# The Co-operative Financial Services Debt Investor Update November 2009





## Summary

- Resilient first half results reinforces a 'Merger of strength' between two healthy businesses
- Significant progress on integration, building on excellent track record in both businesses





#### Group structure



At merger, the Britannia balance sheet was absorbed into The Co-operative Bank Plc Life business - all profits retained for the benefit of policyholders

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## **Powerful vision**

- Distinctive new force in Financial Services
  - National presence
  - Member owned, customer led, ethically guided
  - Serves customers' best interests with a full product range
  - Serves members' interests by retaining mutual status
  - Integration costs covered from obvious synergies
  - Merger builds
  - potential for significantly increased future profitability
  - Provides scale to compete in an increasingly consolidated market

	co-operative	
CFS (excl bank)	Bank	Britannia
£23.8 bn	£15.0bn	£37.2 bn
£61.4m	£85.6m	£43.0m
NA	4,108	4,893
NA	128	245
c. 3m	c. 2m	c. 3m
	£23.8 bn £61.4m NA NA	CFS (excl bank)         Bank           £23.8 bn         £15.0bn           £61.4m         £85.6m           NA         4,108           NA         128

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As published, inc UTB (CFS), excl JV profits (Britannia)

\* before distribution, significant items, FSCS levy and short term investment fluctuations

Creating a real alternative in the banking sector – Mutual, Ethical, Cooperative

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## Strong position despite challenging times

- Tough conditions:
  - Economic downturn: worst recession for decades
  - Low interest rate environment, putting pressure on margin
- Opportunities for the merged business:
  - Customers turning to trusted names
  - Trusted, admired and valued financial services company, leveraging our joint brand heritage and leadership position in social responsibility
  - Member rewards proposition linked to membership of the Co-operative Group, one of the world's largest consumer cooperatives
  - Current strength of both businesses allow scope to capitalise on these opportunities





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## Merger combines investment and capability

- Growth potential via:
  - Brands/combined franchise
  - Complementary product ranges:
    - Britannia: mortgages, savings/guaranteed equity bonds
    - The Co-operative Bank: mortgages, current accounts, credit cards, personal loans
  - Offering new, full range of products to both sets of members and customers
- Complementary channels branches, internet, direct
- Making better use of significant future investments
  - Distribution channels, e.g. branches, internet
  - The Co-operative Bank banking system being upgraded
  - Savings on infrastructure and regulatory costs
- Combining core capabilities for greater impact
  - Change management experience and methods; process improvement
  - Customer service

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## Major presence in sector

- Unique position
- Enlarged size:
  - Britannia: total assets £37.2 bn (end 2008)
  - The Co-operative Bank: £15.0 bn assets (end 2008)
    - CFS: total assets £38.8 bn (end 2008)
- High level of combined customer deposits:
  - Britannia: £20.8 bn (end 2008)
  - The Co-operative Bank: £11.9 bn, including corporate/SMEs (end 2008)
- Co-operative nature and significant number of members
- Clear differentiation via ethical positioning
- Clearing bank status

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• FSA/tripartite strongly supportive of merger







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## Well positioned for future growth



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#### **Good Together**

#### Britannia

## Positive response from Rating Agencies

Previous Ratings	Moodys	Fitch	DBRS
Co-operative Bank			
Long term	A2 (review for possible downgrade)	A (negative watch)	Unrated
Short term	P-1(review for possible downgrade)	F1 (negative watch)	Unrated
<u>Britannia</u>			
Long term	A2 (review for possible downgrade)	A- (negative outlook)	A (UR-Dev)
Short term	P-1 (review for possible downgrade)	F2	R-1(middle)*
Current Ratings	Moodys	Fitch	DBRS
Long term	A2 (stable outlook)	A- (negative outlook)	A (UR-Dev)
Short term	P-1 (stable outlook)	F2	R-1(middle)*
		* Br	itannia Commercial paper

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# Positive response from Rating Agencies (continued)

#### <u>Moodys</u>

- Strengths:
  - Increased systemic importance
  - Growth in market shares and expanded national franchise
  - Strong funding profile
  - Limited downside risk, reflected in stable outlook
- Challenges:
  - Management of merger of this size
  - Current difficult market conditions

#### <u>Fitch</u>

- Strengths:
  - Diversification of activities
  - Wider range of products for a larger customer base
  - Better profitability
  - Stronger capital ratios
  - Good funding and liquidity levels
- Challenges:
  - Additional risks from integration and from adverse economic climate

#### <u>DBRS</u>

- Strengths:
  - Strong franchise of the combined entity, the diversified balance sheet, its sound funding and liquidity profile, solid capitalisation, and noteworthy earning generation ability
- Challenges:
  - Integration risks pose a short-term challenge, deterioration in the U.K. economic environment

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#### **Good Together**

#### Britannia

# Resilient CFS half year results (to 25<sup>th</sup> July 2009)

• 11% growth in profit		2009 £m	2008 £m	Change £m
<ul> <li>Strong new business growth:</li> <li>– current account sales, 68% higher than in 2008</li> </ul>	Banking General Insurance technical	41.7 14.6	46.2 (1.5)	(4.5) 16.1
<ul> <li>18% increase in annualised new premiums for life and savings</li> </ul>	profit Other shareholder activities	25.1	28.7	(3.6)
<ul> <li>general insurance sales increased by 28% over</li> </ul>	Result pre investment fluctuations and FSCS levy	81.4	73.4	8.0
2008	FSCS Levy	(2.2)	-	(2.2)
<ul> <li>General Insurance claims ratio reduced to 73%</li> </ul>	Short Term Investment Fluctuations (STIF)	(6.4)	7.8	(14.2)
(2008: 74%)	Profit before significant items**	72.8	81.2	(8.4)

FSCS – Financial Services Compensation Scheme, STIF – Short term investment fluctuations

\*\*Profit before significant items and membership dividends. Total shareholder significant items were £22.3m (2008: £43.2m) and cover one off costs of substantial investment made in new technology and systems and merger costs.

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# Robust underlying Britannia profits to 31st July 2009

- Significant impact on margin from challenging market conditions & low interest rate environment
- Despite this, operating profit to July 2009 higher than full year 2008
- Profits include benefit of sub debt buy back

£m	7m to 31/07/09	12m to 31/12/08
Total income	250.0	399.2
Administrative expenses	(122.5)	(209.9)
Depreciation and amortisation	(16.3)	(31.1)
Operating profit before impairment charges and additional compensation scheme levies	111.2	158.2
Merger costs	(26.9)	0.0
Impairment charges on loans and advances to customers	(45.3)	(57.8)
Impairment charges on balances with counterparties	3.0	(57.4)
Provision for additional compensation scheme levies	1.8	(19.8)
Operating profit	43.8	23.2

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### **Combined Bank Balance Sheet**

	The Co-operative Bank	Britannia
£m	25-Jul-09	31-Jul-09
Cash and balances at central banks	167	592
Loans and advances to banks	1,383	973
Loans and advances to customers	10,662	24,123
Debt securities	2,968	6,588
Derivative financial instruments	139	1,087
Other assets	117	630
Total Assets	15,435	33,992
Deposits by banks	1,114	6,118
Customer accounts	12,380	19,903
Debt securities in issue	450	4,962
Derivative financial instruments	78	721
Preference Shares	60	-
Subordinated Debt	299	531
Subscribed Capital	-	319
Other liabilities	150	320
Total Liabilities	14,530	32,874
Total Equity	905	1,118
Total Equity and Liabilities	15,435	33,992

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## Excellent customer and employee engagement

- High levels of customer and employee satisfaction maintained during merger
   CFS
  - The Co-operative Bank judged best financial services provider by Which?, in 2009
  - The Co-operative Bank attained 3<sup>rd</sup> place for customer satisfaction (Watchdog survey), ahead of all the other high street banks
  - voted 'Best Direct Motor Insurer for 2009' by Your Money
  - received Claims Platinum Award for the quality of claims handling at British Insurance Awards for 2009
  - Britannia
    - 87% of customers likely to recommend Britannia, rising to 96% of new mortgage customers – Britannia's highest ever score in this category
    - customer satisfaction with the service they receive stands at 84% again the highest it has ever been
    - excellent employee engagement at 90%, with high scores for pride in the business and understanding of the need to move forward





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### Important

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The information relating to the audited balance sheet of Britannia at 31 July 2009 and the unaudited interim financial statements of CFS at 25 July 2009 has been prepared for illustrative purposes only. The information takes no account of the results or of any other changes in the financial position of either Britannia or CFS subsequent to 31 July 2009.

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