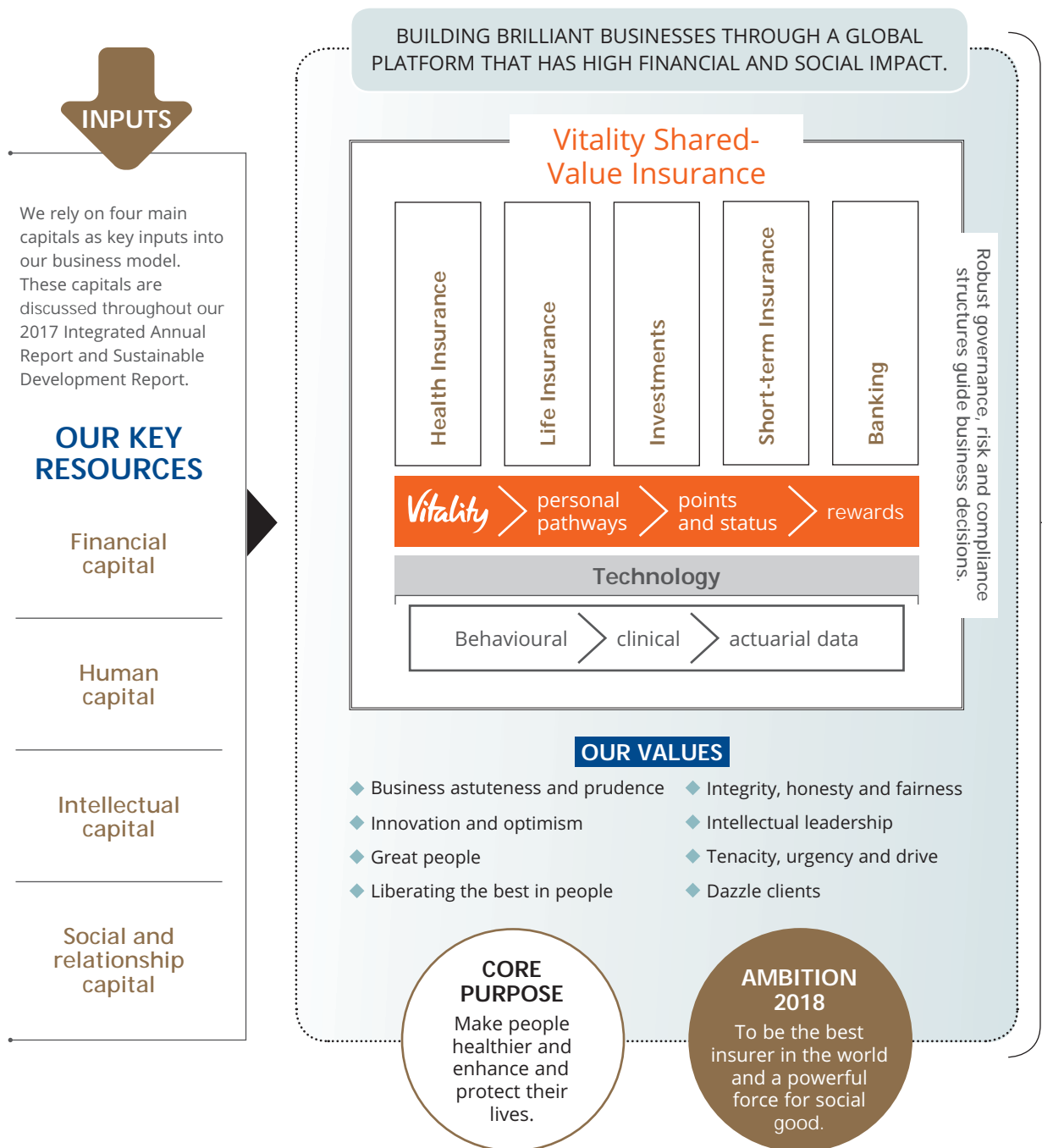


Our business model and how our business works

Discovery offers clients insurance and financial products and services, with Vitality at the foundation. This approach manifests in value for businesses, different stakeholders and broader society.

Vitality is the key component that enables Vitality Shared-Value Insurance. Helping clients to improve and manage their health, savings and driving behaviour, it gives insurance partners the ability to better understand and

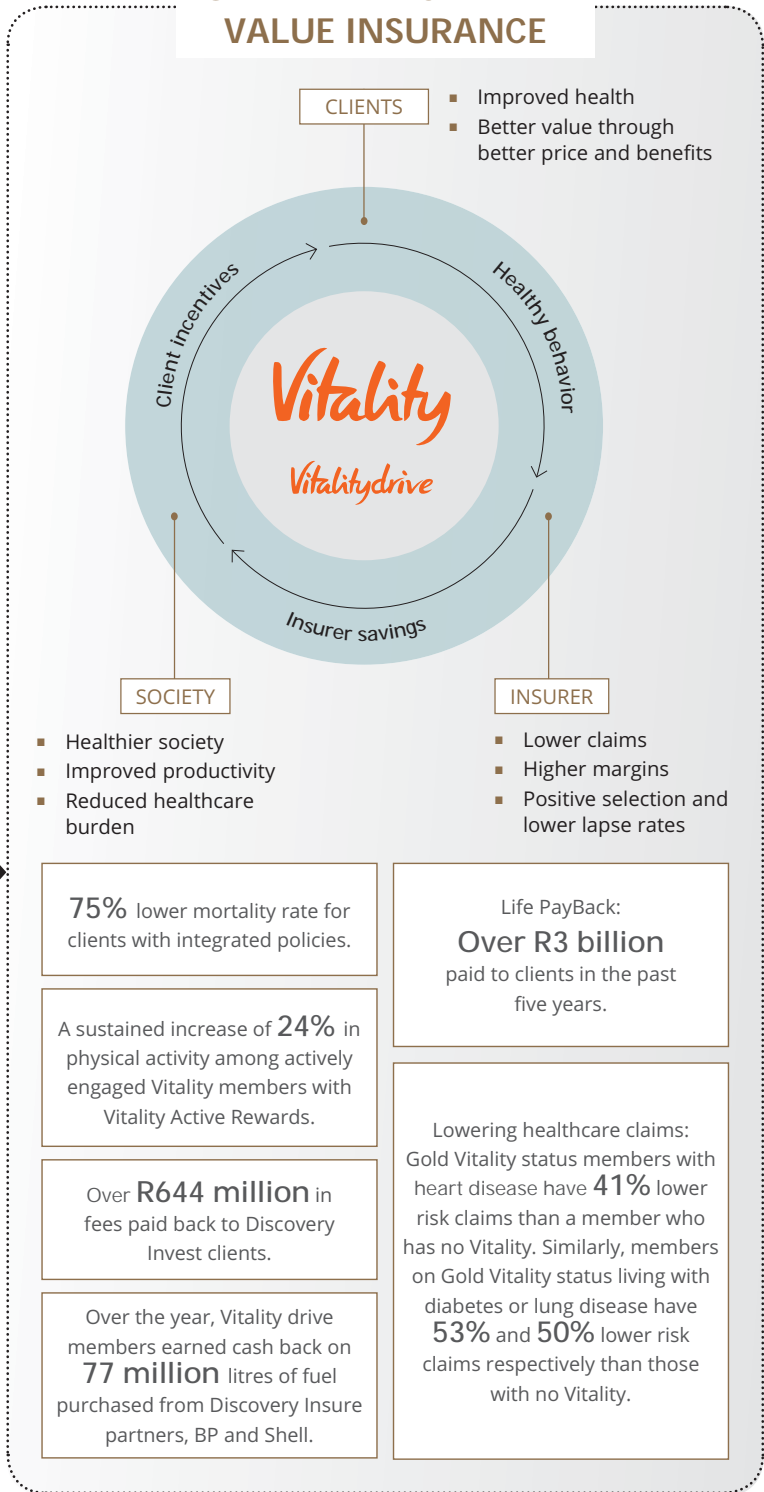
measure risk. This results in more accurate pricing of premiums as clients continuously improve and engage in their health status, as measured through Vitality. This further encourages positive behaviour change. Our businesses benefit from improved risk, while clients get more value through incentives and savings based on their Vitality or Vitality drive engagement, and society benefits from this cycle. This, combined with an urgent drive towards our Ambition 2018, is paving the way for our continued growth in existing and new sectors, territories, and product lines.



OUTPUTS

Clients are able to integrate their insurance and financial products to generate more value as they engage with Vitality. With increased Vitality engagement, financial rewards and incentives kick in, encouraging clients to continuously improve and maintain their health. For the insurer or insurance partner, integrated policies are more profitable as these clients show stronger persistency and have improved claims experiences.

**POSITIVE OUTCOMES
OF VITALITY SHARED-VALUE INSURANCE**



Read more about our Ambition 2018, and how it supports our business model, and our strategy on [page 24](#).

We illustrate the value and outcome across each business in the Business Reviews from [page 34](#).

Read more about our model and how it contributes to a sustainable society on [page 10](#) of our Sustainable Development Report.