Introduction

Bruno Pfister, Group CEO
Zurich, 24 November 2010
Swiss Life – The future starts here

Our mission
We are committed to helping our clients create a financially secure future. For life.

Our ambition
We aim to become a leading international specialist for risk, life and pension solutions

Our values
- Expertise
- Openness
- Engagement
- Proximity
- Clarity

Our thrusts
1. Enhance customer value & new business profitability
2. Increase distribution quality and power
3. Improve operational excellence
4. Preserve the balance sheet and optimise in-force business
5. Drive disciplined execution
6. Engage employees

Swiss Life – The future starts here
**Today’s objectives**

- Shifting the new business towards modern and risk products and improving new business profitability
- Optimising our in-force profitability
- Achieving our cost savings target of CHF 350-400 million
- Maintaining comfortable Solvency I and SST position

**Group**

**Market Unit Switzerland**

- Updating on progress made since last Investors’ Day
- Managing proactively in a low interest rate environment

**Key Challenges in the Life Insurance Industry**

- Addressing key challenges and opportunities with MILESTONE
- Shaping Swiss Life’s future beyond 2012
## Investors’ Day 2010

### Today’s programme

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Presented by</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:05 – 12:00</td>
<td><strong>MILESTONE:</strong> Managing for value</td>
<td>Thomas Buess, Group CFO</td>
</tr>
<tr>
<td>12:00 – 12:30</td>
<td>Q&amp;A session I</td>
<td></td>
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<tr>
<td>12:30 – 13:15</td>
<td>Lunch</td>
<td></td>
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<tr>
<td>13:15 – 14:15</td>
<td><strong>Swiss Life Switzerland:</strong> Delivering on targets</td>
<td>Ivo Furrer, CEO Switzerland, Hans-Jakob Stahel, Head Corp. Customers, Martin Suter, CFO Switzerland</td>
</tr>
<tr>
<td>14:15 – 14:40</td>
<td>Q&amp;A session II</td>
<td></td>
</tr>
<tr>
<td>14:40 – 15:00</td>
<td><strong>Outlook and wrap-up</strong></td>
<td>Bruno Pfister, Group CEO</td>
</tr>
<tr>
<td>15:00 – 15:30</td>
<td>Refreshments</td>
<td></td>
</tr>
</tbody>
</table>
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Contact details and financial calendar

Contact

Robert Moser                      Phone    +41 (43) 284 67 67
Head of Investor Relations        E-mail   robert.moser@swisslife.ch

Rolf Winter                      Phone    +41 (43) 284 49 19
Senior Investor Relations Manager E-mail  rolf.winter@swisslife.ch

Financial calendar

Full-year results 2010            2 March 2011
Interim statement Q1 2011         3 May 2011
Annual General Meeting 2011       5 May 2011

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