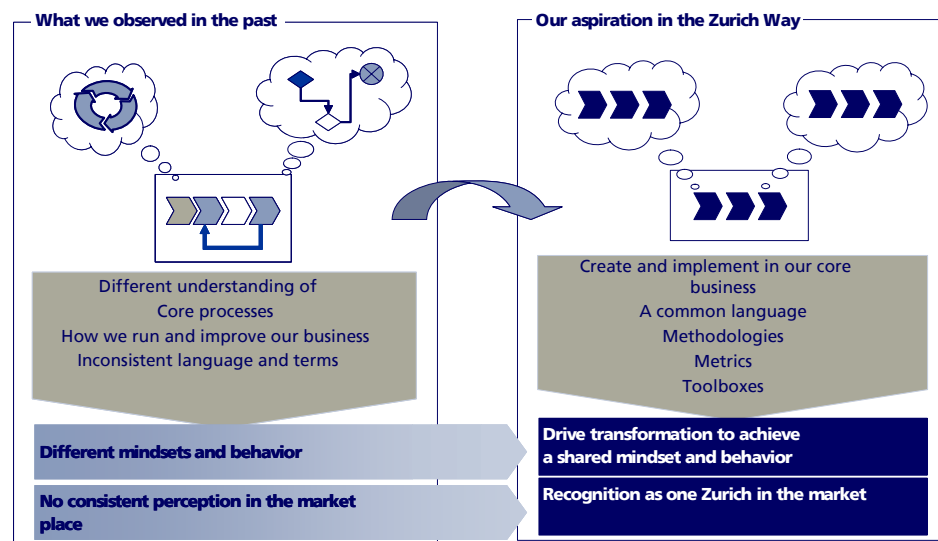


The Zurich Way

The Zurich Way of Growth

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.

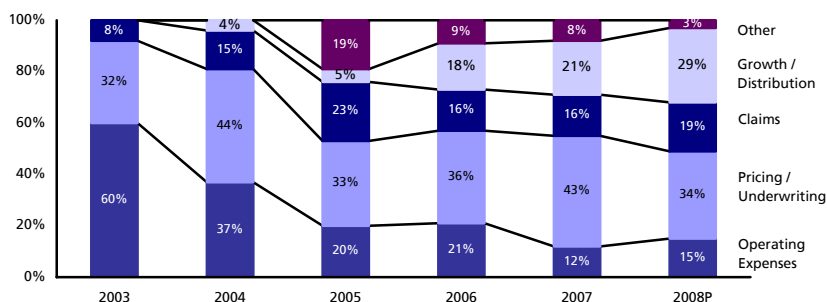
Profitable Growth – Zurich's top strategic priority

- In order to make profitable growth a top priority across the Group:
 - the organization has been aligned
 - growth opportunities are being leveraged
 - the front lines are energized for growth opportunities
- The position of the Chief Growth Officer (Patrick O'Sullivan) and the Growth Council have been established to increase the growth momentum

TZW of Growth – leveraging growth opportunities

- Growth is achieved through four global TZW of Growth workstreams as well as through specific regional or local initiatives by the business areas.
- TZW of Growth workstreams are managed globally through the established TZW network, applying a consistent global framework, implemented by local roll-out teams.
- Workstreams include:
 - **TZW of Tied Agent Distribution** – a global effort to increase the productivity of the tied agent network through TZW methods in recruiting, managing and planning the succession of tied agents.
 - **TZW of Independent Distribution** – Zurich’s best practice approach to improve relationships with independent distributors (brokers, independent financial advisors, bank partners)
 - **TZW of Cross Selling** – a cross business divisions effort to increase cross selling following Group principles.
 - **TZW of Proposition Development** – a global effort to improve customer focus of our product development and to accelerate the time to market.

Achievements



- The Zurich Way of Growth contributes with an increasing share to the overall benefits of The Zurich Way Program.
- It heavily supports the achievement of Zurich’s goal of
 - a 5% compound annual growth rate in gross written premiums over the market cycle in our general insurance business
 - double digit APE growth taking the New Business Value in Global Life to USD 850 million by 2010
 - Farmer’s gross written premiums of USD 21 billion by 2010 (combined ratio not exceeding 98%)

Performance Measurement

TZW of Growth workstreams’ success (e.g. number of hired tied agents, cross sell volume) is rigorously monitored via The Zurich Way ‘War Room’. For 2008 over 250 individual growth initiatives are tracked in The Zurich Way database.

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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