Zurich to become a leading P&C player in Indonesia through the acquisition of Adira Insurance

Investor presentation
September 27, 2018

Zurich Insurance Group
Unique opportunity to achieve a leadership position in an attractive Asian growth market

Transaction details
• Acquisition of 80% stake in PT Asuransi Adira Dinamika (Adira Insurance)
• Formation of two separate long term strategic partnerships with PT Bank Danamon Indonesia (5th largest bank) and Adira Finance (2nd largest provider of automotive financing)

Attractive and growing market
• 4th most populous country in the world with 262 million people (2017), largest economy in Southeast Asia by GDP and young demographics with 84% of the population below age of 54
• Rapidly growing middle class driving increased insurance penetration

Strong strategic fit
• Zurich becomes a leading player in a fast growing and attractive market
• Opportunity to leverage the strong distribution networks of Bank Danamon and Adira Finance
• Increased scale and diversification within Asian P&C

Financials
• Upfront purchase price of USD 414m for 80% stake and two strategic partnerships¹
• Implied 2017 P/E of 22.1x; Capital impact of ~1ppt to Group Z-ECM ratio
• Closing subject to customary regulatory approval within the next 6 months

¹ Transaction terms provide for potential future incremental payments contingent on business performance relative to business plan.
Indonesian insurance market is highly attractive and growing

FAST GROWING ECONOMY
GDP per capita (USD)\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>GDP per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3,604 USD</td>
</tr>
<tr>
<td>2017e</td>
<td>3,876 USD</td>
</tr>
<tr>
<td>2018e</td>
<td>4,052 USD</td>
</tr>
<tr>
<td>2019e</td>
<td>4,291 USD</td>
</tr>
<tr>
<td>2020e</td>
<td>4,585 USD</td>
</tr>
</tbody>
</table>

\(+5\%\) CAGR

LOW INSURANCE PENETRATION
2017 P&C insurance penetration (\%)\(^2\)

<table>
<thead>
<tr>
<th>Country</th>
<th>2017 Penetration (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ID</td>
<td>0.5%</td>
</tr>
<tr>
<td>PH</td>
<td>0.6%</td>
</tr>
<tr>
<td>VN</td>
<td>0.8%</td>
</tr>
<tr>
<td>MY</td>
<td>1.4%</td>
</tr>
<tr>
<td>SG</td>
<td>1.6%</td>
</tr>
<tr>
<td>TH</td>
<td>1.7%</td>
</tr>
</tbody>
</table>

\(^1\) Sources: IMF (International Monetary Fund), Swiss Re Sigma (No 03/2018).

\(^2\) Gross written premium as a percentage of GDP.
Zurich to become a leading P&C insurer in Indonesia and potential for further growth due to strong existing partnerships

P&C MARKET SHARES (%)¹

<table>
<thead>
<tr>
<th>Company</th>
<th>Market Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sinar Mas</td>
<td>8.6%</td>
</tr>
<tr>
<td>Jasa</td>
<td>8.4%</td>
</tr>
<tr>
<td>Astra Buana</td>
<td>7.7%</td>
</tr>
<tr>
<td>Tugu Pratama</td>
<td>5.5%</td>
</tr>
<tr>
<td>Central Asia</td>
<td>4.9%</td>
</tr>
<tr>
<td>Zurich</td>
<td>4.6%</td>
</tr>
<tr>
<td>Adira</td>
<td>4.2%</td>
</tr>
<tr>
<td>Bangun Askrda</td>
<td>3.8%</td>
</tr>
<tr>
<td>Kredit</td>
<td>3.8%</td>
</tr>
<tr>
<td>Adira</td>
<td>3.2%</td>
</tr>
<tr>
<td>Wahana Tata</td>
<td>0.8%</td>
</tr>
<tr>
<td>Zurich + Adira</td>
<td>+3.8ppts</td>
</tr>
</tbody>
</table>

1. Source: OJK (Indonesia Financial Services Authority) report, as of FY-16.

STRONG DISTRIBUTION PARTNERS

**Bank Danamon**
- Bank Danamon is the 5th largest bank in Indonesia by market capitalization
- Diversified franchise across SME, enterprise and consumer segments
- Publicly listed with key subsidiary Adira Finance

**Adira Finance**
- Adira Finance is the 2nd largest motorcycle and car financing solutions provider
- The firm operates via an extensive network of 463 distribution points (network of 193 branches, 242 representative offices and 28 kiosks)
Diversifying our Asian footprint, with increased scale in our key geographies

FOOTPRINT AND GWP CONTRIBUTION

AUSTRALIA
P&C and Life
- Leading position in Individual Life after acquisition of Macquarie Life and One Path Life from ANZ with distribution agreements with ANZ and IOOF
- Significant commercial business

JAPAN
P&C and Life
- Largest direct retail business in Group and large contributor to Asia Pacific profit focused on delivering innovative protection and motor
- Niche Life operations targeting shopfront IFA distribution and direct

CHINA
P&C
- Subsidiary in Shanghai with branch offices in Beijing and Guangdong
- Service corporate customers for local operations and international expansion

HONG KONG
P&C and Life
- Multi-channel and multi-line strategy in P&C and Life
- Capture synergies from One Zurich composite model to improve customer experience

SINGAPORE
P&C
- Established commercial business hub for Asia Pacific
- Local operations service corporate customers through tailored propositions

INDONESIA
P&C and Life
- Multi-channel distribution for P&C while Life products mainly distributed through agency, strong distribution partners with Bank Danamon and Adira Finance
- Grow and develop protection proposition in line with demographics

MALAYSIA
P&C and Life
- Life, P&C and Takaful offerings available to customers
- Invest in tied agency and expand distribution opportunities with banks and affinity partners

COVER-MORE
- A global travel and assistance provider based in Australia and operating proprietary brands

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1 8% for P&C only.
2 As of FY-17, for P&C and Life combined (incl. insurance deposits) and adjusted for Adira Insurance and OnePath Life acquisition.
Adira Insurance offers a diverse portfolio and strong track record of underwriting performance

2017 GWP BY PRODUCT LINE (%)\(^1\)

<table>
<thead>
<tr>
<th>Product Line</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property</td>
<td>23%</td>
</tr>
<tr>
<td>Motor</td>
<td>59%</td>
</tr>
<tr>
<td>Accident &amp; Health</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>8%</td>
</tr>
</tbody>
</table>

GWP USD 158m

P&C COMBINED RATIO (%)\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Combined Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>89%</td>
</tr>
<tr>
<td>2015</td>
<td>88%</td>
</tr>
<tr>
<td>2016</td>
<td>91%</td>
</tr>
<tr>
<td>2017</td>
<td>94%</td>
</tr>
</tbody>
</table>

1 Inclusive of takaful business.
2 New strategic partnerships not reflected in combined ratios.
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- December 5, 2018, Investor Day 2018