

Investor Day

November 17, 2016
London

Zurich Insurance Group



Agenda

TIME	TITLE	SPEAKER
10.30 – 11.15	Group overview and strategy	Mario Greco
11.15 – 12.00	Q&A session	
12.00 – 13.15	Lunch break	
13.15 – 14.00	Execution	Kristof Terryn
14.00 – 14:45	Financial update	George Quinn
14.45 – 15.15	Coffee break	
15.15 – 16:00	Q&A session	
16.00 – 16:15	Wrap-up	Mario Greco

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, in the financial services industries in particular; (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.

All references to 'Farmers Exchanges' mean Farmers Insurance Exchange, Fire Insurance Exchange, Truck Insurance Exchange and their subsidiaries and affiliates. The three Exchanges are California domiciled interinsurance exchanges owned by their policyholders with governance oversight by their Boards of Governors. Farmers Group, Inc. and its subsidiaries are appointed as the attorneys-in-fact for the Farmers Exchanges and in that capacity provide certain non-claims administrative and management services to the Farmers Exchanges. Neither Farmers Group, Inc., nor its parent companies, Zurich Insurance Company Ltd and Zurich Insurance Group Ltd, have any ownership interest in the Farmers Exchanges. Financial information about the Farmers Exchanges is proprietary to the Farmers Exchanges, but is provided to support an understanding of the performance of Farmers Group, Inc. and Farmers Reinsurance Company. It should be noted that past performance is not a guide to future performance and that interim results are not necessarily indicative of full year results.

Persons requiring advice should consult an independent adviser.

This communication does not constitute an offer or an invitation for the sale or purchase of securities in any jurisdiction.

THIS COMMUNICATION DOES NOT CONTAIN AN OFFER OF SECURITIES FOR SALE IN THE UNITED STATES; SECURITIES MAY NOT BE OFFERED OR SOLD IN THE UNITED STATES ABSENT REGISTRATION OR EXEMPTION FROM REGISTRATION, AND ANY PUBLIC OFFERING OF SECURITIES TO BE MADE IN THE UNITED STATES WILL BE MADE BY MEANS OF A PROSPECTUS THAT MAY BE OBTAINED FROM THE ISSUER AND THAT WILL CONTAIN DETAILED INFORMATION ABOUT THE COMPANY AND MANAGEMENT, AS WELL AS FINANCIAL STATEMENTS

Investor Day

Group overview and strategy

Mario Greco – Group Chief Executive Officer

Zurich Insurance Group



Key messages

Group

Globally diversified insurance group with earnings growth and significant expense reduction potential

Opportunity

Strengthen position as a global composite insurer and develop more focused retail proposition

Shareholder focus

Deliver sustainable earnings growth which will support an increase in the return of capital to shareholders over time

Execution

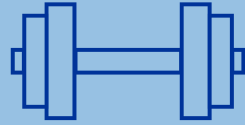
Focus the organization on delivery and execution and continue to invest for the future

Capital

Maintain strong capitalization

Thoughts after the first eight months on the job

Strengths



- Very diverse and balanced portfolio of products and services with global reach
- Powerful, internationally recognized brand
- Customer focus
- Successful track record in distribution partnerships
- Strong capital base
- Low-risk investment portfolio
- Strong employee skills

Opportunities

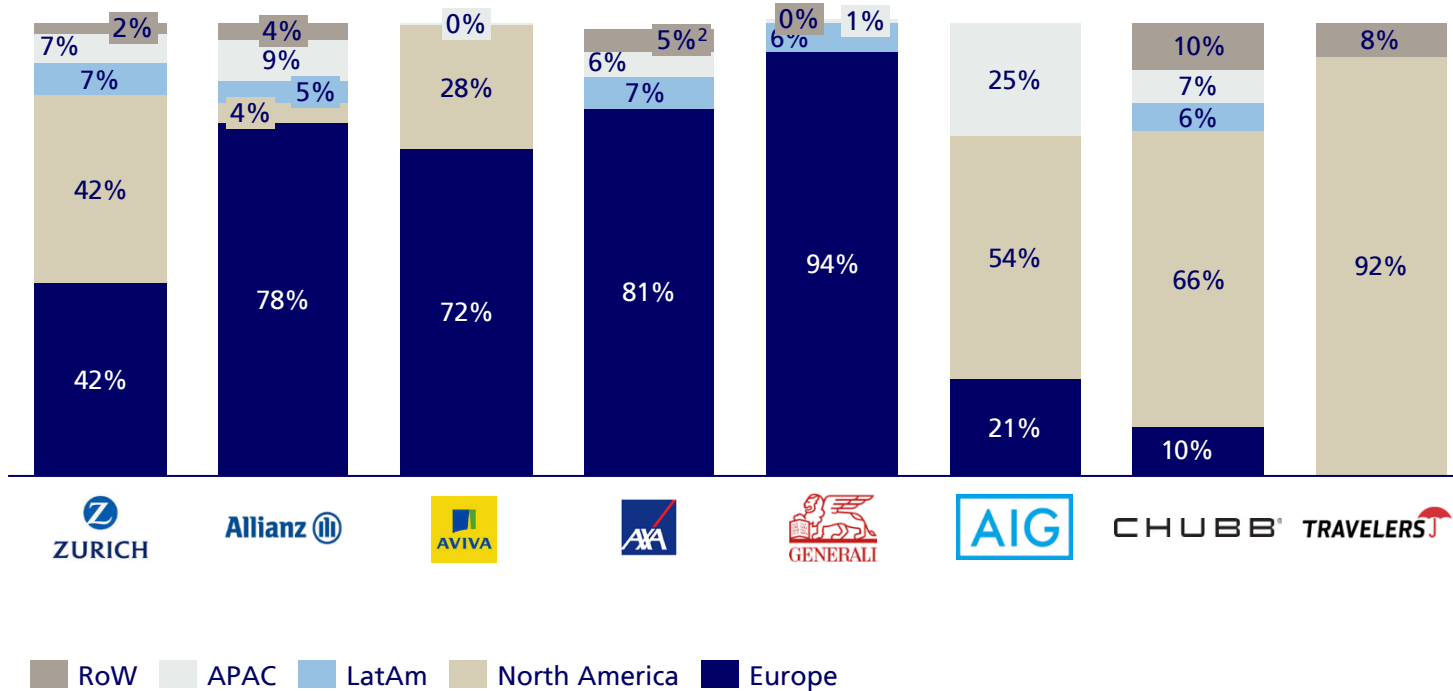


- Reduce Group expense base
- Simplify Group structure
- Improve accountability throughout the organization
- Reinvigorate technical excellence
- Bring more focus to the business
- Better position retail presence
- Continue Farmers profitable growth

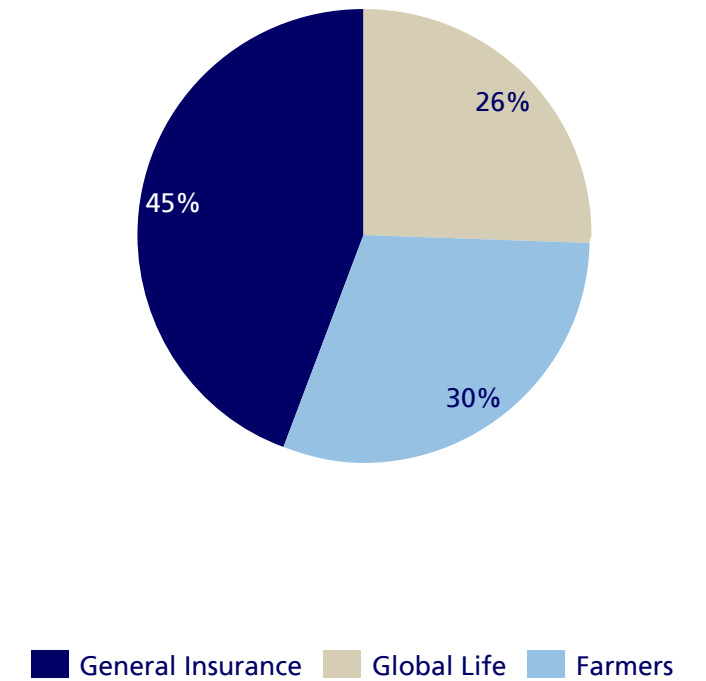
We are truly global and diversified



GEOGRAPHIC SPLIT OF P&C GWP (2015)¹



GROUP BOP SPLIT (2013-2015)²



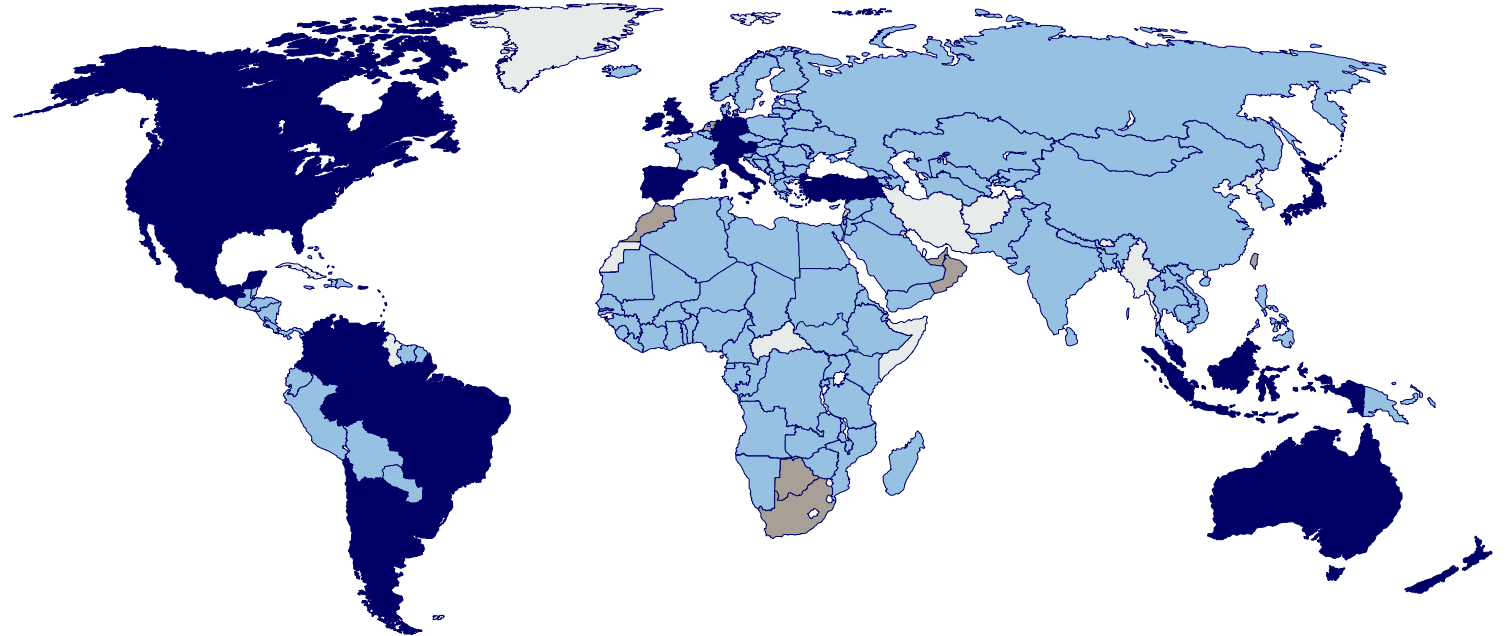
¹ Values include some estimates and adjustments for comparability. Zurich does not include Farmers Exchanges.

² Excludes Other Operating Businesses and Non Core Businesses.

We focus investment where we have or where we can build relevant and profitable businesses

- Zurich presence
- Global Corporate and distribution partners
- Disposals
- No presence

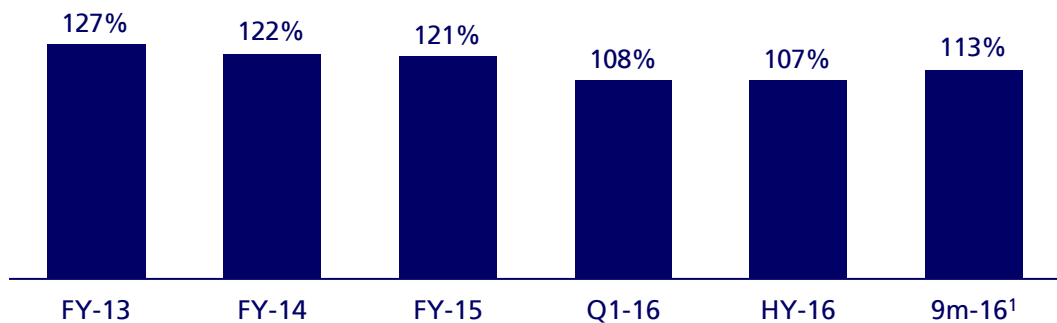
- Disposals¹:
- South Africa and Botswana
 - Morocco
 - Taiwan GI
 - Middle East GI
 - Netherlands GI
- Portfolios put into run-off:
- Singapore Life
 - Australia Compulsory Third Party Motor Comm.
 - US Long-haul trucking
 - US Boiler & Machinery



¹ Disposals and select portfolios exclude Global Corporate (GC) operations.

We have a strong balance sheet with low investment risk

Z-ECM RATIO & FINANCIAL STRENGTH RATINGS



AA- / outlook 'stable'

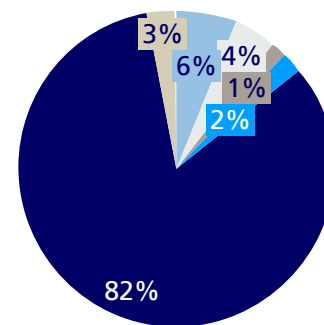


Aa3 / outlook 'stable'

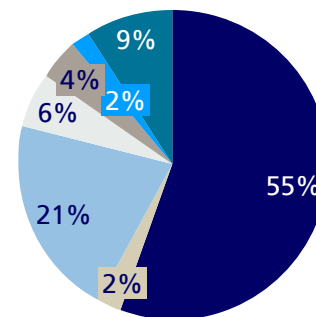


A+ (Superior) / outlook 'negative'

ASSET ALLOCATION² AND RBC BY TYPE



- Fixed income
- Mortgages
- Real estate
- Equities
- Hedge funds, PE³
- Cash



- Market risk
- Re-ins credit risk
- P&R risk⁴
- Natural cat risk
- Life insurance risk
- Operational risk
- Business risk

¹ Reflects midpoint estimate with an error margin of +/- 5ppts.

² Based on total Group Investments of USD 203bn as of 9m-16.

³ PE: Private equity.

⁴ Premium and reserving risk (P&R).

We have a strong customer franchise and brand



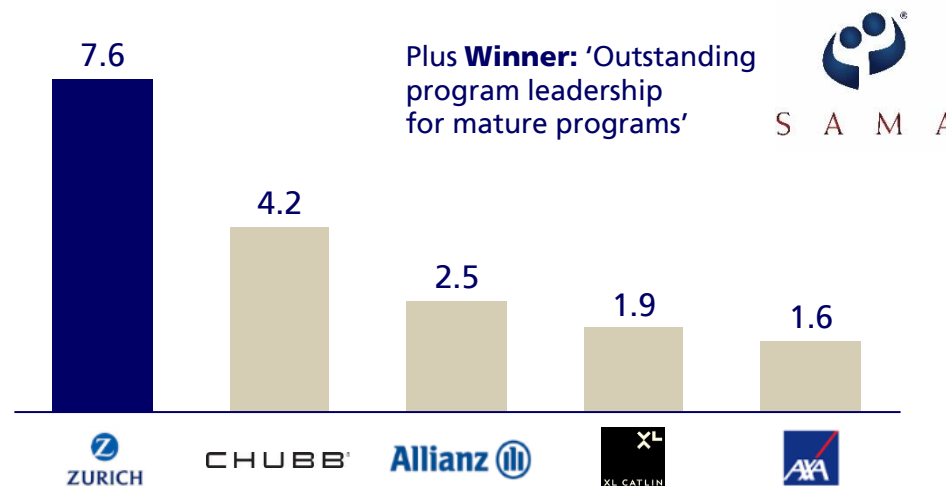
THE ZURICH BRAND



- Zurich is seen as an 'excellence' and 'high quality' brand
- Highly rated on 'provides professional service' and 'helps people protect what is important to them'

NUMBER OF INTERNATIONAL PROGRAMS

(2015, '000s)¹

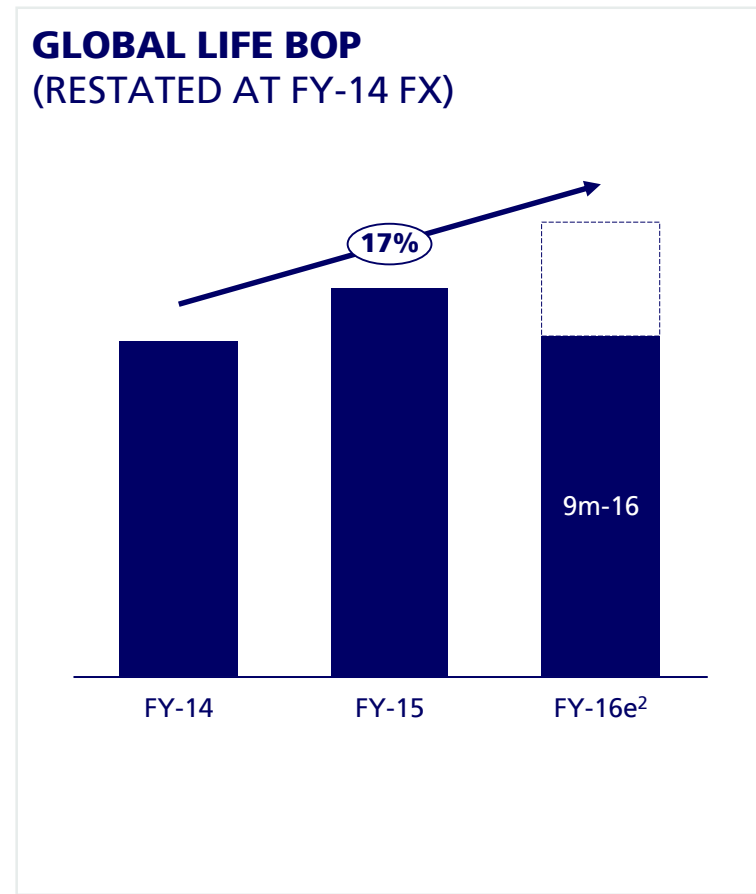
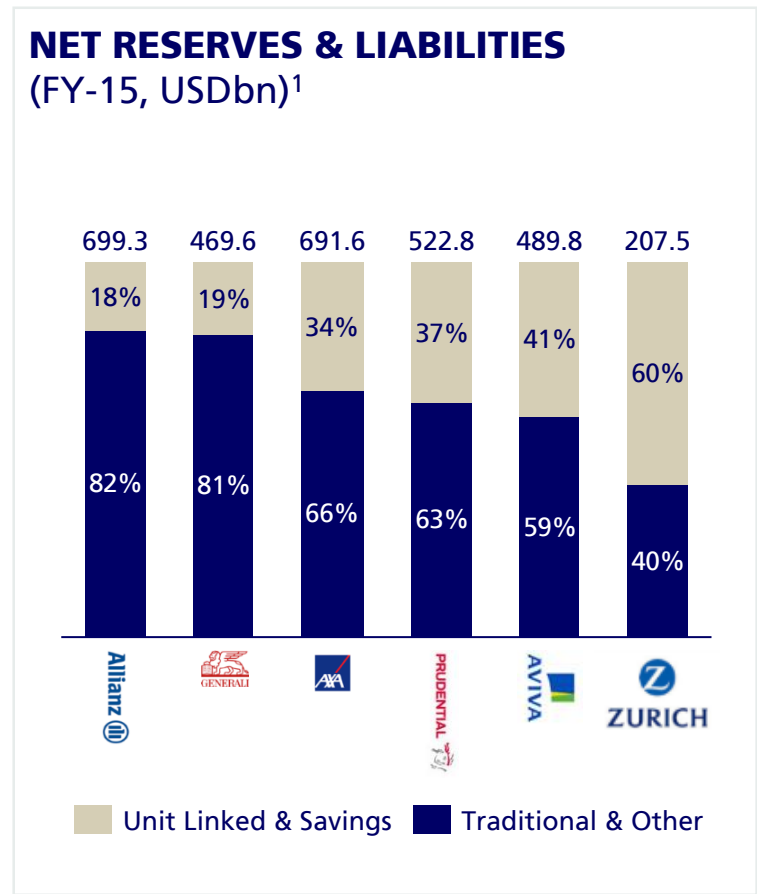
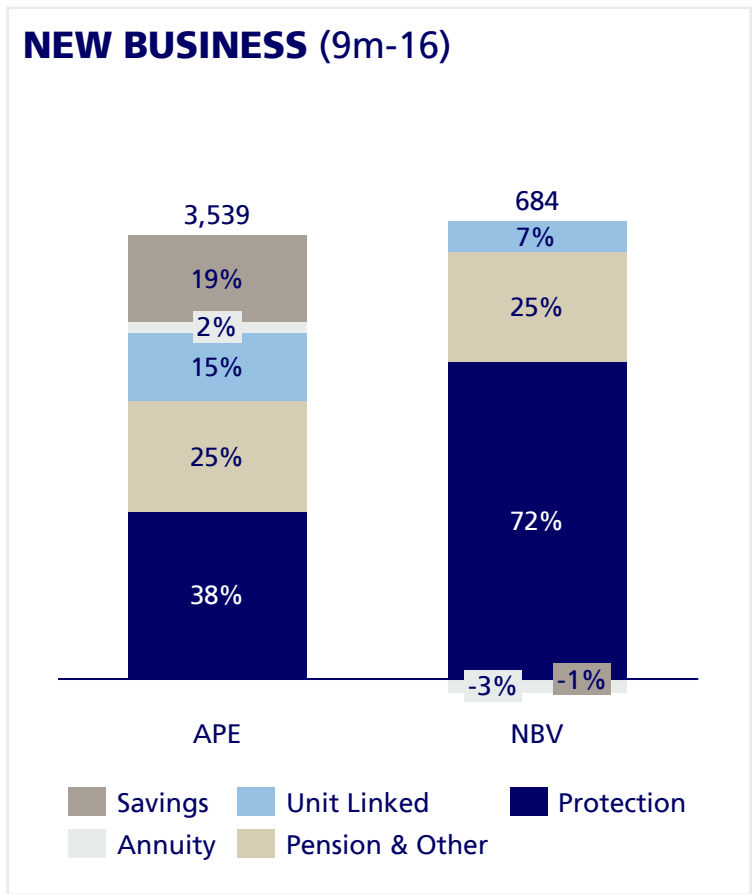


- GI and CLP² employ nearly 100 Global Relationship Leaders to service ~1,000 relationship customers
- My Zurich portal provides ~1,200 international customers full control and transparency of their international risks

¹ Source: Zurich internal analysis. AIG data not available.

² CLP: Corporate Life & Pensions.

We have a sustainable, profitable and growing life business focused on capital-light products



© Zurich

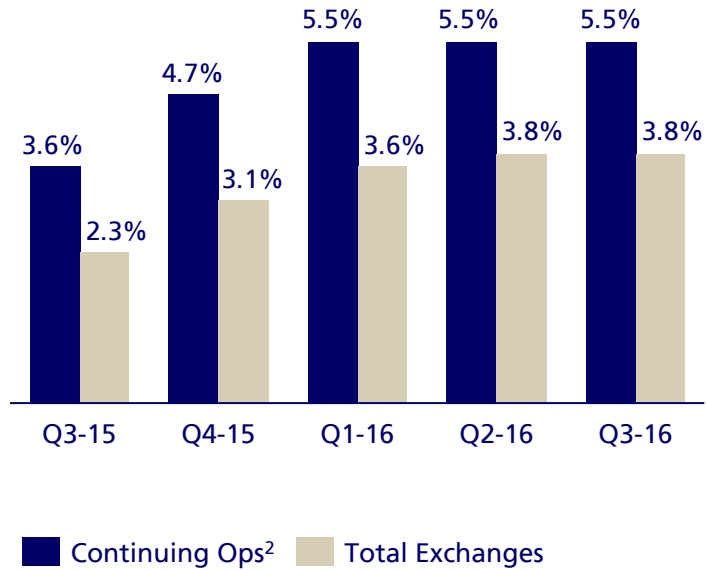
¹ Source: Zurich internal analysis using published company data converted to USD at year end 2015 rates.

² FY-16 extrapolation.

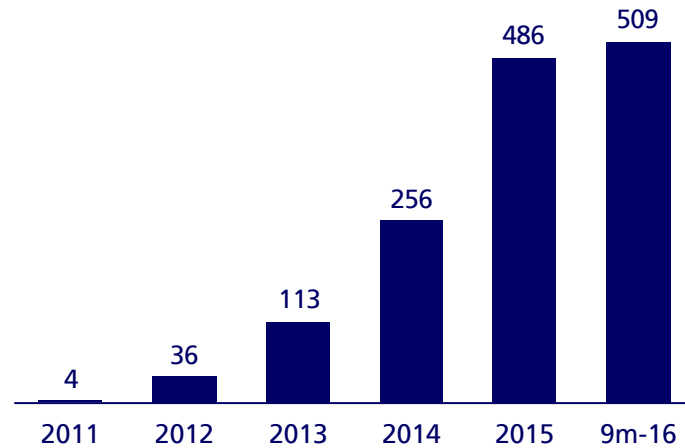
Farmers Exchanges are focused on growth



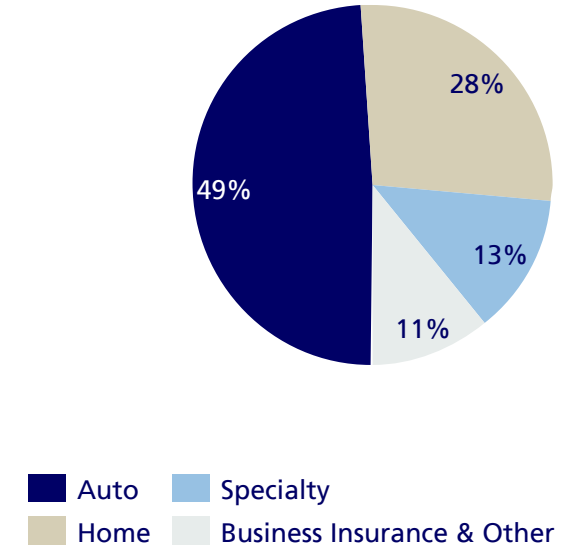
FARMERS EXCHANGES GWP GROWTH¹



EASTERN STATES EXPANSION GWP (USDm)³



DIVERSIFIED LINES OF BUSINESS⁴



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 administrative and management services to the Farmers Exchanges as its attorney-in-fact and receives fees for its services.

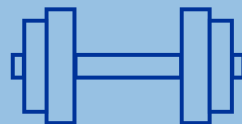
² Excludes 21st Century business outside of California and Hawaii and other discontinued operations.

³ Eastern states GWP includes Pennsylvania, New Jersey, Georgia, Maryland, New York, and Connecticut.

⁴ 9m-16 continuing operations GWP of USD 14.5bn.

We have clear opportunities to improve

Strengths



- Very diverse and balanced portfolio of products and services with global reach
- Powerful, internationally recognized brand
- Customer focus
- Successful track record in distribution partnerships
- Strong capital base
- Low-risk investment portfolio
- Strong employee skills

Opportunities

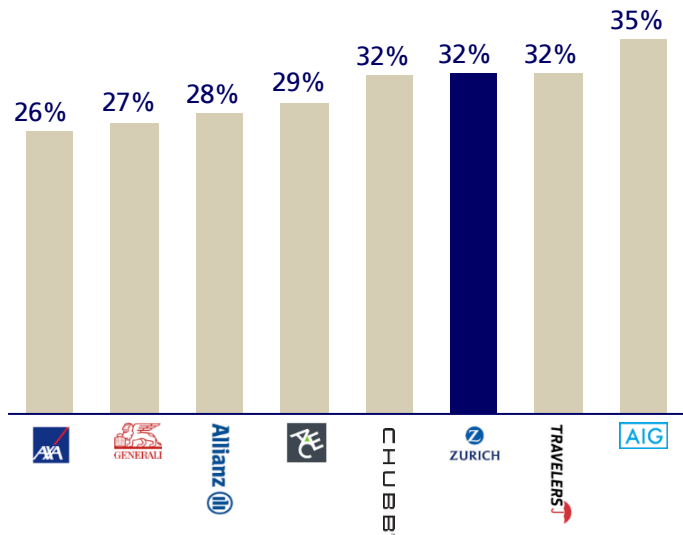


- Reduce Group expense base
- Simplify Group structure
- Improve accountability throughout the organization
- Reinvigorate technical excellence
- Bring more focus to the business
- Better position retail presence
- Continue Farmers profitable growth

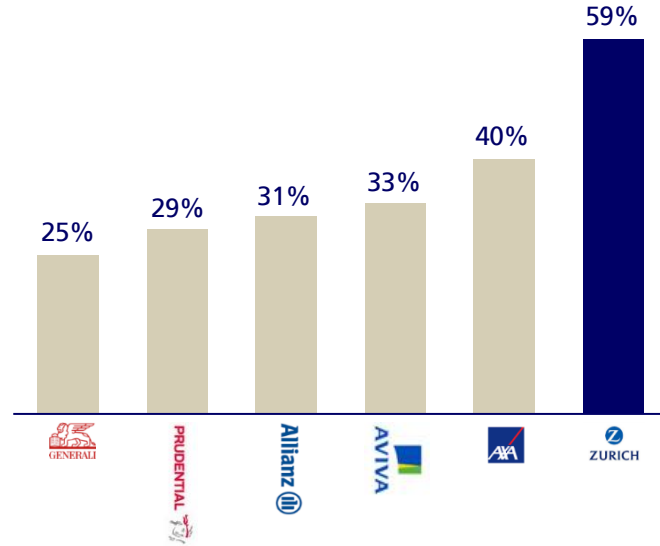
We have a significant opportunity to improve efficiency and underwriting performance



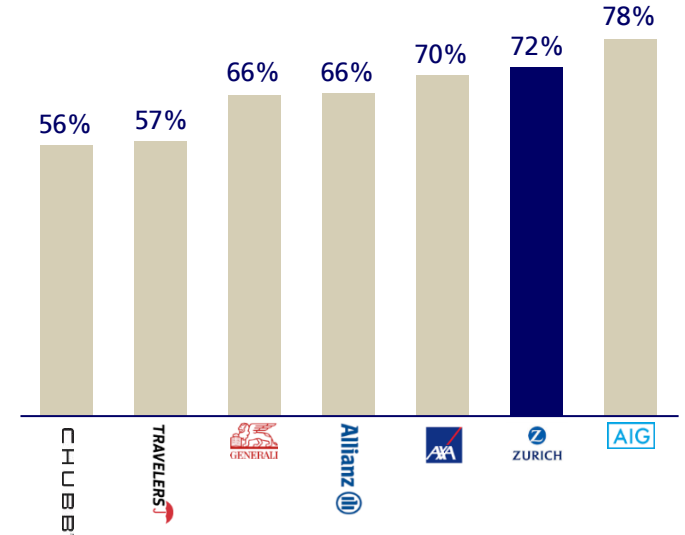
GI EXPENSE RATIO
(FY-15, % OF NEP)



LIFE OPERATING EXPENSES
(FY-15, % OF OPERATING PROFIT)¹



GI LOSS RATIO
(FY-15, % OF NEP)



¹ Operating costs as a % of operating profit (before operating costs).

We have created a simpler, more accountable and more business-focused organization



EXECUTIVE COMMITTEE

Group Chief Executive Officer
Mario Greco

BUSINESS HEADS

Farmers Group, Inc.
Jeff Dailey

North America
Mike Foley

EMEA
Gary Shaughnessy

Latin America
Claudia Dill

Asia Pacific
Jack Howell

Commercial Insurance
James Shea

FUNCTIONAL HEADS

Investment
Urban Angehrn

Finance
George Quinn

Risk
Cecilia Reyes

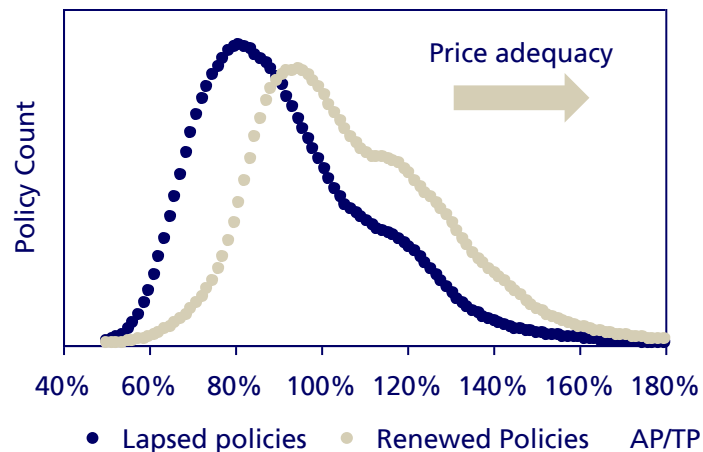
Operations
Kristof Terryn

 New Executive Committee members

We are reinvigorating technical excellence and reducing volatility

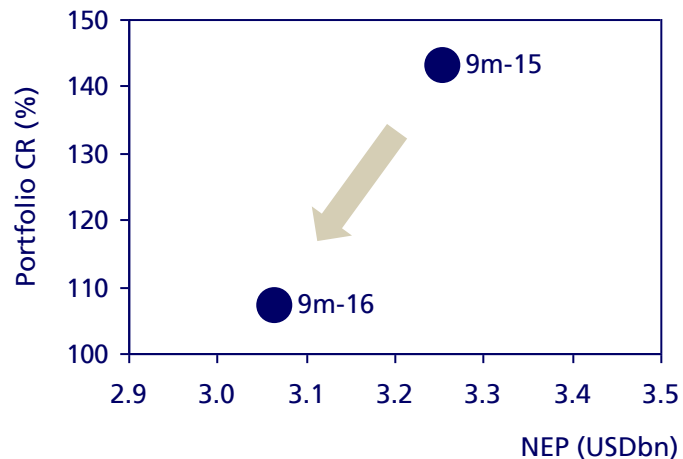


DISCIPLINED RE-UNDERWRITING (EXAMPLE PORTFOLIO, 1/1 RENEWALS)



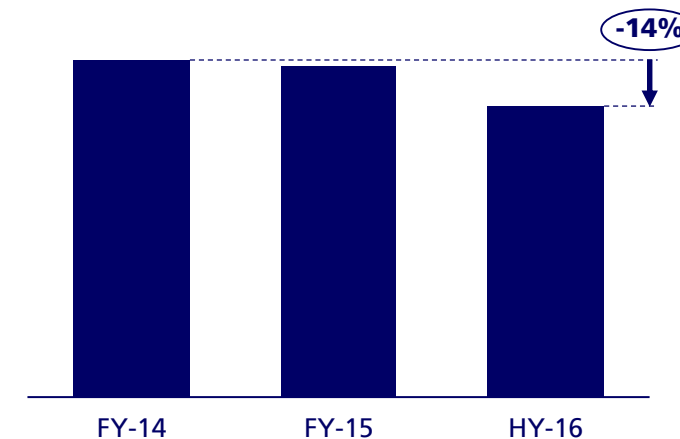
- Technical excellence program focused on risk selection, rating, deductible increases and tiering
- Refreshed Technical Price

PORTFOLIO RESHAPING ACTIONS (‘15 UNDERPERFORMING PORTFOLIOS’)



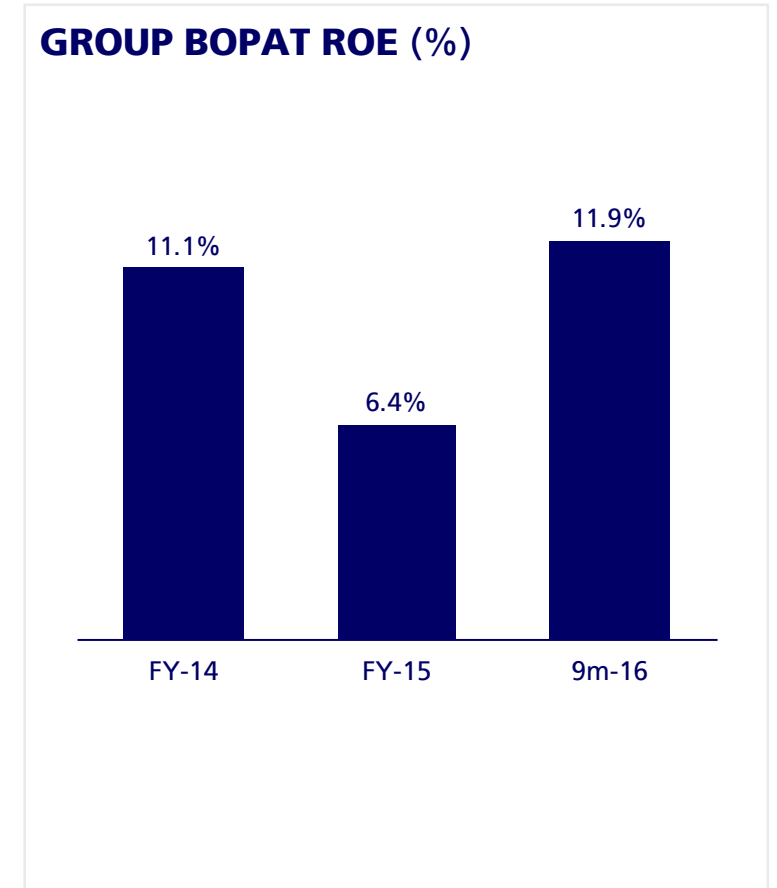
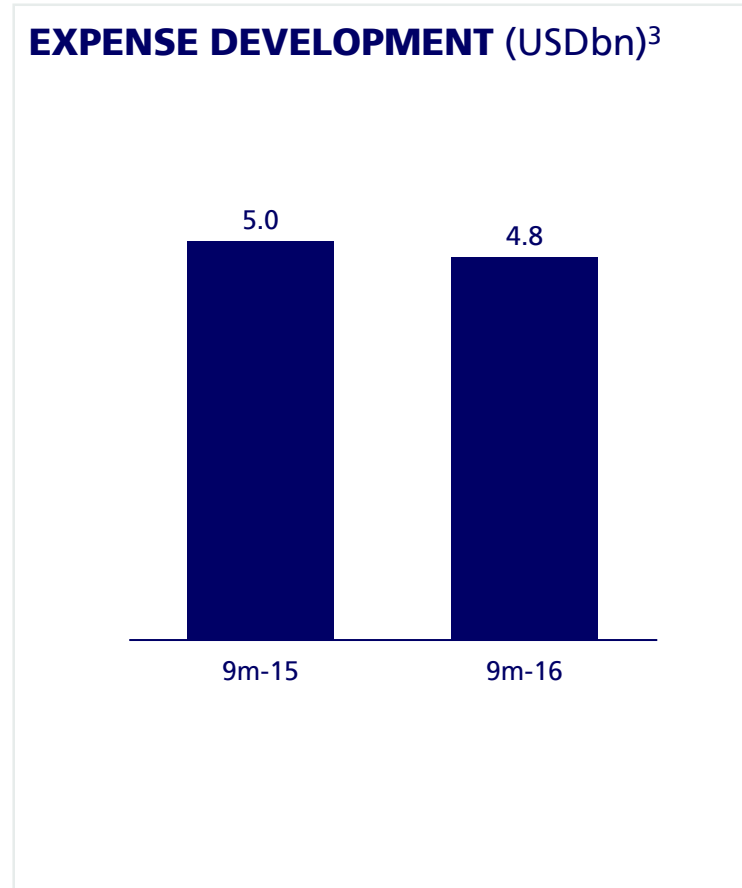
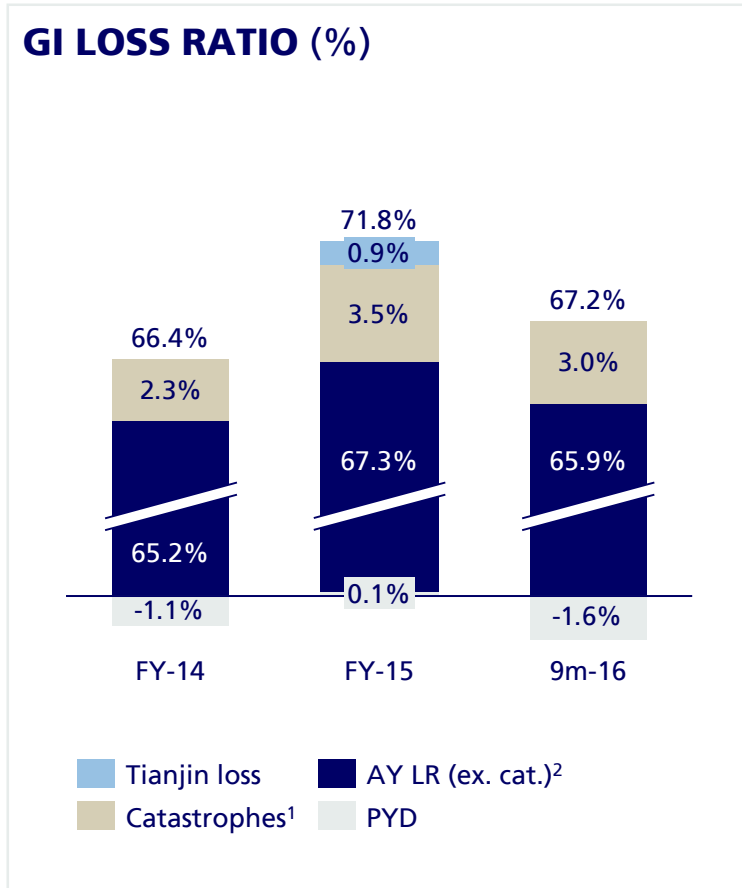
- New guidelines to align risk appetite in and across markets
- Location-based vs average underwriting focus

REDUCED RISK PROFILE (GI INSURANCE CAPITAL INTENSITY, %)



- Reduced policy exposures
- Tactical reinsurance and de-risking actions to reduce volatility

The first results are encouraging



¹ Catastrophes include major and mid-sized catastrophes including significant weather related events.

² Accident year loss ratio (AY LR) excludes prior year reserve development (PYD).

³ Restated at constant FX and adjusted for RCIS acquisition; excludes Farmers.

Our financial targets underline our aim to be an efficient, leading insurer



ZURICH'S 2017-2019 FINANCIAL TARGETS

BOPAT ROE¹ in excess of 12% and increasing, despite higher equity base

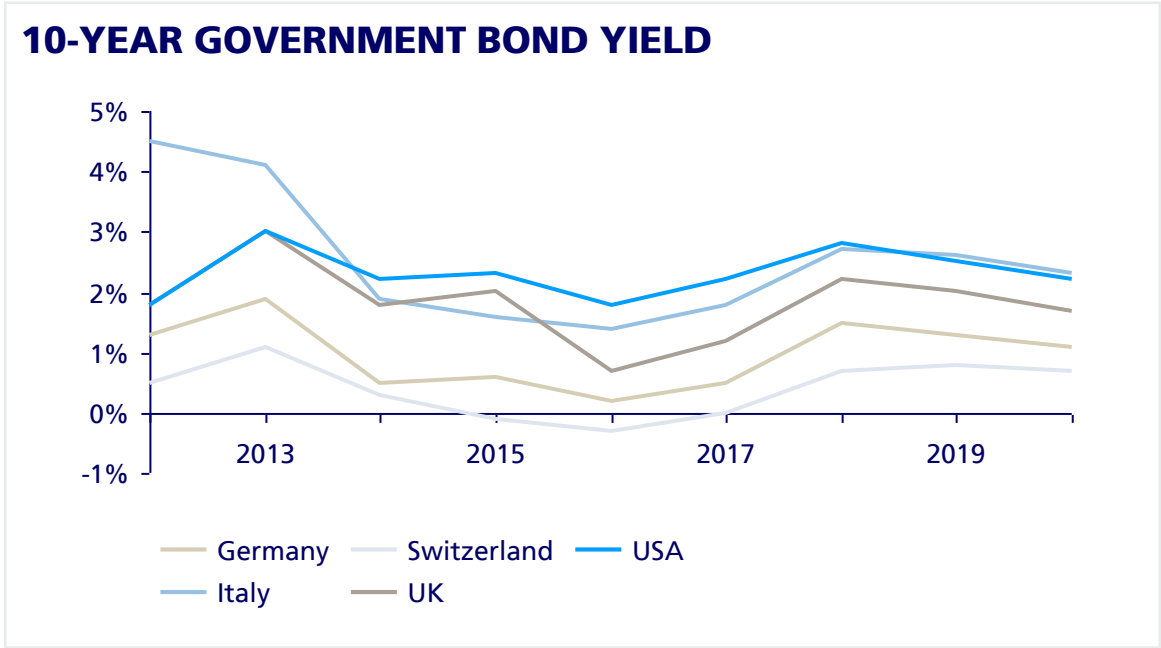
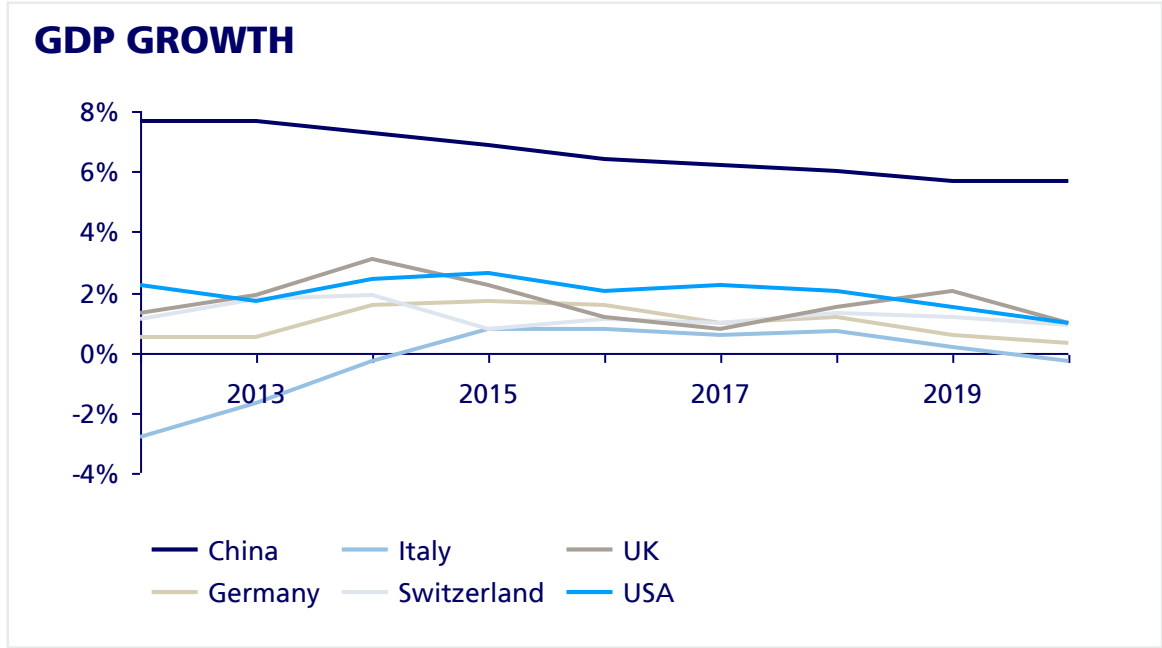
USD 1.5bn in net savings by 2019 compared to the 2015 baseline

Cash remittances in excess of USD 9.5bn over 2017-2019 period

Z-ECM target ratio unchanged at 100-120%

¹ Business Operating Profit after tax return on equity, excluding unrealized gains and losses.

The insurance industry remains in a challenging environment which we do not expect to improve quickly



- Further challenges:**
- Aging population, increasing longevity risk and demand for skilled workforce
 - Increased consumer protection, rising protectionism and nationalistic regulations

We have four clear objectives for commercial business

OBJECTIVE



Reclaim technical excellence



Improve 'Go-to-Market' approach



Rebalance portfolios



Enhance global capabilities

ACTIONS

- Disciplined application of underwriting tools
- Clear career track and targeted development

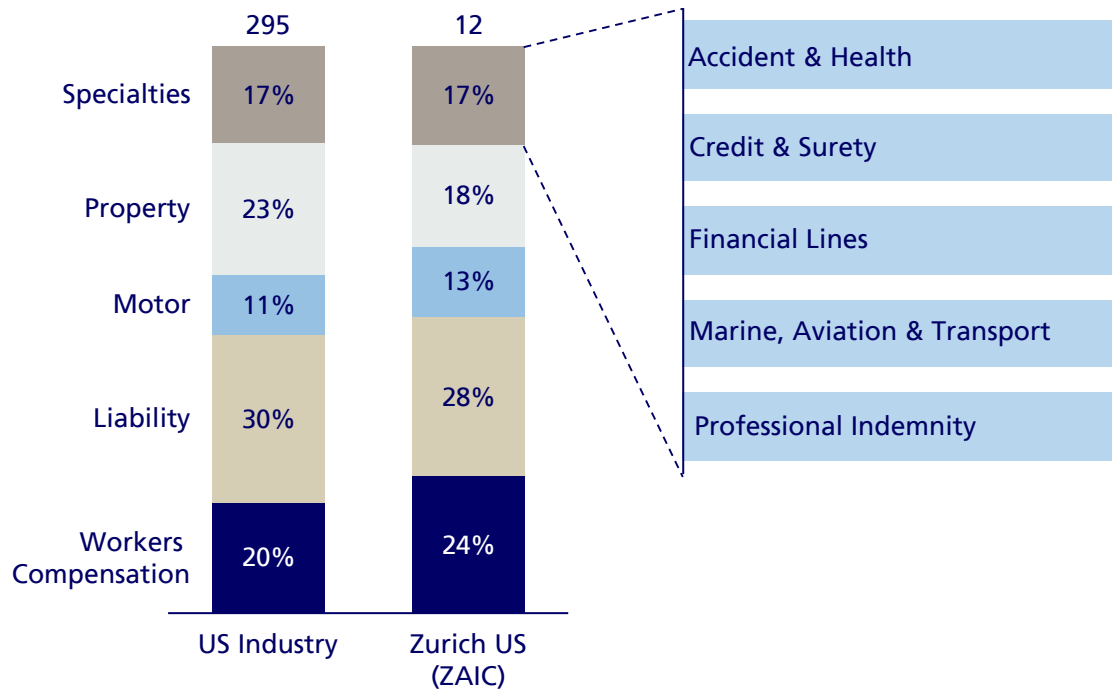
- Clear and consistent risk appetite
- Create industry specific propositions
- Further embed customer focus in the business

- Opportunistically grow specialties lines
- Reduce overweight position in long-tail lines

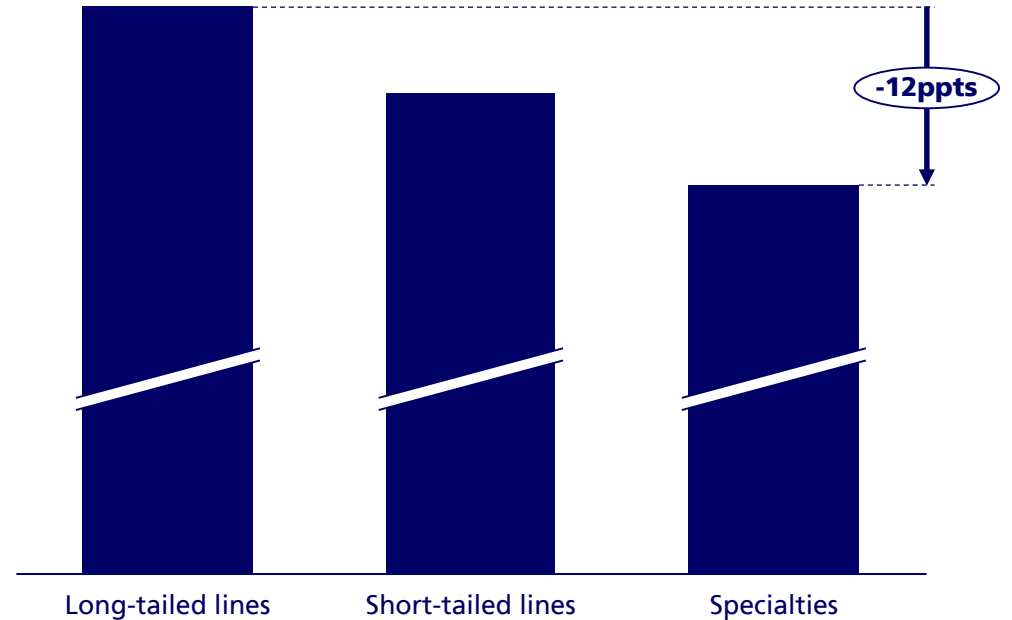
- Create global specialties team
- Increase penetration of international clients

We have an opportunity to rebalance long-tail exposure over time, while enabling more agile specialties business

DIRECT WRITTEN PREMIUM BY LOB
(2015 US EXAMPLE, USDbn)¹



TOTAL GENERAL INSURANCE COMBINED RATIOS
(2010-2015)²

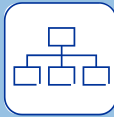


¹ Source: U.S. Industry Statutory Financial Statements for FY-15. Values exclude assumed premiums from RCIS. ZAIC: Zurich American Insurance Company.

² Long-tailed lines include Workers Compensation and Liability; Short-tailed lines include Motor and Property.

We aim to strengthen our retail position in key markets

OBJECTIVE



Focus on target customer segments



Grow our distribution partnerships



Strengthen value proposition to small businesses



Implement more efficient IT to better serve customers

ACTIONS

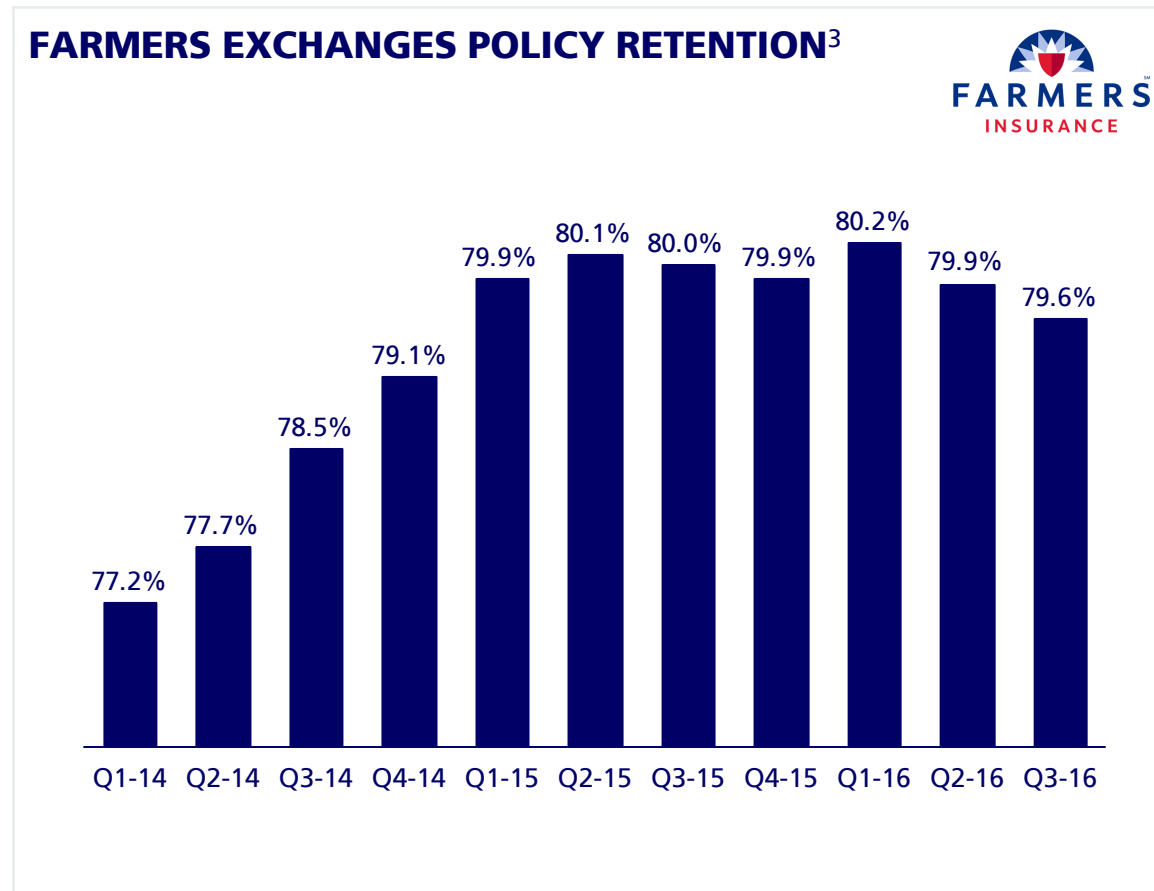
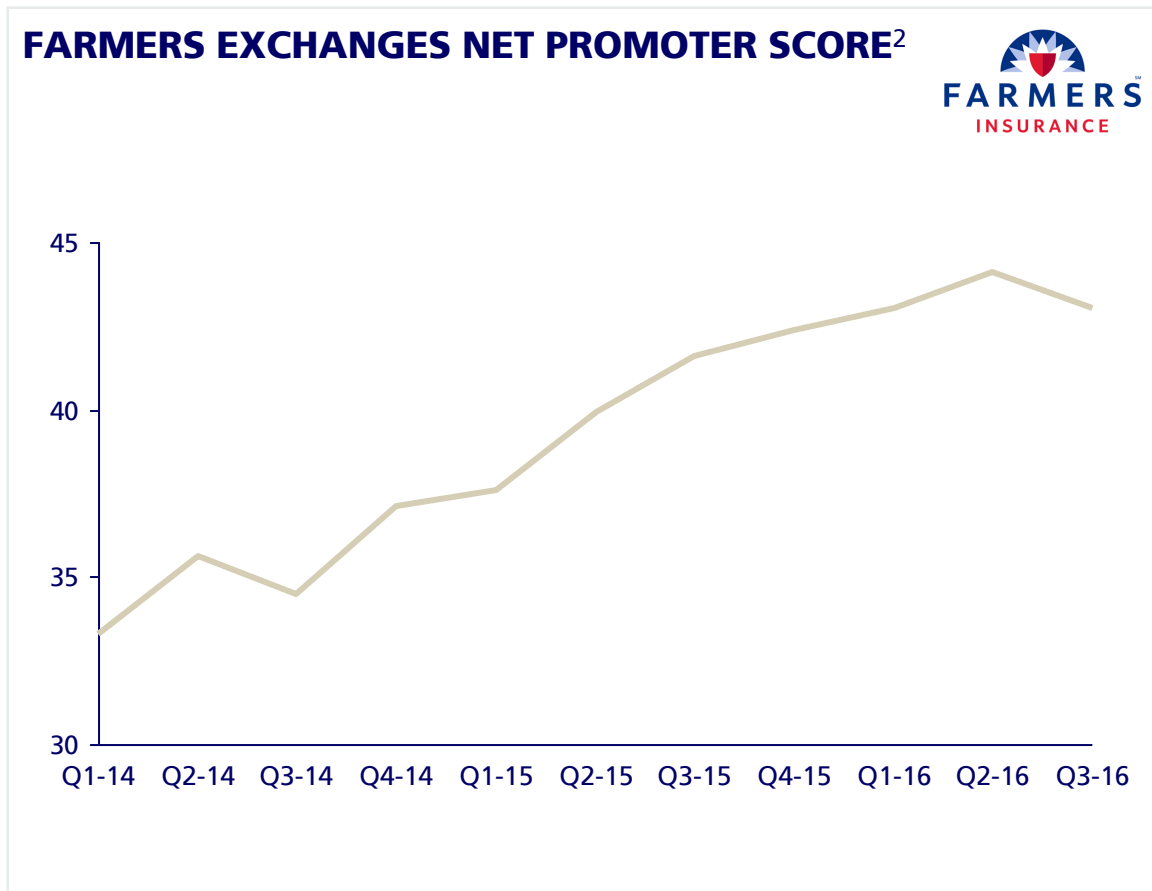
- Better manage customers in a focused, integrated way
- Strengthen digital capabilities across the value chain
- Introduce and track customer KPIs

- Continue growing distribution partnership skills
- Maximize the value of our existing relationships

- Increase consistency of focus across key markets
- Greater standardization of offerings

- Capture 'non-intermediated' customer needs and move quickly to leverage market disruptions
- Reduce cost base

We will strengthen our customer focus, emulating the successful experience of Farmers Exchanges¹



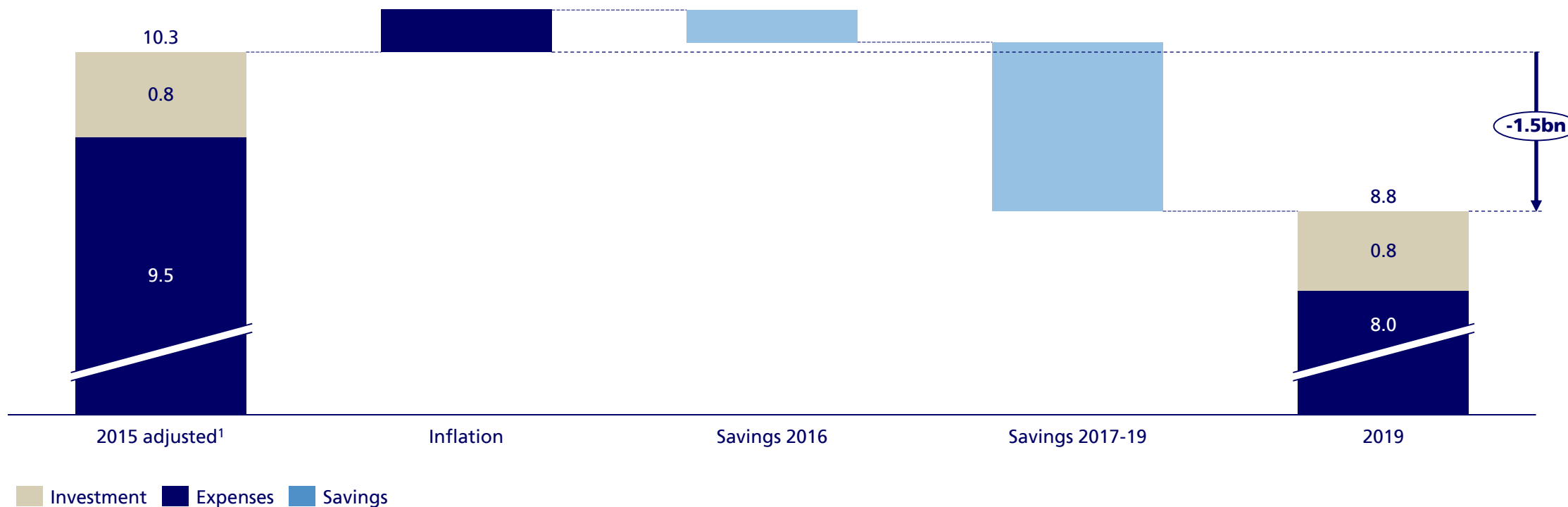
¹ Provided for informational purposes only. Zurich Insurance Group has no ownership interest in the Farmers Exchanges. Farmers Group, Inc., a wholly owned subsidiary of the Group, provides administrative and management services to the Farmers Exchanges as its attorney-in-fact and receives fees for its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

² Rolling three-month average of survey-based measure for customer loyalty; NPS measured for Personal Lines customers in all years, as well as Business Insurance customers beginning in 2016.

³ Rolling three-month average of 13/1 policy retention for business sold through exclusive agents (excluding Bristol West); based on rolling 12-month weighted average GWP by business.

We expect to deliver USD 1.5bn in net expense savings by end of 2019, while continuing to invest in the business

EXPENSE SAVINGS EXPECTATION (USDbn)



¹ 2015 expense base adjusted for 2016 FX, acquisitions and disposals.

We are focused on continuing to reward our shareholders



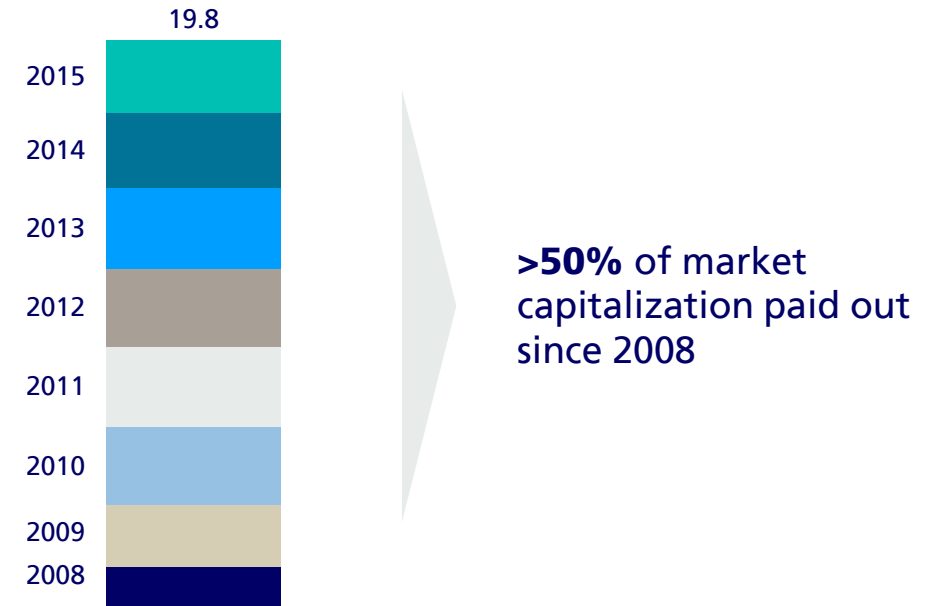
ZURICH'S DIVIDEND POLICY¹

NIAS payout ratio of approx. 75%

Dividend increases based on sustainable earnings growth

Target minimum CHF 17 per share dividend

CUMULATIVE DIVIDENDS PAID (FOR YEAR ENDING, USDbn)



¹ The dividend is subject to approval by the shareholders at the Annual General Meeting.

Key messages

Group

Globally diversified insurance group with earnings growth and significant expense reduction potential

Opportunity

Strengthen position as a global composite insurer and develop more focused retail proposition

Shareholder focus

Deliver sustainable earnings growth which will support an increase in the return of capital to shareholders over time

Execution

Focus the organization on delivery and execution and continue to invest for the future

Capital

Maintain strong capitalization

Investor Day Execution

Kristof Terryn – Group Chief Operating Officer

Zurich Insurance Group



Key messages

Operations

We drive value delivery to shareholders through combining technical skills, operational services and transformation

Efficiency

We aim for further efficiency enhancements, targeting USD 500-700m by end of 2019 in Operations

Effectiveness

We focus on reducing complexity through organizational simplification, process streamlining and systems consolidation

Technical excellence

We strive for better decision making and faster reaction to market changes in Underwriting and Claims

Our new operations setup combines technical skills, operational services and transformation

OPERATIONS ORGANIZATIONAL SETUP

Enterprise Transformation

Technical functions

P&C Underwriting

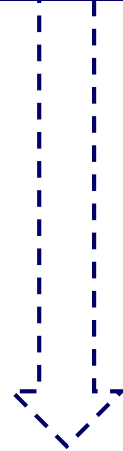
P&C Claims

Life

Operational services

IT Services

Enterprise Services



HOW WE DRIVE EXECUTION

- New Group COO role responsible for technical excellence, efficiency improvements and business transformation
- Holistic approach to end-to-end process optimization
- Consistent and efficient support to the markets
- Enhanced ability to control costs

Operations drives customer outcomes and value delivery to shareholders

EFFICIENCY AND OPERATIONAL EXCELLENCE



- Increased efficiency through process improvement, automation and scale solutions
- Higher agility through complexity reduction

TECHNICAL EXCELLENCE



- Better risk selection and pricing
- Faster reaction to market changes
- Optimized claims settlement costs

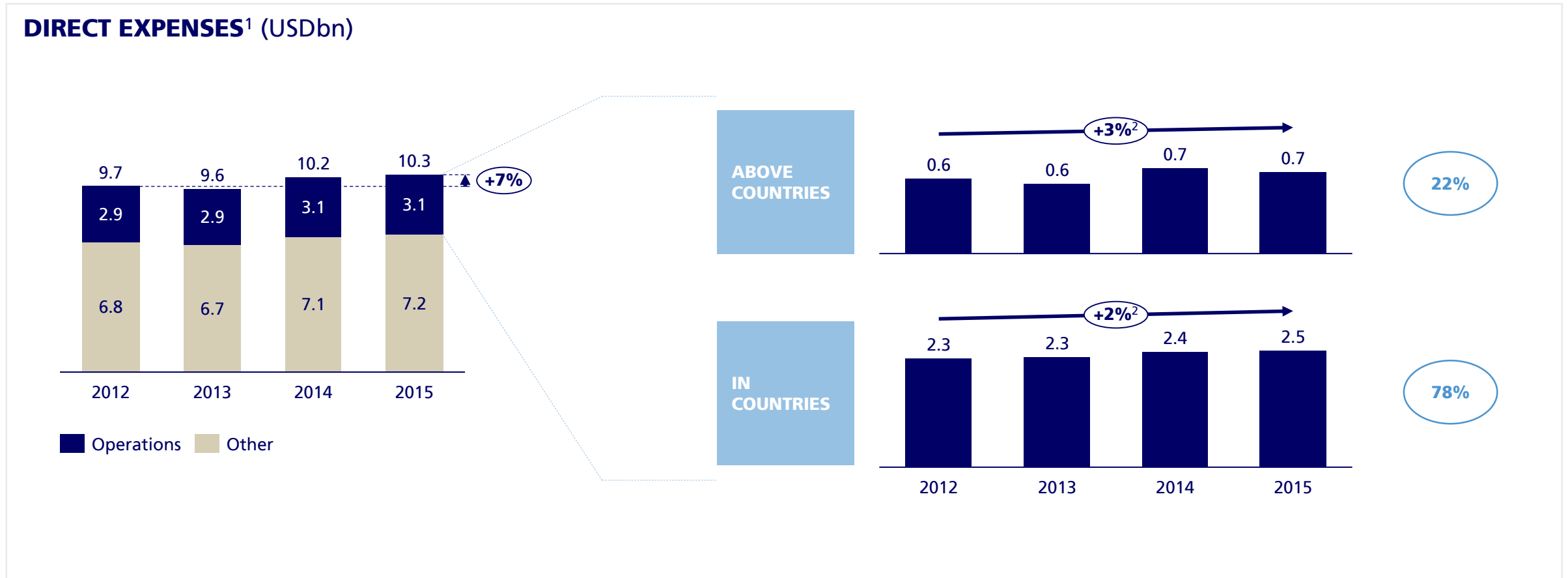
CUSTOMER EXPERIENCE



- Smoother customer journeys
- More customer-centric proposition development to match evolving needs

FOCUS FOR TODAY

Over the past four years our expense base has grown by 7%, both within and above countries



¹ 2015 expense base adjusted for 2016 FX, acquisitions and disposals.

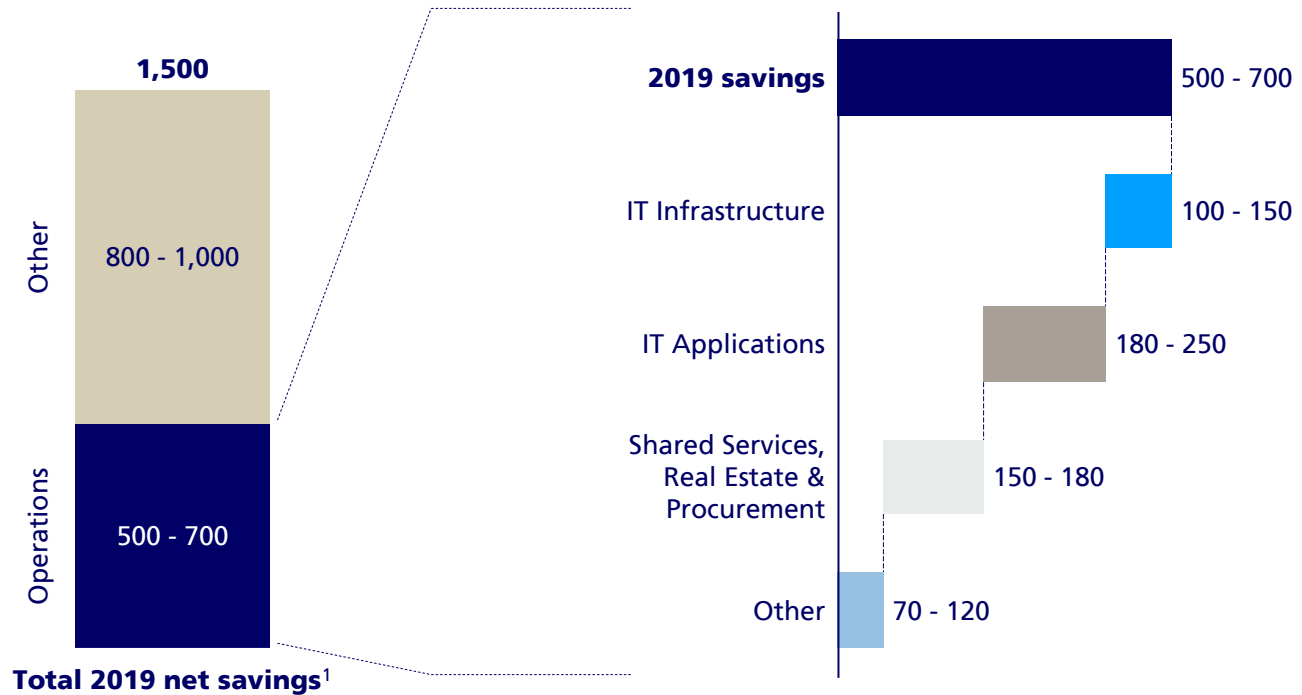
² CAGR.

We will significantly contribute to the additional expense base reduction by 2019

STATUS AND OUTLOOK

- 2016 Group savings of USD ~300m
- By 2019, target a total of USD 1.5bn net savings with a significant share from Operations
- USD ~700m investments planned over the next three years to make savings sustainable

PLANNED OPERATIONS NET SAVINGS BY 2019 (USDm)



¹ Savings vs. 2015 actuals.

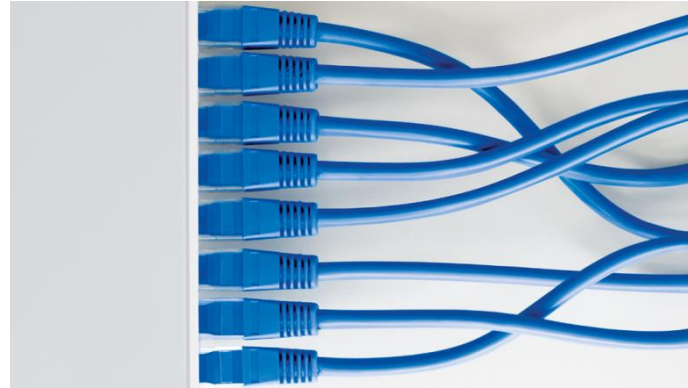
We will continue to standardize and streamline our IT infrastructure

FROM



- > 70 data centers in early 2015
- 140+ network suppliers
- End-user tools reaching end of lifecycle
- Limited ability to support new technologies

TO



- 8 strategic data centers
- Single network provider
- Up-to-date workplace and mobility services
- Full ability to leverage new technologies, e.g. Hybrid Cloud

RUN-RATE BENEFITS

- USD 100-150m p.a. in expense savings by end of 2019
- Capability and service uplift
- Risk and complexity reduction

Example: IT network services transformation to provide better services and achieve a significant expense reduction



FROM

140+
Suppliers

- 140+ suppliers in 49 countries
- Different operating models
- Limited ability to support new technologies

TO

1
Supplier

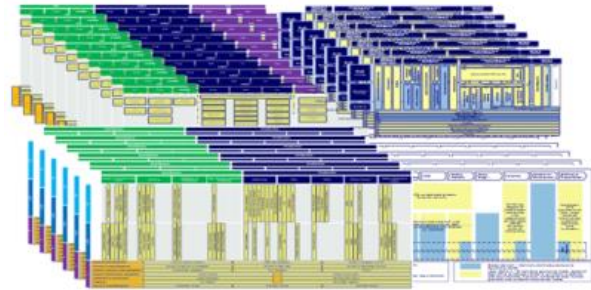
- 1 global overarching service provider
- Standardized global operating model
- Improved ability to exploit new technologies, e.g. Big Data

RUN-RATE BENEFITS

- USD 35m p.a. in expense savings from 2018
- Enhanced service quality and stability

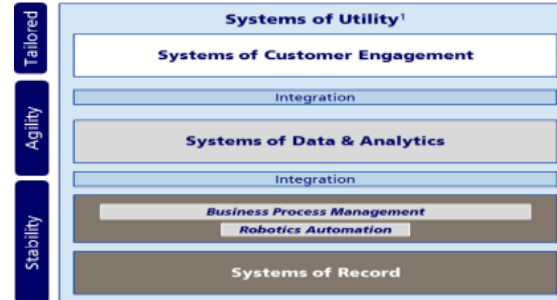
We will significantly reduce the complexity of our IT application landscape

FROM



- Fragmented and complex technology landscape with close to 3,000 applications
- High maintenance costs
- Sub-optimal split between internal and external resources
- Applications spend increased by ~30% over last 4 years

TO



- Uniform landscape with increased level of sharing
- Reduced number of integration points
- Better sourcing with focus on internal capabilities
- Significant efficiencies

RUN-RATE BENEFITS

- USD 180-250m by end of 2019
- Application landscape simplified with ~500 applications decommissioned

Example: **Germany end-to-end transformation combines product, process and IT simplification**

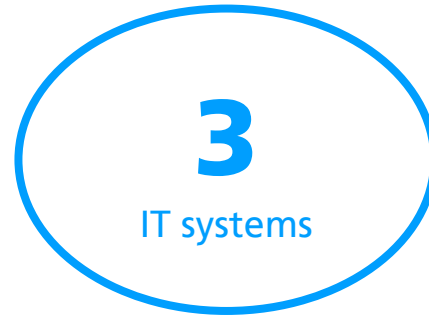


FROM



- Complex product models
- Manual processes
- Limited number of digital interfaces
- Complex and outdated IT landscape with 19 core IT systems

TO



- One modular product model
- Automated processes, e.g. coverage check
- New and improved digital interfaces, e.g. for Quote & Buy
- 3 core IT systems for P&C

RUN-RATE BENEFITS

- Productivity increase of 25%, USD ~80m by end of 2019
- Straight through ratio for Quote & Buy from 6% to 75%
- Legacy IT decommissioning gains, USD 16m p.a. from 2019

We will optimize our shared services

FROM

Shared services provisioning

- Limited transparency on cost drivers
- Fragmented processes and locations
- Inconsistent service provision models

Property rationalization and procurement

- High property operating costs
- Manual procure to pay process
- Limited procurement footprint

TO

- Service orientation, expense and quality focus
- Clear definition of services
- Efficient service model

- Office rationalization
- Automated procure to pay process
- Expanded procurement footprint

RUN-RATE BENEFITS

- USD 150-180m p.a. in reductions by end of 2019

Example: Office rationalization in New York



FROM

27k

USD per head

- 2 buildings in New York metro area
- Limited customer amenities
- Aging and inefficient office space

TO

17k

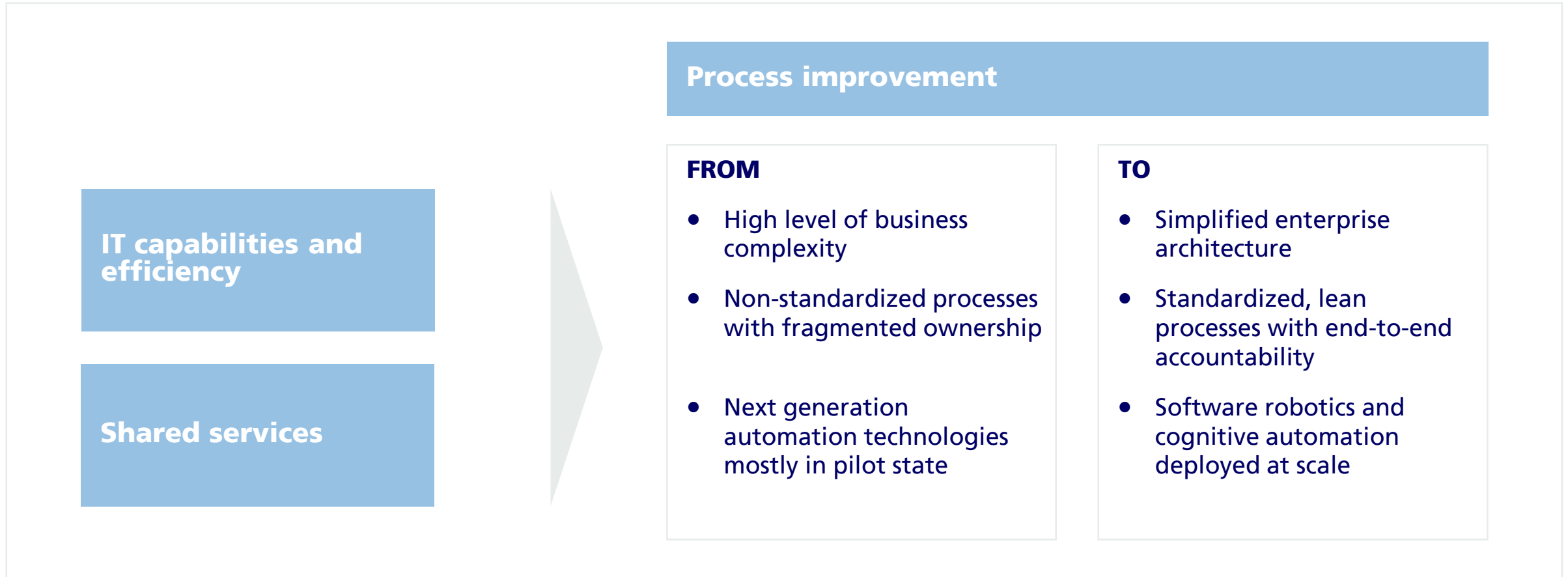
USD per head

- Manhattan front office and New Jersey support office
- Customer center in Manhattan
- State of the art dynamic working environment

RUN-RATE BENEFITS

- USD 12m expense savings
- > 30% total occupancy cost reduction per head
- -24% square feet per head

Continued standardization of Operations and IT backbone will enable process improvements in middle and front offices



Integration of Commercial Insurance will generate benefits of USD 150m p.a. from the end of 2017

Organization and processes

FROM

- Two market-facing organizations
- Separate underwriting

Systems

- Separate systems
- Self-service tools available to selected customer groups

Data

- No integrated data

TO

- One face to the market
- Unified underwriting setup and simplified processes
- Standardized systems
- Self-service tools accessible to a wider customer base
- Consistent and unified data across all of Commercial Insurance

BENEFITS

- Reduced organizational and process complexity
- Better service experience
- Faster identification of risks and opportunities
- Holistic broker and customer management

Example: Distinctive risk engineering self-services for Commercial Insurance customers



ZURICH RISK ADVISOR DIGITAL PLATFORM – SELF RISK ASSESSMENT MODULE



- Core element of our Risk Engineering digitalization strategy
- Enables customers to carry out on-site or remote self-risk assessments
- Customers can access recommended practices, risk insights and industry benchmarks
- Allows to better manage risks for locations where on-site inspection is uneconomic
- Will be made available to all Commercial Insurance customers

In Underwriting we strive for better risk selection and faster reaction to market changes

Processes

TODAY

- Lack of scalable straight-through processes in most countries
- High administrative effort

2019 ASPIRATION

- Retail lines straight-through processes fully operational in five major countries
- Lean administrative processes

Systems

- Lack of agility in product development and innovation
- Complex technology environment with >600 underwriting applications and tools

- Modular product architecture in largest markets
- Unified underwriting and policy administration platforms; fewer than 300 applications and tools

Data

- Fragmented data sources
- Limited use of data insights

- Single source of truth at country level in all largest markets
- Availability of data insights at the point of underwriting

Targeted efforts launched to reclaim Underwriting excellence




Processes


Systems


Data


- KEY INITIATIVES**
- Automation of straight-through flow underwriting
 - Adoption of cognitive computing
 - Rationalization and modularization of case pricing tools
 - Consolidation and standardization of data sources
 - Further adoption of big data technologies
 - Expansion of REDS¹ data scope globally


2017















2018









2019+







¹ Risk Exposure Data Store.

Example: Risk Exposure Data Store strengthens accumulation controls

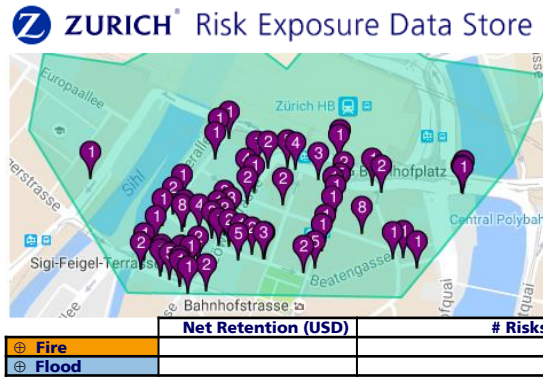


FROM

Clash of Net Retentions			
Customer Name			
Industry			
BU			
Local Lead			
Renewal Date			
Risk Scenario			
	LOB 1	LOB 2	LOB 3
LoB			
LoB Detail			
BU			
Underwriter			
New/Renewal			
Loss Event			
Cover			
Policy Limit			
Policy Attachment**			
TEML, PML (if available)**			
Z gross net share %			
Z gross limit			
Fac R/R out, if any			
Z net treaty limit			
Treaty Retention			
Z net limit			
Total Net Clash Exposure			
Approval			

- Regional
- Manual
- Bi-annually
- Several data sources

TO



- Global
- Automated and at the right time
- Monthly
- Single source

BENEFITS

- Identify and manage risk accumulations
- Reduce unexpected losses
- Improve risk pricing and capital allocation
- Optimize reinsurance costs

Example: **Predictive Analytics improves risk retention decisions in crop insurance**

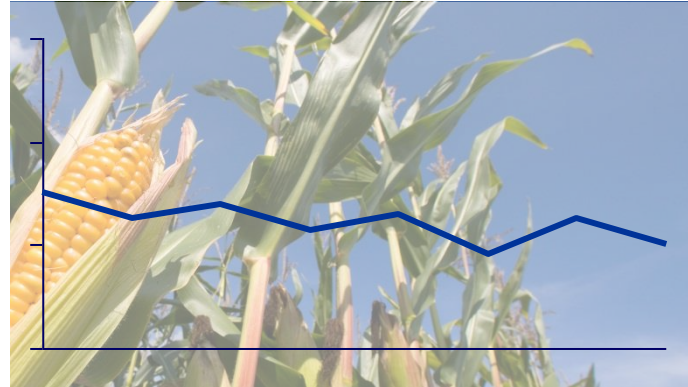


FROM



- Volatile loss performance, highly dependent on climate cycles
- Difficult to predict crop yield and commodity prices at harvest before planting

TO



- Predictive model with over 12 potential predictors based on oceanic, weather, soil and policy data
- Use predictive model to inform our fund designation

BENEFITS

- Back-testing suggests 1-2 points of loss ratio improvement in crop
- Improved fund designation
- Better risk selection
- Higher profit retention with lower risk

In Claims we are focused on adapting tools and capabilities to changing social and economic market trends

Processes

Systems

Data

TODAY

- Robotics in production mainly in UK, ZNA and Germany
- ~20% of all claims being managed through STP¹ or one-and-done
- 300+ legacy claims systems
- Predictive models to enhance claims handling in ZNA, UK, Germany and Italy
- Large loss data captured and reported in all markets but not in one integrated system

2019 ASPIRATION

- Increased digitalization and automation across core markets
- 40% of all claims being managed through STP or one-and-done
- Core claims systems replaced and system landscape consolidated from 12 to 7 platforms in six largest markets
- Predictive analytics rolled out globally to reduce claims costs and shorten time to close
- Single large loss management tool to improve contract certainty and reinsurance recoveries

¹ Straight Through Processing.

Focused set of initiatives to improve customer experience and functional effectiveness in Claims

Processes

Systems

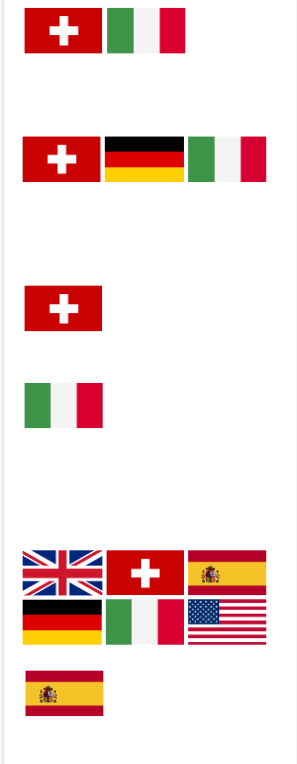
Data

- KEY INITIATIVES**
- Deployment of digital customer self-service (apps, portals)
 - Leveraging increased STP and one-and-done
 - Core Claims platform transformation in key markets¹
 - Enhanced automation of claims processes
 - Analytical tools supporting claims insights
 - Delivery of tools driving performance management excellence and business and customer intelligence

2017



2018



2019



¹ Core Claims platform transformation already completed in UK, Italy and Spain.

Example: Improving injury claims efficiency and efficacy through cognitive automation

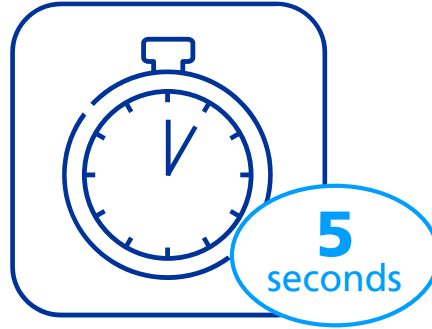


FROM



- 58 minutes per medical report
- Individual decision making based on general guidelines and experience
- Dependency on employee availability

TO



- 5 seconds per medical report
- High reduction in leakage through standardized decision making
- 24/7 availability

RUN-RATE BENEFITS

- USD 5m per year from 2017
- 39'000 hours per year of freed-up capacity

We are delivering sustainable BOP improvements through Life In-force Management



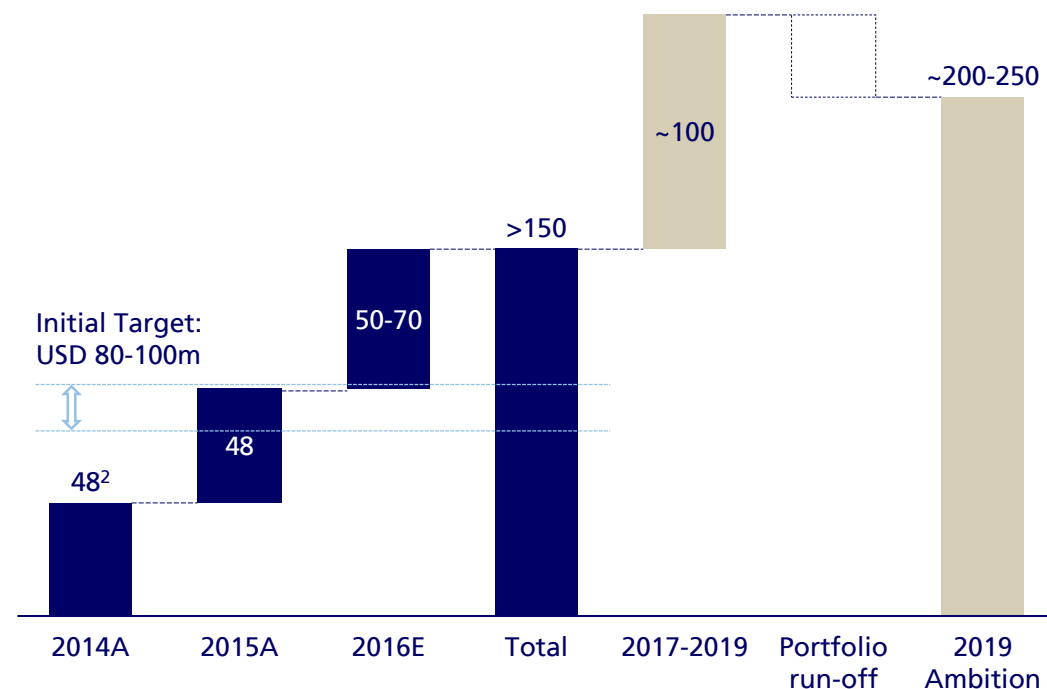
TODAY

- Consistent, locally tailored approach rolled out to 10 businesses¹
- Over 120 discrete In-force management initiatives
- Run-rate BOP target achieved one year ahead of Plan
- Additional customer and cash benefits

BY 2019

- Additional customer and shareholder value from improved retention, cross/up-sell, legacy products optimization and claims
- More structural actions
- Translate in-force insights into better quality of new business

RUN-RATE INCREMENTAL BOP (USDm)



¹ Australia, Germany, Ireland, Isle of Man, Italy, Spain, Switzerland, UK, US and CLP globally.

² In 2015, the corresponding number of USD 33m only included UK and Germany. The numbers now also include Switzerland, US, Ireland, and Isle of Man.

Key messages

Operations

We drive value delivery to shareholders through combining technical skills, operational services and transformation

Efficiency

We aim for further efficiency enhancements, targeting USD 500-700m by end of 2019 in Operations

Effectiveness

We focus on reducing complexity through organizational simplification, process streamlining and systems consolidation

Technical excellence

We strive for better decision making and faster reaction to market changes in Underwriting and Claims

Investor Day

Financial update

George Quinn – Group Chief Financial Officer

Zurich Insurance Group



Key messages

Efficiency

We will reduce absolute expense levels and increase efficiency

ROE

We aim to improve our BOPAT ROE to a competitive level, in excess of 12% and increasing over 2017-2019, despite higher equity base

Volatility

We will manage exposures and use reinsurance to reduce earnings volatility

Dividend

Target sustainable NIAS payout ratio of approx. 75% and minimum CHF 17 per share dividend

Capital

Maintain strong capitalization

Improved performance in 2016

2014-2016 TARGETS

	Target	9m-16	2014 to 9m-16 Average	
BOPAT ROE¹	12-14%	11.9%	9.8%	Improvement in underlying performance; not yet achieving target return
Z-ECM²	100-120%	113%	119%	Capital remains comfortably in the target range
Cumulative 2014-2016 Net cash remittances	> USD 9bn	> USD 10bn ³	> USD 10bn ³	Cash remittances expected to exceed original target of > USD 9bn

¹ Business Operating Profit after tax return on equity, excluding unrealized gains and losses.

² Zurich Economic Capital Model (Z-ECM). 9m-16 reflects midpoint estimate with an error margin of +/- 5ppts.

³ Cumulative net cash remittance estimate for 2014-2016 period.

Our financial targets underline our aim to be an efficient, leading insurer



ZURICH'S 2017-2019 FINANCIAL TARGETS

BOPAT ROE¹ in excess of 12% and increasing, despite higher equity base

USD 1.5bn in net savings by 2019 compared to the 2015 baseline

Cash remittances in excess of USD 9.5bn over 2017-2019 period

Z-ECM target ratio unchanged at 100-120%

¹ Business Operating Profit after tax return on equity, excluding unrealized gains and losses.

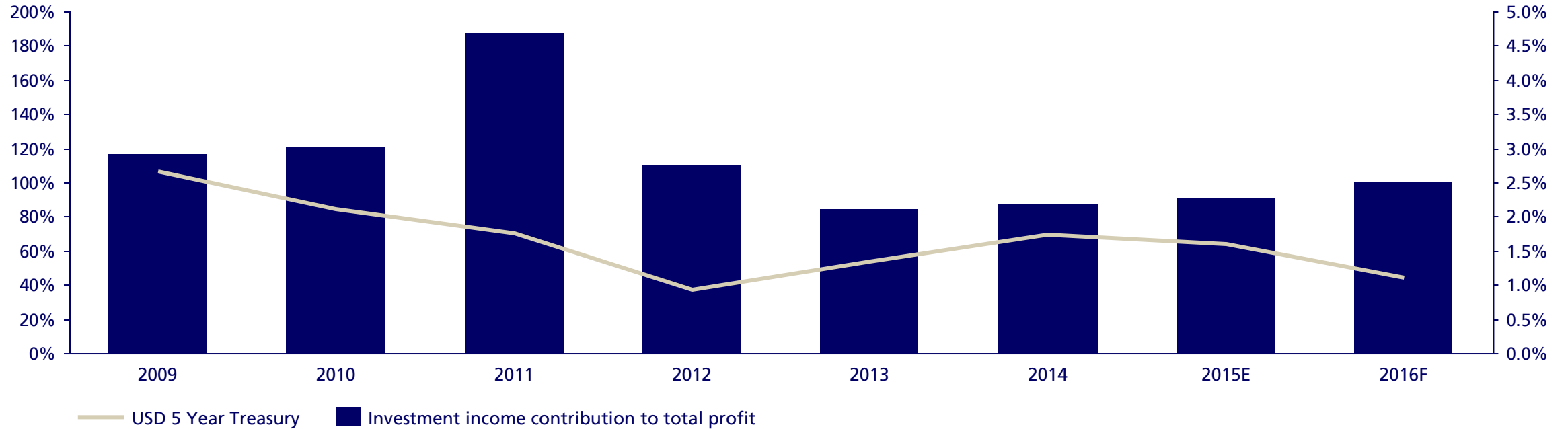
More than ever, underwriting and expense efficiency is key



GOVERNMENT YIELDS AND INVESTMENT INCOME CONTRIBUTION TO P&C INSURERS PROFIT¹

Investment Income
as % of total profits

Yield

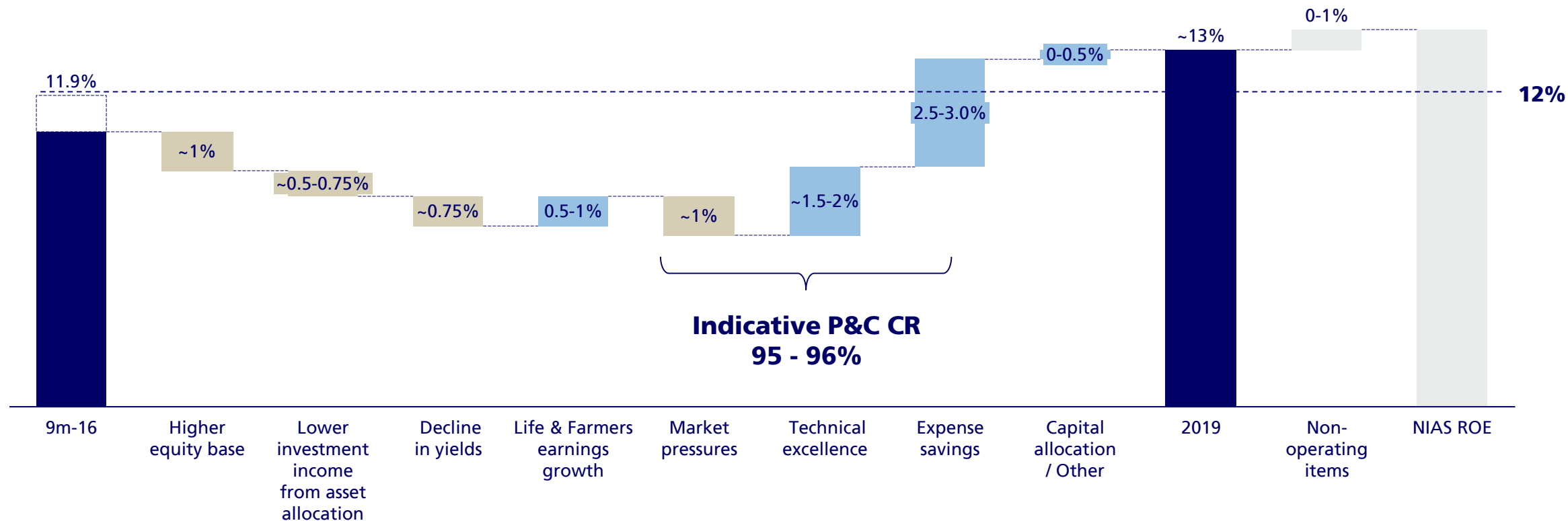


¹ Source: Swiss Re, Sigma No 04/2015; aggregate of US, Canada, UK, Germany, France, Italy, Japan and Australia.

Our expense and underwriting initiatives offset higher equity base and market pressures

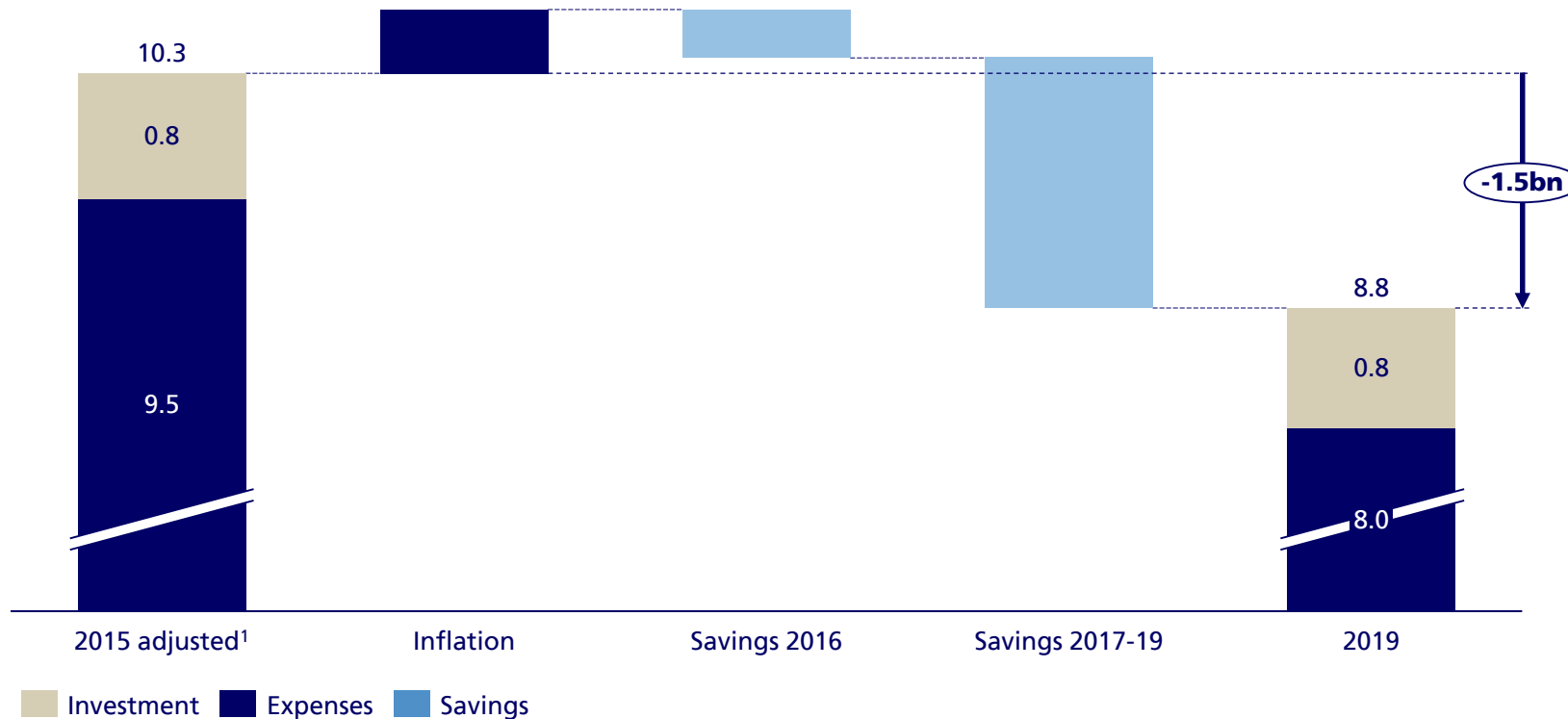


ILLUSTRATIVE BOPAT ROE DEVELOPMENT



We expect to deliver USD 1.5bn in net expense savings by end of 2019, while continuing to invest in the business

EXPENSE SAVINGS EXPECTATION (USDbn)



CONTINUING TO INVEST IN THE BUSINESS

- ~USD 800m of capital expenditures p.a.

WHILE SAVING

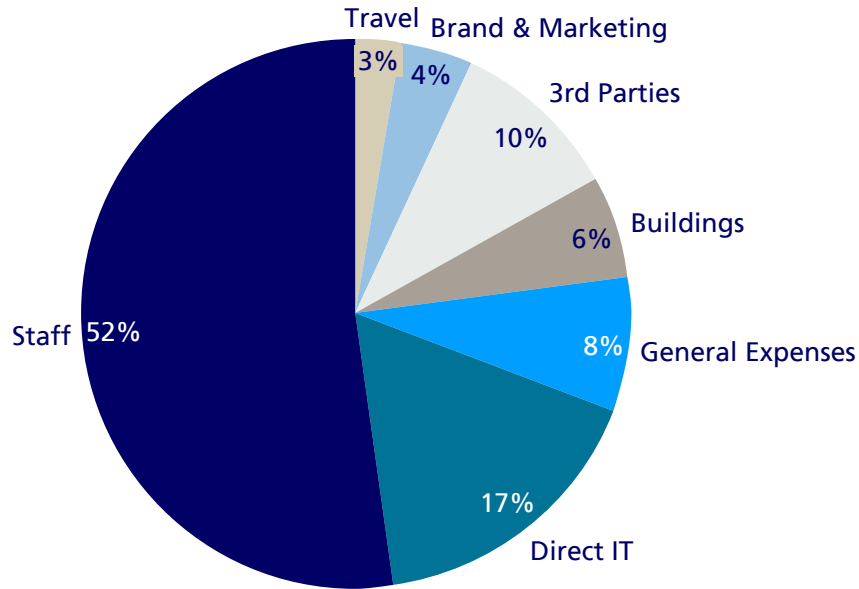
- Absorb inflation of ~1-2% p.a.
- ~USD 400m incremental p.a. expense savings over 2017-19
- ~USD 500m restructuring charges in 2018²

¹ 2015 expense base adjusted for 2016 FX, acquisitions and disposals.

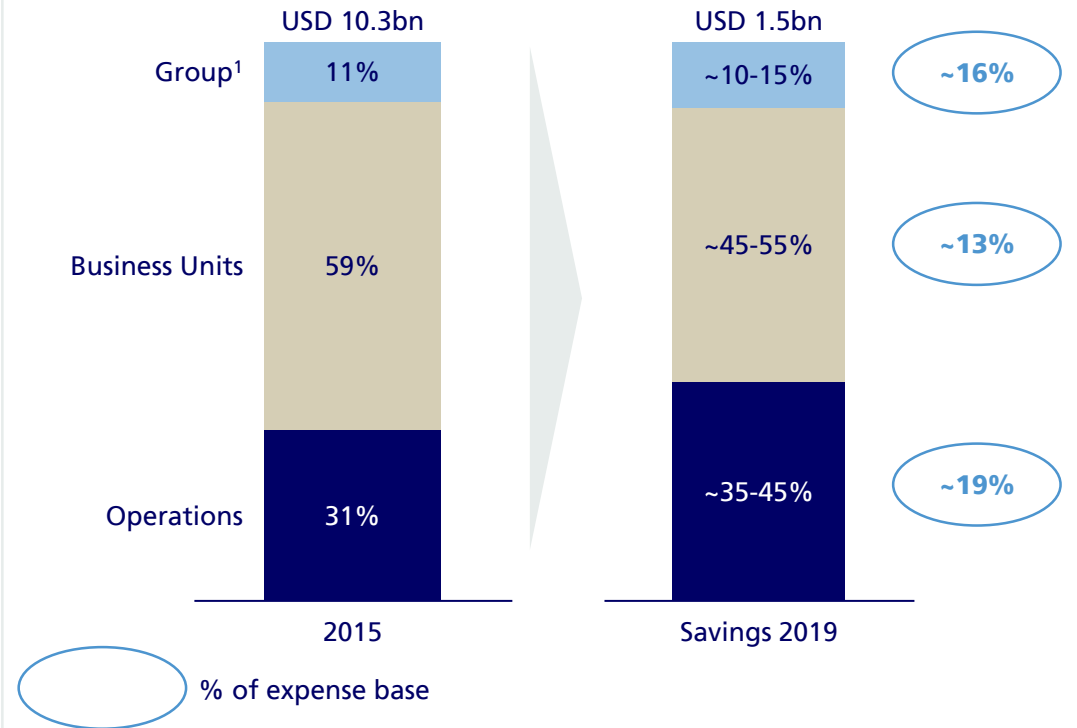
² In addition to previously communicated restructuring charges of around USD 500m p.a. in 2016 and 2017.

Group center and Operations are expected to disproportionately drive the expense savings

CURRENT BREAKDOWN OF EXPENSES (FY-15)



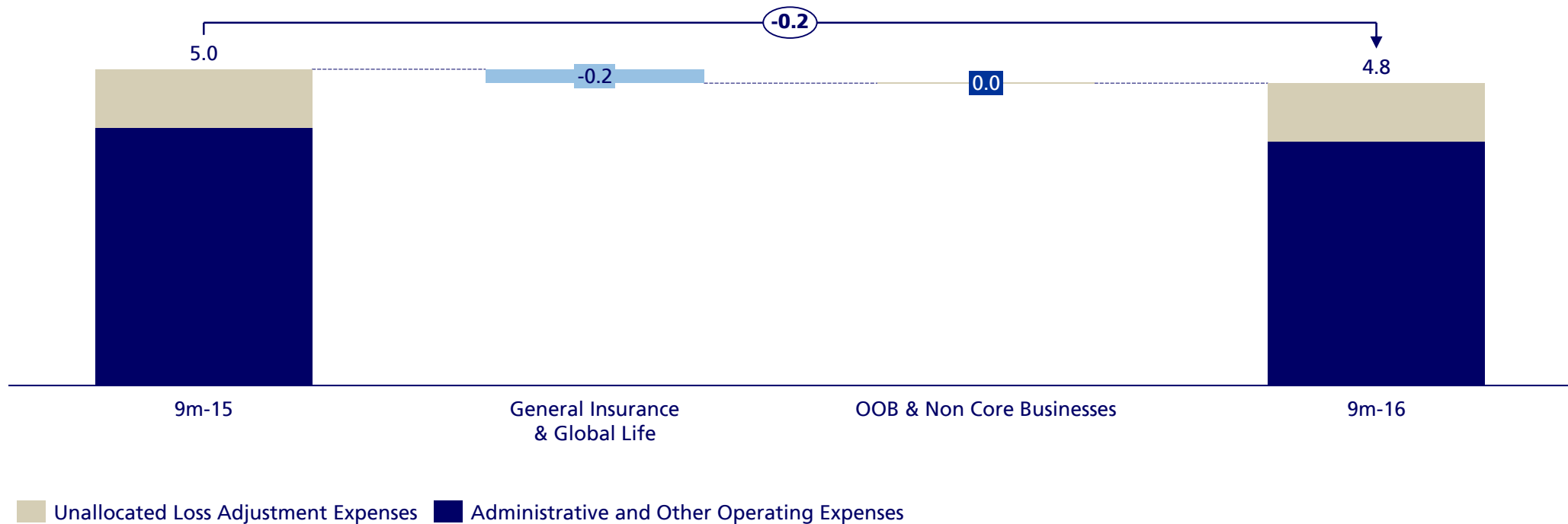
EXPENSES BY AREA AND EXPECTED SAVINGS (FY-15)



© Zurich
¹ Including regional management.

We are well on track to deliver the USD 300m of expense savings in 2016

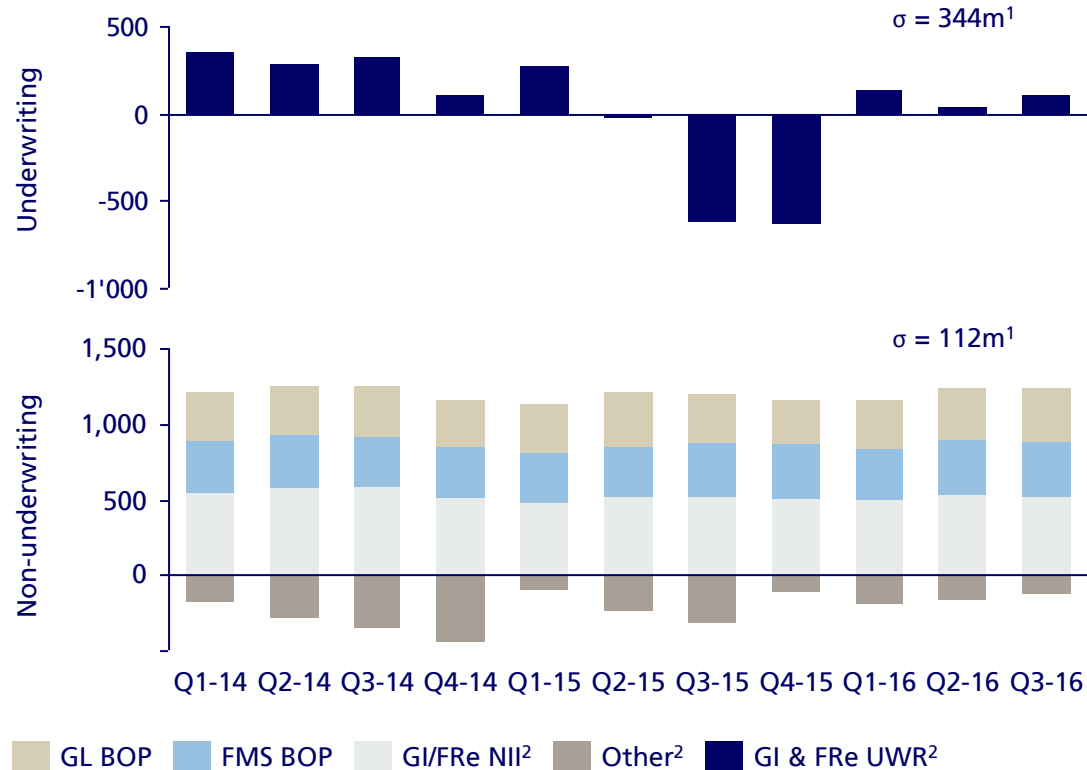
ADMINISTRATIVE AND OTHER OPERATING EXPENSE AND ULAE DEVELOPMENT (USDbn)¹



¹ ULAE: Unallocated Loss Adjustment Expenses. Restated at 9m-15 FX and adjusted for RCIS acquisition; excludes Farmers.

Quarterly BOP volatility is driven by the General Insurance and Farmers Re underwriting result

QUARTERLY BOP SPLIT (USDm)



- General Insurance and Farmers Re underwriting results drive BOP volatility
- Underwriting actions and reinsurance in place to reduce this volatility
- Stable profit contribution by Farmers Management Services and Global Life
- General Insurance investment income steady but to decline in near-term

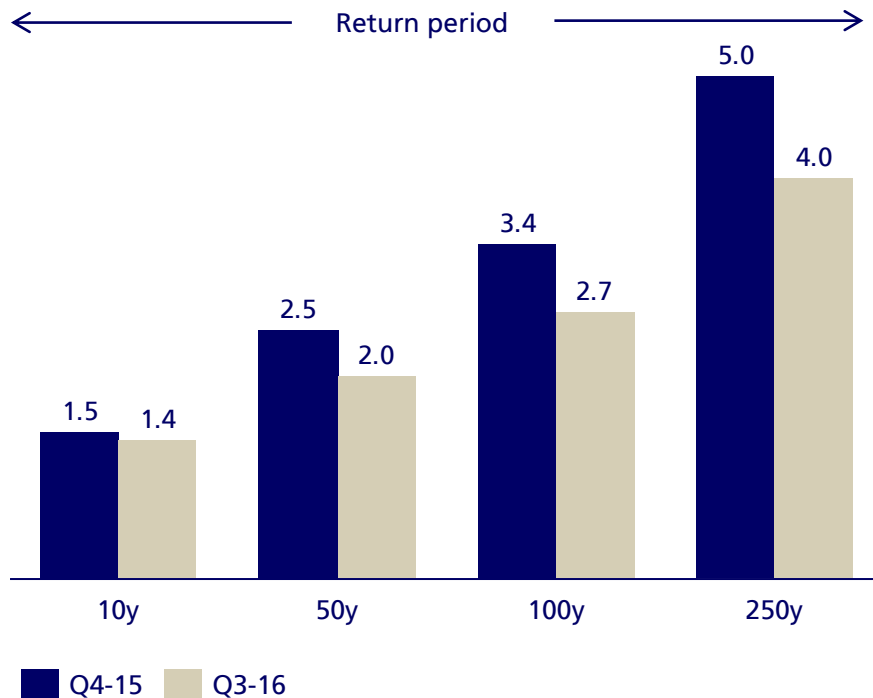
¹ σ : Standard deviation.

² NII: Net investment income; Other: Includes other GI elements, OOB and Non Core Businesses; UWR: Underwriting result.

We are optimizing reinsurance to protect our earnings and balance sheet



NET ANNUAL AGGREGATE NAT CAT LOSS (USDbn)



Examples of actions in 2016

- Global Property Per Risk Aggregate treaty
- Tactical reinsurance in NA
- Cat treaty consolidation and optimized self-retentions for US and International exposures
- Amalgamation of Marine and Offshore Energy Property treaties
- Reduced self-retentions for Energy businesses

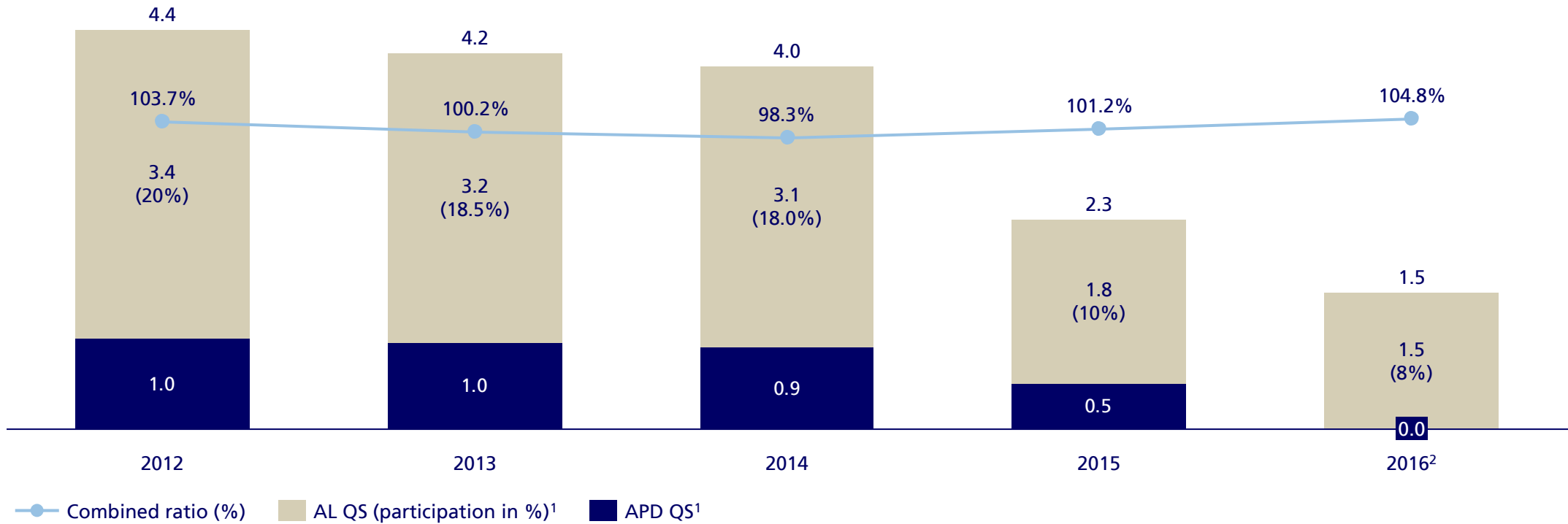
Planned actions in 2017

- Consolidate treaty landscape
- Broaden per risk aggregate volatility covers and fine-tune terms and conditions
- Address 'leakage' in facultative coverage
- Broaden decision making to local business on self-retention

Exposure to US natural catastrophes via Farmers Re has been reduced



FARMERS RE GEP¹ (USDbn) vs. COMBINED RATIO (%)



¹ GEP: Gross Earned Premiums; AL QS: All Lines Quota Share reinsurance treaty; APD QS: Auto Physical Damage reinsurance treaty.

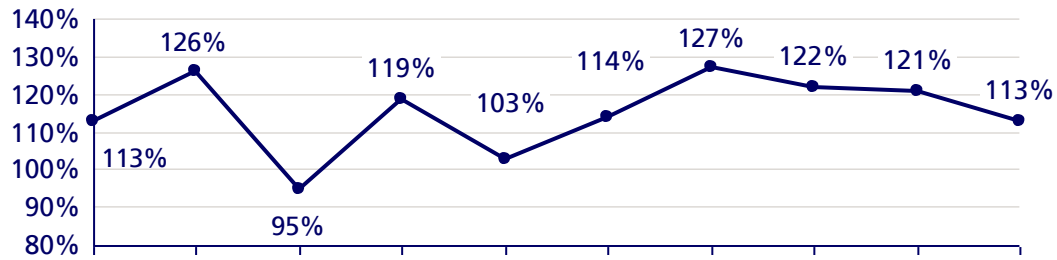
² Reflects 9m-16 combined ratio and extrapolated 9m-16 Gross Earned Premiums.

Our capital position is strong and stable

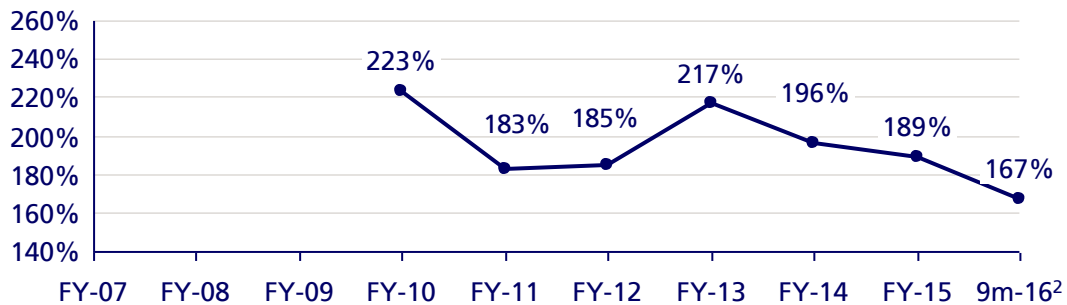


GROUP SOLVENCY

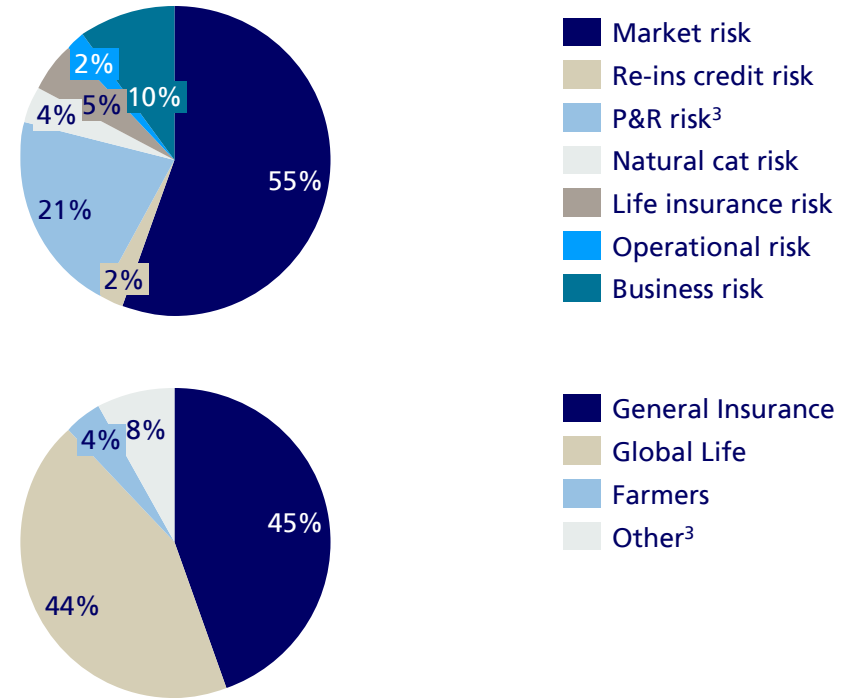
Z-ECM¹ ('AA'-calibrated)



SST¹



Z-ECM RBC¹ BY RISK TYPE AND BUSINESS (HY-16)

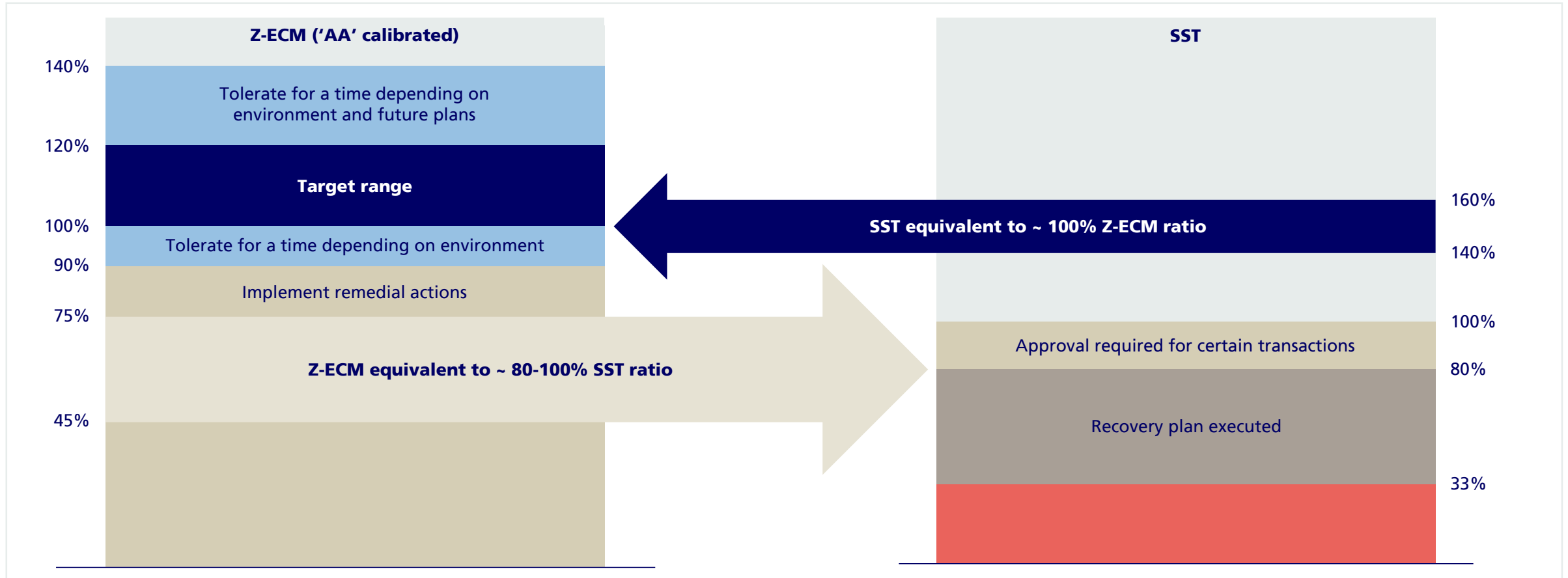


¹ Z-ECM: Zurich proprietary economic capital model; SST: Swiss Solvency Test; RBC: Risk Based Capital.

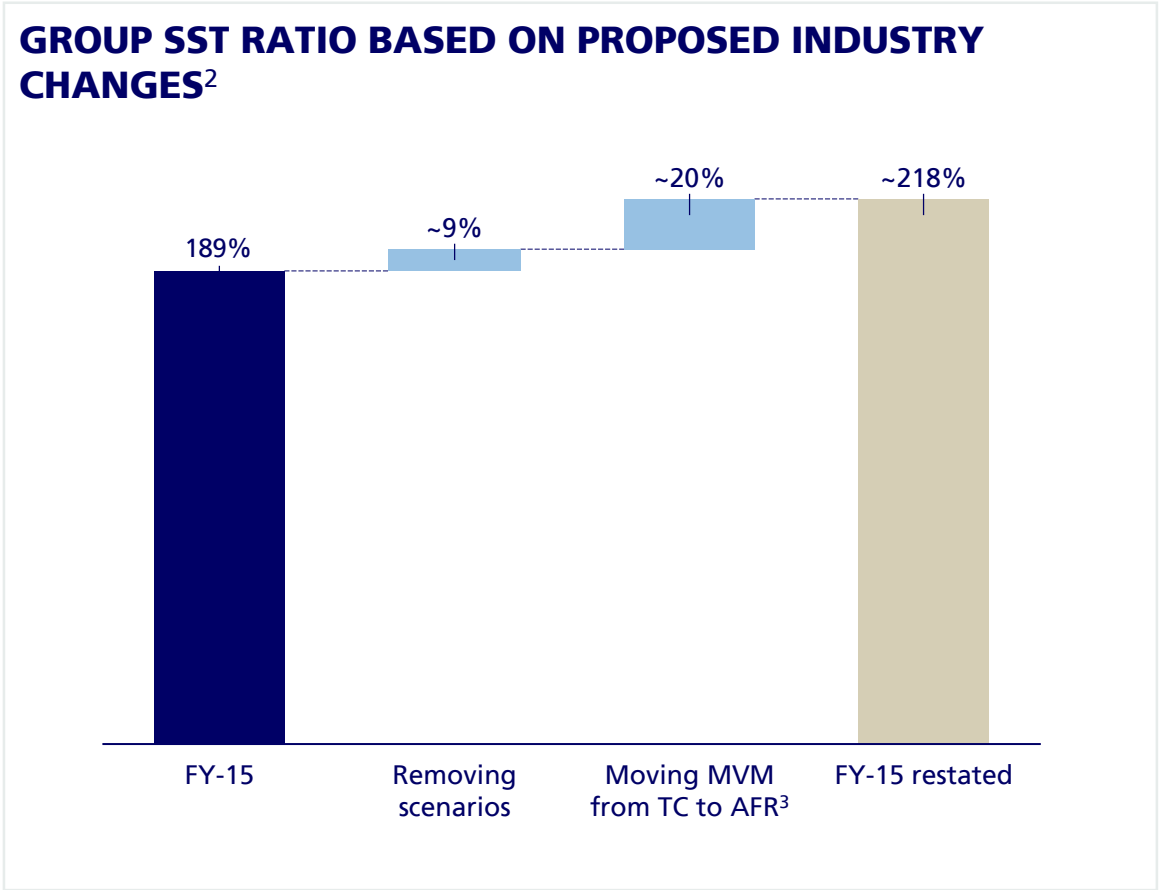
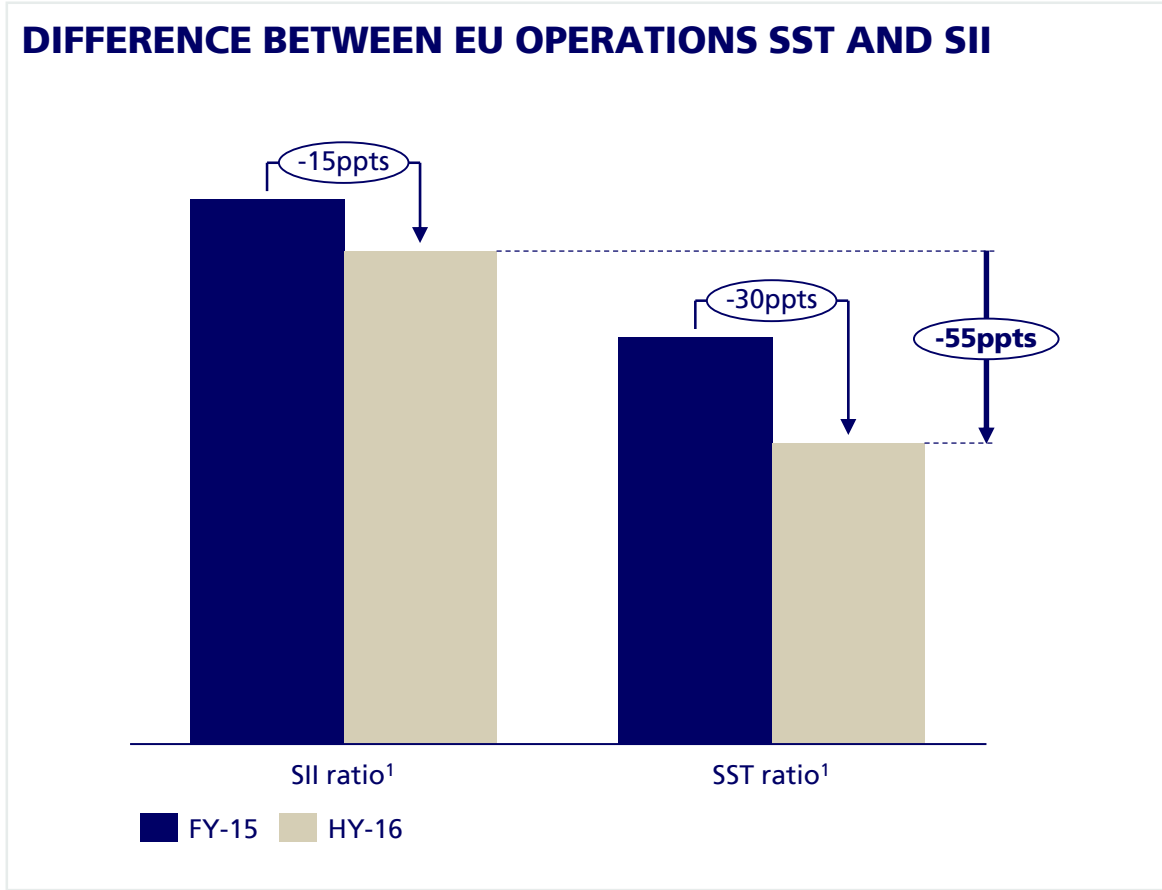
² Reflects mid-point estimates with an error margin of +/- 5ppts for Z-ECM and +/- 10ppts for SST.

³ P&R: Premium & reserving risk; Other: Includes Other Operating Businesses and Non Core Businesses.

We manage capital with Zurich Economic Capital Model (Z-ECM)



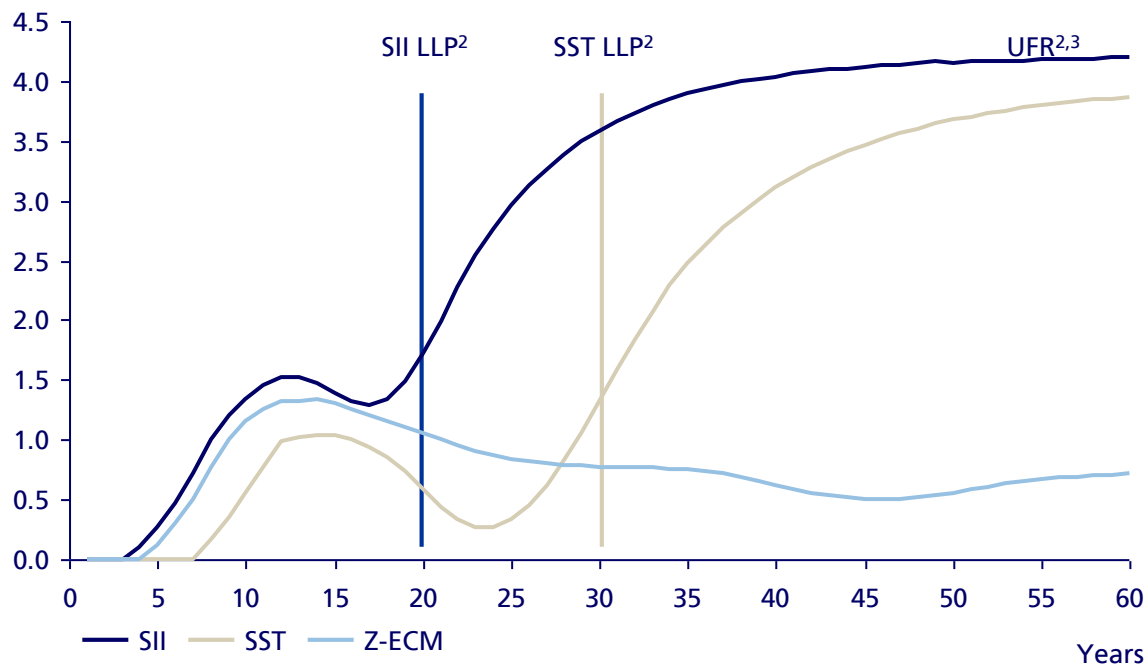
Our EU operations highlight the conservatism and market sensitivity of SST relative to SII



¹ Applying SII and SST metrics to EU legal entities.
² As per draft FINMA Rundschreiben 2017/XX SST and FINMA Wegleitung für die Erarbeitung des SST Berichtes 2017.
³ MVM: Market value margin; TC: Target capital; AFR: Available financial resources.

SST uses a more conservative risk free yield curve

FORWARD RISK FREE YIELD CURVES FOR EURO (%)¹



KEY DIFFERENCES

- Earlier last liquid point under SII
- No volatility adjuster or matching adjustment in SST
- Resulting in higher value of liabilities under SST, reducing available financial resources

DIFFERENCE BETWEEN SII AND SST CURVE (bps)

5Y	10Y	15Y	20Y	25Y	30Y	35Y
27	79	36	114	262	226	142

¹ Forward rates based on: SII = Swap rate minus 10bps plus volatility adjuster; SST = Swap-rates minus 30bps; Z-ECM = Swap-rates; all curves smoothed.

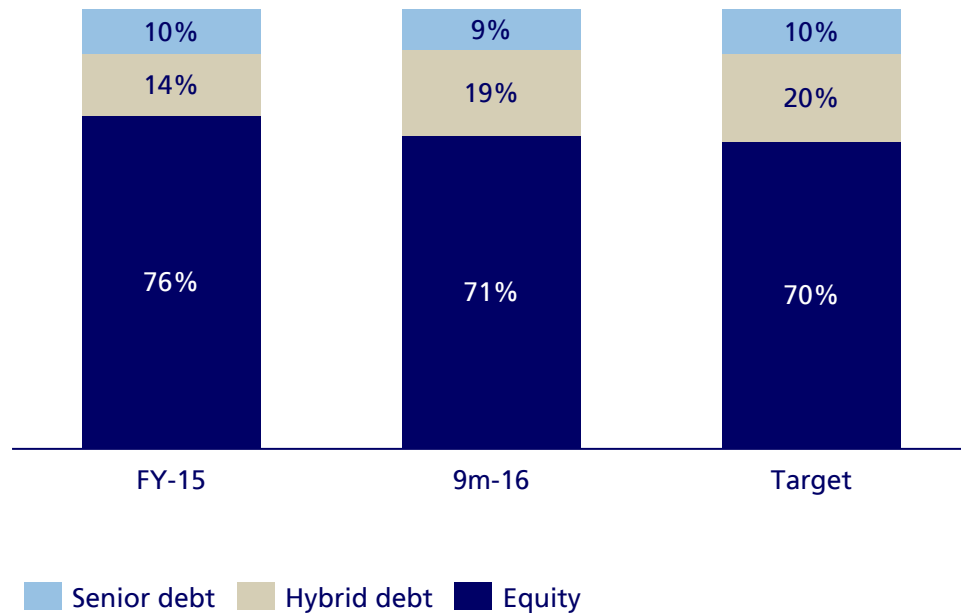
² LLP: Last liquid point; UFR: Ultimate forward rate.

³ SII: 4.2%; SST: 3.9%.

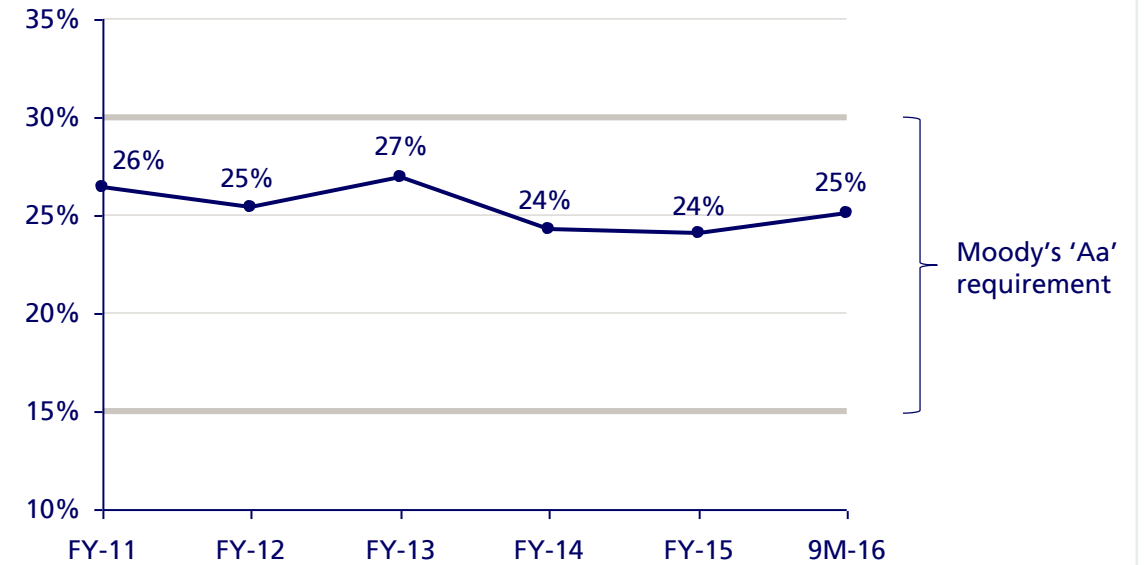
Our leverage remains moderate and within rating agency ranges



CAPITAL STRUCTURE¹



MOODY'S FINANCIAL LEVERAGE²

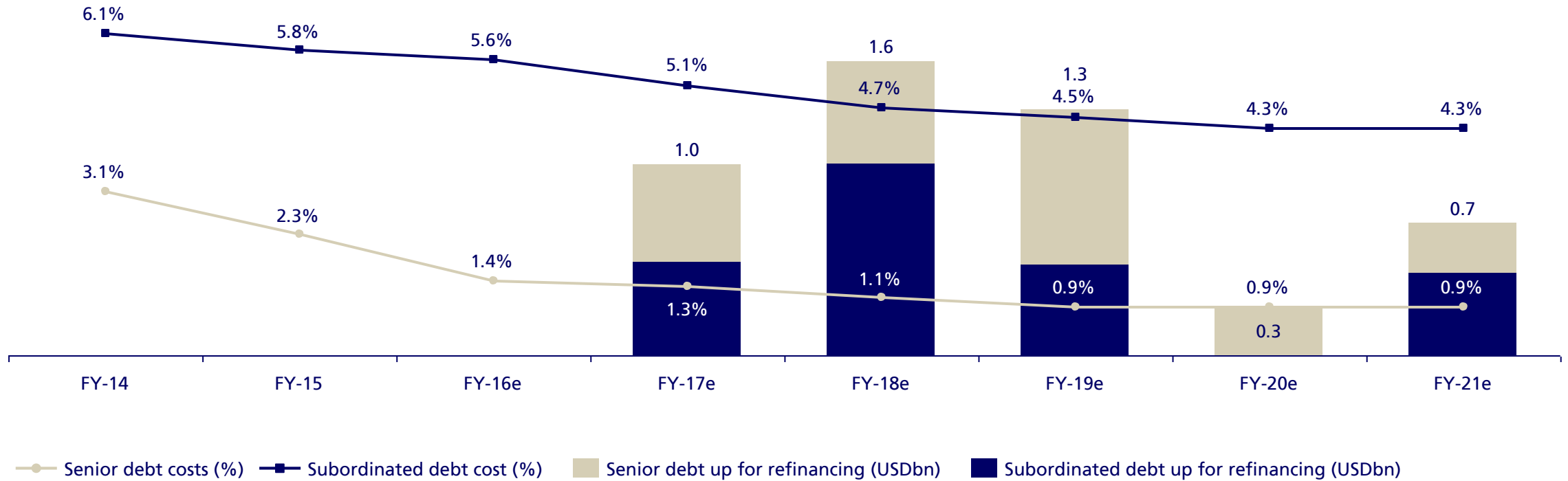


¹ Calculated based on Z-ECM AFR. 9m-16 estimated.
² According to Moody's methodology.

We will continue to take advantage of favorable refinancing conditions



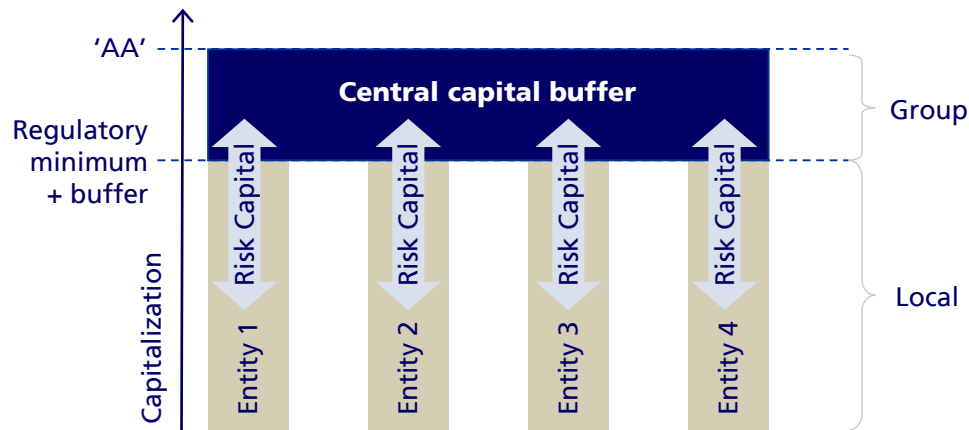
ESTIMATED AVERAGE DEBT COSTS¹



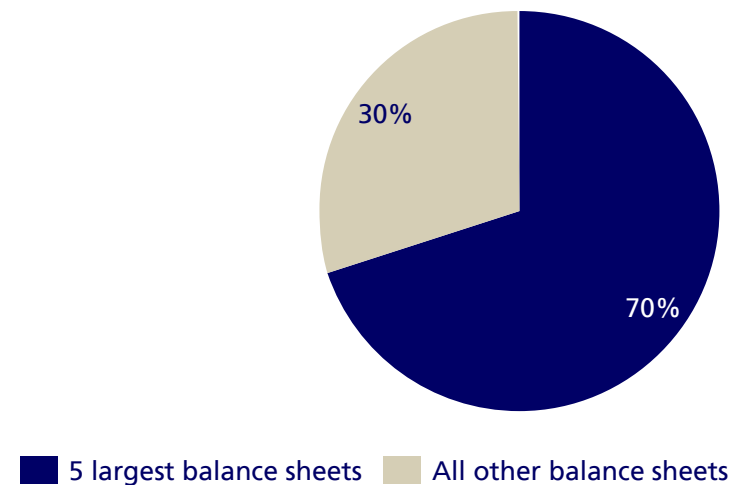
¹ FY-17 to FY-21 estimated, assuming debt will be refinanced in the same currency at current refinancing rates and subordinated debt will be refinanced at first call date.

We pool our capital and our business is concentrated on large balance sheets

POOLING OF CAPITAL



NIAS BY BALANCE SHEET¹

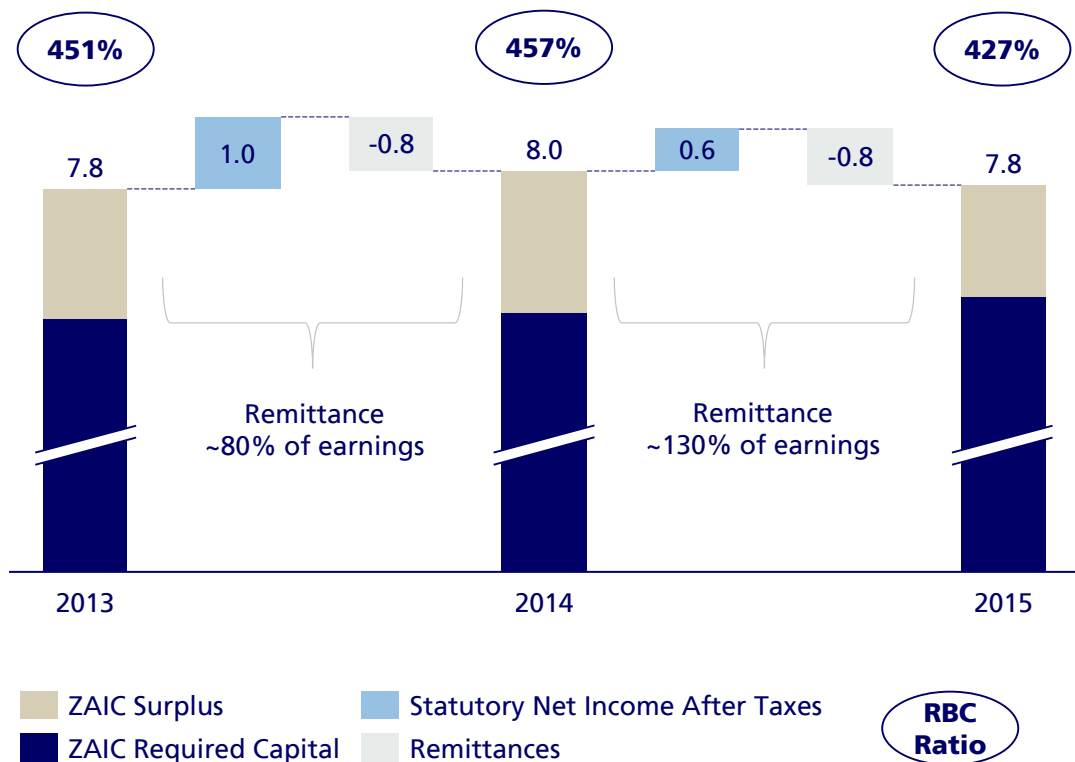


- Local entities capitalized at regulatory minimum plus adequate buffer for short-term volatility
- Regulatory minimum set according to the locally applicable solvency regime
- Excess local capital repatriated to build central pool of capital
- Concentration of operating businesses on a few large balance sheets is supportive of our capital management approach

¹ Approximated; represents average over 2013-15 period.

There may be timing differences in cash remittance

ZURICH AMERICAN INSURANCE COMPANY (ZAIC) EXAMPLE (USDbn)

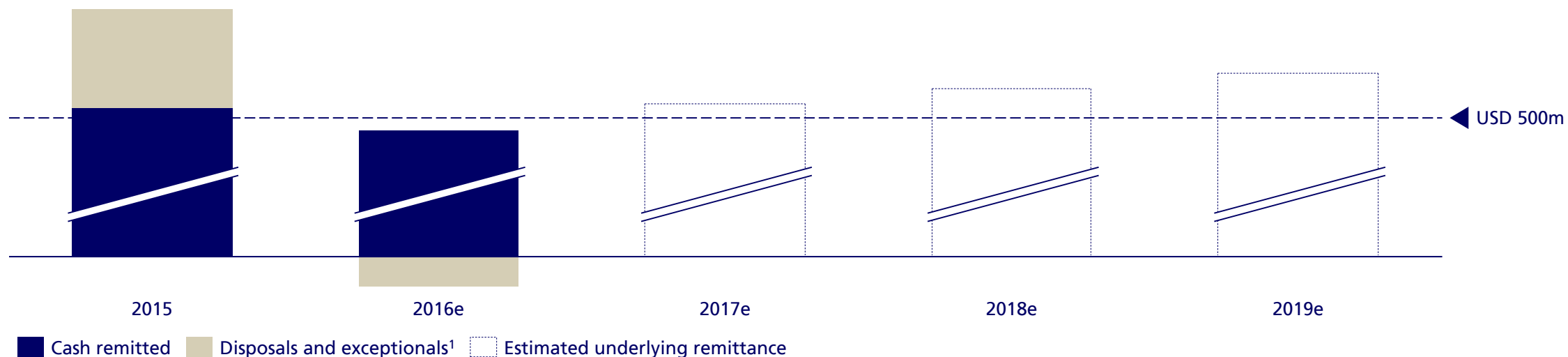


- Many regulators have restrictions on ordinary dividend payouts, i.e. New York limits US payout to the lower of 10% of surplus, adjusted net investment income or earned surplus
- This leads to varying remittance ratios as percentage of earnings over time
- Excess built up over time can be addressed through 'extraordinary distributions' with permission of regulators
- We regularly review subsidiary capital positions to optimize Group capital structure

Life cash flows increasingly benefit from product strategy



LIFE CASH REMITTANCE



- Despite lower yields we still expect life cash flow to inflect from 2016
- Cash should grow steadily over the next few years as cash returns from product strategy and in-force actions emerge

¹ 2015 includes proceeds from transfer of closed UK annuity book to Rothesay Life, and termination of Germany swaption program. 2016 impacted by cash restructuring costs and timing effects.

We have a strongly cash generative business reflected in high cash remittance

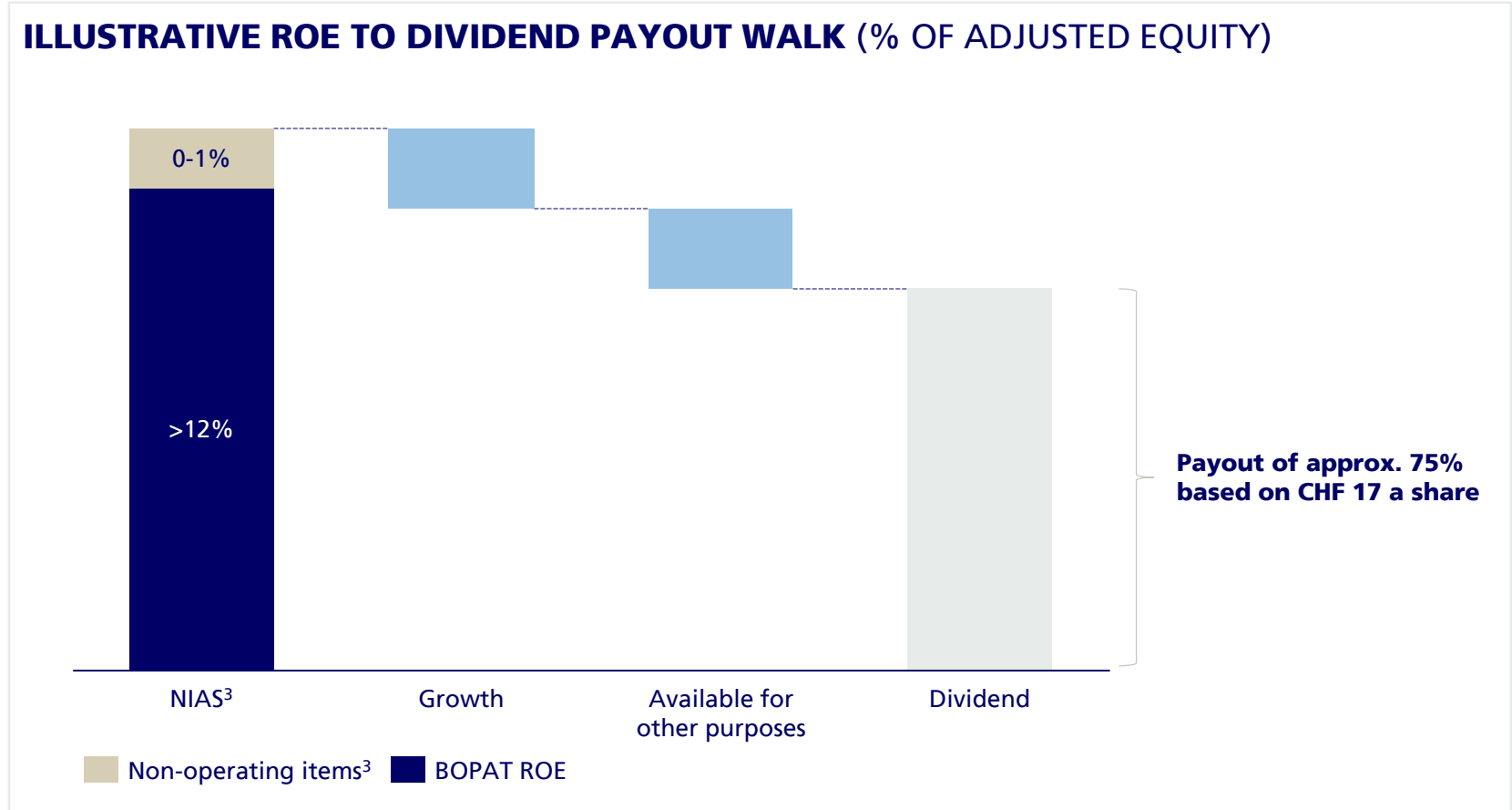
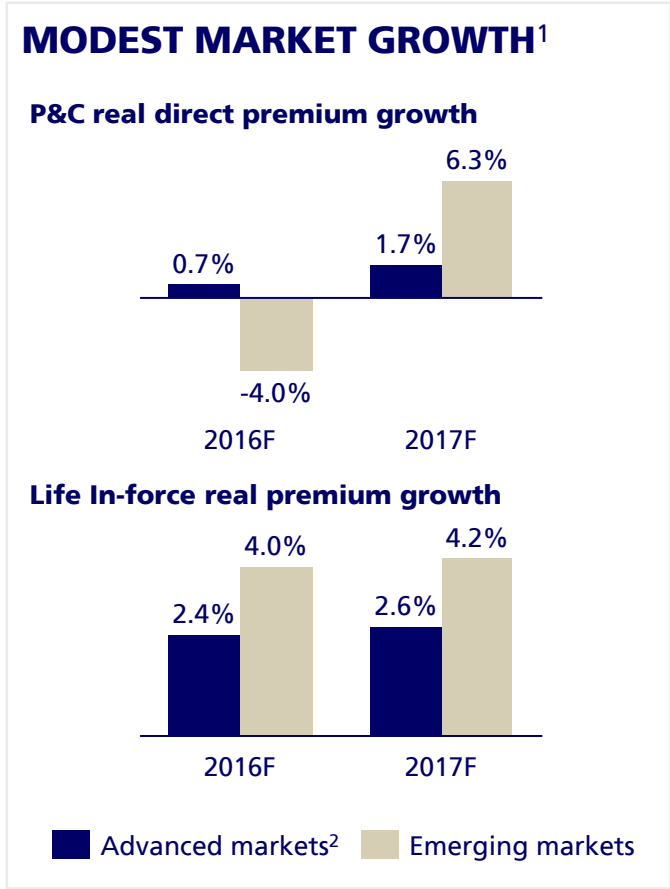


NET INCOME AND REMITTANCES 2012-2015¹ (USD)

	GI	Global Life	Farmers	Non Core	OOB	Group
Σ NIAS 2012-15	8.6bn	4.3bn	3.9bn	0.1bn	-3.1bn	13.7bn
Σ REMITTED 2012-15	8.0bn	3.0bn	4.4bn	1.1bn		
\emptyset PAYOUT	93%	70%	113%	nm		92%
2017 – 2019	~90%	~70%	~90%	~90%		~85%

¹ Based on existing reporting structure.

Modest growth and solid capital strength support a high dividend payout



¹ Source Swiss Re: Global insurance review 2015, November 2015.

² North America, Western Europe, Israel, Oceania, Japan, Korea, Hong-Kong, Singapore, and Taiwan.

³ Based on adjusted equity of USD 27,070m as at 30 September 2016. Non-operating items include realized capital gains and restructuring charges.

We are focused on continuing to reward our shareholders



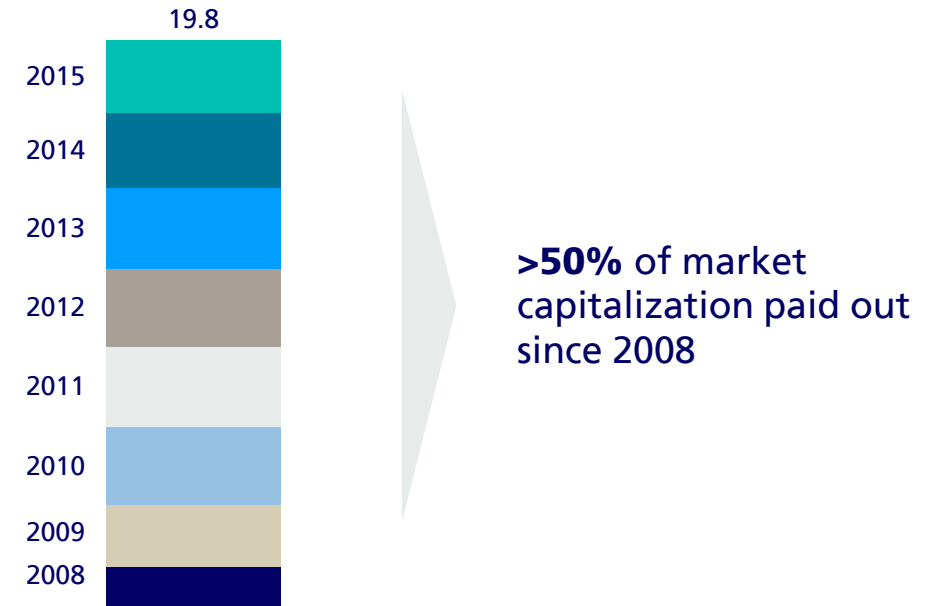
ZURICH'S DIVIDEND POLICY¹

NIAS payout ratio of approx. 75%

Dividend increases based on sustainable earnings growth

Target minimum CHF 17 per share dividend

CUMULATIVE DIVIDENDS PAID (FOR YEAR ENDING, USDbn)



¹ The dividend is subject to approval by the shareholders at the Annual General Meeting.

Key messages

Efficiency

We will reduce absolute expense levels and increase efficiency

ROE

We aim to improve our BOPAT ROE to a competitive level, in excess of 12% and increasing over 2017-2019, despite higher equity base

Volatility

We will manage exposures and use reinsurance to reduce earnings volatility

Dividend

Target sustainable NIAS payout ratio of approx. 75% and minimum CHF 17 per share dividend

Capital

Maintain strong capitalization

Investor Day Closing remarks

Mario Greco – Group Chief Executive Officer

Zurich Insurance Group



Key messages

Group

Globally diversified insurance group with earnings growth and significant expense reduction potential

Opportunity

Strengthen position as a global composite insurer and develop more focused retail proposition

Shareholder focus

Deliver sustainable earnings growth which will support an increase in the return of capital to shareholders over time

Execution

Focus the organization on delivery and execution and continue to invest for the future

Capital

Maintain strong capitalization

Biographies





Mario Greco

**Group Chief
Executive Officer**

Nationality: Italian
Born: 1959

Skills and experience

Mario Greco has broad experience in the insurance industry, having successfully served in senior executive positions for more than 20 years. He joined Zurich in March 2016 as Group Chief Executive Officer and member of the Executive Committee.

Mr. Greco started his professional career in management consulting, working in McKinsey & Company's Milan office from 1986 until 1994, where he became a partner in 1992 and partner leader in the insurance segment. In 1995, he joined RAS (Allianz Group) in Milan as head of the claims division. He became general manager in charge of the insurance business the following year. In 1998, he was appointed managing

director and in 2000, he became the company's CEO. Mr. Greco was appointed head of Allianz's Life Sustainability business in Munich in 2004 and later that year he joined Allianz AG's executive board, with responsibility for France, Italy, Spain, Portugal, Greece and Turkey. In April 2005, he joined the Sanpaolo IMI Group in Milan as CEO of EurizonVita, formerly Aip, and in October 2005, he was appointed CEO of Eurizon Financial Group, the company holding the Sanpaolo IMI Group's investments in EurizonVita, Banca Fideuram, and Eurizon Capital. From 2007 to 2012, he served at Zurich, first as CEO Global Life and from 2010, as CEO General Insurance. In 2012, he was appointed CEO of Generali.

Educational background

Mr. Greco holds a bachelor's degree in economics from the University of Rome and a master's degree in international economics and monetary theory from Rochester University.



Urban Angehrn

**Group Chief
Investment Officer**

Nationality: Swiss
Born: 1965

Skills and experience

Urban Angehrn joined the Executive Committee as Group Chief Investment Officer in July 2015. Before taking his current position he served as Head of Alternative Investments and prior to that, from 2010 to 2012, as Head of Strategy Implementation in Investment Management. He joined Zurich in 2007 as Regional Investment Manager for Europe. Before joining Zurich he held various positions in capital markets-related roles in the insurance and investment banking industries, including as Head of Allocation & Strategy in asset management at the Winterthur Group. He also served as an adviser to Swiss institutional clients in the use of derivatives, and held positions in derivatives marketing and fixed income sales at Credit Suisse and J.P. Morgan.

Educational background

Mr. Angehrn holds a Ph.D. in mathematics from Harvard University and a Master of Science in theoretical physics from the Swiss Federal Institute of Technology in Zurich (ETH).



Jeff Dailey

CEO of Farmers Group, Inc.

Nationality: U.S.
Born: 1957

Skills and experience

Jeff Dailey began his career in 1980 with Mutual Service Insurance Company. He also worked for Progressive Insurance Company. He went on to form Reliant Insurance Company, an auto insurance start-up owned by Reliance Group Holdings, which was sold to Bristol West Holdings Inc. in 2001. From 2001 until 2004, Mr. Dailey was Chief Operating Officer (COO) of Bristol West and, in 2004, he was named President of Bristol West, following the firm's initial public offering (IPO) on the New York Stock

Exchange. In 2006, he became CEO of Bristol West. Mr. Dailey joined Farmers in 2007 as President of Personal Lines for Farmers when Farmers acquired Bristol West. In January 2011, he was promoted to the position of President and COO of Farmers Group, Inc. He became a member of the Board of Farmers Group, Inc. in February 2011 and has been its Chairman since October 2015. Mr. Dailey was appointed to his current role of CEO of Farmers Group, Inc. and became a member of the Executive Committee in January 2012.

Educational background

Mr. Dailey graduated from the University of Wisconsin-Madison with a bachelor's degree in economics and has an MBA from the University of Wisconsin-Milwaukee.



Claudia Dill

CEO Latin America

Nationality: Swiss
Born: 1966

Skills and experience

Claudia Dill has more than 25 years of experience in the banking and insurance sectors and has held a range of senior international positions. Ms. Dill joined Credit Suisse as an internal auditor in 1990. She moved to Japan in 1992, where she worked as an auditor for Deutsche Bank and Commerzbank. Ms. Dill spent most of 1994 working as an external auditor for Coopers & Lybrand, before returning to Switzerland. She resumed working for Credit Suisse from the end of 1994 until 1999 in various roles in the Credit Risk Management Department. Ms. Dill joined Zurich in

1999 as Chief Financial Officer (CFO) for Group Reinsurance. In 2003, she was appointed CFO for the European region and European General Insurance and was later appointed Chief Operating Officer (COO) for the same business area. In 2009, Ms. Dill took on the role of Head of Global Business Services, based in the U.S. From 2012 until 2015, Ms. Dill served as COO for the General Insurance business, based in Switzerland. In 2015, she was named CEO of General Insurance for Latin America, based in Brazil, and was appointed CEO Latin America in 2016 and member of the Executive Committee effective October 2016.

Educational background

Ms. Dill holds an MBA from the Universities of Rochester in the U.S. and Bern, Switzerland, and a master's degree in economics from the University of St.Gallen, Switzerland.

This appointment is subject to the necessary regulatory approvals.



Mike Foley

CEO North America

Nationality: U.S.
Born: 1962

Skills and experience

Mike Foley joined the financial management training program of Armtek Corporation in 1984. After graduating from Kellogg in 1989, Mr. Foley joined the Deerpath Group in Lake Forest, Illinois, as an associate. He later became vice president responsible for managing a portfolio of equity investments in various acquired businesses. In 1993 he joined Electrocral, Inc. in Connecticut as president. In 1996, Mr. Foley joined McKinsey & Company, where he later became a principal and led its North American property/casualty insurance practice. He joined Zurich in 2006 as Chief Operating Officer of its North America Commercial business division and in January 2008 was appointed CEO of that division and a member of the Executive Committee. Mr. Foley is Chairman of the Board of Zurich Holding Company of America, Inc.

Educational background

Mr. Foley graduated with a Bachelor of Science from Fairfield University, in Fairfield, Connecticut in 1984 and a master's degree from the J.L. Kellogg Graduate School of Management at Northwestern University, Evanston, in 1989.



Jack Howell

CEO Asia Pacific

Nationality: U.S.
Born: 1970

Skills and experience

Jack Howell has more than 20 years' experience in the financial services sector, of which more than 10 have been in various senior leadership positions for insurance companies in Asia. Prior to his appointment at Zurich, Mr. Howell was the Regional Officer for Assicurazioni Generali based in Hong Kong. He joined Generali from Prudential UK, where he briefly served as CEO for Prudential Life Assurance Indonesia and for almost six years as CEO of Prudential Vietnam Assurance Private Limited.

Before Prudential, he held various positions for AIG in the Philippines, Hong Kong and New York, co-founded a boutique investment bank called TwentyTen, and spent several years as a consultant, including The Boston Consulting Group. Mr. Howell joined Zurich in 2016 as CEO Asia Pacific and as a member of the Executive Committee effective October 2016.

Educational background

Mr. Howell holds an MBA from the University of Chicago, U.S., and a Bachelor of Science in quantitative economics from Tufts University in Massachusetts.

This appointment is subject to the necessary regulatory approvals.



George Quinn

**Group Chief
Financial Officer**

Nationality: British
Born: 1966

Skills and experience

George Quinn started his career at KPMG 1988 in London, where he held several positions working with the insurance and reinsurance industry. He joined Swiss Re in 1999 as Chief Accounting Officer based in Zurich and later served as Chief Financial Officer (CFO) for Swiss Re Group's Financial Services. Mr. Quinn became the Regional CFO for Swiss Re Americas based in New York in 2003. In March 2007 he became Swiss Re Group's CFO. Mr. Quinn joined Zurich in May 2014 as Group CFO and member of the Executive Committee. He became Chairman of Zurich Insurance plc (Ireland) in October 2015.

Educational background

Mr. Quinn holds a degree in engineering from the University of Strathclyde. He is also a member of the Institute of Chartered Accountants in England and Wales.



Cecilia Reyes

Group Chief Risk Officer

Nationality: Swiss and Philippine
Born: 1959

Skills and experience

Cecilia Reyes has over 20 years' experience in the international financial markets. Ms. Reyes worked from 1990 until 1995 for Credit Suisse in Zurich in various roles in Credit Suisse Asset Management, global treasury and securities trading. In 1995, she started working with ING Barings in London and in 1997 she became a director and head of trading risk analytics. She moved to Amsterdam in 2000 as head of risk analytics for ING Asset Management to develop risk management methods for

the asset management operation. Ms. Reyes joined Zurich in 2001 as regional manager for Group Investments with responsibility for North America, and became regional manager for Europe and International Businesses in 2004. From April 2006 until March 2010 she was Head of Investment Strategy Implementation. Ms. Reyes was appointed Chief Investment Officer and member of the Executive Committee effective April 2010. In July 2015 she assumed her current role as Group Chief Risk Officer.

Educational background

Cecilia Reyes holds a Ph.D. in finance from London Business School and an MBA from the University of Hawaii.



Gary Shaughnessy

**CEO EMEA
(Europe, Middle East
and Africa)**

Nationality: British
Born: 1966

Skills and experience

Gary Shaughnessy was appointed CEO EMEA (Europe, Middle East & Africa) in July 2016, after joining the Executive Committee in January 2016 as CEO Global Life. He has been CEO of Zurich UK Life since June 2012. In 2014 he assumed the additional role of Country Head for Zurich in the UK. Prior to joining Zurich, Mr. Shaughnessy was at Fidelity Worldwide Investment, where he was managing director, UK defined contribution and retail business. His previous experience includes nearly a decade in senior roles within the Prudential Group, including the role of UK managing director, retail life & pensions and CEO UK retail at M&G Investments. Mr. Shaughnessy's background is in marketing and distribution, with previous roles spanning the broad financial services market at AXA, the Automobile Association and the Bank of Scotland.



James Shea

CEO Commercial Insurance

Nationality: Canadian
Born: 1965

Skills and experience

James Shea began his insurance career at AIG in 1994 as a financial lines underwriter in New York. He joined the American International Underwriters (AIU) division in 1996, where he held several senior underwriting and general management positions. These included senior vice president of International Financial Lines, regional president for Central Europe and the Commonwealth of Independent States and managing

director of AIG UK. In 2012 he was appointed president of Global Specialty Lines and CEO Commercial Lines, Asia Pacific. Most recently he was president of Global Financial Lines based in New York. During his career, he has worked in Canada, the U.S., UK, France, Japan and Singapore. Mr. Shea joined Zurich in September 2016 as CEO Commercial Insurance and as a member of the Executive Committee effective October 2016.

Educational background

Mr. Shea holds a bachelor's degree from McGill University, Canada.

This appointment is subject to the necessary regulatory approvals.



Kristof Terryn

**Group Chief
Operating Officer**

Nationality: Belgian
Born: 1967

Skills and experience

Kristof Terryn began his career in 1993 in the banking industry, where he worked in capital markets. In 1997, he joined McKinsey & Company where he held various positions within the financial services practice in Brussels and Chicago. He joined Zurich in 2004 as Head of Planning and Performance Management. In 2007, he became COO for the Global Corporate business division and in 2009 was named COO for General Insurance. Mr. Terryn became a member of the Executive Committee in 2010 upon his appointment as Group Head of Operations. In August 2013 he was appointed CEO Global Life, and after becoming CEO General Insurance in October 2015, continued to serve as Global Life CEO on an ad interim basis until January 2016. He was appointed Group Chief Operating Officer effective July 2016.

Educational background

Mr. Terryn holds a law degree and a degree in economics from the University of Leuven, Belgium, as well as an MBA from the University of Michigan.

For further information

CALL US

Investor Relations

Richard Burden +41 44 628 96 40
Aaron Beharelle +41 44 625 25 50
André Meier +41 44 625 37 75
Gianni Vitale +41 44 625 48 26

Rating Agency Management

Michèle Matlock +41 44 625 28 50

Events

Patricia Heina +41 44 625 38 44

VISIT OR FOLLOW US



The screenshot shows the Zurich Investor Relations website. At the top left is the Zurich logo. A navigation menu includes: News, About us, Products and services, Industry knowledge, Investor relations, Corporate responsibility, and Careers. Below the menu is a large image of three business professionals in a meeting. To the right of the image, the text reads: "Zurich reports BOP of USD 3.4 billion" with a link "More on our latest results". Below the image, there are two links: "Investor Relations website" and "Financial results and reports". At the bottom, it says "Follow us" followed by icons for Twitter, Facebook, LinkedIn, and YouTube.

CALENDAR

- February 9, 2017, Annual Results 2016
- March 21-22, 2017, Morgan Stanley European Financials Conference 2017, London
- March 29, 2017, Annual General Meeting 2017
- May 11, 2017, Results for the three months ended March 31, 2017
- May 30, 2017, DB Global Financials Conference 2017, New York
- June 7, 2017, Goldman Sachs 21st Annual European Financial Conference, Madrid
- August 10, 2017, Half year results 2017

