



ASN
Services for Expatriates





Welcome to ASN!

Dear Reader,

I should probably set out a few cleverly-composed lines here with expressions like: “optimal solutions”, “experience”, “dynamic and innovative”, “effective and efficient”, “practical”, etc. Because as your partner and leading expatriation expert, ASN naturally stands for all these qualities – and more – as you’ll read in this brochure.

However, I want above all to use this opportunity to explain the values I stand for, both as Managing Director of ASN and as an individual. Values that characterise our work and which, I trust, are represented by all members of our ASN team.

The success of our company would not be possible, in fact, ASN would not be ASN, without open, inquisitive and engaged employees. Thanks to these characteristics, our people offer an exceptional service approach and willingness to cooperate; comprehensive and detailed professional knowledge; as well as impressive social skills. In short – they are not just “dynamic”, “innovative” and “skilled”, but also committed, perhaps in a rather old-fashioned way, to delivering excellent work that promotes the interests of their clients. As part of this, we consistently treat each other and our clients with respect. Our corporate climate is characterised by honesty and transparency, because I am convinced that only in this way can we create and promote trust.

Last but not least, it is our enjoyment of our work and our enthusiasm that clearly set us apart. These together, plus a pinch of humour, help us to consistently approach and solve complex problems from a fresh and creative perspective.

Dear Reader, we are convinced that you have found the right address for all your expatriation questions. We’re looking forward to working with you.

*Pascal Fanti
Managing Director ASN*

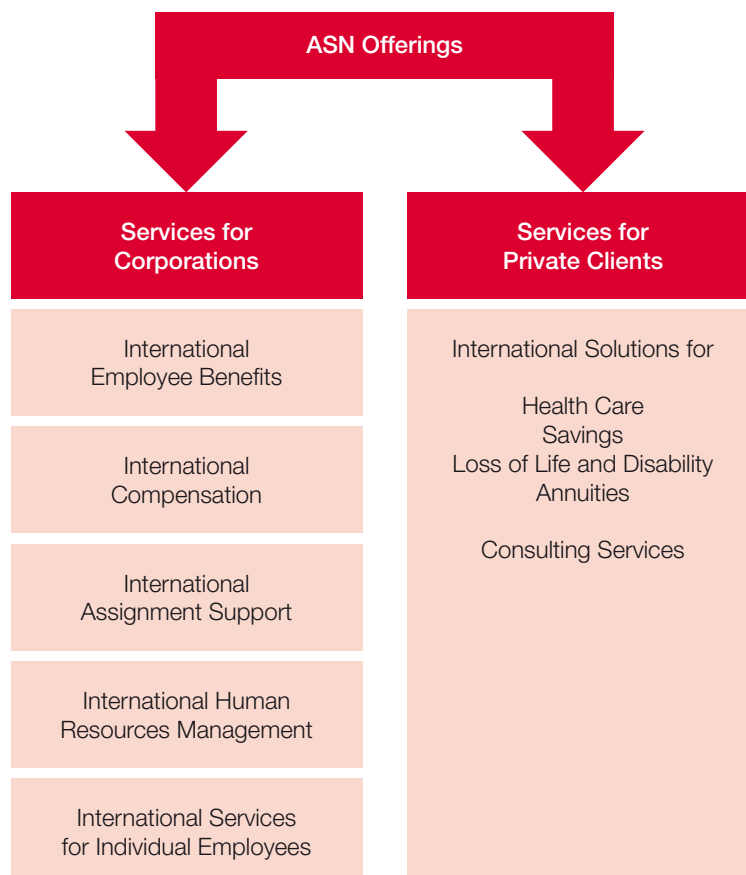
Your independent partner for expatriation

A multi-faceted, globalised and mobile world calls for professionals who understand every aspect of employee transfers and temporary assignments abroad, and are aware of – and can master – all the associated challenges.

All expatriates, whether employees, free-lancers under contract, or independent specialists, find themselves in exceptionally complex situations where they must depend on skilled support.

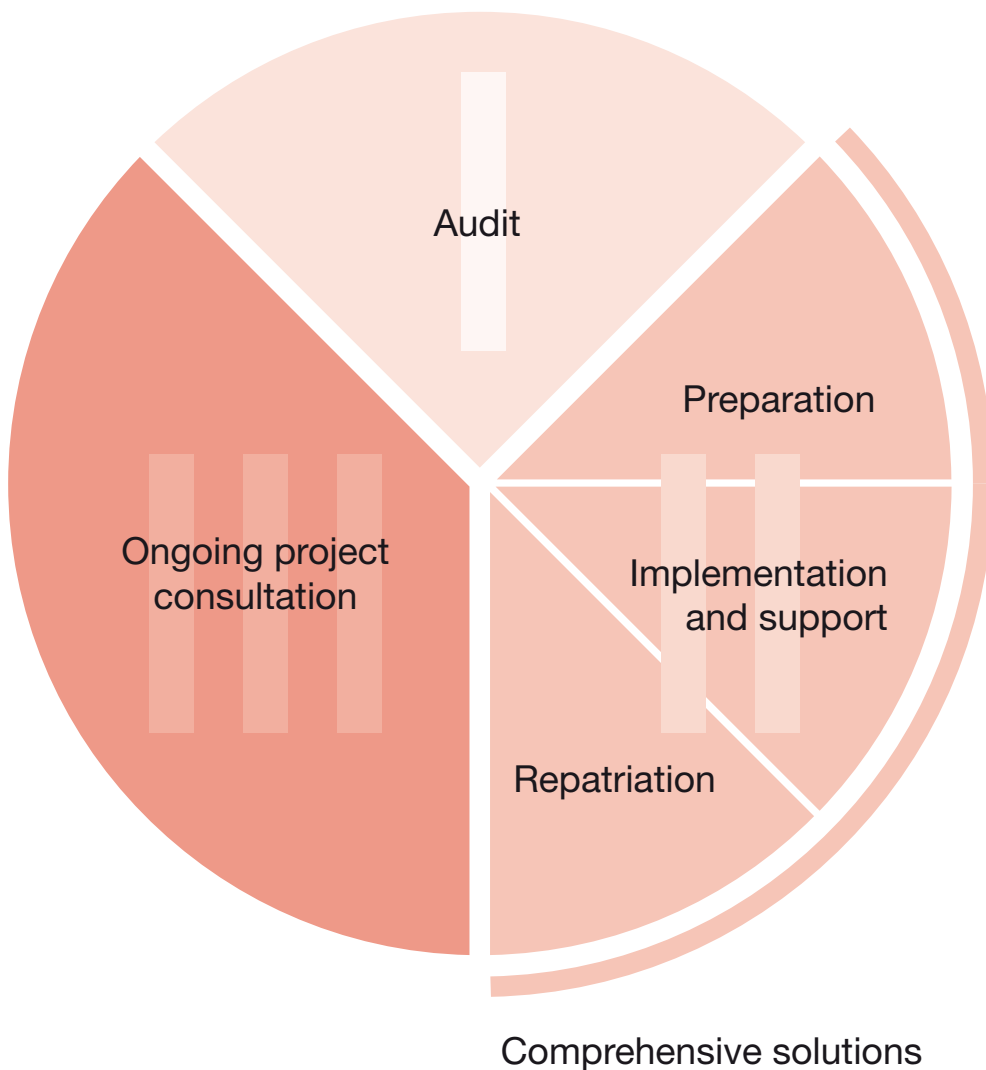
This is why we founded ASN AG in 1995. The company first came into existence in 1991 as a specialist department of Swiss Life. Since then we have become the leading provider of independent professional advice and services in the area of expatriation for companies of every size, as well as for private individuals. ASN AG has been an independent company since 2002.

We offer optimal solutions worldwide from our base in Zurich, drawing on our own comprehensive network of specialists. Our focus remains consistent at all times: to meet your particular needs in the best possible manner.



Customised support

Our entire service offering is designed to meet your requirements. You can draw on our services as a complete package – or select advice and support in particular areas.

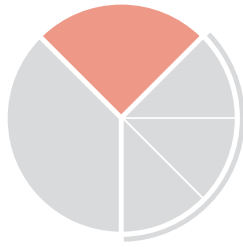


The international mobility of specialists and managers is one of the most decisive success factors for businesses today. Every international expansion increases the need to have the right people at the right time in the right place. International assignments are also an effective instrument for developing specialists and future managers. However, assignments are always costly, whether used strategically for staff development or as a way to handle immediate problems. The requirement to meet the needs of expatriates before, during and after assignments abroad is one of the most demanding tasks of personnel management.

In this complex environment, you can count on ASN as your skilled and experienced partner. We will assist you whether you are using our know-how as an individual or as a company, and independent of whether you are arranging a single foreign assignment or regularly transfer specialists and managers abroad. Through effective and efficient support for expatriates, including all insurance and benefits aspects, we help you to set the standards as personnel manager in your company.

Independent evaluation

Audit



If required, we can examine your existing processes for international assignments, analyse them, find any problems and challenges, and evaluate any gaps and improvement opportunities. We will cast an expert eye over processes, regulations, budgeting, selection and development activities, contracts, remuneration, insurance, benefits and assignment implementation.

- Appraisal of regulations, contracts, insurance plans and processes
- Analysis: Target-performance comparison
- Identification of gaps and suggestions on how to close these, realisation

Comprehensive solutions

Preparation



What is the best way to ensure assignment success? Systematic preparation, planning and implementation of every stage – from the first negotiations to the repatriation of the expatriate or the next assignment – contribute significantly to positive results. Customised services, precise timetabling and exact tailoring for the individuals involved are essential.

Define and communicate clear goals

It is vital to provide an explicit definition of the company's expectations before the assignment. Employees and managers must be clearly informed by the company about their tasks, the duration and the aims of the assignment.

Comprehensive information flow

It is also fundamentally important that goals and values, such as equal treatment, transparency and efficiency, are known and established at every level throughout the company. The Human Resources department is responsible for ensuring that information is available at all times, both internally and to contacts in the host country.

Clear, comprehensive contracts and regulations

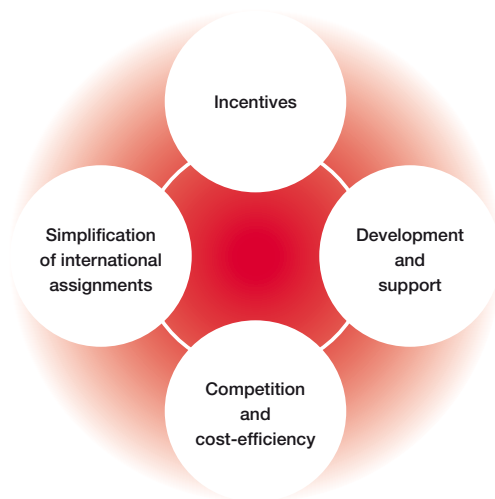
The guidelines for international assignments must be in line with your personnel and corporate strategies, since these shape the image of your corporate culture. They must also comply with industry standards and labour and tax laws.

It is important to ensure that international assignments are contractually in line with your assignment guidelines and that these take account of legal regulations in the home and host countries. It is also important to fully document all assignment conditions.

Targeted, flexible and transparent compensation systems

Compensation and benefits questions are naturally central to every assignment. Since these have tax consequences, it is advisable for both the company and the employee to call on professional advice. This is the only way to avoid expensive surprises. The development of a salary balance sheet, compliance with social security rules, as well as the possibility of additional coverages, are also decisive for the success of an assignment.

The large number of interrelated variables makes the situation extremely complex



Salaries and supplements are different in every country, since the cost of living, taxes and purchasing power, as well as country-specific compensation systems, need to be considered. Combine these factors with exchange rate and inflation issues, and it is obvious very quickly that constructing a coherent, fair and competitive international compensation system is extremely demanding.

Your corporate aims and particularly your personnel goals should set the guidelines for the design of your international compensation system.

- Incentivising, motivation and retention of qualified employees
- Creation and maintenance of a coherent and fair compensation system for the entire corporate group
- Simplification of international assignments
- Competitive and cost-efficient compensation structures

Total compensation generally consists of:

- Basic salary
- Variable performance bonuses
- Financial incentives
- Benefits in kind
- Contributions to employee benefits and insurance
- Other allowances

Beyond this, there may be

- Mobility allowances
- Allowances for accommodation, education and moving
- Quality of living allowances

The large number of interrelated variables in such a compensation system make the situation extremely complex. It is important to bear in mind, among other things, the bases for calculation, social security contributions, any additional insurances, compensation and tax consequences, as well as the status of the expatriate (employee, freelancer, TCN) and their contractual situation.

The solution for your company will depend on the level of internationalisation, and on your corporate structure and policies. Competent, independent and neutral advice is indispensable – ASN is your optimal partner.

International benefits and insurance solutions

In the constant competition to recruit, retain and motivate qualified staff in the international arena, comprehensive old age, risk and health benefits (including medical insurance) play a key role. Fair and appropriate employee benefits solutions strengthen employee trust, but must also meet financial aspects and corporate goals. Naturally, always in a sustainable and cost-effective manner.

Very often, classical approaches (e.g. continuation of benefits in the home country, or entry into the host country system) do not meet the requirements. Innovative, modern solutions must match the needs of employees and corporate strategy at the same time. Ready-made solutions seldom exist. For a customized solution, turn to ASN.

What needs to be considered?

Business travellers:

Are employees, guests and accompanying persons on business trips optimally insured? Local solutions are often inadequate.

Social security:

Employees often lose their social security rights and coverage when assigned abroad. Transferable insurance solutions are essential. Plans that are linked to a particular system may not be sufficient when there is a change of location. How should gaps be closed?

Supplementary insurance:

Any insurance gaps can be closed using private insurance plans. These are possible in the areas of old age benefits, risk coverages and international medical insurance. They also allow employees who leave the company or retire to continue their insurance on individual bases.

Organisation:

How can group insurance plans for employees with different needs be optimally established and administered with minimal effort and expense? Not only are benefits and premiums important, but also the conditions for acceptance and any special features. It is important to be able to continue the insurance after repatriation or leaving the group, and to also be able to maintain coverage even in high-risk countries.

Cost-effectiveness:

Several factors influence the cost-effectiveness of insurance contracts. Premiums are important, and naturally also the service level provided by the insurance company

and its employees. At ASN, we are familiar with the features of insurance companies and their products. Beyond this, we offer comprehensive administrative services as well as a help desk in four languages for expatriates and personnel managers.

Equal treatment:

Every host country has its own rules. What is the best way to meet different requirements during international assignments? How can one ensure that all expatriates receive equal treatment when it comes to employee benefits?

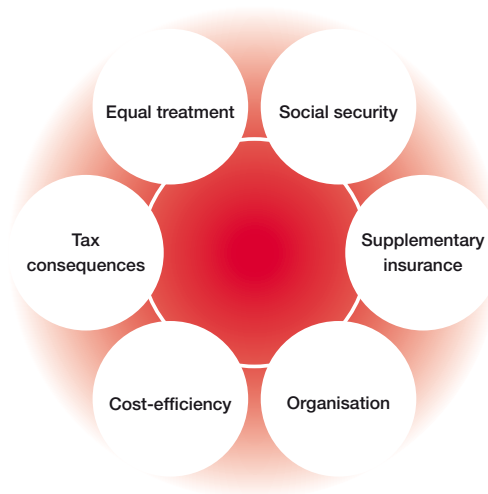
Tax consequences:

It is advisable to analyse the tax aspects of each employee benefits system very carefully. Do benefits or employer contributions count as taxable income for employees? What are the tax implications for the company?

If you wish to know what a particular international solution offers and how to make the most of your contributions, ASN is the right company to ask. We provide all the advice and practical assistance you require. Our experience helps you develop solutions to fit all your organisational, financial and individual needs.

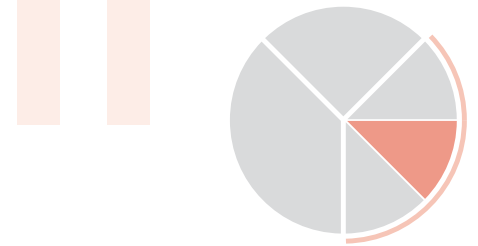
Open communication

On-going and detailed orientation of the transferred employee and his or her family, partner must be ensured at every stage. Family visits to the host country before the start of the assignment, language courses and cultural training are extremely valuable.



Many components must be taken into consideration when setting up international retirement and insurance plans

Comprehensive solutions Implementation and support

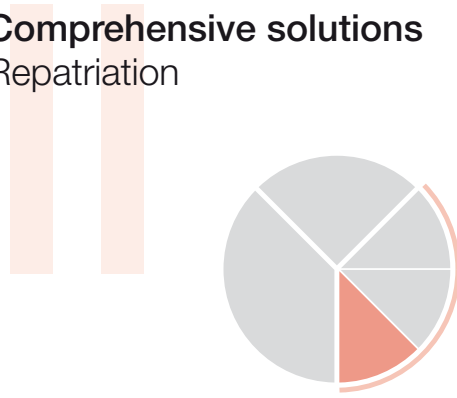


Implementation follows the preparation and decision phases. A whole range of questions now arises: What arrangements are necessary for the family home in the home country? How does one find suitable accommodation, schools, associations and clubs in the host country? Have you ensured that health certificates, residents' permits, visas and registrations are available, and that integration can take place smoothly? It is important to use every means to simplify and accelerate processes so that the time required for these is reduced to a minimum. This helps newly-arrived employees to begin their jobs immediately, and their families to integrate quickly and smoothly in the host country.

Communication is decisive

The flow of information between everyone involved must be designed as a continual process. It involves employees and their families, personnel and line managers in the home and host countries, as well as all service providers. The success of any assignment depends on continual, clear and coordinated communication.

Comprehensive solutions Repatriation



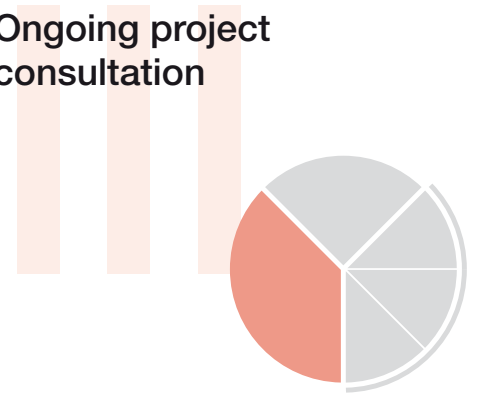
Targeted, practical support

Time and again, international assignments fail to deliver the expected results or are even prematurely cancelled. Why is this? Very often, employees and their families have problems integrating in their new location. Insufficient support is one of the main reasons for this. Targeted, professional and practical help for employees and their families, no matter what their stage in life, can make a significant contribution to the success of an international assignment.

An astonishingly high number of employees leave their companies shortly after returning to their home country – even if their assignment was totally successful. The resignation of such an employee represents a considerable loss for the company. Not only in terms of investment in the employee, but above all because of the loss of know-how, knowledge transfer and contacts. Why do employees leave at such times? Very often, the reason is insufficient support during the assignment, or too little care when re-integrating after repatriation. Frequently, when selecting solutions, for example the international insurance solution, repatriation fails to be considered.

Careful job and career planning is particularly important for employee repatriation, in order to ensure that valuable experience and contacts benefit your company and not a competitor. How can you ensure that assignments deliver ongoing value not only to the employee but also to the entire company? Solutions for reintegration, employee loyalty and knowledge transfer provide the answer. It is worthwhile asking for help from experienced specialists for these complex processes and questions. ASN is also your optimal partner for these matters.

Ongoing project consultation



ASN will support you with the preparation and implementation of international assignments, and also assist you to introduce new arrangements, establish new structures, and develop and implement changes and new processes. You can rely on our practical, needs-oriented and customised support. Because we always know what we are talking about. ASN will work closely with you so that strategy and practice are always properly aligned in your company. Take advantage of our know-how and our experience to optimally design international assignments everywhere around the world. ASN will help you to maintain an overview, both for routine tasks as well as during hectic project phases – and thus save time and money. Every project stands and falls depending on having the right people. ASN's professionals are at your side for every aspect of international assignments, insurance and benefits. We give you access to our outstanding and well developed network of providers. You also profit from our many years of experience, multilingual experts and carefully selected and very committed staff. ASN's team-oriented professionals will help you find the solutions you need. Our past success is your guarantee of the value of this approach.

We look forward to working with you to help you achieve your goals. Our team is your team. Let us assist you.

Glossary

Here is a summary of the most frequently-used terms in connection with international employees.

Balance sheet: *Method used to define the gross salary in the host country. This must answer the question: What does the expatriate's gross salary need to be in the host country in order to ensure the same net standard of living as in the home country?*

Expatriates/Expatriation: *There are many types of expatriates:*

- *Short-term transferees are temporarily assigned to work abroad for 3 to 12 months*
- *Long-term expatriates are transferred from their home country to work for 2 to 5 years in another country. Also known as transferees or assignees*
- *Third Country Nationals (TCN) are transferred employees who are citizens neither of the home country of the corporation, nor of the host country*
- *Commuter assignees work in the host country during the week, and commute at the weekend to their home country*
- *Expatriate freelancers are independent, external specialists, who work 100% for a company for extended periods in different countries*

Assignment letter/
assignment agreement: *Legal document, usually an appendix to the contract of employment, that sets out the terms of the assignment in detail.*

International
Assignment Policy: *Document provided by the company that defines every aspect of an international assignment, such as: the company's expatriation policy, interfaces with local laws, taxation in the host country, social security, compensation structure, housing costs, schools, transportation, security, etc.*

About ASN

Company foundation

ASN was founded in 1991 from a department of Swiss Life that specialised in serving multinational corporations. We have made it our mission to use our broad knowledge and extensive experience in these areas to meet the specific needs of our clients. ASN AG became an independent company in 2002.

Development

Today ASN is one of the leading providers of independent professional advice and services for expatriation, thanks also to having our own extensive network of specialists and major suppliers. Our particular strengths lie in our experience and comprehensive range of services in all key aspects of employee assignments and international mobility. As a consultancy headquartered in Switzerland with a global network of partners, we have the expertise and the international reach to offer you services that range from analysis and budgeting to formulating and implementing your strategies.

Our people

Working with the right people is the foundation for building a successful relationship. The ASN team is composed of personnel management experts and insurance professionals. Our carefully selected, motivated experts combine years of experience in international mobility with a professional ability to develop the best solutions for your specific needs and support you with their implementation. In addition, all our team members have built up a network of specialist service providers over many years.

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