Aviva plc

Annual General Meeting, 28 April 2010
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Andrew Moss
Group Chief Executive
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
Largest life and pensions market in the world

Stable, well regulated, low risk market

Absolute growth projected to be $1.7tn 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

European L&P assets expected to grow by $1.7 trillion over the next 5 years

Source: Oliver Wyman
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
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
Aviva plc

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