

Group strategy update

Michel M. Liès, Group Chief Executive Officer
John R. Dacey, Group Chief Strategy Officer
Investors' Day, London, 3 July 2014

Agenda

Introduction

Michel M. Liès
Group CEO

Group strategy

John R. Dacey
Group Chief Strategy Officer

High Growth Markets

Summary and financial targets

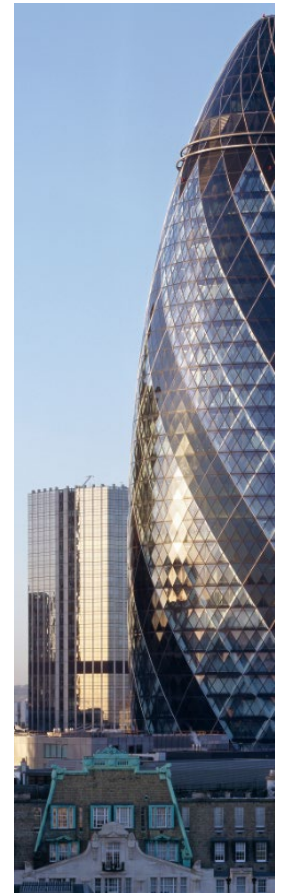
Michel M. Liès
Group CEO

Q&A

Investors' Day 2014

Group CEO's highlights of the day's sessions

- Swiss Re Group strategy is successful and unchanged
 - Focus on execution, still keeping the pressure on
 - Update on High Growth Markets (HGMs)
 - Review and preview of Swiss Re's financial targets
- Capital management and financial performance remain a key focus
 - Group target capital structure and solvency
 - We walk the talk on capital management
 - Progress in L&H Reinsurance towards 10-12% ROE target by 2015
- Maintaining our outperformance in Property & Casualty
 - Leading underwriting know-how, R&D focus and capital strength
 - Corporate Solutions' success story, delivering profitable growth
 - Our differentiated, client-centric business model in Reinsurance



Priorities for the Group CEO in 2014

Focus on strategy execution

Group strategy

- Maintain industry leading underwriting track record
- Productivity emphasis to control management expenses
- Continue to re-direct capital and talent to High Growth Markets

Outperform our peers in P&C

- P&C Re: strict focus on risk selection and portfolio management; differentiate through knowledge, expertise and services
- Corporate Solutions: deliver on our commitment of continuing profitable growth, with particular focus on High Growth Markets

Perform in L&H

- L&H Re: deliver on fixing pre-2004 US issues, grow new business, demonstrate progress towards 2015 ROE target of 10-12%
- Admin Re[®]: continue operational transformation, selective UK growth to enhance UK franchise

Performance and capital management

- Keep growing regular dividends and profitable business
- Invest additional USD 3bn of excess capital @ 11% ROE by 2015
- 2011-15 financial targets remain our top priority

Agenda

Introduction

Michel M. Liès
Group CEO

Group strategy

John R. Dacey
Group Chief Strategy Officer

High Growth Markets

Summary and financial targets

Michel M. Liès
Group CEO

Q&A

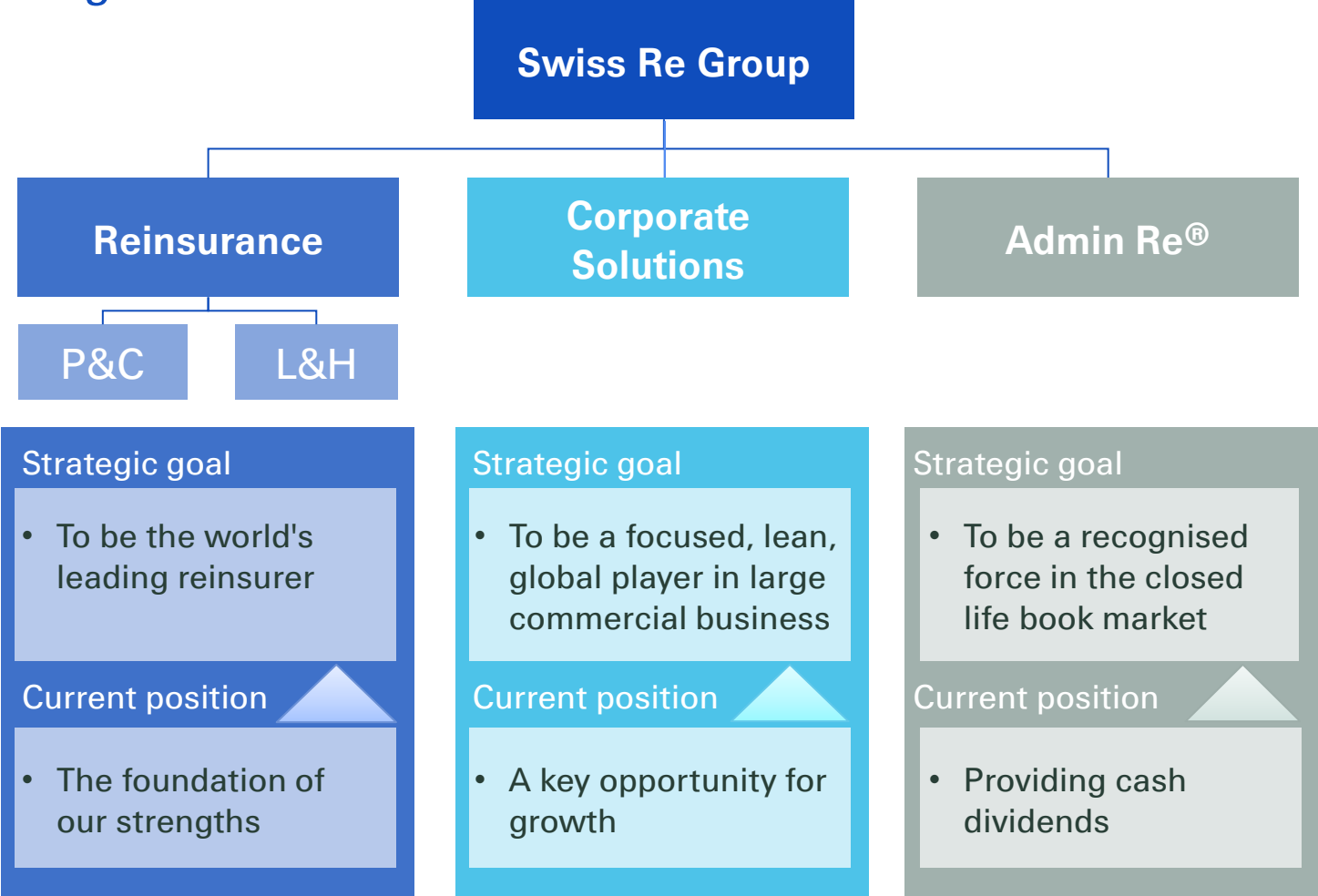
Swiss Re's Group strategy

Unchanged, focus on execution



Business Unit strategies

Unchanged



Agenda

Introduction

Michel M. Liès
Group CEO

Group strategy

John R. Dacey
Group Chief Strategy Officer

High Growth Markets

Summary and financial targets

Michel M. Liès
Group CEO

Q&A

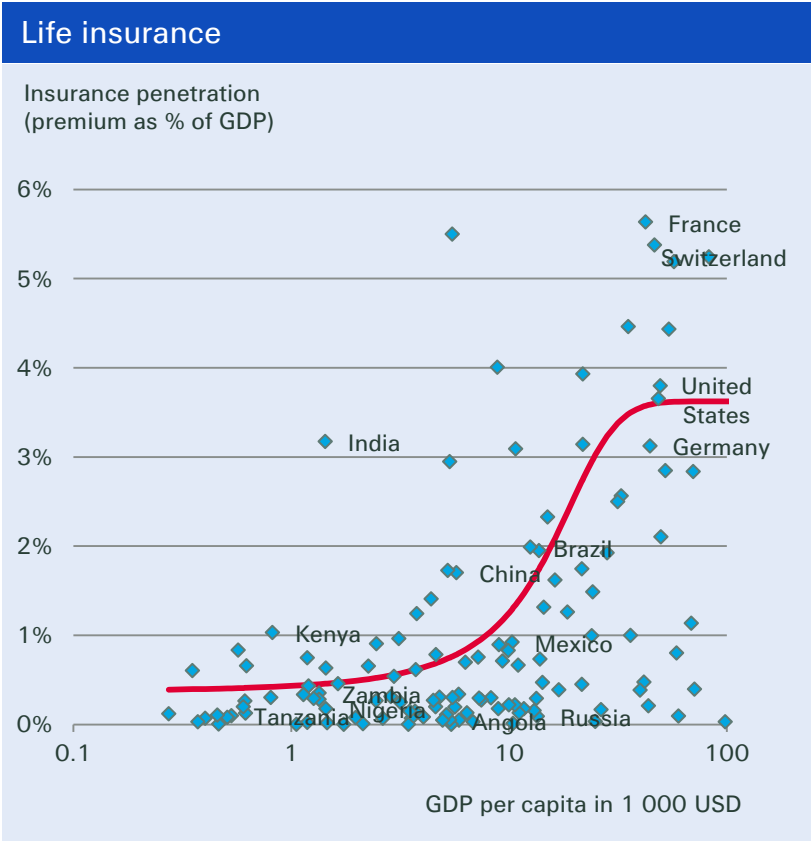
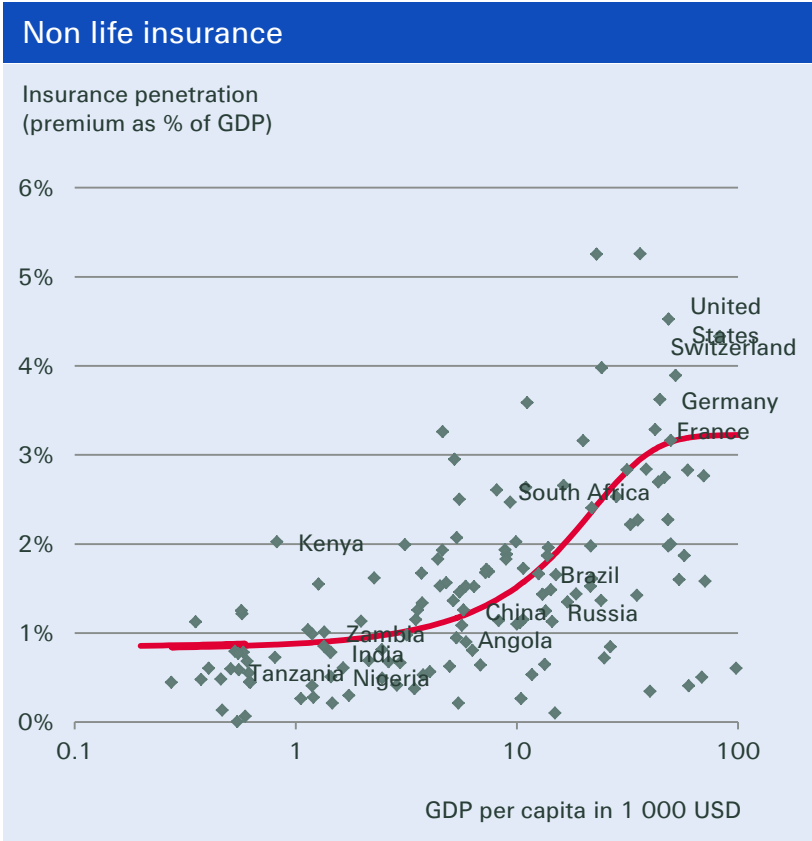
Outlook 2020 is positive for HGMs

Urbanisation and increasing wealth are key drivers of growth

- Urban population in HGMs expected to grow by 0.5bn to 3.3bn in 2020
 - Increasing non-life insurance demand due to infrastructure build-up
 - Urban diseases and increased consumer rights awareness stemming from new city life styles need to be reflected in Health and Casualty lines
 - Large cities having several nat cat scenarios increases re/insurance demand
- Greater insurance penetration as a result of increasing wealth and asset ownership
 - Re/insurance demand and product innovation aided by more open insurance markets and detariffication
 - L&H product demand boosted by mortality protection gaps and increasing financial literacy
- Re/insurers from key HGMs will be more active globally through investments and insurance

Insurance penetration

HGMs concentrated below S-curve showing penetration gap

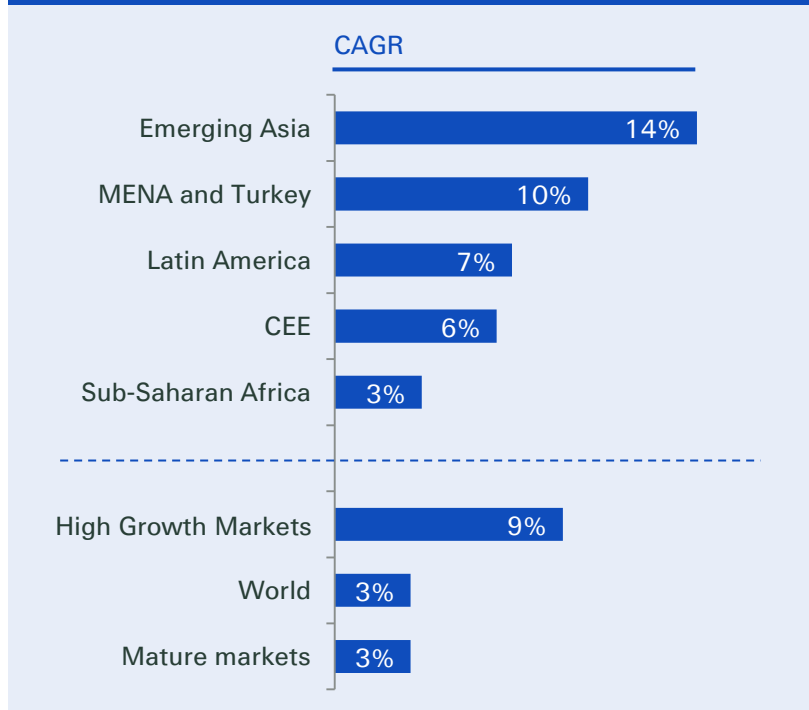


Source: Swiss Re Economic Research & Consulting; data shown is 2012

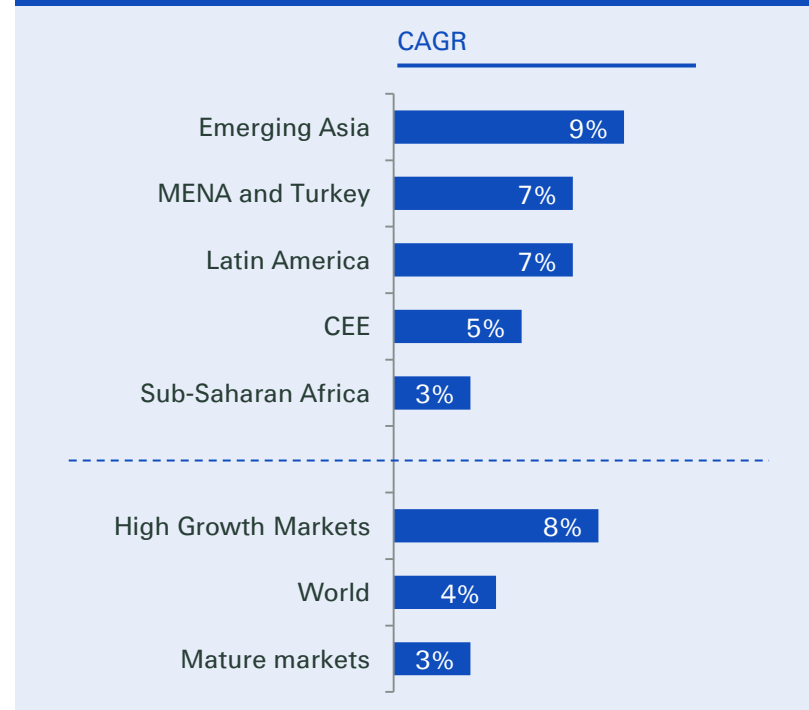
Premium growth in HGMs

Expected to continue to outpace mature markets

Market premium (real) growth 2000-2013



Market premium (real) growth 2013-2020E

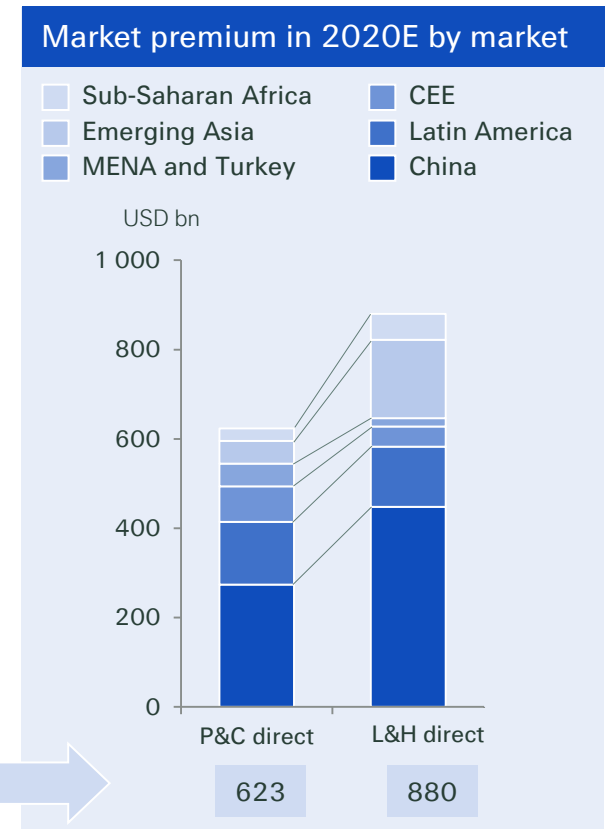
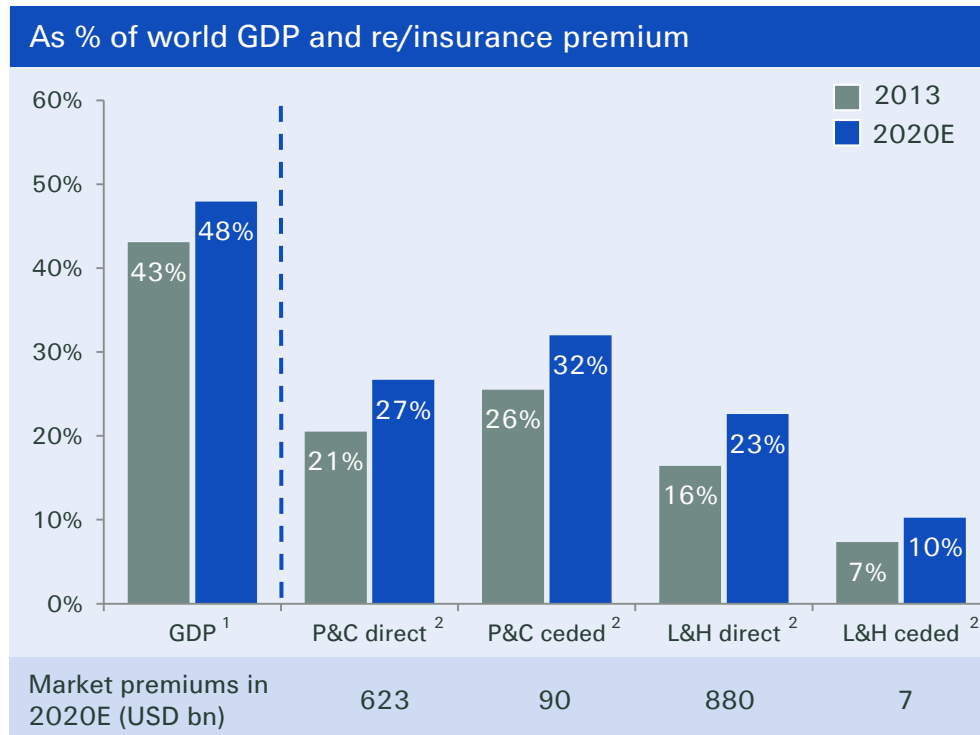


- Emerging Asia is expected to sustain the highest growth rates
- HGMs will grow faster than mature markets

Source: Swiss Re Economic Research & Consulting

HGMs share of world GDP and premium

Today and tomorrow

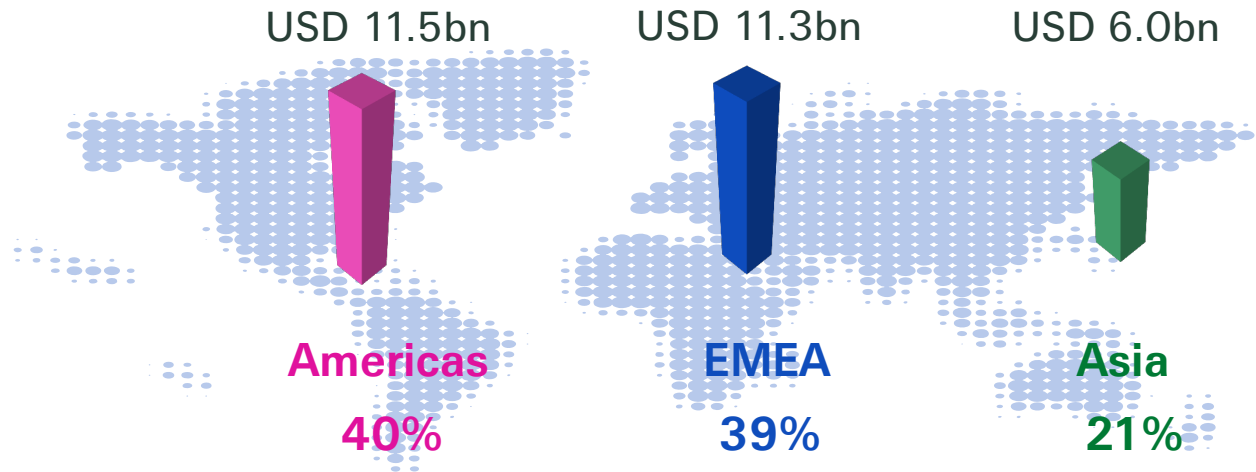


¹ HGM GDP as % of world aggregated GDP
² HGM premiums as % of world aggregated premiums
 Source: Swiss Re Economic Research & Consulting

Swiss Re is broadly diversified

HGM contribution growing in all geographies

Swiss Re Group net premiums earned¹ 2013: USD 28.8bn



of which				
HGMs:	~3%	~4%	~11%	≈18%
HGMs incl. PI ² :	~6%	~3%	~13%	≈22%

- Well on track towards target of 20-25% of premiums from HGMs by 2015
- HGMs volume stable with slightly improved risk adjusted price quality

¹ 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 PI in FWD Group (12.3%), New China Life (4.9%) and SulAmérica (14.9%)

Swiss Re focus in HGMs

Five markets targeted by Reinsurance and Corporate Solutions



	Latin America	Middle East and SSA	Asia
FTEs	Reinsurance ~180	Reinsurance ~200	Reinsurance ~350
	Corporate Solutions ~520 ¹	Corporate Solutions ~10	Corporate Solutions ~120
	Total ~700	Total ~210	Total ~470

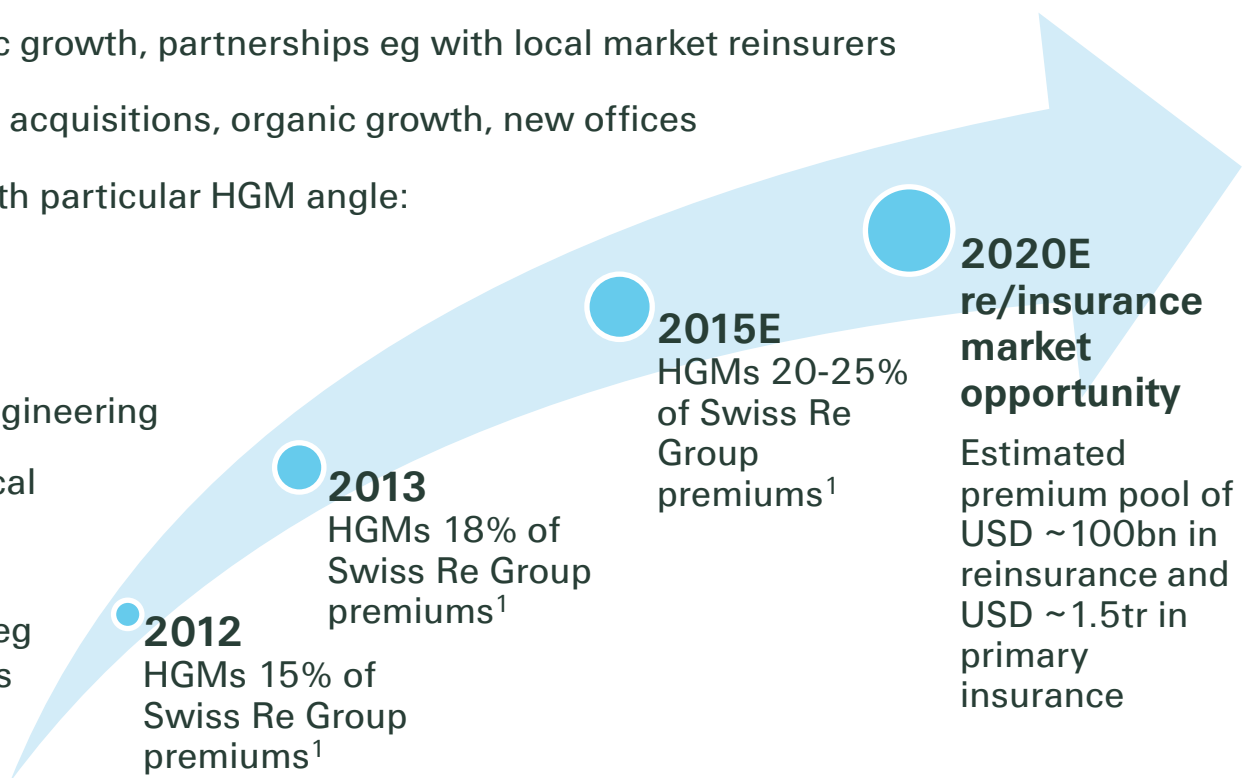
¹ Including acquisition of Seguros Confianza in Colombia in February 2014 (subject to regulatory approvals)

Actions for profitable growth in the HGMs

Dedicated strategies across all lines of business

HGM initiatives

- Reinsurance: organic growth, partnerships eg with local market reinsurers
- Corporate Solutions: acquisitions, organic growth, new offices
- Lines of business with particular HGM angle:
 - Nat cat
 - Agro
 - Infrastructure/engineering
 - Health and medical
 - Solvency relief
- Direct investments, eg into HGM re/insurers
- Stronger diversity of employee base



¹ Gross earned premiums for the Swiss Re Group across all business units

Principal Investments strategy

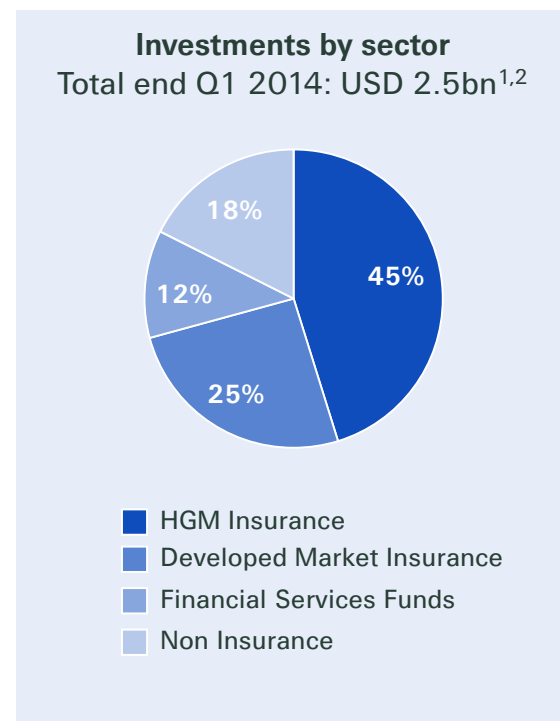
Increased focus on HGMs

Strategy

- Increase exposure to HGMs through the cycle
- Deploy capital to markets with high growth potential to complement Reinsurance and Corporate Solutions
- Leverage Swiss Re's brand and local network to originate investment opportunities

Selected Markets

- Focus likely to remain on China, South-East Asia and Latin America
- Smaller but interesting opportunities in Africa
- India potential long-term play if certain execution and governance risks can be mitigated



Recent transactions represent one of the legs of the broader Group strategy for HGMs

¹ US GAAP cost base

² Excludes funds committed but not drawn

Agenda

Introduction

Michel M. Liès
Group CEO

Group strategy

John R. Dacey
Group Chief Strategy Officer

High Growth Markets

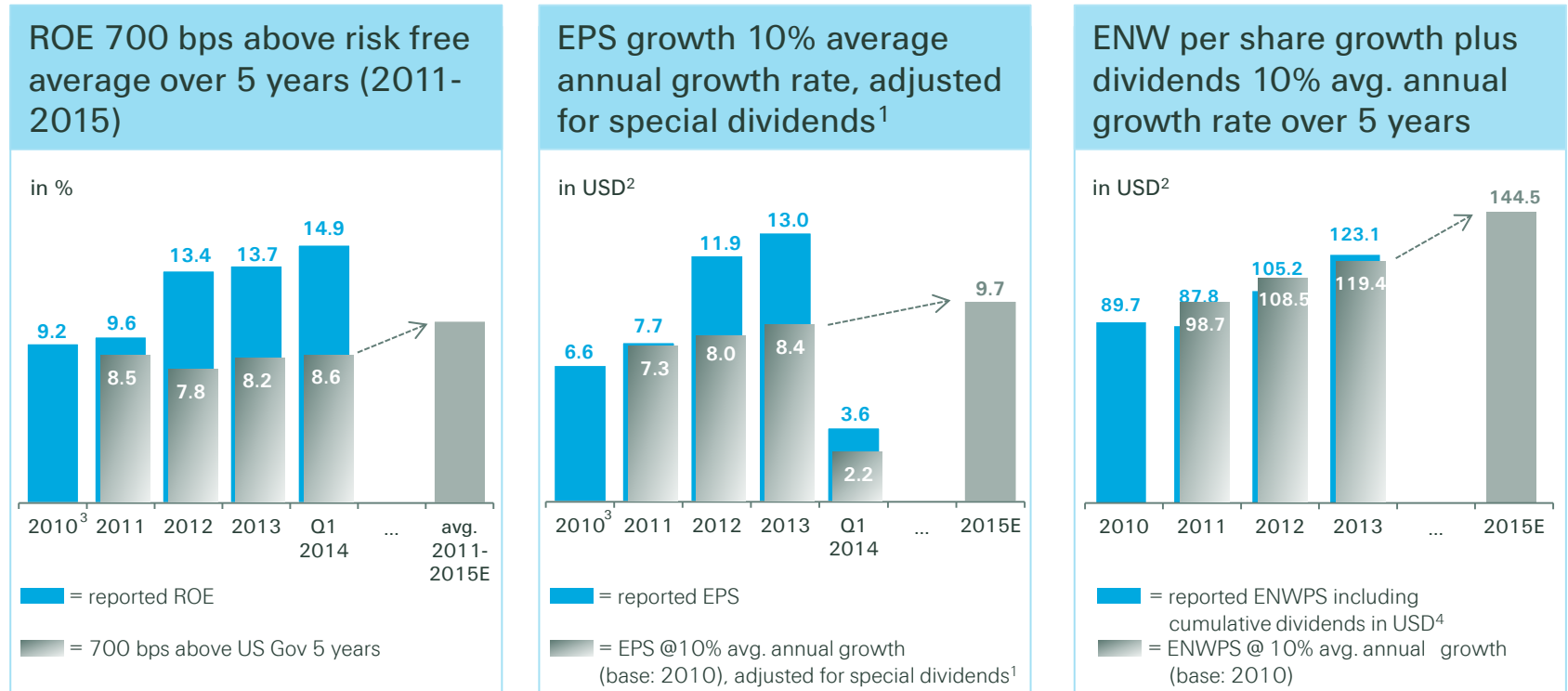
Summary and financial targets

Michel M. Liès
Group CEO

Q&A

Group financial targets

On track



Delivering the 2011-2015 financial targets remains Swiss Re's top priority

¹ EPS CAGR of 10% has been adjusted to 5% for 2014 to account for the distribution of excess capital through the special dividend of USD 1.6bn in April 2014. Methodology is in line with the approach taken for the special dividend of USD 1.5bn paid in April 2013 ² Assumes constant foreign exchange rate ³ Excl. CPCI
⁴ Cumulative dividends included in ENW per share were translated from CHF to USD using the fx rate of the dividend payment date; dividends included for 2011: USD 3.1 (CHF 2.75), 2012: USD 6.4 (CHF 3.00, or USD 3.3, in addition to the 2011 dividend), 2013: USD 14.5 (CHF 7.50, or USD 8.05, in addition to the 2011 and 2012 dividends)

Priorities for the Group CEO in 2014

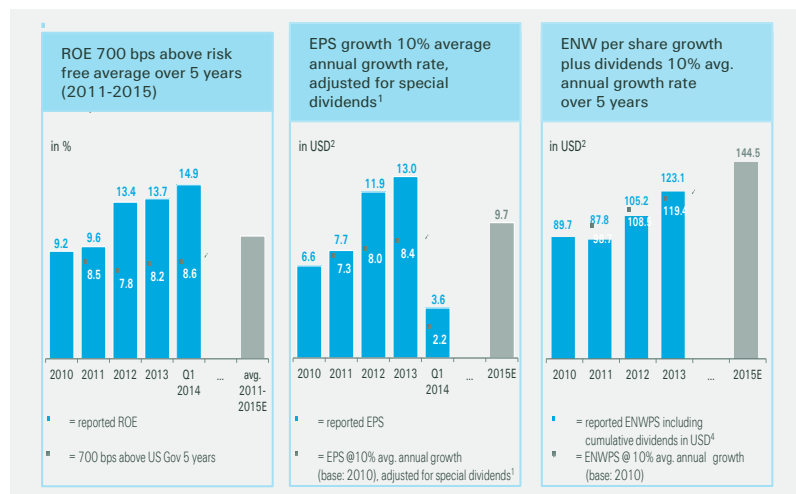
Focus on strategy execution

		Estimated impact on 2015E EPS target vs adjusted 2013
Group strategy	<ul style="list-style-type: none"> Maintain industry leading underwriting track record Productivity emphasis to control management expenses Continue to re-direct capital and talent to High Growth Markets 	reflected in 2013 EPS
Outperform our peers in P&C	<ul style="list-style-type: none"> P&C Re: strict focus on risk selection and portfolio management; differentiate through knowledge, expertise and services Corporate Solutions: deliver on our commitment of continuing profitable growth, with particular focus on High Growth Markets 	reflected in 2013 EPS
Perform in L&H	<ul style="list-style-type: none"> L&H Re: deliver on fixing pre-2004 US issues, grow new business, demonstrate progress towards 2015 ROE target of 10-12% Admin Re[®]: continue operational transformation, selective UK growth to enhance UK franchise 	USD +0.8 per share
Performance and capital management	<ul style="list-style-type: none"> Keep growing regular dividends and profitable business Invest additional USD 3bn of excess capital @ 11% ROE by 2015 2011-15 financial targets remain our top priority 	USD +0.9 per share
<ul style="list-style-type: none"> Going forward, we will continue to deliver against our current strategic priorities Specific strategic objectives will be fine-tuned where needed 		

Group financial targets

Current target setting approach

Future target setting approach



- 2 – 4 primary targets
 - Continued focus on profitability, capital management and economic growth
 - Consistency maintained
- Multi year time frame
- Minimise supporting targets

Swiss Re's dividend policy

- **Highest priority is growing our regular dividend** with long-term earnings; at a minimum we aim to maintain the regular dividend
- **Business growth** where it meets our profitability requirements

New 2016+ targets to be communicated in February 2015

Agenda

Introduction

Michel M. Liès
Group CEO

Group strategy

John R. Dacey
Group Chief Strategy Officer

High Growth Markets

Summary and financial targets

Michel M. Liès
Group CEO

Q&A



Corporate calendar & contacts

Corporate calendar

2014

6 August

Second Quarter 2014 results

Conference call

7 November

Third Quarter 2014 results

Conference call

2015

19 February

Annual Results 2014

Conference call

18 March

Publication of Annual Report 2014 and EVM 2014

21 April

151st Annual General Meeting

Zurich

Investor Relations contacts

Hotline

+41 43 285 4444

E-mail

Investor_Relations@swissre.com

Eric Schuh

+41 43 285 4708

Ross Walker

+41 43 285 2243

Chris Menth

+41 43 285 3878

Simone Lieberherr

+41 43 285 4190

Simone Fessler

+41 43 285 7299

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, liquidity position or prospects to be materially different from any future results of operations, financial condition, solvency ratios, liquidity position 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;
- 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.

This communication is not intended to be a recommendation to buy, sell or hold securities and does not constitute an offer for the sale of, or the solicitation of an offer to buy, securities in any jurisdiction, including the United States. Any such offer will only be made by means of a prospectus or offering memorandum, and in compliance with applicable securities laws.