

# AMB Generali Full Year 2005 Results

## Profitability in focus

Presentation 2006  
Investor Relations




AMB GENERALI

# Contents

---

## Profitability in focus

<b>I. What we achieved</b>	<b>Highlights 2005</b>	<b>1</b>
II. Where we go	Figures and measures 2006	9
III. How we control value and risk	Value- and risk-driven perspective	23
IV. What we realised	Performance 2005	42



## We deliver what we promise

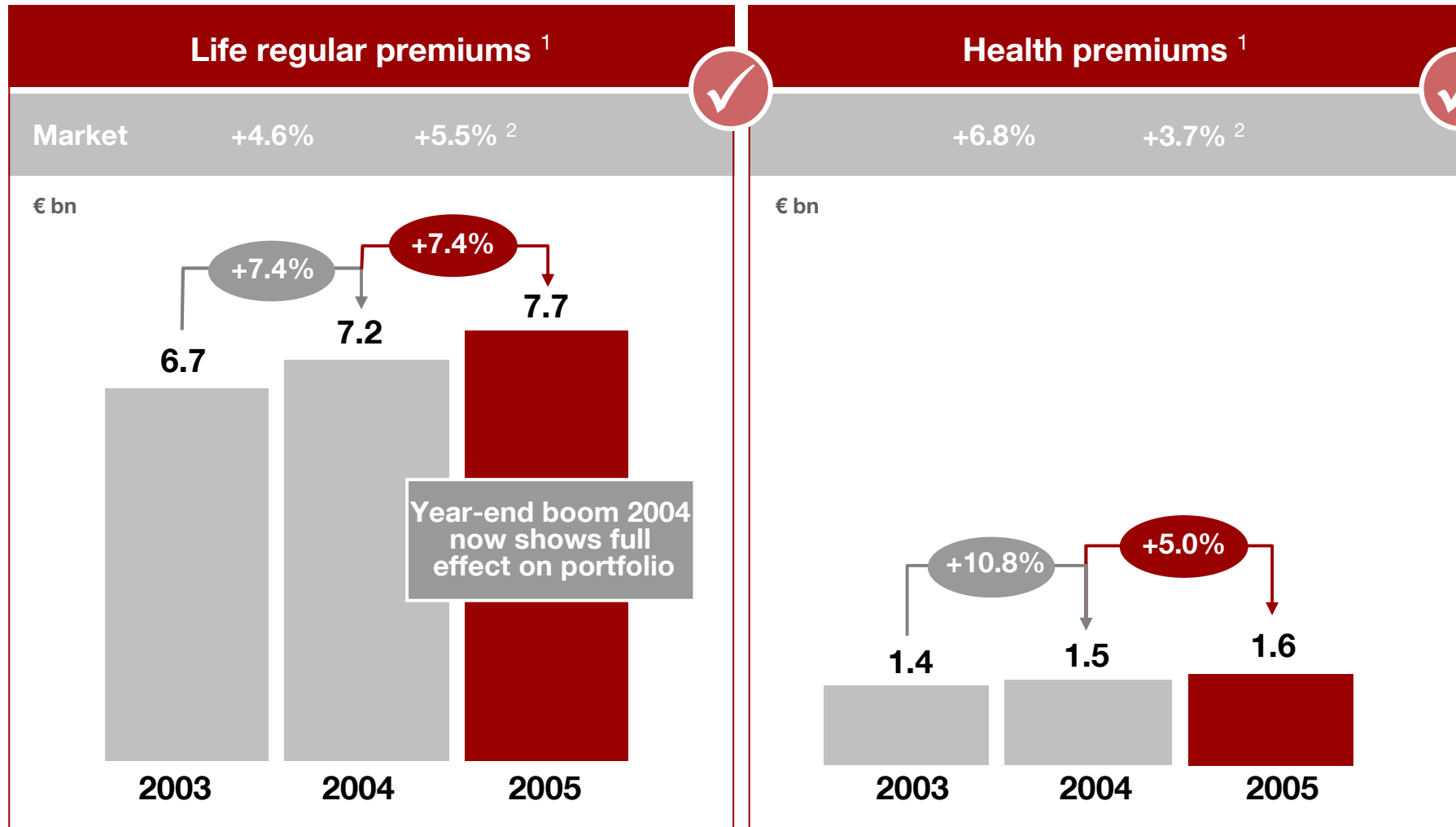
		Achievements 2004	Achievements 2005	Targets 2005
<b>Life/Health</b>	<b>Premium growth</b> <sup>1</sup> Life regular Health	+7.4% +10.8%	+7.4% +5.0%	above market level
	<b>Life NBV, trad. EV</b>	€ 132 m	€ 114 m (€ 125 m EEV <sup>2</sup> )	€ 120 m
<b>P&amp;C</b>	<b>Premium growth</b> <sup>1</sup>	-3.3%	-0.5%	market level
	<b>Combined ratio</b>	99.4%	96.9%	< 99%
<b>Overall</b>	<b>General expenses</b> <sup>3</sup>	€ 1,886 m	€ 1,857 m	€ 1,900 m
	<b>Net profit</b> Before scheduled goodwill amortisation	€ 211 m <sup>4</sup> € 242 m	€ 314 m <sup>5</sup>	> € 300 m

<sup>1</sup> gross premiums German GAAP, direct business  
<sup>2</sup> before Cost of Capital

<sup>3</sup> German GAAP figures, excluding commissions  
<sup>4</sup> retrospective adjustments; incl. scheduled (€ 31 m) and unscheduled (€ 28 m) goodwill amortisation  
<sup>5</sup> under IFRS 3 goodwill is no longer amortised on a scheduled basis

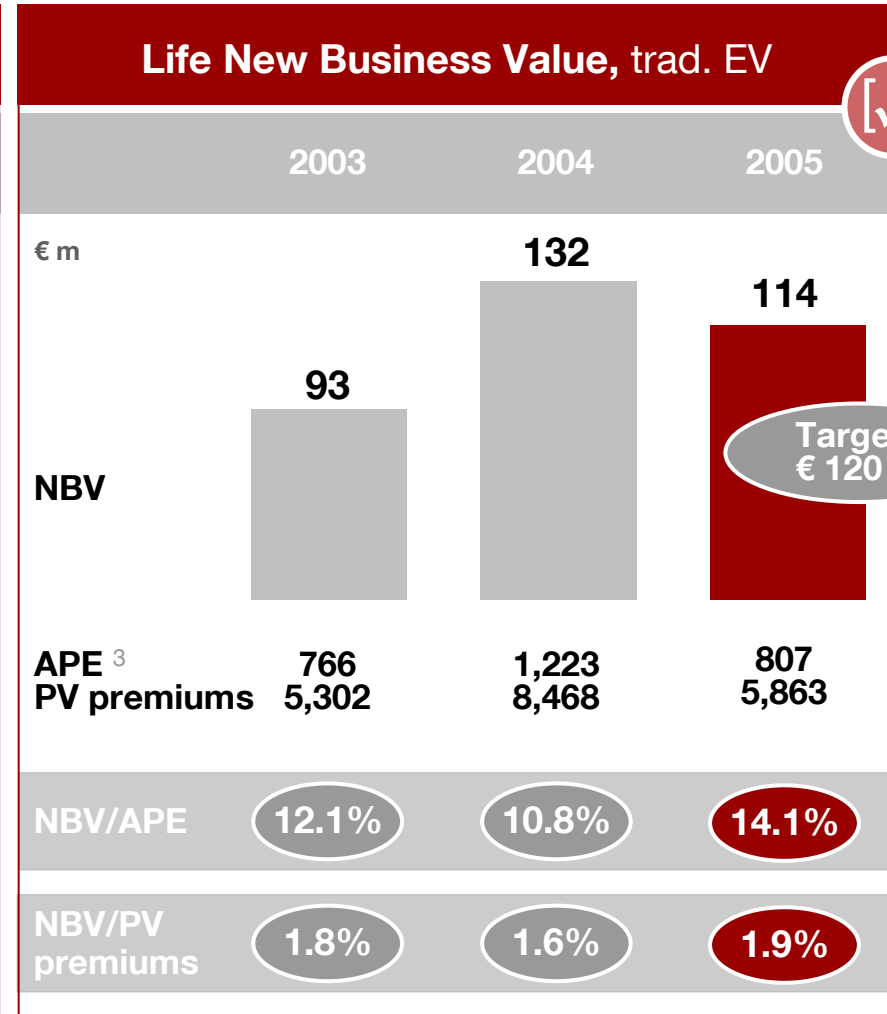
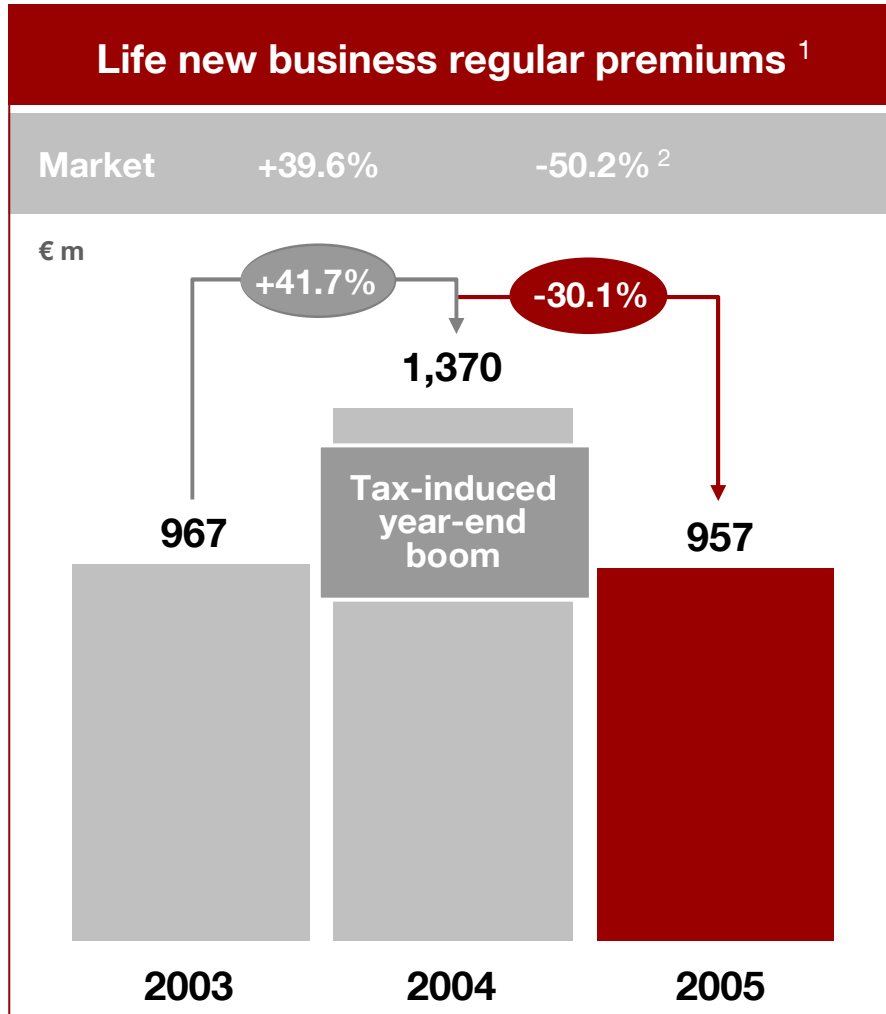


# Life/health growth: Solid performance in difficult environment



<sup>1</sup> gross premiums German GAAP, direct business  
<sup>2</sup> GDV figures, company calculation (health preliminary)

# Life new business: Far smaller decline than market

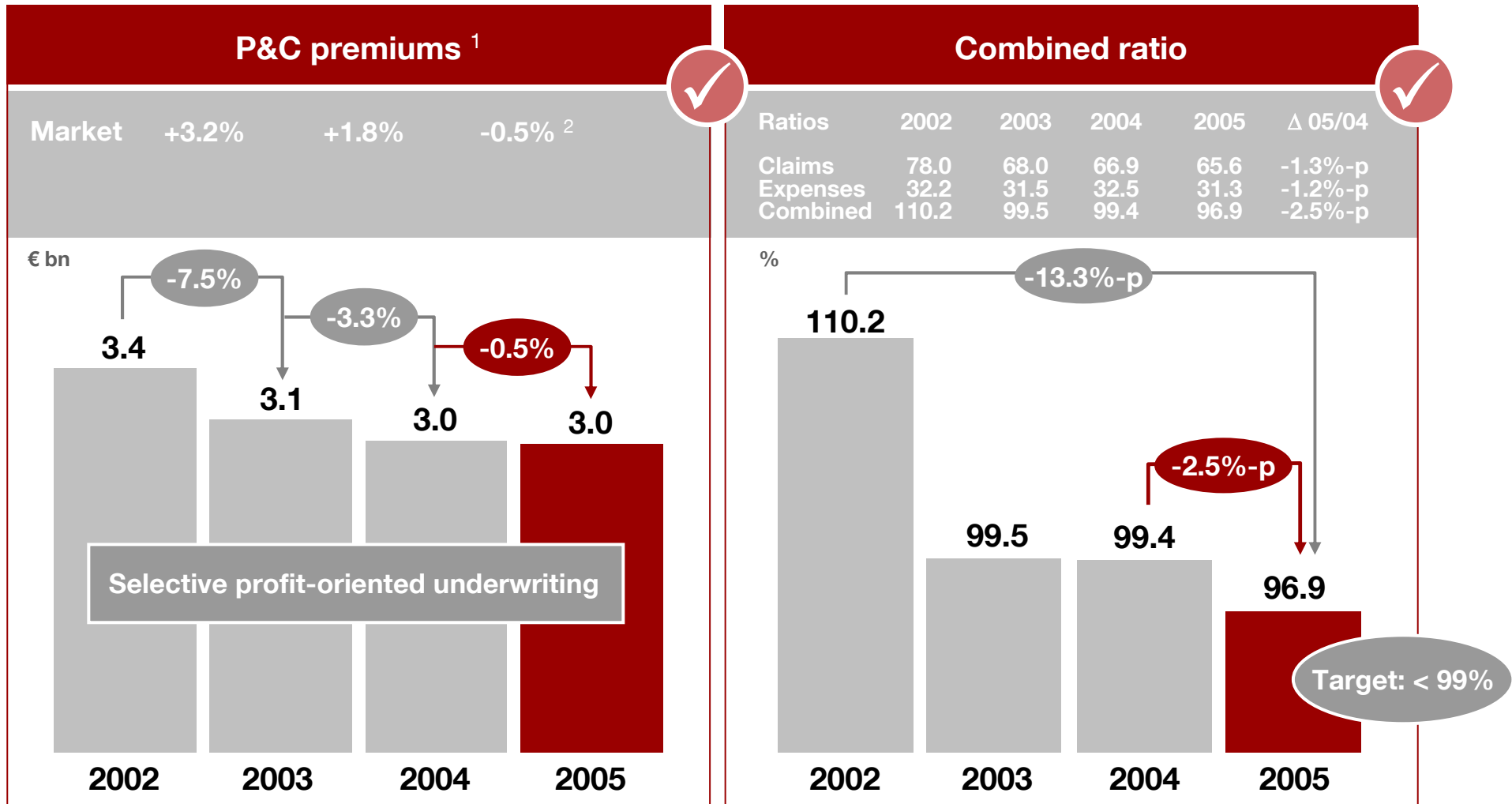


<sup>1</sup> regular premiums incl. automatic premium increases and before minorities  
<sup>2</sup> GDV figures, company calculation

<sup>3</sup> regular premiums plus 10% of single premiums on new policies issued in 2005 excl. automatic premium increases and after minorities



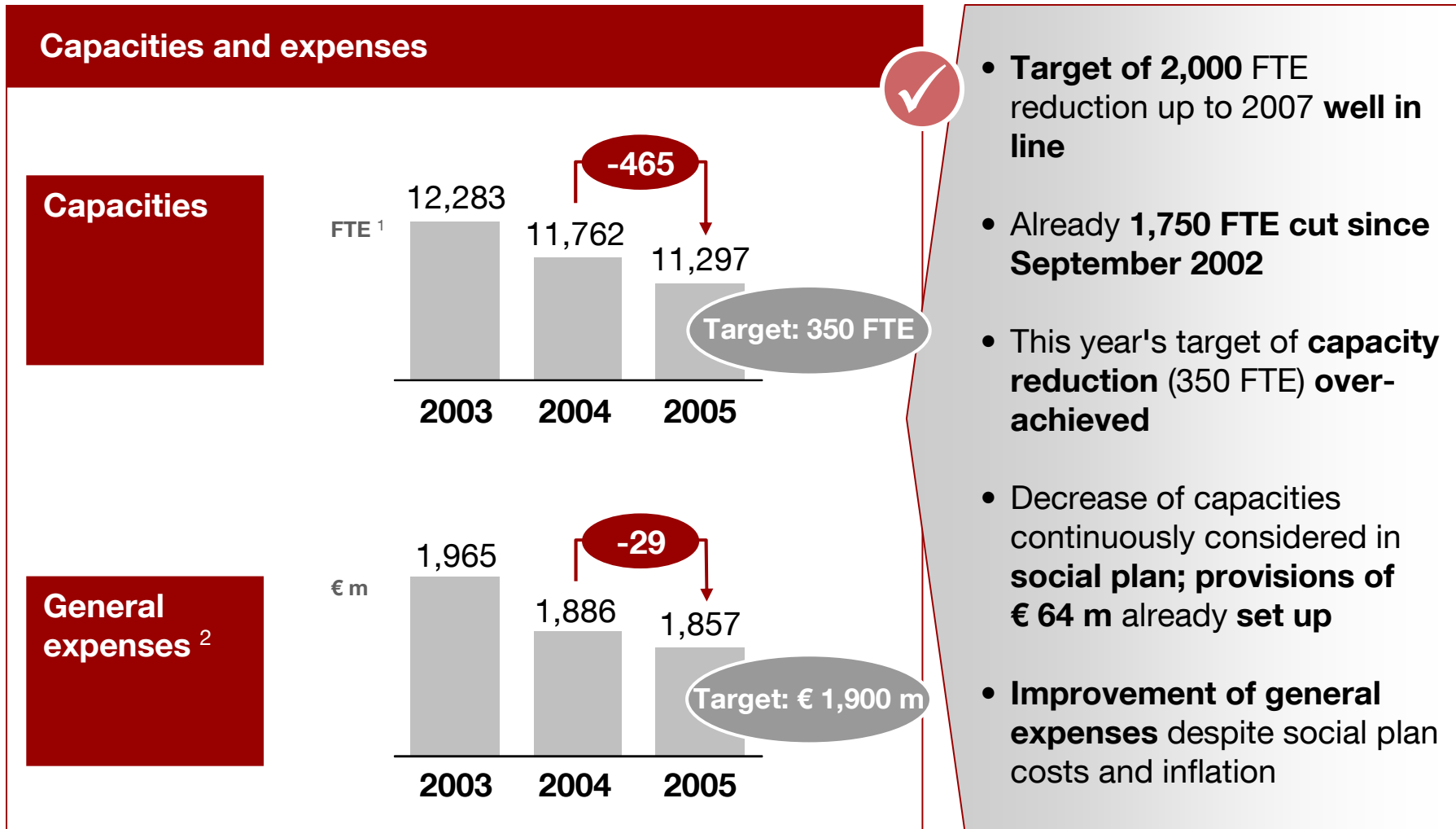
# P&C business: Profitability before growth



<sup>1</sup> gross premiums German GAAP, direct business  
<sup>2</sup> preliminary GDV figures, company calculation

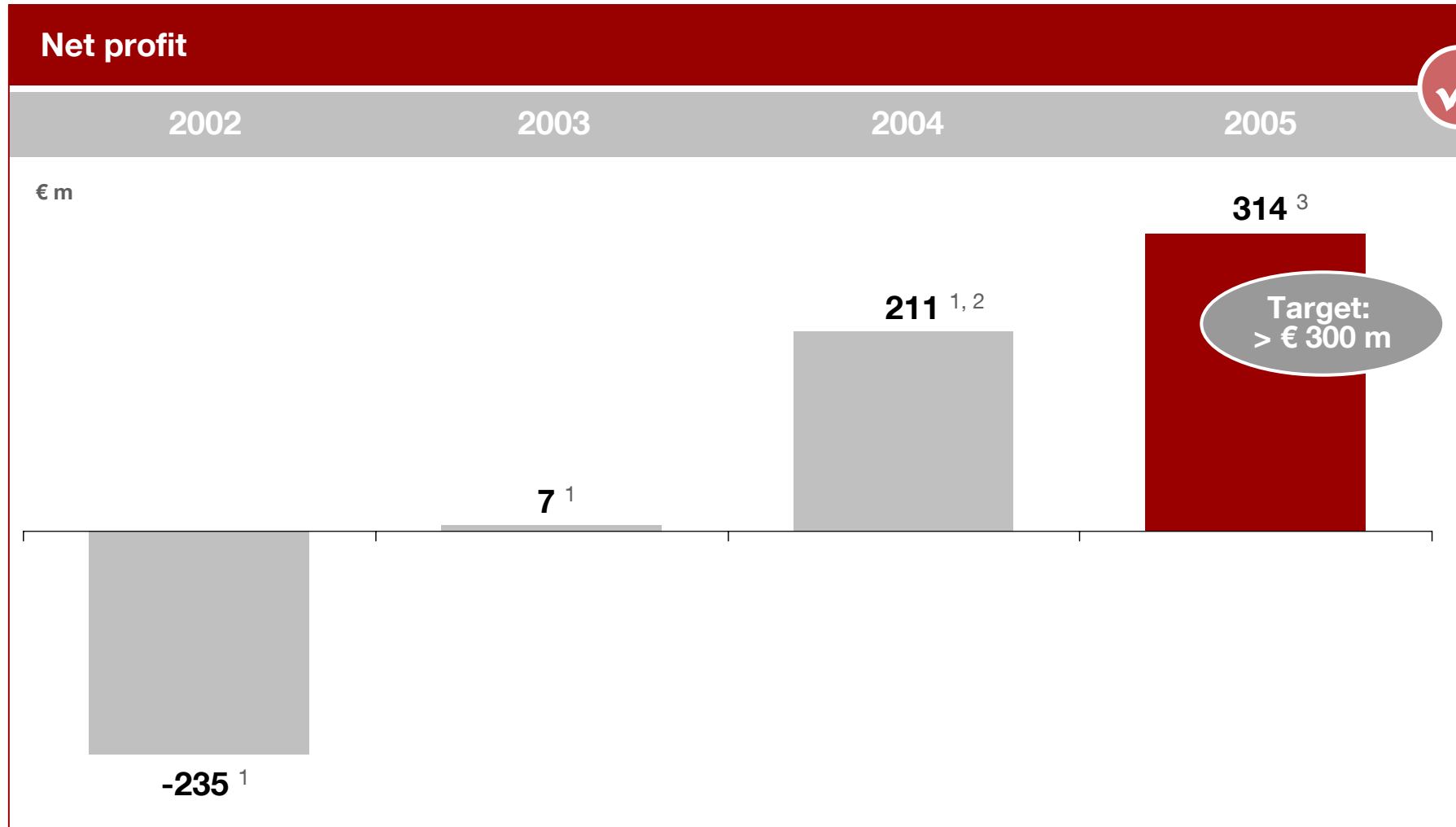


# Capacities and expenses: Ambitious reductions on track



<sup>1</sup> FTE = full-time equivalents  
<sup>2</sup> German GAAP figures, excl. commissions

# Net profit: Consistent profit-orientation leads to success

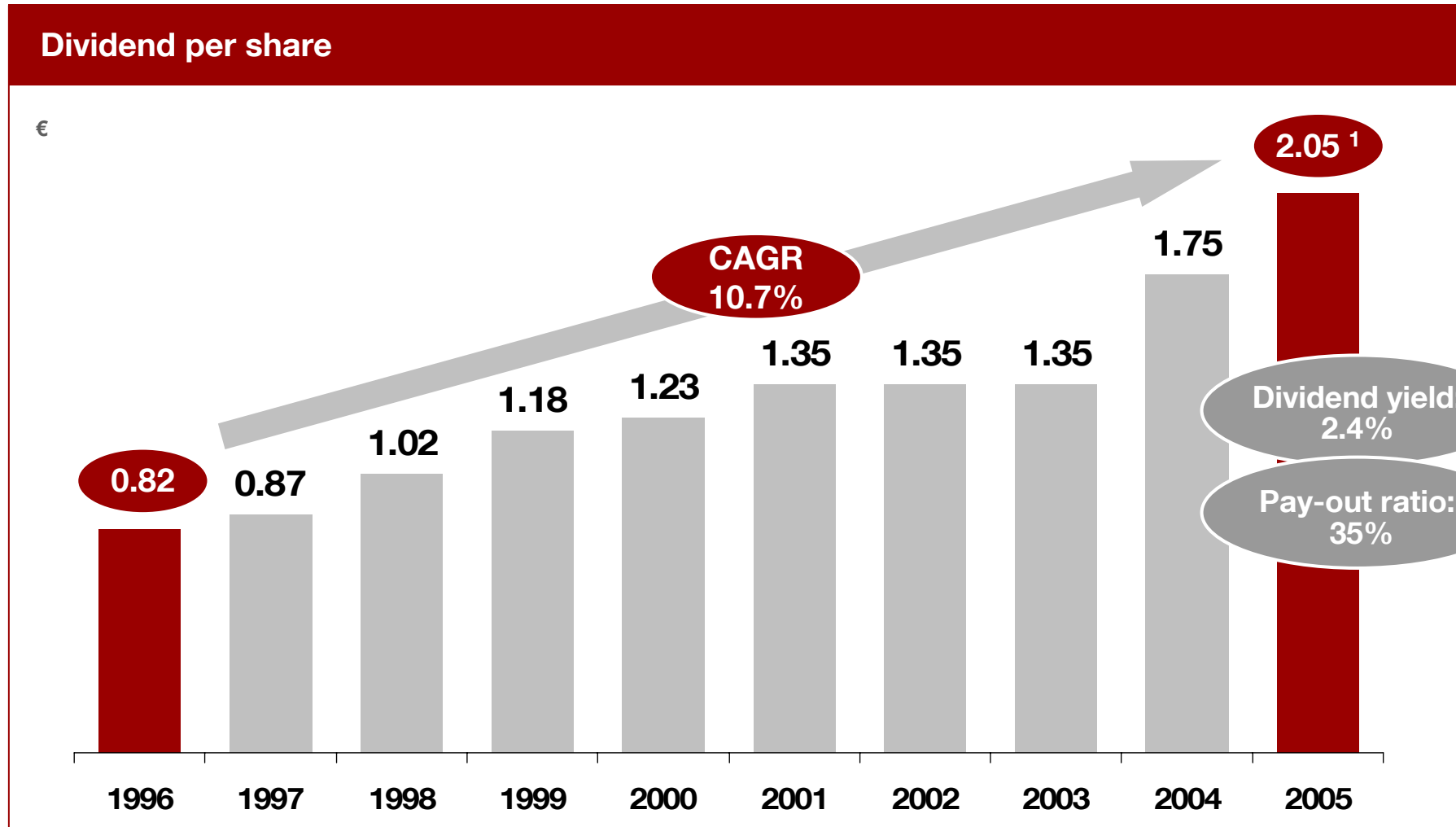


<sup>1</sup> incl. scheduled and unscheduled goodwill amortisation  
<sup>2</sup> retrospective adjustments

<sup>3</sup> under IFRS 3 goodwill is no longer amortised on a scheduled basis



## Shareholders: Participation in our sustainable profitability

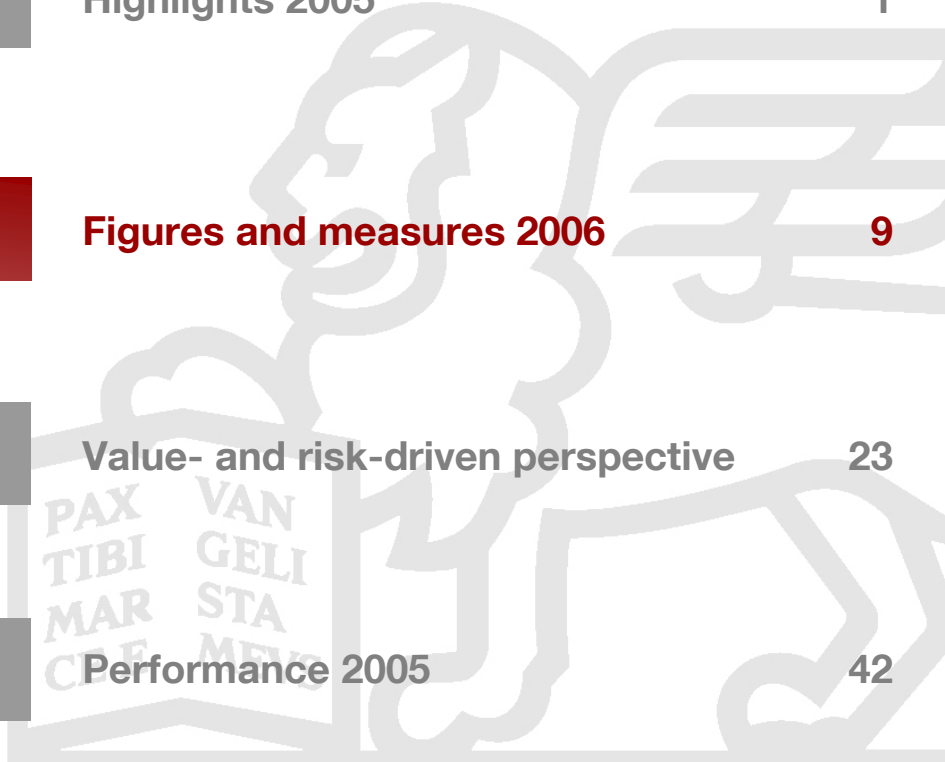


# Contents

---

## Profitability in focus

I. What we achieved	Highlights 2005	1
II. Where we go	Figures and measures 2006	9
III. How we control value and risk	Value- and risk-driven perspective	23
IV. What we realised	Performance 2005	42



## Ambitious financial targets for sustainable profitability

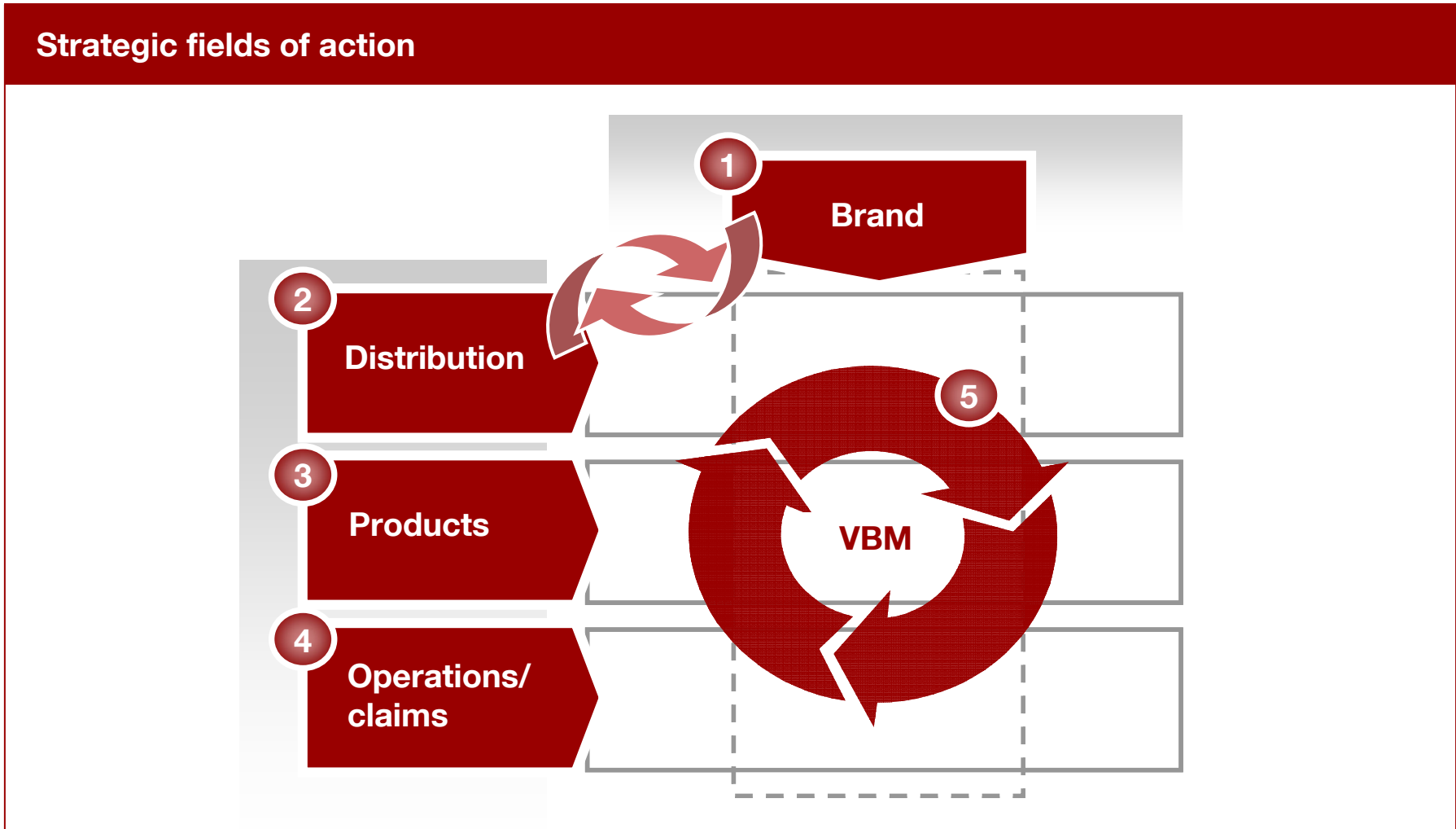
		Achievements 2005	Targets 2006
Life/Health	Premium growth <sup>1</sup> Life regular Health	+7.4% +5.0%	above market level
	Life NBV, EEV <sup>2</sup>	€ 125 m	€ 135 m
P&C	Premium growth <sup>1</sup>	-0.5%	market level
	Combined ratio	96.9%	< 98% against difficult market environment
Overall	General expenses <sup>3</sup>	€ 1,857 m	€ 1,830 m
	Net profit	€ 314 m <sup>4</sup>	> € 340 m <sup>4</sup>

<sup>1</sup> gross premiums German GAAP, direct business  
<sup>2</sup> before Cost of Capital

<sup>3</sup> German GAAP figures, excl. commissions  
<sup>4</sup> under IFRS 3 goodwill is no longer amortised on a scheduled basis



# Differentiated measures in core fields of action



VBM = Value-based management



# Diversity of brands as key competence

## 1 Brand

**Special brands:**

**Volkspflege Versicherungen**

- € 3.0 bn of premiums
- High name recognition
- Co-operation partner of Commerzbank

**Aachen Münchener**

- € 4.6 bn of premiums
- #2 in German life insurance and market leader in unit-linked products
- Successful co-operation with DVAG

**CosmosDirekt.**

- € 1.1 bn of premiums
- Best brand recognition of Germany's direct insurers
- Market leader in direct selling

**GENERALI Versicherungen**

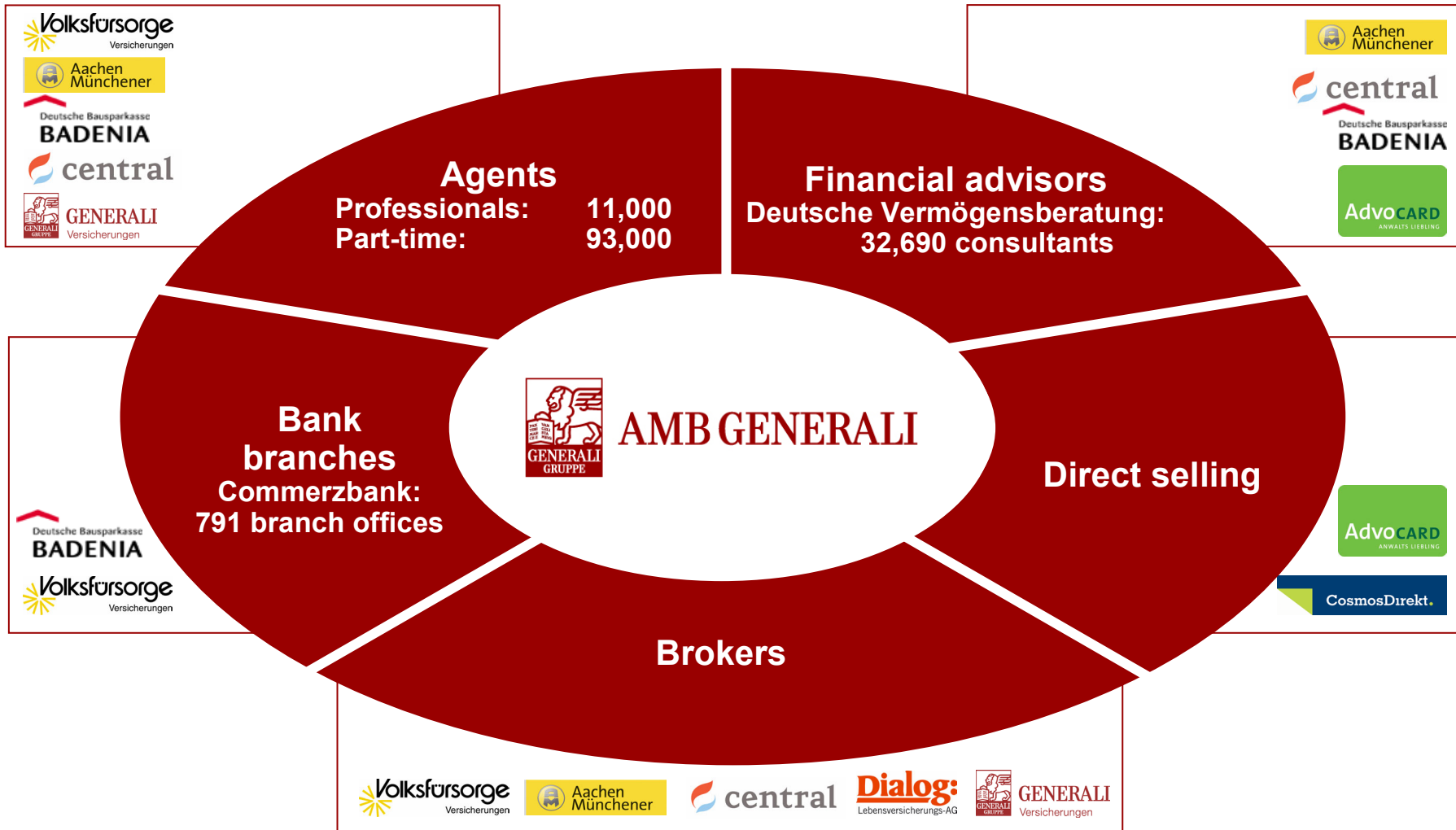
- € 1.9 bn of premiums
- Excellent product range with focus on retirement/senior citizens
- Broker distribution channel

**Centralisation of back-office functions**

- **IT**
  - Standardisation of the whole German IT landscape
  - AMB Generali Informatik assumes function of international provider for the IT Region Centre East of the Generali Group
- **Asset management**
  - Germany-wide centralisation of asset management
  - One of 3 Europe-wide competence centres Asset Management of the Generali Group (in charge of D, NL, CH, A)
- **Cross-brand projects in insurance**
  - Group-wide harmonisation of claims management
  - Coordination of product development in the holding company

# Broad range of brands supported by variety of distribution channels

## 1 Brand



# Increase of efficiency in traditional sales network in focus

## 2 Distribution

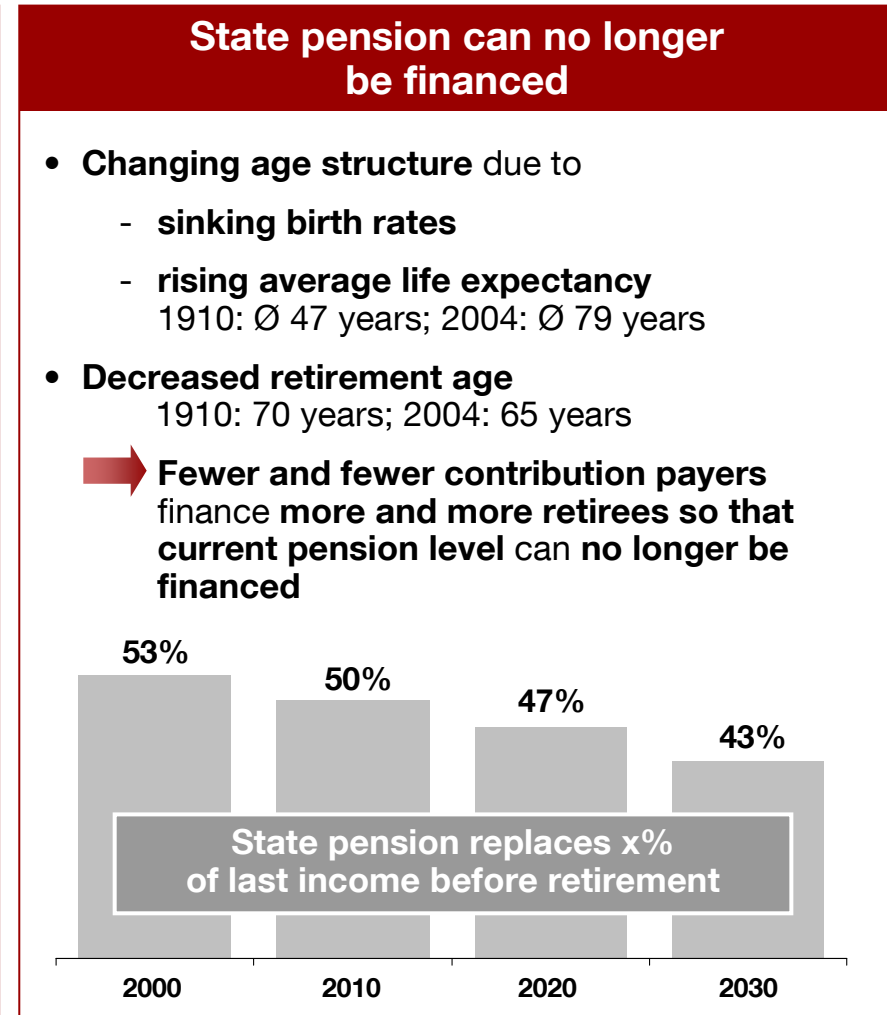
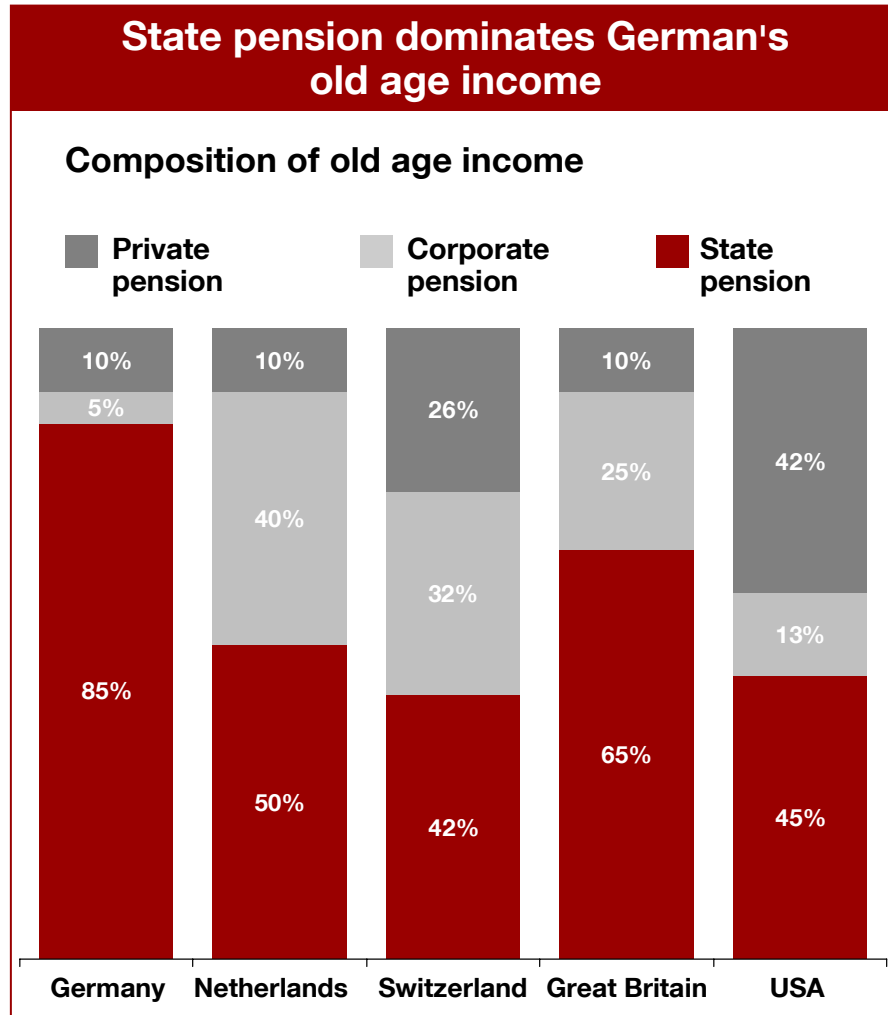
Productivity	Distribution capacity
Marked increase planned for operating result	Intelligent expansion planned of sales capacity
<ul style="list-style-type: none"><li>• <b>Individual distribution channels managed as "virtual sales companies"</b><ul style="list-style-type: none"><li>- <b>Performance and return orientation</b> joined in a <b>new internal profit centre approach</b></li><li>- <b>Transparency</b> across all levels of hierarchy <b>leads to measures to increase productivity</b></li></ul></li><li>• <b>Tightening of support structure</b></li><li>• <b>Modification of incentive systems</b> to improve the <b>efficiency of resources</b></li><li>• Implementation of <b>new integrated advisory concepts</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Increase of distribution power</b> within all <b>large field staff organisations</b></li><li>• <b>Focus on quality</b> in the sense of <b>performance orientation</b> and of <b>advisory competency</b></li><li>• Stronger <b>orientation of career models</b> on development of <b>entrepreneurial agencies</b></li><li>• <b>Use of new access possibilities</b> to <b>establish specific concepts for target groups</b> through innovative support and retaining concepts</li><li>• Plan to <b>prevent a reduction in sales force</b></li></ul>

**Cost reductions / promotion of sales competency / increase of customer satisfaction**



# Life: Growth market due to decreasing state pension

## 3 Products - life



# AMB Generali excellently positioned in private old age provision

## 3 Products - private pension

	Market	AMB Generali
<b>Basic pension</b>  <b>Tier 1</b>	<ul style="list-style-type: none"> <li>• <b>Market-wide initial difficulties</b>, similar to Riester launch; only 150,000 contracts sold in 2005</li> <li>• <b>High potential</b> if <b>strict legal requirements</b> are loosened</li> </ul>	<ul style="list-style-type: none"> <li>• <b>10,700 policies sold</b> in 2005</li> <li>• <b>Combination with customised additional modules</b>, such as pension for surviving dependants, occupational disability etc.</li> </ul>
<b>Riester pension</b>  <b>Tier 2</b>	<ul style="list-style-type: none"> <li>• After <b>simplified incentive procedure demand increased</b> to nearly <b>1.1 million of contracts</b> sold in <b>2005</b>; <b>5 million-mark</b> reached since launch</li> <li>• <b>Unisex-tariffs</b> introduced starting from <b>2006</b></li> <li>• <b>Third incentive step</b> in 2006 triggers <b>50% increase of premiums</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Market leader</b> with <b>20% market share</b></li> <li>• Since product launch <b>&gt;1 million contracts sold</b>, of which <b>223,000 in 2005</b></li> <li>• As market leader, <b>particularly high potential</b> due to <b>third incentive step</b> in 2006</li> </ul>
<b>Flexible retirement products</b>  <b>Tier 3</b>	<ul style="list-style-type: none"> <li>• <b>Endowment insurance</b> with focus on <b>unit-linked</b> business and <b>flexible product modules</b></li> <li>• <b>Especially strong demand</b> for <b>annuity insurance</b> following <b>new tax rules</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>"Individual modular policy"</b> with high flexibility</li> <li>• <b>Market leader in unit-linked</b> with <b>new business market share of 25%</b></li> <li>• <b>Annuities</b> represent <b>66% of new business</b></li> <li>• <b>Long-term care insurance</b> as a <b>private instrument for provision</b> in the market for <b>senior citizens</b></li> </ul>



# AMB Generali with broadly diversified basis in corporate pension



## 3 Products - corporate pension

Market	AMB Generali				
<ul style="list-style-type: none"> <li>• Corporate pensions as growth market</li> <li>• Product diversity by means of 5 vehicles                             <ul style="list-style-type: none"> <li>– Direktversicherung</li> <li>– Pensionskasse</li> <li>– Pensionsfonds</li> <li>– Unterstützungskasse</li> <li>– Direktzusage</li> </ul> </li> <li>• Due to <b>new tax rules</b>, tax treatment of <b>Direktversicherung equal to Pensionskasse</b>, which leads to <b>shift in demand</b></li> <li>• <b>New rules on Pensionsfonds</b> make it easier to <b>commute the promised employee benefits of internal company schemes and public-sector schemes</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Focussed strategy on small and medium-sized enterprise market with high potential</b> (2/3 of all employees) <b>offering all external vehicles of corporate pensions</b></li> <li>• <b>Broad product range of Direktversicherung</b> (traditional and unit-linked) including disability cover, <b>new business</b> in terms of regular premiums <b>tripled to € 73 m in 2005</b></li> <li>• <b>Specialist for customised tariffs in Pensionsfonds to commute directly granted employee benefits and public-sector schemes</b></li> <li>• <b>Group-wide expansion of sales and support activities</b> in the corporate-pension field                             <ul style="list-style-type: none"> <li>- <b>IT-based advisory tool for structured analysis</b> of the optimal vehicle</li> <li>- Making available a <b>cross-brand expert pool to support customer advice</b> in meetings</li> </ul> </li> </ul> <table border="1" data-bbox="1167 1246 1957 1353"> <tr> <td>NB 2005</td> <td>€ 294 m</td> </tr> <tr> <td>NB market share</td> <td>app. 8%</td> </tr> </table>	NB 2005	€ 294 m	NB market share	app. 8%
NB 2005	€ 294 m				
NB market share	app. 8%				



# Health: Growth potential in environment of political uncertainty

## 3 Products - health

Market	AMB Generali
<p><b>Compulsory health insurance</b></p> <ul style="list-style-type: none"><li>• Increase of deficit</li><li>• Reduction of services to basic medical care</li><li>• 2.5 million voluntarily insured</li></ul> <p><b>Private health insurance</b></p> <ul style="list-style-type: none"><li>• Life-long insurance guarantee and excellent healthcare</li><li>• Profitable due to premium adjustment flexibility</li></ul> <p><b>Uncertain political situation</b></p> <ul style="list-style-type: none"><li>• Fundamental reform of health system under discussion<ul style="list-style-type: none"><li>- Either improved private care options</li><li>- or significant limitation of private clientele by expansion of the compulsory system</li></ul></li><li>• <u>But</u>: Increasing quality awareness in the market</li></ul>	<p> <b>central</b></p> <p><b>#6 in German health insurance market</b> <b>Wide range of high quality products</b></p> <ul style="list-style-type: none"><li>• Efficient distribution channels</li><li>• Strong product and service innovation capacity<ul style="list-style-type: none"><li>- Special products for 50+ customers</li><li>- Diabetes disease management programme</li></ul></li><li>• High automation level in claims and underwriting business</li></ul> <p> <b>ENVIVAS</b> Krankenversicherung AG</p> <p><b>Exclusive co-operation with "Techniker Krankenkasse", #3 in compulsory market</b></p> <ul style="list-style-type: none"><li>• Attractive client segments from compulsory sector</li><li>• New product line for supplementary coverage</li></ul> <p><b>AMB Generali is well-positioned and prepared for all political developments</b></p>

# Motor: Profitable course continued with new motor tariff

## 3 Products - motor

Trends in motor business			
	Pricing	Premium development	Combined ratio
Market	<ul style="list-style-type: none"> <li>Increasing competition leads to <b>launch of new tariffs</b> and <b>secondary product lines</b></li> </ul>	<ul style="list-style-type: none"> <li><b>New tariffs</b> involve <b>decreasing price level</b> and <b>lower premium income</b></li> </ul>	<ul style="list-style-type: none"> <li><b>Combined ratio goes up</b> as a result of decreasing premium income</li> </ul>
AMB Generali	<p><b>Profitable motor tariff</b></p> <ul style="list-style-type: none"> <li><b>Tariffs</b> calculated on a <b>risk-oriented basis</b> by <b>differentiated pricing</b> (specific trades, mileage, number of drivers, car age at time of purchase)</li> <li><b>Necessity to decrease tariffs to ensure competitiveness</b>, but <b>only by app. 5%</b>, which is <b>below the market decrease of app. 9%</b></li> </ul>	<p><b>Focus on quality</b></p> <ul style="list-style-type: none"> <li><b>Launch of new customer and service-oriented products</b> with <b>innovative features</b> (DriverPlus) and <b>product elements</b> (protection of no-claims-discount)</li> <li><b>Differentiated premium increases for business in force</b> taking into account particular segment features and underwriting requirements</li> </ul>	<p><b>Good risk structure</b></p> <ul style="list-style-type: none"> <li><b>Concentration on private business</b></li> <li><b>Consistent and active claims management to increase profit</b> (fast claims settlement, nation-wide expert organisation, garage management)</li> </ul>



# Higher efficiency by optimisation of various operations in progress

## 4 Operations/claims

### Optimisation of claims management

- **Systematic approach** to realise significant improvements of claims payments, e.g.
  - Set-up of a **sophisticated benchmarking tool** to evaluate claims reduction potentials
  - **Organisation of know-how transfer** in the Group as basis for determining a variety of measures
  - Implementation of **state-of-the-art claims management**
  - More **co-operations** with **networks**
  - Active **management of bodily injuries**
- In parallel, close **controlling of implementation on the basis of market benchmarks**

### Efficiency programmes Group companies

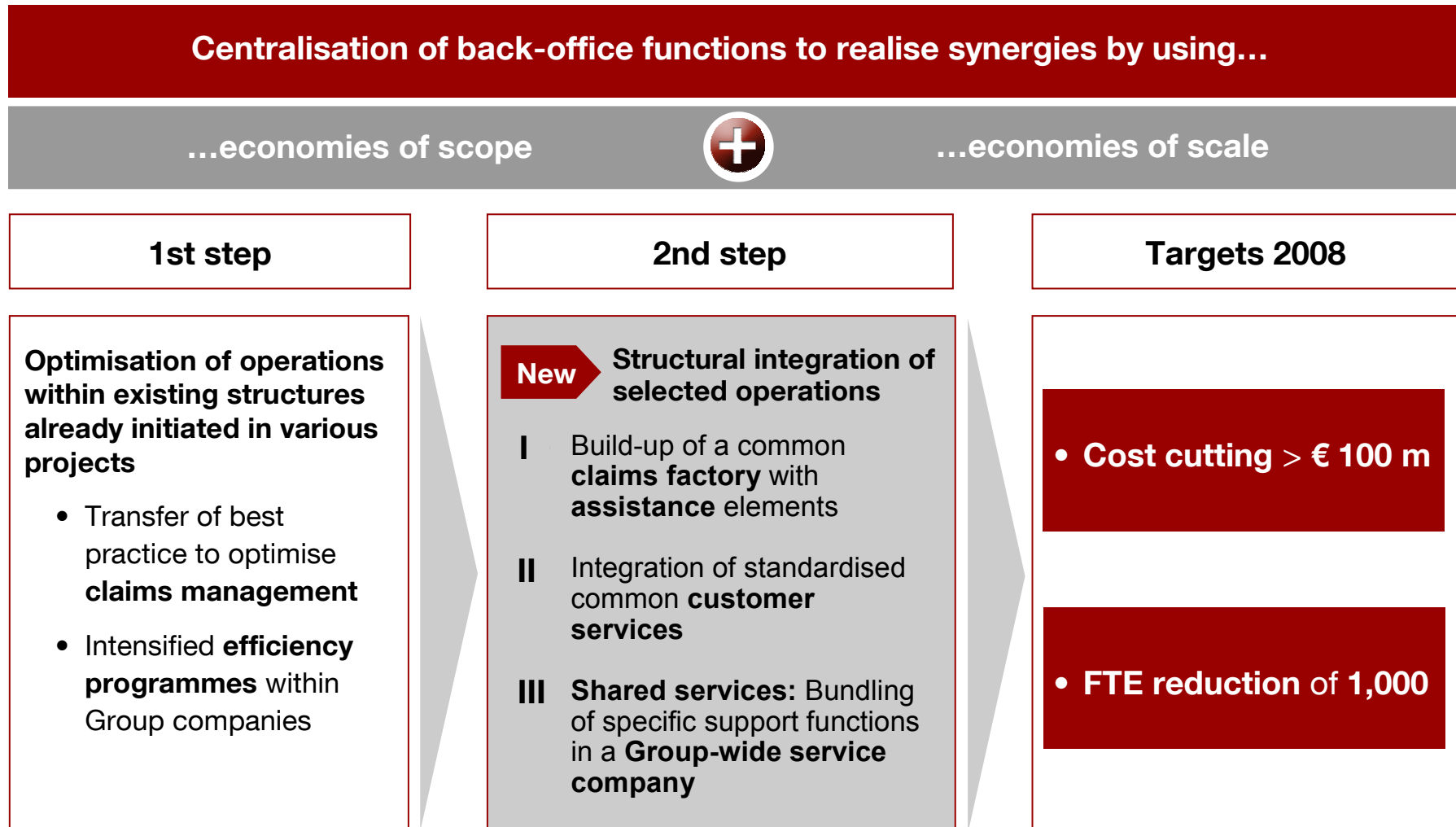
#### Efficiency programmes intensified in all major Group companies

- **Centralisation** of functions and streamlining of processes at **Generali, Munich**
- **Close-down** of administration and distribution **branches** of **AachenMünchener, Aachen**
- Continued **integration of service departments** at **Volksfürsorge, Hamburg**
- In addition, **restructuring of internal IT service provider**



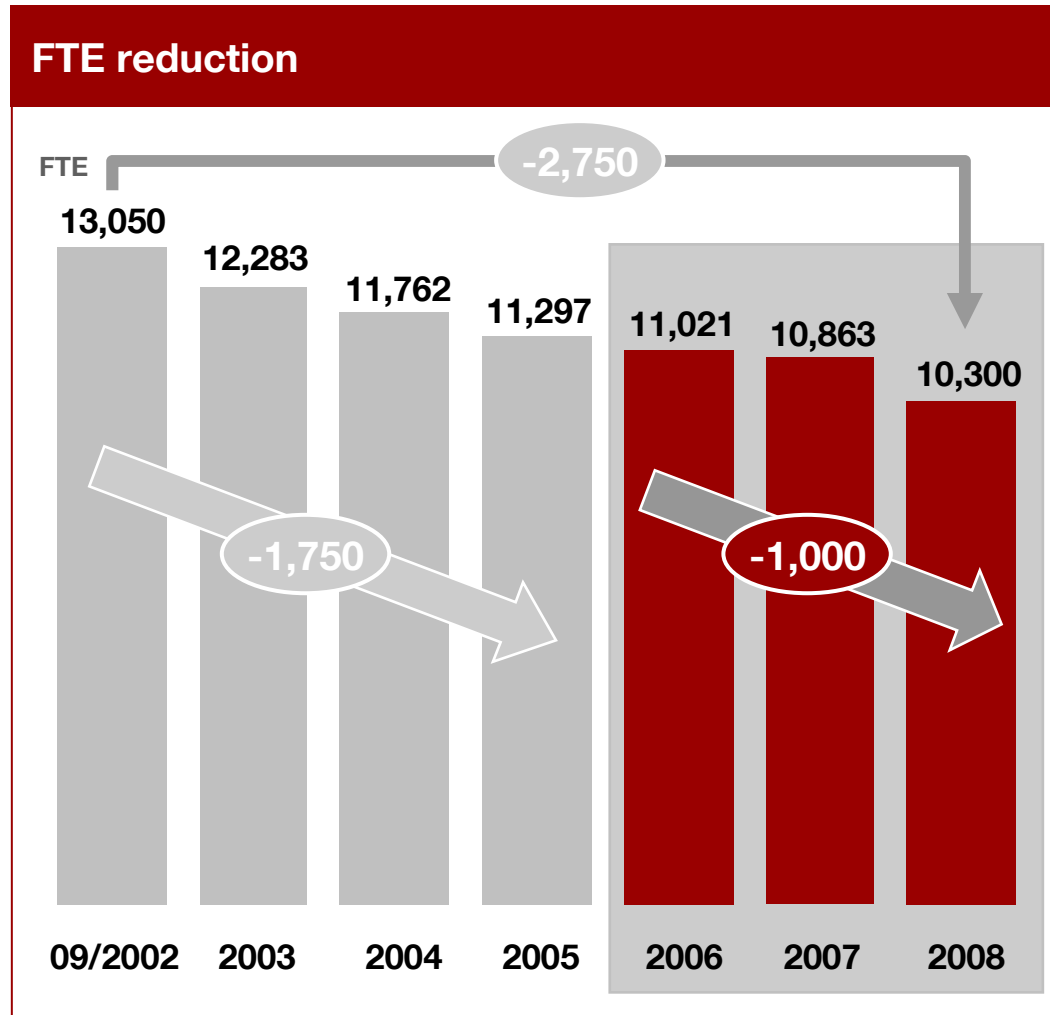
# Group-wide structural integration offers additional synergies

## 4 Operations/claims



# Administrative-staff reduction of additional 1,000 FTE on track

## 4 Operations/claims



### Core statements

- **Reduction of already 1,750 FTE since September 2002 succeeded**
- **New projects allow for further reduction of 1,000 FTE until 2008**
- **New target defined of a total cut of 2,750 FTE leading to > 20% reduction of administrative-staff**
- **Job cuts largely done on a socially compatible basis**




# Contents

---

## Profitability in focus

I. What we achieved	Highlights 2005	1
II. Where we go	Figures and measures 2006	9
III. How we control value and risk	Value- and risk-driven perspective	23
IV. What we realised	Performance 2005	42



# Value-/risk-based management as prerequisite for continuous success

## Strategic framework

5

### Value- and risk-based management as key steering dimensions



#### Performance Management

##### Enhancing value creation

- Life:
  - Measuring profitability within an EEV approach
- P&C:
  - Using normalised returns as key performance indicators

#### Capital Management

##### Ensuring financial strength

- Risk measurement:
  - Assessing the risk-bearing capital
  - Evaluating the capital requirements
  - Deriving capital adequacy
- Risk management:
  - Streamlined and transparent layout of risk organisation



## European Embedded Value (EEV) as enhanced new concept

Traditional EV		EEV
A valuable evaluation tool ...	... no longer satisfies future demands	A strong evaluation tool with more transparency
<ul style="list-style-type: none"> <li>• <b>reflects</b> the <b>long-term nature</b> of life insurance</li> <li>• <b>delivers</b> a good <b>approximation</b> of <b>business value</b></li> <li>• <b>identifies value drivers</b> and variances</li> <li>• <b>reveals:</b> <ul style="list-style-type: none"> <li>- main <b>sources of profit</b></li> <li>- suitable levels for <b>acquisition costs</b></li> <li>- opportunities to <b>improve margins</b></li> </ul> </li> </ul> <p>by analysing operating profit, which is driven by New Business Value</p>	<div style="background-color: #800000; color: white; border-radius: 50%; width: 30px; height: 30px; display: flex; align-items: center; justify-content: center; margin: 0 auto;"> <b>but</b> </div>	<ul style="list-style-type: none"> <li>• depends strongly on <b>fixed expectations</b> for capital market development</li> <li>• fails to use a risk-adjusted approach to determine an <b>adequate Risk Discount Rate</b></li> <li>• does not explicitly consider the <b>time value of financial options and guarantees</b></li> <li>• <b>lacks</b> a standard practice to ensure <b>comparability of results between competitors</b></li> </ul>
		<ul style="list-style-type: none"> <li>• specifies guidance on <b>methodology and assumptions</b></li> <li>• follows <b>stringent principles</b></li> <li>• requires that the <b>Risk Discount Rate</b> considers the individual risk position of the company</li> <li>• evaluates the <b>time value</b> of financial <b>options and guarantees</b> explicitly</li> <li>• <b>ensures transparency</b> and comparability through common practice</li> </ul>

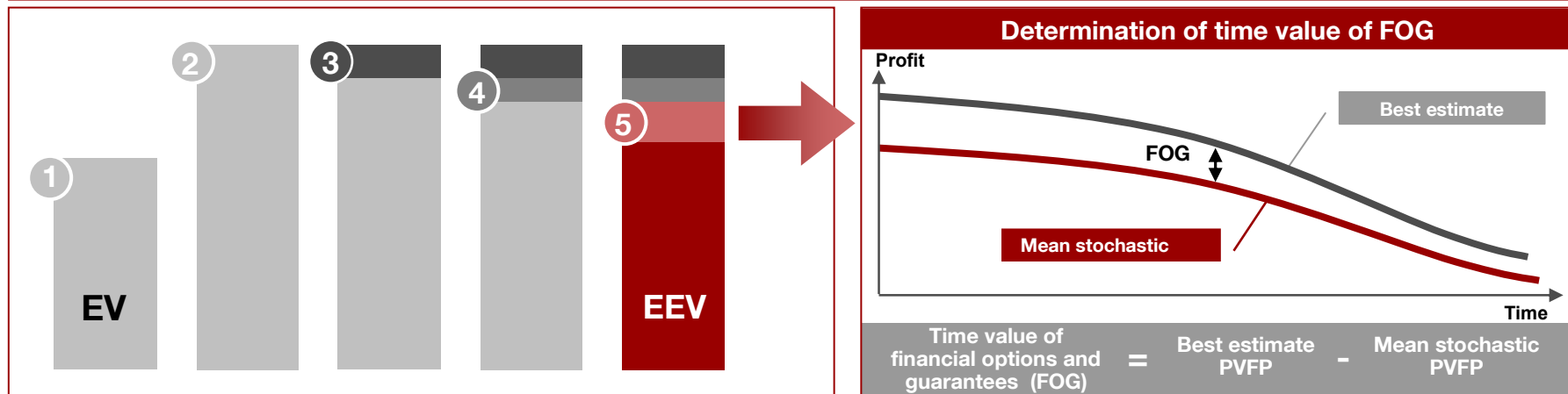
## EEV concept adopted for 2005 calculation

<b>European Embedded Value (EEV)</b>	=	Present Value of Future Profits (PVFP)	+	Net Asset Value (NAV)	-	Cost of Capital (CoC)
--------------------------------------	---	--	---	-----------------------	---	-----------------------

<b>EEV approach</b>	<ul style="list-style-type: none"> <li>• <b>12 principles</b> and <b>65 guidelines</b> build a stringent framework for evaluation and <b>increase transparency</b></li> </ul>
<b>Options &amp; Guarantees</b>	<ul style="list-style-type: none"> <li>• <b>Time value of financial options and guarantees</b> determined using <b>stochastic techniques</b>, consistent with the <b>new EEV concept</b></li> </ul>
<b>Covered business</b>	<ul style="list-style-type: none"> <li>• All <b>life insurance</b> business</li> </ul>
<b>Cost of Capital</b>	<ul style="list-style-type: none"> <li>• Cost of Capital calculation based on <b>existing available capital</b>, allocated to <b>business in force</b> and <b>new business</b></li> </ul>
<b>Risk Discount Rate</b>	<ul style="list-style-type: none"> <li>• Risk Discount Rate is equal to <b>benchmark rate (risk-free rate)</b> plus allowances for the <b>time value of financial options and guarantees, financial and other risks</b></li> </ul>
<b>Methodology</b>	<ul style="list-style-type: none"> <li>• <b>In line</b> with the worldwide implemented <b>Generali approach</b></li> <li>• Fulfilment of Group obligation to <b>introduce EEV from 2005</b></li> </ul>
<b>Review</b>	<ul style="list-style-type: none"> <li>• <b>External opinion</b> from <b>Tillinghast</b></li> </ul>

## From trad. EV to EEV: New approach allows detailed risk evaluation

### Calculation of Risk Discount Rate under EEV methodology



- 1 **Traditional Embedded Value (EV)** calculated with the traditional Risk Discount Rate values options and guarantees and other risks implicitly
- 2 **EV** calculated with **benchmark rate** (risk-free rate) **excludes the time value of financial options and guarantees, financial risk and other risk**
- 3 Allowance for **financial risk** (i.e. volatility of market return) to be subtracted
- 4 Allowance for **other risk** (e.g. biometric and operational risk) to be subtracted
- 5 Allowance for the time value of **financial options and guarantees (FOG)** is determined stochastically and subtracted

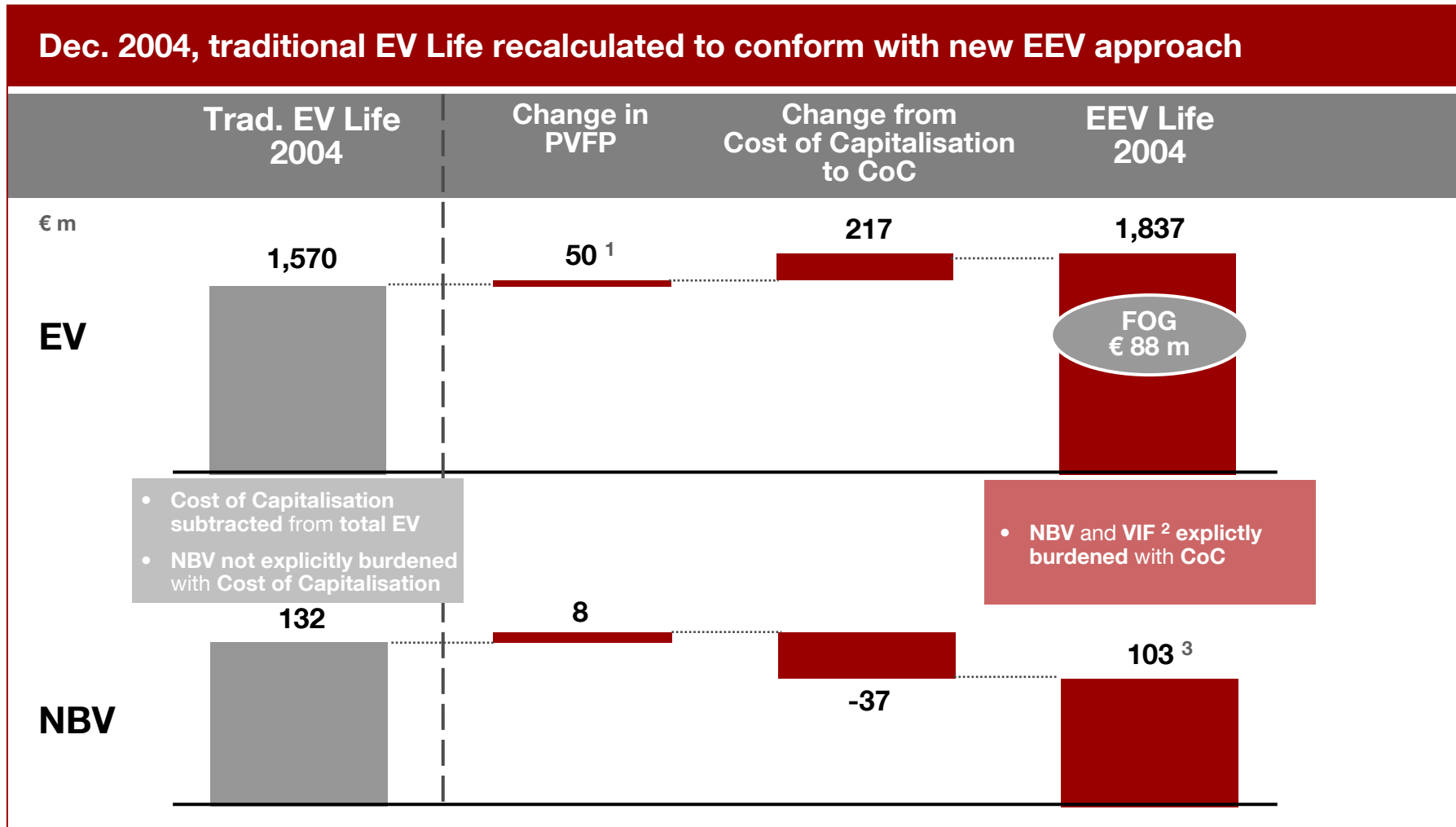
**European Embedded Value stochastically determined with a unique Risk Discount Rate**

## Average model assumptions

	EV 2004	EEV 2004	EEV 2005
<b>Risk Discount Rate (RDR)</b>	6.42%	5.98%	5.52%
<b>Risk-free rate (10-year government bonds)</b>	3.67%	3.67%	3.33%
<b>Fixed-income return</b>	3.77%	3.77%	3.62%
<b>Equity return</b>	6.42%	6.57%	6.23%
<b>Average long-term asset mix (FI/Eq/Other)</b>	83 / 13 / 4	83 / 13 / 4	82 / 12 / 6
<b>Book return</b>	includes emergence of UCG/UCL		
<b>Tax rate</b>	40.0%	40.0%	40.0%
<b>Average long-term shareholder participation</b>	8.4%	8.4%	9.1%
<b>Bonuses, demographic and expense assumptions</b>	company-specific experience		



# EV recalculation also influenced by new CoC methodology



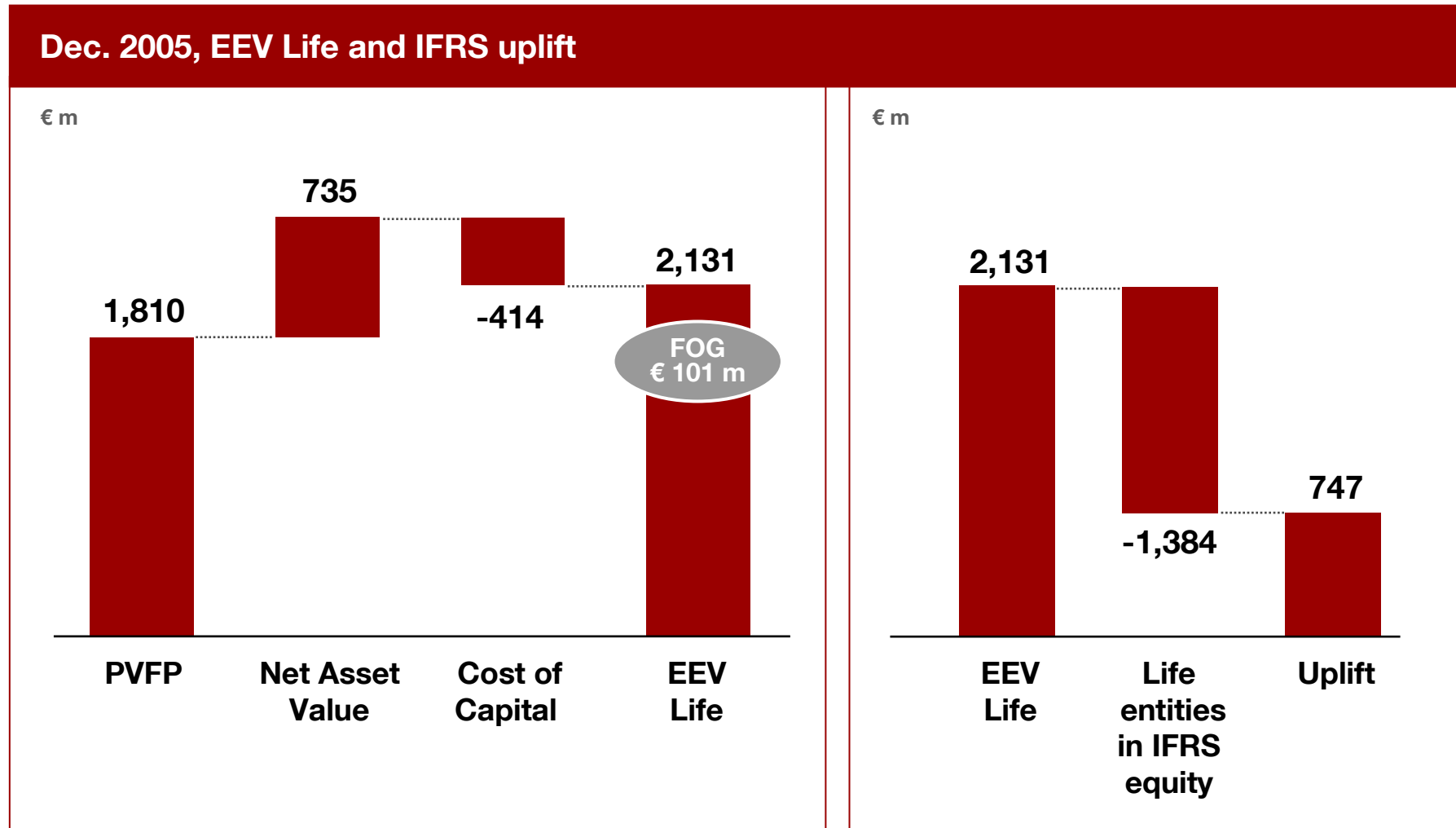
<sup>1</sup> consists of model adjustments of € 80 m and change in economic assumptions of € -30 m

<sup>2</sup> VIF = Value in force

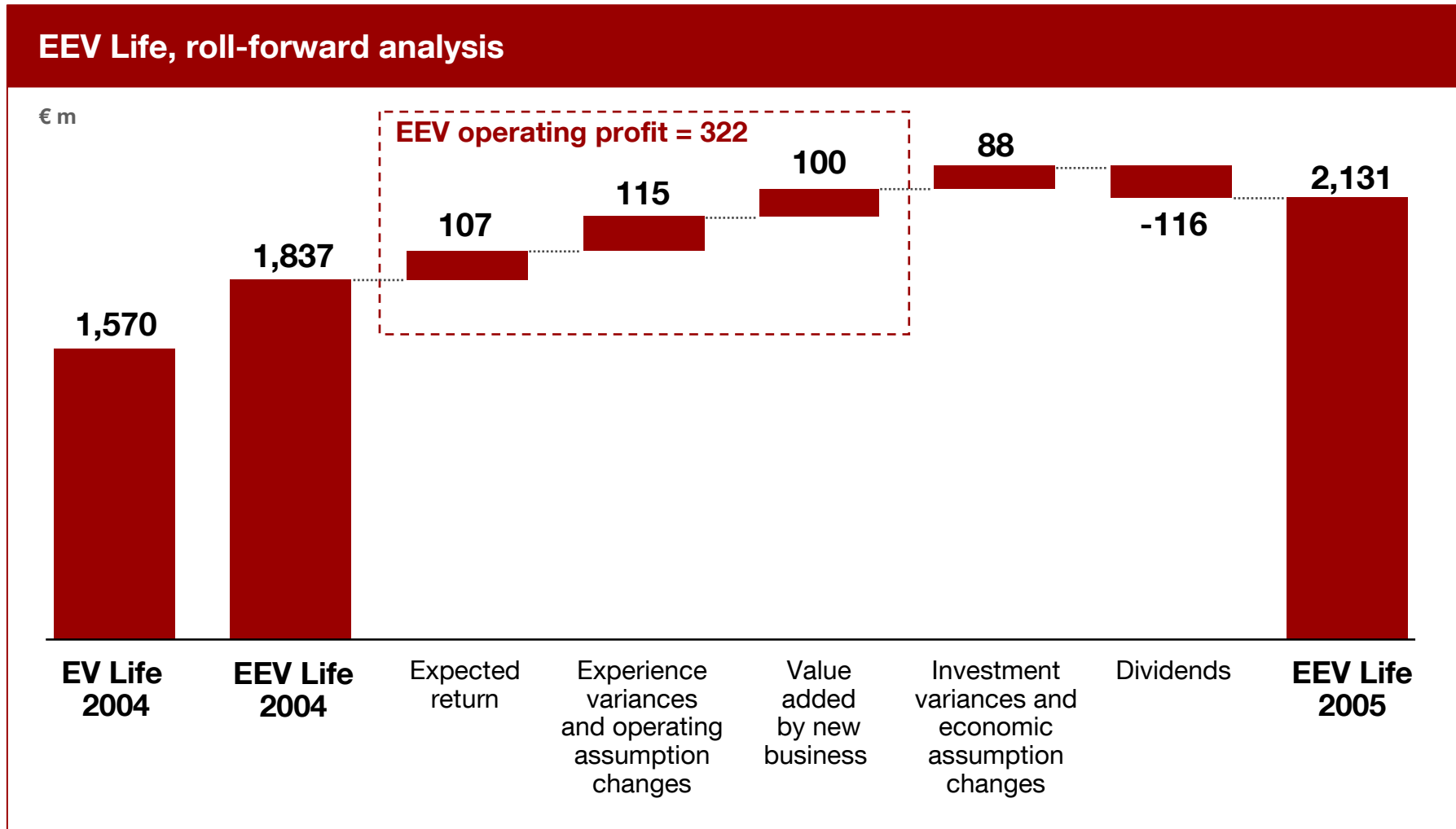
<sup>3</sup> NBV is based on the same Risk Discount Rate as VIF



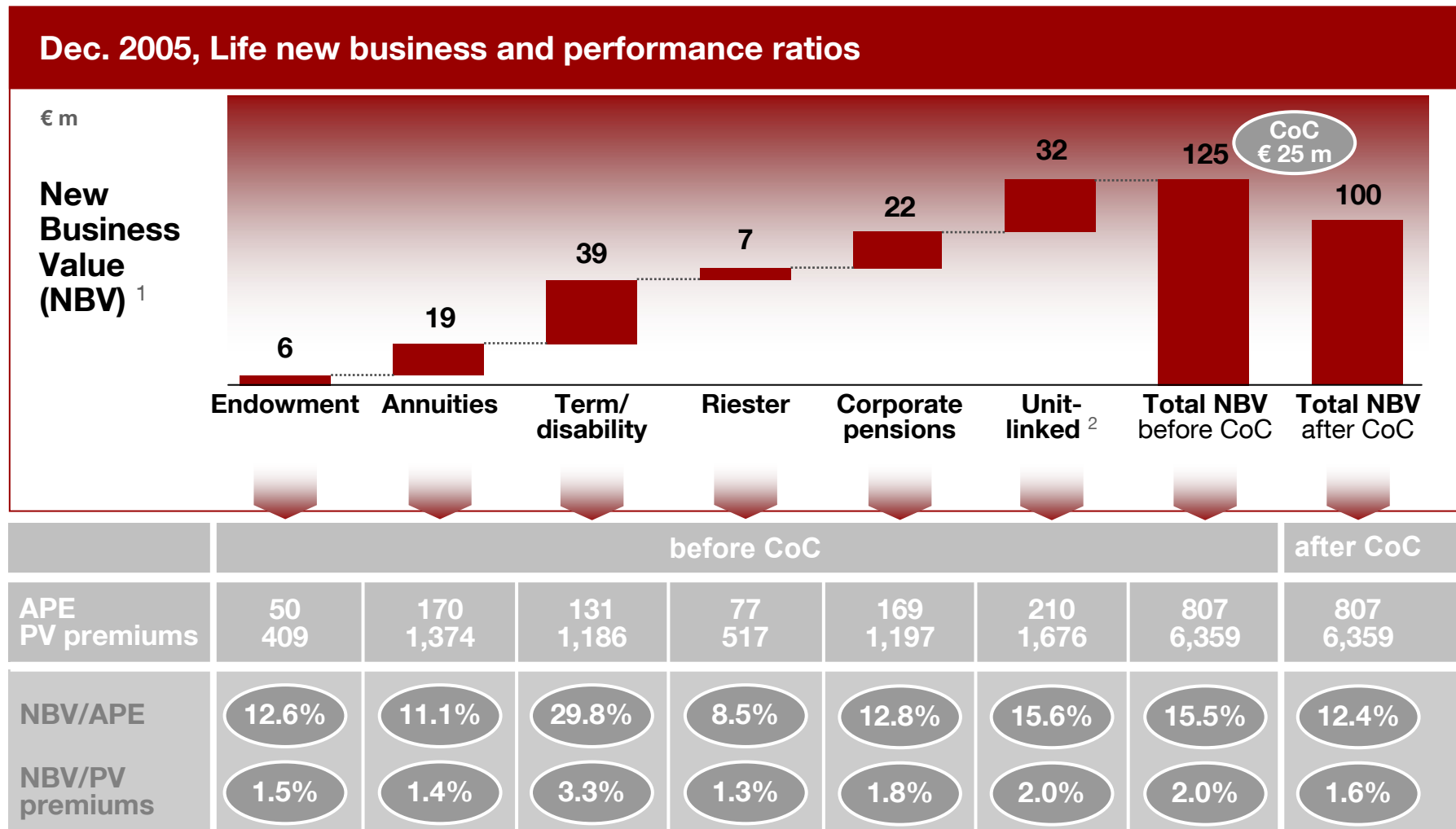
## Higher EEV Life results in substantial increase of uplift



# EEV Life 2005 with high operating profit



# New Business Value and profitability of different product groups



<sup>1</sup> NBV are representative rounded figures; no specific allocation of costs to individual product groups

<sup>2</sup> incl. net fund management fees



# Value-/risk-based management as prerequisite for continuous success

## Strategic framework

5

### Value- and risk-based management as key steering dimensions



#### Performance Management

##### Enhancing value creation

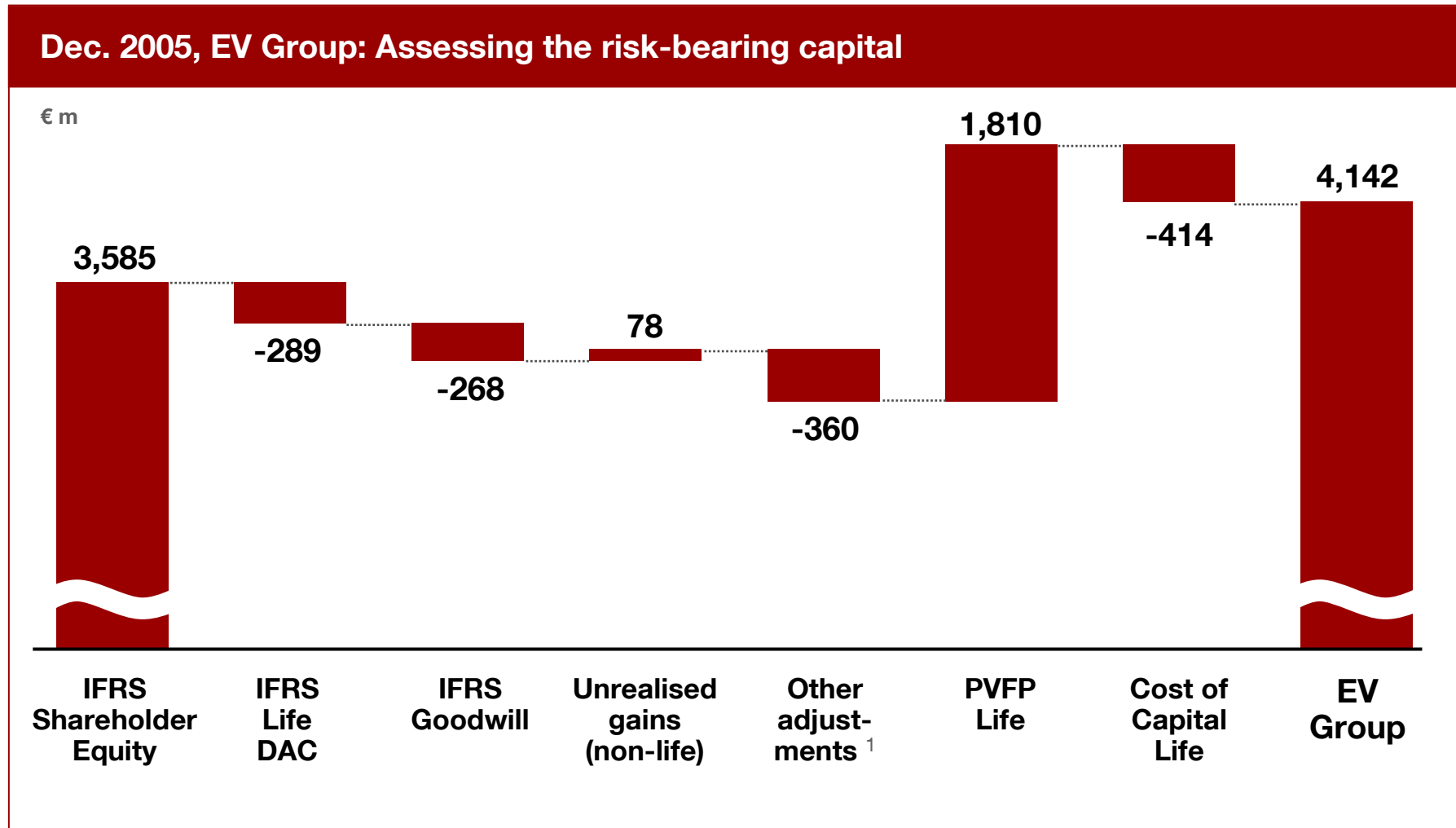
- Life:
  - Measuring profitability within an EEV approach
- P&C:
  - Using normalised returns as key performance indicators

#### Capital Management

##### Ensuring financial strength

- Risk measurement:
  - Assessing the risk-bearing capital
  - Evaluating the capital requirements
  - Deriving capital adequacy
- Risk management:
  - Streamlined and transparent layout of risk organisation

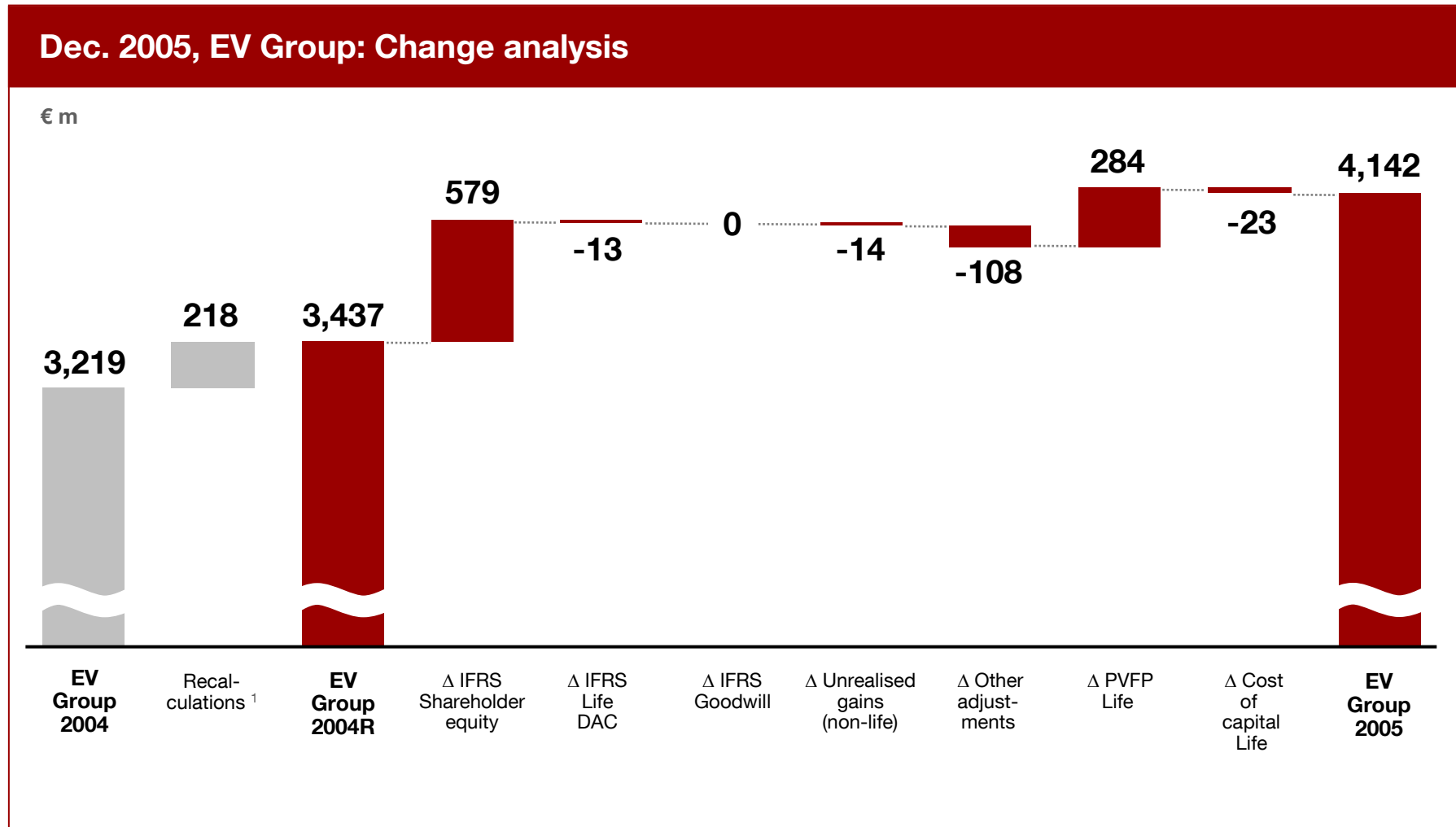
## Market capitalisation is backed by EV Group



<sup>1</sup> unrealised gains (life) € 249 m and dividends to be paid € 110 m

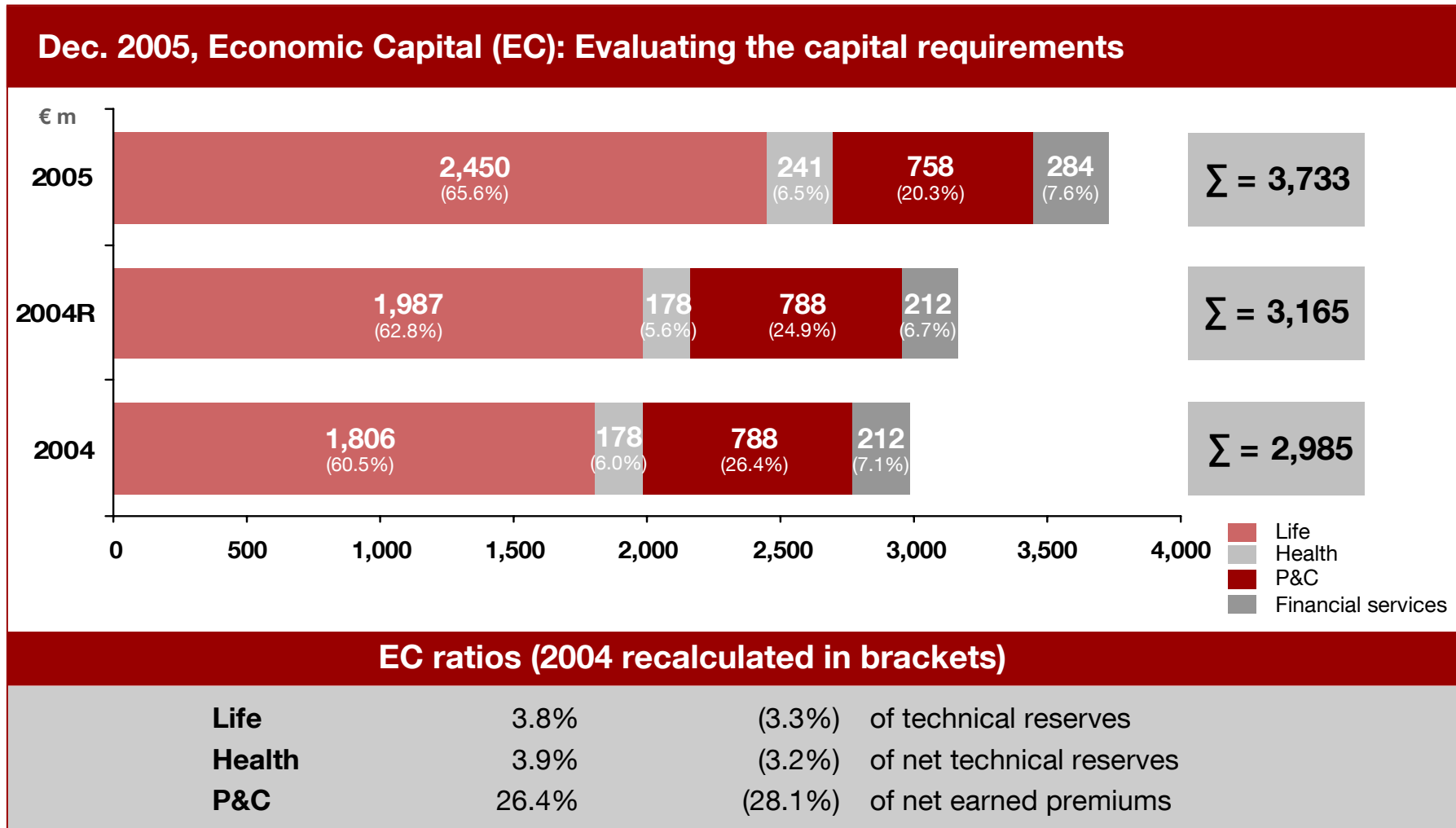


# Increase of EV Group driven by higher IFRS equity and PVFP



<sup>1</sup> recalculations: adjustment of EEV VIF vs. trad. VIF € +267 m ; other effects € -49 m

## Selective de-risking stabilises Economic Capital in low-yield markets

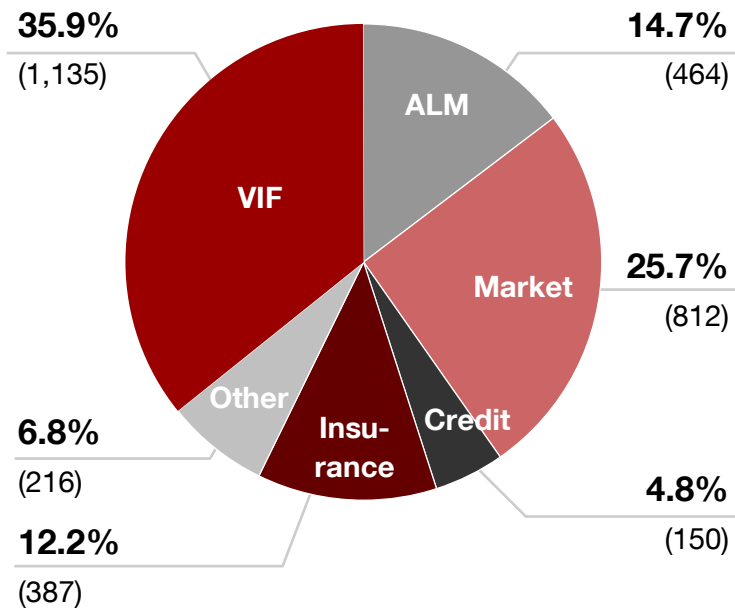


## Proportional increase in market risk offset by reduced ALM risk

### Dec. 2005, EC allocation by risk category

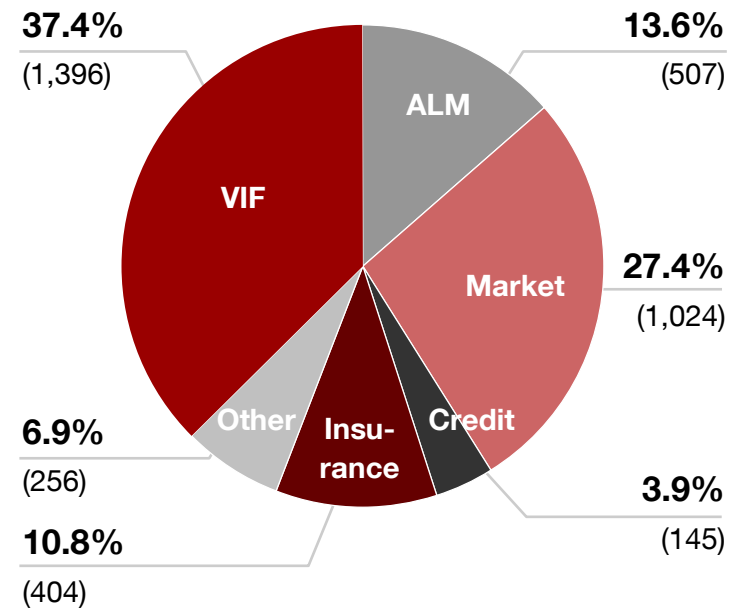
€ m

2004R



Total € 3,165 m

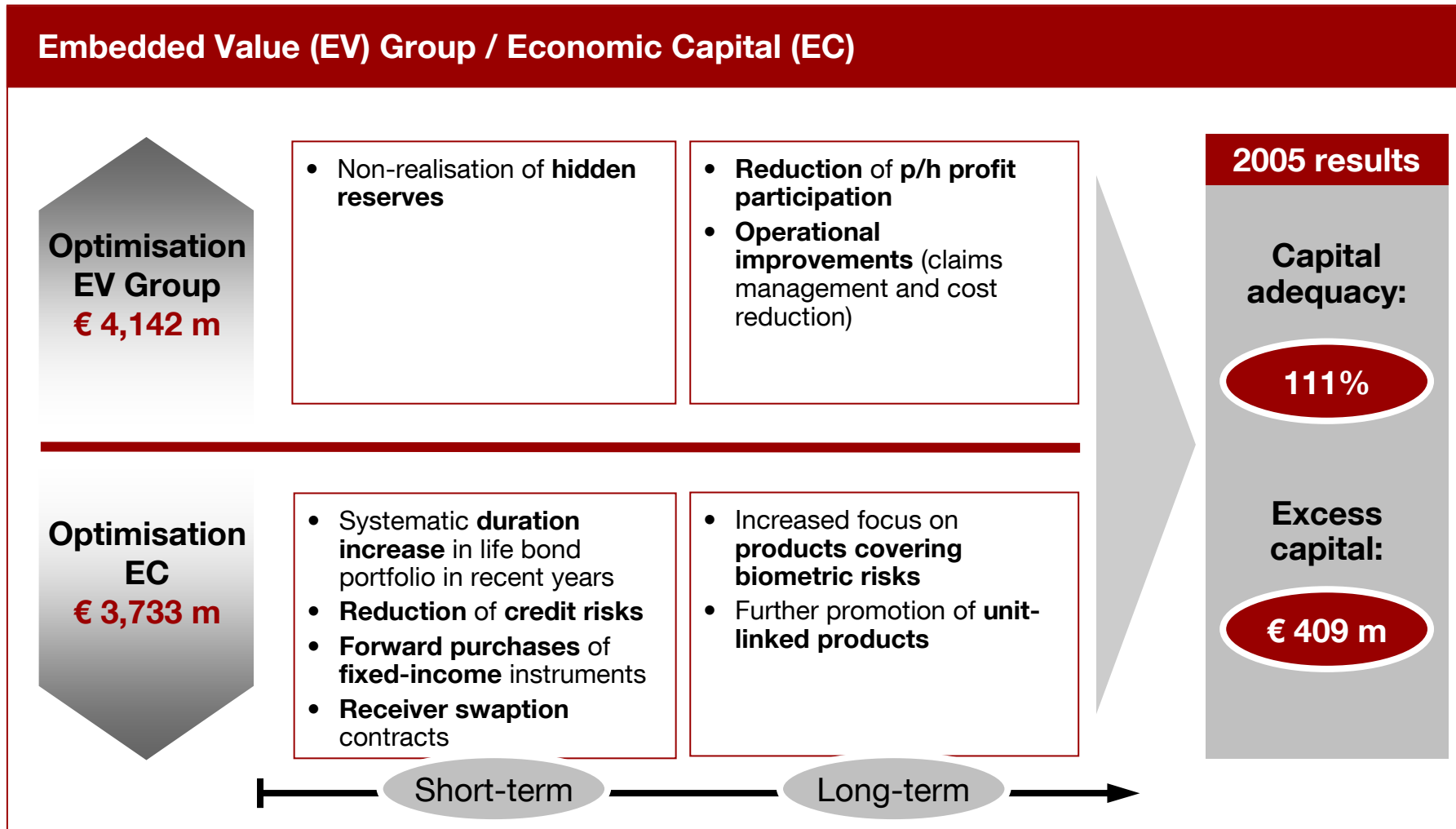
2005



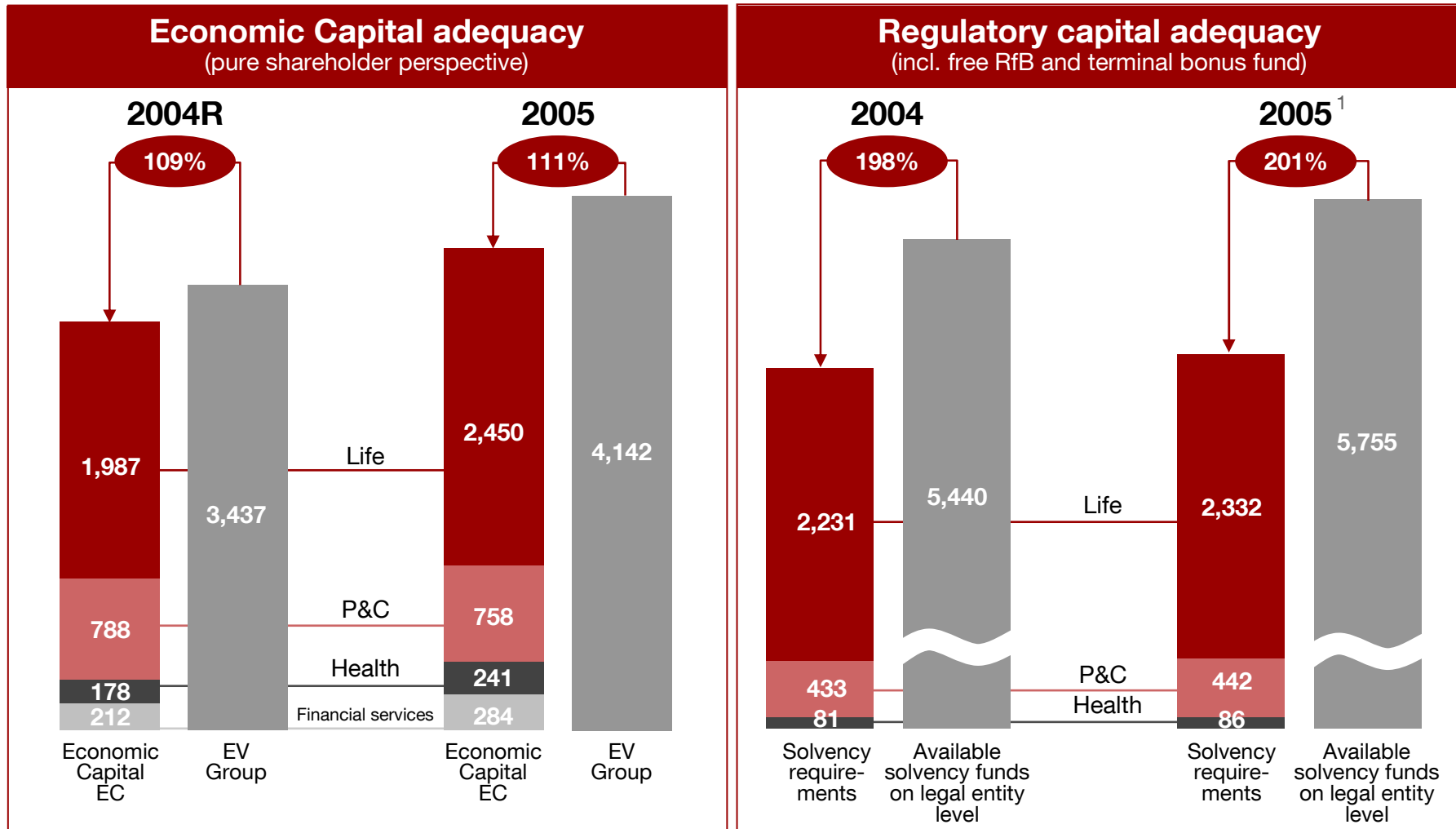
Total of € 3,733 m



# Strategic flexibility extended by implemented risk action plans



# Sufficient capitalisation in economic and regulatory environment



<sup>1</sup> pure direct business without AMB Generali Holding; taking into account AMB Generali Holding, solvency ratio is 253%



## Good operational profitability in difficult market environment

Return on Embedded Value (after tax)			
	2005	2004R	2004
Life <sup>1</sup>	10.1%	11.0%	12.5%
Health <sup>2</sup>	17.7%	17.9%	17.9%
P&C <sup>3</sup>	10.4%	8.9%	8.9%
Financial services <sup>2</sup>	10.6%	10.0%	10.0%
<b>RoEC normalised</b>	<b>10.6%</b>	<b>10.8%</b>	<b>11.8%</b>
Excess capital	2.1%	2.5%	2.5%
<b>RoEV normalised</b>	<b>10.0%</b>	<b>10.3%</b>	<b>11.3%</b>
Cost of debt	-0.2%		-0.2%
Investment & tax variances	13.9%		-6.1%
<b>RoEV</b>	<b>23.7%</b>		<b>4.9%</b>

### Analysis and outlook

- **Moderate decrease in Life RoEC is driven by lower new business**
- **Health business profitability still above average despite current low interest rate environment**
- **Reduced combined ratios trigger a higher RoEC in P&C**
- **Successful turn-around leads to double-digit RoEC in financial services**
- **Positive investment variances provide for extraordinary RoEV**
- **Outlook: Top-management commitment to deliver sustainable RoECs risk-free plus 8%**

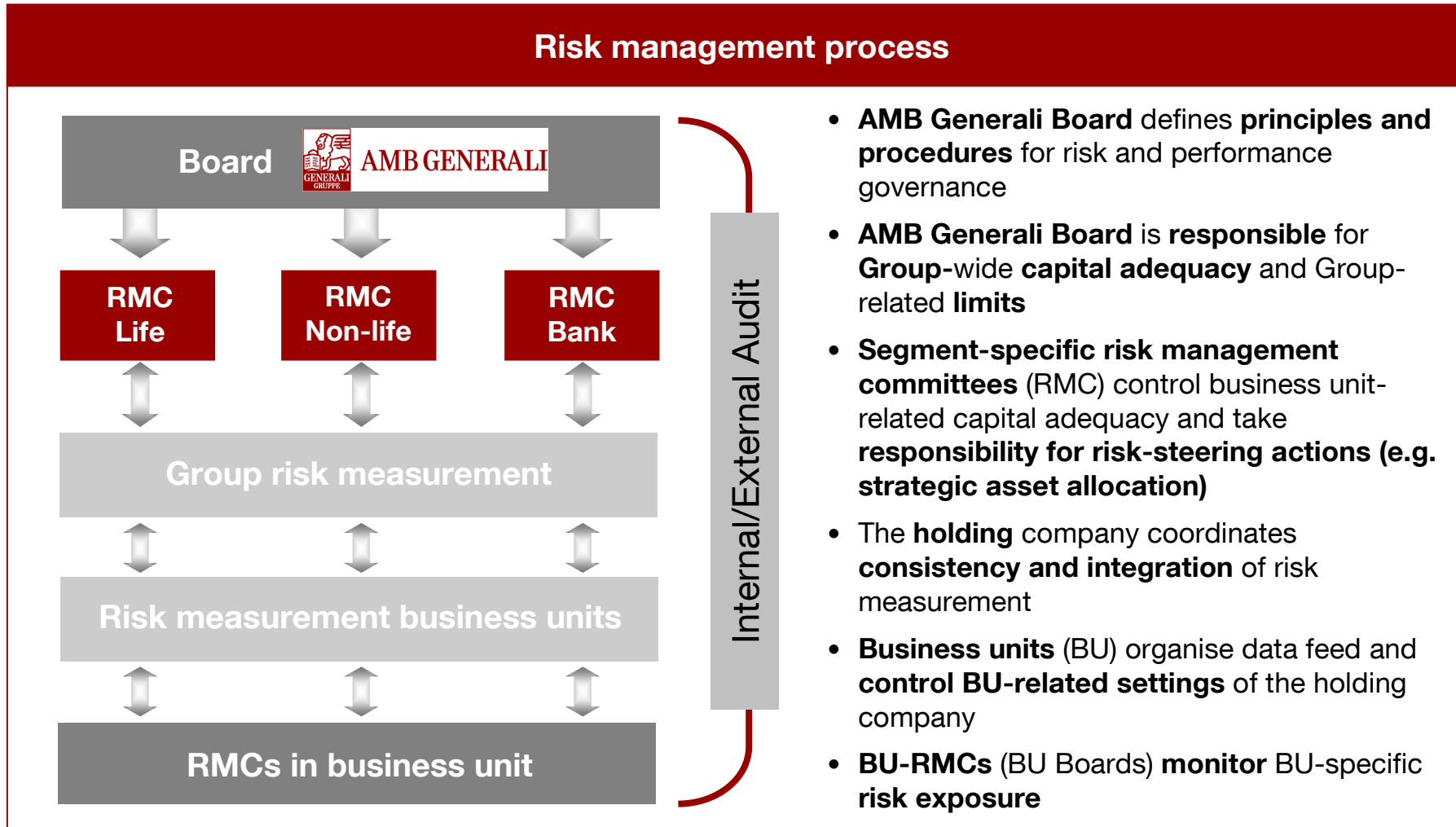
<sup>1</sup> based on New Business Value, expected return (VIF roll-forward) and operating variances

<sup>2</sup> based on IFRS profit (excl. extraordinary effects)

<sup>3</sup> based on combined ratio, other income/expenses and normalised investment income



# Risk measurement accompanied by streamlined management process




# Contents

---

## Profitability in focus

I. What we achieved	Highlights 2005	1
II. Where we go	Figures and measures 2006	9
III. How we control value and risk	Value- and risk-driven perspective	23
<b>IV. What we realised</b>	<b>Performance 2005</b>	<b>42</b>



## Ongoing profitable growth in full year 2005

- **Life and health business with continuously strong growth rates**
  - **Life regular premiums go up +7.4%**
  - **Health gross premiums increase by +5.0%**
- **P&C premiums go down -0.5% due to selective profit-oriented underwriting and in line with market development**
- **Improvements in operating profitability**
  - **Reduction by 465 administrative-staff FTE's in 2005**
  - **Combined ratio improves significantly to 96.9%**
- **Further increase of investment income by +5.3% to € 3,443 m**
- **Financial and competitive position of AMB Generali's insurance companies certified by "AA" Standard & Poor's-Rating**

**Net profit of € 314 m  
exceeds 2005 target of > € 300 m**



## Business development overview

€	2005	2004 <sup>1</sup>	Δ
<b>Total premiums (German GAAP) <sup>2</sup></b>	<b>12.8 bn</b>	<b>12.1 bn</b>	<b>6.1%</b>
<b>Consolidated gross premiums (IFRS) <sup>3</sup></b>	<b>11.5 bn</b>	<b>10.9 bn</b>	<b>4.8%</b>
• Life	6.9 bn	6.4 bn	7.3%
• Health	1.6 bn	1.5 bn	5.0%
• P&C	3.0 bn	3.0 bn	-0.8%
<b>Life new business regular premiums</b>	<b>957 m</b>	<b>1,370 m</b>	<b>-30.1%</b>
<b>Claims &amp; benefits</b>	<b>-10.8 bn</b>	<b>-10.6 bn</b>	<b>1.5%</b>
<b>Operating expenses</b>	<b>-2.4 bn</b>	<b>-2.1 bn</b>	<b>13.2%</b>
<b>Investment income (net)</b>	<b>3,443 m</b>	<b>3,268 m</b>	<b>5.3%</b>
<b>Profit before goodwill amortisation</b>	<b>589 m</b>	<b>483 m</b>	<b>106 m</b>
Goodwill amortisation	0 m	-59 m	59 m
<b>Operating profit</b>	<b>589 m</b>	<b>424 m</b>	<b>165 m</b>
Finance costs	-7 m	-9 m	2 m
Tax	-268 m	-204 m	-64 m
<b>Net profit</b>	<b>314 m</b>	<b>211 m</b>	<b>103 m</b>
• Attributable to minority interests	-1 m	4 m	-5 m
<b>Net profit before scheduled goodwill amortisation</b>	<b>314 m</b>	<b>242 m</b>	<b>72 m</b>
<b>Shareholders' equity</b>	<b>3.8 bn</b>	<b>3.2 bn</b>	<b>18.6%</b>

<sup>1</sup> retrospective adjustments

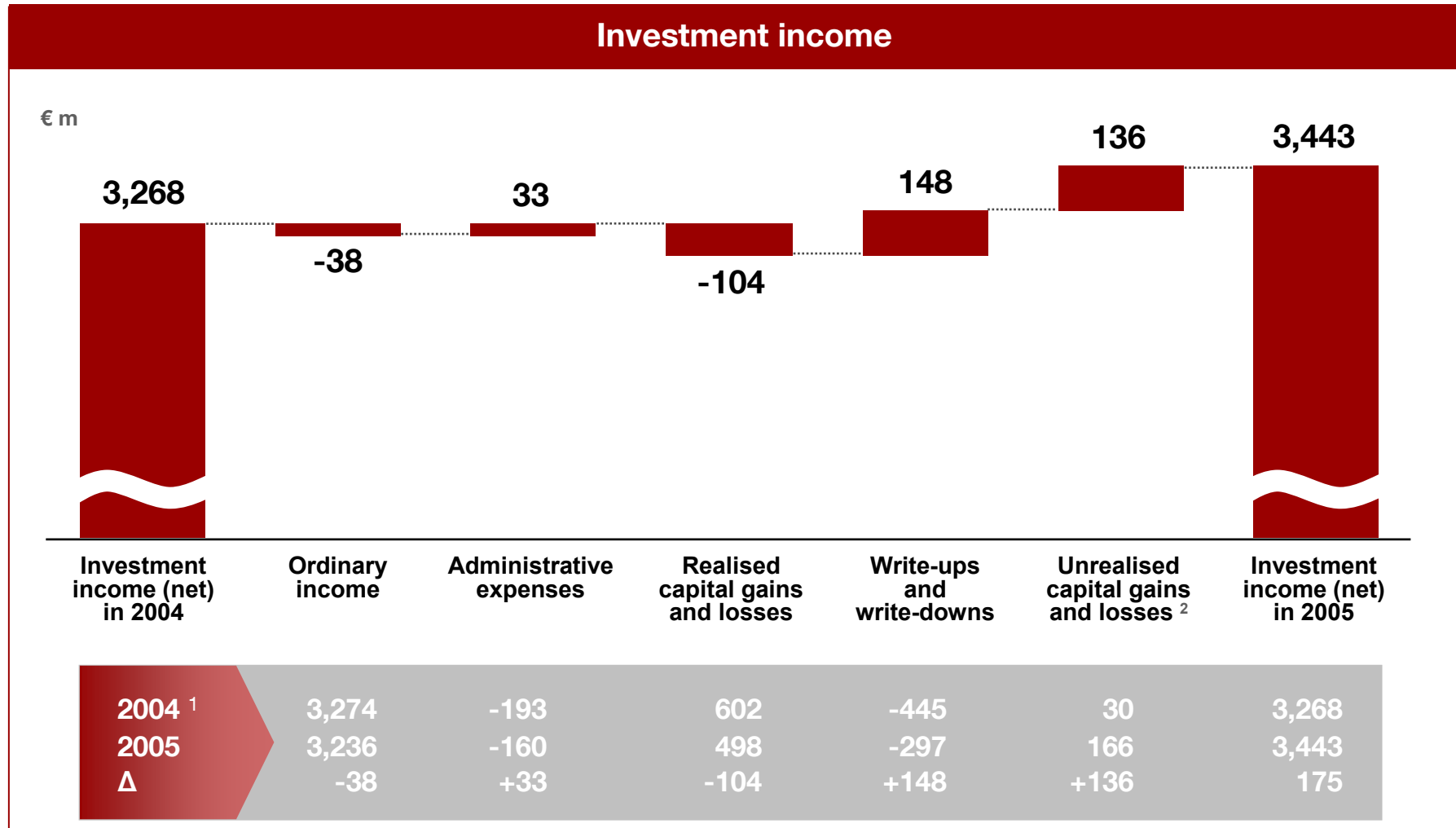
<sup>2</sup> consolidated gross premiums incl. savings portions of unit-linked and Riester contracts

<sup>3</sup> excl. savings portions of unit-linked and Riester contracts; without effect on profit



**AMB GENERALI**

# Investment income above 2004 level despite lower interest rates

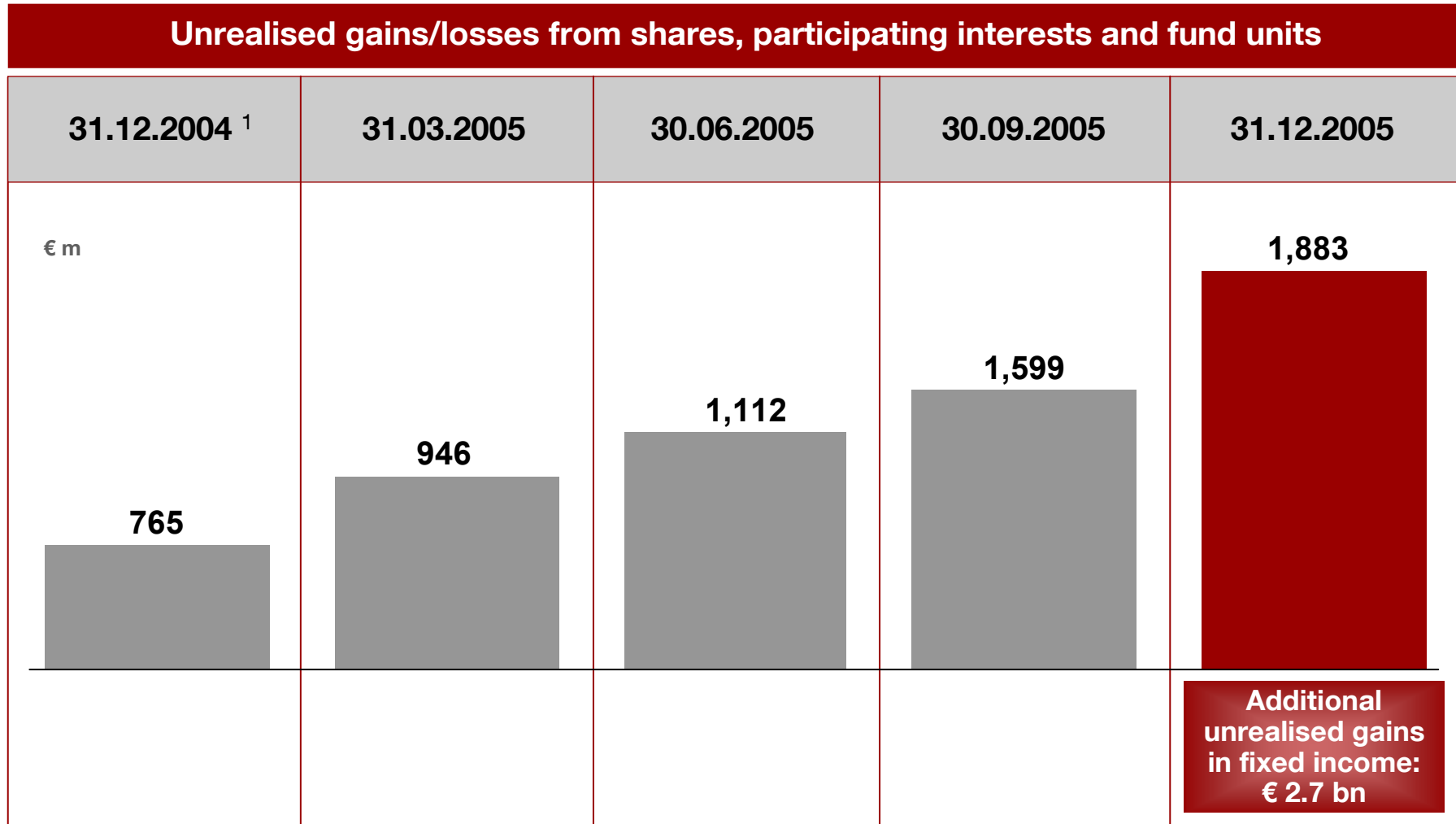


<sup>1</sup> retrospective adjustments

<sup>2</sup> mainly derivatives



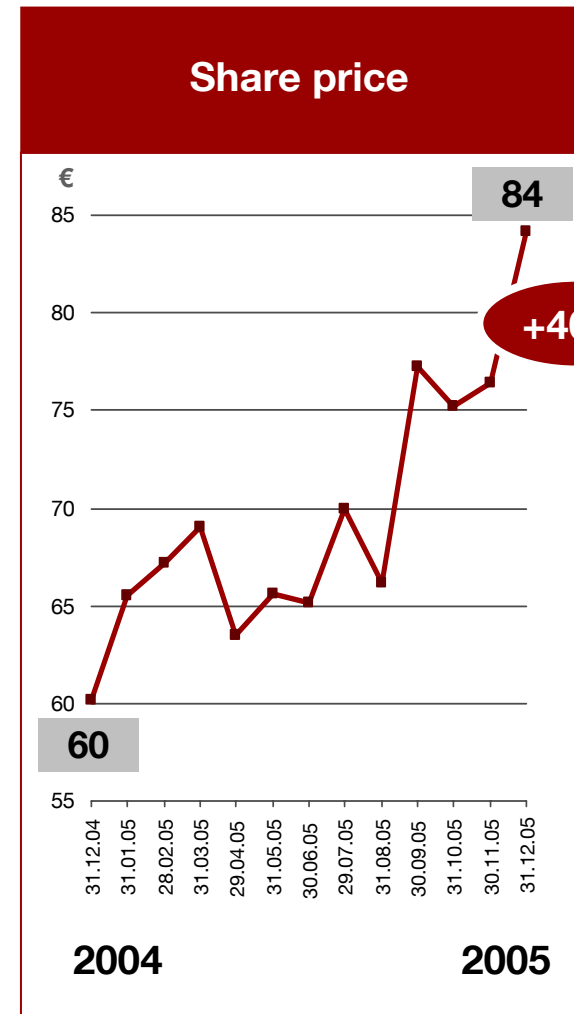
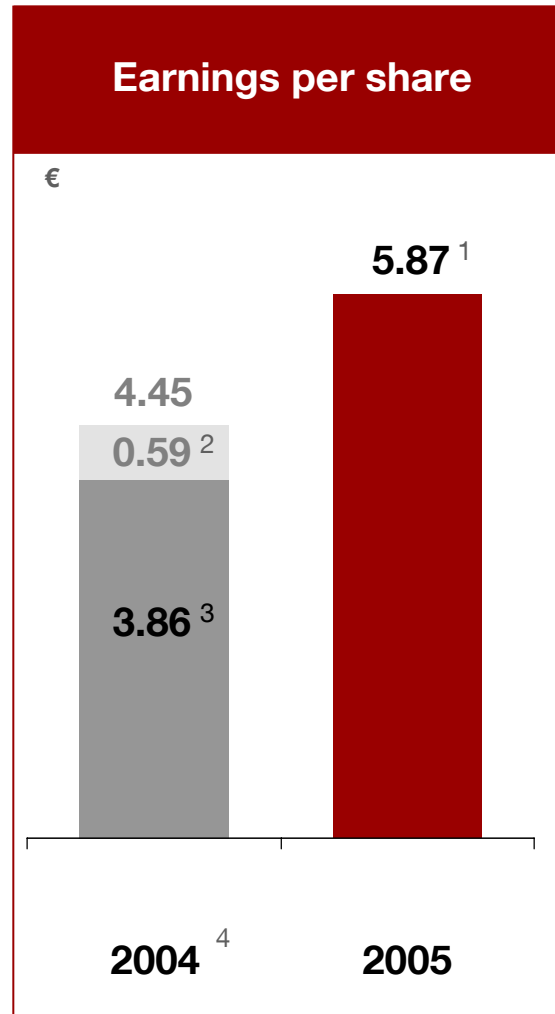
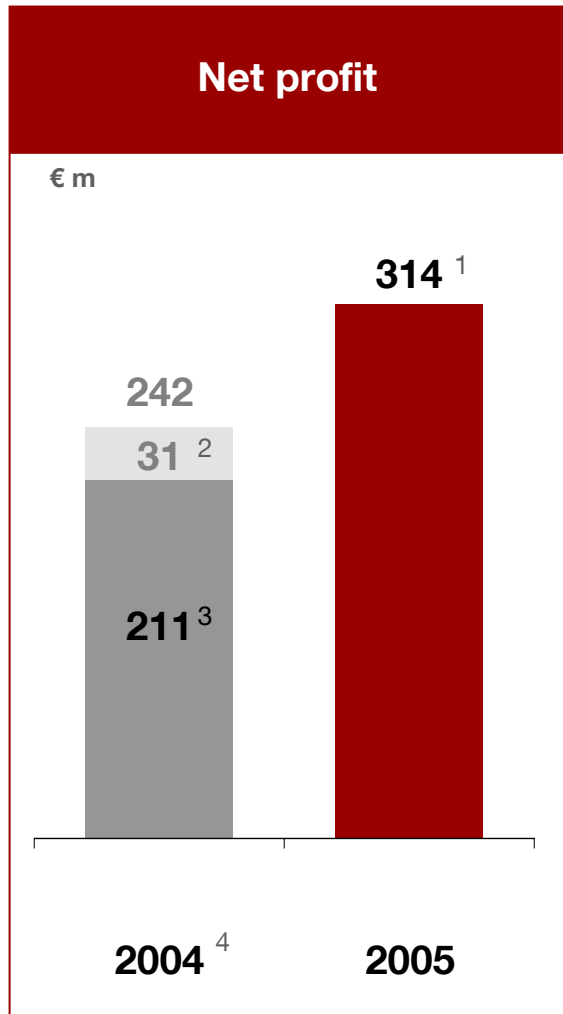
## Continuous improvement of reserves in dividend-bearing securities



<sup>1</sup> retrospective adjustments



# Shareholders participate in our success



<sup>1</sup> under IFRS 3 goodwill is no longer amortised on a scheduled basis

<sup>2</sup> scheduled goodwill amortisation

<sup>3</sup> incl. scheduled (€ 31 m) and unscheduled (€ 28 m) goodwill amortisation

<sup>4</sup> retrospective adjustments



## "AA" Standard & Poor's-Rating certifies our strength

### Interactive rating of AMB Generali's insurance companies in 2005



- **S&P certifies a very strong financial strength** of the **AMB Generali insurance companies**
- The **Group** is **characterised** by a **strong competitive position** oriented at target groups
- Additional **strategic strong points** are the **Group's unrivalled distribution/brand diversity** and **broad customer coverage** while **simultaneously** it benefits from **economies of scale**
- AMB Generali's **earnings capacity** is **strong** and **improving**

**The AMB Generali Group is a powerful core activity supported by Assicurazioni Generali and has an excellent growth potential**

Information on the most current rating is available at [www.standardandpoors.com](http://www.standardandpoors.com) or from Standard & Poor's at +44 (0)20 7176 3800. Ratings are not a guarantee of an insurer's financial strength nor a recommendation as to the insurer.



## Conclusion

---

**We deliver what we promise**

**We share success with our shareholders**

**We secure our financial strength as basis for our business**

**We have ambitious financial targets to ensure sustainable profitability**

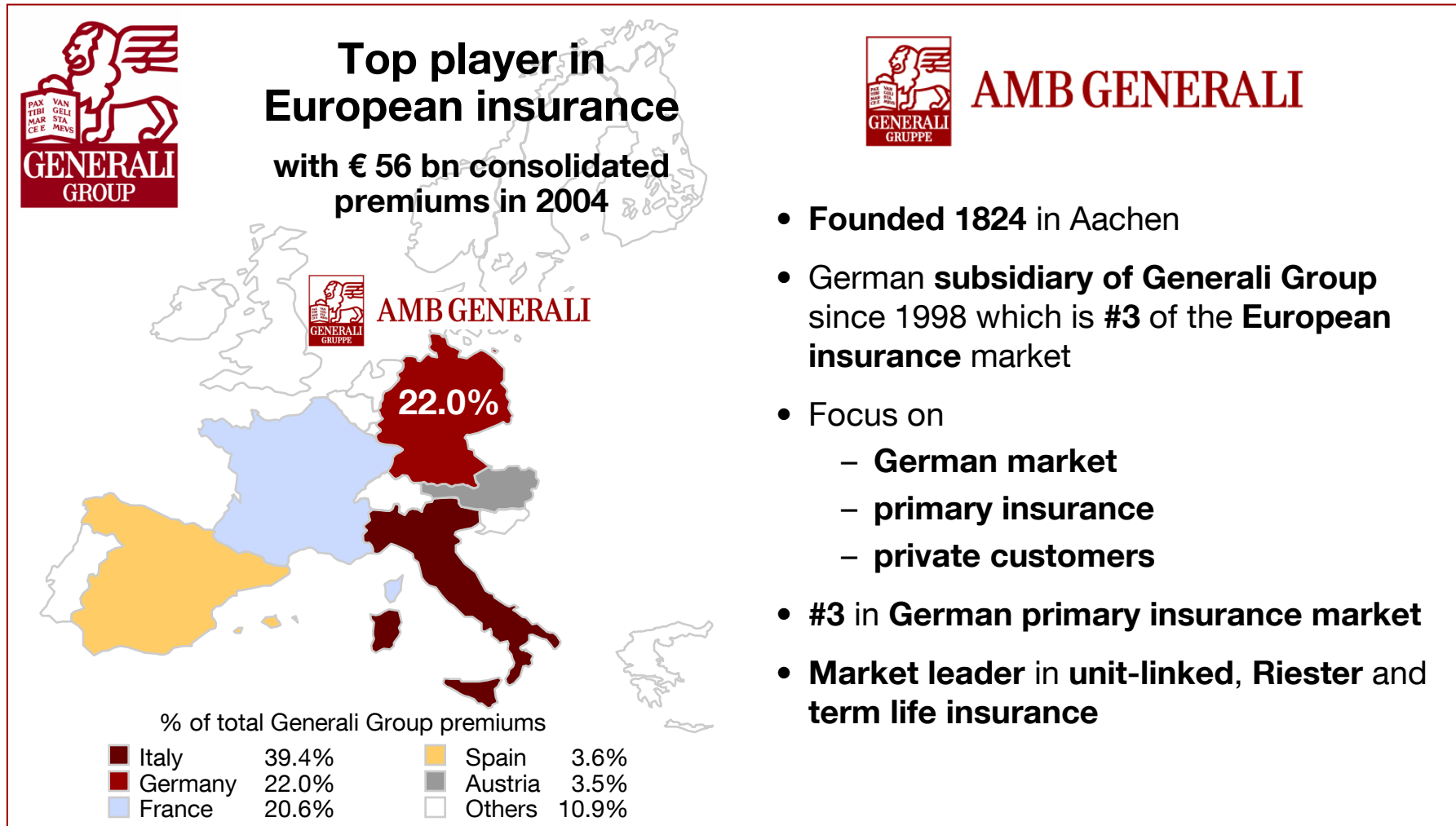


# Back up

---



## AMB Generali as the German section of Generali Group



**AMB GENERALI**

- **Founded 1824** in Aachen
- German **subsidiary of Generali Group** since 1998 which is **#3** of the **European insurance** market
- Focus on
  - **German market**
  - **primary insurance**
  - **private customers**
- **#3** in **German primary insurance market**
- **Market leader** in **unit-linked, Riester** and **term life insurance**



**AMB GENERALI**

## AMB Generali one of the market leaders in Germany

### German insurance market 2004 <sup>1</sup>

Life			P&C			Health		
Gross premiums, direct			Gross premiums, direct			Gross premiums, direct		
Rank		€ bn	Rank		€ bn	Rank		€ bn
1	ALLIANZ	10.4	1	ALLIANZ	10.1	1	ERGO	4.1
<b>2</b>	<b>AMB GENERALI</b>	<b>7.4</b>	2	HUK-COBURG	3.1	2	DEBEKA	3.6
3	ERGO	5.7	3	ERGO	3.1	3	ALLIANZ	3.0
4	ZURICH GROUP	3.6	4	R+V	3.1	4	SIGNAL IDUNA	2.0
5	R+V	3.2	<b>5</b>	<b>AMB GENERALI</b>	<b>3.0</b>	5	VK BAYERN	1.6
6	AXA	2.5	6	AXA	2.6	<b>6</b>	<b>AMB GENERALI</b>	<b>1.5</b>
7	DEBEKA	2.2	7	ZURICH GROUP	2.3	7	CONTINENTALE	1.2
8	TALANX	2.0	8	GERLING	2.2	8	BARMENIA	1.1
9	VK BAYERN	1,9	9	TALANX	2.0	9	DBV-WINTERTHUR	1.0
10	GERLING	1.8	10	VK BAYERN	1.7	10	GOTHAER	0.8

<sup>1</sup> not consolidated German GAAP



**AMB GENERALI**

## Changes in IFRS impairment rules

**IAS 39 defines in what cases a decline in the fair value of shares, participating interests and fund units triggers off impairment losses**

**Since Q4 2002**

(based on IAS 39,  
revised 2000)

- **Best practice** determines **impairment losses** if **decline** in fair value below acquisition costs of the investment is **"significant (> 20%) and prolonged (> 6 months)"**
- **Recovery** of investment leads to **reversal of impairment losses** ("**write-up**") in **income statement** (impact on income statement)

**Since 2005**

(based on IAS 39,  
revised 2004)

- **Best practice** determines **impairment losses** if **decline** in fair value below acquisition costs of the investment is **"significant (> 20%) or prolonged (> 6 months)"**
- **Recovery** of investment leads to **reversal of impairment losses** only in **equity** (no impact on income statement)
- Standard has to be **applied retrospectively**, so that **preceding year's figures** had to be adjusted
  - ➔ - **This change** affects **investment income** and hereby **claims & benefits, tax, net profit** and **shareholders' equity**
  - **Total effect** on **net profit** of 2004 of **€ -11 m**

## Revised figures due to retrospective IFRS adjustments

€	FY 2004 / <u>after</u> retro- spective adjustment	FY 2004 / <u>before</u> retro- spective adjustment
<b>Total premiums (German GAAP) <sup>1</sup></b>	<b>12.1 bn</b>	<b>12.1 bn</b>
<b>Consolidated gross premiums (IFRS) <sup>2</sup></b>	<b>10.9 bn</b>	<b>10.9 bn</b>
• Life	6.4 bn	6.4 bn
• Health	1.5 bn	1.5 bn
• P&C	3.0 bn	3.0 bn
<b>Life new business regular premiums</b>	<b>1.370 m</b>	<b>1.370 m</b>
<b>Claims &amp; benefits</b>	<b>-10.6 bn</b>	<b>-10.7 bn</b>
<b>Operating expenses</b>	<b>-2.1 bn</b>	<b>-2.1 bn</b>
<b>Investment income (net)</b>	<b>3,268 m</b>	<b>3,312 m</b>
<b>Profit before goodwill amortisation</b>	<b>483 m</b>	<b>498 m</b>
Goodwill amortisation	-59 m	-59 m
<b>Operating profit</b>	<b>424 m</b>	<b>439 m</b>
Finance costs	-9 m	-9 m
Tax	-204 m	-209 m
<b>Net profit</b>	<b>211 m</b>	<b>222 m</b>
• Attributable to minority interests	4 m	4 m
<b>Net profit before scheduled goodwill amortisation</b>	<b>242 m</b>	<b>254 m</b>
<b>Shareholders' equity</b>	<b>3.2 bn</b>	<b>3.0 bn</b>

<sup>1</sup> consolidated gross premiums incl. savings portions of unit-linked and Riester contracts

<sup>2</sup> excl. savings portions of unit-linked and Riester contracts; without effect on profit



## Net profits by segments

€ m <sup>1</sup>	2005	2004 <sup>2</sup>	Δ
Life	147	141	6
Health	43	29	14
P&C	267 <sup>3</sup>	108	159
Financial services	22	12	10
Consolidation	-166 <sup>3</sup>	-79	-87
<b>Consolidated net result</b>	<b>314</b>	<b>211</b>	<b>103</b>

<sup>1</sup> before elimination of intra-group transactions between segments  
<sup>2</sup> retrospective adjustments

<sup>3</sup> incl. effect from streamlining the portfolio of participating interests



## Development of segments <sup>1</sup>

€ m	Life			Health			P&C		
	FY 05	FY 04 <sup>2</sup>	Δ	FY 05	FY 04 <sup>2</sup>	Δ	FY 05	FY 04 <sup>2</sup>	Δ
<b>Total premiums (German GAAP)</b>	8,233 <sup>3</sup>	7,550 <sup>3</sup>	9.0%	1,592	1,516	5.0%	2,984	3,021	-1.2%
<b>Gross premiums written (IFRS)</b>	6,876 <sup>4</sup>	6,408 <sup>4</sup>	7.3%	1,592	1,516	5.0%	2,984	3,021	-1.2%
<b>Investment income (net)</b>	2,686	2,644	1.6%	268	219	22.4%	424	305	38.9%
<b>Claims &amp; benefits (net)</b>	-7,312	-7,289	0.3%	-1,588	-1,463	8.5%	-1,902	-1,886	0.8%
<b>Claims ratio</b>	-	-	-	56.6%	54.3%	2.3%-p	65.6%	66.9%	-1.3%-p
<b>Expense ratio</b>	20.2%	16.9%	3.3%-p	11.7%	11.8%	-0.1%-p	31.3%	32.5%	-1.2%-p
<b>Combined ratio</b>	-	-	-	68.3%	66.1%	2.2%-p	96.9%	99.4%	-2.5%-p
<b>Profit before goodwill amortisation</b>	303	281	22	69	79	-10	337	189	148
Goodwill amortisation	0	-12	12	0	-1	1	0	-46	46
Finance costs	0	0	0	0	0	0	0	0	0
Tax	-156	-128	-28	-26	-49	23	-70	-35	-35
<b>Net profit</b>	<b>147</b>	<b>141</b>	<b>6</b>	<b>43</b>	<b>29</b>	<b>14</b>	<b>267</b>	<b>108</b>	<b>159</b>

<sup>1</sup> before elimination of intra-group transactions between segments

<sup>2</sup> retrospective adjustments

<sup>3</sup> gross premiums written incl. savings portions of unit-linked and Riester contracts

<sup>4</sup> excl. savings portions of unit-linked and Riester contracts; without effect on profit



## AuM positively influenced by expansion of life business

AuM / IFRS market value (€ m)	82,269	89,866
Investments of unit-linked life insurance	4,713	6,489
Other investments <sup>1</sup>	12,048	12,072
Other securities (mainly fixed-interest securities)	39,035	40,553
Shares, fund units, participating interests, affiliates and other variable-yield securities	6,573	8,316
Mortgages and other loans	17,380	20,707
Interests in associates	154	172
Real estate	2,366	1,557
	<b>2004 <sup>2</sup></b>	<b>2005</b>

<sup>1</sup> incl. third-party mandates and managed portfolio of the Austrian, Dutch and Swiss companies of the international Generali Group (preceding year's figures adjusted accordingly)

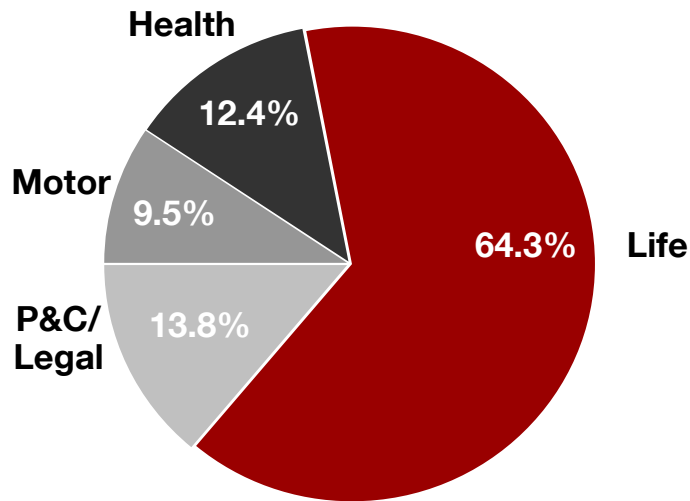
<sup>2</sup> preceding year's figures adjusted due to application of latest IFRS standards



# Well-balanced portfolio with focus on life insurance

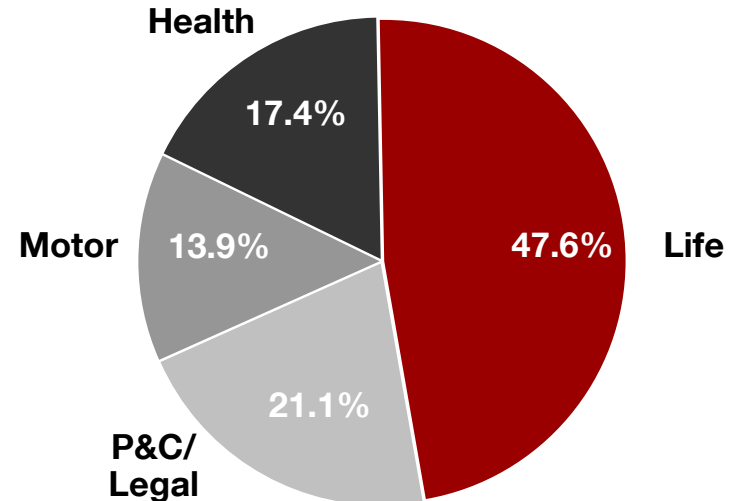
## Business mix 2005 <sup>1</sup>

### AMB Generali



Total € 12,811 m

### Market <sup>2</sup>



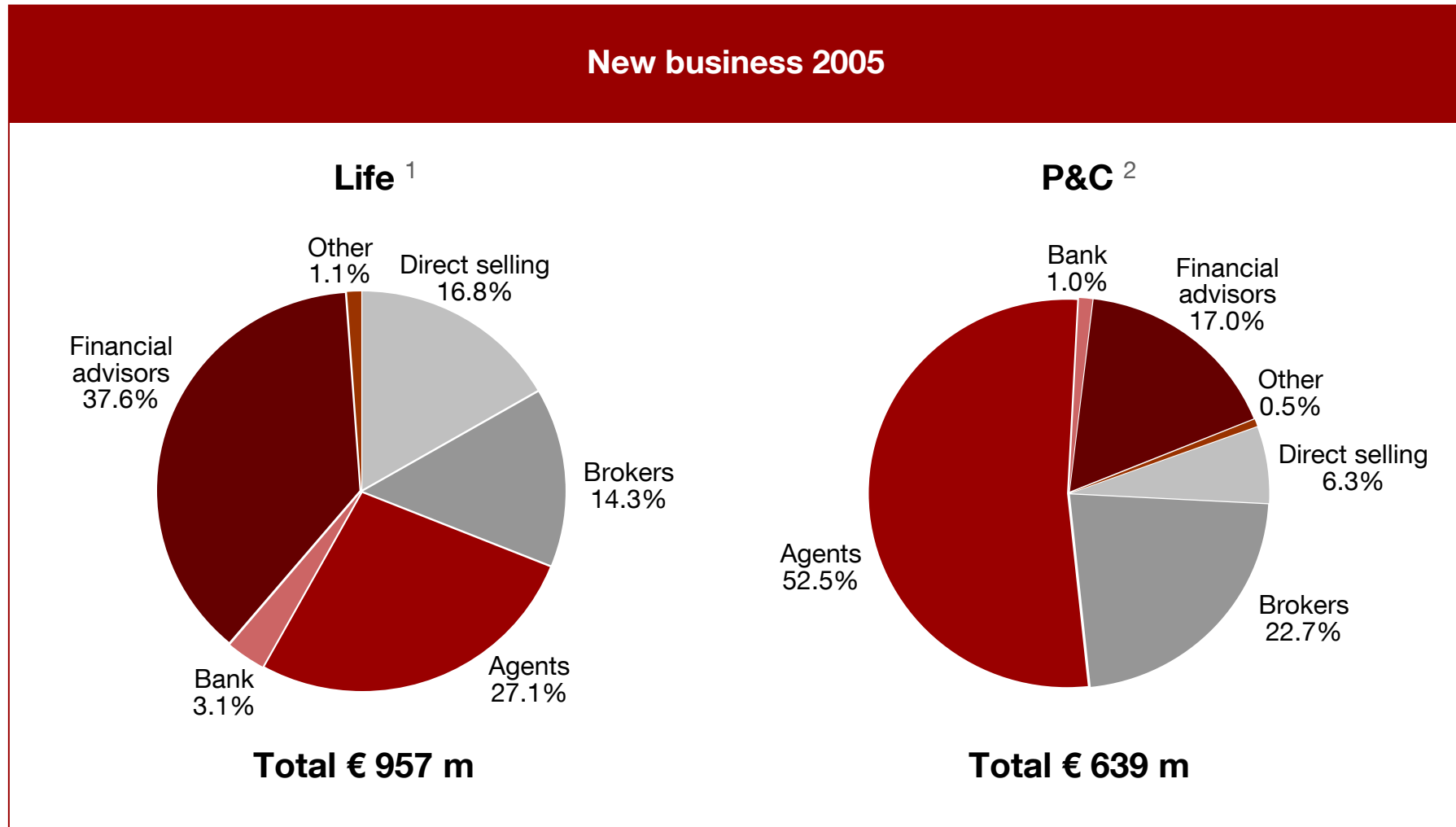
Total € 157,764 m

<sup>1</sup> gross premiums German GAAP, direct business

<sup>2</sup> preliminary GDV figures, company calculation



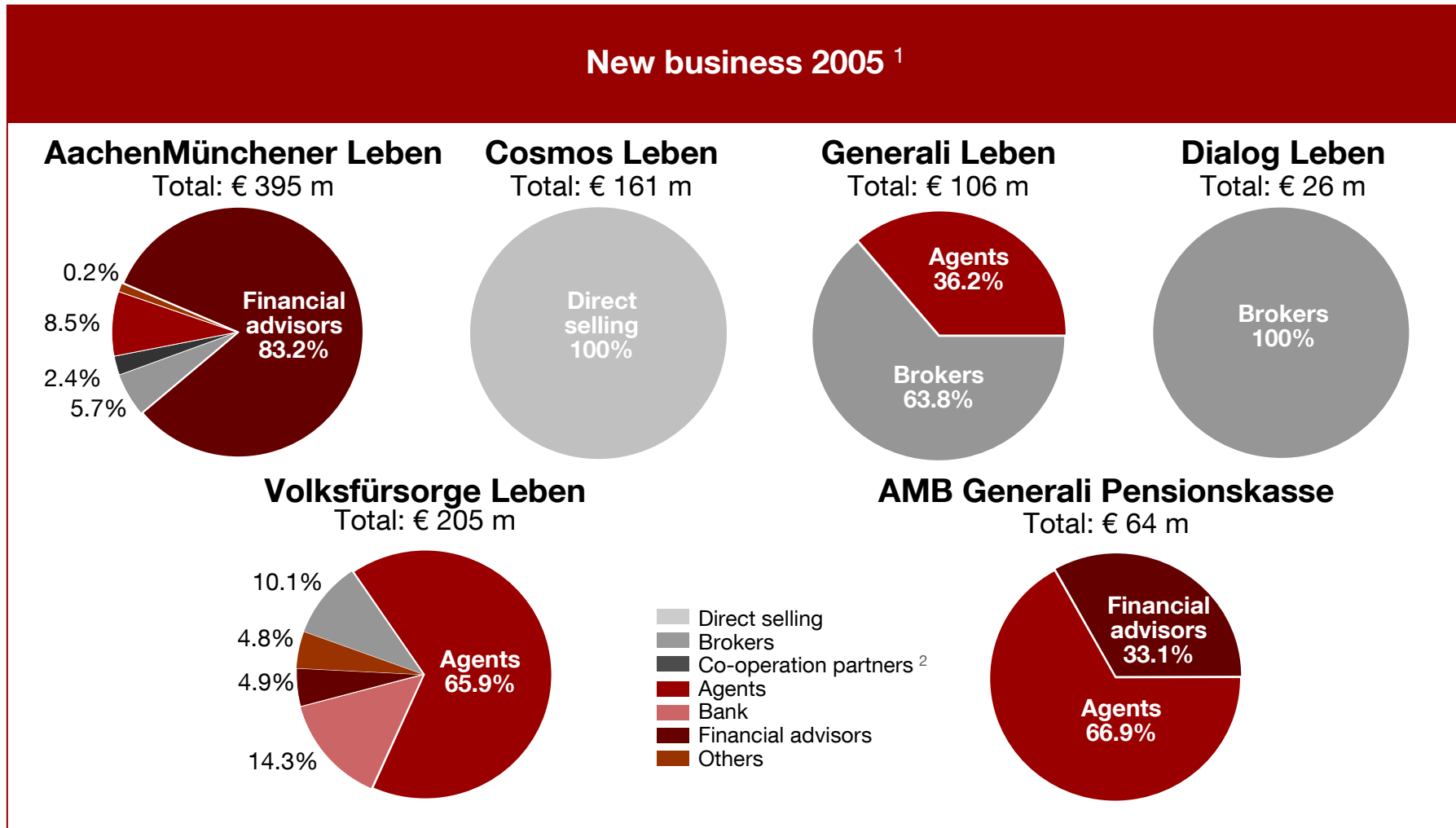
# Diversity of distribution channels generates high new business volume



<sup>1</sup> new business German GAAP, regular premiums annual premiums, incl. legal-expenses insurance

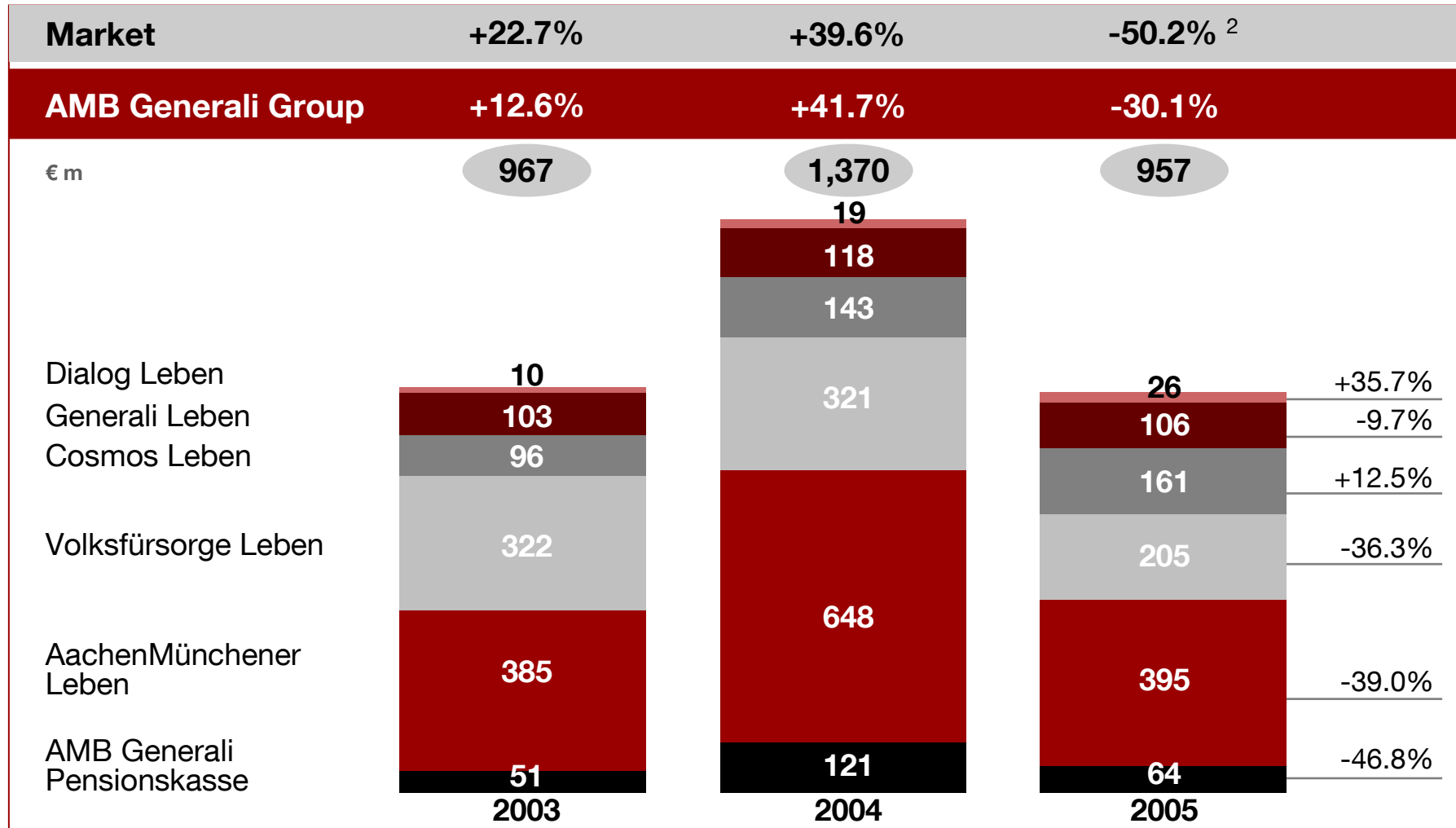


# Life insurers benefit from brand and distribution diversity



<sup>1</sup> new business German GAAP, regular premiums  
<sup>2</sup> exclusive and part-time agents of other Group companies

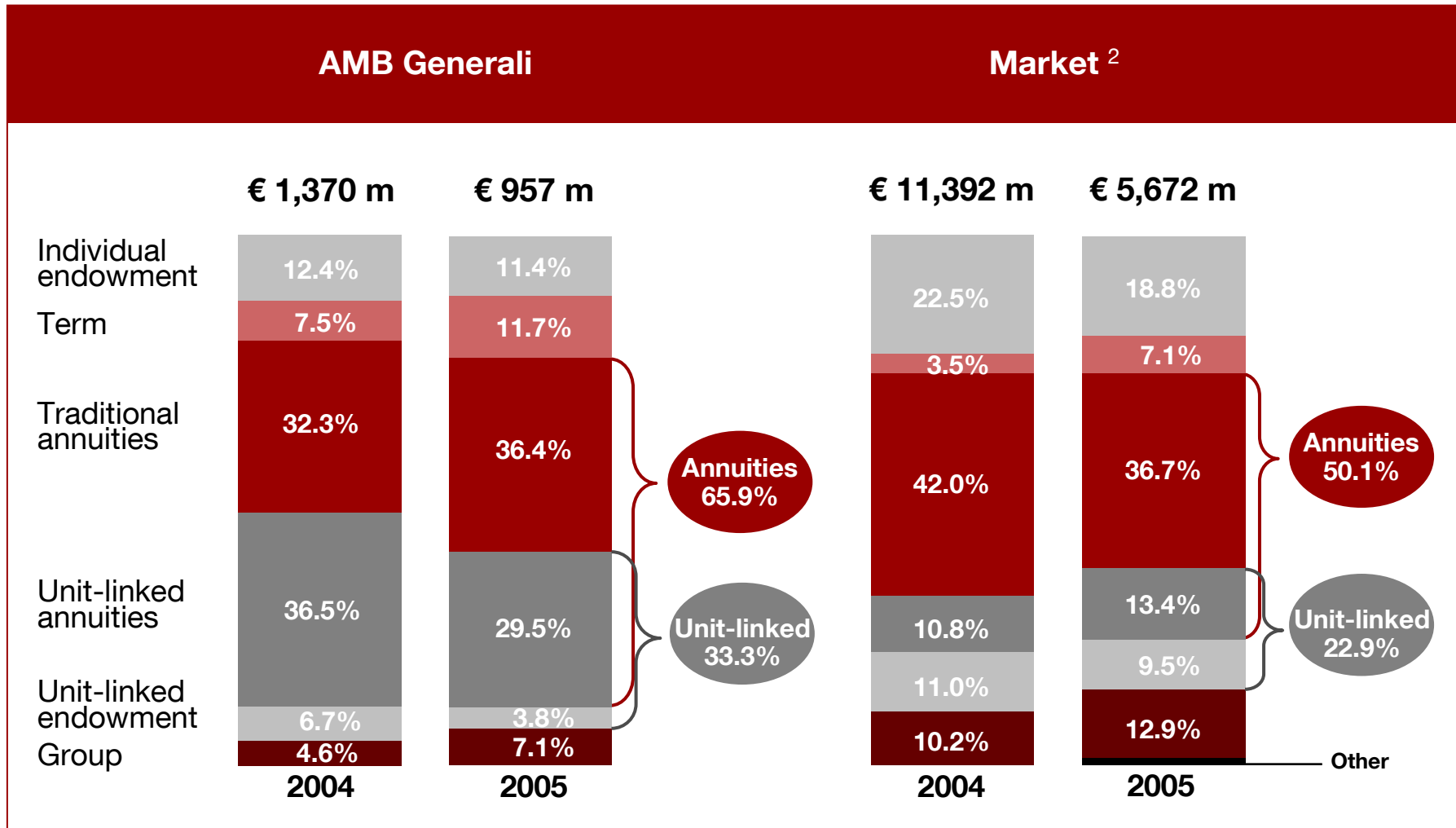
# Life new business decline far smaller than market <sup>1</sup>



<sup>1</sup> regular premiums  
<sup>2</sup> GDV figures, company calculation

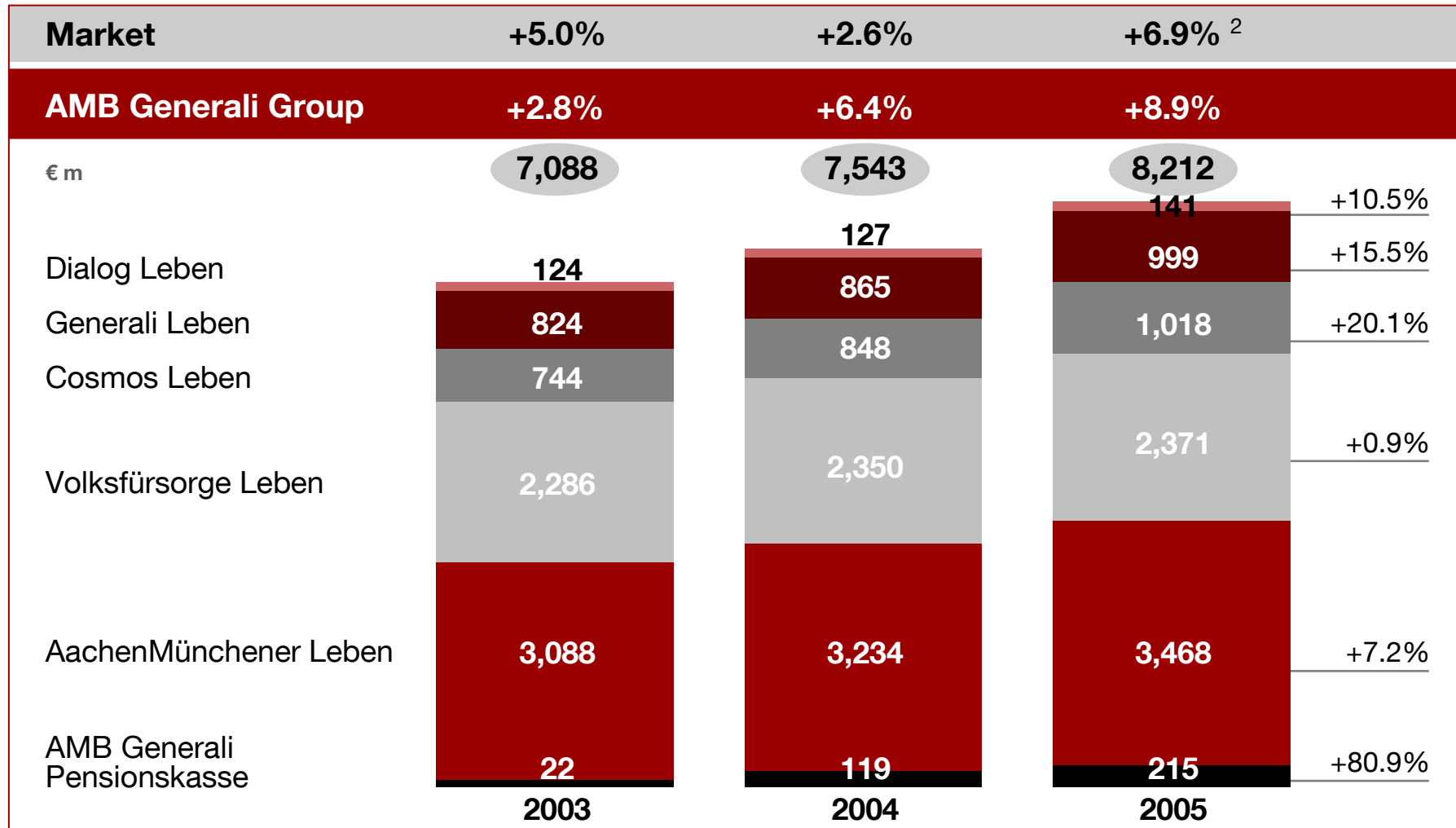


# Annuity products represent bulk of new business <sup>1</sup>



<sup>1</sup> new business German GAAP, regular premiums  
<sup>2</sup> GDV figures without Pensionskasse and Pensionsfonds

## Above-average premium growth in life <sup>1</sup>

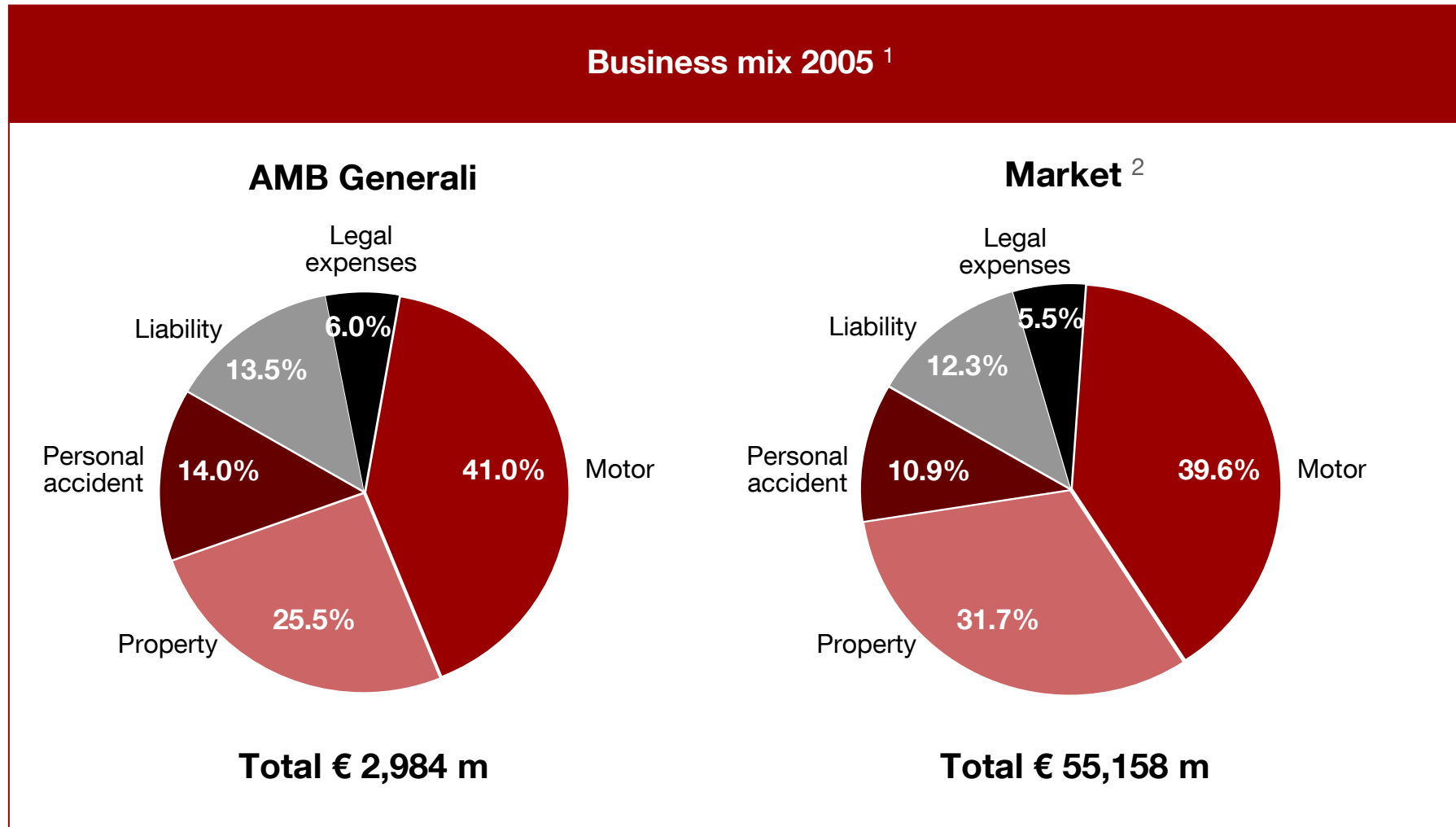


<sup>1</sup> gross premiums German GAAP, direct business

<sup>2</sup> GDV figures, company calculation



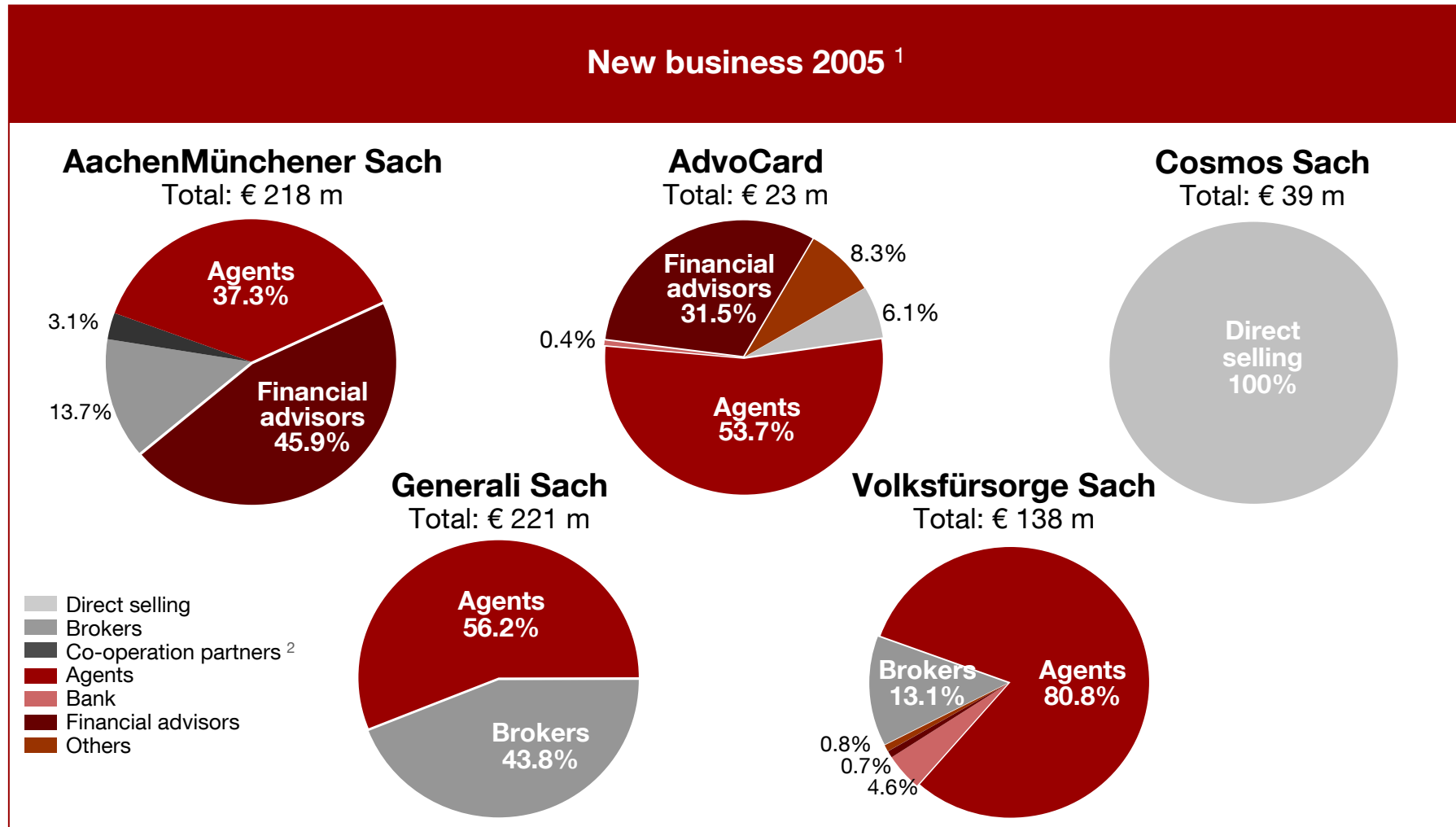
# P&C premium mix matches market structure



<sup>1</sup> gross premiums, direct business  
<sup>2</sup> preliminary GDV figures, company calculation

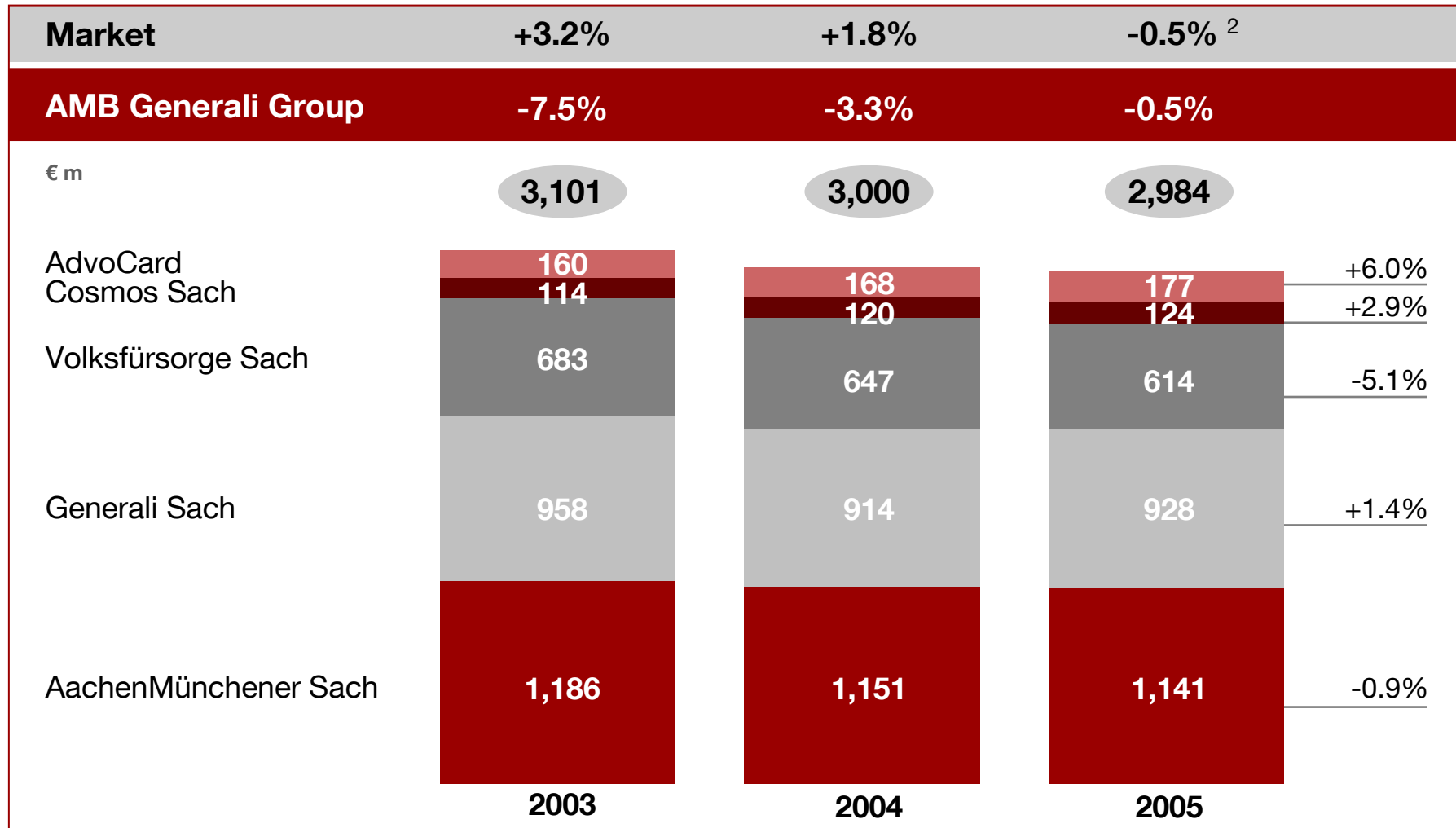


# P&C business supported by variety of brands and distribution channels



<sup>1</sup> annual premiums  
<sup>2</sup> exclusive and part-time agents of other Group companies

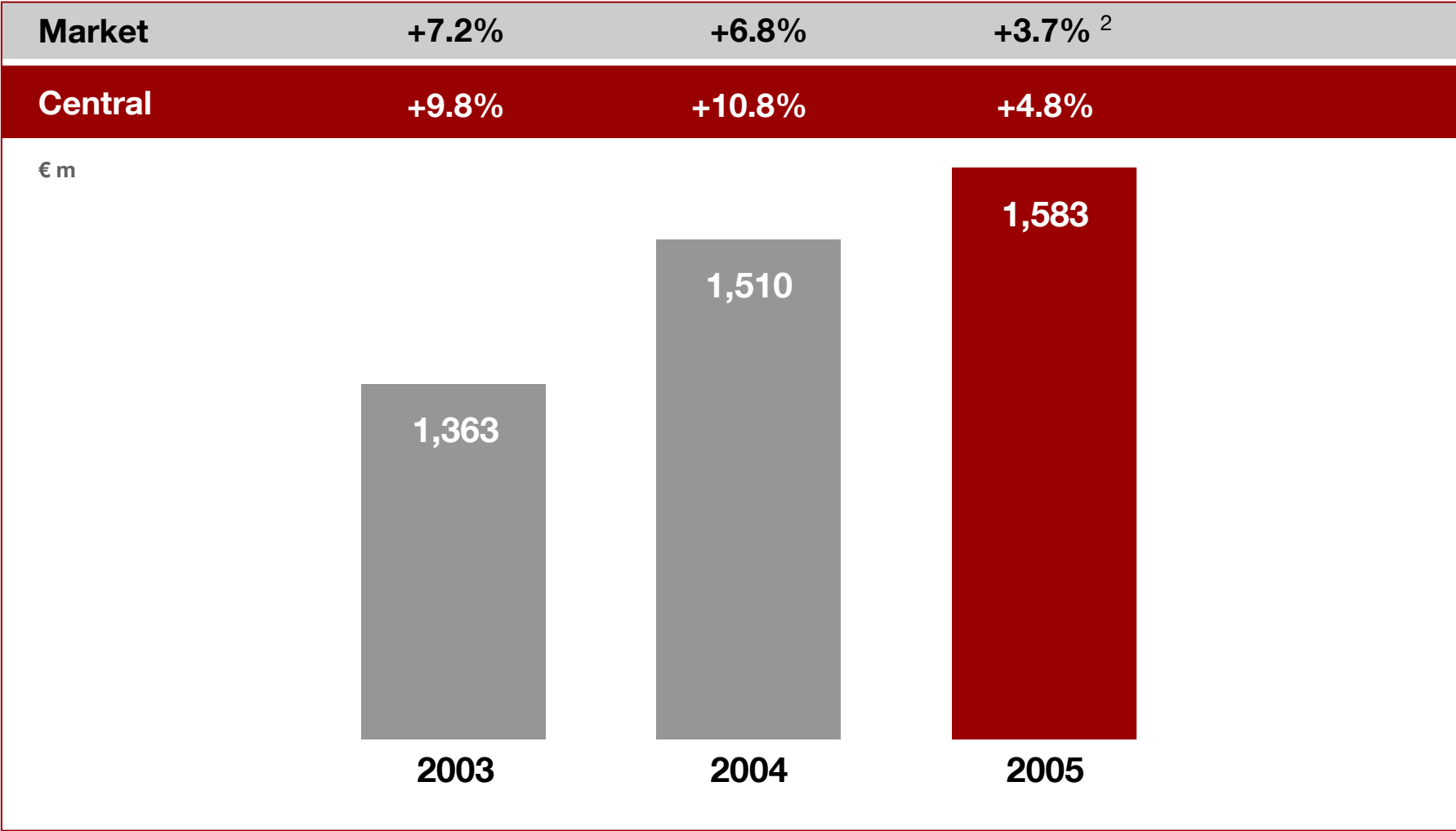
# Premiums in p&c in line with market development <sup>1</sup>



<sup>1</sup> gross premiums, direct business  
<sup>2</sup> preliminary GDV figures, company calculation



# Premium growth in health again above market average <sup>1</sup>

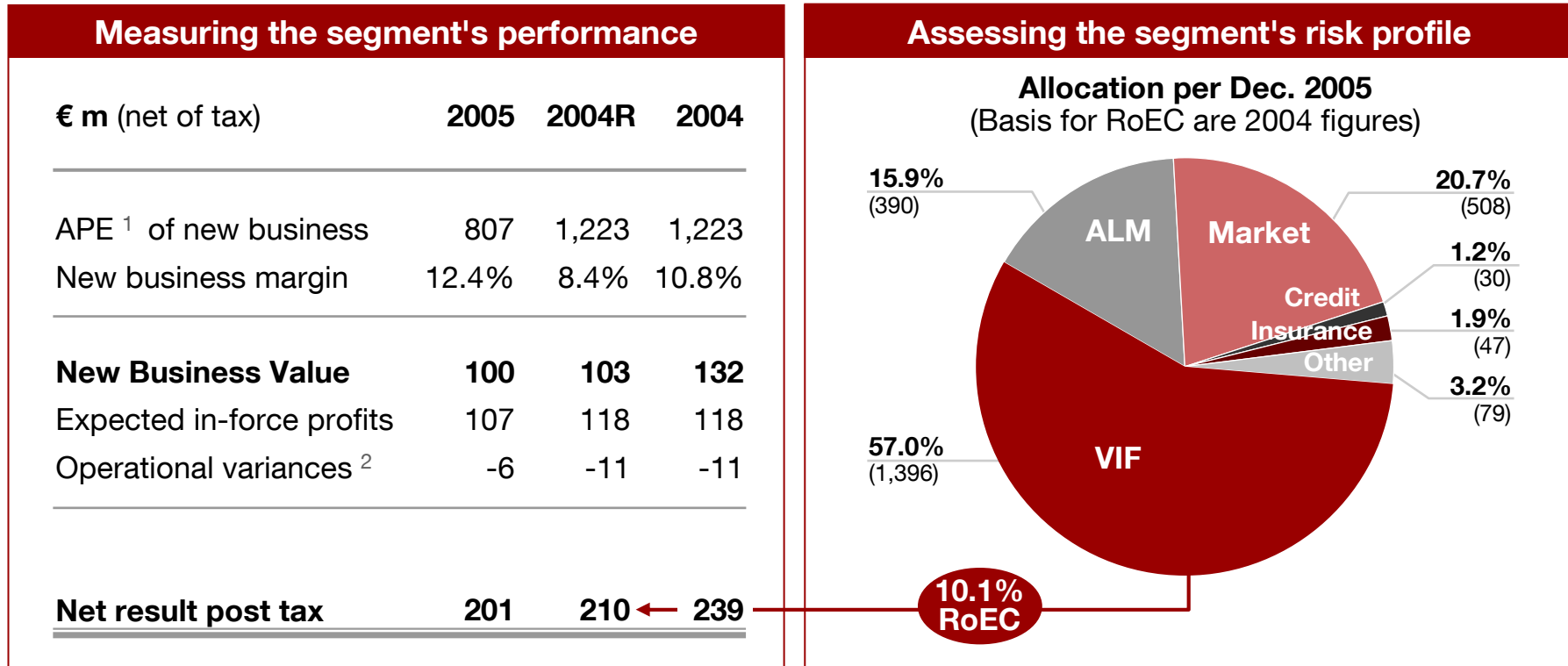


<sup>1</sup> gross premiums  
<sup>2</sup> preliminary GDV figures, company calculation

## EEV Life components in detail

<b>Present Value of Future Profits</b>	<ul style="list-style-type: none"><li>• <b>Statutory after-tax earnings</b> generated by <b>life business in force</b></li><li>• Includes <b>shareholders' interest</b> in <b>all unrealised capital gains and losses</b> (UCG/UCL)</li><li>• <b>Values free RfB</b> by an <b>attribution approach</b></li><li>• <b>Deterministic calculation</b> based on <b>best estimate assumptions</b> and the <b>current economic market conditions</b></li><li>• Includes <b>automatic premium increases</b> of <b>existing business</b></li><li>• Includes the <b>time value of financial options and guarantees</b> resulting from an <b>adjustment of the Risk Discount Rate</b></li></ul>
<b>Net Asset Value</b>	<ul style="list-style-type: none"><li>• <b>Statutory shareholders' equity</b></li></ul>
<b>Cost of Capital</b>	<ul style="list-style-type: none"><li>• Assumes <b>lock-in of Net Asset Value</b></li><li>• <b>Level of required capital</b> after the beginning of the projection is <b>linked</b> to the development of the <b>minimum solvency margin</b> for the <b>business in force</b>, which <b>declines as the business runs off</b></li><li>• <b>Present value of the difference</b> between <b>Risk Discount Rate</b> and <b>shareholders' part of expected investment return</b></li><li>• <b>New Business Value and PVFP</b> are <b>burdened explicitly</b> with <b>Cost of Capital</b></li></ul>

# Life value reporting: Still significant value added in life segment



- ### Remarks
- **Reduced New Business Value** due to **new business boom** in **previous year**
  - **High profits** from **business in force**
  - **RoEC supported** by measures for **limiting capital requirements**

<sup>1</sup> APE: regular premiums plus 10% of single premiums  
<sup>2</sup> only cost and biometric variances

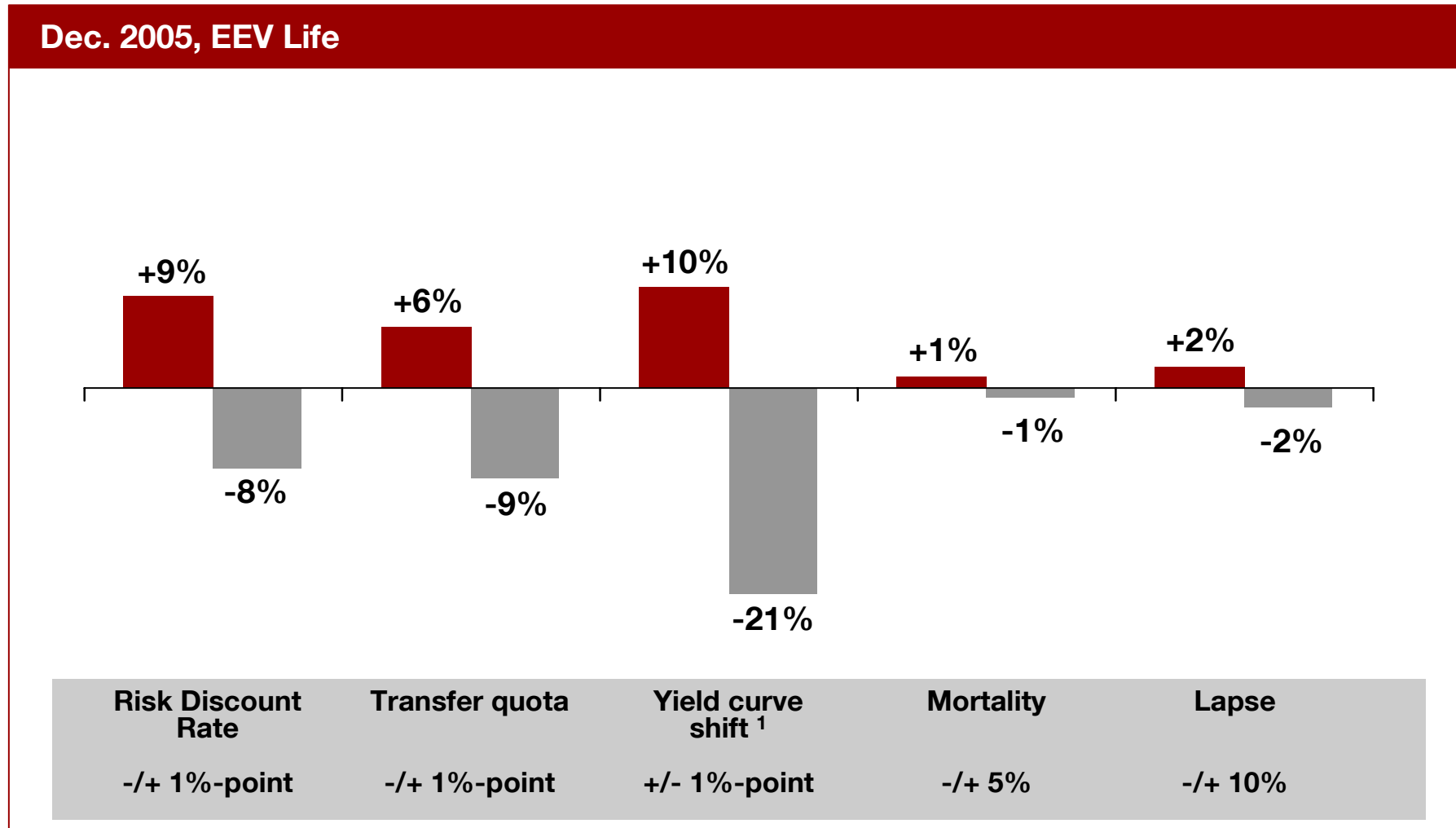
# P&C value reporting: Improved combined ratio as strong driver for P&C RoEC

Measuring the segment's performance			Assessing the segment's risk profile	
€ m	2005	2004	<b>Allocation per Dec. 2005</b> (Basis for RoEC are 2004 figures)	
Net earned premiums	2,876	2,810		
Net combined ratio	96.9%	99.4%		
<b>Net technical result</b>	<b>88</b>	<b>18</b>		
Other income / expenses	-160	-128		
Normalised investment income <sup>1</sup>	209	225		
Net result pre tax	137	115		
Normalised tax	-55	-46		
<b>Net result post tax</b>	<b>82</b>	<b>69</b>		

- ### Remarks
- **Significant improvement of technical result** driven by **good combined ratio**
  - **Normalised investment income burdened** by **low interest rates**
  - **Focus on retail business** adds to comparably **low capital requirements**

<sup>1</sup> considering average reserves and a normalised investment return of 3.9%

## Sensitivity margins conform with EEV Guidance



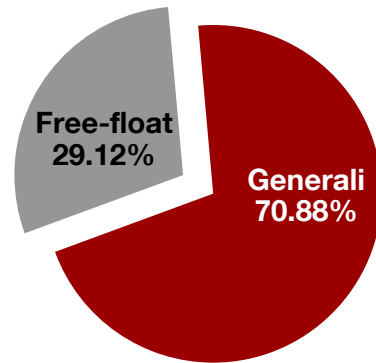
<sup>1</sup> change of future reinvestment rates of fixed income assets and equity investments



# Share – Key information

## Shareholder structure Dec. 31, 2005

- Generali's holding stable at 70.88%
- Remaining 29.12% held by investors with no individual stake exceeding 5%

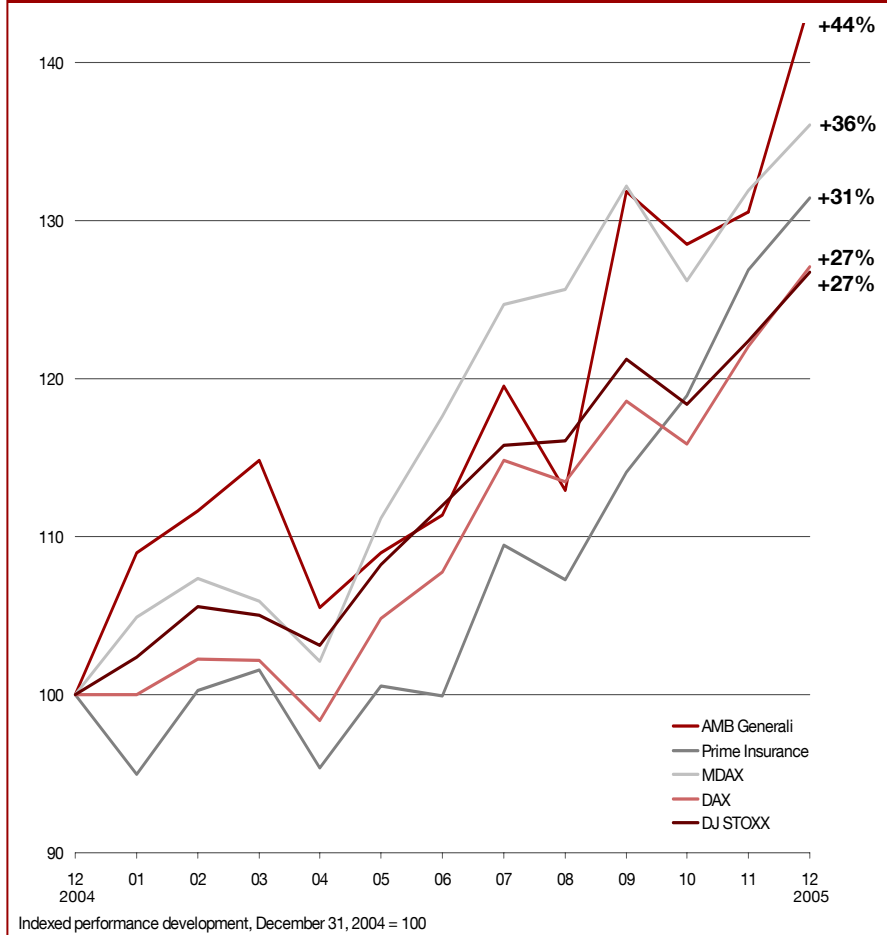


## Key figures

	2005	2004
Number of shares	53,679,994	53,679,994
Highest price	€ 84.36	71.50
Lowest price	€ 58.24	53.67
Year-end price	€ 84.20	60.16
<b>Market capitalisation</b> <sup>1</sup>	<b>€ m 4,519.9</b>	<b>3,229.4</b>
Dividend distribution	€ m 110.0 <sup>3</sup>	93.9
<b>Earnings per share</b>	<b>€ 5.87</b>	<b>3.86</b> <sup>2</sup>
<b>Dividend per share</b>	<b>€ 2.05</b> <sup>3</sup>	<b>1.75</b>

<sup>1</sup> as at Dec. 31  
<sup>2</sup> retrospective adjustments

## Share performance



<sup>3</sup> subject to resolution by the General Meeting



# Contacts



**AMB GENERALI**



Sabine Grundmann-Braun, Tanja Knechts, Ingrid Engel, Dr. Sabine Göttgens

**Dr. Sabine Göttgens**

Head of Investor Relations  
phone +49 241 461-1116  
sabine.goettgens@amb.de

**Sabine Grundmann-Braun**

IR Assistant  
phone +49 241 461-1791  
sabine.grundmann@amb.de

**Ingrid Engel**

IR Manager  
phone +49 241 461-1713  
ingrid.engel@amb.de

**Tanja Knechts**

IR Manager  
phone +49 241 461-1776  
tanja.knechts@amb.de

For further information please contact us

**AMB Generali Holding AG, Investor Relations**

Aachener und Münchener Allee 9, 52074 Aachen, Germany  
Telefax +49 241 461-1486, investor.relations@amb.de, www.amb.de



**AMB GENERALI**

## Disclaimer

---

**To the extent this paper includes prognoses or expectations or forward-looking statements, these statements may involve known and unknown risks and uncertainties. The actual results and developments may therefore differ materially from the stated prognoses or expectations. Besides other reasons not specified here, deviations may be the result of changes of the overall economy or of the competitive situation, especially in core activities and core markets. Deviations may also result from the extent and the frequency of claims, lapse ratios, mortality and morbidity rates or tendencies. The developments of financial markets and of the exchange rates of foreign currencies as well as amendments of national and international law, particularly in respect of tax rules, may have an influence. Terrorist attacks and their consequences may increase the probability and the extent of deviations. The company is under no obligation to update the statements made in this paper.**

