SCOR delivers in a world of extremes

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Chairman and CEO

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Disclaimer

General:

Numbers presented throughout this report may not add up precisely to the totals in the tables and text. Percentages and percent changes are calculated on complete figures (including decimals); therefore the presentation might contain immaterial differences in sums and percentages due to rounding.

Unless otherwise specified, the sources for the business ranking and market positions are internal.

Forward looking statements:

This presentation includes forward-looking statements and information about the objectives of SCOR, in particular, relating to its current or future projects. These statements are sometimes identified by the use of the future tense or conditional mode, as well as terms such as "estimate", "believe", "have the objective of", "intend to", "expect", "result in", "should" and other similar expressions. It should be noted that the achievement of these objectives and forward-looking statements is dependent on the circumstances and facts that arise in the future. Forward-looking statements and information about objectives may be affected by known and unknown risks, uncertainties and other factors that may significantly alter the future results, performance and accomplishments planned or expected by SCOR. Information regarding risks and uncertainties that may affect SCOR's business is set forth in the 2018 reference document filed on March 4, 2019 under number D.19-0092 with the French Autorité des marchés financiers (AMF) and posted on SCOR's website www.scor.com.

In addition, such forward-looking statements are not "profit forecasts" within the meaning of Article 1 of Commission Delegated Regulation (EU) 2019/980.

Financial information:

The Group's financial information contained in this presentation is prepared on the basis of IFRS and interpretations issued and approved by the European Union.

Unless otherwise specified, prior-year balance sheet, income statement items and ratios have not been reclassified.

The calculation of financial ratios (such as book value per share, return on investments, return on invested assets, Group cost ratio, return on equity, combined ratio and life technical margin) are detailed in the Appendices of the H1 2019 results presentation (see page 14).

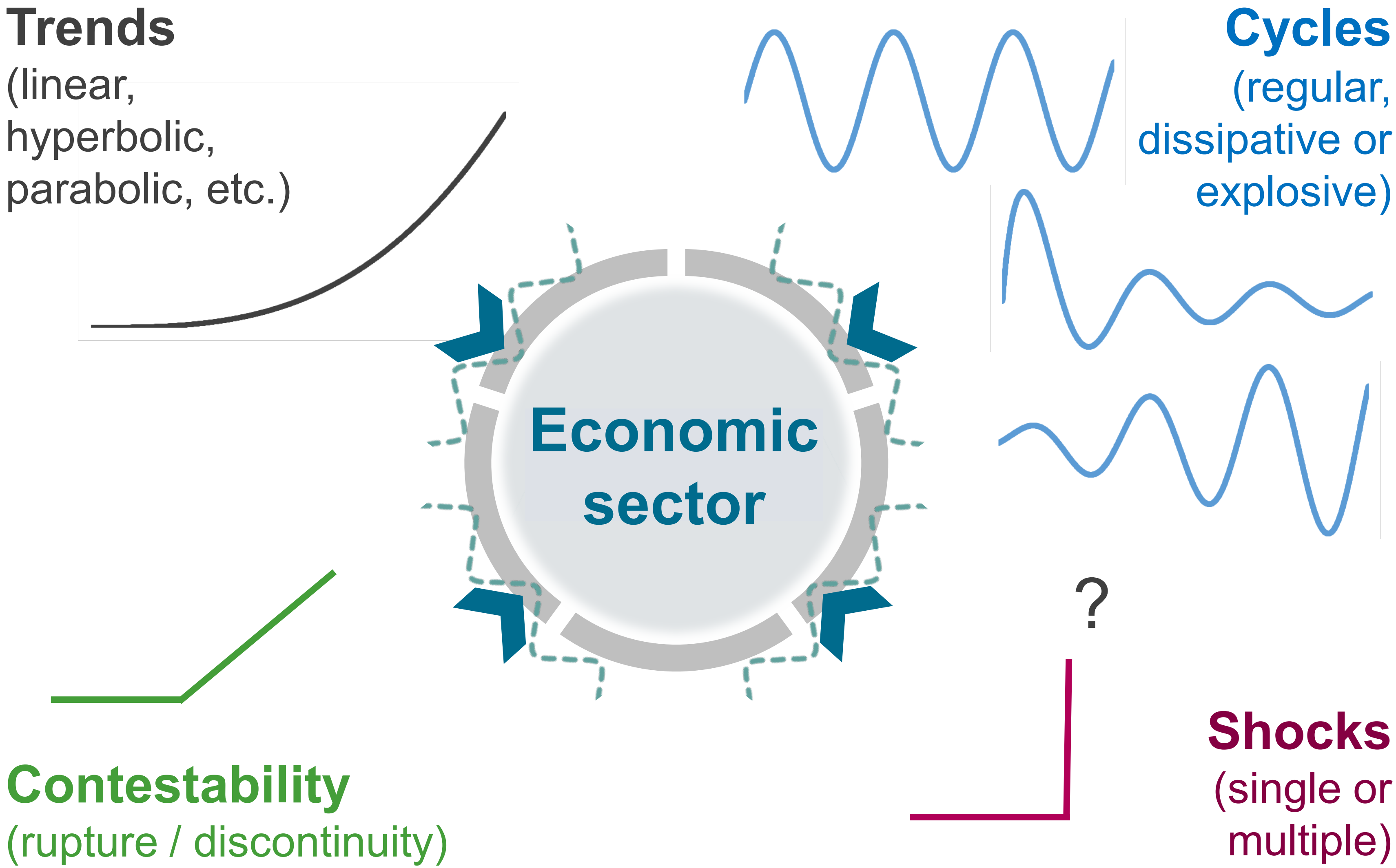
The first half 2019 financial information included in this presentation has been subject to the completion of a limited review by SCOR's independent auditors.

Unless otherwise specified, all figures are presented in Euros.

Any figures for a period subsequent to June 30, 2019 should not be taken as a forecast of the expected financials for these periods.

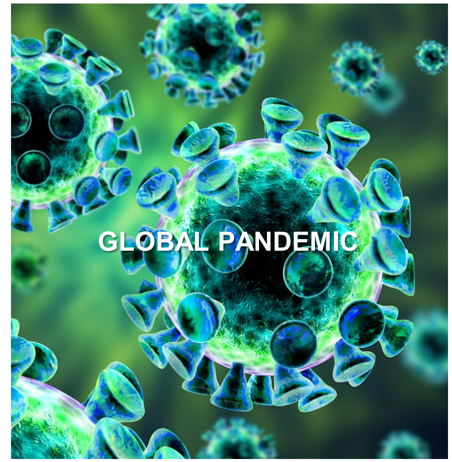
The estimated Q2 2019 solvency results were prepared on the basis of the business structure in existence at December 31, 2018, and tax assumptions consistent with those applied to the 2018 annual IFRS Group financial statements.

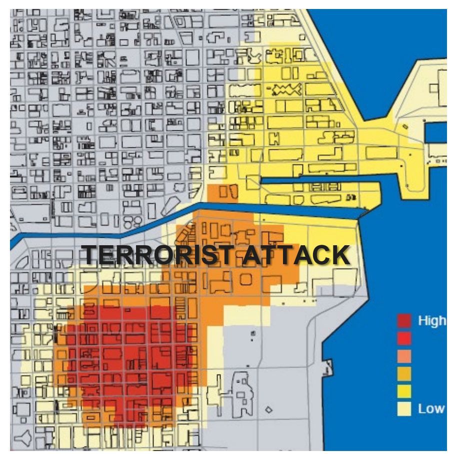
Every industry and every economic sector is subject to different kinds of positive, negative and disruptive forces



The reinsurance industry has one specific feature that it shares with no other sector: that of being structurally exposed to extreme events and shocks

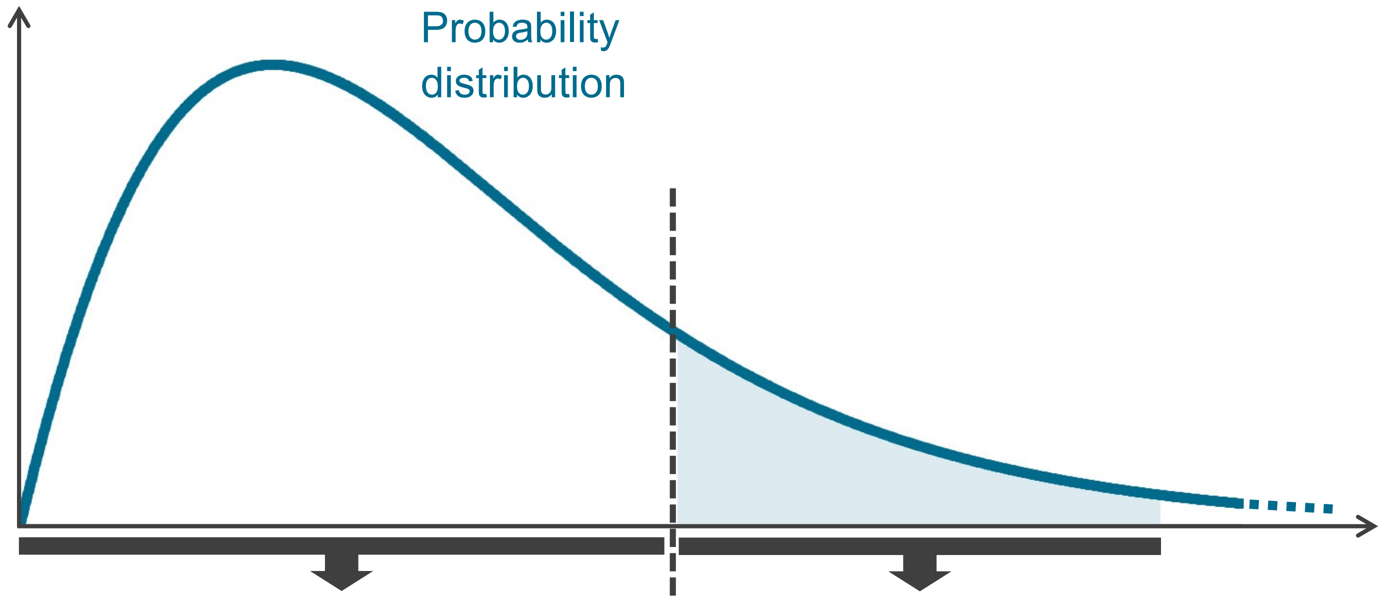
- Large risks and catastrophes make up the raw material of reinsurance
- They result in shocks with varying origins, sizes and consequences
- The concept of *resilience*, which characterizes the reinsurance industry, is associated with that of shock
- In sectors marked by cycles and trends, shocks are exceptional. The way in which the financial crisis was described illustrates this very well (distress, disruption, discontinuity, and so on)
- In reinsurance, shocks are a permanent feature





Reinsurance is a fully stochastic economic universe

Insurance and reinsurance operate in different “risk spaces”



The “insurance Gaussian world”

→ Belly of the risk distribution
→ Statistical nature
→ Abundant and granular data
→ High frequency / low severity
→ Low variance

The “reinsurance world”

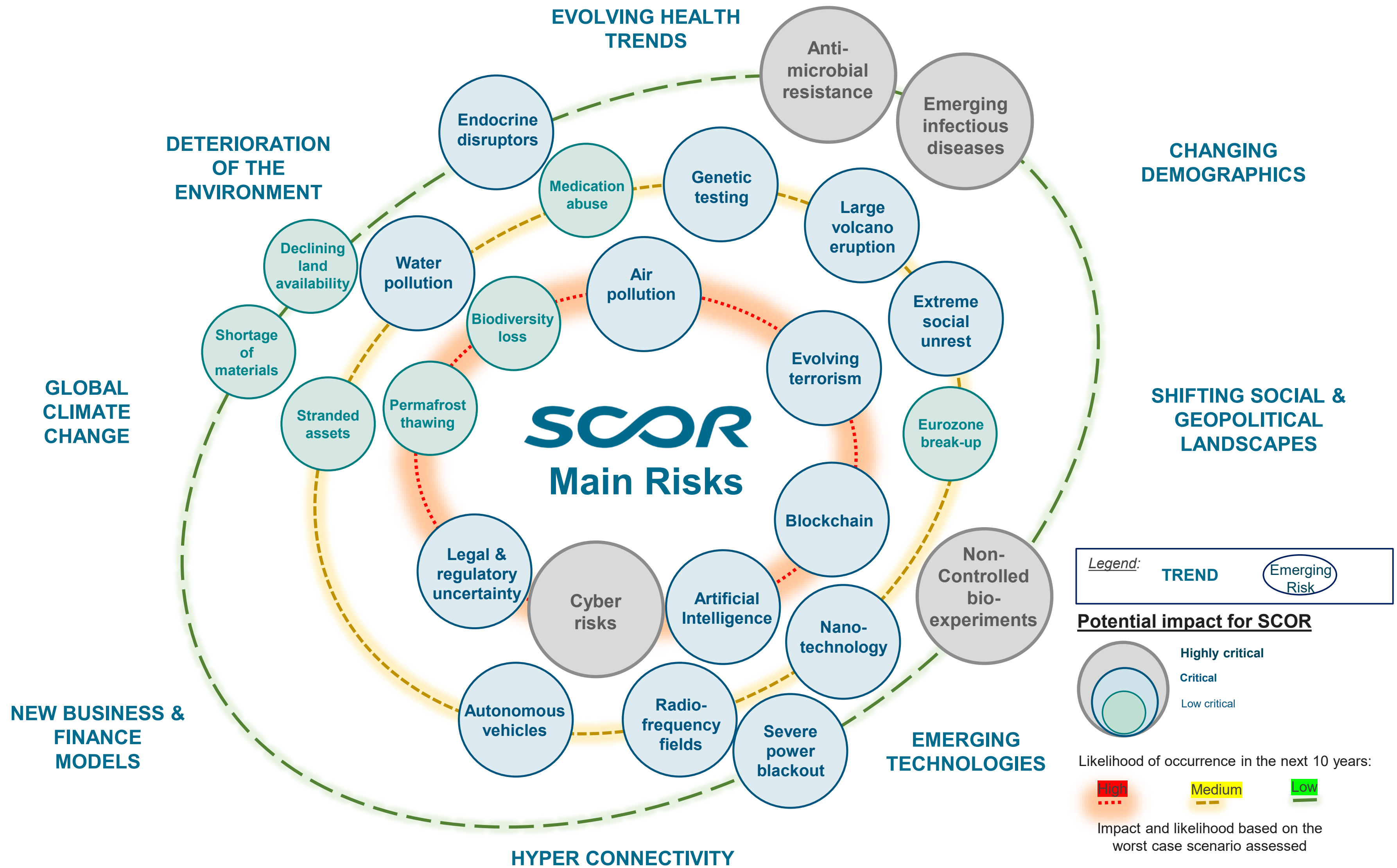
→ Tail of the risk distribution
→ Probabilistic nature
→ Limited data
→ Low frequency / high severity
→ High variance <u>per risk</u>

For a reinsurer, creating superior long-term value from such stochastic raw material can only be achieved through the strict respect of cornerstones

SCOR
The Art & Science of Risk

Anticipating and preparing for shocks	Absorbing shocks		
Constant risk management	**Controlled risk appetite**	**High diversification**	**Robust capital shield**
Being very mindful of the risk universe and of its developments	Strictly respecting a well-defined risk appetite with clear limits	Building an optimally diversified portfolio of risks	Transferring risks to protect the Group from the most extreme events

Constant risk management
Being very mindful of the risk universe and of its developments



Controlled risk appetite
Strictly respecting a well-defined risk appetite with clear limits

Risk appetite

- SCOR is maintaining an upper mid-level risk appetite (after hedging) and a high level of risk diversification

Disciplined underwriting policy and prudent asset management

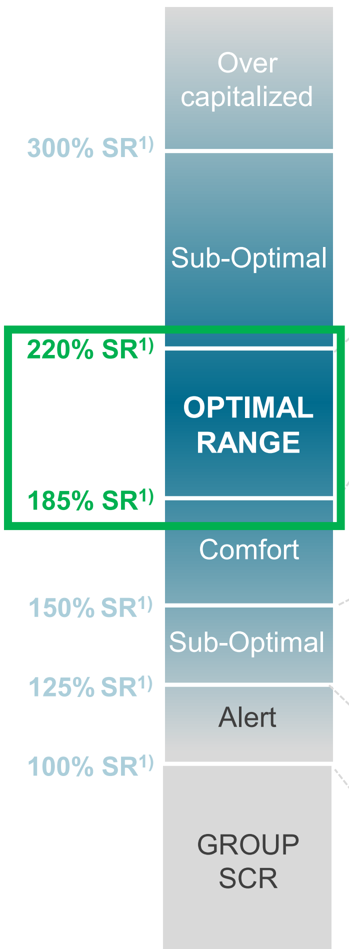
Risk preferences

- SCOR pursues an approach of thorough risk selection to optimize its profile and aims:
  - To actively seek risk related to reinsurance and selected primary insurance
  - To assume a moderate level of interest rate risk, credit risk, FX risk and market risk
  - To minimize its own operational and reputational risks, which are intrinsic to the conduct of business
  - To minimize the underwriting of cedant’s asset-related risks

Risk tolerances

Solvency target	**Capitalization level:** Solvency target driving a process of gradual escalation and management responses
Exposure limits	**Risk drivers:** Maximum net 1:200 annual aggregate loss
	Extreme scenarios: Maximum net 1:200 per-event loss
	Investments: Maximum value-at-risk of aggregate portfolio, minimum and maximum exposure by investment category, minimum average rating, minimum duration of invested assets
Limits per risk in the underwriting and investment guidelines	

Controlled risk appetite
Dynamically managing the Group's solvency towards the optimal range, with a precise policy driving a process of gradual escalation

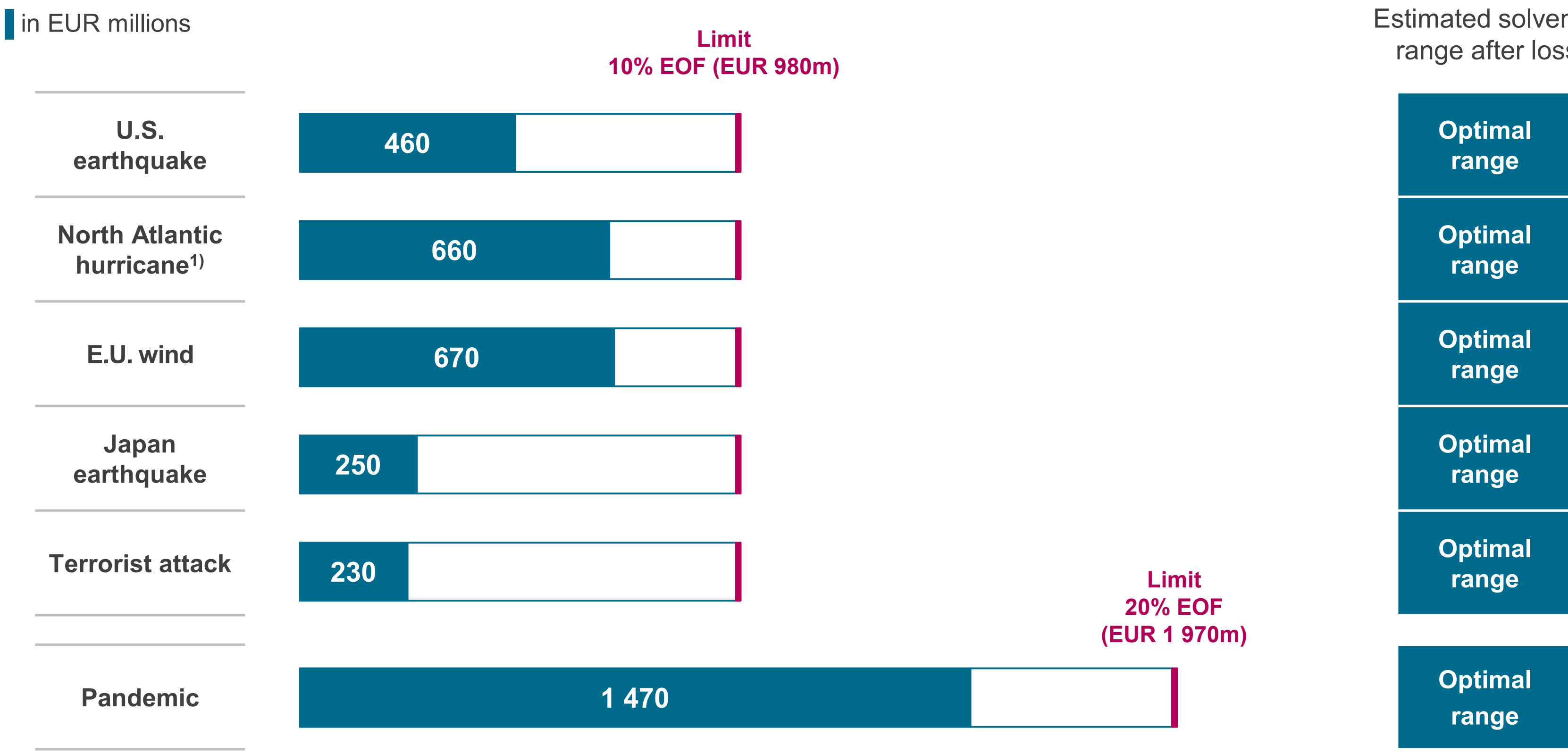


Action	Possible management responses (examples)	Escalation level
Redeploy capital	• Consider special dividends • Consider acquisitions • Buyback shares / hybrid debt • Increase dividend growth rate • Reconsider risk profile, including capital shield strategy • Enlarge growth of profitable business	Board/AGM
Fine-tune underwriting and investment strategy	**No specific risk or capital management actions**	Executive Committee
Re-orient underwriting and investment strategy towards optimal area	• Improve selectiveness in underwriting and investment • Improve the composition of the risk portfolio • Optimize retrocession and risk-mitigation instruments (including ILS) • Consider securitizations	Executive Committee
Improve efficiency of capital use	• Issue hybrid debt • Reduce dividend and / or dividends in other means (e.g. shares) • 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

1) Solvency Ratio i.e. ratio of Own Funds over SCR
2) Article 138 of the Solvency II directive

Controlled risk appetite
Monitoring risk drivers and extreme scenario exposures against strict risk tolerance limits

1-in-200 year loss



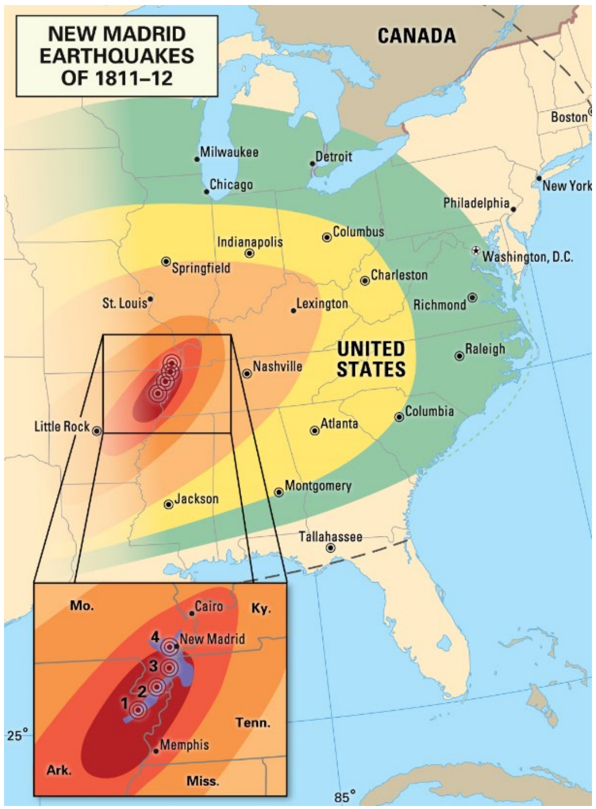
Each extreme scenario is calibrated as a 1-in-200 year single-event. The corresponding loss includes expected new business for 2019, and is calculated net of all risk-transfer instruments (retro, ILS, contingent capital) and after tax.

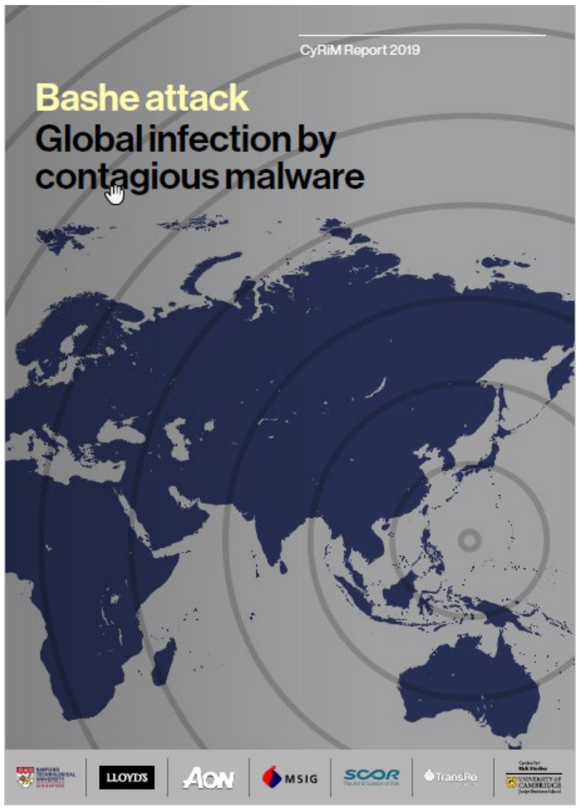
SCOR
The Art & Science of Risk

Exposures including expected New Business for 2019, net of risk-transfer instruments and tax.
1) North Atlantic Hurricane is defined here to include losses from landfalls in the U.S., Caribbean, Canada and the east coast of Mexico.

Controlled risk appetite
Monitoring risk exposures through scenario-based assessments complementing the probabilistic view

Simulating "replicas" of key historical natural catastrophes or running specific scenarios based on the Group's current exposures and capital shield instruments, assessing the impact of such scenarios on the Group's solvency and liquidity



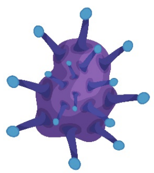


Examples of "footprint scenarios" carried out by SCOR

High diversification
Building an optimally diversified portfolio of risks

- Reinsurance fundamentally rests on the principle of mutualizing large risks that are to a large extent independent from each other

U.S. hurricane



Infectious livestock disease in Europe

Wildfire in Canada

Cyclone in Australia

Flood in Germany

and so on…

Earthquake in Japan

- All shocks will happen someday, but it is extremely unlikely that they will occur in the same year. Hence the reinsurer aims to build a risk correlation hypercube with a maximum of zeros (or even of negative numbers)

- Aggregating extremes that are not correlated allows the reinsurer to build a risk portfolio in which volatility is strongly reduced (in relative terms) and hence to “recreate regularity”

- A reinsurer must be global and present on all lines of business to fully leverage this diversification benefit

High diversification
A concrete example…

Risk 1	Risk 2	Risk 3	Risk 4	Risk 5
An earthquake in Japan as severe as or more severe than the Great Kantō earthquake of 1923	An earthquake in the U.S. as severe as or more severe than the San Francisco earthquake of 1906	A hurricane in the U.S. as severe as or more severe than the Great Miami Hurricane of 1926	A windstorm in Europe as severe as or more severe than Windstorm Daria in 1990	A typhoon in Japan as severe as or more severe than Typhoon Vera in 1959
Return period ~ 600 years	Return period ~ 150 years	Return period ~ 70 years	Return period ~ 35 years	Return period ~ 80 years

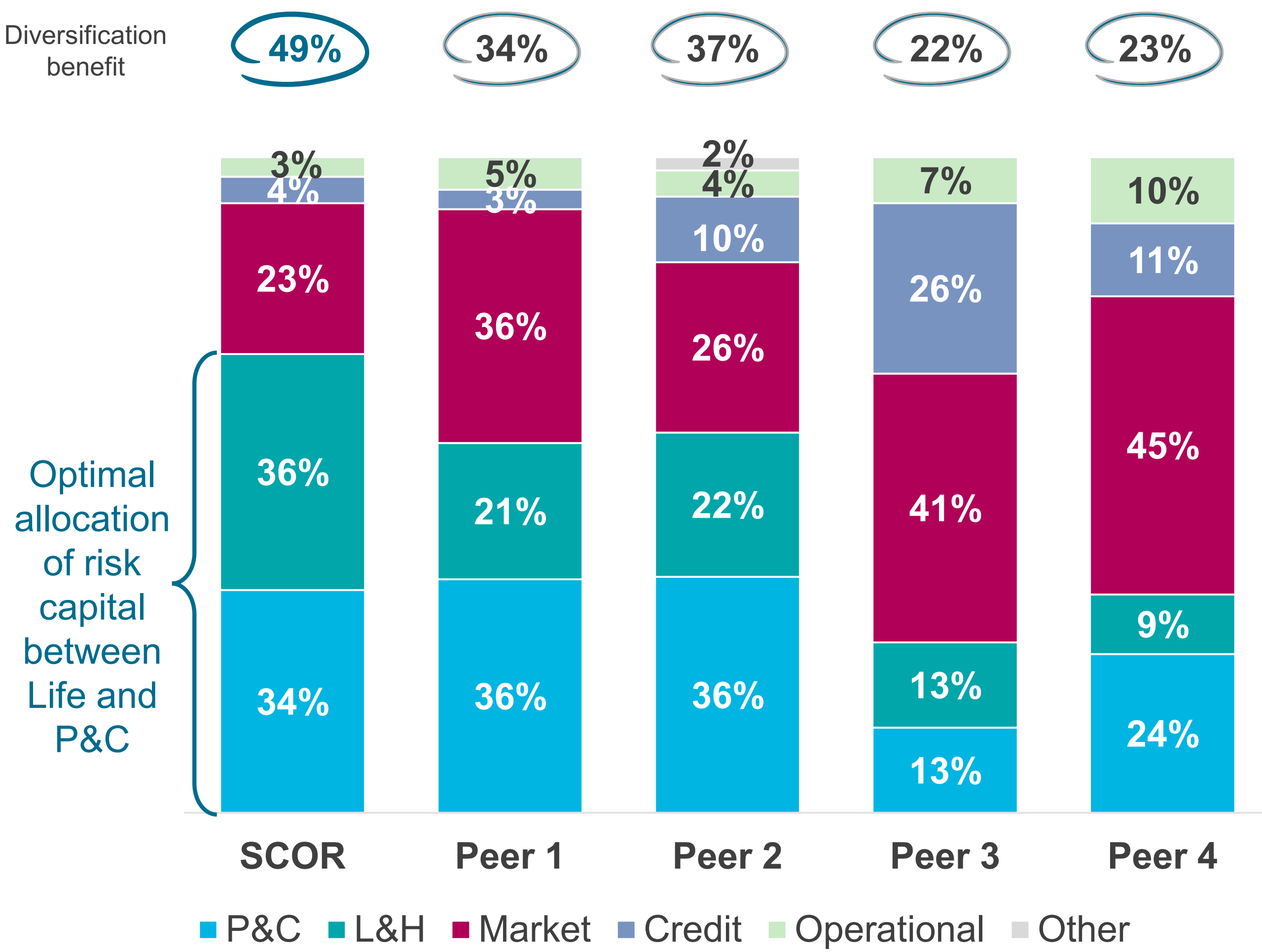
What is the probability p of these 5 risks happening in the same year?

$$p \approx \frac{1}{600 \times 150 \times 70 \times 35 \times 80} = \frac{1}{17.6\ billion}$$

Approximately the age of Earth multiplied by 4

High diversification
SCOR benefits from a market-leading diversification benefit

Composition of risk capital before taxes and diversification[1)]– in %

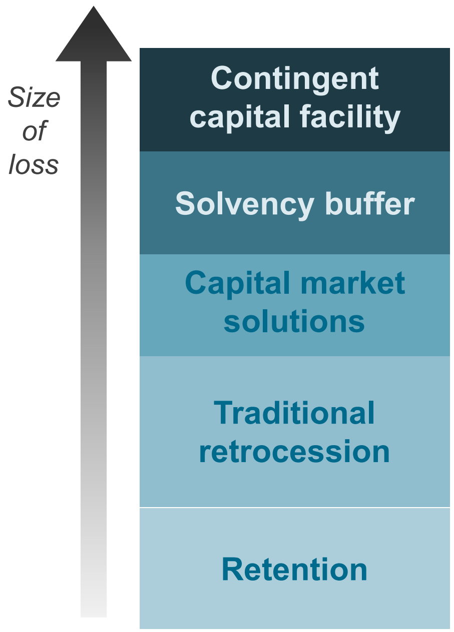


- SCOR's very strong diversification benefit of 49% reflects the strength of the Group's business model, which optimally combines Life and P&C (re)insurance
- SCOR Global Life benefits from a healthy in-force portfolio delivering significant cash flow and self-financing future growth. It represents a key competitive advantage, even more so as the L&H industry is very concentrated with increasingly high barriers to entry

1) Obtained as the "simple sum" of the capital required by each category. SCOR's source: HY 2019, peers: YE 2018
Source: Company reports; Note: totals may be different from 100% due to rounding
Peers: Allianz, Generali, Hannover Re, Munich Re

Robust capital shield
Transferring risks to protect the Group from the most extreme events

Protection mechanisms



Illustrative

SCOR's capital shield policy seeks to avoid shareholders becoming retrocessionaires of last resort

Contingent capital facility

- The contingent capital is a pre-defined mechanism to raise new capital and replenish equity in case of extreme events
- SCOR's current innovative EUR 300 million contingent capital facility protects the solvency of the Group from either extreme Nat Cat or Life events

Solvency buffer

- SCOR has defined a solvency scale with clear buffers

Capital market solutions

- SCOR has gained significant experience in Insurance-Linked Securities (ILS) over the last 20 years
- SCOR's outstanding ILS provide USD 850 million capacity protection

Traditional retrocession

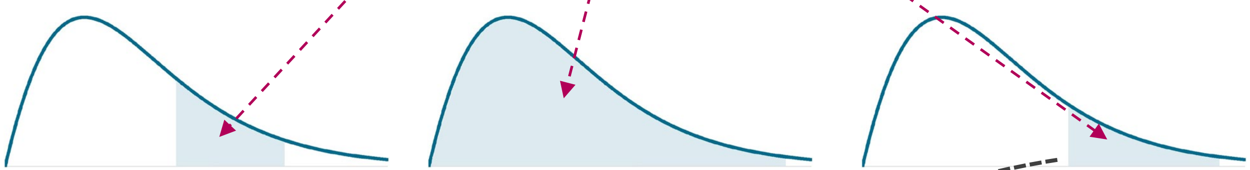
- SCOR's wide range of protections includes Proportional and Non-Proportional covers (Per event/Aggregate) with long-term partners of high credit quality

The core Cat program is roughly 50/50 traditional vs. ILS capacity

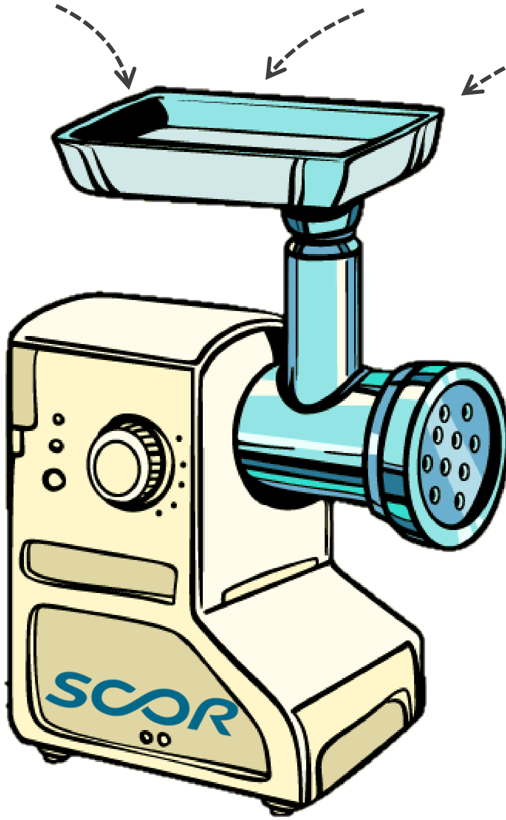
SCOR is a “risk processing plant”!

“Raw” risks ***R_1, R_2, R_3… R_k … R_n***

We study and model risks

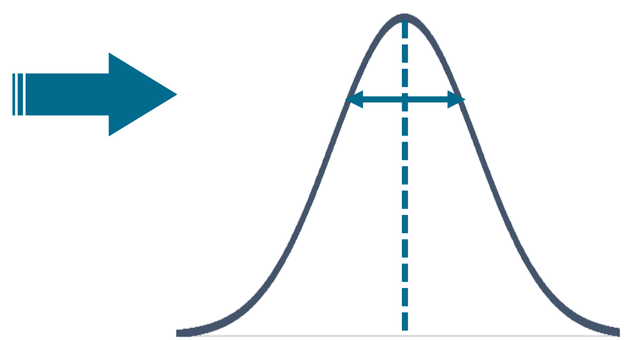


We select and underwrite risks



We combine risks that are to a large extent independent from each other

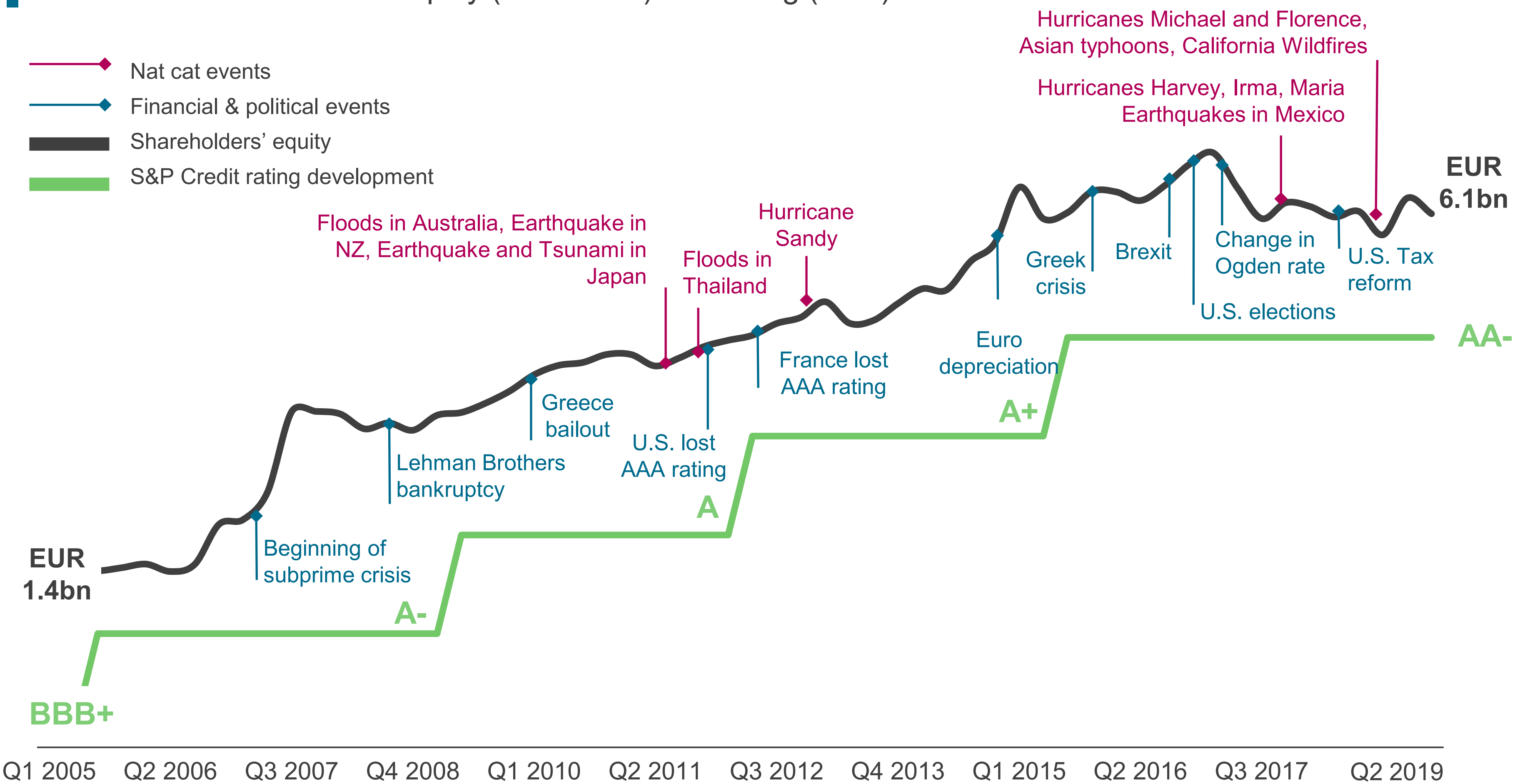
We transfer part of the risks through retrocession and ILS



We build a highly diversified and optimally balanced portfolio with a workable risk profile

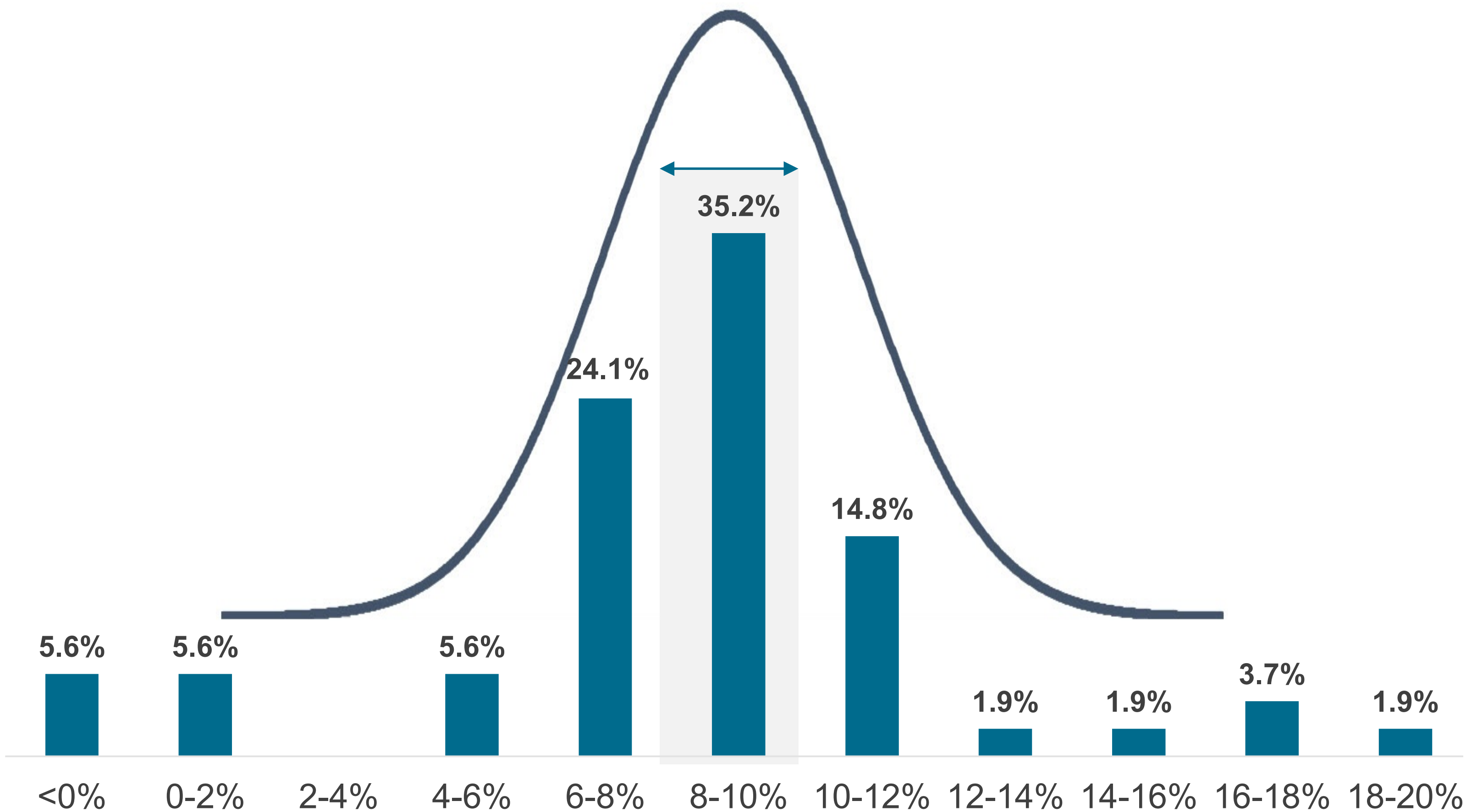
Applying this "recipe", SCOR has successfully demonstrated its superior shock-absorbing capacity and value creation capability over the years

Evolution of shareholders' equity (in EUR bn) and rating (S&P)



Despite major shocks, SCOR has consistently delivered strong profitability with low volatility

Distribution of quarterly adjusted ROE[1)] since 2006[2)] (in %)



Below 4%
11.2% occurrence

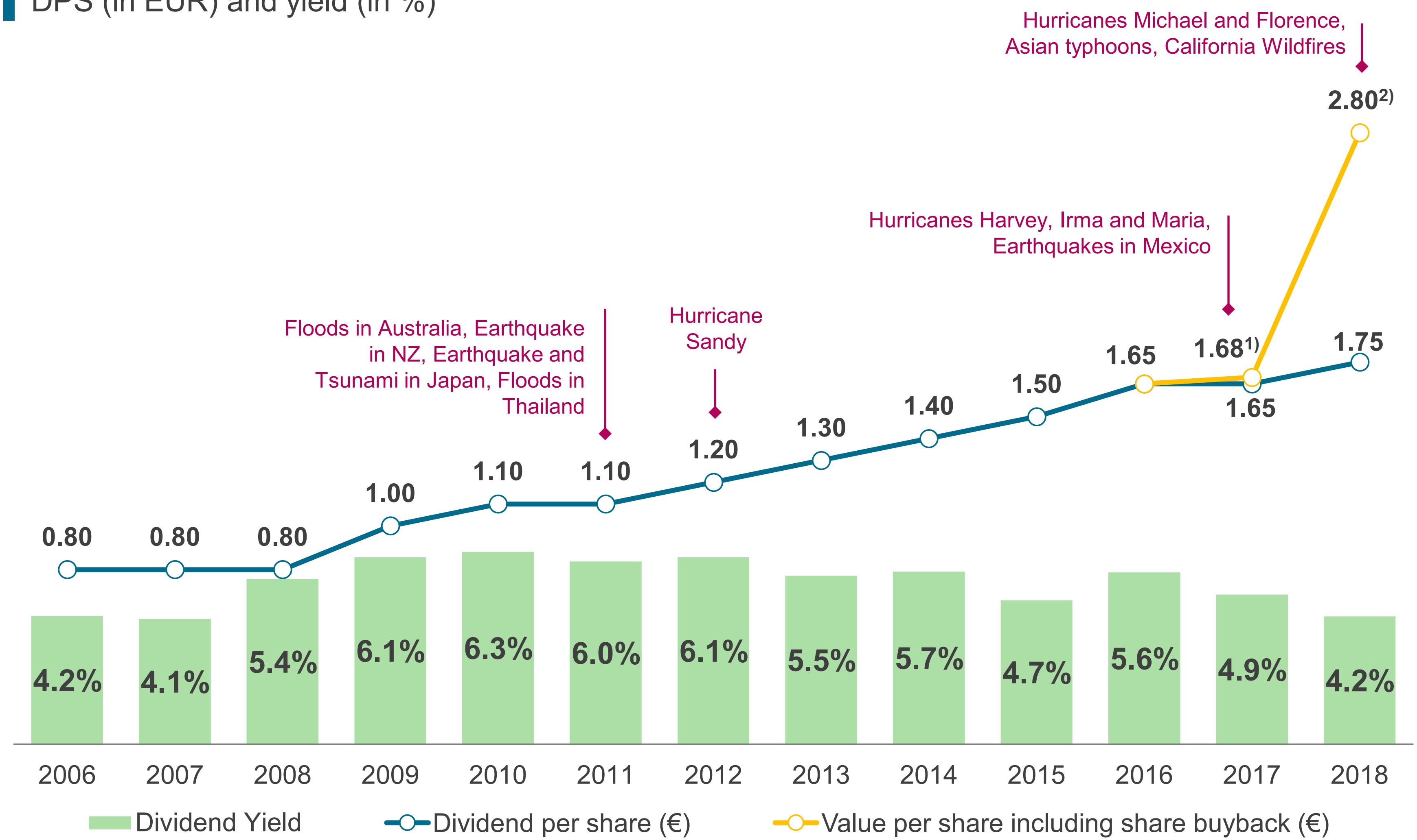
Between 4% and 16%
83.3% occurrence

Above 16%
5.6% occurrence

1) In excess of 5-year rolling average of 5-year USD rates and 5-year EUR rates
2) 54 quarters in total, from Q1 2006 to Q2 2019 included

Despite major shocks, SCOR has consistently delivered strong shareholder remuneration

DPS (in EUR) and yield (in %)



1) EUR 0.03 per share value implied by dividing EUR 6 million by basic number of shares as of December 31, 2017
2) EUR 1.05 per share value implied by dividing EUR 194 million by basic number of shares as December 31, 2018

The Art & Science of Risk

SCOR builds on the successful strategy implemented over the past years to pursue value creation with its new QUANTUM LEAP plan

- SCOR has successfully concluded "Vision in Action", delivering on both its targets on a normalized basis and creating considerable value for its shareholders (total shareholder return of 65% dividends reinvested)

Profitability	Solvency
ROE > 800 bps above the 5-year risk-free rates[1] over the cycle	**Solvency ratio in the optimal 185% to 220% range**
Average normalized RoE above the 5-year risk-free rates of *876 bps*[2] during "Vision in Action"	Average solvency ratio of 219% during "Vision in Action"

- SCOR pursues its successful strategy under its new QUANTUM LEAP plan
  - upholding its two financial targets
  - expanding and deepening its global franchise (~4% to 7% GWP annual growth assumption)
  - staying true to the fundamental principles that have shaped its success

SCOR pursues its development by consistently applying its successful "recipe", which has been proven to deliver superior long-term value

1) Based on a 5-year rolling average of 5-year risk-free rates 2) Normalized RoE H2 2016 – H1 2019 of 876 bps above the 5-year risk-free rates. H2 2016 normalized to 6% cat ratio (from 4% actuals); 2017 normalized for nat cat (6% budget cat ratio), reserve release, Ogden rate and tax one-offs; 2018 normalized for nat cat (6% budget cat ratio), reserve release, and the impact of the U.S. Tax Reform. Actual average RoE of 7.6% (683 bps above the 5-year risk-free rates); The budget cat ratio stands at 7% since Q1 2019

Central to the QUANTUM LEAP plan is profound transformation to prepare for the future of (re)insurance

SCOR accelerates its digital transformation to enhance value creation

More than EUR 570 million invested in projects since 2011

~EUR 250 million investment in technology over QUANTUM LEAP

QUANTUM LEAP
2019 2021

- **Robotics**
- **Artificial Intelligence**
- **Big data / Advanced analytics**
- **E-business**
- **Multi-cloud**

Embrace new technologies to go beyond the efficiency frontier

Provide scalability and agility

Boost innovation

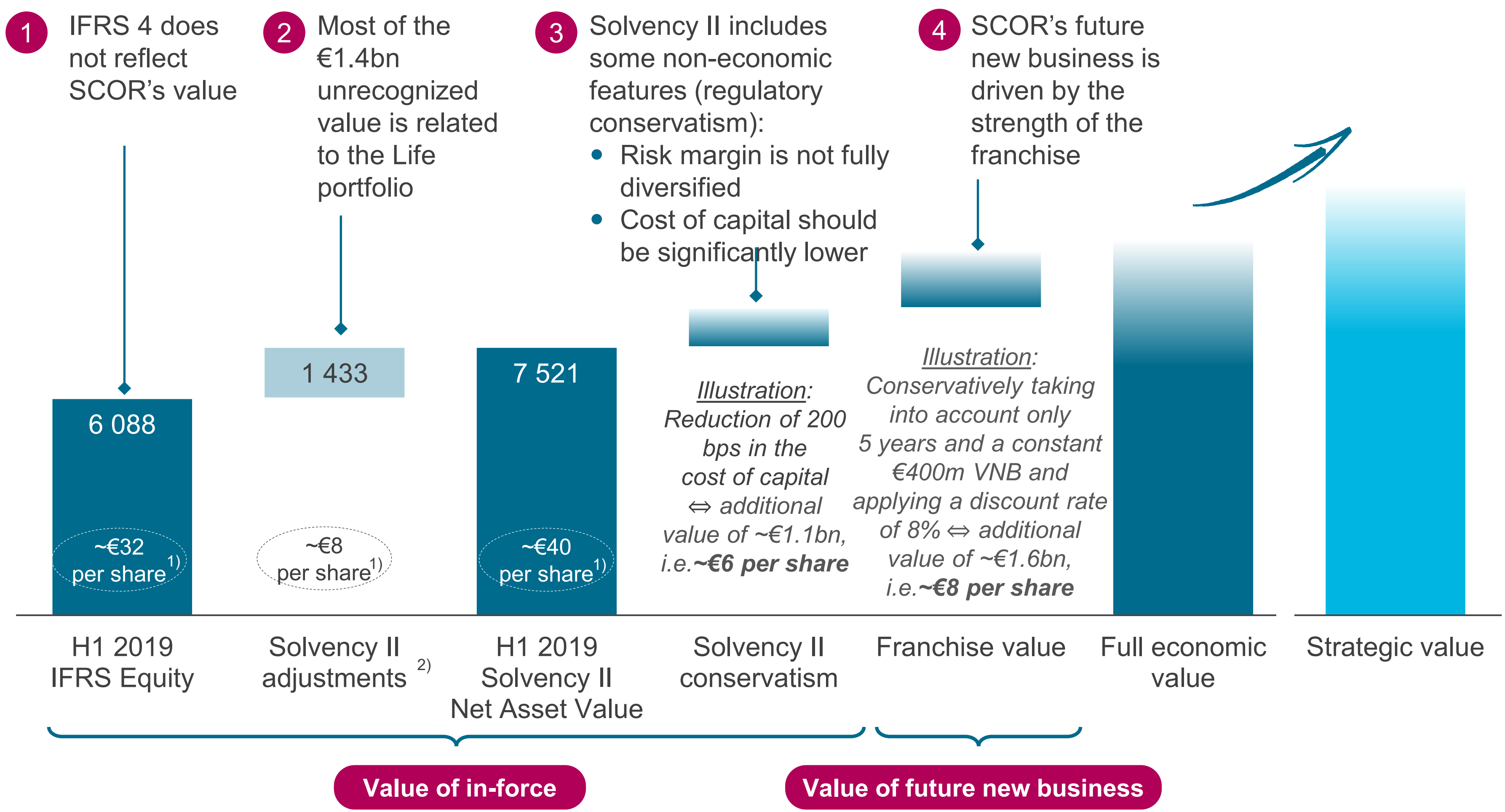
Leverage new technologies to further develop SCOR's data-driven model

Current valuation and performance measurement rules are being overhauled to take a more economic view than present accounting standards

- The new IFRS 17 and IFRS 9 accounting standards will be applied with effect from January 1, 2022
- They will represent a very significant change in the industry's financial analysis and reporting
- The QUANTUM LEAP plan covers the transitional period in preparation for the move to IFRS 17 and IFRS 9
- IFRS 17 and IFRS 9 combined with Solvency 2 pave the way for a convergence of regulatory and accounting frameworks focusing on full economic value, even if there will still be some conceptual and calibration differences between these frameworks
- The switch to value-based financial indicators is a positive trend and a welcome development for all the industry's stakeholders that will profoundly change how (re)insurance companies are perceived, valued and managed

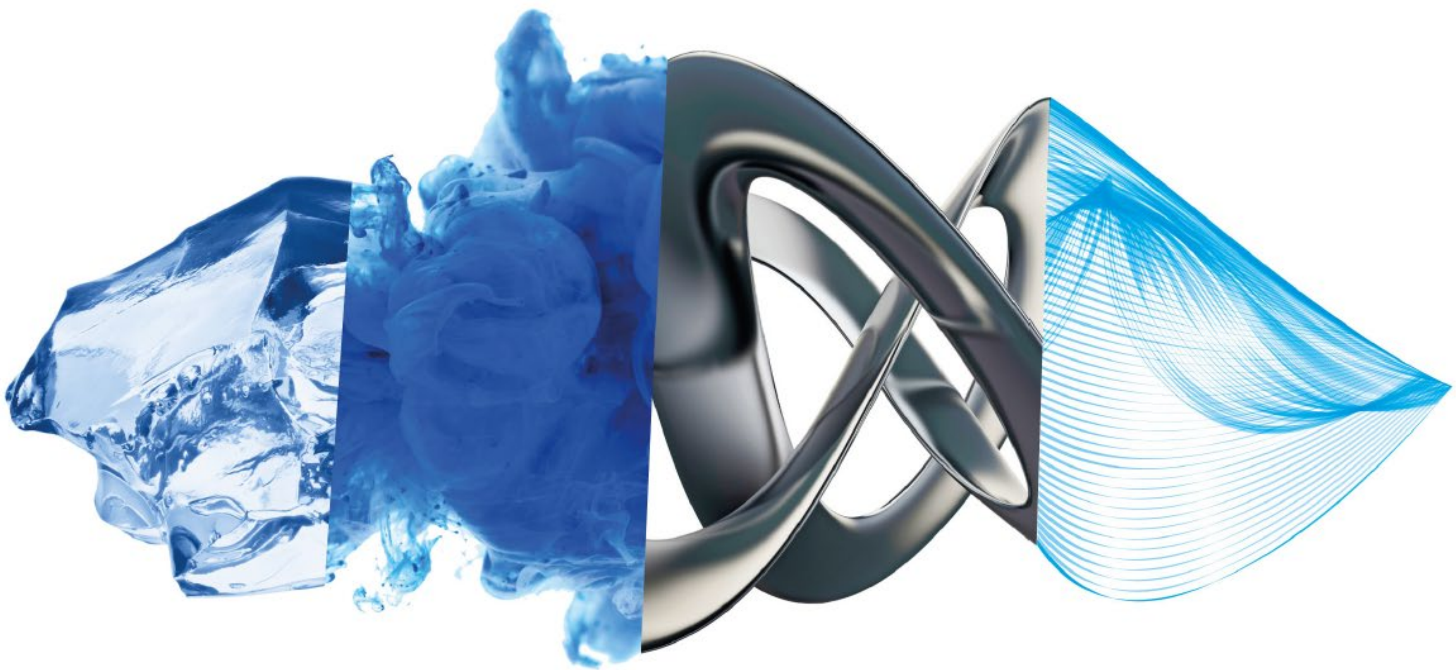
The introduction of full economic value indicators will lead to a better recognition of the in-force business value and the value of new business, demonstrating SCOR's superior value creation capability

SCOR's full economic value – notably that of its Life in force book – will be better reflected with IFRS 17



1) Per share value implied by dividing by the total number of shares (including outstanding options and excluding treasury shares) as of June 30, 2019.
2) Solvency II adjustments include revaluation of technical balances, risk margin, goodwill removal and others

SCOR launches its new strategic plan



QUANTUM LEAP

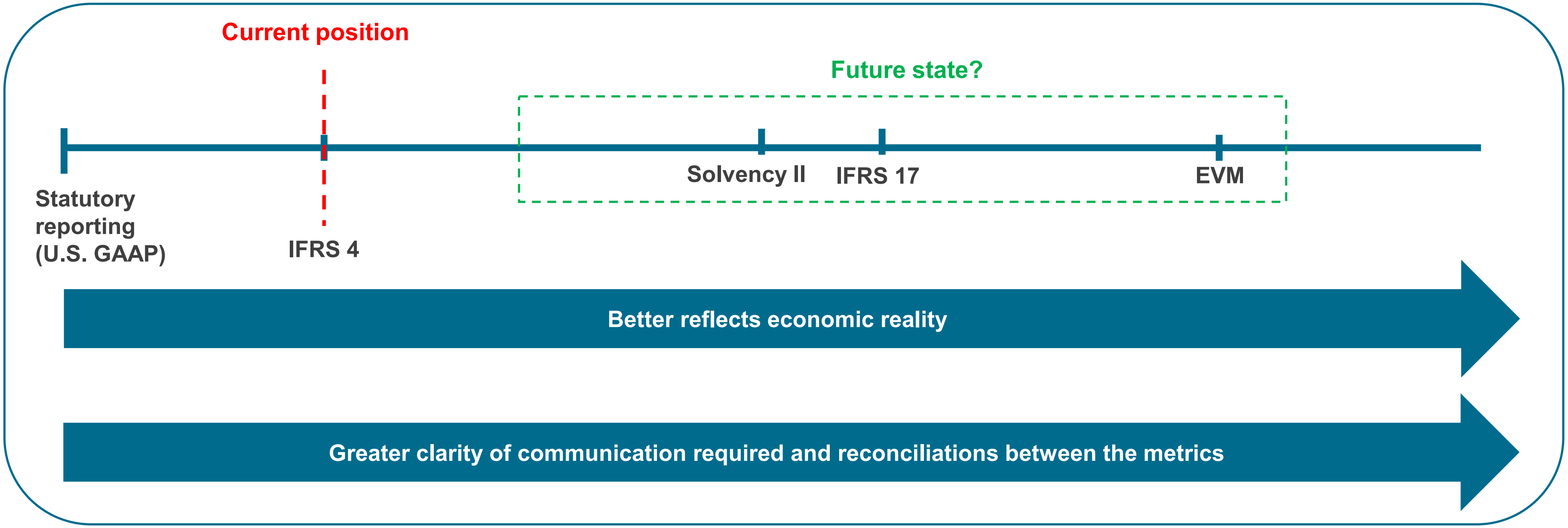
2019/2021

APPENDIX

The Art & Science of Risk

SCOR's IFRS 17 program is on track…

- Clear ambition for the program and on track to deliver by the end of the new strategic plan
- Implementation now expected January 1, 2022
- Fundamental shift towards value-creation measurement, with the Group preparing now
- Emphasis on value creation in assessing and measuring the business
- Alignment with implementation of IFRS 9



…and SCOR stands to benefit as the balance sheet moves closer to fair value under IFRS 17

Insurers will measure insurance contract liabilities at current value, reflecting the time value of money and uncertainty

Existing issues with IFRS 4	How IFRS 17 better reflects economic value
Future value of in-force business not fully reflected in the reserves' value	Contractual Service Margin (CSM) under IFRS 17, a reflection of estimated future profits
Estimates for long-duration contracts not updated	Estimates updated to reflect current market-based information
Discount rate based on estimates does not reflect economic risks	Discount rate reflects characteristics of the cash flows of the contract
Lack of discounting for measurement of some contracts	Measurement of insurance contract reflects time value when significant
Little information on economic value of embedded options and guarantees	Measurement reflects information about full range of possible outcomes

- The CSM will reflect future profits on the in-force SCOR Life portfolio, not currently captured under IFRS 4, while subsequent annual CSM disclosures will illustrate the value of new business being written
- There are significant areas of judgement in relation to modelling Life business, particularly long-duration business, at transition and thereafter