SCOR and Converium together achieving a “Dynamic Lift”

Creating a Top 5 global multi-line reinsurer

Dynamic Lift – v1

April 4, 2007
Disclaimer

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.

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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.

The Tender Offer will also be subject to all the terms and conditions set forth in the Pre-Announcement.

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) and on the AMF’s website (www.amf-france.org), as well as on Company News (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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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

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
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
“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

<table>
<thead>
<tr>
<th>Objective</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achieve a balanced book between Life and Non-Life</td>
<td>DONE</td>
</tr>
<tr>
<td>Reach Group’s profitability target</td>
<td>DONE</td>
</tr>
<tr>
<td>Lower cost ratio</td>
<td>DONE</td>
</tr>
<tr>
<td>Rationalise Group structure</td>
<td>DONE</td>
</tr>
<tr>
<td>Reinforce capital base</td>
<td>DONE</td>
</tr>
<tr>
<td>Confirm reserve adequacy</td>
<td>DONE</td>
</tr>
<tr>
<td>Intensify risk control</td>
<td>DONE</td>
</tr>
<tr>
<td>Create financial flexibility</td>
<td>DONE</td>
</tr>
<tr>
<td>Dispose of legacy issues</td>
<td>DONE</td>
</tr>
<tr>
<td>Improve return on investments by 100 bps</td>
<td>DONE</td>
</tr>
<tr>
<td>Provide an &quot;A&quot; level of security to our clients</td>
<td>DONE</td>
</tr>
</tbody>
</table>
FY2006 results: Moving Forward’s targets exceeded

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross written premiums growth between 2005 and 2006:</td>
<td>+22%</td>
</tr>
<tr>
<td>Combined Ratio for Non-Life activities:</td>
<td>96.4%</td>
</tr>
<tr>
<td>Margin on net earned premiums for Life reinsurance:</td>
<td>7.5%</td>
</tr>
<tr>
<td>Return on Investments (RoI):</td>
<td>4.6%</td>
</tr>
<tr>
<td>Operating income:</td>
<td>€409m</td>
</tr>
<tr>
<td>Income before tax:</td>
<td>€401m</td>
</tr>
<tr>
<td>Net income before Revios &quot;badwill&quot;:</td>
<td>€252m</td>
</tr>
<tr>
<td>Net income after Revios &quot;badwill&quot;:</td>
<td>€306m</td>
</tr>
<tr>
<td>Shareholders’ equity at 31 December 2006:</td>
<td>€2,253m</td>
</tr>
<tr>
<td>Return on Equity (RoE)(1) before Revios &quot;badwill&quot;:</td>
<td>14.1%</td>
</tr>
<tr>
<td>Return on Equity (RoE)(1) after Revios &quot;badwill&quot;:</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

(1) Based on weighted average equity

Moving Forward: SCOR has delivered on its strategy
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 + Converium: accelerating a proven strategy

Sustainable profitability through focus on value-added services and risk return

- Leading risk carrier and price maker
- European roots and global reach
- Underwriting policy focused on profitability
- Focus on capital management
- Delivering profitability expected by shareholders
- Value-added services and high level of security for clients
- Delivers profitability expected by shareholders
- European roots and global reach
- Underwriting policy focused on profitability
- Focus on capital management
- Value-added services and high level of security for clients
- Delivering profitability expected by shareholders

Dynamic Lift: reaching the upper level
## SCOR + Converium: a strategic boost

<table>
<thead>
<tr>
<th>SCOR + Converium converging strategies</th>
<th>Accelerating a successful strategy and setting new ambitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>To be a leading risk carrier and price maker...</td>
<td>Achieving adequate critical mass for the expanding risk environment</td>
</tr>
<tr>
<td></td>
<td>Securing market positions and building on the new Group franchise</td>
</tr>
<tr>
<td></td>
<td>Offering a top-choice for clients in key markets</td>
</tr>
<tr>
<td>...with European roots and a global reach...</td>
<td>Founding a Group based on a high-performance European network</td>
</tr>
<tr>
<td></td>
<td>Expanding diversification throughout high-growth emerging markets and Specialty lines</td>
</tr>
<tr>
<td></td>
<td>Extracting maximum benefit from Solvency II through diversification</td>
</tr>
<tr>
<td>...with an underwriting policy focused on profitability...</td>
<td>Pursuing a common underwriting policy founded on rigour and selectiveness</td>
</tr>
<tr>
<td></td>
<td>Sticking to strict adherence to technical profitability requirements</td>
</tr>
<tr>
<td></td>
<td>Managing risk exposure of the new Group</td>
</tr>
</tbody>
</table>
SCOR + Converium: a strategic boost

**SCOR + Converium converging strategies**

- ...with a focus on capital management...
- ...offering clients value-added services and the necessary level of security...
- ...delivering to shareholders the level of profitability that they expect

**Accelerating a successful strategy and setting new ambitions**

- 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
- Targeting to offer a A+\(^*(*)\) 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
- 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
An Enterprise Risk Management set up for proper underwriting control and capital management

- 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

- 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

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Conclusion
The capital cycle at SCOR

Available capital

Enterprise Risk Management

Capital allocation

Capital adequacy ratios

Underwriting/Premium income

Operating income (combined ratio, Life operating margin)

Asset management

Net income

Assessment of capital needs

Available capital

Shareholders
(dividends, share buy-back, ...)

Market environment

Availability of retrocession/Cat bonds...

Regulators/Rating agencies

Market environment/Competition

Financial market environment

Tax environment

Net income

Net income

Net income

Net income
Underwriting is capital driven

- 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

- 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

- 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

- 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

Dynamic Lift: reaching the upper level

Dynamic Lift: framework

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

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

Group, by lines of business*
- Operational risks: 5%
- Life: 21%
- Non-Life: 60%
- Assets: 14%

Life, by lines of business*
- Saving, financing & annuities: 40%
- Life: 40%
- Health: 20%

Non-Life, by lines of business*
- Treaty: 48%
- Specialties & Facultatives: 47%
- US Discontinued business + CRP: 5%

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

* Central scenario, SCOR + Converium combined
** CAGR: Compound Annual Growth Rate
Average allocated economic capital 2007-2010

Life, by geography(*)

Asia 2%
Europe 75%
Americas 23%

CAGR(*** of Life economic required capital over the period: +7%

Non-Life, by geography(†)

Treaty/Asia 7%
Treaty/RoW 5%
Treaty/Europe 28%
Treaty/Americas 13%
Worldwide business(*** 47%

CAGR(*** of Non-Life Treaty economic required capital over the period: +4%

CAGR(*** 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

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

(*) 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

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(*)

- Saving, financing and annuities: 33%
- Life: 45%
- Health: 22%

GWP CAGR(**) by Lobs(*)

- Saving, financing & annuities: 10%
- Health: 8%
- Life: 8%

GWP expected 2007 breakdown by geography(*)

- Americas: 20%
- Europe: 78%
- Asia: 2%

GWP CAGR(**) by geography(*)

- Asia: 37%
- Americas: 2%
- Europe: 9%

* Central scenario, SCOR + Converium combined
** CAGR: Compound Annual Growth Rate
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, UAE, 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*

- GAUM & MDU: 12%
- Specialties & Facultatives: 28%
- Treaty: 60%

GWP expected 2007 breakdown by geography*

- Worldwide business: 40%
- Treaty RoW: 6%
- Treaty Asia: 10%
- Treaty Americas: 7%
- Treaty Europe: 37%

GWP CAGR** by LoBs*

- GAUM & MDU: 5%***
- Specialties & Facultatives: 12%
- Treaty: 3%

GWP CAGR** by geography*

- Worldwide business: 10%
- Treaty/ROW: 6%
- Treaty/Asia: 12%
- Treaty/Americas: 7%
- Treaty/Europe: 0%

* 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**

- 2006: 99.3% (**)  
- Converium: 99.3% (***)
- 2006 Pro forma: 96.4%
- 2006: 97.8%
- 2010: 97.1%

**Expected Life operating margin**

- 2006: 7.2%
- 2010: 6.8% (***)

* (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

*** In case of a sharp increase of financing business, life operating margin will be affected but not profitability
Achieving an active balance sheet management

- 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(*)

- Fixed Income 80%
- Equity 10%
- Real Estate 5%
- Cash 5%

By asset type(*)

<table>
<thead>
<tr>
<th>Asset Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>5%</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>5%</td>
</tr>
<tr>
<td>Government bonds</td>
<td>20%</td>
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<tr>
<td>AAA bonds</td>
<td>20%</td>
</tr>
<tr>
<td>(Sub sovereign/ Agencies)</td>
<td>20%</td>
</tr>
<tr>
<td>Investment grade</td>
<td>20%</td>
</tr>
<tr>
<td>ABS/RMBS</td>
<td>13%</td>
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<tr>
<td>CDO/CLO</td>
<td>2%</td>
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<tr>
<td><strong>Fixed Income</strong></td>
<td><strong>80%</strong></td>
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<td>Private equity</td>
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<tr>
<td>Hedge funds</td>
<td>1%</td>
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<tr>
<td><strong>Equity</strong></td>
<td><strong>10%</strong></td>
</tr>
<tr>
<td>Real Estate</td>
<td>5%</td>
</tr>
</tbody>
</table>

* 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
## Strong shareholder value creation

**Under reasonable assumptions...**

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
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<tbody>
<tr>
<td>2010 targeted combined ratio</td>
<td>~97%</td>
</tr>
<tr>
<td>2010 targeted Life operating margin</td>
<td>~7%</td>
</tr>
<tr>
<td>2007-2010 targeted RoI</td>
<td>~5% p.a.</td>
</tr>
<tr>
<td>2010 targeted cost ratio</td>
<td>~4.5%</td>
</tr>
<tr>
<td>2010 effective tax rate</td>
<td>~22%</td>
</tr>
<tr>
<td>2007-2010 dividend pay-out ratio</td>
<td>~35% p.a.</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Metric</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Double-digit Earnings Per Share growth over the cycle</td>
<td></td>
</tr>
<tr>
<td>ROE</td>
<td>of 900 bps above the risk-free rate over the cycle</td>
</tr>
<tr>
<td>Endogenous capital production</td>
<td>which self-finances the development of the Group over the cycle</td>
</tr>
<tr>
<td>Level of security</td>
<td>&quot;A+&quot;(*) by 2010</td>
</tr>
</tbody>
</table>

(*) Based on the proposed revised S&P scale as published in November 2006
An "A+" level of security compatible with excess capital generation

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.)

(*) 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

(**) 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

---

* Debt/(Equity + Debt)
** EBIT/Interest charges
*** Based on the closing share prices as of 16 February 2007 and exchange rate CHF/€ of 1.62 as of 16 February 2007 for 100% of Converium share capital
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

* According to S&P definitions
** Based on the closing share prices as of 16 February 2007 and exchange rate CHF/€ of 1.62 as of 16 February 2007
Dynamic Lift: a robust and realistic strategic plan (1/2)

<table>
<thead>
<tr>
<th>Stress tests</th>
<th>Deviation from central scenario</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerating downward scenario (+3 pts combined ratio, stagnation of premiums)</td>
<td>Premiums: 1 2 3 4 5</td>
</tr>
<tr>
<td>Major pandemia (100% mortality shock)</td>
<td>Capital:</td>
</tr>
<tr>
<td>Major catastrophe in Japan (Osaka type)</td>
<td>ROE:</td>
</tr>
<tr>
<td>Stock market plunge (fall of 30% followed by mean reversion by 2010)</td>
<td>Premiums: 1 2 3 4 5</td>
</tr>
<tr>
<td>Interest rate hikes (200 bps hike lasting more than 3 years)</td>
<td>Capital:</td>
</tr>
<tr>
<td>Shortage of retrocession capacities in Americas (equivalent to 25% of our worldwide capacity)</td>
<td>ROE:</td>
</tr>
<tr>
<td>Simultaneous interest rate hikes (+200 bps) and serious cycle deterioration</td>
<td>Premiums: 1 2 3 4 5</td>
</tr>
<tr>
<td></td>
<td>Capital:</td>
</tr>
<tr>
<td></td>
<td>ROE:</td>
</tr>
</tbody>
</table>
### Dynamic Lift: a robust and realistic strategic plan

#### GWP growth:
- **P&C treaties**
- **P&C specialty**
- **Life**

<table>
<thead>
<tr>
<th></th>
<th>Dynamic Lift 2007-2010</th>
<th>Road map 2007-2009(3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life operating margin</td>
<td>~6.8%</td>
<td>~4.5%(4)</td>
</tr>
<tr>
<td>Cost ratio</td>
<td>~4.5%</td>
<td>~5%</td>
</tr>
<tr>
<td>Return on investment</td>
<td>~5% p.a.</td>
<td>~5% p.a.</td>
</tr>
<tr>
<td>Dividend pay-out ratio</td>
<td>~35%</td>
<td>0%-35%</td>
</tr>
<tr>
<td>Portfolio diversification effect</td>
<td>~22%</td>
<td>NA</td>
</tr>
<tr>
<td>Level of security</td>
<td>A+(5)</td>
<td>A-</td>
</tr>
<tr>
<td>Targeted ROE</td>
<td>~13% over the cycle</td>
<td>~14% in 2009</td>
</tr>
</tbody>
</table>

(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

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

- **GWP growth:**
  - **P&C treaties:** ~7% p.a.
  - **P&C specialty:** ~3% p.a.
  - **Life:** ~12% p.a.
  - **Non Life combined ratio:** ~97.1%
  - **Cost ratio:** ~4.5%
  - **Return on investment:** ~5% p.a.
  - **Dividend pay-out ratio:** ~35%
  - **Portfolio diversification effect:** ~22%
  - **Level of security:** A+(5)
  - **Targeted ROE:** ~13% over the cycle

- **Road map 2007-2009(3):**
  - **GWP growth:**
    - **P&C treaties:** ~17% p.a.
    - **P&C specialty:** ~18% p.a.
    - **Life:** ~43% p.a.
    - **Non Life combined ratio:** ~97.6%
    - **Cost ratio:** ~5%
    - **Return on investment:** ~5% p.a.
    - **Dividend pay-out ratio:** 0%-35%
    - **Portfolio diversification effect:** NA
    - **Level of security:** A-
    - **Targeted ROE:** ~14% in 2009
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

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

- 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