Investors' Day 2009

AWD: Set for sustainable profitable growth

Manfred Behrens, CEO AWD Holding AG
Zurich, 15 December 2009
Key messages

AWD is set for sustainable profitable growth

AWD is a leading personal financial adviser

Increased sales for Swiss Life, supported launch of new Swiss Life products and successfully reduced costs

Deliver sustainable profitability and generate adequate returns for Swiss Life. Further increase sales for Swiss Life

Achieve operational profitability through disciplined cost cutting
AWD with strong market presence in core regions

9m 2009

 Holds AG

- Revenue: EUR 381.5 million
- Advisers: 5,321 ¹)
- Advised customers: 341,096
- Number of applications: 644,690

Germany
- Revenue: EUR 244.3 million
- Advisers: 3,563
- Advised customers: 196,653
- Number of applications: 390,619

UK
- Revenue: EUR 32.7 million
- Advisers: 210
- Advised customers: 16,586
- Number of applications: 26,321

Switzerland
- Revenue: EUR 52.3 million
- Advisers: 372
- Advised customers: 32,710
- Number of applications: 45,988

Austria/CEE
- Revenue: EUR 52.1 million
- Advisers: 1,176 ¹)
- Advised customers: 95,147
- Number of applications: 181,762

¹) Number of advisers adjusted for exit of Romania and Croatia
AWD successfully links customers and product partners based on personal financial advice.

- Advised customers
- AWD
- Product partners

- Personal financial advice
- Optimise customer's finances
- Invest freed-up money in financial solutions
- Referrals to new customers
- Satisfied customer with improved financial situation
Solid selling power at the point of advice
9m 2009, EUR, in %

AWD focuses on mass affluent customers – Europe’s largest customer segment

Income structure of advised customers
- >60 000: 14%
- <60 000: 39%
- <40 000: 25%
- <20 000: 22%
Ø 44 000

Age structure of advised customers
- >50 years: 17%
- <50 years: 31%
- <40 years: 28%
- <30 years: 24%
Ø 38 years

High number of advised customers and advisers gives AWD a strong market presence

<table>
<thead>
<tr>
<th>Advised customers</th>
<th>UK</th>
<th>CH</th>
<th>AT/CEE</th>
<th>DE</th>
</tr>
</thead>
<tbody>
<tr>
<td>341 096</td>
<td>16 586</td>
<td>32 710</td>
<td>95 147</td>
<td>196 653</td>
</tr>
<tr>
<td>Advisers 1)</td>
<td>5 321</td>
<td>1 176</td>
<td></td>
<td>3 563</td>
</tr>
<tr>
<td>Advisers 1)</td>
<td>210</td>
<td>372</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- 341 096 (+3.8%) advised customers and 5 321 advisers reflect AWD’s good reputation and strong distribution power
- Total number of agents under contract 10 704, of which 2 949 trainees

1) Number of advisers adjusted for exit of Romania and Croatia
AWD has made strong progress on priorities presented at Investors’ Day 2008

Priorities as presented at Investors’ Day 2008

Improve productivity and efficiency in core markets
- Improve efficiency, implement new joint service platform in Germany
- Further enhance adviser retention, growth and quality of advice

Leverage partnership with Swiss Life
- Enhance partnerships in Germany and Switzerland, introduce new products
- Implement “best select” model with Swiss Life, also in Austria

Turnaround UK, Austria
- Complete turnaround in UK
- Resolve issues in Austria

Enhance presence in new markets
- Further enhance operations in existing CEE markets
- Explore opportunities in new markets

Status as of today

- Enhanced admin efficiency in all regions
- Germany successfully reduced head offices and back offices costs
- Focus on enhanced adviser retention, growth and quality of advice

- Strong partnerships in Germany and Switzerland with higher than expected sales of non-traditional products
- 2010 implement “best select” model with Swiss Life in Austria

- Turnaround in UK completed H1 09
- Issues in Austria addressed, new business model implemented

- Focus on high growth potential markets in CEE and exit Romania and Croatia
- Focus on growth in existing markets
AWD with continuously increasing sales of Swiss Life products

New business production

**Germany**

<table>
<thead>
<tr>
<th>EUR million</th>
<th>2007</th>
<th>08</th>
<th>2009E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>82</td>
<td>183</td>
<td>~300</td>
</tr>
</tbody>
</table>

- Swiss Life Germany established as a “best select” provider for AWD in several product categories
- Strong sales of risk protection and state-supported pension plans
- Additional pension plan products to be launched in 2010 to leverage distribution power

**Switzerland**

<table>
<thead>
<tr>
<th>CHF million</th>
<th>2007</th>
<th>08</th>
<th>2009E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>0</td>
<td>11</td>
<td>~110</td>
</tr>
</tbody>
</table>

- Swiss Life Switzerland is a new “best select” provider for AWD
- Swiss Life Champion Duo with strong sales
- New annuity product was launched in Q3/2009
- Focus on private pension plans to use full scope of distribution power
AWD with positive underlying profit as turnaround makes good progress in 2009

EUR million

Underlying operating profit (excluding one-off and restructuring costs)

<table>
<thead>
<tr>
<th></th>
<th>Q1 2009</th>
<th>H1 2009</th>
<th>9m 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Underlying</td>
<td>-6.0</td>
<td>-2.8</td>
<td>3.5</td>
</tr>
<tr>
<td>EBIT, including one-off and restructuring costs</td>
<td>-6.0</td>
<td>-10.3</td>
<td>-19.4</td>
</tr>
</tbody>
</table>

One-off and restructuring costs will cause a reported negative EBIT in 2009.
Operating result for 9m 2009 reduced by one-off and restructuring charges of EUR ~23 million

9m 2009, EUR million

- Total one-off and restructuring costs 9m 2009: ~23
- Holding downsizing/increase admin efficiency in Germany and Group: ~20%
- Change of claim and other effects: ~20%
- Repositioning AWD AT: ~50%
- Severance payments: ~10%
AWD able to deliver double-digit EBIT margin, however, financial crisis impacted business

EUR million ¹)

<table>
<thead>
<tr>
<th></th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>562.7</td>
<td>716.4</td>
<td>630.2</td>
<td>728.0</td>
<td>717.5</td>
<td>633.0</td>
</tr>
<tr>
<td>Costs</td>
<td>507.2</td>
<td>640.8</td>
<td>571.9</td>
<td>650.2</td>
<td>634.5</td>
<td>613.3</td>
</tr>
<tr>
<td>EBIT</td>
<td>55.5</td>
<td>75.6</td>
<td>58.3</td>
<td>77.8</td>
<td>83.0</td>
<td>19.7</td>
</tr>
<tr>
<td>EBIT margin, %</td>
<td>10.0</td>
<td>10.6</td>
<td>9.3</td>
<td>10.7</td>
<td>11.6</td>
<td>3.1</td>
</tr>
<tr>
<td>Advisers</td>
<td>4 897</td>
<td>6 014</td>
<td>5 707</td>
<td>6 040</td>
<td>6 305</td>
<td>6 009</td>
</tr>
<tr>
<td>Revenue/advisers</td>
<td>114 846</td>
<td>119 122</td>
<td>110 426</td>
<td>121 333</td>
<td>113 798</td>
<td>105 500</td>
</tr>
</tbody>
</table>

• Customers’ high preference for secure investments and low returns of equity-based policies have materially impacted the top and bottom line since 2008
• Challenging market conditions, internal restructuring and enforcement of regulatory requirements held back adviser growth since 2008
• MILESTONE programme and measures taken in all regions will result in a very competitive cost structure to achieve sustainable profitable growth
• Higher numbers of advisers in training are the basis for targeted future adviser growth

¹) Numbers not fully comparable due to acquisitions and divestments
## Challenges to be addressed

| Overall               | • Adapt to regulatory changes  
|                      | • Continue to rebuild reputation in Austrian market  
|                      | • Focus on selected CEE units with high growth potential |
| Sales                | • Provide products with “best select” status to ensure growth  
|                      | • Validate and scale up new advisory model in Austria |
| Advisers             | • Retain more advisers to extend reach in AWD’s target customer segments  
|                      | • Improve attractiveness in recruiting market |
| Productivity         | • Further increase number of contacts and advised customers per adviser |
| Costs                | • Improve efficiency of back offices and keep overhead costs under strict control |
MILESTONE with clear measures to drive profitability and growth in each country...

Top measures and priorities per country

| Germany/Headquarters | • Substantial reduction in holding expenditure  
|                      | • Back office consolidation between AWD GmbH and Horbach  
|                      | • Further measures to enhance recruiting and to increase retention of new advisers |
| Switzerland          | • Achieve substantial growth through Swiss Life products  
|                      | • Reduce churn rate and stabilise sales force  
|                      | • Keep good fixed cost discipline |
| AT/CEE               | • Continue to rebuild reputation in Austria by adapting advisory model  
|                      | • Stabilise number of active advisers and trainees  
|                      | • Focus on CEE units with high growth potential  
|                      | • Finalise fixed cost reduction in 2010 |
| UK                   | • Refocus on core business segments (advisory business)  
|                      | • Integrate consulting in wealth management to realise synergies  
|                      | • Adjust remuneration model and training to changed regulatory requirements |
... and turn around value drivers to deliver positive ROI for Swiss Life

<table>
<thead>
<tr>
<th>Sales</th>
<th>Germany</th>
<th>Switzerland</th>
<th>Austria/CEE</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Focus on risk protection, non-life policies and pension plans</td>
<td>Focus on private pension plans and non-traditional products</td>
<td>Better value proposition and focused market presence</td>
<td>Focus on higher up-fronts from private saving schemes</td>
</tr>
</tbody>
</table>

| Advisers | 750-800 additional advisers by 2012 | 45-50 additional advisers by 2012 | 160-170 additional advisers by 2012 | 25-35 additional advisers by 2012 |


| Cost-reductions (2010 vs. 2008) | EUR ~29 million cost reduction incl. Holding | Limit fixed costs increase to EUR ~1 million | Reduce fixed costs by EUR ~10 million | EUR ~32 million cost reduction |
Significant reduction in fixed cost base with full benefits in 2010

EUR million

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009E ¹)</th>
<th>2010P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holding</td>
<td>37.2</td>
<td></td>
<td></td>
</tr>
<tr>
<td>UK</td>
<td>49.9</td>
<td>29.5</td>
<td>174</td>
</tr>
<tr>
<td>CH</td>
<td>21.2</td>
<td>23.4</td>
<td>20.9</td>
</tr>
<tr>
<td>AT/CEE</td>
<td>37.7</td>
<td>31.2</td>
<td>21.6</td>
</tr>
<tr>
<td>DE</td>
<td>98.0</td>
<td>93.3</td>
<td>85.6</td>
</tr>
</tbody>
</table>

¹) 2009 fixed costs, excluding one-off and restructuring costs

- Fixed costs (overhead & admin costs) to be reduced by EUR 70 million respectively CHF 105 million by 2010
- Major saving positions are personnel costs, marketing, as well as services and consulting
- Cost reductions are EUR 8 million higher than originally planned
Achieve profitable growth through improvements in all value drivers

<table>
<thead>
<tr>
<th></th>
<th>FY2009E</th>
<th>FY2010P</th>
<th>FY2012P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advisers</td>
<td>~5 300</td>
<td>~5 500</td>
<td>~6 200</td>
</tr>
<tr>
<td>Advised customers</td>
<td>~476 000</td>
<td>~527 000</td>
<td>~620 000</td>
</tr>
<tr>
<td>Revenue</td>
<td>EUR 530-540 m</td>
<td>EUR 560-580 m</td>
<td>EUR 670-690 m</td>
</tr>
<tr>
<td>EBIT 1)</td>
<td>EUR ~5-10 m</td>
<td>EUR 40-50 m</td>
<td>EUR 80-100 m</td>
</tr>
</tbody>
</table>

1) EBIT 2009, excluding one-off and restructuring costs
Summary

Achieve profitable growth through:

- Focus on adviser growth to enhance market reach
- Continue to share market intelligence with Swiss Life and ensure growing distribution of Swiss Life non-traditional pension products
- Monitor progress of MILESTONE programme and achieve sustainable profits
- Use strong market position to further increase profitability above 2012 targets in the mid term
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Financial calendar

Full-year results 2009  30 March 2010
Interim statement Q1 2010  4 May 2010
Annual General Meeting  6 May 2010

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