Investors’ intro pack 2019

April 2019

Zurich Insurance Group
Our proposition to investors

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

- 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
One of few genuinely global insurers

### Key Facts

1. **USD 52bn** total revenues (excl. result on UL investments)
2. **USD 195bn** total group investments (economic view)
3. **USD 4.6bn** business operating profit (BOP)
4. **USD 3.7bn** net income attributable to shareholders (NIAS)
5. **221%** SST regulatory solvency ratio
6. **124%** Zurich Economic Capital (Z-ECM) ratio
7. **USD 30bn** shareholders’ equity
8. **CHF 44bn** market cap

### A Balanced Global Business

#### BOP by Business (%)

- Property & Casualty (incl. Farmers Re): 45%
- Life: 26%
- Farmers Management Services: 28%

#### BOP by Region (%)

- Europe: 55%
- Asia Pacific: 32%
- North America (incl. Farmers): 8%
- Latin America: 5%

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1. Values are for the full year 2018 unless otherwise noted. Investments, solvency ratios, shareholders’ equity and market cap are as of December 31, 2018.
2. The Swiss Solvency Test (SST) ratio as of January 1, 2019 has been calculated based on the Group’s internal model, as agreed with FINMA. The full year ratio has to be filed with FINMA by end of April of each year and is subject to review by FINMA.
3. BOP values used are on an adjusted basis and an average for full years 2016, 2017 and 2018. BOP split by business excludes Group Functions & Operations and Non-Core Businesses. BOP split by region excludes additionally Group Reinsurance.
Genuinely global franchise with distinct capabilities

Top 3
cross-border insurer to multinational corporations

NORTH AMERICA
#5 in commercial insurance
#2 in crop insurance
#7 in US personal lines through Farmers Exchanges

EMEA
#4 insurance company overall

LATIN AMERICA
#4 insurance company overall

ASIA PACIFIC
#6 in P&C, #3 in life
#10 in P&C
#12 in P&C, #9 in life
#6 in P&C
#3 in P&C

Source: Axco, Company reports and presentations, local statistics (2017 or most recent available), SNL Financial, Strategic Insight, Zurich internal data.

1 See footnote 1 on page 28.
2 Estimate based on annual reports and investor presentations.
3 Pro-forma for the acquisition of the QBE operations in Latin America, OnePath Life in Australia and Adira Insurance in Indonesia.
4 #2 in individual Life, #6 in group life.
Strong capital position and cash generation

**VERY STRONG FINANCIAL STRENGTH**

AA- (very strong) / outlook ‘stable’

Aa3 (excellent) / outlook ‘stable’

A+ (superior) / outlook ‘stable’

**HIGHER CASH GENERATIVE, CASH REMITTANCE (USDbn)**

<table>
<thead>
<tr>
<th></th>
<th>FY-13</th>
<th>FY-14</th>
<th>FY-15</th>
<th>FY-16</th>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>2.9</td>
<td>3.7</td>
<td>3.9</td>
<td>2.8</td>
<td>3.7</td>
<td>3.8</td>
</tr>
<tr>
<td>2017</td>
<td>2.4</td>
<td>2.4</td>
<td>1.7</td>
<td>2.6</td>
<td>2.5</td>
<td>1.5</td>
</tr>
<tr>
<td>2018</td>
<td>2.4</td>
<td>0.9</td>
<td>0.9</td>
<td>0.8</td>
<td>0.9</td>
<td>1.0</td>
</tr>
<tr>
<td>2019</td>
<td>0.6</td>
<td>1.1</td>
<td>0.5</td>
<td>1.1</td>
<td>1.2</td>
<td>1.4</td>
</tr>
</tbody>
</table>

**STRONG CAPITAL POSITION, Z-ECM (%)**

<table>
<thead>
<tr>
<th></th>
<th>FY-10</th>
<th>FY-11</th>
<th>FY-12</th>
<th>FY-13</th>
<th>FY-14</th>
<th>FY-15</th>
<th>FY-16</th>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>119%</td>
<td>103%</td>
<td>114%</td>
<td>127%</td>
<td>122%</td>
<td>121%</td>
<td>125%</td>
<td>132%</td>
<td>124%</td>
</tr>
<tr>
<td>2017</td>
<td>51%</td>
<td>43%</td>
<td>59%</td>
<td>72%</td>
<td>68%</td>
<td>67%</td>
<td>71%</td>
<td>78%</td>
<td>74%</td>
</tr>
</tbody>
</table>

**Z-ECM RATIO DEVELOPMENT (%)**

<table>
<thead>
<tr>
<th></th>
<th>FY-17</th>
<th>Business</th>
<th>Insurance</th>
<th>Market</th>
<th>Market</th>
<th>Dividend</th>
<th>Other</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>3.2%</td>
<td>13%</td>
<td>-2%</td>
<td>0%</td>
<td>-5%</td>
<td>-0.9</td>
<td>-4%</td>
<td>124%</td>
</tr>
</tbody>
</table>

1 Q1-19 Z-ECM reflects midpoint estimate with an error margin of +/- 5ppts.
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.
GROUP STRATEGY

Key businesses strengthened while exiting non-core activities; Customer focus improved with tangible results

Leading position to be achieved in the attractive Indonesian market

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

CUSTOMER FOCUS YIELDING POSITIVE RESULTS IN RETAIL

<table>
<thead>
<tr>
<th>NPS (FY-18 vs. FY-17, ppts)</th>
<th>Retention (FY-18 vs. FY-17, ppts)</th>
<th>New customers (FY-18, 000’s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>▲ +3</td>
<td>▲ +1.2</td>
<td>3,268</td>
</tr>
<tr>
<td>▲ +5</td>
<td>▼ -3.7</td>
<td>115</td>
</tr>
<tr>
<td>▲ +12</td>
<td>▼ -0.8</td>
<td>254</td>
</tr>
<tr>
<td>▲ +3</td>
<td>▼ -0.7</td>
<td>339</td>
</tr>
<tr>
<td>▲ +15</td>
<td>▲ +0.6</td>
<td>271</td>
</tr>
<tr>
<td>▲ +7</td>
<td>▲ +0.5</td>
<td>113</td>
</tr>
</tbody>
</table>

1 Compulsory third-party liability.
2 See footnote 2 on slide 3. Retention refers to the rolling 3-months periods (i.e. discrete Q4-18 vs. Q4-17). New customers refers to continuing operations new business count.
3 For Germany, the number of new customers includes retail and commercial business. Based on policy count for the UK.

April 2019

Investors' intro pack 2019

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GROUP STRATEGY

With Cover-More we are building a great platform for future growth in travel insurance and assistance

TOP 3 GLOBAL PLAYER IN TRAVEL INSURANCE AND MEDICAL ASSISTANCE SERVICES

Expanded footprint

Expanded services

Expanded distribution

GROSS SALES (USDm)

CUSTOMER COUNT (millions)

GEOGRAPHIC MIX BY GWP (%)

1 Pro-forma for full year of ownership of Travel Ace, Universal Assistance and Blue Insurance.
Consistent progress against key strategic priorities

**GROUP STRATEGY – FARMERS EXCHANGES**

**EASTERN EXPANSION**
- Established state
- Eastern expansion state
- Eastern expansion state + Commercial rideshare

**AGENCY MODEL**
CAPITALIZED AGENTS (% of new appointments)

**CUSTOMER RELATIONSHIPS**
NEW BUSINESS HOUSEHOLDS PURCHASING A SECOND PRODUCT IN FIRST 30 DAYS (%)

**INNOVATION**

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1 See footnote 1 on page 28.
2 GWP in the eastern expansion states, excluding discontinued operations.
**We have strengthened our businesses and extracted capital from non-core portfolios**

### MAIN DIVESTMENTS AND CAPITAL ACTIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Sale of P&amp;C business in Middle East</td>
</tr>
<tr>
<td></td>
<td>Sale of P&amp;C business in Taiwan</td>
</tr>
<tr>
<td></td>
<td>Reinsurance of a closed annuity book</td>
</tr>
<tr>
<td></td>
<td>Reinsurance of an individual Life risk portfolio</td>
</tr>
<tr>
<td></td>
<td>Sale of workplace pensions and savings business</td>
</tr>
<tr>
<td></td>
<td>Sale of a MedMal legacy portfolio</td>
</tr>
<tr>
<td>2018</td>
<td>Sale of a Singapore Life portfolio</td>
</tr>
<tr>
<td></td>
<td>Sale of Endsleigh</td>
</tr>
<tr>
<td></td>
<td>Sale of NSW CTP(^1) run-off</td>
</tr>
<tr>
<td></td>
<td>Sale of Venezuela</td>
</tr>
<tr>
<td></td>
<td>Sale of employers' liability legacy portfolio</td>
</tr>
</tbody>
</table>

### MAIN ACQUISITIONS

<table>
<thead>
<tr>
<th>Year</th>
<th>Company</th>
<th>Type of Deal</th>
<th>Business</th>
<th>Strategic Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>Cover-More / Halo</td>
<td>M&amp;A</td>
<td>P&amp;C Retail - Travel</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Standard Chartered</td>
<td>D.A.(^2)</td>
<td>Life Retail</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>OnePath (ANZ Life)</td>
<td>M&amp;A</td>
<td>Life Retail - Protection</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Bright Box</td>
<td>M&amp;A</td>
<td>Connected cars</td>
<td>✓</td>
</tr>
<tr>
<td>2018</td>
<td>QBE Latam</td>
<td>M&amp;A</td>
<td>P&amp;C</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Travel Ace/ Universal Travel</td>
<td>M&amp;A</td>
<td>P&amp;C Retail - Travel</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>EuroAmerica</td>
<td>M&amp;A/P.T.(^2)</td>
<td>Life Retail</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Adira Insurance</td>
<td>M&amp;A/D.A.(^2)</td>
<td>P&amp;C Retail</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Blue Insurance</td>
<td>M&amp;A</td>
<td>P&amp;C Retail - Travel</td>
<td>✓</td>
</tr>
</tbody>
</table>

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1. New South Wales Compulsory Third Party motor liability.
2017-2019 financial targets are aligned with shareholder interests

- 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.
Delivering on our 2017-2019 targets

**BOPAT ROE (%)**

- FY-17: 9.2%
- FY-18: 12.1%
- Target: >12.0%

**Z-ECM RATIO (%)**

- FY-18: 124%
- Target range: 100%

**CUMULATIVE CASH REMITTANCES (USDbn)**

- FY-17: 7.5
- FY-18: 3.7
- 2017 - 2019 Target: >9.5

**CUMULATIVE NET EXPENSE SAVINGS (USDm)**

- 2015: ~USD 300
- 2016: ~USD 700
- 2017: ~USD 1,100
- 2018: ~USD 1,500
- 2019: ~USD 1.1bn

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1. Business Operating Profit after tax return on equity, excluding unrealized gains and losses. Adjusted for the impact of excessive natural catastrophes, charges related to the Group’s restructuring recognized through BOP and the FY-17 change to the UK capital gains tax indexation relief.
Continued strong performance across all businesses

### P&C

<table>
<thead>
<tr>
<th></th>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat</td>
<td>5.8%</td>
<td>4.0%</td>
</tr>
<tr>
<td>ER</td>
<td>31.8%</td>
<td>32.4%</td>
</tr>
<tr>
<td>AY LR ex-cat</td>
<td>-1.4%</td>
<td>-2.3%</td>
</tr>
<tr>
<td>PYD</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**COMBINED RATIO (%)**

### LIFE

<table>
<thead>
<tr>
<th></th>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ER</td>
<td></td>
<td></td>
</tr>
<tr>
<td>AY LR ex-cat</td>
<td>1.2%</td>
<td></td>
</tr>
<tr>
<td>PYD</td>
<td>0.4%</td>
<td></td>
</tr>
</tbody>
</table>

**BOP GROWTH (%)**

**FY-18 APE SHARE OF NON-TRADITIONAL PRODUCTS**

- UL, protection and Corporate Life & Pension: 86%
- Other: 14%

### FARMERS EXCHANGES

<table>
<thead>
<tr>
<th></th>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cat</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CR excl. catastrophes</td>
<td>7.3%</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

**COMBINED RATIO (CR) (%)**

**GWP GROWTH (USDm)**

- FY-17: 19,473
- FY-18: 20,201

+4%

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1. See footnote 1 on page 28.
2. In local currency and adjusted for closed acquisitions and disposals.
3. Continuing operations only, excludes discontinued operations (21st Century outside of California and Hawaii, Business Insurance Independent Agents, and other businesses).
Unchanged attractive ROE development

**ILLUSTRATIVE BOPAT ROE DEVELOPMENT (%)**


12.1% | 1.5-2% | 0.5-1% | -0.5% | -1.75% | -0.5% | -0.5% | ~14% | 0-1% | ~1% | ~0.5% | ~0.5% | ~1% | 12%

1 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 Including expected impact of OnePath Life acquisition in Australia, subject to regulatory approval.
Property & Casualty
Leading commercial insurer, and one of the few genuinely global players

FOOTPRINT
FY-18 GROSS WRITTEN PREMIUMS BY REGION (%)
- EMEA: 42%
- North America: 8%
- Latin America: 8%
- APAC: 23%
USD 33.5bn

BUSINESS MIX
FY-18 GROSS WRITTEN PREMIUMS BY LINE OF BUSINESS (%)
- Motor: 23%
- Property: 32%
- Special lines: 16%
- Worker Injury: 10%
- Liability: 32%
USD 33.5bn

CUSTOMER UNITS
FY-18 GROSS WRITTEN PREMIUMS BY CUSTOMER UNIT (%)
- Commercial insurance: 44%
- Retail insurance: 56%
USD 33.5bn

1 The split by region and customer unit excludes Group Reinsurance and Eliminations.
We have stabilized our P&C business and show continuous improvement in the P&C combined ratio.

AY LOSS RATIO EXCLUDING CATASTROPHES (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Loss Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>68.2%</td>
</tr>
<tr>
<td>FY-16</td>
<td>65.7%</td>
</tr>
<tr>
<td>FY-17</td>
<td>64.7%</td>
</tr>
<tr>
<td>FY-18</td>
<td>63.6%</td>
</tr>
</tbody>
</table>

Catastrophes (Cat) include major and mid-sized catastrophes including significant weather-related events.

PYD includes prior year reserve development (PYD).

OTHER UNDERWRITING EXPENSE (OUE) RATIO (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>OUE Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>16.1%</td>
</tr>
<tr>
<td>FY-16</td>
<td>15.4%</td>
</tr>
<tr>
<td>FY-17</td>
<td>14.2%</td>
</tr>
<tr>
<td>FY-18</td>
<td>14.1%</td>
</tr>
</tbody>
</table>

COMMISSION RATIO (%)

<table>
<thead>
<tr>
<th>Year</th>
<th>Commission Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>14.0%</td>
</tr>
<tr>
<td>FY-16</td>
<td>14.7%</td>
</tr>
<tr>
<td>FY-17</td>
<td>15.9%</td>
</tr>
<tr>
<td>FY-18</td>
<td>16.9%</td>
</tr>
</tbody>
</table>

1 Accident year loss ratio (AY LR) excludes prior year reserve development (PYD). Catastrophes (Cat) include major and mid-sized catastrophes including significant weather-related events.

2 Excludes premium tax and levies.
Combined ratio and BOP improved strongly

**COMBINED RATIO SPLIT (%)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Expense Ratio</th>
<th>Catastrophes</th>
<th>AY LR (excl. catastrophes)</th>
<th>PYD</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>103.6%</td>
<td>31.7%</td>
<td>0.1%</td>
<td>3.5%</td>
</tr>
<tr>
<td>FY-16</td>
<td>98.1%</td>
<td>31.7%</td>
<td>-1.8%</td>
<td>2.6%</td>
</tr>
<tr>
<td>FY-17</td>
<td>100.9%</td>
<td>31.8%</td>
<td>-1.4%</td>
<td>5.8%</td>
</tr>
<tr>
<td>FY-18</td>
<td>97.8%</td>
<td>32.4%</td>
<td>-2.3%</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

**BOP SPLIT (USDm)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-controlling interest</th>
<th>Realized capital gains</th>
<th>Underwriting result</th>
<th>Non-technical result</th>
<th>Investment income</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>-29</td>
<td>-108</td>
<td>864</td>
<td>0</td>
<td>127</td>
</tr>
<tr>
<td>FY-16</td>
<td>-1,002</td>
<td>-133</td>
<td>1,891</td>
<td>67</td>
<td>127</td>
</tr>
<tr>
<td>FY-17</td>
<td>-231</td>
<td>-137</td>
<td>1,847</td>
<td>191</td>
<td>137</td>
</tr>
<tr>
<td>FY-18</td>
<td>-115</td>
<td>-258</td>
<td>1,932</td>
<td>574</td>
<td>2,085</td>
</tr>
</tbody>
</table>

1. FY-15 has 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).
PROPERTY & CASUALTY

Reinsurance program in line with Group risk appetite

GROUP CATASTROPHE REINSURANCE PROTECTION (USDm)

Europe all perils\(^1\)

- 200
- 1,000
- 447
- 487

US all perils (incl. earthquakes)

- 200
- 1,000
- 600
- 115

Rest of World all perils

- 200
- 1,000
- 600
- 300
- 200

Global aggregate cat treaty

- 200
- 250
- 750\(^3\)

2. This USD 200m cover can be used only once, either for aggregated losses or for an individual occurrence or event.
3. Franchise deductible of USD 25m, i.e., losses greater than USD 25m count towards erosion of the retention (annual aggregate deductible).
**Our reinsurance has been effective in protecting earnings and reducing earnings volatility**

**Q3-17 NET IMPACT FROM SIGNIFICANT CAT (USDbn)**

<table>
<thead>
<tr>
<th>Company</th>
<th>Harvey</th>
<th>Irma</th>
<th>Maria</th>
<th>Mexico EQ</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>AIG</td>
<td>3.0</td>
<td>2.4%</td>
<td>5%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chubb</td>
<td>1.9</td>
<td>3.3%</td>
<td>3%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allstate</td>
<td>0.9</td>
<td>5.1%</td>
<td>3%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zurich</td>
<td>0.7</td>
<td>2.1%</td>
<td>2%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travelers</td>
<td>0.7</td>
<td>3.9%</td>
<td>2%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>QBE</td>
<td>0.6</td>
<td>0.7%</td>
<td>4%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Allianz</td>
<td>0.5</td>
<td>0.5%</td>
<td>&lt;1%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hartford</td>
<td>0.4</td>
<td>1.9%</td>
<td>2%</td>
<td>8ppts</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**LOWER LARGE LOSS VOLATILITY (ppts)**

- **2014/2015**
  - Q1-14: 3%
  - Q2-14: 3%
  - Q3-14: 3%
  - Q4-14: 3%
- **2016/2017/2018**
  - Q1-16: 4%
  - Q2-16: 4%
  - Q3-16: 4%
  - Q4-16: 4%
  - Q1-17: 4%
  - Q2-17: 4%
  - Q3-17: 4%
  - Q4-17: 4%
  - Q1-18: 4%
  - Q2-18: 4%
  - Q3-18: 4%
  - Q4-18: 4%

1. Impacts are net of reinsurance and pre-tax. Source: Company reports, AM Best, IR analysis.
2. Based on FY 2016 Direct Written Premiums (excluding accepted reinsurance), including Retail and Commercial business.
3. Volatility is measured as difference between lowest and highest ratio for the indicated period.
Life
Our Life business is where others want to be; low risk and focused on protection and unit-linked business.
## 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>2,608</td>
<td>Policy charges and fees mainly designed to cover distribution costs</td>
</tr>
<tr>
<td>Investment margin</td>
<td>537</td>
<td>Returns on our assets, plus share of returns on policyholder assets</td>
</tr>
<tr>
<td>Technical margin</td>
<td>1,181</td>
<td>Revenues on mortality and other ‘risk’ products, after allowing for claims costs</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th>Expense</th>
<th>Amount (USDm)</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating costs</td>
<td>-1,405</td>
<td>The costs we incur running the business</td>
</tr>
<tr>
<td>Acquisition costs</td>
<td>-2,605</td>
<td>What we pay to distributors</td>
</tr>
<tr>
<td>Deferral impacts</td>
<td>368</td>
<td>Accounting adjustment to spread distribution costs over policy terms</td>
</tr>
</tbody>
</table>

### Operating Profit

<table>
<thead>
<tr>
<th>FY-18 BOP</th>
<th>Amount (USDm)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,554</td>
</tr>
</tbody>
</table>

---

1. Acquisition costs and deferral impacts include an upfront reinsurance commission for the acquisition of OnePath Life from ANZ.
Underlying favorable development across all Life businesses expected to continue

<table>
<thead>
<tr>
<th>REGIONS</th>
<th>KEY DRIVERS AND EXPECTED TRENDS AND MARGINS BY REGION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GWP &amp; deposits (USDm)</td>
</tr>
<tr>
<td>APAC &amp; Latin America</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>UK, Ireland &amp; Zurich International</td>
<td></td>
</tr>
<tr>
<td>Continental Europe</td>
<td></td>
</tr>
</tbody>
</table>

¹ UL = Unit-linked.
² Acquisition costs and FY-17 one-off impact of the change to the UK capital gains tax indexation relief are not included.
Focus on translating new business growth into tangible measures of value

**NEW BUSINESS VALUE (USDm)**

- **FY-16**
  - Total: 781
  - Other: 541
  - Latin America: 126
  - APAC: 25
  - North America: 165
  - EMEA: 88

- **FY-17**
  - Total: 999
  - Other: 605
  - Latin America: 164
  - APAC: 66
  - North America: 165
  - EMEA: 16

- **FY-18**
  - Total: 981
  - Other: 619
  - Latin America: 161
  - APAC: 15
  - North America: 161
  - EMEA: 16

**GLOBAL LIFE BOP (USDm)**

- **FY-16**
  - Total: 1,130
  - Other: 889
  - Latin America: 76
  - APAC: 249
  - North America: 15
  - EMEA: 8

- **FY-17**
  - Total: 1,258
  - Other: 831
  - Latin America: 132
  - APAC: 296
  - North America: 12
  - EMEA: 31

- **FY-18**
  - Total: 1,554
  - Other: 1,010
  - Latin America: 186
  - APAC: 319
  - North America: 31
  - EMEA: 8
Farmers
A unique structure

MAINLY A FEE BUSINESS TO ZURICH

The Farmers Exchanges\(^1\) 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 Life manufactures life products sold through Farmers exclusive agents

Zurich also provides quota share reinsurance to the Farmers Exchanges through Farmers Re

FARMERS’ UNIQUE STRUCTURE

Farmers Group, Inc.

- Provides administration and management

Farmers Exchanges\(^1\)

- Bear underwriting risk and handle claims
- Own distribution assets

Fees as % of Premiums

- Services
- Policyholder owned
- Zurich owned

FARMERS BOP HISTORY (USDm)\(^2\)

<table>
<thead>
<tr>
<th></th>
<th>FY-12</th>
<th>FY-13</th>
<th>FY-14</th>
<th>FY-15</th>
<th>FY-16</th>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Farmers Life</td>
<td>1,428</td>
<td>1,390</td>
<td>1,383</td>
<td>1,360</td>
<td>1,478</td>
<td>1,415</td>
<td>1,424</td>
</tr>
<tr>
<td>FRe</td>
<td>1,25</td>
<td>190</td>
<td>61</td>
<td>42</td>
<td>57</td>
<td>43</td>
<td>176</td>
</tr>
<tr>
<td>FMS</td>
<td>1,402</td>
<td>1,516</td>
<td>1,573</td>
<td>1,421</td>
<td>1,722</td>
<td>1,691</td>
<td>1,643</td>
</tr>
</tbody>
</table>

\(^1\) 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, management, and ancillary services to the Farmers Exchanges as its attorney-in-fact and receives fees for its services.

\(^2\) With the full year 2016, Farmers Life business was moved from Life to Farmers, to reflect new management structure.
Leading player in US personal lines insurance

PROFILE
Farmers Exchanges is the #4 personal lines insurer in 29 ‘core’ states in the Western US

- Split of business is predominantly personal lines, with some commercial lines product offerings for small businesses
- Distribution primarily through >12,400 exclusive agents and >33,200 independent agents
- Growing business in the Eastern US

PERSONAL LINES MARKET SHARE (%)
Based on 2018 personal lines direct premiums of USD 349bn

<table>
<thead>
<tr>
<th></th>
<th>State Farm</th>
<th>Berkshire</th>
<th>Allstate</th>
<th>Progressive</th>
<th>USAA</th>
<th>Liberty Mutual</th>
<th>Farmers</th>
<th>Nationwide</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage</td>
<td>17.3</td>
<td>9.5</td>
<td>8.9</td>
<td>8.2</td>
<td>5.9</td>
<td>5.3</td>
<td>4.7</td>
<td>3.0</td>
</tr>
</tbody>
</table>

US PERSONAL LINES MARKET (%)\(^2\)
2018 PERSONAL LINES DIRECT PREMIUMS OF USD 349bn

- 29% Homeowners
- 71% Auto

FARMERS PREMIUM SPLIT (%)
FY-18 gross written premiums of USD 20.3bn

- 49% Auto
- 10% Homeowners
- 13% Business Insurance
- 2% Specialty
- 27% Discontinued / Other

1 See footnote 1 on slide 28.
2 SNL data for 2018, as of March 28, 2019 - Personal lines defined as private auto and homeowners & farmowners multi peril for United States excluding territories.
**Customer centered, agent powered**

**NET PROMOTER SCORE SURVEY RESPONSES (%)**

- **Extremely satisfied with their agent**: 77%
- **Other**: 23%

**Average NPS**

- **+72**

**~11K LOCAL STOREFRONTS**

**~14K DIGITAL STOREFRONTS**

**BROAD PRODUCT SUITE**

- Auto
- Home
- Life
- Business
- Recreational
- Motorcycle
- Umbrella
- Pet Insurance
- Renters
- Financial

---

1. See footnote 1 on slide 28.
2. Life, Pet and Financial products administered by Farmers Life and third party servicers.
Consistent progress against key strategic priorities

**EASTERN EXPANSION**

- Established state
- Eastern expansion state
- Eastern expansion state + Commercial rideshare

**AGENCY MODEL**

**Capitalized agents**
(% of new appointments)

<table>
<thead>
<tr>
<th>2013</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**CUSTOMER RELATIONSHIPS**

New business households purchasing a second product in first 30 days (%)

<table>
<thead>
<tr>
<th>FY-17</th>
<th>FY-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>785</td>
<td>896</td>
</tr>
<tr>
<td>1,046</td>
<td></td>
</tr>
</tbody>
</table>

**INNOVATION**

- Uber
- Alto
- Driveway
- Toggle

---

1. See footnote 1 on slide 28.
2. GWP in the eastern expansion states, excluding discontinued operations.
Improving underlying performance at the Farmers exchanges with top-line growth

**GWP GROWTH (%)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Continuing operations²</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>3.6%</td>
<td>2.4%</td>
</tr>
<tr>
<td>FY-16</td>
<td>5.1%</td>
<td>3.3%</td>
</tr>
<tr>
<td>FY-17</td>
<td>3.1%</td>
<td>1.0%</td>
</tr>
<tr>
<td>FY-18</td>
<td>3.7%</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

**COMBINED RATIO (%)**

<table>
<thead>
<tr>
<th>Year</th>
<th>CR (excl. catastrophe losses)</th>
<th>Catastrophe losses</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>101.9%</td>
<td>6.0%</td>
</tr>
<tr>
<td>FY-16</td>
<td>103.9%</td>
<td>7.1%</td>
</tr>
<tr>
<td>FY-17</td>
<td>101.6%</td>
<td>7.3%</td>
</tr>
<tr>
<td>FY-18</td>
<td>99.9%</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

**SURPLUS (USD bn)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Surplus ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY-15</td>
<td>36.6%</td>
</tr>
<tr>
<td>FY-16</td>
<td>37.0%</td>
</tr>
<tr>
<td>FY-17</td>
<td>38.7%</td>
</tr>
<tr>
<td>FY-18</td>
<td>39.4%</td>
</tr>
</tbody>
</table>

² Excludes discontinued operations such as 21st Century business outside of California and Hawaii, Business Insurance Independent Agents, and other businesses.

¹ See footnote 1 on slide 28.
Investment and Capital Management
INVESTMENT AND CAPITAL MANAGEMENT

ALM-focused and lower risk strategy delivering consistent and sustainable excess returns

ASSET ALLOCATION
FY-18 TOTAL GROUP INVESTMENTS OF USD 195bn

ASSET QUALITY
FY-18 GROUP DEBT INVESTMENTS (USDbn)

DURATION
FY-18 (#years)

1 for fixed income investments only.
The Swiss Solvency Test (SST) ratio as of January 1, 2019 has been calculated based on the Group’s internal model, as agreed with FINMA. The full year ratio has to be filed with FINMA by end of April of each year and is subject to review by FINMA. 2015 and prior years not restated for latest methodology and model changes.

Q1-19 Z-ECM reflects midpoint estimate with an error margin of +/- 5ppts.
Solvency ratios resilient to market movements

### Z-ECM Sensitivity Impact\(^1,2\)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual value as of HY-18</td>
<td>135%</td>
</tr>
<tr>
<td>Interest rate +100 bps</td>
<td>141%</td>
</tr>
<tr>
<td>Interest rate -100 bps</td>
<td>122%</td>
</tr>
<tr>
<td>USD appreciation +10%</td>
<td>137%</td>
</tr>
<tr>
<td>Equities +20%</td>
<td>138%</td>
</tr>
<tr>
<td>Equities -20%</td>
<td>131%</td>
</tr>
<tr>
<td>Credit spreads +100 bps(^3)</td>
<td>119%</td>
</tr>
<tr>
<td>CS excl. Euro sovereign +100 bps(^3)</td>
<td>124%</td>
</tr>
</tbody>
</table>

### SST Sensitivity Impact\(^1,2\)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actual value as of FY-17</td>
<td>216%</td>
</tr>
<tr>
<td>Interest rate +100 bps</td>
<td>223%</td>
</tr>
<tr>
<td>Interest rate -100 bps</td>
<td>195%</td>
</tr>
<tr>
<td>USD appreciation +10%</td>
<td>221%</td>
</tr>
<tr>
<td>Equities +20%</td>
<td>222%</td>
</tr>
<tr>
<td>Equities -20%</td>
<td>209%</td>
</tr>
<tr>
<td>Credit spreads +100 bps(^3)</td>
<td>189%</td>
</tr>
<tr>
<td>CS excl. Euro sovereign +100 bps(^3)</td>
<td>197%</td>
</tr>
</tbody>
</table>

---

1. Sensitivities are best estimate and linear, i.e. will vary depending on prevailing market conditions at the time. Z-ECM is calibrated at 99.95% Value at Risk (equivalent to an ‘AA’ rating); SST is calibrated at 99.0% Expected Shortfall.
2. The impact of the changes to the required capital is approximated and takes into account market and insurance risks.
3. Credit Spreads (CS) include mortgages and including/excluding Euro sovereign spreads. Z-ECM sensitivity is net of profit sharing with policyholders.
# Z-ECM and SST are more conservative than Solvency II

## PRIMARY DIFFERENCES – REQUIRED CAPITAL

<table>
<thead>
<tr>
<th>Risk Measure</th>
<th>Z-ECM</th>
<th>SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Types Covered</td>
<td>VaR 99.95% (~AA)</td>
<td>ES 99% (~BBB)</td>
<td>VaR 99.5% (~BBB), usually &lt; ES 99%</td>
</tr>
<tr>
<td>Equivalence</td>
<td>Most onerous impact on ratio</td>
<td>Possibility to use local regimes for subsidiaries in equivalent third countries, not applicable for Zurich</td>
<td></td>
</tr>
</tbody>
</table>

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

### SST
- Market Risk (including investment credit)
- Premium, Reserve and UPR Risk
- NatCat Risk
- Life Liability Risk
- Life Business Risk
- Reinsurance Credit Risk
- Receivables Credit Risk

### Solvency II (Pillar 1)
- Market Risk (including investment credit)
- Premium, Reserve and UPR Risk
- NatCat Risk
- Life Liability Risk
- Life Business Risk
- Reinsurance Credit Risk
- Receivables Credit Risk
- Scenarios

### 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

No concept of equivalence, Z-ECM applied to the entire Group

© Zurich
**PRIMARY DIFFERENCES – YIELD CURVES AND TRANSITIONALS**

<table>
<thead>
<tr>
<th>BASE RISK-FREE YIELD-CURVE</th>
<th>Z-ECM / SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Most onerous impact on ratio</td>
<td>Swaps</td>
<td>Swaps</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENTRY-POINT TO EXTRAPOLATION OF YIELD-CURVE</th>
<th>Z-ECM / SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use all available market data</td>
<td>CHF: 30 years</td>
<td>CHF: 25 years</td>
</tr>
<tr>
<td></td>
<td>EUR, USD, GBP: 50 years</td>
<td>EUR: 20 years</td>
</tr>
<tr>
<td></td>
<td></td>
<td>USD, GBP: 50 years</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ULTIMATE FORWARD RATE</th>
<th>Z-ECM / SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flat extrapolation from last observable data point</td>
<td></td>
<td>CHF: 3.05% (as of December 31, 2018)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EUR, USD, GBP: 4.05% (as of December 31, 2018)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ADJUSTMENTS TO YIELD-CURVE</th>
<th>Z-ECM / SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>None (no liquidity premium)</td>
<td></td>
<td>-10bps (credit)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ volatility adjustment (between 4 bps (CHF) and 56bps (USD) at Q4-18)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>+ matching adjustment (currently not used by Zurich)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TRANSITIONAL REQUIREMENTS</th>
<th>Z-ECM / SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<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 We applied for usage of our own yield curves in the SST, which was granted by FINMA subject to certain conditions.
# PRIMARY DIFFERENCES – OTHER KEY ELEMENTS

<table>
<thead>
<tr>
<th></th>
<th>Z-ECM</th>
<th>SST</th>
<th>Solvency II (Pillar 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SENIOR DEBT</strong></td>
<td>Available capital (since Q2-18, excluding net new issued senior debt)</td>
<td>Liability</td>
<td>Liability</td>
</tr>
<tr>
<td><strong>TAX</strong></td>
<td>Pre-tax</td>
<td>Pre-tax</td>
<td>Post-tax</td>
</tr>
<tr>
<td><strong>GRANULARITY</strong></td>
<td>Management view</td>
<td>Liability</td>
<td>Legal entity view</td>
</tr>
<tr>
<td></td>
<td>• Internal reinsurance not relevant</td>
<td></td>
<td>• Internal reinsurance considered</td>
</tr>
<tr>
<td></td>
<td>• Full Group diversification taken into account and allocated back to</td>
<td></td>
<td>• Only legal entity diversification taken into</td>
</tr>
<tr>
<td></td>
<td>business units</td>
<td></td>
<td>account</td>
</tr>
<tr>
<td></td>
<td>Risk Margin as part of insurance liabilities</td>
<td>Risk Margin as part of insurance liabilities</td>
<td>Risk Margin as part of insurance liabilities</td>
</tr>
</tbody>
</table>
Proven balance sheet flexibility through leverage and coverage at Aa levels

**GROUP CAPITAL STRUCTURE (%)¹**

<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>10%</td>
<td>17%</td>
<td>73%</td>
</tr>
<tr>
<td>2017</td>
<td>9%</td>
<td>16%</td>
<td>75%</td>
</tr>
<tr>
<td>2018</td>
<td>12%</td>
<td>16%</td>
<td>72%</td>
</tr>
</tbody>
</table>

MOODY’S LEVERAGE & COVERAGE

**FINANCIAL LEVERAGE: Aa = 15-30%**

- 2013: 26.8%
- 2014: 24.3%
- 2015: 24.1%
- 2016: 26.4%
- 2017: 23.7%
- 2018: 25.9%

**EARNINGS COVERAGE: Aa = 8-12x**

- 2013: 9.1
- 2014: 9.5
- 2015: 6.7
- 2016: 9.2
- 2017: 9.3
- 2018: 10.1

¹ Capital Structure shown using accounting view.
² Estimated by Zurich.
Low cost of risk and balanced maturity profile

CDS SPREAD AMONG BEST OF PEERS (bps)\(^1\)

![Graph showing CDS spread among best of peers for Zurich, Axa, Generali, and Allianz.]

BALANCED REFINANCING NEEDS (USDbn)\(^2\)

![Graph showing balanced refinancing needs for senior and subordinated debt from 2019 to 2038.]

---

1. 5y EUR sub CDS; source: Bloomberg.
2. As of May 2019; maturity profile based on first call dates for subordinated debt and maturity date for senior debt.
We have a strongly cash generative business reflected in high cash remittance

<table>
<thead>
<tr>
<th></th>
<th>P&amp;C</th>
<th>LIFE</th>
<th>FARMERS</th>
<th>NON-CORE</th>
<th>GF&amp;O²</th>
<th>GROUP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BOP 2012-18</strong></td>
<td>14.9bn</td>
<td>9.1bn</td>
<td>11.0bn</td>
<td>0.1bn</td>
<td>-5.9bn</td>
<td>29.2bn</td>
</tr>
<tr>
<td><strong>NIAS 2012-18</strong></td>
<td>13.9bn</td>
<td>7.4bn</td>
<td>7.9bn</td>
<td>0.3bn</td>
<td>-5.8bn</td>
<td>23.7bn</td>
</tr>
<tr>
<td><strong>REMITTED 2012-18</strong></td>
<td>14.0bn</td>
<td>5.9bn</td>
<td>8.1bn</td>
<td>1.2bn</td>
<td>~90%</td>
<td>~85%</td>
</tr>
<tr>
<td>Ø <strong>PAYOUT</strong></td>
<td>101%</td>
<td>80%</td>
<td>103%</td>
<td>~90%</td>
<td>~90%</td>
<td>96%</td>
</tr>
<tr>
<td><strong>2017 – 2019</strong></td>
<td>~90%</td>
<td>~70% ³</td>
<td>~90%</td>
<td>~90%</td>
<td>~90%</td>
<td>~85%</td>
</tr>
</tbody>
</table>

1. All figures as reported.
2. Group Functions and Operations.
We are focused on continuing to reward our shareholders, ~76% NIAS payout ratio proposed for 2018 dividend

ZURICH’S DIVIDEND POLICY

NIAS payout ratio of approximately 75%

Dividend increases based on sustainable earnings growth

Target minimum of prior year dividend per share

DIVIDEND PER SHARE (CHF)

1 Proposed dividend, subject to approval by shareholders at the Annual General Meeting 2019.
Long term value creation, driven by consistent dividend policy

TOTAL SHAREHOLDER RETURN IN USD (indexed to 100% at January 1, 2009)

Source: Datastream
Sustainability
Group’s focus on sustainability widely recognized by external bodies

OUR RATINGS

<table>
<thead>
<tr>
<th>Rating Source</th>
<th>Rating</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSCI</td>
<td>‘AA’</td>
<td>Outperformed 93% of other companies in peer group</td>
</tr>
<tr>
<td>Dow Jones</td>
<td></td>
<td>Recognized as leader amongst insurance companies</td>
</tr>
<tr>
<td>SUSTAINALYTICS</td>
<td></td>
<td>Absolute score of 4.0 (out of 5.0)</td>
</tr>
<tr>
<td>FTSE4Good</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

OUR LONG TERM COMMITMENT

- THE GLOBAL COMPACT
- PRI (Principles for Responsible Investment)
- UNEP (United Nations Environment Programme)
- PSI (Principles for Sustainable Insurance)

1 As of March 2019.
### Zurich embeds environmental, social and governance issues in all aspects of the business

<table>
<thead>
<tr>
<th>Role</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate governance</strong></td>
<td>An independent and diverse Board ensuring effective corporate governance and strategic oversight and fostering ESG integration in the business</td>
</tr>
<tr>
<td><strong>Remuneration</strong></td>
<td>A remuneration architecture ensuring outcomes in sync with business performance results including financial, customer and people metrics</td>
</tr>
<tr>
<td><strong>Role as employer</strong></td>
<td>Pro-active promotion of diversity at the workplace with 11 countries EDGE certified Focus on employee engagement resulting in strong employee net promoter score (ENPS) improvement in 2018</td>
</tr>
<tr>
<td><strong>Role as insurer</strong></td>
<td>Delivering solutions to customers that create positive social and environmental impact Systematic identification of sustainability risk issues</td>
</tr>
<tr>
<td><strong>Role as investor</strong></td>
<td>Impact investment portfolio of USD 3.8bn in 2018, with an ambition of USD 5bn to help avoid 5m tons of CO2 and benefit 5m people</td>
</tr>
<tr>
<td><strong>Role in communities</strong></td>
<td>Driving the Zurich Flood Resilience Alliance, aiming to increase the investment going into pre-event risk reduction and fast recovery from floods by USD 1bn</td>
</tr>
</tbody>
</table>
Other important information
Disclaimer

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 circumstances or otherwise.

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Investing into Zurich

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- Listing: SIX Swiss Exchange, Switzerland
- Product type: Swiss Blue Chip Shares
- Ticker symbol: ZURN
- Swiss security number (Valorennummer): 1107539
- ISIN: CH0011075394
- Bloomberg symbol: ZURN VX Equity
- Reuters symbol: ZURN.VX
- Trading currency: CHF

**US AMERICAN DEPOSITARY RECEIPT PROGRAM**

- Depository: The Bank of New York Mellon
- Nature: ADR
- Symbol: ZURVY
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Zurich reports BOP of USD 3.4 billion

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CALENDAR:

- May 9, 2019, Update for the three months ended March 31, 2019
- August 8, 2019, Half year results 2019
- September 24-25, 2019, BoAML Conference, London
- November 7, 2019, Update for the nine months ended September 30, 2019