Aviva Strategy & Priorities

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#AvivaSupply26

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Strong H1 2026 results

Operating profit

+24%

£1.3bn

Operating EPS

+10%

31.8p

IFRS RoE

20.3%

+2.1pp

Interim DPS

14.0p

+7%

25.3m
Global customers

7.2m
UK customers with 2+ Aviva policies[1]

+53.7
TNPS

Driven by contributions from all businesses & excellent progress on Direct Line

1. Measures number of UK customer who hold more than one policy with Aviva or a single policy meeting multiple separate needs.

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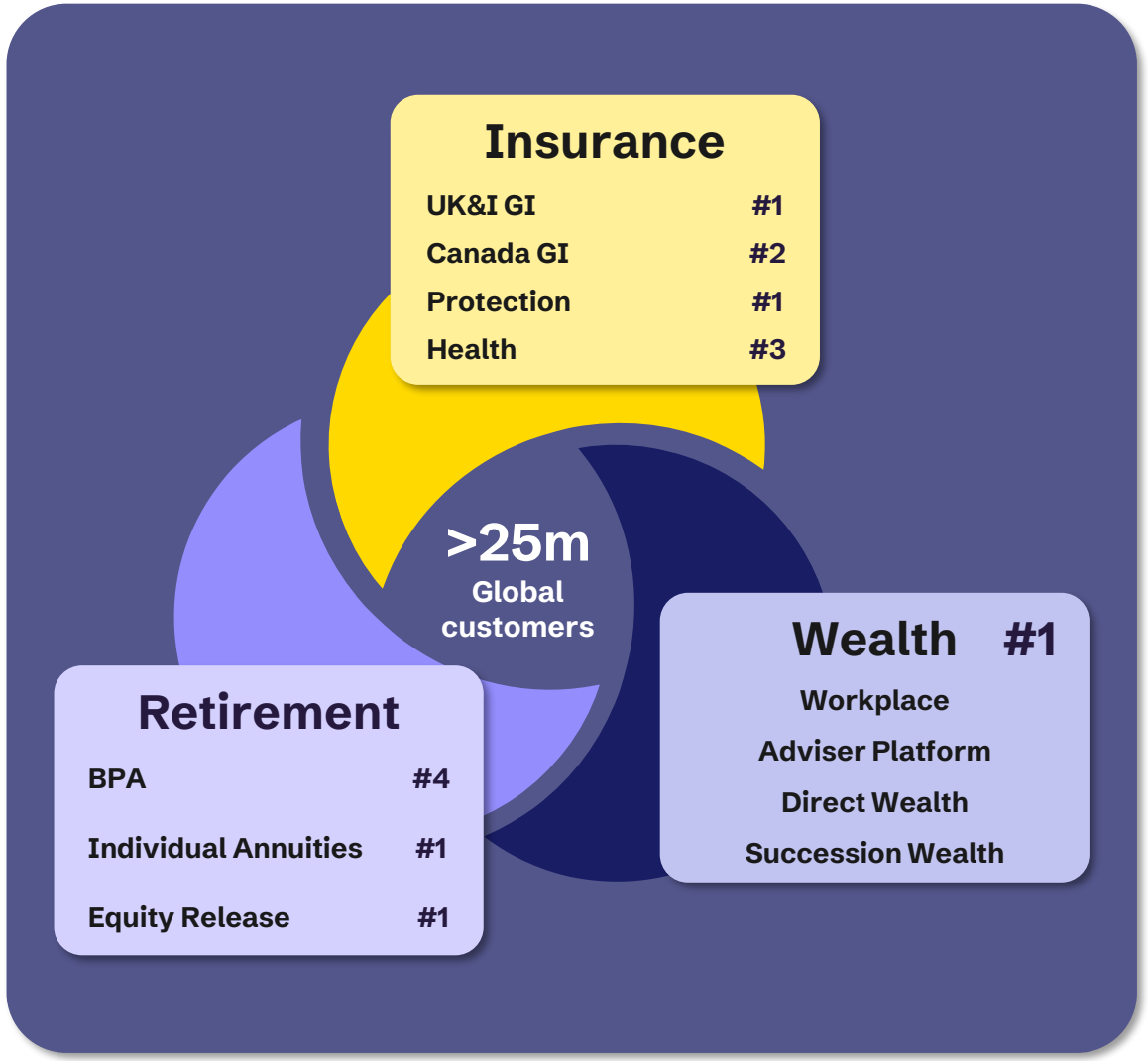
Well positioned for longer-term success with diversified model

Diverse business portfolio
Leading positions, growth options, shifting towards capital-light

Unique customer opportunity
Leading UK FS franchise, #1 trusted brand & lifetime offerings

Benefits of scale & data advantage
Strong operating leverage & volume of proprietary data

Significant AI opportunity
AI-ready tech, digital & data foundations, single customer view



Note: Market positions based on Aviva's analysis using latest information available including company reporting, Hymans Robertson, Insurance Ireland, Laing Buisson, MSA and UK Finance.

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Investing in the business with increased focus on AI and data

Single BAU change portfolio

£450m

BAU change investment p.a.

Growth | **Customer** | **Efficiency**

Incl. spend on AI & Data

AI investment focused on 4 key areas

- Customer Engagement
- Claims & Underwriting
- IT Delivery
- Operations, Outsourcing & Offshoring

All investments require robust business case & IRRs above cost of capital

AI investment & usage to grow over time…

Prioritising change spend continuously



Unlocking benefits quickly in focus areas

Transforming speed & cost of change

… deploying benefits in three ways

- **Reinvest in next opportunity**
- **Realise in bottom line**
- **Factor into trading decisions**

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Clear trajectory to unlock Aviva's full potential

Focus for today

Transformed Aviva over last 6 years

Consistent strategy

+

Multi-year track record of performance

+

Targeted acceleration with M&A

Confidence in 3-year targets

Delivering benefits from Direct Line

+

Organic growth from diversified model

+

Shifting to 75% capital-light by 2028

Longer-term growth trajectory

Serving the most customer needs

+

Transforming with AI

+

Material growth platforms

UK Wealth | UK GI | GCS | Canada Health & Protection

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Confident in sustained growth beyond 2028

Longer-term growth trajectory

Serving the most customer needs
with a powerful brand & life-long relationships

Transforming with AI
across value chain with benefit of scale & proprietary data

Accelerating in capital-light
with material long-term growth platforms



Amplified by benefits of our diversified model

Customer reach & scale | Diverse business portfolio | Dynamic capital allocation

Aviva scale and model create significant AI opportunity

Longer-term growth trajectory

- **Leading customer franchise & brand, multi-channel distribution**
- **Scale of our businesses with capacity to invest & re-deploy**
- **Unmatched proprietary customer data & product breadth**
- **Modernised IT with 'AI-ready' foundations & AI talent**
- **Proven AI expertise & innovation track record**

>25m	Global customers
>15	Business lines
c.1PB	Customer data on Snowflake
c.70%	Cloud-based UK IT apps.
>10	Years using ML & AI

Unique moats give us conviction we will win with AI

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Transforming Aviva with AI across our value chain

Longer-term growth trajectory

	Customer Engagement	Claims & Underwriting	IT Delivery	Operations, Outsourcing & Offshoring
Where we are today	**Leading MyAviva App** & 95% retail sales through digital channels[1]	**>250 ML models in PL pricing & claims** delivering £100m claims cost savings	**Simplified & modernised IT estate** with cloud-first architecture	**Platform consolidation, automation** & active use of outsourcing & offshoring
Where we are heading	**AI-enabled E2E customer journeys incl. discovery, sales & services**	**AI-enabled decision making with dynamic pricing & risk assessment**	**AI-powered delivery teams, deploying change at lower cost & greater speed**	**AI-automated operations & AI-led Partner productivity**

Creating Aviva-wide AI capability : **Talent & culture** | **Technology platform** | **Ways of working** | **Strategic partners** : OpenAI, aws, Microsoft, snowflake

1. Excludes annuities.

AVIVA

Compelling investment case – the UK's only diversified insurer

Multi-year performance track record

+

Confidence in 3-year targets

+

Sustaining strong EPS growth beyond 2028

- **Delivering on Direct Line integration**
- **Unrivalled customer reach**
- **Significant scale & AI opportunity**
- **Material capital-light growth platforms**
- **High-quality & diversified earnings growth**

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