



# Defy Uncertainty

We're there for our **33 million customers**, protecting what's important to them and helping them save for the future. We help our customers look to the future with confidence. We want to be a **320-year old disruptor**, benefitting from the strength of our past while leading the way in digital innovation

## £34.4bn

Paid out in benefits and claims to our customers in 2016 – a £3.7 billion increase on last year

## 74%

Employee engagement has increased by four percentage points, and is above the financial services average

## 58%

Our global businesses are either at or above the upper quartile for customer advocacy compared to our competitors

## 7.5m

Registered users on our global digital platforms up 97% from 3.8 million in 2015

## £450bn

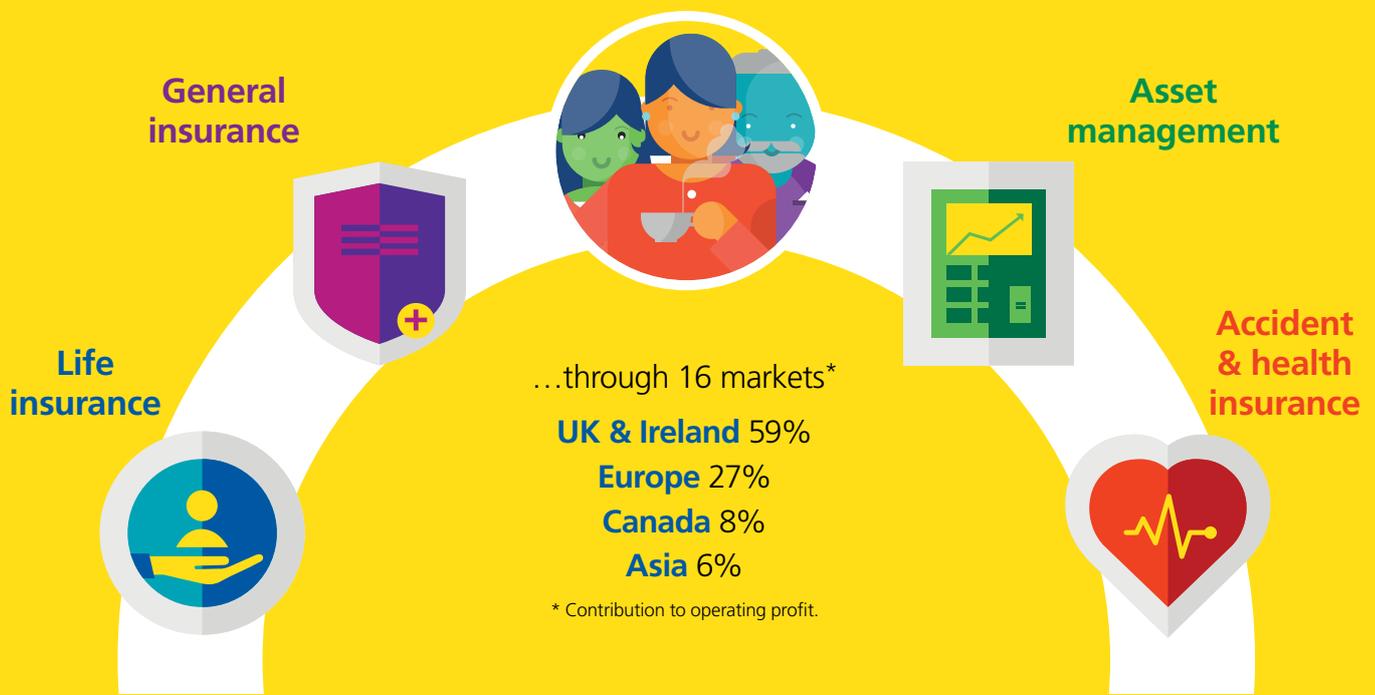
Assets under management an increase of £59 billion on last year

## 1,600

Community projects supported in 2016, 60% more than our target

### WHAT WE DO

We help people protect what's important to them and save for a comfortable future. We offer a wide range of insurance and savings products...





OUR STRATEGY

We have a clear purpose: we help our customers Defy Uncertainty. We have a clear strategy that determines how we do that



True Customer Composite

Meeting customer needs across life, general, accident & health insurance and asset management



Digital First

Emphasising customer experience driven by digital – online, mobile and tablet



Not Everywhere

Focusing on markets and segments where we can win

2016 FINANCIALS

2016 was a successful year despite challenging market conditions

Operating profit<sup>1</sup>

£3,010m

Up 12% on 2015<sup>2</sup>

Cash remittances

£1,805m

Up 20% on 2015

Total dividend

23.3p

Up 12% on 2015

Profit after tax<sup>1</sup>

£859m

Down 22% on 2015<sup>2</sup>

Net asset value per share

414p

Up 6% on 2015<sup>2</sup>

Solvency II cover ratio<sup>3</sup>

189%

Up 9ppts on 2015

1 Impact of the change in the Odgen discount rate is an exceptional item and therefore not recognised within operating profit. The impact to profit before tax is £475 million, with an after tax impact of £380 million.

2 Prior period comparatives have been restated.

3 The estimated Solvency II cover ratio represents the shareholder view.

