

AMB Generali

From Stabilisation to Continuous Improvement

**8th German Corporate Conference
Deutsche Bank, Frankfurt
31 May – 2 June 2005**

**Dietmar Meister
Chief Financial Officer**

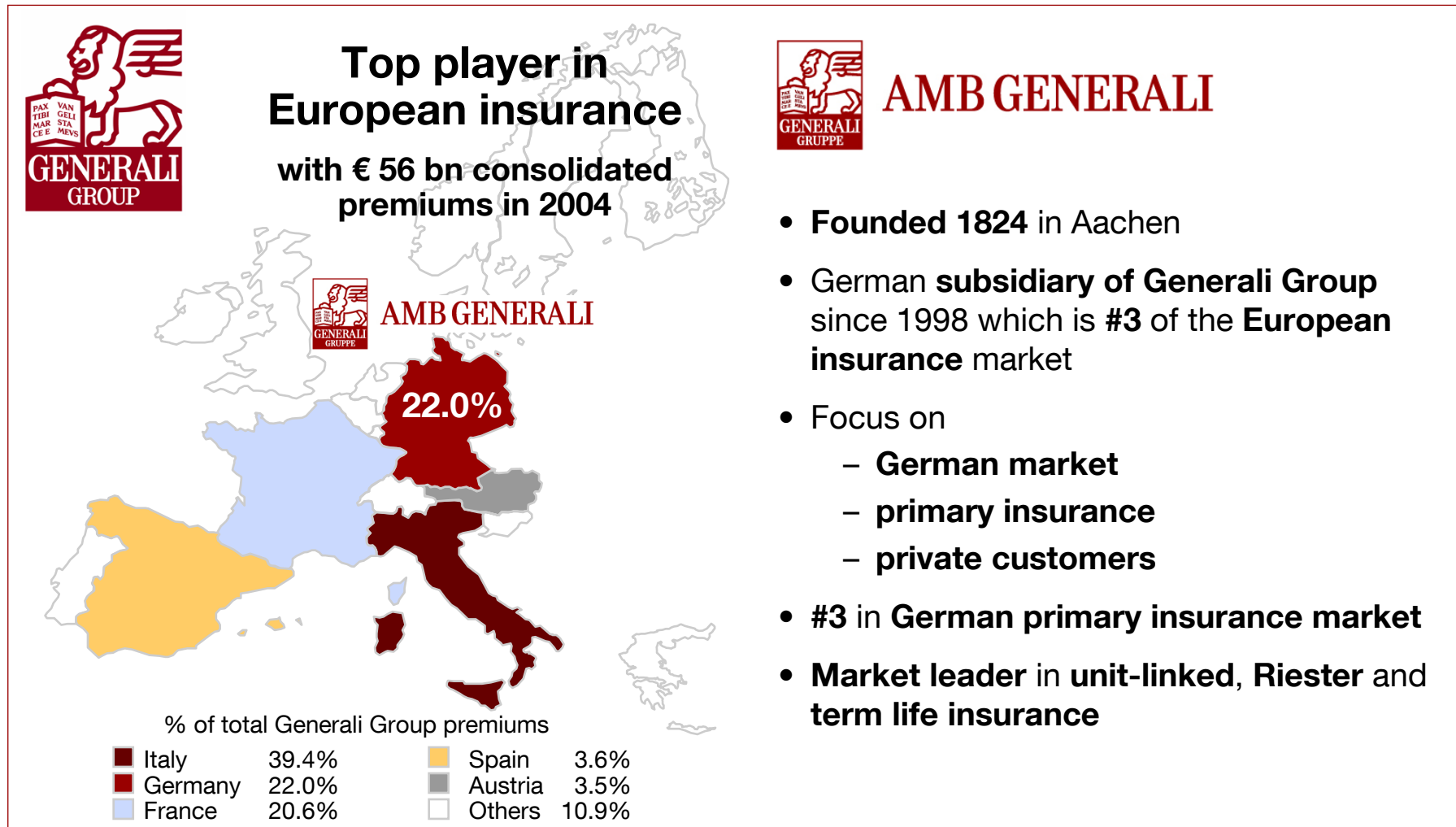


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AMB Generali as the German section of Generali Group



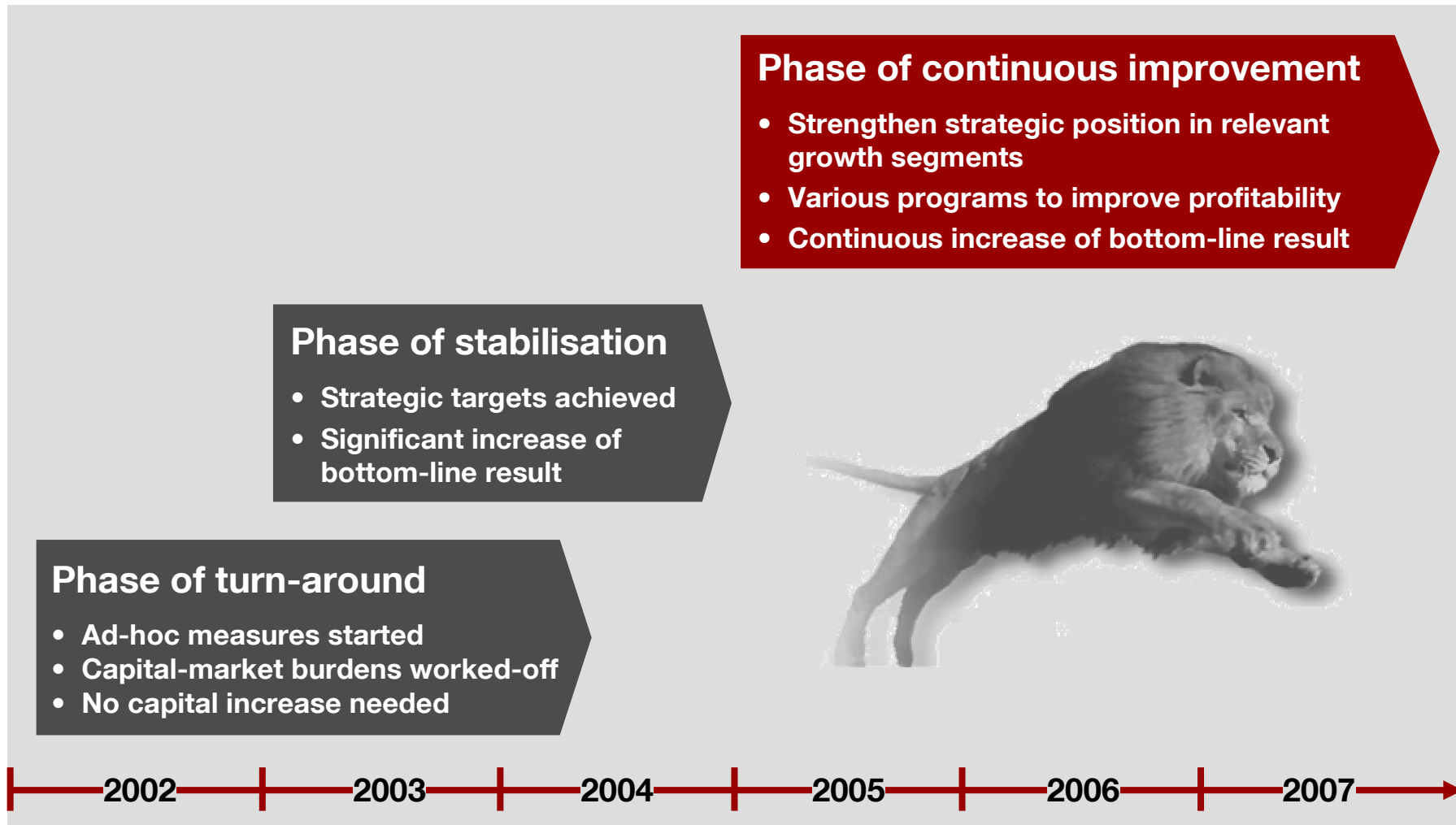
AMB GENERALI

- **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**

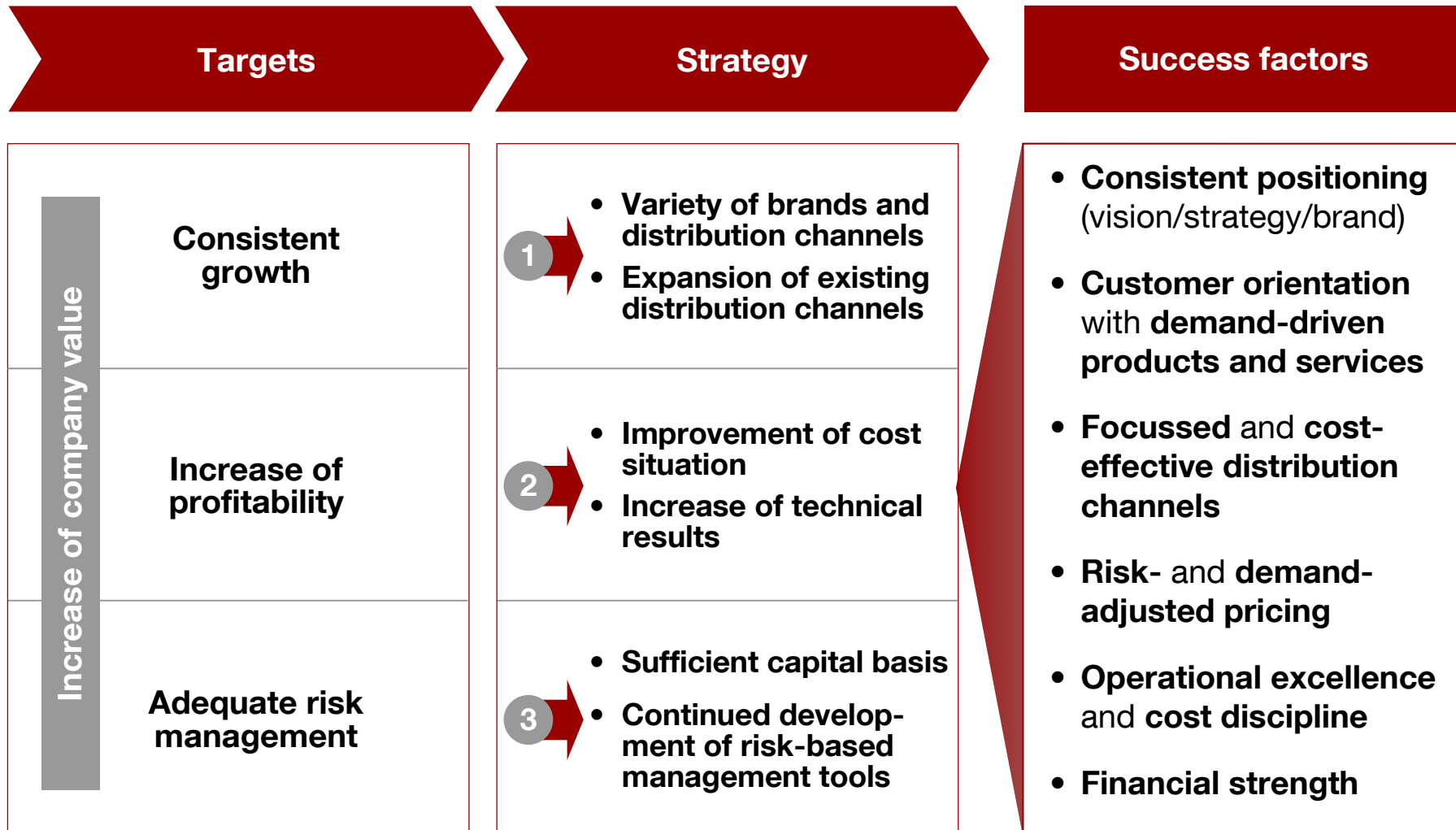


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AMB Generali on track to continuous improvement



Consistent business model



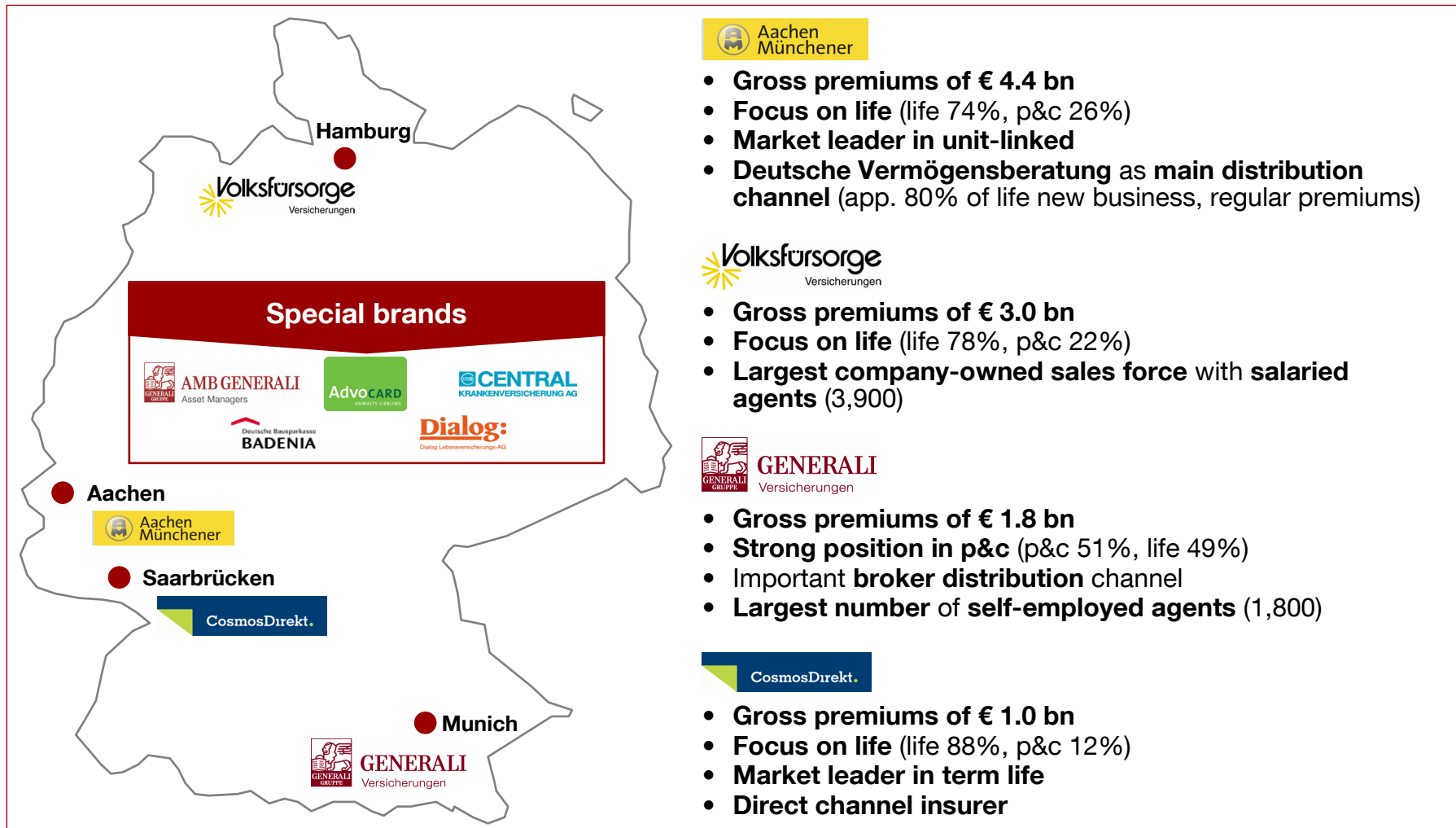
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Profitable growth as main strategic focus

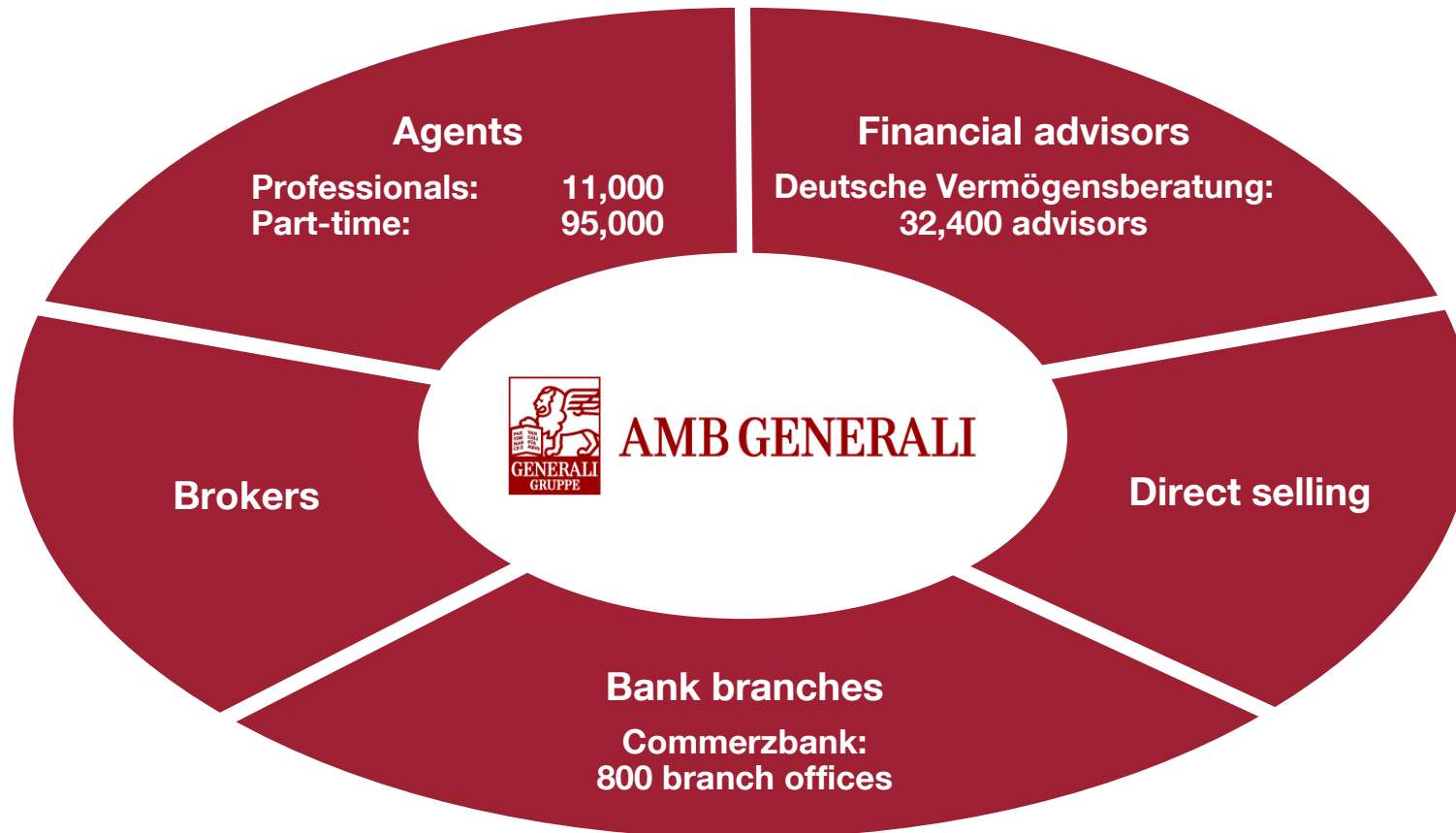


Diversity of brands as characteristic element



Gross premiums and percentage figures German GAAP direct business

Variety of distribution channels as core asset



Retirement Income Act leads to changes in life business

Market

Legal changes...

- **"Alterseinkünftegesetz"** (Retirement Income Act) with new retirement arrangement in **3 tiers**
 - Tier 1: **basic provision**
 - Tier 2: **private (Riester) + corporate pension**
 - Tier 3: **conventional life insurance (endowment + annuity)**
- Significant **changes in taxation** since 2005
 - Gradual change to **taxation of benefits** with **extended tax exemption in tier 1+2**
 - **Abolishment of full tax exemption for endowments** and **improvement of tax situation for annuities**

...lead to:

- **year-end boom of life insurance in 2004**
- **higher awareness for private provision**
- **change of product mix from 2005 onwards**

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- **Benefits from tax-induced year-end boom**
- **Strategic position in all relevant life growth segments**
 - Placement of **broad product portfolio** from 1.1.2005, **coverage of all 3 tiers with innovative products**
 - **Focus on tax-improved annuities in all 3 tiers (unit-linked and classic); life new business with 69% annuities** already in 2004
 - **Market leader in unit-linked with focus on annuities** (app. **85% annuities of unit-linked new business in 2004**)
 - Focus on **unique selling position** of insurance products

AMB Generali well positioned for new situation in life business



Expanding the position in pension markets

Private "Riester" pension

- Only 3.8 million contracts market-wide until 2004, but **high potential of 30 million employees**
- **Product to become easier and more flexible** from 2005 onwards which should **increase broad acceptance**
- **Imminent unisex-tariffs** from 2006 will lead to **additional growth in 2005**
- **Doubled savings amount** in 2004 with **positive effect** on life new business; **next Riester-step in 2006**

AMB Generali with top position:

784,000 contracts until 2004
2004 market share \approx 20%, nb 34%

Medium-term target for market share:
>15%

Corporate pension

- **Corporate pension as growth market**
 - **High market growth** of new business (+36%)
 - **Small and medium-sized companies market (SME)** with **late start but good development**
- **AMB Generali with focussed strategy**
 - **SME market with competitive edge in specialised segments**
 - **Pensionskasse very successful** with over 82,000 new contracts
 - **Launching new flexible products**

AMB Generali with improved growth:

Nb 2004 up +56% to € 288 m
2004 nb market share \approx 8%

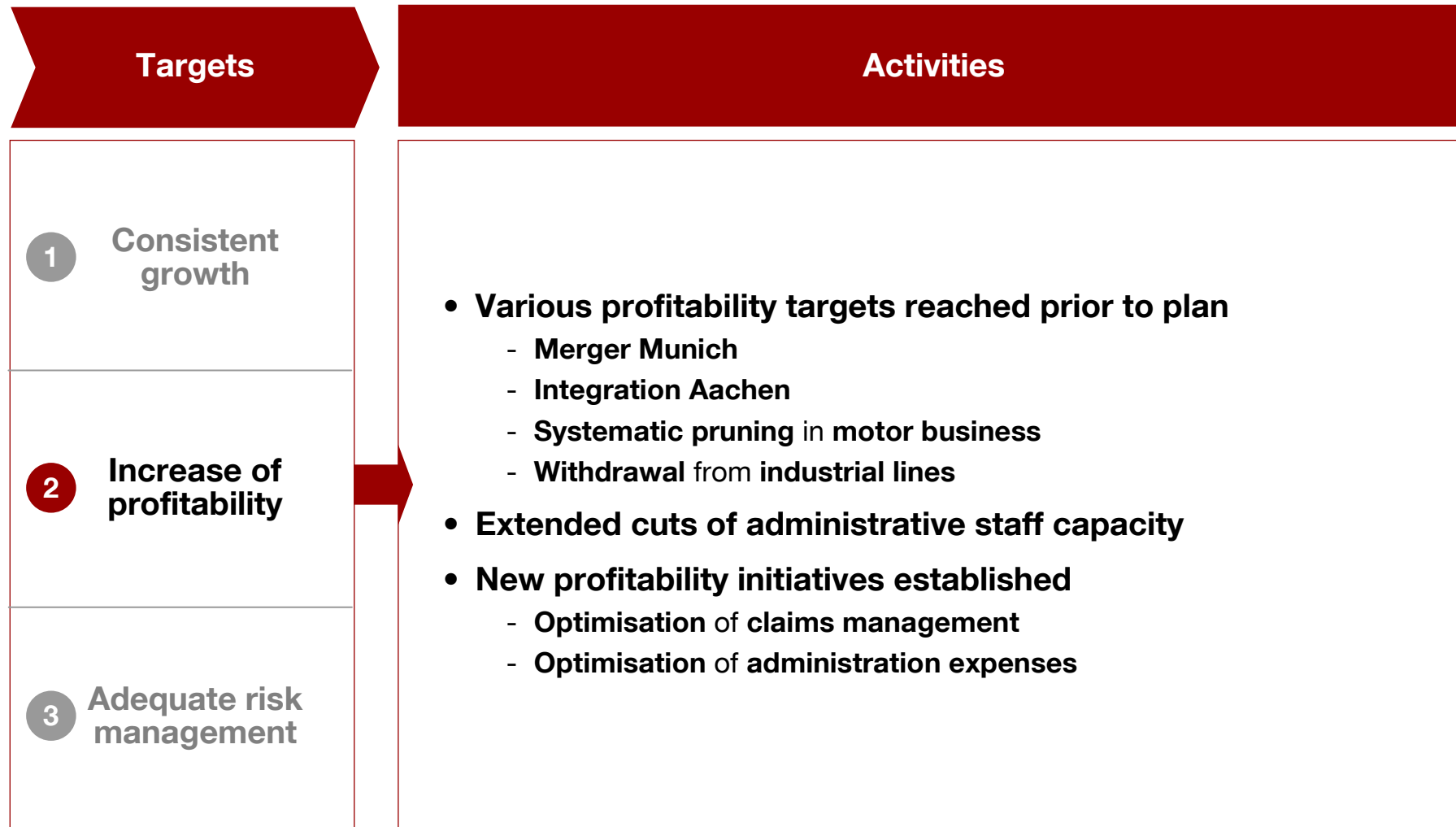
Medium-term target for nb market share:
 \approx 15%



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Sustainable profitability due to efficiency measures



Various profitability targets reached prior to plan

Initiatives	Savings	
	Achievements 2004	Targets
Reduction of administrative staff capacity <ul style="list-style-type: none"> Target reached one year in advance of plan New: reduction of a total of 2,000 FTE by 2007 	Reduction of 1,287 FTE ¹⁾	1,250 FTE by 2005
Merger in Munich (Generali Versicherungen) <ul style="list-style-type: none"> Reorganisation completed prior to plan 3rd-biggest location established with powerful traditional sales network for p&c 	Cost reduction of € 88 m ²⁾	app. € 90 m p.a. from 2006
Integration in Aachen (AachenMünchener) <ul style="list-style-type: none"> Reorganisation completed ahead of schedule Efficient customer-service structure established 	Cost reduction of € 29 m ²⁾	app. € 30 m p.a. from 2005
Pruning in motor <ul style="list-style-type: none"> Target reached one year ahead of plan New tariff launched in 07/2004 	Increase of underwriting result by € 178 m	app. € 175 m p.a. from 2005
Withdrawal from industrial business <ul style="list-style-type: none"> Completed one year prior to plan Focus on profitable private and commercial business 	Increase of underwriting result by € 25 m	app. € 25 m p.a. from 2005
Combined ratio again improved to 99.4% General expenses decreased from € 1,965 m to € 1,886 m ³⁾		

1) since September 2002; in 2004 reduction of 520 FTE

2) indicated cost-reduction fully effective in 2005

3) German GAAP figure, excluding commissions



New profitability initiatives established

Optimisation of claims management

Identified potential of app. € 90 m p.a. from 2007

Utilisation of all levers to optimise claims expenditure:

- **Decrease of claims payments**
 - Extending networks with service providers
 - Intensification of management of bodily-injury claims
- **Reduction of settlement expenses**
 - Optimise duration of claims settlement
 - Claims handling across lines of business
- **Intensification of efficient claims controlling**

➔ Part of potential realised is used to maintain competitive level

Optimisation of administration expenses

Identified potential of app. € 35 m p.a. from 2007

Increases in efficiency and quality in administrative functions of the Group:

- **Realignment of organisational structures**
 - Concentration of responsibilities
 - Optimisation of insourcing-/outsourcing-alternatives
- **Reorganisation of processes/operations**
 - Optimisation of logistics
 - Improvement of facility management
 - Development of Group-wide strategic purchase department

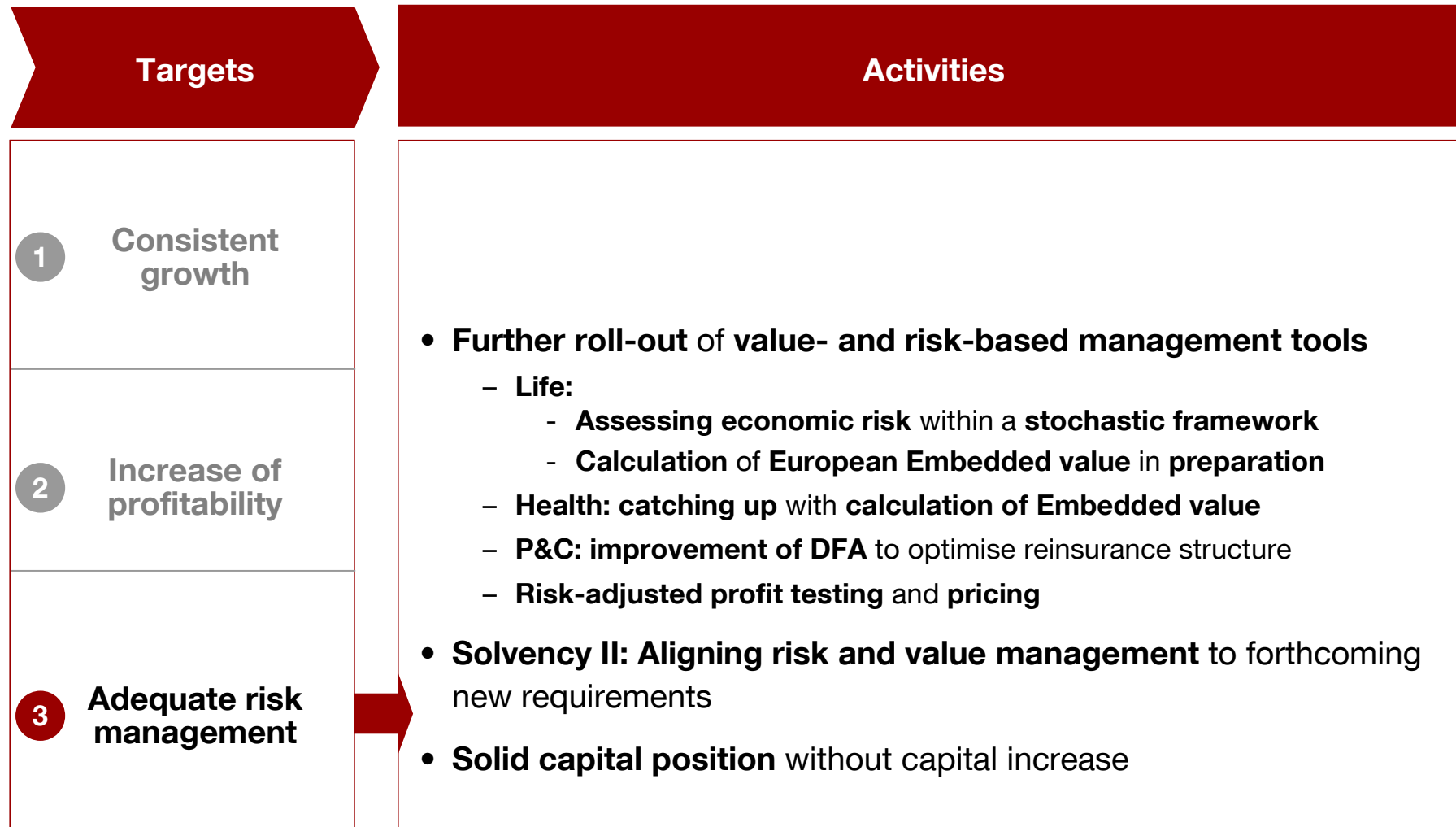
➔ Cost optimisation in all administrative areas



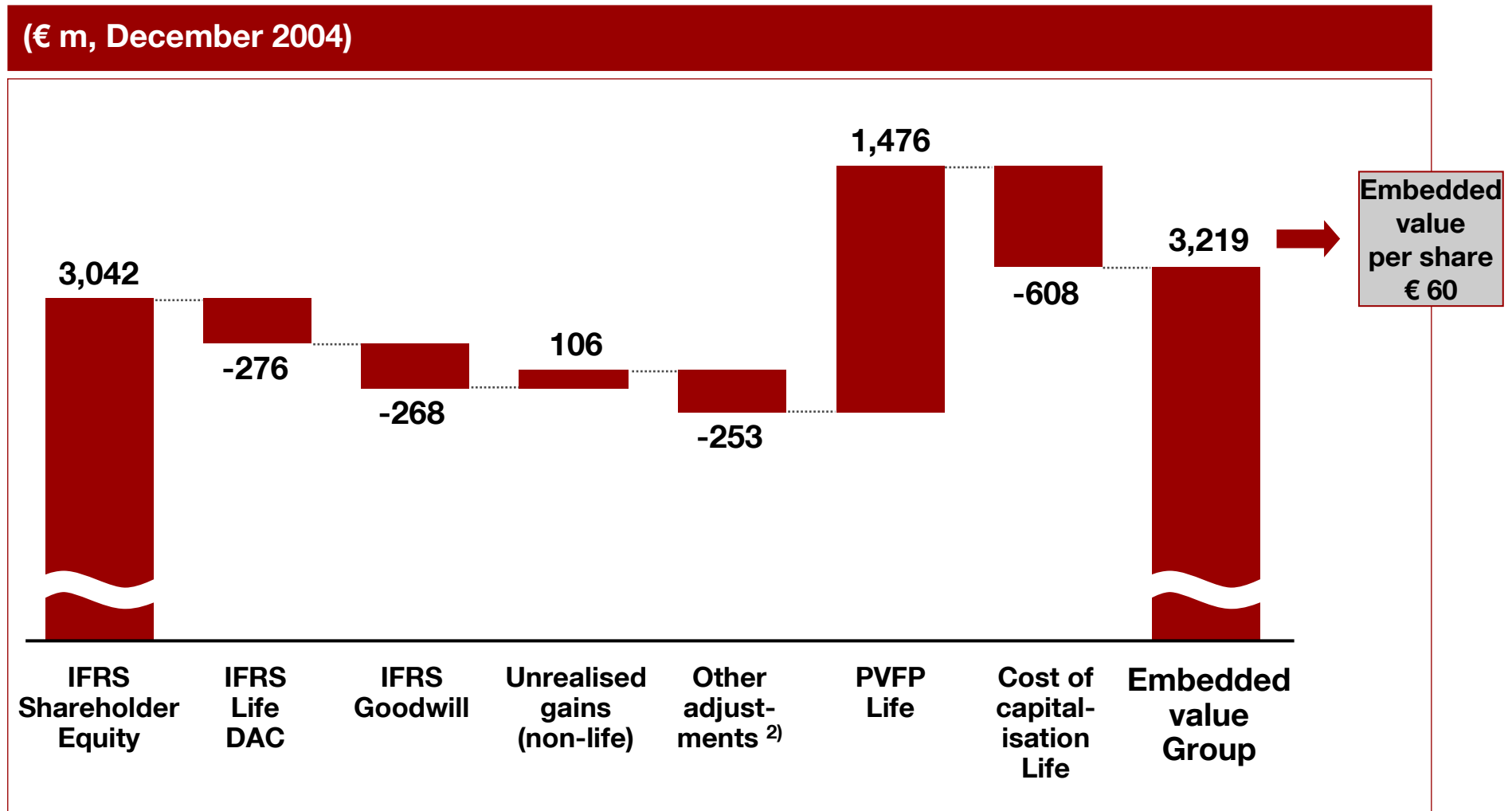
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Strategic risk-management focus ensures risk-adjusted profitability



Embedded value Group – share price at app. 1.1x ¹⁾ of EV Group



1) as at February 2005

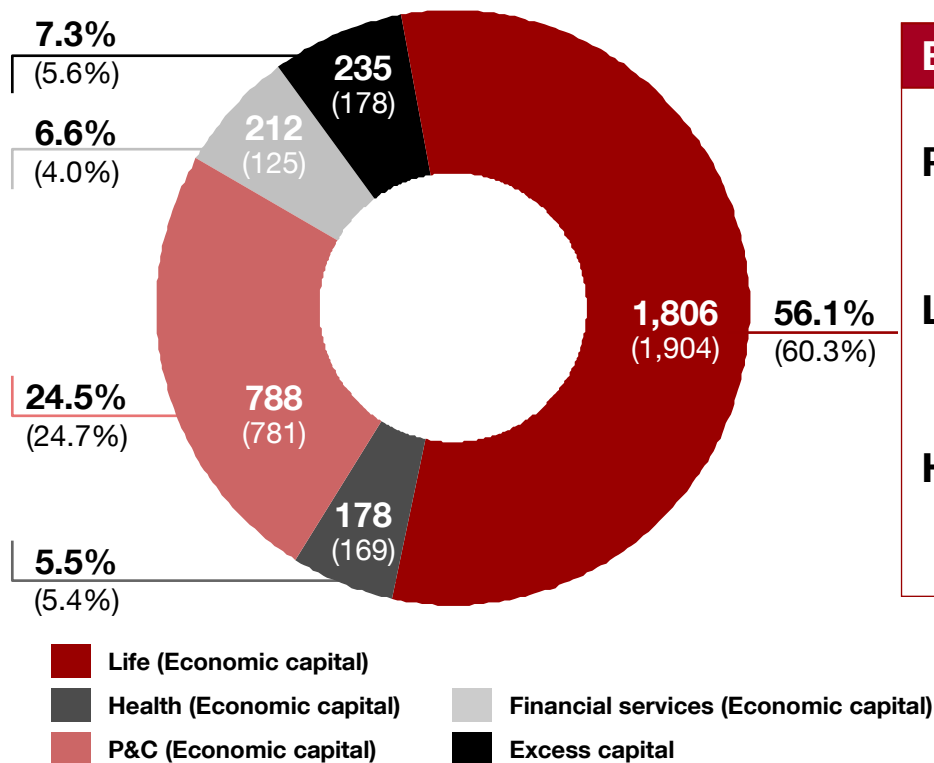
2) unrealised gains (life) € 159 m and dividends to be paid € 94 m



Excess capital improved to more than 7% of EV Group

Allocation: € 2,984 m Economic capital + € 235 m Excess capital = € 3,219 m EV Group

Business year versus previous year in brackets



Economic capital ratios

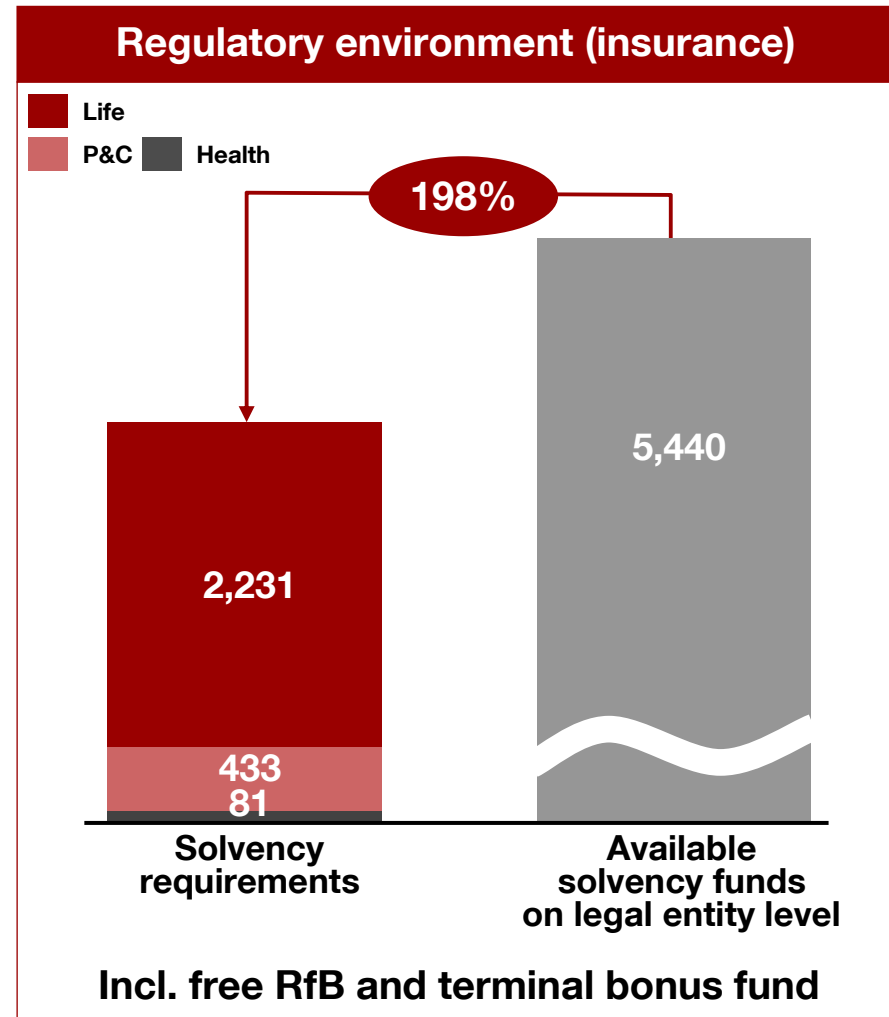
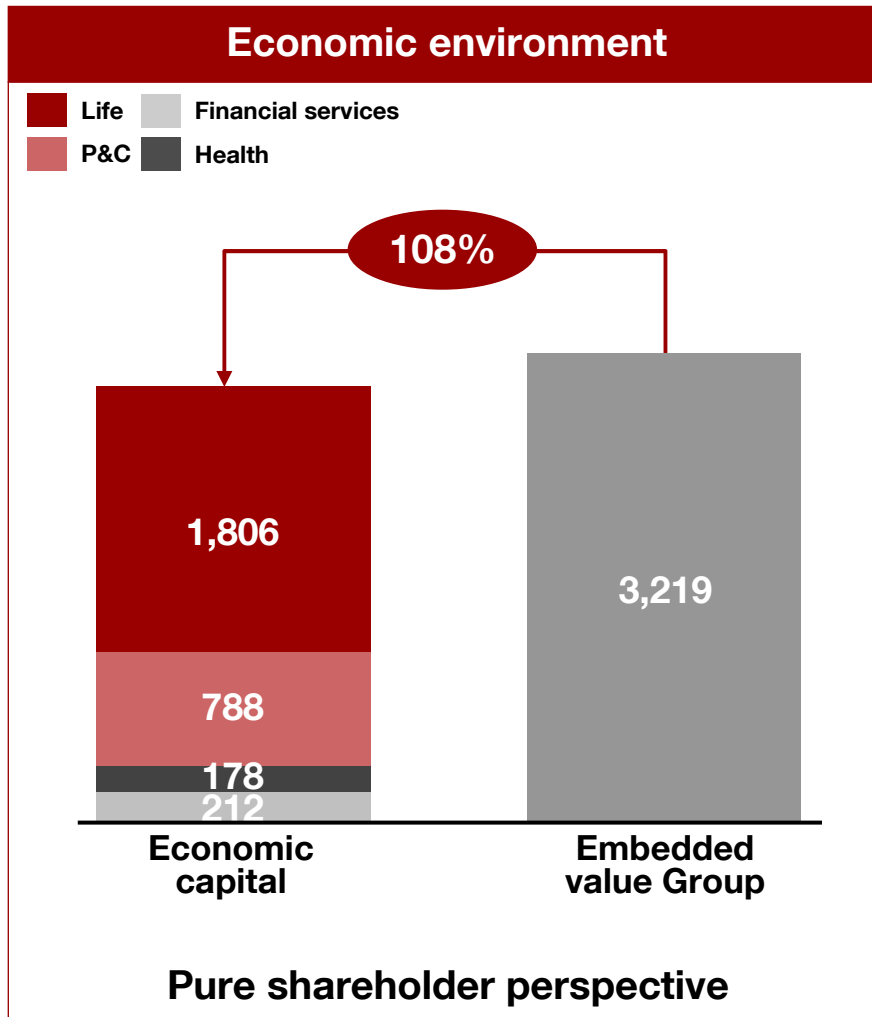
P&C	28.1% (27.0%) of net earned premiums
Life	2.6% (2.5%) of technical reserves + € 280 m (€ 504 m) VIF uplift life *)
Health	3.2% (3.7%) of net technical reserves

*) uplift of EV life over IFRS equity life



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Adequate capitalisation within economic and regulatory environment



Key performance indicators: operational improvement on track

Return on Embedded value (after tax)				Analysis
	2004	2003	2002	
Life ¹⁾	12.5%	9.6%	9.4%	<ul style="list-style-type: none"> • Operational improvement driven by excellent life NBV and high profitability of health business • Decrease in interest-rates and spreads result in lower normalised investment income which reduces RoEC in p&c • Negative investment variances caused by change in economic VIF assumptions (lower interest rates in the long-term projection) • Overall significant improvement of RoEV by 8.9%-points to 4.9% compared to previous year
Health ²⁾	17.9%	10.9%	9.3%	
P&C ³⁾	8.9%	9.1%	-8.7%	
RoEC normalised	11.8%	9.1%	3.9%	
Excess capital	2.5%	2.8%	2.8%	
RoEV normalised	11.2%	9.1%	3.8%	
Cost of debt	-0.2%	-0.2%	-0.2%	
Investment & tax variances	-6.1%	-12.8%	-13.1%	
RoEV	4.9%	-4.0%	-9.5%	

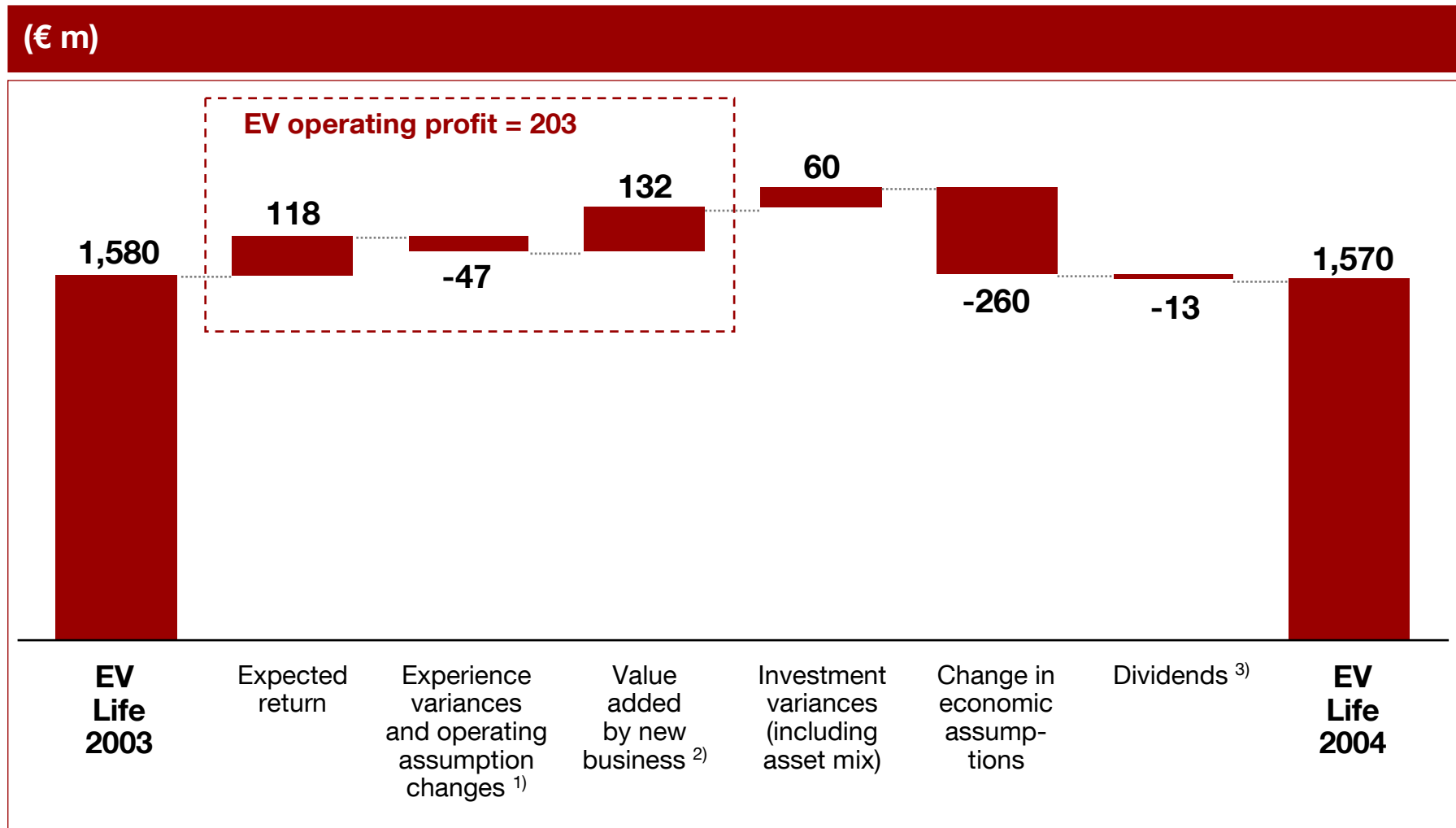
1) based on new business value, expected return (VIF roll-forward) and operating variances

2) based on IFRS profit (excluding extraordinary effects)

3) based on combined ratio, other income/expenses and normalised investment income



EV Life – high EV operating profit driven by NBV



1) of which cost and biometric variances of € -11 m
 2) on 2004 assumptions

3) of which dividends of € -83 m and capital contributions of € 70 m



Life NBV backed by substantial increase in APE volume

(€ m, December 2004)

	Traditional life (incl. "Riester")	Unit- linked ¹⁾	Total new business value
New business value	79	53	132
APE ²⁾	760	463	1,223
PV premiums	5,359	3,109	8,468
Value / APE	10.4%	11.4%	10.8%
Value / PV premiums	1.5%	1.7%	1.6%

1) incl. net fund management fees

2) regular premiums plus 10% of single premiums on new policies issued in 2004; without dynamics and minorities



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FY 2004 with significantly improved growth and bottom-line result

- **Life / health**
 - **Outstanding +41.7% growth** in **life new business** regular premiums
 - **Growth in health** of **+10.8%** clearly **above market** level
- **P&C:**
 - Consistent **focus on profitable business fields** leads to **-3.3% premium income** in direct business
 - **Combined ratio of 99.4%** **slightly below 2003 level** despite adverse transitory reinsurance effects
- **Improvements in operating profitability across the Group**
 - **Job cuts of 1,287 FTE** above plan
 - **Expense ratio decreased** from 20.7% to **20.3%**
- **Tax expenditure** in 2004 **significantly reduced** by € 522 m to **€ 209 m**

Net result after tax FY 2004 leaps by € 211 m to € 218 m



Business development overview FY 2004

(€)	2004	2003	Δ 04/03
Total premiums (German GAAP) ¹⁾	12.1 bn	11.7 bn	3.5%
Consolidated gross premiums (IFRS) ²⁾	10.9 bn	10.7 bn	2.3%
• Life	6.4 bn	6.1 bn	4.9%
• Health	1.5 bn	1.4 bn	10.8%
• P&C	3.0 bn	3.2 bn	-6.2%
Life new business regular premiums	1,370 m	967 m	41.7%
Claims & benefits	10.7 bn	9.8 bn	9.2%
Operating expenses	2.1 bn	2.1 bn	1.4%
Investment income (net)	3.3 bn	3.2 bn	4.4%
Result of ordinary operations	431 m	740 m	-309 m
Tax	-209 m	-731 m	522 m
Consolidated net income	218 m	7 m	211 m
Shareholders' equity	3.0 bn	2.8 bn	9.1%

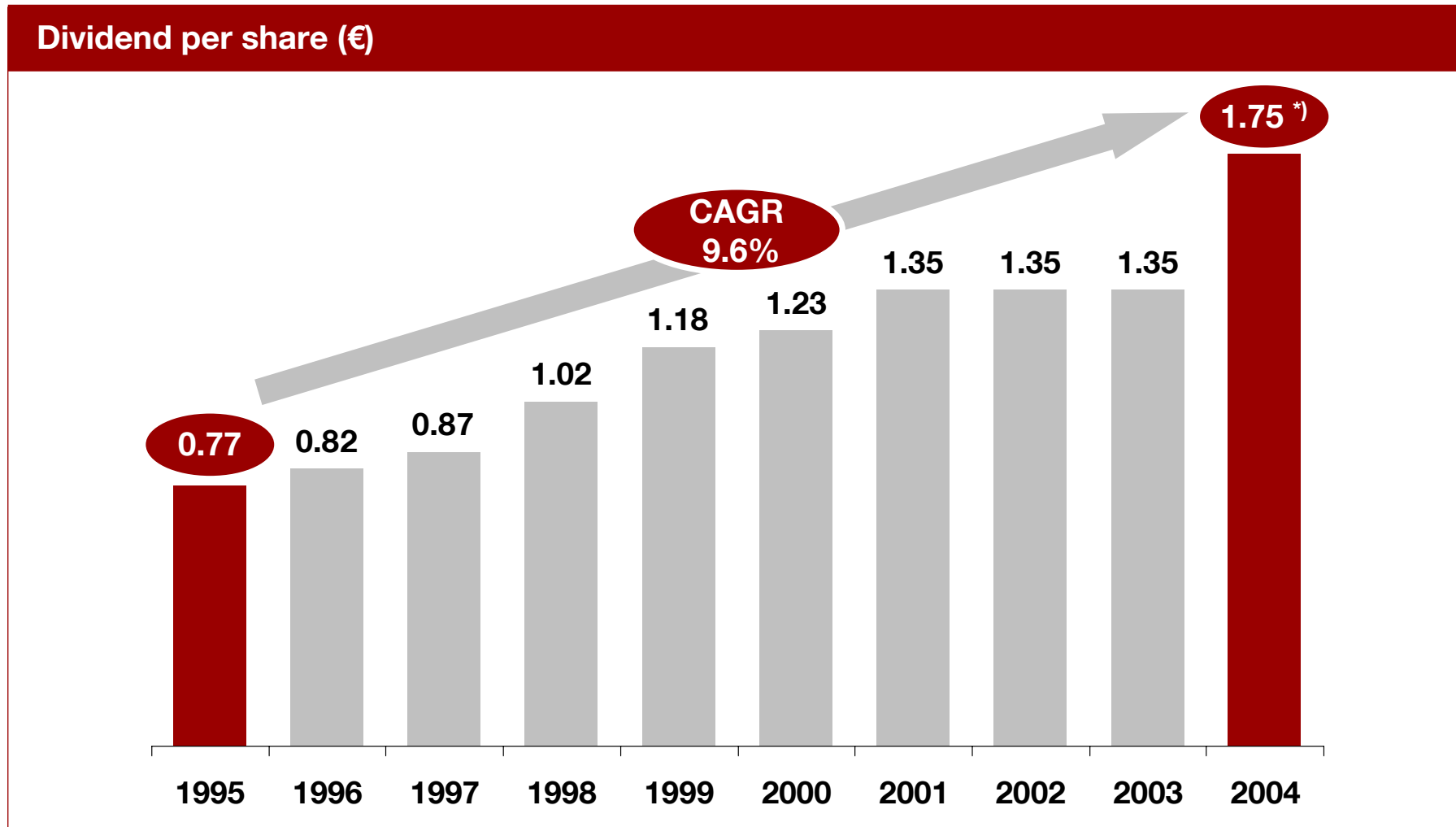
1) consolidated gross premiums incl. savings portions of unit-linked and Riester contracts

2) excl. savings portions of unit-linked contracts; without effect on income



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Policy of continuously rising dividend for our shareholders



^{*)} dividend proposal



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All 2004 strategic targets reached - future targets ambitiously adjusted

		2004		2005		2006
		Achievements	Targets	Targets Old	Targets New	Targets
Life/Health	• Premium growth – Life regular – Health	+7.4% +10.8%	above market level	above market level	above market level	above market level
	• Life NBV	€ 132 m	€ 120 m	€ 120 m	€ 120 m	€ 135 m
P&C	• Premium growth	-3.3%	slight decrease	market level	market level	market level
	• Combined ratio	99.4%	< 100%	< 100%	< 99%	< 98%
Overall	• General expenses ¹⁾	€ 1,886 m	€ 1,900 m	€ 1,900 m	€ 1,900 m	€ 1,900 m
	• Net income	€ 218 m	> € 200 m	> € 250 m	> € 300 m before goodwill amortisation ²⁾	> € 320 m before goodwill amortisation ²⁾

1) German GAAP figure, excluding commissions

2) under IFRS 3, goodwill will no longer be amortised on a scheduled basis



Q1 2005 with continuous improvements

- **Good growth rates in life and health business**
 - **Life total premiums** at +9%
 - **Health gross premiums** increased by +5%
 - **P&C premiums** at -2% due to **selective profit-oriented underwriting**
- **Operating profitability on track**
 - **FTE** already **reduced** in first quarter by **230** out of 350 target for 2005
 - **Combined ratio** stable at **98.4%** and **in line with 2005 target**
- **Improvement of investment income**
 - **Increased investment income** of more than **30%** to **€ 826 m** due to **lower write-downs** caused by **retrospective change** in **IFRS impairment test** rules

Net profit of € 74 m in line with full-year 2005 target



Business development overview Q1 2005

(€)	Q1 05	Q1 04 ¹⁾	Δ Q1 05/04
Total premiums (German GAAP) ²⁾	3.7 bn	3.5 bn	4.5%
Consolidated gross premiums (IFRS) ³⁾	3.4 bn	3.3 bn	3.1%
• Life	1.7 bn	1.5 bn	7.2%
• Health	0.4 bn	0.4 bn	5.4%
• P&C	1.3 bn	1.4 bn	-2.1%
Life new business regular premiums	368 m	349 m	5.4%
Claims & benefits	2.6 bn	2.5 bn	6.0%
Operating expenses	573 m	478 m	20.0%
Investment income (net)	826 m	630 m	31.1%
Profit before tax and scheduled goodwill amortisation	138 m	87 m	51 m
Tax	-64 m	-54 m	-10 m
Net profit before scheduled goodwill amortisation	74 m	33 m	41 m
Scheduled goodwill amortisation	0 m	-8 m	8 m
Net profit	74 m	25 m	49 m
• Attributable to minority interests	1.0 m	0.6 m	0.4 m
Shareholders' equity	3.3 bn	3.2 bn ⁴⁾	4.1% ⁵⁾

1) retrospective adjustments

2) consolidated gross premiums incl. savings portions of unit-linked and Riester contracts

3) excl. savings portions of unit-linked contracts; without effect on profit

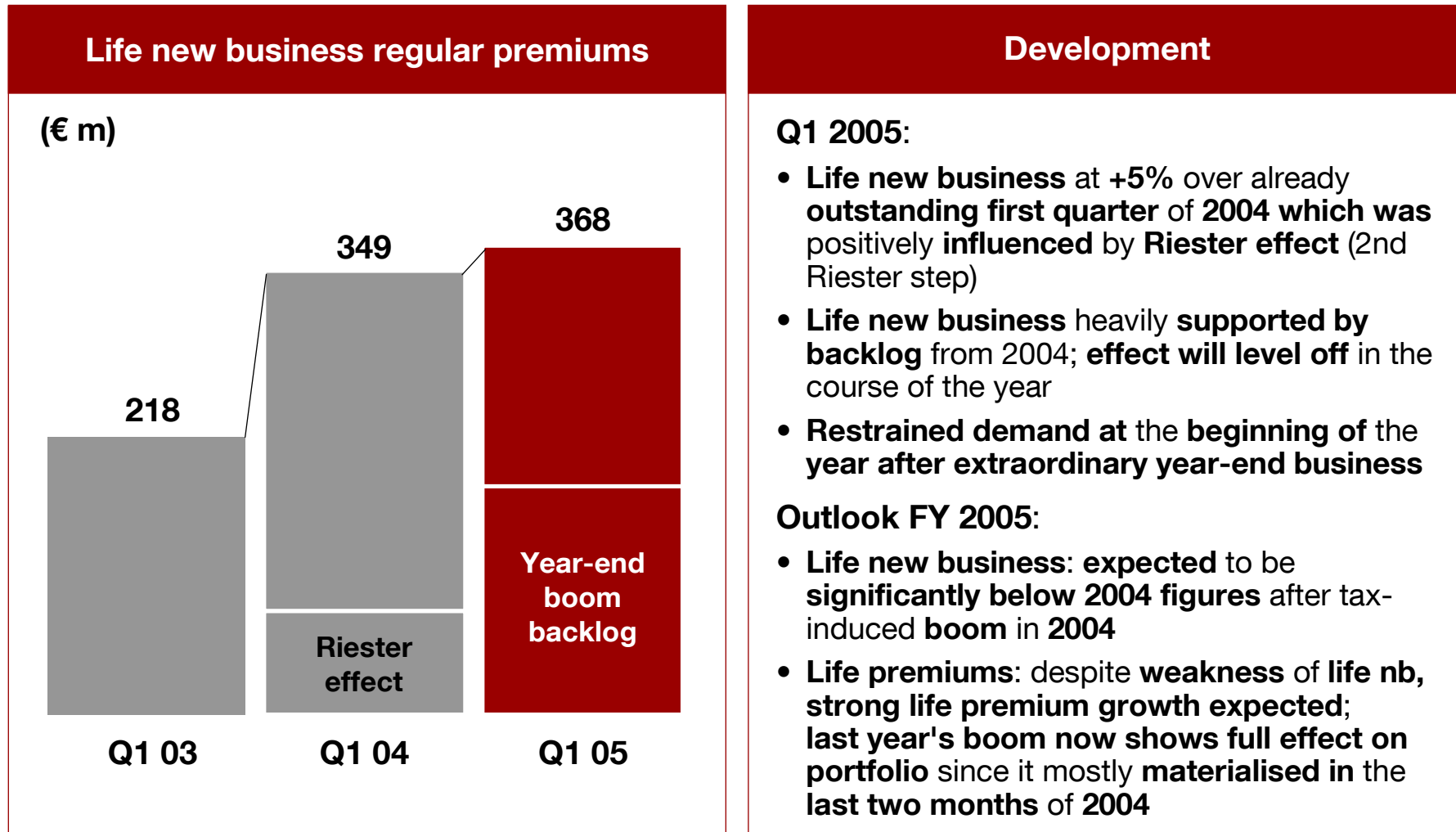
4) balance sheet position shown as at 31.12.2004

5) in relation to 31.12.2004



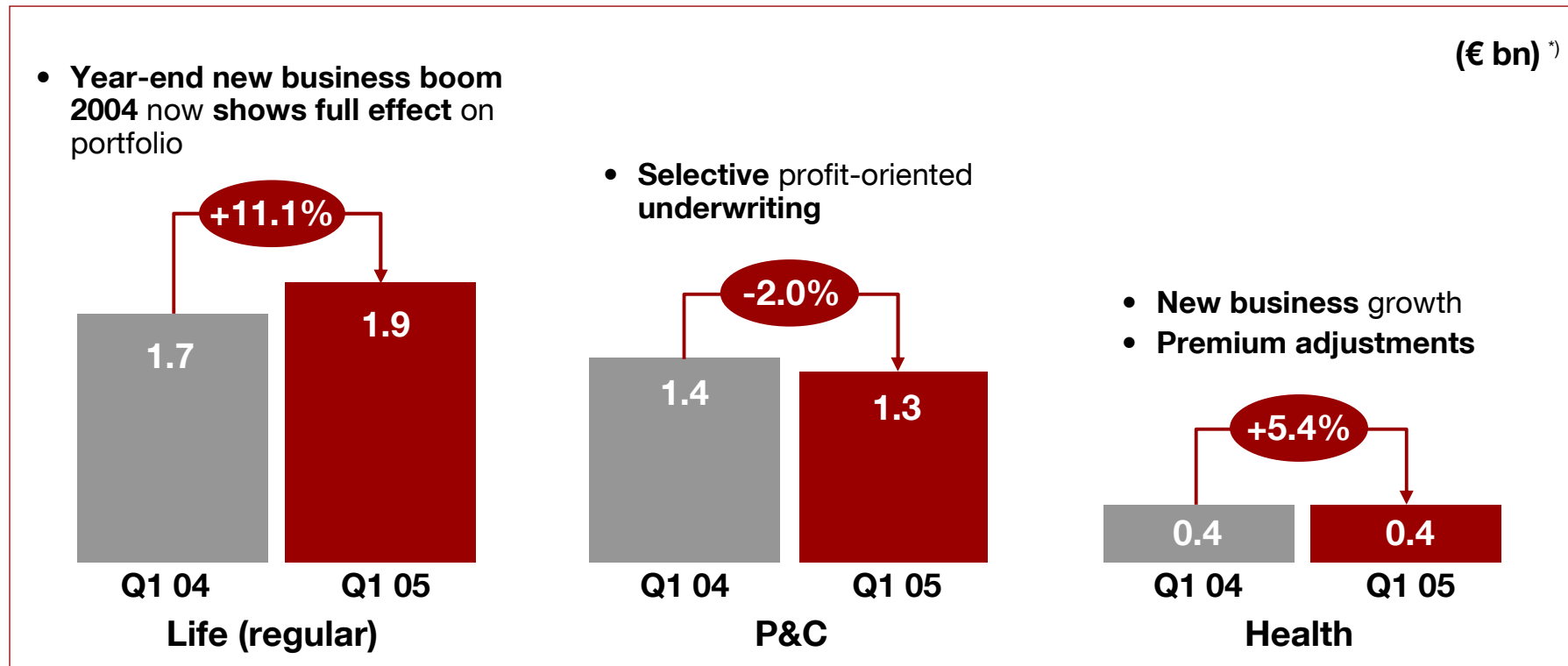
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Life new business influenced by various effects in Q1



Strong premium growth in life and health business

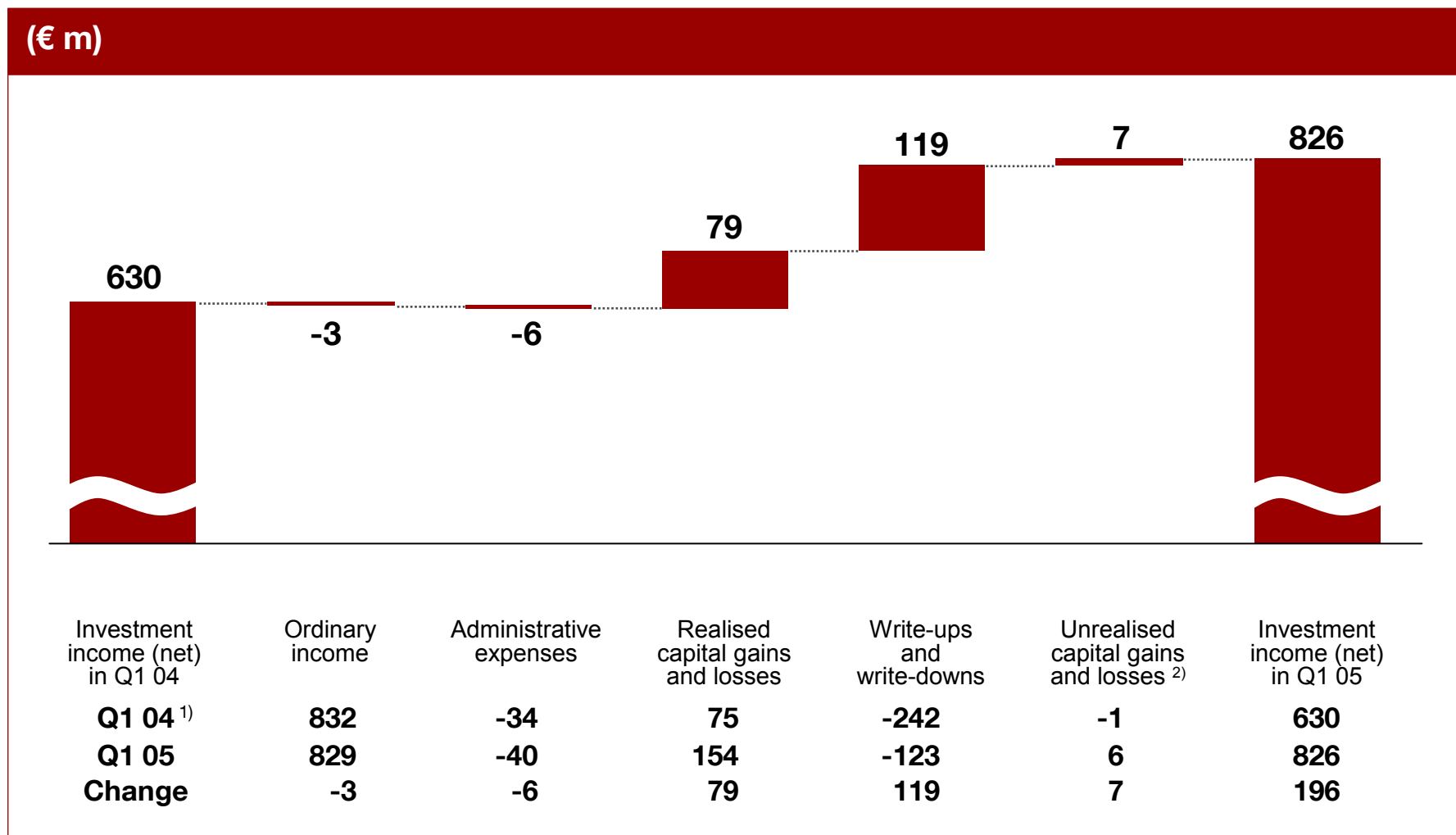
(€ bn)	Q1 05	Q1 04	Δ Q1 05/04
Total premiums (German GAAP)	3.7	3.5	+4.5%



*) gross premiums German GAAP, direct business



Increase of investment income mainly due to revised IFRS impairments



1) retrospective adjustments
2) mostly derivatives



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AMB Generali on good track to reach 2005 targets

		Achievements Q1 04	Achievements Q1 05	Targets 2005
Life/Health	• Premium growth ¹⁾ – Life regular – Health	+8.0% +10.7%	+11.1% +5.4%	above market level
	• Life NBV	€ 29 m	€ 33 m	€ 120 m ²⁾
P&C	• Premium growth ¹⁾	-5.1%	-2.0%	market level
	• Combined ratio	98.4%	98.4%	< 99%
Overall	• General expenses ³⁾	€ 460 m	€ 458 m	€ 1,900 m
	• Net profit before scheduled goodwill amortisation ⁵⁾	€ 33 m ⁴⁾	€ 74 m	> € 300 m

1) gross premiums German GAAP, direct business
2) mainly influenced by backlog effect

3) German GAAP figure, excluding commissions
4) retrospective adjustments

5) under IFRS 3 goodwill will no longer be amortised
on a scheduled basis



Back up



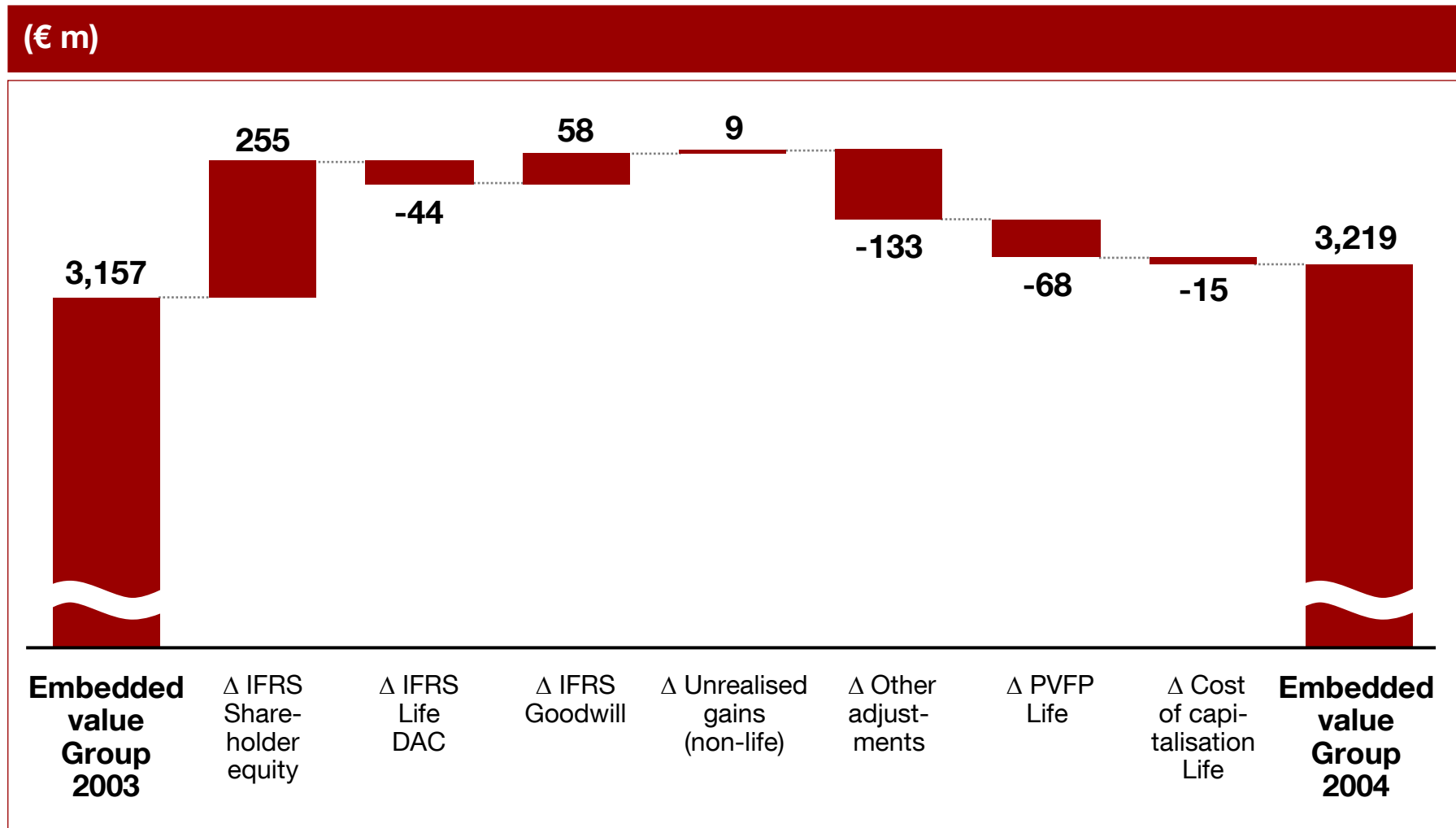
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Value-based management definitions

Capital management	
Embedded value Group	<ul style="list-style-type: none"> Estimates the value of the whole AMB Generali Group (including PVFP Life and excluding goodwill / future growth) Shareholder funds based on market values of assets and liabilities Available capital to cover capital requirements from shareholder perspective
Economic capital	<ul style="list-style-type: none"> Amount of capital required to run the lines of business considering the total risk profile Calculated with reference to volatility and correlation; predefined risk threshold; including benefits from diversification ALM approach for life / health and DFA approach for p&c
Excess capital	<ul style="list-style-type: none"> Free capital not required for covering risks = Embedded value Group - Economic capital Allows for strategic investments and flexibility
Embedded value Life	<ul style="list-style-type: none"> "Traditional" Embedded value disclosure Estimates the value of current life business operations excluding future new business = Present value of future profits Life + Shareholder's net worth Life - Cost of capitalisation Life
Performance management	
RoEV	<ul style="list-style-type: none"> Key measure of total Group-wide return Consideration of Excess capital and non-operational effects (investment / tax variances) Value is created if RoEV > Cost of capitalisation
RoEC	<ul style="list-style-type: none"> Measures the risk-adjusted performance of business segments by assuming normalised asset returns and taxes Return is under management control



EV Group – decrease in VIF offset by increase in shareholder equity

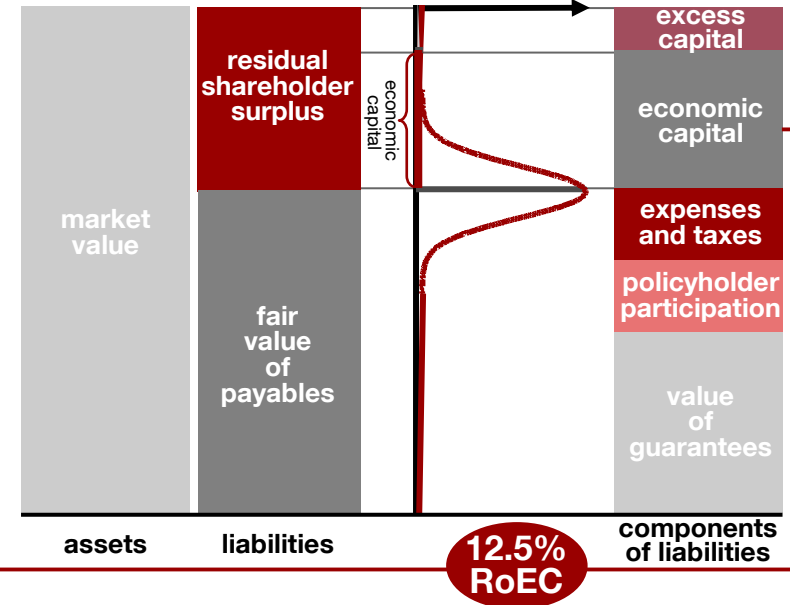


Life value reporting: high profitability driven by excellent NBV

Measuring the segment's performance

€ m (net of tax)	2004	2003
APE ¹⁾ of new business	1,223	766
New business margin	10.8%	12.1%
New business value	132	93
Expected in-force profits	118	125
Operational variances ²⁾	-11	-11
Net result post tax	239	207

Assessing the segment's risk profile



Evolution of risk-management methodologies

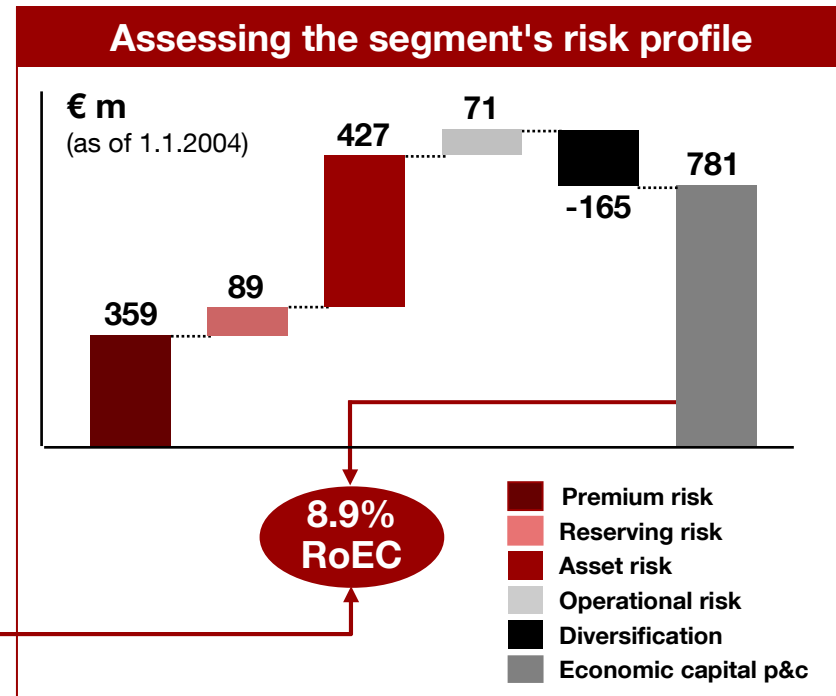
- **Economic risk** assessed within a stochastic **simulation framework**
- **Derivation of the realistic balance-sheet** as initial **starting point**; realistic balance-sheet **captures market value of assets, fair value of payables** including guarantees and, as the difference, the **residual shareholder surplus** on a net present value basis
- **Stressing the shareholder surplus** to required security level **indicates economic capital requirements**

1) APE: regular premiums plus 10% of single premiums
 2) only cost and biometric variances



P&C value reporting: RoEC influenced by lower interest rates

Measuring the segment's performance		
€ m	2004	2003
Net earned premiums	2,810	2,894
Net combined ratio	99.4%	99.5%
Net technical result	18	14
Other income / expenses	-128	-127
Normalised investment income *)	225	245
Net result pre tax	115	132
Normalised tax	-46	-53
Net result post tax	69	79



Evolution of risk management methodologies

- **Economic risk assessed** within a bottom-up stochastic simulation of asset classes, claims frequency and severity, large claims and natural catastrophes; reinsurance structure completely considered
- As a result, **market-value oriented income statements, balance sheets and risk/return profiles** of single lines of business and entities are **derived**

*) considering average reserves and a normalised investment return of 4.4%



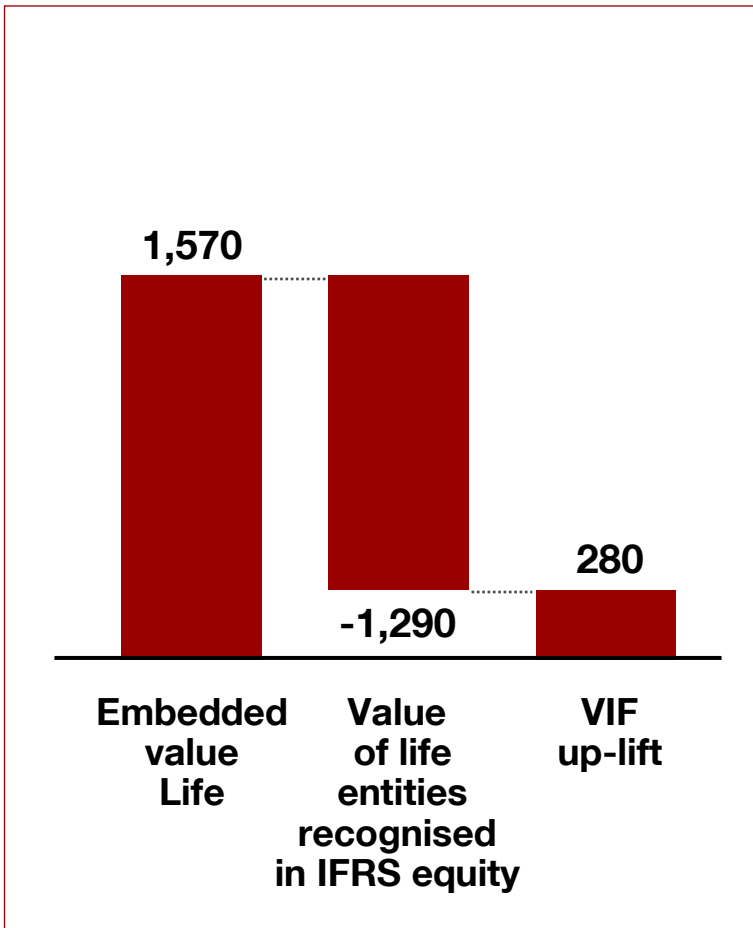
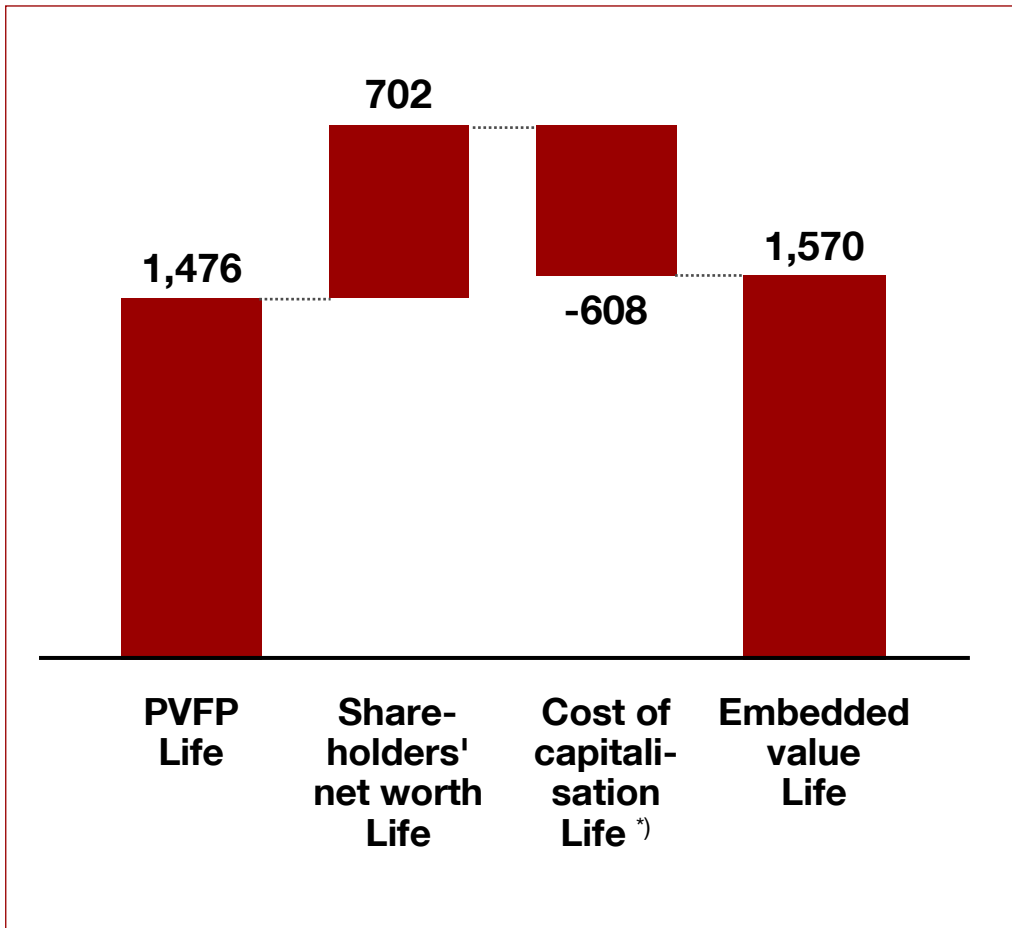
Embedded value Life: components in detail

Present value of future profits Life	<ul style="list-style-type: none">• Statutory after-tax earnings generated by life business in force including value of internal reinsurance and fee income arising in AMB Generali Asset Managers associated with unit-linked life business• Contains shareholders' interest in all unrealised capital gains and losses (UCG/UCL)• Values free RfB by "attribution approach"• Deterministic calculation based on realistic assumptions and current economic market conditions• Includes future premium increases of existing business (except for future "Riester-steps")
Shareholders' net worth Life	<ul style="list-style-type: none">• Statutory shareholders' equity
Cost of capitalisation Life	<ul style="list-style-type: none">• Assumes lock-in of shareholders' net worth limited to the current economic solvency requirements• Present value of difference between risk discount rate and shareholders' part of expected investment return• Not allocated to PVFP or new business value• No cost of capitalisation on shareholders' net worth in excess of the current economic solvency requirements



EV Life almost stable despite low long-term interest-rates projected

(€ m, December 2004)



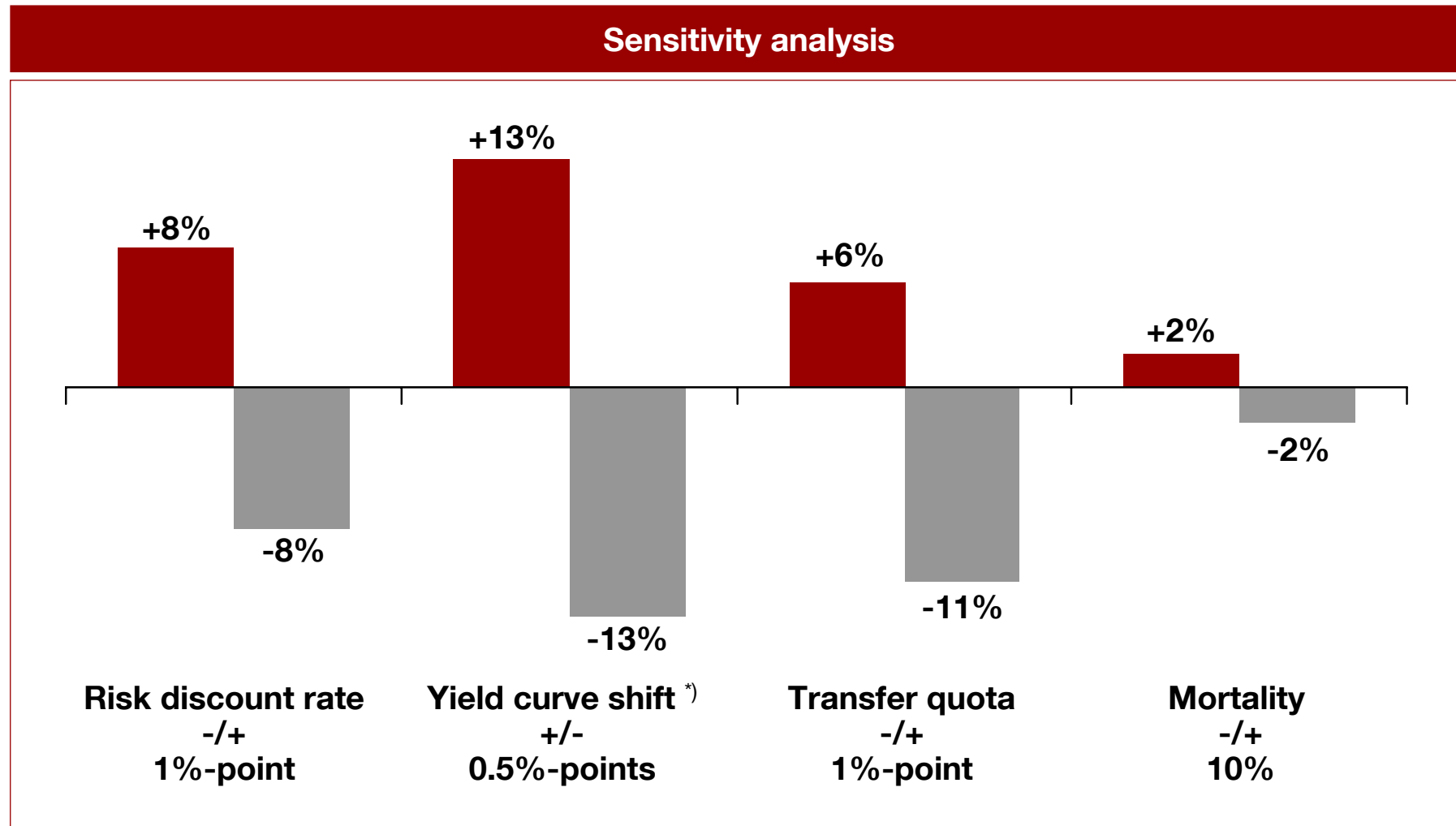
^{*)} based on locked-in shareholders' net worth of € 640 m needed for solvency requirements

Lower interest rate environment fully reflected in EV Life assumptions

	EV Life 2004	EV Life 2003
Risk discount rate (RDR)	6.42%	7.05%
Risk-free rate (10-year government bonds)	3.67%	4.30%
Fixed-income return	3.77%	4.51%
Equity return	6.42%	7.05%
Average long-term asset mix (FI / Eq / Other)	83 / 13 / 4	84 / 11 / 5
Book return	includes emergence of UCG / UCL	
Tax rate	40%	40%
Average long-term shareholders' participation	8.4%	9.0%
Bonuses, demographic and expense assumptions	company-specific experience	



Embedded value Life: sensitivity analysis of PVFP Life



^{*)} change of future reinvestment rates of fixed income assets and equity investments

Embedded value Life

External advice

Tillinghast has reviewed the methodology and assumptions used, and has reviewed the resulting Embedded value and Embedded value earnings for 2004 for reasonableness, but did not perform detailed checks on all of the calculations.

On the basis of the data made available, Tillinghast considers that the methodology is reasonable and consistent with recent industry practice used to calculate traditional Embedded values on a deterministic basis; that the operating assumptions are reasonable in context of the Company's recent experience and expected future operating environment; that the economic assumptions are typical of those adopted for traditional Embedded value reporting; and that the resulting values in aggregate are reasonable in this context.

The methodology adopted is based on deterministic projections of future after-tax profits with an allowance for risk through the use of a single discount rate and an explicit assumption for the level and cost of holding capital. The allowance for risk may not correspond to a capital market valuation of such risk.



Changes in IFRS impairment test rules

IAS 39 implies when decline in 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 when 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**

Since Q1 2005

(based on IAS 39,
revised 2004)

- **Best practice** determines **impairment losses when 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 in equity**
- Standard has to be **applied retrospectively**, so that **preceding year figures** had to be adjusted
 - ➔ - **Affected by the change** is investment income and hereby **claims & benefits, tax, net profit** and **shareholders' equity**
 - **Total effect on net profit of first quarter 2004 with € -28 m**

Revised figures due to retrospective IFRS adjustments

(€)	Q1 04 / <u>After</u> retro- spective adjustment	Q1 04 / <u>Before</u> retro- spective adjustment
Total premiums (German GAAP) ¹⁾	3.5 bn	3.5 bn
Consolidated gross premiums (IFRS) ²⁾	3.3 bn	3.3 bn
• Life	1.5 bn	1.5 bn
• Health	0.4 bn	0.4 bn
• P&C	1.4 bn	1.4 bn
Life new business regular premiums	349 m	349 m
Claims & benefits	2.5 bn	2.6 bn
Operating expenses	478 m	478 m
Investment income (net)	630 m	811 m
Profit before tax and scheduled goodwill amortisation	87 m	127 m
Tax	-54 m	- 66 m
Net profit before scheduled goodwill amortisation	33 m	61 m
Scheduled goodwill amortisation	-8 m	-8 m
Net profit	25 m	53 m
• Attributable to minority interests	0.6 m	0.6 m
Shareholders' equity ³⁾	3.2 bn	3.2 bn

1) consolidated gross premiums incl. savings portions of unit-linked and Riester contracts

2) excl. savings portions of unit-linked contracts; without effect on profit

3) balance sheet position shown as at 31.12.2004 incl. minority interests



AMB GENERALI

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