

Keynote Speech

Mark Wilson, CEO Aviva

11th Symposium on Insurance Strategies

Consolidation in Insurance: What is it about?

6 November 2015, London

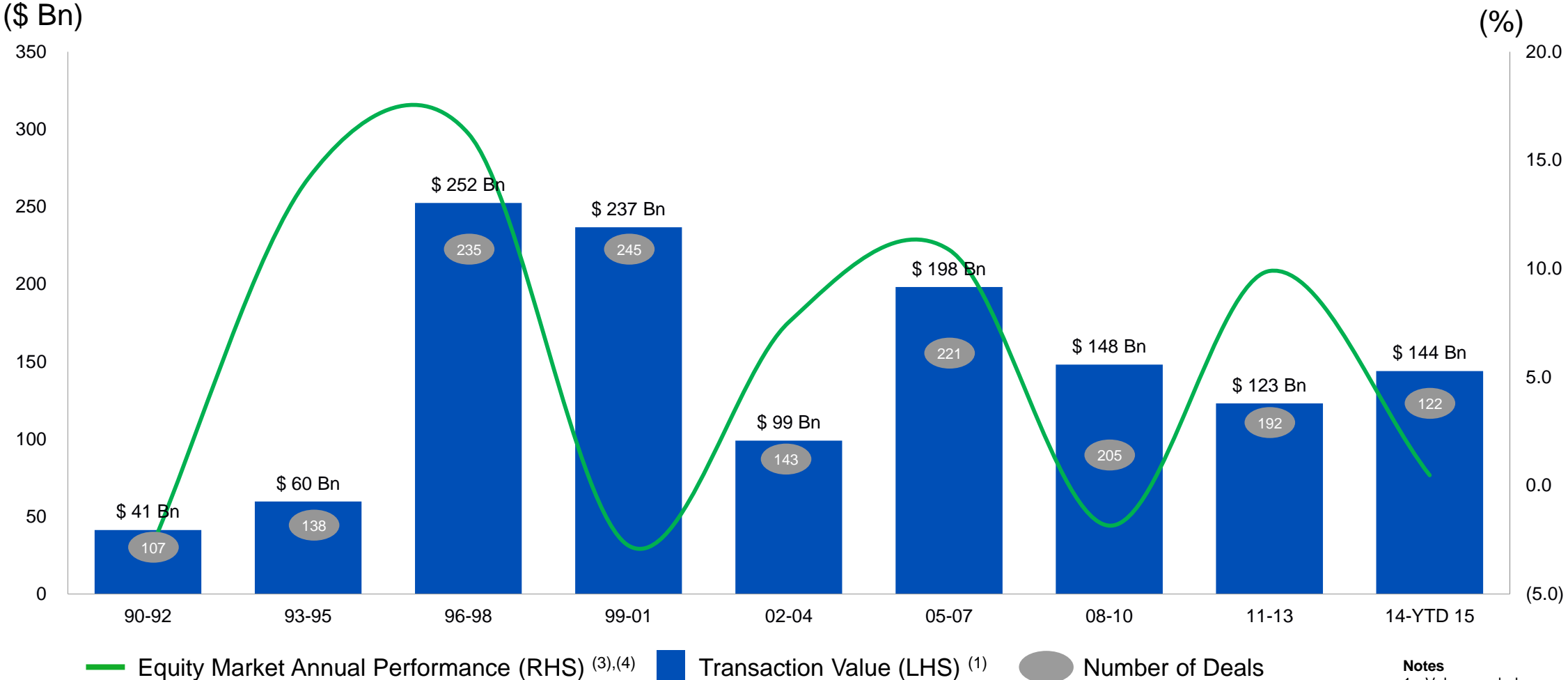
Ye Olde Cheshire Cheese – Fleet Street



Insurance M&A broadly follows equity market performance...



Total Insurance M&A Volumes
Deals of value > \$100M - Since 1990



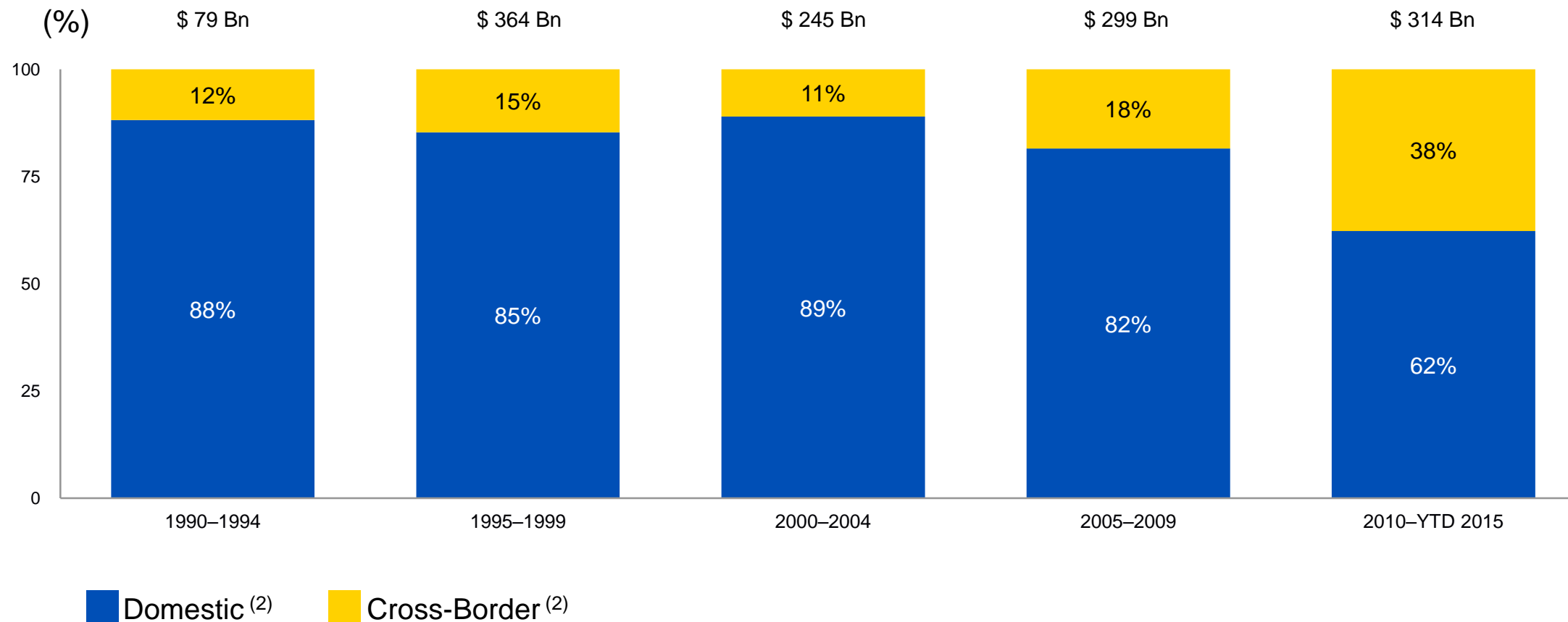
- Notes**
1. Values exclude assumed liabilities
 2. IMF Aggregate for World
 3. MSCI World Index
 4. Period average figures

Shift from Domestic M&A to Cross-Border...



Insurance M&A Volumes

Deals of value > \$100M (Since 1990)

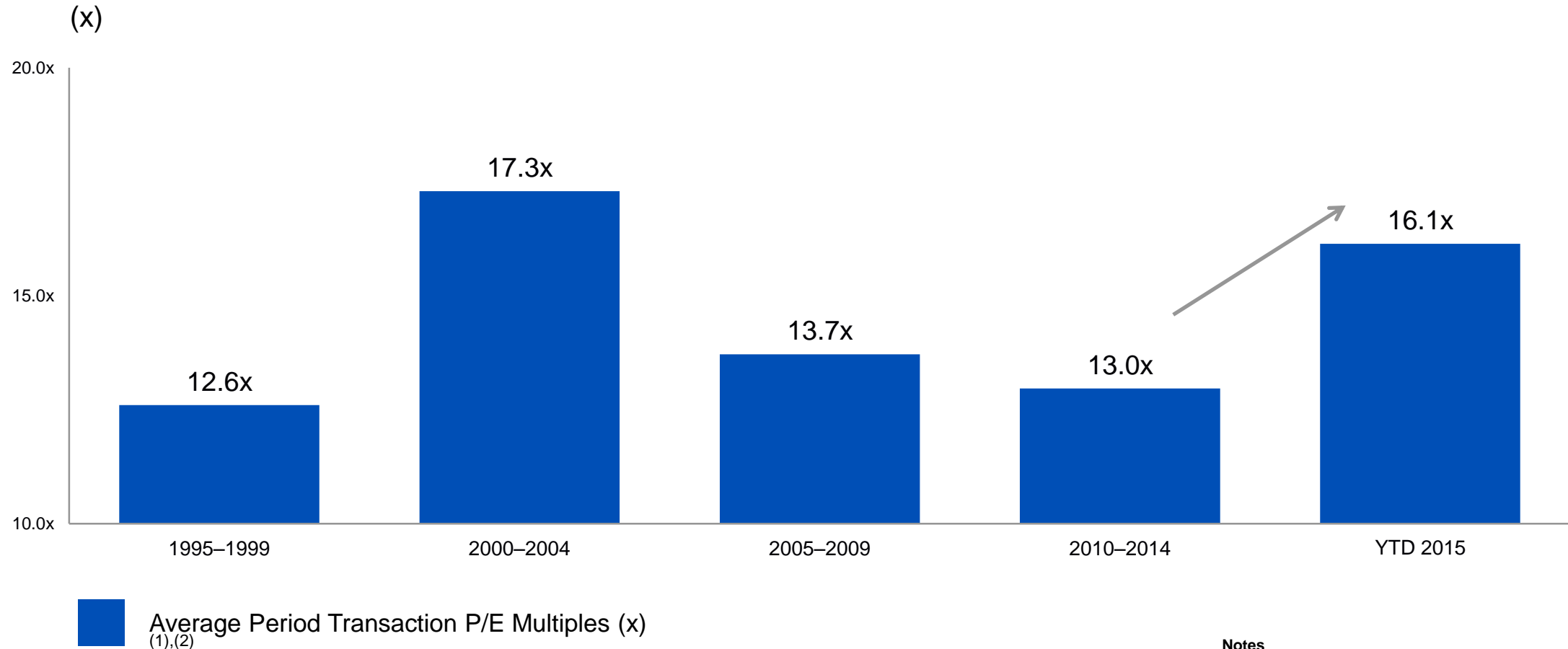


Notes

- 1. Split based on target's region
- 2. Values exclude assumed liabilities

Increasing multiples for growth beyond domestic markets...

Insurance M&A – Cross Border Valuations
P/E (x), Selected Transactions > \$ 1Bn (Since 1990)



Notes

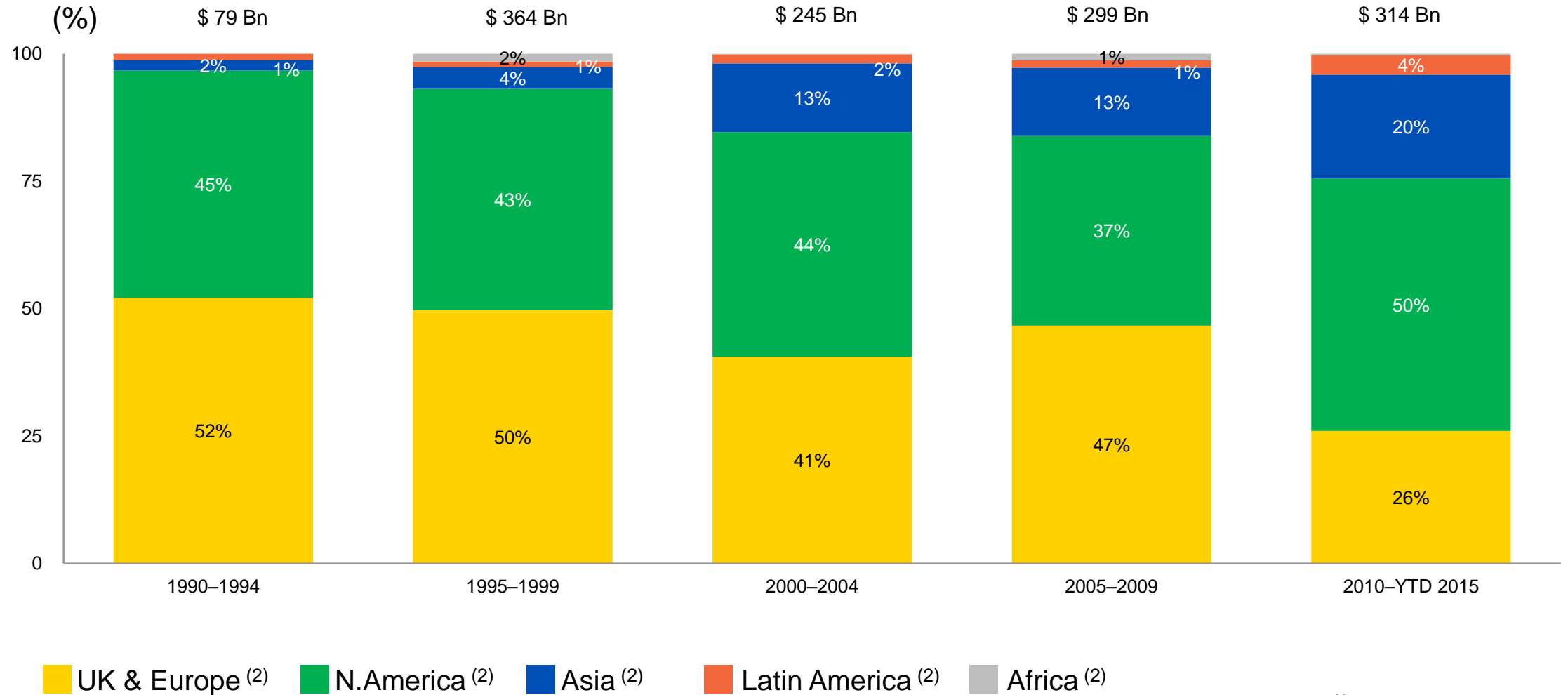
1. Underlying transaction values exclude assumed liabilities
2. Based on selected transactions for each period (4-5 cross-border deals only with transaction value > \$1 Bn)

Noticeable shift away from UK & Europe...



Total Insurance M&A Volumes

Deals of value > \$100M - Since 1990



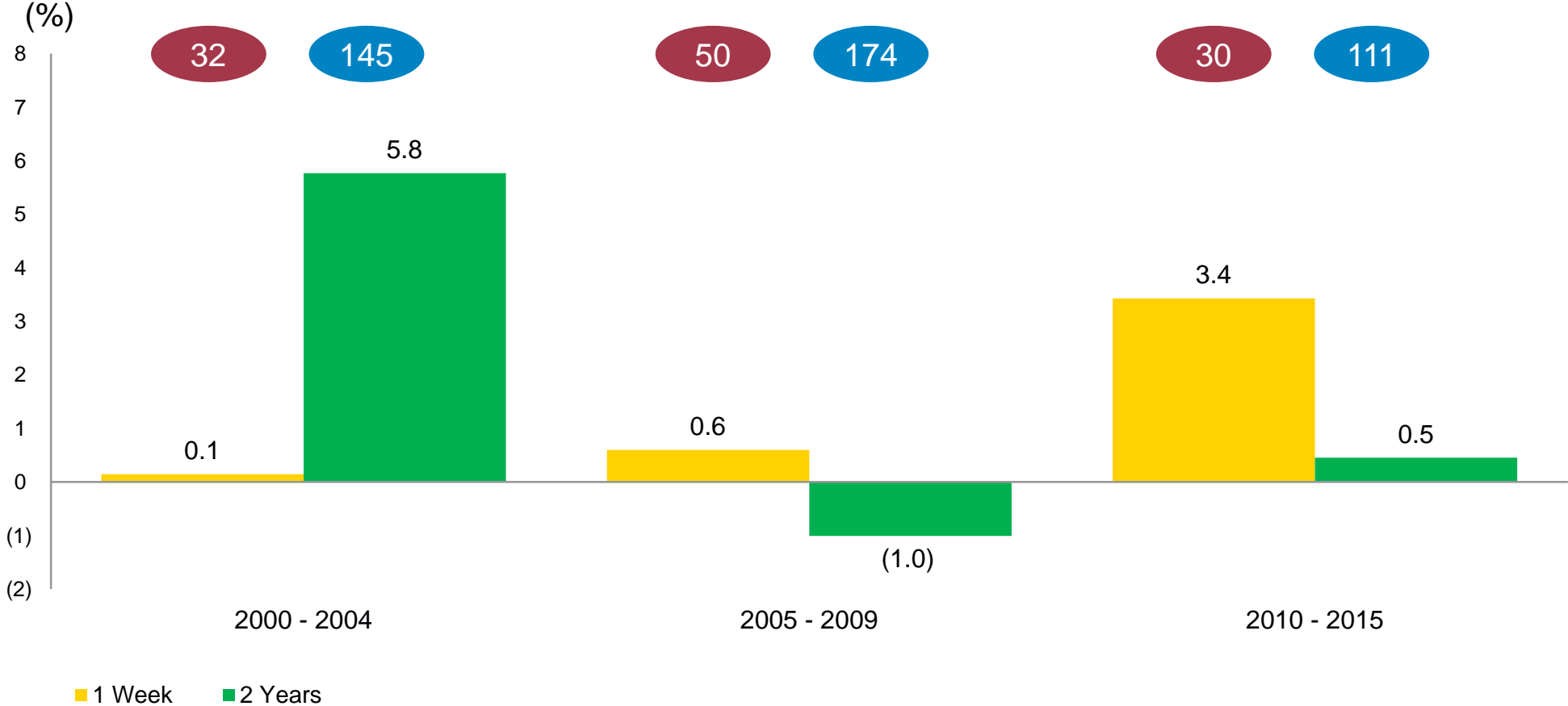
Notes

1. Split based on target's region
2. Values exclude assumed liabilities

In value creation fact will always trump sentiment...



Acquirer Performance over Indices ⁽¹⁾
2000 - 2015



● Number of Deals ● Total Deal Value (\$Bn)

Notes
1. Performance of acquirer is compared with the corresponding index performance over the same period