

Investors' Day 2010

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

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Today's objectives

Today's objectives are to provide you with greater visibility on **MILESTONE** execution

Group

- 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

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

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Today's programme



Time	Topic	Presented by
11:05 – 12:00	MILESTONE: Managing for value	Thomas Buess, Group CFO
12:00 – 12:30	Q&A session I	
12:30 – 13:15	Lunch	
13:15 – 14:15	Swiss Life Switzerland: Delivering on targets	Ivo Furrer, CEO Switzerland Hans-Jakob Stahel, Head Corp. Customers Martin Suter, CFO Switzerland
14:15 – 14:40	Q&A session II	
14:40 – 15:00	Outlook and wrap-up	Bruno Pfister, Group CEO
15:00 – 15:30	Refreshments	

Cautionary statement regarding forward-looking information



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Contact details and financial calendar

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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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