

150
years



Bringing Transparency to the Savings Pipeline & Financial Impact Through One Integrated, End-to-End Process

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* Ratings as of February 23, 2026.



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* Ratings as of February 23, 2026. A.M. Best and Standard & Poor’s financial strength rating are under continuous review and subject to change and/or affirmation. For the latest Best’s Ratings and Best’s Company Reports, visit the A.M. Best website at www.ambest.com. The rating represents the overall financial status of Zurich American Insurance Company and is not a recommendation of the specific policy provisions, rates or practices of each issuing insurance company.

Zurich Group full year results 2025

Exceptional results also show outstanding earnings growth.

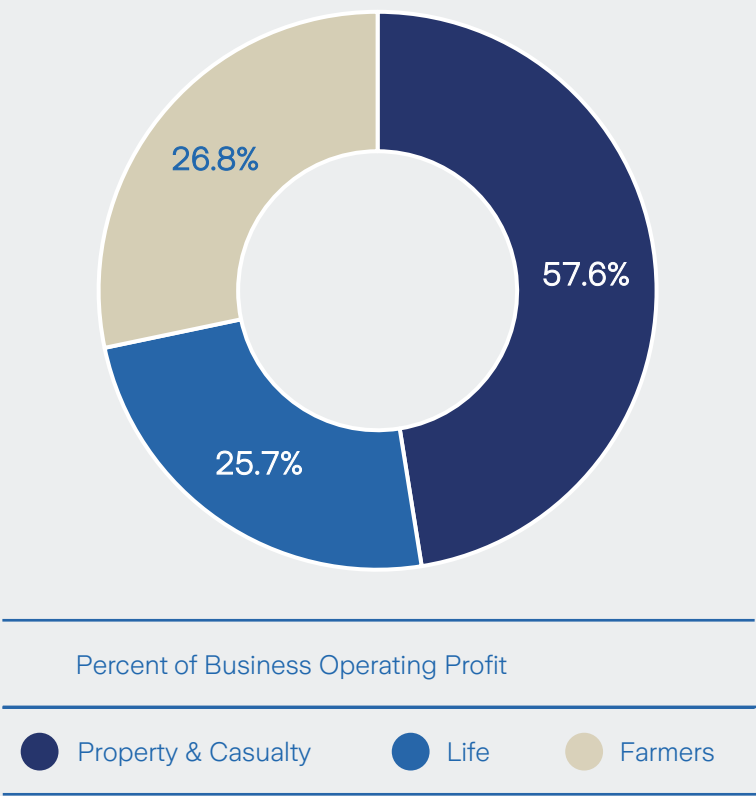
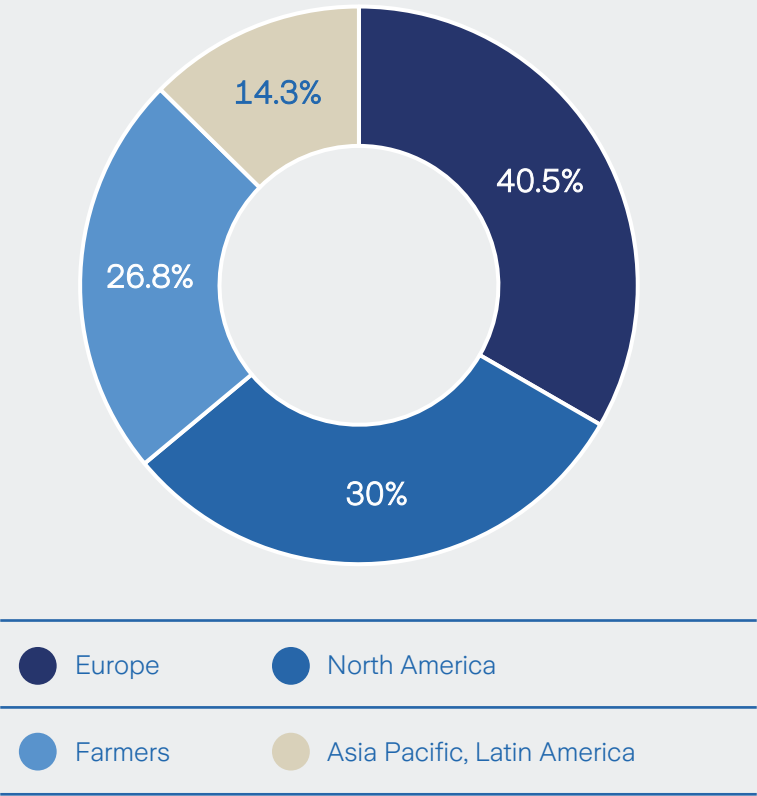


USD 8.9 bn
Business operating profit (BOP)¹

USD 6.8 bn
Net income attributable to shareholders after tax (NIAS)¹

USD 162.8 bn
Average Group Investments²

USD 28.5 bn
Shareholders Equity²



¹ Source: “[Zurich delivers USD 8.9bn operating profit, raises dividend to CHF 30, strong progress toward 2027 targets](#),” Media release, Zurich, February 19, 2026

² Total assets (FY2025) will be disclosed with the Annual Report in March 2026. In the interim, Zurich reported average Group investments of USD 162.8bn and shareholders’ equity of USD 28.5bn for 2025. The percentages exceed 100% because negative “Other” BOP reduces the Group total.

How much do you trust your savings number?

Savings increased. Confidence did not...



Global Spend in scope of Procurement of approx. USD 3bn

Procurement view:

Higher savings delivered year after year

Finance and business view:

Limited ability to trace savings to budgets, business results and the P&L

The credibility gap
A savings number that cannot be traced to financial impact is difficult for the organization to validate and trust.



Three different views on Savings



Procurement

What did we negotiate?



Finance

What changes the plan or P&L?



Business

What changed in demand or delivery?

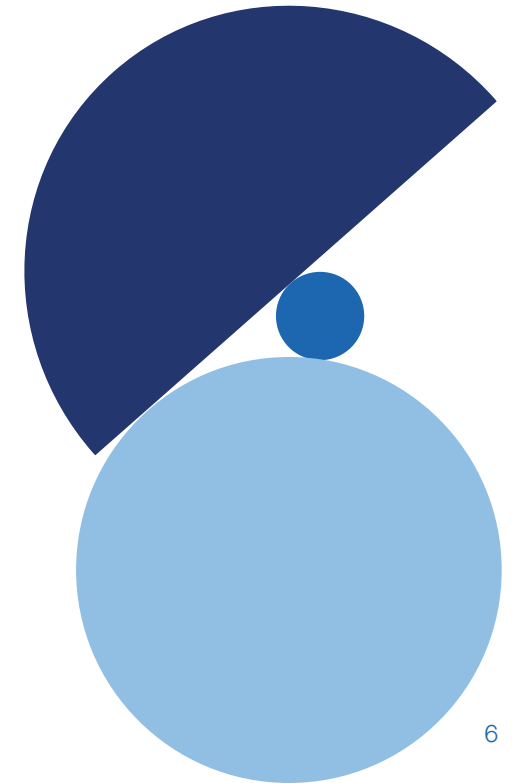
Without one shared methodology and process, each answer can be individually reasonable and collectively inconsistent

Objective

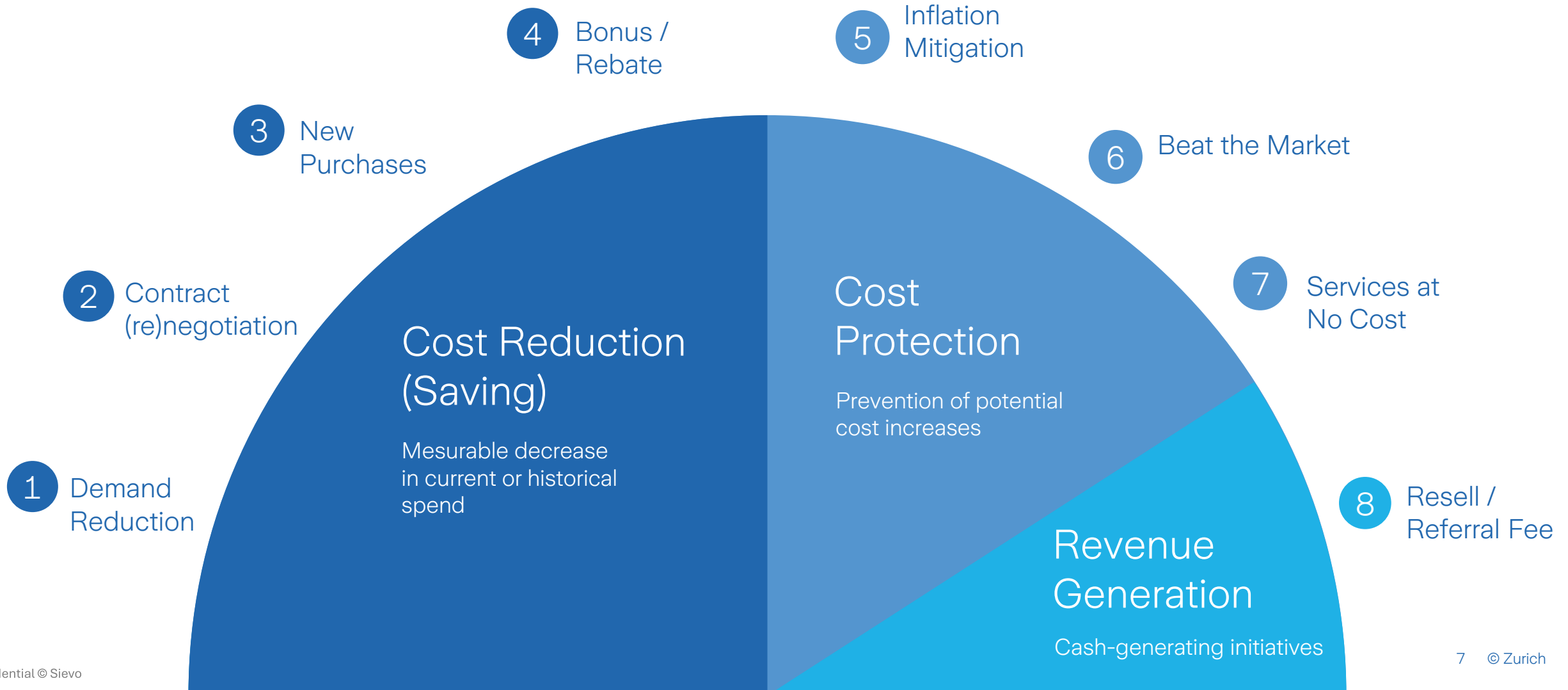
To systematically identify, classify, and quantify procurement-driven financial benefits using clear definitions, recognized levers, and consistent calculation methods

Benefit Approval

Reported benefits must be approved based on value thresholds to ensure transparency, accuracy, and accountability.



Benefit Types with Sub-Types



The objective of Finance validation is to ensure that reported procurement benefits are accurate, measurable, and aligned with financial reporting standards, enabling credible benefit recognition.

Benefits are used by the business for different purposes and therefore not always impacting P&L. To increase the transparency, Finance will validate reported benefits and assign them into four categories. In all cases, the decision remains with the business and/or finance.

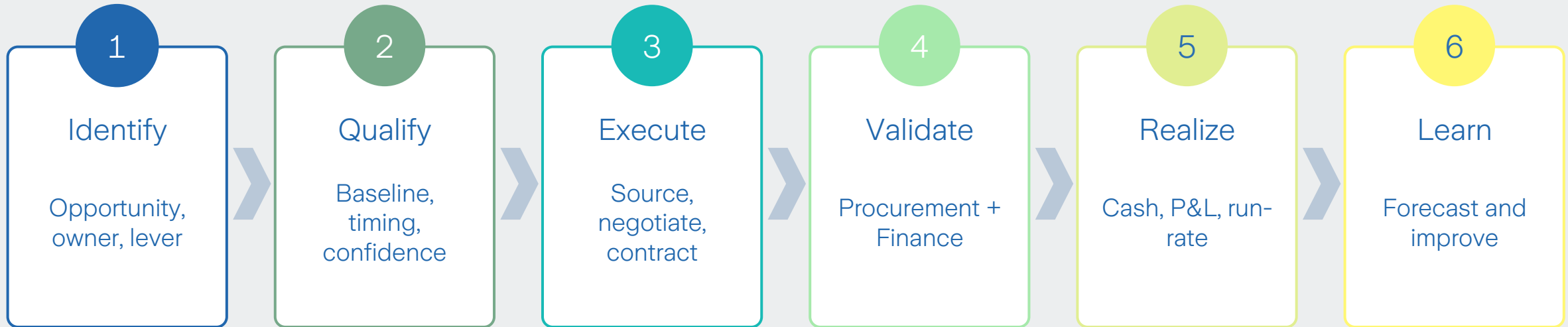


Benefits are:

- used to achieve financial stretch targets
- reallocated/reinvested
- removed from existing budgets
- Claims Benefits have resulted in lower indemnity costs

Our design principle: one initiative, one record, multiple views

A single workflow connects opportunity, execution, validation and financial impact



The initiative is the digital thread. Status, assumptions, evidence and approvals travel with it.

Five takeaways you can use

Start with trust, then scale the technology

- 1 | Make the initiative the digital thread
- 2 | Define baseline, lens and timing up front
- 3 | Build Finance validation into the workflow
- 4 | Keep the delta visible when views diverge
- 5 | Transparency is not a dashboard; It is a shared way of working.



A close-up, high-contrast photograph of a fountain pen nib, likely a Montblaster Meisterstück, resting on a dark, reflective surface. The pen is angled diagonally from the top left towards the center. The nib is highly detailed, showing the fine lines of the writing tip and the surrounding metal structure. The background is dark and moody, with some light reflecting off the pen's body and the surface it rests on.

How much do
you trust your
savings
numbers?

Thank you

