

# SCOR and Converium together achieving a “Dynamic Lift”

Creating a Top 5 global multi-line reinsurer

Dynamic Lift – v1

April 4, 2007

*SCOR*

# Disclaimer

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This communication is not a pre-announcement within the meaning of Swiss takeover regulations and only the terms and conditions set forth in SCOR's formal pre-announcement (the "Pre-announcement") have any legal effect and relevance. This communication is fully qualified by the terms, conditions and information set forth in the Pre-Announcement. The Pre-announcement has been published on Bloomberg and in Le Temps and Neue Zürcher Zeitung.

Furthermore, this communication does not constitute an offer to sell or to purchase securities, nor a solicitation of an offer to sell or to purchase securities, whether in the context of the public offer in Switzerland (the "Tender Offer") on the shares of Converium Holding AG ("Converium") or otherwise in France or in any jurisdiction where such offer, solicitation, sale or the acceptance of such offer may be unlawful (including, without limitation, Japan). This communication does also not constitute a recommendation to sell or buy shares in SCOR S.A. ("SCOR") or Converium. The distribution of this communication may, in some countries (including, without limitation, Japan), be restricted by law or regulation. Accordingly, persons who come into possession of this communication should inform themselves about any local restriction that may apply and comply therewith. To the fullest extent permitted by applicable law, SCOR disclaims any responsibility or liability for the violation of any applicable restrictions by any persons.

The Tender Offer will be made exclusively by way of an offer prospectus (the "Offer Prospectus") under Swiss laws, which will be filed with the Swiss Take Over Board and will be published on Bloomberg and in Le Temps and Neue Zürcher Zeitung in Switzerland. It is not intended to publish the Offer Prospectus pursuant to any laws and regulations other than Switzerland's and the Offer Prospectus will not be approved by nor registered with any securities regulator in any other jurisdiction (including, without limitation, Japan). The Offer Prospectus will contain the terms and conditions of the Tender Offer, including the way the Tender Offer can be accepted and the restrictions applicable to the Tender Offer in some countries. The Tender Offer will be subject to all the terms and conditions set forth in the Offer Prospectus.

Admission to trading of the new SCOR shares on the Eurolist market by Euronext Paris S.A. will be requested by SCOR. A prospectus regarding the new SCOR shares to be issued in consideration to Converium shareholders' contributions of their shares to the Tender Offer (the "Admission Prospectus") and a prospectus regarding the new SCOR shares to be issued in consideration to the contributions by Patinex AG and by Alecta pensionsförsäkring, ömsesidigt of their Converium shares (the "Document E") will be registered with the French Autorité des Marchés Financiers (the "AMF"). The publication and the availability of the Admission Prospectus and the Document E will be announced by a press release published on SCOR's website ([www.scor.com](http://www.scor.com)) and on the AMF's website ([www.amf-france.org](http://www.amf-france.org)), as well as on Company News ([www.companynewsgroup.com](http://www.companynewsgroup.com)). The Admission Prospectus will be published and made available at the latest the first day of the offer period. The Document E will be published and made available at the latest 15 days prior to the SCOR's shareholders meeting called to approve the contributions. The Admission Prospectus and the Document E will be available without charges at SCOR's corporate headquarters, 1, avenue du Général de Gaulle, 92 800 Puteaux, France. The Admission Prospectus and the Document E will also be available on SCOR's website and on the AMF's website. Copies of the Admission Prospectus and of the Document E will be addressed without charge upon request.

# Disclaimer

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## U.S. Restrictions

The Tender Offer will not be made in or into the United States or to U.S. persons (as defined in Regulation S under the US Securities Act of 1933) and may only be accepted outside the United States. Accordingly, the information contained herein is not for publication or distribution in, into or from the United States, and persons receiving such information (including custodians, nominees and trustees) must not distribute or send it into or from the United States. The Tender Offer will not be extended to American Depositary Shares representing rights to receive Converium Shares. This communication is not an offer of securities for sale in the United States. Securities may not be offered or sold in the United States absent registration or an exemption from registration. SCOR will not register or offer its securities, or otherwise conduct the Tender Offer, in the United States or to U.S. persons.

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This communication is to be directed only at persons in the U.K. who (a) have professional experience in matters relating to investments, (b) are falling within Article 49 (2)(a) to (d) ("high net worth entities, unincorporated associations, etc") of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005, or (c) to whom they may otherwise lawfully be communicated (all such persons together being referred to as "relevant persons"). In the U.K., this communication is not to be acted on or relied on by persons who are not relevant persons. In the U.K., any investment or investment activity to which this communication relates is available only to relevant persons and will be engaged in only with relevant persons.

## Forward looking statements

Certain statements contained herein are forward-looking statements, including but not limited to statements that are predictions of or indicate future events, trends, plans or objectives, based on certain assumptions and include any statement that does not directly relate to a historical fact or current fact. Forward-looking statements are typically identified by words or phrases such as, without limitation, "anticipate", "assume", "believe", "continue", "estimate", "expect", "foresee", "intend", "may increase" and "may fluctuate" and similar expressions or by future or conditional verbs such as, without limitations, "will", "should", "would" and "could." Undue reliance should not be placed on such statements, because, by their nature, they are subject to known and unknown risks, uncertainties and other factors, which may cause SCOR's actual results, performance, achievements or prospects to differ from any future results, performance, achievements or prospects expressed or implied by such statements, including the risk that the combination of SCOR and Converium may not be consummated and that the Dynamic Lift plan may not implemented as expected.

This list is not exhaustive. Please refer to SCOR's document de référence filed with the AMF on March 27, 2006 under number D.06-159, as amended, for a description of certain additional important factors, risks and uncertainties that may affect the business of the SCOR group as well as to the document de référence including SCOR's 2006 financial statements which will be filed with the AMF on April 5, 2007. Please refer to the risk factors sections of the Prospectus d'Admission and the Document E for certain specific risk factors relating to the transactions to which they relate.

SCOR and Converium operate in a continually changing environment and new risks emerge continually. SCOR does not undertake and expressly disclaims any obligation to update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.

# Dynamic Lift – v1

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**This document is the version 1 of the Dynamic Lift 2007-2010 strategic plan designed to show how the combined Group SCOR + Converium will develop in the next 3 years.**

**This plan will be enriched, precised and refined with Converium's management as soon as the combination of the two groups will become effective. It will be the basis for framing the 2008 underwriting plan.**

*Only public information on Converium has been used in this document.*

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# Executive summary

## Under reasonable assumptions...

**2007-2010 GWP growth**  
~7% p.a.

**2010 targeted combined ratio**  
~97%

**2010 targeted Life operating margin**  
~7%

**2007-2010 targeted return on investment**  
~5% p.a.

**2010 targeted cost ratio**  
~4.5%

**2010 effective tax rate**  
~22%

**2007-2010 dividend pay-out ratio**  
~35% p.a.

## ... SCOR + Converium likely to achieve:

✓ **Double-digit Earnings Per Share growth over the cycle**

✓ **ROE of 900 bps above the risk-free rate over the cycle**

✓ **Endogenous capital production which self-finances the development over the cycle**

✓ **Level of security "A+"(\*) by 2010**

(\*) Based on the proposed revised S&P scale as published in November 2006

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Dynamic Lift - v1, 4 April 2007

## **Moving Forward: SCOR has delivered on its strategy**

**Dynamic Lift: reaching the upper level**

**Dynamic Lift: framework**

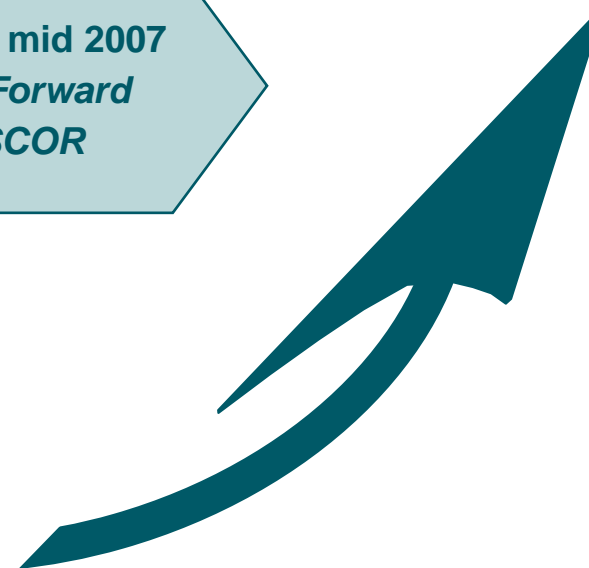
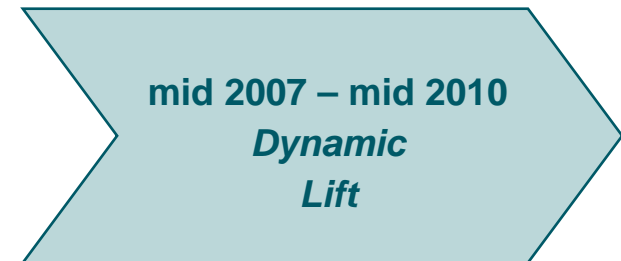
**Dynamic Lift: implementing a profitable 3-year plan**

**Conclusion**

# SCOR has continuously delivered on its strategy

Moving Forward: SCOR has delivered on its strategy

“The SCOR Group's strategy is to be a medium-sized reinsurance company, with worldwide operations, practicing selectively in all the different branches of reinsurance, with an underwriting policy focused on profitability, developing value-added services, complying with a prudent investment policy, in order to offer its customer the level of security that they expect of it.” – June 2003





# Moving Forward Plan (mid 2004 – mid 2007): objectives fulfilled

Achieve a balanced book between Life and Non-Life	✓	DONE
Reach Group's profitability target	✓	DONE
Lower cost ratio	✓	DONE
Rationalise Group structure	✓	DONE
Reinforce capital base	✓	DONE
Confirm reserve adequacy	✓	DONE
Intensify risk control	✓	DONE
Create financial flexibility	✓	DONE
Dispose of legacy issues	✓	DONE
Improve return on investments by 100 bps	✓	DONE
Provide an "A" level of security to our clients	✓	DONE

## FY2006 results: Moving Forward's targets exceeded

Gross written premiums growth between 2005 and 2006:	➤	+22%
Combined Ratio for Non-Life activities:	➤	96.4%
Margin on net earned premiums for Life reinsurance:	➤	7.5%
Return on Investments (RoI):	➤	4.6%
Operating income:	➤	€409m
Income before tax:	➤	€401m
Net income before Revios "badwill":	➤	€252m
Net income after Revios "badwill":	➤	€306m
Shareholders' equity at 31 December 2006:	➤	€2,253m
Return on Equity (RoE) <sup>(*)</sup> before Revios "badwill":	➤	14.1%
Return on Equity (RoE) <sup>(*)</sup> after Revios "badwill":	➤	16.9%

(1) Based on weighted average equity

**Moving Forward: SCOR has delivered on its strategy**

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**Conclusion**

# SCOR + Converium: accelerating a proven strategy



# SCOR + Converium: a strategic boost

## SCOR + Converium converging strategies

## Accelerating a successful strategy and setting new ambitions

To be a leading risk carrier  
and price maker...

- Achieving adequate critical mass for the expanding risk environment
- Securing market positions and building on the new Group franchise
- Offering a top-choice for clients in key markets

...with European roots  
and a global reach...

- Founding a Group based on a high-performance European network
- Expanding diversification throughout high-growth emerging markets and Specialty lines
- Extracting maximum benefit from Solvency II through diversification

...with an underwriting policy  
focused on profitability...

- Pursuing a common underwriting policy founded on rigour and selectiveness
- Sticking to strict adherence to technical profitability requirements
- Managing risk exposure of the new Group

# SCOR + Converium: a strategic boost

## SCOR + Converium converging strategies

## Accelerating a successful strategy and setting new ambitions

...with a focus on capital  
management...

- Ensuring a capital-driven Group
- Increasing capital mobility across the Group
- Pursuing a pro-active cycle management
- Implementing a state-of-the-art Enterprise Risk Management
- Leveraging optimal use of retrocession and other instruments

...offering clients value-added  
services and the necessary level  
of security...

- Targeting to offer a A+<sup>(\*)</sup> level of security to our clients by 2010
- Creating a diverse talent pool mobilizing expertise in today's risk environment
- Focusing on innovation and tailor-made solutions for clients
- Mobilizing cutting-edge expertise in Specialty Lines worldwide

...delivering to shareholders  
the level of profitability  
that they expect

- Valuable franchises in increasing number of markets
- Increasing the RoE target across the cycle
- Achieving EPS accretion

(\*) Based on the proposed revised S&P scale as published in November 2006

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## An Enterprise Risk Management set up for proper underwriting control and capital management

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- ▶ Controls and ERM organization under supervision of the Board Risk Committee
- ▶ Allocations of underwriting capacities, retrocession and securitization policy determined and controlled by the Chief Risk Officer (CRO) at the Group level
- ▶ Underwriting guidelines approved by the CRO and group referrals procedures in force
- ▶ Control of the pricing and the reserving processes through centralized tools and systematic peer reviews by the Group Actuarial Department
- ▶ Dedicated internal models

# An optimized platform designed for efficiency and capital mobility

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- ▶ A network group structured around:
  - a Life and a Non-Life operational subsidiaries
  - 5 hubs (Paris, Cologne, Zurich, Asia, Americas)
- ▶ Expected synergies of €65m by 2010
- ▶ A competitive cost structure with a cost ratio of ca. 4.5% by 2010
- ▶ A world-wide integrated and customized IT platform
- ▶ A global partnership developing human capital
- ▶ *Societas Europaea* leading to:
  - increased fluidity and mobility of capital
  - optimized legal and corporate structures

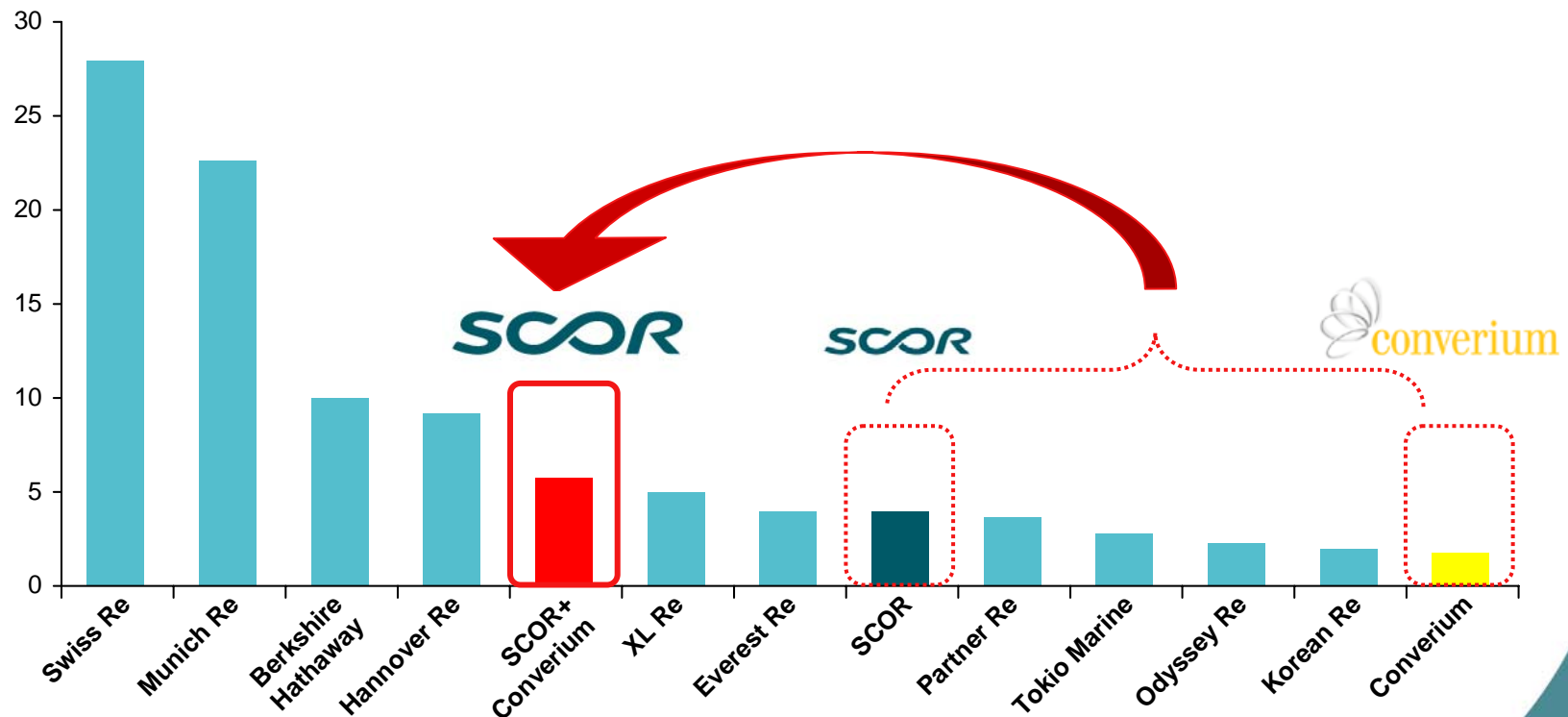


# Creating a Top 5 global multi-line reinsurer

A logical combination to provide a top-choice risk carrier

## Top Global Reinsurers

2005 NWP, in USD billion



Source: S&P Global Reinsurance Highlights, 2006 edition  
Rankings excluding pure life reinsurers (RGA, Scottish Re, Transamerica) and Lloyd's



**Moving Forward: SCOR has delivered on its strategy**

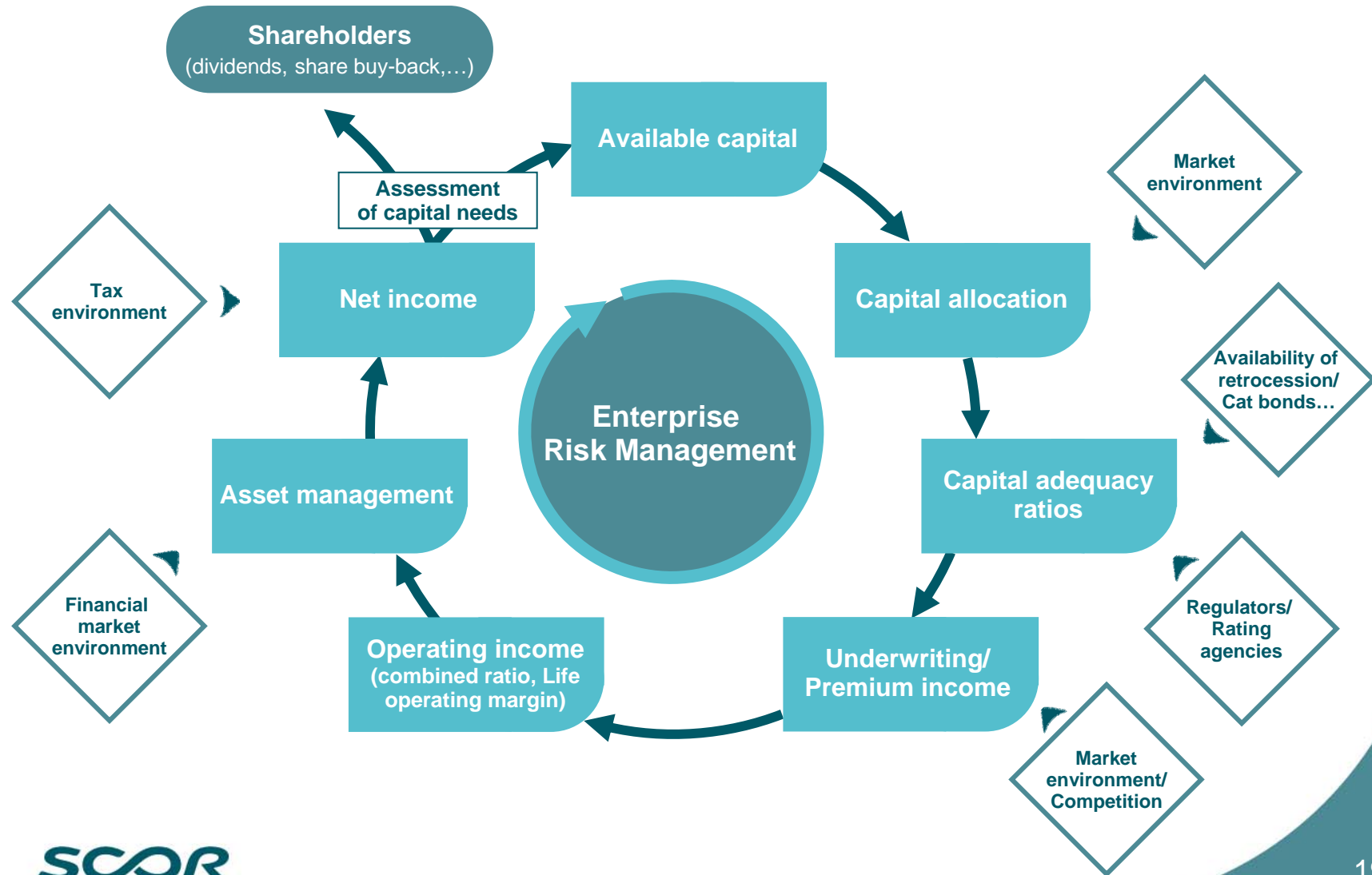
**Dynamic Lift: reaching the upper level**

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**Conclusion**

# The capital cycle at SCOR



# Underwriting is capital driven

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- ▶ Capital allocation determines underwriting capacities
- ▶ Capital allocation is based on LoBs profitability and volatility
- ▶ Capital is allocated in order to control Group exposure to large risks
- ▶ Return on allocated capital drives pricing through in-house models (Matrix for Non-Life & Iris for Life) and external models
- ▶ Capital base is protected through an active retrocession policy and potential recourse to mechanisms such as cat bonds and securitization

# Underwriting is based on business profitability

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- ▶ No market share targets are set for premiums *per se*
- ▶ Allocation of capacities is rooted in fine-tuned cycle management
- ▶ Underwriting will capitalize on the existing franchise and client base
- ▶ Underwriting policy focuses on markets where SCOR has a competitive advantage
- ▶ Structure of the book is based on optimal risk diversification and pooling
- ▶ Capital mobility between LoBs and markets is enhanced
- ▶ The Group seeks out opportunities for profitable growth pockets

# Non-Life market and industry outlook

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- ▶ Likely slowing demand for reinsurance by insurance companies due to:
  - rising retention rate
  - increasing direct transfer to financial markets
  - shift toward non proportional coverage
- ▶ Growing global reinsurance capacities for certain LoBs and markets resulting from capital inflow (side cars, cat bonds, securitization), and potential creation of new players for specific risks
- ▶ A potential softening due to increasing competition and the entering into the post-peak phase of the Non-Life market
- ▶ Countervailed trends by the imperative to pursue a prudent underwriting policy driven by capital return and profitability, potential enhanced capital requirements (Solvency II), increasing risk aversion and growing needs for security

# Life market and industry outlook

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- ▶ Cycle-free growth of the primary Life insurance market
- ▶ Deployment of new distribution channels of Life insurance products
- ▶ Aging of OECD country populations and crisis of the welfare state creating need of insurance and health protection
- ▶ New insurance covers related to new risks (pandemic, bacteriological, rare disease risks)
- ▶ Stronger competition and consolidation in the primary insurance market
- ▶ Changing regulatory (Solvency II) and fiscal environment leading to increased role of reinsurance companies in the financial management of insurance companies

**Moving Forward: SCOR has delivered on its strategy**

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**Conclusion**

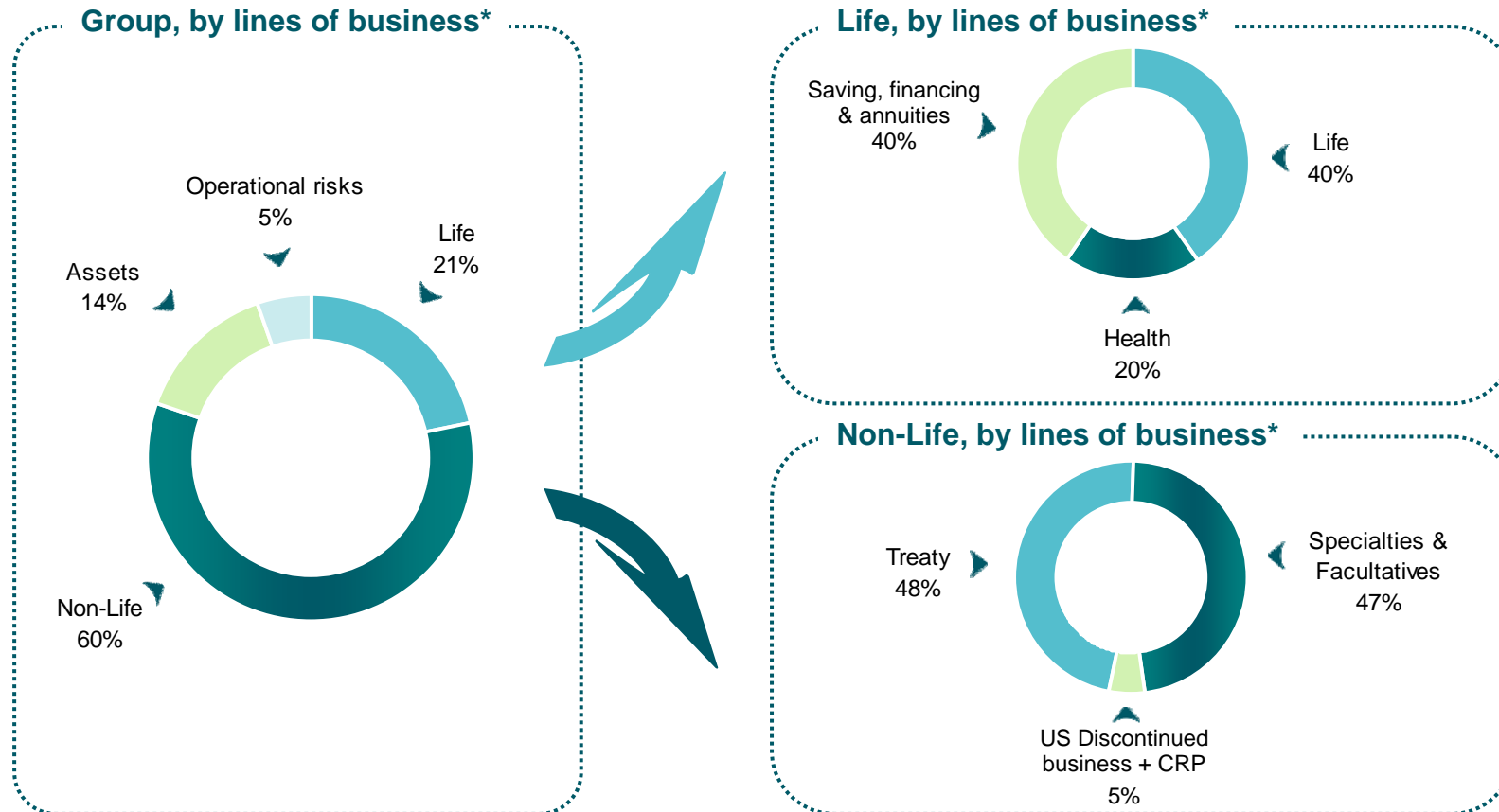


# Implementing a profitable 3-year plan

**Dynamically managing the existing economic capital base to allocate it to profitable markets and LoBs through:**

- ▶ Distributing capacities between Life and Non-Life, between LoBs, geographical markets and clients
- ▶ Monitoring the right balance between selecting and pooling
- ▶ Anticipating the evolution of rating agencies capital requirements and the implementation of Solvency II regulation
- ▶ Having recourse to internal models to take into account correlations between business lines and markets
- ▶ Implementing a retrocession policy and alternative sources of coverage to protect the capital base under multiple scenarios

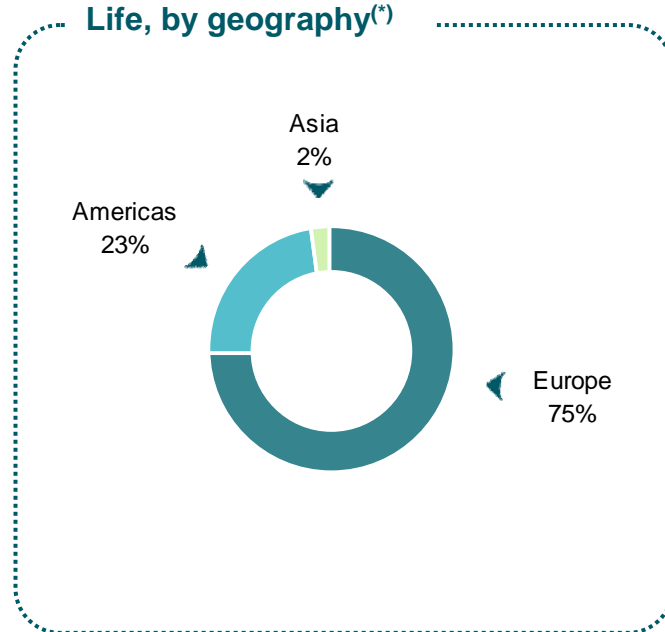
# Average allocated economic capital 2007-2010



- ▶ **CAGR\*\* of total SCOR economic required capital over the period: +6%**
- ▶ **Diversification effect of total SCOR economic required capital over the period: 22%**

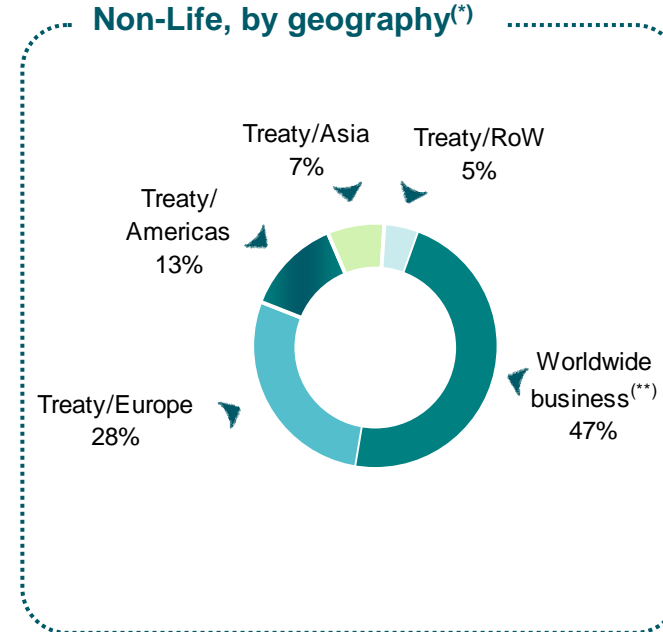
# Average allocated economic capital 2007-2010

Life, by geography<sup>(\*)</sup>



- ▶ **CAGR<sup>(\*\*\*)</sup> of Life economic required capital over the period: +7%**

Non-Life, by geography<sup>(\*)</sup>



- ▶ **CAGR<sup>(\*\*\*)</sup> of Non-Life Treaty economic required capital over the period: +4%**
- ▶ **CAGR<sup>(\*\*\*)</sup> of Non-Life Specialties and Facultatives economic required capital over the period: +10%**

\* Central scenario, SCOR + Converium combined

\*\* Worldwide business includes Specialty Lines, Facultatives, GAUM and MDU

\*\*\* CAGR : Compound Annual Growth Rate

# 2007-2010 underwriting plan

## Pro forma SCOR + Converium GWP

	2006 in €m	2007-2010 CAGR(*)
Life	2,544	+8%
Non-Life	3,021	+6%
<b>Total</b>	<b>5,565</b>	<b>+7%</b>

(\*) CAGR: Compound Annual Growth Rate

### Life

- ▶ Steady growth in line with the market environment
- ▶ No overlaps
- ▶ Effect of SCOR rating upgrade

### Non-Life

- ▶ 2007 in line with renewals
- ▶ 2008 potentially impacted by overlaps in European treaty
- ▶ Countervailing effect of Converium rating upgrade
- ▶ All over the period active cycle management

## 2007-2010 Life major areas of focus

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### By product line

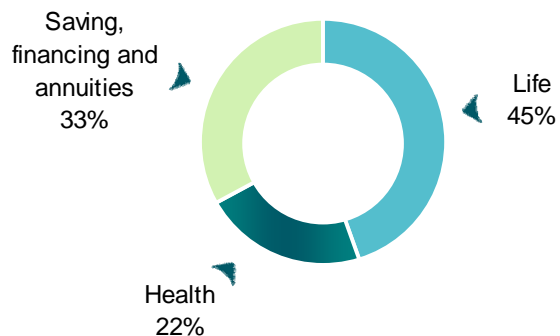
- ▶ All life and health business priced to achieve target return on risk-adjusted capital
- ▶ Average 8% p.a. growth targeted for life and health protection products such as term life, group life, critical illness, disability and LTC
- ▶ Diversification sought through a prudent balance between life and health
- ▶ Financial support extended to cedents by means of original terms reinsurance on commission intensive savings products: returns are leveraged and liquidity is raised through bank and capital market transactions
- ▶ Prudent approach taken to annuity business, in particular where longevity risk is involved

### By market

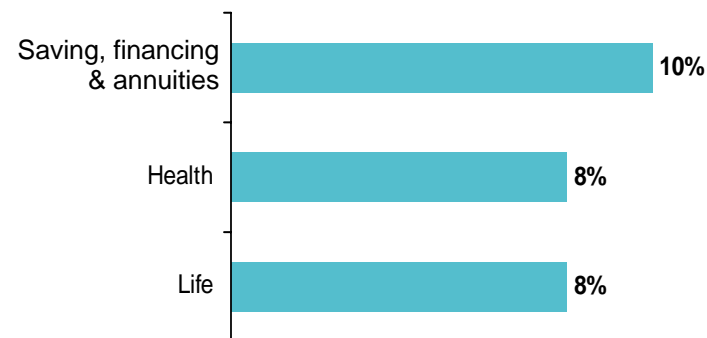
- ▶ Profitable growth targeted mainly in Europe and Asia, as well as in selected developing markets
- ▶ Existing client relationships in Europe to be strengthened: the enlarged platform in Asia will be used to develop new opportunities
- ▶ Critical mass reached by the US book: in this price sensitive market returns will be sought through opportunistic underwriting and growth is of secondary relevance

# 2007-2010 Life underwriting plan

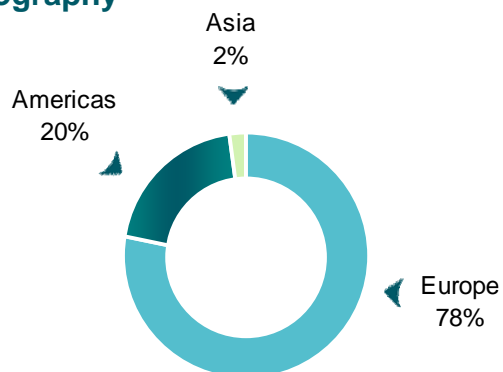
**GWP expected 2007 breakdown by LoBs<sup>(\*)</sup>**



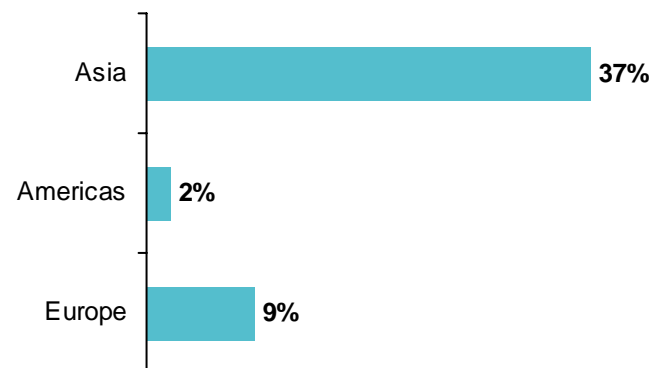
**GWP CAGR<sup>(\*\*)</sup> by Lobs<sup>(\*)</sup>**



**GWP expected 2007 breakdown by geography<sup>(\*)</sup>**



**GWP CAGR<sup>(\*\*)</sup> by geography<sup>(\*)</sup>**



## 2007-2010 Non-Life major areas of focus

### Seizing growth opportunities while adhering to profitability criteria

- ▶ Consolidating a solid base in Europe, especially in Treaty
- ▶ Growing opportunities in developing markets (especially in South Africa, BRIC's<sup>(\*)</sup>, UAE<sup>(\*\*)</sup>, Saudi Arabia, Iran, Turkey...)
- ▶ Increasing positions with mid-size multiline regional or national insurers
- ▶ Strengthening relationships with monoline as well niche players in Specialities

### Leveraging our combined worldwide network of underwriting teams

- ▶ In Specialties, e.g. Agri-business, Inherent Defects Insurance, Credit & Surety
- ▶ In Facultatives (Business Solutions), large projects in developing economies
- ▶ In base lines of Treaty business (Property, Motor and standard Casualty), in selected markets with business partners

### Being selective in the most competitive and commoditized business environments

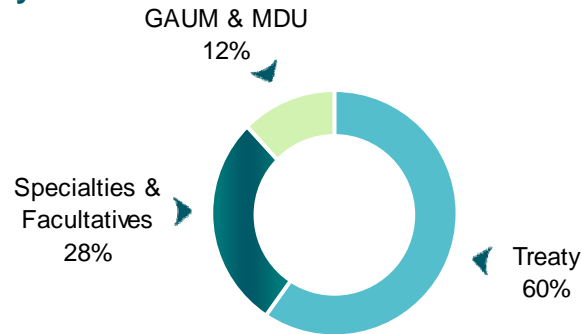
- ▶ Maintaining underwriting discipline in mature developed markets
- ▶ Focusing on innovative and value-added customized solutions

\* BRIC: Brazil, Russia, India, China

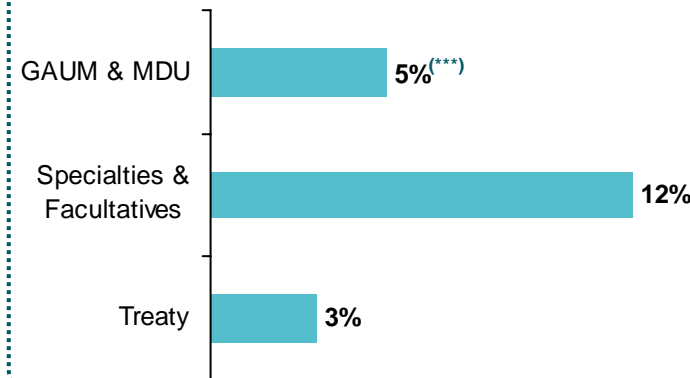
\*\* UAE: United Arab Emirates

# 2007-2010 Non-Life underwriting plan

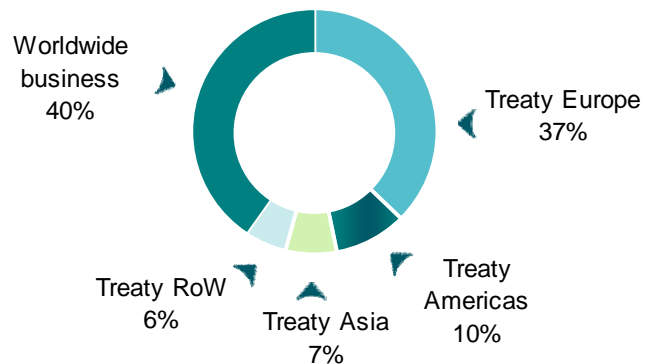
**GWP expected 2007 breakdown by LoBs\***



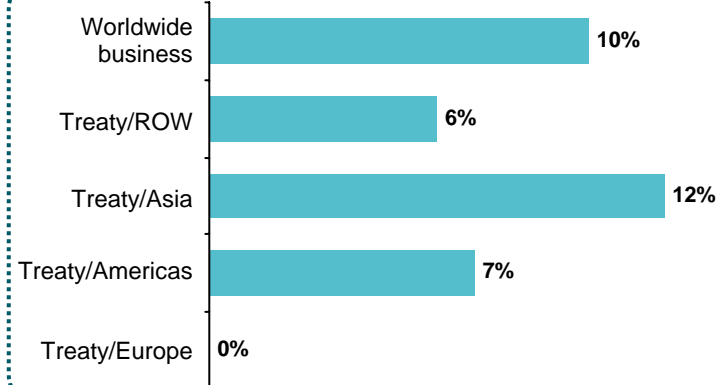
**GWP CAGR\*\* by Lobs\***



**GWP expected 2007 breakdown by geography\***



**GWP CAGR\*\* by geography\***



\* Central scenario, SCOR + Converium combined

\*\* CAGR: Compound Annual Growth Rate

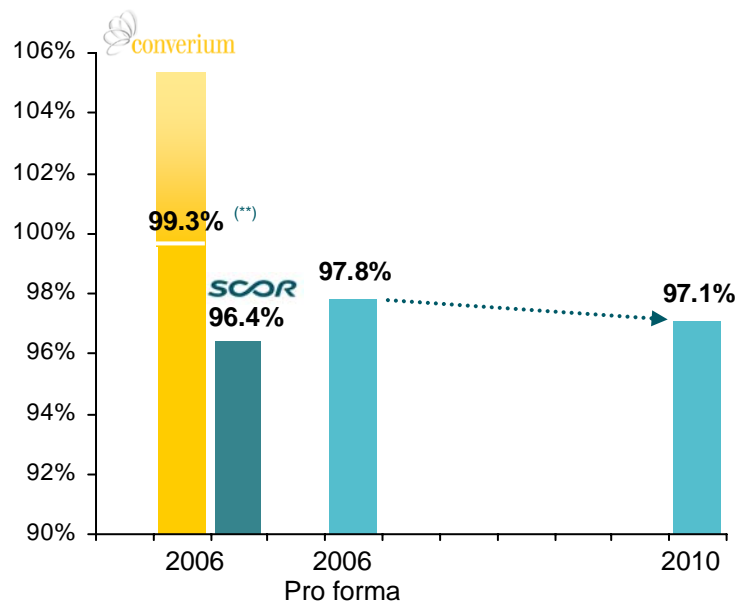
\*\*\* Subject to discussions with GAUM and MDU, appropriate capital will be allocated to support the development of these 2 strategic Specialty lines



# Ensuring technical profitability

Dynamic Lift capital allocation and pricing models are engineered for technical profitability

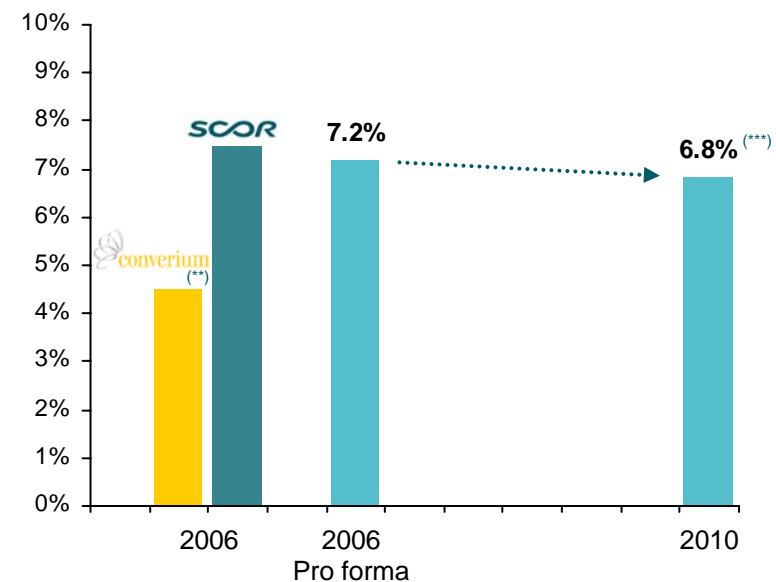
Expected Non-Life combined ratio<sup>(\*)</sup>



\* (claims + commissions + overheads) / net earned premiums

\*\* 99.3%: 2006 Converium combined ratio of 96.3% plus Non-Life allocated corporate center expenses, but excluding prior accident year positive development and benefit of pure nat cat reserves

Expected Life operating margin<sup>(\*)</sup>



\* Operating income over net earned premiums

\*\* 2006 Converium Life operating margin including Life allocated corporate center expenses

\*\*\* In case of a sharp increase of financing business, life operating margin will be affected but not profitability

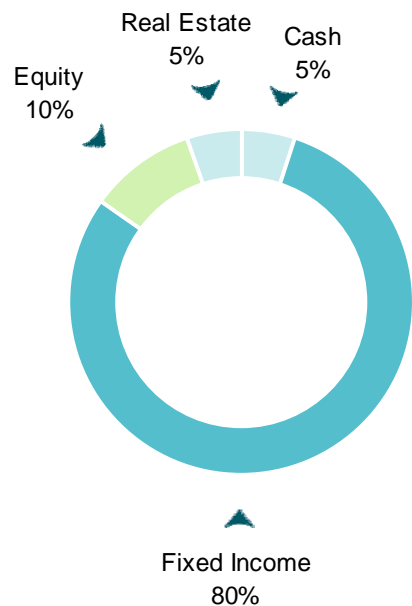
# Achieving an active balance sheet management

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- ▶ An optimal structure of the balance sheet for maximum effect on cost of capital using:
  - judicious debt management and optimal utilization of subordinated debt
  - securitization
  - cat bonds
- ▶ An active management of discontinued business in order to free up locked-in capital
- ▶ An overarching retrocession policy prudently protecting shareholders capital
- ▶ A pro-active and prudent investment strategy aiming a 5% Return on Investment per annum

# 2010 Targeted strategic asset allocation

By asset class<sup>(\*)</sup>



\* Excluding funds withheld

By asset type<sup>(\*)</sup>

<b>Cash</b>	<b>5%</b>
Short-term investments	5%
Government bonds	20%
AAA bonds (Sub sovereign/ Agencies)	20%
Investment grade	20%
ABS/RMBS	13%
CDO/CLO	2%
<b>Fixed Income</b>	<b>80%</b>
Listed equity	8%
Private equity	1%
Hedge funds	1%
<b>Equity</b>	<b>10%</b>
<b>Real Estate</b>	<b>5%</b>

\* Excluding funds withheld

# Providing security to clients and delivering value to shareholders

Under reasonable assumptions...

Higher capital requirements

Realistic anticipated market  
development

Quasi-stable financial environment

... SCOR + Converium management  
mandate over the next 3 years is:

- ✓ To secure a ROE of 900 bps above risk-free rate over the cycle
- ✓ To provide an "A+"(\*) level of security to clients by 2010
- ✓ To self-finance the development of the Group over the next 3 years
- ✓ To return excess capital to shareholders through various means

(\*) Based on the proposed revised S&P scale as published in November 2006

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# Strong shareholder value creation

## Under reasonable assumptions...

2007-2010 GWP growth  
~7% p.a.

2010 targeted combined ratio  
~97%

2010 targeted Life operating margin  
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2007-2010 targeted RoI  
~5% p.a.

2010 targeted cost ratio  
~4.5%

2010 effective tax rate  
~22%

2007-2010 dividend pay-out ratio  
~35% p.a.

## ... SCOR + Converium likely to achieve:

✓ Double-digit Earnings Per Share  
growth over the cycle

✓ ROE  
of 900 bps above the risk-free rate  
over the cycle

✓ Endogenous capital production  
which self-finances the development  
of the Group over the cycle

✓ Level of security  
"A+"(\*) by 2010

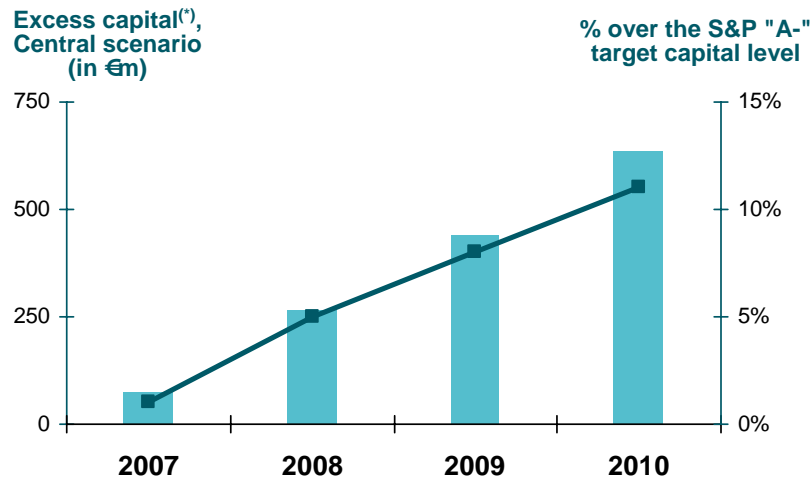
(\*) Based on the proposed revised S&P scale as published in November 2006

**SCOR**

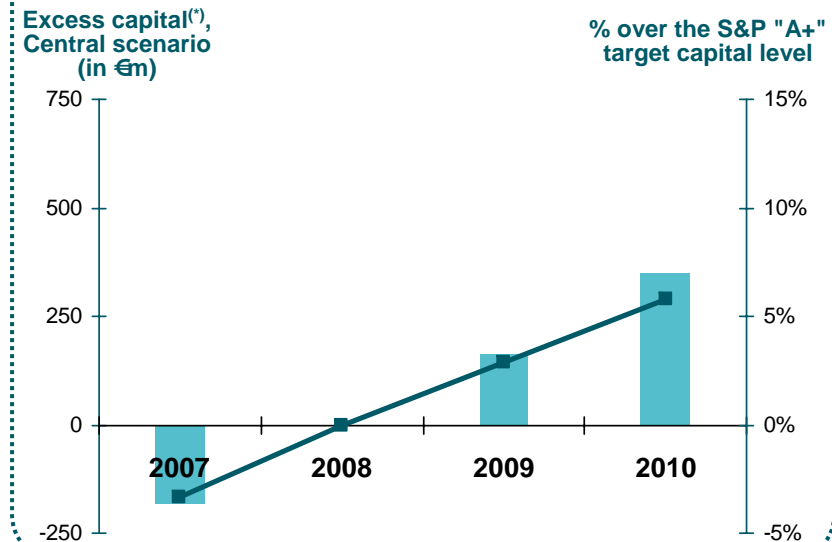
Dynamic Lift - v1, 4 April 2007

# An "A+" level of security compatible with excess capital generation

**Excess capital  
over the S&P "A-" target capital level**



**Excess capital  
over the S&P "A+" target capital level**



(\*) Excess capital is defined as the difference between SCOR's total adjusted capital after dividends and the corresponding S&P rating target capital level under the proposed revised S&P model as published in November 2006

- A self-financed capital base in line with an "A+"(\*\*) level of rating
- Earnings growth expected to generate capital in excess of the S&P "A+"(\*\*) target capital level
- Capital, if in structural excess of "A+"(\*\*) solvency requirements, to be returned to shareholders (dividend policy maintained, share buy-back policy, etc.)

(\*\*) Based on the proposed revised S&P scale as published in November 2006

## A strong balance sheet structure (1/2)

### 2010 targeted financial structure

- ▶ 2010 hybrid capacity target: ~20% of total adjusted capital
- ▶ 2010 gearing(\*) target: ~25%
- ▶ 2010 interest coverage ratio(\*\*) target : >7x

### Financing of the Converium acquisition

- ▶ Total consideration of €1.9bn(\*\*\*)
  - New SCOR shares: €1.4bn(\*\*\*)
  - Cash: €0.5bn(\*\*\*)
- ▶ Share exchange offer (no cash raised through a rights issue)
- ▶ Cash component to be refinanced through senior and/or subordinated debt

## A strong balance sheet structure (2/2)

### Convertible notes €200m (Oceane)

- ▶ Term: January 2010
- ▶ Interest rate: 4.125%
- ▶ Early redemption at SCOR's option at any time from January 2008 upon SCOR share performance
- ▶ As of April 2007, no need to convert

### SCOR Senior notes €200m

- ▶ Term: June 2007
- ▶ Interest rate: 7.75%
- ▶ As of April 2007, no need to refinance

### SCOR subordinated debts €582m

- ▶ Perpetual NC15, €50m, 100 bps step-up in March 2014
- ▶ 30 yrs NC10, \$100m, 100bps step-up in June 2009
- ▶ 20 yrs NC10, €100m, 100bps step-up in July 2010
- ▶ Perpetual Tier I, NC10, €350m, 100 bps step-up in July 2016

### Converium subordinated debt \$200m

- ▶ 30 yrs NC5, \$200m, 8.25%
- ▶ Redeemable at the option of the issuer as from December 24, 2007
- ▶ As of April 2007, intention to refinance around first redeemable option if market conditions are met





# Dynamic Lift: a robust and realistic strategic plan (1/2)

Stress tests	Deviation from central scenario					
	-1	2	3	4	5	
Accelerating downward scenario (+3 pts combined ratio, stagnation of premiums)	Premiums:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Major pandemia (100% mortality shock)	Premiums:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Major catastrophe in Japan (Osaka type)	Premiums:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stock market plunge (fall of 30 % followed by mean reversion by 2010)	Premiums:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interest rate hikes (200 bps hike lasting more than 3 years)	Premiums:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Shortage of retrocession capacities in Americas (equivalent to 25 % of our worldwide capacity)	Premiums:	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Simultaneous interest rate hikes (+200 bps) and serious cycle deterioration	Premiums:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Capital:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	ROE:	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

# Dynamic Lift: a robust and realistic strategic plan

	<b>SCOR<sup>(1)</sup></b>	<b>converium<sup>(2)</sup></b>
	<b>Dynamic Lift 2007-2010</b>	<b>Road map 2007-2009<sup>(3)</sup></b>
<b>GWP growth:</b>		
- P&C treaties	~7% p.a.	~17% p.a.
- P&C specialty	~3% p.a.	~18% p.a.
- Life	~12% p.a.	~43% p.a.
	~8% p.a.	~17% p.a.
<b>Non Life combined ratio</b>	~97.1%	~97.6%
<b>Life operating margin</b>	~6.8%	~4.5% <sup>(4)</sup>
<b>Cost ratio</b>	~4.5%	~5%
<b>Return on investment</b>	~5% p.a.	~5% p.a.
<b>Dividend pay-out ratio</b>	~35%	0%-35%
<b>Portfolio diversification effect</b>	~22%	NA
<b>Level of security</b>	A+ <sup>(5)</sup>	A-
<b>Targeted ROE</b>	~13% over the cycle	~14% in 2009

(1) SCOR + Converium

(2) Converium stand alone

(3) Sources: Converium's road map for sustainable future value creation, 28 February 2007,  
and Further details on Converium's road map to sustainable value creation, March 2007

(4) 2006 Life operating margin

(5) Based on the proposed revised S&P model as published in November 2006

# Dynamic Lift vs. Converium stand alone road map

## More realistic assumptions

- ▶ More cautious view on the coming industry environment
- ▶ More realistic P&C growth assumptions
- ▶ Therefore, more reasonable combined ratio target

## Higher security level

- ▶ More in line with client security level requirements as compared to "A-"(\*) on a stand alone basis
- ▶ "A+"(\*) security aim by 2010
- ▶ "A+"(\*) level set to maximize return, solvency and growth given the business mix of the combined Group

## More resilient and higher tangible ROE

- ▶ Stronger resilience achieved thanks to:
  - significant diversification benefits from the combination reducing volatility of earnings by ~20%
  - twin-engine strategy with strong sustainable contribution from the Life side
- ▶ Better profitability achieved thanks to:
  - cost synergies supporting return objective
  - ROE objective based on an IFRS reported basis including intangibles items from both Revios and Converium
  - capital, if in structural excess of "A+" solvency requirements, to be returned to shareholders

**Moving Forward: SCOR has delivered on its strategy**

**Dynamic Lift: reaching the upper level**

**Dynamic Lift: framework**

**Dynamic Lift: implementing a profitable 3-year plan**

**Conclusion**

# Dynamic Lift

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- ✓ **A compelling project to create a Top 5 global multi-line reinsurer**
- ✓ **A project benefiting SCOR shareholders**
- ✓ **A project benefiting Converium shareholders**
- ✓ **A project benefiting SCOR + Converium clients**
- ✓ **A project benefiting all stakeholders**