



Acquisition of **Decimal**

Investor Presentation

January 2014

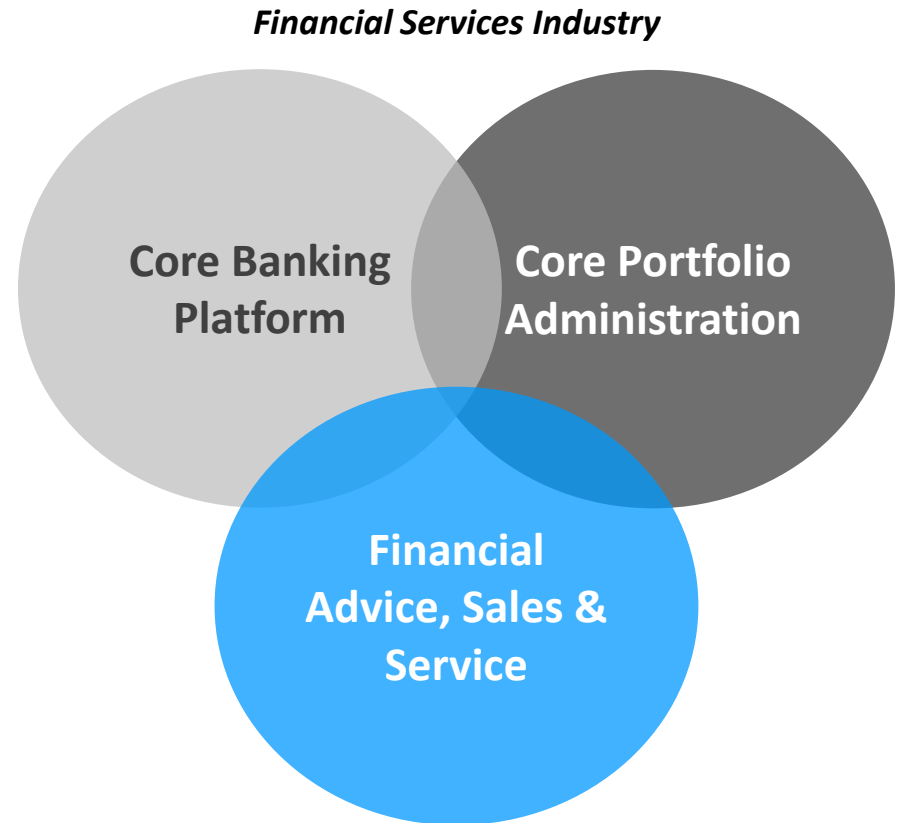


About Decimal

Decimal is an
industry-wide
**financial advice, sales
& service** cloud platform.

100% cloud.

Financial advice, marketing, reporting and compliance for all delivery channels, across multiple jurisdictions.





First Movers in SaaS (Cloud)

A number of traditional industries are now dominated by Software-as-a-Service (“SaaS”) companies, however being a “first-mover” is the most critical factor to acquiring market share and creating a sustainable business



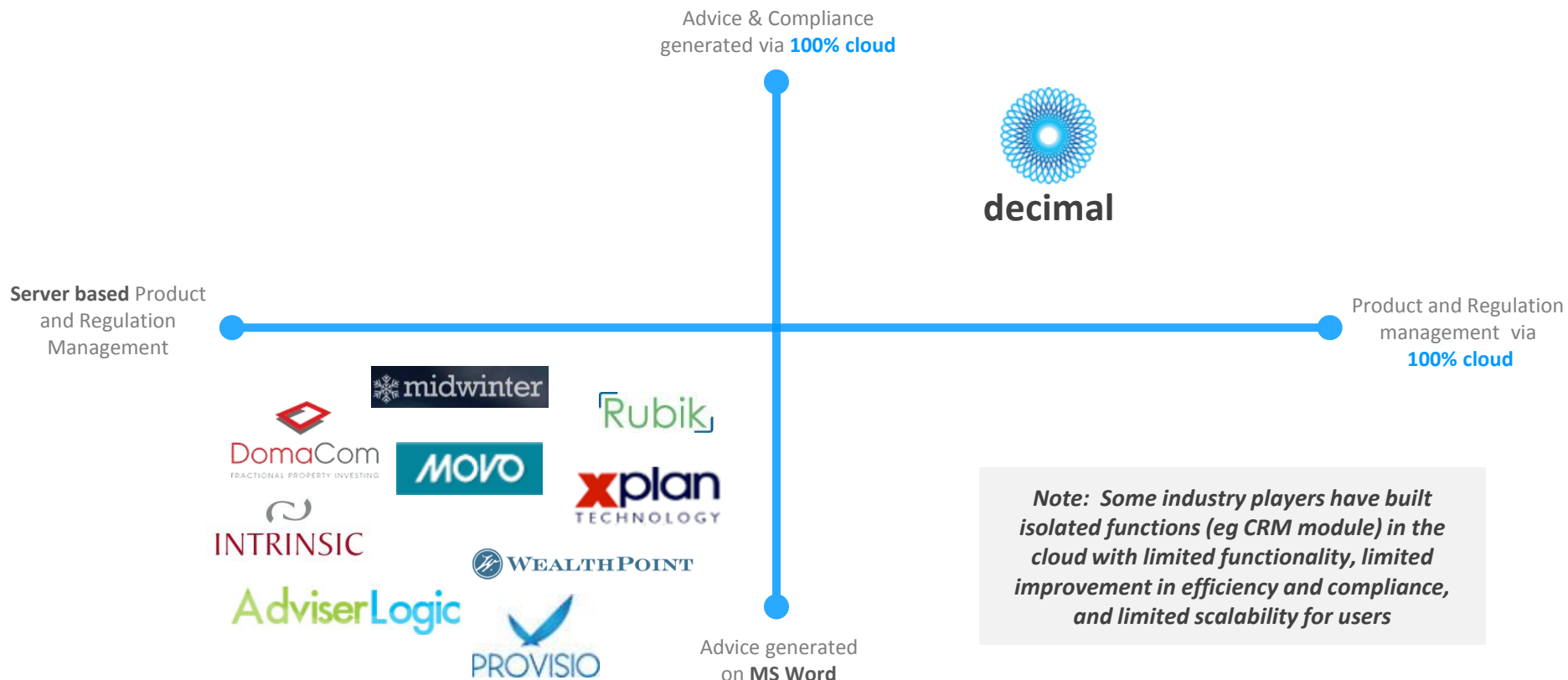
Company	Salesforce	Workday	RealEstate.com.au	Seek.com	Xero
Industry	Marketing	Administration	Real Estate	Employment	Accounting
Technology	SaaS (Cloud)	SaaS (Cloud)	SaaS (Cloud)	SaaS (Cloud)	SaaS (Cloud)
Started	1999	2005	1995	1997	2006
Market Cap (US\$)	\$36.0 Billion	\$16.2 Billion	\$4.7 Billion	\$3.4 Billion	\$4.5 Billion
Customers/Ads	+100,000	+400	+700,000	+150,000	+200,000
Employees	+10,000	+2,400	+700	+500	+600
Revenue (US\$, FY13)	\$3 Billion	\$270 million	\$300 million	\$340 million	\$35 million



Decimal is “First-to-Market”

Decimal is the first to bring financial advisers, clients, products, marketers and administration together onto a single industry cloud platform, all operating in real-time

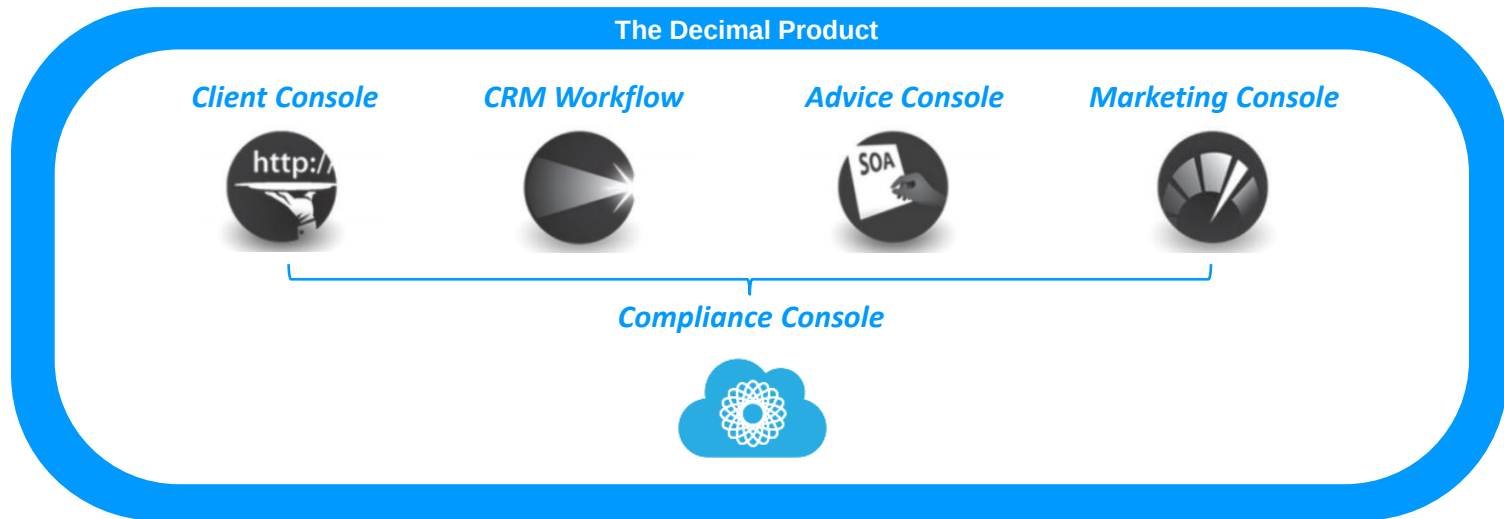
As with other industries, existing server based software is yet to be re-engineered into 100% cloud





Decimal is a “One-Stop-Shop”

Decimal is the only end-to-end platform where financial advice, marketing, workflow, compliance and reporting occurs via 100% cloud



Improves Efficiency

End-to end, all in real-time, access anywhere

Highly Disruptive Technology

one-stop-shop, enables new business models

Unlimited Scalability

Australia plus global reach (eg: USA)

Decimal will significantly transform firms that operate in the financial advice, sales and service industry:

- Financial Planners
- Banks
- Stockbrokers
- Credit Unions
- Insurance Providers
- Super Funds



Highly Disruptive Technology

Decimal's cloud platform enables the efficiency and quality of service provided by financial advisers to significantly increase with unlimited scalability and major improvements in compliance

	Financial Planning Industry	Decimal
<i>Operating platform</i>	Server hosted (with some cloud based modules)	100% Cloud
<i>SoA¹ assembly</i>	6 hours or more	Real-time
<i>SoA client delivery</i>	2 – 3 weeks	Real-time
<i>Client interface</i>	Static client reports emailed out	Real-time
<i>Monitoring adviser strategies and implementation from audit trail</i>	Manual with time delays	Real-time
<i>Update for ASIC, ATO, FoFA regulations or firm policy change</i>	Decentralised manual configuration	Automatically integrated
<i>Client acquisition</i>	Personal referrals / traditional ads	Mass personalised digital marketing
<i>Advice delivery</i>	Phone or Face-to-face	Seamless choice between digital , phone and face-to-face
<i>Total profitable clients per adviser</i>	<120	+300
<i>Scalability</i>	Capped at capacity of back-office	unlimited
<i>Minimum Investable Assets per Customer² (\$)</i>	~\$150,000	No minimum

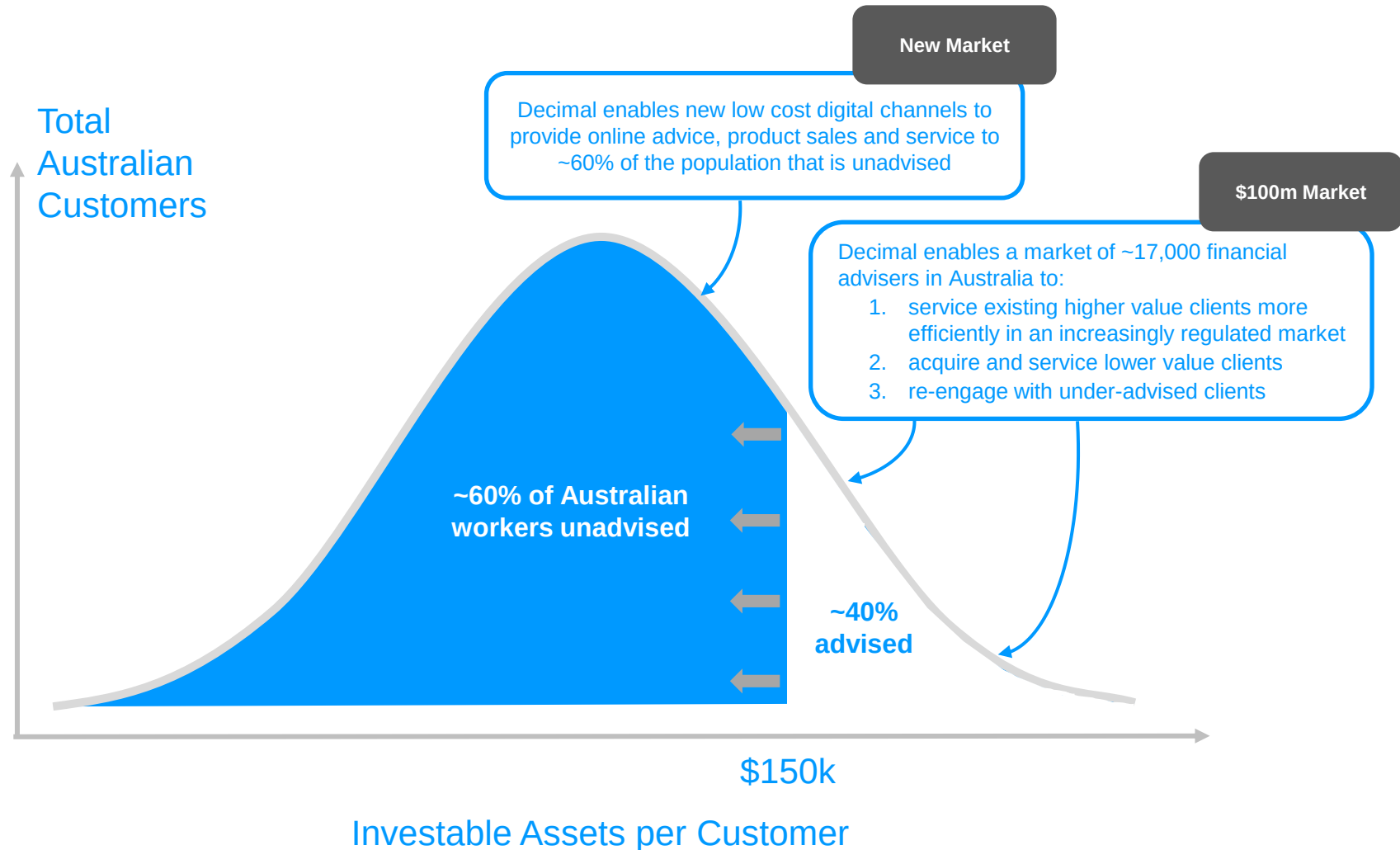
Notes: (1) SoA refers to a Statement of Advice, a lengthy document which is required to be prepared when providing financial advice to clients

(2) Typically, financial planners will only service clients with investable assets of \$150,000 or more to remain profitable



Decimal Reaches to the Unadvised

Decimal can both displace existing software used to advise high value clients and open up new markets for financial advisers and institutions to penetrate the ~60% of the Australian working population that are unadvised





Decimal is a Proven Platform

Decimal has undergone 6 years of development with validation based on a variety of customer initiatives leveraging Decimal's innovations, as well as a diverse and growing range of deployments

Decimal Customers



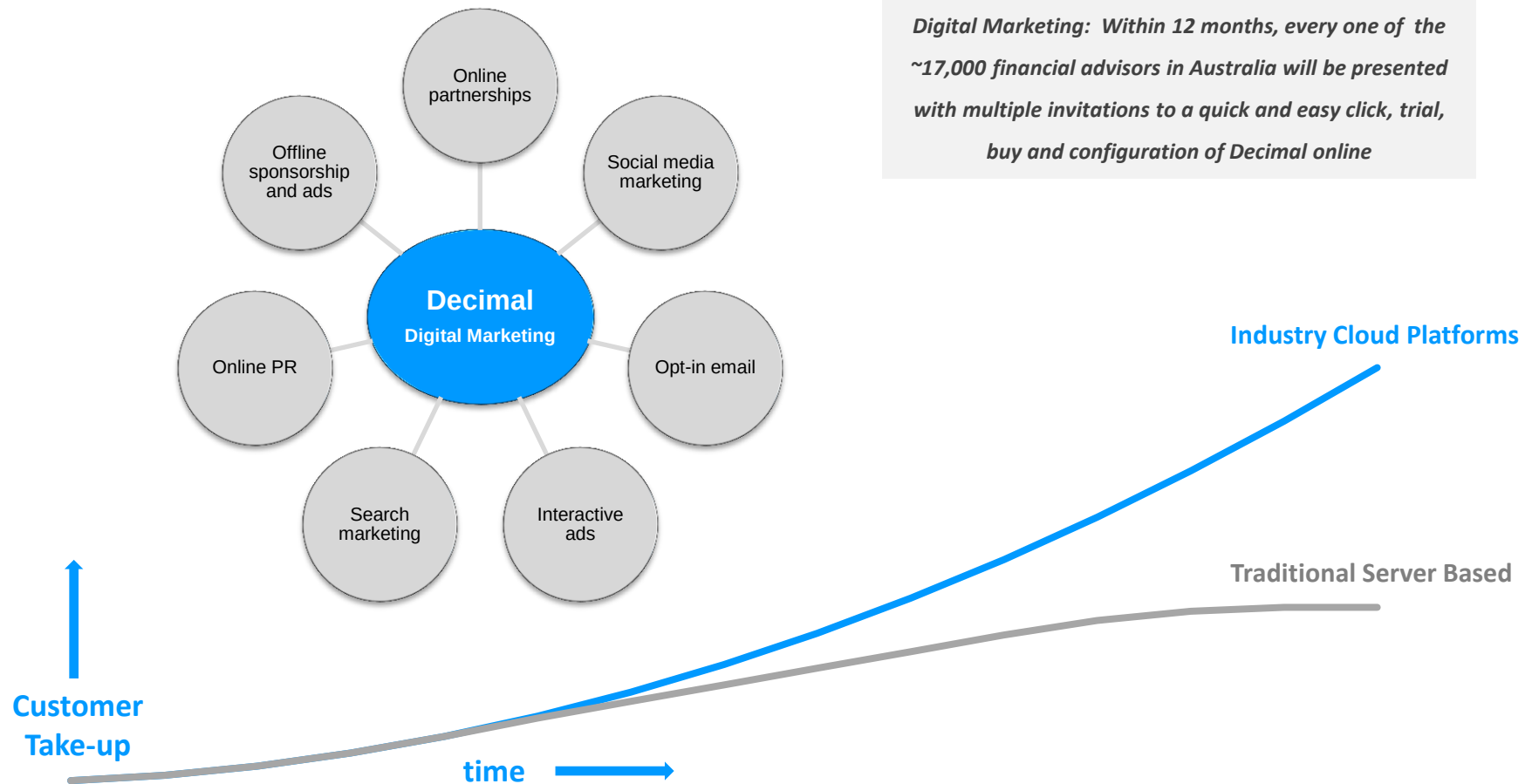
Decimal Network





Proven Customer Acquisition Model

Decimal will utilise existing successful digital customer acquisition models used by other industry cloud platform leaders (eg: Salesforce and Xero)





Revenue Model

Decimal is “ready-for-market” however has not been officially launched in Australia

Accordingly, a high level overview of the various revenue streams associated with Decimal is provided below:

Financial Advisers & Dealer Groups

SaaS to the ~17,000 financial advisers in Australia

Incremental monthly for online subscription and initial configuration

Fees charged on a per adviser per month basis starting from \$100:

Base

- Single cloud CRM Workflow

Mid

- Single cloud CRM Workflow
- Cloud based client & partner SoA generation
- Real-time compliance

Complete

- Single cloud CRM Workflow
- Cloud based client & partner SoA generation
- Real-time compliance
- Mass personalised digital marketing

Enterprises

SaaS to Enterprises (ie banks, super funds, etc) in Australia

A complete end-to-end, fully customisable, mobile enabled platform as a “white-label” branding solution

Fees charged on a per product line, per customer base, per month basis:

Product Line

Super	Pensions	Insurance in super
Pre-retirement income	Mortgages	Investments
SMSF	Cash & Term Deposits	Capital Guaranteed
Gearing	Annuities	Retail insurance



Decimal Team

Decimal is in the process of relocating its head office to Sydney, strengthening its executive team and building a world-class sales and marketing team

Michael Sertorio

Executive Chairman

- 25 years of experience in senior management and board positions spanning financial services, manufacturing, construction, professional services, health care and wholesale trade in Australia and Asia, with organizations including MLC, Chase Manhattan Bank Australia, Global Construction Services and Standard Chartered Bank Australia and Indonesia where he served on the Bank's Management Committee
- Since 2001, he has been involved with a number of companies as a shareholder and Director driving strategy and corporate development including corporate transactions
- Fellow of the Australian Institute of Company Directors and holds a Bachelor of Arts degree

Jan Kolbusz

Executive Director & Developer

- Formerly the Director, Technology and Operations of Asgard, where over a 9-year period he pioneered portfolio administration platforms and drove further innovation and profitability following the acquisition of Asgard by St George Bank
- Began his career working across a variety of technical and management roles on large-scale IBM platforms. Also previously worked for US based Baxter Healthcare managing the US to Australia conversion and implementation of integrated hospital systems.
- Fellow of the Institute of Company Directors and has a double major in Mathematics and Computer Science from the University of Western Australia and a Masters in Information Systems from Curtin University

Paul Nolan

Chief Software Engineer

- Highly experienced software engineer with a track record of hands-on development in diverse web technologies
- Founding hardware engineer at Silicon Valley based Atmosphere Networks which was sold in 2000 and since then, founded and developed various technologies for a diverse variety of web and cloud based applications
- First Class Honours in Electronic Engineering (UWA), and a Masters in Engineering Science (Curtin University of Technology).



Decimal Milestones

- ✓ Complete Decimal product development phase **completed**
- ✓ Completion of Aviva's acquisition of Decimal **April 2014**
- ✓ Relocation of head office to Sydney **1st Qtr 2014**
- ✓ Extend executive team in Sydney **1st Qtr 2014**
- ✓ Launch of industry cloud platform to ~17,000 financial advisers in Australia **2nd Qtr 2014**
- ✓ Launch of industry cloud platform to enterprises in Australia for multi-channel, multi-brand advice, sales and service **2nd Qtr 2014**
- ✓ Extend channel partnerships and support network **throughout 2014**



Acquisition Overview

Aviva Corporation Ltd (“Aviva”) (ASX:AVA) has entered into a conditional agreement to acquire 100% of Decimal Group Pty Ltd (“Decimal”), developer of a industry-wide cloud platform for the financial services industry, via the issue of 112,500,000 million shares to Decimal shareholders:

Pro-Forma Capital Structure

Current Aviva Shares ¹ (post Share Consolidation)	62,997,762
Current Aviva Options ² ³ (post Share Consolidation)	7,833,333
Shares Issued for Acquisition of Decimal	112,500,000
Shares on Issue Post Transaction³	178,497,762

Pro-Forma Valuation

Implied Market Capitalisation (assuming share price Post-Transaction of \$0.20)	~\$35 million
Cash (Post-Transaction)	~\$13 million
Enterprise Value (Post-Transaction)	~\$22 million

Indicative Timetable

Announcement of Acquisition	20 January 2014
Notice of Meeting	11 February 2014
Aviva Shareholder Meeting	14 March 2014
Completion of Transaction	9 April 2014

Pro-Forma Shareholders⁴

Current Decimal Directors & Associates	55%
Current Aviva Directors & Associates	6%
Top 20 Shareholders	77%

Notes:

- (1) Prior to completion of the acquisition of Decimal, Aviva will undertake a return of capital of \$0.06 per share and a Share Consolidation on a 1 for 3 basis
- (2) Number of options and respective exercise prices will be adjusted under the Share Consolidation
- (3) Aviva Shares and Options on Issue Post Transaction includes external adviser and facilitator fees paid in the form of consolidated Aviva shares and options
- (4) Shareholding as a percentage of Shares on Issue Post Transaction (i.e. 178,497,762)



Disclaimer

This presentation has been prepared by Aviva Corporation Limited (“Aviva”) as a summary only, and does not contain all information about Aviva’s or Decimal Group Pty Ltd’s (“Decimal”) assets and liabilities, financial position and performance, profits and losses, prospects, and the rights and liabilities attaching to Aviva’s or Decimal’s securities.

Some of the statements contained in this report are forward looking statements. Forward looking statements include but are not limited to, statements concerning Aviva’s and Decimal’s business plans, expected costs, and expected revenues, and other statements which are not historical facts. When used in this presentation, and in other published information of Aviva’s and Decimal’s, the words such as “aim”, “could”, “estimate”, “expect”, “intend”, “may”, “potential”, “should” and similar expressions are forward-looking statements.

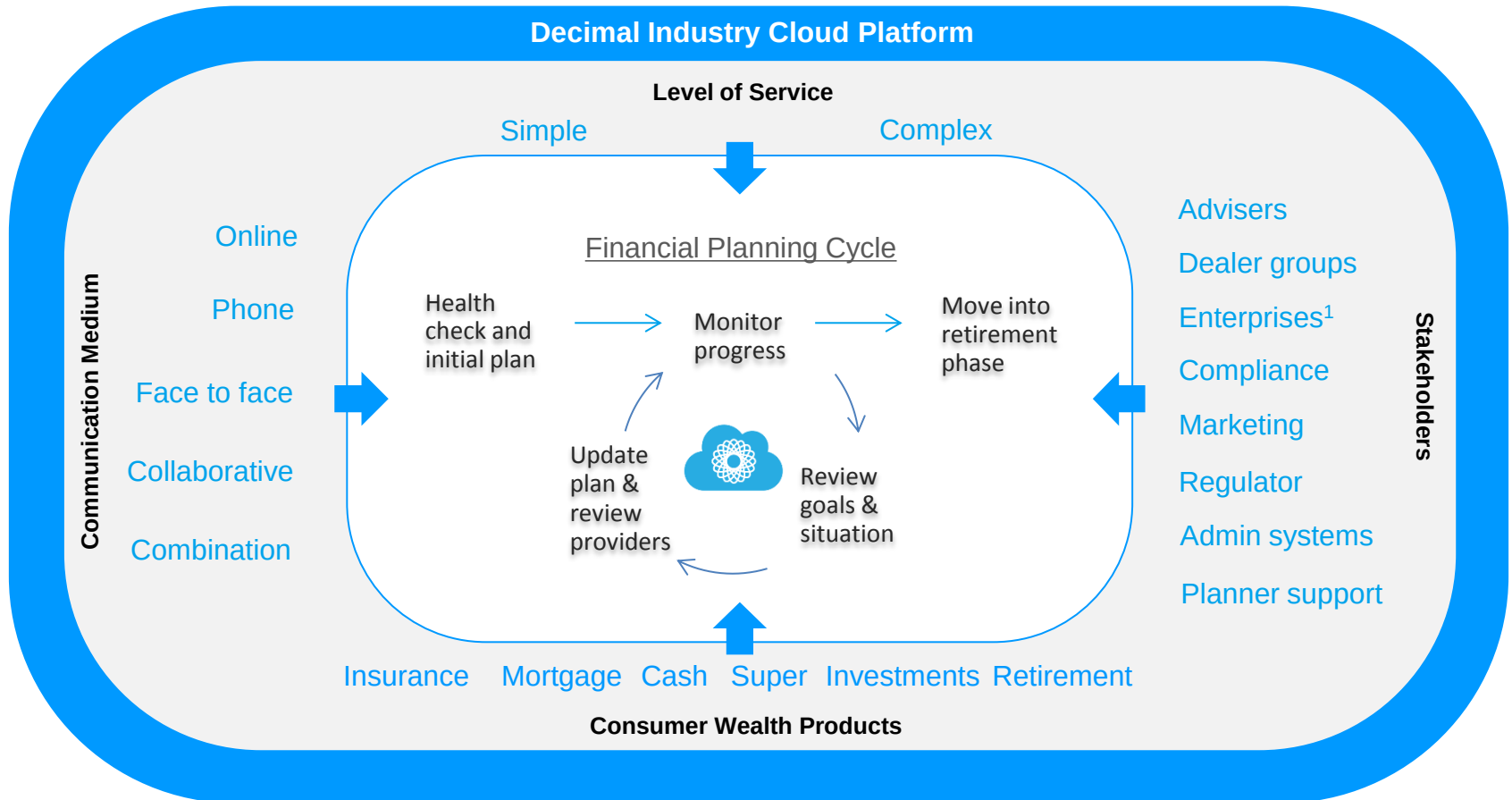
Although Aviva believes that its expectations reflected in the forward-looking statements are reasonable, such statements involve risk and uncertainties and no assurance can be given that actual results will be consistent with these forward-looking statements.

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Appendix - Decimal Cloud Platform

Decimal: A single platform spanning all customer channels and advice types with shared real-time configuration and compliance, and suitable for financial advisers, dealer groups, banks, credit unions, insurers and super funds.





Appendix - The Decimal Product

Client Console generates leads by sending prospective clients access to a pre-populated personalised link designed to kick-start engagement

Client Console



CRM Workflow



Advice Console



Marketing Console



Compliance Console



My Profile
paul
45 year old male
Client ID: 881376

My Info
[My details](#)
[My super](#)
[My new investment choice](#)

My Plan

ClientConsole

	Without My Plan	With My Plan
What if I changed my superannuation investment portfolio?		
How many years till I retire and hence my investment horizon?	20	20
What if I changed my superannuation investment profile as follows:	Growth	High Growth
What is the expected change in my long	8.97%	9.72%
		\$75,517
		MORE INFO

Projected super balances

Y-axis: \$0, \$100,000, \$200,000, \$300,000, \$400,000, \$500,000

X-axis: 45, 46, 47, 48, 49, 50, 51, 52, 53, 54, 55, 56, 57, 58, 59, 60, 61, 62, 63, 64, 65

Legend: Superannuation

Ask your adviser for help

Contact one of our advisers if you need some help

[Contact an Adviser](#)



Appendix - The Decimal Product

Customer Relationship Management with advice specific workflows and compliance tracking operating in real-time with the Client Console and the Advice Console

Client Console

CRM Workflow

Advice Console

Marketing Console

Compliance Console



decimal

Change Password Sign out

Marketing Console

Live View

Monthly Summary Seminar Export Clients Export FileNotes Main Menu Refresh

Filter

Search

+ New Prospect - In Bound (4)

+ New Prospect - Out Bound (0)

+ New Prospect - Referral (13)

+ New Prospect - Did Not Progress (6) Idle

+ Plan Production - Client Engagement & Fact Find (25)

+ Plan Production - Individual Activities (22)

- Plan Production - Plan Finalisation (3)

	Decimal-ID	Last Modified	Adviser Name	External Ref	Name	Email	Phone	
i	☐	1199850	11 Dec 2013 11:12AM	Jane Adviser		rvsy qvpzpt	ngxz.vewzpn@kcjevcr.gqi	
i	☐	1176555	22 Nov 2013 4:25PM	Jane Adviser		rfrbbd ojwau	jefxlnvecr@hxxqf.dfg	
i	☐	1132054	29 Oct 2013 3:34PM	Jane Adviser	10197	rhobn pivbxx	hnxhi.zyqjpqg@yxfzvi.jln.ea	

+ Plan Production - Plan Pending Presentation (1)

+ Plan Production - Pending Plan Acceptance (0)

+ Plan Production - Overdue Plan Responses (0)



Appendix - The Decimal Product

Advice Console: Digital multi-channel advice, fact-find, strategy, product, SoA generation and reviews in real-time that are 100% audit logged and compliant

Client Console

CRM Workflow

Advice Console

Marketing Console

Compliance Console



decimal

CLOSE

John, age 53, Decimal-ID: 867158

Workflow

Client

Partner

Tax Entities

Advice

Current Super

The super assets that the client

Client Super

ADD

DETAILS Placeholder super ac

DETAILS AMP Flexible Super /

Partner Super

Existing SMSF

Defined Benefit

Your Logo Here

3. About You



Below is a summary of the details of your current personal and financial position that are relevant to the advice that we are providing you with at present.

Personal Details

	John	Jill
Date of birth	01/01/1960	02/06/1965
Age	53	48
Employment status		Full Time
Smoker	No	No
Occupation		
Salary	\$80,000	\$200,000

Additional details are contained in "Appendices" of this document

Current Insurances

Life/TPD Cover

Income Cover

RET

PREF

\$200,000

\$2,000

☒

☐

\$0

\$0

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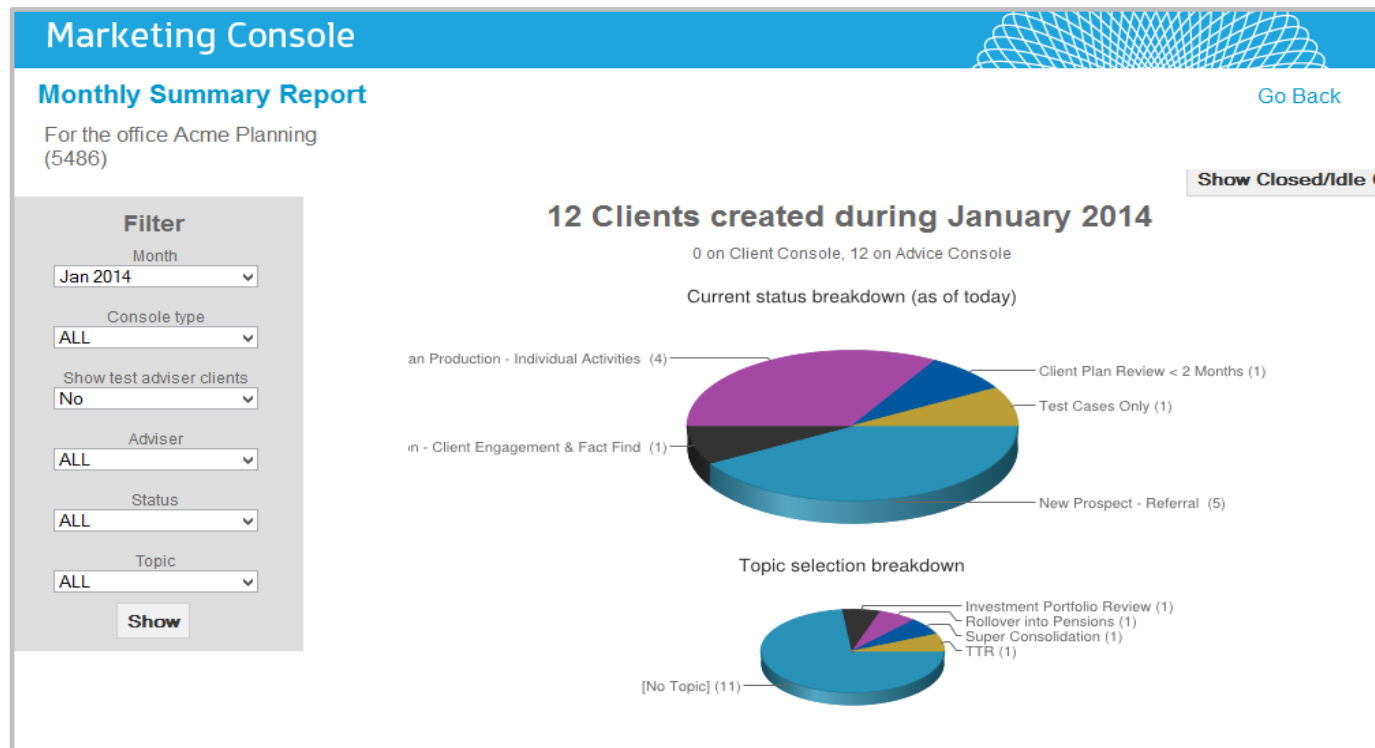
Close



Appendix - The Decimal Product

Digital marketing campaigns and real-time client qualification. Enables real-time monitoring and immediate response for on-the-spot advice, full review, or general advice product sale

Client Console CRM Workflow Advice Console **Marketing Console** Compliance Console





Appendix - The Decimal Product

Compliance Console: (a) Real-time view of all adviser activity throughout the dealer group; (b) Real-time view of all generated advice; (c) Real-time auto log of all activity against each client

Client Console

CRM Workflow

Advice Console

Marketing Console

Compliance Console



A

decimal								
John, age 53, Decimal-ID: 867158								
Workflow Client Partner Tax Entities Advice								
Status Custom Fields File Notes Key Dates								
Client Notes								
New Prospect - In Bound (0)								
New Prospect - Out Bound (0)								
New Prospect - Referral (0)								
New Prospect - Did Not Progress (4) Idle								
Plan Production - Client Engagement & Fact Find (10)								
Plan Production - Individual Activities (0)								
Plan Production - Plan Finalisation (0)								
Plan Production - Plan Pending Presentation (0)								
Plan Production - Pending Plan Acceptance (0)								
Plan Production - Overdue Plan Responses (0)								
Plan Production - Plan Rejection (0) Idle								
Plan Production - Plan Acceptance (2) Idle								
	Decimal-ID	Last Modified	Office Name	Adviser Name	External Ref	Name	Email	Phone
i	870861	11 Dec 2013 8:27PM	Demonstration	Peter Smith	Demo 10 % of Preferred Super to New	David Bliss	do@decimal.com.au	
i	1079506	4 Nov 2013 12:44PM	Demonstration	Peter Smith	SMSF Dev Client	SMSF	SMSF@Decimal.com.au	

B

C

Show All Notes Files States Logs

Peter Smith

Dec 11, 2013 08:28 PM

Changed status to [Plan Production - Plan Acceptance]

Peter Smith

Dec 11, 2013 08:28 PM

876131Report42011868163.pdf (3 MB)

SOA issued

Peter Smith

Dec 11, 2013 08:27 PM

Client record opened within Advice Console

Peter Smith

Dec 11, 2013 08:27 PM

Client record opened within Advice Console

Peter Smith

Dec 11, 2013 02:45 PM