

# VISION IN ACTION

2016-2019

OPTIMAL DYNAMICS  
2013-2016

STRONG MOMENTUM  
2010-2013

DYNAMIC LIFT  
2007-2010

MOVING FORWARD  
2004-2007

BACK ON TRACK  
2002-2004

## SCOR LAUNCHES ITS NEW STRATEGIC PLAN

Thanks to its accelerated development in Life and P&C reinsurance, SCOR now belongs to the top tier of global reinsurers. The Group's premium income will reach around EUR 13.7 billion in 2016, an increase of 34% since 2013. Shareholders' equity reached EUR 6.3 billion at 30 June 2016, up 33% over the strategic plan, after the distribution of EUR 781 million in dividends. SCOR's development has focused on the twofold objectives of profitability and solvency. All the targets of the "Optimal Dynamics" plan, which has come to an end, have been achieved. With the upgrade of its rating in 2015, SCOR is now rated AA<sup>(1)</sup>. Plan after plan, the SCOR group demonstrates its ability to find solutions to all the challenges posed by a difficult and shifting economic and financial environment. SCOR absorbs loss event shocks thanks to its active, state-of-the-art risk management policy. Today, SCOR launches its new three-year strategic plan, "Vision In Action," which is fully aligned with "Optimal Dynamics."

Over the next three years, SCOR will pursue its dynamic combination of growth, profitability and solvency with ambition and determination, serving its clients and benefitting its shareholders.

### ▼ 2016-2019 TARGETS ▼

#### HIGH RETURN ON EQUITY

ROE  $\geq$  **800 basis points** above the five-year risk-free rate over the cycle<sup>(2)</sup>

#### OPTIMAL SOLVENCY RATIO

Between **185%** and **220%** of the SCR<sup>(3)</sup>

(1) Standard & Poor's and Fitch Ratings. (2) Based on a 5-year rolling average of 5-year risk-free rates. (3) Solvency Capital Requirement.



scor.com

**SCOR**  
The Art & Science of Risk