## SCOR GROUP First Nine Months 2007 Results

Reaching the upper level

14 November 2007



### **Notice**

Certain statements contained in this presentation are forward-looking statements, of necessity provisional, that are based on risks and uncertainties that could cause actual results, performance or events to differ materially from those in such statements.

Additional information regarding risks and uncertainties is set forth in the **2006** annual report of the company.

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



# During the presentation two sets of financial data will be used: Published accounts & Pro-forma information

### Published accounts – 9 months YTD and 3rd quarter accounts

- → Official company reviewed accounts
- → Consider 53 days (08/08-30/09) of full Converium consolidation and 104 days (26/04-08/08) of non-consolidated Converium income contribution (at 32.94% share)
- → Prior year comparatives do not yet include Revios (acquired on 21/11/2006) and Converium (acquired on 08/08/2007)

### Pro-forma information – 9 months YTD information

- → Following IFRS 3 guidance an acquirer shall disclose information that enables users of its financial statements to evaluate the nature and financial effect of business combinations that were effected during the period
- → The unaudited pro-forma financial information as of 30 September 2007 is presented to illustrate the effect on the Group's income statement of the Converium acquisition as if the acquisition had taken place on January 1st, 2007. Disclosure of pro-forma gross written premiums and pro-forma net income is included in official published accounts
- → No prior year comparatives required



1 Combining two strong groups

First nine months published results show strength of SCOR platform coupled with optimal acquisition strategy

3 Swift Converium integration

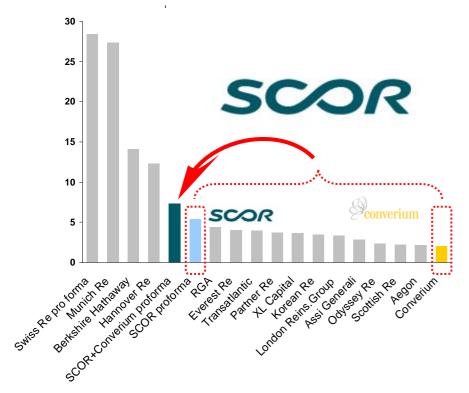
SCOR reaching the upper level



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### Creating the 5th largest reinsurer in the world

### Top Global Reinsurers 2006 NWP, in USD bn



Source: AM Best, Figure for SCOR corrected in order to fully include pro-forma Revios rankings. Lloyd's not included in the rankings

### SCOR

### 4 months of achievements...

- SCOR and Converium reach a friendly agreement (May 10, 2007)
- Integration and Underwriting committees are launched (May 30, 2007)
- Success of the offer: SCOR owns 96.32% of Converium (Aug 2, 2007)
- AM Best and Fitch affirm the rating of SCOR and upgrade Converium's rating (Aug 23, 2007 & Aug 27, 2007)
- "Dynamic Lift V2", the strategic 3-year plan of the combined Group, is released (Sep 4, 2007)
- Combined underwriting teams and underwriting plan are presented to clients (Sep 11, 2007)
- New Executive Management Team is announced, along with further appointments (Sep 5, 2007 & Oct 15, 2007)
- SCOR holds 98% of Converium and launches a squeeze-out procedure (Oct 21, 2007)

#### ...we kept our promises

### Combining two strong groups...

### SCOR

- Leading Life & Health and P&C underwriting
- Successful renewals in 2007: January ↑10% April ↑9% July ↑19%
- Delivered a Combined Ratio of 97.8% for YTD 3Q 2007 SCOR standalone
- Maintained "A-" financial strength rating



- Strong standard P&C platform and major position in Specialties
- Successful renewals in 2007: January ↑3% April ↑35% July ↑34%
- Delivered combined ratio in line with prior management guidance
- Achieved "A-" financial strength rating

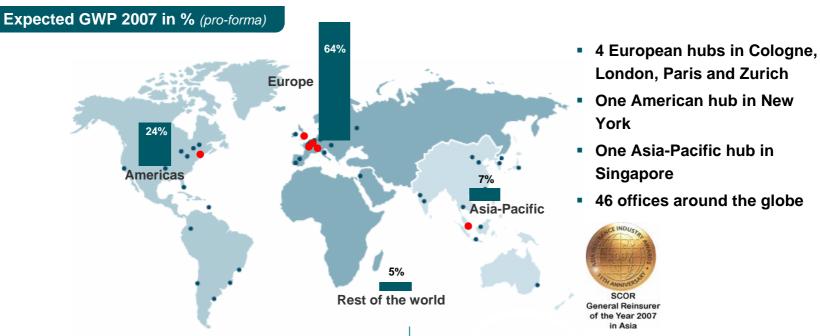




- Expected €6 billion pro-forma annual turnover in 2007 . . . a growing global franchise
- A twin-engine group with a premium split of ~56% in Global P&C and ~44% in Global Life
- €344 million pro-forma net income for YTD Q3 2007
- €26 billion balance sheet
- Over 3 500 clients across 5 continents and more than 40 000 shareholders
- Experienced and highly-skilled employees in a multicultural environment



### ...with a leading market position...



#### Non-Life GWP expected 2007 breakdown by LoBs (pro-forma)



#### Life GWP expected 2007 breakdown by LoBs (pro-forma)

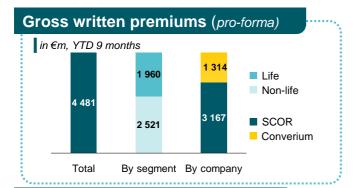


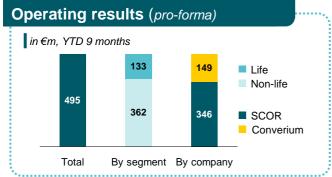


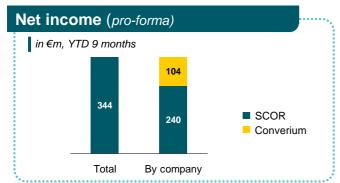
The figures and data presented in this document are only indicative estimates given as an illustration of the consistency of the Group's strategy. The figures constitute neither a commitment of SCOR, nor an indication or forecast of results.

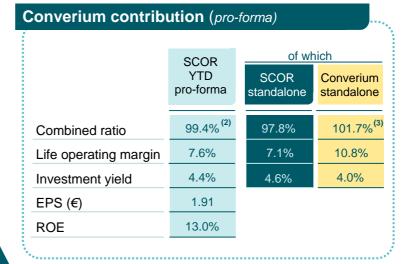
<sup>\*</sup> Prop = proportional; non prop = non proportional

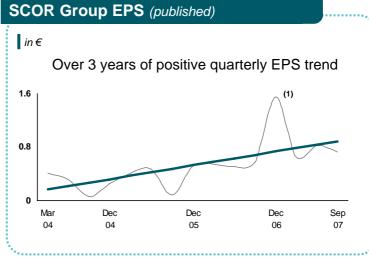
### ...delivering shareholder value...











<sup>(1)</sup> EPS sharp increase at year end 2006 is mainly due to Revios badwill

<sup>(2)</sup> For more information – Appendix B

<sup>(3)</sup> Converium CR% calculated using SCOR Group methodology. Converium Corporate segment costs allocated to Life and Non-life reporting segments—refer to appendix B

### ...while providing optimal security to our clients

#### Solid balance sheet (published)

in €m	30/09/07
Investments	19 358
Reserves	19 589
Shareholder Equity*	3 646
Book value per share**(€)	20.05

\*incl. minorities /\*\*excl. minorities

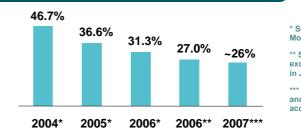
#### Capital shield in place

- A prudent and diversified underwriting policy
- A tailored retrocession and securitization strategy
- A conservative asset management strategy

#### Strong financial strength ratings

A- / stable
A- / stable
A3 / stable
A- / stable

#### **Optimized financial leverage**

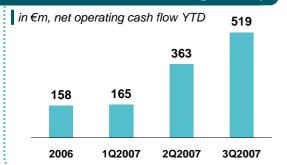


\* SCOR financial leverage based on Moody's publication

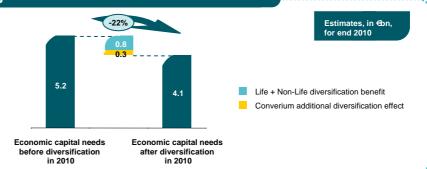
\*\* SCOR financial leverage excluding the Senior Debt maturing in June 07

\*\*\* 2007 year end after refinancing and estimated shareholders' funds according to Dynamic Lift V2

#### Positive trend in cash flow (published)



#### Major estimated diversification benefits





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### First nine months published results show strength of SCOR platform coupled with optimal acquisition strategy

- Strong top-line performance supported by acquisitions with YTD 2007 gross written premiums at €3 381m, up 62% over the same period of 2006. SCOR platform preacquisitions grow 8% at constant exchange rates. Recent acquisitions (Converium & Revios) show healthy underlying growth
- Net income YTD at € 299m up 93% over the same period of 2006 (ROE 15.1%, EPS €2.22), supported by net operating cash flows of €519 million. SCOR platform preacquisitions shows strong net income of € 190m up 23% over same period of 2006 at constant exchange rates
- Overall strong operating performance driven by underwriting discipline: Non-Life combined ratio of 96.4%, Life operating margin of 7.2% for YTD 2007
- Converium acquisition contributes €52 million to YTD Group net income
- German Tax Reform contributes €19m, offset in part by non-recurring tax charges of €7m. Tax rate YTD at 21.0% or 29.0% excluding non-recurring items (1)
- Shareholder equity reaches € 3 646 million (as of September 30<sup>th</sup>, 2007) including minorities. Book value per share stands at €20.05
- Prudent asset management strategy delivers a consistent return on net invested assets of 4.5%

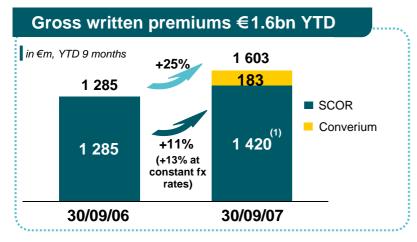


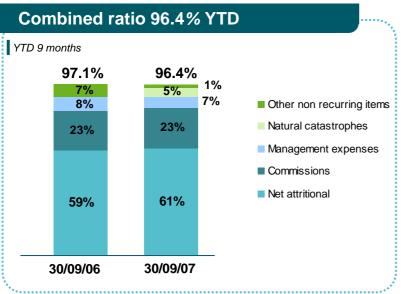
## Strong underlying operating results

		Q3		YTD		YTD pre-acq (constant excha	
	in m€	2007	Vs 2006	2007	Vs 2006	2007	Vs 2006
	Gross written premiums	1 257	+75%	3 381	+62%	2 261	+8%
	Net earned premiums	1 150	+75%	3 024	+65%	1 989	+8%
	Operating income	156	+59%	412	+44%	299	+5%
Total	Net income	118	+123%	299	+93%	190	+23%
To	Investment income	150	+61%	492	+58%	343	+10%
	Investment yield	3.7%	-0.3pts	4.5%	+0.2pts	4.9%	+0.6pts
	ROE	15.6%	+2.7pts	15.1%	+3.1pts		
	EPS (€)	0.74	+0.19	2.22	+0.60		
Non-Life	Gross written premiums	661	+50%	1 603	+25%	1 457	+13%
Non-	Combined ratio	93.6%	-1.5pts	96.4%	-0.7pts	97.8%	+0.7pts
	Gross written premiums	596	+114%	1 778	+121%	804	flat
Life	Life operating margin	6.9%		7.2%		6.1%	_
	Life operating margin	0.9%	-1.0pts	1.270	-0.2pts	0.170	-1.3pts



### Non-Life: Combined ratio below 97%



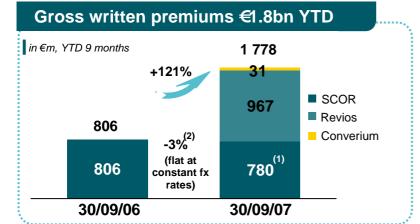


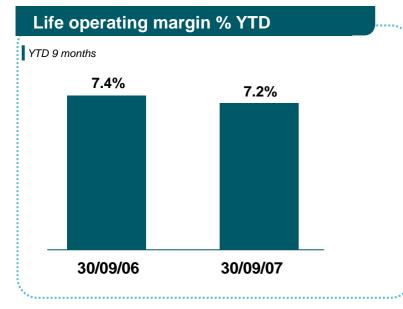
#### Non-Life YTD Q3 2007 highlights

- Strong premium growth thanks to successful January and ensuing renewals in 2007
- Solid Converium contribution of €183 million in gross written premiums and €51 million in operating income
- Low natural catastrophe activity for the quarter reduces the YTD impact of nat cat on combined ratio
- Other claims activity in line with expectations
- Discussions with clients & brokers in Monte Carlo and Baden-Baden provide confidence in the business complementarity considered in Dynamic Lift V2 plan



### Life: Acquisitions more than double 2006 portfolio





#### Life YTD Q3 2007 highlights

- 2007 well on track SCOR standalone stable volume whilst Revios & Converium are contributing to strong Global Life growth of 121%
- Life operating margin metric impacted by growth in low-premiummargin US annuity business
- Embedded Value (EEV) of €1.5 billion at 31/12/2006, up 10.8% on prior year
- Successful major reorganization and consolidation in North America
- Outlook favourable for achieving targets set in Dynamic Lift V2 plan
- Full ownership of ReMark opens new distribution channel



## Life: Value creation through direct marketing



#### A true unique selling proposition for SCOR Global Life...

### **ReMark**

- Global direct marketing of life insurance products to financial institutions for more than 200 clients in 33 countries, with a strong focus on fast-growing Asian markets through the integration of ALFINANZ ASIA
- Combination of distribution and marketing expertise
- Sell over 5 million in-force policies, generating over €200 million in premium income for their clients
- Enlarging their existing distribution capability
- Business model relies on Reinsurance financing (Quota-share treaties)

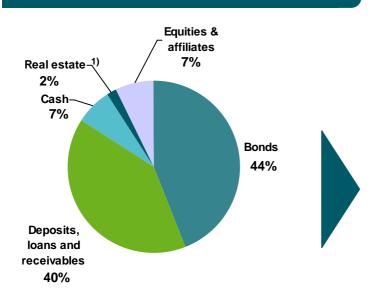
#### ...providing future benefits

- SCOR will benefit from significant profitable growth in the coming years
- SCOR is now the primary capital and financing supply option for REMARK and ALFINANZ ASIA
- They will produce substantial new premiums for SCOR as the owner and supplier of reinsurance financing



# Asset Management: Optimizing yield with a prudent strategy

#### **Total investments €19.4 billion**

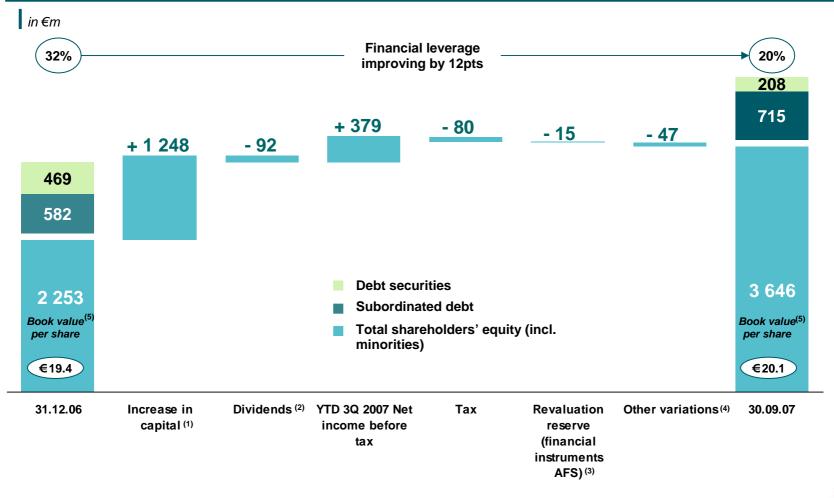


	30/09/2006	30/09/2007
in €m		
Average investments over the period	9 593	14 948
Total investment results	312	492
in %		
Current yield	3.7%	3.9%
Capital gains/losses on investments		
net of write downs	0.8%	0.8%
Currency gains/losses	-0.1%	0.0%
Change in FVI <sup>(2)</sup>	0.4%	0.1%
Overheads allocated to asset management	-0.5%	-0.3%
Return on net invested assets	4.3%	4.5%

- Safe asset structure with consistent and prudent asset management strategy
- Conservative fixed income portfolio with short duration, 75% invested in AAA bonds and 95% above A. Blue-Chip equity portfolio
- Strong cash position of €1.3 billion safely invested
- Confirms limited subprime exposure of €68 million (or 0.35% of total investments) as already communicated in H1 2007 - no impairments, downgrades and/or defaults in subprime portfolio



# Shareholders' equity is increasing while financial leverage is evolving positively



<sup>(1):</sup> Increase in capital realized in the framework of Converium acquisition (Patinex and Alecta acquisitions, and tender offer for the purchase of public traded shares)

<sup>(4):</sup> Other variations : including translation differences on the shareholder's equity of subsidiaries denominated in foreign currencies and minority interest





<sup>(2):</sup> Dividends paid by SCOR on May 25th, 2007

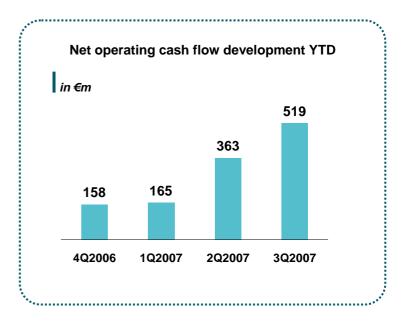
<sup>(3):</sup> Variation of capital gains on AFS securities, net of shadow accounting and taxes

## Continued positive cash flow stream

#### Operating cash flow reaches a record high

#### 5 quarters of positive cash flow

in €m, YTD	30/09/07
Net cash flow from operating activity	519
Net cash flow from investment activity <sup>(1)</sup>	-781
Net cash flow from financing activity <sup>(2)</sup>	780
Effect of exchange rate variations on cash flow	-55
Cash flow	463



- Financed cash component of Converium acquisition with own cash
- Waiting for optimal market conditions to refinance in hybrid instruments

<sup>(1):</sup> Investment activities are the acquisition and disposal of long-term assets and other investments not included in cash equivalents. They primarily include payments made for the acquisition of Converium and ReMark, and net purchases / disposals of investments



<sup>(2):</sup> Financing activities are activities that result in changes in the size and composition of the contributed equity and borrowings of the entity. They primarily include increase in capital, dividends paid by SCOR SE and cash generated by issuance or reimbursement of financial debts

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### Converium integration well on track

		Completed	Work in	Due in
		Completed	progress	Due III
٦	Mobilize key talents and announce new management teams	<b>√</b>		
atio	Harmonize and merge incentive schemes	$\checkmark$		
aniza	Harmonize and merge compensation		$\checkmark$	2008
Organization	Confirm synergy targets of both companies	$\checkmark$		
	Implementation of synergy plan and restructuring		$\checkmark$	H1 2008
ng	Design common underwriting plan	$\checkmark$		
Underwriting	Establish and announce underwriting teams in time for the renewals	<b>√</b>		
der	Merge all Life operations into SCOR Global Life		$\checkmark$	Q4 2007
n D	Negotiate with joint venture partners		$\checkmark$	Q4 2007
45	Confirm Converium's reserves by external study	$\checkmark$		
nen	Establish common risk control tools	$\checkmark$		
Risk lagen	Finalize a common ERM platform		$\checkmark$	H1 2008
Risk Management	Define common retrocession policy and programs		$\checkmark$	Q4 2007
	Resolve outstanding legacy legal matters (Converium SEC Matters & Class Action)		$\checkmark$	2008 (1)
nce	Integrate financials as of Q3 2007 (provisional purchase price allocation)	<b>✓</b>		
Finance	Launch squeeze out merger process		✓	Q1 2008



### Mobilizing key talents and teams

Organization

**Underwriting** 

Over 1 700 experienced & highly-skilled employees... (1)

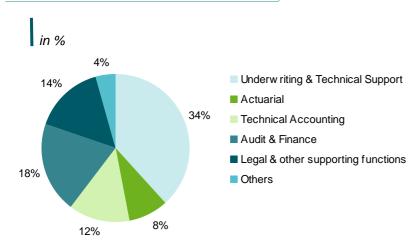
- With an average of 10 years' experience at SCOR
- With around 370 PhDs and/or master's degrees



...in an international & multicultural environment...

- In 46 offices across 5 continents
- Multilingual with 35% German, 25% French, 16% English & 24% other native languages

...in various functions...



...fully involved in our organization.

Combined organizational charts presented at the Monte-Carlo rendezvous and in Baden-Baden





# First three months together confirm synergy potential

Organization

- Plan under way to reduce cost run rate of the combined Group
- Total estimated synergies of €68 million as of 2009 confirmed
- €35 million planned for 2008 confirmed, of which €20.2 million already achieved
- No restructuring costs booked to date



#### Projected 2008 synergies already achieved

in €m	
Attrition of personnel	12.0
Savings on auditors' fees	4.0
Savings on Cat model	0.5
Savings on Board of Directors (ex-Converium)	2.2
External fees & subcontractor	1.5
Total 2008 estimated savings to date	20.2



### Capital shield through risk securitization

Risk management

#### **Protecting shareholder capital**

- SCOR's objective is to protect shareholders and not to turn them into reinsurers of last resort
- A capital shield is in place through a tailored retrocession and securitization policy
- ...which is structured to protect capital and limit losses up to the targeted annual results
- Hence the Group has a limited risk appetite

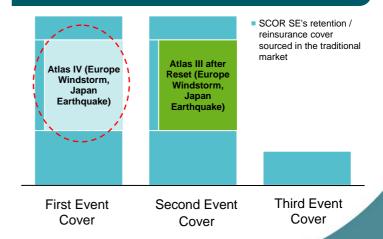
#### Using capital markets as an alternative source

- SCOR SE is a frequent issuer of Insurance Linked Securities, with four transactions completed to date:
  - → Atlas Reinsurance I, II and III
  - → Helix, originally issued by Converium, now part of the SCOR group of companies
- To-date, focus has been on the transfer of peak exposures of SCOR SE's non-life books

#### Mitigating peak exposures with Atlas IV

- The issuance of the Atlas IV catastrophe bond (first event cover) mitigates the combined group's peak exposures in Europe (wind storm) and Japan (earthquake), enabling the Group to:
  - → Secure a multi-year source of reinsurance capacity from the capital markets
  - → Obtain fully-collateralized protection to complement SCOR Global P&C's reinsurance program
  - → Source alternative capacity as a cycle management tool

#### SCOR SE's proposed reinsurance program





# Provisional purchase price allocation completed

**Finance** 

#### P-GAAP framework: provisional purchase price allocation

Purchase price			1 868
Acquisition costs <sup>(1)</sup>			11
Total cost of investment			1 879
Net asset acquired at historical value		1 506	
Adjustments to IFRS fair value		7	
<ul> <li>Write-down of existing goodwill</li> <li>Recognition of Non-Life customer relationship intangibles</li> <li>Recognition of intangible assets for Lloyd's</li> <li>Fair value of held-to-maturity investments</li> <li>Alignment of policies on retrocession recoveries</li> <li>Write-down of Life DAC and recognition of VOBA</li> <li>Fair value adjustments to technical provisions</li> <li>Net deferred taxes and other fair value adjustments</li> </ul>	(37) 104 28 (16) (24) (1) (14) (34)		
Earnings 1st July 2007- 8th August 2007		14	
Q2 Earnings already booked under equity method Minority share of net assets acquired		(7) (36)	
Net assets acquired revalued (97.67% ownership of Converium)			1 484

Adequacy of
Converium reserves
confirmed by a
leading international
actuarial firm and by
SCOR's internal
actuarial team

 ✓ Book value of Converium reserves used as best estimate of fair value

Goodwill 395



### A robust balance sheet

**Finance** 

#### **Balance sheet**

in €m	pre- acquisition	post- acquisition
Intangible Assets <sup>(1)</sup>	854	1 468
Investments	13 255	18 058
Retrocessionaires' Share		
of Technical Reserves	1 090	1 254
Other Assets <sup>(3)</sup>	3 061	3 926
Cash and cash equivalents	959	1 300
Total assets	19 219	26 006

Shareholders' Equity	2 650	3 646
Debt	922	1 019
Reserves	14 176	19 589
Other Liabilities	1 471	1 752
Total liabilities & equity	19 219	26 006

Intangible Assets/Total Assets	4.4%	5.6%

- Strong balance sheet with € 26 billion in assets and € 20 billion in reserves
- Very robust balance sheet post-Converium integration
- Intangible assets in % of total assets are almost unchanged
- Goodwill & other intangible assets at lower end of recent insurance transactions
- Intangible assets established during P-GAAP exercise<sup>(2)</sup>

- (1): Intangible assets as at 30/09/07 include goodwill (€ 641 million), value of business acquired (€ 684 million), customer relationship intangibles (€ 133 million) and other intangible assets (€ 10 million)
- (2): New established intangible assets from 30/06/07 30/09/07: Goodwill of € 395 million, customer relationships asset non-life of € 104 million, Lloyds participation rights of € 28 million, Life value of business acquired € 130 million, minus amortization on existing intangible assets



<sup>(3):</sup> Other assets as at 30/09/07 include receivables from reinsurance operations (€ 2 413 million), deferred tax assets (€ 254 million), deferred acquisition costs (€ 675 million), tangible assets (€ 18 million) and other receivables (€ 566 million)

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# Accelerating a proven strategy and setting new ambitions

# From "Back on Track" to "Dynamic Lift" reaching the upper level

Nov 2002 – mid 2004 Back on Track



mid 2004 - mid 2007 Moving Forward New SCOR



mid 2007 – mid 2010 Dynamic Lift

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

Be a leading risk carrier and price maker...

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



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

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

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



## Reaching the upper level

#### ... while anticipating the reinsurance environment ahead

#### Higher capital requirements

- Major diversification effect due to:
  - the twin-engine profile of the Group
  - an enlarged panel of risk coverage
  - an extensive geographic reach

... and maximized under the Solvency II environment

A Group poised

for the challenges ahead

## Realistic anticipated Non-Life market development

- Consolidating on mature markets
- Targeting growing and emerging markets
- Providing customized solutions
- Strong franchise with multi-line regional insurers
- Unique expertise on Specialties Lines

## Turbulent financial environment

- Prudent investment strategy
- Active balance sheet management and debt management
- Reduced cost of capital

Seizing opportunities from the double-digit, cycle-free growth of the primary Life insurance market

- Increasing mobilization of banking networks for the distribution of Life insurance products
- Aging of OECD country populations
- Growing role of reinsurers in the financing of the Life insurance industry



# Delivering value to shareholders while providing optimal security to clients

In a challenging environment, SCOR aims over the next 3 years:

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 by various means



### **APPENDICES**

Appendix A: Key Figures

Appendix B: pro-forma versus published P&L

Appendix C: Converium contribution to published Group net income

Appendix D: Calculation of ROE, EPS and Book Value per share

Appendix E: Investments

Appendix F: Intangible/Asset comparison

Appendix G: Dynamic Lift targets 2010

Appendix H: New Executive Management Team



## Appendix A: Key Figures

in €m	Q3 2007	30/09/2006	30/09/2007	Variation
Gross written premiums	1 257	2 091	3 381	+62%
Net earned premiums	1 150	1 835	3 024	+65%
Current net investment income(1)	150	286	486	+70%
Operating income before FVI(2)	156	259	407	+57%
FVI <sup>(2)</sup> investment income	0	27	6	-78%
Other income and expenses	0	0	-1	na
Operating income	156	286	412	+44%
Net income	118	155	299	+93%
in€				
Net income per new share(3)	0.74	1.62	2.22	+37%
Net Book value per share <sup>(4)</sup>		18.54	20.05	+8%

<sup>(4)</sup> Net book value per share is calculated as at 30 September based on the number of shares in circulation on this date



<sup>(1)</sup> Current investment income net of asset management costs, currency gains and realised capital gains net of write downs

<sup>(2)</sup> Fair value by income

<sup>(3)</sup> Net income per share is calculated pro rata of the number of shares in circulation over the period

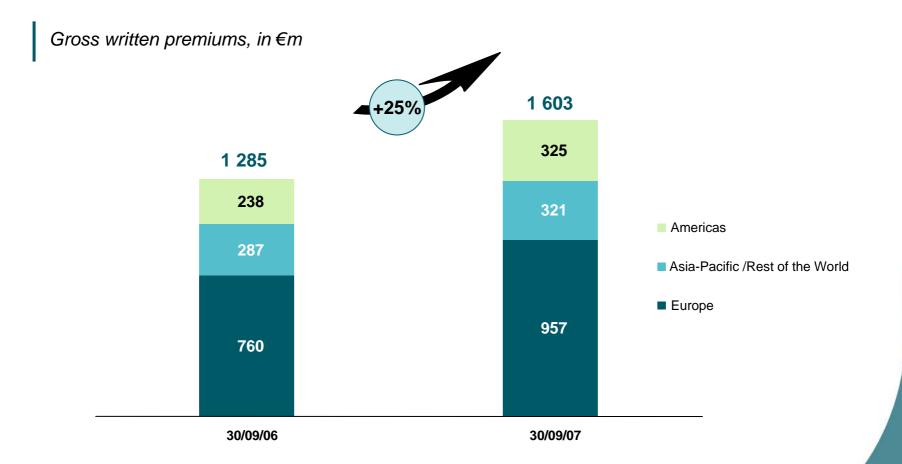
## Appendix A: Non-Life operating results

in €m	Q3 2007	30/09/2006 30/09/2007 Variation
Gross written premiums	661	1 285 1 603 +25%
Net earned premiums	608	1 081 1 420 +31%
Net underwriting income	80	113 143 +27%
Technical management costs	41	81 95 +17%
Current net investment income <sup>(1)</sup>	79	177 239 +35%
Operating income before FVI (2)	118	209 288 +38%
FVI investment income	1	21 8 -62%
Operating income	119	230 296 +29%
Net combined ratio <sup>(3)</sup>	93.6%	97.1% 96.4% -0.7pts

<sup>(1)</sup> Current investment income net of asset management costs, currency gains and realised capital gains net of write downs

<sup>(2)</sup> Fair value by income

## Appendix A: Non-Life geographic split





## Appendix A: Life – technical profitability

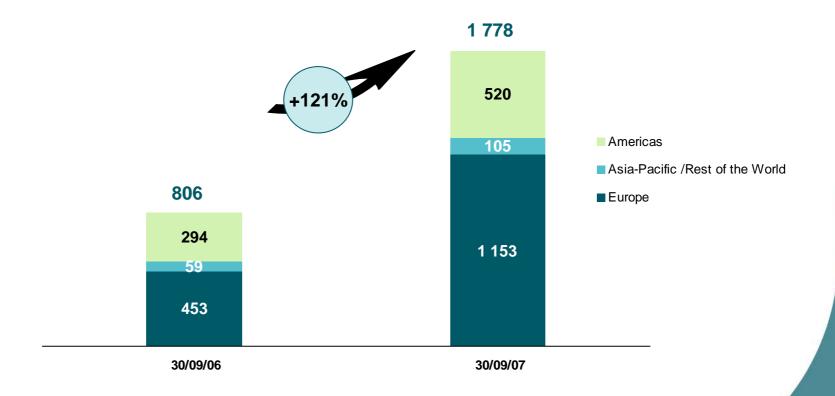
in €m	Q3 2007	30/09/2006	30/09/2007	Variation
Gross written premiums	596	806	1 778	+121%
Net earned premiums	542	754	1 603	+113%
Technical management costs	29	39	82	+110%
Current net investment income <sup>(1)</sup>	71	109	245	+129%
Operating income before FVI <sup>(2)</sup>	38	51	117	+129%
FVI investment income	-1	5	-1	nr
Current operating income	38	56	117	+109%
Operating income	37	56	116	+107%
Margin on net earned premiums	6.9%	7.4%	7.2%	- 0.2pts



## Appendix A: Life geographic split

**Published Accounts** 

Gross written premiums, in €m





# Appendix A: Key figures at constant exchange rates

in €m, constant exchange rates	30/09/2006	30/09/2007	Variation
Gross written premiums	2 091	3 473	66%
Net earned premiums	1 835	3 080	68%
Operating income	286	414	45%
Net income	155	302	95%



# Appendix A: Key Figures on a like-for-like basis (excluding Revios and Converium)

in €m	30/09/2006	30/09/2007	Variation
Gross written premiums	2 091	2 203	+5%
Net earned premiums	1 835	1 954	+6%
Operating income	286	288	+1%
Net income	155	179	+15%
Net liabilities relating to contracts	8 681	8 764	+1%
Total investments (1)	7 655	7 601	-1%

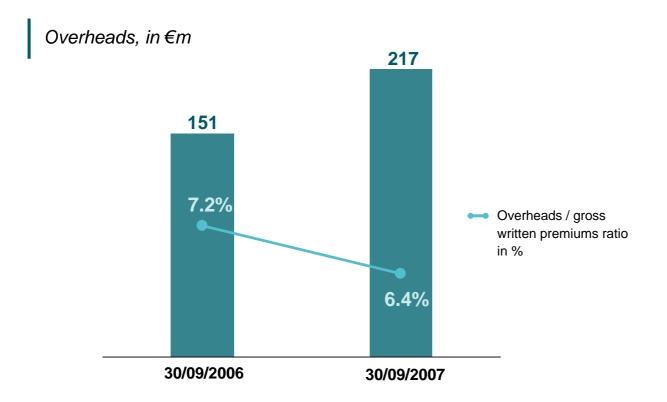


# Appendix A: Key Figures on a like-for-like basis (excl. Revios and Converium) at constant exchange rates

in €m, constant exchange rates	30/09/2006	30/09/2007	Variation
Gross written premiums	2 091	2 261	+8%
Net earned premiums	1 835	1 989	+8%
Operating income	286	299	+5%
Net income	155	190	+23%
Net liabilities relating to contracts	8 681	9 039	+4%
Total investments (1)	7 655	8 778	+15%



## Appendix A: Cost ratio





### Appendix B: Pro-forma vs. published P&L

in €m	Published 30/09/2007	Difference	Pro-forma 30/09/2007
Gross written premiums	3 381	1 100	4 481
Net earned premiums	3 024	902	3 926
Current net investment income <sup>(1)</sup>	486	108	594
Operating income before FVI <sup>(2)</sup>	406	81	487
FVI <sup>(2)</sup> investment income	6	2	8
Operating income	412	83	495
Net income	299	45	344
EPS (in €) <sup>(3)</sup>	2.22	0.31	1.91
ROE	15.1%	2.1pts	13.0%
Combined ratio	96.4%	3.0pts	99.4%
of which: Expense ratio	6.4%	0.7pts	7.1%
Life operating margin	7.2%	0.4pts	7.6%
Investment yield	4.5%	0.1pts	4.4%
Effective tax rate	21.0%	0.6pts	21.6% <sup>(5)</sup>

- Unaudited pro-forma presented to illustrate the effect as if the acquisition had been made on 1/1/07
- ▶ Key adjustments for Converium<sup>(4)</sup>:
  - Removal of DTA variation allowance
  - Removal of the net impact of prior year developments
  - → Resetting of net capital gains
  - → Elimination of transaction costs
  - → Translation adjustments
- ► Key adjustments for SCOR
  - → Impact of cash payment anticipated to 1/1
- All key metrics harmonized to SCOR Group methodology (e.g. CR%)
- No synergies included

<sup>(1)</sup> Current investment income net of asset management costs, currency gains and realised capital gains net of write downs

<sup>(2)</sup> Fair value by income

<sup>(3)</sup> Net income per share is calculated pro rata of the number of shares in circulation over the period

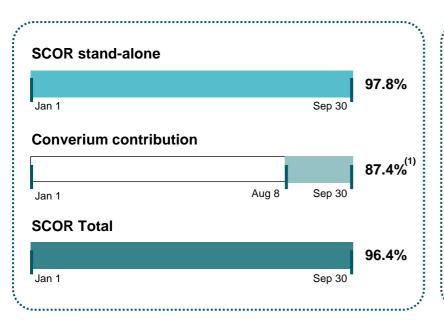
<sup>(4)</sup> Assumptions for determining the pro-forma are described in page 18 of the interim report

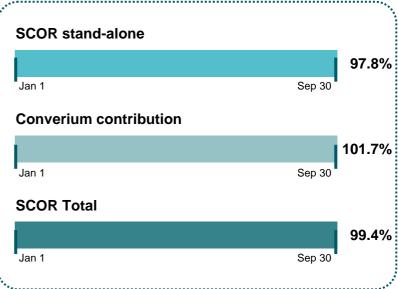
<sup>(5)</sup> Tax rate normalized for non-recurring items is 28.4%

### Appendix B: Pro-forma vs. published combined ratio

### **Published combined ratio (YTD)**

### **Pro-forma combined ratio (YTD)**







<sup>(1)</sup> Converium combined ratio for the period 8 August – 30 September is positively impacted by commutation gains and the fact that major loss events in Q3 happened in the period prior to 8 August. On a normalized basis, excluding commutation gains of € 14 million and cat benefits of € 6 million, the combined ratio for the period stands at 98.4%

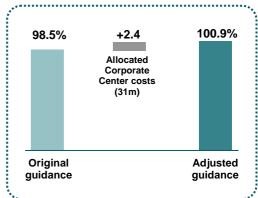
### Appendix B: Pro-forma by company

Pro-forma Information		
in €m	SCOR	Converium
Gross written premiums	3 167	1 314
Net earned premiums	2 801	1 125
Current net investment income <sup>(1)</sup>	442	152
Operating income before FVI <sup>(2)</sup>	339	149
FVI <sup>(2)</sup> investment income	8	0
Operating income	346	149
Net income	240	104

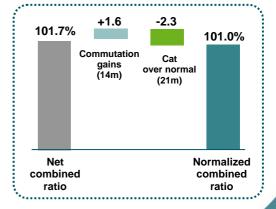
Combined ratio	97.8%	101.7%
Life operating margin	7.1%	10.8%
Investment yield	4.6%	4.0%

## **Converium CR% harmonized** to SCOR Group Methodology

Converium guidance for normalized CR% (Feb'07) did not include corporate center expenses . . .



#### Pro-forma CR% in line with original guidance . . .





<sup>(1)</sup> Current investment income net of asset management costs, currency gains and realised capital gains net of write downs

# Appendix C: Converium contribution to Group net income

in €m, at current exchange rates	Q3 2007	30/09/2007
Gross written premiums	214	214
Net earned premiums	223	223
Current net investment income <sup>(1)</sup>	31	31
Operating income before FVI <sup>(2)</sup>	56	56
FVI <sup>(2)</sup> investment income	-1	-1
Other income and expenses	0	0
Operating income	55	55
Consolidated Net income	40	40
Income from affiliates	5	12
Group Net Income	45	52

<sup>(1)</sup> Current investment income net of asset management costs, currency gains and realised capital gains net of write downs



### Appendix D: Post-tax Return on Equity (ROE)

in €m	30/09/06	31/12/06	30/09/07
Net income	155	306	299
Opening shareholders' equity	1 719	1 719	2 253
Weighted net income <sup>(1)</sup>	78	153	136
Payment of dividends <sup>(2)</sup>	-24	-30	-43
Increase in weighted capital(3)	-	19	385
Translation differential <sup>(1)</sup>	-19	-29	-21
Revaluation reserve and other(1)	-12	-18	-15
Weighted average shareholders' equity	1 742	1 814	2 695
Annualised ROE	12.0%	16.9%	15.1%



## Appendix D: Detail of Earnings Per Share calculation

#### **Published Accounts**

Earnings Per Share

in€	30/09/2006	30/09/2007
Net Income (A)	154,519,157	299,097,152
Number of opening shares (1)	96,876,907	118,405,108
Impact of the 64,321,886 shares		
issued 26/04/07 and 08/08/2007 (2)	-	19,282,527
Time Weighted Treasury Shares (3)	-1,363,573	-2,880,090
Basic Number of Shares (B) = $(1)+(2)+(3)$	95,513,334	134,807,545
Basic EPS (A)/(B)	1.62	2.22
<b>Total Number of shares</b>	96,876,907	182,726,994



# Appendix D: Detail of Book Value per Share calculation

#### **Published Accounts**

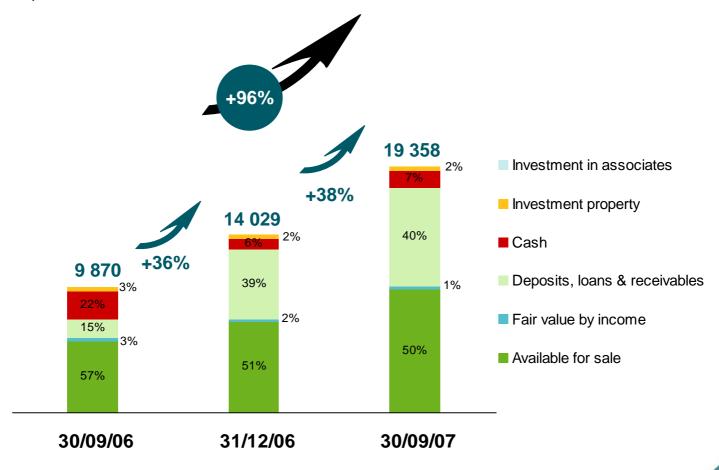
Book Value Per Share

in€	30/09/2006	30/09/2007
Net Equity (A)	1,760,477,796	3,603,986,604
Number of closing shares (1)	96,876,907	182,726,994
Closing Treasury Shares (2)	-1,911,091	-2,977,633
Basic Number of Shares (B) = $(1)+(2)$	94,965,816	179,749,361
Basic Book Value PS (A)/(B)	18.54	20.05

# Appendix E: Investment portfolio by IFRS accounting classification

**Published Accounts** 

Investments, in €m





## Appendix F: Intangible/Asset comparison

### Goodwill & other intangible assets at lower end of similar transactions

	Purchase price	Ratio of total Intangibles (inc. brand & VBI) to purchase price	Ratio of Goodwill to purchase price	Ratio Total intangibles (including goodwill) to Purchase price
Aviva ( RAC)	£ 1.1 bn	36%	100%	100%
Old Mutual (Skandia)	£ 4.0 bn	64%	24%	88%
United Health (Pacifica)	\$ 8.8 bn	11%	74%	85%
Metlife (Travelers)	\$ 12.0 bn	37%	35%	73%
Lincoln National (Jefferson-Pilot)	\$ 7.5 bn	43%	44%	87%
WIIPoint (WellChoice)	\$ 6.5 bn	27%	53%	80%
Manulife (John Hancock)	\$ 1.4 bn	15%	53%	67%
Swiss Re (GE)	\$ 7.4 bn	27%	21%	48%
AXA (Winterthur)	€ 7.9 bn	45%	35%	80%
SCOR (Converium)	€ 1.9 bn	14%	21%	35%

Source: Accounting for M&A in the insurance sector. A practical guide to IFRS and US GAAP implications. PWC December 2006



### Appendix G: Dynamic Lift targets 2010

### Based on realistic assumptions...

2007-2010 GWP growth 6.6% p.a.

2010 targeted Non-Life combined ratio 97.5%

2010 targeted Life operating margin 6.8%

2007-2010 targeted return on investment 5.5% p.a.

2010 targeted group cost ratio 4.6%

2010 effective average tax rate 22.3%

## ...the Dynamic Lift plan is likely to:

Deliver an ROE of 900 bps above the risk free rate over the cycle

Generate endogenous capital production which self-finances the development over the cycle

Provide an "A+"(\*) type level of security by 2010

Pursue an active dividend policy and seek an active double digit EPS over the period

Return excess capital to shareholders



### Appendix H: New Executive Management Team

### A combination of key talents



Denis Kessler | 55 | French

Group Chairman and Chief Executive Officer\*



François de Varenne | 41 | French
Group Chief Operating Officer\*



Uwe Eymer | 65 | German
Chief Executive Officer of SCOR Global Life\*



Benjamin Gentsch | 47 | Swiss

Deputy Chief Executive Officer of SCOR Global P&C,
Chief Executive Officer of SCOR Switzerland\*



Victor Peignet | 49 | French
Chief Executive Officer of SCOR Global P&C\*



Michael Kastenholz | 44 | German Deputy Chief Risk Officer of SCOR\*



Paolo De Martin | 38 | Italian Group Chief Financial Officer\*



Gilles Meyer | 50 | Swiss & French
Deputy Chief Executive Officer
of SCOR Global Life\*



Jean-Luc Besson | 61 | French Chief Risk Officer\*



Patrick Thourot | 59 | French
Senior Advisor to the Chief Executive Officer

