Swiss Re – Leading Global Re/Insurer

ZKB-Equity-Konferenz, Zurich, 6 November 2019

Today's focus areas

Overview and Group Strategy

Business Update

Capital Management

Sustainability

Swiss Re's success is built on three key differentiation drivers

Reinsurance

Foundation of our strength with increasing earnings power

Corporate Solutions

Returning to profitability and focusing on competitive advantages

Life Capital

Transitioning to a digital B2B2C player

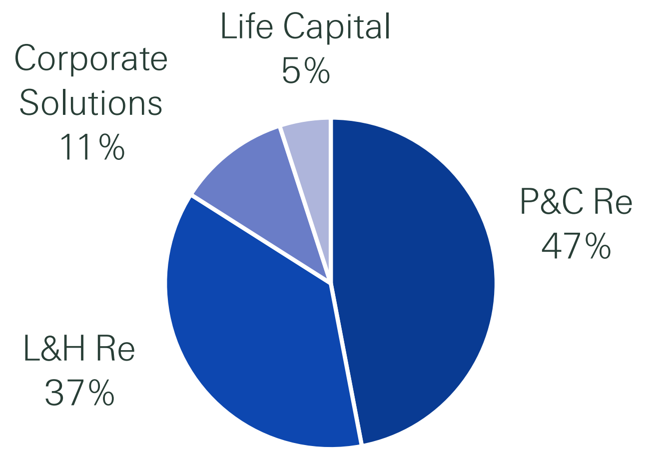
Client Access

Risk Knowledge

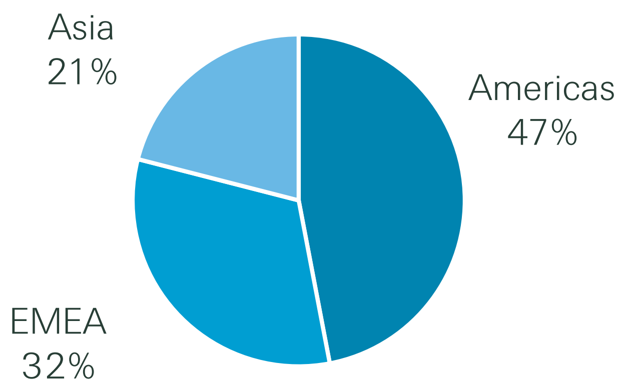
Capital Strength

Swiss Re is well diversified across geographic regions and business segments

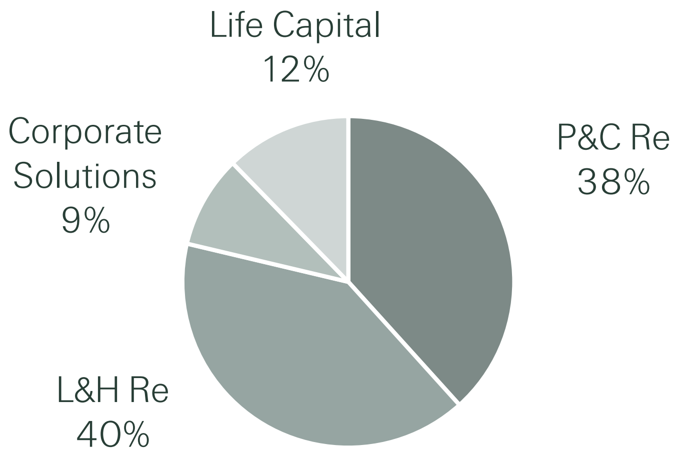
Net premiums earned[1] by segment



Net premiums earned[1] by region



Economic Net Worth[2] by segment



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

1 USD 34.5bn as at 31 December 2018; includes fee income from policyholders; does not reflect the exposure to HGMs through Principal Investments (PI)
2 Share of Swiss Re Group's Economic Net Worth deployed across Business Units (excl. Group Items), 31 December 2018

Our near-term priorities remain unchanged

Growth
through systematic capital allocation

Risk Knowledge
supporting capital allocation

Near-term priorities

- Large & tailored transactions
- Corporate Solutions
- Life Capital
- High Growth Markets
- Research & Development
- Technology
- People & Culture

Group financial targets
over-the-cycle

RoE ≥ risk free +700bps

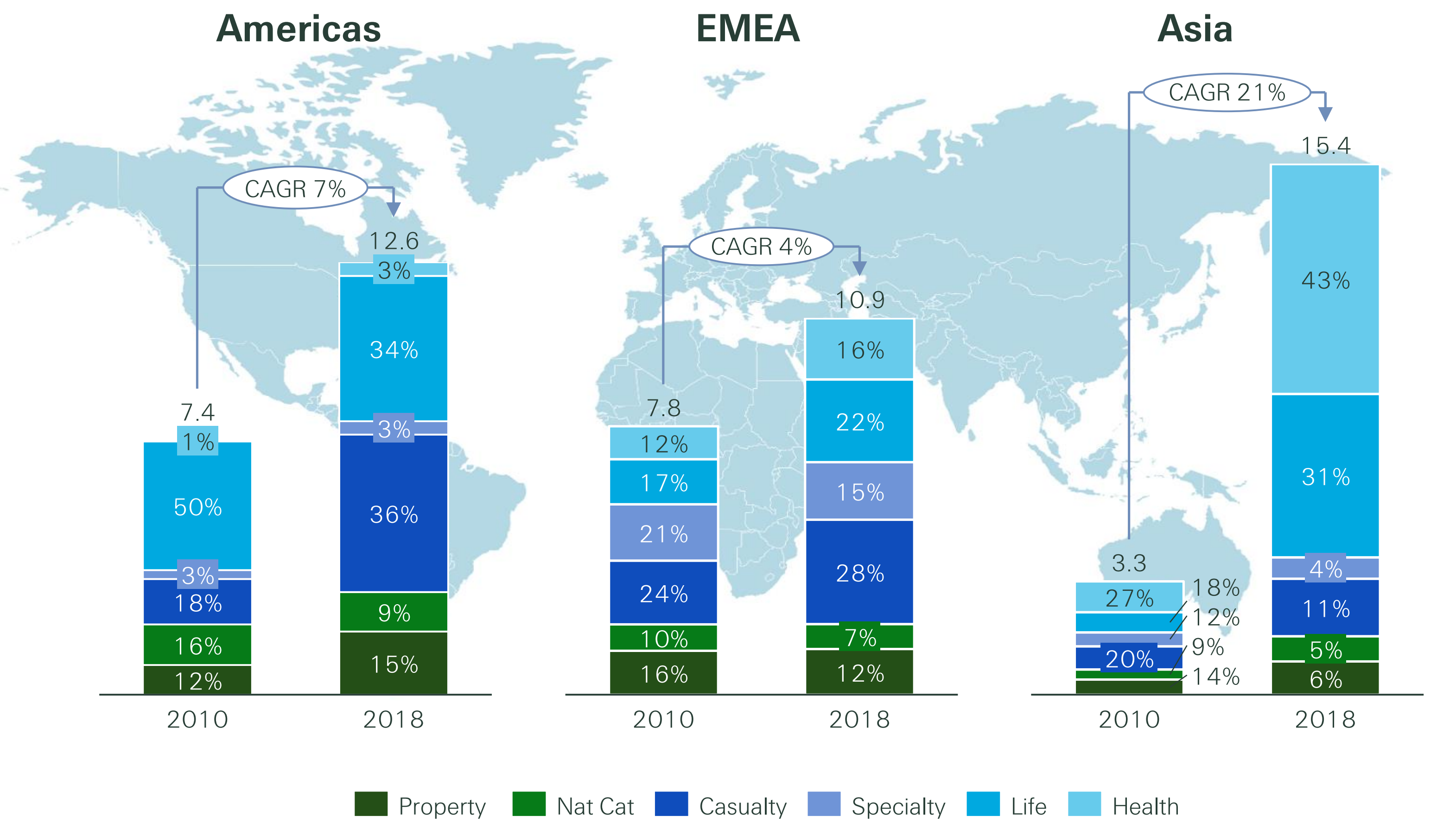
ENW per share growth +10% p.a.

▶ We are a risk knowledge company that invests in risk pools

We have significantly grown and diversified our portfolio, building on our core strengths

Portfolio developments 2010-18

EVM premium (USD bn)



Core strengths

- Scale of the business
- Strong client access
- Diversification between P&C Re and L&H Re
- Risk knowledge

Differentiation is at the heart of what we do

Core	Transactions	Solutions
Simplify and drive efficiencies in our traditional business	Deliver innovative deals by combining our knowledge and capital	Add value to clients' original business by providing tech enabled solutions

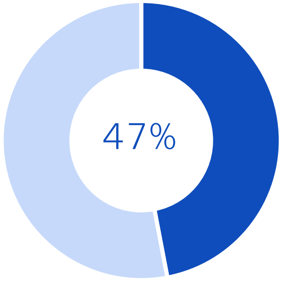
Differentiation

▶ We access risk pools through the three pillars of our strategy

Swiss Re's reinsurance client franchise represents the biggest source of our competitive advantage

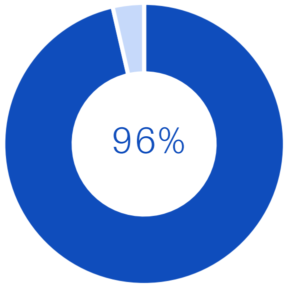
We have strong direct relationships with our customers…

P&C Reinsurance



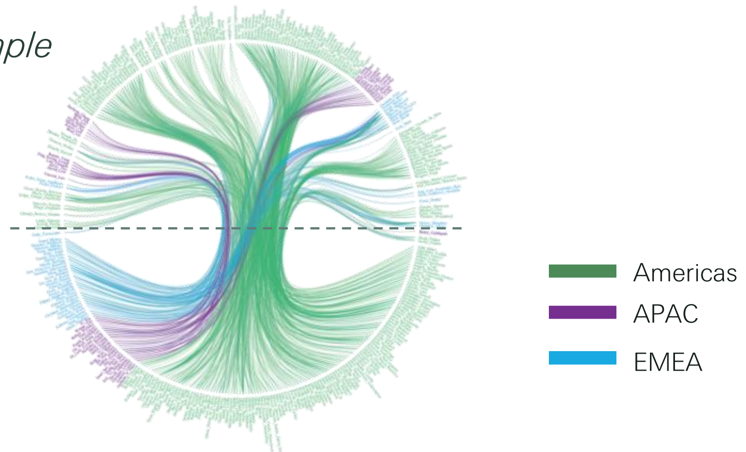
% of premiums from non-intermediated business, FY 2018

L&H Reinsurance



…with distinct client interactions

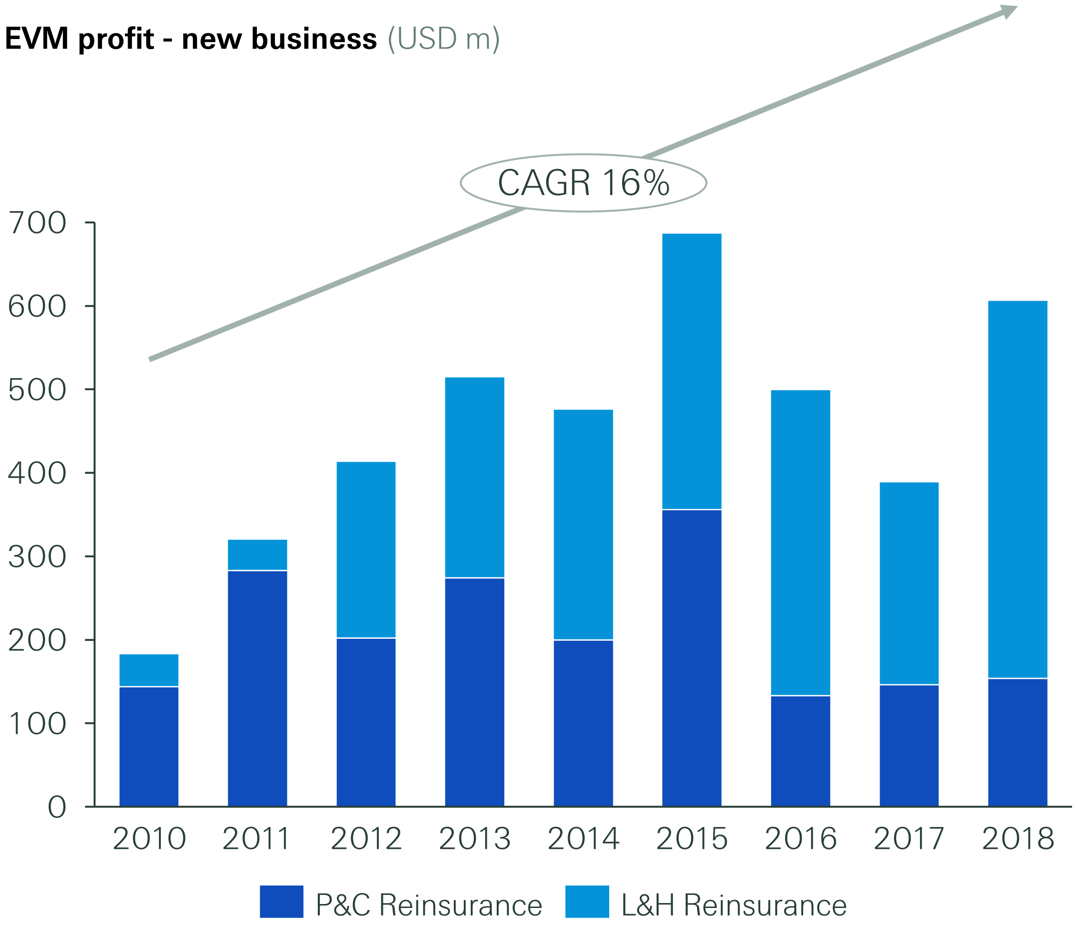
Client example



Swiss Re

Direct relationships drive our access to large & tailored transactions

EVM profit - new business (USD m)



Corporate Solutions' recent performance issues being decisively addressed with targeted management actions

Recent results have been disappointing

- Soft market environment
- Overweight US liability exposure
- Sub-scale in certain business lines
- Low reinsurance coverage

Decisive actions to fix performance issues

- Targeted portfolio pruning
- Strong push for price increases
- Improving productivity
- Protecting back-book and restoring capital strength
- Improving reinsurance structure

Return to underwriting profitability

Combined ratio target

98%[1]

in 2021

Access to commercial lines risk pool remains strategic to Swiss Re

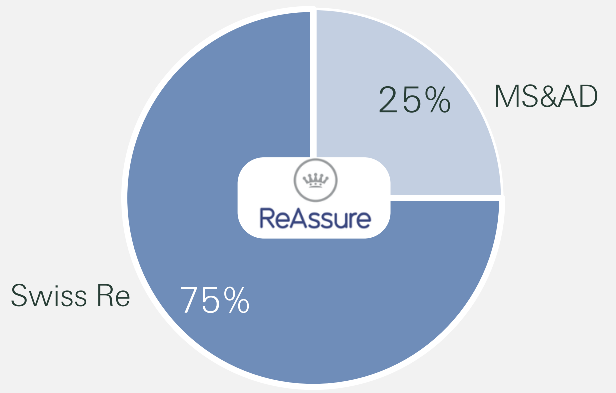
[1] Assuming an average large nat cat loss burden and excluding prior-year reserve development

Mid-term outlook for Life Capital remains unchanged

ReAssure IPO suspended

- Heightened caution and weaker demand from institutional investors in UK primary market
- Unchanged mid-term objective to deconsolidate ReAssure; Swiss Re will continue to act in shareholders' best interest
- Re-launch of IPO process in 2019 not envisaged
- Continued confidence in growth potential of ReAssure and commitment to support future acquisitions alongside MS&AD

Current shareholding



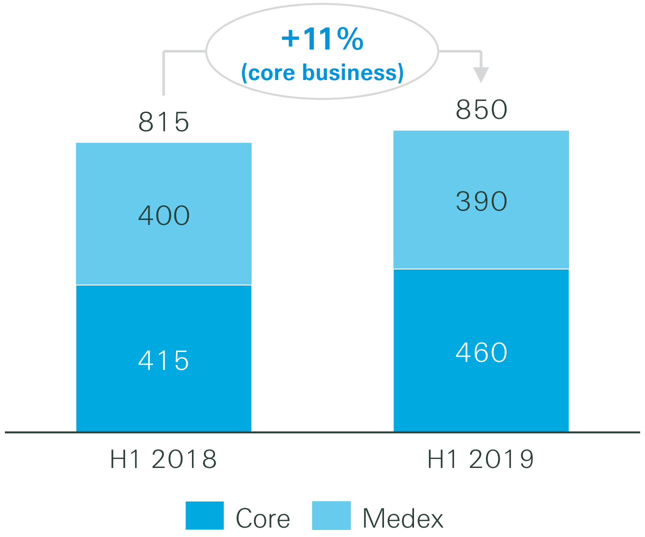
▶ Objective remains to reduce Swiss Re's ownership and to deconsolidate ReAssure (<50% stake)

Continued expansion of the open book businesses

Focus on primary risk pools based on B2B(2C) model

elipsLife
your insurance

Gross premiums written, USD m



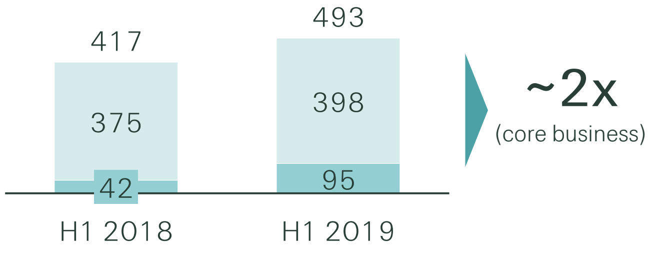
# of counterparties

~14k
at H1 2019

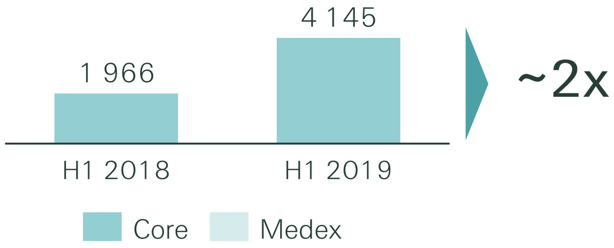
~12k
at YE 2018

iptiQ

Gross premiums written, USD m



Weekly policies sold[1]



# of distribution partners

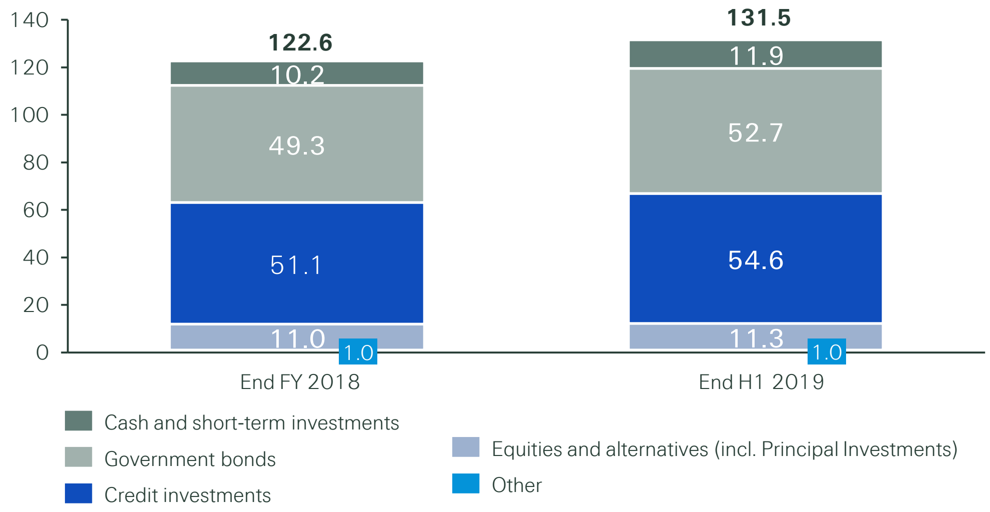
24
at H1 2019

19
at YE 2018

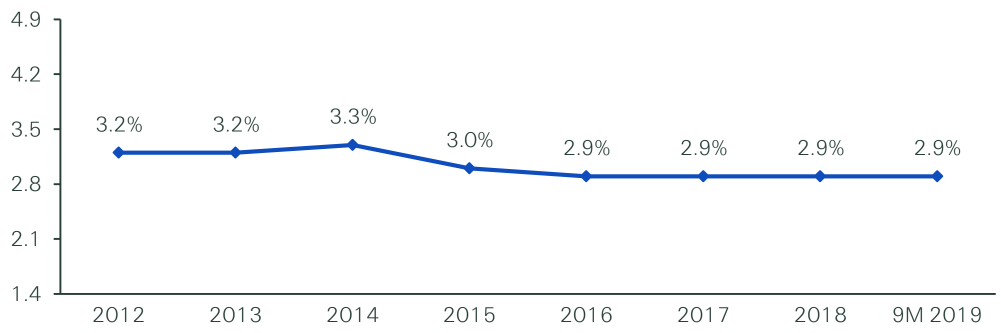
[1] Approx. average weekly policies sold, excluding medex business

High quality portfolio drives the Group's sustainable investment result

Investment portfolio positioning (USD bn)



Running yield (%)



- High quality portfolio with less than 5% non-investment grade rated credit bonds as at H1 2019
- De minimis impairments across the portfolio in H1 2019

- Stable running yield due to concentration in higher-income, longer-maturity securities
- Projected running yield for FY 2019, which assumes that current low interest rates persist, is expected to decline to 2.8%

Update on the Group's 9M 2019 performance

- Group net income of USD 1.3bn, up from USD 1.1bn
- Property & Casualty Reinsurance net income up 39% to USD 880m; combined ratio of 101.4%; return on equity (ROE) of 11.8%
- Life & Health Reinsurance delivered strong result with net income of USD 651m and ROE of 11.8%
- Corporate Solutions net loss of USD 441m reflects decisive management actions and medium-sized and large man-made and natural catastrophe claims
- Life Capital net income of USD 40m; gross cash generation of USD 831m
- Excellent return on investments (ROI) of 4.3%; stable running yield at 2.9%
- Group Swiss Solvency Test (SST) ratio remains very strong at 241% (1 July 2019 estimate)

We remain focused on our capital management priorities

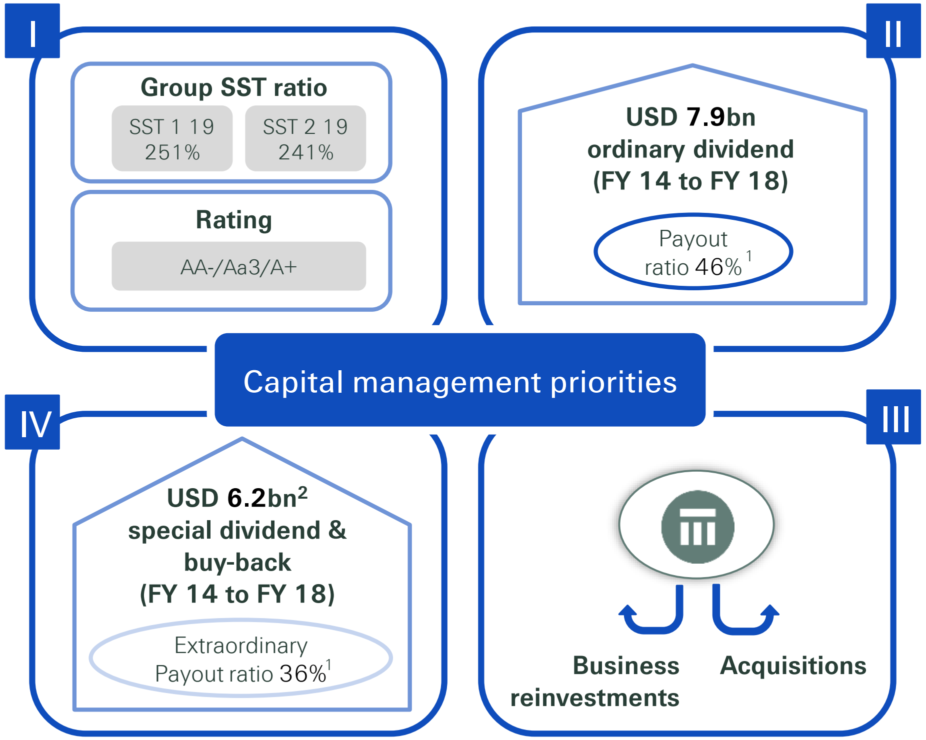
Swiss Re's capital management priorities remain unchanged

I. Ensure superior capitalisation at all times and maximise financial flexibility

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

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

IV. Repatriate further excess capital to shareholders



[1] Payout ratio calculated as capital repatriation over total contribution to ENW; includes the unconditional tranche of the 2019/2020 share buy-back of up to CHF 1bn
[2] Includes unconditional tranche of the 2019/2020 share buy-back programme of up to CHF 1bn

Continued focus on integration of sustainability criteria in investment and underwriting decisions

External recognition

AAA rating (July 2019)

Sustainability actions (examples)

- ✓ Close to 100% of assets under management consider Environmental, Social and Governance (ESG) criteria
- ✓ Invested USD 1.6bn into green bonds (end FY 2018)
- ✓ Comprehensive sustainability risk framework including thermal coal policy in place
- ✓ ~3,400 wind and solar farms insured (end FY 2018)
- ✓ 100% Greenhouse Gas neutral since 2003
- ✓ Reduced CO_2 emissions per employee by more than 50% since 2003

Corporate calendar & contacts

Corporate calendar

2019

25 November	**Investors' Day 2019**	London

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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”, “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 the Group’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:

- the frequency, severity and development of insured claim events, particularly natural catastrophes, man-made disasters, pandemics, acts of terrorism and acts of war;
- mortality, morbidity and longevity experience;
- the cyclicality of the insurance and reinsurance sectors;
- instability affecting the global financial system;
- deterioration in global economic conditions;
- 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 the Group’s investment assets;
- changes in the Group’s investment result as a result of changes in the Group’s investment policy or the changed composition of the Group’s investment assets, and the impact of the timing of any such changes relative to changes in market conditions;
- the Group’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 the Group’s financial strength or otherwise;
- any inability to realize amounts on sales of securities on the Group’s balance sheet equivalent to their values recorded for accounting purposes;
- changes in legislation and regulation, and the interpretations thereof by regulators and courts, affecting us or the Group’s ceding companies, including as a result of shifts away from multilateral approaches to regulation of global operations;
- the outcome of tax audits, the ability to realize tax loss carryforwards, the ability to realize 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, and the overall impact of changes in tax regimes on business models;
- failure of the Group’s hedging arrangements to 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 the Group’s ability to achieve improved ratings;
- uncertainties in estimating reserves;
- policy renewal and lapse rates;
- uncertainties in estimating future claims for purposes of financial reporting, particularly with respect to large natural catastrophes and certain large man-made losses, 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;
- extraordinary events affecting the Group’s clients and other counterparties, such as bankruptcies, liquidations and other credit-related events;
- 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, lower-than expected benefits, or other issues experienced in connection with any such transactions;
- changing levels of competition, including from new entrants into the market; and
- operational factors, including the efficacy of risk management and other internal procedures in managing the foregoing risks and the ability to manage cybersecurity risks.

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