

# Staying Focused. Thinking Ahead.



## Focus

### Staying focused on our “somewhat different” approach

- Act as a pure-play reinsurer
- Be the preferred business partner
- Build on our lean and capital-efficient operating model



## Grow

### Securing profitable growth and outperformance

- Enable our clients to grow and succeed
- Enhance cycle management and portfolio steering
- Innovate and strengthen leadership in tailored solutions, longevity and ILS



## Accelerate

### Thinking ahead to enable global industry leadership

- Expand data and analytics capabilities
- Drive operational efficiency and automation
- Invest in leadership and people development

## Our ambition

### Industry-leading performance

Profitability:	RoE
Earnings growth:	EBIT growth

### Delivery on

Economic value creation:	CSM growth, xRoCA
Attractive dividends:	Regular dividend
Cost leadership:	Cost/Reinsurance rev (gross)
Capital strength:	Solvency II ratio
Credit ratings:	S&P, A.M. Best Engagement index
Employee engagement:	
Environmental stewardship:	CDP score

## Strong foundations

Sustainability and embedded governance