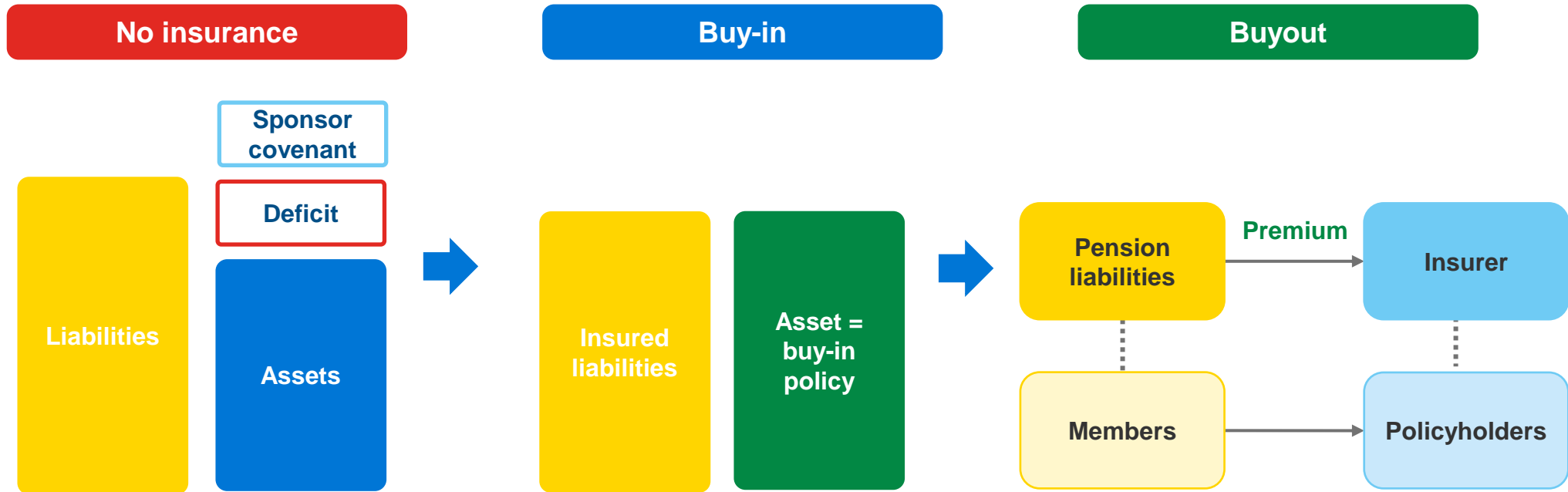


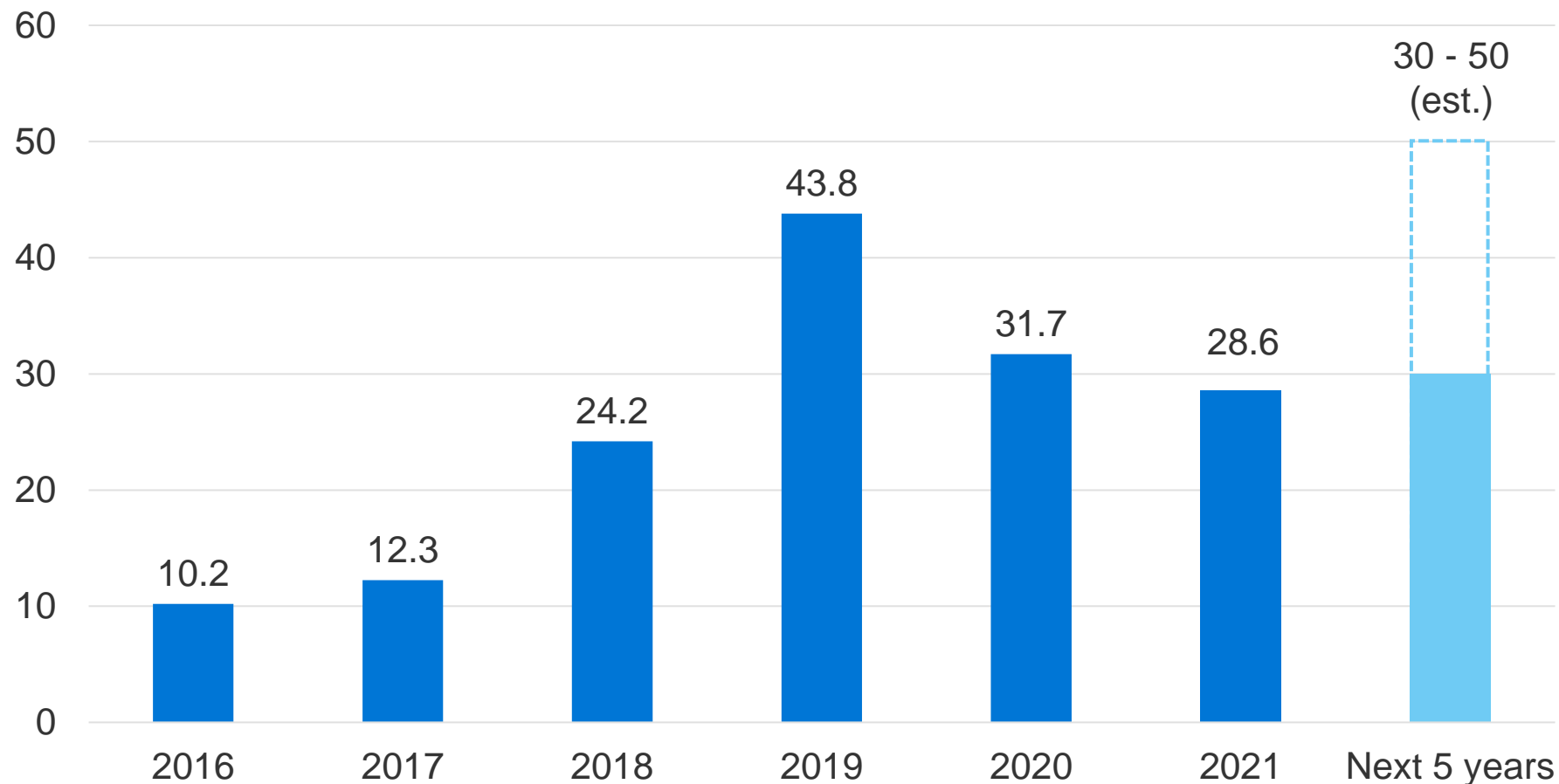
Buy-ins and buyouts simplify a sponsor's balance sheet and give trustees certainty that pension promises will be met



UK buy-in and buyout market

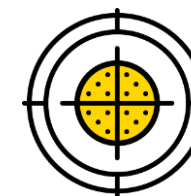


Total volumes across the market (£ billion)



c.£2tn

DB pension liabilities
on UK company balance sheets



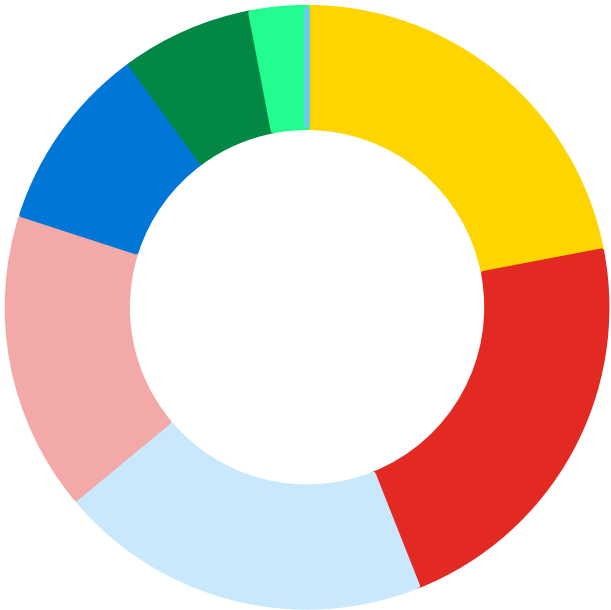
c.12%

secured with insurance
market to date

Competition in the market



2021 market share (%) (est.)



- Legal & General: 22%
- Phoenix Life: 20%
- Rothsay Life: 10%
- Canada Life: 3%
- Aviva: 22%
- PIC: 16%
- JUST: 7%
- Scottish Widows: 0%

A few of our notable transactions

Rolls-Royce

£4.6 billion Rolls-Royce buyout, including legacy asset transfer

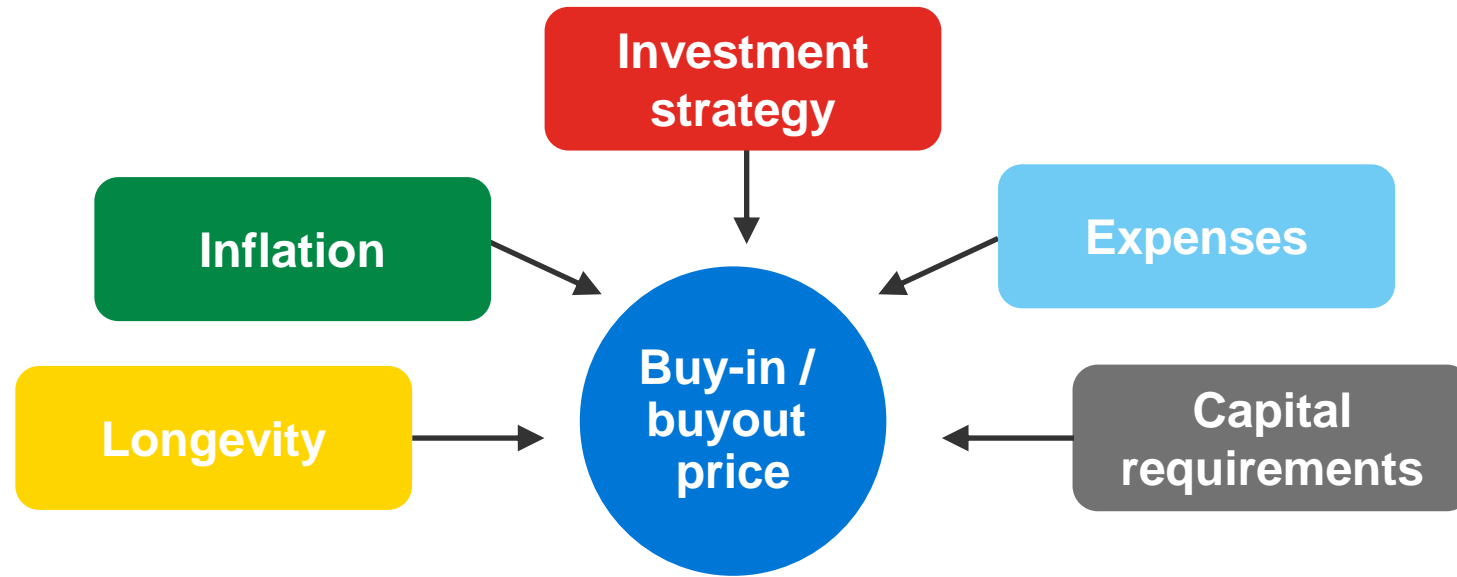
ICI

Our nine pensioner buy-ins with ICI, totalling £5.8 billion

Evonik

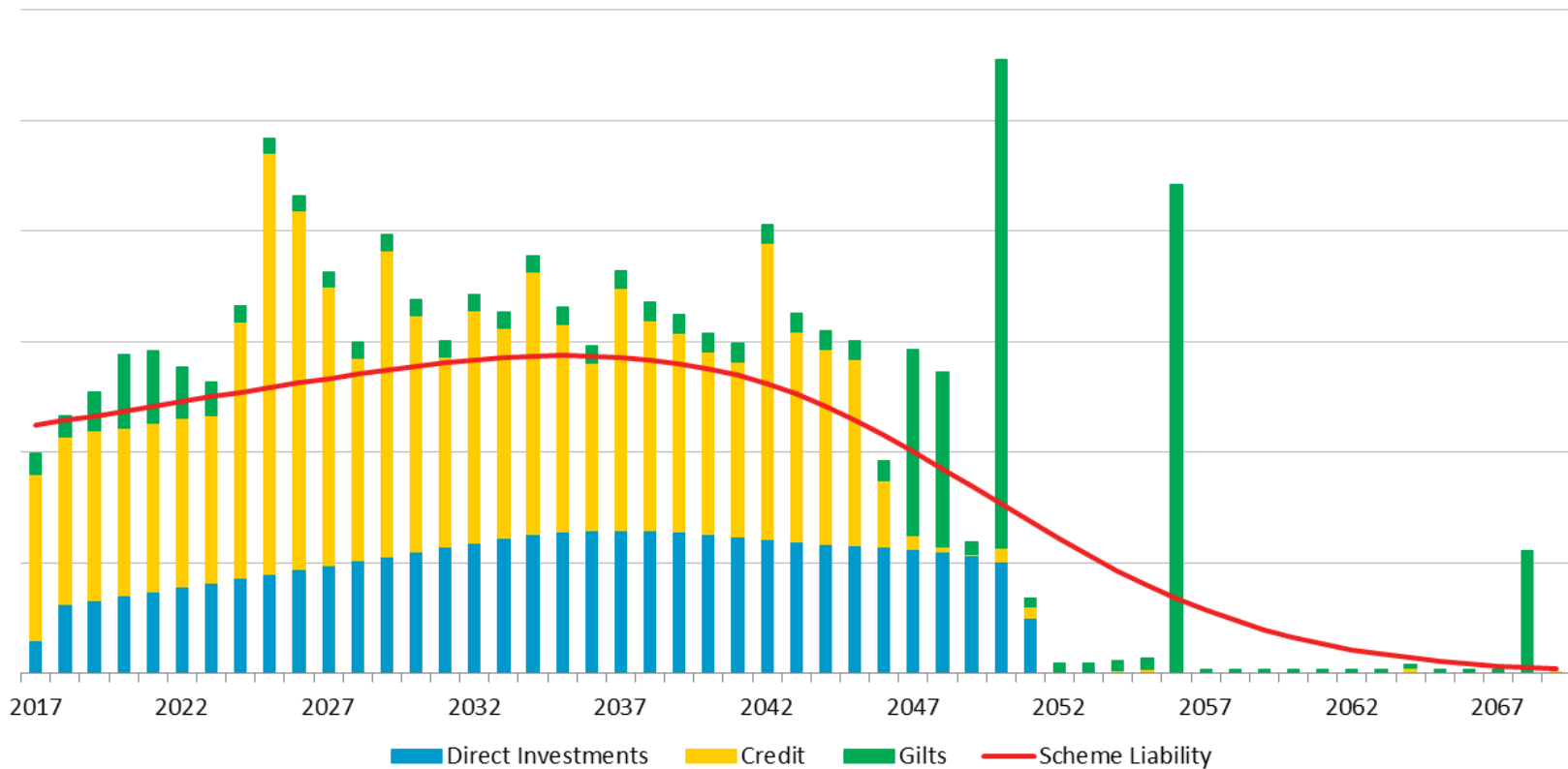
£540 million full scheme buy-in with Evonik Industries

We consider areas of uncertainty when calculating bulk annuity premiums

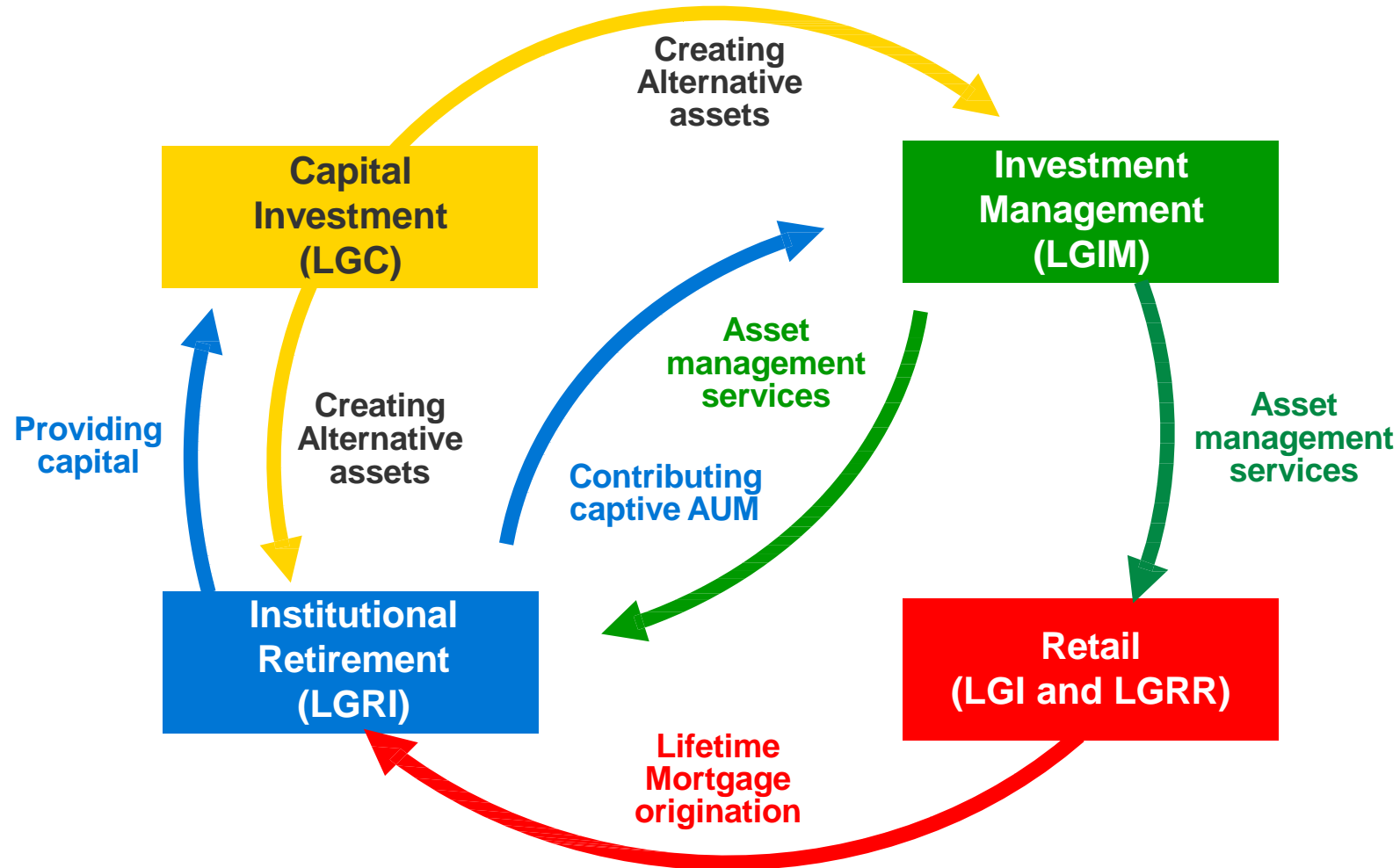


Uncertainty creates risk, which we are able to carefully manage and use to generate returns

Our new business asset strategy is optimised to cashflow match and deliver high risk-adjusted returns



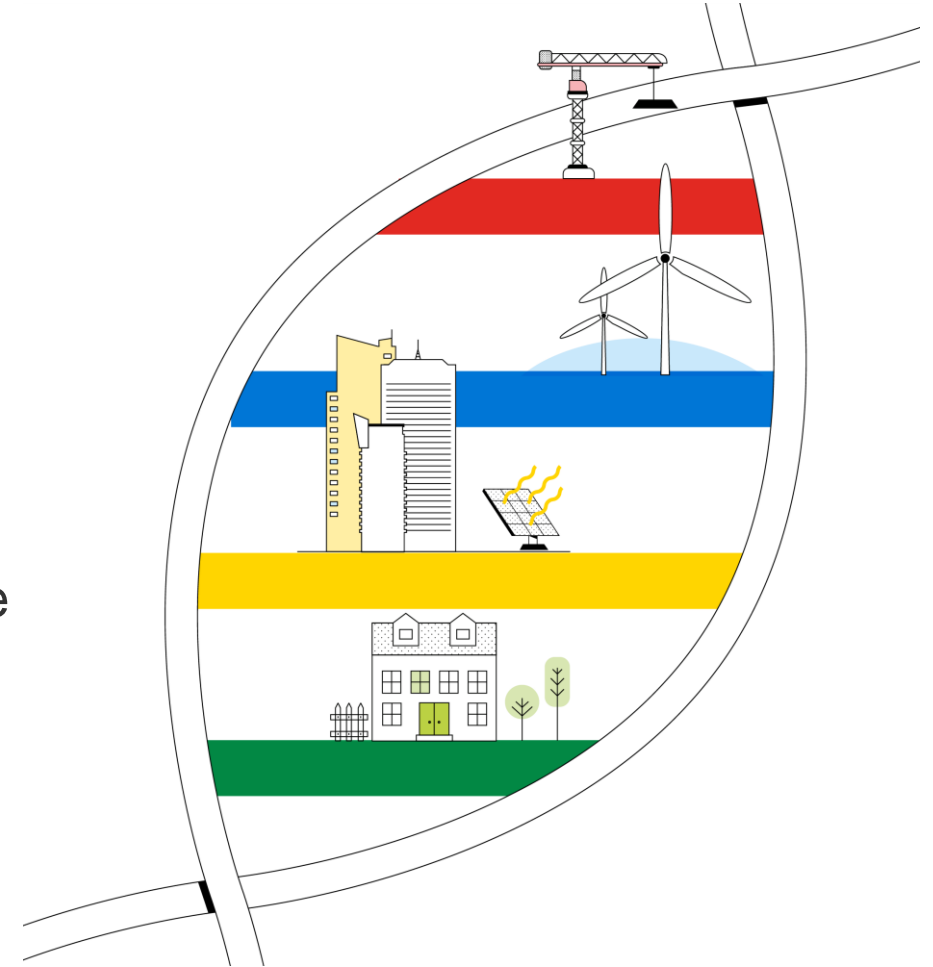
Our business model



What is 'Inclusive Capitalism'?



- Capitalism and social progress are not mutually exclusive
- We believe they can work hand in hand
- Inclusive capitalism is long-term investing for positive change



Challenges facing the UK



£1 trillion

Estimated UK infrastructure funding gap

48%

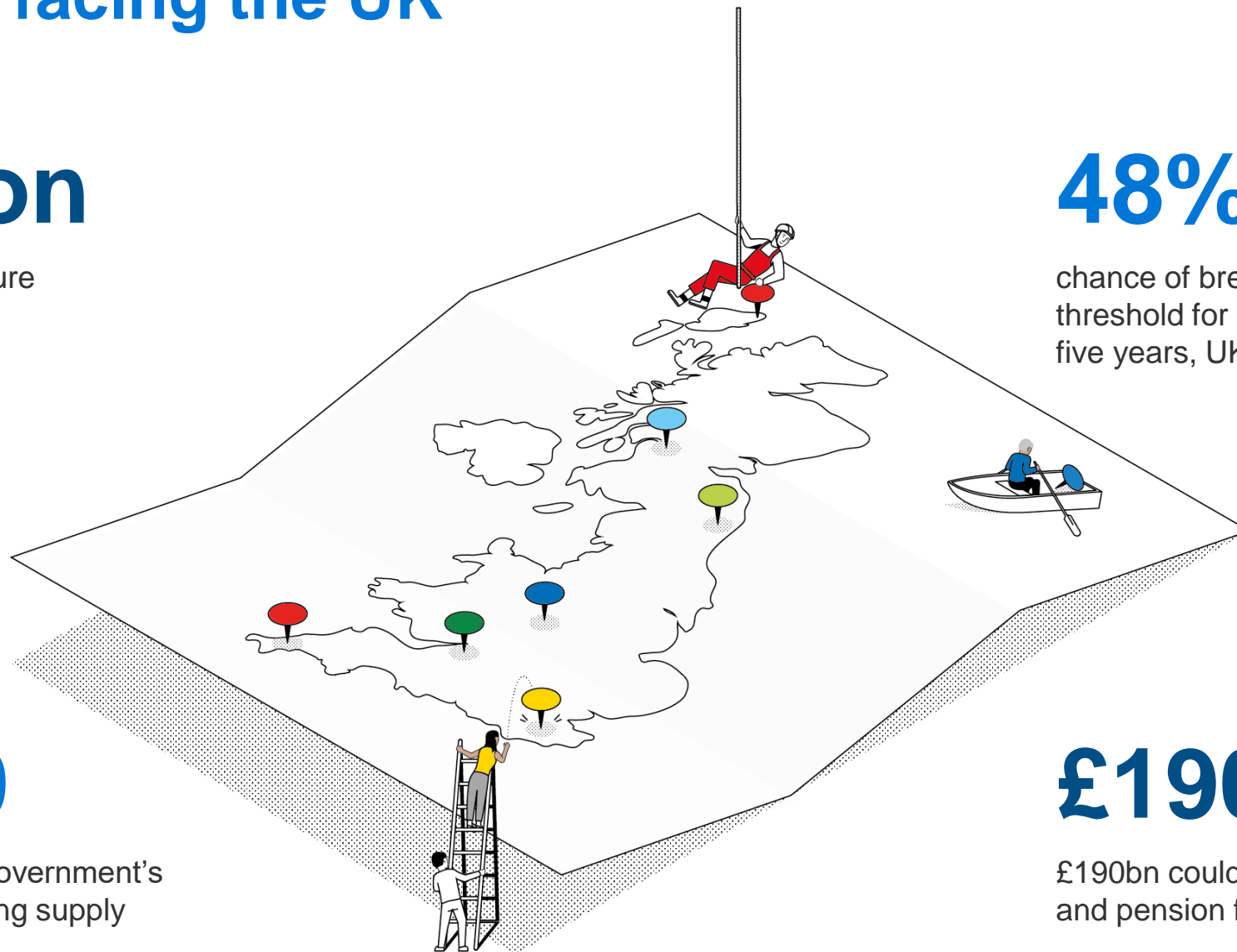
chance of breaching 1.5 °C warming threshold for at least one of the next five years, UK Met Office

300,000

new homes per year – Government's stated ambition for housing supply

£190 billion

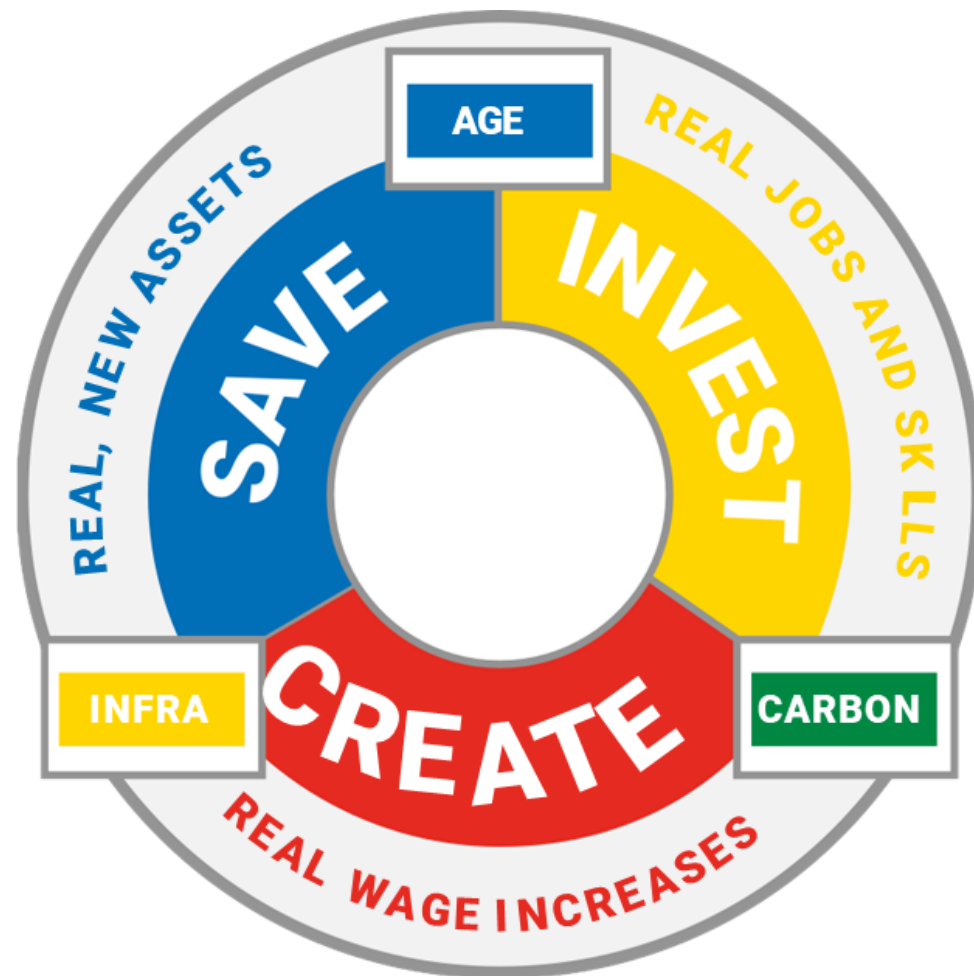
£190bn could be invested by insurers and pension funds in the next decade



Connecting DB pensions to the wider economy

Addressing the 3 mega gaps

1. Age
2. Infrastructure
3. Carbon





Case Study: Cardiff

- **£475 million investment** into the regeneration of Cardiff's Central Square.
- It is the **largest** privately funded **development in Wales**
- This project will bring up to **13,000 new jobs** and will create **£1.1 billion** of gross value added
- In 2023, we will move our almost **2,000** Cardiff employees to the brand new **£140 million** Interchange building in Central Square

Case Study: Newcastle and the North East



- The Newcastle Helix is a **£350 million** collaboration in partnership with Newcastle University and Newcastle City Council
- Positions the city as a major international hub for scientific research and technology businesses
- These investments will create over **7,000 jobs** for local people and as well as attracting top talent
- **£100 million** investment to back the regeneration of the former Vaux Brewery, part of the wider 'Riverside Sunderland' project which will create around **10,000 jobs**

We're investing >£2bn in affordable homes

- The National Housing Federation and Crisis estimate that **145,000 new affordable homes** are needed every year
- **1.2 million households** are currently on social housing waiting lists in England
- Investment over the next five years will help to create more than **10,000 new homes nationwide**
- We're also targeting a further £2.5 billion of pension money into **Build to Rent** developments
- All new homes we build will operate with **net zero carbon** by 2030



£1.4 billion invested in clean energy

- We have invested in **three offshore wind farms** with the capacity to provide power for millions of homes.
- This includes **£370 million** in the **Hornsea Project One**, located off the Yorkshire coast, in the North Sea.
- Once completed it will be the **world's largest offshore wind farm** with 174 turbines.
- We've also invested in the **Walney Extension**, off the coast of Cumbria, and the **Dudgeon Offshore Wind Farm** off the east coast of England.

