is attributed to Mark Carney, Governor of the Bank of England. This tragedy is linked to the inertia of the climate, which takes a certain amount of time to 'react' to the changes of physical parameters (primarily greenhouse gases) that in-

fluence climate balances (or rather imbalances). The evolution of greenhouse gas emissions shows an increase in the so-called "physical" risk in the medium to long term. Conversely, strict measures to fight against the increase in greenhouse gas emissions (such as carbon taxes) create a so-called "transition" risk in the very short term by devaluing the most carbon-intensive assets. Between two evils, agents often tend to choose the one that will occur in the long term, and to postpone a number of preventive measures, even if the consequences are far greater than the short-term one.

CLIMATE CHANGE MODELLING

CCR has not waited for the effects of climate change to become a reality to reflect on these issues. Indeed, we have been working for twenty years on the modelling of natural disasters and for the last six years more specifically on climate change. This work, the main aim of which is to inform the various stakeholders of the threats on our territory, makes it possible to quantify the change in cost of natural disasters according to certain climate-change scenarios in mainland France and in the French overseas territories.

MODELLING AS A DECISION-SUPPORT TOOL FOR INSURERS

In this context, national and European public authorities are multiplying initiatives to fight against climate change. The latest comes from the ACPR, which has launched an ambitious pilot exercise to assess weaknesses and prepare financial institutions for climate-change related risks. It was only natural that CCR contributed its expertise to the design of the ACPR exercise by proposing that insurers measure the impact of climate change on their insurance portfolio using models developed in partnership with Météo-France and Risk-Weather tech.

Beyond the educational aspect of the exercise for insurers, we hope that it will help find a balance between transition risk and physical risk in order to fight effectively and sustainably against climate change while being fully aware of the challenges that this represents.

STRENGTHENING THE RESPONSIBLE INVESTMENT STRATEGY

The CCR Group continues its commitment to investing responsibly that integrates ESG and climate criteria.

CCR applies its responsible investment policy and its responsible investment charter, which is based on three pillars: prevention of transition risk, adaptation to physical risks and support for social transition.

In 2020, the CCR Group increased its responsible investments and extended the scope of its analyses.

In line with its commitments, the target of allocating 20% of annual investment flows to one of the three pillars (i.e. c.€100 million/year) was achieved.

By way of illustration, the green bonds in the direct fixed income portfolio increased from EUR 291.5 million at the end of 2019 to EUR 404.2 million as of 31 December 2020 (+38.7%).

The analysis of the physical risks as regards the real estate assets held directly by the CCR Group was carried out using CCR's expertise in modelling the risks of natural disasters in mainland France and the French overseas territories

The CCR Group is pursuing the achievement of its commitment in line with its roadmap described in the 2019 ESG report and in line with regulatory changes./

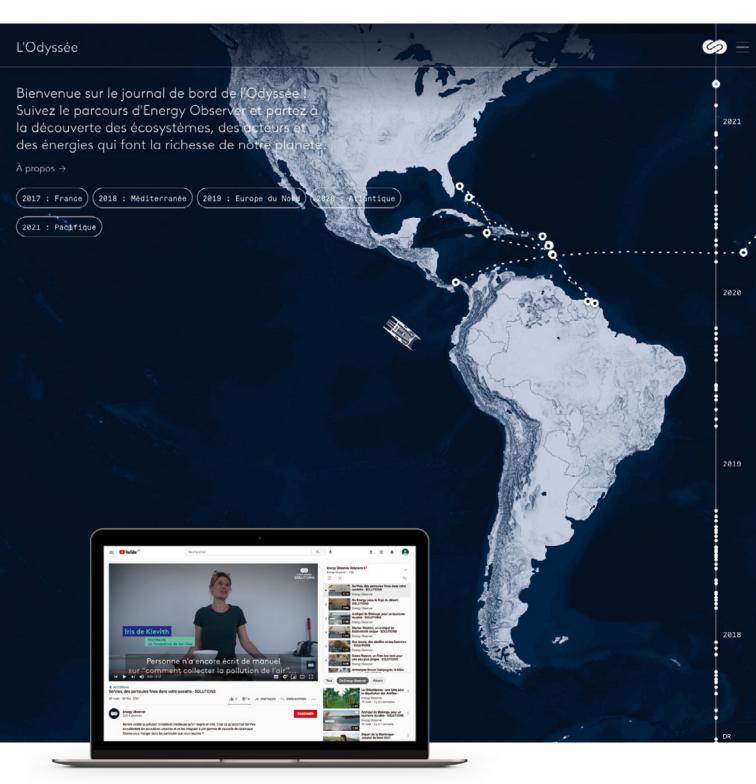




CULTURAL SPONSORSHIP

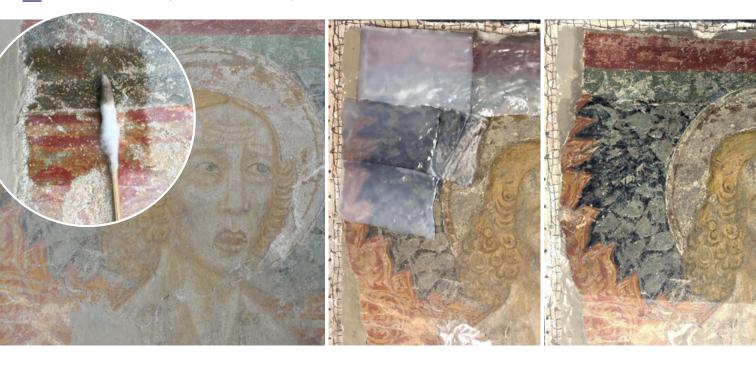
The CCR Group renewed its sponsorship of the Musée Rodin in 2020, thus continuing to support the museum's restoration and acquisition projects. The museum was thus able to acquire the plaster model of Madame Roll, which was used for the development of the marble masterpiece. This restored work is now showcased in the rooms of the Hôtel Biron.

CCR, ENVIRONMENTAL, CULTURAL AND SOCIAL SPONSORSHIP



ENVIRONMENTAL SPONSORSHIP

As part of its sponsorship, CCR is committed to Energy Observer for the production of the Energy Observer Solutions videos, a project fully oriented around the 17 UN Sustainable Development Goals. These videos showcase the initiatives of men and women around the world who are devoting their energy to creating sustainable solutions. The videos are available to make as many people as possible aware of these fundamental principles which provide a roadmap for a better environment.



RESTORATION OF THE MARTYRDOM OF SAINT SEBASTIAN

In 2019 and 2020, the CCR Group contributed to the restoration of the Martyrdom of Saint Sebastian, a 15th century Italian fresco. This work, unknown to the general public, is part of the collection of Auguste Rodin. Stored in the stockroom

of the Musée Rodin, its condition required urgent restoration. The restorers worked on the visible paint layer (cleaning, protection and watercolour retouching) but also on the structure of the work itself.





ENERGY OBSERVER

As a patron of Energy Observer since 2017, the CCR Group supports a human adventure that showcases French know-how around an experiment aimed at revolutionising sea freight to limit the extent of climate change.

JAKADIROULE

aims to enable people with reduced mobility, whether or not they are totally dependent, to have access to sport or culture in order to create social links.



AHVEC1

has created and developed a reception and training centre for abandoned children in Baleveng, north-west Cameroon.

FORM'ACCUEIL

promotes the integration of immigrant workers by offering them literacy and French classes and by organising cultural outings.

ROSA MOUV

supports cancer patients during their treatment by offering physical activity and rehabilitation, nutritional advice and various manual therapy treatments. The charity also organises scientific meetings and events, group courses and vocational training.

SECOURS POPULAIRE MEULAN

helps and supports 113 families in need with food, clothing, culture, education and leisure. The charity offers a day of leisure to some beneficiary families.

SOLIDARITE JEAN MERLIN

carries out social actions for destitute and isolated people; it has set up the domiciliation activity which is essential for those who claim it.

1/ Association Axe Humanitaire des Volontés Européennes et Camerounaises



ÉCOACTEURS

promotes and supports the great outdoors, heritage and sustainable development actors in the Médoc region. It organises its actions around environmental education and sustainable development, agrienvironment and ecotourism.



OLAGARROA

promotes artistic, cultural and sporting activities for young people with disabilities. The association promotes collective activities for broader social integration.

GOVERNANCE AND ACCOUNTS

The headquarters of the CCR Group known as '157 Haussmann' obtained the BBC label after major restructuring work.





CCR, BOARD OF DIRECTORS



PIERRE BLAYAU Chairman



DAMIEN ANDRIES



ARNAUD BAILLEUL



LAURENCE BARRY



NATHALIE BROUTELE



PIERRE CHAVY



BRUNO CINOTTI



LIONEL CORRE



PATRICE FORGET



ANTOINE MANTEL



SOPHIE MASSET



DAVID MONCOULON



ELSA ROTHSCHILD-GARNIER



CHRISTEL SADLER



LAURE TOURJANSKY

CCR RE, BOARD OF DIRECTORS



BERTRAND LABILLOY Chairman and Chief Executive Officer



PIERRE BLAYAU



PATRICK CERCEAU



JOHN CONAN



CHARLES LEVI



ANTOINE MANTEL

=

GROUPE CCR, EXECUTIVE COMMITTEE



BERTRAND LABILLOYChief Executive Officer



LAURENT MONTADORDeputy Chief Executive
Officer



ISABELLE BIONChief Operations Officer



CHRYSTELLE BUSQUEChief Financial Officer



THIERRY COHIGNAC
Deputy Head of Public
Reinsurance and Guaranty
Funds



PATRICK DELALLEAU Chief Business Development Officer



VINCENT GROS
General Counsel
and Compliance Officer



JÉRÔME ISENBART Chief Risk Officer and Actuary



SÉBASTIEN JALLET Chief Investment Officer



MARLÈNE LARSONNEUR Chief Human Resources Officer



HIND MECHBAL Chief Information Officer



HERVÉ NESSI Chief Underwriting Officer



ANTOINE QUANTINChief Underwriting Officer,
Public Reinsurance
and Guaranty Funds



KARINE ROBIDOU
Deputy Investment Director,
Head of Real Estate,
Infrastructure and ESG
Investments





CCR GROUP, CONSOLIDATED FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2020

CONSOLIDATED INCOME STATEMENT

(in thousands of euros)		2020		
	Non-Life reinsurance	Life reinsurance	Total	Total
Written premiums	1,754,263	111,251	1,865,514	1,506,902
Change in unearned premium reserves	(39,800)	(12,193)	(51,993)	(44,661)
Earned premiums	1,714,463	99,058	1,813,521	1,462,241
Other operating revenue	1,924	-	1,924	2,595
Investment income, net of expenses	98,018	2,519	100,537	104,382
Income from ordinary activities	99,942	2,519	102,461	106,977
Reinsurance claims expenses	(1,395,712)	(76,447)	(1,472,159)	(1,162,658)
Income and expenses net of ceded income and expenses	(57,195)	(4,069)	(61,264)	(111,747)
Management expenses	(256,618)	(15,958)	(272,576)	(150,800)
Expenses from ordinary activities	(1,709,525)	(96,474)	(1,805,999)	(1,425,205)
Income from ordinary activities	104,880	5,103	109,983	144,013
Investment income net of investment expenses	-	-	36,553	40,958
Other income and expense, net	-	-	20	153
Non-recurring income and expenses, net	-	-	(2,267)	(131)
Employee profit-sharing	-	-	-	(276)
Income tax	-	-	(54,161)	(80,623)
Consolidated net income			90,128	104,094
Basic earnings per share (in euros)	-	-	30.04	34.70
Diluted earnings per share (in euros)	-	-	30.04	34.70

BALANCE SHEET- ASSETS

(in thousands of euros)	2020	2019
Intangible assets	2,813	2,965
Reinsurance investments	8,926,306	8,257,827
Real estate investments	301,477	278,592
Investments in affiliates and participating interests	6,200	6,200
Other investments	8,356,787	7,731,012
Cash deposits with ceding insurers	261,842	242,023
Reinsurers' share of technical reserves	95,505	18,934
Other receivables	203,913	134,528
Other assets	722,466	767,922
Property and equipment	3,684	2,865
Other	718,782	765,057
Accrued income and prepaid expenses	780,586	589,441
Deferred acquisition costs	48,952	43,582
Deferred tax assets	144,252	132,812
Other	587,382	413,047
Total assets	10,731,589	9,771,617

BALANCE SHEET - EQUITY AND LIABILITIES

(in thousands of euros)	2020	2019
Charabaldada aquita	2,440,242	2 550 494
Shareholder's equity	2,640,312	2,550,184
Share capital	60,000	60,000
Additional paid-in capital	-	-
Reserves and retained earnings	2,490,184	2,386,090
Net income for the year	90,128	104,094
Subordinated debt	300,000	-
Gross technical reserves	7,546,523	7,034,399
Life technical reserves	198,755	175,200
Non-Life technical reserves	7,347,768	6,859,199
Provisions	15,084	14,247
Other liabilities	191,071	132,566
Deferred revenue and accrued expenses	38,599	40,221
Total equity and liabilities	10,731,589	9,771,617

CCR, FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2020

INCOME STATEMENT

(in thousands of euros)			2020	2019
	Gross	Reinsurance	Net	Net
NON-LIFE TECHNICAL ACCOUNT				
Written premiums	1,214,681	112,249	1,102,432	845,435
Change in unearned premium reserves	(11,819)	42	(11,861)	(7,543
Earned premiums	1,202,862	112,291	1,090,571	837,892
Investment income allocated from non-technical account	62,485	-	62,485	66,170
Other underwriting income	604	-	604	567
Paid claims and expenses	(590,861)	(13,679)	(577,183)	(804,442
Change in outstanding claims reserves	(573,907)	(50,742)	(523,165)	50,34
Claims expenses	(1,164,768)	(64,421)	(1,100,347)	(754,095
Change in other technical reserve	(72)	-	(72)	
Profit commission	535	537	(1)	
Acquisition costs	(123,858)	-	(123,858)	(13,839
Management expenses	(5,171)	-	(5,171)	(4,118
Reinsurance commissions received	-	1,064	(1,064)	154
Acquisition and management expenses	(129,028)	1,064	(130,092)	(17,803
Other underwriting expenses	(6,996)	-	(6,996)	(5,949
Change in equalization reserves	174,586	-	174,586	(29,999
Non-Life reinsurance underwriting result	140,207	49,470	90,737	96,78
LIFE TECHNICAL ACCOUNT				
Premiums	509	509	_	
Investment revenue	-	-	-	
Other investment income	-	_	-	
Realized gains from investments	-	_	-	
Investment income	-	-	-	
Other underwriting income	-	-	-	
Paid claims and expenses	(533)			
	(577)	(576)	(2)	(2
Change in outstanding claims reserves	(5//)	(576)	(2)	(2
		· , ,		
Claims expenses	106	106	-	
Change in outstanding claims reserves Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves	106 (471) (33)	106 (470) (33)	(2)	
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves	106 (471)	106 (470)	(2)	
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission	(471) (33) (33) (42)	106 (470) (33)	- (2)	(2
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs	106 (471) (33)	(470) (33) (33) (42)	(2)	(23
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs Management expenses	106 (471) (33) (33) (42) (11)	(470) (33) (33) (42)	(2) - - - (11)	(23 (10
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs Management expenses Reinsurance commissions received	106 (471) (33) (33) (42) (11) (14)	(470) (33) (33) (42)	(2) - - (11) (14) 11	(23 (10 2:
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves	106 (471) (33) (33) (42) (11) (14)	(470) (33) (33) (42)	(2) - - - (11) (14)	(23 (10 (23 (10 (2)
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs Management expenses Reinsurance commissions received Acquisition and management expenses Internal and external investment management expenses and interest	106 (471) (33) (33) (42) (11) (14)	(470) (33) (33) (42)	(2) - - (11) (14) 11	(23 (10 2
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs Management expenses Reinsurance commissions received Acquisition and management expenses Internal and external investment management expenses and interest Other investment expenses	106 (471) (33) (33) (42) (11) (14) - (25)	(470) (33) (33) (42) - (11) (11)	(2) - (11) (14) 11 (14)	(23 (10 2
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs Management expenses Reinsurance commissions received Acquisition and management expenses Internal and external investment management expenses and interest Other investment expenses Realized Losses from Investments	106 (471) (33) (33) (42) (11) (14) - (25)	(470) (33) (33) (42) - (11) (11)	(2) - (11) (14) 11 (14)	(23 (10 2:
Claims expenses Life reinsurance reserves Change in Life reinsurance reserves and other technical reserves Profit commission Acquisition costs Management expenses Reinsurance commissions received Acquisition and management expenses Internal and external investment management expenses	106 (471) (33) (33) (42) (11) (14) (25)	106 (470) (33) (33) (42) (11) (11)	(2) - (11) (14) 11 (14)	(23 (10 2:

(in thousands of euros)	2020	2019
	Net	Net
NON-TECHNICAL ACCOUNT		
Non-Life reinsurance underwriting result	90,737	96,783
Life reinsurance underwriting result	(16)	(12)
Investment revenue	84,599	93,658
Other investment income	2,169	3,049
Realized gains from investments	34,867	61,168
Investment income	121,635	157,875
Internal and external investment management costs and interest	(8,313)	(8,639)
Other investment expenses	(12,997)	(13,041)
Realized losses from investments	(10,335)	(39,627)
Investment expenses	(31,645)	(61,307)
Investment income transferred to the Non-Life technical account	(62,485)	(66,170)
Other income	18	150
Other expenses	(1)	_
Non-recurring income	354	490
Non-recurring expenses	(900)	-
Non-recurring items	(546)	490
Employee profit-sharing	-	-
Income tax	(57,055)	(60,992)
Net income for the year	60,644	66,818

BALANCE SHEET - ASSETS

(in thousands of euros)			2020	2019
	Gross amount	Amortization depreciation & provisions	Net amount	Net amount
Intangible assets	75,040	72,228	2,813	2,959
Real estate investments	197,739	33,696	164,043	139,099
Investments in affiliates and participating interests	435,929	-	435,929	435,929
Other investments	6,537,936	2,028	6,535,907	6,223,829
Cash deposits with ceding insurers	7,929	-	7,929	8,651
Investments	7,179,533	35,724	7,143,808	6,807,509
Non-Life unearned premium reserves	881	-	881	938
Life reinsurance reserves	3,567	-	3,567	3,515
Life outstanding claims reserves	604	-	604	826
Non-Life outstanding claims reserves	166,193	-	166,193	120,056
Reinsurers' share of technical reserves	171,245	-	171,245	125,335
Reinsurance receivables	106,879	-	106,879	72,627
Prepaid payroll costs	7	-	7	3
Prepaid and recoverable taxes	19	-	19	28
Other receivables	83,059	70,686	12,373	8,210
Claims	189,964	70,686	119,278	80,868
Property and equipment	16,526	12,909	3,617	2,771
Current accounts and cash	447,486	-	447,486	524,952
Other assets	464,012	12,909	451,103	527,723
Accrued interest and rental revenue	25,974	-	25,974	30,385
Life and Non-Life deferred acquisition costs	87	-	87	-
Other accrued income and prepaid expenses	285,869	-	285,869	131,988
Accrued income and prepaid expenses	311,930	-	311,930	162,373
Total assets	8,391,725	191,547	8,200,178	7,706,766

BALANCE SHEET – EQUITY AND LIABILITIES

(in thousands of euros)	2020	2019
	Before	Before
	appropriation of results	appropriation of results
	Of results	Of results
Share capital	60,000	60,000
Additional paid-in capital	-	-
Revaluation reserves	2,751	2,751
Other reserves		
Special net long-term capital gains reserve	-	-
Guarantee fund reserve	1,496	1,496
Special reserve for exceptional and nuclear risks	245,215	245,215
Special reserve for natural disaster risks	1,769,987	1,769,987
Special reserve for terrorism risks	151,474	151,474
Other reserves	8,654	8,654
Special reserve for specific credit insurance risks	86,790	19,974
Reserve for the purchase of original works by living artists	93	91
Retained earnings	-	-
Net income for the year	60,644	66,818
Shareholders' equity	2,387,104	2,326,460
Non-Life unearned premium reserves	333,499	321,695
Life reinsurance reserves	3,478	3,512
Life outstanding claims reserves	694	868
Non-Life outstanding claims reserves	3,546,602	2,977,293
Equalization reserves	1,736,654	1,911,240
Other Non-Life technical reserves	72	-
Gross technical reserves	5,620,999	5,214,608
Provisions	11,885	11,542
Reinsurance payables	-	225
Other borrowings, deposits and guarantees received	1,431	1,503
Accrued payroll costs	9,960	8,708
Accrued taxes	17,678	3,131
Other payables	118,396	104,618
Other liabilities	147,465	118,185
Deferred revenue and accrued expenses	32,724	35,970
Total equity and liabilities	8,200,178	7,706,766
Total Squity and Habilities	0,200,170	7,700,700

CCR RE, FINANCIAL STATEMENTS YEAR ENDED DECEMBER 31, 2020

INCOME STATEMENT

(in thousands of euros)			2020	2020 2019	
	Gross	Reinsurance	Net	Net	
NON-LIFE TECHNICAL ACCOUNT					
Written premiums	538,070	32,555	505,515	423,667	
Change in unearned premium reserves	(27,940)	(416)	(27,523)	(23,411)	
Earned premiums	510,130	32,138	477,992	400,257	
Investment income allocated from non-technical account	35,533	-	35,533	34,123	
Other underwriting income	1,320	-	1,320	2,028	
Paid claims and expenses	(312,367)	(9,367)	(303,000)	(258,493)	
Change in outstanding claims reserves	(80,530)	(12,192)	(68,337)	(23,447)	
Claims expenses	(392,897)	(21,560)	(371,337)	(281,940)	
Change in other technical reserves	(2,971)	-	(2,971)	(8,219)	
Profit commission	(7,695)	(1,085)	(6,610)	(6,286)	
Acquisition costs	(102,477)	-	(102,477)	(91,528)	
Management expenses	(11,795)	-	(11,795)	(12,083)	
Reinsurance commissions received	-	(1,976)	1,976	(1,709)	
Acquisition and management expenses	(114,272)	(1,976)	(112,296)	(101,901)	
Other underwriting expenses	(4,845)	412	(5,258)	(4,598)	
Change in equalization reserves	(2,230)		(2,230)	1,559	
Non-Life reinsurance underwriting result	22,073	7,930	14,143	35,022	
LIFE TECHNICAL ACCOUNT					
Premiums	99,059	4,085	94,974	93,268	
Investment revenue	2,600	-	2,600	3,906	
Other investment income	19	-	19	28	
Realized gains from investments	4,833	-	4,833	7,395	
Investment income	7,452	-	7,452	11,329	
Other underwriting income	-	-	-	-	
Paid claims and expenses	(56,045)	(6)	(56,039)	(37,702)	
Change in outstanding claims reserves	(12,733)	89	(12,822)	(19,421)	
Claims expenses	(68,778)	83	(68,862)	(57,123)	
Life reinsurance reserves	(5,351)	-	(5,351)	(1,803)	
Other technical reserves	-	-	-	-	
Change in Life reinsurance reserves and other technical reserves	(5,351)	-	(5,351)	(1,803)	
Profit commission	(2,317)	(99)	(2,219)	(7,384)	
Acquisition costs	(12,687)	-	(12,687)	(15,769)	
Management expenses	(2,340)	-	(2,340)	(2,380)	
Reinsurance commissions	-	-	-	-	
Acquisition and management expenses	(15,027)	-	(15,027)	(18,149)	
Internal and external investment management expenses	, ,,,,		, ,,,,	, , ,	
and interest	(934)	-	(934)	(1,110)	
Other investment expenses	(228)	-	(228)	(356)	
Realized losses from investments	(3,171)	-	(3,171)	(4,645)	
Investment expenses	(4,334)	-	(4,334)	(6,110)	
Other underwriting expenses	(913)	4	(917)	(680)	
Investment income transferred to the non-technical account	(599)	-	(599)	(1,130)	
Life reinsurance underwriting result	9,191	4,074	5,117	12,219	

(in thousands of euros)	2020	2019
	Net	Net
NON-TECHNICAL ACCOUNT		
Non-Life reinsurance underwriting result	14,143	35,022
Life reinsurance underwriting result	5,117	12,219
Investment revenue	36,679	32,595
Other investment income	268	237
Realized gains from investments	68,167	61,713
Investment income	105,114	94,545
Investment income allocated from the Life technical account	599	1,130
Internal and external investment management expenses and interest	(13,181)	(9,261)
Other investment expenses	(3,218)	(2,969)
Realized losses from investments	(44,734)	(38,762)
Investment expenses	(61,133)	(50,992)
Investment income transferred to the Non-Life technical account	(35,533)	(34,123)
Other income	3	3
Other expenses	-	-
Non-recurring income	151	3
Non-recurring expenses	(1,529)	(150)
Non-recurring items	(1,378)	(147)
Employee profit-sharing	-	(276)
Income tax	(8,546)	(22,484)
Net income for the year	18,386	34,897

BALANCE SHEET - ASSETS

(in thousands of euros)	2020			2019
	Gross amount	Amortization depreciation & provisions	Net amount	Net amount
Intangible assets	86	86	-	7
Real estate investments	177,041	36,858	140,183	142,244
Investments in affiliates and participating interests	6,200	-	6,200	6,200
Other investments	1,820,880	-	1,820,880	1,507,184
Cash deposits with ceding insurers	253,914	-	253,914	233,372
Investments	2,258,035	36,858	2,221,177	1,888,999
Non-Life unearned premium reserves	997	-	997	658
Life reinsurance reserves	527	-	527	-
Life outstanding claims reserves	611	-	611	701
Non-Life outstanding claims reserves	29,192	-	29,192	17,482
Reinsurers' share of technical reserves	31,327		31,327	18,841
Reinsurance receivables	82,045	629	81,417	55,948
Prepaid payroll costs	5	-	5	3
Prepaid and recoverable taxes	8,214	-	8,214	134
Other receivables	5,340	48	5,291	4,461
Receivables	95,604	677	94,927	60,544
Property and equipment	513	447	66	94
Current accounts and cash	271,296	-	271,296	240,105
Other assets	271,809	447	271,362	240,198
Accrued interest and rental revenue	3,813	-	3,813	3,122
Life and Non-Life deferred acquisition costs	48,865	-	48,865	43,582
Other accrued income and prepaid expenses	272,985	-	272,985	251,237
Accrued income and prepaid expenses	325,663	-	325,663	297,942
Total assets	2,982,525	38,069	2,944,456	2,506,531

BALANCE SHEET – EQUITY AND LIABILITIES

(in thousands of euros)	2020	2019
	Before appropriation of results	Before appropriation of results
Share capital	90,082	90,082
Additional paid-in capital	-	-
Revaluation reserves	-	-
Other reserves and retained earnings	363,288	328,391
Net income for the year	18,386	34,897
Shareholders' equity	471,756	453,370
Subordinated debt	375,000	75,000
Non-Life unearned premium reserves	192,654	173,302
Life reinsurance reserves	104,154	89,297
Life outstanding claims reserves	92,587	83,730
Non-Life outstanding claims reserves	1,567,188	1,527,736
Life policyholders' surplus reserves	2,013	2,173
Equalization reserves	26,869	24,639
Other Non-Life technical reserves	47,126	44,156
Gross technical reserves	2,032,591	1,945,032
Provisions	4,078	3,928
Cash deposits received from reinsurers	463	79
Reinsurance payables	22,257	2,478
Other borrowings, deposits and guarantees received	932	923
Accrued payroll costs	5,775	5,523
Accrued taxes	2,191	5,618
Other payables	22,289	6,643
Other liabilities	53,444	21,186
Deferred revenue and accrued expenses	7,124	7,936
Total equity and liabilities	2,944,456	2,506,531





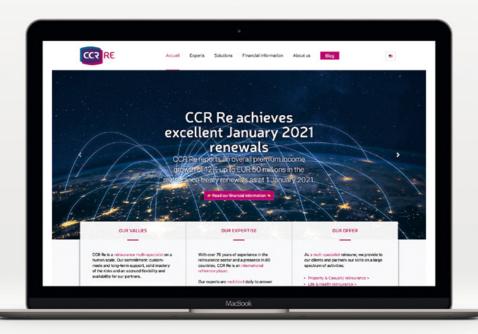


Group CCR, public and international reinsurer **ccr.fr** More information on **catastrophes-naturelles.ccr.fr**











More information on ccr-re.com







Activity Report published by CCR - Mars 2021

Cover: April 2020 in Paris: Place de la Concorde on the first lockdown.

Back cover: On 4 October 2020, Saint-Laurent-du-Var after heavy rain and flooding in the Alpes-Maritimes.

Photo credits: Géraldine Aresreanu - Rémy Deluze - Serge Drai (Cover) AFP/ Valery Hache (Back cover and p.22-23) Nicolas Asfouri, Elio Castoria, Johannes Eisele, Ozan Kose,
Aizar Raldes, Manan Vatsyayana (p.08-09) Clément Mahoudeau, STR (p.10) Sébastien Bozon (p.25) Agence photographique du musée Rodin/ Jérôme Manoukian (p.72) - AQC/ Pascal Dessagne (p.06) DPA Picture-Alliance via AFP/ Carsten Koall (p. 08), Matthias Bein, Beatrix Ta (p.11) - Energy Observer Productions
(p.64-65 and 74) - Getty Images via AFP/ Leon Neal (p.08-09) - Getty Images/Corbis/ Stephane Cardinale (p.02-03) Hans Lucas via AFP/ Arié Botbol (p.04-05), Benjamin Polge (p.07) - L'Oeil Temoin/ Arnaud Caillou SOPA Images/LightRocket via Getty Images/ Maverick Asio (p.42-43) - Pixeden - Sputnik via AFP/ Alexey
Filippov (p.08-09) - Terra/ Arnaud Bouissou (p. 31) - Photothèque CCR.

Design, editing, production: story-building.fr

This activity report was printed in France by HandiPRINT, an adapted company which is a subsidiary of Groupe Lecaux, a PEFC and FSC certified printer, holder of the Imprim'vert label and signatory of the Diversity Charter (Charte de la Diversité).

