



TIM HARRIS
GROUP FINANCE DIRECTOR

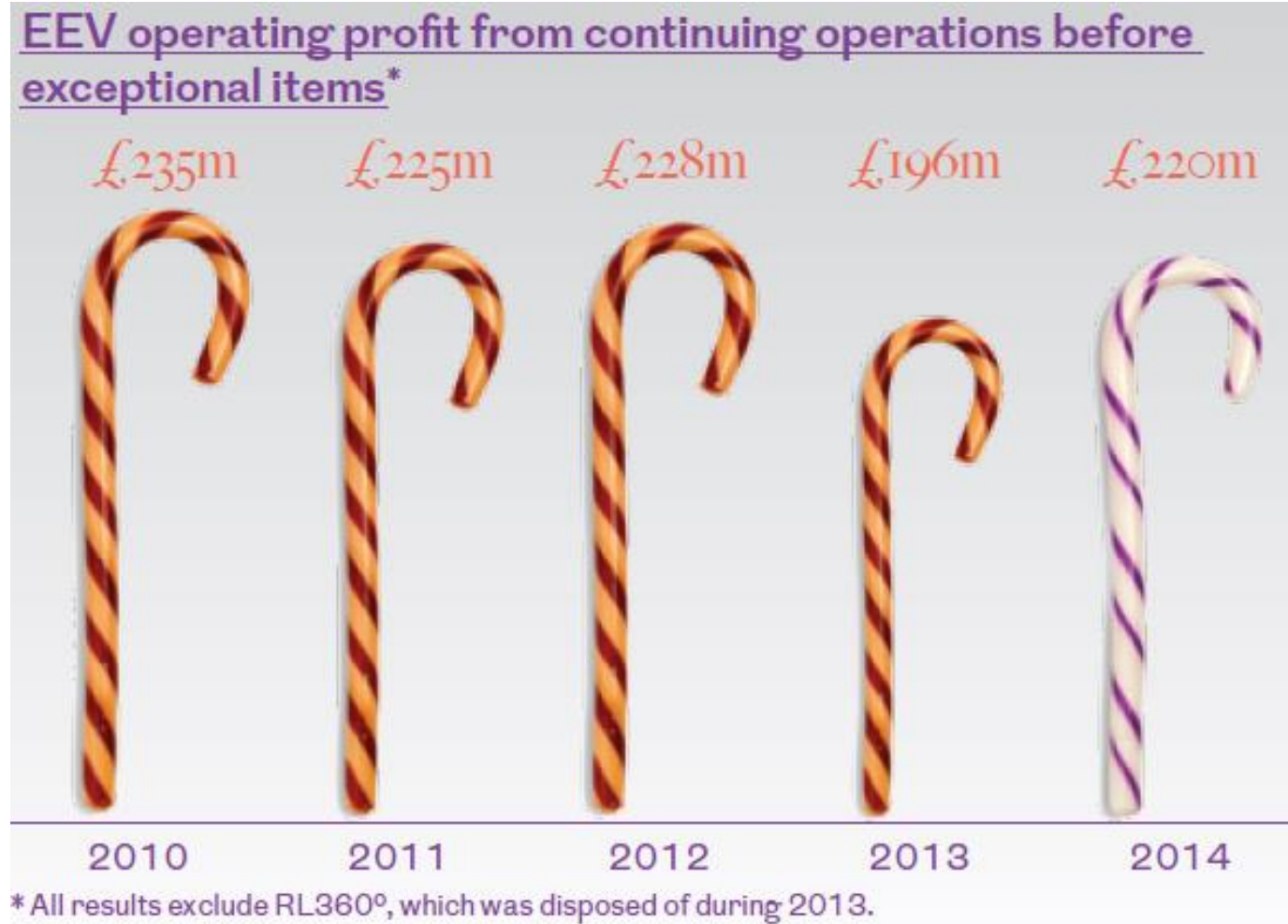
WE PERFORMED WELL IN 2014

- Strong underlying operating result
- Strengthened capital position
- Good returns for policyholders



FINANCIAL RESULTS OPERATING PROFIT

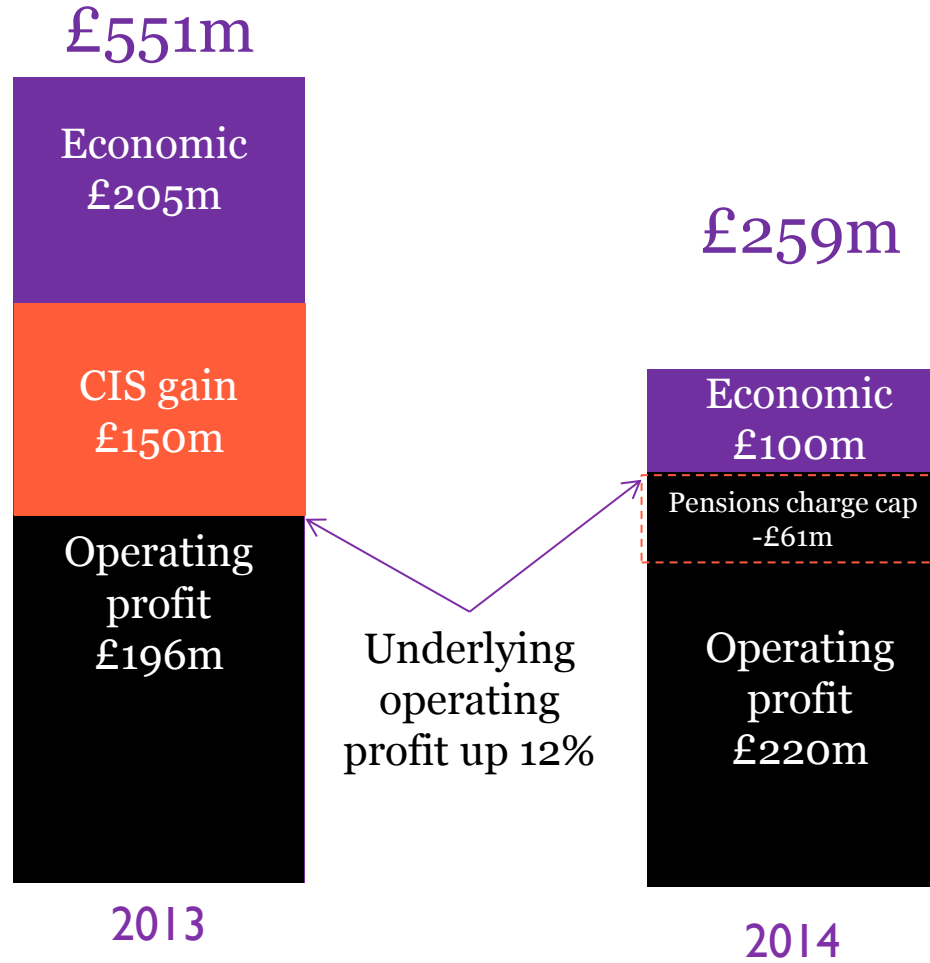
Our EEV operating profit from continuing operations before exceptional items increased **12%** in 2014



FINANCIAL RESULTS

PROFIT

EEV profit from continuing operations before tax and Royal London Profit Share



FINANCIAL RESULTS SIGNIFICANT EVENTS

- Integrating CIS, its subsidiaries and TCAM into Royal London
- Part VII transfer of the assets and liabilities of RL (CIS) Limited
- Launch of direct-to-consumer offering
- Significant programme to support the implementation of the Solvency II European Directive from January 2016



FINANCIAL RESULTS

CAPITAL

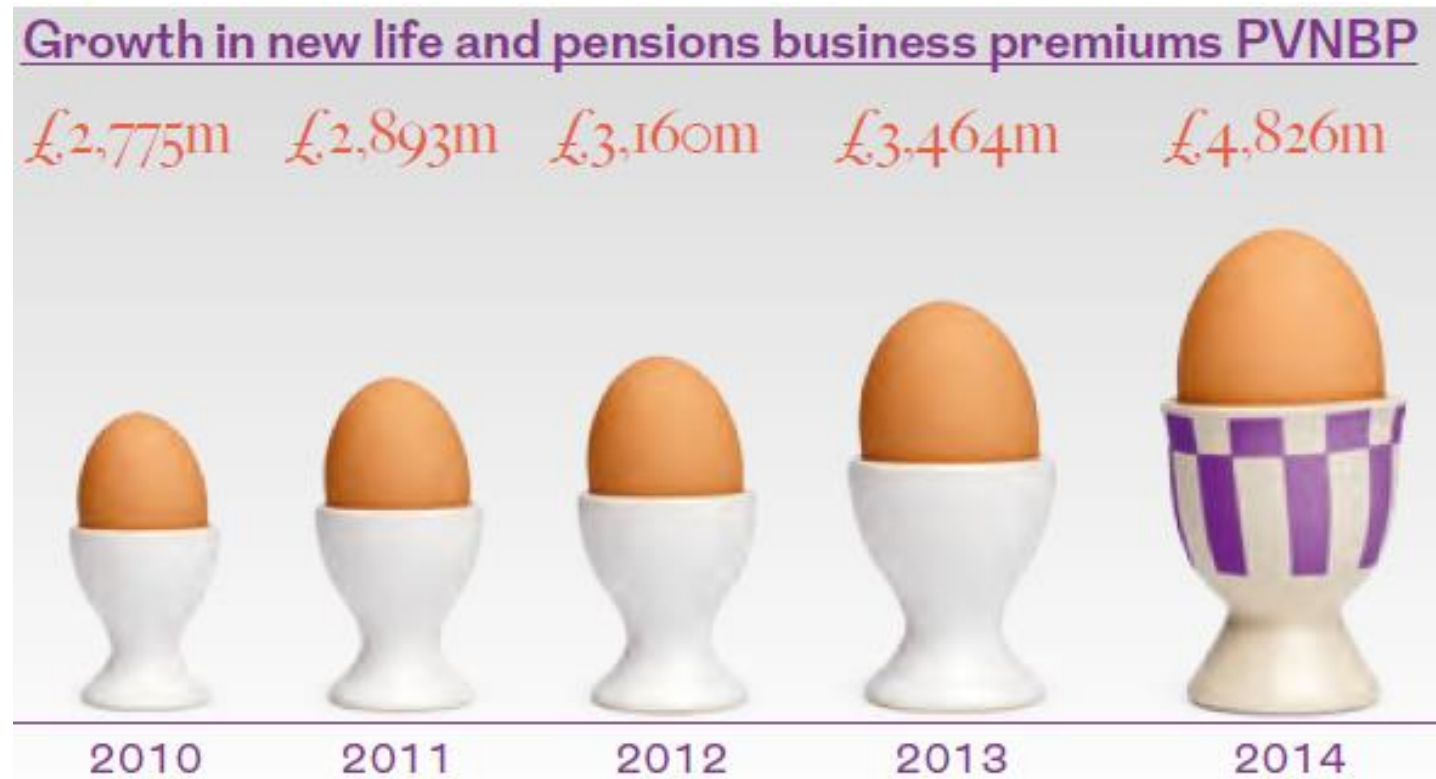
The Group's capital strength and stability have continued to improve in 2014 as a result of strong business performance and improvements arising from the Part VII Transfer of the CIS business



Pillar I basis (Insurance Group Directive)
Excess capital

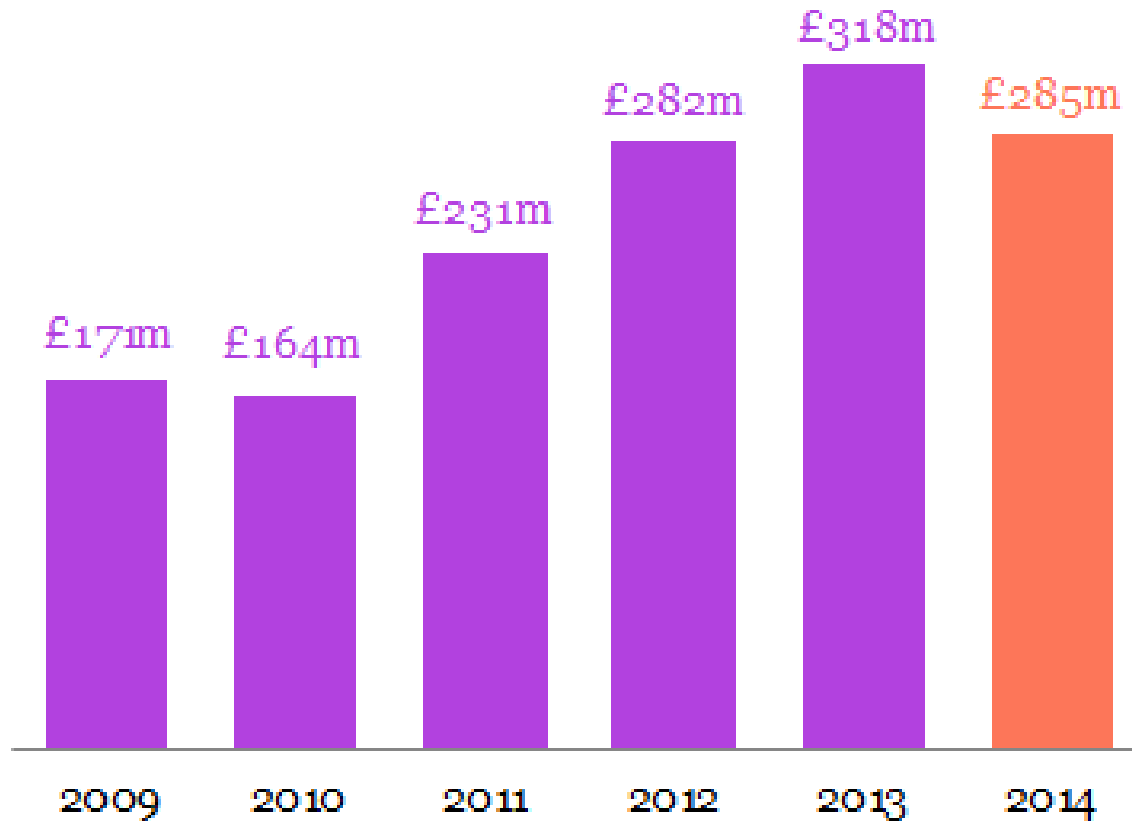
FINANCIAL RESULTS NEW BUSINESS PREMIUMS (PVNBP)

The present value of our new business premiums, saw our life and pensions new business increase by **39%** on the prior year



FINANCIAL RESULTS RETURNING VALUE TO OUR POLICYHOLDERS

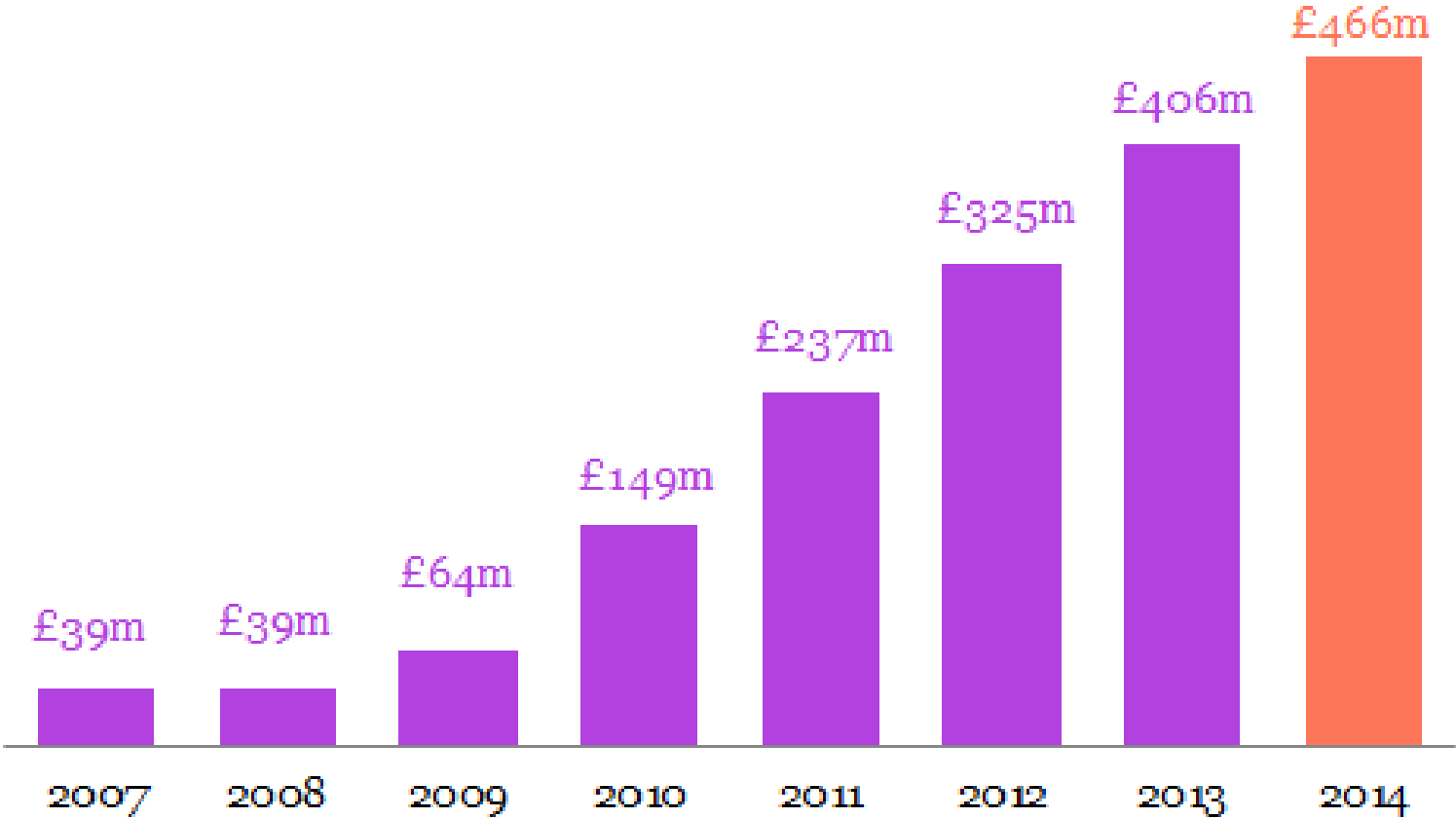
Increased bonuses added to with-profit policies



This reflects increases in many of our bonus rates, but is lower in total because fewer policies matured in 2014, with many endowments maturing in 2013

FINANCIAL RESULTS
RETURNING VALUE TO OUR POLICYHOLDERS

Cumulative Royal London Profit Share allocated





In summary...

2014 was a good year

- Strong underlying operating result
- Substantial increase in our capital strength
- Good returns to policyholders

Looking forward to 2015

- Grow profitable business lines
- Further improve our operational effectiveness
- Work to meet the requirements of Solvency II