Investor intro pack 2017

May 2017

Zurich Insurance Group
Our proposition to investors

HIGHLY CASH GENERATIVE BUSINESS MODEL SUPPORTING AN ATTRACTIVE AND GROWING DIVIDEND, UNDERLINED BY:

<table>
<thead>
<tr>
<th>A balanced and diverse global business</th>
<th>Industry leading capital levels</th>
<th>Stable, consistent and conservatively managed balance sheet</th>
<th>Opportunities to enhance returns through improved efficiency and capital allocation</th>
</tr>
</thead>
</table>

May 2017
### One of few genuinely global insurers

#### KEY FACTS

<table>
<thead>
<tr>
<th>USD 67bn total revenues</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD 382bn total group and unit linked investments</td>
</tr>
<tr>
<td>USD 4.5bn business operating profit (BOP)</td>
</tr>
<tr>
<td>USD 3.2bn net income attributable to shareholders (NIAS)</td>
</tr>
<tr>
<td>125% Zurich Economic Capital (Z-ECM) ratio calibrated to 'AA' rating (1 in 2000 year event)</td>
</tr>
<tr>
<td>227% SST regulatory solvency ratio</td>
</tr>
<tr>
<td>USD 30.7bn shareholders’ equity</td>
</tr>
<tr>
<td>USD 43.0bn market cap</td>
</tr>
</tbody>
</table>

#### BOP BY BUSINESS AND REGION

- **Property & Casualty**
- **Life**
- **Farmers³**
- **Europe**
- **North America (incl. Farmers⁴)**
- **Asia Pacific**
- **Latin America**

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1. Values are for the full year 2016 unless otherwise noted. Investments, Shareholders’ equity and market cap are as of December 31, 2016.
2. The Swiss Solvency Test (SST) ratio is calculated based on the Group’s internal model, which is subject to the review and approval of the Group’s regulator, the Swiss Financial Market Supervisory Authority (FINMA). The ratio is filed with FINMA at the full year and is subject to its approval.
3. BOP splits per business and region exclude Group Reinsurance, Group Functions and Operations and Non-Core Businesses.
4. Zurich Insurance Group has no ownership interest in the Farmers Exchanges. Farmers Group, Inc., a wholly owned subsidiary of the Group, provides administrative and management services to the Farmers Exchanges as its attorney-in-fact and receives fees for its services. Farmers BOP consists of Farmers Management Services and Farmers Re.
Genuinely global franchise with distinct capabilities

Top 3
cross-border insurer to multinational corporations

4% commercial lines market share
#2 crop insurance provider

5% US personal lines market share through the Farmers Exchanges

>5% general insurance market share

8% life insurance market share in Latin America through Bank Distribution JV with Santander

Top 10 general insurer
6% general insurance
5% life insurance market share

#2 general insurance provider
#3 life insurance provider

3% general insurance market share
15% life insurance market share
>4% general insurance market share

4% general insurance market share

4% market share in life in-force protection
4% market share in commercial lines
#3 global travel insurer

1 Source: 2015 SNL Data.
2 Source: 2015 AXCO data, Zurich internal data and estimates.
3 Source: National Statistics 2015 or latest available, Zurich internal data.
4 Estimated based on annual reports and investor presentations.
**Strong capital position and cash generation**

**Very Strong Financial Strength**
- AA- / outlook ‘stable’
- Aa3 / outlook ‘stable’
- A+ (Superior) / outlook ‘negative’

**Strong Capital Position**
- Z-ECM Target Range

**Highly Cash Generative**
- Cash remittance in USDbn

**Dividend a Key Part of TSR**
- Total shareholder return in USD
2017-2019 Financial targets

- BOPAT ROE\(^1\) 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

\(^1\) Business Operating Profit after tax return on equity, excluding unrealized gains and losses.
2016 performance provides a solid basis for delivery in 2017+

**PROPERTY & CASUALTY (P&C)**

**COMBINED RATIO (%)**

<table>
<thead>
<tr>
<th></th>
<th>FY-15</th>
<th>FY-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat</td>
<td>103.6%</td>
<td>98.1%</td>
</tr>
<tr>
<td>AY CR ex-cat</td>
<td>3.5%</td>
<td>2.6%</td>
</tr>
<tr>
<td>PYD</td>
<td>0.1%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

**GWP GROWTH IN LC (%)**

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>2%</td>
<td>3%</td>
</tr>
</tbody>
</table>

**LIFE**

**BOP GROWTH IN LOCAL CURRENCY (USDm)**

<table>
<thead>
<tr>
<th></th>
<th>FY-15</th>
<th>FY-16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>+11%</td>
</tr>
</tbody>
</table>

**BOP RUN-RATE ADD FROM IFM**

<table>
<thead>
<tr>
<th></th>
<th>FY-15</th>
<th>FY-16</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>48</td>
<td>&gt;70</td>
</tr>
</tbody>
</table>

**FARMERS EXCHANGES**

**GWP EXCL. RUN-OFF (USDm)**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>18,135</td>
<td>19,066</td>
</tr>
</tbody>
</table>

**GWP EASTERN EXPANSION (USDm)**

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4</td>
<td>36</td>
<td>113</td>
<td>256</td>
<td>486</td>
<td>691</td>
</tr>
</tbody>
</table>

**EXPENSE SAVINGS (USDm)**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target</td>
<td>~300</td>
<td>~700</td>
<td>~1,100</td>
<td>~1,500</td>
<td></td>
</tr>
</tbody>
</table>
Property & Casualty
Leading commercial insurer, and one of the few genuinely global players

PROFILE
Top three insurer to multi-nationals, with proven differentiated capabilities and global scale

Strong positions in many commercial insurance markets, notably US, UK and Switzerland

Good positions in a number of developed retail markets

Growing presence in Latin America

CUSTOMER UNITS
FY-16 Gross Written Premiums, total of USD 33.1bn

DISTRIBUTION CHANNELS
FY-16 Gross Written Premiums, total of USD 33.1bn

LINES OF BUSINESS
FY-16 Gross Written Premiums, total of USD 33.1bn
Balanced footprint, stable and positive rates

P&C REGIONAL SPLIT
FY-16 Gross Written Premiums, total of USD 33.1bn

<table>
<thead>
<tr>
<th>Region</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>APAC</td>
<td>44%</td>
</tr>
<tr>
<td>Latin America</td>
<td>19%</td>
</tr>
<tr>
<td>North America</td>
<td>15%</td>
</tr>
<tr>
<td>EMEA</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
</tr>
</tbody>
</table>

FY-16 RATE CHANGE (%)

- Total: 2%
- EMEA: 2%
- North America: 1%
- APAC: 1%
- Latin America: 0%

1. GWP development due to premium rate change as a percentage of the renewed portfolio against the comparable prior year period.
2. Includes Group Reinsurance and Eliminations.
BOP significantly improved in 2016

**COMBINED RATIO SPLIT (%)**

<table>
<thead>
<tr>
<th></th>
<th>FY-14</th>
<th>FY-15</th>
<th>FY-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expense Ratio</td>
<td>65.2%</td>
<td>68.3%</td>
<td>65.7%</td>
</tr>
<tr>
<td>Catastrophes</td>
<td>30.5%</td>
<td>31.7%</td>
<td>31.7%</td>
</tr>
<tr>
<td>AY LR (excl. catastrophes)</td>
<td>2.3%</td>
<td>3.5%</td>
<td>2.6%</td>
</tr>
<tr>
<td>PYD</td>
<td>1.1%</td>
<td>0.1%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>

**BOP SPLIT (USDm)**

<table>
<thead>
<tr>
<th></th>
<th>FY-14</th>
<th>FY-15</th>
<th>FY-16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-controlling interest</td>
<td>89</td>
<td>0</td>
<td>67</td>
</tr>
<tr>
<td>Realized capital gains</td>
<td>2,979</td>
<td>2,149</td>
<td>2,437</td>
</tr>
<tr>
<td>Non-technical result</td>
<td>947</td>
<td>95</td>
<td>127</td>
</tr>
<tr>
<td>Underwriting result</td>
<td>-112</td>
<td>-29</td>
<td>485</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,002</td>
<td>-1,002</td>
<td>1,891</td>
</tr>
</tbody>
</table>

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1. FY-14 and FY-15 have not been restated.
2. Catastrophes include major and mid-sized catastrophes, including significant weather related events.
3. Accident year combined ratio (AY CR) excludes prior year reserve development (PYD).
Life
Lower risk life business, focused on protection and Corporate Life & Pensions

PROFILE
Consistent BOP contributor for the Group with focus on capital-light protection and unit-linked products
Strong partnership capabilities as illustrated by our differentiated and growing bank distribution franchises
Continued focus on our Corporate Life & Pensions business with leading positions in Corporate Risk
Leading positions in many retail markets while unlocking value from our back books, incl. Farmers New World Life (reported under Farmers)

CHANNELS AND PILLARS
FY-16 New Business Value of USD 782m

CUSTOMER SEGMENTS
FY-16 New Business Value of USD 782m

LINES OF BUSINESS
FY-16 New Business Value of USD 782m
### Revenue streams have low market dependency

#### DRIVERS OF OUR IFRS PROFITABILITY (USDm)

<table>
<thead>
<tr>
<th>Revenue Streams</th>
<th>Amount (USDm)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loadings &amp; fees</td>
<td>2,537</td>
<td>Policy charges and fees mainly designed to cover distribution costs</td>
</tr>
<tr>
<td>Inv. margin</td>
<td>733</td>
<td>Returns on our assets, plus share of returns on policyholder assets</td>
</tr>
<tr>
<td>Technical margin</td>
<td>3,270</td>
<td>Revenues on mortality and other ‘risk’ products, after allowing for claims costs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Amount (USDm)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating costs</td>
<td>-2,345</td>
<td>The costs we incur running the business</td>
</tr>
<tr>
<td>Acquisition costs</td>
<td>-1,421</td>
<td>What we pay to distributors</td>
</tr>
<tr>
<td>Deferral impacts</td>
<td>239</td>
<td>Accounting adjustment to spread distribution costs over policy terms</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating Profit</th>
<th>Amount (USDm)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-16 BOP</td>
<td>1,130</td>
<td>UL fund based fees</td>
</tr>
</tbody>
</table>

May 2017
Focus on translating new business growth into tangible measures of value

NEW BUSINESS VALUE (USDm)

- Strong value creation in recent years in Europe, Middle East and Africa (EMEA) and Asia Pacific (APAC)
- FX headwinds mask local currency growth

GLOBAL LIFE BOP (USDm)

- Lower yields and investment in start up businesses has impacted operating profits
- But lower risk profile vs. peers given limited product mix
- Aim to significantly improve profitability through in-force management activities

1 With the full year 2016, Farmers New World Life (FNWL) new business value of USD 85m and BOP of USD 202m were moved from Life to Farmers, to reflect new management structure.
Farmers
The Farmers Exchanges are a group of US insurance companies, which are owned by their policyholders.

Zurich owns Farmers Management Services (FMS), which manages the Farmers Exchanges on behalf of the policyholders in an arrangement known as an “attorney-in-fact.”

FMS receives fees from Farmers Exchanges for the services it provides.

The fee-based nature of the business model allows FMS to generate stable earnings and high cash remittances.

Farmers New World Life manufactures life products sold through the Farmers distribution channels.

Zurich also provides capital support to the Farmers Exchanges through Farmers Re.

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**With the full year 2016, Farmers New World Life (FNWL) business was moved from Life to Farmers, to reflect new management structure.**
Leading player in US personal lines insurance

PROFILE
Farmers Exchanges is the #3 personal lines insurer in 29 ‘core’ states in the Western US

Split of business is predominantly personal lines, but also offer commercial lines products for small businesses

Primary distribution through ~13,700+ Exclusive Agents, under Farmers brand

Growing business in Eastern US

US PERSONAL LINES MARKET
2016 Personal Lines Direct Premiums of USD 306bn

PERSONAL LINES MARKET SHARE (%)
Based on 2016 Personal Lines Direct Premiums of USD 306bn

FARMERS PREMIUM SPLIT
FY-16 Gross Written Premiums of USD 19.7bn

Progressive - nationwide
USAA - Liberty Mutual - Geico - Farmers

State Farm

Auto Liability
Auto Physical Damage
Homeowners
Business Insurance
Specialty
Discontinued / Other

May 2017

Investor intro pack 2017
Back to growth, industry-wide unfavorable claims trends in Auto¹

1. Provided for informational purposes only. Zurich Insurance Group has no ownership interest in the Farmers Exchanges. Farmers Group, Inc., a wholly owned subsidiary of the Group, provides certain non-claims administrative and management services to the Farmers Exchanges as its attorney-in-fact and receives fees for its services.

2. Excludes 21st Century business outside of California and Hawaii reflecting the decision made in October 2015 to retire the 21st Century brand from all states excluding California and Hawaii and other discontinued operations.
Investment and Capital Management
ALM-focused strategy delivering consistent and sustainable excess returns

PROFILE

~70% of group investments are managed by third parties

ALM focused investment strategy

Generally lower risk investment portfolio than peers, with clear focus on avoiding pro-cyclical actions

Emerged well from credit crisis

ASSET ALLOCATION

FY-16 total Group investments of USD 190bn

CONSERVATIVE APPROACH

FY-16 Group debt investments of USD 140bn

1 Through December 31, 2016.
Managing our risks conservatively to AA financial strength

**GROUP SOLVENCY**

**Z-ECM**

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
<th>FY 12</th>
<th>FY 11</th>
<th>FY 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>125%</td>
<td>121%</td>
<td>122%</td>
<td>127%</td>
<td>114%</td>
<td>103%</td>
<td>119%</td>
</tr>
</tbody>
</table>

**Target Range**

**SST**

<table>
<thead>
<tr>
<th>FY 16</th>
<th>FY 15</th>
<th>FY 14</th>
<th>FY 13</th>
<th>FY 12</th>
<th>FY 11</th>
<th>FY 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>227%</td>
<td>189%</td>
<td>196%</td>
<td>217%</td>
<td>185%</td>
<td>183%</td>
<td>223%</td>
</tr>
</tbody>
</table>

**Z-ECM RBC BY RISK TYPE AND BUSINESS**

- Market risk
- Re-ins credit risk
- P&R risk
- Natural cat risk
- Life insurance risk
- Operational risk
- Business risk

1. The Swiss Solvency Test (SST) ratio is calculated based on the Group’s internal model, which is subject to the review and approval of the Group’s regulator, the Swiss Financial Market Supervisory Authority (FINMA). Only the full year ratio is filed with FINMA and is subject to its approval.
2. Premium & reserving risk.
3. Includes Other Operating Businesses and Non-Core Businesses.
Proven balance sheet flexibility through leverage and coverage at Aa levels

**GROUP CAPITAL STRUCTURE**

<table>
<thead>
<tr>
<th>Year</th>
<th>Senior debt</th>
<th>Subordinated Debt</th>
<th>Shareholders Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>13%</td>
<td>14%</td>
<td>72%</td>
</tr>
<tr>
<td>2014</td>
<td>12%</td>
<td>13%</td>
<td>76%</td>
</tr>
<tr>
<td>2015</td>
<td>11%</td>
<td>14%</td>
<td>76%</td>
</tr>
<tr>
<td>2016</td>
<td>9%</td>
<td>19%</td>
<td>73%</td>
</tr>
</tbody>
</table>

**MOODY’S LEVERAGE & COVERAGE**

Financial leverage = Aa at 15-30%

- 2013: 26.9%
- 2014: 24.3%
- 2015: 24.1%
- 2016: 26.4%

Earnings coverage = Aa at 8-12x

- 2013: 9.1
- 2014: 9.5
- 2015: 6.7
- 2016: 9.2

1 Capital Structure shown using accounting view.
Low cost of risk and balanced maturity profile

CDS SPREAD AMONG BEST OF PEERS (USDm)¹

BALANCED REFINANCING NEEDS (USDbn)²

¹ 5yEUR sub CDS
² Maturity profile based on first call date for subordinated debt and maturity date for senior debt.
### PRIMARY DIFFERENCES – REQUIRED CAPITAL

<table>
<thead>
<tr>
<th>RISK MEASURE</th>
<th>Z-ECM</th>
<th>SST&lt;sup&gt;1&lt;/sup&gt;</th>
<th>SII (PILLAR 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>VaR 99.95% (~AA)</td>
<td>ES 99% (~BBB)</td>
<td>VaR 99.5% (~BBB), usually &lt; ES 99%</td>
</tr>
</tbody>
</table>

#### RISK-TYPES COVERED

- Market Risk (including investment credit)
- Premium and Reserve Risk
- NatCat Risk
- Life Liability Risk
- Business Risk
- Operational Risk
- Reinsurance Credit Risk

- Market Risk
- Investment Credit Risk
- Premium, Reserve and UPR Risk
- NatCat Risk
- Life Liability Risk
- Life Business Risk
- Reinsurance Credit Risk
- Farmers Management Services

- Internal model (ZIP):
  - Market Risk (including investment credit)
  - Premium, Reserve and UPR Risk
  - NatCat Risk
  - Business Risk
  - Operational Risk
  - Reinsurance Credit Risk
  - Receivables Credit Risk
  - Scenarios

- Standard Formula (all other entities):
  - Market risk
  - Counterparty default risk
  - Life underwriting risk
  - Health underwriting risk
  - Non-life underwriting risk (including premium, reserve and NatCat)
  - Intangible asset risk
  - Operational risk

#### EQUIVALENCE

- Most onerous impact on ratio
- No concept of equivalence, ZECM applied to the entire Group
- No concept of equivalence, SST applied to the entire Group
- Possibility to use local regimes for subsidiaries in equivalent third countries. Not applicable for Zurich

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<sup>1</sup> Regarding Swiss Solvency Test (SST) ratio see footnote on slide 3.
### PRIMARY DIFFERENCES – YIELD CURVES AND TRANSITIONALS

<table>
<thead>
<tr>
<th></th>
<th>Z-ECM</th>
<th>SST(^1)</th>
<th>SII (PILLAR 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BASE RISK-FREE YIELD-CURVE</td>
<td>Swaps</td>
<td>Swaps for USD, EUR, GBP</td>
<td>Swaps</td>
</tr>
<tr>
<td>ENTRY-POINT TO EXTRAPOLATION OF YIELD-CURVE</td>
<td>Use all available market data</td>
<td>CHF: 15 years (Zurich uses 30)</td>
<td>CHF: 25 years</td>
</tr>
<tr>
<td></td>
<td>CHF: 30 years</td>
<td>EUR: 30 years</td>
<td>EUR: 20 years</td>
</tr>
<tr>
<td></td>
<td>EUR, USD, GBP: 50 years</td>
<td>USD, GBP: 50 years</td>
<td>USD, GBP: 50 years</td>
</tr>
<tr>
<td>ULTIMATE FORWARD RATE</td>
<td>Flat extrapolation from last observable data point</td>
<td>CHF: 2.7%</td>
<td>CHF: 3.2%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EUR, USD, GBP: 4.0%</td>
<td>EUR, USD, GBP: 4.2%</td>
</tr>
<tr>
<td>ADJUSTMENTS TO YIELD-CURVE</td>
<td>None (no liquidity premium)</td>
<td>-30bps for swap based curves (credit)</td>
<td>-10bps (credit)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ volatility adjustment (between 9 bps (CHF) and 78bps (USD) at Q4-16)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>+ matching adjustment (currently not used by Zurich)</td>
</tr>
<tr>
<td>TRANSITIONAL REQUIREMENTS</td>
<td>n/a</td>
<td></td>
<td>Various transitional measures, especially for yield-curves and technical provisions, lasting until 2032. Zurich does not make use of these.</td>
</tr>
</tbody>
</table>

\(^1\) Regarding Swiss Solvency Test (SST) ratio see footnote on slide 3.
# PRIMARY DIFFERENCES – OTHER KEY ELEMENTS

<table>
<thead>
<tr>
<th></th>
<th>Z-ECM</th>
<th>SST&lt;sup&gt;1&lt;/sup&gt;</th>
<th>SII (PILLAR 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SENIOR DEBT</td>
<td>Available Capital</td>
<td>Liability</td>
<td>Liability</td>
</tr>
<tr>
<td>TAX</td>
<td>Pre-tax</td>
<td>Pre-tax</td>
<td>Post-tax</td>
</tr>
<tr>
<td>GRANULARITY</td>
<td>Management view</td>
<td>Legal entity view</td>
<td>Legal entity view</td>
</tr>
<tr>
<td></td>
<td>• Internal reinsurance not relevant</td>
<td>• Internal reinsurance considered</td>
<td>• Internal reinsurance considered</td>
</tr>
<tr>
<td></td>
<td>• Full Group diversification taken</td>
<td>• Only legal entity diversification</td>
<td>• Only legal entity diversification</td>
</tr>
<tr>
<td></td>
<td>into account and allocated back to</td>
<td>taken into account</td>
<td>taken into account</td>
</tr>
<tr>
<td></td>
<td>business units</td>
<td></td>
<td></td>
</tr>
<tr>
<td>RISK MARGIN</td>
<td>Cost of residual non hedgeable risk</td>
<td>Risk Margin as part of insurance</td>
<td>Risk Margin as part of insurance</td>
</tr>
<tr>
<td></td>
<td>(CRNHR) considered in AFR for Life</td>
<td>liabilities</td>
<td>liabilities</td>
</tr>
</tbody>
</table>

<sup>1</sup> Regarding Swiss Solvency Test (SST) ratio see footnote on slide 3.
We have a strongly cash generative business reflected in high cash remittance

### NET INCOME AND REMITTANCES 2012-2016 (USD)

<table>
<thead>
<tr>
<th></th>
<th>P&amp;C</th>
<th>LIFE</th>
<th>FARMERS</th>
<th>NON-CORE</th>
<th>GFO²</th>
<th>GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td>∑ NIAS</td>
<td>10.6bn</td>
<td>5.2bn</td>
<td>4.8bn</td>
<td>0.2bn</td>
<td>-3.9bn</td>
<td>16.9bn</td>
</tr>
<tr>
<td>∑ REMITTED</td>
<td>10.0bn</td>
<td>3.3bn</td>
<td>5.4bn</td>
<td>1.2bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ø PAYOUT</td>
<td>94%</td>
<td>64%</td>
<td>112%</td>
<td>nm</td>
<td>~90%</td>
<td>91%</td>
</tr>
<tr>
<td>2017–2019</td>
<td>~90%</td>
<td>~70%</td>
<td>~90%</td>
<td>~90%</td>
<td>~85%</td>
<td></td>
</tr>
</tbody>
</table>

1. Based on 2012-16 reporting structure.
2. Group Functions and Operations.
We are focused on continuing to reward our shareholders

ZURICH’S DIVIDEND POLICY

NIAS payout ratio of approximately 75%

Dividend increases based on sustainable earnings growth

Target minimum CHF 17 per share dividend

DIVIDEND PER SHARE (CHF)

1 Based on exchange rates around respective dividend payment dates.
Disclaimer and cautionary statement

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; (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 circumstancies or otherwise.

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CALENDAR:

- June 7, 2017, Goldman Sachs 21st Annual European Financial Conference, Madrid
- June 8, 2017, Vontobel Investor Summer Conference, Interlaken
- August 10, 2017, Half year results 2017
- September 14-15, 2017, UBS Best of Switzerland Conference 2017, Ermatingen
- November 9, 2017, Update for the nine months ended September 30, 2017