

Well positioned for the next phase

Mario Greco, Group CEO
Goldman Sachs 23rd Annual European Financials Conference
Paris, June 5, 2019

Zurich Insurance Group



Key messages

A strong global franchise

We have a uniquely diversified business with strong franchises and well balanced access to distribution backed by a strong balance sheet

Delivering on our targets

We are well on track to meet or exceed our 2017-2019 targets

Improving profitability

Our strategy is delivering a growing and less volatile business that is well positioned for the future direction of the industry

Fit for the future

Our customer focus combined with improved efficiency and strong distribution capabilities positions us well to take advantage of future growth opportunities

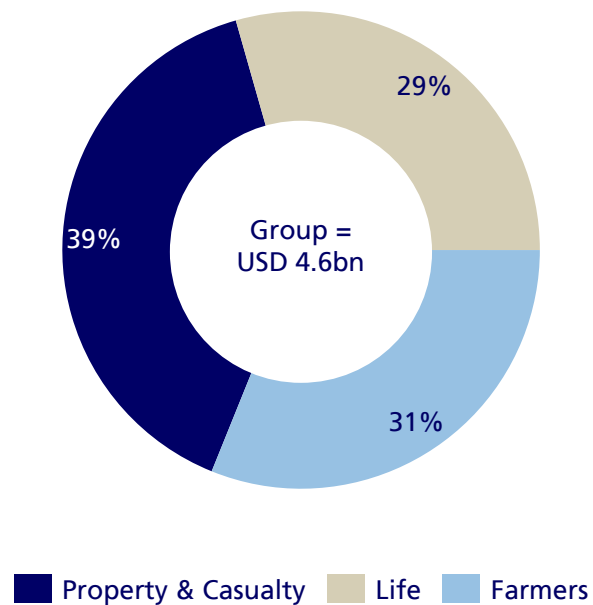
Shareholder focused

Our cash generative and capital efficient business model supports an attractive dividend payout of approximately 75% of NIAS

A well diversified business with high quality sources of earnings

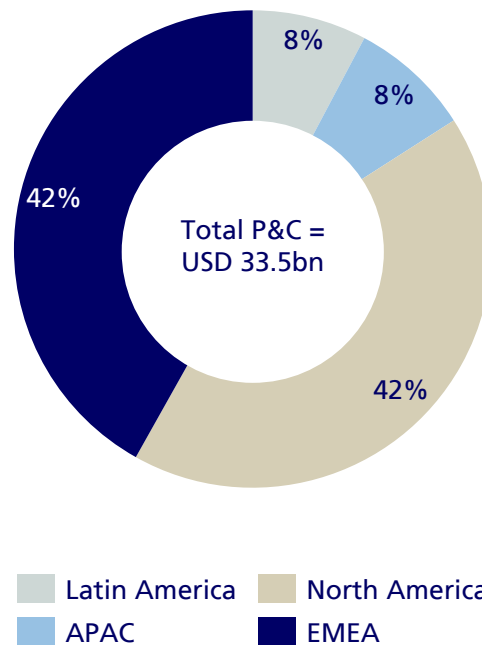
A TRULY COMPOSITE INSURER

FY-18 Business Operating Profit by business (%)¹



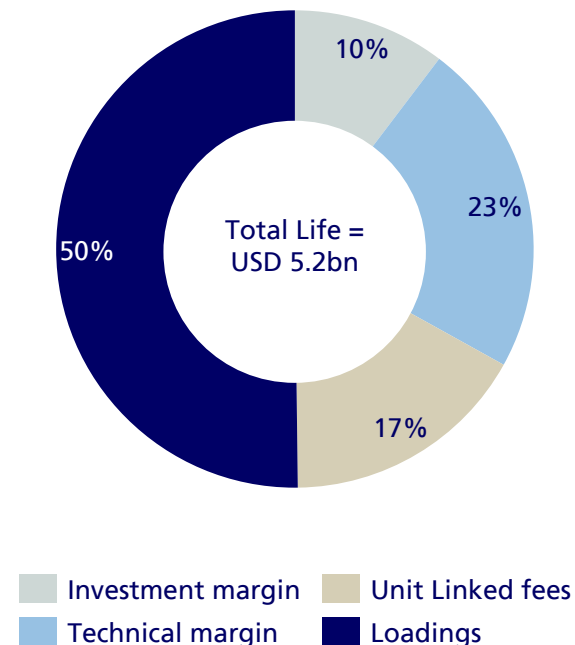
BALANCED P&C FOOTPRINT

FY-18 P&C GWP by region (%)²



HIGH QUALITY LIFE EARNINGS MIX

FY-18 Life gross margin breakdown (%)³

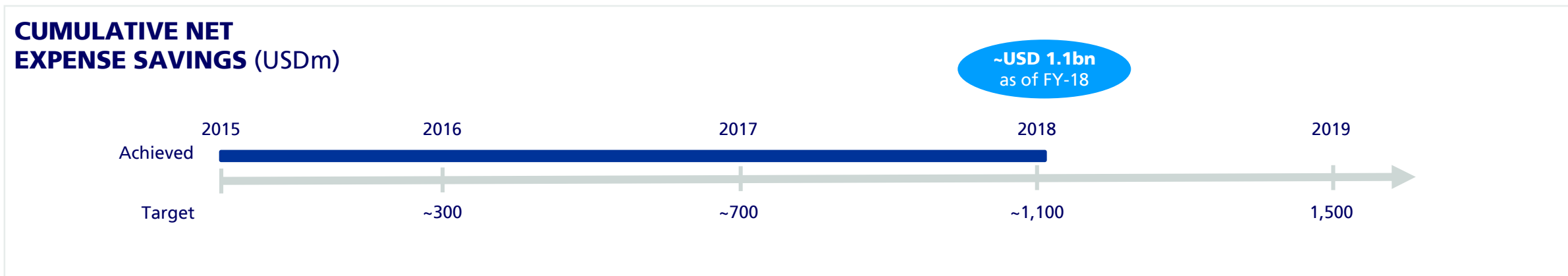
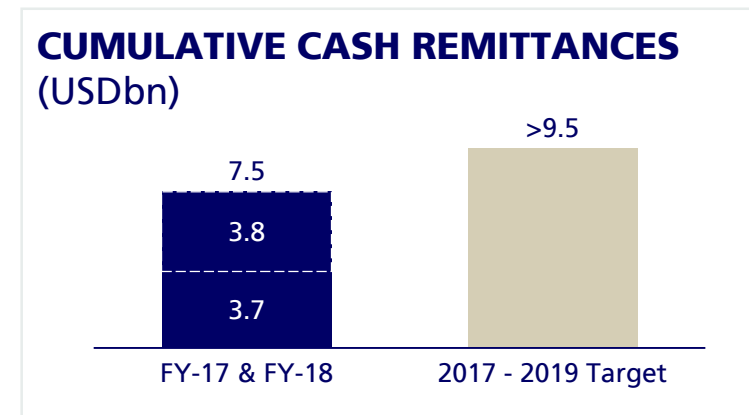
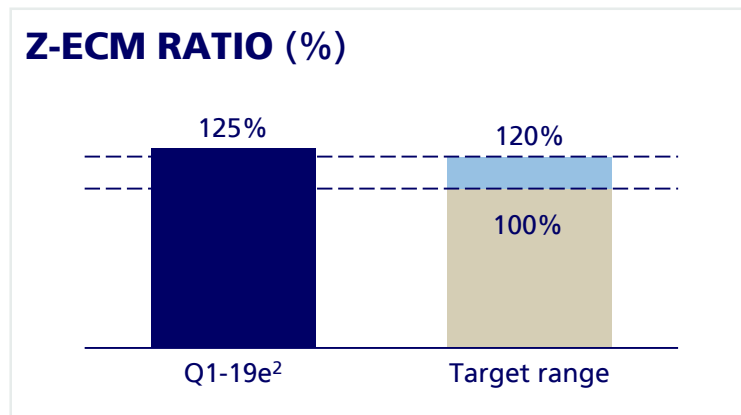
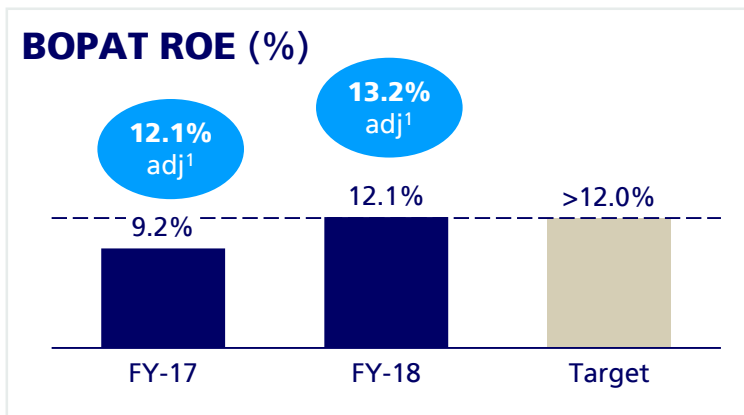


¹ The split by business excludes Group Functions & Operations and Non-Core Businesses.

² The split by region excludes Group Reinsurance and Eliminations.

³ Excluding Farmers Life.

Delivering on our 2017-2019 targets



¹ Business Operating Profit after tax return on equity, excluding unrealized gains and losses. Adjusted for the impact of excessive natural catastrophes, charges related to the Group's restructuring recognized through BOP and the FY-17 change to the UK capital gains tax indexation relief.

² Q1-19 Z-ECM reflects midpoint estimate with an error margin of +/- 5ppts.

Building for future growth with improved customer focus



GENERATING PERSONALIZED INSIGHTS WITH ZURICH CUSTOMER ACTIVE MANAGEMENT (ZCAM)

Examples from one data sample



72% of customers with family and house insurance also purchase Motor



Customers with an SUV have the **highest propensity** to buy life policies for their families



26% of customers with own accident insurance also buy family insurance

IMPROVING CUSTOMER SATISFACTION

NPS
(FY-18 vs. FY-17, pts)



▲ +3



▲ +5



▲ +12



▲ +3



▲ +15



▲ +7

DELIVERING INNOVATIVE CUSTOMER SOLUTIONS



¹ Through Farmers Exchanges. Zurich Insurance Group has no ownership interest in the Farmers Exchanges. Farmers Group, Inc., a wholly owned subsidiary of the Group, provides certain non-claims administrative, management, and ancillary services to the Farmers Exchanges as its attorney-in-fact and receives fees for its services.

We continue to grow our access to customers through new bank and non-bank partners



ACCESS TO OVER 66 MILLION CUSTOMERS IN 20¹ COUNTRIES THROUGH OVER 70 BANK AGREEMENTS



WE CONTINUE TO BUILD ON OUR SUCCESS WITH NON-BANK PARTNERS



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¹ Selected bancassurance agreements. Australia subject to regulatory approvals, expected during first half of 2019.

Zurich embeds environmental, social and governance issues in all aspects of the business

OUR RATINGS¹

MSCI  2018 Constituent
MSCI ESG
Leaders Indexes

'AA' rating

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM 

Outperformed 93% of other companies in peer group

 **SUSTAINALYTICS**

Recognized as leader amongst insurance companies

 **FTSE4Good**

Absolute score of 4.0 (out of 5.0)

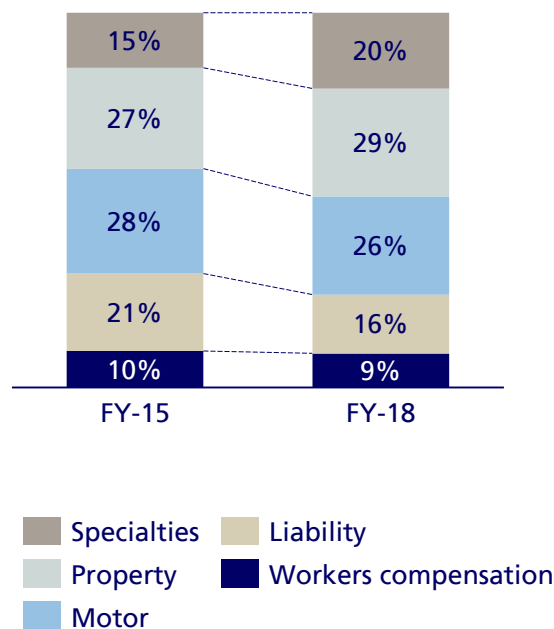
OUR LONG TERM COMMITMENT



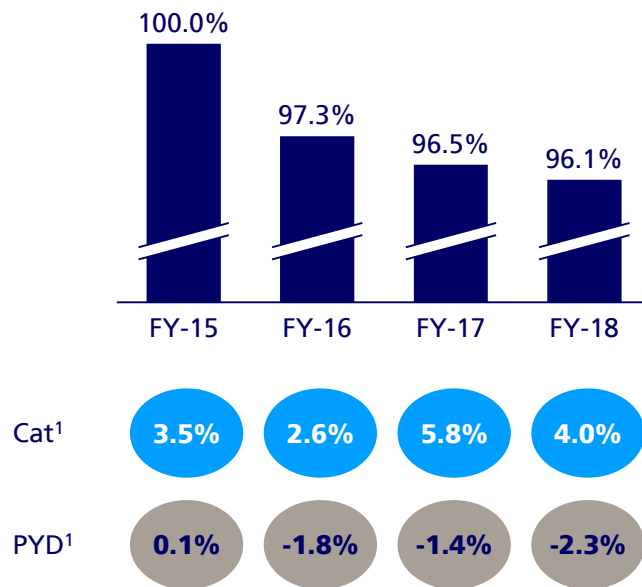
¹ As of March 2019.

Our P&C strategy is working with profitability improved and volatility reduced

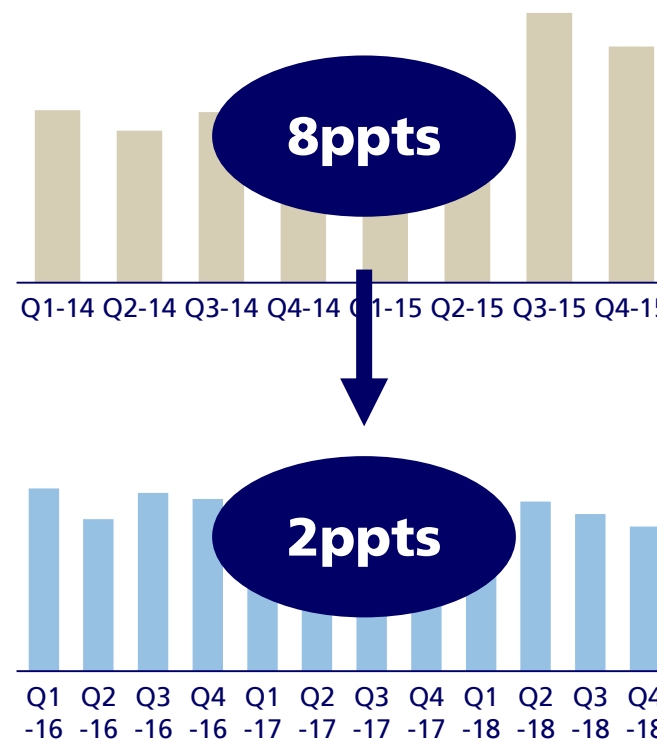
P&C BUSINESS MIX (% NEP)



AY COMBINED RATIO EXCLUDING CATASTROPHES (%)¹



LARGE LOSS VOLATILITY (ppts)²

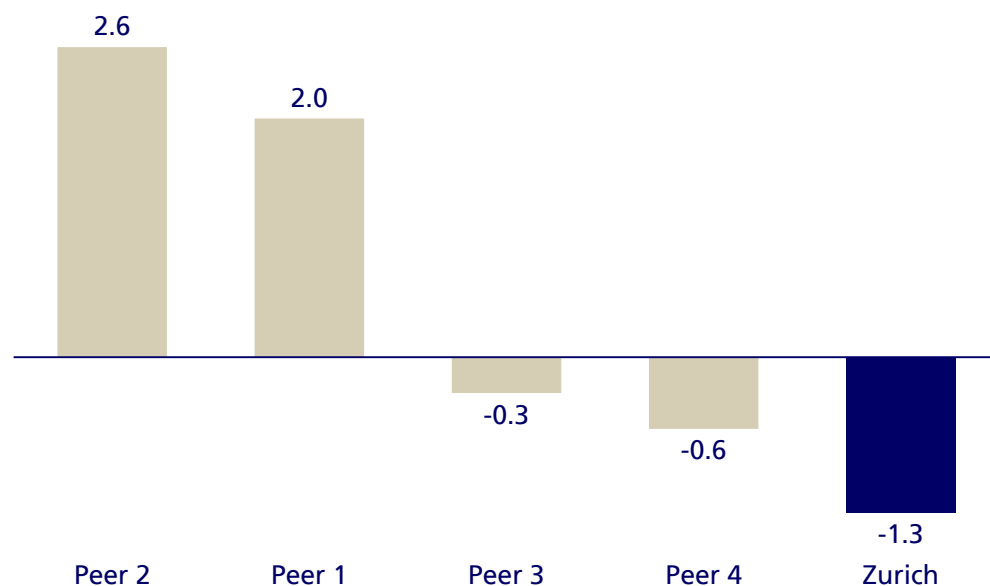


¹ Accident year combined ratio excludes prior year reserve development (PYD). Catastrophes (Cat) include major and mid-sized catastrophes including significant weather-related events.
² Volatility is measured as difference between lowest and highest ratio for the indicated period.

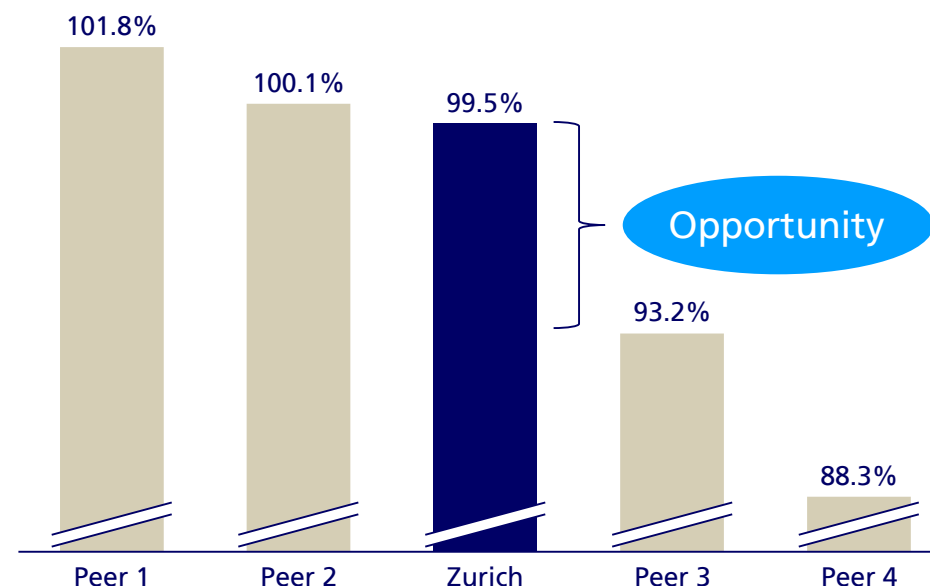
Our Commercial P&C strategy is delivering differentiated results to peers¹ and provides further opportunities to grow earnings



CHANGE IN P&C COMMERCIAL AY COMBINED RATIO EX CAT (FY-18 vs. FY-17, ppts)



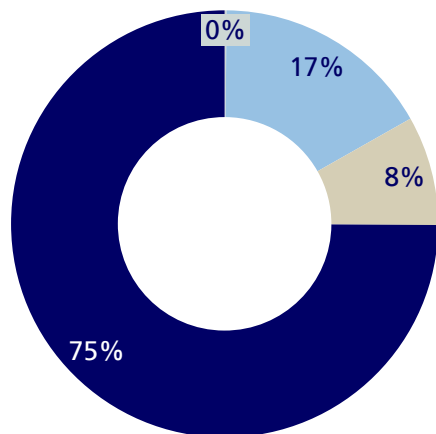
P&C COMMERCIAL AY COMBINED RATIO EX CAT (FY-18, %)



¹ Peers: Travelers (Business Insurance + Bond & Specialty), Chubb (Commercial P&C), AIG (Commercial Lines), Swiss Re (Corporate Solutions) as reported. Source: Company reports.

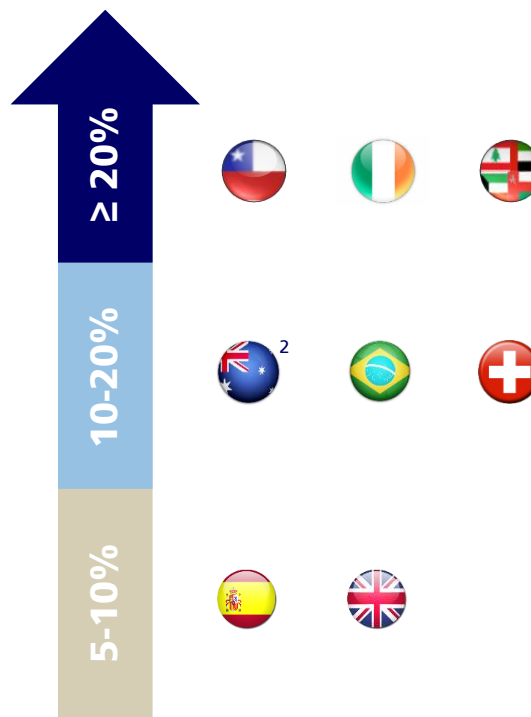
We have a leading market position in Life protection which is delivering growth of low volatility earnings

FY-18 LIFE NBV BY PRODUCT (%)

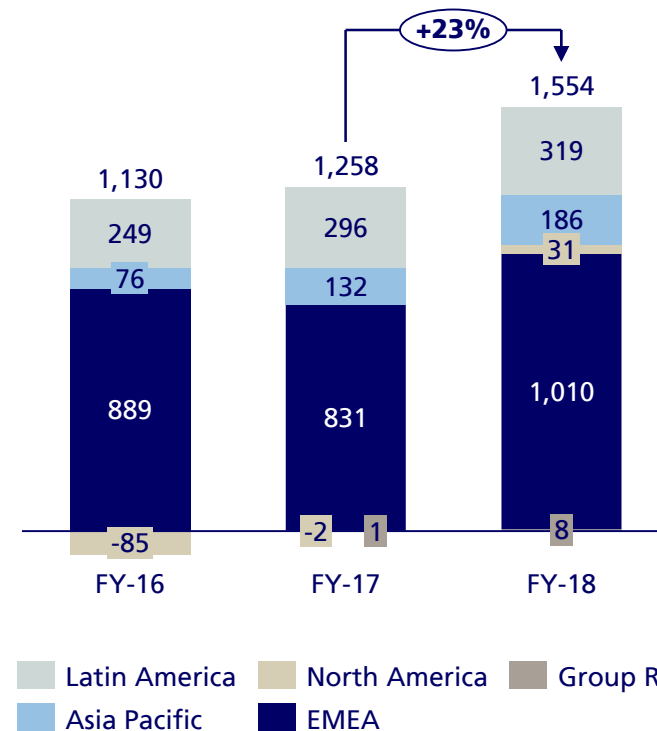


Savings & annuity
 Corporate pensions and savings
 Unit-linked
 Protection

PROTECTION MARKET SHARE (%)¹



LIFE BOP (USDm)



¹ FY-17 or most recently available period. Based on GWP, Ireland based on new business, Australia and Ireland market shares refer to Individual Protection.

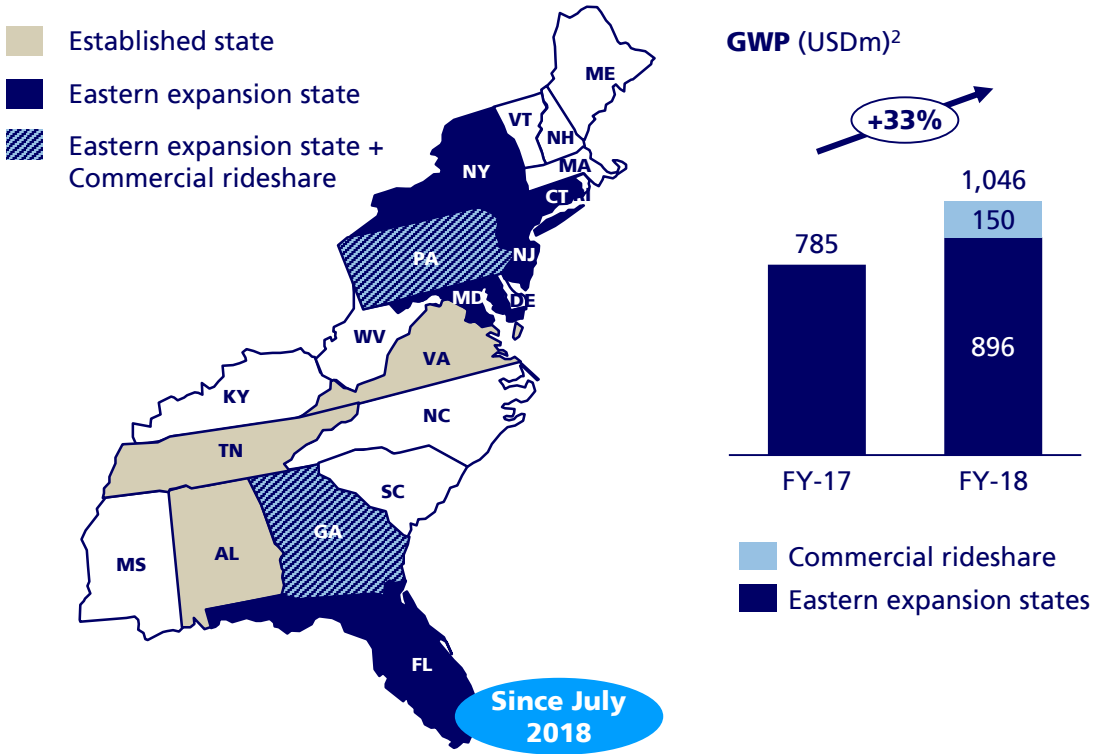
Source: ABI, FECU, ICEA, Susep, SVV, Swiss Re.

² Pro-forma of Zurich and OnePath Life, deal not yet completed.

Farmers is an attractive, low volatility, fee based business with opportunities to grow

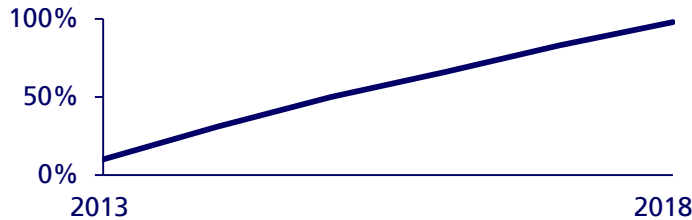


FARMERS EXCHANGES¹ EASTERN EXPANSION



AGENCY MODEL

Capitalized agents
(% of new appointments)



CUSTOMER RELATIONSHIPS

New business households purchasing a second product in first 30 days (%)



INNOVATION

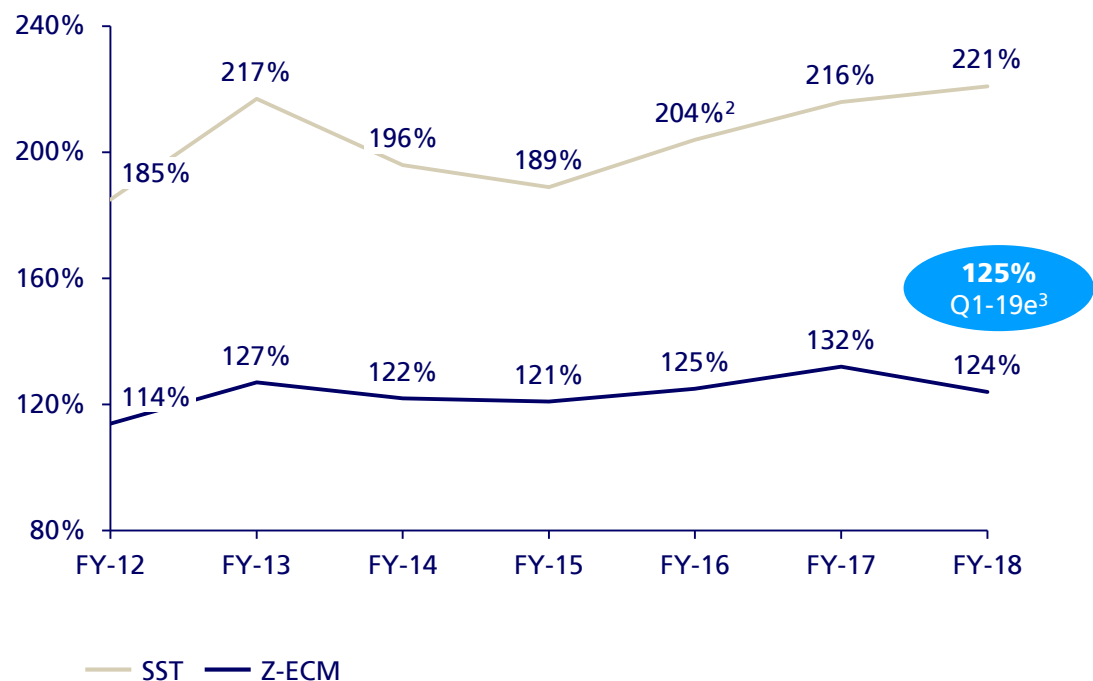


¹ See footnote 1 on slide 5.

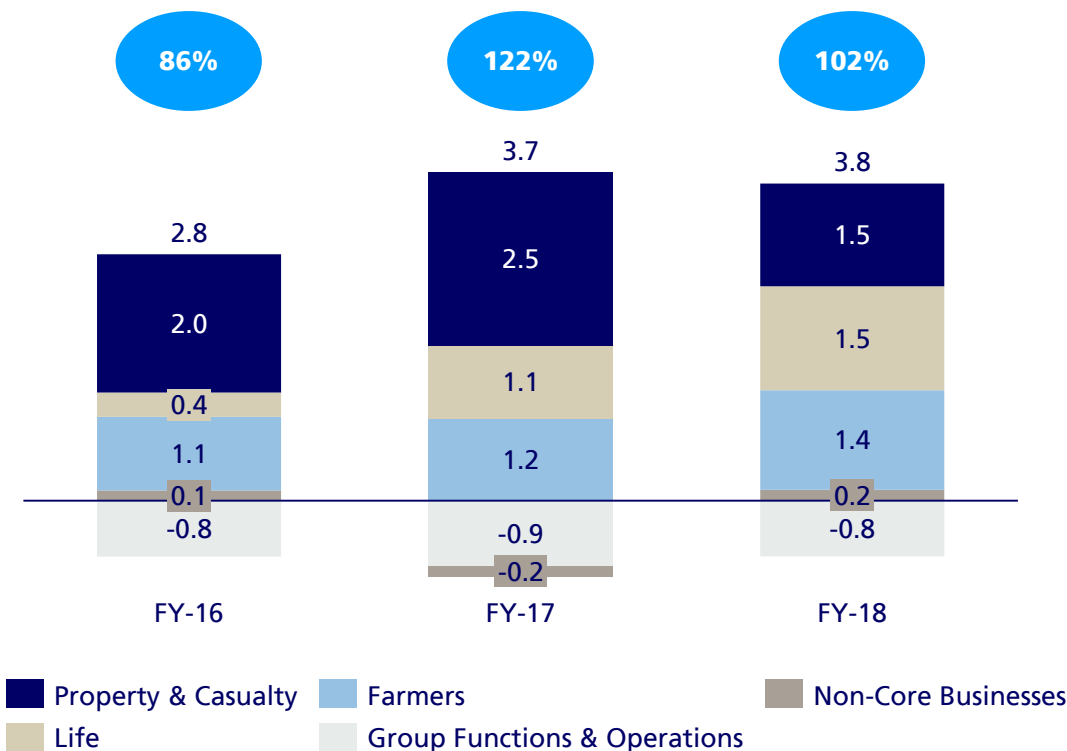
² GWP in the eastern expansion states, excluding discontinued operations.

Very strong capital, with a high level of conversion of earnings to cash supporting our attractive dividend payout

Z-ECM AND SST RATIO¹ (%)



NET CASH REMITTANCES (% of NIAS & USDbn)



¹ The Swiss Solvency Test (SST) ratio is calculated based on the Group's internal model, as agreed with the Swiss Financial Market Supervisory Authority (FINMA). The ratio as of January 1, 2019, has been filed with FINMA and is subject to review by FINMA.

² After restatement for model changes (FY-16 SST ratio of 227% before restatements).

³ Q1-19 Z-ECM reflects midpoint estimate with an error margin of +/- 5ppts.

Our proposition to investors

HIGHLY CASH GENERATIVE BUSINESS MODEL SUPPORTING AN ATTRACTIVE AND GROWING DIVIDEND, UNDERLINED BY:

A balanced and diverse global business



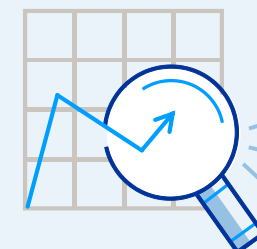
Industry leading capital levels



Stable, consistent and conservatively managed balance sheet



Consistent growth with scope to enhance returns through capital re-deployment



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CALENDAR:

- August 8, Half year results 2019
- September 24-25, Bank of America Merrill Lynch Conference 2019, London
- November 7, Update for the nine months ended September 30, 2019
- November 14, Investor Day 2019

