Press conference Monte Carlo
11 September 2016

SCOR puts its Vision into Action

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SCOR
The Art & Science of Risk

AGENDA

1 **SCOR puts its Vision into Action**

2 SCOR Global P&C: building on strong foundations to continue to outperform

Why is the reinsurance industry attractive: six reasons (1/2)

1 Rapidly expanding risk universe

- Expansion in nature and size of the “raw material” of reinsurance
- Risks appearing due to general economic growth, globalization and concentration of populations in the most exposed areas
- New risks emerging and developing (new technologies, reconfiguration of the world)

2 Expanding demand for (re)insurance cover

- Increasing aversion to risk as populations become wealthier
- Gradual withdrawal of state welfare (crisis of social security, public deficit)
- Companies are bearing higher risks (e.g. environmental and social risks) which they are ceding
- Reinsurers to contribute to bridge the protection gap

3 Benefiting from technological and financial revolution

- Development of Insurance-Linked Securities has enlarged the overall reinsurance capacity
- Complementarity between alternative capital and reinsurance has outweighed substitutability
- Technological revolution (cyber, connected objects, big data, automation) will benefit the reinsurance industry

The reinsurance industry creates value for its clients and the economy while contributing to the common good

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Why is the reinsurance industry attractive: six reasons (2/2)

4
Exceptional economic and financial conditions to normalize

- Strong negative impact of financial repression on reinsurance: low interest rates, quantitative easing
- Economic stagnation reducing reinsurance demand
- Financial cycles to eventually turn: normalization in central banks' policy increasing the return on invested asset
- Return to a sustainable recovery increasing reinsurance demand

5
Strong potential for innovation

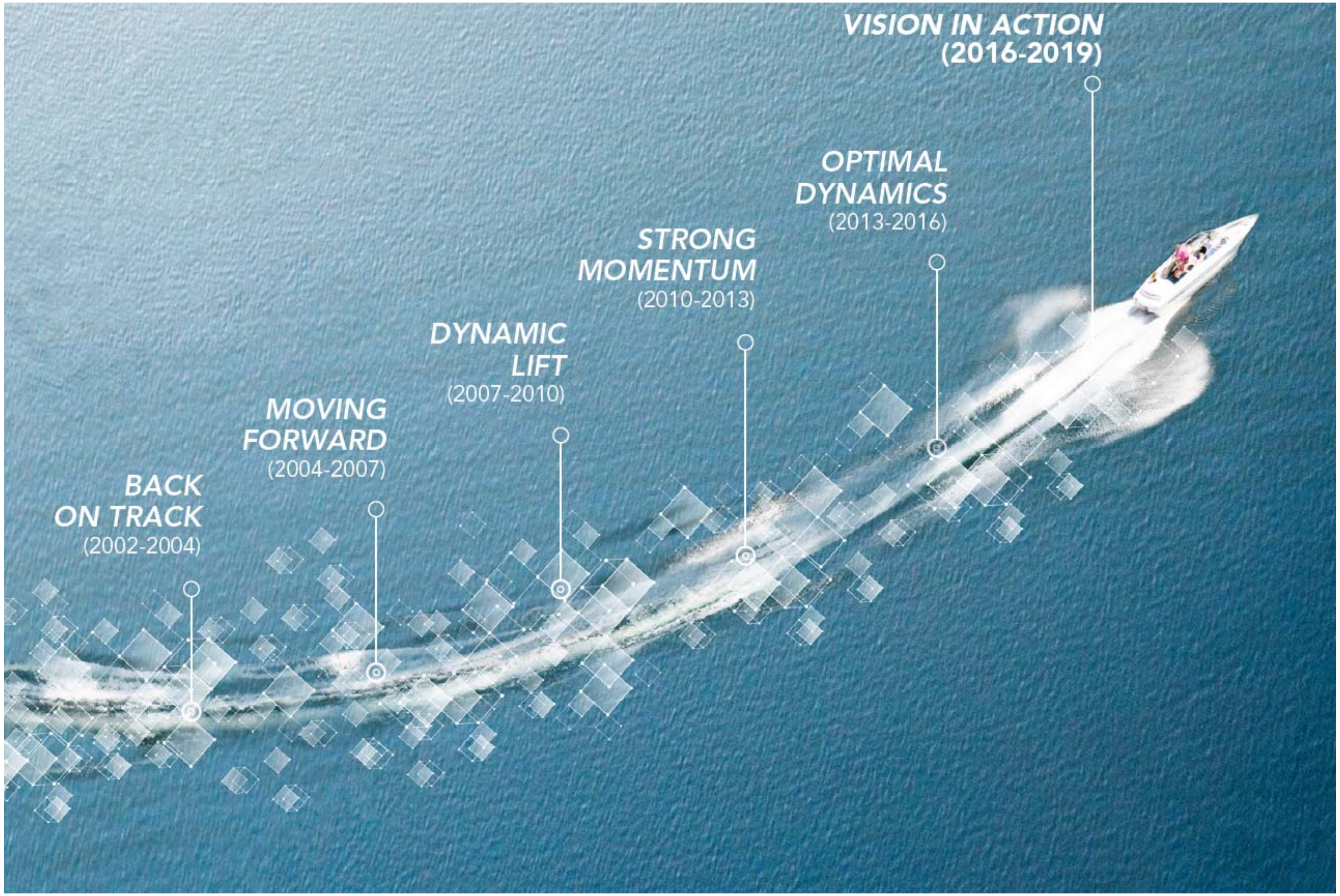
- Reinsurance to benefit from a stream of innovations: on products, processes and modelling
- Reinsurance to displace the limits of insurability
- Innovation to improve risk knowledge and modelling
- Technology to offer a vast playing field for future optimization of reinsurance covers (cyber risk coverage to deepen…)

6
Resilience to the most extreme events

- Strong ability of the European reinsurance to historically absorb the most extreme shocks (historical cats, terrorist attacks, financial crises, worldwide wars, etc.)
- Resilience of the reinsurance model demonstrated over time

Over the medium to long term, the reinsurance industry generates a high level of profitability

SCOR has an outstanding track record of successfully achieving the targets of its strategic plans



SCOR's new strategic plan "Vision in Action" builds on its successful strategy to expand profitably

"VISION IN ACTION"
2016-2019

SCOR values its principles

1 Build on continuity and consistency	• Leverage on proven principles and cornerstones • Pursue a twin-engine strategy, combining Life and P&C reinsurance • Focus on reinsurance • Controlled risk appetite and robust capital shield
2 Expand and deepen the franchise	• Deepen franchise through organic growth development • Leverage existing and new platforms
3 Normalize the asset management policy	• Maintain an upper mid-level risk appetite • Align investment risk appetite to the Group's overall risk appetite • Reduce the very high level of prudence
4 Profitability and solvency: two equally-weighted targets	• RoE ≥ 800 bps above 5-year risk-free rate over the cycle[1)] • Solvency ratio in the optimal 185% - 220% range

1) Based on a 5-year rolling average of 5-year risk-free rates

"Vision in Action" provides two equally weighted targets: Profitability and Solvency

Profitability (RoE) target

RoE ≥ 800 bps above 5-year risk-free rate over the cycle[1)]

- A challenging target for management in both a normal and administered interest rate environment
- RoE target principle maintained in "Vision in Action" with a more flexible benchmark adapted to market conditions:
  - A **minimum RoE** to reflect current environment and potential upside turn in the cycle
  - **5-year risk-free rates** are consistent with the duration of SCOR's liabilities
  - 5-year **rolling average of risk-free rate** better manages the volatility of financial markets

Solvency target

Solvency ratio in the optimal 185%-220% range

- SCOR's solvency scale outlined in "Optimal Dynamics" is unchanged for "Vision in Action"
- SCOR continues to provide an upper mid-level risk appetite
- SCOR continues to provide an attractive level of profitability while maintaining solvency in the optimal range

1) Based on a 5-year rolling average of 5-year risk-free rates

“Vision in Action” assumptions demonstrate continuity with regard to “Optimal Dynamics”

Profitability (RoE) target	Solvency target
RoE ≥ 800 bps above 5-year risk-free rate over the cycle[1)]	**Solvency ratio in the optimal 185%-220% range**

Flexible assumptions reflecting the uncertain environment

Management will adapt its execution to achieve its two targets

P&C	Life	Investments	SCOR
GWP growth 8% p.a. (modest market recovery) - 3% p.a. (flat market) **Combined ratio** ~95%-96%	**GWP growth** 5.0% - 6.0% p.a. **Technical margin** 6.8% - 7.0%	**Return on invested assets** 3.2% (strong recovery) - 2.9% (gradual recovery) - 2.5% (convergence to a low speed regime with low interest rates)	**GWP growth** ~4% - 7% p.a. **Group cost ratio** 4.9% - 5.1% **Tax rate** 22% - 24%

Estimated ranges
1) Based on a 5-year rolling average of 5-year risk-free rates

AGENDA

1 SCOR puts its Vision into Action

2 **SCOR Global P&C: building on strong foundations to continue to outperform**

Key messages

- SCOR Global P&C's strategy is based on five pillars
- Each reinsurer's situation is unique; most of SCOR Global P&C's portfolio remains at adequate pricing
- SCOR Global P&C outperforms the industry
  - Network of offices and underwriters
  - Tier 1 leadership positions
  - Relatively stable pricing
  - Strong cycle management
  - Integrated systems
  - Franchise: client loyalty and client-specific relationship management
  - Efficient retrocession
- New strategic plan "Vision in Action" will build on strong foundations
- Industry's current profitability suggests an alternative scenario of market upturn

Five strategic pillars - SCOR Global P&C

1. **Reinsurance is the core business**. SCOR Global P&C generates better-than-market returns by assuming and managing clients' volatility as a Tier 1 reinsurer

2. **The core is complemented with compatible insurance risk**[1)]. Insurance leverages the platform in closely-related but diversifying forms of risk with attractive margins

3. **Using "owned" capital and underwriting produces better returns**. Leading in local markets produces a well-diversified, capital-efficient portfolio. Buying retrocession improves the portfolio further

4. **Platforms, people, and systems should be highly integrated**. Integration is required to respond quickly to market conditions and serve customers broadly and consistently

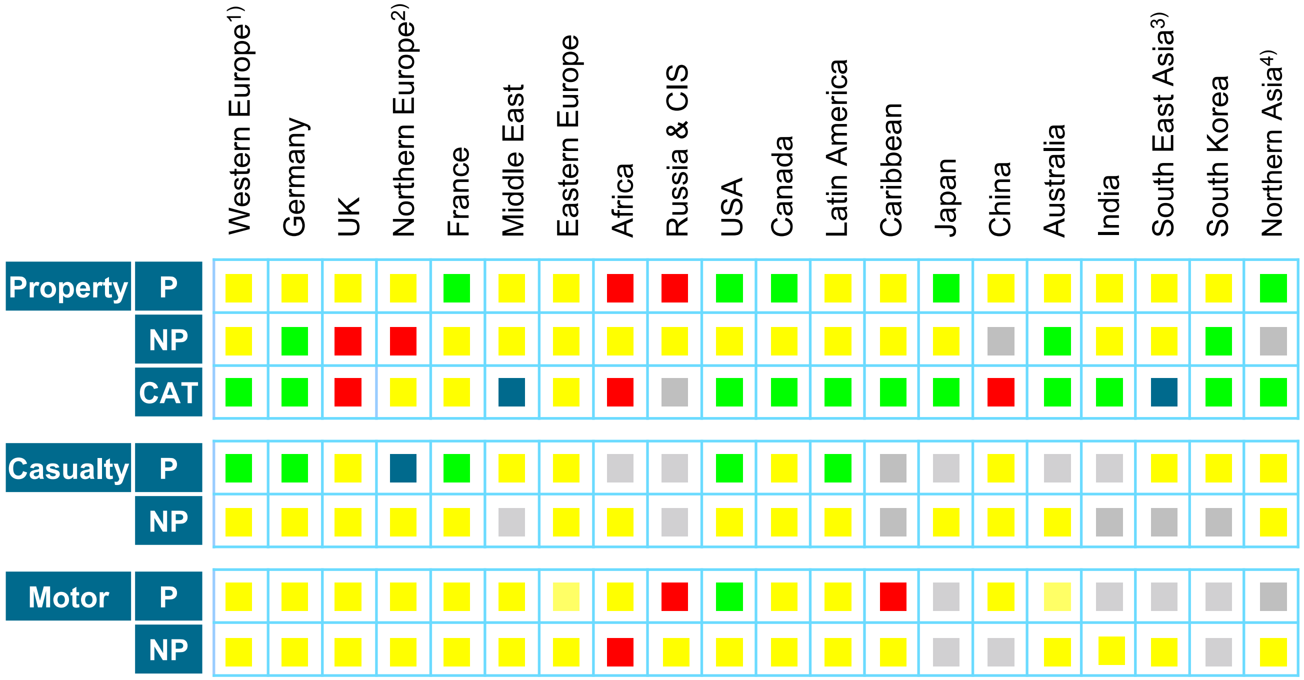
5. **Four critical markets:**
   - US reinsurance – half the global market
   - International reinsurance & specialties – profitable and diversifying, serve customers globally
   - Broad distribution capabilities – to access business
   - Large corporate insurance – complementary to the reinsurance platform

"Vision in Action" develops specific businesses in each of the four areas.
Be well-positioned for profitable opportunities, especially when pricing improves.

1) Specifically, certain forms of large commercial insurance, Lloyd's, and business written via a limited number of highly capable MGAs under certain circumstances and with aligned interests – while avoiding competing directly with our clients. SCOR Global P&C will not develop a retail platform.

SCOR Global P&C maintains underwriting discipline: for most P&C Treaty segments profitability is adequate

Treaty P&C



P	*Proportional*
NP	*Non-proportional*
CAT	*Natural Catastrophe*

Business attractiveness[5)]

	Monte Carlo 2016	January 2016	Monte Carlo 2015
Very attractive	*2%*	*4%*	*3%*
Attractive	*18%*	*24%*	*21%*
Adequate	*57%*	*42%*	*49%*
Inadequate	*7%*	*11%*	*9%*
Not material premium amount	*16%*	*19%*	*19%*

1) Western Europe: Austria, Cyprus, Greece, Italy, Malta, Portugal, Spain, Switzerland
2) Northern Europe: Belgium, Luxembourg, The Netherlands, Nordics
3) South East Asia: Indonesia, Malaysia, Singapore, Thailand, Philippine, Vietnam
4) Northern Asia: Hong Kong, Taiwan, Macau
5) Percentages are based on the number of segments in each category, not taking into account the respective segments' premium volume

Specialty Lines remain under pressure but are still mostly adequate

Specialty lines and business solutions[1)]

Agriculture	Engineering	Credit & Surety	Marine & Offshore Energy	Aviation[1)]	IDI	Space	Business Solutions
Total Agriculture	**Total Engineering**	**Total Credit & Surety**	**Total Marine & Offshore**	**Total Aviation**	**IDI**	**Space**	**Total Business Solutions**
Hail	**CAR**	**Credit**	**Hull**	**Int. Airlines**			**ENR[3)] Worldwide**
MPCI	**EAR**	**Surety**	**Cargo[2)]**	**Gen. Aviation**			**C&S[4)] Worldwide**
Live-stock	**B&M**		**P&I[2)]**	**Prod. Liability**			**CPC[5)] EMEA**
			Energy				**CPC[5)] APAC**
							CPC[5)] Americas

Business attractiveness[6)]

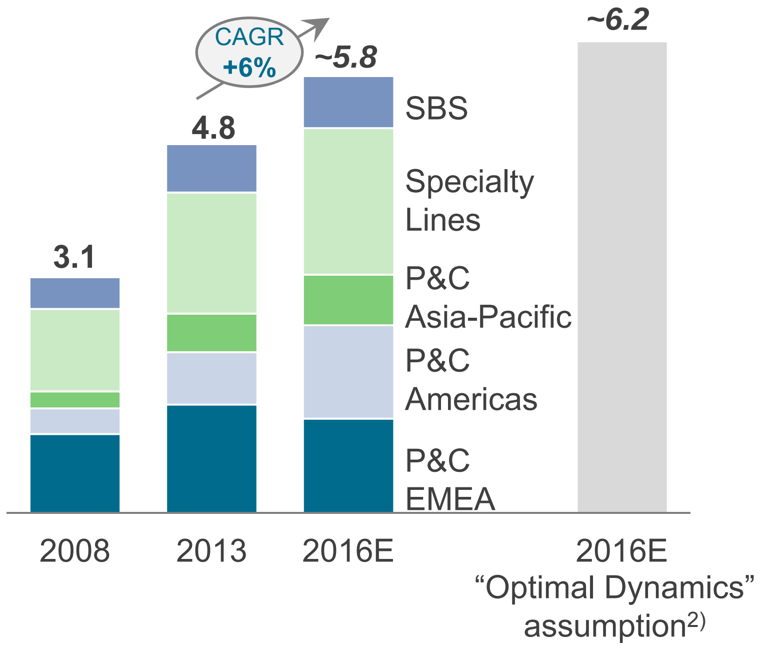
	Monte Carlo 2016	January 2016	Monte Carlo 2015
Very attractive	*0%*	*0%*	*0%*
Attractive	*5%*	*0%*	*14%*
Adequate	*86%*	*91%*	*77%*
Inadequate	*9%*	*9%*	*9%*

1) SUL, Channel & Alternative Solutions not considered
2) Including GAUM
3) Mainly non-proportional business
4) Energy and Natural Resources Property & Casualty (Energy Onshore + Offshore & Mines & Power)
4) Construction and Specialties (Professional Indemnity & Captives protection)
5) Corporate Property & Casualty (large industrial & commercial risks)
6) Percentages are based on the number of segments in each category, not taking into account the respective segments' premium volume

"Optimal Dynamics" is successfully achieved, validating the strategy

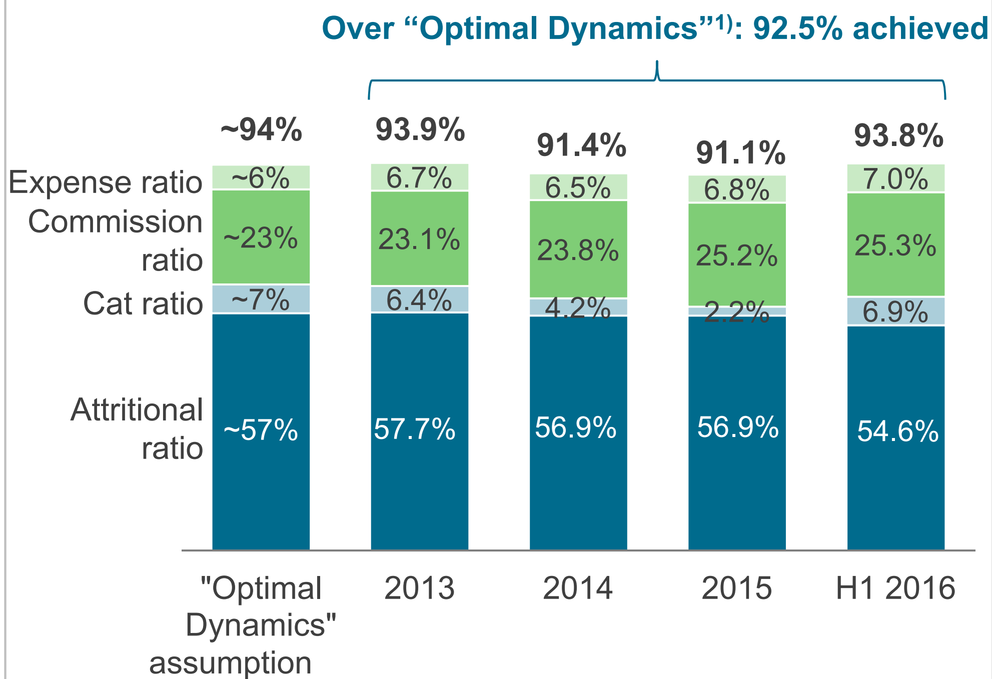
Building the business ✓

SCOR Global P&C GWP in EUR billions



Delivering profitability ✓

SCOR Global P&C published Net Combined Ratio

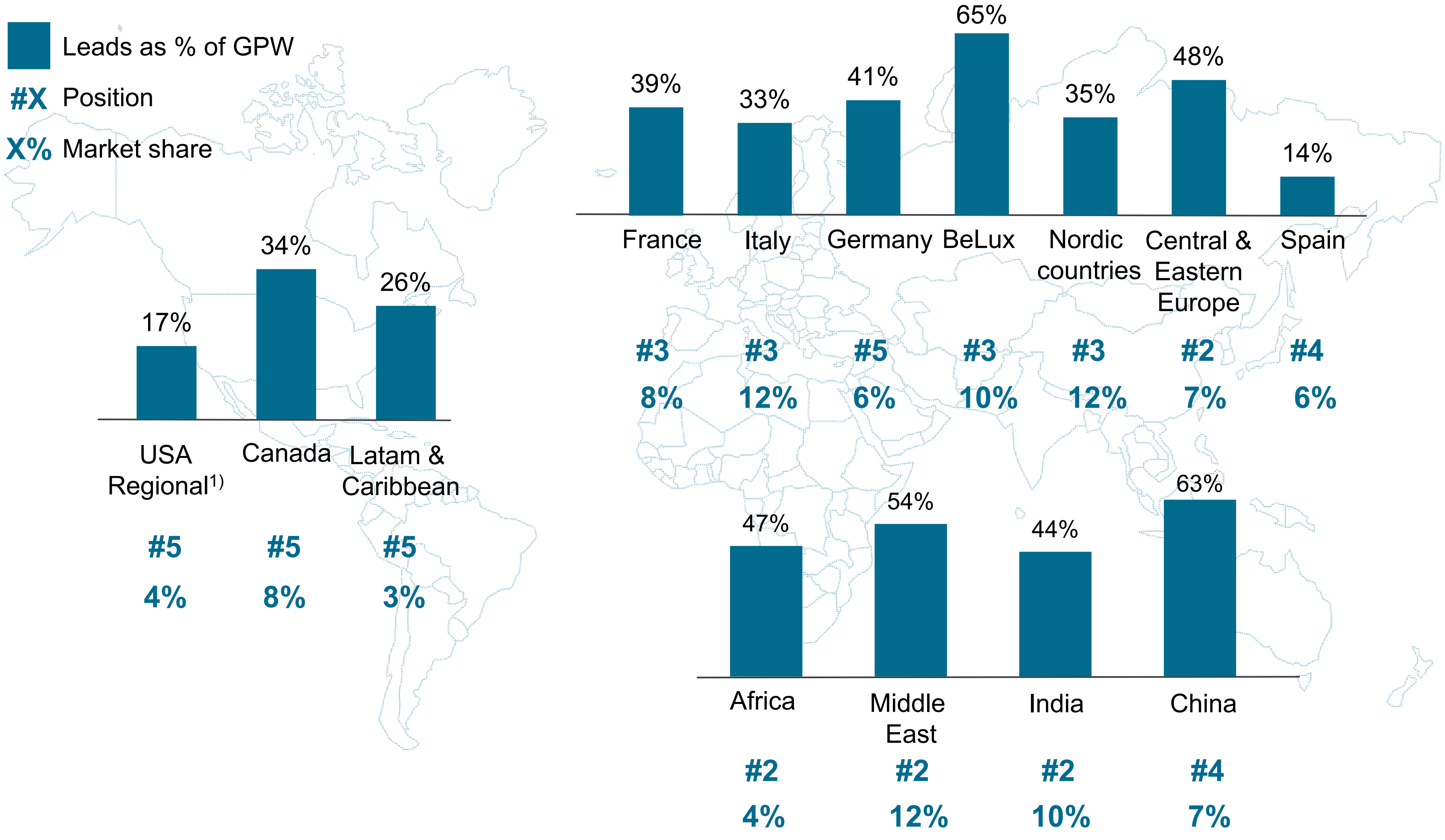


✓ **Meeting Strategic Objectives**

- Up-scale core reinsurance
- Alternative/complementary platforms
- Cat & retro capacity optimization

2016E figures at 30/06/2016 exchanges rates unless stated otherwise
1) Achieved without reserve releases in 2014 & 2015
2) At 31/12/2012 exchange rates

Leading and influencing global markets as a Tier 1 reinsurer



Note: - China, Japan and India figures exclude the domestic reinsurer (China Re for China, Toa Re for Japan, GIC Re for India)
- Estimated market share for 2016 and Lead in % of GWP for 2015 underwriting year
- Market share calculated with 2015 figure for South Eastern Europe countries

1) Rankings in the targeted regional segment

A network of on-the-ground underwriters and risk staff give access to the most attractively priced business

USA

Local staff	103
Underwriting centers	3

- Fast-growing infrastructure with strong technical backing and clear underwriting processes

Western Europe, Japan, South Korea

Local staff	513
Underwriting centers	12

- Broad product & services offering
- Global Specialty Lines servicing clients worldwide

China, India

Local staff	12
Underwriting centers	2

- Strong, longstanding local presences
- Expanding local staff

Shared

- **Capital**: Fungible, managed centrally and locally
- **Expertise, products, solutions**: Shared experience across regions
- **Systems & tools**: One integrated global system
- **Synergies** between Treaty and Specialties

Emerging Markets:

Latin America, Eastern Europe, Middle-East & Africa, Asia Pacific

Local staff	101
Underwriting centers	7

- Local operations in 130+ countries

Industry and commodities driven countries:

Canada, Australia, South Africa, Indonesia Chile, Colombia, Mexico, Turkey

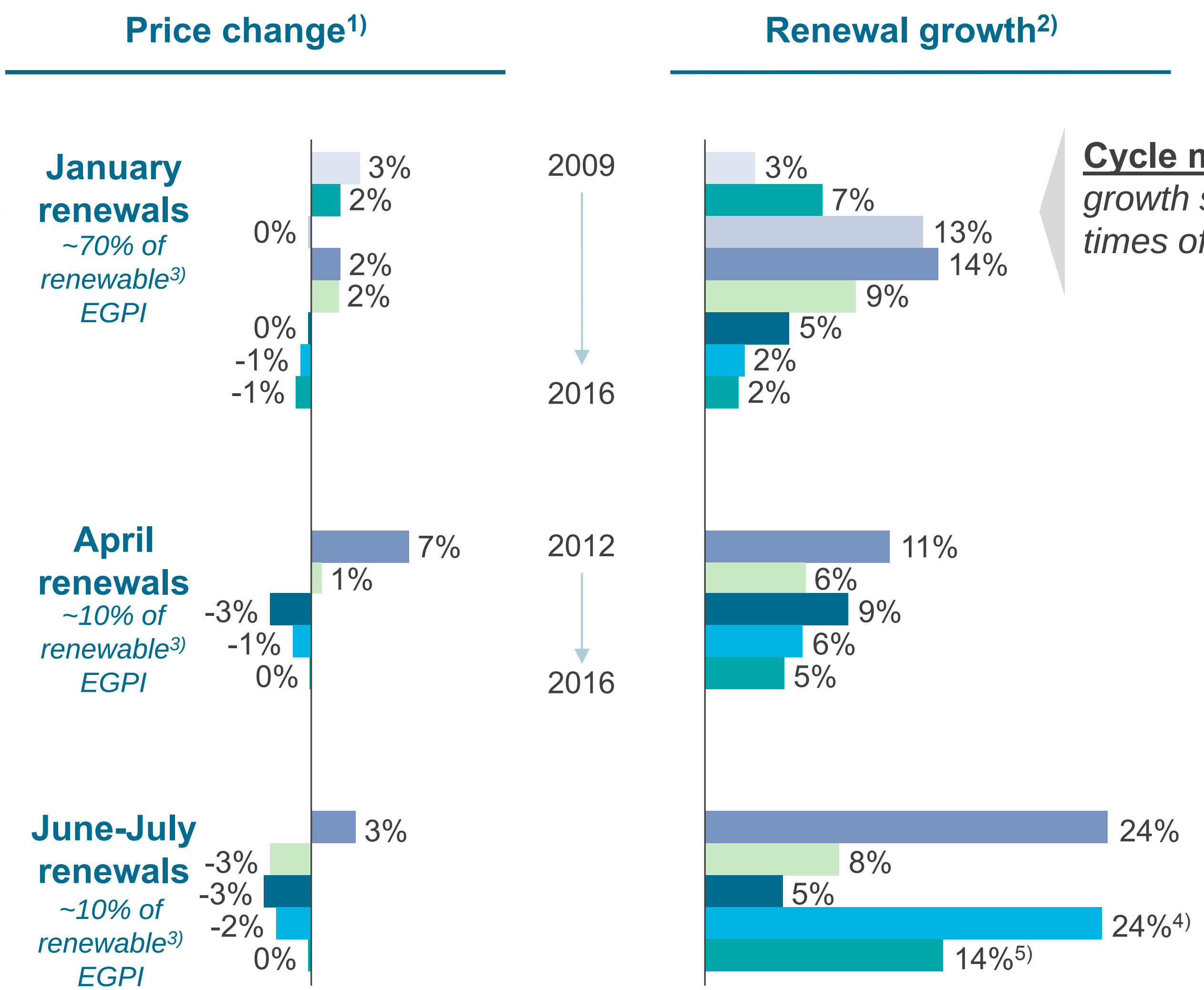
Local staff	59
Underwriting centers	5

- Strong Nat Cat modelling expertise is a key differentiator

Note: figures exclude SCOR Business Solutions & Channel 2015 staff

Resilience to pricing pressures; growing when pricing is more attractive

Stability: *less pricing volatility than the market*



Cycle management: *growth stronger in times of rising prices*

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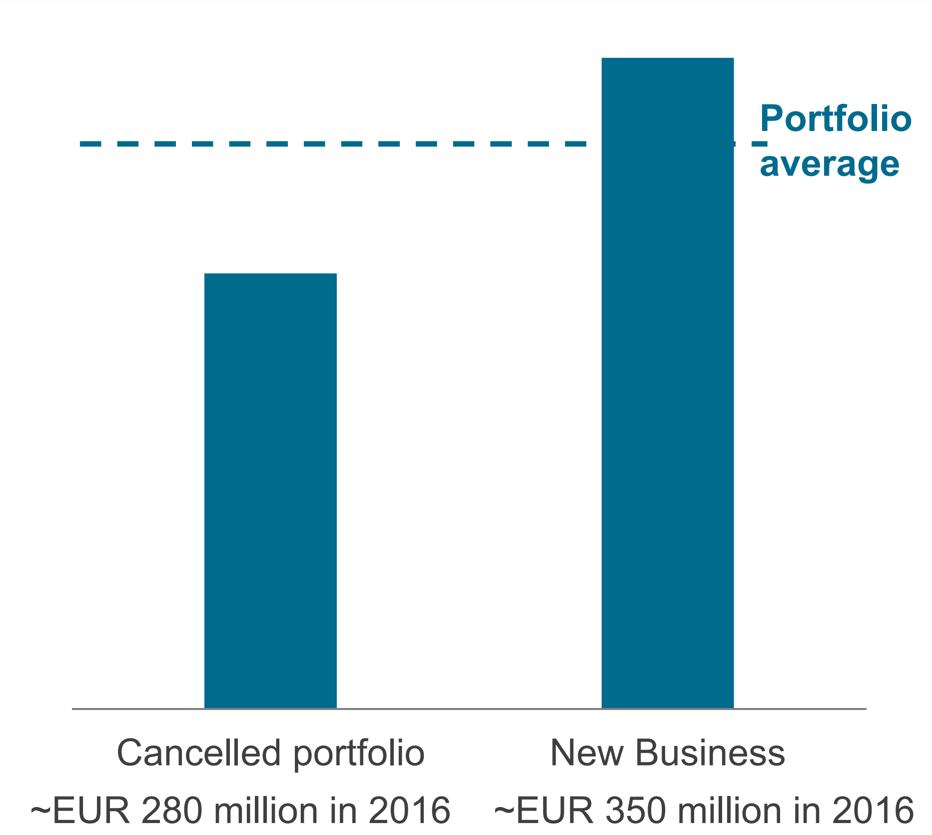
1) As published. Year-on-year price changes on a "same stores" basis
2) As published. Year-on-year renewal growth at constant exchange rate, e.g. 2012 growth computed with 31/12/2011 exchange rates and "same stores" basis. Hence different from annual premium growth
3) On average for the last three underwriting years
4) Excluding three specific and large deals, growth would have been ~14%
5) Excluding specific and large deals, growth would have been ~4%

Cycle management: reducing less attractive business in favor of better-priced business

Expected profitability[1)]

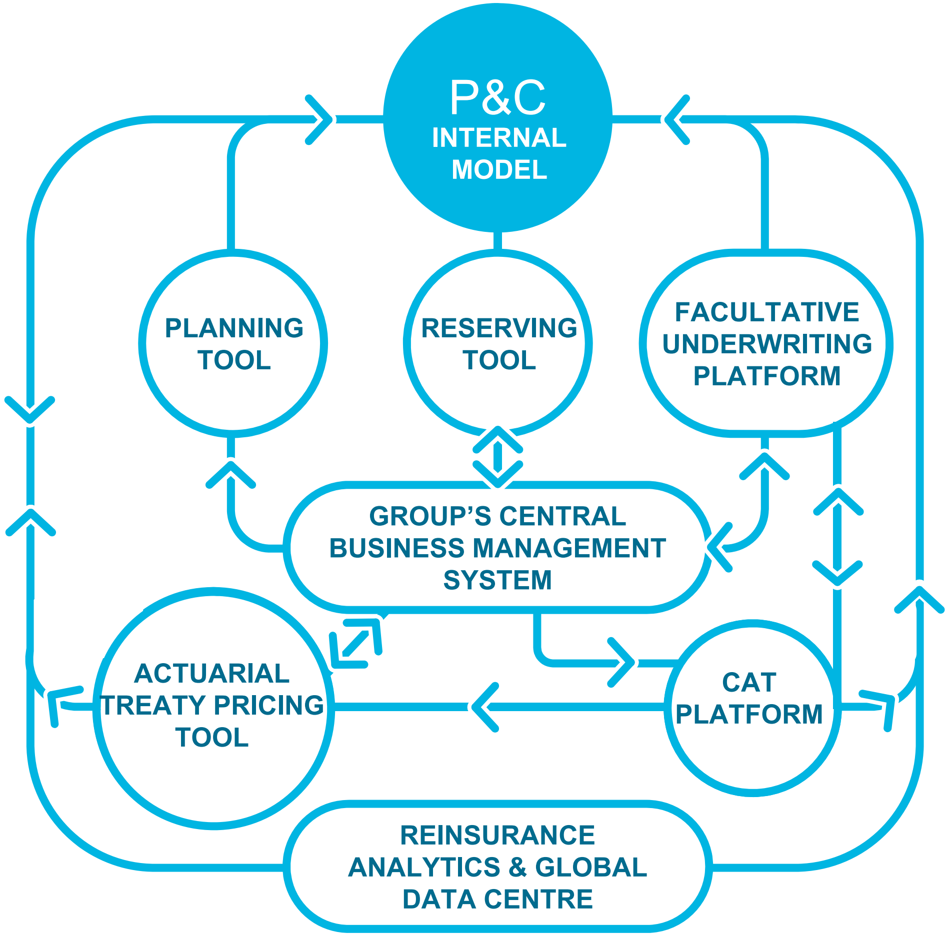


- New business is better-priced than business that is shed
- Alternative capital has had a more limited impact on SCOR Global P&C than on the market:
  - Less cat-exposed; underweight in areas targeted by alternative capital: SCOR is #5 globally, #27 in Florida[2)]
  - Minimal appetite for writing inwards retrocession

1) Based on priced profitability for 2016 January to July renewals. Scope: Priced business excluding facultative business. Figures at 31/12/2015 exchange rates
2) Source: Dowling & Partners, based on Schedule F filings of Florida specialist insurers

Using a global integrated information system – a key asset to manage risk and serve clients

SCOR Global P&C current integrated global information system

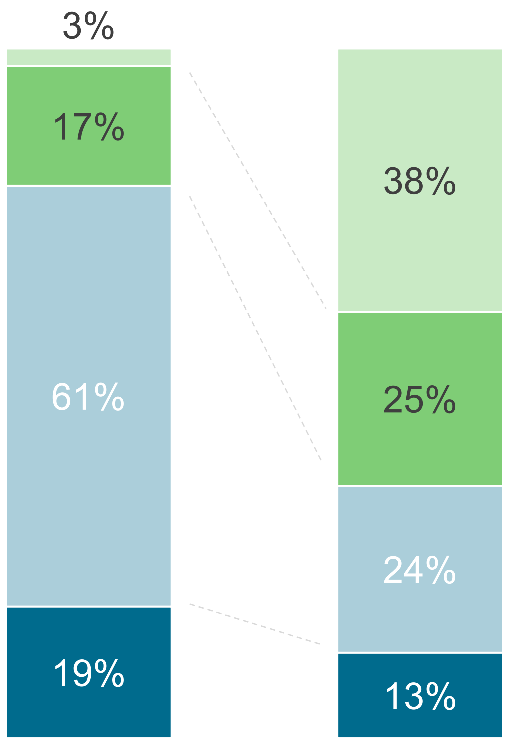


- We continuously update and improve IT infrastructure to incorporate new analytical capabilities
- Promote a uniform and integrated approach to all tools
- New Client Relation Management tool integration
- Consistency to meet:
  1. Management needs
  2. Regulatory demands
  3. Rating agencies requirements
  4. Financial markets expectations

Strong client loyalty from broad, long-term relationships

Loyalty
~90% of Top 100 clients in 2008 are clients in 2016[1)]
(2008 = first full year post Converium)

Client count (>€1 million premium)	**Premium breakout**	**Breadth of relationship**
Total > 500	**EUR 5.4bn**	(# of lines of business with SCOR)



11-13 LoBs (of 14 total)
6-10 LoBs

- Includes 14 Global Clients representing 14% of total SCOR Global P&C premium – as discussed in "Optimal Dynamics"
- Coordination to leverage the entire SCOR relationship
- Often partner on product development, especially in high growth or emerging markets (China, India…)

2-5 LoBs

- Includes many regional and local insurers
- Room to grow by expanding our relationships

1 LoB

- Includes specialists in Credit & Surety, Aviation, Crop…

Note: Figures for Underwriting Year 2015 at 31/12/2015 exchange rates. Only clients with above 1 million Euros of premium considered. "Client" whenever possible comprises all subsidiaries of a parent group. In other circumstances, a "client" is the entity rather than the parent company or group (hence cross-sale figures are underestimated). Line of Business defined as Treaties 5 LoBs (Casualty, Motor, Property, Property CAT and Others) Specialties 9 LoBs (Agriculture, Aviation, Space, Credit & Surety, Cyber, IDI, Engineering, Inwards Retro and Marine & Offshore). Excludes SCOR Business Solutions. 1) based on business renewing between January & September.

Serving global insurers across many countries and lines of business, enabling access risk on favorable terms

Example: **1** **Global Client** **10** **Lines of business** **24** **Countries** **160** **Contracts**

Number of contracts	USA	India	UK	Canada	Germany	Argentina	Australia	Azerbaijan	Belgium	Brazil	Chile	China	Colombia	Ecuador	Egypt	El Salvador	Japan	Morocco	Panama	Netherlands	Philippines	Singapore	Sweden	Switzerland
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Line 2	7	8	17																			1		
Line 3	3					1												2						
Line 4	4		1																					
Line 5	1			3																				
Line 6	2	2																						
Line 7	17																							
Line 8		4																						
Line 9					2																			
Line 10						1																		

In dealing with this client, **19** business segments are involved, across more than **10** underwriting centres

- Vision of expected profitability is mutually shared, enhancing buy-in to the Global approach from all stakeholders of the client relationship

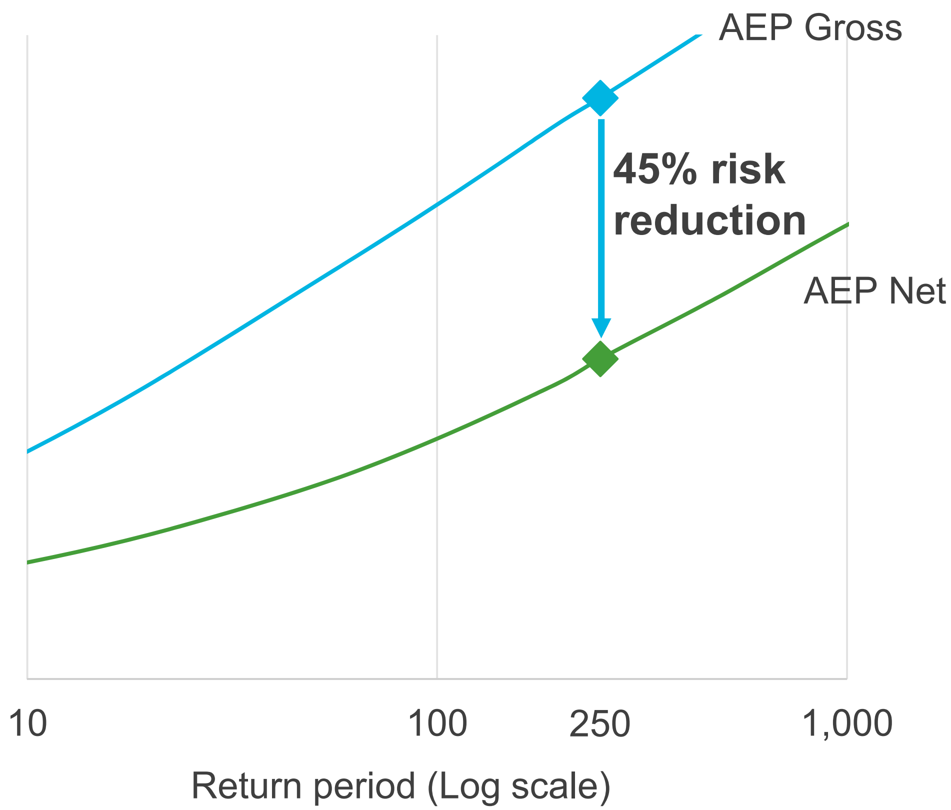
Partnering with selected clients to develop products and providing reinsurance support, leveraging the insurer's infrastructure

Example: Large developing market insurer

		Support for existing products	Development of new products through knowledge sharing
P&C Treaty		Property Engineering Motor	
Specialties	**Motor Extended Warranty**	New Cars Used Cars	Car Loan Channel
	Agriculture	Crop, Livestock, Forest	Satellite Projects
	Credit & Surety	Pre-paid Cards Trade Credit Insurance	Performance Bonds
	Aviation	General Aviation	LRA Space (Fac Open Cover & LRS)
	IDI		IDI
SBS Facultative		High-tech Property High-speed Railway CAR	Heavy Equipment Trial Insurance

Buying retrocession reduces tail risk to shareholders and improves the portfolio's efficiency

Global all cat perils
SCOR Global P&C Gross and Net Losses YE 2016

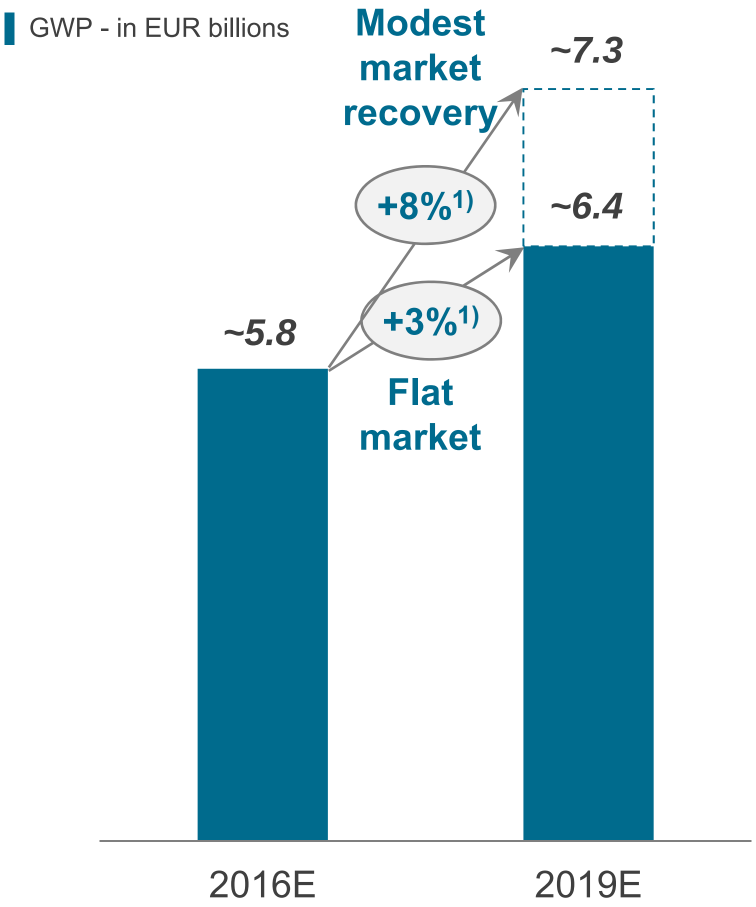


- Purchasing retrocession nearly halves Catastrophe exposure at most return periods
- Softening pricing is impacting retrocession more than most markets
  - SCOR Global P&C benefits as large retro buyer
  - Controlled exposure to a retro market upturn thanks to long-term approach & diversification
- Net portfolio is highly optimized among perils – highly efficient use of shareholder capital
- Low earnings volatility compared to peers

Note: AEP (Aggregate Exceedance Probability): measure the probability that one or more occurrences will combine in a year to exceed the threshold. AEP is the annual losses from all events in a year.

"Vision in Action" – SCOR Global P&C can grow profitably even if market pricing is flat

Manage growth according to market conditions



- Higher growth assumes modest pricing improvements in core markets:
  - Low-single-digit percentage point improvements in loss or commission ratios in US Treaty business
  - Large corporate insurance market to return to 2012 pricing levels (~20% price improvement over the strategic plan)

Figures at 30/06/2016 exchange rates
1) Compound Annual Growth Rate

"Vision in Action" focuses on developing four critical areas of the business while the underlying strategy remains unchanged

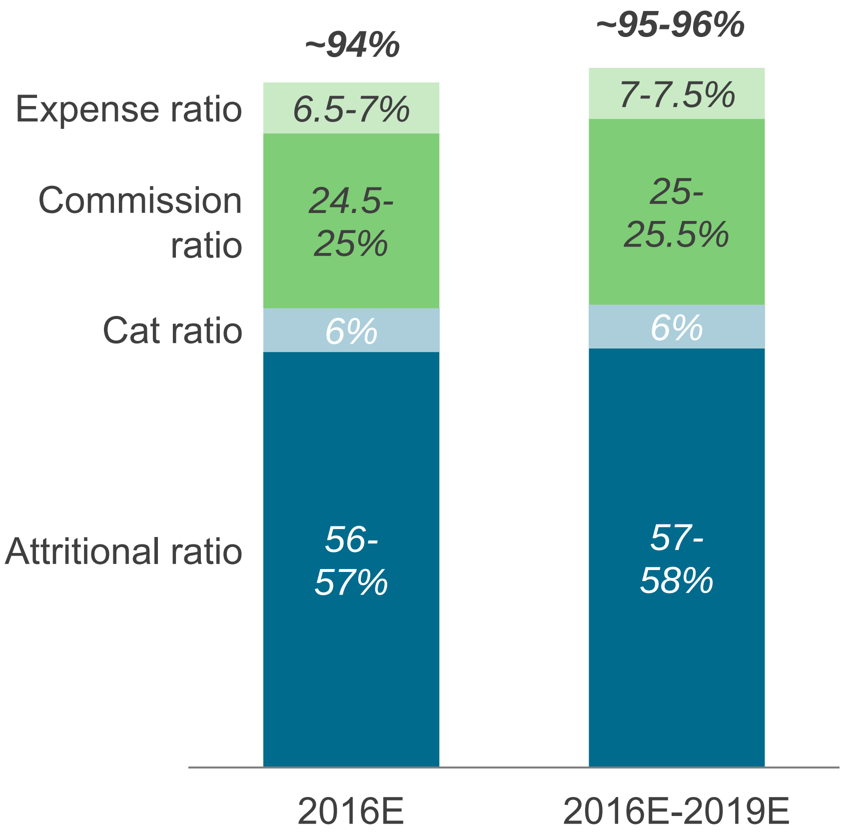
	Market	Why?	Development goals
1	**US P&C**	US is ~ half the global P&C market	• Continue to build towards a clear Tier 1 reinsurer status. Restrained growth at current pricing
2	**International P&C** (incl. Lloyd's)	Diversifies US peaks, adds profit, helps serve global customers	• Consolidate position in international markets • Build Channel Syndicate to sustained profit
3	**Large corporate insurance**	Complements reinsurance, adds profit	• Transition SCOR Business Solutions towards a customer-centric model and expanding the sectors and products offered to large corporations
4	**Managing General Agents**	Access to business	• Develop MGA platform to promote new business channels using the P&C division's infrastructure

If fully executed, each development would have a similar premium impact as the average of any of the existing 31 P&C businesses: EUR 150-300 million

Note: A segment can be a Specialty Line or a Treaty market

SCOR Global P&C will continue to deliver better-than-industry technical profitability

"Vision in Action" Net Combined Ratio assumption



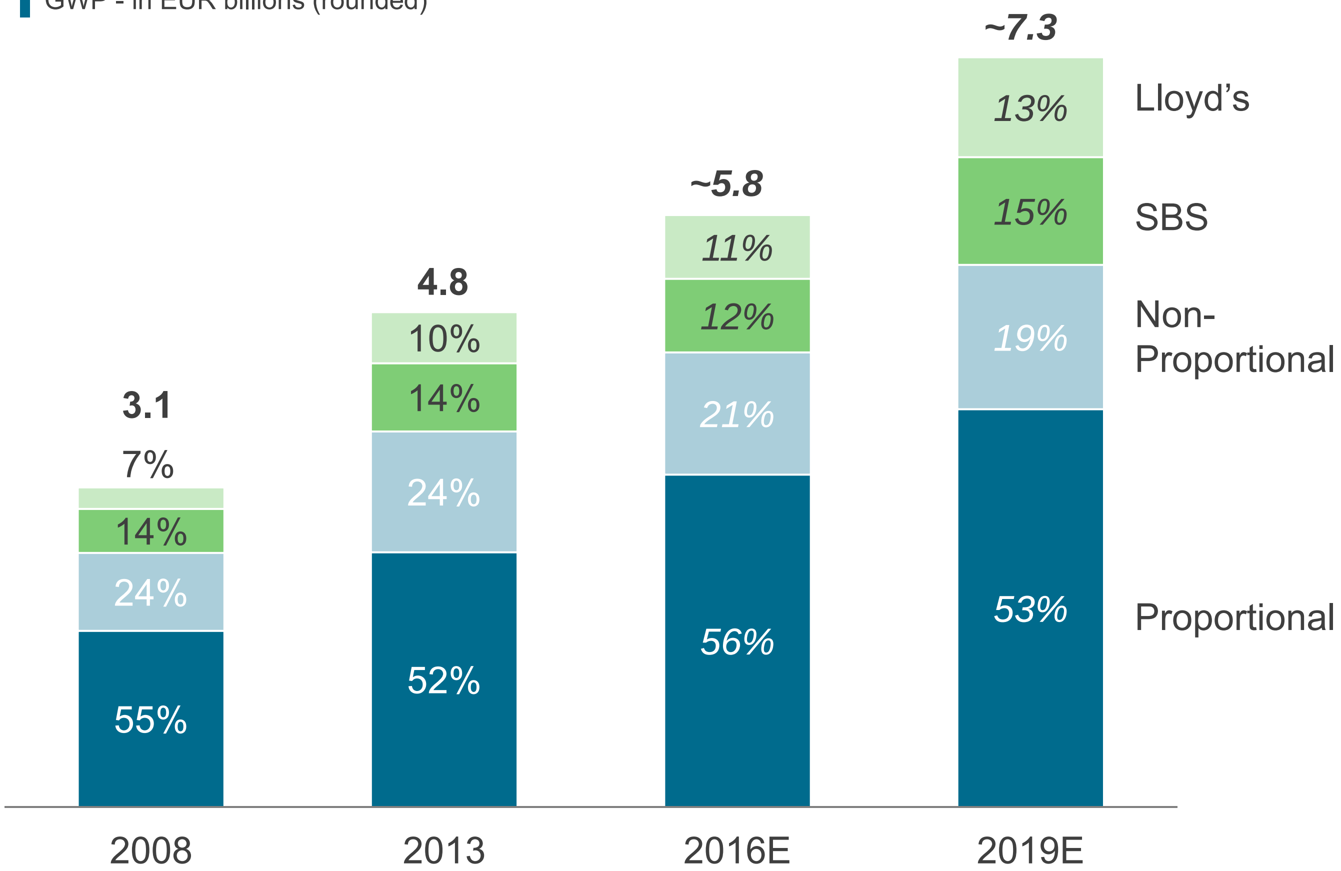
- Evolution of business mix explains higher combined ratio assumption: in particular, increase relative weights of long-tail[1)] and Lloyd's
- Compares favourably to S&P's[2)] estimate of **100-104%** for the global reinsurance industry in 2017
- Divisional RoE further benefits from capital diversification: ~26% benefit from being part of SCOR Group

1) Starting from the following position, based on 2015 actuals: 21% long tail, 34% mid tail, 45% short tail
2) Source: S&P "Softer for Longer" 6 September 2016. Estimate for 2016 97-102% Assumes a "normal" cat load and 6pp of positive reserve development

Premium mix will continue to shift, driven by the US, SBS and Lloyd's (assuming full execution of the plan)

SCOR Global P&C Premium Mix Evolution

GWP - in EUR billions (rounded)



- Growth of non-Cat and long-tailed business will be limited by the combined ratio constraint
- Lloyd's scaling up to sustained profitability

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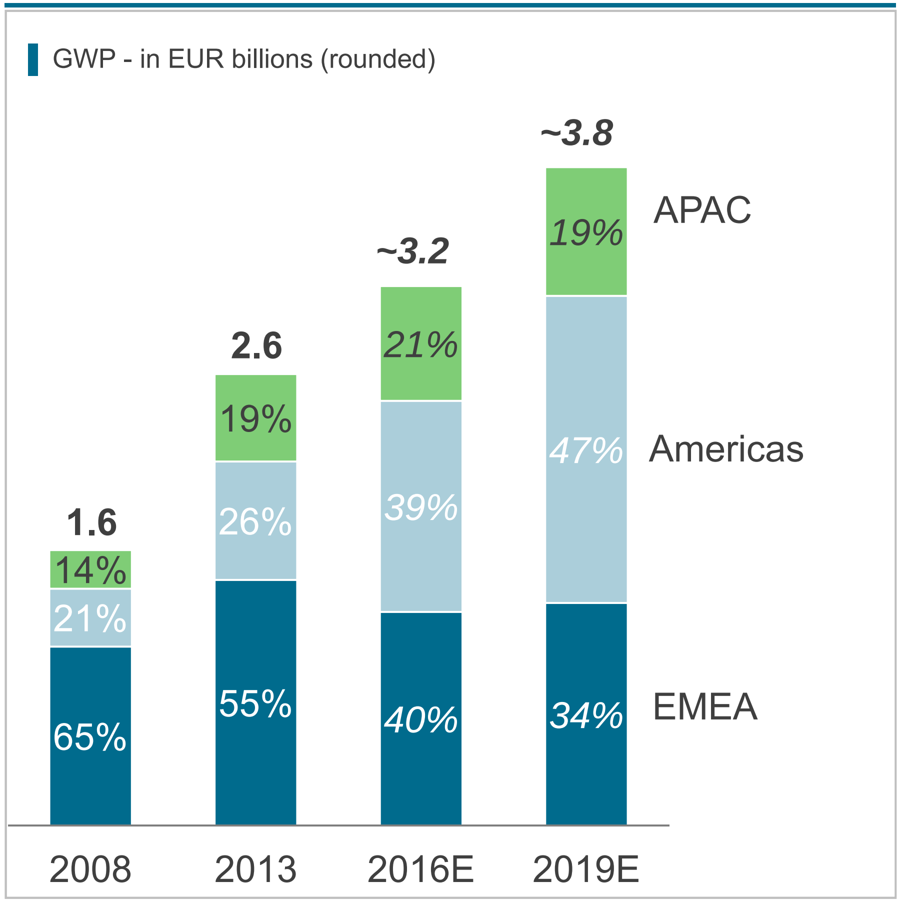
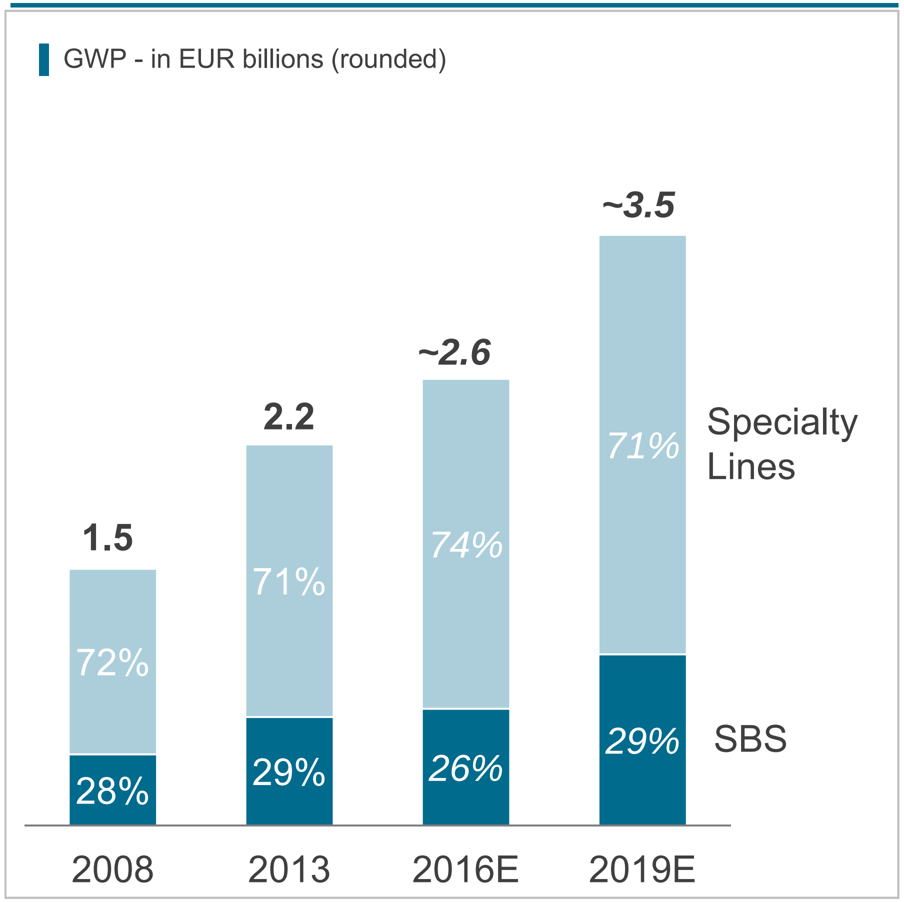
Note: 2016E & 2019E figures at 30/06/2016 exchange rates

Geographies: growth in Specialties (driven by Lloyd's), SBS, and Americas, while EMEA is flatter (assuming full execution)

P&C Treaties Premium



Specialties Premium



Note: 2016E & 2019E figures at 30/06/2016 exchange rates

What could turn pricing? Return-period losses need to be considered relative to forward earnings, not just to equity

Reinsurer value destroyed by a $50bn US windstorm
(assume 50% of insured loss reinsured; similar return period as Katrina)

Industry equity / cat-normalized AY RoE:	**Ten years ago**	**Today**
	~$250bn / ~**15**%	~$350bn / ~**3**%
	10% of equity **8 months of earnings**	**7% of equity** **2 years of earnings**

All reinsurers are not equal: SCOR Global P&C's controlled US cat exposure and efficient retrocession program would help to preserve the year's profitability

Note: Figures are approximations. The hypothetical and illustrative event shown is not meant to imply that a certain event would or would not affect market-wide pricing – only to illustrate theoretical payback and effect on industry equity.
Source: Holborn (2006 ROE data), Guy Carpenter (Global RoL), Willis (2016 ROE). Industry equity estimated based on various reports, excluding convergence capital.