



**Fred Kindle**  
**Member of the Board of Directors**

Fred Kindle (born 1959, Citizen of Fürstentum Liechtenstein and Switzerland) has been a member of the Boards of Zurich Financial Services Ltd and of Zurich Insurance Company since April 2006.

Mr. Kindle joined Hilti AG in Liechtenstein in 1984 as a marketing projects manager. From 1988 until 1992 he was an associate and engagement manager with McKinsey & Company in New York and Zurich. He then joined Sulzer Chemtech AG in Switzerland as the head of the Mass Transfer Department and in 1996 became the head of the Product Division. In 1999 he was appointed CEO of Sulzer Industries, one of the two operating groups of Sulzer AG. Two years later he became CEO of Sulzer. After joining ABB Ltd. in fall 2004, Mr. Kindle was appointed CEO of ABB Group worldwide in January 2005, a position he held until February 2008. In October 2008 he became a partner of Clayton, Dubilier & Rice, a private equity firm based in New York and London.

Mr. Kindle also serves on the board of VZ Holding Ltd., Zurich and since June 2008 on the board of Stadler Rail AG, in Bussnang.

Mr. Kindle graduated from the Swiss Federal Institute of Technology (ETH) in Zurich with a master's degree in engineering. He gained an MBA at Northwestern University, Evanston, in the United States.