

2001 Consulting for Success

ACTUARIAL CONSULTING SPECIAL SECTION

Welcome to *Contingencies'* third annual advertising section devoted exclusively to actuarial consulting.

Some of the nation's leading consulting companies are detailed in this section to help readers who purchase consulting services jump-start the selection process. Products and services offered, areas of expertise, future plans, and other distinguishing characteristics are detailed for each company featured. Discover the strengths of these consultants and see which one best suits your needs

The companies featured in this issue include:

- ▶ **Aon Consulting** page 45
- ▶ **Buck Consultants** page 47
- ▶ **Ernst & Young** page 43
- ▶ **Lewis & Ellis** page 49
- ▶ **MHL** page 51
- ▶ **Milliman USA** page 54
- ▶ **Reden and Anders** page 53
- ▶ **Tillinghast-Towers Perrin** page 55

We hope you find this section to be a valuable resource in your search for an actuarial consultant. Please feel free to contact any of the individual companies listed in this section. Complete contact information is featured at the top of each profile.

Ernst & Young LLP

Sears Tower
233 South Wacker Drive
Chicago, IL 60606
Phone: 312-879-2400
Fax: 312-879-4009
Website: ey.com



Overview

Ernst & Young LLP provides assurance and advisory business services, actuarial services, and tax services for domestic and global clients. Our worldwide organization has 77,000 people in 130 countries, including offices in 100 North American cities. E&Y was among the first of the professional services firms to develop its own full-time actuarial staff. With more than 250 professionals in North America, E&Y is a major provider of actuarial services, specializing in all segments of the property/casualty, life/health, and managed care industries. E&Y helps clients to quickly and confidently make financial decisions designed to enhance value.

An Integrated Approach

The business environment is becoming increasingly complex. Business solutions in the insurance industry rely, now more than ever, on a multidisciplinary approach to tackling emerging performance, competitive, and operational issues. E&Y integrates actuarial capabilities with accounting, audit and tax skills. Our approach allows us to bring significant value to our clients in areas such as financial modeling, product development and pricing, ALM, performance measurement and management, and M&A strategy and implementation.

Timely Thought Leadership

E&Y's ability to assist insurance companies with the challenges they face in a changing environment is bolstered by our professionals' knowledge of the trends and issues affecting the insurance industry. We offer insightful and timely commentary and thought leadership through our highly regarded industry publications. E&Y's *Actuarial Alert* and financial services publication, *Cross Currents*, provide an ongoing source of information and commentary on crucial industry developments. A collection of E&Y's latest ideas on the new economy can be found at www.ey.com/thoughtcenter.

MoSes-Related Services

In a joint collaboration with Classic Solutions Pty Limited, an independent Australian-based software vendor, and its US operation, Classic Solutions Risk Management, Inc., E&Y is assisting with the strategic development of MoSes—the next-generation of financial modeling technology. E&Y works with Classic Solutions to co-develop applications to support the North American financial services and insurance industries, by providing both industry knowledge and hands on development support.

Implementation Services: E&Y can help you get up and running with MoSes. We will help you install the software, configure it meet your needs, and train your staff.

Customization Services: Once installed, our team will recommend opportunities to maximize the benefits of the system and will help you tailor MoSes to meet your company-specific needs.

Conversion Services: E&Y can ease your transition to the MoSes platform. Working with your staff, our professionals will help you convert existing models to MoSes applications.

Actuarial Services

E&Y actuaries bring value to our clients through their current knowledge of the issues that face the insurance industry. The services provided cover a diverse range of topics:

- ▶ Assurance
- ▶ Risk identification, measurement, management, and mitigation
- ▶ Financial management and reporting
- ▶ Product development and pricing
- ▶ Regulatory services
- ▶ Risk financing programs
- ▶ Claims, premium, and eligibility handling effectiveness
- ▶ Litigation support
- ▶ Mergers and acquisitions
- ▶ Healthcare provider reimbursement analysis
- ▶ Healthcare performance improvement
- ▶ Rating (including capitation) and underwriting
- ▶ Financial process improvement
- ▶ Financial modeling
- ▶ Valuation
- ▶ Technology and systems support

Outlook

The intensification and acceleration of market forces are spurring financial services competitors to recognize the ramifications of the powerful trends at work in the marketplace: consolidation, convergence, globalization, demutualization of the life sector, and the growing importance of the retail customer. These trends are redefining the competitive landscape for life, health, and P/C insurers and will continue to shape the outlook for the insurance sector in the early years of the 21st century.

Aon

200 East Randolph Street
Chicago, Illinois 60601
Phone: 800.438.6487
Fax: 312.381.0255
E-mail: cdesrochers@avonconsulting.com
Website: www.aon.com



Aon: The Actuarial Resource for Life Insurance Companies and Plan Sponsors

Aon recently acquired Avon Consulting and ASA. This has created a new resource for the life insurance industry.

Aon is a unique and valuable actuarial resource for life insurance companies and corporate sponsors of employee benefit programs. As the preeminent consultant to corporations on executive benefits and life insurance matters, Aon understands the challenges involved in designing and funding efficient benefit programs to support an organization's business strategy. Aon leverages its actuarial and benefits consulting expertise to help insurance companies develop, redesign and market life insurance and annuity products to make these products as attractive as possible to plan sponsors.

Aon Consulting Services for Life Insurance Companies

Aon life insurance consulting expertise transcends products, investments, regulation, taxation, management and marketing by offering the following services:

Financial Management Consulting. Aon helps insurance companies integrate all dimensions of financial management so they can successfully satisfy the demands of the various constituencies that evaluate their financial condition. Aon assists in the development of sophisticated financial management metrics through the implementation of analytical techniques such as transfer pricing, value at risk and value-added analysis. Aon helps establish routine reporting processes and communication forums for analyzing results and revising strategies. Aon works with clients to establish a cohesive, integrated approach to financial forecasting, corporate planning and business risk analysis.

Asset/Liability Management. Aon is a leader in providing asset/liability analytical knowledge and capability to the life insurance industry. Aon realizes that this issue continues to be a critical management challenge for life insurance companies.

Appointed Actuary/Cash Flow Testing. Aon provides full asset adequacy support, from construction of models and projection of results, to interpreting results and developing opinions and memorandums.

Strategic Analysis. Aon works with life insurance companies on a wide variety of strategic analysis issues: including economic value-added analysis, earnings analysis for IPOs, GAAP conversions, market entrance analysis, unwind strategies for leveraged COLI and product tax compliance audits.

Federal Income Tax Compliance Consulting (including IRC Section 7702 and 7702A). Aon is considered the leading expert in the country on issues involving the definition of life insurance under sections 7702 and 7702A of the Internal Revenue Code. Aon has also developed software and procedures for large-scale testing of in-force life insurance policies for compliance with that section.

Demutualization and Mutual Holding Company Conversion. As consulting actuaries, Aon has assisted insurance companies with their demutualization analysis and needs: including policy allocations, closed block analysis, earnings projections for IPOs, GAAP Conversion and Fairness Opinion.

Mergers, Acquisition & Rehabilitation Consulting. Aon has extensive knowledge and experience in actuarial and financial issues related to the sale or purchase of life insurance blocks and entire companies. Its experience encompasses advising both the buyers and sellers of business. Aon also has extensive experience in the rehabilitation process, having provided actuarial and financial analysis and support to NOLHGA (National Organization of Life and Health Guaranty Associations) in connection with six insolvencies.

Product Development. Aon is expert at designing, developing and pricing life insurance and annuities. Aon handles policy design, competitive and market analysis experience assumptions, pricing, tax compliance and issues, reinsurance considerations, underwriting and policy issue requirements, drafting and filing of policy forms, actuarial memoranda and prospectuses and illustration and administration systems support. Aon also evaluates existing products and undertakes experience studies.

Actuarial Modeling Software Consulting. In addition to its industry-wide reputation for expertise with PTS, Aon has extensive experience working with other actuarial modeling systems, including TAS and MOSES.

Litigation Consulting and Actuarial Expert Witness Services. Aon actuaries are recognized experts in life insurance product development and in compliance with related tax codes. Aon actuaries have served as actuarial expert witnesses and advisors in a variety of proceedings, including court cases, arbitration proceedings and rehabilitation proceedings. Aon clients include the U.S. Department of Justice, the Internal Revenue Service and private industry.

Buck Consultants, Inc.

Practicing the art and finance of human resources—85 years of excellence

One Pennsylvania Plaza
New York, New York 10119-4798
1-800-470-2766
email/Web site: www.buckconsultants.com
Year founded: 1916
Parent company: Mellon Financial Corporation

When you're in the consulting business, you're focused on the needs of others. That's what makes you successful. A leader in the field for more than four generations, we can let our reputation do the talking: 85 years of best practice performance speaks volumes. When you work with Buck, you are assured of the finest, most accurate, complete, innovative consulting services available anywhere, all tailored to each client's unique needs and requirements. What makes us exclusive? Our total dedication. When you work with Buck, you know: the Buck stops with us; the Buck stops here.

Buck Consultants, a subsidiary of Mellon Financial Corporation, is one of the nation's oldest actuarial consulting firms and a recognized world leader in human resources. Its founder, George Buck, pioneered the concept of pension fund financing in the early 20th century. Inspired by his vision and philosophies, Buck Consultants today helps ensure the health and welfare of an estimated 10 million active and retired employees worldwide. Buck's 3,000 professionals in more than 50 offices around the globe customize the finest quality consulting services to meet the unique challenges of clients in every industry.

Areas of Expertise

Buck Consultants is a leading human resources firm specializing in actuarial services for retirement and health and welfare plans, employee benefits design, compensation, benefits administration outsourcing, employee communications, and HR management. Our clients include local companies and global corporations, not-for-profit and educational institutions, and numerous state and local governments.

What separates Buck Consultants from the crowd?

Service. The unique, entrepreneurial environment at Buck Consultants gives our professionals the freedom to provide an ex-

traordinary level of service. Supported by centralized resources and a dedicated staff, they strive to build solid, lasting client relationships. This involves not just solving problems, but also helping clients implement plans and constantly evaluating their efficiency. At Buck, the only valid measure of success is the client's satisfaction. And there's plenty of evidence that we're doing a first-rate job: Our employee retention rate is extremely high, and our clients not only stay with us but continually expand our role as consultants to their businesses.

The goal at Buck is to identify and develop strong, enduring relationships with clients who can benefit from our broad-based expertise. To this end, we offer an unparalleled blend of experience, professionalism, proven technologies and innovations that allow clients to take advantage of the opportunities that exist today and those being explored for the future.

Innovation. Buck Consultants has been a pioneer in the industry from its very beginnings. Eighty-five years later, we're still a leader in developing new tools that provide creative, economic solutions to our clients' problems. Our acquisition by Mellon has broadened our capabilities. Today, there's no challenge Buck Consultants can't meet.

Commitment. Our business is all about the commitment to give our clients the competitive edge. At Buck, we demand original thinking, fiscal responsibility and the inventive application of new technologies. The high standards we set for servicing our clients are the standards we set for ourselves. It is our business to know more, care more, and deliver more than our competition. That's what keeps us on top.

Sound like a firm worth learning more about? We would be delighted to provide more information on what makes Buck unique.

Just call: 1-800-470-2766

*Practicing the art and finance
of human resources*
**BUCK
CONSULTANTS®**
A Mellon Consulting Company

Lewis & Ellis, Inc.

Office Locations:

Kansas City

10561 Barkley Street
Suite 470
Overland Park, KS 66212-1860
Telephone: (913) 491-3388
Fax: (913) 642-9777

Dallas

2175 North Glenville Dr.
P. O. Box 851857
Richardson, TX 75085-1857
Telephone: (972) 699-2700
Fax: (972) 699-2721

Website: www.LewisEllis.com



Corporate Overview

Founded in 1968, Lewis & Ellis, Inc., Actuaries & Consultants, provides independent actuarial and management consulting services to a wide band of clients. Our offices are in Kansas City and Dallas. Quality people who possess insight and technical expertise have built our success. The principals of L&E are all either qualified actuaries or other insurance professionals with many years of insurance company and consulting experience.

Mission

We strive to provide appropriate and innovative answers. We use our technical training and specialized knowledge to help identify a company's needs and analyze immediate or potential problems. Using imagination and available resources, we develop creative and workable solutions. Along the way, we communicate with clients, giving them a basis for effective decision making.

Expertise

The Insurance Services Division of L&E serves clients from coast-to-coast in all facets of life, health and property and casualty insurance operations and regulatory compliance.

The Software Division develops PC-based software to generate illustrations for new and in-force insurance products. This illustration software is written to present an insurer's products to policyowners and prospective buyers in a clear and professional fashion. Our software illustration programs are being used by thousands of insurance agents to assist them in selling and servicing their business. They are fully compliant with insurance laws and regulations.

Consulting Services

L&E provides consulting services for:

- ▶ Life, health, and casualty actuarial needs
- ▶ Merger, acquisition and formation consulting
- ▶ Financial reporting
- ▶ Company or product analysis and valuation

- ▶ Product development
- ▶ Value of company, product line, or business
- ▶ Health, welfare, and other group benefits
- ▶ Flexible benefits
- ▶ Retiree medical and life benefits
- ▶ Regulatory compliance issues
- ▶ Development of innovative software packages and problem solutions
- ▶ Expert testimony and consultation with lawyers and other legal authorities
- ▶ Examination support for regulators and governing agencies
- ▶ Illustration software including
 - Insurance Desk, a customized Windows-based system
 - In-Force illustrations for interest sensitive life products
 - eInsDesk, a web-based system
- ▶ Actuarial software including
 - LEAPPS®, a comprehensive actuarial pricing and projection system
 - LE*XTRAS™, a reserve and cash value factor generator

Our clients include insurance companies, health care providers, governmental entities, attorneys, and investment bankers. Our client base is international in scope.

Our Future Plans

We will continue to serve our clients with strict adherence to ethical and professional standards while maintaining the clients interests and needs in highest priority. We will always stay on the leading edge of technology and product knowledge as needed to advise and serve our clients. We will seek new professional staff who stand at the top of their profession and who have the people skills to effectively communicate with our clients. We will assure that our consultants and other employees maintain continuing education to stay on top of their profession.

MHL

Bloomington, IL • Chicago, IL • St. Louis, MO
 San Francisco, CA • San Clemente, CA
 New York, NY • Boston, MA • Manchester, NH
 Baltimore, MD • Washington, DC
 Phone: (309) 662-0102 • Fax: (309) 662-8116
 Web site: www.mhlconsult.com



Miller, Herbers, Lehmann, & Associates, Inc.

You expect us to be good actuaries.

You expect our mission statement to include words like innovation and service. You expect us to provide sound advice based on years of experience crunching data, and observing operational methods of other clients in similar circumstances. Of course. That's what all good actuarial consulting firms do.

So, what makes MHL stand out from the others?

We believe there are two differences: vision and courage. We have the vision to see the need to go in a new direction, and the courage to break with traditional ways of thinking.

Multi-Variate Analysis/Generalized Linear Modeling

Everyone is aware that MHL knows personal lines. Our actuaries helped create some of the industry's traditional underwriting and pricing practices. What may not be known is that the methods we are now using are very different than those we learned and practiced in the past. We have identified specific changes that need to be made in order to help our clients respond profitably to the changing market.

Using EMBLEM™ software, we can now help clients simultaneously evaluate all interacting demographic, underwriting, marketing and rating factors, and the impact each factor has on the others. This is a tremendous improvement over traditional loss ratio methods. EMBLEM™ works on every line of insurance, and is especially powerful because it can extract valuable information from relatively small databases, enabling our clients to take advantage of opportunities traditional actuarial methods might dismiss. EMBLEM™ applications go far beyond rate making and underwriting. We can now efficiently analyze retention/conversion ratios, lifetime customer value, and even the efficiency of a claims or agency department. In short, this new computer technology is allowing us to challenge everything about insurance operations that heretofore we accepted as true.

Dynamic Financial Analysis

In addition to pricing and underwriting, MHL is now pushing the envelope in actuarial science with dynamic financial analysis. Through our subsidiary, Paratus Consulting Limited, MHL has developed sophisticated risk analysis techniques that aid management in assessing the risk-reward tradeoffs related to reinsurance programs, merger and acquisition activities, alternative growth scenarios, and entry into new lines of business. We do not believe that one "black-box" model works for everyone. So, we have built a stochastic modeling software product that contains a tool kit of modules which can be "bolted together" in a variety of ways to create a unique analysis model for each client.

Workers' Compensation

With the recent addition of the SIGMA Consulting Group in St. Louis, MHL now has one of the deepest workers' compensation knowledge bases in the consulting industry. Our group of consultants is dedicated to helping business, labor and governmental entities manage workers' compensation costs.

Alternative Markets/Risk Management

You may not know that MHL provides a wide range of services for self-insureds, too. We have developed a broad network of service providers, including fronting carriers, brokers, captive management companies, TPAs, auditors, safety/loss control firms and attorneys, to help our self-insured clients establish their programs and determine how much to set aside for claims. We provide loss cost projections, loss ratio analysis, reserve analysis, funding studies, cost allocation studies, feasibility studies, domicile reviews, analysis of retention levels, dividend plans and benchmarking for captives, risk retention groups, group self-insurance pools, syndicates, large deductible programs and other self-insured plans.

Thinking Outside the Box

In order to find new solutions to age-old problems, it takes people with vision, knowledge and the courage to challenge traditional ways of doing things. We are that kind of consulting firm, looking for that kind of client. If that's you, call us. We can help.

Reden & Anders, Ltd.

222 South 9th Street, Suite 1500
 Minneapolis, MN 55402
 Direct: (612) 339-7933
 Toll free: (800) 643-7933
 Fax: (612) 349-3788
 e-mail: info@reden-anders.com
 URL: www.reden-anders.com

Reden & Anders, Ltd.

An **ingenix** Company

The Power To Make The Right Decisions

Reden & Anders is a national actuarial consulting firm specializing in financial and business support for the health care industry. We assist health care payers, health care insurers, managed care organizations, provider organizations, employers, employer coalitions, pharmaceutical companies and device manufacturers in a variety of projects tailored to their needs.

Customer Tailored Solutions

Actuarial consulting is the heart of our business because it's the key to finding the meaning behind the numbers. We assist our insurance company and HMO clients with medical expense benchmarking, innovative product design and pricing and health intelligence and data information reporting. We work with hospitals and physician organizations to evaluate and negotiate HMO and PPO contracts, take the guesswork out of demand forecasting analyses and manage insurance risk. Reden & Anders also assists employer coalitions and large employers with health insurance risk management and to set up and manage innovative delivery systems.

The Reden & Anders Difference: A Complete Arsenal

Our team is composed of credentialed actuaries, health care consultants, statisticians, underwriters and data experts who have years of health care experience. We do more than just give you the data. We make sense of it. Reden & Anders consultants bring together the strength of our superior tool set to develop strategies to most effectively achieve your goals. We help you to identify business opportunities and risks. We have long-standing relationships with our clients and have built a reputation of credibility, creativity and outstanding service. Our success depends upon the success of our clients.

The Managed Care Utilization Rate Estimates (MCURE™) is a detailed, longitudinal database, developed by Reden & Anders for Ingenix. Representing the experience of more than five million managed care members, MCURE is one of the largest databases in the U.S. and is updated regularly.

Ingenix Health Intelligence™ is one of the largest health data information companies in the industry, providing the most comprehensive line of products and services available. More than 100,000 providers, 1,500 payers and 100 FORTUNE 500 companies rely on Ingenix software services and expertise to improve their health care delivery and operations. What can Ingenix offer your organization? More than you know or could ever imagine.

Do you have questions about the "new" managed care?

We want to hear from you. Reden & Anders mission is to empower companies to make strategic decisions and manage risk and costs by turning volumes of health care data into useful business information. For additional information about our services or to schedule an appointment, please contact us by e-mail at info@reden-anders.com or call an office near you:

- Atlanta (888) 297-7632
- Denver (877) 572-7970
- Minneapolis (800) 643-7933
- San Francisco (888) 405-2430

Milliman USA

1301 Fifth Avenue, Suite 3800
Seattle, WA 98101
Phone: 206 624.7940
Fax: 206 340.1380
Email: lloyd.robinson@milliman.com
Website: www.milliman.com

A MILLIMAN GLOBAL FIRM



Milliman USA

Consultants and Actuaries

Philosophy

After years of helping clients adapt to change, we've made one of our own. Milliman & Robertson is now Milliman USA. We have always embraced change and continually expand our expertise to include not only insightful actuarial analysis but all aspects of risk, financial and business management. As our clients have widened their scope to include a more global outlook, we have too. Milliman USA is the founding member of Milliman Global, a worldwide network of independent actuarial and consulting firms with over 100 offices in 33 countries.

Now, as Milliman USA, we stand ready to provide our clients with the same entrepreneurial approach and passion for innovation that have served them so well in the past, along with expanded capabilities to meet the challenges of the future. We always provide our clients with objective, independent, unbiased advice and a superior work product – based on the best tools and data available.

Corporate Overview

One of the largest actuarial consulting firms in the United States, we are at the core of change in the markets we serve. Seeking answers to complex, future-oriented questions, we play a critical strategic advisory role as our clients develop responses to the economic, regulatory and competitive forces reshaping the insurance, employee benefits, and health care industries.

Areas of Expertise

► **Employee Benefits.** Our employee benefits group advises defined benefit and defined contribution plans as well as multi-employer and public pension plans. Milliman USA provides consulting, recordkeeping, and compliance services to 401(k), profit sharing, money purchase, ESOP, and target benefit plans. We advise more than 140 jointly managed pension and welfare plans covering over two million participants. Currently, we have assignments in 40 states for more than 200 state and local public retirement systems. We also provide global benefit consulting to international companies and companies considering cross-border mergers and acquisitions. Milliman clients also benefit from the on-the-spot expertise of the member firms of Milliman Global, our international consulting network. The Milliman Actuarial Retirement Calculator (MARC) is used by human resource professionals as both a defined benefit plan administration system and an educational and communications tool.

► **Health.** Milliman is broadly acknowledged as the leading consulting firm to health care providers, managed care organizations, indemnity insurers, and BlueCross/BlueShield plans. Multi-disciplinary consulting teams of clinicians, actuaries, and information technology consultants offer a unique blend of experienced strategic advisers able to anticipate changes in the framework of the industry. Committed to front-line industry re-

search, Milliman's consulting tools and databases have shaped the way health care costs and efficiency are measured. Milliman's Health Cost Guidelines™ are an industry standard, used by leading insurers in estimating claims costs. Our Healthcare Management Guidelines™ are described by the New York Times as the gold standard among guidelines. The Healthcare Companion™ is a new guide designed for consumers. The Milliman LOS (Length-Of-Stay) Efficiency Index is a key measurement for determining hospitals' relative efficiency within a market.

► **Life Insurance and Financial Services.** Milliman is a leader in life insurance mergers, acquisitions and demutualizations. Our consultants are recognized for their groundbreaking work in life insurance product design and extensive expertise in determining exposure to litigation and regulatory action. The firm was instrumental in developing such innovative financial vehicles as equity-indexed products, accelerated death benefits, variable life and annuity contracts, and immediate annuities. Milliman uses a state-of-the-art financial modeling program called ALFA (Asset Liability Financial Analysis). In addition to asset-liability analysis, ALFA helps clients evaluate the business risks inherent in bringing new products to market such as indexed products and market value-adjusted products. Experience suggests that the principal obstacle to timely product introductions is the administrative challenge. For this reason, Milliman developed FAST (Flexible Administrative System Technology), an innovative administrative system for life insurance and annuity products.

► **Property and Casualty.** Our property and casualty group is one of the largest in the world with an increasingly strong international component in the assignments it undertakes. Milliman is widely respected for its work in product design and pricing, loss-reserve analysis, workers' compensation, strategic financial planning, and mergers and acquisitions. We use proprietary Dynamic Financial Analysis (DFA) software to measure and manage risk. Our DFA program can be customized to fit any company's unique business mix.

Significant contributions to the actuarial profession

- Society of Actuaries past presidents—Wendell Milliman (the first consulting actuary to serve as a SOA president), Bill Halvorson, Allan Affleck, Walt Rugland.
- American Academy of Actuaries past presidents—Wendell Milliman, Bill Halvorson, Allan Kaufman, Dan McCarthy
- Conference of Consulting Actuaries past presidents—Bob Dobson and Larry Baber
- International Forum of Actuarial Associations founding members—Bob Collett and Walt Rugland.
- Casualty Actuarial Society past presidents—Allan Kaufman, Pat Grannan

Tillinghast-Towers Perrin

Management and Actuarial Consultants
 335 Madison Avenue
 New York, NY 10017
 Phone: (212) 309-3400
 Fax: (212) 309- 0975
 Website: www.tillinghast.com

Corporate Overview:

Tillinghast-Towers Perrin provides actuarial and management consulting to financial services companies. In addition, our risk management practice consults to a wide range of companies beyond the financial services industry. Our consultants help clients improve business performance through quantitative analysis, insight, innovation and execution. We work with clients to develop strategies that are tailored to their needs.

Towers Perrin Reinsurance provides reinsurance intermediary services and consulting expertise that focus on the creative blending of traditional and nontraditional risk transfer vehicles.

Tillinghast -Towers Perrin and Towers Perrin Reinsurance are part of Towers Perrin, one of the world's largest independent consulting firms, with over 9,000 employees in more than 20 countries. Towers Perrin helps organizations improve business performance through people, advising them on human resource management, employee benefits, compensation, communication, strategy and organizational effectiveness.

Areas of Expertise:

The Property/Casualty Practice provides management, actuarial, claim and risk management consulting services to insurance companies and corporations worldwide. Our consultants have assisted P/C insurers and reinsurers with Reserve Analysis; Product Development and Pricing; Capitol Management; Enterprise Risk Management; Claims Management; Catastrophe Risk Management; Assistance with Rating Agencies; and, Assessing Mass Torts, such as Asbestos, Pollution and Mold. Our Risk Management consultants also provide corporations and public sector entities with Actuarial Analysis of their risk for purposes of self-insurance and captive feasibility analysis. For more information on these and other services, please contact Ron Kozlowksi at kozlowr@towers.com or 415.836.1025.

Our Life Insurance Practice has a keen understanding of the business issues affecting the marketplace. A trend towards consolidation, evolving consumer needs, intensified competition, new distribution channels and advances in technology have created an environment of dramatic change, and an experienced and objective partner can be a valuable asset. We provide a full range of consulting services to help life companies improve their busi-

Towers Perrin Reinsurance

BUILDING RELATIONSHIPS ■ PRODUCING RESULTS™

ness performance, including Mergers & Acquisition Support, Customer Value Management, Product Development, Market Analysis and Positioning, Distribution Strategy, Actuarial Valuations, Shareholder Value Management, Litigation Support, Asset/Liability Management and Enterprise Risk and Capital Management. For more information on these and other services, please contact Hubert Mueller at Muelleh@towers.com or 860.843.7079

Our Health Sector Consulting Practice delivers innovative management and actuarial consulting expertise to health plans and health and group disability insurers worldwide in four main areas: Strategic Business Analysis; Medical Cost Management; Products and Services for the Aging; and Actuarial/Financial Management. We provide insights and solutions that arise from a deep understanding of predictive models, managed care risk, and how companies create economic value. For more information on these and other services, please contact Brad Fluegel at fluegeb@tower.com or 212.309.3940.

Additional Consulting Expertise:

Tillinghast-Towers Perrin provides additional consulting expertise to the Financial Services and Insurance industry in the following areas:

- ▶ Mergers, Acquisitions & Restructuring
- ▶ Appraisal Valuations
- ▶ Corporate Restructuring
- ▶ e-Business Strategy and Support
- ▶ Embedded Value Reporting
- ▶ Experience Studies
- ▶ Organizational Effectiveness

Tillinghast Actuarial Software (TAS)—The preferred financial projection tool

TAS P/C—Dynamic financial modeling and projection software

Global Cap:Link—Our advanced economic scenario generator

HealthMAPS—Rating manuals and software

VALUE—A variable annuity and Life database