

# **Morgan Stanley 11th Annual European Financials Conference**

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Group CEO**

**March 2015**



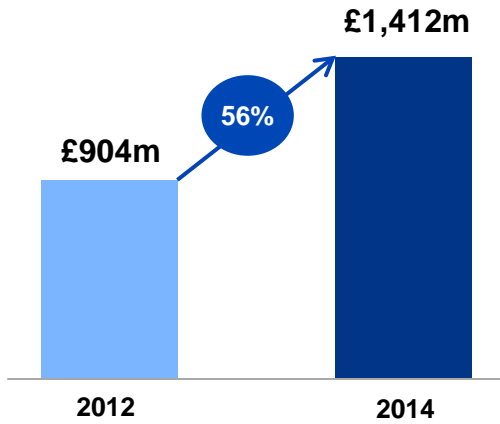
# Disclaimer

## Cautionary statements:

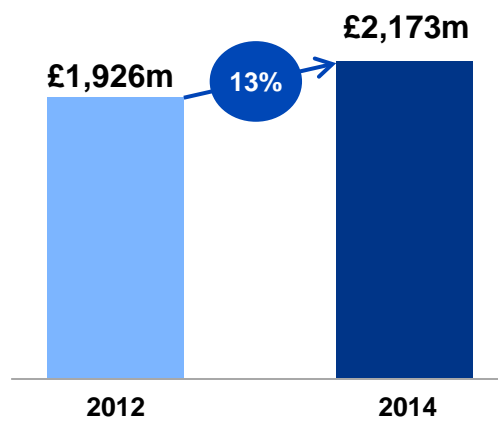
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For a more detailed description of these risks, uncertainties and other factors, please see Item 3d, “Risk Factors”, and Item 5, “Operating and Financial Review and Prospects” in Aviva’s most recent Annual Report on Form 20-F as filed with the SEC on 16 March 2015 (and also Part II (Risk Factors) of the prospectus published by Aviva on 19 January 2015 in relation to the proposed recommended all-share acquisition of Friends Life by Aviva). Aviva undertakes no obligation to update the forward looking statements in this announcement or any other forward-looking statements we may make. Forward-looking statements in this presentation are current only as of the date on which such statements are made.

# Significant progress

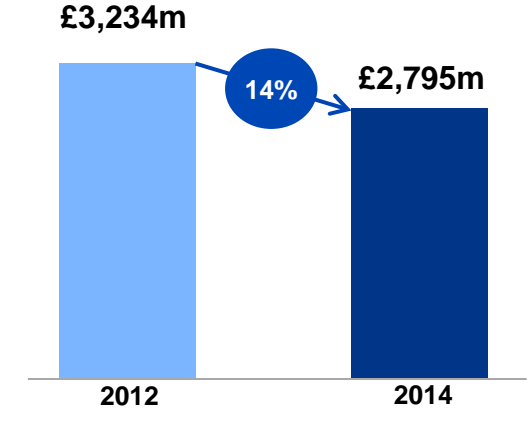
## Cash Remittances



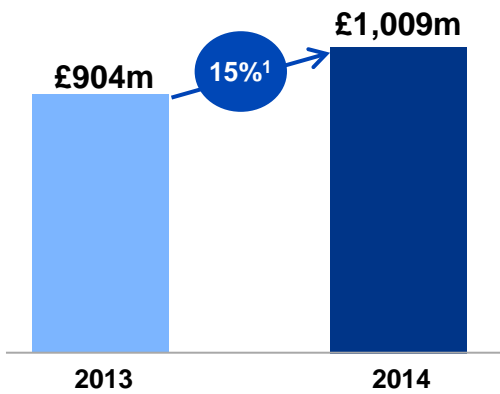
## Operating profit



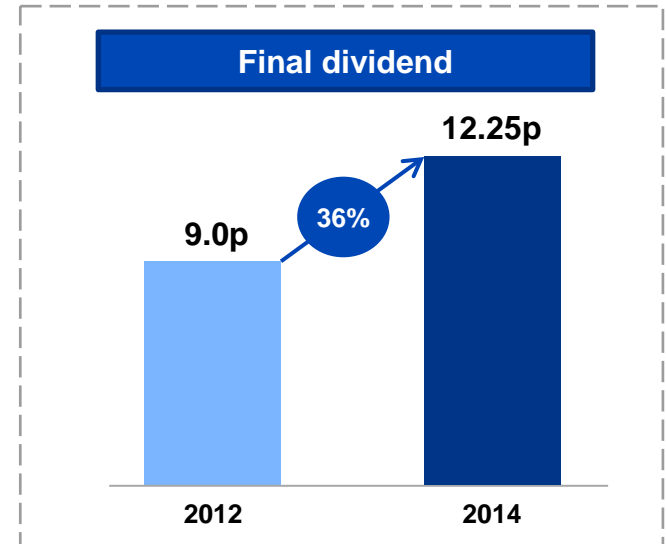
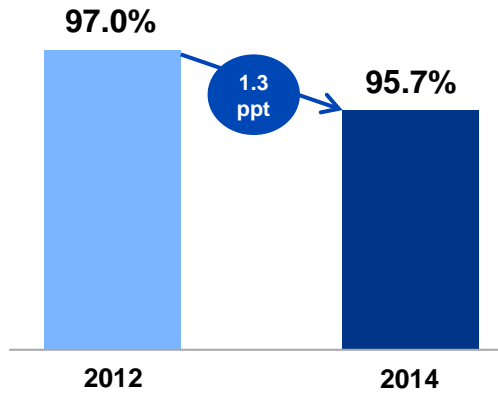
## Operating expenses



## Value of new business



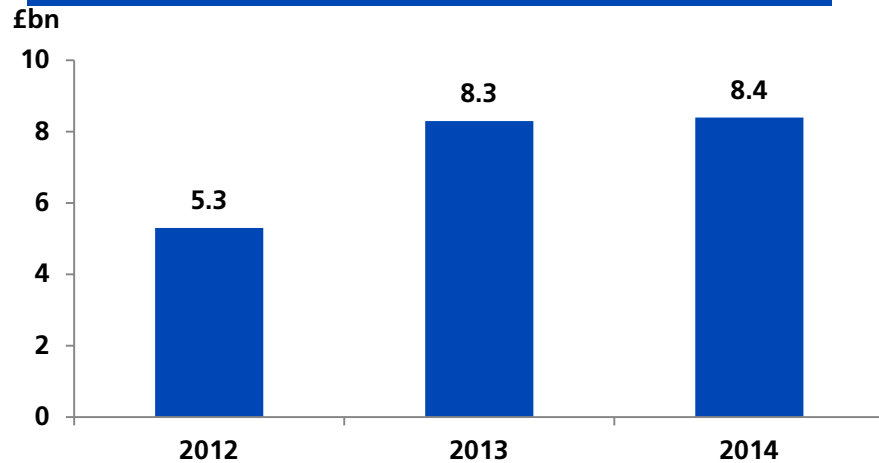
## Combined operating ratio



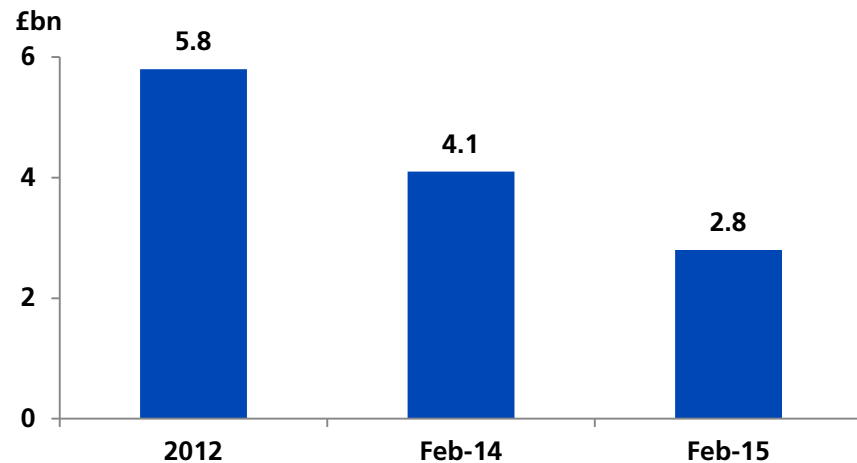
1. VNB growth is in constant currency.

# Balance sheet transformed

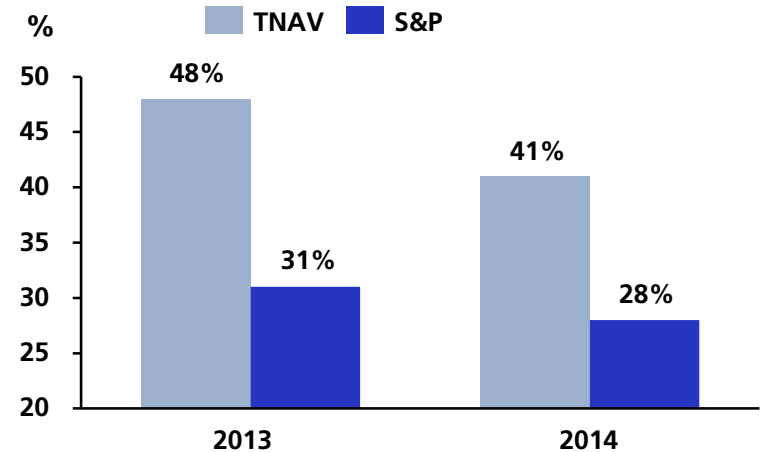
## Economic capital surplus<sup>1</sup>



## Inter-company loan



## External leverage ratio



- Economic capital surplus basis strengthened considerably since 2012
- External leverage ratio target below 40% on TNAV basis AA on preferred S&P basis
- Intercompany loan to be reduced to £2.2bn by end of 2015

Priority has been to reduce debt leverage and financing cost

# Holding company excess cash flow has increased







Progress towards £0.8 billion target by 2016






1. Includes other operating cash flows such as central investment income and group tax relief payments

# Acquisition of Friends Life – Financial and strategic rationale

## Financial

-  • **c.£0.6bn** incremental cash flow.
-  • Leverage consistent with **S&P AA rating** – no further need to de-lever
-  • **£225 million** of run rate synergies per annum expected by end of 2017
-  • **30% increase** in Aviva final dividend. Move to c.2x operating EPS<sup>1</sup> cover over the medium term

## Strategic

-  • Secures leading position in our home market
-  • Brings c.5 million<sup>2</sup> Friends Life customers to Aviva
-  • Adds significant scale and expertise to our **back book** initiative
-  • Adds up to c.**£70 billion** of funds for Aviva Investors
-  • Enables investment in **our growth businesses**

## Update: All regulatory approvals have now been received

- Integration planning well underway
- Management team announced on completion
- General Meeting 26<sup>th</sup> March
- Completion anticipated 13<sup>th</sup> April

1. Operating EPS on an IFRS basis  
2. Prior to de-duplication

# Our strategic anchor

## Our strategic anchor

### True customer composite

Serving all customer needs across Life, GI, Health and Asset Management



### Digital first

Customer experience driven by digital



### Not everywhere

Only in markets where we can win



## Supported by:

### MULTI

Multiple lines of service and multiple lines of distribution

### CONVENIENT

Allowing customers to interact with us simply, in their way

### EXPERT

Technical expertise in underwriting, risk and asset management, data and analytics

### BRITISH

Actively harnessing the heritage from being an iconic British business

### COLLABORATION

Leveraging the commonalities across all our businesses

A focussed, clear, simple, differentiated business strategy

# Some digital expertise, acceleration needed

## Market leading digital offer in the UK



£1.3bn UK Digital Direct sales<sup>1</sup>



1.3 million MyAviva registrations



x3 conversion rate of health online



x2 conversion rate of protection online

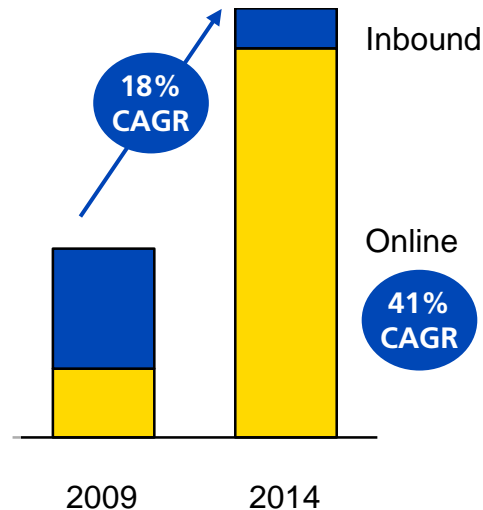


>50% of protection new business online

Market recognition



Personal motor new business



## Growing digital internationally



Turkey

Social media targeting young life customers



Italy

Launched telematics

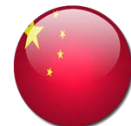


Canada



Indonesia

Integrated point of sale on tablet



China

Health & wellness platform with partner COFCO

1. GI GWP / Life/Health PVNBP



- Integrate Friends Life
- Drive True Customer Composite throughout our business
- Grow digital and direct business
- Continue to improve efficiency
- Reallocate capital towards higher return or higher growth businesses
- Implement Solvency II

It would be wrong to assume our turnaround is nearing completion

# Q&A