



Investors' Day 2008

AWD: Delivering on targeted upside

Manfred Behrens, Co-CEO AWD Holding AG
Zurich, 2 December, 2008

Agenda



1. Strategy execution

Bruno Pfister

2. AWD

Manfred Behrens

3. Switzerland

Ivo Furrer

4. Financials

Thomas Müller

5. Investments

Patrick Frost

6. Wrap-up

Bruno Pfister

Key points



AWD: Delivering on targeted upside

1

AWD an important new engine for growth and profitability for Swiss Life

2

Good momentum in Germany, Switzerland and CEE – issues in UK and Austria are being addressed

3

The partnership between AWD and Swiss Life is developing successfully

4

AWD to deliver on financial targets – EBIT to reach EUR 130m by 2012

1 IFA business model structurally growing – financial crisis further enhancing demand

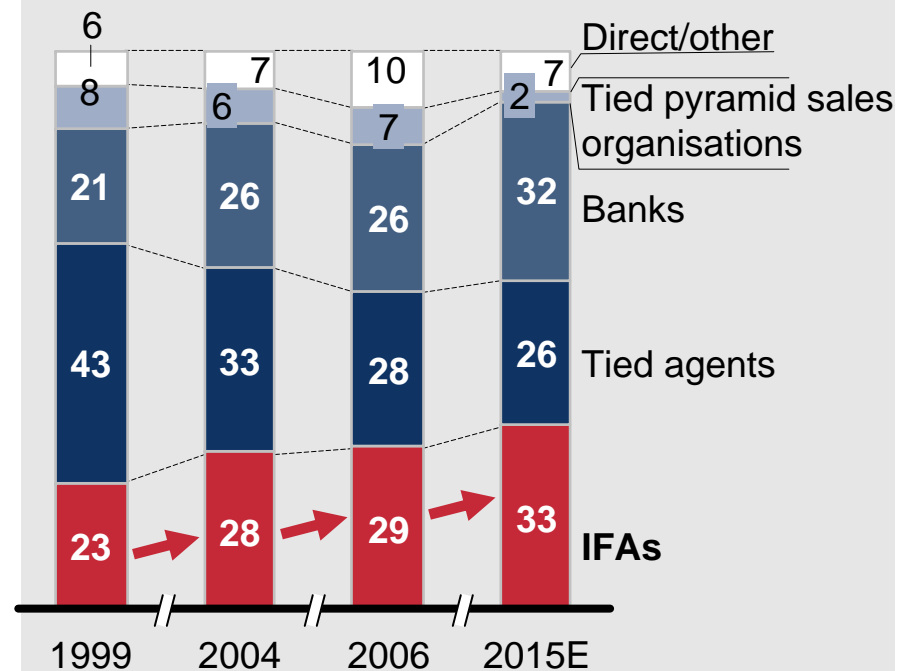


Key growth drivers for IFA business model

- Growing share of IFAs
 - Customer demand for independent, holistic financial advice – further fuelled by financial crisis
 - Regulation, e.g. MIFID
 - Relative shift of value creation towards distribution
- Structural overall market growth
 - Increasing life expectancy and retirement needs
 - Underfunded pension systems

Example Germany

Life insurance distribution market share by APE, in percent



1 AWD as leading IFA well positioned to capture growth opportunity

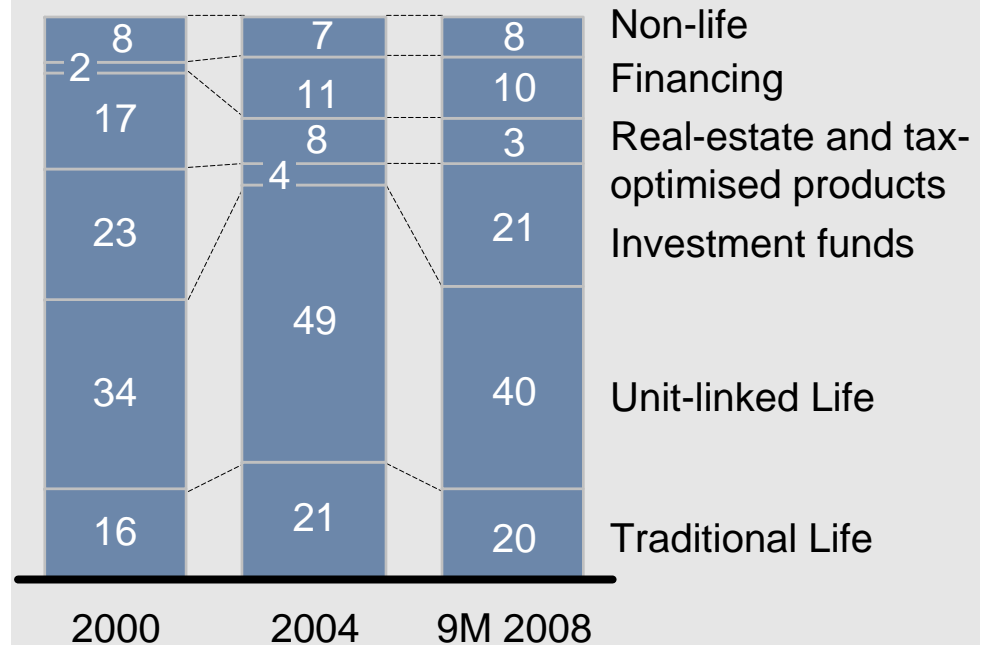


Leading position of AWD

- Largest IFA in Europe with 6 300 advisors
- Top-3 positions in all core markets DE, AT, CH and CEE
- Leading independent and holistic advisory model
- Broad product range – diversification of revenues, providing relatively resilient income streams
- Strong brand

Broad product range

AWD upfront commissions, in percent



1

AWD investment strategically and financially attractive for Swiss Life



Swiss Life as one "best select" provider for AWD – IFA business model not modified by ownership



Increased distribution capacity in core markets, with access to new markets



Improved market intelligence and customer insights



Diversification of Swiss Life Group business mix towards distribution-driven revenues and profits



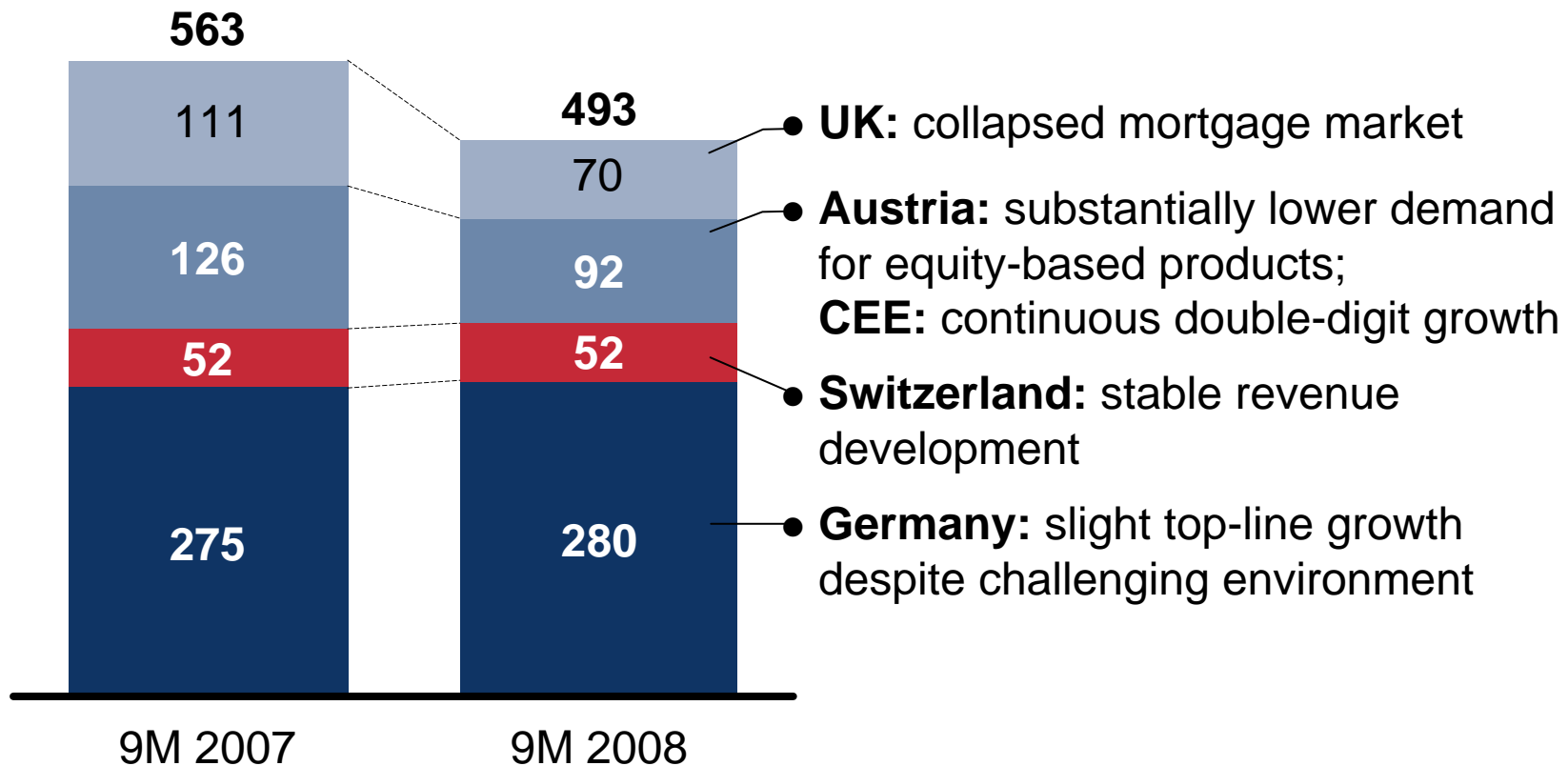
Additional value creation – high-growth stand-alone earnings and synergies

2

Good momentum in Germany, Switzerland and CEE – UK and Austria results weak



AWD Group revenues, EUR m

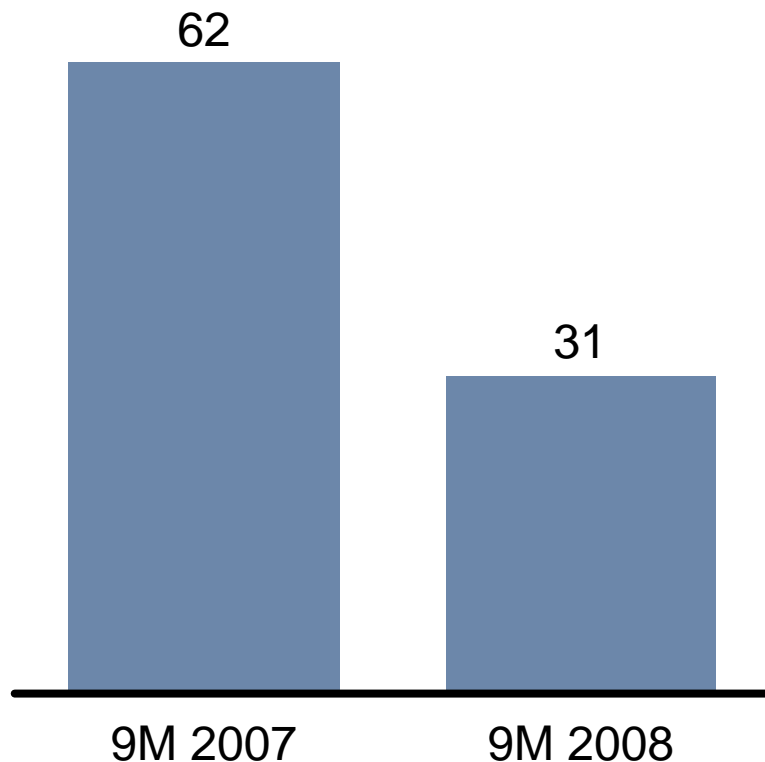


2

2008 a transition year – EBIT development explained by UK, Austria and investments



AWD Group EBIT, EUR m



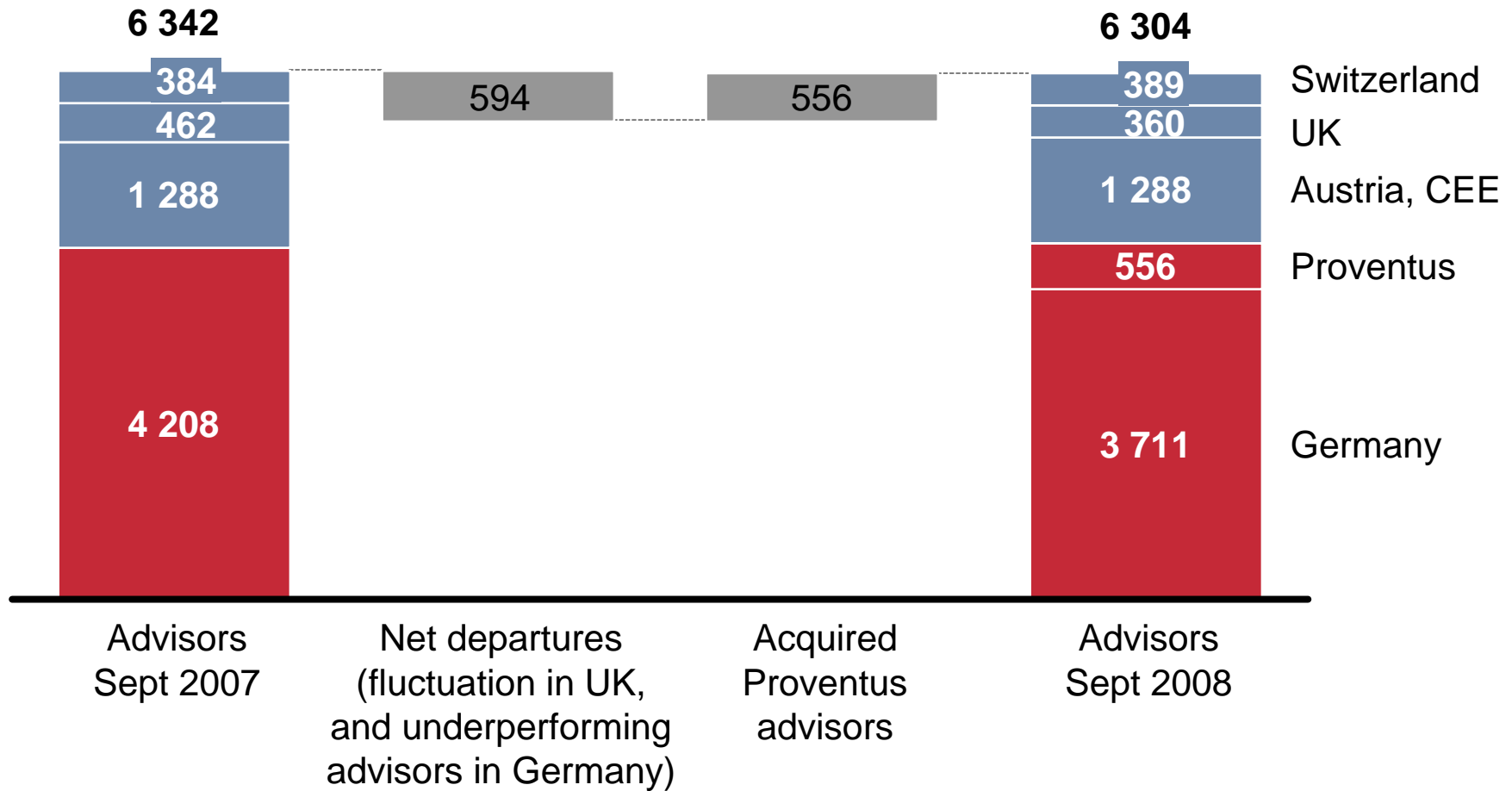
Key reasons for decline in EBIT

- UK: loss of EUR 10.9 m
- Austria: EBIT decrease of EUR 18.9 m
- Investments in growth, in particular recruiting initiative of EUR 15.5 m

2 Healthy frontline development



Advisor development

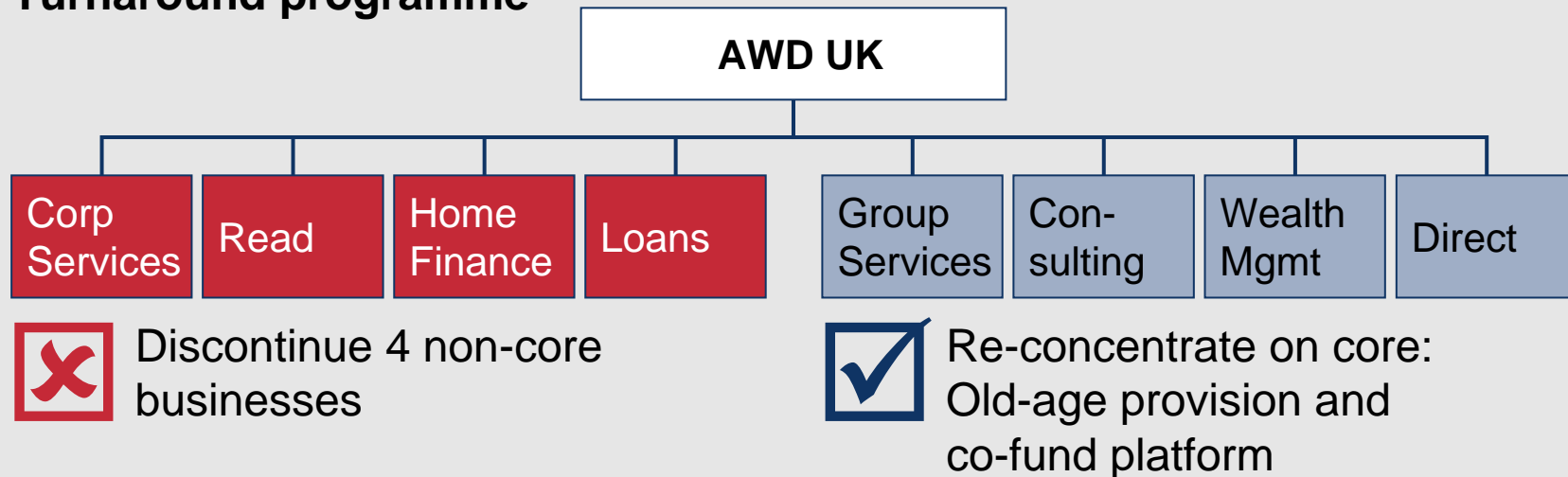


2

Turnaround of AWD UK well underway, but with negative financial impact in 2008



Turnaround programme



Financial impact

- Operating loss in 2008 EUR 15 m, restructuring provisions EUR 27 m
- Break-even in 2009

2 Current issues in Austria being addressed



Situation

- Decline in new business driven by strong erosion of demand for equity-based products (investment funds, unit-linked policies, real estate shares)
- Poor equity market performance increased customer complaints
- Increased staff turnover

Key measures taken

- New country manager appointed, management capabilities strengthened
- Business refocused on pensions and savings as well as risk protection products
- Efforts to retain key people and to manage customer satisfaction reinforced

3

Partnership of Swiss Life with AWD developing successfully



Achievements after 8 months of partnership



Governance of AWD adapted, reflecting Swiss Life ownership



Implementation programme well underway

- Product and market projects on track
- Operational projects completed
- 97% stake allowing for squeeze-out of AWD shareholders in 2009



Swiss Life has become one of several “best select” providers

- Initial quick-wins: successful launches of Swiss Life products with promising first sales results in both Germany and Switzerland
- New, innovative products being developed with input from AWD and launch starting Q1 2009

3 AWD governance adapted, reflecting Swiss Life ownership



Board of Directors

Bruno Pfister
Chairman



Beat W. Hubacher
Vice Chairman



Dr. Hans Vieregge



Professor Dr. Utz Claassen



Dr. Michael Frenzel



Board of Management

Carsten Maschmeyer
Co-CEO



- Strategic Development
- New Markets
- Communication

Manfred Behrens
Co-CEO



- Interface Swiss Life
- Corporate Governance
- Personnel
- Legal, Compliance, Audit

Nils Frowein
COO



- Partner management
- Product management
- IT
- Processing
- UK
- Operation

Dr. Martin Jünke
CFO



- Group Finance
- Group Controlling
- Investor Relations

Wilhelm Zsifkovits
CSO



- Sales
- Personnel Sales
- Tecis
- Proventus
- Horbach
- Austria & CEE

Marco Baur
CRO



- Switzerland

Dr. Rolf Wiswesser
CRO





- AWD Germany

3 Implementation programme well underway



	Implementation project	Completion by	Status
Products	Premium Partnership D	Q2/2010	(✓)
	Premium Partnership CH	Q2/2009	(✓)
	Product Strategy	Q2/2009	(✓)
Markets	Swiss Life Austria	2009	(✓)
	Swiss Life CEE	Tbd	Open
	AWD UK	Q1/2009	(✓)
	AWD Strategy Existing Markets	Q4/2008	(✓)
	AWD Strategy New Markets	Tbd	Open
Governance	Legal, Regulatory and Compliance	2008	✓
	Financial Accounting and Reporting	2008	✓
	Budgeting & Midterm Planning	2008	✓
Varia	Communication, IR	2008	✓
	Public Offer	2008	✓

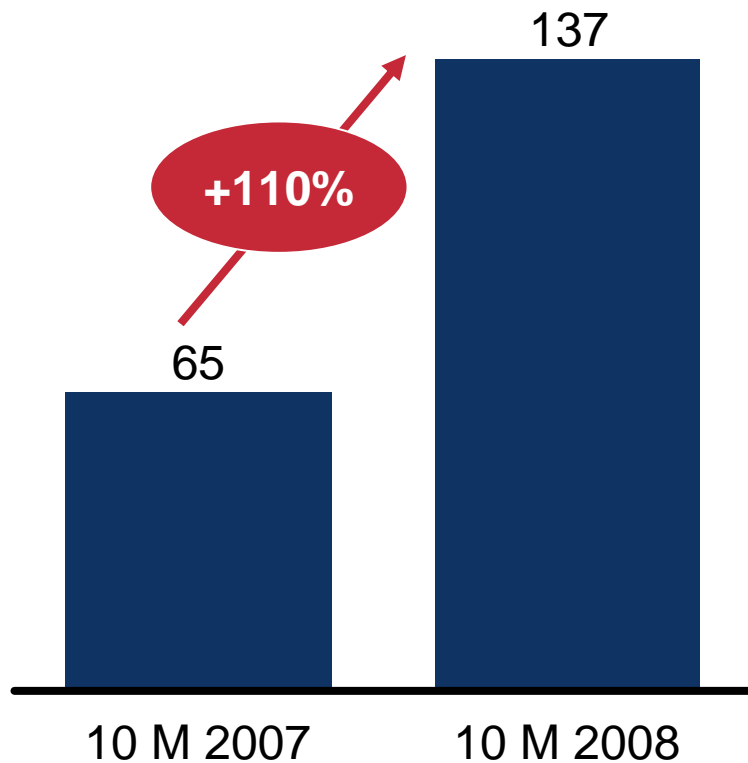
 Completed
  On track

3

German partnership already successful, to be further leveraged in 2009



AWD sales of Swiss Life products
New business production, EUR m



- Swiss Life established as one of several “best select” providers for AWD in several product categories
- Fruitful exchange of market- and product information
- Launch of first VA-product from Swiss Life Luxemburg as of January 2009
- Additional, primarily tax-privileged products, in pipeline for 2009

4 Strategic priorities



Turnaround UK, Austria

- Complete turnaround in UK
- Resolve issues in Austria



Improve productivity and efficiency in core markets

- Improve efficiency, implement new joint service platform in Germany
- Further enhance advisor retention and 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



Enhance presence in new markets

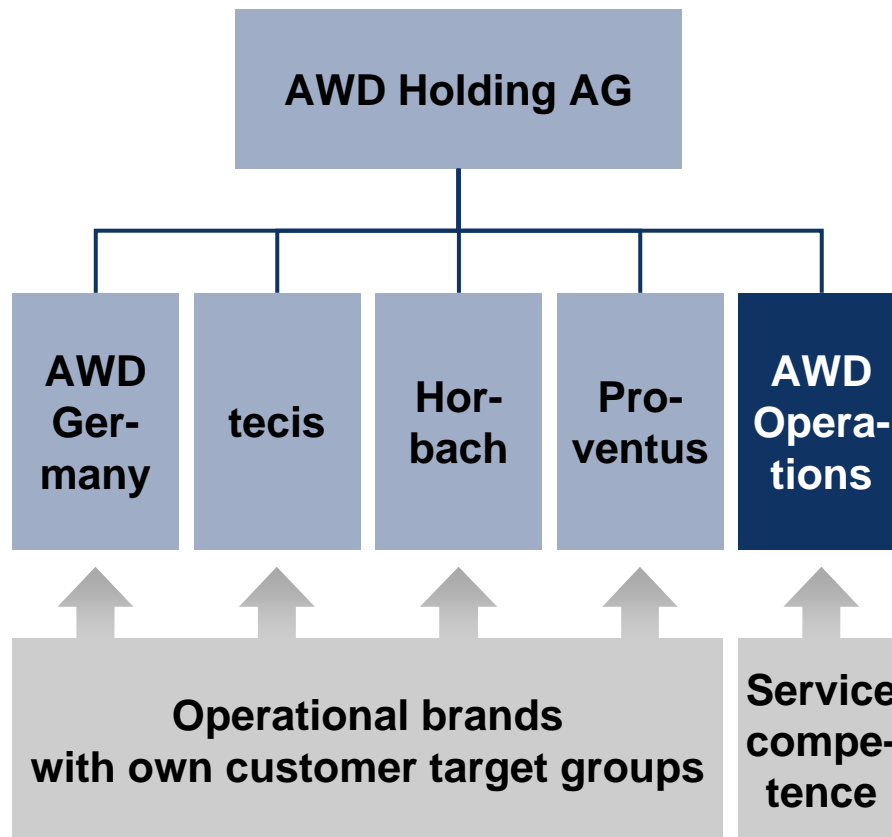
- Further enhance operations in existing CEE markets
- Explore opportunities in new markets

4

New joint service platform in Germany to enhance distribution support and productivity



SwissLife

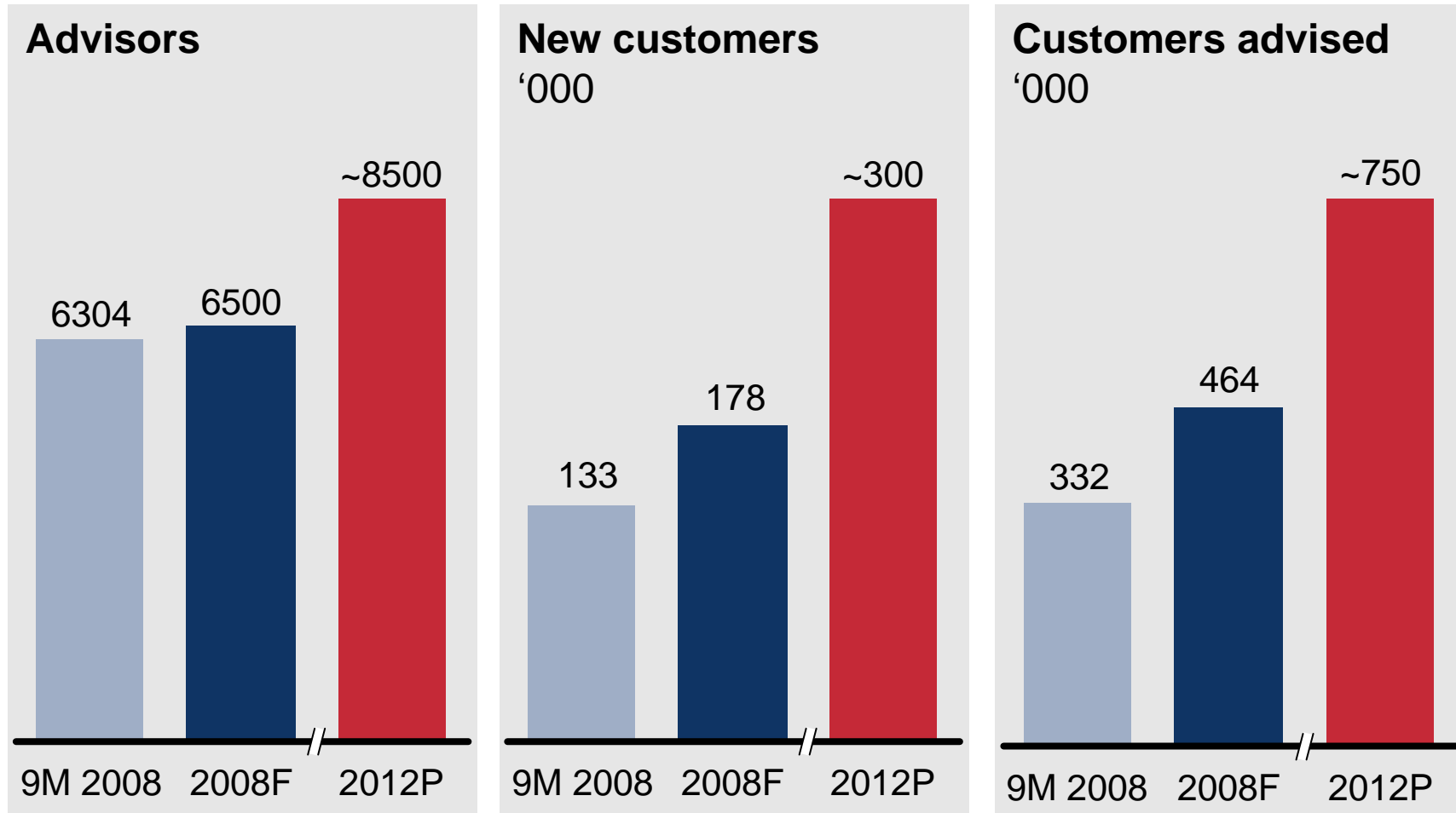


AWD Operations

- **Distinctive value proposition:**
Central service unit for the operational brands in Germany as well as the AWD Holding AG
 - Support for sales organisations
 - Back-office functions
- **Main advantages**
 - Improved quality through Centre of Competence approach
 - Increased efficiency through standardisation and complexity reduction

4

Operational targets up to 2012 – focus on value drivers to enable profitable growth

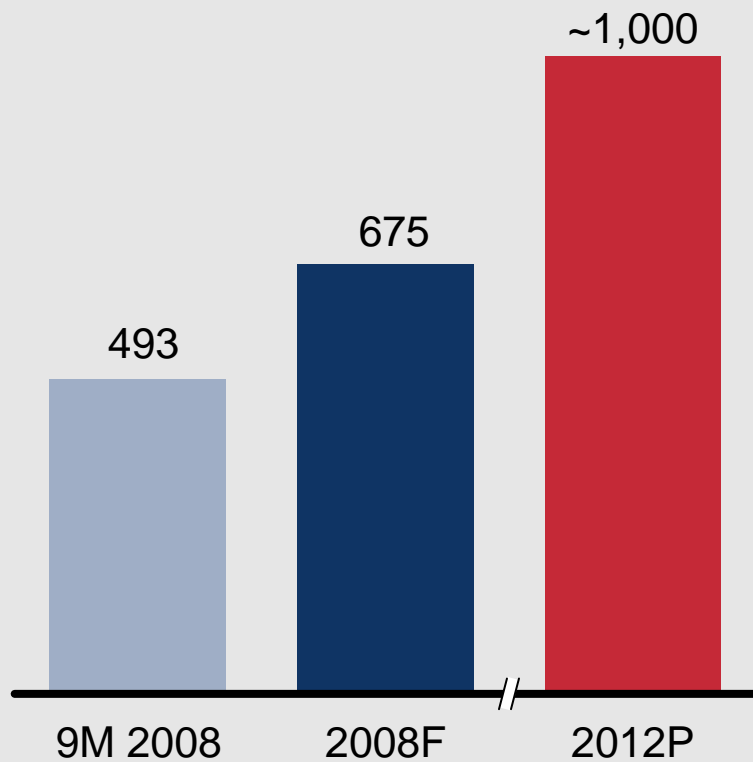


4

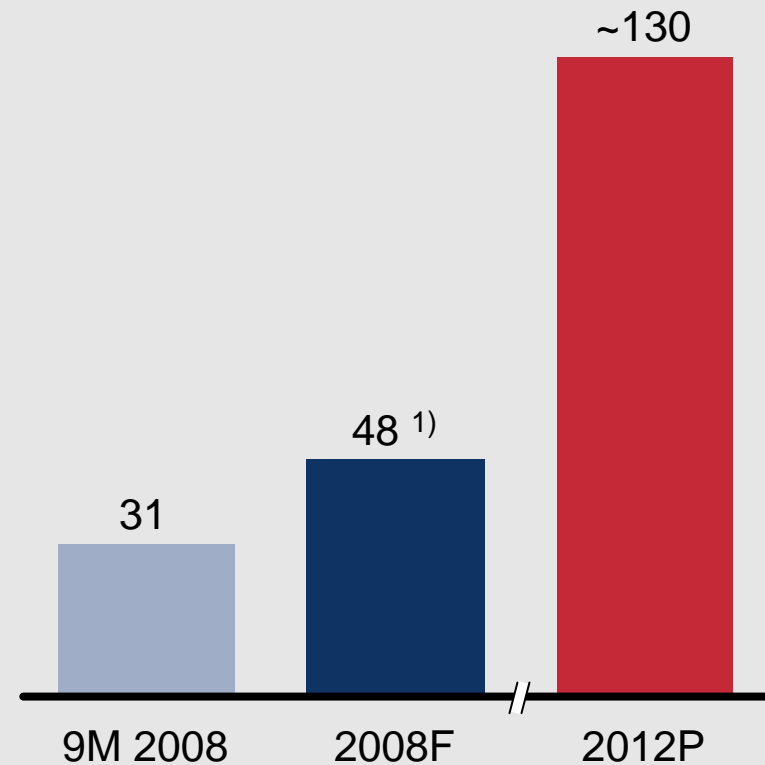
Financial targets up to 2012 – ambitious but achievable



Revenues
EUR m



EBIT
EUR m



1) Excluding UK losses and restructuring

Key points



AWD: Delivering on targeted upside

1

AWD an important new engine for growth and profitability for Swiss Life

2

Good momentum in Germany, Switzerland and CEE – issues in UK and Austria are being addressed

3

The partnership between AWD and Swiss Life is developing successfully

4

AWD to deliver on financial targets – EBIT to reach EUR 130m by 2012



SwissLife
Prepared for the future.

Cautionary statement regarding forward-looking information



This presentation is made by Swiss Life and may not be copied, altered, offered, sold or otherwise distributed to any other person by any recipient without the consent of Swiss Life. Although all reasonable effort has been made to ensure the facts stated herein are accurate and that the opinions contained herein are fair and reasonable, this document is selective in nature and is intended to provide an introduction to, and overview of, the business of Swiss Life. Where any information and statistics are quoted from any external source, such information or statistics should not be interpreted as having been adopted or endorsed by Swiss Life as being accurate. Neither Swiss Life nor any of its directors, officers, employees and advisors nor any other person shall have any liability whatsoever for loss howsoever arising, directly or indirectly, from any use of this information. The facts and information contained herein are as up to date as is reasonably possible and may be subject to revision in the future. Neither Swiss Life nor any of its directors, officers, employees or advisors nor any other person makes any representation or warranty, express or implied, as to the accuracy or completeness of the information contained in this presentation. Neither Swiss Life nor any of its directors, officers, employees and advisors nor any other person shall have any liability whatsoever for loss howsoever arising, directly or indirectly, from any use of this presentation. This presentation may contain projections or other forward-looking statements related to Swiss Life that involve risks and uncertainties. Readers are cautioned that these statements are only projections and may differ materially from actual future results or events. All forward-looking statements are based on information available to Swiss Life on the date of its posting and Swiss Life assumes no obligation to update such statements unless otherwise required by applicable law. This presentation does not constitute an offer or invitation to subscribe for, or purchase, any shares of Swiss Life.

Contact details and financial calendar



Contact

Marcus Händel
Head of Investor Relations

Tel. +41 (43) 284 67 67
E-mail: marcus.haendel@swisslife.ch

Rolf Winter
Senior Investor Relations Manager

Tel. +41 (43) 284 49 19
E-mail: rolf.winter@swisslife.ch

Financial calendar

Full-year results 2008
Interim statement Q1 2009
Annual General Meeting

24 March 2009
5 May 2009
7 May 2009

Visit www.swisslife.com for up-to-date information