

**Investors' Day: Zurich well positioned through focus on executing the strategy**

Zurich, December 1, 2011 – Zurich Financial Services Group (Zurich) at today's Investors' Day will provide updates on its three Business Segments (General Insurance, Global Life and Farmers), Investment Management and Capital Management. Senior management will provide further detailed insights into the business, expanding on how they execute the strategy on a day to day basis.

Martin Senn, CEO of Zurich, said, "Zurich's aspiration is to become the best global insurer as measured by its shareholders, customers and employees. We maintain our strategic focus and have already achieved very positive results. Our strong track record and recently released nine month results demonstrate our consistent ability to deliver in challenging market conditions.

We maintain our focus on sustained execution of our underwriting strategies and on further deepening our customer orientation. We will continue with our expansion in emerging markets while adapting our product portfolio to suit evolving markets. As in the past, we will complement organic growth with selective acquisitions and alliances where our strong financial position allows us to take advantage of opportunities that meet our strategic objectives and financial hurdles.

The strategic ROE target is unchanged and we remain committed to delivering long-term business operating profit after tax return on equity (BOPaT ROE) of 16%. Should the current economic outlook persist, achieving a return of around 2 percentage points below the target is more realistic. However, I want to reinforce that Zurich's strong solvency and cash generation support our policy to pay a sustainable and attractive dividend.

Our expense base remains carefully managed and we continue to deliver savings and improve efficiencies through operational transformation."



Highlights from today's presentations will include the following:

*Group overall:*

- Group resilience validates strategy with Zurich well positioned to outperform in a challenging environment
- Capital is managed to AA financial rating with strong returns and cash flows enabling a sustainable, attractive and competitive dividend
- On track to reduce run-rate costs by USD 500 million by 2013 with part of those savings deployed to fund attractive growth opportunities in emerging markets

*General Insurance:*

- Portfolio reshaping on track with growth in emerging markets while underlying loss ratio 2 percentage points better than a year ago

*Global Life:*

- Strong and consistent progress in distribution expansion and diversification in fast-growing emerging markets underpinned by disciplined risk selection and sound financial management

*Farmers:*

- Strategy on track with key initiatives driving positive results including enhanced brand recognition and effective leverage of multi-channel strategy

*Investment Management:*

- Disciplined and structured ALM investment approach has been further refined and continues to be the basis for long-term value creation

**Note to Editors:*****Schedule, December 1, 2011:*****Time**

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09:50 – 10:15	Introduction
10:15 – 10:45	General Insurance
10:45 – 11:15	Global Life
11:30 – 12:00	Farmers
12:00 – 12:30	Capital Management
12:30 – 13:00	Q&A
13:45 – 14:15	Deep-dive: Investment Management
14:15 – 14:45	Deep-dive: Global Life
14:45 – 15:15	Deep-dive: Farmers multi-channel approach
15:30 – 16:00	Deep-dive: North America Commercial underwriting tool
16:00 – 16:30	Q&A
16:30 – 17:00	Final remarks

The presentation slides will be available on our website [www.zurich.com](http://www.zurich.com) from 07.15 hrs CET. The presentations can be followed live via webcast or conference call, starting at 9.45 hrs CET.

For those who wish to listen to the presentation by phone, please find the dial in numbers below:

- Europe +41 (0)91 610 56 00
- UK +44 (0)203 059 58 62
- USA +1 (1) 866 291 41 66

**High resolution pictures** supporting this news release are available on [www.zurich.com/multimedia](http://www.zurich.com/multimedia). If you are a first-time user of this portal, please take a moment to register. In case you have any questions, please e-mail: [journalisthelp@thenewsmarket.com](mailto:journalisthelp@thenewsmarket.com).

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