Aviva Plc
Annual General Meeting, 1 May 2008

Forty five million customers.
Twenty seven countries.
One Aviva.
Colin Sharman
Chairman

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Andrew Moss
Group Chief Executive

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2007 results highlights

- A robust set of results in a challenging year
  - Total long term savings new business sales up 25%
  - EEV operating profit up 1% to £3.286m
  - Net asset value per share up 13% to 772p
  - Final dividend per share up 10% to 33.00p

- The quality of our balance sheet is strong

- A confident outlook
  - Strength and resilience of the composite portfolio

Note: All growth rates quoted on a constant currency basis
An increasingly global company

- **£60 billion**
- **£30 billion**

**FY 2000**
- 3%
- 24%
- 34%
- 34%

**FY 2007**
- 9%
- 10%
- 12%
- 29%
- 40%

**FY 2007 sales £49bn(1)**
- 25% General Insurance
- 75% Long Term Savings

- **UK life**: 29%
- **UK GI**: 12%
- **North America**: 10%
- **Europe**: 40%
- **Asia Pacific**: 9%
A highly capable and experienced executive team
One Aviva

Purpose
Prosperity & peace of mind
Vision
One Aviva, twice the value

Purpose
Prosperity &
One Aviva, twice the value
– what does it mean?

Financially
– doubling IFRS earnings per share by 2012, at the latest

Organisationally
– building Aviva as a unified group able to compete on the global stage

Operationally
– acting as one global team
One Aviva

Purpose
Prosperity & peace of mind

Strategic priorities
The strategic priorities – building a stronger, more unified group

1. Manage the composite portfolio
   - Cash flow, resilient product range, breadth of portfolio

2. Allocate capital rigorously
   - Clear regional objectives, significantly more disclosure

3. Increase customer reach
   - Over 50 million more potential customers through 18 deals in 11 countries

4. Build global asset management

5. Boost productivity
One Aviva

Purpose
Property & peace of mind

Targets
A balanced set of targets

- A challenging set of operational targets
  - 98% meet or beat COR
  - Regional sales and EV new business contribution targets
  - Cost saving targets

- Combined with disciplined financial targets
  - 12.5% ROCE (to be re-set as return on economic capital by end 2008)
  - Double IFRS earnings per share by 2012 at the latest
  - 1.5 – 2 times dividend cover
Introducing Aviva Investors
A powerful new global asset management business

• Globally integrated asset management business
  – The third pillar of our composite model, rebranded Aviva Investors
  – £316 billion funds, over 1,300 staff in 15 countries around the world
• Accelerate the transformation of our investment model
  – Scalable central investment unit & small autonomous teams
• Invest in people, technology and solutions development
• Enhance capability to sell & service clients across borders
• Increase 3rd party business
• Accelerate profit contribution to Group
Regional update – Quarter 1 2008

UK
- Life: Consistent performance, balancing volumes and profitability
- GI: decisive action to transform business model

NORTH AMERICA
- Long term savings sales up 24%
- another record quarter
- Premium growth in all general insurance lines

EUROPE
- Resilient performance up 3%
- On track to deliver medium term 10% growth target

ASIA PACIFIC
- Life and Pensions sales up 50%
- Excellent performances in India and China
Regional update – Quarter 1 2008

UK
Life: Consistent performance, balancing volumes and profitability
GI: decisive action to transform business model

EUROPE
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ASIA PACIFIC
Life and Pensions sales up 50%
Excellent performances in India and China

NORTH AMERICA
Long term savings sales up 24%
- another record quarter
Premium growth in all general insurance lines
Local sponsorships are global sponsorships
Maximising value from our sponsorships
Supporting our brand through advertising
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Questions & answers

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