

Press Briefing

Monte Carlo 2015

SCOR is well positioned to meet
current challenges of the reinsurance market

Denis Kessler, Chairman and CEO of SCOR
Victor Peignet, CEO SCOR Global P&C

The logo for SCOR, featuring the word "SCOR" in a bold, blue, sans-serif font. The letter "O" is stylized with a horizontal line through its center, creating a continuous shape.

The Art & Science of Risk

13 SEPTEMBER 2015

Monte Carlo 2015 – Press Briefing



 @SCOR_SE
#MCRV15

“ I believe that SCOR is well positioned to meet the current challenges of the reinsurance market ”

Denis Kessler - Chairman & CEO

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

**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

Positive
outlook

*"Solid level of risk-adjusted
capitalisation, track record of
solid earnings"*

MOODY'S

A1

Stable
outlook

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

SCOR is a Tier 1 reinsurer, what does that mean?



5th largest
global reinsurer

Large capacity to
support our clients

AA⁻ Best-in-class
rating

Large panel of
value-added
services

SCOR = Tier 1

4,000+
clients



Unique
expertise

Global
infrastructure with
local presence



Strong
balance sheet
€ 40.1 billion

SCOR is well positioned to answer the current reinsurance market challenges

Macroeconomic uncertainties

Strong balance sheet, and contained interest rates sensitivities

Regulatory evolution

Model application for Solvency II filed in May 2015

Pressure on prices

Seasoned underwriting team actively managing the portfolio

Increased Supply

Capacity to leverage on the development of the alternative capital market

Change in demand patterns

Tier 1 status with enhanced franchise and expanded footprint

Consolidation

Market consolidation anticipated with the US Life acquisitions

Consistency is at the core of SCOR's strategy

Consistency

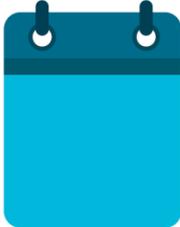
1

Consistent principles



2

Consistent timing



3

Consistent global approach



4

Consistent targets



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“ SCOR Global P&C, as a Tier 1 reinsurer, has developed a unique infrastructure to efficiently adapt to each market’s specificities ”

Victor Peignet - CEO SCOR Global P&C

SCOR Global P&C adapts to clients and markets, allowing for active and efficient portfolio and cycle managements

SCOR Global
P&C
clients have
specific needs

65%

Requiring strong
local and regional
features and
presences



- 1 Western Europe, Japan, South Korea
- 2 Emerging Markets¹⁾
- 3 Industry and commodity-driven countries²⁾
- 4 USA
- 5 China, India

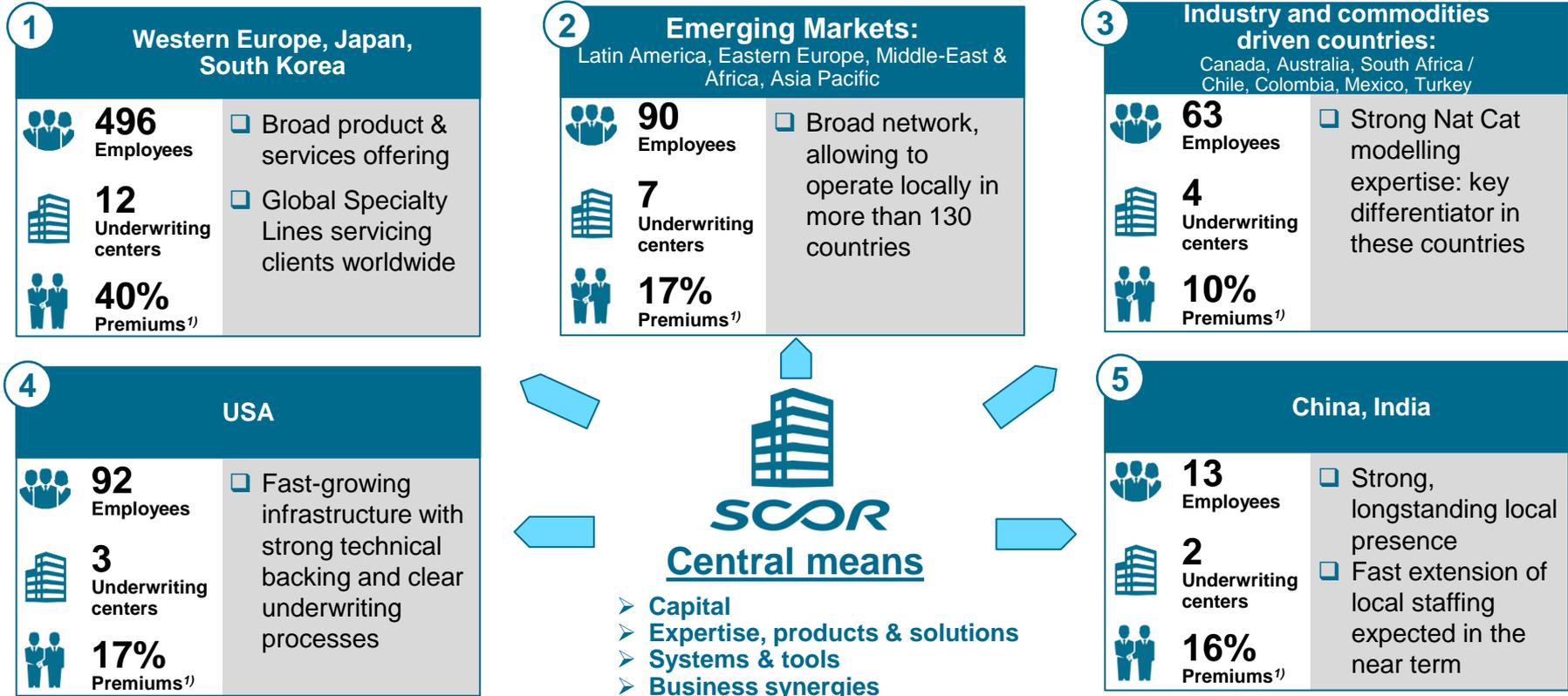
35%

Requiring a
global approach

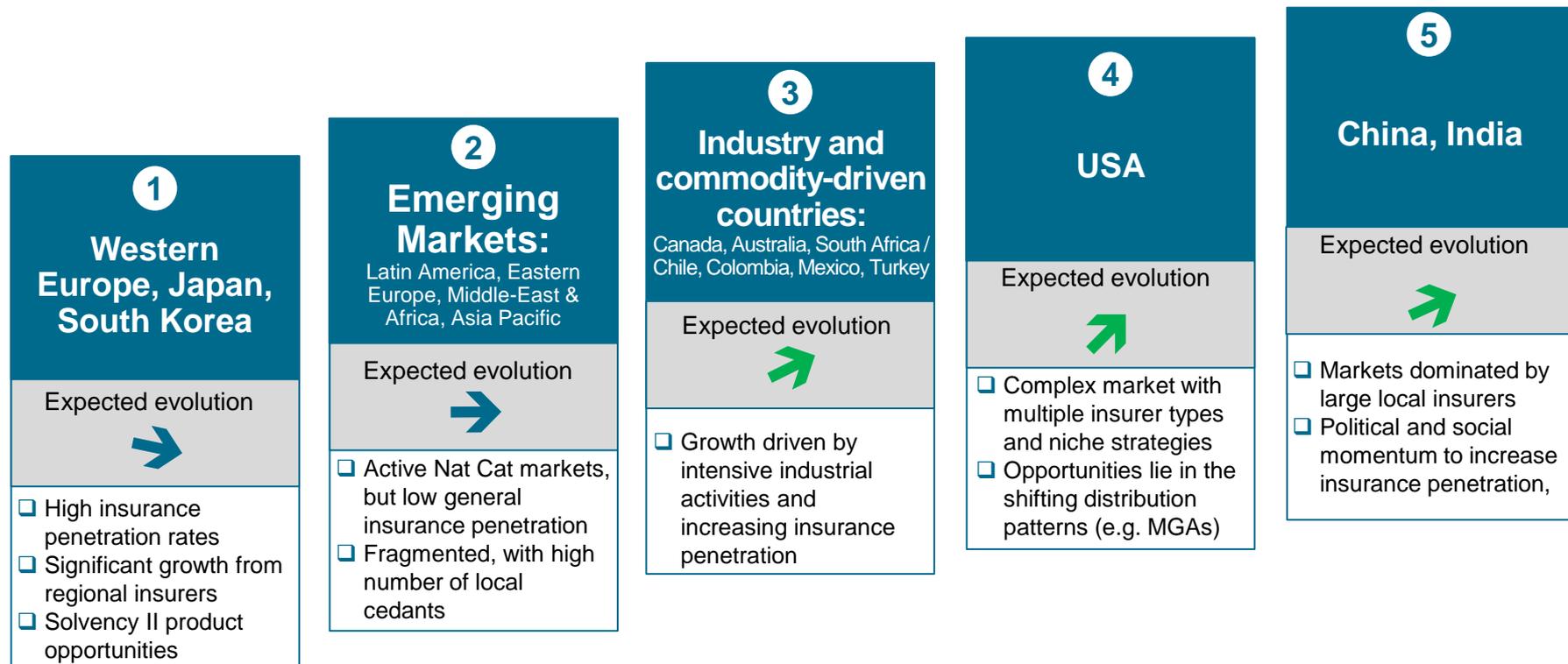


- 6 Global products and services:
 - Global insurers, progressively and selectively extended to regional insurers
 - Large corporates' (re)insurance: SCOR Business Solutions
 - Lloyd's platform

SCOR Global P&C, as a Tier 1 player, has developed a unique infrastructure to efficiently adapt to each market's specificities



Key features and clients' needs vary from one market to another: SGPC addresses 5 key types of markets with varying trends and growth potentials



SCOR Global P&C is reputed in its chosen market segments for consistency in terms of business relationships and lead positions

		SCOR Global P&C current footprint	
		SCOR Global P&C market share	Leads in % of gross premiums ¹⁾
1	Western Europe, Japan, South Korea	 6%	 36%
2	Latin America, Eastern Europe, Middle-East & Africa, Asia-Pacific	Latin America: 3% Eastern Europe: 6% Middle East & Africa: 8% Asia-Pacific: 4%	 40%
3	Canada, Australia, South Africa / Chile, Colombia, Mexico, Turkey	Canada } Australia } 2-8% South Africa } Chile } Colombia } 1-5% Mexico } Turkey }	 26%
4	USA	 4%	 19%
5	China, India	 13%	 59%

SCOR Global P&C: a Tier 1 leader

Chosen strategy of not underwriting the whole market, aiming rather to be influential and to lead in targeted segments

SCOR Global P&C: a global platform

A strong and growing competitive position in emerging and fast growing markets thanks to a wide range of Specialty Lines and a willingness to share with clients know-how and expertise

1 Despite headwinds, SCOR Global P&C is providing tailor-made solutions in Western Europe, Japan and South Korea

Western Europe, Japan, South Korea

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

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

USA

China, India

Global products and services



Strong Franchise

- ✓ Focuses on servicing longstanding regional partners and local insurers
- ✓ Leads 36% of the business written

High Diversification

- ✓ Actively manages its capital allocation thanks to the use of sophisticated models and tools

Tailor-made Solutions

- ✓ Proposes tailored solutions to clients to adapt to the price softening environment and the increased regulatory pressures

In Western Europe, Japan, South Korea: SCOR Global P&C focuses on optimizing its book and on developing new opportunities linked to cedants' Solvency II requirements and ROE targets

2 SCOR Global P&C partners with select local clients in emerging markets¹⁾

Western Europe, Japan, South Korea

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

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

USA

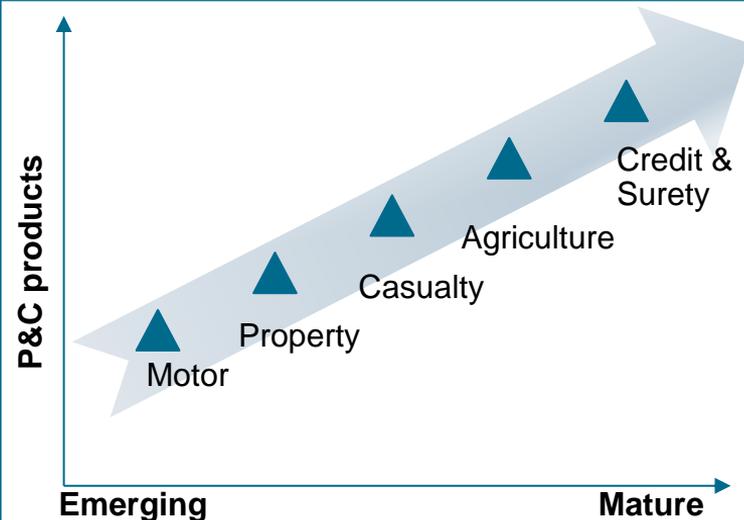
China, India

Global products and services



- ❑ Benefits from a longstanding presence in emerging markets
- ❑ Selects clients, accompanies them globally by assuming “leads” and contributes to the broadening of their product offerings by:
 - Performing regular underwriting and claims reviews
 - Exporting expertise in products and providing services
 - Managing Nat Cat exposures by achieving diversification
- ❑ Leverages on its global platform

SCOR Global P&C participates in the development of the insurance sector in emerging markets



In emerging markets, SCOR Global P&C pursues an active partnership approach, to help increase insurance penetration rates and bring new products

3 SCOR Global P&C leverages on its foothold to benefit from future developments in industry and commodity-driven countries¹⁾

Western Europe, Japan, South Korea	Latin America, Eastern Europe, Middle-East & Africa, Asia-Pacific	Canada, Australia, South Africa / Chile, Colombia, Mexico, Turkey	USA	China, India	Global products and services
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Industry and commodity-driven countries

Deep economies, combining mature features with strong growth potential	Emerging markets with strong and fast growing economies
<i>Canada, Australia, South Africa</i>	<i>Chile, Colombia, Mexico, Turkey</i>
Growth potential given economic growth rates outpacing mature economies, combined with high Nat Cat exposures	Historical focus on managing the earthquake peril, while recent losses have been more flood/storm related

SCOR Global P&C's competitive advantage relies on its global expertise from its diversified book, while leveraging on new Nat Cat modelling and open architecture frameworks	SCOR Global P&C competitive advantages relies on its: <ul style="list-style-type: none"> Local entities with multiple licenses Synergies with its specialty insurance arms writing industrial risks
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- Develops continuously its portfolio diversification to counterbalance cat exposures
- Scales cat exposures to market sizes
- Differentiates itself through new product development within Specialty lines
- Benefits from social, economic and industrial development opportunities, requiring adequate risk-transfer solutions
- Invests significantly in catastrophe risk science in terms of both tools and experts whose number has nearly doubled in the past 3 years

4 In the US, a strong client-focused approach and a carefully broadened risk appetite offer a big potential of sustainable growth

Western Europe, Japan, South Korea

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

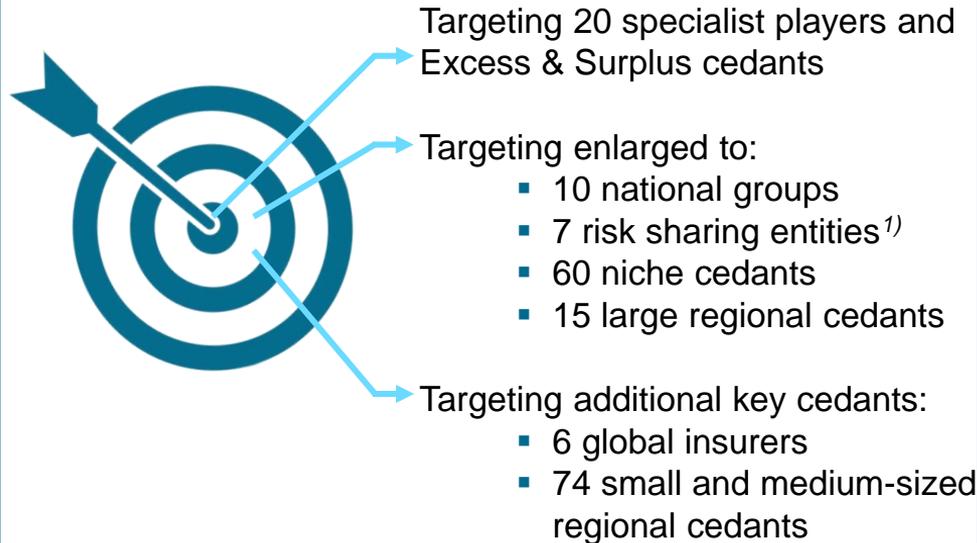
Canada, Australia, South Africa / Chile, Colombia, Mexico, Turkey

USA

China, India

Global products and services

SCOR Global P&C has enlarged its client targeting in the US, progressively broadening the risk appetite



Sources of expected growth

1. Saturation of targeted client segments:

- Specialty insurers
- RSE¹⁾ & Niche insurers²⁾
- Supra-regionals

2. Further strengthening product expertise and cross-selling of Specialties:

- Build further on Specialty casualty products with existing clients
- Broaden Nat Cat product offering
- Seize specialties opportunities (e.g. Surety)

3. Improved sophistication of distribution approach:

- Partner further with brokers, benchmarking our performance through detailed data & analytics
- Expand and diversify franchise by targeting selected large & leading MGAs

5 In China and India, SCOR Global P&C closely partners with market-leading local insurers and key expertise providers

Western Europe, Japan, South Korea

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

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

USA

China, India

Global products and services



≠



SCOR
Global P&C

- ❑ Leverages on a **selective approach** by identifying, selecting and partnering with a few cedants (~10 in each country)
- ❑ Benefits from its status as a **local player** to actively support and partner with **major local companies** in order to seize potential market opportunities
- ❑ **Focuses and expands delivery capabilities** thanks to both local presence and license, and multiple business platforms (Specialty lines, SBS, Lloyd's)
- ❑ **Leverages on a strong reputation**, being among the most trusted and influential foreign reinsurers
- ❑ **Strongly deploys local resources** supplemented by Asia-Pacific hub resources and global Specialty Lines

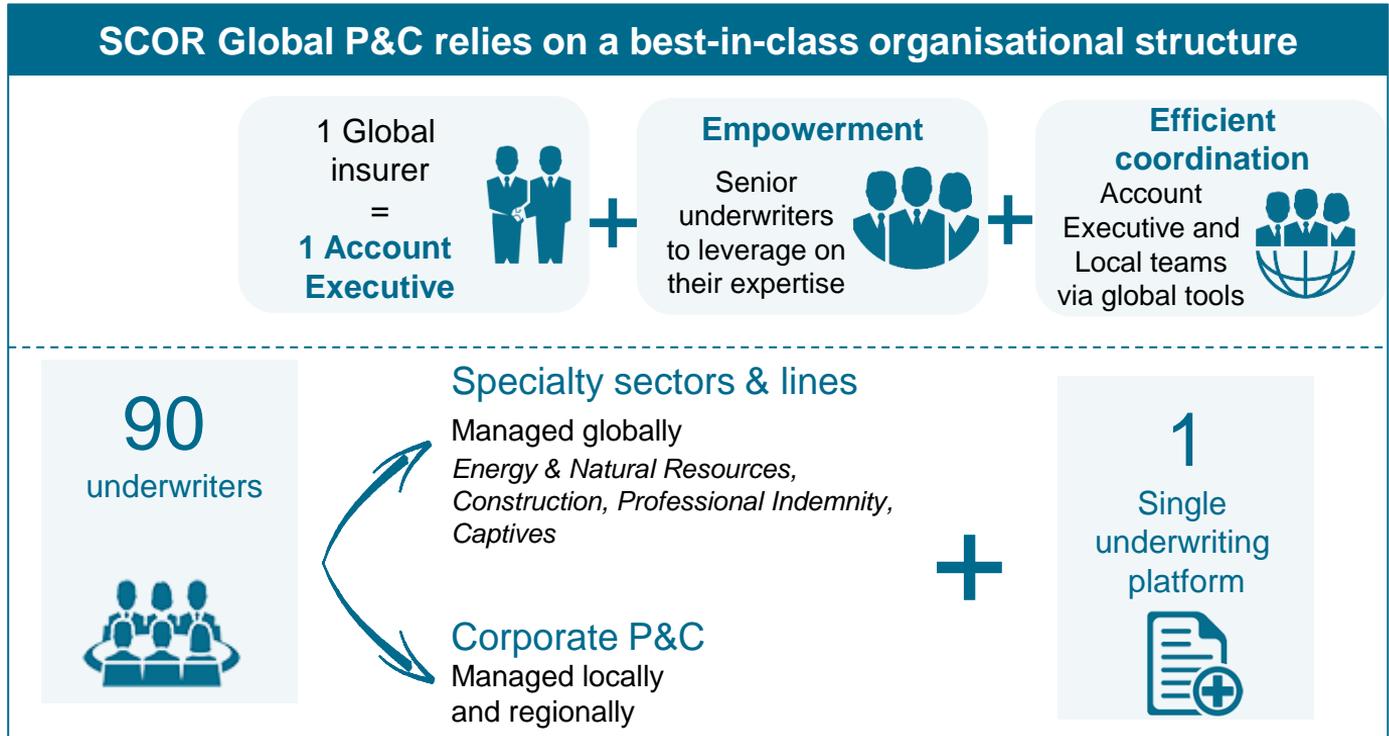
In China and India, SCOR Global P&C leverages on its local presence, its strong reputation and its ability to partner with major leading local insurers and expert consulting firms

6 SCOR Global P&C successfully addresses the need of global insurers and large corporates through ad-hoc structures

Western Europe, Japan, South Korea	Latin America, Eastern Europe, Middle-East & Africa, Asia-Pacific	Canada, Australia, South Africa / Chile, Colombia, Mexico, Turkey	USA	China, India	Global products and services
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Global Insurers coverage
~12%¹⁾

SCOR Business Solutions
~13%¹⁾



In the current environment, SCOR Global P&C's value proposition relies on its capacity to address its clients' specific needs



Successfully addresses 5 key types of markets and markets with varying growth potential in order to grow selectively

As a Tier 1 player, relies on a unique global infrastructure to efficiently adapt to each market's specificities

Is well positioned with leadership positions in the chosen market segments

Addresses global insurers' and large corporates' needs through adapted structures

Fully capitalizes on the benefits of an established Lloyd's specialty platform: The Channel Syndicate

SCOR Global P&C adapts its strategy to global and local needs and specificities:

- Focusing on reinsurance as its core business
- Leveraging on multiple platforms
- Practicing coordinated portfolio management across all its business units

SCOR Global P&C's assessment of current segment attractiveness, based on the profitability of its own book (1/2)

SCOR Global P&C Treaty portfolio: SCOR's view of the market

		Western Europe ¹⁾	Germany	UK	Northern Europe ²⁾	France	Middle East	Eastern Europe	Africa	Russia & CIS	USA	Canada	Latin America	Caribbean	Japan	China	Australia	India	South East Asia ³⁾	South Korea	Northern Asia ⁴⁾
Property	P	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Red	Green	Green	Green	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Red	Yellow
	NP	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Green	Grey	Grey	Green	Green	Green	Green	Grey
	CAT	Yellow	Yellow	Red	Red	Yellow	Blue	Red	Yellow	Grey	Green	Green	Yellow	Green	Yellow	Red	Blue	Blue	Blue	Blue	Green
Casualty	P	Yellow	Yellow	Yellow	Grey	Green	Yellow	Yellow	Grey	Grey	Yellow	Green	Green	Grey	Grey	Green	Grey	Grey	Grey	Yellow	Yellow
	NP	Yellow	Yellow	Yellow	Yellow	Red	Grey	Yellow	Yellow	Grey	Yellow	Yellow	Green	Grey	Green	Yellow	Green	Grey	Grey	Grey	Yellow
Motor	P	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Red	Yellow	Yellow	Grey	Green	Grey	Grey	Grey	Grey	Grey
	NP	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Green	Red	Grey	Grey	Green	Green	Blue	Grey	Green

P Proportional
NP Non-proportional
CAT Natural Catastrophe

Business attractiveness⁵⁾

	Monte Carlo 2015	January 2015	Monte Carlo 2014
Very attractive	3%	4%	8%
Attractive	21%	24%	25%
Adequate	49%	46%	40%
Inadequate	9%	6%	6%
Not material premium amount	19%	19%	21%

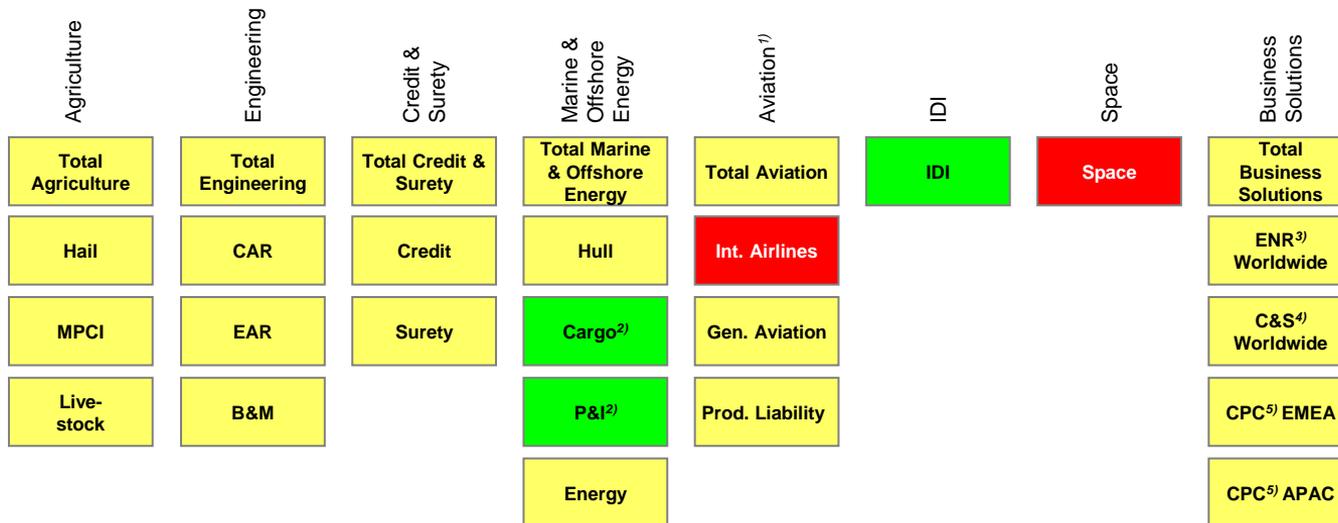
1) Western Europe: Austria, Cyprus, Greece, Italy, Malta, Portugal, Spain, Switzerland
 2) Northern Europe: Belgium, Luxembourg, The Netherlands, Scandinavia
 3) South East Asia: Indonesia, Malaysia, Singapore, Thailand, Philippines, Vietnam

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

SCOR Global P&C's assessment of current segment attractiveness, based on the profitability of its own book (2/2)

SCOR Global P&C Specialty Lines and Business Solutions portfolio: SCOR's view of the market



Business attractiveness ⁶⁾	Monte Carlo 2015			January 2015			Monte Carlo 2014		
	Very attractive	Attractive	Adequate	Inadequate	Very attractive	Attractive	Adequate	Inadequate	
Very attractive	0%	14%	77%	9%	0%	14%	77%	9%	
Attractive									
Adequate									
Inadequate									

1) Including GAUM
 2) Mainly non-proportional business
 3) 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