

FY Results 2014

Remarks by Martin Senn, Chief Executive Officer (slides 3 to 8), and George Quinn (slides 10 to 21), Chief Financial Officer of Zurich Insurance Group.

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Slide 3: Key financials

Welcome to Zurich Insurance Group's results presentation for the 2014 financial year.

Business operating profit of 4.6 billion US dollars, is down 1 percent from the prior year, and flat in constant currency.

Net income attributable to shareholders, of 3.9 billion dollars, is 3 percent below 2013.

As I will explain shortly, we made good progress last year, in a number of key areas in the execution of the strategy we set out in December 2013.

Nonetheless, results for 2014 are below our expectations and a clear indication that we need to do more to improve our profitability. This is particularly the case given the external headwinds facing the insurance industry from the current macro-economic environment.

In terms of our three key targets:

While we continue to generate a good ROE, our business operating profit return on equity of 11 percent in 2014, is below our target range of 12 to 14 percent.

In terms of our second target, Z-ECM solvency, we remain very well capitalized, with a ratio of 127 percent at the end of the third quarter.

And third, cash remittances for the full year of 3.7 billion dollars, are ahead of both 2013 and the run rate implied by our three year target of more than nine billion dollars.

The strength of our capital and cash flows underpins our very attractive dividend with the Board of Directors proposing an unchanged dividend of 17 Swiss francs per share.

While our financial results are not yet showing the full benefit of the initiatives underway, we have made a positive start to the plans we set out at our December 2013 investor day.

Slide 4: Report card – Group

Building on our progress in the first half, we have laid the foundation for future investment in priority markets in each of our customer segments.

To give you some examples:

In Corporate, we have established a unified market development function for Global Corporate and Corporate Life and Pensions. We more than doubled our new common customers across these two businesses, are seeing continuing improvement in product density, and have rolled out a predictive analytics initiative to 21 countries.

In North America Commercial, we implemented innovative customer segmentation that allows us to identify the most attractive commercial and global corporate customer segments. We are also piloting a new “single customer view” to improve cross-selling and achieved higher conversion rates based on a new broker model. The new “Zurich Way of Predictive Analytics” and new predictive models also lay the ground for better customer and pricing insights.

In the retail space, we completed customer segmentation analysis in five European markets and entered into new distribution agreements with Via Varejo in Brazil and Banco Sabadell in Spain. The latter arrangement gives us access to an additional 2.4 million customers, while we sell a warranty for furniture or appliances roughly every 10 seconds through Via Varejo.

As expected, returns in the businesses that we are managing for value were not that different to what we showed at the 2013 investor day. However, we have taken a number of important steps in our GI business and in evaluating our options in Global Life.

For 2015, we intend to largely complete the work on turning around underperforming General Insurance business units and on the first phase of life in-force management actions. We continue to look closely at structural options to improve manage for value returns, and expect to implement changes in this area over the course of the next 12 months.

In relation to growing our operating earnings, Investment Management completed the objective of deploying an additional 2 billion dollars of risk capital, mainly through the purchase of equities and corporate bonds and have already invested or committed to invest over a billion dollars into less liquid assets.

In addition, we streamlined our organizational structure above the business unit level. This is intended to speed decision making and optimize our governance but is also expected to deliver annual cost savings of 250 million dollars by the end of 2015.

This is progressing according to plan but further simplification and a continued focus on efficiency will be key objectives in 2015 throughout the group. Our program to transform our group operations and technology will be an important part of this initiative and will continue against a set of accelerated goals.

Turning to progress in each of our three segments, starting with General Insurance.

Slide 5: Report card – General Insurance

Gross written premiums in our priority markets grew by 3 percent in local currency, adjusted for a non-renewed fronting contract.

Despite competitive pressures, we delivered growth in Global Corporate and in our Commercial insurance operations in the US and UK. Gross written premiums in our priority retail markets also grew, for example in our Switzerland personal lines business, as well as through new distribution agreements in Brazil and Spain.

As you can see from this slide, our priority markets continue to account for the vast majority of our GI operating earnings. BOP in these markets fell, due to lower reserve releases in our Swiss business and in Global Corporate, but with a clear improvement in our current year profitability.

We have also made progress in the General Insurance businesses that we are managing for value. We sold our Russian retail business and initiatives in other markets are showing positive early results, while more work remains to be done in Latin America.

As you can see from this slide, our operating profits in the turnaround businesses improved in 2014, although there is still some way to go before these operations are delivering hurdle rate returns. We expect to see more progress here in 2015.

Our primary objectives for the next year are to drive further improvement in accident year profitability, complete turnaround actions in several markets, and prioritize growth initiatives in Corporate, Commercial and select retail markets.

Slide 6: Report card – Global Life

In Global Life, overall Annual Premium Equivalent was up 19 percent, with slightly stronger growth in our priority markets. We expanded in the Corporate Life and Pensions business in the UK, and with successful execution of growth strategies in bank distribution in Spain and Latin America, and our IFA distribution business in the US.

Overall New Business Value is up around 7 percent, adjusted to be on a like for like basis. We are pleased with our progress here.

In our manage for value operations we have exited marginal positions, and have also developed a unified approach to in-force management. This has already been rolled out in the UK, Germany, Switzerland and the US, which account for about 65 percent of Global Life's in-force book. We anticipate this could contribute up to 100 million dollars in business operating profit by 2016.

Slide 7: Report card – Farmers Exchanges

We have also seen some encouraging signs of progress at the Farmers Exchanges, which returned to growth in the second half.

Gross written premiums at the Farmers Exchanges, which are owned by their policyholders, were flat for the full year but showed good momentum in the second half of the year. Excluding 21st Century and Business Insurance sold through Independent Agents, gross premiums increased by nearly 5 percent in the fourth quarter.

This is just another indication that Farmers' go-to-market strategy is beginning to pay off. Customer satisfaction, as measured by Net Promoter Score, improved considerably in the fourth quarter, while customer retention rose to 76.8 percent at the end of 2014 from 74.8 percent 12 months previously.

The Farmers Exchanges have also seen growth in the total number of agents adding more than 400 agents in the year as retention rose to its highest level in over five years and exceeded its aim of generating 100,000 omni-channel policies by 20 percent.

The company also continued its expansion into the eastern US, opening operations in Connecticut to add its sixth eastern state.

Slide 8: Key messages

In summary, while we cannot be satisfied with our 2014 results, we see signs of progress in our business that are not fully reflected in these numbers.

In General Insurance, we continued to improve our current year ex-cat combined ratio, although clearly there is more to be done here in 2015 and beyond.

In the life business we are making good progress in bank assurance, corporate life and pensions and in rolling out our in-force management strategy.

We have also seen very pleasing developments in the Farmers Exchanges which bodes well for the future.

And we remain a very well capitalized and cash generative business, underpinning an attractive dividend of 17 Swiss francs per share.

We remain convinced that the strategy we set out in 2013 is the right one. Our goals are built on three strategic cornerstones, with actions to improve our profitability and address the challenges of a prolonged low yield and low growth environment.

We look forward to updating you on our progress at our investor day in May, when we will provide you with more information on the steps we will take to ensure we deliver on our 2016 targets.

Thank you for your attention and your continued trust and support.

Slide 10: Group – Business operating profit

Good morning or good afternoon. My name is George Quinn and I am the Chief Financial Officer of Zurich Insurance Group, and I will take you through our results in a bit more detail.

However, before I go into the numbers, I'll start with the overall picture. The most important metric in our financial statements, the BOPAT ROE of 11 percent, is below our 12 to 14 percent range and if I adjust for the things we don't control – cat experience, and one off expense benefits – the underlying ROE is around 10.5 percent. This is not a satisfactory result. Improvement year over year is visible, particularly in our GI results, but we intend to continue to improve our profitability with a relentless focus over the next two years on underwriting improvement and efficiency. We set out last December how we could get to a 13 percent BOPAT ROE in 2016 – achieving our BOPAT ROE target of 12 – 14 percent, and while the continued decline in reinvestment rates doesn't make it easier, this remains our top priority. On the positive side, our cash and capital metrics remain very strong and we expect this to continue. This will provide us with the reinvestment and capital management options that will become an increasingly important lever in achieving our ROE goals.

Turning to the details, I will cover the operating performance of our segments shortly, but I will briefly highlight four points on this slide.

First, within BOP, we have a 142 million dollar loss in non-core in 2014. This is mainly due to an adjustment of our US asbestos and environmental reserves in the fourth quarter, as part of our normal review cycle.

Second, in the reconciliation of BOP to NIAS, while we have a very high tax rate for the full year, of around 27 percent, this is slightly lower than we'd indicated at the time of our Q3 results. There are various non-recurring factors at work here but we continue to expect the group's tax rate to be around 25 percent in future.

Third, we had a high level of realized gains for the full year, and particularly for Q4. The gains in the fourth quarter were on a mix of bonds and equities.

And fourth, we include a 247 million dollar loss on the sale of our Russian retail business in our full year and Q4 results. This loss is lower than the 300 million dollars we had previously indicated that we would take in Q4, mainly due to currency movements between July and October. As we've mentioned before, most of this loss is due to realization of previously unrealized currency losses, with only around a 40 million dollar impact on shareholders' equity.

Slide 11: General Insurance – Topline

Gross premiums written grew by 2 percent in local currency in 2014, excluding the impact of a large discontinued fronting contract to which we referred throughout the year.

For Q4, our top-line in US dollars was down 4 percent compared to the prior year quarter, due to the strength of the dollar against most other currencies, and notably the Euro and the Pound. In local currency, our top-line was up 3 percent. This includes 115 million dollars from the new distribution agreement in Brazil which commenced in the quarter, although this will not have an impact on earned premiums until 2016.

Rate increases on renewal remained stable at 2 percent for Q4. Compared to Q3, we saw slightly lower rate increases in Global Corporate while rates were a touch better in NAC, but the overall picture is very consistent.

Looking at the top-line development for the different regions, for the full year, Global Corporate reported an increase of 3 percent in local currency. This is due to higher retention and new business production in the US, while premiums are down in Global Corporate in Europe, mainly driven by re-underwriting actions.

For NAC gross premiums were up 2 percent, excluding the discontinued fronting contract I mentioned before, with growth in target areas and a small increase in retentions.

Looking at our European business, the top-line was flat for the full year in local currency. We have seen solid growth in some key European markets such as in the UK, Germany and personal lines in Switzerland, offset by some top-line pressure in Italy, as well as in some of our turnaround markets.

In International markets, premiums increased by roughly 3 percent in local currency. We are still expanding the business but our underlying growth rate has slowed, mainly due to re-underwriting actions in Brazil and a competitive environment in the commercial lines business in Australia.

Slide 12: General Insurance – Combined ratio

Before going into the details, let me step back and give you a high-level view of our performance in General Insurance.

For Q4 stand-alone our combined ratio was 99.4 percent, a disappointing outcome in a light quarter for catastrophe losses. The main reason for this is an ex-cat combined ratio for the quarter of 98.2 percent. This is higher than we are targeting, albeit due to some specific factors which are not reflective of our run rate profitability, and we would focus instead on the full year 2014 results. Looked at on this basis, we made good progress, although we need to continue this improvement in 2015.

With that in mind, let me walk you through the numbers.

For the full year our accident year ex-cat combined ratio was 95.6 percent. This is 1.6 points better than in the prior year, mainly due to a 2.4 point reduction in the current year ex-cat loss ratio. Consistent with what we've told you about in previous quarters in 2014, around 1 point of the improvement is from a lower level of large industrial losses, with the balance due to a better attritional loss ratio.

For Q4 discrete the accident year ex-cat loss ratio was 67 percent, roughly 2.5 points higher than at the nine months stage. This is mainly due to losses in our crop business in the US, some large individual losses in the UK and Brazil, and a modest deterioration in the attritional loss ratio booked for the year. It's a disappointing end to the year, but it should not overshadow the improvements in performance for 2014 as a whole.

Our overall expense ratio for the year of 30.5 percent is 0.8 percentage points higher than in the previous year. Excluding one-off factors in both years, we see an increase of 1 percentage point, around half of which is due to investments in our priority markets.

The impact from catastrophes was 2.3 percent for the year, around 1.5 points below our 5 year average and about 1.3 points better than our pricing assumption.

In terms of prior year development, the result for the year is a 0.6 percentage point benefit. This is slightly lower than the indicated range of 1-2 percentage points. This is due to some identifiable and specific factors, like the adverse development on a number of large individual claims in Global Corporate in Q2 or APH liabilities in the UK and a discontinued line in Global Corporate in Q3. We expect positive PYD of 1 to 2 percent.

Turning to the performance by region, we saw a good improvement in Global Corporate current year profitability, but with a small level of adverse development in 2014 compared to a material level of prior reserve releases in the previous year.

The decrease in EMEA's combined ratio is mainly due to an improved accident year ex-cat combined ratio, due to lower large losses and a better attritional loss ratio.

And lastly, the combined ratio of our International business is 2 points higher than in the previous year. While the underlying performance of the business slightly improved, catastrophe losses were 0.5 percentage points higher, and with flat prior year reserve movements compared to some significant releases in the previous year in the Asia Pacific region. The Q4 stand-alone combined ratio deteriorated by roughly 8 points, mainly driven by some reserve strengthening and large losses. We still have a lot to do to bring our LatAm business to the level of profitability that we require.

Slide 13: General Insurance – BOP components

GI BOP was 2.9 billion dollars for the full year, broadly unchanged in comparison to 2013 in both dollars and in local currency. An improved underwriting result was offset by lower gains from hedge fund investments and higher non-technical costs.

The BOP contribution from investment income is essentially flat on a full year basis, and marginally up at constant currency. The Q4 discrete number stands out on the low side, particularly compared to a 70 million dollar higher number in Q3. One off impacts in Q3 and Q4 account for around 45 million dollars of the difference, with the balance due to currency movements.

And lastly, the 2014 non-technical result benefitted from currency gains and losses of 48 million dollars. Excluding this positive effect, the non-tech result was 160 million dollars, in line with the run rate guidance given at the half year results reporting.

To summarize on our General Insurance business, while there are some encouraging trends in the overall results, we have much still to do in terms of delivering on turnaround plans and further portfolio actions. These actions will include driving further benefit from active portfolio management, including rate tiering, and a continued focus on expenses.

Slide 14: Global Life – New business

As measured by APE, new business volumes increased 19 percent in local currency compared to the previous year, driven by strong performance in our main growth areas in the US and Europe.

The US showed good progress, increasing IFA new business volumes by 49 percent year on year in local currency, while Bank Distribution volumes in Spain and UK Corporate Life and Pensions increased by 135 percent and 60 percent, respectively. Of particular note in the discrete fourth quarter, the UK wrote a large single premium pensions contract which had a strong positive impact on APE and net inflows.

Latin America also showed growth in local currencies, with an increase in new business at Zurich Santander of 14 percent partly offset by a decrease in the Zurich Life business.

As reported, our year to date new business value was slightly down year on year but this masks an improving underlying picture. Adjusting for methodology and assumption changes that we made at the beginning of the year, new business value would have grown by around 7 percent.

And finally, net inflows were very positive for the year, primarily driven by increased volumes in the UK pensions business, while Assets Under Management were flat due to FX movements offsetting inflows and market growth.

While we are still early in the strategic cycle, the strong growth in our target markets of US and UK Retail, Bank Distribution and Corporate Life and Pensions, shows that we are making good progress.

Slide 15: Global Life – BOP

Business operating profit of 1.3 billion dollars was flat compared to the prior year in dollars, and up 2 percent in local currency. BOP for Q4 of 308 million dollars would have been around 20 million dollars higher on a constant currency basis.

As part of our in-force management strategy there were a few one-off negative items in these results caused by actions we took during the year. These were, however, broadly offset by some non-recurring positive effects, with limited overall net impact.

We show on this slide the sources of earnings analysis for our life business that was first introduced for Q2. We have also updated the separate briefing document that explains our approach and the linkage to our products and KPIs.

Adjusting for various one-off factors, and as explained in the briefing document, our revenues grew 5 percent in 2014. The main driver was 6 percent growth in loadings and fees, driven by an 11 percent increase in unit linked fees in Europe, as well as higher loadings in all regions other than Europe.

As expected, the overall investment margin is broadly flat, excluding the impact of discretionary policyholder dividends, while the technical margin when adjusted for one-off items grew by 4 percent, benefitting from strong sales in US protection products and Zurich Santander growth.

Overall expenses increased by 6 percent. The main drivers are a 12 percent increase in operating expenses, and a 3 percent increase in acquisition costs. The increase in operating expenses is driven by investments in priority markets, such as the US and the UK, as well as central project costs, as we execute the strategy set out in 2013.

Looking forwards, we will continue to invest in our priority markets, and it will take some time for us to see the full benefits of this in our earnings. At the same time, there is considerable operating leverage in our business as we get to scale in priority markets and make progress with in-force management initiatives in manage for value operations.

Considering the currency headwinds and management actions taken throughout the year we see this as a solid result from our life business, and look forward to showing further tangible progress on the execution of our strategy at the Investor Day in May.

On the next slide I will give you an update on the Farmers Exchanges, which we do not own but are relevant to the performance of our Farmers business segment.

Slide 16: Farmers Exchanges – KPIs

As Martin has already mentioned, Farmers continues to make really good progress in the execution of the strategy launched in 2013.

Although gross written premiums were flat for the year, momentum is very positive, with growth of 2.4 percent in the fourth quarter.

Excluding 21st Century and Business Insurance sold through Independent Agents – businesses not considered core – growth was 1.9 percent for the year and 4.6 percent for the fourth quarter. While

this was helped by some 20 million dollars of one-off adjustments in the fourth quarter, this doesn't change the positive picture.

Growth overall continued to be driven by rate, although we also saw a much improved picture on policies in force, which was broadly flat for the fourth quarter. Indeed, for the second quarter in a row there was growth in auto vehicles in force sold through exclusive agents, a very positive trend.

In terms of profitability, the Farmers Exchanges' combined ratio improved by 1.1 percentage points to 99.4 percent in 2014, due to lower cat and non-cat losses.

In October Farmers Exchanges issued 500 million dollars of surplus notes. This was in part used to fund the redemption of around 200 million dollars of surplus notes held by Zurich. The balance, in conjunction with much improved profitability, helped to strengthen the Farmers Exchanges capital position by around 400 million dollars in Q4.

This allowed the Farmers Exchanges to significantly lower their reliance on quota share reinsurance. The All Lines and Auto Physical Damage Quota Share reinsurance treaties thus were reduced from 20 percent to 14 percent and from 1 billion dollar to 700 million dollars, respectively, with Zurich's share of the All Lines quota share reduced to 10 percent, and the APD treaty participation reduced to 500 million dollars.

The reduction in quota share reinsurance did have some immediate negative impact on the surplus of the Farmers Exchanges, but the full impact on the surplus ratio will only unfold over time through an increase in net written premiums. Everything else being equal, we would expect the surplus ratio to move back into the near term target range of 33 to 36 percent from the 38 percent shown at year-end. From a Zurich perspective, we expect to release a significant amount of capital in the next two years, while giving up a volatile earnings stream.

Slide 17: Farmers – KPIs

Farmers Management Services revenues declined by 1 percent for the full year, in line with the gross earned premiums of the Farmers Exchanges. FMS operating profit fell by slightly less, due to expense discipline, as well as some one-off gains, such as on the sale of the old headquarters building.

Clearly, the improved growth trajectory of the Farmers Exchanges should allow management fees to recover over the course of the next year as they are charged on earned premiums. The Managed Gross Earned Premium margin came in at 7.2 percent, which continues to be above the 7 percent level we expect to see as the sustainable level.

Farmers Re Business Operating Profit increased more than 50 percent, driven by a 1.9 point improvement in the combined ratio, 0.7 percentage points of which relate to lower cat losses and with the balance mainly due to lower underlying losses.

Slide 18: Group – Balance sheet and capital

Over the year shareholders' equity increased by more than 2 billion dollars, driven by our earnings and an increase in unrealized gains on investments, offset by an increase in unrealized currency translation losses, reflecting the strength of the dollar in the second half of the year.

Our capital position remains very strong. At the end of September our Z-ECM ratio stood at 127 percent – virtually unchanged compared to the beginning of the year despite the additional allocation of risk capital to Investment Management.

Of course, one topic that has received a great deal of attention this year is the volatility in currency markets, and the recent strength of the Swiss Franc.

For us, this is primarily a translation issue. While the vast majority of our assets and liabilities are currency matched, there is some impact on our group equity and AFR, for example, because we hold debt in our Swiss Franc holding entities to fund investments in our overseas operations.

Overall, we expect that the sharp moves in January will have had around a 2 point negative impact on the Z-ECM ratio, although we would also expect to see a small further reduction in this ratio as we include expected growth for 2015 in required capital.

Slide 19: Group – Cash remittances & dividend proposal

Cash remittances in 2014 were well above the run rate needed to achieve our 2016 target, and in line with what we indicated to you at our half-year result.

While all segments made a positive contribution, there were significant year-on-year increases in Global Life and Farmers. These are largely driven by some special items, some of which are non-recurring in nature. These total around 500 million dollars.

Nonetheless, even allowing for the one off nature of some of these remittances, we are well on track to deliver on our target of generating cash remittances in excess of 9 billion dollars over this three year cycle. And this remains the case even after fully reflecting the strength of the Swiss Franc and the dollar against our main operating currencies.

Since we pay our dividends in Swiss Francs, recent currency movements have naturally led to an increase in our dividend payout ratio. However, the combination of our excellent capital strength, high level of financial flexibility, ability to upstream capital from our main operations, and positive expectations for cash remittances mean that we remain in a very secure position.

The Board of Directors will be proposing an unchanged dividend of CHF 17 to our shareholders, and if approved, this would mean that we have paid out nearly 35 percent of our current market cap since the end of 2008. There are not many financial institutions that can make this claim.

Slide 20: Factors influencing 2015

Before I wrap up I would like to give you an update on some of the factors that may influence our results in 2015.

Starting with General Insurance, we need to drive further improvement in the ex-cat loss ratio, by improving the performance of turnaround businesses and through specific re-underwriting initiatives. We don't expect the market to help so this is really about tackling underperforming accounts while maintaining and growing our strongest relationships.

Going the other way, our 2015 expense ratio is likely to be higher than in 2014, with our results last year benefitting by around 50 basis points from non-recurring benefits. In addition, the new distribution agreement in Brazil will add 50 million dollars to our expenses, while we will not start earning any premiums under this contract until the end of the year. This is expected to make a positive contribution from 2016 onwards.

And lastly for General Insurance, we'd expect to see a decline in investment income of around 100 million dollars compared to 2014 levels, on a constant currency basis, given where reinvestment rates are now.

For the life business, we expect to see continued growth in loadings and fees, and in the technical margin, in local currency. This is likely to be offset by a modest decline in the investment margin. We also expect to see the benefit of in-force management initiatives in the results, both in terms of revenues and expenses.

In terms of Farmers, the strong progress made in the second half of 2014 should continue. This should translate into growth in FMS revenues, albeit with a slight lag since management fees are calculated off gross earned premiums, and we expect the margin to trend to 7 percent in the next couple of years.

For Farmers Re, we'd expect to see a sharp reduction in BOP given the lower quota share reinsurance now in place.

Lastly, a few words on the impact of currency movements on our earnings.

While much of the attention this year has been focused on the rapid appreciation of the Swiss Franc, the current Franc to US dollar spot rate is not that different to the average in 2014. In practice, the bigger impact for us is likely to be the recent strength of the US dollar and the Swiss Franc against the Euro and the Pound.

To quantify this for you, retranslating our 2014 earnings at 31 January spot rates would have a negative impact on our BOP of slightly above 5 percent, mainly through converting the same earnings at a different exchange rate, as well as the fact that we naturally have a higher weighting of our central costs in Swiss Francs.

At a segment level, the biggest impact would be on our life business, since a large part of the in-force business is in Europe. Here, all things being equal, the strength of the US dollar would reduce starting point earnings by around 10 percent, with a smaller impact of roughly 5 percent for the GI business. Farmers and OOB are not materially impacted.

While currency movements impact our reported US dollar earnings, they have relatively limited impact on our overall ROE, and they do not lead to any change in our targets.

Slide 21: Key messages

So, let me move to the summary.

First, in General Insurance, we continue to make good progress in improving our accident year combined ratio, although our Q4 results show that we have much still to do in our turnaround businesses, and in driving further improvement across the book.

Second, we continue to see good momentum in our priority life markets, particularly bank distribution and CLP, and expect to start seeing the benefits of in-force management initiatives coming through in our earnings over the next two years.

Third, the positive story at Farmers continues, with two consecutive quarters of growth and a continuation of positive trends in all key metrics.

And last, our solvency capital continues to be very strong and we are well on track to deliver more than 9 billion dollars of cash remittances by 2016, even with the impact from currency headwinds.



Overall, while we are not fully satisfied with our 2014 earnings, we have made progress. And as I said at Q3, our targets are our number one priority, and we will be taking all necessary steps to make sure that we deliver them.

In this respect, the next investor event for us will be our investor day in May, when we will report back to you on the progress on our strategic priorities with a focus on our life business, on our Global Corporate business, and the steps we are taking to create a more efficient business for the future.

Thank you for watching.

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