



Investor Day 2017  
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# Closing remarks

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Chairman and CEO

# With “Vision in Action”, SCOR’s success story goes on

**SCOR**  
Proven cornerstones



## P&C

- Continue to build US towards a clear Tier 1 reinsurer status
- Consolidate position in international market
- Leverage SCOR Business Solutions, expand Channel 2015 Lloyd’s Syndicate
- Develop MGA platform to promote new business channels using the P&C’s division infrastructure

~3%-8% GWP growth p.a.  
~95%-96% combined ratio

## Life

- Expand Protection footprint: strengthening leadership positions in the US and Europe, reinforcing presence in markets with strong potential
- Further diversify the risk profile
- Invest in technology to enhance the value proposition

5%-6% GWP growth p.a.  
6.8%-7.0% technical margin

## Investments

- Gear towards liquidity at 5%
- Close the duration gap by the end of “Vision in Action”, by increasing invested assets duration
- Rebalance the investment portfolio thanks to additional degrees of freedom in the Strategic Asset Allocation

Annualized RoIA expected in the upper part of the 2.5%-3.2% range, under current market conditions

**RoE above 800 bps over the 5-year risk-free rate across the cycle<sup>1)</sup>**

**Solvency ratio in the optimal 185%-220% range**