IR day 2014

SCOR's ERM ensures that the Group's risk profile and solvency are in line with its strategic plan

London, 10 September 2014

Disclaimer

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 2014 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 2014 are presented in Euros, using closing rates as per the end of 31/12/2013. “Optimal Dynamics” and “Strong Momentum” figures previously disclosed have been maintained at unchanged foreign exchange rates unless otherwise specified.

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

The 2013 pro-forma figures in this presentation include estimates relating to Generali USA to illustrate the effect on the Group’s financial statements, as if the acquisition had taken place on 1 January 2013.

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 that may affect SCOR’s business is set forth in the 2013 reference document filed 5 March 2014 under number D.14-0117 with the French Autorité des Marchés Financiers (AMF) posted on SCOR’s website www.scor.com. SCOR undertakes no obligation to publicly update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.

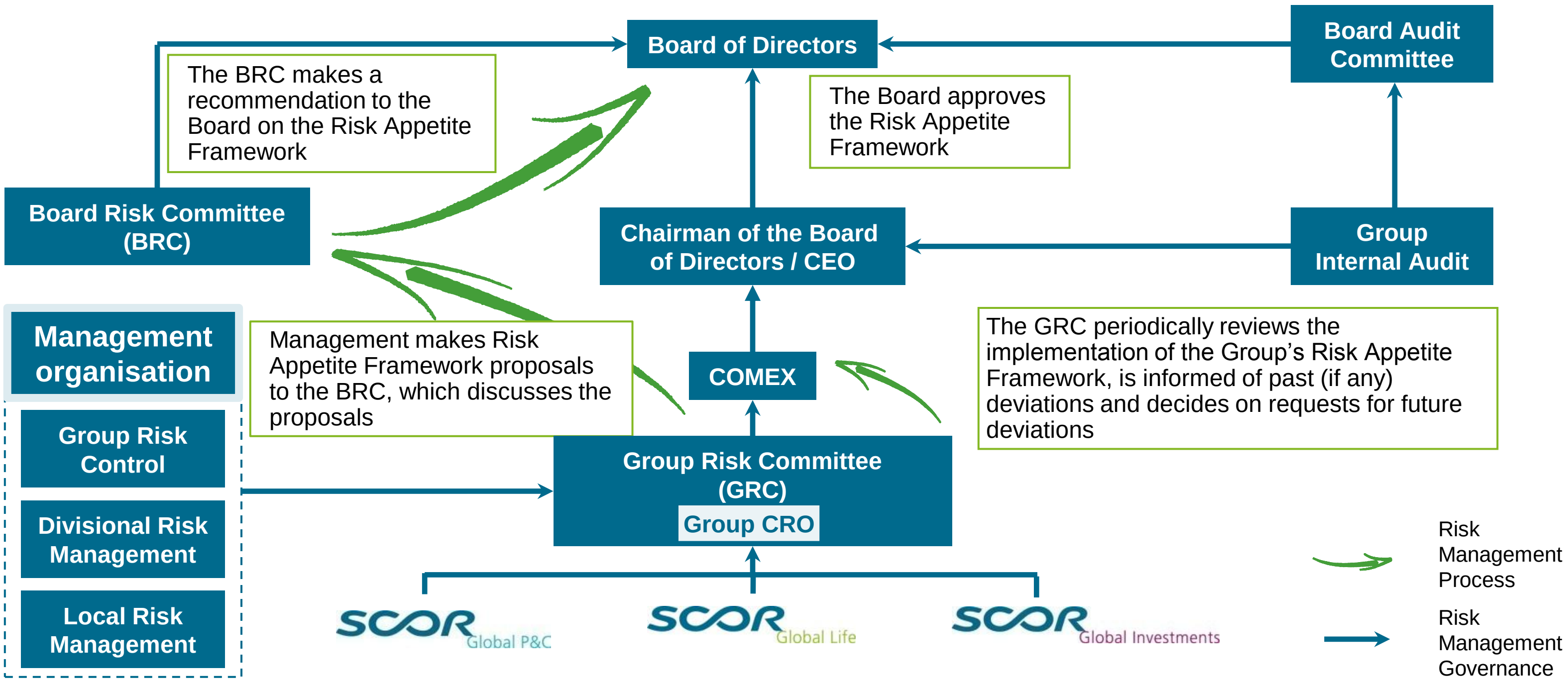
IR day 2014 - SCOR's ERM ensures that the Group's risk profile and solvency are in line with its strategic plan

1	**SCOR further develops its excellent ERM framework**
2	**SCOR ensures that its main exposures are within approved limits**
3	**SCOR provides a strong solvency position throughout the strategic plan**

ERM is embedded in SCOR's decision making, along with strong governance, processes and controls

ERM is embedded in decision making

- ❑ The Management and the Board are deeply involved in steering the Group's risk profile
- ❑ For specific strategic decisions such as an acquisition or significant initiatives, Risk Management actively assesses risks to support Management and Board decision making



ERM development over the "Optimal Dynamics" horizon

- ❑ SCOR's Risk Appetite Framework continues to evolve to enhance management of risk and capital
- ❑ SCOR more systematically uses economic metrics across the organization

The Group Risk Dashboard is at the heart of its strong risk governance

Concise and comprehensive risk report for management and board...

13-page detailed report which provides a comprehensive and complete overview of the main risks for the Group

Each risk category is owned by a COMEX member who relies on several risk managers

Easy to understand, comprehensive, forward-looking report on key risks

Additionally, the Risk Dashboard supports the production of in-depth risk studies and papers

Follow-up on risk mitigation actions which are clearly identified in the dashboard

- The Risk Dashboard reflects the strong ability of the Group to challenge, control and communicate on its own risks to the Board
- All information feeding into the Dashboard comes from rigorous risk assessment processes
- Strong encouragement from the COMEX and the Board to continuously improve the risk reporting processes and maintain focus on essential, forward-looking and relevant information

...combining summarised high-level assessments with detailed background analysis

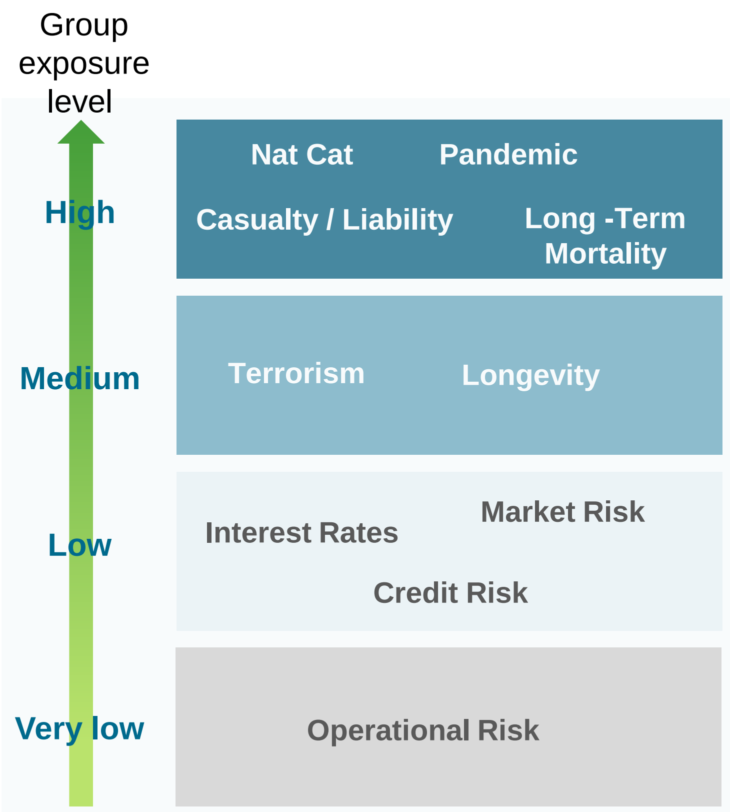
Illustrative only

Risk category	Risk	Trend
Strategic risks		→
Monitoring of risk exposures		→
P&C business environment		→
Life business environment		↘
Reserving risks		→
Market risks and asset concentration		→
ALM risk		→
Credit risk		→
Liability concentration risk		→
Retrocession		→
Liquidity risks		→
Operational risks		→
External perception of risks		(new)

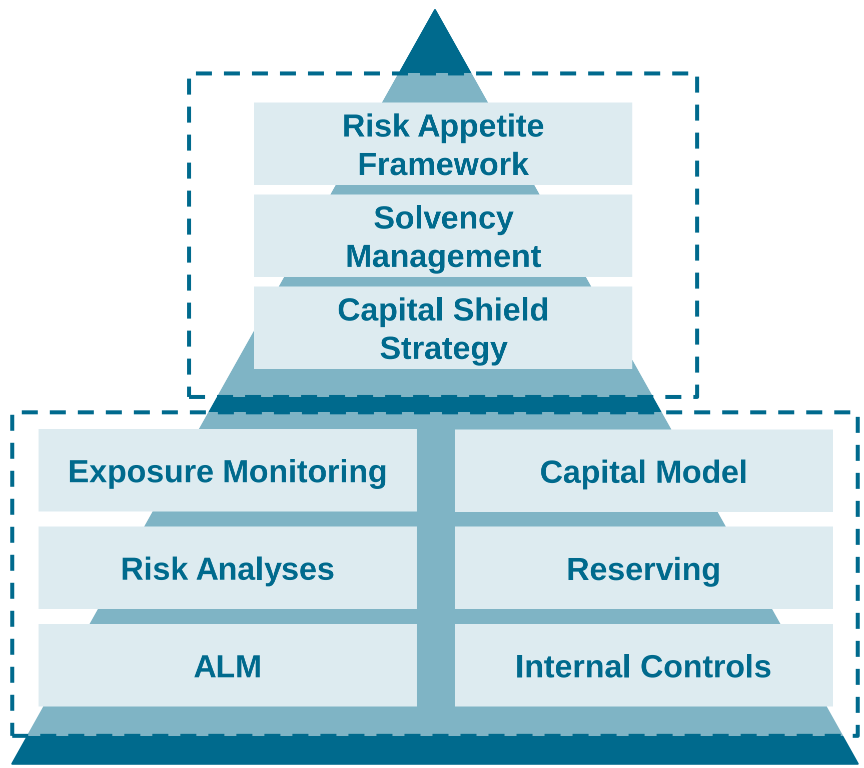
●	**Low**	No material risks.
●	**Medium Low**	No material risks but further analysis required.
●	**Monitor**	Material risks exist that were not previously on the risk radar or insufficient visibility. Management action taken is likely to be proportionate and risks are deemed manageable.
●	**Monitor closely**	Material risks persist with extremely limited visibility. Management action taken but uncertainty on its effectiveness or efficiency or timeliness.
●	**High**	Material risks persist and require an urgent plan and implementation or no visibility at all.
→ ↗ ↘		Indicates a stable development (→), an increase (↗) or a decrease (↘) in the risk since last quarter.

SCOR controls its risk profile with Risk Management mechanisms of the highest standards

SCOR is exposed to a wide, multidimensional and expanding risk universe…



SCOR's risk management provides a complete spectrum of Group-wide analyses and control mechanisms



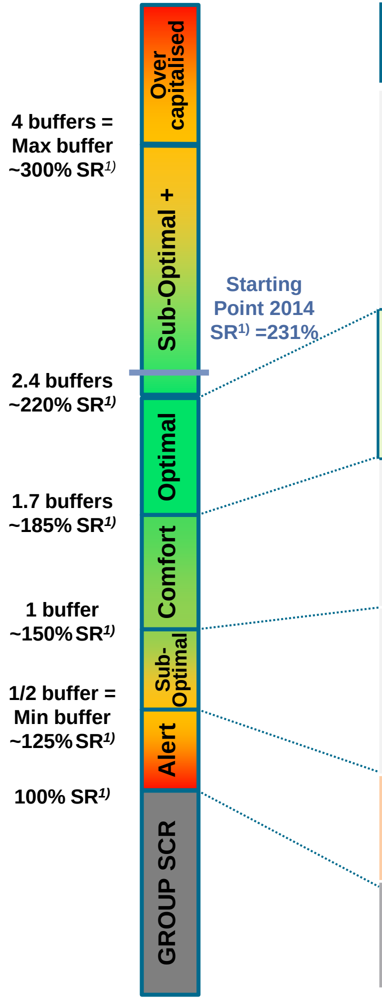
SCOR's Risk Appetite Framework is an integral part of the strategic plan ("Optimal Dynamics")

	"Optimal Dynamics"	
Risk appetite	❑ A mid-level risk profile (after hedging) with a focus on the belly of the risk distribution, avoiding exposure to extreme tail events, but aligned with the increased size, diversification and capital base of the Group ❑ Volatility is controlled through diversification and Capital Shield Strategy	
Risk preferences	❑ Business focus on selected reinsurance risks ❑ Most mainstream insurance risks covered in Life and P&C, with a recalibration reflected in an increase in longevity risk and a slight increase in Nat Cat risk ❑ Low appetite for interest rate risk (at least in the short term) and no appetite for operational risk, clients' asset risk, financial D&O[1)], GMDB[2)] new business	
Risk tolerances	**Solvency target**	**Capitalization level** SCR, Buffer capital and flexible solvency target driving a process of gradual escalation and management responses
	System of limits	**Risk drivers *(probabilistic)*** Post-tax net 1:200 annual aggregate loss for each risk driver ≤ 20% Available Capital
		Extreme scenarios *(probabilistic)* Post-tax net 1:200 annual per-event loss for each risk ≤ 35% Buffer Capital
	Limits per risk in the underwriting and investment guidelines	
Footprint scenarios	Impact assessment of **past events (deterministic)**	

1) Directors and Officers liability insurance
2) Guaranteed Minimum Death Benefit

SCOR relies on a dynamic solvency scale coupled with a clear escalation process to manage its solvency

- The management responses reflect the dynamic process which enables SCOR to steer its risk and capital positions towards the optimal area.



Action	Possible management responses (examples)	Escalation level
Redeploy capital	✓ Consider special dividends ✓ Consider acquisitions ✓ Buyback shares / hybrid debt ✓ Increase dividend growth rate ✓ Reconsider risk profile, including capital shield strategy ✓ Enlarge growth of profitable business	Board/AGM
Fine-tune underwriting and investment strategy	✓ Permanent check and optimization to remain in the optimal zone	Executive Committee
Re-orient underwriting and investment strategy towards optimal range	✓ Improve selectiveness in underwriting and investment ✓ Improve the composition of the risk portfolio ✓ Optimize retrocession and risk-mitigation instruments e.g. ILS ✓ Consider securitizations	Executive Committee
Improve efficiency of capital use	✓ Issue hybrid debt ✓ Reduce and / or issue stock dividends ✓ Reconsider risk profile, including more protective capital shield ✓ Slow down growth of business ✓ Consider securitizations	Board/AGM
Restore capital position	✓ Consider private placement / large capital relief deal ✓ Consider rights issue (as approved by the AGM) ✓ Restructure activities	Board/AGM
Below minimum range - submission of a recovery plan to the supervisor[2)]		Board/AGM

SCOR

1) The 2014 solvency ratio is available capital at year-end 2013 divided by the SCR as of that date, allowing for planned business in 2014

2) When Solvency II comes into force - Article 138 of the Solvency II directive. Subject to approval of SCOR's internal model for use under Solvency II. It is expected that applications for approval can be made beginning in April 2015

SCOR has built a “best in class” enterprise risk management system and is on track for Solvency II

Risk appetite framework is an integral part of the strategic plan

+

Internal model is used extensively for strategic and operational decisions

+

Proven capacity to manage risks in line with risk tolerances

+

Optimal use of capital

S&P considers SCOR’s ERM to be “Very Strong”, the highest level in the industry

IR day 2014 - SCOR's ERM ensures that the Group's risk profile and solvency are in line with its strategic plan

1	SCOR further develops its excellent ERM framework
2	SCOR ensures that its main exposures are within approved limits
3	SCOR provides a strong solvency position throughout the strategic plan

SCOR's capital shield strategy enables it to control its exposures

The capital shield strategy is optimized in line with the risk profile and market opportunities

Once the Board has defined the risk appetite in line with the Group's strategic plan…

…the capital shield strategy sets mitigating mechanisms to ensure protection of the Group's capital in line with its risk appetite

SCOR's exposure is controlled and remains within the risk tolerances

Traditional retrocession

Capital market solutions

Solvency buffer

Contingent capital facility

… using the whole range of protection mechanisms

Traditional retrocession

- Wide range of protections including Proportional and Non-Proportional covers (Per event/Aggregate)
- As part of "Optimal Dynamics", the Property Nat Cat retention is slightly increased to take advantage of the optimized diversification and increased capital base of the Group

Capital markets solutions

- Significant experience in ILS over the last 10 years
- SCOR's outstanding ILS[1)] currently provide ~ $ 750 million capacity protection, including a $ 180 million mortality bond to ensure that the pandemic risk exposure is well controlled throughout the plan

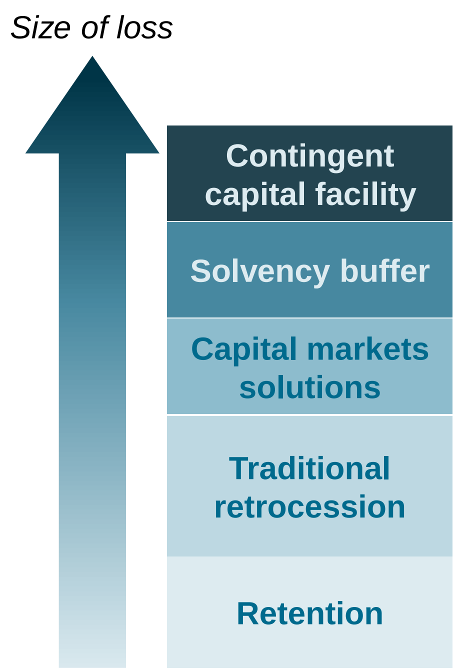
Solvency buffer

- SCOR has set out a solvency scale with clear and well-defined buffers safeguarding the group's franchise

Contingent capital facility

- SCOR's innovative € 200 million contingent capital facility protects the solvency of the Group from either extreme Nat Cat or Life events
- The contingent capital is designed to act as a last resort, a pre-defined scheme to raise new capital and replenish equity in case of extreme events

Capital shield tools



Illustrative

- SCOR's capital shield strategy ensures efficient protection of the Group's shareholders thanks to different protection layers

1) Insurance-Linked Securities

SCOR's exposures are monitored to stay permanently within limits

Overview of 2014 main risk tolerances

Limits and exposures for a 1-in-200 year annual probability in € millions

Risk		*Exposure as of end of June*	*Limit*
Extreme scenarios	Major fraud in largest C&S exposure	~210	*580*
	US earthquake	~330	
	US/Caribbean wind	~540	
	EU wind	~350	
	Japan earthquake	~150	
	Terrorist attack	~390	
Risk driver	Extreme global pandemic(s)	*~820*	*1 500*

- SCOR's system of limits is designed to ensure that the Group's annual exposure to each major risk is controlled and to avoid the Group's overexposure to one single event
- All exposures above are net of current hedging / retrocession / mitigation instruments, with an allowance for tax credit
- For extreme global pandemics, the exposure includes the P&C and asset exposures as well as the mitigation effects of the Atlas IX mortality bond and the contingent capital facility

The footprint scenarios provide a further complementary risk assessment

Footprint scenarios provide a further complementary risk assessment

Footprint scenarios are an innovative and complementary risk management tool

- Whereas risk drivers and extreme scenarios are probabilistic-based, the *footprint approach* consists in carrying out an impact assessment on the Group under a deterministic scenario
- The *footprint approach* is complementary to a probabilistic-based view
- Taking into account SCOR's current exposures and all risk mitigation instruments, footprint scenarios provide the impact on:
  - the Group's solvency ratio
  - the Group's liquidity
  - the Group's own operations
- For Nat Cat, key historical events have been selected

SCOR regularly produces and evaluates footprint scenarios, providing comfort that the impact of such events on the Group's current solvency would be limited

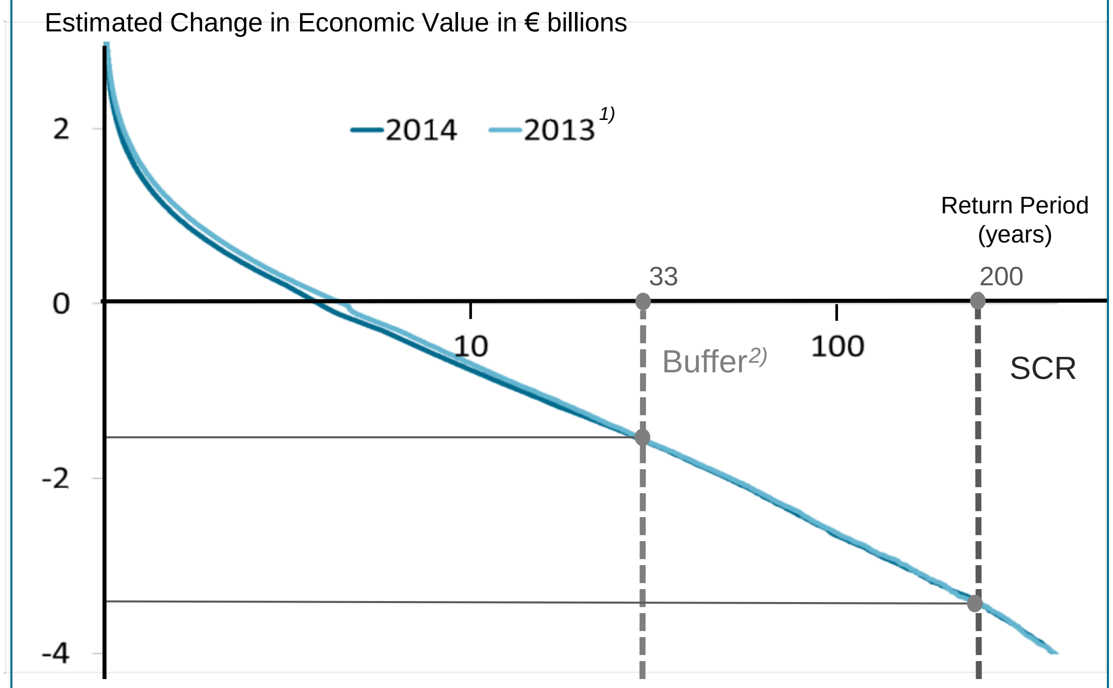
Class	Footprint scenario	Group's loss net of all risk mitigation mechanisms in € millions (before tax)	Impact on the Group's solvency ratio
US Earthquake	1906 San Francisco earthquake	386	-10 points
Japanese Earthquake	1923 Great Kantō earthquake	465	-12 points
North Atlantic Hurricane	1926 Great Miami Hurricane	247	-7 points
	1928 Okeechobee Hurricane	344	-9 points
	1938 Long Island Express Hurricane	365	-10 points
	1965 Hurricane Betsy	156	-4 points
European Windstorm	1990 Daria extra tropical cyclone	229	-6 points
	1999 Lothar – Martin extra tropical cyclones	347	-9 points
Japanese Typhoon	1959 Typhoon Vera	206	-6 points
	1961 Typhoon Nancy	158	-4 points

IR day 2014 - SCOR's ERM ensures that the Group's risk profile and solvency are in line with its strategic plan

1	SCOR further develops its excellent ERM framework
2	SCOR ensures that its main exposures are within approved limits
3	SCOR provides a strong solvency position throughout the strategic plan

In 2014, SCOR confirms the strength of its capital position

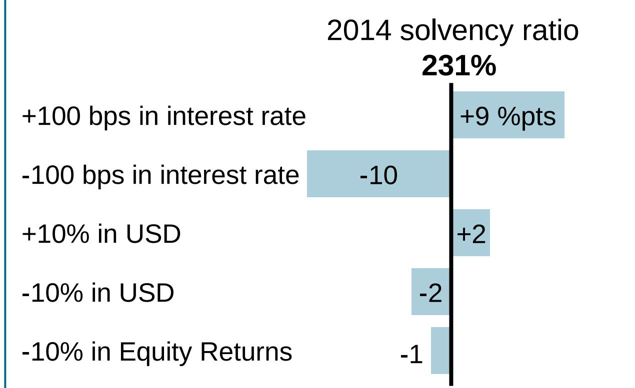
Risk profile stable from 2013 to 2014



SCOR reaffirms its solvency position

In € billions (rounded)	2013[1]	2014
Available capital (AC)[3]	7.2	7.5
SCOR Solvency Capital Requirement (SCR)	3.2	3.3
Solvency ratio (SR = AC/SCR)	221%	231%

Changes in interest and FX rates have a limited impact on SCOR's Solvency Ratio



Stable SCR after acquisition and business growth

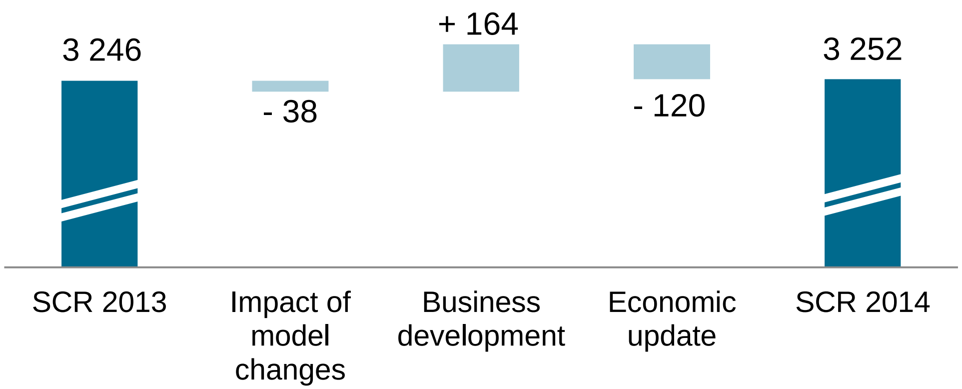
- Risk profile remains stable, as economic environment dampened the effect from the increase in business volume
- Risk profile of acquired Generali US business largely in line with due diligence estimates

1) 2013 figures correspond to the 2013 IR Day results including estimates of the impact of the acquisition of Generali US
2) The buffer capital is defined as the 97% VaR of the change in economic value distribution
3) Available capital as of 31/12 of the previous year

Changes in the economic environment mitigate the impact of the business growth on the SCR

SCOR's SCR increases marginally in 2014

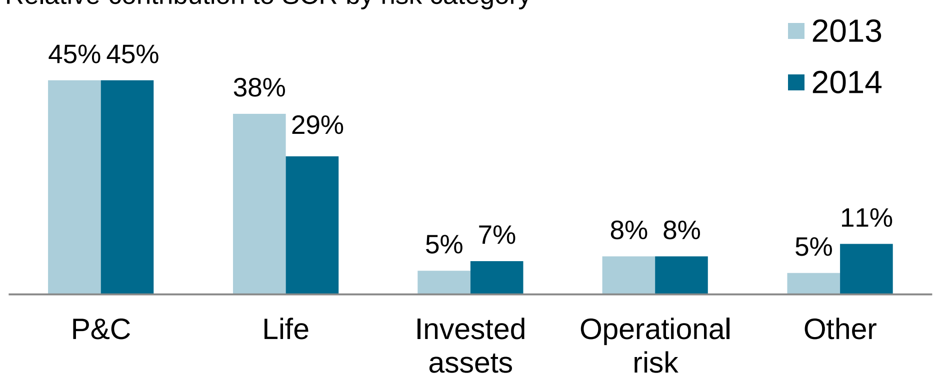
In € millions



- Minor model changes reduce the opening SCR by ca. € 38 million
- The growth in exposure, in line with "Optimal Dynamics", drives an increase in capital, slightly offset by the replacement of Generali US due diligence data with actual data, amounting to an increase of ca. € 164 million in SCR
- Changes in the economic environment, i.e. higher interest rates and a strengthening of the EUR, result in a decrease in SCR of ca. € 120 million

Economic changes reduce weight of Life risks

Relative contribution to SCR by risk category



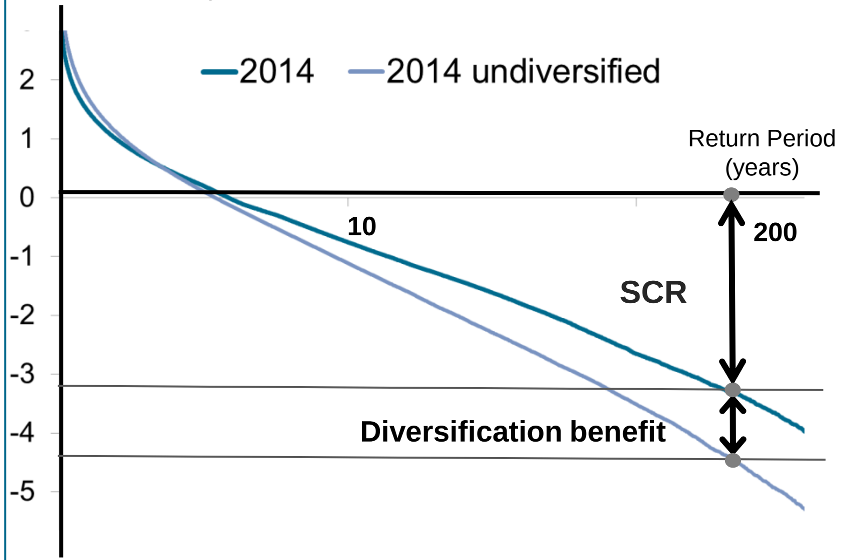
- Relative P&C contribution is stable due to planned business growth being offset by further optimized retrocessions and favourable FX
- The reduced contribution of Life risks is mainly due to movements in economic variables, resulting in decreased impacts of long-term trend scenarios and USD exposure
- While the contribution of the Operational Risk is stable, Invested Assets and Other risks increase their contribution, in line with increased exposure and minor model refinements

2013 figures correspond to the 2013 IR Day results, including estimates of the impact of the acquisition of Generali US

SCOR continues to leverage on a strong diversification benefit

The entire risk profile benefits from diversification

Estimated Change in Economic Value in € billions



Diversification between divisions continues to be strong

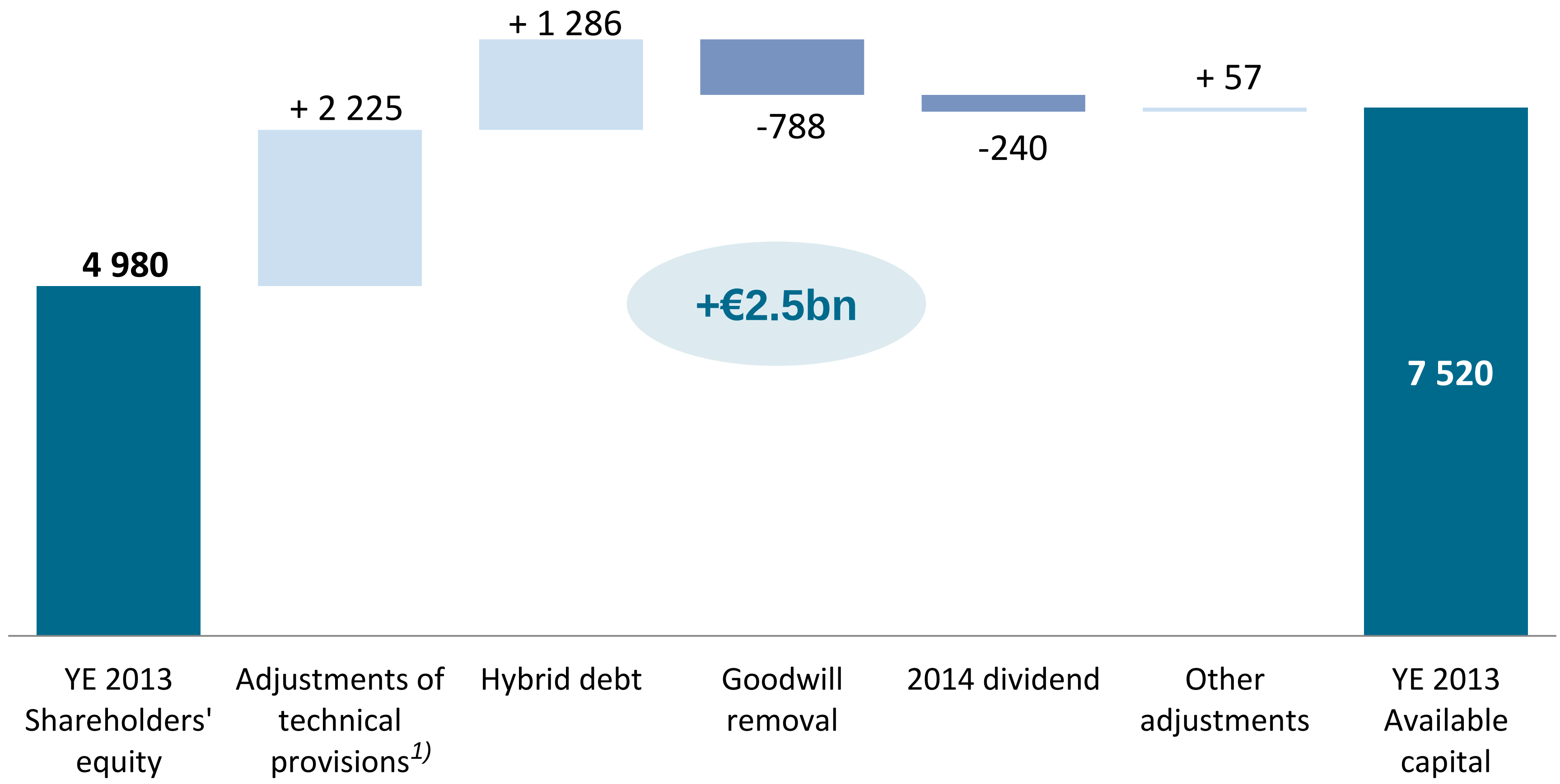
In € billions (rounded)	2013[2)]	2014
SCOR Global Life standalone capital[1)]	2.2	2.1
SCOR Global P&C standalone capital[1)]	2.3	2.3
Total undiversified	4.5	4.4
SCOR SCR diversified	3.2	3.3
Diversification benefit	28%	27%

- If SCOR Global Life and SCOR Global P&C were two separate companies not belonging to the same Group, their overall capital requirement would be given by the undiversified risk profile in the chart above
- The balance of exposure between the two main business lines within the Group provides SCOR with an important diversification benefit, highlighted by the comparison between SCOR's diversified risk profile and the undiversified risk profile
- The effect of the diversification does not just have an impact on the SCR but it is consistently reflected across the entire risk profile
- The 2014 diversification benefit slightly decreased as the economic changes led to brings a greater reduction in Life than in P&C

1) *Standalone reflects the capital needs of the divisions before diversification with the other division*
2) *2013 figures correspond to the 2013 IR Day results, including estimates of the impact of the acquisition of Generali US*

Available economic capital significantly exceeds IFRS equity

In € millions



1) Mainly Life value not recognised, P&C reserve discount and deduction of risk margin