

Investor Day – Media presentation

Mario Greco, Group Chief Executive Officer

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London

Zurich Insurance Group



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Key messages

Group

Globally diversified insurance group with earnings growth and significant expense reduction potential

Opportunity

Strengthen position as a global composite insurer and develop more focused retail proposition

Shareholder focus

Deliver sustainable earnings growth which will support an increase in the return of capital to shareholders over time

Execution

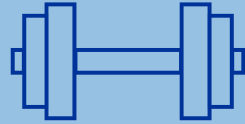
Focus the organization on delivery and execution and continue to invest for the future

Capital

Maintain strong capitalization

Thoughts after the first eight months on the job

Strengths



- Very diverse and balanced portfolio of products and services with global reach
- Powerful, internationally recognized brand
- Customer focus
- Successful track record in distribution partnerships
- Strong capital base
- Low-risk investment portfolio
- Strong employee skills

Opportunities

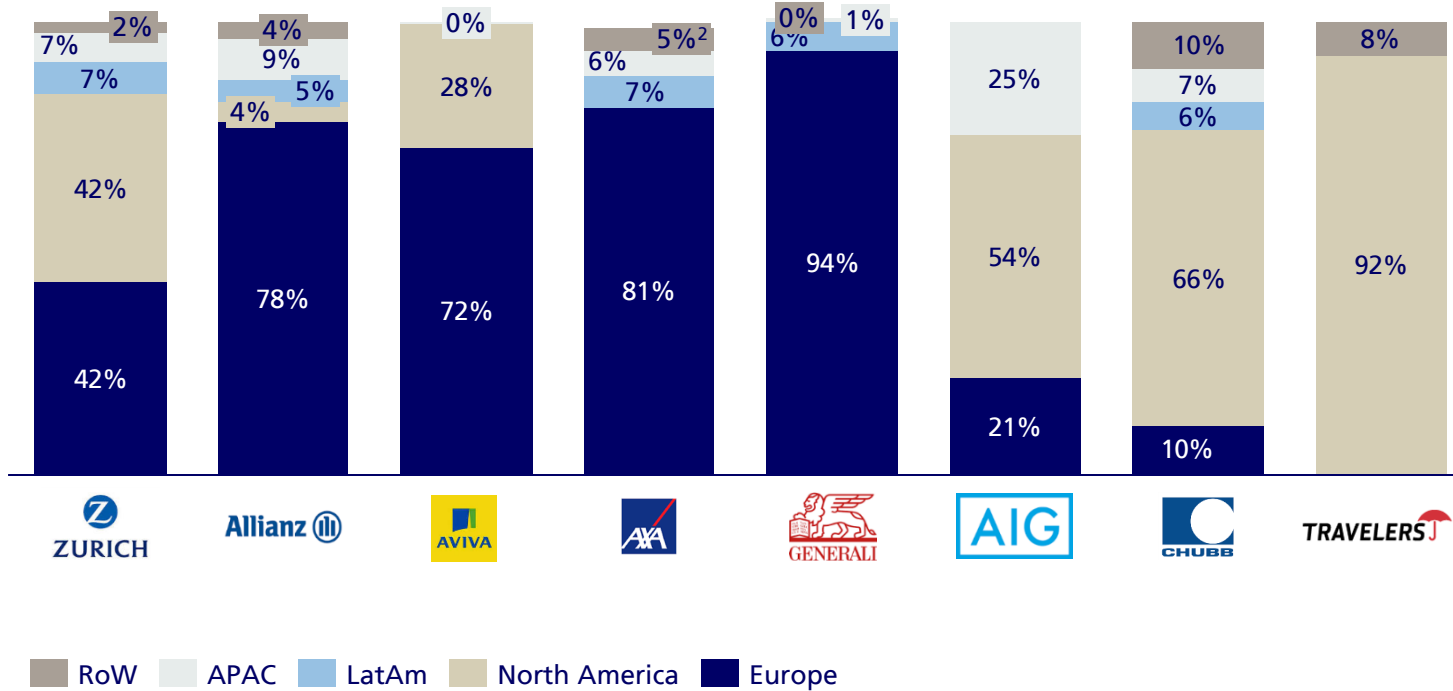


- Reduce Group expense base
- Simplify Group structure
- Improve accountability throughout the organization
- Reinvigorate technical excellence
- Bring more focus to the business
- Better position retail presence
- Continue Farmers profitable growth

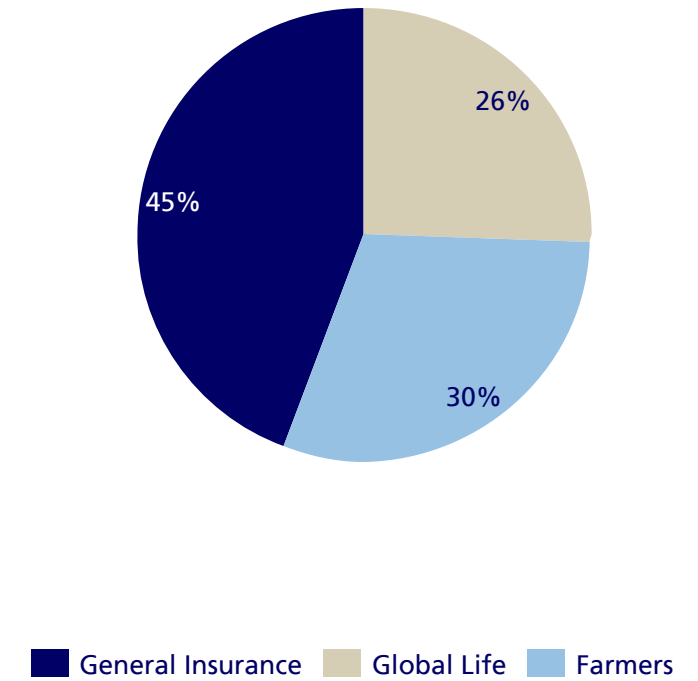
We are truly global and diversified



GEOGRAPHIC SPLIT OF P&C GWP (2015)¹



GROUP BOP SPLIT (2013-2015)²

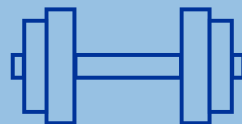


¹ Values include some estimates and adjustments for comparability. Zurich does not include Farmers Exchanges.

² Excludes Other Operating Businesses and Non Core Businesses.

We have clear opportunities to improve

Strengths



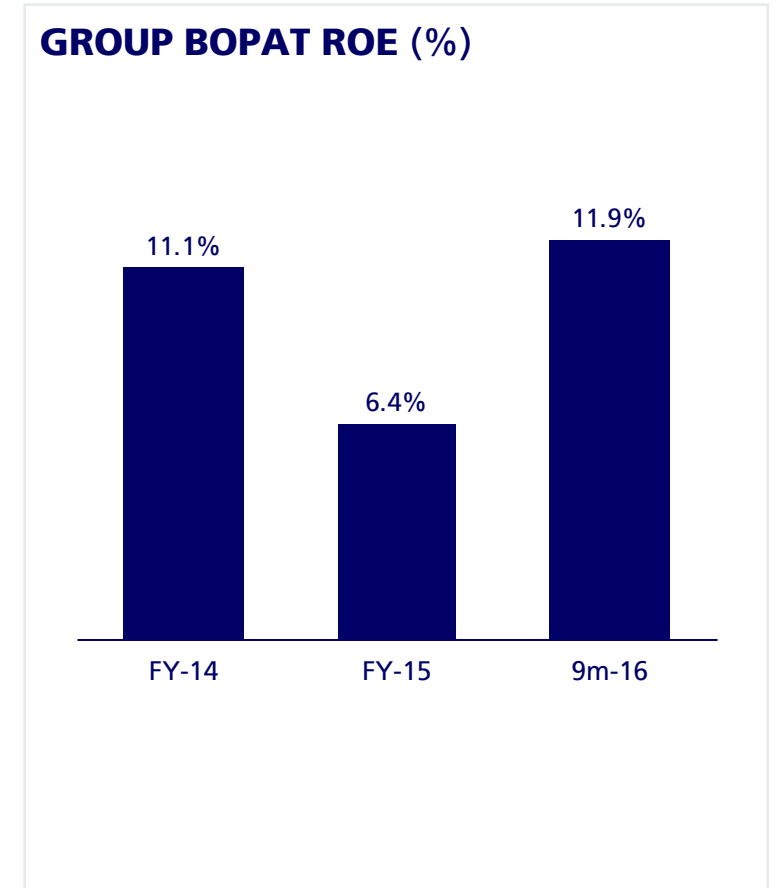
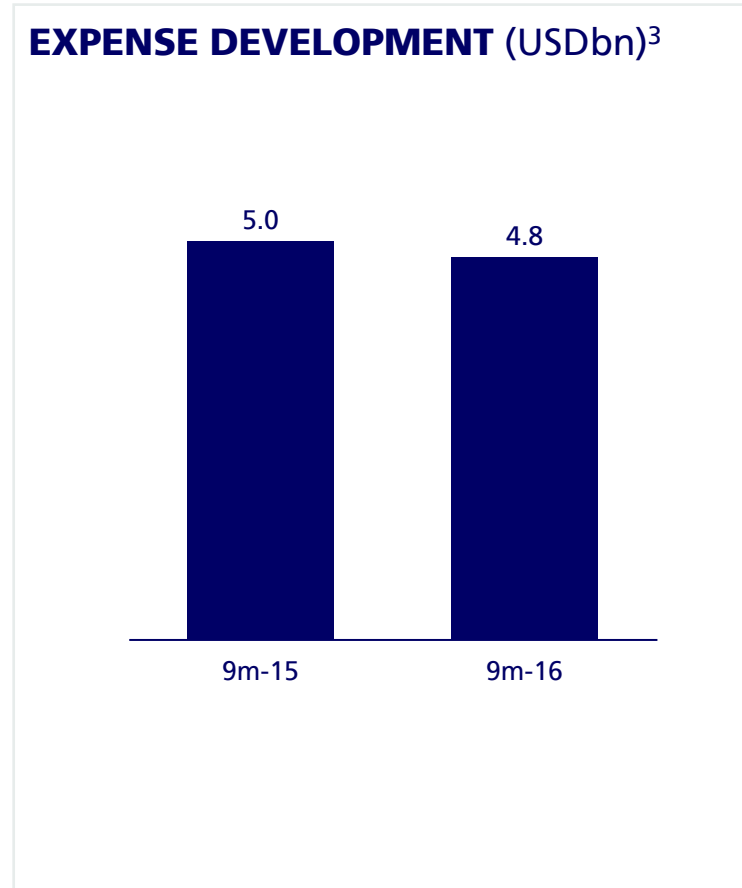
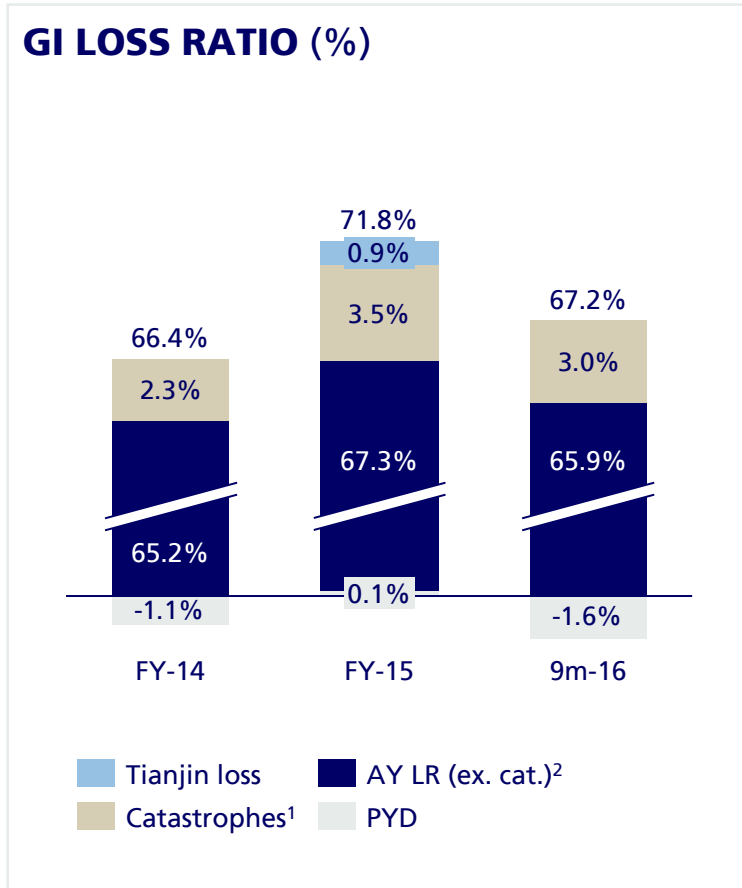
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The first results are encouraging



¹ Catastrophes include major and mid-sized catastrophes including significant weather related events.

² Accident year loss ratio (AY LR) excludes prior year reserve development (PYD).

³ Restated at constant FX and adjusted for RCIS acquisition; excludes Farmers.

Our financial targets underline our aim to be an efficient, leading insurer



ZURICH'S 2017-2019 FINANCIAL TARGETS

BOPAT ROE¹ in excess of 12% and increasing, despite a higher equity base

USD 1.5bn in net savings by 2019 compared to the 2015 baseline

Cash remittances in excess of USD 9.5bn over 2017-2019 period

Z-ECM target ratio unchanged at 100-120%

¹ Business Operating Profit after tax return on equity, excluding unrealized gains and losses.

Operations drives customer outcomes and value delivery to shareholders

EFFICIENCY AND OPERATIONAL EXCELLENCE



- Increased efficiency through process improvement, automation and scale solutions
- Higher agility through complexity reduction

TECHNICAL EXCELLENCE



- Better risk selection and pricing
- Faster reaction to market changes
- Optimized claims settlement costs

CUSTOMER EXPERIENCE



- Smoother customer journeys
- More customer-centric proposition development to match evolving needs

FOCUS FOR TODAY

We are focused on continuing to reward our shareholders



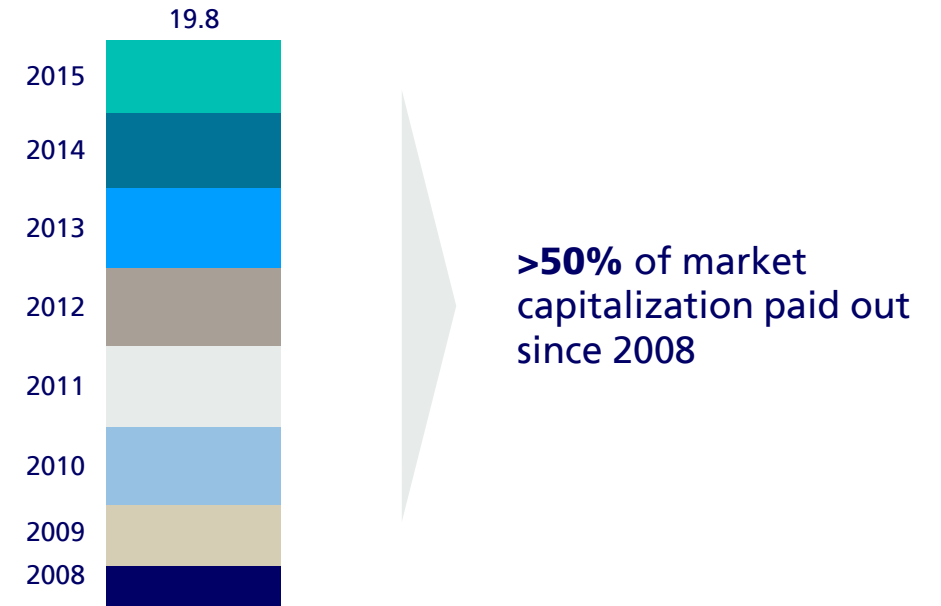
ZURICH'S DIVIDEND POLICY¹

NIAS payout ratio of approx. 75%

Dividend increases based on sustainable earnings growth

Target minimum CHF 17 per share dividend

CUMULATIVE DIVIDENDS PAID (FOR YEAR ENDING, USDbn)



¹ The dividend is subject to approval by the shareholders at the Annual General Meeting.

Key messages

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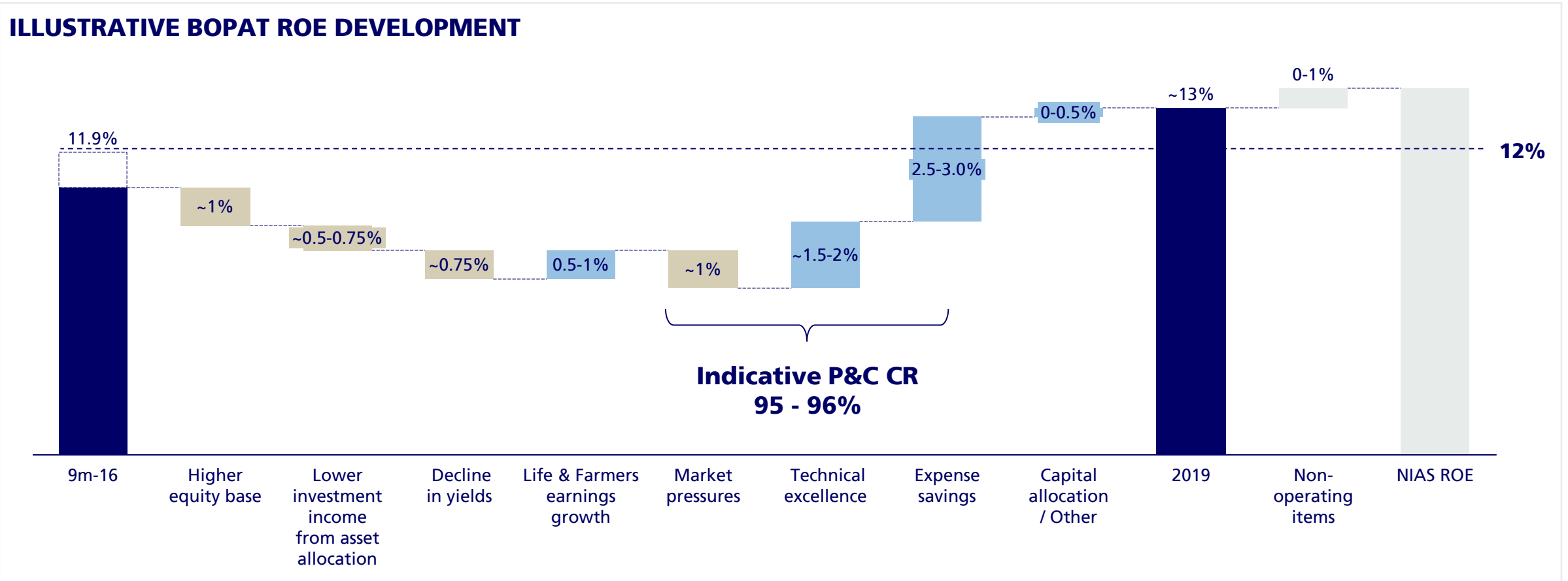
Annex



Our expense and underwriting initiatives offset higher equity base and market pressures



ILLUSTRATIVE BOPAT ROE DEVELOPMENT



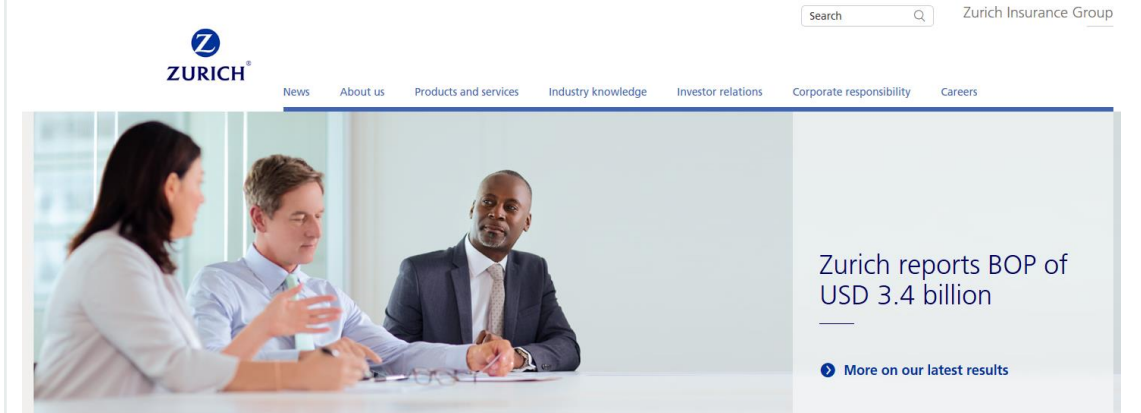
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CALENDAR

- February 9, 2017, Annual Results 2016
- March 29, 2017, Annual General Meeting 2017
- May 11, 2017, Results for the three months ended March 31, 2017
- August 10, 2017, Half year results 2017

