

Staying Focused. Thinking Ahead.



Focus



Grow



Accelerate

Our ambition

Industry-leading performance

- Profitability
- Earnings growth

Delivery on

- Economic value creation
- Attractive dividends
- Cost leadership
- Capital strength
- Credit ratings
- Employee engagement
- Environmental stewardship

Key metrics

Profitability

RoE > 14%

Earnings growth

EBIT growth > 5%

Economic value creation

CSM growth > 2%

Attractive dividends

Regular dividend ≥ prior year

Capital strength

Solvency II ratio > 200%

Environmental stewardship

CDP score ≥ Management level