

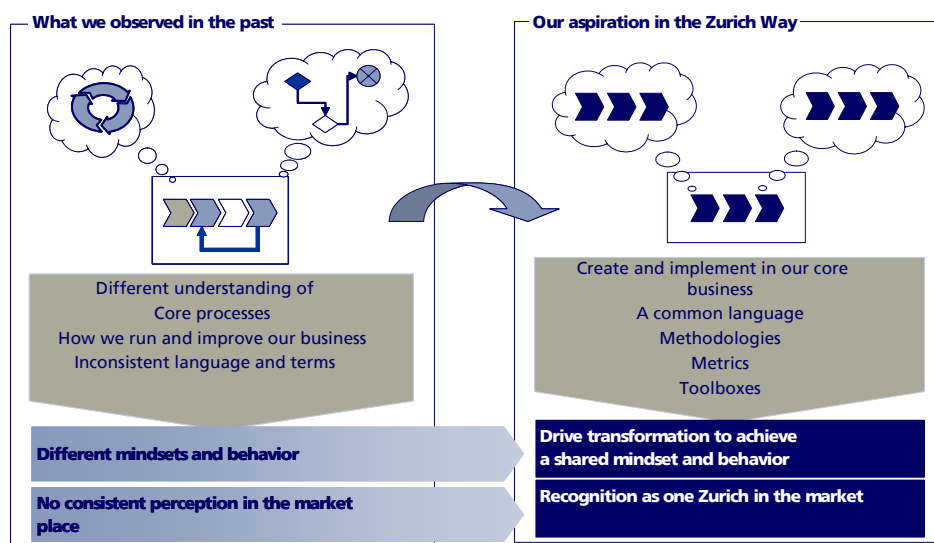
The Zurich Way

The Zurich Way of Tied Agent Distribution



Basic Idea

- The Zurich Way (TZW) aspires to create a common language, methodologies, metrics and toolboxes for the core processes within Zurich. It transforms the way Zurich is doing business every day and helps to provide better services to customers in a consistent and recognizably one Zurich way.



- TZW processes have been designed and developed by experienced internal practitioners and represent best practice standards.

TZW of Tied Agent Distribution

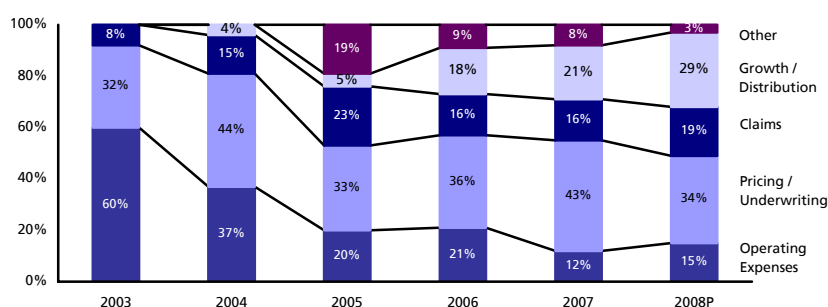
- TZW of Tied Agent Distribution aims at contributing to profitable growth by continuously improving the recruitment, the management and the succession planning for the Group's about 28,000 tied agents in European countries and in the US (Farmers).
- It enables the sharing of best practices between countries to introduce common methodologies, terminology and toolkits which support the consistency in the way Zurich operates.

Where we started

- Before establishing TZW of Tied Agent Distribution there was no common and consistent framework about the sourcing, the management and the succession planning of tied agents.
- This might have resulted in the recruitment of less high-quality agents and in a low retention rate of new agents who left Zurich just after having gone through an expensive training.

Achievements

- **Sourcing:** Through TZW of Tied Agent Distribution Zurich has recruited over 3,200 new high-quality agents in 2007. New training methods (e.g. the Sales Academy approach developed by Farmers and introduced in Europe) helped to increase new agents' productivity as well as their retention rate.
- **Managing:** Agents are developed and managed to better meet customer needs and achieve profitable growth. Through clear agent segmentation, the ways agents are targeted and rewarded have been improved. Processes have been defined to enhance customer retention and cross selling of Life and General Insurance products. A common sales method called 'sales excellence' is applied to increase professionalism on how Zurich's agents deal with customers.
- **Succession:** Facilitating the handover and allocation of business from departing agents has safeguarded the customer experience and has improved customer retention.



- TZW of Tied Agent Distribution initiatives have contributed significantly to Zurich's profitable growth targets. Together with other distribution related efforts (e.g. TZW of Independent Distribution) it accounted for more than one fifth of The Zurich Way benefits in 2007.

Performance Measurement

TZW of Tied Agent Distribution's success (e.g. number of agents hired, increase of retention rate, increase of production per agent) is rigorously monitored via The Zurich Way 'War Room'.

Glossary

Tied Agent = Agent 'tied to' or exclusively selling the product range of Zurich. In Switzerland and Austria tied agents are directly employed by Zurich, while in other countries agents are self-employed.

About Zurich

Zurich Financial Services Group (Zurich) is an insurance-based financial services provider with a global network of subsidiaries and offices in North America and Europe as well as in Asia Pacific, Latin America and other markets. Founded in 1872, the Group is headquartered in Zurich, Switzerland. It employs approximately 60,000 people serving customers in more than 170 countries.

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