



# Swiss Life Group Investor Day 2021

25 November 2021

# Agenda

## **13.00**      *Start of Investor Day 2021*

Swiss Life 2024: Strategic actions for profitable growth	Patrick Frost	Group CEO
Swiss Life 2024: Higher financial ambitions	Matthias Aellig	Group CFO
Swiss Life Asset Managers	Stefan Mächler	Group CIO
14.30 – 1 <sup>st</sup> Q&A session	Patrick Frost, Matthias Aellig, Stefan Mächler	

## **15.00 – 15.30**      *Coffee break*


Swiss Life Switzerland	Markus Leibundgut	CEO Swiss Life Switzerland
Swiss Life France	Tanguy Polet	CEO Swiss Life France
Swiss Life Germany	Jörg Arnold	CEO Swiss Life Germany
Swiss Life International	Nils Frowein	CEO Swiss Life International
16.30 – 2 <sup>nd</sup> Q&A session and closing remarks	Patrick Frost, Markus Leibundgut, Tanguy Polet, Jörg Arnold, Nils Frowein	

## **17.00**      *End of Investor Day 2021 and Apéro*

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Investor Day 2021  
Swiss Life 2024:  
Strategic actions for profitable growth

Patrick Frost, Group CEO  
Zurich, 25 November 2021

# Swiss Life 2024 strategic actions set direction for profitable growth path

## *Well positioned for future growth*

- Excellent **market positions** and **advisory networks**
- **Resilient business model** based on strong **earnings quality**
- Disciplined **local execution**

## *Key priorities of Swiss Life 2024*

- Swiss Life 2024 **strategic actions** to drive profitable growth
  - Deepen **customer relationships**
  - Strengthen **advisory power**
  - Expand **operational scalability**
  - Anchor **sustainability** in all our activities
- Ambitious **financial targets**
  - Increase **quality of earnings** and **earnings growth**
  - Higher **cash returns to shareholders**

# Financial targets from Swiss Life 2021 programme to be achieved or exceeded

## *Swiss Life 2021 financial targets*

### *Quality of earnings and earnings growth*

- **Fee result** FY 2021: CHF 600-650 m
- **Risk result** FY 2021: CHF 400-450 m
- Cumulative **value of new business** (2019-2021): > CHF 1.2 bn



### *Operational efficiency*

- **Life** efficiency ratio FY 2021: < 40 bps
- **Distribution** operating expense ratio FY 2021: < 25%
- **TPAM** cost income ratio FY 2021: ~75%



### *Capital, cash and payout*

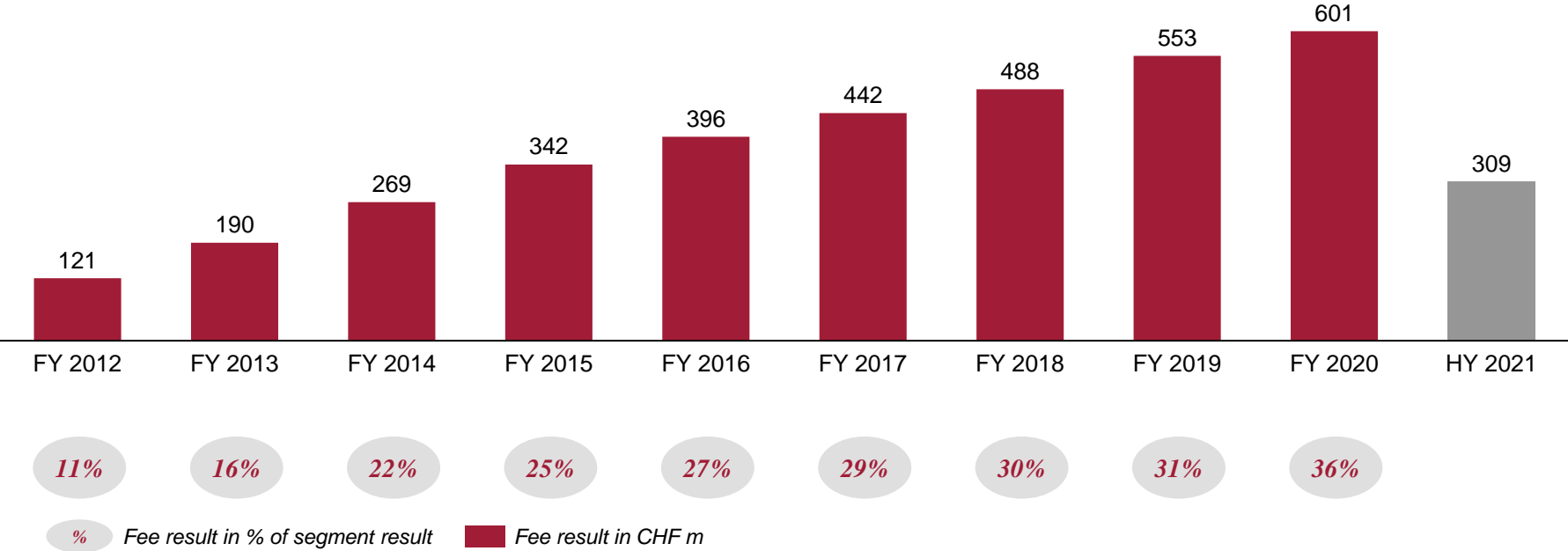
- **SST** ambition range (2019-2021): 140-190%
- Cumulative **cash remittance** to Holding (2019-2021): CHF 2-2.25 bn
- **Dividend** payout ratio: 50-60%
- **Share buyback** Dec 18 – Dec 19: CHF 1 bn
- **RoE**<sup>1)</sup>: 8-10%



1) Shareholders' equity excl. unrealised gains/losses

# Since 2012, we have substantially improved the earnings quality by growing the fee result, ...

## Fee result<sup>1)</sup>

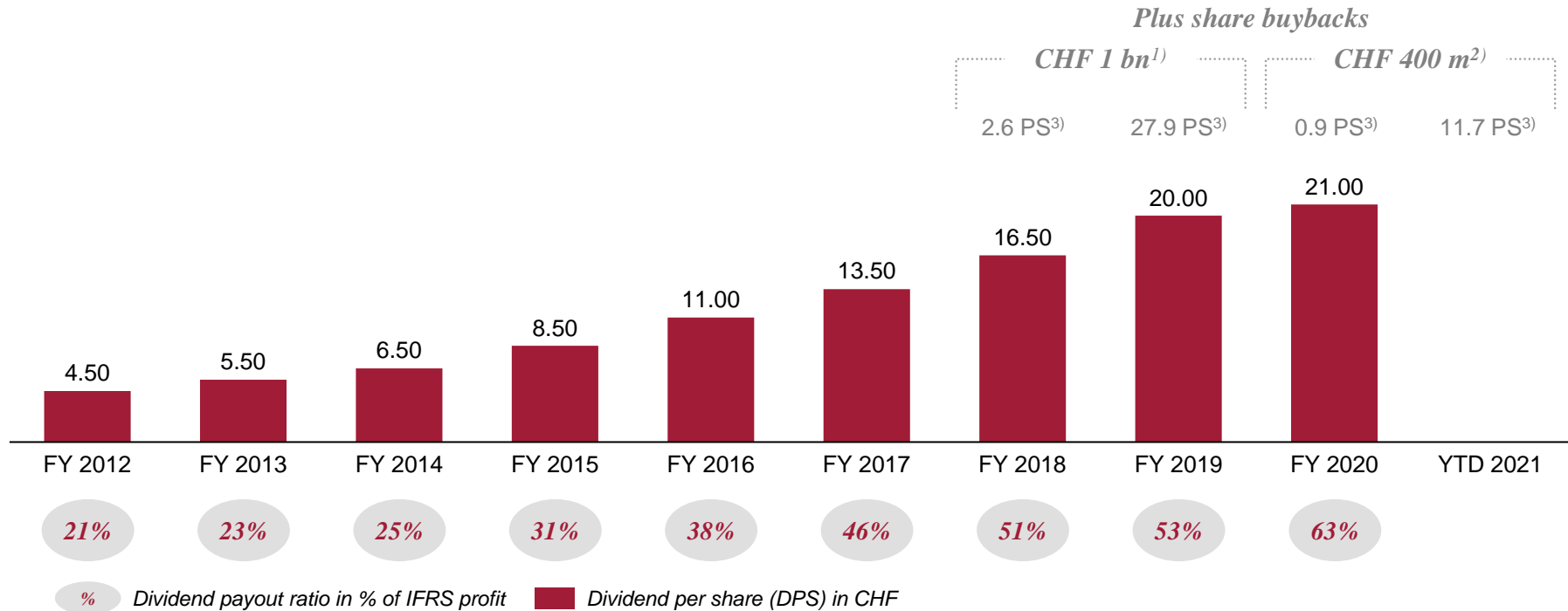


1) As reported in respective FY and HY



# ... more than quadrupled the dividend per share and implemented two share buybacks

## Dividend and share buybacks

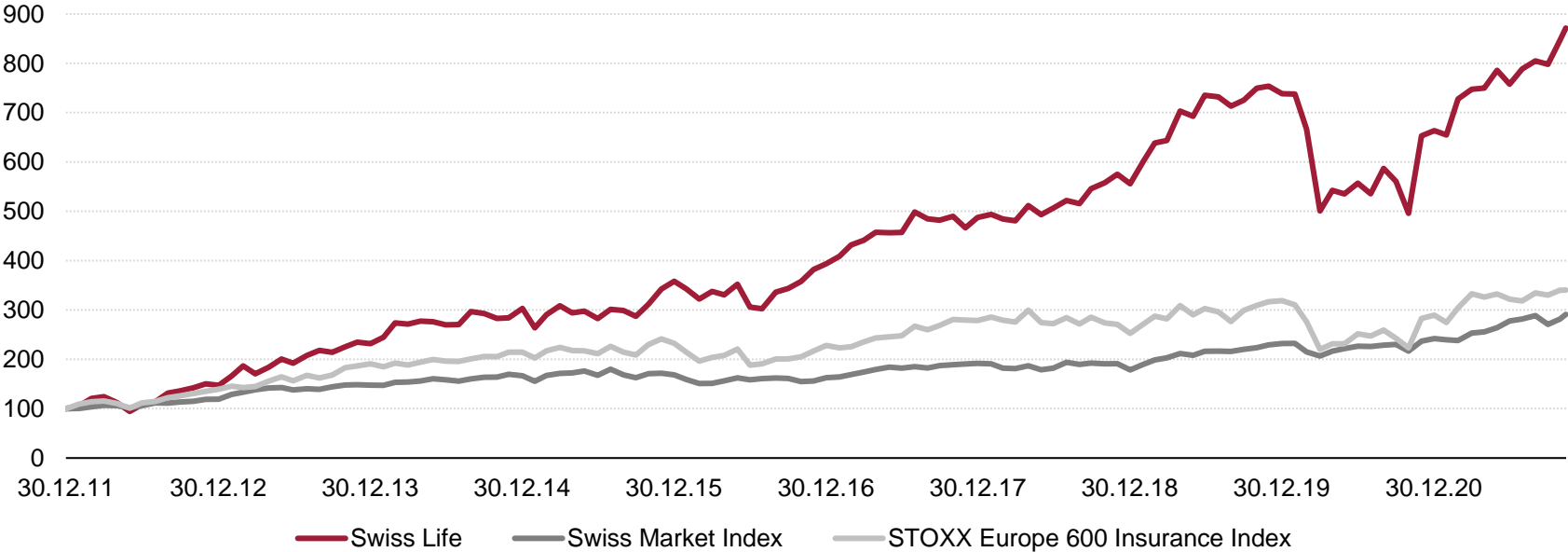


1) From December 2018 to December 2019    2) From March 2020 to May 2021    3) PS = Per share (share buyback per shares outstanding in CHF)



# We have created significant value for shareholders

**Total shareholder return<sup>1)</sup>**  
CHF, indexed, %



1) Total returns in CHF for Swiss Life share, SMIC and SXIGR; Source: Bloomberg as of 12 November 2021



# Swiss Life has a unique and strong position ...

## *Swiss Life business model*



*Savings result*

*Risk result*

*Cost result*

*Fee result*

*Strong quality of earnings*

# ... to be on top of long-term trends and to seize opportunities

## *Long-term trends*

*Increasing pension and protection gaps*

*Customer need for financial advice*

*Low interest rate environment*

*Sustainable value creation*

## *Swiss Life's position*

- **Swiss Life** provides **life, pensions and financial solutions** for the long run to address growing pension and protection gaps

- **Swiss Life's** more than **17 000 advisors** offer high-quality “phygital” advice based on state-of-the-art tools and services

- **Swiss Life Asset Managers** achieve resilient yields and growing results based on optimised portfolio including **real assets**

- **Sustainability** is an integral part of our business and at the heart of what we do

*Our purpose*

*We enable people to lead a self-determined life*

# Swiss Life 2024 strategic actions contribute to future financial results

*We enable people to lead a self-determined life*

***Strategic actions***



*Deepen customer relationships*



*Strengthen advisory power*



*Expand operational scalability*



*Anchor sustainability in our business*

***Financial ambitions***

*Quality of earnings and earnings growth*

*Capital, cash and payout*

# Deepening customer relationships and strengthening advisory power to support further business growth

## *Strategic actions*



*Deepen customer relationships*

## *Objectives / initiatives*

- **Complement our product and service offering** for new and existing private, corporate and institutional customers with savings, retirement, risk and investment solutions



*Strengthen advisory power*

- Further **grow our advisor base** and advisory network to reach and support more customers
- Invest in our **advisory platforms** to foster advisor experience and productivity, leading to high-quality **“phygital” advice**



*Expand operational scalability*

- **Make use of technology** to increase process automation and operational efficiency

*Profitable business growth*

*Operational leverage*

# Sustainability is anchored in our business and at the heart of what we do

*Sustainability is an integral part of our business and at the heart of what we do*

### ***Our actions***

- in business behaviour 
- as an asset owner & manager 
- in insurance & advisory 
- as an employer 



### ***Our contribution***

-  to society
-  to people's lives
-  to the environment

# Sustainability actions and targets will support further stakeholder value creation

## *Our sustainability targets*

### *Business behaviour*

Reduce CO<sub>2</sub> emissions per FTE by 35% by 2024<sup>1)</sup> and compensate emissions to reach net-zero operations

- Reduction of **business travel**
- Further improvement of **energy efficiency**
- Reach **net-zero operations** by 2022 through compensation of all unavoidable CO<sub>2</sub> emissions in own business behaviour

### *Asset owner & manager*

Reduce CO<sub>2</sub> emission intensity for directly owned real estate by 20% by 2030<sup>1)</sup>

- Strong **ESG integration**: Responsible investment strategy covers **90% of AuM**
- Maintain strong **ESG risk management** while seizing opportunities and solutions
- **Securities portfolio**: Maintain lower carbon intensity than relevant benchmarks

### *Insurance products*

Expand offering with sustainability solutions

- Respond to increasing market demand and **expand value-creating offering** with sustainable solutions
- Continue to integrate sustainability criteria in the **underwriting** process

























### *Advice*







Integrate sustainability in the advisory process

- Adapt **advisory processes** and tools to meet growing customer sustainability expectations
- Systematically **enhance competencies** and integrate new own and 3rd-party sustainability offerings

1) Compared to 2019

# Main focus of each business division to Swiss Life 2024 strategic actions

					<i>Main strategic focus and examples by business division</i>
<b>CH</b>					<ul style="list-style-type: none"> <li>• Attract customers in new segments, such as affluent customers</li> <li>• Ensure scalability and productivity of advisors and their growth</li> </ul>
<b>FR</b>					<ul style="list-style-type: none"> <li>• Expand advisory power to grow preferred customer segments</li> <li>• Improve scalability and efficiency through further digitalisation</li> </ul>
<b>DE</b>					<ul style="list-style-type: none"> <li>• Grow owned IFA network and enhance customer experience</li> <li>• Digitise and scale administration platform</li> </ul>
<b>IN</b>					<ul style="list-style-type: none"> <li>• Innovative HNWI insurance solutions for business partners</li> <li>• Systematic expansion of owned IFA advisory power</li> </ul>
<b>AM</b>					<ul style="list-style-type: none"> <li>• Lever strong positions in real assets and securities</li> <li>• Anchor sustainability (ESG) in products, services, processes</li> </ul>

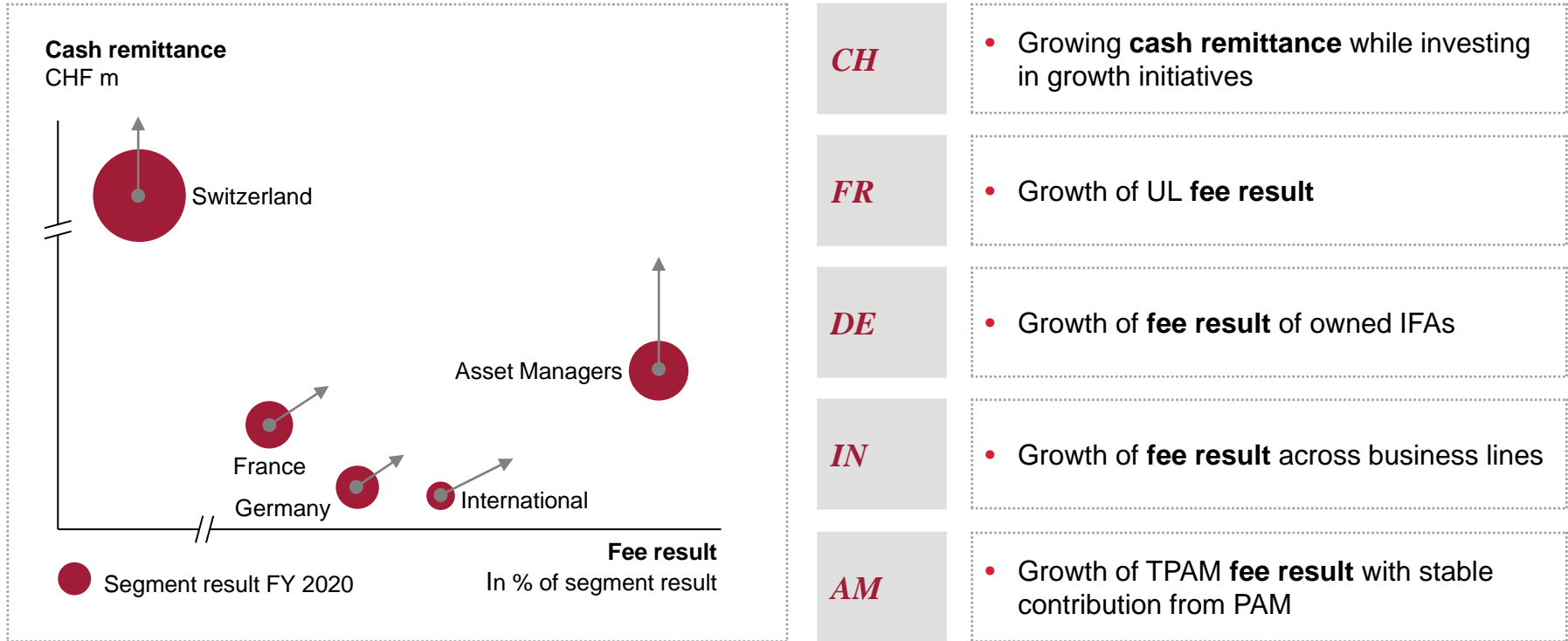
 Customer relationships 
  Advisory power 
  Operational scalability 
  Sustainability 
  Main strategic focus by business division 
  Other divisional contributions





# Specific divisional financial contributions ...

## Expected development of cash remittance and fee result by business division until 2024



# ... result in ambitious 2024 financial targets for Swiss Life Group

## *Swiss Life 2024 financial ambitions and targets*

### *Quality of earnings and earnings growth*

- **Fee result**  
FY 2024  
CHF 850-900 m
- **RoE<sup>1) 2)</sup>**  
2022-2024  
10-12%

### *Capital, cash and payout*

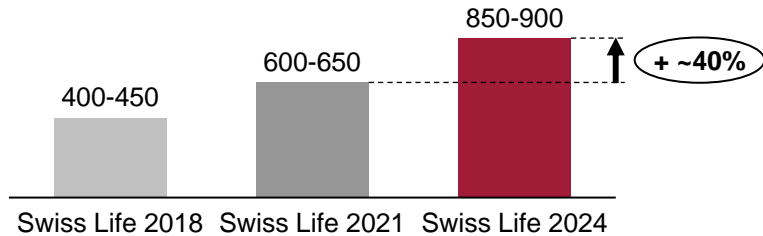
- **Cash to Holding**  
Cumulative 2022-2024  
CHF 2.8-3.0 bn
- **Dividend payout ratio<sup>2)</sup>**  
2022-2024  
> 60%
- **Share buyback**  
Dec 2021 – May 2023  
CHF 1 bn

1) Shareholders' equity excl. unrealised gains/losses 2) Targets based on IFRS 4 / IAS 39 accounting standard

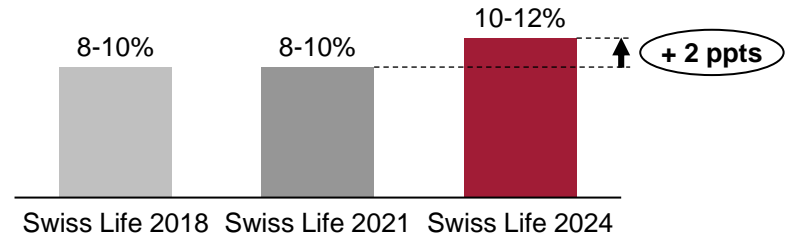
# With Swiss Life 2024, we again raise our ambitions

## Fee result

CHF m

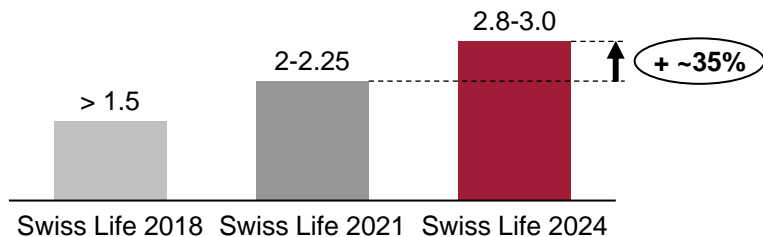


## RoE<sup>1) 2)</sup>

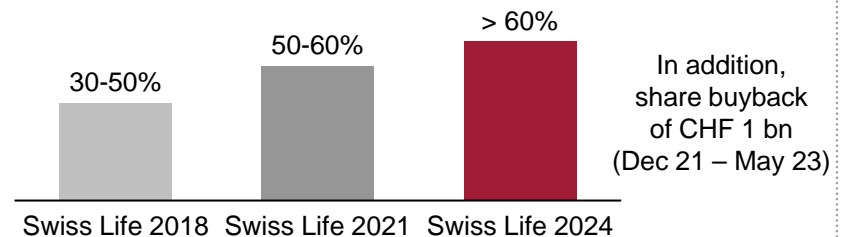


## Cash remittance

CHF bn, three years cumulative



## Dividend payout ratio<sup>2)</sup>



1) Shareholders' equity excl. unrealised gains/losses 2) Targets based on IFRS 4 / IAS 39 accounting standard

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  - Strengthen **advisory power**
  - Expand **operational scalability**
  - Anchor **sustainability** in all our activities
- Ambitious **financial targets**
  - Increase **quality of earnings** and **earnings growth**
  - Higher **cash returns to shareholders**



SwissLife

# Investor Day 2021

## Swiss Life 2024: Higher financial ambitions

Matthias Aellig, Group CFO  
Zurich, 25 November 2021

# Swiss Life 2024 with higher ambitions for quality of earnings and cash returns to shareholders

## *Attractive starting position*

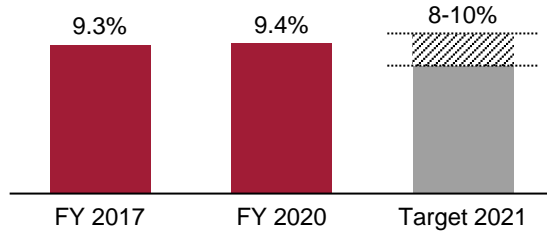
- Successfully enhanced **earnings quality**, particularly by growing the fee result
- Further improved **operational efficiency** by scaling businesses
- Attractive **shareholder return** based on strong solvency and higher cash remittance

## *Ambitious Swiss Life 2024 targets*

- Strengthen **quality of earnings**
  - Increase **fee result** to CHF 850-900 m
  - Lift **RoE** target range to 10-12%
- Higher **cash remittance** and **cash returns to shareholders**
  - Grow cumulative 2022-2024 **cash remittance** to CHF 2.8-3.0 bn
  - Raise **dividend payout ratio** to > 60%
  - In addition, return CHF 1 bn to shareholders via **share buyback**

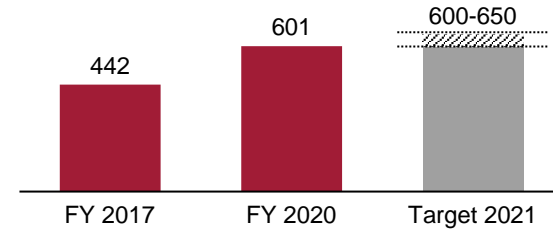
# Swiss Life 2021 financial targets ...

RoE<sup>1)</sup> Ahead 



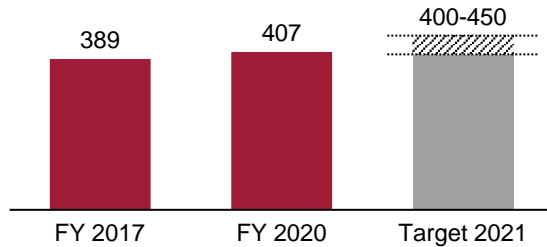
Fee result Ahead 

CHF m



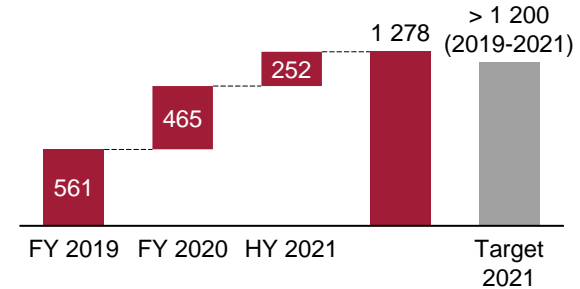
Risk result On track 

CHF m



VNB Ahead 

CHF m

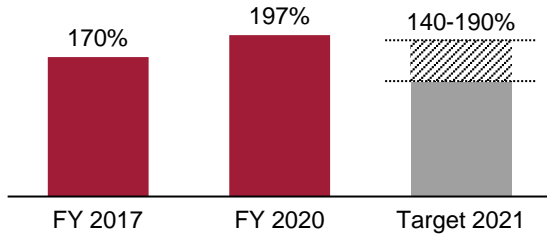


1) Shareholders' equity excl. unrealised gains/losses

# ... to be achieved or exceeded

## SST ratio

Ahead

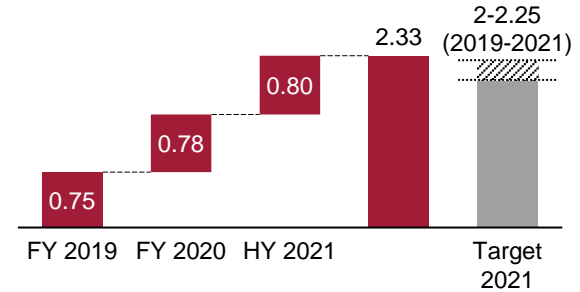


## Cash to Holding

Ahead

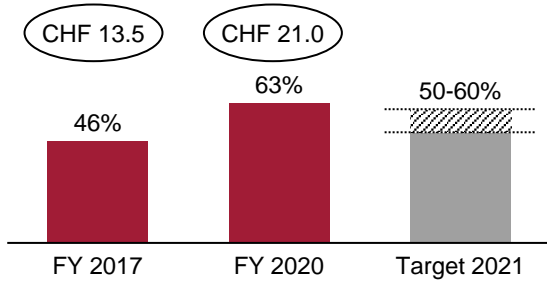


CHF bn



## Payout ratio, DPS

On track



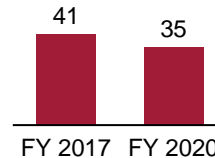
In addition,  
share buybacks  
of CHF 1 bn<sup>1)</sup>  
and CHF 400 m<sup>2)</sup>

## Efficiency

On track

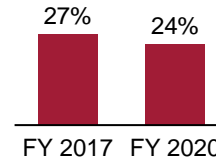


Life efficiency ratio  
bps



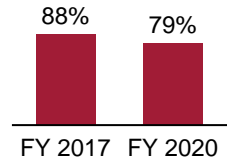
< 40 bps by 2021

Distribution operating  
expense ratio



< 25% by 2021

TPAM cost  
income ratio



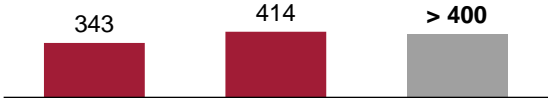
~75% by 2021

1) From December 2018 to December 2019 2) From March 2020 to May 2021



# Every division successfully played its part in Swiss Life 2021

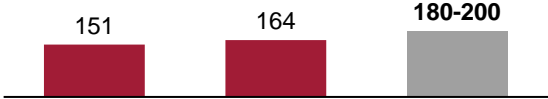
*CH*



**Cash remittance**  
CHF m

Ahead

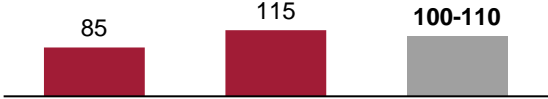
*FR*



**Fee & risk results**  
EUR m

On track

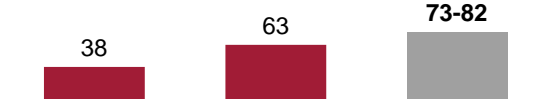
*DE*



**Fee & risk results**  
EUR m

Ahead

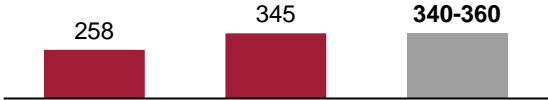
*IN*



**Fee & risk results**  
EUR m

On track

*AM*



**Fee result**  
CHF m

Ahead

2017      2020      Target 2021

# Swiss Life 2024 to build on proven strengths and success factors

## *What remains key*

*Quality of earnings and earnings growth*

- Continued focus on **growing fee result** and on **return on equity**
- Disciplined **ALM** and **capital-efficient** investments
- Active **margin management** on back-book and new business
- Significant **value of new business** creation in insurance
- Ongoing **cost management**

*Capital, cash and payout*

- Strong **SST ratio** and confirmed **SST ambition range**
- Active **capital management** and **cash remittance** to Holding
- Attractive **cash returns to shareholders**

*Increase in ambitions for quality of earnings and cash returns to shareholders*

# Ambitious Swiss Life 2024 financial targets

## *Swiss Life 2024 financial ambitions and targets*

### *Quality of earnings and earnings growth*

- **Fee result**  
FY 2024
- **RoE<sup>1) 2)</sup>**  
2022-2024

**CHF 850-900 m**

**10-12%**

### *Capital, cash and payout*

- **Cash to Holding**  
Cumulative 2022-2024
- **Dividend payout ratio<sup>2)</sup>**  
2022-2024
- **Share buyback**  
Dec 2021 – May 2023

**CHF 2.8-3.0 bn**

**> 60%**

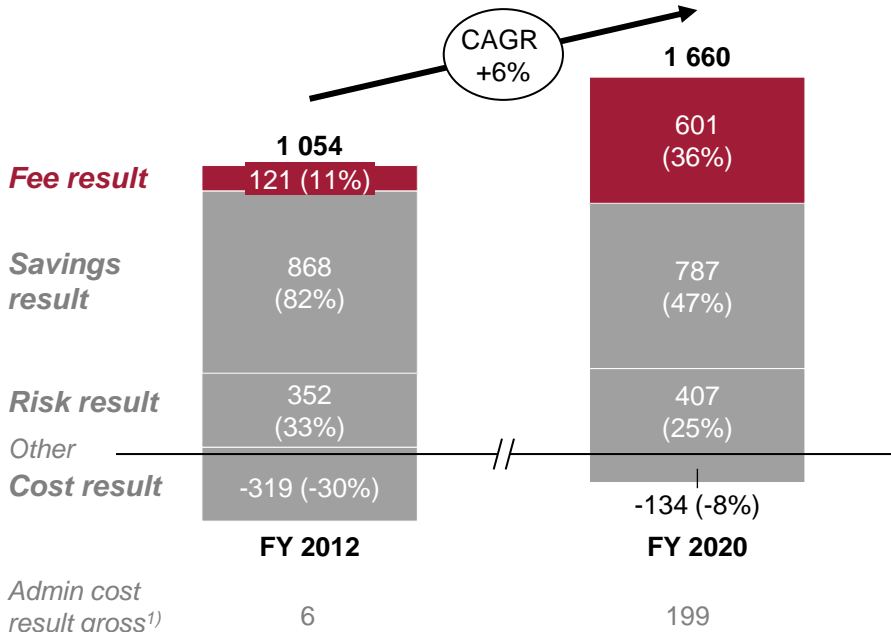
**CHF 1 bn**

1) Shareholders' equity excl. unrealised gains/losses 2) Targets based on IFRS 4 / IAS 39 accounting standard

# Fee result as key driver of earnings quality and resilience of business model

### Long-term profit by source development

CHF m, share of profit contribution in %



### Importance of fee result to Swiss Life

- Strong contributor to profit growth
- Low capital intensity, no policyholder sharing, limited capital market dependency, cash accretive
- Earnings quality and resilience of business model improve with higher share of fee result

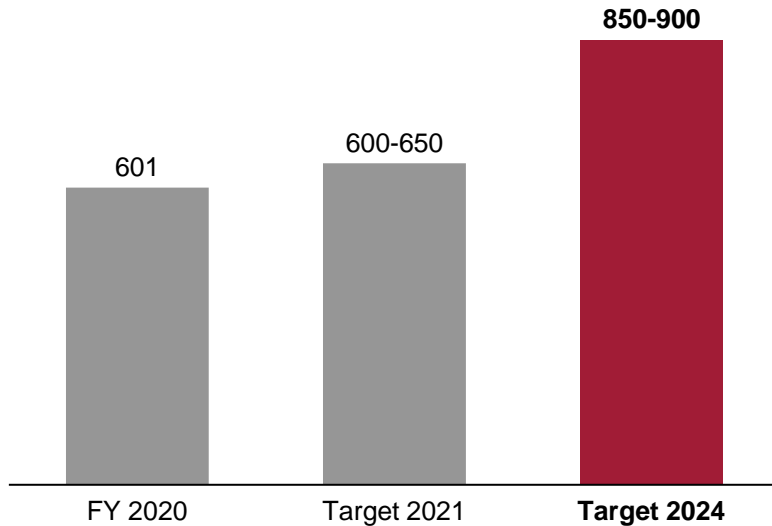
1) Gross = before policyholder participation



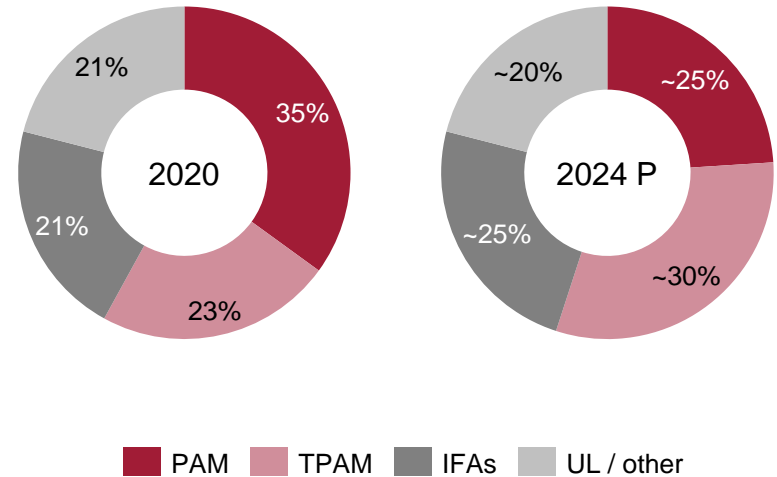
# Fee result target to grow significantly by about 40% to CHF 850-900 m

Quality of earnings and earnings growth

**Fee result**  
CHF m



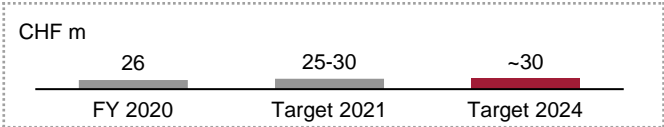
**Fee result by business line**  
Contribution in % of total fee result



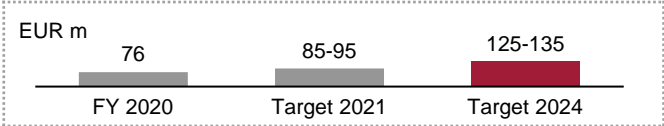
# Each business division to contribute to a growing fee result

### Fee result targets by business division

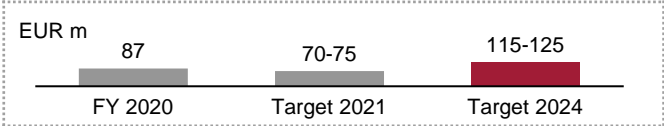
**CH**



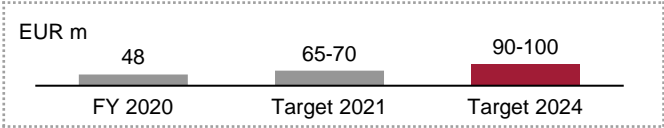
**FR**



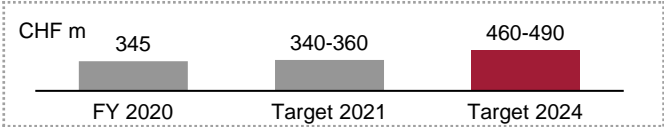
**DE**



**IN**



**AM**



### Main drivers / initiatives

- Increase in fee result while investing in growth initiatives

- Leverage private insurer model and multi-distribution to further grow UL business

- Grow owned IFA network based on a higher number of advisors and further digitise the advisory platform

- Scale private wealth and employee benefit businesses
- Expand owned IFA advisory power and increase productivity

- Expand TPAM offering across asset classes
- Growing contribution from real estate project development

# Savings, risk and cost results remain important profit sources

*Expected development until 2024<sup>1)</sup>*

## *Savings result*

- Important **profit and cash contributor**; savings result expected to **grow** from FY 2020 level, which was negatively impacted by Covid-19 market volatility
- Continues to be managed in a **capital-efficient** way focusing on **disciplined ALM**
  - Long asset duration and optimal portfolio structure support **resilient yields**
  - Reserve strengthening and focus on profitable new business **reduce guarantees**
  - Positive **interest rate margin** secured for more than three decades

## *Risk result*

- Expected to **grow** from FY 2020 level in all business divisions

## *Cost result*

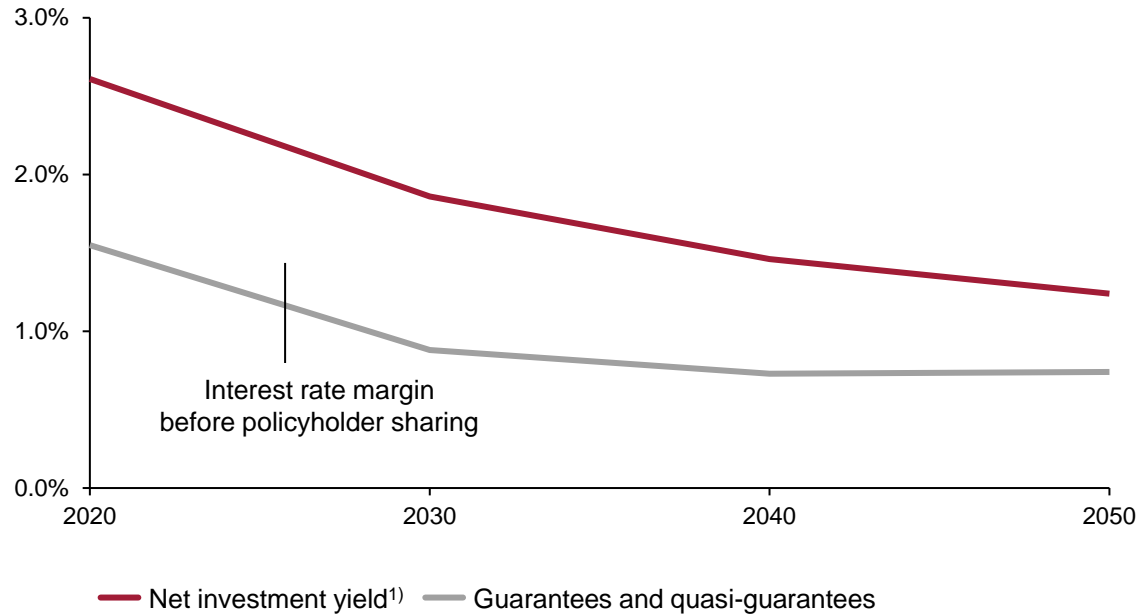
- Expected to **further improve** while growing and investing in the business

1) Expectations based on IFRS 4 / IAS 39 accounting standard

# Disciplined ALM to secure positive interest rate margin in low interest rate environment

## Interest rate margin

Statutory basis, in % of technical reserves



- Robust for **more than three decades** even if rates stay low
- **No new business** assumed
- **No risk, fee and cost results** considered
- Projected reinvestment rates<sup>2)</sup>
  - Switzerland: 0.3%
  - France: 0.4%
  - Germany: 0.6%
- **Effective reinvestment rates** substantially higher

1) Net investment yield excl. realisations on fixed income investments except for ZZR build-up (“Zinszusatzreserve”) in Germany (which is also included in guarantees)

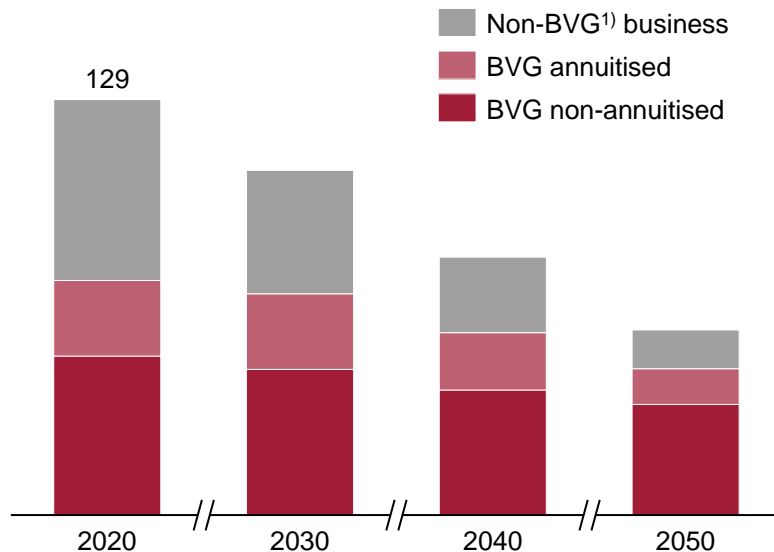
2) Based on swap forward rates as of end of July 2021; values shown for 2023



# Continued optimisation of back-book ...

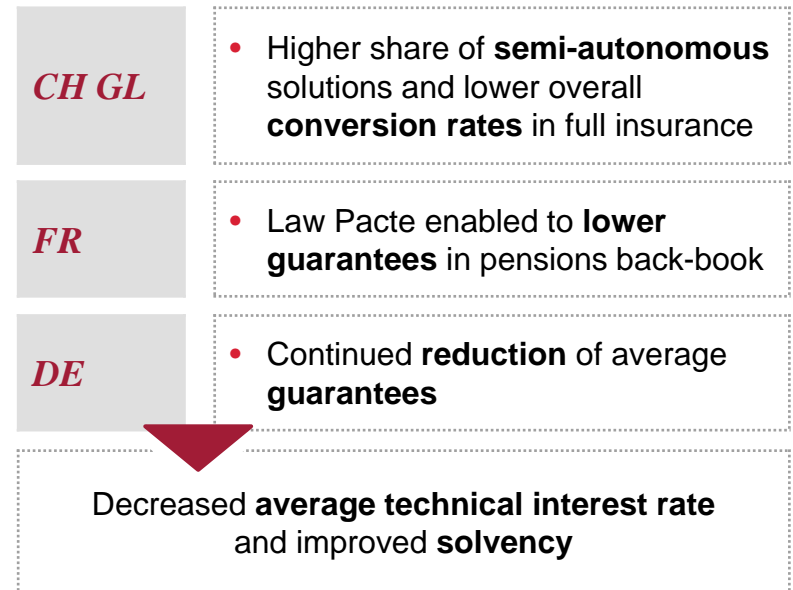
## Traditional back-book, excluding new business

Statutory reserves bearing technical interest rate, CHF bn



## Disciplined back-book management

Selected examples from business divisions<sup>2)</sup>



1) Swiss individual, French and German life businesses 2) For more information, see separate Investor Day presentations of Swiss Life Switzerland, France and Germany

# ... and focus on capital-efficient new business reduce economic capital required

## Ongoing management of new business

- Focus on **capital-efficient new business**
- Product design geared to reduce **interest rate sensitivity** and **economic capital required**
- New business margin **hurdle** of 1% and **ambition** of 1.5%

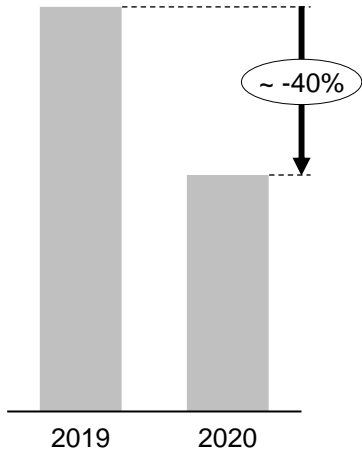


Swiss Life well positioned to further grow **value of new business** in the insurance operations compared to Swiss Life 2021 targets

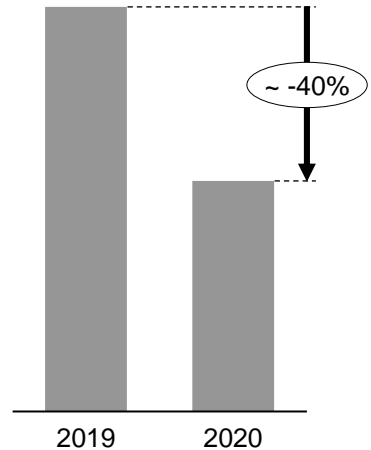
## Value management of new business

Incremental required economic capital for new business in % of PVNBP, selected examples from business divisions<sup>1)</sup>

CH IL new business



DE new business



1) For more information, see separate Investor Day presentations of Swiss Life Switzerland and Germany



# Operational scalability to be further increased across businesses

## Scalability in fee businesses<sup>1)</sup>

<b>CH</b>	<b>Fee income<sup>2)</sup> growth</b> CAGR 2020-2024	+ 4-6%	<b>Fee result growth</b> CAGR 2020-2024	+ ~4%
<b>FR</b>	<b>Fee income growth</b> CAGR 2020-2024	+ 6-8%	<b>Fee result growth</b> CAGR 2020-2024	+ 13-15%
<b>DE</b>	<b>Fee income<sup>2)</sup> growth</b> CAGR 2020-2024	+ 7-8%	<b>Fee result growth</b> CAGR 2020-2024	+ 7-10%
<b>IN</b>	<b>Fee income growth</b> CAGR 2020-2024	+ 11-13%	<b>Fee result growth</b> CAGR 2020-2024	+ 17-20%
<b>TPAM</b>	<b>Income growth</b> CAGR 2020-2024	+ 10-12%	<b>Fee result growth</b> CAGR 2020-2024	+ 16-19%

## Main drivers / initiatives

- Investments for expansion in affluent / digitally savvy customer segments affect growth of fee result
- Leverage private insurer model and increase advisory power while optimising customer service processes
- Achieve business growth combined with further digitalisation of advisory platform and back office
- Grow volumes and leverage digital advisory and servicing capabilities
- Grow TPAM volumes and further invest in digitalisation

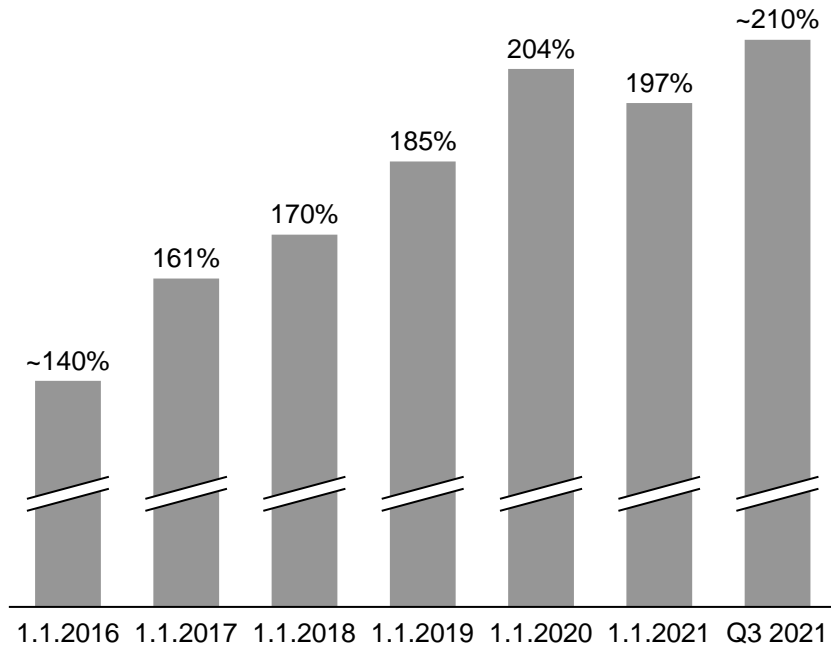
1) For more information, see separate Investor Day presentations of business divisions 2) Standalone, incl. owned IFA income with Swiss Life

# Strong capitalisation and confirmation of the SST ambition range

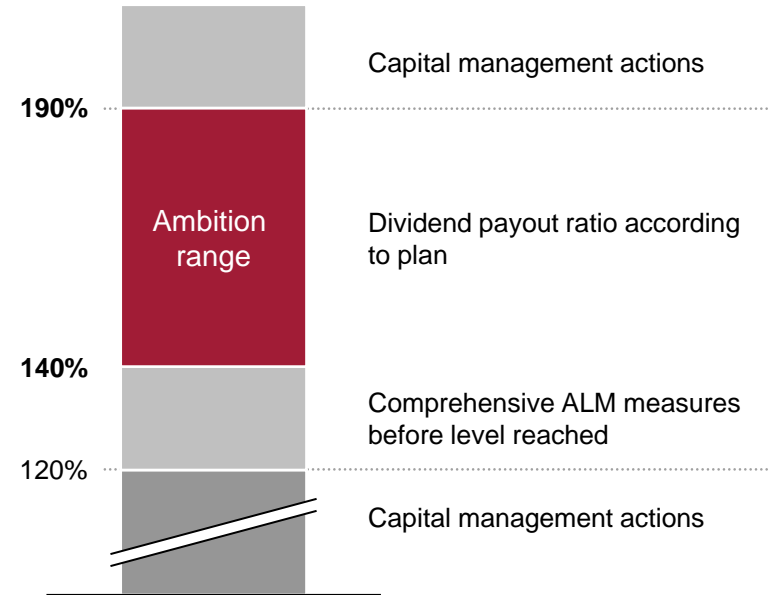
Capital, cash and payout

## Group SST development

In %



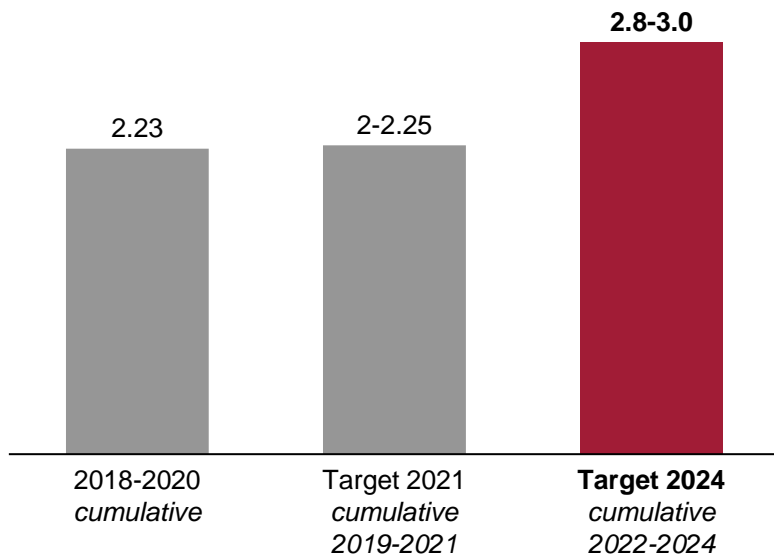
## SST ambition range



# Significantly increase cash remittance to Holding by about 35% ...

## *Cash remittance to Holding*

CHF bn



## *Drivers of cash remittance*

- Increase in cash remittance primarily due to growing fee result
- Additional increase in cash remittance driven by other profit sources
- Cash remittance based on local statutory accounts of Swiss Life Holding subsidiaries

# ... with a growing contribution from every business division

Capital, cash and payout

## Cumulative cash remittance<sup>1)</sup> targets

## Main drivers / initiatives

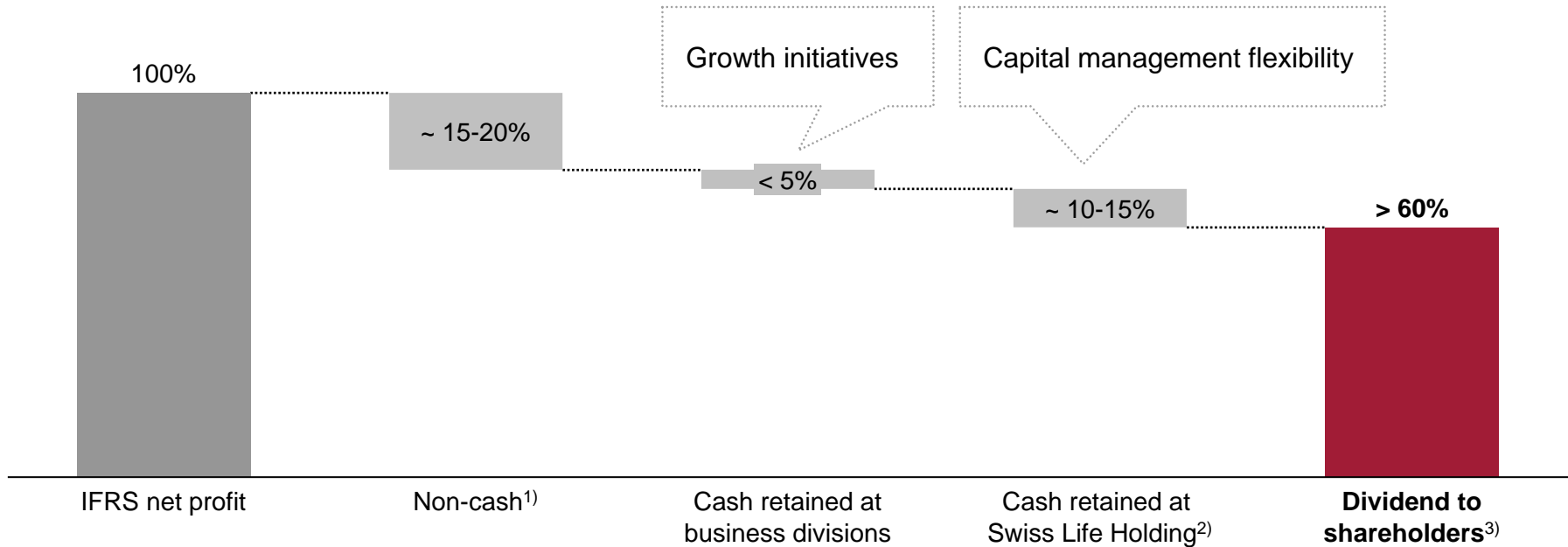
<p><b>CH</b></p>	<p>CHF m</p> <p>1 176</p> <p>2018-2020</p> <p>1 350 - 1 400</p> <p>Target 2024</p>	<ul style="list-style-type: none"> <li>• Strong growth of savings result</li> <li>• Positive contributions also from other profit sources</li> </ul>
<p><b>FR</b></p>	<p>EUR m</p> <p>290</p> <p>2018-2020</p> <p>360-410</p> <p>Target 2024</p>	<ul style="list-style-type: none"> <li>• Higher fee result from UL and banking businesses</li> <li>• Growing risk and savings results</li> </ul>
<p><b>DE</b></p>	<p>EUR m</p> <p>145</p> <p>2018-2020</p> <p>190-210</p> <p>Target 2024</p>	<ul style="list-style-type: none"> <li>• Scalable and capital-efficient advisory model</li> <li>• Higher fee result from owned IFAs</li> </ul>
<p><b>IN</b></p>	<p>EUR m</p> <p>78</p> <p>2018-2020</p> <p>170-190</p> <p>Target 2024</p>	<ul style="list-style-type: none"> <li>• Scalable business model with low investment needs</li> <li>• Higher fee and risk results based on capital-light offerings</li> </ul>
<p><b>AM</b></p>	<p>CHF m</p> <p>548</p> <p>2018-2020</p> <p>750-800</p> <p>Target 2024</p>	<ul style="list-style-type: none"> <li>• Growth of TPAM across all asset classes</li> <li>• Stable contribution from PAM</li> </ul>

1) Three-year cumulative, before eliminations

# Attractive dividend payout ratio while maintaining capital management flexibility

Capital, cash and payout

## Cash remittance and dividend



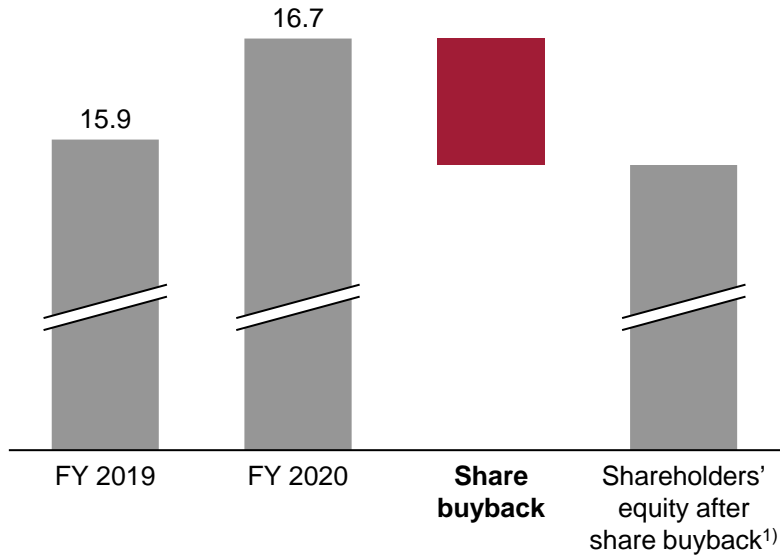
1) Mainly real estate revaluations and DAC 2) Hybrid and overhead expenses are borne by opcos 3) Target based on IFRS 4 / IAS 39 accounting standard



# Additional cash return to shareholders with share buyback of CHF 1 bn starting in December

Capital, cash and payout

*Shareholders' equity*  
CHF bn



*Share buyback*  
Additional details

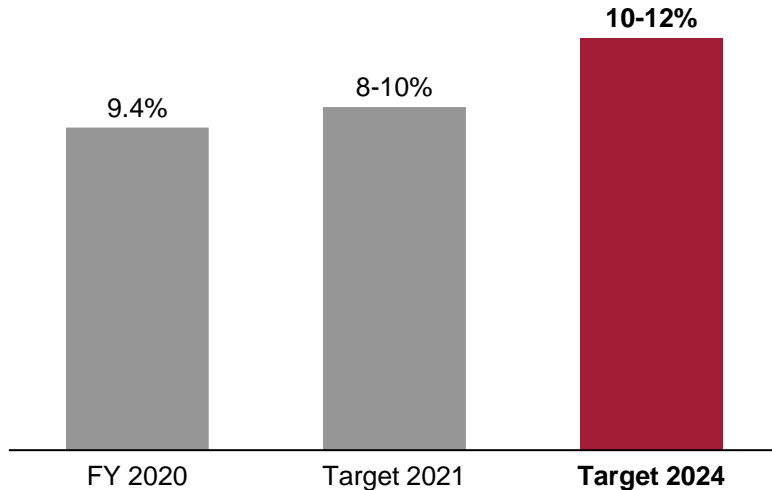
<i>Amount</i>	<ul style="list-style-type: none"> <li>CHF 1 bn</li> </ul>
<i>Timing</i>	<ul style="list-style-type: none"> <li>Dec 2021 – May 2023</li> </ul>
<i>Execution</i>	<ul style="list-style-type: none"> <li>Purchases on 2<sup>nd</sup> trading line delegated to partner bank</li> <li>Cancellation of repurchased shares to be approved at AGMs</li> </ul>
<i>Disclosure</i>	<ul style="list-style-type: none"> <li>Weekly transaction disclosure on Swiss Life website</li> </ul>

1) Illustrative, without considering future retained earnings and impact from future capital market movements



# Swiss Life 2024 to further improve the return on equity

*Return on equity (RoE)*<sup>1) 2)</sup>  
%



## *Key drivers of RoE development*

- Improved quality of earnings from growing fee businesses
- Operational scalability and efficiency at business division level
- Healthy interest rate margin through disciplined ALM and capital-efficient new business
- Strong capitalisation and optimised capital structure of ~70% shareholders' equity<sup>1)</sup>
- Higher dividend payout ratio and share buyback

1) Shareholders' equity excl. unrealised gains/losses 2) Based on IFRS 4 / IAS 39 accounting standard

# Substantial increase in financial targets with Swiss Life 2024 programme

## Swiss Life 2024 financial ambitions and targets

		Swiss Life 2024	Swiss Life 2021
<b>Quality of earnings and earnings growth</b>	• <b>Fee result</b> FY 2024	CHF 850-900 m	CHF 600-650 m
	• <b>RoE<sup>1) 2)</sup></b> 2022-2024	10-12%	8-10%
<b>Capital, cash and payout</b>	• <b>Cash to Holding</b> Cumulative 2022-2024	CHF 2.8-3.0 bn	CHF 2-2.25 bn
	• <b>Dividend payout ratio<sup>2)</sup></b> 2022-2024	> 60%	50-60%
	• <b>Share buyback</b> Dec 2021 – May 2023	CHF 1 bn	CHF 1 bn

1) Shareholders' equity excl. unrealised gains/losses 2) Targets based on IFRS 4 / IAS 39 accounting standard

# Swiss Life 2024 with higher ambitions for quality of earnings and cash returns to shareholders

## *Attractive starting position*

- Successfully enhanced **earnings quality**, particularly by growing the fee result
- Further improved **operational efficiency** by scaling businesses
- Attractive **shareholder return** based on strong solvency and higher cash remittance

## *Ambitious Swiss Life 2024 targets*

- Strengthen **quality of earnings**
  - Increase **fee result** to CHF 850-900 m
  - Lift **RoE** target range to 10-12%
- Higher **cash remittance** and **cash returns to shareholders**
  - Grow cumulative 2022-2024 **cash remittance** to CHF 2.8-3.0 bn
  - Raise **dividend payout ratio** to > 60%
  - In addition, return CHF 1 bn to shareholders via **share buyback**

# Investor Day 2021

## Swiss Life Asset Managers

Stefan Mächler, Group CIO  
Zurich, 25 November 2021



# Asset Managers strongly raising its ambitions with TPAM becoming the main business driver

*Top European asset manager with strong position in real assets*

- **Attractive investment solutions** supported by strong investment performance, meeting client demands in a persistent low yielding investment environment
- Skin in the game with own portfolio tested **risk-based (ALM) investments** and **co-investment approach** of insurance balance sheet (PAM) with third-party clients (TPAM) providing unique market access
- **Leading institutional real assets<sup>1)</sup> manager** at the forefront of forward-thinking industry developments and promising investment opportunities
- Proven track record of **profitable organic** and **inorganic growth**

*Key priorities of Swiss Life 2024*

- Leverage the pronounced **ALM expertise** via PAM and benefit from **scalability**
- Strengthen the **positions in securities, infrastructure and real estate**
- Embed **ESG into our DNA** and pursue a **CO<sub>2</sub> reduction path** for our real estate portfolio
- Concentrate on **delivery excellence** driving process **optimisation** and **digitisation**
- Raising **ambitions** for the segment result and cash remittance to Holding by 2024
  - Increase **segment result** to CHF 460-490 m
  - Grow **cash remittance** to CHF 750-800 m (cumulative 2022-2024)

1) Real estate AuM of CHF 82.8 bn and infra equity AuM of CHF 4.5 bn as per 30.09.2021

# Attractive USPs and unique positioning enabled profitable growth path





## Attractive USPs to clients ...

- **Trustworthiness** of the advice provided, exemplified by the **investment performance**
- **Unique investment opportunities** driven by market access and **co-investment strategy**
- Commitment to fully **implement ESG** in the business
- **Relentless delivery excellence** operating market leading IT platforms

## ... lead to a strong and unique positioning ...

- Leading **institutional asset manager** with a **top 3 position in Switzerland<sup>1)</sup>**
- Top European<sup>2)</sup> **real estate asset manager** with a strong focus on ESG and a committed CO<sub>2</sub> reduction path
- Strong **investment performance** with > 60% of funds/mandates ahead of 3-year benchmark/target performance
- Proven ALM investment expertise for **pension schemes** and **insurance companies**
- Broad **European presence** with fund / portfolio management expertise in key markets (CH, FR, DE, UK, Nordics<sup>3)</sup> & LUX)

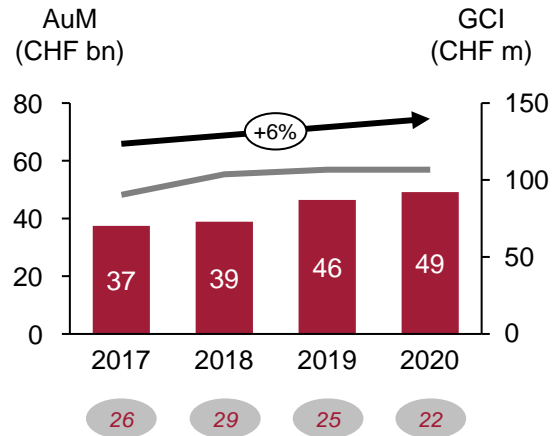
## ... resulting in successful implementation of Swiss Life 2021

Swiss Life 2021 financial targets		FY 2020	Current assessment
• TPAM AuM FY 2021:	CHF 100 bn	CHF 92 bn	Ahead 
• Total income <sup>4)</sup> FY 2021:	CHF 950-970 m	CHF 936 m	Ahead 
• Segment result FY 2021:	CHF 340-360 m	CHF 345 m	Ahead 
• TPAM cost / income ratio:	~75%	79% <sup>5)</sup>	Challenging 

1) #3 IPE Survey Top 500 Asset Managers 2021 2) #1 Property EU Top 100 Investors 2015, 2016, 2017, 2019 and INREV Fund Manager Survey #1 2020, #2 2021 3) Acquisition of NRP Real Estate; expected to close Nov. 2021 4) Total income = commission and other net income 5) 76% excl. accelerated amortisation of customer relationship assets

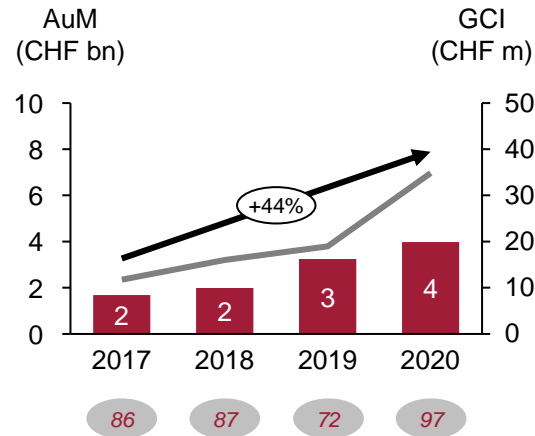
# Strong TPAM track record with shift to higher-margin business and sticky assets

## Securities (incl. money market)



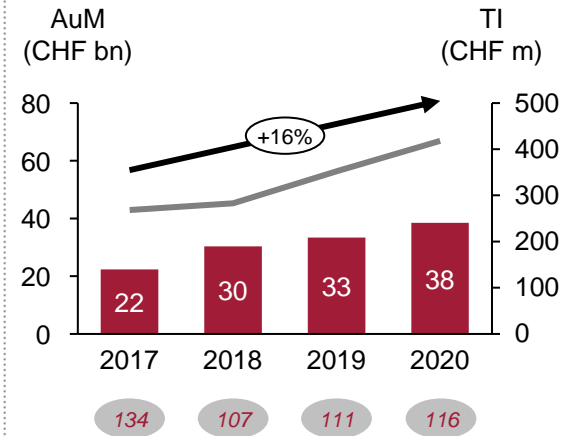
- Leveraged **PAM's expertise** to develop **innovative services and products** (e.g. senior secured loans)
- Supported clients with **risk-based investment philosophy** and **experience**

## Infrastructure



- Formed a **compelling infrastructure team**
- **Increased investment size** enabling lead role in consortium
- Increased **expertise in renewable / clean energy** infrastructure via Fontavis
- Launched **infrastructure debt fund**

## Real estate (incl. project development)



- Launched **European real estate products** and executed **large real estate transactions** in all Swiss Life markets
- Expanded **project development** business
- Progressed with implementation of real estate **IT platform** across Europe

— Gross commission income (GCI) / Total income (TI) ■ AuM CAGR:  $\frac{GCI}{TI}$  *bps* Gross margin calculation method: GCI or TI /  $\emptyset$  AuM

# Swiss Life 2024 actions based on investment management skills, ESG and stringent execution

## Swiss Life 2024 divisional priorities

### Build on PAM investment performance

- Continue **ALM / investment experience** and **business success** in PAM
- Leverage **investment know-how** and foster **TPAM offering**

### Strengthen positions in securities, infrastructure and real estate

- Securities:** Strengthen **attractiveness of product range**
- Infrastructure:** **Consolidate** strengths, competencies, **know-how** and **develop innovative solutions**
- Real estate:** Further enhance **client propositions** and drive **expansion** into **attractive growth markets**

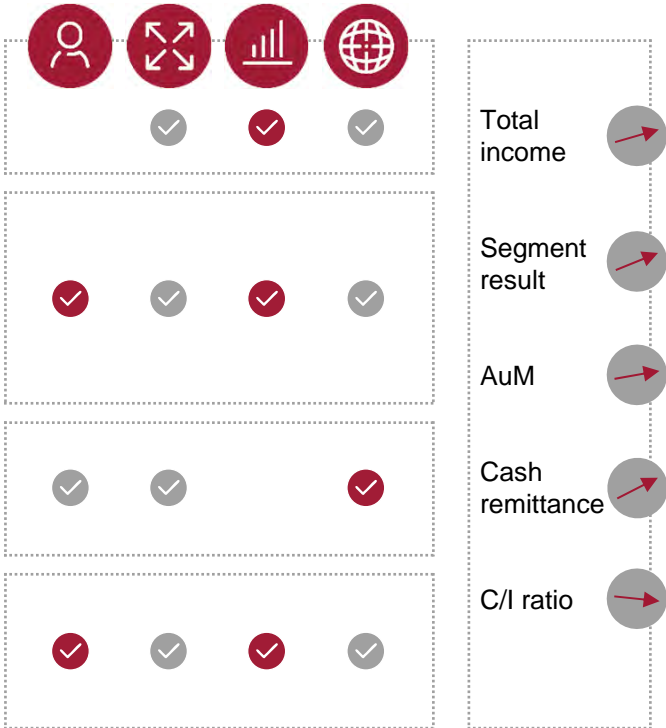
### Be a competitive ESG asset manager





- Further **anchor sustainability (ESG)** in **products, services** and **processes** until part of our **DNA**
- Commit to a **CO<sub>2</sub> reduction path** for the real estate portfolio




### Relentlessly work on efficiency

- Further **consolidate IT platforms** and **harmonise structures** and **processes** to improve efficiency
- Annual cash expenditures of **CHF 20-30 m for project portfolio**, mainly IT-related

## Supported Group strategic actions & KPIs



 Customer relationships
  Advisory power
  Operational scalability
  Sustainability

 Direct impact
  Indirect impact
  CAGR 2020-2024

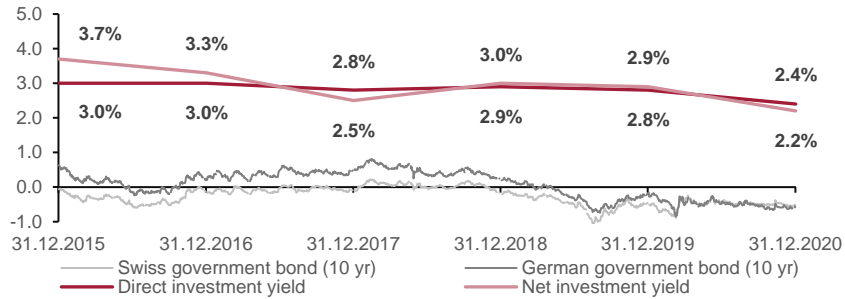




# PAM with its liability-driven investment performance is a catalyst for TPAM growth, ...

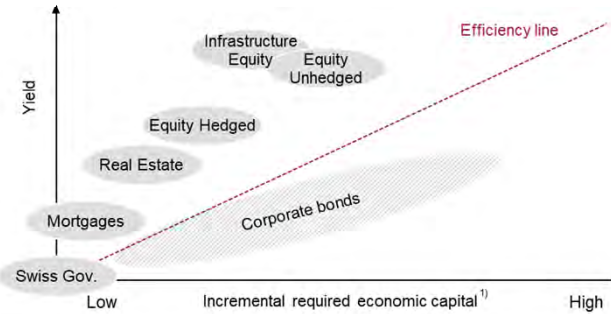
## Resilience of investment income despite low interest rates

Yield development, IFRS basis



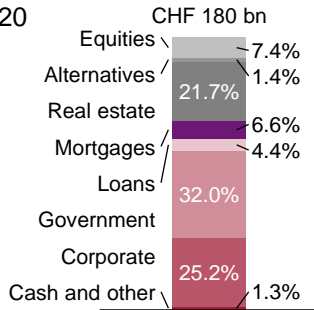
## Long-term ALM expertise for insurance balance sheet

Swiss portfolio, marginal investment



## Continued capital-efficient investments

PAM portfolio  
FY 2020



Reinvestment focus:  
Continued focus on capital-efficient investments

- Equity type
- Real estate
- Mortgages (CH)
- Senior secured loans

## Key strengths PAM

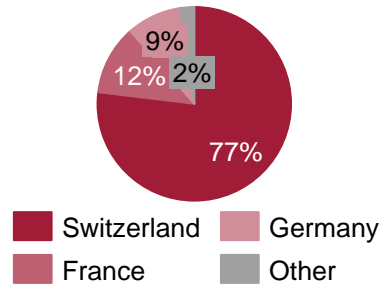
- Continued **disciplined ALM** leads to **narrow duration gap**
- Exemplary **asset protection** driven by **asset allocation and selection**
- **Strong investment performance** despite **low rate environment**
- Proven **expertise in capital-efficient asset classes**
- **Efficient cash management**
- **Cost effective** operation and execution due to **optimised set up**
- Overall, **resilient returns / margins and high capital efficiency** for the benefit of policy and shareholders

1) Based on internal economic model

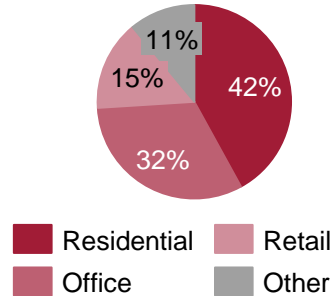
# ... especially for real estate due to unique insights and access to the market

## PAM real estate portfolio

Breakdown by country  
FY 2020

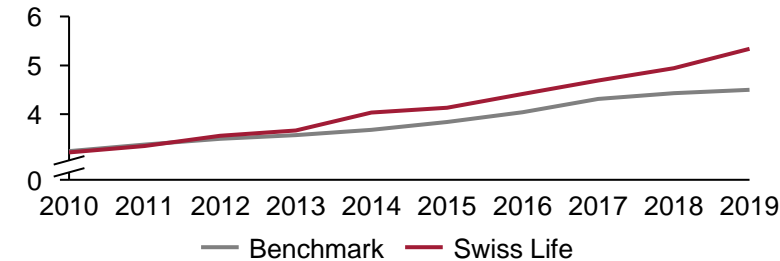


Breakdown by type  
FY 2020

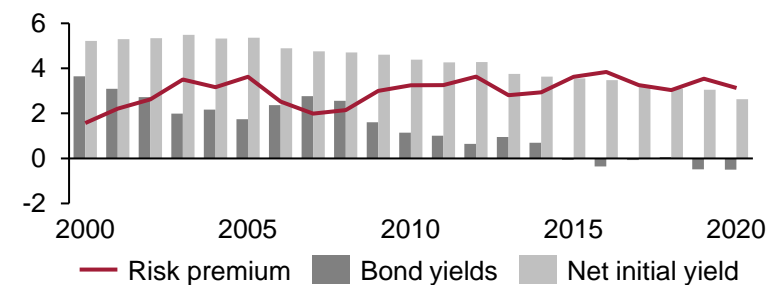


## Active management impact and risk premiums

Market value/m<sup>2</sup> development vs. benchmark in CH<sup>1)</sup>  
CHF thousand



Swiss real estate risk premiums<sup>2),3)</sup>  
In %



## Key strengths PAM real estate

- Real estate portfolio with **high location, asset and tenant quality**
- **Stable rental income** covers insurance cash flow needs and is **capital efficient** under SST
- **Higher valuation gains** (37 bps p.a.<sup>1)</sup>) and **lower operations and maintenance cost** (10 bps p.a.<sup>1)</sup>) due to **active management and repositioning of individual properties**
- **Low vacancy rates** of 4.2% (Q3 21) and **strong rent collection** of 98% (YTD 2021)
- **Attractive risk premium for real estate investments**

1) Wüest Partner: Benchmark of ~2 000 properties owned by investment foundations and pension funds 2) Vs. CH 10-year government bond 3) Wüest Partner and SNB

# Push for profitable growth in all asset classes, ...

## Securities (incl. money market)



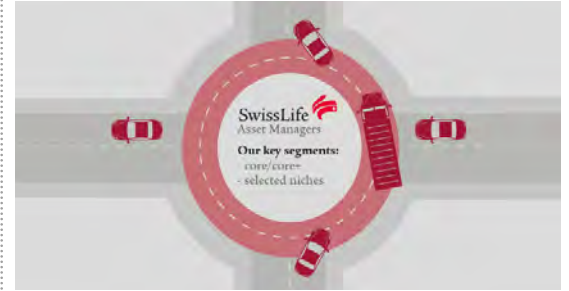
- Keep **strong product shelf in fixed income** including **successful money market** offering
- **Defensive equity funds** remain cornerstone of product shelf, however with **clearer positioning** of individual funds
- Introduction of **thematic equity funds** and addition of **funds suitable for retail clients** (wholesale channel)

## Infrastructure



- Exploit **synergies** and capture new **opportunities** arising from **combining** advantages of **infrastructure & real estate** (expand value chain of property owners)
- Offer **attractive risk / return investment strategies** and **market access** to a promising market for additional client segments with different risk profiles (e.g. offering dedicated renewable exposure)

## Real estate (incl. project development)



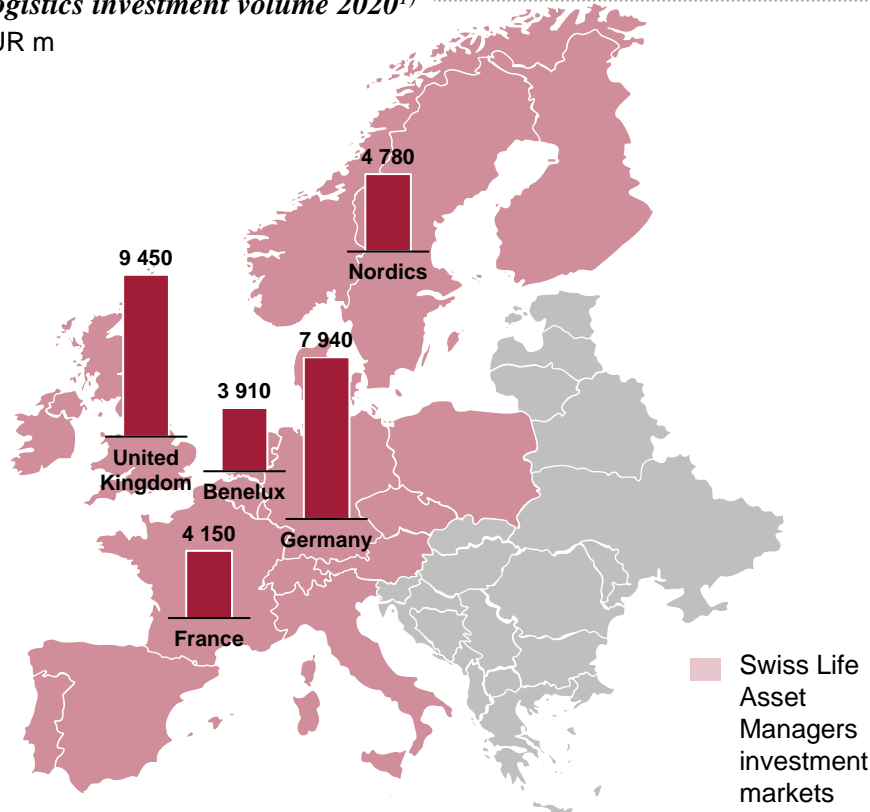
- Further strengthen our position as real estate **gateway to Europe** for institutional investors
- Broaden product offering towards **value adding niches** (e.g. mortgage fund)
- **Increase project development activities** on the back of **well filled pipeline** to generate income and also serve as properties feeder for our real estate funds

Further strengthen **direct sales to institutional clients**, sustain **indirect sales to retail clients** (wholesale) and strengthen **access to investors** in the **Nordics & Asia**

# ... supported by our geographic presence and logistics expertise

## Logistics investment volume 2020<sup>1)</sup>

EUR m



## Swiss Life Asset Managers logistics expertise



- **Strong logistics know-how** via BEOS (industrial and small box logistics), BEOS Logistics (premier big box logistics developer) and Swiss Life Asset Managers (Nordic) AS<sup>2)</sup> with currently CHF ~8.2 bn AuM and the ambition to substantially **exploit the market opportunities**
- **Control of full value chain:** Sourcing, development, letting, transaction, portfolio management and funds – fuelling own pipeline
- **On-site presence** at the most important **key logistics spots** in Europe and further **expansion planned to cover white spots**

1) Source: BNP Paribas Real Estate 2) Newly established Swiss Life Asset Managers (Nordic) AS via acquisition of real estate business of Ness, Risan & Partners

# Solid development in responsible investments ...



## Fiduciary duty

<p><b>90%</b></p> <p>90% of all assets under management are in scope of ESG integration strategy</p>	<p><b>194 t<sup>1)</sup></b></p> <p>194 t carbon intensity of Swiss Life government bonds<sup>2)</sup> (Benchmark: 339 t)</p>	<p><b>145 t<sup>3)</sup></b></p> <p>145 t carbon intensity of Swiss Life corporate bonds<sup>4)</sup> (Benchmark: 243 t)</p>	<p><b>A+</b></p> <p>A+ accredited in the Strategy &amp; Governance module of PRI</p>
<p><b>14</b></p> <p>14 FTEs are fully dedicated to ESG and in addition supported by 70 ambassadors</p>	<p><b>18 out of 22</b></p> <p>18 out of 22 submitted real estate vehicles were Green Star rated by GRESB</p>	<p><b>2 out of 2</b></p> <p>2 out of 2 infrastructure funds scored 4 and 5 stars and one in its first GRESB rating</p>	

## Intergenerational responsibility

<p><b>0 CHF</b></p> <p>0 CHF are invested in companies deriving more than 10% of their revenue from thermal coal</p>	<p><b>CHF 2 bn</b></p> <p>CHF 2 bn are to be invested in green bonds by 2023</p>
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## Active stewardship

<p><b>&gt;70</b></p> <p>In 2021 YTD, over 70 ESG engagements were initiated among our infrastructure assets</p>	<p><b>310</b></p> <p>Participated in 310 AGMs in 2020</p>
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<https://www.swisslife-am.com/rireport>

1) Tons CO<sub>2</sub> / USD m GDP   2) Coverage ratio: 100%   3) Tons CO<sub>2</sub> / USD m sales   4) Coverage ratio: 82%

# ... and commitment to an ambitious decarbonisation path for PAM direct real estate

**Path to net-zero**

PAM's current real estate portfolio CO<sub>2</sub> intensity consistent with Paris Climate Agreement

**70+**

Achieved GRESB scores (CH and FR only) between 72 and 77

**Enhanced CAPEX**

Accelerating CAPEX<sup>1)</sup> to CHF ~2.0 bn until 2030

## Energy-efficiency solutions

**Competence centre**

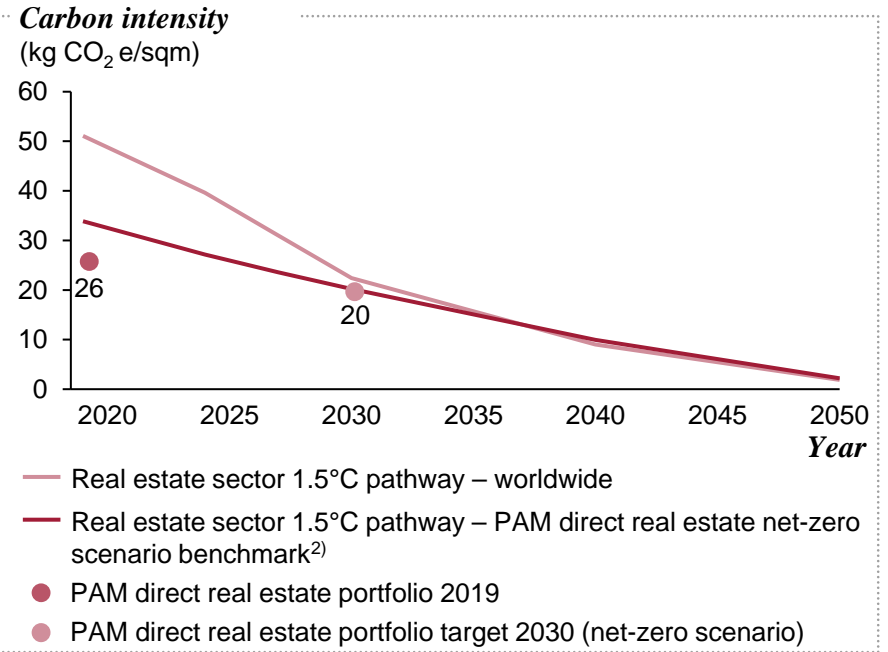
Accelerate decarbonisation of properties by building in-house energy efficiency expertise

**Technologies**

Investments in solar power, low-carbon heating, cooling, ventilation and e-mobility

**Capture value**

Unlock financial benefits for owners, tenants and Swiss Life Asset Managers



Swiss Life commits to **reduce the CO<sub>2</sub> intensity of its direct real estate portfolio by 20% by 2030<sup>3)</sup>**.  
 With this, Swiss Life is acting in alignment with the targets of the Paris Climate Agreement.

1) Cumulative 2) Country and asset type weightings according to PAM direct real estate portfolio 3) Compared to 2019



# Griesheim development: New energy-efficient city district to be built



## Energy-efficiency solutions – a natural business field



### Usage

Mixed usage: light industrial, storage, logistics, production, office, data centre, laboratory, institutes, coworking space, craftsmen yards, event locations, gastronomy, etc.



### Power

Combination of area distribution grid (provided by Stromkontor Griesheim) and self-generated photovoltaic power



### Heating & cooling (incl. network for distribution)

Heat-pump system using excess heat from data centres and usage of river for re-cooling (planned carbon neutral)



### Mobility

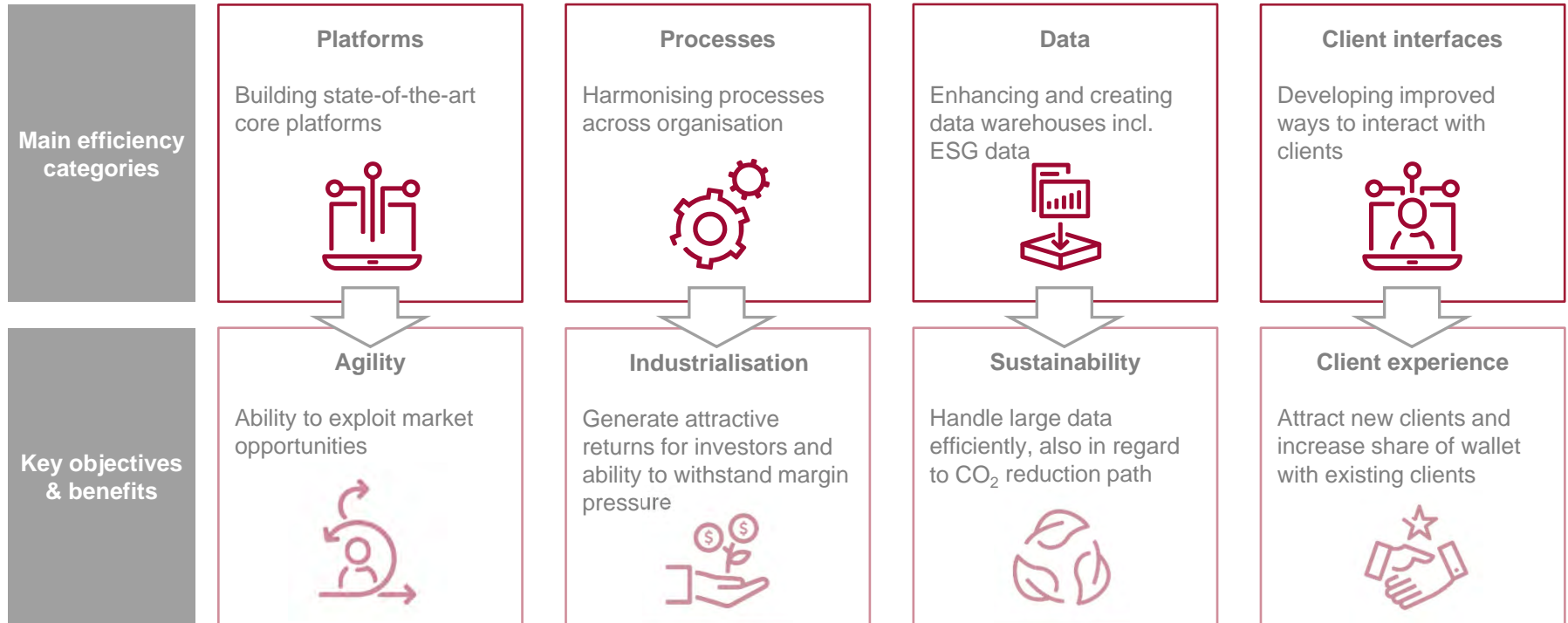
Measures to reduce car traffic (access to public transportation, bus shuttle, car and bike sharing, bicycle path) and public / private fast-charging stations for electric cars



### Other

Includes telco (fibre-optic network), installations with open protocol, streetlights, etc.

# Relentless efficiency efforts with investments of CHF 20-30 m per annum in the project portfolio



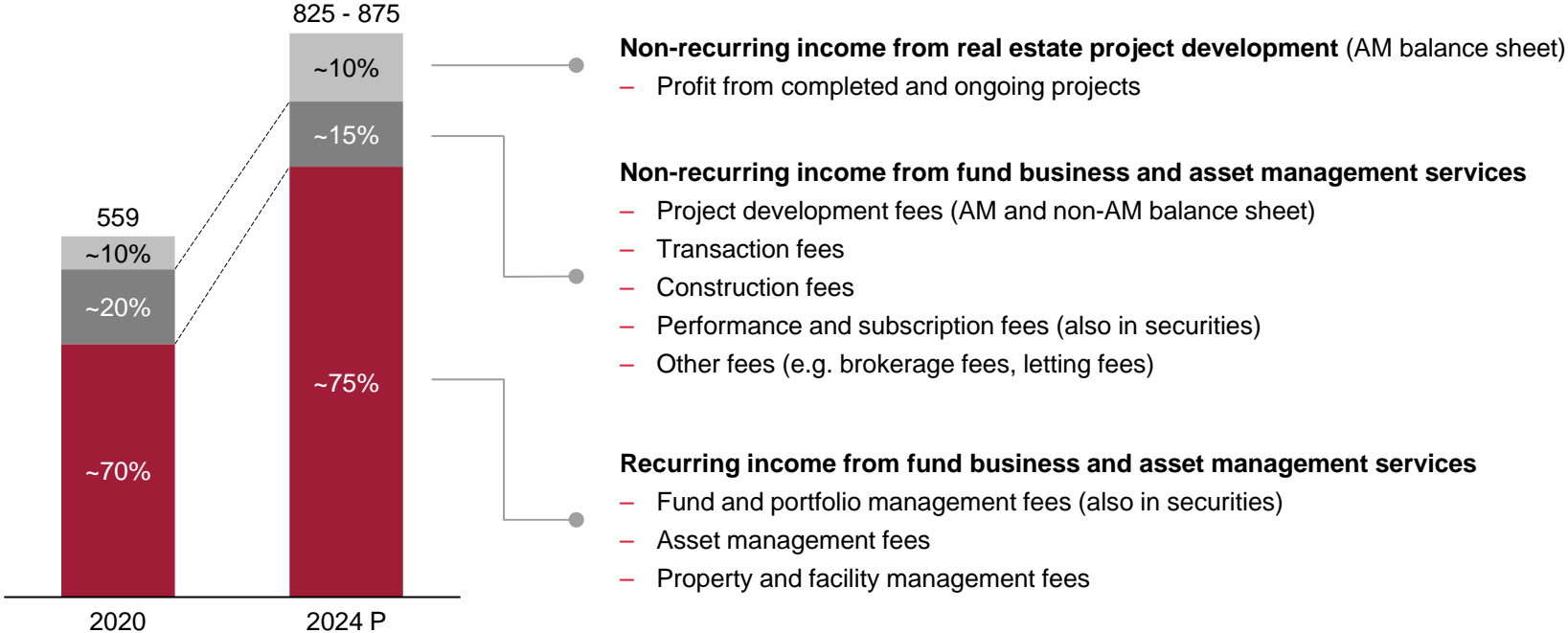
Focus on **efficiency** in order to **manage** increasing regulatory **complexity**, shifting **product demand**, strategic need for **service consistency** / effectiveness and **pressure on margins**



# Further TPAM quality improvement as 2024 initiatives lead to growing recurring income

Based on TPAM total income

CHF m



TPAM cost / income ratio:

2020

79%<sup>1)</sup>

2024 P

70-75%<sup>2)</sup>

**Non-recurring income from real estate project development (AM balance sheet)**

- Profit from completed and ongoing projects

**Non-recurring income from fund business and asset management services**

- Project development fees (AM and non-AM balance sheet)
- Transaction fees
- Construction fees
- Performance and subscription fees (also in securities)
- Other fees (e.g. brokerage fees, letting fees)

**Recurring income from fund business and asset management services**

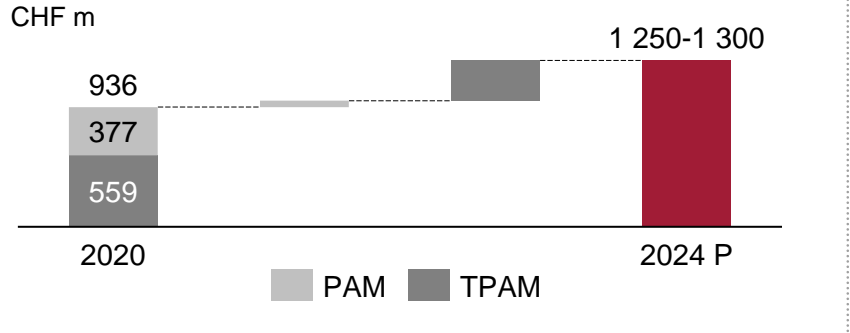
- Fund and portfolio management fees (also in securities)
- Asset management fees
- Property and facility management fees

1) 76% excl. accelerated amortisation of customer relationship assets 2) Excl. Livit and real estate project development

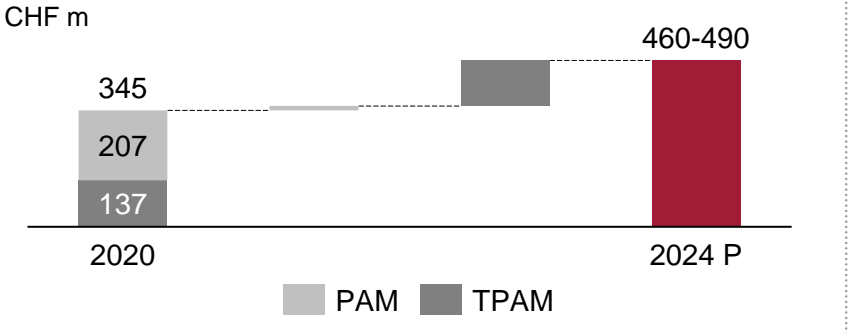


# Ambitious Swiss Life 2024 targets backed by further TPAM growth

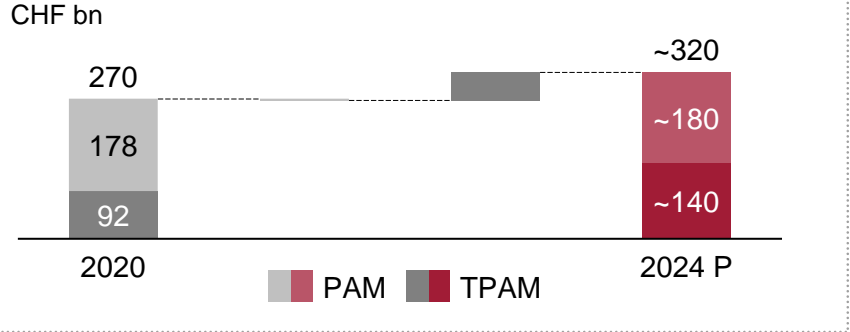
## Total income to be further increased



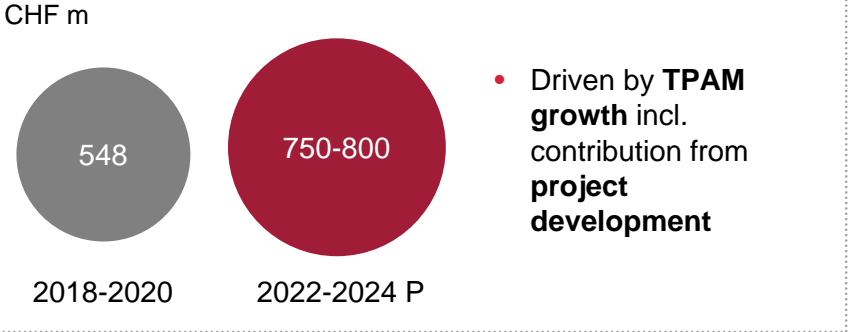
## Strong growth of segment result



## TPAM AuM to grow to about CHF 140 bn



## Cash remittance driven by TPAM



# Asset Managers strongly raising its ambitions with TPAM becoming the main business driver

*Top European asset manager with strong position in real assets*

- **Attractive investment solutions** supported by strong investment performance, meeting client demands in a persistent low yielding investment environment
- Skin in the game with own portfolio tested **risk-based (ALM) investments** and **co-investment approach** of insurance balance sheet (PAM) with third-party clients (TPAM) providing unique market access
- **Leading institutional real assets<sup>1)</sup> manager** at the forefront of forward-thinking industry developments and promising investment opportunities
- Proven track record of **profitable organic** and **inorganic growth**

*Key priorities of Swiss Life 2024*

- Leverage the pronounced **ALM expertise** via PAM and benefit from **scalability**
- Strengthen the **positions in securities, infrastructure and real estate**
- Embed **ESG into our DNA** and pursue a **CO<sub>2</sub> reduction path** for our real estate portfolio
- Concentrate on **delivery excellence** driving process **optimisation** and **digitisation**
- Raising **ambitions** for the segment result and cash remittance to Holding by 2024
  - Increase **segment result** to CHF 460-490 m
  - Grow **cash remittance** to CHF 750-800 m (cumulative 2022-2024)

1) Real estate AuM of CHF 82.8 bn and infra equity AuM of CHF 4.5 bn as per 30.09.2021



# Investor Day 2021 Swiss Life Switzerland

Markus Leibundgut, CEO Switzerland  
Zurich, 25 November 2021

# Swiss Life Switzerland to increase its significant contribution to the Group

*Market-leading position with attractive growth potential*

- Leading provider of **comprehensive life, pension and financial solutions**
- Increased **earnings power and cash remittance**
- Grew profitable and capital-efficient **individual life** and **semi-autonomous** new business
- Expanded into **retail investment market**
- Scaled own **financial advisory organisations**

*Key priorities of Swiss Life 2024*

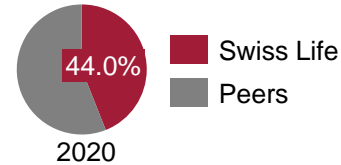
- Capitalise on strong current position in life and pensions to **realise potential in the growing personal financial assets market**:
  - Grow **advisor base and effectiveness**
  - Access **affluent and digitally savvy customer segments**
  - Further optimise **back-book** and manage **new business** for value
- Significantly grow **large contribution** to Swiss Life Group:
  - Grow **cash to Holding** to CHF 1 350 – 1 400 m (cumulative 2022-2024)
  - Increase **segment result** to CHF ~1 bn and **VNB** to CHF > 200 m by 2024
  - Achieve **fee result** of CHF ~30 m by 2024 while investing in growth

# Build on strong market position to deliver on Swiss Life 2021 targets

## Strong market position

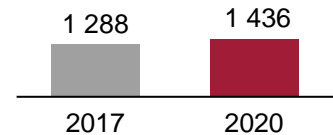
### Combined share of addressable life and pensions market

- GL<sup>1)</sup>: No. 1 with a sizeable share
- IL: Continuously no. 1



### Number of total advisors

Tied agents and owned IFA, in #



## Well positioned for further growth

- Successfully introduced **investment solutions** for retail customers and grew **semi-autonomous pension solutions** for corporate customers (incl. individualised 1e investment solutions)
- **Strengthened market access** through implementation of end-to-end customer / advisory process

## Expect to successfully deliver on Swiss Life 2021

### Swiss Life 2021 financial targets

- Fee result FY 2021: CHF 25-30 m
- Risk result FY 2021: CHF 260-270 m
- Life efficiency ratio FY 2021: 0.34%-0.36%
- VNB cumulative (2019-2021): CHF > 480 m
- Cash remittance FY 2021: CHF > 400 m

### FY 2020

CHF 26 m  
 CHF 266 m  
 0.28%<sup>2)</sup>  
 CHF 191 m  
 CHF 414 m

### Current assessment

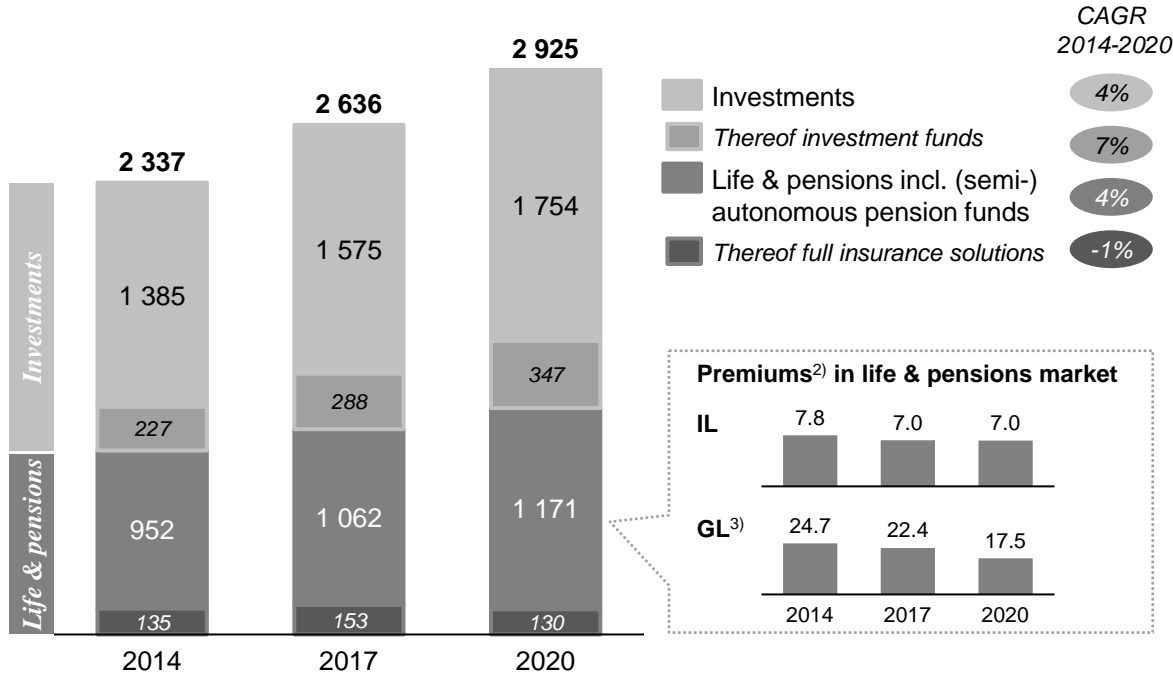
On track ✓  
 Ahead ✓  
 On track ✓  
 Ahead ✓  
 Ahead ✓

1) On-balance-sheet business only 2) Positively impacted by pension plan amendment in 2020

# Market for personal financial assets offers future growth potential

## Market for personal financial assets

Including life insurance and corporate pensions<sup>1)</sup>, excluding real estate, CHF bn



## Swiss market for personal financial assets is attractive for Swiss Life

- Personal financial assets market is large and continues to grow with investment funds rising above average
- Assets in life insurance and corporate pensions grow in line with the market, driven by intrinsic growth
- However, premiums in IL and GL decline as customers shift to investment and autonomous pension funds

## Swiss Life with strong market position

- Market leader in GL with growing position in semi-autonomous corporate pensions
- Market leader in IL with profitably growing new business volume
- Built foothold in retail investment products

1) Sources SNB, FINMA, Federal Statistical Office; corporate pensions are included given their availability for financing of private homes and self-employment

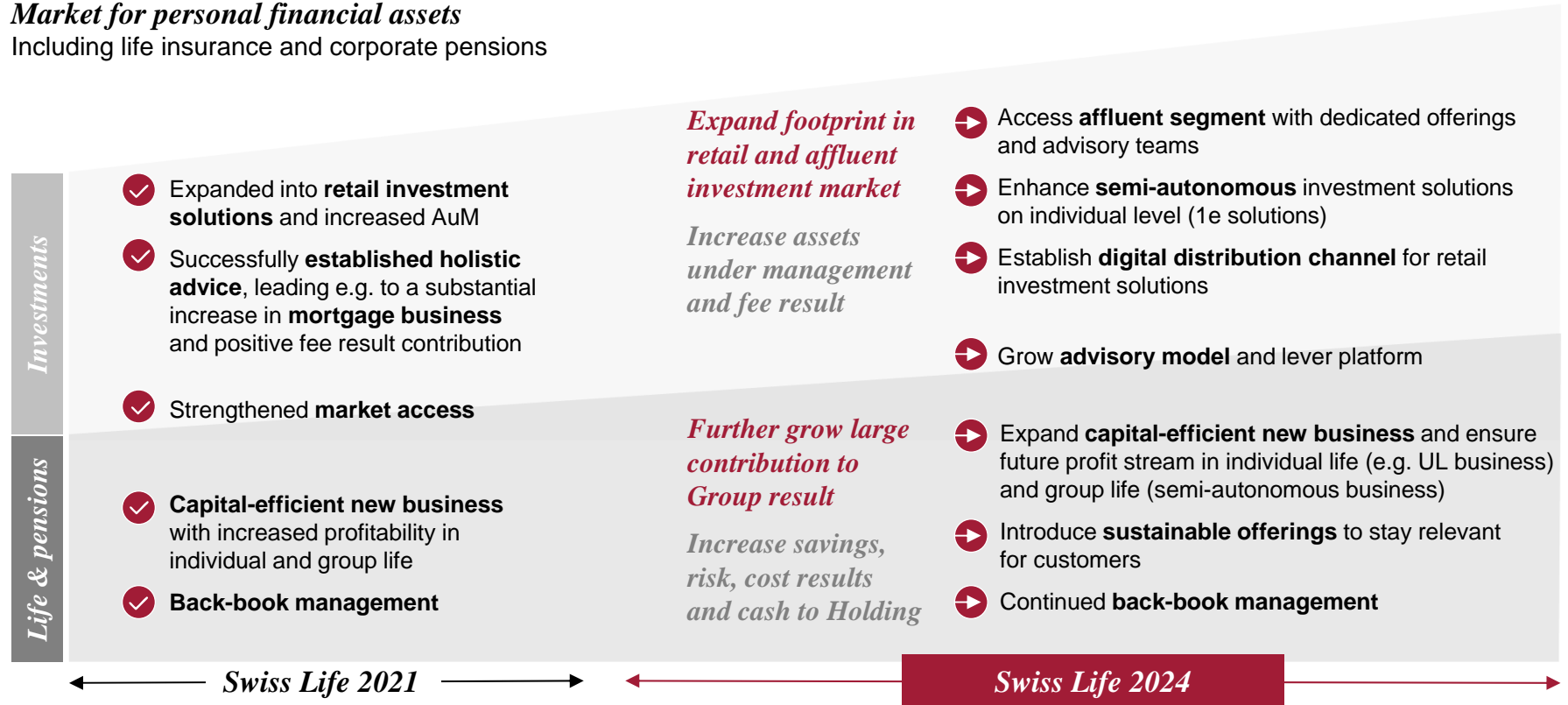
2) GWP, CHF bn 3) On-balance-sheet business only



# Capture opportunities in both areas of the Swiss personal financial assets market

## Market for personal financial assets

Including life insurance and corporate pensions





# Attractive 2024 growth ambitions

## Swiss Life 2024 divisional priorities

- 1** *Optimise business mix and back-book*

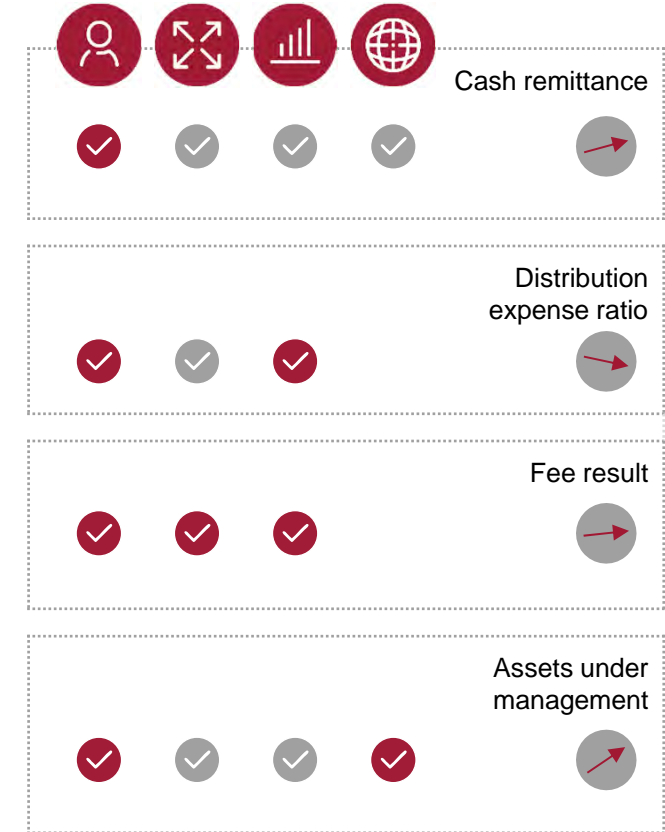
  - Expand **new business** with capital-efficient solutions
  - Anchor **sustainable offerings** in all business lines
  - Further manage **back-book** and increase cash to Holding
- 2** *Ensure scalability and productivity*

  - Enhance **operational efficiency in back office** through structured process and strict cost management
  - Increase **advisory efficiency** in own operations
- 3** *Increase advisory effectiveness*

  - Increase the **number of advisors** to further grow fee business from advice and investment solutions
  - Leverage “**phygital**” **advisory model** (end-to-end)
- 4** *Attract customers in new segments*

  - Grow in the **personal financial assets market** with a new offering for **affluent customers** to increase AuM
  - Establish **digital distribution channel** with a mobile-first solution focusing on **sustainability**

## Supported Group strategic actions & KPIs



Customer relationships
 Advisory power
 Operational scalability
 Sustainability

Direct impact
 Indirect impact
 CAGR 2020-2024

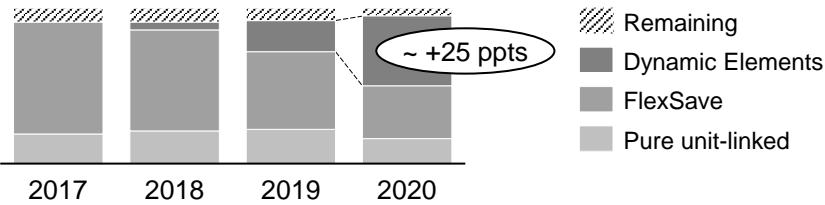


# Strong starting position with significantly lower guarantees in individual life

## *New business guarantees significantly reduced*

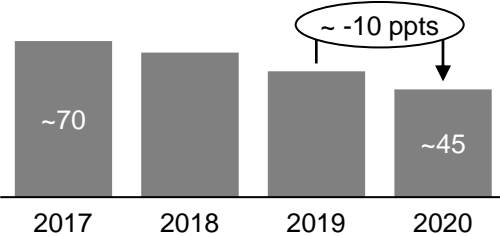
### New business production

100%



### Average guaranteed endowment benefit of new business

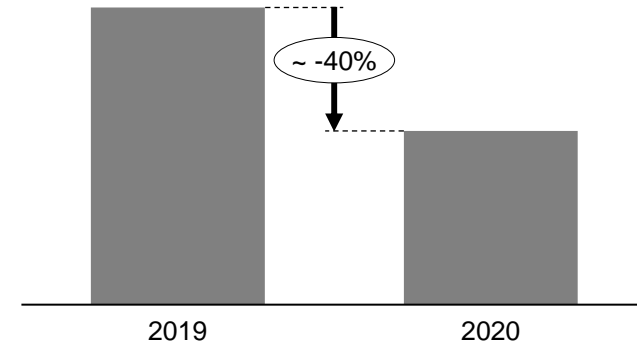
In % new business premiums



## *Leading to lower economic capital required*

### Incremental required economic capital for new business

In % of PVNBP for new CH IL business



- Offering shifted towards **products with reduced average guarantees** in periodic and single premium business
- Maintained **earnings power** and increased new business volume and margin in life insurance

# Attractive full-range offering ensures capital efficiency in individual life going forward

## Swiss Life 2024 initiatives

- Further **increase capital-light ratio** in periodic and single premium new business to enhance new business margin and capital efficiency
- Further **grow value of new business** despite declining accessible market
- **Launch sustainable product offerings** in all lines of business, such as investment and individual life green mortgage solutions
- Optimise offering in **P&C and health insurance** with “Best Select” third-party products

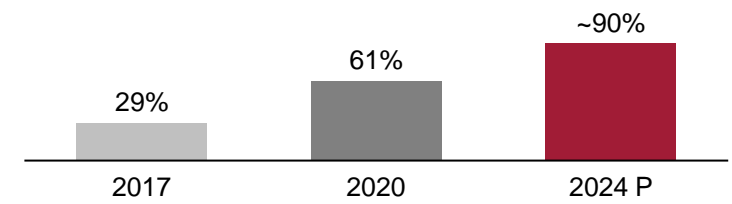
## What remains key

- Stick to **full-range offering**
- Keep focus on **capital-efficient new business** and **margin management**

## Supported KPIs

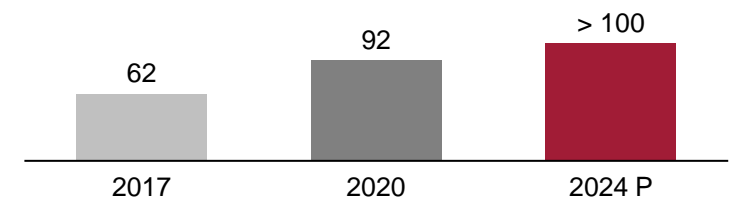
### Individual life capital-light ratio

In % of new business single and periodic premiums



### Individual life value of new business

CHF m



# Steady contribution from disciplined management of group life full insurance business

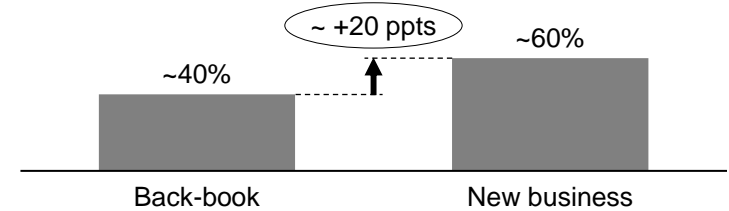
## Contribution to Swiss Life Group

FY 2020

- **~30%** contribution to risk result
- **~20%** contribution to asset management income
- Cost premium covers **~15%** of total costs

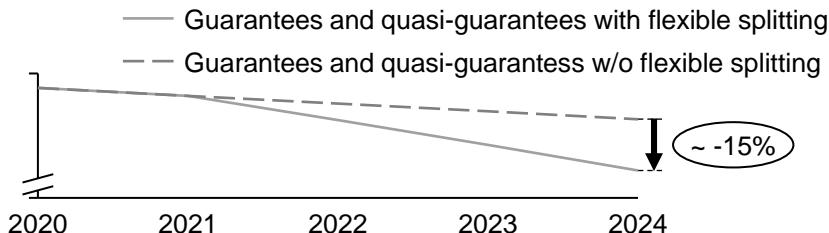
## High quality of new business

Higher share of non-mandatory coverage within savings premiums in 2020



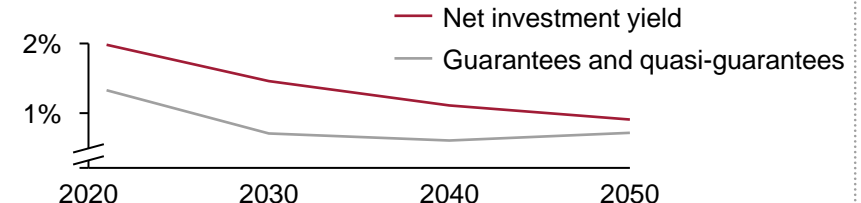
## Decreased guarantees and quasi-guarantees

Lower overall guarantees in pension portfolio



## Constantly optimised back-book

Positive interest rate margin secured for decades due to active steering of guarantees and ALM



# Further expand group life business with semi-autonomous solutions

## Swiss Life 2024 initiatives

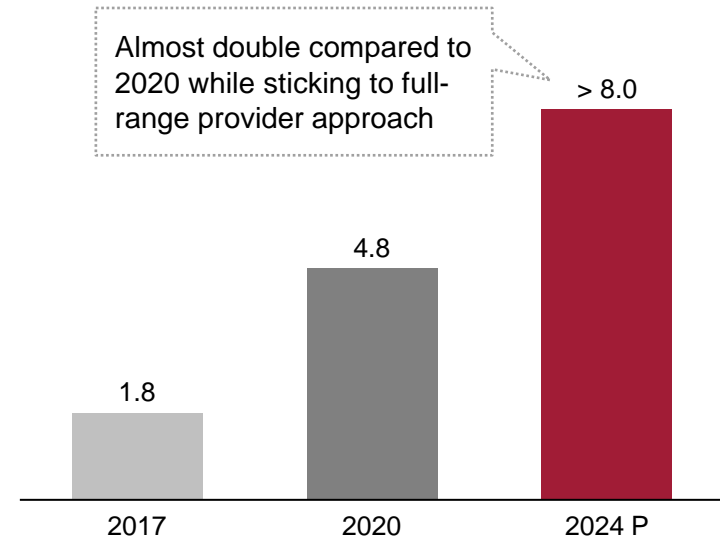
- Further grow **semi-autonomous** solutions
- Increase market share in **semi-autonomous** investment solutions on **individual level** (1e solutions)
- Develop existing customer relationships from back-book by servicing policyholders in the **affluent segment** with dedicated offerings

## What remains key

- Stick to **full-range provider** approach to address all segment and customer needs
- Continue disciplined underwriting in **full insurance business** in line with interest rate level and reduce **cross-financing** of new pensioners
- Secure positive **interest rate margin** for the long run

## Supported KPIs

### AuM in semi-autonomous solutions CHF bn



# Enhance operational efficiency across advisory and back-office organisations

## Swiss Life 2024 initiatives

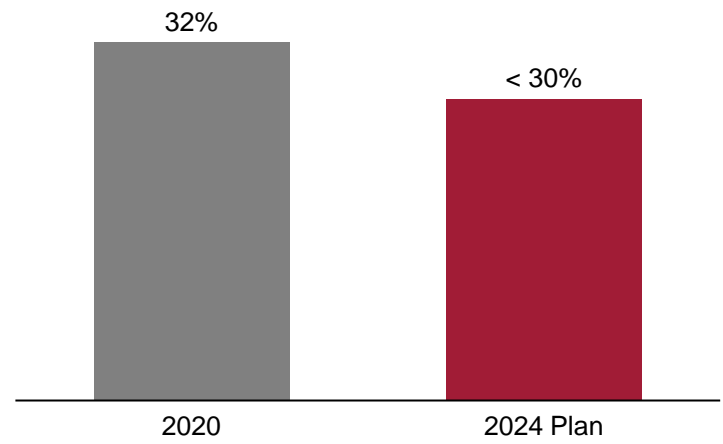
- Improve **advisory efficiency** and **scalability** by deploying systems and tools and by realising synergies across the advisory and back-office organisations
- Further increase **operational efficiency** and customer satisfaction through consistent application of **process and lean management**

## What remains key

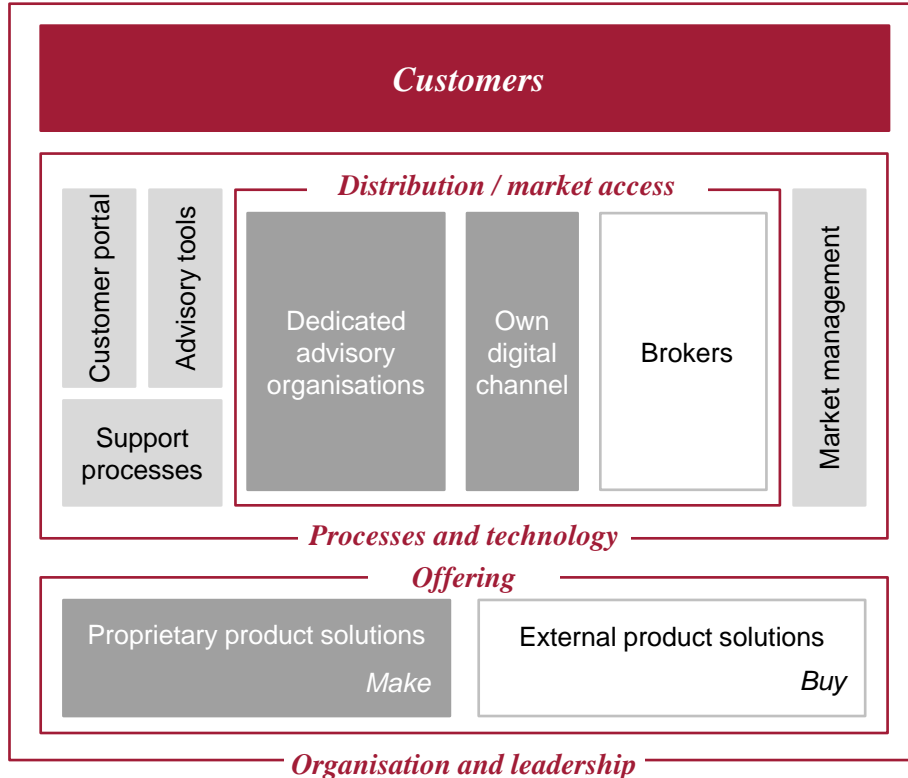
- Stick to the approach of a **single platform** in both advisory organisations for customer advice and support
- **Operational efficiency** in back office
- Comprehensive **process management** and process ownership with clear responsibilities

## Supported KPIs

**Distribution operating expense ratio**  
Administrative costs in distribution channels (tied agents + owned IFA) in % of revenues



# Platform business model established to deepen customer relationships



## Our purpose:

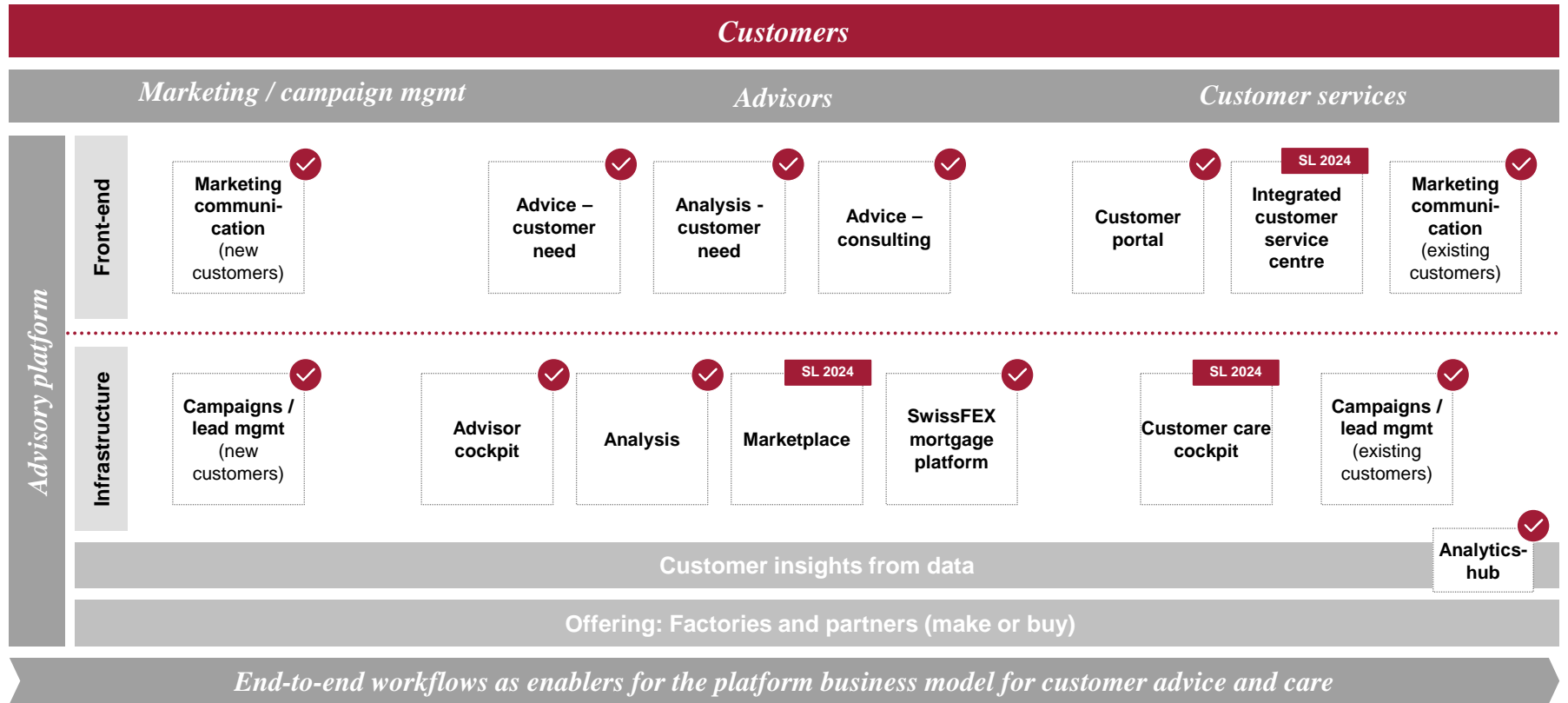
*We enable our customers to lead a self-determined life*

- Further **enhance strong advisory power** with a pure digital distribution channel as well as a dedicated advisory organisation for affluent customers
- Enhance **phygital customer and advisory process** based on a scalable platform business model
- Ensure **profitability in own product offering** and continue make-or-buy approach

■ Proprietary   ■ Technology   □ Third-party

# End-to-end customer process to increase productivity

3 Increase advisory effectiveness





# Grow advisory model and lever platform

3 Increase advisory effectiveness

## Swiss Life 2024 initiatives

- Grow **advisors** to > 1 650 to expand fee business
- Enhance financial **advisory effectiveness** and further realise potential in **holistic advice** with tied agents
- Implement **optimised career & compensation models**
- Strengthen **entrepreneurship** in advisory organisations to **attract talents** and enhance productivity

## What remains key

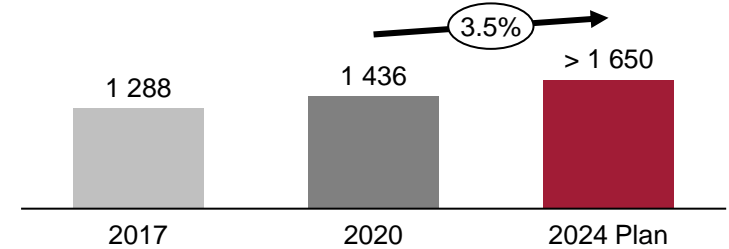
- Unique **competitive advantage** with two own advisory organisations (tied agents and Swiss Life Select) of > 1 400 advisors
- **Offering personal financial advice** based on broad range of life and other solutions<sup>1)</sup>
- **Phygital customer & advisory process** scaled across owned advisory organisations and customer segments

1) E.g. investment solutions, mortgages, P&C and health insurance

## Supported KPIs

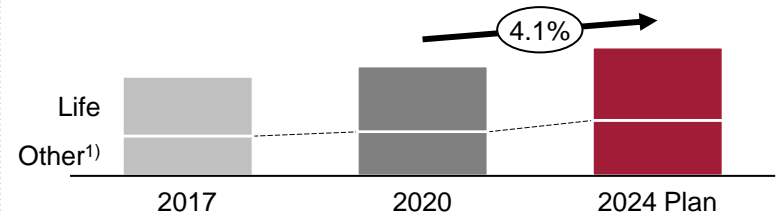
### Number of total advisors

Tied agents + owned IFA in #, CAGR



### Distribution efficiency and effectiveness

Distribution income tied agents + owned IFA, CHF m, CAGR



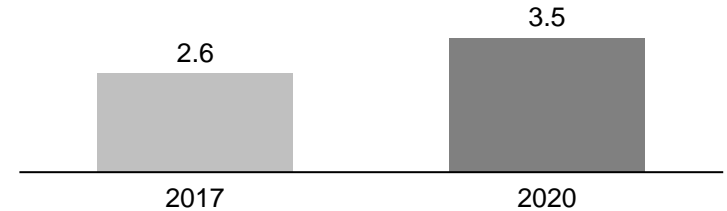
# Successfully addressing broad customer needs, in particular retail investments

## *Expanded into investment market*

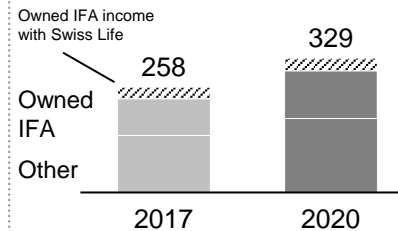
- Successfully built a **strong foothold in retail investment offerings** based on high credibility for life and pension solutions
- Expanded into offering customers **holistic financial advice and solutions**
- Strengthened the **mortgage business** and built a **mortgage brokerage platform**
- Established a **real estate broker**
  
- **Growing personal financial assets market** provides further growth potential
- **Attracting customers in new segments** will also increase fee income and AuM going forward (details on following slide)

## *Increased AuM as well as fee income and fee result*

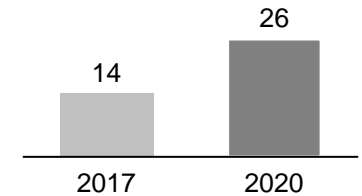
**AuM with private customers**  
CHF bn



**Total fee income**  
CHF m



**Fee result**  
CHF m



# Increase footprint in the personal financial assets market and attract digitally savvy customers

4 Attract customers in new segments

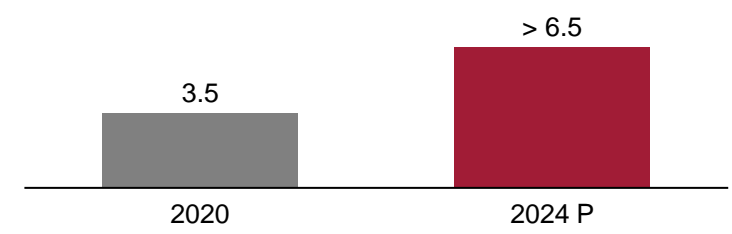
## Swiss Life 2024 initiatives

- Systematically **develop affluent customer segment** to grow **assets under management** and **fee business**
  - Provide **holistic advice** with dedicated advisory teams and expand segment access of existing advisory organisations
  - Expand investment offerings to fit segment needs
- Introduce **pure digital distribution channel** to target the **digitally savvy customer segment**
  - Dedicated products developed for online / mobile distribution focusing on sustainability
  - Focus on sustainable investments, starting with a pillar 3a solution
- Fee result to grow to about CHF 30 m while investing in abovementioned growth initiatives

## Supported KPIs

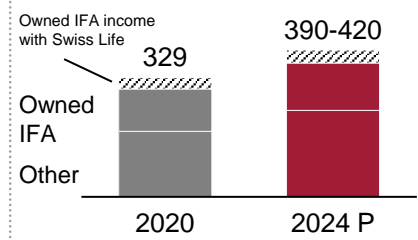
### AuM with private customers

CHF bn



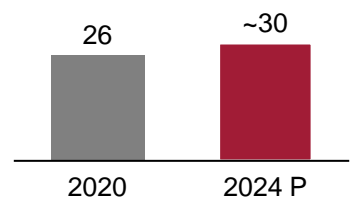
### Total fee income

CHF m



### Fee result

CHF m



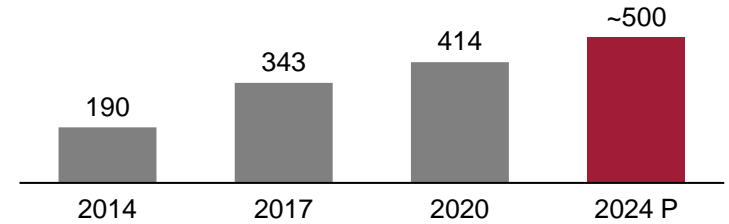
# Substantially contributing to growth of Group KPIs based on Swiss Life 2024 initiatives

## *Grow large contribution to Group result*

- **Profitable new business** secures growing risk & cost results and protects the quality of the back-book
- **Disciplined back-book management** based on ALM further increases the savings result
- **New initiatives** in the market for personal financial assets grow assets under management and fee result

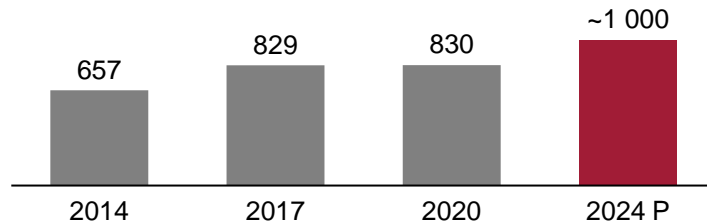
## *Cash remittance<sup>1)</sup>*

CHF m



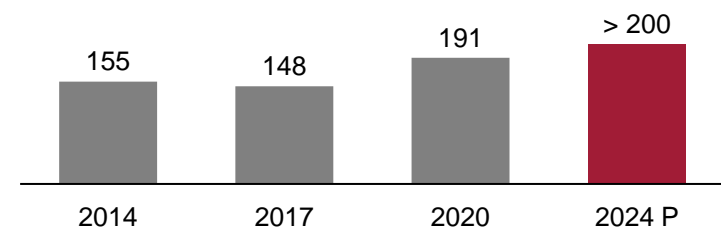
## *Segment result<sup>2)</sup>*

CHF m



## *Value of new business*

CHF m

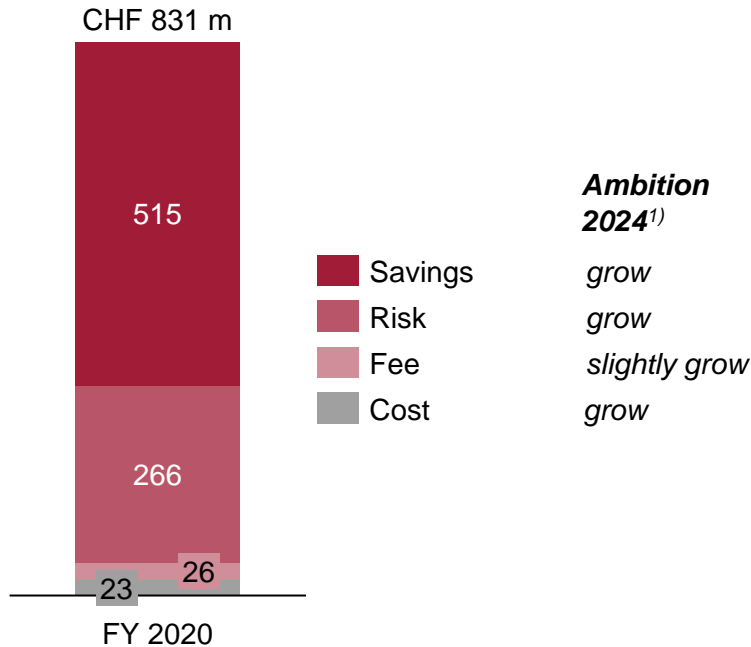


1) CHF 1 350 – 1 400 m (cumulative 2022-2024) and CHF 1 176 m (cumulative 2018-2020)

2) Based on IFRS 4 / IAS 19 accounting standard

# Swiss Life 2024 will result in profit growth, especially from savings and cost results

## Profit by source driven by savings and cost results



- **Savings result** expected to grow from FY 2020 level, which was impacted by Covid-19 market volatility
  - Disciplined and capital-efficient management of back-book and new business focusing on ALM
  - Positive interest rate margin secured for more than three decades
- Increase in **fee result** mostly offset by investments in future growth initiatives such as exploiting affluent and digitally savvy segments
- **Risk result** growth due to strict underwriting
- **Cost result** further growing through efficiency gains in advisory organisations and back office
- Growing savings, risk, fee and cost results with positive impact on **cash remittance** to Holding

1) PbS guidance based on IFRS 4 / IAS 39 accounting standard

# Swiss Life Switzerland to increase its significant contribution to the Group

*Market-leading position with attractive growth potential*

- Leading provider of **comprehensive life, pension and financial solutions**
- Increased **earnings power and cash remittance**
- Grew profitable and capital-efficient **individual life** and **semi-autonomous** new business
- Expanded into **retail investment market**
- Scaled own **financial advisory organisations**

*Key priorities of Swiss Life 2024*

- Capitalise on strong current position in life and pensions to **realise potential in the growing personal financial assets market**:
  - Grow **advisor base and effectiveness**
  - Access **affluent and digitally savvy customer segments**
  - Further optimise **back-book** and manage **new business** for value
- Significantly grow **large contribution** to Swiss Life Group:
  - Grow **cash to Holding** to CHF 1 350 – 1 400 m (cumulative 2022-2024)
  - Increase **segment result** to CHF ~1 bn and **VNB** to CHF > 200 m by 2024
  - Achieve **fee result** of CHF ~30 m by 2024 while investing in growth





SwissLife

# Investor Day 2021 Swiss Life France

Tanguy Polet, CEO France  
Zurich, 25 November 2021

# Swiss Life France to remain on profitable growth path

*Uniquely positioned  
with strong  
performance  
track record*

- Target and **advise high value customer segments**
- Unique **private insurer**, offering comprehensive insurance and wealth management solutions for **HNWI** and **affluents**
- Excellent products and expertise in personal protection and pensions for **self-employed** and **corporates** (focused on SMEs)
- Strong **multi-distribution** model that increases distribution capacity

*Key priorities of  
Swiss Life 2024*

- Build on this unique positioning to **sustain profitable growth** with **preferred customer segments** and leverage the **multi-distribution** model
- Strengthen **fee and risk** businesses
- **Increase efficiency** through growth and improved **scalability**
- **Raise ambitions** for fee result and cash remittance to Holding
  - Increase **fee result** to EUR 125-135 m by 2024
  - Grow **cash remittance** to EUR 360-410 m (cumulative 2022-2024)

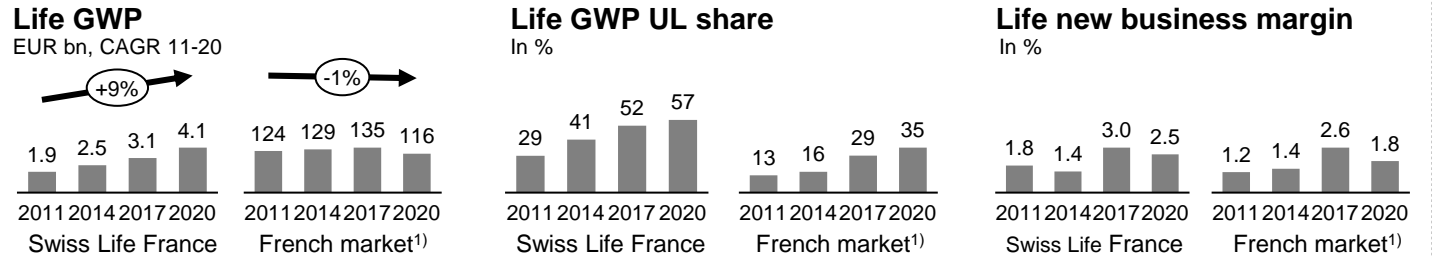


# Proven and successful strategy drives substantial market outperformance

*Strong and unique positioning*

- For **HNWI and affluent customers**, Swiss Life France offers strong expertise and advice and attractive, tailor-made solutions based on an integrated business model as a **private insurer**
- For **self-employed and SMEs**, Swiss Life France delivers strong expertise in **pension and personal protection solutions**

*Strong performance compared to peers*



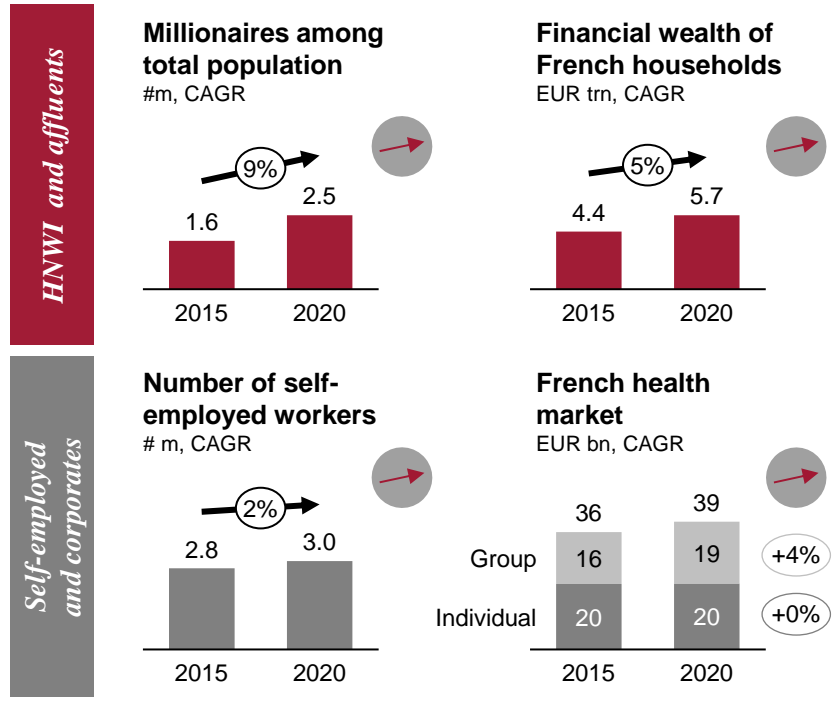
*Expect to successfully deliver on Swiss Life 2021*

Swiss Life 2021 financial targets	FY 2020	Current assessment	
• Fee result FY 2021:	EUR 85-95 m	EUR 76 m	On track ✓
• Risk result FY 2021:	EUR 95-105 m	EUR 88 m	Challenging ✓
• VNB cumulative (2019-2021):	EUR > 400 m	EUR 151 m	Ahead ✓
• Life efficiency ratio FY 2021:	40-42 bps	47 bps	Challenging ✓

1) French market figures for GWP and UL share based on FFA figures, NBM French market as an average of the top 5 competitors

# Profound customer knowledge and clear segmentation support further growth

*Strong growth perspectives in key customer segments ...*



*... with ambition to outgrow the market*

- Clear **customer segmentation** as a key success factor
  - Successful **private insurer** model with tailor-made insurance and wealth management solutions for **HNWI and affluent**
  - Strong expertise in **health & protection** and long term know-how in **pensions** to **attract self-employed and corporates** (notably SMEs) and fully benefit from law Pacte
- Recognised **brand** is a byword for quality, reliability and exclusivity
- High-quality **multi-distribution network** delivering both tailor-made advice for preferred customer segments and enabling improved efficiency through growth
- Strong **entrepreneurial mindset** and **agile team**

➔ Expected development by 2024

# Private insurer model with wealth management solutions for HNWIs and affluent customers

*Our purpose: We enable people to lead a self-determined life*

## Advice

- Salaried sales forces
- Tied agents
- IFAs / private banks / family offices

- Private bankers and wealth management planning
- Corporate finance (M&A / IPO)

## Private assets

- Savings life insurance products
- Pensions life insurance products
- Banking account (equity savings plan)
- Loans
- UL custody and brokerage

## Professional assets

- Group pensions insurance
- Corporate banking account
- UL custody and brokerage

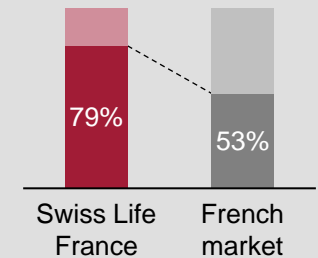
## Investment solutions

- Structured products
- Mandates and stock-picking

- Open architecture funds
- TPAM fund offering

- Proprietary asset management

## Share of HNWI & affluent customers in life reserves<sup>1)</sup>



## Legend

- Life carrier
- Private bank
- Swiss Life Asset Managers
- 3<sup>rd</sup> party

1) As of FY 20, individual life; Source: Facts & Figures, Baromètre 2021 de l'Épargne Vie Individuelle (July 2021)

# Capitalising on strengths with Swiss Life 2024

## Swiss Life 2024 divisional priorities

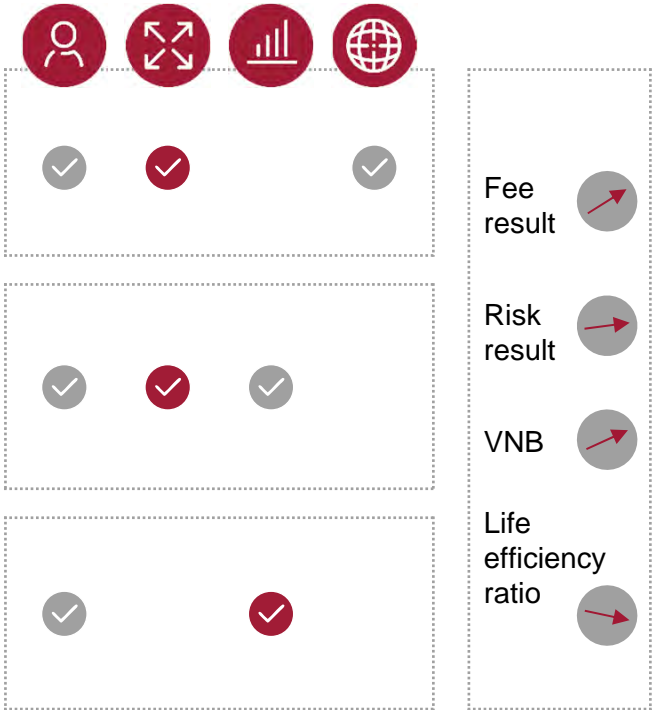
- 1** *Grow preferred customer segments*

  - Develop **pension** offering for **self-employed & SMEs** and strengthen private insurer model for **HNWI & affluents**
- 2** *Leverage multi-distribution model*

  - Expand **proprietary distribution** networks
  - Develop activity with **large brokers and partners** in **savings & pensions** as well as **risk** businesses
- 3** *Improve scalability and efficiency*

  - Implement **phygited journeys** leveraging customer and distributor portals
  - Build integrated **front-to-back processes and infrastructure notably** through API technologies

## Supported Group strategic actions & KPIs



Customer relationships 
 Advisory power 
 Operational scalability 
 Sustainability

Direct impact 
 Indirect impact 
 CAGR 2020-2024



# Grow preferred customer segments and tailored offerings

## Swiss Life 2024 initiatives

1  
Grow preferred segments

Develop new offerings for self-employed and SMEs

- Further capitalise on **market opportunities** induced by law Pacte to further develop pensions business
- Increase insurance offering with riders and additional cover, notably in health and protection

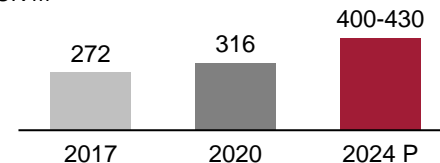
Strengthen private insurer model

- Leverage private insurer business model by **enhancing offering** towards HNWI (private banking solutions)
- Further integrate **sustainability** in UL solutions

## Supported KPIs

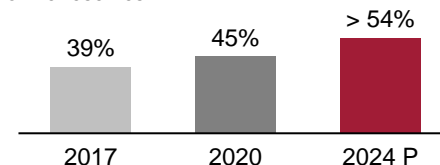
### Fee & commission income

EUR m



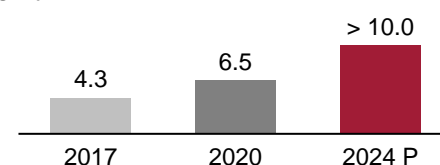
### UL share in reserves

% of life reserves



### In-house UL solutions

EUR bn



# Long-term expertise in pension products: Success confirmed with law Pacte

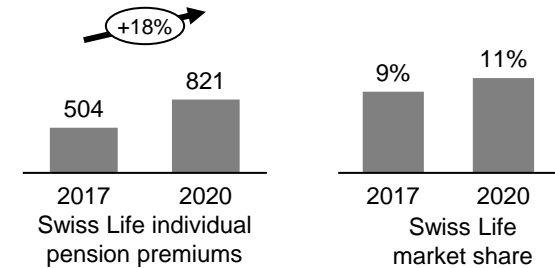
## Reinforced market positioning in pensions

- **Law Pacte** (adopted in 2019) **deeply transformed pensions landscape**
- Swiss Life France is a **leading player in pensions** and successfully transformed its offering, thereby **increasing its market share**
- It created an opportunity to write **new business with higher UL share** and to **rebalance in-force business** of old contracts:
  - **Renewal** of multi-support **individual pension contracts** into up-to-date Pacte contracts with lower guarantees, higher UL share and lump-sum possibilities at retirement date
  - **Optional individual** transfers from old guaranteed-rate contracts into up-to-date Pacte contracts, offering the possibility of a higher expected return
  - Ongoing study of the **launch of FRPS<sup>1)</sup>** to cope with the effect from the regulatory ring-fencing of the pension contracts in law Pacte
- **Positive impacts** overall on both **solvency** and **VNB** ensuring sustainably **higher cash remittance**

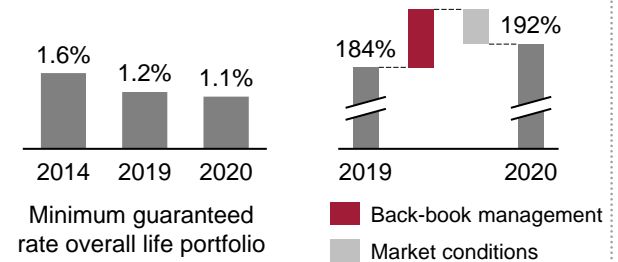
## Strong positive impact on KPIs

### Premiums & market share in individual pensions<sup>2)</sup>

EUR m, CAGR 2017-2020



### Impact on guaranteed rates and Solvency II<sup>3)</sup>



1) FRPS: Fonds de Retraite Professionnelle Supplémentaire 2) Figures excluding transfers, FFA figures 3) Solvency II ratio of Swiss Life France



# Further strengthen fee and risk businesses by leveraging multi-distribution model

## Swiss Life 2024 initiatives

2  
Leverage multi-distribution model

*Accelerate business with partners and large brokers to grow fee and risk results*

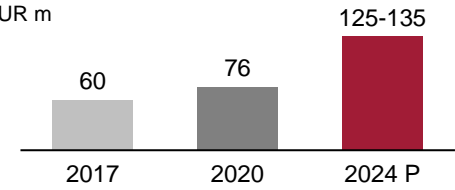
- Leverage **business agility** and **product / technical expertise** to promote high margin and high UL share products to third-party distributors
- Develop **international health business** with a dedicated distribution set-up including TPA services

*Enhance distribution initiatives with high growth potential*

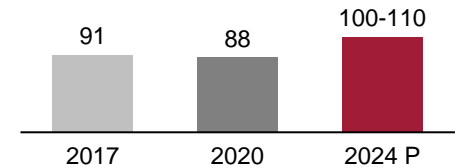
- Increase advisory power by **recruiting** new tied agents
- Enhance internet distribution of **savings and pension** products
- Further develop **health dedicated** salaried **sales force** network

## Supported KPIs

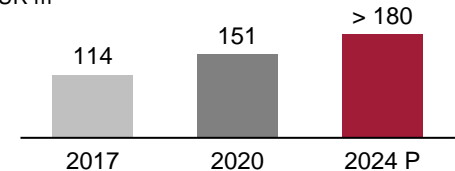
**Fee result**  
EUR m



**Risk result**  
EUR m



**VNB**  
EUR m

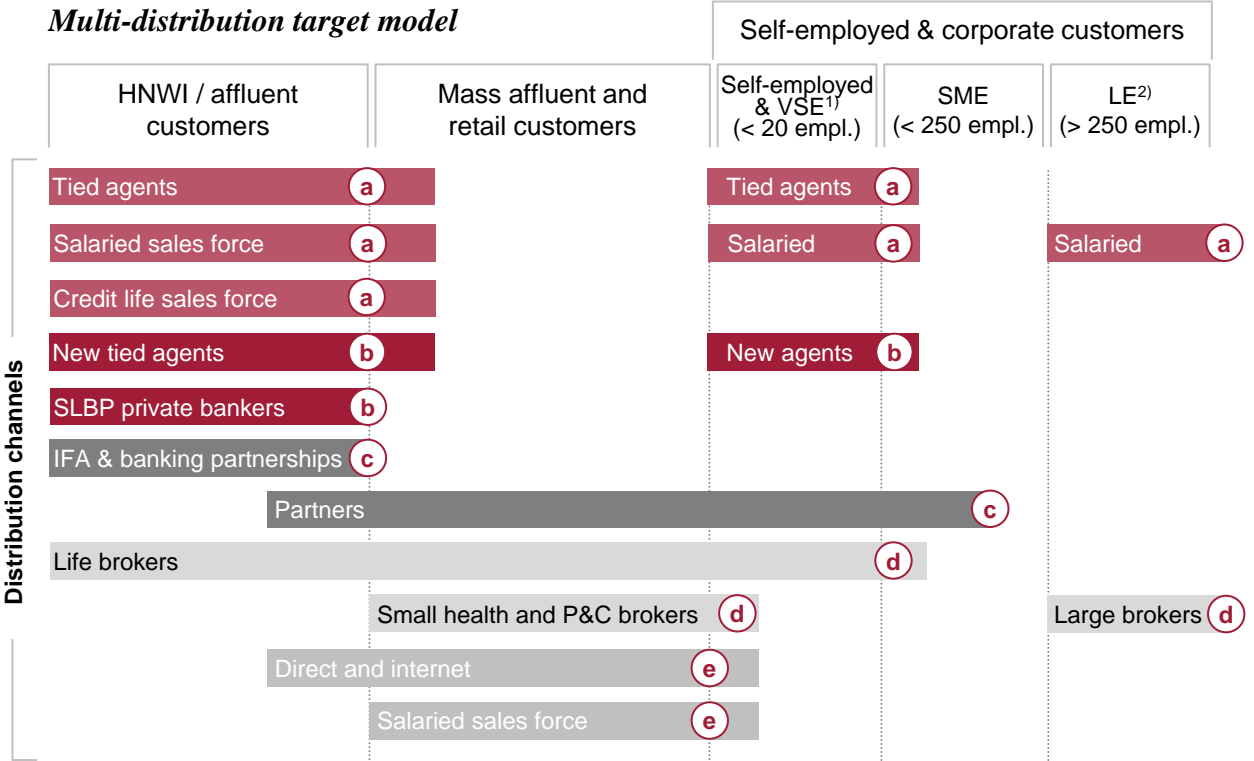


# A multi-distribution model focused on targeted customer segments

## Distribution strategy

- a** Maintain investments in proprietary channels
- b** Push the development of tied agents and private bankers
- c** Further develop partnerships, IFAs and private banking partnerships in life and partners in health
- d** Optimise distribution efficiency with brokers
- e** Pursue investment in alternative proprietary network

## Multi-distribution target model



1) VSE = very small enterprises 2) LE = large enterprises





# Optimising the operating model

## Swiss Life 2024 initiatives

3  
*Improve scalability and efficiency*

*Increase distribution efficiency*

- Sharpen selection of current and **future distributors**, with additional focus on efficiency along the service chain

*Develop phygited journeys leveraging existing portals*

- Implement integrated and consistent **front-to-back processes**
- Optimise **customer service processes** by increasing automation

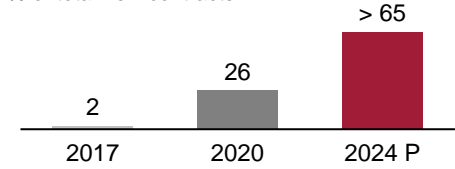
*Implement an automated chain with B2B2C partners / distributors*

- **Open core IT systems** to external business platforms (e.g. using API technology) and modernise IT infrastructure
- Enlarge use of **electronic formats** to strengthen relationships with partners and improve efficiency

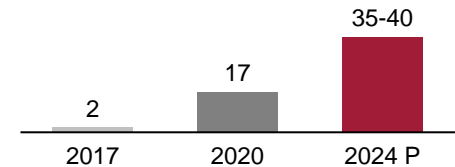
## Supported KPIs

### New business through digital signature

In % of total new contracts

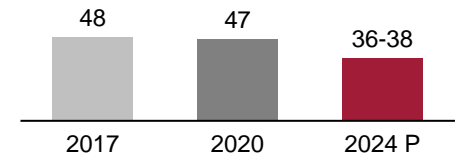


### Net promoter score<sup>1)</sup>



### Life efficiency ratio

In bps of life reserves



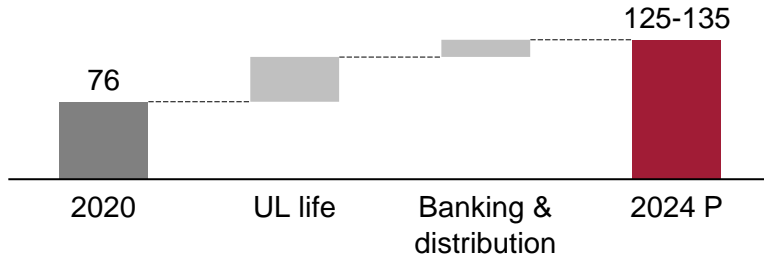
1) Net promoter score of customers in proprietary networks (full value chain)



# Substantial contribution to Group key financials

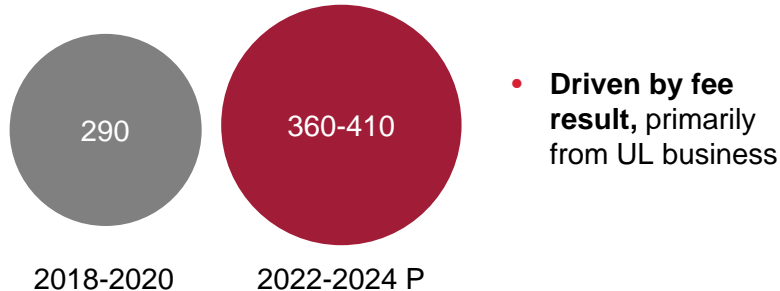
## Strong growth of fee result

EUR m

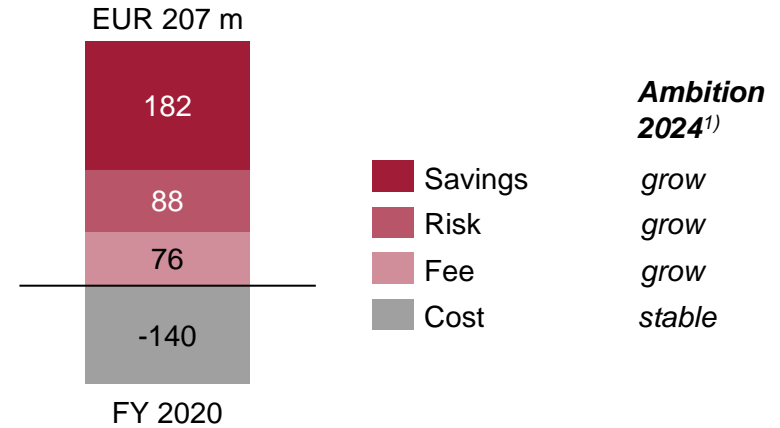


## Cash remittance increases significantly

EUR m



## Profit by source driven by fee, savings & risk results



- Strong growth in **fee result** driven by net inflows in life and private banking as well as by distribution initiatives
- **Savings and risk results** also expected to grow compared to FY 2020 that was impacted by Covid-19

1) PbS guidance based on IFRS 4 / IAS 39 accounting standard



# Swiss Life France to remain on profitable growth path

*Uniquely positioned  
with strong  
performance  
track record*

- Target and **advise high value customer segments**
- Unique **private insurer**, offering comprehensive insurance and wealth management solutions for **HNWI** and **affluents**
- Excellent products and expertise in personal protection and pensions for **self-employed** and **corporates** (focused on SMEs)
- Strong **multi-distribution** model that increases distribution capacity

*Key priorities of  
Swiss Life 2024*

- Build on this unique positioning to **sustain profitable growth** with **preferred customer segments** and leverage the **multi-distribution** model
- Strengthen **fee and risk** businesses
- **Increase efficiency** through growth and improved **scalability**
- **Raise ambitions** for fee result and cash remittance to Holding
  - Increase **fee result** to EUR 125-135 m by 2024
  - Grow **cash remittance** to EUR 360-410 m (cumulative 2022-2024)



SwissLife

# Investor Day 2021 Swiss Life Germany

Jörg Arnold, CEO Germany  
Zurich, 25 November 2021

# Swiss Life Germany to follow successful path in advising and insuring the young generation

## *Unique business model and strong advisory power*

- **Second-largest IFA in Germany** with very strong growth in terms of advisors, fee income and fee result
- **Insurance business** successfully promotes profitable risk and modern products through unique distribution channels
- Customer focus on **millennials** with significant untapped market potential

## *Key priorities of Swiss Life 2024*

- **Expand advisory power and capitalise** on the rising demand for sustainable financial guidance and solutions
- Serve financial advisory brands from one scalable platform, which results in **operational leverage**
- **Build on unique strengths** in biometric insurance and **further grow** unit-linked business
- **Raise ambitions** for fee result and cash remittance to Holding
  - Increase **fee result** to EUR 115-125 m by 2024
  - Grow **cash remittance** to EUR 190-210 m (cumulative 2022-2024)

# Successful track record in meeting targets, based on unique and strong positioning

## *Strong and unique positioning*

### Owned IFAs

- Second-largest and growing IFA in Germany with over 5 300 financial advisors
- Strong IFA platform with 1.5 m active customers (+25%, 2020 vs. 2017)
- Award-winning advisory process

### Specialised life insurer

- Focus on risk and modern products with lower / no guarantees
- Disciplined ALM secures positive interest rate margin
- Very strong Solvency II ratio of 374%<sup>1)</sup>

## *Growing strengths*

- **IFAs:** Strong recruiting of new advisors (+31%, 2020 vs. 2017) targeting young generation customers; higher productivity due to combination of digital tools and physical (“phygital”) advice
- **Insurance:** Continued focus on biometric risk products combined with accelerated development of modern products in low interest rate environment (VNB +89%, 2020 vs. 2017)

## *Expect to successfully deliver on Swiss Life 2021*

### Swiss Life 2021 financial targets

		FY 2020	Current assessment	
• Fee result FY 2021:	EUR 70-75 m	EUR 87 m	Ahead	✓
• Risk result FY 2021:	EUR 30-35 m	EUR 28 m	On track	✓
• VNB cumulative (2019-2021):	EUR > 140 m	EUR 72 m	Ahead	✓
• Distribution expense ratio FY 2021:	22-24 %	21 %	Ahead	✓

1) Without any transitional measures



# Swiss Life Germany leverages its strengths

## Swiss Life 2024 divisional priorities

### Grow owned IFA network

- Continue **regional** expansion in Germany
- Invest in **leadership / training** of managers and advisors
- Enhance **digitalisation** of advisory process

### Further enhance customer experience

- **Digitally supported advisory process** in all steps
- Anchor **sustainability** in advisory process
- Enhance **customer portal** and **claims management**

### Digitise and scale admin platform

- Introduce new digital services for **business partners**
- Modernise **back office** IT infrastructure
- Increase **efficiency**, further leveraged through growth

### Innovate own insurance products

- Promote **risk** and modern products with low guarantees
- Offer **sustainable UL** solutions
- Foster **consortia** business

## Supported Group strategic actions & KPIs



Fee result



Fee income



Distribution expense ratio



VNB



Customer relationships
 Advisory power
 Operational scalability
 Sustainability

Direct impact
 Indirect impact
 CAGR 2020-2024



# Business model is based on serving the attractive young generation customer segment ...

## Focus on young people ...

### Germany

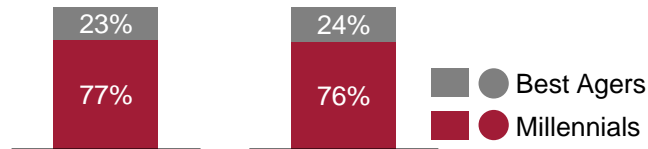
- 83 m inhabitants
- 22 m millennials



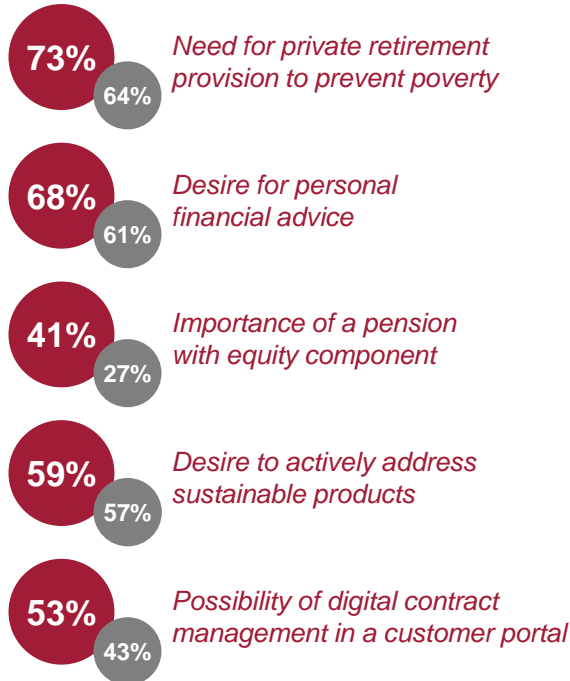
Over ¾ of new business generated with millennials already in FY 2020

**Owned IFAs**  
Up-front commissions

**Insurance**  
NBP

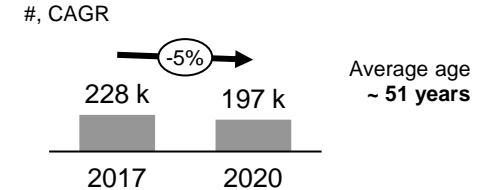


## ... understand customers<sup>1)</sup> ...

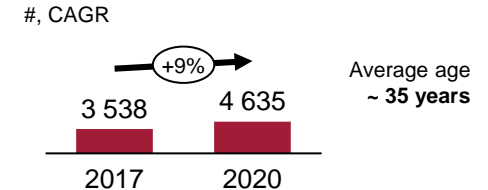


## ... and thereby outgrow the market

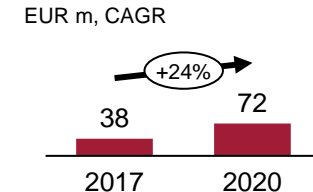
### Financial advisors in Germany



### Financial advisors at Swiss Life



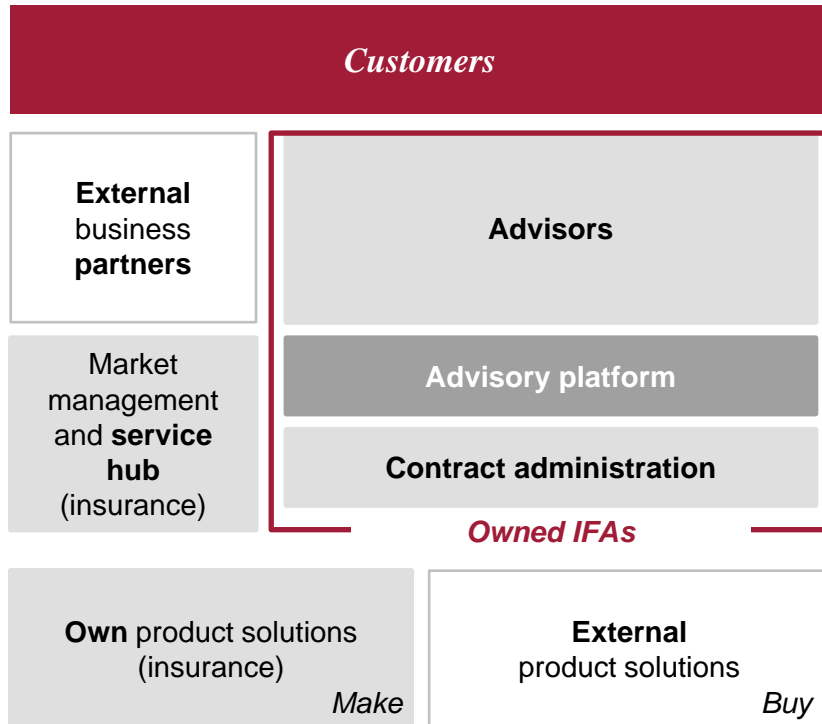
### Value of new business at Swiss Life



1) Representative study, Nov. 2020, 5 069 participants aged ≥18



# ... by combining a fast-growing, hybrid IFA advisory platform with a focused product factory



*Our purpose: We enable people to lead a self-determined life*

- **Young and growing advisory organisation**
- **Entrepreneurial culture** an important differentiating feature
- Driver for further increase in **fee income** and **cash remittance**
  
- **Hybrid customer experience** meets increasing demand for personal advice and access to convenient digital interfaces
- **Access to open product world** differentiates from competitors
- **Mastering high complexity** acts as an entry barrier
  
- Focus on **profitable own products** with proven expertise
- Add **attractive external products**

# Swiss Life 2024 to further strengthen owned IFA business

Owned IFAs

## Our positioning

## Swiss Life 2024 initiatives include

### Grow owned IFA network

- **Young and self-determined advisors**
- Access to **community** within target group

- Invest in **leadership skills** of managers
- Continue **regional expansion**
- Further develop **career system** and hybrid training offers (new Career Campus in Hanover)

### Digitise and scale admin platform

- **Growth** and economies of scale
- **Digitalisation** of advisory software

- New digital services for **business partners**
- Modernise and further digitise **back office**
- Continue with efficiency gains realised through **operational scalability** and growth

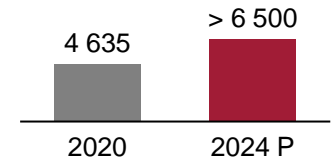
### Further develop customer experience

- Focus on **millennials**
- **Best select** approach
- **Hybrid advisory** approach

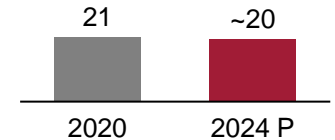
- Create a fully **digital advisory track**
- Anchor **sustainability criteria** in the advisory process and enlarge sustainable product range
- Further develop **customer portal** with digital **claims management** and impulse management

## Supported KPIs

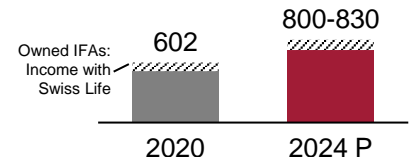
### Certified financial advisors #



### Distribution expense ratio %



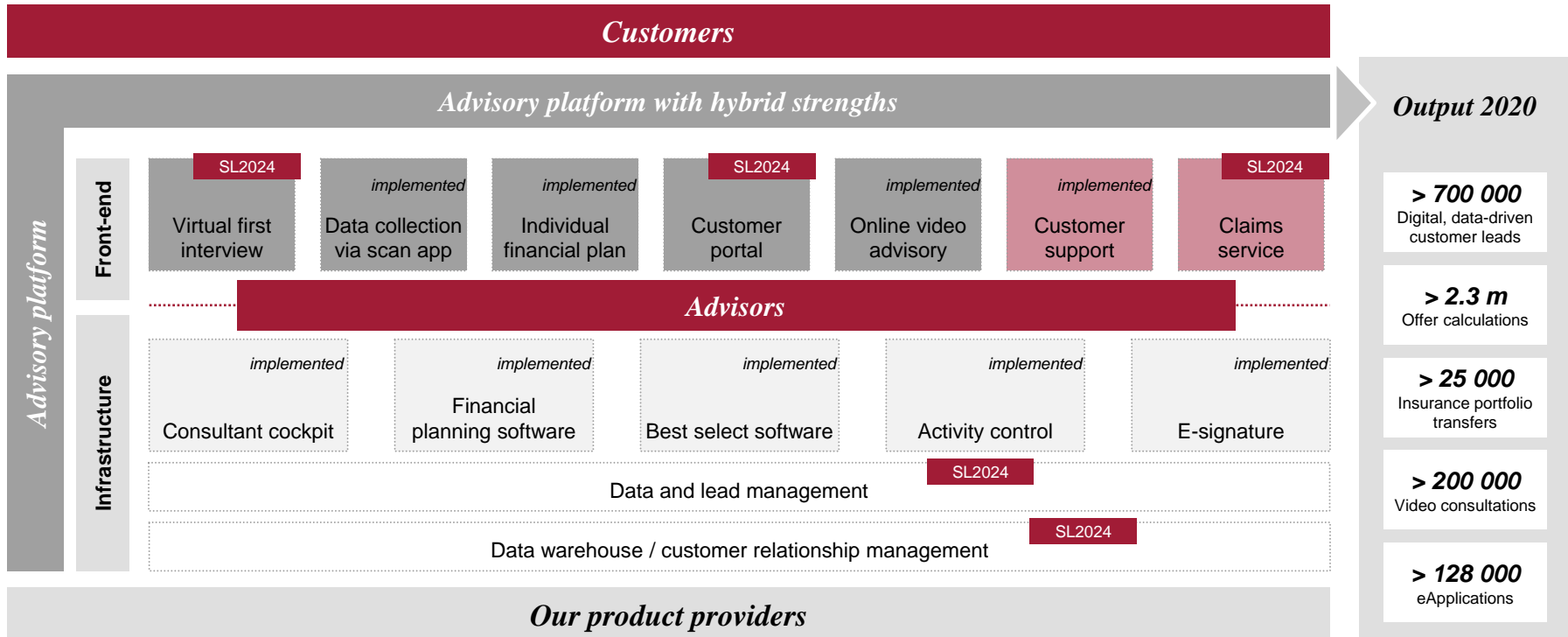
### Total fee income EUR m



# Value creation through unique combination of physical advice, powerful tools, digital interfaces

Owned IFAs

*Owned IFAs: Selected tools and services of the advisory platform (simplified)*



Tools supporting the **advisor** at the customer interface
  **Service hub** enabled services
  Tools enabling advice
  Enablement layer



# Insurance grows on a solid back-book with a focused, profitable product portfolio

## Back-book: Stability safeguarded

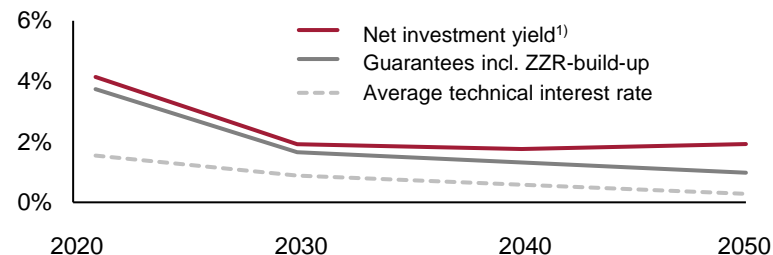
- **Stable** insurance back-book
- **Disciplined ALM** secures positive interest rate margin for more than three decades
- Successfully **improved business mix** through development of capital-efficient products
- **Solidity** as Swiss-based life insurer is paying off in Solvency II environment

## New business: Innovate own insurance products

- Focus on **profitable new business** in preferred customer segments
- Further reduce **guarantee levels**
- Create innovative offers in the area of **employee benefits** insurance
- Offer **sustainable UL** solutions
- Expand customer access via **consortia** solutions
- Develop **self-service tools for customers**

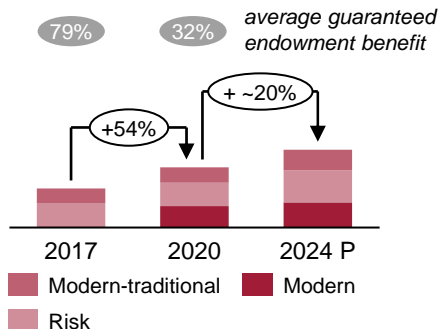
## Resilient interest rate margin

In % of statutory technical reserves



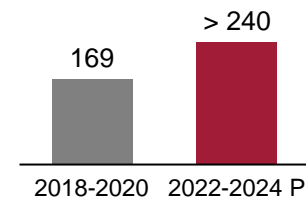
## New business production

EUR m



## Value of new business

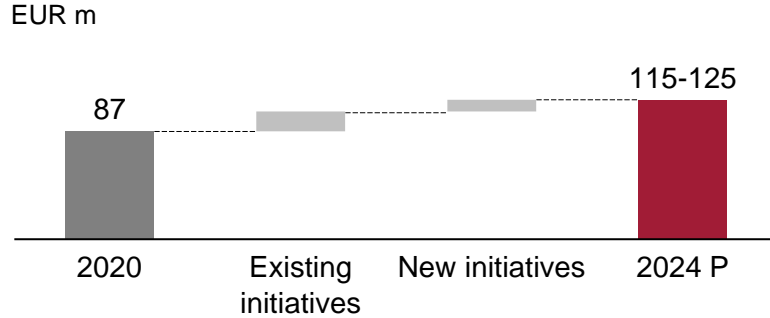
EUR m



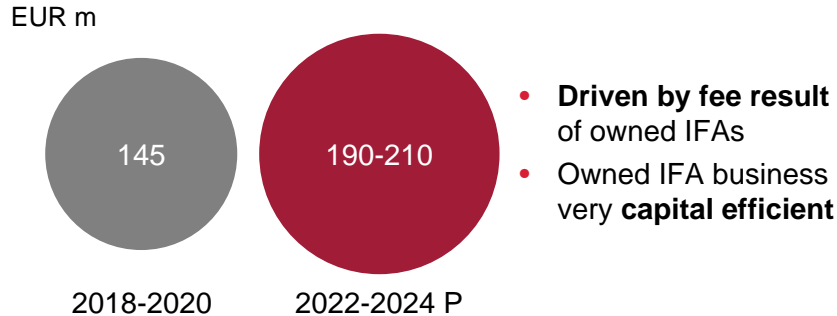
1) Net investment yield incl. realisations on fixed income investments for ZZR build-up

# Strategic initiatives lead to significant growth of key financials by 2024

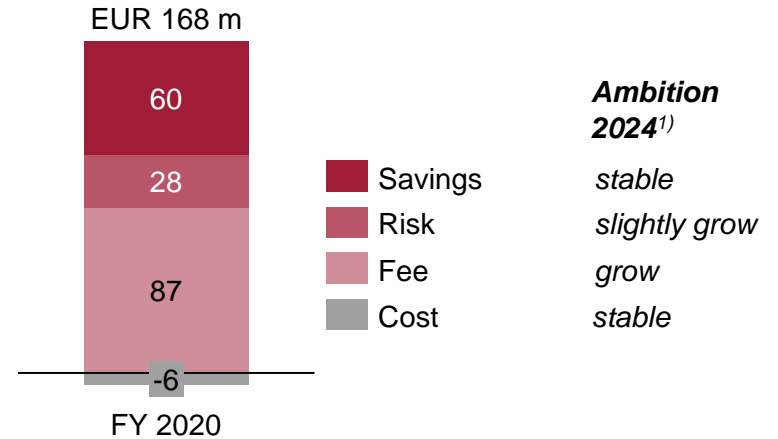
## Strong growth of fee result



## Cash remittance to rise significantly



## Profit by source driven by fee and risk results



- **Fee result growing substantially** based on higher number of advisors
- **Risk result** supported by growing new business
- **Savings result** remains stable profit contributor

1) PbS guidance based on IFRS 4 / IAS 39 accounting standard

# Swiss Life Germany to follow successful path in advising and insuring the young generation

## *Unique business model and strong advisory power*

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## *Key priorities of Swiss Life 2024*

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- **Raise ambitions** for fee result and cash remittance to Holding
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SwissLife

# Investor Day 2021 Swiss Life International

Nils Frowein, CEO International  
Zurich, 25 November 2021



# Swiss Life International as a major contributor of fee and risk result growth

## *Strong and unique positioning*

- **Global Solutions:** Leading brand and business partner for
  - HNWI insurance solutions (Global Private Wealth)
  - Biometric risk and pension solutions (Global Employee Benefits)
- **International IFAs:** Leading independent financial advisory businesses in UK and CEE with focus on investment, pension and real estate solutions

## *Key priorities of Swiss Life 2024*

- Lever existing strong propositions and scale solution delivery
- Access adjacent growth markets and segments
- **Raise fee and commission income** to EUR 390-420 m by 2024 (~ +55% vs. 2020)
- **Increase fee result** to EUR 90-100 m by 2024 (~ +100% vs. 2020)
- **Grow risk result** to EUR 18-20 m by 2024 (~ +25% vs. 2020)
- **Deliver cumulative cash remittance** of EUR 170-190 m over the 2022-2024 period (~ +130% vs. 2018-2020)



# Strong positioning as the basis for further growth

## *Strong and unique positioning*

### **Global Solutions**

- Leading brand and business partner for cross-border insurance solutions
- Biometric risk and pension solutions for European corporates and their local and international workforces
- Presence in key financial centres with carriers in Luxembourg, Liechtenstein and Singapore

### **International IFAs**

- Among the leading IFAs in UK for over 50 years (300+ advisors)
- Number 1 IFA in Austria and top positions in Czech Republic and Slovakia (1 200+ advisors)
- Unique client access: Powerful brands, large existing client base, established affinity partnerships



## *Clear competitive advantages*

- Excellent partner services provided by 300+ cross-border insurance experts
- Established access to private banks, multinational corporates and local partners
- Scalable insurance platforms providing customised end-to-end solutions to business partners

- Comprehensive advice with focus on investment, pension and real estate solutions
- Best-in-class open architecture solutions
- Scalable advisory platforms ensuring digital end-to-end processes for clients, advisors and partners

## *Expect to successfully deliver on Swiss Life 2021*

### **Swiss Life 2021 financial targets**

		<b>FY 2020</b>	<b>Current assessment</b>
• Fee result FY 2021:	EUR 65-70 m	EUR 48 m	On track 
• Risk result FY 2021:	EUR 8-12 m	EUR 15 m	Ahead 
• VNB cumulative (2019-2021):	EUR > 110 m	EUR 30 m	On track 
• Life efficiency ratio FY 2021:	0.20-0.22%	0.23%	On track 
• Distribution operating expense ratio FY 2021:	22-24%	24.8%	Ahead 

# Scale propositions in growth segments

## Swiss Life 2024 divisional priorities

### Swiss Life International

- Grow **fee and risk** results
- Strong **cash remittance** (capital-light business)
- Leverage strong existing **propositions and brands**
- Focus on key and **growth markets** and **segments**
- Trusted business partner and advisor **for a longer self-determined life**

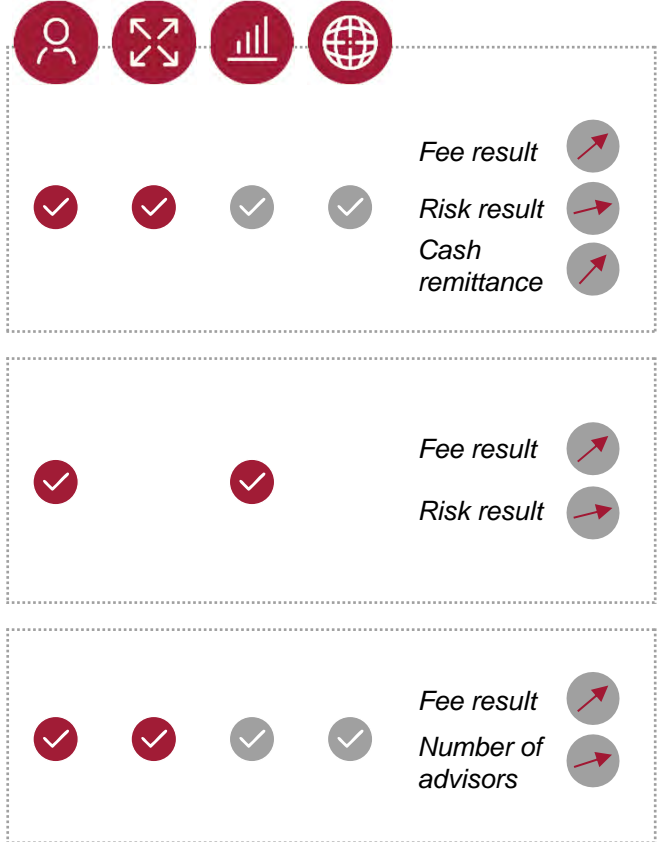
### Global Solutions

- Focus on **innovative HNWI insurance solutions** for business partners across Europe and Asia
- Offer **biometric insurance solutions** for workforces
- Drive **operational scalability** and continue with digital integration of partners

### International IFAs

- Increase **productivity** with focus on investment, pension and real estate solutions
- Systematically **expand advisory power**
- Strengthen video advice & central advisory capabilities

## Supported Group strategic actions & KPIs



# Global Solutions:

## A leading brand and business partner

### Global Private Wealth solutions

#### B2B proposition



Banks

- Cross-border wealth transfer expertise
- Excellent partner services and training
- Customised solutions for partners

#### End client solutions



HNWIs

- Succession planning and wealth transfer
- High death cover solutions

### Global Employee Benefits solutions



Corporates

- Promote employee productivity and retention
- Holistic approach to employee benefits
- Global coverage through Swiss Life Network



Employees

- Biometric risk and pension solutions
- Tailored for local & international workforces

### Covering 80+ markets globally

#### Three insurance carriers



Luxembourg



Liechtenstein



Singapore

#### Long-standing B2B partnerships

- > 350 partnerships (banks & asset managers)
- ~ 90 network partners around the globe

#### Strong client base

- > 100 000 insured persons
- > 500 multinational corporations as clients

### Attractive growth markets

Almost 550 000 HNWIs expected to transfer USD ~15.4 trn to **next generation** by 2030

**Global private financial wealth** projected to grow by ~7% annually until 2024

**Globalisation and fight for talents** increase demand for employee benefits

**Longevity & instability** of state-owned pensions favour private solutions

Source: Credit Suisse Global Wealth Report 2021, Wealth X: Family Wealth Transfer Report

# Major initiatives to capture growth opportunities

## Global Private Wealth

### Focus on key and growth markets

- Focus on **key markets in Europe** (France, Spain, Italy, Portugal) and **Asia** (Singapore, Hong Kong)
- **Follow partners** to growth markets / segments in Europe and Asia

### Promote high death cover offering

- Grow solution line and add **new insurance features** (e.g. risk riders)
- Promote **estate equalisation** and **liquidity planning needs**

### Integrate partners

- Leverage key **HNWI partnerships** through full process and data integration
- Scale digital **end-to-end offering for business partners**

## Global Employee Benefits

### Strengthen footprint in Europe

- **Strengthen footprint** in key markets Germany, Benelux and Nordics
- Access new **multinational companies** and complement existing capabilities

### Grow insurance offering

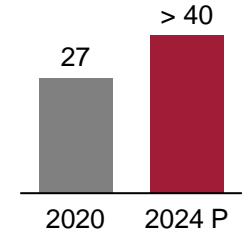
- Enlarge **European risk and pension offering** out of Luxembourg
- Grow **international medical plans** and develop local offerings

### Scale distribution

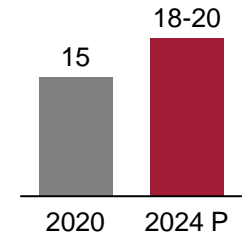
- Scale the **risk and pension solutions platform** across Europe
- Grow distribution **through partnerships** with brokers, as well as managing general agents, health insurers, IFAs, etc.

## Supported KPIs

### Fee result EUR m



### Risk result EUR m



# International IFAs: Leading independent financial advisory businesses

*Investment, pension and real estate solutions as an integral part of financial planning*



Large and active  
client base



Customer-centric advice  
(face-to-face or video)



Open architecture  
solutions



In-house discretionary  
portfolio management



Client and advisor portal  
as financial home



Affinity  
business

## *Presence in UK and CEE with strong local brands*

### **UK: 300+ financial advisors**

Brand: *Chase de Vere*

### **CEE: 1 200+ financial advisors**

Austria, Czech Republic, Slovakia

Brands:



## *Attractive growth markets*

**Growing financial wealth** of private households increases the need for financial advice

**Pension gap** and **instability of state-owned solutions** addressed through advice on private investments

**Investment advice driven** by **low interest rates** and **demand for ESG**

Active real estate markets with **increasing mortgage volumes** and **house prices**

Source: EMF Hypostat 2020, ECB Economic Bulletin Issue 1/2020

# Major initiatives to capture growth opportunities

**UK**

**Grow investment advice**

- Grow **discretionary portfolio offering**
- Promote **new wealth transfer service** and increase asset retention

**Leverage affinity partnerships**

- Grow **affinity business** with focus on medical and dental professionals
- Optimise **lead conversion** and strengthen **mortgage advice**

**Expand advisory power**

- Leverage **digital advisory** and servicing capabilities
- Attract established advisors and promote proposition for junior advisors

**CEE**

**Strengthen advisor productivity**

- Focus on **investment, pension and real estate solutions**
- Grow **video advice** and central advisor support teams

**Expand advisory power**

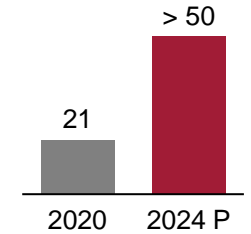
- Promote **advisor job profile** and create **new entry level roles**
- Recruit established advisors and **attract teams**

**Enhance operational leverage**

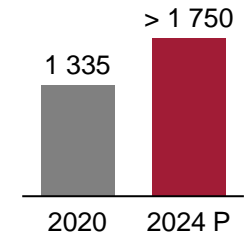
- Efficient transacting through **digital end-to-end processes**
- Realise **synergies** across CEE

## Supported KPIs

**Fee result**  
EUR m

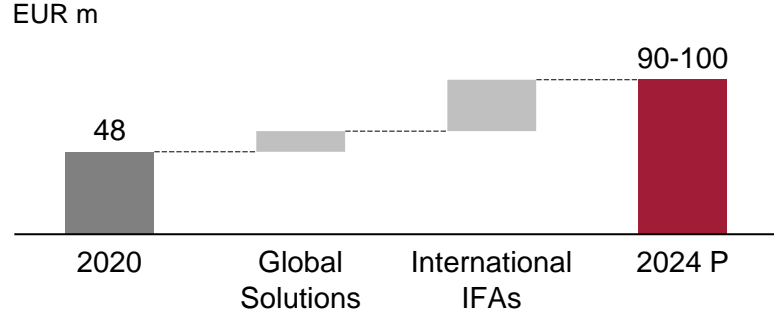


**Number of financial advisors**

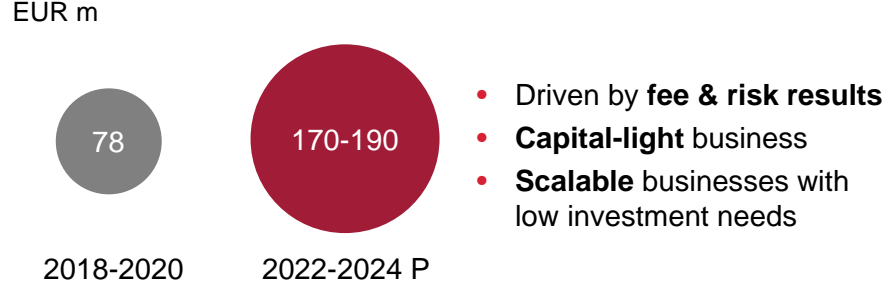


# Strong growth contribution from fee businesses with attractive cash remittance

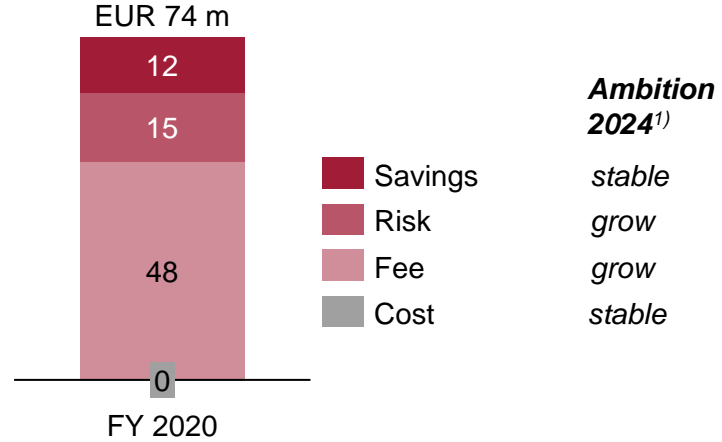
## Double fee result



## More than double cumulative cash remittance



## Profit by source driven by fee and risk results



- **Higher fee result** from scaling insurance businesses and growing IFA businesses
- Sustainable share of **recurring fee income at ~65%**
- **Higher risk result** driven by growing distribution of biometric risk solutions

1) PbS guidance based on IFRS 4 / IAS 39 accounting standard



# Swiss Life International as a major contributor of fee and risk result growth

## *Strong and unique positioning*

- **Global Solutions:** Leading brand and business partner for
  - HNWI insurance solutions (Global Private Wealth)
  - Biometric risk and pension solutions (Global Employee Benefits)
- **International IFAs:** Leading independent financial advisory businesses in UK and CEE with focus on investment, pension and real estate solutions

## *Key priorities of Swiss Life 2024*

- Lever existing strong propositions and scale solution delivery
- Access adjacent growth markets and segments
- **Raise fee and commission income** to EUR 390-420 m by 2024 (~ +55% vs. 2020)
- **Increase fee result** to EUR 90-100 m by 2024 (~ +100% vs. 2020)
- **Grow risk result** to EUR 18-20 m by 2024 (~ +25% vs. 2020)
- **Deliver cumulative cash remittance** of EUR 170-190 m over the 2022-2024 period (~ +130% vs. 2018-2020)



# Contact details and financial calendar

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## *Financial calendar*

Full-year results 2021	01 March 2022
Annual General Meeting 2022	22 April 2022
Interim statement Q1 2022	11 May 2022
Half-year results 2022	17 August 2022

Visit our website for up-to-date information [www.swisslife.com](http://www.swisslife.com)

# Patrick Frost

Born 1968, Swiss national  
Group Chief Executive Officer (Group CEO)



Patrick Frost studied at the ETH in Zurich and the universities of Cologne, Basel and Zurich, obtaining degrees in natural science (dipl. Natural Science (dipl. Natw. ETH), economics (Dr. rer. pol.) and law (lic. iur.)). He began his career in the mid-nineties as an analyst and subsequently as a Portfolio Manager in asset management for Winterthur Group. After two years in the US as a Corporate Bond Manager, he was appointed Head of Fixed Income at Winterthur Group in 2001.

In 2006 Patrick Frost was appointed Member of the Corporate Executive Board and Group Chief Investment Officer of Swiss Life and in this capacity was responsible for the investment management of the Swiss Life Group. Since 1 July 2014 he has been Group Chief Executive Officer (Group CEO) of the Swiss Life Group.

Other appointments:

- Roche Holding AG, Member of the Board of Directors
- Zurich Chamber of Commerce, Member of the Board of Directors
- Zürcher Volkswirtschaftliche Gesellschaft (Zurich Economic Society), Chairman of the Board
- Avenir Suisse, Member of the Board of Trustees

# Matthias Aellig

Born 1971, Swiss national  
Group Chief Financial Officer (Group CFO)



Matthias Aellig studied physics at the University of Bern. After receiving his doctorate in the field of solar wind and completing a research visit at the Massachusetts Institute of Technology in Cambridge, he joined McKinsey & Company in Zurich as an advisor in 2000, mainly charged with projects in the banking and insurance area. At the end of 2003, Matthias Aellig joined the then-Winterthur Group (now AXA), initially as Head of Value Management and then, as of 2004, as Chief actuary Life, running the Winterthur Group's actuarial office. In 2007 he was named Chief actuary Life at Zurich Switzerland, in which role he was notably responsible for reserving, the group life operating account and market-consistent valuation. In 2010 Matthias Aellig was made Chief Risk Officer of the Swiss Life Group. In this function he was charged with the Group-wide enterprise risk management framework, which included, in addition to quantitative and qualitative risk management, the Group's actuarial office and product and margin management.

Since March 2019, Matthias Aellig has been Group Chief Financial Officer (Group CFO) and Member of the Corporate Executive Board of the Swiss Life Group.

Other appointments:

- Swiss Insurance Association (SIA), Chairman of the Finance and Regulation Committee

# Stefan Mächler

Born 1960, Swiss national  
Group Chief Investment Officer (Group CIO)



After studying law at the University of St. Gallen, Stefan Mächler (lic. iur. HSG) spent 18 years working for the Credit Suisse Group in the capital market and asset management areas. After nine years abroad and various posts in Tokyo, Osaka, Seoul and Frankfurt, he returned to Switzerland in early 1999 and was appointed Managing Director of Sales & Marketing Europe and Switzerland at Credit Suisse Asset Management. At the same time, he was the driving force behind the foundation of the listed real estate company Swiss Prime Site AG, where he served as Chairman of the Board of Directors until 2005. From 2005 until 2009 he worked for Deutsche Bank, initially assuming responsibility for managing family offices in Switzerland and in the final two years serving as CEO of Privatbank Rüd, Blass & Cie AG. From 2009 until 2014, Stefan Mächler was in charge of asset management at the Swiss Mobiliar Group as Chief Investment Officer and member of the Group Executive Board.

On 1 September 2014 Stefan Mächler was appointed Group Chief Investment Officer and Member of the Corporate Executive Board of the Swiss Life Group.

Other appointments:

- Stiftung Technopark Zürich, Member of the Board of Trustees
- Ina Invest Holding AG, Chairman of the Board of Directors

# Markus Leibundgut

Born 1969, Swiss national  
Chief Executive Officer Switzerland (CEO Switzerland)



Markus Leibundgut studied Physics and Mathematics at the University of Bern and gained his doctorate in quantum field theory. Having joined McKinsey & Company in 1999 he worked in various positions as a strategic advisor for companies in a number of sectors including technology, telecommunications and management. During his career at McKinsey & Company, Markus Leibundgut focused on consulting in the insurance sector in Europe and Switzerland. He was elected a partner in 2005. From 2009 to 2011 Markus Leibundgut also managed the McKinsey European Life Insurance Center of Competence. He joined Swiss Life in 2012, initially heading the Finance & Actuarial Services business area as CFO and Member of the Executive Board at Swiss Life Switzerland. In 2013 Markus Leibundgut was appointed Chief Operating Officer and Member of the Executive Board of Swiss Life Germany.

From April 2014 to March 2017 Markus Leibundgut was Chief Executive Officer Germany (CEO Germany) and Member of the Corporate Executive Board of the Swiss Life Group.

Markus Leibundgut was appointed Chief Executive Officer Switzerland (CEO Switzerland) in April 2017. He continues as a member of the Corporate Executive Board of the Swiss Life Group.

Other appointments:

- Palladio Stiftung, Member of the Board of Trustees
- Swiss Insurance Association (SIA), Member of the Board of Directors
- Society for the Promotion of the Institute of Insurance Economics of the University of St Gallen, Member of the Board

# Tanguy Polet

Born 1970, Belgian national  
Chief Executive Officer France (CEO France)



Tanguy Polet studied law at the University of Louvain-La-Neuve (Belgium) and graduated with a specialisation in economic and social law. In 1994 he became a lawyer at the Brussels Bar and worked successively at the law firms Roberti & Associés (now Meritius), Peeters Advocaten-Avocats (Ernst & Young) and Simmons & Simmons. His main areas of specialisation are commercial and financial law and consumer protection law. In 2005, Tanguy Polet joined Swiss Life Belgium as Sales and Marketing Director and member of the Executive Committee. From 2008 to 2010, he took over as CEO of Swiss Life Luxembourg, before moving to France in 2010, where he became CEO of Swiss Life Banque Privée and a member of the Executive Committee of Swiss Life France. From 2015 to 2021, Tanguy Polet held the post of Chief Customer Officer, responsible for digital transformation and customer services, while retaining his roles as a member of the Executive Committee of Swiss Life France.

In March 2021, Tanguy Polet was appointed Chief Executive Officer France (CEO France) and Member of the Corporate Executive Board of the Swiss Life Group.

# Jörg Arnold

Born 1964, German national  
Chief Executive Officer Germany (CEO Germany)



After completing his studies in business economics at the University of Cologne, Jörg Arnold joined what was then Colonia Versicherung (now the AXA Group) in 1991 as assistant to the CEO. Jörg Arnold worked in a variety of positions at the company, including head of the Distribution Management department and district manager of the Frankfurt branch office, and in 1998 was made sales director and member of the Executive Committee of Colonia Versicherung at its Berlin branch office. In 2001 he was appointed Head of Sales at Deutsche Ärzteversicherung AG, joining their Management Committee. In 2010 Jörg Arnold took over as CEO of Deutsche Ärzteversicherung AG. In this capacity he was responsible for sales as well as for operations, business development and human resources. In 2014 Jörg Arnold became Global Head of Savings, Retirement & Distribution at AXA Group in Paris within the Life & Savings Global Business Line, which is responsible for the Group's worldwide life insurance business.

On 1 July 2017 Jörg Arnold took over as Chief Executive Officer Germany (CEO Germany) and Member of the Corporate Executive Board of the Swiss Life Group.



# Nils Frowein

Born 1964, German national  
Chief Executive Officer International (CEO International)



Nils Frowein is an economics graduate with German and American accountancy certification. He is a skilled banker and has extensive expertise in the financial services sector and many years of capital market experience. From 1997 until 2004 he worked at the auditing firm BDO Deutsche Warentreuhand AG where he was responsible for the Financial Advisory Services division, most recently as partner. From 2004 to 2007 Nils Frowein was CFO of financial services provider MLP. There he was significantly involved in laying the strategic foundations for the company. Nils Frowein joined AWD as deputy Chief Executive Officer in January 2008. He was initially Chief Financial Officer and was appointed Chief Operating Officer on 1 September 2008. Between 2009 and 2010 he additionally took charge of the Swiss business of AWD as acting CEO. Nils Frowein has been Chairman of the Swiss Life subsidiary Chase de Vere in the UK since 2010 and since 2011 Chairman of the Supervisory Board of Swiss Life Select Austria and the Czech Republic. Since 2017 he has in addition been Chairman of Swiss Life Singapore, Swiss Life Luxembourg and Swiss Life Liechtenstein. In October 2018 Nils Frowein became Chairman of the Supervisory Board of Fincentrum, in the Czech Republic and of Swiss Life Select Slovakia.

Nils Frowein has been Chief Executive Officer of the International market unit (CEO International) since 1 January 2013 and Member of the Corporate Executive Board of the Swiss Life Group since 1 January 2015.

Other appointments:

- German-Swiss Chamber of Commerce, Member of the Board
- British Swiss Chamber of Commerce, Member of the Board
- International School Hannover Region (ISHR), Member of the Supervisory Board



# Abbreviations

AGM	Annual general meeting	IAS	International Accounting Standards
ALM	Asset and liability management	IFA	Independent financial advisor
AM	Business division Asset Managers	IFRS	International Financial Reporting Standards
API	Application programming interface	IL	Individual life
AuM	Assets under management	IN	Business division International
bn	Billion	KPI	Key performance indicator
Bps	Basis points	m	Million
BVG	Swiss federal law on occupational retirement, survivors' and disability pension plans	NBM	New business margin
CAGR	Compound annual growth rate	Opco	Operating company
CAPEX	Capital expenditures	PAM	Proprietary insurance asset management
CH	Business division Switzerland	P&C	Property and casualty
CHF	Swiss francs	ppts	Percentage points
C/I ratio	Cost income ratio	PRI	Principles for Responsible Investment
DAC	Deferred acquisition costs	PS	Per share
DE	Business division Germany	PVNBP	Present value of new business premiums
DPS	Dividend per share	RoE	Return on equity
ESG	Environmental, Social and Governance	SME	Small and medium-sized enterprises
EUR	Euro	SST	Swiss Solvency Test
FR	Business division France	SMIC	Swiss Market Index – Total Return
FTE	Full time equivalent	SXIGR	STOXX Europe 600 Insurance Index – Gross Return
FY	Full-year	TPAM	Third-party asset management
GDP	Gross domestic product	trn	Trillion
GL	Group life	UK	United Kingdom
GRESB	Global Real Estate Sustainability Benchmark	UL	Unit-linked
GWP	Gross written premiums	USD	US dollar
HNWI	High-net-worth individual	USP	Unique selling proposition
HY	Half-year	VNB	Value of new business
		YTD	Year-to-date
		ZZR	Zinszusatzreserve (Additional interest reserve)



*We enable people to lead  
a self-determined life.*