

Introduction to SCOR and its CSR approach

Cheuvreux RSE conference 23/11/2012

SCOR

Introduction to SCOR and its CSR approach

1

SCOR Group: Maintaining Strong Momentum

1.1 - SCOR: a true global reinsurance company

1.2 - A unique value proposition: strong & stable profitability with an active shareholder remuneration policy

1.3 - On track towards “Strong Momentum V 1.1” targets and assumptions

2

SCOR’s approach to CSR

SCOR, the 5th largest reinsurer in the world, is a fully operational Global company



SCOR:
"Risk Carrier of
the Year"

**A leading global
reinsurer**



Reactions
LONDON
MARKET
AWARDS
2011

Denis Kessler:
"Reinsurance
Company CEO
of the Year"

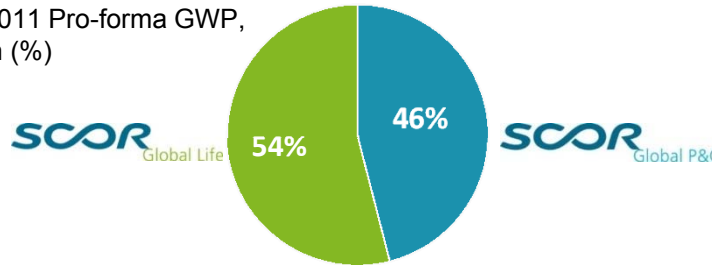
€4.7 billion
Shareholders' equity

A multi-cultural Group
with **41 offices¹⁾**
across 5 continents

More than **22 500¹⁾**
shareholders worldwide

SCOR

2011 Pro-forma GWP,
in (%)



€32 billion
balance sheet

€9.4 billion growth written
premiums estimated in 2012

€317 million operating
cashflow

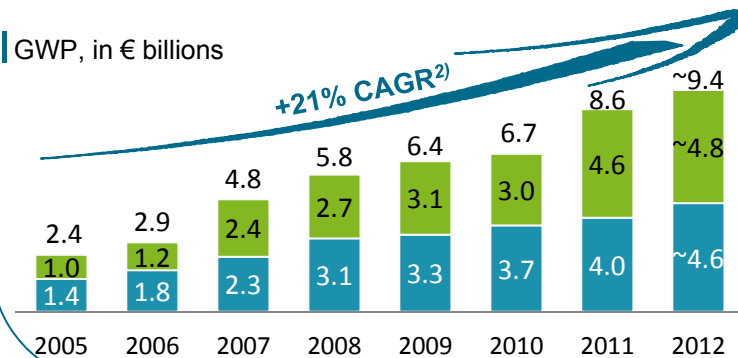
€3.3 billion¹⁾
2011 Life embedded value

Strong global franchise
with approx. **4 000¹⁾**
clients



Denis Kessler:
"Industry personality
of the Year"

GWP, in € billions



Reactions
LONDON
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SCOR:
"Reinsurance
Company of
the Year"



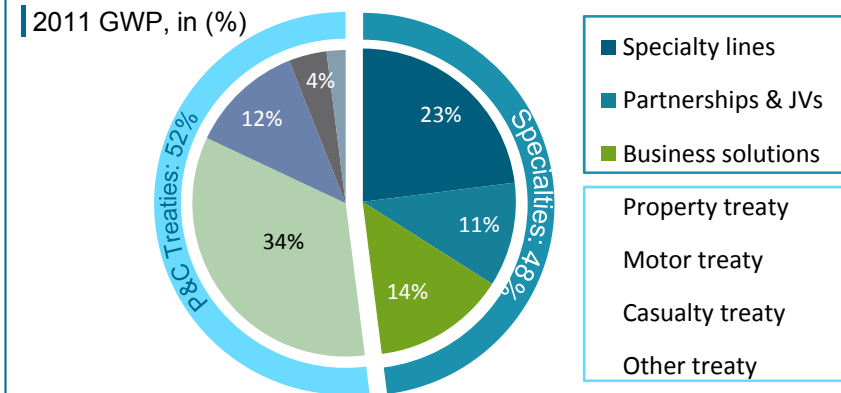
All numbers are disclosed as of Q3 2012 unless differently stated

1) As of Q4 2011

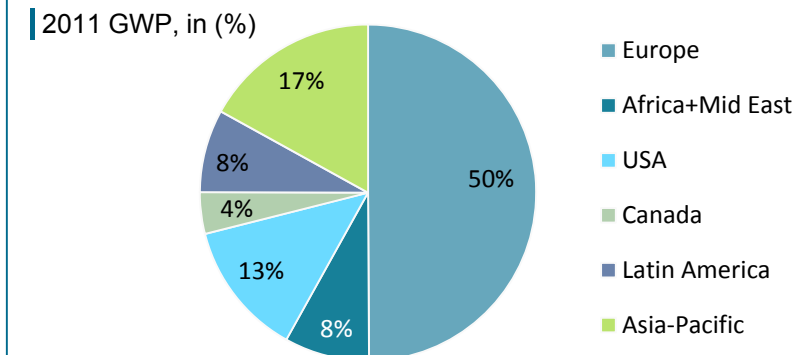
2) CAGR: Compounded Annual Growth Rate

SCOR Global P&C provides short to medium-tail traditional reinsurance with low exposure to the US market

SCPC's focuses on short to medium-tail business



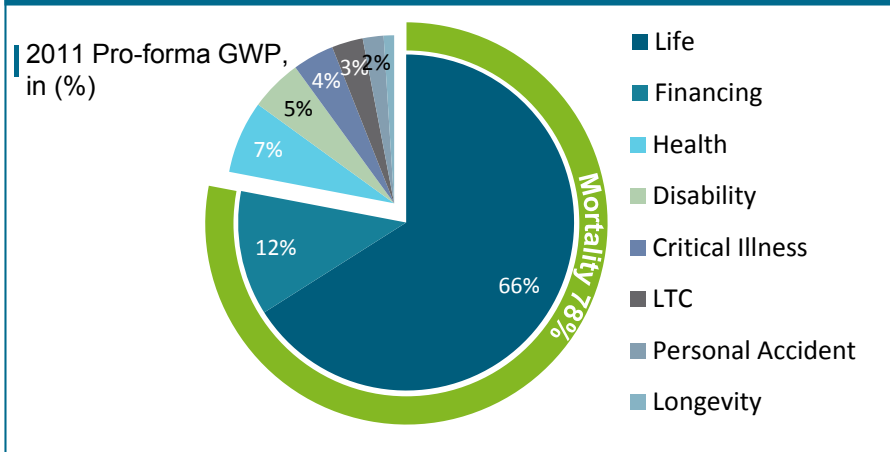
European focus with global presence



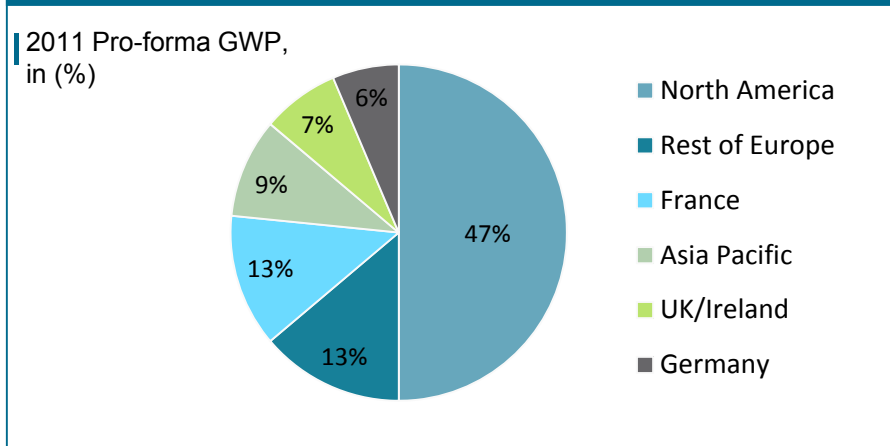
- ❑ Underwrites **traditional reinsurance business focusing on short to medium-tail business lines**, with a combination of local and global presence, **voluntarily underweighted in the US**
- ❑ **Provides clients with customized solutions**, leveraging on franchise, network and **global approach to synergies between Specialty lines and Treaty P&C**
- ❑ Combines pockets of growth with existing and new clients and increased technical profitability prospects, thanks to **price increases and active portfolio management**
- ❑ **Benefits from improved position: successful January, April and July 2012 renewals**, in line with pre-renewal expectations, having applied a **disciplined approach to the underwriting cycle** with **healthy price increases**

SCOR Global Life focuses on biometric risk while being geographically diversified

SGL's focuses on mortality risk



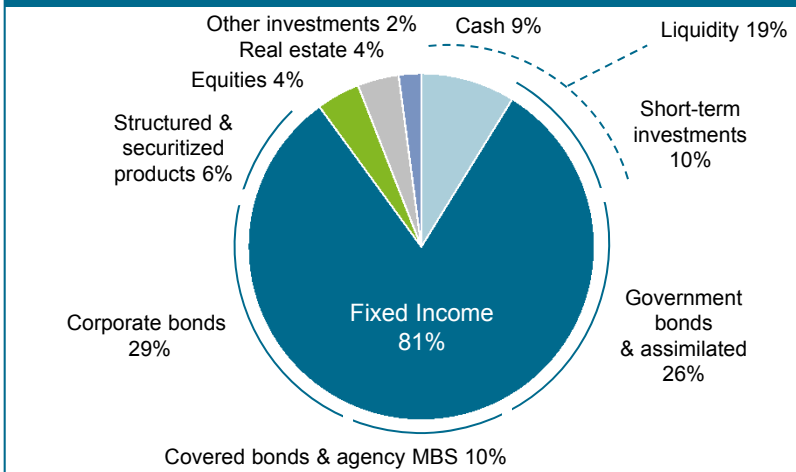
SGL geographical split aligned with that of the market



- ❑ Focuses on traditional mortality **reinsurance risks**, providing stability of results
- ❑ SCOR Global Life **does not underwrite annuity business** and as such is much less sensitive to interest rate changes than primary insurers
- ❑ Consolidates leading position in Life Reinsurance with TaRe acquisition, becoming **#2 in North American Life Reinsurance¹⁾** by recurring new business volume
- ❑ **Benefits from high barriers of entry** and offers tailor-made and **innovative solutions**, focusing on long-term relationships and access to excellent actuarial & medical assessment tools to understand and price biometric risks
- ❑ On average, SGL has been **growing by 25% every year since 2005** to become a global player
- ❑ Optimally positioned to deliver client solutions thanks to a **strong local presence and global centers of excellence**

SCOR Global Investments delivers a robust on-going return on invested assets of 3.4% in a record low yield environment

Total invested assets ¹⁾: €13.5 billion at 30/09/2012



Return on invested assets ¹⁾

	Total invested assets	Return on invested assets
Q3 2011 published	€12 537 million	+3.8%
Q3 2012 (excluding equity impairments)	€13 525 million	+3.4%
Q3 2012 (including equity impairments)	€13 525 million	+2.8%



- ❑ **Total investments of €21.9 billion**, of which total invested assets of € 13.5 billion and funds withheld of € 8.4 billion
- ❑ Prudent investment strategy maintained in Q3 2012:
 - **high quality** fixed income portfolio with a AA-average rating and no sovereign exposure to GIIPS
 - **highly liquid investment portfolio**, with financial cash flows²⁾ of € 5.7 billion expected over the next 24 months
 - **relatively short duration** of the fixed income portfolio at 2.8 years⁶⁾
- ❑ **Performance maintained** thanks to active management:
 - investment income on invested assets of € 282 million for Q3 2012 YTD, of which realized gains of € 117 million partially offset by strict and unchanged depreciation and impairment policy of € 69 million (of which € 58 million⁴⁾ on equities)
 - on-going return on invested assets for Q3 2012 YTD of 3.4% excluding equity impairments (2.8% including equity impairments)

1) Excluding funds withheld worth € 8 392 million, technical items and accrued interest

2) Including cash, coupons and redemptions

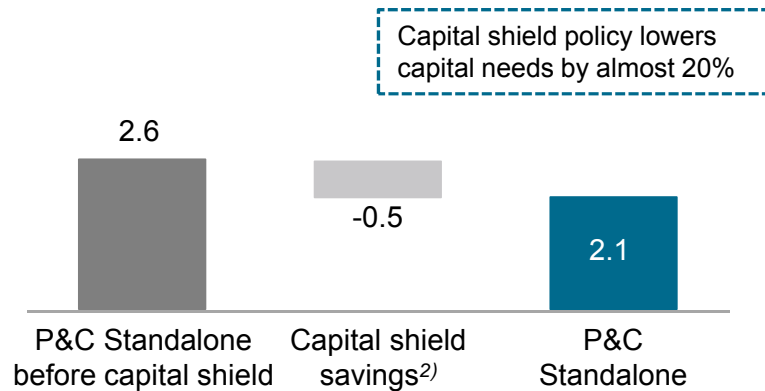
3) Excluding cash

4) € 52 million including FX gains

SCOR's business profile and strategy enable the Group to optimize its capital needs

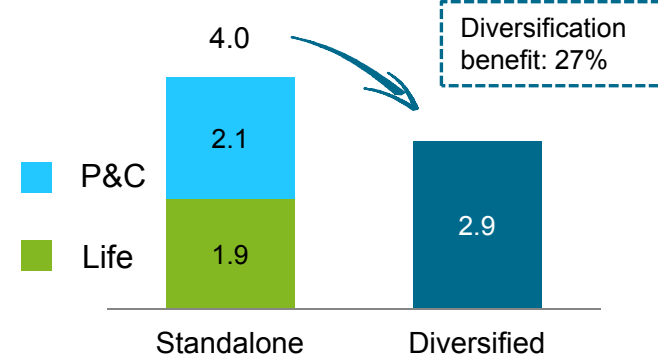
SCOR P&C's economic capital needs have been lowered thanks to an optimal capital shield policy

2012 P&C SCR¹⁾ in € billions (rounded)



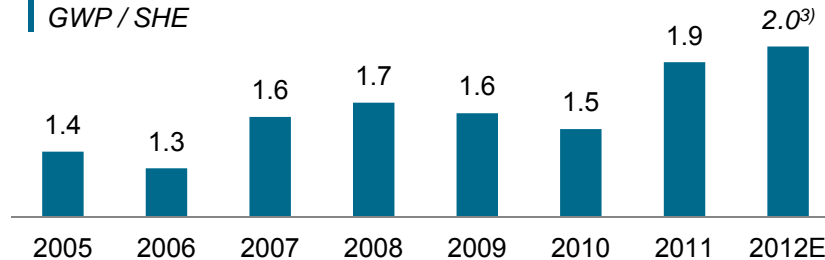
Diversification between Life and Non-Life brings further substantial capital savings

2012 SCR¹⁾ in € billions (rounded)



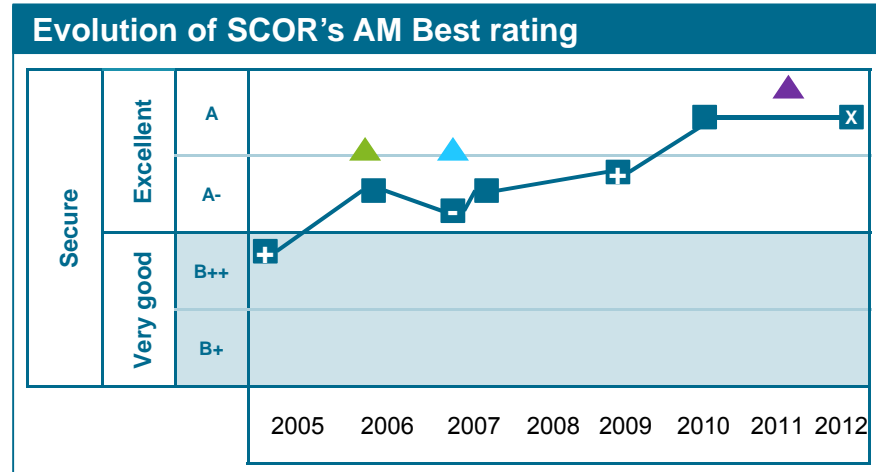
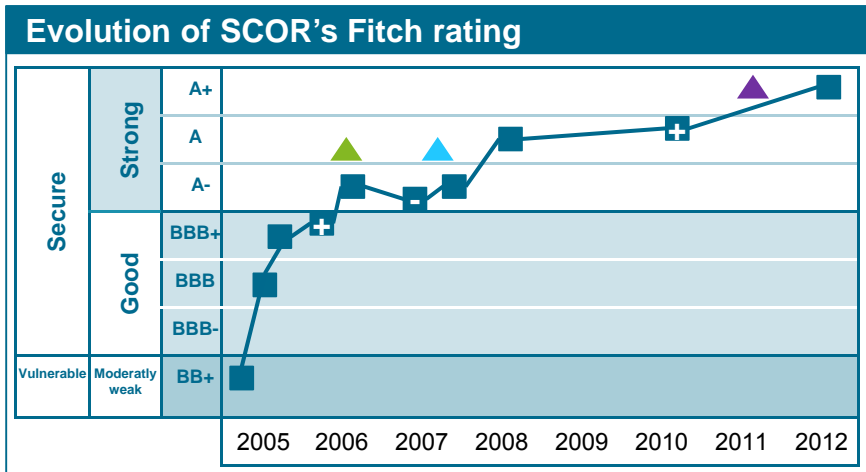
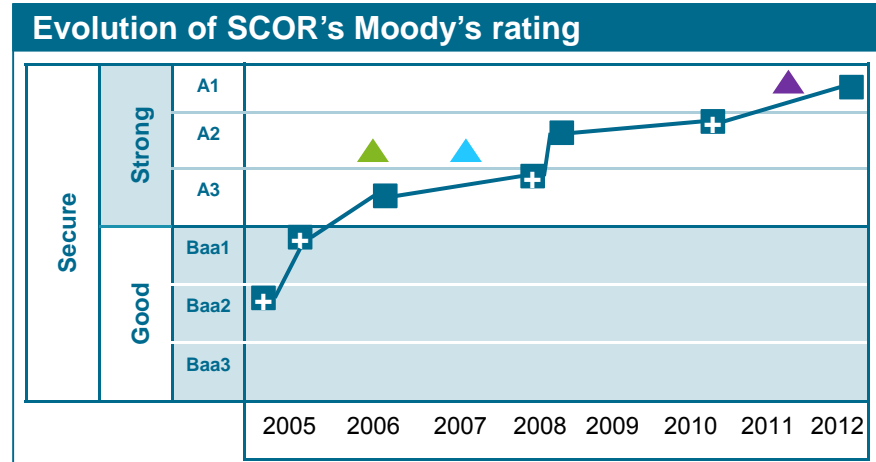
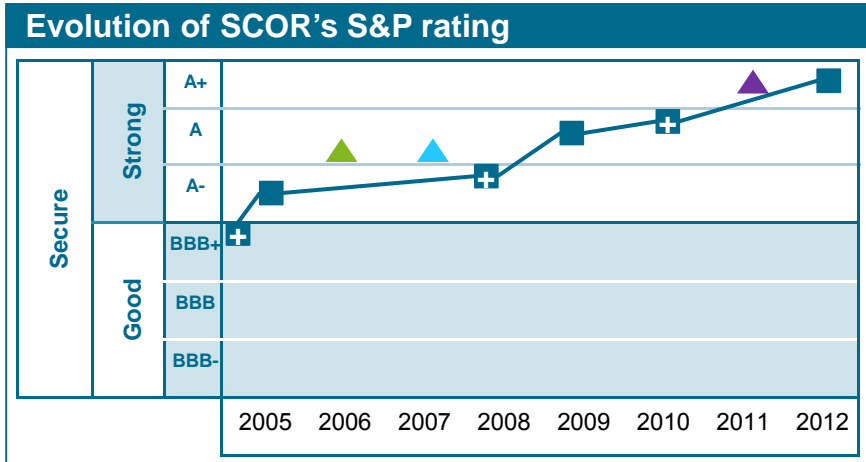
SCOR has continuously improved shareholders' equity utilization

GWP / SHE



- SCOR has improved shareholders' equity utilization, with the GWP/SHE ratio increasing from 1.4 in 2005 to 2.0 in 2012, while over the same period:
 - **SCOR's rating** went from BBB+ to A+
 - TaRe acquisition required no issuance of equity and was uniquely financed through the issuance of hybrid debt

SCOR's strong ERM and financial strength have lead to a series of rating upgrades in spite of the wider financial environment



Legend	▲ Revios Acquisition (11/2006)	▲ Converium Acquisition (08/2007)	▲ TaRe Acquisition (08/2011)
	■ Credit watch negative	■ Stable outlook	⊕ Positive outlook / cwp ¹⁾
			⊗ Issuer Credit Rating to "a+"

1) Credit watch with positive implications

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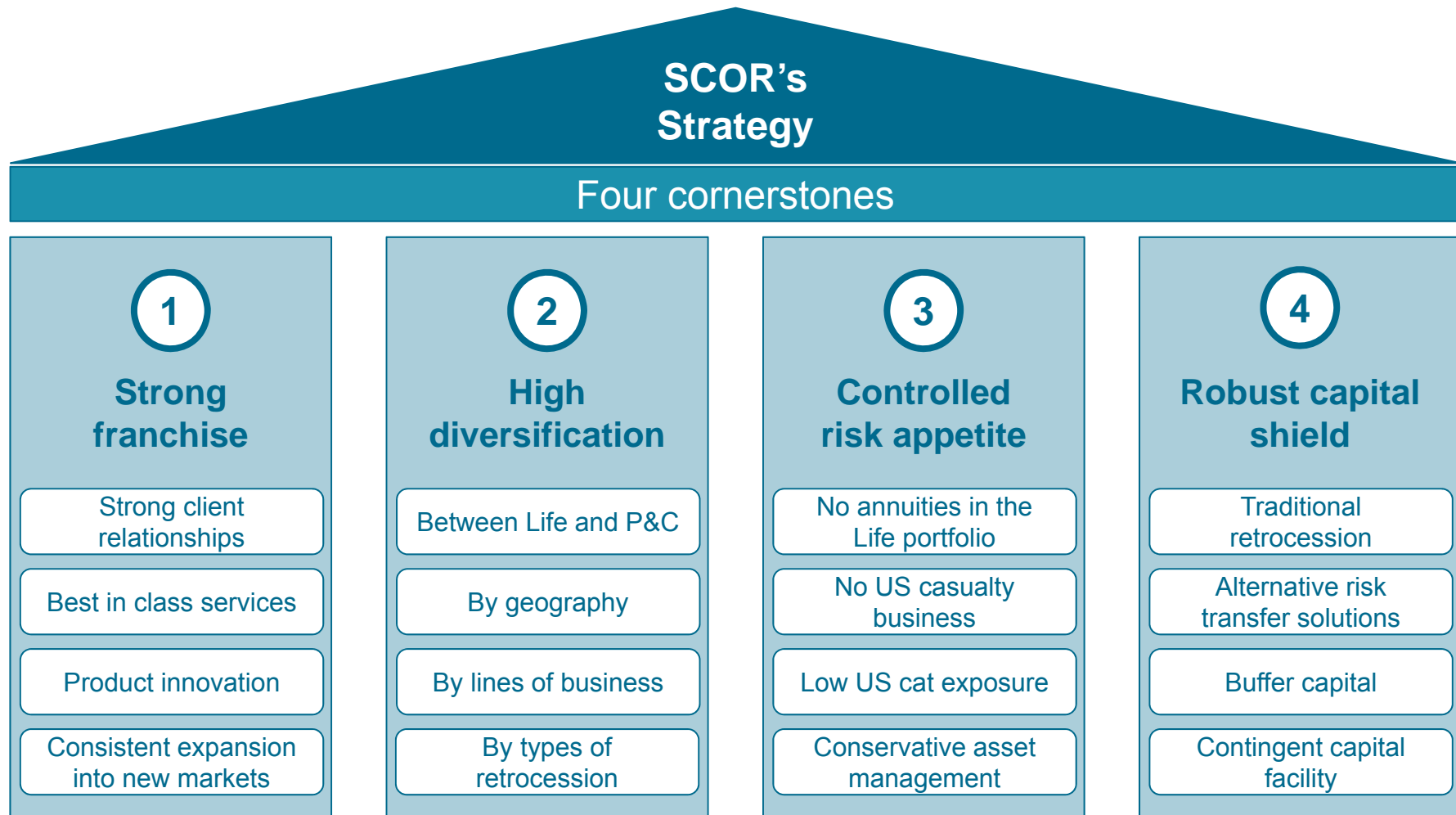
1.2 - A unique value proposition: strong & stable profitability with an active shareholder remuneration policy

1.3 - On track towards “Strong Momentum V 1.1” targets and assumptions

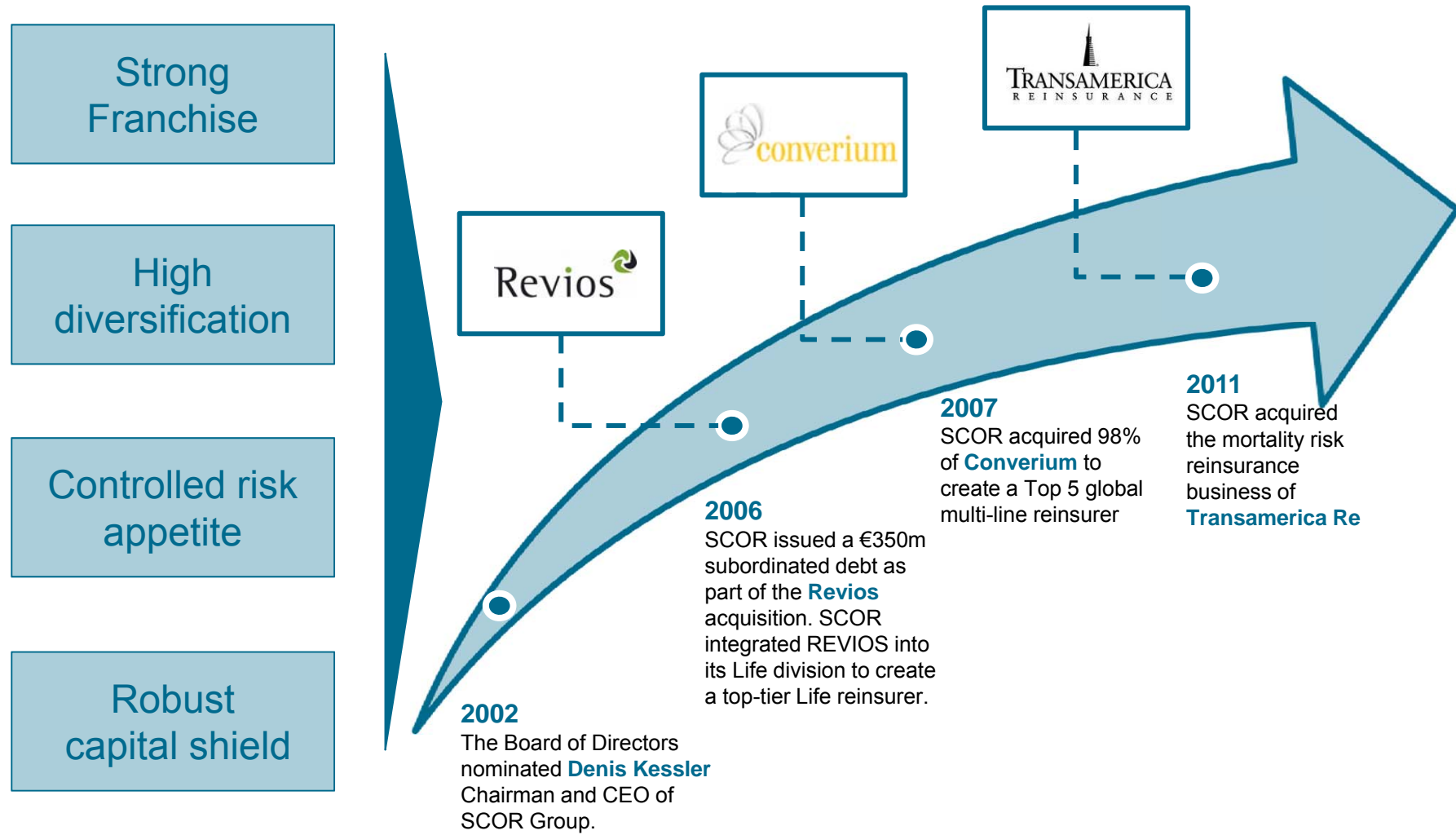
2

SCOR’s approach to CSR

SCOR's unique value proposition relies on four strategic cornerstones



SCOR's cornerstones have been applied consistently since the new management came on board, including to acquisitions



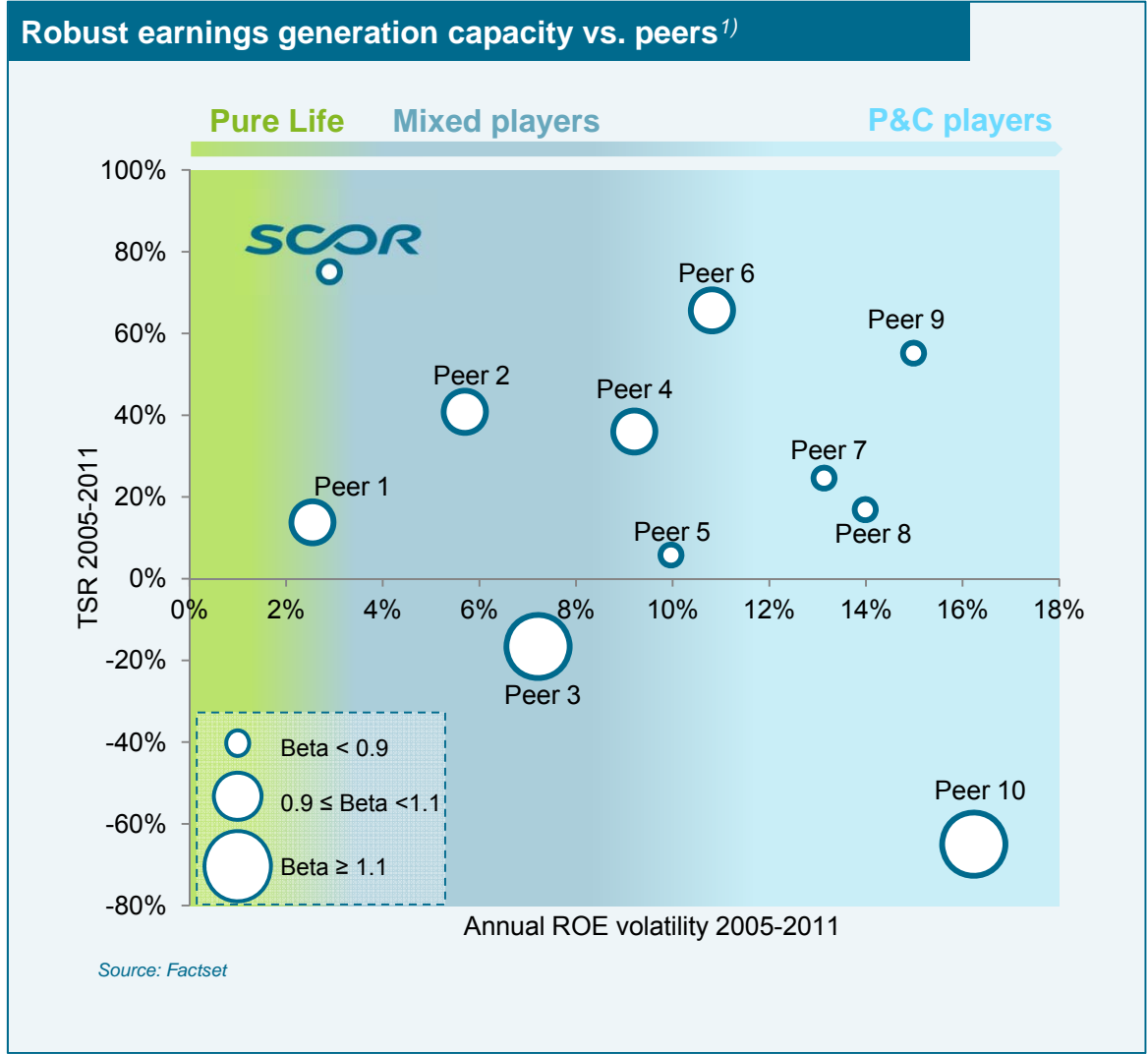
SCOR's value proposition to deliver profitable and stable results has been proven over the last seven years

Strong Franchise

High diversification

Controlled risk appetite

Robust capital shield



Source: Company reports
 Peers in alphabetical order: Axis, Everest Re, Hannover Re, Munich Re, Partner Re, Platinum, Renaissance Re, RGA, Swiss Re, XL Re
 1) Mainly P&C: Axis, Everest Re, Partner Re, Platinum, Renaissance Re, XL Re
 2) Mixed: Hannover Re, Munich Re, SCOR, Swiss Re
 3) Life: RGA

SCOR provides an attractive shareholder remuneration policy

SCOR has paid more than €1 billion in dividends over the past seven years

	'05	'06	'07	'08	'09	'10	'11
Dividends paid²⁾, €m	48	94	144	144	179	201	203
DPS, €	0.5	0.8	0.8	0.8	1.0	1.1	1.1
Payout %³⁾	37%	37%	35%	45%	48%	48%	62%

- **Robust dividend policy** (45% average payout ratio³⁾ over the last 7 years, or € 1 013 million)¹⁾

SCOR aims to remunerate shareholders¹⁾ through cash dividends but, over the cycle, would not exclude other means (e.g. opportunistic share-buy back, dividend in shares), if relevant

- The amount of dividend is decided at the Shareholders' Annual General Meeting (AGM) based on the proposal made by the Board
- This proposal takes into consideration the overall profitability and solvency position of the Group, while aiming for low volatility in the dividend per share (DPS) from year to year
- Overall the Board will aim to maintain a minimum dividend payout of 35% over the cycle

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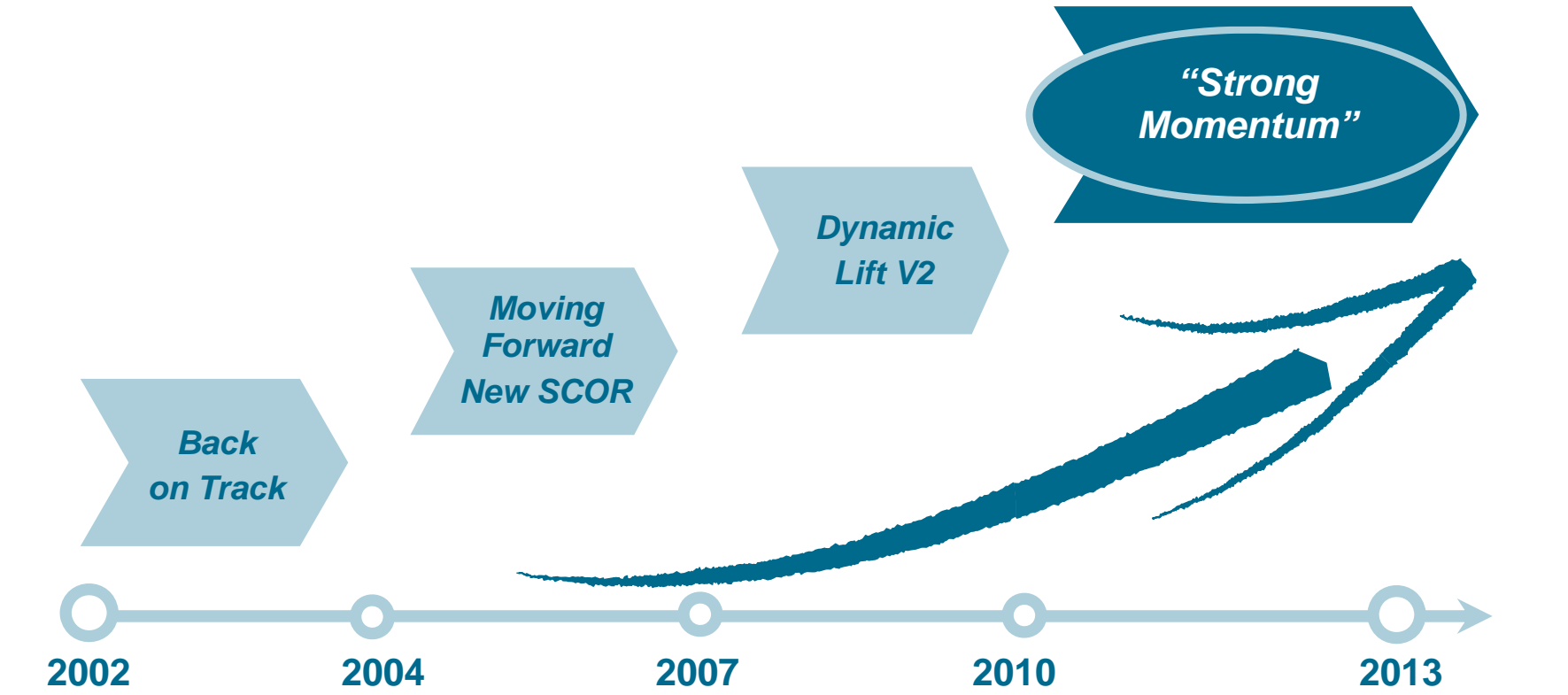
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SCOR’s approach to CSR

Since 2002, SCOR has rigorously implemented and delivers on its strategic plans



“SCOR’s mission, as an **independent** leading **reinsurance** company with a **global** reach through its worldwide **hub network**, is to actively pursue **Life and P&C** lines of business, offering clients **value-added solutions**, adhering to an **underwriting policy** based on **profitability**, supported by **effective risk management** and a **prudent investment policy** in order to provide its customers with an **optimal level of security** while **creating shareholder value**”, *June 2009*



From one strategic plan to the next, SCOR provides transparency on its strategy and delivers on its targets

SCOR achieved its DLV2 targets set in September 2007...

- ✓ To secure a ROE of 900 bps above risk-free rate over the cycle
- ✓ To provide an “A+” level of security to clients by 2010
- ✓ To self-finance the development of the Group over the DLV2 plan
- ✓ To return excess capital to shareholders through various means

... and launched the new Strong Momentum strategic plan

	“Strong Momentum” V1.1
GWP Growth	~9%
Non-Life combined ratio	~95-96%
Life technical margin	>~7.4%
Return on invested assets before impairments	~2.7 - 3.1% ¹⁾
Group cost ratio	~5%
Pre-tax fee income (in €m)	~6
Tax rate	~22%

Targets

ROE above RFR²⁾ over the cycle 1 000 bps
 Security level provided to clients³⁾ AA

SCOR 1) Excluding funds withheld and impact of sale of the U.S. annuity business
 2) Three-month Risk Free rate
 3) This reflects the level of security provided by SCOR according to the S&P scale; however it does not reflect any Rating Agency's opinion of the Group

SCOR overcomes a tough macro environment, delivering a strong performance founded on robust & improving operational profitability

	2008	2009	2010	2011	2012 YTD	2012 Notes
Gross written premium growth	+22%	+10%	+11%	+14%	+13%	The Group enjoys strong growth driven by increased visibility in the industry
P&C normalized combined ratio¹⁾	98.0%	97.7%	95.3%	95.4%	94.9%	SGPC exceeds SMV1.1 ²⁾ profitability assumptions, confirming on-going positive trend
Life technical margin³⁾	7.0%	7.0%	7.3%	7.4% ⁴⁾	7.3%	SGL delivers a technical performance in line with Strong Momentum assumptions
Return on invested assets⁵⁾	4.5%	3.9%	4.2%	4.1%	3.4%	SGL achieves solid returns while maintaining a prudent and defensive strategy
Group leverage ratio	19%	15%	10%	18%	16% ⁶⁾	SCOR places CHF 315 million perpetual achieving lowest YTD spread in (re)insurance industry
Group cost ratio⁷⁾	5.9%	5.4%	5.5%	5.3% ⁴⁾	5.1%	SCOR trends towards SMV1.1 ²⁾ assumption, actively investing for the future with >25 on-going projects
Rating (S&P)	A-	A	A Positive Outlook	A Positive Outlook	A+	SCOR was constantly upgraded by rating agencies, throughout the crisis
ROE above Risk-Free-Rate (bps)	1 036 Excl. equity impairments 615 Includ. equity impairments	1 265 Excl. equity impairments 979 Includ. equity impairments	1 029 Excl. equity impairments 988 Includ. equity impairments	889 ⁴⁾ Excl. equity impairments 811 ⁴⁾ Includ. equity impairments	1 045 ⁸⁾ Excl. equity impairments 924 Includ. equity impairments	SCOR demonstrates the capacity to consistently deliver in spite of a challenging environment



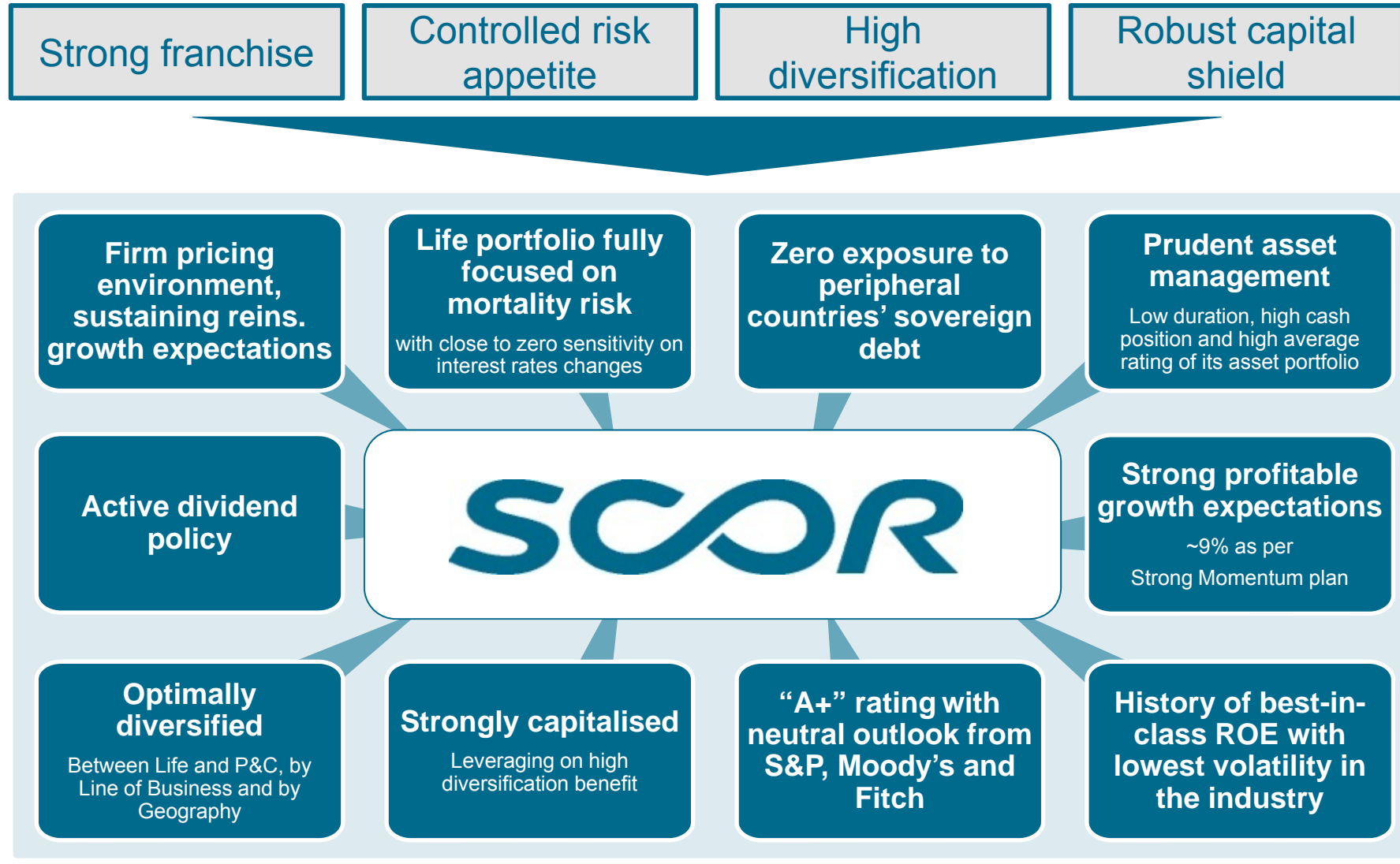
1) Normalized from WTC one-off impacts and reserve releases, with Cat at 6% as per budget 2) Strong Momentum V1.1

3) Excluding U.S. annuity business 4) 2011 on pro-forma basis; 5) Return on invested assets before impairments

6) Excludes the CHF 315 million perpetual subordinated placement as this was closed on October 8, 2012. Including the effect of the CHF 315 million placement would bring the leverage ratio to 19.9%; 7) According to Group Function Cost Reporting, see Q4 2010 disclosure, page 56 for details; 8) The Q3 YTD 2012 actual ROE above RFR excluding equity impairments excludes

€ 58 million of equity impairments, taxed at the tax rate applicable for each individual impairment, effective tax rate YTD being 28%

SCOR's execution of its strategic cornerstones provide robust fundamentals in this testing financial environment

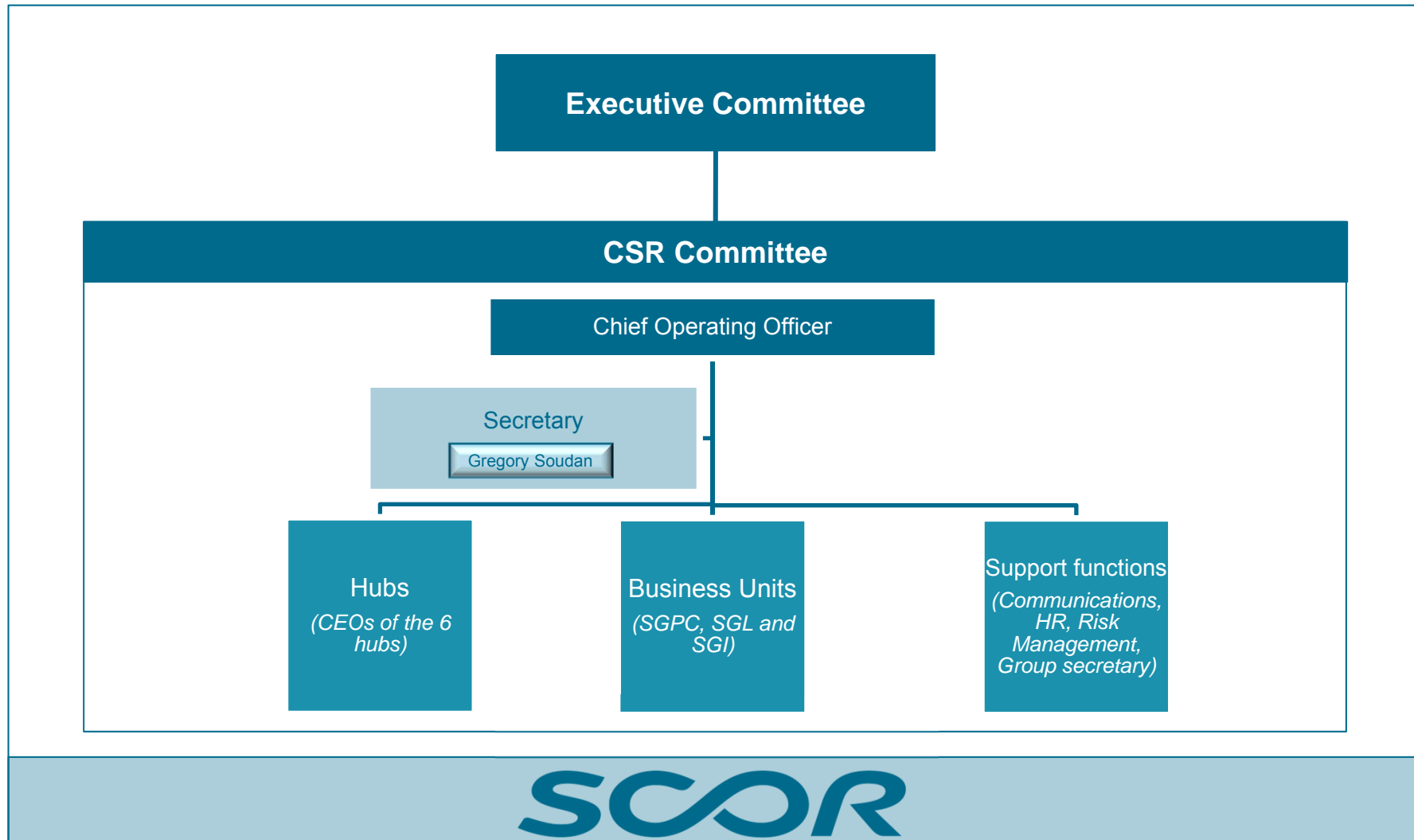


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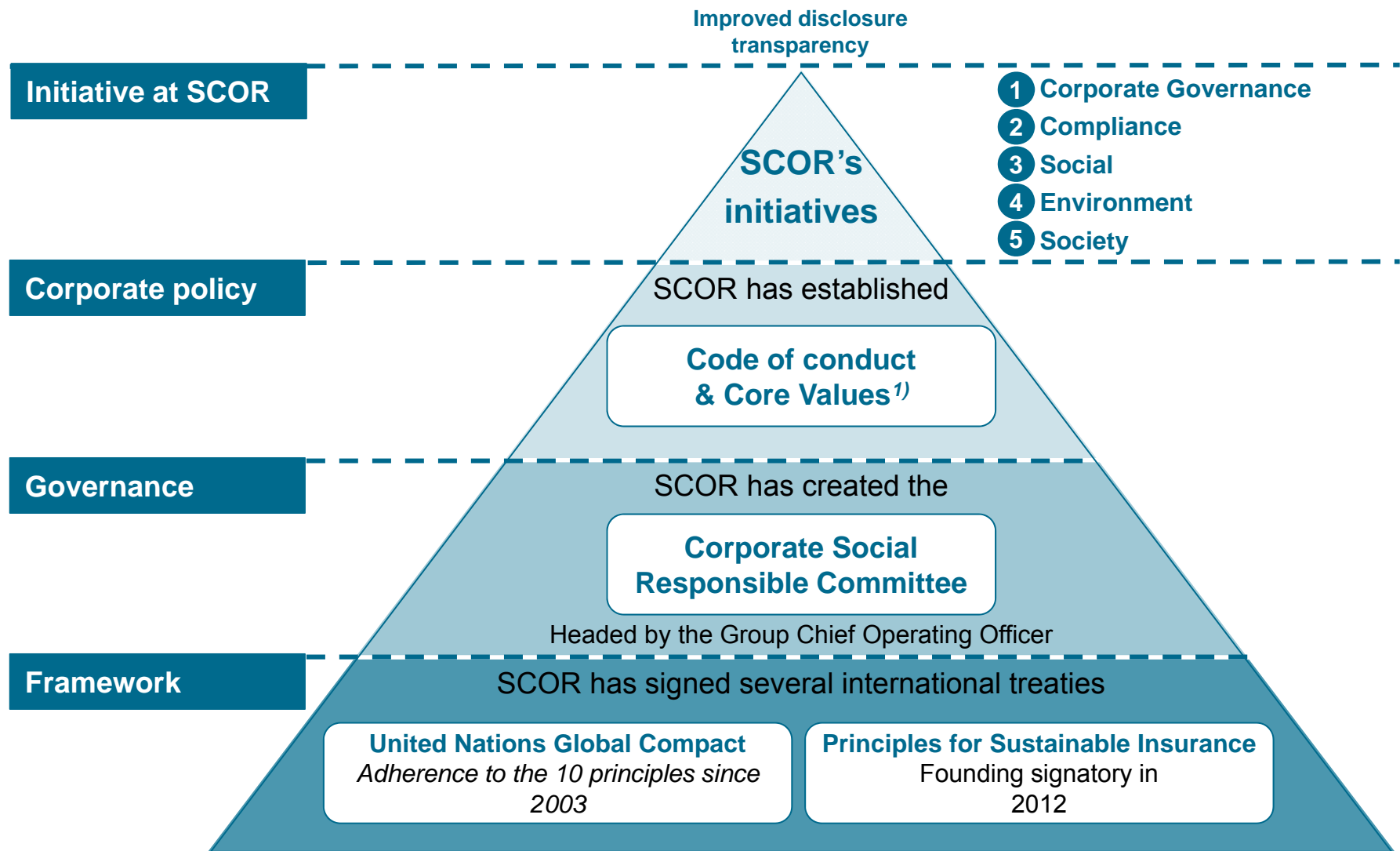
1 SCOR Group: Maintaining Strong Momentum

2 SCOR's approach to CSR

SCOR implemented a robust organisational structure between Management, the CSR committee and all internal stakeholders



SCOR develops robust and long lasting CSR initiatives based on strong framework and governance



1 SCOR put in place a corporate governance benefitting from the highest standards culture

Diverse and Highly Experienced Board

- ❑ 12 voting directors and 1 non voting director
- ❑ High level experience within the insurance, financial, banking and media industries
- ❑ Strong international profile: Directors from Italy, Canada, Hong Kong and Switzerland
- ❑ An employee director elected by universal suffrage¹⁾ by the employees of the Group (by electronic vote)
- ❑ Percentage of female Board members on the rise since 2009 (18% in 2012)

Best in Class Corporate Governance Standards

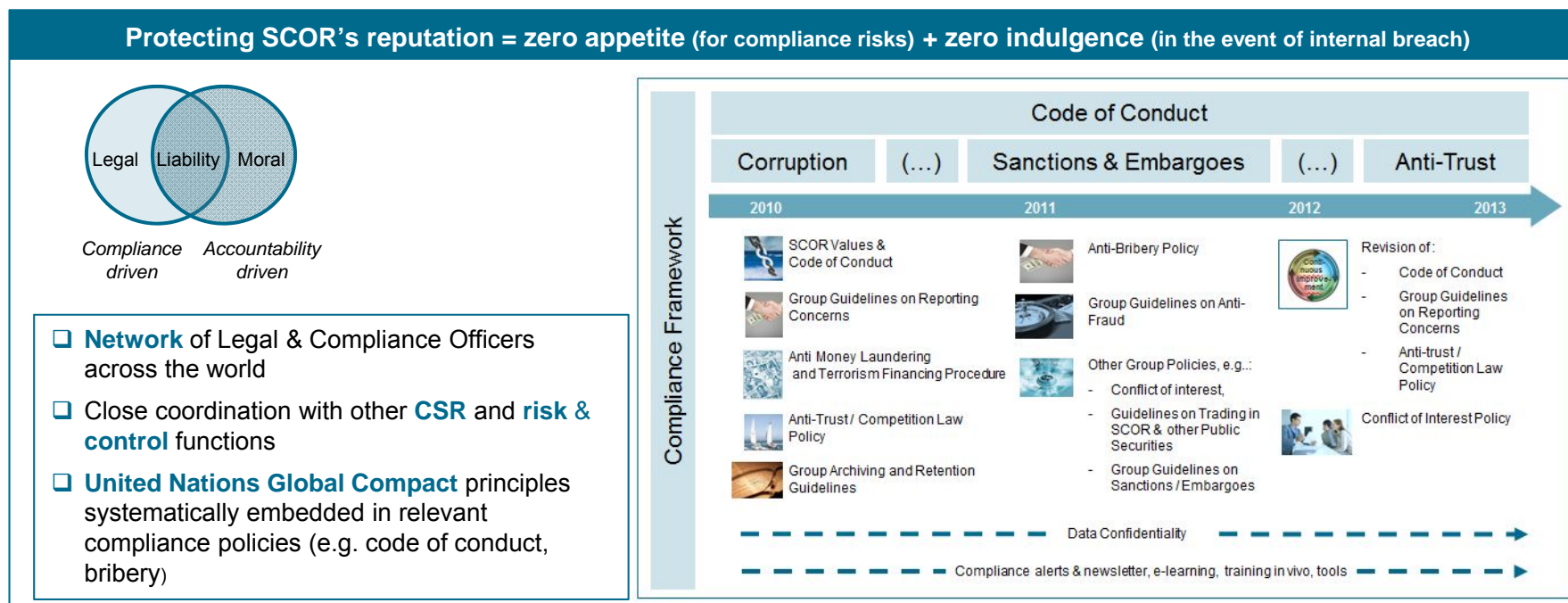
- ❑ Majority of independent Directors
- ❑ 4 committees: Audit, Compensation & Nomination, Risk, Strategic, 100% staffed with independent directors for Audit, Risk, Compensation & Nomination
- ❑ Lead independent director chairs the Executive Session of Independent Board members
- ❑ Compliance with AFEP-MEDEF code, as well as other key Corporate Governance standards
- ❑ Full compliance with International regulatory requirements

Strong Internal Control and Group Supervision

- ❑ Board and Committees meet regularly (24 sessions in total in 2011) and enjoy a high rate of participation (~90%)
- ❑ Strong risk oversight: Group's financial situation and compliance with internal policies reviewed by the Audit Committee, risk profile monitored by the Risk Committee
- ❑ Consistency of Group supervision achieved through representation of Group's Board members in subsidiaries' Boardroom
- ❑ Independent Board members and Audit Committees in Key subsidiaries

2 SCOR's compliance framework enables the Group to safeguard its reputation

- ❑ Due to SCOR's global nature, compliance is a key component of the Group's *licence to operate*
- ❑ **Current trend:** increasing supervisory pressure, global regulatory inflation, new games rules (compliance field and business side), shift of enforcement / responsibility from governments to corporations / business, due diligence, convergence between legal and moral liability, etc.
- ❑ **Response:** compliance framework strengthened, starting with an overarching policy (the Code of Conduct), supportive Group policies, a Group-wide functional structure, and adequate enforcement tools






3 SCOR has become an employer of choice by putting the human capital at the core of its Social strategy

Equal opportunities	Talent and Development management	Rewarding on merit
<p><u>Equal opportunities</u></p> <ul style="list-style-type: none"> ❑ “Equal opportunity lunches” in the European hubs ❑ Agreements signed in 2009 in France concerning non-discrimination and equal treatments, recruitment and job retention ❑ Reduction of differences between male and female pay and roll out of the professional equality agreement principles at SCOR in France ❑ Increasing the number of women in the Partnership (between 2008 and 2011: + 19 women in the partnership) <p><u>Social dialogue</u></p> <ul style="list-style-type: none"> ❑ European dialogue with staff representatives: European committee ❑ Elected employee to the SCOR SE BoD <p><u>Global and transparent HR policy consistent across all the hubs:</u></p> <ul style="list-style-type: none"> ❑ Group Compensation policy available on the intranet ❑ Group Training and Development policy available on the intranet 	<p><u>Systematic policy of ADI for all</u></p> <ul style="list-style-type: none"> ❑ Annual Development Interview is a key-tool for career management, the improvement of the skills and performance appraisal <p><u>Career Management</u></p> <ul style="list-style-type: none"> ❑ To respond to the high expertise and skill requirements in reinsurance, SCOR has implemented a strong training policy ❑ Supporting employees through training¹⁾ <ul style="list-style-type: none"> ▪ Paris ~ 21,000 hours, ▪ Zurich ~ 3,800 hours, ▪ Cologne ~ 7,000 hours, ▪ Americas: ~ 1,400 hours (SGLA excluded) ▪ Singapore ~ 900 hours ❑ Specific training management and technical courses have been implemented in the hubs ❑ Partnerships with universities, actuarial schools <p><u>Partnership program</u></p> <ul style="list-style-type: none"> ❑ Individual career management for all partners ❑ Succession planning for key-functions 	<p><u>Employees involved in SCOR’s capital through free share allocation</u></p> <ul style="list-style-type: none"> ❑ The Group follows a policy of employee shareholding, allocating shares to non-Partners since 2009 <p><u>Long term incentive plan (LTIP)</u></p> <ul style="list-style-type: none"> ❑ Compensation scheme for selected managers and executives to ensure retention and involve SCOR’s key employees over time. This scheme is entirely based on share allocation and protects the interests of shareholders <p><u>Remuneration package well-balanced compared to the market</u></p> <ul style="list-style-type: none"> ❑ Competitive fixed remuneration and variable part linked to the annual objectives ❑ Bonus that remains competitive for all the Group employees ❑ Free shares granted annually and acquired after 2 years <p><u>Partnership program based on meritocracy</u></p> <ul style="list-style-type: none"> ❑ Annual promotion process supported by the managers and validation process for newly hired partners

Equal opportunity employer attracting, retaining and rewarding talent

4 The *GreenSCOR* program curbs SCOR's environmental footprint while raising awareness

Real Estate & Office Management	Green IT	Industry interaction and innovative solutions
 <p>Investment Portfolio:</p> <ul style="list-style-type: none"> ❑ Acquisition of buildings with green credentials (London, Paris, Cologne) ❑ Renovation of existing assets (14,000 m² planned), energy audit (16,000 m²) ❑ Green Office (> 20,000 m²) <p>Office Management :</p> <ul style="list-style-type: none"> ❑ ISO 14001 in Zurich for years ❑ HQE Exploitation in Paris and EMAS in Cologne(2013) <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>~50% of SCOR's workforce operating from "green buildings"</p> </div>	 <p>Green for IT</p> <ul style="list-style-type: none"> ❑ Reduce carbon footprint of the Group's IT system (e.g. virtualisation, PC Big Bang, Global Data Center) <p>IT for Green</p> <ul style="list-style-type: none"> ❑ Leverage on technological breakthrough to reduce "unnecessary" travel <p>Cross - Industry cooperation</p> <ul style="list-style-type: none"> ❑ Cooperation with Cigref/Ademe <div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>Energy efficiency of IT systems set to significantly improve</p> </div>	 <p>Environmental challenges increasingly addressed through:</p> <p>1- Industry interaction</p> <ul style="list-style-type: none"> ❑ Seminars (Campus): <i>climate change, renewable energy, photovoltaic, water management , etc...</i> ❑ Publications¹⁾ ❑ Partnerships <p>2 - Risk Knowledge &Transfer</p> <ul style="list-style-type: none"> ❑ Atropos Fund (leveraging capital market) ❑ Alternative risk transfer solution in the Agrobusiness field

Local initiatives	2009 2010 2011 2012
	<p>London: "Beehives" Cologne: "Plant a Tree", "Go Green" Singapore: " Earth Day" Zurich: AP meeting on Green issues, Swiss Climate Foundation, Swiss mobile initiative</p>

5 SCOR is committed to supporting **Society** on a long-term basis deriving a competitive edge from the knowledge gained in the process

Science & Risk

SCOR Foundation for Science launched in 2012

Economics:

- ❑ Long tradition of meaningful partnerships with academics in the field of economics
- ❑ Research chair in cooperation with the *Fondation du Risque*, Toulouse School of Economics, Nanyang Technological University (~ € 4 million over 5 years)
- ❑ Geneva Association

Life & Health:

- ❑ SCOR Global Life Research Center
- ❑ Partnerships – e.g. HIV, cardiovascular diseases

Actuarial Science:

- ❑ SCOR has been supporting the development of actuarial science for many years
- ❑ Actuarial prizes granted over the last 3 years to ~30 actuaries in Europe: ~100 K€
- ❑ Expanding the initiative to the Iberian peninsula, the US and Asia (*planned*)

SCOR Global Risk Center

- ❑ Open library on risk knowledge and science
- ❑ SCOR publications and external resources
- ❑ More than 500 references

Community

Local:

- ❑ Strong local involvement particularly in *North-America, Germany, UK*
- ❑ On the initiative of the local management and/or employees with the support of the Company
- ❑ Wide variety of actions undertaken: “*Give4Others program*”, *food pantries, transitional housing programs, blood donations, fund-raising for various health-related foundations, donation matching, etc.*

Global:

- ❑ Fostering social inclusion through a micro insurance investment: Leapfrog
<http://www.leapfroginvest.com/lf/about/investors>
- ❑ *S.E.R.V.E initiative to be launched in 2013 (SCOR Empowered and Responsible Volunteering Employees)*

Art & Culture

- ❑ *Orchestre de Paris*
- ❑ *Wallraf-Richartz Museum*
- ❑ *Academy for Music and Dramatic Art in Hannover*

SCOR's achievements on transparency are increasingly acknowledged by a wide range of stakeholders

	2008 - 2009	2010 - 2011	2012
Approach to external stakeholders	Responsive	Responsive	Proactive <i>(eg: Regular meetings with extra financial rating agencies and SRI investors)</i>
Approach to internal Stakeholders	Responsive	Proactive <i>(eg: Partner survey to draw up Strong Momentum plan)</i>	Proactive <i>(eg: Communication to employee representative bodies)</i>
ESG data reported	French perimeter	French perimeter	<input type="checkbox"/> Worldwide perimeter <input type="checkbox"/> Increased granularity <input type="checkbox"/> Widened areas <input type="checkbox"/> Quantitative and qualitative disclosure
UNGC "Cop "1):	Partial coverage	Full coverage	Full coverage
Communication & Transparency	<input type="checkbox"/> Annual Report <input type="checkbox"/> Press Release	<input type="checkbox"/> Annual Report <input type="checkbox"/> Press Release <input type="checkbox"/> Code of conduct publicly available <input type="checkbox"/> AGM – "values & CSR"	<input type="checkbox"/> Annual Report <input type="checkbox"/> Press Release <input type="checkbox"/> Third Party Assurance on data disclosed

1) "UNGC Cop": United Nations Global Compact Communication on Progress. When joining the Global Compact, companies make a commitment to issue an annual Communication on Progress (COP), a public disclosure to stakeholders (e.g., investors, consumers, civil society and Governments) on progress made in implementing the ten principles of the UN Global Compact, and in supporting broad UN development goals

In June 2012, SCOR signed the Principles for Sustainable Insurance focusing on to the key ESG concerns linked to the insurance business



As a founding signatory SCOR is committed to applying the Principles for Sustainable Insurance

4 Principles ...

Principle 1

We will embed in our decision-making environmental, social and governance issues relevant to our insurance business

Principle 2

We will work together with our clients and business partners to raise awareness of environmental, social and governance issues, manage risk and develop solutions

Principle 3

We will work together with governments, regulators and other key stakeholders to promote widespread action across society on environmental, social and governance issues

Principle 4

We will demonstrate accountability and transparency through regular public disclosure our progress in implementing the Principles

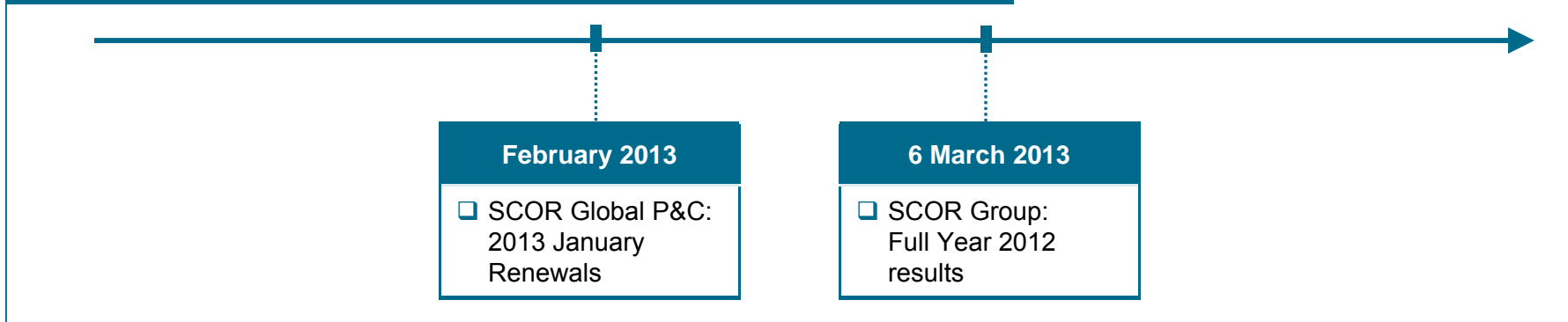
... aligned with an insurer sphere of influence



APPENDICES

2012 & 2013 forthcoming events and contacts

Forthcoming scheduled disclosures



In the remainder of 2012 SCOR is scheduled to attend the following investor conferences

- ❑ Société Générale, Paris (November 28)
- ❑ Espirito Santo, New York (November 29)
- ❑ Berenberg, London (December 4)
- ❑ Citigroup, London (December 7)

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Since the arrival of Mr Kessler in 2002, SCOR has been led by an international management team

Group Comex								
Chairman and CEO	CEO of SGPC	Deputy-CEO of SGPC	CEO of SGL	Deputy Group CRO	CEO of SGI	Group CFO	Group CRO	Deputy-CEO of SGL
Denis Kessler	Victor Peignet	Benjamin Gentsch	Gilles Meyer	Frieder Knüpling	François de Varenne	Paolo De Martin	Philippe Trainar	Paul Rutledge
								
Country of Origin								
								
Age								
60	54	51	54	42	45	42	58	60
Entity of Origin								
								

Group Values

