

Corporate Solutions

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Corporate Solutions continues on its path of disciplined growth

Today's focus

- Complementary key initiatives for growth:

by segment

Expanding into
Primary Lead

by geography

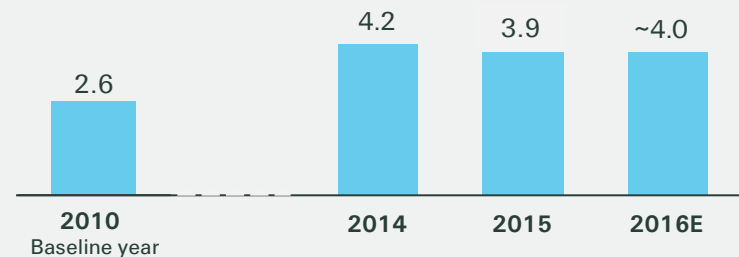
Further
broadening
of **footprint**

- Strong focus on portfolio steering to ensure profitability

Selected metrics – Corporate Solutions

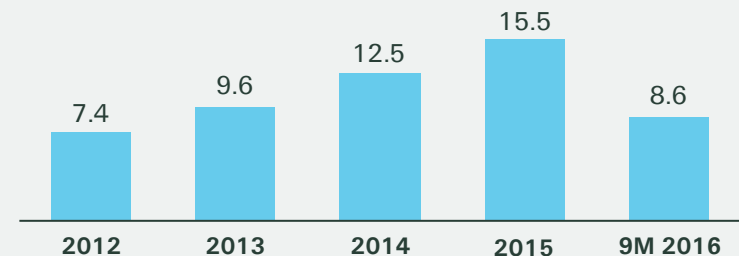
Gross Premiums Written

in USD bn



Return on Equity

in %



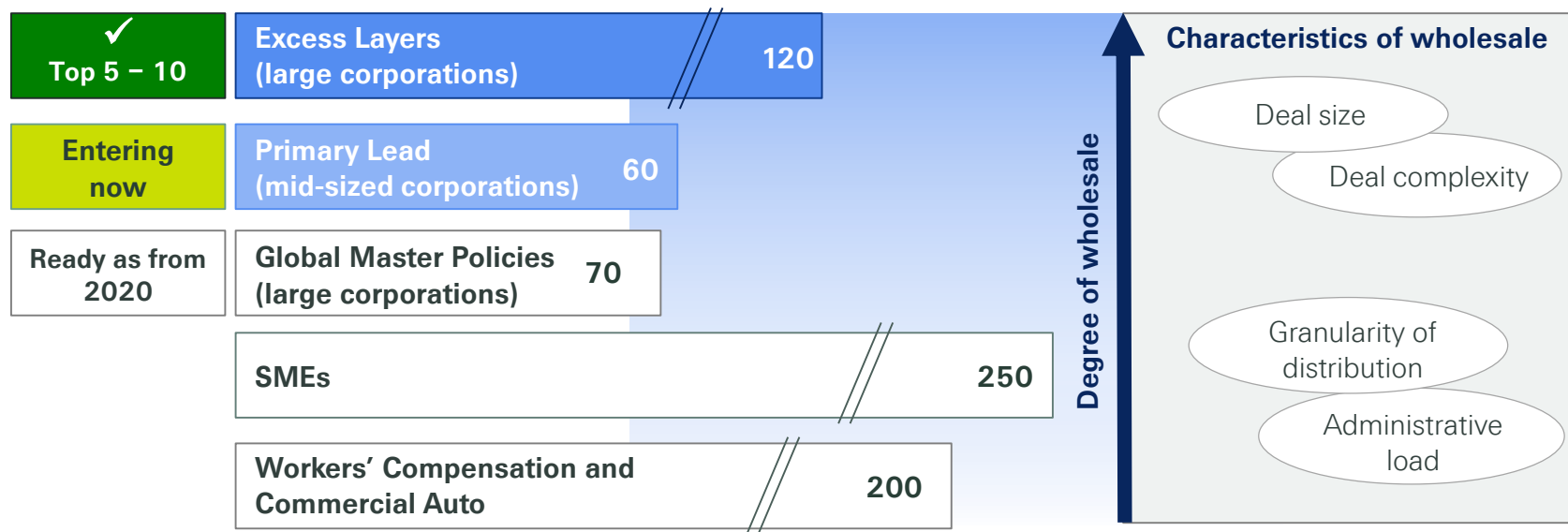
Financial target: deliver 10-15% ROE over the cycle

Note: Gross premiums written including premium for insurance in derivative form, net of internal fronting for the Reinsurance Business Unit;
2015 return on equity has been adjusted to reflect a segment change in 2016 (reallocation of operating expenses from business segments to Group due to an update in the internal service cost framework)



We are top 5-10 in the Excess Layer Market and expanding into the next segments

Market presence 2015 commercial insurance market premium: USD 700bn



- Our ambition is to generate additional Primary Lead premiums of USD 1.0–1.5bn by 2020 compared to 2015
- Investment in growth from 2016-2020 represents ~3-4%pts of combined ratio per annum (largest part for Primary Lead)

Financial figures are USD bn
Source: Swiss Re Economic Research & Consulting



Differentiation is key and varies across Excess Layers and Primary Lead segments

Corporate Solutions' Value Proposition	Relevant Differentiating Factors		
	Excess Layers	Primary Lead Single Country	Primary Lead Multinational
• Leading brand	✓	✓	✓
• Financial strength			
• "We are here to stay"			
• Large net capacity	✓		
• Innovation	✓		✓
• Our "Claims Commitment"	✓	✓	✓

Supported by:

Disciplined cycle
management

&

Superior underwriting
knowledge



Primary Lead: Ambition to leverage technology in order to achieve differentiation in service



IT landscape improvements

We upgraded and harmonised our IT landscape over the past 5 years

Opportunity to build a Primary Lead administration platform that is not encumbered with legacy issues



Differentiation through innovative use of technology

Service Excellence

- Timely and accurate issuance of policies, payment of claims, and invoicing
- Fast cash flow
- Supported by smart processing
 - Text mining for process automation

Client Experience

Offer digital portal for client engagement



Multinational Program Administration

- Global knowledge database
- Best in class program administration platform



Our “Claims Commitment” is industry-leading and impressing our customers



Accessible

- We communicate principal to principal, not via lawyers and adjusters
- Dedicated contact who listens to and engages with clients and their brokers



Responsive

- Contact in 1 business day of loss notice; initial investigation in 30 business days
- Fast payment: typically 5 business days
- Advance payments up to 50% of agreed physical damage



No surprises

- We explain our coverage position and keep clients advised of the claim status and developments
- We do not issue a general reservation of rights

Winning the hearts and minds of our clients and their brokers



- Our clients provided us with a score of 54 in our Net Promoter Score survey (2016)
- Two of the major brokers ranked us #1 against our peers in their in-house claims surveys (2016)

Note: Net Promoter Score (NPS) is measuring client and broker satisfaction; maximum score = 100; minimum score = -100

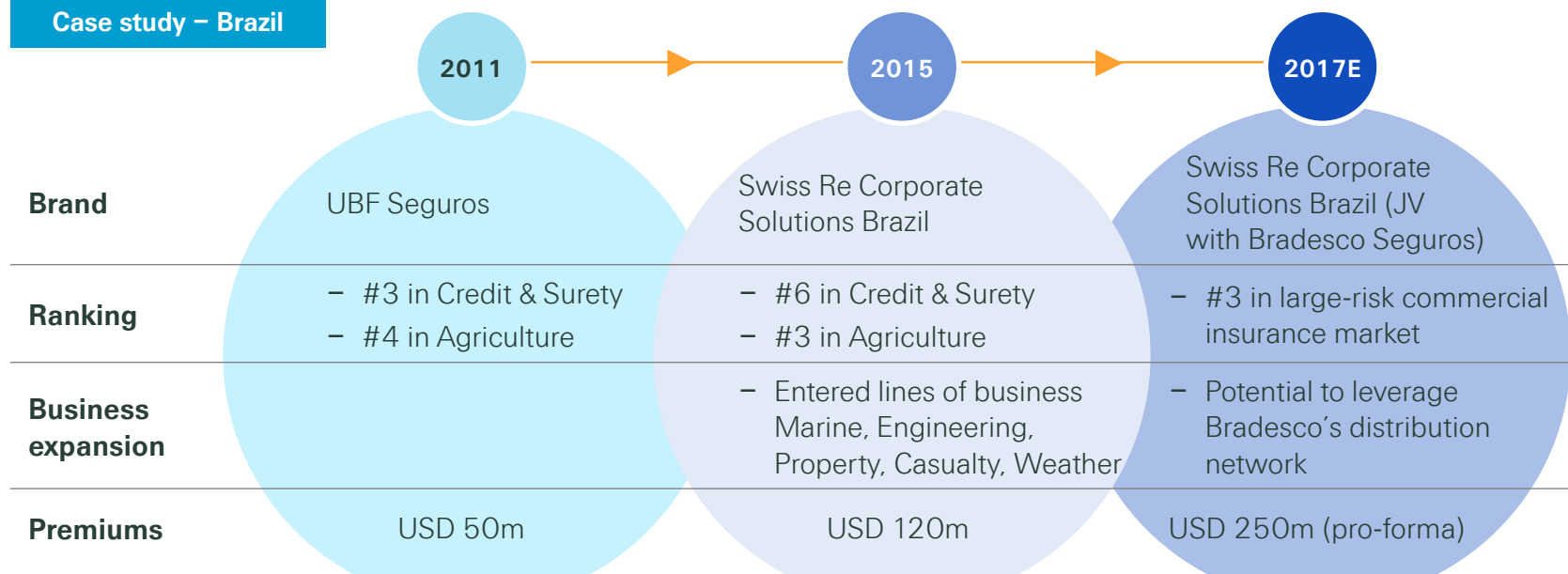


Acquisitions were instrumental in broadening our footprint to 55 offices in 21 countries



Acquisitions to date: UBF Seguros (**Brazil, 2011**), Seguros Confianza (**Colombia, 2014**), Sun Alliance (**China, 2015**), IHC Risk Solutions (**USA, 2016**) and Bradesco Seguros Large Risks (**Brazil, 2017E**)

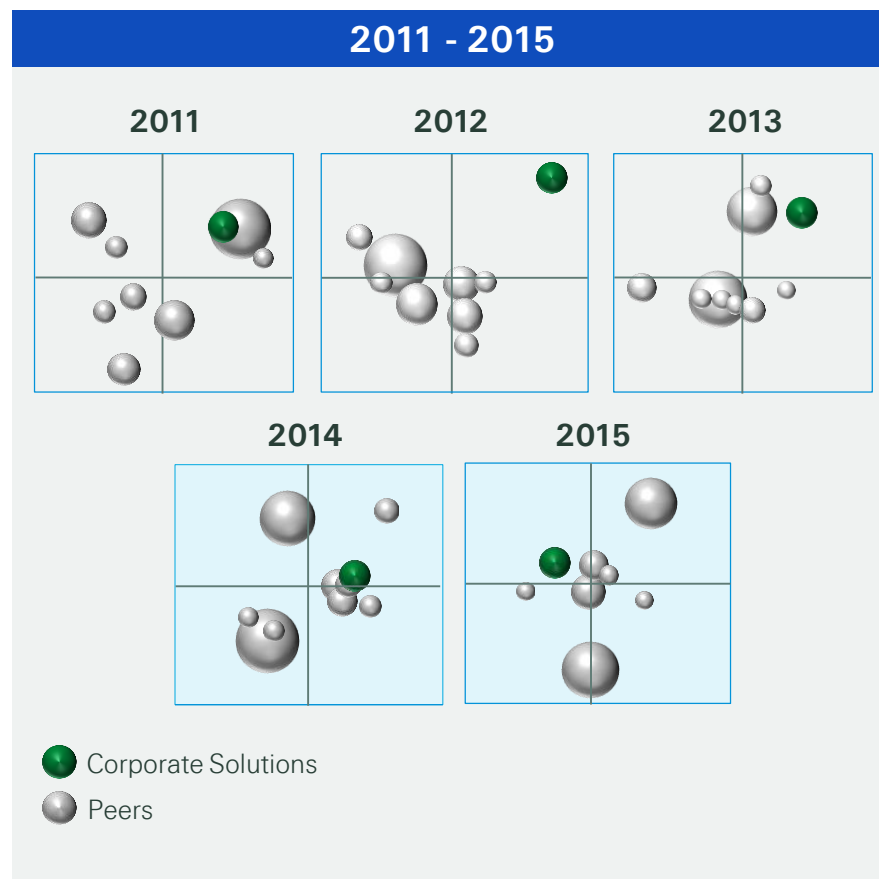
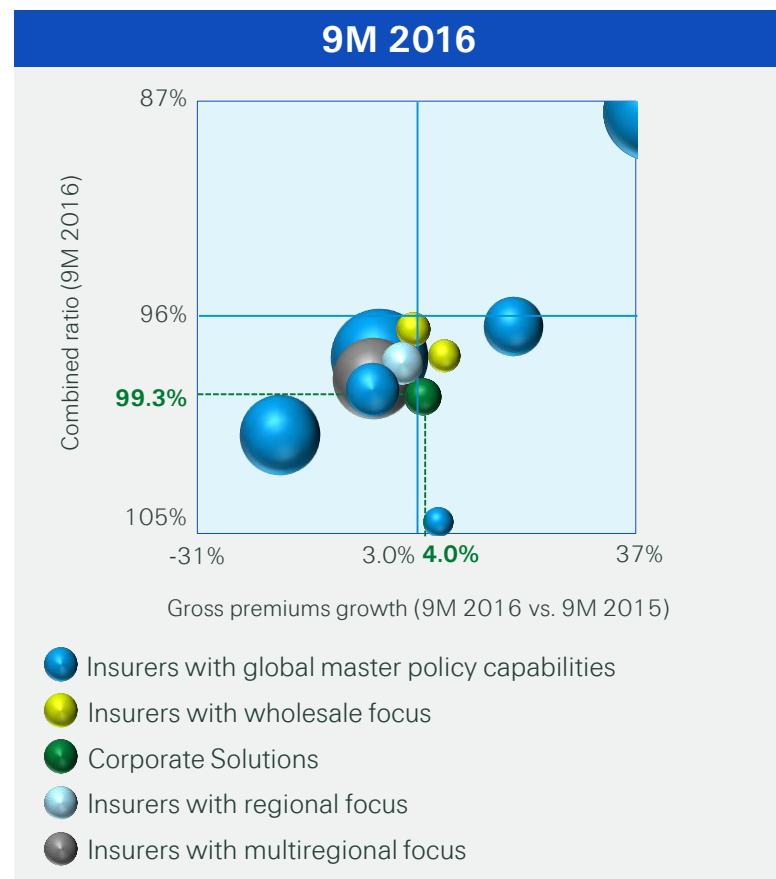
Case study – Brazil



Note: Closing of JV agreement with Bradesco Seguros Large Risks expected in 2017; Bradesco Seguros will, upon regulatory approval, take a 40% equity stake in Swiss Re Corporate Solutions Brazil with the remaining 60% retained by Swiss Re Corporate Solutions Ltd.; 55 offices include Rio de Janeiro (part of Bradesco acquisition) and Kuala Lumpur (operational in Q1 2017). Premium figures are at constant FX rates

We continue to navigate the market with focus on profitability

Development of historical loss reserves excluded as from FY 2014



□ = For Corporate Solutions: Excluding development of historical loss reserves remaining in Reinsurance

Note: Quadrants are determined based on average combined ratio and gross premiums compound annual growth rate (CAGR); premium growth & bubble size are in USD; From 2011-2014: Unchanged set of 8 peers, 2015: peer group reduced to 7 due to M&A. 2016: 10 peers, 3 players added to ensure comparison is representative of market. Corporate Solutions combined ratio until 2013 is based on total financial contribution to Swiss Re Group (i.e. Corporate Solutions business, incl. development of historical loss reserves remaining in Reinsurance) as shown at Investors' Day 2012

Source: Swiss Re Economic Research & Consulting

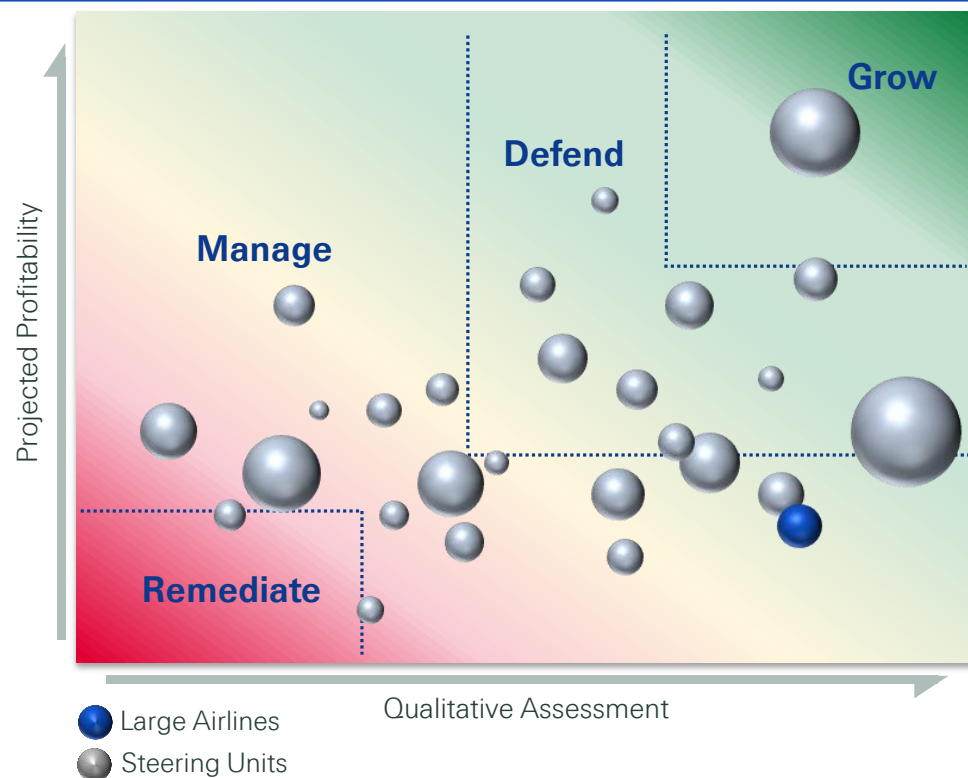


Solid framework in place for forward-looking portfolio steering and targeted sales activities

Key messages

- Portfolio consists of various steering units; their strategic and tactical attractiveness is regularly assessed
- Portfolio allocation into four segments considers:
 - Desirability as per Group's Target Liability Portfolio
 - Projected profitability
 - Proven ability to outperform market
 - Long-term loss trend
 - Growth of underlying industry

Positioning of main steering units



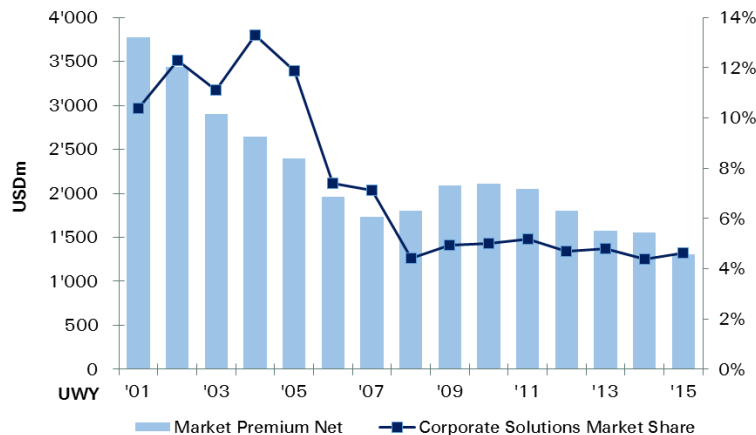
Note: Bubble size corresponds to net written premium 2015; sub-portfolios are segmented similarly as are individual transactions to ensure a consistent execution of portfolio steering; projected profitability reflects price adequacy as per EVM

We manage the cycle on a portfolio and single transaction level...

Example: Large Airlines (1/2)

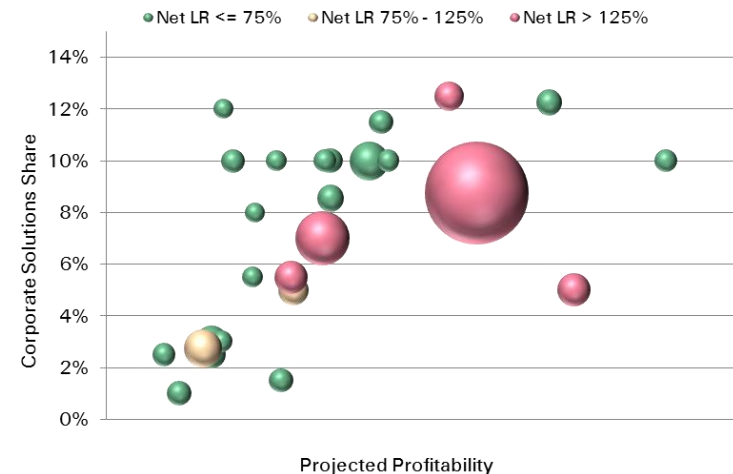
Cycle management

- Our overall market share reduced from 13% to 5% as the market softened



Top 25 transactions

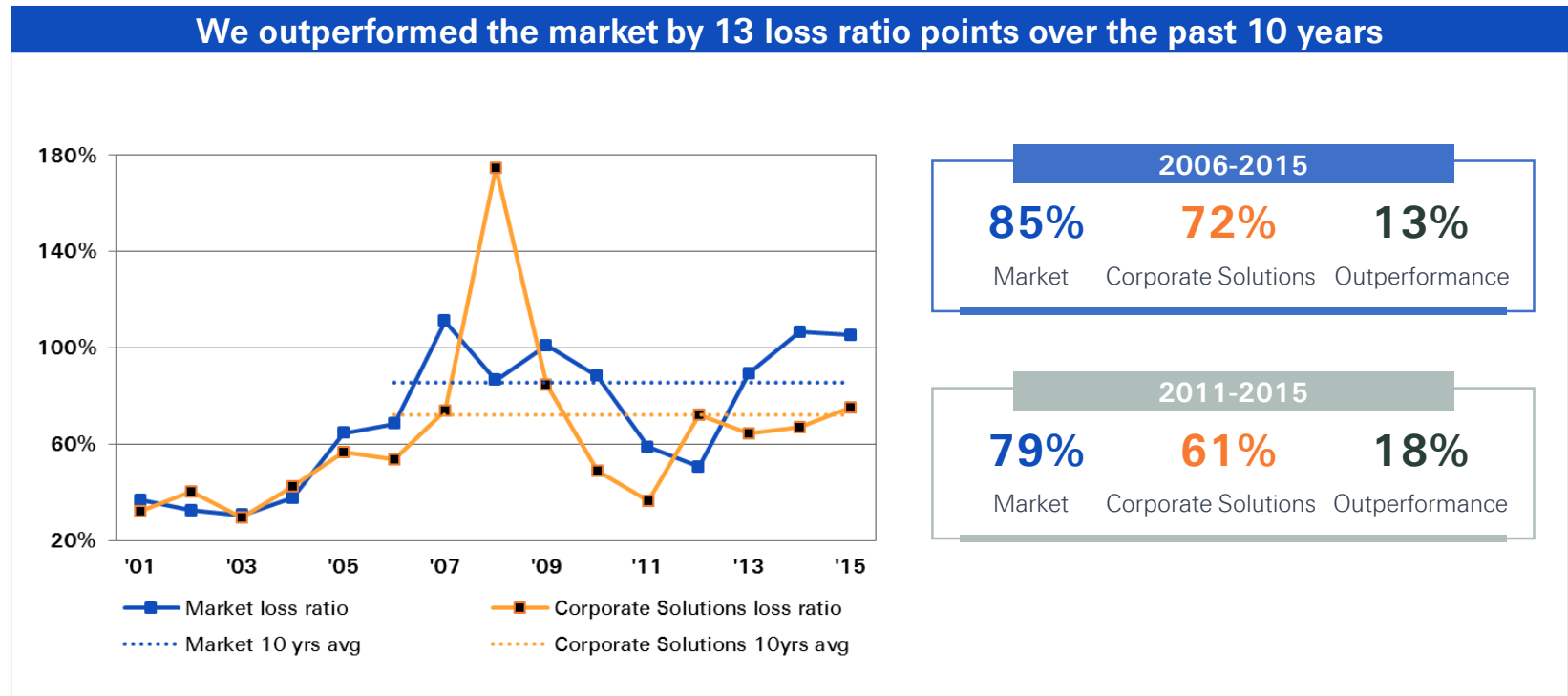
- Transaction-specific market shares are primarily driven by the projected profitability and strategic nature of the client relationship



Note on cycle management illustration: Swiss Re acquired GEIS in 2006; for the years 2001-2006 the combined GEIS and Swiss Re market share figures are shown

...to sustainably outperform the market

Example: Large Airlines (2/2)

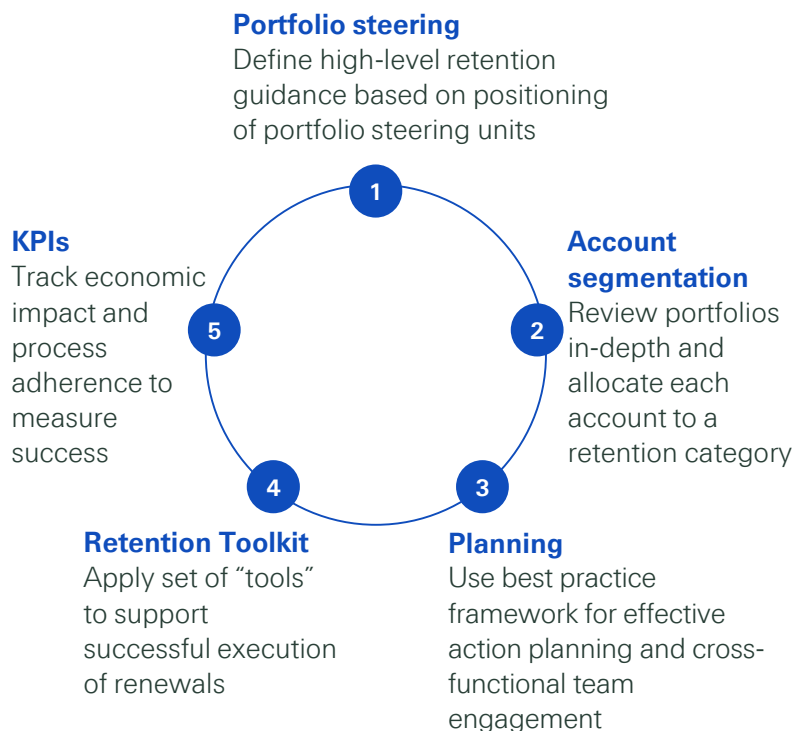


Note: Swiss Re acquired GEIS in 2006; for the years 2001- 2006 combined market share figures are shown; source of market data: JLT market statistics



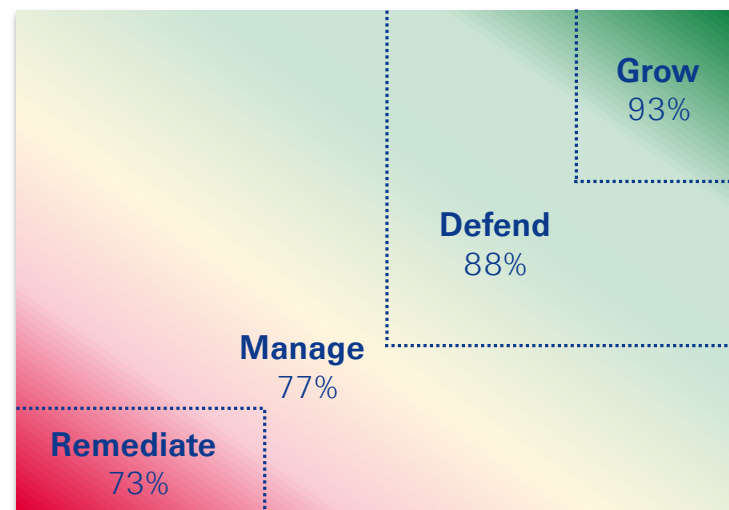
Optimise Business Retention – applying a consistent approach to renewal transactions

Transactional retention framework



Impact

- Significantly higher retention rates for preferred business



Note: 77% of total renewable premiums June – August 2016 were subject of above retention framework; the remaining portfolio, is segmented and managed in a more simplistic way

Key messages & outlook

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- We continue on our path of disciplined growth, with the ambition to further increase our relevance to the Swiss Re Group
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- Key initiatives for growth are:
 - expanding into Primary Lead and
 - further broadening of the footprint
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- Our value proposition includes differentiating elements which vary across segments
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- Strong focus on portfolio steering to ensure profitability
 - segmentation along line of business, industry practice and client enables consistent decision taking at a transactional level
 - retaining desired business is a critical success factor
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Corporate calendar & contacts

Corporate calendar

2017

23 February

Annual Results 2016

Conference call

16 March

Publication of Annual Report 2016

21 April

153rd Annual General Meeting

Zurich

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Forward-looking statements typically are identified by words or phrases such as “anticipate”, “assume”, “believe”, “continue”, “estimate”, “expect”, “foresee”, “intend”, “may increase” and “may fluctuate” and similar expressions or by future or conditional verbs such as “will”, “should”, “would” and “could”. These forward-looking statements involve known and unknown risks, uncertainties and other factors, which may cause Swiss Re’s actual results of operations, financial condition, solvency ratios, capital or liquidity positions, or prospects to be materially different from any future results of operations, financial condition, solvency ratios, capital or liquidity positions, or prospects expressed or implied by such statements or cause Swiss Re to not achieve its published targets. Such factors include, among others:

- further instability affecting the global financial system and developments related thereto;
- further deterioration in global economic conditions;
- Swiss Re’s ability to maintain sufficient liquidity and access to capital markets, including sufficient liquidity to cover potential recapture of reinsurance agreements, early calls of debt or debt-like arrangements and collateral calls due to actual or perceived deterioration of Swiss Re’s financial strength or otherwise;
- the effect of market conditions, including the global equity and credit markets, and the level and volatility of equity prices, interest rates, credit spreads, currency values and other market indices, on Swiss Re’s investment assets;
- changes in Swiss Re’s investment result as a result of changes in its investment policy or the changed composition of its investment assets, and the impact of the timing of any such changes relative to changes in market conditions;
- uncertainties in valuing credit default swaps and other credit-related instruments;
- possible inability to realise amounts on sales of securities on Swiss Re’s balance sheet equivalent to their mark-to-market values recorded for accounting purposes;
- the outcome of tax audits, the ability to realise tax loss carryforwards and the ability to realise deferred tax assets (including by reason of the mix of earnings in a jurisdiction or deemed change of control), which could negatively impact future earnings;
- the possibility that Swiss Re’s hedging arrangements may not be effective;
- the lowering or loss of one of the financial strength or other ratings of one or more Swiss Re companies, and developments adversely affecting Swiss Re’s ability to achieve improved ratings;
- the cyclical nature of the reinsurance industry;
- uncertainties in estimating reserves;
- uncertainties in estimating future claims for purposes of financial reporting, particularly with respect to large natural catastrophes, as significant uncertainties may be involved in estimating losses from such events and preliminary estimates may be subject to change as new information becomes available;
- the frequency, severity and development of insured claim events;
- acts of terrorism and acts of war;
- mortality, morbidity and longevity experience;
- policy renewal and lapse rates;
- extraordinary events affecting Swiss Re’s clients and other counterparties, such as bankruptcies, liquidations and other credit-related events;
- current, pending and future legislation and regulation affecting Swiss Re or its ceding companies, and the interpretation of legislation or regulations by regulators;
- legal actions or regulatory investigations or actions, including those in respect of industry requirements or business conduct rules of general applicability;
- changes in accounting standards;
- significant investments, acquisitions or dispositions, and any delays, unexpected costs or other issues experienced in connection with any such transactions;
- changing levels of competition; and
- operational factors, including the efficacy of risk management and other internal procedures in managing the foregoing risks.

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