

Aviva plc

Annual General Meeting, 28 April 2010

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Andrew Moss

Group Chief Executive

Aviva plc



A year of significant progress



Rebound in profits in a tough economic environment

- IFRS total profit after tax of £1.3 billion
- MCEV total profit after tax of £2.9 billion

Operating profits reflect disciplined and prudent management

- IFRS operating profit down 12% at £2.0 billion
- MCEV operating profit up 3% at £3.5 billion

Capital Management

- IGD solvency surplus of £4.5 billion (2008: £2 billion)
- Total Dividend per share 24.0p

Encouraging sales outlook

- 21% increase in Q4 2009 sales against Q3
- Indications of a return to top line growth in 2010

Delivering against our strategy



Manage composite portfolio

- 42% IPO of Delta Lloyd generated £1bn in capital
- Sale of sub-scale Australian business for £443m

Rigorous allocation of capital

- Inherited estate distribution provides access to £650m of capital over 5 years
- Product mix changes leads to increase in margin to 2.9% from 2.5% (ex. Delta Lloyd)

Multi-channel customer reach

- Resilient bancassurance franchise
- Creation of single global brand
- Online capability increased

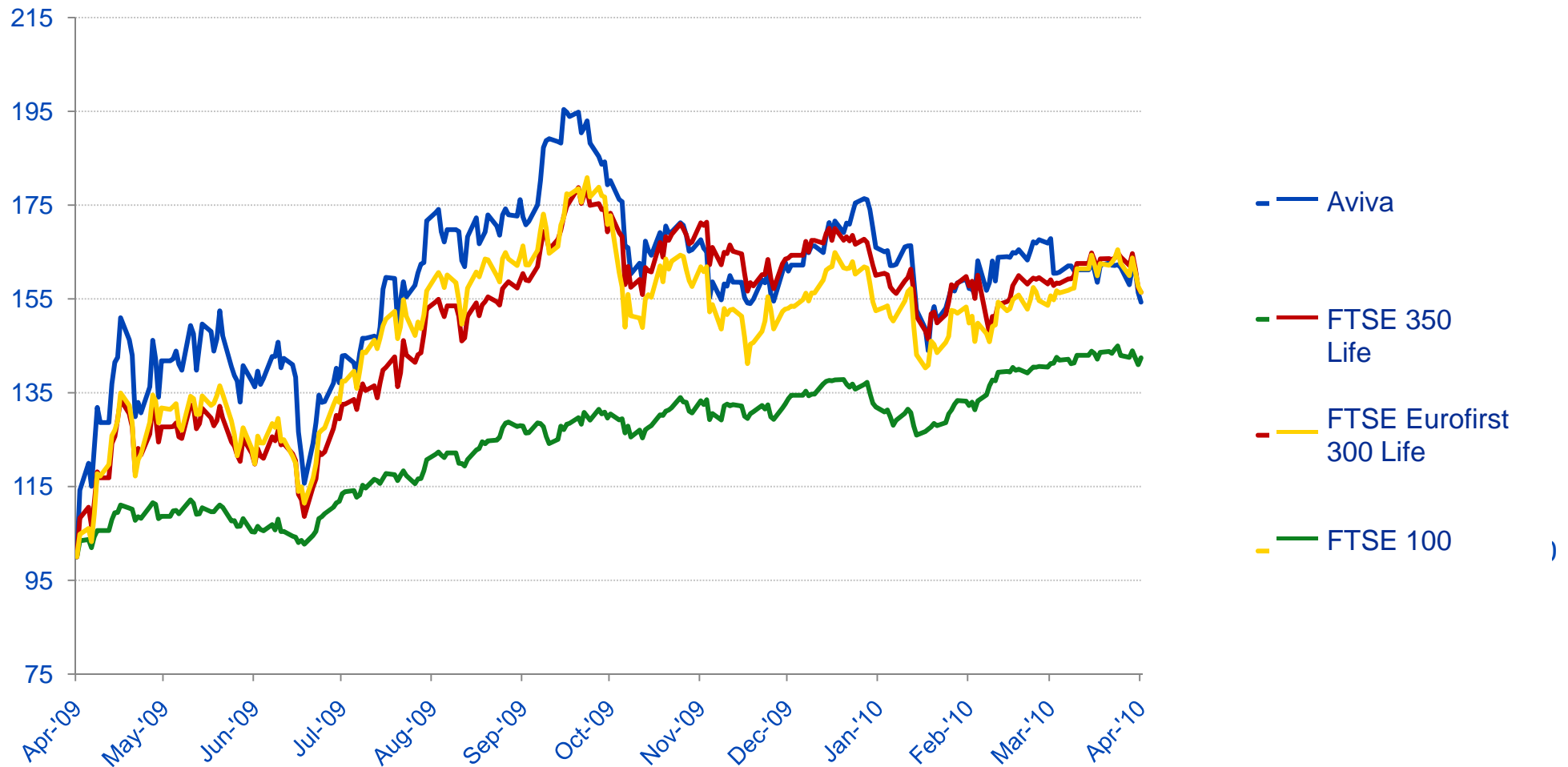
Boost productivity

- Business restructured
- Headcount down 19% to 46,300
- Costs down £500m like for like

Build global asset management

- Strong investment performance with 4 out of 5 funds exceeding benchmark over 1 year

Share price performance 23 April '09 – 23 April '10



The European opportunity



Largest life and pensions market in the world

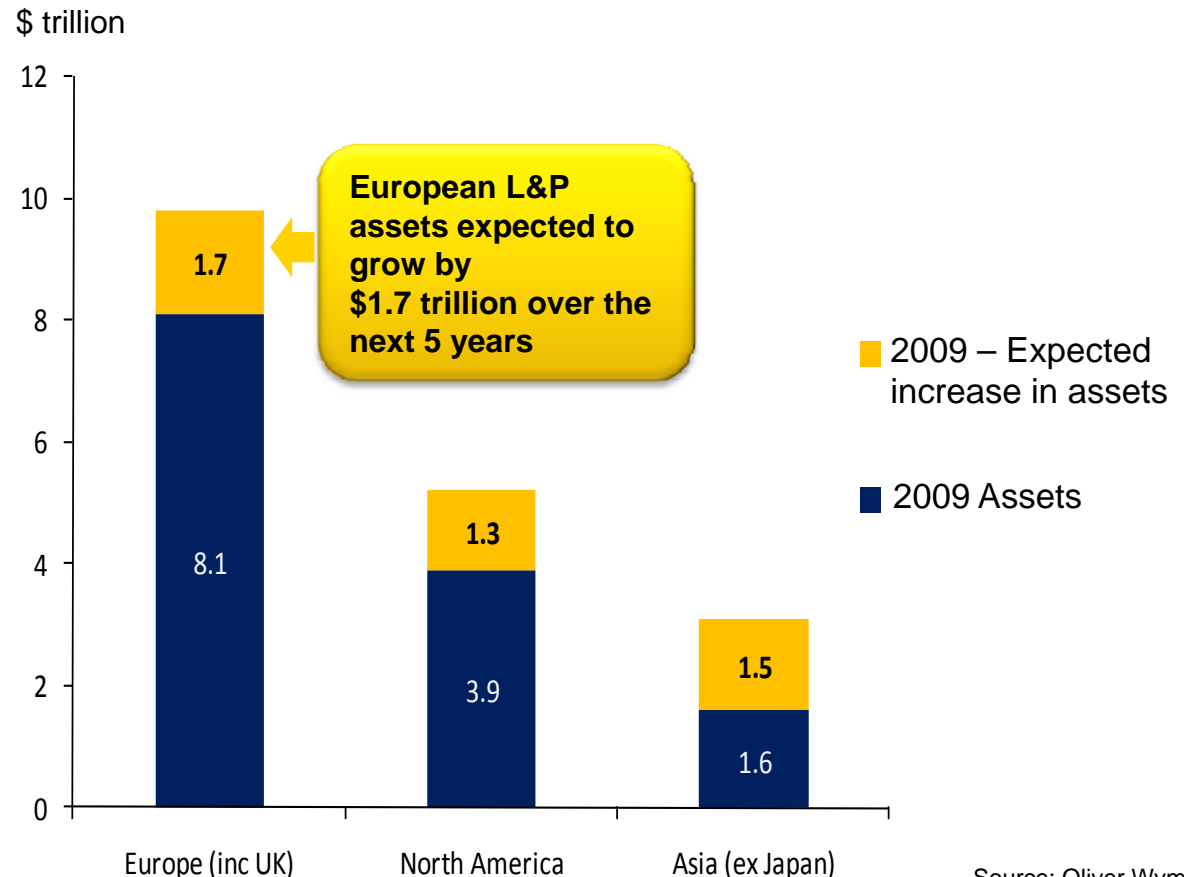
Stable, well regulated, low risk market

Absolute growth projected to be \$1.7trn over next 5 years

Aviva operates in 16 countries and has over 43 million customers

We have market leadership positions in several European markets

Very strong in bancassurance in Europe



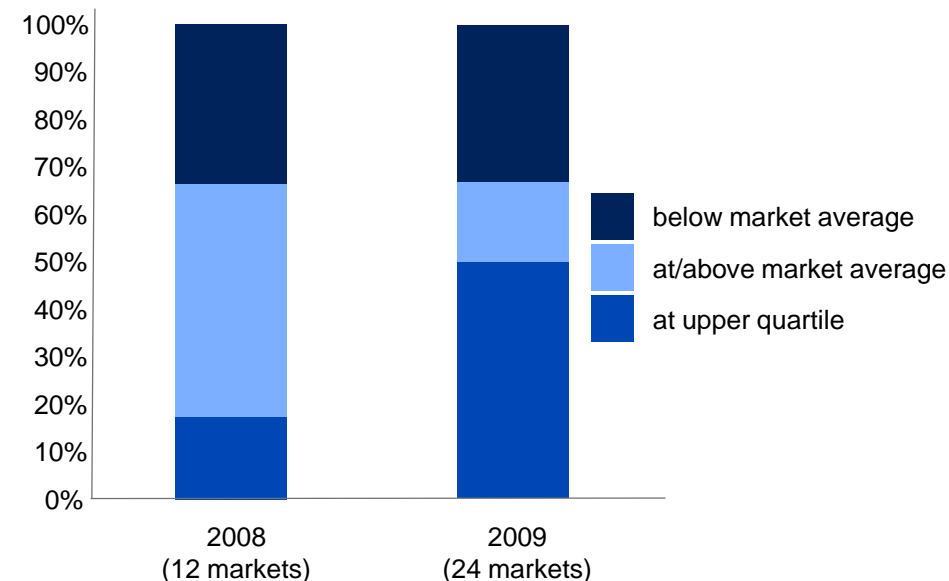
Focus on customers



- We have 53 million customers (up from 50 million in 2009)
- Net Promoter Score is our globally consistent measure of customer satisfaction
 - Two-thirds of countries are at or above local market benchmark for net promoter score
 - Half of our businesses in upper quartile compared to local market average



Performance vs Market Average – Net Promoter score



A socially responsible company



An established programme embedded in our business strategy



Our people

Community

Environment

Realising potential



- Driving value, earnings and dividend
- Leveraging strong footprint in the UK and Europe
- Platform to deliver sustainable earnings growth going forward
- Creating value in our customer franchise



Questions & Answers

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