Investors' Day 2009

Wrap-up

Bruno Pfister, Group CEO
Zurich, 15 December 2009
Swiss Life Investors’ Day: Wrap-up

MILESTONE programme ensures that the successful transformation launched in 2009…

…continues and will deliver expected results by 2012

1. Enhance customer value & new business profitability
2. Increase distribution quality and power
3. Improve operational efficiency
4. Strengthen the balance sheet
5. Drive disciplined execution

- New business margin > 2.2%
- > 70% of NBP from non-traditional and risk products
- 20 - 25% share of Swiss Life products in relevant product categories of AWD
- CHF 350 - 400 m reduced cost base versus 2008
- RoE 10 - 12%
- Dividend payout ratio 20 - 40%
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Contact details and financial calendar

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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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