Zurich Financial Services Group
“Déjà vu – lessons from the crisis”

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Chief Executive Officer

Bank of America Merrill Lynch
Banking & Insurance CEO Conference
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Déjà vu

2007  Sub-prime crisis
2008  Credit crisis and Lehman collapse
2009  Global recession
2010  Sovereign debt crises
2011  Sovereign debt crises - Part II

Global GDP growth

Source: IMF

5 year-government bond yields (in %)

Source: Datastream, September 27, 2011

October 5, 2011
Key messages

- Proven track record supported by strong cash flows and solvency position

- De-risking actions taken to address the current crisis

- Strategy positions Zurich well for the future
Outperforming the benchmark index

TSR out-performance 2004 – to date
(in percentage points)

Source: Datastream, September 29
Strong track record for Zurich

Economic Solvency³

<table>
<thead>
<tr>
<th>Year</th>
<th>Jan 1 '04</th>
<th>Jan 1 '05</th>
<th>Jan 1 '06</th>
<th>Jan 1 '07</th>
<th>Jan 1 '08</th>
<th>Jan 1 '09</th>
<th>Jan 1 '10</th>
<th>SST 223%</th>
</tr>
</thead>
<tbody>
<tr>
<td>12%</td>
<td>88%</td>
<td>93%</td>
<td>107%</td>
<td>113%</td>
<td>127%</td>
<td>136%</td>
<td>119%</td>
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BOPaT-ROE¹

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<th></th>
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</thead>
<tbody>
<tr>
<td>12%</td>
<td>12.6%</td>
<td>13.6%</td>
<td>19.5%</td>
<td>18.9%</td>
<td>16.8%</td>
<td>17.6%</td>
<td>12%</td>
<td>10.5%</td>
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</table>

Total net investment return

<table>
<thead>
<tr>
<th>Year</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2011</th>
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</thead>
<tbody>
<tr>
<td>3.9%</td>
<td>5.4%</td>
<td>4.3%</td>
<td>3.9%</td>
<td>6.4%</td>
<td>5.4%</td>
<td>1.7%</td>
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</table>

Diluted earnings per share in CHF

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<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>3.9%</td>
<td>20.83</td>
<td>27.11</td>
<td>39.52</td>
<td>47.11</td>
<td>23.35</td>
<td>29.88</td>
<td>12.07</td>
<td></td>
</tr>
</tbody>
</table>

1 Business operating profit (after tax) return on common shareholders’ equity
2 Restated
3 Economic solvency is based on Available Financial Resources (AFR) at the beginning of period as a percentage of expected risks to be taken during period (RBC). Economic solvency is based on AA calibration.
Key messages

- Proven track record supported by strong cash flows and solvency position
- De-risking actions taken to address the current crisis
- Strategy positions Zurich well for the future
Further de-risking actions taken to balance Eurozone exposures

Eurozone sovereign debt USD 28bn\(^1\)
(96% investment grade)

- Italy: 29%
- Spain: 19%
- France: 13%
- Germany: 17%
- Austria: 6%
- Belgium: 5%
- Netherlands: 4%
- Luxembourg: 1%
- Finland: 2%
- Ireland: 2%
- Portugal: 2%

Eurozone Peripherals

Bank corporate bonds USD 26bn\(^1\)
(99% investment grade)

- Italy: 4%
- Other: 11%
- Germany: 30%
- US: 17%
- UK: 8%
- Spain: 7%
- Switzerland: 6%
- France: 7%
- Netherlands: 5%

De-risking actions taken

- Lowered holdings of Italian sovereign debt by USD 2 billion
- Bought put-options on the Euro STOXX of a notional amount of USD 2.2 billion

\(^1\) As of June 30, 2011; gross, before attribution to policyholders, taxes and other
Global Life’s product mix and underwriting actions generate quality earnings

| Product mix                      | • Focused on Unit-linked, Protection, and Corporate  
|                                  | • Capital light, high margin products               
|                                  | • De-emphasis of products with embedded options and guarantees |

| Disciplined underwriting         | • Focus on long term value                        
|                                  | • Not competing on uneconomical terms             |

| Quality of earnings              | • Our risk margin reflects stability in experience compared to pricing |
|                                  | • Our hedging strategy has been effective in protecting our spread-based business and capital |
|                                  | • Limited impact of severe market movements on fees |
Key messages

- Proven track record supported by strong cash flows and solvency position

- De-risking actions taken to address the current crisis

- Strategy positions Zurich well for the future
Zurich’s strategy and targets drive total shareholder return

General Insurance (GI)
Improve Combined Ratio by 3 - 4 pts relative to global competitors and hold market position

Global Life
Rank Top 5 of European-based global peers by New Business Value

Farmers
Maintain top tier market share growth in U.S. Personal Lines

- BOPaT-ROE of 16% over medium term
- Delivering attractive Total Shareholder Return

Source: Published company financials, internal analyses
General Insurance re-underwriting to improve the Combined Ratio

- Clear profitability – pursue growth
- Profitability challenges – shrink/fix
- Targeted impact by 2013: CoR improvement of 2 pts

Underlying Loss Ratio:

- 2008: 67.8%
- 2009: 67.4%
- 2010: 66.3%
- HY11: 64.2%
Rate change to increase underwriting profitability

General Insurance Renewal rate increases

-2%  -1.4%  3.3%  2.0%  3.2%

2008  2009  2010  HY11

Half Year 2011

<table>
<thead>
<tr>
<th></th>
<th>GC</th>
<th>NAC</th>
<th>Europe</th>
<th>Int’l Markets</th>
<th>Total GI</th>
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<tbody>
<tr>
<td>Personal Lines</td>
<td>n/a</td>
<td>n/a</td>
<td>5%</td>
<td>2%</td>
<td>5%</td>
</tr>
<tr>
<td>Commercial Lines</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Europe by country

<table>
<thead>
<tr>
<th></th>
<th>UK</th>
<th>Germany</th>
<th>Switzerland</th>
<th>Italy</th>
<th>Spain</th>
<th>Rest of Europe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Lines</td>
<td>18%</td>
<td>3%</td>
<td>4%</td>
<td>7%</td>
<td>5%</td>
<td>3%</td>
</tr>
<tr>
<td>Commercial Lines</td>
<td>3%</td>
<td>2%</td>
<td>0%</td>
<td>1%</td>
<td>4%</td>
<td>2%</td>
</tr>
</tbody>
</table>

1 The Zurich Rate Change Monitor expresses the Gross Written Premium development due to premium rate change as a percentage of the renewed portfolio against a comparable prior period.
Global Life further diversifies into growth markets

- Strong organic growth in LatAm and APME driving New Business Value (NBV)
- Recent acquisitions all in fast-growing target markets which offer attractive sustainable returns

Indicative geographic presence

| HY 2011 NBV | 68% US | 6% LatAm | 6% Europe | 6% APME |
| 2013 NBV    | 58% US | 22% LatAm | 10% Europe | 10% APME |
Conclusion

- Proven track record supported by strong cash flows and solvency position
- De-risking actions taken to address the current crisis
- Strategy positions Zurich well for the future

Focused execution of our strategy to deliver our targets
Q & A