

Presentation to Investors

February 2017
(2016 FY Results)



❖ AvivaSA at a Glance:
Unique Positioning and Attractive
Business Model



Blue-chip “Sponsoring” Shareholders: A Unique Blend of Expertise and Reputation

Established in 2007 as a joint venture, after the merger of
Ak Emeklilik and Aviva Hayat



- Global diversified insurer with presence in 17 countries and over 100 bancassurance partners
- Best practice policies based on UK international standards on governance / audit

- One of the largest Turkish “multi-business company” with wide franchise of consumer brands and networks
- Unparalleled local trust and reputation

Turkey's attractive growth and demographics

Unique demographic profile: second largest country in Europe (78million) with almost 50% under 30 years old

#1 Pension

- 19,4% market share
- ~876 k participants; 11,8 billion TL AUM (2016)
- 31% CAGR in terms of AUM (2012-2016 CAGR)
- Market Leadership at Corporate Pension

#9 Life Protection

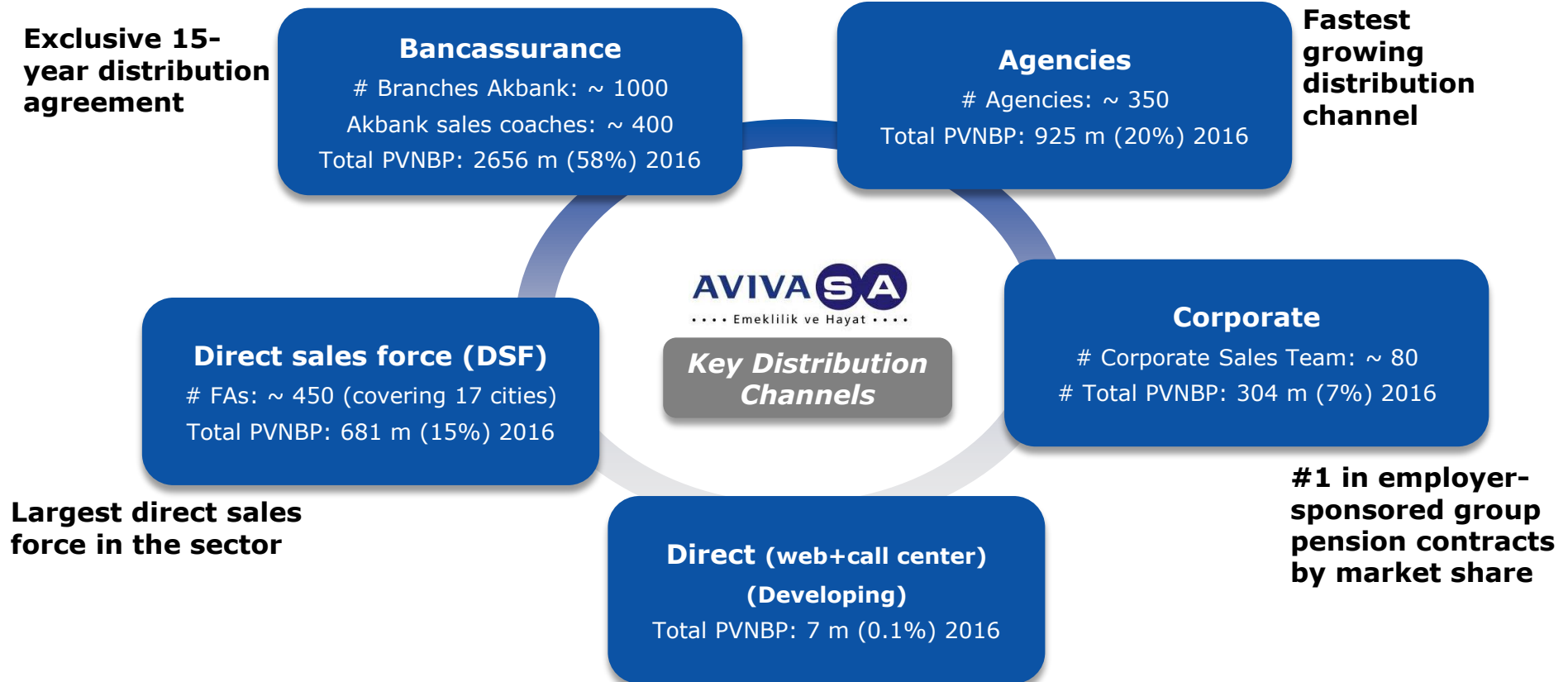
- 5% market share (2016)
- TL 254 m GWP (2016) and ~1.5m customers
- 17% CAGR in terms of GWP (2012-2016 CAGR)

#3 Personal Accident

- 15% market share (2016)
- TL 52 m GWP (2016) and ~0.5m customers
- 13% CAGR in terms of GWP (2012-2016 CAGR)

Solid Sales Culture through a Multidistribution Platform to Expand Scale and Penetration in Pension and Life

Distribution Platform At a Glance



Solid financial and operational foundation:
"Focus on Profitable Growth"





Solid Financial Foundations and Historical Track Record of Value Creation

	2016	YOY/Δ	
Pension Contributions	1.469 mTL	-28%	<ul style="list-style-type: none">• AvivaSA has maintained #1 position in terms of AuM and net contribution• Growing Life&PA business supporting by non-credit linked products
Pension AUM	11,8 bTL	28%	
Total GWP (Life+PA)	317 mTL	32%	
Total Technical Profit	288 mTL	15%	<ul style="list-style-type: none">• Steady increase thanks to pension scalability and protection segments
Expense Ratio⁽¹⁾	12.1%	-3.7 pts	<ul style="list-style-type: none">• Mainly due to decrease in pension contribution
Profit for the Period	105 mTL	67%	<ul style="list-style-type: none">• 15% increase in technical profit. Also financial and other income is higher than prior year due to prior year write-off effect.
ROE	26%	8 pts	<ul style="list-style-type: none">• One of the leaders in the sector• High ROE level
VNB	209 mTL	-12%	<ul style="list-style-type: none">• Lower VNB mainly due to price change at the beginning of 2016
MCEV	1.475 mTL	18%	<ul style="list-style-type: none">• Continued the double digit MCEV growth in 2016 reaching to the 1.5bn TL mark

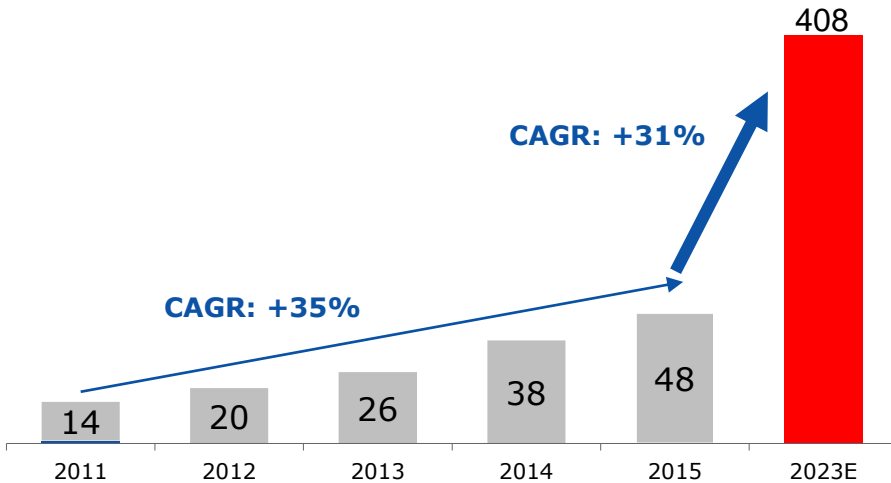
Note: Segmental reporting data (1) General expenses, as % of insurance GWP and pension net contributions.

 Leading Fast Growing Pension and Life Franchise

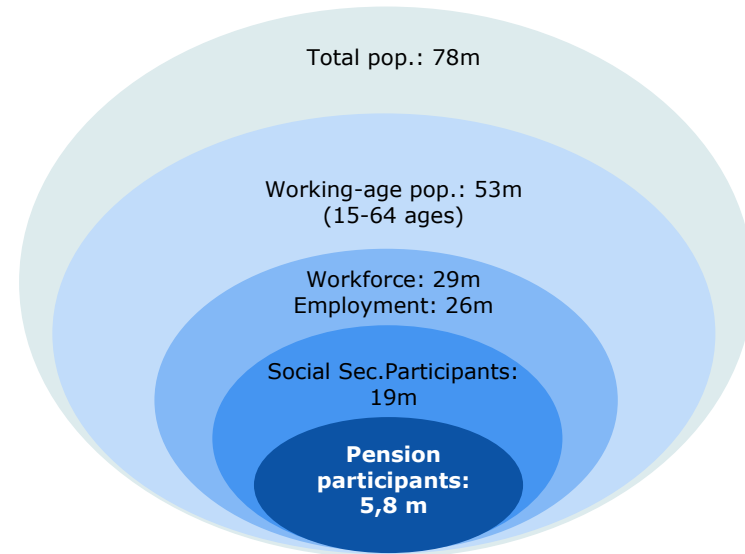


Pension – Sustainable Growth and Scale Ambitions

Fast Growing Pension AUM (TLbn)



Underpenetrated Pension Market



Drivers of Strong Government Support

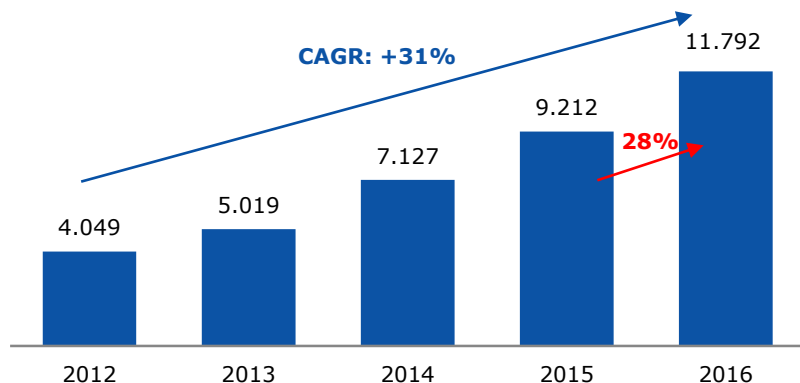
- To support the Social Security System
- To improve & deepen capital markets
- To increase the saving rate (up to %19)
- To reduce Current Account Deficit

Strong Government Support for Pensions

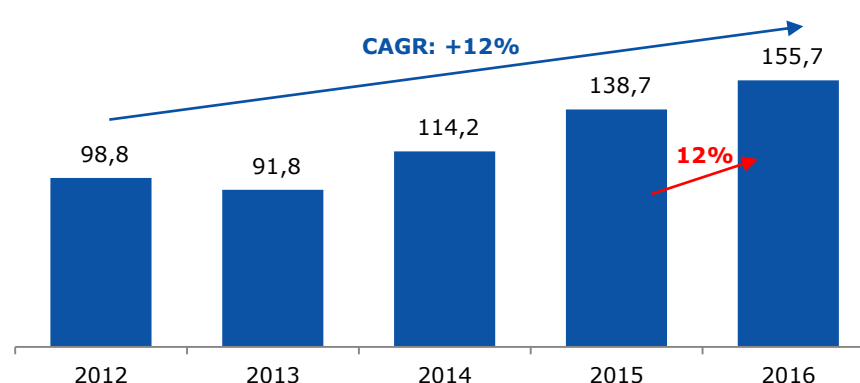
- %25 state contribution
- Deferred tax in terms of pension investment income

Pension – Sustainable Growth and Scale Ambitions

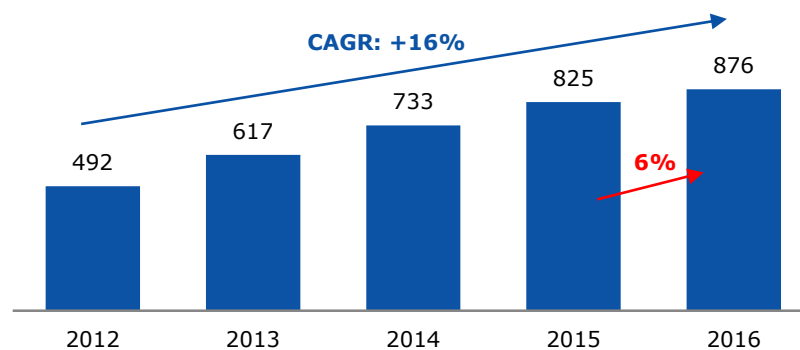
Pensions AUM including State Contribution (TLm)



Technical Profit (TLm)



Number of Participants (x1000)



Market Share Of AvivaSA % (in terms of AUM)

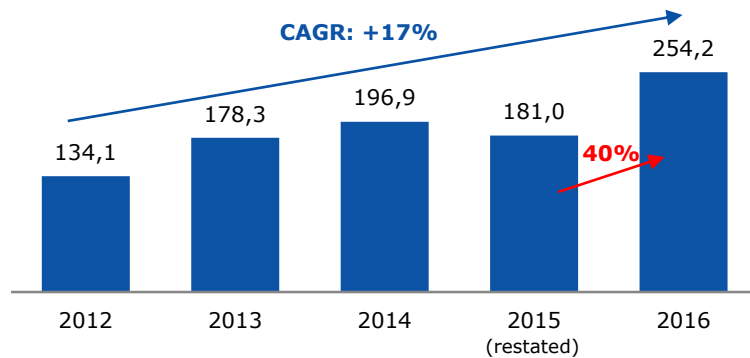
2012	2013	2014	2015	2016
19,9	19,1	18,8	19,2	19,4

Average Monthly Contribution Size / Policy (TL)

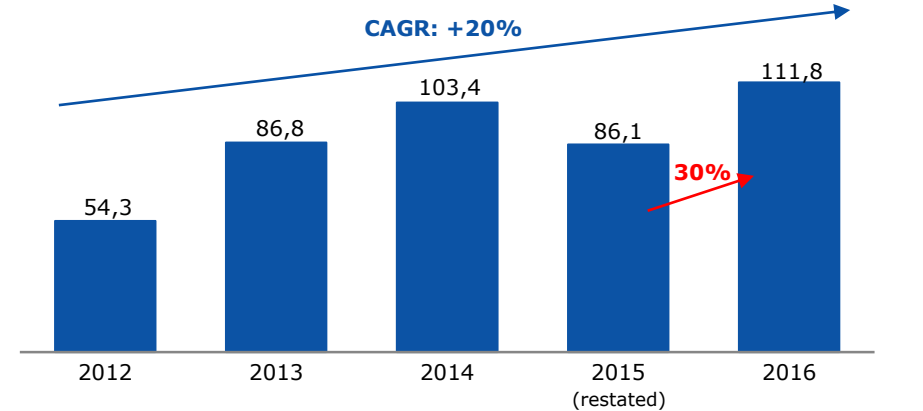
2012	2013	2014	2015	2016
179	202	217	261	288

Life Protection – Sustainable and Resilient Growth Model Fuelled by Bancassurance

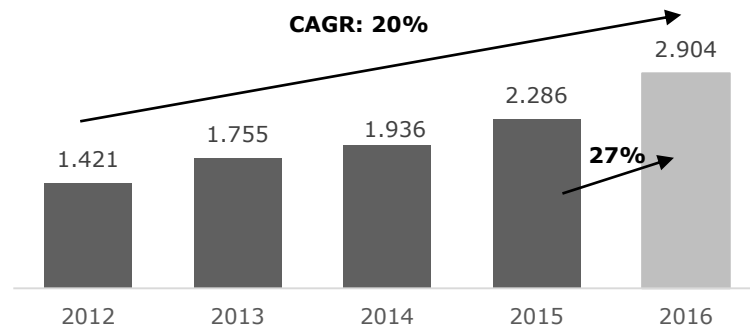
GWP (TLm)



Technical Profit (TLm, %)



Sector GWP (TLm) (Excluding state companies)



Claims and Commission Ratios (%)

(Excluding Life Savings)

	2012	2013	2014	2015	2016
Claims Ratio*	18,5%	14,8%	17,7%	22,3%	20,4%
Comm. Ratio**	23,1%	18,8%	17,2%	17,9%	18,4%

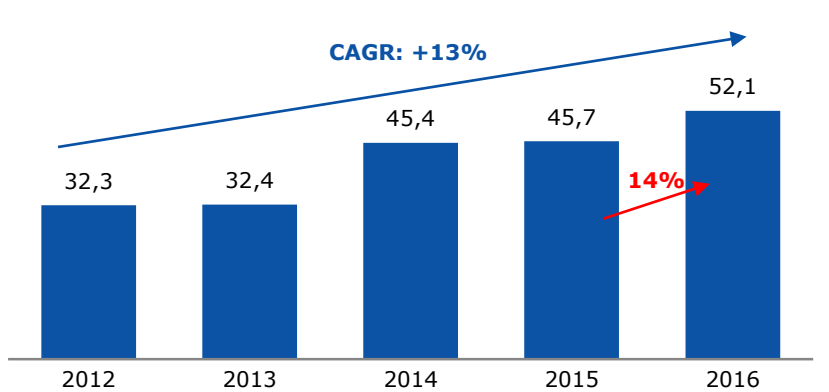
* Total Claims (exc. Surrender) / NEP
** Commission expenses net of income / NEP

Source: Company information, Haymer

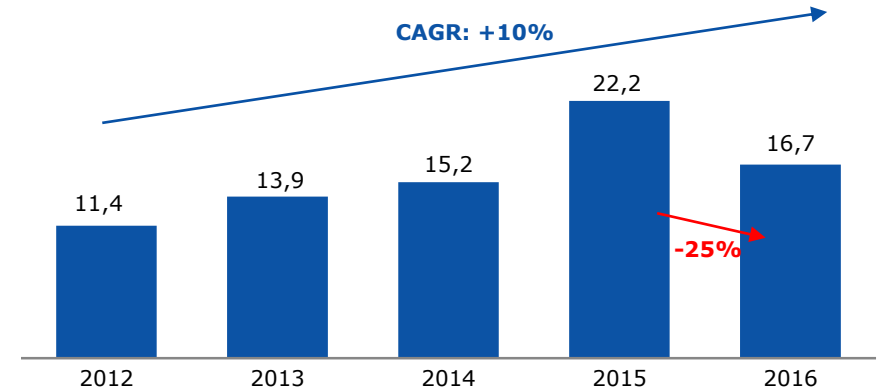
Note: (1) Technical Margin calculated as Technical Profit over NEP.

Personal Accident – A Complementary Profit Pool for the Group

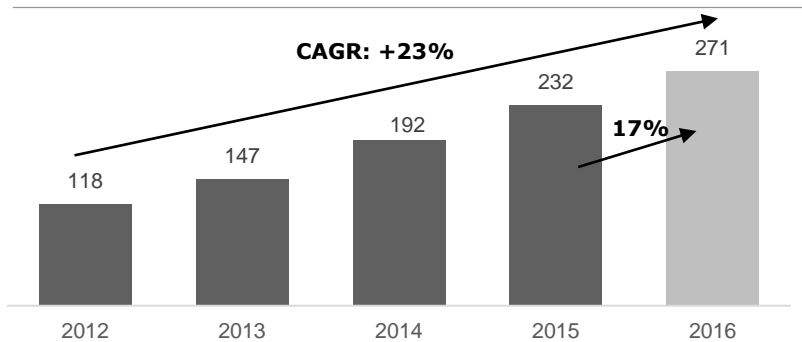
GWP (TLm)



Technical Profit (TLm)



Sector GWP (TLm) (Excluding state companies)



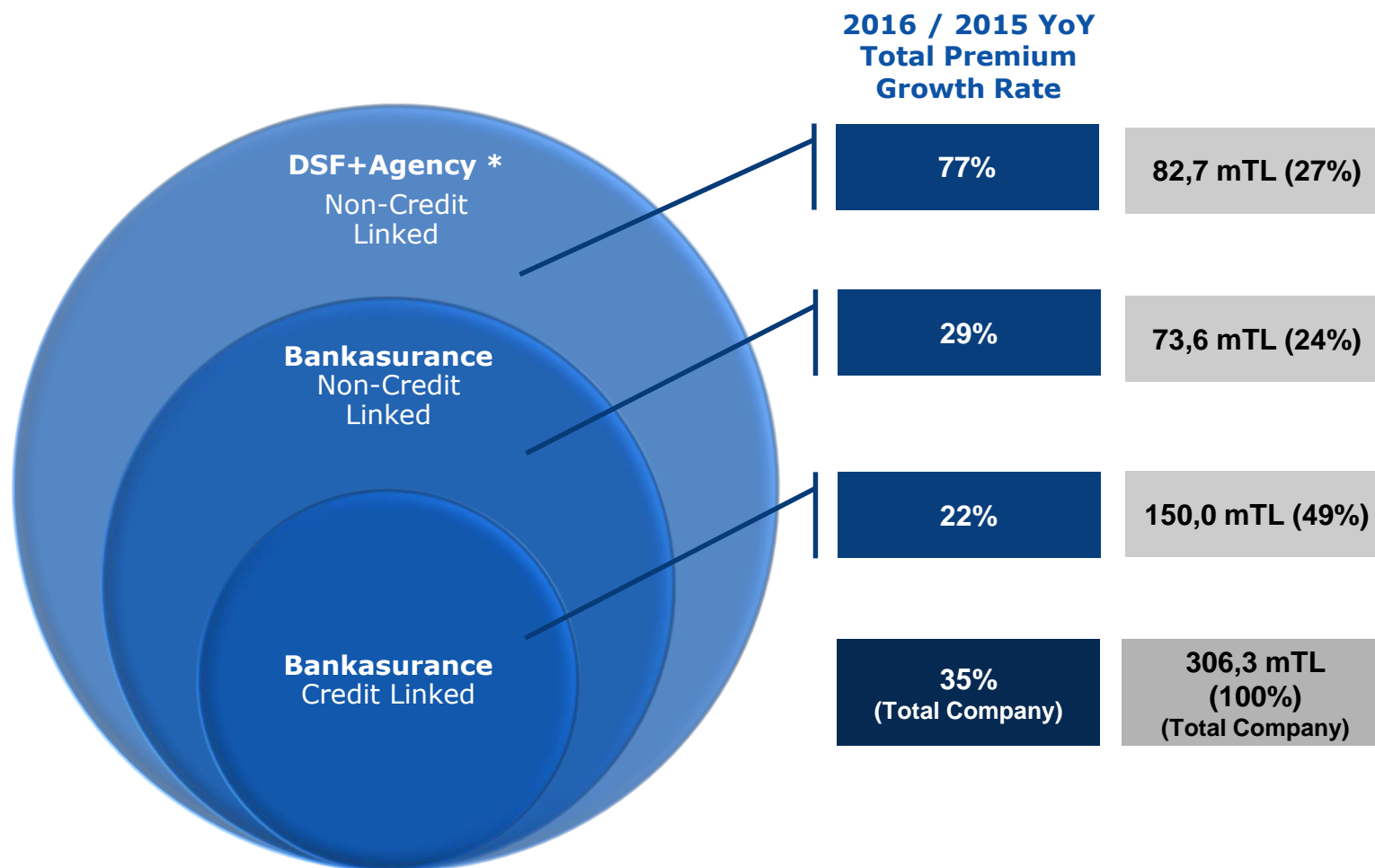
Claims & Commission Ratio (%)

	2012	2013	2014	2015	2016
Claims Ratio	16,6%	10,0%	12,3%	5,1%	19,4%
Comm Ratio*	44,7%	46,1%	46,1%	46,0%	46,0%

* Commission Expenses, net of income / NEP

Source: Company information, TSB
Note: (1) Calculated as % of NEP.

New Action Plan to Expand Life Protection + Personal Accident

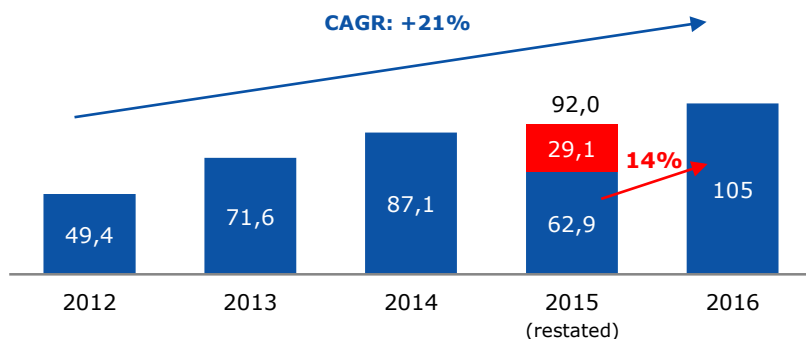


* Including Corporate and Telemarketing (non bancassurance)

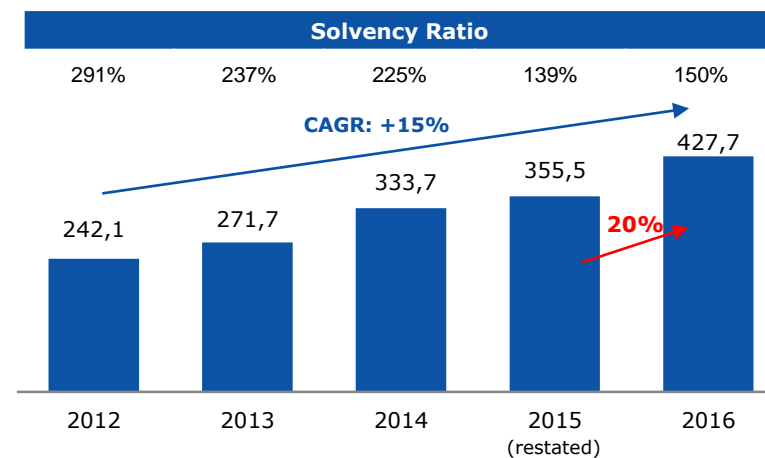
Robust Financial Performance



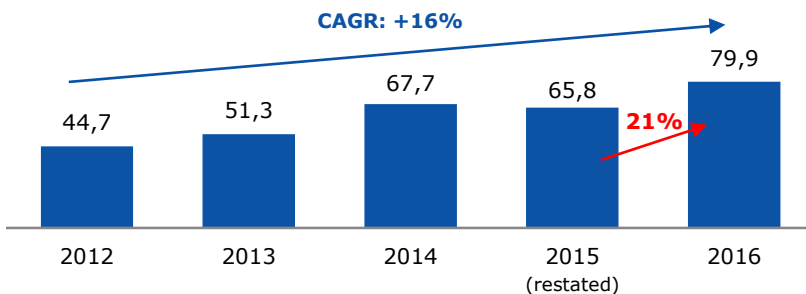
Profit for the Period (TLm)



Shareholders' Equity and Solvency Ratio (TLm)



Technical Profit After G&A (TLm) ≈ EBIT



ROE	2012	2013	2014	2015 (restated)	2016
	22%	28%	29%	18%*	26%

*RoE after one-off asset write-off is 18%. Before write-off, it is 26%

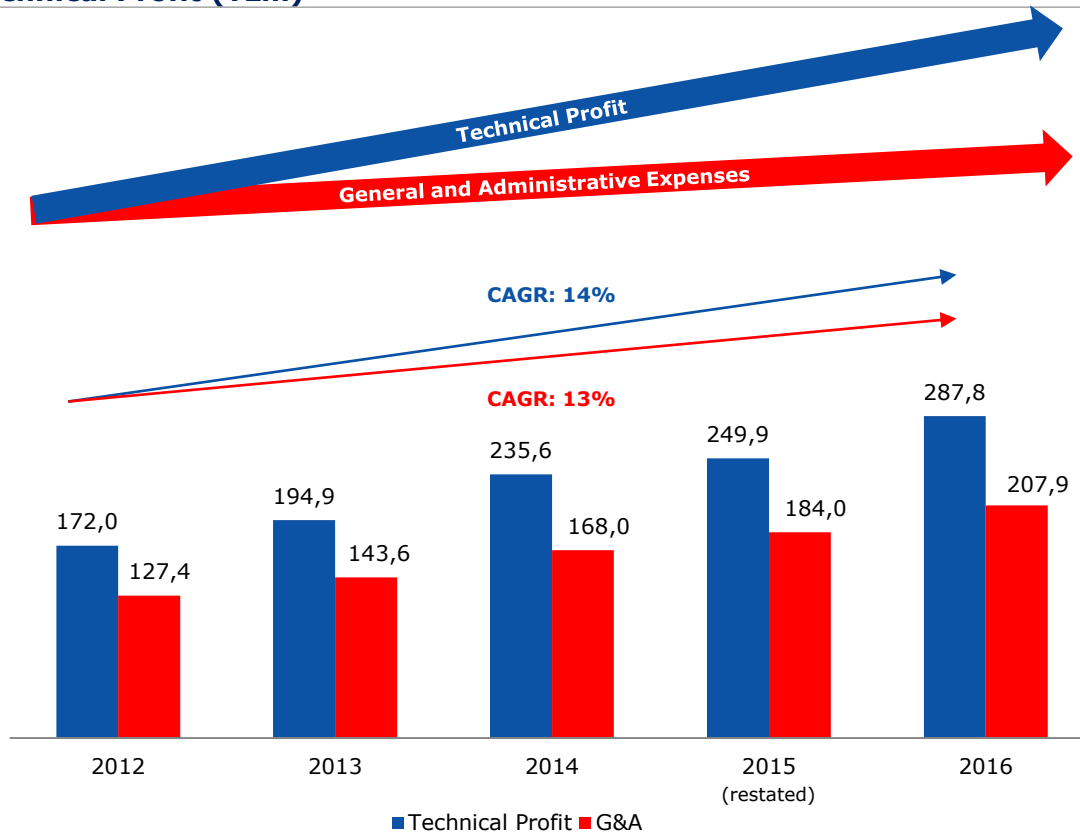
- ✓ Steady increase in shareholders' equity reflects active management of capitalization to fund business growth
- ✓ Capital-light business, which benefits from AvivaSA's measured approach to risk and new product introduction

Source: Company information.

Note: Analysis on profitable growth derives from segmental information on this and following pages of the section, unless otherwise stated.

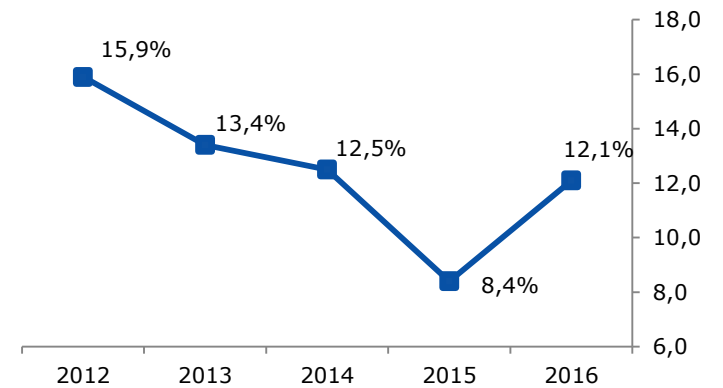
...Solid and Resilient Technical Profitability with Operating Leverage Potential...

Technical Profit (TLm)

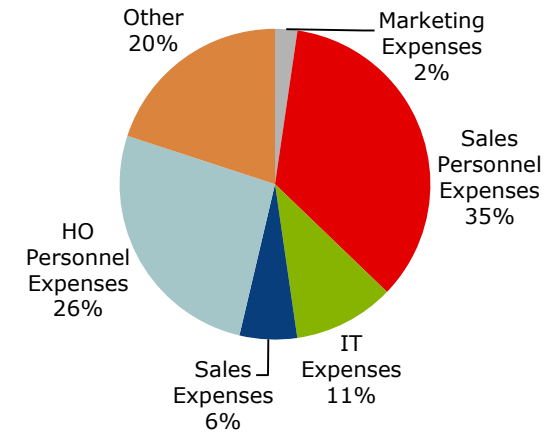


Expense Ratio (%)

As % of net contributions (for pensions) and gross written premiums (for insurance segments)



Breakdown of Gen. Expenses, IFRS (2016)



Source: Company information.

	2012	2013	2014	2015 (restated)	2016	CAGR	YoY
Pension Technical Profit	98,8	91,8	114,2	138,7	155,7	12%	12%
Life Protection Technical Profit	54,3	86,8	103,4	86,1	111,8	20%	30%
Life Savings Technical Profit	7,5	2,4	2,9	2,9	3,6	-17%	24%
Personal Accident Technical Profit	11,4	13,9	15,2	22,2	16,7	10%	-25%
Total Technical Profit	172,0	194,9	235,6	249,9	287,8	14%	15%
General and Administrative Expenses	-127,4	-143,6	-168,0	-184,0	-207,9	13%	13%
Total Technical Profit after G&A Expenses	44,7	51,3	67,7	65,8	79,9	16%	21%
Total Investment Income & Other	20,6	39,8	42,2	49,8	52,3	26%	5%
Profit Before Taxes	65,2	91,1	109,9	115,6	132,2	19%	14%
Profit for the Period (Before Write-Off)	49,4	71,6	87,1	92,0	105,0	21%	15%
One-off Asset Write-Off Effect (net of tax)				-29,1			
Profit for the Period (After Write-Off)	49,4	71,6	87,1	62,9	105,0	21%	67%

One-off Asset Write-off: An IT project has been started at the end of 2012 in order to standardize all core insurance systems into a single application and integrate this core system with the peripheral systems. Although the project still continues, it has been decided to discontinue the development of the new core insurance application. Instead, current core systems will be modernized with a more agile methodology. Total capitalized costs related with this project was 48.7 Mtl, and TRY 36.3 Mtl of this cost (around 75%) has been written off in accordance with the aforementioned decision.

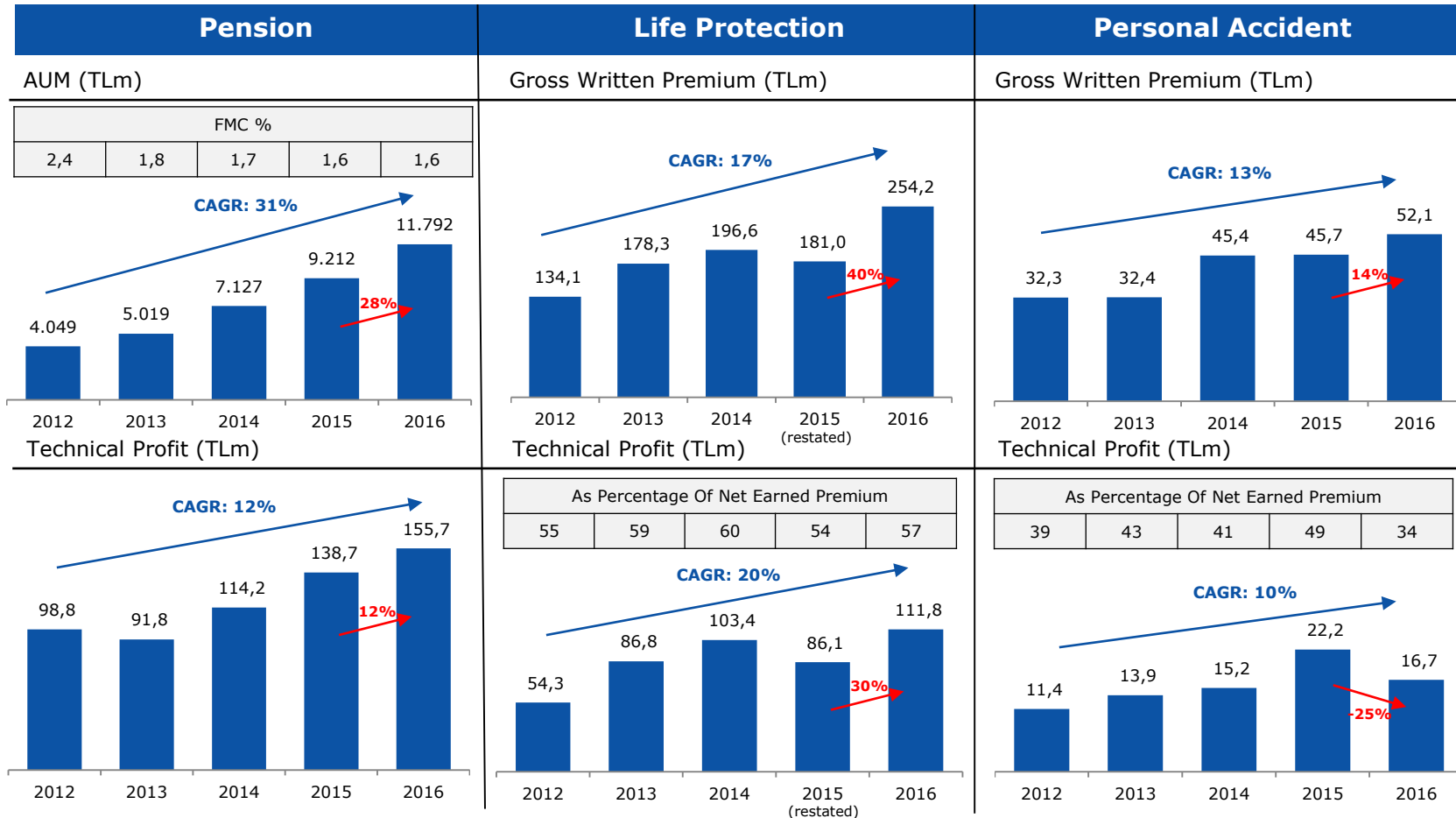


Segment Disclosure





Differentiated Management of Trends and Dynamics per Segment



Source: Company information.

Pension Technical Profit (TLm)

	2012	2013	2014	2015	2016	CAGR	YoY
Fund Management Income⁽¹⁾	74,6	69,0	87,0	111,3	137,5	17%	24%
Management & Entry/Exit Fee⁽²⁾	52,0	48,2	66,6	78,8	78,1	11%	-1%
Other Income/(Expenses)	-5,4	-5,8	-7,4	-8,8	-11,2	20%	27%
Net Commission Expenses (of which)	-22,4	-19,6	-32,0	-42,7	-48,7	21%	14%
- Commission Ex.	-29,1	-56,6	-70,2	-89,3	-92,7	34%	4%
- DAC	6,7	37,0	38,2	46,6	44,0	60%	-6%
Technical Profit	98,8	91,8	114,2	138,7	155,7	12%	12%

Key Profit Drivers

- Pension volume (Contribution and AUM)
- Lapses and Retention
- New Pension Fee Structure (management fee redefined)
- Commission Expenses / DAC

✓ New pension legislation that reduced pricing is started as of 01.01.2016

Source: Company information, IFRS and segmental reporting.
Note: (1) Net of AK asset charges. (2) Charge including premium holiday

Life Protection Technical Profit (TLm)

(Excluding Life Savings)

	2012	2013	2014	2015 (restated)	2016	CAGR	YoY
Gross Written Premiums	134,1	178,3	196,6	181,0	254,2	17%	40%
Earned Premiums	98,6	148,3	171,1	158,1	196,5	19%	24%
Total Claims	-20,5	-32,7	-37,5	-42,8	-48,3	24%	13%
Claims Ratio*	18,5%	14,8%	17,7%	22,3%	20,4%		
Commission Expenses	-22,7	-27,8	-29,4	-28,3	-36,2	12%	28%
Comm.Ratio**	23,1%	18,8%	17,2%	17,9%	18,4%		
Other Income/ (Expense), Net	-1,1	-1,0	-0,9	-0,9	-0,2	-33%	-76%
Technical Profit	54,3	86,8	103,4	86,1	111,8	20%	30%
Technical Margin	55,0%	58,5%	60,4%	54,5%	56,9%		

Key Profit Drivers

- Net earned premium volumes
- Death and Benefits claims
- Surrender levels
- Commission Expenses

✓ Overall life protection technical profit is positive due to the high technical profitability of the product coupled with cost efficient operating model, and this is valid throughout all periods under review

Source: Company information, IFRS and segmental reporting.

*Claims Ratio= Total claims exc. Surrender / Net Earned Premium

**Comm Ratio= Commissions -Net of Income / Net Earned Premium

Personal Accident Technical Profit (TLm)

	2012	2013	2014	2015	2016	CAGR	YoY
Gross Written Premiums	32,3	32,4	45,4	45,7	52,1	13%	14%
Earned Premiums	29,6	32,1	36,6	45,6	49,0	13%	7%
Total Claims	-4,9	-3,2	-4,5	-2,3	-9,5	18%	311%
Claims Ratio*	16,6%	10,0%	12,3%	5,1%	19,4%		
Commission Expenses	-13,2	-14,8	-16,9	-20,9	-22,5	14%	8%
Comm.Ratio**	44,7%	46,1%	46,1%	46,0%	46,0%		
Other Income/(Expense), Net	0,0	-0,2	0,0	-0,1	-0,2	110%	222%
Technical Profit	11,4	13,9	15,2	22,2	16,7	10%	-25%
Technical Margin	38,7%	43,4%	41,5%	48,8%	34,2%		

Key Profit Drivers

- Net earned premium volumes
- Accident / Benefits claims
- Surrender levels
- Commission Expenses

Source: Company information, IFRS and segmental reporting.

*Claims ratio = Claims Paid / Earned Premium

**Comm Ratio= Commissions - Net of Income / Net Earned Premium



Embedded Value and Value of New Business Disclosure



AvivaSA is pioneering the disclosure of EV in Turkey; nevertheless, it is a widely used valuation basis in Europe and Asia

MCEV is an agreed set of DCF calculations that value both the capital of the firm and the value of the business already written

VNB is a measure of the economic value of the profits expected to emerge from new business written in the period where these expected profits are capitalised back to the reporting date

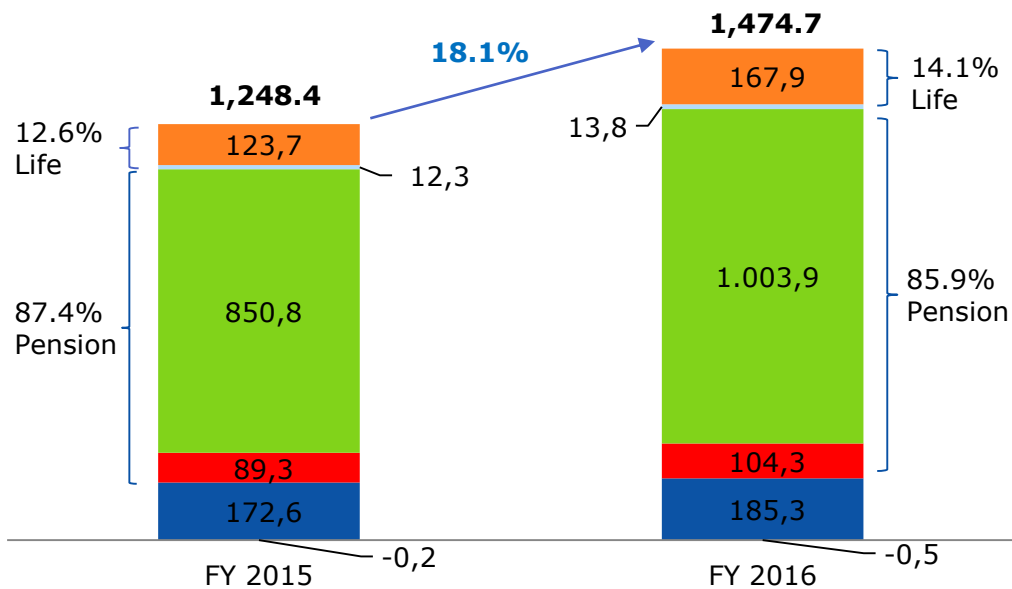
AvivaSA has calculated and used MCEV metrics for years:

- **Reported in Aviva accounts since 2008 (including 2007 restatements)**
- **It is a KPI on business by channel and product line**
- **Integral to business decisions**



MCEV growth in a challenging environment

MCEV (TLm)



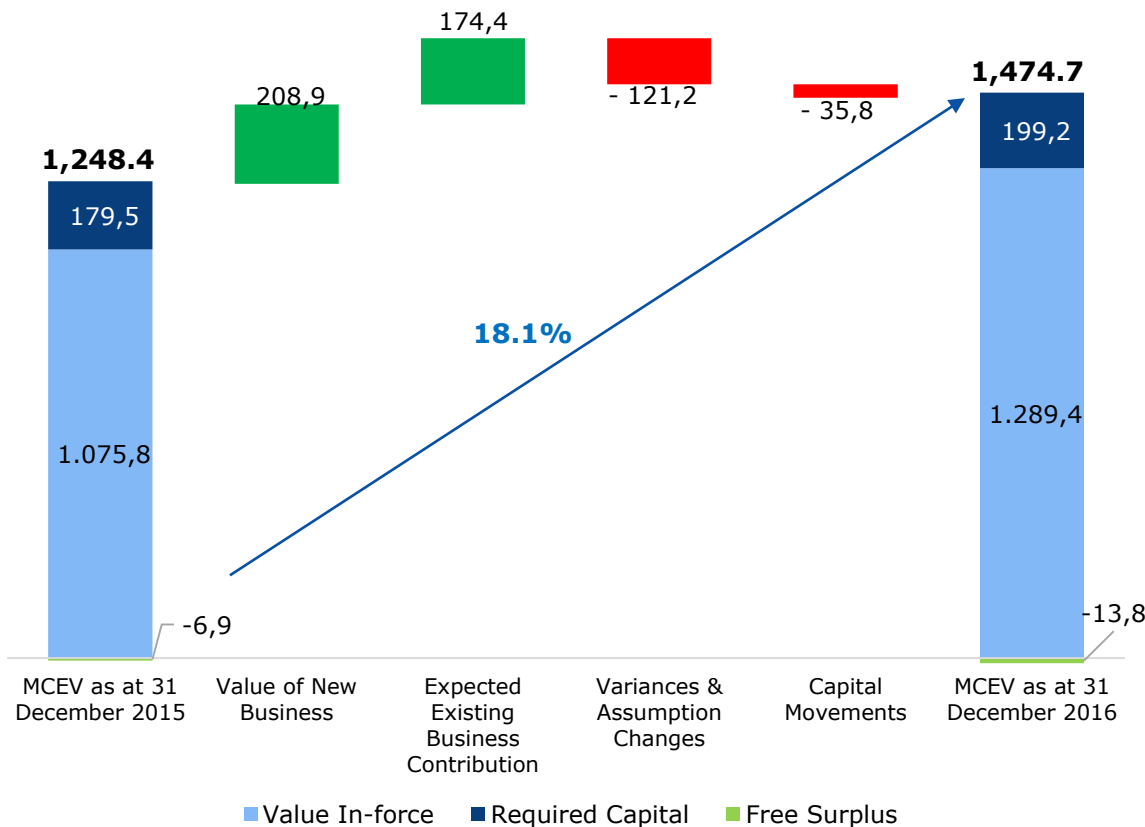
■ Net Worth ■ VIF Group Pension ■ VIF Individual Pension
■ VIF Life Savings ■ VIF Personal Accident ■ VIF Life Protection

Comments

- VIF is the main driver behind AvivaSA's MCEV growth
- ... supported by strong profit emergence
- Projected profits within VIF reflect underlying experience in line with company data
- Critical eye on the emerging operational experience by considering the potential implications from the launch of pensions auto-enrolment at the start of 2017
- Life protection backbook value stock is building up, a spectacular growth of 35.7% year-on-year
- Capital management a key tool to steer the business forward

Analysis of MCEV Earnings: Breakdown of the value chain

MCEV Reconciliation (TLm)

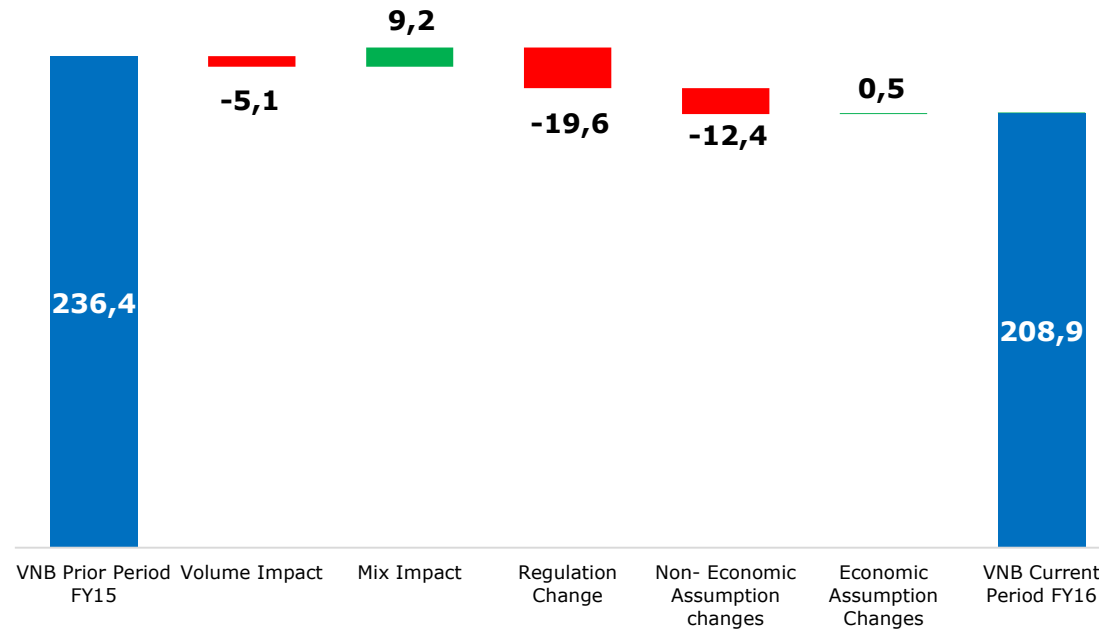


- MCEV growth is primarily driven by VNB despite a slowdown in new business pensions sales
- Expected return is the unwinding of the discount rate in the year, which reflects the profits emerging from the in-force at the start of the year based on the assumption set
- 2016 witnessed increased volatility in terms of lapses from pensions business leading to a variance of -85.3m TL
- Expense variance of -8.7m TL is due to higher than expected expenses, which are reflected as an assumption change of -28.0m TL
- Accounting restatement due to the ROP product's premium recognition is giving a prior period adjustment of -17.9m TL.
- Economic variances is 28.9m TL due to offsetting movements in TL and USD swap curves, with material foreign exchange gains
- Dividend payments of 30.9m TL during the year are shown under the Capital Movements with some unrealised gains



What is driving the change in VNB year-on-year

VNB Bridging (TLm)



- Slowdown in pensions sales have reduced VNB in terms of volume impact
- Positive new business mix impact from life protection segment
- Pensions legislation impact reduces VNB due to lower projected pensions fees partially offset by increase in minimum wage and management actions
- ... where these are to re-negotiate remuneration with distribution channels to better reflect the underlying profitability of the pensions legislation
- Non-economic assumption changes are primarily from expenses and lapses due to Return of Premium product and long-term life protection business

Diverse business model supporting new business

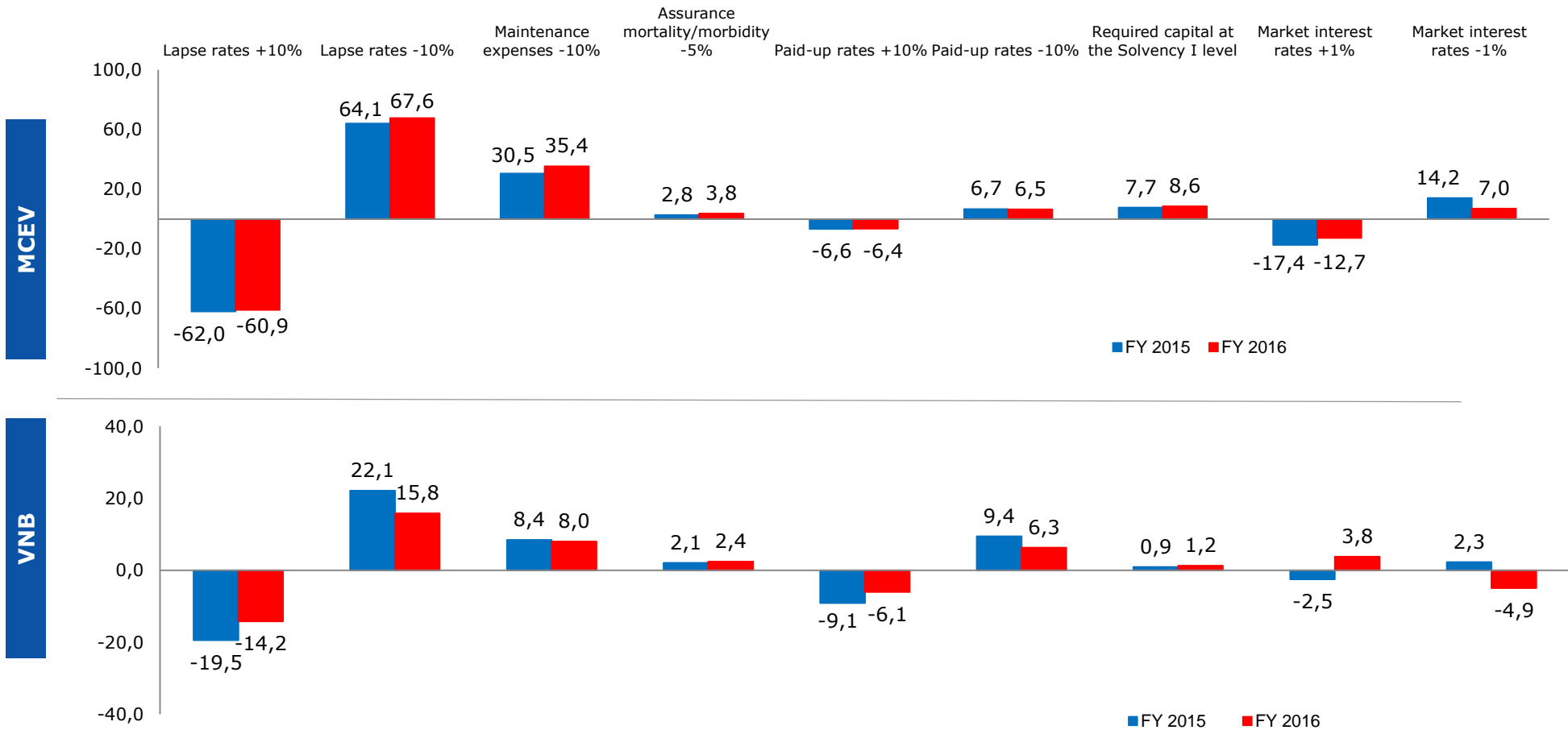
	Pension		Life Protection		Personal Accident		Total	
	2015 FY	2016 FY	2015 FY	2016 FY	2015 FY	2016 FY	2015 FY	2016 FY
PVNB (TLm) (PVNB mix)	4,282.1 91%	4,021.3 88%	350.6 7%	482.2 11%	63.9 1%	69.1 2%	4,696.6 100%	4,572.7 100%
VNB (TLm) (VNB mix)	152.7 65%	116.3 56%	79.0 33%	85.5 41%	4.7 %2	7.2 %3	236.4 100%	208.9 100%
New Business Margin (%)	3.6% 2015	2.9% 2016	22.5% 2015	17.7% 2016	7.3% 2015	10.4% 2016	5.0% 2015	4.6% 2016
IRR (%) Payback (in years)	26.3% 4.4	25.2% 4.0	94.0% 1.0	98.0% 0.9	29.5% 0.9	39.5% 1.0	35.7% 2.5	36.3% 2.5

Source: Company data, unaudited results



MCEV and VNB Sensitivities

Sensitivities (TLM)



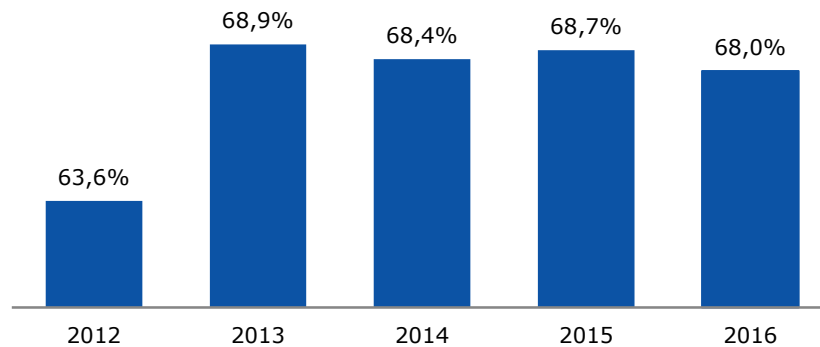
Source: Company data, unaudited results

Appendix – Financial Section

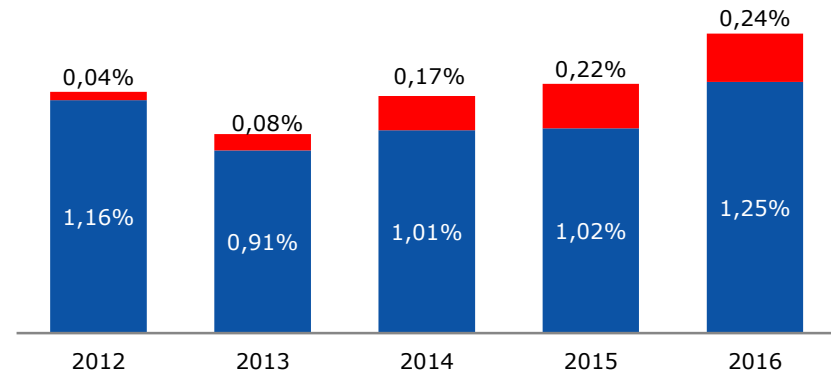


Pension Retention and Persistency at the Forefront of our Strategy

Collection Rate⁽¹⁾ (%)



Total Monthly Exit Rate⁽¹⁾ (Lapse + Maturity) (% AUM)



- Government incentives for pension were introduced in 2012 and 2013 and AvivaSA campaigns and actions to improve collection rates were successful
- AvivaSA seeks to further increase policy persistency through enhancements to its customer service offering, in particular by establishing a more refined customer segmentation and management model and leveraging further channel integration with CRM infrastructure support
- AvivaSA is trying to enhance its retention through:
 - Remuneration model and performance management system includes persistency metrics
 - VIP customer visit procedure and quality control calls for visits
 - Customer Loyalty Program
 - Differentiated Orphan Customer management program
 - Regular “Retention Committee” meetings
 - Regular customer communications and specialized services including fund returns
 - Advantageous pension product offer to top segment customers
 - Automatic renewal process for stand alone life products

Source: Company information, IFRS and segmental reporting.

Note: (1) Based on information sourced from the operating system of the company and presented on an indicative only basis.

Capital-Light Business Model with Strong Solvency Position

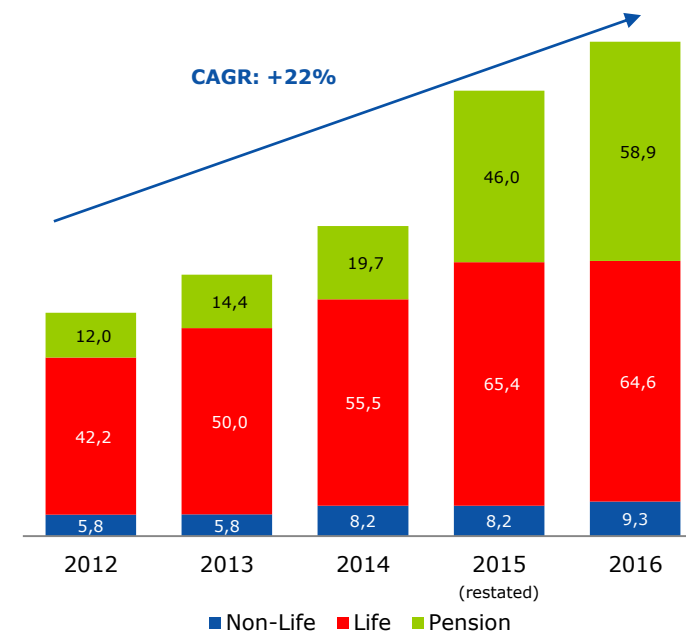
✓ Top tier solvency ratios driven by a measured approach to risk and new product introductions, which affords the business scope and flexibility pursuing growth options and / or returning cash to shareholders

Regulatory Capital Requirement

Calculation of net assets to cover solvency margin	2012	2013	2014	2015 (restated)	2016
Total regulatory capital (Statutory Reporting)	174.8	166.3	187.4	166.4	199.8
Intangible assets	-	-	-	-	-
Deferred tax asset	-	-	-	-	-
AvivaSA net assets	174.8	166.3	187.4	166.4	199.8
AvivaSA Required Capital	60.0	70.3	83.3	119.6	132.8
AvivaSA guarantee fund	20.0	23.4	27.8	39.9	44.3
Surplus of net assets in excess of Required Capital	114.9	96.0	104.0	46.7	67.0
Surplus of net assets in excess of guarantee fund	154.8	142.9	159.6	126.5	155.5

Required Capital (TLm)

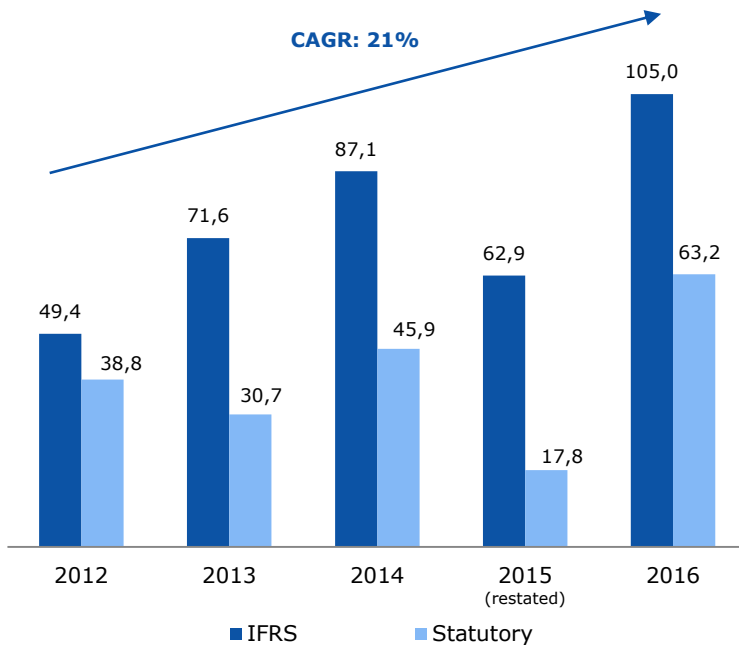
Solvency Ratio				
291%	237%	225%	139%	150%



Source: Company information.

Reconciliation between IFRS vs. Statutory Profit for the Period

IFRS vs. Statutory Profit for the Period (TLm)



Source: Company information.

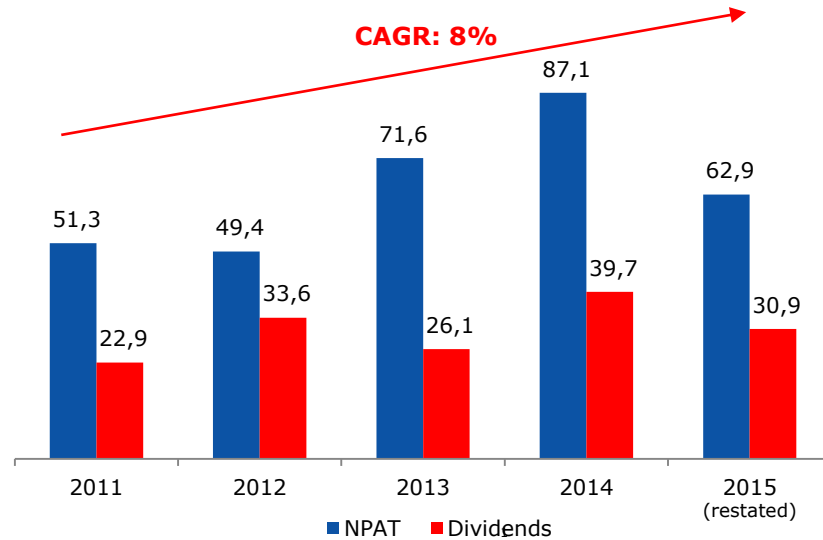
Profit for the Period Reconciliation (TLm)

	2012	2013	2014	2015 (restated)	2016	CAGR	YoY
IFRS Profit for the Year	49,4	71,6	87,1	62,9	105,0	21%	67%
Equalisation Reserve write-off	-2,1	-2,7	-0,3	-2,3	-3,0	9%	30%
Deferred Tax	2,1	11,8	10,3	11,3	10,5	49%	-7%
Change in Deferred Asset Costs	-10,6	-49,9	-51,2	-54,0	-44,5	43%	-18%
Change in Deferred Income Reserve					-4,7		
Statutory Profit for the Year	38,8	30,7	45,9	17,8	63,2	13%	255%
<i>Total Difference</i>	10,6	40,9	41,2	45,1	41,8	41%	-7%

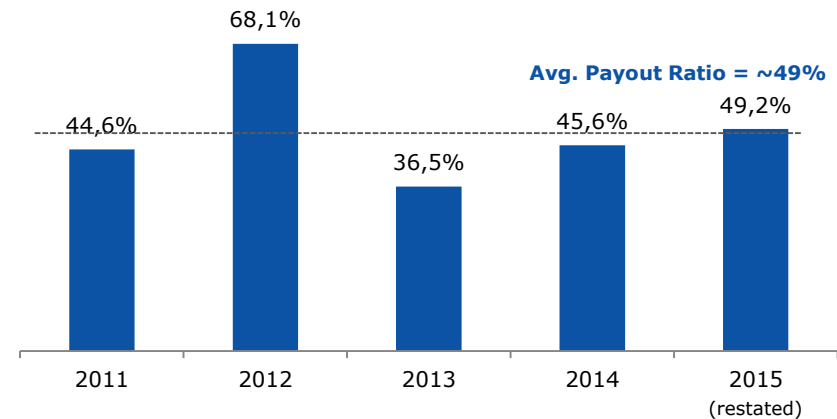
Dividend Policy

- Objective set amongst core shareholders to aim at distributing ~50% of AvivaSA's Turkish GAAP-based distributable profit
- Current focus however is on increasing the scale of operations and therefore near-term priority is to reinvest in the business and create long term shareholder value

Dividends Paid (TLm)



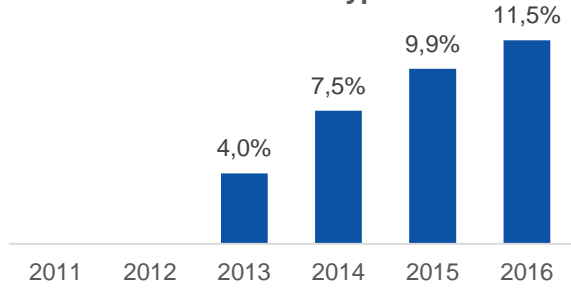
Dividend Payout Ratio (Dividend Paid / IFRS Profit)



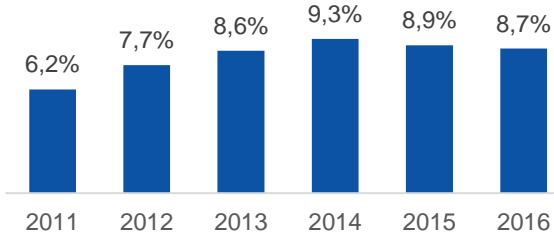
Source: Company information. (1) Dividends shown are paid the following year.

Fixed Income Dominance at Pension Asset Allocation

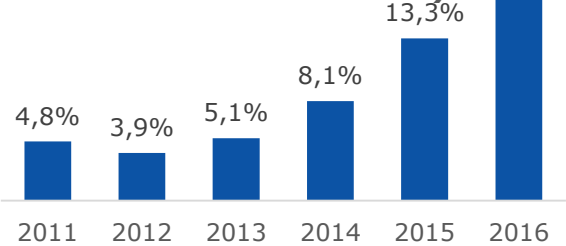
State Contribution Fund Type



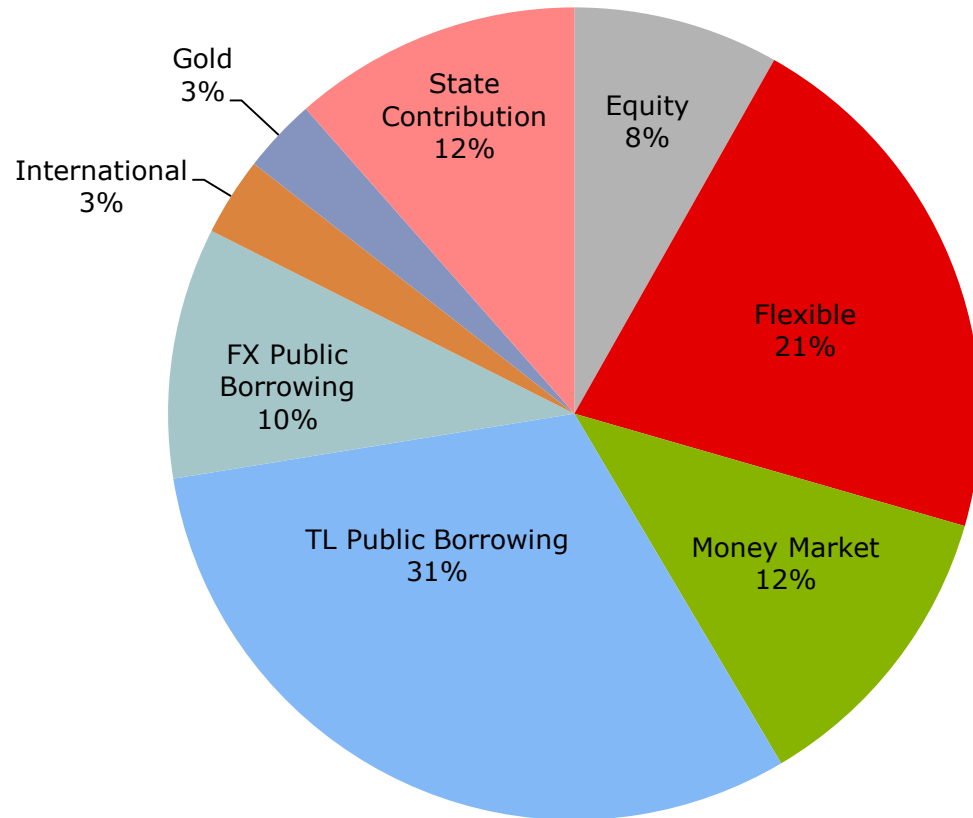
Equity Fund Type (exclude state contribution)



FX Related Fund Type (exclude state contribution)



Fund Type Allocation (include state contribution fund) (AvivaSA 2016)



Appendix – Auto-Enrolement



Key Regulatory Changes

The Law

- The Law amending the Individual Pension Savings and Investment System Law (the Law) which introduced auto enrolment system (AE) was published in the Official Gazette on 25 August 2016. The law will become effective on 1/1/2017.
- A Draft Regulation on Individual Pension System (the Regulation), which states the details of AE, was prepared by Treasury. The Regulation is expected to be published around the mid November and shall be effective from 1st of January, 2017.

Scope

Employees under 45 years old as of 1 January 2017, who work in either the private or public sector, must be automatically enrolled by their employers in private pension plans. It is expected to commence with employers who has more than 100 employees. Contribution amount is 3% of employee's salary which is used for social security premium calculation.

Opt Out

Employees have right to opt out of the contract within two months of receiving notice of enrolment in pension plan. In this case, all paid contributions and investment returns, if any, shall be returned to the employee within ten business days. Premium holidays are allowed anytime.

Fees

No deductions shall be made to except fund management fee.

Employer

No Employer Contribution. If employer fails to comply with its obligations and the relevant provisions of the Law, for each breach, there is an administrative fine amounting to TRY 100

Incentive Mechanism

25% of monthly and TRY 1,000 one-off State Contribution will be available for employees, who do not use opt-out right and stay in the system. Employees, who are eligible to get retired and opt to receive their pension savings under an annuity policy with a tenor of 10 years, will be entitled to receive an additional state contribution amounting to 5% of their total savings.

Key Impacts

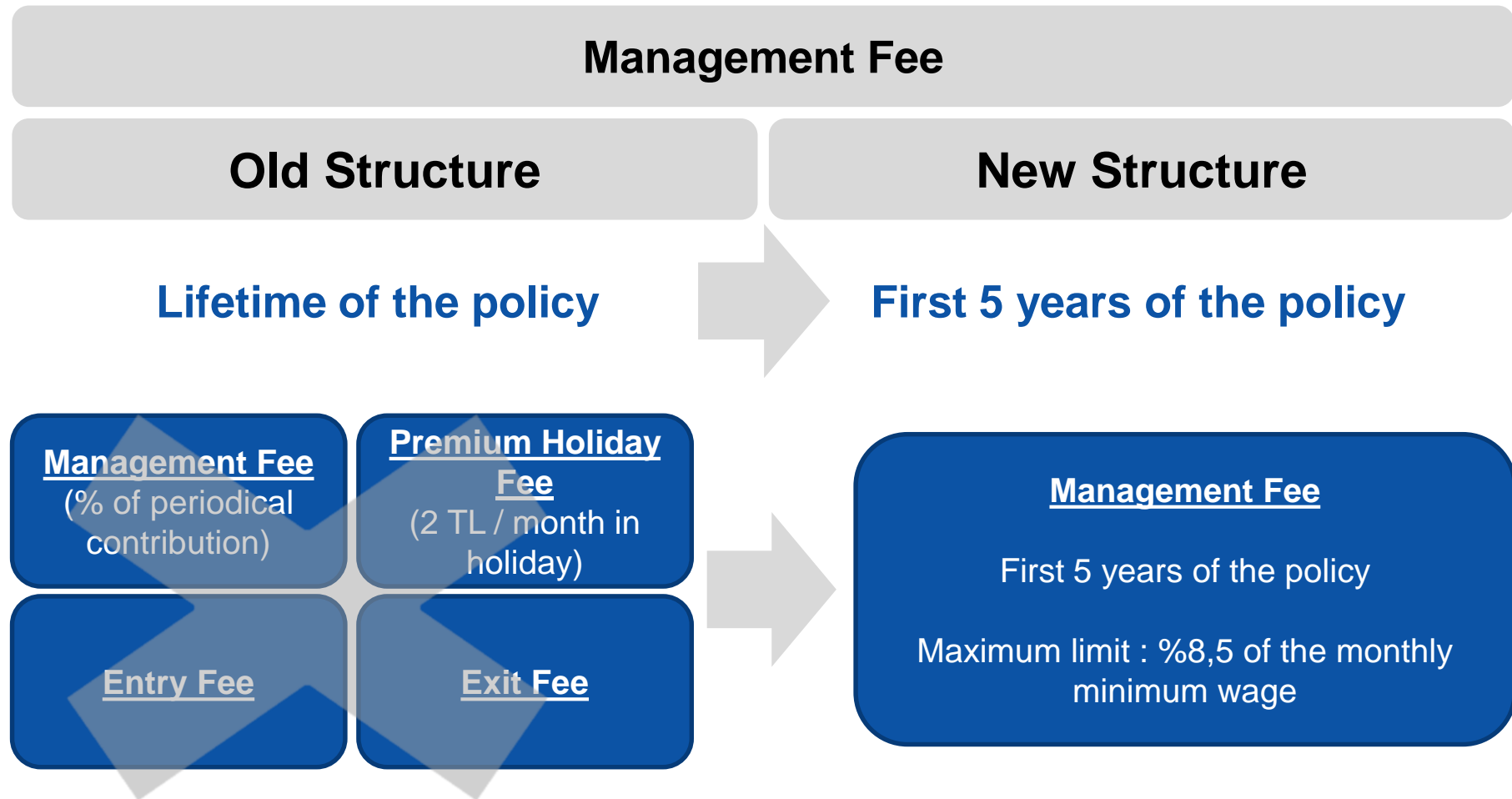
- Auto Enrolment poses great opportunity
 - 10,5 million people are in the scope of auto enrolment. It is expected to start with 4,4 mio employee for the first phase.
- Auto-enrolment will help pension companies to realize the untapped potential. However, strategies to fight attrition (exit) should be in place as employees will have an opt-out right to exit from the system within two months
- New model can be negative for the profitability given the limitations on the fee structure, yet the limitations may increase new contracts
- Addressable customer base will include complete population, since persons who are under 18 years olds may also enter the pension system according to draft pension regulation.

Phasing Structure	Type of Employer	Potential Participants
Jan/2017	1000+ (Private)	1.890.527
Jan/2017	1000+ (State)	300.000
April/2017	250+ (Private)	1.013.539
April/2017	250+ (State)	2.700.000
July/2017	100+	1.514.052
Jan/2018	50+ (Private)	1.208.278
Jan/2018	50+ (State)	370.000
July/2018	10+	2.701.698
Jan/2019	5+	2.470.123
Total		14.168.217

Pension Fund Structure	Products and Fund Types
Max Fund Management Fee	%0,85
Pension Product	Initial PF Standard PF Conservative Variable PF Balanced Variable PF Dynamic Variable PF Aggressive Variable PF
Pension Product (Islamic)	Participation Initial PF Participation Standard PF Participation Dynamic Variable PF Participation Aggressive Variable PF

Appendix – Turkish Pension System New Pricing Regulation





Fund Management Fee

Old Structure

New Structure

No Bonus

Bonus mechanism for the policy older then 5 year old. It will start at 2021.

Fund Management Fee

Average fund management fee : 1,7% yearly

Money market: 1,09% max yearly
Fixed Income: 1,91% max yearly
Equity-Flexible: 2,28% max yearly
State Contribution: 0,36% max yearly

Fund Management Fee

Average fund management fee : 1,7% yearly

- 0-5 years; No bonus
- 6th year: 2.5% bonus
- 7th year: 5.0% bonus
-
- 15th year+: 25.0% bonus
- No bonus for the fund management fee below 1,1%

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