

2021 Universal Registration Document
including the annual financial report

Combining the Art and Science of Risk

**to protect
societies**

SCOR
The Art & Science of Risk

SUMMARY

1 SCOR GROUP 5

1.1.	Key figures and strategic plan	7
1.2.	Information about the SCOR Group	11
1.3.	Market and financial review	24

2 REPORT ON CORPORATE GOVERNANCE 43

2.1.	Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code	44
2.2.	Board of Directors and Executive Committee member compensation, and share ownership	86
2.3.	Related party transactions	138
2.4.	Additional Information	140
2.5.	Audit report on the corporate governance report	140

3 RISK FACTORS AND RISK MANAGEMENT MECHANISMS 141

3.1.	Main risks	142
3.2.	Management of main risks	161
3.3.	Internal control and risk management procedures	173

4 CONSOLIDATED FINANCIAL STATEMENTS 183

4.1.	Consolidated balance sheet	184
4.2.	Consolidated statement of income	186
4.3.	Consolidated statement of comprehensive income	187
4.4.	Consolidated statement of cash flows	188
4.5.	Consolidated statement of changes in shareholders' equity	189
4.6.	Notes to the consolidated financial statements	192
4.7.	Information on holdings	264
4.8.	Statutory Auditors	264
4.9.	Auditing of historical consolidated financial information	265

5 SCOR SHARES, SHARE CAPITAL AND GENERAL INFORMATION 273

5.1.	SCOR shares	274
5.2.	Share capital & shareholders	275
5.3.	General information	287

6 NON-FINANCIAL PERFORMANCE STATEMENT 297

6.1.	Sustainability strategy and governance	298
6.2.	Human capital as a key success factor for the Group	306
6.3.	Environmental impact of SCOR activities	315
6.4.	Social and societal impact of SCOR activities	325
6.5.	Responsible adaptation to the digital economy	328
6.6.	Business ethics	331
6.7.	Correspondance table	334
6.8.	SASB correspondence table	335
6.9.	TCFD correspondence table	337
6.10.	Note on methodology	338
6.11.	Report by the independent third party, on the consolidated non-financial statement included in the management report	341

7 APPENDICES 343

Appendix A	Person responsible for the annual report	344
Appendix B	Unconsolidated corporate financial statements of SCOR SE	345
Appendix C	Glossary	381
Appendix D	Additional information relating to the management report of the Company and the Group – Correspondence table	387
Appendix E	Correspondence table – Delegated regulation (EC) of March 14, 2019	396
Appendix F	Annual Financial Report – Correspondence table	399
Appendix G	Correspondence table – Information incorporated by reference	400

2021 UNIVERSAL REGISTRATION DOCUMENT

Including the annual financial report



The Universal Registration Document was filed on March 3, 2022 with the French financial markets authority (*Autorité des marchés financiers* – AMF), as competent authority under Regulation (EU) 2017/1129 without prior approval pursuant to Article 9 of the said regulation.

The Universal Registration Document may be used for the purpose of an offer to the public of securities or admission of securities to trading in a regulated market if supplemented by a securities note and, if applicable, a summary and any amendments to the Universal Registration Document. The whole is approved by the AMF in accordance with Regulation (EU) 2017/1129.

European Company with a share capital
of EUR 1 472 177 576,72

Registered office:
5, avenue Kléber
75116 Paris
562 033 357 RCS Paris

Pursuant to Article 19 of Regulation (EU) 2017/1129 of June 14, 2017 of the European Parliament and Council, the following information is included by reference in this Universal Registration Document (the "Universal Registration Document"):

- SCOR SE's corporate and consolidated financial statements for the financial year ended December 31, 2020 and the report of the Statutory Auditors regarding said financial statements as presented in SCOR SE's universal registration document filed with the AMF on March 2, 2021 under number D.21-0084 ;
- SCOR SE's corporate and consolidated financial statements for the financial year ended December 31, 2019 and the report of the Statutory Auditors regarding said financial statements as presented in SCOR SE's universal registration document filed with the AMF on March 13, 2020 under number D.20-0127.

Parts of these documents which are not expressly included herein are of no concern to the investor.

This is a translation into English of the Universal Registration Document of the Company issued in French and it is available on the website of the Issuer.

The annual financial report included in this Universal Registration Document is a translation into English of the annual financial report included in SCOR's Universal Registration Document issued in French.

The annual financial report is a reproduction of the official version of the annual financial report which has been prepared in ESEF (European Single Electronic Format) and is available on the issuer's website.

01

SCOR Group

1.1. KEY FIGURES AND STRATEGIC PLAN	7	1.3. MARKET AND FINANCIAL REVIEW	24
1.1.1. Group key figures	7	1.3.1. Reinsurance market developments	24
1.1.2. Overview	8	1.3.2. Financial market developments	24
1.1.3. Dividend Distribution Policy	9	1.3.3. Significant events of the year	25
1.1.4. Current strategic plan	10	1.3.4. Information on SCOR's competitive position	26
1.2. INFORMATION ABOUT THE SCOR GROUP	11	1.3.5. Revenues & earnings summary	26
1.2.1. Listing	11	1.3.6. Financial position, liquidity and capital resources	37
1.2.2. History and development of SCOR	11	1.3.7. Solvency	39
1.2.3. SCOR's organizational structure	11	1.3.8. Cash flows	39
1.2.4. Ratings information	13	1.3.9. Calculation of financial ratios	40
1.2.5. Business overview	14	1.3.10. Events subsequent to December 31, 2021	42
1.2.6. Research and development, patents and licenses	20	1.3.11. Documents on display	42
1.2.7. Investments	23		

A tier 1 reinsurer global position

What is reinsurance

Reinsurance is at the heart of risk management: it enables insurers to cover their risks by ceding part of them, in order to mutualize them worldwide. SCOR covers major Non-Life risks including large catastrophe risks (both natural and man-made catastrophes: hurricanes, floods, volcanic eruptions, explosions, fires, plane crashes, etc.), and Life biometric risks (mortality, longevity and lines, both long term and short term). The challenge for reinsurance professionals consists of identifying, selecting, assessing and pricing risks, in order to be able to absorb them.



Rating Agency

S&P Global

AA- Negative outlook



A+ Stable outlook

FitchRatings

AA- Stable outlook

Moody's

Aa3 Stable outlook

4th **17.6**

largest reinsurer in the world

billion euros of premium income in 2021

3,590 employees of 65 nationalities

+4,900 clients throughout the world

1.1. KEY FIGURES AND STRATEGIC PLAN

1.1.1. GROUP KEY FIGURES

SCOR SE ("the Company") and its consolidated subsidiaries (referred to collectively as "SCOR" or the "Group"), form the world's 4th largest reinsurer ⁽¹⁾ serving more than 4,900 clients. The Group is organized into three business units, SCOR Global P&C, SCOR Global Life and SCOR Global Investments, and three regional management platforms (the "Hubs"): the EMEA Hub, the Americas Hub and the Asia-Pacific Hub.

In the face of the Covid-19 pandemic ⁽²⁾, SCOR has once again demonstrated the strength and resilience of its business model as well as its ability to absorb major shocks. The Group consistently continued to execute its strategic plan, "Quantum Leap", combining growth, profitability and solvency, with no change in risk appetite, capital shield strategy or capital management policy.

<i>In EUR millions</i>	Year ended December 31, 2021	Year ended December 31, 2020	Year ended December 31, 2019
Consolidated SCOR Group			
Gross written premiums	17,600	16,368	16,341
Net earned premiums	13,895	14,517	14,058
Operating result	795	479	713
Consolidated net income – Group share	456	234	422
Net investment income ⁽¹⁾	551	665	671
Group cost ratio ⁽²⁾	4.4%	4.5%	4.7%
Return on invested assets ⁽²⁾	2.3%	2.8%	3.0%
Return on equity ⁽²⁾	7.2%	3.8%	7.0%
Basic earnings per share (<i>in EUR</i>) ⁽³⁾	2.46	1.26	2.27
Book value per share (<i>in EUR</i>) ⁽²⁾	35.26	33.01	34.06
Share price (<i>in EUR</i>) ⁽⁴⁾	27.44	26.42	37.42
Net cash flows provided by operations	2,406	988	841
Total shareholders' equity	6,402	6,177	6,374
SCOR Global P&C			
Gross written premiums	8,228	7,160	7,147
Net combined ratio ^{(2) (5)}	100.6%	100.2%	99.0%
SCOR Global Life			
Gross written premiums	9,372	9,208	9,194
Life technical margin ^{(2) (6)}	10.3%	5.8%	7.5%

(1) See Section 1.3.5.5 – Net investment income and return on invested assets.

(2) See Section 1.3.9 – Calculation of financial ratios, for a detailed calculation.

(3) Earnings per share are calculated as net income divided by the number of ordinary shares, which includes the average number of shares over the reporting period, shares issued during the period and time-weighted treasury shares. See Section 4.6.22 – Earnings per share, for a detailed calculation.

(4) Closing share price on December 31, 2021 (December 31, 2020 and December 31, 2019).

(5) See Section 1.3.5.3 – SCOR Global P&C.

(6) See Section 1.3.5.4 – SCOR Global Life.

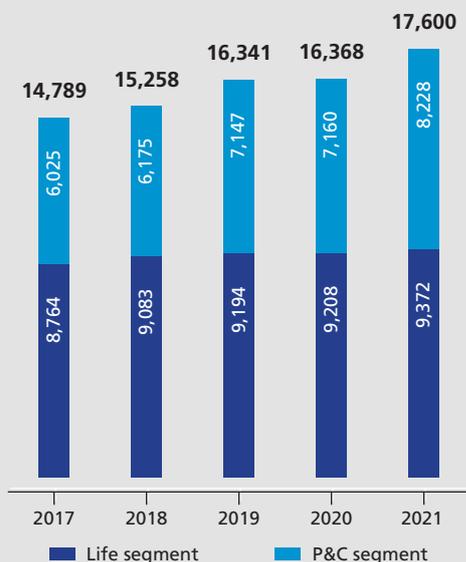
(1) By net reinsurance premiums written, source: "AM Best Special Report Global Reinsurance 2021".

(2) See Section 1.3.3. – Significant events of the year.

1.1.2. OVERVIEW

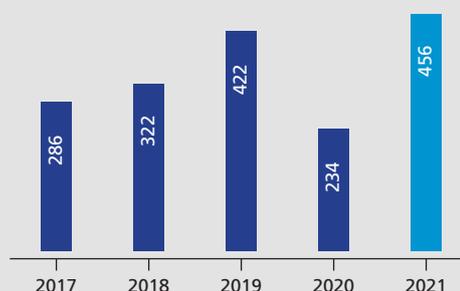
Gross written premium

In EUR millions



Consolidated net income – Group share

in EUR millions



Return on equity*

In %



* Return on equity is based on the Group's share of net income divided by average shareholders' equity (calculated as shareholders' equity at the beginning of the period adjusted for the effect of all movements during the period using a prorata temporis method).

Shareholders' equity, debt and leverage ratio* (in %)

In EUR millions



* The leverage ratio is calculated by dividing the subordinated debt by the sum of shareholders' equity and subordinated debt. The calculation excludes accrued interest and includes the impact of swaps related to subordinated debt issuances. This ratio is expressed as a percentage. It is used to determine how much lenders financed the Group's activities over shareholders.

** In March 2018, SCOR issued perpetual notes in the amount of USD 625 million. In June and November 2018, SCOR redeemed the CHF 315 million and CHF 250 million perpetual subordinated notes, using the proceeds from the new instrument.

*** In December 2019, SCOR issued perpetual notes in the amount of USD 125 million. These new notes are assimilated and form a single series with the existing USD 625 million perpetual deeply subordinated notes issued in March 2018. The new notes bear the same terms and conditions as the original notes.

**** In September 2020, SCOR issued dated subordinated bonds for an amount of EUR 300 million. In October 2020, SCOR redeemed CHF 125 million worth of perpetual subordinated debt ahead of term, as it had already been refinanced from the proceeds of the USD 125 million notes issued in 2019.

Net combined ratio*

In %



* The net combined ratio is calculated by dividing the sum of Non-Life claims (including natural catastrophes), commissions and management expenses, net of retrocession by earned premiums net of retrocession.

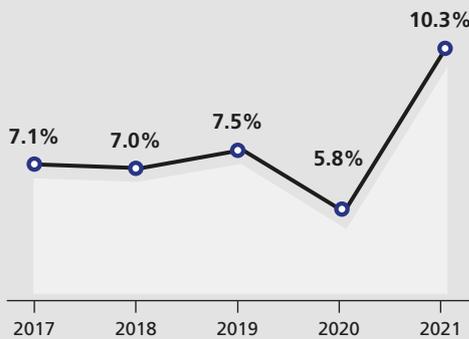
Share price

In EUR



Life technical margin*

In %



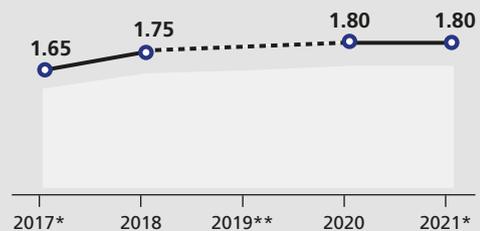
* The Life technical margin is calculated as the percentage of the net technical result plus the income from funds held by ceding companies and to the net of gross and ceded earned premiums. The net technical result represents the result of the net reinsurance operations of the SCOR Global Life business unit including income and expenses either implied in the reinsurance and retrocession arrangements or fully related to these arrangements.

1.1.3. DIVIDEND DISTRIBUTION POLICY

A resolution will be presented at the Annual Shareholders' Meeting held during the first half of 2022, to approve the financial statements for the 2021 financial year, proposing the distribution of a dividend of EUR 1.80 per share for the 2021 financial year.

Unclaimed dividends will be paid over to the French Treasury after five years (statutory limitation period for dividends). See also Section 4.6 – Notes to the consolidated financial statements, Note 22 – Earnings per share.

Dividend per share in EUR



* Share buy-back programs put in place respectively in 2017 and in 2021 for EUR 200 million each. For more information on the new share buy-back program, refer to section 1.3.3 – Significant events of the year.

** In the context of Covid-19, no dividends were distributed for the 2019 financial year.

1.1.4. CURRENT STRATEGIC PLAN

In September 2019, SCOR launched its strategic plan, "Quantum Leap". This plan initially covered the period from mid-2019 to the end of 2021. On September 2021, SCOR extended "Quantum Leap" by one year until the end of 2022 and will present on March 29, 2022 the orientations for the new strategic plan to start on January 1, 2023. The strategic plan respects SCOR's four strategic cornerstones, which are:

- a strong franchise, achieved by deepening its presence in the local Non-Life and Life reinsurance markets in which SCOR operates with recognized expertise and strengthening proactive client relationships through innovative and best-in-class services and products;
- a high degree of diversification across the Non-Life and Life businesses and in terms of geographical presence, providing more stable results and robust capital diversification benefits with the use of financial instruments;
- a controlled risk appetite on both sides of the balance sheet; and
- a dynamic capital shield strategy (see Section 3.2.3 – Retrocession and other risk mitigation techniques).

This plan aims to create the reinsurance company of tomorrow. To this end, SCOR is undergoing profound changes, accelerating its use of new technologies – such as artificial intelligence, robotics, big data, multi-cloud and e-business – to innovate, expand its range of products and services and increase its efficiency for the benefit of its clients throughout the world.

With "Quantum Leap", SCOR has set equally weighted profitability and solvency targets that are ambitious in the current financial and economic environment:

- a return on equity above 800 basis points above the five-year rolling average of five-year risk-free rates over the cycle;
- an optimal solvency ratio in the 185-220% range (percentage of SCR, according to the internal model)⁽¹⁾.

Across this strategic plan, SCOR has also set the following underlying assumptions:

- SCOR Group: Gross written premium annual growth rate of ~4% to 7%, financial leverage of ~25%, Value of New Business ⁽²⁾ (VNB) annual growth rate of ~6% to 9%, cost ratio of ~5.0% and tax rate between ~20% and 24%;

- SCOR Global P&C: Gross written premiums annual growth rate of ~4% to 8%, net combined ratio of ~95% to 96% and Value of New Business ⁽²⁾ (VNB) annual growth rate of ~6% to 9%;
- SCOR Global Life: Gross written premiums annual growth rate of ~3% to 6%, net technical margin of ~7.2% to 7.4% and Value of New Business ⁽²⁾ (VNB) annual growth rate of ~6% to 9%;
- SCOR Global Investments: Average annualized return on invested assets in the range of ~2.4% to 2.9% ⁽³⁾.

"Quantum Leap" aims to increase the Group's efficiency and unlock value while transitioning SCOR towards IFRS 17, a more economic-based accounting framework for (re)insurance contracts than IFRS 4.

The use of new technologies will accelerate SCOR's four well-established strategic pillars, and ideally position the Group to create even greater value for all its stakeholders.

It also supports the Group's consistent shareholder compensation policy set by SCOR's Board of Directors. SCOR aims to remunerate shareholders through cash dividends, and if relevant, does not exclude special dividends or share buy-backs.

All proposals by the Board of Directors to SCOR SE's Annual Shareholders' Meeting will meet the following steps, to ensure the payment of a per-year dividend that is sustainable from one year to the next:

- Step 1: Ensure the projected solvency position is in the optimal range;
- Step 2: Estimate and allocate capital to support future accretive growth;
- Step 3: Define the amount of a sustainable regular dividend accordingly;
- Step 4: Evaluate any excess capital for shareholder repatriation or future use.

(1) Ratio between the Eligible Own Funds (EOF) and the Solvency Capital Requirement (SCR).

(2) After risk margin and tax.

(3) Annualized RoIA on average over "Quantum Leap" under Summer 2019 economic and financial environment.

1.2. INFORMATION ABOUT THE SCOR GROUP

1.2.1. LISTING

As at the date of this Universal Registration Document, SCOR SE's shares are listed on the Eurolist of Euronext Paris SA and on the SIX Swiss Exchange (formerly SWX Swiss Exchange) in Zurich, where they were admitted for trading on August 8, 2007.

See Section 5.1.2. – Listing of SCOR SE Securities.

1.2.2. HISTORY AND DEVELOPMENT OF SCOR

SCOR became a reinsurance company in 1970, at the initiative of the French government and with the participation of insurers on the Paris market, to create a reinsurance company of international stature under the name of Société Commerciale de Réassurance. SCOR group rapidly developed in various world markets, building up a substantial international portfolio.

In the early 1980s, the French government's stake in the Company's share capital, held through the Caisse Centrale de Réassurance, was progressively reduced in favor of insurance companies that were active on the French market.

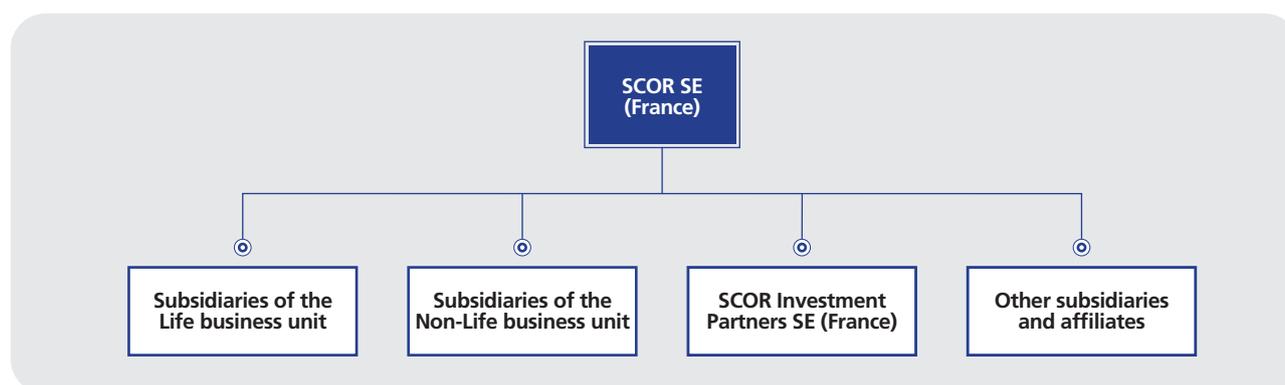
The major operations carried out by SCOR since are as follows:

- On November 21, 2006, SCOR acquired Revios Rückversicherung AG, establishing it as a leading worldwide Life reinsurer. Based in Cologne (Germany), Revios was the former Life reinsurance unit of Gerling Global Re Group and had developed on a stand-alone basis from 2002 onward to become one of the leading European reinsurers specializing in Life reinsurance, with operations in 17 countries.

- In August 2007, SCOR acquired Converium (which became SCOR Holding Switzerland AG). SCOR's shares were also admitted to trading in Swiss Francs on the SWX Swiss Exchange (which later became the SIX Swiss Exchange) in Zurich.
- Following the acquisition of Revios and Converium, SCOR restructured its operations around several regional management platforms, or "Hubs", which were phased in gradually.
- On December 4, 2009, SCOR Global Life US Reinsurance Company, a wholly-owned subsidiary of the Group, acquired XL Re Life America Inc., a subsidiary of XL Capital Ltd, for an amount of EUR 31 million. The acquisition strengthened SCOR Global Life's services in the mortality protection field and reinforced its position in the US Life reinsurance market.
- On August 9, 2011, SCOR acquired the mortality portfolio of Transamerica Re, a division of AEGON N.V., for USD 919 million. The transaction also included the acquisition of an Irish entity, which underwrote certain Transamerica Re's business risks.
- On October 1, 2013, SCOR acquired Generali's life reinsurance operations in the US (Generali U.S. Holdings, Inc.) for USD 774 million.

1.2.3. SCOR'S ORGANIZATIONAL STRUCTURE

The main operational entities of the Group are presented in the chart below:



1.2.3.1. BRIEF DESCRIPTION OF THE GROUP AND OF THE ISSUER'S POSITION

Group operating companies

SCOR SE is the Group parent company and is listed on the Euronext Paris regulated market.

The Group is built on three core businesses: SCOR Global Life, SCOR Global P&C and SCOR Global Investments. The Group's organizational choices were guided by the principles of mobilization of skills and expertise, operating efficiency, structural simplicity, clear reporting lines and balance between teams from the Group's different entities.

SCOR Global P&C, the Group's Non-Life business unit, operates worldwide through the insurance and reinsurance subsidiaries and branches of SCOR SE in the EMEA region, including France, Spain, Italy, Switzerland, the UK, Germany, South Africa, Russia, the Americas and the Asia-Pacific region, including Australia, China, India, South Korea, Hong Kong and Singapore.

SCOR Global Life, the Group's Life business unit, operates worldwide through the insurance and reinsurance subsidiaries and branches of SCOR SE in the EMEA region including France, Germany, the UK, Ireland, Italy, Spain, Switzerland, Sweden, Belgium, South Africa, in the Americas region including Canada, the US, Latin America, and the Asia-Pacific region including Australia, New Zealand, China, Hong Kong, Japan, Singapore, Malaysia, South Korea and India.

SCOR Global Investments, the Group's third business unit, operates the asset management activities of the Group. It is responsible for defining, implementing and controlling the asset allocation of the Group's legal entities investment portfolios on a centralized basis. It is organized around two areas: Group functions and SCOR Investment Partners SE, an AMF-approved portfolio management company, which directly manages the assets of many SCOR Group subsidiaries as well as investment vehicles on behalf of the Group and third-party clients.

The Group's subsidiaries, branches and representative offices are connected through a central network of applications and data exchange platforms (subject to applicable privacy and data protection regulations), which allow local access to centralized risk analysis, underwriting or pricing databases, as well as access to information on local market conditions, to be shared among the Group's subsidiaries, branches and offices. In addition, by regularly rotating personnel across the Group's various offices, SCOR encourages its underwriters, actuaries, modelers, claims management experts and risk controllers to share and exchange experience of its various geographic markets and business lines.

SCOR SE wholly owns a large majority of its operating subsidiaries.

As may be required, SCOR SE also grants loans to Group subsidiaries and provides them with guarantees so that they can underwrite under favorable conditions, particularly by leveraging its credit ratings. SCOR SE provides actuarial, accounting, legal, administrative, IT, internal audit, investment, and human resources

support to Group subsidiaries. Finally, SCOR SE acts, as needed, as reinsurer/retrocessionaire for its operating subsidiaries, through annually renewed proportional and non-proportional treaties which constitute the Group's internal steering tool, through the annual allocation of capital to the operating subsidiaries based on the profitability expected from their underwriting activity. The contracts that formalize the relationships between SCOR SE and its subsidiaries are presented in Appendix B – 5.2.9 – Transactions with subsidiaries, affiliates and others.

The Group's restructuring

SCOR launched and completed several major restructuring projects, notably between 2005 and 2010, in order to simplify the legal structure of the Group and clearly differentiate between the operations of Life reinsurance subsidiaries and Non-Life reinsurance subsidiaries, with a view to optimizing the annual allocation of capital between operations under the Solvency I regime.

In the context of Solvency II, the SE reinsurance legal entities (SCOR Global Life SE and SCOR Global P&C SE) merged into SCOR SE on March 31, 2019. This reorganization optimized the SCOR Group's operational and legal structure and level of regulatory capital, thereby creating additional value for its shareholders, customers and stakeholders.

The SCOR Global Life business unit is centered around nine macro markets. This structure enables the local teams to leverage global know-how while remaining well connected to the clients, in order to meet the diverse needs of their consumers.

The SCOR Global P&C business unit is structured into three business areas: Reinsurance, Specialty Insurance and P&C Partners. These areas are further broken down into regions and specific fields. The business areas are supported by dedicated P&C Transverse Functions (including Pricing and Modelling, Claims, Reserving, Finance and Planning, and Strategy). The structure is focused on ensuring close cooperation across business areas and geographical regions to respond efficiently and effectively to clients' needs and to support the development of their business activities.

Since January 1, 2022, SCOR Global Life Reinsurance Ireland and SCOR Life Ireland (which will be renamed respectively SCOR Global Reinsurance Ireland and SCOR Ireland) operate as separate entities reinsuring both the Life and P&C businesses. This internal restructuring does not have a material impact on the Group financial statements and provides diversification benefits in light of Solvency II.

Subject to the authorizations of France's banking and insurance supervisor (ACPR) and the Swiss financial market supervisory authority (FINMA), SCOR's intention is that SCOR Switzerland AG will subsequently be merged with its parent company SCOR SE within the first half of 2022, with retroactive effect from January 1, 2022.

The Hub-based structure

SCOR has structured its operations around three regional management platforms, or Hubs: the EMEA Hub, the Americas Hub and the Asia-Pacific Hub.

Each Hub has local, regional ⁽¹⁾ and Group responsibilities, with the heads of each Hub reporting to the Group Chief Sustainability Officer. Each Hub typically includes the following functions: Legal and Compliance, Information Technology support, Finance, Human Resources and General Services. This organization enables:

- SCOR's operational structures and support functions to be optimized by creating service platforms in charge of managing pooled resources, including information technology, human resources and legal/compliance in the Group's main locations;
- several Group functions to be carried out and managed in geographical locations other than Paris in order to benefit fully from the competencies offered by the different Hubs; and
- the Group to develop a global culture while keeping local specificities.

The Hubs are not responsible for generating revenues or for underwriting or claims management. The local underwriting and claims management teams have direct reporting lines within the respective P&C and Life business unit. Hub-shared service costs are then allocated to the business units.

Management reviews the operating results of the Non-Life and Life operating segments individually to assess the operational performance of the business and to allocate resources. For more information on SCOR's operating segments, see Section 4.6 Note 5 – Segment information.

This structure is designed to facilitate access to local markets through a network of local subsidiaries, branches and representative offices, to better identify profit centers in each major reinsurance market, obtain a deeper understanding of the specific features of local risks and develop local management and underwriting expertise, and thereby improve customer service and maintain proximity relationships with clients.

1.2.3.2. LIST OF ISSUER'S SIGNIFICANT SUBSIDIARIES AND BRANCHES

See:

- Section 1.2.3 – SCOR organizational structure;
- Section 1.2.3.1 – Brief description of the Group and of the issuer's position (regarding the role of SCOR towards its subsidiaries);
- Section 2.1.3 – Board of Directors (regarding the duties carried out in the subsidiaries by the Company's executives);

- Section 2.1.6 – Executive Committee (regarding the duties carried out in the subsidiaries by the Company's executives);
- Section 4.6 Note 3.1 – Material subsidiaries, investments in associates and joint ventures;
- Section 4.6 Note 4 – Acquisitions and disposals;
- Section 4.6 Note 23 – Related party transactions;
- Section 4.7 – Information on holdings; and
- Appendix B – 5.2.1 – Investments.

1.2.4. RATINGS INFORMATION

The Company and some of its insurance subsidiaries are rated by recognized rating agencies.

At the date of the Universal Registration Document, the relevant ratings for the Company were as follows ⁽²⁾:

	Financial Strength	Senior Debt	Subordinated Debt
	A+ stable outlook	aa-	a
	AA- stable outlook	A+	A-
	Aa3 stable outlook	N/A	A2 (hyb)
	AA- negative outlook	AA-	A

On January 31, 2022, Standard & Poor's (S&P) affirmed the financial strength rating for the Group and its main subsidiaries at "AA-", and revised the outlook to negative.

On September 22, 2021, AM Best affirmed SCOR's Financial Strength Rating at "A+ (Superior)" and its Long-Term Issuer Credit Ratings of "aa-".

On September 2, 2021, SCOR was informed of Fitch Rating's decision to affirm the Group's Financial Strength Rating of "AA-" (Very Strong) and Long-Term Issuer Default Rating (IDR) at "A+".

Fitch Ratings has also affirmed the ratings of SCOR's core operating subsidiaries. The outlooks are stable.

On April 28, 2021, Moody's affirmed SCOR's "Aa3" insurance financial strength rating as well as its debt ratings and the ratings of its subsidiaries. The outlook has been raised to stable from negative.

For more information on risks arising from credit ratings, please see Section 3.1.1.5 – Downgrade risk.

(1) EMEA Hub: European countries including Russia, Middle East and Africa; Asia-Pacific Hub: Asia and Australia; Americas Hub: North America and Latin America.

(2) Sources: www.standardandpoors.com; www.ambest.com; www.moody.com and www.fitchratings.com.

1.2.5. BUSINESS OVERVIEW

Since 2002, SCOR has defined its strategy and core principles through the creation of seven successive plans: “Back on Track” (2002-2004), “Moving Forward” (2004-2007), “Dynamic Lift” (2007-2010), “Strong Momentum” (2010-2013), “Optimal Dynamics” (2013-2016), “Vision in Action” (2016-2019), and “Quantum Leap” (2019-2022). On September 2021, SCOR extended “Quantum Leap” by one year until the end of 2022 and will present in Spring 2022 the orientations for the new strategic plan to start on January 1, 2023. The success of its various plans, along with the Group’s acquisitions of Revios (in 2006), Converium (in 2007), Transamerica Re (in 2011) and Generali US (in 2013), have contributed to the diversification strategy by balancing the proportion of the consolidated premiums written between its Non-Life and Life segments and have enabled the Group to preserve both its solvency and its profitability.

See Section 1.1.4 – Current strategic plan for a description of the “Quantum Leap” plan (2019-2022).

SCOR’s risk appetite framework

SCOR’s risk appetite framework is an integral part of the Group’s strategic plan. It is approved by the Board of Directors and reviewed whenever a new strategic plan is approved, and continuously thereafter, based on recommendations from the Group’s Executive Committee and the Board of Directors’ Risk Committee. The Board of Directors may vary the amount and the composition of risk that the Group is prepared to take.

SCOR’s risk appetite framework is an integral part of each strategic plan. SCOR has not changed its risk appetite framework following the onset of the Covid-19 crisis, maintaining an upper mid-level risk appetite.

SCOR’s risk appetite framework encompasses four concepts: risk appetite, risk preferences, risk tolerances, and footprint scenarios.

Risk appetite

Risk appetite defines the quantity of risk that SCOR is willing to accept to achieve a desired level of profitability. This determines where the Group wishes to position itself on the assumed risk-expected return spectrum, between extremely risk averse (low risk-low return) and extreme risk taker (high risk-high return).

1.2.5.1. THE REINSURANCE BUSINESS

Principles

Reinsurance is a contract under which a company, the reinsurer, agrees to indemnify an insurance company, the ceding company, against all or part of the insurance risks underwritten by the ceding company under one or more insurance contracts. Reinsurance differs from insurance, primarily because of its higher level of risk pooling by geography and by line of business.

Functions

Reinsurance has four essential functions:

- it offers the direct insurer greater security for its capital and solvency, as well as protection against the potentially high volatility of results when losses or events of an abnormally high frequency or severity occur, by covering the direct insurer above certain ceilings set contractually per event or in the aggregate;

SCOR uses a target solvency ratio as well as a target expected profitability. These two components provide a comprehensive definition of its risk appetite. The Group actual solvency ratio and profitability profile are regularly reported to the Board of Directors through the Risk Committee.

Risk preferences

Risk preferences are qualitative descriptions of the risks which SCOR is willing to accept. The Group aims to cover a wide range of reinsurance risks and geographical areas. On the other hand, it has no desire to take operational, legal, regulatory, tax or reputational risks. This does not mean that the Group is immune to these risks. These risk preferences determine the risks to be included in the Group’s underwriting guidelines.

Risk tolerances

Risk tolerances are the limits required by SCOR’s stakeholders (e.g. clients, shareholders, regulators, etc.). The Board of Directors defines and approves risk tolerance limits for the Group in terms of solvency by risk driver, and extreme scenario to ensure that the Group’s risk profile remains aligned with its risk appetite framework. SCOR uses various risk assessment measures to verify that its exposures remain within these limits. These measures can take several forms depending on the technical constraints or the level of information available and are based on either internal model outputs, scenarios or expert opinions.

Footprint scenarios

Footprint scenarios are an innovative and complementary risk management tool. Whereas risk drivers and extreme scenarios are probability-based, the footprint approach consists of carrying out an impact assessment at the level of the Group using a deterministic scenario. This approach is complementary to a probability-based view.

Considering SCOR’s current exposure and all risk mitigation instruments, footprint scenarios provide impact assessments of past events on the Group’s actual solvency ratio, liquidity, and current operations. SCOR regularly produces and evaluates footprint scenarios, providing comfort that the impact of such events on the Group’s current solvency would be limited.

- it allows insurers to increase the maximum amount they can insure for a given loss or series of losses by enabling them to underwrite a greater number of risks, or larger risks, without excessively raising their need to cover their solvency margin and, therefore, to increase their capital base;
- it gives insurers access to substantial available liquidity in the event of major loss events; and
- it provides insurers with efficient alternative capital solutions.

Reinsurance, however, does not discharge the ceding company from its liability to policyholders. Reinsurers themselves may feel the need to transfer some of the risks underwritten and/or some of the accumulated exposures derived from such risks to other reinsurers (known as retrocessionaires).

In addition, reinsurers may also provide advisory services to ceding companies by:

- helping them define their reinsurance needs and devise the most effective reinsurance program to better plan their capital needs and solvency margin;
- supplying a wide panel of support services, particularly in terms of knowledge sharing, best practices and risk assessment, modeling and management tools;
- providing expertise in certain highly specialized areas such as complex risk analysis and risk pricing; and
- enabling ceding companies to build up their business, particularly when launching new products requiring significant upfront investment or financing or when investing in new markets by starting their own operations or acquiring portfolios or companies.

Reinsurers, including SCOR, are usually compensated for the provision of such advisory services through the cedents' reinsurance premiums, rather than through commissions or fee-based compensation.

Types of reinsurance

Treaty and facultative

The two basic types of reinsurance arrangements are treaty and facultative reinsurance.

In treaty reinsurance, the ceding company is contractually bound to cede, and the reinsurer is bound to assume a specified, contractually defined portion of a type or category of risks insured by the ceding company. Treaty reinsurers, including SCOR, do not separately evaluate each of the individual risks assumed under their treaties and, consequently, after a review of the ceding company's underwriting practices, they are dependent on the underwriting decisions made by the ceding company's primary underwriters.

In facultative reinsurance, the ceding company cedes, and the reinsurer assumes all or part of the risks covered by a particular specified insurance policy or by insurance policies covering a specific ultimate group insured as part of the same program. Facultative reinsurance is negotiated separately for each insurance policy that is reinsured. Facultative reinsurance is normally purchased by ceding companies for individual risks not covered by their reinsurance treaties, for amounts in excess of the monetary limits of their reinsurance treaties or for unusual risks. Underwriting expenses and, in particular, personnel costs, are higher relative to premiums written on facultative business because each risk is individually underwritten and administered. The ability to separately evaluate each risk reinsured, however, increases the ability that the underwriter can price the contract more accurately to reflect the risks involved.

Proportional and non-proportional reinsurance

Both treaty and facultative reinsurance can be written on (i) a proportional (or quota share) basis and/or (ii) a non-proportional (or excess of loss or stop loss) basis.

With respect to proportional (or quota share) reinsurance, the reinsurer, in return for a predetermined portion or share of the insurance premium charged by the ceding company, indemnifies the ceding company against the same portion of the losses under the covered insurance contract(s). In the case of reinsurance written on a non-proportional basis, through an excess of loss or a stop loss contract basis, the reinsurer indemnifies the ceding company against all, or a specified portion, of the loss sustained, on a claim by claim basis or for amounts incurred, in excess of a specified amount, known as the ceding company's retention or reinsurer's attachment point, and up to a negotiated reinsurance contract limit.

Although the frequency of losses under a quota share reinsurance contract is usually greater than on an excess of loss contract, it is generally simpler to predict the losses on a quota share basis and the terms and conditions of a quota share contract can be structured to limit the indemnity offered under the contract. A quota share reinsurance contract therefore does not necessarily imply that a reinsurance company assumes greater risk exposure than on an excess of loss contract.

Excess of loss reinsurance is often written in layers. One or a group of reinsurers accepts a tranche or layer of risk above the ceding company's retention up to a specified amount, at which point another reinsurer, or a group of reinsurers accepts the next layer of liability. The stacked layers protecting the same underlying portfolio are called a program, and after protection from the upper layer is exhausted liability reverts to the ceding company. The reinsurer taking on the risk immediately above the ceding company's retention layer is said to write primary or working layer or low layer excess of loss reinsurance. A loss just above the ceding company's retention will create a loss for the lower layer reinsurer, but not for the reinsurers on the higher layers. Loss activity in lower layer reinsurance tends to be more predictable than in higher layers due to greater historical frequency, and therefore, like quota share reinsurance, underwriters and actuaries have more data to price the underlying risks with greater confidence.

Premiums payable by the ceding company to a reinsurer for excess of loss reinsurance are not directly proportional to the premiums that the ceding company receives because the reinsurer does not assume a direct proportion of the risk. In contrast, premiums that the ceding company pays to the reinsurer for quota share reinsurance are proportional to the premiums that the ceding company receives, consistent with the proportional sharing of risk. In addition, in quota share reinsurance, the reinsurer generally pays the ceding company a ceding commission. The ceding commission is usually based on the ceding company's cost of acquiring the business being reinsured, including commissions, premium taxes, assessments and miscellaneous administrative expenses, and may also include a partial repayment of profit for producing the business.

Breakdown of the Group's business

The Group is organized into three business units (SCOR Global P&C, SCOR Global Life and SCOR Global Investments), of which there are two reportable operating segments, and one corporate cost center referred to as "Group Functions". The reportable operating segments are: the SCOR Global P&C business, which has responsibility for property and casualty insurance and reinsurance (also referred to in this Universal Registration Document as "Non-Life"); and the SCOR Global Life business, with responsibility for Life reinsurance (also referred to in this Universal Registration Document as "Life"). These two businesses represent SCOR's two "operating segments" for the purposes of IFRS 8 – Operating segments, and are presented as such in its consolidated financial statements, included in Section 4 – Consolidated financial statements. Each operating segment underwrites different types of risks and offers different products and services, which are marketed *via* separate channels; responsibilities and reporting within the Group are established on the basis of this structure. SCOR Global Investments is the asset management business unit of the Group. Its role is complementary to the two operating segments as it manages SCOR Global P&C's and SCOR Global Life's investment assets associated with the contract liabilities. SCOR Global Investments also manages assets on behalf of third parties although these activities are currently not considered material. Therefore, SCOR Global Investments is not considered as a separate reportable operating segment for purposes of IFRS 8 – Operating segments.

The Group organizes its operations around three regional management platforms or "Hubs", named EMEA Hub, Asia-Pacific Hub and Americas Hub. The main location within each Hub has local, regional and Group responsibilities, with their respective managing directors reporting to the Group Chief Sustainability Officer. Each Hub includes the following functions: Legal and Compliance, Information Technology support, Finance, Human Resources and General Services. Hub-shared service costs are allocated to the segments based on allocation keys. For a description of the Hub structure, see Section 1.2.3 – SCOR Organizational structure.

The SCOR Global P&C segment carries out its global operations through the subsidiaries and branches of its main global reinsurance entity SCOR SE that merged with SCOR Global P&C SE and SCOR Global Life SE in March 2019. In November 2018, SCOR Global P&C announced the creation of SCOR Europe SE, a Paris-based P&C specialty insurance company to ensure the continuity of services provided to clients post-Brexit. Its business purpose is mainly direct insurance of major industrial risks across Europe. This subsidiary started its activities on January 1, 2019.

SCOR Global P&C is represented in the three business regions (the Americas, EMEA, and Asia-Pacific) and operates in three business areas: Specialty Insurance (large corporate accounts underwritten through facultative insurance contracts, direct insurance, SCOR Channel, for which SCOR is the sole capital provider and MGA

(Managing General Agencies) business, a specialized type of insurance agent/broker vested with underwriting authority from an insurer), Reinsurance (including Property, Casualty, Motor, Credit and Surety, Decennial Insurance, Aviation, Marine, Engineering, and Agricultural risks) and P&C Partners (including Cyber and Alternative Solutions). For a description of products and services, see Section 1.2.5.2 – Non-Life reinsurance.

The SCOR Global Life segment operates worldwide through the subsidiaries and branches of SCOR SE. Through this network SCOR Global Life is represented in three business regions (the Americas, EMEA, and Asia-Pacific), reinsuring Life and Health insurance risks along the three product lines (Protection, Longevity and Financial Solutions) with a strong focus on biometric risks. To achieve this, SCOR Global Life manages and optimizes the in-force book, deepens the franchise and aims at having the best team, organization and tools. The franchise strategy consists of three focuses: expansion of the Protection product line's footprint to defend and strengthen its global market presence; diversification of the risk profile by improving Health and Longevity; and growth of consumer demand by supporting clients with unique distribution solutions. SCOR Global Life aims to achieve diversification, both from a geographical and a product lines perspective. For a description of products and services, see Section 1.2.5.3 – Life reinsurance.

SCOR's cost center is referred to in this Universal Registration Document as "Group Functions". Group Functions do not represent an operating segment and do not generate revenues. The costs in Group Functions are Group-related and are not directly attributable to either the P&C or Life segment. However, those costs that are indirectly attributable are allocated to the operating segments based on suitable allocation keys. Group Functions include the cost of departments fulfilling duties for the benefit of the whole Group, such as Group Internal Audit, Group Finance departments (Tax, Accounting, Consolidation and Reporting, Financial Communication, Treasury and Capital Management, Financial Planning and Analysis), Group Chief Sustainability Officer departments (Legal and Compliance, Communication, Human Resources, Sustainability), Investments, Technology, Transformation and Group Corporate Finance departments (Information Technology, Cost Controlling and Budgeting, Group Project Office and Business Continuity) and Group Chief Risk Officer departments (Group Actuarial, Risk Coverage, Risk Governance, Prudential and Regulatory Affairs, Risk Modeling).

Both business units, P&C and Life, through the legal entity SCOR SE and its subsidiaries and branches, are leading global reinsurers, executing an underwriting policy focused on profitability, developing value-added services and adhering to a cautious financial policy. During the year ended December 31, 2021, the Group served more than 4,900 clients throughout the world. SCOR's strategy of offering both P&C and Life products gives it balanced diversification (in terms of risks, geography and markets), which is a cornerstone of its strategy.

1.2.5.2. NON-LIFE REINSURANCE

SCOR's Non-Life segment is divided into three business areas:

- Reinsurance;
- Specialty Insurance; and
- P&C Partners.

Reinsurance

SCOR's P&C Reinsurance business area provides proportional and non-proportional reinsurance in many forms across:

- Property: covering damage to underlying assets and direct or contingent business interruption losses caused by fire or other perils, including natural catastrophes;
- Motor: covering original risks of motor property damage and bodily injury;
- Casualty treaties: covering general liability, product liability and professional indemnity.

The teams underwrite business on the basis of a sophisticated risk evaluation, seeking flexibility and innovative approaches for their clients, working closely with the following global business line experts:

Credit and Surety

SCOR has been a global leader reinsuring Credit, Surety and Political risks for more than 40 years, providing underwriting capacity for:

- Domestic and Export Credit Insurance;
- Various surety lines, such as market surety and professional surety; and
- Political Risks: Confiscation Expropriation Nationalization Deprivation (CEND), embargo and no currency transfer.

SCOR draws its expertise from a local presence in North America (Miami, New York), Europe (Paris, Zurich) and Asia (Singapore, Hong Kong).

Decennial Insurance

Committed to a consistent underwriting approach over the past 40 years, SCOR's leading global position enables the team to be involved in most IDI (Inherent Defect Insurance) initiatives launched by insurers, governments, professional organizations and financial bodies across the world, and to keep up to date with and reinsure almost all new IDI schemes.

SCOR provides customized products and solutions tailored to local situations:

- basic cover of construction damage caused by inherent defects in structural works;
- tailored cover, including material damage caused by inherent defects in waterproofing works and/or in other specific parts of construction; and
- additional extensions to IDI policies such as waiver of subrogation against builders and consequential third-party liability.

SCOR provides its clients with a global market vision on both established and emerging markets, from small residential properties to large industrial complexes, as well as commercial buildings and public constructions such as hospitals, bridges, viaducts and tunnels.

Aviation

SCOR provides reinsurance and insurance solutions in all sectors of the Aviation market: airlines, aerospace and general aviation.

Marine and Energy

SCOR's dedicated Marine & Energy team combines local knowledge with global insights, in a line of business that requires constant monitoring of a rapidly changing global environment. SCOR offers its clients flexible and appropriate solutions for all segments of this sector, including hull and cargo as well as marine liability and energy.

SCOR's broad range of lines provides significant and stable capacity to cover standalone, specialized Marine risks and risks forming part of broader composite covers.

Engineering

As a market leader with a consistent and stable underwriting approach and substantial capacity, SCOR's engineering team offers a broad range of reinsurance and insurance cover: Construction All Risks (CAR) and Erection All Risks (EAR) insurance, as well as advance loss of profits or delay in start-up following a CAR or EAR loss, contractors' plant and machinery, electronic equipment, machinery, machinery loss of profits and combined machinery/electronic equipment and property.

Agricultural Risks

With a consistent, long-term approach to underwriting and pricing, SCOR's dedicated Agriculture team offers a broad and flexible range of reinsurance cover, underpinned by a strong natural catastrophe modeling and analytics infrastructure. SCOR Global P&C provides customized risk transfer solutions and innovative approaches in the field of crop/crop hail, aquaculture, forestry, greenhouse and livestock/bloodstock insurance.

Property Catastrophes

SCOR's Property Cat team provides reinsurance solutions to cover natural catastrophes events and property risks worldwide.

Specialty Insurance

Since 2021, the Specialty insurance division has been split between Single risks and Portfolio.

Single risks

Single risks include SCOR Business Solutions which is SCOR's large corporate risk insurance and facultative reinsurance unit as well as specialist lines written by the SCOR Lloyds syndicate (SCOR Channel) such as Political and Credit risk, Environmental Liability, International and US Property. Taking a consistent and long-term approach, Single risks combines risk management expertise and advanced technology with creativity and flexibility to support the strategies and needs of its clients, particularly in Energy, Construction, Property, Liability and Financial lines.

Portfolio

Portfolio business includes large binders underwritten by the SCOR Lloyds syndicate (SCOR Channel) as well as specialized types of insurance agent/broker vested with underwriting authority from an insurer (MGA). Accordingly, MGAs perform certain functions ordinarily handled only by insurers, such as underwriting, pricing and claims settlement. MGAs are mainly involved with specialty lines of business in which specialized expertise is required.

SCOR has a very targeted approach, focused on North America, the London Market and Brazil (through Essor).

1.2.5.3. LIFE REINSURANCE

SCOR's Global Life segment underwrites Life reinsurance business in the following product lines:

- Protection;
- Financial Solutions; and
- Longevity.

Protection

Protection encompasses traditional Life reinsurance business on living and death benefits. The main risks undertaken are mortality, morbidity and behavioral risks for individuals and groups of individuals. Protection is predominantly underwritten in the form of proportional treaties (quota share, surplus basis or a combination of both). Quota share treaties include structures whereby SCOR Global Life's exposure is identical to those of its clients, and risk-based premium structures whereby treaty conditions differ from those of the underlying policies. A minority of the portfolio is underwritten in the form of non-proportional contracts: excess of loss per person, catastrophe excess of loss or stop loss.

The Protection reinsurance market, as well as SCOR Global Life's Protection portfolio, is characterized by the dominance of long-term contractual relationships. SCOR Global Life also writes short-term Protection business, in markets and product lines in which this is common practice.

Protection covers the following products and risks in reinsurance arrangements:

Mortality

Mortality protection represents 55% of the SCOR Global Life portfolio based on gross written premiums for the year ended December 31, 2021. SCOR Global Life actively underwrites mortality risk in all the geographical markets in which it operates.

Disability

Disability insurance mitigates the loss of income when the insured is totally or partially unable to continue his or her professional occupation or any occupation for which he or she is suited due to sickness or accident.

P&C Partners

To address the evolving needs of its clients and to reinforce its Tier 1 position in a rapidly changing risk ecosystem, P&C Partners, a global technical and expertise center, facilitates business development as well as synergies between underwriting teams.

Its dedicated decision-making committees provide rapid responses and promote consistency of the P&C Partners underwriting approach:

- Underwriting Solutions (Alternative solutions, Cyber Solutions, Product Development and Innovation, 3rd Party Underwriting, ESG);
- Investment Solutions (P&C Ventures, direct investments);
- Capacity Solutions (Retrocession and 3rd Party Capital); and
- Underwriting Management (Business Enabler).

Long-Term Care

Long-Term Care (LTC) insurance covers the inability of the insured to perform predefined activities of daily living, resulting in the insured needing constant assistance from another person.

Critical Illness

Critical Illness (CI) insurance typically pays a lump sum benefit, to be used at the policyholder's discretion, if the insured suffers from a serious condition and survives a defined period.

Medical

Medical insurance covers medical and surgical expenses incurred by the insured person.

Personal Accident

Personal Accident insurance pays a lump sum benefit, if the insured person dies or is seriously injured as a result of an accident.

Financial Solutions

Financial Solutions combine traditional Life reinsurance with financial components providing liquidity, balance sheet, solvency and/or income improvements to the client. This type of reinsurance treaty is typically used by cedents to fund growth, stabilize earnings or optimize their solvency position (capital relief).

Longevity

Longevity products cover the risk of negative deviation from expected results due to the insured or annuitant living longer than assumed in the pricing of the cover provided by insurers or pension funds.

1.2.5.4. UNDERWRITING, DISTRIBUTION, CATASTROPHE RISK, CLAIMS AND RESERVES

For information on underwriting, catastrophe risk, claims and reserves, see Section 3.2.2.1 – Management of underwriting risks related to the P&C business and Section 3.2.2.2 – Management of underwriting risks related to the Life reinsurance business.

Distribution by production source

Reinsurance can be written through professional reinsurance brokers or directly with ceding companies. The decision of whether to involve a broker in the placement of a reinsurance contract belongs to the ceding insurance company, which depends on local market practices, the cedent's knowledge of the worldwide reinsurance market, the complexity of the risks the cedent intends to transfer and the corresponding reinsurance capacity available in the market, as well as the cedent's ability and resources to structure data for tender, place risks and manage them. In most cases, reinsurance programs are syndicated to several reinsurers, which follow a leader, and in some instances a co-leader.

The proportion of brokered and direct business written by the Group's subsidiaries varies according to market and cedent practices. For the year ended December 31, 2021, the P&C business unit wrote approximately 67% of gross written premiums through brokers and 33% through direct business, while the Life business unit wrote approximately 6% through brokers and approximately 94% through direct business.

For the year ended December 31, 2021, SCOR's largest brokers for the P&C business unit were MMC with approximately 22% of the Group's Non-Life gross written premiums, Aon Group with approximately 21% and AJ Gallagher with approximately 12% (pro forma of its acquisition of Willis Re). SCOR's largest brokers for the Life business unit were Aon Group with approximately 2% of the Group's Life gross written premiums and Willis Group with less than 1%.

The direct reinsurance market remains an important distribution channel for reinsurance business written by the Group. Direct placement of reinsurance enables SCOR to access clients who prefer to place their reinsurance partly or in totality directly with reinsurers based on the reinsurer's in-depth understanding of the ceding company's needs.

1.2.5.5. CAPITAL SHIELD STRATEGY

SCOR's Capital Shield Strategy is established following the Board of Directors' approval of the Risk Appetite Framework. The Capital Shield Strategy sets out mitigating mechanisms to ensure that the Group's capital is deployed in line with its risk appetite and risk tolerances. The Capital Shield Strategy is a key part of SCOR's ERM (Enterprise Risk Management) framework, forming one of the four cornerstones of the SCOR Group's strategy.

The Capital Shield has the following objectives:

- ensuring protection of the Group's capital and solvency in line with SCOR's Risk Appetite Framework; and
- balancing the portfolio and improving its diversification, allowing available capital to be used more efficiently. It also contributes to avoiding undesired earnings volatility and providing liquidity in times of stress.

The Capital Shield Strategy builds on the following four concepts: traditional retrocession, capital market solutions, the solvency buffer and the contingent capital facility.

For more information on capital, see Section 1.3.6.1 – Capital. For more information on the Capital Shield Strategy, see Section 3.2.3 – Retrocession and other risk mitigation techniques. For information on the Group's solvency scale, see Section 1.3.7 – Solvency and Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves. For information on structured entities used in the Capital Shield Strategy, see Section 4.6 – Notes to the consolidated financial statements, Note 3 – Scope of consolidation.

1.2.5.6. INVESTMENTS

Investment philosophy and process

In 2008, SCOR decided to internalize the management of its insurance business investment portfolio, in order to implement its investment strategy centrally and globally. Thanks to an enhanced asset-liability management (ALM) process that factors in economic and market expectations, SCOR is able to strictly monitor risk appetite and maintain a dynamic positioning.

The investment portfolio is positioned dynamically in order to optimize the contribution of the investment portfolio to the Group's results and capital requirement. SCOR follows a capital-driven investment process, ensuring through a very strict ALM process that the tactical asset allocation is aligned with the Group's

risk appetite. Meanwhile, the Group applies very stringent risk limits (value at risk "VaR", investment guidelines) that are continually monitored to protect the Group from extreme market events and severe loss scenarios.

SCOR has a rigorous governance process and an ERM-focused organizational structure:

- the Board of Directors approves risk appetite, risk limits and, as a consequence, the capital allocated to insurance business investments on the basis of the Risk Committee's recommendations;
- the Executive Committee approves the overall investment strategy and the macro-positioning of the investment portfolio on the basis of the Group Investment Committee's recommendations.

The Group's asset management mandate, assigned to SCOR Global Investments, consists in:

- proposing the macro-positioning of the invested assets portfolio in line with the approved risk appetite and risk limits, respecting a strict ALM process, economic and market expectations, accounting rules and strict foreign currency-based ALM;
- implementing the investment strategy;
- optimizing the absolute return on invested assets and focusing on maintaining returns while controlling volatility. This objective is achieved through active and dynamic portfolio management, the identification of market cycles and opportunities, and both strict qualitative and quantitative risk management.

Group Investment Committee

The Group Investment Committee is chaired by the Group's Chief Executive Officer and is composed of the Group Chief Financial Officer, the Group Chief Risk Officer, the Chief Economist, the Chief Executive Officer of SCOR Global P&C, the Chief Executive Officer of SCOR Global Life, the Executive Committee member in charge of Investments and other representatives of SCOR Global Investments and SCOR Investment Partners. The Group Investment Committee meets at least each quarter and defines the strategic and tactical asset allocation as well as the risk appetite of the Group.

SCOR Global Investments

SCOR Global Investments is the SCOR Group's asset management business unit and consists of two entities: (i) the Asset Owner department and (ii) SCOR Investment Partners, a regulated asset management company.

Asset Owner department

The Asset Owner department is in charge of record keeping, reporting, financial analysis and planning and monitors, on an ex-ante and ex-post basis, the compliance of the investment strategy with the Group risk appetite and investment guidelines.

SCOR Investment Partners

SCOR Investment Partners centralizes the management of all investment assets of the Group entities. However, in some jurisdictions, such management is delegated to external asset managers. The SCOR Investment Partners investment team is structured into six asset management desks:

- fixed income, focusing on rates, covered bonds, investment grade credit and high yield;
- external funds selection;
- corporate loans;
- infrastructure debt;
- real estate; and
- insurance-linked securities (ILS).

Based on the expertise initially developed for the management of the SCOR Group's invested assets, in 2012 SCOR Investment Partners decided to open some of its investment strategies to third-party investors. Third-party assets under management by SCOR Investment Partners and its subsidiaries stood at EUR 5.5 billion as at December 31, 2021 (including undrawn commitments).

SCOR Investment Partners generates income on its third-party asset management activities in the form of management fees charged on assets under management. SCOR Investment Partners has five investment strategies which are open to third-parties with funds in key products such as high yield bonds, corporate loans, infrastructure loans, real estate loans and ILS.

1.2.5.7. ISSUER'S DEPENDENCE ON PATENTS AND LICENSES, INDUSTRIAL, COMMERCIAL AND FINANCIAL CONTRACTS AND NEW MANUFACTURING PROCESSES

See Sections 3 – Risk factors and risk management mechanisms and 1.2.6 – Research and development, patents and licenses.

1.2.6. RESEARCH AND DEVELOPMENT, PATENTS AND LICENSES

Research and development activities

In order to keep abreast of biometric trends and scientific developments, SCOR Global Life relies on five communities of expertise, known as chapters. In February 2019, its eight Research & Development (R&D) centers, which were set up to assess the key risks within mortality, longevity, morbidity and policyholder behavior, were replaced by chapters. The chapters' missions are aligned with those of the previous centers – with a continuing focus on biometric risks such as mortality, longevity, disability and long-term care, which are at the heart of Life reinsurance – but more deliberately draw on the full range of expertise of SCOR Global Life's employees while facilitating knowledge sharing. The five chapters concern:

- biometric risk modeling, which is essential to the calculation of "best estimates" for pricing, reserve calculation and risk modeling. This is the key expertise needed by a Life reinsurer. It provides the best knowledge (methods, tools, etc.) for current and future biometric risk assessments;

- the medical expertise necessary to understand biometric risks and crucial for medical underwriting and claims assessment;
- Data Science, which is critical to extracting information and knowledge from experience;
- Behavioral Science, to better track the behavior of insureds, which is critical to achieving the goals of improving health, simplifying underwriting and assisting in claims management, given that interactions with insureds are growing exponentially (connected devices, applications, etc.);
- Agility, with coaches who help members of previous chapters achieve their goals by providing them with a toolbox of organizational approaches to carry out their projects.

Supporting research and teaching is a core feature of the Group's corporate responsibility policy. For many years, SCOR has developed relationships with different kinds of institutions (foundations, associations, schools and universities, research centers), in various forms (corporate sponsorship, scientific research partnerships) and in a number of fields linked to risk, uncertainty, and reinsurance, both in France and abroad.

SCOR has entered into many scientific partnerships over the years, like recently with French research and innovation association ADERA (*Association pour le développement de l'enseignement et des recherches auprès des universités, des centres de recherche et des entreprises d'Aquitaine* – INSERM) in LTC (EUR 100,000 annually) that ended in 2020 and the Sorbonne University at the Pitié-Salpêtrière Hospital in HIV and Immunotherapy developments (EUR 50,000 annually) that is ongoing. SCOR has also funded, since 2016, the Department of Demography at the University of California, Berkeley in the Human Mortality Database project (USD 20,000 per year), which serves the academic and actuarial community, to build predictive models of life expectancy for a large number of countries.

The analyses and risk projections produced with the support of the chapters are used by SCOR Global Life's teams to advise their clients on the implementation and monitoring of their life and health insurance products.

The chapters provide input at the product development stage, giving advice on the definition of guarantees, risk selection, pricing and reserving. They contribute to the monitoring of biometric risks by carrying out experience studies on portfolio data and by undertaking prospective risk modeling.

The chapters are led by SCOR Global Life's Knowledge Department. Their employees are based in Paris, Cologne, Dublin, Charlotte, Kansas City and Singapore and are active worldwide, responding to requests from the local business development and customer relations teams.

At the forefront of risk modeling, particularly extreme risks in the Life and Non-Life businesses, the Group devotes considerable resources to fundamental research and the promotion of scientific risk management techniques in various disciplines. As well as internal research projects, conducted with the assistance of students from renowned schools and universities, the Group works to develop scientific research in the field of risk via corporate philanthropy operations supported by its corporate foundation (see Section 6.4.3 – Supporting risk research and risk-related knowledge-sharing), the SCOR Corporate Foundation for Science. The Foundation has signed partnership agreements with prestigious universities to fund research chairs in the following areas:

- Risk, in cooperation with the Risk Foundation and Toulouse School of Economics, dedicated to the risk market and to value creation, with a research program specially focused on Long-Term Care. For SCOR, this represents a cost of EUR 0.9 million spread over three years;
- Finance and Insurance, in cooperation with the Toulouse School of Economics, focused on risk management, long-term investment, corporate governance and the links between insurance and financial markets. For SCOR, this represents a cost of EUR 1.5 million spread over five years; and
- Macroeconomic Risk in cooperation with the Paris School of Economics (PSE), dedicated to the macroeconomic modeling of tail events, the consequences of uncertainty on the macroeconomic equilibrium and the contagion of extreme macroeconomic risks and crises. For SCOR, this represents a cost of EUR 0.9 million spread over three years.

SCOR Corporate Foundation for Science also supports research in key areas of risk analysis: climate risks and their insurability, the effect of climate risks on Non-Life insurers' resilience, coastal flood forecasting, natural risks to crops, modeling risks in general, Alzheimer's disease, Covid-19 and pandemics, emerging infectious diseases, genetic treatment of tuberculosis, prevention of chickenpox, life expectancy and mortality modeling, the risks of meteorites, car insurance, pension funds, best practices in risk management, predictability of earthquakes and the corresponding human behaviors following the event, biodiversity, mathematics of extreme events, building of economic and financial expectations and international financial imbalances. The Foundation also participates in the development of actuarial science in Tunisia and sub-Saharan French speaking Africa. Every year, it awards three prestigious prizes at a ceremony in Paris: the best young researcher in finance and insurance, the best young actuary and the best PhD student in actuarial science.

SCOR and the SCOR Corporate Foundation for Science also organize Actuarial Awards in Europe (Germany, France, Italy, Spain, Portugal, Sweden, Switzerland and the United Kingdom), and in Asia (Singapore). The Group places great importance on the development of actuarial science and each year awards prizes for the best academic papers in the field. The prizes are designed to promote actuarial science, develop and encourage research in the field and help improve risk knowledge and management. The SCOR Actuarial Awards are recognized as a mark of excellence in the insurance and reinsurance industries. The winning papers are selected based on criteria including an excellent command of actuarial concepts, the use of high-quality analysis instruments, and subjects that could have a practical application in the world of risk management.

Since 2015, SCOR has also organized actuarial symposiums in Paris in partnership with the French Institute of Actuaries. In November 2015, the theme was centered around "Actuarial and data science", followed by "Scientific laws and mathematical models: from physics to actuarial science" in December 2016, "Will artificial intelligence revolutionize actuarial science?" in December 2017, "Macroeconomic and financial instabilities" in December 2018, "Actuarial science and game theory" in December 2019, "Scenarios and forward-looking analyses" in December 2020 and, most recently, "Predictability, foreseeability and stochasticity of political and public decisions. Can they be modeled? If so, how?" in December 2021.

The Foundation also promotes scientific risk management techniques and knowledge sharing through its involvement in collective studies through the Geneva Association and the teaching of insurance and scientific risk management techniques in schools and universities (e.g. the Executive MBA at the ENASS insurance business school in Paris).

Information technologies

Investment in information technology is one of the key thrusts of the "Quantum Leap" strategic plan. In this area, SCOR relies both on the strength and the consistency of its global information system, which is continuously enhanced through the development of an ambitious portfolio of projects, and on converting opportunities, enabled by the introduction of new technologies and especially artificial intelligence, big data, multi-cloud, the development of e-business, and robotic process automation (RPA).

In the area of accounting, consolidation and financial reporting and in all entities of the Group, SCOR runs an SAP®based global solution, embedding a unique chart of accounts, standard processes and real-time analytical capabilities. This platform is enhanced on an ongoing basis through the development of new modules, such as Trace, a global treasury solution deployed in 2019, or Cost Vision, a highly granular cost management tool deployed in early 2021. The introduction of RPA in the area of finance helped to streamline the most manual processes and is now being extended to other areas of the information system.

The Group's global Life and Non-Life reinsurance back-office runs on a custom software package known as "Omega". Omega was designed to manage reinsurance contracts, including premiums and claims, analyze the technical profitability of contracts, and perform quarterly closings based on the latest estimated results. The unique Omega database contains all of SCOR Global P&C and SCOR Global Life's portfolios worldwide. Completely revamped in 2016, Omega has since been enhanced every year, in particular with the addition of "Reinsurance Analytics", a global analytical solution, and the integration with Salesforce, a cloud-based client management solution. Omega is currently being enhanced to comply with the new global accounting standard, IFRS 17. Preparation for the transition to IFRS 17 impacts the entire information system – not only Omega but also upstream and downstream systems such as pricing, cash-flow modeling, general ledger, consolidation and reporting.

Since 2019, the first year of Quantum Leap, greater focus has again been placed on strengthening SCOR's front office applications to improve risk selection, foresight and responsiveness with regard to markets and products. A number of projects have been launched to develop solutions specific to each business unit, – that are fully integrated with the rest of the Group information systems.

Among these projects, for the P&C business unit, the ForePlan tool is used to create underwriting plans and monitor their execution. Non-Life pricing is closely managed using xAct, the Group's global P&C treaty pricing tool, which uses standardized models and profitability analysis, providing a comprehensive view over proportional and non-proportional business. The process for underwriting and pricing major industrial and specialty risks is now supported by a comprehensive platform, ForeWriter along with modules specialized in different areas of expertise such as space, agriculture and cybersecurity. The management of exposure to natural catastrophes and their pricing has been further improved with the SCOR Cat Platform which monitors all the liabilities and accumulations based on use and calibration, or a combination of models deemed the most efficient. The new platform to monitor the MGA business portfolio through automatic underwriting controls has been extended to other regions, after its initial rollout in the US. Norma, in-house modeling tool, combines the P&C risk assessments performed by front-office tools to provide an overall risk measure.

The Life business unit has developed an IT roadmap which aims to prepare SCOR Global Life for the future by boosting productivity, providing high value-added services to clients, ensuring compliance

with all regulatory requirements (i.e. IFRS 17, GDPR) and developing a deeper understanding of Life business. Other front-office solutions have been developed for SCOR Global Life to harmonize and further enhance the underwriting of substandard risks and develop tele-underwriting in different countries. Artificial intelligence modules complement these solutions. Underwriting solutions like Velogica are proposed to SCOR's Life clients, notably in the US market. The integration of Life Individual policy management systems is now completed in the US through an in-house system, Everest, and is being progressively extended to the rest of the world through the gradual roll-out of a new platform, named hElios, which will provide even more detailed knowledge of individual risks. These individual data are the basis for enhanced actuarial modeling. This is an area in which SCOR Global Life is also investing, through the development of a pricing and reserving technical platform and through the roll-out of a new experience analysis solution.

At the Group level, and forming part of an integrated architecture, these various risk modeling tools feed into SCOR's internal model which is key to optimizing capital allocation and ensuring Solvency II compliance. This model is now leveraging the power of the public cloud, which provides enhanced analytical capabilities.

In all areas, modeling and analysis methods are gradually being enhanced through innovative technologies such as machine learning and artificial intelligence that actuaries can test using a Data Science platform called DASP. This new cloud-based platform was rolled out in 2020 to data scientists and actuaries working on innovative algorithms offering enhanced technological capabilities to cope with the increasing volume of data. This infrastructure reinforces the Group's capacity to develop and industrialize new services, by shortening the innovation cycle. As a next step of this ambition, SCOR is now developing a unified platform, P3P, to support the distribution of these services in a multi-cloud context, with a first release scheduled for 2022.

In asset management, SCOR Investment Partners is now equipped with a global front-office solution, Bloomberg AIM, enabling enhanced real-time monitoring of investments. Recordkeeping for the investment portfolio managed by SCOR Global Investments and bookkeeping of investments at subledger level are managed on a single platform. All this asset management information is now available in real time through global reporting platforms. These solutions have been upgraded to prepare for the transition to IFRS 9, from January 1, 2022.

The Group promotes a paperless environment. Internally, global document management and sharing processes have been set up for the Life and Non-Life business units. With regards to its clients, SCOR can automatically process claims, reinsurance and financial accounts received electronically in the formats defined by ACORD, an association created for the development of e-processing in insurance and reinsurance, without having to re-enter them. SCOR is also actively involved in the B3i initiative, which aims at harnessing the power of blockchain technology to facilitate exchanges between operators across the insurance value chain.

The SCOR technical environment is based on a secure international network, and global production infrastructures, moving from a private cloud data center to a public cloud-based platform with a fully replicated dual site, providing strong disaster recovery capability. This migration is now two-thirds complete, providing even more flexibility and scalability to SCOR's IT operations. SCOR is also investing continuously in cybersecurity and data protection, reinforcing physical and logical access controls and network security and monitoring, with the introduction of artificial intelligence, data leakage prevention measures and employee cybersecurity training programs.

SCOR's IT department plays a key role in implementing the Group's "Green SCOR" policy. It has taken actions on several aspects of the multi-year plan, including data center consolidation, server virtualization, the purchase of new low-energy desktop computers and laptops, and reductions in printing. Mobility is continuously enhanced through ongoing developments in line with technological progress and business needs requiring a permanent connection with the company, while complying with security standards.

1.2.7. INVESTMENTS

Main investments made over the past three financial years

See Section 3.2.4 – Management of market risks, for a description of the management of risks associated with SCOR investments in debt instruments and equity securities as well as with the investments it owns.

See Section 1.2.2 – History and development of SCOR, and Section 4.6 Note 4 – Acquisitions and disposals.

See Section 1.2.5.6 – Investments.

See Section 4.6, Note 8.4 – Real estate investments.

See Section 4.6, Note 10 – Miscellaneous assets.

Main investments in progress

None.

1.3. MARKET AND FINANCIAL REVIEW

1.3.1. REINSURANCE MARKET DEVELOPMENTS

The global reinsurance industry comprises Life and Non-Life reinsurance.

Life reinsurance is a concentrated industry with significant regulatory and operational barriers to entry. Most global Life reinsurers are based in established markets with rigorous regulatory frameworks conducive to long-term business. Global Life reinsurers have developed strong underwriting, pricing, actuarial, claims management and product development capabilities, as well as long-term relationships with their clients. Due to the long-term nature of certain Life risks, the Life reinsurance market has historically been less cyclical than Non-Life.

Non-Life reinsurance is a cyclical market estimated by various analysts at USD 230 to 260 billion in premiums globally, covering property, casualty, financial, and specialty lines. The sector is exposed to volatility in the form of development of past reserves and large natural and man-made losses.

2021 has been marked by the sustained hardening of the non-life reinsurance markets, with increases in pricing and improvement of terms and conditions across most lines of business and geographies.

One focal point for the sector has been climate change, as profitability for (re)insurers was indeed impacted by a series of major CAT events (Hurricane Ida in the US, Bernd storm in Europe)

leading to above average large losses. Tier 1 reinsurers such as SCOR are privileged partners for their clients in that context, thanks to extensive know-how and modelling capabilities, and ability to provide the right advice.

The Covid-19 crisis has continued to act as a catalyst to the P&C (re)insurance market hardening, while the risk of incremental losses has been contained to prior underwriting years thanks to the inclusion of contagious disease exclusion clauses during renewals.

On the life side, Covid-19 has had a limited impact on traditional business premiums volumes, and there are some interesting opportunities in the transactional lines, Longevity and Financial Solutions. The impact of Covid-19 claims in 2021 was overall manageable for the reinsurance market, the insured individuals being still less affected than the general populations. The pandemic has also accelerated industry-wide trends such as a greater digitalization in the distribution processes, and the current fast-changing environment represents an opportunity for (re)insurers as end consumers are more aware of the fragility of lives and want to be supported in managing their health, the population has a higher appreciation of the need for Life insurance, and they aspire for more interaction with life insurers.

1.3.2. FINANCIAL MARKET DEVELOPMENTS

2021 has been again driven by the pandemic.

From a health standpoint, the year 2021 was marked by the rapid deployment of vaccination campaigns in developed countries starting in January. Vaccination did not prevent new variant outbreaks, Delta in the 2nd quarter and Omicron at the end of the year. But it mitigated the impact of the variants and thus prevent hospital saturation and a peak in mortality.

From an economic standpoint, although vaccination enabled a much faster economic recovery than expected, the suddenness of this recovery has resulted in disruptions in supply chains and commodity prices increases. Growth and inflation therefore turned out to be higher. Finally, with the new variants outbreak, central banks and governments have maintained a very cautious approach and have maintained their aid and implemented stimulus plans.

In this context, the accommodative action of the central banks on the one hand and the vote of an American Rescue Plan Act of USD 1.9 trillion in the first quarter on the other hand, fueled the hypothesis of a "reflation" of the economy. This resulted in a sharp increase in rates in the United States in the first quarter, with 10-year rates spiking from 0.9% at the end of 2020 to 1.74% at the end of March 2021.

The emergence of the Delta variant in the second quarter reversed the trend, raising fears of a new round of restrictions. And despite the continued rise in inflation, rates fell again to 1.20% for the 10-year US and -0.50% for its German counterpart in July, returning to their lowest levels of the year. The acceleration of commodities price increases put an end to the bond rally. The thesis of "transitory" inflation that had prevailed until then became increasingly difficult to maintain. The Bank of England was the first bank of the G7 to adopt a more hawkish stance in September and raise its key rate from 0.10% to 0.25% in December, despite the emergence of the Omicron variant. The US Federal Reserve announced the end of its purchase program in March 2022, with a monthly reduction of USD 30 billion. The European Central Bank's Pandemic Emergency Purchase Program will also expire next spring.

With the exception of the bond markets, financial assets have been supported by the effects of vaccination, the prospects of solid growth (forecasts for 2021: +5.6% in the United States and +5.1% in the Euro zone) and accommodating monetary policies. The appearance of new variants has so far only been a temporary volatility factor.

Apart from high yield corporate bonds, the bond markets have been penalized by the rise in interest rates. In the United States, the 10-year rate rose from 0.9% on December 31, 2020, to 1.5% on December 31, 2021. In the Euro zone, the benchmark 10-year rate (Germany) stood at -0.2% on December 31, 2021, against -0.6% a year earlier.

Equities performed strongly, thanks to the publication of better-than-expected earnings results and continued solid outlook. The S&P 500 returned 28.7%, doubling from its March 2020 lows. The Stoxx Europe 600 was up 25.8%.

1.3.3. SIGNIFICANT EVENTS OF THE YEAR

Covid-19 pandemic

Refer to Section 1.3.5.1 – Covid-19 and Section 4.6 – Notes to the consolidated financial statements, Note 2 – Significant events of the year and Covid-19 for further information on the financial impact.

A specific description of risks related to Covid-19 is included in Section 3.1 – Main risks.

Refer to Section 6 – Non-financial performance statement for further information on non-financial impacts.

Settlement agreement between SCOR and Covéa

On June 10, 2021, SCOR and Covéa announced the signing of a settlement agreement. The agreement includes the following key points:

The settlement agreement includes an orderly exit by Covéa from the share capital of SCOR. Covéa granted SCOR a call option on the shares it holds, at an exercise price of EUR 28 per share and for a period of five years. The option is transferable to any third party designated by SCOR so that SCOR can organize this exit in its best interests. Covéa will not purchase, directly or indirectly, alone or in concert, for a period of seven years, SCOR shares.

As an indemnity settlement, Covéa agreed to pay to SCOR a sum of EUR 20 million, before tax. Covéa and SCOR both agreed to an immediate withdrawal of all legal actions and claims linked to the combination proposal made by Covéa in 2018.

In connection with the resumption of reinsurance relations between Covéa and SCOR, SCOR ceded to Covéa as of January 1, 2021, 30% of all in force business carried by SCOR's Irish Life entities as of December 31, 2020. The agreed net up-front payment from Covéa amounts to USD 1,014 million and is determined in reference to the net of retrocession Best Estimate Liability ⁽¹⁾ as of December 31, 2020 in SCOR's Irish Life entities Solvency II reporting. Covéa has exercised its inspection rights as part of the treaty, which is ongoing with exchange of information between the parties.

Refer to Section 4 – Notes to the consolidated financial statements as of December 31, 2021 for additional information.

The year has been very positive for most commodities, led by oil (WTI + 55%) which recorded its best annual performance since the Great financial crisis.

- In contrast, emerging countries experienced greater volatility. The collapse of the real estate sector in China with the Evergrande default, inflationary pressures, the appreciation of the US dollar as well as weaker immunization coverage, were all risk factors.

The SCOR Board of Directors chooses Laurent Rousseau to succeed Denis Kessler as Chief Executive Officer following the General Meeting of June 30, 2021

The Board of Directors, which met on May 17, 2021, acknowledged Denis Kessler's decision to relinquish, for personal reasons, his duties as Chief Executive Officer of SCOR at the end of his term of office, which was due to expire at the General Meeting of June 30, 2021. Consequently, the Board of Directors decided to separate the roles of Chairman of the Board and Chief Executive Officer at the end of this General Meeting. The Board unanimously expressed the wish that Denis Kessler agree to remain Chairman of the Board of Directors.

Benoît Ribadeau-Dumas had been appointed Deputy Chief Executive Officer with effect from January 1, 2021, with a view to becoming Chief Executive Officer following the General Meeting in 2022. While recognizing and commending his strong commitment and successful integration during his first few months at SCOR, the Board of Directors has come to the conclusion that the conditions are not met for Benoît Ribadeau-Dumas, who had not worked in the insurance or reinsurance sector before joining the Group, to take up the position of Chief Executive Officer of SCOR in June 2021.

Therefore, the Board of Directors has unanimously chosen Laurent Rousseau, Deputy Chief Executive Officer of SCOR Global P&C, Chairman of SCOR Europe and member of the Group Executive Committee, to be appointed Chief Executive Officer of SCOR following the General Meeting of June 30, 2021. In addition to this appointment, at the 2021 General Assembly, the shareholders approved the election of Laurent Rousseau as a director of the Group, as proposed by the Board of Directors, reflecting the internal talents that the Group has developed.

The Board's appointment of Denis Kessler as non-executive Chairman following the General Meeting of June 30, 2021, will help to ensure the continuity of the Group's strategy and to perpetuate its values.

(1) The Best Estimate Liability has been the subject of a specific limited scope audit opinion (excluding the internal model computations) issued directly to the local regulator, the Central Bank of Ireland.

EUR 200 million share buy-back program starting October 28, 2021, and finalized at the latest by March 2022

On October 27, 2021, SCOR launched a share buyback program of EUR 200 million that started on October 28, 2021 and will be fully executed in the market at the latest by the end of March 2022.

Execution of the share buy-back will be subject to market conditions. This share buy-back program is expected to impact the Group's solvency ratio by c. -4 ppts⁽¹⁾. SCOR intends to allocate the repurchased shares to cancellation.

SCOR's dividend policy remains unchanged: SCOR continues to favor dividends as a way to remunerate its shareholders and pursues the attractive dividend policy.

1.3.4. INFORMATION ON SCOR'S COMPETITIVE POSITION

SCOR competes for business in the European, American, Asian and other international markets with numerous international and domestic reinsurance and insurance companies. Competition in the types of reinsurance and insurance that the Group underwrites is based on many factors, including financial strength as perceived by the rating agencies, customers and their brokers, underwriting expertise, reputation and experience in the lines of reinsurance and insurance written, country of operation, premiums charged, quality of the proposed reinsurance structures, services offered and speed at which claims are paid.

SCOR's competitors include independent and state-owned reinsurance companies, subsidiaries and affiliates of established

global insurance companies, and reinsurance departments of certain top-tier insurance companies. Among the Group's major competitors are European reinsurers (for example, Swiss Re, Munich Re and Hannover Re) and US/Bermudian reinsurers (for example, Partner Re, RGA, Berkshire Hathaway, Axis Capital, TransRe, Odyssey Re, Gen Re and Everest Re). Moreover, the Lloyd's syndicate (where SCOR is also present *via* its fully-owned syndicate SCOR Channel) is also a competitor.

SCOR SE and its consolidated subsidiaries form the world's fourth largest reinsurer⁽²⁾ serving more than 4,900 clients.

1.3.5. REVENUES & EARNINGS SUMMARY

The Group's financial data is presented in Section 1.1 – Key figures and strategic plan and in Section 4 – Consolidated financial statements. The commentary below is based on the financial data presented in the aforementioned sections.

1.3.5.1. COVID-19

SCOR's financial results were impacted in 2021 by the challenging environment of the Covid-19 pandemic, in line with the market.

Covid-19 claims continue to be proactively managed by SCOR. The ultimate outcome of the pandemic is still subject to significant variation, partly due to the development of the virus with new strains, combined with varying levels of adherence to containment measures, and the roll-out and effectiveness of vaccinations and boosters. The outcome on SCOR Global Life's portfolio will also be affected by any divergence in the impact of the virus on lives reinsured with SCOR Global Life, including the infection fatality rate, compared to the impact on the general population, particularly in the United States. SCOR is continually monitoring the situation using a detailed proprietary epidemiological model.

The Covid-19 pandemic impact for 2021 comprises the following:

- On the Life side, the total Covid-19 claims booked in 2021 stands at EUR 466 million (including IBNR, net of reduced flu claims in the United States, net of retrocession and before tax).

See also Section 4.6 – Notes to the consolidated financial statements, Note 1 – Accounting principles and methods, Note 2 – Significant events of the year and Covid-19, Note 16 – Net contract liabilities and Note 25 – Insurance and financial risks.

- The main exposure arises in the mortality portfolio in the United States, where the total Covid 19 impact stands at EUR 357 million (including IBNR, net of reduced flu claims in the U.S., net of retrocession and before tax).
- The Covid-19 impact from outside of the U.S. amounts to EUR 109 million. The markets with the largest contributions to this amount were the United Kingdom, South Africa, Latin America and India.
- On the P&C side, the Covid-19 related claims impact booked in 2021 amounts to EUR 109 million (net of retrocession and reinstatement premiums and before tax), coming mainly from Property Business Interruption lines, due to an increase in direct gross costs incurred by cedents with adverse court decisions in France, South Africa and the United Kingdom, and cedents filing claims for two separate events corresponding to the March and October 2020 lockdowns.

(1) The volume of monthly acquisitions of SCOR shares will depend on market conditions, within the limits set by the Market Abuse Regulation (EU) no. 596/2014 (MAR), as amended, and the resulting delegated legislation. Based on the share price of SCOR as at October 26, 2021, the share buy-back corresponds to a maximum of 8.0 million shares or 4.3% of the capital.

(2) By Unaffiliated Gross Written Premium in 2020 (USD millions), source: "2021 Best's Rankings: Top 50 World's Largest Reinsurance Groups – 2021 Edition".

1.3.5.2. OPERATING RESULT

SCOR is characterized by its strategic positioning aimed at diversifying its exposures. To this end, the Group seeks to preserve:

- the diversification of its business by maintaining a broadly balanced split between its Life and Non-Life reinsurance activities. The business volume split for the year ended December 31, 2021 was approximately 53% for Life reinsurance and 47% for Non-Life reinsurance based on gross written premiums;
- the geographic diversification of the Group's business by:
 - operating in a large number of countries, both mature and emerging,
 - maintaining its policy of being positioned on strong-growth markets such as Asia-Pacific and Latin America,
 - operating as a mixed Non-Life and Life reinsurer in China using the license received in 2011, enabling SCOR to add Life reinsurance services to the existing Non-Life activities; and
- the diversification of underwritten risks by product line in Life reinsurance (Protection, Financial Solutions, Longevity) and in Non-Life reinsurance (Specialty Insurance, Reinsurance and P&C Partners).

Gross written premiums

Gross written premiums for the financial year ended December 31, 2021 amounted to EUR 17,600 million, up 7.5% compared to EUR 16,368 million in 2020. At constant exchange rates, growth is 9.8%. The EUR 1,232 million increase in gross written premiums in 2021 is composed of a EUR 1,068 million increase for SCOR Global P&C and a EUR 164 million increase for SCOR Global Life.

Gross written premiums for the financial year ended December 31, 2020 amounted to EUR 16,368 million, up 0.2% compared to EUR 16,341 million in 2019. At constant exchange rates, growth was 1.8%. The overall EUR 27 million increase in gross written premiums in 2020 is composed of a EUR 13 million increase for SCOR Global P&C and a EUR 14 million increase for SCOR Global Life.

Gross written premiums for the financial year ended December 31, 2019 amounted to EUR 16,341 million, up 7.1% compared to EUR 15,258 million in 2018. At constant exchange rates, growth was 4.1%. The overall EUR 1,083 million increase in gross written premiums in 2019 was composed of a EUR 972 million increase for SCOR Global P&C and a EUR 111 million increase for SCOR Global Life.

Breakdown of gross written premiums by segment

<i>In EUR millions</i>	2021		2020		2019	
By operating segment						
SCOR Global P&C	8,228	47%	7,160	44%	7,147	44%
SCOR Global Life	9,372	53%	9,208	56%	9,194	56%
TOTAL	17,600	100%	16,368	100%	16,341	100%
Non-Life reinsurance						
Specialties Insurance ⁽¹⁾	2,161	26%	1,884	26%	1,741	24%
Reinsurance ⁽¹⁾	6,067	74%	5,276	74%	5,406	76%
TOTAL SCOR GLOBAL P&C	8,228	100%	7,160	100%	7,147	100%
Life reinsurance						
Protection	7,746	82%	7,512	82%	7,412	81%
Financial Solutions	723	8%	761	8%	855	9%
Longevity	903	10%	935	10%	927	10%
TOTAL SCOR GLOBAL LIFE	9,372	100%	9,208	100%	9,194	100%

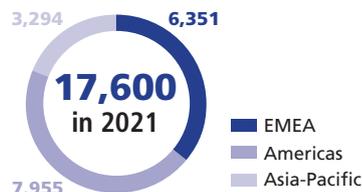
(1) P&C partners is a business unit supporting the development of Reinsurance and Specialty Insurance.

See Section 4.6 – Notes to the consolidated financial statements, Note 5 – Segment information, for further details on the results of the reportable segments.

Distribution by geographical area

In 2021, SCOR generated approximately 36% of its gross written premiums in Europe, Middle East and Africa (EMEA) (2020: 33%), with significant market positions in France, Germany, Spain and Italy, 45% of its gross written premiums in the Americas (2020: 49%) and 19% in Asia (2020: 18%).

Breakdown of Group gross written premiums by geographical area (in EUR millions)



The following table shows the breakdown by volume of Life and Non-Life gross written premiums by geographical area based on market responsibility, taking into account the country in which the ceding company operates for treaty business and location of the insureds for facultative business:

In EUR millions	Total			SCOR Global Life			SCOR Global P&C		
	2021	2020	2019	2021	2020	2019	2021	2020	2019
EMEA	6,351	5,459	6,180	3,023	2,942	3,141	3,328	2,517	3,039
Americas	7,955	8,021	7,494	4,467	4,621	4,633	3,488	3,400	2,861
Asia-Pacific	3,294	2,888	2,667	1,882	1,645	1,420	1,412	1,243	1,247
TOTAL	17,600	16,368	16,341	9,372	9,208	9,194	8,228	7,160	7,147

Net earned premiums

Net earned premiums for the year ended December 31, 2021 amounted to EUR 13,895 million as compared to EUR 14,517 million and EUR 14,058 million for the years ended December 31, 2020 and 2019 respectively. The overall decrease in net earned premiums amounted to EUR 622 million from 2020 to 2021 compared to an increase of EUR 459 million from 2019 to 2020. The overall decrease of EUR 622 million is due to an increase of EUR 344 million in net earned premiums for SCOR Global P&C and a decrease of EUR 966 million in net earned premiums for SCOR Global Life. Net earned premiums from SCOR Global Life notably reflect the Life In-force transaction deal applied with retrospective effect from January 1, 2021.

Net investment income

Net investment income ⁽¹⁾ for the year ended December 31, 2021 amounted to EUR 551 million as compared to EUR 665 million for the year ended December 31, 2020 and EUR 671 million for the year ended December 31, 2019. The change in net investment income in 2021 is driven by strong investment revenues, which were impacted by the low interest rate environment but supported by the active portfolio management strategy implemented by SCOR Global Investments. This strong performance in 2021 also led to capital gains of EUR 134 million ⁽²⁾, lower compared to 2020 (EUR 197 million), mostly on the fixed income portfolio. Impairment, depreciation and amortization charged against invested assets in 2021 stands at EUR 17 million, a decrease compared to 2020 (EUR 54 million) and 2019 (EUR 32 million), mainly driven by impairment charged against real estate assets.

The return on invested assets in 2021 was 2.3% as compared to 2.8% in 2020 and 3.0% in 2019.

Net investment income excludes EUR 41 million related to the option on own shares granted to SCOR in connection with the Covéa settlement agreement (see Sections 1.3.3 – Significant events of the year) and the EUR 89 million capital gain realized in Q3 2021 on the Doma transaction, which is a venture investment not held for investment purposes.

(1) See Section 1.3.9 – Calculation of financial ratios.

(2) Realized capital gains excludes the EUR 89 million capital gain realized in Q3 2021 on the Doma transaction, which is a venture investment not held for investment purposes.

Gross benefits and claims paid

Gross benefits and claims paid totaled EUR 14,665 million, compared with EUR 12,494 million and EUR 11,792 million in 2021, 2020 and 2019, respectively. The level of gross benefits and claims paid in 2021 was impacted in particular by a high level of claims related to natural catastrophes and Covid-19. For SCOR Global P&C, gross benefits and claims paid increased to EUR 5,808 million during 2021 from EUR 4,774 million in 2020 (2019: EUR 4,576 million). For SCOR Global Life the level of gross benefits and claims paid increased to EUR 8,857 million in 2021 from EUR 7,720 million in 2020 (2019: EUR 7,216 million).

Net retrocession result

The net result of the Group's retrocession program was EUR 1,857 million in 2021 as compared to a net cost of EUR 318 million and EUR 327 million in 2020 and 2019, respectively.

The net retrocession result of SCOR Global Life was EUR 1,668 million in 2021, as compared to EUR 18 million in 2020, impacted by the Life in-force retrocession treaties execution (refer to section 1.3.5.4 – SCOR Global Life – Life technical margin for further information).

The net retrocession result of SCOR Global P&C was EUR 189 million in 2021, as compared to a net cost of EUR 336 million in 2020.

Alternative retrocession coverage includes catastrophe bonds: Atlas IX Series 2015-1 (which matured on December 31, 2018), and 2016 (which matured on December 31, 2019), Atlas Capital UK 2019 PLC catastrophe bonds, and Atlas Capital Reinsurance 2020 DAC (SCOR Global P&C; see Section 3.2.3 – Retrocession and other risk mitigation techniques), that are not included in the net retrocession result as they are accounted for as derivatives.

The total amount recorded under “other operating expenses” in 2021 is an expense of EUR 44 million (2020: EUR 55 million and 2019: EUR 61 million) mainly linked to the amortization of the Atlas catastrophe bonds’.

Other operating income and expenses included in 2020 a recovery of USD 9 million (EUR 8 million) on Atlas IX 2015-1 related to 2017 hurricane Harvey, Irma and Maria (HIMM) events (in 2019: USD 13 million (EUR 12 million)).

Expenses

The Group cost ratio ⁽¹⁾, calculated as the total of all management expenses less certain non-controllable expenses (e.g. bad debt), legal settlements, acquisition expenses and depreciation and amortization, divided by gross written premiums, was 4.4% for the year ended December 31, 2021, up from 4.5% in 2020 and 4.7% in 2019. Management expenses for the years ended December 31, 2021, 2020 and 2019 were EUR 979 million, EUR 920 million, and EUR 937 million respectively, on a comparative basis.

Operating result

Operating result before the impact of acquisitions for the year ended December 31, 2021 amounted to EUR 795 million as compared to EUR 479 million in 2020 and EUR 713 million in 2019. The increase between 2020 and 2021 notably includes the day-1 gain of the Life in-force retrocession transaction for EUR 313 million (before tax). This gain includes the day-1 impact from the retrocession treaty with Covéa, the one-off amortization of value of business acquired and deferred acquisition costs, and the support of a strong reserving position for the portfolio. For the year ended December 31, 2021, the operating segment SCOR Global Life contributed EUR 529 million (EUR 333 million and

1.3.5.3. SCOR GLOBAL P&C

SCOR Global P&C is a leading P&C reinsurer with a worldwide footprint.

The business comprises the traditional reinsurance operations: Specialties Insurance and Reinsurance. SCOR Global P&C capitalizes on a long-standing franchise, experience, and an extensive data base comprising multi-line expertise.

SCOR Global P&C has pursued a dynamic growth over 2021 taking advantage of the P&C hardening market environment. Profitability has been impacted by natural catastrophes and Covid-19. Nevertheless, thanks to its continued reactive and efficient portfolio management policy, the underlying profitability is on a normalized basis strong, with an improved trend, demonstrating resilience.

EUR 437 million in 2020 and 2019, respectively) and SCOR Global P&C EUR 344 million (EUR 276 million and EUR 407 million in 2020 and 2019, respectively) to operating result. In 2021, 2020 and 2019, amounts of EUR (78) million, EUR (130) million and EUR (131) million respectively, related to Group functions.

Consolidated net income – Group share

SCOR generated consolidated net income of EUR 456 million in 2021, compared to EUR 234 million and EUR 422 million for the years ended December 31, 2020 and 2019, respectively.

In a year still marked by the Covid-19 pandemic and a series of natural catastrophes, SCOR continues to demonstrate its ability to absorb shocks, delivering robust results in 2021. It has notably been backed by positive underlying performance of SCOR Global P&C and SCOR Global Life, a prudent asset management policy which safeguarded shareholders’ interests whilst delivering solid returns, albeit in a very low interest rate environment, and the impact from the settlement agreement signed with Covéa. The impact of the settlement agreement signed with Covéa on 2021 net income includes the day-1 impact from the retrocession treaty with Covéa, the indemnity settlement paid to SCOR by Covéa for EUR 20 million (before tax) and the call option granted to SCOR by Covéa on the shares it holds valued at EUR 41 million (before tax) as at December 31, 2021.

In 2021, the effective tax rate was 30.9% compared to 31.4% in 2020, mainly as a result of the US tax reform and non deductible expenses, and 25.7% in 2019. See Section 4, Note 18 – Income taxes, for further explanations on the effective tax rate.

Return on equity was 7.2%, 3.8% and 7.0% for the years ended December 31, 2021, 2020 and 2019 respectively. Basic earnings per share were EUR 2.46, EUR 1.26 and EUR 2.27 for the years ended December 31, 2021, 2020 and 2019, respectively.

Despite the Covid-19 pandemic SCOR Global P&C continued on a growth trend over 2020 and its underlying fundamentals remain strong in line with the strategic plan “Quantum Leap” assumptions, on a normalized basis. SCOR Global P&C confirmed its position as a leading reinsurer, demonstrating its resilience to the shock of the Covid-19 pandemic, in particular thanks to a reactive and efficient portfolio management policy.

SCOR Global P&C had continued on a strong growth trend in 2019 benefitting from a robust underwriting performance following successful renewals and facultatives’ portfolio underwritings. Despite a second half year marked by natural catastrophes, SCOR Global P&C confirmed the objectives of its new strategic plan “Quantum Leap”, in particular thanks to an efficient portfolio management policy.

(1) See Section 1.3.9 – Calculation of financial ratios.

Gross written premiums

In 2021, gross written premiums increased by 14.9% compared to 2020 (from EUR 7,160 million to EUR 8,228 million) and by 17.6% at constant exchange rates supported by robust 2021 renewals in both Reinsurance and Specialty Insurance activities. P&C delivers a growth in line with its strategic plan "Quantum Leap".

In 2020, gross written premiums increased by 0.2% compared to 2019 (from EUR 7,147 million to EUR 7,160 million) and by 2.4% at constant exchange rates. Gross written premiums were affected by the Covid-19 pandemic's effects which triggered a reduction of expected gross premium income mainly on the Aviation, Marine, Credit, Surety and Political Risks lines of business. Excluding this impact of EUR (225) million the growth would have been of 3.3% (5.6% at constant exchange rate), in line with the "Quantum Leap" targets.

In 2019, gross written premiums increased by 15.8% compared to 2018, from EUR 6,175 million to EUR 7,147 million. At constant exchange rates the growth was 12.7%, supported by both Reinsurance (US Property and Casualty treaties) and Specialties Insurance (MGAs and SBS Property) activities.

The following table highlights losses due to natural catastrophes for the years 2021, 2020 and 2019:

	As at December 31		
	2021	2020	2019
CURRENT FINANCIAL YEAR EVENTS			
Number of catastrophes occurred during the financial year	19 ⁽³⁾	32 ⁽⁵⁾	24 ⁽⁷⁾
<i>In EUR millions</i>	-	-	-
Losses and loss adjustment expenses due to catastrophes, gross	1,479	450	779
Losses due to catastrophes, net of retrocession	771	400	616
PREVIOUS FINANCIAL YEAR EVENTS INCLUDED IN CURRENT LOSS RATIO			
Number of catastrophes occurred during previous financial year	15 ⁽⁴⁾	8 ⁽⁶⁾	9 ⁽⁸⁾
<i>In EUR millions</i>	-	-	-
Losses and loss adjustment expenses due to catastrophes, gross	81 ⁽⁴⁾	33 ⁽⁶⁾	139 ⁽⁸⁾
Losses due to catastrophes, net of retrocession	67 ⁽⁴⁾	23 ⁽⁶⁾	49 ⁽⁸⁾
TOTAL OF EVENTS INCLUDED IN CURRENT LOSS RATIO			
Number of catastrophes occurred during current and previous financial years	34	40	33
<i>In EUR millions</i>	-	-	-
Losses and loss adjustment expenses due to catastrophes, gross	1,561	483	918
Losses due to catastrophes, net of retrocession ⁽²⁾	838	423	665
Group net loss ratio ⁽¹⁾	72.0%	70.2%	68.1%
Net attritional ratio	59.2%	63.4%	56.5%

(1) The net loss ratio is calculated by dividing Non-Life claims (including claims arising from natural catastrophes) by Non-Life premiums earned. This ratio is net of retrocession (See Section 1.3.9.5 – Net combined ratio).

(2) Net of retrocession and reinstatement premiums (assumed and retrocession).

(3) Including Hurricanes, tornados and winter storm in the US, tornadoes and hurricnaes in Europe, Fukushima earthquake and China Henan flooding.

(4) Including developments on Hurricane Laura, Midwest Derecho, Sally, ETA, Zeta and Delta in the US and thyphoon Haishen and Maysak.

(5) Including Hurricane Laura, Midwest Derecho, Sally, Hanna, Delta, Zeta, Isaias and ETA, Hailstorms in New South Wales and Calgary, Tornados in the US, Typhoons Haishen and Maysak, Fires in Australia and in the US, Storm Gloria and Ciara/Sabine, Flooding in Indonesia, UAE, China and in the US, cyclone Amphan and coal windstorm in Newcastle.

(6) Including developments on Italian Storms, Typhoon Faxai and Hagibis and Hurricane Dorian.

(7) Including Typhoons Hagibis, Faxai, Hurricane Dorian, US Cyclone Bomb CAT 1919, Dallas Tornado – CAT 1961, Various Italian Storms 2019 (five events), Townsville flooding, Southern Peru flooding, Storm Eberhard, US Storm & Tornicados, Sao Paulo Flooding, Texas Hailstorm CAT, Cyclone Fani, US weather event cat, Nothern Peru Earthquake, Munich Hailstorm, Typhoon Lekima, India Floods and Luxembourg Tornado.

(8) Including developments on Italian Storms 2018, Typhoon Jebi and Trami, Hurricane Michael, Camp California Wildfire and Kuwait Flood.

In 2021, SCOR was affected by the following catastrophes which resulted in total net estimated losses of EUR 771 million as at December 31, 2021:

<i>In EUR millions</i> Cat losses	Date of loss	Estimated loss net of retrocession as at December 31, 2021
Storm Filomena – Europe	January 2021	21
US Severe Winter Storm 2021	February 2021	170
Offshore Fukushima Earthquake	February 2021	13
European Convective Storms	June 2021	88
China Henan Flooding 2021	July 2021	16
European Flooding – July 2021	July 2021	225
Hurricane IDA	August 2021	147
European Storm Xero	June 2021	12
US Quad State Tornadoes 2021	November 2021	52
Other natural catastrophes (less than EUR 10 million)		27
TOTAL		771

In 2020, SCOR was affected by the following catastrophes which resulted in total net estimated losses of EUR 400 million as at December 31, 2020:

<i>In EUR millions</i> Cat losses	Date of loss	Original estimated loss net of retrocession as at December 31, 2020	Adjusted Estimated loss net of retrocession as at December 31, 2021
Hurricane Laura – Cat 2050	August 2020	82	121
Midwest Derecho CAT 2046	August 2020	31	36
Hurricane Sally – PCS 2063	September 2020	30	50
New South Wales Hailstorms	January 2020	26	27
Tennessee Tornadoes – PCS 2016	March 2020	24	27
Calgary Hailstorm – Canada	June 2020	23	19
Typhoon Haishen	September 2020	18	16
Australian Bushfires	February 2020	15	15
US Easter Tornadoes (PCS 2020)	April 2020	13	13
Storm Gloria	January 2020	11	12
Other natural catastrophes (less than EUR 10 million)		127	133
TOTAL		400	469

In 2019, SCOR was affected by the following catastrophes which resulted in total net estimated losses of EUR 616 million as at December 31, 2019:

<i>In EUR millions</i> Cat losses	Date of loss	Original estimated loss net of retrocession as at December 31, 2019	Original estimated loss net of retrocession as at December 31, 2020	Adjusted Estimated loss net of retrocession as at December 31, 2021
Kuwait Flood	November 2018	28	29	30
US Cyclone Bomb CAT 1919	March 2019	10	12	12
Hurricane Dorian	September 2019	90	99	107
Typhoon Faxai	September 2019	156	185	184
Typhoon Hagibis	October 2019	227	206	202
Dallas Tornado – CAT 1961	October 2019	14	17	16
Various Italian Storms 2019 (5 events)	July 2019	31	37	36
Other natural catastrophes (less than EUR 10 million)		60	63	67
TOTAL		616	648	653

1.3.5.4. SCOR GLOBAL LIFE

SCOR Global Life operates through its unified global organization focused on three regions: Americas, EMEA (Europe, Middle East, Africa and Latin America) and Asia-Pacific. It underwrites Life reinsurance business in the following product lines:

- Protection;
- Financial Solutions;
- Longevity.

Protection encompasses traditional life reinsurance business for living and death benefits. The main risks undertaken are mortality, morbidity and behavioral risks for individuals and groups of individuals. Financial Solutions combine traditional life reinsurance with financing components providing clients with liquidity, balance sheet, solvency and/or earnings improvements. Longevity products cover the risk of negative deviation from expected results due to the insured or annuitant living longer than assumed in the pricing of insurance cover provided by insurers or pension funds.

In 2021, SCOR Global Life continued to grow profitably in a competitive life reinsurance market, while achieving solid operating profitability and absorbing the financial impacts of the Covid-19 pandemic. The positive result from SCOR Global Life reflects a robust flow of new business and the strategic expansion of the franchise in various key markets and product lines. Earnings were positively impacted by the settlement agreement concluded with Covéa. The initial recognition of the in-force retrocession contracts with Covéa led to a one-off increase in net technical result in 2021 of EUR 313 million. The net technical result includes EUR 466 million in claims caused by the Covid-19 pandemic (net of retrocession), of which EUR 357 million relates to the life reinsurance business in the United States and EUR 109 million relates to all other markets.

Gross written premiums by product line

SCOR Global Life ranks among the top tier life reinsurers worldwide ⁽¹⁾ and has grown by 1.8% in gross written premiums from EUR 9,208 million in 2020 to EUR 9,372 million in 2021 (a 3.6% increase at constant exchange rates⁽²⁾). SCOR Global Life continued to strategically develop its business by managing growth carefully during the Covid-19 pandemic. Growth was recognized in the Protection product line mainly in Asia-Pacific, in the Financial Solutions product line in Americas and specific markets in Asia Pacific, and in the Longevity product line in EMEA.

Protection

The Protection product line accounts for 82% of total gross written premiums in 2021 and remains the main driver for premium growth (5.5% growth in gross written premiums in 2021 at constant exchange rates ⁽²⁾). SCOR Global Life has maintained its leadership in the US Life reinsurance market ⁽³⁾, the world's largest life reinsurance market. In the EMEA region, SCOR Global Life strategically reinforced its franchises in key European markets.

Asia-Pacific remains a region with significant growth opportunities both in terms of premiums and profitability. Growth in Protection premiums in Asia-Pacific was driven by higher business volumes in China, South Asia and North Asia.

Within the Protection product line, mortality was the main risk underwritten.

- Mortality protection: 55% of SCOR Global Life's portfolio is traditional mortality reinsurance business, based on 2021 gross written premiums. SCOR Global Life has developed a strong position in Mortality in the United States, as well as in the major European markets.
- Long-Term Care (LTC): SCOR Global Life has been pioneering LTC reinsurance solutions in the French market for twenty years and has acquired sound practical experience in the underwriting and the management of LTC risks, also applied in other territories.
- Disability: SCOR Global Life has established strong market positions in disability in many continental Europe markets, Australia and New Zealand, and Canada.
- Critical Illness: SCOR Global Life is a market leader in the United Kingdom. It is also leveraging the experience and expertise acquired there to expand into selected Asian markets and South Africa.
- Medical reinsurance represents a rather small portion of SCOR Global Life's portfolio, with new business volumes mainly written in Asia.
- Personal Accident also represents a small proportion of SCOR Global Life's portfolio. A main source of Personal Accident business for SCOR Global Life is its distribution services company, ReMark, which provides direct marketing of life insurance products to insurers, financial institutions and affinity partners.

Through its Global Distribution Solutions (GDS), SCOR Global Life has successfully deployed several innovative and tailored client services which aim to help insurers expand and develop their own client bases (ReMark, Velogica and SCOR Telemed). In this market segment SCOR Global Life has leadership positions in many markets in the EMEA and Asia-Pacific regions.

Financial Solutions

In the Financial Solutions product line, accounting for 8% of 2021 gross written premiums, SCOR Global Life has built a recognized position in providing capital and solvency solutions. Since 2013, SCOR Global Life has signed landmark transactions in Europe, the United States, Asia and Latin America. In 2021, SCOR Global Life consolidated its position in the Asia-Pacific region and in the US market.

Longevity

SCOR Global Life has established itself as a recognized provider for longevity reinsurance, focusing on longevity risk transfer transactions for large in-payment pension portfolios, creating a new business pipeline with growth opportunities. The Longevity product line accounts for 10% of SCOR Global Life's gross written premiums and the main active market to date for SCOR Global Life is the United Kingdom.

(1) Based on 2021 gross written premiums. Source: NMG report.

(2) At December 31, 2021 exchange rates.

(3) Source: 2020 SOA/Munich Re survey of US life reinsurance, published in 2021.

Life technical margin

Overall, the Life technical margin in 2021 was 10.3% compared to 5.8% in 2020 and 7.5% in 2019. The 2021 technical margin is impacted by -6.3 points due to the Covid-19 pandemic and +4.3 points driven by a one-off impact following the execution of the retrocession agreement with Covéa.

As part of the technical margin, the net technical result stands at EUR 608 million and includes the positive impact of Covéa retrocession contracts, reflecting the payment received, the cession of related reserves, and the amortization of value of business acquired and deferred acquisition costs. The net technical result absorbed EUR 466 million claims caused by the Covid-19 pandemic of which EUR 357 million relates to the Life reinsurance business in the United States and EUR 109 million relates to other markets, net of retrocession and before tax.

1.3.5.5. NET INVESTMENT INCOME AND INVESTMENT INCOME ON INVESTED ASSETS

Net investment income for the year ended December 31, 2021 amounted to EUR 551 million compared to EUR 665 million and EUR 671 million for the years ended December 31, 2020 and December 31, 2019, respectively. This economic net investment income excludes an amount of EUR 41 million from recognition of the call option granted by Covéa (see Section 1.3.3 – Significant events of the year) and the EUR 89 million capital gain realized in the third quarter on the Doma transaction, which is a venture capital investment not held for investment purposes.

continued low interest rate environment but supported by the active portfolio management strategy implemented by SCOR Global Investments. This strong performance in 2021 also led to capital gains of EUR 134 million, mostly on the fixed income and equity portfolios. The impairment, depreciation and amortization charged against invested assets in 2021 stands at EUR 17 million, a decrease in 2021 compared to 2020 and 2019, driven by lower impairment across all asset classes.

The return on invested assets in 2021 was 2.3% as compared to 2.8% in 2020 and 3.0% in 2019. The change in 2021 is driven by strong investment revenues, which were impacted by the

The following table presents a reconciliation of these figures with the IFRS figures as presented in Section 4.6 – Notes to the consolidated financial statements, Note 19 – Investment income.

In EUR millions	As at December 31		
	2021	2020	2019
Investment revenues on invested assets⁽¹⁾	373	427	511
Realized gains/(losses) on fixed income	95	143	34
Realized gains/(losses) on loans	2	-	-
Realized gains/(losses) on equities	34	-	2
Realized gains/(losses) on real estate ⁽²⁾	-	47	48
Realized gains/(losses) on other investments	3	7	9
Realized gains/(losses) on invested assets⁽²⁾	134	197	93
Impairment of fixed income	-	(2)	(9)
Impairment of loans	-	(3)	(1)
Impairment of equities ⁽³⁾	-	(31)	-
Impairment/depreciation of real estate ⁽⁴⁾	(16)	(18)	(20)
Impairment of other investments	(1)	-	(2)
Impairment/amortization on invested assets⁽³⁾⁽⁴⁾	(17)	(54)	(32)
Fair value through income on invested assets ⁽⁵⁾⁽⁶⁾⁽⁷⁾	(6)	16	20
Financing costs on real estate ⁽⁸⁾	(2)	(4)	(4)
TOTAL INVESTMENT INCOME ON INVESTED ASSETS	482	582	588
Net interest income on funds withheld and contract deposits	154	163	158
Investment management expenses	(85)	(80)	(75)
TOTAL NET INVESTMENT INCOME	551	665	671
Foreign exchange gains/(losses)	(8)	(13)	3
Income from other consolidated entities	7	1	1
Income/(expenses) on technical items ⁽⁹⁾	127	(3)	-
Financing costs on real estate	2	4	4
IFRS INVESTMENT INCOME NET OF INVESTMENT MANAGEMENT EXPENSES	679	654	679
Average invested assets	21,296	20,486	19,838
Return on invested assets (ROIA as a %)	2.3%	2.8%	3.0%

(1) As at December 31, 2021, investment revenues on invested assets are presented net of EUR 2 million in real estate revenues attributable to third parties and net of EUR 3 million in income received from assets not held for investment purposes.

(2) As at December 31, 2021, realized gains/(losses) on invested assets exclude the EUR 89 million capital gain realized on the Doma transaction, which is a venture capital investment not held for investment purposes, and is net of EUR 8 million in losses on derivative instruments and EUR 4 million in gains on the sale of instruments measured at fair value, included in changes in fair value of invested assets recognized through income.

(3) Impairment of invested assets is net of EUR 5 million in impairment related to assets not held for investment purposes.

(4) As at December 31, 2021, impairment/depreciation of real estate is presented net of EUR 3 million in impairment/depreciation attributable to third parties.

(5) Includes (2).

(6) Changes in fair value of invested assets recognized through income are net of EUR 7 million in losses related to certain consolidated entities held for investment purposes, included in the scope of invested assets.

(7) As at December 31, 2021, changes in fair value of invested assets recognized through income excludes EUR 41 million related to the call option granted to SCOR to buy back its shares in connection with the Covéa settlement agreement (see Section 1.3.3 - Significant events of the year).

(8) Financing costs on real estate investments relate to real estate investments (buildings owned for investment purposes) only, net of financing costs attributable to third parties.

(9) Income/(expenses) on technical items include (1), (3), (4) and (7) as well as other technical items.

During 2021, invested assets increased to EUR 22,734 million from EUR 20,522 million at December 31, 2020, mainly as a result of significant cash inflows, positive foreign exchange impacts and income generated by the invested assets portfolio, partially offset by unfavorable changes in fair value.

SCOR Global Investments continues to execute the roadmap defined for the "Quantum Leap" strategic plan, announced in September 2019. Under this strategic plan, SCOR Global Investments intends to provide a strong and recurring financial contribution from the invested assets portfolio.

Liquidity, defined as SCOR's share of cash and cash equivalents, short-term government bonds (with maturities above three months and below twelve months) and bank overdrafts, stood at 9% of invested assets as at December 31, 2021, stable compared with the level of 9% observed as at December 31, 2020.

The fixed income portfolio represents a significant portion of SCOR's invested assets with 80% invested in this asset class (79% at year-end 2020). The exposure to corporate bonds increased to 44% at the end of 2021 from 43% at the end of 2020. The exposure to government bonds is stable at 26%, the exposure to covered bonds and agency mortgage-backed securities is stable at 7% and the exposure to structured and securitized products is stable at 2%, over the same period. The fixed income portfolio remains of very high quality with an average rating of "A+" at the end of 2021, stable compared to the average rating at the end of 2020. The duration of the fixed income portfolio stands at 3.3 years at the end of 2021 compared to 3.3 years at the end of 2020.

SCOR's exposure to loans remained stable at 5% of invested assets as at December 31, 2021 (as at December 31, 2020: 5% of invested assets).

SCOR's exposure to equity securities decreased to 0% of invested assets as at December 31, 2021 (as at December 31, 2020: 2% of invested assets).

The real estate portfolio remained stable at 3% of invested assets as at December 31, 2021 (as at December 31, 2020: 3% of invested assets).

Other investments, comprising mainly insurance-linked securities, private equity and infrastructure funds and non-listed equities increased to 4% of invested assets as at December 31, 2021 (as at December 31, 2020: 3% of invested assets).

The following table presents a reconciliation of these figures with the IFRS amounts as presented in Section 4 – Consolidated financial statements:

		As at December 31, 2021											
IFRS classification	Management classification	Cash	Fixed income	Loans	Equities	Real estate	Other investments	Total invested assets	Funds withheld and other	Total investments	Accrued interests	Technical items ⁽¹⁾	Total IFRS classification
Real estate investments		-	-	-	-	629	-	629	-	629	-	-	629
Equities		-	96	53	93	102	365	709	134	843	-	-	843
Debt securities		-	17,918	1,228	2	-	10	19,158	-	19,158	123	-	19,281
Available-for-sale financial assets		-	18,014	1,281	95	102	375	19,867	134	20,001	123	-	20,124
Equities		-	-	-	-	-	172	172	-	172	-	-	172
Debt securities		-	-	-	8	-	-	8	-	8	-	-	8
Investments at fair value through income		-	-	-	8	-	172	180	-	180	-	-	180
Loans and receivables ⁽²⁾		-	203	1,312	-	7	65	1,587	8,732	10,319	3	-	10,322
Derivative instruments		-	-	-	-	-	-	-	-	-	-	262	262
TOTAL INSURANCE BUSINESS INVESTMENTS		-	18,217	2,593	103	738	612	22,263	8,866	31,129	126	262	31,517
Cash and cash equivalents		2,083	-	-	-	-	-	2,083	-	2,083	-	-	2,083
TOTAL INSURANCE BUSINESS INVESTMENTS AND CASH AND CASH EQUIVALENTS		2,083	18,217	2,593	103	738	612	24,346	8,866	33,212	126	262	33,600
Less third parties' interests ⁽³⁾		(140)	(159)	(1,511)	(2)	(54)	-	(1,866)	-	(1,866)	-	-	-
Other consolidated entities ⁽⁴⁾		-	-	-	-	-	274	274	-	274	-	-	-
Direct real estate unrealized gains and losses ⁽⁵⁾		-	-	-	-	115	-	115	-	115	-	-	-
Direct real estate debt ⁽⁶⁾		-	-	-	-	(125)	-	(125)	-	(125)	-	-	-
Cash payable/receivable		(10)	-	-	-	-	-	(10)	-	(10)	-	-	-
TOTAL MANAGEMENT CLASSIFICATION		1,933	18,058	1,082	101	674	886	22,734	8,866	31,600	-	-	-

(1) Including Atlas CAT bonds, longevity swaps and foreign exchange derivatives.

(2) Loans and receivables excluded from invested assets are certificates of deposit maturing in more than three months and less than twelve months.

(3) Assets invested by third parties in mutual funds and non-controlling interests in real estate investments fully consolidated by SCOR.

(4) Certain consolidated entities held for investment purposes have been included in the scope of invested assets.

(5) Fair value less carrying amount of real estate investments excluding EUR 11 million attributable to third-party investors.

(6) Real estate financing related to real estate investments (property held for investment purposes) excluding EUR 30 million attributable to third-party investors.

As at December 31, 2020

IFRS classification	Management classification											
	Cash	Fixed income	Loans	Equities	Real estate	Other investments	Total invested assets	Funds withheld and other	Total investments	Accrued interests	Technical items ⁽¹⁾	Total IFRS classification
Real estate investments	-	-	-	-	603	-	603	-	603	-	-	603
Equities	-	90	52	163	92	202	599	55	654	-	-	654
Debt securities	-	16,052	1,407	-	-	8	17,467	-	17,467	122	-	17,589
Available-for-sale financial assets	-	16,142	1,459	163	92	210	18,066	55	18,121	122	-	18,243
Equities	-	-	-	232	-	1,386	1,618	-	1,618	-	-	1,618
Debt securities	-	-	-	14	-	-	14	-	14	-	-	14
Investments at fair value through income	-	-	-	246	-	1,386	1,632	-	1,632	-	-	1,632
Loans and receivables ⁽²⁾	-	184	1,124	-	4	68	1,380	8,034	9,414	4	-	9,418
Derivative instruments	-	-	-	-	-	-	-	-	-	-	202	202
TOTAL INSURANCE BUSINESS INVESTMENTS	-	16,326	2,583	409	699	1,664	21,681	8,089	29,770	126	202	30,098
Cash and cash equivalents	1,804	-	-	-	-	-	1,804	-	1,804	-	-	1,804
TOTAL INSURANCE BUSINESS INVESTMENTS AND CASH AND CASH EQUIVALENTS	1,804	16,326	2,583	409	699	1,664	23,485	8,089	31,574	126	202	31,902
Less third parties' interests ⁽³⁾	(165)	(137)	(1,621)	(9)	(59)	(1,222)	(3,213)	-	(3,213)	-	-	-
Other consolidated entities ⁽⁴⁾	-	-	-	-	-	280	280	-	280	-	-	-
Direct real estate unrealized gains and losses ⁽⁵⁾	-	-	-	-	125	-	125	-	125	-	-	-
Direct real estate debt ⁽⁶⁾	-	-	-	-	(145)	-	(145)	-	(145)	-	-	-
Cash payable/receivable	(10)	-	-	-	-	-	(10)	-	(10)	-	-	-
TOTAL MANAGEMENT CLASSIFICATION	1,629	16,189	962	400	620	722	20,522	8,089	28,611	-	-	-

(1) Including Atlas CAT bonds, longevity swaps and foreign exchange derivatives.

(2) Loans and receivables excluded from invested assets are certificates of deposit maturing in more than three months and less than twelve months.

(3) Assets invested by third parties in mutual funds and non-controlling interests in real estate investments fully consolidated by SCOR.

(4) Certain consolidated entities held for investment purposes have been included in the scope of invested assets.

(5) Fair value less carrying amount of real estate investments excluding EUR 7 million attributable to third-party investors.

(6) Real estate financing related to real estate investments (property held for investment purposes) excluding EUR 31 million attributable to third-party investors.

1.3.6. FINANCIAL POSITION, LIQUIDITY AND CAPITAL RESOURCES

SCOR has continued to demonstrate its ability to absorb major shocks since the beginning of the year, particularly throughout the Covid-19 pandemic. The strength of the 2021 earnings and balance sheet proves the effectiveness of SCOR's strategy, which is

based on extensive business and geographical diversification. It focuses on the traditional reinsurance business, where reinsurance liabilities have very limited exposure to economic risks, and where there is no material off balance sheet exposure.

1.3.6.1. CAPITAL

Shareholders' equity

Shareholders' equity stood at EUR 6,402 million at December 31, 2021 compared to EUR 6,177 million at December 31, 2020 and EUR 6,374 million at December 31, 2019. See Section 4.5 – Consolidated statement of changes in shareholders' equity for a description of this change.

Book value per share ⁽¹⁾ stood at EUR 35.26 at December 31, 2021 compared to EUR 33.01 and EUR 34.06 at December 31, 2020 and 2019, respectively.

On December 15, 2016, SCOR arranged a contingent capital facility with BNP Paribas. Under this EUR 300 million arrangement, SCOR raised its level of protection by EUR 100 million. On June 29, 2018 BNP Paribas transferred all the warrants to UBS in agreement with SCOR. UBS has thus fully substituted for BNP Paribas in relation to all the rights and obligations arising from the contingent capital facility. On December 2019, SCOR launched a new three-year contingent capital facility in the form of a contingent equity line, providing the Group with EUR 300 million in coverage in case of extreme natural catastrophes or life events impacting mortality. This equity line facility replaces, as of January 1, 2020, the contingent capital facility which comes to an end on December 31, 2019. For more information on contingent capital, see Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves.

Capital Shield Strategy

The Group reconciles its strategic objectives with the protection of its capital via its "Capital Shield Strategy", which sets out the Group's risk appetite. This policy is based on an economic approach aiming to protect the Group against potential shocks. The policy is based on the following four concepts: traditional retrocession, capital market solutions, a solvency buffer and a contingent equity line.

For more information on the Capital Shield Strategy, see Section 3.2.3 – Retrocession and other risk mitigation techniques.

For information on the Group's solvency scale, see Section 1.3.7 – Solvency and Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves.

For information on the Atlas special purpose vehicles used in the Capital Shield Strategy, see Section 4.6 – Notes to the consolidated financial statements, Note 3 – Scope of consolidation.

Restrictions on the use of capital

Some of the letters of credit granted by SCOR to cedents require 100% collateral coverage in case of non-compliance with financial covenants or in case of a downgrade of the Group's credit rating. For example, the Group and its companies are subject to minimum adjusted net worth requirements and maximum debt levels under the terms of certain stand-by letter of credit agreements. Non-compliance with these covenants could lead to an increase in the percentage of required collateralization.

However, SCOR makes every effort to limit collateral requirements related to financial covenants or to the Group's credit rating in its financial agreements.

For information on collateral requirements, see Section 3.1.5 – Liquidity risks and Section 4.6 – Notes to the consolidated financial statements, Note 24 – Commitments received and granted.

For more information on regulatory restrictions on the use of capital, see Section 1.3.7 – Solvency, and Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves.

1.3.6.2. BORROWING CONDITIONS AND FINANCING STRUCTURE

Debt is a key component of the Group's financing strategy. It consists essentially of subordinated debt used to optimize its cost of capital. Subordinated debt provides long-term financial resources as well as financial flexibility.

The total level of financial liabilities, which includes subordinated debt, real estate financing and other financial liabilities increased to EUR 3,226 million from EUR 3,210 million in 2020 (2019: EUR 3,027 million).

For information on financial liabilities, including their related covenants, see Section 4.6 – Notes to the consolidated financial statements, Note 14 – Financial liabilities.

For a description of the derivatives used to hedge the risks related to financial liabilities, see Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments.

(1) See Section 1.3.9 – Calculation of financial ratios.

Subordinated debt and leverage ratio

Total subordinated debt increased to EUR 2,581 million from EUR 2,538 million in 2020 (2019: EUR 2,409 million).

On October 20, 2020, on the first call date, SCOR redeemed the CHF 125 million perpetual subordinated notes issued on October 20, 2014. These CHF 125 million were already refinanced from the proceeds of the USD 125 million notes issued in 2019.

On September 10, 2020, SCOR issued perpetual subordinated Tier 2 notes in the amount of EUR 300 million. The coupon has been set to 1.375% until September 17, 2031 and resets every 10 years at the prevailing 10-year EUR mid-swap rate +2.6%. The EUR 300 million subordinated Tier 2 notes mature on September 17, 2051.

On December 11, 2019, SCOR placed a perpetual deeply subordinated restricted Tier 1 Regulation S notes issue in the amount of USD 125 million. These New Notes were assimilated (*assimilées*) and form a single series with the existing USD 625 million perpetual deeply subordinated restricted Tier 1 Notes issued on March 6, 2018.

On March 6, 2018, SCOR placed a perpetual deeply subordinated notes issue on the "Regulation S" USD market in the amount of USD 625 million.

On June 8, 2018, SCOR redeemed the CHF 315 million perpetual subordinated notes (issued in 2012), and on November 30, 2018, SCOR redeemed the CHF 250 million perpetual subordinated notes callable in November 2018. The proceeds of the newly issued deeply subordinated Tier 1 notes issued in 2018 were used to redeem the two subordinated CHF notes.

On May 24, 2016, SCOR successfully placed a dated subordinated notes issue on the Euro market in the amount of EUR 500 million. On July 28 and August 2, 2016 respectively, SCOR completed the calls of the remaining balance of its EUR 350 million (issued in 2006) and CHF 650 million (issued in 2011) perpetual subordinated note lines.

On June 2, 2015, SCOR successfully placed a dated subordinated notes issue on the Euro market in the amount of EUR 250 million. On June 25, 2015, SCOR also called the balance of the USD subordinated step-up floating-rate notes due 2029 and, on July 6, 2015, the balance of the EUR subordinated step-up floating-

1.3.6.3. LIQUIDITY

The Group's total liquidity, defined as cash and cash equivalents (including cash and cash equivalents from third parties)⁽¹⁾, short-term government bonds, with maturities above three months and below twelve months, and bank overdrafts, which is well diversified across a limited number of banks, stood at EUR 2.3 billion at the end of 2021 (2020: EUR 2.0 billion and 2019: EUR 1.5 billion) supported by strong cash flows provided by operations.

rate notes due 2020. On December 2, 2015, SCOR successfully placed a dated subordinated notes issue on the Euro market in the amount of EUR 600 million.

On September 24, 2014, SCOR successfully placed perpetual subordinated notes on the Swiss franc market, with a first call date on October 20, 2020, for an amount of CHF 125 million. On September 25, 2014, SCOR successfully placed perpetual subordinated notes on the Euro market, with a first call date on October 1, 2025, for a total amount of EUR 250 million. The CHF 125 million perpetual subordinated note lines, issued on October 20, 2014, was called in October 20, 2020.

The Group's leverage ratio at December 31, 2021 was 27.8%, as compared to 28.5% at December 31, 2020 and 26.4% at December 31, 2019. This ratio is calculated as the percentage of subordinated debt to total shareholders' equity plus subordinated debt. The calculation of the leverage ratio excludes accrued interest.

Real estate debt and other financial liabilities

SCOR uses real estate debt and other financial liabilities mainly to finance real estate investments and for general corporate purposes. Real estate debts are nonrecourse debt. Debtors' claims are limited to assets underlying the financing, and there is an asset and liability matching with little to no risk that the assets will be insufficient to service and settle the liabilities. They meet the conditions for operational leverage and can be classified as operational debts. They are therefore excluded by rating agencies from financial leverage calculations. As at December 31, 2021, real estate financing and other financial liabilities amounted to EUR 470 million and EUR 175 million, respectively (December 31, 2020: EUR 487 million and EUR 185 million, respectively). This includes the real estate debt of MRM in the amount of EUR 76 million (EUR 77 million as at December 31, 2020).

Credit facilities

The Group has been granted credit facilities from several companies in the banking sector to guarantee the reinsurance activities of various subsidiaries for a total issued amount of USD 3.7 billion as at December 31, 2021. These credit facilities are stand-by letters of credit that the banking counterparty agrees to issue in the form acceptable to the American National Association of Insurance Commissioners (NAIC) or other appropriate regulatory body.

See Section 4.6 – Notes to the consolidated financial statements, Note 12.1 – Cash and cash equivalents.

Total investments, including cash and cash equivalents, amounted to EUR 33.6 billion at December 31, 2021 compared to EUR 31.9 billion and EUR 31.7 billion at December 31, 2020 and 2019, respectively.

(1) See Section 1.3.5.5 – Net investment income and return on invested assets.

1.3.7. SOLVENCY

The European “Solvency II” Directive has applied to the Group since January 1, 2016. For more details on solvency regulations, see Section 5.3.1.5 – Applicable laws and regulations.

SCOR’s internal model

Since January 1, 2016, the Group’s regulatory solvency position has been assessed using SCOR’s internal model, which was approved in November 2015 by the relevant supervisory authorities.

This comprehensive and holistic model was developed internally, on the basis of SCOR’s experience and expertise. It covers all known material quantifiable risks to which the Group is exposed (Life and Non-Life underwriting risk, market and credit risk, operational risk) and reflects SCOR’s risk profile and strategy. This model is based on high scientific standards and advanced methodologies, systematically applying stochastic simulations and modeling risk dependencies.

SCOR’s internal model is used extensively by management for decision-making involving risk management and solvency

considerations. The Group’s solvency position is monitored using SCOR’s dynamic solvency scale which defines SCOR’s strategic solvency target for “Quantum Leap” – the “Optimal Range” being between 185% and 220% – as well as the various management actions to be taken depending on the solvency position, as shown below.

Solvency ratio

SCOR’s estimated solvency ratio at December 31, 2021 stands at 226% ⁽¹⁾, slightly above the upper end of the optimal solvency range of 185% - 220% defined in “Quantum Leap” plan; 6%pts higher than at December 31, 2020.

Solvency II places particular emphasis on the robustness of the risk management system of (re)insurance companies. SCOR has an established and robust ERM framework covering existing and emerging risks.

For further information on risk management mechanisms, see Section 3 – Risk factors and risk management mechanisms.

1.3.8. CASH FLOWS

Net cash flows provided by operating activities amounted to EUR 2,406 million in 2021 (2020: EUR 988 million and 2019: EUR 841 million, respectively). In 2021, SCOR Global P&C generated substantial operating cash flows of EUR 1,813 million, an increase compared to 2020 (EUR 1,006 million) following higher cash received in line with 1/1 renewals, lower natural catastrophe payments and a limited Covid-19 impact. Operating cash flows for SCOR Global Life in 2021 amounted to EUR 593 million, a sharp increase compared to 2020. This increase is mainly due to the impact of the agreed net upfront payment from the Life in-force transaction of USD 1,014 million, determined in reference to the net of retrocession Best Estimate Liability ⁽²⁾ as of December 31, 2020 in SCOR’s Irish Life entities Solvency II reporting.

In 2020, SCOR Global P&C provided strong operating cash flows of EUR 1,006 million, an increase compared to 2019 (EUR 740 million) following a high level of settlements received in the United States, Asia-Pacific and in relation to retrocession agreements, lower natural catastrophe events and a limited Covid-19 impact. The decrease in operating cash flows in 2020 compared to 2019 for SCOR Global Life was mainly due to the Covid-19 pandemic and US claims payments.

Net cash flows used in financing activities amounted to EUR 674 million in 2021, EUR 41 million in 2020 and EUR 373 million in 2019. This figure mainly includes the dividend payouts in respect of 2020, and treasury share transactions.

Net cash flows used in investing activities amounted to EUR 1,545 million in 2021, EUR 464 million in 2020 and EUR 219 million in 2019. In 2021, cash flows used in investing activities were mainly composed of acquisitions of corporate bonds, while in 2020 they were composed of acquisitions of loans and receivables.

The Group’s total liquidity, defined as cash and cash equivalents (including cash and cash equivalents from third parties) ⁽³⁾, short-term government bonds, with maturities above three months and below twelve months, and bank overdrafts, which is well diversified across a limited number of banks, stood at EUR 2.3 billion at the end of 2021 (2020: EUR 2.0 billion and 2019: EUR 1.5 billion), supported by very strong cash flows provided by operations.

See Section 4.4 – Consolidated statement of cash flows and Section 4.6 – Notes to the consolidated financial statements, Note 5 – Segment information for an analysis of the main cash flow statement items, Note 12.2 – Net cash flows from operations, for a reconciliation between consolidated net income and operating cash flows, and Note 12.1 – Cash and cash equivalents for an analysis for the cash and cash equivalents.

(1) Solvency ratio based on Solvency II requirements. The Group’s final solvency results are to be filed with supervisory authorities by May 2022 and may differ from the estimates expressed or implied in this Universal Registration Document.

(2) The Best Estimate Liability has been the subject of a specific limited scope audit opinion (excluding the internal model computations) issued directly to the local regulator, the Central Bank of Ireland.

(3) See Section 1.3.5.5 – Net investment income and return on invested assets.

1.3.9. CALCULATION OF FINANCIAL RATIOS

1.3.9.1. BOOK VALUE PER SHARE

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Shareholders' equity – Group share	6,385	6,155	6,348
Shares issued as at closing date	186,896,376	186,730,076	187,049,511
Treasury shares as at closing date	(5,798,221)	(259,567)	(668,058)
Number of shares	181,098,155	186,470,509	186,381,453
BOOK VALUE PER SHARE	35.26	33.01	34.06

1.3.9.2. RETURN ON INVESTMENTS AND RETURN ON INVESTED ASSETS

The return on investments (ROI) is used to calculate the profitability of the Group's investments, including funds withheld by cedents and other deposits less cash deposits. This percentage return is calculated by dividing total net investment income by average investments (calculated as the quarterly averages of total investments).

The return on invested assets (ROIA) is used to calculate the return on the Group's invested assets excluding funds withheld by cedents. This percentage return is calculated by dividing total investment income on invested assets by average invested assets (calculated as the quarterly averages of total invested assets).

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Average investments ⁽¹⁾	29,161	28,135	27,418
Total net investment income ⁽²⁾	551	665	671
Return on investments (ROI)	1.9%	2.4%	2.4%
Average invested assets ⁽¹⁾	21,296	20,486	19,838
Total investment income on invested assets ⁽²⁾	482	582	588
Return on invested assets (ROIA)	2.3%	2.8%	3.0%

(1) Average investments are the quarterly averages of the total investments as per the "Invested assets" reconciliation table included in Section 1.3.5.5 – Net investment income and return on invested assets, adjusted for ceded funds withheld.

(2) As at December 31, 2021, total net investment income excludes (i) EUR 41 million related to the option on treasury shares granted to SCOR in connection with the Covéa settlement agreement (see Sections 1.3.3 – Significant events of the year) and (ii) the EUR 89 million capital gain realized on the Doma transaction, which is a venture-capital investment not held for investment purposes.

1.3.9.3. GROUP COST RATIO

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Total expenses as per income statement ⁽¹⁾	(905)	(857)	(874)
Unallocated loss adjustment expenses (ULAE) ⁽²⁾	(74)	(63)	(63)
Total management expenses	(979)	(920)	(937)
Investment management expenses	85	80	75
Total expense base	(894)	(840)	(862)
Corporate finance	14	11	14
Depreciation and amortization	84	84	75
Non controllable expenses	15	11	8
Total management expenses (for cost ratio calculation)	(781)	(734)	(765)
Gross written premiums	17,600	16,368	16,341
GROUP COST RATIO	4.4%	4.5%	4.7%

(1) Total expenses are investment management expenses, acquisition and administrative expenses and other current operating expenses as presented in Section 4.2 – Consolidated statement of income.

(2) Unallocated loss adjustment expenses are part of gross benefits and claims paid.

1.3.9.4. RETURN ON EQUITY

Return on equity (ROE) is equal to the Group's share of net income divided by average shareholders' equity (calculated as weighted average shareholders' equity).

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Consolidated net income – Group share	456	234	422
Opening shareholders' equity – Group share	6,155	6,348	5,800
Weighted consolidated net income ⁽¹⁾	228	117	211
Payment of dividends ⁽²⁾	(170)	-	(218)
Weighted increase in capital ⁽²⁾	2	(12)	(164)
Effect of changes in foreign exchange rates ⁽³⁾	241	(261)	63
Revaluation of assets available-for-sale and others ⁽¹⁾	(137)	57	328
Weighted average shareholders' equity	6,319	6,249	6,020
ROE	7.2%	3.8%	7.0%

(1) Pro-rata of 50%: straight-line basis over the period.

(2) Considers transactions prorated based on transaction dates.

(3) A daily weighted average is applied for the currency or currencies that experienced material foreign exchange rate movements, and a simple weighted average is applied used for other currencies.

1.3.9.5. NET COMBINED RATIO

The loss ratio is calculated by dividing Non-Life claims (including natural catastrophes) by Non-Life premiums earned. This ratio is net of retrocession.

The commission ratio is calculated by dividing Non-Life reinsurance commissions by Non-Life premiums earned. This ratio is net of retrocession.

The technical ratio is a Non-Life indicator and is the sum of the loss ratio and the commission ratio. This ratio is net of retrocession and is used to calculate the intrinsic performance of reinsurance transactions excluding Non-Life management expenses.

The Non-Life management expense ratio is calculated by dividing management expenses incurred for Non-Life reinsurance operations by Non-Life premiums earned. This ratio is net of retrocession.

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Gross earned premiums	7,632	7,113	6,712
Ceded earned premiums	(1,087)	(912)	(991)
Net earned premiums	6,545	6,201	5,721
Gross benefits and claims paid	(5,808)	(4,774)	(4,576)
Ceded claims	1,097	423	682
Total Net claims	(4,711)	(4,351)	(3,894)
Loss ratio	72.0%	70.2%	68.1%
Gross commission on earned premiums	(1,637)	(1,643)	(1,543)
Ceded commissions	179	153	170
Total Net commissions	(1,458)	(1,490)	(1,373)
Commission ratio	22.3%	24.0%	24.0%
Total technical ratio	94.3%	94.2%	92.1%
Acquisition and administrative expenses	(326)	(254)	(270)
Other current operating expenses	(42)	(67)	(57)
Other income and expense from reinsurance operations	(46)	(54)	(70)
Total Non-Life management expenses	(414)	(375)	(397)
Total Non-Life management expense ratio	6.3%	6.0%	6.9%
TOTAL NET COMBINED RATIO	100.6%	100.2%	99.0%

1.3.9.6. LIFE TECHNICAL MARGIN

The Life technical margin is calculated as a percentage of the net technical result plus income from funds held by ceding companies and the net of gross and ceded earned premiums.

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Gross earned premiums	9,380	9,208	9,183
Ceded earned premiums	(2,030)	(892)	(846)
Net earned premiums	7,350	8,316	8,337
Net technical result	608	324	472
Interest on deposits	148	156	152
Technical result	756	480	624
LIFE TECHNICAL MARGIN	10.3%	5.8%	7.5%

For more information please see Section 1.3.5.4 – SCOR Global Life – Life technical margin.

1.3.10. EVENTS SUBSEQUENT TO DECEMBER 31, 2021

No material change has occurred in the Group's financial or commercial situation or in the Group's financial performance since the end of the 2021 financial year.

Since January 1, 2022, SCOR Global Life Reinsurance Ireland and SCOR Life Ireland (that will be renamed respectively SCOR Global Reinsurance Ireland and SCOR Ireland) operate as composite entities reinsuring both Life and Property and Casualty business. This internal restructuring has no significant impact in the Group financial statements and provides diversification benefits under Solvency II.

Subject to the ACPR and FINMA's authorizations, SCOR's intention is that SCOR Switzerland AG will subsequently be merged with its

parent company SCOR SE within the first half of 2022, with a retroactive effect on January 1, 2022.

Event subsequent to the Board of Directors' of February 23, 2022

The developments from the current geopolitical tensions, particularly since February 2022, between superpowers involving the US, Russia, China and European countries are closely monitored by management. There is significant uncertainty about the potential impact of the conflict between Russia and Ukraine, with its recent military escalation, on the global economy. See sections 3.1.1.1 – Risks related to the geopolitical and macroeconomic environment affecting SCOR's strategy.

1.3.11. DOCUMENTS ON DISPLAY

Throughout the period of validity of the Universal Registration Document, the bylaws and any other documents required by law may be consulted and are freely available on request from the Company's registered office, at 5, avenue Kléber, 75116 Paris, France.

The information published by SCOR can be downloaded from the following websites:

- *Autorité des marchés financiers* (AMF): <http://www.amf-france.org>;
- *Bulletin des annonces légales obligatoires* (BALO): <http://www.journal-officiel.gouv.fr/balo>;
- SCOR: <https://www.scor.com/>;
- L'info financière: <http://info-financiere.fr>.

02

Report on corporate governance

2.1. CORPORATE GOVERNANCE PRINCIPLES, SHAREHOLDERS' MEETINGS	44	2.2.3. Stock options and performance shares	121
2.1.1. Corporate governance principles	44	2.2.4. Summary of transactions in securities by persons discharging managerial responsibilities and closely associated persons as defined in Article L. 621-18-2 of the French Monetary and Financial Code (code monétaire et financier)	137
2.1.2. Shareholders' meetings	45	2.3. RELATED PARTY TRANSACTIONS	138
2.1.3. Board of Directors	45	2.3.1. Related party transactions and agreements	138
2.1.4. Board of Directors' Committees	75	2.3.2. Statutory Auditors' special report on related party agreements and commitments	139
2.1.5. Corporate officers and their powers	82	2.4. ADDITIONAL INFORMATION	140
2.1.6. Executive Committee	83	2.5. AUDIT REPORT ON THE CORPORATE GOVERNANCE REPORT	140
2.1.7. Number of employees	85		
2.2. BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE MEMBER COMPENSATION, AND SHARE OWNERSHIP	86		
2.2.1. Compensation of executive corporate officers and directors	86		
2.2.2. Compensation of the Executive Committee members	120		

2.1. CORPORATE GOVERNANCE PRINCIPLES, SHAREHOLDERS' MEETINGS, BOARD OF DIRECTORS, EXECUTIVE COMMITTEE, EMPLOYEES, AND INFORMATION REQUIRED BY ARTICLE L. 22-10-11 OF THE FRENCH COMMERCIAL CODE

2.1.1. CORPORATE GOVERNANCE PRINCIPLES

2.1.1.1. GENERAL PRESENTATION

SCOR SE's shares are listed on the Eurolist of Euronext Paris SA and on the SIX Swiss Exchange (formerly the SWX Swiss Exchange) in Zurich since August 8, 2007.

The corporate governance provisions applicable to SCOR SE include French legal provisions, as well as rules laid down by the French financial market authorities. SCOR believes that its application of corporate governance principles is appropriate and in compliance with best corporate governance practices in effect in France as per the recommendations of the French financial markets authority (*Autorité des marchés financiers* – AMF).

In application of Article L. 22-10-10 of the French Commercial Code, SCOR SE refers to the AFEP-MEDEF corporate governance code in preparing the report to be issued in accordance with Article L. 225-37 of the French Commercial Code (*Code de commerce*).

The AFEP-MEDEF corporate governance code can be consulted on the Company's website (www.scor.com) or on the AFEP website (www.afep.com).

This report was approved by the Board of Directors of SCOR SE held on February 23, 2022, following an in-depth preparation and review process that involved in particular the Audit Committee, the Risk Committee, the Compensation Committee, the Nomination Committee, the Sustainability Committee as well as the Legal Department of SCOR SE.

2.1.1.2. CHANGE IN SCOR'S GOVERNANCE STRUCTURE

During its meeting of December 16, 2020, relating to the succession of Denis Kessler, then Chairman and Chief Executive Officer of SCOR SE, the Board of Directors of SCOR SE, acting on the proposal of the Compensation and Nomination Committee, unanimously considered that separating the Chairman and Chief Executive Officer roles was the best way to ensure an efficient executive management transition, in full compliance with SCOR's interests and those of all its stakeholders. This change in governance also met the expectations expressed by a certain number of shareholders. Furthermore, it was in line with the ACPR's recommendation in July 2020 that the entities under its supervision separate the roles of Chairman and Chief Executive Officer.

During its meeting of May 17, 2021, the Board of Directors of SCOR SE acknowledged Denis Kessler's decision to relinquish, for personal reasons, his duties as Chief Executive Officer of SCOR at the end of his term of office, which expired at the Shareholders' Meeting of June 30, 2021. Consequently, the Board of Directors decided to separate the roles of Chairman of the Board and Chief Executive Officer following this Shareholders' Meeting.

The Board of Directors unanimously expressed the wish that Denis Kessler agree to continue to serve as Chairman of the Board of Directors, in particular to ensure the continuity of the Group's strategy and to perpetuate its values.

The Board of Directors had initially chosen Benoît Ribadeau-Dumas to take up the position of Chief Executive Officer. This appointment was initially intended to take effect following the 2022 Annual Shareholders' Meeting. However, the Board of Directors came to the conclusion that the conditions were not met for Benoît Ribadeau-Dumas, who had not previously worked in the insurance or reinsurance sector, to take up the position on June 30, 2021, despite his successful integration within the Group.

Consequently, acting on the proposal of the Compensation and Nomination Committee, the Board of Directors unanimously chose Laurent Rousseau, Deputy Chief Executive Officer of SCOR Global P&C, Chairman of SCOR Europe SE and member of the Group Executive Committee, to be appointed Chief Executive Officer of SCOR SE following the Shareholders' Meeting of June 30, 2021.

The Shareholders' Meeting of June 30, 2021 approved the renewal of Denis Kessler's term of office as director and the appointment of Laurent Rousseau as director. The aforementioned separation of the roles of Chairman of the Board and Chief Executive Officer has been in effect since June 30, 2021. It should be noted that the Board of Directors considered Laurent Rousseau's appointment as director essential for him to fully participate in the Board's discussions.

Furthermore, during its meeting of June 30, 2021, the Board of Directors of SCOR SE adopted a new version of the Board Internal Charter, providing for:

- the definition of the roles and respective responsibilities of the Chairman of the Board of Directors and the Chief Executive Officer;
- the appointment of a Vice-Chairman when the functions of Chairman of the Board of Directors and Chief Executive Officer are not separated or when the Chairman of the Board of Directors is not an independent director. Accordingly, Augustin de Romanet was appointed Vice-Chairman of the Board of Directors of SCOR SE by the Board of Directors, at the proposal of the Nomination Committee ;
- the separation of the Compensation and Nomination Committee into two separate committees (see also sections 2.1.4.4 – The Compensation and Nomination Committee (until June 30, 2021), 2.1.4.5 – The Compensation Committee (as of July 1, 2021) and 2.1.4.6 – The Nomination Committee (as of July 1, 2021)).

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.2. SHAREHOLDERS' MEETINGS

The conditions for the participation of the shareholders at Shareholders' Meetings and, more specifically, the operating procedures, the main powers of the Shareholders' Meetings, the description of the shareholders' rights as well as the methods of exercising these rights are set forth by Article 19 of the Company's bylaws, an electronic version of which is available on the SCOR website (www.scor.com).

2.1.3. BOARD OF DIRECTORS

2.1.3.1. ROLE OF THE BOARD OF DIRECTORS

In accordance with European law governing European companies and applicable French law, the principal responsibility of the Board of Directors is to define the strategic guidelines of the Company's business activities and to ensure their implementation, in accordance with its corporate interest, taking into account the social and environmental aspects of its activity. It monitors management's performance and ensures the sound and prudent management of the Company. The Chief Executive Officer of

SCOR SE has the authority to manage the business of the Company, subject to the prior authorization of the Board of Directors or the Shareholders' Meeting for certain decisions as required by law and by the Company's bylaws and subject to the French Insurance Code (*Code des assurances*) which prescribes that at least two persons shall effectively run the Company ("four-eyes" principle).

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.3.2. INFORMATION CONCERNING THE MEMBERS OF THE BOARD OF DIRECTORS



DENIS KESSLER

Chairman of the Board of Directors
Chairman of the Strategic Committee
Chairman of the Crisis Management Committee
Member of the Nomination Committee

First appointed: November 4, 2002	Term of office expires: 2024	French – Age: 69 SCOR SE
Independent: No	Board meeting attendance rate: 100%	5, avenue Kléber 75116 Paris, France

Main position

- Chairman of the Board of Directors of SCOR SE (France) ⁽¹⁾

Other positions

- Director of Invesco Ltd (US) ⁽¹⁾
- Director of Yafa S.p.A (Italy)

Positions that expired during the last five years

- Chief Executive Officer of SCOR SE (France) ⁽¹⁾
- Director of BNP Paribas SA (France) ⁽¹⁾

Denis Kessler, a French citizen, is a graduate of HEC business school (*École des hautes études commerciales*), holds a PhD in economics and advanced degrees in economics and social sciences, and is a Fellow of the French Institute of Actuaries. He was Chairman of the French Insurance Federation (FFA), Senior Executive Vice-President and member of the Executive Committee of the AXA group and Executive Vice-President of MEDEF (*Mouvement des entreprises de France*). He joined SCOR as Chairman and Chief Executive Officer on November 4, 2002. In January 2016, he was elected to join the Academy of Moral and Political Sciences of the Institut de France. Since June 30, 2021, he is the Chairman of the Board of Directors of SCOR SE.

(1) Company whose shares are listed on a regulated or organized market.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



AUGUSTIN DE ROMANET

Vice-Chairman

Chairman of the Sustainability Committee

Member of the Strategic Committee, Audit Committee, Risk Committee and Crisis Management Committee

First appointed: 30 avril 2015

Term of office expires: 2023

French – Age: 60
Aéroports de Paris

Independent: Yes

Board meeting attendance rate: 100%

1, rue de France
95931 Roissy-Charles-de-Gaulle, France

Main position

- Chairman and Chief Executive Officer of Aéroports de Paris (France) ⁽¹⁾

Other positions

- Chairman and Director of Média Aéroports de Paris (France)
- Member of the Board of Directors of Société de Distribution Aéroportuaire (SDA) (France)
- Member of the Executive Committee of Relay@ADP (France)
- Chairman of the Fondation d'entreprise Groupe ADP (France)
- Director of Régie Autonome des Transports Parisiens (RATP) (France)
- Member of the Supervisory Board of le Cercle des économistes SAS (France)
- Chairman of the Board of Directors of the association Paris Europlace (France)
- Chairman of the Board of Directors of Établissement public du domaine national de Chambord (France)
- Director of FONDACT (France)
- Director of l'Institut pour l'Innovation Economique et Sociale (France)
- Member of the Board of Directors of Atout France (France)

Positions that expired during the last five years

- Director and Vice-Chairman of the Board of Directors of TAV Havalimanlari Holding A.S. (TAV Airports) (Turkey)
- Director and Vice-Chairman of the Board of Directors of TAV Yatirim Holding A.S. (TAV Investment) (Turkey)
- Director and Vice-Chairman of the Board of Directors of TAV Tepe Akfen Yatirim Insaat ve Isletme A.S. (TAV Construction) (Turkey)
- Director of la Fondation de l'Islam de France (France)
- Member of the Board of Directors of Airports Council International (ACI) Europe (Belgium)

Augustin de Romanet, a French citizen, is a graduate of the *institut d'études politiques* in Paris and a former student of the *École nationale d'administration*. He was previously Chief Executive Officer of Caisse des dépôts et consignations, between 2007 and 2012, and chaired the Fonds Stratégique d'Investissement between 2009 and 2012. Prior to that, he was Deputy Finance Director at Crédit Agricole S.A. and a member of the Executive Committee. Augustin de Romanet also served as Deputy Secretary General to the French President, between June 2005 and October 2006, and held positions in various ministerial offices. In particular, between 2002 and 2005, he was Chief of Staff to Alain Lambert, Minister Delegate for the Budget, Deputy Chief of Staff to Francis Mer, Minister for the Economy, Finance and Industry, Chief of Staff to JeanLouis Borloo, Minister for Employment, Labor and Social Cohesion, and lastly, Deputy Chief of Staff to French Prime Minister Jean-Pierre Raffarin. Awarded the Légion d'honneur in 2007, Augustin de Romanet has received a number of awards, notably "Capitalist of the Year" awarded by the *Le Nouvel Économiste* magazine in 2008 and "Financier of the Year" awarded by Minister of the Economy in 2012. Augustin de Romanet has been Chairman and Chief Executive Officer of Aéroports de Paris since 2012 and Chairman of Paris Europlace since July 2018.

(1) Company whose shares are listed on a regulated or organized market.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



FABRICE BRÉGIER

Director

Chairman of the Nomination Committee

Member of the Strategic Committee, Audit Committee, Compensation Committee and Crisis Management Committee

First appointed: April 26, 2019

Term of office expires: 2022

French – Age: 60

Palantir Technologies

Independent: Yes

Board meeting attendance rate: 100%

5, rue Charlot

75003 Paris, France

Main position

- Chairman of Palantir France (France) ⁽¹⁾

Other positions

- Director of Engie (France) ⁽¹⁾
- Chief Executive Officer of FB Consulting SAS (France)
- Director of KK Wind Solutions (Denmark)

Positions that expired during the last five years

- Chief Operating Officer of Airbus and Chairman of Airbus Commercial Aircraft (France)

Fabrice Brégier, a French citizen, is a graduate of *École polytechnique* and a Chief Engineer of the *Corps des mines*. He began his career at the DRIRE Alsace (Ministry of Industry and Trade) before being appointed Sub-Director of Economic, International and Financial Affairs at the Ministry of Agriculture (Directorate-General for Food) in 1989. After serving as an Advisor to several French Ministers from 1989 to 1993, Fabrice Brégier was appointed Chairman of Franco-German joint ventures at Matra Défense, Director of Standoff activities at Matra BAe Dynamics, and then Chief Executive Officer of MBD/MBDA. Before becoming a member of the Executive Committee of Airbus in 2005, he was Chairman and Chief Executive Officer of Eurocopter from 2003 to 2005. Fabrice Brégier has twenty years of experience in aerospace and defense. He has spent a large part of his professional career at Airbus Group, holding the position of Airbus COO between 2006 and 2012, then Airbus President and Chief Executive Officer between 2012 and 2017, and finally COO of Airbus and Chairman of Airbus Commercial Aircraft between 2017 and 2018. Fabrice Brégier has been Chairman of Palantir France since October 2018.

(1) Company whose shares are listed on a regulated or organized market.



LAUREN BURNS CARRAUD

Director representing employees
 Member of the Compensation Committee

First appointed: June 16, 2020	Term of office expires: 2022	American – Age: 35
Independent: No	Board meeting attendance rate: 100%	SCOR SE 5, avenue Kléber 75116 Paris, France

Main position

- Head of Marketing and Communications for SCOR Investment Partners (France)

Other positions

- N/A

Positions that expired during the last five years

- N/A

Lauren Burns Carraud, an American citizen, is a graduate of Saint Joseph’s University and holds an MBA from NYU Stern School of Business. She began her career at Marsh, specializing in D&O liability for financial institutions. Prior to joining SCOR, Lauren spent eight years at Citigroup and J.P. Morgan in a variety of strategy, banking, communications and public relations roles. She joined SCOR in 2018 as Deputy Head of Communications and was named Head of Marketing and Communications for SCOR Investment Partners in 2022.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



FIONA CAMARA

Director representing employees
Member of the Sustainability Committee

First appointed: April 26, 2019	Term of office expires: 2022	French – Age: 32
Independent: No	Board meeting attendance rate: 100%	SCOR SE 5, avenue Kléber 75116 Paris, France

Main position

- SCOR Group Chief Information Officer's Personal Assistant (France)

Other positions

- N/A

Positions that expired during the last five years

- N/A

Fiona Camara, a French citizen, graduated with a bachelor's degree in applied foreign languages from Paris-Sorbonne University where she was also awarded a Master of Science degree in Management of international tourism. Fiona Camara began her career in 2013 as a Personal Assistant for a tour operator manager in San José (Costa Rica). She later worked as personal assistant to a record label manager in Atlanta (United States), as well as for a French concierge service for high-profile clients. Fiona Camara joined SCOR in 2015 as personal assistant to the SCOR Group Chief Information Officer.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



ADRIEN COURET

Director

Member of the Strategic Committee, Audit Committee, Risk Committee and Nomination Committee

First appointed: November 6, 2020

Term of office expires: 2023

French – Age: 38
Aéma Groupe
17-21, place Étienne-Pernet
75015 Paris, France

Independent: Yes

Board meeting attendance rate: 100%

Main position

- Chief Executive Officer of Aéma group (following the merger between Macif and Aésio Mutuelle) (France)

Other positions

- Chairman of the Board of Directors of Ofi Asset Management (France)
- Vice-Chairman of the Board of Directors of Ofi Holding (France)
- Non-voting director of Ofivalmo Partenaires (France)
- Vice-Chairman of the association des assureurs mutualistes (AAM) (France)
- Member of the management board of Domplus (France)
- Member of the Executive Board of France Assureurs (previously *Fédération française de l'assurance*) (France)
- Member of the Advisory Board of Aéma REIM (France)

Positions that expired during the last five years

- Chief Executive Officer of Macif group (France)
- Chief Executive Officer of Macif Sgam (France)
- Vice-Chairman of the Supervisory Board of Inter Mutuelles Assistance SA (France)
- Member of the Management Committee of Siem (France)
- Member of the Investment Committee of Sferen Innovation (France)
- Member of the Supervisory Board of Ofi Asset Management (France)
- Director of Apivia Mutuelle (France)
- Member of the Supervisory Board of Apivia Santé (France)
- Member of the Board of Directors of GIE Macif Finance Epargne (France)
- Chairman of the Management Board of Macifin' (France)
- Chairman of the Investment Committee of Macif Innovation (France)
- Deputy Chief Executive Officer of GIE Macif Finance Epargne (France)
- Deputy Chief Executive Officer of Macif Sam (France)
- Deputy Chief Executive Officer of Macif Sgam (France)
- Chairman of the Management Board of Mutavie (France)
- Director of Ofi Holding (France)
- Director of Prévoyance Aésio Macif (France)
- Director and Chairman of the Audit Committee of SAPS (Algeria)
- Chairman of the Supervisory Board of Securimut (France)
- Deputy Chief Executive Officer of Umg Macif Santé Prévoyance (France)
- Permanent representative of Macif Sam on the Board of Directors of Ofi Holding (France)
- Permanent representative of Macif Sam on the Board of Directors of Socram Banque (France)

Adrien Couret, a French citizen, holds a degree from HEC Business School and is a Fellow of the French Institute of Actuaries. From 2008, he has held various executive roles in the mutual insurance company Macif as a Director overseeing successively Strategy, Performance, Transformation and Innovation within the company. He was named Chief Executive Officer of Macif in 2019. That same year, he became Vice-Chairman of the association des assureurs mutualistes (AAM). In July 2020 and after having been a key director since 2014, he took on the role of Chairman of the Board of Directors of Ofi Asset Management, an asset management subsidiary of Macif Group. Since January 2021, Adrien Couret is the Chief Executive Officer of Aéma Group, a new French mutual insurance for health protection, born from the merging of two companies: Aésio Mutuelle and Macif.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



PATRICIA LACOSTE

Director

Member of the Strategic Committee, Audit Committee, Compensation Committee and Sustainability Committee

First appointed: June 30, 2021

Term of office expires: 2024

French – Age: 60

Groupe Prévoir

19, rue d'Aumale

75009 Paris, France

Independent: Yes

Board meeting attendance rate: 100%

Main position

- Chairman and CEO of Société Centrale Prévoir (France)

Other positions

- Chairman and Chief Executive Officer of Prévoir-Vie (France)
- Permanent representative of Société Centrale Prévoir on the Board of directors of Société Gestion Prévoir (France)
- Permanent representative of Prévoir-Vie on the Board of directors of MIRAE ASSET PREVOIR LIFE Vietnam (Vietnam)
- Permanent representative of Société Centrale Prévoir on the Supervisory Board of AssurOne (France)
- Permanent representative of Société Centrale Prévoir on the Supervisory Board of Utwin (France)
- Director of SARGEP (France)
- Director of Prévoir Foundation (France)
- Director and Chair of the Compensation and Nomination Committee of ALD Automotive (France) ⁽¹⁾
- Member of the Executive Board of France Assureurs (previously *Fédération française de l'assurance*) (France)

Positions that expired during the last five years

- Director of RFF, then SNCF Réseau (France)
- Chairman and CEO of Prévoir Risques Divers (France)
- Permanent representative of Prévoir-Vie on the Board of Directors of PKMI (Prévoir Kampuchea Micro Life Insurance) (Cambodia)
- Permanent representative of Prévoir-Vie on the Board of directors of Lloyd Vie Tunisie (Tunisia)

Patricia Lacoste, a French citizen, is a graduate of the French *École nationale de la statistique et de l'administration économique* (ENSAE) and holds a master's degree in Econometrics. She began her career in 1985 as a statistical research engineer within the consulting firm COREF. Then, she joined the SNCF in 1992 where she successively held the positions of Project Manager for the Socrate reservation system, Distribution Director and then Travellers Sales Director, Director of the Paris-Est Region in charge of the preparation and launch of the TGV Est Européen, Director of Senior Management in the Human Resources Division, and then Director of Customer Relations. In 2012, she joined the Prévoir group as Chief Executive Officer and held since 2013 the position of Chairman and Chief Executive Officer of Société Centrale Prévoir and its subsidiary Prévoir-Vie.

(1) Company whose shares are listed on a regulated or organized market.



VANESSA MARQUETTE

Director

Member of the Strategic Committee, Risk Committee, Audit Committee, Nomination Committee, Sustainability Committee and Crisis Management Committee

First appointed: April 30, 2015

Term of office expires: 2023

Belgian – Age: 50

Loyens & Loeff

Independent: Yes

Board meeting attendance rate: 100%

Avenue de Tervueren 2,
1040 Bruxelles, Belgique

Main position

- Partner of the law firm Loyens & Loeff (Belgium)

Other positions

- Teacher at the Université libre de Bruxelles (Belgium)

Positions that expired during the last five years

- Member of the Board of Directors of Simont Braun SRL (Belgium)
- Managing partner of Simont Braun SRL (Belgium)
- Director of Erasme Hospital (Belgium)

Vanessa Marquette, a Belgian citizen, holds a law degree and an economic law degree from the *université libre de Bruxelles*. She also studied law at Davis University and Berkeley University and she holds an LLM degree from the University of Michigan Law School. She has practiced as a lawyer registered with the Brussels Bar since 1995, and specializes in banking law and financial law and she also has particular expertise in the areas of corporate law, insolvency law and security interests and private international law. She has taught international financial law at the *université libre de Bruxelles* since 2004 and is the author of several publications on banking and financial law. She has been a partner in the banking & finance department of the law firm Loyens & Loeff since March 2020, having been a partner at the business law firm Simont Braun from 2005 until February 2020 and having practiced law at the Brussels offices of Stibbe Simont Monahan Duhot and Freshfields Bruckhaus Deringer. Vanessa Marquette has been an independent director of Erasme Hospital from 2017 until 2021.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



BRUNO PFISTER

Director

Chairman of the Risk Committee

Member of the Strategic Committee, Audit Committee, Compensation Committee and Crisis Management Committee

First appointed: April 27, 2016

Term of office expires: 2024

Swiss – Age: 62

SCOR SE

Independent: Yes

Board meeting attendance rate: 89%

5, avenue Kléber

75116 Paris, France

Main position

- N/A

Other positions

- Chairman of the Board of Directors of Crédit Suisse Asset Management (Switzerland) Ltd. (Switzerland) ⁽¹⁾
- Chairman of the Board of Directors of Assepro AG (Switzerland)
- Director of Assura (Switzerland)

Positions that expired during the last five years

- Executive Chairman of the "Wealth Management & Trust" division of the Rothschild & Co group (Switzerland) ⁽¹⁾
- Chairman of the Board of Directors of Rothschild & Co Bank AG (Switzerland) ⁽¹⁾
- Director of Workspace Holding (Switzerland) AG (Switzerland)
- Chairman of the Board of Directors of Quintet Private Bank (Switzerland) AG (Switzerland)

Bruno Pfister, a Swiss citizen, lawyer registered with the Geneva Bar and an MBA graduate from UCLA Anderson School of Management, was Chairman of the Board of Directors of Rothschild & Co Bank AG from December 2014 to September 2019. He was Vice-Chairman of the Swiss Insurance Association, Chief Executive Officer and Chairman of the Swiss Life AG group, member of the Executive Committee of the Crédit Suisse Banking division and Chief Financial Officer and member of the Executive Board of LGT group AG.

⁽¹⁾ Company whose shares are listed on a regulated or organized market.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



LAURENT ROUSSEAU

Director and Chief Executive Officer of SCOR SE
Member of the Strategic Committee

First appointed: June 30, 2021

Term of office expires: 2024

French – Age: 43
SCOR SE

Independent: No

Board meeting attendance rate: 100%

5, avenue Kléber
75116 Paris, France

Main position

- Chief Executive Officer of SCOR SE (France) ⁽¹⁾

Other positions

- Director of SCOR Global Reinsurance Ireland dac (Ireland)
- Director of SCOR Life Ireland dac (Ireland)

Positions that expired during the last five years

- Deputy Chief Executive Officer of SCOR Global P&C (France)
- Chairman of the Board of Directors of SCOR Europe SE (France)
- Permanent Representative of SCOR SE on the Board of Directors of SV ONE SAS (France)
- Director of General Security National Insurance Company (USA)
- Director of General Security Indemnity Company of Arizona (USA)
- Director of Rehalto (France)
- Director of Acheel (France)
- Director of CFDP Assurances (France)
- Director of SCOR UK Company Limited (UK)
- Director of The Channel Managing Agency Limited (UK)
- Director of SCOR (UK) Group Limited (UK)
- Director of Blue Star Syndicate Management Limited (UK)
- Member of the Consultative Board of M&S Brazil Participacoes Ltda (Brasil)
- Chairman of the Board of Directors of AgroBrasil Administração e Participações Ltda (Brasil)
- Chairman of the Board of Directors of ESSOR Seguros SA (Brasil)
- Member of the Advisory Board of SCOR Brasil Participacoes Ltda (Brasil)

Laurent Rousseau, a French citizen, is a graduate of HEC (*École des hautes études commerciales*). He started his career in 2001 as an equity analyst at Credit Suisse First Boston in London, covering European insurers and reinsurers. In 2005, he joined JP Morgan in the insurance Investment Banking team, executing M&A, capital raising and restructuring transactions for European insurers and reinsurers. He joined SCOR in 2010 as Advisor to the Chairman and Chief Executive Officer and became Head of SCOR Global P&C's Strategy, Business Development and Marketing in 2012. In July 2015, he became Chief Underwriting Officer of SCOR Global P&C's treaty business in Europe, Middle East & Africa. In April 2018, he was appointed Deputy Chief Executive Officer of SCOR Global P&C, a member of the Group's Executive Committee and, since September 2018, Chief Executive Officer for Specialty Insurance (SCOR Business Solutions, the Channel Managing Agency and MGAs in the Americas). Since June 30, 2021, he is the Chief Executive Officer of SCOR SE..

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REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



HOLDING MALAKOFF HUMANIS

Represented by Thomas Saunier

Director

Member of the Strategic Committee and Nomination Committee

First appointed: April 27, 2017

Term of office expires: 2023

French – Age: 55
Malakoff Humanis

Independent: Yes

Board meeting attendance rate: 89%

21, rue Laffitte
75317 Paris Cedex 09, France

Positions that expired during the last five years

- Chief Executive Officer of Malakoff Humanis group (France)

Other positions

- Chief Executive Officer of Holding Malakoff Humanis (France)
- Permanent representative of Malakoff Humanis Prévoyance at the Board of Directors of OPPCI Vivaldi (France)
- Chief Executive Officer of SGAM Malakoff Humanis (France)
- Chief Executive Officer of Malakoff Humanis Prévoyance (France)
- Chief Executive Officer of Malakoff Humanis Agirc-Arrco (France)
- Chief Executive Officer of Malakoff Humanis International Agirc-Arrco (France)
- Chief Executive Officer of association Sommitale Malakoff Humanis (France)
- Chief Executive Officer of association de Moyens Assurance de Personnes (France)
- Chief Executive Officer of association de Moyens Retraite Complémentaire (France)
- Operational Manager of Mutuelle Malakoff Humanis (France)
- Operational Manager of MHN, Malakoff Humanis Nationale (France)
- Director of Fondation Malakoff Humanis Handicap (France)
- Director of Cancer@work (France)

Positions that expired during the last five years

- Chairman of Fondation Malakoff Humanis Handicap (France)
- Operational Manager of Energie Mutuelle (France)
- Chief Executive Officer of UGM Agilis (France)
- Chief Executive Officer of Malakoff Humanis Groupement Assurantiel de Protection Sociale (France)
- Chief Executive Officer of Malakoff Humanis Innovation Santé (France)
- Chief Executive Officer of la Caisse Mutuelle Assurances sur la Vie (CMAV) (France)
- Chief Executive Officer of Institution Nationale de Prévoyance des Représentants (INPR) (France)
- Chief Executive Officer of Capreval (France)
- Director of Quatrem (France)
- Director of Auxia (France)
- Director of Auxia Assistance (France)
- Chairman of the Board of Directors of Quatrem SA (France)
- Chairman of the Board of Directors of Viamedis SA (France)
- Chairman of the Board of Directors of Auxia SA (France)
- Chairman of the Board of Directors of Auxia Assistance SA (France)
- Director of Viamedis (France)
- Director of GIE Karéo Services (France)
- Member of the Executive Committee of Cofifo SAS (France)
- Chairman of SAS Totem MM 1, now SA MM Retraite Supplémentaire (France)
- Chairman of SAS Totem MM 2, now MM INNOV' (France)
- Permanent representative of Malakoff Médéric Assurances on the Board of Directors of La Banque Postale Asset Management (France)
- Chief Executive Officer of association Sommitale du Groupe Humanis (France)
- Chairman and Chief Executive Officer of association Totem 1 (France)
- Chairman and Chief Executive Officer of association Totem 2 (France)
- Chairman and Chief Executive Officer of association Totem 3 (France)
- Chairman of SAS Totem MM3 (France)
- Chairman of SAS Totem MM4 (France)
- Sole Director of GIE SI2M (France)
- Chief Executive Officer of SGAM Malakoff Médéric (France)

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

Positions that expired during the last five years

- Chief Executive Officer of AS2M (France)
- Chief Executive Officer of association de Moyens Assurances (France)
- Chief Executive Officer of association de Moyens Retraite (France)
- Chief Executive Officer of SGAPS Humanis Développement Solidaire (France)
- Chief Executive Officer of Humanis Prévoyance (France)
- Chief Executive Officer of Humanis Retraite AGIRC (France)
- Chief Executive Officer of Malakoff Médéric AGIRC (France)
- Chief Executive Officer of Institution de retraite des cadres et assimilés de France et de l'extérieur (IRCAFEX) (France)
- Permanent representative of Malakoff Médéric Assurances on the Supervisory Board of la Foncière HOSPI Grand Ouest (France)

Thomas Saunier, a French citizen, is a graduate of *École polytechnique*, ENSAE and the French Institute of Actuaries. Head of the Actuarial Department and Director of Steering and Management Control at CNP Assurances from 2000 to 2003, he spent more than 10 years at Generali France, initially as Deputy Chief Executive Officer responsible for products, operations and information and finance systems. In 2005, he was promoted to Chief Executive Officer responsible for the retail market, IT and customer service, before taking charge of the corporate, professional and retail markets in 2011. Appointed Chief Executive Officer of Malakoff Médéric Group in an environment characterized, for all stakeholders in the social protection sector, by unprecedented challenges in the management of supplementary pensions and in the development of life and health insurance business, he took up his position within the group on June 1, 2016. Following the merger of the Humanis and Malakoff Médéric groups, on January 1, 2019 Thomas Saunier became Chief Executive Officer of the Malakoff Médéric Humanis group, now known as Malakoff Humanis group.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



KORY SORENSON

Director

Chair of the Audit Committee

Member of the Strategic Committee, Risk Committee, Sustainability Committee and Crisis Management Committee

First appointed: April 25, 2013

Term of office expires: 2023

British – Age: 53

SCOR SE

Independent: Yes

Board meeting attendance rate: 100%

5, avenue Kléber

75116 Paris, France

Other positions

- N/A

Autres mandats

- Director of Pernod Ricard (France) ⁽¹⁾
- Director of Phoenix Group Holdings (UK) ⁽¹⁾
- Director of SGS (Switzerland) ⁽¹⁾
- Member of the Supervisory Board of Bank Gutmann AG (Austria)
- Member of the Board of Partners of Comgest (France)
- Director of Basing TopCo Limited (UK) (Since February 1, 2022)

Positions that expired during the last five years

- Member of the Supervisory Board of Château Mondot (France) ⁽²⁾
- Director of SCOR Global Life Americas Reinsurance Company (US) ⁽²⁾
- Director of SCOR Global Life USA Reinsurance Company (US) ⁽²⁾
- Director of SCOR Reinsurance Company (US) ⁽²⁾
- Director of Institut Pasteur (France)
- Director of Aviva Insurance Limited (UK)
- Director of Uniqa Insurance Group AG (Austria) ⁽¹⁾
- Director of Prometic (Canada) ⁽¹⁾

Kory Sorenson, a British citizen, was born in the United States. She speaks fluent French and has a post-graduate (DESS) degree from *institut d'études politiques de Paris*, a master's degree in applied economics from the University of Paris-Dauphine, a bachelor's degree in econometrics and political science from the American University in Washington, D.C. and has completed governance programs with Harvard Executive Education, INSEAD and the Stanford Graduate School of Business. Kory Sorenson has over 28 years of experience in financial services, particularly in capital and risk management within insurance and banking institutions. She was Managing Director, Head of Insurance Capital Markets of Barclays Capital and also held senior positions in the insurance capital markets and debt capital markets divisions of Credit Suisse, Lehman Brothers and Morgan Stanley. She began her career in finance in the treasury department of Total SA in Paris. Kory Sorenson is currently a non-executive director of several major companies.

(1) Company whose shares are listed on a regulated or organized market.

(2) Company of the SCOR Group.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



CLAUDE TENDIL

Director

Member of the Strategic Committee, Compensation Committee, Nomination Committee and Crisis Management Committee

First appointed: May 15, 2003	Term of office expires: 2024	French – Age: 76 SCOR SE
Independent: No	Board meeting attendance rate: 100%	5, avenue Kléber 75116 Paris, France

Main position

- N/A

Other positions

- Director of Eramet (France) ⁽¹⁾
- Director of Europ Assistance Holding (France)
- Director of NJE (France)
- Director of NJE 1998 (France)
- Director of NJE TER (France)
- Director of CT Conseils (France)
- Chairman of RVS (association) (Monaco)
- Chairman of the Institut pour l'innovation économique et sociale (2IES) (France)
- Chairman of Fondation ARC pour la recherche sur le cancer (France)

Positions that expired during the last five years

- Chairman of the Board of Directors of Generali IARD (France)
- Director of Generali France (France)
- Director of Generali Vie (France)
- Director of Generali IARD (France)
- Member of the Executive Committee of MEDEF (France)
- Chairman of the Board of Directors of Generali Vie (France)
- Chairman of the Board of Directors of Generali France Assurances (France)
- Chairman of the Board of Directors of Generali France (France)
- Chairman of the Board of Directors of Europ Assistance Holding (France)
- Chief Executive Officer of Generali France (France)
- Chief Executive Officer of Generali Vie (France)
- Chief Executive Officer of Generali IARD (France)
- Director of Assicurazioni Generali SpA (Italy) ⁽¹⁾
- Member of the Supervisory Board of Generali Investments SpA (Italy)
- Chairman of the Board of Directors of Europ Assistance Italie (Italy)
- Permanent Representative of Europ Assistance Holding on the Board of Directors of Europ Assistance (Spain)

Claude Tendil, a French citizen, began his career at the *Union des assurances de Paris* (UAP) in 1972. He joined the Drouot group in 1980 as Chief Operating Officer. He was promoted in 1987 to Chief Executive Officer, before being appointed Chairman and Chief Executive Officer of *Présence Assurances*, a subsidiary of the AXA group. He was appointed Director and Chief Executive Officer of AXA-Midi Assurances in 1989, Chief Executive Officer of AXA from 1991 to 2000, then Vice-Chairman of the Management Board of the AXA group until November 2001. During the same period, he was also Chairman and Chief Executive Officer of the AXA group's French insurance and assistance companies. Claude Tendil was appointed Chairman and Chief Executive Officer of the Generali group in France in April 2002 until October 2013, when he became the Chairman of the Board of Directors, holding this position until June 2016.

(1) Company whose shares are listed on a regulated or organized market.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



NATACHA VALLA

Director

Member of the Strategic Committee, Audit Committee, Risk Committee and Sustainability Committee

First appointed: June 16, 2020

Term of office expires: 2022

French – Age: 46

École du management et de l'innovation

Independent: Yes

Board meeting attendance rate: 100%

27, rue Saint-Guillaume

75007 Paris, France

Main position

- Dean of the Sciences Po Paris School of Management and Innovation (France)

Other positions

- Director of LVMH (France) ⁽¹⁾
- Member of the Advisory Board of Tikehau Capital (France)
- Director of ASF/Cofiroute (Vinci) (France) ⁽¹⁾
- Member of the Supervisory Board of MK2 cinémas (France)
- Non-voting director of Wakam (France)

Positions that expired during the last five years

- Director of ACCOR (France) ⁽¹⁾

Natacha Valla, a French citizen, is an economist, currently Dean of the School of Management and Innovation at *Sciences Po Paris*. She began her career at the European Central Bank (2001-2005) and then worked at the Banque de France (2005-2008) before joining Goldman Sachs as Executive Director (2008-2013). She was then Deputy Director of CEPPI (2014-2016), a think tank in international economics before joining the European Investment Bank (2016-2018) in charge of Economic policy and Economic strategy. From 2018 to May 2020, she was Deputy CEO for Monetary Policy at the European Central Bank. She has been a member of the Economic Commission of the Nation, of the Scientific Committee of the ACPR and of the Council of Economic Analysis (*Conseil d'analyse économique, CAE*). She received her PhD from the European University Institute in Florence and is the author of numerous books and articles in monetary and international economics.

(1) Company whose shares are listed on a regulated or organized market.

Corporate Governance principles, shareholders’ meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



ZHEN WANG

Director

Member of the Strategic Committee and Risk Committee

First appointed: April 26, 2018	Term of office expires: 2023	Chinese – Age: 65
Independent: Yes	Board meeting attendance rate: 78%	SCOR SE 5, avenue Kléber 75116 Paris, France

Main position

- N/A

Other positions

- Director of Bank of China Insurance Company (China)
- Director of Trust Mutual Life Insurance Company (China)
- Director of PICC Re (China)

Positions that expired during the last five years

- Director of Munich Re Greater China Advisory Board (China)

Zhen Wang, a Chinese citizen, holds a bachelor’s degree from the Beijing Normal University, and is a Fellow of the Chartered Insurance Institute (FCII). She began her insurance career in 1982 by joining PICC, the insurance monopoly then, and became the General Manager of International Department in 1996 upon PICC becoming PICC group. From 1997 to 2016, she worked for Munich Re, was the Chief Representative of MR Beijing, the Chief Executive of MR Beijing Branch, the Board member of MR Greater China Advisory Board respectively. Zhen Wang has been an independent director of Bank of China Insurance Company since 2014, of Trust Mutual Life Insurance Company in China since 2017 and of PICC Re since 2020.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code



FIELDS WICKER-MIURIN

Director

Chair of the Compensation Committee

Member of the Strategic Committee, Risk Committee, Nomination Committee, Sustainability Committee and Crisis Management Committee

First appointed: April 25, 2013

Term of office expires: 2023

American and British – Age: 63

Leaders' Quest Ltd

11/13 Worple Way, Richmond Upon Thames,

Surrey – TW 10 6DG

United Kingdom

Independent: Yes

Board meeting attendance rate: 100%

Main position

- Partner of Leaders' Quest Ltd (UK)

Other positions

- Director of BNP Paribas (France) ⁽¹⁾
- Vice-Chair of the Royal College of Art (UK)

Positions that expired during the last five years

- Director of Prudential plc (UK) ⁽¹⁾
- Director of SCOR UK (UK) ⁽²⁾
- Non-executive member of the Board of the Department of Digital, Culture, Media and Sport of the UK Government (UK)
- Director of Control Risks International Ltd (UK)

Fields Wicker-Miurin, an American and British citizen, studied in France at the *institut d'études politiques de Paris*, in the United States and Italy. She graduated from the University of Virginia (BA) and the School of Advanced International Studies of Johns Hopkins University (MA). Fields Wicker-Miurin began her career in banking, before joining Strategic Planning Associates (now Oliver Wyman Consulting) as a senior partner where she was the main advisor to Lloyd's of London. In 1994, she became Chief Financial Officer and Head of Strategy of the London Stock Exchange, where she led both the strategic and structural aspects of its complete restructuring. She was a member of the Nasdaq Technology Advisory Council and advised the European Parliament on financial markets harmonization. In 2002, she was one of the founders of Leaders' Quest, a social enterprise that works with leaders from all sectors and across the globe who want to make a responsible, positive difference through their leadership. In 2007 she received an OBE (Officer of the British Empire) and in 2011 she was appointed Fellow of King's College London. She is also a director of BNP Paribas and is Vice-Chair of the Royal College of Art in London.

(1) Company whose shares are listed on a regulated or organized market.

(2) Company of the SCOR Group.

REPORT ON CORPORATE GOVERNANCE

02

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

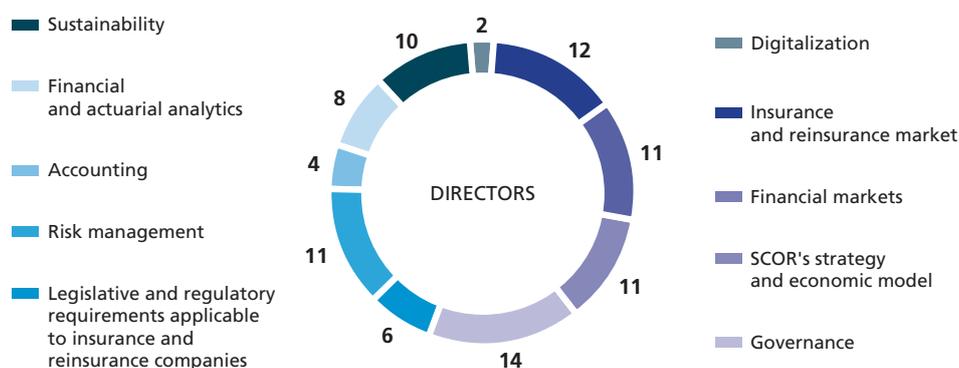
	Personal information				Position on the Board				Participation in Board Committees	
	Age	Gender	Nationality	Number of shares	Number of directorships in listed companies (excluding SCOR)	Independent	First appointed	Term of office expires		Length of service on the Board
Denis KESSLER (Chairman)	69	Male	French	1,733,540	1	No	November 4, 2002	2024	19 years	<ul style="list-style-type: none"> Chairman of the Strategic Committee Chairman of the Crisis Management Committee Member of the Nomination Committee
Augustin DE ROMANET (Vice-Chairman)	60	Male	French	2,271	1	Yes	April 30, 2015	2023	6 years	<ul style="list-style-type: none"> Chairman of the Sustainability Committee Member of the Strategic Committee Member of the Audit Committee Member of the Risk Committee Member of the Crisis Management Committee
Fabrice BREGIER	60	Male	French	1,068	2	Yes	April 26, 2019	2022	2 years	<ul style="list-style-type: none"> Chairman of the Nomination Committee Member of the Strategic Committee Member of the Audit Committee Member of the Compensation Committee Member of the Crisis Management Committee
Adrien COURET	38	Male	French	714	0	Yes	November 6, 2020	2023	1 year	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Audit Committee Member of the Risk Committee Member of the Compensation Committee
Patricia LACOSTE	60	Female	French	374	1	Yes	June 30, 2021	2024	<1 year	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Audit Committee Member of the Compensation Committee Member of the Sustainability Committee
Vanessa MARQUETTE	50	Female	Belgian	2,271	0	Yes	April 30, 2015	2023	6 years	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Audit Committee Member of the Risk Committee Member of the Nomination Committee Member of the Sustainability Committee Member of the Crisis Management Committee
Bruno PFISTER	62	Male	Swiss	1,961	1	Yes	April 27, 2016	2024	5 years	<ul style="list-style-type: none"> Chairman of the Risk Committee Member of the Strategic Committee Member of the Audit Committee Member of the Compensation Committee Member of the Crisis Management Committee
Laurent ROUSSEAU	43	Male	French	30,083	0	No	June 30, 2021	2024	<1 year	<ul style="list-style-type: none"> Member of the Strategic Committee

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

	Personal information				Position on the Board					
	Age	Gender	Nationality	Number of shares	Number of directorships in listed companies (excluding SCOR)	Independent	First appointed	Term of office expires	Length of service on the Board	Participation in Board Committees
Holding Malakoff Humanis, represented by Thomas SAUNIER	55	Male	French	5,484,767	0	Yes	April 27, 2017	2023	4 years	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Nomination Committee
Kory SORENSON	53	Female	British	4,461	3	Yes	April 25, 2013	2023	8 years	<ul style="list-style-type: none"> Chair of the Audit Committee Member of the Strategic Committee Member of the Risk Committee Member of the Sustainability Committee Member of the Crisis Management Committee
Claude TENDIL	76	Male	French	6,328	1	No	May 15, 2003	2024	18 years	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Compensation Committee Member of the Nomination Committee Member of the Crisis Management Committee
Natacha VALLA	46	Female	French	802	2	Yes	June 16, 2020	2022	1 year	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Audit Committee Member of the Risk Committee Member of the Sustainability Committee
Zhen WANG	65	Female	Chinese	1,314	0	Yes	April 26, 2018	2023	3 years	<ul style="list-style-type: none"> Member of the Strategic Committee Member of the Risk Committee
Fields WICKER-MIURIN	63	Female	American and British	3,053	1	Yes	April 25, 2013	2023	8 years	<ul style="list-style-type: none"> Chair of the Compensation Committee Member of the Strategic Committee Member of the Risk Committee Member of the Nomination Committee Member of the Sustainability Committee Member of the Crisis Management Committee
Lauren BURNS CARRAUD (director representing employees)	35	Female	American	269	0	No	June 16, 2020	2022	1 year	<ul style="list-style-type: none"> Member of the Compensation Committee
Fiona CAMARA (director representing employees)	32	Female	French	225	0	No	April 26, 2019	2022	2 years	<ul style="list-style-type: none"> Member of the Sustainability Committee

As at December 31, 2021, the expertise represented on the Board of Directors was as follows:



2.1.3.3. COMPOSITION OF THE BOARD OF DIRECTORS

Number of directors

SCOR SE’s bylaws provide that the Board of Directors shall comprise no fewer than nine and no more than eighteen members.

Under SCOR SE’s bylaws, each director must own at least one ordinary share for the duration of his or her entire term of office, and under the Internal Charter of the Board of Directors, each director shall agree to acquire shares with a value of at least EUR 10,000 and to hold them throughout his or her term as director. Under French law, a director may be a natural person or a corporate entity for which an individual is appointed as permanent representative, except for the Chairman, who must be an individual. Pursuant to Article L. 225-20 of the French Commercial Code, the permanent representative of a corporate entity is subject to the same conditions, obligations and civil and criminal liabilities as if he or she was director in his or her own name, without prejudice to the joint and several liability of the corporate entity he

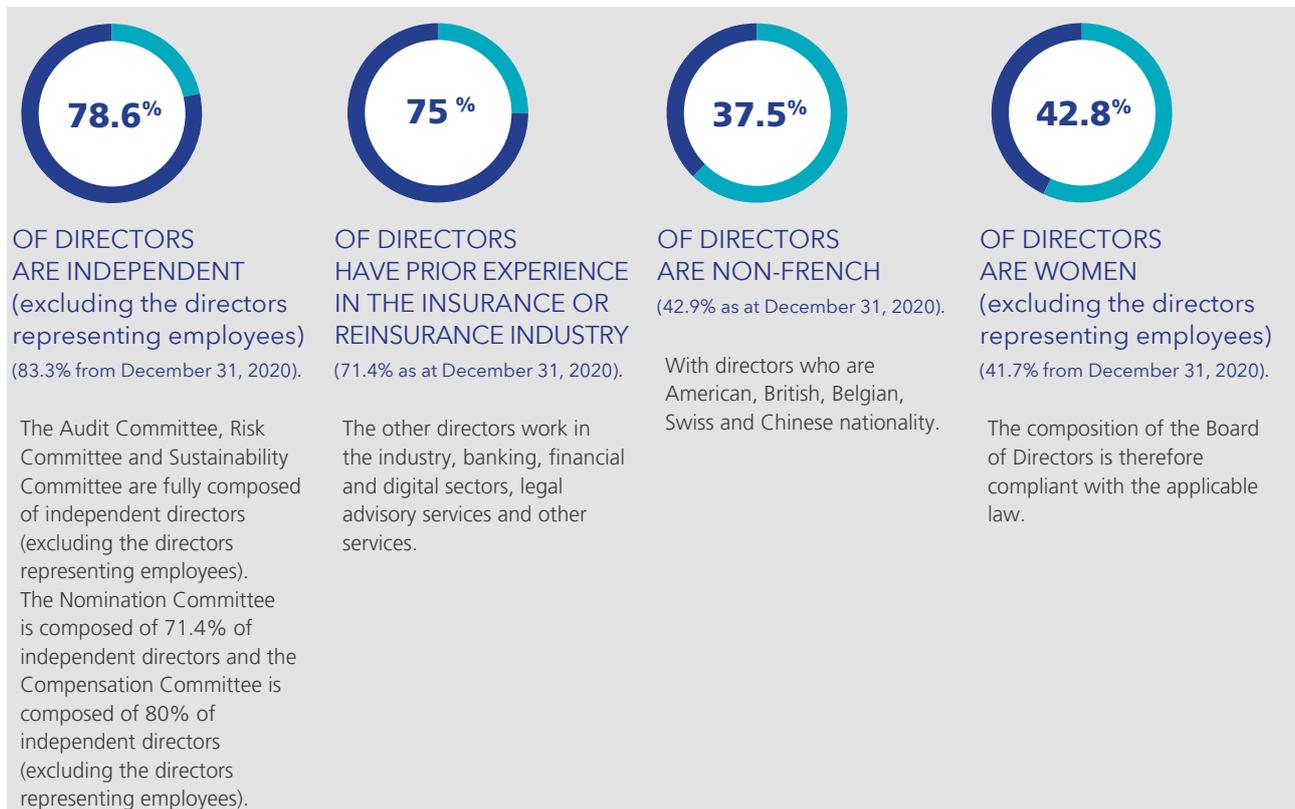
or she represents. Of the sixteen members of the Board of Directors, fifteen are natural persons and one, Holding Malakoff Humanis, is a corporate entity (represented by Thomas Saunier as permanent representative).

Composition principles and diversity policy

The Board of Directors’ composition is guided by the following principles:

- application of best-in-class corporate governance practices;
- appropriate number of Board members in order to allow meaningful individual participation;
- majority of independent directors;
- diversity of expertise;
- professional experience;
- diversity of nationalities;
- high proportion of female Board members.

As of December 31, 2021, the composition of the Board of Directors is as follows:



REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

Accordingly, SCOR has been compliant with legal requirements and the recommendations of the AFEP-MEDEF corporate governance code in terms of diversity for several years. In terms of its composition, the Board of Directors of SCOR strives to maintain a balanced representation between men and women by respecting at all times at least the minimum number of members of each gender provided for by law, as well as a balance between the age and length of service of its members. It also ensures, on the basis of a skills matrix, that directors have varied and complementary experience and skills. This ensures open discussion and the highest degree of quality in the decision-making process at Board level. Given the global dimension of the Group, a wide variety of nationalities is also sought.

Since the Ordinary and Extraordinary Shareholders' Meeting held on April 27, 2017, the directors representing employees have been elected by the employees of SCOR SE and its direct and indirect

subsidiaries whose registered office is in France. Under French law, one of the two directors representing employees must belong to the "cadre" (executive) category, and the other to the "non-cadre" (non-executive) category. In the interest of instating a wholly democratic process for the election of the directors representing employees, while complying with the applicable legal provisions, the Company wishes to continue to involve all employees worldwide, by holding a "primary", which will give them a chance to express their preference before the actual vote.

The terms of office of the two directors representing employees will expire at the 2022 Shareholders' Meeting. As for the previous election, a "primary" will be held after which the actual election of the two directors representing employees will take place. The terms of office of the two newly elected directors representing employees will be effective as from the end of the 2022 Annual Shareholders' Meeting.

Changes in the composition of the Board of Directors during the year

Name	1 st nomination	Renewal	Departure	Sex	Nationality	Reason of the change
Denis Kessler	November 4, 2002	June 30, 2021		M	French	Renewal
Patricia Lacoste	June 30, 2021			F	French	Appointment
Bruno Pfister	April 27, 2016	June 30, 2021		M	Swiss	Renewal
Laurent Rousseau	June 30, 2021			M	French	Appointment
Claude Tendil	May 15, 2003	June 30, 2021		M	French	Renewal

Terms of office

Since the Shareholders' Meeting held on June 30, 2021, the term of office of directors who are appointed or renewed as set forth in SCOR SE's bylaws, shall be three years. By way of exception, and in order to execute or maintain the staggering of director's terms of office, the Ordinary Shareholders' Meeting may appoint one or more Board members with a term of office of one or two years.

Pursuant to SCOR SE's bylaws, directors may hold the office of director until 77. A director who reaches the age of 77 while in office must retire on expiration of his or her term of office, as determined at the Shareholders' Meeting. With the exception of directors representing employees, directors are elected by shareholders and serve until the expiration of their respective term of office, or until their resignation, death or dismissal, with or without cause, by the shareholders. Vacancies on the Board of Directors may, under certain conditions, be filled by the Board of Directors, pending the next Shareholders' Meeting. The appointment is then submitted for approval by shareholders at the next Shareholders' Meeting.

Directors are required to comply with applicable law and SCOR SE's bylaws. Under French law, directors may be held responsible in the event of violations of French legal or regulatory provisions applicable to European Companies (*Societas Europaea*), violations of company bylaws or mismanagement. Directors may be held responsible for such violations both individually and jointly with other directors.

Procedure for the selection of directors

The Nomination Committee shall identify and recommend, to the Board of Directors, candidates suitable for the directorship, with a view to proposing their candidacy to the General Meeting. In the determination of the potential candidates, the Nomination Committee assesses notably, the balance of knowledges, skills, professional experience, expertise, nationality, propriety, age and independence with regards to the activity of the Company.

It ensures, furthermore, that the candidates are able to act objectively, critically and independently, notably with respect to other mandates they hold, that they have the courage necessary to express their thoughts and their judgements. They should also have sufficient availability to have a strong commitment in their duties and the objectivity indispensable for their directorship and, lastly, the desire to protect the interests of the Company and ensure its proper running.

The Nomination Committee ensures the regular updating of the list of persons that are likely to be selected, and, once a year, reports to the Board of Directors the work performed in order to identify the persons that are likely to be appointed directors.

As appropriate, it shall also identify those individuals likely to be selected as a Chairman in consideration of the criteria set out above.

2.1.3.4. OPERATING PROCEDURES OF THE BOARD OF DIRECTORS

Internal Charter of the Board of Directors

The Board of Directors' meeting held on March 31, 2004 adopted an Internal Charter in order to enhance and specify the rules governing the Board's operating procedures. The Internal Charter was amended by successive decisions of the Board of Directors. The current version of the Charter is available on the Company's website (www.scor.com), and its main provisions are provided below:

Operating procedures and duties of the Board of Directors of the Company

The Board of Directors defines the strategic guidelines of the Company's business activities and ensures their implementation in accordance with its corporate interests, taking into consideration the social and environmental aspects of its activity. Without prejudice to the powers expressly invested in Shareholders' Meetings, and within the limits of the Company's purpose, the Board of Directors deals with all matters relating to the conduct of the Company's business and decides all pertinent issues through its resolutions. It ensures the sound and prudent management of the Company, and regularly reviews the opportunities and main risks (e.g. financial, legal, operational, social, societal and environmental risks), as well as the measures taken accordingly. To this end, the Board of Directors receives all of the information needed to carry out its duties, particularly from the executive corporate officers. The Board is informed each quarter by Executive Management of the financial situation, cash position and commitments of the Company. It is also informed about market developments, the competitive environment and the most important issues at hand, including in corporate social and environmental responsibility. It takes into account the Own Risk and Solvency Assessment ("ORSA") when it makes a decision likely to have a significant impact on the Company. The Board also carries out the verifications and controls it deems necessary.

The Board meets at least four times a year. In accordance with the law, it approves the financial statements, proposes dividends and makes investment and financial policy decisions. The Board examines and takes decisions on major operations, possibly after review by an *ad hoc* committee.

Beyond the cases provided by law, some operations are subject to the prior approval of the Board:

- any major organic growth investments or internal restructuring operations;
- any significant operation falling outside of the strategy announced by the Group;
- and any project regarding a sale or acquisition, merger or cash and asset contribution higher than fifty million euros (EUR 50 million). In addition, any project regarding a sale, in one or more transactions, concerning at least half of the Company's assets over the last two years must be submitted for approval by the Shareholders' Meeting.

The Board's duties and responsibilities beyond those set forth by the applicable laws and regulations are set out in SCOR SE's bylaws.

Independence of directors

The Internal Charter of the Board of Directors of SCOR provided, until February 26, 2020, the possibility for a director holding a position in a Group subsidiary to be deemed independent provided that he or she abstained from participating in the decisions of the Board of Directors of SCOR SE in the event of a conflict of interest with the subsidiary in which he/she held his/her position. The Board of Directors' meeting held on February 26, 2020 removed this possibility, in order to align the independence criteria of SCOR's directors with those of the AFEP-MEDEF corporate governance code, thereby taking into account the opinions expressed by the shareholders during active discussions.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

Independence criteria as per the Internal Charter of the Board of Directors of SCOR

Assessment of the independence of the directors by the Board of Directors, on the proposal of the Compensation and Nomination Committee

<p>1 shall not currently be or have been within the five preceding years, an employee or an executive corporate officer of SCOR, or an employee, a director or an executive corporate officer of a company consolidated within the Company. However, a director who has been, during the five preceding years, director of a subsidiary which is consolidated by the Company can be qualified as an independent director of the Company if the term of office in the subsidiary was terminated before April 15, 2020 ⁽¹⁾;</p>	<p>The Board of Directors noted that Denis Kessler, Laurent Rousseau, Fiona Camara and Lauren Burns Carraud could not be deemed independent.</p> <p>Denis Kessler was the executive corporate officer of SCOR SE until June 30, 2021. Laurent Rousseau was a SCOR employee until he became Chief Executive Officer of SCOR SE on June 30, 2021. Fiona Camara and Lauren Burns Carraud are employees of the Company.</p> <p>Kory Sorenson and Fields Wicker-Miurin resigned from their positions on the Boards of subsidiaries of the SCOR Group with effect from April 1, 2020 and therefore remain independent.</p>
<p>2 shall not have received compensation of any form from SCOR, except for compensation received as director, in excess of EUR 100,000 over the previous five years;</p>	<p>The Board of Directors has ensured that the directors of SCOR SE have not received, in any form, except for compensation received as a director of one of the companies in the SCOR Group, compensation greater than EUR 100,000 within the last five years.</p> <p>In this respect, the Board of Directors noted that Denis Kessler, Fiona Camara, Lauren Burns Carraud and Laurent Rousseau have received compensation greater than EUR 100,000 within the last five years, in respect of their duties as executive corporate officer and employees of the Group, respectively.</p> <p>No other director has received such amount.</p>
<p>3 shall not be an executive corporate officer of a company in which the Company holds, directly or indirectly, a directorship, or in which an employee designated as such or an executive corporate officer of the company (current or in the last five years) holds a directorship;</p>	<p>The Board of Directors has ensured that no director of SCOR SE holds an executive corporate office in a company in which SCOR SE directly or indirectly holds a directorship or in which an employee designated as such or an executive corporate officer of SCOR SE (currently or in the last five years) holds a directorship.</p>
<p>4 shall not be a significant customer, supplier, investment or commercial banker, consultant (or to be linked directly or indirectly to these persons) of SCOR or its Group, nor shall SCOR or its Group account for a significant portion of such person's business activities. For the quantitative assessment, a business relationship is deemed significant if it amounts to an annual sum of more than 5% of SCOR's consolidated revenues, or more than 5% of the turnover, consolidated as necessary, of the director or the company with which he or she is affiliated. For the qualitative assessment, the criteria to qualify that a business relationship is deemed significant will be, among others, duration and continuity, economic dependence and exclusivity. Whether or not the relationship with SCOR or its Group is significant must be debated by the Board in consideration of the Nomination Committee's report;</p>	<p>The Board of Directors noted that the following directors had direct or indirect links with companies having business relationships with the SCOR Group, as a result of the management functions exercised by these directors in the latter:</p> <ul style="list-style-type: none"> • Fabrice Brégier, Chairman of Palantir France; • Adrien Couret, Chief Executive Officer of Aéma group; • Patricia Lacoste, Chair and Chief Executive Officer of Société Centrale Prévoir; • Augustin de Romanet, Chairman and Chief Executive Officer of Aéroports de Paris; • Thomas Saunier, Chief Executive Officer of Malakoff Humanis group; • Claude Tendil, former Chairman of the Board of Directors of Generali IARD. <p>In addition, the Board of Directors examined the business relationships with companies in which its directors hold other directorships.</p> <p>The Board of Directors noted that none of the companies, had business relationships with SCOR that generate revenues higher than the threshold indicated in the Internal Charter of the Board of Directors of SCOR SE and that the business relationships were not significant for SCOR SE or for the third-party company with which SCOR SE had business relationships. In its analysis, the Board of Directors also considered the criteria of length, continuity, economic dependence and exclusivity of the business relationships.</p> <p>To SCOR's knowledge, there are no other direct or indirect business relationships between the directors of SCOR and third parties having a significant business relationship with the Company.</p> <p>The Board of Directors confirmed that the direct or indirect business relationships between the Directors and SCOR SE do not call into question their independence, either quantitatively or qualitatively.</p>

REPORT ON CORPORATE GOVERNANCE

02

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

Independence criteria as per the Internal Charter of the Board of Directors of SCOR	Assessment of the independence of the directors by the Board of Directors, on the proposal of the Compensation and Nomination Committee
5 shall have no close family ties with one of SCOR's corporate officers;	The Board of Directors confirmed that no director has any close family relationships with a corporate officer of SCOR SE.
6 shall not have been a Statutory Auditor of the Company over the five preceding years;	The Board of Directors confirmed that no director has been an auditor of SCOR SE in the last five years.
7 shall not have been a director of the Company for more than twelve (12) years (the loss of independent director status in this regard will occur on the date at which this period of twelve years is reached);	The Board of Directors noted that Denis Kessler and Claude Tendil cannot be deemed independent. They have been directors of the Company for more than twelve years.
8 shall not represent a significant shareholder of the Company with the stipulation that: <ul style="list-style-type: none"> • a shareholder is deemed significant if he or she holds more than 5% of the shares or voting rights (calculation consolidating his or her various holdings), • below this threshold, the Board, based on a report of the Nomination Committee, systematically takes into account the structure of the Company's capital and the existence of a potential conflict of interest when evaluating independence; 	The Board of Directors has ensured whether the directors represent a significant shareholder of the Company. It noted that the six directors below are either a shareholder (Holding Malakoff Humanis) or directly related to shareholders of SCOR SE: <ul style="list-style-type: none"> • Adrien Couret, Chief Executive Officer of Aéma group; • Patricia Lacoste, Chair and Chief Executive Officer of Société Centrale Prévoir; • Bruno Pfister, Chairman of the Board of Directors of Crédit Suisse Asset Management; • Holding Malakoff Humanis, represented by its Chief Executive Officer Thomas Saunier; • Claude Tendil, former Chairman of the Board of Directors of Generali IARD, Generali group; • Fields Wicker-Miurin, Director of BNP Paribas SA and Prudential plc (until December 31, 2021). <p>As the interests of these companies in the share capital and voting rights of SCOR SE is significantly below the 5% threshold set by the Internal Charter of the Board of Directors of SCOR SE, the Board of Directors noted that Adrien Couret, Patricia Lacoste, Bruno Pfister, Holding Malakoff Humanis (represented by Thomas Saunier), Claude Tendil and Fields Wicker-Miurin can be deemed independent with regard to this criterion.</p>
9 shall not be a non-executive corporate officer receiving variable compensation in cash or in the form of shares or any compensation linked to the performance of the Company or the Group.	The Board of Directors has ensured that no non-executive corporate officer receives variable compensation in cash or in the form of shares or any compensation linked to the performance of the Company or the Group. Denis Kessler has not been awarded any new performance share or stock option plans in his capacity as Chairman of the Board of Directors since June 30, 2021.

(1) For the duration of their terms of office in the subsidiaries concerned, SCOR strictly applied the corporate governance rules (including abstention obligations) to the directors concerned to prevent any conflict of interests with respect to SCOR SE or the relevant subsidiaries.

In conclusion of its analysis, the Board of Directors confirmed that, with the exception of Denis Kessler, Fiona Camara, Lauren Burns Carraud, Laurent Rousseau and Claude Tendil, all SCOR SE directors can be deemed independent.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

The table below presents the results of the detailed review, criterion by criterion, of the independence of each director carried out by the Board of Directors in February 2022, on the proposal of the Nomination Committee, with regard to the criteria mentioned above:

Criteria	1	2	3	4	5	6	7	8	9	Independent
Denis Kessler, Chairman of the Board	No	No	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Fabrice Brégier	Yes									
Lauren Burns Carraud	No	No	Yes	No						
Fiona Camara	No	No	Yes	No						
Adrien Couret	Yes									
Patricia Lacoste*	Yes									
Vanessa Marquette	Yes									
Bruno Pfister	Yes									
Augustin de Romanet	Yes									
Laurent Rousseau*	No	No	Yes	No						
Thomas Saunier**	Yes									
Kory Sorenson	Yes									
Claude Tendil	Yes	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No
Natacha Valla	Yes									
Zhen Wang	Yes									
Fields Wicker-Miurin	Yes									

* SCOR SE director since June 30, 2021.

** Permanent representative of Holding Malakoff Humanis, director.

Role of the Vice-Chairman

During its meeting held on June 30, 2021, the Board of Directors decided to separate the functions of Chairman of the Board of Directors and Chief Executive Officer of SCOR SE. It also adopted a new version of the Internal Charter of the Board of Directors providing for the appointment of a Vice-Chairman of the Board of Directors, as described below.

In accordance with the Internal Charter, when the functions of Chairman of the Board of Directors and Chief Executive Officer are not separated or when the Chairman of the Board of Directors is not an independent director, the Board of Directors shall appoint a Vice-Chairman. In such a case, the Vice-Chairman is appointed by the Board of Directors among the independent directors, based on a proposal from the Nomination Committee.

The Vice-Chairman assists the Chairman of the Board of Directors in his missions, in particular in organizing the Board and its committees and ensuring they function properly, and in supervising corporate governance.

The Chairman of the Board of Directors and the Chief Executive Officer keep the Vice-Chairman regularly informed of important events related to the Group, in particular concerning strategy, organization and financial reporting, major investment and divestment projects, major financial transactions, changes in share capital and contacts with principal current or potential shareholders.

He advises corporate officers who believe they may be in a conflict of interest position.

He ensures that the new members of the Board of Directors take part in an orientation programme and receive proper training.

He leads the annual appraisal of the Board of Directors and its committees.

The Vice-Chairman is called to replace the Chairman of the Board of Directors in case of temporary impediment or death. In the event of the temporary impediment of the Chairman of the Board of Directors, this substitution is valid for a limited period to be determined by the Board of Directors; in the event of the death of the Chairman of the Board of Directors, it is valid until the election of the new Chairman. The Vice-Chairman convenes and presides over the meetings of the Board of Directors in the absence of the Chairman.

He may add any subject he deems necessary to the agenda of the Board of Director's meetings.

Since September 29, 2021, the Vice-Chairman appointed by the Board of Directors has been Augustin de Romanet who was previously the Lead Independent Director. In 2021, he supervised the annual appraisal of the Board of Directors and its committees.

Directors' rights and duties

Directors may receive training, if they feel it is necessary, on the specific aspects of the Company, its lines of business, its area of activity and its challenges in terms of sustainability. They agree to regularly attend meetings of the Board of Directors, of committees of which they are members, and Shareholders' Meetings. Lastly, they have the obligation to express their opposition when they believe that a decision of the Board of Directors is likely to be harmful to the Company.

Multiple directorships

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, executive corporate officers should not hold more than two other directorships in listed companies, including foreign companies, not affiliated with the SCOR Group. Moreover, they shall also seek the opinion of the Nomination Committee and of the Board of Directors before accepting a new directorship in a listed company.

Directors undertake to hold no more than four other directorships in listed companies, including in foreign companies, outside of the Group. They are required to consult the Chairman of the Board of Directors, the Vice-Chairman and the Chairman of the Nomination Committee prior to their prospective appointment as director, Chairman and Chief Executive Officer, Chairman of the Board of Directors, Chief Executive Officer, member of a Supervisory Board or Chairman or member of a Management Board of other companies, whether the registered office of such companies is located in France or abroad. This allows the Board of Directors, assisted by the Nomination Committee, to verify that the directors are in compliance with applicable limits imposed on multiple offices and that any potential conflict of interest is prevented.

Limitations and restrictions on trading in SCOR securities

The Internal Charter of the Board of Directors sets out the main recommendations of the market authorities with regard to directors trading in the securities of the Company.

Firstly, the Internal Charter of the Board of Directors sets out the legal and regulatory provisions requiring confidentiality with regard to inside information of which directors may become aware in the course of their duties.

The Internal Charter then requires directors to register all SCOR shares that they themselves or their dependent, minor children hold at the time they take up office and those acquired subsequently. In addition, the Internal Charter lays down certain restrictions on trading in SCOR's securities:

- first, directors are prohibited from trading in SCOR securities while in possession of information that, when made public, is likely to have a significant influence on the share price. In this

regard, directors must refrain from (a) engaging in or attempting to engage in insider trading, in particular by acquiring or disposing of, on their own behalf or on behalf of a third party, directly or indirectly, financial instruments to which that information relates, or by canceling or amending orders already placed concerning a financial instrument to which the information relates; (b) recommending, encouraging or attempting to recommend or encourage another person to engage in insider trading on the basis of inside information; (c) unlawfully disclosing or attempting to disclose inside information to another person, except when the information is disclosed in the normal course of their work, profession or duties;

- in addition, directors are prohibited from directly or indirectly engaging in any transaction with regard to SCOR's securities during certain sensitive periods of which they have been notified by the Group or during any period preceding an important event affecting SCOR and likely to influence the share price. In all cases, the following periods are considered sensitive: the thirty (30) calendar days before the publication of half-year and annual financial statements; the fifteen (15) calendar days before the publication of quarterly results and the announcement of the dividend.

Lastly, in accordance with the applicable procedure, directors are required to notify SCOR and the AMF of all transactions carried out in its securities, directly or by an intermediary, on their behalf or on behalf of a third party, by their spouse, or by a third party holding a power of attorney. The notification also applies to transactions carried out by persons closely associated with the directors, as defined by applicable laws and regulations.

2.1.3.5. PREVENTION OF RISKS OF CONFLICT OF INTEREST

Each director has a duty of loyalty towards the Company. He or she shall in no case act in his or her own interests against that of the Company and must avoid any situations with risks of conflict of interest.

Pursuant to the Internal Charter, each director agrees not to seek or accept, either from the Company, the Group or third party, either directly or indirectly any functions, benefits or situations that could jeopardize his or her independent analysis, judgment or action in the performance of his or her duties as director. He or she will also not allow himself or herself to be directly or indirectly pressured by other directors, specific groups of shareholders, creditors, suppliers or other third parties in general.

The Board of Directors of SCOR SE decided, in order to protect the Company's interests, to implement a set of internal control mechanisms to prevent risks of conflict of interest, with:

- a review by the Audit Committee of related party transactions;
- an annual review of each director's situation, in order to analyze his or her independent status and the existence of any potential conflicts of interest;
- its Internal Charter, according to which any director involved in a risk of conflict of interest agrees to resign from his or her position if the conflict is not resolved;

- the adoption of a Code of Conduct communicated to all Company employees. This Code establishes reinforced requirements as regards the prevention of situations of risks of conflict of interest. It is supplemented by a policy defining the whistleblowing procedures available to employees, which provides for incidents to be reported to the Audit Committee;
- the systematic addition of an item to the agenda of each meeting of the Board of Directors on the potential conflict of interest of a director related to a topic on the agenda.

Should there be any doubt as to the existence of a conflict of interest, directors may consult with the Vice-Chairman or the General Secretary, who shall advise them.

In the event that a characterized punctual conflict of interest should arise on a specific topic submitted for discussion at a Board of Directors' meeting, the director in question shall (i) disclose the conflict to the Board prior to the meeting and (ii) abstain from taking part in the Board's debate or decision on the topic (in this case, he/she shall be excluded from quorum and voting calculations).

In the event that a general conflict of interest should arise, directors must immediately notify the Vice-Chairman and, if the situation has not been resolved within one (1) month following the notification, resign from the Board of Directors.

Directors may, in the event a conflict of interest is likely to continue beyond the above-mentioned one-month period, ask to be heard by the Nomination Committee.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.3.6. MEETINGS OF THE BOARD OF DIRECTORS

The Company's Board of Directors held nine meetings in 2021, lasting an average of two and a half hours, and has been consulted twice by written consultation pursuant to Article 9 of French government order no. 2020-321 of March 25, 2020.

MAIN TOPICS DISCUSSED BY THE BOARD OF DIRECTORS IN 2021

Financial and compliance	Risk
<ul style="list-style-type: none"> Review and approval of the quarterly, half-year and annual financial statements Review of the impact of Covid-19 on the Group's results Review and approval of the half-year interim report Review of the 2021 and 2022 budget and operating plan Review of the implementation of IFRS 17 for the Group Review and approval of the 2020 Universal Registration Document Annual review and approval of the Group policies, in particular those required by the Solvency II Directive Review and approval of the SCOR SE and Group Corporate Governance Manual 	<ul style="list-style-type: none"> Quarterly review of the risk dashboard, with a particular focus on the impact of the Covid-19 crisis on the Group's risk profile Review of the Group Internal Model results Review and approval of the Regular Supervisory Report and the Solvency and Financial Condition Report Quarterly review of the Solvency II update Quarterly review of prudential affairs Review and approval of the 2021 ORSA report Review of the actuarial function report
Governance and Human Resources	Sustainability
<ul style="list-style-type: none"> Appointment of the Chief Executive Officer of SCOR SE Appointment of the Chairman and Vice-Chairman of the Board of Directors Appointment of a new person effectively running SCOR SE and the Group Review of the composition of the Board of Directors and of its committees Review of the results of the assessment of the Board of Directors Annual review of the independence, fitness and properness of the directors and persons effectively running SCOR SE and the Group Review of the compensation of the Chairman and Chief Executive Officer for 2020 Determination of the compensation of the Chairman and Chief Executive Officer for 2021 Determination of the Chairman compensation Determination of the compensation of the Chief Executive Officer Review and approval of the stock option and performance share allocation plans Annual review of the human resources briefing and outlook 	<ul style="list-style-type: none"> Review and approval of the non-financial performance statement Review and approval of the annual deliberation on professional gender equality and equal pay policy Review and approval of the annual statement of the Company regarding the UK Modern Slavery Act Review and approval of SCOR's <i>raison d'être</i> Review of the 2020 Climate Report Approval of the Sustainable Investment policy Follow-up on the Group's non-financial ratings
Annual Shareholders' Meeting	Miscellaneous
<ul style="list-style-type: none"> Convening of the Annual Shareholders' Meeting Determination of the dividend to be paid on the 2020 results Review and approval of the reports to be presented at the Annual Shareholders' Meeting Review of answers to written questions 	<ul style="list-style-type: none"> Review and authorization of the settlement agreement with Covéa Review of the 2021 investment strategy Annual review of the related party agreements Examination of results of the review of ordinary agreements entered into at arm's length conditions Review and approval of the modifications made to the Internal Charter of the Board of Directors Review and approval of various financial authorizations Review of an internal restructuring project

In addition, several training sessions were held in 2021 for the Board members on the following topics:

- Climate change and its impact for SCOR;
- Third-party capital;
- Ashford project;
- Review of SCOR's internal model;
- Insurtech.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

The average attendance rate of the members of the Board in 2021 was 97%. The following table presents the attendance of the members of the Board of Directors during 2021:

Board members	Attendance rate (%)
Denis Kessler, Chairman of the Board	100
Fabrice Brégier	100
Lauren Burns Carraud	100
Adrien Couret	100
Fiona Camara	100
Patricia Lacoste*	100
Vanessa Marquette	100
Bruno Pfister	89
Augustin de Romanet	100
Laurent Rousseau*	100
Thomas Saunier	89
Kory Sorenson	100
Claude Tendil	100
Natacha Valla	100
Zhen Wang	78
Fields Wicker-Miurin	100

* SCOR SE director since June 30, 2021.

2.1.3.7. ASSESSMENT OF THE BOARD OF DIRECTORS

Pursuant to the recommendations of the AFEP-MEDEF corporate governance code and to the provisions of the Internal Charter of the Board of Directors of SCOR, a formal assessment of the Board of Directors and of its Committees was conducted between November 2021 and January 2022.

Vanessa Marquette, member of the Nomination Committee and independent director, agreed to lead this assessment by means of a detailed questionnaire sent to the directors and in-depth interviews with them. The questionnaire, which included over 170 questions, focused on the organization, operation and work of the Board and its Committees and on the compensation of directors. During the individual interviews, the directors clarified and explained the answers provided in the questionnaires, and discussed other topics of interest in connection with the Board of Directors and its Committees.

The findings of the assessment were presented by Vanessa Marquette during the meeting of the Nomination Committee on February 22, 2022, the non-executive directors' session on February 23, 2022 and the Board of Directors meeting held on the same day.

In the course of the 2022 financial year, the Vice-Chairman will assess each director's effective contribution to the Board's work. This will be an opportunity for the Vice-Chairman to discuss the issues identified by Vanessa Marquette, and how they are being handled by the Board of Directors and its Committees.

The directors expressed a consistently high level of satisfaction with the overall quality and functioning of SCOR's governance. In particular, the directors highlighted the continuity and stability of the Board of Directors, which remained functional and efficient despite the health restrictions.

They consider that the Board of Directors has adapted well to SCOR's new governance, based on the separation of the roles of Chairman and Chief Executive Officer. The directors acknowledge the contribution of Denis Kessler as Chairman, as he continues to

share his expertise, skills and knowledge of the Group with the Board of Directors. The directors also praised the efforts of the new Chief Executive Officer, Laurent Rousseau, and his Executive Committee, to meet the demands for quality and transparency in their communication with the Board of Directors.

The directors appreciate the existence of a clear and respected conflict of interest policy and are pleased with the high attendance rate, both at Board and Committees meetings.

With regard to the Board Committees, the Board of Directors is satisfied with their operation, and fully appreciates the work of each chairman in ensuring that discussions are relevant and productive, and contribute effectively to the work of the Board. The split of the Nomination and Compensation Committee into two separate committees has been well received, and allows to allocate sufficient time to the important topics to be dealt with by these two committees. The quality of functioning of the Sustainability Committee was also praised; this Committee enables the Board of Directors to be involved in matters that are an integral part of SCOR's strategy. The directors highlighted the quality of the training provided to directors as organized by the management via regular dedicated sessions.

The directors also note the efforts made by Management in recent years to provide summaries, but nevertheless consider that the volume of documents provided to the Board of Directors could still be reduced.

Finally, the directors point out that certain important matters fall within the remit of several committees; they believe that a collegial approach would be in the interest of the Board. Therefore, they would like joint sessions to be organized like those organized for the Audit Committee and Risk Committee.

As most directors consider that the days of Board and Committees meetings are often dense, the organization of these ad hoc joint sessions would be an opportunity to better distribute the existing meetings.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.3.8. NEGATIVE DISCLOSURES REGARDING MEMBERS OF THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE

At the date of this Universal Registration Document, and to SCOR's knowledge, there are no family relationships between the directors or between a director and a member of the Executive Committee.

To SCOR's knowledge, in the last five years:

- no director and no member of the Executive Committee has been convicted of fraud;
- no director and no member of the Executive Committee has been associated with the bankruptcy, sequestration, liquidation or placing under administration of a company;
- no director and no member of the Executive Committee has ever been stripped by a court of the right to act as a member of the administrative, management, or supervisory body of an issuer or the right to be involved in the management or business of an issuer.

No director and no member of the Executive Committee has been subject to an accusation by and/or received an official public sanction from statutory or regulatory authorities, with the exception of:

- Augustin de Romanet, in his capacity as former Chief Executive Officer of Caisse des Dépôts et Consignations, was subject to a fine of EUR 5,000 handed down by France's Court of Budgetary and Financial Discipline on March 9, 2021 regarding the implementation of a free share plan for employees within CDC Entreprises (a Caisse des Dépôts et Consignations subsidiary). The Court recognized that Augustin de Romanet received no personal benefit from the plan. Augustin de Romanet has appealed this decision before the French Supreme Court.
- Kory Sorenson is named as a defendant in Canadian civil law proceedings relating to the listed company Liminal (previously Prometic) which was restructured in 2019. Kory Sorenson had been a director of Liminal for only ten months, between May 2018 and March 2019. Certain shareholders of Liminal alleged, *inter alia*, that the directors of the company breached their fiduciary duties. In 2020, the Canadian securities authorities (i.e., the Financial Market Authority and the Toronto Stock Exchange) conducted investigations and concluded that there had been no wrongdoing. The civil proceedings are ongoing at the date of this Universal Registration Document.

2.1.3.9. BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE CONFLICTS OF INTEREST

No loans or guarantees have been granted or established in favor of the directors by SCOR or by any other Group company.

There is no arrangement or agreement entered into with shareholders, clients, suppliers or others pursuant to which any member of the Board of Directors or any member of the Executive Committee has been appointed.

To SCOR's knowledge, there are no conflicts of interest between the duties of the directors and Executive Committee members to SCOR and their own private interests.

2.1.3.10. INFORMATION ON SERVICE CONTRACTS OF MEMBERS OF THE BOARD OF DIRECTORS AND THE EXECUTIVE COMMITTEE

To SCOR's knowledge, there are no service agreements involving the members of the Board of Directors or the Executive Committee and the Company or one of its subsidiaries providing for benefits upon termination of such agreement.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.4. BOARD OF DIRECTORS' COMMITTEES

SCOR's Board of Directors has established seven advisory committees responsible for examining specific topics, preparing the Board's discussions and making recommendations.

The non-executive directors' session is composed of all directors, with the exception of the Chief Executive Officer and the directors representing employees.

The following table presents the changes in the composition of the committees and the non-executive directors' session, during the year:

Committee	Appointment	Reappointment	Departure
Strategic Committee	Patricia Lacoste Laurent Rousseau	Denis Kessler Bruno Pfister Claude Tendil	–
Audit Committee	Fabrice Brégier Adrien Couret Patricia Lacoste Augustin de Romanet	Bruno Pfister	Fields Wicker-Miurin
Risk Committee	Adrien Couret Augustin de Romanet Natacha Valla	Bruno Pfister	Fabrice Brégier Claude Tendil
Compensation Committee	Fabrice Brégier Patricia Lacoste	Bruno Pfister Claude Tendil	Vanessa Marquette Augustin de Romanet
Nomination Committee	Fabrice Brégier Adrien Couret Denis Kessler Thomas Saunier	Claude Tendil	Bruno Pfister Augustin de Romanet
Sustainability Committee	Patricia Lacoste Kory Sorenson Natacha Valla	–	Bruno Pfister Claude Tendil
Crisis Management Committee	Fabrice Brégier Vanessa Marquette Claude Tendil	Bruno Pfister Denis Kessler	–
Non-executive directors' session	Denis Kessler Patricia Lacoste	Bruno Pfister Claude Tendil	–

2.1.4.1. THE STRATEGIC COMMITTEE

14 **5** **95.5%**

Members

Meetings

Attendance

The Strategic Committee is composed of Denis Kessler (Chairman), Fabrice Brégier, Adrien Couret, Patricia Lacoste, Vanessa Marquette, Bruno Pfister, Augustin de Romanet, Laurent Rousseau, Thomas Saunier (as representative of Holding Malakoff Humanis), Kory Sorenson, Claude Tendil, Natacha Valla, Zhen Wang and Fields Wicker-Miurin. 11 committee members out of 14 are independent.

The committee's role is to examine the Group's development strategy, including investments in organic growth and major internal restructuring operations, examine any significant operation falling outside of the strategy announced by the Group and to examine any acquisition, merger, asset contribution or disposal of an amount in excess of EUR 50 million. In addition, any project regarding a sale, in one or more transactions, concerning at least half of the Company's assets over the last two years must be submitted for approval by the Shareholders' Meeting.

The Strategic Committee may call upon outside experts.

The Strategic Committee met five times in 2021, each meeting lasting approximately two hours, including one strategic seminar.

MAIN ACTIVITIES OF THE STRATEGIC COMMITTEE IN 2021

- Review the various aspects of the Group's development strategy
- Work on the new strategic plan

The average attendance rate of the committee members in 2021 was 95.5%. The following table presents the attendance rates of Strategic Committee members in 2021:

Committee members	Attendance rate (%)
Denis Kessler, Chairman	100
Fabrice Brégier	100
Adrien Couret	100
Patricia Lacoste*	100
Vanessa Marquette	100
Bruno Pfister	100
Augustin de Romanet	100
Laurent Rousseau*	100
Thomas Saunier	80
Kory Sorenson	100
Claude Tendil	60
Natacha Valla	100
Zhen Wang	100
Fields Wicker-Miurin	100

* Member of the Strategic Committee since September 29, 2021.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.4.2. THE AUDIT COMMITTEE

8 **5** **93.5%**

Members

Meetings

Attendance

The Audit Committee is composed of Kory Sorenson (Chair), Fabrice Brégier, Adrien Couret, Patricia Lacoste, Vanessa Marquette, Bruno Pfister, Augustin de Romanet and Natacha Valla. Each of its members is independent.

Due to the experience and positions held by its members during their career, the committee has a high level of financial expertise (for further detail, see Section 2.1.3.2 – Information concerning the members of the Board of Directors).

The Audit Committee has two main roles:

- accounting, financial and non-financial responsibilities, including the analysis of periodic financial statements, the review of the relevance of choices and correct application of accounting standards, the review of the accounting treatment of any material transaction, the review of the scope of consolidation, the review of significant off-balance sheet commitments, the control of the selection of Statutory Auditors, the review of any accounting and financial reporting documents before they are made public. The audit fees for services rendered by Statutory Auditors during the year are subject to a quarterly review and approval by the Audit Committee, with a specific review for the non-audit services. The Audit Committee approves the non-audit fees to ensure that the auditors' independence is not jeopardized;
- ethical, internal control and compliance responsibilities: the Audit Committee is responsible for ensuring that internal procedures relating to the collection and auditing of data guarantee the quality and reliability of SCOR's financial statements. The Audit Committee is also in charge of reviewing agreements with related

parties (*conventions réglementées*), analyzing and responding to questions from employees with regard to internal controls, the preparation of financial statements and the treatment of internal accounting books and records. It gives its opinion on the organization of Internal Audit, examines its annual work program, receives internal audit reports and stays informed regarding the implementation of recommendations. Finally, it examines the annual compliance plan and stays informed regarding the Company's compliance activities.

If applicable, the Audit Committee ensures the implementation of a mechanism to prevent and detect corruption and influence peddling. It receives all of the information needed for this purpose and reports, if applicable, to the Board of Directors.

The committee may consult the Chief Financial Officer, the Head of Internal Audit, the Heads of the actuarial and compliance functions and the Statutory Auditors on these issues, including in the absence of the Chief Executive Officer. It may also call upon outside experts. During the 2021 financial year, and for each meeting, it met with the Statutory Auditors and the Group Chief Financial Officer (during the review of the financial statements), in the absence of the Chief Executive Officer. The review of the financial statements was accompanied by a presentation made by the Statutory Auditors highlighting the main results of their work and the accounting methods used, as well as by a presentation made by the Group Chief Financial Officer describing risk exposure and material off-balance sheet liabilities. The review of the financial statements was accompanied by a management presentation describing SCOR's exposure to social and environmental risks.

The Audit Committee met five times in 2021, each meeting lasting on average two and a half hours. The Chairman and the Chief Executive Officer attended all the meetings in 2021. Four joint sessions of the Audit Committee and Risk Committee were also held in 2021.

MAIN ACTIVITIES OF THE AUDIT COMMITTEE IN 2021

Accounting, financial and non-financial responsibilities

- Review of the quarterly, half-year and annual financial statements, with a particular focus of the impact of Covid-19 on the Group's results
- Review of the half-year interim report
- Review of the 2021 budget and operating plan
- Review of the Statutory Auditors' reports
- Review of the 2020 Universal Registration Document
- Review of the financial resolutions for the Annual Shareholders' Meeting and the proposed dividend on the 2020 results
- Review of some financial authorizations prior to their submission to the Board of Directors

During the joint sessions of the Audit and Risk Committee:

- Review of the impact of the Covid-19 crisis on the Group, for each business unit
- Review of developments in the US mortality portfolio
- Review of the retrocession agreement with Covéa

Ethics, internal control and compliance responsibilities

- Review of the quarterly internal audit reports and of the 2021 internal audit plan
- Annual review of the Group policies, notably those required by the Solvency II Directive and under the Audit Committee's remit
- Review of the 2021 compliance plan and follow-up on the 2020 compliance plan actions
- Annual review of related party agreements
- Annual review of the work of the Audit committees of the main Group subsidiaries
- Review of the main ongoing litigation
- Review of the quarterly legal and compliance dashboard
- Examination of the results of the review of ordinary agreements entered into at arm's length conditions

During the joint sessions of the Audit and Risk Committee:

- Review of the actuarial function report
- Review of the internal control system
- Review of the regulatory reports (Solvency and Financial Condition Report and Regular Supervisory Report)

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

The average attendance rate of the committee members in 2021 was 93.5%. The following table presents the attendance rate of the Audit Committee's members in 2021:

Committee members	Attendance rate (%)
Kory Sorenson, Chair	100
Fabrice Brégier*	100
Adrien Couret*	100
Patricia Lacoste*	100
Vanessa Marquette	100
Bruno Pfister	80
Augustin de Romanet*	100
Natacha Valla	80
Fields Wicker-Miurin**	100

* Member of the Audit Committee since September 29, 2021.

** Member of the Audit Committee until September 29, 2021.

2.1.4.3. THE RISK COMMITTEE

8 **4** **100%**
Members **Meetings** **Attendance**

The Risk Committee is composed of Bruno Pfister (Chairman), Adrien Couret, Vanessa Marquette, Augustin de Romanet, Kory Sorenson, Natacha Valla, Zhen Wang and Fields Wicker-Miurin. Each of its members is independent.

The committee is responsible for examining, particularly based on the Own Risk and Solvency Assessment (ORSA), the major risks to which the Group is exposed, both on the assets and liabilities side, and for ensuring that tools for monitoring and controlling these risks are in place. It examines the Group's main risks and its Enterprise Risk Management (ERM) policy. It also examines the Group's strategic risks (including emerging risks) as well as the Group's main technical and financial commitments (underwriting, reserving, market, concentration, counterparty, asset-liability management, liquidity and operating risks as well as the risks relating to changes in prudential regulations).

The Risk Committee may call upon outside experts.

The Risk Committee met four times in 2021, each meeting lasting on average two and a half hours. Four joint sessions of the Audit Committee and Risk Committee were also held in 2021.

The average attendance rate of the committee members in 2021 was 100%. The following table presents the attendance rate of the members of the Risk Committee in 2021:

Committee members	Attendance rate (%)
Bruno Pfister, Chairman	100
Fabrice Brégier*	100
Adrien Couret**	100
Vanessa Marquette	100
Augustin de Romanet**	100
Kory Sorenson	100
Claude Tendil*	100
Natacha Valla**	100
Zhen Wang	100
Fields Wicker-Miurin	100

* Member of the Risk Committee until September 29, 2021.

** Member of the Risk Committee since September 29, 2021.

MAIN ACTIVITIES OF THE RISK COMMITTEE IN 2021

- Quarterly review of the Group's main exposures, with a particular focus on the impact of the Covid-19 crisis on the Group's risk profile
- Review of the Group risk appetite
- Review of Solvency II matters
- Review of Group policies required by the Solvency II Directive
- Review of the Group's internal model results
- Review of the 2021 ORSA report
- Monitoring of prudential regulations
- Review of the 2020 climate report

During the joint sessions of the Audit and Risk Committee:

- Review of the impact of the Covid-19 crisis on the Group, for each business unit
- Review of the actuarial function report
- Review of the internal control system
- Review of the regulatory reports (Solvency and Financial Condition Report and Regular Supervisory Report)
- Review of the developments in the US mortality portfolio
- Review of the retrocession agreement with Covéa

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.4.4. THE COMPENSATION AND NOMINATION COMMITTEE (UNTIL JUNE 30, 2021)

6 **4** **100%**

Members

Meetings

Attendance

During its meeting held on June 30, 2021, the Board of Directors decided to split the Compensation and Nomination Committee into two separate committees.

Until June 30, 2021, the Compensation and Nomination Committee was composed of Augustin de Romanet (Chairman), Lauren Burns Carraud (director representing employees), Vanessa Marquette, Bruno Pfister, Claude Tendil and Fields Wicker-Miurin.

Except for the director representing employees and Claude Tendil, the committee members were independent.

The committee presented to the Board of Directors recommendations related to the compensation of the executive corporate officer and of the corporate officers, to free share allocation plans and stock

option plans, and examines proposals related to the composition, organization and operating procedures of the Board of Directors and its committees.

The committee ensured that the executive corporate officers implement a policy of non-discrimination and diversity, in particular regarding the balanced representation of women and men within the governing bodies and reported to the Board of Directors.

The Chairman and Chief Executive Officer attended Compensation and Nomination Committee meetings and put forward proposals relating to appointments and compensation for SCOR employees. He did not participate in discussions related to his own situation.

The Compensation and Nomination Committee may call upon outside experts.

The Compensation and Nomination Committee met on four occasions in 2021, each meeting lasting two hours.

MAIN ACTIVITIES OF THE COMPENSATION AND NOMINATION COMMITTEE IN 2021

Compensation

- Review of the Chairman and Chief Executive Officer's compensation for 2020
- Determination of the Chairman and Chief Executive Officer's compensation for 2021
- Review of the Executive Committee members and of the four key function holders' compensation
- Review of the free share allocation and stock-option plans
- Review of the directors' compensation
- Review of the cost of the governance within the Group
- Review of the former Chief Executive Officer's departure conditions

Nomination and Governance

- Selection of executive management structure, leading to the separation of the functions of Chairman and Chief Executive Officer
- Work on the renewal of the composition of SCOR SE's Board of Directors and its committees
- Annual review of the independence, fitness and properness of the directors and of the persons effectively running SCOR SE
- Review of the composition of the Executive Committee
- Work on the feminization of governing bodies
- Review of the results of the annual assessment of the functioning of the Board of Directors
- Review of the proposed modifications to the by-laws of SCOR SE
- Review of the modifications made to the Internal Charter of the Board of Directors

The average attendance rate of the committee members in 2021 was 100%. The following table presents the attendance rate of the members of the Compensation and Nomination Committee in 2021:

Committee members	Attendance rate (%)
Augustin de Romanet, Chairman	100
Lauren Burns Carraud	100
Vanessa Marquette	100
Bruno Pfister	100
Claude Tendil	100
Fields Wicker-Miurin	100

2.1.4.5. THE COMPENSATION COMMITTEE (FROM JULY 1, 2021)



The Compensation Committee is in place since July 1st, 2021 and was created by splitting the Compensation and Nomination Committee.

The Compensation Committee is composed of Fields Wicker-Miurin (Chair), Fabrice Brégier, Lauren Burns Carraud (director representing employees), Patricia Lacoste, Bruno Pfister and Claude Tendil.

Except for the director representing employees and Claude Tendil, the committee members are independent.

Its missions are to:

- make proposals to the Board of Directors with a view to determining the compensation policy of corporate officers;
- propose to the Board of Directors all matters relating to the compensation and personal status of non-executive corporate officers;
- present to the Board of Directors any questions related to compensation and status of executive corporate officers, in particular compensation, pension plans, granting of subscription or purchase options on shares of the Company and the free granting of performance shares, as well as terms for their departure;
- set the rules for determining the variable portion of executive corporate officers' compensation and ensure the consistency of these rules with their annual performance evaluation and with the Group's medium-term strategy. The committee monitors the annual application of these rules;

- be informed, prior to the decision-making, about any questions related to the compensation and personal status of the members of the Group Executive Committee and present to the Board of Directors the terms, amount and apportioning of the granting of subscription or purchase options on shares of the Company and of free performance shares to the members of the Group Executive Committee;
- examine the terms, amount and apportioning of the granting of subscription or purchase options and of free performance shares for all Group employees;
- advise the Group senior management on the terms and conditions of compensation for the Group's principal executives;
- review all the compensation and benefits of the executives, of other Group's companies if applicable, including retirement and all other types of benefits;
- verify, on an annual basis, directors' expenses.

The Chairman of the Board of Directors is involved in the work of the committee, except for the deliberations concerning his own situation. The committee is informed of the compensation policy of the main executives who are not corporate officers. On this occasion, the committee involves the executive corporate officers in its work.

The Compensation Committee may call upon outside experts.

The Compensation Committee met on three occasions in 2021, each meeting lasting two hours.

MAIN ACTIVITIES OF THE COMPENSATION COMMITTEE IN 2021

- Information on the Executive Committee members' compensation
- Review of the 2021 investor roadshows in terms of compensation and work on the evolution of the compensation policy of the Chief Executive Officer as part of the preparation for the 2022 Annual General Meeting
- Human resources review and outlook
- Review of the free share allocation and stock options plans for the Group employees

The average attendance rate of the committee members in 2021 was 100%. The following table presents the attendance rate of the members of the Compensation Committee in 2021:

Committee members	Attendance rate (%)
Fields Wicker-Miurin, Chair	100
Fabrice Brégier*	100
Lauren Burns Carraud	100
Patricia Lacoste*	100
Vanessa Marquette**	100
Bruno Pfister	100
Augustin de Romanet**	100
Claude Tendil	100

* Member of the Compensation Committee since September 29, 2021.

** Member of the Compensation Committee until September 29, 2021.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.4.6. THE NOMINATION COMMITTEE (FROM JULY 1, 2021)

7 **4** **100%**

Members

Meetings

Attendance

The Nomination Committee is in place since July 1st, 2021 and was created by splitting the Compensation and Nomination Committee.

The Nomination Committee is composed of Fabrice Brégier (Chairman), Adrien Couret, Denis Kessler, Vanessa Marquette, Thomas Saunier (as representative of Holding Malakoff Humanis), Claude Tendil and Fields Wicker-Miurin.

Except Denis Kessler and Claude Tendil, the committee members are independent.

Its missions are to:

- make recommendations to the Board of Directors regarding the composition of the Board of Directors and the appointment of executive corporate officers, and, as part of the selection of one or more Deputy Chief Executive Officer(s), to monitor the implementation of a selection process to ensure the presence of at least one person of each sex among the candidates;
- make recommendations to the Board of Directors on the appointment and dismissal of persons effectively running the company within the meaning of Articles L. 322-3-2 and R. 322-168 of the French Insurance Code;
- make recommendations to senior management, prior to the decision-making, on the appointment and dismissal of members of the Company's Executive Committee;
- make, based on the proposals of the senior management, recommendations to the Board of Directors regarding the determination of gender diversity objectives on the governing bodies;

- ensure that executive corporate officers implement a policy of non-discrimination and diversity, in particular with regard to the balanced representation of women and men on management bodies. The committee reports to the Board of Directors on that matter;
- examine proposals related to composition, organisation and operation of the Board of Directors and its committees;
- devise a procedure for selecting future directors;
- determine whether or not it would be desirable to renew expiring terms of office;
- verify, on an annual basis, the situation of each director individually as to whether or not he or she qualifies as an independent director and/or whether or not there is a potential conflict of interest, and report its findings to the Board of Directors;
- prepare a succession plan for corporate officers and the Group's principal executives so as to propose succession solutions to the Board of Directors in the event of an unexpected vacancy. The Chairman of the Board of Directors may be involved in the work of the committee for the purpose of carrying out this assignment.

The Nomination Committee may call upon outside experts. The Nomination Committee met on four occasions in 2021, each meeting lasting two hours.

MAIN ACTIVITIES OF THE NOMINATION COMMITTEE IN 2021

- Review of the proposal with regards to the new composition of the Executive Committee
- Review of the new composition of the committees of the SCOR SE's Board of Directors
- Review of the appointment of a new person effectively running SCOR SE
- Work on the composition of SCOR SE's Board of Directors and its committees
- Review of the succession plan of the members of the Group Executive Committee

The average attendance rate of the committee members in 2021 was 100%. The following table presents the attendance rate of the members of the Nomination Committee in 2021:

Committee members	Attendance rate (%)
Fabrice Brégier, Chairman*	100
Adrien Couret*	100
Denis Kessler*	100
Vanessa Marquette	100
Thomas Saunier*	100
Bruno Pfister**	100
Augustin de Romanet**	100
Claude Tendil	100
Fields Wicker-Miurin	100

* Member of the Nomination Committee since September 29, 2021.

** Member of the Nomination Committee until September 29, 2021.

2.1.4.7. THE SUSTAINABILITY COMMITTEE

7	4	100%
Members	Meetings	Attendance

The Sustainability Committee is composed of Augustin de Romanet (Chairman), Fiona Camara (director representing employees), Patricia Lacoste, Vanessa Marquette, Kory Sorenson, Natacha Valla and Fields Wicker-Miurin.

Except the director representing employees, the members are independent.

Its role is to:

- examine the main sustainability issues faced by the Company;
- examine the sustainability strategy and action plans, including commitments made by the Company in this regard, monitor their implementation, and propose any actions in this respect;
- submit to the Board of Directors any proposals designed to take the corporate social and societal responsibility and environmental sustainability issues faced by the Company into consideration when determining its business orientations;
- examine the sustainability related reports submitted to the Board of Directors in accordance with the applicable laws and regulations, particularly the non-financial performance statement referred to in Article L. 22-10-36 of the French Commercial Code;
- study the non-financial ratings obtained by the Company and define, if necessary, objectives in this area.

The Sustainability Committee may call upon outside experts.

The Sustainability Committee met four times in 2021, each meeting lasting approximately two hours.

MAIN ACTIVITIES OF THE SUSTAINABILITY COMMITTEE IN 2021

Environmental issues

- Follow-up of a study on the relation between biodiversity and insurance/reinsurance activities
- Review of the sustainable investment policy
- Presentation of the commitments undertaken for the Act4Nature international initiative

Social and societal issues

- Annual review of the UK Modern Slavery Act annual statement
- Review of the annual declaration on the professional gender equality and equal pay policy
- Follow-up of the "SCOR for Good" project aiming to encourage the involvement of Group employees in the communities and territories where the Group operates, by granting, during their working time, a day of volunteer work to various local communities and providing a global digital platform
- Discussions on SCOR's *raison d'être*
- Discussions on the Women Empowerment Principles (WEPs) and their operational implementation within the Group
- Launch of the VITAE breast cancer calculator by SCOR Global Life

Governance topics

- Approval of the sustainability action plan for 2021 and quarterly review of its implementation
- Review and approval of the various Group sustainability reports, such as the Non-Financial Performance Statement, included in the 2020 Universal Registration Document, the 2020 Activity and CSR report, the 2020 Climate Report and the 2020 Sustainable Investment report
- Follow-up on the Group's non-financial ratings

The average attendance rate of the committee members in 2021 was 100%. The following table presents the attendance rate of the members of the Sustainability Committee in 2021:

Committee members	Attendance rate (%)
Augustin de Romanet, Chairman	100
Fiona Camara	100
Patricia Lacoste*	100
Vanessa Marquette	100
Bruno Pfister**	100
Kory Sorenson*	100
Claude Tendil**	100
Natacha Valla*	100
Fields Wicker-Miurin	100

* Member of the Sustainability Committee since September 29, 2021.

** Member of the Sustainability Committee until September 29, 2021.

REPORT ON CORPORATE GOVERNANCE

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

2.1.4.8. THE CRISIS MANAGEMENT COMMITTEE

8 **1** **87.5%**

Members

Meeting

Attendance

The Crisis Management Committee is composed of Denis Kessler (Chairman), Fabrice Brégier, Vanessa Marquette, Bruno Pfister, Augustin de Romanet, Kory Sorenson, Claude Tendil and Fields Wicker-Miurin. Out of the committee's eight members, six are independent.

The Crisis Management Committee meets only when necessary and as many times as it deems necessary.

Its role is to assist and advise the Board of Directors and propose to the Board any necessary measures and decisions in the event of a crisis affecting the Company, the Group or one of its members, as well as following up on such measures and decisions.

The average attendance rate of the committee members in 2021 was 87.5%. The following table presents the attendance rate of the members of the Crisis Management Committee in 2021:

Committee members	Attendance rate (%)
Denis Kessler, Chairman	100
Fabrice Brégier*	0
Vanessa Marquette*	100
Bruno Pfister	100
Augustin de Romanet	100
Kory Sorenson	100
Claude Tendil*	100
Fields Wicker-Miurin	100

* Member of the Crisis Management Committee since September 29, 2021.

Depending on the agenda, any member of the committee must recuse himself or herself from all meetings of said committee linked, directly or indirectly, to a subject that personally concerns him or her.

The Crisis Management Committee may call upon outside experts.

The Crisis Management Committee met once in 2021, and the meeting lasted approximately two hours.

MAIN ACTIVITIES OF THE CRISIS MANAGEMENT COMMITTEE IN 2021

- Review of the Group's situation

2.1.4.9. NON-EXECUTIVE DIRECTORS' SESSIONS

The non-executive directors' session involves non-executive directors, with the exception of the directors representing employees and the Chief Executive Officer of the Company.

This session brings together the non-executive directors so that they can exchange ideas outside the context of the Board of Directors' meetings. A session may be called to address conflicts between the Board and the management, the non-compliance with the corporate governance code, the inability of an executive

corporate officer to carry out his or her duties as the result of an accident or death, or a proven breach of the code of ethics by an executive corporate officer. The non-executive directors session is informed of the deliberations of the Compensation Committee regarding the performance of executive corporate officers.

These sessions were held on three occasions in 2021, and were chaired by the Lead Independent Director until June 30, 2021 and by the Chairman of the Board of Directors from July 1, 2021.

MAIN ACTIVITIES OF THE NON-EXECUTIVE DIRECTORS' SESSIONS IN 2021

- Review of the results of the 2020 assessment of the Board of Directors
- Work on the composition of the Board of Directors of SCOR SE and its committees

2.1.5. CORPORATE OFFICERS AND THEIR POWERS

2.1.5.1. CORPORATE OFFICERS

In compliance with Article L. 225-51-1 of the French Commercial Code and Article 16 of SCOR's bylaws ("Executive Management"), the Board of Directors of the Company decided to separate the roles of Chairman and Chief Executive Officer (see Section 2.1.1.2 – Change in SCOR's governance structure).

Denis Kessler is non-executive Chairman of the Board of Directors of SCOR SE and Laurent Rousseau is Chief Executive Officer.

2.1.5.2. POWERS OF THE CORPORATE OFFICERS

Chairman of the Board of Directors

According to the law, the Chairman of the Board of Directors organizes and manages the work of the Board of Directors in order to allow it to carry out all of its duties and report to the Shareholders' Meeting. He ensures that the principles of corporate governance are established and implemented. He ensures that the Company's Board of Directors functions properly. In this context, he sets the timetable and agenda of Board meetings, which he may convene at any time. He directs the work of the Board of Directors and coordinates its work with that of the specialized committees. He ensures that the Board of Directors devotes an appropriate amount of time to issues relating to the future of the Company, particularly its strategy. He may ask the Chief Executive Officer or any manager, and in particular, the heads of the control functions, for any information likely to assist the Board and its committees in their duties.

In addition, the Chairman of the Board of Directors maintains a close, trust-based relationship with executive management. He provides assistance and advice while respecting their executive responsibilities. At the invitation of the Chief Executive Officer, he may also participate in certain Executive Committee meetings, in order to give his insight and his experience on strategic and operational issues. He organizes his activities to ensure availability and puts his experience at the Company's service. He contributes to promoting the values and the culture of the Company, both within the Group and externally. At the request of the Chief Executive Officer, he may represent the Group in its high-level relations, particularly with major clients, public authorities and institutions on national, European and international levels. He ensures that the quality of relations with shareholders is maintained, in close coordination with the work of executive management in this area. In relations with the Company's other bodies and third parties, the Chairman of the Board of Directors alone has the power to act on behalf of the Board of Directors and to express himself in its name, except in exceptional circumstances, and except where specific assignments or duties are entrusted by the Board of Directors to another director. He may answer questions from shareholders, on behalf of the Board of Directors, on matters within the competence of the Board. Finally, he can attend all Board committee meetings and add any subject to the agenda.

The aforementioned powers of the Chairman of the Board of Directors, in addition to those directly granted to him by law, are exercised in strict compliance with the powers and duties of the Chief Executive Officer, who is the legal representative of the Company *vis-à-vis* third parties.

The Board of Directors is authorized to appoint or dismiss the Chairman of the Board of Directors, at any time, with or without cause.

In 2021, the Chairman of the Board of Directors participated in several national and international events at which he represented the Company. In March 2021, at a conference organized by the OECD, he spoke about how government measures to contain the spread of Covid-19 have fundamentally changed the nature of

pandemic risk for the (re)insurance industry and explained why the economic consequences of the pandemic – including operating losses suffered by companies – are inherently uninsurable. He also spoke on the decline of biodiversity and the related risks at the opening of a conference dedicated to this subject held in May 2021, jointly organized by the SCOR Corporate Foundation for Science and the *Museum National d'Histoire Naturelle*, which brought together several renowned scientists. The Chairman of the Board of Directors spoke on several occasions to the national and international media. He also met with numerous clients, investors, and shareholders of the Group. He received the Lifetime Achievement Award at the annual Insurance Insider Honours ceremony held in London in September 2021, recognizing his outstanding contribution to the industry for more than 30 years.

Chief Executive Officer

The management of the Company is assumed, under his responsibility, by the Chief Executive Officer. The Chief Executive Officer is responsible for managing SCOR's business, subject to the prior approval of the Board of Directors or the Shareholders' Meeting for certain decisions in accordance with the applicable law and the Company's bylaws, and in compliance with the provisions of the French Insurance Code, according to which the effective management of SCOR must be ensured by at least two persons.

The Chief Executive Officer is authorized to act for and on behalf of SCOR and to represent SCOR in its relations with third parties, subject to the powers expressly conferred to the Board of Directors (and its Chairman) or to the shareholders pursuant to the law and the Company's bylaws. The Chief Executive Officer is responsible for the implementation of SCOR's objectives, strategies and budgets, which are submitted to the Board of Directors. The Board of Directors has the power to appoint or dismiss the Chief Executive Officer at any time, with or without cause. On the proposal of the Chief Executive Officer, the Board may also appoint one or more Deputy Chief Executive Officers to assist him in the management of the Company.

The Board of Directors of the Company has limited the powers of the Chief Executive Officer by stipulating in the Internal Charter (Part I – Section 1) the need for prior Board approval for the following operations:

- major organic growth investments and internal structuring operations;
- any significant operation falling outside the strategy announced by the Group;
- any project regarding a sale or acquisition, merger or cash and asset contribution higher than fifty million euros. In addition, any project regarding a sale, in one or more transactions, concerning at least half of the Company's assets over the last two years must be submitted for approval by the Shareholders' Meeting.

Furthermore, in addition to the Chief Executive Officer of SCOR SE, two other persons effectively running SCOR SE and the Group have been appointed by the Board of Directors, pursuant to the requirements of the French Insurance Code: Jean-Paul Conoscente, Chief Executive Officer of SCOR Global P&C, and Frieder Knüpling, Chief Executive Officer of SCOR Global Life.

2.1.6. EXECUTIVE COMMITTEE

The Executive Committee is composed of executives of the Company and of its subsidiaries. It is responsible for implementing the strategy defined by the Board of Directors, under the Chief Executive Officer's authority.

See Section 2.1.5.2 – Powers of the corporate officers.

2.1.6.1. BIOGRAPHICAL INFORMATION ON THE MEMBERS OF THE EXECUTIVE COMMITTEE

Laurent Rousseau

Laurent Rousseau, a French citizen, is a graduate of HEC (*École des hautes études commerciales*). He started his career in 2001 as an equity analyst at Credit Suisse First Boston in London, covering European insurers and reinsurers. In 2005, he joined JP Morgan in the insurance Investment Banking team, executing M&A, capital raising and restructuring transactions for European insurers and reinsurers. He joined SCOR in 2010 as Advisor to the Chairman and Chief Executive Officer and became Head of SCOR Global P&C's Strategy, Business Development and Marketing in 2012. In July 2015, he became Chief Underwriting Officer of SCOR Global P&C's treaty business in Europe, Middle East & Africa. In April 2018, he was appointed Deputy Chief Executive Officer of SCOR Global P&C, a member of the Group's Executive Committee and, since September 2018, Chief Executive Officer for Specialty Insurance (SCOR Business Solutions, the Channel Managing Agency and MGAs in the Americas). He has been Chief Executive Officer of SCOR SE since June 30, 2021.

Jean-Paul Conoscente

Jean-Paul Conoscente, an American and French citizen, is a graduate of the University of California Berkeley (Master of Science in Structural Engineering) and the *École des travaux publics*, Paris (Engineering Diploma in Civil Engineering). He started his career in earthquake engineering in California and then in cat modeling as the European head of the modeling firm EQECAT. He subsequently held several senior positions with AON Benfield as a reinsurance broker in London and Paris and then with AXA Re in Paris as the Global Head of Property. In 2008, he joined SCOR in New York as Chief Underwriting Officer for the Americas for SCOR Global P&C and helped transform SCOR's team and portfolio in the Americas, before taking on the role of Chief Executive Officer of SCOR's P&C US Operations in 2016. Following SCOR Global P&C's restructuring in September 2018, he became its Chief Executive Officer of Reinsurance globally. In April 2019, he was appointed Chief Executive Officer of SCOR Global P&C, and a member of the Executive Committee and a person effectively running SCOR SE.

Ian Kelly

Ian Kelly, a British citizen, is a Fellow of the Association of Chartered Certified Accountants. Having begun his career with Prudential, he subsequently joined the London-based Life reinsurance department of the Gerling group, which later became Revios UK, as Chief Accountant. Following the acquisition of Revios by SCOR, he was appointed Chief Financial Officer of the UK operations in 2007. In 2009, Ian Kelly was appointed Director of General Accounting and Group Reporting, with responsibility for the consolidation of financial reporting of the SCOR Group. Ian Kelly strengthened his strategy, regulatory and financial experience within SCOR with his appointment as Head of Group Financial Planning and Analysis in 2011. As well as being responsible for the financial planning of the Group, Ian Kelly was appointed Head of Investor Relations in 2016. In October 2020, he became Group Chief Financial Officer.

Frieder Knüpling

Frieder Knüpling, a German citizen, was Group Chief Risk Officer from January 2014 to September 2021, responsible for risk management, actuarial, risk modeling, and prudential and regulatory affairs. He became a member of SCOR's Group Executive Committee in 2010, after having held various actuarial,

finance and risk management roles at Gerling Global Re, Revios and SCOR. Frieder Knüpling holds degrees in mathematics and physics, and a PhD in Economics. He is a fellow of the Deutsche Aktuarvereinigung (DAV), a Chartered Enterprise Risk Analyst (CERA). In September 2021, he was appointed Chief Executive Officer of SCOR Global Life and a person effectively running SCOR SE.

Romain Launay

Romain Launay, a French citizen, is a graduate of *École polytechnique*, *Corps des mines* and the *Centre des hautes études de l'assurance*. Having held various positions at the French Ministry for the Economy and Finance between 2004 and 2009, he became Technical Advisor to the Prime Minister's Office in 2009. He joined SCOR in February 2012 as Senior Advisor to the Chairman and Chief Executive Officer, before being appointed Group General Secretary in May 2014. From February 2016 to September 2021, he was Group Chief Operating Officer. In September 2021, Romain Launay was appointed Deputy Chief Executive Officer of SCOR Global P&C and Chief Executive Officer of Specialty Insurance.

Claire Le Gall-Robinson

Claire Le Gall-Robinson, a French citizen, is a lawyer at the Paris and New York Bars and a graduate of Harvard Law School and the Paris II-Panthéon-Assas University in Corporate and Tax law. She practised for more than 17 years in leading US law firms Sullivan & Cromwell LLP and Skadden, Arps, Slate, Meagher & Flom LLP. Prior to joining SCOR in 2016 as Group General Secretary, she was a partner at UK law firm Gowling WLG. She has taught at Paris' Sciences-Po Law School since 2010. Claire has authored articles on various topics relating to corporate law and co-authored a book on commercial law published by Editions Dalloz. In March 2021, she was appointed to SCOR's Group Executive Committee and in September 2021 became Group Chief Sustainability Officer, in charge of Governance, Legal and Compliance, Sustainability, Human Resources, Communication and Group Operations.

Brona Magee

Brona Magee, an Irish citizen, holds a bachelor's degree in Actuarial and Financial Studies from University College Dublin. She is also a Fellow of the Society of Actuaries in Ireland. From 2006 to 2011, she was General Manager for Transamerica International Reinsurance Ireland, which was acquired by SCOR in 2011. She became Chief Financial Officer for SCOR Global Life Reinsurance Ireland from 2011 to 2013. In 2013, Brona moved to the United States to become Chief Financial Officer of SCOR Global Life Americas and in 2015, she was promoted to Deputy Chief Executive Officer, SCOR Global Life Americas where she oversaw all technical aspects of the business, including finance, actuarial reserving, pricing, risk management and medical underwriting. In February 2017, she returned to Ireland and became Chief Actuary for SCOR Global Life and was responsible for reserving, pricing and risk management, and for the Irish entities. In November 2017, Brona took the position of Head of Client Solutions for SCOR Global Life, focused on the development of a suite of innovative solutions for clients around the world. In September 2018, Brona was appointed Deputy CEO of SCOR Global Life and joined the Group's Executive Committee. In her role she is responsible for Global Markets, overseeing the implementation of SCOR Global Life's strategy across all regions and continues to maintain responsibility for Client Solutions.

Corporate Governance principles, shareholders' meetings, Board of Directors, Executive Committee, employees, and information required by Article L. 22-10-11 of the French Commercial Code

Fabian Uffer

Fabian Uffer, a Swiss citizen, holds a Master's degree in Mathematics from the ETH Zürich and is a fully qualified actuary of the Swiss Association of Actuaries. Having begun his career at Allianz Suisse as a life actuary, he subsequently joined the Fintech startup CelsiusPro where he helped to develop a weather derivative pricing engine. In 2009, Fabian Uffer joined the P&C Risk Management department at SCOR and later transitioned to the Group Financial Modelling and Risk Analysis team, where he held various positions including Head of Risk Modelling. In September 2021, he was appointed Group Chief Risk Officer.

François de Varenne

François de Varenne, a French citizen, is a graduate of the *École polytechnique* and a civil engineer of the *ponts et chaussées*. He holds a PhD in finance and graduated as an actuary from the

Institut de science financière et d'assurances (ISFA). François de Varenne joined the *Fédération française des sociétés d'assurances* (FFSA) in 1993 as Manager of Economic and Financial Affairs. In London, from 1998, he served successively as Insurance Strategist with Lehman Brothers, Vice-President for asset management solutions and structured transactions specialist in insurance and reinsurance companies at Merrill Lynch and then at Deutsche Bank. In 2003, he became Managing Partner of Gimar Finance & Cie. He joined the Group in 2005 as Director of Corporate Finance and Asset Management. On September 3, 2007, he was named Group Chief Operating Officer. On October 29, 2008, he was appointed Chief Executive Officer of SCOR Global Investments and Chief Executive Officer of SCOR Investment Partners. Since September 2, 2021, he has overseen an expanded scope including Investments, Technology, Budget, Group Project Office and Group Corporate Finance. In his new role, he is in charge of the Group's transformation.

2.1.7. NUMBER OF EMPLOYEES

The total number of Group employees increased from 3,123 (including 132 SCOR Channel employees) as at December 31, 2020 to 3,590 as at December 31, 2021. The headcounts as at December 31, 2021 include SCOR employees (3,074 employees), SCOR Channel (139 employees), ReMark (181 employees), MRM (5 employees), Telemed (46 employees), ESSOR (89 employees), AgroBrasil (50 employees) and SIP UK Ltd (6 employees).

The distribution of personnel covers the various geographical areas to meet the Group's strategic needs of the Group.

The following table presents the distribution of employees during the periods indicated:

Distribution by Hub⁽¹⁾

	2021	2020	2019
EMEA ⁽²⁾	2,080	1,912	1,848
Americas ⁽³⁾	968	774	775
Asia-Pacific ⁽⁴⁾	542	437	405
TOTAL	3,590	3,123	3,028

(1) Each Hub covers a region and may have employees in several countries.

(2) The EMEA Hub covers employees in France, Spain, Italy, Belgium, the Netherlands, Russia, South Africa, Kenya, the United Kingdom, Ireland, Sweden, Switzerland, Israel and Germany.

(3) The Americas Hub covers employees in the United States, Mexico, Brazil, Canada, Chile, Colombia and Argentina.

(4) The Asia-Pacific Hub covers employees in China, Hong Kong, India, Japan, South Korea, Malaysia, Singapore, Taiwan, Australia and Indonesia.

Distribution by business unit

	2021	2020	2019
SCOR Global P&C	1,330	1,152	1,141
SCOR Global Life	1,231	974	981
SCOR Global Investments	106	99	85
Group Functions and Support ⁽¹⁾	923	898	821
TOTAL	3,590	3,123	3,028

(1) In 2019 and 2020, The "Group Functions and Support" unit includes the departments reporting to the Group CFO, CRO and COO as well as the departments directly managed by the Chairman and Chief Executive Officer. The headcounts exclude ReMark (fully consolidated entity), MRM (fully consolidated entity), Château Mondot SAS (fully consolidated entity), Les Belles Perdrix de Troplong Mondot EURL (fully consolidated entity), Telemed, Essor, AgroBrasil and Coriolis which are all wholly-owned subsidiaries of SCOR SE except MRM of which SCOR SE owns 59.9% of the capital. Due to their specific activities, their business models and their organizations, their human resources are managed independently from the Group and employee numbers are therefore not included in the Group figures.

In 2021, The "Group Functions and Support" unit includes the departments reporting to the Group CFO, CRO and CSO as well as the departments directly managed by the Chief Executive Officer and the functions under the scope of the Transformation office. The headcount excludes Château Mondot SAS (25 employees, fully consolidated entity), Les Belles Perdrix de Troplong Mondot EURL (24 employees, fully consolidated entity) which are all wholly-owned subsidiaries of SCOR SE. Due to their specific activities, their business models and their organizations, their human resources are managed independently from the Group and employee numbers are therefore not included in the Group figures.

By the end of 2021, women held about 20% of the 10% of positions with the highest responsibilities (based on the highest levels of the Partners program). The policy to build a more mixed talent pool as well as the related 2021 achievements, are described in Section 6.2 – Human capital as a key success factor for the Group.

2.2. BOARD OF DIRECTORS AND EXECUTIVE COMMITTEE MEMBER COMPENSATION, AND SHARE OWNERSHIP

The presentation of the components of the compensation of executive corporate officers for the financial year ended December 31, 2021 reflects changes in the governance of SCOR SE.

Indeed, since June 30, 2021, the roles of Chairman of the Board of Directors and Chief Executive Officer have been separated (see also Section 2.1.1.2 – *Change in SCOR's governance structure*).

Therefore:

- from January 1, 2021 to June 30, 2021, Denis Kessler was Chairman and Chief Executive Officer;
- since June 30, 2021, these roles have been separated, with Denis Kessler serving as Chairman and Laurent Rousseau serving as Chief Executive Officer of SCOR SE.

Consequently, for the 2021 financial year, a distinction should be made between:

- the compensation of Denis Kessler as Chairman and Chief Executive Officer from January 1, 2021 to June 30, 2021 (see Section 2.2.1.2.1 below);

- the compensation of Denis Kessler as Chairman from July 1, 2021 to December 31, 2021 (see Section 2.2.1.2.2 below);
- the compensation of Laurent Rousseau as Chief Executive Officer from July 1, 2021 to December 31, 2021 (see Section 2.2.1.2.3 below).

Similarly, given the separation of roles for 2022, a distinction should be made between:

- the compensation policy for the Chairman for the 2022 financial year (see Section 2.2.1.4.2 below); and
- the compensation policy for the Chief Executive Officer for the 2022 financial year (see Section 2.2.1.4.3 below).

The compensation (*say on pay ex post* for the 2021 financial year) and the compensation policy (for the 2022 financial year) of the directors of SCOR SE are described respectively in Sections 2.2.1.3 and 2.2.1.4.1 below.

2.2.1. COMPENSATION OF EXECUTIVE CORPORATE OFFICERS AND DIRECTORS

2.2.1.1. CORPORATE OFFICERS' COMPENSATION POLICY FOR 2021

For the corporate officers' compensation policy for 2021, please see the 2020 Universal Registration Document filed with the AMF on March 2, 2021 (and available on the Company's website (www.scor.com)).

2.2.1.2. APPROVAL OF THE COMPONENTS OF COMPENSATION DUE OR AWARDED FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2021

2.2.1.2.1. To Mr. Denis Kessler, as Chairman and Chief Executive Officer (to June 30, 2021)

In accordance with Article L. 22-10-9 of the French Commercial Code, the components of the total compensation and benefits paid during the financial year ended December 31, 2021 or awarded for the same financial year to Mr. Denis Kessler as Chairman and Chief Executive Officer are presented below. These components are compliant with the compensation policy stated by the Board of Directors and approved by the 2021 Shareholder's Meeting.

In accordance with Article L. 22-10-34 I of the French Commercial Code, at the 2022 Shareholder's Meeting, the shareholders will vote on the aforementioned compensation components (fixed, variable and exceptional) paid or awarded to Mr. Denis Kessler for the period from January 1 to June 30, 2021.

The payment of variable and exceptional components is subject to the approval of the Shareholder's Meeting.

The following table presents a summary of the total compensation including gross compensation due and paid to, and performance shares and stock options awarded to Mr. Denis Kessler as Chairman and Chief Executive Officer for 2019, 2020 and the six first months of 2021:

	2021		2020		2019	
	Amount due	Amount paid	Amount due	Amount paid	Amount due	Amount paid
Fixed compensation ⁽¹⁾	600,000	600,000	1,200,000	1,200,000	1,200,000	1,200,000
Variable compensation ⁽²⁾⁽⁴⁾	564,600	747,000	747,000	758,940	1,084,200	1,184,400
Director's compensation	32,000	35,000	64,000	61,000	76,000	76,000
Exceptional compensation	0	0	0	0	0	0
Additional benefits	69,059	69,059	133,403	133,403	118,306	118,306
Gross compensation	1,265,659	1,451,059	2,144,403	2,153,343	2,478,506	2,578,706
Value of shares granted ⁽³⁾	297,620		2,748,750		4,122,500	
Value of stock options granted ⁽³⁾	18,840		259,000		218,000	
TOTAL	1,582,119		5,152,153		6,819,006	

(1) Equivalent to the amount paid to the Chairman and chief executive officer during the six first month of the year.

(2) The variable compensation for 2021 has been determined by the Board of Directors based on a percentage of achievement for the objectives of 94.10%. It will be paid in one instalment, pending the approval of the Shareholders' Meeting.

(3) It should be noted that the figures stated above do not represent paid compensation but correspond to actuarial estimates in line with the AFEP-MEDEF corporate governance code. The value is calculated according to the same assumptions as those used for the Group financial statements (IFRS 2). All of the shares and stock options allocated to the Chairman and Chief Executive Officer are subject to performance conditions.

(4) On the proposal of the Chairman and Chief Executive Officer and based on the recommendation of the Compensation and Nomination Committee, at its meeting on May 25, 2020, the Board of Directors approved a 30% reduction in the Chief Executive Officer's variable annual compensation for 2019. As a result, the amount of variable annual compensation paid to the Chairman and Chief Executive Officer for 2019 is EUR 758,940, compared to EUR 1,084,200 as presented in the 2019 URD.

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the compensation components due or awarded to Mr. Denis Kessler as Chairman and Chief Executive

Officer for the six first months of the financial year ended December 31, 2021 are presented below.

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description
Fixed compensation	EUR 600,000	<p>Following the recommendation of the Compensation and Nomination Committee at its February 22, 2021 meeting, the Board of Directors decided at its February 23, 2021 meeting that the Chairman and Chief Executive Officer would receive fixed gross annual compensation of EUR 1,200,000, payable in 12 monthly instalments. The fixed compensation of the Chairman and Chief Executive Officer has not changed since January 1, 2008. For the period from January 1 to June 30, 2021, this compensation represents EUR 600,000.</p>
Variable compensation	EUR 564,600 (amount paid or payable)	<p>Following the recommendation of the Compensation and Nomination Committee at its February 22, 2021 meeting, the Board of Directors decided at its February 23, 2021 meeting that the Chairman and Chief Executive Officer could receive target variable annual compensation of EUR 1,200,000 (100% of his fixed compensation), unchanged since 2015.</p> <p>This variable annual compensation is determined as follows:</p> <ul style="list-style-type: none"> • 50% on the basis of the achievement of a financial objective, set at the beginning of each year by the Board of Directors on the recommendation of the Compensation Committee; and • 50% on the basis of the achievement of quantitative and qualitative personal objectives, set at the beginning of each year by the Board of Directors on the recommendation of the Compensation Committee. <p>In accordance with the compensation policy applicable to all Partners within the Group, a multiplier may be applied to the financial objective (capped at a maximum of 130% of the target) and the personal objectives (capped at a maximum of 150% of the target) attached to the annual variable compensation of the Chairman and Chief Executive Officer in the event of outperformance, increasing the ceiling on the variable annual compensation of the Chairman and Chief Executive Officer to 140% of his target variable annual compensation.</p> <p>Moreover, the Group policy states that an additional exceptional bonus ("Exceptional Contribution Bonus" – ECB) may be awarded in recognition of participation in and high contribution to the success of specific strategic projects. The ECB may reach a maximum of 25% of the target variable annual compensation of the Chairman and Chief Executive Officer.</p> <p>Therefore, the total variable annual compensation of the Chairman and Chief Executive Officer may not exceed 165% of his target variable annual compensation of EUR 1,200,000 or, consequently, 165% of his fixed annual compensation.</p> <p>The variable compensation for any given year is paid in the following year, after the financial statements of the Company for such given year are approved by the Board of Directors and is subject, in 2022 for the variable compensation for 2021, to the approval of the Shareholders' Meeting.</p> <p>For 2021, the variable compensation of the Chairman and Chief Executive Officer has been determined according to the following objectives:</p> <ul style="list-style-type: none"> • 50% based on the achievement of a financial objective: return on equity (ROE) level achieved by SCOR, with a target of 800 basis points above the five-year risk-free-rate ("Quantum Leap" target); • 50% based on the achievement of personal objectives: maintaining a solvency ratio equal or higher than the lower limit of the optimal range defined in the strategic plan, achievement of the "Quantum Leap" strategic plan, continuation and strengthening of SCOR commitments and actions in the fight against global warming, mobilization of SCOR on the challenges of preserving biodiversity, by disseminating research work linked to re-assurance activities and by making commitments combined with an action plan, and strengthening of the Group's talent pool, in particular through training and active careers and skills management, rolling out actions to promote diversity, mobilizing SCOR employees around support for the communities around them, and the preparation of the CEO succession plan. <p>The Board of Directors determined, on the proposal of the Compensation Committee, a percentage of achievement for the objectives of 94.10%.</p> <p>The objectives, along with their respective assessments and achievement rates, are detailed in the table below.</p> <p>During its review of the achievement of the objectives, the Board of Directors measured the achievement throughout the year, taking into account the Chairman and Chief Executive Officer's contribution over the first six months of 2021. The variable compensation amount was prorated based on his effective presence as Chairman and Chief Executive Officer.</p> <p>The Board of Directors, on the proposal of the Compensation Committee, decided not to award to the Chairman and Chief Executive Officer any Exceptional Contribution Bonus (ECB).</p> <p>This variable annual compensation will be paid in one instalment.</p>

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description																						
Variable deferred compensation	N/A	The Group compensation policy does not provide for variable deferred compensation.																						
Multi-year variable compensation	N/A	The Group compensation policy does not provide for multi-year variable compensation.																						
Exceptional compensation	EUR 0	No exceptional compensation was awarded during the year, as in previous years.																						
Stock option and free share allocation plans or other long-term compensation	Stock options EUR 18,840 Shares EUR 297,620 (accounting values under IFRS)	<p>In accordance with the authorization by the Shareholders' Meeting of June 16, 2020 in its 27th resolution, the Board of Directors decided at its May 17, 2021 meeting, on a proposal of the Compensation and Nomination Committee at its May 12, 2021 meeting, to allocate stock options to the Chairman and Chief Executive Officer and to the other members of the Executive Committee on March 1, 2021. Under the plan, 8,300 stock options were allocated to the Chairman and Chief Executive Officer. All of the stock options are subject to performance conditions. The performance conditions are defined as follows and are assessed and validated annually by the Board of Directors:</p> <p>The stock options will be exercisable from March 2nd, 2025, provided:</p> <ol style="list-style-type: none"> (1) that the general conditions set out in the plan of March 1, 2021 are met and in particular that the beneficiary remains a corporate officer of the SCOR Group until March 1, 2025 inclusive, except as otherwise stated by the plan; (2) that the Group's ethical principles as described in its Code of Conduct are respected. In the event of a breach of the Code of Conduct, for instance in the event of fraud, the beneficiary will lose all of his stock options (clawback policy); (3) that the corporate social responsibility (CSR) training obligation is met; <p>In addition to mandatory conditions (1), (2) and (3), the exercise of all the stock options allocated is subject to the fulfilment of performance conditions. 40% of the options will be exercisable provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period.</p> <p>If the observed average ROE is lower or higher than the Target ROE, the options will be exercisable according to the sliding scale set out in the table below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Ratio between the observed average ROE and the Target ROE</th> <th style="text-align: right;">Proportion of the options that can be exercised under this criterion</th> </tr> </thead> <tbody> <tr> <td>From 100%</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>Between 80% and 99.99%</td> <td style="text-align: right;">90%</td> </tr> <tr> <td>Between 70% and 79.99%</td> <td style="text-align: right;">70%</td> </tr> <tr> <td>Between 60% and 69.99%</td> <td style="text-align: right;">50%</td> </tr> <tr> <td>Between 50% and 59.99%</td> <td style="text-align: right;">25%</td> </tr> <tr> <td>Below 50%</td> <td style="text-align: right;">0%</td> </tr> </tbody> </table> <p><i>In any case, if the observed average ROE is lower than 5%, the proportion of the options that could be exercised under this criterion will be 0%.</i></p> <p>40% will be exercisable from March 2, 2025, provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio").</p> <p>If the observed average solvency ratio is lower or higher than the Target Solvency Ratio*, the options will be exercisable according to the linear scale set out in the table below:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Difference between the average solvency ratio and the Target Solvency Ratio</th> <th style="text-align: right;">Proportion of the options that can be exercised under this criterion</th> </tr> </thead> <tbody> <tr> <td>Higher than or equal to 0 percentage points</td> <td style="text-align: right;">100%</td> </tr> <tr> <td>Between 0 and up to -35 percentage points</td> <td style="text-align: right;">Linear sliding scale</td> </tr> <tr> <td>Lower than or equal to -35 percentage points</td> <td style="text-align: right;">0%</td> </tr> </tbody> </table> <p>* <i>If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.</i></p>	Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion	From 100%	100%	Between 80% and 99.99%	90%	Between 70% and 79.99%	70%	Between 60% and 69.99%	50%	Between 50% and 59.99%	25%	Below 50%	0%	Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the options that can be exercised under this criterion	Higher than or equal to 0 percentage points	100%	Between 0 and up to -35 percentage points	Linear sliding scale	Lower than or equal to -35 percentage points	0%
Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion																							
From 100%	100%																							
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Between 0 and up to -35 percentage points	Linear sliding scale																							
Lower than or equal to -35 percentage points	0%																							

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description								
		<p>The exercisability of 20% of the stock options will depend on the ranking of SCOR within a peer group* based on the average Total Shareholder Return of each peer group member over 3 years (from January 1, 2021 to December 31, 2023). The stock options will be exercisable according to the table below:</p> <table border="1"> <thead> <tr> <th style="text-align: left;">SCOR ranking within the peer group based on the TSR achieved over the reference period</th> <th style="text-align: left;">Proportion of the options that can be exercised under this criterion</th> </tr> </thead> <tbody> <tr> <td>1st to 4th</td> <td>100%</td> </tr> <tr> <td>5th</td> <td>50%</td> </tr> <tr> <td>6th to 9th</td> <td>0%</td> </tr> </tbody> </table> <p>* <i>The peer group is the following: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. Should one of these peers be no longer listed, the Board of Directors will identify an appropriate substitute which will replace the leaving one for the full reference period (from January 1, 2021 to December 31, 2023).</i></p> <p>The achievement of the performance conditions is assessed by the Board of Directors.</p> <p>In accordance with the authorization by the Shareholders' Meeting of June 16, 2020 in its 28th resolution, the Board of Directors decided at its May 17, 2021 meeting, on a proposal of the Compensation and Nomination Committee at its May 12, 2021 meeting, to allocate performance shares to the Chairman and Chief Executive Officer and to the other members of the Executive Committee. Under the plan, the Chairman and Chief Executive Officer was allocated 13,875 performance shares.</p> <p>The performance shares will vest as from March 2, 2024, provided that the beneficiary remains a corporate officer of the SCOR Group until March 1, 2024 inclusive, except as otherwise stated by the plan. All of the shares are subject to the same conditions as those for the stock options.</p> <p>The stock options and performance shares allocated to the Chairman and Chief Executive Officer in 2021 represent 0.012% of the share capital, 0.74% of the total allocations in 2021, and 13% of his overall compensation.</p> <p>SCOR strives to ensure that each stock option and performance share allocation has a neutral impact in terms of dilution. In particular, its policy is to systematically neutralize, as far as possible, the potential dilutive impact that could result from the issuance of new ordinary shares following the exercise of stock options, by covering the exposure resulting from the issuance of stock options through the purchase of ordinary shares under its share buy-back program and by cancelling the treasury shares thus acquired as the options are exercised. Moreover, the shares allocated under the performance share plans are existing shares held in treasury by the Company as part of its share buy-back program and not newly created shares. Thus, there is no capital dilution due to the allocation of stock options and performance shares. Lastly, in compliance with the applicable regulation and the recommendations of the AFEP-MEDEF corporate governance code applicable to the executive corporate officer, the Chairman and Chief Executive Officer has made a formal commitment not to use hedging instruments on the stock options (including the shares resulting from the exercise thereof) and/or performance shares allocated to him, for the entire term of his office.</p>	SCOR ranking within the peer group based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion	1 st to 4 th	100%	5 th	50%	6 th to 9 th	0%
SCOR ranking within the peer group based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion									
1 st to 4 th	100%									
5 th	50%									
6 th to 9 th	0%									
Directors' compensation	EUR 32,000	From January 1 to June 30, 2021, the Chairman and Chief Executive Officer received compensation for his office as Chairman of the Board of Directors in the form of a fixed portion in the amount of EUR 14,000 and a variable portion equal to EUR 3,000 per meeting of the Board of Directors and per meeting of the Committees of which he is a member. During this period, he took part in four meetings of the Board of Directors and two meetings of the Strategic Committee, for a variable portion of EUR 18,000.								
Benefits	EUR 3,475	<p>As the Company representative, the Chairman and Chief Executive Officer is granted a company car with a shared driver. The insurance, maintenance, fuel and all costs related to the driver are paid by the Company. The Chairman and Chief Executive Officer also benefits from a health insurance policy under the terms of a contract dated September 16, 1988.</p> <p>Moreover, in accordance with the decision taken by the Board of Directors on March 21, 2006 (and reiterated on December 12, 2008, May 4, 2011 and July 30, 2014), the Chairman and Chief Executive Officer benefits from specific life insurance in an amount equivalent to three years of his fixed and variable compensation.</p> <p>The above individual insurance policy has been taken out by the Company and supplements the "all causes" death or permanent disability insurance policy for senior executives, dated June 30, 1993 and renewed or renegotiated annually. The latest version is compliant with the mandatory collective supplementary welfare plan specific to SCOR, which is applicable to an objective category of employees whose annual gross base compensation is equal to or more</p>								

Compensation components due or awarded for the financial year ended December 31, 2021

Amounts or accounting valuation

Description

		<p>than three times the social security ceiling. The individual and collective "all causes" death insurance policies are renewed or renegotiated on an annual basis so that the Chairman and Chief Executive Officer will benefit from any policies that may replace the existing ones.</p> <p>Moreover, the Chairman and Chief Executive Officer benefits from a death or permanent disability insurance in case of an accident, also taken out for the senior executives of the Company and applicable since January 1, 2006. This collective insurance is renewed or renegotiated on an annual basis so that the Chairman and Chief Executive Officer will benefit from any policies that may replace the existing one.</p>
Severance pay *	No amount is payable in respect of the financial year ended	In its 5 th resolution and in accordance with the provisions of Article L. 225-42-1 of the French Commercial Code, the Ordinary and Extraordinary Shareholders' Meeting of April 26, 2018 approved the commitments made by the Board of Directors to the Chairman and Chief Executive Officer.
Non-competition indemnity	N/A	There is no non-competition clause.
Employment contract	N/A	The Chairman and the Chief Executive Officer does not have an employment contract.
Supplementary pension plan	Amount due in respect of the financial year ended	<p>In its 4th resolution and in accordance with the provisions of Article L. 225-42-1 of the French Commercial Code, the Ordinary and Extraordinary Shareholders' Meeting of April 26, 2018 approved the following commitments made by the Board of Directors to the Chairman and Chief Executive Officer.</p> <p>As the plan has been closed to new entrants since June 30, 2008, only senior executives based in France and employed by the Group before this date benefit from this supplementary pension plan. As he joined SCOR in 2002, the Chairman and Chief Executive Officer is entitled to a guaranteed pension of 50% of his reference compensation, less any pension benefits acquired under other mandatory collective pension plans. Moreover, the amount paid under the SCOR plan may under no circumstances exceed 45% of the reference compensation, pursuant to the AFEP-MEDEF corporate governance code. It should be noted that, given his seniority within the Company, the Chairman and Chief Executive Officer has reached the ceiling of 45% set by the plan. Accordingly, he has not acquired any additional rights since 2011. Consequently, the legal provision which limits the annual increase in potential rights to 3% of the compensation of the beneficiary has no practical implications in his case. Since 2014, he has had the option of exercising his rights under this plan in the event of retirement.</p> <p>The guaranteed pension amount is calculated according to a reference compensation based on the average contractual annual gross compensation paid by SCOR SE over the last five years and considered to constitute "wages and salaries" under French tax law.</p> <p>In order to benefit from the supplementary pension plan, the Chairman and Chief Executive Officer must still be a corporate officer or employee of the Company when he retires.</p> <p>As at December 31, 2021, the commitments made by SCOR to the Chairman and Chief Executive Officer in respect of the defined benefit supplementary pension plan represent an estimated annual gross pension amount of EUR 1,013,946. This amount represents 43.9% of his reference compensation, which corresponds to the average of his annual gross compensation over the five last years, including the fixed and variable portions. This represents an increase compared to the estimated annual gross pension as at December 31, 2020, which was EUR 996,697.</p> <p>No retirement benefit (or commitment) has been paid to the Chairman and Chief Executive Officer in 2021.</p> <p>The provision recognized in respect of the commitment to the Chairman and Chief Executive Officer under the supplementary pension plan totals EUR 30.4 million. This amount breaks down as follows: EUR 24.5 million excluding employer social security contributions and EUR 5.9 million corresponding to employer social security contributions. The EUR 4.1 million increase in the provision versus December 31, 2020 notably reflects the recognition of an additional year of supplementary rights pursuant to the IAS 19 rules and the revised date of liquidation of pension rights.</p>

* The severance pay for the Chairman and Chief Executive Officer became null and void when these two functions were separated on June 30, 2021.

Description of the Chairman and Chief Executive Officer's objectives

Category	2021 objectives – Description	Achieved result	Achievement rate
Profitability (Weighting: 50%)	Achieving profitability in line with the objective set out in the strategic plan	The achieved ROE for 2021 is 7.22%. The target ROE for 2021 is 800 basis points above the 5-year risk-free rate, or 8.42%. Thus, the achieved ROE/target ROE ratio is 85.75%.	80%
Solvency (Weighting: 10%)	Maintaining a solvency ratio equal to or higher than the lower limit of the optimal range defined in the strategic plan	The solvency ratio, as defined by the internal model, is estimated at 226% at year end 2021, or 41 percentage points above the lower limit of the strategic plan (185%), giving an achievement rate of 141% under the pre-defined formula. The Board of Directors highlighted SCOR's remarkable performance in maintaining its solvency at a very high level despite the impact of Covid-19 on its business.	141%
Strategy (Weighting: 15%)	Achievement of the Quantum Leap strategic plan	The Board of Directors, on the proposal of the Compensation Committee, wished to acknowledge the very strong contribution, during the first half of 2021, of the Chairman and Chief Executive Officer to the conclusion of the transactional agreement with Covéa, which not only contributed to the achievement of the strategic objectives defined by the Quantum Leap plan but also made it possible to re-establish, in the interest of the Group, professional relations with Covéa, its largest shareholder.	150%
Risk management/ Fighting climate change (Weighting: 5%)	Continuation and strengthening of SCOR commitments and actions in the fight against global warming, mobilization of SCOR on the challenges of preserving biodiversity, by disseminating research work linked to re-assurance activities and by making commitments combined with an action plan.	Following the publication of the "2025 Inaugural Target Setting Protocol" by the Net Zero Asset Owner Alliance in January 2021, SCOR published a target to reduce the carbon intensity of its portfolio of shares and bonds issued by private companies by 27% by the end of 2024 compared to the end of 2019. SCOR has also committed to reporting annually on its progress against the target. In July 2021, SCOR also joined the Net Zero Insurance Alliance as a founding member and committed to decarbonising its underwriting portfolio (Net Zero) by 2050. The SCOR Corporate Foundation for Science has partnered with the Muséum National d'Histoire Naturelle (MNHN) to carry out a pioneering large-scale study on the risks associated with biodiversity decline, under the aegis of the SCOR-MNHN Biodiversity and (Re)Insurance Chair, created in 2019. The MNHN is one of the most renowned natural science institutes around the world, with nearly 400 years of research in natural history. This partnership gave rise to the report "Biodiversity and Re/Insurance: An Ecosystem at Risk", published in May 2021, which reviews the links between human activities and biodiversity, examines the risks that biodiversity decline poses to future human activities, and explores the opportunities for action to protect biodiversity. Finally, SCOR joined the Act4nature international initiative and made several commitments to better integrate biodiversity into its activities. SCOR has also signed a letter of commitment on the elimination of deforestation related to agricultural production by 2025 for its investments.	100%

Category	2021 objectives – Description	Achieved result	Achievement rate
Corporate Social Responsibility/Human capital management (Weight: 5%)	Strengthening of the Group's talent pool, in particular through training and active management of careers and skills, rolling out actions to promote diversity, mobilizing SCOR employees around support for the communities around them.	<p>In 2021, SCOR continued to invest to give itself the means to strengthen and develop its talent pool.</p> <p>The Leadership & Organization Reviews were conducted with top management in order to identify high potentials and define succession plans for key positions for the company. A new HR information system has also been deployed to lay the foundations for optimised skills management.</p> <p>Our digital training system, through the online platform MyLearningPlatform, allowed each employee to receive 17 hours of training on average, 2 hours more than the previous year, excluding mandatory training. The offer has been enriched, particularly on crucial topics for the company such as IFRS 17, IFRS 9, or the agile method in order to raise awareness among as many people as possible of these elements that shape our ways of working tomorrow. And to lead this transition, SCOR has set up programs dedicated to leadership and management.</p> <p>Because 20% of skills acquisition is based on interpersonal exchanges, SCOR has relied on "gaming" to accelerate our know-how in "data visualization" (graphical representation of statistical data). The organized game brought together more than 90 participants in 15 countries. SCOR has also invested in a knowledge sharing platform called Knowledge.com to develop the skills of all participants in a community way by generating exchanges around themes such as Python or DevOps for example. For those who are more comfortable in individual relationships, SCOR has also set up a mentoring platform and a coaching system to give employees the most favorable conditions to develop.</p> <p>Development is not limited to training and interpersonal exchanges, it is largely achieved "in situ" by taking charge of new perimeters. SCOR has therefore continued its proactive internal mobility policy, and in 2021, 207 employees benefited from internal mobility (67 more than in 2020).</p> <p>Vis-à-vis the companies that SCOR protects, community engagement is strongly encouraged and employees are happy to contribute: 57% of them have registered on the platform of our partner Alaya which lists all the initiatives and allows employees to contribute to the causes that are important to them. 1,216 hours were put at the service of local associations that work for the general interest, which shows that the pandemic has not affected the mobilization of SCOR's vital forces.</p>	100%
Corporate Social Responsibility/Human capital management (Weight: 15%)	Preparation of the succession of the Chairman and Chief Executive Officer	<p>On 17 May 2021, the Board of Directors took note with regret of Denis Kessler's decision to be relieved, for personal reasons, of his duties as Chief Executive Officer of SCOR at the end of the General Meeting on 30 June 2021. In these circumstances, the Board of Directors decided to separate the functions of Chairman of the Board and Chief Executive Officer at the end of that general meeting, i.e. one year ahead of the timetable initially set. The Board unanimously wanted Denis Kessler to agree to remain Chairman of the Board of Directors.</p> <p>Benoît Ribadeau-Dumas was appointed Deputy Chief Executive Officer as of January 1, 2021, with a view to his appointment as Chief Executive Officer following the Annual General Meeting to be held in 2022. Recognizing and praising the quality of Benoît Ribadeau-Dumas' commitment and his successful integration during his first months at SCOR, the Board of Directors noted, however, that the conditions were not met for Benoît Ribadeau-Dumas, who had not previously held responsibilities in the insurance or reinsurance sector before joining the Group, to take up the position of Chief Executive Officer of SCOR in June 2021.</p> <p>Therefore, the Board of Directors, following the recommendation of the Compensation and Nomination Committee, unanimously chose Laurent Rousseau, Deputy Chief Executive Officer of SCOR Global P&C, Chairman of SCOR Europe and member of the Group's Executive Committee, to be appointed Chief Executive Officer of SCOR following the Annual General Meeting of 30 June 2021.</p>	50%

Stock options and performance shares

In accordance with the AFEP-MEDEF corporate governance code, the following tables present for Mr. Denis Kessler the stock options allocated and exercised during the financial year as well as the performance shares allocated and that became available during the financial year.

Stock options allocated to Mr. Denis Kessler as Chairman and Chief Executive Officer during the financial year by the issuer or by another company of the Group

	Plan date	Type of options (purchase or subscription)	Number of options allocated during the period	Valuation of options as per method used in the consolidated financial statements (in EUR)	Exercise price	Period of exercise	Performance conditions
Denis Kessler	March 1, 2021	Subscription	8,300 ⁽¹⁾	18,840	27.53	March 2, 2025 March 1, 2031	Yes, see above

(1) Number of stock options approved by the Board of Directors on the recommendation of the Compensation and Nomination Committee (based on an annual grant of 100,000 stock options) taking into account the effective period of Denis Kessler as Chairman and Chief Executive Officer from the grant of the stock option compared to the duration of the vesting period of the said stock options.

Stock options exercised by Mr. Denis Kessler during the year

	Number of options exercised during the period	Plan date	Exercise price
Denis Kessler	125,000	March 22, 2011	19.71

Performance shares allocated to Mr. Denis Kessler as Chairman and Chief Executive Officer during the year by the issuer or by another company of the Group

	Plan date	Number of shares allocated during the period	Valuation of shares as per method used in the consolidated financial statements (in EUR)	Vesting date	Date of ownership transfer	Performance conditions
Denis Kessler	March 1, 2021	13,875 ⁽¹⁾	297,620	March 1, 2024	March 2, 2024	Yes, see above

(1) Number of shares approved by the Board of Directors on the recommendation of the Compensation and Nomination Committee (based on an annual grant of 125,000 shares) taking into account the effective period of Denis Kessler as Chairman and Chief Executive Officer from the grant of the shares compared to the duration of the vesting period of the said shares.

Performance shares that became available for Mr. Denis Kessler during the year

	Number of shares that became available during the period	Plan date	Vesting conditions
Denis Kessler	93,750	February 21, 2018	Presence condition until February 21, 2021 and performance conditions

Achievement of performance conditions

In 2021, the Board of Directors, following the recommendation of the Compensation and Nomination Committee, acknowledged the partial achievement of the performance conditions attached to the February 21, 2018 performance share plan, bringing the vesting rate to 75%. In addition to the performance conditions described below, the presence of the beneficiary in the Group until February 21, 2021 and compliance with the Group’s ethical principles as described in the Code of Conduct of the SCOR Group was required.

Performance conditions – February 21, 2018 plan

	Achieved result	Achievement rate
Ratio between the observed average ROE over 2018-2020 and the average target ROE	62.65%	50%
Difference between the average solvency ratio over 2018-2020 and the average of the target solvency ratio	+35 percentage points	100%

In 2021, the Board of Directors, following the recommendation of the Compensation and Nomination Committee, acknowledged the achievement of the performance conditions attached to the March 8, 2018 stock option plan, bringing the vesting rate to 75%. In addition to the performance conditions described below, the presence of the beneficiary in the Group until March 8, 2022 and compliance with the Group’s ethical principles as described in the Code of Conduct of the SCOR Group are required.

Performance conditions – March 8, 2018 plan

	Achieved result	Achievement rate
Ratio between the observed average ROE over 2018-2020 and the average target ROE	62.65%	50%
Difference between the average solvency ratio over 2018-2020 and the average of the target solvency ratio	+35 percentage points	100%

Compensation ratios

The table below shows the changes in the compensation paid or awarded to Mr. Denis Kessler as Chairman and Chief Executive Officer, the average compensation paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers, the median compensation paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers, and the performance of the Group over the past five years.

For the purpose of the table below, the Group refers to the AFEP guidelines on compensation multiples as updated in February 2021.

For the Chairman and Chief Executive Officer:

	2017	2018	2019	2020	2021
Compensation ⁽³⁾ of the Chairman and Chief Executive Officer (1)	6,619,600	6,456,770	6,800,900	5,027,690	2,354,460
Percentage change in compensation		-2.5%	+5.3%	-26.1%	-53.2%
Average compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers (2)	139,146	141,608	145,085	133,500	140,165
Percentage change in compensation		+1.8%	+2.5%	-8.0%	+5.0%
Ratio (1)/(2)	48	46	47	38	17
Percentage change in ratio		-4.2%	+2.2%	-19.1%	-55.8%
Median compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers (3)	98,616	103,390	102,583	101,549	105,694
Percentage change in compensation		+4.8%	-0.8%	-1.0%	+4.1%
Ratio (1)/(3)	67	62	66	50	22
Percentage change in ratio		-7.5%	+6.5%	-24.2%	-55.4%
Average compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to employees of SCOR SE and its branches ⁽¹⁾ other than the executive corporate officers (4)	125,426	127,704	128,044	117,106	120,803
Percentage change in compensation		+1.8%	+0.3%	-8.5%	+3.2%
Ratio (1)/(4)	53	51	53	43	19
Percentage change in ratio		-3.8%	+3.9%	-18.9%	-54.7%
Median compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to employees of SCOR SE and its branches ⁽¹⁾ other than the executive corporate officers (5)	80,084	85,150	82,109	85,378	86,548
Percentage change in compensation		+6.3%	-3.6%	+4.0%	+1.4%
Ratio (1)/(5)	83	76	83	59	27
Percentage change in ratio		-8.4%	+9.2%	-28.9%	-53.9%
Gross written premiums (in million EUR)	14,789	15,258	16,341	16,368	17,600
Percentage change		+3.2%	+7.1%	+0.2%	+7.5%
Consolidated net income – Group share (in million EUR)	286	322	422	234	456
Percentage change		+12.6%	+31.1%	-44.5%	+94.9%
Return on equity (ROE)	4.5%	5.5%	7.0%	3.8%	7.2%
Percentage change		+22.2%	+27.3%	-45.7%	+89.5%
Solvency ratio	213%	215%	226%	220%	226% ⁽²⁾
Percentage change		+0.9%	+5.1%	-2.7%	+2.3%

(1) Following the nomenclature of SCOR SE companies and its branches as of December 31, 2021. The scope of SCOR SE and its branches, which employ 666 employees in France and 396 employees internationally, is representative of SCOR's various trades, workforce and payroll in France. This scope corresponds to 1,062 employees i.e. 42% of the Group employees scope and the entire scope of employees working in France in accordance with applicable regulations.

(2) Estimated ratio.

(3) It is recalled that, given the separation of functions of Chairman and Chief Executive Officer on June 30, 2021, Mr. Denis Kessler exercised the functions of Chairman and Chief Executive Officer until this date. The components of the compensation are the fixed part compensation and director's compensation (the amount of the fixed part applied corresponds to the fixed part on a yearly basis as Chairman and Chief Executive Officer), the variable compensation paid in year Y in respect of year Y-1, the exceptional compensation paid in year Y, and the long-term incentives (LTIs) (stock options, performance shares and other long-term compensation instruments awarded during year Y). The valuations of the LTIs correspond to actuarial estimates of the free share and stock option allocations made during the reference year, in line with the AFEP-MEDEF code, and not to paid compensation. The value is calculated according to the same assumptions as those used in the Group's financial statements (IFRS 2). Benefits are not included in the chairman and chief executive officer package because the estimated amounts are not available for all employees.

2.2.1.2.2. To Mr. Denis Kessler, as Chairman of the Board (since July 1, 2021)

In accordance with Article L. 22-10-9 of the French Commercial Code, the components of the total compensation and benefits paid during the financial year ended December 31, 2021 or awarded for the same financial year to Mr. Denis Kessler as Chairman are presented below. These components are compliant with the compensation policy stated by the Board of Directors and approved by the 2021 Shareholder’s Meeting.

In accordance with Article L. 22-10-34 I of the French Commercial Code, at the 2022 Shareholder’s Meeting, the shareholders will vote on the aforementioned compensation components (fixed, variable) paid or awarded to Mr. Denis Kessler as Chairman of the Board of Directors for the period from July 1 to December 31, 2021.

The following table presents a summary of the total compensation including gross compensation due and paid to, and performance shares and stock options awarded to Mr. Denis Kessler as Chairman of the Board for the six last months of 2021:

	2021	
	Amount due	Amount paid
Fixed compensation ⁽¹⁾	300,000	300,000
Variable compensation	0	0
Director’s compensation	56,000	56,000
Exceptional compensation	0	0
Additional benefits	69,629	69,629
Gross compensation	425,629	425,629
Value of shares granted	0	0
Value of stock options granted	0	0
TOTAL	425,629	425,629

(1) The fixed compensation indicated corresponds to the fixed compensation paid to the Chairman of the Board during the last six months of 2021.

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the compensation components due or awarded to Mr. Denis Kessler as Chairman of the Board for the last

six months of the financial year ended December 31, 2021 are presented below.

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description
Fixed compensation	EUR 300,000	Following the recommendation of the Compensation and Nomination Committee at its June 22, 2021 meeting, the Board of Directors decided at its June 30, 2021 meeting that the Chairman of the Board would receive fixed gross annual compensation of EUR 600,000, payable in 12 monthly instalments. For the period from July 1 to December 31, 2021, the compensation represents EUR 300,000.
Variable compensation	N/A	The Group compensation policy does not provide for variable compensation.
Variable deferred compensation	N/A	The Group compensation policy does not provide for variable deferred compensation.
Multi-year variable compensation	N/A	The Group compensation policy does not provide for multi-year variable compensation.
Exceptional compensation	N/A	The Group compensation policy does not provide for exceptional compensation.
Stock option and free share allocation plans or other long-term compensation	N/A	The Group compensation policy does not provide for long-term incentive compensation.
Directors' compensation	EUR 56,000	From July 1 to December 31, 2021, the Chairman of the Board received compensation for his position as Chairman of the Board of Directors in the form of a fixed portion in the amount of EUR 14,000 and a variable portion equal to EUR 3,000 per meeting of the Board of Directors and per meeting of the Committees of which he is a member (EUR 6,000 as Chairman of the Crisis Management Committee and the session of non-executive Board members). During this period, he took part in five meetings of the Board of Directors, three meetings of the Strategic Committee, two meetings of the Nomination Committee, one meeting of the Crisis Management Committee and one session of non-executive Board members for a variable portion of EUR 42,000.
Benefits	EUR 3,475 In addition to the deferred amount, an amount of EUR 66,154 was paid by the Company in 2021 with regard to social security schemes and individual health coverage	<p>As the Company representative, the Chairman of the Board of Directors is granted a company car with a shared driver. The insurance, maintenance, fuel and all costs related to the driver are paid by the Company. The Chairman of the Board of Directors also benefits from a health insurance policy under the terms of a contract dated September 16, 1988.</p> <p>Moreover, in accordance with the decision taken by the Board of Directors on March 21, 2006 (and reiterated on December 12, 2008, May 4, 2011 and July 30, 2014), the Chairman of the Board of Directors benefits from specific life insurance in an amount equivalent to three years of his fixed and variable compensation.</p> <p>The above individual insurance policy has been taken out by the Company and supplements the "all causes" death or permanent disability insurance policy for senior executives, dated June 30, 1993 and renewed or renegotiated annually. The latest version is compliant with the mandatory collective supplementary welfare plan specific to SCOR, which is applicable to an objective category of employees whose annual gross base compensation is equal to or more than three times the social security ceiling. The individual and collective "all causes" death insurance policies are renewed or renegotiated on an annual basis so that the Chairman of the Board of Directors will benefit from any policies that may replace the existing ones.</p> <p>Moreover, the Chairman of the Board of Directors benefits from a death or permanent disability insurance in case of an accident, also taken out for the senior executives of the Company and applicable since January 1, 2006. This collective insurance is renewed or renegotiated on an annual basis so that the Chairman of the Board of Directors will benefit from any policies that may replace the existing one.</p>
Severance pay	N/A	There is no severance pay.
Employment contract	N/A	The Chairman of the Board of Directors does not have an employment contract.
Non-competition indemnity	N/A	There is no non-competition clause.
Supplementary pension plan	N/A	There is no supplementary pension plan.

Compensation ratios

The table below shows the changes in the compensation paid or awarded to Mr. Denis Kessler in his capacity as Chairman of the Board, the average compensation paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers, the median compensation paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers, and the performance of the Group.

For the purpose of the table below, the Group refers to the AFEP guidelines on compensation multiples as updated in February 2021.

For the Chairman of the Board:

	2021
Compensation ⁽³⁾ of the Chairman of the Board (1)	691,000
<i>Percentage change in compensation</i>	N/A
Average compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers (2)	140,165
<i>Percentage change in compensation</i>	N/A
Ratio (1)/(2)	5
<i>Percentage change in ratio</i>	N/A
Median compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers (3)	105,694
<i>Percentage change in compensation</i>	N/A
Ratio (1)/(3)	7
<i>Percentage change in ratio</i>	N/A
Average compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to employees of SCOR SE and its branches ⁽¹⁾ other than the executive corporate officers (4)	120,803
<i>Percentage change in compensation</i>	N/A
Ratio (1)/(4)	6
<i>Percentage change in ratio</i>	N/A
Median compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to employees of SCOR SE and its branches ⁽¹⁾ other than the executive corporate officers (5)	86,548
<i>Percentage change in compensation</i>	N/A
Ratio (1)/(5)	8
<i>Percentage change in ratio</i>	N/A
Gross written premiums (in million EUR)	17,600
<i>Percentage change</i>	N/A
Consolidated net income – Group share (in million EUR)	456
<i>Percentage change</i>	N/A
Return on equity (ROE)	7.2%
<i>Percentage change</i>	N/A
Solvency ratio	226% ⁽²⁾
<i>Percentage change</i>	N/A

(1) Following the nomenclature of SCOR SE companies and its branches as of December 31, 2021. The scope of SCOR SE and its branches, which employ 666 employees in France and 396 employees internationally, is representative of SCOR's various trades, workforce and payroll in France. This scope corresponds to 1,062 employees i.e. 42% of the Group employees scope and the entire scope of employees working in France in accordance with applicable regulations.

(2) Estimated ratio.

(3) It is recalled that, given the separation of functions of Chairman and Chief Executive Officer on June 30, 2021, Mr. Denis Kessler exercised the functions of Chairman of the Board from this date. The components of the compensation are the fixed part compensation and director's compensation (the amount of the fixed part applied corresponds to the fixed part on a yearly basis as Chairman of the Board). Benefits are not included in the chairman and chief executive officer package because the estimated amounts are not available for all employees.

2.2.1.2.3. To Mr. Laurent Rousseau, as Chief Executive Officer (from July 1, 2021)

In accordance with Article L. 22-10-9 of the French Commercial Code, the components of the total compensation and benefits paid during the financial year ended December 31, 2021, or awarded for the same financial year to Mr. Laurent Rousseau as Chief Executive Officer are presented below. These components are compliant with the compensation policy stated by the Board of Directors and approved by the 2021 Shareholder's Meeting.

In accordance with Article L. 22-10-34 I of the French Commercial Code, at the 2022 Shareholder's Meeting, the shareholders will vote on the aforementioned compensation components (fixed, variable and exceptional) paid or awarded to Mr. Laurent Rousseau as Chief Executive Officer for the period from July 1 to December 31, 2021.

The payment of variable and exceptional components is subject to the approval of the Shareholder's Meeting.

The following table presents a summary of the total compensation including gross compensation due or paid to, and performance shares and stock options awarded to Mr. Laurent Rousseau in his capacity as Chief Executive Officer for the last six months of 2021:

	2021	
	Amount due	Amount paid
Fixed compensation ⁽¹⁾	400,000	400,000
Variable compensation ⁽¹⁾⁽²⁾	330,400	0
Director's compensation	0	0
Exceptional compensation	0	0
Additional benefits	8,442	8,442
Gross compensation	738,842	408,442
Value of shares granted ⁽¹⁾⁽³⁾	246,450	0
Value of stock options granted ⁽¹⁾⁽³⁾	22,540	0
TOTAL	1,007,832	408,442

(1) Amounts corresponding to the period from July 1 to December 31, 2021. These amounts are not including the compensation package paid to Mr. Laurent Rousseau as employee at SCOR until his nomination as Chief Executive Officer. For information, Mr. Laurent Rousseau, as an employee at SCOR SE, perceived a fixed compensation, a variable compensation and a benefits amount in respect of 2021. After his nomination, a compensatory allowance for paid leave acquired in 2021 and the years before has also been paid. Consequently, the total amount corresponds to EUR 453,075. Information about shares and stock-options attributed, exercised and delivered to Mr. Laurent Rousseau before his nomination as Chief Executive Officer of SCOR SE are available in section 2.2.3. of the present document.

(2) The variable compensation for 2021 has been determined by the Board of Directors based on a percentage of achievement for the objectives of 82.60%. It will be paid in one instalment, pending the approval of the Shareholders' Meeting.

(3) It should be noted that the figures stated above do not represent paid compensation but correspond to actuarial estimates in line with the AFEP-MEDEF corporate governance code. The value is calculated according to the same assumptions as those used for the Group financial statements (IFRS 2). All of the shares and stock options allocated to the Chief Executive Officer are subject to performance conditions.

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the compensation components due or awarded to Mr. Laurent Rousseau as Chief Executive Officer for the

last six months of the financial year ended December 31, 2021 are presented below.

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description
Fixed compensation	EUR 400,000	<p>Following the recommendation of the Compensation and Nomination Committee at its June 22, 2021 meeting, the Board of Directors decided at its June 30, 2021 meeting that the Chief Executive Officer would receive fixed gross annual compensation of EUR 800,000, payable in 12 monthly instalments. For the period from July 1 to December 31, 2021, this compensation represents EUR 400,000.</p>
Variable compensation	EUR 330,400 (amount paid or payable)	<p>Following the recommendation of the Compensation and Nomination Committee at its June 22, 2021 meeting, the Board of Directors decided at its June 30, 2021 meeting that the Chief Executive Officer could receive target variable annual compensation of EUR 800,000 (100% of his fixed compensation).</p> <p>This variable annual compensation is determined as follows:</p> <ul style="list-style-type: none"> • 50% on the basis of the achievement of a financial objective, set at the beginning of each year by the Board of Directors on the recommendation of the Compensation Committee; and • 50% on the basis of the achievement of quantitative and qualitative personal objectives, set at the beginning of each year by the Board of Directors on the recommendation of the Compensation Committee. <p>In accordance with the compensation policy applicable to all Partners within the Group, a multiplier may be applied to the financial objective (capped at a maximum of 130% of the target) and the personal objectives (capped at a maximum of 150% of the target) attached to the annual variable compensation of the Chief Executive Officer in the event of outperformance, increasing the ceiling on the variable annual compensation of the Chief Executive Officer to 140% of his target variable annual compensation.</p> <p>Moreover, the Group policy states that an additional exceptional bonus ("Exceptional Contribution Bonus" – ECB) may be awarded in recognition of participation in and high contribution to the success of specific strategic projects. The ECB may reach a maximum of 25% of the target variable annual compensation of the Chief Executive Officer.</p> <p>Therefore, the total variable annual compensation of the Chief Executive Officer may not exceed 165% of his target variable annual compensation of EUR 800,000 or, consequently, 165% of his fixed annual compensation.</p> <p>The variable compensation for any given year is paid in the following year, after the financial statements of the Company for such given year are approved by the Board of Directors and is subject, in 2022 for the variable compensation for 2021, to the approval of the Shareholders' Meeting.</p> <p>For 2021, the variable compensation of the Chief Executive Officer has been determined according to the following objectives:</p> <ul style="list-style-type: none"> • 50% based on the achievement of a financial objective: return on equity (ROE) level achieved by SCOR, with a target of 800 basis points above the five-year risk-free-rate ("Quantum Leap" target); • 50% based on the achievement of personal objectives: maintaining a solvency ratio equal or higher than the lower limit of the optimal range defined in the strategic plan, achievement of the "Quantum Leap" strategic plan and preparation of the new strategic plan, management of the end of the pandemic period and consequences drawn for life and non-life activities, federation and mobilization of the Group's talents as part of a successful transition serving all stakeholders. <p>The Board of Directors determined, on the proposal of the Compensation Committee, a percentage of achievement for the objectives of 82.60%.</p> <p>The objectives, along with their respective assessments and achievement rates, are detailed in the table below.</p> <p>During its review of the achievement of the objectives, the Board of Directors measured the achievement throughout the year, taking into account the Chief Executive Officer's contribution over the last six months of 2021. The variable compensation amount was prorated based on his effective presence as Chief Executive Officer.</p> <p>The Board of Directors, on the proposal of the Compensation Committee, decided not to award to the Chief Executive Officer any Exceptional Contribution Bonus (ECB).</p> <p>This variable compensation will be paid in one instalment.</p>

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description																						
Variable deferred compensation	N/A	The Group compensation policy does not provide for variable deferred compensation.																						
Multi-year variable compensation	N/A	The Group compensation policy does not provide for multi-year variable compensation.																						
Exceptional compensation	EUR 0	No exceptional compensation was awarded during the year, as in previous years.																						
Stock option and free share allocation plans or other long-term compensation	Stock options EUR 22,540 Shares EUR 246,450 (accounting values under IFRS)	<p>In accordance with the authorization by the Shareholders' Meeting of June 30, 2021 in its 26th resolution, the Board of Directors decided at its June 30, 2021 meeting, on a proposal of the Compensation and Nomination Committee at its June 22, 2021 meeting, to allocate stock options to the Chief Executive Officer on August 1, 2021. Under the plan, 14,000 stock options were allocated to the Chief Executive Officer. All of the stock options are subject to performance conditions. The performance conditions are defined as follows and are assessed and validated annually by the Compensation Committee:</p> <p>The stock options will be exercisable from August 2, 2025, provided:</p> <ol style="list-style-type: none"> (1) that the general conditions set out in the plan of August 1, 2021 are met and in particular that the beneficiary remains a corporate officer of the SCOR Group until August 1, 2025 inclusive, except as otherwise stated by the plan; (2) that the Group's ethical principles as described in its Code of Conduct are respected. In the event of a breach of the Code of Conduct, for instance in the event of fraud, the beneficiary will lose all of his stock options (clawback policy); (3) that the corporate social responsibility (CSR) training obligation is met; <p>In addition to mandatory conditions (1), (2) and (3), the exercise of all the stock options allocated is subject to the fulfilment of performance conditions. 40% of the options will be exercisable provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period.</p> <p>If the observed average ROE is lower or higher than the Target ROE, the options will be exercisable according to the sliding scale set out in the table below:</p> <table border="1"> <thead> <tr> <th>Ratio between the observed average ROE and the Target ROE</th> <th>Proportion of the options that can be exercised under this criterion</th> </tr> </thead> <tbody> <tr> <td>From 100%</td> <td>100%</td> </tr> <tr> <td>Between 80% and 99.99%</td> <td>90%</td> </tr> <tr> <td>Between 70% and 79.99%</td> <td>70%</td> </tr> <tr> <td>Between 60% and 69.99%</td> <td>50%</td> </tr> <tr> <td>Between 50% and 59.99%</td> <td>25%</td> </tr> <tr> <td>Below 50%</td> <td>0%</td> </tr> </tbody> </table> <p><i>In any case, if the observed average ROE is lower than 5%, the proportion of the options that could be exercised under this criterion will be 0%.</i></p> <p>40% will be exercisable from August 2, 2025, provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio").</p> <p>If the observed average solvency ratio is lower or higher than the Target Solvency Ratio*, the options will be exercisable according to the linear scale set out in the table below:</p> <table border="1"> <thead> <tr> <th>Difference between the average solvency ratio and the Target Solvency Ratio</th> <th>Proportion of the options that can be exercised under this criterion</th> </tr> </thead> <tbody> <tr> <td>Higher than or equal to 0 percentage points</td> <td>100%</td> </tr> <tr> <td>Between 0 and up to -35 percentage points</td> <td>Linear sliding scale</td> </tr> <tr> <td>Lower than or equal to -35 percentage points</td> <td>0%</td> </tr> </tbody> </table> <p>* <i>If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.</i></p>	Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion	From 100%	100%	Between 80% and 99.99%	90%	Between 70% and 79.99%	70%	Between 60% and 69.99%	50%	Between 50% and 59.99%	25%	Below 50%	0%	Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the options that can be exercised under this criterion	Higher than or equal to 0 percentage points	100%	Between 0 and up to -35 percentage points	Linear sliding scale	Lower than or equal to -35 percentage points	0%
Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion																							
From 100%	100%																							
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Lower than or equal to -35 percentage points	0%																							

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description								
		<p>The exercisability of 20% of the stock options will depend on the ranking of SCOR within a peer group* based on the average Total Shareholder Return of each peer group member over 3 years (from January 1, 2021 to December 31, 2023). The stock options will be exercisable according to the table below:</p> <table border="1"> <thead> <tr> <th style="text-align: left;">SCOR ranking within the peer group based on the TSR achieved over the reference period</th> <th style="text-align: left;">Proportion of the options that can be exercised under this criterion</th> </tr> </thead> <tbody> <tr> <td>1st to 4th</td> <td>100%</td> </tr> <tr> <td>5th</td> <td>50%</td> </tr> <tr> <td>6th to 9th</td> <td>0%</td> </tr> </tbody> </table> <p>* <i>The peer group is the following: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. Should one of these peers be no longer listed, the Board of Directors will identify an appropriate substitute which will replace the leaving one for the full reference period (from January 1, 2021 to December 31, 2023).</i></p> <p>The achievement of the performance conditions is assessed by the Compensation Committee.</p> <p>In accordance with the authorization by the Shareholders' Meeting of June 30, 2021 in its 27th resolution, the Board of Directors decided at its June 30, 2021 meeting, on a proposal of the Compensation and Nomination Committee at its June 22, 2021 meeting, to allocate performance shares to the Chief Executive Officer. Under the plan, the Chief Executive Officer was allocated 15,000 performance shares.</p> <p>The performance shares will vest as from August 2, 2024, provided that the beneficiary remains a corporate officer of the SCOR Group until August 1, 2024 inclusive, except as otherwise stated by the plan. All of the shares are subject to the same conditions as those for the stock options.</p> <p>The stock options and performance shares allocated to the executive corporate officer in 2021 represent 0.016% of the share capital, 0.63% of the total allocations in 2021, and 40% of his overall compensation.</p> <p>SCOR strives to ensure that each stock option and performance share allocation has a neutral impact in terms of dilution. In particular, its policy is to systematically neutralize, as far as possible, the potential dilutive impact that could result from the issuance of new ordinary shares following the exercise of stock options, by covering the exposure resulting from the issuance of stock options through the purchase of ordinary shares under its share buy-back program and by cancelling the treasury shares thus acquired as the options are exercised. Moreover, the shares allocated under the performance share plans are existing shares held in treasury by the Company as part of its share buy-back program and not newly created shares. Thus, there is no capital dilution due to the allocation of stock options and performance shares. Lastly, in compliance with the applicable regulation and the recommendations of the AFEP-MEDEF corporate governance code applicable to the executive corporate officer, the Chief Executive Officer has made a formal commitment not to use hedging instruments on the stock options (including the shares resulting from the exercise thereof) and/or performance shares allocated to him, for the entire term of his office.</p>	SCOR ranking within the peer group based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion	1 st to 4 th	100%	5 th	50%	6 th to 9 th	0%
SCOR ranking within the peer group based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion									
1 st to 4 th	100%									
5 th	50%									
6 th to 9 th	0%									
Directors' compensation	EUR 0	At its meeting on June 30, 2021, the Board of Directors decided that the Chief Executive Officer would not receive any compensation in his capacity as a director of the Company.								

Compensation components due or awarded for the financial year ended December 31, 2021	Amounts or accounting valuation	Description
Benefits	EUR 1,470 In addition to the deferred amount, an amount of EUR 6,972 was paid by the Company in the second half of 2021 with regard to social security schemes and individual health coverage	<p>As the Company representative, the Chief Executive Officer is granted a company car with a shared driver. The insurance, maintenance, fuel and all costs related to the driver are paid by the Company. The Chief Executive Officer also benefits from a health insurance policy under the terms of a contract dated September 16, 1988.</p> <p>Moreover, in accordance with the decision taken by the Board of Directors on June 30, 2021, the Chief Executive Officer benefits from specific life insurance in an amount equivalent to three years of his fixed and variable compensation.</p> <p>The above individual insurance policy has been taken out by the Company and supplements the "all causes" death or permanent disability insurance policy for senior executives, dated June 30, 1993 and renewed or renegotiated annually. The latest version is compliant with the mandatory collective supplementary welfare plan specific to SCOR, which is applicable to an objective category of employees whose annual gross base compensation is equal to or more than three times the social security ceiling. The individual and collective "all causes" death insurance policies are renewed or renegotiated on an annual basis so that the Chief Executive Officer will benefit from any policies that may replace the existing ones.</p> <p>Moreover, the Chief Executive Officer benefits from a death or permanent disability insurance in case of an accident, also taken out for the senior executives of the Company and applicable since January 1, 2006. This collective insurance is renewed or renegotiated on an annual basis so that the Chief Executive Officer will benefit from any policies that may replace the existing one.</p>
Severance pay*	No amount is due in respect of the financial year ended	The commitments made for the benefit of the Chief Executive Officer are identical to those made for the Chairman and Chief Executive Officer.
Employment contract	N/A	The Chief Executive Officer does not have an employment contract.
Non-competition indemnity	N/A	There is no non-competition clause.
Supplementary pension plan	N/A	The Chief Executive Officer does not benefit from a supplementary pension plan.

* Components of compensation due or awarded in respect of the financial year which are or have been submitted to the 2018 Shareholders' Meeting in accordance to the rules applicable to related party agreements and commitments.

Description of the Chief Executive Officer's objectives

Category	2021 objectives – Description	Achieved result	Achievement rate
Profitability (Weighting: 50%)	Achieving profitability in line with the objective set out in the strategic plan	The ROE achieved for 2021 is 7.22%. The target ROE for 2021 is 800 basis points above the 5-year risk-free rate, or 8.42%. Thus, the ratio of ROE achieved / ROE target is 85.75%	80%
Solvency (Weighting: 10%)	Maintaining a solvency ratio equal to or higher than the lower limit of the optimal range defined in the strategic plan	<p>The solvency ratio, as defined by the internal model, is estimated at 226% at the end of 2021, i.e. 41 percentage points above the lower bound of the strategic plan (185%), leading to a rate of 141% under the predefined formula.</p> <p>The Board of Directors highlighted SCOR's remarkable performance in seeing its solvency at a very high level despite the consequences of Covid-19 on its business.</p>	141%
Strategy (Weighting: 15%)	Achievement of the Quantum Leap strategic plan and preparation of the new strategic plan	The Board of Directors, on the proposal of the Compensation Committee, welcomed the good results of the Chief Executive Officer in the implementation of the Quantum Leap plan in the second half of 2021, noting however that the health context did not allow the group to achieve a performance commensurate with the expectations and investment of the teams. At the same time, the new Chief Executive Officer set out to define the strategic orientations of the new plan to come. This plan, which will be presented to the various stakeholders in the course of 2022, will be one of the objectives that will define the Chief Executive Officer's 2022 bonus.	70%
Risk management (Weighting: 10%)	Management of the end of the pandemic period and consequences drawn for life and non-life activities	<p>The company's risk profile and the responsiveness of the teams allowed it to get through the height of the crisis while remaining profitable. This result is the result of regular exchanges between senior management and the audit and risk committees. The work carried out has made it possible to take the decisions necessary for the management of this crisis and to draw the first consequences allowing us to project ourselves serenely into the future. The next strategic plan, which will be unveiled in 2022, will include elements that may impact our risk profile and our exposure to potential future pandemic risks.</p> <p>In parallel, the design of new solutions for our customers allowing better coverage against pandemics have been developed and will be integrated into our offer in 2022.</p> <p>In addition, reflections were carried out in order to meet the new requirements of the ACPR in terms of interdependence between pandemic and market risks. The conclusions are shared with the relevant committees and will maintain an excellent risk profile.</p> <p>Finally, numerous studies have been conducted internally to redefine agile working methods and the company of tomorrow to best serve its employees and customers.</p>	75%

Category	2021 objectives – Description	Achieved result	Achievement rate
Corporate Social Responsibility/Human capital management (Weight: 15%)	Federation and mobilization of the Group's talents as part of a successful transition serving all stakeholders	<p>In order to maintain the mobilization of all in a still difficult health context, SCOR continued to regularly take the pulse of its employees via Pulse surveys whose participation rate was maintained, regardless of the survey period in view of the evolution of the pandemic. 69% of employees say they feel good, and 73% feel supported by SCOR. Absenteeism due to illness at 1.34% (compared to 1.43% in 2020) corroborates these indicators that very positively recognize the management of this year of uncertainty and transition, with the long-term establishment of hybrid working methods that call on our resilience and creativity to tighten the links essential to team dynamics and innovation. To best support its employees and managers, SCOR has set up support actions:</p> <ul style="list-style-type: none"> • a dedicated page on the intranet "#WorkingWellTogether... from home!" with different tips for managing remote work • training on remote work and management, as well as return to the office <p>The turnover of 8.55% remains in the comfort zone between 5 and 11% and is largely by choice since 70% of departures are not regretted.</p> <p>Rebuilding links also involves openness to others, both within the company and in society:</p> <ul style="list-style-type: none"> • Within the company, SCOR continued its policy of diversity and feminization of management bodies, the most emblematic step of 2021 being the appointment to the Executive Committee of a Chief Sustainability Officer, bringing the proportion of women to 22%. • Vis-à-vis the companies that SCOR protects, community involvement is strongly encouraged and employees are happy to contribute: 57% of them have registered on the platform of our partner Alaya which lists all the initiatives and allows employees to contribute to the causes that are important to them. 1,216 hours were put at the service of local associations that work for the general interest, which shows that the pandemic has not affected the mobilization of SCOR's vital forces. 	70%

Stock options and performance shares

In accordance with the AFEP-MEDEF corporate governance code, the following tables present for Mr. Laurent Rousseau as Chief Executive Officer the stock options allocated and exercised during the financial year as well as the performance shares allocated and that became available during the financial year.

Stock options allocated to Mr. Laurent Rousseau as Chief Executive Officer during the financial year by the issuer or by another company of the Group

	Plan date	Type of options (purchase or subscription)	Number of options allocated during the period	Valuation of options as per method used in the consolidated financial statements (in EUR)	Exercise price	Period of exercise	Performance conditions
Laurent Rousseau	August 1, 2021	Subscription	14,000	22,540	24.93	August 2, 2025 August 1, 2031	Yes, see above

Stock options exercised by Laurent Rousseau as Chief Executive Officer during the year

	Number of options exercised during the period	Plan date	Exercise price
Laurent Rousseau	0	N/A	N/A

Performance shares allocated to Mr. Laurent Rousseau as Chief Executive Officer during the year by the issuer or by another company of the Group

	Plan date	Number of shares allocated during the period	Valuation of shares as per method used in the consolidated financial statements (in EUR)	Vesting date	Date of ownership transfer	Performance conditions
Laurent Rousseau	August 1, 2021	15,000	246,450	August 1, 2024	August 2, 2024	Yes, see above

Performance shares that became available for Mr. Laurent Rousseau as Chief Executive Officer during the year

	Number of shares that became available during the period	Plan date	Vesting conditions
Laurent Rousseau	23,469	December 22, 2018	Presence condition respectively until December 22, 2021 and December 23, 2021 and performance conditions
		December 23, 2018	

Achievement of performance conditions

In 2021, the Board of Directors, following the recommendation of the Compensation and Nomination Committee, acknowledged the partial achievement of the performance conditions attached to the December 22, 2018 performance share plan, bringing the vesting rate to 75%. In addition to the performance conditions described below, the presence of the beneficiary in the Group until December 22, 2021 and compliance with the Group's ethical principles as described in the Code of Conduct of the SCOR Group was required.

Performance conditions – December 22, 2018 plan

	Achieved result	Achievement rate
Ratio between the observed average ROE over 2018-2020 and the average target ROE	62.65%	50%
Difference between the average solvency ratio over 2018-2020 and the average of the target solvency ratio	+35 percentage points	100%

In 2021, the Board of Directors, following the recommendation of the Compensation and Nomination Committee acknowledged the achievement of the performance conditions attached to the December 22, 2018 stock option plan, bringing the vesting rate to 75%. In addition to the performance conditions described below, the presence of the beneficiary in the Group until December 22, 2022 and compliance with the Group's ethical principles as described in the Code of Conduct of the SCOR Group are required.

Performance conditions – December 22, 2018 plan

	Achieved result	Achievement rate
Ratio between the observed average ROE over 2018-2020 and the average target ROE	62.65%	50%
Difference between the average solvency ratio over 2018-2020 and the average of the target solvency ratio	+35 percentage points	100%

Compensation ratios

The table below shows the changes in the compensation paid or awarded to Mr. Laurent Rousseau as Chief Executive Officer, the average compensation paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers, the median compensation paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers, and the performance of the Group.

For the purpose of the table below, the Group refers to the AFEP guidelines on compensation multiples as updated in February 2021.

For the Chief Executive Officer

	2021
Compensation ⁽³⁾ of the Chief Executive Officer (1)	1,875,450
Percentage change in compensation	N/A
Average compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers (2)	140,165
Percentage change in compensation	N/A
Ratio (1)/(2)	13
Percentage change in ratio	N/A
Median compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to Group employees other than the executive corporate officers (3)	105,694
Percentage change in compensation	N/A
Ratio (1)/(3)	18
Percentage change in ratio	N/A
Average compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to employees of SCOR SE and its branches ⁽¹⁾ other than the executive corporate officers (4)	120,803
Percentage change in compensation	N/A
Ratio (1)/(4)	16
Percentage change in ratio	N/A
Median compensation ⁽³⁾ paid or awarded on a full-time equivalent basis to employees of SCOR SE and its branches ⁽¹⁾ other than the executive corporate officers (5)	86,548
Percentage change in compensation	N/A
Ratio (1)/(5)	22
Percentage change in ratio	N/A
Gross written premiums (in million EUR)	17,600
Percentage change	N/A
Consolidated net income – Group share (in million EUR)	456
Percentage change	N/A
Return on equity (ROE)	7.2%
Percentage change	N/A
Solvency ratio	226% ⁽²⁾
Percentage change	N/A

(1) Following the nomenclature of SCOR SE companies and its branches as of December 31, 2021. The scope of SCOR SE and its branches, which employ 666 employees in France and 396 employees internationally, is representative of SCOR's various trades, workforce and payroll in France. This scope corresponds to 1,062 employees i.e. 42% of the Group employees scope and the entire scope of employees working in France in accordance with applicable regulations.

(2) Estimated ratio.

(3) It should be noted that, in light of the separation of the functions of Chairman and Chief Executive Officer on June 30, 2021, Mr. Laurent Rousseau has exercised the duties of Chief Executive Officer since that date. The components of the compensation are the fixed compensation (the amount of the fixed part applied corresponds to the fixed part on yearly basis as Chief Executive Officer), the target variable compensation as Chief Executive Officer, the exceptional compensation paid in year Y, and the long-term incentives (LTIs) (stock options, performance shares and other long-term compensation instruments awarded during year Y). The valuations of the LTIs correspond to actuarial estimates of the free share and stock option allocations made during the reference year, in line with the AFEP-MEDEF code, and not to paid compensation. The value is calculated according to the same assumptions as those used in the Group's financial statements (IFRS 2). Benefits are not included in the chief executive officer package because the estimated amounts are not available for employees.

2.2.1.3. COMPENSATION AND NUMBER OF SHARES HELD BY DIRECTORS

The Shareholders' Meeting of June 30, 2021 set the annual maximum aggregate amount of directors' compensation at EUR 1,755,000. On the proposal of the Compensation and Nomination Committee and within the limit of the amount agreed by the Shareholders' Meeting, the Board of Directors at its meetings held on February 21, 2017, October 23, 2018, May 25, 2020 and February 23, 2021 set the terms and conditions for the allocation of the compensation so as to encourage the attendance of the directors and to be compliant with the AFEP-MEDEF corporate governance code which stipulates that directors' compensation should consist primarily of a variable portion.

The Board of Directors decided to allocate the compensation as follows:

- a fixed portion in an annual amount of EUR 28,000, payable at the end of each quarter. For non-French resident directors, an additional EUR 10,000 per year is allocated. It should be noted that the Board of Directors at its meeting on February 23, 2021, decided, given the health crisis, to suspend this allocation to non-French resident directors for the 2021 financial year;
- a variable portion based on the effective presence of the directors at meetings of the Board of Directors and its Committees, in an amount equal to EUR 3,000 per Board or Committee meeting they attend, except for the Chairs of the Audit Committee, Risk Committee, Compensation Committee, Nomination Committee, Sustainability Committee, Crisis Management Committee and Non-Executive Directors' Sessions, who receive an amount equal to EUR 6,000 for each meeting they chair.

In accordance with the AFEP-MEDEF corporate governance code, the directors should be shareholders themselves and hold a significant number of shares in relation to the compensation awarded. According to the Board's Internal Charter, a significant number of shares corresponds to an amount of EUR 10,000 at the time of purchase of the shares. The latter provisions do not apply to the directors representing employees.

Therefore, the non-executive members of the Board of Directors, who are individuals, except for the directors representing employees, received an amount of EUR 10,000 on September 15, 2021, which they invested in SCOR shares.

Except for the Chief Executive Officer and the directors representing employees, the members of the Board are not entitled to Company stock option plans or free share allocation plans, nor to any variable compensation other than the compensation related to their attendance at meetings.

No pension contributions (or commitments) have been made on behalf of the directors in the exercise of their duties.

Directors' Compensation

The compensation paid to the directors for 2020 and 2021 breaks down as follows:

In EUR	2021		2020	
	Amounts awarded in 2021	Amounts paid in 2021	Amounts awarded in 2020	Amounts paid in 2020
Mr. Denis Kessler ⁽¹⁾	88,000	91,000	64,000	61,000
Mr. Fabrice Brégier	113,000	116,000	83,000	80,000
Ms. Lauren Burns Carraud	73,000	76,000	33,154	30,154
Ms. Fiona Camara	67,000	70,000	58,000	55,000
Mr. Adrien Couret	95,000	98,000	7,260	4,260
Ms. Patricia Lacoste ⁽²⁾	63,000	63,000	N/A	N/A
Ms. Vanessa Marquette	149,000	155,000	147,000	141,000
Mr. Bruno Pfister	152,000	152,000	156,000	156,000
Mr. Augustin de Romanet	155,000	170,000	176,000	161,000
Mr. Laurent Rousseau ⁽²⁾⁽³⁾	-	-	N/A	N/A
Holding Malakoff Humanis, represented by Mr. Thomas Saunier	70,000	73,000	58,000	55,000
Ms. Kory Sorenson	128,000	131,000	120,000	117,000
Mr. Claude Tendil	128,000	134,000	116,000	110,000
Ms. Natacha Valla	98,000	101,000	42,000	39,000
Ms. Zhen Wang	86,000	86,000	84,000	84,000
Ms. Fields Wicker-Miurin	164,000	170,000	159,000	153,000
Ms. Marguerite Bérard ⁽⁴⁾	N/A	N/A	17,000	17,000
Mr. Vincent Foucart ⁽⁴⁾	N/A	N/A	38,000	38,000
Mr. Jean-Marc Raby ⁽⁵⁾	N/A	N/A	63,740	63,740
TOTAL	1,629,000	1,686,000	1,422,154	1,365,154

(1) Pursuant to the decision made by the Board of Directors at its meeting on June 30, 2021, the Chairman receives compensation along with the other members of the Board of Directors of the Company, based on the same terms and conditions.

(2) Director whose term of office began on June 30, 2021.

(3) Pursuant to the decision made by the Board of Directors at its meeting on June 30, 2021, the Chief Executive Officer does not receive any compensation in his capacity as director of the Company.

(4) Director whose term of office ended at the close of Shareholders' Meeting of June 16, 2020.

(5) Director whose term of office ended on November 5, 2020.

Directors representing employees, Lauren Burns Carraud and Fiona Camara, received their compensation as directors under the same terms and conditions as the other directors.

They also have an employment contract and are compensated accordingly. However, the amount is not disclosed for reasons of confidentiality.

As part of their employment contract, Lauren Burns Carraud and Fiona Camara benefit from defined contribution pension plans. Under these plans, the expense recognized by SCOR SE for the 2021 financial year for the benefit of Ms. Burns Carraud amounted to EUR 4,213.19 and for Ms. Camara to EUR 2,083.04.

Lauren Burns Carraud and Fiona Camara both hold permanent employment contracts, subject to legal requirements regarding notice and termination.

Number of shares held by directors

Article 10 ("Administration") of SCOR SE's bylaws requires that directors own at least one share of the Company during the term of their directorship. In addition, the Board of Directors' Internal Charter states that for reasons of good corporate governance and to ensure that their interests are aligned with those of the Company, each director is invited to personally hold a significant number of shares. Except for the directors representing employees, each director therefore undertakes to hold a number of shares with a value of at least EUR 10,000 by the end of the first year of their directorship.

Directors and corporate Officers	Number of shares as at 12/31/2021
Mr. Denis Kessler	1,733,540
Mr. Fabrice Brégier	1,068
Ms. Lauren Burns Carraud	269
Ms. Fiona Camara	225
Mr. Adrien Couret	714
Ms. Patricia Lacoste	374
Ms. Vanessa Marquette	2,271
Mr. Bruno Pfister	1,961
Mr. Augustin de Romanet	2,271
Mr. Laurent Rousseau	30,083
Holding Malakoff Humanis, represented by Mr. Thomas Saunier	5,484,767
Ms. Kory Sorenson	4,461
Mr. Claude Tendil	6,328
Ms. Natacha Valla	802
Ms. Zhen Wang	1,314
Ms. Fields Wicker-Miurin	3,053
TOTAL	7,273,501

2.2.1.4. CORPORATE OFFICERS' COMPENSATION POLICY

In accordance with Article L. 22-10-8 of the French Commercial Code, the following paragraphs present the components of the compensation policy applicable to all of the Group's corporate officers (directors, the Chairman and the Chief Executive Officer), which will be submitted for approval at the Shareholders' Meeting held to approve the financial statements for the financial year ended December 31, 2021 (see also the introduction to Section 2.2 – Board of Directors and Executive Committee member compensation, and share ownership).

The compensation policy for corporate officers is based on the principles described below, which are consistent with the principles set forth in the overall compensation policy in force within the SCOR Group. This policy is rigorously applied by the Compensation Committee as part of its work.

The compensation policy for the Group's corporate officers is adopted by the Board of Directors, on the recommendation of the Compensation Committee.

The compensation policy takes into account the corporate interest of the Company and its subsidiaries and contributes to the business strategy as well as to the sustainability of the Company.

The compensation policy encourages the active contribution of corporate officers to the Group's business by allocating a variable portion to the Chairman and the directors subject to effective attendance at meetings of the Board of Directors or of its committees

and a variable compensation to the Chief Executive Officer (annual and long-term) subject to the achievement of performance objectives.

In addition, the review of the compensation policy for corporate officers takes into account the opinions expressed by shareholders through their votes at Shareholders' Meetings as well as via the active dialogue maintained with them by the Company.

The compensation and employment conditions of the Company's employees are also taken into account in the analysis of the consistency of the compensation structure for corporate officers implemented by the Company.

The compensation policy for corporate officers is established in accordance with the measures implemented by the Company to prevent conflicts of interest. Therefore, the Chairman and the Chief Executive Officer do not attend the discussions of the Compensation Committee and of the Board of Directors relating to their respective compensation.

The compensation policy for corporate officers is established in compliance with the applicable legal and regulatory provisions and following the recommendations of the AFEP-MEDEF corporate governance code.

The compensation conditions for the corporate officers are made public annually, through the documents disclosed for the Shareholders' Meeting.

2.2.1.4.1. Directors' compensation policy

On June 30, 2021, the Company's Shareholders' Meeting set the annual maximum aggregate amount of directors' compensation at EUR 1,755,000.

Considering:

- the increase in the size of the Board of Directors;
- the separation of the roles of Chairman and Chief Executive Officer;
- the split of the former Compensation and Nomination Committee into two separate committees; and
- the reorganization of the composition of the Board Committees, which increased the number of members in each of the Committees,

the Board of Directors proposes to increase the maximum aggregate amount of directors' compensation to EUR 2,000,000.

There was no increase in the directors' annual fixed compensation nor in the variable portion for committee and Board meeting attendance.

Within the limit of the aggregate amount, the compensation of each director is allocated in accordance with the compensation policy established by the Board of Directors.

On the proposal of the Compensation Committee, the Board of Directors adopted on February 23, 2022, a new directors' compensation policy. In accordance with the recommendations of the AFEP-MEDEF corporate governance code, this policy encourages attendance. It includes:

- a fixed portion in an annual amount of EUR 28,000, payable at the end of each quarter;
- a variable portion allocated as follows:
 - EUR 3,000 per meeting of the Board of Directors;
 - EUR 6,000 per meeting of the Board Committees for Chairs; and
 - EUR 3,000 per meeting of the Board Committees for members;
- additional compensation of EUR 2,000 for non-French resident directors per Board meeting attended in person.

These amounts are the same as in previous years, and no increase is proposed.

Non-executive directors' sessions and written consultations do not give rise to compensation.

Moreover, individuals who are non-executive members of the Board of Directors (*i.e.*, all individual directors with the exception of the Chief Executive Officer and directors representing employees) receive additional compensation of EUR 10,000 which they are required to invest in SCOR shares.

The Chief Executive Officer does not receive any compensation as a director.

If the annual maximum aggregate amount of directors' compensation is exceeded, the amount paid to each director will be reduced on a pro rata basis. Where applicable, the amount corresponding to the difference between the theoretical compensation of the director and the maximum amount that can be paid will be deducted from the payment due for the fourth quarter of the year.

The directors are not entitled to Company stock option plans or free share allocation plans. Similarly, no pension contributions (or commitments) are paid for the directors in respect of their duties.

It is specified that the directors representing employees are employees of the Group and, as such, receive compensation separate from their compensation as directors.

Similarly, the Chief Executive Officer, who does not receive any compensation in his capacity as a director, receives compensation in his capacity as Chief Executive Officer.

Finally, the Chairman receives compensation in this capacity, separate from the compensation he receives as a director, as a chair and as a member of Board's Committees.

Subject to its approval at the 2022 Shareholders' Meeting, this compensation policy shall be applicable for the current financial year, *i.e.*, the 2022 financial year, and shall remain in force until the next Shareholders' Meeting called to approve the financial statements for the year ended December 31, 2022.

2.2.1.4.2. Compensation policy for Denis Kessler as Chairman for 2022

Set out below is the compensation policy for the Chairman of SCOR SE for 2022, which will be submitted for approval by the shareholders in accordance with the provisions of Article L. 22-10-8 II of the French Commercial Code.

In compliance with the recommendations of the AFEP-MEDEF corporate governance code, Denis Kessler does not have an employment contract with the Company.

Structure of the Chairman's compensation

The structure of the Chairman's compensation is in line with market practice and is mainly composed of:

- an annual fixed portion;
- compensation in his capacity as a director;
- health and welfare plans applicable to all Group executives;
- specific life insurance; and
- certain benefits, such as a service car with shared driver, an office, a personal assistant and an advisor.

In addition, the Chairman shall be reimbursed for expenses incurred in the performance of his duties.

Fixed compensation

Determination

The fixed compensation of the Chairman, payable in twelve monthly installments, is determined based on:

- the level and complexity of his responsibilities;
- the wide range of tasks entrusted to him by the Board of Directors, which are described in the Board's Internal Charter;
- his experience; and
- his areas of expertise.

Amount

For 2022, on the proposal of the Compensation Committee, the Board of Directors decided at its February 23, 2022 meeting that the fixed compensation of the Chairman would be EUR 600,000.

This compensation is identical (on an annual basis) to that set by the Board of Directors for 2021.

Compensation of the Chairman in his capacity as a director

The Chairman receives compensation in his capacity as a director and as a chair or member of certain Board Committees.

This compensation is established in the same way as the compensation of other directors of SCOR SE, under the conditions set out in Section 2.2.1.4.1.

Other benefits

Company car

As the Company representative, the Chairman is granted a company car with a shared driver. The insurance, maintenance, fuel and all costs related to the driver are paid by the Company.

Advice and assistance

The Chairman also benefits from an office, an assistant who also works for the Board of Directors, an advisor and tax assistance.

Health and welfare

The Chairman also benefits from the health and welfare schemes applicable to all Group executives, as authorized by social security rules and company law.

Specific life insurance policy

The Chairman benefits from a specific life insurance policy providing for the payment of EUR 6.26 million in the event of his death.

Holding obligation

The Board of Directors decided that the Chairman should hold as registered shares at least 50% of his performance shares granted during the 2019, 2020 and 2021 financial years (*i.e.*, the last three financial years during which he served as Chairman and Chief Executive Officer of SCOR) throughout his term of office as Chairman.

Annual variable compensation

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the Chairman does not receive any annual variable compensation for the 2022 financial year.

Exceptional compensation

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the Chairman does not receive any exceptional compensation for the 2022 financial year.

Long-term variable compensation

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the Chairman does not receive any performance shares or stock options for the 2022 financial year.

Multi-year compensation

In accordance with the recommendations of the AFEP-MEDEF corporate governance code, the Chairman does not receive any multi-year compensation for the 2022 financial year.

Termination of duties

In the event of termination of his duties as Chairman of the Board of Directors, he is not entitled to any severance pay.

Non-competition clause

In the event of termination of his duties as Chairman of the Board of Directors, there is no non-competition clause.

Supplementary pension plan

The Chairman of the Board of Directors does not benefit, in this capacity, from any supplementary pension plan set up by the Group.

Recruitment of a new Chairman

In the event that a new Chairman is appointed, the Board of Directors has decided that this same compensation policy would apply, on a pro rata basis, adjusted to reflect their profile and role.

2.2.1.4.3. Compensation policy for Laurent Rousseau as Chief Executive Officer for 2022

Set out below is the compensation policy for the Chief Executive Officer of SCOR SE for 2022, which will be submitted for approval by the shareholders in accordance with the provisions of Article L. 22-10-8 II of the French Commercial Code.

In accordance with the law, the payment of the Chief Executive Officer's variable and exceptional compensation is subject to approval by the Ordinary Shareholders' Meeting, under the conditions set out in Article L. 22-10-34 II of the French Commercial Code.

In compliance with the recommendations of the AFEP-MEDEF corporate governance code, Laurent Rousseau resigned from his position as an employee prior to his appointment as Chief Executive Officer of SCOR. As such, Laurent Rousseau does not have an employment contract with the Company.

Mr. Laurent Rousseau is also a director of SCOR SE. For information on the directorship of Mr. Laurent Rousseau, please see Section 2.1.5.1 - Corporate officers.

Principles and rules for determining the Chief Executive Officer's compensation and benefits

The compensation policy for the Chief Executive Officer is set by the Board of Directors, on the recommendation of the Compensation Committee.

This compensation policy is based on the principles described below, which are consistent with the principles set out in the SCOR Group's overall compensation policy and rigorously applied by the Compensation Committee as part of its work.

During their deliberations on his personal situation, in which the Chief Executive Officer does not take part, the Compensation Committee and the Board of Directors ensure that the compensation policy for the Chief Executive Officer is in line with the corporate interest and business strategy of the Company and contributes to its sustainability.

Exhaustiveness

Each component comprising the compensation and benefits is analyzed individually and then collectively, in order to reach an appropriate balance between the different components of compensation.

Compliance

The Board of Directors of SCOR SE decided, at its December 12, 2008 meeting, to apply the recommendations of the AFEP (*Association Française des Entreprises Privées*, the French association of large companies) and MEDEF (*Mouvement des Entreprises de France*, the French business confederation) to the compensation of the executive corporate officer of SCOR, considering that they are in line with SCOR's corporate governance principles.

The compensation policy for the new Chief Executive Officer was established in accordance with the recommendations of the AFEP-MEDEF corporate governance code as revised in January 2020.

Talent management and alignment of interests

The compensation policy constitutes a tool that enables the Group to attract, motivate and retain talents at the highest level and to meet the expectations of shareholders and other stakeholders, notably in terms of transparency and the link between compensation and performance.

The compensation policy for the Chief Executive Officer is aligned with the compensation policy applied to the Group's employees. For all *Partners* within the Group around the world, the components comprising their compensation follow a similar structure and include a fixed portion and a variable portion, and a portion that is paid immediately and a portion that is deferred.

The Group's compensation policy favors performance shares and stock options over cash compensation, which distinguishes SCOR from most of its peers. This policy allows maximum alignment with the interests of shareholders, during the performance measurement period and beyond, through the holding of SCOR shares over time. In particular, it encourages long-term performance. It also allows costs to be kept under control, since taxation and employer charges on performance shares are, in France, lower than those on cash compensation.

The performance conditions, both for the collective portion of the annual variable compensation and for the performance shares and stock options, are perfectly aligned with SCOR's strategic objectives.

Comparability and competitiveness

According to a decision by the Board of Directors, the Chief Executive Officer's compensation should be determined in the light of benchmark analyses.

Consequently, market studies are regularly conducted by an external company for the Compensation Committee, compared to a panel of peers made up of the main global reinsurers selected by premium income and for which information on the pay of top management is available (Alleghany, Arch Capital Group, Axis Capital Holdings, Everest Re, Great West Lifeco, Hannover Re, Munich Re, Reinsurance Group of America and Swiss Re).

Work to determine the compensation policy for the Chief Executive Officer for the 2022 financial year

On October 22, 2021, under the aegis of the new Chairman of the Compensation Committee, the Committee began work on a

revised compensation policy for the Chief Executive Officer for the 2022 financial year.

The initial guidelines defined by the Committee at its meetings on October 22 and December 14, 2021 were presented to the main investors and proxy advisors at governance pre-roadshows held in January 2022.

The work of the committee continued at meetings on February 4 and 22, 2022, in the light of the initial reactions of investors and proxy advisors.

On February 23, 2022, the Board of Directors approved the Chief Executive Officer's compensation policy for the 2022 financial year, following the recommendations made by the Compensation Committee.

The objective of the Compensation Committee and the Board of Directors is to propose a clear, readable compensation policy that is adapted to the profile of the Chief Executive Officer and to the challenges facing the Group, and that meets the expectations of investors, whether these expectations were formulated in connection with the compensation policy of Mr. Denis Kessler when he was Chairman and Chief Executive Officer of SCOR, or within the framework of the active shareholder dialogue that the Group undertook in connection with the compensation of Mr. Laurent Rousseau.

The Compensation Committee and the Board of Directors wished in particular to:

- propose a balanced compensation structure;
- disclose, at the beginning of the financial year, the performance criteria determining the amount of the annual variable portion;
- increase the importance of financial criteria in determining the amount of the annual variable portion: their cumulative weighting has been increased from 60% to 70% by adding a third financial criterion (cost ratio) alongside ROE and solvency objectives;
- replace the scale for assessing the ROE objective with a new scale that is both more demanding and more incentive-based. The scale used in 2021 had been introduced in 2020, and replaced the previous linear scale with a systematically less favorable tiered scale, with a minimum threshold set at 50% of the target, compared with 30% previously. Although much more restrictive than the previous one, this scale was still considered insufficient by some investors and proxy advisors.
In order to meet investors' expectations, and to demonstrate the importance that the Group attaches to this criterion, the Board, on the recommendation of the Compensation Committee, has adopted an even more demanding tiered scale: the triggering threshold has been raised from 50% to 60% of target ROE. Below this threshold, the achievement rate would be zero.
In addition, the new scale adopted by the Board is more incentive-based than the one introduced in 2020: the Board considers that it is in the interests of the Group and its shareholders to encourage the Chief Executive Officer to exceed the ROE target. It therefore raised the maximum attainment rate to 140% (compared with 130% previously), for an ROE equal to 120% of the target (compared with 130% previously);
- adopt a simple solvency scale, centered on the optimal range defined in the Quantum Leap plan (185% - 220%). The new scale adopted by the Board is demanding: it sanctions solvency close to the lower limit (70% achievement rate between 185% and 205%) and only grants a 100% achievement rate for solvency above 205%, without outperformance;

- introduce a new financial criterion, related to cost control. The cost ratio is one of the key indicators of SCOR's sound management; this is why the Board, on the proposal of the Compensation Committee, wished to make it one of the criteria determining the amount of the Chief Executive Officer's annual variable compensation. Here again, the scale is designed to be both demanding (zero achievement rate for a cost ratio of more than 4.8%, which is more ambitious than the maximum required in the Quantum Leap plan) and incentivizing (120% achievement rate for an ambitious cost ratio of 4.5% or less).

The cost ratio is a value determined according to a predetermined formula.

- add two sustainable development criteria, one linked to an environmental criterion (a 20% increase in the amount invested in green and/or sustainable bonds, calculated based on the market value of the bonds at the end of the 2022 financial year vs. 2021) and the other linked to a social criterion (the improvement of the equity ratio). These two objectives, aligned with pre-existing commitments made by the Group, would each count for 10%, *i.e.*, a cumulative weighting of 20%, thus demonstrating the importance of sustainable development issues for the Group

In addition, the Board wanted these criteria to be quantitative and objectively measurable. Thus, the cumulative weighting of quantitative criteria in the determination of the Chief Executive Officer's annual variable compensation has been increased to 90%, meeting the expectations for transparency and objectivity expressed by investors and proxy advisors in the context of the active shareholder dialogue that the Group maintains with them; and

- to be able to assess more widely the performance of the Chief Executive Officer in the management of the Group through a new criterion, called "*Leadership*".

At a time when the Group is engaged in large-scale projects (adoption of IFRS 17 and a new strategic plan) and facing major challenges (management of the Covid crisis), the Board wishes to recognize and, where appropriate, reward the work of the Chief Executive Officer (particularly his ability to mobilize associates).

In accordance with investor demands, the weight of this qualitative criterion is limited (10%).

In addition, the Board, on the recommendation of the Compensation Committee, will endeavor to justify precisely, in 2023, the achievement rate used in light of the Group's activity for the 2022 financial year.

These changes are an integral part of the Chief Executive Officer's compensation policy for 2022.

Structure of the Chief Executive Officer's compensation

The structure of the Chief Executive Officer's compensation is in line with market practices and consists of a cash compensation, including an annual fixed portion and an annual variable portion, and long-term variable compensation, consisting of performance shares and stock options.

Fixed compensation

Determination

The fixed compensation of the Chief Executive Officer, payable in twelve monthly installments, is determined based on:

- the level and complexity of his responsibilities;
- his career path, professional experience, and areas of expertise;

- market analyses for comparable roles (external competitiveness); and
- consistency with other Group functions (internal equity).

Amount

On February 23, 2022, the Board of Directors decided, on the proposal of the Compensation Committee, that the fixed compensation of the Chief Executive Officer for the 2022 financial year would be EUR 800,000.

Compensation of the Chief Executive Officer in his capacity as a director

In accordance with the compensation policy for directors described in Section 2.2.1.4.1, the Chief Executive Officer does not receive any compensation as a member of the Board of Directors of SCOR SE.

The Chief Executive Officer does not receive any compensation for his other positions in Group companies.

Annual variable compensation

Objective

The purpose of this variable compensation is to encourage the Chief Executive Officer to achieve the annual performance objectives set by the Board of Directors on the recommendation of the Compensation Committee, in line with the company's strategy.

Target amount

In accordance with the AFEP-MEDEF corporate governance code, the potential amount of variable compensation is expressed as a percentage of fixed compensation.

For the 2022 financial year, the Board of Directors, on the recommendation of the Compensation Committee, has set the target amount of the annual variable portion at 100% of the fixed portion, *i.e.*, EUR 800,000, for a 100% achievement rate.

It is specified that some of the objectives set by the Board allow for outperformance, and that the amount of the variable portion may, if necessary, exceed 100% of the fixed portion. In view of the ceilings on the achievement rate for the various performance criteria, and their respective weightings, the annual variable portion could reach a maximum of 118% of the fixed portion.

Structure of variable compensation

The target annual variable portion of the Chief Executive Officer's compensation is based on transparent and demanding objectives that are adapted to the Group's business sector of reinsurance, which, by its nature, covers long-term risks that can produce variable results year to year.

On the proposal of the Compensation Committee, the Board of Directors decided to increase the number and weighting of quantitative criteria, with the addition of a new financial criterion (bringing the total weighting of these criteria to 70%) and the introduction of two sustainable development criteria (for a total weighting of 20%) both of which are transparent and measurable.

The assessment of the variable portion is therefore essentially objective and based on measurable criteria, which meets the expectations of investors and proxy advisors, while the Board retains the possibility of assessing the Chief Executive Officer's management of the Group through the leadership criterion, which accounts for 10%.

Nature	Weight	Type	Weight	Criterion	Weight
Quantitative criteria	90 %	Financial criteria	70 %	ROE	30 %
				Solvency	30 %
				Cost ratio	10 %
				Environment	10 %
				Social	10 %
Qualitative criterion	10 %	Group management	10 %	Leadership	10 %

Financial objectives

On the recommendation of the Compensation Committee, the Board of Directors decided to define three financial objectives (ROE, solvency and cost control), to set the scales for assessing the achievement rate for these objectives and to communicate them at the beginning of the financial year.

These scales are described below, which ensures that the market is fully informed and that the Chief Executive Officer is fully informed

ROE objective

The ROE scale introduced in 2020, which was more restrictive than the previous scale, has been replaced.

The new scale is both more demanding than the previous one (no payment provided for in the event that ROE is equal to or below 60% of the target) and provides more of an incentive to exceed the ROE target (the achievement rate increases more rapidly beyond the target and can reach up to 140% in the case of outperformance).

The new grid is as follows:

Ratio between ROE reached and targeted ROE	Percentage of the target paid
From 120%	140%
Between 115% and 119.99%	130%
Between 110% and 114.99%	120%
Between 105% and 109.99%	110%
Between 100% and 104.99%	100%
Between 90% and 99.99%	90%
Between 80% and 89.99%	80%
Between 70% and 79.99%	60%
Between 60% and 69.99%	40%
Below 60%	0%

As a reminder, the ROE objective defined in the Quantum Leap plan is 800 basis points above the 5-year risk-free rate over the cycle, it being specified that this risk-free rate is calculated on a 5-year moving average of 5-year risk-free rates.

Solvency objective

Solvency is, along with ROE, one of the main objectives defined by the Quantum Leap plan.

Encouraging the maintenance of a high level of solvency avoids incentives for excessive risk taking.

in advance of the achievement rate associated with the Group's performance in the 2022 financial year.

The ROE and cost ratio criteria allow the Chief Executive Officer to outperform by up to 140% in the case of the ROE criterion, and up to 120% in the case of the cost ratio.

In return, the financial criteria are particularly demanding.

The weighting of the ROE objective is reduced to 30% in order to increase the weighting of the solvency criterion from 10% to 30% (the Compensation Committee and the Board of Directors consider that these two objectives are equally important for SCOR) and to introduce the cost control criterion, with a weighting of 10%. In total, these changes bring the total weighting of the financial criteria to 70% (as opposed to 60% previously), in line with best practice in this area.

The Board also noted that the achievement rate will be determined mechanically and objectively at the end of the 2022 financial year.

The optimal range defined by the Quantum Leap plan is between 185% and 220%.

Above 205% solvency, the attainment rate would be 100%. Below that, it would be 70%, and would fall to 0% when solvency is below the lower limit of the optimal range (185% solvency).

Solvency	Percentage of the target paid
From 205%	100%
Between 185% and 204.99%	70%
Below 185%	0%

Cost control objective

Cost control is one of the Group's main indicators of good management.

Over the last few years, the combined efforts of management and all the teams have made it possible to bring the cost ratio down below the Quantum Leap plan's assumption of around 5%.

Cost ratio	Percentage of the target paid
From 4.81%	0%
Between 4.51% and 4.8%	100%
Below or equal to 4.5%	120%

Sustainable development objectives

In the 2021 financial year, SCOR adopted a non-statutory *raison d'être*: "Combining the Art and Science of Risk to protect societies".

Indeed, as a global independent reinsurance group, SCOR contributes to the well-being, resilience, and sustainable development of society by reducing the protection gap, making insurance products accessible to as many people as possible, helping

to protect policyholders against the risks they face, pushing back the boundaries of insurability and acting as a responsible investor.

On the recommendation of the Compensation Committee, the Board of Directors chose to introduce this new financial objective, and to propose a demanding evaluation scale. The rate of 100% would be reached for a cost ratio between 4.51% and 4.8%. For a cost ratio less than or equal to 4.5%, the achievement rate would be 120%. For a cost ratio greater than or equal to 4.81%, it would be zero.

Environmental criterion

As a responsible investor, SCOR has been financing the transition to a low-carbon economy for many years. Initially focused on the investment or financing of physical real estate or infrastructure assets, the strategy has evolved through the development of new products, and in particular green and/or sustainable bonds, allowing for an acceleration of the means deployed to achieve the objectives of the Paris Agreements.

In this context, the Board of Directors, on the proposal of the Compensation Committee, set an objective to increase the amount

invested in green and/or sustainable bonds by 20%, calculated based on the market value of the bonds at the end of the 2022 financial year vs. 2021.

The proposed scale is aligned with the progress made, with a trigger threshold of 60% of the objective (*i.e.*, a 12% increase), and an outperformance that can go up to 140% (in the event of exceeding the objective by that much).

Ratio between the actual increase and the target increase (20%)	Percentage of the target paid
From 140%	140%
Between 60% and 139.99%	Percentage equal to the ratio
Below 60%	0%

Social criterion

On the proposal of the Compensation Committee, the Board of Directors proposes to introduce a new criterion linked to the improvement of the equity ratio. The equity ratio corresponds to a basket of indicators relating to pay gaps between women and men and the actions implemented to eliminate them.

These indicators are defined in Article D. 1142-2 of the French Labor Code. They are as follows:

- the gender pay gap, calculated on the basis of the average pay of women compared to men, by age group and by category of equivalent positions;

- the difference in the rate of individual salary increases not corresponding to promotions between women and men;
- the difference in promotion rates between women and men;
- the percentage of female employees who received a raise in the year they returned from maternity leave, if raises occurred during the period in which the leave was taken; and
- the number of employees of the underrepresented gender among the ten highest paid employees.

The Board of Directors proposes to award a 100% achievement rate if the equity index increases. On the other hand, if the equity ratio falls, the rate is zero.

Progression	Percentage of the target paid
Increase	100%
Decrease	0%

Payment conditions

Variable compensation for the year is paid during the following year.

In accordance with applicable regulations, payment of the variable annual compensation is subject to approval of the Chief Executive Officer's compensation at the following year's Shareholders' Meeting.

Effect of termination of duties on payment of annual variable compensation

If the Chief Executive Officer leaves during the year:

- the entire annual variable portion of his compensation for the previous year will be paid, subject to the approval of the Shareholders' Meeting;
- in the event of dismissal other than for misconduct (*faute*), the amount of the variable portion of his compensation for the current year will be determined by the Board of Directors *prorata temporis* to his presence within the Group, and paid during the following year subject to approval at the Shareholders' Meeting; and
- no annual variable portion will be paid for the current financial year in the event of dismissal for misconduct.

Exceptional compensation

The Board of Directors has decided that the Chief Executive Officer will not receive any exceptional compensation for the 2022 financial year.

Long-term variable compensation

At its meeting on February 23, 2022, the Board of Directors decided to grant 70,000 performance shares and 60,000 stock options to the Chief Executive Officer in respect of the 2022 financial year.

The performance shares are subject to a three-year presence requirement as from the grant date and to performance conditions assessed over three financial years, *i.e.*, the 2022, 2023 and 2024 financial years.

Stock options are subject to a four-year presence requirement and to performance conditions assessed over three financial years, *i.e.*, the 2022, 2023 and 2024 financial years.

Performance conditions applicable to both performance shares and stock options

The Board of Directors has decided that all stock option and performance share allocations made to the Chief Executive Officer should be subject to performance conditions that are aligned with the main strategic objectives of SCOR.

Like the performance conditions applicable to the annual variable portion, the performance conditions applicable to the performance shares and stock options are demanding, transparent and objectively assessed, insofar as the results serving as a basis for determining the achievement rates are public.

On the proposal of the Compensation Committee, the Board of Directors has defined the following three performance conditions:

Performance criterion	Weight
ROE	40%
Solvency	40%
Total Shareholder Return (TSR)	20%

The number of performance shares that vest and the number of stock options that may be exercised are determined based on the achievement rates for the three performance criteria, taking into account the weighting determined by the Board.

The Compensation Committee and the Board of Directors will review these performance conditions in light of the new strategic plan to be adopted in 2022, and may decide to adapt them to reflect the new strategic objectives as part of the compensation policy of the Chief Executive Officer for the 2023 financial year.

ROE objective

The scale adopted by the Board of Directors, on the proposal of the Compensation Committee, is as follows:

Ratio between average ROE and target ROE	Achievement rate
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

The average ROE is calculated over the period during which the performance conditions are assessed (*i.e.*, for the performance shares and stock options granted in respect of the 2022 financial year, the 2022, 2023 and 2024 financial years).

As a reminder, the ROE objective defined in the Quantum Leap plan is 800 basis points above the 5-year risk-free rate over the cycle, it being specified that this risk-free rate is calculated based on a 5-year moving average of 5-year risk-free rates.

In any case, if the average ROE is less than 5%, the achievement rate would be 0%.

Solvency objective

The scale adopted by the Board of Directors, on the proposal of the Compensation Committee, is as follows:

Difference between the average solvency ratio and the target ratio	Achievement rate
Above or equal to 0 percentage point	100 %
Between 0 and -35 percentage points	Linear sliding scale
Below or equal to -35 percentage points	0 %

The average solvency ratio is calculated over the period during which the performance conditions are assessed (*i.e.*, for the performance shares and stock options granted in respect of the 2022 financial year, the 2022, 2023 and 2024 financial years).

The lower limit of the target or "optimal" range set out in the strategic plan is considered for the purposes of the calculation as the target solvency ratio.

For the 2022 financial year, the target solvency ratio corresponds to the lower limit of the optimal range set by the Quantum Leap plan, *i.e.*, 185%.

Total Shareholder Return (TSR)

The use of the TSR criterion is intended to ensure that the financial interests of investors are taken into account in determining the long-term compensation of the Chief Executive Officer.

The achievement rate will be determined according to SCOR's ranking within a group of peers over the reference period:

SCOR's ranking within the peer group based on the TSR achieved over the reference period	Achievement rate
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The peer group consists of the following companies: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re and Zurich Insurance Group.

If one of the peers ceases to be listed, the Board of Directors will identify a suitable substitute to take the place of the exited peer for the entire reporting period.

In order to limit the impact of currency movements on share prices, the TSR will be measured in euros for all companies in the panel.

Presence condition

Except in specific cases (death, disability or retirement), the vesting of performance shares and the right to exercise stock options are subject to the Chief Executive Officer remaining with the Group until the end of the vesting period.

In the event of forced departure or dismissal (for a reason other than misconduct or inadequate performance), the rights of the Chief Executive Officer (to acquire performance shares and exercise stock options) will be prorated according to the period during which he has served as Chief Executive Officer during the vesting period, reduced to the duration of the vesting period (see the Section "Termination of duties" below).

Other conditions

In addition to the performance conditions and the presence condition, the definitive acquisition of performance shares and the possibility of exercising stock options are subject to compliance with the Group's ethical principles as described in the Group's Code of Conduct.

The Group's Code of Conduct includes key aspects of corporate social responsibility, including integrity, data protection and privacy, anti-corruption, strict compliance with sanctions and embargos, anti-money laundering, transparency, promotion of equal opportunity in all aspects of employment, encouragement to report ethical issues through a whistleblowing procedure, and promotion of and compliance with the principles of the United Nations Global Compact.

In the event of a breach of the Code of Conduct, for instance in the event of fraud, none of the Chief Executive Officer's shares will vest and none of his options may be exercised (clawback policy).

Lastly, notwithstanding the total or partial achievement of the above conditions, the vesting of the shares and the possibility of exercising all or part of the stock options are subject to the beneficiary completing compulsory training in sustainable development.

Performance share holding obligation

The Board of Directors has decided that the Chief Executive Officer should hold as registered shares an aggregate number of performance shares and shares subscribed for upon exercise of stock options granted in his capacity as Chief Executive Officer at least equal to 50% of the performance shares acquired following grants made in his capacity as Chief Executive Officer until the end of his term of office as Chief Executive Officer.

Multi-year compensation

The Board of Directors has decided not to use this type of cash-based long-term compensation system, preferring instead to grant performance shares and stock options, which strengthen the alignment of interests with shareholders.

Nevertheless, such a system may be envisaged if regulatory developments or any other circumstance make it too restrictive or impossible for the Company to use share-based instruments.

Termination of duties

In the event of termination of the Chief Executive Officer's duties, the benefits due to him would be determined according to the following situations:

- (i) in the event of dismissal for misconduct or following a notably inadequate performance (*i.e.*, if the performance condition (C_n) defined below is not met) or resignation (other than as a result of a forced departure referred to in paragraphs (ii) and (iii) below), no severance pay would be due to him;

- (ii) in the event of forced departure or dismissal for difference of opinion on the Group's strategy, the Chief Executive Officer would receive severance pay equal to the sum of the fixed and variable components of his gross annual compensation paid in the twenty-four (24) months preceding the date of his departure from the Group;
- (iii) in the event of forced departure or dismissal resulting from an unsolicited offer or an offer not recommended by the Company's Board of Directors leading to a change of control of the Group, the Chief Executive Officer would receive severance pay equal to the sum of the fixed and variable components of his annual gross compensation paid in the twenty-four (24) months preceding the date of his departure from the Group.

It is specified, where necessary, that the allocation of performance shares and stock options are not counted in the calculation of the severance pay.

In all cases ((i), (ii) or (iii)), no severance pay would be due if the performance condition (C_n) defined below is not met.

Furthermore, in the cases referred to in paragraphs (ii) and (iii) above:

- the amount of the variable portion of the Chief Executive Officer's compensation for the current financial year will be determined by the Board of Directors *prorata temporis* to his presence within the Group, and paid during the following financial year subject to the approval of the Shareholders' Meeting; and
- the rights to performance shares and options granted to him before his departure would be maintained *prorata temporis* to his presence within the Group during the vesting period (*i.e.*, based on the period during which he has exercised his duties as Chief Executive Officer during the vesting period, reduced to the duration of the vesting period), while remaining subject, in their entirety, to the performance conditions of each of the plans.

The performance condition (C_n), set by the Board of Directors on the recommendation of the Compensation Committee, will be met if the two criteria below are met:

- (A) SCOR's average ROE for the three financial years preceding the date of departure of the Chief Executive Officer exceeds 50% of the average of SCOR's strategic ROE target (defined in the strategic plan) calculated over the same period; and
- (B) SCOR's average solvency ratio for the three financial years preceding the date of departure of the Chief Executive Officer exceeds the average of SCOR's strategic solvency ratio target (as defined in the strategic plan) calculated over the same period; it being specified that in the event that the strategic plan sets a target or "optimal" range, the lower limit of this range is considered for the purposes of the calculation to be the target solvency ratio.

The purpose of these criteria is to ensure alignment with successive strategic plans, by incorporating their objectives and thus being representative of the impact of the Chief Executive Officer on the Group's performance.

The Board of Directors, on the recommendation of the Compensation Committee, will assess whether or not the performance condition (C_n) has been met.

Non-competition clause

In the event of termination of the Chief Executive Officer's duties, there is no non-competition clause.

Supplementary pension plan

The Chief Executive Officer does not benefit from any supplementary pension plan set up by the Group.

Other benefits

Company car

The Chief Executive Officer is granted a company car with a shared driver. The insurance, maintenance, fuel and all costs related to the driver are paid by the Company.

Health and welfare

The Chief Executive Officer also benefits from a health insurance scheme.

Finally, the Chief Executive Officer benefits from death or permanent disability insurance in case of an accident, also taken out for the senior executives of the Company and applicable since January 1, 2006. This collective insurance is renewed or renegotiated on an annual basis so that the Chief Executive Officer will benefit from any policies that may replace the existing one.

Recruitment of a new Chief Executive Officer

The Board of Directors has decided that, in the event that a new Chief Executive Officer is appointed, this compensation policy will be applied to him/her, on a pro rata basis, for the amount of the fixed and variable portions and for the number of performance shares and stock options that will be allocated to him/her. The number of shares and options will be determined based on the duration of the Chief Executive Officer's duties during the financial year, in relation to the duration of the financial year.

The Board of Directors could also decide to grant the new Chief Executive Officer (i) exceptional compensation in cash and/or (ii) an exceptional allocation of performance shares and stock options, in order to compensate for the loss of compensation related to his/her departure from his/her previous employer, it being understood that the payment of such compensation could only be made subject to the approval of the shareholders pursuant to Article L. 22-10-34 of the French Commercial Code.

Deputy Chief Executive Officer

In the event of the appointment of one or more Deputy Chief Executive Officers, the compensation components, principles and criteria set out in the compensation policy and the benefits granted to the Chief Executive Officer would also apply to the Deputy Chief Executive Officers. It would be the responsibility of the Board of Directors, on the recommendation of the Compensation Committee, to adapt the objectives, performance levels, parameters and structure, it being specified that the target amounts expressed as percentages of the fixed compensation may not be higher than those of the Chief Executive Officer.

2.2.2. COMPENSATION OF THE EXECUTIVE COMMITTEE MEMBERS

2.2.2.1. PRINCIPLES AND RULES SET FOR THE DETERMINATION OF THE COMPENSATION AND BENEFITS OF THE EXECUTIVE COMMITTEE MEMBERS

Governance

The structure of the compensation of the Executive Committee members is mainly composed of cash compensation, including a fixed portion and a variable annual portion, as well as variable long-term compensation in the form of stock options and performance shares.

The Compensation Committee is informed about the compensation policy the Executive Committee members and makes proposals to the Board of Directors about the conditions and amount of the stock options and performance shares allocated to the members of the Executive Committee.

The variable portion of the compensation depends on the achievement of the Group's ROE objective, and on the achievement of individual objectives.

The members of the Executive Committee do not receive compensation in respect of their directorships in companies in which SCOR holds more than 20% of the capital.

Each member of the Executive Committee benefits from the use of a vehicle (or equivalent car allowance) for business purposes.

If a member of the Executive Committee were dismissed (except for serious or gross misconduct) or decided to resign within a 12-month period following a change of control, he/she would receive an indemnity equal to the sum of the fixed and variable compensation and non-exceptional cash benefits paid by the Group during the two years preceding his/her departure. However, this indemnity will not be payable if SCOR's average solvency ratio over the three financial years preceding the date of departure is less than the average of SCOR's strategic target solvency ratio (as defined in the strategic plan) calculated over the same period (the "Target Solvency Ratio") (it being specified that, if the strategic plan defines a target or "optimal" range, the lower end of this range will be considered for calculation purposes as the Target Solvency

Ratio). The concept of "change of control" referred to above includes any significant capital change in SCOR, in particular one that may lead to a change in the composition of the Board of Directors or a change in the Chief Executive Officer of SCOR. Moreover, the rights to the performance shares and options allocated before their departure would be maintained while remaining subject, in their entirety, to the performance conditions of each of the plans.

Pension benefits

As is the case for all senior executives employed in France, the members of the Executive Committee who joined SCOR before June 30, 2008 and are employed in France, are entitled to a guaranteed pension plan that is notable conditional on a minimum of five years of service with the Group. The amount of the guaranteed pension is calculated based on their average compensation over the last five years. The amount of the additional pension guaranteed by the Group varies from 5% to 50% (with maximum growth of 5% per year) of their average compensation over the last five years, depending on their seniority in the Group at retirement, less any pension benefits acquired under other mandatory collective pension plans. Moreover, the additional pension may under no circumstances exceed 45% of the average compensation over the last five years. The plan was closed to employees hired after June 30, 2008.

The other Executive Committee members benefit from the collective pension schemes in place in their entity and do not have any specific plan.

The total commitment of the Group in respect of defined benefit pension plans in France, Germany, the United States, the United Kingdom and Switzerland for the Executive Committee members (including the Chief Executive Officer (Laurent Rousseau)) amounts to EUR 11 million as at December 31, 2021, i.e. 2% of the total commitment of the Group in respect of pension plans, which represents EUR 467 million.

2.2.2.2. COMPENSATION OF THE EXECUTIVE COMMITTEE MEMBERS FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2020

The following table presents the aggregate gross compensation due and paid to the members of the Executive Committee (including and excluding the Chief Executive Officer) for 2021, 2020 and 2019:

In EUR	2021		2020		2019	
	Amount due	Amount paid	Amount due	Amount paid	Amount due	Amount paid
Fixed compensation	4,442,112	4,240,512	4,745,296	4,427,524	4,919,592	4,689,552
Variable compensation	2,984,538	1,943,752	2,306,630	3,352,875	3,809,103	3,341,432
Allowances	94,184	79,242	81,675	81,898	70,530	70,530
Gross compensation of the Executive Committee members excluding the Chief Executive Officer⁽¹⁾	7,520,834	6,263,507	7,133,601	7,862,298	8,799,225	8,101,514
Chief Executive Officer	1,279,149	1,035,641	2,011,000	2,019,940	2,360,200	2,460,400
TOTAL EXECUTIVE COMMITTEE	8,799,983	7,299,148	9,144,601	9,882,238	11,159,425	10,561,914

(1) Executive Committee members include Jean-Paul Conoscente since 2019, Ian Kelly since 2020, Claire Le-Gall-Robinson and Fabian Üffer since 2021. Victor Peignet left the Executive Committee in 2019, Mark Kociancic in 2020 and Paolo De Martin in 2021.

(2) It is recalled that Denis Kessler was Chief Executive Officer until June 30, 2021, Laurent Rousseau having since succeeded him. The amount paid in 2021 includes the compensation paid to Denis Kessler in the first half of 2021 and the compensation paid to Laurent Rousseau in the second half of 2021.

For information on stock options and performance shares held by the members of the Executive Committee, see Section 2.2.3 – Stock options and performance shares.

2.2.3. STOCK OPTIONS AND PERFORMANCE SHARES

2.2.3.1. STOCK OPTIONS HELD BY THE MEMBERS OF THE EXECUTIVE COMMITTEE IN OFFICE AS AT DECEMBER 31, 2021 AND TO THE CHIEF EXECUTIVE OFFICER

The table below presents the stock option plans allocated to the Executive Committee members in office as at December 31, 2021 and to the Chief Executive Officer:

	Number of stock options allocated	Plan date	Exercise price (in EUR)	Exercise period		Exercisable options	Options exercised
Denis Kessler ⁽¹⁾	125,000	03/22/2011	19.71	03/23/2015	to 03/22/2021	-	125,000
	125,000	03/23/2012	20.17	03/24/2016	to 03/23/2022	125,000	-
	100,000	03/21/2013	22.25	03/22/2017	to 03/21/2023	100,000	-
	100,000	03/20/2014	25.06	03/21/2018	to 03/20/2024	100,000	-
	100,000	03/20/2015	29.98	03/21/2019	to 03/20/2025	100,000	-
	25,000	03/10/2016	31.58	03/11/2020	to 03/10/2026	21,250	-
	100,000	03/10/2017	33.78	03/11/2021	to 03/10/2027	75,000	-
	100,000	03/08/2018	35.10	03/09/2022	to 03/08/2028	-	-
	100,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	100,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
	8,300	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-
Total	983,300					521,250	125,000
Laurent Rousseau ⁽²⁾	4,000	03/22/2011	19.71	03/23/2015	to 03/22/2021	-	4,000
	4,000	03/23/2012	20.17	03/24/2016	to 03/23/2022	-	4,000
	4,000	03/21/2013	22.25	03/22/2017	to 03/21/2023	-	4,000
	3,000	03/20/2014	25.06	03/21/2018	to 03/20/2024	3,000	-
	3,750	03/20/2015	29.98	03/21/2019	to 03/20/2025	3,750	-
	3,750	03/10/2016	31.58	03/11/2020	to 03/10/2026	3,188	-
	2,814	12/01/2017	34.75	12/02/2021	to 12/01/2027	2,111	-
	25,026	12/22/2018	40.81	12/23/2022	to 12/22/2028	-	-
	32,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	32,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
	32,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-
	14,000	08/01/2021	24.93	08/02/2025	to 08/01/2031	-	-
Total	160,340					12,049	12,000
Frieder Knüpling	40,000	03/22/2011	19.71	03/23/2015	to 03/22/2021	-	40,000
	40,000	03/23/2012	20.17	03/24/2016	to 03/23/2022	-	40,000
	40,000	03/21/2013	22.25	03/22/2017	to 03/21/2023	20,000	20,000
	40,000	03/20/2014	25.06	03/21/2018	to 03/20/2024	40,000	-
	40,000	03/20/2015	29.98	03/21/2019	to 03/20/2025	40,000	-
	50,000	03/10/2016	31.58	03/11/2020	to 03/10/2026	42,500	-
	50,000	03/10/2017	33.78	03/11/2021	to 03/10/2027	37,500	-
	40,000	03/08/2018	35.10	03/09/2022	to 03/08/2028	-	-
	48,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	48,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
	48,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-
Total	484,000					180,000	100,000
Brona Magee	4,500	03/20/2015	29.98	03/21/2019	to 03/20/2025	4,500	-
	5,628	03/10/2016	31.58	03/11/2020	to 03/10/2026	4,784	-
	3,978	12/01/2017	34.75	12/02/2021	to 12/01/2027	2,984	-
	14,320	12/22/2018	40.81	12/23/2022	to 12/22/2028	-	-
	32,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	32,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
	32,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-
Total	124,426					12,268	-
Ian Kelly	10,400	11/05/2020	23.31	11/06/2024	to 11/05/2030	-	-
	32,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-
Total	42,400					-	-

REPORT ON CORPORATE GOVERNANCE

Board of Directors and Executive Committee member compensation, and share ownership

	Number of stock options allocated	Plan date	Exercise price (in EUR)	Exercise period		Exercisable options	Options exercised
Fabian Uffer	4,500	11/05/2020	23.31	11/06/2024	to 11/05/2030	-	-
	6,506	11/01/2021	24.94	11/02/2025	to 11/01/2031	-	-
Total	11,006					-	-
Jean-Paul Conoscente	5,000	03/22/2011	19.71	03/23/2015	to 03/22/2021	-	5,000
	5,000	03/23/2012	20.17	03/24/2016	to 03/23/2022	5,000	-
	5,000	03/21/2013	22.25	03/22/2017	to 03/21/2023	5,000	-
	3,750	03/20/2014	25.06	03/21/2018	to 03/20/2024	3,750	-
	3,375	03/20/2015	29.98	03/21/2019	to 03/20/2025	3,375	-
	3,000	03/10/2016	31.58	03/11/2020	to 03/10/2026	2,550	-
	2,250	12/01/2017	34.75	12/02/2021	to 12/01/2027	1,688	-
	3,294	12/22/2018	40.81	12/23/2022	to 12/22/2028	-	-
	40,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	40,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
48,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-	
Total	158,669					21,363	5,000
Romain Launay	10,000	03/23/2012	20.17	03/24/2016	to 03/23/2022	-	10,000
	5,000	03/21/2013	22.25	03/22/2017	to 03/21/2023	155	4,845
	3,750	03/20/2014	25.06	03/21/2018	to 03/20/2024	3,750	-
	6,000	03/20/2015	29.98	03/21/2019	to 03/20/2025	6,000	-
	40,000	03/10/2016	31.58	03/11/2020	to 03/10/2026	34,000	-
	40,000	03/10/2017	33.78	03/11/2021	to 03/10/2027	30,000	-
	32,000	03/08/2018	35.10	03/09/2022	to 03/08/2028	-	-
	32,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	32,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
	32,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-
Total	232,750					73,905	14,845
François de Varenne	40,000	03/22/2011	19.71	03/23/2015	to 03/22/2021	-	40,000
	40,000	03/23/2012	20.17	03/24/2016	to 03/23/2022	-	40,000
	40,000	03/21/2013	22.25	03/22/2017	to 03/21/2023	-	40,000
	40,000	03/20/2014	25.06	03/21/2018	to 03/20/2024	40,000	-
	40,000	03/20/2015	29.98	03/21/2019	to 03/20/2025	40,000	-
	40,000	03/10/2016	31.58	03/11/2020	to 03/10/2026	34,000	-
	40,000	03/10/2017	33.78	03/11/2021	to 03/10/2027	30,000	-
	40,000	03/08/2018	35.10	03/09/2022	to 03/08/2028	-	-
	48,000	03/07/2019	38.66	03/08/2023	to 03/07/2029	-	-
	48,000	04/28/2020	21.43	04/29/2024	to 04/28/2030	-	-
48,000	03/01/2021	27.53	03/02/2025	to 03/01/2031	-	-	
Total	464,000					144,000	120,000
Claire Le Gall-Robinson	750	03/10/2016	29.57	03/11/2020	to 03/10/2026	638	-
	1,128	12/01/2017	34.75	12/02/2021	to 12/01/2027	846	-
	2,280	12/22/2018	40.81	12/23/2022	to 12/22/2028	-	-
	3,000	10/25/2019	37.11	10/26/2023	to 10/25/2029	-	-
	3,540	11/05/2020	23.31	11/06/2024	to 11/05/2030	-	-
	8,000	11/01/2021	24.94	11/02/2025	to 11/01/2031	-	-
Total	18,698					1,484	-
GRAND TOTAL	2,679,589					966,319	376,845

(1) Given the separation of functions in 2021, it is recalled that Denis Kessler was Chairman and Chief Executive Officer until June 30, 2021 and has been Chairman of the Board of Directors since that date.

(2) Given the separation of functions in 2021, it is recalled that Laurent Rousseau has been Chief Executive Officer since June 30, 2021.

The registration documents published by the Company in previous years show the information related to the plans for which the exercise period ended before 2021.

2.2.3.2. FREE SHARE ALLOCATIONS TO THE MEMBERS OF THE EXECUTIVE COMMITTEE IN OFFICE AS AT DECEMBER 31, 2021 AND TO THE CHIEF EXECUTIVE OFFICER

The table below presents the free share allocation plans allocated to the Executive Committee members in office as at December 31, 2021 and to the Chief Executive Officer:

	Plan	Share allocated rights	Number of shares vested	Share price at the transfer date (in EUR)	Effective vested value at the transfer date (in EUR)	Availability date
Denis Kessler ⁽²⁾	2016-2022 Long Term Incentive Plan	75,000		-	-	02/24/2022
	2018 Plan	125,000	93,750	28,30	2,653,125	02/24/2021
	2019 Plan	125,000		-	-	02/20/2022
	2020 Plan	125,000		-	-	04/29/2023
	2021 Plan	13,875		-	-	03/02/2024
Total		463,875	93,750		2,653,125	
Laurent Rousseau ⁽³⁾	2013-2021 Long Term Incentive Plan	4,000	3,800	39,73	150,974	03/06/2021
	2016-2022 Long Term Incentive Plan	5,000	-	-	-	02/24/2022
	2017-2023 Long Term Incentive Plan	1,250		-	-	12/02/2023
	2018 Plan	31,252	23,439	26.40	618,790	12/23/2021
	2018 Plan	30	30	26.28	788	12/24/2021
	2019 Plan	40,000		-	-	02/20/2022
	2019-2025 Long Term Incentive Plan	20,000		-	-	02/20/2025
	2020 Plan	40,000		-	-	04/29/2023
	2021 Plan	40,000		-	-	03/02/2024
2021 Plan	15,000		-	-	08/02/2024	
Total		196,532	27,269		770,552	
Frieder Knüpling	2013-2021 Long Term Incentive Plan	40,000	38,000	29.08	1,105,040	03/06/2021
	2017-2023 Long Term Incentive Plan ⁽¹⁾	50,000		-	-	02/22/2023
	2018 Plan ⁽¹⁾	50,000	37,500	28.30	1,061,250	02/24/2021
	2018 Plan	30	30	26.28	788	12/24/2021
	2019 Plan	60,000		-	-	02/20/2022
	2019-2025 Long Term Incentive Plan	30,000		-	-	02/20/2025
	2020 Plan	60,000		-	-	04/29/2023
	2021 Plan	60,000		-	-	03/02/2024
Total		350,030	75,530		2,167,078	
Brona Magee	2014-2022 Long Term Incentive Plan	6,000		-	-	03/05/2022
	2017-2023 Long Term Incentive Plan ⁽¹⁾	1,500		-	-	02/12/2023
	2018 Plan ⁽¹⁾	17,870	13,403	26.40	353,839	12/23/2021
	2018 Plan	30	30	26.28	788	12/24/2021
	2019 Plan	40,000		-	-	02/20/2022
	2019-2025 Long Term Incentive Plan	20,000		-	-	02/20/2025
	2020 Plan	40,000		-	-	04/29/2023
	2021 Plan	40,000		-	-	03/02/2024
Total		165,400	13,433		354,627	
Ian Kelly	2017-2023 Long Term Incentive Plan ⁽¹⁾	2,000		-	-	02/22/2023
	2018 Plan	3,440	3,010	26.40	79,464	12/23/2021
	2018 Plan	150	150	26.28	3,942	12/24/2021
	2019 Plan	4,000		-	-	10/24/2022
	2020 Plan	13,000		-	-	11/06/2023
	2021 Plan	40,000		-	-	03/02/2024
Total		62,590	3,160		83,406	
Fabian Uffer	2013-2021 Long Term Incentive Plan	4,000	3,800	29.08	110,504	03/06/2021
	2018 Plan ⁽¹⁾	4,408	3,857	26.40	101,825	12/23/2021
	2018 Plan	150	150	26.28	3,942	12/24/2021
	2019 Plan	5,000		-	-	10/24/2022
	2019-2025 Long Term Incentive Plan	5,000		-	-	10/24/2025
	2020 Plan	7,200		-	-	11/06/2025
2021 Plan	8,133		-	-	11/02/2024	
Total		33,891	7,807		216,271	

REPORT ON CORPORATE GOVERNANCE

Board of Directors and Executive Committee member compensation, and share ownership

	Plan	Share allocated rights	Number of shares vested	Share price at the transfer date (in EUR)	Effective vested value at the transfer date (in EUR)	Availability date
Jean-Paul Conoscente	2016-2022 Long Term Incentive Plan	4,000		-	-	02/24/2022
	2017-2023 Long Term Incentive Plan ⁽¹⁾	1,000		-	-	12/02/2023
	2018 Plan ⁽¹⁾	4,242	3,182	26.40	84,005	12/23/2021
	2018 Plan	150	150	26.28	3,942	12/24/2021
	2019 Plan	50,000		-	-	02/20/2022
	2019-2025 Long Term Incentive Plan	25,000		-	-	02/20/2025
	2020 Plan	50,000		-	-	04/29/2023
	2021 Plan	60,000				03/02/2024
Total		194,392	3,332		87,947	
Romain Launay	2014-2022 Long Term Incentive Plan	5,000		-	-	03/05/2022
	2018 Plan	40,000	30,000	28.30	849,000	02/24/2021
	2018 Plan	30	30	26.28	788	12/24/2021
	2019 Plan	40,000		-	-	02/20/2022
	2019-2025 Long Term Incentive Plan	20,000		-	-	02/20/2025
	2020 Plan	40,000		-	-	04/29/2023
	2021 Plan	40,000				03/02/2024
Total		185,030	30,030		849,788	
François de Varenne	2016-2022 Long Term Incentive Plan	40,000		-	-	02/24/2022
	2018 Plan	50,000	37,500	28.30	1,061,250	02/24/2021
	2018 Plan	30	30	26.28	788	12/24/2021
	2019 Plan	60,000		-	-	02/20/2022
	2019-2025 Long Term Incentive Plan	30,000		-	-	02/20/2025
	2020 Plan	60,000		-	-	04/29/2023
	2021 Plan	60,000				03/02/2024
Total		300,030	37,530		1,062,038	
Claire Le Gall-Robinson	2017-2023 Long Term Incentive Plan	1,500		-	-	12/02/2023
	2018 Plan	2,890	2,168	26.40	57,235	12/23/2021
	2018 Plan	150	150	26.28	3,942	12/24/2021
	2019 Plan	4,000		-	-	10/24/2022
	2019-2025 Long Term Incentive Plan	2,000		-	-	10/24/2025
	2020 Plan	5,664		-	-	11/06/2025
	2021 Plan	10,000				11/02/2024
Total		26,204	2,318		61,177	
GRAND TOTAL		1,977,974	291,841		8,306,009	

(1) Shares allocated in non-qualified plans.

(2) Given the separation of functions in 2021, it is recalled that Denis Kessler was Chairman and Chief Executive Officer until June 30, 2021 and has been Chairman of the Board of Directors since that date.

(3) Given the separation of functions in 2021, it is recalled that Laurent Rousseau has been Chief Executive Officer since June 30, 2021.

The Registration Documents published by the Company in previous years show the information related to the plans covering shares delivered before 2021.

2.2.3.3. POTENTIAL VOLUME OF NEW SHARES FROM OUTSTANDING PLANS AND AUTHORIZATIONS AS AT DECEMBER 31, 2021

See Section 5.2.3 – Potential share capital.

2.2.3.4. EMPLOYEE PROFIT SHARING PLANS

See Section 4.6 – Notes to the consolidated financial statements, Note 15 – Employee benefits and other provisions and Appendix B – 5 – Notes to the corporate financial statements, Section 5.3.6 – Employee share ownership plans.

Stock option plans

Pursuant to the provisions of Article L. 225-184 of the French Commercial Code, the information provided in this section constitutes the special report of the Board of Directors on stock option allocations, in order to inform the Shareholders' Meeting of transactions completed under the provisions of Articles L. 22-10-56 to L. 22-10-58 of the same code.

On June 16, 2020, the Shareholders' Meeting authorized the Company's Board of Directors, in its 27th resolution, under the provisions of Articles L. 225-177 to L. 225-186-1 of the French Commercial Code, on the proposal of the Compensation and Nomination Committee, on one or more occasions, to allocate employees of the Company and of companies or groups related to the Company within the meaning of Article L. 225-180 of the French Commercial Code, as well as the executive corporate officer, options giving the right to subscribe to new ordinary shares of the Company to be issued as part of a capital increase, as well as options giving the right to purchase ordinary shares of the Company bought back by the Company as authorized by the law and within the limit of a number of options giving right to a maximum of one million five hundred thousand (1,500,000) shares. This authorization was given for a period of 24 months from June 16, 2020 and superseded and cancelled the unused portion of the previous authorization of April 26, 2019.

On June 30, 2021, the Shareholders' Meeting authorized the Company's Board of Directors, in its 26th resolution, under the provisions of Articles L. 225-177 to L. 225-186-1 of the French Commercial Code, on the proposal of the Compensation Committee, on one or more occasions, to allocate employees of the Company and of companies or groups related to the Company within the meaning of Article L. 225-180 of the French Commercial Code, as well as the executive corporate officers, options giving the right to subscribe to new ordinary shares of the Company to be issued as part of a capital increase, as well as options giving the right to purchase ordinary shares of the Company bought back by the Company as authorized by the law and within the limit of a number of options giving right to a maximum of one million five hundred thousand (1,500,000) shares. This authorization was given for a period of 24 months from June 30, 2021 and superseded and cancelled the unused portion of the previous authorization of June 16, 2020.

Moreover, SCOR strives to ensure that each stock option allocation has a neutral impact in terms of dilution. In particular, its policy is to systematically neutralize, as far as possible, the potential dilutive impact that could result from the issuance of new ordinary shares following the exercise of stock options, by covering the exposure resulting from the issuance of stock options through the purchase of ordinary shares under its share buy-back program and by cancelling the treasury shares thus acquired as the options are exercised. Thus, there is no capital dilution due to the allocation of stock options.

March 1, 2021 stock option plan

Pursuant to a decision taken by the Board of Directors on February 23, 2021 following a proposal from the Compensation and Nomination Committee at its February 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 16, 2020, on March 1, 2021, 8,300 stock options were allocated to the Chairman and 320,000 stock options were allocated to members of the Executive Committee.

See Section 2.2.3.1 of this document for details of the stock options allocated to the members of the Executive Committee.

The exercise price is calculated without a discount, based on the average opening price of SCOR's shares on Euronext Paris over the 20 trading days preceding the allocation date.

The stock options can be exercised on one or more occasions from the beginning of the exercise period on March 2, 2025 until March 1, 2031 inclusive. After this date, the exercise rights will expire.

The stock options allocated will be exercisable provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until March 1, 2025 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;
- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

In addition to mandatory conditions (1), (2) and (3), the exercise of all the stock options allocated is subject to the fulfilment of performance conditions. 40% of the options will be exercisable provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the stock options will be exercisable according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the stock options that could be exercised under this criterion will be 0%.

40% of the options will be exercisable provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio target over the same period (the "Target Solvency Ratio" ⁽¹⁾). Nevertheless, if the average observed solvency ratio is lower or higher than the Target Solvency Ratio, the stock options will be exercisable according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the options that can be exercised under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the options will be exercisable depending on SCOR's ranking within a panel of peers ⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over three years (from January 1, 2021 to December 31, 2023).

The options will be exercisable according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

August 1, 2021 stock option plan

Pursuant to a decision taken by the Board of Directors on June 30, 2021 following a proposal from the Compensation and Nomination Committee at its June 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021, 14,000 stock options were allocated on August 1, 2021 to the Chief Executive Officer.

The exercise price is calculated without a discount, based on the average opening price of SCOR's shares on Euronext Paris over the 20 trading days preceding the allocation date.

The stock options can be exercised on one or more occasions from the beginning of the exercise period on August 2, 2025 until August 1, 2031 inclusive. After this date, the exercise rights will expire.

The stock options allocated will be exercisable provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until August 1, 2025 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;
- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

In addition to mandatory conditions (1), (2) and (3), the exercise of all the stock options allocated is subject to the fulfilment of performance conditions.

⁽¹⁾ If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.

⁽²⁾ The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.

⁽³⁾ In order to limit the impact of currency movements on share prices, the TSR will be measured in euros for all companies in the panel.

40% of the options will be exercisable provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the options will be exercisable according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the stock options that could be exercised under this criterion will be 0%.

40% of the options will be exercisable provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio" ⁽¹⁾). Nevertheless, if the observed average solvency ratio is lower or higher than the Target Solvency Ratio, the stock options will be exercisable according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the options that can be exercised under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the options will be exercisable depending on SCOR's ranking within a panel of peers ⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over three years (from January 1, 2021 to December 31, 2023).

The options will be exercisable according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

November 1, 2021 stock option plan

Pursuant to a decision taken by the Board of Directors on October 26, 2021 following a proposal from the Compensation and Nomination Committee at its October 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021, 228,566 stock options were allocated on November 1, 2021 to 62 Partners (Executive Global Partners and Senior Global Partners) including two Comex members.

The Partners are executives, managers, key experts, and high potential employees formally identified across the Group. Partners are given specific responsibilities in terms of significant achievements, management of high impact projects for the Group and/or leadership roles. Therefore, they benefit from specific benefits in terms of information sharing, career development and compensation schemes. The Partners represent approximately 25% of the total number of employees in the Group.

The exercise price is calculated without a discount, based on the average opening price of SCOR's shares on Euronext Paris over the 20 trading days preceding the allocation date.

The stock options can be exercised on one or more occasions from the beginning of the exercise period on November 2, 2025 until November 1, 2031 inclusive. After this date, the exercise rights will expire.

(1) If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.
 (2) The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.
 (3) In order to limit the impact of currency movements on share prices, the TSR will be measured in euros for all companies in the panel.

REPORT ON CORPORATE GOVERNANCE

Board of Directors and Executive Committee member compensation, and share ownership

The stock options allocated will be exercisable provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until November 1, 2025 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;

- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

In addition to mandatory conditions (1), (2) and (3), the exercise of all the stock options allocated is subject to the fulfilment of performance conditions.

40% of the options will be exercisable provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the options will be exercisable according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the options that can be exercised under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the stock options that could be exercised under this criterion will be 0%.

40% of the options will be exercisable provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio" ⁽¹⁾). Nevertheless, if the observed average solvency ratio is lower or higher than the Target Solvency Ratio, the stock options will be exercisable according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the options that can be exercised under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the options will be exercisable depending on SCOR's ranking within a panel of peers⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over three years (from January 1, 2021 to December 31, 2023).

The options will be exercisable according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the options that can be exercised under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

(1) If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.

(2) The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.

(3) In order to limit the impact of currency movements on share prices, the TSR will be measured in euros for all companies in the panel.

Summary of the 2020 and 2021 stock option plans

The table below presents the total number of stock options allocated in 2020 and 2021 by category of beneficiary within the Group:

	Total number of stock options allocated in 2021	Total number of beneficiaries in 2021	Total number of stock options allocated in 2020	Total number of beneficiaries in 2020
Corporate officers ⁽¹⁾	22,300	2	100,000	1
Members of the Executive Committee	334,506	10	338,400	9
Partners	214,060	60	178,926	58
TOTAL	570,866	72	617,326	68

(1) Chairman and Chief Executive Officer.

A table showing the features of the SCOR stock option plans can be found in Section 4.6 – Notes to the consolidated financial statements, Note 17.2 – Stock option plans.

Achievement of the performance conditions in 2021

In 2021, the Compensation and Nomination Committee acknowledged the partial achievement of the performance conditions attached to the March and December 2018 stock option plans as described in the 2018 Registration Document, bringing the vesting rate to 75%. In addition to the performance conditions described below, compliance with the Group's ethical principles as described in the Code of Conduct of the SCOR Group was required.

Performance condition	Achieved result	Achievement rate
Ratio between the observed average ROE over 2018-2020 and the average target ROE	62.6%	50%
Difference between the average solvency ratio over 2018-2019 and the average of the target solvency ratio	+35 percentage points	100%

Stock option plans currently in force within the Group

The option plans allocated since the financial year ended December 31, 2005 are stock subscription option plans.

No options have been allocated by a related company as defined by Article L. 225-180 of the French Commercial Code.

The exercise of all the options awarded since the March 18, 2010 plan are subject to performance conditions.

It should be noted that it is not possible to exercise the stock options during the 30 days before the publication of the annual, half-year or quarterly financial statements, or during the 15 days before the publication of SCOR's quarterly financial information.

Stock options allocated to the ten non-officer employees receiving the greatest number of stock options and stock options exercised by the ten employees having exercised the highest number of stock options

	Number of stock options allocated/exercised	Weighted average exercise price (in EUR)	Plans
Number of stock options allocated during the financial year by the issuer and by any company included in the scope of allocation of the options to the ten employees of the issuer and of any company included in such scope, who received the highest number of stock options (aggregate information)	324,000	27.24	March 1, 2021 November 1, 2021
Number of stock options of the issuer and of the abovementioned companies exercised during the financial year by the ten employees of the issuer or such companies, who exercised the highest number of stock options (aggregate information)	121,000	19.23	March 22, 2011 September 1, 2011 March 23, 2012

For additional information on the stock options plans currently in force within the Group see Appendix B – 5. – Notes to the corporate financial statements, Section 5.3.5 – Stock options.

Free share allocation plans

Pursuant to the provisions of Article L. 225-197-4 of the French Commercial Code, the information provided in this section constitutes the special report of the Board of Directors on the allocation of existing free shares in order to inform the Shareholders' Meeting of transactions completed under the provisions of Articles L. 22-10-59 to L. 22-10-60 of the same code.

On June 16, 2020, the Shareholders' Meeting authorized the Company's Board of Directors, in its 28th resolution, under the provisions of Articles L. 225-197-1 to L. 225-197-6 of the French Commercial Code, on the proposal of the Compensation and Nomination Committee, on one or more occasions, to allocate employees of the Company and of companies or groups related to the Company within the meaning of Article L. 225-197-2 of the French Commercial Code, as well as the corporate officers as defined under Article L. 225-197-1-II of the French Commercial Code, free allocations of existing, fully paid-up ordinary shares of the Company, and resolved that the Company's Board of Directors would determine the identity of the beneficiaries of the allocations as well as the rights and conditions attached to the conditional entitlement to receive the shares.

The Shareholders' Meeting also decided that (i) the total number of free shares allocated pursuant to this authorization under the conditions and, if applicable, subject to the fulfillment of the performance conditions set by the Board of Directors further to a proposal from the Compensation and Nomination Committee, may not exceed 3,000,000 shares, and (ii) the allocation of the shares to their beneficiaries will be definitive only after a vesting period of a minimum of three years.

This authorization was given for a period of 24 months from the date of the Shareholder's Meeting, *i.e.* until June 15, 2022, and superseded and cancelled the unused portion of the previous authorization granted by the Ordinary and Extraordinary Shareholders' Meeting of April 26, 2019 in its 24th resolution.

On June 30, 2021, the Shareholders' Meeting authorized the Company's Board of Directors, in its 27th resolution, under the provisions of Articles L. 225-197-1 to L. 225-197-6 of the French Commercial Code, on the proposal of the Compensation Committee, on one or more occasions, to allocate employees of the Company and of companies or groups related to the Company within the meaning of Article L. 225-197-2 of the French Commercial Code, as well as the corporate officers as defined under Article L. 225-197-1-II of the French Commercial Code, free allocations of existing, fully paid-up ordinary shares of the Company, and resolved that the Company's Board of Directors would determine the identity of the beneficiaries of the allocations as well as the rights and conditions attached to the conditional entitlement to receive the shares.

The Shareholders' Meeting also decided that (i) the total number of free shares allocated pursuant to this authorization under the conditions and, if applicable, subject to the fulfillment of the performance conditions set by the Board of Directors further to a proposal from the Compensation Committee, may not exceed 3,000,000 shares, and (ii) the allocation of the shares to their beneficiaries will be definitive only after a vesting period of a minimum of three years.

This authorization was given for a period of 24 months from the date of the Shareholder's Meeting, *i.e.* until June 29, 2023, and superseded and cancelled the unused portion of the previous authorization granted by the Ordinary and Extraordinary Shareholders' Meeting of June 16, 2020 in its 28th resolution.

Moreover, the resolutions provide that each performance share allocation should have a neutral impact in terms of dilution. Accordingly, the performance shares allocated under the plans are existing shares held in treasury by the Company as part of its share buy-back program, and not newly created shares. Thus, there is no capital dilution due to the allocation of performance shares.

March 1, 2021 performance share plan

Pursuant to a decision taken by the Board of Directors on February 23, 2021 following a proposal from the Compensation and Nomination Committee at its February 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 16, 2020, 13,875 performance shares were allocated on March 1, 2021 to the Chairman and 400,000 performance shares were allocated to the members of the Executive Committee.

See Section 2.2.3.2 of this Universal Registration Document for details of the performance shares allocated to the members of the Executive Committee.

The plan rules provide for a vesting period of three years for all beneficiaries.

The shares allocated to the Chairman and the Executive Committee members will vest provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until March 1, 2024 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;
- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

In addition to mandatory conditions (1), (2) and (3), the vesting of the shares is also subject to the fulfilment of performance conditions.

40% of the shares will vest provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the shares will vest according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the shares that will vest under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the shares that will vest under this criterion will be 0%.

40% of the shares will vest provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio" ⁽¹⁾). If the observed average solvency ratio is lower or higher than the Target Solvency Ratio, the shares will vest according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the shares that will vest under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the shares will vest depending on SCOR's ranking within a panel of peers ⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over three years (from January 1, 2021 to December 31, 2023). The shares will vest according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the shares that will vest under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

August 1, 2021 performance share plan

Pursuant to a decision taken by the Board of Directors on June 30, 2021 following a proposal from the Compensation and Nomination Committee at its June 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021, 15,000 performance shares were allocated on August 1, 2021 to the Chief Executive Officer.

The plan rules provide for a vesting period of three years.

The shares allocated will vest provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until August 1, 2024 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;
- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

In addition to mandatory conditions (1), (2) and (3), the vesting of the shares is also subject to the fulfilment of performance conditions.

(1) If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.
 (2) The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.
 (3) In order to limit the impact of currency movements on stock prices, the TSR will be measured in euros for all companies in the panel.

REPORT ON CORPORATE GOVERNANCE

Board of Directors and Executive Committee member compensation, and share ownership

40% of the shares will vest provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the shares will vest according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the shares that will vest under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the shares that will vest under this criterion will be 0%.

40% of the shares will vest provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio" ⁽¹⁾). If the observed average solvency ratio is lower or higher than the Target Solvency Ratio, the shares will vest according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the shares that will vest under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the shares will vest depending on SCOR's ranking within a panel of peers ⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over three years (from January 1, 2021 to December 31, 2023). The shares will vest according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the shares that will vest under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

November 1, 2021 performance share plan

Pursuant to a decision taken by the Board of Directors on October 26, 2021 following a proposal from the Compensation and Nomination Committee at its October 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021, 1,374,611 performance shares were awarded on November 5, 2020 to Partners and specific Non-Partners of the Group including two Comex members (924 employees).

The performance shares allocated are subject to a vesting period of three years.

The shares allocated will be vested provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until November 1, 2024 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;
- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

In addition to mandatory conditions (1), (2) and (3), the vesting of the shares is also subject to the fulfilment of performance conditions.

(1) If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.

(2) The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.

(3) In order to limit the impact of currency movements on stock prices, the TSR will be measured in euros for all companies in the panel.

40% of the shares will vest provided that SCOR's average ROE over three years (from January 1, 2021 to December 31, 2023) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the shares will vest according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the shares that will vest under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the shares that will vest under this criterion will be 0%.

40% of the shares will vest provided that SCOR's average solvency ratio over three years (from January 1, 2021 to December 31, 2023) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio" ⁽¹⁾). If the observed average solvency ratio is lower or higher than the Target Solvency Ratio, the shares will vest according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the shares that will vest under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the shares will vest depending on SCOR's ranking within a panel of peers ⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over three years (from January 1, 2021 to December 31, 2023). The shares will vest according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the shares that will vest under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

November 1, 2021 Long-Term Incentive Plan

Pursuant to a decision taken by the Board of Directors on October 26, 2021 following a proposal from the Compensation Committee at its October 22, 2021 meeting, in accordance with the authorization granted to the Board of Directors by the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021, 128,541 performance shares were awarded on November 1, 2021 to Partners and specific Non-Partners of the Group (117 employees) under a Long-Term Incentive Plan (LTIP).

The plan rules provide for a vesting period of six years for all beneficiaries.

The shares allocated will vest provided:

- (1) that the beneficiary remains an employee or corporate officer of the SCOR Group until November 1, 2027 inclusive, except as otherwise provided by the plan;
- (2) that the Group's ethical principles as described in its Code of Conduct are respected;
- (3) that the annual corporate social responsibility (CSR) training obligations are met. This condition will be deemed met if a SCOR Group e-learning course on CSR-related topics is completed and the corresponding test is successfully passed.

(1) If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.

(2) The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.

(3) In order to limit the impact of currency movements on stock prices, the TSR will be measured in euros for all companies in the panel.

REPORT ON CORPORATE GOVERNANCE

Board of Directors and Executive Committee member compensation, and share ownership

In addition to mandatory conditions (1), (2) and (3), the vesting of the shares is also subject to the fulfilment of performance conditions. 40% of the shares will vest provided that SCOR's average ROE over six years (from January 1, 2021 to December 31, 2026) is equal to the average of SCOR's strategic target ROE (the "Target ROE") over the same period. If the observed average ROE is lower or higher than the Target ROE, the shares will vest according to the sliding scale set out in the table below:

Ratio between the observed average ROE and the Target ROE	Proportion of the shares that will vest under this criterion
From 100%	100%
Between 80% and 99.99%	90%
Between 70% and 79.99%	70%
Between 60% and 69.99%	50%
Between 50% and 59.99%	25%
Below 50%	0%

In any case, if the observed average ROE is lower than 5%, the proportion of the shares that will vest under this criterion will be 0%.

40% of the shares will vest provided that SCOR's average solvency ratio over six years (from January 1, 2021 to December 31, 2026) is at least equal to the average of SCOR's strategic target solvency ratio over the same period (the "Target Solvency Ratio" ⁽¹⁾). If the observed average solvency ratio is lower or higher than the Target Solvency Ratio, the shares will vest according to the linear scale set out in the table below:

Difference between the average solvency ratio and the Target Solvency Ratio	Proportion of the shares that will vest under this criterion
Higher than or equal to 0 percentage points	100%
Between 0 and up to -35 percentage points	Linear sliding scale
Lower than or equal to -35 percentage points	0%

20% of the shares will vest depending on SCOR's ranking within a panel of peers ⁽²⁾ based on the average Total Shareholder Return (TSR) ⁽³⁾ of each company over six years (from January 1, 2021 to December 31, 2026). The shares will vest according to the table below:

SCOR's ranking within a panel of peers based on the TSR achieved over the reference period	Proportion of the shares that will vest under this criterion
1 st to 4 th	100%
5 th	50%
6 th to 9 th	0%

The achievement of these performance conditions will be assessed by the Compensation Committee and validated by the Board of Directors.

The table below presents the total number of shares allocated in 2020 and 2021 within the Group, all types of plans included:

	Total number of LTIP shares allocated in 2021	Total number of beneficiaries of LTIP in 2021	Total number of shares allocated in 2021 (excluding LTIP)	Total number of beneficiaries in 2021 (excluding LTIP)	Total number of LTIP shares allocated in 2020	Total number of beneficiaries of LTIP in 2020	Total number of shares allocated in 2020 (excluding LTIP)	Total number of beneficiaries in 2020 (excluding LTIP)
Corporate officer ⁽¹⁾	-	-	28,875	2	-	-	125,000	1
Members of the Executive Committee	0	0	418,133	10	-	-	423,000	9
Partners	123,241	105	1,244,351	692	62,540	58	1,079,630	640
Non-Partners	5,300	12	112,127	230	5,740	9	95,755	191
TOTAL	128,541	117	1,803,486	934	68,280	67	1,723,385	841

(1) Chairman and Chief Executive Officer.

(1) If the strategic plan sets a target or "optimal" range, the lower end of this range is considered for calculation purposes as being the Target Solvency Ratio.

(2) The peers in the panel include: Allianz, Aviva, AXA, Generali, Hannover Re, Munich Re, Swiss Re, Zurich Insurance Group. In the event that one of the peers is no longer listed, the Board of Directors will define an appropriate substitute that will replace the outgoing peer for the entire reference period.

(3) In order to limit the impact of currency movements on stock prices, the TSR will be measured in euros for all companies in the panel.

Achievement of the performance conditions in 2021

In 2021, the Compensation and Nomination Committee acknowledged the partial achievement of the performance conditions attached to the February and December 2018 performance share plans as described in the 2018 Registration Document, bringing the vesting

rate to 75% for Executive Global Partners and Senior Global Partners and 87.5% for the other beneficiaries. In addition to the performance conditions described below, compliance with the Group's ethical principles as described in the Code of Conduct of the SCOR Group was required.

Performance condition	Achieved result	Achievement rate
Ratio between the observed average ROE over 2018-2020 and the target ROE	62.6%	50%
Difference between the average solvency ratio over 2018-2020 and the average of the target solvency ratio	+35 percentage points	100%

In 2021, the Compensation and Nomination Committee acknowledged the partial achievement of the performance conditions attached to 2015 Long-Term Incentive Plan, bringing the vesting rate to 85%. In addition to the performance conditions described below, compliance with the Group's ethical principles as described in the Code of Conduct of the SCOR Group was required.

Performance condition	Achieved result	Achievement rate
Ratio between the observed average ROE over 2015-2020 and the target ROE	75.6%	70%
Difference between the average solvency ratio over 2015-2020 and the average of the target solvency ratio	+33 percentage points	100%

REPORT ON CORPORATE GOVERNANCE

Board of Directors and Executive Committee member compensation, and share ownership

The following table shows the free share allocation plans currently in force within the Group.

It should be noted that the source of the shares to be allocated under these plans is treasury stock.

The plans for which the shares have vested and for which the holding period ended before December 31, 2020 are not presented below.

Date of Shareholders' Meeting	Date of Board of Directors meeting	Total number of shares allocated	Of which to corporate officers	Date of share acquisition	End of the holding period	Number of shares vested as of December 31	Number of shares cancelled as of December 31	Number of shares outstanding as of December 31
June 30, 2021	October 26, 2021	1,374,611 ⁽²⁾	-	11/02/2024	11/02/2024	-	6,608	1,368,003
		128,541 ⁽²⁾	-	11/02/2027	11/02/2027	-	-	128,541
	June 30, 2021	15,000 ⁽²⁾	15,000	08/02/2024	08/02/2024	-	-	15,000
June 16, 2020	February 23, 2021	413,875 ⁽²⁾	13,875	03/02/2024	03/02/2024	-	60,000	353,875
		524,311 ⁽²⁾	-	11/06/2023	11/06/2023	-	16,105	508,206
	November 5, 2020	664,074 ⁽²⁾	-	11/06/2023	11/06/2025	-	24,275	639,799
		68,280 ⁽²⁾	-	11/06/2026	11/06/2026	-	3,600	64,680
April 26, 2019	April 28, 2020	535,000 ⁽²⁾	125,000	04/29/2023	04/29/2023	-	120,000	415,000
	October 23, 2019	91,798 ⁽²⁾	-	10/23/2025	10/23/2025	-	1,050	90,748
		890,800 ⁽²⁾	-	10/23/2022	10/23/2022	-	56,488	834,312
	February 19, 2019	205,000 ⁽²⁾	-	02/20/2025	02/20/2025	-	60,000	145,000
		535,000 ⁽²⁾	125,000	02/20/2022	02/20/2022	-	120,000	415,000
April 26, 2018		75,455	-	12/24/2021	12/24/2021	63,828	11,627	-
		174,468 ⁽¹⁾	-	12/24/2021	12/24/2021	144,148	30,320	-
	October 23, 2018	29,954 ⁽²⁾	-	12/23/2024	12/23/2024	-	4,232	25,722
		66,642 ⁽¹⁾⁽²⁾	-	12/23/2024	12/23/2024	-	8,712	57,930
		315,702 ⁽²⁾	-	12/23/2021	12/23/2021	232,192	83,510	-
		525,380 ⁽¹⁾⁽²⁾	-	12/23/2021	12/23/2021	391,449	133,931	-
April 27, 2016	February 21, 2018	275,000 ⁽²⁾	125,000	02/24/2021	02/24/2021	206,250	68,750	-
		200,000 ⁽¹⁾⁽²⁾	-	02/24/2021	02/24/2021	82,500	117,500	-
	October 24, 2017	84,842 ⁽²⁾	-	12/02/2023	12/02/2023	-	11,296	73,546
		150,346 ⁽¹⁾⁽²⁾	-	12/02/2023	12/02/2023	-	21,144	129,202
	February 21, 2017	50,000 ⁽¹⁾⁽²⁾	-	02/22/2023	02/22/2023	-	-	50,000
December 18, 2015	February 23, 2016	181,060 ⁽²⁾	75,000	02/24/2022	02/24/2022	-	13,252	167,808
		76,672 ⁽¹⁾⁽²⁾	-	02/24/2022	02/24/2022	-	10,256	66,416
	December 18, 2015	30,752 ⁽²⁾	-	12/19/2021	12/19/2021	17,640	13,112	-
		75,680 ⁽¹⁾⁽²⁾	-	12/19/2021	12/19/2021	61,779	13,901	-
May 6, 2014	March 4, 2015	40,000 ⁽²⁾	-	03/06/2021	03/05/2023	-	40,000	-
April 25, 2013	March 4, 2014	88,500 ⁽²⁾	-	03/05/2022	03/04/2022	-	14,500	74,000
		31,500 ⁽²⁾	-	03/05/2020	03/04/2022	-	5,850	25,650
May 3, 2012	March 5, 2013	232,500 ⁽²⁾	-	03/06/2021	03/05/2021	207,100	25,400	-
		85,500 ⁽²⁾	-	03/06/2019	03/05/2021	76,475	9,025	-

(1) Shares allocated under non-qualified plans.

(2) Vesting subject to performance conditions. The performance shares allocated before the Extraordinary Shareholders' Meeting of December 18, 2015 are subject, for half or all of the allocation, depending on the employee's level of responsibility within the organization, to performance conditions relating to the solvency ratio, the net combined ratio of SCOR Global P&C, the technical margin of SCOR Global Life and the ROE. Since the Extraordinary Shareholders' Meeting of December 18, 2015 and until the Ordinary Shareholders' Meeting of June 16, 2020, the performance conditions relate to the ROE and the solvency ratio. Since the Ordinary and Extraordinary Shareholders' Meeting of June 16, 2020, the performance conditions relate to the ROE, the solvency ratio and SCOR's ranking within a panel of peers based on the average Total Shareholder Return (TSR) over a reference period. The performance shares allocated between 2011 and the Shareholders' Meeting of June 16, 2020 as part of LTIP plans are subject to performance conditions relating to the ROE and the solvency ratio. The performance conditions are assessed over a two-year period for performance shares allocated before the Extraordinary Shareholders' Meeting of December 18, 2015, over a three-year period for performance shares allocated since the Extraordinary Shareholders' Meeting of December 18, 2015, and over a six-year period for all LTIP performance shares.

See also Section 4.6 – Notes to the consolidated financial statements, Note 17 – Stock options and share allocations.

Since the implementation of free share plans in the Group in 2004, a total of 28,473,759 shares have been allocated under all the various types of plans.

During 2021, a total of 348,949 rights to free shares vested to the ten employees of the Company and of any company included in its scope receiving the highest number of shares under free share allocation plans. For French tax residents, the rights related to the performance share plans of February 21, 2018 and December 23, 2018 for which the shares were transferred to the beneficiaries on February 24, 2021 and December 24, 2021. For non-French tax residents, the rights related to the performance share plans of March 5, 2013, December 18, 2015, February 21, 2018, December 22, 2018 and December 23, 2019 for which the shares were transferred to the beneficiaries on March 8, December 20, 2021, February 24, 2021, December 23, 2021 and December 24, 2021.

Employee savings plan

All employees with a French employment contract (excluding corporate officers) have the possibility to invest in the employee savings plan. An agreement specifies the principle, financing, and conditions of the plan. The employee savings plan has five mutual investment funds, one of which is entirely dedicated to SCOR employees. An employer's contribution is paid into two of the funds. Sums may be transferred into the funds in several different ways: sums received from profit sharing plans or any other voluntary contributions.

On June 30, 2021, the Ordinary and Extraordinary Shareholders' Meeting, in its 28th resolution, delegated its authority to the Company's Board of Directors in order to increase the share capital by issuing ordinary shares reserved for employees of the Company and of French and foreign companies related to the Company within the meaning of Article L. 225-180 of the French Commercial Code, who are members of savings plans and/or mutual funds. This new authorization supersedes the authorization granted by the Shareholders' Meeting of June 16, 2020.

As at the date of this Universal Registration Document, the Company's Board of Directors has not exercised this delegation of authority, which was granted for a period of 18 months as from the date of the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021.

2.2.4. SUMMARY OF TRANSACTIONS IN SECURITIES BY PERSONS DISCHARGING MANAGERIAL RESPONSIBILITIES AND CLOSELY ASSOCIATED PERSONS AS DEFINED IN ARTICLE L. 621-18-2 OF THE FRENCH MONETARY AND FINANCIAL CODE (*CODE MONÉTAIRE ET FINANCIER*)

The table below presents all acquisitions, sales, subscriptions or exchanges of SCOR SE shares as well as all transactions involving securities linked to SCOR SE carried out by directors and persons discharging managerial responsibilities of SCOR SE in 2021.

<i>In EUR</i>	Transactions	Date	Amount
Lauren Burns Carraud	Acquisition of shares	12/24/2021	N/A
	Acquisition of shares	12/23/2021	N/A
Fiona Camara	Acquisition of shares	12/24/2021	N/A
	Sale of shares resulting from the exercise of stock options	03/01/2021	84,000
Jean-Paul Conoscente	Stock options that became exercisable	12/02/2021	N/A
	Acquisition of shares	12/23/2021	N/A
	Acquisition of shares	12/24/2021	N/A
	Sale of shares	12/23/2021	32,274
Paolo De Martin	Sale of shares	12/24/2021	1,558
	Acquisition of shares	02/24/2021	N/A
	Sale of shares resulting from the exercise of stock options	02/24/2021	1,355,232
	Sale of shares	03/03/2021	1,773,480
Denis Kessler	Sale of shares	03/03/2021	1,507,458
	Acquisition of shares	03/06/2021	N/A
	Stock options that became exercisable	03/11/2021	N/A
	Sale of shares resulting from the exercise of stock options	01/19/2021	1,520,928
Frieder Knüpling	Sale of shares resulting from the exercise of stock options	01/20/2021	1,994,343
	Acquisition of shares	02/24/2021	N/A
Laurent Rousseau	Stock options that became exercisable	03/11/2021	N/A
	Acquisition of shares	12/24/2021	N/A
Laurent Rousseau	Acquisition of shares	12/23/2021	N/A
	Acquisition of shares	12/24/2021	N/A
	Stock options that became exercisable	12/02/2021	N/A

2.3. RELATED PARTY TRANSACTIONS

2.3.1. RELATED PARTY TRANSACTIONS AND AGREEMENTS

Related party transactions

For details on transactions entered into by Group companies with related parties as defined by the standards adopted under EC regulation no. 297/2008, please see Section 4.6, Note 23 – Related party transactions.

Regulated related party agreements

Regulated related party agreements within the meaning of Articles L. 225-38 *et seq.* of the French Commercial Code are presented in the Statutory Auditors' special report in Section 2.3.2 – Statutory Auditors' special report on related party agreements and commitments.

For further details on the Covéa Agreement (settlement agreement of June 10, 2021 between SCOR SE, Covéa Coopérations SA and Covéa S.G.A.M.), see Sections 1.3.3 – Significant events of the year, 4.6 – Notes to the consolidated financial statements, Note 26 – Litigation, and 5.2.1.1 – Main shareholders.

Related party agreements

In accordance with Article L. 22-10-10 of the French Commercial Code, no agreements were entered into during 2021 either directly or through a third party between, on the one hand, the Chief Executive Officer of SCOR SE, one of its directors or one of its shareholders holding a fraction of the voting rights greater than 10% and, on the other hand, another company directly or indirectly controlled by SCOR SE within the meaning of Article L. 233-3 of the French Commercial Code, unless such agreements were entered into in the ordinary course of business at arm's length conditions.

Description of the procedure referred to in Article L. 22-10-12 of the French Commercial Code

In accordance with Article L. 22-10-12 of the French Commercial Code, enacted further to the implementation of French law no. 2019-486 of May 22, 2019 on business growth and transformation (known as the "PACTE law"), the Board of Directors introduced a procedure for regularly assessing whether agreements entered into in the ordinary course of business at arm's length conditions continue to qualify as such.

The procedure sets out the criteria adopted by the French Institute of Statutory Auditors (*Compagnie nationale des commissaires aux comptes*) for classifying agreements as agreements entered into in the ordinary course of business at arm's length conditions.

According to the procedure, the Group Legal Department, with the assistance of other departments (e.g. the Finance, Treasury and Operating Departments), conducts an annual review of the agreements entered into in the ordinary course of business at arm's length conditions in order to verify whether they continue to meet the applicable criteria to qualify as such. The Statutory Auditors may take part in the review. The Audit Committee and the Board of Directors are informed of the results of the review. If an agreement is no longer held to meet the criteria for classification as an agreement entered into in the ordinary course of business at arm's length conditions, the Board of Directors will review the agreement to decide whether it should remain in force. As applicable, the agreement will be authorized by the Board of Directors, notified to the Statutory Auditors and mentioned in their special report on related party agreements, and submitted for approval to the next General Shareholders' Meeting.

In accordance with the procedure, the Company reviewed at the end of 2021 all ongoing agreements and ensured that they continued to meet the criteria for classification as agreements entered into in the ordinary course of business at arm's length conditions.

The result of the review was communicated to the Audit Committee and the Board of Directors.

2.3.2. STATUTORY AUDITORS' SPECIAL REPORT ON RELATED PARTY AGREEMENTS AND COMMITMENTS

This is a translation into English of a report issued in French and it is provided solely for the convenience of English-speaking users.

This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

To the Annual General Meeting of SCOR SE,

In our capacity as statutory auditors of your Company, we hereby report on regulated agreements mentioned in article L225-38 of the French commercial code (code de commerce) and article R.322-7 of the French insurance code (code des assurances).

We are required to inform you, on the basis of the information provided to us, of the terms and conditions of those agreements indicated to us, or that we may have identified in the performance of our engagement, as well as the reasons justifying why they benefit the Company. We are not required to give our opinion as to whether they are beneficial or appropriate or to ascertain the existence of other agreements. It is your responsibility, in accordance with article R. 225-31 of the French commercial code (code de commerce), to evaluate the benefits resulting from these agreements prior to their approval.

We are also required, where applicable, to inform you in accordance with article R. 225-31 of the French commercial code (code de commerce) concerning the implementation, during the year ended December 31, 2021, of the agreements already approved by the Annual General Meeting of shareholders.

We performed those procedures which we deemed necessary in compliance with professional guidance issued by the French Institute of Statutory Auditors (Compagnie nationale des commissaires aux comptes) relating to this type of engagement. These standards consisted in the verification of the consistency of the information we received with the basis documentation from which they are extracted.

Agreements submitted for approval to the Annual General Meeting

Agreements approved during the year

Pursuant to Articles L. 225-40 of the French Commercial Code (code de commerce) and R.322-7 of the French insurance code (code des assurances), we have been advised of the following agreement entered into during the past financial year which was subject to the prior authorization of your Board of Directors.

Settlement agreement of 10 June 2021 between SCOR SE, Covéa Coopérations SA and Covéa S.G.A.M.

Persons concerned:

Mr Denis Kessler in his capacity as Chairman and Chief Executive Officer of SCOR SE and Augustin de Romanet, Lead Director of SCOR SE

Nature, purpose, terms and conditions:

On June 8, 2021, the Board of Directors authorized the conclusion of the Settlement agreement signed on June 10, 2021 between SCOR SE, Covéa Coopérations SA and Covéa S.G.A.M.

The purpose of the settlement agreement is to restore peaceful relations, based on professionalism, and to create the conditions for a return to mutually beneficial relations over the long term, requiring the contractual parties and their managers to:

- Immediately withdraw from all legal actions and claims against all persons concerned in connection with the proposed merger formulated by Covéa in 2018;
- renounce for the future all legal actions or claims in connection with this proposal, and more generally, in connection with the facts that gave rise to the actions and claims referred to in the previous paragraph, against SCOR, its officers, directors and employees;
- respect a reciprocal non-denigration obligation for a period of 7 years concerning any denigration, comment or initiative likely to harm the image, honour, reputation, name or interests of the parties and their affiliates and of their managers and corporate officers.

Reasons justifying its interest for the Company:

It is in the interest of SCOR SE's shareholders, on the one hand, and Covéa's members, on the other hand, to renew the relationship of trust and mutual support that has been theirs for many years, and which will be mutually beneficial for each party. Thus, the parties have decided, after having consulted their respective counsels and having been informed by the latter, to put a definitive end to the disputes opposing them and to grant each other reciprocal concessions on the basis of the irrevocable transactional agreement, without this being interpreted as any kind of recognition of the validity of their respective positions.

Agreements previously approved by the Annual General Meeting

We hereby inform you that we have not been notified of any agreements previously approved by the Annual General Meeting, whose implementation continued during the year ended on December 31, 2021.

Paris-La Défense and Courbevoie, February 23, 2022

The Statutory Auditors – *French original signed by*

KPMG S.A.
Pierre Planchon
Partner

Antoine Esquieu
Partner

MAZARS
Maxime Simoen
Partner

Guillaume Wadoux
Partner

2.4. ADDITIONAL INFORMATION

The following information, which is required to be included in the report on corporate governance pursuant to Article L. 22-10-11 of the French Commercial Code, is displayed in Section 5 of this Universal Registration Document: share capital structure of the Company, restrictions to the exercise of the voting rights and the transfer of shares pursuant to the articles of association or provisions of the agreements brought to the knowledge of the Company, direct or indirect shareholding interests in the Company of which it is aware, list of the persons holding titles comprising

special control rights and description thereof, agreements between the shareholders of which the Company is aware likely to trigger restrictions to the transfer of shares and the exercise of voting rights, rules applicable to the modification of the articles of association of the Company, powers of the Board in particular with respect to the issuance or the redemption of shares, and agreements entered into by the Company which are modified or terminated in the case of a change of control of the Company.

2.5. AUDIT REPORT ON THE CORPORATE GOVERNANCE REPORT

See Appendix B – Unconsolidated corporate financial statements of SCOR SE – Section 6 – Certification of audit of historical financial information.

03

Risk factors and risk management mechanisms

3.1. MAIN RISKS	142	3.3. INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES	173
3.1.1. Strategic risks	145	3.3.1. Internal environment	174
3.1.2. Underwriting risks related to the P&C and Life businesses	149	3.3.2. Setting of objectives	176
3.1.3. Market risks	153	3.3.3. Identification and assessment of risks	176
3.1.4. Credit risks	155	3.3.4. Main control activities	177
3.1.5. Liquidity risks	156	3.3.5. Information and communication	179
3.1.6. Operational risks	158	3.3.6. Monitoring of the internal control and risk management system	180
3.2. MANAGEMENT OF MAIN RISKS	161	3.3.7. Financial reporting	181
3.2.1. Management of strategic risks	161	3.3.8. Conclusion on the control procedures implemented	182
3.2.2. Management of underwriting risks related to the P&C and Life businesses	162		
3.2.3. Retrocession and other risk mitigation techniques	167		
3.2.4. Management of market risks	167		
3.2.5. Management of credit risks	169		
3.2.6. Management of liquidity risks	171		
3.2.7. Management of operational risks	172		

3.1. MAIN RISKS

Section 3 sets out the risks faced by the SCOR Group and in this respect meets the accounting standards requirements relating to the nature and the extent of the risks arising from financial instruments and insurance and reinsurance contracts. Some information required by accounting standards IFRS 7 – Financial instruments: Disclosures and IFRS 4 – Insurance contracts is included in this section. Sections 3.1.2 to 3.1.5 on underwriting, market, credit and liquidity risks as well as Sections 3.2.2 and 3.2.4 to 3.2.6 on the management of those risks must be read as part of the notes to the audited consolidated financial statements.

The Group regularly conducts reviews of the risks that could have a material adverse effect on its activity, its financial situation or its results (or capacity to reach objectives). However, SCOR faces risks other than those described below: additional risks and uncertainties not currently known to SCOR, or that are currently deemed to be immaterial, may also have a material adverse impact on SCOR's business, financial condition, results of operations or cash flows. SCOR may also change its view of the relative importance of risk factors at any time, particularly if new external or internal facts come to light. With this in mind, this section outlines Management's current assessment of SCOR's main risks and the main risk management mechanisms currently in place.

The Group has identified the following risk categories:

- strategic risks;
- underwriting risks related to the P&C and Life businesses;
- market risks;
- credit risks;
- liquidity risks;
- operational risks.

Within each of these categories, specific risks are listed in a decreasing order of importance in terms of likelihood of occurrence and negative impact, after taking into account mitigation measures implemented by the Group.

If the risks disclosed in this section were to occur, they could potentially have a significant impact on SCOR's business, present and future revenues, net income, cash flows, financial position, and potentially, on its share price.

The risks to which SCOR is exposed are identified and assessed through various enterprise risk management (ERM) mechanisms, applied to each risk in a relevant and appropriate manner. Risks are measured by SCOR using its internal model, as approved by France's banking and insurance supervisor (*Autorité de contrôle prudentiel et de résolution* – ACPR) and the Central Bank of Ireland (CBI) for use under Solvency II. The internal model provides the Group's Solvency Capital Requirement (SCR), based on the value at risk (VaR) of the Group's Eligible Own Funds (EOF) at the 99.5th percentile over a one-year time horizon (0.5% VaR). The following table sets out the SCR by risk category:

SCR by Risk <i>In EUR million</i>	0.5% VaR as at December 31, 2021
Underwriting risks related to P&C business	3,702
Underwriting risks related to Life business	3,235
Market risks	2,434
Credit risks	978
Operational risks	578
Required capital before diversification	10,926
Diversification	(6,105)
Taxes	(364)
SCR	4,458

SCOR is exposed to other risks which, given their nature, are not or are only implicitly modelled within the internal model. These include strategic, liquidity and emerging risks.

Strategic risks are not expected to have an immediate impact on the Group's solvency requirement over a one-year time horizon. However, if they were to occur, they could have a material impact on SCOR. For example, SCOR could be exposed to financial risks in the event that it were downgraded following an internal or external event. This could significantly limit its ability to underwrite new business and, in turn, significantly impact the Group's income over a given period until the situation is resolved.

SCOR is exposed to liquidity risks arising from both short-term and long-term liquidity needs. The Company considers that it has sufficient liquid assets to cover the expected liquidity needs, collateral requirements and extreme events if necessary. For further information on liquidity risks, see Section 3.1.5 – Liquidity risks.

All risks described in Section 3 are managed through a variety of mechanisms in SCOR's ERM (Enterprise Risk Management) Framework, and the most important of these are described in Section 3.2 – Management of main risks.

SCOR's ERM framework is further described in Section 3.3 – Internal control and risk management procedures, which contains a description of the risk management procedures as well as the role and function of each administrative and management body and team involved in risk management, including the related control functions.

Although risk management mechanisms have been designed and rolled out across the Group in order to prevent all risks from having a significant impact, there is no guarantee that these mechanisms achieve their intended purpose. Many of SCOR's methods for managing risks and exposures are based on observed historical market behavior, statistics based on historical models, or expert judgment. As a result, these methods may not fully predict future exposures, which may be significantly greater than estimated, particularly in unstable or volatile markets and environments. Other risk management methods involve assessing information regarding markets, clients, natural catastrophes or other matters that is publicly available or otherwise accessible to SCOR. This information may not always be accurate, complete, up to date or properly evaluated. Therefore, the Group cannot rule out the possibility of SCOR's risk exposure exceeding defined risk tolerance limits due to an incorrect estimation of these risk exposures.

SCOR may also be exposed to emerging risks, which include new threats or constantly changing current risks with a high degree of uncertainty. They may arise from the numerous changes to the environment in which the Group operates, such as changes in professional practices, or in legal, jurisdictional, regulatory, social, political, economic, financial and environmental conditions.

Emerging risks may adversely affect SCOR's business due to either a change in interpretation of the contracts leading to extensions of covers beyond what policyholders had expected (e.g. due to the inapplicability or interpretation of certain clauses) or by increasing the frequency and/or severity of claims. Such risks may also lead to higher fluctuations than expected in macroeconomic indicators such as interest rates and price level, or disruptions in financial markets, further impacting SCOR's business. In addition, emerging risks may also have a direct impact on SCOR's operations, for instance by generating unexpected additional expenses.

Environmental, social and governance (ESG) trends may also negatively impact SCOR's business and operations. In particular, major environmental and social issues such as global climate change and environmental degradation have a potential to create new risks or exacerbate existing risks within the risk categories identified above. Risks that are originated by ESG trends are also referred to as "sustainability risks". Where relevant, identified sustainability risks and the management thereof are described in the respective subsections of Sections 3.1 and 3.2, while ESG considerations for SCOR's activities are described in Section 6 – Non-Financial Performance Statement.

Specifically, climate change creates a number of challenges for the (re)insurance industry and therefore for SCOR. Climate change is likely to impact the risks associated with SCOR's strategy, underwriting, investments and operations due to physical climate

risks (e.g. effects of broad climate trends or "chronic" risks and the frequency and/or severity of natural catastrophes or "acute" risks), the creation of transition risks (due to the shift towards a low-carbon economy) and the potential to negatively impact the Group's reputation.

Covid-19

The main material impacts on SCOR's risk profile due to the Covid-19 pandemic originate from underwriting risks related to the Property & Casualty (P&C) and Life reinsurance businesses, and from the risks associated with SCOR's invested assets portfolio. The operational implications of the progressive closure of SCOR's offices as the virus has spread across the globe, have been mitigated by the successful implementation of SCOR's Business Continuity Plan (BCP). The BCP has provided the required IT infrastructure and support for SCOR's activities to be continued by employees working from home, whenever and wherever deemed necessary. Increased external cyber-attacks have been observed since the start of the pandemic, though no attempts against SCOR have been successful.

The full impact of the Covid-19 crisis on SCOR's business and results can still not be accurately assessed at this stage, given the uncertainty related both to the magnitude and duration of the Covid-19 pandemic and to the possible effects of future governmental actions and/or legal developments in this context. This uncertainty follows from the considerable difficulty in working on sound hypotheses on the impact of this crisis due to the lack of comparable events, the ongoing nature of the pandemic and its far-reaching impacts on the global economy, on the health of the population and on SCOR customers and counterparties.

These hypotheses include, in particular:

- the duration of the pandemic, its impact on health in the short and long term;
- the availability, efficacy, effectiveness and take-up rate and effect of the vaccines (including boosters)
- the response of government bodies world-wide (including executive, legislative and regulatory);
- the potential judicial action or social influences; the coverage and interpretation of SCOR's contracts under these circumstances;
- the assessment of the net claims estimate and impact of claim mitigation actions.

Based on data currently available, information received from cedents to date and the results of the models used, SCOR currently estimates the total cost of the Covid-19 pandemic in 2021 for Life, P&C and Investments at EUR 575 million, net of retrocession and before tax. The impact is comprised of the following:

- On the Life side, the total Covid-19 claims booked in 2021 stands at EUR 466 million (including IBNR, net of reduced flu claims in the United States, net of retrocession and before tax).
 - The main exposure arises in the mortality portfolio in the United States, where the total Covid 19 impact stands at EUR 357 million (including IBNR, net of reduced flu claims in the U.S., net of retrocession and before tax).
 - The Covid-19 impact from outside of the United States amounts to EUR 109 million. The markets with the largest contributions to this amount were the United Kingdom, South Africa, Latin America and India.
- On the P&C side, the Covid-19 related claims impact booked in 2021 amounts to EUR 109 million (net of retrocession and reinstatement premiums and before tax), coming mainly from Property Business Interruption lines, due to an increase in direct gross costs incurred by cedents with adverse court decisions in France, South Africa and the United Kingdom, and cedents filing claims for two separate events corresponding to the March and October 2020 lockdowns.

See Section 1.3.5.1 – Covid-19 and Section 4.6 – Notes to the consolidated financial statements, Note 2 – Significant events of the year and Covid-19 for detailed information.

In addition, the global spread of Covid-19, which is still ongoing has created significant uncertainties which might affect SCOR, and which pose material risks to its risk profile.

In the current environment, there are a number of uncertainties that affect how the pandemic continues to develop and therefore its ultimate impact on people and the wider economy. These uncertainties fall into two main areas: epidemiological and medical uncertainties and social and economic uncertainties.

There are uncertainties that relate to:

- the ongoing transmission rate of the virus and new mutations (depending on e.g. effectiveness of lockdown/social distancing/ "track and tracing" measures, whether individuals develop lasting immunity to the virus following infection or vaccination, the emergence of more contagious virus strains, or the speed of the roll-out of the vaccine to the general population, including the necessary frequency for refreshing vaccination and effectiveness against new mutations);
- the number of deaths resulting from infection with Covid-19 (related to e.g. the fatality rate of the virus and new mutations and the ability to provide effective treatments and/or vaccine development);

- the excess mortality from related factors other than deaths from infection with Covid-19 e.g. mortality from people that were prevented from receiving healthcare (including preventative screening for other conditions) and mortality related to the economic shock;
- potential further lockdown measures: following an easing of lockdown measures in many countries in mid 2021, new and severe additional waves of infection particularly linked to the Delta and Omicron virus variants, emerged towards the end of 2021, leading many countries to again impose lockdown measures and social distancing requirements to slow the spread of the virus. However, it is impossible to know to what extent people will continue to observe social distancing and sanitary rules during everyday interactions, particularly in case of persisting infection waves. In addition, it is difficult to predict vaccine take-up rates. It is therefore possible that on-going waves will worsen, take longer to disperse or that further waves of infection will occur in many countries, resulting in the need to impose further lockdown measures. Therefore, it is difficult to predict the extent and persistency of these measures over time and thus the longer-term economic impacts;
- future support to the economy: the scope, quantum, and pace of government and central bank support to the economy are much larger than in previous crises. While the fiscal and monetary policies should limit the number of defaults and therefore enable a quicker post-crisis recovery, it is uncertain whether these measures will be sufficient to tackle the full spectrum of the economic consequences from the Covid-19 crisis, particularly in the event of future infection waves and lockdowns, and to what extent these measures will be maintained. Uncertainties on the sustainability of this support could inhibit investment, innovation, and productivity, and destabilize financial markets. Whilst consensus forecasts are still positive, a delay or ineffectiveness of the vaccine roll-outs could result in an increasing share of the negative shock on GDP level and growth rate becoming permanent.

As Covid-19 affects SCOR's risk profile across the risk categories identified by SCOR, the related risks for SCOR are addressed within the next sections. SCOR may be exposed to a number of other risks over the medium-term as the pandemic develops and as related consequences come to light.

3.1.1. STRATEGIC RISKS

Strategic risks can be defined as the risks related to losses arising from an unsuccessful strategy or objectives. Strategic risks can arise as a consequence of either the strategy itself (such as the accumulation of or development of risks in lines of business or less-known markets), from external risks (such as an adverse economic

environment), or from internal risks (such as certain causes of operational risk). Therefore, many of the risks discussed throughout Section 3, in addition to emerging risks, could also impact the success of SCOR's strategy.

The main strategic risks to which SCOR is exposed are described below.

3.1.1.1. RISKS RELATED TO THE GEOPOLITICAL AND MACROECONOMIC ENVIRONMENT IMPACTING SCOR'S STRATEGY

The main risks are related to the uncertain geopolitical and economic environment, particularly with regards to the future development of economic growth, interest rates and inflation, due to the current geopolitical tensions and the Covid-19 pandemic that may affect SCOR's growth, in both emerging and advanced economies, and the poor returns on financial markets exacerbating the adverse competitive environment.

A deterioration of financial markets and the global economy will have significant implications for SCOR's activities and results

The Group's results could be significantly affected by the economic and financial situation in Europe and other countries around the world. The threat of a global economic depression due to health, cyclical, geopolitical and/or commercial reasons (e.g. the ongoing US-China trade war) remains, and a lasting macroeconomic deterioration could affect SCOR's activities and results. The current low interest rate environment is reaching unprecedented levels and, in the event that interest rates rise, the current exceptional level of indebtedness would become a source of major financial instability. Current monetary policy seems to have reached a point where any additional easing would probably have little significant economic effect. These trends could result in financial markets experiencing a period of very high volatility, with consequences including waves of corporate bankruptcies and, potentially, sovereign defaults in vulnerable regions, a fall in the value of the main asset classes (bonds, equity, real estate), and even a major liquidity crisis.

Global economic uncertainties are again mounting due to the combination of the Omicron variant, the comeback of inflation that defies Central Banks' expectations, the potential fiscal crisis driven by persistently high public debts and the slowdown of economic activity. This slowdown is due to a saturation of production capacities, insufficient investment hampered by high corporate debt levels, multiple unforeseen bottlenecks on strategic products and rising energy prices. All these economic factors converge towards a major risk of stagflation in the months and years to come, especially if the pandemic confirms its tendency to become endemic. Pressure is also being added by potential negative impacts on global growth from a Chinese property sector deleveraging.

Economic uncertainties are amplified by geopolitical trends, such as tensions between superpowers involving the US, Russia, China and European countries, which are further increasing through looming regional conflicts. The conflict between Russia and Ukraine, with its recent military escalation, have the potential to further negatively impact global economy and trade.

For further information on investments, see Section 1.3.9.2 – Net investment income and investment income on invested assets and Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments.

Impact on SCOR's investment activities

In the event of extreme prolonged market events, such as global credit crises, SCOR could incur significant losses given its large investment portfolio.

See Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments, which includes analyses of unrealized and realized investment losses.

Even in the absence of a market downturn, SCOR remains exposed to a substantial risk of losses due to market volatility. See Section 3.1.3 – Market risks.

The impact of the current health and economic crisis due to Covid-19 on the invested assets of the SCOR Group is presented in Section 3.1.3 – Market risks.

Impact on SCOR's reinsurance business

SCOR is also dependent on customer behavior and premium growth. The Group's premiums could decline in the event of an unfavorable macroeconomic environment and its profit margins could erode. In an economic downturn, the demand for SCOR's and its clients' products could be adversely affected. Factors such as government and consumer spending, corporate investment, the volatility and strength of both debt and equity markets, and inflation all affect the business and economic environment and ultimately, the size and profitability of SCOR's business. In addition, the ongoing low interest rate environment continues to stimulate the inflow of alternative capital, which has been contributing to a softening (re)insurance market observed in recent years, *i.e.* the reduction in (re)insurance premium rates. Whilst the market has hardened recently, alternative capital is still abundant and expected to continue impacting market conditions.

The Group may also experience an elevated incidence of claims or be impacted by a decrease in demand for reinsurance and increased surrenders of policies from cedents (see paragraph on lapse risk in Section 3.1.2.2 – Management of underwriting risks related to the P&C and Life businesses) that could affect the current and future profitability of its business. Although written premiums have seen steady growth in prior years, a prolonged economic crisis could result in lower written premiums in the future.

The impact of the current health and economic crisis due to Covid-19 on SCOR's reinsurance business is presented in Section 3.1.2 – Underwriting risks related to the P&C and Life businesses.

SCOR is exposed to the risk of significant and protracted deviations of inflation from its current trend

The Group's liabilities are exposed to the risk of a significant increase in the rate of inflation (prices and salaries), which would require an increase in reserves, in particular in respect of P&C long-tail business, e.g. general liability (medical among others) and motor bodily injury claims. In addition, SCOR is exposed to claims inflation over and above general inflation and in particular to the inflation of court awards in respect of general liability and bodily injury claims. For further information on P&C long-tail risks, see Section 3.1.2.1 – P&C business.

SCOR's assets are also exposed to the risk of increased inflation or raised inflationary expectations, accompanied by a rise in the yield curve with a subsequent reduction in the market value of its fixed income portfolios. Increased inflation could also have a negative impact on the solvency of bond issuers; a widening of credit spreads would lead to a loss of value for the issuers' bonds. Finally, depending on the macroeconomic environment, an increase in inflation could also reduce the value of SCOR's equity portfolio. Any negative fluctuations in equity values or increase in the cost of claims would lead to a similar decrease in shareholders' equity.

While the risk of a prolonged period of highly elevated inflation remains less likely in the current macroeconomic environment, at least in the short term, the risk that the economy could experience a period of stagflation, comprising a decline in activity and a surge in prices, has increased significantly following the current explosion of money creation and public debt as well as the impacts of the pandemic on supply chains and consumer behavior. In this case, underwriting volumes would also be negatively impacted, and with them the Group's net combined ratio, net income and net asset value.

The risk of deflation, defined as a fall in prices and usually associated with an economic slowdown, also cannot be ruled out in the current environment, characterized by the imminent risk of depression and a lack of room for maneuver in relation to economic policies.

A prolonged period of deflation could impact the Group in several ways. For example, the value of SCOR's invested assets would be impacted if deflation is associated with a fluctuation in interest rates and corporate credit spreads. Another scenario could be that a fall in prices, leading to a decrease in premiums for a given amount of risk, combined with a decrease in organic growth due to the economic slowdown, would result in a drop in the volume of newly acquired premiums.

In conclusion, both high inflation and a protracted period of deflation could have a material adverse impact on SCOR.

3.1.1.2. RISKS RELATED TO LEGAL AND REGULATORY DEVELOPMENTS

SCOR is subject to comprehensive and detailed regulations and to the supervision of the insurance and reinsurance competent authorities in every country in which it operates. Some of these authorities are considering or may in the future consider enhanced or new regulatory requirements. These tightened measures of control and higher capital requirements, intended to further strengthen the protection of policyholders and/or financial stability, could affect the calculation of the local solvency ratio and have a material adverse impact on the Group, including a restricted underwriting capacity. Insurance and reinsurance supervisory authorities have broad administrative powers over many aspects of the reinsurance industry, and SCOR cannot predict the timing or form of any future regulatory initiatives.

Regulatory uncertainties include those stemming from protectionist trends, the ongoing Solvency II review and the UK withdrawal from the EU.

The ongoing Solvency II review, by the European Insurance and Occupational Pensions, could lead to additional requirements for insurance and reinsurance undertakings. The regulatory impetus on systemic regulation emerging from the International Association of Insurance Supervisors (IAIS) holistic framework and the Solvency II review, may lead to a new recovery and resolution framework for insurance and additional liquidity risk management requirements. Restrictions and additional reporting on internal model capital requirements may also emerge from the Solvency II review.

Restrictions on dividends could be re-imposed in crisis situations, bearing in mind that in 2020, EIOPA and the ACPR called for regulated entities to suspend dividend distributions. Furthermore, following the withdrawal of the United Kingdom from the European Union, the introduction of a new local regulatory framework could lead to additional requirements for the UK branches of SCOR legal entities.

As part of the IAIS common framework for Internationally Active Insurance Groups (IAIGs), the "ComFrame", the IAIS intends to develop Insurance Capital Standards (ICSS) to be applied by all IAIGs, with full implementation in 2025. This could jeopardize the scope of recognition of diversification effects and the use of internal models and involve risks in terms of fair competition.

Similarly, changes in tax legislation and regulations, or in their interpretation, may have a negative impact on SCOR's performance, including its financial results and business model.

Additionally, SCOR's strategy might be impacted by future legal or regulatory developments related to environmental, social or governmental (ESG) issues, particularly climate change or biodiversity loss. Tighter regulatory controls and/or government legislation introduced to significantly curb carbon emissions may in turn place restrictions on the business that SCOR can underwrite (e.g. carbon intensive industries such as coal first and foremost, but possibly extending to other non-renewable energy sectors over time).

The reinsurance sector has been exposed in the past, and may be exposed in the future, to involvement in legal proceedings, regulatory inquiries and actions initiated by various administrative and regulatory authorities, as well as to regulations concerning certain practices adopted in the insurance sector.

More generally, adverse changes in laws or regulations or an adverse outcome of any legal proceedings could negatively impact SCOR. SCOR is involved in court, arbitration and other formal or informal dispute resolution proceedings in its normal course of business, as well as the proceedings further described in Section 4.6 – Notes to the consolidated financial statements,

Note 26 – Litigation. Particularly, large and material contractual agreements may expose SCOR to the risk of financial impacts in the event of non-performance of the contracts and related potential disputes. Based on its current assessment, SCOR considers that these proceedings should not pose a material risk to the Group.

For further information on risks related to current legislation and regulations and their impact on SCOR's operations, see Section 3.1.6.4 – Legal and regulatory risks in SCOR's operating environment.

3.1.1.3. RISKS RELATED TO THE VALUATION OF SCOR'S INTANGIBLE ASSETS AND DEFERRED TAX ASSETS

A significant portion of SCOR's assets consists of intangible assets, the value of which depends on its expected future profitability and cash flows. The valuation of intangible assets is largely based on subjective and complex judgments concerning items that are uncertain by nature. If a change were to occur in the assumptions underlying the valuation of its intangible assets (including goodwill, value of business acquired and deferred acquisition costs), SCOR would have to reduce their value, in whole or in part, thereby reducing shareholders' equity and its results.

The recognition of deferred tax assets, *i.e.* the likelihood of recognizing sufficient profits in the future to offset losses, depends on the performance of each entity concerned as well as applicable

tax laws, regulatory requirements and accounting methods. The occurrence of events, such as actual operating earnings being lower than projections, or losses continuing over a longer period than originally anticipated, or changes in tax legislation, regulatory requirements, or accounting methods could lead to the derecognition of some of the deferred tax assets for accounting and/or regulatory purposes.

Details of intangible assets, the related impairment testing policy and recent acquisitions are included in Section 4.6 – Notes to the consolidated financial statements, Note 1 – Accounting principles and methods, Note 4 – Acquisitions and disposals, Note 6 – Goodwill, Note 7 – Value of business acquired and Note 18 – Income taxes.

3.1.1.4. RISKS RELATED TO THE COMPETITIVE ENVIRONMENT

Reinsurance is a highly competitive sector. As is the case for all other reinsurers, SCOR's position in the reinsurance market is based on several factors, such as its financial strength as assessed by the rating agencies, its underwriting expertise, its reputation and experience in the lines written, the countries in which it operates, the premiums charged, as well as the quality of the proposed reinsurance products and services offered, particularly in terms of claims settlement and payment. The Group competes for business in the European, American, Asian and other international markets with numerous international and domestic reinsurance companies, some of which have a larger market share than SCOR, greater financial resources, state backing, and, in certain cases, higher ratings from the rating agencies.

Therefore, SCOR remains exposed to the risk of losing its competitive advantage, particularly when available reinsurance capacity *via* traditional reinsurers or capital markets is greater than the demand from ceding companies. Its competitors, in particular (re)insurers with higher ratings than SCOR or other competitors in alternative capital markets, may be better positioned to enter new contracts and gain market share at SCOR's expense. Furthermore, competitors are currently promoting innovation, impacting all areas of the business, alongside its products and services, and the underlying risks. If competitors are quicker at integrating innovative solutions into their business, products and services, or make choices which have a bigger impact on future reinsurance trends, SCOR could lose its competitive advantage.

Finally, the Group's reputation is sensitive to reinsurance sector information. It can be affected by adverse events concerning competitors, but also by its own business activity, such as financial difficulties following a major market event. Loss of reputation due to internal risks would also weaken SCOR's competitive position.

There has been no significant M&A activity in 2021, but in December 2021, Covéa entered into an agreement with Exor to acquire PartnerRe, a transaction aimed to be closed in 2022. The sub-par performance of some industry players linked to challenging business conditions in recent years and a high level of Nat Cat claims, the continued convergence of alternative and traditional capital, the impact of Covid-19 as well as other challenges could result in more mergers in the next few years.

Within the insurance industry, these consolidated entities may use their enhanced market power and broader capital base to negotiate price reductions for SCOR's products and services, and reduce their use of reinsurance, and as such, the Group may experience price declines and possibly underwrite less business.

Within the reinsurance industry, such external growth activity could potentially enhance these players' competitive position, allowing them for example to offer greater capacity or broader product offerings, which could enable them to gain market share at SCOR's expense.

Additionally, SCOR's strategy and competitive position might be impacted by climate change. Due to possible future pressures on certain carbon-intensive sectors to either reduce or suspend their operations because of their impact on global carbon emissions linked to climate change, the demand for (re)insurance in

3.1.1.5. DOWNGRADE RISK

Credit ratings are very important to all reinsurance companies, including SCOR, as ceding companies wish to reinsure their risks with companies that have a satisfactory financial position. For more details on the Group's current ratings, see Section 1.2.4 – Ratings information.

Impact on SCOR's reinsurance business

Some of the credit models or reinsurance guidelines of SCOR's cedents face regulatory capital requirements or depend on their reinsurers' credit rating. If SCOR's rating deteriorates, cedents could be forced to increase their capital requirement in respect of their counterparty risk on SCOR. This could result in a loss of competitive advantage for SCOR.

Consequently, the Group's reinsurance activities are affected by the way its existing and prospective clients perceive its financial strength, particularly through its ratings.

Many of SCOR's reinsurance treaties, notably in the US and in Asia, and also increasingly in Europe, contain clauses concerning the financial strength of the Company and/or its operating subsidiaries, and provide the possibility of early termination for its cedents if the rating of the Company and/or its subsidiaries is downgraded. Early termination may also occur when the Company's net financial position falls below a certain threshold, or if it carries out a reduction in share capital.

3.1.1.6. RISKS RELATED TO CAPITAL

SCOR's regulated entities must satisfy local regulatory capital requirements. There could potentially be some local regulatory constraints, which in certain circumstances could affect SCOR's ability to transfer capital from one entity to another, and in particular from one subsidiary or branch to another, or to the parent legal entity. This may have negative consequences for the entity concerned and could have a material adverse impact on SCOR.

In addition, ongoing regulatory developments and discussions on global standards may impact SCOR in the future. See Section 3.1.1.2 – Risks related to legal and regulatory developments for more information on these ongoing regulatory developments.

Disruptions, uncertainty or volatility in the capital and credit markets may also limit the Group's access to the capital required to operate its business, most significantly its insurance operations. Such market conditions may limit its ability to:

- refinance, in a timely manner, maturing debts;

these sectors may decline in the future. If SCOR has not sufficiently developed business (either client relations or expertise) in other sectors to replace this loss of revenue (e.g. in renewable energy sectors), it may lose its competitive advantage over its market peers.

Impact on the Group's letters of credit

Many of the Group's reinsurance treaties contain a requirement to put in place letters of credit (LOC) as a general requirement or when triggered by a downgrade of SCOR or one of its subsidiaries. In certain circumstances, the cedent has the right to draw down on a LOC issued by a bank in SCOR's name.

Some LOCs issued by banks providing such facilities may be collateralized with securities. The value of the collateral can be different from the amount of the LOC. For some facilities, initial collateral requirements may be increased following a downgrade of SCOR's rating, impacting the Group's liquidity level. In the case of a LOC being drawn by a cedent, the bank has the right to request a cash payment from this collateral, up to the amount drawn by the cedent.

In the case of a large number of LOCs being drawn simultaneously, SCOR could encounter difficulties in providing the total amount of required cash or fungible assets, *i.e.* exposing itself to a liquidity risk.

Moreover, some of SCOR's facilities contain conditions about its financial position which, if not met, constitute a default and might result in the suspension of the use of current credit facilities and/or a prohibition on obtaining new lines of credit or result in the need to negotiate new LOC facilities under adverse conditions.

For more details about the Group's lines of credit, see Section 1.3.6 – Financial position, liquidity and capital resources. For more details on liquidity risk, see Section 3.1.5 – Liquidity risks.

- access the capital needed to grow its business;
- satisfy statutory and regulatory capital requirements and maintain a solvency ratio in line with its risk appetite framework.

As such, SCOR may be forced to delay raising capital, issue shorter term securities than it prefers, or bear an unattractive cost of capital which could decrease its profitability and significantly reduce its financial flexibility.

Disruptions to financial markets, and more particularly credit market conditions, could also affect SCOR's ability to access liquidity. See Section 3.1.5 – Liquidity risks, for further details.

For further information on changes in the macroeconomic environment that could impact SCOR, refer to Section 3.1.1.1 – Risks related to the macroeconomic environment impacting SCOR's strategy.

3.1.1.7. RISKS RELATED TO ACQUISITIONS

SCOR has made a number of acquisitions around the world. Acquisitions involve risks that could adversely affect its operating results, including the substantial amount of management time that may be diverted from operations to pursue and complete acquisitions. Acquisitions could also result in additional indebtedness, costs, contingent liabilities, impairment and amortization expenses related to goodwill and other intangible assets. In addition, acquisitions may expose SCOR to operational challenges and various risks.

A failure to successfully manage such operational challenges could adversely affect the Group.

The main acquisitions carried out by SCOR are described in Section 1.2.2 – History and development of SCOR.

Specific risks relating to acquired businesses are as follows:

- Integration of the acquired activities: integrations may take longer, be more expensive or more difficult than expected. The success of integrations may depend on operational and commercial planning, execution of systems and procedures, and on the retention of key employees. Difficulties could result in higher integration costs or fewer synergies than expected.

- Client relationships: it may be outside the control and influence of SCOR to retain certain client relationships and business volumes related to acquired businesses. Related earnings and efficiencies may be lower than expected, which may dilute the return on such acquisition-related investments.
- Concentration of the business: in certain cases, e.g. SCOR's acquisition of Transamerica Re's mortality reinsurance portfolio from Aegon in 2011, SCOR may acquire a reinsurance portfolio from a company (the vendor) where not all underlying reinsurance agreements between cedents and the vendor are immediately novated. In such cases, SCOR could be at risk if the vendor becomes insolvent, since the vendor's cedents could reduce or terminate reinsurance premium payments.
- Unknown acquired risks: due notably to the size and complexities of acquisitions, there may be a risk that not all financial elements (including litigation related to prior periods) have been fully and/or correctly evaluated. Unknown or unexpected financial risks could emerge, which may have significant consequences on the initially estimated impact of the acquisition on the combined group.

3.1.2. UNDERWRITING RISKS RELATED TO THE P&C AND LIFE BUSINESSES

3.1.2.1. P&C BUSINESS

The main risks linked to the P&C reinsurance and insurance business underwritten by SCOR's P&C business unit are P&C long-tail risks (such as large liability losses), natural catastrophes, and some other P&C short-tail risks (such as acts of terrorism), as well as other risks beyond its direct control, such as systemic crises or the cyclicity of the business.

P&C long-tail risks

Long-tail lines of business, such as casualty lines (including general liability, professional liability and financial lines, and medical malpractice), inherent defect and construction warranty, motor (first- and third-party liability) and workers' compensation, are exposed to the risk of material reserve deterioration (or long-tail reserve deterioration). This is due to the materiality of insured losses driven by man-made casualty loss events and to the time required for claims materialization and settlement.

Long-tail reserve deterioration occurs when the frequency and severity of P&C claims are higher than assumed in the calculation of the reserves. For casualty business, the frequency and severity of claims and the related amounts of indemnities paid can be affected by several factors. One of the most significant factors is claims inflation, mainly influenced by general economic inflation and the changing regulatory and legal environment, including developments in legislation and litigation (often referred to as "social inflation"), such as the recent revival statutes enacted by certain US states.

For further information on risks related to reserves, see Section 3.1.2.4 – Risks related to reserves.

The specific nature of the catastrophic casualty loss events to which SCOR is exposed can vary widely, from systemic liability events caused by the negative impacts of commonly used materials on human health (with asbestos as a typical example) to massive product liability losses emanating from items produced by a single manufacturer. Casualty events can also be triggered by a single disastrous event (e.g. Deepwater Horizon oil rig explosion), or events related to cyber fraud and data theft.

The amount of information available on casualty catastrophes is limited. In contrast to property catastrophes, which are short term in nature (limited number of days between insured event and loss emergence) and for which reasonable estimates of the size of the loss can be calculated in a relatively short period of time after event occurrence, most casualty catastrophes emerge gradually and the full extent of the losses is often not known for decades.

Depending on the type of man-made event triggering these casualty losses, property lines of business may also be affected simultaneously, e.g. if the explosion at a large industrial site destroys the industrial facility, but also pollutes the surrounding environment and causes property damage and bodily injuries affecting the population in the vicinity of the explosion.

Natural catastrophes

SCOR's property business underwritten by the P&C business unit is exposed to multiple insured losses arising from single or multiple natural events. Natural catastrophes, such as hurricanes, typhoons, windstorms, floods, hail, severe winter storms and earthquakes can generate material insured losses in property, engineering and possibly other lines of business.

The most material natural catastrophes to which SCOR is exposed include windstorms in Europe, hurricanes in North America, and earthquakes in North America and Japan.

In modeling losses, the natural catastrophe models focus on the property damage and consequential business interruption losses triggered when a natural catastrophe affects the insured's property. Sophisticated tools are used to model the underlying physical phenomena and their impact on SCOR's risk profile.

With respect to climate change, SCOR's P&C underwriting business could be exposed to physical climate risks, caused by changes in the frequency and severity of certain natural catastrophe events that are predicted in global warming scenarios. Although scientific understanding of the precise causal mechanisms between global warming and the occurrence of particular natural phenomena are still being established, catastrophe events that are potentially impacted include hurricanes (including storm surges and pluvial flooding), floods (both river flooding and pluvial flooding), heatwaves, wildfires and droughts. In the event that climate change causes an increase in the frequency and/or severity of natural phenomena for which the Group provides protection, or has knock-on impacts on other business lines underwritten, claims frequency and/or severity on business lines (including, but not limited to, property, business interruption/contingent business interruption and agricultural lines of business) could increase, with possible impacts on long-term profitability and ongoing insurability.

Other P&C short-tail risks

SCOR's property business underwritten by the P&C business unit is exposed to multiple insured losses arising from single or multiple man-made events. The short-tail lines of business mostly exposed to man-made catastrophes are property (excluding natural catastrophes), marine, credit and surety, aviation and space, and cyber.

Man-made catastrophes refer to negligent or deliberate human actions, e.g. a large explosion and/or fire at a major industrial site or acts of terrorism. These events can have major consequences on businesses, property and lives: acts of terrorism often target large cities and key landmarks such as international airports and governmental facilities. Cyber attacks can lead to business interruptions and damages to property and lives if critical safety systems (e.g. industrial control systems) are impacted by an event.

SCOR is exposed to single or multiple terrorist attacks through some P&C treaties and national terrorism pools. The US market in particular is exposed to significant terrorism risks due to the insurance obligation stipulated by law. However, federal aid is also

provided by the Terrorism Risk Insurance Program Reauthorization Act ("TRIPRA") which runs until the end of 2027. Terrorism exposures are monitored on a worldwide basis as a fully integrated part of the Underwriting Management Framework. Underwriting guidelines stipulate the rules and procedures relating to the terrorism risks to which Reinsurance and Specialty Insurance is exposed. SCOR monitors this risk using a very prudent approach.

A terror event could also have an impact on SCOR's life portfolio. Although in past events the life claims incurred have been relatively small compared to the P&C claims, a terrorist act might claim a large number of insured lives.

The extent of the loss event and the affected lines of business will vary depending on the man-made event. Other factors could have an adverse impact, such as systemic crises, which could be generated by transition risks resulting from action to tackle climate change, cyclicity of the business and concentration risks related to its brokered business.

Systemic crises

Historically, reinsurers have experienced significant fluctuations in operating income due to volatile and unpredictable developments, many of which are beyond the control of the reinsurer including general economic conditions, levels of capacity offered by the market, the level of competition with regards to pricing, and possible changes in regulations and societal attitudes regarding the support of industry sectors that contribute to climate change. In particular, some of SCOR's lines of business which are directly linked to financial activities are more exposed to global economic recessions (e.g. the 2007-2008 Global Financial Crisis), for example global lines such as credit and surety or liability risk such as errors and omissions and directors and officers liability. The areas of SCOR's business that are most exposed to climate transition risks are those related to the (re)insurance of carbon-intensive industries.

Impact of the Covid-19 pandemic on P&C risks

Due to a number of material remaining uncertainties, it is difficult to project with any degree of accuracy or certainty the potential impact on the P&C lines of business. However, the lines of business which are most at risk of being exposed to losses as a result of the pandemic are property, particularly with respect to business interruption, and credit & surety. The exposures from the credit & surety business originate from secondary economic impacts, mainly resulting from measures taken by governments to protect lives.

The potential exposure to business interruption losses remains uncertain, not least because the meaning and application of contract language in (re)insurance policies and treaties is the subject of pending and potential future disputes, and the legal and regulatory landscape remains unsettled and is continuing to evolve in the many jurisdictions in which SCOR operates. Ultimately, coverage under each contract must be determined by examining the facts of the claim, the contract language, and the applicable law. Some legal disputes are expected to take several years to resolve.

Cyclicality of the business

P&C insurance and reinsurance businesses are cyclical. The primary consequences of a softening of the reinsurance market are a reduction in P&C reinsurance premium volumes on the market, and an increase in competition within the reinsurance market. This could potentially lead to a loss of competitive advantage for SCOR.

Beyond the general trends, the premium rate cycle affects certain geographic markets and/or certain lines of business in different ways and to a varying extent, independently of each other. Insurance market cycles can also be disconnected from reinsurance market cycles; a diversified portfolio including reinsurance and insurance activities can help mitigate the effects of such cycles.

3.1.2.2. LIFE BUSINESS

The main underwriting risks for SCOR's Life business unit are described below.

Long-term mortality deterioration

This risk refers to potential negative deviations in future mortality relative to current best-estimate assumptions, due to a higher-than-anticipated number of deaths (*i.e.* increased mortality rates) among the portfolio of lives reinsured by SCOR. This could result from inherent volatility, incorrect estimation of the expected claim level or an adverse long-term trend.

SCOR's long term mortality reserves are based on a number of assumptions and information provided by third parties, which, if incorrect and/or incomplete, could have an adverse effect on the Group. For further information on risks related to reserves, see Section 3.1.2.4 – Risks related to reserves.

Pandemics

In Life reinsurance, a severe pandemic is a major risk. In the past century, three major outbreaks of influenza occurred and claimed millions of lives. The occurrence of a similar event could cause large losses to SCOR due to increased mortality far beyond the usual volatility. A lethal virus strain not only of influenza but of any other communicable disease could lead to a material increase in mortality rates and increased medical costs which could significantly impact SCOR's results.

Impacts of the Covid-19 pandemic on Life risks

SCOR's most material Life risk exposure is from the reinsurance of long-term mortality, with the majority of this business concentrated in the US. The materiality of the Life claims originating from the Covid-19 pandemic is therefore related, to a large extent, to the ongoing development of the pandemic in the US and, most importantly, the infection fatality rate of those lives reinsured by SCOR.

Covid-19 has particularly impacted older people, people with pre-existing medical conditions, and those from lower socio-economic backgrounds. Although there is still uncertainty regarding the overall outcome of the pandemic on SCOR's Life business, it should be noted that SCOR's exposure to the pandemic is mitigated by a number of factors. These include the effect of underwriting (which

Concentration risk related to its brokered business

SCOR generates its P&C business through both brokers and direct relationships with insurance company clients. The risk for SCOR is mainly the concentration of premiums written through a limited number of brokers. A significant reduction in the business generated through these brokers could potentially reduce premium volume and net income.

results in a healthier cohort of lives than the general population) and certain characteristics of the reinsured portfolio, which tends to cover higher socio-economic groups (which are likely to have better access to healthcare and are better able to adhere to confinement measures) and include proportionately fewer older individuals than the general population.

Longevity

Longevity risk refers to the risk of a negative deviation from expected results due to the insured or annuitant living longer than assumed in the pricing or reserves. This risk could have an impact on longevity swaps, annuity and long-term care covers and on other longevity protection products.

Policyholder behavior risks

SCOR's Life business unit is also exposed to risks related to policyholder behavior, including risks such as lapsation and adverse selection.

Lapses refer to either non-payment of premiums by the policyholder or to policies which are terminated by the policyholder before the maturity date of the policy. Depending upon the product design, higher or lower policyholder lapses than assumed in the pricing or reserving may reduce the expected future income of the Life business unit.

Adverse selection refers to the problem of asymmetry of information between the insured and the insurer. An individual applying for life or health insurance cover usually has better knowledge about his or her own state of health than the insurer. The risk to the (re)insurer is of policyholders deliberately deciding, among other things, to:

- take out a policy in the knowledge that either their chance of claiming is high or higher than average;
- terminate a policy in the knowledge that their chance of claiming is low or lower than average; or
- choose and exercise a policy option which increases the policyholder's expected benefit.

This might lead to a portfolio composition which differs from the one assumed during pricing and might imply lower than expected profits for both the direct insurer and the reinsurer.

Morbidity risks

Products such as critical illness, short-term and long-term disability and long-term care, which all contain morbidity risk, are subject to the risk of negative trends in health, as well as to the consequences of improved medical diagnosis capabilities which increase the number of claims due to conditions that otherwise may have remained undetected. Medical progress may in the future enable better treatment, resulting in higher claims, since certain diseases would have otherwise led to a much shorter life expectancy of the insured. Products providing cover for medical expenses are in particular subject to the risk of higher than expected incidence and inflation of medical costs.

Additional risks

Other factors could have an adverse impact, whether related to policyholder behavior such as the resale or purchase of policies by third parties with no insurable interest, or other risk factors such as risks related to product guarantees.

Climate change could also have impacts on the Life reinsurance business which could manifest both in adverse events and in long-term trends. For instance, increases in the frequency and severity of extreme heat events have the potential to negatively influence mortality and morbidity through, for example, the aggravation of cardiovascular and respiratory illnesses. Natural catastrophes, such as wildfires and hurricanes, may claim more lives with increasing severity. Over a longer time horizon, rising temperatures could change the patterns of disease distribution, for example through expansion in the geographic range of disease vectors such as mosquitoes.

3.1.2.3. INTERDEPENDENCE AND ACCUMULATION RISKS BETWEEN SCOR'S AREAS OF BUSINESS

P&C and Life reinsurance activities take place in two different market environments. The two business units are subject to a range of external constraints and benefit from a high diversification effect. The overall balance between the two business areas within the Group therefore provides stability. However, in some cases, changes in the P&C and Life activities are linked to each other as well as to those of the financial markets. This exposes SCOR to possible accumulation of risks between its lines of business and/or asset classes.

Unforeseen events, such as natural or man-made catastrophes, can make SCOR's claims experience vary significantly from one year to the next, which can have a significant impact on its profitability and financial position. These types of risk primarily affect P&C business areas. However, in cases where SCOR faces a large number of casualties, the possibility of the losses also affecting its Life lines of business cannot be ruled out. Similarly, unforeseen events such as terrorist attacks may materially impact the P&C business but also the Life business, in the case of attacks resulting in many fatalities. Although in past events the Life claims incurred have been comparatively small in relation to the P&C claims incurred, a terrorist act might claim a large number of insured lives.

In the event of a major natural catastrophe or terrorist attack, the losses generated in the P&C and Life business units could potentially accumulate, with losses on financial assets related to the potential reaction of markets (*i.e.* movements in interest rates, exchange rates, spreads and/or equity market prices). In the same way, a major pandemic may cause financial market turmoil and/or have an economic impact. The global and systemic impacts of Covid-19 in 2020 and 2021 further highlighted the complex and evolving interdependence and accumulation of risks across the risk universe.

In addition, depending on the frequency and nature of losses, the speed with which claims are made and the terms of the policies affected, SCOR may be required to make large claim payments

within a short period. SCOR may be forced to fund those obligations by liquidating investments in distressed market conditions, or by raising funds under unfavorable conditions. For further information on such risks, see Section 3.1.5 – Liquidity risks.

SCOR's ability to grow or maintain its portfolios in the P&C and Life business units may also be subject to external factors which may be interconnected, such as economic and political risks. For instance, slowdowns in economic growth or recessions in the major markets may lead households and companies to take out less insurance, to suspend certain premium payments, or to terminate the insurance policies underlying the existing P&C and Life treaties earlier than anticipated. Similarly, the risk of social and political instability is particularly significant in emerging markets, in which both business units operate. These risks could lead to significantly reduced business growth in these target markets.

In the longer term, SCOR's business activities and operations may also be exposed to risks from developing sustainability issues, such as risks stemming from global climate change and environmental degradation. Risks to SCOR from climate change can be divided into those stemming principally from physical risks and from transition risks. These risks may impact SCOR's strategy and operations, as well as the risks originating from its underwriting and investment activities. SCOR is also exposed to insurance risks in its investment portfolio either through publicly traded securities (*e.g.* CAT bonds), or over-the-counter (OTC) contracts (*e.g.* collateralized reinsurance). Such investments could be impacted by the occurrence of underwriting risks as described in the above paragraphs (*e.g.* natural catastrophe, mortality etc.) that could significantly result in changes in value, or even the full loss of the amount invested. In the case of publicly traded securities, these risks could also have a significant impact on the liquidity of these instruments.

3.1.2.4. RISKS RELATED TO RESERVES

The SCOR Group is required to maintain reserves to cover its estimated ultimate liability for losses and loss adjustment expenses with respect to reported and unreported claims, incurred as at the end of each accounting period, net of estimated related recoveries. Its reserves are established based on the information it receives from its cedent insurance companies, including their own reserving levels, as well as on the basis of its knowledge of the risks, the studies it conducts and the trends it observes on a regular basis. As part of the reserving process, SCOR reviews available historical data and tries to anticipate the impact of various factors, such as changes in laws and regulations, judicial decisions, social and political attitudes and trends in mortality and morbidity, and changes in general economic conditions.

If some information were incorrect and/or incomplete, this could have an adverse effect on the Group. The Group is then dependent on the reserves assessment made by the companies with which it does business.

3.1.3. MARKET RISKS

Market risk is the risk that the fair value or future cash flows of a financial instrument fluctuates because of changes in market prices or macroeconomic variables. This risk includes:

- interest rate risk;
- currency risk;
- equity risk;
- real estate risk, to which SCOR is exposed through its investments; and
- credit spread risk on these invested assets.

Market risks can be influenced by various overarching factors, including political, macroeconomic, monetary, societal and environmental trends. Environmental trends include risks linked to sustainability, including those as a consequence of climate change, which can impact any of the market risks listed above. Specifically, climate risks correspond to the risk that the value of assets could be negatively impacted by acute physical risks, risks linked to the transition to a low-carbon economy, and the possibility that investment choices may result in risks to SCOR's reputation. Longer-term uncertainties, mainly concerning policy responses to transition risks and climate change for physical risks may lead to higher volatility in asset valuation.

3.1.3.1. INTEREST RATE RISKS

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument fluctuates because of changes in interest rates. Interest rate fluctuations have direct consequences on both the market value and the return on SCOR's investments as the level of unrealized capital gains or losses and the return on securities held in its portfolio both depend on the level of interest rates. Floating-rate instruments expose the Group to cash flow interest rate risk, whereas fixed interest rate instruments expose the Group to fair value interest rate risk.

Interest rates are very sensitive to a number of external factors, including monetary and budgetary policies, the national and international economic and political environment, and the risk aversion of economic actors.

As is the case for all other reinsurers, the inherent uncertainties in estimating reserves are compounded by the significant periods of time that often elapse between the occurrence of an insured loss and the reporting of the loss to the primary insurer and ultimately to SCOR.

The fact that some of SCOR's activities are long-tail in nature, such as long-term care, whole Life products, longevity, worker's compensation, general liability or medical malpractice, is another factor of uncertainty. In the past, SCOR has had to revise estimated potential loss exposure on such lines of business.

For more information on exposure to this line of business, see Section 3.1.2.1 – P&C business.

Impact of Covid-19 on invested assets

Uncertainties remain on the long-term impacts of Covid-19 on the global economy. The potential outcomes may vary significantly depending on the evolution and spread of the virus, the severity of governmental measures to stop the spread of the virus, the roll-out speed, effectiveness and take-up rate of the vaccines, and the impact of central bank stimuli and government actions to support their economies.

Downgrades and defaults may increase compared to pre-Covid-19 levels, which exposes SCOR's invested assets portfolio to increased default and credit spread risk. However, as of now, central bank support strongly mitigates these risks. In light of the current macroeconomic outlook due to Covid-19, SCOR's invested assets will also be exposed to other market risks, particularly interest rate risk, given the current low interest rate environment. Longer-term uncertainty from the unintended consequences of major fiscal and monetary support from governments and central banks, such as increased inflation, may also create risk for SCOR's invested asset portfolio.

During periods of declining interest rates, income from investments is likely to fall due to investment of net cash flows and reinvestments of redemptions at rates lower than those of the existing portfolio (dilutive effect of new investments). During such periods, there is therefore a risk that SCOR's return on equity objectives are not met. For callable bonds for which the issuer has an option to redeem earlier than the ultimate maturity, the probability of having to reinvest the early proceeds at lower interest rates increases. The current low yield environment increases the potential materialization of this risk.

On the other hand, an increase in interest rates could lead to a fall in the market value of fixed income securities that SCOR holds. In the case of a need for cash, SCOR may be obliged to sell fixed income securities, possibly resulting in capital losses.

SCOR's underwriting business may also be exposed to interest rate risk. The Group has certain Life insurance contracts which are sensitive to fluctuations in interest rates. However, for most discounted Life liabilities there is no accounting impact from a 100 basis point change in the interest rate because valuation interest rates are typically locked in.

3.1.3.2. CURRENCY RISKS

Currency risk is the risk of loss arising due to adverse changes in or volatility of foreign exchange rates. This would impact the value of SCOR's assets (e.g. through direct investments in assets denominated in various currencies) and liabilities (e.g. reinsurance treaties with liabilities denominated in specific currencies).

The following types of currency risk have been identified by SCOR:

- **Transaction:** fluctuations in exchange rates can have consequences on SCOR's reported net income because of the conversion results of transactions expressed in foreign currencies, the settlement of balances denominated in foreign currencies and the lack of perfect matching between monetary assets and liabilities in foreign currencies. In this case, and to reduce the impact of imperfect matching, SCOR uses derivative financial instruments in order to hedge against currency fluctuations on sensitive currencies, particularly in times of greater volatility on the capital markets. Nevertheless, a perfect matching of monetary assets and liabilities can never be achieved and a potential profit or loss impact due to fluctuations in exchange rates can arise.
- **Translation:** SCOR publishes its consolidated financial statements in euros, but a significant part of its income and expenses, as well as of its assets and liabilities, are denominated in currencies other than the euro. Consequently, fluctuations in the exchange rates used to convert these currencies into euros may have a significant impact on its reported net income and net shareholders' equity from year to year.

SCOR's main non-French legal entities are located in Ireland, Switzerland, North America, the UK and Asia. The shareholders' equity of these entities is denominated mainly in euros, US dollars, British pounds and Canadian dollars.

Finally, the interest rate risk depends on the duration mismatch between assets and liabilities. As such, changes in interest rates can affect the shareholders' equity and the solvency ratio of the Group.

Section 3.2.4.6 – Monitoring of sensitivity to market risks provides an overview of the sensitivity of the Group's consolidated income and consolidated shareholders' equity to interest rate risk for the previous three financial years. As at December 31, 2021, the impact on the Group's consolidated income and shareholders' equity of a 100 basis point increase in interest rates is estimated at EUR +22 million and EUR -477 million, respectively. The impact on the Group's consolidated income and shareholders' equity of a 100 basis point decrease in interest rates is estimated at EUR -22 million and EUR +500 million, respectively.

As a result, changes in the exchange rates used to convert foreign currencies into euros, particularly the fluctuation of the US dollar against the euro, have had and may have an adverse effect on the Group's consolidated shareholders' equity. SCOR does not fully hedge its exposure to this risk. The impact of the fluctuation in the exchange rates used to translate foreign currencies into euros on its consolidated shareholders' equity is described in Section 4.5 – Consolidated statement of changes in shareholders' equity.

SCOR has issued debt instruments in currencies other than the euro, currently Swiss francs, and to the extent that these are not used to hedge foreign currency investments, it may be similarly exposed to fluctuations in exchange rates. Most debts are hedged. For more information on the forward sales and purchases and swaps of currencies used to hedge these risks see Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments. For more information on debts issued in different currencies, see Section 4.6 – Notes to the consolidated financial statements, Note 14 – Financial liabilities.

Some events, such as catastrophes, can have an impact on asset-liability matching in a given currency, which can generate a temporary unmatched position not covered by currency contracts or hedges.

The Group recognized a net foreign exchange loss of EUR 8 million for the year ended December 31, 2021 (2020: loss of EUR 13 million and 2019: gain of EUR 3 million).

For currency translation risk, the following sensitivity analysis ⁽¹⁾ considers the impact on shareholders' equity of a 10% movement in the exchange rates of the Group's two largest translation risk currency exposures, USD and GBP relative to EUR.

In EUR millions	Currency movement	Equity impact		
		2021	2020	2019
USD/EUR	10%	601	466	487
% of equity		9.4%	7.6%	7.7%
USD/EUR	-10%	(601)	(466)	(487)
% of equity		-9.4%	-7.6%	-7.7%
GBP/EUR	10%	27	26	28
% of equity		0.4%	0.4%	0.4%
GBP/EUR	-10%	(27)	(26)	(28)
% of equity		-0.4%	-0.4%	-0.4%

(1) This analysis excludes the impact of hedging activity, and the presentation has been adjusted to 2021 disclosures.

3.1.3.3. CREDIT SPREAD RISKS

Credit spread risk on invested assets is the risk of incurring a financial loss as a result of a change in the market assessment of the counterparty risk of financial instruments or counterparties. Credit spread variations could have a direct impact on the market

value of the fixed-income securities and loans, and as a consequence, on the realized or unrealized capital gains or losses of the fixed-income securities held in the portfolio.

3.1.3.4. EQUITY RISKS

Equity prices are likely to be affected by risks which affect the market as a whole (uncertainty regarding economic conditions in general, such as anticipated changes in growth, inflation, interest rate fluctuations, sovereign risk, etc.) and/or by risks which influence a single asset or a small number of assets (specific or idiosyncratic risk). This may lead to a decrease in prices of the equity held by SCOR and may impact its realized or unrealized gains and losses. A material or long-lasting decline in the prices of SCOR's equity holdings may also result in the impairment of its equity portfolio which would affect its net income.

The Group's exposure to the equity market results from direct purchases of stocks or investments in equity funds and in convex equity strategies such as convertible bonds.

Section 3.2.4.6 – Monitoring of sensitivity to market risks provides an overview of the sensitivity of the Group's consolidated income and consolidated equity to equity risk. As at December 31, 2021, the impact on the Group's consolidated income and equity of a 10% increase in equity market values is estimated at EUR 0 million and EUR 25 million, respectively. The impact on the Group's consolidated income and shareholders' equity of a 10% decrease in equity market values is estimated at EUR 0 million and EUR -22 million, respectively.

3.1.3.5. REAL ESTATE RISKS

Real estate risks, either for properties owned directly or through funds, are risks arising from a variation in the real estate market valuation or a change in rental market conditions, the two being closely linked.

The value of property assets is exposed to the risk of regulatory obsolescence of properties (regulatory developments related to the accessibility of buildings for people with a disability, on the reduction of energy consumption and the production of carbon dioxide, etc.) which would lead to losses of value in the event of a sale of the assets or to additional expenditure to restore the value of the property.

Rental income from the property portfolio is exposed to the variation in the indices on which the rents are indexed (for instance, the Construction Cost Index in France) as well as risks related to the rental market (changes in supply and demand, changes in vacancy rates, impact on market rental values or rent renewals) and lessee default. On the other hand, the indexation may provide an attractive hedge against inflation.

3.1.4. CREDIT RISKS

Credit risk is the risk of incurring a loss as a result of an unexpected change in the financial situation of a counterparty.

SCOR is mainly exposed to the following credit risks or the accumulation of such risks in a single counterparty, the same sector of activity or the same country: from bond and loan portfolios, retroceded liabilities, also called share of retrocessionaires in contract liabilities, deposits with cedents, future cash-flows from Life reinsurance treaties, cash deposits at banks and default of members of pools which SCOR is a member of. SCOR may also be exposed to credit risk through its Credit and Surety portfolio.

This includes credit default risk which is the risk that one party to a financial instrument or other asset will cause a financial loss to the other party by unexpectedly failing to discharge, either partially or fully, an obligation. Credit risk also includes credit migration risk, which is the risk of incurring a financial loss due to a change in the value of a contractual agreement following unexpected changes in the credit quality of our counterparties.

3.1.4.1. CREDIT RISKS RELATED TO CASH AND INVESTED ASSETS

A deterioration in the financial situation of an issuer (sovereign, public or private) or borrower can, for example, lead to its insolvency and to the partial or total loss of coupons and of the principal invested, or to a loss in value.

For information on the debt securities portfolio, see Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments. For information on the impacts of Covid-19 on SCOR's invested assets, see Section 3.1.3. – Market Risks.

This risk also applies to loan transactions in which the Group invests. A deterioration in the solvency position of a borrower may lead to a partial or total loss of the coupons and the nominal invested by SCOR.

SCOR is exposed to the risk of losing all or part of any cash deposited with banks in the event that such a bank is no longer able, due to insolvency, to honor its commitments (e.g. following liquidation). The current main risk for the Group is the significant concentration of deposits in a small number of banks. This risk is a direct result of the selection of the most stable banks.

The financial situation of companies to which SCOR is exposed through its invested asset portfolio could be affected by physical and transition risks from global climate change. Physical risks relate to exposures to climate-related extreme events (acute) or to global trends due to climate change (chronic). Transition risks mainly concern carbon-intensive industry sectors or companies working with carbon-intensive industries that may have stranded assets if new regulations are not anticipated.

3.1.4.2. CREDIT RISKS RELATED TO REINSURANCE CONTRACTS

Under most of its Life reinsurance contracts, SCOR expects to receive premiums from its cedents over several years. These often exceed expected future payments for claims, commissions and so on, meaning that SCOR expects to receive positive future cash flows.

Credit risk on future cash flows from Life reinsurance policies arises from two risk factors:

- the payment of future cash flows expected under Life reinsurance contracts requires the cedent to be financially sound. Therefore, SCOR risks a reduction in the value of its portfolio of Life contracts in the event of a deterioration in the financial strength of the cedent. This may lead to the impairment of SCOR's intangible assets, *i.e.* the value of business acquired (VOBA) and deferred acquisition costs (DAC);
- a reduction in the value of future cash flows could arise from the material unexpected lapsation of policies following a deterioration in the cedent's credit rating or standing or an event that negatively impacts the cedent's reputation.

SCOR transfers a portion of its risk to retrocessionaires *via* retrocession programs in exchange for the payment of premiums. The retrocessionaires then assume the losses related to claims covered by the retrocession contracts. If a retrocessionaire defaulted, or its financial situation deteriorated, SCOR could lose

part or all of the coverage provided by its retrocessionaire whereas it would retain its liability towards the cedent for the payment of all claims covered under the reinsurance contract.

SCOR could also lose receivables from the defaulting retrocessionaire (receivables are due to a timing difference between statement accounts received and real payment due for positive balances of retrocessionaire accounts).

The retrocessionaires' share in the reserves broken down by retrocessionaires' credit rating is included in Section 4.6 – Notes to the consolidated financial statements, Note 16 – Net contract liabilities.

SCOR may be exposed to credit risk in relation to amounts deposited with ceding companies in respect of reinsurance reserves which cover its liabilities.

However, depositing these amounts does not in principle discharge the Group of its liability towards the cedent in cases where it is unable to recover all or part of these amounts in the event of a cedent default or a deterioration in the financial situation of that cedent. In principle, it is therefore possible that the Group will remain liable for claims due under the reinsurance treaty without being able to offset all or part of the corresponding deposits.

3.1.4.3. OTHER CREDIT RISKS

For special and highly technical risk categories such as terrorism, nuclear, aviation or pollution, SCOR chooses to participate in various market-dedicated groups of insurers and reinsurers ("pools") aimed at pooling the relevant risks among the members of each group, which offers the best available expertise and risk

sharing at market level. In the event of a total or partial default by one of the members of a group, in cases of joint liability of the members, all or part of the liabilities of the defaulting member may need to be assumed.

3.1.5. LIQUIDITY RISKS

Liquidity risk is the risk of not having sufficient financial resources available to meet obligations as they fall due, or only being able to secure them at excessive cost.

SCOR needs liquidity to pay claims, operating expenses, interest payments and redemptions on its debts and declared dividends on its share capital. Without sufficient liquidity, the Group may be forced to curtail its operations, and business will suffer. In the case of catastrophe claims, in particular, it may need to settle amounts which exceed the amount of available liquidity in a reduced timeframe. SCOR's liquidity needs to cover catastrophe exposures is calibrated using the Group's gross (before retrocession) Nat Cat annual loss distributions, on top of other regular liquidity needs as listed above.

Liquidity needs may also arise from increased collateral requirements. Some of the facilities that SCOR uses to grant letters of credit to cedents require 100% collateral from SCOR, for example in case of default (non-compliance with financial

covenants, a significant decrease in the Group's financial strength rating, etc.), which would result in a deterioration of the Group's liquidity level. In addition, cedents have the right to draw down on letters of credit issued by a bank in SCOR's name at any time; however, the impact on their relationship with SCOR would be considered. The risk of this occurring would increase if cedents' concerns of SCOR not honoring its obligations increase. In a severe scenario for SCOR, multiple cedents could draw down on letters of credit simultaneously, requiring SCOR to provide the total amount of required cash or fungible assets, resulting in a liquidity strain for SCOR. Collateral arrangements are also used by SCOR when operating business in a jurisdiction or jurisdictions that demand a higher level of reserves than under IFRS. This is especially the case in the US for business falling under the NAIC Model Regulation XXX or Valuation of Life Insurance Policies Model Regulation, commonly referred to as Regulation XXX (or Triple X). Letters of Credit carry the risk of a duration mismatch, *i.e.* that short-term letters of credit are covering long-term business and might have to be renewed as less favorable conditions, creating additional costs.

Information on SCOR's letter of credit facilities, including related financial covenants, is included in Section 4.6 – Notes to the consolidated financial statements, Note 24 – Commitments received and granted.

The principal internal sources of the Group's liquidity are reinsurance premiums, cash flows from its investment portfolio and other assets, consisting mainly of cash or assets that are readily convertible into cash.

External sources of liquidity in normal markets include a variety of short and long-term instruments, such as repurchase agreements, commercial paper, medium and long-term debt, junior subordinated debt securities, capital securities and raising additional funds in the equity markets. For further information on SCOR's debt, including related financial covenants, see Section 4.6 – Notes to the consolidated financial statements, Note 14 – Financial liabilities.

SCOR's ability to access external sources of liquidity may be subject to adverse capital and credit market conditions.

Liquidity risks are increased when capital and credit markets experience extreme volatility or disruption, as SCOR may need to sell a significant portion of its assets quickly and on unfavorable terms, particularly if current internal resources do not satisfy its liquidity needs.

Maturity profiles

The table below includes the estimated maturity profiles of the P&C insurance liabilities based on payment patterns derived from historical data.

P&C insurance contract liabilities						
<i>In EUR millions</i>	0-1 year	1-3 years	3-7 years	More than 7 years	Total	
AS AT DECEMBER 31, 2021	5,645	6,222	4,530	3,346	19,743	
As at December 31, 2020	4,292	4,724	3,580	3,236	15,832	

An analysis of the balance sheet reserve movements, including net paid losses, is included in Section 4.6 – Notes to the consolidated financial statements, Note 16 – Net contract liabilities.

The estimated maturity profile of the assumed contract liabilities for long-term Life reinsurance represents benefit payments that are typically settled net of premiums (for treaties with periodic premium payments). Where contract liabilities require to deposit

This risk may be increased due to the characteristics of certain assets held by SCOR, whose liquidity may be limited due to contractual or regulatory constraints (e.g. investments in corporate, real estate or infrastructure loans).

The availability of additional financing will depend on a variety of factors. These notably include market conditions, the general availability of credit, the volume of trading activities, the overall availability of credit to the financial services industry, SCOR's credit ratings and credit capacity, as well as the possibility that customers or lenders could develop a negative perception of SCOR's long- or short-term financial prospects if the Group incurs large investment losses or if the level of SCOR's business activity decreases due to a market downturn. Similarly, access to funds may be impaired if regulatory authorities or rating agencies take negative action that could penalize SCOR. The liquidity of several asset classes owned by SCOR may also be negatively impacted by changes to regulations or by non-conventional monetary policies. If so, these factors could prevent SCOR from successfully obtaining additional financing on favorable terms.

cash to the cedent as collateral, the settlement normally also includes certain other account items, primarily the release of the deposits. For contracts where funds withheld are used to offset the amounts settled between SCOR and its cedents, funds withheld to cover the life insurance contract liabilities in the table below mature at the same date as the respective Life insurance contract liabilities.

The table below reflects gross cash outflows:

Life insurance contract liabilities						
<i>In EUR millions</i>	Less than 1 year	1-5 years	6-10 years	More than 10 years	Total	
AS AT DECEMBER 31, 2021	2,763	2,513	3,030	7,411	15,717	
As at December 31, 2020	2,598	1,571	1,911	8,250	14,330	

Financial liabilities

Maturity profiles are based on undiscounted contractual maturities and include contractual interest payments (including in connection with cross-currency and interest rate swaps). In respect of perpetual debt and debt with multiple optional reimbursement/redemption dates, the analysis below has been prepared based on

the assumption that the Company will not make use of any of the early optional reimbursement/redemption dates. Perpetual debts are classified in the last column "More than 5 years" (no maturity date).

As at December 31, 2021 <i>In EUR millions</i>	Debt maturity profiles				
	Interest rate ranges	Less than 1 year	1-5 years	More than 5 years*	Total**
Subordinated debt	1.38%-5.25%	106	196	3,864	4,166
Real estate debt	0.57%-3.57%	59	84	390	533
Lease liabilities	0.04%-5.00%	24	82	64	170
Other financial liabilities	0.07%-0.80%	2	1	2	5
TOTAL		191	363	4,320	4,874

As at December 31, 2020 <i>In EUR millions</i>	Debt maturity profiles				
	Interest rate ranges	Less than 1 year	1-5 years	More than 5 years*	Total**
Subordinated debt	1.38%-5.25%	91	596	3,706	4,393
Real estate debt	-0.55%-4.34%	77	139	335	551
Lease liabilities	0.04%-5.00%	25	77	79	181
Other financial liabilities	0.07%-0.80%	1	1	2	4
TOTAL		194	813	4,122	5,129

* Accrued interest on perpetual debt of EUR 13 million as at December 31, 2021 (December 31, 2020: EUR 12 million).

** Of the amounts above, EUR 26 million relates to variable rate debt (December 31, 2020: EUR 13 million). These amounts exclude debt which has been swapped from a variable interest rate to a fixed interest rate.

Details of financial liabilities are presented in Section 4.6 – Notes to the consolidated financial statements, Note 14 – Financial liabilities.

For managing liquidity risks, SCOR holds insurance business investments amounting to EUR 31,517 million and cash amounting EUR 2,083 million as at December 31, 2021. Maturity analyses of financial assets that are held for managing liquidity risk are presented within Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments.

Various Group entities rent their office headquarters. The minimum payments relating to these operating leases are presented within Section 4.6 – Notes to the consolidated financial statements, Note 10 – Miscellaneous Assets (property, plant and equipment and related commitments).

3.1.6. OPERATIONAL RISKS

Operational risks are inherent to all businesses at SCOR. Operational risks can be split into two main groups: internal risks (risks related to system or facilities, staff, processes and the legal/regulatory environment) and external risks (risks related to external fraud and cyber attacks).

3.1.6.1. RISKS RELATED TO SYSTEMS OR FACILITIES

Risks related to systems or facilities can arise as follows:

- a malfunction or a major breakdown in SCOR's IT systems, outages, disruptions due to viruses, attacks by hackers and thefts or data breaches. This can occur within SCOR's own environment or to a third party providing services or data to SCOR;
- interruption of any of SCOR's IT systems leading to loss of data, delays in service or in a loss of efficiency of teams, which could lead to remediation costs, loss of contracts or damage to the Group's reputation. In addition, these incidents could increase

other operational risks such as external fraud or human error (e.g. delay in the recognition of adverse business development). The interruption of these systems could damage commercial activities including underwriting, pricing, reserving, premium and claims payment, commercial support, and asset management;

- in addition, the facilities in which SCOR operates might be impacted by natural or man-made hazards. They could also be affected by legal or management decisions (e.g. due to the pandemic or social conflict). The offices might need to be closed for a period of time potentially resulting in a loss of productivity and business opportunity, as well as remediation costs.

3.1.6.2. RISKS RELATED TO STAFF

Risks related to staff can arise as follows:

- incidents due to mistakes or non-compliance with instructions, guidelines or policies. This could also be caused by additional strain on staff resulting from a heavy backlog of tasks and multiple project involvement;
- malicious or fraudulent acts committed by internal staff mandated by SCOR with authorized access to SCOR's offices or systems, taking advantage of SCOR's assets for personal gain e.g. through misappropriation of assets, intentional mismarking of positions or bribery;

3.1.6.3. RISKS RELATED TO PROCESSES

SCOR's risk management policies, procedures and controls may not be appropriate or sufficient. In particular, any additional workload to the planned activities could reduce the effectiveness of some processes and controls. For example, the creation of a new entity, the development of a new line of business, or any other project, may lead to an accumulation of operational risks.

Some of SCOR's and SCOR subsidiaries' processes are partially or fully outsourced. Failed outsourced processes could lead to direct losses and other operational incidents.

3.1.6.4. LEGAL AND REGULATORY RISKS IN SCOR'S OPERATING ENVIRONMENT

SCOR may also be exposed to an unfavorable business environment such as evolving or additional regulatory constraints potentially hindering its business model.

As an international group, SCOR must comply with national and international laws, regulations and applicable accounting standards. This includes all applicable economic sanctions, programs relating to anti-corruption, anti-money laundering, in addition to anti-terrorism laws, and laws and regulations applicable to its operations. Laws and regulations applicable to some of SCOR's operations refer, *inter alia*, to the economic trade sanction laws and regulations administered by the United States Department of the Treasury's Office of Foreign Assets Control (OFAC) and to certain laws administered by the United States Department of State. They also refer to applicable economic trade sanction laws, regulations and directives of the European Union and its member states. Other directives with which SCOR complies apply to anti-money laundering, corruption, terrorism financing and insider trading. Regarding anti-corruption laws and regulations, in particular, SCOR must comply with the provisions of the French anti-corruption law Sapin II, the Foreign Corrupt Practices Act (FCPA) and other laws such as the UK Bribery Act. Additionally, SCOR must comply with regulatory requirements regarding data management (both SCOR's data and that of its

- intentional damage to SCOR's assets (including data) required to perform its operations by internal or external staff, which could lead to significant remediation costs (including those released to rebuilding databases or systems);
- the failure to attract or retain key personnel or the loss of crucial information/skills concentrated in a single person, or of a whole team.

Since SCOR remains responsible for commitments or services contracted, including for outsourced activities, an inappropriate client relationship management or inadequate level of service and/or product quality provided by SCOR to its clients or breach of contract may lead to a loss of profitable business relationships.

In addition, SCOR may be involved in legal and arbitration proceedings due to third parties challenging the terms of a contract, which could lead to an unfavorable outcome. For information on this issue, see Section 4.6 – Notes to the consolidated financial statements, Note 26 – Litigation.

clients), in particular the European Union General Data Protection Regulation (GDPR), the Brazilian General Data Protection Law (LGPD), approved on August 14, 2018 and in force since September 18, 2020, the Chinese Personal Information Protection Law (PIPL), which was passed on August 20, 2021 and came into effect on November 1, 2021 and the California Privacy Rights Act (CPRA) voted into law on November 3, 2020 and effective on January 1, 2023.

The level of legal, regulatory, tax or accounting requirements depends on several factors, including the type of business (e.g. primary insurance or reinsurance business), the location and the legal structure of SCOR. The large number of different regulatory environments in which SCOR operates, as well as changes in present and future regulations increase the complexity and risks of the related Group processes.

Any violation of laws, regulations or accounting requirements could potentially expose SCOR to fines, class actions with compensation payments, account reinstatements or business restrictions, and reputational damage.

For further details on current main regulatory developments which may have an impact on SCOR, see Section 3.1.1.2 – Risks related to legal and regulatory developments.

3.1.6.5. RISKS RELATED TO EXTERNAL FRAUD

SCOR is exposed to external fraud which is characterized by the theft of certain SCOR assets by third parties or by cedents. External fraud may be committed using various means including

3.1.6.6. RISKS RELATED TO CYBER ATTACKS

SCOR is exposed to cyber attacks which can be very diverse in their sophistication and execution. The main targets are system functions, data and cash management. Immediate repercussions include:

- systems could be slowed down, corrupted or stopped potentially resulting in loss of productivity, corrupted data and remediation costs;
- funds could be stolen through fraudulent wire transfers;
- data could be stolen, deleted or corrupted, or made public in violation of SCOR's regulatory or contractual obligations.

cyber attacks, and usually target cash or data. Should an act of fraud succeed in bypassing the controls or protection measures in place, this could generate a direct loss for the Group.

Any of the above could inflict significant damage to SCOR's systems or data, create a reputational risk, give rise to a breach of SCOR's legal responsibility, and may also result in regulatory sanctions depending on the level of sensitivity of the data or system that is successfully attacked. A cyber attack could also assist those who commit external fraud, resulting in a financial loss.

3.2. MANAGEMENT OF MAIN RISKS

3.2.1. MANAGEMENT OF STRATEGIC RISKS

3.2.1.1. MANAGEMENT OF RISKS RELATED TO THE MACROECONOMIC ENVIRONMENT

These risks are monitored *via* a robust strategic planning approach and regular risk reporting mechanisms throughout the Group, including complementary risk analyses on *ad-hoc* topics, where deemed necessary. Potential impacts on SCOR's risk profile are managed through a variety of dedicated and transversal risk

management mechanisms. For more details on risk reporting mechanisms and the roles and responsibilities of SCOR's main governance bodies, see Section 3.3 – Internal control and risk management procedures.

3.2.1.2. MANAGEMENT OF RISKS RELATED TO LEGAL AND REGULATORY DEVELOPMENTS

SCOR has extensive experience in managing risks related to continuous changes in laws and regulations. SCOR takes an active position in relation to the requirements to which it is exposed or could be exposed in the different jurisdictions where it operates, for example through associations and forums.

In particular, developments in existing or emerging prudential regulations (such as Solvency II, ComFrame or the regulations on systemic risk) are monitored at Group level by the Prudential and Regulatory Affairs Department. Regulations relating to corporate law and business compliance are monitored by the General Secretariat and, within it, the Legal Department.

3.2.1.3. MANAGEMENT OF VALUATION RISKS RELATED TO SCOR'S INTANGIBLE ASSETS AND DEFERRED TAX ASSETS

Valuation risks related to SCOR's intangible assets and deferred tax assets are managed through robust processes and controls throughout the Group.

the management of intangible assets and Section 3.3.7 – Financial reporting for further details on the production of SCOR's technical and financial results, including intangible assets.

See Section 3.1.6 – Operational risks for further details on SCOR's Internal control system approach, Section 3.3.4.1 – Group functions for a description of some of the departments involved in

For further details on the management of valuation risks related to goodwill and value of business acquired, see Section 3.2.1.7 – Management of risks related to acquisitions.

3.2.1.4. MANAGEMENT OF RISKS RELATED TO THE COMPETITIVE ENVIRONMENT

As for risks related to the macroeconomic environment, risks related to the competitive environment are monitored *via* a robust strategic planning approach and regular risk reporting mechanisms throughout the Group, including complementary risk analyses on

ad-hoc topics, where deemed necessary. For more details on risk reporting mechanisms and roles and responsibilities of SCOR's main governance bodies, see Section 3.3 – Internal control and risk management procedures.

3.2.1.5. MANAGEMENT OF DOWNGRADE RISK

SCOR's current ratings are at the highest levels within the reinsurance sector. It is currently rated by Standard & Poor's at "AA-/Negative", by Fitch at "AA-/Stable", by Moody's at "Aa3/Stable" and by AM Best at "A+/Stable". Therefore, a downgrade by one notch would have a limited impact on its future business development, its liquidity position or its capacity to raise funds. For further information on SCOR's current rating, see Section 1.2.4 – Ratings information.

This team analyses rating agencies' methodologies, and reports published on the reinsurance market on SCOR and its main competitors, in order to anticipate any potential rating actions. It also monitors specific qualitative and quantitative Key Performance Indicators developed by the four main rating agencies and performs analyses of selected deterministic scenarios (for more details on the "footprint scenarios" process, see Section 3.3 – Internal control and risk management procedures). The team also monitors the capital adequacy level as measured by the capital models developed by rating agencies.

SCOR monitors its ratings assigned by the top four rating agencies *via* a dedicated team placed under the supervision of the Group Chief Financial Officer.

3.2.1.6. MANAGEMENT OF RISKS RELATED TO CAPITAL

Risks related to capital are managed *via* specific principles and processes throughout the Group. SCOR ensures maximum capital fungibility within the Group through:

- a reduced number of subsidiaries enhancing fungibility while supporting local business presence. It is facilitated by the *Societas Europaea* (SE) structure supported by an efficient branch set up in Europe, enabling integrated supervision at Group parent company level through SCOR SE, focusing on communication with a limited number of supervisors with whom SCOR can share its global strategy, while taking advantage of the benefits of diversification;

- an integrated supervision of regulatory constraints at Group level and an optimal capital allocation.

SCOR efficiently manages its capital allocation and fungibility between subsidiaries within legal and regulatory constraints. SCOR is continuously leveraging, in its day-to-day business, various tools that are integral to the reinsurance business (such as intra-group reinsurance, intra-group financing, portfolio transfer, capital transfer or collateral posting).

3.2.1.7. MANAGEMENT OF RISKS RELATED TO ACQUISITIONS

SCOR adheres to stringent internal standards for acquisition processes, governance and integration, based on an approach approved by its Executive Committee.

SCOR retains outside legal, accounting, tax, actuarial, regulatory and financial counsel for its due diligence, valuation and integration assessments and execution, led by experienced employees in various multi-jurisdictional disciplines. These include, but are not limited to, underwriting, structuring, valuation, accounting, tax, actuarial, risk management, legal, audit, strategy, claims management, regulatory, rating agencies and asset management. SCOR's governance includes a Group Steering Committee and the involvement of members of SCOR's Executive Committee. Any progress, assessments and offers made to third parties are generally presented and approved by the Strategic Committee of SCOR's Board of Directors.

All planned acquisition projects that may have an impact on SCOR's risk profile are reviewed in collaboration with SCOR's risk management teams. The planning for integration of acquired businesses typically begins during the due diligence phase. SCOR integration plans typically take into account all systems, procedures, commitments and constraints, as well as employees, clients, suppliers and contractual third parties, and focuses on closing-day and post-closing objectives. While SCOR has experience in managing acquisitions and carefully plans and executes these operations, the outcomes may not always meet expectations.

3.2.2. MANAGEMENT OF UNDERWRITING RISKS RELATED TO THE P&C AND LIFE BUSINESSES

3.2.2.1. MANAGEMENT OF UNDERWRITING RISKS RELATED TO THE P&C BUSINESS

SCOR's Risk Management area and the P&C business unit are organized to enable them to assess and control P&C risks at each level of its business.

- Most of the business underwritten is periodically renewed at agreed dates, which allows for portfolio management actions to be implemented where needed. Business is renewed based on annual underwriting plans, which enable SCOR to monitor and manage its P&C business. These plans are approved by senior management.
- The P&C treaty underwriters manage client relationships and offer reinsurance support after a careful review and assessment of the cedents' underwriting policies, portfolio profiles, exposures and management procedures. They are responsible for writing treaty business as well as related support on small and medium-size facultative risks in their respective territories within the limits of their individually delegated underwriting authority and the scope of underwriting guidelines.

- Underwriting and pricing guidelines, defined by the P&C business unit, specify the underwriting capacities delegated to each underwriter in each entity for each line of business, as well as the underwriting rules and principles to be complied with. These guidelines are subject to a regular review and approval process. SCOR's underwriting guidelines are more restrictive regarding certain areas that are subject to increased uncertainty, for instance on claims activity or in the legal environment:

- Underwriting guidelines in place within the P&C business unit specify (i) the underwriting rules and principles to be complied with; (ii) the underwriting capacities individually delegated to the underwriters in each of the markets and lines of business in which the Group operates as well as (iii) the relevant maximum acceptable commitments per risk and per event and (iv) points of attention in the contract wordings, including recommended clauses for some aspects.

- Pricing guidelines and parameters apply to all treaties priced within the P&C business unit. There are additional guidelines related to Natural Catastrophes and others specific to certain products which include Agriculture, Credit & Surety and Cyber. These guidelines seek to ensure that the analyses provide: i) a best estimate of the costs and profitability of a treaty as well as the uncertainty surrounding estimates; ii) assistance with underwriting decisions and iii) the suitable outputs needed for the risk management process, in particular the internal model, such as probability distributions for losses/Net Present Value (NPV), cash flow patterns for premium/losses, etc. They are set to provide consistency and continuity across the organization but also to take into account differences between markets and lines of business as well as the geographical location of the client and the risks insured. Parameters are revised at least once a year to consider, as the case may be, changing market conditions and environment. Contracts that meet certain risk thresholds are subject to mandatory peer reviews that have to be performed and documented before pricing is completed. SCOR's P&C business unit uses a data system that allows management to monitor and review the results from pricing tools.
- The underwriting teams are supported by P&C business unit's Underwriting Management. This function provides worldwide treaty and facultative underwriting guidelines, policies regarding the delegation of capacity, underwriting support to specific lines of business or individual risks when required, ceding company portfolio analysis and risk surveys, and is responsible for the monitoring and referral of non-standard business and for authorizing exceptions to the underwriting guidelines. This centralized underwriting management process allows for consistent application of underwriting guidelines throughout the Group.
- Business opportunities going beyond the stipulations of the guidelines previously defined are subject to special referral procedures at two levels: (i) by Underwriting Management and, where applicable, by Legal and/or Finance; (ii) and for cases which may have a significant impact on the balance sheet (thresholds and/or conditions defined in a procedure or specific guidelines) by the CRO area.
- The P&C Pricing & Modeling Department is responsible for the pricing of the reinsurance business at individual treaty level and the insurance business. Guidelines, methods and tools are set and maintained centrally and are used by the local pricing teams across the SCOR offices. Delegation authorities specify criteria under which the underwriters may price certain contracts still subject to the use of the Pricing Guidelines and tools. Pricing results quantify expected underwriting statistics (such as loss and expense ratios), volatility measures, and profitability measures (such as net present value (NPV), return on risk adjusted capital (RORAC), and profit excess targets). The results are also used as criteria for referrals within underwriting teams. Pricing actuaries work closely with underwriters and modelers by market or line of business.
- The P&C Pricing & Modeling Department is responsible for monitoring Nat Cat accumulations. Gross exposures to earthquake and storm risks are measured using proprietary external models from industry-leading catastrophe model suppliers, including Risk Management Solutions RiskLink® ("RMS") and AIR Worldwide Catrader® ("AIR"). These tools enable the Group to quantify its exposure in terms of a probable maximum loss ("PML") at various levels of probability for each peril and geographic location. The overall aggregate annual PML per peril, allowing for potential multiple events, provides the information required to determine the level of retrocession and other alternative risk transfer solutions (e.g. catastrophe bonds) that are needed to ensure that the net aggregate exposure is optimized for the Group's risk appetite and remains within predefined tolerance limits.
- In relation to climate change, the models used to price natural catastrophe business (both new and renewed) are calibrated using recent claims data as well as other inputs such as results from available scientific studies. In this way, changes in frequency and severity of the natural perils that SCOR underwrites, whether related to climate change indications or not, are considered in the pricing of contracts. In terms of managing climate transition risks, SCOR has already made certain underwriting commitments that are a strong step towards reducing the company's exposure to certain carbon-intensive sectors. In addition, SCOR has introduced referral procedures and environmental, social and governance (ESG) scoring components for the underwriting of insurance and facultative reinsurance within the mining and energy sectors.
- For non-Nat Cat business, per-risk accumulation limits are defined in the underwriting guidelines. Underwriting functions are responsible for the application and the monitoring and control of the application of these guidelines within their business unit.
- In order to mitigate its property exposure, the Group retrocedes a portion of the risks it underwrites. See Section 3.2.3 – Retrocession and other risk mitigation techniques for further information on how these instruments are managed.
- The claims handling function is performed by the claims teams, which review, process and monitor reported claims. P&C business unit's Claims & Commutations is responsible for the implementation and overview of the overall claims handling and commutation management policy for the P&C business unit, implementing worldwide control and reporting procedures and managing commutation of portfolios and commitments. It supports and oversees day-to-day activity and takes up the direct management of large, litigious, serial and latent claims. In addition, periodic audits are conducted on specific claims and lines of business, and claims processing and procedures are examined at the ceding companies' offices with the aim of evaluating their claims adjustment process, valuation of case reserves and overall performance. When needed, recommendations are given to underwriters and local management.

- The adequacy of the P&C business unit's reserves is controlled based on specific procedures. For further information on how risks related to reserves are managed, see Section 3.2.2.4 – Management of reserving risks.
- Risks specific to the administration of contracts are subject to checks performed at the subsidiary and branch level through the "Internal Control System" framework. The application of this framework is regularly controlled by Group Internal Audit. SCOR's Group Information System includes multiple automatic checks and additional tools.
- A quarterly review of technical results is performed by business area (Reinsurance, Specialty Insurance, Business Ventures and Partnerships) and region. The review enables the analysis of technical results by underwriting year, nature and line of business.
- Risk-related topics of the P&C business unit are discussed at the quarterly P&C Risk and Capital Committee meeting.
- Cross reviews are conducted to assess the quality of underwriting, pricing and claims handling of particular market areas or lines of business. This includes an evaluation of the appropriateness and effectiveness of controls and proposals for additional risk management measures, including mitigating actions. The selection process to define the order of priority of cross reviews is guided by a risk-based approach.

3.2.2.2. MANAGEMENT OF UNDERWRITING RISKS RELATED TO THE LIFE BUSINESS

SCOR's CRO area, along with the Life business unit, has implemented mechanisms to mitigate certain risks specific to the Life business:

- Claims deterioration risks are mitigated through yearly renewable terms for parts of the mortality business, and through premium adjustment clauses for some products;
- Lapse risks are mitigated through appropriate reinsurance treaty clauses, as well as product, client and market diversification;
- Adverse selection risks are mitigated through careful product design and a well-defined medical and financial underwriting process.

SCOR's Life business unit is organized so that the assessment and control of its risks can be performed at each level of its business.

- Generally, the Life reinsurance business is underwritten throughout the year and is monitored on a quarterly basis against prior year development. In addition, the business plan and regular updates are provided to the Executive Committee.
- Underwriting of the Life business within the Group is under the worldwide responsibility of SCOR's Life business unit. Clients are insurance companies operating in various geographies. They are served by SCOR's specialized underwriters and actuaries who are familiar with the specific features of the markets in which they operate, particularly the local lines of business and policy conditions, as well as the technical specifics such as mortality tables, morbidity incidence rates and persistency rates. In the Life underwriting process, consideration is typically given to the quality of the client's medical and financial underwriting standards, the target clientele of the ceding company, as well as past experience, to the extent that credible data is available.
- The Life business is underwritten following internal underwriting and pricing guidelines. Mandates for underwriting Life reinsurance business are assigned to teams on a mutually exclusive basis and individual business acceptance authorities are centrally managed and regularly reviewed.
- In order to ensure that the Life business unit is continually up to date with biometric trends and scientific developments, the expertise of specialists is used to analyze and assess the key factors underlying mortality, longevity, morbidity and policyholder behavior. These teams provide recommendations for the implementation of the research results into the pricing, underwriting and determination of exposure limits. Regarding the potential impacts of climate change, SCOR's specialists perform regular reviews of the medical literature to identify the links between climate change and certain medical conditions and diseases. Where appropriate, this information is fed into decisions related to current and future underwriting, pricing and the valuation of reserves.
- Guidelines and other documents defined by the Life business unit specify the underwriting rules and principles to be complied with, underwriting capacities delegated to the underwriters and pricing actuaries in each of the markets in which the Group operates, as well as maximum acceptable commitments per risk and event. These guidelines outline contract types and terms and conditions of acceptance. Furthermore, they set out the level of retention of the Life business unit for various risks and types of cover (for more information, see Section 3.2.3 – Retrocession and other risk mitigation techniques). Revisions and updates follow a formalized approval process.
- Business opportunities going beyond the stipulations of these guidelines and documents are subject to a special referral process in order to ensure that the business complies with established risk-adjusted return criteria and risk tolerance limits. These cases are examined at the Life business unit level by the Business Acceptance Department and, where applicable, the Finance Department. Cases which may have a significant impact on the Group's balance sheet are submitted for a second review by the Risk Coverage Department. Thresholds or conditions for a second referral to Group Risk Management are outlined in specific guidelines.
- Accumulations of risk particularly exposed to catastrophes in the Life business are regularly assessed in "footprint" scenarios and local catastrophe scenarios. Specific tools are used to monitor known Group cover accumulation in selected geographical areas. Specifically designed retrocession programs aim at protecting the Life reinsurance business. One program protects assumed catastrophe excess of loss acceptances; another protects the net retained lines in respect of proportional and per-risk acceptances. SCOR uses the RMS model for infectious diseases in order to assess the potential exposure to risk arising from global pandemics.

- Maximum underwriting capacities are established to limit the Life business unit's exposure from various types of treaties underwritten, whether proportional or non-proportional, covering individual or Group policies. These capacities are reviewed each year, taking into account the capacities obtained by retrocession coverage. The exposure is monitored throughout the year against SCOR's defined risk limits and used for decisions on mitigating measures. Monitoring of peak exposures is included in Life regular risk reporting.
- Claims handling is performed by local claims teams that handle and monitor claims. Claims exceeding a predefined threshold are reviewed by the Life business unit's global medical underwriting and claims specialists. In addition, where deemed appropriate, audits are conducted on claims or specific lines of business at the ceding companies' offices.
- The adequacy of the Life business unit's reserves is monitored based on specific procedures. For further information on how risks related to reserves are managed, see Section 3.2.2.4 – Management of reserving risks.
- Risks specific to the management of contracts are mitigated by specific controls supported by SCOR's IT systems, which include numerous automatic controls and additional tools.
- A review of technical results is performed on a quarterly basis.
- Risk-related topics of the Life business unit are discussed at the quarterly Life Risk Committee meeting.
- Cross reviews are conducted to assess the quality of underwriting, pricing and claims handling of particular market areas or lines of business. This includes an evaluation of the appropriateness and effectiveness of controls and proposals for additional risk management measures, including mitigating actions. The selection process to define the order of priority of cross reviews is guided by a risk-based approach.

3.2.2.3. MANAGEMENT OF INTERDEPENDENCE AND ACCUMULATION RISKS BETWEEN SCOR'S AREAS OF BUSINESS

The Group aims at diversifying its business and monitors its main accumulation risks and areas of dependencies across its business through regular risk monitoring and reporting mechanisms, including *via* its internal model.

SCOR manages its exposure to catastrophes through selective underwriting practices, in particular by limiting its exposure to certain events in certain geographic areas, monitoring risk accumulation on a geographic basis, and retroceding a portion of those risks to other carefully selected reinsurers.

3.2.2.4. MANAGEMENT OF RESERVING RISKS

The adequacy of P&C and Life reserves is checked on a quarterly basis by internal actuaries at business unit level as well as at the Group level by the Group Chief Actuary who signs off on the adequacy of reserves and reports to the Executive Committee and the Audit Committee.

Actuary, reporting to the Group Chief Risk Officer, gives his opinion on the adequacy of year-end reserves. The main objective of this report is to provide SCOR's Executive Committee with an overall opinion on the adequacy of the P&C business unit's reserves, and to highlight the inherent uncertainties surrounding this assessment. The monitoring of the reserves by the business unit's and Group's Actuarial Department is centered on three mechanisms:

External consulting firms are mandated to review certain aspects of the reserve calculation and thereby support internal analysis and validation.

The business units' Chief Reserving Actuaries are responsible for overseeing the reserves of their respective units in order to ensure the appropriateness of the reserving methods and parameters used and enhance reserving governance. The Group Chief Actuary is in charge of the independent validation and testing of reserving tools, workflows, assumptions and processes.

- a quarterly follow-up of the claims activity and review of reserves for each segment through adequate reporting procedures;
- an annual internal actuarial analysis, including a review of all segments together with a full analysis of the segments that may have a substantial impact on SCOR's balance sheet. This analysis is performed by the P&C business unit's reserving actuaries and reviewed by the Group Actuarial Department, which also performs its own full analysis. These analyses are recorded in an annual actuarial report;
- regular external reviews of the P&C business unit's reserves adequacy are performed, including those required by local regulators (Canada, South Africa, Argentina, India, and SCOR's Lloyd's syndicate).

A centrally defined and tightly controlled reserving process, strong portfolio diversification, prudent reserving, sound reserving tools and actuarial methods used by highly skilled professionals, and a high level of transparency, both internally and externally, all tend to minimize the risk of inadequate reserves.

SCOR regularly reviews its methods for determining outstanding claims reserves and IBNR reserves. However, it is difficult to accurately value the amount of reserves required, especially in view of changes in the legal environment, which could have an impact on reserves development.

P&C business

Within SCOR's P&C business unit, in order to ensure adequate and efficient monitoring of reserves, a report is established on a yearly basis by the Group Actuarial Department, where the Group Chief

When a claim is reported to the ceding company, its claims department establishes a reserve corresponding to the estimated amount of the ultimate settlement for the claim. The estimate is based on the cedent's own evaluation methods. The ceding company reports the claim and its suggested reserve amount to the Group entity with which it concluded its reinsurance contract. The Group records the ceding company's suggested reserve and is free to establish greater or smaller reserves based on the review and analysis by P&C's claims team. Greater or smaller potential reserves are based upon the consideration of many factors, including the level of the commitments, seriousness of the claims and the P&C business unit's assessment of the ceding company's claims' management.

In compliance with applicable regulatory requirements and in accordance with industry practices, the Group maintains IBNR reserves in addition to outstanding claims reserves. These reserves represent:

- the estimated final amount that may be paid by the Group on losses or events that have occurred, but are not yet reported to the ceding company or to the SCOR entity concerned; and
- the estimated cost variation on claims already reported to the Group.

In determining the amount of its reserves, the Group generally uses actuarial techniques that take into account quantitative loss experience data, together with qualitative factors, where appropriate. The reserves are also adjusted to reflect reinsurance treaty terms and conditions, and any changes in claims processing that may potentially affect the Group's commitment over time.

A table showing historical changes in reserves for P&C claims is provided in Section 4.6 – Notes to the consolidated financial statements, Note 16 – Net contract liabilities.

The Group continues to pursue the active commutations policy of its portfolios initiated in 2003, the main goals being to reduce the volatility of claims reserves and administrative costs, particularly of the oldest reserves, and to allow the reallocation of capital. This policy will be continued by focusing efforts on the US run-off activities and on some treaties written by the former company Converium, acquired by SCOR in 2007.

Life business

Within SCOR's Life business unit, in order to ensure an adequate and efficient monitoring of the reserves, a report is established on a yearly basis by the Group Actuarial Department where the Group Chief Actuary gives his opinion on the adequacy of year-end reserves. The main objective of this report is to provide SCOR's Executive Committee with an overall opinion on the adequacy of the Life business unit's reserves but also to highlight the inherent uncertainties surrounding this assessment.

The monitoring of the reserves by the business unit's and Group's Actuarial Department is centered on three mechanisms:

- a quarterly follow-up of the claims activity and review of reserves for each segment through adequate reporting procedures;
- an annual internal actuarial analysis, including a review of all segments together with a full analysis of the segments that may have a substantial impact on SCOR's balance sheet. This analysis is performed by the Life business unit's reserving actuaries and reviewed by the Group Actuarial Department which also performs its own full analysis. These analyses are recorded in an annual actuarial report;
- regular external reviews of the Life business unit's reserves adequacy are performed including those required by local regulators.

The Group Actuarial Department does not intend to provide an alternative best estimate but verifies the adequacy of the assumptions, methods and processes used by the teams of the Life business unit to determine the reserves. In some cases, the Group Actuarial Department applies a global approach and calculates a confidence range in order to check that the reserves booked are within said confidence range.

For its Life business, SCOR is required to maintain adequate reserves to reflect the liability for future claims and benefit payments resulting from Life reinsurance treaties, mainly mathematical reserves and claims reserves.

The mathematical reserves are generally calculated as the present value of projected future payments to cedents less the present value of projected premiums still payable by cedents. The calculation includes assumptions relating to mortality, morbidity, disability, lapses and expected future interest rates.

The mathematical reserves are established on initial recognition of a contract on the basis of best estimate assumptions and allow for an adequate safety margin for the risks of change, error and random fluctuation. They are subject to a liability adequacy test.

In determining its best estimates, the Group takes into consideration its past experience, current internal data, external market indices and benchmarks and other relevant information. The contracts' liabilities established by the Group with respect to individual risks or classes of business may be greater or less than those established by ceding companies due to the use of different mortality tables or other assumptions.

Claims reserves for losses are recognized for payment obligations from reinsurance losses that have occurred but have not yet been settled. They are recognized under reserves for reinsurance losses reported before the reporting date and IBNR. SCOR regularly reviews and updates its methods for determining outstanding claims reserves and IBNR Reserves.

A table showing changes in the mathematical reserves in Life reinsurance is provided in Section 4.6 – Notes to the consolidated financial statements, Note 16 – Net contract liabilities.

3.2.3. RETROCESSION AND OTHER RISK MITIGATION TECHNIQUES

Reinsurers typically purchase reinsurance to cover their own risk exposures. Reinsurance of a reinsurer's business is called retrocession. SCOR remains primarily liable to the direct insurer on all risks reinsured, while the retrocessionaire is liable to the Group to the extent of the cover limits purchased.

The level of retrocession is set each year to ensure that SCOR's adopted risk profile complies with the Group risk appetite framework and to help the Group achieve its return on capital and solvency objectives.

SCOR aims to diversify its retrocession and risk mitigation instruments, as well as its counterparties, in order to take advantage of all different sources of capacities on the market. This enables the retrocession and risk mitigation program to be constructed with complementary mitigation effects offering optimal efficiency and also avoids overdependence on a small number of counterparties.

SCOR has implemented a capital shield strategy, which combines the following solutions:

- traditional retrocession (proportional or non-proportional);
- capital markets solutions and alternative risk transfer solutions (collateralized retrocession, insurance-linked securities including catastrophe bonds);
- solvency buffer – SCOR has set out a solvency scale with clear and well-defined buffers safeguarding the Group's franchise;
- contingent capital facilities, designed as tools of last resort, to partially replenish the Group's capital base in case of very remote predefined events. The current contingent capital guaranteed equity line is providing the Group with EUR 300 million coverage. It is innovative in that it protects the Group against both natural catastrophes and extreme mortality events.

3.2.4. MANAGEMENT OF MARKET RISKS

The Group's investment strategy is prudent, with the majority of assets held in cash and fixed-income securities. It is defined in line with the Group's risk appetite and its risk tolerance limits, and considers the economic and market environment and the asset-liability matching process.

Investment Guidelines at Group and local levels outline the investment universe and limits, including concentration limits, in line with the objectives of the strategic plan. They are approved by the Board or Executive Management at Group or local level.

SCOR has outsourced the implementation of its investment strategy to its asset management company "SCOR Investment Partners SE" and to external asset managers. They are provided with the Investment Guidelines.

For information on the Atlas Special Purpose Vehicles, used as capital market solutions and alternative risk transfer solutions in the capital shield policy, see Section 4.6 – Notes to the consolidated financial statements, Note 3 – Scope of consolidation. For information on the contingent capital used in the capital shield policy, see Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves.

Retrocession procedures are centralized within the retrocession teams of the P&C and Life business units: SCOR's P&C and Life Retrocession Departments establish and implement the external retrocession plans for the P&C and Life businesses. These departments are responsible for ensuring the plan is properly applied, monitoring the solvency of retrocessionaires as well as related counterparty risk and, when necessary, recovering overdue balances. The availability and efficiency of SCOR's retrocession and risk mitigation program is regularly monitored at Group level in order to ensure that the Group's overall exposure remains within predefined risk tolerances.

For further information on how counterparty default risk related to retrocessionaires is managed, see Section 3.2.5 – Management of Credit risks.

An analysis of the share of retrocessionaires in contract liabilities by the rating of the retrocessionaires and collateral from retrocessionaires in favor of SCOR at December 31, 2021 and 2020 is presented in Section 4.6 – Notes to the consolidated financial statements, Note 16 – Net contract liabilities and Note 20 – Net retrocession result.

Exposures to major risks are monitored on a weekly basis and stress tests measure the impact of parametric or footprint scenarios on the invested assets portfolio. These scenarios cover changes in interest rates, inflation, equities, credit spreads and the real estate market. Analysis of portfolio sensitivity to major risks is an important management tool which is performed when making portfolio reallocation or hedging decisions.

In currency and geographic terms, SCOR is mainly exposed to the US and especially to US government or government assimilated bonds.

To better address climate risks and improve the resilience of its invested asset portfolios, SCOR carefully monitors environmental, social and governance (ESG) criteria when managing invested assets, based on exclusions of issuers most exposed to sustainability risks and ESG screening of assets in which the Group invests.

3.2.4.1. MANAGEMENT OF INTEREST RATE RISKS

The Group aims to maintain an appropriate mix of fixed and variable rate instruments. It also manages the maturities of interest-bearing financial assets.

Interest rate risk is managed within the Group primarily at two levels. At the level of each entity, the Group takes account of regulatory and accounting constraints. At the Group level, SCOR reviews its consolidated investment portfolios in order to identify the overall level of risk and return. It uses analytical tools which guide both its strategic allocation and local distribution of assets.

Sensitivity to changes in interest rates is analyzed on a weekly basis.

In addition, SCOR has entered into interest rate swaps to cover its exposure to financial liabilities with variable interest rates. For further details on these swaps, see Section 4.6 – Notes to the consolidated financial statements, Note 8.9 – Derivative instruments.

For further information on the sensitivity of the Group's consolidated income and consolidated shareholders' equity to interest rate risk, see Section 3.2.4.6 – Monitoring of sensitivity to market risks.

3.2.4.2. MANAGEMENT OF CURRENCY RISKS

SCOR has a balance sheet hedging approach whereby the objective is to match monetary assets and liabilities in each foreign currency so that the fluctuation in the exchange rate has no material impact on the reported net income. The policy is to closely monitor the net monetary currency positions and, where appropriate, execute either cash arbitrage or forward hedges.

The Group has one net investment hedge in place to reduce its exposure to variations in the net assets of a USD-functional currency subsidiary.

3.2.4.3. MANAGEMENT OF CREDIT SPREAD RISKS

SCOR applies strict limits in terms of asset concentration by asset class but also within a single asset class and actively diversifies its portfolio (by type of investment, issuer, country and sector). The application of these limits also helps to mitigate the counterparty default risk arising from investments, as described in the Section 3.2.5 – Management of credit risks.

For information on the ratings of the debt securities owned by SCOR, see Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments.

3.2.4.4. MANAGEMENT OF EQUITY RISKS

With regards to equity investments, the Group's objective is to develop and manage a high-quality diversified portfolio.

The Group's equity selection is predominantly based on a bottom-up fundamental analysis with the goal of developing a diversified portfolio of stocks and convertible bonds directly or through mutual funds. Due to the inherent volatility of equities, this asset class (direct positions and mutual funds) is monitored on a daily

basis, facilitating quick arbitrage or portfolio reallocation decisions. On a Group level, the equity exposure is set and reviewed at least quarterly by the Group Investment Committee. Equity risk is also monitored by establishing maximum exposures per stock or mutual fund and is reviewed regularly (e.g. exposure to large-cap stocks will generally be greater than exposure to mid-cap stocks). The holding's ratios on mutual funds are also reviewed regularly, based on the mutual fund's portfolio.

3.2.4.5. MANAGEMENT OF REAL ESTATE RISKS

SCOR has adopted an active strategy to select core buildings and takes environmental quality into account during the decision-making process.

3.2.4.6. MONITORING OF SENSITIVITY TO MARKET RISKS

The following table summarizes the accounting sensitivity of the Group’s consolidated income and consolidated equity to market risks based on reasonably possible changes in key variables, with all other variables held constant. The assumptions included are:

- for interest rates: the interest rate sensitivities for shareholders’ equity presented in the table below include movements in the bond portfolio, cash and cash equivalents, structured notes, the impact of changes in interest rates on variable rate financial liabilities and the Guaranteed Minimum Death Benefit business. The interest rate sensitivities of income presented in the table below show the impact of changes in fair value of financial assets at fair value through income held at the closing date, and changes in income on variable rate financial assets held at the closing date, following an increase/decrease in interest rates of 100 basis points. An estimate of the impact on the future income following a change of 100 basis points is therefore included. However, SCOR does not include in this analysis the potential impact of change in interest rates on the reinvestment of future cash flows, as future cash flows of SCOR business are difficult to predict and asset allocations might change over time;

- for equity price risks: SCOR conducted an analysis of the sensitivity of net income and shareholders’ equity to the price of equity securities. The analysis considers the impact on both equities at fair value through the income statement and on equities classified as available for sale. For equities classified as available for sale, the impact on impairment is computed by applying the accounting policy and application guidance set out in Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments, to theoretical future market value changes. SCOR estimates that, excluding any impairment arising from duration, a further uniform decline of 10% from December 31, 2021 market values would generate no further impairment of equity securities (2020: EUR 0 million; 2019: EUR 0 million). It should be noted that, the potential further impairment should not be scaled up or down as the impairment rules are not a linear function of market value. For example, a scenario with a market value decline of 20% would not double the potential further equity impairment. Both Life and P&C businesses have minimal sensitivity to equity price movements.

The Group’s market sensitivities are estimated as follows:

In EUR millions	December 31, 2021		December 31, 2020		December 31, 2019	
	Income ^{(2) (3)}	Equity ^{(2) (3)}	Income ^{(2) (3)}	Equity ^{(2) (3)}	Income ^{(2) (3)}	Equity ^{(2) (3)}
Interest +100 basis point	25	(479)	23	(415)	21	(417)
% of Equity	0.4%	-7.5%	0.4%	-6.5%	0.3%	-6.6%
Interest -100 basis points	(25)	502	(23)	391	(22)	374
% of Equity	-0.4%	7.9%	-0.4%	6.2%	-0.3%	5.9%
Equity markets +10% ⁽¹⁾	-	25	8	19	7	19
% of Equity	0.0%	0.4%	0.1%	0.3%	0.1%	0.3%
Equity markets -10% ⁽¹⁾	-	(22)	(8)	(17)	(6)	(16)
% of Equity	0.0%	-0.3%	-0.1%	-0.3%	-0.1%	-0.3%

(1) Excludes investments in hedge funds which normally do not have a uniform correlation to equity markets and securities where SCOR has a strategic investment including where the Group has a substantial shareholding but does not meet the “significant influence” criteria in IAS 28.

(2) The reduction in equity represents the estimated net asset impact including the additional impairment recognized in the income statement.

(3) Net of tax at an estimated average rate of 21% in 2021 (22% in 2020 and 23% in 2019).

3.2.5. MANAGEMENT OF CREDIT RISKS

3.2.5.1. MANAGEMENT OF CASH AND INVESTED ASSETS

Management of credit risks related to bond and loan portfolios

SCOR mitigates the credit risk related to bond and loan portfolios by careful analysis and selection of issuers, and by a policy of geographic sector diversification. SCOR maintains its investment policy in high-quality assets and in countries with the lowest sovereign risk.

Exposure analyses are performed on a regular basis (sector, geographical area, counterparty and rating) and enables critical risks to be identified and evaluated so that appropriate action can be taken.

SCOR uses different approaches to assess climate-related risks and other sustainability risks in investment activities, including quantitative models and simulations, scenarios and stress-testing, and portfolio screening. SCOR excludes certain activities or issuers from its investment universe in line with its sustainable investing policy. The list of exclusions is communicated to all investment managers. New investments in excluded activities or issuers are prohibited, and the remaining positions are actively managed in order to accelerate their liquidation.

For details on the debt securities portfolio, see Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments.

Management of credit risks related to cash deposits at banks

SCOR selects bank counterparties according to their rating and credit quality. Concentration risk from cash deposits at banks is mitigated by setting counterparty exposure limits. SCOR takes into consideration the public assistance (e.g. loans, guarantees of

deposits, nationalizations) which certain banks may benefit from during a financial crisis, as they are important in the economy of their respective countries.

For further information on how risks related to invested assets are managed, see Section 3.2.4 – Management of market risks.

3.2.5.2. MANAGEMENT OF REINSURANCE CONTRACTS

Management of credit risk related to future cash flows of life reinsurance treaties

SCOR monitors the development of its cedents' financial situation through regular contact, which enables SCOR to take appropriate action when deemed necessary. In addition, credit risk on future cash flows from Life reinsurance policies is mitigated by industry-wide protection solutions in several countries, such as "Protektor" in Germany.

For more details on the valuation of intangible assets, see Section 4.6 – Notes to the consolidated financial statements, Note 7 – Value of business acquired.

Management of credit risk related to retroceded liabilities

SCOR selects retrocessionaires carefully, taking into account their financial strength, and regularly monitors the Group's exposure to retrocessionaires by taking into account all relevant accounting balances (estimated and actual claims, premiums, reserves, deposits

and pledges). SCOR typically requires unrated retrocessionaires to pledge assets or provide other forms of collateral (cash deposits or letters of credit) to the value of their maximum potential contract liability, even if the retrocessionaire's actual liability to SCOR in the balance sheet is lower.

The retrocessionaires' share in the reserves broken down by retrocessionaire credit rating is included in Section 4.6 – Notes to the consolidated financial statements, Note 16 – Net contract liabilities.

Management of credit risk related to deposits with cedents

SCOR favors deposit arrangements with the ability to offset liabilities against deposits with high legal certainty.

Deposits with cedents are monitored through a quarterly analysis of exposure and associated risks. Actions aiming at reducing or limiting the exposure (e.g. *ad-hoc* legal opinions, introduction of offset clauses) can be implemented where needed.

3.2.5.3. MANAGEMENT OF OTHER CREDIT RISKS

In the event of joint liability of the members in pools in which SCOR participates, the risk of default of other pool members is carefully monitored by SCOR:

- through its appointment as director and *via* the participation of its senior management in dedicated committees such as Audit and Risk Committees and Technical Committees, for the pools in which SCOR's participation is the most significant; and

- *via* the careful consideration of the financial situation of other pool members. This contributes to the application of sound and robust governance.

3.2.5.4. AGING OF ASSETS

The following table provides an overall analysis of the aging of financial assets and receivables as at December 31, 2021:

<i>In EUR millions</i>	Current	1-12 months	12-24 months	24-36 months	More than 36 months	Total
Available-for-sale financial assets	20,124	-	-	-	-	20,124
Financial assets at fair value through income	180	-	-	-	-	180
Derivative instruments	262	-	-	-	-	262
Loans and receivables	10,322	-	-	-	-	10,322
Insurance receivables	7,588	338	24	50	36	8,036
Tax receivables	175	-	-	-	-	175
Miscellaneous assets – other	189	3	-	-	-	192
Cash and cash equivalents	2,083	-	-	-	-	2,083
TOTAL	40,923	341	24	50	36	41,374

The following table provides an overall analysis of the aging of financial assets and receivables as at December 31, 2020:

<i>In EUR millions</i>	Current	1-12 months	12-24 months	24-36 months	More than 36 months	Total
Available-for-sale financial assets	18,243	-	-	-	-	18,243
Financial assets at fair value through income	1,632	-	-	-	-	1,632
Derivative instruments	202	-	-	-	-	202
Loans and receivables	9,418	-	-	-	-	9,418
Insurance receivables	6,203	547	66	11	23	6,850
Tax receivables	126	-	-	-	-	126
Miscellaneous assets – other	179	2	-	-	-	181
Cash and cash equivalents	1,804	-	-	-	-	1,804
TOTAL	37,807	549	66	11	23	38,456

Assets have been categorized within the above aging analysis according to their original due date. The due date for each of these instruments may vary depending on the type of asset. Insurance and reinsurance receivables business credit terms are typically based on normal terms of trade, as specified within contracts. Insurance and reinsurance receivables include estimates, which are presented as current. The available-for-sale investments and fair value through income categories presented above include fixed income securities and equity securities. For fixed income securities, amounts are only presented as non-current if the security has not been redeemed on the date of maturity and therefore the amount receivable is past due. For equity securities, due to the absence of a contractual redemption date, these instruments are presented as

current. Other assets presented in the above aging analysis, including derivative instruments, loans and receivables, cash and cash equivalents and other accounts receivable, are presented in a similar manner to those instruments described above, depending on the existence of a redemption date.

Information relating to the impairment of financial assets is included in Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments, Note 9 – Accounts receivable from and payable on assumed and ceded insurance and reinsurance transactions and Note 19 – Investment income.

3.2.6. MANAGEMENT OF LIQUIDITY RISKS

Timing

SCOR assesses liquidity risks arising from both short-term and long-term liquidity needs. SCOR manages these risks *via* different mechanisms which consider:

- actions to be taken by the insurance or reinsurance business areas to take into account both short-term and long-term liquidity risk (refer to “Maturity Profiles” in Section 3.1.5 – Liquidity risks); and
- the appropriateness of the composition of the assets in terms of nature, duration and liquidity in order to meet obligations as they fall due.

Short-term liquidity, or cash management, includes the day-to-day cash requirements under normal business conditions.

Liquidity considerations over the long term are assessed in a way which takes into consideration the possibility of various unexpected and potentially adverse business conditions where assets may not be sold for current market values. SCOR estimates the level of its immediately tradable assets (*i.e.* non-pledged assets) which could be sold within a reasonable timeframe.

Transferability

In addition, SCOR monitors the level of transferability of immediately tradable assets between entities, depending on local and regulatory constraints.

The Group has also been granted credit facilities from several banks to support the reinsurance activities of various subsidiaries. The Group regularly adapts and renews these facilities to support its business needs.

Additional information on the timing of repayments and liquidity risk is included in Section 3.1.5 – Liquidity risks. For further information on the SCOR Group’s liquid assets, see Section 4.6 – Notes to the consolidated financial statements, Note 8 – Insurance business investments.

Additional information on SCOR’s letter of credit facilities is included in Section 4.6 – Notes to the consolidated financial statements, Note 24 – Commitments received and granted.

3.2.7. MANAGEMENT OF OPERATIONAL RISKS

The two main principles driving the operational risk management approach are:

- **exhaustiveness:** ensure that a complete and exhaustive identification of all risks within the Group is carried out to the extent possible;
- **proportionality:** once operational risks are identified, Management uses appropriate and proportionate responses, resources and procedures, focusing on key risks.

The process owners are responsible for managing operational risks within the processes. To meet high-quality standards, the Group relies on highly qualified staff to manage processes and the risks within these processes.

In order to support the staff, SCOR has developed Internal Control System (ICS) standards. According to the ICS standards, process owners should be in a position to identify the critical operational risks within the processes assigned to their area of responsibility. The process owners design, implement and operate appropriate key controls and maintain the net risk exposure at or below an acceptable level of possible damage.

At Group level, experienced staff members collect relevant information and analyses on operational risks, on a qualitative and quantitative basis. When relevant, they develop key indicators, with support from Risk Governance. The Group has also implemented regular risk reporting mechanisms in order to provide an overview of operational risks across the Group.

At legal entity level, depending on local requirements, specific operational risk management processes are implemented, where relevant.

In addition, through its assignments, Group Internal Audit (GIA) contributes to the oversight of operational risk management.

Outsourcing some activities or processes may improve or streamline some aspects of a process, but SCOR is still expected to deliver the same level of service. Principles to properly manage potential operational risks stemming from outsourcing of certain functions are set out in dedicated policies and guidelines.

For risks which may develop rapidly, such as external fraud, SCOR adapts its risk management, for example, by organizing specific training programs and sending regular warnings and detailed instructions to its employees.

Some of the above operational risks are transferred in whole or in part to direct insurers as follows:

- the properties and other main physical assets of SCOR and its subsidiaries are covered locally through property damage policies;
- risks which are mostly covered at Group level include civil liability risks related to the operation of the company caused by employees and real estate, professional liability risks, civil liability risks of directors and officers and cyber risks.

Nevertheless, these insurance covers could prove to be insufficient and some losses could fall into the scope of the exclusion clauses (or interpreted as such by the insurance company).

3.3. INTERNAL CONTROL AND RISK MANAGEMENT PROCEDURES

The Group has identified the following categories of risks, as described in Section 3.1 – Main risks:

- strategic risks;
- underwriting risks related to the P&C and Life businesses;
- market risks;
- credit risks;
- liquidity risks;
- operational risks.

All these risks are managed through a variety of mechanisms in SCOR's ERM framework, further described below.

Over the past few years, the Group has implemented and continued to further develop and formalize the risk management and internal control systems.

The four general objectives sought through the application of a risk management system and, within it, of an internal control system are to:

1. ensure that strategic objectives are properly implemented in the Group;
2. ultimately achieve better operating efficiency and use of resources;
3. ensure compliance with applicable laws and regulations;
4. ensure reliable accounting and financial information.

The risk management system covers the following components:

1. defining the internal environment;
2. objective setting;
3. performing a risk identification;
4. performing a risk evaluation;
5. defining a risk response;
6. documenting and formalizing control activities;
7. presenting the information and communication process;
8. ensuring monitoring of the risk management and internal control systems.

The structure of this section is based on the following components, which correspond to the framework implemented by SCOR:

- components 1 and 2 are covered in the "Internal environment" and "Setting objectives" sections;
- components 3, 4 and 5 are described in the "Identification and assessment of risks" section;
- components 6, 7, and 8 are addressed in the "Principal activities and participants of risk control", "Information and communication", and "Monitoring of the risk management and internal control systems" sections;
- the elements concerning accounting and financial reporting are separate and are presented in the last section.

Each component is composed of several complementary mechanisms. These mechanisms are adapted to business units and legal entities when appropriate. Some mechanisms are only relevant at Group or business unit level and are not implemented specifically at the legal entity level in line with materiality principles.

SCOR's ERM is mature and well established across the Group. Since November 2013, it has been rated "Very Strong" by Standard & Poor's. However, like any risk management and internal control system, the Group's system cannot guarantee that the risk of not achieving the internal control objectives will be completely eliminated. Among the various limitations inherent in the effectiveness of internal controls relating to the preparation of financial documents, those involving decision-making errors based on human judgment are particularly high in a reinsurance company. For example, the accounting data are subject to numerous estimates, primarily because of the evaluation by the reinsurer of claims reserves, either because the claims have not yet been declared to the ceding companies or the reinsurer, or because the claims development is uncertain or subject to a number of assumptions.

3.3.1. INTERNAL ENVIRONMENT

3.3.1.1. GENERAL ORGANIZATION OF THE GROUP

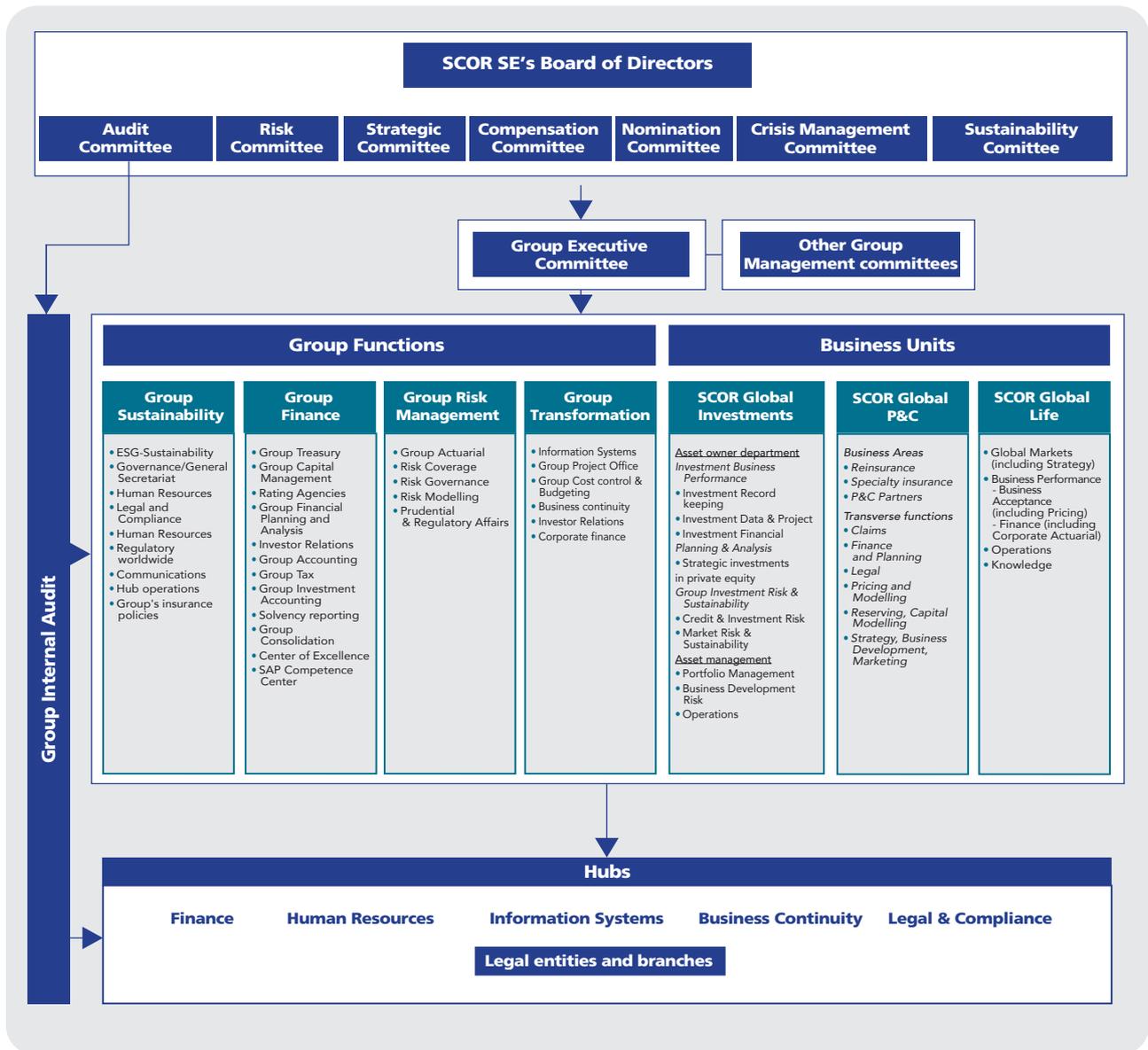
The Group is organized around three business units comprising two main reinsurance businesses and one asset management activity: SCOR Global P&C, SCOR Global Life and SCOR Global Investments.

Middle East and Africa), the Asia-Pacific and the Americas regions. Each subsidiary, branch and representative office has a functional link to a Hub.

The Group has set up a functional organization structured around regional management platforms, or "Hubs" in the EMEA (Europe,

For further information on this organization, see Section 1.2.3 – SCOR's Organizational structure.

Group Internal Control System: the participants



Within this environment, control responsibilities are exercised as follows:

- SCOR SE's Board of Directors relies on several dedicated committees, including, but not limited to, the Audit Committee and the Risk Committee to exercise its control responsibility over the objectives it has set for the Company. These two committees are both chaired by independent directors;
- the Group Executive Committee is chaired by the Chief Executive Officer of SCOR SE and generally meets on a weekly basis. The Group Executive Committee defines the procedures for implementing the strategy approved by SCOR SE's Board of Directors in line with the principles set out in Group policies, approved by the Board of Directors, for its main areas of activity (e.g. investment, finance, risk management and sustainability) and for certain topics, such as the underwriting plan and the allocation and management of resources. The Group Executive Committee also supervises the functioning of the Group and the Hubs by monitoring, on a quarterly basis, the bodies contributing to the sound administration of the Group. In addition to the Chief Executive Officer, the Group Executive Committee is currently made up of:
 - the Group Chief Financial Officer (CFO),
 - the Group Chief Risk Officer (CRO),
 - the Group Chief Sustainability Officer (CSO),
 - the SCOR Global P&C Chief Executive Officer (CEO) and his deputy,
 - the SCOR Global Life Chief Executive Officer (CEO) and his deputy,
 - the member in charge of Investments & Transformation;
- the Group Risk Committee meets quarterly and is comprised of the members of the Group Executive Committee. Other risk management and control functions of the business units and the Head of Group Internal Audit are invited to the regular

committee meetings. The main missions of the Group Risk Committee are to steer the Group's risk profile, maintain an effective ERM Framework and promote an appropriate risk culture throughout the Group;

- monitoring of the internal control procedures falls under the remit of the Group Executive Committee. The Group departments and functional or transversal departments of SCOR Global P&C, SCOR Global Life and SCOR Global Investments with a control responsibility have the task of defining and controlling the implementation of rules pertaining to the areas of their responsibility and applicable to all of the Group's entities. These rules, and the participants, are described in detail in Section 3.3.1.3;
- the three business units, the Group functions, as well as the Hubs' support departments must apply the rules defined above. They carry out all controls related to business management and ensure compliance with regulatory, accounting and fiscal laws, at both local and Group levels;
- the Head of Group Internal Audit reports directly to the Chief Executive Officer of SCOR SE and functionally to the Chair of the Audit Committee of the Board of Directors of SCOR SE. This positioning gives the Head of Group Internal Audit the necessary independence and objectivity, and allows for the largest possible scope of investigation. Group Internal Audit independently checks the effectiveness and relevance of the governance, risk management and internal control procedures for the Group's entities following a methodical risk-based approach, as promoted by the "International Standards for the Professional Practice of Internal Auditing" set out by the Institute of Internal Auditors and the Institute's Code of Ethics. The Internal Audit Charter, approved by the Audit Committee, defines the position within the organization, the role and areas of activity, the principles and main operating procedures of Group Internal Audit.

3.3.1.2. GROUP STANDARDS AND PRACTICES

Group business standards and practices are governed by Group policies and underlying guidelines established, in a common format, by the three business units and the Group functions, including Group Internal Audit. Group policies are approved by the Group Executive Committee and where required by applicable regulation are also submitted regularly for review to the relevant committees of the Board and, ultimately, for the approval of the Company's Board of Directors. These Group policies are not intended to enumerate all the rules governing SCOR's activities in the different countries in which the Group operates, but rather establish certain principles intended to ensure that SCOR Group companies and employees share a common understanding of the

Group's standards and that they work in compliance with these standards. When approved, these documents are all made available to employees on a platform fully dedicated to the policies in force and accessible *via* the SCOR intranet page.

SCOR reviews Group policies for accuracy, completeness and reliability on a regular basis.

For Group policies in force and other business-related legal and compliance requirements, training sessions for certain staff are scheduled and conducted on an annual basis, if this is required by the annual compliance plan.

3.3.2. SETTING OF OBJECTIVES

For several years, SCOR has implemented and formalized three-year strategic plans. SCOR's current strategic plan, "Quantum Leap", runs from 1 July, 2019 to 31 December, 2021 (now extended through 2022). "Quantum Leap" builds on the success of SCOR's previous strategic plan, "Vision in Action" and sets the Group's core objectives of:

- a return on equity (ROE) above 800 basis points over the 5-year risk-free rate over the cycle ⁽¹⁾; and
- a solvency ratio in the optimal 185%-220% range ⁽²⁾.

The strategic plans establish the Group's risk appetite framework, from which the Group's strategy stems.

The Executive Committee defines the procedures for implementing the strategy and ensures the consistency of the operational plans or policies (e.g. underwriting, finance, retrocession, information

technology) with the strategic plan. The Executive Committee also ensures that there is an optimal risk-based allocation of capital and diversification. Under the responsibility of the Group Chief Risk Officer, the Capital Shield Strategy sets risk limits to ensure a protection of the Group's capital in line with the strategic plan's objectives. The Capital Shield Strategy is approved and monitored by the Group Risk Committee and the Board Risk Committee.

The clarity and detailed description of strategic objectives and their implementation within the Group facilitate the identification, evaluation and control of risks, whatever their nature (e.g. underwriting risk, market risk, and operational risk), possibly caused by these objectives.

3.3.3. IDENTIFICATION AND ASSESSMENT OF RISKS

Different techniques and initiatives for identifying and assessing risks have been implemented to analyze risks from different angles and to deal with them in an exhaustive manner. These include:

- a risk information process: every quarter, the Group Risk Committee reviews the "Group Risk Dashboard" which describes and assesses the major risks to which the Group is exposed. This report assembles various risk assessments from different identification and assessment processes for all risk categories;
- a process for the monitoring of risk exposures compared to risk tolerances, i.e. the limits established in order to ensure that the Group's risk profile remains aligned with the risk level validated by SCOR SE's Board of Directors. The Group uses various risk measures to define these exposures, which are measured based on either model outputs and/or expert opinions, depending on the technical constraints and the level of information available. This includes:
 - a "risk driver" system that enables the Group to manage the annual aggregate exposure to each major risk. The objective is to avoid overconcentration of risk and hence maximize diversification benefits. For the majority of SCOR's risk drivers, the amount of post-tax retained annual exposure per main risk driver (with a probability of 1 in 200 years) is limited to a percentage of the Group's available capital. Other risk drivers have limits expressed in terms of reduction in the Group's solvency ratio or duration for invested assets,
 - an "extreme scenario" system designed to prevent the Group's over-exposure to one single event. The amount of post-tax retained exposure to each defined extreme scenario (with a probability of 1 in 200 years) is limited to 10% of available capital,
 - sub-limits for invested assets,
 - limits per risk which are set in the underwriting and investment guidelines;

- "footprint scenarios", which aim to review and assess the potential impact of selected deterministic scenarios on the Group. This process provides an alternative perspective on the Group's exposures. Working groups dedicated to specific subjects are composed of experts across the Group. These groups perform quantitative studies which are summarized in specific reports;
- an emerging risks process which is part of SCOR's ERM Framework and is linked to other risk management methods, such as the use of "footprint scenarios". Potential emerging risks are identified and individual risk assessments are carried out by experts from the business units and the Group functions. Significant emerging risks are then reported to the Group Executive Committee and Board. SCOR, as a member of the CRO Forum, also actively participates and contributes to the CRO Forum Emerging Risks Initiative (ERI) alongside other major insurers and reinsurers;
- SCOR's ORSA (Own Risk and Solvency Assessment), which provides the SCOR SE Board and those of the legal entities, the Group Executive Committee and senior management of legal entities, with forward-looking information on SCOR's risks and capital position;
- SCOR's internal model, which is deeply embedded in SCOR's risk management system and contributes to the assessment of risks. SCOR uses its internal model for determining economic capital. Its results are used to implement SCOR's underwriting and asset management policies and guidelines.

Where relevant, the analyses from these processes are reported to the Group Risk Committee, the Board Risk Committee and the Board of Directors on a regular basis.

(1) Based on a 5-year rolling average of 5-year risk-free rates.

(2) This solvency target is unchanged from that under the previous strategic plan, "Vision in Action".

3.3.4. MAIN CONTROL ACTIVITIES

Because of its activities, SCOR is exposed to many risks: reinsurance- and insurance-related risks, market risks and other risks (e.g. liquidity, rating). These risks are detailed in Section 3.1 – Main risks of this Universal Registration Document. These activities rely on the control mechanisms including adequate reporting mechanisms to the main governance bodies throughout the Group (see Section 3.3.1.1 – General organization of the Group).

This section summarizes the principal activities and participants of risk control for the following important areas:

- group functions;
- activities related to (re)insurance;
- asset management;
- accounting management.

The control activities described below are considered as the principal activities for controlling risks specific to those areas. In accordance with SCOR's internal control system approach, these control activities are performed at Group or Company level, core business and investment process level, or support process level.

3.3.4.1. GROUP FUNCTIONS

The Group's functions are organized into four areas led by the Group Chief Sustainability Officer, the member of the Group Executive Committee in charge of Investments and Transformation, the Group Chief Financial Officer and the Group Chief Risk Officer respectively. The Sustainability area comprises Governance, ESG (Environmental, Social and Governance), Legal and Compliance, Human Resources, Hub Operations, and Communication. The Transformation area comprises Technology, Cost Control and Budgeting, the Group Project Office, and Corporate Finance. The Finance area comprises Investor Relations, Treasury, Financial Planning and Analysis, and other functions relating to consolidation, reporting, accounting, financial communications and tax issues. The CRO area comprises Risk Coverage, Risk Governance, Prudential and Regulatory Affairs, Group Actuarial and Risk Modeling. Further information is presented below, excluding the financial reporting and financial communication functions dealt with in Sections 3.3.5 and 3.3.7 hereafter.

- The Group Project Office monitors the Group portfolio of large projects and defines standard project management methodology. It regularly provides reports to Management detailing key indicators and recommendations on the project portfolio for effective management. On the Group Executive Committee's request, it can also manage strategic projects.
- The budgetary control system for general expenses is organized and managed by Group Cost Control and Budgeting.

Sustainability

The Sustainability Department contributes to the management of the following functions:

- the Group's Legal Department,
- the Group's governance,
- compliance, with the Group Chief Compliance Officer reporting to the General Secretariat (special attention is given to antitrust/competition law, anti-money laundering and terrorism financing, sanctions and embargoes, anti-bribery, anti-fraud, data protection and privacy, insider trading, conflicts of interest, monitoring of compliance with fit & proper requirements, outsourcing, and periodic review of policies and guidelines),
- Group regulatory supervision (other than the ACPR which is the responsibility of the CRO) and coordination at legal entity level with the relevant Hub General Counsels,
- management of the sustainability approach and strategy, coordination with the various other functions and business units on sustainability matters,
- Group insurance policies, in particular with respect to D&O and professional liability,
- Internal and external Group communications,
- Human resources,
- Operations for the EMEA, Americas and APAC Hubs.

Transformation

- Control of the Group information system is overseen by the Group IT Department at two complementary levels: specific IT processes and business processes all covered by IT solutions. For specific IT processes, a special unit of the Group IT Department deals with all issues of information system security. Periodic audits of information security applications and procedures are conducted. SCOR continually improves its control procedures based on the COBIT (Control objectives for information and technology) guidelines covering the risks listed in its major processes, in particular relating to the development, advancement and use of all solutions, and access to systems and databases. In the context of the business continuity plan, the IT disaster recovery plan is constantly reinforced using the latest cloud technology. In addition, to maintain business continuity in any circumstances, employees can work from home with their laptop or personal computer, with the same level of security as from any company office.

Finance

- Group Treasury manages the Group's operating cash flow, directly or indirectly, and prepares a weekly centralized report of the Group's cash situation.
- Group Financial Planning & Analysis establishes an annual financial plan for the Group by company and monitors actual data in relation to this plan on a quarterly basis. The purpose of the plan is to enable effective management and control of the business to achieve the strategic targets set by the Group. Detailed annual financial plans are developed by the business engines at a company level, by geographic market and line of business, and incorporated into a Group-wide plan against which an in-depth analysis of the actual quarterly results is conducted. The results and analyses are presented to the Group Executive Committee every quarter, highlighting variations compared with expectations to allow identification of appropriate management actions. The plan, and the quarterly results against the plan, are additionally reported in detail to the Board.
- Group Tax sets the Group tax policy with the purpose of ensuring that the various entities of SCOR meet their tax obligations and promote the use of best practices in this domain.
- The Center of Excellence determines the Group's accounting policies, handles the accounting of complex transactions and manages the production process of the Universal Registration Document and the Interim Report.
- Group Reporting encompasses consolidation, investment accounting and Solvency II reporting, including the Solvency II narrative reports (the Solvency and Financial Condition Report (SFCR) and the Regular Supervisory Report (RSR)), and plays a major role in both internal management reporting and external financial reporting, and the analysis thereof.

Risk Management

- Risk Governance ensures that: (i) an effective and efficient system of risk governance (e.g. via committees, policies and guidelines) is in place (ii) regular external and internal risk reports are provided in line with approved governance (e.g. risk dashboards, regulatory and public risk reports) (iii) SCOR's operational risks

are managed, including implementation of the operational risk framework and (iv) effective communication of SCOR's risk management system and risk-related subjects takes place with external and internal stakeholders.

- Risk Coverage ensures the identification, assessment and monitoring of "assumed risks" i.e. those risks related to SCOR's P&C and Life reinsurance business, and supports the development of the Risk Appetite Framework as well as actions to ensure exposures remain within their limits. Risk Coverage maintains and enhances business proximity by providing risk expertise and in-depth analyses of risk across the Group.
- Prudential & Regulatory Affairs advises the Group on prudential regulations. It ensures the Group actively positions itself in relation to the different jurisdictions and requirements to which it is exposed, or could be exposed and continuously develops and promotes SCOR's leading risk management expertise through regular dialogue with internal and external stakeholders, including our staff, clients, supervisors, the (re)insurance industry, academia and the public. Prudential and Regulatory Affairs also provides specialist expertise to SCOR colleagues via the Solvency II Center of Excellence and prepares the Group for the adoption of major new prudential regulations.
- Group Actuarial provides quarterly approval on the adequacy of the reserves held for both the Life and P&C business units. In the context of Solvency II, Group Actuarial provides an opinion on the technical provisions, the underwriting policy and the retrocession arrangements, validates the Group's internal model and contributes to the effective implementation of risk management throughout the Group.
- Risk Modeling operates SCOR's internal model and provides a detailed quantitative analysis on the modeled range of changes in economic value. It provides reports to Management on risk assessment and actively assists the Company in its various uses of the internal model. In addition, it ensures that the internal model is appropriate for SCOR's risk profile, proportionate and complete to the risks. It continuously improves and maintains the internal model by collecting change requests, proposing priorities, and implementing model changes. The team also provides analyses of change including sensitivity analyses and model documentation.

3.3.4.2. ACTIVITIES RELATED TO REINSURANCE

The operating and control procedures concerning underwriting, pricing, administration of reinsurance contracts and claims management are validated by SCOR Global P&C and SCOR Global Life and are applied to all underwriting segments of the company in question, regardless of location.

3.3.4.3. ASSET MANAGEMENT

The Group invests in assets through its business unit SCOR Global Investments, composed of an asset management company regulated by the French financial markets authority (*Autorité des marchés financiers* – AMF) (SCOR Investment Partners SE) and of two services: Investment Business Performance and Group Investment Risk & Sustainability.

Governance and principles

The Group has harmonized the principles governing the management of its assets based on three documents:

- "Group Policy on Invested Assets" defines the Group's policy and governance in terms of asset management;

For further information on how the main underwriting risks related to the Non-Life and Life businesses are managed, see Section 3.2.2 – Management of underwriting risks related to the P&C and Life businesses.

- "Sustainable Investment Policy" defines the main orientations of the Group's sustainability approach in its asset management;
- "Group Investment Guidelines" determines the limits of concentration risk and exposure to different asset classes, as well as the conditions in which SCOR Global Investments will implement the Group investment policy as defined by the Group Investment Committee.

These three documents are distributed across all SCOR entities to ensure consistency across the Group. Together, these documents set the rules to be applied by all internal and external asset managers on behalf of the legal entities.

The Group Investment Committee meets at least once every quarter. Its role is to define the investment strategy on a Group level and to supervise the implementation of this strategy regarding the regulatory and contractual constraints. At local level, local investment committees supervise the implementation of the investment strategy relating to their legal entities as well as the compliance of the portfolios positioning with the local investment guidelines.

Investment strategy

The investment strategy at SCOR is risk-based and the portfolio's positioning is derived from the risk appetite and risk tolerance allocated by the Group to invested assets.

The primary investment objective of SCOR is to generate recurring investment income in accordance with the Group's risk limits, and to ensure that the Group:

- is able to meet its claims and expense payment obligations at all times; and
- creates value for its shareholders in line with the objectives set out in the strategic plan.

While:

- preserving the Group liquidity and level of solvency;
- protecting the capital;
- allowing the Group to operate on a day-to-day basis as well as over the long term;
- contributing to the well-being and resilience of society;
- complying with legal entities' investment regulations, risk appetites and regulatory capital requirements (level of capital and type of admissible assets) and Group and local investment guidelines;
- implementing strict assets and liabilities management, in accordance with policy congruence on currency.

3.3.4.4. ACCOUNTING MANAGEMENT

See Section 3.3.7 – Financial reporting.

3.3.5. INFORMATION AND COMMUNICATION

Financial communication

The establishment and centralization of all financial information – particularly press releases, intended for the market, investors, financial analysts, and the press – are the joint responsibility of the Corporate Communications Department and the Investor Relations Department, in accordance with a formalized process. Financial information intended for rating agencies is the responsibility of the Rating Agencies Department. All of this information is ultimately controlled by the Executive Committee.

Operational framework

As a general rule, and in compliance with local regulations, legal entities of SCOR appoint the Group to supervise and implement the investment and reinvestment of all of their invested assets. This relationship is established through an Investment Management Agreement ("IMA") which includes local investment guidelines.

SCOR delegates to SCOR Investment Partners the implementation of the investment strategy for its invested assets as determined by the Group Investment Committee. This relationship is established through a Master Investment Management Agreement ("MIMA") which includes the list of invested asset portfolios and legal entities and their respective investment guidelines. In the case of local regulatory restrictions, or due to the size of some investment portfolios, some legal entities may not be included in this framework. They should delegate the management of their invested assets to external asset managers through a rigorous selection process. When possible, SCOR Investment Partners acts as an investment advisor to these legal entities.

Reporting and risk monitoring

Group Investment Risk & Sustainability monitors, on an ex ante and ex post basis, the compliance of the portfolio positioning with regard to the Group risk appetite and investment guidelines. Breaches are escalated to the Group Investment Committee as well as to the Group and Board Risk Committees. Investments falling outside of the scope of the Group Investment Guidelines are subject to special referral procedures managed by the Risk Management area. Investment Business Performance is responsible for monitoring processes related to financial performance and reporting regarding invested assets.

Assets owned by all Group entities are monitored in one central information system under the responsibility of SCOR Investment Business Performance. The information systems of SCOR Investment Partners monitor transactions on publicly traded securities (audit trail, valuation of securities). Investment Business Performance controls the consistency and the completeness of the data used for the valuation of the assets.

Concerning the Universal Registration Document, a specific process has been implemented to ensure the contribution of all relevant departments and the consistency of the information provided. A final edit is made by members of the Executive Committee.

The Corporate Communications Department systematically and simultaneously publishes regulated information, including press releases, via a professional host included in the official list published by the AMF and on SCOR's website (www.scor.com).

Internal communication

SCOR strives to make all documents deemed important available to all SCOR employees on its intranet, OneSCOR, a single point of entry for all the latest information about the Group and its business units, Group functions and offices. OneSCOR has notably strengthened the Group's crisis communication, for example with regard to the Covid-19 health crisis. This new intranet is part of the Office 365 environment and is constructed around SharePoint, a platform that also hosts collaborative sites where SCOR staff can share documents, retain document archives, and collect and centralize information pertaining to certain subjects (e.g. emerging risks) from various sources.

SCOR has established reporting principles for all risk management-related documents across the Group, with dedicated review processes and governance.

SCOR designs and implements training and development programs on these topics across the Group through SCOR University, aimed at maintaining and developing the skills of all of SCOR's staff in accordance with the Group's strategy and objectives.

3.3.6. MONITORING OF THE INTERNAL CONTROL AND RISK MANAGEMENT SYSTEM

The monitoring of the internal control and risk management systems is ensured by a number of complementary mechanisms with the support of several departments across the Group.

SCOR implements dedicated processes and tools to identify, assess and monitor its risk exposures on a regular basis. See Section 3.3.3 – Identification and assessment of risks.

In addition, SCOR implements dedicated risk management mechanisms in the three business units in order to evaluate the appropriateness and effectiveness of controls and propose risk management and mitigation measures. See Section 3.1.2 – Underwriting risks related to the P&C and Life businesses for further details on these risk management mechanisms.

SCOR also operates an "Internal Control System Competence Center" (ICS-CC). The core objective of this competence center is to pool the ICS expertise in order to foster a consistent ICS approach and application of ICS standards across the Group. The ICS-CC consists of experts, who work to coordinate the internal control formalization activities within the Group, its business units and entities, and support the business process owners where necessary. The ICS standards are applied based on the principle of proportionality. ICS processes have been documented accordingly, focusing on those considered the most critical. The ICS documentation is being maintained across the Group and regularly reviewed for continuous improvement.

The approach used to develop and maintain the internal control system is specified in the ICS Group Policy. The policy sets out the reference framework and details the Group principles, the responsibilities of the different participants in internal control and the quality requirements. The principal characteristics of the internal control system are as follows:

- a risk-based approach, *i.e.* addressing critical operational risks that, if not controlled, could significantly impact SCOR's franchise, balance sheet or statement of income, and indirectly its solvency. The optimal risk response is obtained through appropriately designed key controls;

- on a process level, appointment of process owners responsible for documenting processes, identifying the related critical risks, defining the appropriate key controls and ensuring their deployment and application either at Group, business unit or legal entity levels. Process owners are also responsible for assessing processes, risks and key controls;
- monitoring, upon completion of the initial documentation, through a self-assessment procedure on the maturity (quality) of control processes based on pre-defined criteria by their owners.

In addition, and in accordance with its risk-based audit plan and through periodic assignments, Group Internal Audit provides independent and objective assessments on the adequacy, effectiveness and efficiency of the internal control system for the scopes audited. Any findings lead to recommendations and management remediation actions which are followed up by Group Internal Audit.

Group Internal Audit provides independent, objective assurance and consulting services designed to assess the adequacy, effectiveness and efficiency of SCOR's governance, policies and guidelines, risk management and internal control system, as well as compliance of operations with applicable policies and guidelines, in order to ensure the safeguarding and integrity of SCOR's assets (e.g. financial assets, human resources, systems and data), the effective use of resources, and also identify opportunities for process improvement.

Furthermore, Group Internal Audit must inform the Executive Committee and the Audit Committee of any unsatisfactory conditions or risks.

When Group Internal Audit concludes that the management has accepted a level of risk that may be unacceptable to the organization, it must discuss the matter with the Executive Committee. If the Head of Group Internal Audit determines that the matter has not been resolved, he/she must communicate the matter to the Audit Committee.

Group Internal Audit develops a multi-year internal audit plan (revised at least annually) in a risk-based manner, taking the organization's risk management framework and including risk appetite levels set by management for the different activities, or parts of the organization, into account. The expectations of senior management and the Audit Committee are considered in this process. Once reviewed and approved by the Audit Committee, it is communicated internally and headlines are published on the SCOR intranet.

Group Internal Audit carries out a quarterly follow-up process to monitor and ensure that management actions agreed in the audit reports have been effectively implemented or that senior

management has accepted the risk of not taking action. The follow-up results are provided to the Executive Committee and the Audit Committee.

The Audit Committee receives a report on the Internal Audit activities every quarter.

Furthermore, the Finance Department manages the "internal management representation letters" process, detailed in Section 3.3.7 on financial reporting, which also incorporates certain points relative to internal control of accounting and financial reporting.

3.3.7. FINANCIAL REPORTING

The accounting and finance function is the responsibility of the Chief Financial Officer, who manages all financial areas in order to have an overall view of the Group's technical and financial results.

The Chief Financial Officer relies on the finance departments of operating companies, which provide him with quarterly consolidation packages, as well as on the finance departments of SCOR Global P&C, SCOR Global Life and SCOR Global Investments which assist him in coordinating aspects relating to the processes, methods and reporting.

General accounting for SCOR subsidiaries is supported by two main auxiliary accounting systems, namely (i) a system for technical accounting; and (ii) a system for investment accounting.

The processes for technical accounting and the calculation of technical reserves, which are predominantly within the single information system (OMEGA), are applied by Group entities.

Concerning technical accounting, numerous regular controls are conducted directly (automatically and systematically, or for consistency or by testing) by the technical accounting teams located in the subsidiaries. Technical results are analyzed quarterly by the finance departments of SCOR Global P&C and SCOR Global Life, and the Group Chief Actuary regularly performs an actuarial review of the Group's technical reserves.

SCOR Global P&C

The calculation of technical reserves, including IBNR (incurred but not reported) claims, which have a significant impact on the balance sheet and income statement, is largely based on contractual and accounting data provided by ceding companies, the relevance of which is verified upstream. This calculation of technical reserves is subject to the following successive controls by:

- the actuaries in charge of reserves through control reports for which the proper implementation is verified by the Actuarial Department of the business unit and of the Group;
- the Group Chief Actuary, particularly for methods, tools and results.

SCOR Global Life

The recognition and measurement of technical reserves (in particular mathematical reserves) and related intangible assets (including deferred acquisition costs and value of acquired portfolio) are based on contractual and settlement data and subject to the following controls:

- the reinsurance treaties are either reviewed individually or are pooled within an affiliation treaty based on certain criteria defined in advance;
- the treaties are then subject to reserving estimates, which are reviewed at each quarterly closing either by the actuaries or at meetings attended by underwriters, technical assistants and actuaries.

A quarterly liability adequacy test is performed for portfolios that are subject to broadly similar risks and managed together as a single portfolio.

SCOR Global Investments

Monitoring of financial assets and cash flows is provided through various operating methods. The information systems used provide an audit trail of the transactions carried out. In certain entities, accounting activities are delegated to external service providers; controls implemented by these entities make it possible to verify the proper recording of accounting data and consistency of the figures. Cash reconciliations are made on a daily basis and security transactions are reconciled in less than 24 hours with reports from the various custodians. Portfolios managed directly are monitored in real time.

Accounting and consolidation process

Regarding the processes involved in the preparation of consolidation packages and the consolidation of accounting data by the Group Reporting department, internal control is ensured by:

- the definition of a closing process, clear responsibilities and a detailed financial statements closing schedule, which is monitored, in the closing period, on a daily basis;
- use of a market recognized consolidation software package ("SAP BFC") common to all Group entities, which ensures the entire consolidation process through automated and formalized controls;
- the use of a general accounting software tool ("SAP") shared by all Group entities;
- the centralized management of charts of accounts and the use of a single chart of accounts (with minimum local specificities, aligned with existing Group systems);
- a definition of responsibilities for controlling the integration of auxiliary accounting systems;
- the formalization of the reconciliations between auxiliary, general and consolidation accounting systems;
- at least three levels of control of the consistency and completeness of the consolidation packages, one by the entity concerned, another by the finance departments of SCOR Global P&C and SCOR Global Life relative to technical accounting and the third by the Group Finance departments;
- systematic analyses of results, shareholders' equity, taxation and cash flow;
- internal monitoring of changes in legislation and accounting standards, together with the Group's external consultants and auditors;
- the work of the Center of Excellence, whose objectives are to (i) communicate developments in accounting standards to all contributors, (ii) determine IFRS accounting policies and (iii) coordinate justification and documentation of accounting treatment for complex operations;
- an audit performed by external auditors as at December 31, and a limited review as at June 30.

Since 2015, SCOR has implemented a single General Ledger (SAP) that has the following advantages:

- the use of a single chart of accounts (with minimum local specificities, aligned with existing source systems);
- one system for one IT solution;
- streamlined, integrated and standardized processes across the Group;
- limited and automated mapping between systems;
- extended capabilities for reporting (including drilldown from financial to source system data);
- enhanced audit trail.

In addition, and without calling into question the implementation of internal control rules by SCOR and its managers, Executive Management requests, within the framework of the reporting and quarterly consolidation procedure, that all local managers of Group entities, as well as Senior Managers of SCOR Global P&C, of SCOR Global Life and of certain Group functions such as tax and consolidation, prepare a specific quarterly statement for the Group Chief Executive Officer, and for the Group Chief Financial Officer in internal management representation letters (IMRL) as to the reliability and fair presentation of the financial statements of the entities they manage and the effectiveness of the internal controls. SCOR Global P&C and SCOR Global Life Management review the individual entity-level internal representation letters and submit a business unit letter. The results of all internal management representation letters are analyzed and monitored by a committee including the General Secretary of SCOR, the Group General Counsel, the Group Chief Accounting Officer and the Head of the Center of Excellence. The key points are communicated to the Group Chief Financial Officer and the Group Chief Executive Officer, and to the Head of Internal Audit.

3.3.8. CONCLUSION ON THE CONTROL PROCEDURES IMPLEMENTED

SCOR believes that its risk management and internal control systems are appropriate and adapted to its activities, and is engaged in an ongoing process to improve its internal control standards and their implementation.

04

Consolidated financial statements

4.1. CONSOLIDATED BALANCE SHEET	184	4.7. INFORMATION ON HOLDINGS	264
Assets	184		
Shareholders' equity and liabilities	185	4.8. STATUTORY AUDITORS	264
4.2. CONSOLIDATED STATEMENT OF INCOME	186	4.8.1. Principal Auditors	264
4.3. CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	187	4.8.2. Alternative Auditors	264
4.4. CONSOLIDATED STATEMENT OF CASH FLOWS	188	4.8.3. Resignation or non-renewal of Auditors	264
4.5. CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY	189	4.8.4. Fees paid by the Group to the Auditors	264
4.6. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS	192	4.9. AUDITING OF HISTORICAL CONSOLIDATED FINANCIAL INFORMATION	265
		Statutory Auditors' report on the consolidated financial statements	265
		Other information audited by the Statutory Auditors	271

Pursuant to Article 19 of Regulation (EU) 2017/1129 of June 14, 2017 of the European Parliament and Council, the following information is incorporated by reference in this Universal Registration Document (URD):

- The consolidated financial statements as at December 31, 2020 are included from pages 161 to 244 and the Statutory Auditors' report on these consolidated financial statements as at December 31, 2020 is included from pages 244 to 251 of the universal registration document filed with the AMF on March 2, 2021 under Number D.21-0084 (and from pages 161 to 244 and from pages 244 to 251, respectively, of the free translation into English of the above mentioned universal registration document. The translation is available on SCOR's website: www.scor.com);
- The consolidated financial statements as at December 31, 2019 are included from pages 157 to 240 and the Statutory Auditors' report on these consolidated financial statements as at December 31, 2019 is included from pages 240 to 245 of the universal registration document filed with the AMF on March 13, 2020 under Number D.20-0127 (and from pages 157 to 240 and from pages 240 to 245, respectively, of the free translation into English of the aforementioned universal registration document. The translation is available on SCOR's website: www.scor.com).

The consolidated financial statements for the year ended December 31, 2021 are presented below:

4.1. CONSOLIDATED BALANCE SHEET

ASSETS

<i>In EUR millions</i>		As at December 31	
		2021	2020
Goodwill arising from insurance activities	Note 6	800	800
Goodwill arising from non-insurance activities	Note 6	82	82
Value of business acquired	Note 7	893	1,099
Insurance business investments	Note 8	31,517	30,098
Real estate investments		629	603
Available-for-sale financial assets		20,124	18,243
Investments at fair value through income		180	1,632
Loans and receivables		10,322	9,418
Derivative instruments		262	202
Investments in associates	Note 3	7	13
Share of retrocessionaires in insurance and investment contract liabilities	Note 16	4,136	1,781
Other assets		12,000	10,540
Accounts receivable from assumed insurance and reinsurance transactions	Note 9	7,582	6,564
Accounts receivable from ceded reinsurance transactions	Note 9	454	286
Deferred tax assets	Note 18	716	562
Tax receivables		175	126
Miscellaneous assets	Note 10	1,579	1,546
Deferred acquisition costs	Note 11	1,494	1,456
Cash and cash equivalents	Note 12	2,083	1,804
TOTAL ASSETS		51,518	46,217

SHAREHOLDERS' EQUITY AND LIABILITIES

		As at December 31	
<i>In EUR millions</i>		2021	2020
Shareholders' equity – Group share	Note 13	6,385	6,155
Share capital		1,472	1,471
Additional paid-in capital		609	609
Revaluation reserves		65	315
Consolidated reserves		3,925	3,511
Treasury shares		(196)	(43)
Net Income for the year		456	234
Share-based payments		54	58
Non-controlling interests		17	22
TOTAL SHAREHOLDERS' EQUITY		6,402	6,177
Financial liabilities	Note 14	3,226	3,210
Subordinated debt		2,581	2,538
Real estate financing		470	487
Other financial liabilities		175	185
Employee benefits and other provisions	Note 15	151	227
Contract liabilities	Note 16	35,832	30,501
Insurance contract liabilities		35,460	30,162
Investment and financial reinsurance contract liabilities		372	339
Other liabilities		5,907	6,102
Derivative instruments	Note 8	81	85
Accounts payable on assumed insurance and reinsurance transactions	Note 9	746	710
Accounts payable on ceded reinsurance transactions	Note 9	2,351	1,230
Deferred tax liabilities	Note 18	242	260
Tax payables		78	135
Miscellaneous liabilities		2,409	3,682
TOTAL SHAREHOLDERS' EQUITY AND LIABILITIES		51,518	46,217

4.2. CONSOLIDATED STATEMENT OF INCOME

<i>In EUR millions</i>	For the year ended December 31			
	2021	2020	2019	
Gross written premiums	17,600	16,368	16,341	
Change in unearned premiums reserves	(588)	(47)	(446)	
Gross earned premiums	Note 5	17,012	16,321	15,895
Other income and expenses		(16)	(17)	(31)
Investment income	Note 19	764	734	754
Total income from ordinary activities		17,760	17,038	16,618
Gross benefits and claims paid		(14,665)	(12,494)	(11,792)
Gross commission on earned premiums		(3,234)	(2,846)	(2,869)
Net retrocession result	Note 20	1,857	(318)	(327)
Investment management expenses	Note 21	(85)	(80)	(75)
Acquisition and administrative expenses	Note 21	(638)	(541)	(564)
Other current operating expenses	Note 21	(182)	(236)	(235)
Total other current operating income and expenses		(16,947)	(16,515)	(15,862)
CURRENT OPERATING RESULT		813	523	756
Other operating expenses		(44)	(55)	(61)
Other operating income		26	11	18
OPERATING RESULT (BEFORE IMPACT OF ACQUISITIONS)		795	479	713
Acquisition related expenses		-	-	-
Gain from bargain purchase	Note 4	-	-	-
OPERATING RESULT		795	479	713
Financing expenses	Note 14	(127)	(142)	(143)
Share in results of associates		(5)	(1)	(1)
CONSOLIDATED INCOME, BEFORE TAX		663	336	569
Corporate income tax	Note 18	(207)	(106)	(147)
CONSOLIDATED NET INCOME		456	230	422
Attributable to:				
Non-controlling interests		(0)	(4)	0
Group share		456	234	422
<i>In EUR</i>				
Earnings per share (basic)	Note 22	2.46	1.26	2.27
Earnings per share (diluted)	Note 22	2.45	1.25	2.25

4.3. CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

<i>In EUR millions</i>	For the year ended December 31		
	2021	2020	2019
Consolidated net income	456	230	422
Other comprehensive income	269	(420)	482
Items that will not be reclassified subsequently to income	39	(12)	(24)
Remeasurements of post-employment benefits	48	(16)	(31)
Taxes recorded directly in equity	Note 18 (9)	4	7
Items that will be reclassified subsequently to income	230	(408)	506
Revaluation – Available-for-sale financial assets	(422)	199	660
Shadow accounting	99	(71)	(202)
Effect of changes in foreign exchange rates	482	(523)	126
Net gains/(losses) on cash flow hedges	(12)	22	30
Taxes recorded directly in equity	Note 18 77	(36)	(110)
Other changes	6	1	2
COMPREHENSIVE INCOME, NET OF TAX	725	(190)	904
Attributable to:			
Non-controlling interests	(0)	(4)	0
Group share	725	(186)	904

4.4. CONSOLIDATED STATEMENT OF CASH FLOWS

In EUR millions		For year ended December 31		
		2021	2020	2019
Net cash flows provided by/(used in) operations	Note 12	2,406	988	841
Acquisitions of consolidated entities	Note 4	(8)	(2)	(13) ⁽¹⁾
Change in scope of consolidation (cash and cash equivalents of acquired companies)	Note 4	-	-	2 ⁽¹⁾
Disposals of consolidated entities, net of cash disposed of		0	-	0
Acquisitions of real estate investments		(45)	(24)	(64)
Disposals of real estate investments		5	110	124
Acquisitions of other insurance business investments ⁽²⁾		(14,004)	(9,328)	(9,168)
Disposals of other insurance business investments ⁽²⁾		12,594	8,915	9,030
Acquisitions of tangible and intangible assets		(87)	(135)	(130)
Disposals of tangible and intangible assets		0	0	0
Net cash flows provided by/(used in) investing activities		(1,545)	(464)	(219)
Issuance of equity instruments		7	3	10
Treasury share transactions		(205)	(43)	(1)
Dividends paid ⁽³⁾		(336)	(0)	(327)
Cash generated by issuance of financial liabilities	Note 14	79	335	150 ⁽⁴⁾
Cash used to redeem financial liabilities	Note 14	(121)	(208)	(99)
Interest paid on financial liabilities		(113)	(115)	(117)
Other cash flows from financing activities		15	(13)	11
Net cash flows provided by/(used in) financing activities		(674)	(41)	(373)
Effect of change in foreign exchange rates on cash and cash equivalents		92	(114)	11
TOTAL CASH FLOWS		279	369	260
Cash and cash equivalents at January 1	Note 12	1,804	1,435	1,175
Net cash flows provided by/(used in) operations		2,406	988	841
Net cash flows provided by/(used in) investing activities		(1,545)	(464)	(219)
Net cash flows provided by/(used in) financing activities		(674)	(41)	(373)
Effect of change in foreign exchange rates on cash and cash equivalents		92	(114)	11
CASH AND CASH EQUIVALENTS AT DECEMBER 31		2,083	1,804	1,435

(1) Cash related to the acquisition of the capital and voting rights of Coriolis Capital, see Note 4 – Acquisitions and disposals.

(2) Acquisitions and disposals of other insurance business investments also include movements relating to bonds and other short-term investments with a maturity of less than three months and classified as cash equivalents.

(3) Of which EUR 1 million in dividends paid by MRM to non-controlling interests in 2021 (EUR 0 million paid in 2020 and EUR 2 million paid in 2019).

(4) Cash generated by issues of financial liabilities includes net proceeds from perpetual deeply subordinated notes in USD issued on December 17, 2019. For further information see Note 14.1 – Subordinated debt.

4.5. CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDERS' EQUITY

In EUR millions

	Share capital	Additional paid-in capital	Revaluation reserves	Consolidated reserves	Treasury shares	Net income for the year	Share-based payments	Non controlling interests	Total consolidated
Shareholders' equity at January 1, 2021	1,471	609	315	3,511	(43)	234	58	22	6,177
Allocation of prior year net income	-	-	-	234	-	(234)	-	-	-
Net income for the year ended December 31, 2021	-	-	-	-	-	456	-	(0)	456
Other comprehensive income net of tax	-	-	(250)	519	-	-	-	-	269
Revaluation – Assets available for sale	-	-	(422)	-	-	-	-	-	(422)
Shadow accounting	-	-	99	-	-	-	-	-	99
Effect of changes in foreign exchange rates	-	-	-	482	-	-	-	-	482
Net gains/(losses) on cash flow hedges	-	-	-	(12)	-	-	-	-	(12)
Taxes recorded directly in equity	-	-	73	(5)	-	-	-	-	68
Remeasurements of post-employment benefits	-	-	-	48	-	-	-	-	48
Other changes	-	-	-	6	-	-	-	-	6
Comprehensive income net of tax	-	-	(250)	519	-	456	-	(0)	725
Share-based payments ⁽¹⁾	-	-	-	(4)	(153)	-	(4)	-	(161)
Other changes	-	-	-	-	-	-	(0)	(4)	(4)
Capital transactions ⁽²⁾	1	0	-	-	-	-	-	-	1
Dividends paid	-	-	-	(335)	-	-	-	(1)	(336)
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2021	1,472	609	65	3,925	(196)	456	54	17	6,402

(1) EUR (153) million increase in treasury shares following the purchase of shares under the share buy-back program.

(2) Issue of shares related to the exercise of stock options for EUR 7 million (EUR 3 million in share capital and EUR 4 million in additional paid-in capital). This resulted in the creation of 356,000 shares during the year ended December 31, 2021. These movements were offset by a reduction in Group capital through the cancellation of treasury shares for EUR 6 million (EUR 2 million in share capital and EUR 4 million in additional paid-in capital).

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated statement of changes in shareholders' equity

<i>In EUR millions</i>	Share capital	Additional paid-in capital	Revaluation reserves	Consolidated reserves	Treasury shares	Net income for the year	Share-based payments	Non controlling interests	Total consolidated
Shareholders' equity at January 1, 2020	1,473	624	214	3,614	(54)	422	55	26	6,374
Allocation of prior year net income	-	-	-	422	-	(422)	-	-	-
Net income for the year ended December 31, 2020	-	-	-	-	-	234	-	(4)	230
Other comprehensive income net of tax	-	-	101	(521)	-	-	-	-	(420)
Revaluation – Assets available for sale	-	-	199	-	-	-	-	-	199
Shadow accounting	-	-	(71)	-	-	-	-	-	(71)
Effect of changes in foreign exchange rates	-	-	-	(523)	-	-	-	-	(523)
Net gains/(losses) on cash flow hedges	-	-	-	22	-	-	-	-	22
Taxes recorded directly in equity	-	-	(27)	(5)	-	-	-	-	(32)
Remeasurements of post-employment benefits	-	-	-	(16)	-	-	-	-	(16)
Other changes	-	-	-	1	-	-	-	-	1
Comprehensive income net of tax	-	-	101	(521)	-	234	-	(4)	(190)
Share-based payments ⁽¹⁾	-	-	-	(4)	11	-	3	-	10
Other changes	-	-	-	-	-	-	0	(0)	(0)
Capital transactions ⁽²⁾	(2)	(15)	-	-	-	-	-	-	(17)
Dividends paid	-	-	-	-	-	-	-	-	(0)
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2020	1,471	609	315	3,511	(43)	234	58	22	6,177

(1) Reduction in treasury shares for EUR 11 million, mainly following the cancellation of shares under the share-buy-back program.

(2) Issue of shares related to the exercise of stock options for EUR 4 million (EUR 2 million in share capital and EUR 2 million in additional paid-in capital). This resulted in the creation of 189,700 shares during the year ended December 31, 2020. These movements were offset by a reduction in Group capital through the cancellation of treasury shares for EUR 21 million (EUR 4 million in share capital and EUR 17 million in additional paid-in capital).

CONSOLIDATED FINANCIAL STATEMENTS

Consolidated statement of changes in shareholders' equity

04

<i>In EUR millions</i>	Share capital	Additional paid-in capital	Revaluation reserves	Consolidated reserves	Treasury shares	Net income for the year	Share-based payments	Non controlling interests	Total consolidated
Shareholders' equity at January 1, 2019	1,521	815	(145)	3,556	(338)	322	69	28	5,828
Effect of adoption of new IFRS ⁽¹⁾	-	-	-	(45)	-	-	-	-	(45)
Shareholders' equity at January 1, 2019 after adoption of new IFRS	1,521	815	(145)	3,511	(338)	322	69	28	5,783
Allocation of prior year net income	-	-	-	322	-	(322)	-	-	-
Net income for the year ended December 31, 2019	-	-	-	-	-	422	-	-	422
Other comprehensive income net of tax	-	-	359	123	-	-	-	-	482
Revaluation – Assets available for sale	-	-	660	-	-	-	-	-	660
Shadow accounting	-	-	(202)	-	-	-	-	-	(202)
Effect of changes in foreign exchange rates	-	-	-	126	-	-	-	-	126
Net gains/(losses) on cash flow hedges	-	-	-	30	-	-	-	-	30
Taxes recorded directly in equity	-	-	(99)	(4)	-	-	-	-	(103)
Remeasurements of post-employment benefits	-	-	-	(31)	-	-	-	-	(31)
Other changes	-	-	-	2	-	-	-	-	2
Comprehensive income net of tax	-	-	359	123	-	422	-	-	904
Share-based payments ⁽²⁾	-	-	-	(17)	284	-	(14)	-	253
Other changes	-	-	-	-	-	-	(0)	(0)	0
Capital transactions ⁽³⁾	(48)	(191)	-	-	-	-	-	-	(239)
Dividends paid	-	-	-	(325)	-	-	-	(2)	(327)
SHAREHOLDERS' EQUITY AT DECEMBER 31, 2019	1,473	624	214	3,614	(54)	422	55	26	6,374

(1) Impact of first-time application of IFRS 16 and IFRIC 23.

(2) EUR 284 million reduction in treasury shares mainly following the cancellation of shares under the share-buy-back program.

(3) Issue of shares related to the exercise of stock options for EUR 9 million (EUR 3 million in share capital and EUR 6 million in additional paid-in capital). This resulted in the creation of 509,135 shares during the year ended December 31, 2019. These movements were offset by a reduction in Group capital through the cancellation of treasury shares for EUR 248 million (EUR 51 million in share capital and EUR 197 million in additional paid-in capital).

4.6. NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Table of content

Note 1	ACCOUNTING PRINCIPLES AND METHODS	193
Note 2	SIGNIFICANT EVENTS OF THE YEAR AND COVID-19	199
Note 3	SCOPE OF CONSOLIDATION	201
Note 4	ACQUISITIONS AND DISPOSALS	204
Note 5	SEGMENT INFORMATION	205
Note 6	GOODWILL	211
Note 7	VALUE OF BUSINESS ACQUIRED	213
Note 8	INSURANCE BUSINESS INVESTMENTS	214
Note 9	ACCOUNTS RECEIVABLE FROM AND PAYABLE ON ASSUMED AND CEDED INSURANCE AND REINSURANCE TRANSACTIONS	226
Note 10	MISCELLANEOUS ASSETS	227
Note 11	DEFERRED ACQUISITION COSTS	231
Note 12	CASH FLOW INFORMATION	232
Note 13	INFORMATION ON SHARE CAPITAL, CAPITAL MANAGEMENT, REGULATORY FRAMEWORK AND CONSOLIDATED RESERVES	234
Note 14	FINANCIAL LIABILITIES	237
Note 15	EMPLOYEE BENEFITS AND OTHER PROVISIONS	240
Note 16	NET CONTRACT LIABILITIES	245
Note 17	STOCK OPTIONS AND SHARE ALLOCATIONS	250
Note 18	INCOME TAXES	253
Note 19	INVESTMENT INCOME	257
Note 20	NET RETROCESSION RESULT	258
Note 21	OTHER OPERATING AND ADMINISTRATIVE EXPENSES	259
Note 22	EARNINGS PER SHARE	260
Note 23	RELATED PARTY TRANSACTIONS	261
Note 24	COMMITMENTS RECEIVED AND GRANTED	262
Note 25	INSURANCE AND FINANCIAL RISKS	263
Note 26	LITIGATION	263
Note 27	SUBSEQUENT EVENTS	263

Note 1 ACCOUNTING PRINCIPLES AND METHODS

Note 1.1 GENERAL INFORMATION

SCOR SE (the "Company") is a European Company (*Societas Europaea*) domiciled in France and governed by the provisions of French law relating to European Companies as well as by the provisions of French law applicable to joint stock companies (*sociétés anonymes*) where those provisions are not contrary to the specific provisions applicable to European Companies. SCOR's shares are publicly traded on the Euronext Paris stock market and on the SIX Swiss Exchange. The principal activities of the Company and its subsidiaries (the "Group" or "SCOR") are Life and Non-Life reinsurance.

The consolidated financial statements were presented by Group Management to the Audit Committee. Management and the Audit Committee report to the Board of Directors, which approved the consolidated financial statements on February 23, 2022.

The consolidated financial statements for the year ended December 31, 2021 will be submitted for approval at the 2022 Annual Shareholders' Meeting.

Note 1.2 BASIS OF PREPARATION

SCOR's consolidated financial statements for the year ended December 31, 2021 have been prepared in compliance with IFRS issued by the International Accounting Standards Board (IASB) as endorsed by the European Union (EU) and effective as at December 31, 2021. The term "IFRS" refers collectively to International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) and to the interpretations of the Standing Interpretations Committee (SIC) and the IFRS Interpretations Committee (IFRIC), mandatorily applicable as at December 31, 2021. See Note 1.3 – IFRS standards applied for the first time and IFRS standards published but not yet effective, for a detailed overview of (i) the new and amended standards applicable in 2021 that are relevant to SCOR and have been endorsed by the European Union and (ii) the standards issued by the IASB in 2021 but not yet endorsed by the European Union, which are relevant to SCOR and expected to have a material impact for the Group.

estimation. In general, claims information is still limited. Estimates for determining the accounting positions as at December 31, 2021 are made based on current available information and SCOR's expertise. There is still a high degree of uncertainty regarding future developments in claims and current estimates could evolve as more information becomes available. The actual outcomes could differ substantially from the estimates and assumptions made. The main financial statement captions for which the Group uses estimates and assumptions are reinsurance reserves, accounts receivable from and accounts payable on reinsurance transactions, the fair value and impairment of financial instruments, intangible assets, pension liabilities and other post-employment benefits and deferred taxes, in particular the recognition of deferred tax assets and the availability of future taxable income against which tax loss carryforwards can be used.

The consolidated financial statements have been prepared under the historical cost convention, with available-for-sale financial assets and financial instruments (including derivative instruments) remeasured at fair value through income.

Consequences of the United Kingdom's decision to leave the European Union

The impact of the United Kingdom's decision to leave the European Union has led to heightened financial market volatility and increased political and economic uncertainty. To prepare for Brexit the Group set up a new entity, SCOR Europe SE. With effect from January 1, 2019, SCOR Europe SE, a 100%-owned subsidiary of SCOR SE, began underwriting new and renewed business relating to risks located in the EEA that can no longer be accepted by SCOR UK Company Ltd. as a result of Brexit. SCOR Europe SE also took over all commitments resulting from policies previously issued by SCOR UK Company Ltd. which the latter can no longer honor following Brexit and in the absence of specific agreements in this respect.

The financial statements of material subsidiaries are prepared for the same accounting period as the parent company. All material intragroup balances and transactions, including all internally generated Group profits, are fully eliminated.

Reclassification of prior-year comparatives

Certain immaterial reclassifications and revisions have been made to the financial information in respect of the prior years, in order to bring said information in line with the presentation used for the current year.

Significant events of the year

See Note 2 – Significant events of the year and Covid-19, for information on the pandemic and a summary of the financial impacts of Covid-19 in 2021.

Use of judgments and estimates

The preparation of the consolidated financial statements requires management to make certain judgments, assumptions and estimates. These may affect the reported amounts of income, expenses, assets and liabilities, and the disclosure of contingent assets and liabilities at the reporting date. Management reviews these estimates and assumptions periodically, based on past experience and other factors. With regard to the Covid-19 pandemic, the assessment of the impact on the exposures of the P&C and Life businesses requires a high degree of judgement and

Foreign currency translation and transactions

The Group's consolidated financial statements are presented in euros (EUR) and all values are rounded to the nearest EUR million, except where stated otherwise. Percentages and percent changes are calculated on unrounded figures (including decimals), therefore the Notes may contain immaterial differences in sub-totals and percentages due to rounding.

The other key currencies in which the Group conducts business and the exchange rates used for the preparation of the consolidated financial statements are as follows:

<i>EUR per foreign currency unit</i>	Closing rate	Average rate			
	As at December 31, 2021	Q4 2021	Q3 2021	Q2 2021	Q1 2021
USD	0.8795	0.8746	0.8485	0.8298	0.8297
GBP	1.1886	1.1790	1.1690	1.1602	1.1440
CAD	0.6958	0.6939	0.6734	0.6756	0.6553
CNY	0.1385	0.1368	0.1311	0.1285	0.1280

<i>EUR per foreign currency unit</i>	Closing rate	Average rate			
	As at December 31, 2020	Q4 2020	Q3 2020	Q2 2020	Q1 2020
USD	0.8187	0.8387	0.8552	0.9087	0.9062
GBP	1.1189	1.1076	1.1048	1.1279	1.1604
CAD	0.6432	0.6436	0.6421	0.6555	0.6756
CNY	0.1254	0.1266	0.1237	0.1282	0.1299

<i>EUR per foreign currency unit</i>	Closing rate	Average rate			
	As at December 31, 2019	Q4 2019	Q3 2019	Q2 2019	Q1 2019
USD	0.8918	0.9029	0.8996	0.8905	0.8802
GBP	1.1821	1.1628	1.1088	1.1463	1.1465
CNY	0.1285	0.1282	0.1282	0.1307	0.1304

SCOR SE's functional currency is EUR. Where the functional currency of an entity is not the same as the reporting currency used to present the Group's consolidated financial statements, the assets and liabilities of the entity are translated using the exchange rate at the reporting date and the statement of income and the statement of comprehensive income are translated using the average exchange rate for the period. Translation differences are recognized directly in shareholders' equity within reserves, under "Currency translation adjustments".

Movements in currency translation adjustments are primarily due to the translation of financial statements of subsidiaries and branches not using EUR as their functional currency.

As at December 31, 2021, 2020 and 2019, the Group had one net foreign investment hedge in place (see Note 8.9 – Derivative instruments).

The Group reviews the functional currencies of its entities on an ongoing basis to ensure they appropriately reflect the currency of the primary economic environment in which they operate.

Transactions denominated in foreign currencies (currencies other than the functional currency) are translated into the functional currency at the exchange rate applicable at the date of the transaction (for practical purposes, an average rate is used). These rates may differ from the rates used to translate functional currency into the reporting currency as mentioned above.

At each period-end, the items on the balance sheet denominated in a foreign currency must be translated into the functional currency, using the following procedures:

- monetary items and non-monetary items measured at fair value through income are translated at the period-end exchange rates and the resulting gains and losses are recorded in the statement of income;
- other non-monetary items are translated:
 - at the exchange rate prevailing on the transaction date for items measured at historical cost, or
 - at the period-end exchange rate for items measured at fair value, and
 - any gains or losses that arise are directly recorded in shareholders' equity, notably foreign exchange differences on available-for-sale assets and foreign exchange differences resulting from the conversion of available-for-sale assets;
- the gains and losses resulting from the translation of net foreign investment hedges are recorded in other comprehensive income and subsequently in the statement of income upon the disposal of the net investment.

Since July 2018, Argentina has been considered to be a hyperinflationary economy. SCOR is exposed to the provisions of IAS 29 – Financial Reporting in Hyperinflationary Economies through its entity in Argentina, but the impact on the consolidated financial statements is not material.

Accounting principles and methods specific to reinsurance activities

Certain specific reinsurance accounting principles are described directly in Note 9 – Accounts receivable from and payable on assumed and ceded insurance and reinsurance transactions, Note 11 – Deferred acquisition costs, Note 16 – Net contract liabilities, and Note 20 – Net retrocession result. Further accounting principles and methods related to reinsurance activities are described below:

Classification and accounting of reinsurance contracts

The contracts assumed and retroceded by the Group are subject to different IFRS accounting rules depending on whether they fall within the scope of IFRS 4 – Insurance Contracts or IAS 39 – Financial Instruments: Recognition and Measurement.

Assumed and ceded reinsurance transactions are contracts that transfer significant insurance risk at the inception of the contract. Insurance risk is transferred when the Group agrees to compensate a cedent if a specified uncertain future event (other than a change in financial variables) adversely affects the cedent. Any contracts that do not meet the definition of a reinsurance contract under IFRS 4 – Insurance Contracts are classified as investment and financial reinsurance contracts or derivative contracts as appropriate.

Assumed and ceded reinsurance transactions that do not transfer significant insurance risk are recognized in accordance with IAS 39 – Financial Instruments: Recognition and Measurement. Accordingly, premiums collected are not recognized as income, and reserves and deferred acquisition costs are classified as “Investment and financial reinsurance contract liabilities” or “Financial contract assets” on the balance sheet. These liabilities are measured only on the basis of contractual flows and no longer on the basis of estimated ultimate results as required by accounting principles applicable to insurance transactions. Income from these transactions is equal to SCOR’s corresponding gain or loss and is recorded in “Other income and expenses”.

Cedent accounts

The Group’s reinsurance entities record accounts transmitted by ceding companies upon receipt. At the year-end, estimates are made for those accounts not yet received from ceding companies. Under this method, the amounts recorded in the financial statements reflect as closely as possible the Group’s actual reinsurance commitments. This method is applied to the majority of the contracts signed during the year.

Premium estimates

Non-Life gross premiums (both written and earned) are based on reports received from ceding companies, supplemented by the Group’s own estimates of premiums (both written and earned) for which reports have not yet been received from ceding companies. Differences between such estimates and actual amounts are recorded in the period in which the estimates are adjusted, or the actual amounts are determined. The difference between ultimate estimated premiums, net of commission, and premiums reported by ceding companies is recorded under accounts receivable from or accounts payable on assumed reinsurance transactions. Premiums are earned over the term of the risk covered by the relevant reinsurance contracts, which is generally one to two years. For certain US and Japanese catastrophe risks, agriculture risks in Brazil and certain other risks, premiums are earned on a basis that is commensurate with the seasonality of the underlying exposure.

Unearned premium reserves represent the portion of premiums written that relate to the outstanding durations of the contracts and policies in force. Such reserves are computed by pro-rata methods based on statistical data or reports received from ceding companies. Reinstatement premiums are estimated after the occurrence of a significant loss and are recorded in accordance with the terms of the relevant contract, based on paid claims and reserves for claims to be paid in the period. Reinstatement premiums are earned when written.

For Life reinsurance contracts qualifying as “insurance contracts”, the measurement method consists of estimating ceding companies’ outstanding accounts for the current year in addition to information actually received and recorded.

Shadow accounting

For the measurement of deferred acquisition costs (DAC), value of business acquired (VOBA) and reserves recognized for different insurance portfolios, SCOR applies the shadow accounting principles stipulated in IFRS 4. As the amortization of DAC (for the Life business) and VOBA is calculated using estimates of expected income from investments and reserves are measured based on a discount rate that directly reflects the performance of the assets, the corresponding portion of the unrealized gains and losses recorded under available-for-sale investments is considered as shadow DAC, shadow VOBA and shadow reserves and offset directly in shareholders’ equity.

Impairment of shadow DAC and shadow VOBA for the Life business is included in the liability adequacy testing conducted by SCOR Global Life.

Participation in Lloyd’s syndicates

Participations in Lloyd’s of London syndicates are recognized on an annual basis, with a delay due to the transmission of information from syndicates not controlled by the Group. The Group recognizes its proportionate share of the syndicates’ insurance and reinsurance premiums and claims, including an estimate of claims incurred but not reported (IBNR). At the end of an underwriting year, typically three years after the policy inception, syndicates reinsure all remaining unsettled liabilities into the following underwriting year, a mechanism known as Re-Insurance To Close (RITC). If the Group participates in both accepting and ceding transactions and has increased its participation, RITC paid is reduced, which generates an RITC receivable. This reflects the fact that the Group has assumed a greater proportion of the business of the syndicate. If the Group has reduced its participation from one year to the next, the RITC receivable is eliminated, generating an RITC payable. This reflects the reduction in the Group’s exposure to risks previously written by the syndicates. The Group recognizes Lloyd’s RITC in claims and benefits to ensure consistency with other reinsurance transactions and to present a true and fair view.

Note 1.3 IFRS STANDARDS APPLIED FOR THE FIRST TIME AND IFRS STANDARDS PUBLISHED BUT NOT YET EFFECTIVE

IFRS standards applied for the first time

The amendments and interpretations regarding the IFRS Interpretation committee's clarification on IAS 19 and the replacement provisions of the Interest Rate Benchmark Reform, as endorsed by the European Union and applicable for the first time in 2021, did not have a material impact on the financial statements.

In May 2021, the IFRS Interpretation Committee clarified the accounting treatment under IAS 19 of the periods of service to which an entity attributes benefit for a particular type of defined benefit plan, i.e. those meeting the following three criteria : the retirement benefit amount (i) depends on the length of employee service with the entity, (ii) is capped at a specified number of consecutive years of service and (iii) is only paid if the employee is still employed by the entity at retirement age. For SCOR, only one plan, closed to new entrants since 2008, is within the scope of this clarification. Impacts at Group level are not material.

On August 27, 2020, the IASB released the Phase 2 amendments to the Interest Rate Benchmark Reform. In addition to the standards covered in Phase 1 issued on September 26, 2019 (IFRS 9, IAS 39 and IFRS 7), Phase 2 (Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16) addresses the impacts of the IBOR reform on financial reporting when an existing benchmark rate is replaced by an alternative interest rate.

These amendments are both qualitative and quantitative: qualitatively, the reform does not lead to existing assets being derecognized nor hedging relationships being discontinued but requires the effective interest rate (EIR) and the hedge accounting relationship documentation to be updated with the alternative reference rates (ARR). Quantitatively, the Company should disclose progress on the transition and any related risks at each reporting date.

Since 2019, SCOR has engaged a review of its contracts in order to identify the impacts of the reform and has set up multidisciplinary working groups involving Legal, Finance and Underwriting teams from Life and P&C business units, SCOR Global Investments as well as Group Treasury. As the EURIBOR transition has been effective since 2019, the analyses focus chiefly on IBOR impacts and consist in identifying contracts with IBOR as reference rates, measuring the potential impact and, where relevant, amending such contracts. The Group's exposure remains limited.

- For the reinsurance business, the impacts are mostly associated with late payment interest on overdue balances, penalties in case of early termination and remuneration on some funds withheld. Consequently, the underwriting guidelines for both P&C and Life business units were amended in 2019 to remove explicit references to IBOR. New and renewed treaties use the new rates.
- Amendments to derivative contracts with IBOR were made on January 22, 2021 when the Group became compliant with the International Swaps and Derivatives Association (ISDA) Fallback Protocol and Supplement. These publications aim to facilitate the multilateral application of the amended reference rates to legacy derivative contracts.

Foreign currency forwards and swaps are not affected by the reform as they do not use IBOR. EUR/USD cross-currency swaps are also not impacted due to offsetting effects between their different components.

- For the investment portfolio, the exposure to IBOR remains very limited and mainly relates to collateralized loan obligations (CLOs) or leveraged loans and, to a lesser extent, to senior corporate bonds or inflation-linked securities.

SCOR's remaining exposure to IBOR reform through its debt instruments is mainly related to USD LIBOR (tenors 1, 3, 6 and 12) which is mainly due to mature after June 30, 2023, the date on which USD LIBOR will be discontinued.

IFRS standards published but not yet effective

The following standards relevant to SCOR and expected to have a material impact on its consolidated financial statements have been issued by the International Accounting Standards Board (IASB) but are not yet effective or have not been endorsed by the European Union:

- The final version of IFRS 9 – Financial Instruments replaces IAS 39 – Financial Instruments: Recognition and Measurement and covers classification and measurement of financial instruments, impairment of financial assets and hedge accounting. The EU endorsed IFRS 9 on November 22, 2016. IFRS 9 is effective for annual periods beginning on or after January 1, 2018, with earlier application permitted.

On September 12, 2016, the IASB published an amendment to IFRS 4 – Insurance Contracts, in order to address the temporary consequences of the different effective dates of IFRS 9 and IFRS 17. The EU endorsed the amendment on November 3, 2017. The amendment introduces two independent options to address the potential additional accounting volatility: a temporary exemption from applying IFRS 9 ("Deferral Approach") and reclassifying the additional volatility from income to other comprehensive income ("Overlay Approach"). The Deferral Approach would result in continued application of IAS 39 and some additional disclosures about the fair value of assets meeting the "solely payment of principal and interest" (SPPI) criterion and disclosures about their credit risk exposure until IFRS 17 becomes effective.

The Deferral Approach is restricted to companies whose predominant activity is issuing insurance contracts. SCOR meets the predominance criteria and will defer the application of IFRS 9. Its predominant activity is issuing (re)insurance contracts, which is reflected in the fact that liabilities arising from (re)insurance activities represent more than 90% of total liabilities.

The tables below correspond to the additional disclosures required when the IFRS 9 Deferral Approach is applied. The disclosures are based on the current financial assets portfolio and on the assessment conducted in 2021.

Fair value as of end-2021 and changes during the year for the two groups of financial assets meeting or not meeting the SPPI criterion (see definition of the SPPI test in the table below) are the following:

<i>In EUR millions</i>	Fair value as at December 31, 2021	Change in fair value during 2021 ⁽²⁾
Financial assets with contractual terms that meet the SPPI test definition ⁽¹⁾	22,698	(363)
Other financial assets	1,629	7
Total financial assets⁽³⁾	24,327	(356)

(1) *SPPI test: the SPPI criterion is met when the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding (SPPI).*

(2) *The change in fair value during 2021 corresponds to changes in unrealized gains and losses on financial assets held as at December 31, 2021. The change in fair value includes the impact from changes in foreign exchange rates and reductions in the financial assets held in the portfolio as at December 31, 2021.*

(3) *Financial assets include those held by the Group on behalf of third parties as part of its asset management activity. The elimination of third-party shares is presented within "Other liabilities".*

The following table presents disclosures about the credit risk exposure of financial assets that meet the SPPI criterion. The carrying amount under IAS 39 corresponds to the fair value for financial assets classified as available for sale and financial assets at fair value through income and to the carrying amount before impairment for assets recognized at cost or amortized cost:

<i>In EUR millions</i>	As at December 31, 2021 Carrying amount under IAS 39
AAA	2,968
AA	4,450
A	5,720
BBB	3,741
<BBB	1,571
Not rated	4,247
TOTAL FINANCIAL ASSETS THAT MEET SPPI CRITERIA	22,698

The fair value for financial assets that meet the SPPI criterion and that do not have a low credit risk (i.e. those rated <BBB or not rated) corresponds to the carrying amount before the impairment shown in the table.

- As described above, SCOR has opted for the Deferral Approach for IFRS 9 as granted by IFRS 4 and can thus defer application of the standard until January 1, 2023. To avoid simultaneous first-time application of IFRS 9 and IFRS 17 for operational reasons, SCOR has decided to adopt IFRS 9 one year earlier than IFRS 17, on January 1, 2022.

The adoption of IFRS 9 will affect the classification and measurement of the Group's financial assets. IFRS 9 requires financial assets to be classified based on the business model used for managing the financial assets and their contractual cash flow characteristics.

For equity securities, an accounting policy choice will be made on a case-by-case basis in order to decide whether to recognize them either at fair value through income or at fair value through other comprehensive income without recycling.

In respect of debt securities, IFRS 9 has introduced the "solely payment of principal and interest" (SPPI) test (see definition in the table the above) and financial assets will be measured at amortized cost or at fair value through other comprehensive income when their cash flows meet the SPPI criterion. Otherwise,

debt securities are measured at fair value through income. The new impairment model requires the recognition of expected credit losses based on available historical, current or forward-looking information and defines new criteria for significant increase in credit risk information.

The hedging model included in IFRS 9 aligns hedge accounting more closely with risk management but does not fundamentally change the types of hedging relationships or the requirements to measure and recognize hedge effectiveness. No significant changes are expected for the hedge accounting as applied by SCOR.

The Group has finalized its transition to IFRS 9. Several test phases were conducted during 2021 to ensure operational readiness for the application of IFRS 9 on January 1, 2022 and the system migration was executed in early 2022.

IFRS 9 has been applied using the "limited retrospective" approach, under which there is no requirement to restate the financial statements for the comparative period. As a result, SCOR does not intend to restate the published financial statements in comparison with the 2022 financial statements, noting that disclosures related to temporary exemption from IFRS 9 have been communicated since the 2018 year-end reporting.

The impact of the first-time application of IFRS 9 on the opening balance sheet as at January 1, 2022 is not material for the Group:

- Reclassifications following the transition to IFRS 9 concern:
 - equity securities: previously classified as available for sale and reclassified either as fair value through income or as fair value through other comprehensive income without recycling;
 - debt securities: previously classified as available for sale (mainly mutual funds) or as loans and receivables and reclassified as fair value through income when their cash flows do not meet the SPPI criterion (see the definition of the SPPI test in the table above).
- Considering the high quality of its debt securities, the transition from an incurred credit loss provisioning model to an expected credit loss provisioning model under IFRS 9 has not resulted in material adjustments for the Group.

On May 18, 2017, the IASB published IFRS 17 – Insurance Contracts, which will replace the current guidance in IFRS 4 – Insurance Contracts. The amendments issued by the IASB address targeted improvements and some of the concerns and implementation challenges that were identified after IFRS 17 was published in 2017. The new standard is effective for annual periods beginning on or after January 1, 2023, with earlier application permitted.

On November 23, 2021, IFRS 17 – Insurance Contracts as amended by the IASB was endorsed by the European Commission for use in the European Union. The EU effective date is the same as the IASB effective date (annual periods beginning on or after January 1, 2023). However, the EU has provided an optional exemption from applying the annual cohort requirement – *i.e.* whereby a group cannot include contracts issued more than one year apart – to certain types of contracts. SCOR does not have any business that qualifies for the exemption and thus will not make use thereof.

IFRS 17 will significantly change the accounting for insurance contracts as currently applied. IFRS 17 introduces a discounted measurement approach as the general model for all insurance and reinsurance contracts. Insurance liabilities will be measured as the sum of fulfillment cash flows and the unearned profit for a contract or group of contracts. Fulfillment cash flows comprise the discounted expected future cash inflows and outflows within the scope of a contract or group of contracts, including a risk adjustment for non-financial risk. The unearned profit is called the contractual service margin (CSM). For contracts that are onerous on initial recognition, a loss must be immediately recognized. Insurance contracts will be remeasured based on current market information at each reporting date. Under IFRS 17, the performance of the Group will mainly be depicted through the insurance service result (the income earned from providing (re)insurance coverage) and financial income and expenses (investment income from managing assets and financial expenses from discounting insurance liabilities). Gross written premiums will no longer be presented in the income statement. The presentation of the balance sheet and the statement of income will change under IFRS 17 compared to current practice. The new standard also requires additional disclosures and reconciliations to enable users of the financial statements to understand the amounts recognized on the balance sheet and in the statement of comprehensive income, as well as the risks embedded in insurance contracts that the Group issues. IFRS 17 requires significant changes in systems and processes. The IFRS 17 project has entered its final phase and work is underway on the stabilization and initialization of the systems. The focus for next year will be on producing the 2022 comparatives and readying the teams for the first-time application on January 1, 2023.

Note 2 SIGNIFICANT EVENTS OF THE YEAR AND COVID-19

Covid-19

Management continuously monitored the developments and has assessed the impacts of the pandemic on SCOR's consolidated financial statements as at December 31, 2021 considering that a high degree of management judgment is required in making accounting assessments.

The full impact of the Covid-19 crisis on SCOR's business and results cannot be accurately assessed at this stage, in particular given the uncertainty related to the magnitude, evolution and duration of the Covid-19 pandemic, to the short, medium and long-term effects on health and on the economy, and to the possible effects of future governmental actions or legal developments in this context.

Therefore, any assessments and any figures presented in this document will necessarily be estimates based on evolving analyses, and encompass a wide range of theoretical hypotheses, which are highly evolutive.

The Group consolidated financial statements are prepared under the going-concern assumption and include the current assessment of claim costs incurred in 2021 for SCOR's P&C and Life business units (EUR 109 million and EUR 466 million Covid-19 related claims, net of retrocession and before tax), based on data currently available, information received from cedents to date and the results of models used.

For the Life business unit, key assumptions used to determine the claims costs relate to epidemiological assumptions in relation to expected population impacts from Covid-19 and assumptions in relation to how this translates to the (re)insured population, in addition to typical claim reporting delay patterns. A key assumption is how the actual United States population deaths translate to the (re)insured population. SCOR assumes a differential between the general population and (re)insured population driven by the impacts of underwriting and socio-economic differentials and refers to this assumption as the PIPA (Population to Insured Population Adjustment). SCOR monitors its Covid-19 claims experience closely and uses this experience to inform the PIPA

assumption. Actual Covid-19 claims experience is compared to expected claims and observed trends from this analysis, including claims size, attained age and gender distribution, are contributing to update the PIPA assumptions. Further impacts, like the reduced flu season in the United States in 2021 were considered in the assumptions as well.

- The main exposure arises in the mortality portfolio in the United States, accounting for EUR 357 million of claim costs in 2021, including IBNR, net of reduced flu claims in the United States, net of retrocession and before tax.
- In other markets, Covid-19 related claims amount to EUR 109 million, including claims from the United Kingdom, South Africa, India and Latin America.

For the P&C business unit, the Group's exposure in 2021 comes mainly from Property Business Interruption lines, due to an increase in direct gross costs incurred by cedents with adverse court decisions in France, the United Kingdom and South Africa, and cedents filing claims for two separate events corresponding to the March and October 2020 lockdowns.

In assessing potential impairment of investments and non-financial assets, management considered whether triggers for impairment were identified. No impairment triggers were identified for goodwill or other intangible assets related to insurance and non-insurance business activities in the course of 2021 and the annual impairment tests performed did not identify impairments as recoverable amounts exceeded in all cases the respective carrying amounts.

Lease payments from SCOR in a lessee position, mainly related to leases of office buildings, were not impacted by Covid-19 as at December 31, 2021. Rent concessions granted by SCOR as a lessor did not have material impacts on the financial performance.

Deferred tax assets and liabilities are recorded in applying accounting policies consistently. Deferred tax asset recoverability tests have been updated following the Covid-19 pandemic and did not result in changes in the overall position.

Settlement agreement with Covéa

On June 10, 2021, SCOR and Covéa announced the signing of a settlement agreement.

• The agreement includes the following key points: The settlement agreement includes an orderly exit by Covéa from the share capital of SCOR. Covéa granted SCOR a call option on the shares it holds, at an exercise price of EUR 28 per share and for a period of five years. The option is transferable to any third party designated by SCOR so that SCOR can organize this exit in its best interests. Covéa will not purchase, directly or indirectly, alone or in concert, for a period of seven years, SCOR shares. For more information see Note 4.6.8.9 – Derivative Instruments.

- As an indemnity settlement, Covéa agreed to pay to SCOR a sum of EUR 20 million, before tax. Covéa and SCOR both agreed to an immediate withdrawal of all legal actions and claims linked to the combination proposal made by Covéa in 2018. For more information see Note 4.6.26 Litigation.
- In connection with the resumption of reinsurance relations between Covéa and SCOR, SCOR ceded to Covéa as of January 1, 2021, 30% of all in force business carried by SCOR's Irish Life entities as of December 31, 2020. The agreed net up-front payment from Covéa amounts to USD 1,014 million and is determined in reference to the net of retrocession Best Estimate Liability⁽¹⁾ as of December 31, 2020 in SCOR's Irish Life entities Solvency II reporting. The payment was received on July 1, 2021. Covéa has exercised its inspection rights as part of the treaty, which is ongoing with exchange of information between the parties. For more information see Notes 4.6.5 Segment information, 4.6.12.2 Net cash flows from operations, 4.6.20 Net retrocession Result, 4.6.11 Deferred acquisition cost, 4.6.7 Value of business acquired.

EUR 200 million share buy-back program starting October 28, 2021, and finalized at the latest by March 2022

For further information on the share buy-back program, see Note 13.2 – Capital management: objectives and approach.

⁽¹⁾ The Best Estimate Liability has been the subject of a specific limited scope audit opinion (excluding the internal model computations) issued directly to the local regulator, the Central Bank of Ireland

Note 3 SCOPE OF CONSOLIDATION

Determining control

All material entities over which SCOR has control are fully consolidated. SCOR controls an entity when it is exposed to, or has rights to, variable returns from its investment in the entity and has the ability to affect those returns through its power to direct the entity's activities.

Critical judgments are sometimes required to determine the consolidation method for certain entities in which the Group holds less than 50% of the voting rights. As such, from its acquisition date to December 31, 2018, despite holding less than 50% of the voting rights, the Group determined that it controlled MRM as it exerted de facto control as defined by IFRS 10 in light of the proportion of voting rights held and the wide dispersion of the other vote holders. As at December 31, 2021, the Group holds more than 50% of MRM's voting rights.

Subsidiaries are consolidated from the date on which the Group acquires control until the date on which control is transferred outside the Group or control ceases.

Certain non-material subsidiaries are accounted for using the equity method.

Interests in joint arrangements and associates

The Group's investments in associates are accounted for using the equity method. Associates are companies in which the Group exercises significant influence but no control or joint control. Significant influence generally occurs when the Group owns, directly or indirectly, between 20% and 50% of the voting rights. For certain associates accounted for using the equity method, the Group consistently uses provisional financial year-end information and makes adjustments, if necessary, in the following reporting period.

SCOR has determined that its Lloyd's participations and reinsurance pools do not constitute joint arrangements as there is no contractually agreed sharing of control requiring unanimous consent for decisions about the relevant activities of those arrangements.

Consolidation of investment funds

The Group, through SCOR Investment Partners, acts as a fund manager for various investment funds. Funds for which SCOR acts as principal are consolidated, even if the Group holds less than 50% of the voting rights.

When determining whether it acts as principal or agent with respect to investment funds, the Group assesses its power to direct the relevant fund activities, *i.e.* the scope of its decision-making authority over the funds, as well as its aggregate economic interest, including the returns and compensation attributable to the Group in respect of its fund management.

Investment funds and real estate entities are fully consolidated in accordance with the aforementioned control principles. Non-controlling interests in fully-consolidated investment funds are presented within "Other liabilities" as the third-party holders have an unconditional right to sell their holdings to SCOR. All of the assets (including insurance business investments and cash and cash equivalents), liabilities, cash flows and income statement items of the fully-consolidated funds are therefore reflected in SCOR's consolidated financial statements.

Certain mutual funds that the Group manages and controls are open to external investors. When certain conditions are met, some of these funds are consolidated using a "short-cut method" under which the total assets under management are recognized as investments at fair value through income under "Insurance business investments", and the elimination of the third-party share is presented within "Other liabilities".

Structured entities

Structured entities are entities that have been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity, such as when voting rights relate to administrative tasks only and relevant business activities are directed by means of contractual arrangements.

The Group sponsors a number of catastrophe bond ("Cat bond") notes issued by Atlas special purpose vehicles (SPVs). In addition, SCOR uses a structured retrocession treaty with a protected cell company. These vehicles and entities are not consolidated by the Group as SCOR does not control them, is not liable for any residual risk or benefit of ownership and has no ability to affect their returns.

SCOR has no interests in consolidated structured entities.

Note 3.1 MATERIAL SUBSIDIARIES, INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

	Country	2021 Percentage		2020 Percentage		Consolidation method
		Control	Interest	Control	Interest	
SCOR SE	France	Parent	Parent	Parent	Parent	Parent
SCOR Global Life Reinsurance Ireland dac	Ireland	100	100	100	100	Full
SCOR Life Ireland dac	Ireland	100	100	100	100	Full
SCOR Switzerland Asset Services AG	Switzerland	100	100	100	100	Full
SCOR Switzerland AG	Switzerland	100	100	100	100	Full
SCOR Underwriting Ltd.	UK	100	100	100	100	Full
SCOR UK Company Ltd.	UK	100	100	100	100	Full
SCOR Holding (UK) Ltd.	UK	100	100	100	100	Full
General Security Indemnity Company of Arizona	US	100	100	100	100	Full
SCOR Global Life USA Holdings Inc.	US	100	100	100	100	Full
SCOR Global Life Americas Holding Inc. (Delaware)	US	100	100	100	100	Full
SCOR Global Life Americas Reinsurance Co. (SGLA)	US	100	100	100	100	Full
SCOR Reinsurance Company	US	100	100	100	100	Full
SCOR U.S. Corporation	US	100	100	100	100	Full
SCOR Global Life USA Reinsurance Company	US	100	100	100	100	Full
SCOR Global Life Reinsurance Company of Delaware	US	100	100	100	100	Full
SCOR Life Assurance Company (SLAC)	US	100	100	100	100	Full
SCOR Life Reassurance Company (SLRC)	US	100	100	100	100	Full
SCOR Fin Life Insurance Company	US	100	100	100	100	Full
SCOR Canada Reinsurance Company	Canada	100	100	100	100	Full
SCOR Reinsurance Company (Asia) Ltd.	Hong Kong	100	100	100	100	Full
SCOR Reinsurance Asia Pacific Pte Ltd.	Singapore	100	100	100	100	Full
SCOR Services Asia-Pacific PTE LTD	Singapore	100	100	100	100	Full
SCOR Africa Ltd.	South Africa	100	100	100	100	Full
NON INSURANCE ENTITIES						
MRM SA	France	59.90	59.90	59.90	59.90	Full
SCOR Investment Partners SE	France	100	100	100	100	Full
SCOR Capital Partner SAS	France	100	100	100	100	Full
SCOR Real Estate	France	100	100	100	100	Full
Château Mondot SAS	France	100	100	100	100	Full

Note 3.2 INVESTMENTS CONSOLIDATED USING THE EQUITY METHOD

The Group has investments that are accounted for using the equity method and which are not material to the Group, either individually or in aggregate. The following table provides a summary of the aggregate amount of SCOR's share of these investments.

<i>In EUR millions</i>	As at December 31	
	2021	2020
Aggregate net book value (in SCOR) of individually immaterial associates	7	13
Aggregate amount of the reporting entity's share of net income/(loss)	(5)	(1)
Other comprehensive income	-	-
Total comprehensive income/(loss)	(5)	(1)

The table above is based on 2021 and 2020 provisional financial information.

Note 3.3 INFORMATION RELATED TO UNCONSOLIDATED STRUCTURED ENTITIES

The Group sponsors a number of special purpose vehicles (SPVs) designed to reduce SCOR's exposure to catastrophe losses and longevity developments through the transfer of risk to external investors.

Depending on the design of the risk transfer agreement with the SPV, the transaction is classified as either a derivative instrument or an insurance contract. Derivatives are recognized at fair value

through income and are presented in the balance sheet within "Derivative instruments". Future payments to the SPV scheduled in the risk transfer contract are recognized within "Other liabilities". Assets from the agreements designated as insurance contracts are recognized in the balance sheet within "Share of retrocessionaires in insurance and investment contract liabilities". Payments to the SPV are recognized in the income statement within "Ceded written premiums".

In EUR millions	December 31, 2021				December 31, 2020			
	Atlas Capital Reinsurance	Atlas Capital	Atlas Capital UK	Mangrove Insurance	Atlas Capital Reinsurance	Atlas Capital	Atlas Capital UK	Mangrove Insurance
	2020 DAC	UK 2019 PLC	2018 PLC	PCC Limited	2020 DAC	UK 2019 PLC	2018 PLC	PCC Limited
Insurance business investments	34	33	-	-	45	56	-	-
Share of retrocessionaires in insurance and investment contract liabilities	-	-	-	224	-	-	-	224
Total assets	34	33	-	224	45	56	-	224
Other liabilities	38	39	-	220	47	62	-	220
Total liabilities	38	39	-	220	47	62	-	220

SCOR's maximum exposure to losses from non-consolidated structured entities is the carrying amount of the assets (such carrying amount varies during the coverage period, in particular if a significant catastrophic event occurs), which cannot exceed the maximum residual coverage of the risk transfer agreement. Exposure relates to credit risk, which is very limited due to the use of low-risk collateral. Liabilities are settled by SCOR according to the risk transfer agreement.

Atlas Capital Reinsurance 2020 DAC

In 2020, SCOR sponsored a catastrophe bond ("cat bond"), Atlas Capital Reinsurance 2020 DAC, which provides the Group with multi-year risk transfer capacity of USD 200 million to protect itself against storms in the United States and earthquakes in the United States and Canada. The risk period for Atlas Capital Reinsurance 2020 DAC runs from April 30, 2020 to May 31, 2024. The instrument is accounted for as a derivative instrument.

Atlas Capital UK 2019 PLC – Catastrophe bond

On June 1, 2019, SCOR successfully sponsored a new catastrophe bond, Atlas Capital UK 2019 PLC, which provides the Group with multi-year risk transfer capacity of USD 250 million to protect itself against named storms in the United States, earthquakes in the United States and Canada, and windstorms in Europe. The risk period for Atlas Capital UK 2019 PLC runs from June 1, 2019 to May 31, 2023. The instrument is accounted for as a derivative instrument.

Atlas Capital UK 2018 PLC – Catastrophe bond

On June 1, 2018, as part of its policy of diversifying its capital protection tools, SCOR sponsored a catastrophe bond ("cat bond"), Atlas Capital UK 2018 PLC, which provides the Group with multi-year risk transfer capacity of USD 300 million to protect itself against named storms in the United States, earthquakes in the United States and Canada, and windstorms in Europe. The risk period for Atlas Capital UK 2018 runs from June 1, 2018 to May 31, 2022.

The contract has been accounted for as a reinsurance contract, in accordance with IFRS 4 – Insurance Contracts.

Mangrove Insurance PCC Limited – Quota share longevity retrocession Treaty

On December 18, 2019, as part of its policy of diversifying its capital protection tools, SCOR entered into a structured retrocession treaty with Mangrove Insurance PCC Limited Cell, which provides the Group with a multi-year source of retrocessional capacity. The treaty covers longevity risks arising from nine existing in-force reinsurance treaties with clients in the United Kingdom. The risk period for Mangrove Insurance PCC Limited runs from October 1, 2019 to October 1, 2048.

The contract has been accounted for as a reinsurance contract, in accordance with IFRS 4 – Insurance Contracts.

Note 4 ACQUISITIONS AND DISPOSALS

Business combinations are accounted for using the purchase method of accounting, which requires that the assets acquired and liabilities assumed be recorded at the date of acquisition at their respective fair values. If the business combination is achieved in stages, the acquirer's previously-held equity interest in the acquiree is remeasured to fair value at the acquisition date through income.

A gain from a bargain purchase is generated when the fair value of the net assets acquired by the Group exceeds the acquisition price and is recognized in the statement of income from the date of acquisition.

Provisions, contingent assets and contingent liabilities are assessed at the acquisition date for the entities acquired. Positions taken for the purposes of the initial accounting may be adjusted during the measurement period, which may not exceed one year from the acquisition date. Any adjustment after the initial accounting is finalized, is recognized in accordance with IFRS 3 – Business Combinations.

The Group did not carry out any material acquisitions or disposals of consolidated subsidiaries in 2021.

In 2020, the Group made the following acquisition:

AgroBrasil

On February 13, 2020, SCOR acquired a majority interest (60%) in AgroBrasil Administração e Participações Ltda ("AgroBrasil"), a Managing General Agent (MGA) and leading family-owned Brazilian distributor of fruit and grain loss of crop quality and yield insurance protection to Brazilian farmers.

The AgroBrasil acquisition secures access to a growing and profitable market for SCOR's P&C reinsurance and specialty insurance activities.

The purchase agreement includes both put and call options for the 40% remaining interest, to be exercised in the first quarter of 2023. The interest subject to the put and call options is deemed to have been acquired at the date of acquisition of the 60% interest. No non-controlling interest is recognized from the business combination.

In accordance with IAS 39, the present value of the liability corresponding to the deferred purchase price for the remaining 40% is included in the purchase price and has been recognized in the Group's liabilities.

SCOR obtained control of AgroBrasil at the closing date of the transaction. AgroBrasil has therefore been fully consolidated in the SCOR Group financial statements since February 13, 2020.

The identifiable assets acquired and liabilities assumed were recorded at their provisional fair values for the purposes of the opening balance sheet and included in SCOR's consolidated financial statements, in accordance with IFRS, during the first quarter of 2020. The net assets amounted to BRL 1 million (EUR 0.2 million, based on the EUR/BRL exchange rate at the acquisition date).

The resulting goodwill of EUR 12 million is recognized as goodwill arising from insurance activities.

In 2019, the Group made the following acquisition:

Coriolis Capital (renamed SCOR Investment Partners UK Ltd, « Coriolis Capital »)

On September 10, 2019, SCOR Investment Partner SE acquired 100% of SCOR Investment Partners UK Ltd, « Coriolis Capital ». Coriolis Capital is a London-based fund manager specialized in insurance-linked securities (ILS), investing in catastrophe bonds, options, collateralized reinsurance and climate derivatives. This acquisition will enable SCOR to accelerate its development in the field of ILS.

Coriolis Capital has been fully consolidated in SCOR's consolidated financial statements since September 10, 2019, after SCOR obtained the regulatory approvals from the authorities, notably from the Financial Conduct Authority (FCA) in the United Kingdom.

The identifiable assets acquired and liabilities assumed were recorded at their fair value for the purposes of the opening balance sheet and included in SCOR's consolidated financial statements, in accordance with IFRS, during the third quarter of 2019. The net assets amounted to GBP 2 million (EUR 3 million, based on the EUR/GBP exchange rate at the acquisition date).

The purchase price was allocated based on the fair value of the assets acquired and liabilities assumed at the date of acquisition, determined in accordance with IFRS 3 – Business Combinations. This resulted in goodwill of EUR 11 million, recognized in the balance sheet on the acquisition date as goodwill arising from non-insurance activities.

Note 5 SEGMENT INFORMATION

For management purposes, the Group is organized into three business units (SCOR Global P&C, SCOR Global Life and SCOR Global Investments), of which SCOR Global P&C and SCOR Global Life are considered reportable operating segments, and one corporate cost center: Group Functions.

SCOR Global Investments is the Group's asset management business unit. Its role is complementary to the two reportable operating segments as it manages SCOR Global P&C's and SCOR Global Life's investment assets associated with their contract liabilities. SCOR Global Investments also manages third-party assets, however this activity is currently considered not material. Therefore, SCOR Global Investments is not considered a separate reportable operating segment for the purposes of IFRS 8 – Operating Segments. Investment income and expenses are allocated to SCOR Global Life and SCOR Global P&C based on the allocation of the assets.

The SCOR Global P&C reportable operating segment is responsible for property and casualty insurance and reinsurance (also referred to as "Non-Life"), and the SCOR Global Life reportable operating segment is responsible for Life reinsurance (also referred to as "Life"). Each operating segment underwrites different types of risks. Responsibilities and reporting within the Group are established on the basis of this structure. No reportable operating segments have been aggregated to form the SCOR Global P&C and SCOR Global Life segments.

Management reviews the operating results of the SCOR Global P&C and SCOR Global Life segments individually, in order to assess the operational performance of the business and allocate resources. The amount of inter-segment transactions, primarily in relation to gross written premiums, is not material. Hub shared service costs are allocated to the business units using a headcount allocation key.

Group Functions is not a reportable operating segment and does not generate revenues. Costs relating to Group Functions are not directly attributable to either the SCOR Global P&C or SCOR Global Life segments. Group Functions is the corporate cost center which includes the costs of departments fulfilling duties for the benefit of the whole Group, such as the costs for Group Internal Audit, Group Finance Departments (Tax, Accounting, Group Consolidation and Reporting, Financial Communication, Treasury and Capital Management, Financial Planning and Analysis), Group Chief Sustainability Officer departments (Legal and Compliance, Communication, Human Resources, Sustainability), Investments, Technology, Transformation and Group Corporate Finance departments (Information Technology, Cost Controlling and Budgeting, Group Project Office and Business Continuity) and Group Chief Risk Officer departments (Group Actuarial, Risk Coverage, Risk Governance, Prudential and Regulatory Affairs, Risk Modeling).

CONSOLIDATED FINANCIAL STATEMENTS

Notes to the consolidated financial statements

The following table shows the operating results for the Group's operating segments and its corporate cost center for the years ended December 31, 2021, 2020 and 2019. Inter-segment recharges of expenses are eliminated at consolidation level.

In EUR millions	2021				2020				2019			
	SCOR Global Life	SCOR Global P&C	Group Functions	Total	SCOR Global Life	SCOR Global P&C	Group Functions	Total	SCOR Global Life	SCOR Global P&C	Group Functions	Total
Gross written premiums	9,372	8,228	-	17,600	9,208	7,160	-	16,368	9,194	7,147	-	16,341
Change in unearned premiums reserves	8	(596)	-	(588)	-	(47)	-	(47)	(11)	(435)	-	(446)
Gross earned premiums	9,380	7,632	-	17,012	9,208	7,113	-	16,321	9,183	6,712	-	15,895
Income on reinsurance contracts that do not meet risk transfer criteria	14	-	-	14	21	-	-	21	19	-	-	19
Gross benefits and claims paid	(8,857)	(5,808)	-	(14,665)	(7,720)	(4,774)	-	(12,494)	(7,216)	(4,576)	-	(11,792)
Gross commission on earned premiums	(1,597)	(1,637)	-	(3,234)	(1,203)	(1,643)	-	(2,846)	(1,326)	(1,543)	-	(2,869)
GROSS TECHNICAL RESULT⁽¹⁾	(1,060)	187	-	(873)	306	696	-	1,002	660	593	-	1,253
Ceded written premiums	(2,041)	(1,218)	-	(3,259)	(892)	(896)	-	(1,788)	(846)	(1,052)	-	(1,898)
Change in ceded unearned premiums reserves	11	131	-	142	-	(16)	-	(16)	-	61	-	61
Ceded earned premiums	(2,030)	(1,087)	-	(3,117)	(892)	(912)	-	(1,804)	(846)	(991)	-	(1,837)
Ceded claims	2,460	1,097	-	3,557	844	423	-	1,267	571	682	-	1,253
Ceded commissions	1,238	179	-	1,417	66	153	-	219	87	170	-	257
Net retrocession result	1,668	189	-	1,857	18	(336)	-	(318)	(188)	(139)	-	(327)
NET TECHNICAL RESULT⁽¹⁾	608	376	-	984	324	360	-	684	472	454	-	926
Other income and expense excl. income on reinsurance contracts that do not meet risk transfer criteria	(3)	(27)	-	(30)	(2)	(36)	-	(38)	6	(56)	-	(50)
Investment income	127	251	-	378	150	281	-	431	179	343	-	522
Interest on deposits	148	6	-	154	156	7	-	163	152	6	-	158
Capital gains/(losses) on sales of investments	29	190	-	219	62	134	-	196	9	77	-	86
Change in fair value of investments at fair value through income	(1)	5	41	45	(1)	19	-	18	(1)	26	-	25
Change in impairment and amortization of investments	(5)	(19)	-	(24)	(5)	(56)	-	(61)	(6)	(34)	-	(40)
Foreign exchange gains/(losses)	(23)	15	-	(8)	8	(21)	-	(13)	(2)	5	-	3
Investment income	275	448	41	764	370	364	-	734	331	423	-	754
Investment management expenses	(21)	(47)	(17)	(85)	(22)	(50)	(8)	(80)	(19)	(46)	(10)	(75)
Acquisition and administrative expenses	(293)	(326)	(19)	(638)	(262)	(254)	(25)	(541)	(273)	(270)	(21)	(564)
Other current operating expenses	(35)	(42)	(105)	(182)	(72)	(67)	(97)	(236)	(78)	(57)	(100)	(235)
CURRENT OPERATING RESULT	531	382	(100)	813	336	317	(130)	523	439	448	(131)	756
Other operating expenses	(4)	(40)	-	(44)	(4)	(51)	-	(55)	(4)	(57)	-	(61)
Other operating income	2	2	22	26	1	10	-	11	2	16	-	18
OPERATING RESULT (BEFORE IMPACT OF ACQUISITIONS)	529	344	(78)	795	333	276	(130)	479	437	407	(131)	713

(1) The technical result corresponds to the balance of the income and expenses allocated to the insurance and reinsurance business.

SCOR Global Life's technical margin in 2021 was 10.3% compared to 5.8% in 2020 and 7.5% in 2019. This reflects a negative 6.3 points impact due to the Covid-19 pandemic and +4.3 points driven by a one-off impact following the execution of the retrocession agreement with Covéa.

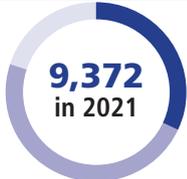
As part of the technical margin, the net technical result stands at EUR 608 million and includes the positive impact of Covéa retrocession contracts, reflecting the payment received, the cession of related reserves, and the amortization of value of business acquired and deferred acquisition costs. The day-1 impact of the Life in-force transaction on 2021 net technical result amounts to EUR 313 million (before tax).

Within the technical margin, the net technical result absorbed EUR 466 million claims caused by the Covid-19 pandemic of which EUR 357 million relates to the Life reinsurance business in the United States and EUR 109 million relates to all other markets, net of retrocession and before tax.

For SCOR Global P&C the net technical result for 2021 reflects a net combined ratio (calculated by dividing the sum of Non-Life claims, including natural catastrophes, commission and management expenses, net of retrocession, by earned premiums, net of retrocession) of 100.6% compared to 100.2% for 2020. Natural catastrophes had an impact of 12.8% on the net combined ratio in 2021, compared to 6.8% in 2020. Covid-19 had an impact of 1.7% on the net combined ratio in 2021.

Note 5.1 GROSS WRITTEN PREMIUMS AND INSURANCE CONTRACT LIABILITIES BY GEOGRAPHIC REGION

Gross written premiums by geographic region for SCOR Global Life, based on market responsibility, break down as follows:

<i>In EUR millions</i>	2021	2020	2019
SCOR GLOBAL LIFE			
 <ul style="list-style-type: none"> ■ 32% EMEA ■ 48% Americas ■ 20% Asia-Pacific 	3,023	2,942	3,141
	4,467	4,621	4,633
	1,882	1,645	1,420
TOTAL GROSS WRITTEN PREMIUMS	9,372	9,208	9,194

The main countries contributing to gross written premiums for SCOR Global Life, based on market responsibility, are as follows:

<i>In EUR millions</i>	2021	2020	2019
SCOR GLOBAL LIFE			
United States	4,241	4,405	4,419
United Kingdom	1,344	1,337	1,319
France	618	597	649
China	521	472	431
Other countries	2,648	2,397	2,376
TOTAL GROSS WRITTEN PREMIUMS	9,372	9,208	9,194

Gross written premiums by type of business for SCOR Global Life break down as follows:

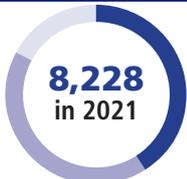
<i>In EUR millions</i>	2021	2020	2019
SCOR GLOBAL LIFE			
Protection	7,746	7,512	7,412
Financial Solutions	723	761	855
Longevity	903	935	927
TOTAL GROSS WRITTEN PREMIUMS	9,372	9,208	9,194

Contract liabilities and the share of retrocessionaires in contract liabilities for SCOR Global Life, allocated on the same basis as gross written premiums, break down as follows:

<i>In EUR millions</i>	As at December 31, 2021		As at December 31, 2020	
	Contract liabilities	Share of retrocessionaires in contract liabilities	Contract liabilities	Share of retrocessionaires in contract liabilities
SCOR Global Life				
EMEA	9,834	767	9,498	398
Americas	3,818	876	3,316	126
Asia-Pacific	2,065	272	1,516	44
TOTAL	15,717	1,915	14,330	568

The significant increase in share of retrocessionaires in contract liabilities is mainly due to the retrocession contracts entered into with Covéa (refer to Note 4.6.2 – Significant events of the year and Covid-19).

Gross written premiums by geographic region for SCOR Global P&C, based on the country in which the ceding company operates for the treaty business and the location of the insured for the facultative business, breaks down as follows:

<i>In EUR millions</i>	2021	2020	2019
SCOR GLOBAL P&C			
 <ul style="list-style-type: none"> ■ 41% EMEA ■ 42% Americas ■ 17% Asia-Pacific 	3,328	2,517	3,039
	3,488	3,400	2,861
	1,412	1,243	1,247
TOTAL GROSS WRITTEN PREMIUMS	8,228	7,160	7,147

The main countries contributing to gross written premiums for SCOR Global P&C, based on market responsibility, are as follows:

<i>In EUR millions</i>	2021	2020	2019
SCOR GLOBAL P&C			
United States	2,670	2,701	2,234
United Kingdom	892	564	988
France	635	403	476
China	452	356	428
Other countries	3,579	3,136	3,021
TOTAL GROSS WRITTEN PREMIUMS	8,228	7,160	7,147

Gross written premiums by type of business for SCOR Global P&C break down as follows:

<i>In EUR millions</i>	2021	2020	2019
SCOR GLOBAL P&C			
Specialty Insurance	2,161	1,884	1,741
Reinsurance	6,067	5,276	5,406
TOTAL GROSS WRITTEN PREMIUMS	8,228	7,160	7,147

For SCOR Global P&C, contract liabilities, allocated on the same basis as gross written premiums, and the share of retrocessionaires in contract liabilities, based on the location of the retrocessionaire, break down as follows:

<i>In EUR millions</i>	As at December 31, 2021		As at December 31, 2020	
	Contract liabilities	Share of retrocessionaires in contract liabilities	Contract liabilities	Share of retrocessionaires in contract liabilities
SCOR GLOBAL P&C				
EMEA	9,994	1,111	8,363	535
Americas	7,681	924	5,626	590
Asia-Pacific	2,440	186	2,182	88
TOTAL	20,115	2,221	16,171	1,213

Note 5.2 ASSETS AND LIABILITIES BY OPERATING SEGMENT

Key balance sheet captions by operating segment, as reviewed by management, break down as follows:

<i>In EUR millions</i>	As at December 31, 2021			As at December 31, 2020		
	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total
Goodwill arising from insurance activities	45	755	800	45	755	800
Value of business acquired	893	-	893	1,099	-	1,099
Insurance business investments	13,545	17,972	31,517	13,424	16,674	30,098
Share of retrocessionaires in insurance and investment contract liabilities	1,915	2,221	4,136	568	1,213	1,781
Cash and cash equivalents ⁽¹⁾	850	1,233	2,083	708	1,096	1,804
TOTAL ASSETS	23,263	28,255	51,518	21,470	24,747	46,217
Contract liabilities	(15,717)	(20,115)	(35,832)	(14,330)	(16,171)	(30,501)

(1) Cash and cash equivalents include cash held by the Group on behalf of third parties as part of its asset management activity for a total amount of EUR 140 million as at December 31, 2021 (December 31, 2020: EUR 165 million).

As a day-1 impact of the Life retrocession contracts entered into with Covéa (refer to Note 4.6.2 – Significant events), the value of business acquired was reduced by EUR 269 million and the share of retrocessionaires in contract liabilities increased by EUR 1,242 million.

Note 5.3 ASSETS AND LIABILITIES BY GEOGRAPHIC REGION

Assets and liabilities by geographic region, determined based on the location of the entities, break down as follows:

In EUR millions	As at December 31, 2021				As at December 31, 2020			
	EMEA	Americas	Asia-Pacific	Total	EMEA	Americas	Asia-Pacific	Total
Insurance business investments	22,310	7,040	2,167	31,517	22,512	5,613	1,973	30,098
Share of retrocessionaires in insurance and investment contract liabilities	3,615	476	45	4,136	1,341	392	48	1,781
TOTAL ASSETS	36,358	10,009	5,151	51,518	33,853	8,012	4,352	46,217
Contract liabilities	(22,124)	(9,509)	(4,199)	(35,832)	(19,471)	(7,585)	(3,445)	(30,501)

The significant increase in share of retrocessionaires in contract liabilities in the Americas region is mainly due to the retrocession contracts entered into with Covéa (refer to Note 4.6.2 – Significant events).

Note 5.4 CASH FLOWS BY OPERATING SEGMENT

Cash flows by operating segment break down as follows:

In EUR millions	2021			2020			2019		
	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total
Cash and cash equivalents at January 1	708	1,096	1,804	593	842	1,435	576	599	1,175
Net cash flows provided by/(used in) operations	593	1,813	2,406	(18)	1,006	988	101	740	841
Net cash flows provided by/(used in) investing activities	(359)	(1,186)	(1,545)	2	(466)	(464)	46	(265)	(219)
Net cash flows provided by/(used in) financing activities	(162)	(512)	(674)	205	(246)	(41)	(135)	(238)	(373)
Effect of changes in foreign exchange rates on cash and cash equivalents	70	22	92	(74)	(40)	(114)	5	6	11
CASH AND CASH EQUIVALENTS AT DECEMBER 31⁽¹⁾	850	1,233	2,083	708	1,096	1,804	593	842	1,435

(1) Cash and cash equivalents include cash held by the Group on behalf of third parties as part of its asset management activity for a total amount of EUR 140 million as at December 31, 2021 (December 31, 2020: EUR 165 million).

Net cash flows provided by operating activities amounted to EUR 2,406 million in 2021 (2020: EUR 988 million and 2019: EUR 841 million).

The significant increase in net cash flows provided by operations for SCOR Global Life is related to payment on July 1, 2021 of the agreed net upfront payment of USD 1,014 million from Covéa.

Note 6 GOODWILL

Goodwill represents the future economic benefits arising from assets acquired in a business combination that are not individually identified and separately recognized.

Goodwill represents the excess of (a) the aggregate of the consideration transferred, the value of any non-controlling interest in the acquiree, and, for business combinations achieved in stages, the fair value, at the acquisition date, of any investment previously held by the Group, over (b) the net amount of the identifiable assets acquired and liabilities assumed at the date of acquisition.

It is initially measured at cost, calculated as the difference between the consideration transferred in respect of the business combination and the net amount of the identifiable assets and assumed liabilities at the acquisition date.

Goodwill arising from companies accounted for under the equity method is included within the carrying amount of those investments.

After initial recognition, goodwill is measured at cost less any accumulated impairment.

At least annually, goodwill is tested for impairment. For the purposes of impairment testing, goodwill acquired in a business combination is allocated by SCOR to the groups of cash generating units (CGUs) that are expected to benefit from the profits and synergies of the business combination. SCOR groups its CGUs by operating segment, *i.e.* SCOR Global P&C and SCOR Global Life. This is consistent with the way SCOR manages and monitors its business and cash flow. Goodwill arising from non-insurance activities is allocated to separate CGUs and tested for impairment at CGU level. As part of the impairment testing, SCOR assesses whether the recoverable amount of the CGUs is at least equal to the total carrying amount of the CGUs (including goodwill). If it is determined that impairment exists, the total carrying amount is written down to the recoverable amount. Any impairment loss is allocated to goodwill first, is recorded in income in the period in which it arises and is not reversible.

<i>In EUR millions</i>	Goodwill arising from insurance activities	Goodwill arising from non insurance activities
Gross value at December 31, 2019	969	82
Foreign exchange rate movements	-	-
Additions	-	-
Disposals	-	-
Change in scope of consolidation	12 ⁽¹⁾	-
Gross value at December 31, 2020	981	82
Foreign exchange rate movements	-	-
Additions	-	-
Disposals	-	-
Change in scope of consolidation	-	-
Gross value at December 31, 2021	981	82
Cumulative impairment at December 31, 2019	(181)	-
Foreign exchange rate movements	-	-
Impairment for the period	-	-
Shadow accounting	-	-
Cumulative impairment at December 31, 2020	(181)	-
Foreign exchange rate movements	-	-
Impairment for the period	-	-
Shadow accounting	-	-
Cumulative impairment at December 31, 2021	(181)	-
CARRYING AMOUNT AS AT DECEMBER 31, 2019	788	82
CARRYING AMOUNT AS AT DECEMBER 31, 2020	800	82
CARRYING AMOUNT AS AT DECEMBER 31, 2021	800	82

(1) Relates to AgroBrasil (see Note 4 – Acquisitions and disposals).

The carrying amount of goodwill allocated to SCOR Global P&C and SCOR Global Life is disclosed in Note 5 – Segment information.

Goodwill arising from insurance activities

In order to estimate the value in use of SCOR Global P&C for the purpose of impairment testing, SCOR uses a discounted cash flow model, comprised of an earnings model, which considers forecasted earnings and other financial ratios for the reportable segment over a five-year period. The first two years are based on the assumptions from the Quantum Leap strategic plan and the last three years are extrapolated using a conservative approach based on past experience. Business plans include assessments of gross and net premium expectations, expected loss ratios and expected expense ratios, together with actuarial assumptions such as the coefficient of changes in ultimate net reserves together with assumptions as to the average time to payment of existing reserves and future business. Future cash flows beyond this period are extrapolated using a growth rate of 4%. SCOR uses risk-free interest rates for each currency as well as the Group's estimated weighted average cost of capital of 6.25%, derived from the Group Capital Asset Pricing Model (CAPM) and a risk-free rate based on the currencies used in the P&C business unit. Covid-19 assumptions have been reflected in the discounted cash flow model and the underlying business plans.

The goodwill impairment test conducted annually shows recoverable amounts in excess of the respective total carrying amounts for the financial years ended December 31, 2021, 2020 and 2019. Risk-free rate is a key assumption used in the model, and depends on macroeconomic environment, on which SCOR does not have influence. A 0.5 point decrease in the risk-free rate would decrease the discounting effect on existing reserves, which in turn would lead to a decrease in the value in use of the P&C business unit. However, this movement in the risk-free rate would not change the conclusion that no impairment is needed. A 10% decrease in the ultimate net premiums or a 3 point increase in the ultimate net combined ratio would not change the conclusion that no impairment is needed.

The goodwill impairment test for SCOR Global Life compares the carrying amount of goodwill with the future profits available from the life reinsurance portfolio of the business unit. A best estimate of the future profits is represented by the surplus of the contract liabilities for assumed reinsurance contracts portfolio, reduced for the share of retrocessionaires in reinsurance contract liabilities under IFRS, over the economic value of the technical provisions measured under Solvency II principles as published in the Solvency and financial condition report of SCOR Group. SCOR's life technical provisions are calculated as the sum of best estimate liabilities and

risk margin. The best estimate liability is valued as the net present value of future cash flows. The risk margin is derived by applying a cost of capital calculation considering the time value of future solvency capital requirements as calculated by the approved internal model.

The goodwill impairment test conducted annually shows recoverable amounts in excess of the respective total carrying amounts for the financial years ended December 31, 2021, 2020 and 2019. Management believes that any reasonably possible change in the key assumptions on which SCOR Global Life recoverable amounts are based would not cause their carrying amount to reduce their recoverable amount.

Consequently, no goodwill impairment charges were recognized on goodwill arising from insurance activities.

Goodwill arising from non-insurance activities

The goodwill balance (carrying amount as at December 31, 2021: EUR 71 million) and trademark (carrying amount as at December 31, 2021: EUR 136 million, see Note 10.1. – Other intangible assets) of the Château Mondot CGU were tested for impairment at the end of 2021, using the value in use approach. The value in use of the CGU was measured using both a comparable transactions valuation and a discounted cash-flow ("DCF") valuation. For the latter, the present value of the future cash flows is determined using a long-term business plan to reflect specificities of the wine industry and notably the length of the production and distribution cycles of a vintage.

The annual growth rate applied beyond the business plan horizon is 1.50% (rate used in 2020: 1.50%). After taking tax into consideration, future cash flows were discounted using a post-tax discount rate of 4.50% (rate used in 2020: 4.50%). A standard Capital Asset Pricing Model (CAPM) approach was used to determine the adequate weighted average cost of capital (WACC) of Château Mondot. Based on these assumptions, no impairment was recognized.

As of December 31, 2021, a change of 0.5 point in the post-tax risk adjusted discount rate or in the growth rate applied beyond the plan would not lead to the recognition of an impairment loss.

However, subsequent impairment tests may be based on different assumptions and future cash flow projections, which may result in an impairment of these assets.

Note 7 VALUE OF BUSINESS ACQUIRED

Value of business acquired (VOBA) relates to Life reinsurance portfolios acquired in a business combination. VOBA is calculated as the present value of the expected future cash flows for the assumed and retroceded reinsurance business, using estimates of expected profits from future technical results and future investment income from the investments covering the reinsurance reserves, less deductions for future portfolio administration expenses. The calculation of the present value of future profits reflects assumptions on mortality, morbidity, policyholder behavior, discount rates and margins for relevant risks at the date of acquisition.

VOBA is amortized over the lifetime of the underlying reinsurance portfolio, based on schedules derived from the run-off patterns of the expected profits calculated for future closing dates.

The cash flow projections for the acquired portfolio and noneconomic assumptions are reassessed regularly and updated in the actuarial calculations. The review of the future cash flow projections recognizes changes in the portfolio from special events like withdrawals from or recaptures of treaties by the cedents. The subsequent VOBA measurement is consistent with the measurement of the underlying reinsurance reserves. The VOBA amortization schedules are adjusted accordingly. VOBA is subject to impairment testing- *via* the liability adequacy test.

VOBA also includes an intangible asset related to the acquisition of the business portfolio of ReMark Group BV (ReMark), reflecting expected future profits.

In EUR millions

	Value of business acquired
Gross value as at December 31, 2019	1,838
Foreign exchange rate movements	(123)
Additions	-
Disposals	_(1)
Change in scope of consolidation	-
Gross value as at December 31, 2020	1,715
Foreign exchange rate movements	89
Additions	-
Disposals	_(1)
Change in scope of consolidation	-
Gross value as at December 31, 2021	1,804
Accumulated amortization and impairment as at December 31, 2019	(536)
Foreign exchange rate movements	34
Amortization for the period	(57) ⁽¹⁾
Impairment for the period	-
Shadow accounting	(57)
Accumulated amortization and impairment as at December 31, 2020	(616)
Foreign exchange rate movements	(40)
Amortization for the period	(320) ⁽¹⁾⁽²⁾
Impairment for the period	-
Shadow accounting	65
Accumulated amortization and impairment as at December 31, 2021	(911)
CARRYING AMOUNT AS AT DECEMBER 31, 2019	1,302
CARRYING AMOUNT AS AT DECEMBER 31, 2020	1,099
CARRYING AMOUNT AS AT DECEMBER 31, 2021	893

(1) In 2021 there were no disposals and amortization of VOBA resulting from the derecognition of VOBA due to treaty terminations to report (2020: EUR 0 million). Regular amortization related to business in force amounts to EUR (320) million for the year ended December 31, 2021 and EUR (57) million for the year ended December 31, 2020.

(2) As a day-1 impact of the Life retrocession contracts entered into with Covéa, the value of business acquired was reduced by EUR 269 million.

The IFRS 4 liability adequacy test, which includes VOBA recoverability, showed no indications of impairment for the years ended December 31, 2021, 2020 and 2019.

Note 8 INSURANCE BUSINESS INVESTMENTS

Financial assets

The Group classifies its financial assets in the following categories: available-for-sale, fair value through income, loans and receivables, derivative instruments and cash and cash equivalents. Currently no assets are classified as held-to-maturity. Sales and purchases of assets are recognized on the transaction date. After initial recognition, financial assets are subsequently measured according to their asset category, determined according to the methods set forth below. Financial assets are derecognized when the contractual rights to their cash flows expire or are transferred, and the Group has transferred substantially the risks and rewards incidental to their ownership.

Categories of financial assets

Available-for-sale financial assets

Available-for-sale financial assets include non-derivative assets that are either classified as available-for-sale or not allocated to any another category. They are carried at fair value. Unrealized gains and losses are recorded directly in shareholders' equity. Changes in foreign exchange rates relating to non-monetary available-for-sale assets are recorded directly in shareholders' equity while those relating to monetary available-for-sale assets are recorded in income.

Interest on debt instruments is calculated in accordance with the effective interest rate method, including the amortization of any premiums or discounts, and is recognized as investment income.

Dividends on equity instruments are recognized as investment income on the ex-dividend date. Upon the derecognition of an available-for-sale financial asset, the accumulated unrealized gains and losses included in shareholders' equity are transferred to realized capital gains/(losses) on investments, net of any amounts previously recorded in income.

Financial assets at fair value through income

The fair value through income category includes financial assets held for trading and those designated at fair value through income upon initial recognition. Gains and losses from changes in the fair value of the financial assets classified in this category are recognized in the statement of income in the period in which they occur.

Loans and receivables

The loans and receivables category includes cash deposits held by ceding companies as collateral for underwriting commitments, measured at cost. Non-derivative financial assets, where payment is fixed or determinable and which are not listed on an active market, are also included within this category and are recognized at amortized cost using the effective interest rate method. Loans and receivables include short-term deposits or investments with a maturity of more than three months and less than 12 months at the date of purchase or deposit. Loans and receivables include a provision for recoverability if deemed necessary.

Note 8.1 INVESTMENTS BY MEASUREMENT METHOD

The Group's investments and cash by category and fair value hierarchy are presented below:

In EUR millions	As at December 31, 2021				
	Total	Level 1	Level 2	Level 3	Cost or amortized cost
Real estate investments	629	-	-	-	629
Equity securities	843	215	534	-	94
Debt securities	19,281	17,627	1,654	-	-
Available-for-sale financial assets	20,124	17,842	2,188	-	94
Equity securities	172	-	172	-	-
Debt securities	8	8	-	-	-
Investments at fair value through income	180	8	172	-	-
Loans and receivables	10,322	203	-	-	10,119
Derivative instruments	262	-	193	69	-
TOTAL INSURANCE BUSINESS INVESTMENTS	31,517	18,053	2,553	69	10,842
Cash and cash equivalents	Note 12	2,083	2,083	-	-
INVESTMENTS AND CASH	33,600	20,136	2,553	69	10,842
Percentage	100%	60%	8%	0%	32%

As at December 31, 2020

<i>In EUR millions</i>	Total	Level 1	Level 2	Level 3	Cost or amortized cost
Real estate investments	603	-	-	-	603
Equity securities	654	192	383	-	79
Debt securities	17,589	15,724	1,865	-	-
Available-for-sale financial assets	18,243	15,916	2,248	-	79
Equity securities	1,618	232	1,386	-	-
Debt securities	14	14	-	-	-
Investments at fair value through income	1,632	246	1,386	-	-
Loans and receivables	9,418	185	-	-	9,233
Derivative instruments	202	-	98	104	-
TOTAL INSURANCE BUSINESS INVESTMENTS	30,098	16,347	3,732	104	9,915
Cash and cash equivalents	Note 12	1,804	1,804	-	-
INVESTMENTS AND CASH	31,902	18,151	3,732	104	9,915
Percentage	100%	57%	12%	0%	31%

Mutual funds

Total investments and cash include mutual funds (EUR 5,031 million) that the Group manages and controls and which are also open to external investors. As at December 31, 2021, the carrying amount of the share held by external investors in consolidated mutual funds was EUR 1,808 million (December 31, 2020: EUR 3,131 million). This decrease in the share held by external investors in consolidated mutual funds is mainly due to the deconsolidation of two mutual funds previously consolidated using the short-cut method, following SCOR's control assessment review. As the share held by external investors is no longer reported within "Investments at fair value through income" or "Other liabilities" in the balance sheet, this had no impact on SCOR's shareholders' equity.

As at December 31, 2021, no funds are consolidated using the short cut method.

Cash and cash equivalents include cash held by the Group on behalf of third parties as part of its asset management activity for EUR 140 million as at December 31, 2021 (December 31, 2020: EUR 165 million).

Available-for-sale investments measured at cost

Available-for-sale investments include EUR 94 million of investments that are measured at cost (December 31, 2020: EUR 79 million). These investments primarily include equity securities and funds which are not listed.

In 2020, there were no material gains or losses realized on the disposal of available-for-sale investments which were previously carried at cost.

In 2021, the Group recognized a pre-tax gain of EUR 89 million following the derecognition of its investment in States Title Holding, Inc. Following the listing of States Title Holding, Inc. (now Doma Holdings) shares on the market, SCOR's preferred shares were converted into common shares, substantially modifying the rights to the related cash flows.

SCOR's investment in Doma Holdings is accounted for as available-for-sale equities and is measured at fair value, based on the share price.

Impairment

Total impairment (net of reversals) recognized in 2021 amounted to EUR 6 million (2020: EUR 39 million), relating mainly to EUR 7 million on the equity portfolio (2020: EUR 34 million), EUR 0 million on loans and receivables (2020: EUR 0 million) and EUR (1) million on the debt securities portfolio (2020: EUR 5 million). See Note 2 – Significant events of the year and Covid-19, for information on the impact of the Covid-19 pandemic.

Note 8.2 ACCOUNTING PRINCIPLES FOR MEASUREMENT AND IMPAIRMENT OF FINANCIAL ASSETS

Measurement of financial assets

The fair value of financial instruments that are traded in an active, organized financial market is determined by reference to quoted market bid prices, at the close of business on the reporting date. If quoted market prices are not available, reference can also be made to broker or dealer price quotations. As the Group is responsible for determining the fair value of its investments, regular analyses are performed to assess whether prices received from third parties are reasonable estimates of fair value. The Group's analyses include: (i) a review of price changes made in the investment management systems; (ii) a regular review of price deviations between two dates exceeding predefined thresholds per investment category; and (iii) a review and approval of measurement changes made on an exceptional basis. The Group may conclude that the prices received from third parties are not reflective of current market conditions. In those instances, SCOR may request alternative price quotations or apply internally developed valuations. Similarly, the Group may measure certain derivative investments using internal valuation techniques based on observable market data.

For unlisted equity instruments, fair value is determined according to commonly used valuation techniques.

The fair value of hedge funds managed by third parties is based on their net asset value (NAV) as issued by external asset managers. NAV is regularly audited, at least annually.

The fair value of variable-rate and overnight deposits with credit institutions is their carrying amount.

If, as a result of a change in management intention or ability or in the circumstance that a reliable measure of fair value is no longer available, it becomes appropriate to carry a financial instrument at cost or amortized cost, then the last reliable fair value available is taken as the new cost or amortized cost, as applicable.

Fair value hierarchy

The Group provides disclosures on the measurements of financial instruments held at fair value using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The level in the fair value hierarchy is determined on the basis of the lowest-level input that is significant to the fair value measurement in its entirety. For this purpose, the significance of an input is assessed against the fair value measurement. Assessing the significance of a particular input to the fair value measurement requires judgment, considering factors specific to the asset or liability. At each reporting date, the Group considers the classification relevancy of financial instruments that are measured at fair value. The valuation methodology of financial instruments is regularly monitored to identify potential reclassifications. The fair value hierarchy has the following levels:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Included in this level are financial instruments for which quoted prices or rates represent actual and regularly occurring transactions that are available from a stock exchange, dealer or broker. Such instruments comprise listed equities, bonds and other securities issued by governments or government-sponsored agencies, as well as short-term fixed-income investments. For investments in closed- or open-ended funds, fund shares and units and derivative financial instruments (including real estate, interest rate and mortality swaps, options, etc.), fair value is determined by reference to other published bid values.

- Level 2: models prepared by internal and external experts using observable market inputs.

The Group has certain investments for which fair value is determined based on models prepared by internal and external experts using observable market inputs. These primarily comprise structured products, other than securities issued by government agencies for which the market is considered active, senior hybrid tier 1 and tier 2 corporate debt, private placements, inflation-linked government bonds, other specific alternative investments and derivative instruments.

- Level 3: valuation inputs for an asset or liability that are not based on observable market data (unobservable inputs).

The value of these instruments is neither supported by observable prices for current market transactions in the same instrument nor by available market data. If a fair value measurement is based essentially on unobservable inputs, it is classified within level 3 of the fair value hierarchy. Level 3 instruments consist mainly of derivative instruments, primarily relating to the Atlas catastrophe and mortality bonds.

For further detail on the measurement of derivative instruments, see the paragraphs on derivative instruments below.

Impairment of financial assets

At each reporting date, the Group assesses whether there is any objective evidence of impairment. The amount of impairment is recorded by asset category, as set forth below.

For available-for-sale equity securities which are listed on an active market, a line-by-line analysis is performed when there has been an unrealized loss in the fair value as compared to the initial purchase price of more than 30%, or a consistent unrealized loss over a period of more than 12 months. The different factors considered in this analysis include the existence or inexistence of significant changes in the technological, market, economic or legal environment in which the issuer operates. After consideration of these factors, if a security remains unimpaired, the Group ultimately considers objective evidence of impairment, as per IAS 39, by reference to three further key criteria i.e. the existence or inexistence of:

- a consistent decline of more than 30% for 12 consecutive months; or
- a decline of more than 50%; or
- a consistent decline for more than 24 months.

For certain investments, in addition to the above impairment guidelines, SCOR takes into consideration other important factors, such as:

- whether the asset is excluded from any actively traded portfolio;
- its ability and intention to continue to hold the investment for a significantly longer period than a normal investment;
- its business relationship with the investee; and
- the estimated long-term embedded value of the investment.

For unlisted equity instruments, impairment is assessed using a similar approach to listed equities.

For securities not considered to be traded in an active, liquid market, especially investments in closed-ended funds, SCOR performs a line-by-line analysis based on the expected lifecycle of these instruments and their business model. A security is considered impaired if:

- there has been a decline of more than 50%; or

- there has been a consistent decline for more than 48 months, without any recovery in the net asset value; and
- the net asset value has not recovered to at least the initial purchase price of the security after an additional 12-month period.

For debt securities and loans and receivables, an objective indication of impairment relates primarily to proven default credit risk. To enable the Group to conclude whether there is objective evidence that an instrument or group of instruments is impaired, various factors are taken into consideration to identify debt securities that may be at risk of impairment, including significant financial difficulty or default in payment.

For financial assets whose fair value cannot be measured reliably and which are measured at cost, regular analyses are performed to determine whether this measurement method remains appropriate given the nature of the investment and factors such as amounts realized and the appearance or reappearance of a market or reliable value. Impairment tests are carried out based on the underlying nature of the investment and the expected future cash flows.

If an available-for-sale financial asset is impaired and the decline in the fair value is recognized in revaluation reserves in other comprehensive income, the cumulative loss is reclassified from shareholders' equity to the statement of income. The cumulative loss is calculated as the difference between the cost of the asset (net of any principal repayment and amortization) and its current fair value, less any impairment previously recognized in the statement of income.

A subsequent increase in the value of an impaired available-for-sale equity instrument is not recognized in the statement of income. A subsequent increase in the value of an impaired available-for-sale debt security is recorded through income if the increase in the fair value of the instrument can be objectively related to an event occurring after the impairment was recognized.

Note 8.3 MOVEMENTS IN FINANCIAL INSTRUMENTS CATEGORIZED WITHIN LEVEL 3 OF THE FAIR VALUE HIERARCHY

The following table shows the reconciliation between the opening and closing balances for assets categorized within level 3 of the fair value hierarchy:

<i>In EUR millions</i>	Equity securities	Debt securities	Loans and receivables	Derivative instruments	Total
Carrying amount as at January 1, 2021	-	-	-	104	104
Foreign exchange rate movements	-	-	-	-	-
Income and expense recognized in the statement of income	-	-	-	(35) ⁽¹⁾	(35)
Additions	-	-	-	-	-
Disposals	-	-	-	-	-
Transfers into level 3	-	-	-	-	-
Transfers out of level 3	-	-	-	-	-
Change in fair value through OCI	-	-	-	-	-
Change in scope of consolidation	-	-	-	-	-
CARRYING AMOUNT AS AT DECEMBER 31, 2021	-	-	-	69	69

(1) Movements in derivative instruments are due to changes in the fair value of Atlas Capital UK 2019 PLC and Atlas Capital Reinsurance 2020 DAC derivatives recorded in other operating expenses, and of the contingent capital facility, recorded in investment income.

<i>In EUR millions</i>	Equity securities	Debt securities	Loans and receivables	Derivative instruments	Total
Carrying amount as at January 1, 2020	-	-	-	85	85
Foreign exchange rate movements	-	-	-	-	-
Income and expense recognized in the statement of income	-	-	-	(48) ⁽¹⁾	(48)
Additions	-	-	-	67	67
Disposals	-	-	-	-	-
Transfers into level 3	-	-	-	-	-
Transfers out of level 3	-	-	-	-	-
Change in fair value through OCI	-	-	-	-	-
Change in scope of consolidation	-	-	-	-	-
CARRYING AMOUNT AS AT DECEMBER 31, 2020	-	-	-	104	104

(1) Movements in derivative instruments are due to changes in the fair value of Atlas Capital UK 2019 PLC and Atlas Capital Reinsurance 2020 DAC derivatives recorded in other operating expenses, and of the contingent capital facility, recorded in investment income.

There were no material transfers between level 1 and level 2 in 2021 and 2020, respectively. There were also no changes in the purpose of a financial asset that subsequently resulted in a different classification of that asset.

Note 8.4 REAL ESTATE INVESTMENTS

Investment property

Real estate held by the Group is classified as investment property when it is held to earn rental income, for capital appreciation or both. Real estate is measured at cost less any accumulated depreciation and impairment. Depreciation is recorded on a straight-line basis over the useful lives of the assets as follows:

Category	Useful life
Land	Indefinite (not depreciated)
Buildings	
Building structure and exterior	30-80 years
Insulation	30 years
Technical installations	20 years
Fixtures and fittings	10-15 years

Repair and maintenance costs are charged to the statement of income during the period in which they are incurred. All costs directly associated with purchases or construction of real estate are capitalized. All subsequent value-enhancing capital expenditures are classified as acquisition costs and capitalized when it is probable that future economic benefits will flow to the Group and the cost of the investment property can be measured reliably.

Every five years, the market (or fair) value of each investment property is subject to an in-depth analysis by an independent appraiser with recent experience in the location and category of the investment property being assessed and approved by the domestic regulators (*Autorité de contrôle prudentiel et de résolution* in France). Annually, the appraised market value is updated by the same independent appraiser based on changes in the local market and/or the property's rental and technical situation.

At each reporting date, an impairment test is required if there is an indication of possible impairment, such as the market value of the property being below its carrying amount. In such cases, the Group assesses the recoverable amount of the property in question. The recoverable amount is the higher of the property's fair value less cost to sell and its value in use. Value in use is assessed using an internal discounted cash flow model that is based on current market estimates and takes into account the rental situation, the completeness of construction and renovation work, as well as recent developments within the local real estate market. If the recoverable amount is more than 20% below the carrying amount, the resulting impairment loss is recognized in the statement of income.

Rental income

In accordance with rental agreements, rental income from investment properties is recognized on a straight-line basis over the term of the agreements.

The properties held by the Group and considered as investment property are owned either by wholly-owned subsidiaries of SCOR or by MRM (a listed real estate investment company). They consist mainly of office buildings (held by wholly-owned subsidiaries and MRM), and retail buildings (held by MRM).

Movements in real estate investments are analyzed as follows:

<i>In EUR millions</i>	Real estate investments	Finance leases	Total
Gross value as at December 31, 2019	804	-	804
Foreign exchange rate movement	-	-	-
Additions	25	-	25
Disposals	(84)	-	(84)
Reclassification	-	-	-
Change in scope of consolidation	-	-	-
Gross value as at December 31, 2020	745	-	745
Foreign exchange rate movement	-	-	-
Additions	46	-	46
Disposals	(5)	-	(5)
Reclassification	-	-	-
Change in scope of consolidation	-	-	-
Gross value as at December 31, 2021	786	-	786
Accumulated depreciation and impairment as at December 31, 2019	(143)	-	(143)
Depreciation for the period	(14)	-	(14)
Impairment for the period	(8)	-	(8)
Other	23	-	23
Reclassification	-	-	-
Accumulated depreciation and impairment as at December 31, 2020	(142)	-	(142)
Depreciation for the period	(15)	-	(15)
Impairment for the period	(2)	-	(2)
Other	2	-	2
Reclassification	-	-	-
Accumulated depreciation and impairment as at December 31, 2021	(157)	-	(157)
CARRYING AMOUNT AS AT DECEMBER 31, 2019	661	-	661
CARRYING AMOUNT AS AT DECEMBER 31, 2020	603	-	603
CARRYING AMOUNT AS AT DECEMBER 31, 2021	629	-	629

<i>In EUR millions</i>	Real estate investments	Finance leases	Total
Fair value as at December 31, 2019	809	-	809
Fair value as at December 31, 2020	735	-	735
FAIR VALUE AS AT DECEMBER 31, 2021	755	-	755

In 2021, additions in respect of real estate investments related to the costs incurred for construction and renovation work on existing properties, for a total of EUR 46 million. Disposals related to the sale of two buildings, resulting in a total gain on sale of EUR 1 million.

In 2020, additions in respect of real estate investments related to the costs incurred for construction and renovation work on existing properties, for a total of EUR 25 million. Disposals related to the sale of one property, resulting in a gain of EUR 47 million.

Real estate financing is presented in Note 14.2 – Real estate financing.

Valuation techniques and unobservable inputs

The fair value of real estate investments is categorized within level 3. The valuation techniques and unobservable inputs were as follows as at December 31, 2021 and 2020:

Real estate	Carrying amount Dec. 31, 2021 (in EUR millions)	Fair value Dec. 31, 2021 (excluding transfer taxes and in EUR millions)	Valuation method	Average rent (in EUR per sqm)	Average price (in EUR per sqm)	Average net cap rate (value including transfer taxes)	Rent range (in EUR per sqm per annum)	Net cap rate range	Price range (in EUR per sqm)
Offices portfolio	387	462	Market comparison and income capitalization ⁽¹⁾	335	5,739	4.56%	[158-526]	[4.31%- 9.10%]	[2,632- 9,761]
Retail portfolio	242	293	Market comparison and income capitalization ⁽¹⁾	368	8,601	5.16%	[6-1,000]	[3.26%- 9.25%]	[312- 14,026]

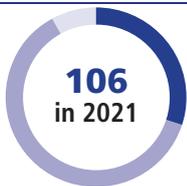
Real estate	Carrying amount Dec. 31, 2020 (in EUR millions)	Fair value Dec. 31, 2020 (excluding transfer taxes and in EUR millions)	Valuation method	Average rent (in EUR per sqm)	Average price (in EUR per sqm)	Average net cap rate (value including transfer taxes)	Rent range (in EUR per sqm per annum)	Net cap rate range	Price range (in EUR per sqm)
Offices portfolio	452	549	Market comparison and income capitalization ⁽¹⁾	338	5,376	5.40%	[188-533]	[0%- 8.10%]	[2,632- 9,922]
Retail portfolio	151	186	Market comparison and income capitalization ⁽¹⁾	138	1,820	5.70%	[21-789]	[5.25%- 8.75%]	[156- 5,547]

(1) The discounted cash flows (DCF) approach or the transaction price (for real estate investments under offer) may also be used for some real estate investments.

Property-related commitments received and granted

Rental income

As part of its real estate investment activities described above, SCOR leases its investment properties. The leases generally conform to the local market conditions and have annual indexation clauses for the rental payments. The estimated minimum future rental income is as follows:

In EUR millions	2021 Minimum rental income	2020 Minimum rental income
 <ul style="list-style-type: none"> ■ 30% Less than one year ■ 62% One to five years ■ 8% More than five years 	32	28
	66	49
	8	10
TOTAL MINIMUM RENTAL INCOME	106	87

The rental income from investment properties was EUR 30 million in 2021 (2020: EUR 31 million) and the related direct operating expenses amounted to EUR 13 million (2020: EUR 9 million).

Property-related commitments

As part of its real estate investment activities, the Group has committed to purchasing several properties through off-plan sales contracts. As at December 31, 2021, SCOR has off-balance sheet commitments of EUR 1 million in respect of such contracts (December 31, 2020: EUR 11 million). The decrease compared to 2020 is mainly due to the completion of work on two buildings.

Note 8.5 BREAKDOWN OF AVAILABLE-FOR-SALE SECURITIES AT FAIR VALUE THROUGH INCOME

The following table shows debt and equity securities and unrealized gains and losses by class of security classified as available-for-sale and at fair value through income:

<i>In EUR millions</i>	As at December 31, 2021		As at December 31, 2020	
	Carrying amount	Net unrealized gains/(losses)	Carrying amount	Net unrealized gains/(losses)
GOVERNMENT BONDS & SIMILAR				
France	73	(1)	76	-
Germany	91	-	54	1
Netherlands	58	(1)	46	1
United Kingdom	95	(1)	80	-
Other EU	67	(1)	67	(1)
United States	2,668	4	2,484	12
Canada	296	14	281	25
Japan	27	-	33	-
China	952	9	770	2
Supranational	236	(2)	212	3
Other	1,422	(2)	1,266	32
Total government bonds & similar	5,985	19	5,369	75
Covered bonds & mortgage-backed securities	1,586	14	1,393	40
Corporate bonds	10,112	55	9,021	407
Structured & securitized products	1,606	(9)	1,820	(23)
TOTAL DEBT SECURITIES	19,289	79	17,603	499
Equity securities	1,015	28	2,272	16
TOTAL AVAILABLE FOR SALE AND FAIR VALUE THROUGH INCOME	20,304	107	19,875	515

As at December 31, 2021, the net unrealized gain (loss) on debt securities included EUR 249 million in unrealized gains and EUR 170 million in unrealized losses (December 31, 2020: EUR 566 million in unrealized gains and EUR 67 million in unrealized losses).

The net unrealized gain (loss) on equity securities as at December 31, 2021 comprised EUR 91 million in unrealized gains and EUR 63 million in unrealized losses (December 31, 2020: EUR 50 million in unrealized gains and EUR 34 million in unrealized losses).

As at December 31, 2021, revaluation reserves amounted to EUR 65 million (December 31 2020: EUR 315 million) and also included:

- tax effects in respect of net unrealized gains and losses on available-for-sale securities, in a negative amount of EUR 23 million (2020: negative EUR 115 million);

- unrealized foreign exchange gains and losses, net of tax effects, in a positive amount of EUR 3 million (2020: positive EUR 3 million);
- shadow accounting impacts, net of tax impacts, in a negative amount of EUR 30 million (2020: negative EUR 109 million);
- elimination of unrealized gains and losses in respect of available-for-sale assets under management for external clients in other liabilities in a positive amount of EUR 6 million (2020: positive EUR 12 million);
- unrealized gains and losses in respect of available-for-sale securities held by equity-accounted companies in an amount of EUR 0 million (2020: EUR 0 million);
- unrealized gains and losses, net of tax effects, in respect of funds held by ceding companies in a positive amount of EUR 2 million (2020: positive EUR 9 million).

Note 8.6 DEBT SECURITIES CREDIT RATING STRUCTURE

In EUR millions

	As at December 31, 2021		As at December 31, 2020	
■ AAA	2,854	15%	2,561	15%
■ AA	4,395	23%	4,252	24%
■ A	5,729	30%	4,888	28%
■ BBB	3,798	20%	3,396	19%
■ <BBB	1,628	8%	1,443	8%
■ Not rated	885	4%	1,063	6%
TOTAL DEBT SECURITIES	19,289	100%	17,603	100%

Note 8.7 DEBT SECURITIES MATURITY SCHEDULE

The table below presents the estimated maturity profiles of financial assets for which the Group expects to generate cash inflows to meet cash outflows for the settlement of financial and reinsurance contract liabilities:

In EUR millions

	As at December 31, 2021		As at December 31, 2020	
■ Less than one year	4,782	25%	3,102	18%
■ One to five years	8,433	44%	9,170	52%
■ Five to 10 years	5,657	29%	4,782	27%
■ 10 to 20 years	304	1%	410	2%
■ More than 20 years	113	1%	139	1%
TOTAL DEBT SECURITIES	19,289	100%	17,603	100%

Note 8.8 LOANS AND RECEIVABLES

In EUR millions

	As at December 31, 2021	As at December 31, 2020
Funds held by ceding companies	8,637	7,914
Short-term investments	225	294
Loans secured against collateral	-	-
Infrastructure and Real estate loans	1,387	1,199
Other loans maturing in more than one year	66	3
Deposits	7	8
TOTAL	10,322	9,418

Loans and receivables primarily include cash deposits made at the request of ceding companies as collateral for Group commitments (insurance contract liabilities), short-term investments and related accrued interest. Short-term investments include government bonds, certificates of deposit (CDs) and treasury bills (T-bills) maturing between 3 and 12 months from the date of purchase. CDs and T-bills maturing in more than 12 months from the date of purchase are included in "Other loans maturing in more than one year".

As at December 31, 2021, the increase in loans and receivables of EUR 904 million compared to end-2020 was mainly due to the increase in funds held by ceding companies (linked to the Non-Life business) and in infrastructure and real estate loans partially offset by the decrease in short-term investments.

Short-term investments include EUR 203 million carried at fair value at December 31, 2021 (December 31, 2020: EUR 183 million). Other loans and receivables are carried at cost, which approximates their fair value as at December 31, 2021 and 2020.

Note 8.9 DERIVATIVE INSTRUMENTS

Derivative instruments and hedging instruments

Derivative instruments are recorded and classified at fair value through income unless they are designated as hedging instruments.

All derivatives are carried as assets when their fair values are positive and as liabilities when their fair values are negative.

The accounting method varies according to whether or not the derivative instrument is designated as a hedging instrument, as described below in "Hedging instruments".

When the Group has not designated the derivative as a hedging instrument, the gains and losses resulting from changes in the fair value of the instrument are recorded in the statement of income in the period in which they occur. The Group uses the following derivative instruments to reduce its exposure to various risks: interest rate swaps, foreign currency forward purchase and sale contracts, caps and floors, puts and calls and insurance-linked securities (ILS).

Embedded derivative instruments

An embedded derivative is a component of a hybrid instrument that includes a non-derivative host contract, with the effect that a portion of the cash flows of the hybrid instrument fluctuate in the same way as those of a freestanding derivative. The host contract can be a financial instrument or an insurance contract.

A material embedded derivative is separated from the host contract and recognized as a derivative when:

- the economic features and risks of the embedded derivative are not closely linked to the economic features of the host contract;
- the embedded instrument has the same conditions as a separate derivative instrument; and
- the hybrid instrument is not measured at fair value through income.

Where an embedded derivative has been separated from its host contract, it is recognized in accordance with the guidelines on accounting for derivative financial instruments.

Where the embedded derivative represents a significant part of the instrument and cannot be separated from the host contract, the hybrid instrument is treated as an instrument held for trading. Gains and losses resulting from changes in the fair value of the hybrid instrument are recognized in the statement of income in the period during which they occur.

Hedging instruments

A hedging instrument is a derivative instrument designated as a hedging instrument or, in the case of a foreign currency hedge, a non-derivative asset or liability designated as a hedging instrument, for which the fair value or cash flows offset changes in the fair value or cash flows of the hedged item.

The hedged item may be an asset, a liability, a firm commitment, a highly probable transaction or a net investment in a foreign operation that exposes the Group to changes in fair value or future cash flows, and which is designated as being hedged.

Hedge effectiveness is monitored periodically by comparing the changes in the fair value or cash flows of the hedged item with the changes in the fair value or cash flows of the hedge instrument, in order to determine the degree of effectiveness.

A derivative instrument designated as a fair value hedge is initially recognized at fair value on the date on which the derivative contract is entered into. The carrying amount of the hedged item is adjusted for gains and losses attributable to the risk being hedged. The derivative is remeasured at fair value and gains and losses are recognized in the statement of income.

A derivative instrument designated as a cash flow hedge is initially recognized at fair value on the date on which the derivative contract is entered into. The effective portion of gains or losses on the hedging instrument is recognized in other comprehensive income in the cash flow hedge reserve, while the ineffective portion is recognized in the statement of income. Amounts taken to other comprehensive income are transferred to the statement of income when the hedged transaction is reflected in the statement of income, such as when financial income or financial expenses related to the hedge are recognized or when the expected sale or purchase occurs.

For hedges of net investments in a foreign operation, the portion of gains or losses on the hedging instrument considered as the effective portion of the hedge is recorded directly in shareholders' equity. Any ineffective portion of the hedge is recognized in the statement of income.

Derivative financial instruments include the following items:

In EUR millions	Derivative assets as at December 31,		Derivative liabilities as at December 31,		Fair value through income		Gains or losses recognized through other comprehensive income	
	2021	2020	2021	2020	2021	2020	2021	2020
Atlas Re 2020 & Atlas UK 2019	67	100	-	-	(33)	(46)	-	-
Interest rate swaps	-	-	1	2	-	-	1	-
Cross currency swaps	72	42	-	-	43	(60)	(13)	22
Foreign currency forwards	80	57	80	83	45	(59)	(19)	12
Other	43	3	-	-	40	(2)	-	-
TOTAL	262	202	81	85	95	(167)	(31)	34

Catastrophe bonds

Atlas Capital UK 2019 PLC provides the Group with multi-year risk transfer capacity of USD 250 million to protect itself against named storms in the United States, earthquakes in the United States and Canada, and windstorms in Europe. The risk period for Atlas Capital UK 2019 runs from June 1, 2019 to May 31, 2023.

In 2020, SCOR sponsored a new catastrophe bond ("cat bond"), Atlas Capital Reinsurance 2020 DAC, which provides the Group with multi-year risk transfer capacity of USD 200 million to protect

The material unobservable inputs used in the valuation model are:

Unobservable inputs	Atlas Capital UK 2019 PLC	Atlas Capital Re 2020 DAC
Expected loss from US named storms, based on AIR model	6.31%	5.56%
Expected loss from US and Canadian earthquakes, based on AIR model	3.54%	3.87%
Expected loss from European windstorms, based on AIR model	1.64%	N/A

A significant catastrophic event (earthquake in the United States or Canada, named storm in the United States or a windstorm in Europe) during the coverage period of the respective bond would lead to a change in the fair value of the derivative instrument.

Interest rate swaps

SCOR has entered into interest rates swaps to hedge its exposure to variable-rate financial liabilities, mainly relating to real estate investments. The fair value of these swaps is obtained from the banking counterparty and is based on market inputs. As part of the usual analysis of accounts processes, these third-party valuations are checked for reasonableness against internal models. The total notional amount of these swaps was EUR 46 million as at December 31, 2021 (December 31, 2020: EUR 44 million). The net interest paid on these swaps was not material in 2021 (2020: EUR 0 million).

itself against storms in the United States and earthquakes in the United States and Canada. The risk period for Atlas Capital Reinsurance 2020 DAC runs from April 30, 2020 to May 31, 2024.

These instruments are recognized as derivatives and measured using a cumulative expected loss model that is based on a combination of market inputs, where the instrument is traded in an active market, and catastrophe modeling tools developed by a third-party service provider (AIR).

Measurement and presentation

Cash flow hedge accounting is applied when the hedging relationship is determined to be highly effective at the inception of the hedge and throughout its term. Effectiveness testing is performed at the inception of the hedging relationship and at each reporting date throughout the term of the hedge. Where hedge effectiveness is not attained, the hedging instrument (interest rate swap) is measured at fair value through income from the date on which the hedging relationship ceases to be effective. As at December 31, 2021, the fair value of the Group's interest rate swaps was a negative EUR 1 million, recognized within liabilities (December 31, 2020: negative EUR 2 million, recognized within liabilities). The amount recognized in other comprehensive income in 2021 was EUR 1 million (2020: EUR 0 million). The amount recognized in the statement of income in 2021 was not material (2020: EUR 0 million).

Cross-currency swaps

In order to hedge the foreign exchange risk associated with debt issued in USD (USD 625 million issued in 2018 and USD 125 million issued in 2019, see Note 14 – Financial liabilities), SCOR has entered into two cross-currency swaps that exchange the principal and coupons on the notes from USD into EUR. The swaps mature on March 13, 2029.

Measurement and presentation

Cash flow hedge accounting is applied. The fair value of these swaps is obtained from the banking counterparty and is based on market inputs. As part of the usual analysis of accounts processes, these third-party valuations are checked for reasonableness against internal models. The total notional amount of these swaps was USD 750 million as at December 31, 2021 (December 31, 2020: USD 750 million). The fair value of these cross-currency swaps was EUR 72 million as at December 31, 2021 (EUR 42 million as at December 31, 2020). No ineffectiveness was identified in respect of the swap during 2021.

The outstanding contracts as at December 31, 2021 and 2020, converted into EUR at the closing rates, were as follows:

<i>In EUR millions</i>	Forward sales		Forward purchases	
	Notional	Fair value	Notional	Fair value
December 31, 2021	1,726	(57)	1,859	57
December 31, 2020	1,495	33	1,996	(59)

Other

Contingent capital facility

See Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves, for details on the issue of share warrants to J.P. Morgan as part of the contingent capital facility program.

The transaction gave rise to the recognition within balance sheet assets of an instrument recognized at fair value through income and within balance sheet liabilities of other liabilities corresponding to the amount of the commission payable. In the absence of observable market inputs and parameters to reliably determine a fair value for this derivative instrument, the best measure of fair value is the expected cost of the instrument, corresponding to the total annual fees payable under the terms of the facility, net of the warrant subscription amounts, amortized over the life of the instrument. This instrument is presented as a level 3 investment within insurance business investments (see Note 8.1 above).

The changes in fair value, as presented above, are recognized in investment income.

Foreign currency forwards

SCOR purchases and sells foreign currency forwards to reduce its overall exposure to balances held in currencies other than the functional currencies of its subsidiaries. These contracts are recorded at their fair value, based on valuations provided by the banking counterparty using market inputs.

Hedge of a net investment

At December 31, 2021 and 2020, one forward foreign currency forward was designated as a hedge of a net investment (see Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves).

Call option on SCOR shares granted by Covéa

In connection with the settlement agreement (please refer to Note 1.3.3 – Significant events), Covéa granted a call option to SCOR on the shares it holds, at an exercise price of EUR 28 per share and for a period of five years. The exercise price is subject to amendment in certain conditions. The call option is transferable to any third party designated by SCOR, so that SCOR can organize the change in the best interest of its shareholders. The option was recognized as a derivative instrument at fair value as determined by an external valuation and the carrying amount of the option as at December 31, 2021 amounts to EUR 41 million.

Note 9 ACCOUNTS RECEIVABLE FROM AND PAYABLE ON ASSUMED AND CEDED INSURANCE AND REINSURANCE TRANSACTIONS

Under reinsurance contracts, a reinsurance asset is recognized to reflect the estimated recoverable amount of any outstanding claims reported in respect of the reinsurance liabilities assumed. The amount recoverable from retrocessionaires is initially measured on the same basis as the underlying claims reserves, except in the case of nonproportional reinsurance (whether by risk or by event), where SCOR only recognizes recoveries, including IBNR recoveries, when an assumed claim has been reported, the amount of which triggers the retrocession contract.

The amount recoverable is reduced by a bad debt provision when an event arises that provides objective evidence that the Group may not receive all the amounts due under the contract and such event has a reliably measurable impact on the expected amount that will be recovered from the reinsurer.

Premiums payable in respect of reinsurance ceded are recognized in the period in which the reinsurance contract is entered into and includes estimates of any amounts that cannot be determined at the reporting date. Retroceded premiums are recognized over the term of the reinsurance contract in the same manner as assumed business.

SCOR contracts with Atlas vehicles which meet the criteria of risk transfer according to IFRS 4 are accounted for as reinsurance ceded.

In EUR millions	As at December 31, 2021			As at December 31, 2020		
	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total
Receivables from ceding companies, gross	183	643	826	48	400	448
Provision for bad debts	(2)	(9)	(11)	(2)	(8)	(10)
Estimated premiums receivable from cedents, net of commission	3,671	3,096	6,767	3,496	2,630	6,126
Accounts receivable from assumed insurance and reinsurance transactions	3,852	3,730	7,582	3,542	3,022	6,564
Amount due from reinsurers	253	204	457	150	140	290
Provision for bad debts	-	(3)	(3)	-	(4)	(4)
Accounts receivable from ceded reinsurance transactions	253	201	454	150	136	286
Amounts payable on assumed insurance and reinsurance transactions	(296)	(450)	(746)	(375)	(335)	(710)
Liabilities for cash deposits from retrocessionaires	(66)	(581)	(647)	(72)	(317)	(389)
Payables to reinsurers	(22)	(113)	(135)	(15)	(65)	(80)
Estimated premiums payable to retrocessionaires, net of commission	(1,102)	(467)	(1,569)	(477)	(284)	(761)
Accounts payable on ceded reinsurance transactions	(1,190)	(1,161)	(2,351)	(564)	(666)	(1,230)

Accounts receivable from and payable on assumed and ceded insurance and reinsurance transactions are mostly due in less than one year. A complete aging of financial assets is included in the Universal Registration Document, in Section 3.2.5 – Management of credit risks.

Note 10 MISCELLANEOUS ASSETS

Miscellaneous assets consist of:

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020
Other intangible assets	506	457
Right-of-use assets	148	161
Property, plant and equipment	733	747
Other	192	181
Miscellaneous assets	1,579	1,546

Note 10.1 OTHER INTANGIBLE ASSETS

The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortization and impairment.

Intangible assets have either finite or indefinite useful lives.

Intangible assets with finite useful lives are amortized over their expected useful economic life and tested for impairment whenever there is an indication that they may be impaired. The amortization period and method for intangible assets with finite useful lives are reviewed annually. Changes in the expected useful life or the expected pattern of future economic benefits are accounted for prospectively by adjusting the amortization period or method, as appropriate, and are treated as changes in accounting estimates. The amortization expense on intangible assets with finite lives is recognized in the statement of income in the expense category corresponding to the intangible asset.

Intangible assets with indefinite useful lives are tested for impairment at least annually. An additional test is performed in the event of an indication of a loss of value. The useful life of an intangible asset with an indefinite life is reviewed annually to determine whether the indefinite life assumption remains appropriate. If not, the change in the useful life assumption from indefinite to finite is made on a prospective basis.

Gains or losses arising from the derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognized in the statement of income when the asset is derecognized.

Other intangible assets consist primarily of client-related intangible assets arising from Non-Life business combinations and purchased software or software development expenditure.

The Group amortizes its other intangible assets with finite useful lives using the straight-line method, over a period of one to ten years.

<i>In EUR millions</i>	Other intangible assets
Gross value as at December 31, 2019	563
Foreign exchange rate movements	(5)
Additions	92
Disposals ⁽¹⁾	(1)
Change in scope of consolidation	-
Gross value as at December 31, 2020	649
Foreign exchange rate movements	4
Additions	80
Disposals ⁽¹⁾	(1)
Change in scope of consolidation	-
Gross value as at December 31, 2021	732
Accumulated amortization and impairment as at December 31, 2019	(165)
Foreign exchange rate movements	2
Amortization for the period	(29)
Impairment for the period	-
Accumulated amortization and impairment as at December 31, 2020	(192)
Foreign exchange rate movements	(3)
Amortization for the period	(31)
Impairment for the period	-
Accumulated amortization and impairment as at December 31, 2021	(226)
CARRYING AMOUNT AS AT DECEMBER 31, 2019	398
CARRYING AMOUNT AS AT DECEMBER 31, 2020	457
CARRYING AMOUNT AS AT DECEMBER 31, 2021	506

(1) Disposals are mainly related to the scrapping of fully amortized software.

Other intangible assets include all intangible assets except for goodwill and VOBA (see Note 6 – Goodwill and Note 7 – Value of business acquired).

As at December 31, 2021, they include other intangible assets with finite useful lives for a net amount of EUR 352 million (December 31, 2020: EUR 304 million) and other intangible assets with indefinite useful lives for a net amount of EUR 154 million (December 31, 2020: EUR 153 million).

Similar to the increase of EUR 59 million, net of amortization, during the year ended December 31, 2020, the increase of EUR 48 million, net of amortization, during the year ended December 31, 2021 mainly relates to the capitalization of software development costs relating to the Group's accounting system and technical accounting system.

The Group conducted its annual assessment of the amortization periods and methods of its intangible assets with finite useful lives and concluded that both the amortization periods and methods are appropriate. The amortization expense recognized for other intangible

assets with finite useful lives was EUR 31 million, EUR 29 million and EUR 8 million, respectively, for the years ended December 31, 2021, 2020, and 2019.

Other intangible assets with indefinite useful lives mainly include the Château Mondot SAS trademark for EUR 136 million. The Château Mondot SAS trademark was tested for impairment, with the result that no impairment loss had to be recognized (see Note 6 – Goodwill, for details). They also include the intangible assets associated with the Lloyd's syndicate participations acquired as part of the Converium business combination. The Lloyd's intangible assets amounted to EUR 4 million as at December 31, 2021 (December 31, 2020: EUR 4 million) and are deemed to have an indefinite useful life as cash flows relating to the syndicate participations may be realized through the Lloyd's auction process.

The prices of the Lloyd's syndicate participations, obtained from the Lloyd's auction process, are key inputs in the impairment tests conducted. In 2021, no impairment was recognized. In 2020, no impairment was recognized.

Note 10.2 RIGHT OF USE ASSETS

Under IFRS 16 – Leases, right-of-use assets are assets that represent SCOR's rights as lessee to use an underlying asset for the term of the respective lease contract, determined as the non-cancelable period of the lease together with periods covered by an extension option that is reasonably certain to be exercised and periods covered by a termination option that is reasonably certain not to be exercised. Right-of-use assets are recognized within "Miscellaneous assets" in the balance sheet and are measured at the amount of the related lease liability, plus any up-front payments made, lease incentives received and

initial direct costs incurred. Subsequently, right-of-use assets are measured at cost less any accumulated depreciation and impairment. Depreciation is determined in accordance with IAS 16 and recognized in the statement of income.

SCOR uses the exemptions for short-term leases and leases of low-value assets and continues to recognize the lease payments for those contracts as an expense on a straight-line basis. IFRS 16 is not applied to leases of intangible assets (e.g. IT licenses).

Right-of-use assets amounted to EUR 148 million as at December 31, 2021. They correspond mainly to EUR 147 million in leased office space and EUR 1 million in car and office equipment leases.

<i>In EUR millions</i>	Right-of-use assets	Land and buildings	Transport	Other equipment
Gross value at January 1, 2020	201	196	2	3
Foreign exchange rate movements	(9)	(9)	-	-
Additions	119	119	-	-
Reclassification	(1)	(1)	-	-
Disposals	(76)	(75)	-	(1)
Change in scope of consolidation	-	-	-	-
Other	(2)	(2)	-	-
Gross value as at December 31, 2020	232	228	2	2
Foreign exchange rate movements	11	11	-	-
Additions	4	3	1	-
Reclassification	-	-	-	-
Disposals	(12)	(11)	(1)	-
Change in scope of consolidation	-	-	-	-
Other	3	3	-	-
Gross value as at December 31, 2021	238	234	2	2
Accumulated depreciation and impairment as at January 1, 2020	(120)	(118)	(1)	(1)
Depreciation for the period	(27)	(26)	-	(1)
Impairment for the period	-	-	-	-
Reclassification	-	-	-	-
Disposals	76	75	-	1
Accumulated depreciation and impairment as at December 31, 2020	(71)	(69)	(1)	(1)
Depreciation for the period	(29)	(28)	-	(1)
Impairment for the period	-	-	-	-
Other	-	-	-	-
Disposals	10	10	-	-
Accumulated depreciation and impairment as at December 31, 2021	(90)	(87)	(1)	(2)
CARRYING VALUE AS AT JANUARY 1, 2020	81	78	1	2
CARRYING AMOUNT AS AT DECEMBER 31, 2020	161	159	1	1
CARRYING AMOUNT AS AT DECEMBER 31, 2021	148	147	1	-

In 2021, increases are mainly due to the recognition of new real estate leases and decreases mainly relate to the corresponding previous leases that expired.

Lease commitments

There were no commitments in progress at the 2021 year-end.

IFRS 16 exemptions

In 2021, no significant expense relating to short-term leases and to leases of low-value items has to be reported.

Income from subleases amounted to EUR 2 million in 2021 (2020: EUR 3 million, 2019: EUR 4 million) and are related to Switzerland, France and the United States.

Total cash outflows in respect of leases represented EUR 27 million in 2021 (2020: EUR 27 million).

See Note 14 – Financial liabilities, for further information on lease liabilities.

Note 10.3 PROPERTY, PLANT AND EQUIPMENT AND RELATED COMMITMENTS

Owner-occupied property is classified as tangible assets. Some properties may be partially occupied by Group entities. Properties are recognized at cost, net of accumulated depreciation and impairment. Depreciation is recorded on a straight-line basis over the useful lives of the assets as follows:

Category	Useful life
Land	Indefinite (not depreciated)
Buildings	
Building structure and exterior	30-80 years
Insulation	30 years
Technical installations	20 years
Fixtures and fittings	10-15 years

Repair and maintenance costs are charged to the statement of income during the period in which they are incurred. All costs directly associated with purchases or construction of real estate are capitalized. All subsequent value-enhancing capital expenditures are classified as acquisition costs and capitalized when it is probable that future economic benefits will flow to the Group.

Owner-occupied property is assessed for impairment whenever there is an indication that it may be impaired. It is considered a corporate asset, which does not generate cash inflows independently. Hence, the assessment is made at the level of the cash generating units (CGU) or groups of CGUs to which the property belongs. Should impairment indicators exist, the Group determines the recoverable amount of the CGU or group of CGUs to which the property belongs and compares it to its carrying amount.

Tangible assets

Tangible assets amounted to EUR 733 million as at December 31, 2021 (December 31, 2020: EUR 747 million) and primarily relate to owner-occupied property, office furniture and equipment, and building fixtures and fittings.

In EUR millions

	Tangible Assets
Gross value as at December 31, 2019	929
Foreign exchange rate movement	(13)
Additions	53
Reclassification	-
Disposals	(48)
Change in scope of consolidation	-
Other	-
Gross value as at December 31, 2020	921
Foreign exchange rate movement	12
Additions	8
Reclassification	-
Disposals	(5)
Change in scope of consolidation	-
Other	-
Gross value as at December 31, 2021	936
Accumulated depreciation and impairment as at December 31, 2019	(191)
Depreciation for the period	(25)
Impairment for the period	-
Reclassification	-
Disposals	42
Accumulated depreciation and impairment as at December 31, 2020	(174)
Depreciation for the period	(34)
Impairment for the period	-
Reclassification	-
Disposals	5
Accumulated depreciation and impairment as at December 31, 2021	(203)
CARRYING AMOUNT AS AT DECEMBER 31, 2019	738
CARRYING AMOUNT AS AT DECEMBER 31, 2020	747
CARRYING AMOUNT AS AT DECEMBER 31, 2021	733

The increase in 2021 is mainly related to work in progress and to improvement costs for office space for a total of EUR 8 million. The increase is partially offset by the disposal of partially depreciated tangible assets (furniture and office equipment) of EUR 5 million.

The increase in 2020 was mainly related to fixtures and fittings and work for office space for a total of EUR 53 million. The increase was partially offset by the disposal of partially depreciated tangible assets (furniture and office equipment) for EUR 48 million.

Property-related commitments received and granted

No commitments were received or granted at end-2021 and end-2020.

Note 11 DEFERRED ACQUISITION COSTS

In reinsurance, the costs directly associated with the acquisition of new contracts, mainly comprising commission, are recorded as assets on the balance sheet, to the extent that the contracts are profitable. They are amortized on the basis of the residual term of the contracts in Non-Life, and on the basis of the expected recognition of future margins for Life contracts.

	2021			2020			2019		
	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total
<i>In EUR millions</i>									
Carrying amount at January 1	791	665	1,456	862	735	1,597	886	615	1,501
Capitalization of new contracts for the period/Change of the period	127	743	870	121	716	837	196	726	922
Change in scope of consolidation and contract portfolio exchanges	-	-	-	-	-	-	-	-	-
Amortization for the period	(265) ⁽¹⁾	(665)	(930)	(134)	(740)	(874)	(155)	(617)	(772)
Impairment for the period	-	-	-	-	-	-	-	-	-
Foreign exchange rate movements	30	35	65	(32)	(46)	(78)	2	11	13
Other changes (including in shadow accounting)	33	-	33	(26)	-	(26)	(67)	-	(67)
Carrying amount at December 31	716	778	1,494	791	665	1,456	862	735	1,597

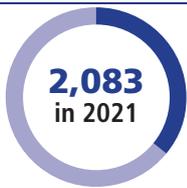
(1) As a day-1 impact of the Life retrocession contracts entered into with Covéa, the deferred acquisition costs were reduced by EUR 132 million.

Note 12 CASH FLOW INFORMATION

Cash and cash equivalents comprise cash, net bank balances and short-term deposits or investments with a maturity of less than three months at the date of purchase or deposit. Cash equivalents are short-term highly liquid investments that are readily convertible into known amounts of cash and that are

subject to an insignificant risk of changes in value. Money market funds are also classified as cash and cash equivalents, though only to the extent that the fund assets qualify as cash equivalents, or there are strict fund management policies and limits that allow the funds to qualify as cash equivalents.

Note 12.1 CASH AND CASH EQUIVALENTS

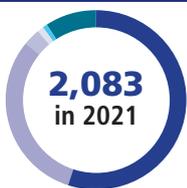
In EUR millions	As at December 31, 2021	As at December 31, 2020
 <p>2,083 in 2021</p> <ul style="list-style-type: none"> ■ 36% Cash ■ 64% Short-term deposits and investments 	759	574
	1,324	1,230
CASH AND CASH EQUIVALENTS⁽¹⁾	2,083	1,804

(1) Cash and cash equivalents include cash held by the Group on behalf of third parties as part of its asset management activity for a total amount of EUR 140 million as at December 31, 2021 (December 31, 2020: EUR 165 million).

The Group's liquidity, defined as cash, cash equivalents, bank overdrafts and short-term government bonds with maturities of more than 3 months and less than 12 months, and is well diversified across a limited number of banks. It amounted to EUR 2,286 million as at December 31, 2021 (December 31, 2020:

EUR 1,988 million), including EUR 203 million of short-term government bonds (December 31, 2020: EUR 184 million).

The table below shows the breakdown by currency of the Group's cash and cash equivalents as at December 31, 2021:

In EUR millions	As at December 31, 2021	As at December 31, 2020
 <p>2,083 in 2021</p> <ul style="list-style-type: none"> ■ 55% USD ■ 31% EUR ■ 3% GBP ■ 1% CAD ■ 1% CHF ■ 9% Other 	1,141	900
	654	646
	70	56
	17	33
	14	20
	187	149
CASH AND CASH EQUIVALENTS	2,083	1,804

Note 12.2 NET CASH FLOWS FROM OPERATIONS

The following table reconciles consolidated net income to net cash flows provided by/(used in) operations as presented in the consolidated statement of cash flows:

<i>In EUR millions</i>	2021	2020	2019
Consolidated net income	456	234	422
Realized gains and losses on investment disposals	(256)	(149)	(128)
Change in accumulated amortization and other provisions	451	131	175
Changes in deferred acquisition costs	65	33	(125)
Net increase in contract liabilities	1,797	895	511
Change in fair value of financial instruments recognized at fair value through income (excluding cash and cash equivalents)	(92)	130	(68)
Other non-cash items included in operating results	1,681	369	155
Net cash flows provided by/ (used in) operations, excluding changes in working capital	4,102	1,643	942
Change in accounts receivable and payable	(1,639)	(730)	(171)
Cash flows from other assets and liabilities	57	32	7
Change in taxes receivables and payables	(114)	43	63
Net cash flows provided by/ (used in) operations	2,406	988	841

Cash inflows in respect of dividends and interest on investments held during the year amounted to EUR 32 million (2020: EUR 20 million and 2019: EUR 30 million) and EUR 532 million (2020: EUR 460 million and 2019: EUR 551 million), respectively.

The significant increase in net cash flows provided by operations is related to payment on July 1, 2021 of the agreed net upfront payment from Covéa amounting to USD 1,014 million (EUR 840 million).

Tax-related cash outflows during the year amounted to EUR 412 million (2020: outflow of EUR 137 million and 2019: outflow of EUR 97 million).

Note 12.3 MOVEMENTS IN LIABILITIES FROM FINANCING ACTIVITIES

<i>In EUR millions</i>	As at January 1, 2021	Issue of financial liabilities	Redemption of financial liabilities	Acquisitions	Foreign exchange rate movements	Other	As at December 31, 2021
Long-term debt⁽¹⁾	3,029	79	(97)	-	42	3	3,056

(1) Long-term debt excludes liabilities under IFRS 16.

See Note 14 – Financial liabilities, for further information.

Note 13 INFORMATION ON SHARE CAPITAL, CAPITAL MANAGEMENT, REGULATORY FRAMEWORK AND CONSOLIDATED RESERVES

A breakdown of the movements in the various reserves is provided in Section 4.5 – Consolidated statement of changes in shareholders' equity.

Share capital

Ordinary shares are classified in shareholders' equity when there is no contractual obligation to transfer cash or other financial assets to the holders.

Share issue costs

External costs directly attributable to the issue of new shares are shown in "Additional paid-in capital" within shareholders' equity as a deduction, net of tax, from the issue proceeds.

Treasury shares

Treasury shares and any directly related costs are recorded as a deduction from shareholders' equity. When treasury shares are subsequently sold or reissued, any consideration received is included within consolidated shareholders' equity net of any directly related costs and tax effects. Accordingly, no gain or loss is recognized in the statement of income.

Share-based payments

The caption "Share-based payments" is used to offset the cost of services received in exchange for the granting of shares or stock options to Group employees. As the instruments granted are subject to the fulfillment of a vesting period by the employee, the capital increase is initially recognized at the grant date in the line "Share-based payments". Once the shares are fully vested, they are recognized as ordinary shares under "Share capital" and "Additional paid-in capital".

Dividends

Dividends on ordinary shares are recognized as a liability when they have been approved by shareholders at the relevant Annual Shareholders' Meeting.

Note 13.1 SHARE CAPITAL

Authorized share capital

The authorized share capital of the Company comprised 186,896,376 shares as at December 31, 2021, 186,730,076 shares as at December 31, 2020 and 187,049,511 shares as at December 31, 2019, with a par value of EUR 7.8769723 each.

Issued shares

The number of outstanding ordinary shares issued and fully paid-up as at December 31, 2021, 2020 and 2019 was as follows:

	2021	2020	2019
As at January 1	186,730,076	187,049,511	193,085,792
Share capital decrease – decision of the Board	(189,700)	(509,135)	(6,545,416)
Share capital increase – exercise of stock options	356,000	189,700	509,135
As at December 31	186,896,376	186,730,076	187,049,511
Nominal price per share in EUR	7.8769723	7.8769723	7.8769723
Share capital in EUR	1,472,177,577	1,470,867,636	1,473,383,817

Movements in 2021 were due to the following operations:

- the Board of Directors' meeting held on June 30, 2021 decided to reduce the Group's share capital by canceling 189,700 treasury shares for EUR 6 million (EUR 2 million in share capital and EUR 4 million in additional paid-in capital); and
- the issue of new shares relates to the exercise of stock options for EUR 7 million (EUR 3 million in share capital and EUR 4 million in additional paid-in capital), resulting in the creation of 356,000 new shares during the year.

Movements in 2020 were due to the following operations:

- the Board of Directors' meeting held on April 28, 2020 decided to reduce the Group's share capital by canceling 509,135 treasury shares for EUR 21 million (EUR 4 million in share capital and EUR 17 million in additional paid-in capital); and

- the issue of new shares relates to the exercise of stock options for EUR 4 million (EUR 2 million in share capital and EUR 2 million in additional paid-in capital), resulting in the creation of 189,700 new shares during the year.

Movements in 2019 were due to the following operations:

- the Board of Directors' meeting held on April 26, 2019 decided to reduce the Group's share capital by canceling 6,545,416 treasury shares for EUR 248 million (EUR 51 million in share capital and EUR 197 million in additional paid-in capital); and
- the issue of new shares relates to the exercise of stock options for EUR 9 million (EUR 3 million in share capital and EUR 6 million in additional paid-in capital), resulting in the creation of 509,135 new shares during the year.

The shares issued in 2021, 2020 and 2019 were all issued at a par value of EUR 7.8769723 each.

Treasury shares

The number of shares held in treasury by the Group and/or its subsidiaries as at December 31, 2021 was 5,798,221 shares (December 31, 2020: 259,567 shares). Treasury shares are not entitled to dividends.

At the Annual Shareholders' Meeting of June 30, 2021, the shareholders resolved to distribute a dividend of one euro and eighty cents (EUR 1.80) per share in respect of 2020, representing a total payout of EUR 335 million based on the number of shares eligible for dividends as of the payment date. The ex-dividend date was July 2, 2021 and the dividend was paid on July 6, 2021.

Information on dividend distributions

At the Annual Shareholders' Meeting to be held in the first half of 2022 to approve the financial statements for the year ended December 31, 2021, the shareholders will be asked to approve the distribution of a dividend of one euro and eighty cents (EUR 1.80) per share in respect of 2021.

Note 13.2 CAPITAL MANAGEMENT: OBJECTIVES AND APPROACH

The primary source of capital used by the Group is shareholders' equity and subordinated debt. The leverage ratio as at December 31, 2021 was 27.8%. For a description of the leverage ratio, see the Universal Registration Document, Section 1.3.6 – Financial position, liquidity and capital resources.

In EUR millions		As at December 31, 2021	As at December 31, 2020	
		Carrying amount	Carrying amount	
<p>8,871 in 2021</p>	■ 28%	Subordinated debt	2,581	2,538
		Accrued interest on subordinated debt	(40)	(39)
	■ 72%	Swaps on subordinated debt	(72)	(42)
		Carrying amount of shareholders' equity	6,402	6,177
	TOTAL SHAREHOLDERS' EQUITY AND DEBT		8,871	8,634

The Group's capital management policy is to optimize the utilization of its shareholders' equity and debt in order to maximize the short- and long-term return for shareholders, while at the same time providing its clients with an adequate level of security as measured by internal capital allocation models, rating agencies and national regulators. Achievement of the capital management policy objectives is ensured through integrated supervision of regulatory constraints at Group level, an annual strategic and financial planning process and regular updates of forecasts. The Group's capital management process is subject to approval by the Board of Directors after a formal presentation to the Accounts and Audit Committee. The Board of Directors and Executive Committee regularly review the Group's risk profile to ensure that its risk appetite remains aligned with the Group's strategy.

The Group's capital management objectives are to:

- match the profile of its assets and liabilities, taking into account the risks inherent to its business;
- maintain strong credit ratings and healthy capital ratios, in order to support its business objectives and maximize shareholder value;
- ensure a high degree of capital fungibility;
- retain financial flexibility by maintaining strong liquidity and access to a range of capital markets;
- allocate capital efficiently and support the development of its business, by ensuring returns on capital employed meet the requirements of regulators and shareholders; and
- manage exposure to exchange rate fluctuations.

The purpose of the Group's overall capital management process is to set target risk-adjusted rates of return for the business units, which are aligned with performance objectives, and to foster the creation of shareholder value.

To that end, and in line with the Quantum Leap strategic plan for the period from mid-2019 to 2022, the Group aims to achieve the following two specific targets:

- an ROE ≥ 800 basis points above the five-year risk-free rate across the cycle ⁽¹⁾;
- an optimal solvency ratio ⁽²⁾ in the 185%-220% range.

SCOR believes that its working capital is sufficient to meet the requirements of its consolidated companies. The Group reconciles its strategic objectives with the protection of its capital through its capital shield policy, which reflects the Group's risk appetite. This policy is based on an economic approach and aims to protect the Group against potential shock losses, some of which are not immediately recognized from a pure accounting view. The policy is built on the following four concepts:

Traditional retrocession

Retrocession used by the Group comprises a wide range of protections including proportional and non-proportional coverage. The Group selects the level of its retrocession to third parties once a year and ensures that its retained risk profile is in line with its predefined risk tolerance limits, in order to achieve its return on capital and solvency objectives.

(1) Based on the five-year rolling average of the five-year risk-free rates.
 (2) Ratio of eligible own funds over the SCR according to the internal model.

Capital market solution

SCOR uses catastrophe bonds, mortality bonds and sidecars to protect the Group against catastrophic and extreme mortality events.

Solvency scale

SCOR's solvency ratio is actively monitored and managed through a solvency scale coupled with a clear escalation process. The solvency scale includes an optimal solvency range between 185% and 220%, as well as various management initiatives for steering the solvency position back to the optimal range if required.

The optimal range is designed to absorb a significant amount of the volatility inherent to the reinsurance business, thereby limiting too-frequent recourse to the markets to maintain the Group's own funds above the solvency capital requirement (SCR).

Contingent capital facility

On December 3, 2019, SCOR arranged a contingent capital facility with J.P. Morgan, providing the Group with EUR 300 million of coverage in case of extreme natural catastrophes or mortality events. In connection with the facility, SCOR issued 9.4 million share warrants to J.P. Morgan, each of which gives J.P. Morgan the right to subscribe to two new SCOR shares. J.P. Morgan has undertaken to exercise the number of warrants necessary for the subscription of a maximum of EUR 300 million (issuance premium included) of new shares, without exceeding 10% of SCOR's share capital, when the aggregate amount of (i) the estimated ultimate net losses incurred by the Group (in its capacity as insurer/reinsurer) as a result of eligible natural catastrophes between January 1, 2020 and December 31, 2022 or (ii) the ultimate net claims amount recorded by SCOR Group Life (in its capacity as insurer/reinsurer) over two consecutive half-years between July 1,

2019 and December 31, 2022 reaches certain contractual thresholds as verified by SCOR's Statutory Auditors. In addition, subject to no drawdowns having already been made under the facility, if SCOR's daily volume-weighted average share price falls below EUR 10, an individual tranche of EUR 150 million will be drawn down from the EUR 300 million facility.

J.P. Morgan has committed to subscribing to new shares by exercising the warrants, but it does not intend to become a long-term shareholder of SCOR and would therefore resell the shares by way of private placements and/or sales on the open market. To that end, SCOR and J.P. Morgan have entered into a profit-sharing arrangement, whereby 75% of any gain generated by the resale of the new shares would be retroceded to SCOR. If the new shares are sold through an off-market transaction immediately after exercising the warrants, the share of the gain owed to SCOR would be paid in the form of SCOR shares in order to limit the dilutive impact of the transaction for SCOR's shareholders.

In the absence of any extreme triggering event, no shares would be issued under the facility and the facility would therefore remain without any dilutive impact for the shareholders.

Share buy-back program

During 2021, SCOR launched a share buy-back program for EUR 200 million that started on October 28, 2021, and will be fully executed in the market at the latest by the end of March 2022. Execution of the share buy-back will be subject to market conditions. This share buy-back program is expected to impact the Group's solvency ratio by c. -4 points ⁽¹⁾, to 225%. SCOR intends to allocate the repurchased shares to cancellation.

The share buy-back will be conducted within the framework approved by the annual general meeting held on June 30, 2021. To carry out the program, SCOR granted mandates to independent investment services providers.

Note 13.3 REGULATORY FRAMEWORK

The main objective of insurance and reinsurance regulators is protecting the interests of policyholders. They ensure that the Group maintains an adequate solvency position to meet unforeseen liabilities arising from economic shocks or natural disasters.

The Group is subject to regulatory requirements in each of the jurisdictions in which it conducts business. Local authorities have broad supervisory and administrative powers over many aspects of the insurance and reinsurance industries.

Such regulations not only prescribe approval and monitoring of activities, but also impose obligations related to maintaining a certain level of capital (*i.e.* capital requirement) to cover the risk of default and insolvency by reinsurance and insurance companies and meet unforeseen liabilities.

The Group actively monitors the capital requirements of each of its subsidiaries within the capital management framework and aims to ensure full compliance with all regulatory and solvency requirements in the countries in which it operates.

The failure by an operating company to meet the local regulatory capital requirements of the jurisdiction in which it operates could lead to action by the local regulator.

In the majority of countries in which the Group operates, regulatory filings are not prepared on an IFRS basis.

Note 13.4 CONSOLIDATED RESERVES

Included in other changes in consolidated reserves for the 2020 financial year is a net impact of EUR 5 million (net of tax) resulting from unrecognized intercompany expenses and overstated claims payments in prior years.

(1) The volume of monthly acquisitions of SCOR shares will depend on market conditions, within the limits set by the Market Abuse Regulation (EU) No 596/2014 (MAR), as amended, and the resulting delegated legislation. Based on the share price of SCOR as at October 26, 2021, the share buy-back corresponds to a maximum of 8.0 million shares or 4.3% of the capital.

Note 14 FINANCIAL LIABILITIES

Interest on financial liabilities is included within investment expenses.

Subordinated debt and debt securities

These items comprise various subordinated debt or unsubordinated bonds issued by the Group. These borrowings are classified as financial liabilities, in accordance with IAS 32 – Financial Instruments: Presentation.

At initial recognition, all borrowings are recorded at fair value less directly attributable transaction costs. After initial recognition, they are measured at amortized cost using the effective interest rate method.

Real estate financing

This caption includes debt relating to the acquisition of real estate. At initial recognition, real estate financing is recorded at fair value less directly attributable transaction costs. After initial recognition, it is measured at amortized cost using the effective interest rate method.

Other financial liabilities

At initial recognition, other financial liabilities are recorded at fair value less directly attributable transaction costs. After initial recognition, they are measured at amortized cost using the effective interest rate method.

Lease liabilities are included in the balance sheet within “Other financial liabilities”. Interest expense on the lease liability is calculated in accordance with the effective interest rate method and recognized in the statement of income.

The following table presents an overview of the debt issued by the Group:

In EUR millions	Maturity	As at December 31, 2021		As at December 31, 2020	
		Carrying amount	Fair value	Carrying amount	Fair value
SUBORDINATED DEBT					
EUR 250 million	Perpetual	251	281	250	283
USD 625 million	Perpetual	557	581	522	553
USD 125 million	Perpetual	111	115	104	110
EUR 250 million	06/05/2047	253	284	253	292
EUR 600 million	06/08/2046	603	661	603	682
EUR 500 million	05/27/2048	509	589	509	608
EUR 300 million	09/17/2051	297	293	297	302
Total subordinated debt⁽¹⁾		2,581	2,804	2,538	2,830
Investments property financing		156	156	176	176
Owner-occupied property financing		314	314	311	311
Total real estate financing⁽²⁾		470	470	487	487
OTHER FINANCIAL LIABILITIES⁽²⁾		175	175	185	185
TOTAL FINANCIAL LIABILITIES		3,226	3,449	3,210	3,502

(1) Includes EUR 40 million in accrued interest as at December 31, 2021 (December 31, 2020: EUR 39 million).

(2) These debts are not publicly traded. Therefore, the carrying amounts are reflective of their fair value.

Note 14.1 SUBORDINATED DEBT

SCOR’s subordinated debt is classified as financial liabilities as, under the terms and conditions of the issue agreements, SCOR does not have an unconditional right to avoid settling the contractual obligations in cash and, based on projected cash flows, the instruments do not have an equity component.

EUR 250 million perpetual subordinated debt

On October 1, 2014, SCOR issued EUR 250 million in perpetual subordinated notes, redeemable by SCOR on each interest payment date, from October 1, 2025. The coupon has been set at 3.875% (until October 1, 2025), and resets every 11 years at the prevailing 11-year EUR mid-swap rate +3.7%.

USD 625 million perpetual subordinated debt

On March 13, 2018, SCOR issued USD 625 million in perpetual deeply subordinated notes on the "Regulation S" USD market. The coupon has been set at 5.25% (until the first call date of March 13, 2029) and resets every five years thereafter at the prevailing five-year US Treasury yield plus 2.37% (no step-up).

In order to hedge the foreign exchange risk, SCOR entered into two new cross-currency swaps which exchange the principal and coupons on the USD notes into EUR and mature on March 13, 2029. See Note 8 – Insurance business investments (Derivative instruments).

USD 125 million perpetual subordinated debt

On December 17, 2019, SCOR issued USD 125 million in perpetual deeply subordinated notes on the "Regulation S" USD market. The new notes are fungible and form a single series with the existing USD 625 million in perpetual deeply subordinated notes issued on the "Regulation S" USD market on March 13, 2018. The new issued notes bear the same terms and conditions as the original notes. The coupon has been set at 5.25% (until the first call date of March 13, 2029), and resets every five years thereafter at the prevailing five-year US Treasury yield plus 2.37% (no step-up).

In order to hedge the foreign exchange risk, SCOR entered into a new cross-currency swap which exchanges the principal and coupons on the USD notes into EUR and matures on March 13, 2029. See Note 8 – Insurance business investments (Derivative instruments).

EUR 250 million dated subordinated debt

On June 5, 2015, SCOR issued EUR 250 million in dated subordinated notes on the Luxembourg EUR market, redeemable by SCOR at each interest payment date, from June 5, 2027. The coupon has been set at 3.25% (until June 5, 2027, the first call date), and resets every 10 years at the prevailing 10-year EUR mid-swap rate +3.20% (until June 5, 2047, the final redemption date).

Note 14.2 REAL ESTATE FINANCING

Real estate financing relates to the acquisition of investment property financed by bank loans of EUR 470 million (December 31, 2020: EUR 487 million), including real estate financing related to MRM property for EUR 76 million (December 31, 2020: EUR 77 million). The main real estate financing contracted by the Group has been used for its head office in Paris (avenue Kléber) in the amount of EUR 199 million as at December 31, 2021.

The other real estate financing – with maturities between 2022 and 2026 – is used to finance other property owned by the Group and bears fixed-rate interest or variable-rate interest indexed to 3-month. In order to hedge against interest rate risk, the Group has contracted interest rate swaps, which are accounted for as cash flow hedges (for further details, see Note 8 – Insurance business investments (Derivative instruments)).

EUR 600 million dated subordinated debt

On December 7, 2015, SCOR issued EUR 600 million in dated subordinated notes on the EUR market, redeemable by SCOR at each interest payment date, from June 8, 2026. The coupon has been set at 3% (until June 8, 2026, the first call date), and resets every 10 years at the prevailing 10-year EUR mid-swap rate +3.25% (until June 8, 2046, the final redemption date).

EUR 500 million dated subordinated debt

On May 27, 2016, SCOR issued EUR 500 million in dated subordinated notes on the EUR market, redeemable by SCOR at each interest payment date, from May 27, 2028. The coupon has been set at 3.625% (until May 27, 2028, the first call date), and resets every 10 years at the prevailing 10-year EUR mid-swap rate +3.90% (until May 27, 2048, the final redemption date).

EUR 300 million dated subordinated debt

On September 17, 2020, SCOR issued EUR 300 million in dated Tier 2 subordinated notes. The coupon has been set at 1.375% until September 17, 2031, and resets every 10 years at the prevailing 10-year EUR mid-swap rate +2.6% (until September 17, 2051, the final redemption date).

Early redemption clauses

Some provisions in the terms and conditions of the notes allow for early redemption in certain cases other than the liquidation of the issuer (e.g. tax, accounting and regulatory reasons). However, these early redemption cases are always (i) at the exclusive option of the issuer and no redemption can be imposed on the issuer by the noteholders; and (ii) subject to prior approval by the relevant supervisory authority.

The majority of real estate financing contracts contain standard early repayment clauses and other debt covenants. Such covenants define thresholds to be respected for certain ratios, among which the loan to value (LTV) ratio, defined as the ratio between the amount of the financing and the market value of the real estate being financed, the interest coverage ratio (ICR), representing the extent to which interest expense is covered by rental income, and the debt service coverage ratio (DSCR), representing the extent to which payments of principal and interest are covered by rental income. Under existing financing contracts, the LTV ratios vary between 40% and 50% and the ICR/DSCR ratios between 387% and 502%. As at December 31, 2021, the Group is in compliance with the LTV and ICR/DSCR covenants with respect to its banking partners.

In 2021, the main changes in real estate financing were due to the reimbursement of the loan subscribed by the SCI Garigliano and the amortization of the existing loans.

Note 14.3 OTHER FINANCIAL LIABILITIES

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020
Deposits and guarantees	2	2
Lease liabilities	170	181
Other	3	2
TOTAL OTHER FINANCIAL LIABILITIES	175	185

The amount of lease liabilities was calculated in accordance with IFRS 16 – Leases. In 2021, the decrease compared to 2020 was mainly due to updating of real estate rental contracts.

Note 14.4 FINANCING EXPENSES

<i>In EUR millions</i>	2021	2020	2019
Interest on subordinated debt	(48)	(45)	(44)
Interest on perpetual subordinated debt	(43)	(48)	(43)
Interest on lease liabilities	(3)	(3)	(3)
Finance leases	-	-	-
Real estate financing	(17)	(15)	(14)
Other financial liabilities	(16)	(31)	(39)
TOTAL	(127)	(142)	(143)

The amounts presented within other financial liabilities include expenses related to letters of credit, custodian and overdraft fees, amortization of issue fees and other bank charges (commission, etc.).

Note 14.5 MATURITY

Maturity profiles are based on undiscounted contractual maturities and include contractual interest payments (including in connection with cross-currency and interest rate swaps). In respect of perpetual debt and debt with multiple reimbursement/redemption dates, the analysis below has been prepared based on the assumption that the Company will not make use of any of the early optional reimbursement/redemption dates. Perpetual debt is classified in the last column “More than 5 years” (no maturity date).

As at December 31, 2021 <i>In EUR millions</i>	Debt maturity profiles				
	Interest rate ranges	Less than 1 year	1-5 years	More than 5 years *	Total **
Subordinated debt	1.38%-5.25%	106	196	3,864	4,166
Real estate debt	0.57%-3.57%	59	84	390	533
Lease liabilities	0.04%-5.00%	24	82	64	170
Other financial liabilities	0.07%-0.80%	2	1	2	5
TOTAL		191	363	4,320	4,874

As at December 31, 2020 <i>In EUR millions</i>	Debt maturity profiles				
	Interest rate ranges	Less than 1 year	1-5 years	More than 5 years*	Total**
Subordinated debt	1.38%-5.25%	91	596	3,706	4,393
Real estate debt	-0.55%-4.34%	77	139	335	551
Lease liabilities	0.04%-5.00%	25	77	79	181
Other financial liabilities	0.07%-0.80%	1	1	2	4
TOTAL		194	813	4,122	5,129

* Accrued interest on perpetual debt of EUR 13 million as at December 31, 2021 (December 31, 2020: EUR 12 million).

** Of the amounts above, EUR 26 million relates to variable-rate debt (December 31, 2020: EUR 13 million). These amounts exclude debt which has been swapped from a variable interest rate to a fixed interest rate.

Note 15 EMPLOYEE BENEFITS AND OTHER PROVISIONS

Provisions are recognized when the Group has a present legal, contractual or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation and a reliable estimate of the amount of the obligation can be made.

Where the Group expects the provision to be reimbursed, for example under an insurance contract, the reimbursement is recognized as a separate asset, but only when the reimbursement is virtually certain.

Contingent liabilities are disclosed if there is a possible future obligation as a result of a past event, or if there is a present obligation as a result of a past event for which either payment is not probable or the amount cannot be reliably estimated.

The following table summarizes the amounts included in employee benefits and other provisions:

<i>In EUR millions</i>	Reserves for post employment benefits	Other reserves	Total
As at January 1, 2020	237	31	268
Change in scope of consolidation	-	-	-
Additions	1	3	4
Utilizations	(57)	(1)	(58)
Surplus (reversed)	-	-	-
Foreign exchange rate movements	(3)	-	(3)
Actuarial and experience (gains)/losses	16	-	16
As at December 31, 2020	194	33	227
Change in scope of consolidation	-	-	-
Additions	9	3	12
Utilizations	(17)	(25)	(42)
Surplus (reversed)	-	-	-
Foreign exchange rate movements	2	-	2
Actuarial and experience (gains)/losses	(48)	-	(48)
AS AT DECEMBER 31, 2021	140	11	151

Note 15.1 PROVISIONS FOR EMPLOYEE BENEFITS

The post-employment benefits granted by the Group vary based on legal obligations and local requirements. Group employees are entitled to short-term benefits, recognized as an expense for the period by Group entities (paid leave, sick leave and profit-sharing), long-term benefits and post-employment benefits (supplementary defined benefit or defined contribution pension plans).

Pension liabilities

The Group provides retirement benefits to its employees, in accordance with the laws and practices of each country. The main plans are in France, Switzerland, the US and Germany. Group employees in some countries receive additional pension benefits, paid as an annuity or in capital upon retirement. The benefits granted to Group employees are either in the form of defined contribution or defined benefit plans. Plan assets are generally held separately from the Group's other assets.

For defined contribution plans, the employer pays fixed contributions to an external organization, with no legal or constructive obligation to pay further contributions. As a result, only contributions paid or due for the financial year are charged to the Group's statement of income as general expenses. The payments made or due by the Group are expensed in the period to which they relate.

Under defined benefit plans, an amount is paid to the employee upon retirement based on one or several factors such as age, years of service and salary. Defined benefit obligations are calculated annually by independent qualified actuaries using the projected unit credit method. They use information provided by the Group, taking into consideration actuarial assumptions such as salary increase, retirement age, mortality, turnover and discount rates. The assumptions are based on the macroeconomic environment of each country where the Group operates. Modifications to actuarial assumptions, or differences between

the assumptions and actual outcomes, give rise to actuarial differences which are recorded in other comprehensive income during the period in which they occur, in accordance with Group accounting principles. The obligation recognized on the balance sheet represents the present value of the defined benefit obligation at the reporting date, less the market value of any plan assets as defined by IAS 19, where appropriate.

In assessing its liabilities under these plans, the Group uses external actuarial valuations which involve subjective judgment and estimates in respect of mortality rates, employee turnover rates, disability, early retirement, discount rates, future salary increases and pension liabilities. These assumptions may differ from actual results due to changing economic conditions, higher or lower departure rates or beneficiaries having longer or shorter life spans. These differences may result in fluctuations in pension income or expenses recorded in future years. Actuarial gains and losses arising from experience adjustments and the effects of changes in actuarial assumptions are reflected in shareholders' equity.

Changes in past service costs resulting from the adoption or modification of a defined benefit plan are fully and immediately recorded in income or expenses. If a defined benefit plan is not wholly funded, provisions are recognized.

Other long-term benefits

In some countries, the Group rewards employees for length of service by granting them a lump sum after certain periods of service. The primary country providing length-of-service awards is France. In France, the present value of the obligation is calculated annually by an independent actuary using the projected unit credit method and is recognized on the balance sheet.

Post-employment and other long-term benefits

Provisions amounted to EUR 140 million and EUR 194 million as at December 31, 2021 and 2020, including post-employment benefits related to pension plans of EUR 135 million (December 31, 2020: EUR 189 million) and provisions for other long-term benefits of EUR 5 million (December 31, 2020: EUR 5 million).

Defined contribution plans

Under defined contribution plans, the employer makes periodic contributions to an external organization which manages the administrative and financial aspects of the plans. The employer has no future obligations under the plans, as the external organization manages the payment to employees of all amounts due (e.g. statutory pension scheme, complementary pension schemes (AGIRC/ARRCO in France), defined contribution pension plans).

For the year ended December 31, 2021, a total of EUR 33 million was paid under defined contribution plans (2020: EUR 29 million; 2019: EUR 28 million). Contributions are expensed in the period to which they relate.

Defined benefit plans

Under defined benefit plans, the employer has an obligation to pay an agreed amount of benefits to current and future beneficiaries. If a defined benefit plan is not wholly funded, provisions are recognized.

Breakdown of the obligation by geographical area

Defined benefit pension plans are mainly located in Switzerland, North America, France and Germany. As at December 31, 2021, these locations represented 44%, 22%, 17% and 12%, respectively, of the Group's obligation under defined benefit plans (December 31, 2020: 45%, 22%, 15% and 13%, respectively).

These plans are mostly pre-financed via payments to external organizations which are separate legal entities.

Actuarial assumptions

	Switzerland	UK	Euro zone	US	Canada
ASSUMPTIONS AS AT DECEMBER 31, 2021					
Discount rate	0.35%	1.90%	0.90%	2.85%	3.00%
Salary increase	1.50%	-	2.50%	-	-
ASSUMPTIONS AS AT DECEMBER 31, 2020					
Discount rate	-	1.40%	0.45%	2.39%	2.35%
Salary increase	1.50%	-	2.50%	-	-
ASSUMPTIONS AS AT DECEMBER 31, 2019					
Discount rate	0.20%	2.00%	0.77%	3.17%	2.90%
Salary increase	1.50%	-	2.50%	-	-

Discount rates are defined by reference to high quality long-term corporate bonds with maturities consistent with the duration of the obligations measured. Management considers "AAA" and "AA" rated bonds to be high quality.

As at December 31, 2021 and 2020, the sensitivity of the provisions to a change in the discount rate was as follows:

In EUR millions	Impact on obligation*	
	2021	2020
Impact of an increase in the discount rate by 0.25 bps	(16)	(18)
Impact of a decrease in the discount rate by 0.25 bps	17	19

* The impact of the change in the discount rate is recorded with an offsetting entry to other comprehensive income.

The average duration of plans by geographical area is presented in the table below:

	Switzerland	UK	Euro zone	US	Canada	Global
Duration as at December 31, 2021	17 years	27 years	10 years	13 years	9 years	15 years
Duration as at December 31, 2020	19 years	27 years	11 years	14 years	9 years	16 years

Defined benefit pension costs

In EUR millions	2021				2020				2019			
	Total	Switzerland	Europe	North America	Total	Switzerland	Europe	North America	Total	Switzerland	Europe	North America
Service cost, net of plan amendments	6	1	5	-	(2)	(7)	5	-	11	6	5	-
Interest cost on the obligation	4	-	1	3	5	-	2	3	9	2	3	4
Interest income on plan assets	(2)	-	-	(2)	(3)	-	(1)	(2)	(5)	(2)	(1)	(2)
Actuarial (gains)/losses recognized immediately in income in respect of other long-term benefits	-	-	-	-	-	-	-	-	1	-	1	-
Administrative expenses recognized in income	1	-	-	1	1	-	-	1	1	-	-	1
(Gains)/losses on settlement	-	-	-	-	-	-	-	-	-	-	-	-
Total pension cost	9	1	6	2	1	(7)	6	2	17	6	8	3

The actual return on plan assets was EUR 32 million for the year ended December 31, 2021 (2020: EUR 13 million and 2019: EUR 25 million).

Balance sheet amounts

In EUR millions	As at December 31, 2021	As at December 31, 2020	As at December 31, 2019
Defined benefit obligation	467	475	503
Plan assets	333	281	266
Deficit	134	194	237
Asset ceiling limit	6	-	-

The following table reconciles movements in the balance sheet amounts as at December 31, 2021, 2020 and 2019:

<i>In EUR millions</i>	Total 2021	Switzerland	Europe	North America	Total 2020	Switzerland	Europe	North America	Total 2019	Switzerland	Europe	North America
RECONCILIATION OF DEFINED BENEFIT OBLIGATION												
Obligation as at January 1	475	215	158	102	503	217	184	102	450	187	164	99
Service cost	12	7	5	-	12	7	5	-	11	6	5	-
Interest cost on the obligation	4	-	1	3	5	-	2	3	9	2	3	4
Employee contributions	4	4	-	-	4	4	-	-	4	4	-	-
Past service cost	-	-	-	-	(14)	(14)	-	-	-	-	-	-
Acquisitions/disposals	-	-	-	-	-	-	-	-	-	-	-	-
Settlement	(6)	(6)	-	-	-	-	-	-	(11)	-	-	(11)
Benefits paid	(14)	(4)	(5)	(5)	(54)	(6)	(44)	(4)	(21)	(11)	(5)	(5)
Actuarial (gains)/losses due to changes in assumptions ⁽¹⁾	(30)	(16)	(7)	(7)	24	8	6	10	56	25	19	12
Actuarial (gains)/losses due to experience adjustments	6	-	5	1	2	(4)	6	-	(4)	(1)	(3)	-
Foreign exchange rate movements	16	8	1	7	(7)	3	(1)	(9)	9	5	1	3
Obligation as at December 31	467	208	158	101	475	215	158	102	503	217	184	102
RECONCILIATION OF THE FAIR VALUE OF PLAN ASSETS												
Fair value of assets as at January 1	281	182	35	64	266	174	35	57	248	159	30	59
Interest income on plan assets	2	-	-	2	3	-	1	2	5	2	1	2
Employer contributions	17	6	5	6	57	7	44	6	15	6	6	3
Employee contributions	4	4	-	-	4	4	-	-	4	4	-	-
Acquisitions/disposals	-	-	-	-	-	-	-	-	-	-	-	-
Settlement	-	-	-	-	-	-	-	-	(11)	-	-	(11)
Benefit payments	(14)	(4)	(5)	(5)	(54)	(6)	(44)	(4)	(21)	(11)	(5)	(5)
Actuarial (gains)/losses due to experience adjustments	30	18	3	9	10	1	-	9	20	10	2	8
Administration expenses paid	(1)	-	-	(1)	(1)	-	-	(1)	(1)	-	-	(1)
Foreign exchange rate movements	14	8	1	5	(4)	2	(1)	(5)	7	4	1	2
Fair value of assets as at December 31	333	214	39	80	281	182	35	64	266	174	35	57
FUNDED STATUS AS AT DECEMBER 31												
	134	(6)	119	21	194	33	123	38	237	43	149	45
Asset ceiling limit	6	6	-	-	-	-	-	-	-	-	-	-
Accrued/(prepaid)	140	-	119	21	194	33	123	38	237	43	149	45
Analysis of funded status												
Funded or partially funded obligation as at December 31	365	208	62	95	371	209	66	96	372	213	63	96
Fair value of plan assets as at December 31	333	214	39	80	281	182	35	64	266	174	35	57
FUNDED STATUS AS AT DECEMBER 31 – DEFICIT												
	32	(6)	23	15	90	27	31	32	106	39	28	39
Unfunded obligation as at December 31	102	-	96	6	104	6	92	6	131	4	121	6
Asset ceiling limit	6	6	-	-	-	-	-	-	-	-	-	-
TOTAL FUNDED STATUS AS AT DECEMBER 31 – DEFICIT	140	-	119	21	194	33	123	38	237	43	149	45

(1) Actuarial (gains)/losses due to changes in assumptions include for 2021 actuarial (gains)/losses due to changes in financial assumptions for EUR (22) million (2020: EUR 25 million) and actuarial (gains)/losses due to changes in demographic assumptions for EUR (8) million (2020: EUR 0 million).

The following table summarizes the movements in accrued and prepaid balances recorded in the balance sheet as at December 31, 2021, 2020 and 2019:

<i>In EUR millions</i>	Total 2021	Switzerland	Europe	North America	Total 2020	Switzerland	Europe	North America	Total 2019	Switzerland	Europe	North America
Accrued/(prepaid) as at January 1	194	33	123	38	237	43	149	45	202	28	134	40
Total pension cost	9	1	6	2	1	(7)	6	2	17	6	8	3
Benefits paid by the employer	-	-	-	-	-	-	-	-	-	-	-	-
Employer contributions	(17)	(6)	(5)	(6)	(57)	(7)	(44)	(6)	(15)	(6)	(6)	(3)
Acquisitions/disposals	-	-	-	-	-	-	-	-	-	-	-	-
Actuarial (gains)/losses immediately recognized in other comprehensive income	(48)	(28)	(5)	(15)	16	3	12	1	31	14	13	4
Foreign exchange rate movements	2	-	-	2	(3)	1	-	(4)	2	1	-	1
ACCRUED/(PREPAID) AS AT DECEMBER 31	140	-	119	21	194	33	123	38	237	43	149	45

Plan assets

The following table shows the breakdown of plan assets as at December 31, 2021 and 2020:

<i>In EUR millions</i>	Total	Switzerland	Europe	North America
2021				
Equity securities	123	26%	53%	57%
Debt securities	142	57%	11%	21%
Real estate	33	16%	-	-
Insurance contracts	12	-	31%	-
Other	23	1%	5%	22%
TOTAL	333	100%	100%	100%
2020				
Equities	98	24%	46%	59%
Debt securities	132	59%	12%	31%
Real estate	30	16%	-	-
Insurance contracts	12	-	35%	-
Other	9	1%	7%	10%
TOTAL	281	100%	100%	100%

As at December 31, 2021, employer contributions for the year ahead are expected to amount to EUR 14 million (December 31, 2020: EUR 13 million).

Note 15.2 OTHER PROVISIONS

As at December 31, 2021, other provisions in the amount of EUR 11 million (December 31, 2020: EUR 33 million) mainly include EUR 7 million in provisions for litigation (December 31, 2020: EUR 22 million) and EUR 4 million in contingent liabilities related to the Generali US acquisition in 2013 (December 31, 2020: EUR 4 million). For more information on litigation, see Note 26 – Litigation.

Note 16 NET CONTRACT LIABILITIES

Reinsurance reserves

The Group maintains reserves to cover its estimated liability for future claims and benefit payments under reinsurance treaties in respect of known events and incurred but not reported (IBNR) events. Reserves are reviewed by management during the year, using new information as soon as it is available, and are adjusted if necessary. Management considers many factors when establishing reserves, including:

- information from ceding companies;
- historical developments, such as reserve patterns, claims payments, number of claims to be paid and product mix;
- the Group's internal analysis methods;
- most recent legal interpretations concerning coverage and liabilities;
- economic conditions;
- biometric developments, such as mortality, morbidity and longevity; and
- socio-economic factors, such as policyholder behavior.

Reinsurance reserves are presented gross excluding the share retroceded to reinsurers and are measured at the level of individual reinsurance contracts or at the level of groups of contracts with similar characteristics. Retroceded reserves are estimated using the same methods and assumptions and are presented as assets.

P&C business

In determining the amount of its reserves, the Group uses actuarial techniques that take into account quantitative loss experience data, together with qualitative factors, where appropriate. The reserves are also adjusted to reflect the volume of business written, reinsurance contract terms and conditions and different claims handling processes, all of which may potentially affect the Group's liability over time.

However, it is difficult to accurately determine the amount of reserves required, especially in view of changes in the legal environment, including civil liability law, which may impact the development of the reserves. While this process is complicated and subjective for ceding companies, the uncertainties inherent in these estimates are even greater for the reinsurer, primarily because of the longer time period between the date of occurrence of an event and the request for payment of the claim to the reinsurer, the variety of contract development schemes, whether treaty or facultative, the dependence on ceding companies for information regarding claims, and different reserving practices among ceding companies. In addition, trends that have affected the development of liabilities in the past may not necessarily reoccur or affect liability development to the same degree in the future. Thus, actual losses and policy benefits may deviate, perhaps significantly, from the estimated reserves reflected in the Group's consolidated financial statements.

Reserves for claims and claims settlement expenses are recognized to cover payments in respect of reinsurance losses that have occurred but have not yet been settled. They are recognized for reinsurance losses reported before the reporting date and for IBNR claims, and are calculated based on their ultimate, undiscounted cost, except for workplace accident claims in the US, annuity payments on Motor Liability and Medical Malpractice which are discounted.

Life business

In the Life business, contract liabilities include mathematical reserves, unearned premiums reserves and claim reserves.

Mathematical reserves are recorded for expected claims and benefit payments to ceding companies in Life reinsurance. Mathematical reserves are calculated as the present value of future payments to cedents less the present value of premiums still payable. The calculation includes assumptions relating to mortality, morbidity, longevity, disability and lapses, as well as future projected interest rates and expenses. The actuarial methods used provide an adequate safety margin against the risk of change, error or random fluctuation.

Reserves for claims and claims settlement expenses are recognized to cover payments in respect of reinsurance losses that have occurred but have not yet been settled. They are recognized for reinsurance losses reported before the reporting date and for IBNR claims.

Unearned premiums reserves (P&C and Life business)

Unearned premiums reserves correspond to the portion of written premiums that are allocated to future risk periods.

Retrocessionaires' share (P&C and Life business)

The share of retrocessionaires in insurance and investment contract liabilities is calculated according to contractual conditions based on gross reinsurance reserves. Allowances are established for estimated credit risks.

Contracts not meeting risk transfer criteria

Reserves for financial contract liabilities and financial reinsurance contract liabilities are recognized for reinsurance contracts that do not meet the risk transfer criteria described in IFRS 4.

Liability adequacy test

Assets and liabilities relating to reinsurance contracts are subject each year to a liability adequacy test under IFRS 4.

For the P&C segment, the test is performed in the event the ultimate underwriting combined ratio is in excess of 100% of the unearned premium reserve, net of deferred acquisition costs. The liability adequacy test is performed at the level of the actuarial segment and then aggregated at the entity level.

The liability adequacy test for the Life segment compares the carrying amount of the reserves, less deferred acquisition costs and value of business acquired, with the fair value of the liabilities from the reinsurance portfolio recognized. Fair value is calculated as the present value of the projected future cash flows using current actuarial assumptions and inputs. In case of

deficiency, SCOR would impair deferred acquisition costs and value of business acquired and increase reserves. The liability adequacy test is performed at the level of portfolios that are managed together and are subject to broadly similar risks.

Embedded derivatives

Derivatives embedded in reinsurance contracts that meet the definition of an insurance contract and are closely linked with the features and risks of the host contract are not separated from the host contract and are measured together with the reinsurance host contract.

Derivatives embedded in reinsurance contracts that do not meet the definition of an insurance contract are separated from the host contract and measured at fair value in accordance with IAS 39, with changes in fair value recognized in income.

In EUR millions	As at December 31, 2021			As at December 31, 2020		
	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total
GROSS CONTRACT LIABILITIES						
Gross claim reserves	8,145	16,162	24,307	7,163	13,001	20,164
Mathematical reserves	7,400	-	7,400	6,994	-	6,994
Unearned premiums reserves	172	3,581	3,753	173	2,831	3,004
Total gross insurance contract liabilities	15,717	19,743	35,460	14,330	15,832	30,162
Financial contracts	-	372	372	-	339	339
Total gross contract liabilities	15,717	20,115	35,832	14,330	16,171	30,501
REINSURANCE RECOVERABLE						
Ceded claims reserves & claims expense reserves	(1,487)	(1,833)	(3,320)	(624)	(971)	(1,595)
Ceded mathematical reserves	(416)	-	(416)	56	-	56
Ceded unearned premiums reserves	(12)	(388)	(400)	-	(242)	(242)
Ceded contract liabilities	(1,915)	(2,221)	(4,136)	(568)	(1,213)	(1,781)
NET CONTRACT LIABILITIES	13,802	17,894	31,696	13,762	14,958	28,720

Reinsurance reserves are subject to the use of estimates. Settlements in respect of reinsurance reserves are usually not fixed, neither in amount nor by due date. Liquidity information in respect of reinsurance reserves is included in the Universal Registration Document, in Section 3.1.5 – Liquidity risks.

An aging analysis of reinsurance assets is included in the Universal Registration Document, in Section 3.2.5 – Management of credit risks.

See Note 2 – Significant events of the year and Covid-19, for information on the impact of the Covid-19 pandemic.

Note 16.1 SCOR GLOBAL P&C

The first table of this section presents net reinsurance reserves, net unearned premiums reserves and net deferred acquisition costs over a ten-year period, recorded at the exchange rates applicable at each corresponding reporting date.

The next table of the section provides Non-Life claims development information per underwriting year and reporting period, taking into account the neutralization of fluctuations in foreign exchange rates.

A significant portion of SCOR Global P&C's reinsurance reserves are denominated in currencies other than EUR. To permit an analysis of claims developments excluding the impact of foreign exchange rate movements, all figures are translated into EUR at the prevailing rates as at the reporting date.

The first part of the table shows net incurred losses as the sum of paid claims, claims handling expenses and changes in reinsurance reserves and provisions for late claims, net of external retrocession.

The second part of the table shows net paid claims at constant exchange rates.

Lastly, the third part of the table presents net earned premiums per underwriting year at the exchange rates applicable at each corresponding reporting date.

CONSOLIDATED FINANCIAL STATEMENTS

Notes to the consolidated financial statements

04

<i>In EUR millions</i>	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Gross claims reserves & estimates – end of year ⁽¹⁾	10,602	10,857	10,691	11,088	11,750	11,784	12,318	12,815	13,253	13,001	16,162
Ceded claims reserves & estimates – end of year ⁽¹⁾	765	690	629	619	634	660	1,175	1,283	1,300	971	1,833
Net claims reserves & estimates – end of year	9,837	10,167	10,062	10,469	11,116	11,124	11,143	11,532	11,953	12,030	14,329
UNEARNED PREMIUMS RESERVES (UPR)											
Gross UPR – end of year	1,516	1,683	1,663	1,938	2,239	2,261	2,270	2,496	2,980	2,831	3,581
Ceded UPR – end of year	84	93	101	142	187	167	160	208	275	242	388
Net UPR – end of year	1,432	1,590	1,562	1,796	2,052	2,094	2,110	2,288	2,705	2,589	3,193
DEFERRED ACQUISITION COSTS (DAC)											
Gross DAC – end of year	325	359	379	441	536	551	560	615	735	665	778
Ceded DAC – end of year	5	7	8	10	14	13	9	25	34	27	33
Net DAC – end of year	320	352	371	431	522	538	551	590	701	638	745

<i>In EUR millions</i>	≤2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
NET CLAIMS INCURRED TRIANGLES⁽²⁾											
Current year	-	1,707	1,825	1,749	1,805	1,873	2,257	2,276	2,272	2,138	2,896
1 year later	-	2,788	2,893	2,930	2,977	3,336	3,728	3,920	4,216	3,977	-
2 years later	-	2,801	2,874	2,984	3,059	3,468	3,872	4,169	4,379	-	-
3 years later	-	2,759	2,812	2,999	2,990	3,450	3,883	4,182	-	-	-
4 years later	-	2,727	2,788	2,956	3,000	3,466	3,913	-	-	-	-
5 years later	-	2,760	2,728	2,918	3,001	3,481	-	-	-	-	-
6 years later	-	2,704	2,700	2,919	3,036	-	-	-	-	-	-
7 years later	-	2,702	2,698	2,920	-	-	-	-	-	-	-
8 years later	-	2,692	2,685	-	-	-	-	-	-	-	-
9 years later	-	2,683	-	-	-	-	-	-	-	-	-
10 years later	(13)	-	-	-	-	-	-	-	-	-	-
NET CLAIMS PAID TRIANGLES⁽²⁾											
Current year	-	55	76	73	36	69	116	(5)	(3)	42	74
1 year later	-	976	1,081	1,094	981	1,197	1,557	1,520	1,424	1,065	-
2 years later	-	1,458	1,559	1,540	1,470	1,834	2,147	2,229	2,161	-	-
3 years later	-	1,930	2,059	2,199	2,169	2,531	2,899	2,833	-	-	-
4 years later	-	2,060	2,202	2,349	2,359	2,738	3,093	-	-	-	-
5 years later	-	2,171	2,292	2,437	2,492	2,853	-	-	-	-	-
6 years later	-	2,261	2,380	2,529	2,582	-	-	-	-	-	-
7 years later	-	2,330	2,430	2,577	-	-	-	-	-	-	-
8 years later	-	2,363	2,467	-	-	-	-	-	-	-	-
9 years later	-	2,388	-	-	-	-	-	-	-	-	-
10 years later	155	-	-	-	-	-	-	-	-	-	-
Earned premium⁽²⁾	155	25	37	48	90	115	194	604	737	1,023	74

(1) At period-end exchange rates.

(2) At constant exchange rates.

The table below presents a reconciliation of SCOR Global P&C's opening and closing claims reserves and incurred claims for the years ended December 31, 2021 and 2020.

<i>In EUR millions</i>	2021	2020
GROSS CLAIMS RESERVES AND CLAIMS ESTIMATES AS AT JANUARY 1	13,001	13,253
Ceded claims reserves and claims estimates as at January 1	(971)	(1,300)
Net claims reserves and claims estimates as at January 1	12,030	11,953
Remeasurement at year-end exchange rates	444	(573)
Net claims reserves and claims estimates as at January 1 – remeasured	12,474	11,380
Net claims incurred during the year	2,896	2,063
Net claims incurred during prior years	2,061	2,071
Total net claims incurred	4,957	4,134
Claims payments during the year	(74)	(39)
Claims payments during prior years	(3,028)	(3,445)
Total claims payments	(3,102)	(3,484)
Other movements	-	-
Net claim reserves and claims estimates as at December 31	14,329	12,030
Ceded claims reserves and claims estimates as at December 31	(1,833)	(971)
GROSS CLAIMS RESERVES AND CLAIMS ESTIMATES AS AT DECEMBER 31	16,162	13,001

Net claim reserves as at December 31, 2021 for the 2021 events included in the natural catastrophes ratio

Net claim reserves as at December 31, 2021 corresponding to the 2021 events that impacted the natural catastrophes ratio amount to EUR 704.5 million and mainly comprise the following events :

- Hurricane IDA (August 2021): EUR 131.6 million;
- European flooding (July 2021): EUR 181.3 million;
- US severe winter storm (February 2021): EUR 159.0 million.

Analysis of asbestos & environmental IBNR reserves and claims paid

	For the year ended December 31			
	Asbestos		Environment	
	2021	2020	2021	2020
Gross reserves, including IBNR reserves (<i>in EUR millions</i>)	45	49	5	5
% of Non-Life gross reserves	0.3%	0.3%	0.0%	0.0%
Claims paid (<i>in EUR millions</i>)	4	6	1	1
Net % of Group Non-Life claims paid	0.1%	0.2%	0.0%	0.0%
Actual number of claims reported under non-proportional and facultative treaties (<i>in units</i>)	11,321	11,268	8,680	8,641
Average cost per claim (<i>in EUR</i>) ⁽¹⁾	21,486	20,114	5,303	4,892

(1) Excluding claims which do not incur any cost and claims reported only for precautionary reasons and whose amount is not measured.

Note 16.2 SCOR GLOBAL LIFE

The change in SCOR Global Life's mathematical reserves for the years ended December 31, 2021 and 2020 is as follows:

<i>In EUR millions</i>	2021	2020
Gross mathematical reserves as at January 1	6,994	7,884
Change in scope of consolidation	-	-
Change in reserves from portfolio movements and actuarial calculation	278	(726)
Foreign exchange rate movements	128	(164)
Gross mathematical reserves as at December 31	7,400	6,994
Share of retrocessionaires in mathematical reserves	-	-
Ceded mathematical reserves as at January 1	56	33
Change in scope of consolidation	-	-
Change in reserves from portfolio movements and actuarial calculation	(474)	34
Foreign exchange rate movements	2	(11)
Ceded mathematical reserves as at December 31	(416)	56
NET MATHEMATICAL RESERVES AS AT JANUARY 1	7,050	7,917
NET MATHEMATICAL RESERVES AS AT DECEMBER 31	6,984	7,050

Liability adequacy test

The liability adequacy test conducted at each reporting date did not detect any deficiency for either SCOR Global P&C or SCOR Global Life.

Rating: Share of retrocessionaires in contract liabilities

The share of retrocessionaires in contract liabilities and the amounts received by SCOR as collateral break down as follows by the retrocessionaires' credit rating as at December 31, 2021 and 2020:

<i>In EUR millions</i>	AAA	AA	A	BBB	< BBB	Not rated	Total as at December 31, 2021
Share of retrocessionaires in contract liabilities	-	898	2,460	103	13	662	4,136
Securities pledged	-	-	18	5	-	927	950
Deposits received	-	265	339	20	-	23	647
Letters of credit	-	3	114	-	-	10	127
Total collateral received by SCOR from retrocessionaires⁽¹⁾	-	268	471	25	-	960	1,724
Share of retrocessionaires in contract liabilities net of collateral	-	630	1,989	78	13	(298)⁽²⁾	2,412

(1) The total collateral from retrocessionaires is related to the contract liabilities recorded in the balance sheet and also to potential losses that have not yet occurred.

(2) To limit credit risk related to retrocessionaires, certain unrated retrocessionaires are obliged to pledge securities for the value of their maximum potential contractual obligations, even if the actual retrocessionaire liability recorded in SCOR's balance sheet is lower.

<i>In EUR millions</i>	AAA	AA	A	BBB	< BBB	Not rated	Total as at December 31, 2020
Share of retrocessionaires in contract liabilities	-	451	846	60	9	415	1,781
Securities pledged	-	-	18	5	-	600	623
Deposits received	-	24	294	19	-	50	387
Letters of credit	-	15	113	-	-	9	137
Total collateral received by SCOR from retrocessionaires⁽¹⁾	-	39	425	24	-	659	1,147
Share of retrocessionaires in contract liabilities net of collateral	-	412	421	36	9	(244)⁽²⁾	634

(1) The total collateral from retrocessionaires is related to the contract liabilities recorded in the balance sheet and also to potential losses that have not yet occurred.

(2) To limit credit risk related to retrocessionaires, certain unrated retrocessionaires are obliged to pledge securities for the value of their maximum potential contractual obligations, even if the actual retrocessionaire liability recorded in SCOR's balance sheet is lower.

Note 17 STOCK OPTIONS AND SHARE ALLOCATIONS

The Group has set up various long-term equity compensation plans (stock options and free shares) in favor of some of its employees and corporate officers. The terms of these plans are defined and authorized or validated by its Board of Directors at the allocation date. The plans are equity settled only.

The allocations result in the recognition of personnel costs, with a corresponding increase in equity over the vesting period.

The total amount recognized over the vesting period is measured by reference to the fair value of the instruments allocated, and to potential forfeits due to non-compliance with service or performance conditions, when they are not linked to the stock price. At each reporting date, the number of instruments that are expected to vest is reviewed and the impact of any adjustments to the initial estimates is recognized in the statement of income, with a corresponding adjustment to equity over the remaining vesting period.

The dilutive effect of the instruments allocated is reflected in the diluted earnings per share calculation.

The total expense for share-based payments was EUR 36 million in 2021 (2020: EUR 32 million and 2019: EUR 32 million), of which EUR 1 million (2020: EUR 1 million and 2019: EUR 1 million) relating to stock options allocated under the 2017 to 2021 plans (2020: 2016 to 2020 and 2019: 2015 to 2019) and EUR 35 million

(2020: EUR 31 million and 2019: EUR 31 million) relating to free shares allocated under the 2015 to 2021 plans (2020: 2014 to 2020 and 2019: 2013 to 2019).

The share-based payment plans are described below.

Note 17.1 STOCK OPTION PLANS

The Group allocates stock purchase or subscription option plans to its employees and corporate officers under the following terms:

Plan	Date of allocation by the Board	Date of exercise of the options	Date of expiration of the plan	Exercise price in EUR	Number of shares under options
2011	March 22, 2011	March 23, 2015	March 23, 2021	19.71	703,500
2011	September 1, 2011	September 2, 2015	September 2, 2021	15.71	308,500
2012	March 23, 2012	March 24, 2016	March 24, 2022	20.17	938,000
2013	March 21, 2013	March 22, 2017	March 22, 2023	22.25	716,000
2013	October 2, 2013	October 3, 2017	October 3, 2023	24.65	170,000
2013	November 21, 2013	November 22, 2017	November 22, 2023	25.82	25,000
2014	March 20, 2014	March 21, 2018	March 21, 2024	25.06	694,875
2014	December 1, 2014	December 2, 2018	December 2, 2024	24.41	9,000
2015	March 20, 2015	March 21, 2019	March 21, 2025	29.98	669,131
2015	December 18, 2015	December 19, 2019	December 19, 2025	35.99	45,250
2016	March 10, 2016	March 11, 2020	March 11, 2026	31.58	631,368
2016	December 1, 2016	December 2, 2020	December 2, 2026	29.57	750
2017	March 10, 2017	March 11, 2021	March 11, 2027	33.78	480,000
2017	December 1, 2017	December 2, 2021	December 2, 2027	34.75	145,410
2018	March 8, 2018	March 9, 2022	March 9, 2028	35.10	380,000
2018	December 22, 2018	December 23, 2022	December 23, 2028	40.81	198,088
2019	March 7, 2019	March 8, 2023	March 8, 2029	38.66	428,000
2019	October 25, 2019	October 26, 2023	October 26, 2029	37.11	148,140
2020	April 28, 2020	April 29, 2024	April 29, 2030	21.43	428,000
2020	November 5, 2020	November 6, 2024	November 6, 2030	23.31	189,326
2021	March 1, 2021	March 2, 2025	March 2, 2031	27.53	480,000
2021	August 1, 2021	August 2, 2025	August 2, 2031	24.93	14,000
2021	November 1, 2021	November 2, 2025	November 2, 2031	24.94	228,566

The stock options can be exercised after four years, regardless of whether the employee is still actively employed by the Group.

The terms and conditions of the stock option plans of March 1, 2021, August 1, 2021 and November 1, 2021, which are similar to those previously granted by SCOR, provide that the options allocated can be exercised at the earliest four years after the grant date, if the presence condition is met in addition to the satisfaction of certain performance conditions, which are based on the strict compliance with the Group's ethical principles as set out on the Group's code

of conduct (the "Group Code of Conduct"), on the fulfillment of the corporate social responsibility (CSR) training obligation, on the SCOR Group's ROE, on the solvency ratio and on the Total Shareholder Return (TSR) of SCOR among a panel of peers (in 2021, 2022 and 2023 for the three last conditions).

The table below presents movements in the stock option plans and the number of stock options outstanding at the end of the year, along with the average corresponding exercise price.

	2021		2020	
	Number of options	Average exercise price in EUR per share	Number of options	Average exercise price in EUR per share
Outstanding options as at January 1	4,575,955	23.78	4,481,085	29.39
Options granted during the period	570,866	26.43	617,326	22.01
Options exercised during the period	356,000	20.46	189,700	18.44
Options expired during the period	4,000	19.71	36,500	18.40
Options forfeited during the period	350,278	32.30	296,256	32.25
Outstanding options at December 31	4,436,543	28.85	4,575,955	23.78
Exercisable at December 31	2,501,013	27.53	2,510,531	25.61

The average remaining contractual life of the options was 5.13 years in 2021 (5.30 years in 2020).

The fair value of the options is estimated using the Black-Scholes method, which takes into account the terms and conditions under which the options were allocated. The following table shows the characteristics used in 2021, 2020 and 2019:

	November 1, 2021 plan	August 1, 2021 plan	March 1, 2021 Plan	November 5, 2020 Plan	April 28, 2020 Plan	October 25, 2019 Plan	March 7, 2019 Plan
Fair value at the allocation date (in EUR)	3.22	1,61	2.27	1.22	2.59	2.29	2.18
Exercise price (in EUR)	24,94	24,93	27,53	23,31	21,43	37.11	38.66
Exercise period	4 years	4 years	4 years	4 years	4 years	4 years	4 years
Historical volatility ⁽¹⁾	29.03%	28.83%	25.48%	25.53%	20.16%	18.56%	18.18%
Dividend	6.22%	7.63%	6.36%	7.87%	5.74%	5.00%	5.00%
Risk-free interest rate	(0.178)%	(0.525)%	(0.567)%	(0.700)%	(0.628)%	(0.604)%	(0.360)%

(1) The historical volatility used to determine the fair value of stock options is based on the historical volatility over periods corresponding to the expected average life of the options allocated, which is partially adjusted to eliminate extreme deviations and to better reflect long-term trends.

Note 17.2 FREE SHARE ALLOCATION PLANS

The Group allocates free shares to its employees under the following terms:

Date of allocation	Date of vesting	Number of shares originally allocated	Estimated price on the allocation date (in EUR)
March 5, 2013 (LTIP)	March 6, 2021	232,500	22.22
March 4, 2014 (LTIP)	March 5, 2020	31,500	24.70
March 4, 2014 (LTIP)	March 5, 2022	88,500	24.70
March 4, 2015	March 5, 2017	240,000	29.36
March 4, 2015 (LTIP)	March 5, 2021	40,000	29.36
December 18, 2015 (LTIP)	December 19, 2021	106,432	34.59
February 23, 2016 (LTIP)	February 24, 2022	257,732	31.82
February 21, 2017	February 22, 2020	505,000	32.72
February 21, 2017 (LTIP)	February 22, 2023	50,000	32.72
December 1, 2017	December 2, 2020	728,612	34.08
December 1, 2017 (LTIP)	December 2, 2023	232,238	34.08
February 21, 2018	February 22, 2021	475,000	35.81
December 22, 2018	December 23, 2021	841,082	37.88
December 22, 2018 (LTIP)	December 23, 2024	96,596	37.88
December 23, 2018	December 24, 2021	249,923	37.88
February 19, 2019	February 20, 2022	535,000	38.32
February 19, 2019 (LTIP)	February 20, 2025	205,000	38.32
October 23, 2019	October 24, 2022	890,800	36.90
October 23, 2019 (LTIP)	October 24, 2025	91,798	36.90
April 28, 2020	April 29, 2023	535,000	26.12
November 5, 2020	November 6, 2023	1,188,385	22.86
November 5, 2020 (LTIP)	November 6, 2026	68,280	22.86
March 1, 2021	March 2, 2024	413,875	28.28
August 1, 2021	August 2, 2024	15,000	23.59
November 1, 2021	November 2, 2024	1,374,611	28.95
November 1, 2021 (LTIP)	November 2, 2027	128,541	28.95

All grants under the free share plans of March 1, 2021, August 1, 2021 and November 1, 2021 (except LTIP) are subject to a three-year presence condition, and to performance conditions which are based on the strict compliance with the Group's ethical principles as set out on the Group's code of conduct, on the fulfillment of the corporate social responsibility (CSR) training obligation, on the SCOR Group's ROE, on the solvency ratio and on the Total Shareholder Return (TSR) of SCOR among a panel of peers in 2021, 2022 and 2023.

All shares granted under the "LTIP" plan of November 1, 2021 are subject to a six-year presence condition and to performance conditions which are based on the strict compliance with the Group's ethical principles as set out on the Group's code of conduct (the "Group Code of Conduct"), on the fulfillment of the corporate social responsibility (CSR) training obligation, on the solvency ratio, on the SCOR Group's ROE and on the Total Shareholder Return (TSR) of SCOR among a panel of peers between 2021 and 2026.

The fair value of the free shares corresponds to the market value adjusted for dividends and non-transferability costs, estimated using a forward acquisition/disposal method. The following table shows the characteristics used in 2021, 2020 and 2019:

	November 1, 2021 Plan (LTIP)	November 1, 2021 Plan	August 1, 2021 Plan	March 1, 2021 Plan	November 5, 2020 Plan 1	November 5, 2020 Plan 2
Fair value (in EUR)	18.13	21.62	16.43	21.45	15.69	14.22
Vesting period	6 years	3 years	3 years	3 years	3 years	3 years
Dividend	6.22%	6.22%	7.63%	6.36%	7.87%	7.87%

	November 5, 2020 Plan (LTIP)	April 28, 2020 Plan	October 23, 2019 Plan	October 23, 2019 Plan (LTIP)	February 19, 2019 Plan	February 19, 2019 Plan (LTIP)
Fair value (in EUR)	12.59	21.99	31.76	27.34	32.98	28.39
Vesting period	6 years	3 years	3 years	6 years	3 years	6 years
Dividend	7.87%	5.74%	5.00%	5.00%	5.00%	5.00%

Note 18 INCOME TAXES

The tax expense for the period comprises current and deferred tax. Tax is recognized in the statement of income, except to the extent that it relates to items recognized in other comprehensive income or directly in equity.

The current income tax expense is calculated on the basis of tax laws enacted or substantively enacted at the end of the reporting period in countries where the Group's subsidiaries and branches operate and generate taxable income. Management periodically evaluates the positions taken to prepare tax returns. Assessing the outcome of uncertain tax positions requires judgments to be made regarding the result of negotiations with, and inquiries from, tax authorities in a number of jurisdictions. An entity needs to consider whether an uncertain tax treatment will be accepted by the tax authorities. If acceptance is considered probable, no provision is required. If acceptance is not considered probable, the uncertainty must be reflected by determining an expected value or the most likely amount. SCOR considers uncertain tax positions individually and measures the most likely amount. Provisions for tax contingencies also require management to make judgments and estimates about tax issues and exposures. The amounts recognized are based on its interpretation of country-specific tax law and the likelihood of a settlement. Tax benefits are recognized in the statement of income only when it is probable that the position taken can be defended. In arriving at the position, management reviews each material tax benefit to assess whether a provision should be taken against the recognition of the benefit, taking into consideration any settlement that may be reached through negotiation with the tax authorities and/or litigation.

Deferred taxes are recognized using the balance sheet liability method, for all temporary differences at the reporting date between the tax base of assets and liabilities and their carrying amount on the balance sheet.

The main temporary differences arise from tax losses carried forward and the remeasurement of certain financial assets and liabilities, including derivative contracts, certain insurance contract liabilities and provisions for pensions and other post-employment benefits. In addition, temporary differences arise on acquisitions

due to differences between the fair value of the net assets acquired and their tax base. Deferred tax liabilities are recognized for taxable temporary differences arising from investments in subsidiaries, equity-accounted companies and joint ventures, except where it is probable that the difference will not reverse in the foreseeable future.

Deferred taxes are not recognized in respect of temporary differences arising from the initial recognition of goodwill, or from goodwill for which amortization is not deductible for tax purposes, or from the initial recognition of an asset or liability in a transaction which is not a business combination and affects neither accounting nor taxable income or loss at the time of the transaction.

Deferred tax assets are recognized in respect of losses carried forward to the extent that it is probable that future taxable income will be available against which they can be offset. Management makes assumptions and estimates related to income projections to determine the availability of sufficient future taxable income. SCOR uses a discounted cash flow model comprising forecasted earnings and other financial ratios for the entity concerned, based on Board-approved business plans that incorporate the key drivers of the underwriting result. Business plans include assessments of expected gross and net premiums, expected loss-ratios and expected general expense ratios, together with actuarial assumptions. To the extent that losses carried forward cannot be utilized or expire, deferred income tax expenses may be recorded in the future.

Deferred tax assets and liabilities are offset, if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred income taxes relate to the same taxable entity and the same taxation authority.

Deferred tax assets and liabilities are measured at the tax rate applicable in the financial year in which the asset will be realized or the liability settled, based on the tax rates (and tax regulations) that have been enacted or substantially enacted at the reporting date.

Note 18.1 INCOME TAX EXPENSE

The main components of corporate income taxes for the years ended December 31, 2021, 2020 and 2019 are presented below:

<i>In EUR millions</i>	2021	2020	2019
AMOUNTS REPORTED IN THE CONSOLIDATED STATEMENT OF INCOME			
Current tax – current year	(296)	(175)	(157)
Current tax adjustments – prior years	(3)	(5)	(4)
Deferred taxes due to temporary differences	16	31	(60)
Deferred taxes from tax losses carried-forward	75	59	74
Changes in deferred taxes due to changes in tax rates	1	(16)	-
Corporate income tax (expense)/benefit reported in the statement of income	(207)	(106)	(147)
TOTAL INCOME TAX (EXPENSE)/BENEFIT REPORTED IN THE STATEMENT OF INCOME	(207)	(106)	(147)
INCOME TAX (EXPENSE)/BENEFIT REPORTED IN EQUITY	68	(32)	(103)

Note 18.2 RECONCILIATION OF EXPECTED TO ACTUAL CORPORATE INCOME TAX EXPENSE

A reconciliation of the income tax expense, obtained by applying the French tax rate of 28.41% for 2021, 32.02% for 2020 and 34.43% for 2019 to income/(loss) before corporate income tax and excluding the share in results of associates, to the actual corporate income tax expense recorded in the consolidated statement of income is presented in the table below. The effective tax rate in 2021 is 30.9% (2020: 31.5% and 2019: 25.7%).

The main reconciling items are due to the difference between the local corporate income tax rate of each taxable entity and the French tax rate, permanent differences reported by each entity, reduced tax rates for certain transactions and other specific items.

<i>In EUR millions</i>	2021	2020	2019
Income before corporate income tax (excluding share in net income/(loss) of equity-accounted companies)	668	337	570
Theoretical corporate income tax (expense)/benefit at 28.41% (for 2021), 32.02% (for 2020) and 34.43% (for 2019)	(190)	(108)	(196)
RECONCILING ITEMS TO ACTUAL CORPORATE INCOME TAX (EXPENSE)/BENEFIT			
Differences between French and local corporate income tax rates	54	38	63
Tax-exempt income	10	11	7
Non-deductible expenses	(24)	(25)	(29)
Recognition of deferred tax assets, net	(27)	-	(1)
Change in tax risk provision	(5)	(4)	26
Non creditable/refundable withholding tax	(7)	(4)	(3)
Movements in provisions for tax contingencies	1	(16)	-
Share-based payments	2	(4)	(4)
Prior-year corporate income tax	(7)	18	(8)
Other	(14)	(12)	(2)
ACTUAL CORPORATE INCOME TAX (EXPENSE)/BENEFIT	(207)	(106)	(147)

Differences between French and local corporate income tax rates result from the difference between the tax calculated at the level of each entity with the applicable standard rate and the tax calculated using the 28.41% French tax rate applicable to SCOR SE.

As part of standard procedure for reviewing the Group's tax positions, income tax risk provisions have been reviewed and adjusted.

Current income tax for prior years results mainly from timing differences between the date of approval of the financial statements and the filing dates of the corporate tax returns and as regards 2020, from the carryback of tax losses incurred by US entities taxed at the current tax rate of 35% (2017 and earlier) after a deferred tax asset was recognized at today's current tax rate of 21% (Coronavirus Aid, Relief, and Economic Security Act – CARES Act).

French corporate tax rate

For 2021, the global French corporate income tax rate is 28.41% for companies with revenues exceeding EUR 250 million, as provided for by the 2020 French Finance Bill.

For companies with revenues exceeding EUR 250 million, the overall French corporate income tax rate was 32.02% for 2020 and 34.43% for 2019.

The progressive decrease in the corporate income tax rate will result in an overall French corporate income tax rate of 25.83% from 2022 as provided for by the 2018 French Finance Bill.

US corporate tax rate

On December 22, 2017, the US Congress enacted the Tax Cuts and Jobs Act (TCJA), which introduced a new minimum tax regime called the Base Erosion and Anti-Abuse Tax (BEAT). Starting in 2019, the BEAT added a 5% tax on all deductible payments by US entities to non-US affiliates, specifically reinsurance premiums. The BEAT increased to 10% for financial years beginning in 2019 and will further increase to 12.5% for financial years beginning in 2026 or later. More precisely, the BEAT is payable if, calculated on a modified taxable income base, it is higher than the regular federal corporate income tax in a given year.

In 2021, a USD 19 million (EUR 16.6 million) BEAT expense was recognized within current income tax (USD 16 million or EUR 14 million in 2020 and USD 25 million or EUR 22 million in 2019).

The standard tax rates for the primary locations in which the Group has operations are as follows:

	2021	2020	2019
France	28.41%	32.02%	34.43%
Switzerland	19.70%	21.15%	21.15%
Germany	32.45%	32.45%	32.45%
Ireland	12.50%	12.50%	12.50%
United Kingdom	19.00%	19.00%	19.00%
United States	21.00%	21.00%	21.00%
Singapore	17.00%	17.00%	17.00%

Note 18.3 CORPORATE INCOME TAX EFFECTS RELATING TO OTHER COMPREHENSIVE INCOME

	2021			2020			2019		
	Before tax amount	Tax (expense) /benefit	Net of tax amount	Before tax amount	Tax (expense) /benefit	Net of tax amount	Before tax amount	Tax (expense) /benefit	Net of tax amount
<i>In EUR millions</i>									
Remeasurement of post-employment benefits	48	(9)	39	(16)	4	(12)	(31)	7	(24)
Items that will not be reclassified subsequently to income	48	(9)	39	(16)	4	(12)	(31)	7	(24)
Effect of changes in foreign exchange rates	482	1	483	(523)	(3)	(526)	126	(3)	123
Remeasurement of available-for-sale assets	(422)	94	(328)	199	(40)	159	660	(144)	516
Shadow accounting	99	(21)	78	(71)	13	(58)	(202)	45	(157)
Net gains/(losses) on cash flow hedges	(12)	3	(9)	22	(6)	16	30	(8)	22
Other changes	6	-	6	1	-	1	2	-	2
Items that will be reclassified subsequently to income	153	77	230	(372)	(36)	(408)	616	(110)	506
TOTAL	201	68	269	(388)	(32)	(420)	585	(103)	482

Note 18.4 DEFERRED TAX

Deferred tax assets and liabilities and the related expense or benefit as at and for the years ended December 31, 2020 and December 31, 2021 are shown in the table below:

<i>In EUR millions</i>	Balance as at January 1, 2020	Changes through income	Changes through OCI	Other movements	Foreign exchange gains and losses	Balance as at December 31, 2020	Changes through income	Changes through OCI	Other movements	Foreign exchange gains and losses	Balance at December 1, 2021
DEFERRED TAX LIABILITIES											
Deferred acquisition costs	(352)	39	(1)	-	24	(290)	48	1	(2)	(11)	(254)
Unrealized gains and losses and temporary differences on investments	(112)	(4)	(38)	(12)	10	(156)	(25)	67	-	(5)	(119)
Retirement plans	(18)	(2)	-	-	(1)	(21)	(2)	-	-	-	(23)
Equalization reserves	(46)	5	-	-	(1)	(42)	5	-	-	-	(37)
Value of business acquired	(284)	9	-	-	21	(254)	62	-	(1)	(11)	(204)
Financial instruments	(29)	-	(1)	2	1	(27)	2	10	-	-	(15)
Claims reserves	(163)	12	(3)	(5)	11	(148)	(48)	3	5	(11)	(199)
Shadow accounting	(5)	-	1	-	(1)	(5)	-	2	-	-	(3)
Other temporary differences	(108)	(19)	-	-	6	(121)	(10)	(1)	(11)	(3)	(146)
TOTAL DEFERRED TAX LIABILITIES	(1,117)	40	(42)	(15)	70	(1,064)	32	82	(9)	(41)	(1,000)
DEFERRED TAX ASSETS											
Deferred acquisition costs	197	(20)	-	-	(16)	161	(29)	-	2	9	143
Unrealized gains and losses and temporary differences on investments	49	10	(3)	12	(3)	65	(4)	16	-	1	78
Retirement plans	72	(7)	4	-	(1)	68	1	(9)	-	1	61
Equalization reserves	-	-	-	-	-	-	-	-	-	-	-
Tax loss carryforwards	511	41	-	-	(14)	538	64	-	-	11	613
Financial instruments	12	(1)	(5)	(2)	-	4	1	-	-	-	5
Claims reserves	205	17	-	-	(12)	210	26	1	1	12	250
Shadow accounting	22	-	14	-	(4)	32	-	(21)	-	1	12
Other temporary differences	311	(6)	-	1	(18)	288	-	(1)	6	19	312
TOTAL DEFERRED TAX ASSETS	1,379	34	10	11	(68)	1,366	59	(14)	9	54	1,474

In accordance with IFRS deferred tax netting rules, the amount of deferred tax liabilities and deferred tax assets recorded in the balance sheet are as follows:

<i>In EUR millions</i>	2021	2020	2019
Deferred tax liabilities	(242)	(260)	(270)
Deferred tax assets	716	562	532
Net deferred tax assets (liabilities)	474	302	262

Note 18.5 EXPIRATION OF TAX LOSSES AVAILABLE FOR CARRYFORWARD

As at December 31, 2021, tax losses available for carryforward expire as follows:

<i>In EUR millions</i>	Available tax loss carryforwards	Tax loss carryforwards for which no deferred tax assets have been recognized	As at December 31, 2021 Deferred tax assets recognized	As at December 31, 2020 Deferred tax assets recognized
2021	-	-	-	-
2022	7	(2)	1	1
2023	16	(6)	2	3
2024	33	(4)	6	22
2025	57	(2)	13	-
Thereafter	865	(214)	137	146
Indefinite	2,014	(199)	454	366
TOTAL	2,992	(427)	613	538

The recognition of deferred tax assets for tax loss carryforwards is assessed based on the availability of sufficient future taxable income and local tax rules, e.g. tax losses can be carried forward indefinitely in France but utilization is capped at EUR 1 million plus 50% of the remaining taxable income for the year, tax losses arising on US Non-Life companies can be carried forward for 20 years, tax losses arising on US Life companies can be carried forward for 15 years if incurred before 2018 and indefinitely if incurred after

2018. Considering its activity and in particular its exposure to natural catastrophes, the time horizon over which the Group expects to utilize its tax loss carryforward may evolve. SCOR remains confident that it will utilize all tax loss carryforwards recognized as at December 31, 2021 prior to their expiration.

Operating losses which have not been recognized as deferred tax assets relate primarily to the French Tax Group and Switzerland.

Note 19 INVESTMENT INCOME

Investment income breaks down as follows by type of income and category of financial asset:

Note 19.1 BREAKDOWN BY TYPE

<i>In EUR millions</i>	2021	2020	2019
Interest income on investments	373	421	474
Dividends	32	19	30
Income from investment property	30	31	38
Other income (including from cash and cash equivalents)	(40)	(32)	(9)
Other investment expenses	(17)	(8)	(11)
Current investment income	378	431	522
Investment income on deposits and guarantees paid	155	165	164
Investment expenses on deposits and guarantees received	(1)	(2)	(6)
Interest on deposits	154	163	158
Realized gains and losses on investments	219	196	86
Unrealized gains and losses on investments	45	18	25
Impairment of financial assets	(7)	(39)	(24)
Depreciation and impairment of investment property	(17)	(22)	(16)
Change in depreciation and impairment of investments	(24)	(61)	(40)
Foreign exchange gains/(losses)	(8)	(13)	3
INVESTMENT INCOME	764	734	754

This investment income is impacted by the variation in fair value of the call option granted to SCOR by Covéa on the shares it holds, at an exercise price of EUR 28 per share and for a period of five years. The option is transferable to any third party designated by SCOR so that SCOR can organize this exit in its best interests.

Note 19.2 ANALYSIS BY CATEGORY OF FINANCIAL ASSET

<i>In EUR millions</i>	2021	2020	2019
Real estate investments	14	56	71
Available for sale investments	619	478	522
Investments at fair value through income	11	(5)	28
Loans and receivables	185	189	184
Derivative instruments	76	(108)	16
Other (including from cash and cash equivalents), net of other investment expenses	(141)	124	(67)
INVESTMENT INCOME	764	734	754

Note 20 NET RETROCESSION RESULT

The table below shows the net retrocession result for the years ended December 31, 2021, 2020 and 2019:

<i>In EUR millions</i>	2021			2020			2019		
	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total	SCOR Global Life	SCOR Global P&C	Total
Ceded written premiums	(2,041)	(1,218)	(3,259)	(892)	(896)	(1,788)	(846)	(1,052)	(1,898)
Change in ceded unearned premiums reserves	11	131	142	-	(16)	(16)	-	61	61
Ceded earned premiums	(2,030)	(1,087)	(3,117)	(892)	(912)	(1,804)	(846)	(991)	(1,837)
Ceded claims	2,460	1,097	3,557	844	423	1,267	571	682	1,253
Ceded commission	1,238	179	1,417	66	153	219	87	170	257
Net retrocession result	1,668	189	1,857	18	(336)	(318)	(188)	(139)	(327)

The retrocession results of SCOR Global Life in the reporting periods presented reflect changes in the retrocession portfolio, claims development over the three year-period, correlated reserving adjustments and experience refund calculations. The net retrocession result includes the initial commission received by SCOR for the Covéa retrocession agreement for USD 1,014 million (EUR 840 million).

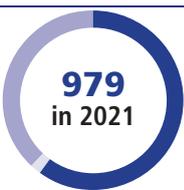
Given the frequency and severity of natural catastrophes, the retrocession results of SCOR Global P&C were lifted by large recoveries on its natural catastrophe retrocession program leading to a retrocession profit in 2021 versus a cost last year.

Note 21 OTHER OPERATING AND ADMINISTRATIVE EXPENSES

Allocation of expenses by function

In accordance with IAS 1 – Presentation of Financial Statements, the Group has opted to present expenses by function in the statement of income. Expenses are allocated to four categories (acquisition and administrative expenses, claims settlement expenses, investment management expenses and other current operating expenses) based on allocation keys defined by management.

Other operating and administrative expenses include expenses incurred by the Group, excluding gross commission, as follows:

In EUR millions	2021	2020	2019
 979 in 2021			
■ 60% Personnel costs	589	543	541
■ 2% Taxes other than income taxes	17	22	26
■ 38% Other costs	373	355	370
OTHER OPERATING AND ADMINISTRATIVE EXPENSES	979	920	937

They are further allocated to categories by function, as follows:

In EUR millions	2021	2020	2019
 979 in 2021			
■ 65% Acquisition and administrative expenses	638	541	564
■ 9% Investment management expenses	85	80	75
■ 8% Claims settlement expenses	74	63	63
■ 18% Other current operating expenses	182	236	235
OTHER OPERATING AND ADMINISTRATIVE EXPENSES	979	920	937

The fees for the services provided by the Statutory Auditors during the year are subject to a quarterly review and approval by the Audit Committee, which approved all the fees presented in the following table.

Amount (excluding tax) in EUR thousands	Ernst & Young				Mazars				KPMG				Total			
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Audit⁽¹⁾	141	514	100%	37%	4,394	3,835	91%	94%	5,211	4,612	83%	84%	9,746	8,961	85%	81%
SCOR SE	13	4	9%	-	1,602	1,510	33%	37%	1,850	1,572	30%	29%	3,465	3,086	31%	28%
Fully consolidated subsidiaries	128	510	91%	37%	2,792	2,325	58%	57%	3,361	3,040	53%	55%	6,281	5,875	56%	53%
Other audit related engagements⁽²⁾	-	832	-	59%	408	252	9%	6%	621	421	10%	8%	1,029	1,505	9%	14%
SCOR SE	-	522	-	37%	317	198	7%	5%	228	135	4%	3%	545	855	5%	8%
Fully consolidated subsidiaries	-	310	-	22%	91	54	2%	1%	393	286	6%	5%	484	650	4%	6%
Other⁽³⁾	-	62	-	4%	15	13	-	-	473	430	7%	8%	488	505	4%	5%
Legal, tax, social security	-	62	-	4%	15	13	-	-	473	430	7%	8%	488	505	4%	5%
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL	141	1,408	100%	100%	4,817	4,100	100%	100%	6,305	5,463	100%	100%	11,263	10,971	100%	100%

(1) Statutory audit and certification of local and consolidated financial statements.

(2) Other specific engagements related to the statutory audit engagement. The additional audit fees incurred were due mainly to a review of actuarial disclosures, a review of the Non-financial performance statement report, a review of Solvency II reports and various regulatory procedures.

(3) Other services, provided by the Statutory Auditors to the fully consolidated companies and due diligences.

The term of office of ERNST & YOUNG as Statutory Auditor expired at the end of the Annual Shareholders' Meeting of June 16, 2020 called to approve the financial statements for the year ended December 31, 2019, which took place on June 16, 2020. ERNST & YOUNG was replaced by KPMG SA during the Meeting.

Note 22 EARNINGS PER SHARE

Basic earnings per share is calculated by dividing net income available to ordinary shareholders by the weighted average number of ordinary shares outstanding over the year, excluding the average number of ordinary shares purchased by the Group and held as treasury shares.

For the calculation of diluted earnings per share, the weighted average number of shares outstanding is adjusted to take into account the potential conversion of all stock options and share allocation plans.

Potential or contingent share issues are considered as dilutive when their conversion into shares would decrease net earnings per share.

Basic and diluted earnings per share are calculated as follows for the years ended December 31, 2021, 2020 and 2019 respectively:

	As at December 31, 2021			As at December 31, 2020			As at December 31, 2019		
	Net income (numerator)	Shares (denominator) (in thousands) ⁽¹⁾	Net income per share (in EUR)	Net income (numerator)	Shares (denominator) (in thousands) ⁽¹⁾	Net income per share (in EUR)	Net income (numerator)	Shares (denominator) (in thousands) ⁽¹⁾	Net income per share (in EUR)
<i>In EUR millions</i>									
Net income – Group share	456	-	-	234	-	-	422	-	-
BASIC EARNINGS PER SHARE									
Net income available to ordinary shareholders	456	185,251	2.46	234	186,243	1.26	422	185,759	2.27
DILUTED EARNINGS PER SHARE									
Dilutive effects	-	-	-	-	-	-	-	-	-
Stock options and share- based compensation ⁽²⁾	-	1,225	-	-	1,674	-	-	1,880	-
Net income available to ordinary shareholders and estimated conversions	456	186,476	2.45	234	187,917	1.25	422	187,638	2.25

(1) Average number of shares during the period.

(2) Calculated assuming all options are exercised where the average SCOR share price for the year exceeds the option exercise price.

The exercise of stock options has consistently led to treasury shares being cancelled as decided by the Shareholders' Meeting of the Company in order to avoid any dilutive effect of such exercise upon the share capital.

Note 23 RELATED PARTY TRANSACTIONS

Parties are considered to be related if one party has the ability to directly or indirectly control the other party or exercises significant influence over the other party in making financial or operational decisions.

The Group's related parties include:

- key management personnel and their close family members and all entities over which key management personnel or their close family members exercise control or significant influence or in which they hold significant voting power;
- equity-accounted companies.

No shareholder (except key management personnel) meet the criteria of a related party according to IAS 24 – Related Party Disclosures for the years ended December 31, 2021, 2020 and 2019.

SCOR SE is the ultimate parent of the Group.

The Group has several business relationships with related parties. Transactions with such parties are carried out in the ordinary course of business and on substantially the same terms and conditions – including interest rates and collateral – as those prevailing at the same time for comparable transactions with third parties.

Transactions with equity-accounted companies in the years ended December 31, 2021, 2020 and 2019 were carried out on an arm's length basis and their volume was not material.

The total gross compensation paid or awarded to key management personnel – including short-term benefits, post-employment benefits, other long-term benefits, termination benefits and share-based payments – for the years ended December 31, 2021, 2020 and 2019 is outlined below:

Transactions with key management personnel

Key management personnel are those individuals having responsibility and authority for planning, directing and controlling the Group's activities. The Group considers that the members of the Executive Committee and the Board constitute key management personnel for the purposes of IAS 24.

In EUR	2021	2020	2019
Fixed cash compensation ⁽¹⁾	5,944,857	6,060,451	5,991,365
Variable cash compensation ⁽¹⁾	3,134,944	4,663,736	5,061,445
Profit sharing ⁽¹⁾	4,855	8,003	7,624
Premiums/allowances ⁽¹⁾	73,274	66,798	72,966
Share-based payments ⁽²⁾	10,331,821	13,089,232	24,398,653
Termination benefits ⁽¹⁾	-	-	-
Retirement benefits ⁽³⁾	954,306	2,899,067	3,627,218
Directors' compensation ⁽¹⁾	91,000	61,000	76,000
TOTAL COMPENSATION AND BENEFITS	20,535,058	26,848,287	39,235,271

(1) Amounts paid during the year.

(2) The above figures correspond to actuarial estimates of the free share and stock option allocations made during the reference year, in line with the AFEP-MEDEF code, and not to paid compensation. The value is calculated according to the same assumptions as those used in the Group's financial statements (IFRS 2).

(3) Contributions paid to the defined contribution plans and on the value of the entitlements accrued under the defined benefit plans. The Group's total commitment in respect of defined benefit plans in France, Germany, the UK, the US and Switzerland for Executive Committee members and the Chairman as at December 31, 2021 amounted to EUR 41 million (December 31, 2020: EUR 46 million and December 31, 2019: EUR 41 million), i.e. 9% of the Group's total commitment in respect of pension plans of EUR 467 million.

Each member of the Executive Committee benefits from the use of a vehicle for business purposes. The Chairman of the Board of Directors has a company car (with a shared driver).

Note 24 COMMITMENTS RECEIVED AND GRANTED

Rights and obligations, not recognized on the balance sheet, but which could modify the amount or composition of the Group's net assets are disclosed as commitments.

The general reinsurance environment often requires reinsurers to post collateral to cover insurance liabilities, either directly through the reinsurance treaty with the ceding company, or indirectly through the requirements of local regulators in the countries where SCOR entities operate. These collateral arrangements can take the form of cash deposits to ceding companies which are recognized on the balance sheet, pledged assets which generate commitments granted and are disclosed in the table below, or letters of credit in which financial institutions provide the ceding company with a guarantee against default by SCOR. Reciprocally, SCOR receives collateral from its retrocessionaires which are recognized as commitments received, with the exception of deposits which are recognized on the balance sheet.

In addition to assets pledged in connection with the reinsurance business, the use of certain Group assets may be restricted when they are pledged and used as collateral to obtain letters of credit from financial institutions or to guarantee the payment of lease or pension liabilities.

A commitment received is recognized for potential sources of liquidity such as unused lines of credit, undrawn loans or letters of credit purchased from financial institutions but not yet provided to ceding companies.

Irrevocable call and put options and investment and lending commitments are disclosed in this note as commitments granted.

<i>In EUR millions</i>	As at December 31, 2021	As at December 31, 2020
COMMITMENTS RECEIVED		
Unused lines of credit and letters of credit	1,228	684
Letters of credit received from retrocessionaires	127	137
Pledged assets	1,807	1,375
Endorsements and sureties	1	3
Other commitments received	-	-
TOTAL COMMITMENTS RECEIVED	3,163	2,199
COMMITMENTS GRANTED		
Pledged assets	4,426	4,466
Endorsements and sureties	18	20
Investment commitments	484	357
Other commitments granted	3	3
TOTAL COMMITMENTS GRANTED	4,931	4,846

Pledged assets granted and received

SCOR has pledged financial assets to ceding companies, regulators, financial institutions and pension funds for a total amount of EUR 4,426 million (December 31, 2020: EUR 4,466 million).

In addition, SCOR pledges assets to some of its consolidated subsidiaries as collateral for its internal retrocessions. As at December 31, 2021, the amount of assets pledged internally was EUR 2,846 million (December 31 2020: EUR 2,149 million).

The total carrying amount of the financial assets pledged to SCOR as collateral is EUR 1,807 million (December 31, 2020: EUR 1,375 million), including securities pledged by retrocessionaires to the Group for a total amount of EUR 950 million (December 31, 2020: EUR 623 million), as detailed in Note 16 – Net contract liabilities. The remaining amount relates to pledged assets received on assumed reinsurance.

Letters of credit

As collateral for its technical provisions, various financial institutions have provided surety for the Group in the form of letters of credit. As at December 31, 2021, the total amount of such letters, not included in the table above was EUR 1,514 (December 31, 2020: EUR 1,434 million). In accordance with the terms of the letters of credit, the Group must meet certain minimum net asset requirements. The Group currently meets all such requirements.

As at December 31, 2021, SCOR had an outstanding letter of credit capacity of EUR 774 million (December 31, 2020: EUR 231 million), recognized as a commitment received from banks. This outstanding capacity can be used to provide collateral on future reinsurance treaties.

Letters of credits received by the Group from retrocessionaires are recognized as a commitment received for EUR 127 million (December 31, 2020: EUR 137 million), as detailed in Note 16 – Net contract liabilities.

Investment commitments

SCOR has made undertakings to grant loans and to invest in various investment funds for a total amount of EUR 484 million (December 31, 2020: EUR 357 million). This amount does not include the commitments made by SCOR on behalf of third parties as part of its asset management activity.

Real estate commitments

Minimum lease payments, estimated future minimum rental income to be received by SCOR and real estate purchase/disposal commitments are not included in the table above but are disclosed within Note 10 – Miscellaneous assets and Note 8 – Insurance business investments.

Contingent liabilities

Contingent liabilities are disclosed in Note 15.2 – Other provisions.

Note 25 INSURANCE AND FINANCIAL RISKS

All of the following paragraphs form an integral part of the Group's consolidated financial statements. They are disclosed in Section 3 – Risk factors and risk management mechanisms.

Note 25.1 INSURANCE RISKS

Please see Section 3.1.2 – Underwriting risks related to the P&C and Life reinsurance businesses and Section 3.2.2 – Management of underwriting risks related to the P&C and Life businesses.

Note 25.2 MARKET RISKS

Please see Section 3.1.3 – Market risks and Section 3.2.4 – Management of market risks.

Note 25.3 CREDIT RISKS

Please see Section 3.1.4 – Credit risks and Section 3.2.5 – Management of credit risks.

Note 25.4 LIQUIDITY RISKS

Please see Section 3.1.5 – Liquidity risks and Section 3.2.6 – Management of liquidity risks.

Note 26 LITIGATION

Comisión Nacional de la Competencia

On November 12, 2009, and following an administrative sanctioning procedure, the Spanish competition authority (*Comisión Nacional de la Competencia*, or the "CNC") sanctioned SCOR Global P&C SE Ibérica Sucursal, a branch of SCOR Global P&C, and a number of other insurance and reinsurance companies for an alleged infringement of Article 1 of Law 15/2007, of July 3, 2007, on Competition (the "Competition Act" which prohibits agreements and concerted practices that may intend or have the effect of preventing, restricting or distorting competition in the market). SCOR was sentenced to pay a fine of EUR 18.6 million, settled on May 5, 2021 after SCOR exhausted all appeal procedures. Other insurers and reinsurers were also fined in relation to the same matter.

Litigation gives rise to an accrual when it meets the recognition requirements of a provision under IAS 37 – Provisions, Contingent Liabilities and Contingent Assets. See Note 15 – Employee benefits and other provisions for details of accruals booked. In certain instances, in accordance with IAS 37.92, some required information, in particular the amount of accruals, is not disclosed as they could seriously prejudice the position of SCOR in a dispute with other parties.

In addition to the litigation described above, SCOR is involved in court, arbitration and other formal or informal dispute resolution proceedings in its normal course of business. Based on Management's

assessment these current proceedings are not expected to have a significant negative impact on the consolidated financial statements.

Legal action against Thierry Derez, Covéa and Barclays

In relation to the unsolicited takeover proposal submitted by Covéa on August 24, 2018, SCOR had initiated several legal actions against Thierry Derez, Covéa SGAM, Covéa Coopérations and Barclays Bank PLC on January 29, 2019. These legal actions were at different stages in the respective court proceedings.

On June 10, 2021, SCOR and Covéa have announced the signing of a settlement agreement between Covéa SGAM, Covéa Coopérations and SCOR SE. As part of this settlement agreement, Covéa has agreed to pay an indemnity settlement of EUR 20 million (before tax). Covéa and SCOR agreed to immediately abandon, with regard to all persons concerned, all legal actions and claims linked to the takeover proposal made by Covéa in 2018. Each party waives all future legal actions or claims linked to such takeover proposal. The payment was received on June 22, 2021.

On June 11, 2021, SCOR and Barclays Bank PLC have signed an agreement to settle the litigation initiated by SCOR, without admission of liability. Through this settlement agreement, both parties are irrevocably wholly and unconditionally released, waived and discharged from the claims made.

Note 27 SUBSEQUENT EVENTS

Subsequent events relate to relevant and material events that occur between the reporting date and the date when the financial statements are approved for issue by the Board of Directors. Such events lead to:

- an adjustment of the consolidated financial statements if they provide evidence of conditions that existed at the reporting date, and if relevant and material;
- additional disclosures if they relate to conditions which did not exist at the reporting date, and if relevant and material.

No material change has occurred in the Group's financial position or performance since the end of the 2021 financial year.

Since January 1st 2022, SCOR Global Life Reinsurance Ireland and SCOR Life Ireland (which will be renamed respectively SCOR Global Reinsurance Ireland and SCOR Ireland) operate as separate entities reinsuring both the Life and P&C businesses. This internal

restructuring does not have a material impact on the Group financial statements and provides diversification benefits under Solvency II.

Subject to the authorizations of France's banking and insurance supervisor (ACPR) and the Swiss financial market supervisory

authority (FINMA), SCOR's intention is that SCOR Switzerland AG will subsequently be merged with its parent company SCOR SE within the first half of 2022, with retroactive effect from January 1, 2022.

4.7. INFORMATION ON HOLDINGS

For information of the holdings held directly by SCOR SE, see the following sections:

- Section 1.2.3 – SCOR organizational structure;
- Appendix B – 5 – Notes to the corporate financial statements, Note 2 – Investments – Subsidiaries and affiliates.

As at December 31, 2021, SCOR SE indirectly held shares or units in the following companies, representing at least 10% of consolidated net assets or generating at least 10% of consolidated net income:

	Registered office	Type of business	% capital
SCOR Life Ireland dac	6 th Floor, 2 Grand Canal Square – Dublin 2 – D02 A342 – Ireland	Reinsurance	100%
SCOR Global Life Reinsurance Company of Delaware	11625 Rosewood Street, Suite 300 66211 Leawood, Kansas United States	Reinsurance	100%
SCOR Financial Life Insurance Company	101 South Tryon Street, Suite 3200 – 28280 Charlotte – United States	Reinsurance	100%

4.8. STATUTORY AUDITORS

4.8.1. PRINCIPAL AUDITORS

Name	Date of first appointment	End of current appointment
MAZARS		
Represented by Maxime Samoën and Guillaume Wadoux Tour Exaltis – 61, rue Henri-Regnault 92075 Paris-La Défense cedex, France CRCC of Versailles	June 22, 1990	Date of the Shareholders' Meeting called to approve the financial statements for the financial year ended December 31, 2025
KPMG SA		
Represented by Pierre Planchon and Antoine Esquieu Tour EQHO – 2, avenue Gambetta 92400 Courbevoie, France CRCC of Versailles	June 16, 2020	Date of the Shareholders' Meeting called to approve the financial statements for the financial year ended December 31, 2025

4.8.2. ALTERNATIVE AUDITORS

None.

4.8.3. RESIGNATION OR NON-RENEWAL OF AUDITORS

Not applicable.

4.8.4. FEES PAID BY THE GROUP TO THE AUDITORS

See Section 4.6.21 – Notes to the consolidated financial statements, Note 21 – Other operating and administrative expenses, for a breakdown of audit fees.

4.9. AUDITING OF HISTORICAL CONSOLIDATED FINANCIAL INFORMATION

The date of the most recently audited financial information is December 31, 2021.

Pursuant to Commission Regulation (EC) 809/2004, the following information is incorporated by reference in this Universal Registration Document:

- The Statutory Auditors' report on the consolidated financial statements for the year ended December 31, 2020 published on pages 245 to 250 of the Universal Registration Document filed with the AMF on March 2, 2021 under number D.21-0084 (and from pages 245 to 250 of the free translation into English of such Universal Registration Document. The translation is available on SCOR's website: www.scor.com).
- The Statutory Auditors' report on the consolidated financial statements for the year ended December 31, 2019 published on pages 240 to 245 of the Universal Registration Document filed with the AMF on March 13, 2020 under number D.20-0127 (and from pages 240 to 245 of the free translation into English of such Universal Registration Document. The translation is available on SCOR's website: www.scor.com).

The Statutory Auditors' report on the consolidated financial statements for the year ended December 31, 2021 is reproduced below.

This is a free translation into English of the Statutory Auditors' report issued in French and is provided solely for the convenience of English speaking readers. This report includes information specifically required by European regulations or French law, such as information about the appointment of Statutory Auditors. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

STATUTORY AUDITORS' REPORT ON THE CONSOLIDATED FINANCIAL STATEMENTS

To the Shareholders,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying consolidated financial statements of SCOR SE for the year ended December 31, 2021.

In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2021 consisting of the persons and entities included in the consolidation and of the results of its operations for the year then ended in accordance with IFRS accounting principles as adopted in the European Union.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the "Statutory Auditors' Responsibilities for the Audit of the Consolidated Financial Statements" section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors for the period from January 1, 2021 to the date of our report, and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) N° 537/2014.

Justification of Assessments – Key Audit Matters

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (*Code de commerce*) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the consolidated financial statements

Measurement of technical reserves related to reinsurance contracts*(Please refer to notes 1 and 16 of the notes to the consolidated financial statements)*

Risk identified	Our response
<p>The gross insurance and investment contract liabilities amount to EUR 35,832 million as at December 31, 2021. These liabilities are established to cover the Group's commitments and the payment of benefits relating to reported events or events incurred but not yet reported.</p> <p>As stated in note 16 of the notes to the Consolidated financial statements, the Group uses in determining the amount of technical reserves related to its Non-Life business, actuarial techniques that take into account quantitative loss experience data, together with qualitative factors, where appropriate.</p> <p>Technical reserves related to Life business are estimated using actuarial methods based on the present value of projected future payments to cedents less the present value of projected future premiums to be paid by cedents.</p> <p>The calculation includes assumptions relating to expected future mortality, morbidity, longevity, disability, lapses, as well as expected future interest rates and expenses.</p> <p>Inherent uncertainties in the Life and Non-Life reserves' estimates are enhanced for reinsurers because of the longer time period between the date of an occurrence and the request for payment of the claim to the reinsurer, the diversity of contract development schemes, the dependence on ceding companies for information regarding claims and differing reserving practices among ceding companies.</p> <p>Assets and liabilities relating to reinsurance contract liabilities are subject each year to a liability adequacy test under IFRS 4.</p> <p>In these circumstances, we considered the measurement of technical reserves related to reinsurance contracts as a key audit matter.</p>	<p>To cover the risk on the measurement of technical reserves, our audit approach was the following:</p> <ul style="list-style-type: none"> • we obtained an understanding of the report of the Group chief actuary on the global adequacy of reserves; • we updated our understanding of the procedures and methods of measurement used in determining the technical reserves; • we obtained an understanding of the internal controls framework and tested the efficiency of key controls established by management in order to assess the completeness and reliability of the data and of the implemented models; • we appreciated the actuarial methods and parameters used as well as the assumptions chosen for a selection of contracts; • we performed procedures to analyze differences between expected claims and occurred claims in order to control subsequently the quality of estimates produced by the management; • we performed, with our Non-Life actuarial specialists integrated in the audit team, a recalculation using our own assumptions and tools, of technical reserves for the most sensitive actuarial segments reserves; • for Non-Life business, we analyzed the documentation supporting measurement of reserves related to catastrophes, both man-made and natural; • For Life and Non-Life businesses, we analyzed the documentation supporting the impact of Covid-19 in the measurement of technical reserves; • we included within our team members with specific skills in IT systems to perform procedures aiming at evaluating the internal control environment of the systems used by the management and test the functioning of several automated processes as well as general IT controls that support those processes; • We examined the methodology and outputs of the liability adequacy tests carried out by management.

Measurement of reinsurance premiums

(Please refer to notes 1 and 5 of the notes to the consolidated financial statements)

Risk identified	Our response
<p>Gross written premiums in 2021 amount respectively to EUR 9,372 million for the Life segment SCOR Global Life and EUR 8,228 million for the Non-Life segment SCOR Global P&C, as stated in note 5 of the notes to the Consolidated financial statements.</p> <p>The reinsurance entities of the Group record accounts transmitted by ceding companies upon receipt. Accounts not yet received from ceding companies at the end of the 2021 financial year are estimated, in order to better reflect the Group's reinsurance commitments in the financial statements.</p> <p>Written and earned reinsurance premiums are also estimated. As stated in note 1 of the notes to the Consolidated financial statements: gross written and earned premiums are based upon reports received from ceding companies, supplemented by the Group's own estimates of premiums for which ceding companies' reports have not yet been received.</p> <p>Observing a large part of estimates in the written premiums related to a year is specific to the reinsurance business.</p> <p>Management reviews its estimates and assumptions periodically, based on experience and other factors. Actual premiums can turn out to be different from management estimates.</p> <p>The contracts assumed and retroceded by the Group are subject to different IFRS accounting rules depending on whether they fall within the scope of IFRS 4 – Insurance Contracts or IAS 39 – Financial instruments: Recognition and Measurement.</p> <p>In these circumstances, we considered that the measurement of reinsurance premiums to be a key audit matter.</p>	<p>To cover the risk on the measurement of reinsurance premiums, we implemented the following audit approach:</p> <ul style="list-style-type: none"> • We obtained an understanding of the internal controls framework on processes related to Life and Non-Life premium estimates and we tested the efficiency of key controls established by management; • We examined the consistency of premium estimates over the period, comparing them both to the operational plan prepared by management and approved by the Board of Directors and to premiums actuals from previous financial years and we investigated, if any, significant differences identified; • We performed, for a selection of contracts, a deep analysis of underlying assumptions taking into account the activity, the records of reinsurance accounts received, and any new information received from ceding companies; • For new contracts underwritten in 2021, we performed on a sampling basis, controls on the consistency of premium estimates based on new business information available at the underwriting department; • We examined the documentation and tests performed by the group regarding the classification of contracts between insurance contracts and financial contracts; • We included within our team members with specific skills in IT systems to perform procedures aiming at evaluating the internal control environment of the systems used by the management and test the functioning of several automated processes, as well as general IT controls that support those processes.

Valuation of Goodwill on the Non-Life Business unit and Value of business acquired (VoBA) on Life reinsurance portfolios

(Please refer to notes 5, 6 and 7 of the notes to the consolidated financial statements)

Risk identified	Our response
<p>The Group's intangible assets are mainly composed of goodwill on the Non-Life Business unit and Value of Business Acquired net of amortization of Life reinsurance portfolios respectively for EUR 755 million and EUR 893 million as at December 31, 2021.</p>	<p>We examined the methodology used by management to determine whether the potential impairment of the CGUs has been properly applied:</p>
<p>Goodwill</p>	<p>We evaluated the models and calculations of the Group company in:</p> <ul style="list-style-type: none"> • comparing multiples and discount rates used per country with our internal databases; • comparing the expected turnover growth with the economic data of the reinsurance sector; • analyzing the process of preparing and approving budgets and forecasts established by management and approved by the Board of Directors; • analyzing the consistency of information and assumptions used in these models: on the one hand, with the budgets and forecasts abovementioned, on the other hand, with our knowledge of the sector, during the review of the strategic plan, through interviews with members of the executive committee and during studies of the Group's budget process.
<p>Goodwill represents the future economic benefits arising from assets acquired in a business combination that are not individually identified and separately recognized. It is initially measured at cost which is calculated as the difference between the consideration transferred and the net fair value of identifiable assets and assumed liabilities at the acquisition date. Their fair value depends on forecasts and budgets established by the management.</p>	
<p>As part of the yearly impairment testing on goodwill, the Group assesses whether the recoverable amount of cash generating units (CGU) to which the goodwill is allocated, is at least equal to their total carrying value, as stated in note 6 of the notes to the Consolidated financial statements. If it is determined that an impairment exists, the total carrying amount is adjusted to the recoverable value.</p>	
<p>Estimates performed to determine the recoverable value of the Group CGUs are based on assumptions and extrapolations involving a significant part of judgement. Furthermore, any negative deviation of expected future results could have an impact on the recoverable value and lead to an impairment of the goodwill.</p>	
<p>Life reinsurance value of business acquired</p>	
<p>Value of Business Acquired (VoBA) represents the value of Life reinsurance portfolios acquired in a business combination. It corresponds to the present value of expected future cash flows for the assumed and the retroceded reinsurance business. As stated in note 7 of the notes to the Consolidated financial statements, VoBA is amortized over the lifetime of the underlying reinsurance portfolio based on schedules derived from the run-off patterns of expected profit. These projections are assessed and updated regularly.</p>	<p>Including our Life Actuarial Specialists in the audit team, we have completed the following procedures:</p> <ul style="list-style-type: none"> • we assessed the application of internal procedures on the evaluation of VoBAs, as well as their amortization patterns • in order to analyze the valuation of VoBAs and their correct amortization, we examined the expected cash flows on the relevant portfolios; • we assessed the recoverability of the VoBAs taking into consideration the liability adequacy test.
<p>Assets and liabilities relating to reinsurance contracts are subject each year to a liability adequacy test under IFRS 4.</p>	
<p>The review of flow projections and assumptions used involve a significant part of judgement and uncertainties. Furthermore, it significantly impacts the amortization schedule of VoBA. In these circumstances we consider the valuation of intangible assets to be a key audit matter.</p>	

Deferred tax: measurement of deferred tax assets on tax losses carried forward

(Please refer to note 18 of the notes to the consolidated financial statements)

Risk identified	Our response
<p>Deferred tax assets on tax losses carried forward</p> <p>An asset of EUR 613 million related to tax losses carried forward is recognized in the balance sheet of the Group at financial year ended 2021.</p> <p>Deferred tax assets are recognized on net operating losses carried forward to the extent that it is probable that future taxable income will be available against which they can be offset. As stated in note 18 of the notes to the Consolidated financial statements, management makes assumptions and estimates related to income projections to determine the availability of sufficient future taxable income. To the extent that net operating losses carried forward could not be utilized or would expire, deferred income tax expenses may be recorded in the future to reduce corresponding deferred tax assets</p> <p>We consider deferred tax assets on losses carried forward to be a key audit matter, given the Management’s judgement related to their recognition in the balance sheet.</p>	<p>With team members with specific tax skills, our audit approach consisted in performing the following procedures on the main entities contributing to the Group’s deferred tax assets on losses carried forward:</p> <ul style="list-style-type: none"> • we obtained an understanding of the internal controls framework on processes of the tax department related to the deferred tax measurement; • we examined the documentation prepared annually by the tax department on deferred tax assets. • we examined the business plans used and the probability that tax losses will be utilized in the future. We notably appreciated the tax rates used as well as the profits’ forecasts and underlying assumptions, with specific attention to the legal expiry periods in force in certain countries.

Specific verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations of the Group’s information, given in the management report of the Board of Directors

We have no matters to report as to its fair presentation and the consistency with the consolidated financial statements, reminded that it is not our responsibility to conclude on the fairness or consistency with the financial statements of the solvency related information required by article L. 356-23 of the French Insurance code (Code des assurances).

We attest that the consolidated non financial statement required by Article L. 225 102-1 of the French Commercial Code is included in the Group’s management report, it being specified that, in accordance with the provisions of article L. 823-10 of this Code, the information contained in this statement has not been the subject of verifications of fairness or consistency of our means with the consolidated financial statements and must be reported by an independent third party

Report on Other Legal and Regulatory Requirements

Format of the presentation of the consolidated financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the consolidated financial statements intended to be included in the annual financial report mentioned in article L451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018. As it relates to consolidated financial statements, our work includes verifying that the tagging of these consolidated financial statements complies with the format defined in the above delegated regulation.

Based on the work we have performed, we conclude that the presentation of the consolidated financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the consolidated financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Auditors

We were appointed as statutory auditors of SCOR SE by the annual general meeting held on June 22, 1990 for MAZARS and on June 16, 2020 for KPMG S.A.

As at December 31, 2021, MAZARS and KPMG Audit were in the 32nd year and 2nd year of total uninterrupted engagement.

Responsibilities of Management and Those Charged with Governance for the consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS accounting principles as adopted in the European Union and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The consolidated financial statements were approved by the Board of Directors.

Auditors' Responsibilities for the Audit of the consolidated Financial Statements

Objectives and audit approach

Our role is to issue a report on the consolidated financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (*Code de commerce*), our audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for the audit opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the consolidated financial statements.
- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of the audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the consolidated financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the consolidated financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Collects information related to persons and entities included in the scope of consolidation that it deems sufficient and appropriate to express an opinion on the consolidated financial statements. The auditor is responsible for the management, supervision and execution of the audit of the consolidated financial statements and for the opinion expressed on these consolidated financial statements.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the consolidated financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (*Code de commerce*) and in the French Code of Ethics (*code de déontologie*) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris-La Défense and Courbevoie, February 23, 2022

The Statutory Auditors

French original signed by

MAZARS	KPMG SA
Maxime SIMOEN	Antoine ESQUIEU
Guillaume WADOUX	Pierre PLANCHON

OTHER INFORMATION AUDITED BY THE STATUTORY AUDITORS

The Universal Registration Document as a whole is the subject of a completion letter sent by the Statutory Auditors to SCOR.

The related party agreements entered into in 2021 or which remained in force in 2021, as defined by Articles L. 225-38 *et seq.* of the French Commercial Code, are the subject of a specific report by the Statutory Auditors in Section 2.3.3.

SCOR SE's corporate financial statements for the years ended December 31, 2021, 2020 and 2019, included respectively in Appendix B of this Universal Registration Document, in Appendix B of the Universal Registration Document filed with the AMF on March 2, 2021 under number D.21-0084 and in Appendix C of the Universal Registration Document filed with the AMF on March 13,

2020 under number D.20-0127, were the subject of reports by the Statutory Auditors, included respectively in Appendix B of this Universal Registration Document, in Appendix B of the Universal Registration Document filed with the AMF on March 2, 2021 under number D.21-0084 and in Appendix C of the Universal Registration Document filed with the AMF on March 13, 2020 under number D.20-0127.

Sections 1, 2, 3, 4, 5 and 6 of this Universal Registration Document form the Group's non-financial performance statement. The information disclosed in these sections has been reviewed by one of the Statutory Auditors, whose report is presented in Section 6.

05

SCOR shares, share capital and general information

5.1. SCOR SHARES	274		
5.1.1. Trends in the SCOR SE share price throughout 2021	274		
5.1.2. Listing of SCOR SE Securities	274		
5.2. SHARE CAPITAL & SHAREHOLDERS	275		
5.2.1. Capital ownership	275		
5.2.2. Operations on the share capital	281		
5.2.3. Potential share capital	282		
5.2.4. Financial authorizations	283		
5.2.5. Amount of convertible securities, exchangeable securities or securities with subscription warrants	285		
5.2.6. Information about and terms and conditions of any acquisition rights and/or obligations oversubscribed but unissued capital or an undertaking to increase the capital	285		
		5.2.7. Information about the capital of any member of the Group which is under option or is to be put under option and characteristics of such options	286
		5.2.8. Information about the main shareholders	286
		5.3. GENERAL INFORMATION	287
		5.3.1. SCOR Group	287
		5.3.2. Charter and bylaws	289
		5.3.3. Third-party information and statements by experts and declarations of any interest	295
		5.3.4. Published information	295
		5.3.5. Material contracts	295

5.1. SCOR SHARES

5.1.1. TRENDS IN THE SCOR SE SHARE PRICE THROUGHOUT 2021

The following table presents the volume of transactions and trends in the SCOR SE share price on the Euronext Paris stock market throughout the financial year 2021:

Month	Volume	Value (in EUR millions)	Higher (In EUR)	Lower (In EUR)
January	9,152,219	247	28.88	24.40
February	7,986,620	221	28.88	25.10
March	11,184,162	332	30.60	27.64
April	9,475,596	269	29.99	26.84
May	11,529,918	314	28.98	26.19
June	12,507,949	337	28.87	25.71
July	13,698,482	342	27.61	23.54
August	8,942,870	221	26.44	22.87
September	14,667,357	377	26.87	23.98
October	13,492,016	345	29.46	23.50
November	23,126,753	642	29.45	26.21
December	9,452,355	254	28.17	25.80

5.1.2. LISTING OF SCOR SE SECURITIES

In 1989, the Company and UAP Réassurances, a subsidiary of the state-owned Société Centrale de l'Union des Assurances de Paris, combined their Non-Life and Life reinsurance businesses. Following a reverse merger with Compagnie Générale des Voitures, the Company listed its ordinary shares on the Paris stock exchange and changed its name to SCOR SA and to SCOR in 1996. In the same year, UAP Réassurances sold its 41% stake in SCOR through an IPO. SCOR's American depository receipts (ADRs) were also listed on the New York stock exchange at that time.

Following the delisting by SCOR of its American Depositary Receipts from the New York Stock Exchange (NYSE) in 2007, the final listing of the ADRs on the NYSE occurred on June 4, 2007 and the Company's securities were deregistered with the US Securities and Exchange Commission (SEC) on September 4, 2007.

Since this date, the ADRs are traded on the US over-the-counter market under the code SCRY. In addition, SCOR announced on May 24, 2007 to maintain its ADRs program managed by The Bank of New York Mellon as a sponsored level 1 facility. ADRs holders have been able to choose to hold their ADRs following the delisting from the NYSE and the end of the registration of the Company at the US Securities and Exchange Commission (SEC).

As at the date of this Universal Registration Document, SCOR SE's shares are listed on the Euronext Paris stock market and on the SIX Swiss Exchange (formerly SWX Swiss Exchange) in Zurich, where they were admitted for trading on August 8, 2007.

The ordinary shares are included on the following indices: SBF 120, SBF TOP 80 EW, CAC Mid 60, CAC Mid&Small, CAC All-Shares, CAC All Tradable, CAC Financials, Next 150 Index, Euronext France Next 40 EW, Euronext Europe 500, Euronext Eurozone 300, Euronext Core Europe 100 ESG EW, Euronext Developed Market, Euronext France PAB 50, Euronext Sovereign Economy Selection EZ 50, and Euronext World.

The SBF 120 index consists of the 120 most actively traded French stocks. The SBF TOP 80 EW is an equal weighted index that reflects the performance of the 80 French stocks which are the most traded of the continuous segments not included in the CAC 40 index. The CAC Mid 60 is a free float market capitalization weighted index that reflects the performance of the 60 largest and

most actively traded shares listed on Euronext Paris. The CAC Mid & Small is a free float market capitalization weighted index that consists of all companies included in the CAC Mid 60 in combination with the companies included in the CAC Small. The CAC All-Shares index is composed of all the stocks listed on Euronext Paris with an annual velocity ratio of over 5%. The CAC All Tradable index includes all the stocks of the Euronext Paris market with a free float of at least 20%. The CAC Financials index is composed of the stocks included in the CAC All Tradable index belonging to the financial sector. The Next 150 index reflects the performance of Eurozone stocks ranked from 151 to 300 by market capitalization. The Euronext France Next 40 EW is composed of companies ranked from 41 to 80 in the SBF 120 index in terms of free float market capitalization. The Euronext Europe 500 tracks the performance of a portfolio of 500 stocks in Europe, ranked by the highest free float in value as a percentage of market capitalization. The Euronext Eurozone 300 tracks the performance of a portfolio of 300 stocks in Eurozone, ranked by the highest free float in value as a percentage of market capitalization. The Euronext Core Europe 100 ESG EW is an equal weighted index that reflects the performance of the top 100 stocks, based on Vigeo ESG score, from Belgium, France, Germany, Luxembourg, and the Netherlands. Euronext Developed Market index is a free float market capitalisation weighted index that selects all companies included in Euronext Europe 500, Euronext Eurozone 300, Euronext North America 500 and Euronext Asia Pacific 500 indices. Euronext France PAB 50 index selects the 50 best stocks in terms of free float market capitalisation included in SBF 120 index, companies involved in controversial weapons, production of tobacco, involved in coal, oil, natural gas and electricity producers with lifecycle GHG Emissions higher than 100 GCO₂/kWh and the 30 worst ESG scores are excluded from the universe. Euronext Sovereign Economy Selection Eurozone 50 EW index is a free float market capitalization weighted index that selects 50 best stocks in terms of free float market capitalisation included in Euronext Eurozone 300 index in the following ICB Supersectors: Insurance (3030), Telecommunications (1510), Utilities (6510), Energy (6010). Euronext World index is a free float market capitalization weighted index that selects all companies included in Euronext Europe 500, Euronext North America 500 and Euronext Asia Pacific 500 indices.

5.2. SHARE CAPITAL & SHAREHOLDERS

5.2.1. CAPITAL OWNERSHIP

5.2.1.1. MAIN SHAREHOLDERS

As of December 31, 2021, SCOR's shareholders are mainly institutional as they represent 78% of SCOR's share capital. Institutional shareholders come mainly from Europe (77%), the

United States (22%) and Asia (1%). The rest of the share capital is split between treasury shares (3%), employees (5%), retail (3%), brokerage (3%) and others (8%).

To SCOR's knowledge, based on public threshold notifications, SCOR SE's share capital is distributed as follows as at December 31, 2021:

As at December 31, 2021	Number of shares	% of capital	% voting rights ⁽¹⁾
Groupe Covéa (France) ⁽²⁾⁽⁵⁾	15,767,803	8.44%	8.71%
ACM Vie S.A.	9,363,508	5.01%	5.17%
Treasury shares ⁽⁵⁾	5,798,221	3.10%	0.00%
Employees ⁽³⁾⁽⁴⁾	6,279,022	3.36%	3.47%
Officers (Chairman and CEO)	1,763,623	0.94%	0.97%
Others	147,924,199	79.15%	81.68%
TOTAL	186,896,376	100.00%	100.00%

(1) The percentage of voting rights is determined on the basis of the number of shares at year-end, excluding the Company's own treasury shares.

(2) As per SCOR's public threshold notification of July 9, 2021.

(3) Overall number of shares held by employees (including performance shares granted prior to the publication of Law No. 2015-990 of August 6, 2015).

(4) As at December 31, 2021, employee shareholdings to be taken into consideration for the calculation of the 3% threshold mentioned in the Article L. 225-23 of the French Commercial Code, amount to 1.83% of the capital.

(5) In accordance with the settlement agreement concluded with Covéa and described hereafter, Covéa has undertaken to grant SCOR a call option on the securities of SCOR it holds which are henceforth considered as treasury shares for SCOR pursuant to Article L. 233-9, I, 4° of the French Commercial Code (see section below on SCOR public threshold notifications).

As at December 31, 2020	Number of shares	% of capital	% voting rights ⁽¹⁾
Groupe Covéa ⁽²⁾	15,767,803	8.44%	8.46%
Treasury shares	259,567	0.14%	0.00%
Employees ⁽³⁾⁽⁴⁾	8,773,748	4.70%	4.71%
Others	161,928,958	86.72%	86.84%
TOTAL	186,730,076	100.00%	100.00%

(1) The percentage of voting rights is determined on the basis of the number of shares at year-end, excluding the Company's own treasury shares.

(2) As per Covéa's press release published on January 30, 2019, stating "Covéa reminds that it currently holds 8.17% of the share capital in SCOR", representing 15,767,803 shares of SCOR's capital as of December 31, 2018.

(3) Overall number of shares held by employees and executive directors (including performance shares granted prior to the publication of Law No. 2015-990 of August 6, 2015).

(4) As at December 31, 2020, employee shareholdings, as defined in Article L. 225-102 of the French Commercial Code, amount to 1.64% of the capital.

As at December 31, 2019	Number of shares	% of capital	% voting rights ⁽¹⁾
Groupe Covéa ⁽²⁾	15,767,803	8.43%	8.46%
Treasury shares	668,058	0.36%	0.00%
Employees ⁽³⁾⁽⁴⁾	8,405,004	4.49%	4.51%
Others	162,208,646	86.72%	87.03%
TOTAL	187,049,511	100.00%	100.00%

(1) The percentage of voting rights is determined on the basis of the number of shares at year-end, excluding the Company's own treasury shares.

(2) As per Covéa's press release published on January 30, 2019, stating "Covéa reminds that it currently holds 8.17% of the share capital in SCOR", representing 15,767,803 shares of SCOR's capital as of December 31, 2018.

(3) Overall number of shares held by employees and executive directors (including performance shares granted prior to the publication of Law No. 2015-990 of August 6, 2015).

(4) As at December 31, 2019, employee shareholdings, as defined in Article L. 225-102 of the French Commercial Code, amount to 1.29% of the capital.

To SCOR's knowledge, the percentages of share capital and voting rights held by its directors and Executive Committee members were 4.37% of the capital and 4.51% of the voting rights as at December 31, 2021 (December 31, 2020: 4.32% of the capital and 4.33% of the voting rights).

To SCOR's knowledge, 945,010 ordinary shares have been pledged.

To the Company's knowledge, there have been no transactions between executives, corporate officers, or shareholders holding more than 5.0% of the Company's share capital, or of the company controlling them, and the Company on terms other than market terms.

To its knowledge, except as disclosed above, the Company is not directly or indirectly owned or controlled by any other corporation, foreign government or any other natural or legal person and it is not aware of any contractual arrangements that may at a subsequent date result in a change of control of the Company.

To SCOR's knowledge, beside the Covéa agreement described in section "Covéa Settlement Agreement" below:

- there is no covenant stipulating preferential terms for the sale or purchase of SCOR ordinary shares and representing 0.5% or more of the Company's share capital or voting rights that has been notified to the Company and the AMF; and,
- there is no shareholder agreement relating to SCOR.

To SCOR's knowledge no shareholders in concert vis-à-vis SCOR.

Covéa Agreement

As described in Section 1.3.3 – Significant events of the year and Section 2.3 – Related Party transactions and agreements, SCOR and Covéa entered into a settlement agreement on June 10, 2021 that was beforehand approved by both boards of directors of Covéa and SCOR held on June 9 and 8, 2021 respectively (the "Covéa Agreement"), and will apply (including to the current and future corporate officers of Covéa and SCOR) for eight years as from June 10, 2021 (subject specific other durations for certain commitments thereof).

Covéa and SCOR wished to restore peaceful relations based on professionalism and in keeping with their respective independence.

In addition to provisions related in particular to the immediate withdrawal of all legal actions initiated by Covéa and SCOR and the indemnity settlement paid to SCOR (see Section 4.6 – Notes to the consolidated financial statements – Note 26 – Litigation) and the retrocession of SCOR's reinsurance portfolios (see Section 1.3.3 – Significant events of the year, Section 2.3 – Related Party transactions and agreements, Appendix B – Unconsolidated corporate financial statements of SCOR SE – 1. Significant events of the year and Section 5.3.8 – Analysis of commitments given and received), the Covéa Agreement provides for the implementation of an orderly exit by Covéa from the share capital of SCOR.

Covéa has irrevocably undertaken:

1. to grant SCOR a call option on the shares it holds, transferable to any third party designated by SCOR, in compliance with regulations, at an exercise price of EUR 28 per share (to be adjusted in the event of stock split or consolidation) and for a period of 5 years, so that SCOR can organize this exit in its best interests. Covéa will benefit, throughout the period of its holding, from the dividends attached to its shares;
2. not to purchase, directly or indirectly, alone or in concert, for a period of 7 years, SCOR shares, including, as applicable, after total or partial disposal of its shareholding in accordance with Article 1.1 above, unless explicitly requested to do so by the Board of Directors of SCOR, Covéa being free to accept or refuse such request;
3. to exercise the voting rights attached to its shares for the entire duration of its holding in SCOR, with a maximum of seven years, in favor of all draft resolutions submitted by the Board of Directors of SCOR (Concerning (1) corporate governance, including the appointment of directors, (2) the approval of regulated agreements, (3) the annual dividend, (4) the remuneration of corporate officers, (5) any proposed increase in capital or contribution, (6) financial delegations and authorizations to be approved by SCOR shareholders at the SCOR General Meeting, or (7) the authorization of share or stock option allocations; the call to vote concerning points (4) and (7) will be subject to the resolutions in question being in line with SCOR's compensation policy and practices) and against any draft resolution submitted by a shareholder that has not been approved by the Board of Directors of SCOR;
4. to renounce, for a period of 7 years, (i) any submission of an offer, formal or informal, official or unofficial, public or private, direct or indirect, relating to a takeover of SCOR, and (ii) any public communication regarding an expression of interest, an acquisition of a stake or a takeover of SCOR, unless at the express and prior request of the Board of Directors of SCOR.

For further details, see Sections 1.3.3 – Significant events of the year, 2.3 – Related party transactions and agreements, and 4.6 – Notes to the consolidated financial statements, Note 26 – Litigation, In addition, in the event SCOR acquires its own shares pursuant to the Covéa Agreement, such acquisition would be implemented pursuant to its stock buyback authorization (see Section 5.2.1.2 – Acquisition by the Company of treasury shares).

Public threshold notifications

SCOR discloses below the threshold declarations sent by the significant shareholders and SCOR SE in 2021. SCOR is not responsible for ensuring the completeness of the declarations sent by any other person than SCOR.

Public threshold notifications received in 2021

On July 15, 2021, BlackRock Inc. declared that its shareholding fell below the threshold of 5.0% of the capital and voting rights in SCOR SE and that it held 9,307,310 shares or 4.98% of the capital and 9,307,310 voting rights or 4.98% of the voting rights in SCOR SE.

On September 9, 2021, Norges Bank declared to have exceeded the threshold of 5.0% of the capital and voting rights in SCOR SE and that it held 9,373,224 shares or 5.02% of the capital and 9,373,224 voting rights or 5.02% of the voting rights in SCOR SE.

On September 17, 2021, BlackRock Inc. declared to have exceeded the threshold of 5.0% of the capital and voting rights in SCOR SE and that it held 10,065,693 shares or 5.39% of the capital and 10,065,693 voting rights or 5.39% of the voting rights in SCOR SE.

On October 27, 2021, Norges Bank declared that its shareholding fell below the threshold of 5.0% of the capital and voting rights in SCOR SE and that it held 9,055,590 shares or 4.85% of the capital and 9,055,590 voting rights or 4.85% of the voting rights in SCOR SE.

On November 30, 2021, BlackRock Inc. declared that its shareholding fell below the threshold of 5.0% of the capital and voting rights in SCOR SE and that it held 6,537,958 shares or 3.50% of the capital and 6,537,958 voting rights or 3.50% of the voting rights in SCOR SE.

On December 14, 2021, ACM Vie S.A. declared that its shareholding to have exceeded the threshold of 5.0% of the capital and voting rights in SCOR SE and that it held 9,363,508 shares or 5.01% of the capital and 9,363,508 voting rights or 5.01% of the voting rights in SCOR SE.

Public threshold notifications by SCOR in 2021

On June 10, 2021, SCOR declared to have exceeded the threshold of 5.0% of its own capital and that it held 16,681,849 of its own shares representing 8.92% of its capital, it being noted that this threshold notification results, *inter alia*, from the assimilation (pursuant to Article L. 233-9 I, 4° of the French commercial and Article 223-14 IV of the AMF general regulation) of the shares held by Covéa in SCOR and covered by the firm, irrevocable call option granted by Covéa to SCOR pursuant to the Covéa Agreement to shares owned by SCOR itself.

On July 9, 2021, SCOR declared to have exceeded the thresholds of 5.0% and 10.0% of its own capital and that it held 23,942,124 of its own shares representing 12.82% of its capital, it being noted that this threshold notification results, *inter alia*, from the assimilation (pursuant to Article L. 233-9 I, 4° of the French commercial and Article 223-14 IV of the AMF general regulation) of the shares held by Covéa in SCOR and covered by the firm, irrevocable call option granted by Covéa to SCOR pursuant to the Covéa Agreement to shares owned by SCOR itself. This notification has completed the prior threshold notification made by SCOR on June 10, 2021.

5.2.1.2. ACQUISITION BY THE COMPANY OF TREASURY SHARES

Stock buyback program in force on the date of filing this Universal Registration Document (program authorized by the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021)

On June 30, 2021, the Shareholders' Meeting, in its 15th resolution, authorized the Board of Directors, with the option to sub-delegate, to trade on the Company's shares in the framework of the 2021-2022 annual share repurchase program. The program allows to buy, sell and transfer Company shares pursuant, *inter alia*, to the provisions of Regulation (EU) No. 596/2014 of the European Parliament and of the Council of April 16, 2014, Articles L. 225-210 *et seq.* and L. 22-10-62 *et seq.* of the French Commercial Code and to the General Regulation (*Règlement général*) of the French Financial Markets Authority (*Autorité des marchés financiers*).

The maximum number of shares that may be bought back under this authorization was set at 10% of the number of shares comprising the Company share capital as of the date of such purchases, it being specified that (i) when the shares are purchased to enhance liquidity of shares in the conditions set forth by applicable laws and regulations, the number of shares taken into account for calculation of the 10% limit shall correspond to the number of shares purchased less the number of shares resold during the period covered by the authorization, and (ii) the number of treasury shares shall be taken into account so that the Company never holds shares in excess of 10% of its share capital.

Such transactions on securities can be carried out for any purposes permitted or which would become authorized under applicable laws and regulations, including for purposes of the following objectives:

- stimulation of the secondary market or provision of liquidity to the Company's shares by an investment service provider through a liquidity contract in accordance with a code of practice recognized by the regulation;
- setting-up, implementation or hedging of any stock option plans, other plans for allocation of shares and, generally, any form of allocation to employees and/or corporate officers (*mandataires sociaux*) of the Company and/or of affiliated companies, including hedging of any Company stock option plan pursuant to the provisions of Articles L. 225-177 *et seq.* and L. 22-10-56 *et seq.* of the French Commercial Code, allocation of free shares of the Company in conjunction with the provisions of Articles L. 225-197-1 *et seq.* and L. 22-10-59 *et seq.* of the French Commercial Code, allocation of Company shares pursuant to a profit sharing scheme (*participation aux fruits de l'expansion de l'entreprise*) or allocation or transfer of Company shares within the framework of any employee savings plan (*plan d'épargne salariale*), including in conjunction with the provisions of Articles L. 3321-1 *et seq.*, and L. 3332-1 *et seq.*, of the French Labor Code;
- purchase of Company shares for retention and subsequent remittance in exchange or as payment, in particular in conjunction with financial or external growth transactions, without exceeding the limit set by paragraph 6 of Article 22-10-62 of the French Commercial Code in conjunction with a merger, spin-off or contribution;
- compliance with all obligations related to the issuance of securities granting access to capital;
- cancellation of any shares repurchased, within the limits established by law, in conjunction with a reduction in share capital approved or authorized by the Shareholders' Meeting.

Such transactions are carried out, under the conditions authorized by the stock exchange authorities, by any means, including on a regulated market, on a multilateral trading facility, via a systematic internalizer or over-the-counter, including, *inter alia*, by buying or selling blocks, by applying derivative financial instruments, listed on a regulated stock exchange or over-the-counter, or by the implementation of optional strategies and, if applicable, by any third party authorized for such purpose by the Company.

Such transactions are carried out in accordance with applicable regulations, at any time, in one or several times. By way of exception, the Board of Directors shall not, unless previously authorized by the Shareholders' Meeting, use this authorization during any public bid initiated by a third party on Company shares until the end of the offer acceptance period; it is however specified in this respect that the Company shall remain authorized to carry out the transactions covered by this resolution (i) if the public offering in question is to be completed entirely in cash and (ii) for the strict requirement of compliance with any undertakings made by the Company prior to the filing of the public offering in question, concerning the servicing or coverage of all stock options, other share allocations and, generally speaking, all forms of allocation in favor of employees and/or corporate officers (*mandataires sociaux*) of the Company and/or of any companies related thereto. Regarding the authorization granted under the conditions set out at (i) and (ii) above, it is also specified that should the transactions in question be liable to cause the public offering considered to fail, their implementation must be the subject of authorization or confirmation from the Shareholders' Meeting.

The Shareholders' Meeting set the maximum purchase price at EUR 60 per share (excluding acquisition fees).

It granted to the Board of Directors, with the option to sub-delegate under the conditions provided for by law, in order to carry out all adjustments to the maximum price, including in the event of a capital increase by capitalization of reserves and the allocation of free shares, as well as in the event of a split or a reverse stock split of Company shares.

All powers would be granted to the Board of Directors, with the option to sub-delegate under the conditions provided for by law, to implement this resolution including to carry out all stock exchange orders, enter into any agreements with a view, *inter alia*, to keeping share purchase and sale records, to establish all documents, including information documents, to proceed with any adjustments anticipated by this resolution, to carry out all declarations and formalities with the French Financial Markets Authority (*Autorité des marchés financiers*) and others and, more generally, to do whatever may be necessary.

The shares buy-back authorization described above is granted for a maximum duration of eighteen (18) months with effect from the Combined Shareholders' Meeting dated June 30, 2021, expiring no later than December 30, 2022, unless the Annual General Meeting of Shareholders called to approve the financial statements for the fiscal year ended December 31, 2021, approves the resolution described below pursuant to Articles L. 22-10-62 *et seq.* of the French Commercial Code.

Summary of the transactions carried out by SCOR SE on its own shares in the course of the financial year 2021

In the context of the abovementioned buyback program, SCOR carried out, between January 1, 2021 and December 31, 2021:

- the purchase of 9,556,876 treasury shares including 650,280 by exercise of options⁽¹⁾;
- the purchase of 1,457,106 call options (European and American call options);
- the sale of 2,419,759 treasury shares;
- the transfer of 1,412,904 treasury shares;
- the cancellation of 189,700 treasury shares.

On December 31, 2021, SCOR held 6,460,178 call options (European call options). During 2021,

- 650,280 options were exercised⁽¹⁾;
- 1,522,137 options lapsed.

On December 31, 2021, SCOR held 5,798,221 shares compared with 259,567 shares at December 31, 2020. The par value of these treasury shares is EUR 45,672,426.21 and their book value is EUR 155,457,307. The average purchase price is EUR 26.51. The average sale price is EUR 26.34. The amount of fees is EUR 106,974.34.

Objectives of the transactions carried out in the course of the financial year 2021 and allocation of the treasury shares

As at December 31, 2021, the treasury shares owned by SCOR SE represented 3.1% of the share capital. On such date, the portfolio of treasury shares was allocated as follows:

- 151,331 treasury shares allocated to the stimulation of the secondary market or provision of liquidity to the Company's shares;
- 1,160,953 treasury shares allocated to the hedging of any form of allocation to employees and/or corporate officers (*mandataires sociaux*) of the Company and/or of affiliated companies;
- 0 treasury shares allocated to the retention and subsequent remittance in exchange or as payment;
- 0 treasury shares allocated to the compliance with all obligations related to the issuance of securities granting access to capital;
- 4,485,937 treasury shares allocated to their cancellation.

Description of the new share repurchase program 2022/2023 submitted for authorization to the Ordinary and Extraordinary Shareholders' Meeting which will approve the accounts for the financial year ending December 31, 2021

The stock buyback authorization described in the above paragraph will expire on December 30, 2022 at the latest, unless the Shareholders' Meeting which will approve the accounts for the financial year ending December 31, 2021 approves the resolution described below, in accordance with the provisions of Articles L. 225-210 *et seq.* and L. 22-10-62 and subsequent of the French Commercial Code.

This resolution is intended to authorize a new share repurchase program under the following conditions:

This authorization would allow the Board of Directors, with the option to sub-delegate under the conditions provided for by applicable regulation, to buy, sell and transfer Company shares pursuant, *inter alia*, to the provisions of Regulation (EU) No. 596/2014 of the European Parliament and of the Council of April 16, 2014, Articles L. 225-210 *et seq.* and L. 22-10-62 *et seq.* of the French Commercial Code and to the General Regulation (*Règlement général*) of the French Financial Markets Authority (*Autorité des marchés financiers*).

The maximum number of shares that could be bought back under this authorization would be set at 10% of the number of shares comprising the Company share capital as of the date of such purchases, it being specified that (i) when the shares are purchased to enhance liquidity of shares in the conditions set forth by applicable laws and regulations, the number of shares taken into account for calculation of the 10% limit shall correspond to the number of shares purchased less the number of shares resold during the period covered by the authorization, and (ii) the number of treasury shares shall be taken into account so that the Company never holds shares in excess of 10% of its share capital.

Such transactions on securities would be carried out for any purposes permitted or which would become authorized under applicable laws and regulations, including for purposes of the following objectives:

- stimulation of the secondary market or provision of liquidity to the Company's shares by an investment service provider through a liquidity contract in accordance with a code of practice recognized by the regulation;
- setting-up, implementation or hedging of any stock option plans, other plans for allocation of shares and, generally, any form of allocation to employees and/or corporate officers (*mandataires sociaux*) of the Company and/or of affiliated companies, including hedging of any Company stock option plan pursuant to the provisions of Articles L. 225-177 *et seq.* and L. 22-10-56 *et seq.* of the French Commercial Code, allocation of free shares of the Company in conjunction with the provisions of Articles L. 225-197-1 *et seq.* and L. 22-10-59 *et seq.* of the French Commercial Code, allocation of Company shares pursuant to a profit sharing scheme (*participation aux fruits de l'expansion de l'entreprise*) or allocation or transfer of Company shares within the framework of any employee savings plan (*plan d'épargne salariale*), including in conjunction with the provisions of Articles L. 3321-1 *et seq.*, and L. 3332-1 *et seq.*, of the French Labor Code;
- purchase of Company shares for retention and subsequent remittance in exchange or as payment, in particular in conjunction with financial or external growth transactions, without exceeding the limit set by paragraph 6 of Article L. 22-10-62 of the French Commercial Code in conjunction with a merger, spin-off or contribution;
- compliance with all obligations related to the issuance of securities granting access to capital;
- cancellation of any shares repurchased, within the limits established by law, in conjunction with a reduction in share capital approved or authorized by the Shareholders' Meeting.

Such transactions would be carried out, under the conditions authorized by the stock exchange authorities, by any means, including on a regulated market, on a multilateral trading facility,

via a systematic internalizer or over-the-counter, including, *inter alia*, by buying or selling blocks, by applying derivative financial instruments, listed on a regulated stock exchange or over-the-counter, or by the implementation of optional strategies and, if applicable, by any third party authorized for such purpose by the Company.

Such transactions would be carried out in accordance with applicable regulations, at any time, in one or several times. By way of exception, the Board of Directors shall not, unless previously authorized by the Shareholders' Meeting, use this authorization during any public bid initiated by a third party on Company shares until the end of the offer acceptance period; it is however specified in this respect that the Company shall remain authorized to carry out the transactions covered by this resolution (i) if the public offering in question is to be completed entirely in cash and (ii) for the strict requirement of compliance with any undertakings made by the Company prior to the filing of the public offering in question, concerning the servicing or coverage of all stock options, other share allocations and, generally speaking, all forms of allocation in favor of employees and/or corporate officers (*mandataires sociaux*) of the Company and/or of any companies related thereto. Regarding the authorization granted under the conditions set out at (i) and (ii) above, it is also specified that should the transactions in question be liable to cause the public offering considered to fail, their implementation must be the subject of authorization or confirmation from the Shareholders' Meeting.

The maximum purchase price would be EUR 60 (excluding acquisition fees). Based on the shares representing the Company's share capital on December 31, 2021 as established by the Board of Directors on February 23, 2022 (without taking into account the number of treasury shares held by the Company), the theoretical maximum number of shares which may be acquired amounts to 18,689,638 the theoretical maximum amount allocated to the share buy-back program pursuant to this resolution amounts to EUR 1,121,378,280 (excluding acquisition fees).

All powers would be granted to the Board of Directors, with the option to sub-delegate under the conditions provided for by law, in order to carry out all adjustments to the maximum price, including in the event of a capital increase by capitalization of reserves and the allocation of free shares, as well as in the event of a split or a reverse stock split of Company shares.

All powers would be granted to the Board of Directors, with the option to sub-delegate under the conditions provided for by law, to implement this resolution including to carry out all stock exchange orders, enter into any agreements with a view, *inter alia*, to keeping share purchase and sale records, to establish all documents, including information documents, to proceed with any adjustments anticipated by this resolution, to carry out all declarations and formalities with the French Financial Markets Authority (*Autorité des marchés financiers*) and others and, more generally, to do whatever may be necessary.

The shares buy-back authorization described above would be for a maximum duration of eighteen (18) months from its approval by the Shareholders' Meeting of SCOR SE. It would supersede the unused portion of the authorization granted by the shareholders at the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021, in its 15th resolution.

5.2.1.3. EMPLOYEE SHAREHOLDING

See Section 2.2.3.4 - "Plans providing employee profit sharing".

5.2.1.4. DESCRIPTION OF SCOR'S SHARE CAPITAL

Change in capital	Changes					Successive amounts of capital (in EUR)	Cumulative number of shares
	Stock option plans	Share issue price (in EUR)	Number of shares	Nominal value (in EUR)	Additional paid-in capital (in EUR)		
12/31/2018						1,520,931,435	193,085,792
Exercise of subscription option	03/23/2009	14.92	145,450	1,145,706.00	1,023,972.00		
Exercise of subscription option	11/25/2009	17.12	5,000	39,385.00	46,215.00		
Exercise of subscription option	03/18/2010	18.40	139,965	1,102,500.00	1,472,856.00		
Exercise of subscription option	10/12/2010	17.79	2,500	19,692.00	24,783.00		
Cancellation of treasury shares	N/A	N/A	6,545,416	51,558,061.00	196,755,194.00		
Exercise of subscription option	03/22/2011	19.71	11,500	90,585.00	136,080.00		
Exercise of subscription option	09/01/2011	15.71	3,000	23,631.00	23,499.00		
Exercise of subscription option	03/23/2012	20.17	63,000	496,249.00	774,461.00		
Exercise of subscription option	03/21/2013	22.25	51,345	404,443.00	737,983.00		
Exercise of subscription option	03/20/2014	25.06	55,500	437,172.00	953,658.00		
Exercise of subscription option	03/20/2015	24.41	31,875	251,078.00	526,831.00		
12/31/2019						1,473,383,817	187,049,511
Exercise of subscription option	03/18/2010	18.40	125,000	984,622.00	1,315,378.00		
Exercise of subscription option	10/12/2010	17.79	4,300	33,871.00	42,626.00		
Exercise of subscription option	03/22/2011	19.71	18,500	145,724.00	218,911.00		
Exercise of subscription option	09/01/2011	15.71	30,000	236,309.00	234,991.00		
Cancellation of treasury shares	N/A	N/A	509,135	4,010,442.29	5,898,025.12		
Exercise of subscription option	03/23/2012	20.17	4,900	38,597.00	60,236.00		
Exercise of subscription option	03/20/2014	25.06	4,750	37,416.00	81,619.00		
Exercise of subscription option	03/20/2015	29.98	2,250	17,723.00	49,732.00		
12/31/2020						1,470,867,636	186,730,076
Exercise of subscription option	03/22/2011	19.71	220,500	1,736,872.00	2,609,183.00		
Exercise of subscription option	09/01/2011	15.71	18,000	141,786.00	140,994.00		
Cancellation of treasury shares	N/A	N/A	189,700	1,494,262.00	4,476,275.63		
Exercise of subscription option	03/23/2012	20.17	34,500	271,756.00	424,109.00		
Exercise of subscription option	03/21/2013	22.25	43,000	338,710.00	618,040.00		
Exercise of subscription option	03/20/2014	25.06	40,000	315,079.00	687,321.00		
12/31/2021						1,472,177,577	186,896,376

For further details, see Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves and to Appendix B – 5.2.3 Notes to the corporate financial statements – Shareholders' equity.

5.2.1.5. EXISTENCE OF NON-EQUITY SHARES

Not applicable.

5.2.2. OPERATIONS ON THE SHARE CAPITAL
5.2.2.1. CHANGES IN THE SHARE CAPITAL

The table below provides for the evolution of SCOR SE's share capital since the beginning of the financial year 2019:

Operation	Date of the authorization of the Shareholders' Meeting	Date of operation	Number of shares issued/ cancelled	Nominal value of the issued/ cancelled shares (in EUR)	Amount of the increase/ decrease of the share capital (in EUR)	Cumulated amount of the share capital further to the operation (in EUR)	Cumulated number of shares composing the share capital further to the operation
Reduction of the share capital by cancellation of self-owned shares (i) in the framework of the share buy back program of stock shares for up to EUR 200 million and (ii) to neutralize the dilutive effect resulting from the exercise of stock-options	April 26, 2019	April 26, 2019 according to the decision of the Board of Directors on April 26, 2019	6,545,416	7.8769723	51,558,060.53	1,469,373,374.58	186,540,376
Increase of the share capital resulting from the exercise of stock-options as from January 1 to December 31, 2019	<ul style="list-style-type: none"> • May 7, 2008 • April 15, 2009 • April 28, 2010 • May 4, 2011 • May 3, 2012 • April 25, 2013 • May 6, 2014 	Situation on December 31, 2019 acknowledged by the Board of Directors on February 26, 2020	509,135	7.8769723	4,010,442	1,473,383,816.88	187,049,511
Reduction of the share capital by cancellation of self-owned shares to neutralize the dilutive effect resulting from the exercise of stock-options	April 26, 2020	April 28, 2020 by the Board of Directors on April 28, 2020	509,135	7.8769723	4,010,442	1,469,373,374.58	186,540,376
Increase of the share capital resulting from the exercise of stock-options as from January 1 to December 31, 2020	<ul style="list-style-type: none"> • April 15, 2009 • April 28, 2010 • May 4, 2011 • April 25, 2013 • May 6, 2014 	Situation on December 31, 2020 acknowledged by the Board of Directors on February 23, 2021	189,700	7.8769723	1,494,261.65	1,470,867,636.23	186,730,076
Reduction of the share capital by cancellation of self-owned shares to neutralize the dilutive effect resulting from the exercise of stock-options	June 30, 2021	June 30, 2021 by the Board of Directors on June 30, 2021	189,700	7.8769723	1,494,261.65	1,469,373,374.58	186,540,376
Increase of the share capital resulting from the exercise of stock-options as from January 1 to December 31, 2021	<ul style="list-style-type: none"> • April 28, 2010 • May 4, 2011 • March 5, 2012 • April 25, 2013 	Situation on December 31, 2021 acknowledged by the Board of Directors on February 23, 2022	356,000	7.8769723	2,804,202.14	1,472,177,576.72	186,896,376

Given the exercise of 264,250 options for the subscription of shares since January 1, 2022, on the date of the Universal Registration Document, SCOR SE's existing share capital amounts to EUR 1,474,259,066.65 divided into 187,160,626 shares with a nominal value of EUR 7.8769723 each.

See Section 4.6.24 – Notes to the consolidated financial statements, Note 24 – Commitments received and given.

5.2.3. POTENTIAL SHARE CAPITAL

The potential volume of new shares from outstanding share-based compensation plans stood at 5,693,977 shares as of December 31, 2021, broken down as follows:

Potential volume of new shares from outstanding share-based compensation plans linked to Group executive and employee compensation instruments	5,693,977
• of which number of potential new shares from outstanding stock option plans (options allocated but not vested + options vested but not exercised)	4,436,543
• of which number of potential new shares from outstanding free share plans (free shares allocated but not vested) ⁽¹⁾	0
• of which number of potential new shares from outstanding warrants	0
• of which unused authorizations still outstanding ⁽²⁾	1,257,434

(1) The free share allocation plans currently in force only allocate outstanding shares.

(2) Authorization granted by the Shareholders' Meeting of June 30, 2021 in its 26th resolution (stock options).

Notably, no new shares can be issued in relation to outstanding share-based compensation in the form of free shares, as these shares are derived exclusively from the purchase of existing shares and not from the issuance of new shares.

If, nonetheless, free shares were taken into account in the calculation of the potential volume of new shares from outstanding share-based compensation, this theoretical volume (which corresponds to outstanding shares or new shares to be issued) would stand at 12,802,077 on December 31, 2021, due to the addition of

(i) outstanding free share allocation plans (shares allocated but not vested on December 31, 2021, i.e. 5,626,252 shares) and, (ii) the unused part of the authorization granted by the Shareholders' Meeting of June 30, 2021 in its 27th resolution concerning the free allocation of outstanding shares (1,481,848 shares).

The Company's fully diluted issued share capital, as defined below, stood at 210,032,970 shares as of December 31, 2021, broken down as follows:

Fully diluted issued share capital	210,032,970
• of which total shares comprising the share capital	186,896,376
• of which number of potential new shares from outstanding options	4,436,543
• of which number of potential new shares from outstanding free shares ⁽¹⁾	0
• of which number of potential new shares from outstanding warrants	0
• of which potential shares from other securities convertible or redeemable into new shares ⁽²⁾	18,700,051

(1) The free share allocation plans currently in force only allocate outstanding shares.

(2) 18,700,051 shares underlying the warrants issued on December 3, 2019 under the contingent capital facility with an exercise period starting on January 1, 2020 and expiring on May 1, 2023.

If, despite the absence of the dilutive effect mentioned above, free shares were taken into account in the calculation of the potential volume of new shares from outstanding share-based compensation plans and unused part of authorizations, the fully diluted share capital would stand at 217,141,070 on December 31, 2021.

As of December 31, 2021, the potential volume of new shares from outstanding share-based compensation plans and unused part of the authorizations linked to Group executive and employee compensation instruments stands at 2.71% of the fully diluted share capital.

If free shares were taken into account in the calculation of the potential volume of new shares from outstanding share-based compensation plans and unused part of the authorizations and in the calculation of the fully diluted share capital, this theoretical volume (which corresponds to outstanding shares or new shares to be issued) would stand at 5.90% of the fully diluted share capital on December 31, 2021.

5.2.4. FINANCIAL AUTHORIZATIONS

5.2.4.1. NUMBER OF SHARES AUTHORIZED UNDER CONVERTIBLE SECURITIES AND STOCK OPTION PLANS

Issuance of warrants	As at December 31, 2020	As at December 31, 2021	On the date of the Universal Registration Document	Date of availability of the warrants	Expiration date
12/03/2019	18,700,051	18,700,051	18,700,051	01/01/2020	05/01/2023
TOTAL	18,700,051	18,700,051	18,700,051		

Stock option plans	As at December 31, 2020	As at December 31, 2021	On the date of the Registration Document	Date of availability of options	Expiration date
03/23/2012	339,100	304,600	51,100	03/23/2016	03/24/2022
03/21/2013	345,155	302,155	294,155	03/21/2017	03/22/2023
10/02/2013	77,000	77,000	77,000	10/02/2017	10/03/2023
11/21/2013	-	-	-	11/21/2017	11/22/2023
03/20/2014	544,125	504,125	500,375	03/20/2018	03/21/2024
12/01/2014	2,250	2,250	2,250	12/01/2018	12/02/2024
03/20/2015	521,817	523,506	523,506	03/21/2019	03/21/2025
03/20/2015	2,250	2,250	2,250	09/13/2019	03/21/2025
12/18/2015	-	-	-	12/19/2019	12/19/2025
03/10/2016	433,446	434,885	434,885	03/10/2020	03/11/2026
03/10/2016	2,250	2,250	2,250	09/01/2020	03/11/2026
12/01/2016	638	638	638	12/01/2020	12/02/2026
03/10/2017	350,000	262,500	262,500	03/11/2021	03/11/2027
12/01/2017	126,108	84,854	84,854	12/02/2021	12/03/2027
12/01/2017	1,350	1,350	1,350	06/02/2022	12/03/2027
03/08/2018	308,000	260,000	260,000	03/09/2022	03/09/2028
12/22/2018	181,402	170,128	170,128	12/23/2022	12/23/2028
12/22/2018	2,598	2,598	2,598	06/23/2023	12/23/2028
03/07/2019	380,000	332,000	332,000	03/07/2023	03/08/2029
10/25/2019	144,462	132,084	132,084	10/25/2023	10/25/2029
10/25/2019	2,178	2,178	2,178	04/25/2024	10/25/2029
04/28/2020	380,000	332,000	332,000	04/29/2024	04/29/2030
11/05/2020	189,326	180,326	180,326	11/06/2024	11/06/2030
03/01/2021	-	280,300	280,300	03/02/2025	03/02/2031
08/01/2021	-	14,000	14,000	08/02/2025	08/03/2031
11/01/2021	-	228,566	228,566	11/02/2025	11/02/2031
TOTAL	4,333,455	4,436,543	4,171,293		

See paragraph of the Section 5.2.5 – Amount of convertible securities, exchangeable securities or securities with subscription warrants for a description of the warrants issued.

5.2.4.2. NUMBER OF SHARES INITIALLY AUTHORIZED AT THE DATE OF THE SHAREHOLDERS' MEETING AND NUMBER OF OUTSTANDING SHARES AUTHORIZED AT THE DATE OF THE UNIVERSAL REGISTRATION DOCUMENT

Resolutions	Number of shares initially authorized at the date of the Shareholders' Meeting of June 30, 2021	Number of shares authorized at the date of the Universal Registration Document	Duration of authorization and expiration date
DELEGATIONS OF AUTHORITY GRANTED BY THE EXTRAORDINARY SHAREHOLDERS' MEETING OF JUNE 30, 2021			
16 th resolution (Delegation of authority granted to the Board of Directors in order to take decisions with respect to capital increase by capitalization of retained earnings, reserves or share premium)	25,390,466 shares	25,390,466 shares	26 months August 30, 2023
17 th resolution (Delegation of authority granted to the Board of Directors for the purpose of deciding upon the issuance of shares and/or of securities granting access immediately or at term to ordinary shares to be issued, with preferential subscription rights) ⁽¹⁾	74,692,030 shares	74,616,150 shares	26 months August 30, 2023
18 th resolution (Delegation of authority granted to the Board of Directors for the purpose of deciding the issuance, in the framework of a public offering, except in the case of an offering referred to in paragraph 1 of Article L. 411-2 of the French Monetary and Financial Code, of shares and/or securities granting access immediately or at term to ordinary shares to be issued, with cancellation of preferential subscription rights and with compulsory priority) ⁽¹⁾	18,673,007 shares	18,654,037 shares	26 months August 30, 2023
19 th resolution (Delegation of authority granted to the Board of Directors for the purpose of deciding the issuance, in the framework of an offer referred to in paragraph 1° of Article L. 411-2 of the French Monetary and Financial Code, of shares and/or securities granting access immediately or at term to ordinary shares to be issued, with cancellation of preferential subscription) ⁽¹⁾	18,673,007 shares	18,654,037 shares	26 months August 30, 2023
20 th resolution (Delegation of authority granted to the Board of Directors for the purpose of deciding the issuance, in consideration for securities contributed to the Company in the framework of any exchange tender offer initiated by the Company, of shares and/or securities granting access immediately or at term to ordinary shares to be issued, with cancellation of preferential subscription rights) ⁽¹⁾	18,673,007 shares	18,654,037 shares	26 months August 30, 2023
21 th resolution (Delegation of authority granted to the Board of Directors for the purpose of issuing shares and/or securities granting access immediately or at term to ordinary shares to be issued, as cp, soderatop, fpr securities contributed to the Company in the framework of contributions in kind limited to 10% of its share capital, without preferential subscription rights) ⁽¹⁾	18,673,007 shares	18,654,037 shares	26 months August 30, 2023
23 th resolution (Delegation of authority granted to the Board of Directors for the purpose of issuing warrants for the issuance of ordinary shares of the Company, with cancellation of shareholders' preferential subscription rights to the benefit of categories of entities meeting specific characteristics, with a view to implementing a contingent capital program) ⁽¹⁾	18,673,007 shares	18,654,037 shares	18 months December 30, 2022
24 th resolution (Delegation of authority granted to the Board of Directors for the purpose of issuing warrants for the issuance of ordinary shares of the Company, with cancellation of shareholders' preferential subscription rights to the benefit of a categories of entities meeting specific characteristics, with a view to implementing an ancillary own funds program) ⁽¹⁾	18,673,007 shares	18,654,037 shares	18 months December 30, 2022
28 th resolution (Delegation of authority granted to the Board of Directors in order to carry out an increase in share capital by the issuance of shares reserved to the members of savings plans (<i>plans d'épargne</i>), with cancellation of preferential subscription rights to the benefit of such members) ⁽¹⁾	3,000,000 shares	3,000,000 shares	18 months December 30, 2022

Resolutions	Number of shares initially authorized at the date of the Shareholders' Meeting of June 30, 2021	Number of shares authorized at the date of the Universal Registration Document	Duration of authorization and expiration date
AUTHORIZATIONS GRANTED BY THE EXTRAORDINARY SHAREHOLDERS' MEETING OF JUNE 30, 2021			
22 th resolution (Authorization granted to the Board of Directors for the purpose of increasing the number of shares issued in accordance with the 17 th , 18 th and 19 th resolutions in the event of over-subscription to the share capital increase, with or without cancellation of pre-emptive subscription rights)	This resolution can only be used with the 17 th , 18 th and 19 th resolutions and is in any case capped by the 29 th resolution		26 months August 30, 2023
26 th resolution (Authorization granted to the Board of Directors for the purpose of granting options to subscribe for and/or purchase shares with express waiver of preferential subscription rights in favour of salaried employees and executive corporate officers (<i>dirigeants mandataires sociaux</i>) ⁽¹⁾)	1,500,000 shares	1,257,434 shares	24 months June 30, 2023
27 th resolution (Authorization granted to the Board of Directors for the purpose of allocating free existing ordinary shares of the Company in favour of salaried employees and executive corporate officers (<i>dirigeants mandataires sociaux</i>))	The authorization is limited to existing shares ⁽²⁾		24 months June 30, 2023
29 th resolution (Aggregate ceiling of the share capital increases)	97,865,037 shares	96,622,471 shares	-
TOTAL	123,255,503 SHARES	122,012,937 SHARES	-

(1) Included for the calculation of the overall ceiling referred to in the 29th resolution of the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021.

(2) The authorization of the Ordinary and Extraordinary Shareholders' Meeting of June 30, 2021 is limited to 3,000,000 existing shares (the remaining amount being on December 31, 2021 1,481,848 shares).

The total number of new shares authorized at the date of the Universal Registration Document, including the shares that could be issued in connection with the implementation of (i) stock option

plans, (ii) securities granting access to the capital and (iii) the current delegations and authorizations is 142,948,751.

5.2.5. AMOUNT OF CONVERTIBLE SECURITIES, EXCHANGEABLE SECURITIES OR SECURITIES WITH SUBSCRIPTION WARRANTS

As part of the implementation of a contingent capital facility program, SCOR issued, on December 3, 2019, 9,350,025 Warrants for the benefit of J.P. Morgan, each allowing J.P. Morgan to subscribe, as from January 1, 2020 and no later than May 1, 2023 to two new SCOR shares (within the limit of an aggregate amount of subscription of EUR 300 million – issuing premiums included, without exceeding 10% of SCOR's share capital) when the aggregated amount of (i) the estimated ultimate net losses resulting from eligible natural catastrophes incurred by the Group (in its capacity as an insurer/reinsurer) between January 1, 2020

and December 31, 2022 or (ii) the ultimate net claims amount recorded by SCOR Group Life segment (in its capacity as an insurer/reinsurer) over two consecutive semesters over the period from July 1, 2019 and December 31, 2022 reaches certain contractual thresholds. In addition, subject to no drawdown having already been conducted under the facility, if SCOR's daily volume-weighted average share price falls below EUR 10 an individual tranche of EUR 150 million will be drawn down out of the EUR 300 million facility.

5.2.6. INFORMATION ABOUT AND TERMS AND CONDITIONS OF ANY ACQUISITION RIGHTS AND/OR OBLIGATIONS OVERSUBSCRIBED BUT UNISSUED CAPITAL OR AN UNDERTAKING TO INCREASE THE CAPITAL

See:

- Section 2.2.3 – Stock options and performance shares;
- Section 5.2.1.1 – Main shareholders;
- Section 5.2.4 – Financial authorizations;
- Section 5.2.5- Amount of convertible securities, exchangeable securities or securities with subscription warrants;
- Section 4.6 – Notes to the consolidated financial statements, Note 13 – Information on share capital, capital management, regulatory framework and consolidated reserves;

- Section 4.6 – Notes to the consolidated financial statements, Note 15 – Provisions for employee benefits;
- Section 4.6 – Notes to the consolidated financial statements, Note 17 – Stock options and share allocations;
- Appendix B – Notes to the corporate financial statements, 5.3.5 – Stock options; and
- Appendix B – Notes to the corporate financial statements, 5.2.3 – Shareholders' equity.

5.2.7. INFORMATION ABOUT THE CAPITAL OF ANY MEMBER OF THE GROUP WHICH IS UNDER OPTION OR IS TO BE PUT UNDER OPTION AND CHARACTERISTICS OF SUCH OPTIONS

See:

- Section 2.2.3 – Stock options and performance shares;
- Section 5.2.1.1 – Main shareholders;
- Section 5.2.4 – Financial authorizations;
- Section 5.2.5- Amount of convertible securities, exchangeable securities or securities with subscription warrants;
- Section 4.6 – Notes to the consolidated financial statements, Note 15 – Provisions for employee benefits and other provisions;

- Section 4.6 – Notes to the consolidated financial statements, Note 17 – Stock options and share allocations; and
- Appendix B – Notes to the corporate financial statements, 5.3.5 – Stock options.

The shares of Group companies other than SCOR SE are neither under option nor agreed to be put under option.

5.2.8. INFORMATION ABOUT THE MAIN SHAREHOLDERS**5.2.8.1. STATEMENT AS TO THE ABSENCE OF DIFFERENCES BETWEEN THE VOTING RIGHTS OF VARIOUS SHAREHOLDERS**

Pursuant to Article 8 of the bylaws ("Rights attached to each share"), amended by the Company's Ordinary and Extraordinary Shareholders' Meeting on June 30, 2021 in its 30th resolution, each share entitles its holder to one vote at Shareholders' Meetings and the voting rights attached to shares of the Company are in direct proportion to the proportion of the capital thereby represented

and no double voting rights, as described by Article L. 225-123 and L. 22-10-46 of the French Commercial Code, can be allocated or attached, in any manner whatsoever, to any share. Therefore, the shareholders of the Company do not currently have different voting rights.

5.2.8.2. DIRECT OR INDIRECT CONTROL BY ONE SHAREHOLDER

Not applicable.

5.2.8.3. AGREEMENT WHICH COULD RESULT IN A SUBSEQUENT CHANGE IN CONTROL

Not applicable.

5.2.8.4. AGREEMENT THAT ARE SUBJECT TO AMENDMENTS OR TERMINATION IN THE EVENT OF A CHANGE OF CONTROL

See Section 5.2.1.1 – Main shareholders, concerning the Covéa Agreement.

5.3. GENERAL INFORMATION

5.3.1. SCOR GROUP

5.3.1.1. LEGAL NAME AND COMMERCIAL NAME OF THE ISSUER

Legal name: SCOR SE

Commercial name: SCOR

5.3.1.2. PLACE AND REGISTRATION NUMBER OF THE ISSUER

R.C.S. number: Paris 562 033 357

LEI Code: 96950056ULJ4J17V3752

A.P.E. Code: 6520Z

5.3.1.3. DATE OF INCORPORATION AND TERM OF THE ISSUER

The Company was incorporated on August 16, 1855, as a limited partnership (*société en commandite*), under the name Compagnie Impériale des Voitures de Paris. In 1866, the Company was converted into a joint stock company (*société anonyme*) under the name *Compagnie Générale des Voitures de Paris*. The Company changed its name to SCOR SA on October 16, 1989 and in 1990, absorbed the *Société Commerciale de Réassurance*, created in 1970, and took over the reinsurance business of the latter.

On May 13, 1996, SCOR SA changed its name to SCOR. On June 25, 2007, SCOR changed its legal form to a European Company (*Societas Europaea*) and became SCOR SE. In 2012, the Company relocated its registered office from Paris-La Défense to Paris. On April 25, 2013, the Company's term was extended for 99 years by decision of the Extraordinary Shareholders' Meeting and will expire on April 25, 2112 unless extended or previously dissolved.

5.3.1.4. DOMICILE AND LEGAL FORM OF THE ISSUER, LEGISLATION GOVERNING ITS ACTIVITIES, COUNTRY OF INCORPORATION, ADDRESS AND TELEPHONE NUMBER OF ITS REGISTERED OFFICE

Registered office and contact information of issuer

SCOR SE
5, avenue Kléber
75116 Paris
France
Tel.: +33 (0) 1 58 44 70 00
Fax: +33 (0) 1 58 44 85 00

Website: www.scor.com

It is specified that the information included in the Company's website (www.scor.com) is not part of this Universal Registration Document, unless such information is expressly incorporated by reference in this Universal Registration Document. In this respect, such information has not been reviewed or approved by the AMF.

E-mail: scor@scor.com

5.3.1.5. APPLICABLE LAWS AND REGULATIONS

General

The Company was converted into a European Company (*Societas Europaea*) in 2007. As such, SCOR SE is governed by the provisions of Council Regulation (EC) No. 2157/2001 (the "SE Regulation") and those of European Council Directive 2001/86/EC of October 8, 2001 supplementing the Statute for a European Company with regard to the involvement of employees, and by the provisions of French law relating to European Companies, as well as for all other matters partially covered or not covered by the SE Regulation, by French legal provisions applicable to *sociétés anonymes*, as far as that they are not contrary to the specific provisions applicable to European Companies.

The Group's business units' activities of insurance, reinsurance and asset management are subject to comprehensive regulation and supervision in each of the jurisdictions in which the Group operates. Given that the Group is headquartered in Paris (France), this supervision is based, to a significant extent, on European Union directives and on the French regulatory system. The Group's principal regulators in France are the financial markets authority (*Autorité des marchés financiers* – AMF), and the French insurance

and reinsurance regulator (*Autorité de contrôle prudentiel et de résolution* – ACPR). Although the scope and nature of regulations differ from country to country, most jurisdictions in which SCOR's insurance and reinsurance subsidiaries operate have laws and regulations governing solvency standards, reserve levels, permitted types and concentrations of investments, and business conduct to be respected by insurance and reinsurance companies. The supervisory authorities with jurisdiction over the Group's operations may conduct regular or unexpected examinations of the insurers'/ reinsurers' or asset managers' operations and accounts and request specific information from the insurer or reinsurer. Certain jurisdictions also require registration and periodic reporting by holding companies that control a licensed insurer or reinsurer. These holding company legislations typically require periodic disclosure concerning the corporate entity that controls the licensed insurer and other affiliated companies, including prior approval of transactions between the insurer, the reinsurer and other affiliated companies such as intragroup asset transfers and dividend payments by the authorized insurer or reinsurer. In general, these regulations are designed to protect the interests of insureds rather than shareholders.

Under the directive No. 2009/138/EC of November 25, 2009 named "Solvency II" transposed in French law in 2015 and entered into force on January 1, 2016, French companies, whose exclusive business is reinsurance, can only carry on said business after having obtained an official authorization, issued by the ACPR. Registered reinsurers in France can operate under certain conditions in the European Economic Area (EEA) under the freedom to provide services and/or the freedom of establishment (branch).

Prudential regulations

SCOR SE and its insurance and reinsurance subsidiaries are subject to regulatory capital requirements in the jurisdictions in which they operate, which are designed to monitor capital adequacy and to protect insureds. While the specific regulatory capital requirements (including the definition of admitted assets and methods of calculation) differ between jurisdictions, an insurance or reinsurance company's required capital can be impacted by a wide variety of factors including business mix, product design, sales volume, invested assets, liabilities, reserves and movements in the capital markets, including interest rates and equity markets.

SCOR Group is regulated by the "Solvency II" European directive which applies since January 1, 2016, having been transposed into national law in all relevant European jurisdictions over the last years.

The Solvency II regulation covers, among other matters, valuation of assets and liabilities, the treatment of insurance and reinsurance groups, the definition of capital and the overall level of required capital. A key aspect of Solvency II is that the assessment of the Group's risks and capital requirements are aligned more closely with economic capital methodologies.

SCOR Group is subject to supervision by the ACPR which has extensive oversight authority as Group supervisor but also as the local supervisor for each French insurance or reinsurance company.

Since January 1, 2016, the regulatory solvency position of the Group has been assessed using SCOR's internal model, which was approved in November 2015 by the relevant supervisory authorities.

For additional information on the impact of regulatory changes on the Group's operations and financial position, see Section 3.1.1.2.

For a detailed description of new governance requirements, see Section 2.

Asset management regulations

SCOR Investment Partners SE (formerly known as SCOR Global Investments SE) is subject to strict regulation in the various jurisdictions in which it operates. These regulations are generally

designed to safeguard client assets and ensure the adequacy of disclosures concerning investment returns, risk characteristics of invested assets in various funds, suitability of investments for client investment objectives and risk tolerance, as well as the identity and qualifications of investment managers. These regulations generally grant supervisory authorities broad administrative powers, including the power to limit or restrict the performance of business activities for failure to comply with such laws and regulations.

Data protection regulation

The General Data Protection Regulation (GDPR) (EU 2016/679) of April 27, 2016, applicable since May 25, 2018, establishes the principles of personal data processing within the European Union. The main objectives of the GDPR are (i) the strengthening of individuals' rights in order to give them more control over their personal data and facilitate their access to it, (ii) a harmonization of the applicable laws within the European Union as well as a system of one-stop shop resulting in closer cooperation between the Data protection authorities, and finally (iii) a stricter application regime under which data protection authorities are able to pronounce fines of up to 4% of the annual global turnover of a company infringing the European regulation.

Regarding data transfers, on July 16, 2020, the European Union Court of Justice invalidated the "EU-US Privacy Shield," created in July 2016 (the "Schrems II Decision").

Following this decision, it is required that supplementary measures be considered with other mechanisms for data transfers to any non-EU jurisdiction (without an adequacy decision adopted by the European Commission). When transferring data to non-EU companies, SCOR relies on standard contractual clauses together with supplementary measures as required.

Concerning data transfers from the United Kingdom to EU Member States, on June 28, 2021, the European Commission has adopted adequacy decisions to allow such transfers to continue as before Brexit, but this is subject to review and the United Kingdom could impose new restrictions to outbound transfers of personal data.

Data Protection regulations are evolving in a number of other countries where SCOR operates, examples of new laws and regulations are the Brazilian General Data Protection Law (LGPD), approved on August 14, 2018 and in force since September 18, 2020, the Chinese Personal Information Protection Law (PIPL), which was passed on August 20, 2021 and came into effect on November 1, 2021 and the California Privacy Rights Act ("CPRA") voted into law on November 3, 2020 and effective on January 1, 2023.

For more information on data protection, see Section 3.1.1.2 – Risks related to legal and regulatory developments.

Evolution of the regulatory and compliance environment

The legislative, regulatory and litigation environment in which the Group operates is constantly changing. In continental Europe, reinsurers, insurers, asset managers and other financial institutions could face a danger of increasing the number of legal disputes and associated costs, as a result of the introduction of class action.

Furthermore, the complexity and extraterritorial scope of many legislations on the fight against financial criminality (fight against money laundering, financing of terrorism and corruption, national and international financial sanctions and embargoes) create serious

risks of significant penalties and reputational risks in case of non-compliance. As examples, see in particular the French Law of December 9, 2016 on transparency, fight against corruption and modernization of the economic life (called "Law Sapin II"), the European Market Abuse Regulation (called "MAR Regulation") which came into force on July 3, 2016 and the European Directive of October 23, 2019 on the protection of persons who report breaches of Union law which must be transposed by EU Member States before December 17, 2021.

This complexity is likely to continue and could lead to increased costs of compliance incurred by financial institutions like SCOR.

5.3.2. CHARTER AND BYLAWS

5.3.2.1. CORPORATE PURPOSE OF THE ISSUER (ARTICLE 3 OF THE BYLAWS)

As set forth in Article 3 of the bylaws (statuts), the corporate purpose includes the following:

- insurance, reinsurance, cession or retrocession of business of any nature in all classes and in all countries, the assumption in any form of reinsurance contracts or liabilities of any French or foreign company, organization, entity or association, and creation, acquisition, rental, lease, installation and operation of any undertaking related to these activities;
- the construction, lease, operation or purchase of any and all properties;
- the acquisition and management of all securities and other equity rights by any means including but not limited to subscription, transfer or acquisition of shares, bonds, corporate rights, partnerships and other equity rights;
- acquisition of equity investments or interests in any industrial, commercial, agricultural, financial, movable property or real estate companies, the formation of any company, participation in any capital increases, mergers, demergers and spin-offs;

- administration, management and control of any company or other undertaking, direct or indirect participation in all transactions carried out by such companies or undertakings by any means including, but not limited, to participation in any company or equity investment;
- implementation and management of centralized cash resource management within the Group and the provision of services, to any Group company concerned, relating to the management and operations of centralized cash resources, and;
- generally, all such industrial, commercial and financial transactions, or transactions involving movable property and real estate, as may pertain directly or indirectly to the above stated corporate purpose or as may be related to or facilitate the implementation or pursuit thereof.

5.3.2.2. SUMMARY OF THE BYLAWS AND INTERNAL REGULATIONS OF THE COMPANY CONCERNING THE MEMBERS OF ITS ADMINISTRATIVE, MANAGEMENT AND SUPERVISORY BODIES

For further details, see Section 2.1 – Corporate Governance principles, Shareholders' Meetings, Corporate officers, executives, employees, information required by Article L. 22-10-11 of the French Commercial Code.

Directors

Related party agreements

French corporate law and the Company's bylaws provide for prior approval and verification of agreements, entered into directly or indirectly, between the Company and one of its directors, Chief Executive Officer, Deputy Chief Executive Officer (*directeur général délégué*), any of its shareholders holding more than 10% of the registered capital or of the voting rights or, if a legal entity, the company controlling it within the meaning of Article L. 233-3 of the French Commercial Code and, or any entity in which any of these persons is at the same time an owner, partner with unlimited liability, manager, director, member of the supervisory board or an executive officer, unless pursuant to the provisions set forth

Article L. 225-39 of the Commercial Code: (i) the agreement is entered into in the ordinary course of business and under normal terms and conditions; and/or (ii) those agreements reached between two companies, one of which holds, directly or indirectly, all of the other's capital, where applicable, minus the minimum number of shares required to fulfil the requirements of Article 1832 of the Civil Code or Articles L. 225-1, L. 22-10-1, L. 22-10-2 and L. 226-1 of the Commercial Code. Article L. 225-38 of the French Commercial Code also provides that the prior approval of the Board of Directors must be justified by the interest for the Company of the agreement, in particular by specifying the financial conditions related thereto. The Board of Directors implements a procedure to assess, on a regular basis, if the agreements relating to ordinary transactions entered into at arm's length conditions actually comply with these requirements.

The directly or indirectly interested party must inform the Board of Directors as soon as it is aware of the existence of the related party agreement, and a majority of the non-related directors must approve the agreement for it to be valid.

If a related party agreement is pre-approved by the majority of the non-related directors, the Chairman must then report the authorized agreement to the Statutory Auditors within one month following the date it is signed. The Auditors must then prepare a special report on the agreement to be submitted to the shareholders at their next Shareholders' Meeting, during which the shareholders would consider the agreement for ratification (any interested shareholders would be excluded from voting). If the agreement is not ratified by the shareholders, it will not be rendered invalid, except in the case of fraud, but the shareholders may in turn hold the Board of Directors or interested Company representative liable for any damages suffered as a result thereof.

Any related party agreement reached without the prior consent of a majority of the non-related directors can be voided by a court, if we incur a loss as a result. In addition, an interested related party may be held liable on this basis.

Directors' compensation

Pursuant to Article 13 of the Company's bylaws, the directors receive a remuneration, the maximum aggregate amount of which,

5.3.2.3. RIGHTS, PRIVILEGES AND RESTRICTIONS ATTACHED TO EXISTING SHARES

Voting rights (Articles 7, 8 and 19 of the bylaws)

As of the date of this Universal Registration Document, the voting rights attached to shares are proportionate to the share of capital they represent.

At all Shareholders' Meetings, each shareholder has as many votes as the number of shares he or she holds or represents without any limitations other than those which may result from legal requirements and the stipulations above. The difference between the distribution of share capital and the distribution of voting rights arises from the existence of treasury shares with no voting rights.

Following an amendment to the Company bylaws approved by the Shareholders' Meeting on April 30, 2015, no double voting rights, as referred to in the provisions of Article L. 225-123 of the French Commercial Code, introduced by Act No. 2014-384 of March 29, 2014, may be attributed to or benefit, in any manner whatsoever, any Company shares.

Where the shares are held by a beneficial owner, the voting rights attached to those shares belong to the beneficial owner at Ordinary Shareholders' Meetings, and to the bare owner at Extraordinary Shareholders' Meetings.

Failure to comply with legal and statutory obligations concerning thresholds may be sanctioned by the removal of voting rights for those shares or rights in excess of the undeclared fraction.

Statutory distribution of earnings (Article 20 of the bylaws)

After approval of the financial statements and recognition of the existence of distributable funds in the form of earnings for the financial year less prior losses plus, if applicable, any profit carried forward, the Shareholders' Meeting shall distribute them as follows:

- all or part of the profit available for distribution may be transferred by the Shareholders' Meeting to any discretionary, ordinary or extraordinary reserves or carried forward, as deemed appropriate;
- any remaining balance shall be distributed among all shares in proportion to their unredeemed paid-up value.

determined by the shareholders acting at an annual Ordinary Shareholders' Meeting, remains in effect until a new decision is made.

Board of Directors' borrowing powers

Under Article L. 225-43 of the French Commercial Code, the directors, other than legal entities, Chief Executive Officer and Deputy Chief Executive Officers (*directeurs généraux délégués*) may not borrow money or obtain a guarantee from the Company. Any such loan or guarantee would be void and may not be relied upon by third parties.

Directors' age limits

Under Article 10 of the Company's bylaws, directors may hold office until the age of 77. A director reaching the age of 77 while in office must retire at the expiration of the term of his or her office, as determined at the Shareholders' Meeting.

Pursuant to Article R. 334-1 of the French Insurances Code, the Company is not obliged to form a legal reserve. The Shareholders' Meeting may distribute all or part of the discretionary reserves in the form of a full or partial dividend or as a special dividend. In this case, the resolution shall expressly indicate the sums to be deducted from each line item of reserves.

Each share entitles its holder to a share (in direct proportion to the number and par value of the existing shares) in the corporate assets, profits or liquidating dividend.

The Company's bylaws also stipulate that profits available for distribution can be allocated to one or more optional or statutory reserves or distributed as dividends, as determined by the Shareholders' Meeting.

Dividends may also be distributed from optional or statutory reserves, subject to approval by the shareholders and certain limitations, either as an addition to an annual dividend distribution or as a special dividend.

The payment of dividends is decided by the Shareholders' Meeting at which the annual accounts are approved following the recommendation of the Board of Directors. If there are distributable profits (as shown on the interim balance sheet audited by the Statutory Auditors), the Board of Directors has the authority, subject to applicable French law and regulations to distribute interim dividends without prior shareholder approval.

Dividends are distributable to shareholders in proportion to their respective holdings of ordinary shares. Dividends are payable to holders of ordinary shares outstanding on the date of the Shareholders' Meeting approving the distribution of dividends or, in the case of interim dividends, on the date of the meeting of the Board of Directors approving the distribution of interim dividends. The actual dividend payment date and the terms of payment are determined by the Shareholders' Meeting approving the declaration of the dividends or by the Board of Directors in case of distribution of interim dividends. The payment of the dividends must occur within nine months of the end of the financial year. Dividends not claimed within five years of the date of payment revert to the French state. According to the bylaws, shareholders may decide in an Ordinary Shareholders' Meeting to give each shareholder the option of receiving all or part of a dividend or interim dividend in the form of ordinary shares. The determination of the portion, if any, of the annual dividend that each shareholder

will have the option to receive in ordinary shares is also made at the Ordinary Shareholders' Meeting following a recommendation by the Board of Directors.

Dividends paid to non-residents are "in principle" subject to withholding tax.

Liquidating dividend (Article 22 of the bylaws)

If the Company is liquidated, its assets remaining after payment of its debts, liquidation expenses and all of its remaining obligations will be distributed in full first to repay the nominal value of the ordinary shares, then the surplus, if any, will be distributed prorata among the holders of ordinary shares in proportion to the nominal value of their shareholdings and subject to any special rights granted to holders of preferred shares, if any.

Redemption of shares

Under French law, in the context of a share buyback program (Article L. 22-10-62 of the French Commercial Code), the Board of Directors may be granted authority by the Extraordinary Shareholder's Meeting to buy back a specific number of shares, including for the purpose of a capital reduction not motivated by losses:

- in the aim of allocating them to employees or Company officers;
- to support the liquidity of securities under conditions set by the General Regulation of the French *Autorité des marchés financiers*.

Liability for further capital calls

Shareholders are liable for corporate liabilities only up to their contributions.

Share buy-back or conversion clause

The bylaws do not contain any share buy-back or conversion clauses.

Pre-emptive subscription rights for securities of the same class

Under current French regulations, and in particular Article L. 225-132 of the French Commercial Code, any cash capital increase gives shareholders a pre-emptive right to subscribe to new shares proportionate to the amount of shares owned.

The Shareholders' Meeting which decides or authorizes a capital increase may, under Articles L. 225-135 and L. 22-10-51 of the French Commercial Code, eliminate the pre-emptive subscription right for the entire capital increase or for one or more tranches of said increase and may or may not allow a priority subscription period for shareholders. When the issue is carried out through a public offering or through an offer referred to in Article L. 411-2, II of the French Monetary and Financial Code without pre-emptive subscription rights, the issue price must be set according to Article L. 22-10-52 of the French Commercial Code.

In addition, the Shareholders' Meeting which decides on a capital increase may reserve it for named persons or categories of persons corresponding to specific characteristics, in application of Article L. 225-138 of the French Commercial Code.

The Shareholders' Meeting may also reserve it for shareholders of another company that is the target of a public exchange offer initiated by the Company pursuant to Article L. 22-10-54 of the French Commercial Code or for certain persons in the context of contributions in kind in application of Article L. 22-10-53 of the French Commercial Code.

Jointly owned shares

Subject to legal provisions concerning shareholders' voting rights in General Meetings and their right to information, shares are not divisible with regard to the Company. This means that joint co-owners must be represented by one of said co-owners or by a single agent, appointed by the Court in the event of a dispute.

5.3.2.4. ACTIONS REQUIRED TO MODIFY SHAREHOLDERS' RIGHTS

Shareholders' rights are set forth in the Company bylaws. Under Article L. 22-10-31 of the French Commercial Code, amendments to the bylaws must be approved by the Extraordinary Shareholders' Meeting by a two-thirds majority of the shareholders present or represented.

Attendance and voting at Shareholders' Meetings

Under French law, there are two types of Shareholders' Meetings: ordinary and extraordinary.

Ordinary Shareholders' Meetings are required for matters such as the election, replacement and removal of directors, the appointment of Statutory Auditors, the approval of the annual report prepared by the Board of Directors and of the annual accounts and the distribution of dividends. The Board of Directors is required to convene an annual Ordinary Shareholders' Meeting, which must be held within six months of the end of the financial year. This period may be extended by an order of the President of the competent French Commercial Court. The Company's financial year begins on the first day of January of each calendar year and ends on the last day of December of that year.

Extraordinary Shareholders' Meetings are required for approval of matters such as amendments to the Company's bylaws, changes to shareholders' rights, approval of mergers, increases or decreases in share capital, the creation of a new class of shares and authorization to issue securities giving access to capital, by conversion, exchange or otherwise. In particular, shareholder approval will be required for any merger in which the Company is not the surviving entity or in which it is the surviving entity, but which would involve issuing a portion of our share capital to shareholders of the acquired entity.

Special Meetings of Shareholders of a certain class of shares (such as shares with double voting rights or preferred shares) are required for any changes to the rights associated with said class of shares. The resolution of the Shareholders' Meeting affecting these rights is effective only after approval by the relevant Special Meeting.

Other Ordinary or Extraordinary Meetings may be convened at any time during the year. Shareholders' Meetings may be convened by the Board of Directors or, if the Board of Directors fails to call such a meeting, by the Statutory Auditors, liquidators in bankruptcy cases, shareholders owning the majority of the ordinary shares or voting rights after having launched a public takeover bid or by an agent appointed by a court.

The court may be requested to appoint an agent either by shareholder(s) holding at least 5% of the share capital, or a duly authorized association of shareholders holding their ordinary shares in registered form for at least two years and jointly owning a certain percentage of voting rights (computed on the basis of a formula related to capitalization which on the basis of the Company's outstanding share capital as at December 31, 2021, would represent approximately 1% of voting rights) or by any interested party, including the Works' Council in urgent situations.

The notice calling such meetings must include the agenda for the meeting called.

At least 15 days before the date set for any Shareholders' Meeting on first call, and at least 10 days before any second call, notice of the meeting must be sent by mail to holders of ordinary shares who have held said ordinary shares in registered form for at least one month prior to the notice date.

Such notice can be given by e-mail to holders of ordinary shares in registered form who have accepted in writing this method of convocation.

For all other holders of ordinary shares notice of the meeting is given *via* publication in a journal authorized to publish legal announcements in the country in which the company is registered and in the *Bulletin des annonces légales obligatoires* (BALO) with prior notice given to the AMF.

At least 35 days prior to the date set for any Ordinary or Extraordinary Shareholders' Meeting, a preliminary written notice containing, among other things, the agenda and a draft of the resolutions to be considered, must also be published in the BALO.

The AMF also recommends publishing the preliminary written notice in a French national newspaper.

One or several shareholder(s), together holding a certain percentage of SCOR's voting rights (computed on the basis of a formula related to capitalization which, on the basis of outstanding share capital as at December 31, 2021, would represent approximately 0.5% of voting rights), the Works' Council or a duly authorized association of shareholders holding ordinary shares in registered form for at least two years and holding together a certain percentage of the voting rights (calculated on the basis of a formula relating to capitalization which on the basis of the outstanding share capital as at December 31, 2021, would represent approximately 1% of SCOR SE's voting rights) may no later than 25 days prior to the date set for the Shareholders' Meeting and without exceeding twenty days after the publication of the notice calling such meeting, propose draft resolutions to be submitted for approval by the shareholders at the Shareholders' Meeting.

Attendance and exercise of voting rights at Ordinary Shareholders' Meetings and Extraordinary Shareholders' Meetings are subject to certain conditions. In accordance with French law and Company bylaws, the right to participate in Shareholders' Meetings is subject to registration of shares in the shareholder's name or in the name of the approved intermediary acting on his or her behalf, by T-0 (Paris time) on the second trading day prior to the Shareholders' Meeting, either in the nominative share registers held on the Company's behalf by the Company's agent or in the bearer share accounts held by an authorized intermediary.

The registration of shares in the bearer share accounts held by the authorized financial intermediary shall be demonstrated by a certificate issued by the latter, which must be attached to the remote voting form, to the proxy voting form, or to the request for an entry card completed in the shareholder's name or on behalf of the shareholder represented by an authorized intermediary.

A certificate shall also be issued to any shareholder wishing to take part in person in the Shareholders' Meeting and who has not received his or her entry card by T-0 (Paris time) on the second trading day preceding the Shareholders' Meeting.

Each ordinary share confers on the shareholder one voting right. There is no provision in the bylaws for double or multiple voting rights for the Company's shareholders. Under French company law, ordinary shares held by entities controlled directly or indirectly by the Company are not entitled to any voting rights.

Proxies may be granted by any physical or legal person of his choice, or by sending a proxy in blank to the Company without appointing a representative. In the latter case, the Chairman of the Shareholders' Meeting will vote the ordinary shares covered by blank proxies in favor of all resolutions proposed or approved by the Board of Directors and against all others.

Voting by correspondence is also allowed under French company law. Forms for voting by mail or proxy must be addressed to the Company, either by regular mail or, pursuant to the Company's bylaws, in electronic format. Regulation provides that the date after which voting forms received by mail will not be taken into account can not be earlier than three days before the General Meeting, unless of shorter delays provided by the Company's bylaws. Regarding voting forms by correspondence and proxy forms in electronic format, Regulation provides that they may be addressed to the Company no later than 3 p.m. (Paris time) on the day prior to the meeting. SCOR bylaws provide that (i) the absolute deadline for return of remote voting forms and proxy forms may not be earlier than one day before the Meeting date, and, (ii) regarding electronic forms, when authorized by the Board of Directors of SCOR SE, voting and proxy forms may be received by the Company no later than 3 p.m. (Paris time) on the day prior to the meeting (see Section 5.3.2.5 below).

The Board of Directors can also decide to allow the shareholders to participate in and vote at any Shareholders' Meeting by videoconference or by any means of telecommunication that allows them to be identified and in compliance with the conditions set by applicable regulations.

The presence in person (including those voting by correspondence) or by shareholder proxy holding not less than one-fifth (in the case of an Ordinary Shareholders' Meeting or an Extraordinary Shareholders' Meeting where an increase in our share capital is proposed through incorporation of reserves, profits or share premium) or one-fourth (in the case of any other Extraordinary Shareholders' Meeting) of ordinary shares with voting rights is necessary for a quorum. If a quorum is not reached at a meeting, then the meeting is adjourned. On a second call, there is no quorum requirement in the case of an Ordinary Shareholders' Meeting or an Extraordinary Shareholders' Meeting where an increase in the Company's share capital is proposed through incorporation of reserves, profits or share premium. In the case of any other Extraordinary Shareholders' Meeting the presence in person (including those voting by correspondence) or by shareholder proxy holding not less than one-fifth of the ordinary shares with voting rights is necessary for a quorum.

At an Ordinary Shareholders' Meeting, a simple majority of the votes cast is required to pass a resolution. At an Extraordinary Shareholders' Meeting, a two-thirds majority of the votes cast is required, except for Extraordinary Shareholders' Meetings where an increase in share capital is proposed through incorporation of reserves, profits or share premiums, in which case, a simple majority is sufficient.

5.3.2.5. CONDITIONS FOR CALLING ANNUAL SHAREHOLDERS' MEETINGS AND EXTRAORDINARY SHAREHOLDERS' MEETINGS (ARTICLE 19 OF THE BYLAWS)

Shareholders' Meetings shall be called and conducted in accordance with French law. They shall consist of all shareholders, regardless of the number of shares held.

Meetings are held at corporate head offices, or elsewhere as indicated in the meeting notice.

All shareholders may attend the meetings, in person or through an agent, with proof of identity and share ownership, either in the form of registration in his/her name or a certificate from an authorized intermediary designated as account holder.

Subject to the terms and conditions set forth by the legal and regulatory provisions in force, shareholders may send their proxy voting forms or remote voting forms concerning any Shareholders' Meeting either in paper format or, if approved by the Board of Directors, by an electronic means of communication. For instructions issued by shareholders *via* electronic means including proxy instructions or for electronic remote voting forms, the capture and electronic signature of the shareholder may be carried out directly, if applicable, on the dedicated website set up by the

However, a unanimous vote is required to increase shareholders' liability.

The Shareholders' Meeting's decisions are taken by a majority (either a simple majority for Ordinary Shareholders' Meetings or a two-thirds majority for Extraordinary Shareholders' Meetings) of the votes validly cast. Abstentions by those present in person or by correspondence or represented by proxy is not deemed as a vote against the resolution submitted to a vote.

The rights of a shareholder of a particular class of the Company's capital stock, including ordinary shares, can be amended only after a Special Meeting of all shareholders of said class has taken place and the proposal to amend such rights has been approved by a two-thirds majority of shares of voters present (including those voting by correspondence) or represented by proxy. The ordinary shares constitute the only class of capital stock.

In addition to rights to certain information regarding SCOR SE, any shareholder may, between the convening of the Shareholders' Meeting and the date of the Shareholders' Meeting, submit to the Board of Directors written questions relating to the agenda for the meeting. The Board of Directors must respond to such questions during the Shareholders' Meetings, subject to confidentiality concerns.

Company, by any reliable identification process that safeguards the link between the signature and the form as determined by the Board of Directors and in accordance with the conditions defined by the legal and regulatory provisions in force.

The deadline for the return of remote voting forms and proxies shall be determined by the Board of Directors. The deadline cannot be less than one day before the date of the Shareholders' Meeting. However, if authorized by the Board of Directors, electronic remote voting forms and instructions given by electronic means involving a proxy or a power of attorney may validly be received by the Company up until 3 p.m. (Paris time) on the eve of the Shareholders' Meeting.

The Company's Board of Directors may also determine that shareholders may participate in and vote at any Shareholders' Meeting by videoconference or by any other mode of telecommunication permitting the identification and effective participation of the shareholders, under the conditions set forth by the legal and regulatory provisions in force.

5.3.2.6. PROVISIONS THAT COULD DELAY, DEFER OR PREVENT A CHANGE IN CONTROL OR IN THE SHAREHOLDER STRUCTURE

Pursuant to Articles L. 322-4 and R. 322-11-1 of the French Insurance Code, any transaction allowing a person acting alone or in concert with other persons, as defined by Article L. 233-10 of the French Commercial Code, to acquire, increase, decrease or cease holding, directly or indirectly, an equity stake in an insurance or reinsurance company, shall be notified by such person(s) to the ACPR prior to its completion when any one of the three following conditions is met:

- the portion of voting rights or capital shares held by said person(s) exceeds or falls below the tenth, fifth, third or half thresholds;
- the Company becomes or ceases to be a subsidiary of said person(s);
- the transaction enables this or these persons to exercise a significant influence on the management of this company.

When a decrease or sale of an equity stake, whether directly or indirectly, has been notified, the ACPR verifies whether this sale is likely to negatively affect the Company's reinsured clients as well as the sound and prudent management of the Company itself.

The authorization granted to the acquisition or increase of stakes, whether directly or indirectly, may be subject to the compliance with commitments made by one or several of those requesting approval.

5.3.2.7. DISCLOSURE THRESHOLDS

French law provides that any individual or legal entity, acting alone or in concert with others, that holds, directly or indirectly, more than 5%, 10%, 15%, 20%, 25%, 30%, 33 1/3%, 50%, 66 2/3%, 90%, or 95% of the shares or the voting rights attached to the shares, or whose holding decreases below any such thresholds, must notify the Company within four trading days of crossing that threshold, of the number of shares and voting rights it holds. An individual or a legal entity must also notify the AMF within four trading days of crossing these thresholds. Any shareholder who fails to comply with these requirements will have their voting rights in excess of such thresholds suspended for a period of two years from the date notification is served and may have all or part of their voting rights suspended for up to five years by the Commercial Court at the request of the Chairman, any of the shareholders or the AMF. In addition, every shareholder who, directly or indirectly, acting alone or in concert with others, acquires ownership of shares greater than or equal to 10%, 15%, 20% or 25% of the share capital must notify the Company and the AMF of its intentions for the six months following such an acquisition. Failure to comply with this requirement will result in the suspension of the voting rights attached to the shares exceeding the applicable threshold held by the shareholder for a period of two years from the date on which notice is served and, upon a decision of the Commercial Court, part or all the shares of said shareholder may be suspended for up to five years.

In addition to the above mentioned legal requirements, the Company's bylaws provide that any natural person or legal entity, acting alone or in concert, that comes to hold or ceases to hold,

If these commitments are not met, and without prejudice to the provisions in Article L. 233-14 of the French Commercial Code, upon request from the ACPR, the District Attorney (*procureur de la République*) or any shareholder, the judge shall adjourn the exercise of the voting rights of those failing to meet their commitments until the situation returns to normal.

Pursuant to Article L. 322-4-1 of the French Insurance Code, the ACPR shall also inform the European Commission, the European Insurance and Occupational Pensions Authority (EIOPA) and the supervisory authorities of the other Member States of any acquisition of a stake that may grant control of a reinsurance company to a company whose registered office is located in a State not party to the European Economic Area agreement.

Upon application by a competent European Union authority, the ACPR may raise objections during a three-month period to any acquisition of a stake liable to have the consequences referred to in the previous paragraph. The three-month time limit may be extended by the EU Council's decision.

including through a registered intermediate within the meaning of Article L. 228-1 of the French Commercial Code, directly or indirectly, a fraction of the share capital or of the voting rights of the Company equal to or greater than 2.5%, must inform the Company by registered letter, return receipt requested, addressed to the registered office, within five trading days of the date of the crossing of such threshold, of the total number of shares and securities giving access to share capital and corresponding voting rights held. For the application of this statutory obligation, the participation thresholds are calculated according to the same rules as for legal thresholds, notably by taking into account the securities treated as equivalent within the meaning of Article L. 233-9 of the French Commercial Code. The failure to comply with this statutory requirement is sanctioned, upon request of one or more shareholders holding at least 2.5% of our share capital, noted in the minutes of the Shareholders' Meeting, by the suspension of voting rights, decided by the *bureau* of the General Meeting, from all shares in excess of the non-declared fraction for any Shareholders' Meeting that may take place during a period of two years following the date notice is served.

AMF regulations generally require, subject to limited exemptions granted by the AMF, any individual or entity that acquires, alone or in concert with others, shares representing 30% or more of SCOR's share capital or voting rights, to initiate a public tender offer for all remaining outstanding securities of the Company (including, for these purposes, all ordinary shares and all securities convertible into or exchangeable for or otherwise giving access to equity securities).

5.3.3. THIRD-PARTY INFORMATION AND STATEMENTS BY EXPERTS AND DECLARATIONS OF ANY INTEREST

5.3.3.1. EXPERT'S REPORT

Not applicable.

5.3.3.2. INFORMATION FROM THIRD PARTIES

The Company certifies that the following information in this Universal Registration Document and received from third parties has been accurately reproduced and that as far as the Company is aware and is able to ascertain from information published by said third party, no facts have been omitted, which would render the reproduced information inaccurate or misleading:

- data issued from the AM Best Special Report Reinsurance (2021 Edition) and relating to the ranking on reinsurance market participants quoted in Section 1.1.1 – Group key figures and Section 1.3.4 – Information on SCOR's competitive position;

- ratings issued by the Standard & Poor's, Fitch Ratings, AM Best and Moody's rating agencies quoted in Section 1.2.4 – Ratings information and Section 3.3 – Internal control and risk management procedures;
- 2020 Society of Actuaries (SOA) and Munich Re Life survey of U.S. life reinsurance, published in 2021, quoted in Section 1.3.5.4 – SCOR Global Life.

5.3.4. PUBLISHED INFORMATION

The bylaws of the Company are described in this Universal Registration Document and can be found on the Company's website. The other legal documents relating to the Company can be consulted at the Company's registered offices pursuant to the applicable rules and regulations.

The Company's Universal Registration Document filed with the AMF, as well as the press releases of the Company, its annual and half-year reports, its annual and consolidated financial statements as well as the information relating to the transactions upon treasury shares and to the total number of shares and voting rights can be found on the Company's website at the following address: www.scor.com.

Provisional schedule for financial publications

May 6, 2022	Quarterly 1 revenues
July 28, 2022	2022 half-year results
November 9, 2022	Quarterly 3 revenues

5.3.5. MATERIAL CONTRACTS

SCOR SE signed on June 10, 2021 with Covéa Coopérations SA and Covéa S.G.A.M. a settlement agreement including, *inter alia*, the implementation of quota share retrocession treaties.

For further details on the Covéa Agreement, see Sections 1.3.3 – Significant events of the year, 2.3 – Related party transactions and agreements, 4.6 – Notes to the consolidated financial statements, Note 26 – Litigation, and 5.2.1.1 – Main shareholders.

06

Non-financial performance statement

6.1. SUSTAINABILITY STRATEGY AND GOVERNANCE	298	6.5. RESPONSIBLE ADAPTATION TO THE DIGITAL ECONOMY	328
6.1.1. Overview of the Group business model	298	6.5.1. Supporting the digitalization of the economy and reducing the protection gap	328
6.1.2. Governance	301	6.5.2. Supporting digital transformation at employee level	328
6.1.3. Identification and Management of non-financial risks	304	6.5.3. Cyber security, a priority in the digital age	328
6.2. HUMAN CAPITAL AS A KEY SUCCESS FACTOR FOR THE GROUP	306	6.5.4. Data privacy and protection	329
6.2.1. Developing skills and preparing for future needs	306	6.5.5. Ethics and artificial intelligence	330
6.2.2. Aligning stakeholders' interests and retaining talent through a merit-based compensation policy	308	6.6. BUSINESS ETHICS	331
6.2.3. Promoting inclusion through diversity and equity	309	6.6.1. Code of Conduct and compliance policy	331
6.2.4. Quality of life and well-being at work	312	6.6.2. Anti-corruption	332
6.2.5. Community engagement	313	6.6.3. Sanctions and Embargoes	332
6.2.6. Fostering social dialogue	314	6.6.4. Anti-money laundering, financing of terrorism and know-your-customer	332
6.3. ENVIRONMENTAL IMPACT OF SCOR ACTIVITIES	315	6.6.5. Insider trading	333
6.3.1. Investment activities	315	6.6.6. Tax	333
6.3.2. Insurance and reinsurance activities	320	6.7. CORRESPONDANCE TABLE	334
6.3.3. The Group's operations	323	6.8. SASB CORRESPONDENCE TABLE	335
6.4. SOCIAL AND SOCIETAL IMPACT OF SCOR ACTIVITIES	325	6.9. TCFD CORRESPONDENCE TABLE	337
6.4.1. Social impact of products on human rights	325	6.10. NOTE ON METHODOLOGY	338
6.4.2. Health and wellbeing solutions for society	325	6.10.1. Human Resources data: methodology	338
6.4.3. Supporting risk research and the risk-related knowledge-sharing	327	6.10.2. Environmental data: methodology	339
		6.11. REPORT BY THE INDEPENDENT THIRD PARTY	341

This consolidated non-financial performance statement was prepared in accordance with the provisions of Article L. 225-102-1 and Article L. 22-10-36 of the French Commercial Code (*Code de commerce*) transposing Directive 2014/95/EU as regards the disclosure of non-financial and diversity information by certain large undertakings and groups.

Unless stated otherwise, this consolidated statement covers SCOR SE and all its fully consolidated subsidiaries, hereinafter "SCOR" or "the Group", except those listed in Section 6.10 – Note on methodology.

6.1. SUSTAINABILITY STRATEGY AND GOVERNANCE

6.1.1. OVERVIEW OF THE GROUP BUSINESS MODEL

6.1.1.1. RAISON D'ÊTRE

In 2021, SCOR introduced its *raison d'être*, approved by the Annual General Meeting held on June 30, 2021:

As a global independent reinsurance company, SCOR contributes to the welfare, resilience and sustainable development of society by bridging the protection gap, increasing insurance reach, helping to protect insureds against the risks they face, pushing back the frontiers of insurability and acting as a responsible investor.

Through the expertise and know-how of its employees, it combines the Art and Science of Risk to offer its clients an optimum level of security and creates sustainable long-term value for its shareholders by developing its Life and P&C business lines, respecting strict corporate governance rules.

SCOR provides its clients with a broad range of innovative reinsurance solutions and pursues an underwriting policy founded on profitability, supported by effective risk management and a prudent investment policy.

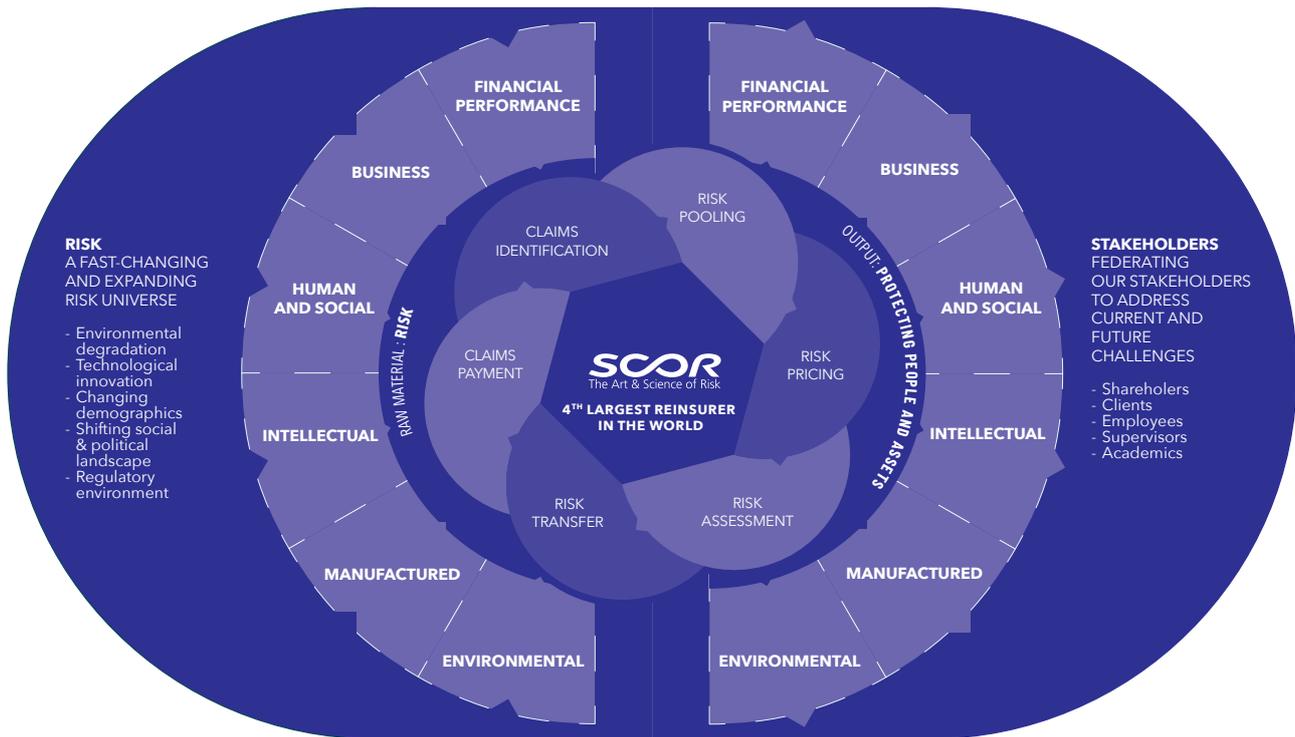
6.1.1.2. BUSINESS MODEL

Reinsurance enables insurers to cover their risks by ceding part of them, to be pooled worldwide. SCOR covers major Non-Life risks including large catastrophe risks (both natural and man-made catastrophes: hurricanes, floods, volcanic eruptions, explosions, fires, plane crashes, etc.), and Life biometric risks (mortality, longevity and morbidity lines, both long term and short term). The challenge for reinsurance professionals consists of identifying, selecting, assessing and pricing risks, to effectively absorb them.

SCOR's latest strategic plan, "Quantum Leap", is based on four pillars:

- a strong franchise, achieved by deepening its presence in the local Non-Life and Life reinsurance markets in which SCOR operates with recognized expertise and strengthening proactive client relationships through innovative and best-in-class services and products;

- a high degree of diversification of Non-Life and Life business and geographical presence, providing more stable results and robust capital diversification benefits with the use of financial instruments;
- a controlled risk appetite on both sides of the balance sheet; and
- a dynamic capital shield policy (see Section 3.2.3 – Retrocession and other risk mitigation techniques).



	Risk	Protecting people and assets
Financial performance	<ul style="list-style-type: none"> Shareholder equity: <ul style="list-style-type: none"> • EUR 6.4 billion 	<ul style="list-style-type: none"> Proposed dividend: EUR 1.80 per share Gross written premiums: EUR 17.6 billion Solvency ratio: 226%⁽¹⁾
Business	<ul style="list-style-type: none"> Geographical split per employees: <ul style="list-style-type: none"> • Americas: 27% • EMEA: 58% • Asia-Pacific: 15% 	<ul style="list-style-type: none"> Geographical split by gross written premiums: <ul style="list-style-type: none"> • Americas: 45% • EMEA: 36% • Asia-Pacific: 19%
Human and social	<ul style="list-style-type: none"> New hires: 488 Employees: 3,590 Phd: 110 Actuaries: 515 	<ul style="list-style-type: none"> Training: 17 hours/employee on average Budget: EUR 1.5 million
Intellectual	<ul style="list-style-type: none"> SCOR foundation: <ul style="list-style-type: none"> • EUR 13.8 million 	<ul style="list-style-type: none"> Humensis SCOR papers SCOR conferences Actuarial prizes
Manufactured	<ul style="list-style-type: none"> 36 offices Km travelled: 4 million Offices: ~80,000 sq. Meters 	<ul style="list-style-type: none"> Investments in real estate and infrastructure: <ul style="list-style-type: none"> • EUR 1.4 billion
Environmental	<ul style="list-style-type: none"> Energy consumption: 13.4 million kwh Water consumption: 31,610 m³ Recycled paper: 37.5 t 	<ul style="list-style-type: none"> 60% of employees on a site with an environmental management system Electricity: 67% renewable CO₂ / employee: 1tCO₂eq

(1) Solvency ratio based on Solvency II requirements. The Group's final solvency results are to be filed with supervisory authorities by May 2022 and may differ from the estimates expressed or implied in this Universal Registration Document.

For more information on the Group's strategic plan, see the 2020 and 2021 investor day presentations.

6.1.1.3. GROUP'S ACTIVITIES

SCOR, the world's fourth largest reinsurer, is established in around 30 countries and provides services to more than 4,900 clients worldwide. The Group is organized in three business units, SCOR Global P&C, SCOR Global Life and SCOR Global Investments, and three regional management platforms (the "Hubs"): the EMEA Hub, the Americas Hub and the Asia-Pacific Hub.

The Group's organizational decisions are guided by its teams' skills and expertise, operating efficiency, structural simplicity, clear reporting lines and balance between teams across the Group's different entities.

Reinsurance business

A specific feature of the reinsurance industry is that it is structurally exposed to shocks. Major risks, which are the raw material of reinsurance, result in shocks of varying origins, scale and impacts depending on the economies and populations concerned.

The reverse nature of the reinsurance production cycle is another specific feature of reinsurers' business models: the selling price of reinsurance products and services is set before their actual cost is accurately known.

In this context, reinsurers create diversified risk portfolios. This is achieved by aggregating major risks that SCOR, as a reinsurer, pools by business line and geographical area, resulting in a more balanced risk profile. The Group also limits its exposure by transferring part of these risks through retrocession and securitization.

Reinsurance is therefore a business that involves deliberately taking calculated risks. It enables the Group's clients to cover their risks by transferring a portion of them, so that they can be pooled worldwide. In return for a premium that it invests to generate investment income, reinsurance absorbs the financial consequences of the events and damages to which it is exposed.

The Group is active in two reinsurance segments *via* its business units:

- SCOR Global P&C operates in three business areas: Reinsurance (e.g. Property, Casualty, Credit and Surety, Decennial Insurance, Transport, Construction, Agriculture risks and Natural Catastrophes),

Specialty insurance (e.g. Business Solutions, Managing General Agencies, SCOR Channel), and P&C Partners (alternative solutions and new products);

- SCOR Global Life covers Life and Health insurance risks through three product lines – Protection, Longevity and Financial Solutions – with a strong focus on biometric risks.

The Group's reinsurance activities and the types of reinsurance it engages in are presented in greater detail in Sections 1.2.5.1, 1.2.5.2 and 1.2.5.3 of the Universal Registration Document. Additional information about developments in the life and non-life reinsurance market is provided in Section 1.3.1 of the Universal Registration Document.

Investments and asset management

The Group also conducts investment activities via SCOR Global Investments, its third business unit, which operates the asset management activities of the Group. This business unit includes, SCOR Investment Partners, which also manages investment vehicles on behalf of third-party clients.

SCOR Global Investments, its organizational structure and vehicles open to third parties are presented in Sections 1.2.3.1 and 1.2.5.6 of the Universal Registration Document. Additional information about developments in the financial markets is provided in Section 1.3.2 of the Universal Registration Document.

Evolution of the Group's activities in the context of the Covid-19 pandemic

In the face of the Covid-19 pandemic, SCOR has once again demonstrated the strength and resilience of its business model as well as its ability to absorb major shocks. The Group consistently continued to execute its strategic plan, "Quantum Leap", combining growth, profitability and solvency, with no change in its risk appetite, protection policy, or capital management policy (see Sections 1.1.4 and 1.3.5.1 of the Universal Registration Document). SCOR also implemented specific measures to protect the physical and mental health of SCOR employees (see Section 6.2.4 – Quality of life and well-being at work for more information).

6.1.2. GOVERNANCE

An integrated governance system has been established to consider the social, environmental, and governance-related impacts of SCOR's business activities, including the main related environmental, social and governance (ESG) risks, as well as sustainability initiatives. This system is structured around five core pillars:

- a general reference framework consisting of the Group's *raison d'être* and adherence to global initiatives supported by UN programs, supplemented where appropriate by subject-specific reference frameworks and transposed into standards (e.g. the Code of Conduct) and relevant Group activities;
- a dedicated governance framework, under the supervision of the Board of Directors, assisted, as provided for in its Internal Charter, by the preparatory work of its specialized committees, in particular the Sustainability Committee, the Risk Committee and the Audit Committee;

6.1.2.1. GENERAL FRAMEWORK

The consideration of social, environmental and governance-related risks related to the Group's business activities and operations, and more generally the Group's sustainability approach, are guided by involvement in UN global initiatives and by orientations set out in SCOR's *raison d'être*.

In 2021, these initiatives were supplemented by the nomination of the Chief Sustainability Officer as a member of the Group Executive Committee. They provide a general reference framework and useful principles for addressing social, environmental and governance issues, given that the Group conducts business in countries with legal and governance environments characterized by varying degrees of maturity in these areas:

- at cross-sector level, as part of its longstanding participation in the United Nations Global Compact, SCOR is aligning with the initiative's ten principles, covering human rights, international labor standards, environmental protection, and the fight against corruption, in a framework tailored to its sphere of influence;
- at the level of the (re)insurance sector, several initiatives provide a framework for incorporating the risks and opportunities arising from environmental, social, societal and governance issues, including the development of expertise and solutions to address

- integrated initiatives, translated into operational measures in annual action plans, the implementation of which is periodically reported to the supervisory and management bodies;
- a risk management system shaped by the formal procedures in place. This system is applied to the most relevant functional processes, building on the risk analyses performed in connection with this performance statement and the monitoring of megatrends and associated emerging and operational risks;
- a framework of performance conditions indexed to sustainability criteria, applied taking into account the responsibilities exercised within the Company.

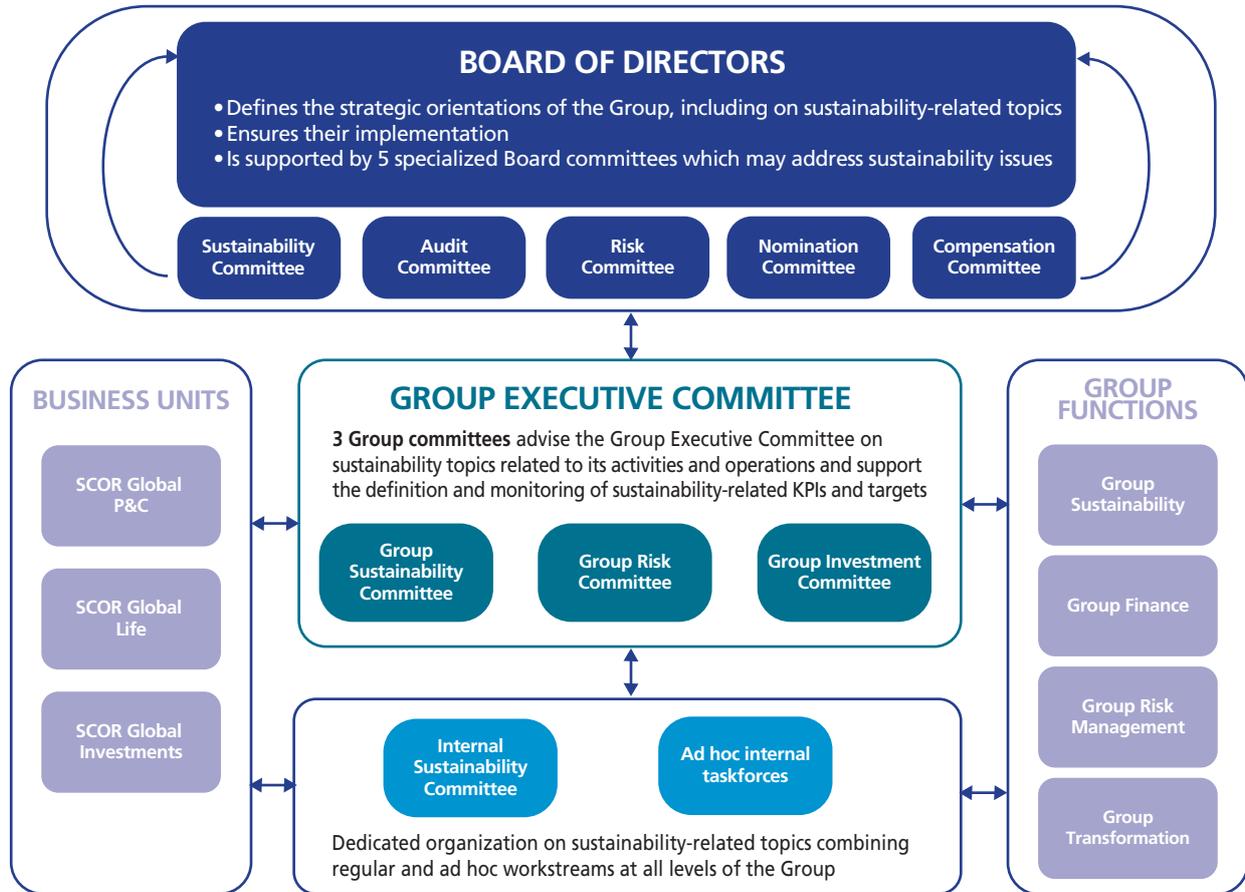
These pillars are presented in greater detail in the following subsections.

issues relevant to the Group's business activities. Hence, SCOR has been a founding member of the Principles for Sustainable Insurance since 2012. It is also a member of the Principles for Responsible Investment as an institutional investor (2019) as well as *via* its asset management subsidiary, SCOR Investment Partners (2017). More recently, SCOR joined two strategic initiatives aimed at fostering the transition to net-zero greenhouse gas (GHG) emissions by 2050: the Net-Zero Asset Owner Alliance in May 2020 and the Net-Zero Insurance Alliance in July 2021 (see Section 6.3 – Environmental impact of SCOR activities).

The principles contained in these initiatives are translated into standards in the Group's main reference texts, in particular its Code of Conduct, an entire section of which is dedicated to the United Nations Global Compact and the Principles for Sustainable Insurance, and its sustainable investment policy.

They are also embedded in internal guidelines setting out the rules of conduct and the procedures to be followed in the exercise of the Group's business activities (e.g. anti-corruption policy, ESG underwriting guide for the Group's P&C insurance activities).

6.1.2.2. A DEDICATED GOVERNANCE FOR SUSTAINABILITY



SCOR's Board of Directors has various advisory committees responsible for preparing its discussions, assisting it in its supervisory role, and making recommendations to it in specific areas, including on environmental, social and governance matters.

Under the conditions defined by the Board's Internal Charter, the Board of Directors defines the strategic orientations of the Group, ensures their implementation in accordance with its corporate interest, taking into consideration the social and environmental aspects of its activity. As of December 31, 2021, nine of its Board members had expertise in sustainability as specified in Section 2.1.3.2 – Information concerning the members of the Board of Directors. Several specialized committees of the Board of Directors provide regular supervision of the initiatives conducted by the Group's Management, including on sustainability matters:

- the Sustainability Committee ensures that the Group's sustainability approach is consistent with its long-term development, and that the direct and indirect impacts of its activities on the environment and society are incorporated into its strategy. As such, this Committee monitors the sustainability dashboard and oversees the execution of the sustainability action plan, which sets out the practical application of the Group's approach in this area on an annual basis. This plan covers a range of relevant topics, such as relations with Group stakeholders, the integration of sustainability

into (re)insurance and investment activities, the Group's environmental performance with regard to its operations, and the areas covered by the #WorkingWellTogether program described in Section 6.2 of this statement. In addition, this committee is also responsible for making proposals to the Board of Directors on how to take social, environmental and governance issues into account in the Group's strategic choices and the compensation scheme for executives.

- the Risk Committee examines, based on the Own Risk and Solvency Assessment (ORSA), the major risks to which the Group is exposed, both on the assets and liabilities side, and ensures that tools for monitoring and controlling these risks are in place. It examines the Group's main risks and its Enterprise Risk Management (ERM) policy. It also examines the Group's strategic risks (including emerging risks) as well as the Group's main technical and financial commitments (underwriting, reserving, market, concentration, counterparty, asset-liability management, liquidity and operating risks as well as the risks relating to changes in prudential regulations). The Risk Committee is kept regularly informed of the major social and environmental issues that may influence the Group's activities, including megatrends (e.g. climate change and environmental degradation, changing demographics and lifestyles, digitalization of the economy) and the associated emerging risks closely linked to these issues.

- the Audit Committee, in addition to its accounting and financial remit, has ethics-related, internal audit and compliance responsibilities. Accordingly, the Committee reviews the annual compliance plan and is kept informed about the Company's activities in this area. The compliance plan addresses the main risks identified in Section 6.6.1 of this statement. It sets out the activities of the compliance function, its annual priorities – defined on the basis of a prior risk analysis – and the procedures for detecting, preventing and responding to the most significant risks facing the Group.
- the Compensation Committee is tasked primarily with determining the basis of calculation of the variable compensation of executive corporate officers and ensuring that these rules are in line with the annual performance assessment of executive corporate officers and with the Group's strategy in the mid-term. The Group's environmental and social performance is one of the performance conditions associated with these compensation instruments, as specified in Section 6.2.2.1 of this statement.
- the Nomination Committee ensures that executive corporate officers implement a policy of non-discrimination and diversity, in particular with regard to the balanced representation of men and women in the executive bodies. In this regard, the Committee is kept regularly informed of the trends observed.

For more information on the main activities of these committees in 2021, see Section 2.1.4 – Board of Directors' Committees.

The Management bodies play an important role in the management of the sustainability strategy. Three committees are notably advising the Group Executive Committee on sustainability issues related to the Group's activities and operations:

- the Group Sustainability Committee meets on a quarterly basis ahead of the Board of Directors' sustainability Committee meetings and is tasked with approving decisions concerning SCOR's approach and initiatives related to sustainability. More specifically, it approves the sustainability strategy for the Group's core business and makes sure that the action plan is executed properly.
- the Group Risk Committee also meets every quarter ahead of the Board Risk Committee. In addition to preparing the Board Risk Committee, the main duties of the Group Risk Committee are to steer the Group's risk profile, maintain an effective enterprise risk management framework and foster an appropriate risk culture throughout the Group. Climate risks, extreme events and their direct impact on SCOR's risk profile, are regularly discussed in these meetings.

- the Group Investment Committee meets at least once every quarter. Its role is to define the investment strategy at Group level and to supervise the implementation of this strategy in compliance with regulatory and contractual constraints. The Group Investment Committee validates investments and approves normative and thematic exclusions, as well as major portfolio reallocations related to risk management.

The composition of these committees, the combination of skills within them, the preparatory work conducted by each of them ahead of Board meetings, and the regular interactions with Executive Management and the Executive Committee provide a structured environment for the analysis of social and environmental issues, both from a financial and from a social and environmental materiality standpoint.

The coordination and execution of the sustainability action plan is ensured at the operational level by the Sustainability function which is responsible for defining the sustainability framework and preparing and coordinating the Group's sustainability strategy. Since September 2021, following the announcement of changes in its Group Executive Committee, the Sustainability function is headed by the Group CSO domain. The Sustainability function also coordinates the internal Sustainability Committee that meets once a month. This committee aims to promote discussions and bring consistency to the Group's actions in terms of social and societal responsibility and sustainability. It consists of representatives from each Group business unit and Group functions (e.g Risk Management, Human Resources, Compliance, Investor Relations, Rating Agencies, Communications and Group Hub representatives).

Finally, also at the operational level, the Mandate Investment Committee, brings together the Group Investment Risk and Sustainability (GIRS) Department of the asset owner and representatives from SCOR Investment Partners, SCOR's principal asset manager. This Committee regularly analyzes portfolio positions at a more granular level and discusses strategic choices in light of the Group's sustainable investing strategy. The GIRS Department monitors the compliance of all investment decisions with the various risk limits set by the Group (e.g. risk appetite and tolerance), and is responsible for developing the ESG strategy for investments, which is submitted to the Group Executive Committee. In addition, the GIRS Department monitors ESG ratings, exclusion lists and operational implementation of the sustainability action plan. Quarterly reporting on achievements relating to targets is presented at Executive Committee and Board levels.

6.1.2.3. PERFORMANCE CONDITIONS ON SOCIAL AND ENVIRONMENTAL ISSUES

SCOR has incorporated sustainability-related criteria into the compensation of its teams, based on arrangements appropriate for the relevant compensation mechanisms and the responsibilities held within the organization:

- a portion of the short-term variable compensation paid to the Group's executive corporate officer has, since 2015, expressly been based on individual sustainability-related objectives. These objectives, their attainment and their achievement rates are set out in the report on corporate governance included in the 2021 Universal Registration Document;
- since 2020, a portion of the short-term variable compensation of the members of the Executive Committee has also been based on sustainability-related objectives;

- all the beneficiaries of long-term compensation components (performance shares and stock options) must satisfy the allocation conditions based on sustainability, and in particular, since 2012, comply with ethical principles as provided for in the Code of Conduct, and since 2017 complete sustainability training;
- finally, in 2019 SCOR introduced the option for managers and their employees to set specific sustainability-related goals (e.g. relating to diversity, well-being at work, environmental performance, or the integration of ESG issues into the Group's business activities) as part of its Annual Appraisal and Development Interviews.

For further information on Board of Directors and Executive Committee member compensation and share ownership, see Section 2.2 of this document.

6.1.3. IDENTIFICATION AND MANAGEMENT OF NON-FINANCIAL RISKS

The non-financial performance statement provides a current view of the non-financial risks relating to the Company's business activities, based on the information categories referred to in Articles L.225-102-1 III and L. 22-10-36 of the French Commercial Code.

In accordance with the requirements of the European Non-Financial Reporting Directive (2014/95/EU) and the European Commission's non-binding guidelines on reporting climate-related information, SCOR has conducted an internal assessment of the main non-financial issues and risks relating to its business activities.

The identification of significant issues and risks as defined in Article L.225-102-1 and Article L. 22-10-36 of the French Commercial Code follows an analysis of non-financial risks based on the information categories established in these articles and their first-level breakdown in Article R. 225-105 of the French Commercial Code. These categories have been supplemented by the analysis grids traditionally used by non-financial rating agencies and a materiality analysis conducted using a questionnaire that aims to identify the ESG integration areas ⁽¹⁾ that are most relevant, from the perspective of both stakeholders, including the Group's employees, and the Group's supervisory and management bodies. The expectations of external stakeholders have been identified in consultation with the Group's internal teams responsible for developing and maintaining stakeholder relationships with them as well as *via* a questionnaire completed by several stakeholders (shareholders, rating agencies and clients).

These issues and the associated risks have been cross-checked against the results obtained using other mechanisms for identifying existing risk factors within the Group (e.g. megatrends, emerging risks and operational risks). Non-financial risks have been assessed qualitatively by specialists based on their frequency, severity, the Group's ability to influence them and their impact on its activities, particularly in financial, reputational and operational terms. This analysis, which was carried out on the basis of the internal methodology developed in previous years, took place in several stages using a process involving the Board's Sustainability Committee.

The main non-financial risks identified as a result of this review are:

- risks of diminished appeal to potential talent and employee retention;
- risks linked to the impact of SCOR's activities on the environment, including risks related to climate change and biodiversity loss;
- risks linked to the impact of SCOR's activities on the society;
- risks associated with the digitalization of the economy and ethics in data, including risks linked to cybercrime, personal data protection and the use of artificial intelligence;
- risks associated with business ethics, including risks related to anti-corruption, economic sanctions programs, anti-money-laundering and anti-terrorism regulations, insider trading, and regulatory tax requirements, including tax evasion matters.

These risks, and the associated policies or programs and performance indicators, are presented in Sections 6.2 to 6.6 of this statement.

(1) *E.g. ethics and transparency, the integration of ESG factors in investments, the integration of ESG factors in underwriting activities, the development of (re)insurance solutions aligned with the needs of society, responsible purchasing and diversity.*

Risks	Mitigating policies	Key result and performance indicator	Section	2021 result		
Risks of diminished appeal to potential talent and employee retention	Compensation policy Employee-share ownership policy Diversity & inclusion policy	Turnover rate	6.2.2.1	8.55%		
		Employee satisfaction survey	6.2.4	74/100		
		SCOR global compensation	6.2.2.1	EUR 132,587		
		SCOR average fixed compensation	6.2.2.1	EUR 106,331		
		SCOR average bonus	6.2.2.1	EUR 13,182		
		Rate of participation to one training (excl. mandatory training)	6.2.1	70%		
		Proportion of women on Executive Committee	6.2.3.1	22%		
		Proportion of women at "Partnership" level GP to EGP	6.2.3.1	20%		
		Number of community engagement days	6.2.5	190		
		Number of collective agreements signed	6.2.6	12		
Risks linked to the impact of SCOR's activities on the environment	Climate policy Sustainable investment policy SBS underwriting policy Exclusion policies	<u>SCOR Global P&C</u>				
		The net estimated loss per natural catastrophe	1.3.5.3	EUR 771 million		
		Share of eligible activities to the European Taxonomy	6.3.2.1	62%		
		<u>SCOR Global Investments</u>				
		Share of voluntary eligible activities to the European taxonomy ⁽¹⁾	6.3.1.3	16%		
		Exposure to fossil energies	6.3.1.3	EUR 139 million		
		Carbon intensity by enterprise value on corporate bonds and equity ⁽²⁾	6.3.1.3	173 tCO ₂ /EUR million invested		
		<u>Operations</u>				
		Energy consumption	6.3.3.2	13.4 GWh		
		Greenhouse Gas (GHG) emissions relating to operations	6.3.3.3	3,304 tCO ₂		
Greenhouse Gas emission/employees	6.3.3.3	1 tCO ₂ /employee				
Risks linked to the impact of SCOR's activities on the society	Code of conduct Group Statement on Slavery and Human Trafficking Life products Exclusions and ESG filters	Number of new solutions that benefit people ⁽³⁾	6.4.2.2	More than a 100 solutions		
		Risks associated with the digitalization of the economy and ethics in data	Group information security policy Group data protection policy AI and compliance policy	Number of fake phishing campaigns carried out	6.5.3	4
				Risks associated with business ethics	Group guidelines on anti-money laundering Group guidelines on the management of inside information and trading SCOR's securities Group policy on conflict of interest Group policy on outsourcing Group anti-trust policy Group tax policy	Number of dedicated hours to compliance training

(1) The mandatory eligibility ratio amounts to 0%. Currently, due to available data, SCOR is unable to calculate the mandatory indicator. It is not possible to identify which companies in SCOR's portfolio do not fall within the scope of the Non-Financial Reporting Directive and SCOR's data provider ISS estimates some of the eligibility data it supplies.

(2) Corporate bonds and equity represent 43% of the total group portfolio.

(3) New products developed by SCOR Global Life business unit with its clients to provide more protection and services to insured people. (see section 6.4.2.2 – SCOR's life business).

6.2. HUMAN CAPITAL AS A KEY SUCCESS FACTOR FOR THE GROUP

- SCOR's human resources strategy is based on unifying values that reflect its commitment to its clients, employees and shareholders. Human capital is an essential resource for a reinsurer such as the Group alongside financial capital. Financial capital ensures solvency, while human capital – SCOR's employees around the world – ensures the daily performance of operations. In this sense, one of SCOR's competitive edges lies in its ability to attract, mobilize, develop and retain talented and competent people to achieve excellence in their areas of expertise. An inadequate compensation policy, lack of skills development, or insufficient consideration of diversity may contribute to an operational risk of a failure to attract and retain key people (see also Section 3.1.6.2 – Risks related to staff). Conscious of this risk, the management of all SCOR's employees and teams, overseen by the Group Chief Human Resources Officer, has therefore implemented a global harmonized strategy which aims at retaining the Group's employees through several policies and measures relating to three key themes:
 - **Attracting and retaining talent:** To address this objective, SCOR carefully looks at developing skills and preparing for future needs on one hand, and aligning stakeholders' interests and retaining talent through a compensation policy based on individual and collective performance on the other hand.
 - **Providing Group employees with a working environment conducive to an inclusive culture, well-being and commitment:** SCOR has set up a global program called #WorkingWellTogether based on three pillars: diversity and inclusion, quality of life and well-being at work, and community engagement. This program takes the form of various local interactive events (e.g. workshops, conferences and digital training modules) designed to fully engage employees and unite the Group under this initiative, as is the case with the inclusion and diversity weeks. In order to ensure its full promotion within the Group, SCOR has set up a communication plan that includes a brand (#WorkingWellTogether), a corporate identity and local embodiment based on testimonials and ambassadors.
 - **Fostering social dialogue:** SCOR's ambition is to create coherent social dialogue within the Group, notably through various collective agreements covering its European entities.

As at December 31, 2021, the Group has 3,590 employees, which includes the employees of SCOR (3,074 employees), ReMark (181 employees), SCOR Channel (139 employees), ESSOR (89 employees), Telemed (46 employees), AgroBrasil (50 employees), SIP UK Ltd (6 employees), MRM (5 employees), except Château Mondot SAS (25 employees) and Les Belles Perdrix de Troplong Mondot EURL (24 employees).

6.2.1. DEVELOPING SKILLS AND PREPARING FOR FUTURE NEEDS

Developing the expertise, knowledge and career paths of employees is a key condition to ensure employee engagement and well-being, contributing ultimately to the Group's performance. In this regard, a whole range of policies and tools have been implemented to support and assist employees in their professional development.

1 – Developing individual performance

The Annual Appraisal and Development Interview gives employees annual objectives and a concrete appraisal of their contribution over the past year. It provides them with the means to make the most of their skills. This interview is a key element in this human capital management policy in terms of individual career management, training and salary increases.

Since 2019, employees and managers have also been invited to set sustainability objectives, which are optional (except for Executive Committee members, for whom at least one sustainability objective is mandatory) in support of SCOR's commitment to sustainability. The objectives include community engagement, well-being and

diversity in the workplace, environmental protection, and the integration of social and environmental issues in the Group's business activities. Since 2020, employees and managers are also invited to define technological and expertise objectives, to enhance the development of innovative and high value-added digital solutions for the Group, in line with the "Quantum Leap" strategic plan.

2 – Considering career prospects

In addition to analyzing performance over the year and setting new objectives, the annual interview also facilitates the professional development of each employee. With their managers, employees examine the career prospects available within the Group, based on their personal aspirations and the needs of the Company. Together, they also identify any training that could help them to achieve new objectives. Additionally, Leadership and Organizational reviews are an opportunity to set individual action plans (training, career development, etc.) for some employees in the Group.

3 – Identifying the Group’s strategic needs and skills and supporting and assisting each employee

The Leadership and Organizational Reviews are conducted by the top management of each company department jointly with the Human Resources Department. These reviews ⁽¹⁾ are organized by activity in four steps: review of the organizational structure and the business challenges, individual skills and career prospects analysis, definition of action plans (training, professional development, compensation etc.), definition of succession plans.

From an operational point of view, these reviews enable the Group to meet key business needs: having the right talent in the right place, developing skills and preparing for future needs.

4 – Developing employees’ skills

SCOR University supports the Group in its ambition to be an agile, global Learning & Development organization, driving SCOR’s self-driven learning culture and growth mindset by:

- building a knowledge community by developing learning groups, crafting training pathways and experiences, and enabling knowledge sharing;
- empowering employees to steer their professional development.

In 2021, SCOR University, supported by a team of training and development specialists, focused its development around priorities aligned with the needs of SCOR’s business units: digital transformation, IFRS 17, and management and leadership programs closely linked to the skills model and the Group’s values.

All Group employees have real-time access to the My Learning Platform. This multimedia platform offers mixed learning solutions, combining face-to-face, virtual and digital content. Particularly engaging, the digital training offer remained in high demand in 2021, with more than 1,500 courses and 45,900 videos followed, covering both technical expertise and professional efficiency. In addition, e-learning training modules have been developed internally: IFRS17 e-learning, Agile Curriculum, Data Science Curriculum, ESG Curriculum/Climate change, Peak/Portfolio Evaluation & Analysis Kit.

2021 achievements

SCOR promotes a learning culture based on skills and autonomy, and in order to gear up the challenges in the working methods and environment, 2021 saw the development of the digitization of SCOR’s training offer, as well as the change in the learning practices of Group employees, with a preference for shorter formats available in real time.

- Management programs: New comprehensive training programs were designed and launched in 2021 to support both new and experienced managers in their role and support their development in a constantly changing work environment. These comprehensive programs spread over more than ten weeks ensure the anchoring of learning and combined pre-assessments, virtual training sessions, dialogue groups, and inter-session projects. Eight cohorts were rolled out in 2021, with a total of 130 participants.
- Leadership training: In addition, the end of 2021 was devoted to redefining the leadership training offer, in order to prepare and support the Group’s current and future leaders, reflecting a new set of skills aligned with the values and culture of the Group.
- Coaching: A new program has been launched, featuring a pool of 30 external expert coaches, with particular focus on an innovative and flexible form of short-term “Flash coaching” targeting a larger audience and responding to a given problem.
- The integration seminar, DISCORvery Meeting, was maintained despite the health context and redesigned in a digital format, welcoming more than 300 new employees around the world.
- In partnership with SCOR University and the business units, a new “Upward Feedback” initiative was rolled out in 2021. The objective is to encourage managers to collect the opinions and comments of their team members on their management style and the effectiveness of their team (priority management, respect and dignity, communication, career development, etc.), and encourage them to define tangible corrective actions if necessary, *via* a commitment tool made available to them. In 2021, all 70 managers who participated in the pilot recommended this initiative. This program will be continued in 2022 to be included in the Management Academy catalogue, consolidating the ambitions of a feedback culture within the Group.

In 2021, 70% of employees participated to at least one training course, compared to 85% in 2020 (excluding mandatory e-learning training modules). In addition, each employee received an average of around 17 hours of training (compared to 15 hours in 2020).

(1) SCOR Channel and ReMark employees are not covered by these reviews.

6.2.2. ALIGNING STAKEHOLDERS' INTERESTS AND RETAINING TALENT THROUGH A MERIT-BASED COMPENSATION POLICY

The Group's compensation policy is designed to attract and retain employees and rewarding individual performance ⁽¹⁾.

It is governed by specific regulations applicable to the insurance (e.g. Solvency II) and asset management (e.g. CRD IV and AIFMD) sectors as well as by specific local requirements, and aligned with the Group Fit & Proper policy.

In terms of risk and regulations, SCOR is committed to maintaining a compensation policy that is fully in line with SCOR's controlled risk appetite. It discourages excessive risk taking, aligns management objectives with shareholder expectations, motivates and retains its pool of talent, and ensures compliance with the regulations and guidelines defined by the regulators regarding compensation policies.

6.2.2.1. KEY COMPONENTS OF THE GROUP'S COMPENSATION POLICY

The Group's compensation policy reflects the desire to implement compensation schemes in accordance with best market practices and to involve key employees in the Group's medium- and long-term development.

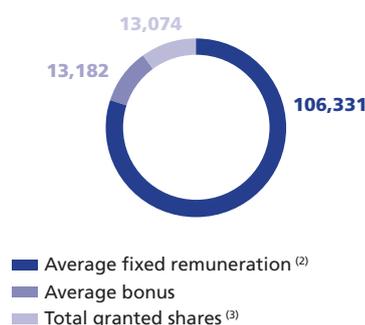
Compensation comprises several components: a fixed and a variable portion, an immediate and a deferred portion, and an individual and a collective portion. The components include a basic cash salary, an annual cash bonus, shares and options where applicable, pension schemes and any other benefits.

Base salaries are set according to criteria that consider a variety of factors, such as local labor market conditions, the employee's qualifications and professional experience prior to joining SCOR, expertise acquired since, and current position and responsibilities.

SCOR reviews base salaries on a yearly basis, to reward individual performance, and whenever an employee takes on new responsibilities. They are not automatically inflation-indexed, except in the few countries where it is a legal requirement.

In addition, the Group ⁽²⁾ has adopted an employee share ownership policy, which resulted in share allocations to all employees (based on their performance) six times since 2010.

SCOR 2021 compensation (composition of the package) – in EUR ⁽¹⁾



(1) Excluding SCOR's corporate officer. Total compensation is calculated on the basis of 3,072 employees as at December 31, 2021.

(2) Average fixed compensation is based on the annual base salary paid to the employee, prorated to actual hours worked.

(3) Amount calculated, for each plan, by multiplying the number of shares allocated by the fair value of the share in the plan, which is calculated in accordance with IFRS.

In 2021, the average employee compensation for:

- SCOR was EUR 132,587 (compared to EUR 124,000 in 2020) consisting of average fixed compensation of EUR 106,331, an average bonus of EUR 13,182 and average share allocations of EUR 13,074;
- SCOR Channel was EUR 144,405 (compared to EUR 137,013 in 2020), consisting of average fixed compensation of EUR 109,722 and an average bonus of EUR 34,682, including the specific long-term incentive plan;
- ReMark was EUR 71,482, consisting of average fixed compensation of EUR 63,789 and an average bonus of EUR 7,692.

In 2021, the employee turnover rate was 8.55% (number of permanent contract departures in 2021, excluding intercompany transfers as a proportion of the overall permanent contract headcount as at December 31, 2020). This rate is at an acceptable level with regard to talent retention, compared to 6.9% ⁽³⁾ in 2020.

(1) SCOR Channel and Remark are currently not included in the Group's compensation policy but applies the main principles including those described below. Exceptions will be duly mentioned.

(2) For SCOR Channel, a specific long-term incentive plan (based on two main elements, one related to the performance of SCOR Channel and the other linked to the price of SCOR shares) is in place to reward and retain senior staff and key individuals.

(3) This turnover rate only includes SCOR and SCOR Channel and was based on a different calculation methodology.

6.2.2.2. "PARTNERSHIP" PROGRAM: A TOOL FOR RETENTION

The "Partnership" program involves approximately 25% of all employees in the Group's capital. In addition to specific compensation plans, this program gives Partners access to selective information and proposes specific career development solutions.

There are four main Partner levels: Associate Partners (AP), Global Partners (GP), Senior Global Partners (SGP), and Executive Global Partners (EGP). Except for the EGPs, these levels are then subdivided into two levels, to take into account seniority or special achievement promotions.

The Company has a formal procedure for appointing and promoting Partners, which is conducted every year at an Executive Committee meeting.

The Partnership level determines the Partners' bonus components. Calculated from the basic gross annual salary, the SCOR bonus system is linked directly to the employee's individual performance appraisal (with predefined ranges corresponding to individual performance) and also to SCOR's return on equity (ROE) for the year in question.

SCOR Partners are also eligible for free shares and stock options based on their performance. However, this does not mean that they are granted every year or that every Partner will receive them. In addition, the Group has set up a Long-Term Incentive Plan (LTIP), a complementary scheme to retain some of its key employees. The individual allocation process for the grant of free shares and stock options is supervised by the Compensation Committee.

6.2.3. PROMOTING INCLUSION THROUGH DIVERSITY AND EQUITY

Promoting diversity, inclusion and equity is an essential objective of the Group's human capital management policy and as such represents the first pillar of the #WorkingWellTogether program. It is part of the Group's social commitments to ensure equal opportunities, and respectful treatment for all employees, contributing to its economic and financial performance and to the recognition of the Group's employer brand, which in turn helps to attract and retain skills.

SCOR's Diversity and Inclusion policy, as well as the Code of Conduct, describe the Group's commitment to upholding the principle of equal opportunity in all aspects related to employment conditions in terms of recruitment, evaluation, compensation and talent management. To that end, these texts define a global harmonized framework while defining the roles and responsibilities of the various stakeholders regarding its enforcement and the consequences in the event of non-compliance with these principles.

SCOR's Diversity and Inclusion policy builds on the commitments undertaken in the past by the Group to achieve equity for men and women. While this has been a key principle promoted by the Group, specific targets and commitments in this area were made in the Group's Europe region, and then adopted group-wide in 2016 via a global charter.

In 2020, in addition to this policy, the Group built on its commitment in this area by requiring third-party contractors (including SCOR service providers and other providers) to adhere to SCOR's sustainability charter (unless the third parties already apply equivalent internal principles or charters), including the Global Compact principles such as Principle 6 on the elimination of discrimination in respect of employment and occupation.

The promotion of diversity, which has been an integral part of the #WorkingWellTogether program from the outset, is the first pillar of this program and has four objectives:

- promoting a multicultural environment;
- leveraging generational diversity;
- facilitating employment and integration of disabled employees;
- ensuring tolerance of employees' sexual orientations and gender identity.

This comprehensive diversity and inclusion strategic plan is rolled out at local level to define a common framework and promote an increasingly inclusive organization through three pillars:

- "Connect": creating a working environment free from prejudice and discrimination, where every employee is accountable;
- "Educate": anchoring our diversity and inclusion culture by leveraging partnerships and building internal training pathways;
- "Act": implementing impactful actions throughout the employee's career cycle.

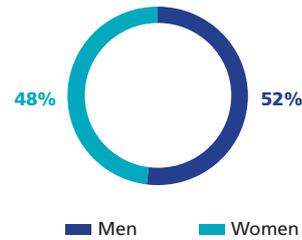
6.2.3.1. PROMOTING GENDER EQUALITY

The Diversity and Inclusion policy pays special attention to matters relating to diversity. In particular, it covers gender equity, and the principles supporting the Group’s approach to the balanced representation of men and women in management bodies and in senior positions.

Since 2017, the SCOR Group has been working to implement concrete actions to promote gender equality at all levels of the organization. The 2017-2020 roadmap, organized in seven areas has been successfully implemented and in 2021, the Group strengthened its ambition in terms of gender diversity with the definition of a new 2021-2023 roadmap. Capitalizing on the success of the 2017-2020 roadmap on gender equality, six priorities have been defined to which specific resources will be dedicated:

1. Developing female talent.
2. Strengthening the visibility of female talent.
3. Raising awareness of gender equality.
4. Reinforcing our external partnerships and the actions of SIGN+.
5. Attracting women graduates.
6. Working to achieve gender pay parity

Breakdown of employees by gender in 2021

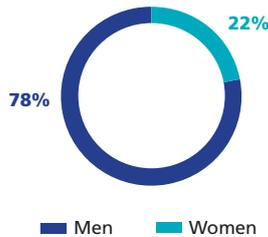


Ensuring a balanced representation of men and women in governing bodies

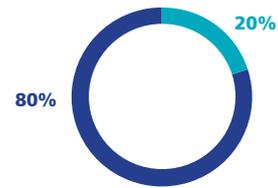
42.8% women in the Board of Directors



22% women in the Group Executive Committee



20% women Partners



Gender diversity within governing bodies is also a priority for SCOR. Numerous gender balance measures are already in place or are being implemented and SCOR is working to increase the number of women in governing bodies.

SCOR’s ambition goes beyond the objectives set in the updated AFEP-MEDEF corporate governance code of January 29, 2020, recommending the implementation and publication of a specific gender diversity policy for governing bodies. The Group wants to actively promote women’s development and inclusion within its governance levels.

To deliver on this ambition, SCOR has been a member of Financi’elles for many years. This initiative aims at promoting gender diversity in the financial services sector in France. It is committed to helping improve and streamline women’s access to the top level of organizations in the finance sector. For the federation’s ten year anniversary, a new charter of ten commitments was published and signed by SCOR in November 2021.

In addition, in 2021, the Board of Directors decided to set a target for women to represent 20% of the Group Executive Committee members by the end of 2021 (and 30% by the end of 2025), up from 10% in 2020. Proving the Goup’s strong commitment on this topic, the target had already been met at the end of 2021.

In order to build a strong pipeline of senior female talent, and in line with SCOR’s policy implemented in the last few years aiming at ensuring gender balance among those in the Partnership program,

the Board of Directors has also decided to set an additional target of 27% women at Global Partner (GP), Senior Global Partner (SGP) and Executive Global Partner (EGP) levels by the end of 2025, up from 20% today. GPs, SGPs and EGPs accounted for 10.2% of employees as at December 31, 2021.

At the end of 2021, women represented 22% of the Group Executive Committee’s members, and accounted for 20 % of the expanded wider scope covering GP to EGP Partners. They also represented 31%⁽¹⁾ of the Group’s Partners. By comparison, at the end of 2016, there were no women on the Executive Committee, and women represented 18% and 27% of the wider scope covering GP to EGP, and all Partners, respectively.

Measures are also being taken to encourage women to become active as a director in organizations, as evidenced by the open exchange session hosted by the SIGN (now known as SIGN+) network attended by one of the female independent directors of the Board of Directors of SCOR SE.

To support this new roadmap, SCOR has joined the Women Empowerment Principles (WEPs) in October 2021. This UN-initiative is a set of seven principles offering guidance to businesses on how to promote gender equality and women’s empowerment in the workplace, marketplace and community:

- Principle 1: High-level corporate leadership;
- Principle 2: Treat all women and men fairly at work without discrimination;
- Principle 3: Employee health, well-being and safety;

(1) Excluding SCOR Channel (calculated on the basis of the Group’s headcount at the end of the year).

- Principle 4: Education and training for career advancement;
- Principle 5: Enterprise development, supply chain and marketing practices;
- Principle 6: Community initiatives and advocacy;
- Principle 7: Measurement and reporting.

These principles reflect SCOR's roadmap as the actions and initiatives already implemented by the Group are in line with these principles. The endorsement of the Women Empowerment Principles will lead to better recognition of SCOR's efforts to address – gender diversity, inclusion and equality – three essential objectives of its human capital management policy – and will demonstrate the Group's willingness to further the targets set for these topics.

Focus on SIGN+

SIGN (initially SCOR International Gender Network) was launched in December 2016 by female senior leaders and with the support of the Chief Executive Officer. Since June 2018, the initiative has been sponsored by Kory Sorenson, a member of SCOR's Board of Directors.

In 2021, SIGN became SIGN+: SCOR Inclusive Global Network to address diversity and above all inclusion more generally.

As SCOR is extremely "culturally" diverse (more than 65 different nationalities throughout the Group), SIGN+'s ambition is to encourage diversity and inclusion at all levels of the hierarchy, for all teams and all geographies. The network aims at offering spaces locally for all members to promote and discuss diversity and inclusion in all its forms.

Examples of 2021 events, hosted by SIGN+Paris via video-conferences and/or conference include:

- Inspiring testimony from SCOR employees: Claire Le Gall-Robinson, Group Chief Sustainability Officer;
- Inspiring historical portraits: Marie Curie and Simone de Beauvoir;
- Inspiring portrait from today's world: Claudie Haigneré (1st European woman astronaut in space);
- Workshop: how to better reconcile remote working and parenthood.

Main measures taken in 2021

As part of its Diversity and Inclusion policy and the associated roadmap, SCOR has continued to deploy proactive measures, alongside an orchestrated internal communication approach under the #WorkingWellTogether brand:

- A major independent and company-wide D&I audit was launched in 2021 on issues of diversity and inclusion at SCOR. This audit was the first essential step before the creation of an ambitious and inclusive D&I strategy that we will adopt throughout the Group.
- Recruitment: SCOR is committed to raising awareness among those involved in the recruitment process on diversity and inclusion, ensuring that the process is free from discriminatory behavior through recruitment-specific training promoting diversity and inclusion. In addition, SCOR strives to ensure that the

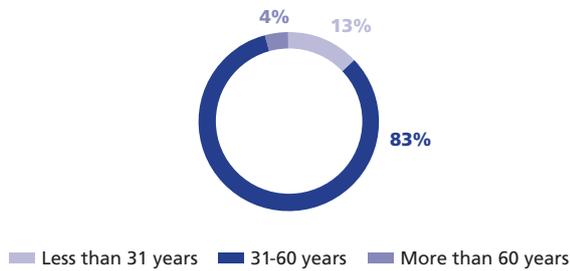
selection process is as objective as possible, thanks to the use of a skills-based evaluation system. Specific checks are also carried out on candidate evaluations *via* the Group's recruitment platform to ensure that equal treatment is respected.

- Mentoring: the mentoring of women is an integral area of the roadmap and included in the CSR action plan, which is subject to quarterly reporting to the Sustainability Committee of the SCOR Board of Directors. Initially developed in 2017 as part of the SIGN+ network (see above), this program was integrated into the Group's human capital management processes and extended to men as well. The objective of this program is to help accelerate the careers of participants by pairing them with a mentor from top management.
- Training: the content of leadership training programs leading to management has been reviewed and now offers development paths offered in blended-learning to support new working methods, new management paradigms, and a module dedicated to inclusive leadership has been integrated into the program. This module, designed for all Group employees, and tackling a broader scope of issues than simply gender diversity, helps to create the conditions for an inclusive culture that respects differences.
- Gender Pay Gap Analysis toll: a compensation gap analysis tool has been developed by the Group, in order to ensure gender pay parity.
- A study on family friendly benefits was carried out in 2021 and made it possible to offer more advantageous maternity and paternity leave for employees, particularly in the US and UK. These measures will be extended to other countries in 2022.
- Mobilizing employees and promoting role models: in addition to the support from the Group and its Management to continue SIGN+ network activities globally and locally, that now see more than 300 employees participate, SCOR also involves its teams, particularly through their contribution to promoting role models in positions and fields in which the female pool is traditionally underrepresented (science, technology, engineering and mathematics). In light of this, the Group showcased the career paths of women on its intranet, including personal career insights in order to combat a number of stereotypes and promote potential careers within this type of industry.
- Performance benchmarking: the Group's commitment to continuously improve its policy is also reflected in its involvement in associations working towards the advancement of women in careers in the financial industry, such as Financi'Elles (France), the Women's Insurance Network (London), and Advance (Zurich). In addition to the networking opportunities provided by these networks, SCOR, through its involvement, is able to rate its performance in diversity and female representation in high-responsibility positions by comparing them to their industry counterparts. In this regard, pursuant to French law, SCOR's index⁽¹⁾ of professional equality between men and women in France in 2021 stood at 89/100, a level higher than local requirements: a great recognition of SCOR's policy on compensation, promotion, processes of returning from maternity leave, and gender equality among the ten highest paid employees.

(1) The index of professional equality between men and women is based on 5 indicators : pay gap between men and women, gap in the distribution of pays rises between men and women, gap in the distribution of promotions between men and women, pay rises on returning from maternity leave and gender equality among the top ten earners.

6.2.3.2. PROMOTING ALL TYPES OF DIVERSITY

Breakdown by age ⁽¹⁾



(1) Due to local laws, these figures exclude the age of employees working in the Americas Hub.

With approximately 65 nationalities and the resulting cultural differences, the Group pays close attention to the conditions necessary for a collaborative work environment and the integration and development of employees, regardless of their origin or nationality.

6.2.3.3. ENSURING EMPLOYMENT AND INCLUSION OF EMPLOYEES WITH DISABILITIES

According to the World Health Organization, disability refers to the interaction between people with a health problem (such as cerebral palsy, depression, etc.) and personal and environmental factors (negative attitudes, accessibility of premises, etc.)

SCOR has stepped up its support for the employment of people with disabilities. It focuses on internal and proactive communication regarding disability in order to change negative attitudes and subconscious biases, inform employees with disabilities of their rights and provide them with the tools and solutions to ensure their full inclusion.

Employees that report having disabilities account for 0.50% of the workforce, or 17 employees, all of whom work in the EMEA region, which accounts for 60% of the total workforce. Over the last five years, this percentage has remained stable.

Various initiatives were undertaken in 2021 to include people with disabilities and raise employee awareness. In particular, as part of European Disability Employment Week, the Group ran a number of initiatives to include people with disabilities during "DuoDay", bringing together a disabled person and a SCOR employee for the third year in a row, conferences (Handicafé Digital), and internal and external communication campaigns. These measures aim to raise employee awareness of the different forms of disability, and the recognition of the Worker with a Disability status.

SCOR also continues its commitments to the Manifesto for the Inclusion of People with Disabilities in Economic Life. Signed in 2019, this Manifesto presents ten key actions for the hiring, the inclusion and development of people with disabilities. It aims to strengthen dialogue and interactions between companies, associations, civil society and jobseekers with disabilities.

Finally, SCOR is particularly active in developing business relationships with providers that employ disabled people, especially in Paris. For example, the IT Department works with ATF Gaïa, a company specialized in the lifecycle management of professional computers and mobile telephony equipment where people with disabilities represent 68% of employees with permanent contracts. The

Regarding intergenerational diversity, the Group promotes the integration of new employees and provides equal support to older and younger employees across the company. SCOR's ambition is to encourage employees to work together more effectively and better share their knowledge globally, facilitate the onboarding of new hires, offer new development opportunities for older employees and improve the visibility of young employees.

The Group also implements non-discriminatory measures for older employees. These may take the form of collective agreements in some countries, such as France which upholds its commitments on non-discrimination, equal treatment, recruitment, retention, and skills management for senior citizens.

Personal coaching and support for older employees, along with pension schemes tailored to employees' personal situation, are also available locally such as in Cologne.

Human Resources Department also signed two new partnerships, one with Agefiph to promote its job offers to disabled workers and another one with LADAPT, a non-profit association supporting organizations engaged in promoting social and professional inclusion. Such partnerships reflect the Group's ambition to be a responsible player throughout its value chain.

The London office and the RAISE sustainability committee voted to make the Corali dance company their charity of the year, with a grant of GBP 10,000 and a one-year partnership with the SCOR London community. Corali is a leading dance company created by artists with learning disabilities, and among other things, the grant allowed them to fund their first live performance since the pandemic, to make a film to mark the occasion, and share their work with a wider audience, including local special schools.

Diversity and Inclusion in practice

The Diversity and Inclusion Month organized in June 2021 across the Group's offices provided an opportunity, through a variety of activities (workshops, quizzes, videos, resources, and training modules), to raise employees' awareness and emphasize the Group's commitment to these issues. Given the Covid-19 pandemic, the initiatives were focused on mental health in 2021.

Awareness-raising actions, such as challenges, have also been organized around LGBTQ+ rights.

The Movember event, organized notably in London and Zurich in November 2021, raised awareness of the importance of early diagnosis for men with prostate and testicular cancer, and also more broadly of mental health and the risk of suicide among men.

International Women's Day, March 8, celebrates the social, economic, cultural and political achievements of women. This day also marks a call to action to accelerate progress towards equality. SCOR, the SIGN+ Committee and local staff around the world have organized a number of online events to mark International Women's Day, in various languages and covering a range of topics.

6.2.4. QUALITY OF LIFE AND WELL-BEING AT WORK

The Group aims to retain talented employees by facilitating an improved work-life balance. As such, quality of life and well-being at work represent the second pillar of the #WorkingWellTogether program. It involves the development of an innovative flexible working environment and dedicated events raising awareness on health and well-being at work.

In 2021, this commitment took on a whole new meaning as the global health crisis transformed the working environment and methods. This required the implementation of specific measures to protect the physical and mental health of each SCOR employees.

2021 achievements

- Since 2020, remote working measures have also been rolled out and workspaces adapted to protect the health of employees and their loved ones, and to help reduce the spread of the virus.
- In 2021, working group meetings were conducted, to discuss ideas in the areas of flexibility and future working methods, and in particular the possibility of setting up pilot sessions aimed at supporting managers and employees in this new hybrid working environment. A "Future @ Work" pilot project was also launched in Singapore, based on a new design for the layout of the workspace along with specific support, to best meet these hybrid work challenges.
- A psychological assistance program has been deployed in each Group location to support all employees and members of their families who so wish throughout the health crisis. The Group has made every effort to minimize the possible negative consequences

of the crisis on the working conditions of its employees. Particular attention was paid to the risks in terms of work-life balance, feelings of isolation and organizational difficulties associated with working remotely.

- In addition, a series of regular surveys called "Pulse" was launched throughout the year to monitor employee engagement and well-being, and to identify their needs. Through three cycles launched in 2021, the survey showed well-being at an average of 69/100. Employees also considered that the support offered by the Group to deal with the health crisis (remote work training, information and advice, technical support, back-to-office experience, etc.) was very satisfactory (average satisfaction score: 74/100).
- Specific events were organized locally, in different formats, to raise awareness about employee well-being and health. These include training, "wellbeing weeks", mental illness prevention initiatives, identification and training of "mental health rescuers", and Movember event to raise awareness about male diseases. The Good Life mobile health application continued to be rolled out during the year. The application was developed by SCOR Global Life's actuarial teams and aims to keep employees in shape throughout the year through connected sporting challenges, sometimes for a charitable cause.

The Group's absenteeism rate ⁽¹⁾ decreased between 2020 and 2021, from 3.16% to 3.03%. The proportion of leave due to sickness⁽²⁾ followed the same trend year on year, decreasing from 1.43% to 1.34%.

6.2.5. COMMUNITY ENGAGEMENT

The third and final pillar of the #WorkingWellTogether initiative is the commitment to supporting communities, which is embedded in the Guidelines on SCOR Community Engagement program from 2020. This pillar seeks to facilitate social, societal and environmental engagement by SCOR employees within communities. This approach is the result of a broad consultation that SCOR launched with its employees on a number of sustainability topics and how these topics could be better taken on board in the organization. SCOR sponsors a number of initiatives across the world, thereby getting its entities and teams involved in community life.

SCOR for Good is an inherently inclusive employee-led program allowing employees to engage in community work during their

working time. It draws on a network of champions committed to driving community engagement in their respective locations through a digital platform managed by them, which aims to facilitate employee's involvement in charity work through a catalogue of charity partners and highlights causes to champion in alignment with the Group's values. For the launch of the platform in 2020, engagement initiatives were adapted to factor in Covid-19 and related local charity needs.

Since October 2020 and as part of the SCOR for Good project, the Group, with the strong support of the Board of Directors and the Executive Committee, has offered each employee the possibility of dedicating one day of their working time per year to a community engagement activity.

(1) Number of days of absence including sick leave and paternity, maternity, parental, sabbatical and exceptional leave divided by the total theoretical number of days worked in the year.

(2) Number of days of absence in the year including sick leave, divided by the total theoretical number of days worked in the same year.

2021 achievements

Thus, in 2021, many activities such as volunteer activities, fundraising, object donations and solidarity sporting events were organized around the world by employees via the SCOR for Good program in order to help communities in need, thereby supporting a variety of causes such as:

- **Fighting poverty:** in Singapore, SCOR employees took part in the "Cook & Pack lunch boxes" activity, helping volunteers to prepare meal boxes for people in need. SCOR teams in Hong Kong took part in a food bank providing low-income families with hearty meals.
- **Helping children:** in France, the champions of SCOR Paris organized a collection of clothes and diapers at the end of 2021 for the MaMaMa association, which helps mothers in distress. Thanks to the mobilization of SCOR Paris employees, 443 packs of diapers and toys were collected, allowing SCOR for Good to raise a contribution of EUR 5,000 for the association. In Argentina, employees took part in the "a cake for a smile" activity and were able to distribute snacks and breakfasts to children in precarious situations.
- **Educating:** in order to support education in developing countries, SCOR Zurich collected unused laptops for the benefit of the Labdoo association. In the United States, SCOR employees took part in tutoring missions for children and adolescents with difficulties in mathematics. In Hong Kong, employees were able to use their professional skills to help young workers in need in their professional success.

6.2.6. FOSTERING SOCIAL DIALOGUE

One of SCOR's ambitions is to establish a coherent and harmonized social dialogue aimed at sharing the Group's main principles with all employees.

As a European Company (*Societas Europaea*), SCOR has set up a European committee covering all its European subsidiaries and branches including the one located in Switzerland, corresponding to around 60% of its global workforce. SCOR was the first listed French company to set up this structure under European law.

This Committee demonstrates SCOR's desire to treat all of its employees fairly and equally. The agreement also demonstrates the quality and efficiency of employee/management dialogue within the SCOR group. The Common European Companies Committee (CECC) comprises employees from all European subsidiaries in the Group. The CECC has certain prerogatives in terms of information and consultation: it is informed of the Group's overall situation as well as its economic and financial outlook and is notably consulted on all proposed measures likely to affect the interests of employees in several European countries.

2021 achievements

- The Covid-19 crisis was managed through close social dialogue with employee representatives under the conditions applicable in the various countries. For example, several meetings took place throughout 2021 with the Social and Economic Committee and at the European level with the CECC regarding the health crisis.

- **Supporting human rights:** human rights activities have mainly been carried out in the United States. United Way Fundraising took place again in 2021, enabling SCOR employees to make financial donations so that all communities can have equal access to education, health and financial stability. In New York, employees provided financial support to the Jackie Robinson Foundation, helping to break down barriers between communities in the United States.
- **Protecting the environment:** In Zurich, employees took part in the Forest Clean Up, helping to clean up the forests surrounding Zurich. In Colombia, the "Siembra des Arboles" activity has enabled SCOR employees to develop biodiversity projects around Bogota. In France, the champions of SCOR for Good Paris held a photo competition on wildlife in order to support an association for the protection of flora and fauna.
- **Promoting health and well-being:** SCOR employees in Italy participated in a medication drive so that people in need can have access to healthcare. In London, the Movember fundraising was very successful with employees, helping to support research into testicular and prostate cancer.

In addition, a Week of Engagement initiative was launched for the first time on an experimental basis within the human resources community, involving around 100 employees in 12 countries. Thanks to funds raised during solidarity team-building activities, a donation was made to UNESCO.

In 2021, 189.5 days of community engagement were recorded (compared to 400 in 2020), as reported by employees (see Section 6.10.1 – Note on methodology).

- The Company specifically informed and consulted with employee representatives about the health crisis as soon as necessary. In particular consultations were held on successive remote working and lockdown plans, the procedure for returning to the office and the procedure for handling potential or confirmed Covid-19 cases among SCOR employees. The Group also worked with the occupational doctor in France and the General Services Department to ensure the effectiveness and robustness of its health and safety measures.

The CECC met four times in 2021, on February 3, April 28, June 30 and October 13, 2021. In addition to these meetings held at European level, social dialogue is in place at local level with staff representatives from different countries worldwide (including 50 meetings in France). In 2021, 12 collective agreements were signed within the Group (compared to 17 in 2020). These agreements are intended to improve SCOR's economic performance and the working conditions of its employees, in particular by involving them more closely in the Company's performance and improving employee benefits.

They cover a large range of topics, in particular:

- Quality of life at work, the fight against discrimination, professional equality between men and women (2018);
- Working time reduction (2001), flexible time (1989), part-time work (1991), remote working (2018) or the right to disconnect (February 2020);
- The forward management of jobs, skills and professional careers for employees of the companies (2020);
- Employee savings scheme (2021).

6.3. ENVIRONMENTAL IMPACT OF SCOR ACTIVITIES

In an ever riskier and more uncertain world, the (re)insurance industry has a leading role to play in driving sustainable and responsible development. As a Tier 1 global reinsurer and in line with its *raison d'être*, SCOR is firmly committed to contribute to achieving carbon neutrality by 2050. It is a major commitment taken by the Group to play its role in protecting life on Earth.

More broadly, preserving natural assets is today a key priority and goes beyond fighting against climate change and reversing biodiversity loss. Nature must be considered in its entirety and SCOR intends to play its role in addressing this tremendous challenge throughout its activities.

The following section summarizes SCOR's achievements regarding its environmental impact. In particular, 2022 is the first year for which companies are required to disclose a sustainability indicator under the European Taxonomy.

To promote sustainable investment, the Taxonomy Regulation (Regulation (EU) 2020/852) establishes a European Union-wide classification system to identify economic activities that are considered sustainable. It recognizes as green, or "environmentally sustainable", economic activities that make a substantial contribution to at least

one of the European Union's climate and environmental objectives, while at the same time not significantly harming any of these objectives and meeting minimum social safeguards. The six environmental objectives covered by the Taxonomy Regulation include two climate objectives on climate change mitigation and adaptation, that must be taken into account when calculating the indicators covering the 2021 financial year. The other four environmental objectives cover the sustainable use and protection of water and marine resources, the transition to a circular economy, pollution prevention and control, and the protection and restoration of biodiversity and ecosystems (they are expected to be taken into account at the earliest for indicators covering the 2023 financial year).

SCOR, as a (re)insurance company, is required to publish two eligibility indicators as of December 31, 2021:

- the share of eligible activities for its investment activities (see Section 6.3.1.3 – Achievements and next steps);
- the share of eligible activities for its underwriting activities (see Section 6.3.2.1 – Integrating consideration of environmental issues into (re)insurance activities).

6.3.1. INVESTMENT ACTIVITIES ⁽¹⁾

SCOR strongly believes that creating sustainable value is anchored in a long-term vision. It drives its responsible investment objectives to finance the sustainable development of society. The Group combines the three dimensions of responsible investment – risk, return and impact – while limiting negative externalities and promoting positive impacts to address this global challenge.

Aligning ambition between SCOR as an asset owner and its dedicated asset manager, strengthens the Group's ability to leverage expertise and financing capabilities, and coinvesting and opening its internally managed solutions to external investors support the investment purpose.

SCOR uses the United Nations' Sustainable Development Goals framework to support its investment strategy. Key priorities focus on five areas, all directly related to natural assets: clean water and sanitation (SDG # 6), sustainable cities and communities (SDG # 11), climate action (SDG # 13), and life below water (SDG # 14), life on land (SDG # 15). SCOR intends to align with international objectives to limit global warming and preserve biodiversity. Achieving net-zero emissions on investments by 2050, in line with international agreements, is SCOR's top ambition to help preserve nature.

6.3.1.1. RESPONSIBLE INVESTMENT APPROACH

SCOR's responsible investment philosophy is underpinned by the double materiality principle. Protecting the portfolio from downside effects linked to non-financial risks, and particularly nature-related adverse impacts, is at the heart of SCOR's investment risk management. Financing the sustainable development of society encompasses another dimension requiring SCOR to consider impacts of its investment decisions on ecosystems with the aim to not compromise the ability of future generations to meet their own needs. By doing so, SCOR actively contributes to a more sustainable world and, in return, protects its portfolio against damage over a much longer time horizon. This loopback effect drives back the long-term horizon within shorter-term investment decisions.

Identifying risks and opportunities

SCOR's responsible investment approach starts by identifying risks and opportunities:

- The Group focuses on detecting new trends. Thanks to its core business as a reinsurer, SCOR has developed a strong risk culture across the entire Group. Risk management includes sustainability in terms of non-financial risks and opportunities, as well as potential impacts of the portfolio on ecosystems. Monitoring new trends is critical to maintain momentum and detect not only new risks but also new opportunities. Detecting opportunities is part of the Group's strategy to build a resilient portfolio and create long-term sustainable value.

(1) This section describes the Group's sustainable investment initiatives, in accordance with the disclosure requirements set forth in the decree implementing Article 29 of the French Energy-Climate Law No. 2019-1147 of November 8, 2019 on non-financial reporting by market players.

- It also accelerates its understanding of new challenges by collaborating, sharing expertise and knowledge, and leveraging on peers' experience. SCOR tries to onboard new topics at an early stage and is involved in several initiatives at national, European, and international level to stay connected with innovation around sustainable finance and non-financial corporate reporting. SCOR Global Investments, the investment business unit, selects those initiatives that are most likely to bring internal expertise based on scientific knowledge and to increase action by collaborative engagement:
 - SCOR is a signatory of the United Nations-backed Principles for Responsible Investment;
 - SCOR has joined the Net-Zero Asset Owner Alliance;
 - SCOR has signed the Finance for Biodiversity Pledge and joined the Finance for Biodiversity Foundation;
 - In 2021, SCOR publicly joined the TNFD Forum, a consultative grouping of institutional supporters who share the vision and mission of the TNFD (Taskforce on Nature-related Financial Disclosures) and have expressed a willingness to make themselves available to contribute to the work and objectives of the Taskforce.

Setting the ambition

Once new risks, opportunities and impacts are assessed, SCOR includes them in its investment management framework. Setting limits and targets, to ensure the resilience of the portfolio and to deliver positive impacts or limit the negative impacts of investment decisions, is key to addressing sustainability risks and factors. The risk limits assigned to sustainability risks for investments are consistent with SCOR's overarching risk management framework. Targets are based on science and take international objectives into consideration to ensure their credibility and reinforce SCOR's ability to deliver on them. SCOR has pledged to the following sustainability objectives:

- **Net-zero emissions:** SCOR has committed to net-zero emissions by 2050, with an interim target for 2025 (reduce by 27% the carbon intensity of the corporate bond and equities sub-portfolio), and to align its investment strategy with the Paris Agreement.
- **Finance for Biodiversity Pledge:** SCOR has signed the Finance for Biodiversity pledge, committing to reverse biodiversity loss by 2030. The pledge relies on five pillars: collaborating and knowledge sharing, engaging with companies, assessing impact, setting targets and reporting publicly. These actions will be progressively implemented by 2024 supported, among others, by the work of the Finance for Biodiversity Foundation.

Acting

The combination of targets is critical to ensure the resilience of the portfolio and the impact on the real economy, and various levers are available to achieve them. In this way, SCOR intends to apply a balanced approach and finance a just transition.

Collaborative initiatives to accelerate the journey

Joining the United Nations convened Net-Zero Asset Owner Alliance supports SCOR's long-term ambition to reach net-zero on investments by 2050 with credible milestones. The Alliance offers members an opportunity to work collectively towards the same objective and to collaborate to accelerate understanding and development of science-based methodologies to support ambitious targets. Relying on the Inaugural 2025 Target Setting Protocol released by the Alliance in early 2021, SCOR has set interim targets to reduce the carbon intensity of the corporate bond and equities sub-portfolio by 27% before 2025. Combining decarbonization targets, active engagement, and financing solutions to promote a low carbon economy has an impact on the real economy.

SCOR also contributes to the work of the Finance for Biodiversity Foundation with the aim to develop collaborative corporate engagement and public policy advocacy on nature-related issues. Additionally, members of the foundation also work on methodologies to measure impacts of investment decisions. Reversing biodiversity loss is one of the challenges of the decade and SCOR has an active role to play. In November 2021, the Group signed the commitment to eliminate agricultural commodity-driven deforestation in portfolios and supports the Deforestation Free Finance roadmap, structured in five phases, to be progressively completed by 2025:

1. Mapping risk.
2. Setting an effective policy and managing risk.
3. Monitoring and engagement.
4. Disclosing.
5. Eliminating deforestation.

SCOR has also joined investor coalitions to support its corporate engagement:

- Climate Action 100+;
- The Sustainable Commodities Practitioners' Group;
- CDP Forest Champions;
- CDP Water Champions.

The outcomes of these coalitions and their benefit to SCOR's sustainable investment strategy are reassessed regularly to optimize resource allocation.

ESG criteria in investment decisions

SCOR incorporates sustainable risks and opportunities and monitors the sustainability impacts of its investment decisions. ESG criteria make it possible to identify and monitor most critical positions in terms of risks and impact. ESG ratings can be complemented with controversy analyses and may lead to exclusions from the investment universe.

Exclusion/best-in-class strategy

SCOR applies restrictions in its investment universe. Normative considerations lead to the exclusion of sectors that are not in line with SCOR's values. This sector-based approach intends to i) exclude sectors or sub-sectors that are too harmful and for which more sustainable alternatives exist and ii) select companies with clear commitments to align with SCOR's sustainable objectives. With regards to climate change, SCOR relies on information and commitments supported by public initiatives such as Science-Based Targets and the Climate Action 100+ Benchmark.

Stewardship

As a responsible investor, SCOR exercises the voting rights of its direct investments in shares and does not delegate voting accountability. However, the Group intends to reduce its operational risks through operational delegation to investment managers when possible. To facilitate its voting decisions, SCOR has selected proxy voting which helps it to take sound decisions. Main areas of attention when voting are the following:

- independence of Board members;
- diversity of Board members;
- compensation;
- lobbying transparency;
- sustainability behavior of the company.

SCOR's approach targets mainly listed equities and corporate bonds.

- Voting activities are carried out internally and are supported by proxy advisors. SCOR complements proxy advisors' recommendations with its own analysis to form its final decision.
- Engagement: Corporate dialogue is a powerful tool to support companies in their transition to more sustainable business models. Given the size of its invested assets, SCOR favors collaborative initiatives.

SCOR also supports investor coalitions and position papers ⁽¹⁾ with the objective to accelerate the journey of investees and policy makers toward more ambitious goals.

Thematic and impact investments

SCOR considers sustainability under the lenses of both risk and opportunity. Investing in themes that bolster sustainable development and allow for a balanced approach toward a just and resilient transition drive SCOR's responsible investment strategy. In order to finance the sustainable development of society, SCOR invests in real assets financing the transition to a low-carbon economy and in sustainable bonds compliant with international or European standards.

- Green investments: SCOR has designed an internal taxonomy to qualify real assets as "green" investments and will progressively shift to criteria referring to the European Taxonomy.
- Green and sustainable bonds: SCOR plans to double the amount of green and sustainable bonds by the end of 2024 compared to the end of 2020.

Measuring progress toward targets and objectives

Measuring outcomes is critical to assess the success and the limitations of actions taken to reach the targets. SCOR Global Investments defines a phased action plan complemented by

qualitative objectives and quantitative targets. Interim targets and objectives are used to monitor the adequacy of investment decisions with regard to the longer-term sustainable investment strategy. Regular internal reporting to the Group Executive Committee and to the Board of Directors on achievements *versus* objectives/targets and progress on the action plan ensures transparency and proper monitoring and oversight.

Disclosing

SCOR believes that transparency fosters good practices. Sharing state of play is a good way to provide meaningful information to stakeholders and support the emergence of best practices. SCOR constantly enhances its external disclosures and communicates on innovations and preliminary studies to provide evidence of its effort to participate in solutions to current sustainability challenges.

- Sustainable Investment Report: the publication of a Sustainable Investment Report follows good practices and addresses regulatory requirements under a state-of-the-art framework.
- Public events: sharing internal expertise and knowledge through public events fosters transparency and promotes best practices.

Participating in the public debate

As a Tier One reinsurer, SCOR has a role to play in sustainable finance. The Group commits to dialogue with regulators and institutions to provide support relying on its internal expertise as well as to promote responsible investment. SCOR is a member of the French financial market authority's (*Autorité des marchés financiers*) Climate and Sustainable Finance Commission.

The Group also commits to participate in working groups and initiatives led by national and international professional associations to foster a better understanding of sustainability-related topics and a better implementation of sustainability in investment decisions.

Training

SCOR has put in place dedicated competences on sustainable finance within its investment business unit. The Group's participation in external working groups and initiatives and its interactions in the public debate constantly informs the latest developments and cutting-edge discussions.

New standards and innovations in sustainable finance are shared within the business unit and more broadly within the Group through dedicated training sessions or more informal talks. This facilitates awareness and appropriation of best practices to better implement sustainability across the Group.

(1) A position paper states the position of an investors coalition about sustainability topics.

6.3.1.2. RESPONSIBLE INVESTMENT GUIDELINES

Some activities may not be in line with SCOR's values and corporate governance objectives. They may raise sensitive concerns or lead to reputational risks. As a result, some activities or individual issuers may be excluded from the investment universe. The exclusion applies to all types of assets falling under the definition of invested assets. The list of exclusions is communicated to all investment managers with immediate effect. New investments are banned, and remaining positions are actively managed to accelerate the run-off in compliance with local regulation.

Normative guidelines

SCOR applies standard exclusions to companies involved in the production of cluster munitions, and to countries that do not adhere to anti-money-laundering and anti-terrorism-financing rules, as defined by the Financial Action Task Force (FATF).

Sector guidelines

Environment

- Given its positioning in the reinsurance industry, SCOR is aware of the urgency to act against global warming and the Group has taken strong commitments in its climate policy. Ambitious measures drive the sustainable investment policy. Following the European Commission's call in November 2018, SCOR has committed to achieve carbon neutrality for its invested assets portfolio by 2050. However, SCOR applies a balanced approach between access to economic development and reduction of CO₂ emissions. Its approach relies on considering the existence of acceptable alternatives when deciding to exit a sub-sector.

Thermal coal

- Coal mining: SCOR does not invest in companies deriving more than 10% of their turnover from thermal coal or producing more than 20 million tonnes of thermal coal a year.
- Coal-fired power generation: SCOR does not invest in utility companies for which coal represents more than 10% of their power production or which have more than 5 GW of coal installed capacity.
- Coal plant developers: SCOR undertakes not to invest in companies developing new coal-related projects (mines, plants, power stations or infrastructure).

SCOR has also committed to fully divest from companies generating revenues from thermal coal, by 2030 in OECD and EU countries and by 2040 in the rest of the world.

SCOR uses data from the Global Coal Exit List published by Urgewald to assess the thresholds. The analysis may be supplemented with data from other providers.

Oil and gas

- Oil sands: SCOR does not invest in companies for which oil sands represent more than 10% of their total reserves.
- Shale oil and gas: SCOR does not invest in companies for which shale oil and shale gas represent more than 10% of their total reserves.
- Arctic oil reserves: SCOR does not invest in companies for which Arctic oil represents more than 10% of their total reserves.
- Upstream oil and gas: SCOR invests in oil and gas producers only if they comply with the subsector thresholds and are best-in-class. Best-in-class refers to companies with at least commitments to the SBTi ⁽¹⁾ or meeting at least partially the Climate Action 100+ Net-Zero Company Benchmark criteria. Based on the Global Oil & Gas Exit List from Urgewald (after it is released), SCOR will define an observation list of the best-in-class companies with expansion plans. No new investments will be authorized, and the status will be revised two years after the inclusion in this observation list.

Investments in green bonds issued by companies considered "best-in-class" under the above definition are authorized.

SCOR regularly strengthens its restrictions regarding fossil energies, specifically unconventional hydrocarbons (in particular oil sands, shale oil and shale gas) taking into account a scientific approach and national commitments to decarbonization. The Group aims to have an impact on the real economy and contribute to reducing the amount of greenhouse gas in the atmosphere. It requires a phased approach relying on a first stage of commitments and dialogue with the involved companies, before implementing exit strategies to divest from those companies. As part of the next strategic plan set to be announced in 2022, the Group is working on defining a timeline for the progressive exit of unconventional hydrocarbons along with a regular review process (at least every five years) to assess its progress.

Tobacco

SCOR's Life business provides biometric risk and health solutions. According to its holistic approach to sustainability, SCOR considers negative impacts of activities on society. The Group has signed the Tobacco Free Finance Pledge. Consequently, SCOR does not invest in tobacco manufacturers.

(1) Science Based Targets initiative.

6.3.1.3. ACHIEVEMENTS AND NEXT STEPS

New trends – Risk, opportunity and impact

Over the last two years, SCOR has extended its work from climate change to biodiversity. After explanatory work on deforestation and a first attempt to assess a biodiversity footprint for some of its corporate bonds in 2020, SCOR has conducted several new internal studies to better understand the role of ecosystems and their interconnectedness with investment activities.

The main themes that have been investigated relate to plastics and water with the objective to identify most exposed sectors and companies from the double materiality perspective when possible. A study on how the ENCORE tool (Explore Natural Capital Opportunities, Risks and Exposures) may be applied to SCOR's investment was also conducted in 2021. Some preliminary findings will be presented in the 2021 Sustainable Investment Report.

Main key performance indicators

Carbon intensity (and targets)

Carbon intensity by Enterprise Value (EV) in tCO ₂ eq per EUR million invested	Coverage ⁽¹⁾ ratio in 2021	All scope 1, scope 2 and scope 3		Evolution since 2019	Target 2025
		2019	2021		
Corporate bonds and Equity	43%	273	173	-37%	-27%

(1) Corporate bonds and equity represent 43% of the total group portfolio.

The carbon intensity of the corporate bond and equities sub-portfolio is ahead of the planned decarbonization trajectory (-27% by December 2024 (2025 target) compared to the December-2019 level), mainly due to the revision of the Sustainable Investing Policy leading to divestment from some high-emitting issuers. As part of the next strategic plan set to be announced in 2022, the Group is working on defining new objectives along with a regular review process to assess its progress.

Green assets and eligibility under the European Taxonomy:

- The Group takes a proactive approach to the environmental certification of its real estate investment portfolio. In addition to office buildings acquired for SCOR's own use (see below), the real estate portfolio contains assets purchased solely for investment purposes, most of which are undergoing renovation work with the aim of obtaining environmental or energy efficiency certification. In addition to its tertiary real estate business, the Group invests in real estate debt funds and infrastructure debt funds, most of which aim to provide funding for the transition to a low-carbon economy and energy efficient buildings. These assets, together with investments in green bonds, represented 7.5% of invested assets at the end of 2021.
- After a preliminary assessment in 2020, SCOR has reassessed the proportion of its invested assets that are European Taxonomy-eligible. In 2021, the voluntary eligibility ratio amounted to 16% (it covers all companies in the investment portfolio, including the companies out of the scope of the Non Financial Reporting Directive) and companies for which data is estimated by ISS). Currently, due to available data, SCOR is unable to calculate the mandatory indicator. It is not possible to identify which companies in SCOR's portfolio do not fall within the scope of the Non Financial Reporting Directive, and SCOR's data provider ISS estimates some of the eligibility data it supplies. Accordingly, by convention, the mandatory eligibility ratio is 0%.

- The percentage of eligibility is calculated with the following ratio: share of eligible investments/SCOR assets under management.
 - The denominator, SCOR assets under management, represents SCOR's investment portfolio (excluding sovereign bonds, which represent 27% of the investment portfolio). The denominator amounts to EUR 16,574 million.
 - The numerator, share of eligible investments, is the sum of SCOR's investments weighted by the share of eligible income per company. The share of eligible income accounts for 100% of real assets (real estate and infrastructure) that were considered Taxonomy-eligible based on a SCOR internal study. For the other asset classes (corporate fixed income and equity), the data provider ISS provided the information (that may be reported by companies themselves or estimated by ISS) by company. This share of eligible investments applies to all companies present in SCOR's portfolio, including companies not in the scope of the Non-Financial Reporting Directive. Indeed, SCOR is not currently in a position to determine which companies do not fall within the scope of the Non-Financial Reporting Directive and cannot provide the proportion of companies in its portfolio that are not subject to the Non-Financial Reporting Directive. The market value of derivatives (excluded from the numerator) in the investment portfolio is a negative EUR 2.7 million, which is not material at the level of its investment portfolio. The numerator amounts to EUR 2,717 million.

Exposure to fossil energies

SCORs' exposure to fossil energies as per Article 29 of the French Energy-Climate Law of November 8, 2019 amounts to EUR 139 million at end 2021. Exposure to unconventional hydrocarbons (oil sands, shale oil and shale gas amounts to EUR 74.9 million at the end of 2021.

Biodiversity footprint

SCOR uses Mean Species Abundance (MSA) as a metric to assess the biodiversity footprint. This work is still exploratory and relies on external analysis conducted by Iceberg Data Lab. The Mean Species Abundance (MSA) metric is used to describe biodiversity changes with reference to the original state of ecosystems. It is defined as the average abundance of originally occurring species relative to their abundance in the undisturbed ecosystem. Hence, an area with an MSA of 1 means that the original biodiversity of the area is fully maintained, whereas an area with an MSA of 0 means that there is nothing left of the original biodiversity. The km²MSA indicator is the expression of the MSA on a specific surface.

In 2021, the metric provided by our provider Iceberg Data Lab covered around 20% of SCOR's corporate bond and equities sub-portfolio and using the absolute biodiversity footprint by Enterprise Value, this exposure had a footprint of roughly 231km²MSA per year.

ESG coverage

- The integration of ESG criteria is measured primarily by assessing the quality of the asset portfolio. Given the extremely high level of diversification of its investments, the Group works with ISS to assess its portfolio's standard instruments (government bonds, corporate bonds and listed equities). For debt instruments (infrastructure and real estate debt), SCOR relies on the expertise of its subsidiary SCOR Investment Partners, a recognized leader in the debt instrument management industry.
- Using data provided by ISS, SCOR is able to rate 75% of its asset portfolio based on non-financial criteria. A line-by-line analysis is regularly performed ex post. Issuers with the lowest ratings may be placed under review. In addition to applying the ex-ante screening mentioned in the following section, SCOR may make portfolio adjustments following these analyses, as was the case in 2020.

6.3.2. INSURANCE AND REINSURANCE ACTIVITIES

SCOR is also directly exposed to the risks associated with the environment as risk carrier on the liability side. The most severe scenarios of climate change could deeply transform the Group's risk universe and raise insurability challenges for some risks. In addition to increasingly destructive weather events, climate change risks may include water risks, food insecurity, threats to biodiversity, forced migrations, social tensions, political crises. Climate change is

also likely to affect the well-being, health and mortality of populations and could possibly have an impact on the risk of global pandemics. As such, SCOR is actively:

- integrating consideration of ESG factors into its activities;
- developing products that address environmental issues, including climate change mitigation.

6.3.2.1. INTEGRATING CONSIDERATION OF ENVIRONMENTAL ISSUES INTO (RE)INSURANCE ACTIVITIES

General approach

The Group's approach has been particularly focused on climate change for many years as this represents the most material environmental risk. In order to reduce its exposure to carbon-intensive sectors which could become obsolete in the future, SCOR has made a commitment not to offer facultative insurance or reinsurance that would specifically encourage the development of new thermal coal or lignite mines or new plants. This policy was strengthened in April 2019, with the decision to extend the exclusion scope to facultative insurance and reinsurance for the construction of new coal-fired power plants, irrespective of technologies, construction, or coal quality.

Bulding on these initial commitments, in July 2021 SCOR announced the launch of the pioneering Net-Zero Insurance Alliance (NZIA). As a founding signatory alongside seven other leading (re)insurers, the Group commits in particular to:

- transitioning all operational and attributable greenhouse gas emissions from its insurance and reinsurance underwriting portfolios to net-zero emissions by 2050; and
- supporting the implementation of corporate disclosure frameworks and global policy frameworks relevant to the net-zero transition in the insurance industry;
- setting interim targets for the reduction of attributed insured greenhouse gas emissions from 2023 following the finalization of the NZIA target setting protocol.

SCOR also committed to a phased withdrawal of coverage from unabated coal-fired power plants by 2030 for OECD countries and by 2040 for the rest of the world. This commitment includes SCOR's portfolio of reinsurance treaties and begins by strengthening SCOR's underwriting guidelines for 2022 to screen for all reinsurance treaties with a coal-related premium above 10%.

The Group's approach is to actively support its clients in their own commitments to follow credible transition pathways, helping them attain a net-zero emissions business model. By signing up to the Climate Transition Pathway accreditation framework in October 2021, SCOR also illustrated this ambition. The Climate Transition Pathway (CTP) is an accreditation framework recently launched by Willis Towers Watson that provides insurance companies and financial institutions with a consistent approach to identifying which organizations have robust transition plans aligned with the Paris Agreement. By using the CTP, (re)insurers can consistently identify, engage with and offer solutions to organizations committed to measurable and verifiable change.

In order to meet the NZIA's goal, sector-specific methodologies for tracking emissions will need to be developed. To support its international shipping clients in achieving a zero-emissions future for the industry, SCOR became a founding signatory of the Poseidon Principles for Marine Insurance in December 2021. In doing so, the Group also committed to assessing and disclosing the climate alignment of its hull and machinery portfolios, and to benchmarking them against two trajectories linked to a 50% reduction of annual greenhouse gas emissions by 2050 compared to 2008, and a 100% reduction of emissions by 2050.

Focus on SCOR Specialty Insurance

Over the past few years, SCOR has undertaken several initiatives aimed at further integrating environmental issues into the insurance activities developed by SCOR Specialty Insurance.

In order to submit all other projects to a more rigorous selection process, SCOR Specialty Insurance has adopted an internal assessment procedure for environmental, social and governance criteria for operations closely linked to coal. This is based on a specific scoring grid for each activity subject to this assessment.

The Group's ESG scoring grid for coal extraction therefore comprises thresholds expressed as a percentage of company revenue and has an absolute value in terms of thermal coal produced each year. Other criteria such as coal quality, coal mining trends, compliance with industry standards and ESG rating are also taken into account. Within the electricity generation sector, the Group's ESG scoring grid includes a threshold expressed as a percentage of GWh generated from the use of thermal coal. Other criteria are also examined, such as the technology used, type of coal, ESG rating and the purpose and location of the plant in question.

In addition to the implementation of sectoral guidelines for industries with high coal exposure, the Group integrates other ESG aspects into the SCOR Specialty Insurance underwriting policy. In 2018, the Group confirmed its commitment to exclude the tobacco industry from its business activities on both on the asset and liabilities side. In addition, the Group associated itself with the PSI/WWF/UNESCO declaration on the protection of the world heritage sites.

These exclusions were consolidated into an ESG underwriting guide in 2019. This guide integrates ESG issues specific to certain activities that may present ethical issues in respect of health (e.g. manufacture and distribution of opioids, animal testing), the environment (e.g. palm oil production, dam construction) and human rights (e.g. textiles and forced labor). For the sectors identified, the underwriting teams are invited to include these issues into the "Know Your Customer" procedure. When there are concerns about the ESG quality of proposed cases, teams are required to refer the file to the Specialty Insurance underwriting manager for decision.

Finally, drawing on the methods developed for the purpose of its investments, the Group is testing various techniques designed to assess the overall ESG quality of the business portfolio (e.g. licensing third-party ESG data services such as ISS).

The European Taxonomy

In line with Article 8 of the Taxonomy Regulation (EU 2020/852) and associated Delegated Regulation, SCOR has assessed the share of its (re)insurance activities eligible to the European Taxonomy. In 2021, the eligibility ratio amounts to 61.5%.

SCOR has performed a qualitative assessment to identify its Taxonomy-eligible lines of business, i.e. the lines of business which cover risks stemming from climate-related perils set out in Appendix A of the Climate Delegated Regulation published on June 4, 2021. This assessment is based on two corroborating perspectives namely pricing and claims. Firstly for the lines of business SCOR assesses as eligible, the Group can identify climate-related perils explicitly in its pricing tools. Secondly, from the claims database SCOR can demonstrate that historically claims are incurred for the lines of business considered eligible.

The ratio is based on non-life gross written premiums (GWP) and uses Solvency II lines of business (LoB). Life gross written premiums are excluded from the eligibility ratio as per Annex II of the Climate Delegated Act published on July 6, 2021. It is determined on a Group consolidated basis as per the regulation.

An entire line of business is counted as eligible, so long as part of it provides cover for risks stemming from the eligible climate-related perils.

Regarding SCOR's direct non-life business and proportional reinsurance business, the following two lines of business are considered eligible:

- Marine/aviation/transport (re)insurance;
- Fire and other damage to property (re)insurance.

Regarding SCOR's non-proportional business, the following two lines of business are considered eligible:

- Marine/aviation/transport (re)insurance;
- Property (re)insurance.

The ratio is then calculated as follows:

- The numerator represents the sum of eligible gross written premiums from the four aforementioned direct and proportional and non-proportional lines of business;
- The denominator is the total sum of non-life gross written premiums (sum of direct business gross written premiums and accepted proportional and non-proportional gross written premiums).
- Based on the methodology described above, SCOR's eligible gross written premiums amounted to EUR 5,060 million as of December 31, 2021. Total non-life gross written premiums amounted to EUR 8,229 million as of December 31, 2021.

This first year of eligibility disclosure marks the beginning of a transition period which will lead to the full disclosure of Taxonomy-alignment in 2024. Only a subset of SCOR's eligible business may be considered "aligned" with the conditions of the Taxonomy Regulation and the Climate Delegated Regulation, i.e. "sustainable". While SCOR's eligibility ratio is based solely on SCOR's internal information about the business it underwrites, SCOR's future alignment ratio will need to incorporate information from its insurance partners collected specifically for the purpose of disclosures under the Taxonomy regulation.

6.3.2.2. DEVELOPING PRODUCTS ADDRESSING SPECIFIC ENVIRONMENTAL ISSUES

As illustrated by the strategic orientations set out in the Quantum Leap plan, exclusion policies are not the only way that SCOR strives to take environmental issues into consideration in its core business.

In the field of P&C reinsurance, the Group's strategic plan focuses on issues relating to climate change mitigation through support for the energy transition and adaptation to climate risks. These orientations capitalize on the Group's expertise accumulated in its analysis, modeling and risk transfer activities.

To support the energy transition, SCOR has strengthened its underwriting team in the field of renewable energy and has identified strategic markets in which it plans to develop as part of the plan. In addition, the P&C business unit has created a strategic partnership with Energetic, a start-up that offers credit insurance to protect developers of renewable energy projects against payment default.

SCOR is also committed to developing solutions that contribute to climate risk adaptation. Long involved in multiple government insurance pools covering climate catastrophes, the Group is developing partnerships with development finance institutions that pursue climate change adaptation objectives. In this respect, SCOR, alongside several other (re)insurers associated with the Insurance Development Forum, has committed to supporting the resilience of developing countries in partnership with the United Nations Development Program, and with financial support from the German government. Collaborations with institutions including the World Bank, to provide parametric insurance against climate-related natural disasters in the Philippines, and with the World Food Program to develop livestock insurance for Ethiopian herders, are other recent examples of the Group's commitment to development

6.3.2.3. BUILDING CLIMATE LEADERSHIP THROUGH RESEARCH AND PARTNERSHIP

Research on climate risk management particularly on climate risk modeling techniques and climate risk transfer mechanisms, contributes to a better understanding of and adaptation to climate change challenges.

This institutional commitment to climate change adaptation is backed at the highest level of the Group. SCOR's Chairman has co-chaired the Geneva Association's Extreme Events and Climate Risks working group since May 2015. He is also a member of the Steering Committee of the Insurance Development Forum, a partnership led by the reinsurance industry supported by the United Nations, the World Bank and several other international bodies. Additionally, SCOR is a member of the InsuResilience Global Partnership for Climate and Disaster Risk Finance and Insurance Solutions, an initiative more specifically designed to provide insurance solutions to the most economically vulnerable populations. In addition, SCOR is one of the earliest supporters of OASIS, a not for profit organization funded by private stakeholders developing an open source risk modeling platform designed to provide a better understanding of the impact of climate change on

finance institutions to provide solutions that contribute to resilience. Through these programs, the Group contributes to increasing insurance penetration and to improving the adaptability of insurance beneficiaries. In developing countries, there may be a significant protection gap ⁽¹⁾ and insufficient data to develop compensatory insurance schemes. Parametric insurance schemes, developed in partnership with development finance institutions, offer a solution with financial protection for post-event reconstruction.

Such schemes can also be developed in partnership with other private market players. For example, in 2021, SCOR entered into a partnership with French digital farming company ITK and with Skyline Partners, a parametric insurance specialist based in the UK, to launch an insurance product, "Heat Stress Protect". The product offers dairy farmers and milk collecting companies protection against economic losses due to heat waves. For protecting clients against economic losses due to extreme events in the agriculture field, SCOR intends to capitalize on its ability to share and leverage its industry-recognized expertise to help professionals that are particularly impacted by extreme events such as heat stress.

Finally, the Group has also developed strong expertise in the underwriting of environmental impairment liability (EIL) insurance through its Lloyd's syndicate. SCOR Channel has developed a proprietary rating tool comprising 16 environmental indicators, which informs underwriters about the degree of environmental responsibility of the company seeking EIL coverage. This direct insurance product not only incentivizes insureds to better manage risks by offering reduced premiums to companies with good ratings, it is also a crucial product that helps to restore the environment when it has been damaged by an insured's activities.

extreme events. The Group has also partnered with Climate-KIC, one of the largest public-private partnerships founded to combat climate change. And the Group has joined the European Insurance and Occupational Pensions Authority's working group to discuss how current trends observed can be factored into current natural disaster modeling techniques.

In addition, the natural catastrophe modeling teams within the Group's P&C business unit are trying to factor the latest usable scientific knowledge into the models they use. The natural catastrophe modeling tools used by the P&C business unit to assess insurance risks take account of climate risk both implicitly (e.g. claims activity being used as the basis for calibrating models) and explicitly (e.g. using current estimates of rising sea levels to assess the risk of coastal flooding rather than long-term averages). As a result, current changes in the frequency and severity of the natural risks that SCOR underwrites, whether or not they are related to climate change, are taken into account in the pricing of contracts.

(1) Difference between economic losses in a catastrophe-hit country and what is actually covered by insurance.

The Group's ability to leverage the latest scientific knowledge for its modeling purposes is illustrated, for example, by the implementation of an internal OASIS model for forest fires in California and the development of a new modeling mechanism for floods in China. The P&C business unit has conducted an extensive scenario-based study to quantify the impact of climate change on SCOR's risk

profiles and those of its clients. Its results were presented internally with SCOR's Board of Directors and will be shared externally through a series of five technical newsletters entitled *Modelling climate change for the (re)insurance industry*. The first newsletter was published in November 2021 and serves as a practitioner's guide to extreme event scenario analysis.

6.3.3. THE GROUP'S OPERATIONS

Although reinsurance is not an industrial activity with a significant impact on the environment, SCOR strives to limit the environmental impacts stemming from the management of its operational processes, which include the operation of the buildings it occupies, business travel and, to a far lesser extent, office equipment supply. Through its recent involvement in the act4nature international initiative in November 2021, SCOR has reaffirmed its commitments in this field.

The Group focuses on the following areas:

- environmental quality and certification of offices;

- energy consumption management, and renewable energy use;
- greenhouse gas emissions and voluntary offsetting.

Echoing the French Business Climate Pledge signed for the first time in November 2017, the focus is placed on greenhouse gas emissions, for which the indicative reduction target in terms of intensity has been raised to 30% ⁽¹⁾ by the end of the Quantum Leap strategic plan. After increasing the target in 2018 (30% reduction) from the previous year (15% reduction), the Group has decided to extend its CO₂ emission offsetting program to all the residual emissions measured in this subsection.

6.3.3.1. ENVIRONMENTAL QUALITY AND CERTIFICATION OF OFFICES

With physical locations in approximately 30 countries, SCOR conducts its operations from office buildings of varying sizes that it either owns or rents.

The Group factors environmental considerations into its extension or relocation projects for the offices it owns. It opts for sustainable and eco-responsible construction, and is therefore particularly attentive to obtaining energy efficiency and environmental certifications, whether for design and construction or for renovation. These considerations may be subject to a tradeoff with other criteria such as the location of the office or its availability.

While SCOR takes environmental considerations into account in its extension or relocation projects, the Group also promotes eco-responsible operations by rolling out environmental management systems where possible. Since 2020, the management and maintenance of the Paris offices have been certified ISO 14001. At the end of 2021, 59.5% of the Group's employees falling within the scope of the environmental reporting process were covered by an environmental management system (53.8% in 2020).

6.3.3.2. TOWARDS A MORE RESPONSIBLE CORPORATE CULTURE

Management of energy consumption sources and renewable energy use

The Group pays particular attention to the management of its energy consumption sources and encourages the purchase of energy produced from renewable sources.

The Group consumed close to 13.4 GWh in 2021 to operate the premises occupied by its staff (lighting, heating, cooling – including data centers – and power for operating various equipment). Most of the energy consumed by the Group's sites covered by the environmental survey comes from electricity (64%). Renewable energy now accounts for 67% of electricity purchases compared with 68% in 2020.

Plastic-free policy and the recycling of paper waste

The Group has initiated a program to stop using single-use plastics in several of its offices, particularly the largest ones in terms of staff and size, such as Paris, London, Cologne, Zurich and Singapore. In 2021, the Group set a goal of eliminating plastic at 100% of its directly owned offices by 2025.

In addition among all the waste monitored, SCOR pays particular attention to used paper. The Group ⁽²⁾ measures the weight in kilograms of office paper, newspapers and cardboard sent to recycling. The weight decreased by 44% in 2021 compared to 2020.

(1) Baseline: 2014, scope 1 and 2.

(2) For sites with at least 30 employees.

6.3.3.3. GREENHOUSE GAS EMISSIONS AND VOLUNTARY OFFSETTING

As part of its Quantum Leap strategic plan, SCOR has raised its reduction objective in terms of carbon intensity per employee under the first two scopes of the GHG protocol to 30% by the end of the plan compared to 2014, the baseline year. At the end of 2021, the Group had reached its objective (as it was achieved in 2020) and greenhouse gas emissions were 1 tCO₂ per employee. As part of the next strategic plan set to be announced in 2022, the Group is working on defining a new objective along with a regular review process to assess its progress.

In addition, the Group, which is committed to offsetting all its emissions measured under this subsection, submitted three portfolios of offset projects to a staff vote in 2019. The Group's employees voted to support two projects for conserving forest in Brazil and Ethiopia. The Group has offset all of its emissions since 2019. These carbon credits are not deducted from the greenhouse gas emissions reported below.

	Unit	2021	Coverage ⁽¹⁾	2020	Coverage ⁽¹⁾	2019	Coverage ⁽¹⁾
Scope 1	tCO ₂ eq	403	91%	548	85%	1,281	84%
Scope 2	tCO ₂ eq	2,000	91%	2,193	85%	2,782	84%
Scope 3	tCO ₂ eq	902	97%	6,024	91%	21,160	91%
Related greenhouse gas emissions	tCO ₂ eq	3,304	N/A	8,765	N/A	25,223	N/A

(1) The coverage rates are calculated on the basis of the Hubs' response rates. The number of employees working in the locations surveyed divided by the number of employees working in the entities fully consolidated in the financial statements. Additional information on the scope of reporting can be found in Section 6.10.2 of this statement.

The notable difference in related greenhouse gas emissions between 2020 and 2021 is attributable in particular to the significant decrease (-81%) in business travel due to the Covid-19 pandemic, which accounts for 35% of total CO₂ emissions. The

majority of these emissions (64.9%) are related to energy, which includes electricity (51.3%), heating (10.6%) and air-conditioning (3%). Paper represents a minor source of CO₂ emissions (0.1%).

6.4. SOCIAL AND SOCIETAL IMPACT OF SCOR ACTIVITIES

6.4.1. SOCIAL IMPACT OF PRODUCTS ON HUMAN RIGHTS

SCOR has a zero-tolerance approach to all forms of illegal or unethical behavior. As a member of the United-Nations Global Compact, SCOR is highly committed to respecting human rights in the conduct of its business activities. It publicly reports on the implementation of the Global Compact's commitments on a regular basis. SCOR does not want to be complicit in the violation, or potential violation, of human rights. Furthermore, SCOR in no way supports, condones or tolerates any form of human abuse, servitude, forced labor, compulsory labor, human trafficking, or slavery. These basic human rights violations will not be tolerated within our company nor within any company with whom we are engaged in a business transaction. This commitment is formalized in SCOR's Code of Conduct which is publicly available. It is also reflected in the Group Statement on Slavery and Human Trafficking, published on SCOR's website pursuant to British regulations.

As a member of the Principles for Sustainable Insurance and the Principles for Responsible Investment, SCOR is strongly committed to factoring human rights issues into its insurance and investment activities. These commitments are formalized into:

- the Sustainable Investing Policy which reflects SCOR's commitment to act as a sustainable investor;
- the ESG underwriting guide (2019), which includes instructions to incorporate ESG considerations specific to certain activities that may present ethical human rights issues (e.g. in the textiles industry).

6.4.2. HEALTH AND WELLBEING SOLUTIONS FOR SOCIETY

6.4.2.1. THE IMPACT OF THE COVID-19 PANDEMIC ON THE LIFE INSURANCE INDUSTRY

The pandemic has accelerated the transformation of the Life insurance industry with changing consumer demands and a massive increase in digitalization as demonstrated by the Global Consumer Study published by ReMark in 2021:

- Covid-19 has caused a shift in attitudes toward risk and the value of insurance — a change that's particularly noticeable among those who have contracted the virus. Consumers seem to have a heightened appreciation of the value of insurance and many have increased the level of their life or health insurance cover since the pandemic. Millennials are the generation most likely to have bought life insurance recently, and also the most likely to have purchased multiple products.

- As the world adjusts to the pandemic, people are falling back into their old health habits when it comes to diet and exercise. Health has always been a central concern, but consumers are now noticeably paying more attention to their own health. Knowledge is key in proactively managing health and there has been an increase in regular medical check-ups, as well as a growing interest in using self-service digital tools.
- Indeed, most consumers now prefer to use online services where possible. It is no longer a choice for insurance companies as to whether to invest in digital transformation. They must rethink interactions with customers, from advice through purchasing and claims, delivering fast, simple and smooth online experiences.

6.4.2.2. SCOR'S LIFE BUSINESS

The Group's Life business unit has defined three key areas of focus as part of the "Quantum Leap" strategic plan:

- offering more insurance solutions to reduce the protection gap;
- helping people live longer and healthier lives;
- transforming knowledge into impact.

To achieve these goals, the Group is leveraging its multiple partnerships with academics and innovative companies as well as

the expertise developed by its Life R&D and medical underwriting teams worldwide. SCOR also draws on the expertise of its data scientists and on the expansion of its data pool with the integration of additional external and internal data sources into its infrastructure. All these R&D efforts are then translated into new products and solutions for insureds, developed in partnerships with its clients.

In 2021, the Life business unit offered more than a 100 solutions benefiting populations and brought more protection to more people through:

- The development of solutions for vulnerable populations: among other examples, SCOR co-developed a mortality cover for cancer survivors in Hong Kong, followed by the launch of the first artificial intelligence-based cancer prevention product in Korea in 2020. SCOR offers digital solutions for people with type-II diabetes (first launched in Hong Kong, then in Germany). In November 2020, SCOR also launched VITAE, a new biometric risks calculator which uses machine learning and new sources of data to better serve people in poor health, fueling the development of a more inclusive offering. In October 2021, VITAE was enriched with VITAE breast cancer, which allows most women who have been diagnosed with breast cancer at least five years ago to be eligible for standard premiums (industry standard is after seven years or more). This new calculator takes into account local specificities offering greater accuracy and a more inclusive cover. SCOR has also partnered with Genomic Life in the US to build personalized cancer programs for policyholders.
- SCOR has accelerated the development of digital solutions for a faster and easier purchasing experience with better value for the end consumer. As such, in 2020 SCOR launched a new health insurance platform in Korea, providing a comprehensive offering thanks to a wide network of health and technology providers. Insurance companies that are SCOR's direct clients can use this platform to offer additional services to their end-consumers. With its subsidiary ReMark, SCOR is also pushing to make life insurance easier to purchase through a more accessible digital distribution process.

The Life business unit also develops solutions helping people to live longer and healthier:

- SCOR focuses on the promotion of healthy lifestyles: for example, the Group has developed the Biological Age Model (BAM), an algorithm using physiological data, like sleeping hours, collected thanks to a wearable device, to compute the person's biological age. It encourages people to stay active, thereby reducing some risks related to modern lifestyles. In June 2021, SCOR and its subsidiary ReMark partnered with Humanoo to incorporate SCOR's Biological Age Model (BAM) into Humanoo's mobile health app. Insurers will now be able to expand their health risk prevention offering with a solution that measures the impact of policyholders' physical activity on their life expectancy. The Humanoo platform is structured around three areas: fitness, nutrition and mindfulness. It offers over 3,000 workouts and coaching sessions and an original, motivational reward system.

- The development of new products and solutions that incentivize healthy behaviors and incentivize people to manage their health conditions when they suffer from chronic diseases like diabetes. In 2021, SCOR started a collaboration with the Life Science company Bayer and One Drop, a leader in digital solutions for people living with diabetes and other chronic conditions, to bring One Drop's AI-powered digital health platform to life insurance carriers and policyholders across the United States.
- The development of diagnosis and patient monitoring solutions. For example, SCOR has invested in BioSerenity, a French medical solutions company that aims to optimize the pathways of patients with certain chronic diseases.
- The prevention of mental illness: in June 2021, SCOR Life & Health Ventures invested in ifeel, a Madrid-based startup. This investment is fully aligned with SCOR Global Life's purpose of helping people to live longer and healthier lives. The ifeel platform and related app provides users with peace of mind by providing access to an exhaustive offering tailored to the need of each user, like an online access to a therapist, and mitigating issues linked to mental illness, which have been accelerated by the pandemic.

SCOR Global Life is also sharing its knowledge with society. In order to keep abreast of biometric trends and scientific developments, the Life business unit relies on five communities of expertise known as "chapters" (see Section 1.2.6 – Research and development, patents and licenses), which are used to assess the key factors inherent to mortality, longevity, morbidity and policyholder behavior risks. Biometric risks such as mortality, longevity, disability and long-term care are at the heart of underwriting in Life reinsurance. The chapters enter into many scientific partnerships, such as with the Pierre et Marie Curie University at the Pitié-Salpêtrière Hospital in HIV developments.

More generally, the Life business unit contributes to various research papers and publications in collaboration with universities and scientific research institutes. SCOR also holds regular conferences to share knowledge with society, in particular on progress in breast cancer research.

In the specific context of the Covid-19 pandemic, the Life business unit shared its latest research on Covid-19. SCOR's Data Analytics Solutions (DAS) team developed an SEIR model to forecast the development of the pandemic, and an easy-to-use app that provides key figures and trends relating to the virus.

6.4.3. SUPPORTING RISK RESEARCH AND THE RISK-RELATED KNOWLEDGE-SHARING

Embedded in its *raison d'être*, the Art & Science of risk is at the heart of SCOR's mission. As such, contribution to scientific research is important to understand risks as thoroughly as possible, including risks related to human health and well-being.

The Group set up the SCOR Corporate Foundation for Science to promote scientific research in 2011. With a EUR 1.5 million endowment, the Foundation had been funded by the SCOR Group with a total of EUR 13.8 million in support until the end of 2021. Between 2011 and the end of 2021, the Foundation has devoted EUR 9.17 million to promoting scientific research.

The SCOR Corporate Foundation for Science lends its support to various kinds of risk and (re)insurance-related projects, including university chairs, research projects, conferences and publications. Support for research covers a broad range of social and economic areas: climate risks and their insurability, coastal flood forecasting, natural risks linked to forage crops, risk modelling in general, Alzheimer's disease, pandemics, infectious diseases, emerging infectious diseases, genetic tuberculosis treatment, the prevention of smallpox, the modeling of life expectancy and mortality, meteorite risks, motor insurance throughout the world, pension funds, best practice in terms of risk management, the predictability of earthquakes, behavior following earthquakes, and in 2020, genetic research on COVID-19 and the impact of climate risks on Non-Life insurers.

In 2021, the SCOR Corporate Foundation for Science partnered with the Muséum national d'Histoire Naturelle (MNHN) to conduct a pioneering large-scale study on the risks related to biodiversity loss, under the aegis of the SCOR-MNHN Biodiversity and (Re)insurance Chair, created in 2019. The MNHN is one of the most renowned natural science institutions in the world, with nearly 400 years of research in natural history.

The partnership led to the publication of a report entitled "Biodiversity and Re/insurance: An Ecosystem at Risk", which reviews the links between human activity and biodiversity, examines the risks that biodiversity loss will create for future human activity and explores the opportunities that acting in favor of biodiversity could generate.

SCOR and the SCOR Corporate Foundation for Science also organize Actuarial Awards in Europe (France, Germany, Italy, Spain & Portugal, Sweden, Switzerland and the United Kingdom) and in Asia (Singapore). The Group places great importance on the development of actuarial science and each year awards prizes for the best academic papers in this field.

Additional information about the R&D activities, the SCOR Corporate Foundation for Science, and other research activities is presented in Section 1.2.6 of the Group's Universal Registration Document.

6.5. RESPONSIBLE ADAPTATION TO THE DIGITAL ECONOMY

The Group's strategic plan aims to create the reinsurance company of tomorrow. To this end, the Group's transformation is based on the use of new technologies – such as artificial intelligence, robots, blockchain, big data, multi-cloud and satellite imagery – to innovate, expand its product and services offering and increase its efficiency, for the benefit of its clients throughout the world.

The digitalization of the economy is a source of opportunities for the Group, given the accompanying need for protection and the contribution of new technologies in improving access to insurance and reducing of the protection gap.

Aware of the expectations of its stakeholders in terms of IT security and internal expertise, the Group has developed a security program against cyber risks and strives to offer its employees the means to develop their digital skills.

6.5.1. SUPPORTING THE DIGITALIZATION OF THE ECONOMY AND REDUCING THE PROTECTION GAP

In addition to the new risks that come with the digitalization of the economy, including cyber risk, for which SCOR has developed its own expertise and an underwriting policy proportionate to its risk appetite, new technologies and the data processing they enable, offer new possibilities for reducing the protection gap.

The use of new technologies for this purpose is a dimension developed as part of the Group's strategic plan. The use of these technologies supports the initiatives described in Sections 6.3 and 6.4 of this statement. These include the development of parametric reinsurance solutions as alternatives to indemnity mechanisms, in order to contribute to climate change adaptation strategies, or to develop inclusive insurance products to cover vulnerable populations.

6.5.2. SUPPORTING DIGITAL TRANSFORMATION AT EMPLOYEE LEVEL

SCOR invests in its employees' development and expertise to ensure that the Group is able to seize new opportunities in a sustainable way. In this respect, drawing on the success of its SCOR University concept, the Group focuses on developing employees' knowledge on digital topics, with three objectives: (i) leverage the capabilities provided by collaborative and mobility tools in terms of increasing productivity, (ii) develop the digital culture linked to emerging trends, new methodologies and their impact on wider society and the insurance industry, and (iii) acquire digital expertise and new skills.

This support focuses particularly on the use of collaborative tools, through a set of face-to-face and virtual training courses led by internal experts, and by digitizing the training offering with the launch of the My Learning Platform.

My Learning Platform has become SCOR's one-stop shop for all learning and development programs, and includes:

- LinkedIn Learning which provides unlimited access to 16,000 online courses and video tutorials given by experts and covering technical subjects, business expertise, and professional efficiency;
- a digital language training solution offered by Speexx, available in five languages;
- SCOR-specific content produced by our SCOR experts.

The platform is accessible anytime, anywhere and from any device, and is designed to promote a skills-based and self-driven learning culture.

6.5.3. CYBER SECURITY, A PRIORITY IN THE DIGITAL AGE

Aware of the expectations of its clients and other partners in terms of protection against cyber risks and their consequences, SCOR has developed an IT security policy, supplemented by guidelines and procedures which are implemented across various levels of its organization. This cyber security program was developed by the IT security team, under the responsibility of the Group's Chief Information Security Officer, assisted by the IT Department. The Group IT infrastructure and information security management system are ISO 27001 certified.

Aligned with the Group's business strategy, SCOR's IT strategy focuses on the security of information systems and data protection, and is focused on:

- strengthened security and data protection governance across all levels of the organization;

- the implementation of "security and privacy by design" principles;
- the development of a proactive cyber approach to enhance preventive security means.

The SCOR Group information security policy sets minimum requirements that may be adjusted if further and/or more stringent requirements must be met under local applicable laws or regulations. This policy is based on three key principles:

- support the Group and its development;
- defend the Group;
- promote responsible information security behavior.

In this regard, the Group regularly raises awareness among its staff through security alerts and cyber security training sessions. In addition, the legal and compliance training programs referred to in Section 6.6.1 of this statement include data protection aspects.

The Group's IT system security governance and the related security services and solutions implemented by SCOR are set out in the Group security framework.

Developed by combining best-in class international standards such as NIST, Cobit 5, and the IEC's critical security controls to assess cyber risk mitigation measures, the framework specifies procedures for controlling the security of information systems.

The SCOR security framework details how to detect, log, contain, recover, eradicate and prevent recurrence of IT related incidents. It covers 20 or so areas related to the prevention of cyber risks and their impacts, including malware protection, access management, incident response and management, data protection and data recovery.

In addition, to ensure the continuity and security of IT services, SCOR hosts its most sensitive applications in highly secured SOC2 Type 2 certified data centers. Dual-site architecture with real time data replication ensures the recovery of applications in the event of

a major incident. The Group also carries out intrusion tests in order to assess the security of its systems.

Among the other measures implemented by the Group to protect against cyber risks, and in response to the widespread practice of phishing, SCOR has installed a feature that enables employees to report any suspicious messages to the teams in charge of information system security. When the message is deemed a phishing attempt, the teams take the appropriate steps to block the source of these attempts. In addition, in order to make Group employees aware of this type of threat, the security teams conduct tests by carrying out fake phishing campaigns to help employees become familiar with signs of such activity. The Group has conducted twelve campaigns of this kind since they were first introduced at the end of 2018 (including four in 2021). Due to the increase in phishing attempts during the pandemic, SCOR decided to supplement these exercises with a specific e-learning module that has to be completed by employees that fail the test.

The monitoring of cyber risks displayed on a dashboard that compares the level of identified threats, the level of protection of the systems concerned, and the resulting residual risk. This dashboard is shared with the Risk Committee of the Board of Directors' Risk Committee, and with the Boards of Directors of several local entities.

6.5.4. DATA PRIVACY AND PROTECTION

The United Nations Global Compact, of which SCOR is a member, calls upon the Group to promote and respect the protection of international human rights law and to ensure that it is not a party to any human rights violations.

In light of technological developments, the protection of personal data is a crucial component of the respect for fundamental rights, as illustrated in Article 8 of the EU Charter of Fundamental Rights.

As well as the processing of personal data relating to its employees, SCOR's activities may involve the processing of other personal data, which requires it to comply with regulations relating to personal data protection and privacy, a key component of SCOR's activities. The Code of Conduct defines the key principles related to the protection of personal data and privacy that are mandatory for all employees.

In addition, the General Data Protection Regulation (GDPR) (EU 2016/679) has been in force since May 25, 2018 and constitutes the overarching regulation on data protection in Europe with the objective of making companies accountable for their processing of personal data. While the GDPR is general in nature and does not specifically relate to reinsurance, it nonetheless has a significant impact on SCOR's data processing activities.

In 2018, the Group completed a project designed to ensure compliance with the GDPR's requirements, which led to the implementation of several organizational and technical measures that apply to all units within SCOR.

In accordance with the regulation, the Group appointed a Data Protection Officer who is in charge of building and maintaining a comprehensive data protection framework. The Data Protection Officer works primarily with local compliance teams, legal counsels and IT security teams worldwide.

As part of the global training program for employees, data protection and the GDPR have been included in the training sessions conducted by the legal and compliance teams worldwide. During these sessions, employees are trained on data protection obligations, the GDPR and any local obligations that may be applicable to participants. The training sessions are hands on and include case studies to help participants identify the issues that may arise in the course of their work and the best practices to resolve them.

SCOR adheres to several guidelines and policies that relate to or impact some aspects of privacy and/or data protection:

- the Group data protection policy, which establishes a common minimum standard to be applied by SCOR for processing personal data;
- the Group data breach response Guidelines, which establishes a response process to help staff identify and escalate a potential data breach, to ensure an appropriate and timely company response;
- the Group information security policy, which sets forth SCOR's commitment to IT security and defines IT security governance.

These documents are owned by the Group Data Protection Officer, Group Chief Compliance Officer and Group Chief Information Officer, respectively.

In 2021, two interactive sessions were organized as part of International Data Privacy Day: more than 500 employees around the world participated in the event and the dedicated intranet page (containing information and best practices) received 500 views.

6.5.5. ETHICS AND ARTIFICIAL INTELLIGENCE

SCOR's Code of conduct serves as a reference for employees to understand their legal and ethical obligations toward SCOR's different stakeholders. This reference is also used for artificial intelligence as SCOR is committed to formally integrating these principles into its operations, based on the "ethical guidelines for trustworthy AI" published in April 2019, by the European Commission High-Level Expert Group on Artificial Intelligence. An AI and Compliance policy was approved in 2021 to ensure compliance with these principles. To ensure an efficient and documented implementation, this policy draws on the Risk Management Framework, which now includes a module dedicated to this topic.

An ethics and artificial intelligence policy was approved in 2021 to ensure compliance with these principles. For an effective and documented implementation, this policy is based on the risk management framework which now includes a dedicated module.

6.6. BUSINESS ETHICS

It is SCOR's policy to conduct its business activities in an honest and ethical manner, in line with all applicable laws, its corporate values, its Code of Conduct and its commitment to the United Nations Global Compact notably on combating corruption. SCOR takes a zero-tolerance approach to all forms of corruption (including, but not limited to, bribery and influence peddling).

6.6.1. CODE OF CONDUCT AND COMPLIANCE POLICY

The Group Code of Conduct establishes the key areas of compliance with legal and ethical obligations and the best practices in these areas. The Code addresses important compliance and business ethics issues, such as the rules applicable to business confidentiality, inside information and the acceptance of gifts and invitations. It also underlines the importance of knowing stakeholders ("Know Your Customer – KYC") to comply with anti-money laundering regulations and economic sanction programs.

The Code of conduct is incorporated into the Group's human capital management cycles, including the annual Appraisal and Development Interview, described in Section 6.2.1 of this statement, as well as through training provided to new employees and periodically to existing employees.

Failure to comply with the principles of SCOR's Code of conduct may result in disciplinary action, which could lead to criminal or regulatory proceedings in compliance with the applicable laws. In addition, as per the Group compensation policy and as outlined in Section 6.1.2.3 of this statement, breaches of the Code of conduct could prevent performance shares and stock options from vesting.

The Group compliance policy, inseparable from the Group Code of conduct, defines several principles to support the compliance framework. One of the major principles is a risk-based approach to compliance in accordance with the SCOR Group policy on risk management. This approach consists in identifying compliance risks existing in SCOR's business activities, prioritizing dedicated efforts and resources to manage those risks, taking into account both their severity and probability, and establishing ongoing procedures aimed at preventing, detecting and mitigating these risks.

The Group compliance policy also defines the roles and responsibilities of key stakeholders, in particular the compliance teams. The compliance teams carry-out a risk assessment annually (developed in conjunction with the Group CRO area), the results of which are used as a basis for the annual Group Compliance Plan. This plan is approved by the Executive Committee of SCOR SE annually and is also submitted to the Audit Committee of SCOR's Board of Directors.

The Group compliance policy, together with other compliance-related policies and guidelines, establishes minimum standards applicable throughout the Group. These standards are published in a central repository available to all employees and include the following policies and guidelines:

- Group data protection policy and its related guidelines on data breach response;
- Group policy on anti-bribery and its appendix on corruption risk mapping;

- Group guidelines on sanctions and embargoes and its related guidelines on sanctions screening;
- Group guidelines on anti-money laundering, combating the financing of terrorism and Know-Your-Customer;
- Group guidelines on the management of inside information;
- Group guidelines on trading in SCOR's securities and other public securities;
- Group policy on conflict of interest;
- Group fit & proper policy;
- Group policy on outsourcing;
- Group antitrust policy.

All employees are responsible for ensuring compliance with applicable laws, regulations and policies in their daily duties and for escalating any actual or suspected compliance breach, in line with the Group's guidelines on reporting concerns, which up until early 2019 provided only one channel to securely raise concerns. In order to make it easier for SCOR employees and third parties to raise any relevant concerns, SCOR added in 2019 two more communication channels, for raising alerts online and through an intranet platform.

Through these new channels, the Group's internal and external stakeholders can raise an alert by simply clicking on a link on the SCOR intranet portal or on the Group's website. This enables secure and confidential reporting of concerns at any time and from any location with Internet access. The reporting channels allow users to include attachments to the report and also allow for anonymous reporting. All reports filed through these channels are confidentially routed to the appropriate Hub General Counsel and Hub Compliance Officer and to the Group Chief Compliance Officer, so that they are fully reviewed and investigated.

In order to ensure proper dissemination of the compliance requirements among SCOR employees, and to keep them informed about the latest development on those issues, training sessions for the underwriting, claims handling and accounting departments are regularly held across Hubs. In total, five mandatory training courses on risk management and compliance issues were deployed: business continuity management (2020), fight against harassment and discrimination (2020), anti-corruption (2021), phishing in practice (2020) and the code of conduct (2020).

In parallel, 2021 compliance training activities included 8 training sessions in the Asia-Pacific region, 9 training sessions in the Americas, 32 training sessions in the EMEA region and two e-learning training sessions on the anti-corruption and reporting concerns process. In total 3,134 hours of compliance training was recorded, representing 5.58% of total training hours⁽¹⁾.

(1) See section 6.10.1 – Note on methodology for more information on this indicator.

6.6.2. ANTI-CORRUPTION

As mentioned in the Code of Conduct, SCOR has a zero-tolerance approach to corruption, including active and passive bribery and influence peddling. The Group policy on anti-bribery clearly defines corrupt practices and provides guidance to employees in recognizing and preventing corrupt practices.

In accordance with the French Sapin II law ⁽¹⁾, the Group conducts a thorough risk assessment annually to identify the countries, sectors and activities that, within the context of SCOR's business, expose the Group to a particular risk of corruption, as well as indications of corruption that may be present in any country, sector or activity. The Group Executive Committee approves the methodology, and the risk assessment results are presented to the Board of Directors.

6.6.3. SANCTIONS AND EMBARGOES

It is SCOR's policy to comply with all applicable laws and regulations regarding financial and trade sanctions. In that respect, the Group's compliance teams have developed and implemented a comprehensive framework to ensure the Group's compliance with all applicable laws and regulations in this area. This framework includes:

- a risk-based analysis, differentiated between the Life, P&C and investments business units. This analysis is updated regularly and guides employees as to (1) when the legal team must be consulted, (2) sectors subject to sanctions, such as military and nuclear goods, and (3) when screening is required;
- a risk-based Know-Your-Customer process to assess new business partners;
- a risk-based sanctions screening protocol;
- a clear definition of roles and responsibilities and a dedicated process for escalation, blocking and remediation process if the screening procedure results in an alert.

6.6.4. ANTI-MONEY LAUNDERING, FINANCING OF TERRORISM AND KNOW-YOUR-CUSTOMER

As a reinsurer, SCOR does not typically have any contractual relationships with the underlying insureds of its cedents, and most global anti-money laundering and counter-terrorism financing laws and regulations do not apply to reinsurance. In addition, SCOR's presence in direct P&C insurance business is very limited. As an international financial group, SCOR has a proportionate process to assess and analyze the Group's exposure to money laundering and terrorism financing risks.

This corruption risk assessment also identifies the employees that are most exposed to corruption or fraudulent activity as part of their duties or activities within the Group. As well as reminders sent to all Group employees concerning the need for constant vigilance with respect to compliance with anti-corruption regulations, employees most exposed to this risk receive periodic anti-corruption training. In addition to the 2021 legal and compliance trainings, all SCOR employees have completed a mandatory e-learning module on SCOR's anti-corruption framework.

SCOR has also put in place pop-ups in the technical accounting systems that flag possible corruption activity whenever a transaction is processed relating to a country identified as at-risk in the risk assessment.

The Group continued its work to automate a number of the screening processes in order to enhance them. SCOR already screens its main technical accounting system on a weekly basis and its other databases on a monthly or quarterly basis depending on the nature of the database and the frequency of its updates.

In addition to the above, sanctions and embargoes, are mandatory topics in the legal and compliance training conducted every year. These in-person training sessions are supplemented by a periodic training *via* an e-learning module for employees who may be exposed to economic sanction and embargo issues in the course of their work.

Through a risk-based approach, SCOR has established guidelines on anti-money laundering, combating the financing of terrorism and Know-Your-Customer. The procedures include the identification of business risk indicators by the compliance teams, which are subsequently applied in business risk assessments by each Hub. The minimum Group process may be strengthened depending on regulatory requirements or the risk assessment for certain jurisdictions or activities.

(1) Law on transparency, the fight against corruption and the modernization of economic life.

6.6.5. INSIDER TRADING

Transparency, accountability and credibility in the eyes of our investors are key values for SCOR as a listed company. In this respect, the Group Guidelines on Managing Inside Information clearly prohibit trading in SCOR's securities while in possession of information which, if made public, would be likely to have a significant influence on the share price.

In addition, employees are prohibited from directly or indirectly carrying out any transactions in SCOR's securities during certain sensitive periods that the Group identifies and notifies affected persons about or during any period preceding a significant event affecting SCOR and likely to influence the share price ("blackout periods"). SCOR informs its employees about the need to comply with the rules on insider trading through regular awareness campaigns and reminders in Group communications concerning blackout periods.

6.6.6. TAX

In the course of its activities, the Group does not engage in any artificial structure that lacks corporate purpose or economic substance. The use of tax havens for tax avoidance purposes for offshore business activities is not a practice adopted by the Group. The Group ensures that the pricing of SCOR's intragroup transactions complies with the OECD Transfer Pricing Guidelines and local regulations. Accordingly, SCOR pays its income taxes in the country where the business activities are performed.

Compliance with tax regulations is an integral part of SCOR's operating principles. It is Group policy to comply with the applicable tax laws wherever it operates. The Group Tax Department ensures that the various Group entities comply with the applicable tax laws and regulations wherever they operate. All key entities have a designated tax manager who ensures compliance with the applicable tax obligations. Tax compliance is managed by the business process owners in accordance with the principles governing the Group's internal control system framework.

In line with the Group Code of Conduct, the business process owners concerned must not engage in tax planning or tax schemes that do not reflect economic reality. Internal control processes ensure that a tax analysis is conducted and documented before entering into a transaction. The quarterly tax reporting process provides the Group with a complete analysis of the tax expense for the period as well as the tax account balance in the balance sheet of each Group entity.

Transfer pricing processes ensure a complete review and documentation of the most significant intragroup transactions each year (for which the principal Group entities are required to submit a mandatory transfer pricing report – the "local transfer pricing file" – with their local tax administration every year).

Lastly, other reporting obligations provide further transparency on the Group's operations. Country by Country Reporting provides an overall map of the Group profits, taxes paid and activities carried out by the Group worldwide. Furthermore, the "DAC6" Directive makes the disclosure of potentially aggressive tax schemes compulsory, beginning with transactions which occurred after June 2018.

6.7. CORRESPONDANCE TABLE

This consolidated non-financial performance statement was prepared in accordance with Articles L. 225-102-1 and L. 22-10-36 of the French Commercial Code transposing Directive 2014/95/EU as regards the disclosure of non-financial and diversity information by certain large undertakings and groups.

Unless stated otherwise, this consolidated statement covers SCOR SE and all its fully consolidated subsidiaries, hereinafter "SCOR" or "the Group", except those listed in the Section 6.10 – Note on methodology to this statement.

Table of correspondence with the provisions in Articles L. 225-102-1 and L. 22-10-36 of the French Commercial Code

Informations required by the French Commercial Code	Relevant sections in the Non-Financial Performance Statement (section 6)
1 Business model	Section 6.1.1 – Overview of the Group business model
2 Description of the main risks related to the activity of the company or all companies including, where relevant and proportionate, the risks created by its business relationships, products, or services	Section 6.1.3 – Identification and management of non-financial risks
3 Information about the impact of activities on the respect of human rights, anti-corruption and tax evasion, and the measures adopted by the company to take into account the social and environmental consequences of its activities (description of the policies implemented and the due diligence procedures implemented to prevent, identify and mitigate the risks related to the activity of the company or all companies)	Human rights: <ul style="list-style-type: none"> • Section 6.1.2 – Governance • Section 6.2.2 – Aligning stakeholders' interests and retaining talents through a merit-based compensation policy • Section- 6.2.6 – Fostering social dialogue • Section 6.4.1 – Social and societal impact of SCOR activities • Section 6.5.4 – Data privacy and protection • Section 6.6.1 – Code of conduct and compliance policy Corruption: Section 6.6.2 – Anti-corruption Tax evasion: Section 6.6.6 – Tax
4 Results of the policies implemented by the company or all companies, including key performance indicators	An overview of policies and key performance indicators is presented in Section 6.1.3 – Identification and management of non-financial risks Section 6.2.1 – Developing skills and preparing for future needs Section 6.2.2 – Aligning stakeholders' interests and retaining talent through a merit-based compensation policy Section 6.3 – Environmental impact of SCOR activities Section 6.4 – Social and societal impact of SCOR activities Section 6.5 – Responsible adaptation to the digital economy Section 6.6 – Business ethics
5 Social information (job, work organization, health and security, social relationships, training, equality of treatment)	Section 6.2 – Human capital as a key success factor for the Group
6 Environmental information (general environmental policy, pollution, climate change)	Section 6.3 – Environmental impact of SCOR activities
7 Societal information (societal commitments in favour of sustainable development, subcontractors and suppliers, loyalty of practices)	Section 6.4 – Social and societal impact of SCOR activities
8 Information related to human rights actions	Section 6.1.2 – Governance Section 6.2.2 – Aligning stakeholders' interests and retaining talents Section 6.4.1- Social impact of products on human rights Section 6.5.4 – Data privacy and protection Section 6.6.1 – Code of conduct and compliance policy
9 Information related to the fight against corruption and tax evasion	Corruption: Section 6.6.2 – Anti-corruption Tax evasion: Section 6.6.6 – Tax
10 Collective agreements concluded by the company and their impacts on the company's economic performance and employees' working conditions	Section 6.2.6 – Fostering social dialogue
11 Review of the content of the non-financial statement by the independent third-party body	Section 6.11 – Report by the independent third party on the consolidated non-financial statement included in the management report

The following categories of information, referred to in Article L. 225-102-1 III of the French Commercial Code, have been excluded because of their lack of relevance to the Group's activities:

- circular economy;

- eliminating food waste;
- combating food insecurity;
- animal welfare;
- responsible, fair trade and sustainable food.

6.8. SASB CORRESPONDENCE TABLE

The following correspondence table was drawn up at the request of some of SCOR investors and reflects SCOR's understanding of the well-known framework of the Sustainability Accounting Standards Board and more specifically the Industry Standards Version 2018-10 for the Insurance sector.

Code	Accounting metric	Unit of measure	SCOR source
TRANSPARENT INFORMATION & FAIR ADVICE FOR CUSTOMERS			
FN-IN-270a.1	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers	Reporting Currency	No monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers. For more information on litigation associated with SCOR SE, see section 4.6 Note 26 – Litigation.
FN-IN-270a.2	Complaints-to-claims ratio	Rate	Not applicable, as SCOR is a B2B business and does not have retail consumer complaints about mis-labeling for example.
FN-IN-270a.3	Customer retention rate	Rate	Not applicable, as SCOR is a B2B business.
FN-IN-270a.4	Description of approach to informing customers about products	n/a	No specific description of approach to informing customers about products and services as SCOR is a B2B business. For more information on business ethics at SCOR see section 6.6 – Business ethics
INCORPORATION OF ENVIRONMENTAL, SOCIAL, AND GOVERNANCE FACTORS IN INVESTMENT MANAGEMENT & ADVISORY			
FN-IN-410a.1	Total invested assets, by industry and asset class	Reporting currency	For more information, see sections 1.3.5.5 – Net investment income and investment income on invested assets and section 4.6, Note 8.1 – Insurance business investment by valuation methods.
FN-IN-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment management processes and strategies	n/a	Please refer to "2.2. SCOR's sustainable investing approach" and "2.3. Being a responsible investor" in the 2021 Sustainable Investment Report. See also the Sustainable Investing Policy available on SCOR's website. See section – 6.3.1. Investment activities for more information on sustainable investment processes in which SCOR is involved.
POLICIES DESIGNED TO INCENTIVIZE RESPONSIBLE BEHAVIOR			
FN-IN-410b.1	Net premiums written related to energy efficiency and low carbon technology	Reporting currency	Not available.
FN-IN-410b.2	Discussion of products and/or product features that incentivize health, safety, and/or environmentally responsible actions and/or behaviors	n/a	For more information on sustainable products delivered by SCOR SE, see sections 6.2 – Human capital as a key success factor for the Groupe, 6.3 – Environmental impact of SCOR activities and 6.4 – Social and societal impact of SCOR activities.

Code	Accounting metric	Unit of measure	SCOR source
ENVIRONMENTAL RISK EXPOSURE			
FN-IN-450a.1	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	Reporting currency	Net estimated losses per natural catastrophes are disclosed in section 1.3.5.3 – SCOR Global P&C/ Impact of natural catastrophes. 1 in 200 year single event losses from weather-related natural catastrophes, see slide 131 of Investor Day 2021 presentation. Further information on weather-related risks and their management are also provided in section 3.1 – Main risks and in Section 3.2 – Management of main risks.
FN-IN-450a.2	Total amount of monetary losses attributable to insurance payouts from (1) modeled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)	Reporting currency	For more information on losses due to catastrophes, net of retrocession for the current and previous financial years, see section 1.3.5.3 – SCOR Global P&C.
FN-IN-450a.3	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firm-level risks and capital adequacy	N/A	For more information on the incorporation of environmental risks at SCOR see section 3.1 – Main risks and Chapters 2 and 3 of the 2021 Climate Report.
SYSTEMIC RISK MANAGEMENT			
FN-IN-550a.1	Exposure to derivative instruments by category: (1) total potential exposure to noncentrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives	Reporting currency	For more information on total derivatives financial instruments per category see section 4.6 – Notes to the consolidated financial statements: Note 8.9 – Derivative instruments.
FN-IN-550a.2	Total fair value of securities lending collateral assets	Reporting currency	For information on loans secured against collateral, see section 4.6 – Notes to the consolidated financial statements: Note 8.8 – Loans and receivables. For more information on restrictions on the use of capital at SCOR SE, see section 1.3.6.1 – Capital.
FN-IN-550a.3	Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities	N/A	For more information on liquidity risks at, see section 3.1.5 – Liquidity risks” and section 3.2.6 – Management of liquidity risks.

6.9. TCFD CORRESPONDENCE TABLE

SCOR supports the Task-force for Climate-related Financial Disclosures (TCFD) and the implementation of its recommendations. The table below identifies sections, in the Universal Registration Document providing information aligned with those recommendations.

Additionally, SCOR publishes:

- a Climate Report, which provides more disclosures on SCOR climate-related risks and opportunities, as well as information on how its business model and strategy is resilient to climate risks;
- and a Sustainable Investment Report, presenting the Group’s key achievements and its ongoing endeavors to improve its investment practices- (the abovementioned reports are available on the Company’s website).

TCFD recommendation		Sections providing information
Governance	<ul style="list-style-type: none"> a) Describe the board's oversight of climate-related risks and opportunities b) Describe management's role in assessing and managing climate-related risks and opportunities 	Section 6.1.2 – Governance
Strategy	<ul style="list-style-type: none"> a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term b) Describe the impacts of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning c) Describe the resilience of the organization’s strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario. 	Section 6.1.3 – Identification and management of non-financial risks Section 6.3 – Environmental impact of SCOR activities
Risk management	<ul style="list-style-type: none"> a) Describe the organization’s processes for identifying and assessing climate-related risks. b) Describe the organization’s processes for managing climate-related risks. c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization’s overall risk management. 	Section 6.1.3 – Identification and management of non-financial risks
Metrics & Targets	<ul style="list-style-type: none"> a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process. b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks. c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets. 	Section 6.1.3 – Identification and management of non-financial risks Section 6.3 – Environmental impact of SCOR activities

6.10. NOTE ON METHODOLOGY

6.10.1. HUMAN RESOURCES DATA: METHODOLOGY

6.10.1.1. SCOPE OF DATA COLLECTION

The report covers the 12-month period from January 1, to December 31, of the year under review.

The consolidated human resources data presented in the non-financial performance statement pertain to the entire Group (SCOR— SE and all its consolidated subsidiaries through full integration), which includes SCOR (3,074 employees), ReMark (181 employees), SCOR Channel (139 employees), ESSOR (89 employees), Telemed (46 employees), AgroBrasil (50 employees),

SIP UK Ltd (6 employees), MRM (5 employees), except Château Mondot SAS (25 employees) and Les Belles Perdrix de Troplong Mondot EURL (24 employees).

These entities, all wholly owned subsidiaries of SCOR SE except MRM of which SCOR SE holds 59.9% of the capital, are all managed independently from the Group in terms of human resources (HR policies, processes, rules and frameworks, etc.).

For some indicators, certain entities have been excluded from the scope, as indicated below:

Indicators	Exclusions from the scope
Total headcount	Château Mondot Les Belles Perdrix de Troplong Mondot
Breakdown by gender	Château Mondot
Breakdown by age	Les Belles Perdrix de Troplong Mondot
Turnover rate	MRM
Compensation (fixed compensation, bonus, granted shares)	ESSOR
Share of women in partnership	SIP UK Ltd
Absenteeism rate	AgroBrasil
Community engagement days	Telemed
Number of collective agreements	
Number of training hours (including compliance sessions)	Château Mondot Les Belles Perdrix de Troplong Mondot Telemed

6.10.1.2. METHODOLOGY

Headcount is calculated on the basis of employees registered at December 31, on fixed-term contracts (employment contract signed directly between SCOR and the individual with a defined end date) or permanent contracts (employment contract signed directly between SCOR and the individual for an unlimited period).

The 2021 Group staff turnover rate is calculated as follows: number of permanent contracts departures in 2021 (excluding intercompany transfers)/permanent contract headcount as at December 31, 2020.

Average fixed compensation is calculated as the annual reference compensation paid to employees, prorated to actual hours worked. The average bonus includes the profit-sharing scheme for France and takes into account bonuses equal to zero for unsatisfactory performance. Average shares granted includes persons who have not been allocated shares.

Theoretical working time is the total time per year (calculated in days) that an employee spends at work. This definition is based on the legal approach (or the approach set out in the relevant collective bargaining agreement) and excludes sick leave, maternity leave, sabbatical leave, etc.

The length of absence includes sick leave, injury leave, maternity/paternity leave, sabbatical leave and exceptional leave.

The number of training hours is the total number of hours of training completed by all employees during the year. These training hours are directly managed by SCOR or by an external training organization appointed by SCOR. For group training, the number of hours of training is multiplied by the number of participants. Unlike other human resources performance indicators, the training

hours of interns are included in the number of training hours. They represented 5.4% of the total SCOR headcount in 2021.

The number of hours linked to compliance training sessions is calculated following the same reporting approach as for the number of training hours in general. The training sessions in the scope are: "Compulsory – Anti-Corruption 2021 (EN/FR)", "Compulsory – SCOR Anti-Harassment and Discrimination Americas Module", "Compulsory – SCOR Anti-Harassment and Discrimination Global Module (ENG-FR)" and "Reporting Concerns 2021 (compulsory)". This indicator also excludes MRM, Agrobrasil, ReMark, SIP UK Ltd, Telemed and Essor.

An employee is considered to have a disability when the disability is recognized as such by the relevant body. The disability may be physical or mental or a combination of both. A disability may be present from birth or develop during a person's lifetime.

Days relating to community engagement are calculated on a declarative basis. Within the SCOR for Good program, volunteer employees validate their participation in charity activities with their manager and report their "leave" in the Group's information system. Employees are not asked to provide any proof of their commitment.

Daily checks are performed by the local human resources managers and the Group Human Resources Department to ensure the reliability of information in the Group database. An additional detailed check of the data is performed annually (in December) by the Group HR Department and the local HR managers.

Collective agreements are signed with the aim of generating a positive impact on employee working conditions and on the company's financial performance.

6.10.1.3. LIMITATIONS OF DATA COLLECTION AND RELIABILITY

Definitions of human resources indicators may differ slightly from one country to another. Nevertheless, the SCOR indicators used in the tables below are consistent and meaningful at Group level. Unless otherwise indicated, no estimates are used to calculate these indicators.

6.10.2. ENVIRONMENTAL DATA: METHODOLOGY

6.10.2.1. SCOPE OF DATA COLLECTION

Consolidated data covers a 12-month period, generally from November 1, 2020 to October 31, 2021.

The data pertains to the entire Group (SCOR SE and all its consolidated subsidiaries consolidated through full integration) except Telemed (48 employees), Château Mondot SAS (25 employees) and Les Belles Perdrix de Troplong Mondot EURL (24 employees).

Data was collected on a target scope including all active Group sites with at least 30 employees for all the reporting indicators. This target scope accounts for 90.9% of employees (as of December 31, 2021) of consolidated entities.

The threshold of 30 employees is not applicable for the calculation of the environmental impact due to air travel. Data relating to the use of air travel covers 97.3% of employees of consolidated companies due to the exceptions stipulated above and 100% of those companies were able to report on this indicator.

A summary table has been included in Section 6.3.3.3 – Greenhouse gas emissions and voluntary offsetting, providing an overview of the rate of coverage for a selection of indicators.

6.10.2.2. METHODOLOGY

Energy consumption is expressed in kWh, water consumption in m³, and paper consumption in kg. Some indicators include service providers and other tenants located in the premises occupied by staff managed by the Group.

In addition, the Group consolidates all its forms of energy consumption and presents them as an indicator, expressed in tons of CO₂ equivalent (tCO₂eq). The different energy sources are converted into greenhouse gas emissions centrally using conversion factors taken from the "Base Carbone®" database provided by France's Agency for ecological transition (ADEME), the database on air transportation emissions provided by the United Kingdom's Department for Environment, Food and Rural Affairs (DEFRA), and actual data collected in each Hub. More specifically, the emissions calculated by the Group, based on the "Greenhouse Gas Protocol", cover, to varying degrees, the following scopes:

- "Scope 1": direct emissions from the combustion of fossil fuel. Depending on the SCOR Group site, these emissions are generated by the consumption of fuel (for backup generators) and gas (for heating and the use of vehicle fleets);
- "Scope 2": indirect emissions produced by electricity consumption, steam and cooling systems. For SCOR, most of these emissions result from the generation of purchased electricity and, for some sites, from cooling systems (for air conditioning). For the calculation of greenhouse emissions SCOR only uses a reduced emission factor for renewable energy if a certificate with the conversion factor to be applied is provided for the site in question. As the sources of renewable energy purchased are not always known, SCOR adopts a precautionary approach, using the energy mix of a given country. This approach therefore tends to slightly overestimate the Group's carbon footprint;
- "Scope 3": other indirect emissions. This scope usually includes emissions from the use of offices (so-called depreciation), commuting, business air travel, waste and so on. In this scope, SCOR focuses on air travel (the largest source of emissions) as well as rail travel and paper purchases.

With regards to the source of emissions (opposed to the volume of emissions) within each Scope, the rate of coverage is estimated at around 100% for Scope 1 (within this scope refrigerant fluid may be a significant source of greenhouse gas emissions; volumes are not estimated) and at 100% for Scope 2. The rate of coverage for

6.10.2.3. LIMITATIONS

Due to the unavailability of full-year data for some of the sites, the missing consumption data was estimated by extrapolation. Moreover, depending on the surface area occupied, the information collected encompasses different parameters, in particular with regards to the consolidation or non-consolidation of the energy consumption derived from the use of services located in shared areas of the building. Where SCOR is the sole or main tenant (i.e. more than 50% of the surface area is occupied by the Group's staff), the data includes SCOR's share of energy consumption for the shared area. Below this threshold, this share is not included in the data collected.

Scope 3 is limited to approximately 10% of emissions sources from the management of operational processes. The Group has adopted a pragmatic approach focused on business travel, which offers a more immediate lever and has a significant environmental footprint. Within this scope, the main sources linked to the management of operational processes that are excluded from Group environmental reporting are commuting as well as the so-called depreciation of equipment, property and some services used by the Group, such as outsourced data centers.

The change in the intensity ratio presented in Section 6.3.3.3 covers Scopes 1 and 2 described above and concerns the management of the Group's operational processes.

The Group's main sources of greenhouse gas emissions may also include emissions from investment activities. In this regard, SCOR measures the carbon footprint of its invested assets. For each investment, the data provider, ISS, collects emissions data from several different sources (e.g. CDP and the World Bank). When data is not available, ISS provides an estimate of the carbon footprint based on proprietary methodology. The data used cover Scopes 1 and 2, excluding sovereign bonds for which Scopes 1, 2 and 3 are covered. Then ISS calculates the financed emissions of the portfolio by taking into account SCOR's share in the value of the company, sovereign debt, or a real estate project or infrastructure. The value of financed emissions is calculated and then divided by the market value of the assets concerned in order to calculate the carbon intensity in millions of euros invested.

When used in the Non-financial performance statement, the following concepts have the meaning defined below:

- Greenhouse gases": gaseous constituents of the atmosphere, both natural and anthropogenic, that absorb and emit radiation at specific wavelengths within the spectrum of radiation emitted by the Earth's surface, by the atmosphere itself, and by clouds (IPCC source);
- Carbone neutrality": condition in which anthropogenic CO₂ emissions associated with a subject are balanced by anthropogenic CO₂ removals (IPCC source);
- Net zero emissions": condition in which anthropogenic carbon dioxide (CO₂) emissions are balanced by anthropogenic CO₂ removals over a specified period (IPCC).

Lastly, sites surveyed include other tenants' energy and water consumption and to a lesser extent waste production. Therefore, the environmental impact of the Group is overestimated. Other tenants' employees occupying these sites account for 6.3% of employees of entities consolidated in the financial statements.

6.11. REPORT BY THE INDEPENDENT THIRD PARTY, ON THE CONSOLIDATED NON-FINANCIAL STATEMENT INCLUDED IN THE MANAGEMENT REPORT

This is a free translation into English of the independent third party's report issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional standards applicable in France.

For the year ended December 31, 2021

To the Shareholders,

In our capacity as independent third party, accredited by COFRAC under number 3-1058 (scope available at www.cofrac.fr), and member of the Mazars network of one of the company's Statutory Auditors, we hereby report to you on the consolidated non-financial statement for the year ended December 31, 2021 (hereinafter the "Statement"), included in the Group management report pursuant to the requirements of article L.310-1-1-1 of the French Insurance Code (Code des assurances) referring to article L. 225 102-1 of the French Commercial Code (Code de commerce).

The entity's responsibility

The Board of Directors is responsible for preparing the Statement, including a presentation of the business model, a description of the principal non-financial risks, a presentation of the policies implemented considering those risks and the outcomes of said policies, including key performance indicators.

The Statement has been prepared in accordance with the entity's procedures (hereinafter the "Guidelines"), the main elements of which are presented in the Statement (and on request from the entity's head office).

Independence and quality control

- Our independence is defined by the requirements of article L. 822-11-3 of the French Commercial Code and the French Code of Ethics (Code de déontologie) of our profession. In addition, we have implemented a system of quality control including documented policies and procedures regarding compliance with applicable legal and regulatory requirements, the ethical requirements and French professional guidance.

Responsibility of the independent third party

On the basis of our work, our responsibility is to provide a report expressing a limited assurance conclusion on:

- the compliance of the Statement with the requirements of article R. 225-105 of the French Commercial Code;
- the fairness of the information provided in accordance with article R. 225-105 I, 3° and II of the French Commercial Code, i.e., the outcomes, including key performance indicators, and the measures implemented considering the principal risks (hereinafter the "Information").

However, it is not our responsibility to comment on the entity's compliance with other applicable legal and regulatory requirements, (in particular information required by Article 8 of the EU regulation 2020/852 (green taxonomy), the French duty of care law and anti-corruption and tax avoidance legislation) and on the fairness of information required by article 8 of the EU regulation 2020/852 (green taxonomy) and on the compliance of products and services with the applicable regulations.

Nature and scope of our work

The work described below was performed in accordance with the provisions of articles A. 225-1 et seq. of the French Commercial Code, as well as with the professional guidance of the French Institute of Statutory Auditors ("CNCC") applicable to such engagements, and with ISAE 3000⁽¹⁾:

- we obtained an understanding of all the consolidated entities' activities and the description of the principal risks associated;
- we assessed the suitability of the criteria of the Guidelines with respect to their relevance, completeness, reliability, neutrality and understandability, with due consideration of industry best practices, where appropriate;
- we verified that the Statement includes each category of social and environmental information set out in article L. 225-102-1 III, as well as information provided for in the second paragraph of Article L. 22-10-36 in compliance with human rights, anti-corruption and tax avoidance legislation;
- we verified that the Statement provides the information required under article R. 225-105 II of the French Commercial Code, where relevant with respect to the principal risks, and includes, where applicable, an explanation for the absence of the information required under article L. 225-102-1 III, paragraph 2 of the French Commercial Code;
- we verified that the Statement presents the business model and a description of principal risks associated with all the consolidated entities' activities, including where relevant and proportionate, the risks associated with their business relationships, their products or services, as well as their policies, measures and the outcomes thereof, including key performance indicators associated to the principal risks;
- we referred to documentary sources and conducted interviews to

(1) ISA 3000 – Assurance engagements other than audits or reviews of historical financial information.

NON-FINANCIAL PERFORMANCE STATEMENT

Report by the independent third party, on the consolidated non-financial statement included in the management report

- assess the process used to identify and confirm the principal risks as well as the consistency of the outcomes, including the key performance indicators used, with respect to the principal risks and the policies presented, and
- corroborate the qualitative information (measures and outcomes) that we considered to be the most important ⁽¹⁾; concerning certain risks (risks related to the impact of SCOR's activities on society, risks associated with the digitalization of the economy and data ethics, risks related to business ethics), our work was carried out on the consolidating entity, for the others risks, our work was carried out on the consolidating entity and on a selection of entities ⁽²⁾;
- we verified that the Statement covers the scope of consolidation, i.e. all the consolidated entities in accordance with article L. 233-16 of the French Commercial Code within the limitations set out in the Statement;
- we obtained an understanding of internal control and risk management procedures the entity has put in place and assessed the data collection process to ensure the completeness and fairness of the Information;
- for the key performance indicators and other quantitative outcomes that we considered to be the most important ⁽³⁾, we implemented:
 - analytical procedures to verify the proper consolidation of the data collected and the consistency of any changes in those data;
 - tests of details, using sampling techniques, in order to verify the proper application of the definitions and procedures and reconcile the data with the supporting documents. This work was carried out on a selection of contributing entities and covers between 30% and 58% of the consolidated data relating to the key performance indicators and outcomes selected for these tests;
- we assessed the overall consistency of the Statement based on our knowledge of all the consolidated entities.

We believe that the work carried out, based on our professional judgement, is sufficient to provide a basis for our limited assurance conclusion; a higher level of assurance would have required us to carry out more extensive procedures.

Means and resources

Our work was carried out by a team of 6 people between November 2021 and January 2022 and took a total of 7 weeks.

We conducted a dozen interviews with people responsible for preparing the Statement, representing in particular the Sustainability function, the Communication department, the Human Resources function the Compliance function, and Information Technology.

Conclusion

Based on the procedures performed, nothing has come to our attention that causes us to believe that the consolidated non-financial statement is not presented in accordance with the applicable regulatory requirements and that the Information, taken as a whole, is not presented fairly in accordance with the Guidelines, in all material respects.

(1) HR information: breakdown of associate promotions and appointments by gender.

(2) HR information: Paris, New-York / Headcount at December 31, 2021; Essor, Telemed / Environmental information: Paris, London.

(3) HR information: Headcount at December 31, 2021; Turnover; Total compensation; Average fixed remuneration; Average bonus; Number of meetings with staff representatives; Number of European Committee meetings; Number of collective agreements signed; Number of training hours.; Number of days dedicated to community involvement.

Environmental information: Volume of sorted and recycled paper waste; Energy consumption; Greenhouse gas emissions related to operational processes; CO₂ emission / employee, Carbon intensity by firm value on corporate bonds and equities.

IT Security information: Number of false phishing attempts

Social information: Compliance training hours

Appendices

APPENDIX A

Person responsible for the annual report 344

1. Name and title of person responsible 344
2. Declaration by the person responsible 344

APPENDIX B

Unconsolidated corporate financial statements of SCOR SE 345

1. Significant events of the year 345
2. Balance sheet 347
3. Income statement 349
4. Off-balance sheet commitments 351
5. Notes to the corporate financial statements 352
6. Certification of audit of historical financial information 375

APPENDIX C

Glossary 381

APPENDIX D

Additional information relating to the management report of the Company and the Group – Correspondence table 387

1. Operating and financial review of SCOR SE 387
2. Trends in the SCOR SE share price throughout 2021 390
3. Social and environmental impact of SCOR's activity 390
4. Consequences of respect of human rights, the fight against corruption and fiscal evasion 390
5. Related party agreements 390
6. Additional information provided in the management report of the company and the Group – Correspondence table 391

APPENDIX E

Correspondence table – Delegated regulation (EC) of March 14, 2019 396

APPENDIX F

Annual Financial Report – Correspondence table 399

APPENDIX G

Correspondence table – Information incorporated by reference 400

Appendix A

Person responsible for the annual report

1. NAME AND TITLE OF PERSON RESPONSIBLE

Laurent Rousseau, Chief Executive Officer of SCOR SE.

2. DECLARATION BY THE PERSON RESPONSIBLE

I declare that the information contained in this Universal Registration Document is, to the best of my knowledge, in accordance with the facts and contains no omission likely to affect its import.

I confirm, to the best of my knowledge, that the financial statements have been drawn up in accordance with applicable accounting standards and accurately show the position of the assets and liabilities, the financial position and the net income or loss of the Company and of all businesses and firms included within the scope of the consolidated group, and that the management report, mentioned in Appendix D of this Universal Registration Document, accurately reflects the evolution of the business, the results and the financial position of the Company and of all businesses and firms included within the scope of the consolidated group, and describes the main risks and contingencies which they are faced with.

Chief Executive Officer (CEO)

Laurent Rousseau

Appendix B

Unconsolidated corporate financial statements of SCOR SE

Pursuant to Article 28 of Regulation (EC) No. 809/2004 of the European Commission, the following information is included by reference in this Universal Registration Document:

- (i) the corporate financial statements for the year ended December 31, 2020 and the Statutory Auditors' report pertaining thereto published on pages 313 to 342 and 343 to 348, respectively, of the Universal Registration Document filed with the AMF on March 2, 2021 under number D.21-0084 and from pages 313 to 342 and from pages 343 to 348, respectively, of the free translation into English of the Universal Registration Document filed with the AMF with such translation being available on SCOR's website www.scor.com;
- (ii) the corporate financial statements for the year ended December 31, 2019 and the Statutory Auditors' report pertaining thereto published on pages 302 to 333 and 334 to 337, respectively, of the Registration Document filed with the AMF on March 13, 2020 under number D.20-0127 and from pages 302 to 333 and from pages 334 to 337, respectively, of the free translation into English of the Registration Document filed with the AMF with such translation being available on SCOR's website www.scor.com.

SCOR SE's corporate financial statements for the financial year ended December 31, 2021 are presented below:

1. SIGNIFICANT EVENTS OF THE YEAR

"Significant events of the year" are an integral part of the notes to the corporate financial statements.

In 2021, SCOR SE carried out the following significant transactions:

Incorporation of a new branch in South Africa

On January 1, 2021, the Prudential Authority of South Africa (PA) granted SCOR SE permission to open a branch office in Johannesburg to conduct Life and Non-Life reinsurance business. This new branch took over the business of the South African subsidiary through a business transfer.

Litigation with Spanish court

On February 22, 2021, a Spanish court sanctioned SCOR SE Ibérica Sucursal, a branch of SCOR SE, and a number of other insurance and reinsurance companies for an alleged infringement of article 1 of Law 15/2007, of July 3, 2007, on Competition (the "Competition Act" which prohibits agreements and concerted practices that may have as an object or effect the restriction of competition in the market). The infraction would have consisted in an agreement to set the minimum price and other commercial conditions applied to customers in the market for decennial insurance for constructions in Spain. Pursuant to such decision, SCOR SE was sentenced to pay a fine of EUR 18.6 million. Other insurers and reinsurers were also fined for the same matter.

Call options

During 2021, SCOR SE signed a call option agreement with BNPP allowing SCOR SE to buy its own shares to cover free share plans and stock-option plans in return for payment of a predefined exercise price. Exercise dates for this option run from March 1, 2023 to September 21, 2026. The total number of options is 1,457,106 (950,426 options for free share allocations and 506,680 for stock options). During this year SCOR SE also renegotiated a contract signed in 2019. A premium of EUR 17 million was paid in 2021 and is recorded in other assets.

Capital increases in SCOR Reinsurance Asia Pacific Pte Ltd

SCOR SE carried out two capital increases into SCOR Reinsurance Asia Pacific Pte Ltd during the 2021 financial year: the first, on March 30, 2021 for USD 37 million (EUR 31 million), and the second on June 15, 2021 for SGD 34 million (EUR 21 million).

Sale of SCOR Capital Partners 3 (renamed SV ONE SAS) by SCOR Capital Partners to SCOR SE

On April 25, 2021, SCOR Capital Partners ceded its shares in SCOR Capital Partners 3 to SCOR SE.

On October 20, 2021, SCOR SE increased the entity's capital by EUR 12 million, renamed SV ONE SAS.

Its business purpose is mainly the acquisition and management of shares and securities.

New participation in REVO SPAC

In May 26, 2021, SCOR SE proceeded with a capital injection into REVO SPAC for EUR 15 million and holds 6.73% of the shares.

REVO is a Special Purpose Acquisition Company (SPAC). REVO's objective is to create a leading insurance company focused on specialty lines and parametric risks cover, primarily dedicated to SMEs.

Capital repatriation from the branch in Singapore

On May 27, 2021, the Singapore branch transferred SGD 32 million (EUR 20 million) to SCOR SE.

Capital decrease in the Fiducie

On June 7, 2021, SCOR SE made a withdrawal of USD 16 million (EUR 11 million) from the Fiducie trust as the result of a reduction in its commitments towards Aegon.

Settlement agreement with Covéa

On June 10, 2021, SCOR and Covéa announced the signing of a settlement agreement. Covéa and SCOR wished to restore peaceful relations, based on professionalism and in keeping with their respective independence. The agreement includes the following key points:

- The settlement agreement includes an orderly exit by Covéa from the share capital of SCOR SE. Covéa granted SCOR SE a call option on the shares it holds, at an exercise price of EUR 28 per share and for a period of five years. The option is transferable to any third party designated by SCOR SE so that SCOR SE can organize this exit in its best interests. Covéa will not purchase, directly or indirectly, alone or in concert, for a period of seven years, SCOR SE shares.
- As an indemnity settlement, Covéa agreed to pay to SCOR SE a sum of EUR 20 million, before tax. Covéa and SCOR SE both agreed to an immediate withdrawal of all legal actions and claims linked to the combination proposal made by Covéa in 2018.

Dividend payment

On July 6, 2021, SCOR SE paid a EUR 335 million dividend to its shareholders.

Capital increase into SCOR Global Life Americas Holding by loan conversion

On July 30, 2021, SCOR SE increased its capital in its subsidiary SCOR Global Life Americas Holding by USD 352 million (EUR 297 million) through the conversion into equity of a loan and a treasury advance granted to its subsidiary.

Capital increase in SCOR Real Estate by contribution in kind of SCOR Properties shares

On September 6, 2021, SCOR SE increased its capital in its subsidiary SCOR Real Estate (formerly SCOR Auber) by EUR 115 million by contribution in kind of SCOR Properties shares that it owned.

Capital increases in SCOR Europe SE

SCOR SE carried out two capital increases into SCOR Europe SE: the first, on September 13, 2021 for EUR 15 million, and the second on December 30, 2021 for EUR 30 million.

Issuance of new loan to SCOR Global Life Reinsurance Ireland

On September 30, 2021, SCOR SE granted a new loan of USD 200 million (EUR 176 million) to SCOR Global Life Reinsurance Ireland. The loan replaces a treasury advance.

Repayment of loan granted to SCOR Switzerland AG

On October 20, 2021, SCOR Switzerland AG redeemed the loan granted by SCOR SE of CHF 125 million (EUR 115 million).

Capital increase in SCOR US Corporation

On October 26, 2021, SCOR SE increased its capital in its subsidiary SCOR US Corporation by USD 150 million (EUR 129 million).

Share buy-back program

On October 28, 2021, SCOR SE launched a share buy-back program with an amount up to EUR 200 million. This program will end no later than March 31, 2022 and the Group intends to cancel all the repurchased shares. At the end of 2021, SCOR SE repurchased 4,485,937 shares for an amount of EUR 122 million.

Purchase of SCOR Services UK Ltd to SCOR Switzerland AG

On November 17, 2021, SCOR SE purchased all shares of SCOR Services UK Ltd to SCOR Switzerland AG for GBP 113 million (EUR 135 million) through a loan agreement for the same amount granted by SCOR Switzerland AG to SCOR SE.

Dividends received

During 2021, SCOR SE received EUR 312 million in dividends from its affiliates (EUR 342 million in 2020)

Covid 19

The financial statements include the current assessment of Covid-19 related claim costs incurred in 2021 for SCOR's P&C and Life segments (EUR 113 million and EUR 130 million respectively, net of retrocession and before tax), based on data currently available, information received from cedents to date and the results of models used.

2. BALANCE SHEET

2.1. BALANCE SHEET – ASSETS

<i>In EUR millions</i>		Gross balance	Depreciation, amortization and impairment	2021 Net	2020
Intangible assets	5.2.2	739	(92)	647	638
Investments	5.2.1 & 5.2.9	24,232	(1,434)	22,798	21,194
Real estate investments		612	(1)	611	606
Investments in associates		10,473	(1,428)	9,045	8,377
Other investments		6,529	(5)	6,524	6,277
Cash deposited with ceding companies		6,618	-	6,618	5,934
Investments representing unit-linked contracts	5.2.1	-	-	-	-
Share of retrocessionaires in underwriting reserves	5.2.9	4,614	-	4,614	2,982
Reinsurance reserves (Life)		76	-	76	61
Loss reserves (Life)		44	-	44	54
Unearned premiums reserves (Non-Life)		763	-	763	559
Loss reserves (Non-Life)		3,612	-	3,612	2,284
Other underwriting reserves (Non-Life)		119	-	119	24
Accounts receivable	5.2.5 & 5.2.9	2,591	(12)	2,579	2,084
Accounts receivable from reinsurance transactions		2,381	(11)	2,370	1,882
Other accounts receivable		210	(1)	209	202
Other assets	5.2.2	523	(76)	447	244
Property, plant and equipment		147	(76)	71	80
Cash and cash equivalents		179	-	179	121
Treasury shares		197	-	197	43
Accrued income and deferred expenses	5.2.8 & 5.2.9	618	-	618	449
Due and accrued interests on rental income		41	-	41	42
Deferred acquisition costs – assumed (Non-Life)		376	-	376	303
Reinsurance estimates – assumed		-	-	-	-
Other accruals		201	-	201	104
Bond redemption premiums		-	-	-	-
TOTAL		33,317	(1,614)	31,703	27,591

2.2. BALANCE SHEET – LIABILITIES

<i>In EUR millions</i>		2021	2020
Shareholders' equity and reserves ⁽¹⁾	5.2.3	3,724	4,148
Share capital		1,472	1,471
Additional paid-in capital		663	663
Revaluation reserve		-	-
Legal reserve		-	-
Other reserves		131	131
Capitalization reserve		-	-
Retained earnings		1,503	1,728
Net income for the year		(72)	110
Regulated reserves		27	45
Subordinated liabilities	5.2.4	2,618	2,574
Gross underwriting reserves	5.2.7 & 5.2.9	20,812	17,294
Reinsurance reserves (Life)		3,255	3,139
Loss reserves (Life)		934	909
Unearned premiums reserves (Non-Life)		1,999	1,484
Loss reserves (Non-Life)		12,430	9,764
Other underwriting reserves (Non-Life)		2,175	1,979
Equalization reserves (Non-Life)		19	19
Underwriting reserves for unit-linked contracts			
Contingency reserves	5.2.6	175	207
Cash deposits received from retrocessionaires	5.2.5 & 5.2.9	1,597	1,179
Other liabilities	5.2.4 & 5.2.5 & 5.2.9	2,469	1,946
Liabilities arising from reinsurance operations		1,197	798
Convertible bond issue		-	-
Amounts owed to credit institutions		-	-
Negotiable debt securities issued by the Company		-	-
Other loans, deposits and guarantees received		829	803
Other liabilities		443	345
Deferred income and accrued expenses	5.2.8 & 5.2.9	308	243
Deferred commissions received from reinsurers (Non-Life)		149	121
Reinsurance estimates – Retrocession		-	-
Other accruals		159	122
TOTAL		31,703	27,591

(1) Data for financial years 2021 and 2020 are before appropriation of net income.

3. INCOME STATEMENT

<i>In EUR millions</i>	Gross transactions	Retroceded transactions	2021 net transactions	2020 net transactions
UNDERWRITING ACCOUNT, NON LIFE				
Earned premiums	6,018	(2,405)	3,613	3,098
Written premiums	6,466	(2,578)	3,888	3,120
Change in unearned premiums	(448)	173	(275)	(23)
Allocated investment income	301	-	301	277
Other underwriting income	115	-	115	97
Claims expenses	(5,087)	2,155	(2,932)	(2,255)
Benefits and costs paid	(2,670)	913	(1,757)	(1,994)
Claims reserve expenses	(2,417)	1,242	(1,175)	(261)
Expenses for increasing risk reserves	(185)	93	(92)	(33)
Acquisition and administrative expenses	(1,338)	595	(743)	(776)
Acquisition expenses	(1,319)	-	(1,319)	(1,255)
Administrative expenses	(19)	-	(19)	(44)
Commissions received from reinsurers	-	595	595	523
Other underwriting expenses	(248)	-	(248)	(297)
Change in equalization reserves	-	-	-	3
Change in liquidity reserves	-	-	-	-
NON-LIFE UNDERWRITING INCOME (LOSS)	(424)	438	14	114

<i>In EUR millions</i>	Gross transactions	Retroceded transactions	2021 net transactions	2020 net transactions
UNDERWRITING ACCOUNT, LIFE				
Earned premiums	2,217	(541)	1,676	1,612
Investment revenues	119	-	119	144
Investment income	91	-	91	111
Other investment income	2	-	2	2
Realized gains from investments	26	-	26	31
Unit-linked policy adjustments (capital gain)	-	-	-	-
Other underwriting income	53	-	53	54
Claims expenses	(1,906)	437	(1,469)	(1,592)
Benefits and costs paid	(1,938)	460	(1,478)	(1,564)
Claims reserve expenses	32	(23)	9	(29)
Expenses for Life reinsurance and other underwriting reserves	(84)	14	(70)	249
Life reinsurance reserves	(84)	14	(70)	249
Unit-linked contract reserves	-	-	-	-
Other underwriting reserves	-	-	-	-
Acquisition and administrative expenses	(306)	19	(287)	(346)
Acquisition expenses	(298)	-	(298)	(337)
Administrative expenses	(8)	-	(8)	(27)
Commissions received from reinsurers	-	19	19	18
Investment expenses	(57)	-	(57)	(73)
Internal and external investment management expenses and interest expenses	(33)	-	(33)	(31)
Other investment expenses	(4)	-	(4)	(5)
Realized losses from investments	(20)	-	(20)	(37)
Unit-linked policy adjustments (capital loss)	-	-	-	-
Other underwriting expenses	(129)	-	(129)	(104)
Change in liquidity reserve	-	-	-	-
LIFE UNDERWRITING INCOME (LOSS)	(93)	(71)	(164)	(56)

<i>In EUR millions</i>	2021 net transactions	2020 net transactions
NON-UNDERWRITING ACCOUNT		
Non-Life underwriting income/(loss)	14	114
Life underwriting income/(loss)	(164)	(56)
Investment revenues	694	710
Investment income	528	546
Other investment income	12	11
Realized gains from investments	154	154
Investment expenses	(335)	(358)
Internal and external investment management expenses and interest expenses	(195)	(154)
Other investment expenses	(25)	(23)
Realized losses from investments	(115)	(182)
Gains from transferred investments	(301)	(277)
Other non-underwriting income	-	-
Other non-underwriting expenses	-	-
Non-recurring income/(loss)	38	(4)
Employee profit sharing	(2)	-
Income taxes	(16)	(19)
NET INCOME FOR THE YEAR	(72)	110
NET EARNINGS PER SHARE (IN EUR)	(0.38)	0.59

In the 2020 income statement, the figure for "Other investment income" was presented under "Realized gains from investments", and vice versa. This is correctly presented in the income statement above for 2020 and 2021.

4. OFF-BALANCE SHEET COMMITMENTS

<i>In EUR millions</i>		Related companies	Other	2021	2020
COMMITMENTS RECEIVED	5.3.8	188	4,985	5,173	3,807
Rate swaps		-	-	-	-
Rate and currency swaps (cross-currency swaps)		-	662	662	621
Foreign currency forward purchases		168	1,801	1,969	1,743
Confirmed credit		-	450	450	450
Letters of credit (unused portion)		-	767	767	224
Endorsements and sureties		-	-	-	2
Securities pledged from ceding companies		-	864	864	742
Parental guarantees		-	-	-	-
Lease		20	-	20	25
Equity call option		-	441	441	-
COMMITMENTS GIVEN	5.3.8	10,040	6,992	17,032	15,717
Endorsements, sureties and credit guarantees given		-	30	30	33
Endorsements, sureties		-	30	30	33
Letters of credit		-	-	-	-
Investment securities and assets acquired with commitment for resale		-	-	-	-
Other commitments on investment securities, assets or revenues		295	1,132	1,427	1,573
Rate swaps		-	-	-	-
Rate and currency swaps (cross-currency swaps)		-	617	617	617
Underwriting commitments		176	515	691	830
Trust assets		119	-	119	126
Other commitments given		9,745	5,830	15,575	14,111
Securities pledged to ceding companies		765	2,632	3,397	3,053
Marketable securities pledged to financial institutions		-	262	262	235
Contract termination indemnities		-	-	-	-
Foreign currency forward sales		166	1,764	1,930	1,776
Parental guarantees		8,627	1,159	9,786	8,879
Capital Injection Commitment		63	-	63	-
Lease		124	13	137	168
COLLATERAL RECEIVED FROM RETROCESSIONAIRES		-	947	947	632

Various financial institutions provide sureties for SCOR SE in the form of letters of credit to collateralize SCOR SE's technical liabilities. The total amount that benefits to cedents, not included in the table above, is EUR 647 million as at December 31, 2021 (EUR 697 million in 2020).

5. NOTES TO THE CORPORATE FINANCIAL STATEMENTS

Table of content

5.1. ACCOUNTING POLICIES	353
5.1.1. Intangible assets	353
5.1.2. Investments	353
5.1.3. Property, plant and equipment	354
5.1.4. Accounts receivable	354
5.1.5. Retirement commitments and similar benefits	354
5.1.6. Financial liabilities and subordinated liabilities	354
5.1.7. Recording of reinsurance transactions	355
5.1.8. Underwriting reserves	355
5.1.9. Acquisition costs of reinsurance transactions	356
5.1.10. Transactions conducted in foreign currencies	356
5.1.11. Principles relating to the presentation of the financial statements	356
5.1.12. Derivatives instruments received and given	356
5.1.13. Catastrophe bonds – Derivative instrument	357
5.1.14. Catastrophe bond – reinsurance contract	357
5.1.15. Quota share retrocession agreement	357
5.2. ANALYSIS OF KEY BALANCE SHEET ITEMS	358
5.2.1. Investments	358
5.2.2. Other assets	362
5.2.3. Shareholders' equity	363
5.2.4. Subordinated liabilities and financial liabilities	363
5.2.5. Maturity of assets and liabilities	364
5.2.6. Contingency reserves	365
5.2.7. Gross underwriting reserves	365
5.2.8. Accrued income and deferred expenses	365
5.2.9. Transactions with subsidiaries, affiliates and others	366
5.2.10. Assets – Liabilities by currency	367
5.3. ANALYSIS OF KEY INCOME STATEMENT ITEMS	367
5.3.1. Breakdown of premiums and commissions	367
5.3.2. Analysis of investment income and expenses	368
5.3.3. Analysis of general expenses by type and non recurring income or loss	368
5.3.4. Analysis of income tax	369
5.3.5. Stock options	370
5.3.6. Employee share ownership plans	371
5.3.7. Compensation of the corporate officers	371
5.3.8. Analysis of commitments given and received	372
5.3.9. Post balance sheet events	373
5.3.10. Litigation	374

5.1. ACCOUNTING POLICIES

The corporate financial statements for the year ended December 31, 2021 are presented in accordance with the accounting provisions grouped under title IV of book III of the Insurance Code and with the French standard-setter (*Autorité des normes comptables* – ANC) regulation No. 2015-11 of November 26, 2015 approved by the Order of December 28, 2015, relative to the annual accounts of insurance undertakings, as amended by the ANC regulation No. No. 2018-08 of December 11, 2018 and by ANC regulation No. 2020-11 of December 22, 2020. In the absence of specific provisions in the aforementioned ANC regulation No. 2015-11, the provisions of ANC regulation No. 2014-03 relating to the general accounting plan (*Plan comptable général* – PCG) are applicable.

5.1.1. INTANGIBLE ASSETS

Intangible assets consist of:

- software acquired or created by the Company which is capitalized and amortized over a period ranging from one to five years;
- Non-Life goodwill not amortized;
- Life goodwill relating to the value of life business acquired in mergers is not amortized but impaired if the carrying value is higher than the net present value of the portfolio. An impairment test is performed annually;
- Life goodwill relating to portfolio transfers are amortized. According to Article 214-3, the goodwill is amortized over the useful life or, if this period cannot be reliably determined, over 10 years. But impaired if the carrying value is higher than the net present value of the portfolio. An impairment test is performed annually, in the event of an allocation or reversal of depreciation, the amortization plan should be modified prospectively;
- renewal rights acquired from SCOR Switzerland AG.

5.1.2. INVESTMENTS

Investments are initially recorded at historical acquisition cost, excluding expenses. After initial recognition, investments are valued based on the asset category to which they belong and on the length of time during which they are expected to be held.

Investments in affiliates

Investments in affiliates are initially recorded at historical acquisition cost, including expenses. The fair value of investments in affiliates is an estimated value based on the usefulness of the investment to the Company and on its market value (in light of its actual share price, revalued shareholders' equity, actual results and future outlook).

For active reinsurance companies, the fair value is the revaluated net assets value including the value of Life reinsurance portfolio and the forecasts of future profits in Non-Life reinsurance, net of taxes. For Non-Life segment, the discounted cash flow model comprises an earnings model, which considers forecasted earnings and other financial ratios for the reportable segment over a five-year period. The first two years are based on the assumptions from the Quantum Leap strategic plan and the last three years are extrapolated using a conservative approach based on past experience. Business plans include assessments of gross and net premium expectations, expected loss ratios and expected expense

ratios together with actuarial assumptions such as the coefficient of changes in ultimate net reserves together with assumptions as to the average time to payment of existing reserves and future business. Future cash flows beyond this period are extrapolated using a growth rate of 4%. SCOR uses risk-free interest rates for each currency as well as the Group's estimated weighted average cost of capital of 6.25%, derived from the Group Capital Asset Pricing Model (CAPM) and a risk-free rate based on the currencies used. Covid-19 assumptions have been reflected in the discounted cash flow model and the underlying business plans.

At each reporting date, if the carrying amount of an investment in affiliates is below its historical cost, an analysis is conducted in order to determine if an impairment loss should be recorded. The assumptions and outcome of this analysis, conducted as at December 31, 2021 are detailed in 5.2.1.

For real estate and financial (holding) companies, fair value is calculated as the share of net assets including unrealized gains, net of tax. An impairment provision is recorded on a line-by-line basis when such values are below historical cost.

Equity securities and other variable-income securities

Equity securities and other variable-income securities are recorded at cost, excluding expenses. The realizable value as at the reporting date is determined according to regulation No. 2015-11 dated November 26, 2015 of the French standard-setter (*Autorité des normes comptables* – ANC). For listed securities, it corresponds to the share price at the reporting date. For unlisted securities, fair value is based on net assets.

When the realizable value is more than 20% lower than the initial cost for more than six consecutive months, a detailed line-by-line analysis is performed to determine whether the impairment is permanent. An impairment allowance is recorded on a line-by-line basis for securities which are considered permanently impaired. The impairment allowance is calculated by difference between the net book value and the realizable value equivalent to the market value at the closing date.

Bonds and other fixed-income securities

Bonds and other fixed-income securities are recorded at cost, excluding accrued interest. In compliance with Article 122 – 1 of regulation No. 2015-11 dated November 26, 2015 of the French standard-setter (*Autorité des normes comptables* – ANC), the difference between cost and redeemable par value is amortized to income over the remaining period until maturity using the effective interest rate method.

No impairment is recognized for differences between net book value, as decreased or increased by the amortization of any premium or discount, and realizable value. An impairment provision is recorded only in the event of issuer default.

Other assets

An impairment provision is recorded for loans or other accounts receivable due in more than one year if the fair value is below historical cost.

Cash deposited with ceding companies

Within the framework of reinsurance treaties, the ceding companies can request cash deposits to guarantee the technical provisions ceded to the reinsurer. The receivables representing those cash deposits are recorded in the item "Cash deposited with ceding companies" on the asset side of the balance sheet or in the item "Investments in associates" if the ceding company is an associate company, according to the Reinsurance accounting plan (*Plan comptable assurance*). The remuneration of the cash deposits is contractually stipulated and at each closing date accrued interest on the cash deposited with ceding companies is recorded in the item « Accounts receivable from reinsurance transactions » on the asset side of the balance sheet.

Provision for liquidity risk

A liquidity risk reserve is recorded for the possible need to liquidate assets in order to make immediate payment on major claims. This reserve is included in underwriting reserves and is recorded when the total net book value of investments assets, excluding bonds and other fixed income securities (investments valued according to Article R. 343-9 of the French Insurance Code), exceeds their fair value. Fair value corresponds to the average price calculated over the last thirty days preceding the day of the inventory or, failing that, the market price for listed shares, net asset value for unlisted shares and net realizable value for investments in subsidiaries as described in 5.2.1.

Based on the calculations performed, such reserve was neither required nor recorded in the financial statements for 2021 or 2020.

5.1.3. PROPERTY, PLANT AND EQUIPMENT

Items included in this caption are recorded at their historical cost.

Equipment, furniture and fixtures are depreciated on a straight-line or sliding scale basis depending on their estimated useful lives:

Category	Useful life
Office equipment and furniture	5 to 10 years
General fixtures	10 years
Transport equipment	4 to 5 years

Deposits and security deposits relate primarily to rented facilities.

5.1.4. ACCOUNTS RECEIVABLE

An allowance for bad debts relating to accounts receivable from reinsurance transactions and other receivables is recorded to the extent that recoverability is uncertain.

- For P&C business: the net aging balance is analysed line by line in order to determine if a provision should be booked to remediate to potential non recoverability of receivable (partial or total). The analysis is performed thanks to quantitative and qualitative criteria allowing to make a detailed and complete analysis.

- For Life business: based on an analysis of the aging balance, the division sends out reminders to the overdue debtors. After a certain number of unsuccessful reminders, a provision for bad debts is considered. A provision should be set up when significant evidence is perceptible that all or partial receivable will not be recoverable.

5.1.5. RETIREMENT COMMITMENTS AND SIMILAR BENEFITS

The Company records all liabilities relating to employee benefits on its balance sheet.

- retirement indemnities: employees benefit from additional retirement benefits paid out in the form of lump sum capital upon retirement. The evaluation of these indemnities depends on several factors such as age, years of service and salary;
- senior management pension obligations (Article 39): the valuation of the reserve for senior management pension obligations is based on the following actuarial assumptions:
 - discount rate: 0.90%, defined with respect to high quality long-term corporate bonds with maturities consistent with the duration of the obligations evaluated,
 - updated mortality tables for the various plans, with turnover data for managers and salary increases;
- long-term service awards: CNC ("Conseil national de la comptabilité") Opinion No. 2004-05 dated March 25, 2004 requires the recognition of a provision for long-term service awards as from 2004.

In its Opinion No. 2008-17 dated November 6, 2008 relating to the accounting of stock options and free share allocation plans, the CNC ("Conseil national de la comptabilité") redefined the accounting of such benefits granted to employees and the accounting for impairment of treasury shares held for such plans. In the event of delivery of existing shares, the expense should be recognized over the vesting period if the attribution of the shares is subject to the employee remaining with the Company over the vesting period. Consequently, at each period end, a provision for risk is recorded for the estimated cost (calculated as the difference between the cost to acquire the shares and nil value) to which a prorata is applied from the grant date to the end of the vesting period over the entire vesting period.

5.1.6. FINANCIAL LIABILITIES AND SUBORDINATED LIABILITIES

This caption includes the various subordinated or unsubordinated notes issued by the Company as described in 5.2.4.

Debt issuance costs are amortized over the life of the respective borrowings. Interests on financial liabilities are included in financial expenses.

5.1.7. RECORDING OF REINSURANCE TRANSACTIONS

Assumed reinsurance transactions

Assumed reinsurance is recorded upon receipt of accounts transmitted by ceding companies.

Pursuant to the provisions of Article 152-1 of regulation No. 2015-11 dated November 26, 2015 of the French standard-setter (*Autorité des normes comptables* – ANC), accounts not yet received from ceding companies at the end of the financial year are estimated, in order to better reflect SCOR's reinsurance commitments in the financial statements. This method applies to most contracts underwritten during the current financial year and to prior-year contracts where relevant. Estimates of premiums and commissions not yet received from ceding companies at period end are recorded in the income statement with a consideration in the balance sheet under "Accounts receivable from reinsurance transactions".

Overall, the premiums recorded for the year (premiums reported in the accounts received from cedents and estimated premiums) correspond to the estimated premium expected at the time the policy was underwritten.

Deposits with ceding companies are recorded as assets on the balance sheet.

Estimated claims expenses are recorded in loss reserves.

Retrocession

The retroceded portion of assumed reinsurance, determined in accordance with the treaty terms, is recorded separately from the assumed reinsurance transaction.

The retrocessionaires' share in estimates of assumed premiums and commissions is shown in liabilities under "Liabilities arising from reinsurance operations". Technical provisions ceded to retrocessionaires are shown within assets on the balance sheet.

Cash deposits received from retrocessionaires are shown within liabilities on the balance sheet.

Securities pledged as collateral by reinsurers to guarantee their commitment are presented off balance sheet at their fair value as of the reporting date.

Finite reinsurance

Finite reinsurance treaties, as defined under Article L. 310-1-1 of the French Insurance Code, have to be accounted for under the provisions of regulation No. 2015-11 dated November 26, 2015 of the French standard-setter (*Autorité des normes comptables* – ANC).

As a result:

- the deposit portion of the treaty as well as receivables and liabilities with the ceding company are the only balances recognized on the balance sheet;
- treaty income is fully recognized in financial income.

Risk transfer testing is applied to every newly underwritten treaty as well as during an annual review of contractual conditions, which determines whether a treaty is to be accounted for as a finite reinsurance or standard reinsurance contract transferring significant insurance risk.

Outgoing/incoming Life portfolios

Life premium portfolio entries represent the portion of earned premiums paid at the start of the reinsurance contract and/or the financial year while the underlying risk (written in previous periods) relates to future events.

Portfolio withdrawals and portfolio entries are recorded as outgoing/incoming premium/claim portfolios that offset the cancellation of underwriting reserves pertaining to those commitments.

The following is applicable:

- outgoing or incoming premium portfolios in consideration of the cancellation of unearned premium reserves. These portfolio transfers are included in premiums in the income statement;
- outgoing or incoming claim portfolios in consideration of all other underwriting reserves. These portfolio transfers are included in benefits and costs paid in the income statement.

Outgoing/incoming portfolios Non-Life

Premium portfolio entries based on the accounts of ceding companies offset the risk on accounts managed by accounting year. Non-Life premium portfolio entries represent the portion of unearned premiums paid at the start of the reinsurance contract and/or the financial year while the underlying risk (written in previous periods) relates to current or future periods. Likewise, premium portfolio withdrawals represent the portion of unearned premiums at the end of the financial year and/or of the reinsurance contract. Premium portfolio entries and withdrawals are included in the premium written and are an integral part of premium income.

5.1.8. UNDERWRITING RESERVES

Non-Life business

An unearned premium reserve is calculated either prorata temporis on a contract-by-contract basis or using a statistical method when the results do not differ significantly from the contract-by-contract method.

SCOR determines the amount of loss reserves at the end of the year at a level which covers the estimated amount of its commitments as well as estimated claims management costs for both reported and unreported claims (net of estimated recovery and subrogation). These reserves, which pertain to all claims, reported or unreported, are evaluated on the basis of their undiscounted "ultimate" cost. Ultimate claims expense for a contract is estimated based on statistical experience for similar policies.

Loss reserves, including estimated claims paid, are calculated based on expected results and supplement the information communicated by ceding companies.

Equalisation reserves are calculated according to the French regulation.

Life business

The mathematical reserves for Life reinsurance are submitted by ceding companies and completed by estimates using statistics based on historical data and information provided by business underwriters.

Additionally, estimated claims are included in the provisions for claims payable.

A provision for claims handling expenses was recorded for EUR 10.8 million in 2021.

The Company is required to have adequate reserves to cover its commitments after consideration of estimated investment returns, mortality, morbidity and lapse rates, and other assumptions.

A provision for increasing risk is recorded for long-term care and disability business. This risk increases with the age of the insured although the premiums are typically constant. It is equal to the difference between the discounted values of the respective commitments of the insured and insurer.

The provision for increasing risk is recorded in the item "Other underwriting reserves" as liabilities on the balance sheet.

5.1.9. ACQUISITION COSTS OF REINSURANCE TRANSACTIONS

The costs associated with the acquisition of new Non-Life contracts, essentially commissions, are recorded as assets within the limits of contract profitability. They are amortized over the period of earned premiums.

The acquisition costs of Life reinsurance operations are usually not deferred.

5.1.10. TRANSACTIONS CONDUCTED IN FOREIGN CURRENCIES

Pursuant to the provisions of Article R. 341-7 of the French Insurance Code, foreign currency transactions of the Company are recorded in their original currency. For presentation purposes, balance sheet amounts are converted into euros using the year-end exchange rates or the rate of the closest prior date.

SCOR applies rules relating to the accounting of transactions in foreign currencies by entities subject to the Insurance Code as required by the CRC in its Opinion No. 2015-11 dated November 26, 2015.

Balance sheet positions in foreign currencies

At each reporting date, items in foreign currencies are converted into euros by allocating the underlying transactions as follows:

- transactions relating to assets and liabilities generating a "structural" foreign currency position, primarily investments in subsidiaries and related impairments;
- other transactions generating an "operational" foreign currency position.

Differences relating to the conversion of structural positions are recorded on the balance sheet whereas those relating to operational positions are recorded in income.

Off-balance sheet positions in foreign currencies

The foreign currency differences on off-balance sheet positions (forward financial instruments) and the related accounts represent unrealized foreign currency gains or losses. These differences are recorded in the balance sheet in the accounts "Net translation adjustments" and "Regularization of forward financial instruments", based on the underlying strategy.

The objective of the "Net translation adjustments" balance sheet account is to ensure symmetrical treatment with the accounting of the exchange difference generated by the underlying instrument:

- when the derivative is linked to a structural element, the "Net translation adjustments" account remains on the balance sheet until the structural element is realized;
- when the derivative relates to an investment strategy, the "Net translation adjustments" account remains on the balance sheet until the investment is made;
- when the derivative relates to an operational item, in the context of a strategic divestiture or investment, or the derivative is linked to a non-structural financial liability, the "Net translation adjustments" account is reclassified to income.

Foreign currency hedging strategy is described in 5.3.2.

Differences in interest on forward contracts are recorded over the effective life of the hedged operation.

5.1.11. PRINCIPLES RELATING TO THE PRESENTATION OF THE FINANCIAL STATEMENTS

Allocation of expenses by function

General expenses, previously recorded by type, are allocated to the following five functions: acquisition expenses, claims settlement expenses, administrative expenses, investment portfolio management expenses, and other underwriting expenses.

Life/Non-Life

In the corporate income statement of SCOR SE under French GAAP, the Non-Life segment encompasses personal accident/sickness reinsurance in accordance with Article 410-1 and followings of regulation No. 2015-11 dated November 26, 2015 of the French standard-setter (*Autorité des normes comptables* – ANC). Personal accident/sickness reinsurance is classified in the Life segment in the consolidated financial statements under IFRS.

5.1.12. DERIVATIVES INSTRUMENTS RECEIVED AND GIVEN

The use of and accounting for financial instruments comply with European Directive 2005/68/EC (also known as the Reinsurance Directive), with the French General Statement of Accounting Principles (*Plan comptable général*) of 1982, and with French Decree No. 2002-970 dated July 4, 2002, relating to the use of forward financial instruments by French insurance companies.

Pursuant to CRC Opinion No. 2002-09 dated December 19, 2002, SCOR uses fair value as accounting method for forward contracts, puts and calls on financial instruments forming part of a yield strategy.

Such instruments may include cross-currency swaps, caps and floors, forward currency contracts, puts and calls on equity securities and other rate options.

Income and losses in the form of premiums or interests are recorded on a prorata basis over the life of the contract. Commitments given and received recorded at the reporting date reflect the nominal amount of ongoing transactions.

In case of unrealized loss positions on swaps not defined as a hedging strategy, a provision for loss risks on swaps is recognized.

In the accounts of the Company, those instruments are considered foreign exchange hedging operations.

5.1.13. CATASTROPHE BONDS – DERIVATIVE INSTRUMENT

Atlas IX

On February 10, 2015 SCOR sponsored a catastrophe bond, Atlas IX Series 2015-1, which provides the Group with multi-year risk transfer capacity of USD 150 million for US named storms and US & Canada earthquake events. The issuer of the cat bond, Atlas IX Capital Limited, is a limited liability company created on August 2, 2013. The risk period for Atlas IX 2015-1 runs from February 11, 2015 to December 31, 2018.

On January 13, 2016 SCOR sponsored a catastrophe bond, Atlas IX Series 2016-1, which provides the Group with multi-year risk transfer capacity of USD 300 million for US named storms and US & Canada earthquake events. The risk period for Atlas IX 2016-1 runs from January 13, 2016 to December 31, 2019.

ATLAS Capital Reinsurance 2020 DAC

SCOR has sponsored a new catastrophe bond ("cat bond"), Atlas Capital Reinsurance 2020 DAC, which provides the Group with multi-year risk transfer capacity of USD 200 million to protect itself against storms in the U.S. and earthquakes in the U.S. and Canada. The risk period for Atlas Capital Reinsurance 2020 DAC runs from April 30, 2020, to May 31, 2024.

Atlas Capital UK

Since June 1, 2019 SCOR sponsored a new catastrophe bond, Atlas Capital UK 2019 PLC, which provides the Group with multi-year risk transfer capacity of USD 250 million for US named storms, earthquakes in the US & Canada, and windstorms in Europe. The risk period for Atlas Capital UK 2019 runs from June 1, 2019, to May 31, 2023.

Accounting

The fair value of Cat bond Atlas Capital UK 2019 PLC and Atlas Capital Reinsurance 2020 DAC is presented in "Other receivables" in the balance sheet and the payment of interests in "Other liabilities". The change in fair value is recorded in "Other expenses/ Other operating income".

Cat bonds amortization stands at USD 46 million (EUR 34 million including annual amortization converted as well as foreign exchange impact on opening balance) in 2021 compared to USD 42 million (EUR 46 million including annual amortization converted as well as foreign exchange impact on opening balance) in 2020.

SCOR has not benefited in 2021 of any additional recovery. As a reminder, the recovery in 2020 related to Atlas IX 2015-1 amounted to USD 9 million (EUR 8 million) following the exceptional series of large natural catastrophes that occurred during the year.

The recovery impacts are recognized in other operating income and expenses.

5.1.14. CATASTROPHE BOND – REINSURANCE CONTRACT

Atlas Capital UK

On June 1, 2018, as part of its policy of diversifying its capital protection tools, SCOR sponsored a new catastrophe bond ("cat bond"), Atlas Capital UK 2018 PLC, which provides the Group with multi-year risk transfer capacity of USD 300 million to protect itself against named storms in the U.S., earthquakes in the U.S. and Canada, and windstorms in Europe.

The risk period for Atlas Capital UK 2018 runs from June 1, 2018, to May 31, 2022.

Accounting

In statutory accounts, the contract is accounted for as a reinsurance contract.

5.1.15. QUOTA SHARE RETROCESSION AGREEMENT

Mangrove Insurance PCC Limited – Quota Share Longevity Retrocession Agreement

On December 18, 2019, as part of its policy of diversifying its capital protection tools, SCOR entered into a structured retrocession transaction with Mangrove Insurance PCC Limited, which provides the Group with a multi-year source of retrocessional capacity. The transaction covers longevity risks arising from nine existing in-force reinsurance treaties with clients in the United Kingdom. The risk period for Mangrove Insurance PCC Limited runs from October 1, 2019 until October 1, 2048.

Accounting

The contract has been accounted for as a reinsurance contract.

5.2. ANALYSIS OF KEY BALANCE SHEET ITEMS

5.2.1. INVESTMENTS

Changes in investments

Gross balances

<i>In EUR millions</i>	Opening balances	Impact of foreign exchange on opening balances	Acquisitions creations	Disposals	Closing balances
Land	-	-	-	-	-
Buildings	-	-	-	-	-
Shares in and advances to land and real estate companies	609	-	122	119	612
Investments in affiliates	8,466	-	698	11	9,153
Cash deposited with ceding companies (related and associated companies)	151	4	75	18	212
Loans (related and associated companies)	1,183	41	1,116	1,232	1,108
Other investments	6,289	247	4,537	4,544	6,529
Cash deposited with other ceding companies	5,934	45	649	10	6,618
TOTAL	22,632	337	7,197	5,934	24,232

Depreciation and impairment

<i>In EUR millions</i>	Opening balances	Impact of foreign exchange on opening balances	Increases in allowances for the financial year	Reversals during the financial year	Closing balances
Land	-	-	-	-	-
Buildings	-	-	-	-	-
Shares in and advances to land and real estate companies	3	-	1	3	1
Investments in affiliates	1,423	-	5	-	1,428
Loans (related and associated companies)	-	-	-	-	-
Other investments	12	-	22	29	5
TOTAL	1,438	-	28	32	1,434

Shares in and advances to land and real estate companies

The movements on real estate investments during the year correspond to:

- an increase in SCOR Real Estate shares through the contribution in kind of SCOR Properties shares for a book value of EUR 115 million;
- the purchase of SCOR Immo I shares for a book value of EUR 4 million;
- the purchase of RESIDYS SPPICAV shares for a book value of EUR 2 million;
- the sale of SCPI EURO INVEST.1 shares for a book value of EUR 2 million.

Investments in affiliates

The increase of investments in affiliates during the year is mainly driven by:

- a capital increase in its subsidiary SGLA Holding for USD 352 million (EUR 297 million);
- the acquisition of SCOR Services UK Limited for GBP 113 million (EUR 135 million);
- a capital increase in its subsidiary SCOR US Corporation for USD 150 million (EUR 129 million);
- two capital increases in its subsidiary SCOR Reinsurance Asia Pacific Pte Ltd for SGD 34 million (EUR 21 million) and for USD 37 million (EUR 31 million);
- two capital increases in its subsidiary SCOR Europe SE for EUR 30 million and EUR 15 million.

The decrease in the gross value of investments in affiliates of EUR (4) million mainly consists of:

- reduction in the value of the Trust by a withdrawal of USD 16 million (EUR 11 million) offset by a result of EUR 7 million.

At December 31, 2021, provisions against such investments can be analyzed as follows:

- SCOR Switzerland AG: EUR 1,387 million;
- SCOR P&C Ireland Holding Ltd: EUR 13 million;
- SCOR Services Switzerland: EUR 11 million;
- Revios Canada Holding Corp: EUR 11 million;
- Coya Trust: EUR 4 million.

Cash deposited with ceding companies

At December 31, 2021, cash deposited with ceding companies breaks down are as follows:

- SGL Australia: EUR 121 million;
- SCOR Reinsurance Asia Pacific Australia: EUR 24 million;
- SCOR UK Company Ltd: EUR 23 million;
- SCOR Reinsurance Asia Hong Kong: EUR 16 million;
- SCOR Reinsurance Asia Pacific: EUR 15 million;
- SCOR Perestrakhovaniye O.O.O.: EUR 9 million.

Loans

The change in loans mainly consists of:

- loan granted to SCOR Global Life Reinsurance Ireland for USD 200 million (EUR 176 million);
- loan granted to SCOR US Corporation for USD 150 million (EUR 132 million);
- increase in the cash advance granted to SCOR Real Estate for EUR 56 million;
- increase in the cash advance granted to SCOR GIE Informatique for EUR 50 million;
- new cash advance granted to SGLA Holding Inc for USD 45 million (EUR 40 million);
- the loan granted to SGLA Holding Inc for USD 352 million (EUR 292 million) was fully reimbursed;
- the loan granted to SCOR Switzerland AG for CHF 125 million (EUR 115 million) was fully reimbursed;
- decrease in the cash advance granted to SCOR Life Ireland dac for USD 100 million (EUR 83 million);
- decrease in the cash advance granted to SCOR US Corporation for USD 50 million (EUR 44 million).

Other investments

Other investments of EUR 6,529 million are mainly made up of the following categories:

- bonds and other fixed income securities for EUR 4,267 million;
- mutual fund exclusively invested in fixed-income securities for EUR 1,843 million;
- other shares and other variable income securities for EUR 200 million;
- mutual fund not exclusively invested in fixed-income securities for EUR 143 million;
- deposits with credit institutions for EUR 76 million.

During the year, the change in other investments was mainly due to:

- a net increase in bonds and other fixed income securities for EUR 286 million;
- a net decrease in mutual funds for EUR (27) million;
- a net decrease in fixed deposits for EUR (19) million.

Statement of investments

<i>In EUR millions</i>	Gross value	Net book value	Realizable value	Unrealized gains and losses
1 – Real estate investments and real estate investments in process	612	611	829	218
2 – Shares and other variable-income securities (other than mutual fund units)	9,353	7,925	13,142	5,217
3 – Mutual funds units (other than those in 4)	143	141	174	33
4 – Mutual fund units exclusively invested in fixed-income securities	1,843	1,843	2,047	204
5 – Bonds and other fixed-income securities	4,267	4,264	4,247	(17)
6 – Mortgage loans	-	-	-	-
7 – Other loans and similar bills	1,108	1,108	1,108	-
8 – Deposits with ceding companies	6,830	6,830	6,830	-
9 – Cash deposits (other than those in 8) and security deposits	76	76	76	-
10 – Unit-linked investments	-	-	-	-
Sub-total	24,232	22,798	28,453	5,655
11 – Other forward instruments	-	-	-	-
• Investment or divestment strategy	-	-	-	-
• Anticipation of investment	-	-	-	-
• Yield strategy	138	138	138	-
• Other transactions	-	-	-	-
• Amortization premium/discount	(29)	(29)	(29)	-
12 – TOTAL LINES 1 TO 11	24,341	22,907	28,562	5,655
a) including:	-	-	-	-
• investments valued according to Article R. 343-9	4,075	4,072	4,055	(17)
• investments valued according to Article R. 343-10	20,128	18,697	24,369	5,672
• investments valued according to Article R. 343-13	-	-	-	-
• forward instruments	138	138	138	-
b) including:	-	-	-	-
• investments and forward instruments issued in OECD countries	22,428	21,002	26,453	5,451
• investments and forward instruments issued in non-OECD countries	1,913	1,905	2,109	204

Forward instruments

<i>In EUR millions</i>	Strategy	Maturity	Asset position	Liability position	Gains and losses realized on derivatives	Margin call on collateral
Foreign currency hedging: Forward trades	Yield	less than 1 year	148	118	(63)	-
Foreign currency hedging: Cross currency swaps	Yield	more than 5 years	41	-	2	133
Forward instrument: Cat bond	Yield	between 1 to 5 years	67	-	(34)	-
TOTAL			256	118	(95)	133

Subsidiaries and affiliates

Name (Amounts in EUR millions)	Original currency (in OC)*	Share capital ⁽¹⁾ (in OC)*	Reserves ⁽¹⁾ (in OC)*	Share of capital
A-RELATED ENTITIES: DETAILED INFORMATION				
• SCOR CHANNEL LTD GY1 1GX St Peter Port, Guernesey	EUR	-	1	99.98%
• SCOR UK GROUP LTD LUC 3 Minster Court, Mincing Lane, London EC3R 7DD	GBP	33	(15)	100.00%
• SCOR MANAGEMENT SERVICES IRELAND LTD 6 th floor, 2 Grand Canal Square, Dublin 2	EUR	-	3	100.00%
• SCOR CAPITAL PARTNERS SAS 5 avenue Kléber, 75116 Paris, France	EUR	197	(10)	100.00%
• SCOR REALTY SINGAPORE PTE LTD 160 Robinson Road, SBF Center, Singapore 068914	SGD	18	(9)	83.18%
• SCOR EUROPE SE 5 avenue Kléber, 75116 Paris, France	EUR	67	(1)	100.00%
• SCOR SWITZERLAND ASSET SERVICES AG Claridenstrasse 4, 8002 Zurich, Switzerland	EUR	492	36	100.00%
• SCOR SERVICES SWITZERLAND AG Claridenstrasse 4, 8002 Zurich, Switzerland	CHF	4	13	100.00%
• SCOR SERVICES UK LIMITED 10 Lime Street, EC3M 7AA London, UK	GBP	61	19	100.00%
• SCOR AFRICA LTD 2 nd Floor, West Tower, Maude Street, Nelson Mandela Square, Sandton 2196, South Africa	ZAR	345	(58)	100.00%
• SV ONE SAS 5 avenue Kléber, 75116 Paris, France	EUR	12	-	100.00%
• SCOR REAL ESTATE SAS 5 avenue Kléber, 75116 Paris, France	EUR	398	71	100.00%
• SCOR P&C IRELAND HOLDING LTD 36 Lower Baggot Street Dublin 2 Ireland	EUR	14	-	100.00%
• SCOR INVESTMENT PARTNERS SE 5 avenue Kléber, 75116 Paris, France	EUR	16	18	100.00%
• SCOR PERESTRAKHOVANIYE.O.O.O. 10 Nikolskaya Street, 109012, Moscou, Russian Federation	RUB	809	1,235	100.00%
• FIDUCIE c/o BNP PARIBAS SECURITIES SERVICES, 9 rue du débarcadère, 93500 Pantin France	USD	83	24	100.00%
• MRM 5 avenue Kléber, 75116 Paris, France	EUR	91	(19)	59.90%
• SCOR OPERATIONS 5 avenue Kléber, 75116 Paris, France	EUR	-	-	100.00%
• REMARK GROUP BV World Trade Centre Zuidplein 214, Amsterdam, 1077XV Amsterdam, Pays-Bas	EUR	2	58	100.00%
• SCOR GLOBAL LIFE REINSURANCE IRELAND DAC 28,29 Sir John Rogersons Quay 2 Dublin, Ireland	USD	984	874	100.00%
• SCOR GLOBAL LIFE AUSTRALIA Level 33, O'Connell Street NSW, Sydney NSW 2000, Australia	AUD	145	(21)	100.00%
• SCOR SWITZERLAND AG Claridenstrasse 4, 8002 Zurich, Switzerland	EUR	735	437	100.00%
• SCOR US CORPORATION 199 Water Street, NEW YORK, NY 10038-3526 USA	USD	2,250	(376)	100.00%
• SCOR CANADA REINSURANCE COMPANY BCE Place TD Canada Trust Power 161, Bay Street, Suite 5000 PO Box 615 Toronto, Ontario M5J 2S1	CAD	30	117	100.00%
• SCOR BRASIL PARTICIPACOES LTDA Avenida Paisagista José Silva de Azevedo Neto, 200 – Bloco 4 – Sala 404 Barra de Tijuca – Rio de Janeiro – Brasil	BRL	245	32	100.00%
• REVIOS CANADA HOLDING CORP. LTD c/o Lang Michener, Brookfield Place, 181 Bay street, suite 2500, M51 2T7 Toronto, Canada	CAD	1	38	100.00%
• SCOR GLOBAL LIFE AMERICAS HOLDING INC. 101 South Tryon Street- 28280 Charlotte, USA	USD	1,625	(102)	100.00%
• SCOR REINSURANCE COMPANY ASIA LTD 3201-3210 Shui On Centre, 6-8 Harbour Road, Wanchai, Hong Kong	USD	28	169	100.00%
• SCOR REINSURANCE ASIA PACIFIC PTE LTD 143 Cecil Street, 20-01/GB Building Singapore 69542 Singapour	USD	142	(56)	100.00%
• SCOR SERVICES ASIA-PACIFIC PTE LTD 160 Robinson Road, SBF Center, Singapore 068914	SGD	1	(6)	100.00%
TOTAL A				
B- ENTITIES WITH EQUITY INTEREST				
• In France				
• Other than in France				
TOTAL B				
TOTAL				

(1) Data based on 2021 IFRS accounts.

(2) SCOR guarantees with limits as to the amounts listed above, the underwriting liabilities of its (re)insurance subsidiaries pertaining in particular to their obligations relative to the payment of claims.

* OC: Original Currency.

UNCONSOLIDATED CORPORATE FINANCIAL STATEMENTS OF SCOR SE

Notes to the corporate financial statements

B

Gross book value (in EUR)	Net book value (in EUR)	Loans and advances (in EUR)	Receivables against issuers (in EUR)	Guarantees and pledges given ⁽²⁾ (in EUR)	Revenues ⁽¹⁾ (in OC)*	Net income ⁽¹⁾ (in OC)*	Dividends received (in EUR)
1	1	-	-	-	-	-	-
44	44	-	-	-	-	15	18
-	-	2	1	-	25	1	-
289	289	121	-	-	-	(12)	-
6	6	-	-	-	3	(1)	-
67	67	-	182	89	190	(1)	-
519	519	-	-	-	-	7	-
13	2	-	2	-	86	(3)	-
135	135	-	2	-	85	9	-
24	24	-	56	-	466	261	11
12	12	-	-	-	-	-	-
510	510	88	1	-	-	(1)	-
29	16	-	-	-	-	-	1
15	15	-	4	-	40	5	3
21	21	-	8	7	2,722	(6)	1
131	131	-	-	119	-	7	-
56	56	-	-	-	10	(4)	1
-	-	-	-	-	-	-	-
65	65	5	-	-	23	(1)	-
624	624	177	21	1,293	1,810	25	-
100	100	-	31	261	343	(4)	-
2,877	1,490	-	(18)	2,165	1,213	178	235
1,957	1,957	141	-	-	-	80	-
148	148	-	2	228	340	41	16
65	65	-	-	-	-	-	-
17	6	-	-	-	-	-	-
1,409	1,409	40	-	1,041	-	(16)	-
215	215	-	19	206	128	15	26
317	317	35	37	389	378	(30)	-
1	1	5	1	-	75	8	-
9,667	8,245	614	349	5,798			312
6	6	395	7	124			-
19	18	96	236	4,143			-
25	24	491	243	4,267			-
9,692	8,269	1,105	592	10,065			312

As of December 31, 2021, no affiliate was subject to complementary impairment during the period.

Loans and advances to subsidiaries

As of December 31, 2021, loans and advances granted by SCOR SE to its subsidiaries amounted to EUR 1,105 million, breaking down as follows:

- EUR 393 million with SCOR GIE Informatique;
- USD 200 million (EUR 177 million) with SCOR Global Life Reinsurance Ireland dac;
- USD 160 million (EUR 141 million) with SCOR US Corporation;
- EUR 121 million with SCOR Capital Partners SAS;
- EUR 88 million with SCOR Real Estate;
- USD 75 million (EUR 66 million) with SCOR Reinsurance Company;
- USD 45 million (EUR 40 million) with SGLA Holding Inc;
- USD 40 million (EUR 35 million) with SCOR Reinsurance Asia-Pacific Pte Ltd;
- USD 34 million (EUR 30 million) with SGLA Reinsurance Company;
- SGD 8 million (EUR 5 million) with SCOR Services Asia-Pacific Pte Ltd;
- EUR 3 million with ReMark Group BV;
- USD 3 million (EUR 2 million) with ReMark Group BV;
- EUR 2 million with SCOR Management Services Ireland Ltd;
- USD 2 million (EUR 1 million) with GIE Columbus;
- EUR 1 million with Rehalto.

As of December 31, 2020, loans and advances granted by SCOR SE to its subsidiaries amounted to EUR 1,180 million, breaking down as follows:

- EUR 342 million with SCOR GIE Informatique;
- USD 352 million (EUR 292 million) with SGLA Holding Inc;
- EUR 117 million with SCOR Capital Partners SAS;
- CHF 125 million (EUR 115 million) with SCOR Switzerland AG;
- USD 100 million (EUR 83 million) with SCOR Life Ireland dac;
- USD 75 million (EUR 62 million) with SCOR Reinsurance Company;
- USD 60 million (EUR 50 million) with SCOR US Corporation;
- USD 40 million (EUR 33 million) with SCOR Reinsurance Asia-Pacific Pte Ltd;
- EUR 32 million with SCOR Real Estate;
- USD 34 million (EUR 28 million) with SGLA Reinsurance Company;
- EUR 11 million with ReMark Group BV;
- USD 8 million (EUR 7 million) with ReMark Group BV;
- SGD 8 million (EUR 5 million) with SCOR Services Asia-Pacific Pte Ltd;
- USD 2 million (EUR 1 million) with GIE Columbus;
- EUR 1 million with SCOR Management Services Ireland Ltd;
- EUR 1 million with Rehalto.

5.2.2. OTHER ASSETS

Property, plant and equipment and intangible assets

<i>In EUR millions</i>	Opening balances	Acquisitions/ creations	Disposals	Closing balances
Gross values	860	27	(1)	886
Intangible assets	713	26	-	739
Goodwill	475	20	-	495
Set-up costs	-	-	-	-
Other intangible assets	238	6	-	244
Property, plant and equipment	147	1	(1)	147
Deposits and security bonds	6	-	-	6
Equipment, furniture, fittings and fixtures	141	1	(1)	141
Depreciation, amortization and impairment	(142)	(27)	1	(168)
Other intangible assets (excluding goodwill)	(75)	(18)	1	(92)
Equipment, furniture, fittings and fixtures	(67)	(9)	-	(76)

Treasury shares

As at December 31, 2021, the number of shares held as treasury shares amounted to 5,798,221 shares (3.10% of capital) for a total value of EUR 155,457,307. These shares were acquired in the context of anticipated awards to Company employees and corporate officers as part of share allocation plans.

<i>In EUR</i>	Opening balance	Acquisitions/ creations	Disposals	Closing balance
TREASURY SHARES				
Number	259,567	9,552,735	4,014,081	5,798,221
Amount	7,962,992	253,274,174	(105,779,859)	155,457,307*

* SCOR SE has signed a share option agreement with BNPP and JPM to which a EUR 42 million premium was paid during 2019, 2020 and 2021 and shown on the balance sheet in Treasury shares.

5.2.3. SHAREHOLDERS' EQUITY

The share capital comprising 186,896,376 shares with a par value per share of EUR 7.8769723 amounted to EUR 1,472,177,577 as at December 31, 2021.

<i>In EUR millions</i>	2020 Shareholders' equity before allocation	Income allocation	Other movements during the period	2021 Shareholders' equity before allocation
Capital	1,471	-	1	1,472
Additional paid-in capital	663	-	-	663
Legal reserve	-	-	-	-
Other reserves	131	-	-	131
Retained earnings	1,728	110	(335)	1,503
Net income	110	(110)	(72)	(72)
Regulated reserves	45	-	(18)	27
TOTAL	4,148	-	(424)	3,724

- The EUR 110 million net income for 2020 was allocated to retained earnings.
- The issuance of shares resulting from the exercise of stock options until December 31, 2021 for a total of EUR 7 million was allocated to share capital of the Company for EUR 3 million and to additional paid-in capital for EUR 4 million. The exercise of options resulted in the creation of 356,000 shares.
- During 2021, the Board decided upon a share capital and additional paid-in capital reduction by cancellation of 189,700 treasury shares for a total amount of EUR 6 million, EUR 1.5 million was allocated to share capital and EUR 4.5 million to additional paid-in capital.
- The Article R. 352-1-1 of the Insurance Code does not require the constitution of a legal reserve for companies subject to prudential supervision such as the Company.
- During 2021, the regulated reserves related to the acquisition costs of Converium and Prevoyance Re shares were released for an amount of EUR 18 million.

5.2.4. SUBORDINATED LIABILITIES AND FINANCIAL LIABILITIES

<i>In EUR millions</i>	Maturity	2021		2020	
		Net book value	Fair value	Net book value	Fair value
SUBORDINATED LIABILITIES					
EUR 250 million	Perpetual	251	281	250	283
USD 625 million	Perpetual	557	581	522	553
USD 125 million	Perpetual	111	115	104	110
GBP 18 million	Perpetual	21	21	20	20
EUR 16 million	Perpetual	16	16	16	16
EUR 600 million	06/08/2046	603	661	603	682
EUR 250 million	06/05/2047	253	284	253	292
EUR 500 million	05/27/2048	509	589	509	608
EUR 300 million	09/17/2031	297	293	297	302
TOTAL		2,618	2,841	2,574	2,866

The balance includes EUR 40 million of accrued interest (as at December 31, 2020: EUR 39 million) and EUR (20) million of written premium.

Financial liabilities include:

Subordinated liabilities

- EUR 250 million in fixed rate perpetual subordinated notes was issued on October 1, 2014. The notes are redeemable by SCOR from October 1, 2025 on an annual basis on the interest payment dates. The coupon has been set at 3.875% until October 1, 2025 and will be reset every 11 years at the prevailing 11-year EUR mid-swap rate plus a margin of 3.70% thereafter.
- USD 625 million in fixed rate perpetual subordinated notes was issued on March 13, 2018. The notes are redeemable by SCOR from March 13, 2029 on an annual basis on the interest payment dates. The coupon has been set at 5.25% until March 13, 2029 and will be reset every 5 years thereafter at yield for U.S. Treasury Securities at constant Maturity (for a designated maturity of 5 years) plus the margin of 2.37%. The notes are hedged by a cross-currency swap.
- USD 125 million in fixed rate perpetual subordinated notes was issued on December 17, 2019. The notes are redeemable by SCOR from March 13, 2029 on an annual basis on the interest payment dates. The coupon has been set at 5.25% until March 13, 2029 and will be reset every 5 years thereafter at yield for U.S. Treasury Securities at constant Maturity (for a designated maturity of 5 years) plus the margin of 2.37%. The notes are hedged by a cross-currency swap.

- A subordinated debt of GBP 18 million (EUR 20 million) set up between the UK branch of SCOR and SCOR Holding (UK) Ltd in December 18, 2014, with an interest rate of 4.70%.
- A subordinated debt of EUR 16 million set up between SCOR and SCOR Global P&C Ireland Ltd in December 1, 2014, with an interest rate of 3.875%.
- EUR 600 million in dated subordinated notes was issued on December 7, 2015. The notes are redeemable by SCOR from June 8, 2026 on an annual basis on the interest payment dates. The coupon has been set at 3.00% until June 8, 2026 and will be reset every 10 years at the prevailing 10-year EUR mid-swap rate +3.25%.
- EUR 250 million in dated subordinated notes was issued on June 5, 2015. The notes are redeemable by SCOR from June 5, 2027 on an annual basis on the interest payment dates. The coupon has been set at 3.25% until June 5, 2027 and will be reset every 10 years at the prevailing 10-year EUR mid-swap rate +3.20%.
- EUR 500 million in dated subordinated notes was issued on May 27, 2016. The notes are redeemable by SCOR from May 27, 2028 on an annual basis on the interest payment dates. The coupon was set at 3.625% until May 27, 2028 and will be reset every 10 years at the prevailing 10-year EUR mid-swap rate +3.90% until May 27, 2048, final redemption date.
- EUR 300 million in fixed rate perpetual subordinated notes was issued on September 17, 2020. The notes are redeemable by SCOR on an annual basis on the interest payment dates. The coupon has been set at 1.375% until September 17, 2031 and will be reset every 10 years.

For 2021, SCOR SE recognized EUR 20 million in financial income from loans with related companies and EUR 11 million in interest expenses on borrowings with related companies.

5.2.5. MATURITY OF ASSETS AND LIABILITIES

The maturity of assets and liabilities at December 31, 2021 is as follows:

In EUR millions	2021				2020
	Total	Less than 1 year	1 to 5 years	More than 5 years	Total
ACCOUNTS RECEIVABLE	2,591	2,591	-	-	2,097
Accounts receivable from reinsurance transactions	2,381	2,381	-	-	1,894
Other accounts receivable	210	210	-	-	203
Employee and other related receivable	-	-	-	-	-
Taxes and related receivable	118	118	-	-	86
Receivables on related companies and other affiliates	42	42	-	-	32
Other	50	50	-	-	85
ACCOUNTS PAYABLE	6,684	4,106	-	2,578	5,699
Subordinated liabilities	2,618	40	-	2,578	2,574
Cash deposits received from retrocessionaires	1,597	1,597	-	-	1,179
Other liabilities	2,469	2,469	-	-	1,946
Liabilities arising from reinsurance operations	1,197	1,197	-	-	798
Other loans, deposits and guarantees received	829	829	-	-	803
Employee and other related payable	52	52	-	-	41
Taxes and other related payable	84	84	-	-	52
Payables on related companies and other affiliates	75	75	-	-	88
Other	232	232	-	-	164

The item "Reinsurance estimates – assumed" is presented in "Accounts receivable from reinsurance transactions", whereas the item "Reinsurance estimates – ceded" is presented in "Liabilities arising from reinsurance operations".

The breakdown of the reinsurance estimates – assumed is as follows as at December 31, 2021:

- reinsurance estimates – assumed – Life (EUR (81) million) includes premiums estimates for EUR 877 million, commissions payable for EUR (250) million, claims payable amounting to EUR (783) million, and EUR 75 million of accrued interest on the cash deposit;
- reinsurance estimates – assumed – Non-Life (EUR 1,248 million) includes premiums estimates for EUR 2,496 million, EUR (569) million of commissions payable, claims payable for EUR (732) million and EUR 53 million of accrued interest on the cash deposit.

The others loans, deposits and guarantees received consist of:

- debt of the German branch for EUR 14 million (EUR 15 million as of December 31, 2020);
- debt of the Japanese branch for EUR 2 million;
- loans granted to SCOR SE by its subsidiaries for EUR 811 million. Their breakdown as of December 31, 2021 is as follows:

- EUR 231 million with SCOR Switzerland Asset Service AG,
- EUR 170 million with SCOR Life Ireland dac,
- EUR 159 million with SCOR Switzerland Asset Service AG,
- EUR 133 million with SCOR Switzerland AG,
- EUR 113 million with SCOR Life Ireland DAC,
- EUR 6 million with SCOR Investment Partners SE.

As of December 31, 2020, the breakdown was as follows:

- EUR 292 million with SCOR Life Ireland dac,
- EUR 231 million with SCOR Switzerland Asset Service AG,
- EUR 159 million with SCOR Switzerland Asset Service AG,
- EUR 5 million with SCOR Investment Partners SE.

5.2.6. CONTINGENCY RESERVES

Gross balances

<i>In EUR millions</i>	Opening balance	Increase	Use over the period	Reversal without use	Closing balance
Retirement provisions	126	10	(16)	-	120
Free share allocation plans	31	20	(18)	-	33
Long service awards	-	-	-	-	-
Other provisions	50	5	(19)	(14)	22
TOTAL	207	35	(53)	(14)	175

Contingency reserves amount to EUR 175 million and consist of:

- EUR 120 million in reserves for post-employment benefits, of which EUR 57 million for retirement provisions and EUR 63 million for supplementary retirement;
- EUR 33 million for free share allocation plans with the following maturities: EUR 17 million at 2022, EUR 12 million at 2023, EUR 4 million at 2024 and beyond;
- EUR 22 million in other provisions, of which EUR 17 million of tax provisions.

5.2.7. GROSS UNDERWRITING RESERVES

<i>In EUR millions</i>	2021	2020	2019
Reinsurance reserves (Life)	3,255	3,139	3,437
Loss reserves (Life)	934	909	876
Unearned premiums reserves (Non-Life)	1,999	1,484	1,552
Loss reserves (Non-Life)	12,430	9,764	9,932
Other underwriting reserves (Non-Life)	2,175	1,979	1,951
Equalization reserves (Non-Life)	19	19	22
GROSS UNDERWRITING RESERVES	20,812	17,294	17,770

As at December 31, 2021, the gross underwriting reserves amount to EUR 20,812 million, increasing by EUR 3,518 million compared to 2020.

For the Life business, the increase of EUR 543 million is mainly driven by the increase in outstanding loss reserves for EUR 232 million, mainly in Cologne (EUR 171 million) and Zurich (EUR 99 million) branches, the increase in other underwriting reserves for EUR 196 million, in particular for SCOR SE Paris (EUR 133 million) and Beijing branch (EUR 93 million), and the increase in assumed mathematical reserves for EUR 116 million, of which Cologne branch (EUR 115 million).

The gross technical reserves (Non-Life) increase by EUR 2,975 million. This variation is explained by the increase in outstanding loss reserves for EUR 2,459 million, mainly in SCOR SE Paris (EUR 1,358 million), Cologne (EUR 378 million) and Zurich (EUR 256 million) branches, and in assumed unearned premium reserves for EUR 516 million, mainly for SCOR SE Paris (EUR 274 million), Zurich (EUR 80 million) and Beijing (EUR 78 million) branches.

The gross outstanding loss reserves related to natural catastrophes represent approximately EUR 1,677 million, mainly related to climatic events that affected Europe and the United States and mainly affected SCOR SE Paris (EUR 1,091 million), Cologne (EUR 343 million) and Zurich (EUR 169 million).

5.2.8. ACCRUED INCOME AND DEFERRED EXPENSES

The analysis of accrued income and deferred expenses at December 31, 2021 is as follows:

<i>In EUR millions</i>	Assets		Liabilities	
	2021	2020	2021	2020
Due and accrued interests on rental income	41	42	-	-
Deferred acquisition costs – Non-Life	376	303	-	-
Deferred commissions received from reinsurers	-	-	149	121
Other accruals	201	104	159	122
TOTAL	618	449	308	243

The breakdown of other accruals mainly consists of, as at December 31, 2021:

- foreign exchange derivative instruments for EUR 148 million, cross-currency swaps for EUR 41 million and premium/discount for EUR 12 million as assets;
- foreign exchange derivative instruments for EUR 118 million and premium/discount for EUR 41 million as liabilities.

5.2.9. TRANSACTIONS WITH SUBSIDIARIES, AFFILIATES AND OTHERS

In EUR millions	2021				2020			
	Related companies	Other affiliates	Other	Total	Related companies	Other affiliates	Other	Total
ASSETS (GROSS)								
Investments	11,089	51	13,092	24,232	9,927	32	12,673	22,632
Investment properties	580	-	32	612	56	-	553	609
Shares other than variable — income securities and bonds	9,190	51	6,441	15,682	8,538	32	6,092	14,662
Loans	1,107	-	1	1,108	1,182	-	94	1,276
Cash deposits with ceding companies	212	-	6,618	6,830	151	-	5,934	6,085
Share of retrocessionaires in underwriting reserves	2,949	-	1,665	4,614	2,169	-	813	2,982
Accounts receivable	593	-	1,998	2,591	494	-	1,603	2,097
Accounts receivable from reinsurance transactions	543	-	1,838	2,381	428	-	1,466	1,894
Other accounts receivable	50	-	160	210	66	-	137	203
Other assets	196	-	327	523	43	-	268	311
Accrued income and deferred expenses	60	-	558	618	42	-	407	449
Accrued interests and rent	6	-	35	41	5	-	37	42
Deferred acquisition costs — assumed (Non-Life)	53	-	323	376	37	-	266	303
Other assumed reinsurance transactions	-	-	-	-	-	-	-	-
Other accruals	1	-	200	201	-	-	104	104
EQUITY AND LIABILITIES								
Subordinated liabilities	37	-	2,581	2,618	36	-	2,538	2,574
Gross underwriting reserves	2,984	-	17,828	20,812	2,228	-	15,066	17,294
Contingency reserves	-	-	175	175	-	-	207	207
Cash deposits received from retrocessionaires	1,301	-	296	1,597	1,093	-	86	1,179
Other liabilities	1,163	-	1,306	2,469	1,023	-	923	1,946
Liabilities arising from reinsurance operations	284	-	913	1,197	151	-	647	798
Financial liabilities	815	-	14	829	789	-	14	803
Other creditors	64	-	379	443	83	-	262	345
Deferred income and accrued expenses	139	-	169	308	112	-	131	243
Deferred commissions received from reinsurers (Non-Life)	138	-	11	149	111	-	10	121
Reinsurance estimates — retrocession	-	-	-	-	-	-	-	-
Other accruals	1	-	158	159	1	-	121	122

In EUR millions	2021				2020			
	Related companies	Other affiliates	Other	Total	Related companies	Other affiliates	Other	Total
Other accounts receivable	50	-	160	210	66	-	137	203
Accounts receivable for Atlas Cat bonds	-	-	67	67	-	-	100	100
Cash advances granted	5	-	-	5	16	-	-	16
Transfer pricing receivables	42	-	-	42	32	-	-	32
Miscellaneous	3	-	93	96	18	-	37	55
Other debts	64	-	379	443	83	-	262	345
Derivative instrument liabilities for Atlas Cat bonds	-	-	76	76	-	-	109	109
Cash advances granted	2	-	-	2	5	-	-	5
Transfer pricing payables	59	-	-	59	72	-	-	72
Miscellaneous	3	-	303	306	6	-	153	159

5.2.10. ASSETS – LIABILITIES BY CURRENCY

<i>In EUR millions</i>				
Currency	Assets 2021	Liabilities 2021	Surplus 2021	Surplus 2020
Euro	16,970	20,171	(3,201)	(2,940)
US dollar	8,267	5,511	2,756	2,454
Pounds sterling	1,308	1,330	(22)	32
Swiss franc	246	183	63	116
Japanese yen	168	236	(68)	(176)
Australian dollar	331	239	92	69
Yuan	1,658	1,355	303	263
New-Zealand dollar	61	72	(11)	(12)
Other currencies	2,694	2,606	88	194
TOTAL	31,703	31,703	-	-

5.3. ANALYSIS OF KEY INCOME STATEMENT ITEMS

5.3.1. BREAKDOWN OF PREMIUMS AND COMMISSIONS

Breakdown of written premiums by geographical area

<i>In EUR millions</i>	2021	2020
France	1,296	998
North America	695	585
South America	215	180
Far East	1,690	1,360
Europe	3,953	3,383
Africa	56	21
Rest of the world	777	624
TOTAL	8,682	7,151

Portfolio development

<i>In EUR millions</i>	2021			2020		
	Prior years	2021	Total	Prior years	2020	Total
Premiums	887	7,723	8,610	650	6,507	7,157
Portfolio entries	(57)	207	150	16	140	156
Portfolio transfers	66	(144)	(78)	16	(178)	(162)
Movements	9	63	72	32	(38)	(6)
TOTAL	896	7,786	8,682	682	6,469	7,151

Change in commissions

<i>In EUR millions</i>	2021	2020
Commissions – assumed	1,654	1,447
Commissions – retroceded	(616)	(540)
TOTAL	1,038	907

5.3.2. ANALYSIS OF INVESTMENT INCOME AND EXPENSES

In EUR millions	2021			2020		
	Related companies	Other	Total	Related companies	Other	Total
Revenues from securities	336	6	342	359	9	368
Revenues from other investments	45	232	277	43	247	290
Other revenues	-	14	14	3	8	11
Realized gains	-	180	180	(1)	187	186
Total investment income	381	432	813	404	451	855
Management and financial costs	44	185	229	51	134	185
Other investment expenses	-	29	29	-	27	27
Realized losses	-	134	134	8	211	219
TOTAL INVESTMENT EXPENSES	44	348	392	59	372	431

Dividends received from subsidiaries amount to EUR 312 million, mainly include SCOR Switzerland AG (EUR 235 million), SCOR Reinsurance Company (Asia) Ltd (EUR 26 million), SCOR UK Group Limited (EUR 18 million), SCOR Canada Reinsurance Company (EUR 16 million), SCOR Africa Limited (EUR 10 million) and SCOR Investment Partners SE (EUR 3 million).

Dividends received from Mutual funds amount to EUR 17 million.

Foreign currency transactions

Foreign exchange income amounts to a EUR 3 million gain in 2021 compared to a EUR 11 million gain in 2020.

Foreign currency hedging strategy

The corporate financial statements are prepared in original currencies and converted into euros. Fluctuations in the exchange rates used to convert the accounts might generate a significant foreign exchange impact. To limit the exchange rate exposure, foreign currency forward transactions are entered into to hedge main currency surpluses in the balance sheet and are adjusted during the year for material arbitrage transactions involving currencies. Hedges include foreign currency spot trades, forward trades and options.

5.3.3. ANALYSIS OF GENERAL EXPENSES BY TYPE AND NON RECURRING INCOME OR LOSS

General expenses by nature

In EUR millions	2021	2020
Salaries	157	156
Pensions	7	(15)
Payroll taxes	41	42
Other	19	20
Total personnel expenses	224	203
Other general expenses	453	469
TOTAL GENERAL EXPENSES BY TYPE	677	672
Workforce		
Executives – Paris	781	727
Employees/Supervisors – Paris	43	58
Employees/branches	494	455
TOTAL CURRENT WORKFORCE	1,318	1,240

On December 31, 2021, the total headcount of SCOR SE is 1,318 (781 executives and 43 employees in Paris, 494 in branches).

Non-recurring income

The non-recurring profit amounted to EUR 39 million mainly due to the following items:

- indemnity settlement of EUR 20 million with Covéa;
- release of depreciation on acquisition costs of shares Converium for EUR 17 million;

- provision related to litigation with CNMC for EUR 2.6 million;
- release of depreciation on acquisition costs of shares Prevoyance Re for EUR 1 million;
- other non-recurring operations for EUR 3 million.

It breaks down into non-recurring income for EUR 43 million and non-recurring expenses for EUR 4 million.

5.3.4. ANALYSIS OF INCOME TAX

The Group in France is consolidated for tax purposes and is composed of SCOR SE as the parent company of the tax group, SCOR Investment Partners SE, SCOR Europe SE, ReMark France SAS, SCOR Real Estate SAS, Mondot Immobilier SAS, Marbot Real Estate SAS, DB Caravelle SAS, SCOR Capital Partners SAS, SCOR Développement SAS, Château Mondot SAS, Les Belles Perdrix de Trolog Mondot EURL, SCOR IP Holdco SAS, SCOR Capital Partners 2 BV Paris Branch, SV One SAS, Marbot Management 2 SAS, SCOR Opérations and SCOR Telemed SLU French Branch.

Under the tax agreement, SCOR SE benefits from the tax loss carry-forwards of its subsidiaries, and tax benefits are transferred back to the individual subsidiary concerned in the case of future profits.

Total tax losses of the consolidated French tax group are EUR 1,692 million as at December 31, 2021 (EUR 1,428 million as at December 31, 2020).

The 2021 corporate tax losses of EUR (15.9) million relates mainly to:

- the contribution of subsidiaries that are consolidated for tax purposes of EUR 2.5 million;
- tax credit for the tax group for EUR 1.7 million;

- tax expense for previous financial years for EUR 0.3 million;
- reversal of tax audit 2007-2008 provision for EUR 14.4 million;
- tax audit 2018-2019 provision for EUR (2.7) million;
- carry back tax loss of year 2020 on year 2017 (amending finance law 2021) for EUR 1.5 million;
- withholding tax on foreign premiums for EUR (0.6) million;
- income tax expense from the branches for EUR (33) million including:
 - UK for EUR (0.7) million,
 - Germany for EUR (3.2) million,
 - Netherlands for EUR (1.2) million,
 - India for EUR (4.5) million,
 - Italy for EUR (3.0) million,
 - Argentina for EUR (4.7) million,
 - Canada for EUR 0.8 million,
 - Malaysia for EUR (3.0) million,
 - Sweden for EUR (2.1) million,
 - Auckland EUR (0.1) million,
 - Switzerland EUR 0.6 million,
 - Singapore EUR (8.4) million,
 - Spain EUR (3.6) million.

5.3.5. STOCK OPTIONS

The table below summarizes the status of the various stock option plans in force in 2021:

Plan	Date of Shareholders' Meeting	Date of Board of Directors meeting	Date of subscription	Number of options open to corporate officers	Of which to corporate officers	Date of availability of options	Plan expiration date	Subscription of purchase price	Methods of exercising (if several periods)	Number of options exercised as of December 31	Number of options cancelled as of December 31	Number of options outstanding as of December 31
2011	04/28/2010	03/07/2011		703,500	125,000	03/23/2015	03/23/2021	19.71	N/A	621,500	82,000	-
2011	05/04/2011	07/27/2011		308,500	N/A	09/02/2015	09/02/2021	15.71	N/A	214,500	94,000	-
2012	05/04/2011	03/19/2012		938,000	125,000	03/24/2016	03/24/2022	20.17	N/A	465,400	168,000	304,600
2013	05/03/2012	03/05/2013		716,000	100,000	03/22/2017	03/22/2023	22.25	N/A	346,345	67,500	302,155
2013	04/25/2013	07/31/2013		170,000	N/A	10/03/2017	10/03/2023	24.65	N/A	28,000	65,000	77,000
2013	04/25/2013	11/05/2013		25,000	N/A	11/22/2017	11/22/2023	25.82	N/A	5,000	20,000	-
2014	04/25/2013	03/04/2014		694,875	100,000	03/21/2018	03/21/2024	25.06	N/A	139,000	51,750	504,125
2014	05/06/2014	11/05/2014		9,000	N/A	12/02/2018	12/02/2024	24.41	N/A	3,750	3,000	2,250
2015	05/06/2014	03/04/2015		666,881	100,000	03/21/2019	03/21/2025	29.98	N/A	34,125	107,000	525,756
2015	04/30/2015	12/18/2015		45,250	N/A	12/19/2019	12/19/2025	35.99	N/A	-	45,250	-
2016-1	04/30/2015	02/23/2016		629,118	25,000	03/11/2020	03/11/2026	31.58	N/A	-	191,983	437,135
2016-2	04/27/2016	10/26/2016		750	N/A	12/02/2020	12/02/2026	29.57	N/A	-	112	638
2017-1	04/27/2016	03/10/2017		480,000	100,000	03/11/2021	03/11/2027	33.78	N/A	-	217,500	262,500
2017-2	04/27/2017	10/24/2017		145,113	N/A	12/02/2021	12/02/2027	34.75	N/A	-	58,909	86,204
2018-1	04/27/2017	02/21/2018		380,000	100,000	03/09/2022	03/09/2028	35.10	N/A	N/A	120,000	260,000
2018-2	04/26/2018	10/23/2018		198,088	N/A	12/23/2022	12/23/2028	40.81	N/A	N/A	25,362	172,726
2019-1	04/26/2018	02/19/2019		428,000	100,000	03/08/2023	03/08/2029	38.66	N/A	N/A	96,000	332,000
2019-2	04/26/2019	10/23/2019		148,140	N/A	10/26/2023	10/26/2029	37.11	N/A	N/A	13,878	134,262
2020-1	04/26/2019	04/28/2020		428,000	100,000	04/29/2024	04/29/2030	21.43	N/A	N/A	96,000	332,000
2020-2	06/16/2020	11/05/2020		189,326	N/A	11/06/2024	11/06/2030	23.31	N/A	N/A	9,000	180,326
2021-1	06/16/2020	02/23/2021		328,300	8,300	03/02/2025	03/02/2031	27.53	N/A	N/A	48,000	280,300
2021-2	06/30/2021	06/30/2021		14,000	14,000	08/02/2025	08/02/2035	24.93	N/A	N/A	-	14,000
2021-3	06/30/2021	10/26/2021		228,566	N/A	11/02/2025	11/02/2035	24.94	N/A	N/A	-	228,566
TOTAL AT DECEMBER 31, 2021										1,857,620	1,580,244	4,436,543
VALUATION										38,130,081	44,830,665	127,978,462

In application of Articles L. 225-181 and R. 225-137 of the French Commercial Code, the Company adjusted the price of the shares corresponding to options granted and the number of shares linked to options following the capital increases of December 31, 2002, of January 7, 2004 and December 12, 2006. Thus, according to the provisions of Article R. 228-91 of the French Commercial Code, the adjustment applied equalizes, to the nearest hundredth of a share, the value of shares that will be received if the rights attached to stock subscription and purchase options are exercised after the capital increase, with pre-emptive subscription rights, of the Company decided on November 13, 2006 and the value of the shares that would have been obtained has those rights been exercised prior to the capital increase.

These calculations were performed individually and plan by plan and rounded up to the nearest unit. The new basis for exercising the rights attached to the stock subscription and purchase options were calculated by entering the value of the pre-emptive subscription right on the one hand, and the value of the share after detachment of this right on the other, as determined from the average of the opening prices during all the trading days included in the subscription period.

In addition, on January 3, 2007, the Company carried out a reverse stock split of shares comprising the capital of SCOR SE with the exchange of one new share with a par value of EUR 7.8769723 for 10 old shares with a par value of EUR 0.78769723 per share.

The stock option plans granted from 2003 are stock subscription plans that may give rise to a share capital increase.

In 2021, 356,000 options were exercised: 220,500 options exercised under the stock option plan of March 22, 2011 vested on March 22, 2015, 18,000 options exercised under the stock option plan of September 1, 2011 vested on September 1, 2015, 34,500 options exercised under the stock option plan of March 23, 2012 vested on March 23, 2016, 43,000 options exercised under the stock option plan of March 21, 2013 vested on March 21, 2017, 40,000 options exercised under the stock option plan of March 20, 2014 vested on March 20, 2018.

It should be noted that SCOR is committed to the neutral impact of each stock option and performance share allocation in terms of dilution. To achieve this, SCOR's policy is to systematically neutralize, insofar as possible, the potential dilutive impact that could result from the issuance of new ordinary shares following the exercise of stock options, by covering the exposure resulting from the issuance of stock options through the purchase of ordinary shares under its share buyback program and by cancelling the treasury shares thus acquired as the options are exercised. Thus, there is no capital dilution resulting from the granting of stock options.

5.3.6. EMPLOYEE SHARE OWNERSHIP PLANS

Employee profit-sharing

Under these agreements, employees of SCOR SE and certain subsidiaries are entitled to invest the amounts due to them under the profit-sharing plan in a corporate mutual fund entirely invested in SCOR SE shares.

<i>In EUR thousands</i>	2021	2020	2019	2018	2017
Amount distributed under the profit-sharing plan	767	1,318	769	182	1,665

The amount of 2021 profit-sharing payouts has been estimated in the accounts and set aside for EUR 2,121 million.

Amount paid into the Company employee saving plan

<i>In EUR thousands</i>	2021	2020	2019	2018	2017
Profit sharing ⁽¹⁾	565	1,065	642	130	1,217
Net voluntary payments ⁽²⁾	1,553	1,470	1,551	717	607
Total payments	2,118	2,535	2,193	847	1,824
NET EMPLOYER CONTRIBUTION⁽³⁾	1,516	1,425	1,465	602	630

(1) Paid out in the financial year for the previous financial year.

(2) The voluntary payments shown include payments to all corporate mutual funds (FCPE), including PERCO since 2015.

(3) Including PERCO.

Personal training account

As of January 1, 2015, the personal training account (*Compte Personnel de Formation* – CPF) replaces the individual training entitlement (*Droit Individuel à la Formation* – DIF), in accordance with Law No. 2014-288 of March 5, 2014 relating to professional training, employment and social democracy. It should be noted that the CPF is managed externally by the Caisse des dépôts et consignations.

5.3.7. COMPENSATION OF THE CORPORATE OFFICERS

This section presents the gross cash compensation paid in 2020 and 2021 to Denis Kessler and Laurent Rousseau.

Denis Kessler ⁽¹⁾

<i>In EUR</i>	2021	2020
Fixed compensation	900,000	1,200,000
Variable compensation	747,000	758,940
Directors' compensation	91,000	61,000
TOTAL CASH COMPENSATION	1,738,000	2,019,940

(1) Given the separation of functions in 2021, it is recalled that Denis Kessler was Chairman and Chief Executive Officer until June 30, 2021 and has been Chairman of the Board of Directors since that date.

Denis Kessler benefits from a company car and a shared driver.

Total pension benefits for the corporate officer amount to EUR 30.4 million.

Laurent Rousseau ⁽¹⁾

<i>In EUR</i>	2021	2020
Fixed compensation	600,000	0
Variable compensation	198,752	0
Directors' compensation	0	0
TOTAL CASH COMPENSATION	798,752	0

(1) Given the separation of functions in 2021, it is recalled that Laurent Rousseau has been Chief Executive Officer since June 30, 2021. Prior to this date, he held the position of Deputy Chief Executive Officer of SCOR Global P&C.

Laurent Rousseau benefits from a company car and a shared driver. He does not participate to any defined benefit pension plan.

5.3.8. ANALYSIS OF COMMITMENTS GIVEN AND RECEIVED

<i>In EUR millions</i>	Commitments received		Commitments given	
	2021	2020	2021	2020
Ordinary course of business	5,173	3,807	17,032	15,717
Financial instruments	2,631	2,364	2,666	2,519
Confirmed credits, letters of credit and guarantees given	2,081	1,416	3,659	3,288
Other commitments given and received	461	27	10,707	9,910
Hybrid transactions	-	-	-	-
TOTAL	5,173	3,807	17,032	15,717

Commitments received and given in the ordinary course of business

Financial instruments received and given

<i>In EUR millions</i>	Commitments received		Commitments given	
	2021	2020	2021	2020
Rate swaps	-	-	-	-
Cross-currency swaps	662	621	617	617
Currency forward purchases/sales	1,969	1,743	1,930	1,776
Trust assets	-	-	119	126
TOTAL	2,631	2,364	2,666	2,519

Cross-currency swaps are used to hedge foreign exchange and interest rate risks of perpetual notes in USD issued in 2021. The instruments convert the principal of 2021 placements for a total of USD 750 million into EUR and the coupon on the USD 400 million tranche to 2.945%; on the USD 225 million tranche to 2.955% and on the USD 125 million tranche to 3.115%. All instruments will mature on March 13, 2029.

In 2021, currency forward purchases and sales generated unrealized losses of EUR 35 million.

Confirmed credits, letters of credit, and guarantees received and given

<i>In EUR millions</i>	Commitments received		Commitments given	
	2021	2020	2021	2020
Confirmed credit	450	450	-	-
Letters of credit (unused portion)	767	224	-	-
Letters of credit	14	-	-	-
Securities pledged to financial institutions	-	-	262	235
Investments in subsidiaries and affiliates pledged to financial institutions	-	-	-	-
Other guarantees given to financial institutions	850	742	3,397	3,053
TOTAL	2,081	1,416	3,659	3,288

Various financial institutions provide sureties for the Company in the form of letters of credit to collateralize SCOR SE's technical liabilities. The total amount that benefits to cedents, not included in the table above, is EUR 647 million as of December 31, 2021 (EUR 697 million in 2020).

Confirmed credit

On December 26, 2018, SCOR SE received from BNP Paribas SA a EUR 150 million commitment as an overdraft facility. This commitment remains at December 31, 2021.

On June 24, 2020, SCOR SE received from CACIB and HSBC a EUR 300 million commitment as an overdraft facility. This commitment remains at December 31, 2021.

Capacity to issue letters of credit

As of December 31, 2021, SCOR SE has an outstanding letter of credit capacity of EUR 767 million (EUR 224 million in 2020), recognized as a commitment received from banks. This outstanding capacity can be used to provide collateral on the forthcoming underwritten business. The allocation per bank is the following:

- BLB: USD 249 million (EUR 220 million);
- Helaba: USD 226 million (EUR 199 million);
- Citibank: USD 176 million (EUR 156 million);
- Natixis: USD 71 million (EUR 63 million);

- CACIB: USD 39 million (EUR 34 million);
- BNP Paribas: USD 33 million (EUR 29 million);
- Deutsche Bank: USD 33 million (EUR 29 million);
- Commerzbank: USD 26 million (EUR 23 million);
- BBVA: USD 16 million (EUR 14 million).

Other guarantees given

In return of technical provisions, SCOR SE gave guarantee in the form of securities pledged to ceding companies for an amount of EUR 3,397 million (EUR 3,053 million in 2020).

Other commitments given and received

In EUR millions	Commitments received		Commitments given	
	2021	2020	2021	2020
Guarantees and securities	-	2	30	33
Underwriting commitments	-	-	691	830
Assets pledged to ceding companies	-	-	-	-
Marketable securities pledged to financial institutions	-	-	-	-
Parental guarantees	-	-	9,786	8,879
Contract termination indemnities	-	-	-	-
Lease	20	25	137	168
Equity call options	441	-	-	-
Capital Injection Commitment	-	-	63	-
TOTAL	461	27	10,707	9,910

As of December 31, 2021, commitments given by SCOR SE for parental guarantees amount to EUR 9,786 million (EUR 8,879 million in 2020), and benefit mainly to:

- SCOR Reinsurance Company: EUR 2,471 million (EUR 2,029 million in 2020);
- SCOR Holding Switzerland AG: EUR 2,033 million (EUR 2,621 million in 2020);
- SCOR Global Life Ireland dac: EUR 1,249 million (EUR 1,517 million in 2020);
- SCOR Global Life America Holding Inc: EUR 997 million (EUR 1,083 million in 2020);
- Covéa: EUR 1,159 million (EUR 0 million in 2020).

As part of the agreement signed with Covéa, SCOR SE received the option to buy back its own shares held by Covéa at a price of EUR 28 per share for a total amount of EUR 441 million.

Commitments given and received in respect of hybrid transactions

Apart from commitments mentioned in the note above, the Company no longer has any commitment with respect to hybrid transactions such as asset swaps or index default swaps. No facts in connection with the aforementioned commitments given and received have been brought to SCOR's knowledge, which may have an adverse impact on cash flows, cash positions or on its liquidity requirements.

5.3.9. POST BALANCE SHEET EVENTS

Subject to the ACPR and FINMA's approvals, SCOR's intention is that SCOR Switzerland AG will subsequently be merged with its parent company SCOR SE within the first half of 2022, with a retroactive effect on January 1, 2022.

The difference between net assets of SCOR Switzerland AG contributed and the net book value of equity interests will result in a financial asset and an intangible asset with no profit and loss impact.

5.3.10. LITIGATION

Comisión Nacional de la Competencia

On November 12, 2009, and following an administrative sanctioning procedure, the Spanish competition authority (*Comisión Nacional de la Competencia*, or the "CNC") sanctioned SCOR Global P&C SE Ibérica Sucursal, a branch of SCOR Global P&C, and a number of other insurance and reinsurance companies for an alleged infringement of Article 1 of Law 15/2007, of July 3, 2007, on Competition (the "Competition Act" which prohibits agreements and concerted practices that may have as an object or effect the restriction of competition in the market). SCOR was sentenced to pay a fine of EUR 18.6 million, settled on May 5, 2021 after SCOR exhausted appeal procedures. Other insurers and reinsurers were also fined in relation to the same matter.

In addition to the litigation described above, SCOR is involved in court, arbitration and other formal or informal dispute resolution proceedings in its normal course of business. Based on Management's assessment these current proceedings are not expected to have a significant negative impact.

Legal actions against Thierry Derez, Covéa and Barclays

In relation to the unsolicited takeover proposal submitted by Covéa on August 24, 2018, SCOR had initiated several legal actions against Thierry Derez, Covéa SGAM, Covéa Coopérations and Barclays Bank PLC on January 29, 2019. These legal actions were at different stages in the respective court proceedings.

On June 10, 2021, SCOR and Covéa have announced the signing of a settlement agreement between Covéa SGAM, Covéa Coopérations and SCOR SE. As part of this settlement agreement, Covéa has agreed to pay an indemnity settlement of EUR 20 million (before tax). Covéa and SCOR agreed to immediately abandon, with regard to all persons concerned, all legal actions and claims linked to the takeover proposal made by Covéa in 2018. Each party waives all future legal actions or claims linked to such takeover proposal. The payment was received on June 22, 2021.

On June 11, 2021, SCOR and Barclays Bank PLC have signed an agreement to settle the litigation initiated by SCOR, without admission of liability. Through this settlement agreement, both parties are irrevocably wholly and unconditionally released, waived and discharged from the claims made.

6. CERTIFICATION OF AUDIT OF HISTORICAL FINANCIAL INFORMATION

This is a translation into English of the Statutory Auditors' report on the financial statements of the Company issued in French and it is provided solely for the convenience of English speaking users.

This Statutory Auditors' report includes information required by European regulation and French law, such as information about the appointment of the Statutory Auditors or verification of the management report and other documents provided to shareholders.

This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Statutory auditors' report on the financial statements

To the Annual General Meeting of SCOR SE,

Opinion

In compliance with the engagement entrusted to us by your Annual General Meeting, we have audited the accompanying financial statements of SCOR SE for the year ended December 31, 2021.

In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2021 and of the results of its operations for the year then ended in accordance with French accounting principles.

The audit opinion expressed above is consistent with our report to the Audit Committee.

Basis for Opinion

Audit Framework

We conducted our audit in accordance with professional standards applicable in France. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Statutory Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

Independence

We conducted our audit engagement in compliance with independence requirements of the French Commercial Code (code de commerce) and the French Code of Ethics (Code de déontologie) for statutory auditors, for the period from January 1, 2021 to the date of our report and specifically we did not provide any prohibited non-audit services referred to in Article 5(1) of Regulation (EU) No 537/2014.

Justification of Assessments - Key Audit Matters

Due to the global crisis related to the Covid-19 pandemic, the financial statements of this period have been prepared and audited under specific conditions. Indeed, this crisis and the exceptional measures taken in the context of the state of sanitary emergency have had numerous consequences for companies, particularly on their operations and their financing, and have led to greater uncertainties on their future prospects. Those measures, such as travel restrictions and remote working, have also had an impact on the companies' internal organization and the performance of the audits.

It is in this complex and evolving context that, in accordance with the requirements of Articles L.823-9 and R.823-7 of the French Commercial Code (code de commerce) relating to the justification of our assessments, we inform you of the key audit matters relating to risks of material misstatement that, in our professional judgment, were of most significance in our audit of the financial statements of the current period, as well as how we addressed those risks.

These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on specific items of the financial statements.

Measurement of technical reserves related to reinsurance contracts

(see Notes 5.1.8 and 5.2.7 of the notes to the corporate financial statements)

Risk identified	Our response
<p>The technical reserves of your company amount to EUR 4,189 million for Life reinsurance and EUR 16,623 million for Non-Life reinsurance as at December 31, 2021.</p> <p>As explained in Note 5.1.8 of the notes to the corporate financial statements, the Non-Life technical reserves are determined at year-end at a level that covers the estimated amount of its commitments as well as estimated claims management costs for both reported and unreported claims. Ultimate claims cost for a contract is estimated based on statistical experience for similar policies.</p> <p>Technical reserves for Life reinsurance are submitted by ceding companies and completed by estimates calculated by Life actuaries using statistics based on historical data and information provided by underwriters. The company is required to have adequate reserves to cover its commitments after consideration of estimated investment returns, mortality, morbidity and lapse rates, and other assumptions.</p> <p>Inherent uncertainties in the Life and Non-Life reserves' estimates are enhanced for reinsurers because of the longer time period between the date of an occurrence and the request for payment of the claim to the reinsurer, the diversity of contract development schemes, the dependence on ceding companies for information regarding claims and differing reserving practices among ceding companies.</p> <p>These estimates include significant uncertainties and require a significant degree of judgement from management. In this context, we considered the measurement of technical reserves related to reinsurance contracts as a key audit matter.</p>	<p>To cover the risk related to the technical reserves estimation, our audit approach was as follows:</p> <ul style="list-style-type: none"> • we obtained an understanding of the report of the group chief actuary, as well as reports from Life and Non-Life Business Units actuaries, on the global adequacy of reserves; • we updated our understanding of the procedures and methods of measurement used in determining the technical reserves; • we obtained an understanding of the internal controls framework and tested the efficiency of key controls established by management in order to assess the completeness and reliability of the data and of the implemented models; • we appreciated, for a selection of contracts, the actuarial methods and parameters used and the assumptions chosen. • we performed procedures to analyze differences between expected claims and occurred claims in order to control subsequently the quality of estimates performed by the management; • we realized, with our Non-life actuarial specialists integrated in the audit team, a recalculation using our own assumptions and tools of technical reserves for the most sensitive actuarial segments reserves; • for Non-Life business, we analyzed the documentation supporting the measurement of reserves related to catastrophes, both man-made and natural; • for Life and Non-Life businesses, we analyzed the documentation justifying the impact of the Covid-19 in the valuation of the technical reserves; • we included within our team members with specific skills in IT systems to perform procedures aiming at reviewing the internal control environment of the systems used by the management and test the functioning of several automated processes as well as general IT controls that support those processes.

Measurement of reinsurance premiums*(see Notes 5.1.7 and 5.3.1 of the notes to the corporate financial statements)*

Risk identified	Our response
<p>SCOR SE gross written premiums amount to EUR 8,682 million during 2021 financial year.</p> <p>Accounts not received from ceding companies at the year-end are estimated, as stated in the Note 5.1.7 of the notes to the corporate financial statements. Overall, the premiums recorded for the year (premiums reported in the accounts received from cedants and estimated premiums) correspond to the estimated premium expected at the time the policy was underwritten.</p> <p>Your company periodically review its assumptions and estimates based on experience as well as various other factors. Actual premiums can turn out to be different from management estimates.</p> <p>Observing a large portion of estimates in the written premiums of a financial year is specific to the reinsurance business. In this context, we considered the measurement of reinsurance premiums as a key audit matter.</p>	<p>To cover the risk on the measurement of reinsurance premiums, we implemented the following audit approach:</p> <ul style="list-style-type: none"> • we obtained an understanding of the internal controls framework on processes related to Life and Non-Life premium estimates and we tested the efficiency of key controls established by management; • we examined the consistency of premiums estimates over the period, comparing them both to the operational plan prepared by management and approved by Board of Directors and to premiums actuals from previous financial years and we investigated, if any, significant differences identified. • we performed, for a selection of contracts, a deep analysis of underlying assumptions taking into account the activity, the records of reinsurance accounts received, and any new information received from ceding companies; • for new contracts underwritten in 2021, we performed on a sampling basis, controls on the consistency of premium estimates based on new business information available at the underwriting department; • we included within our team members with specific skills in IT systems to perform procedures aiming at evaluating the internal control environment of the systems used by the management and test the functioning of several automated processes as well as general IT controls that support those processes.

Measurement of investments in affiliates

(see Notes 5.1.2 and 5.2.1 of the notes to the corporate financial statements)

Risk identified	Our response
<p>On December 31, 2021, investments in affiliates were recorded for a net book value of EUR 7,725 million. As stated in the Note 5.1.2 of the notes to the corporate financial statements, they are initially measured at historical acquisition cost. Subsequently, their value is determined based on their nature and holding period:</p> <p>For active reinsurance companies, the fair value is the revaluated net assets value including the value of Life reinsurance portfolio and the forecasts of future profits of Non-Life reinsurance, net of taxes. At each reporting date, if the fair value of an investment in affiliates is below its historical cost, an analysis is conducted in order to determine if an impairment loss should be recorded. The assumptions and outcome of this analysis, conducted as at December 31, 2021, are detailed in 5.2.1 of the notes to the corporate financial statements.</p> <p>For real estate and financial (holding) companies, fair value is calculated as the share of net assets including unrealized gains, net of tax. An impairment provision is recorded on a line-by-line basis when such values are below historical cost.</p> <p>Given the weight of investments in affiliates in the financial statements, the complexity of models used and their sensitivity to changes in data and assumptions, we considered the measurement of investments in affiliates as a key audit matter.</p>	<p>To cover the risk related to the measurement of investments in affiliates, our audit approach was as follows:</p> <ul style="list-style-type: none"> • we examined the estimate of the reference values determined by management and analyzed the valuation method and the data used, based on the information provided to us; • we compared, on a sample basis, the data used in the impairment tests of investments in affiliates to source data per entity as well as results of work on these affiliates, if appropriate; • we examined, on a sample basis, the calculation of recoverable values used by the company.

Specific Verifications

We have also performed, in accordance with professional standards applicable in France, the specific verifications required by laws and regulations.

Information given in the management report and in the other documents with respect to the financial position and the financial statements provided to the Shareholders

We have no matters to report as to the fair presentation and the consistency with the financial statements of the information given in the management report of the Board of Directors and in the other documents provided to shareholders with respect to the financial position and the financial statements, except for the below mentioned observation, reminded that it is not our responsibility to conclude on the fairness or consistency with the financial statements of the solvency related information required by article L. 355-5 of the French Insurance code (Code des assurances).

The sincerity and consistency of the information relating to the payment terms mentioned in Article D.441-6 of the French Commercial Code (Code de Commerce) with the financial statements lead us to report the following observation: As indicated in the management report, this information does not include insurance and reinsurance transactions, as your company considers that they do not fall within the scope of the information to be produced, in accordance with the circular of the Fédération Française de l'Assurance of May 22, 2017.

Information relating to corporate governance

We attest that the Board of Directors' report on corporate governance sets out the information required by Articles L.225-37-4 and L.22-10-10 et L.22-10-9 of the French Commercial Code.

Concerning the information given in accordance with the requirements of Article L.22-10-9 of the French Commercial Code (code de commerce) relating to remunerations and benefits received by or attributed to the directors and any other commitments made in their favour, we have verified its consistency with the financial statements, or with the underlying information used to prepare these financial statements and, where applicable, with the information obtained by your company from controlled companies included in the scope of consolidation. Based on these procedures, we attest the accuracy and fair presentation of this information.

Other information

In accordance with French law, we have verified that the required information concerning the purchase of investments and controlling interests and the identity of the shareholders and holders of the voting rights has been properly disclosed in the management report.

Report on Other Legal and Regulatory Requirements

Format of the presentation of the financial statements intended to be included in the annual financial report

We have also verified, in accordance with the professional standard applicable in France relating to the procedures performed by the statutory auditor relating to the annual and consolidated financial statements presented in the European single electronic format, that the presentation of the financial statements intended to be included in the annual financial report mentioned in Article L.451-1-2, I of the French Monetary and Financial Code (code monétaire et financier), prepared under the responsibility of the Chief Executive Officer, complies with the single electronic format defined in the European Delegated Regulation No 2019/815 of 17 December 2018.

Based on the work we have performed, we conclude that the presentation of the financial statements intended to be included in the annual financial report complies, in all material respects, with the European single electronic format.

We have no responsibility to verify that the financial statements that will ultimately be included by your company in the annual financial report filed with the AMF are in agreement with those on which we have performed our work.

Appointment of the Statutory Auditors

We were appointed as statutory auditors of SCOR SE by the Annual General Meeting held on June 22, 1990 for MAZARS and on June 16, 2020 for KPMG SA.

As at December 31, 2021, MAZARS were in the 32nd year of total uninterrupted engagement and KPMG SA in the 2nd year.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with French accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is expected to liquidate the Company or to cease operations.

The Audit Committee is responsible for monitoring the financial reporting process and the effectiveness of internal control and risks management systems and where applicable, its internal audit, regarding the accounting and financial reporting procedures.

The financial statements were approved by the Board of Directors.

Statutory Auditors' Responsibilities for the Audit of the Financial Statements

Objectives and audit approach

Our role is to issue a report on the financial statements. Our objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with professional standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As specified in Article L.823-10-1 of the French Commercial Code (code de commerce), our statutory audit does not include assurance on the viability of the Company or the quality of management of the affairs of the Company.

As part of an audit conducted in accordance with professional standards applicable in France, the statutory auditor exercises professional judgment throughout the audit and furthermore:

- Identifies and assesses the risks of material misstatement of the financial statements, whether due to fraud or error, designs and performs audit procedures responsive to those risks, and obtains audit evidence considered to be sufficient and appropriate to provide a basis for his opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtains an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluates the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management in the financial statements.

- Assesses the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. This assessment is based on the audit evidence obtained up to the date of his audit report. However, future events or conditions may cause the Company to cease to continue as a going concern. If the statutory auditor concludes that a material uncertainty exists, there is a requirement to draw attention in the audit report to the related disclosures in the financial statements or, if such disclosures are not provided or inadequate, to modify the opinion expressed therein.
- Evaluates the overall presentation of the financial statements and assesses whether these statements represent the underlying transactions and events in a manner that achieves fair presentation.

Report to the Audit Committee

We submit a report to the Audit Committee which includes in particular a description of the scope of the audit and the audit program implemented, as well as the results of our audit. We also report, if any, significant deficiencies in internal control regarding the accounting and financial reporting procedures that we have identified.

Our report to the Audit Committee includes the risks of material misstatement that, in our professional judgment, were of most significance in the audit of the financial statements of the current period and which are therefore the key audit matters that we are required to describe in this report.

We also provide the Audit Committee with the declaration provided for in Article 6 of Regulation (EU) N° 537/2014, confirming our independence within the meaning of the rules applicable in France such as they are set in particular by Articles L.822-10 to L.822-14 of the French Commercial Code (code de commerce) and in the French Code of Ethics (code de déontologie) for statutory auditors. Where appropriate, we discuss with the Audit Committee the risks that may reasonably be thought to bear on our independence, and the related safeguards.

Paris La Défense and Courbevoie, February 23, 2022

The Auditors

French original signed by

KPMG SA

MAZARS

Pierre PLANCHON

Antoine ESQUIEU

Maxime SIMOEN

Guillaume WADOUX

Appendix C

Glossary

This glossary is a list of selected reinsurance terms. It is not a complete list of terms used in this Universal Registration Document in the insurance or reinsurance industry.

ACCOUNTING YEAR

The entity's financial year in which the accounts are recorded.

ACCUMULATION

The sum of all risks which are correlated such that a single insured event will affect these risks or all the underwritten lines relating to the same risk.

ADVERSE DEVELOPMENT

Losses recorded during the period for which initial estimates recorded in previous accounting periods proved insufficient.

ASSET LIABILITY MANAGEMENT (ALM)

Risk-management technique aimed at earning stable and adequate returns and protecting capital by simultaneously managing the duration and other relevant characteristics of assets and liabilities.

ASSUMED BUSINESS

Transaction whereby a reinsurer agrees to cover part of a risk already underwritten or accepted by an insurer.

ATTACHMENT POINT

The amount of losses above which an excess of loss reinsurance contract becomes operative.

BEST ESTIMATES

An actuarial "best estimate" refers to the expected value of future potential cash flows (probability weighted average of distributional outcomes) related to prior underwritten business. Best estimates are based upon available current and reliable information and take into consideration the characteristics of the underlying portfolio.

BIOMETRIC RISKS

Risks related to human life including mortality, disability, critical illness, health, long-term care and longevity.

CAPITAL SHIELD STRATEGY

The capital shield strategy articulates the Group's risk appetite. This strategy is based on an economic approach and aims to protect the Group against potential shock losses, some of which are not immediately recognized from a pure accounting view. The policy builds on the following four concepts: traditional retrocession, capital market solution, buffer capital and contingent capital.

CASUALTY INSURANCE

Insurance primarily concerned with the losses caused by injuries to third parties by the policyholder and the legal liability imposed on the insured resulting therefrom.

CATASTROPHE (CAT)

SCOR defines a natural catastrophe as events involving several natural risks including but not limited to flood, windstorm, earthquake, hurricane, tsunami, and wildfire that give rise to an insurable loss. For reporting purposes, the Group separately considers catastrophes as events causing pre-tax losses, net of retrocession, totaling at least EUR 3 million.

CATASTROPHE (OR CAT) BOND

A high-performance bond which is generally issued by an insurance or reinsurance company. If a predefined occurrence takes place (such as an earthquake, tsunami, hurricane etc.), the bondholder loses all or part of his investment in the bond. This type of insurance-linked security allows insurance and reinsurance companies to transfer peak risks (such as those arising from natural catastrophes) to capital markets, thereby reducing their own risks.

CEDING COMPANY (ALSO CALLED CEDENT)

Insurance company, mutual society or insurance provider that transfers (or "cedes") a part of the risk it has underwritten to a reinsurer.

CESSION OR CEDED BUSINESS

Transaction whereby an insurer (cedent or ceding company) transfers part of its risk to the reinsurer against the payment of a premium. The opposite of ceded business is assumed business.

COMMISSION RATIO

The commission ratio is calculated by dividing Non-Life reinsurance commissions by Non-Life premiums earned. This ratio is net of retrocession.

COMMUTATION

A transaction through which insurers or reinsurers surrender all rights and are relieved from all obligations under the insurance or reinsurance contract in exchange for a single current payment.

CONTINGENT CAPITAL

Funds that would be available under a pre-negotiated agreement if a specific contingency (such as a natural disaster) occurs.

CREDIT AND SURETY INSURANCE

Credit insurance provides insurance coverage against loss to a supplier caused by customers' failure to pay for goods or services supplied. Surety insurance relates to sureties and guarantees issued to third parties for the fulfillment of contractual liabilities.

DECENNIAL INSURANCE

Decennial insurance provides insurance coverage to building owners and construction companies against losses caused by structural defects in new buildings resulting from inherent defects in design, construction or the materials used. In a number of countries, including France, such coverage is required as a matter of law. It is generally granted for a period of ten years following the completion of the construction.

DEFERRED ACQUISITION COSTS (DAC)

Costs associated with the acquisition of new contracts, mainly commissions, are recorded as assets and amortized on the basis of the residual term of the contracts for Non-Life business and on the basis of the recognition of future margins for Life contracts. DAC is subject to impairment testing conducted within the scope of the liability adequacy test.

DEFERRED TAX ASSET

Defined under IAS 12 as amounts of income tax recoverable in future accounting periods due to temporary differences or Net Operating Losses (NOL) carried forward.

DEPOSIT, FUNDS WITHHELD

Amounts which may be deposited with the ceding company to guarantee the reinsurer's liability. Income from securities deposited accrues to the reinsurer.

DIRECT INSURANCE

A policy taken out with an insurer by an individual or a company to cover a risk (property, service or person). This policy can either be underwritten directly with one of the insurer's agents or via a broker who receives a commission.

ELIGIBLE OWN FUNDS (EOF)

Amount of capital which is available and eligible to cover the Solvency II capital requirements (SCR). It is made of the addition of the IFRS shareholder's equity, the eligible hybrid debt and the impact of economic adjustments on the economic balance sheet. It is the numerator of the solvency ratio.

ENTERPRISE RISK MANAGEMENT (ERM)

Enterprise Risk Management is a process, deployed by an entity's Board of Directors, Chief Executive Officer, management and other personnel, applied in strategy setting and across the enterprise, designed to identify potential events that may affect the entity, and manage risks to be within its risk appetite, in order to provide reasonable assurance regarding the achievement of the entity's objectives.

FACULTATIVE REINSURANCE

Reinsurance on an item-by-item or risk-by-risk basis. Facultative reinsurance is usually written for very large-line risks. It may be either proportional or non-proportional.

FINANCIAL SOLUTIONS

Financial Solutions combine traditional Life reinsurance with financial components providing liquidity, balance sheet, solvency and/or income improvements to the client. This type of reinsurance treaty is typically used by cedents to fund growth, stabilize earnings or optimize their solvency position (capital relief).

GROSS WRITTEN PREMIUMS

Actual and estimated premiums to be received for the period from the ceding companies. Gross premiums represent revenues for the accounting period.

GUARANTEED MINIMUM DEATH BENEFIT (GMDB)

The GMDB guarantees investors in a variable annuity that if the owner passes away while the market value is low, they would never get back less than their original principal.

INCURRED BUT NOT REPORTED (IBNR)

Provision for claims which have already occurred but have not been reported yet to the insurer at the reporting date.

INSURANCE LINKED SECURITIES (ILS)

Financial instruments whose values are driven by insurance loss events. Such instruments that are linked to property losses due to natural catastrophes represent a unique asset class, whose return is uncorrelated with the returns of the general financial markets.

INTERNAL MODEL

SCOR's internal model is used to quantify the risks that SCOR faces. In particular, it is used to calculate the Solvency Capital Requirement (SCR).

LEVERAGE RATIO

The leverage ratio is calculated by dividing subordinated debt by the sum of shareholders' equity and subordinated debt. The calculation excludes accrued interest and includes the impact of swaps related to subordinated debt issuances. This ratio is used to determine how much lenders are financing the Group's activities over shareholders.

LIABILITY ADEQUACY TEST (LAT)

An assessment of whether the carrying amount of an insurance liability needs to be increased (or the carrying amount of related deferred acquisition costs or related intangible assets, such as VOBA, decreased), based on a review of future cash flows.

LIFE AND HEALTH REINSURANCE

Collective term for the lines of business in connection with the insurance of people, i.e. life, pension, health, critical illness, long-term care and personal accident insurance.

LIFE TECHNICAL MARGIN

The Life technical margin is calculated as a percentage of the net technical result plus income from funds held by ceding companies and the net of gross and ceded earned premiums.

LONGEVITY

Longevity products cover the risk of negative deviation from expected results due to the insured or annuitant living longer than assumed in the pricing of the cover provided by insurers or pension funds.

LOSS/CLAIM

Event that triggers insurance cover and reserves recognition.

LOSS ADJUSTMENT EXPENSES (OR CLAIM MANAGEMENT EXPENSES)

Amount related to the expenses for actual or estimated claims expenses (declared or not declared yet) that occurred in the accounting year.

LOSS RATIO

The loss ratio is calculated by dividing Non-Life claims (including claims arising from natural catastrophes) by Non-Life premiums earned. This ratio is net of retrocession.

MATHEMATICAL RESERVE

Amount that a Life insurance or capitalization company must set aside and capitalize in order to meet its commitments to the insured.

MORBIDITY

The probability that an individual in a given group develop a certain disease or disorder.

MORTALITY

The relative incidence of death of Life insureds or annuitants holding a Life insurance policy.

NATURAL CATASTROPHE RATIO

The natural catastrophe ratio is calculated by dividing Non-Life claims arising from natural catastrophes by Non-Life premiums earned. This ratio is net of retrocession.

NET COMBINED RATIO

Sum of the Non-Life net attritional ratio, natural catastrophe ratio, commission ratio and the management expense ratio.

NET WRITTEN PREMIUM

Gross premiums diminished by the portion of premiums paid for retrocession, as opposed to gross written premiums.

NON-LIFE NET ATTRITIONAL RATIO

The Non-Life net attritional ratio is calculated by dividing Non-Life claims (excluding claims arising from natural catastrophes) by Non-Life premiums earned. This ratio is net of retrocession.

NON-PROPORTIONAL (EXCESS OF LOSS) REINSURANCE

Reinsurance contract written to protect the ceding company from all or part of claims in excess of a specified amount retained (priority). This generally takes the form of excess of loss (or XL) or excess of annual loss reinsurance.

P&C MANAGEMENT EXPENSE RATIO

The P&C management expense ratio is calculated by dividing management expenses incurred for Non-life reinsurance operations by Non-Life premiums earned. This ratio is net of retrocession.

PERILS

PERILS provides index values which can be used in industry-loss-based ILS transactions. The underlying data for the index is thereby directly collected from insurance companies underwriting property business in the affected areas and is processed in a standardized procedure to estimate industry-wide insured losses, which then form the basis of the PERILS index service.

PREMIUMS EARNED

Premiums an insurance company has recorded as revenues during a specific accounting period.

PRIMARY INSURER

An insurance company that issues insurance contracts to the public generally or to certain non-insurance entities.

PROBABLE MAXIMUM LOSS (PML)

The estimated anticipated maximum loss, taking into account ceding company and contract limits, caused by a single catastrophe affecting a broad contiguous geographical area, such as that caused by a hurricane or earthquake of such a magnitude that it is expected to recur once during a given period, such as every 50, 100 or 200 years.

PROPERTY INSURANCE

Insurance that provides coverage to a person with an insurable interest in tangible property for that person's property loss, damage or loss of use.

PROPORTIONAL (PRO RATA) REINSURANCE

Reinsurer's share of claims carried by the reinsurer in proportion to its share of premiums received. Proportional reinsurance is generally written as a quota share of business or as surplus reinsurance.

PROVISION FOR CLAIMS PAYABLE

Reserve for claims reported but not settled yet. These are estimated by ceding companies and communicated to the reinsurer.

REINSTATEMENT PREMIUMS

Additional premiums charged under certain excess of loss reinsurance contracts to restore coverage amounts after a loss.

REINSURANCE

Procedure whereby an insurance company in turn insures itself with an outside company (the reinsurer) for part or all of the risks it covers, in return for payment of a premium.

REINSURANCE COMMISSION

Percentage of premiums paid by the reinsurer to the insurer in quota-share or facultative treaties as a contribution to the acquisition and administrative costs relating to the business ceded.

REINSURANCE POOLS

A reinsurance pool involves insurance and reinsurance companies as well as public authorities in order to spread the risks. It allows the Group to have limited and known commitments.

REINSURANCE TO CLOSE (RITC)

Lloyd's accounting practice based on a 3-year accounting process for Lloyd's syndicates. The syndicate underwriting account is closed at the end of the third year by means of reinsurance into the following year, which reinsures all future liabilities for the closed year and all previous years.

REINSURANCE TREATY

Reinsurance convention between an insurer and a reinsurer defining the terms under which the risks covered by the convention are ceded and accepted. The two main categories of treaty reinsurance are proportional and non-proportional.

RETENTION

Share of the risk retained by the insurer or reinsurer for its own account.

RETROCESSION

Transaction in which the reinsurer transfers (or cedes) all or part of the risks it has assumed to another reinsurer (the retrocessionaire), in return for payment of a premium.

RETURN ON EQUITY (ROE)

Return on equity is based on the Group's share of net income divided by average shareholders' equity (calculated as shareholders' equity at the beginning of the period adjusted for the effect of all movements during the period using a *prorata temporis*). This return is annualized when calculated quarterly.

RETURN ON INVESTED ASSETS (ROIA)

The return on invested assets is used to assess the return on the Group's invested assets excluding funds withheld by cedents. This percentage return is calculated by dividing the total investment income on invested assets by the average invested assets (calculated as the quarterly averages of the total invested assets).

RETURN ON INVESTMENT (ROI)

The return on investment is used to assess the profitability of the Group's investments, including funds withheld by cedents and other deposits less cash deposits. This percentage return is calculated by dividing the total net investment income by the average investments (calculated as the quarterly averages of the total investments).

RISK APPETITE

Defines the target risk profile (assets and liabilities combined) that SCOR actively seeks in order to achieve its expected return.

RISK APPETITE FRAMEWORK

Consistently defines the four following concepts: SCOR's risk appetite, SCOR's risk preference, SCOR's risk tolerance and "footprint" scenario.

RISK-FREE (INTEREST) RATE

The rate of interest that remunerates assets with no counterparty risk. Usually, the weighted five-year daily interest rates of treasury bills (T-bills) in Germany, the US, and Great Britain averaged over the period under consideration are used as proxies for the risk-free (interest) rate. The weighted average used for this calculation is based on the percentage of reserves denominated in the currency of each such reserve.

RUN OFF

The cessation of all underwriting of new business on a risk portfolio. As a result, all reserves are "run off" over time until their complete extinction. Run off may take up to several decades depending on the class of business.

SCOR GLOBAL LIFE (SGL) AND SCOR GLOBAL LIFE SE

SCOR Global Life refers to the operating segment recording all business underwritten by entities in the Life operating segment. SCOR Global Life SE refers to the legal entity.

SCOR GLOBAL P&C (SGP&C) AND SCOR GLOBAL P&C SE

SCOR Global P&C refers to the Non-Life operating segment and all business transacted by entities in this segment. SCOR Global P&C SE refers to the legal entity.

SCOR SE AND SCOR GROUP

SCOR SE refers to the legal entity SCOR SE, the issuer. SCOR SE and its consolidated subsidiaries are referred to as SCOR, SCOR Group or the Group.

SOLVENCY CAPITAL REQUIREMENT (SCR)

Solvency Capital Requirement i.e. required capital, under the Solvency II framework, calculated by SCOR's internal model, ensuring the Group can meet its obligation over the following 12 months with a 99.5% probability. It is the denominator of the solvency ratio.

SPECIAL PURPOSE VEHICLE (SPV)

A legal entity created to fulfill specific or temporary objectives (conduct defined activities or hold assets etc.). SPV's are typically used by companies to isolate the financial risk from the firm.

TAIL

The period of time that elapses between either the writing of the applicable insurance or reinsurance policy or the loss event (or the insurer's or reinsurer's knowledge of the loss event) and the payment in respect thereof. A "short-tail" product is one where ultimate losses are known comparatively quickly; ultimate losses under a "long-tail" product may remain unknown for several years.

TECHNICAL RATIO

The technical ratio is a P&C indicator and is calculated as the sum of the loss ratio and commission ratio. This ratio is net of retrocession and is used to assess the net performance of reinsurance transactions excluding P&C management expenses.

TECHNICAL RESULT

The balance of income and expenses allocated to the insurance business and shown in the underwriting income statement.

TOTAL LIQUIDITY

This total displays the Group's available short-term liquidity position. It is defined as cash and cash equivalents (which include cash held by the Group on behalf of third parties), short-term government bonds maturing between three months and twelve months from the date of purchase (included in loans and receivables) and bank overdrafts.

UNDERWRITING CAPACITY

The maximum amount that an insurance or reinsurance company can underwrite. The limit is generally determined by the company's retained earnings and investment capital. Reinsurance serves to increase a company's underwriting capacity by reducing its exposure to particular risks.

For Lloyd's, amount of gross written premiums net of acquisition costs underwritten by the Group through its investments in Lloyd's Syndicates.

UNDERWRITING EXPENSES

The aggregate of policy acquisition costs, including commissions, and the portion of administrative, general and other expenses attributable to underwriting activities.

UNDERWRITING RESERVES

Amounts that an insurer or reinsurer must place in reserves in order to pay out on claims insured, and on liabilities arising from policies written.

UNDERWRITING YEAR

The year starting with the effective date of a policy or with the renewal date of that policy; to be distinguished from the accounting year. For example, a claim may occur during the current accounting year, but relate to a policy commencing in a prior underwriting year.

UNEARNED PREMIUM RESERVES

For each reinsurance contract, these cover the portion of premiums written during the year relating to future periods (between the reporting date and the date at which the reinsurance contract expires).

UNIT-LINKED CONTRACT

Life insurance contract or capitalization certificate for which the amount guaranteed, and bonus amounts are expressed, not in a specific Euro amount, but by reference to one or more units of account such as mutual fund units or real estate investment trust units. Contractual guarantees are directly linked to upward or downward variations in a security listed on a regulated market or in the value of a real estate asset.

VALUE OF BUSINESS ACQUIRED (VOBA)

This refers to life reinsurance portfolios acquired in a business combination. It is calculated as the present value of the stream of expected future cash flows including estimates of future technical results, future investment income less future administrative expenses. The present value calculation is based on assumptions and risk discount factors relevant at the date of acquisition. VOBA is amortized over the lifetime of the underlying reinsurance portfolio and is subject to impairment testing as part of the LAT.

VALUE OF IN-FORCE BUSINESS (VIF)

Present value of expected future income flows from the portfolio of in-force business, discounted by a currency-specific risk discount rate and determined in accordance with local accounting principles.

VALUE OF NEW BUSINESS (VNB)

A measure of total economic profit (or loss) after risk margin and taxes resulting from underwriting or renewing reinsurance contracts measured on a Solvency II basis at the point of sale. It is calculated as the discounted present value of all the expected future Solvency II cashflows (e.g. premiums, claims, commissions, expenses, collateral costs, cost of cat bonds etc...) and the cost of Solvency II risk capital required for the new business, as at the point of sale. The VNB growth is driven by new business premium volume growth, underwriting profitability, operating efficiency and capital efficiency.

XXX (OR TRIPLE X)

A regulation in the US, (NAIC Model Regulation XXX or Valuation of Life Insurance Policies Model Regulation) commonly referred to as Regulation XXX (or Triple X) which requires that US life insurance and life reinsurance companies must hold on their statutory financial statements a relatively high level of regulatory or statutory reserves for various types of life insurance business, primarily certain level term life products. The reserve levels required under Regulation XXX increase over time and are normally in excess of reserves required under IFRS.

Appendix D

Additional information relating to the management report of the Company and the Group - Correspondence table

The statements and information pertaining to the management report on the Company's and the Group's activities in 2021, as approved by the Board of Directors on February 23, 2022 (the "Report"), are included and presented in the 2021 Universal Registration Document (URD) which will be submitted as such to the Shareholders' Meeting convened to approve the financial statements for the financial year ended December 31, 2021.

Therefore, the sections of the Universal Registration Document (URD) referred to in the correspondence table set forth under Section 6 hereafter, are fully incorporated in this Report of which they are deemed to be an integral part.

The information of the special report relating to the 2021 stock options plans established in accordance with Article L. 225-184 of the French Commercial Code and the special report relating to the 2021 free share allocation plans established in accordance with the Article L. 225-197-4 of the French Commercial Code, appear in Section 2.2.3.4 – Plans providing employee profit sharing.

Statements and information relating to the resolutions submitted to the Shareholders' Meeting, pursuant to the provisions of Article R. 225-83, 4° of the French Commercial Code are presented in a separate report of the Board of Directors.

1. OPERATING AND FINANCIAL REVIEW OF SCOR SE

1.1. YEAR 2021

1.1.1. OPERATING AND FINANCIAL REVIEW OF SCOR SE IN 2021

The total assets of SCOR SE as at December 31, 2021 amounted to EUR 31,702,574,942.

The total financial assets (investments) amounted to EUR 22,798,172,683.

Shareholders' equity stood at EUR 3,724,198,393 and subordinated liabilities at EUR 2,618,078,414. Liabilities amounted to EUR 2,026,391,927 including other loans of EUR 829,375,333.

The net amount of underwriting reserves was EUR 16,197,974,590.

The technical result of SCOR SE as at December 31, 2021 was EUR (108,513,624) while the financial result was EUR 511,522,536.

SCOR SE's net income amounted to EUR (71,651,063) in 2021.

For additional information on the operating and financial situation of SCOR SE and its subsidiaries, as well as on the development of their business in 2021, see Section 1.3, Section 4 and Appendix B of the Universal Registration Document.

1.1.2. ADDITIONAL INFORMATION

Liabilities due to suppliers

Pursuant to the provisions of Article L. 441-6-1 of the French Commercial Code, except in specific situations (such as litigation regarding invoices received), suppliers' invoices are paid upon receipt or within 30 days of the end of the month.

In application of the circular of the French Insurance Federation (*Fédération française de l'assurance*) of May 29, 2017, information presented in the table below, does not include the transactions linked to insurance and reinsurance contracts.

ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP - CORRESPONDENCE TABLE

Operating and financial review of SCOR SE

In EUR millions	Article D. 441 I.1: Unpaid received bills at the end of the financial year whose term is expired						Article D. 441 I.2: Unpaid issued bills at the end of the financial year whose term is expired					
	0 day (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total (1 day and more)	0 day (indicative)	1 to 30 days	31 to 60 days	61 to 90 days	91 days and more	Total (1 day and more)
(A) Late payments												
Number of concerned bills	278	21	23	-	436	472	132	10	27	-	153	182
Total Amount of concerned bills without taxes	74	1	1	-	19	20	28	-	2	-	34	36
Percentage of total expenses of the year, without taxes	18.14%	0.22%	0.19%	-	4.54%	4.94%						
Percentage of total gross sales of the year, without taxes							18.43%	0.20%	1.10%	-	22.73%	24.03%
(B) Excluded bills from (A) related to debts and contested claims unaccounted												
Number of excluded bills	-	-	-	-	-	-	-	-	-	-	-	-
Total amount of excluded bills	-	-	-	-	-	-	-	-	-	-	-	-
(C) Reference payment term used (contractual or legal term - Article L. 441-6 or article L. 443-1 of the commercial law)												
Payment term used to calculate late payments												
Contractual term 30 days end of the month												
Legal term												

Total amount of exceptional expenditures

Pursuant to Article 223 quarter of the French General Tax Code, we remind you that the amount of the expenses and charges referred to in Article 39.4 of said Code for 2021 totals EUR 271,007.

Add-back of general expenditures

Pursuant to the paragraph 5 of Article 39 of French tax code, the net add-back to taxable income is EUR 10,410,279 for the financial year 2021.

ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP -CORRESPONDENCE TABLE

D

Operating and financial review of SCOR SE

1.2. OPERATING RESULTS OF SCOR SE IN PAST FINANCIAL YEARS

1.2.1. FIVE-YEAR FINANCIAL SUMMARY

Pursuant to the provisions of Article R. 225-102 of the French Commercial Code, the following table presents a summary of SCOR SE's operating results for each of the last five financial years:

Ratio nature	2021	2020	2019	2018	2017
I. Financial position at the end of the year					
a) Social capital (in EUR millions)	1,472	1,471	1,473	1,521	1,524
b) Number of issued shares	186,896,376	186,730,076	187,049,511	193,085,792	193,500,317
c) Number of convertible bonds to shares	-	-	-	-	-
II. Global Profit and loss of effectives transactions (in EUR millions)					
a) Turnover without taxes	8,682	7,151	7,511	2,400	2,266
b) Net profit before taxes, depreciations and reserves	(33)	138	971	508	(90)
c) Current income tax	16	19	30	15	101
d) Net profit after taxes, depreciations and reserves	(72)	110	908	499	(5)
e) Allocated net profit amount	336 ⁽¹⁾	336	-	338	319
III. Profit and loss per share					
a) Net profit after taxes, and before depreciations and reserves	(0.28)	0.63	4.69	2.71	0.05
b) Net profit after taxes, depreciations and reserves	(0.38)	0.59	4.85	2.59	(0.02)
c) Paid dividend per share	1.80 ⁽¹⁾	1.80	-	1.75	1.65
IV. Salaries					
a) Number of salaries	1,318	1,240	1,198	817	805
b) Gross wages amount	157	156	139	136	124
c) Amount of paid employees benefits (Healthy contribution, others benefits, etc.)	67	47	80	34	33

(1) Subject to adjustment based on Shareholders' Meeting's decision regarding the allocation of 2021 income.

1.2.2. DIVIDENDS DISTRIBUTED BY SCOR SE OVER THE LAST THREE FINANCIAL YEARS

Over the three previous financial years, the amounts distributed by SCOR SE as dividends were as follows:

Fiscal year ended on	12/31/2020	12/31/2019	12/31/2018
Number of shares ⁽¹⁾	186,730,076	187,049,511	193,085,792
Net dividend per share	EUR 1.80	EUR -	EUR 1.75
Amount eligible for the deduction allowance specified by Article 158-3 of the French General Tax Code ⁽²⁾	EUR 1.80	EUR -	EUR 1.75

(1) Number of shares of the Company, with a par value of EUR 7.8769723, outstanding at the time of distribution of the related dividend, including treasury shares.

(2) For natural persons only: the dividend paid in 2019, 2020 and 2021 for the financial years 2018, 2019 and 2020 gave entitlement to a 40% deduction (except where the beneficiary opted for fixed-rate taxation on dividends (prélèvement libératoire forfaitaire, where applicable).

D — **ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP - CORRESPONDENCE TABLE**

Trends in the SCOR SE share price throughout 2021

2. TRENDS IN THE SCOR SE SHARE PRICE THROUGHOUT 2021

Refer to Section 5.1.1. – Trends in the SCOR SE share price throughout 2021.

3. SOCIAL AND ENVIRONMENTAL IMPACT OF SCOR'S ACTIVITY

See Section 6 – Non-financial performance statement.

4. CONSEQUENCES OF RESPECT OF HUMAN RIGHTS, THE FIGHT AGAINST CORRUPTION AND FISCAL EVASION

See Section 6 – Non-financial performance statement.

5. RELATED PARTY AGREEMENTS

See Section 2.3.2 – Related party transactions and agreements.

ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP -CORRESPONDENCE TABLE

D

Additional information provided in the management report of the company and the Group – Correspondence table

6. ADDITIONAL INFORMATION PROVIDED IN THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP – CORRESPONDENCE TABLE

The following information and statements are fully incorporated into this Report, of which they are an integral part, in the various sections of the Universal Registration Document referred to in the correspondence table below:

Management report	Legal provisions	Universal Registration Document
STATEMENTS DEALING WITH THE MANAGEMENT OF SCOR SE AND THE GROUP IN 2021:		
Analysis of the Company's and the Group's business development, results and financial position (including the debt situation)	Articles L. 225-100-1, I., 1°, L. 232-1, II, L. 233-6 and L. 233-26 of the French Commercial Code	Sections 1.1.1, 1.1.2, 1.3.1, 1.3.3, 1.3.5, 1.3.6, 1.3.7, 1.3.8, 1.3.9, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 4.9
Situation and activity of the Company and the Group during the past year	Articles L. 225-100-1, I., 1°, L. 232-1, II, L. 233-6 and L. 233-26 of the French Commercial Code	Sections 1.1.1, 1.1.2, 1.3.1, 1.3.3, 1.3.5, 1.3.6, 1.3.7, 1.3.8, 1.3.9, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 4.9
Results of the activity of the Company, its subsidiaries and the companies under its control	Articles L. 225-100-1, I., 1°, L. 232-1, II, L. 233-6 and L. 233-26 of the French Commercial Code	Sections 1.1.1, 1.1.2, 1.3.1, 1.3.3, 1.3.5, 1.3.6, 1.3.9, 4.1, 4.2, 4.3, 4.4, 4.5, 4.6 and 4.9
Important events occurred since the closing of the last financial year	Articles L. 232-1, II, and L. 233-26 of the French Commercial Code	Section 1.3.10
Table of the Company's results in the course of the five last financial years	Article R. 225-102 of the French Commercial Code	Appendix D – 1.2.1
Dividends distributed in the course of the three last years and dividends eligible to the 40% relief	Article 243 bis of the General French Tax Code	Appendix D – 1.2.2
Amount of the intercompany loans – Loans of less than two years granted by the Company, as an ancillary to its main activity, to micro businesses and SME or companies of an intermediate size with which it maintains economical relationships	Articles L. 511-6 and R. 511-2-1-3 of the French Monetary and Financial Code	None
Information on expenses and charges not deductible from taxes	Article 223 quarter of the French General Tax Code	Appendix D – 1.1.2
Clients and suppliers payment terms	Article D. 441-4 of the French Commercial Code	Appendix D – 1.1.2
Key financial performance indicators	Article L. 225-100-1, I., 2° of the French Commercial Code	Sections 1.1, 1.3.5 and 1.3.9
Research and development activities within the Group and SCOR SE	Articles L. 232-1, II and L. 233-26 of the French Commercial Code	Section 1.2.6
Non financial performance statement of the Group and SCOR SE	Articles L. 225-102-1, R. 225-105, I and L. 22-10-36 of the French Commercial Code	Section 6
Main risk factors and uncertainties facing the Group	Article L. 225-100-1, I., 3° of the French Commercial Code	Section 3

D ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP - CORRESPONDENCE TABLE

Management report	Legal provisions	Universal Registration Document
Indications on the use of financial instruments, and the Company's objectives and policy in terms of financial risk management and market risks	Article L. 225-100-1., 4° of the French Commercial Code	Sections 3.1.3, 3.1.4, 3.1.5, 3.2.4, 3.2.5 and 3.2.6
Indication on the financial risks related to the effects of the climate change and presentation of the means taken by the Company to reduce them by implementing a low-carbon strategy at all stage of its activity	Article L. 22-10-35, 1° of the French Commercial Code	Section 6
Main characteristics of the internal control and risk management procedures	Article L. 22-10-35, 2° of the French Commercial Code	Section 3.3
FINANCIAL AND LEGAL INFORMATION		
Company's securities		
• Shareholding	Article L. 233-13 of the French Commercial Code	Section 5.2
• Threshold crossing	Article L. 233-13 of the French Commercial Code	Sections 5.2.1.1 and 5.3.2.7
• Transactions performed by the Company in its own shares in the framework of Articles L. 22-10-61, L. 22-10-62 and L. 22-10-63 of the French Commercial Code	Article L. 225-211 of the French Commercial Code	Section 5.2.1.2
• Notice of holding more than 10% of the share capital of another joint-stock company – Disposal of cross shareholdings	Articles L. 233-29, L. 233-30 and R. 233-19 of the French Commercial Code	- ⁽¹⁾
• Employee share ownership	Article L. 225-102, paragraph 1 of the French Commercial Code	Sections 5.2.1.1 and 5.2.1.3
• Adjustment of the conversion basis for securities granting access to the share capital	Articles R. 228-90 and R. 228-91 of the French Commercial Code	Section 5.2
• Summary statement on the transactions on titles by the persons referred to in Article L. 621-18-2 of French Monetary and Financial Code (persons discharging managerial responsibilities as well as the persons closely associated with them)	Article 223-26 of the General Regulation of the AMF	Section 2.2.4
Foreseeable evolution		Sections 1.3.3, 1.3.4, 1.3.5 and Appendix B – 5.3.9
Collective agreements concluded within the Company and the impact on the economic performance and work conditions of the employees (included in the Non financial performance statement of the Group and SCOR SE)	Articles L. 225-102-1, III and R. 225-105 of the French Commercial Code	Section 6
Financial sanctions and orders by the Competition Authority on express decision for anti-competition behaviors	Article L. 464-2 of the French Commercial Code	Section 4.6. Note 26
SUBSIDIARIES AND AFFILIATES		
Group organization chart		Section 1.2.3
Subsidiaries' business overview during the financial year closed	Article L. 233-6 of the French Commercial Code	Sections 1.2.3, 1.2.5, 1.3.1, 1.3.5, 1.3.6, 1.3.9 and Appendix B – 5.2.1
Purchase of shareholdings during the financial year closed	Article L. 233-6 of the French Commercial Code	Sections 4.6 Note 4 and Appendix B – 5.2.1
Existing branches	Article L. 232-1 of the French Commercial Code	Section 1.2.3.2
Transfer or disposal of shares undertaken to regularize cross shareholdings	Articles R. 233-19 of the French Commercial Code	None

ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP -CORRESPONDENCE TABLE

D

Additional information provided in the management report of the company and the Group – Correspondence table

Management report	Legal provisions	Universal Registration Document
REPORT ON THE CORPORATE GOVERNANCE		
Information related to the remunerations		
For each of the corporate officers	Article L. 22-10-9, I., 1° of the French Commercial Code	Sections 2.2.1.2, 2.2.1.3 and 2.2.3
Total remuneration and advantages of any kind paid or granted in respect of the mandate during the financial year by the Company, the controlled companies or the company controlling it (L. 233-16 of the French Commercial Code), distinguishing between fixed, variable and exceptional items, including in the form of equity securities, debt securities or securities giving access to the capital or entitling the holder to the grant of debt securities of the Company, as well as the main conditions for exercising rights, in particular the price and date of exercise and any change in these conditions		
The relative proportion of fixed and variable compensation	Article L. 22-10-9, I., 2° of the French Commercial Code	Sections 2.2.1.2 and 2.2.1.3
Exercise of the option to request the return of variable remuneration	Article L. 22-10-9, I., 3° of the French Commercial Code	None
Any remuneration paid or granted by a company included in the scope of consolidation within the meaning of Article L. 233-16 of the French Commercial Code	Article L. 22-10-9, I., 5° of the French Commercial Code	Sections 2.2.1.2 and 2.2.1.3
For the Chairman of the Board of Directors, the Chief Executive Officer and each Deputy Chief Executive Officer, the ratios between the level of compensation of each of these executives and, on the one hand, the average compensation on a full-time equivalent basis of the company's employees other than corporate officers, and on the other hand, the median compensation on a full-time equivalent basis of the company's employees other than corporate officers	Article L. 22-10-9, I., 6° of the French Commercial Code	Sections 2.2.1.2
The annual evolution of the remuneration, of the company's performance, of the average remuneration on a full-time equivalent basis of the company's employees, other than executives, and of the ratios referred to in 6° of Article L. 22-10-9, I of the French Commercial Code over at least the five most recent financial years, presented together and in a manner that allows for comparison	Article L. 22-10-9, I., 7° of the French Commercial Code	Section 2.2.1.2
An explanation of how the total remuneration complies with the adopted remuneration policy, including how it contributes to the long-term performance of the company, and how the performance criteria have been applied	Article L. 22-10-9, I., 8° of the French Commercial Code	Section 2.2.1.4
The manner in which the vote of the last ordinary general meeting provided for in II of Article L. 22-10-34 of the French Commercial Code was taken into account	Article L. 22-10-9, I., 9° of the French Commercial Code	Section 2.2.1.4
Any deviation from the procedure for implementing the remuneration policy and any waiver applied in accordance with the second paragraph of III of Article L. 22-10-8 of the French Commercial Code, including an explanation of the nature of the exceptional circumstances and an indication of the specific elements to which a waiver is applied	Article L. 22-10-9, I., 10° of the French Commercial Code	Section 2.2.1.1
Clear and concise presentation of the compensation policy for corporate officers, describing all the components of fixed and variable compensation and explaining the decision-making process followed for its determination, review and implementation	Article L. 22-10-8, I., paragraph 2 of the French Commercial Code	Section 2.2.1.4
Commitments of any kind taken by the Company to the benefit of its corporate officers, corresponding to remuneration items, damages or advantages owed or likely to be owed with respect to the taking up, the termination or the change of their functions or after the exercise of such functions, mentioning the precise methods for determining these commitments and the estimated amount of the sums likely to be paid in respect thereof	Article L. 22-10-9, I., 4° of the French Commercial Code	Sections 2.2.1.2 and 2.2.1.4
Choice of the Board related to the means of conservation by the officers of shares granted freely and/or shares resulting from the exercise of stock options	Articles L. 225-197-1, L. 22-10-59 and L. 225-185 of the French Commercial Code	Section 2.2.1.4

Management report	Legal provisions	Universal Registration Document
Information related to the composition, the operation and the powers of the Board		
Reference to a corporate governance code in accordance with the principle "comply or explain" as well as location where such code can be consulted	Article L. 22-10-10, 4° of the French Commercial Code	Section 2.1.1
Composition, conditions of preparation and organization of the works of the Board	Article L. 22-10-10, 1° of the French Commercial Code	Sections 2.1.2, 2.1.3 and 2.1.4
Implementation of the principle of balanced representation of women and men within the Board	Article L. 22-10-10, 2° of the French Commercial Code	Section 2.1.3.3
List of all mandates and functions exercised in any company by each corporate officer during the financial year	Article L. 225-37-4, 1° of the French Commercial Code	Section 2.1.3.2
Summary table of the delegations in course of validity granted by the Shareholders' Meeting for increasing the share capital	Article L. 225-37-4, 3° of the French Commercial Code	Section 5.2
Agreements entered into, directly or through an intermediary, between a corporate officer and a company which share capital is held, directly or indirectly, at more than 50% by the Company	Article L. 225-37-4, 2° of the French Commercial Code	Section 2.3.1
Description of the procedure implemented by the company pursuant to the second paragraph of Article L. 22-10-12 of the French Commercial Code and its implementation	Article L. 22-10-10, 6° of the French Commercial Code	Section 2.3.1
Choice made of one of the two means for exercising the General Management	Article L. 225-37-4, 4° of the French Commercial Code	Section 2.1.5.1
Limitations brought by the Board of Directors to the powers of the Chief Executive Officer	Article L. 22-10-10, 3° of the French Commercial Code	Section 2.1.5.2
Specific means for the participation of the shareholders to the Shareholders' Meeting or provisions of the articles of association providing for such means	Article L. 225-37-4, 9° of the French Commercial Code	Sections 5.3.2.5
Information relating to governing bodies		
Search for a balanced representation within the executive committee and the 10% of positions with the highest responsibility	Article L. 22-10-10, 2° of the French Commercial Code	Section 6.2.3
Items likely to have an influence in the case of a tender offer		
Share capital structure	Article L. 22-10-11 of the French Commercial Code	Section 5.2
Restrictions to the exercise of the voting rights and the transfer of shares pursuant to the articles of association or provisions of the agreements brought to the knowledge of the Company in accordance with Article L. 233-11 of the French Commercial Code	Article L. 22-10-11 of the French Commercial Code	Sections 5.2.1.1, 5.2.8.1, 5.3.2.3, 5.3.2.4, 5.3.2.6 and 5.3.2.7
Direct or indirect shareholding interests in the Company of which it is aware pursuant to Articles L. 233-7 (threshold crossing) and L. 233-12 of the French Commercial Code (cross-shareholding)	Article L. 22-10-11 of the French Commercial Code	Sections 5.2.1.1, 5.2.8.2 and 5.3.2.7
List of the persons holding titles comprising special control rights and description thereof	Article L. 22-10-11 of the French Commercial Code	Section 5.2.8.1
Control mechanism provided for in a potential employee shareholding scheme, when the voting rights are not exercised by the latter	Article L. 22-10-11 of the French Commercial Code	Section 2.2.3.4

ADDITIONAL INFORMATION RELATING TO THE MANAGEMENT REPORT OF THE COMPANY AND THE GROUP -CORRESPONDENCE TABLE

D

Additional information provided in the management report of the company and the Group – Correspondence table

Management report	Legal provisions	Universal Registration Document
Agreements between the shareholders of which the Company is aware likely to trigger restrictions to the transfer of shares and the exercise of voting rights	Article L. 22-10-11 of the French Commercial Code	Section 5.2.1.1
Rules applicable to the nomination and the replacement of the members of the Board as well as the modification of the articles of association of the Company	Article L. 22-10-11 of the French Commercial Code	Sections 2.1.2, 5.3.2.4, 5.3.2.5 and 2.1.3
Powers of the Board in particular with respect to the issuance or the redemption of shares	Article L. 22-10-11 of the French Commercial Code	Sections 5.2, 5.3.2.3 and 5.3.2.2
Agreements entered into by the Company which are modified or terminated in the case of a change of control of the Company	Article L. 22-10-11 of the French Commercial Code	Section 5.2.8.4
Agreements providing for damages to the members of the Board or the employees, if they resign or are dismissed without cause or if their employment is terminated because of a cash tender offer or an exchange tender offer	Article L. 22-10-11 of the French Commercial Code	Sections 2.2.1.2, 2.2.1.4 and 2.2.2.1

(1) The Company did not hold any cross shareholdings in 2021.

Appendix E

Correspondence table - Delegated regulation (EC) of March 14, 2019

Appendix 1 of the delegated regulation (EC) No. 2019/980
and No 2019/979 of the European Commission
of March 14, 2019

		Paragraph		Pages
1	PERSON RESPONSIBLE			
1.1	Name and title of person responsible	Appendix A	Person responsible for the Annual Report	344
1.2	Declaration by person responsible	Appendix A	Person responsible for the Annual Report	344
1.3	Expert	5.3.3.1	Expert's Report	295
1.4	Third party information	5.3.3.2	Information from third parties	295
1.5	Statement			344
2	STATUTORY AUDITORS			
2.1	Auditors	4.8	Statutory Auditors	264
2.2	Resignation or non-renewal of Auditors	4.8	Statutory Auditors	264
3	RISK FACTORS	3	RISK FACTORS AND RISK MANAGEMENT MECHANISMS	141 to 182
4	INFORMATION ABOUT THE ISSUER			
4.1	Legal and commercial name of the issuer	5.3.1.1	Legal and commercial name of the issuer	287
4.2	Place of registration, registration number and legal entity identifier of the issuer	5.3.1.2	Place of registration, registration number and legal entity identifier of the issuer	287
4.3	Date of incorporation and the length of time of the issuer	5.3.1.3	Date of incorporation and the length of time of the issuer	287
4.4	Domicile and legal form of the issuer, legislation under which the issuer operates, its country of incorporation, address, telephone number of its registered office and website of the issuer	5.3.1.4 & 5.3.1.5	Domicile and legal form of the issuer, legislation under which the issuer operates, its country of incorporation, address, telephone number of its registered office and website of the issuer	287 to 289
			Applicable laws and regulations	
5	BUSINESS OVERVIEW			
5.1	Primary activities	1.2.5	Business overview	14 to 20
5.2	Principal markets	1.3.1 & 1.3.2	Reinsurance market developments & Financial market developments	24 to 25
5.3	Important events in the development of the issuer's business	1.3.3	Significant events of the year	25 to 26
5.4.	Strategy and objectives	1.1.4, 1.2.5 & 6	Current strategic plan, Business overview & Non financial performance statement	10, 14 to 20, 297 to 342
5.5	Dependency of the issuer with respect to patents or licenses, industrial, commercial or financial contracts and new manufacturing processes	1.2.6	Research and development, patents and licenses	20 to 23
5.6	Information on SCOR's competitive position	1.3.4	Information on SCOR's competitive position	26
5.7	Investments	1.2.7 & 6.3.3	Investments	23
			Group's operations	323 to 324

**Appendix 1 of the delegated regulation (EC) No. 2019/980
and No 2019/979 of the European Commission
of March 14, 2019**

	Paragraph		Pages
6	ORGANIZATIONAL STRUCTURE		
6.1	Brief description of the Group and of the position of the issuer	1.2.3	Organizational structure of SCOR 11 to 13
6.2	List of issuer's significant subsidiaries	1.2.3	Organizational structure of SCOR 11 to 13
7	OPERATING AND FINANCIAL REVIEW		
7.1	Financial position	1.3.6	Financial position, liquidity and capital resources 37 to 38
7.2	Operating results	1.3.5	Revenues & earnings summary 26 to 36
8	CAPITAL RESOURCES		
8.1	Information concerning the issuer's capital resources	1.3.6	Financial position, liquidity and capital resources 37 to 38
8.2	Sources and amounts of the issuer's cash flows	1.3.8	Cash Flows 39
8.3	Borrowing requirements and financing structure	1.3.6 & 1.3.7	Financial position, liquidity and capital resources Solvency 37 to 38 39
8.4	Restrictions on the use of capital resources that have materially affected or could materially affect, directly or indirectly, the issuer's operations	1.3.6	Financial position, liquidity and capital resources 37 to 38
8.5	Sources of financing relating to the material investments in progress and for which firm commitments have already been made	1.3.6	Financial position, liquidity and capital resources 37 to 38
9	REGULATORY ENVIRONMENT	5.3.1.5	APPLICABLE LAWS AND REGULATIONS 287 to 289
10	TREND INFORMATION		
10.1	(a) Most significant trends in production, sales, inventory, costs, and selling prices since the end of the last financial year (b) any significative change in the financial performance of the group since the end of the last financial year	1.3.4 & 1.3.5 1.3.10	Information on SCOR's competitive position & revenues and earnings summary Events subsequent to December 31, 2021 26 to 36 42
10.2	Known trends, uncertainties, demands, commitments and events reasonably likely to have a material effect on the issuer's prospects	1.3.4 & 1.3.5	Information on SCOR's competitive position & Revenues and earnings summary 26 to 36
11	PROFIT FORECASTS OR ESTIMATES	N/A	N/A N/A
12	ADMINISTRATIVE AND MANAGEMENT BODIES		
12.1	Information on the members of the Board of Directors and Senior Management	2.1.3, 2.1.4 & 2.1.5	Board of Directors & Executive Committee 45 to 83
12.2	Administrative, management, and supervisory bodies and Senior Management conflicts of interest	2.1.3	Board of Directors 45 to 74
13	COMPENSATION AND BENEFITS	2.2	EXECUTIVE COMPENSATION AND SHARE OWNERSHIP 86 to 137
14	BOARD PRACTICES		
14.1	Date of expiration of the current term of office	2.1.3	Board of Directors 45 to 74
14.2	Information on service contracts of members of administrative and management bodies	2.1.3	Board of Directors 45 to 74
14.3	Information on the Audit Committee and the Compensation and Nomination Committee	2.1.4	Board of Directors' Committees 75 to 82
14.4	Corporate governance regime	2.1.1	Corporate governance principles 44
14.5	Potential material impacts on the corporate governance	2.1.1	Corporate governance principles 44

E — CORRESPONDENCE TABLE - DELEGATED REGULATION (EC) OF MARCH 14, 2019

Appendix 1 of the delegated regulation (EC) No. 2019/980 and No 2019/979 of the European Commission of March 14, 2019

	Paragraph		Pages
15	EMPLOYEES		
15.1	Number of employees	2.1.7	Number of employees 85
15.2	Information on shareholdings and stock options or Company stock purchases by members of administrative and management bodies	2.2.3	Stock options and performance shares 121 to 137
15.3	Employee profit sharing plans	2.2.3	Stock options and performance shares 121 to 137
16	PRINCIPAL SHAREHOLDERS		
16.1	Significant shareholders known to SCOR	5.2.1.1	Capital ownership 275 to 277
16.2	Statement as to the absence of differences between the voting rights of various shareholders	5.2.8.1	Statement as to the absence of differences between the voting rights of various shareholders 286
16.3	Direct or indirect control by a shareholder	5.2.8.2	Direct or indirect control by a shareholder 286
16.4	Agreement which could result in a subsequent change in control	5.2.8.3	Agreement which could result in a subsequent change in control 286
17	RELATED PARTY TRANSACTIONS	2.3.1	RELATED PARTY TRANSACTIONS AND AGREEMENTS 138
18	FINANCIAL INFORMATION CONCERNING THE ISSUER'S ASSETS AND LIABILITIES, FINANCIAL POSITION AND PROFITS AND LOSSES		
18.1	Historical financial information	4	Financial statements 183 to 272
18.2	Interim and other financial information	N/A	N/A N/A
18.3	Auditing of historical annual financial information	4.9	Auditing of historical consolidated financial information 265 to 271
18.4	Pro forma financial information	N/A	N/A N/A
18.5	Dividend distribution policy	1.1.3	Dividend distribution policy 9
18.6	Litigation and arbitration procedures	4.6.26	Litigation 263
18.7	Material change in financial situation	4.6.27	Subsequent events 263 to 264
19	ADDITIONAL INFORMATION		
19.1	Share capital	5.2.1, 5.2.2.1, 5.2.5, 5.2.6 & 5.2.7	Ownership of SCOR's share capital, changes in the share capital, convertibles securities and others, acquisition rights, capital of any member of the Group 275 to 280, 281, 285, 286
19.2	Charter and Bylaws	5.3.2	Charter and Bylaws 289 to 294
20	MATERIAL CONTRACTS	5.3.5	MATERIAL CONTRACTS 295
21	DOCUMENTS ON DISPLAY	1.3.11	DOCUMENTS ON DISPLAY 42

Appendix F

Annual Financial Report - Correspondence table

In order to assist readers of the Annual Financial Report, the following table cross-references the information required by Articles L. 451-1-2 of the French Monetary and Financial Code and 222-3 of the General Regulation of the AMF.

	Legal provisions	Section	Page
STATEMENT BY THE PERSON RESPONSIBLE FOR THE UNIVERSAL REGISTRATION DOCUMENT		APPENDIX A	344
MANAGEMENT REPORT		APPENDIX D	387 to 395
Review of the parent company's and consolidated Group's net income or loss, financial position, main risks and uncertainties, and share issue authorizations (Articles L. 22-10-34 and L. 225-100-2 of the French Commercial Code)	Articles L. 225-100-1, I., 1°, L. 232-1, II., L. 233-6 and L. 233-26 of the French Commercial Code	1.1.1 1.3.5 5.2 3.1	7 26 to 36 275 to 286 142 to 160
Information about items that could affect a public offer, as required by Article L. 22-10-11 of the French Commercial Code	Article L. 22-10-11 of the French Commercial Code	5.2 5.3.2	275 to 286 289 to 294
Information about share buybacks (Article L. 225-211, paragraph 2, of the French Commercial Code)	Article L. 225-211 of the French Commercial Code	5.2	275 to 286
Statutory Auditors' fees	Article 222-3 of the General Regulation of the AMF	4.6 Note 21 4.8.4	259 264
Report of the Board of Directors on the corporate governance	Article L. 225-37, last paragraph of the French Commercial Code, Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the AMF	see correspondence table of the Management Report	391 to 395
Statutory Auditors' report on the report on the corporate governance prepared in accordance with Article L. 225-37 of the French Commercial Code	Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the AMF	2.5	140
FINANCIAL STATEMENTS			
Corporate financial statements	Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the AMF	Appendix B	345 to 380
Statutory Auditors' report on the financial statements	Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the AMF	Appendix B – 6	375 to 380
Consolidated financial statements	Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the AMF	4	183 to 272
Statutory Auditors' report on the consolidated financial statements	Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the AMF	4.9	265 to 271

Appendix G

Correspondence table - Information incorporated by reference

Items of the relevant appendix	Document in which the information is included	Parts incorporated by reference ⁽¹⁾
Sections 18.1 and 18.3 of appendix 1 of the Delegated Regulation No. 2019/980 of the European Commission of March 14, 2019	Universal registration document filed with the AMF on March 2, 2021 under number D.21-0084	<ul style="list-style-type: none"> • The corporate financial statements for the financial year ended December 31, 2020 (see Appendix B – Unconsolidated corporate financial statements of SCOR SE) • SCOR's consolidated financial statements for the financial year ended December 31, 2020 (see Section 4) • The report of the Statutory Auditors regarding said financial statements (see Section 4.9 and Appendix B Unconsolidated corporate financial statements of SCOR SE, §6)
Sections 18.1 and 18.3 of appendix 1 of the Delegated Regulation No. 2019/980 of the European Commission of March 14, 2019	Universal registration document filed with the AMF on March 13, 2020 under number D.20-0127	<ul style="list-style-type: none"> • The corporate financial statements for the financial year ended December 31, 2019 (see Appendix C – Unconsolidated corporate financial statements of SCOR SE) • SCOR's consolidated financial statements for the financial year ended December 31, 2019 (see Section 4) • The report of the Statutory Auditors regarding said financial statements (see Section 4.9 and Appendix C – Unconsolidated corporate financial statements of SCOR SE, §6)

(1) Parts of these documents which are not expressly included in the Universal Registration Document are of no concern to the investor.



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