Corporate Governance and Sustainability at Zurich

December 2018

Zurich Insurance Group
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<th>Key messages</th>
<th>Details</th>
</tr>
</thead>
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<td><strong>Strategy</strong></td>
<td>A focus on our customers drives our strategy and we are using innovation to support this focus while seeking to simplify our business to improve our customer propositions</td>
</tr>
<tr>
<td><strong>Board Governance</strong></td>
<td>We have a highly diverse board combined with strong governance</td>
</tr>
<tr>
<td><strong>Remuneration</strong></td>
<td>Our remuneration architecture aligns pay to performance while promoting desired managerial behaviors</td>
</tr>
<tr>
<td><strong>Sustainability</strong></td>
<td>We are well recognized for sustainability as regards our role as an employer, an insurer, an investor and a community leader</td>
</tr>
<tr>
<td><strong>Shareholders focus</strong></td>
<td>We are focused on creating long term value for our shareholders and value regular interaction with significant investors</td>
</tr>
<tr>
<td>SECTION</td>
<td>PAGE</td>
</tr>
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<td>Strategy and financial update</td>
<td>5-10</td>
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<td>11-12</td>
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<td>Our role as an employer</td>
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<td>32</td>
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FOCUS ON THE CUSTOMER
We will focus our significant investments on improving our quality of service and the experience of our customers. A laser focus on investing for the benefit of our customers will guide all that we do.

SIMPLIFY
We aim to become a more agile and more responsive organization, better able to serve our customers and respond to their needs. We will strive to put the customer at the center of everything we do.

INNOVATE
We will prioritize innovation – in products, services and customer care – to give us even more of a leading edge over our competitors.
Our proposition to investors

HIGHLY CASH GENERATIVE BUSINESS MODEL SUPPORTING AN ATTRACTIVE AND GROWING DIVIDEND, BASED ON:

A balanced and diverse global business

Industry leading capital levels

Stable, consistent and conservatively managed balance sheet

Consistent growth with scope to enhance returns through capital re-deployment
2017-2019 Financial targets

- BOPAT ROE\(^2\) in excess of 12% and increasing, despite higher equity base
- USD 1.5bn in net savings by 2019 compared to the 2015 baseline
- Z-ECM target ratio of 100-120%
- Cash remittances in excess of USD 9.5bn over 2017-2019 period

1 BOPAT ROE target to be increased by ~50bps for OnePath Life acquisition on completion of transaction (as announced on December 11, 2017).

2 Business Operating Profit after tax return on equity, excluding unrealized gains and losses.
Well on track to achieve all 2017-2019 targets

**BOPAT ROE (%)**

- FY-17: 12.1%
- HY-18: 12.3%
- Target: >12.0%

**Z-ECM RATIO (%)**

- HY-18e: 134%
- Target: 120%

**CUMULATIVE CASH REMITTANCES (USDBN)**

- FY-17 & FY-18e: 3.7
- 2017 - 2019 Target: >9.5

**CUMULATIVE NET EXPENSE SAVINGS (USDm)**

- 2015: ~USD 900m as of HY-18
- 2016: ~300
- 2017: ~700
- 2018: ~1,100
- 2019: 1,500

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1. Business Operating Profit after tax return on equity, excluding unrealized gains and losses. FY-17 adjusted for the impact of the hurricanes Harvey, Irma and Maria, charges related to the Group’s restructuring recognized through BOP and the change to the UK capital gains tax indexation relief.

2. BOPAT ROE target to be increased by ~50bps for OnePath Life acquisition on completion of transaction (as announced on December 11, 2017).

3. HY-18 Z-ECM reflects midpoint estimate with an error margin of +/- 5ppts.
Key businesses strengthened while exiting non-core activities; Customer focus improved with tangible results

Leadership in Latin America strengthened

Cover-More’s global footprint and capabilities further increased

Innovative customer solutions delivered

Further focus with non-core businesses exited

<table>
<thead>
<tr>
<th>Customer Retention</th>
<th>HY-18 vs. FY-17 (ppts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Life portfolio</td>
<td>▲ +6</td>
</tr>
<tr>
<td>Endsleigh</td>
<td>▲ +12</td>
</tr>
<tr>
<td>Compulsory TPL</td>
<td>▲ +4</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Promoter Score</th>
<th>HY-18 vs. FY-17 (ppts)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers</td>
<td>▲ +2</td>
</tr>
<tr>
<td>Jura</td>
<td>▲ +4</td>
</tr>
<tr>
<td>Universal Assistance</td>
<td>▲ +12</td>
</tr>
<tr>
<td>Total</td>
<td>▲ +4</td>
</tr>
<tr>
<td>Compulsory TPL</td>
<td>▲ +6</td>
</tr>
</tbody>
</table>

1 Refers to rolling 3-months periods (i.e., Q2-18 discrete vs. Q4-17 discrete).
We are leveraging new technologies to redesign customer interactions, increase service offerings and digitize core processes.

**STRENGTHENING OUR KNOWLEDGE OF THE CUSTOMER**

- **Strengthened customer analytics** to improve segmentation
- **Artificial intelligence** to optimize sales and customize propositions
- **Advanced analytics** to augment underwriting decision making

**NEW CAPABILITIES AND BROADER SERVICE OFFERINGS**

- Travel and aviation, Employee assistance, Medical assistance
- On demand insurance
- Entrepreneur Insurance for SMEs in Switzerland

**REINVENTING THE CUSTOMER EXPERIENCE**

- One-touch claims processing
- Behavior-based pricing
- Contextual offers
A balanced Board composition

BOARD COMPOSITION DIVERSITY¹

Gender
- Male: 55%
- Female: 45%

Vs SMI companies
- Male: 75%
- Female: 25%

Nationality
- Luxembourg: 11%
- Switzerland: 33%
- Singapore: 11%
- Germany: 11%
- US: 22%
- UK: 22%

Tenure
- <5 years: 7
- 5-10 years: 2
Average tenure of ~3 years

Experience, skills and knowledge

Sector
- Insurance
- Banking
- Non-Financials
- IT & Technology
- Macro-economics
- Regulatory & governance
- Audit & accounting

Specialization
- CEO
- CFO
- COO

¹ Following 2018 AGM (Apr 4, 2018).
Best practice recommendations of external assessor\(^1\) implemented

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**EXTERNAL ASSESSMENT CYCLE**

2013-2015

- Strengthened experience in insurance sector and Emerging Markets
- Enhanced cross-memberships of Board committees
- Increased time for training and deep-dive sessions

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**EXTERNAL ASSESSMENT CYCLE**

2016-2018

- Increased engagement in strategy setting and execution monitoring
- Increased engagement in Risk Management
- Increased engagement in cultural transformation and executive succession planning

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\(^1\) Independent UK based advisory firm.
Standing committees regularly reporting and submitting proposals to the Board

REMUNERATION COMMITTEE
- Regularly evaluates the Group’s remuneration architecture and Zurich’s remuneration rules
- Reviews the remuneration of the members of the Board
- Reviews the terms and conditions of employment of the Group CEO and other ExCo members
- Reviews total variable remuneration pool and the performance related to incentive plans (STIP and LTIP)
- Prepares the remuneration report

GOVERNANCE, NOMINATIONS & CORPORATE RESPONSIBILITY COMMITTEE

RISK AND INVESTMENT COMMITTEE

AUDIT COMMITTEE

1 For full information on Board and Board committees responsibilities, please refer to latest ZIG Organizational Rules on Zurich.com.
Remuneration structure and degree of variability varies per level of employment

### 2017 REMUNERATION PER ELEMENT

#### DIRECTORS
- 100% Base salary

#### EXCO
- 25% Base salary
- 25% Pensions
- 25% Benefits
- 8% STIP
- 3% LTIP

#### CEO
- 22% Base salary
- 49% Pensions
- 6% Benefits
- 1% STIP
- 1% LTIP

#### EMPLOYEES
- 71% Base salary
- 2% Pensions
- 8% Benefits
- 9% STIP
- 2% LTIP

#### Base salary benchmarked towards local relevant market median

- **STIP**
  - 1 year performance period, paid in cash
  - Award mainly driven by relevant BOP and selectively relevant TNPS, and individual performance assessment

- **LTIP**
  - Annual target allocation
  - Pre-defined performance criteria NIAS ROE, Cash Remittance and TSR assessed over 3 years
  - Three-year cliff vesting; Half of vested shares sales restricted for additional 3 years

#### Pensions
- Designed at median of relevant market practice
- In recent years shift away from defined benefit

#### Benefits
- In line with the local market, can be life insurance, medical coverage and flexible benefits
- Expatriate/cross-border allowances.

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1 Per Dec 31, 2017; for Directors, includes fees paid in cash and shares.
Variable remuneration outcomes with strong link to business performance results including financial, customer and people metrics

**BUSINESS PERFORMANCE DRIVING THE SIZE OF STIP POOL**
- Business Operating Profit and qualitative customer metrics – at the relevant organizational level, Investment results for Investment Management
- Growth, profitability and customer-related measures for Farmers
- Overall qualitative assessment of business performance for all pools

**FOCUS ON PRE-DEFINED PERFORMANCE CRITERIA FOR LTIP**
- Vesting grid based on equal weighting of:
  - Relative TSR against international group of insurers
  - NIAS ROE
  - Cash Remittance
- Cliff vesting after 3 years; further sale restriction for half of the vested shares for another 3 years

**AVERAGE STIP AWARD LEVEL AS % OF TARGET**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level</td>
<td>101%</td>
<td>96%</td>
<td>65%</td>
<td>109%</td>
<td>106%</td>
</tr>
</tbody>
</table>

**LTIP VESTING LEVEL AS % OF TARGET**

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level</td>
<td>50%</td>
<td>139%</td>
<td>0%</td>
<td>121%</td>
<td>83%</td>
</tr>
</tbody>
</table>

December 2018
A strong governance framework ensuring alignment of interest with Shareholders

**REMUNERATION GOVERNANCE**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Recommended by</th>
<th>Zurich’s approval</th>
<th>Shareholders’ approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remuneration architecture</td>
<td>Board Remuneration Committee Board Risk &amp; Investment Committee¹</td>
<td></td>
<td>Consultative Vote</td>
</tr>
<tr>
<td>Organizational Rules, relevant chapters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zurich’s Remuneration Rules</td>
<td>Board Remuneration Committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remuneration Report²</td>
<td></td>
<td></td>
<td>Binding vote</td>
</tr>
<tr>
<td>Board remuneration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group CEO remuneration</td>
<td>Group CEO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ExCo remuneration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total variable remuneration pool</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STIP funding pools</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LTIP vesting level</td>
<td></td>
<td></td>
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</tbody>
</table>

¹ On recommendation of Group CEO ² Remuneration report includes remuneration architecture, rules and ex-post amounts.
The governance framework is supported by additional safeguards

SAFEGUARDS TO REMUNERATION

- Notice period of max 12 months\(^1\)
- Claw back clause\(^1\)
- Hedging prohibited for share-based remuneration\(^3\)
- Minimum share ownership\(^2\)
- Malus on STIP and LTIP\(^3\)
- Risk based assessment for Key risk takers

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\(^1\) For ExCo members.
\(^2\) Members of the Board: at the level of one times the basic annual fee / CEO: vested awards at the level of five times base salary / Other members of the ExCo: vested awards at 2.5 times base salary.
\(^3\) For all relevant employee group.
SUSTAINABILITY - INTRODUCTION

Standing committees regularly reporting and submitting proposals to the Board

REMUNERATION COMMITTEE

GOVERNANCE, NOMINATIONS & CORPORATE RESPONSIBILITY COMMITTEE

• Oversees the Group’s governance and measures it against best practice to ensure that the shareholders’ rights are fully protected
• Ensures compliance with corporate governance disclosure requirements and legal and regulatory requirements
• Is entrusted with succession planning for the Board, the Group CEO and members of the ExCo
• Reviews, approves Group’s sustainability strategy and objectives

RISK AND INVESTMENT COMMITTEE

AUDIT COMMITTEE

1 For full information on Board and Board committees responsibilities, please refer to latest ZIG Organizational Rules on Zurich.com.

December 2018

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The Board approves the Group sustainability business strategy to safeguard the future of the company and society

RESPONSIBILITIES WITH REGARD TO SUSTAINABILITY

**Board governance, nomination & corporate responsibility committee**
- Approves the sustainability ambition and objectives;
- Oversees the execution led by the Executive Committee and assesses progress against agreed actions at least annually;
- Monitors legislative proposals, regulatory developments and reporting requirements relating to sustainability.

**Sustainability leaders council**
- Comprised of senior representatives of Zurich’s main businesses and functions;
- Leads the ongoing implementation of the sustainability ambition;
- Formulates and formalizes the integration of sustainability across businesses and functions.

**Group sustainability team**
- Catalyses and coordinates Group wide implementation of the sustainability ambition;
- Manages the Z Zurich Foundation and the flood resilience program;
- Manages external sustainability reporting and commitments.

**Country champion network**
- Drives implementation locally and communicates progress.
Group’s focus on sustainability widely recognized by external bodies

**OUR RATINGS**

- ‘AA’ rating
- Outperformed 93% of other companies in peer group
- Rated in the 94% percentile amongst insurance companies
- Absolute Score of 4.0 (out of 5.0)

**OUR LONG TERM COMMITMENT**

- Principles for Responsible Investment
- Principles for Sustainable Insurance
- UNEP Finance Initiative
- The Global Compact
- FTSE4Good

**SUSTAINABILITY – INTRODUCTION**

Corporate Governance and Sustainability at Zurich
Our employees are at the heart of our strategy

EMPLOYEES BY GENDER

<table>
<thead>
<tr>
<th>Year</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>51%</td>
<td>49%</td>
</tr>
</tbody>
</table>

Female representation

<table>
<thead>
<tr>
<th>Group</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exco</td>
<td>20%</td>
<td>40%</td>
</tr>
<tr>
<td>Leadership team</td>
<td>19%</td>
<td>23%</td>
</tr>
</tbody>
</table>

OUR WORKFORCE

- North America: 16,230
- EMEA: 21,490
- Asia Pacific: 5,291
- Latin America: 6,639

Employee Engagement

ENPS ‘place to work’

- 2017: -23
- 2018 H1: +5
- 2018 H2: +9

+32% trend positively through 2018 (3.0 to 3.4 / 5)

Glassdoor

Overall external reputation trending positively through 2018 (3.0 to 3.4 / 5)

Cultures & Values
Work/Life Balance
Senior Management
Comp & Benefits
Career Opportunities

SUSTAINABILITY – OUR ROLE AS AN EMPLOYER

1 Headcount data as per Q3 2018 (excl. Farmers Exchange and Bolivia), LT composition as at Oct 15, 2018.
2 Average tenure as per Sep 30, 2018.
3 Annualized turnover in 2018 (2017: 14.76%).
Progressing on our strategic journey

FROM OPERATIONAL EXCELLENCE...

- Simplified customer-focused operating model
- Talent management discipline
- Improved leadership focus, alignment and capability
- Integrated performance and development cycle
- Organizational Health and ENPS

TO CUSTOMER-LED AND ENABLING THE TRANSFORMATION

- Re-skill the workforce in transition
- Achieve superior technical excellence
- Insights driven action-centered HR

- Fair, diverse, supportive workplace
- Reinvigorate our performance culture
- Focus on the customer frontline
Ensuring responsible and sustainable business practices to protect our reputation and our customers

OUR APPROACH TO ESG IN INSURANCE

1. **Detect**
   - Identify issues from external analysis, industry best practice, screening tools and data sources

2. **Assess**
   - Systematic assessment of issues based on business impact, desired outcomes and reputation risks

   - **Accept**
   - **Refuse**
   - **Engage with customer**

   *Use escalation procedures from Underwriting organization to Regional CEO, to Group CEO*

ENVIRONMENT
- Animal Transportation
- Protected Areas
- Coral Reefs
- High conservation value forests
- Endangered Species
- Forest burning
- Illegal logging
- Monocultures
- Palm oil
- Soy
- GMO's
- Fracking
- Nuclear Power
- Mountaintop removal mining
- Sea-bed Mining
- Arctic Drilling
- Deep Sea Drilling
- Ag. commodity speculation
- Depleted Uranium munitions
- Water Scarcity
- Conflict Minerals
- Human Trafficking
- Genocide/Ethnic Cleansing
- Indigenous people
- Land Grabbing
- Involuntary resettlement
- Migrant labor
- Tobacco
- Pornography
- Alcohol
- Gambling
- Drones
- Predatory Lending
- Negligence
- Privacy violations
- GOVERNANCE
- Social
- World Heritage Sites
- Oil Sands
- Pipelines
- Rare Earths
- Diamonds
- Child Sexual Abuse
- Forced labor
- Child labor
- Banned weapons
- Hydroelectric dams

SUSTAINABILITY – OUR ROLE AS AN INSURER

1 An equivalent assessment is integrated in the investment process.

December 2018
ESG in embedded in our core offering to customers

Examples:

- Offering of “Natural Hazard Radar” online tool to Swiss customers for detection of risks to property from floods
- Offering Z Choice Pollution liability insurance in US incentivising environmentally friendly business models
- Lead insurer for Desert Sunlight, one of the largest photovoltaic solar farms in North America
- Founding member of Blue Marble micro-insurance
RESPONSIBLE INVESTMENT IS INTEGRAL TO OUR INVESTMENT PHILOSOPHY AND APPROACH

**Integration**
- Training
- Information
- Process Integration
- Active Ownership

**Impact Investing**
- Intentionality
- Measurability
- Profitability

**Advancing Together**
- Innovation
- Collaboration
- Public advocacy

- 84% of in-scope-assets managed with clear process for ESG integration
- Zurich ensures adequate ESG training and access to data pertaining to ESG issues
- Asset managers expected to execute proxy votes to Zurich Proxy Voting Guidelines

- Green bonds: USD 2.6 bn
- Social and sustainability bonds: USD 0.3 bn
- Target 10% of Private Equity investments in impact investments

Impact target: double our impact investments to USD 5bn to help avoid 5m tons of CO2 and benefit 5m people

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1 ESG in-scope assets correspond to 49% of total assets due to the non-applicability of ESG criteria to specific categories (e.g. cash, government bonds etc)
2 Per June 2018.
ZURICH’S FLOOD RESILIENCE PROGRAM

- The resilience program developed with our partner, aims at preventing the prevalence of floods and allowing communities to recover as fast as possible
- The Z Zurich Foundation has made contributions to all partners of CHF 37m so far.
- Since 2013, 110 communities in 9 countries and 225,000 people benefited from the program
- Phase 2, launched in 2018, aims to drive USD 1bn investments into pre-event risk reduction instead of relief and recovery
We have a multifaceted approach to Climate Change

PHYSICAL RISK ASSESSMENT

- Developing the capabilities to assess and quantify climate change impact on physical risk
- Analysis to be performed on Zurich own profile, and to be offered to customer as a service
- Use of advanced cat modeling capabilities, and leveraging the expertise of the Advisory Council for Catastrophes

COMPANY STRATEGY

- Zurich’s operations are carbon neutral since 2014
- Integration of climate change in insurance and investments strategies
- Zurich started disengaging in 2018 from those whose activities are predominantly focused on thermal coal
- Public advocacy for transition to a global low-carbon economy

REPORTING & DISCLOSURE

- Reporting in accordance with Task Force on Climate-related Financial Disclosures to ensure transparency and comparability
We are strengthening our sustainability ambition to be even more comprehensive.

We identified three transformational themes, material for Zurich’s future and that will guide our ambition:

A CHANGING CLIMATE
Providing insights, protection and transparency to support the transition to a low carbon economy.

WORFORCE IN TRANSITION
Preparing for new ways of working and the skills, solutions and initiatives needed.

CONFIDENCE IN A DIGITAL ECONOMY
Making people and organizations more resilient by enabling and inspiring confidence in a digital economy.
Standing committees regularly reporting and submitting proposals to the Board

**REMUNERATION COMMITTEE**

- Oversees the Group’s risk management, in particular the Group’s risk tolerance and measures aggregation of agreed limits
- Oversees the Group’s enterprise-wide risk governance framework
- Receives periodic reports from the Group risk management function on significant issues of a risk management and control nature, to assess whether they are being appropriately addressed by management in a timely manner
- Oversees the investment process
- Reviews transactions above the pre-defined threshold

**GOVERNANCE, NOMINATIONS & CORPORATE RESPONSIBILITY COMMITTEE**

**RISK AND INVESTMENT COMMITTEE**

**AUDIT COMMITTEE**

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1 For full information on Board and Board committees responsibilities, please refer to latest ZIG Organizational Rules on Zurich.com.
The Board ensures that Zurich’s Risk position is within its risk appetite and tolerance limits

RESPONSIBILITIES WITH REGARD TO RISK MANAGEMENT

**Board Risk & Investment Committee**
- Oversees the Group's risk profile and the Group-wide risk management framework
- Receives a quarterly update on the adherence to risk appetite and detailed business risk report
- Reviews the ORSA and recommends to the Board for approval

**Chief Executive Officer**
- Delegates responsibilities to implement the Enterprise Risk Management framework across the Group to help assess and mitigate risks to the Group CRO

**Chief Risk Officer**
- Reports to the Group CEO and has direct access to the Board
- Manages an independent and vertically integrated function where all risk employees globally report into the Group CRO
- Risk officers are embedded in the business as members of the Executive Committees and Technical Committees at all levels

**Business Units**
- Takes risks and is responsible for day-to-day risk management
- Is supported and independently challenged by local Risk Officer
Protecting data and safeguarding confidential information of our stakeholders is of high importance

GOVERNANCE
- 3 lines of defence model embeds multi-layered security taking into account people, process, technology and data
- Oversight through the Board’s Quarterly Risk Report
- Strong integration of the business within key security initiatives and themes
- Established security objectives for business leaders

RISK BASED IMPLEMENTATION
- Risk appetite and monitoring through group-wide baselining
- Drive awareness throughout the organisation on information and cyber security and contributing risk types (employees and third parties)
- Risk prioritised remediation though people, process, technology and data
- External reinsurance cover

REGULATORY REQUIREMENTS
- Make existing data and use of data more transparent and require more consent of customers
- Continuous analysis of changing regulatory landscape
- Implemented European General Data Protection Regulation in 2018, the most significant change in data privacy regulation in 20 years

CAPABILITIES
- Bundling multiple disciplines into single global team enabling agile and information centric approach
- External Threat monitoring and contextualization
- Global cyber response team available 24/7
- Digital investigation and forensics
- Active vulnerability search and exploitation capabilities and remediation thereof
Our current capital authorizations protect shareholders’ rights while providing the company with flexibility.

CURRENT CAPITAL AUTHORIZATIONS IN ARTICLES OF ASSOCIATION

<table>
<thead>
<tr>
<th>Type of capital</th>
<th>Current structure in articles of association</th>
</tr>
</thead>
</table>
| Authorized Share capital            | • 45 m shares (~30%)  
• Of which under exclusion of pre-emptive rights: 15 m shares (~10%)  
• Exclusion of preemptive rights in case of M&A and foreign listing, capital market placements, conversion of financial instruments, strengthening of group capital position  
• Valid until April 2020                                                                 |
| Contingent share capital            | • 30 m shares (~20%)  
• Exclusion of pre-emptive rights in case of M&A, capital market placements, strengthening of group capital position |
| Separate exclusion of preemptive rights | • 30m shares (~20%) cumulative dilution cap over a 24 month period for issuances from authorized and contingent capital |
| Share issuances to employees under share based employee compensation plans | • 4.9 m shares |

ANTI DILUTION MEASURES AND CAPITAL MANAGEMENT IN 2018 FULLY IMPLEMENTED

In line with the Group’s policy on anti dilution, the Group repurchased shares up to the amount of ~USD 1bn through:

• Public share buy-back program of 1.74m shares, completed in May 2018; the Group intends to seek approval to cancel these 1.74m shares at the 2019 AGM

• The approx. 1m shares private purchases in the market, to be retained as treasury shares and used to meet future requirements under employee share plans

1 Out of 151m outstanding shares as reported in Articles of Association, April 2018.
For further information

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CALENDAR:

- February 7, 2019, Annual results 2018
- April 3, 2019, Annual General Meeting 2019, Zurich
- May 9, 2019, Update for the three months ended March 31, 2019
- August 8, 2019, Half year results 2019