

# RBC Liberty Insurance

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Analysts & Institutional Investors***

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## About us

- **RBC Liberty Insurance**
  - life insurance company
  - largest insurance services provider in US
  - software products used by 150+ client locations
  - 1700+ employees, including 650 sales agents
  - 2.1 million policies in force
  - 3.9 million policies under administration
  - US\$2 billion in assets
  - US\$400+ million in gross revenue
- **RBC Liberty Insurance contributes 25% in gross premiums to RBC Insurance**

**1905** Founded in South Carolina

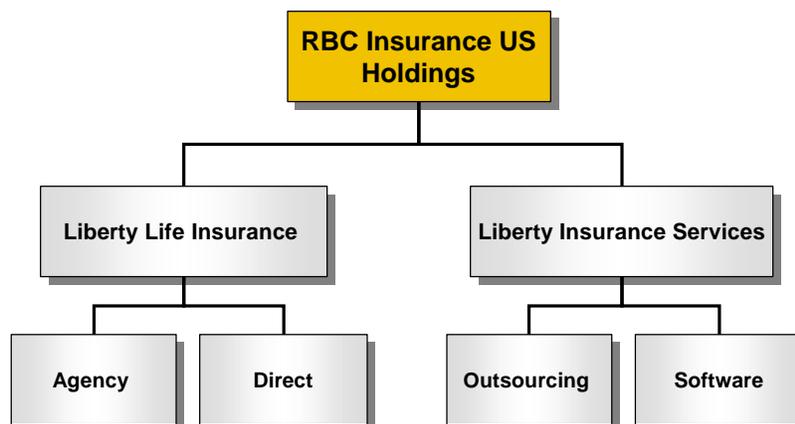


- Marketed to middle-class Americans
- Expanded to 6 southeastern states:
  - South Carolina    North Carolina
  - Louisiana        Tennessee
  - Kentucky         West Virginia
- Broadened into 49 states with mortgage insurance

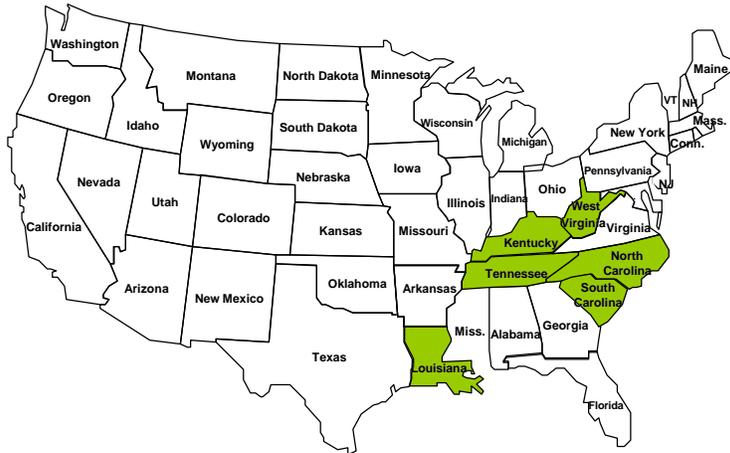
**1991** Set up a 3rd party administration services subsidiary

**2000** Insurance assets of Liberty Corp. Ltd. acquired by RBC

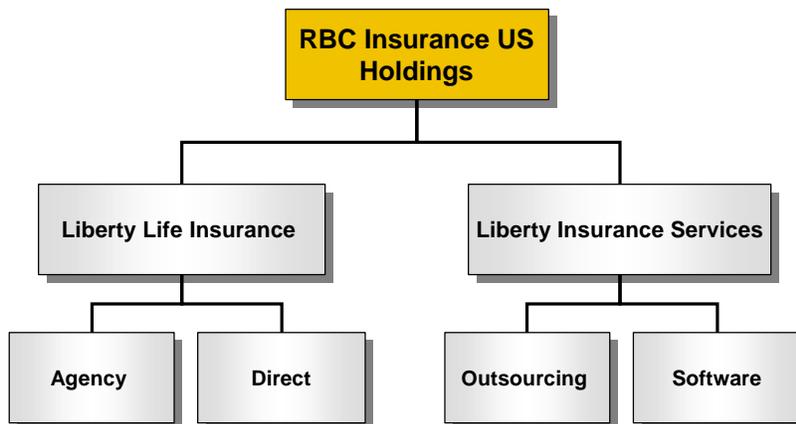
**2000** RBC Liberty Insurance acquired GENELCO software and outsourcing



# Primary retail presence



# Structure



## U.S. Insurance

- Leverage administration platform through acquisitions and outsourcing relationships.
- Leverage RBC affiliate infrastructure for expanded and more efficient distribution.
- Focus on expense reductions to drive margin increases on existing businesses.

## Leverage administration platform

- Administration software and full administration outsourcing
- Direct acquisition targeting operational expense take-out opportunities
- Partnership acquisition to leverage capital and scale
- Internal US and cross border administrative platform consolidation

### Leverage RBC affiliated infrastructure for distribution

- Install RBC market leading creditor insurance selling system into RBC Centura
- Integrate RBC Liberty Insurance sales platform into RBC Centura
- Acquisition of wealth management product capabilities for integration in RBC Dain Rauscher

### Focus on internal margin improvements

- Consolidate IT infrastructures with North American centralized operation
- Consolidate applications software within insurance platform
- Consolidate overhead

- **Well positioned to drive substantial revenue growth**
  - ➔ **Effective cross-sell partnerships with RBC Dain Rauscher and RBC Centura**
- **Well positioned to drive earnings growth**
  - ➔ **Productivity improvement & expense takeouts**
  - ➔ **Leveraging administration platform with partnership acquisitions & internal consolidations**

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