Certain statements in this document are forward-looking statements, including, but not limited to, statements that are predictions of or indicate future events, trends, plans or objectives of Zurich Insurance Group Ltd or the Zurich Insurance Group (the ‘Group’). Forward-looking statements include statements regarding the Group’s targeted profit, return on equity targets, expenses, pricing conditions, dividend policy and underwriting and claims results, as well as statements regarding the Group’s understanding of general economic, financial and insurance market conditions and expected developments. Undue reliance should not be placed on such statements because, by their nature, they are subject to known and unknown risks and uncertainties and can be affected by other factors that could cause actual results and plans and objectives of Zurich Insurance Group Ltd or the Group to differ materially from those expressed or implied in the forward looking statements (or from past results). Factors such as (i) general economic conditions and competitive factors, particularly in key markets; (ii) the risk of a global economic downturn, in the financial services industries in particular; (iii) performance of financial markets; (iv) levels of interest rates and currency exchange rates; (v) frequency, severity and development of insured claims events; (vi) mortality and morbidity experience; (vii) policy renewal and lapse rates; and (viii) changes in laws and regulations and in the policies of regulators may have a direct bearing on the results of operations of Zurich Insurance Group Ltd and its Group and on whether the targets will be achieved. Zurich Insurance Group Ltd undertakes no obligation to publicly update or revise any of these forward-looking statements, whether to reflect new information, future events or circumstances or otherwise.

All references to ‘Farmers Exchanges’ mean Farmers Insurance Exchange, Fire Insurance Exchange, Truck Insurance Exchange and their subsidiaries and affiliates. The three Exchanges are California domiciled interinsurance exchanges owned by their policyholders with governance oversight by their Boards of Governors. Farmers Group, Inc. and its subsidiaries are appointed as the attorneys-in-fact for the Farmers Exchanges and in that capacity provide certain non-claims administrative and management services to the Farmers Exchanges. Neither Farmers Group, Inc., nor its parent companies, Zurich Insurance Company Ltd and Zurich Insurance Group Ltd, have any ownership interest in the Farmers Exchanges. Financial information about the Farmers Exchanges is proprietary to the Farmers Exchanges, but is provided to support an understanding of the performance of Farmers Group, Inc. and Farmers Reinsurance Company.

It should be noted that past performance is not a guide to future performance and that interim results are not necessarily indicative of full year results.

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# Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
<th>Speakers</th>
</tr>
</thead>
<tbody>
<tr>
<td>09.00</td>
<td>Registration and welcome</td>
<td></td>
</tr>
<tr>
<td>09.30 – 09.40</td>
<td>Introduction</td>
<td>Martin Senn</td>
</tr>
<tr>
<td>09.40 – 10.20</td>
<td>Farmers</td>
<td>Jeff Dailey &amp; Mike Linton</td>
</tr>
<tr>
<td>10.20 – 10.50</td>
<td>Q&amp;A part I</td>
<td></td>
</tr>
<tr>
<td>10.50 – 11.05</td>
<td>Break</td>
<td></td>
</tr>
<tr>
<td>11.05 – 11.45</td>
<td>North America Commercial</td>
<td>Mike Foley &amp; Craig Fundum</td>
</tr>
<tr>
<td>11.45 – 12.15</td>
<td>Q&amp;A part II</td>
<td></td>
</tr>
<tr>
<td>12.15 – 12.35</td>
<td>Finance update</td>
<td>George Quinn</td>
</tr>
<tr>
<td>12.35 – 13.05</td>
<td>Q&amp;A part III</td>
<td></td>
</tr>
<tr>
<td>13.05 – 13.10</td>
<td>Closing remarks</td>
<td>Martin Senn</td>
</tr>
<tr>
<td>13.10 – 14.00</td>
<td>Lunch</td>
<td></td>
</tr>
</tbody>
</table>

December 5, 2014

Investor Update 3
Introduction

Martin Senn
Chief Executive Officer
## Recap on investor day 2013

### What will we continue to do
- Underwriting focus and investment discipline will remain unchanged

### What’s new
- Prioritizing investment in distinctive positions and managing other businesses for value

### What will we do better
- Improving operating profitability and growing our operating earnings
### Cornerstones of our strategy

<table>
<thead>
<tr>
<th>GROUP STRATEGY</th>
<th>KEY FOCUS AREAS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Prioritizing investment in distinctive positions</td>
</tr>
<tr>
<td>2</td>
<td>Managing other businesses for value</td>
</tr>
<tr>
<td>3</td>
<td>Growing our operating earnings</td>
</tr>
</tbody>
</table>

- **Corporate**
- **Commercial mid-market**
- **Select retail**

- **Extract value from Global Life back books**
- **Continue to capture value from profitable, smaller General Insurance markets**
- **Turnaround/exit non-performing businesses**

- **Efficiency**
- **Value extraction**
- **Investment risk return**
## Priorities for 2015

Continuing progress towards our 2016 targets

<table>
<thead>
<tr>
<th>Priorities for 2015</th>
<th>2014 KEY ACTIONS</th>
<th>2015 PRIORITIES</th>
</tr>
</thead>
</table>
| 1 Prioritizing investment in distinctive positions | • Investments in corporate, commercial and select retail markets  
• Extension of Sabadell JV, EW\(^1\) distribution agreement in Brazil | • Continue investments in NAC and Global Corporate / CLP  
• Targeted investments in select retail markets  
• Deliver further proof points |
| 2 Managing other businesses for value | • GI turnarounds progressing, exit from Russia and a number of other smaller positions  
• Implement in-force initiatives in ‘maximize value’ life markets | • Complete the work on GI turnarounds  
• Next phase of in-force initiatives in manage for value life markets  
• Extract capital from some blocks of business |
| 3 Growing our operating earnings | • Completed additional allocation of risk capital to investment management  
• Completed organizational streamlining above BU level | • Continued focus on efficiency across the group |

\(^1\) Extended warranty

December 5, 2014

Investor Update
North America Commercial – Priority market

Industry leader, well positioned to capture long-term growth

9M-14 KEY FINANCIALS

<table>
<thead>
<tr>
<th>% BOP</th>
<th>Growth</th>
<th>CR</th>
</tr>
</thead>
<tbody>
<tr>
<td>16%</td>
<td>2%</td>
<td>96%</td>
</tr>
</tbody>
</table>

DISTINCTIVE POSITIONS

- 4th largest writer of commercial P&C insurance
- Leading insurer in businesses such as construction and auto-dealerships
- Very strong positions in surety, workers’ compensation and general liability lines
- Cutting edge underwriting and analytics tools, with potential to export overseas

KEY MESSAGES

- Growing market share and operating earnings, even in a more challenging environment
- We have reshaped the business and are delivering strong results – but with room to improve
- US commercial insurance is undergoing far reaching change, which plays to our strengths
- Investments in customer segmentation and predictive analytics position us at the forefront of the industry
- ‘Going the last mile’ is critical – our consistent execution and disciplined control are real differentiators

1 NAC Business Operating Profit as % of total Group BOP, excluding Other Operating Businesses and Non-Core Businesses.
2 GWP growth in local currency, and excluding a large discontinued fronting contract.
Farmers – Priority market
Early indications show new go-to-market strategy is working

9M-14 KEY FINANCIALS

<table>
<thead>
<tr>
<th>% BOP¹</th>
<th>Growth²</th>
<th>Mkt Share³</th>
</tr>
</thead>
<tbody>
<tr>
<td>26%</td>
<td>-1%</td>
<td>6%</td>
</tr>
</tbody>
</table>

KEY MESSAGES

- Farmers needed to evolve to address a rapidly changing marketplace
- Launched new strategy in 2013 targeting value-oriented customers, designed to leverage our strengths
- Numerous transformation initiatives under way in relation to brand, technology, customer experience, distribution and Eastern expansion
- Early indications show the strategy is working and fit for the long-term

DISTINCTIVE POSITIONS

- A leading insurer in the world’s largest personal lines market
- Strong consumer brand
- Multi-line product offering
- Distribution centered on one of the largest exclusive agent sales force
- Opportunity in the Eastern states

¹ Farmers Business Operating Profit as % of total Group BOP, excluding Other Operating Businesses and Non-Core Businesses.
² GWP growth of Farmers Exchanges.
³ % share of the US personal lines Auto/Home market.
Farmers

Jeff Dailey
CEO of Farmers Group, Inc.

Mike Linton
Chief Marketing Officer of Farmers Group, Inc.
The Farmers business model

Farmers Group, Inc.
Provides administration and management
- Underwriting
- Collect premiums
- Policy administration
- Investment management
- Financial reporting, etc.

Zurich owned

Services
- Bear underwriting risk and handle claims
- Own distribution assets (exclusive sales force, direct call centers, etc.) and brand (including brand investments)

Fees as % of Gross Premiums Earned

Policyholders owned

1 Zurich Insurance Group has no ownership interest in the Farmers Exchanges. Farmers Group, Inc., a wholly owned subsidiary of Zurich, provides administrative and management services to the Farmers Exchanges as its attorney-in-fact and receives fees for its services.
Strategic execution underway with early success

Farmers needed to evolve to address a rapidly changing marketplace

Launched new strategy in 2013 targeting value-oriented customers, designed to leverage our strengths

Numerous transformation initiatives under way in relation to brand, technology, customer experience, distribution and Eastern expansion

Early indications show the strategy is working and fit for the long-term
A marketplace in transition

U.S. PERSONAL LINES MARKET SHARE BY DWP (%)

- **2000**: USD 157bn
- **2013**: USD 264bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Auto</th>
<th>Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>'00</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>'01</td>
<td>33%</td>
<td>67%</td>
</tr>
</tbody>
</table>

Source: SNL Financial

- U.S. personal lines market is sizeable and mature, growth requires taking share
- Top 10 carriers have consolidated share, particularly direct Auto writers

U.S. INSURANCE INDUSTRY AD SPEND (USDbn)

- Marketing is a key driver of growth
- Top carriers continue advertising aggressively
- Messaging is primarily focused on auto and price

AVG AUTO/HOME INSURANCE EXPENDITURE (USD)

- Price-oriented shoppers for Auto are being consolidated
- Home becomes important as focus shifts towards value-oriented customers

Source: NAIC, Insurance Information Institute estimates based on CPI & other data

1 Top 10 carriers excludes premiums to Farmers from 21st Century (AIG Direct) until acquired in 2009.
Market dynamics have shifted the leaderboard

### U.S. PERSONAL LINES CARRIER LEADERBOARD

<table>
<thead>
<tr>
<th></th>
<th>Market share by DWP (%)</th>
<th>CAGR of DWP (%) 2000-2013</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2000</td>
<td>2013</td>
</tr>
<tr>
<td>State Farm</td>
<td>18.9</td>
<td>19.2</td>
</tr>
<tr>
<td>Allstate</td>
<td>11.6</td>
<td>9.7</td>
</tr>
<tr>
<td>Geico</td>
<td>3.8</td>
<td>7.1</td>
</tr>
<tr>
<td>Progressive</td>
<td>3.7</td>
<td>5.8</td>
</tr>
<tr>
<td><strong>Farmers</strong></td>
<td><strong>6.3</strong></td>
<td><strong>5.7</strong></td>
</tr>
<tr>
<td>Liberty Mutual</td>
<td>5.0</td>
<td>5.4</td>
</tr>
<tr>
<td>USAA</td>
<td>3.4</td>
<td>5.1</td>
</tr>
<tr>
<td>Nationwide</td>
<td>5.0</td>
<td>3.9</td>
</tr>
<tr>
<td>Travelers</td>
<td>2.7</td>
<td>2.5</td>
</tr>
<tr>
<td>American Family</td>
<td>2.1</td>
<td>2.2</td>
</tr>
</tbody>
</table>

- Marketplace changes created a battle for price-oriented customers
- Exclusive agency companies (including Farmers) attempted to compete by acquiring direct platforms – most of which underperformed
- Cat-modeling improvements and large named events (e.g. Katrina) led multi-line carriers to reduce share in cat-prone areas
- Our understanding of the market has evolved to believe that direct auto was not about direct – it was about capturing price-oriented customers
- We believe Farmers is well-positioned to succeed with value-oriented customers

Source: SNL Financial.

1 Excludes premiums from 21st Century (AIG Direct) until acquired in 2009.
We are designing Farmers to meet the needs of Confident Planners

<table>
<thead>
<tr>
<th>Households</th>
<th>Insurance spend (Auto &amp; Home)</th>
</tr>
</thead>
<tbody>
<tr>
<td>54.0%</td>
<td>44.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>% of insurance households</th>
<th>% of auto and home spend</th>
<th>% of CLTV¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Confident Planners</td>
<td>17%</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>Relationship Seekers</td>
<td>15%</td>
<td>13%</td>
<td>17%</td>
</tr>
<tr>
<td>Loyal Outsourcers</td>
<td>14%</td>
<td>15%</td>
<td>13%</td>
</tr>
</tbody>
</table>

¹ Customer Lifetime Value.

December 5, 2014  Investor Update
Leveraging our strengths to outperform with Confident Planners

<table>
<thead>
<tr>
<th>EXISTING STRENGTHS &amp; CAPABILITIES</th>
<th>WHERE WE’RE GOING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strong brand</strong> – Total brand awareness in Core 29 states at 93%&lt;sup&gt;1&lt;/sup&gt;</td>
<td><strong>Outstanding customer experience</strong></td>
</tr>
<tr>
<td><strong>Broad product suite</strong> – Auto, Home, Renters, Umbrella, Life, Motorcycle, Boat, Business Insurance, and more</td>
<td><strong>Single, targeted brand</strong></td>
</tr>
<tr>
<td><strong>Large agency force</strong> – 2nd largest exclusive agency network in the United States</td>
<td><strong>Increased share of wallet through product density</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Omni channel capabilities</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Upgrading quality and increasing number of agents</strong></td>
</tr>
</tbody>
</table>

<sup>1</sup> Source: 2013 JD Powers shopping study.

December 5, 2014
Dedication to an outstanding customer experience already yielding results

KEY CUSTOMER EXPERIENCE INITIATIVES IN LAST 12 MONTHS

- Farmers Friendly Reviews
- ‘Smart office’ brand standards
- Revamped forms and customer communications
- Orphan policy handling
- Customer onboarding enhancements
- Digital transformation

FARMERS NET PROMOTER SCORE (%)

![Graph showing NPS scores from January to December 2014 and January to December 2013. The NPS score for December 2014 is 35.2.](image-url)
How we speak to confident planners

Principles of the ‘smart’ brand strategy for confident planners

They crave knowledge and insights
Communicate ‘smart’ through facts, statistics, and tips

They plan ahead
Focus on information that helps them proactively prepare and prevent the bad

They want straight talk
Speak honestly and clearly explain things in terms that are easily understood

They need a one-stop shop
Offer a broad product suite with an agent relationship to navigate
Defining the Farmers brand as ‘smart’

Monster Foot (:30)  
Troubled Tees (:30)  
Dog Walking (:30)
Farmers is building momentum after moving to a single brand

**UNAIDED CONSIDERATION FOR HOME & AUTO – TOP 3 MENTIONS**

<table>
<thead>
<tr>
<th>General Market</th>
<th>Confident Planners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unaided Consideration</strong></td>
<td><strong>Unaided Consideration</strong></td>
</tr>
<tr>
<td><strong>Jan-14</strong></td>
<td><strong>Sep-14</strong></td>
</tr>
<tr>
<td>32</td>
<td>37</td>
</tr>
<tr>
<td>+16%</td>
<td>-3%</td>
</tr>
</tbody>
</table>

**Source:** Farmers proprietary continuous brand tracking via Hall & Partners.

1 Unaided consideration is measured for Core 29 states only.
Evolve to a modern exclusive agency model via omni channel

Until 2013:
- Agent responsible for nearly all sales activity and service delivery
- Web and call center largely a middle-man between customer and agent
- Almost no self-service capabilities

Going forward:
- Customers choose when and how they want to interact
- Agents are the cornerstone of customer relationships, providing individualized solutions and service
- Strong channel integration is the key
Digital is foundational to omni channel

WEB TRANSACTIONAL NET PROMOTER SCORE (%)

- Investments in digital are yielding early results
- Web experience significantly improved
- Will continue to add/integrate capabilities across channels

December 5, 2014
Early omni production is encouraging

**OMNI POLICIES WRITTEN – AVERAGE MONTHLY VOLUME (#)**

Omni policies are Farmers policies that either (a) originate from the web/call center OR (b) are a cross-sale by an agent against a web/call center lead or policy

- All channels able to sell to the customer, regardless of origination
- Agents are incentivized to build-up the relationship and cross-sell
- Sold over 80,000 omni policies in 2014 through September
Agents essential to strategic execution

### CUSTOMER FEEDBACK FROM NPS SURVEYS (%)

<table>
<thead>
<tr>
<th>Customer Feedback</th>
<th>Extremely satisfied with their agent</th>
<th>Average net promoter score</th>
</tr>
</thead>
<tbody>
<tr>
<td>71.0%</td>
<td>29.0%</td>
<td>+60%</td>
</tr>
</tbody>
</table>

- **Extremely satisfied with their agent:** 71.0%
- **Other:** 29.0%

### FULL-TIME FARMERS AGENTS (#)

- **FY-12:** 14,189
- **FY-13:** 12,813
- **Q1-14:** 12,781
- **Q2-14:** 12,826
- **Q3-14:** 13,019

- **Customer experience is significantly impacted by the agent**
- **While most agents were aligned to the new strategy, there was meaningful attrition throughout 2013**
- **We retooled our agent recruiting and performance management**
- **Agent growth is on the rise**
- **We aim to develop larger, more productive agents**

Source: Farmers customer experience NPS tracking survey.
Recruiting a higher performing agent

- Targeting candidates with investible assets and prior business experience
- Extending our financial and operational support of agents
- Financial support will be contingent on performance
- New agency entry points created, including acquisition of existing agencies
- Experiencing increased productivity, reduced agent attrition and higher NPS

AVG NEW AGENT PREMIUM TRAJECTORY (USD)

1 Retail agents are entrepreneurs, executives or experienced industry professionals with minimum USD 50,000 in investable assets; they start Day 1 with licensed staff and a fully brand compliant office.
2 Traditional agents typically have limited to no capital and/or business experience; they start Day 1 without staff or an office.
Successful Eastern expansion continues

### GWP (USDm)

<table>
<thead>
<tr>
<th></th>
<th>9m-13</th>
<th>9m-14</th>
<th>YOO growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pennsylvania</td>
<td>36.9</td>
<td>67.5</td>
<td>+83%</td>
</tr>
<tr>
<td>New Jersey</td>
<td>28.5</td>
<td>67.8</td>
<td>+138%</td>
</tr>
<tr>
<td>Maryland</td>
<td>4.6</td>
<td>9.8</td>
<td>+114%</td>
</tr>
<tr>
<td>Georgia</td>
<td>6.3</td>
<td>20.8</td>
<td>+231%</td>
</tr>
<tr>
<td>New York</td>
<td>0.2</td>
<td>7.7</td>
<td>N/A</td>
</tr>
<tr>
<td><strong>Total Atlantic zone</strong></td>
<td><strong>76.4</strong></td>
<td><strong>173.5</strong></td>
<td><strong>+127%</strong></td>
</tr>
</tbody>
</table>

- **Current Atlantic zone**
- **In progress (CT, FL)**
- **Next state (SC)**
Customer experience driving retention upwards

**FARMERS NET PROMOTER SCORE**

- **FY-13**: 30.0
- **Q3-14**: 34.5

Change: +4.5 pts

**13/1 RETENTION – FARMERS AUTO**

- **Dec-13**: 75.5
- **Sep-14**: 77.4

Change: +1.9 pts

**13/1 RETENTION – FARMERS HOME**

- **Dec-13**: 81.8
- **Sep-14**: 83.2

Change: +1.4 pts

---

1 Rolling 3-month average.
The impact of solid strategic execution

GWP GROWTH (%)  
<table>
<thead>
<tr>
<th></th>
<th>Q3-13</th>
<th>Q4-13</th>
<th>Q1-14</th>
<th>Q2-14</th>
<th>Q3-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers Exchanges overall</td>
<td>-2.6%</td>
<td>-3.7%¹</td>
<td>-2.1%</td>
<td>-0.9%</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Q3-13</th>
<th>Q4-13</th>
<th>Q1-14</th>
<th>Q2-14</th>
<th>Q3-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excluding 21st Century &amp; Business Insurance IA</td>
<td>-1.2%</td>
<td>-2.2%¹</td>
<td>-0.4%</td>
<td>1.1%</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

COMBINED RATIO² (%)  
<table>
<thead>
<tr>
<th></th>
<th>9m-12</th>
<th>9m-13</th>
<th>9m-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>GWP GROWTH (%)</td>
<td>106.5%³</td>
<td>102.2%</td>
<td>100.6%</td>
</tr>
<tr>
<td>Combined Ratio² (%)</td>
<td>7.1%</td>
<td>7.3%</td>
<td>6.2%</td>
</tr>
</tbody>
</table>

Excludes the impact of certain litigation.

¹ Before quota share treaties.
² Excludes the impact of the Fogel settlement.
Strategic execution underway with early success

Farmers needed to evolve to address a rapidly changing marketplace.

Launched new strategy in 2013 targeting value-oriented customers, designed to leverage our strengths.

Numerous transformation initiatives under way in relation to brand, technology, customer experience, distribution and Eastern expansion.

Early indications show the strategy is working and fit for the long-term.
North America Commercial

Mike Foley
CEO North America Commercial and Regional Chairman of North America

Craig Fundum
President Commercial Markets
Growing market share and operating earnings, even in a more challenging environment

We have reshaped the business and are delivering strong results – but with room to improve

US commercial insurance is undergoing far reaching change, which plays to our strengths

Investments in customer segmentation and predictive analytics position us at the forefront of the industry

‘Going the last mile’ is critical – our consistent execution and disciplined control are real differentiators
We go to market through five businesses and leverage our scale through shared services

<table>
<thead>
<tr>
<th>NORTH AMERICA COMMERCIAL (NAC)¹</th>
<th>GCINA¹</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commercial Markets</strong></td>
<td><strong>Global Corporate</strong></td>
</tr>
<tr>
<td>Standard P&amp;C and industry specific specialty lines for targeted customer industry segments</td>
<td>Standard P&amp;C lines for large customers with global exposures based in North America</td>
</tr>
<tr>
<td><strong>Specialty Products</strong></td>
<td></td>
</tr>
<tr>
<td>Complex products for non-standard risks</td>
<td></td>
</tr>
<tr>
<td><strong>Programs</strong></td>
<td></td>
</tr>
<tr>
<td>Business distributed through Program Administrators targeting niche markets</td>
<td></td>
</tr>
<tr>
<td><strong>Direct Markets</strong></td>
<td></td>
</tr>
<tr>
<td>Business distributed through direct sales force targeting the auto dealer segment</td>
<td></td>
</tr>
<tr>
<td><strong>ZNA SHARED SERVICES</strong></td>
<td></td>
</tr>
<tr>
<td>Claims</td>
<td>Operations</td>
</tr>
<tr>
<td>Product Underwriting</td>
<td>Finance &amp; Actuarial</td>
</tr>
</tbody>
</table>

1 Figures are FY-13 Gross Written Premiums; NAC excludes a large discontinued fronting contract and Other Division totaling 0.3 USDbn.
We manage our portfolio at a granular level
Specialty Auto: We took specific actions to shrink the book and improve profitability
We have taken focused action to drive profitability across market baskets

<table>
<thead>
<tr>
<th>NWP by 9-box placement (% of total)</th>
<th>Change vs. 2010 (points)</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>+34pts</td>
</tr>
<tr>
<td>36%</td>
<td></td>
</tr>
<tr>
<td>45%</td>
<td>-30pts</td>
</tr>
<tr>
<td>19%</td>
<td>-4pts</td>
</tr>
<tr>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>15%</td>
<td></td>
</tr>
<tr>
<td>15%</td>
<td></td>
</tr>
</tbody>
</table>

We have taken focused action to drive profitability across market baskets.
We have moved from industry lagging and are catching the top competitors in the market.

Source: Industry data from SNL (DWP) and Insurance Information Institute (Combined Ratio); competitor data from financial supplements.

Average calendar year Combined Ratio (%)

- NAC
- Top-3 competitor average
- US Commercial Lines industry

Source: Industry data from SNL (DWP) and Insurance Information Institute (Combined Ratio); competitor data from financial supplements.

1 Commercial Lines Industry Average CY CR based on DWP.
In the US, there are significant shifts in industry trends...

**KEY INDUSTRY TRENDS**

- Scale matters more than ever
- Largest carriers investing significantly in predictive analytics
- Continued “barbelling” of distribution channels to large and small
- Industrialization of processes differentiate competitors
- Rate environment is challenging but the industry is remaining disciplined
Zurich is well positioned in a fragmented industry where scale increasingly matters.
We are investing in North America in selected areas of capability

**CUSTOMER**
- Commercial primary research
- Customer feedback (NPS)
- Moments of truth
- Whole-account view

**BROKER**
- Broker behavioral segmentation
- Select broker strategy
- Broker analytics
- Broker engagement model

**PREDICTIVE ANALYTICS**
- External and internal data (structured and unstructured)
- Distinctive risk insights
- Predictive models
- Pricing tools
- Field adoption

**OPERATIONS AND IT**
- People, process, and technology
- Role-based user-interfaces
- Service-oriented architecture
- Application rationalization
- Data integration
Our research identified five behavioral segments, of which we are targeting Expertise Seekers.

- **Expertise Seekers**: 20%
- **Simple Functionalists**: 19%
- **Busy Negotiators**: 31%
- **Invested Learners**: 17%
- **Strategic Engagers**: 13%

Groundbreaking customer research revealed "Expertise Seekers" as our target customer segment.
We are building value propositions specific to Expertise Seekers

Expertise in their industry
Strong reputation, credentials and references
Claims touch points and carriers who fairly settle claims
Fairness and transparency during the renewal process
Both the carrier and the broker relationship
We have already shown an ability to win Expertise Seekers

1 Industry includes all companies greater than USD 5m annual revenue.
2 Sample of 484 customers.
We identified 12 key ‘Moments of Truth’ across the customer journey

CUSTOMER JOURNEY

- Research & Evaluation
- Purchase
- Follow-up & Servicing
- Claims
- Renewal

- File a claim
- Receive a claims payment or notification of a third-party payment
We reacted to customer feedback to improve the claims FNOL¹ experience

<table>
<thead>
<tr>
<th>FNOL PAIN POINTS IDENTIFIED</th>
<th>ACTIONS TAKEN</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Longer than normal call length during periods of increased new hires</td>
<td></td>
</tr>
<tr>
<td>• Website difficulties that negatively impacted their ability to file claims</td>
<td></td>
</tr>
<tr>
<td>• New customers wanted an easy-to-understand process for reporting claims</td>
<td></td>
</tr>
<tr>
<td>• Enhanced new hire training curriculum to focus on customer service mindset, phone skills</td>
<td></td>
</tr>
<tr>
<td>• Revamped and republished easy-to-navigate website for loss reporting</td>
<td></td>
</tr>
<tr>
<td>• Developed “ClaimsKits” that provided guidance on how to easily report claims</td>
<td></td>
</tr>
</tbody>
</table>

---

### IMPACT ON FIRST NOTICE OF LOSS TNPS²

<table>
<thead>
<tr>
<th>First Notice of Loss TNPS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>67</td>
<td>76</td>
</tr>
</tbody>
</table>

¹ First notice of loss.
² Transactional NPS scores are for the 6 month periods from Q4-13 / Q1-14 to Q2-14 / Q3-14.
We are driving an increase in our relationship NPS which should support our growth goals.

**NAC RNPS RESULTS**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promoter</td>
<td>52%</td>
<td>54%</td>
</tr>
<tr>
<td>Passive</td>
<td>33%</td>
<td>32%</td>
</tr>
<tr>
<td>Detractor</td>
<td>15%</td>
<td>14%</td>
</tr>
</tbody>
</table>

**RETENTION RATE**

- 2013: 89%
- 2014: 78%

**11pts**

**AVERAGE PREMIUM**

- 1.45X
- 1.45

December 5, 2014
We are accelerating our investment in predictive analytics

INITIAL MODELLING (2008 – 2010)
- Predictive Modeling team established
- 6 first gen. models built
- 37 external data sources used

RAMP-UP (2011 – 2013)
- Established team in low cost location to refresh models
- 5 first gen. models built
- 3 second gen. models built
- 58 insight projects initiated

ACCELERATING BUILD (2014 +)
- Expanding and enhancing team to grow capability
- 8 first gen. models to be built
- 4 second gen. models to be built
- Data lake established that is 4-5x our current internal data capability
Our ability to utilize new sources of data is expanding.
Individual underwriter pattern recognition is insufficient
Approximately 1/3 of the time, individual pattern recognition results in poor decisions

Note: Graphics shown in each category (Predictive, Counter Predictive) are purely illustrative.
Workers’ Compensation example: Zurich’s view can vary significantly from a basic view.

Initial Expected Loss (Using Industry Data Only)

Zurich’s relative expected loss

Low

High

~2,000

~(40%)

~25%

~(60%)

60%

(60%)
Our policy level expected losses are ~40% lower to ~40% higher than using industry data only.
Resulting ‘lift curve’ shows how Zurich can appropriately price for the risk

Zurich average diff. from Industry

Decile Number

Deciles

Zurich’s relative expected loss

(60%)

(43%) (29%) (22%) (17%) (12%) (7%) (1%) 7% 17% 44%

(43%) (29%) (22%) (17%) (12%) (7%) (1%) 7% 17% 44%
Insights are important, but require the ‘last mile’ to capture the benefit.
Commercial Markets serves many industries across all of North America

CM has over 300 UWs across the US and Canada…

…insuring a wide range of companies

- Construction
- Manufacturing
- Real Estate
- Financial Institutions
- Technology
- Healthcare
- PACE
- International

PACE customers are those between $5m and $25m in annual revenue.
We’ve calibrated our underwriters to drive consistent risk assessment and pricing

**WHAT IS 5/5/5?**

If we give the same five files …

A  B  C  D  E

… to five underwriters …

... they should be able to come within +/- 5% of the Technical Price

-5% 0% +5%

**Technical Price for file A**

**5/5/5 RESULTS¹**

**Prior to 5/5/5**

- 38% Calibrated
- 62% Not Calibrated

**Current calibration**

- 91% Calibrated
- 9% Not Calibrated

¹ Commercial Markets only
We will continue to drive tiering results to improve our profitability.

<table>
<thead>
<tr>
<th>RATE CHANGE, SELECT EXAMPLE FROM COMMERCIAL MARKETS FY-13 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier A</td>
</tr>
<tr>
<td>Plan</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>2</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PREMIUM RETENTION, SELECT EXAMPLE FROM COMMERCIAL MARKETS FY-13 (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier A</td>
</tr>
<tr>
<td>Plan</td>
</tr>
<tr>
<td>95</td>
</tr>
<tr>
<td>86</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CHANGE IN PREMIUM MIX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier A</td>
</tr>
<tr>
<td>% Premium before Rate</td>
</tr>
<tr>
<td>% Premium after Rate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>EFFECT ON % TO TARGET FROM TIERING</th>
</tr>
</thead>
<tbody>
<tr>
<td>% to Target Change from Tiering:</td>
</tr>
<tr>
<td>% to Target Change from Rate:</td>
</tr>
<tr>
<td>% to Target Change from Tiering + Rate:</td>
</tr>
</tbody>
</table>

Note: Tiers on the left are relatively more profitable than tiers to the right, with Tier A representing the most profitable part of the portfolio.
Pricing Activity Tracking Hub (PATH) allows us to ensure front-line pricing discipline.

<table>
<thead>
<tr>
<th>Tier</th>
<th>GWP ($K)</th>
<th>% of GWP</th>
<th>% to Target</th>
<th>GWP ($K)</th>
<th>% of GWP</th>
<th>% to Target</th>
<th>Rate Change</th>
<th>Premium Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tier A</td>
<td>12,655</td>
<td>42%</td>
<td>121%</td>
<td>12,721</td>
<td>42%</td>
<td>121%</td>
<td>0.6%</td>
<td>86% 95%</td>
</tr>
<tr>
<td>Tier B</td>
<td>13,878</td>
<td>46%</td>
<td>101%</td>
<td>12,947</td>
<td>48%</td>
<td>104%</td>
<td>3.1%</td>
<td>88% 86%</td>
</tr>
<tr>
<td>Tier C</td>
<td>3,431</td>
<td>11%</td>
<td>86%</td>
<td>2,327</td>
<td>9%</td>
<td>87%</td>
<td>6.9%</td>
<td>67% 75%</td>
</tr>
<tr>
<td>Tier D</td>
<td>218</td>
<td>1%</td>
<td>87%</td>
<td>238</td>
<td>1%</td>
<td>91%</td>
<td>18.8%</td>
<td>100% 50%</td>
</tr>
<tr>
<td>Total</td>
<td>30,183</td>
<td>107%</td>
<td></td>
<td>26,784</td>
<td>108%</td>
<td></td>
<td>2.3%</td>
<td>85% 88%</td>
</tr>
</tbody>
</table>

Legend:
- Actual
- Target

Rate Change
- Actual
- Target

Premium Retention
- Actual
- Target

Exp Year: 2014

Data Thru: 9/30/2014
Pricing Activity Tracking Hub (PATH) allows us to ensure front-line pricing discipline.
Pulling up to our full customer view, we find that overall, this customer is well-priced

### PATH – Account Specific Detail

**Policy Detail: Policy GHI**

<table>
<thead>
<tr>
<th>LOB</th>
<th>Property</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective Date</td>
<td>5/1/2014</td>
</tr>
<tr>
<td>Policy GWP</td>
<td>$927,546</td>
</tr>
<tr>
<td>Tech Price</td>
<td>$1,426,994</td>
</tr>
<tr>
<td>Target Price</td>
<td></td>
</tr>
<tr>
<td>AP/TP</td>
<td></td>
</tr>
<tr>
<td>Percent to Target</td>
<td>65%</td>
</tr>
<tr>
<td>Line Tier</td>
<td></td>
</tr>
<tr>
<td>Rate Change</td>
<td>N/A</td>
</tr>
<tr>
<td>Primary Premium State</td>
<td>New York</td>
</tr>
<tr>
<td>Occurrence Limit</td>
<td>$9,999,999</td>
</tr>
<tr>
<td>Deductible</td>
<td>$100,000</td>
</tr>
<tr>
<td>SIR/Attachment Point</td>
<td>N/A</td>
</tr>
<tr>
<td>Policy Symbol</td>
<td>CPP</td>
</tr>
</tbody>
</table>

**Customer Information: Customer 123908**

<table>
<thead>
<tr>
<th>Name</th>
<th>Customer 123908</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry Segment</td>
<td>Education</td>
</tr>
<tr>
<td>DUNS</td>
<td>000000000000</td>
</tr>
<tr>
<td>Customer GWP</td>
<td>$3,549,091</td>
</tr>
<tr>
<td>CORMIS Lines Written</td>
<td></td>
</tr>
<tr>
<td>AP/TP</td>
<td></td>
</tr>
<tr>
<td>Percent to Target</td>
<td>104%</td>
</tr>
<tr>
<td>Account Tier</td>
<td></td>
</tr>
<tr>
<td>Rate Change</td>
<td>N/A</td>
</tr>
<tr>
<td>Revenue / Sales</td>
<td>0.2%</td>
</tr>
<tr>
<td>Total Employees</td>
<td>3,512</td>
</tr>
<tr>
<td>SIC</td>
<td>000000000000</td>
</tr>
</tbody>
</table>

**Distributor Information**

| Distributor Name | 00000000000 |

---

*Example*
We are driving front-line accountability through the use of scorecards

<table>
<thead>
<tr>
<th>UW Name (from drop down): Doe, Jane</th>
<th>Peer Group: MM Commercial</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Productivity</strong></td>
<td><strong>Broker Management</strong></td>
</tr>
<tr>
<td>Calendar Yr GWP ($M)*</td>
<td>% NB GWP with Select and Dev. Brokers</td>
</tr>
<tr>
<td>16.6</td>
<td>68%</td>
</tr>
<tr>
<td>NB GWP ($M)</td>
<td>NB Quote Ratio</td>
</tr>
<tr>
<td>3.2</td>
<td>21%</td>
</tr>
<tr>
<td>Quotes per Month</td>
<td>NB Conversion Ratio</td>
</tr>
<tr>
<td>14.8</td>
<td>16%</td>
</tr>
<tr>
<td>Premium Retention A &amp; B Accounts</td>
<td>TBD</td>
</tr>
<tr>
<td>76%</td>
<td>89%</td>
</tr>
<tr>
<td>Rate Change C &amp; D Accounts</td>
<td>N/A</td>
</tr>
<tr>
<td>10%</td>
<td>N/A</td>
</tr>
<tr>
<td>Total % to Target</td>
<td>UQA Score</td>
</tr>
<tr>
<td>120%</td>
<td>96%</td>
</tr>
<tr>
<td>5/5/5 Calibration</td>
<td>Authority Process</td>
</tr>
<tr>
<td>100%</td>
<td>0</td>
</tr>
<tr>
<td>≥ 95% of Target</td>
<td>85% - 94.99% of Target</td>
</tr>
<tr>
<td>85% - 94.99% of Target</td>
<td>Less than 85% of Target</td>
</tr>
<tr>
<td>Less than 85% of Target</td>
<td>No Target</td>
</tr>
<tr>
<td>No Target</td>
<td></td>
</tr>
</tbody>
</table>

December 5, 2014
Execution at the front-line is critical

TO WRAP-UP ON THE ‘LAST MILE’

- Clear expectations for our underwriters
- Robust tools for underwriting managers
- Driving better outcomes at the transactional level, …
  while balancing overall customer dynamics
Growing market share and operating earnings, even in a more challenging environment

We have reshaped the business and are delivering strong results – but with room to improve

US commercial insurance is undergoing far reaching change, which plays to our strengths

Investments in customer segmentation and predictive analytics position us at the forefront of the industry

‘Going the last mile’ is critical – our consistent execution and disciplined control are real differentiators
Finance Update

George Quinn
Chief Financial Officer
## Key targets
On track

### 9M-14 KEY RESULTS

<table>
<thead>
<tr>
<th>Indicator</th>
<th>9M-14</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOP</td>
<td>11.8%</td>
<td>12 - 14%</td>
</tr>
<tr>
<td>USD 3.8bn (+7%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NIAS</td>
<td>127%</td>
<td>100 – 120%</td>
</tr>
<tr>
<td>USD 3.0bn (+3%)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### TARGET METRICS OVER STRATEGIC PERIOD

<table>
<thead>
<tr>
<th>Indicator</th>
<th>9M-14</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOPAT ROE(^1)</td>
<td>11.8%</td>
<td>12 - 14%</td>
</tr>
<tr>
<td>Z-ECM(^2)</td>
<td>127%</td>
<td>100 – 120%</td>
</tr>
<tr>
<td>Net cash remittances</td>
<td>FC FY-14</td>
<td>Cumulative 3-year target</td>
</tr>
<tr>
<td>USD 3.5bn</td>
<td>&gt; USD 3.5bn</td>
<td>&gt; USD 9bn</td>
</tr>
<tr>
<td>USD 9bn</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

\(^1\) Business operating profit after tax return on equity (annualized), excluding unrealized gains and losses on available-for-sale investments and cash flow hedges.

\(^2\) Zurich Economic Capital Model (Z-ECM).
General Insurance

Significant improvement in accident year profitability

**COMBINED RATIO SPLIT (%)**

- **FY-12**: 100.7% (Catastrophes 4.4%), 98.3% (AY CR excl. catastrophes 3.2%), 96.6% (PYD -0.6%)
- **FY-13**: 98.0% (Catastrophes 2.4%), 97.2% (AY CR excl. catastrophes 2.4%), 94.8% (PYD -2.4%)
- **9m-14**: 96.6% (Catastrophes 2.4%), 94.8% (AY CR excl. catastrophes 3.2%), 96.6% (PYD -0.6%)

**BOP (USDm)**

- **9m-13**: 2,124 USDm
- **9m-14**: 2,376 USDm

1. **Catastrophes** includes major and mid-sized catastrophes including significant weather related events.
2. **AY CR (excl. catastrophes)** excludes prior year reserve development.

---

December 5, 2014

---

**Investor Update**

---
Global Life

Good progress in repositioning the business

NEW BUSINESS VALUE\(^1\) (USDm)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>9m-13(^2)</th>
<th>9m-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>926</td>
<td>950</td>
<td>1'060</td>
<td>715</td>
<td>757</td>
</tr>
<tr>
<td>Latin America</td>
<td>167</td>
<td>135</td>
<td>138</td>
<td>123</td>
<td>141</td>
</tr>
<tr>
<td>APME</td>
<td>494</td>
<td>409</td>
<td>434</td>
<td>305</td>
<td>360</td>
</tr>
<tr>
<td>Other</td>
<td>70</td>
<td>60</td>
<td>70</td>
<td>75</td>
<td>49</td>
</tr>
</tbody>
</table>

BOP (USDm)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>9m-13</th>
<th>9m-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>1'353</td>
<td>1'351</td>
<td>1'272</td>
<td>978</td>
<td>965</td>
</tr>
<tr>
<td>North America</td>
<td>124</td>
<td>134</td>
<td>173</td>
<td>102</td>
<td>84</td>
</tr>
<tr>
<td>Latin America</td>
<td>227</td>
<td>243</td>
<td>245</td>
<td>130</td>
<td>194</td>
</tr>
<tr>
<td>APME</td>
<td>953</td>
<td>819</td>
<td>778</td>
<td>569</td>
<td>659</td>
</tr>
<tr>
<td>Other</td>
<td>75</td>
<td>123</td>
<td>90</td>
<td>141</td>
<td>-61</td>
</tr>
</tbody>
</table>

- Strong growth in recent years in LatAm and North America
- Success story in bank distribution
- More selective approach to investment

- Lower yields and investment in start up businesses has impacted operating profits
- Aim to significantly improve profitability by the start of 2016

\(^1\) NBV are shown net of non-controlling interests for all the periods.
\(^2\) 9m-13 new business value has been adjusted to reflect an estimate of the impact of changes in expense and other assumptions introduced from the start of 2014; reported new business value for 9m-13 was $790m. FY-11 to FY-13 NBV has not been adjusted.
### PROPOSED APPROACH

<table>
<thead>
<tr>
<th>Manage for value</th>
<th>Bank distribution</th>
<th>Developed markets growth</th>
<th>Emerging markets growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. Continental Europe, UK/US ‘back books’</td>
<td>e.g. Zurich Santander and Sabadell JVs</td>
<td>e.g. UK/US ‘front books’</td>
<td>e.g. LatAm and Asia Pacific</td>
</tr>
</tbody>
</table>

All metrics important... MCEV, IFRS (sources of earnings) and Cash reporting aligned with four sub-groups

...but primary focus on: Cash, MCEV & IFRS, MCEV, MCEV
INVESTMENTS IN 2014

- **General Insurance**
  - Targeted investments, adding ~0.5pts to GI expense ratio
  - Primary focus on NAC, Global Corporate, Switzerland and Italy, but with additional investments into other priority markets
  - Distribution deal in Brazil with Via Varejo ($350m up front payment relating to Extended Warranty insurance, covering ~1,000 stores, expected to generate $530m GWP in 1st year)
  - Further investments expected in 2015 and 2016

- **Global Life**
  - Continued expansion of start up operations in UK (e.g. Corporate Life & Pensions), US (IFA distribution), LatAm ex-Zurich Santander and Asia Pacific (e.g. Indonesia and Malaysia)
  - Extension of joint venture with Banco Sabadell in Spain (~2.4m additional customers)
  - Operating leverage potential as start-ups get to scale, from 2016 onwards
Managing for value
Actions underway, full potential still to be tapped

**GENERAL INSURANCE**

- Significant potential from improving performance of ‘turnaround’ businesses

<table>
<thead>
<tr>
<th>UWR loss (USDm)</th>
<th>FY-13</th>
<th>9m-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>-467</td>
<td>-304</td>
<td>-37</td>
</tr>
<tr>
<td>-221</td>
<td>-161</td>
<td>-25</td>
</tr>
<tr>
<td>-26</td>
<td>-9</td>
<td></td>
</tr>
</tbody>
</table>

- GI CR improvement potential

<table>
<thead>
<tr>
<th>Region</th>
<th>FY-13</th>
<th>9m-14</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia</td>
<td>1.6%</td>
<td></td>
</tr>
<tr>
<td>South Africa</td>
<td></td>
<td>1.0%</td>
</tr>
<tr>
<td>Middle East</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LatAm (excl. ZSIA)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**GLOBAL LIFE**

- Exit from marginal positions, with further prioritization of investment spend
- Phase 1 of in-force management actions targeted to deliver $80m-$100m BOP
- Assessing structural options, we expect to see progress in 2015

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1 Zurich’s LatAm business is a priority market and not a candidate for exit, but still shows potential to improve profitability.
Growing operating earnings
More to do

CONTINUE PROGRESS FROM 2014

- Progress in 2014 across the group
  - Substantial improvement in GI accident year ex-cat combined ratio
  - Global Life BOP impacted by ‘clean up’ actions and costs associated with strategic initiatives
  - FMS results broadly stable, but with a much more optimistic top-line outlook for 2015
  - On track to deliver $250m cost savings ‘above the business unit’ by end of 2015
  - Completed allocation of additional risk capital to investment management

- But more needs to be done
  - Further improvement in the GI accident year ex-cat loss ratio (eg, Global Corporate)
  - Deliver on Global Life’s directional view to deliver quarterly BOP > $350m by the start of 2016
  - Continued focus on operating efficiency across the business
These initiatives show how we can deliver on our target of a 12-14% BOPAT ROE

BOPAT ROE (%)

Reported 9m-14 11.8% 0.6%
Normalized cat losses, pension gain & tax 11.2%
Adjusted 9m-14
1% 1%
GL actions ~1.5% - 2.0%
GL actions
Equity growth
Investment at 10% return
2016
~13%

1 Indicative and directional view of 2016 BOPAT ROE only; actual target ROE range for 2014-2016 is 12-14%.
Closing remarks

Martin Senn
Chief Executive Officer
Appendix


**Biography Martin Senn**

**Skills and experience**

Martin Senn (born 1957, Swiss Citizen) is a trained banker and worked for the former Swiss Bank Corporation from 1976 to 1994 including as treasurer in Hong Kong and regional treasurer for Asia and the Pacific region in Singapore before eventually managing the company's Tokyo office. In 1994, he joined Credit Suisse where his executive roles included those of treasurer for the Head Office and Europe and chairman of Credit Suisse Group, Japan with a mandate to restructure and reposition all legal entities of the Group in Japan. In 2001, he became a member of the Credit Suisse Banking executive board and was appointed head of its Trading and Investment Services Division. From 2003 until 2006, he served as a member of the corporate executive board and as chief investment officer of the Swiss Life Group. Mr. Senn joined Zurich Insurance Group in 2006 as Chief Investment Officer, serving on the Group Executive Committee and became Chief Executive Officer, effective January 1, 2010.

**External appointments**

Mr. Senn serves in a senior capacity with numerous business and industry organizations, including Avenir Suisse, the Zurich Association of Economics, the Swiss-American Chamber of Commerce, the Geneva Association and the Institute of International Finance (IIF). Besides that, he is a representative of the Property and Casualty CEO Roundtable, a member of the Pan European Insurance Forum (PEIF), the European Financial Services Roundtable (EFR), the advisory board of Tsinghua School of Economics and Management and of the international advisory board of the Atlantic Council. Mr. Senn is also a member of the board of trustees for the Lucerne Festival and serves as a Honorary Consul for the Republic of Korea in Zurich.

**Educational background**

Mr. Senn received a Commercial and Banking diploma from the Business School in Basel, Switzerland and completed an International Executive Program at INSEAD in Fontainebleau as well as an Advanced Management Program at Harvard Business School.
Skills and experience

Jeff Dailey (born 1957, U.S. citizen) began his career 1980 with Mutual Service Insurance Company. He also worked for Progressive Insurance Company. He went on to form Reliant Insurance Company, an auto insurance start-up owned by Reliance Group Holdings, which was sold to Bristol West Holdings Inc. in 2001. From 2001 until 2004, Mr. Dailey was COO of Bristol West and, in 2004, he was named President of Bristol West, following the firm’s IPO on the New York Stock Exchange. In 2006, he became CEO of Bristol West. Mr. Dailey joined Farmers in 2007 as President of Personal Lines for Farmers when Farmers acquired Bristol West where he served as Bristol West CEO. In January 2011, he was promoted to the position of President and Chief Operating Officer (COO) of Farmers Group, Inc. He became a member of the Board of Farmers Group, Inc. in February 2011. Mr. Dailey was appointed to his current role of CEO of Farmers Group, Inc. and became a member of the Group Executive Committee in January 2012.

Educational background

Mr. Dailey graduated from the University of Wisconsin-Madison with a bachelor’s degree in Economics and has an MBA from the University of Wisconsin-Milwaukee.
**Biography Mike Linton**

**Skills and experience**
Mike Linton has been in marketing and general management for over 30 years. He began his career in Brand Management at Procter & Gamble in 1980. He went on to Progressive Insurance, James River Paper Company and Remington in various Marketing and General Management positions. In 1999, Mike moved to Best Buy where he became its first ever Chief Marketing Officer responsible for all marketing, brand management, research, customer relationship management, call centers, the internal advertising agency and public and investor relations. In late 2006 he moved to eBay, first in general management as the Senior Vice President of eBay Motors, Canada, Half.com and eBay Stores and then as the CMO. He left eBay in early 2009 and consulted for a number of companies while writing for Forbes.com. In 2010, he joined a Silicon Valley start-up, and then was recruited to Farmers Insurance in October 2011 as its Chief Marketing Officer. His responsibilities include marketing, research, strategic planning, internal and external communications, innovation and the company’s digital and mobile efforts.

**External appointments**
Mr. Linton is on the Board of Directors of Capella Education. He previously served as a Director of Peet’s Coffee & Tea, support.com and the Allen Edmonds Shoe Company.

**Educational background**
Mr. Linton has a degree from Bowling Green State University and Duke’s Fuqua School of Business.
Biography Mike Foley

Skills and experience
Mike Foley (born 1962, U.S. Citizen) joined the financial management training program of Armtek Corporation in New Haven, Connecticut, in 1984. After graduating from Kellogg in 1989, Mr. Foley joined the Deerpath Group in Lake Forest, Illinois, as an associate. He later became vice president responsible for managing a portfolio of equity investments in various acquired businesses. In 1993 he joined Electrocal, Inc. in Connecticut as president. In 1996, Mr. Foley joined McKinsey & Company in Chicago, Illinois, where he later became a principal and led its North American property/casualty insurance practice. He joined Zurich in 2006 as Chief Operating Officer of its North America Commercial business division and in January 2008 was appointed CEO of that division and a member of the GEC. Mr. Foley is also the Regional Chairman of North America and Chairman of the Board of Zurich Holding Company of America, Inc. (ZHCA).

External appointments
Mr. Foley is a member of the Board of the American Insurance Association.

Educational background
Mr. Foley graduated with a Bachelor of Science from Fairfield University, in Fairfield, Connecticut in 1984 and a Masters degree from the JL Kellogg Graduate School of Management at Northwestern University in Evanston, Illinois in 1989.
Biography Craig Fundum

Skills and experience
Craig Fundum (born 1957, U.S. Citizen) began his insurance career in 1981 as an underwriter with the Royal Insurance Group. He joined Zurich in 1990 and has held various leadership positions since, including Assistant Vice President of Commercial Group Programs, and Vice President of Sales and Marketing of Small Construction. He was appointed President of the Small Business Solutions SBU in 1997 and served as Chief Operating Officer of a Zurich internet exchange project in 1999. He was named Chief Marketing Officer for Zurich North America in 2003. He was appointed President of Programs Business in 2005 and president of Programs & Direct Markets in February 2008. In July of 2012, he became President of Commercial Markets.

Educational background
Mr. Fundum has a bachelor’s degree in marketing management from the University of Nebraska-Kearney. He has completed several executive management programs, including Darden School, College of Insurance, Kellogg School and Wharton School.
Biography George Quinn

Skills and experience
George Quinn (born 1966, British citizen) started his career at KPMG 1988 in London where he held several positions working with the insurance and reinsurance industry. He joined Swiss Re in 1999 as Chief Accounting Officer based in Zurich and later served as CFO for Swiss Re Group’s Financial Services. Mr. Quinn became the Regional CFO for Swiss Re Americas based in New York in 2003. Since March 2007 he served as Swiss Re Group’s Chief Financial Officer. Mr. Quinn joined Zurich in May 2014 as Chief Financial Officer.

External appointments
Mr. Quinn is a member of the Board of Trustees of the Zurich International School and a member of the Finance Chapter of the Swiss American Chamber of Commerce.

Educational background
Mr. Quinn holds a degree in engineering from the University of Strathclyde. Mr. Quinn is a member of the Institute of Chartered Accountants in England and Wales.
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Download:
Zurich Investors and Media App
Calendar:
- February 12, 2015, Annual results 2014
- April 1, 2015, Annual General Meeting 2015, Zurich
- May 7, 2015, Results for three months to March 31, 2015
- May 21, 2015, Investor Day, Zurich