

2002 Consulting for Success

ACTUARIAL CONSULTING SPECIAL SECTION

Welcome to *Contingencies'* fourth 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 featured for each participating company. Discover the services these consultants offer to make your job easier.

The companies featured in this issue include:

- ▶ **Buck Consultants**Page 45
- ▶ **Deloitte & Touche**Page 47
- ▶ **Lewis & Ellis**Page 49
- ▶ **Mercer**Page 51
- ▶ **MHL**Page 53
- ▶ **Milliman USA**Page 56
- ▶ **Reden & Anders**Page 55
- ▶ **Tillinghast-Towers Perrin**Page 57

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.

Buck Consultants

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

One Pennsylvania Plaza
New York, New York 10119-4798
1-800-470-2766
e-mail/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: more than 85 years of best practice performance speaks volumes. When you work with Buck, you are assured of the most accurate, complete, and innovative consulting services available anywhere, all tailored to each client's unique needs and requirements. What makes us unique? Our total dedication to our clients.

Buck Consultants, a subsidiary of Mellon Financial Corporation, is part of the world's fourth largest benefit consulting and outsourcing organization, and a recognized world leader in human resources. Our 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 15 million plan participants 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, employee communications, and HR and organization effectiveness. 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 extraordinary level of service. Supported by centralized resources and a dedicated staff, we strive to build solid, lasting client relationships. This involves not just solving problems, but also help-

ing 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 enable 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. More than 85 years later, we're still a leader in developing new approaches that provide creative, cost-effective solutions to our clients' problems.

Notably, our retirement consultants were the creators of the cash balance plan in 1984, giving us unmatched familiarity with this complex plan design, as well as expertise in designing, implementing and communicating all types of hybrid defined benefit plans.

There's no challenge Buck Consultants can't meet.

Commitment. Our business is all about the commitment to give our clients a competitive edge. This year, the acquisition of Unifi Network deepened this commitment by strengthening our retirement and actuarial services and expanding our expertise in compensation consulting as well as HR and organization effectiveness. At Buck, we demand original thinking, fiscal responsibility, and the inventive application of new technologies. 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'd 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 Financial Company™

Deloitte & Touche LLP

1633 Broadway New York, NY 10019
Phone: 212.489.1600
Fax: 212.492.4154
Web Site: www.deloitte.com

Deloitte & Touche

The Power of Connections

Overview

Deloitte & Touche LLP, one of the nation's leading professional services firms, provides assurance and advisory, tax, and management consulting services through over 30,000 people in more than 100 U.S. cities. The firm is dedicated to helping our clients and our people excel. Known as an employer of choice for innovative human resources programs, Deloitte & Touche has been recognized as one of the "100 Best Companies to Work For in America" by Fortune magazine for five consecutive years. Deloitte & Touche is the U.S. national practice of Deloitte Touche Tohmatsu. With more than 100,000 people in over 140 countries, Deloitte Touche Tohmatsu serves nearly one-fifth of the world's largest companies, as well as large national enterprises, public institutions, and successful fast-growing companies.

Our Global Practice

To help clients meet the demanding challenges of today's insurance and financial services marketplaces, Deloitte & Touche has combined the knowledge and strength of its three regional practices, B&W Deloitte (UK/Europe/South Africa), Trowbridge Deloitte (Asia Pacific), and the U.S. Actuarial & Insurance practice into one seamless, global practice: the Actuarial & Insurance Consulting Group (AICG).

Service Capabilities to Meet Client Needs

AICG provides in-depth strategic and technical advice to assist the insurance and financial services industries in all aspects of actuarial and related consulting. By modeling future financials, assessing risks, and quantifying financial implications, our global AICG practice helps companies make better-informed decisions. The AICG services include all aspects of:

- ▶ Pricing and expense management
 - actuarial pricing and profit assessment
 - data mining and predictive modeling
 - expense analysis and allocations
- ▶ Risk management and process re-engineering
 - underwriting and claims processes
 - insurable risk analysis
 - alternative risk financing
 - e-commerce services
- ▶ Shareholder value management
 - actuarial appraisal values
 - M&A support
 - Prophet
 - dynamic financial analysis and stochastic modeling
- ▶ Markets and distribution
 - market specific analysis
 - economics of distribution channels
 - customer relationship modeling
- ▶ Balance sheet management
 - capital management

- loss reserving
- policyholder liabilities
- asset-liability modeling
- ▶ Financial and management consulting
 - management information systems
 - reinsurance analysis
 - regulatory compliance
 - environmental liability management

What Sets AICG Apart?

Global Perspective, Regional Strength, Local Delivery. Having successfully integrated the full capabilities of Deloitte Touche Tohmatsu, AICG can deliver seamless service to its clients wherever they may operate. Our commitment to providing global resources, directed locally ensures our clients receive the best skills, ideas, and solutions that our vast network of resources can provide. AICG's multidisciplinary approach enables us to provide a range of services unmatched in the marketplace. We take advantage of the extensive skills and experience in the firm's other business disciplines to provide our clients with proactive advice from a unique perspective.

Market-Leading Tools and Methodologies

Technology and innovation are key drivers of AICG's strength. We have a number of market-leading tools that help us to solve our clients' critical business problems.

Prophet: Prophet is a comprehensive PC-based asset and liability actuarial modeling system that provides a wide range of advanced facilities for pricing, profit testing, valuation, ALM, strategic planning, and risk management analysis. Its flexible open architecture adapts to your company's needs and seamlessly integrates product features and valuation techniques. In addition, Prophet accommodates major financial standards around the world and also will meet the eventual international Accounting Standards.

Data Mining: The AICG practice has developed data mining programs designed to unlock new and very potent business insights that heretofore lay hidden within large disparate databases. This enables our clients to improve both their top- and bottom-line performances.

Dynamic Financial Analysis (DFA): AICG has a financial planning tool kit with a DFA model for valuations, optimizing capital allocation strategies, and strategic planning applications. By using interactive assumptions, the impact of a strategy can be measured for a firm under multiple economic scenarios.

Economic Models: The Smith Model (TSM) is a continuous time, multicurrency stochastic asset model that includes deflators and the ability to calibrate to market yield curves. Deflators are a proven technique for calculating the market value of a product with arbitrary cash flows. Calibration to market yield curves allows you to use today's market information to influence your projections. TSM is integrated with Prophet.

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

2929 N. Central Expressway
Suite 200
Richardson, TX 75080
P.O. Box 851857
Richardson, TX 75085-1857
Telephone: (972) 850-0850
Fax: (972) 850-0851

Website: www.LewisEllis.com



Corporate Overview

Founded in 1968, Lewis & Ellis, Inc., Actuaries & Consultants, celebrates its 35th year of providing independent actuarial, management and software consulting services. Our offices in Kansas City and Dallas work extensively with companies and individuals throughout the nation. Quality people who possess insight and technical expertise have built our success. The principals of L&E are all either qualified actuaries or insurance professionals with many years of insurance company and consulting experience.

Mission

We strive to provide innovative but simple answers to complex issues. We utilize our technical training and specialized knowledge to identify a company's needs and analyze immediate or potential problems. Using imagination and extensive resources, we develop creative and workable solutions. Communication with clients is key, providing 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. We provide expert support to nearly every department found in an insurance company.

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
- ▶ Long-term care
- ▶ Retiree medical and life benefits
- ▶ State policy form filing
- ▶ 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*XTRASTM, a reserve and cash value factor generator

Our clients include insurance companies, health care providers, governmental entities, attorneys, marketing organizations 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 client's 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 professional staff at the top of their profession with people skills to effectively communicate with our clients. We will assure that our consultants maintain continuing education to stay current with emerging issues.

Mercer Risk, Finance & Insurance Consulting

www.mercerRFI.com

MERCER

Risk, Finance & Insurance Consulting

Mercer Risk, Finance & Insurance Consulting ("Mercer RFI") provides actuarial consulting services to insurance companies, government entities, and other organizations on all aspects of property-casualty, life, and health care risks.

Our business philosophy is to:

- ▶ provide independent, objective advice;
- ▶ combine broad-ranging expertise with specialized knowledge of the industry segments we serve;
- ▶ continuously research methods for evaluating, measuring, and reporting on risk; and
- ▶ provide clients with clear, timely, non-technical communications.

In addition to traditional actuarial services, such as pricing and ratemaking, valuation, and financial forecasting, we provide integrated risk solutions involving business strategy, product design, stochastic modeling of liabilities and capital, and enterprise risk management.

Integrated Risk Solutions

Mercer RFI is an industry leader in developing integrated risk solutions. Our actuarial consultants have substantial experience in economic and capital management as well as with stochastic simulation modeling. We use our expertise to provide effective solutions that bridge the gap between theory and practice.

Our services are grounded in fundamental concepts, with the basic one being "follow the cash." For example, we conducted an enterprise-wide analysis for an insurance company in order to determine whether a sale would maximize shareholder value. Our innovative analysis involved separately identifying the insurer's policy and capital cash flows, which increased the transparency and understanding of the insurer's profitability.

Mercer RFI can apply its integrated risk expertise to risk/reward appraisals, regulatory compliance work, economic valuations, and risk management initiatives.

Navigating Risk and Return

Our actuarial consultants have substantial experience analyzing and quantifying the tradeoff between risk and return. For industrial organizations, we take into account the value of the implicit support for unexpected losses that is provided by the organization's capital base. When viewed in this way, the decision to retain risk is best analyzed as an investment and measured using methodologies such as economic cost of risk (ECOR) and risk-adjusted return on capital (RAROC).

Tools

Mercer RFI uses a suite of tools to model cash flows, including those based on claim contingencies. We have developed proprietary stochastic simulation models that provide projections of assets and liabilities under different operational, financial, and economic scenarios. In addition, we have a proprietary economic scenario generator, RFIGEN. These products can complement

existing applications, ranging from stand-alone proprietary valuation software to liability cash flow models.

Surveys & Publications

Mercer RFI regularly conducts surveys, such as the *Carrier Trend Report*, which reports prospective health insurance rating trends based on a survey of health insurers. We also produce *Benchmark Capitation Rates: The Physicians How-To Guide for Calculating Fee-For-Service Equivalents*, which physicians use to judge the adequacy of capitation rates offered by health insurers.

Our client bulletin, *RFI-Global*, provides unique perspectives on current issues that impact the global actuarial profession.

Major Practices

Property & Casualty. Our Property & Casualty Practice provides risk analysis, cash flow analysis, pricing, and loss forecasting to insurance companies, government entities, and self-insured organizations.

Life. Our Life Practice provides comprehensive services to life insurance companies, including product design and pricing, stochastic modeling of risks, embedded value determination, full mergers & acquisitions support, capital modeling and allocation, Appointed Actuary work, and enterprise risk management.

Health Care. Our Health Care Practice provides traditional actuarial services, such as the estimation of premium rates and unpaid claim liabilities, as well as high-level strategic advice to insurers, health care providers, government agencies, law firms, and regulators.

North American Contacts

Atlanta	Chad Wischmeyer	(404) 239-6422
Chicago	David Fishbaum	(312) 930-0642
Columbus	Alan Crowe	(614) 227-5517
Milwaukee	Kurt Giesa	(414) 223-2280
New York	Ted Zubulake	(212) 345-3559
Philadelphia	Ted Stone	(215) 982-4390
San Francisco	Randy Naylor	(415) 743-7702
Toronto	Stuart Wason	(416) 868-2859

Outside North America

Amstelveen (Amsterdam)	Egbert Kromme	31 20 4313 750
Lisbon	Isabel Ribeiro	351 213 113 840
London/Leatherhead	Jeff Pearson	44 1372 389 615

About Mercer

Mercer Risk, Finance & Insurance Consulting is an operating company of Mercer, a subsidiary of Marsh & McLennan Companies. Mercer includes operating companies that provide consulting advice on human resources, employee benefits, corporate strategy, organizational change, regulation, public policy, and brand and identity management.



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, and are equally useful for personal and commercial lines. 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.

Financial Risk Management

In addition to pricing and underwriting, MHL is now pushing the envelope in actuarial science with advanced financial risk mod-

eling techniques. Through our subsidiary, Paratus Consulting Limited, we help insurers improve long term profitability by ensuring that corporate decisions are made with greater understanding of the possible outcomes, through carefully researched risk assessment and management. This is achieved using financial risk management modeling, which begins with the crucial stage of problem analysis and definition, and ends with successful implementation of the business solution.

We do not believe that one "black box" model works for everyone. So, we continue to expand our 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 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, TPA's, 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
 Contact: Jon Brunsberg, MBA
 Phone: 612-596-5116
 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 insurers, managed care organizations (MCOs), 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 core of our business because it's the key to finding the meaning behind the numbers. We assist our insurer and MCO clients with medical expense benchmarking, regulatory services, innovative product design & pricing, 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, operations experts, statisticians, underwriters, researchers 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 to recognize, define and manage risks. We have long-standing relationships with our clients and have built a reputation for credibility, creativity and outstanding service. Our success depends upon the success of our clients.

Introducing the Reden & Anders Actuarial Toolbox™

We have built a strong reputation delivering value-added consulting services to the managed care industry with our sophisticated tools, models and databases. Now, you have direct access to many of these resources for your analysis with the Reden & Anders Actuarial Toolbox. These tools can free you from endless data overload by transforming data into information — information that is vital for your business-critical decisions.

Reden & Anders is an Ingenix Health Intelligence™ company. One of the fastest growing health information companies in the industry, Ingenix provides 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.

We want to hear from you. Reden & Anders mission is to empower companies to make strategic decisions and manage risk and costs. 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: shellie.sever@milliman.com
Website: www.milliman.com

A MILLIMAN GLOBAL FIRM



Milliman USA
Consultants and Actuaries

Philosophy

We provide our clients with an entrepreneurial approach; a passion for innovation; objective, independent, unbiased advice; and a superior work product – based on the best tools and data available.

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 that 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.

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, record keeping, 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 tools.

Health. Milliman is broadly acknowledged as the leading consulting firm to health plans, health care providers, and health insurance companies, and also advises health benefit plan sponsors such as Taft-Hartley plans and self-insured employers. Our multi-disciplinary teams of actuaries, clinicians, and information technology consultants form a unique team of experienced strategic advisers able to anticipate and respond to emerging industry trends. Committed to front-line industry research, Milliman's consulting tools and databases have shaped the way health care costs and efficiency are measured. Milliman's Health Cost Guide-

lines are an industry standard, used by leading insurers in estimating claim costs. Our Care Guidelines are an evidence-based description of current best medical practice and are widely used throughout the health care industry. CareGuideQI is a new interactive software tool that enhances the application of the Care Guidelines.

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 MG-ALFA (Asset Liability Financial Analysis). In addition to asset-liability analysis, MG-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 a 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

TowersPerrin *Reinsurance*

BUILDING RELATIONSHIPS ■ PRODUCING RESULTS™

Corporate Overview:

Tillinghast provides actuarial and management consulting to financial services companies and advises other organizations on their risk financing and self-insurance programs. Tillinghast is a premier advisor to the insurance and financial services industry. Its major clients include most of the world's top insurers. It operates globally as a single firm with consistent professional standards through a network of 43 offices in 20 countries. Tillinghast consultants help clients improve business performance through global industry expertise, state-of-the art predictive modeling techniques, analytical rigor and technical excellence. We advise clients in these areas: mergers, acquisitions and restructuring; financial reporting, risk management and value-based management; products, markets and distribution. More information about Tillinghast is available at www.tillinghast.com.

Our affiliate, Towers Perrin Reinsurance, provides reinsurance intermediary services and consulting expertise that focuses on the creative blending of traditional and nontraditional risk transfer vehicles. In operation continuously for over 75 years, Towers Perrin Reinsurance ranks fifth among global reinsurance intermediaries. Tillinghast and Towers Perrin Reinsurance work collaboratively to provide complete risk management and transfer solutions for clients.

Classic Solutions, newly affiliated with Tillinghast, develops projection software for financial services companies. Tillinghast works with Classic to develop and implement customized financial projection models of a client's business. With MoSes and TAS, our clients can expect a modeling tool that combines a highly flexible, easy-to-work-in environment with an expanding array of application functionality — one that we believe will quickly become the undisputed market leader.

Tillinghast is a division of Towers Perrin, one of the world's largest independent consulting firms with over 9,000 employees and 79 offices in 23 countries. Towers Perrin's core business helps organizations manage their investment in people to achieve mea-

asurable performance improvements, focusing on human resource strategy and service delivery, benefit and compensation design and implementation, employee and organizational communication, HR technology and outsourced HR administration. More information about Towers Perrin is available at www.towersperrin.com.

Areas of Expertise:

We offer our clients a complementary portfolio of services:

- ▶ Mergers, Acquisitions and Restructuring
- ▶ Financial Reporting
- ▶ Risk Management
- ▶ Value-Based Management
- ▶ Products, Markets and Distribution

Services are offered by specialists in all sectors:

- ▶ Life Insurance and Financial Services
- ▶ Property/Casualty Insurance
- ▶ Health Care Organizations
- ▶ Corporations and Self-Insureds
- ▶ Reinsurance

Additional Consulting Expertise:

Because they work exclusively in the insurance and financial services field, Tillinghast consultants have a deep knowledge of products, markets, profit drivers and trends impacting our clients. As the world's largest employer of actuaries focused on insurance, we bring to the table an unparalleled ability to model complex, long-term businesses. In addition, we are at the forefront of innovations in our profession, such as market-consistent valuation techniques, predictive modeling to improve customer and product line profitability, and risk management approaches that span the financial and operational risks of an enterprise.