

[Business model](#)

Business model

Aviva exists to help our 33 million customers make the most out of life, to plan for the future, and to know that if things go wrong we will be with them to put it right. Aviva is a leading international Savings, Retirement and Insurance business and the largest multi-line insurer in the UK, our home market. We also operate in Europe, Canada and Asia.

Our business model defines us, differentiates us and helps us meet our customer's needs...**Our businesses**

We have simplified our business into five new business divisions¹:

- Investments, Savings & Retirement
- UK Life
- General Insurance
- Europe Life
- Asia Life

Our channels

Our customers can engage with us through multiple distribution and service channels:

- Digital applications
- Direct to customer
- Intermediaries, including tied agents and brokers
- Strategic partnerships and bancassurance arrangements

Our strengths

We have unique strengths as a business that gives us a significant competitive advantage:

- Strong technical skills
- Innovative analytical capabilities
- Diversified distribution
- Robust capital position
- Leading customer franchise
- Well recognised brand

Our skills

We have a wide range and blend of skills:

- Customer service
- Underwriting
- Risk management
- Claims management
- Digital innovation
- Data Science
- Asset and liability management

...through our products and solutions...**Investments and Savings**

- Individual savings
- Workplace savings
- Advice and guidance
- Investments and asset management

Retirement

- Annuities
- Equity release mortgages
- Drawdown
- Pensions

Insurance

- Personal lines e.g. motor, home
- Commercial lines
- Protection
- Health

...from which cash and premiums are received...

Customers invest their savings with us. For a fee, we manage and administer their investments so they can grow their savings or secure an income in the future

Customers pay us premiums which we reinvest to provide them with income in their retirement, via a lump sum, regular payments or by releasing the money tied up in their property

Customers pay insurance premiums which we use to pay claims, protecting what matters to them. Our scale enables us to pool the risks and maintain capital strength, so we are there for our customers when they need us

...and sustainable value is created for...**Shareholders**

We invest carefully so we can deliver sustainable, growing returns for our shareholders.

30.9 pence

Total 2019 dividend up 3%

Customers

Our customers benefit from a range of solutions to meet their needs, with easy access when and how they want it.

£33.2 billion

Paid out in benefits and claims to our customers in 2019

Communities

We play a significant role in our communities, including as a major employer and a long-term responsible investor.

Over 2,000

Community projects supported in 2019, helping over 1.2 million people

People

Our aim is for our people to achieve their potential within a diverse, collaborative and customer-focused organisation.

73%

Our employee engagement score in 2019

Read more about our business at www.aviva.com/about-us/who-we-are-and-what-we-do

¹ From 2020.