

SCOR actively manages its capital to maximize value creation

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SCOR overcomes tough macro and industry environments, consistently delivering on the “Optimal Dynamics” plan

	Updated ¹⁾ OD assumptions	2013	2014	H1 2015	
Gross written premium growth	+8%	+7.8%	+10.4%	+19.6% ⁴⁾	✓
P&C published combined ratio	~94%	93.9%	91.4%	90.9%	✓
Life technical margin	~7%	7.2% ²⁾	7.1%	7.2%	✓
Return on invested assets ³⁾	>3% by 2016	3.1%	2.9%	3.4%	✓
Dividend growth		+8.3%	+7.7%	n/a	✓
Group cost ratio	~4.8%	5.1%	4.98%	5.1%	
ROE ³⁾ above Risk-Free-Rate (bps)	1 000 + RFR	1 219	974	1 125	✓
Solvency ratio	185%-220%	In the “optimal zone”			✓



SCOR’s KPIs are consistently meeting “Optimal Dynamics” assumptions and targets, demonstrating the effectiveness of the Group’s strategy and capital management

1) Updated with FX rates as of 30/06/2015
 2) Excluding 0.1 pt of GMDB run-off portfolio reserve release in 2013

3) Before equity impairments. For the ROEs, number including equity impairments were respectively 900, 1 129, 972 and 1 112
 4) Compared to H1 2014, at current FX (5.3% at constant FX)

SCOR's active capital management fits in the Solvency II environment

In a Solvency II world,

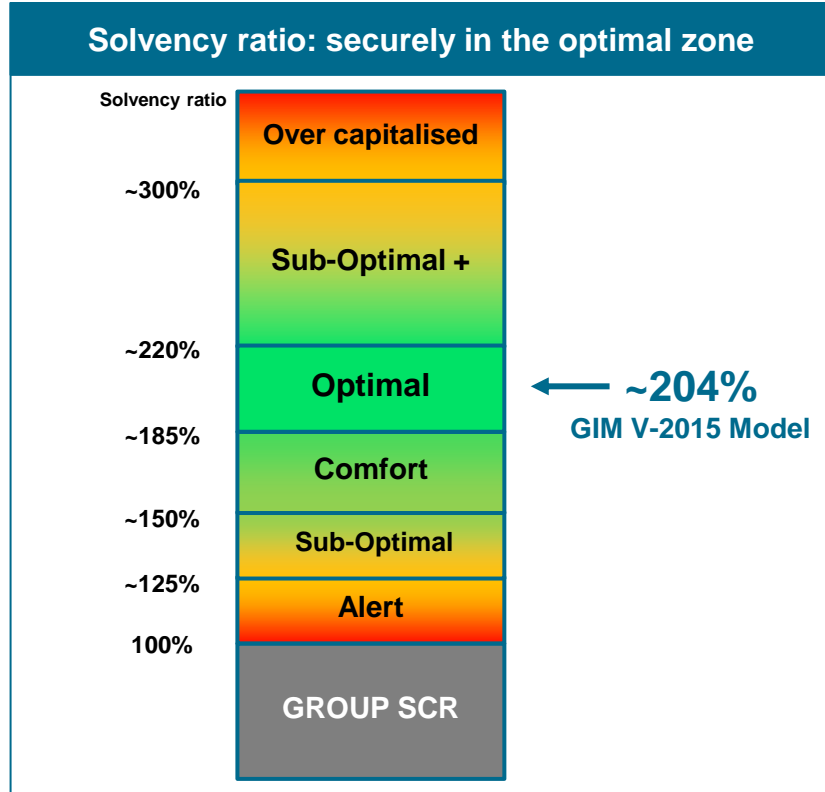
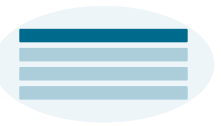
SCOR's solvency is "very strong"¹⁾ and in the optimal zone (185%-220%) of the solvency scale

SCOR monitors its capital on an entity level to ensure optimal solvency

SCOR benefits from a strong financial and operating cash flow capacity

SCOR will continue its consistent and attractive dividend policy

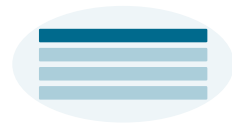
SCOR's solvency level is strongly anchored in the "Optimal Zone", enabling optimal use of its capital under the Solvency II regime



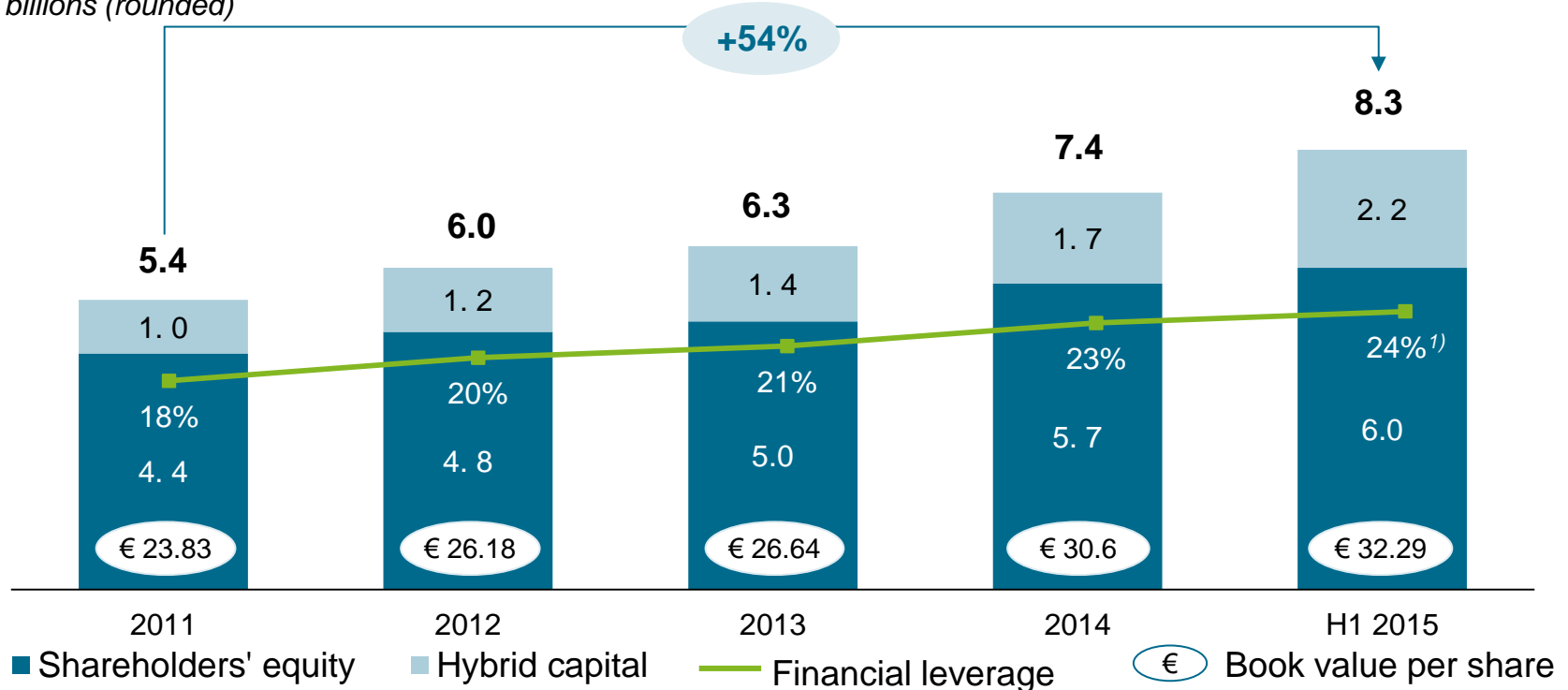
Optimal solvency level

- ① To meet the profitability and solvency objectives of the "Optimal Dynamics" plan
- ② To meet the expectations of several stakeholders such as clients, shareholders and regulators

Sustained development of shareholders' equity is clear evidence of SCOR's very strong capitalization and ability to absorb shocks



in € billions (rounded)



All rating agencies give a positive assessment of SCOR's current financial strength and capitalization



**STANDARD
& POOR'S**

AA-

Stable
outlook

*“Very strong capital and earnings,
strong financial profile and
exceptional liquidity”*

FitchRatings

AA-

Stable
outlook

“Very strong level of capitalization”



A

Stable
outlook

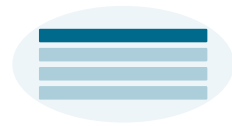
*“Robust risk-adjusted
capitalization, resilient overall
earnings”*

MOODY'S

A1

Stable
outlook

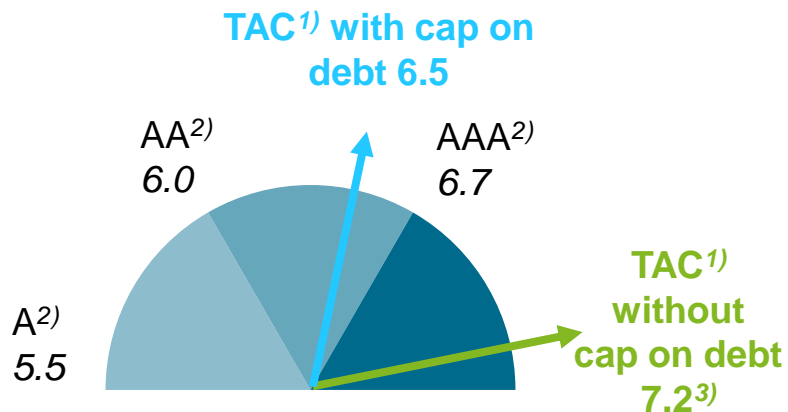
*“Consistently good profitability
with a very low level of volatility,
strong financial flexibility”*



SCOR's level of S&P capital is well above the current rating

SCOR's 2014YE S&P capitalisation¹⁾ is above AAA level

In € billions



- SCOR's capital management is based on the Group Internal Model (GIM)⁴⁾, but is subject to various other constraints (Solvency I-II / local regulations / 4 Rating Agencies)
- Capitalization is one of these constraints, but there are many other financial and non-financial metrics to monitor (e.g. market position, asset quality, profitability etc.)
- S&P factors in quantitative credit for its assessment of SCOR's Group Internal Model as "good", and credits the hybrid debt recognized in Solvency II which is currently capped under Solvency I

SCOR benefits from an extremely strong capitalization level in the S&P model

1) Total available capital

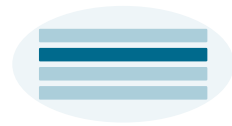
2) S&P model required capital depending on target risk level

3) SCOR estimates using S&P standard model, it does not reflect S&P's

opinion on SCOR's capital adequacy, assuming no solvency I capital limit

on hybrid debt

4) 2015 GIM - The 2014 solvency ratio is available capital at year-end 2014 divided by the SCR as of that date, allowing for planned business in 2015



SCOR has well-defined debt principles

SCOR's debt principles:

- ❑ High-quality debt
- ❑ Longer-term duration favored
- ❑ Solvency II-compliant debt for maximum credit
- ❑ Strong currency issuances with € hedge
- ❑ Compliance with stakeholders' expectations (Rating Agencies and other)

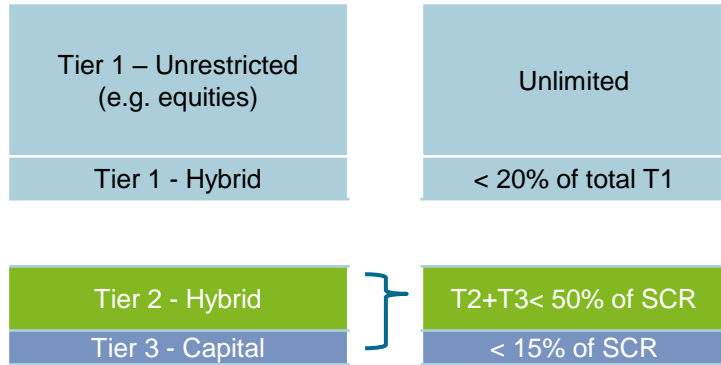
- ❑ SCOR's debt policy in place for "Optimal Dynamics"
 - Financial leverage of 24.1% as at H1 2015
 - Current average debt cost 5.5%
 - Any new debt issuance will follow these principles
- ❑ SCOR utilizes its debt efficiently, with a financial leverage remaining below 25%
- ❑ Additional financial flexibility will be created thanks to the call of the € 257million debt in July 2016, which is already pre-financed

SCOR own funds have a high level of quality under Solvency II with significant flexibility and capacity



As of 31/12/2014

Solvency II limits



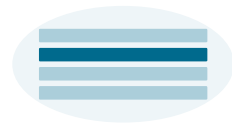
SCOR Own Funds Structure after SII limits

	in € billions	in %
Tier 1	6.1	78%
	1.5	19%
Tier 1	7.6	97%
Tier 2	0.2 ¹⁾	2%
Tier 3	0.1 ²⁾	1%
Total	7.8	

- 97% of high quality Tier 1 capital
- Up to €1.7 billion of remaining debt capacities (Tier 2 and Tier 3 debt)

SCOR has a high quality capital structure under Solvency II providing, the Group with flexibility and capacity
SCOR is well positioned to manage future debt calls in the Solvency II regime

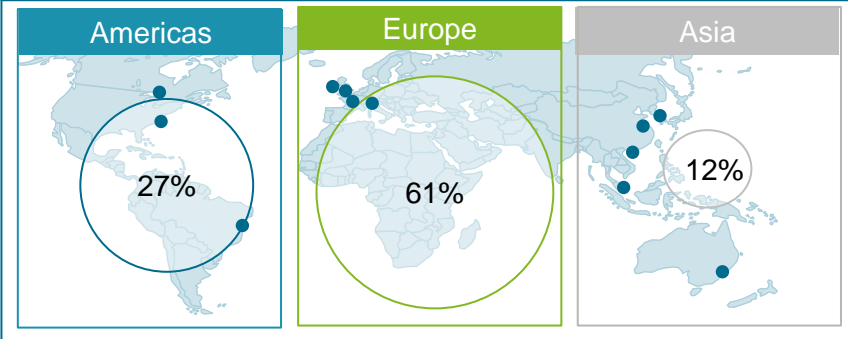
SCOR's capital is highly fungible, secure and efficiently allocated



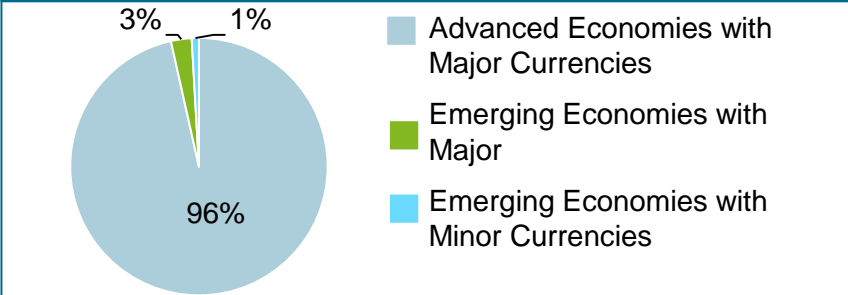
SCOR monitors shareholders' equity on an entity level and ensures maximum capital fungibility

- Integrated supervision of regulatory constraints at Group level
- Optimal capital allocation through three pools of capital
- More than 96% of its capital¹⁾ in advanced²⁾ economies with stable legal, regulatory, and economic environments (mostly in US, France, Switzerland, Ireland, UK, Canada and Singapore)
- Efficient capital allocation and fungibility between subsidiaries via various tools:
 - Internal retrocession
 - Collateral posting (deposits, LOCs³⁾) to reduce regulatory solvency requirements
 - Other actions such as Internal loans / portfolio transfer, capital transfers etc.
- Limited number of subsidiaries, enhancing fungibility of capital while supporting local business presence

Three pools of capital¹⁾



SCOR holds more than 96% of its capital¹⁾ in advanced²⁾ economies



By actively and prudently managing FX at local entity level, SCOR's capital is naturally hedged and in very strong currencies



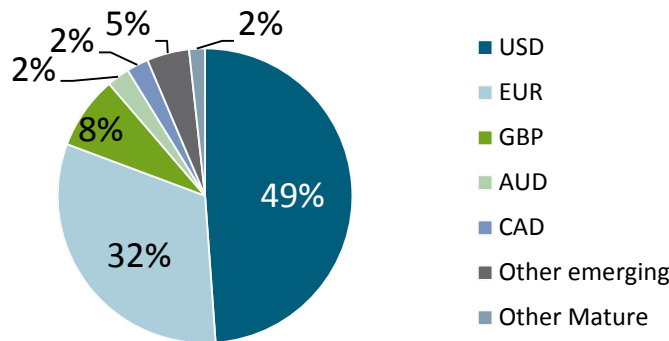
SCOR manages Balance Sheets at a local entity level, minimizing any FX risk during consolidation at Group level

Assets	Liabilities
Strict FX congruency	
Monetary assets	Monetary liabilities
Other assets (local currency)	Other liabilities
	Shareholders' Equity (local currency)



- Thanks to strict congruency, FX risk is hedged between assets and liabilities
- Shareholders' equity is by nature permanent and supports business locally; as such it remains in local currency

H1'15 Shareholders' Equity by Currency



SCOR closely monitors the FX risk sensitivity on capital and solvency ratio

+10% of the USD / EUR FX would imply:

+5%
on IFRS
shareholders'
Equity at year end
2014

+10%
on SCOR's own
funds at year end
2014 according to
GIM

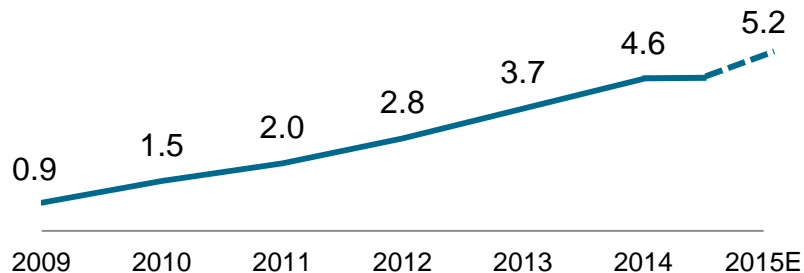
+1%
on SCOR's
solvency ratio

SCOR consistently generates significant operating cash flow and benefits from high liquidity within its asset portfolio



Strong operating cash flow generation

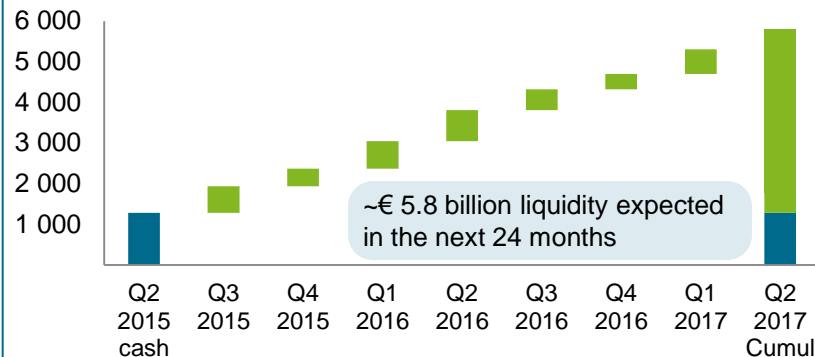
in € billions (rounded)



Cumulative annual operating cash flow since 2009

Liquid invested asset¹⁾ portfolio

In € millions (rounded), cumulated coupons and redemptions in green



Two-year cash flow projection (as at 30 June 2015)

Liquidity is perceived as “exceptional” by S&P²⁾

“We regard **SCOR’s liquidity as exceptional**, according to our criteria. We base this view on the **strength of available liquidity sources**, mainly **strong cash flow generation** from premium income and investment returns, and a **highly liquid asset portfolio** that contains more than €10 billion in liquid assets. **SCOR’s life reinsurance book is a significant source of liquidity as well.**”



SCOR pursues a strong and consistent dividend policy

SCOR manages its capital optimally thanks to a disciplined process

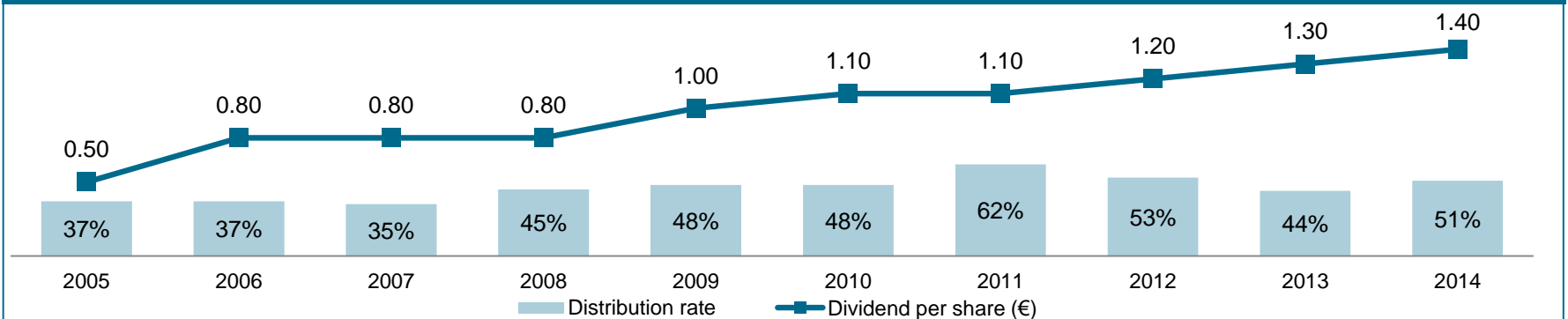
- ❑ **Step 1:** the Group ensures the projected solvency position is in the optimal range
- ❑ **Step 2:** SCOR estimates and allocates capital to support future accretive growth
- ❑ **Step 3:** the Group defines an amount of dividend accordingly



SCOR remunerates shareholders on the basis of a well-defined dividend policy

- ❑ SCOR aims to remunerate shareholders through **cash dividends** (if relevant; SCOR does not exclude other means e.g. opportunistic share buy-back, special dividend)
- ❑ Overall the Board will aim to maintain a **minimum dividend payout ratio of 35%** over the cycle, while aiming for **low volatility in the dividend per share** (DPS) from year to year

Over the past few years, SCOR has consistently paid strong dividends to its shareholders



SCOR has an excellent risk/reward profile in the industry, with the most efficient use of its capital

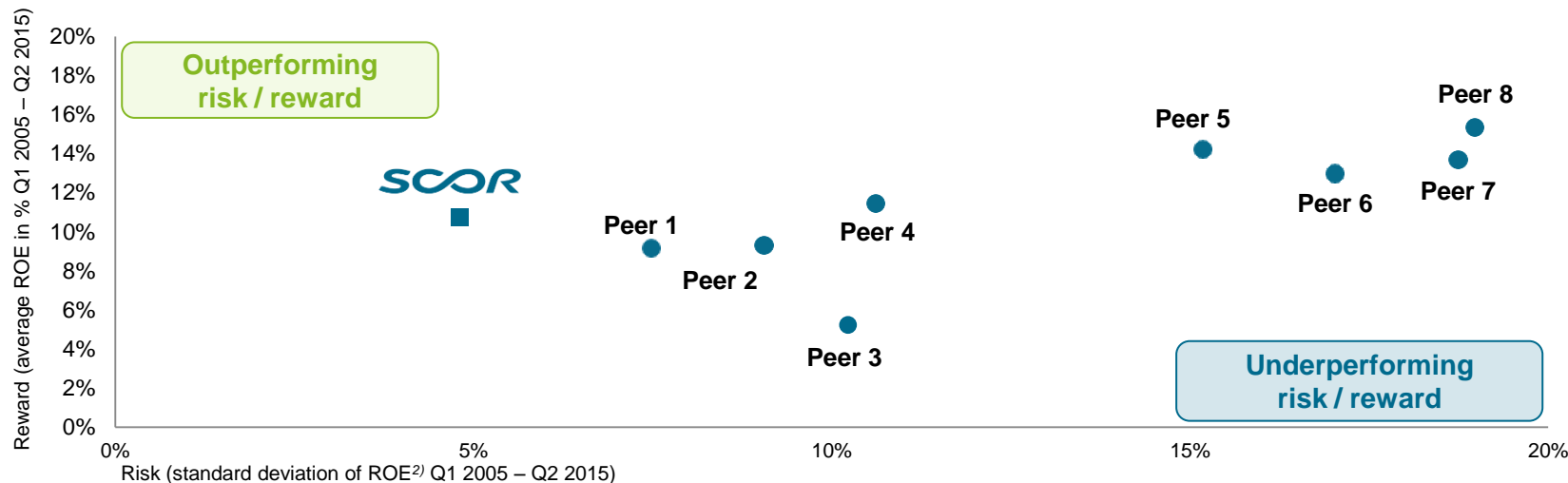


Controlled risk appetite

High diversification

Strong franchise

Robust capital shield



SCOR continuously improves its productivity and its cost management



Increasing productivity:

Economies of scale through premium growth



Investment in technology

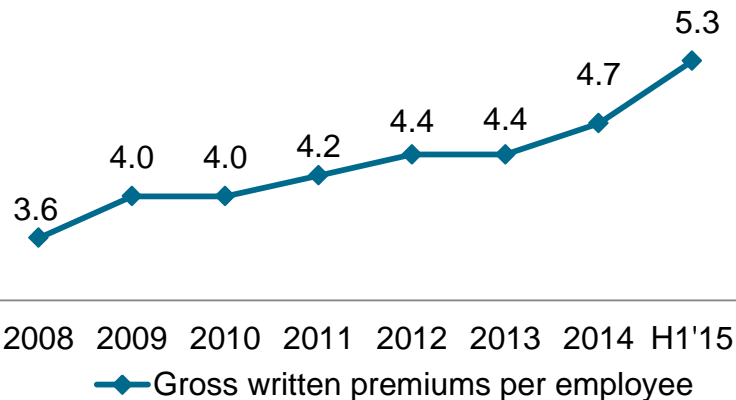


Talent attraction and retention

SCOR improves its productivity and cost structure

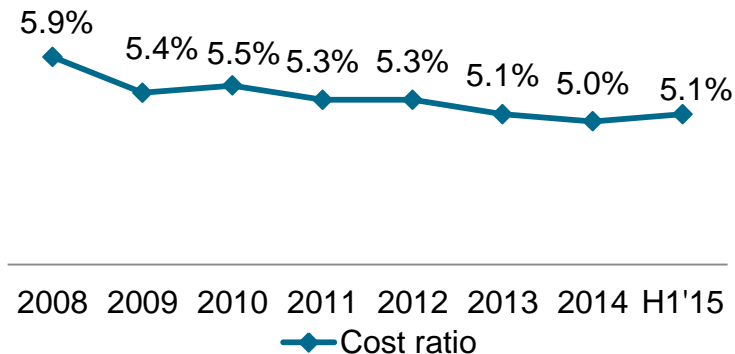
Increase in written premiums per employee

In € millions (rounded)

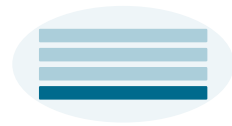


Reduced cost ratio

in %

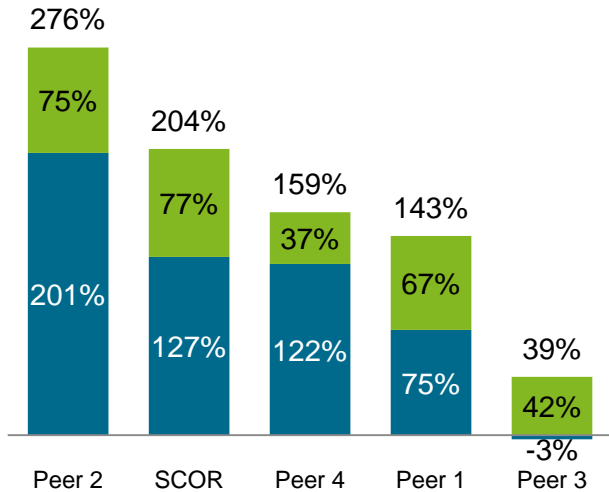


Over the past years, SCOR has provided one of the best total shareholder returns in the industry

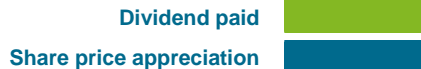
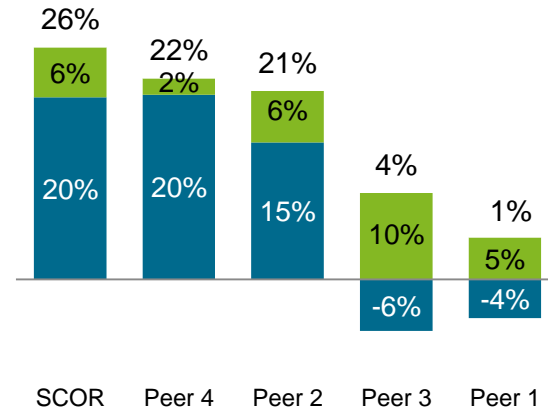


Source of total shareholder return (TSR)¹⁾

TSR since January 2005



TSR since January 2015



SCOR delivers an attractive shareholder return and dividend yield thanks to a consistent and robust ROE

