



Living up to our responsibility to society

Our tax strategy

The world is undergoing widespread and rapid change, driven by technological innovation, geopolitical shifts and climate change. There are particular risks to sustainable development. A collective effort is needed to mitigate or adapt to the risks.



At Zurich Insurance Group (Zurich or the Group), being a responsible and sustainable company is part of how we do business.

We believe social responsibility and care for our planet are aligned with shareholders' interests. For us, sustainability is a business opportunity as well as an urgent global imperative. That is why we have integrated sustainability across our business, both globally and locally. We will continue to use our levers as a global insurer to positively impact the world. Sustainability is about how we do business.

Living up to our purpose, creating a brighter future together, will strengthen our core business and have a positive impact on our performance as an underwriter, investor and employer. With changing customer expectations and an increasing demand for social and environmental engagement, sustainability is increasingly becoming a driver for value creation. Our purpose inspires us to leverage our business model to scale positive impact for the planet, customers and people, and to build partnerships that can drive transformative change. As part of this, Zurich aspires to be a responsible taxpayer and, as such, a supporter of economic and societal development in the communities where it operates.





Zurich considers effective and efficient tax compliance to be a key objective and allocates significant resources to ensure that the tax affairs of the Group are sustainable, well governed and transparent.

Our approach to tax is guided by our purpose as a company: to protect customers, employees and society, to inspire confidence, and to help our stakeholders reach their full potential. It is also guided by our values, including a commitment to deliver on our promises and stand up for what is right.

Our purpose and values are embedded in a responsible tax strategy, which is supervised by the Board of Directors and executed by members of the Group Executive Committee. With the tax strategy we ensure that our entire organization is committed to compliance with the spirit as well as the letter of the tax laws and regulations in the countries in which we operate.

We are a significant contributor of taxes, both those borne by our own shareholders as well as those collected on behalf of tax administrations.

The Group's Code of Conduct is embedded into our responsible tax strategy and requires compliance with laws, rules and regulations of all countries where the Group operates.

This document outlines our tax strategy, and provides an overview of the total tax contribution that supports our commitment to being a responsible corporate citizen and supporting sustainable global growth.

Zurich adheres to the OECD Guidelines for Multinational Enterprises, which state that:

“ Tax compliance includes such measures as providing to the relevant authorities timely information that is relevant or required by law for purposes of the correct determination of taxes to be assessed in connection with their operations and conforming transfer pricing practices to the arm's length principle. ”



Zurich's tax strategy

A responsible strategy guided by our purpose and values

Zurich's strategic tax priorities are embedded in a well-defined governance framework.

Tax governance framework

Our business activities are subject to strict regulation and rigorous control in the jurisdictions in Zurich operates.

To ensure full tax compliance and minimize tax risk, the Group has in place an internal tax policy, tax guidelines, and robust tax-related processes and controls.

The tax strategy and regulatory updates are presented to the Board of Director's Audit Committee at a minimum of once a year, with updates to Zurich's Executive Committee provided as appropriate.

The Group Tax Director is ensuring implementation of the Group's tax strategy. The day-to-day responsibilities for income taxes lie with the Group Tax Director supported by the Group Tax Team, which includes subject matter experts based at the Corporate Center and tax professionals in all regions.

The Group Tax Director has technical responsibility for non-income taxes and provides expert advice and guidance on related principles and processes. Implementation and maintenance of non-income tax-related processes are however the responsibility of Group Functions and Entities' management. Consequently, the day-to-day responsibilities for non-income taxes lie with operational teams within the business that perform tax activities. External advice may be sought for complex or uncertain areas.

Group tax strategic priorities

The Group Tax Strategy consists of the following five tax strategic priorities

- 1 Compliance with tax filing and reporting requirements
- 2 Ongoing enhancement of tax processes and improvement of operating efficiencies
- 3 Manage tax costs and control associated risks
- 4 Proper accounting for taxes
- 5 Maintain an accountable and agile global tax team



Tax risk management

We operate under the principle that tax costs, like other large costs incurred by the Group, must be managed with the main objective of ensuring the long term sustainability of the company.

All of the Group's tax planning reflects strategic and business priorities. It is undertaken in the context of full tax compliance and through the use of long-term sustainable commercial structures or transactions that have a commercial rationale.

We do not engage in aggressive tax planning or artificial structuring that has no business purpose or economic substance.

The Group is a significant tax contributor. We directly and indirectly pay to, or collect taxes on behalf of, the tax administrations in the jurisdictions in which we operate.



Tax contributions include but are not limited to:

Corporate Income Taxes

Employment Taxes Insurance

Premium Taxes Value Added

Taxes

Stamp Taxes and Other
Transactional Taxes

Real Estate and Other Asset Taxes

Excise Taxes

Withholding Taxes

Zurich's tax risk management strategy

A responsible strategy guided by our purpose and values

The Group may encounter a number of risks or uncertainties in taking a tax position. For example, a tax authority may apply or interpret tax laws and regulations differently than we anticipated, which may result in additional tax cost.

We classify possible tax risks into the following categories:

Technical Taxation Risk



The risk that our tax position for specific facts and circumstances is not accepted in whole or part by a tax authority due to uncertainties under relevant tax laws or regulations

Computational Taxation Risk



The risk that data used in a computation or the computation itself used in a tax filing by a Group entity is incorrect or is not accepted in whole or part by a tax authority

Utilization Taxation Risk



The risk that a potential tax benefit will expire before it can be utilized

Payment Agent Taxation Risk



The risk that a Group entity incorrectly under-collected or underpaid withholding or other tax collected with respect to a customer or an employee's compensation

Reputation Risk



A consequential effect negatively impacting the reputation of the Group with respect to:

- Tax administration or other tax administrations
- Insurance regulators
- Customer(s) or potential customers or
- Investors

The Group closely monitors and manages the above tax risks and aspires to have a below median level of tax-related risk relative to our industry peers.

Based on our size and geographical reach, we operate a number of legal entities in various countries. Therefore, intragroup transactions are considered to be the most relevant source of taxation risk in relation to tax positions taken by the Group.

The Group actively manages tax obligations with the aim of minimizing unexpected adverse financial or reputational impact to the Group.

This is reinforced by:

- Employment of appropriately qualified and experienced people in key tax-related roles, with specific tax responsibilities and accountabilities included in their job descriptions.
- An organizational structure that supports and encourages the reporting and escalation of tax issues.
- A culture based on values and behaviors that encourage long-term ethical thinking.
- Having appropriate systems and processes in place enabling us to validate our understanding of relevant tax legislation, thereby strengthening our compliance with the tax laws and regulations of the jurisdictions in which we operate.
- We aim for maintaining a strong and transparent working relationship with the relevant tax administrations. Where possible, new and complex tax positions or proposed changes in tax legislation are generally discussed with tax authorities in real time. In addition, generally available statutory or non-statutory clearances from relevant tax administrations might be requested in respect of specific transactions where there is material uncertainty and/or where the transaction is material to the Group legal entity involved.

During a tax audit, involved Group employees are expected to be transparent and prompt in replying to inquiries of a tax administration. In case of disputes with tax administrations, the Group aims to reach an agreement whenever possible and intends to treat litigation as a last resort. The Group is transparent about its approach to tax affairs. Disclosures are made in accordance with the relevant global and local tax reporting requirements as well as other requirements or standards, such as IFRS.



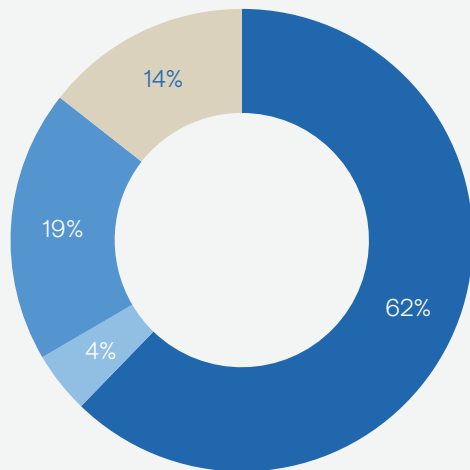
Total tax contribution

Total tax contribution reflects Zurich's economic contribution to the economy in taxes – the direct and indirect taxes paid by Zurich ('tax borne by the shareholders') and those taxes that Zurich is legally obliged to collect on behalf of the tax administrations ('tax collected'):

Taxes borne by shareholders

Total 2024: USD 3.1bn

(all numbers based on IFRS excluding deferred income tax)

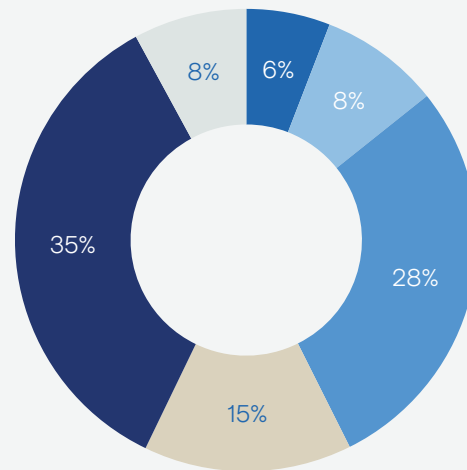


- Shareholder income tax
- Stamp duty and other taxes
- Employer social security
- Irrecoverable VAT

Taxes collected

Total 2024: USD 8.3bn

(all numbers based on IFRS excluding deferred income tax)



- Employer social security
- PH Income and other taxes
- Other taxes (incl. WHT)
- Payroll tax
- Premium tax
- VAT declared

As part of Zurich's tax strategy, we strive to manage tax costs and control associated risks for the benefit of our customers, employees, shareholders and for society as a whole.

The Group employs rigorous tax accounting and reporting oversight.

The location of Group subsidiaries and affiliated companies is driven by business reasons and not the avoidance of tax. The Group consolidated result includes only a very limited number of companies located in low or nil tax rate jurisdictions and in all cases they carry out operative insurance, reinsurance and asset management activities.

We are committed not to use so-called 'tax havens' or secrecy jurisdictions for tax planning purposes and therefore do not transfer value created to low tax rate jurisdictions.



The following graphic provides a regional overview of Zurich's total tax contribution for the financial year 2024:

2024 Total Group Tax Contributions by region in USD millions



The balance between 'total tax collected' and 'tax borne by shareholders' varies between regions and countries due to Zurich's local footprint but also due to different characteristics of the various tax jurisdictions where Zurich operates:

Top 20 countries with the highest total tax contribution¹ in 2024

Region/Country (in USDm)	Total tax contribution	Tax collected	Tax borne by Shareholders	FTEs per 31.12.2024
Switzerland	2,745	2,248	496	5,310
United States	2,496	1,189	1,307	17,218
Germany	1,070	861	210	4,961
United Kingdom	947	848	98	5,109
Italy	601	501	101	1,286
Brazil	523	339	183	2,166
Spain	489	299	190	3,252
Australia	419	387	31	2,268
Mexico	399	245	154	1,606
Austria	357	328	29	1,192
Ireland	331	304	27	1,655
Argentina	259	212	48	1,281
Canada	116	75	41	901
Portugal	114	76	38	566
Chile	113	77	36	2,722
Japan	88	25	63	1,698
France	70	61	9	225
Malaysia	62	50	12	1,522
Netherlands	48	38	11	150
Colombia	34	29	5	397
Other/Rest of the World	215	125	90	6,908
Group Total	11,495	8,317	3,178	62,393

¹These countries contribute to 95% of Zurich's revenue for the 2024 financial year.

Significant subsidiaries are defined as those subsidiaries which either individually or in aggregate, contribute significantly to gross written premiums, shareholder's equity, total assets or net income attributable to shareholders.

Significant subsidiaries – non-listed

Primary activity as of December 31, 2024	Registered office	Voting rights %	Ownership interest %	Nominal value of share capital (in local currency millions)
Australia				
Cover-More Group Limited	Sydney	100	100	AUD 1,014.2
Zurich Australia Limited	Sydney	100	100	AUD 543.5
Zurich Australian Insurance Limited	Sydney	100	100	AUD 6.6
Zurich Financial Services Australia Limited	Sydney	100	100	AUD 2,983.0
Austria				
Zürich Versicherungs-Aktiengesellschaft	Vienna	99.98	99.98	EUR 9.8
Brazil				
Zurich Santander Brasil Seguros e Previdência S.A. ¹	Sao Paulo	51	51	BRL 2,509.2
Zurich Minas Brasil Insurance Company	Belo Horizonte	100	100	BRL 2,316.0
Zurich Reinsurance Brasil S.A.	Sao Paulo	100	100	BRL 124.0
Zurich Santander Brasil Seguros S.A	Sao Paulo	100	100	BRL 139.0
Chile				
Zurich Chile Seguros de Vida S.A.	Santiago	99.23	99.23	CLP 137,899.9
Zurich Santander Seguros de Vida Chile S.A. ¹	Santiago	51	51	CLP 24,252.9
Germany				
Deutscher Herold Aktiengesellschaft	Cologne	100	100	EUR 18.4
Zürich Beteiligungs-Aktiengesellschaft (Deutschland)	Frankfurt	100	100	EUR 152.9
Zurich Deutscher Herold Lebensversicherung Aktiengesellschaft	Cologne	100	100	EUR 68.5
Zurich Immobilien (Deutschland) AG & Co. KG	Cologne	100	100	EUR 0.002
Zurich Life Legacy Versicherung AG (Deutschland)	Cologne	100	100	EUR 54.000
Zurich Insurance Europe AG	Frankfurt	100	100	EUR 8.2
India				
Zurich Kotak General Insurance Company (India) Limited	Mumbai	70	70	INR 10,727.3
Indonesia				
PT Zurich Asuransi Indonesia Tbk	Jakarta Selatan	80	80	IDR 3,101,846.0
Ireland				
Zurich Life Assurance plc	Dublin	100	100	EUR 17.5
Zurich Holding Ireland Limited	Dublin	100	100	EUR 0.1
Italy				
Zurich Investments Life S.p.A.	Milan	100	100	EUR 207.9
Zurich Italy Bank S.p.A.	Milan	100	100	EUR 49.0
Japan				
Zurich Life Insurance Japan Company Ltd	Nakano-ku	100	100	JPN 7,316.3
Luxembourg				
Zurich (Lux) Real Estate I S.C.S. SICAV-SIF	Luxembourg	100	100	EUR 2,229.8
Malaysia				
Zurich Life Insurance Malaysia Berhad	Kuala Lumpur	100	100	MYR 579.0
Zurich Holdings Malaysia Berhad	Kuala Lumpur	100	100	MYR 878.4
Mexico				
Zurich Santander Seguros México, S.A. ¹	Mexico City	51	51	MXN 190.0
Spain				
Bansabadell Pensiones, E.G.F.P., S.A.	Madrid	50	50	EUR 7.8
Bansabadell Seguros Generales, S.A. de Seguros y Reaseguros	Madrid	50	50	EUR 10.0
Bansabadell Vida S.A. de Seguros y Reaseguros	Madrid	50	50	EUR 43.9
Zurich Latin America Holding S.L. - Sociedad Unipersonal	Barcelona	100	100	EUR 43.0
Zurich Santander Holding (Spain), S.L. ¹	Boadilla del Monte	51	51	EUR 942.8
Zurich Santander Holding Dos (Spain), S.L. ¹	Boadilla del Monte	51	51	EUR 94.3
Zurich Santander Insurance America, S.L.	Boadilla del Monte	51	51	EUR 40.0
Zurich Vida, Compañía de Seguros y Reaseguros, S.A. – Sociedad Unipersonal	Madrid	100	100	EUR 56.5

Significant subsidiaries – non-listed

Primary activity as of December 31, 2024	Registered office	Voting rights %	Ownership interest %	Nominal value of share capital (in local currency millions)
Switzerland				
Zurich Finance Company Ltd	Zurich	100	100	CHF 0.2
Zurich Insurance Company Ltd	Zurich	100	100	CHF 825.0
Zurich Life Insurance Company Ltd	Zurich	100	100	CHF 60.0
Zurich Reinsurance Company Ltd	Zurich	100	100	CHF 11.7
United Kingdom				
Allied Zurich Holdings Limited	St. Hélier, Jersey	100	100	GBP 597.7
Zurich Assurance Ltd	Swindon, England	100	100	GBP 356.2
Zurich Employment Services Limited	Swindon, England	100	100	GBP 417.3
Zurich Financial Services (UKISA) Limited	Swindon, England	100	100	GBP 1,460.9
Zurich Holdings (UK) Limited	Fareham, England	100	100	GBP 318.3
Zurich International Life Limited	Douglas, Isle of Man	100	100	GBP 123.4
Zurich UK General Services Limited	Fareham, England	100	100	GBP 470.9
United States of America				
Farmers Group, Inc. ²	Carson City, NV	100	100	USD 0.000
Farmers Reinsurance Company ²	Woodland Hills, CA	100	100	USD 0.0
Farmers New World Life Insurance Company ²	Bellevue, WA	100	100	USD 0.0
Zurich American Insurance Company	New York, NY	100	100	USD 5.0
Zurich American Life Insurance Company	Schaumburg, IL	100	100	USD 2.5
Zurich Holding Company of America, Inc. ³	Wilmington, DE	100	100	USD 0.00
Centre Group Holdings (U.S.) Limited	Wilmington, DE	100	100	USD 0.00000
ZCM (U.S.) Limited	Wilmington, DE	100	100	USD 0.00000
Zurich Structured Finance, Inc.	Wilmington, DE	100	100	USD 0.012
Kraft Lake Insurance Agency, Inc.	Grand Rapids, MI	100	100	USD 0.000
Zurich Global LTD	Pembroke, Bermuda	100	100	USD 0.500

1. Zurich Insurance Group Ltd (ZIG) indirectly owns 51 percent.

2. The ownership percentages in Farmers Group, Inc. and its fully owned subsidiaries have been calculated based on the participation rights of Zurich Insurance Group in a situation of liquidation, dissolution or winding up of Farmers Group, Inc.

3. Shares have no nominal value in accordance with the company's articles of association and local legislation.

- Holding or Managing Intellectual Property
- Administrative, Management or Support Services
- Regulated Financial Services
- Insurance
- Holding shares or other equity instruments
- Other



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Zurich's tax strategy and total tax contribution

