

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%

Cautionary statement regarding forward-looking information



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Contact details and financial calendar

Contact

Robert Moser
Head of Investor Relations

Tel. +41 (43) 284 67 67
E-mail: robert.moser@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 2009	30 March 2010
Interim statement Q1 2010	4 May 2010
Annual General Meeting	6 May 2010

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