

A man and a young girl are lying on a light-colored rug on the floor, focused on drawing with markers. The man, wearing a light-colored shirt over an orange t-shirt, is holding a blue marker. The girl, with curly hair and wearing a pink shirt, is holding a red marker. They are surrounded by various toys, including colorful blocks and small figurines. In the background, a woman is sitting on a blue sofa, and a potted plant is visible on the right.

In Focus: Wealth

17th October

Disclaimer & important information

Cautionary statements

This document should be read in conjunction with the documents distributed by Aviva plc (the 'Company' or 'Aviva') through The Regulatory News Service (RNS). This announcement contains, and we may make other verbal or written 'forward-looking statements' with respect to certain of Aviva's plans and current goals and expectations relating to future financial condition, performance, results, strategic initiatives and objectives (including, without limitation, climate-related plans and goals). Statements containing the words 'believes', 'intends', 'expects', 'projects', 'plans', 'will', 'seeks', 'aims', 'may', 'could', 'outlook', 'likely', 'target', 'goal', 'guidance', 'trends', 'future', 'estimates', 'potential', 'objective', 'predicts', 'ambition' and 'anticipates', and words of similar meaning, are forward-looking. By their nature, all forward-looking statements involve risk and uncertainty. Accordingly, there are or will be important factors that could cause actual results to differ materially from those indicated in these statements. Aviva believes factors that could cause actual results to differ materially from those indicated in forward-looking statements in the announcement include, but are not limited to: the impact of ongoing uncertain conditions in the global financial markets and the national and international political and economic situation generally (including those arising from the Russia-Ukraine and Israel-Palestine conflicts and uncertainty over the US Debt Ceiling); market developments and government actions; the effect of credit spread volatility on the net unrealised value of the investment portfolio; the effect of losses due to defaults by counterparties, including potential sovereign debt defaults or restructurings, on the value of our investments; the impact of changes in short or long-term interest rates and inflation reduce the value or yield of our investment portfolio and impact our asset and liability matching; the impact of changes in equity or property prices on our investment portfolio; fluctuations in currency exchange rates; the effect of market fluctuations on the value of options and guarantees embedded in some of our life insurance products and the value of the assets backing their reserves; the amount of allowances and impairments taken on our investments; the effect of adverse capital and credit market conditions on our ability to meet liquidity needs and our access to capital; changes in, or restrictions on, our ability to initiate capital management initiatives; changes in or inaccuracy of assumptions in pricing and reserving for insurance business (particularly with regard to mortality and morbidity trends, lapse rates and policy renewal rates), longevity and endowments; a cyclical downturn of the insurance industry; the impact of natural and man-made catastrophic events (including the longer-term impact of COVID-19) on our business activities and results of operations; the transitional, litigation and physical risks associated with climate change; failure to understand and respond effectively to the risks associated with environmental, social or governance ('ESG') factors; our reliance on information and technology and third-party service providers for our operations and systems; the impact of the Group's risk mitigation strategies proving less effective than anticipated, including the inability of reinsurers to meet obligations or unavailability of reinsurance coverage; poor investment performance of the Group's asset management business; the withdrawal by customers at short notice of assets under the Group's management; failure to manage risks in operating securities lending of Group and third-party client assets; increased competition in the UK and in other countries where we have significant operations; regulatory approval of changes to the Group's internal model for calculation of regulatory capital under the UK's version of Solvency II rules; the impact of recognising an impairment of our goodwill or intangibles with indefinite lives; changes in valuation methodologies, estimates and assumptions used in the valuation of investment securities; the effect of legal proceedings and regulatory investigations; the impact of operational risks, including inadequate or failed internal and external processes, systems and human error or from external events and malicious acts (including cyber attack and theft, loss or misuse of customer data); risks associated with arrangements with third parties, including joint ventures; our reliance on third-party distribution channels to deliver our products; funding risks associated with our participation in defined benefit staff pension schemes; the failure to attract or retain the necessary key personnel, including quality financial advisers; the effect of systems errors or regulatory changes on the calculation of unit prices or deduction of charges for our unit-linked products that may require retrospective compensation to our customers; the effect of simplifying our operating structure and activities; the effect of a decline in any of our ratings by rating agencies on our standing among customers, broker-dealers, agents, wholesalers and other distributors of our products and services; changes to our brand and reputation; changes in tax laws and interpretation of existing tax laws in jurisdictions where we conduct business; changes to International Financial Reporting Standards relevant to insurance companies and their interpretation; the inability to protect our intellectual property; the effect of undisclosed liabilities, separation issues and other risks associated with our business disposals; and other uncertainties, such as diversion of management attention and other resources, relating to future acquisitions, combinations or disposals within relevant industries; the policies, decisions and actions of government or regulatory authorities in the UK, the EU, the US, Canada or elsewhere, including changes to and the implementation of key legislation and regulation (for example, FCA Consumer Duty and Solvency II). Please see Aviva's most recent Annual Report and Accounts for further details of risks, uncertainties and other factors relevant to the business and its securities. The information in this document is unaudited.

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 report are current only as of the date on which such statements are made.

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As a reminder

Throughout this presentation we use a range of financial metrics to measure our performance and financial strength. These metrics include Alternative Performance Measures (APMs), which are non-GAAP measures that are not bound by the requirements of IFRS and Solvency II. A complete list and further guidance in respect of the APMs used by the Group can be found in the 'Other information' section of the 2023 Half Year Report. All references to 'Operating profit' represent 'Group adjusted operating profit'.

Agenda

Welcome and introduction



Amanda Blanc
Group CEO

Wealth In Focus



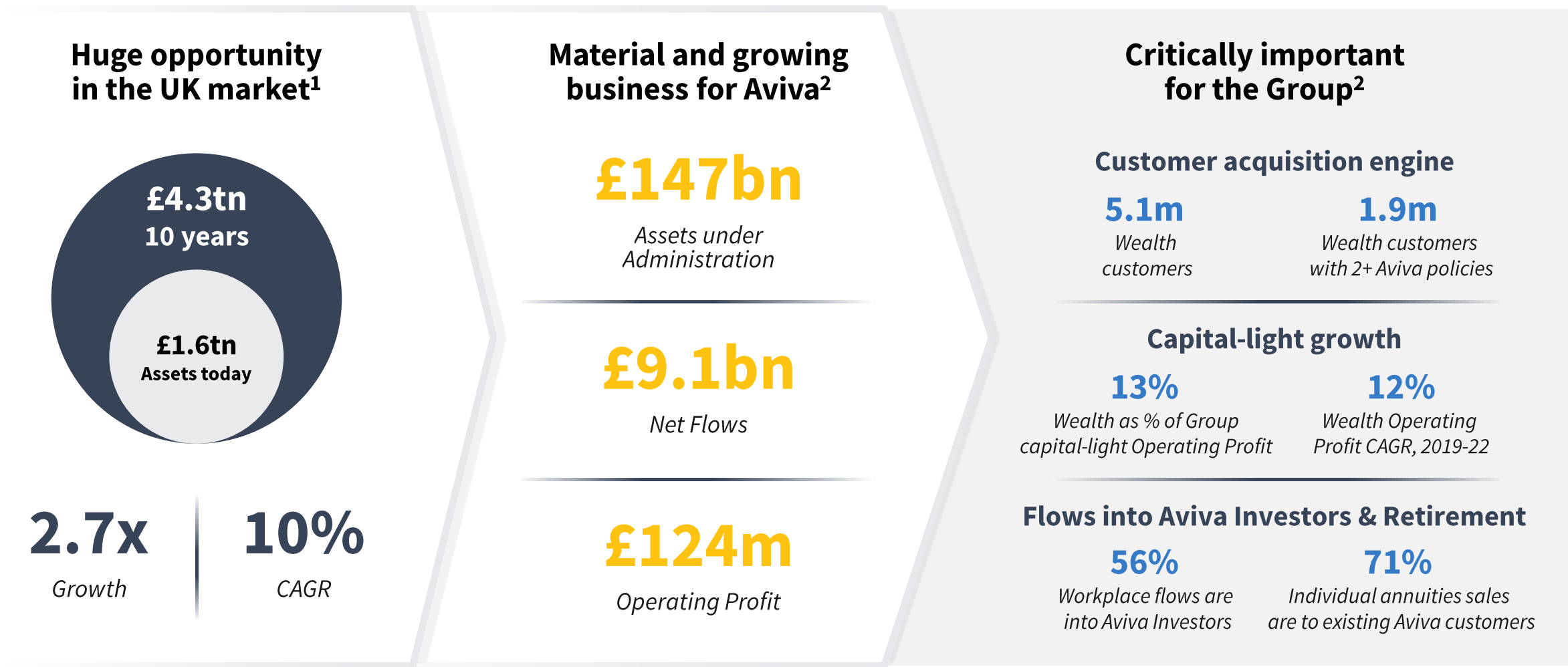
Doug Brown
CEO
UK&I IWR



Michele Golunska
MD
Wealth & Advice

Q&A

Wealth is central to Aviva's strategy



Overview of our Business and the Market



Key messages



Strong franchise with £147bn of assets and real growth momentum



Already a leading player by assets and net flows, with excellent Workplace and Adviser Platform businesses and a big opportunity to do more with Advice and Direct Wealth



Well positioned to capitalise on **highly attractive structural growth market** and significant opportunity with Aviva customer base



5-year ambition to reach £250bn+ assets and £280m+ profit, driving capital-light growth for the Group

Strong franchise with leading businesses and real growth momentum

		AuA ² , £bn	Net Flows, £bn	Customers, m	Market position ³	
Workplace	Administration of employee pension schemes	93 £100bn H1 2023	5.8	4.4	#1 by AuA	Profitable, growing businesses
Adviser Platform	Digital platform for advisers to manage client investments	39	3.8	0.3	#2 by Net Flows	
Advice	Regulated financial advice for customers	3 (6 on 3 rd -party platforms)	(0.1)	<0.1	230 Planners	Building Advice & Direct capabilities
Direct Wealth	Digitally-led customer DIY proposition with hybrid advice	3	0.3	<0.1	-	
IPP	Individual pensions book	10	(0.6)	0.4	-	
Total¹		147	9.1	5.1		

Highly attractive growth market driven by fundamental societal needs



Shift from DB to DC & auto-enrolment

c.11m people contributed £100bn+ to their workplace pensions in 2021¹



Inter-generational wealth transfer

£5.5tn expected to be transferred between UK generations over next 30 years, with £100bn+ p.a. by 2025²



Emerging 'pension savings gap'

Estimated 38% of 'working age' people are not saving enough for retirement¹



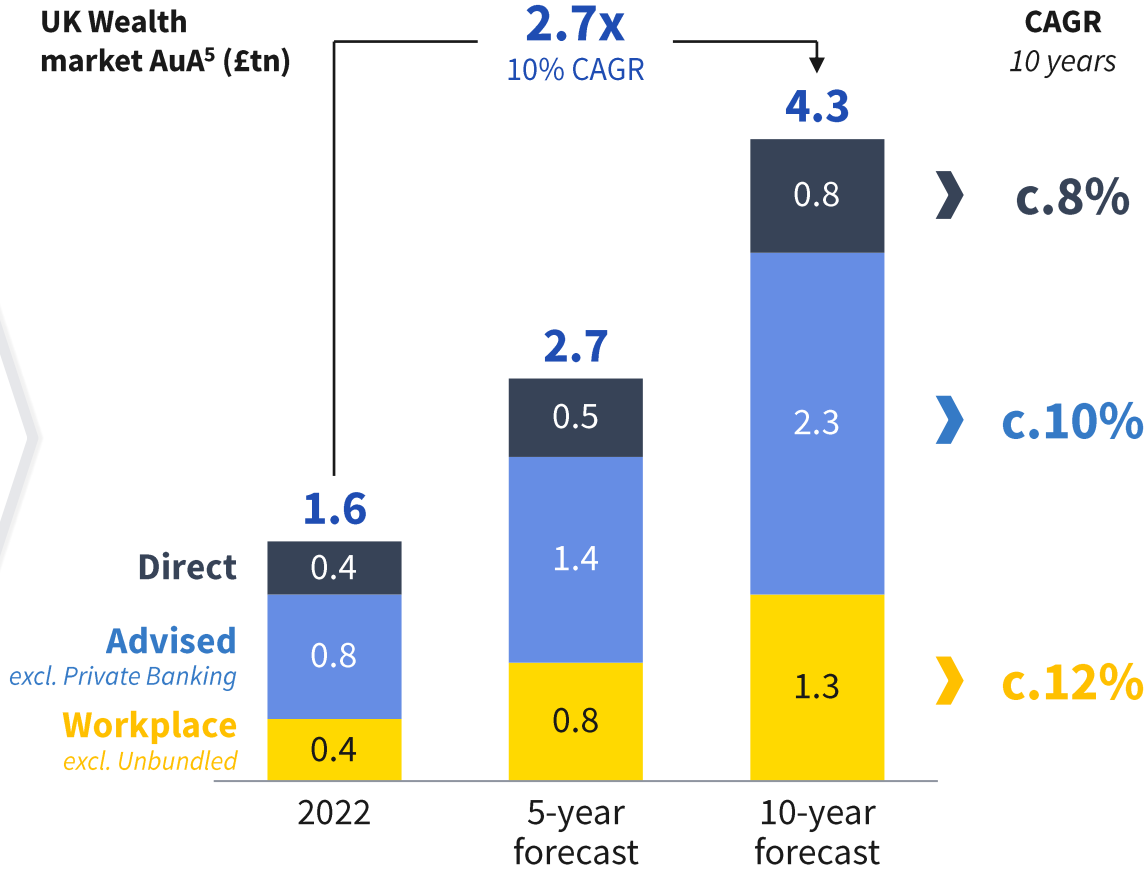
Need for guidance & advice

70%+ of customers want reassurance on the retirement decisions they make³



Ageing UK population

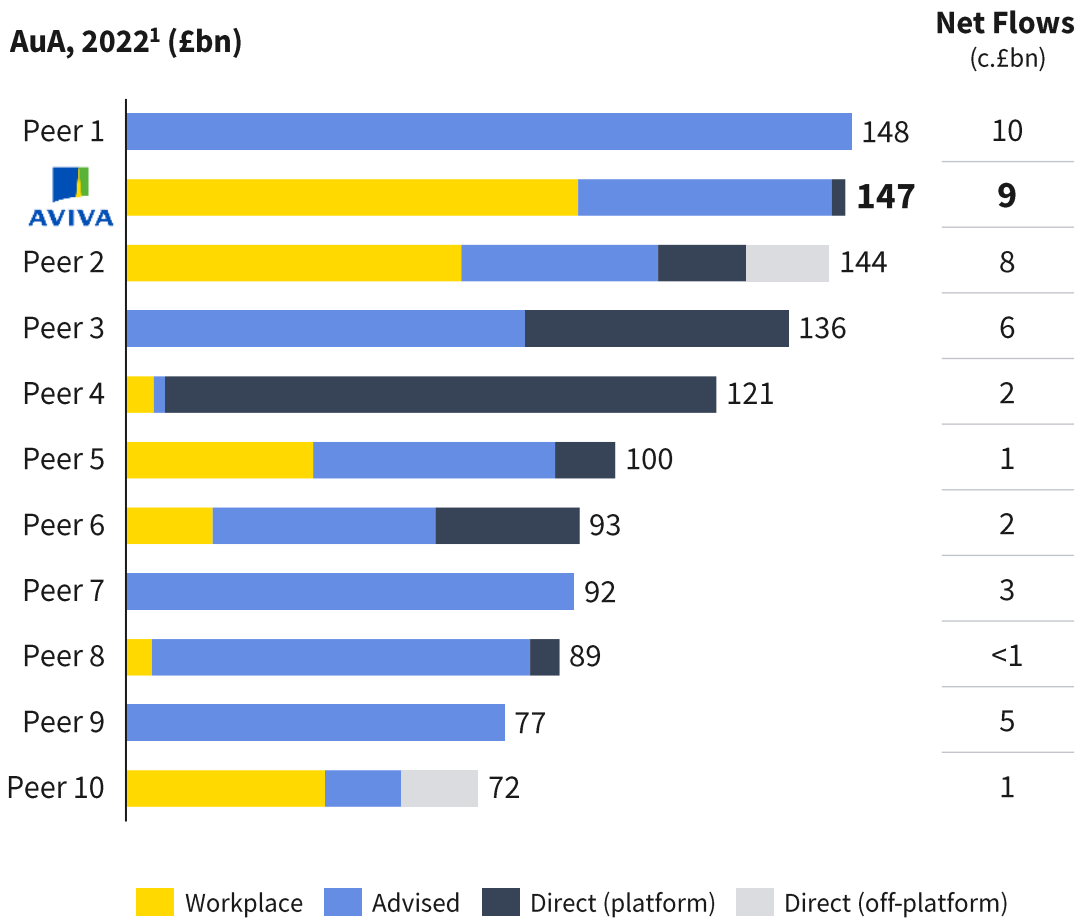
1 in 4 people in the UK will be 65+ by 2050⁴



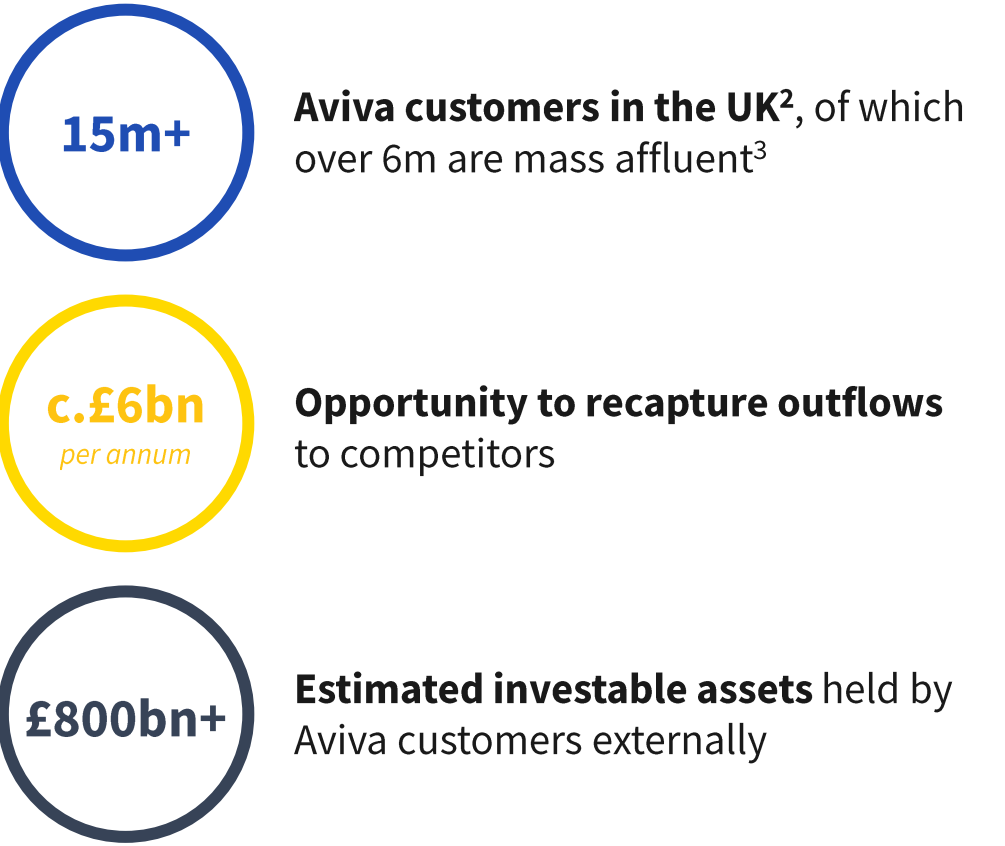
Excludes: Legacy Savings Products, Private Banking, Unbundled Workplace Pensions, Cash

Leading player with unique opportunity within our customer base

A leading player on assets and net flows

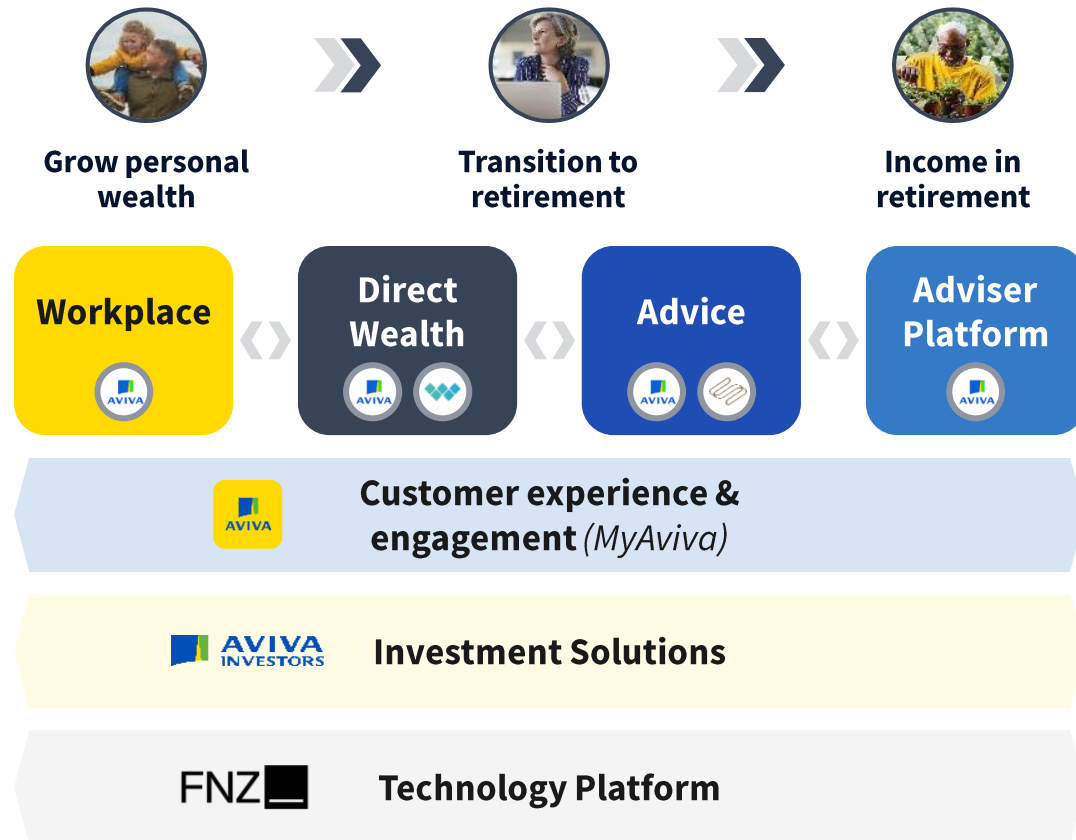


Significant opportunity with our customer base



Well positioned to capitalise on the growth opportunity

Building a Connected Wealth proposition



Advantages of our model



Unrivalled customer franchise and **#1 trusted brand**



Strong foundations with #1 Workplace and fast-growing Adviser Platform



Full spectrum of products and advice capabilities for customer needs across their lifetime



Advantage of in-house asset manager with leading ESG credentials

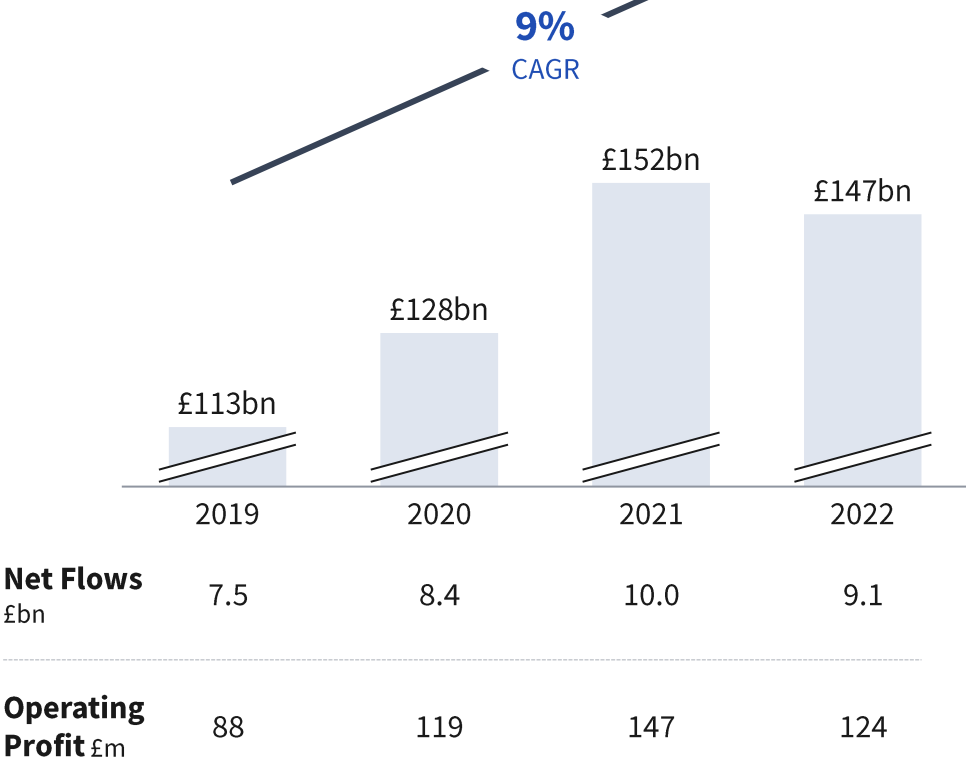


Scale and operating leverage underpinned by FNZ technology platform

5-year ambition to reach £250bn+ assets and £280m+ profit

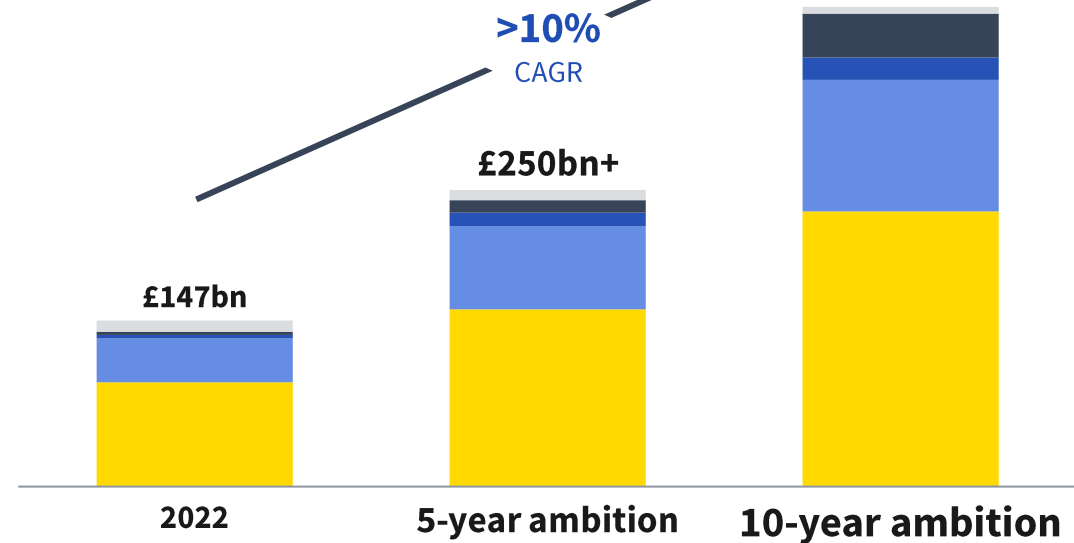
Strong growth momentum

Aviva historical AuA (£bn)



Big growth ambitions for the future

Aviva AuA ambition (£bn)



Profit £124m » £280m+ » £500m+

Workplace Adviser Platform Advice¹ Direct Wealth IPP

Consistently delivering good customer outcomes

Offering customers good value for money



Already passing through all interest paid on cash balances to our customers



Confident that we have the **right fee structures** across our products and services



Ensuring we offer **good value across investment solutions** through regular assessments



Supporting our customers with care

Communicating with empathy to our customers with language that is easy to understand



Providing the **right levels of customer service**, including support for vulnerable customers



Supporting our **intermediaries** so they can provide their customers with good value for money



Confident in the value we offer customers, and compliant with Consumer Duty July FCA deadline

Four priorities to deliver our ambition

1

**Leading from #1
Workplace position**

2

**Outperforming in
Adviser Platform**

3

**Scaling advice
capability with
Succession Wealth**

4

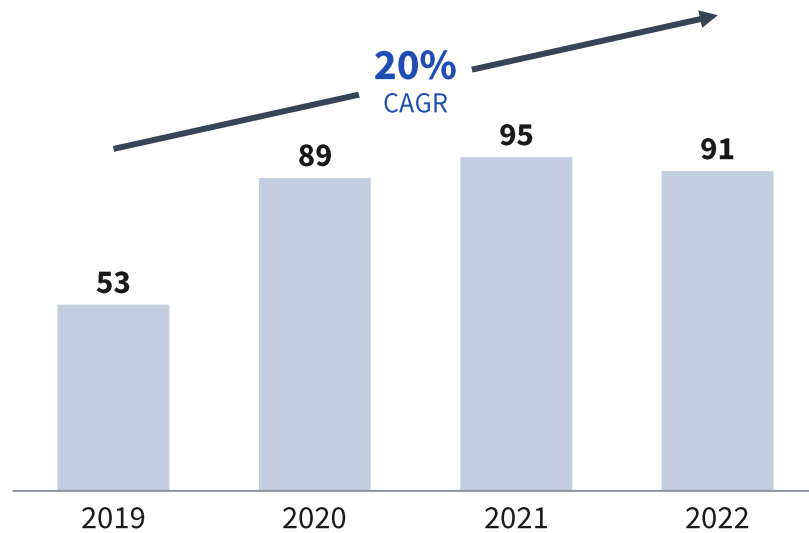
**Rounding out with
Direct Wealth and
driving advantage
from Connected
Wealth**



1 Leading from #1 Workplace position

At scale Workplace business, already delivering strong profit growth

Aviva Workplace operating profit (£m)



	2019	2020	2021	2022
AuA £bn	71	81	95	93

Net Flows £bn	4.8	5.3	5.0	5.8
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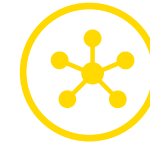
£100bn
H1 2023



Critically important for the Group with 4.4m customer base and £100bn in assets



Profitable and growing business



Leading player in a significant, high-growth market



Highly scalable operations and technology



Resilient net flows and cash generation through regular contributions

Performing a critical role for our Wealth ambition and the Group

Customer acquisition & engagement engine

4.4m

Workplace customers, growing at c.7% CAGR since 2019

31%

Workplace customers under 35 years old

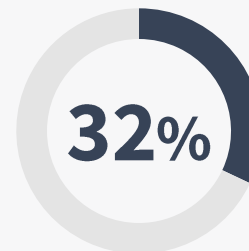
1.4m

Workplace customers with 2+ Aviva policies

Critical part of our Corporate proposition

21k+

Workplace Corporate clients



Workplace Corporate clients with 2+ Aviva products

89%

Penetration across Corporate IFAs and EBCs

Driving flows into Aviva Investors

Leveraging our in-house **multi-asset** and **ESG** expertise

56%

Workplace flows with Aviva Investors



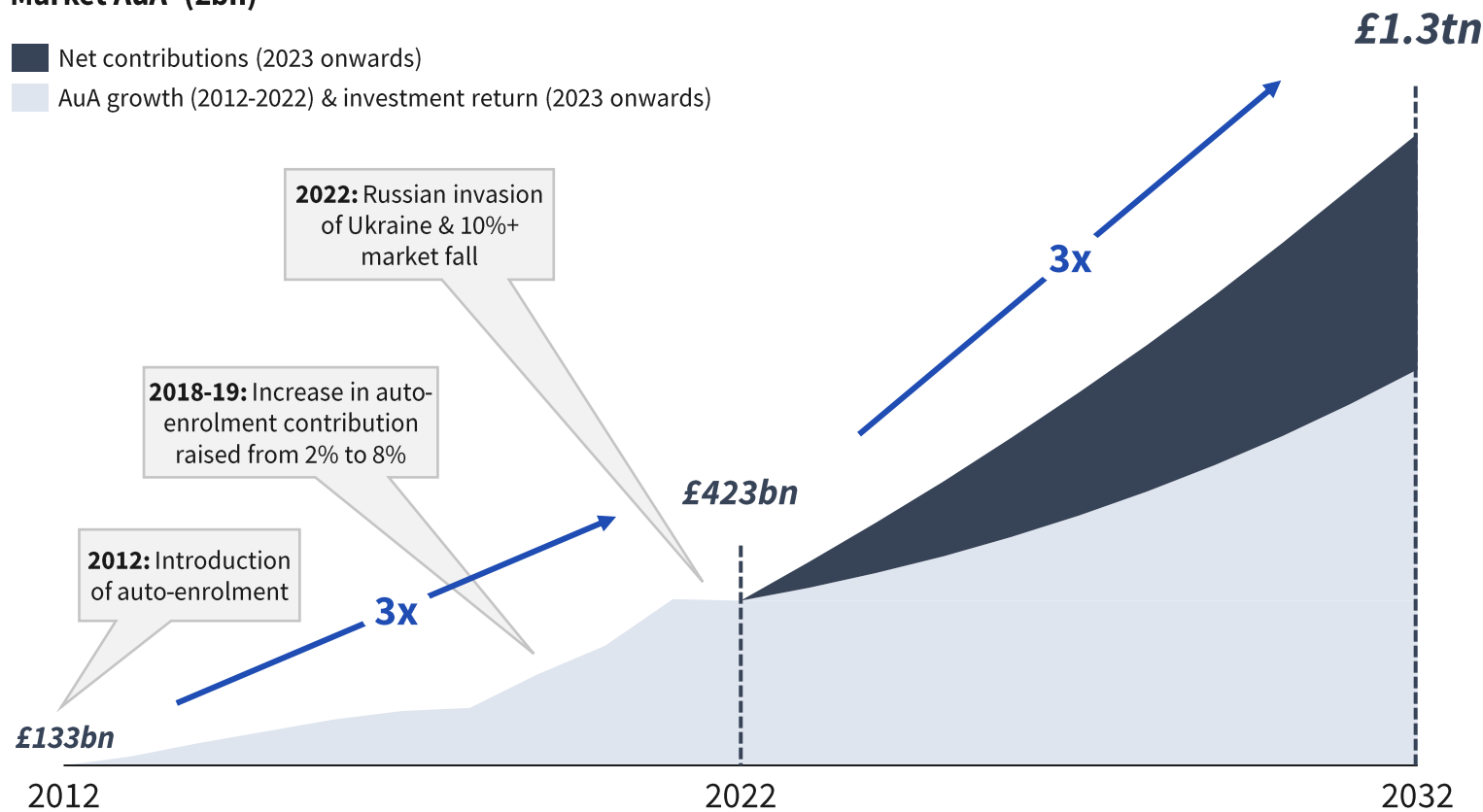
My Future Focus fund
2023 Ultimate Default Fund, 2022 & 2023 Best Default ESG Strategy

Structural growth market with significant upside potential

Market expected to grow 3x, fuelled by contributions

Market AuA¹ (£bn)

- Net contributions (2023 onwards)
- AuA growth (2012-2022) & investment return (2023 onwards)



Uniquely attractive market



Reliable, recurring contributions due to 8% auto-enrolment rate



>95% of contributions from existing employees



High levels of scheme retention, with many contracts for 10+ years

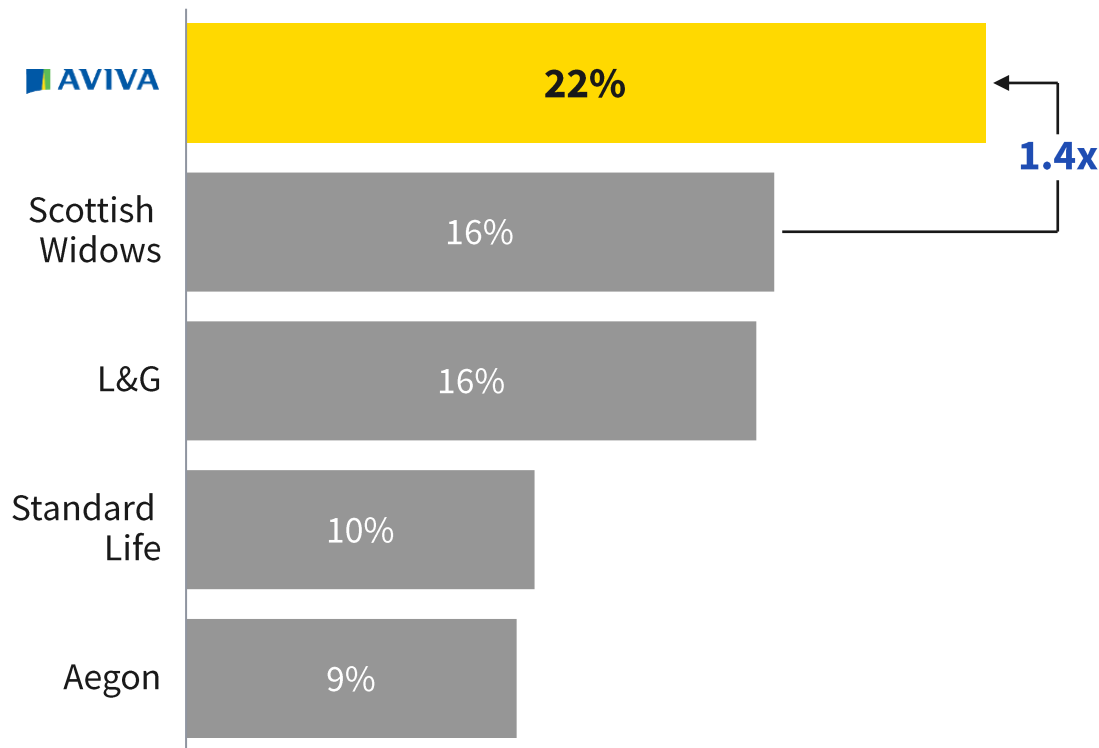


Significant upside potential, with pension savings gap estimated to be £25tn by 2050

Clear market leader with scale advantage

Stand-out #1 player by assets

Market share by AuA¹, 2022



Scale positions across all market segments

	2022 market AuA ²	Aviva 2022 market share / rank by AUA ³
Large & Mega >1,000 members	c.£250bn	c.25%
Medium >100 members	c.£100bn	c.20%
Small <100 members	c.£70bn	c.15%
Contract Based	c.£250bn	#1
Master Trust & Trust Based	c.£170bn	#5

Aviva Master Trust outgrowing market with 26% CAGR, 2020-23

Leading proposition for employees, employers & intermediaries

Value-added offerings for employees



Leading workplace app

Pension snapshot and self-serve functionality, 2m registered customers

ESG-tilted investments

Award-winning My Future Focus default fund

Guidance & support

AI-led pension tracing with Fabric, and non-advised guided retirement pathways

Advice

Regular conferences and events for members, availability of Aviva advice offering

Provider of choice for employers & intermediaries



Trusted brand

Deep intermediary penetration across Corporate IFAs and EBCs



Seamless processes

Excellent onboarding with 96% implementation score



Excellent service

+81 TNPS for customer service and **99%+ retention** for existing schemes



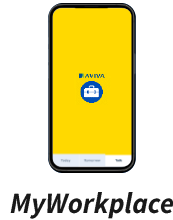
Leading ESG

Aviva Investors ranked #3 global asset manager for responsible investment¹

Scalable operating model with technology at the core

Optimised technology architecture

User interface (In-house)



Leading, 4.3* rated workplace app with full range of functionality for employees

Back-office & Support (3rd party)



Salesforce is our CRM tool of choice, with personalised service & efficiency



FNZ is our strategic partner for platform technology

Highly efficient operating model



Self-serve in app for all key customer demands



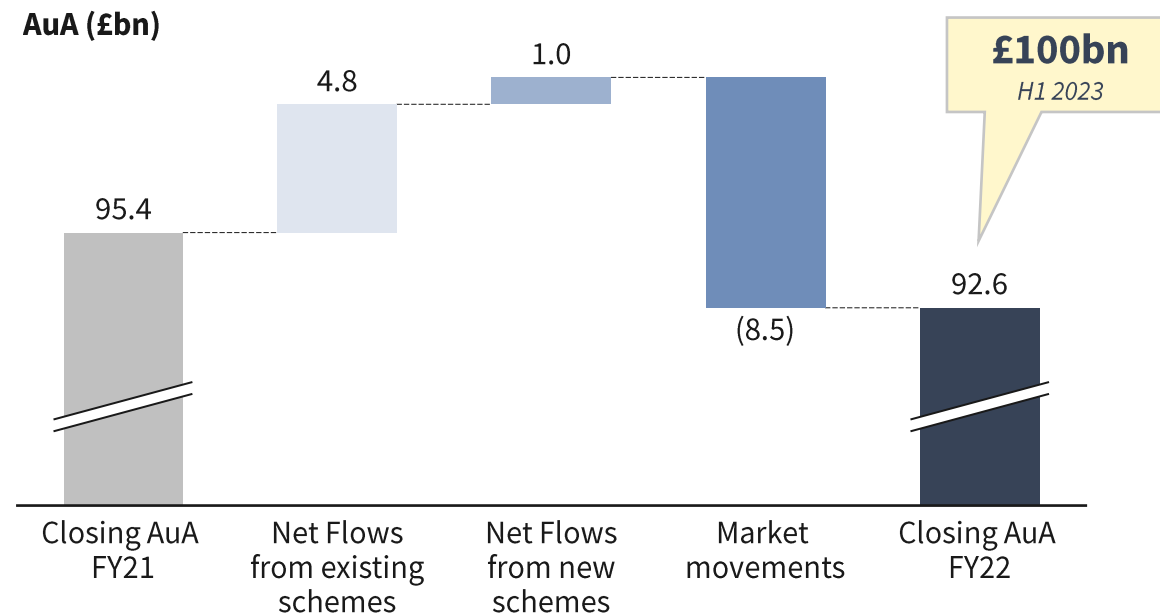
Streamlined operations, with low marginal cost-to-serve



Automated processes, near-100% automation for small scheme onboarding

Delivering resilient, profitable growth

Resilience in challenging environment



- Regular contributions and wage inflation in existing schemes support resilient growth amid market downturns
- Existing scheme retention reducing reliance on new schemes

Building growth momentum and operating leverage

	2019	2020	2021	2022	CAGR
AuA £bn	71	81	95	93	9%
Net Flows £bn	4.8	5.3	5.0	5.8	6%
Net Revenue £m [bps]	249 39	307 40	318 36	316 33	8%
Expenses £m [bps]	196 31	219 29	223 25	225 24	5%
Operating Profit £m	53	89	95	91	20%

- Disciplined cost control driving reduction in expense margins
- Operating leverage translating into strong profit growth

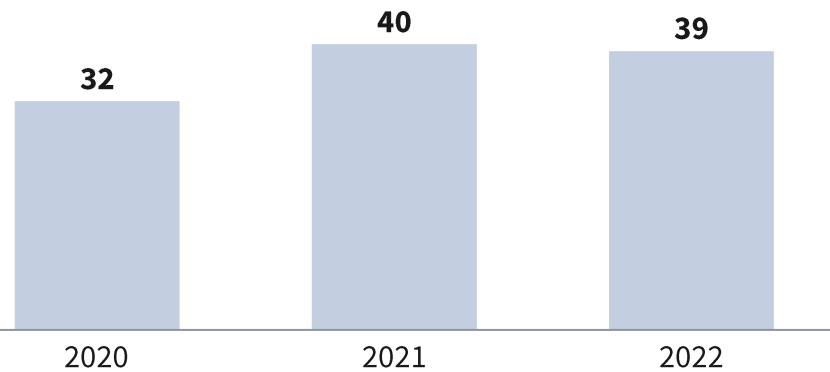


2 Outperforming in Adviser Platform

Fast-growing and profitable Adviser Platform business

Aviva Adviser Platform AuA (£bn)

10%
CAGR



Net Flows £bn

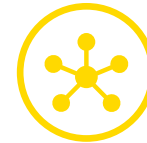
Year	Net Flows (£bn)
2020	3.4
2021	5.4
2022	3.8

Underlying
Profit £m

Year	Underlying Profit (£m)
2020	20
2021	23
2022	23



Outgrowing peers in a high-growth market



Differentiated proposition, #1 choice for advisers and their customers



Scalable model with leading technology

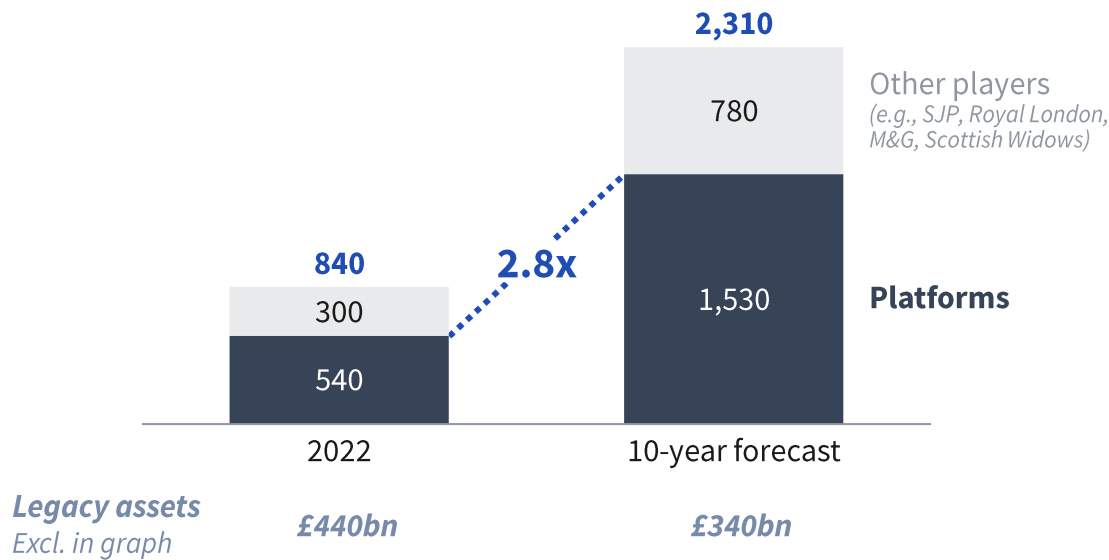


Well positioned to become a material profit contributor

High-growth market, with Aviva outperforming peers

Platforms are a rapidly growing segment

Advised market AuA¹ (£bn)



Structural trends shaping the market

Legacy assets transitioning to platforms

IFAs consolidating into ‘super-firms’

More firms vertically integrating or having single ties

Top 2 player by Net Flows

	Cumulative Net Flows, 2018-22 ² (£bn)	Market Share by AuA ² : 2022	vs. 2018
Transact	20	9.6%	+1.1ppt
AVIVA	20	7.2%	+1.4ppt
AJ Bell	16	8.5%	+0.8ppt
True Pot.	14	4.1%	+2.1ppt
Abrdn	14	12.6%	-2.0ppt
Fidelity	11	8.4%	-0.4ppt
Quilter	11	12.4%	-1.4ppt
Aegon	3	9.1%	-1.1ppt

Growing faster than the market³

+5.5pp
 AuA CAGR
 vs. market, 2018-22

+4pp
 Gross Flows CAGR
 vs. market, 2018-22

Differentiated proposition that is winning with advisers

Unmatched ESG capabilities

#1

By number
of adviser
relationships¹

Strong value for money

Ranked #1 in “value for money” by advisers, enhancing our platform through new ‘non-standard’ features

Seamless adviser experience

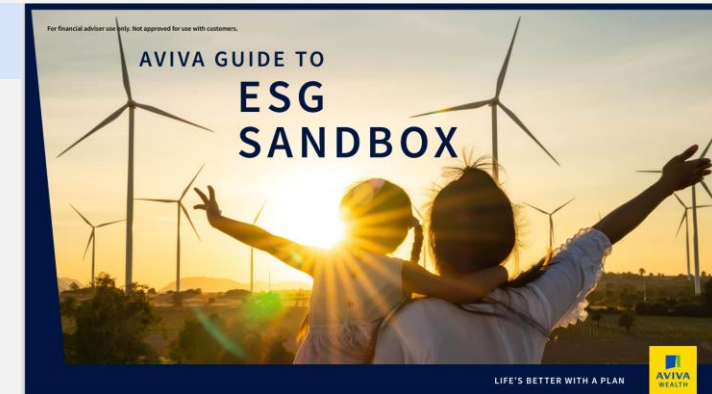
Rapid onboarding for super-firms, automated phased and income-targeting drawdown tools

Comprehensive investment range

5,500+ funds, ETFs, stocks & shares and investment trusts, with 100+ MPS² providers on platform

Extensive distribution & service

100+ distribution team, with differentiated adviser support including development of our new asset transition capability



ESG Profiling Tool

Enablers advisers to assess the ESG credentials of their clients' portfolios

ESG Sandbox

Test environment for advisers to build portfolios from scratch and assess investment solutions

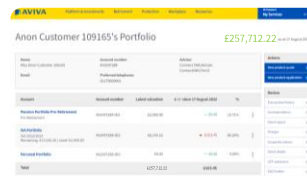
Adviser ESG Resource Hub

ESG content tailored towards financial advisers

Scalable model with leading technology

Optimised technology across all layers

User interface (In-house)



Aviva Connect (for advisers)



MyAviva (for customers)

Back-office & Support (3rd party)



Platform technology



Sales CRM tool



Investment research



Digital & automation partner

Integrations (3rd party)



Adviser CRM tools



Financial planning tool



Industry integrations hub

Material benefits of our model



Leading integrations with 25+ providers



Seamless customer experience in MyAviva app



Best-in-class 3rd party providers



High automation levels with 99.9%+ fully automated trades

Well positioned to become a material profit contributor

Strong growth momentum

	2020	2021	2022
AuA £bn	32	40	39
Net Flows £bn	3.4	5.4	3.8
Net Flows % of opening assets	13%	17%	10%

- Strong, resilient net flows, even amid market volatility in 2022
- Leading on Consumer Duty – already excellent value for advisers and consumers not reliant on interest income from cash

Growing profits while investing in the business

	2020	2021	2022	CAGR 2020-22
Net revenue £m [bps]	68 23	84 23	87 22	13%
Expenses £m [bps]	57 19	72 20	73 18	13%
Operating profit £m	11	13	14	13%
<i>Investment in business</i> £m	9	10	9	
Underlying Profit £m	20	23	23	

- Sustained profit growth and cash generation whilst continuing to invest in the future of the business
- Operating with leverage having completed platform migrations in 2018-19, opening the cost-income jaws as we scale the business



3 Scaling advice capability with Succession Wealth

Creating a leading advice capability with Succession Wealth

Advice will strengthen our Wealth franchise



Growing customer need for advice in transition to retirement



Material opportunity to stem outflows from existing business



Value chain capture with our leading Adviser Platform and ESG-tilted **Aviva Investors** investment solutions

Completed acquisition of leading advice consolidator in 2022



SUCCESSION WEALTH

230

financial planners¹

c.£9bn

assets under advice

62 acquisitions

(2014 – Today)

19 offices

across the UK

Laying foundations and building real momentum

Growing our advice capability

+£1bn

AuA from 2 acquisitions
since Aviva ownership

+73

New planners
in last 12 months

Offering high-quality advice to our customers

100+

Wealth planners
now offering restricted advice¹

9k+

Leads generated
over last 12 months

Capturing more of the value chain

#1

Platform of choice
on Succession Wealth's panel

46%

Restricted advice flows
invested with Aviva Investors

Driving internal lead generation

Identify and
access customers



- > Increased marketable customers by 300k to 8m YTD
- > Identifying high propensity customers through trigger-based engagement, leveraging our rich customer data and AI



Engage
customers



- > Engaging customers with highly personalised content
- > Deploying digital triage process with 5% lead to customer conversion already



Meet customer
need for Advice



- > Added 400+ Aviva customers to advice service
- > Average case size of £300k+, doubling our share of assets with existing Aviva customers when they take advice

On track to deliver double-digit ROI from Succession Wealth acquisition

Strong platform for growth with our new dual advice offering

Resilient SW performance in a challenging market

	2021	2022
Assets under Advice £bn	8.2	9.3
Net Flows £bn	0.2	(0.2)
Revenue £m	81	84
EBITDA £m	14	15

- **Demonstrating resilience** as we provide advice and reassure customers during turbulent market conditions
- Aiming to continue momentum and **grow to 500 planners over the medium term**

Dual advice offering for customers

	Whole of Market	Restricted
	<i>Planners can use any platform on the panel - for more complex advice needs</i>	<i>Planners restricted to the use of one platform - for simpler advice needs</i>
# planners	180	100
	230 planners, 50 providing both WoM & Restricted	
Average case size	£450k	£200k
Average advice revenue margin	c.90bps	c.75bps
	+	

Aviva value chain capture opportunity

Average Aviva revenue margin

Adviser Platform **c.22bps**

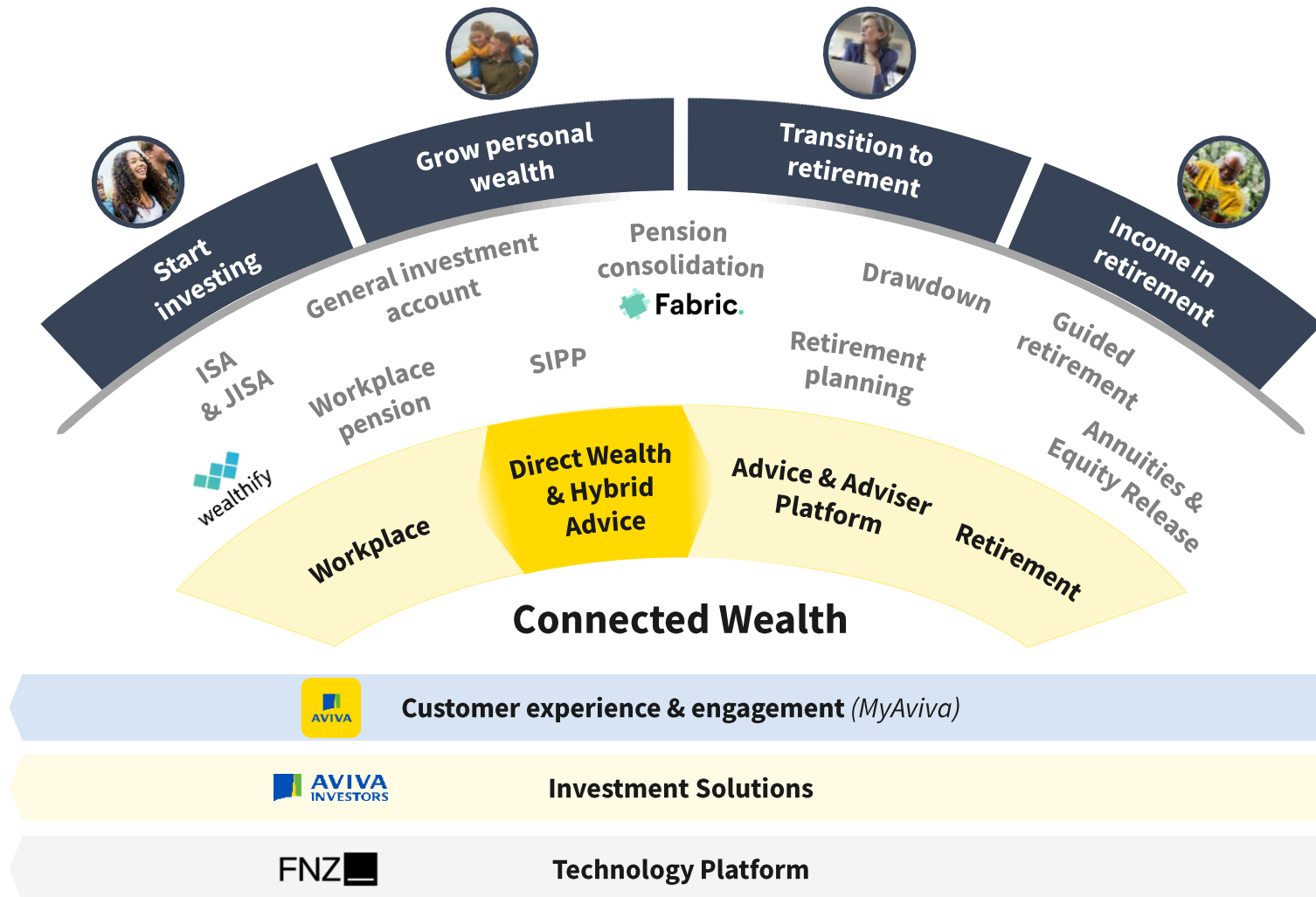
Aviva Investors¹ **c.30bps**



4

**Rounding out with Direct
Wealth and driving
advantage from
Connected Wealth**

Investing to bring it together for our customers



Key investment priorities



Rounding out our proposition with Direct Wealth and bridging the hybrid advice gap



Leading through innovation across early investing, pension consolidation and retirement



Building customer experience & engagement capabilities to guide customers through their choices

Grow customer franchise, capture more of their assets and retain them for longer

Differentiated Direct Wealth offering bridging gap in hybrid advice

Clear customer need

£360bn

Direct Wealth market size¹, 2022

13m+

Customers in the UK advice gap²

£1.7tn

Cash savings excl. current accounts³, 2022

All of your wealth in one place

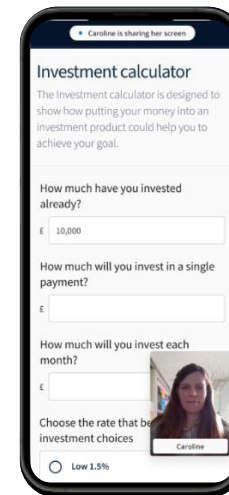


360° view, incl. cash & home equity

Open APIs & pension consolidation

Dynamic portfolio updates

Hybrid advice & coaching 'on demand'

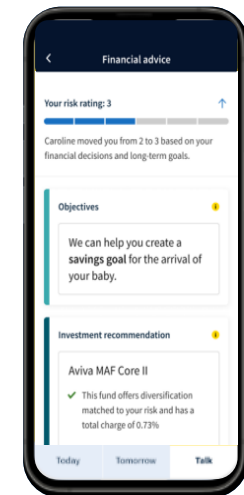


Easy-to-access robo-guidance

In-person coaching & support

1-to-1 adviser appointments

Comprehensive investment solutions



Full set of wrappers & products

Risk-rated funds & DIY trading

ESG-tilted solutions

Ambition to become a Top 3 Direct Wealth player over time

Innovating across the customer lifecycle

Early-stage investing with Wealthify



Digital-first

Robo-advice offering for customers without an adviser



Tailored

Range of investment plans, built by experts

Affordable

Simple fee and low investment threshold



Engage customers early



Market-leading pension consolidation



AI-led pension tracing & consolidation service

87%

Reduction in pension tracing time



Aviva pension consolidation dashboard launched for existing customers

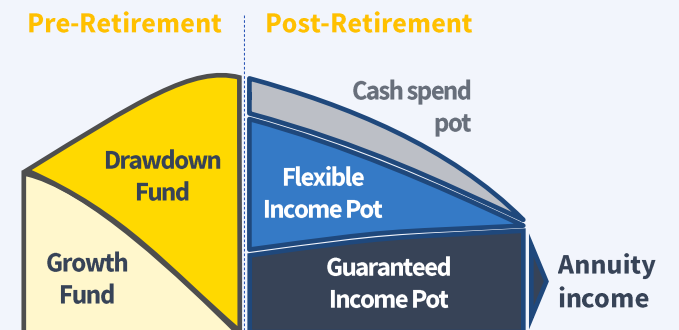
Capture more assets



Non-advised retirement solution

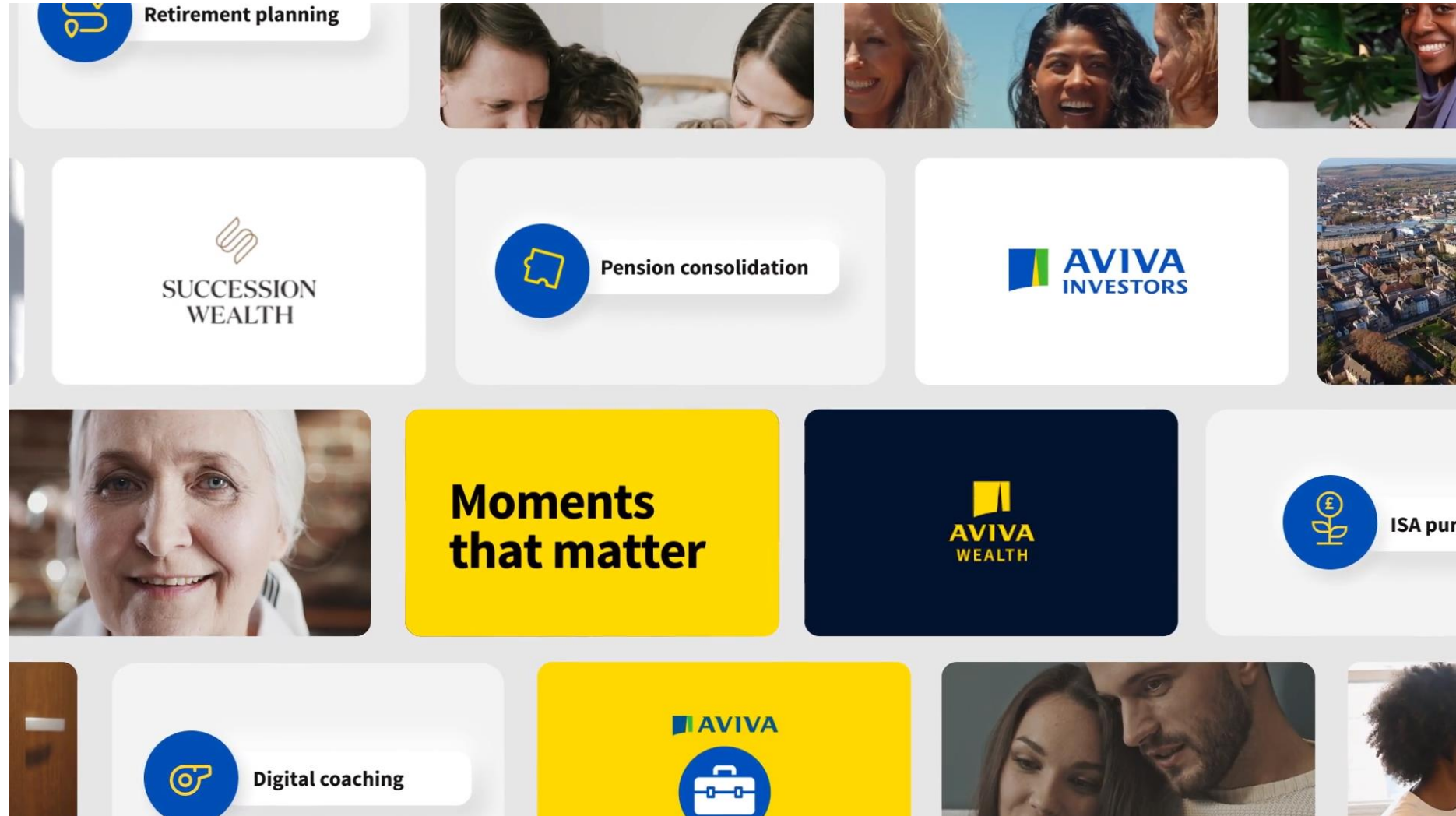
Aviva Guided Retirement

Guided pathways with structured investments by AVIVA INVESTORS







Retain our customers for longer

Building seamless, engaging and personalised customer experience



Key takeaways

-  **Wealth is central to our strategy**
-  **Already a leading player by assets, with excellent Workplace and Adviser Platform businesses**
-  **Building a Connected Wealth proposition to capitalise on the highly attractive growth market, with a significant opportunity with our existing customer base**
-  **5-year ambition to deliver £250bn+ assets and £280m+ profit, driving capital-light growth for the Group**

Appendix



UK Wealth market landscape

Non-exhaustive view of market landscape



Footnotes (1/2)

Slide	Reference	Footnote
4	1	Aviva analysis of market sources including Broadridge UK DC Navigator, Fundscape, Platforum, HMRC and Company reports
	2	All figures as at FY22 unless otherwise stated
7	1	All figures as at FY22 unless otherwise stated
	2	Refers to Assets under Administration throughout presentation, unless stated otherwise
	3	Corporate Adviser Master Trust & GPP defaults report April 2023, Fundscape Q422 press release
8	1	Department for Work and Pensions
	2	Kings Court Trust
	3	Aviva research
	4	Office for National Statistics
	5	Aviva analysis of market sources including Broadridge UK DC Navigator, Fundscape, Platforum, HMRC and Company reports
9	1	Sourced from competitor reporting (open books only) of comparable Wealth peers as at December 2022
	2	Excludes customers from AIG UK protection business acquisition
	3	Relates to customers with £50k+ investable assets, excl. pensions and home equity
11	1	In-house Advice assets under administration on the Aviva platform
17	1	Aviva analysis of Broadridge UK DC Navigator, Bundled Workplace AuA only
18	1	Company reporting and Corporate Adviser, Master Trust & GPP defaults report April 2023
	2	Broadridge UK DC Navigator
	3	Corporate Adviser Master Trust & GPP defaults report April 2023, Go Pensions' 2023 DC Master Trust league table
19	1	ShareAction
24	1	Fundscape and Aviva analysis of company reporting
	2	Fundscape and company reporting
	3	Fundscape
25	1	Investment Trends 2023 UK Adviser Technology & Business Report
	2	Model Portfolio Solutions

Footnotes (2/2)

Slide	Reference	Footnote
29	1	Planners include restricted advice and independent financial advisors
30	1	Including restricted advice planners from merger with Aviva Financial Advice
31	1	Based on £250k invested through SIPP/ISA into Aviva Investors MAF (Core/Plus) onto Aviva platform
34	1	Platforum and Aviva analysis of company reporting
	2	Boring Money advice report 2022
	3	Building Society Association
39	1	Broadridge UK DC Navigator, Platforum, Fundscape, Boring Money advice report 2022, Building Society Association and Aviva analysis of company reporting