

Swiss Re's differentiation approach drives performance

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Today's agenda

Business update	3
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Deep dive on Reinsurance	8
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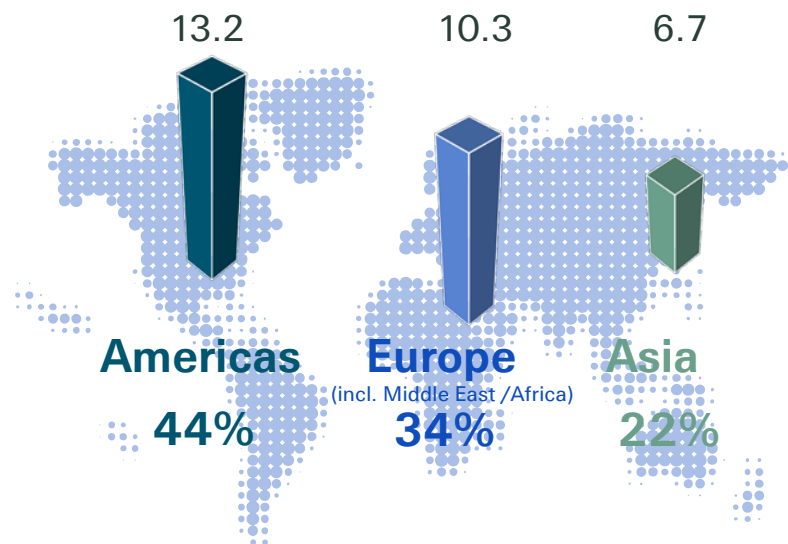
Capital management	17
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Business update

Swiss Re is well diversified across geographic regions and business segments

Net premiums earned¹

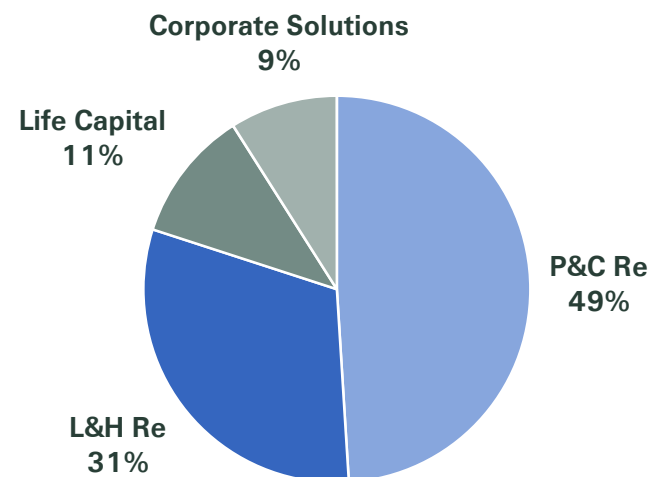
by region (in USD bn, 2015)



of which
HGMs incl. PI²: ~3% ~ 5% ~ 17% ≈25%

Economic Net Worth³

by business segment (in %, 2015)



Swiss Re benefits from geographic as well as business mix diversification and has the ability to reallocate capital to achieve profitable growth

¹ USD 30.2bn as at 31 Dec 2015; includes fee income from policyholders; does not reflect the exposure to HGMs through Principal Investments (PI)

² Based on additional pro rata net premiums from Principal Investments (PI) including FWD Group (14.9%), New China Life (4.9%) and SulAmérica (14.9%)

³ Share of Swiss Re Group's Economic Net Worth deployed across Business Units (excl. Group Items), 31 December 2015

In the currently challenging environment we see attractive long-term opportunities



Key challenges

- Soft market in the P&C world
 - demand/supply imbalance
 - industry consolidation
- Interest rates: “low for longer”?
- Political instability and regulatory fragmentation



Long-term opportunities

- Growing risk pools (GDP growth and demographic trends)
- High Growth Markets
- Closing the protection gap through better and lower cost offerings

Ensuring access to risk pools is a top priority for Swiss Re

Strong results in the first nine months of 2016 demonstrate Swiss Re's resilience to the market environment

Solid Group ROE in current market

11.6% ROE

Reduction in flow business & growth in large transactions

Risk-adjusted price quality maintained at 102%¹

Strong investment performance from Asset Management

3.6% ROI

Further enhancement of flexible capital structure

USD 2bn of innovative capital market issuances

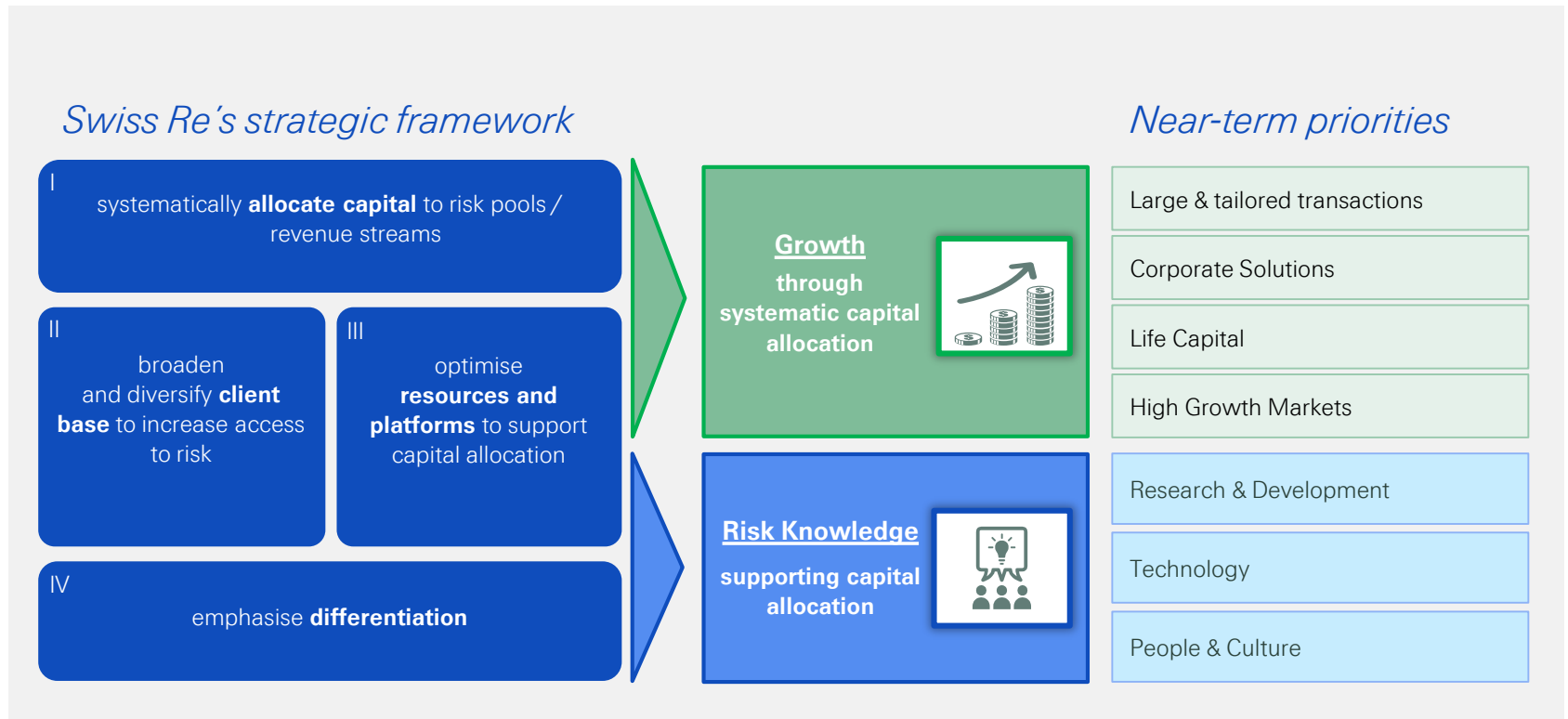
Significant distribution of capital to shareholders

CHF 2.1bn repatriated and new share buy-back programme launched

Swiss Re is well positioned to successfully manage the current market conditions

¹ As reported with the July YTD renewals update on 29 July 2016

With our strategic framework, Swiss Re is well placed to face the industry challenges and seize opportunities

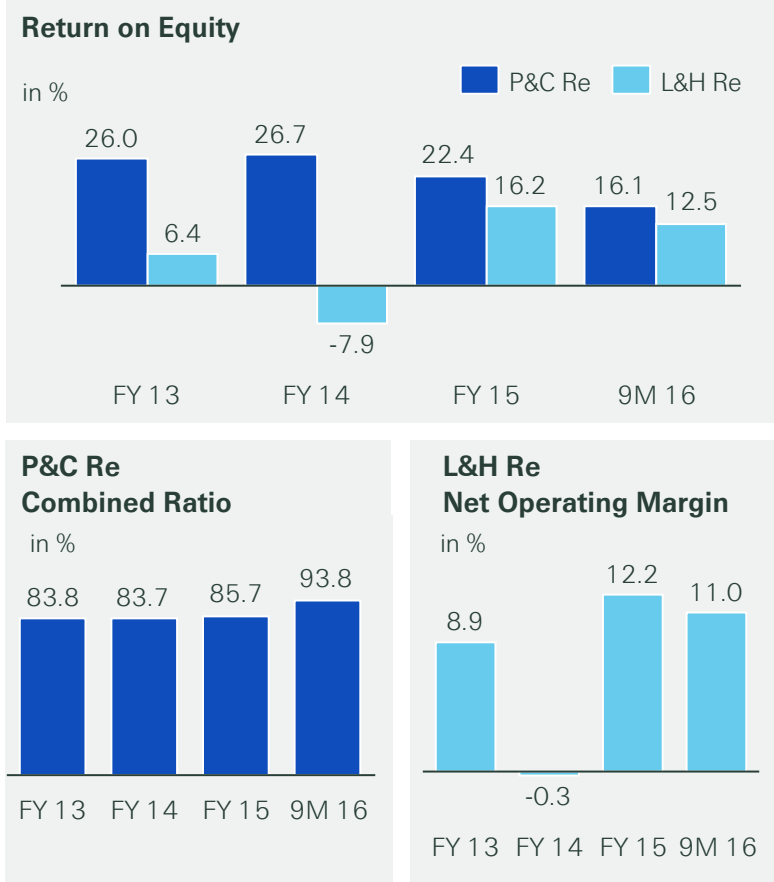


We are a risk knowledge company that invests in risk pools

Deep dive on Reinsurance

Swiss Re's largest Business Unit continues to deliver strong results in a challenging environment

- Differentiation is at the core of our strategy and delivers financial results
- Our differentiation approach continues to show a high level of client satisfaction
- Technology is an enabler for differentiated solutions and provides tangible benefits
- Transactions leverage distinctive capabilities and deliver profitable growth
- L&H Reinsurance delivers stable earnings, supporting a balanced book
- Continued focus on High Growth Markets remains key to our strategy



Differentiation is at the core of our strategy, combining tailored offering with unique interaction

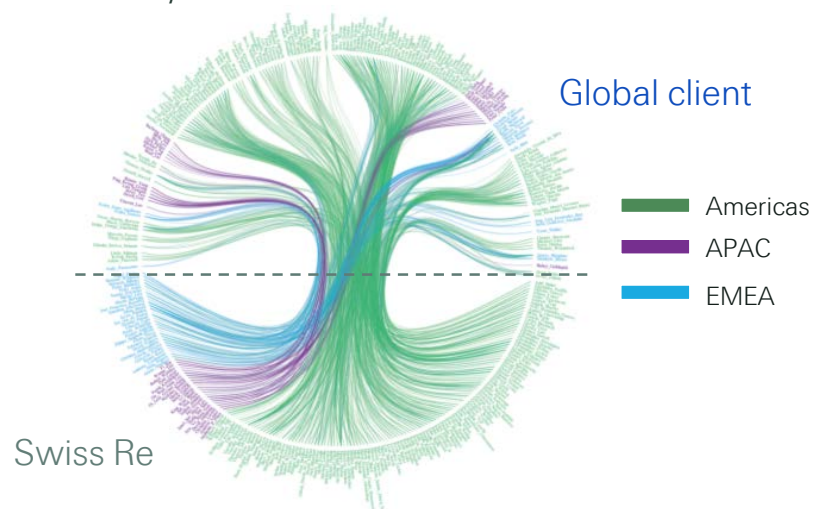
Client segmentation and tailored offering



- Segmentation based on buying preferences addresses requirements of all client sizes
- Our dedicated model to serve Globals, Large and Regional & National clients continues to be effective

Unique client interaction

Client example

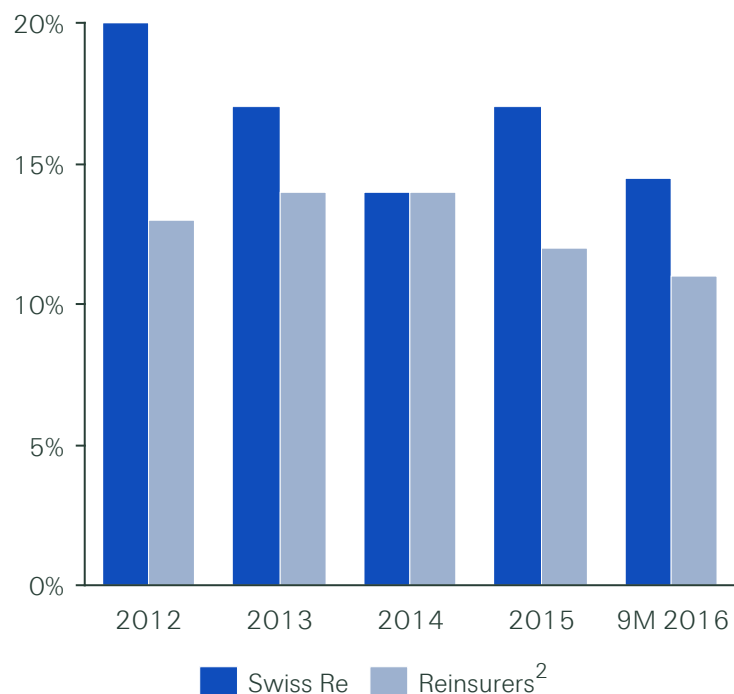


- More than 11 600 distinct interactions between Swiss Re and the client between Q4 2011 and Q3 2016

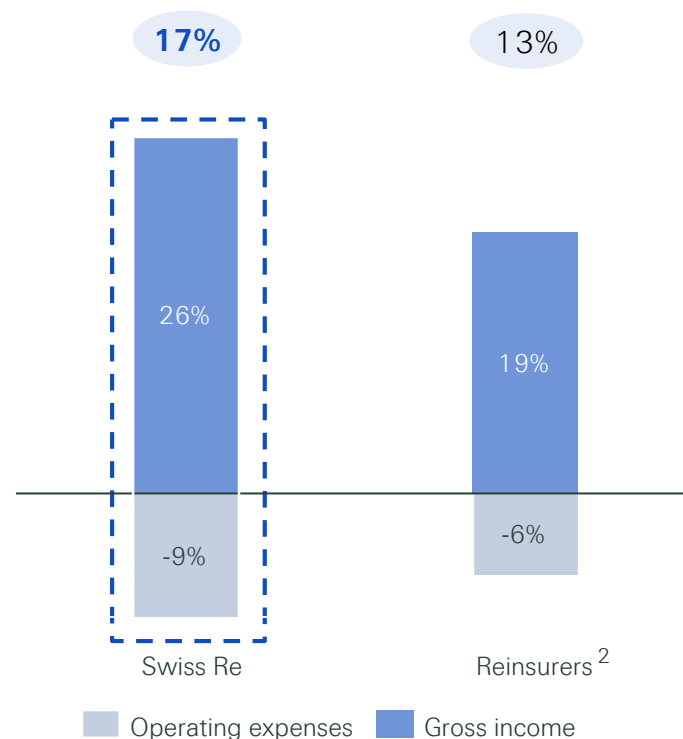
Differentiation through understanding of client needs and tailored offering for optimised delivery

Swiss Re's differentiation approach has enabled the Group to generate higher margins and outperform

Net operating margin (NOM)¹ 2012 – 9M 2016



NOM – Split by components – Avg. 2012-9M 2016



Swiss Re outperformed peers on average by 4%pts since 2012, driven by underwriting performance (risk selection, capital allocation and differentiation)

¹ Net operating margin = Earnings before interest and tax / total revenues less participating business investment result

² Average of Alleghany, Everest Re, Hannover Re, Munich Re, Partner Re, RGA and SCOR

Technology is an enabler for differentiated solutions and provides tangible benefits

Technology solutions are being developed across lines of business and the value chain

Product Design

Distribution & Sales














Underwriting

Business Management

Claims






- Leveraging technology to better understand risks, improve underwriting and increase the efficiency of reinsurance
- Selective strategic investments to ensure proximity to innovation and further development of value proposition

Additional client services

	Benefit for client	Benefit for Swiss Re
 Motor Telematics End-to-end telematics platform	 	 
 Smoker Propensity Predictive analytics to streamline UW process	 	
 Nat Cat Exposure Intelligence Linking identical risks to generate new insights		 

 Increase in premiums
  Decrease in claims
  Reduce expenses

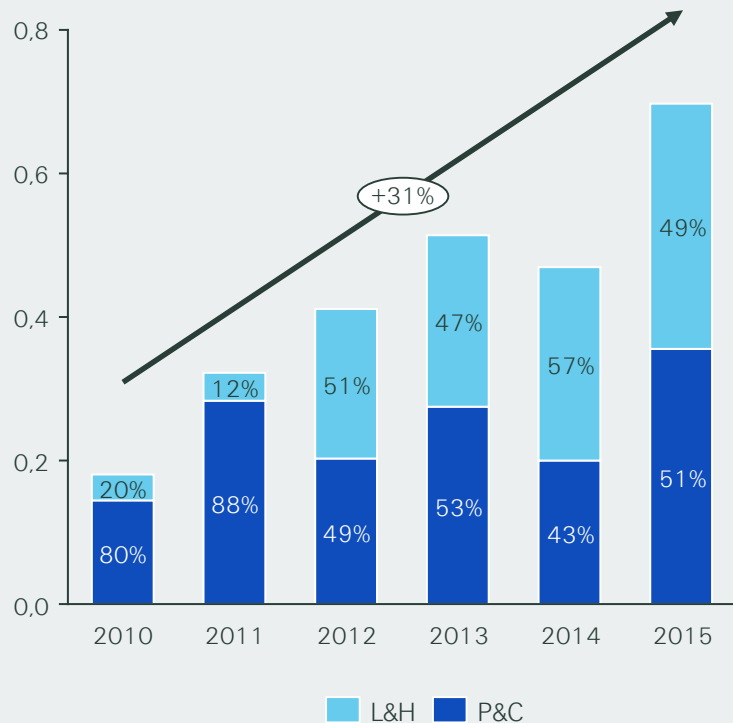
Improved internal efficiency

	Benefit for Swiss Re
 L&H Underwriting Analytics Document screening; prioritisation through advanced text mining	
 Watson P&C Business Management Intelligence tool Big data techniques for claims management	
 Blockchain Founding member of B3i initiative to explore use of Blockchain in insurance	Research stage

Transactions are a strong differentiator, offering a profitable opportunity for growth

Development of transactions¹

EVM underwriting profit in USD bn
All figures as priced



- EVM underwriting profit from transactions substantially increased over the past 6 years
- In 2015, 35% of total EVM new business underwriting profits generated by transactions

P&C Re treaty renewals (YTD October 2016):

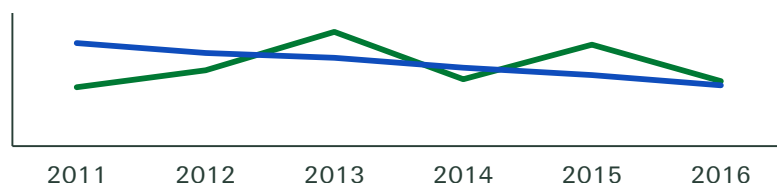
- premiums from transactions increased by 81% (41% of total premiums)
- premiums from conventional business decreased by 4%

¹ Data before external retro and other items, FX not restated; transactions include structured deals and large transactions

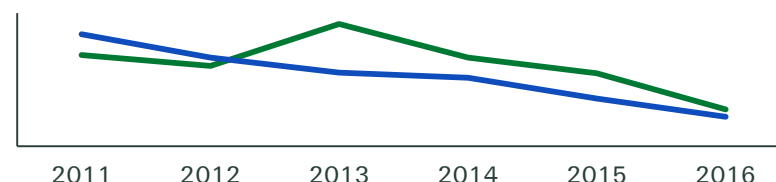
In P&C Reinsurance we manage our capacity according to developments in the price adequacy

6-year comparison of Nat Cat Capacity and LTPA

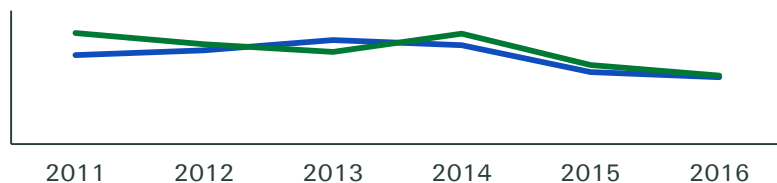
Tropical Cyclone North Atlantic



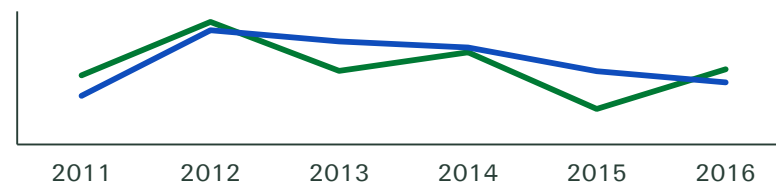
Earthquake California



Windstorm Europe



Earthquake Japan

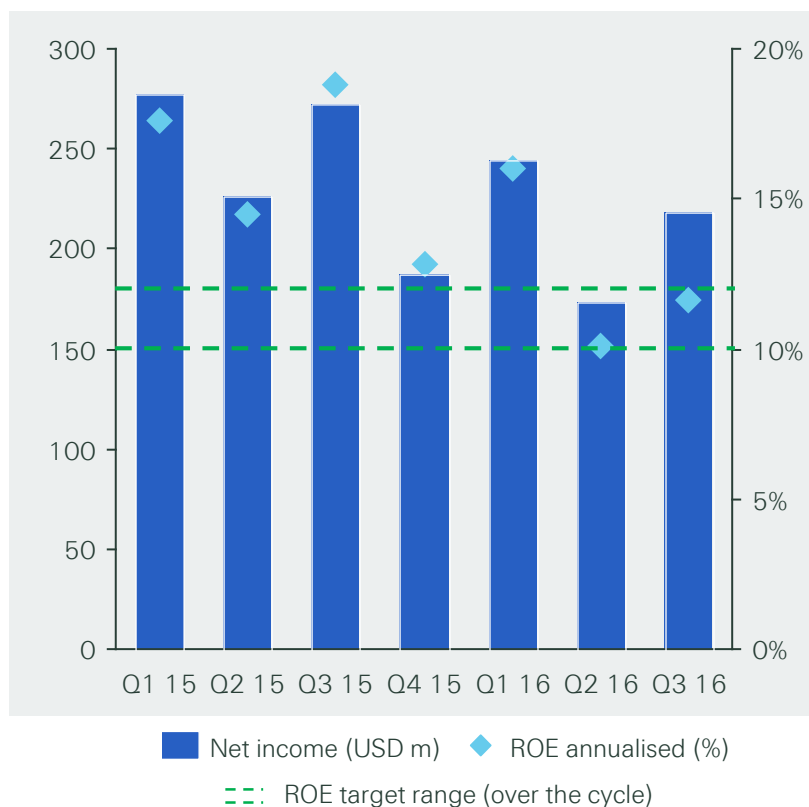


— Capacity
— LTPA (long-term price adequacy)

We maintain underwriting discipline, deploying our capacity where expected profitability meets our targets

L&H Reinsurance remains strategically attractive for Swiss Re and delivers returns in line with our target

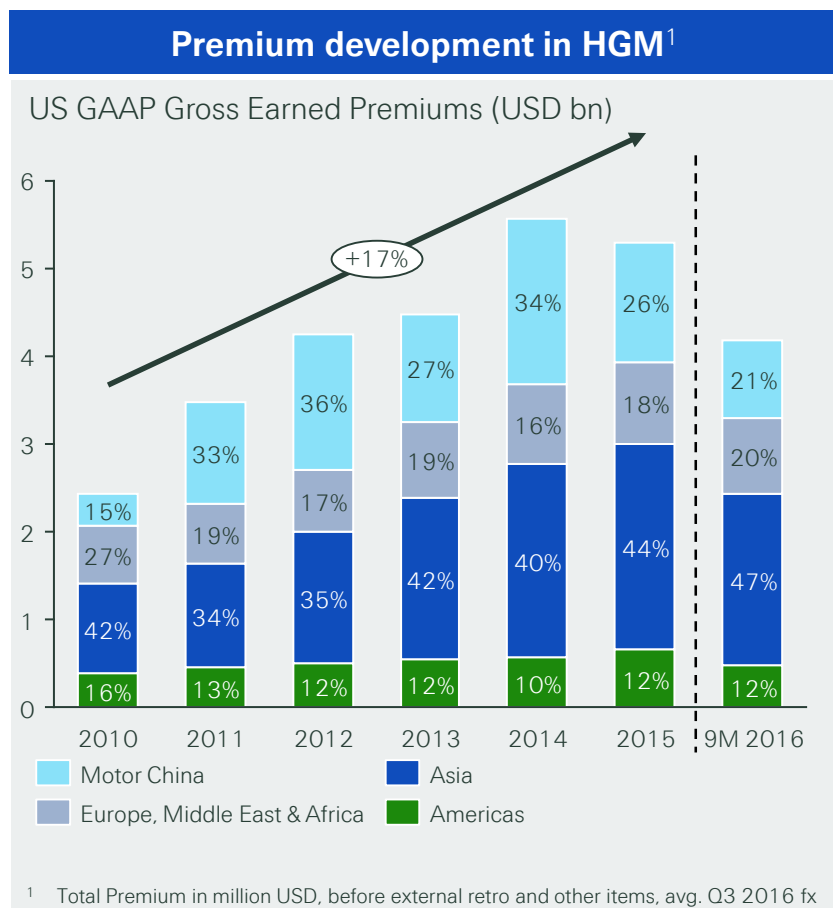
Swiss Re L&H Re net income and ROE



- Significant management actions in 2014 set the foundation for profitable growth
- Since the beginning of 2015 the segment shows strong underlying results
- New business shows attractive EVM profits which translate into US GAAP earnings over time
- Management of in-force business continues to be a key priority

We remain committed to our ROE target of 10-12% over the cycle

Our expansion in High Growth Markets is focused on sustainable growth

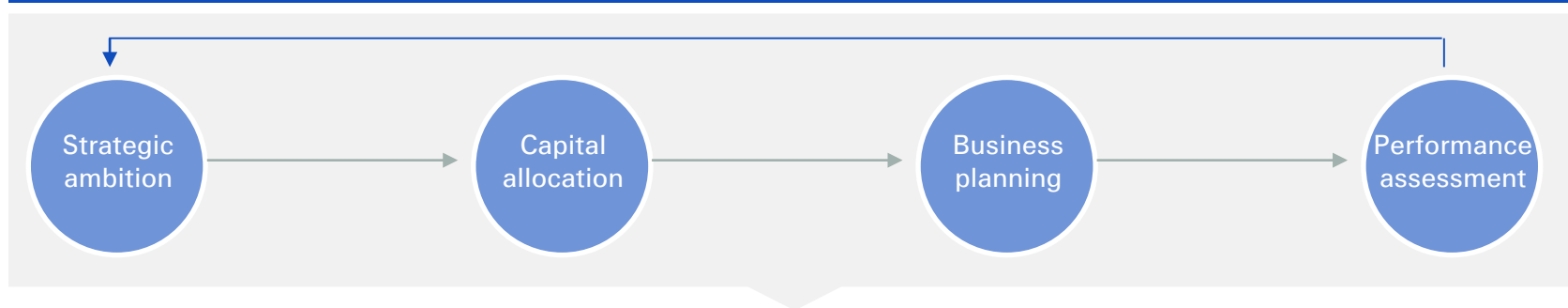


- Growth trend despite adverse fx development while maintaining disciplined underwriting
- Diversified portfolio across focus markets and product themes
- Development of strong local talent base with local knowledge to identify opportunities and drive sustainable growth
- Full engagement with local regulatory regimes

Capital management

We target an optimal risk portfolio to balance short-term considerations with creating long-term shareholder value

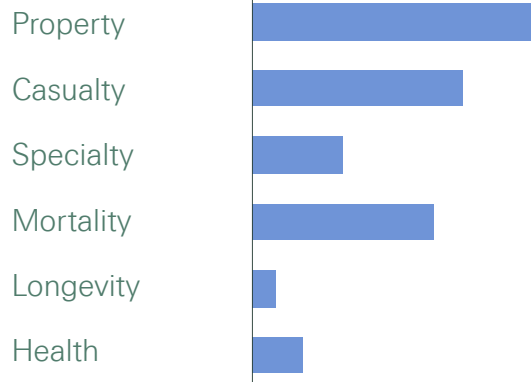
Swiss Re applies a holistic capital allocation approach...



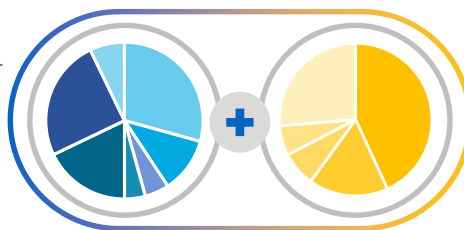
...to systematically deploy capital to risk pools

Liability risk pools

Target Liability Portfolio (TLP)



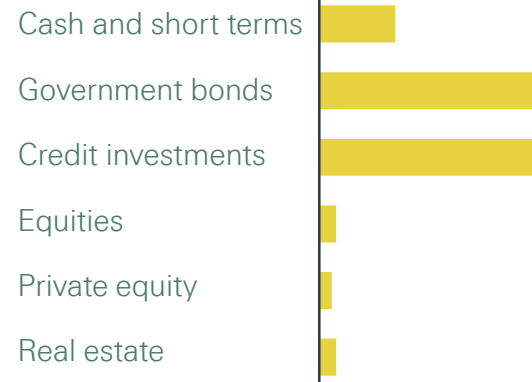
ILLUSTRATIVE



- 40+ liability portfolios and key asset classes considered
- Based on historic performance and future outlook
- Optimise financial metrics (EVM, US GAAP, cash flow) and risk appetite

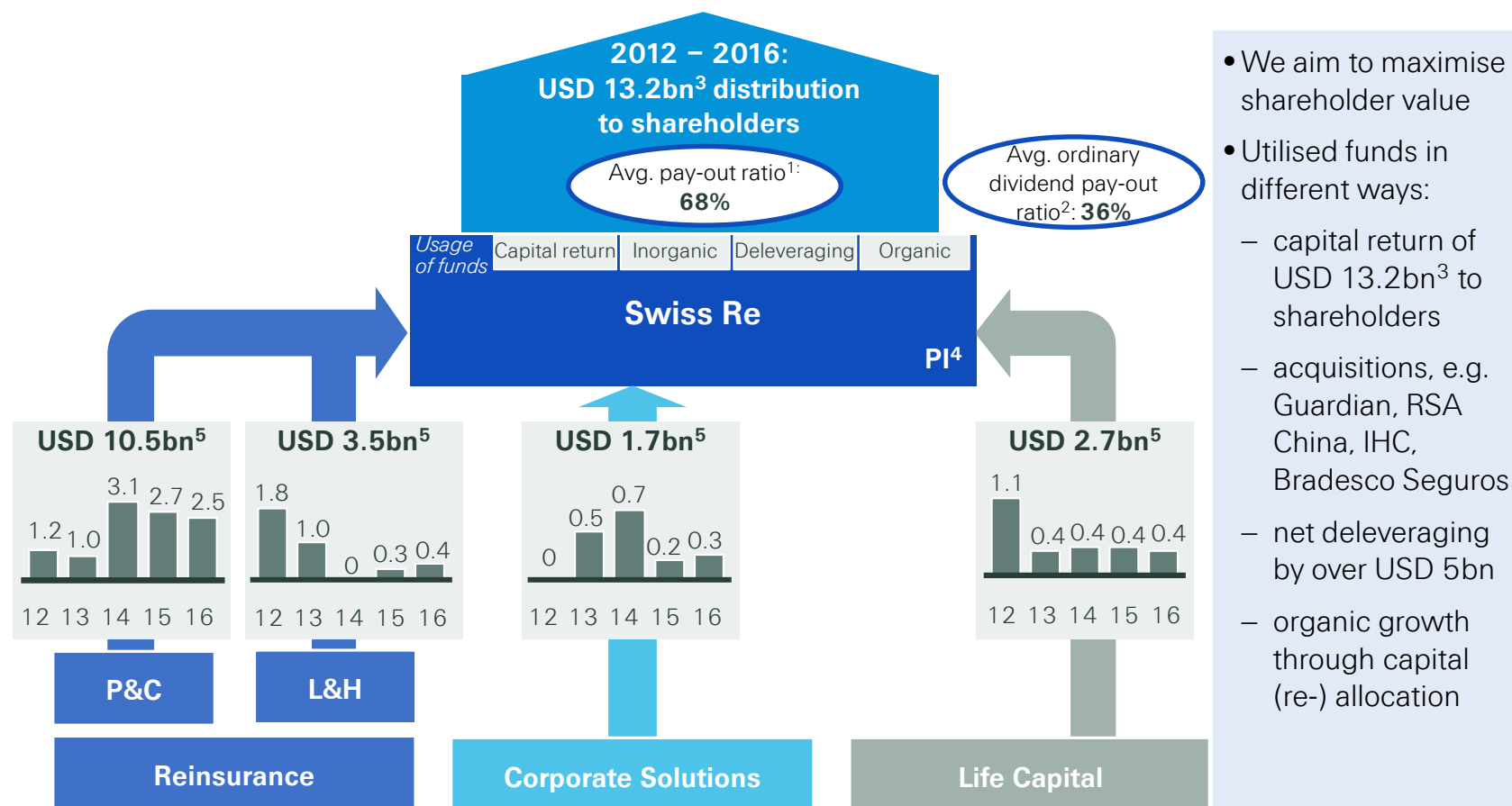
Asset risk pools

Strategic Asset Allocation (SAA)



ILLUSTRATIVE

Our Business Unit structure and our capital allocation have supported a strong value generation and flow of dividends



¹ Calculated based on average US GAAP net income and average of 2012-2016 dividends paid, including special dividends and share buy-backs

² Calculated based on average US GAAP net income and average of 2012-2016 ordinary dividends paid

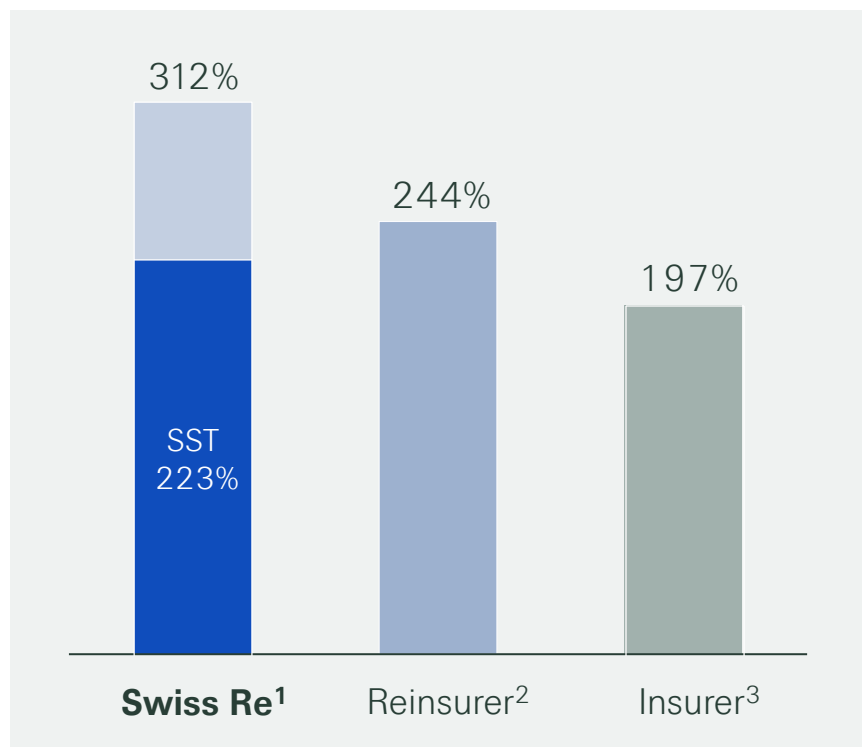
³ Distribution to shareholders assumes completion of the up to CHF 1.0bn public share buy-back commenced on 4 November 2016

⁴ PI has paid to Group dividends of USD 0.4bn since 2012

⁵ Internal dividend flows from January 2012 to November 2016

Swiss Re's SST 2016 and comparable Solvency II ratio show the Group's leading capital position

Solvency II peer comparison (May 2016)



- SST and Solvency II are both comprehensive, economic and risk-based solvency regimes
- Due to important differences, SST ratio can be significantly lower than Solvency II
- For 2016, our comparable Group Solvency II ratio is almost 90%pts higher than our Group SST ratio

¹ SST as filed with FINMA at the end of April 2016

² Average of Munich Re, Hannover Re, SCOR

³ Average of Allianz, Aviva, Axa, Generali

We invest in our financial steering and reporting capabilities to become industry leader in financial management



- Optimising processes and increasing standardisation to maximise efficiency



- Improving operational risk management through a single source of financial data



- Creating innovative multi-valuation capabilities with powerful analytics



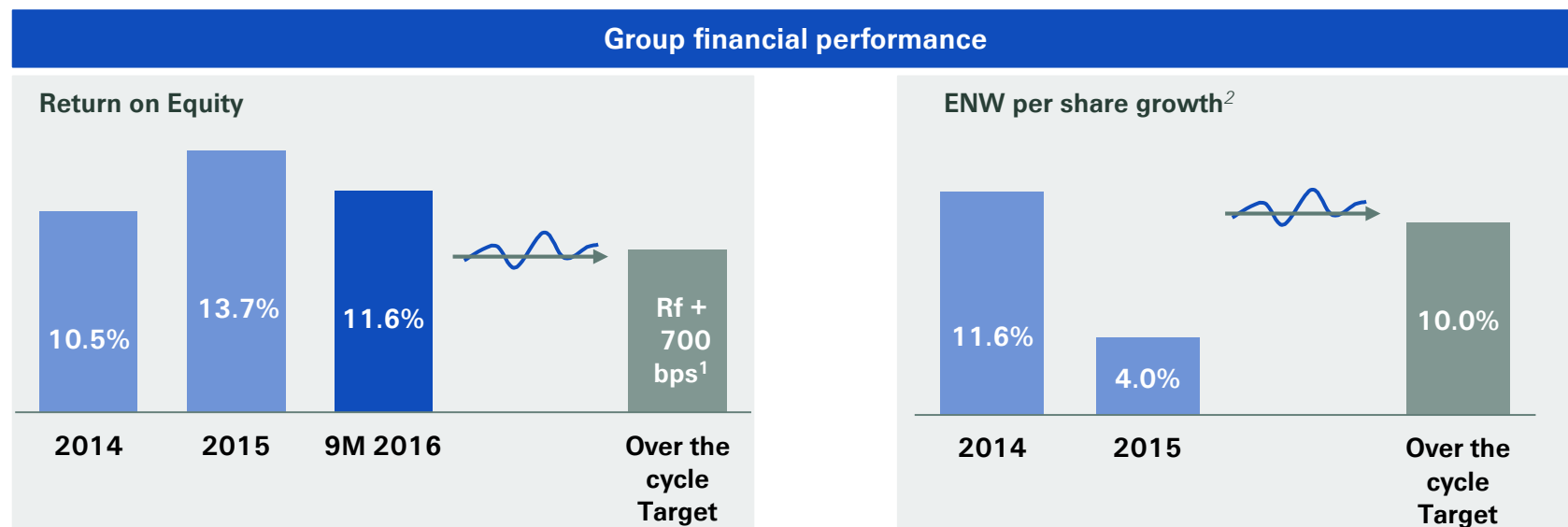
- Timely delivery of relevant financial information



- Enhancing planning analytics and scenario capabilities

This multi-year effort will provide us with an industry-leading steering and reporting platform

We continue to focus on our over-the-cycle Group and Business Units' targets



Business Units' Return on Equity				
	P&C Reinsurance	L&H Reinsurance	Corporate Solutions	Life Capital
9M 2016	16.1%	12.5%	8.6%	14.5%
Target	10-15%	10-12%	10-15%	6-8%

¹ 10-year US Govt. Bonds. Management to monitor a basket of rates reflecting Swiss Re's business mix

² Year-end ENW + dividends from current year divided by previous year end ENW; all per share

Swiss Re's capital allocation aims to deliver sustainable shareholder value

Long-term shareholder value creation...

We target a portfolio of asset and liability risks to balance short-term considerations with long-term value creation

Our Business Unit structure and our capital allocation have supported a strong value generation and flow of dividends

Swiss Re's strong capital position enables the capital allocator role for the Group

We continue to focus on our over-the-cycle Group and Business Units' targets

...underpinned by our capital management priorities

1

Ensure superior capitalisation at all times and maximise financial flexibility

2

Grow the regular dividend with long-term earnings, and at a minimum maintain it

3

Deploy capital for business growth where it meets our strategy and profitability requirements

4

Repatriate further excess capital to shareholders



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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Cautionary note on forward-looking statements

Certain statements and illustrations contained herein are forward-looking. These statements (including as to plans objectives, targets and trends) and illustrations provide current expectations of future events based on certain assumptions and include any statement that does not directly relate to a historical fact or current fact.

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.

These factors are not exhaustive. Swiss Re operates in a continually changing environment and new risks emerge continually. Readers are cautioned not to place undue reliance on forward-looking statements. Swiss Re undertakes no obligation to publicly revise or update any forward-looking statements, whether as a result of new information, future events or otherwise.

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