

17th Annual Banking & Insurance CEO Conference

Denis Kessler, CEO and Chairman
London, 26/09/2012

SCOR

17th Annual Banking & Insurance CEO conference – 26/09/2012

1

SCOR successfully combines growth, profitability and solvency with an attractive shareholders' remuneration policy

2

SCOR's success story continues, thanks to its capacity to anticipate the challenges ahead...

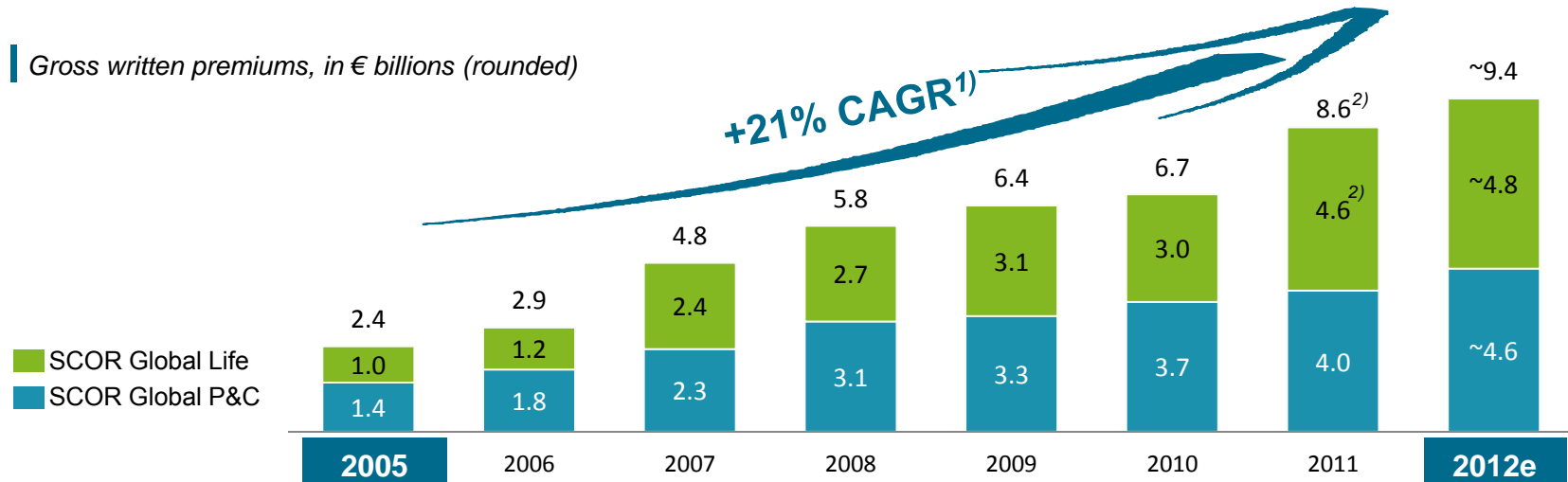
3

...and its relentless focus on technical profitability

SCOR has achieved significant growth over the past few years...

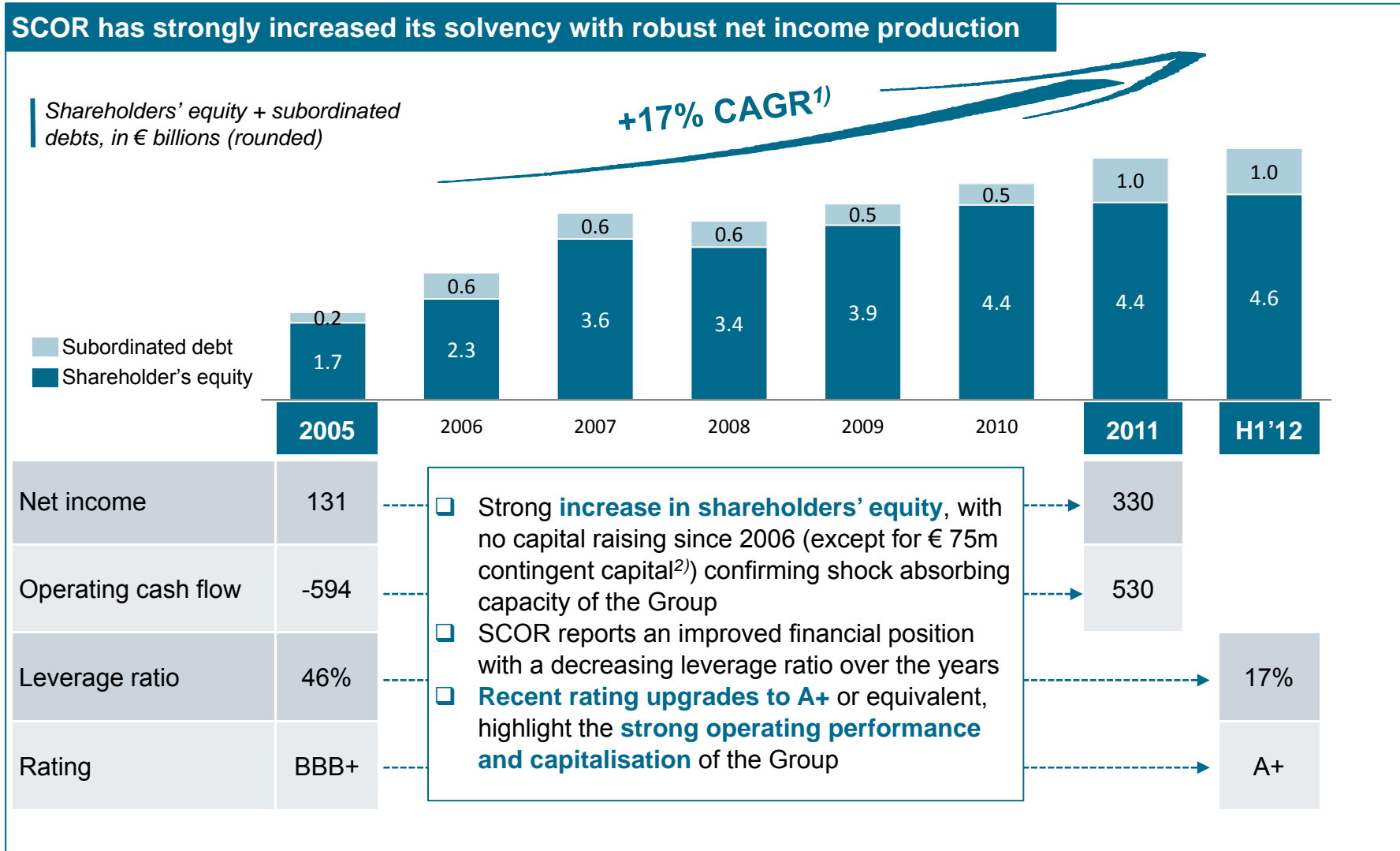
SCOR has reached a top-tier position within the industry

Gross written premiums, in € billions (rounded)



Industry position	13	<ul style="list-style-type: none"> 21% average growth per annum¹⁾, supported by organic business development and successful acquisitions 	5 ³⁾
Balance Sheet	€ 14 bn	<ul style="list-style-type: none"> Top-tier positions in mature and emerging markets, both in Life and P&C. 	€ 32 bn ⁴⁾
Life Embedded Value	€ 0.7 bn ⁵⁾	<ul style="list-style-type: none"> Strong franchise with more than 4 000 clients worldwide 	€ 3.3 bn ⁶⁾
Market cap	€ 1.7 bn		€ 3.8 bn ⁷⁾

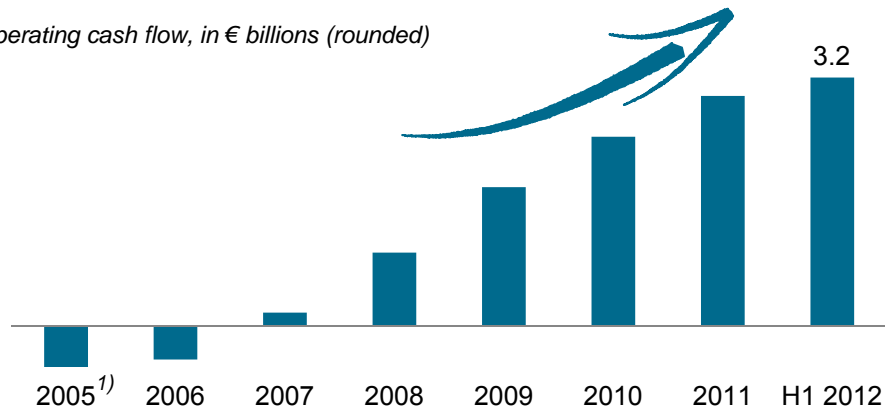
...while increasing its solvency and profitability



SCOR's focus on operating cashflow has contributed to its capacity to pursue an attractive shareholder remuneration policy

Since 2005, SCOR's twin engines have generated more than €3.2 billion operating cash flow

Cumulative operating cash flow, in € billions (rounded)



SCOR has paid more than €1 billion in dividends over the same period

	'05	'06	'07	'08	'09	'10	'11
Dividends paid ²⁾ , €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%

- SCOR maintains strong focus on delivering **positive and consistent operating cashflow**, from both its P&C and Life operations
- Cash generation sustains the **robust dividend policy** (45% average payout ratio³⁾ over the last 7 years, or € 1 013 million)¹⁾

1) 2005 cashflow was impacted by ~ € 600 million of commutations

2) Total dividends paid including dividends paid to minority interests

3) Payout ratio calculated as "Total dividends paid including dividends paid to minority interests" over "Consolidated Net Income"

SCOR has achieved the lowest YTD 2012 spread for perpetual debt in the (re)insurance industry

SCOR has just issued a Swiss perpetual debt at excellent conditions

Type	Amount (millions)	Issuance Date	Coupon	Flat/swapped coupon in EUR	Maturity
Undated subordinated PerpNC5.5	CHF 315	08/10/2012	5.25% fixed	6.275% ¹⁾	Perp

SCOR has achieved the lowest YTD 2012 spread for perpetual debt

SCOR spread at issuance	482	<input type="checkbox"/> (Re)insurers ²⁾ that issued a perpetual debt in 2012 had spread vs. midswap at 677bps, much higher than SCOR's 482bps
Spread of other (re)insurance perpetual debt issued in 2012²⁾	677	<input type="checkbox"/> (Re)insurers ³⁾ that issued a perpetual debt in 2012 had spread vs. midswap at 602bps
Spread of other (re)insurance non-perpetual debt issued in 2012³⁾	602	<input type="checkbox"/> With this new debt issuance, SCOR's leverage ratio reaches 21.1% ⁴⁾ , in the lower end of the Strong Momentum assumptions

1) The CHF 250 million issued on 10/09/2012 was swapped to EUR at a rate of 6.285%, while the CHF 65 million added on 24/09/2012 was swapped to EUR at a rate of 6.235%

2) Aviva, Swiss Re and Zurich insurance Group, please refer to the Appendix p.28 for more details

3) Delta Lloyd, Generali, Swiss Re, Direct line insurance, Talanx, Munich Re, please refer to the Appendix for more details

4) Defined as debt / (debt + equity) and as of Q2 2012, including this new issuance

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SCOR's success story continues, thanks to its capacity to anticipate the challenges ahead...

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...and its relentless focus on technical profitability

SCOR's success story continues, thanks to its capacity to anticipate the challenges ahead

	Key questions	SCOR's position	
1	Should we change our asset management strategy?	<input type="checkbox"/> SCOR's prudent asset management strategy maximizes potential upsides at a limited cost	
2	Should we change our balance between Life and Non-Life?	<input type="checkbox"/> SCOR's twin engine strategy brings the best long-term performance, supported by optimal capital allocation	
3	Should we change the way we operate?	<input type="checkbox"/> SCOR reduces expenses while investing for the future, benefiting from best-in-class governance across the organization	
4	Should we be pessimistic given the current macroeconomic turmoil ?	<input type="checkbox"/> SCOR has anticipated the challenges of a new deleveraging era and is geared towards profitable growth	

1 Should we change our asset management strategy?

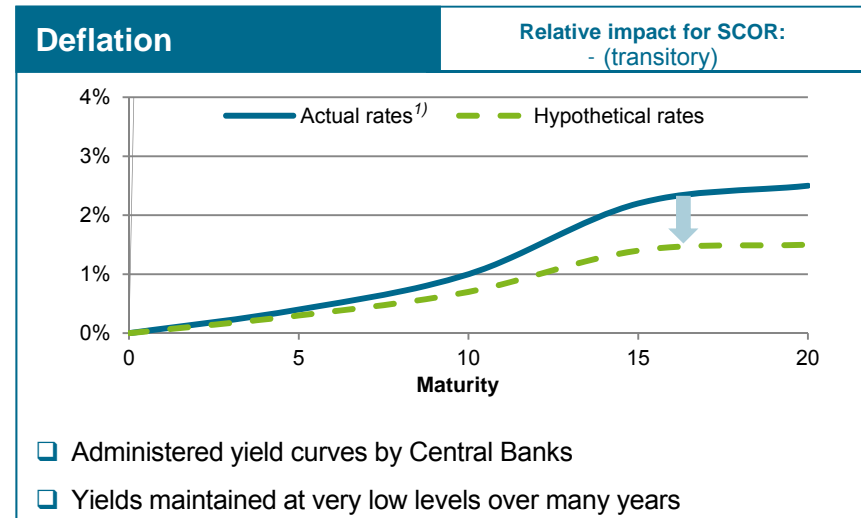
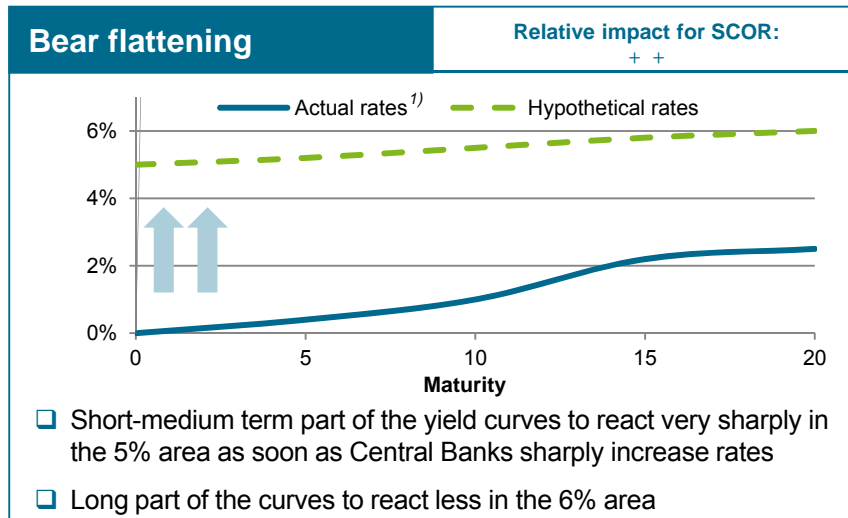
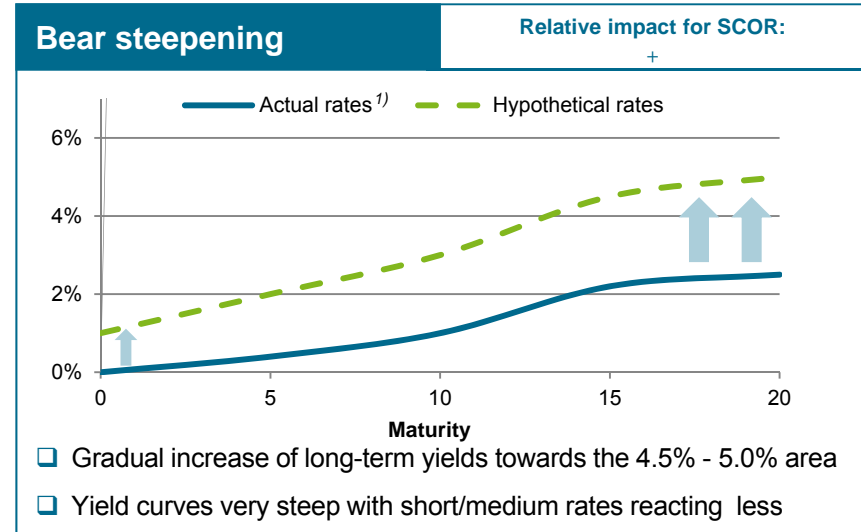
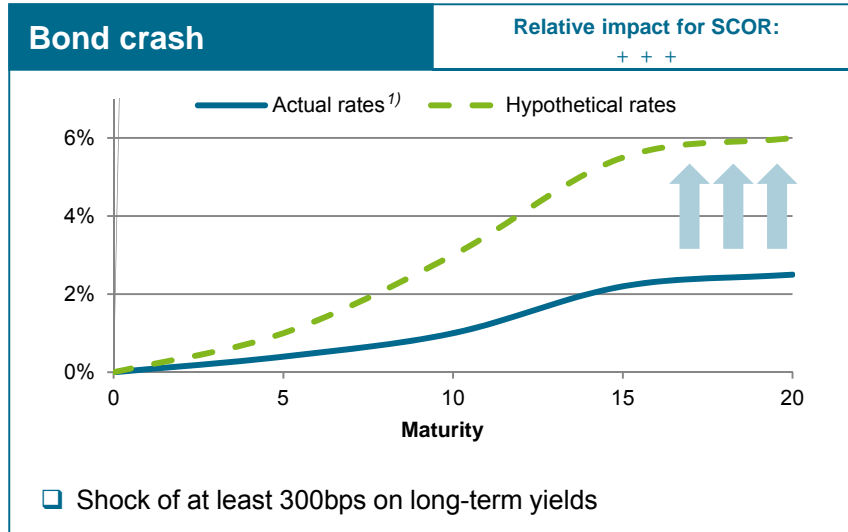
Strategic versus tactical asset allocation Total invested assets ¹⁾: €13.2 billion at 30/06/2012

	SM v1.1 SAA		TAA
	Min	Max	H1'12
Cash	5.0% ²⁾	100.0%	8%
Short-term investments	0.0%	100.0%	10%
Government bonds & assimilated	25.0%	30.0%	26%
Covered bonds & agency MBS	5.0%	10.0%	9%
Corporate bonds	27.5%	32.5%	29%
Structured & securitized products	5.0%	10.0%	6%
Equities	7.5%	12.5%	5%
Real estate	2.5%	7.5%	4%
Other investments	2.5%	7.5%	3%



- ❑ For Full Year 2012, the estimated return on invested assets (before equity impairments) should be in the high part (~3.1%) of the range (2.7% / 3.2%) provided earlier in the year
- ❑ The return on invested assets is impacted mostly by the low yield environment and not by the rollover strategy:
 - 4yr risk-free rates decreased on an average by 130 bps since 2010
 - the return on invested assets has been reduced by 100 bps since 2010
- ❑ In the current environment, there is more value in **maintaining the rollover strategy** which allows SCOR to:
 - ❑ **generate a recurring stream of exceptionally large financial cash-flows**
 - ❑ **minimize downside risks** by preserving the value of assets
 - ❑ **maximize flexibility and upside potentials** by capturing improved market conditions much faster

1 SCOR's prudent AM strategy maximizes potential upsides when interest rates rise



Relative impact for SCOR, legend: + Positive to SCOR; - Negative to SCOR

1 In most of the scenarios, SCOR will be able to capture higher yields much faster

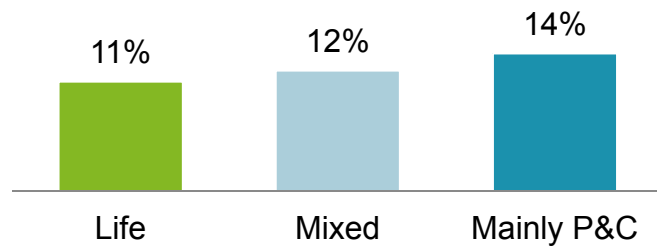
Scenario	Timing	Interest rates	Impact for the reinsurance industry	Relative impact for SCOR
Bond crash	Short term Medium term	<ul style="list-style-type: none"> Shock of at least 300bps on long-term yields 	<ul style="list-style-type: none"> Significant unrealized losses on fixed income portfolios, especially those with a high duration NAV negatively impacted Given the size of unrealized losses, inability to quickly reinvest the fixed income portfolio and to capture new market conditions 	<ul style="list-style-type: none"> Unrealized losses on fixed-income portfolio minimized thanks to short-duration positioning Limited impact on NAV compared to high-duration strategies Ability to reinvest the fixed income portfolio very quickly (48% over 24 months) at high yields and for a longer duration <p style="text-align: center;">+ + +</p>
Bear steepening	Medium term	<ul style="list-style-type: none"> Gradual increase of long-term yields toward the 4.5% - 5.0% area Yield curves very steep with short/medium rates reacting less 	<ul style="list-style-type: none"> Unrealized losses on fixed income portfolios NAV negatively impacted Rebalancing of the fixed income portfolio very progressive, depending on its duration and its dispersion along the curve 	<ul style="list-style-type: none"> Unrealized losses on fixed-income portfolio minimized thanks to short-duration positioning Limited impact on NAV compared to high duration strategies Reinvestment of the fixed-income portfolio more progressive, but still at a higher pace compared to long-dated bullet portfolios <p style="text-align: center;">+</p>
Bear flattening	Long term	<ul style="list-style-type: none"> Short-medium term part of the yields curves to react very sharply in the 5% area as soon as Central Banks sharply increase rates Long part of the curves to react less in the 6% area 	<ul style="list-style-type: none"> Fixed income portfolio with significant unrealized losses, especially for short/medium dated securities NAV negatively impacted Rebalancing very difficult for long-duration portfolios with limited roll-down effect 	<ul style="list-style-type: none"> Unrealized losses on fixed income portfolio minimized thanks to short duration positioning NAV negatively impacted, but less than high duration strategies Ability to very quickly reinvest the fixed income portfolio (48% over 24 months) at high yields and for a longer duration <p style="text-align: center;">+ +</p>
Deflation	Long term	<ul style="list-style-type: none"> Administered yield curves by Central Banks Yields maintained at very low levels over many years 	<ul style="list-style-type: none"> Unrealized gains on fixed-income portfolios to progressively disappear ROI under IFRS to converge progressively to market yields 	<ul style="list-style-type: none"> ROI converging more rapidly to market yields However, given highly liquid portfolio, great flexibility to change the tactical asset allocation quickly <p style="text-align: center;">- (transitory)</p>

Legend: + Positive to SCOR; - Negative to SCOR

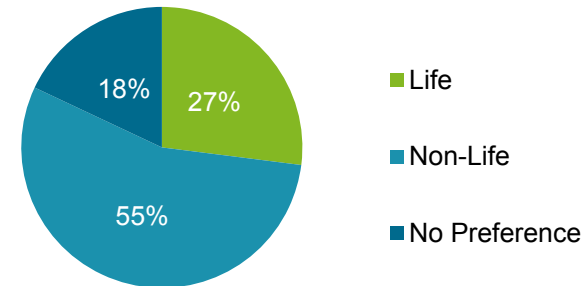
2 Should we change our balance between Life and Non-Life?

H1 2012: investors prefer pure P&C players...

Pure P&C reinsurers have delivered higher ROEs¹⁾ since the beginning of 2012



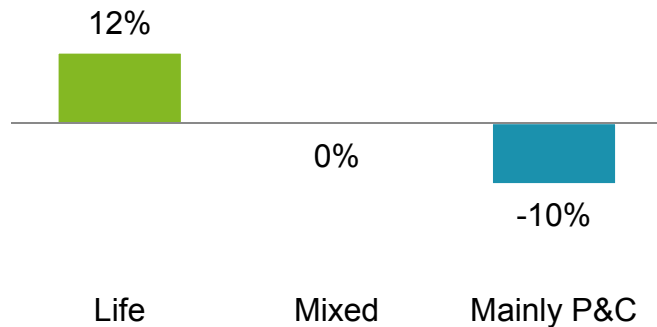
Hence, investors currently tend to favour them



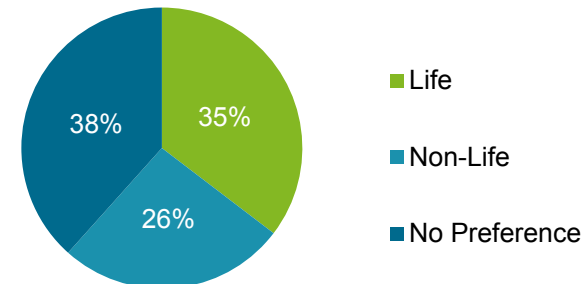
Source: BofAML Investor Survey results as of 13/06/2012

... but remember H1 2011 (ROEs)

Exceptional cats took a heavy toll on pure P&C players



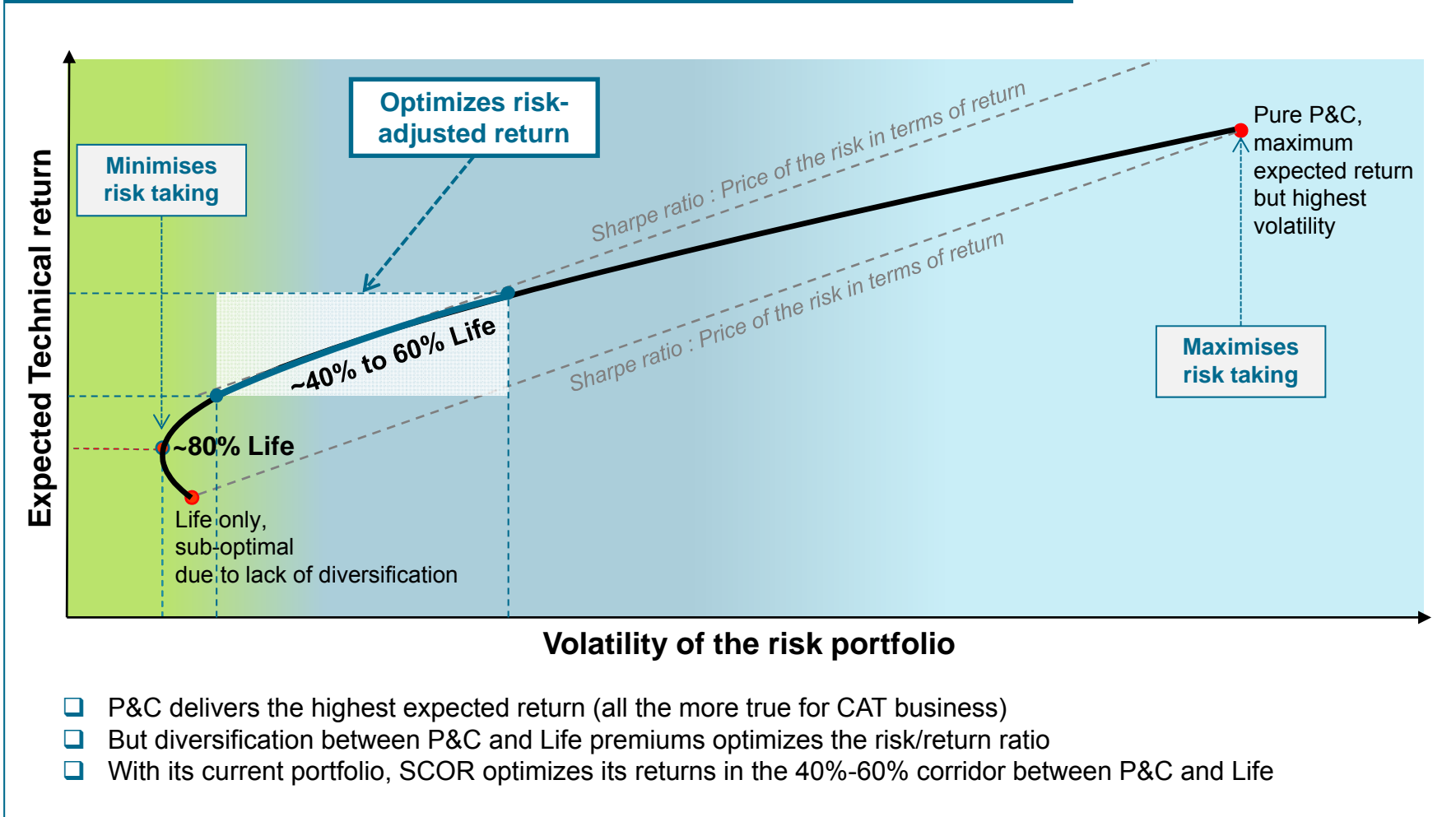
Thus, investors shied away from P&C monoliners



Source: BofAML Investor Survey results as of 03/06/2011

2 SCOR's highly diversified twin-engine model optimizes risk/return

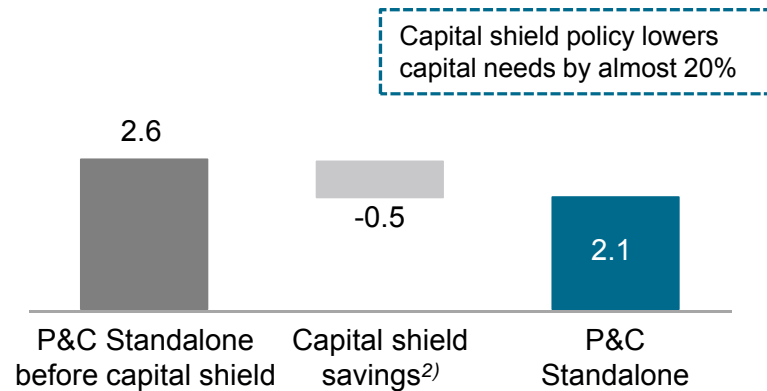
Risk / return ratio depending on the relative weights of Life and P&C



2 Capital shield policy for P&C and high diversification both contribute to SCOR's relentless efforts to minimize its capital needs

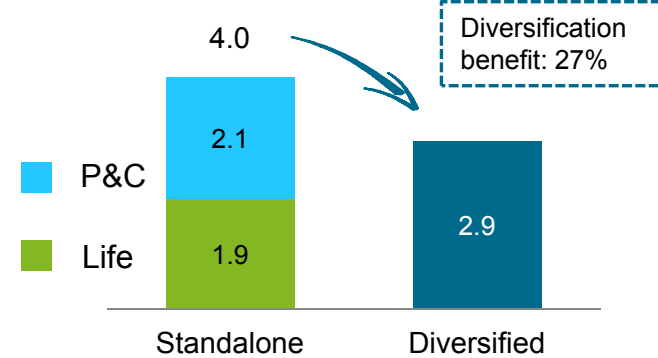
SCOR P&C's economic capital needs have been lowered thanks to an optimal capital shield policy

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



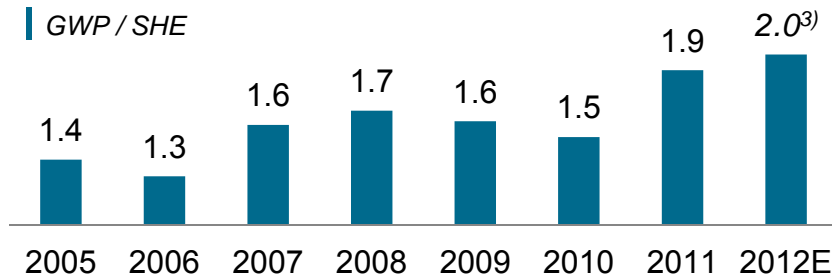
Diversification between Life and Non-Life brings further substantial capital savings

2012 SCR¹⁾ in € billions (rounded)



SCOR has continuously improved shareholders' equity utilization

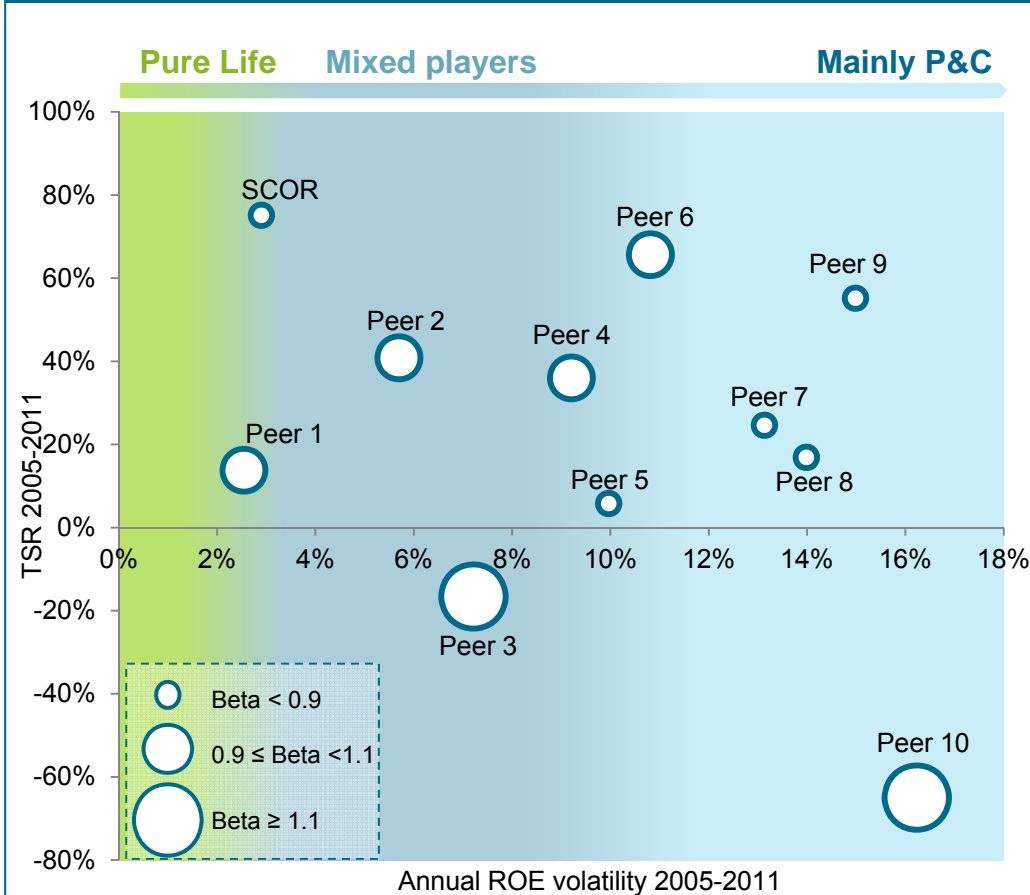
GWP / SHE



- 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

2 SCOR's twin-engine model consistently provides investors with solid and low volatile returns, and low market correlation

Diversified reinsurers offer better risk-adjusted returns than pure P&C players...



Source: Factset

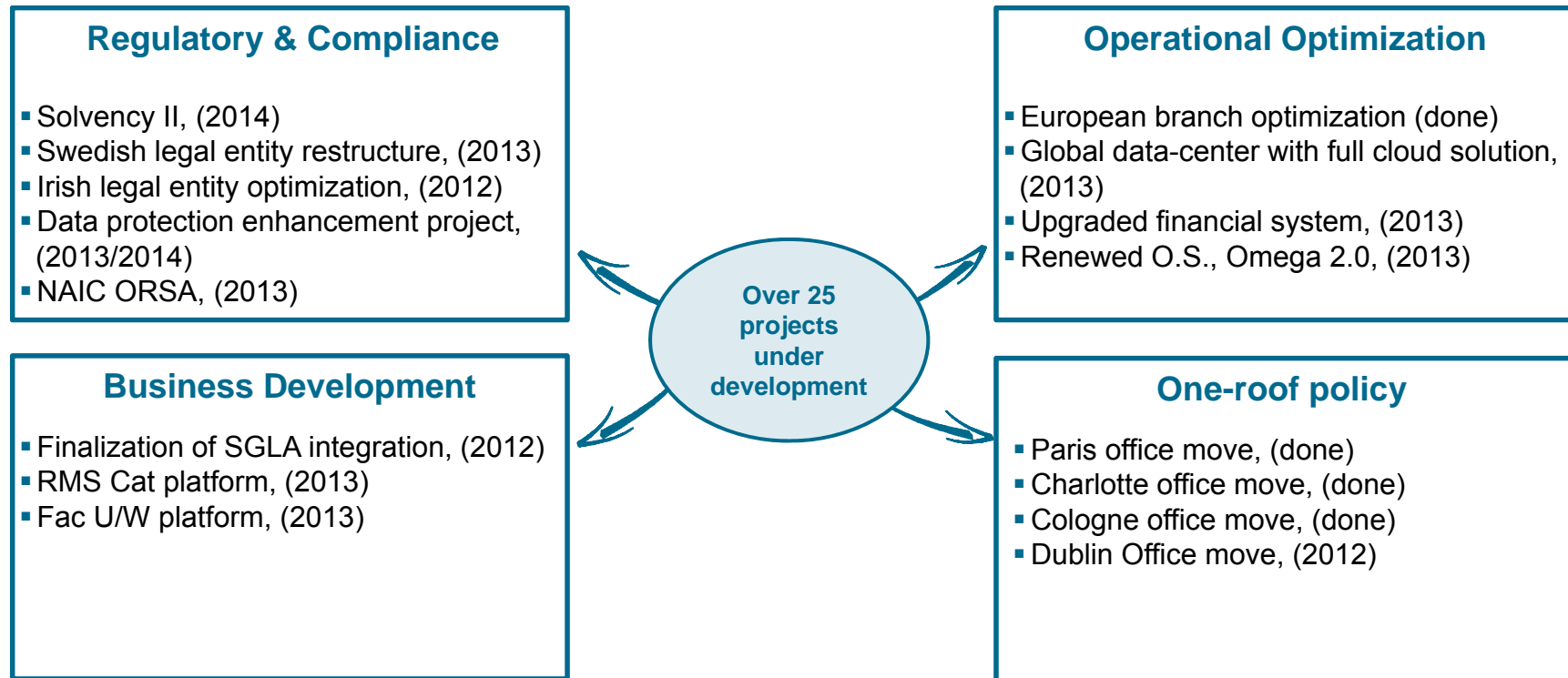
Average	TSR	ROE Volatility	Beta
SCOR	75%	3%	0.8
Mainly P&C players ¹⁾	43%	11%	1.0
Mixed players ²⁾	41%	7%	1.1
Pure Life Players ³⁾	14%	3%	1.1

- SCOR's highly diversified portfolio brings **stability to its returns**, especially in years of heavy nat cat losses (e.g. 2011)
- SCOR's strategy is to **maintain a diversified approach** and stay within a 40-60 corridor in which the proportion of Life and P&C can vary in order to actively manage cycles
- The Life business provides **strong and recurring cash-flow** to the Group

3 Should we change the way we operate?

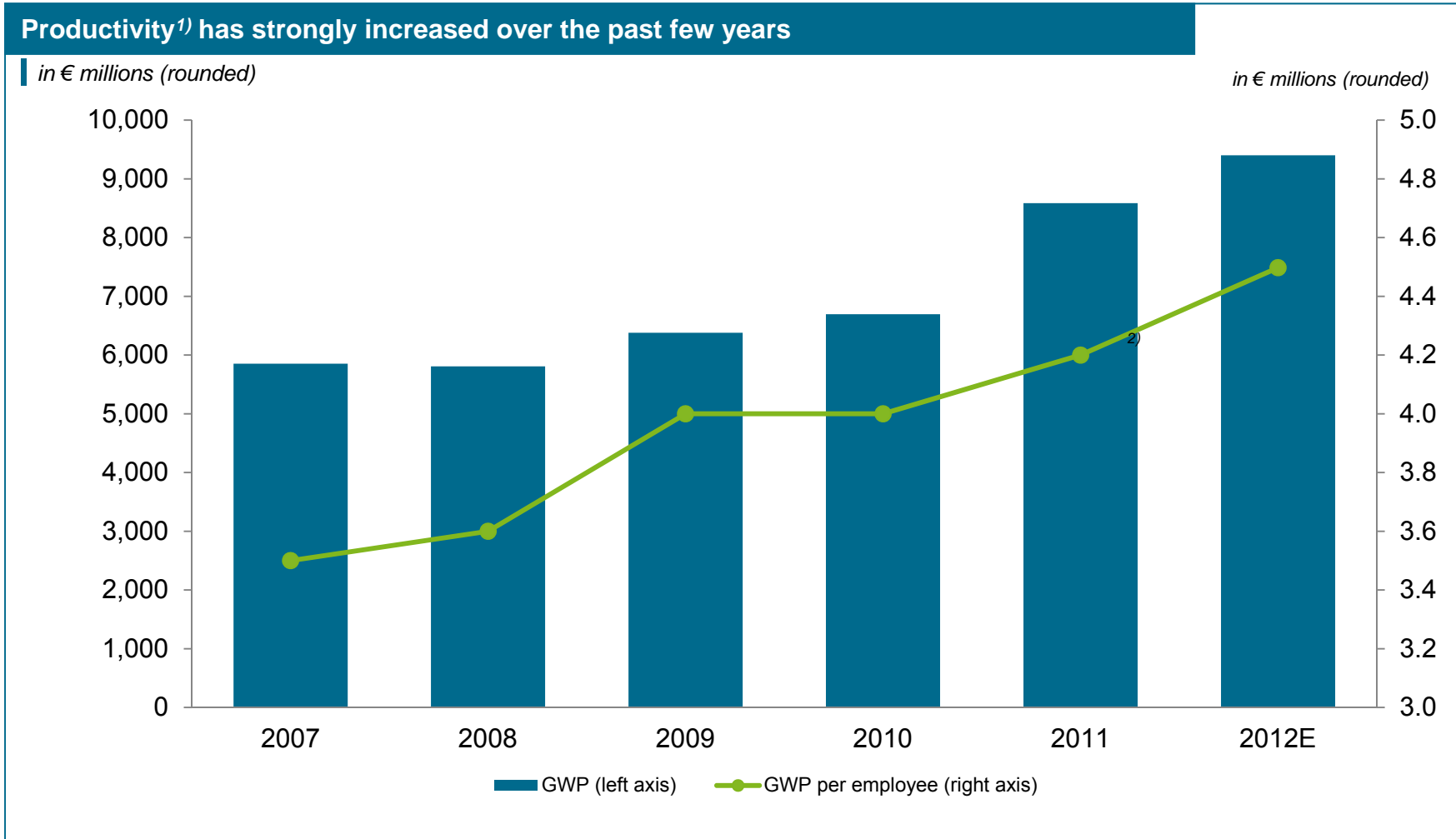
SCOR is relentlessly investing in the future

More than 25 projects in 2012 to further improve SCOR's platform over the next 3 years:

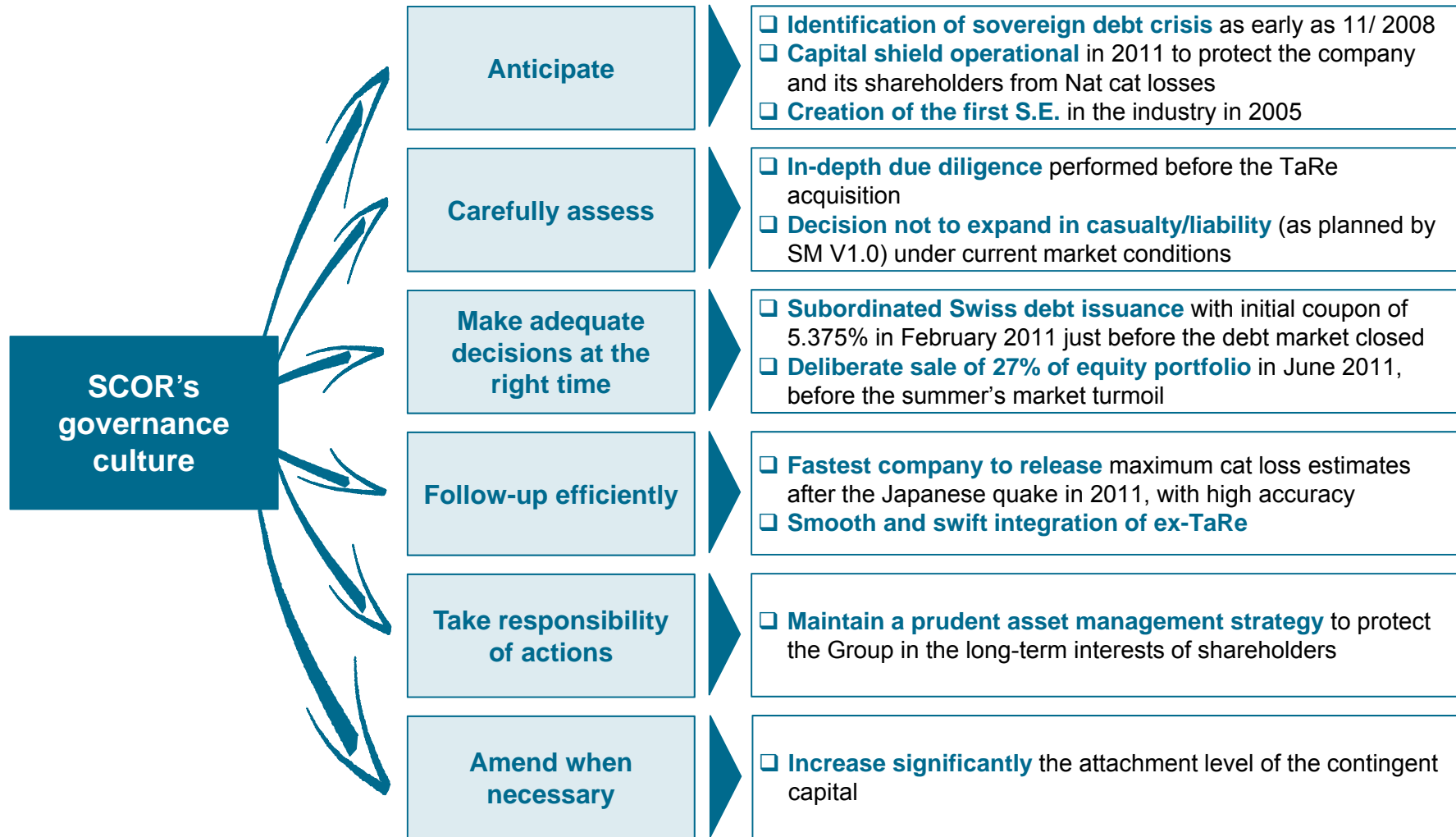


Main projects, (expected completion date)

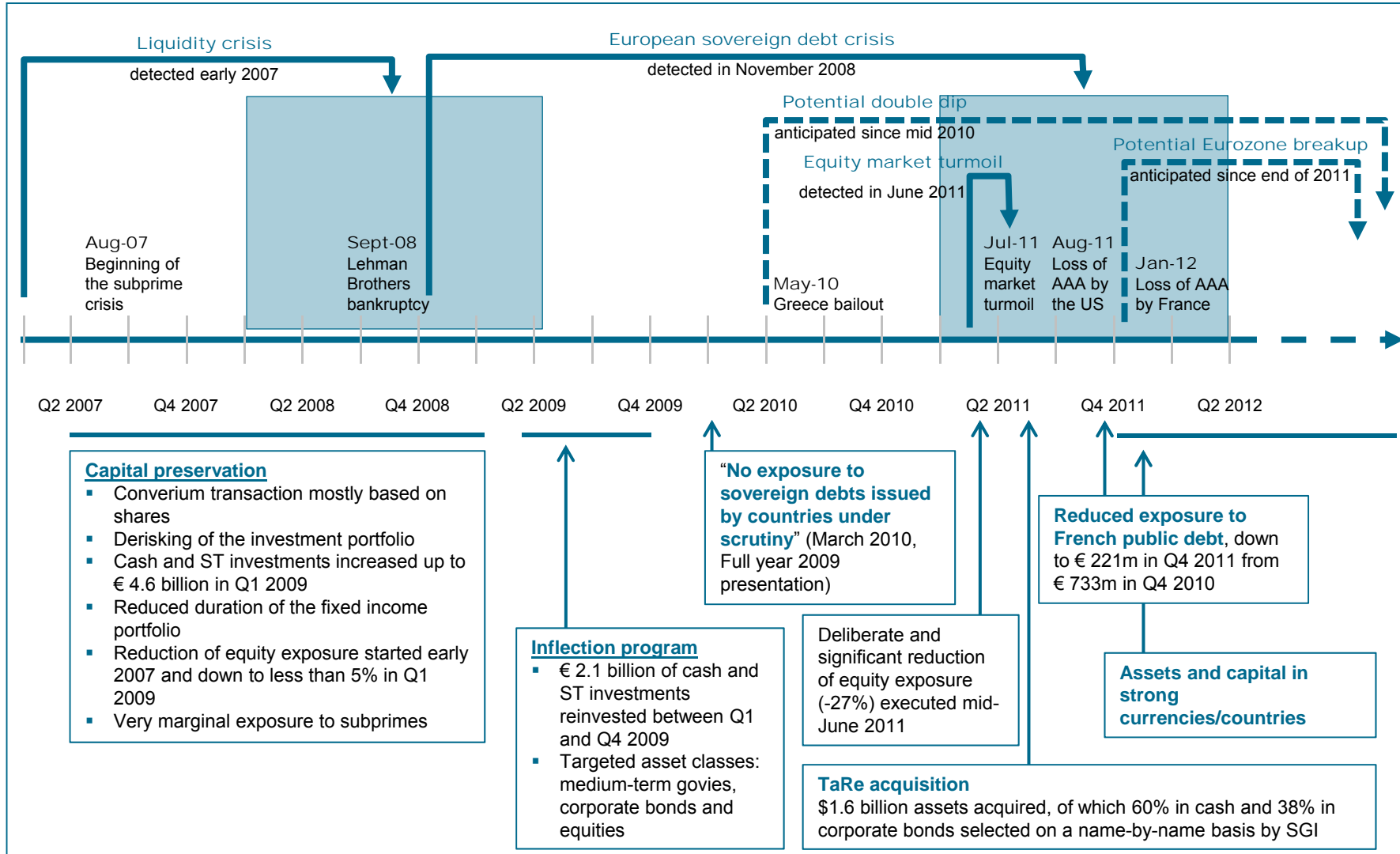
3 These continuous efforts generate productivity and efficiency gains



3 SCOR's best-in-class governance allows for timely and efficient decision making



4 Should we be pessimistic given the current macroeconomic turmoil ? Since 2007, SCOR has successfully anticipated major shocks



4 SCOR continues to focus on managing strategic risks

SCOR anticipates the risks of:

<p>Reduced access to credit</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Leverage ratio at 21.1% following the issuance of the CHF 315 million in September 2012 <input type="checkbox"/> Active management of refinancing agenda: no reimbursement of principal due before 2016 <input type="checkbox"/> Optimization of LOC needs following ex-TaRe acquisition <input type="checkbox"/> Considering making corporate loans to take advantage of the situation
<p>Reduced access to capital markets</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Optimal management of capital through diversification <input type="checkbox"/> Optimal capital allocation to minimize capital needs (short vs. long tail, etc.) <input type="checkbox"/> Guaranteed ability to restore capital in case of extreme Nat Cats: contingent capital
<p>Liquidity tensions</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Large amount of cash and rollover strategy <input type="checkbox"/> Credit facilities available <input type="checkbox"/> Strong operating cashflow generation
<p>Exchange rate fluctuations</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Strict currency matching policy <input type="checkbox"/> Group-wide balance between currencies (39% USD, 28% EUR, 10% GBP, 23% others) ¹⁾ <input type="checkbox"/> Swap of CHF perpetual debt
<p>Eurozone breakup</p>	<ul style="list-style-type: none"> <input type="checkbox"/> No exposure to the sovereign debt of peripheral countries <input type="checkbox"/> Favourable asymmetry between assets and liabilities: assets and capital in strong countries/currencies <input type="checkbox"/> Indirect effects difficult to assess, but not sizeable <input type="checkbox"/> H1'12, 74% of total SCOR GWP is non-Euro denominated

4 Solvency 2: SCOR is on track and well prepared for Day 1

Pillar 1: Internal Model already delivered to ACP¹⁾

- ❑ All modules of the Group Internal Model have been **delivered on time to the ACP¹⁾**.
- ❑ **SCOR has already used its internal model for years** in its management process and its strategic decision making
- ❑ *Societas Europaea* and branch network lead to high capital and **cash fungibility across the Group**, allowing for an efficient use of capital under Solvency 2

Pillar 2 and 3: On track for delivery

- ❑ **Most ORSA¹⁾ components already in place** :
 - Processes to manage risks, capital and solvency
 - Quarterly internal reports provide a view on risk and capital position
- ❑ **Developments on track for all other Pillar 2 aspects:**
Internal Control System | Data management | Governance

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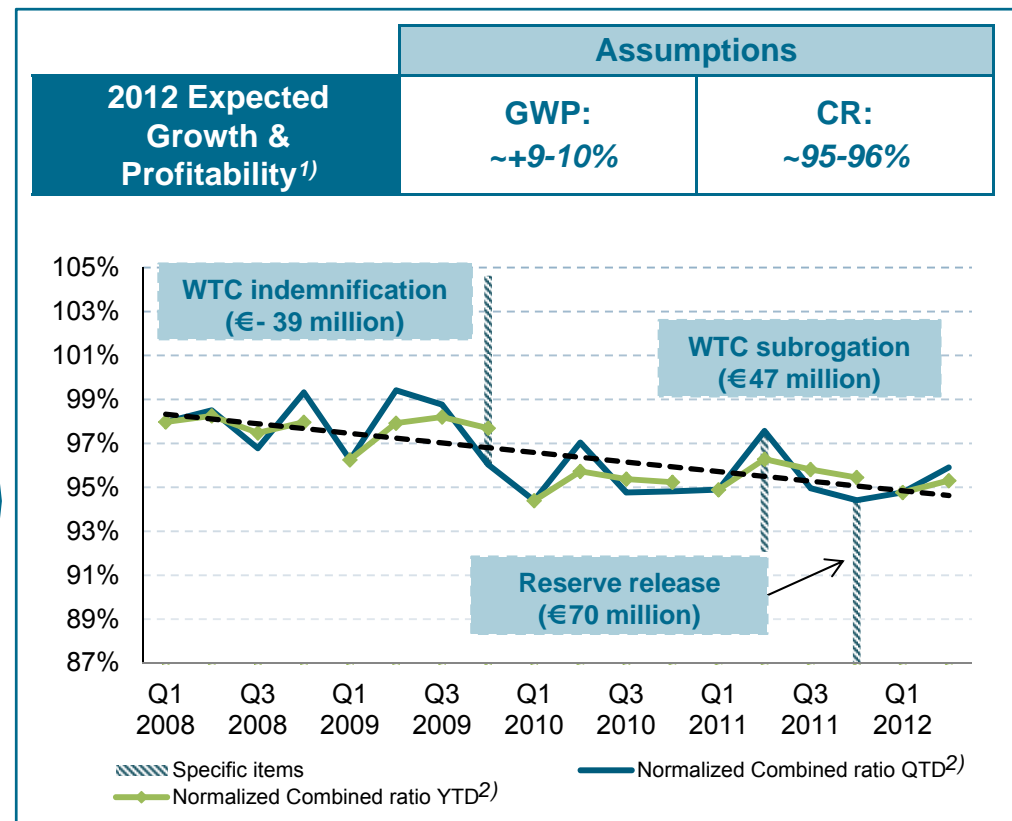
- 1 SCOR successfully combines growth, profitability and solvency with an attractive shareholders' remuneration policy
- 2 SCOR's success story continues, thanks to its capacity to anticipate the challenges ahead...
- 3 ...and its relentless focus on technical profitability

SCOR Global P&C continues focusing on improving technical profitability with active management of its portfolio and fragmented reinsurance cycles

P&C Industry Dynamics

- More fragmentation than ever, globally positive trend to continue
- Pricing adequacy of long-tail casualty and financial lines remains questionable

SCOR Global P&C	
SCOR Competitive advantages	<ul style="list-style-type: none"> Balanced business mix Global platform with local underwriting presence Effective information system Strong renewals (+15% premium growth, of which 3% "real" price increase)
Medium-Term positioning	<ul style="list-style-type: none"> Organic growth supported by planned and new initiatives (focus on global reinsurers) Continued focus on technical profitability for portfolio optimization
Future opportunities	<ul style="list-style-type: none"> Selected direct business US casualty (following A+ upgrade) Lloyd's

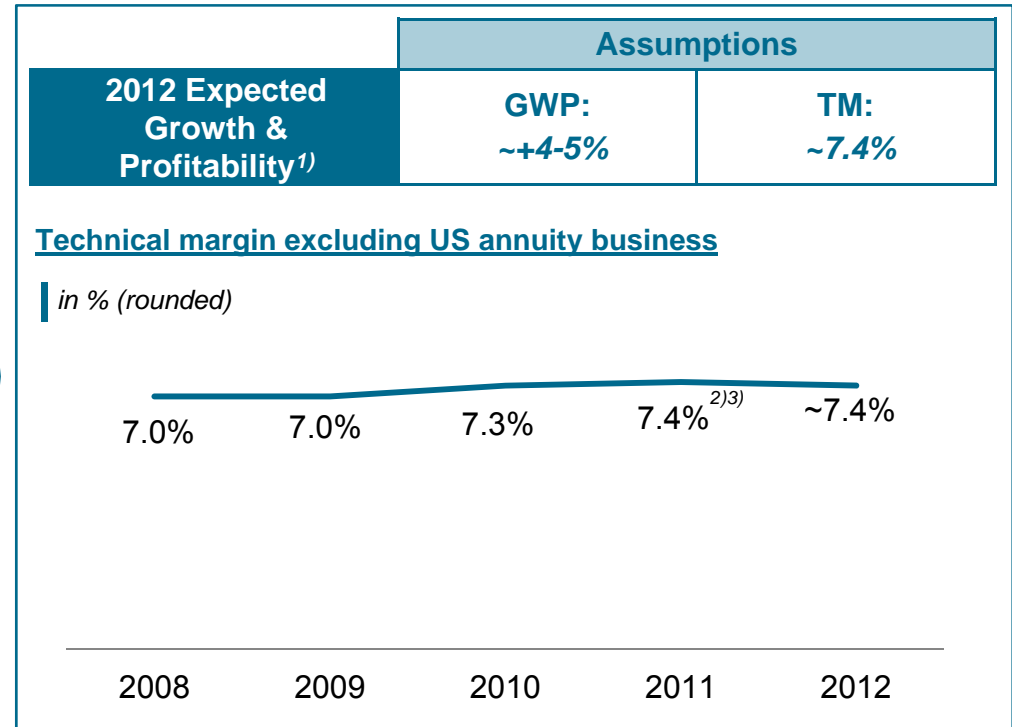


1) SCOR does not provide earning guidance; for details see disclaimer on page 21
 2) Normalized from WTC one-off impacts and reserve releases, with Cat at 6% as per budget

SCOR Global Life biometric-only portfolio provides stable technical profitability

Life Industry Dynamics Primary cedants affected by worldwide economic downturns, impacting solvency margin of customers

	
SCOR Competitive advantages	<ul style="list-style-type: none"> ❑ Leading global player in an industry with high barriers of entry ❑ Biometric focus shielding SGL MCEV from the low yield environment ❑ Broad range of value-added services (including TM/DM¹⁾)
Medium-Term positioning	<ul style="list-style-type: none"> ❑ High double-digit opportunities in Emerging markets ❑ Focus on profitability requirements, providing stable returns and cashflow from mature book of business
Future opportunities	<ul style="list-style-type: none"> ❑ Emerging markets (Asia and Latin America) ❑ Longevity outside of UK ❑ Surplus relief deals



SCOR's positive trend continues, with underlying profitability levels in line with its operational assumptions and targets

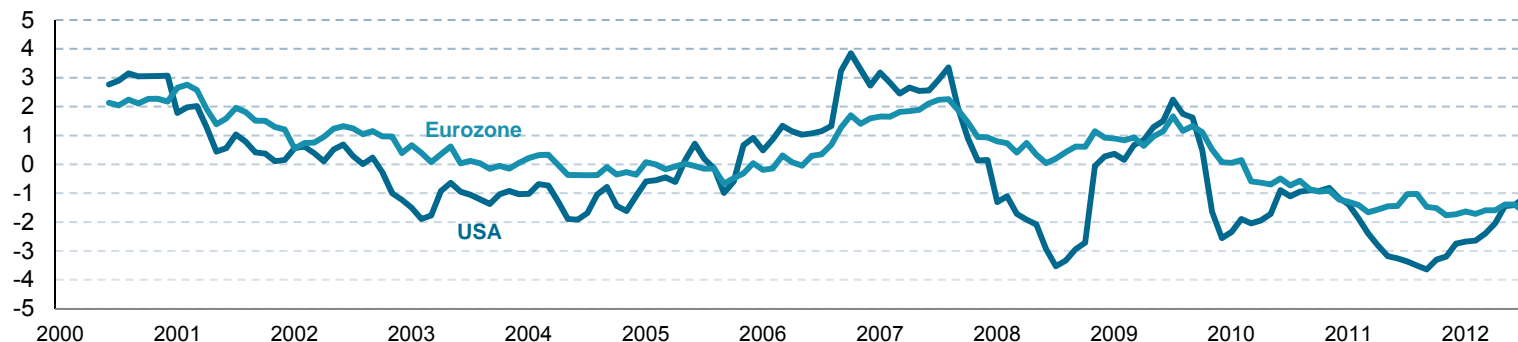
SCOR's operational performance is consistent with its "Strong Momentum" assumptions and targets					
		SMV1.1 ¹⁾	H1'12 Actuals		
Assumptions	Gross written premium annual growth	9% ²⁾	10% ³⁾	✓	The Group experiences double-digit growth, supported by robust January, April and July 2012 renewals
	P&C net combined ratio	~ 95-96%	93.8%	✓	SCOR Global P&C exceeds Strong Momentum profitability assumptions, confirming an on-going positive trend
	Life technical margin	~ 7.4%	7.4%	✓	SCOR Global Life delivers a technical performance consistent with Strong Momentum assumptions, with successful integration of ex-TaRe
	Return on invested assets before impairments	2.7%-3.2% ⁴⁾	3.4%	✓	SCOR Global Investments achieves returns before impairments above prior indications while maintaining a prudent and defensive strategy
	Group cost ratio	~5% ⁵⁾	5.3%	✓	SCOR trends towards the SMV1.1 assumption, while actively investing for the future, with more than 25 on-going projects
Targets	Security level provided to clients ⁶⁾	AA	A+	✓	Recent A+ upgrades confirm SCOR's capacity to provide a AA level of security to its clients
	ROE above RFR ⁷⁾ over the cycle	1 000 bps	1 002 / 915 bps Excluding/incl. impairments	✓	In spite of the low-yield environment and impairments, SCOR's return on equity is in line with its Strong Momentum target

Appendix

Yields have reached record lows, but current monetary policies are not sustainable in the long run

Central Banks have driven interest rates to record lows...

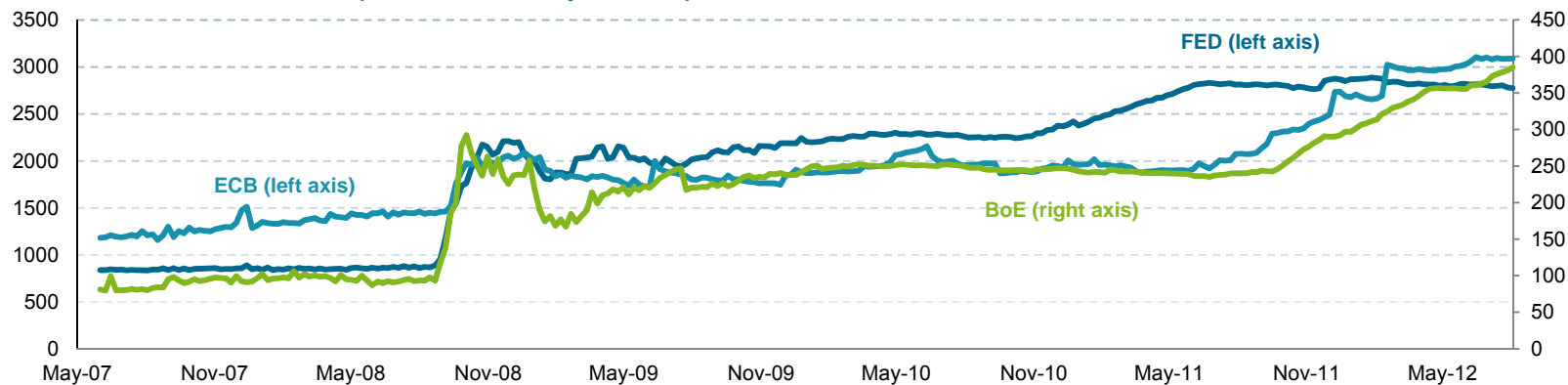
Policy interest rates in real terms (% , CPI deflated)



Sources : Thomson Reuters, national statistics

... inflating their balance sheets in the process

ECB, BoE & FED balance sheets (in local currency billions)



Sources : ECB, BoE, FED

Recent debt issuances in the insurance industry

Borrower	Issuance Date	Amount	Coupon	Maturity	Spread (vs MS) At Issue	First Call Date
SCOR	08/10/2012	CHF 315	5.25%	Perp	482	08/06/2018
AVIVA	03/05/2012	USD 650	8.25%	Perp	714	03/11/2017
SWISS RE	29/03/2012	USD 750	8.25%	Perp	638	01/09/2018
SWISS RE	09/02/2012	CHF 320	7.25%	Perp	672	01/09/2017
ZURICH INS.	18/01/2012	USD 500	8.25%	Perp	684 vs. UST	18/01/2018
Average Perpetual debt			8.00%		677.0	
DELTA LLOYD	29/08/2012	EUR 500	9.00%	29/08/2042	712	29/08/2022
GENERALI	10/07/2012	EUR 750	10.13%	10/07/2042	844	10/07/2022
SWISS RE	09/07/2012	EUR 500	6.63%	01/09/2042	492	01/09/2022
DIRECT LINE INS	27/04/2012	GBP 500	9.25%	27/04/2042	720 vs. UKT	27/04/2022
TALANX FINANZ	04/04/2012	EUR 500	8.37%	15/06/2042	654 vs. bund	15/06/2022
MUNICH RE	29/03/2012	GBP 450	6.63%	26/05/2042	395	26/05/2022
MUNICH RE	29/03/2012	EUR 900	6.25%	26/05/2042	395	26/05/2022
Average Non Perpetual debt			8.04%		601.7	

Disclaimer Page

Certain statements contained in this presentation may relate to forward-looking statements and objectives of SCOR SE, specifically statements announcing or relating to future events, trends, plans, or objectives, based on certain assumptions.

These statements are typically identified by words or phrases indicating an anticipation, assumption, belief, continuation, estimate, target, expectation, forecast, intention, and possibility of increase or fluctuation and similar expressions or by future or conditional verbs. This information is not historical data and must not be interpreted as a guarantee that the stated facts and data will occur or that the objectives will be met. Undue reliance should not be placed on such statements, because, by nature, they are subject to known and unknown risks, uncertainties, and other factors, which may cause actual results, performance, achievements or prospects of SCOR SE to differ from any future results, performance, achievements or prospects explicitly or implicitly set forth in this presentation.

Any figures for a period subsequent to 30 June 2012 should not be taken as a forecast of the expected financials for these periods and, except as otherwise specified, all figures subsequent to 30 June 2012 are presented in Euros, using closing rates as per the end of March 2012. Strong Momentum figures previously disclosed have been maintained at unchanged foreign exchange rates.

In addition, such forward-looking statements are not “profit forecasts” in the sense of Article 2 of Regulation (EC) 809/2004.

Finally, SCOR is exposed to significant financial, capital market and other risks, including, but not limited to, movements in interest rates, credit spreads, equity prices, and currency movements, changes in rating agency policies or practices, and the lowering or loss of financial strength or other ratings.

Additional information regarding risks and uncertainties is set forth in the 2011 reference document filed on 8 March 2012 under number D.12-0140 with the French Autorité des Marchés Financiers (AMF) (the “Document de Référence”) and posted on SCOR SE’s website www.scor.com.