LIFE & HEALTH

A leading global Life & Health reinsurer with strong local presence and global product lines

Offers a full spectrum of risk solutions, including financial & longevity solutions and distribution solutions, to address insurers’ needs

Has an innovative business model with a biometric focus and a well-balanced book of business

Works with its clients in a changing Life insurance ecosystem to make a significant positive impact on society and peoples’ lives

PROPERTY & CASUALTY

A global network of offices and technical staff to serve clients across the world

Supports a long-term partnership approach to working with clients to develop business

Develops modeling capabilities and technical expertise, staying at the forefront of innovation

Provides clients with customized solutions across all business lines

Commit to a profound transformation to create the insurance company of the future

Continue dynamic combination of growth, profitability and solvency to create value for all our stakeholders

Make great use of new technologies to accelerate the creation of long-term economic value

Pursue growth while staying true to the fundamental principles that have shaped our success

Make great use of new technologies to accelerate the creation of long-term economic value

ESSENTIALS

STRATEGIC PLAN (2019-2021)

Commit to a profound transformation to create the insurance company of the future

Continue dynamic combination of growth, profitability and solvency to create value for all our stakeholders

Make great use of new technologies to accelerate the creation of long-term economic value

Pursue growth while staying true to the fundamental principles that have shaped our success

Make great use of new technologies to accelerate the creation of long-term economic value

Profitability and solvency targets that are ambitious at the current economic and financial environment

Profitability Target

Solvency Target

Profitability and solvency targets that are ambitious at the current economic and financial environment

Profitability Target

Solvency Target

P&C

GWP annual growth of ~4% to 8%
Net combined ratio of ~95% to 96%
VNB* annual growth of ~6% to 9%

Life & Health

GWP annual growth of ~3% to 6%
Net technical margin of ~7.2% to 7.4%
VNB* annual growth of ~6% to 9%

Investments

Annualized Return on invested assets of ~2.4% to 2.9%*
**KEY FIGURES - FY 2018**

<table>
<thead>
<tr>
<th>Premium growth</th>
<th>Net income</th>
<th>Year-end 2017 solvency ratio</th>
<th>Return on Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>+7.1%</td>
<td>EUR 322 million</td>
<td>215%</td>
<td>5.5%</td>
</tr>
<tr>
<td>+3% at current FX</td>
<td></td>
<td></td>
<td>472 bps down 5% of BRR</td>
</tr>
</tbody>
</table>

**WELL-BALANCED DEVELOPMENT BETWEEN LIFE AND P&C**

GWP in EUR millions:

- 2017: 14,789 (Life: 8,764, P&C: 6,025)
- 2018: 15,258 (Life: 9,083, P&C: 6,175)

**Successful Geographic Diversification of the Portfolio**

2018 GWP split in % (rounded):

- Asia-Pacific: 32%
- Europe: 38%
- Americas: 30%
- Other: 10%

**Clients**

More than 4,000 clients served by 38 offices and 2,887 employees throughout the world.

**Investments**

Return on invested assets:

- 2.8% (2006-2007)

**Attractive Dividend Policy**

EUR 1.751 per share for 2018 results

- Dividend per share (EUR): 1.40
- Dividend per share including share buyback (EUR): 1.68

**Financial Analysts**

Out of the 19 sell-side analysts covering SCOR, 90% advise to hold or buy SCOR shares.

**Awards in 2018**

- "aa-" stable outlook
- "AA-" stable outlook
- "Aa3" stable outlook

**WELL BALANCED DEVELOPMENT BETWEEN LIFE AND P&C**

1) Gross written premium growth at constant exchange rate. At current exchange rates, Group gross written premium growth of 2.3% Life and 3.0% P&C.