



# Aviva plc

Annual General Meeting

26 April 2007



**Colin Sharman**  
Chairman



**Richard Harvey**  
Group Chief Executive



# Review of the business



# The Aviva World – right markets, right time



# UK Life: achievements in 2006



New management team with a track record for operational excellence



Implementing a clear strategy, balancing sales growth and maximising value of the in-force book



Increasing market share in a growing market



Net winners from A-Day



Improving service standards and reducing costs

# UK GI: achievements in 2006



Taking the lead in tackling the insurance cycle



Delivering on RAC profitability targets



On track to deliver cost savings initiatives



Successful launch of PAYD



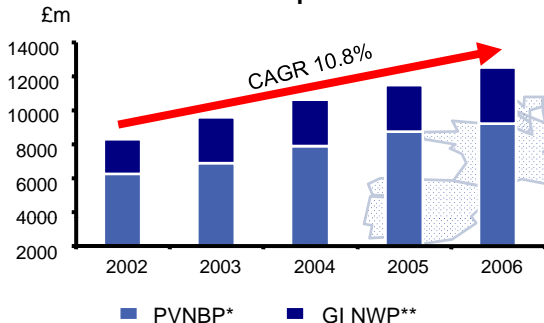
Strengthening the balanced distribution portfolio



# Continental European growth



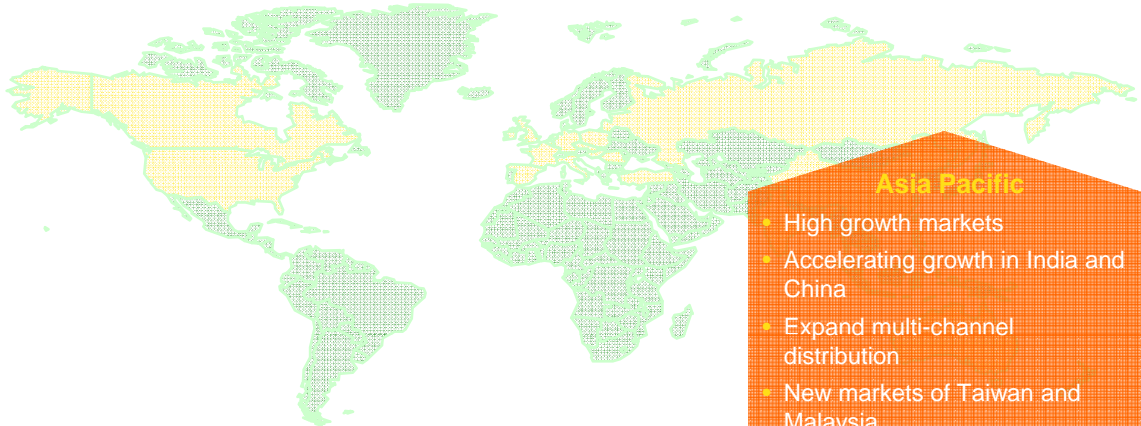
Continental Europe - Sales Growth



- In **Ireland**, sales nearly doubled following AIB bancassurance JV
- In **Italy**, increased to 1100 UniCredit branches
- In **Turkey**, new bancassurance JV with Ak Bank
- In **The Netherlands**, acquired Erasmus, midsize Life and GI insurer
- Demonstrating portfolio benefits
  - Multi-distribution
  - Multi-product
  - Multi-national
- Demonstrable growth
  - Europe growing ahead of market
  - Strong growth in CEE

\*L&P sales \*\* General Insurance and Health Net Written Premiums include continuing, and acquired business

# The Aviva World – right markets, right time



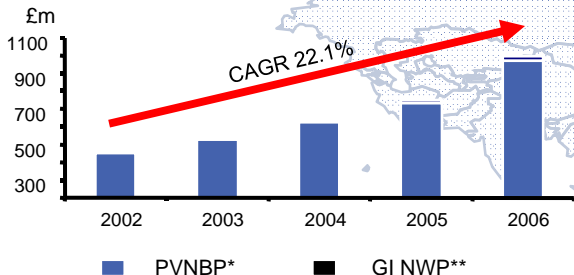
## Asia Pacific

- High growth markets
- Accelerating growth in India and China
- Expand multi-channel distribution
- New markets of Taiwan and Malaysia
- Growth of Navigator platform

# Asia-Pacific growth

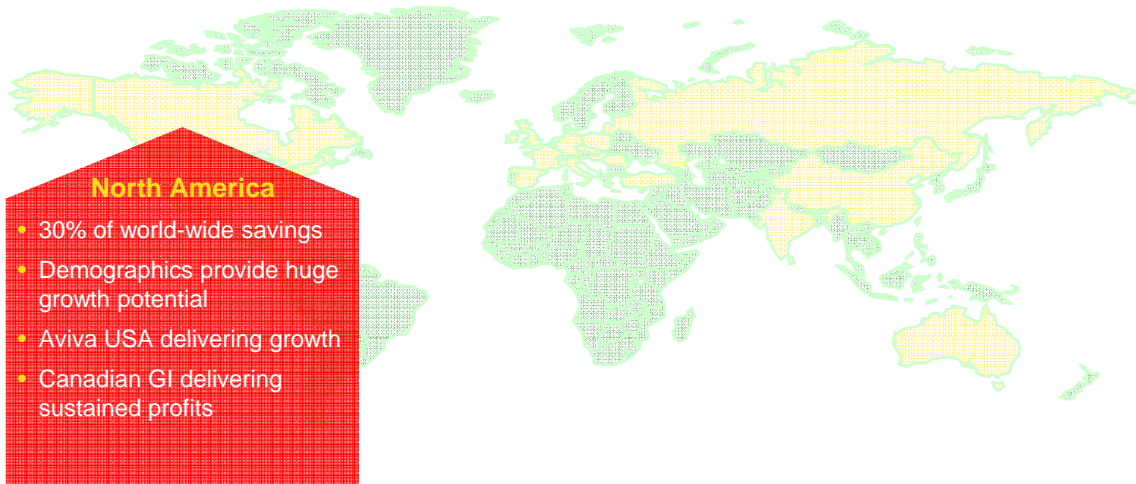


Asia - Sales Growth



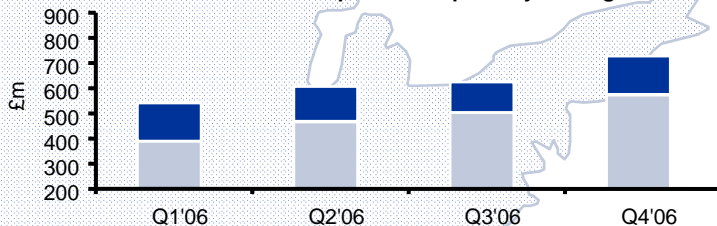
- In **China**, licensed to trade in 17 cities. 1st foreign insurer to win license in Zhuzhou
- In **Hong Kong & Singapore**, continued strength of DBS and IFA channel, with sales growth of 59%
- In **India** new bancassurance JV with IndusInd. Sales force up to 14,000
- In **Malaysia** new JV, subject to regulatory approval
- In **Taiwan** established branch
- In **Australia**, excellent Navigator sales growth of 34%

# The Aviva World – right markets, right time



■ AmerUs life and annuity sales  
■ Aviva USA

**AmerUs & Aviva USA pro-forma quarterly sales growth**



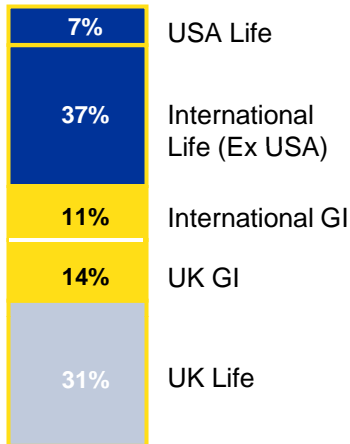
- 21% growth in AmerUs sales
- In 2006 signed distribution agreements with Annexus and 2 other IMOs
- Positive outlook for 2007
- Integration programme on track to deliver
- Strength and commitment of the management team

\* Excluding funding agreement sales of £330 million in 2006

# Financial review



2006 pro forma sales £43.4bn<sup>(1)</sup>



## An international company...

- European portfolio growing ahead of the market
- 91% growth in the Asian portfolio
- AmerUs provides the platform for growth in America

## ...with leading positions in its home market

- Strong general insurance profits
- Positive UK life and pensions outlook

<sup>(1)</sup> 2006 total long-term savings new business sales and GI and health net written premiums

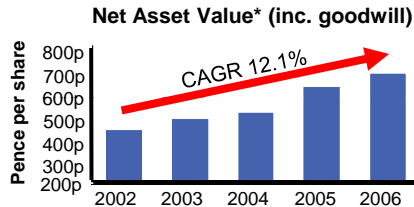
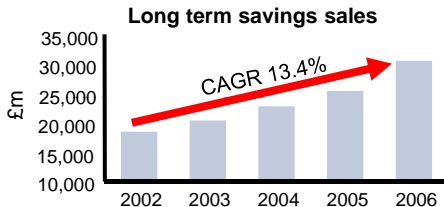
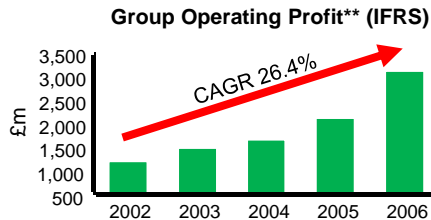
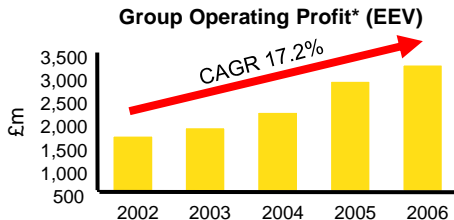
## 2006 results highlights



- Record long-term savings sales up 21%, maintaining focus on value
- Operating profit up 12% on an EEV basis and 46% on an IFRS basis
- General insurance COR of 94%, ahead of 98% meet- or beat- target
- Return on equity shareholders' funds of 13.1%
- Dividend per share up 10% to 30p per share
- NAV per share of 683p



# Track record of growth



\* 2002 - Achieved Profits Basis, 2003 - 2006 EEV Basis

\*\* 2002 MSSB Basis, 2003 - 2006 IFRS Basis



**Andrew Moss**  
Executive Director



## Quarter 1 Life new business



Total worldwide long-term business sales	£9.2bn	+18%
UK total sales	£3.5bn	+9%
Continental Europe sales	£4.1bn	+6%
USA sales	£0.8bn	+67% (pro-forma)
Asia-Pacific sales	£0.7bn	+34%
Life and Pension sales	£7.8bn	+16%
Investment sales	£1.4bn	+30%
New business margin (gross)	3.5%	no change

# Group executive team

(July 2007)



**Philip Scott**  
group finance  
director



**Mark Hodges**  
chief executive,  
Norwich Union Life



**Tom Godlasky**  
chief executive,  
North America



**John Ainley**  
group human resources  
director



**Andrew Moss**  
group chief executive

**Tidjane Thiam**  
group executive director,  
Aviva Europe



**Igal Mayer**  
chief executive,  
Norwich Union Insurance



**Simon Machell**  
chief executive,  
Asia Pacific



**Anupam Sahay**  
group strategy and  
development director



# Questions & answers



