

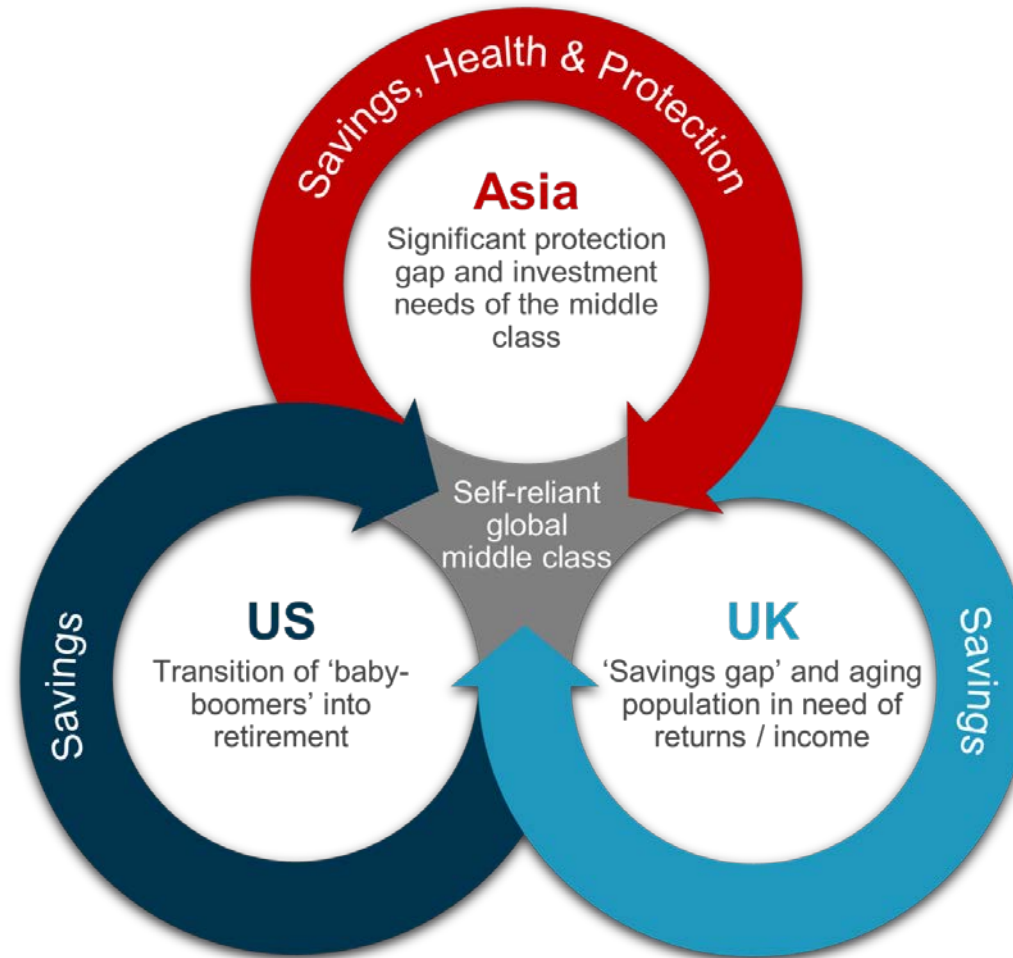


Prudential plc BOAML CEO Conference

28 September 2016

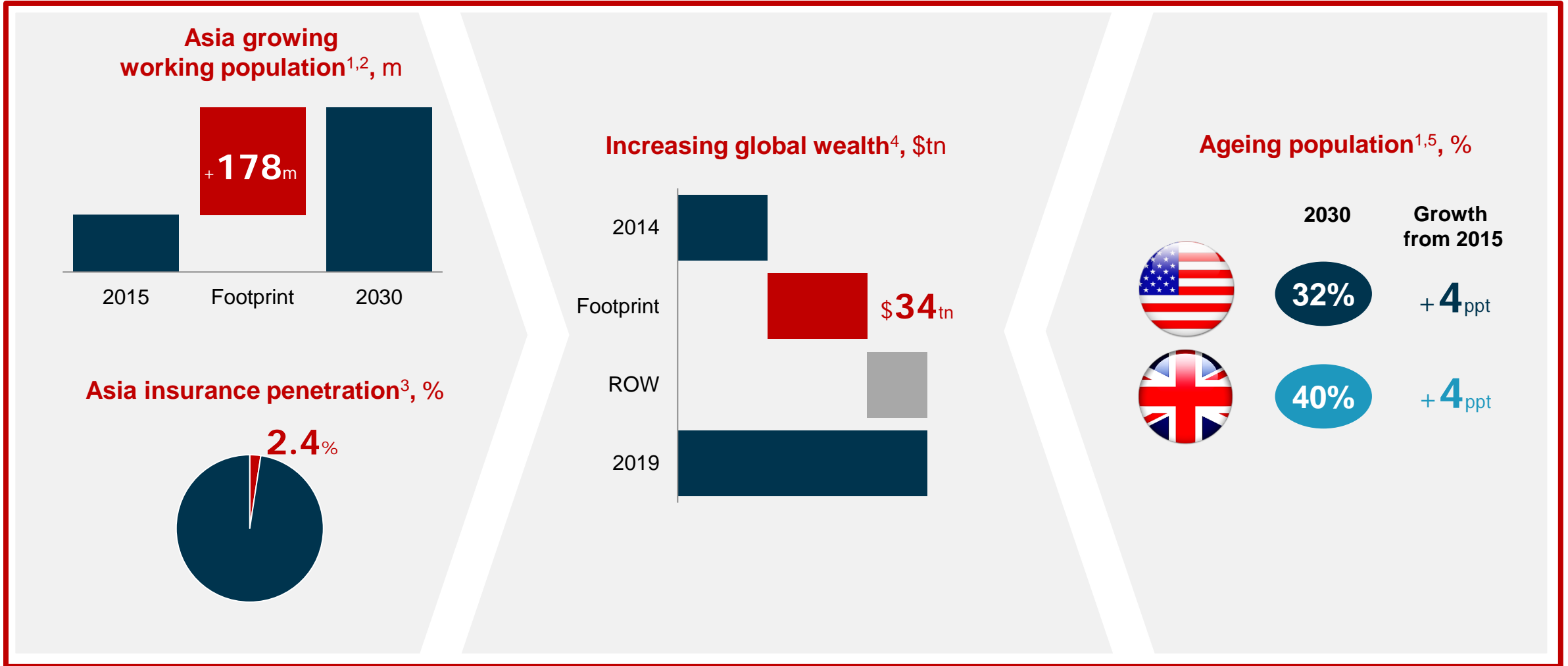
This document may contain ‘forward-looking statements’ with respect to certain of Prudential's plans and its goals and expectations relating to its future financial condition, performance, results, strategy and objectives. Statements that are not historical facts, including statements about Prudential’s beliefs and expectations and including, without limitation, statements containing the words ‘may’, ‘will’, ‘should’, ‘continue’, ‘aims’, ‘estimates’, ‘projects’, ‘believes’, ‘intends’, ‘expects’, ‘plans’, ‘seeks’ and ‘anticipates’, and words of similar meaning, are forward-looking statements. These statements are based on plans, estimates and projections as at the time they are made, and therefore undue reliance should not be placed on them. By their nature, all forward-looking statements involve risk and uncertainty. A number of important factors could cause Prudential's actual future financial condition or performance or other indicated results to differ materially from those indicated in any forward-looking statement. Such factors include, but are not limited to, future market conditions, including fluctuations in interest rates and exchange rates the potential for a sustained low-interest rate environment, and the performance of financial markets generally; the policies and actions of regulatory authorities, including, for example, new government initiatives; the political, legal and economic effects of the UK’s vote to leave the European Union; the impact of continuing designation as a Global Systemically Important Insurer or ‘G-SII’; the impact of competition, economic uncertainty, inflation and deflation; the effect on Prudential’s business and results from, in particular, mortality and morbidity trends, lapse rates and policy renewal rates; the timing, impact and other uncertainties of future acquisitions or combinations within relevant industries; the impact of changes in capital, solvency standards, accounting standards or relevant regulatory frameworks, and tax and other legislation and regulations in the jurisdictions in which Prudential and its affiliates operate; and the impact of legal actions and disputes. These and other important factors may, for example, result in changes to assumptions used for determining results of operations or re-estimations of reserves for future policy benefits. Further discussion of these and other important factors that could cause Prudential's actual future financial condition or performance or other indicated results to differ, possibly materially, from those anticipated in Prudential's forward-looking statements can be found under the ‘Risk Factors’ heading in this document.

Any forward-looking statements contained in this document speak only as of the date on which they are made. Prudential expressly disclaims any obligation to update any of the forward-looking statements contained in this document or any other forward-looking statements it may make, whether as a result of future events, new information or otherwise except as required pursuant to the UK Prospectus Rules, the UK Listing Rules, the UK Disclosure and Transparency Rules, the Hong Kong Listing Rules, the SGX-ST listing rules or other applicable laws and regulations.



Group

Footprint aligned to long-term trends



1 United Nations Department of Economic and Social Affairs Population division (2015) World Population Prospects.

2 Working age population: 15-64 years.

3 Insurance penetration source Swiss Re Sigma 2015. Insurance penetration calculated as premiums in % of GDP. Asia penetration calculated on a weighted population basis

4 Source: BCG Global Wealth 2015. Winning the growth game. Rest of the World (ROW)

5 Ageing population based on Prudential target market demographic of +50 years for UK and +55 years for US.

Group

Premium franchises



Asia



Leading pan regional franchise

In Asia since **1923**

14m life customers

Top 3 position in 8 out of 13 life markets¹

Leading² Asian asset manager with **+20 years** operating history

Over **£105bn** funds under management⁴

US



Premier retirement income player

Founded in **1961**

4m life customers

16% market share Variable Annuities³

\$206bn of statutory admitted assets⁴

UK



Well recognised brands with strong track record

168 years of providing financial security

6m life customers

Over **£20bn** PruFund funds under management⁴

£255bn funds under management⁴

1. Source: Based on formal (competitors results release, local regulators and insurance associations) and informal (industry exchange) market share data. Ranking based on new business (APE or weighted FYP depending on availability of data).

2. Based on assets sourced from the region. Excluding Japan, Australia and New Zealand as at Jun 2014. Source Asia Asset Management September 2014 (Ranked according to participating regional players only).

3. Source: LIMRA 1Q 2016.

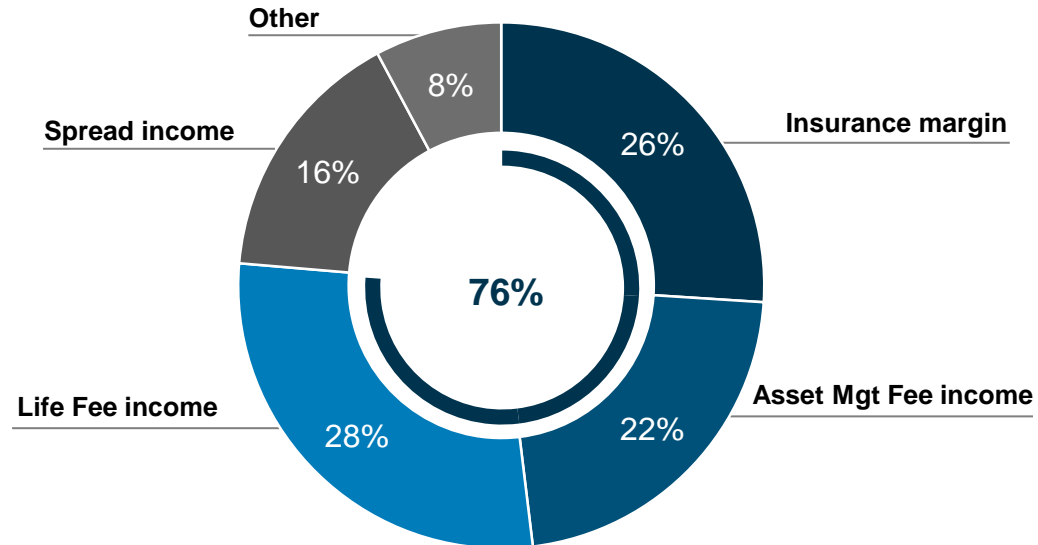
4. HY 2016.

Group

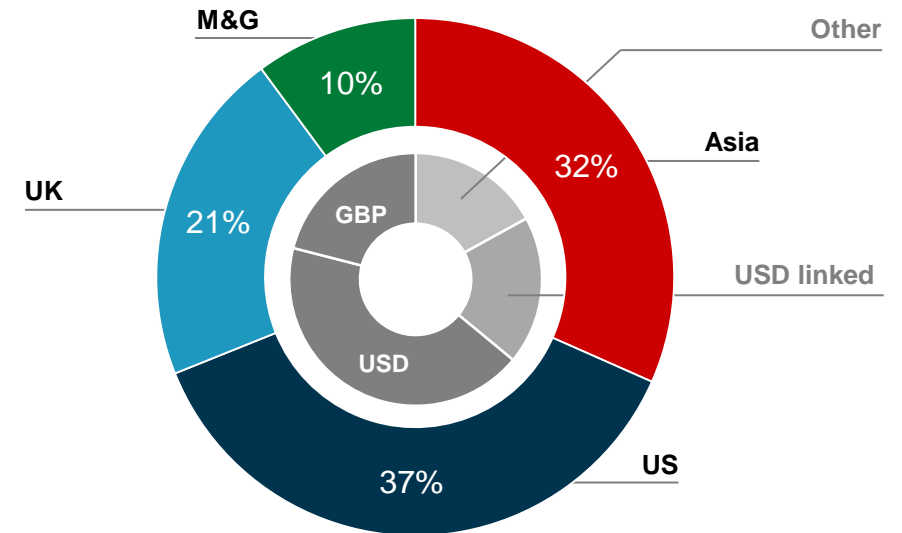
Well positioned to deliver across cycles



IFRS income by revenue source¹, HY16 %



IFRS profit by business² & currency^{3,4,5}, HY16 %



¹ Income by revenue source excludes £140m of longevity reinsurance and other UK management actions for capital optimisation

² Total operating profit excluding Other income and expenditure

³ USD linked includes Hong Kong and Vietnam where currencies are pegged to the USD, and Malaysia and Singapore where currencies are managed against a basket of currencies including the USD

⁴ Includes long-term, asset management business and other businesses

⁵ For operating profit UK sterling includes amounts in respect of central operations as well as UK insurance operations and M&G

Group

HY16 results underline intrinsic potential of our businesses



IFRS operating
profit¹ £ **2,059** m
(+6%)

Free surplus
generation¹ £ **1,609** m
(+10%)

Solvency II
surplus £ **9.1** bn
(175%)

Interim
dividend **12.93** p
(+5%)



Strong performance in a volatile environment



Asia delivering double digit growth in earnings and cash



Disciplined execution to offset known headwinds



Strong balance sheet, defensive positioning

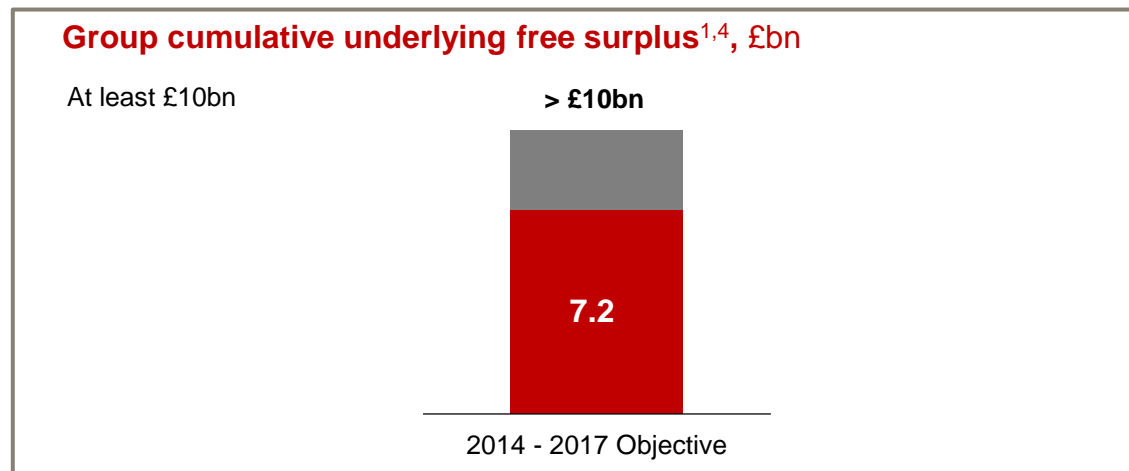
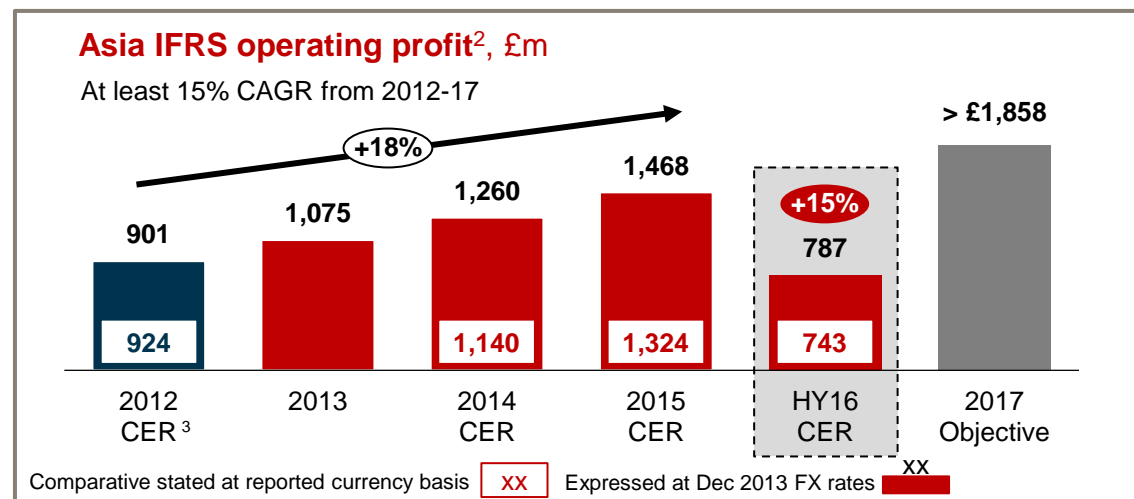
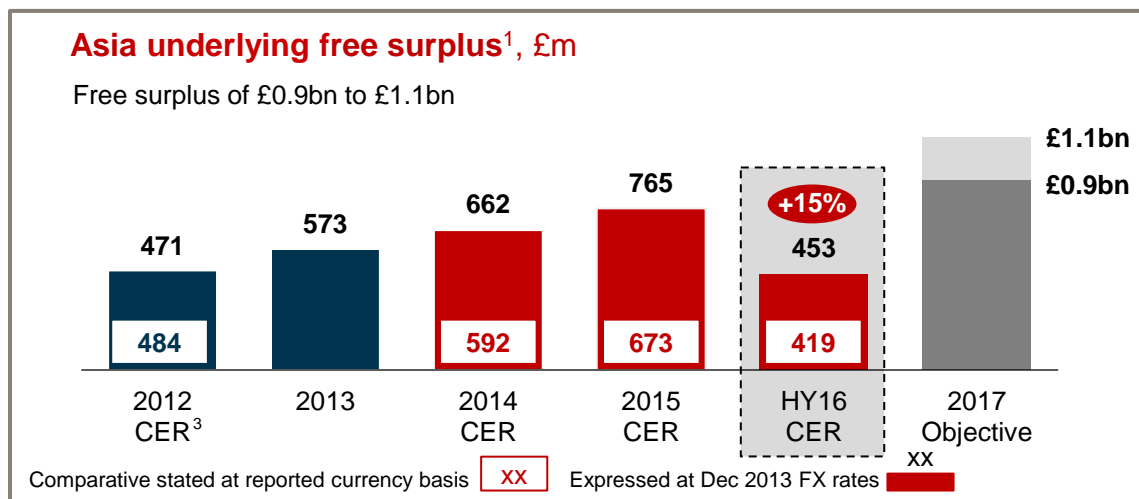


Well positioned to deliver long-term value

¹ Growth rates based on constant exchange rate

2017 financial objectives

Delivery remains on track



Note:

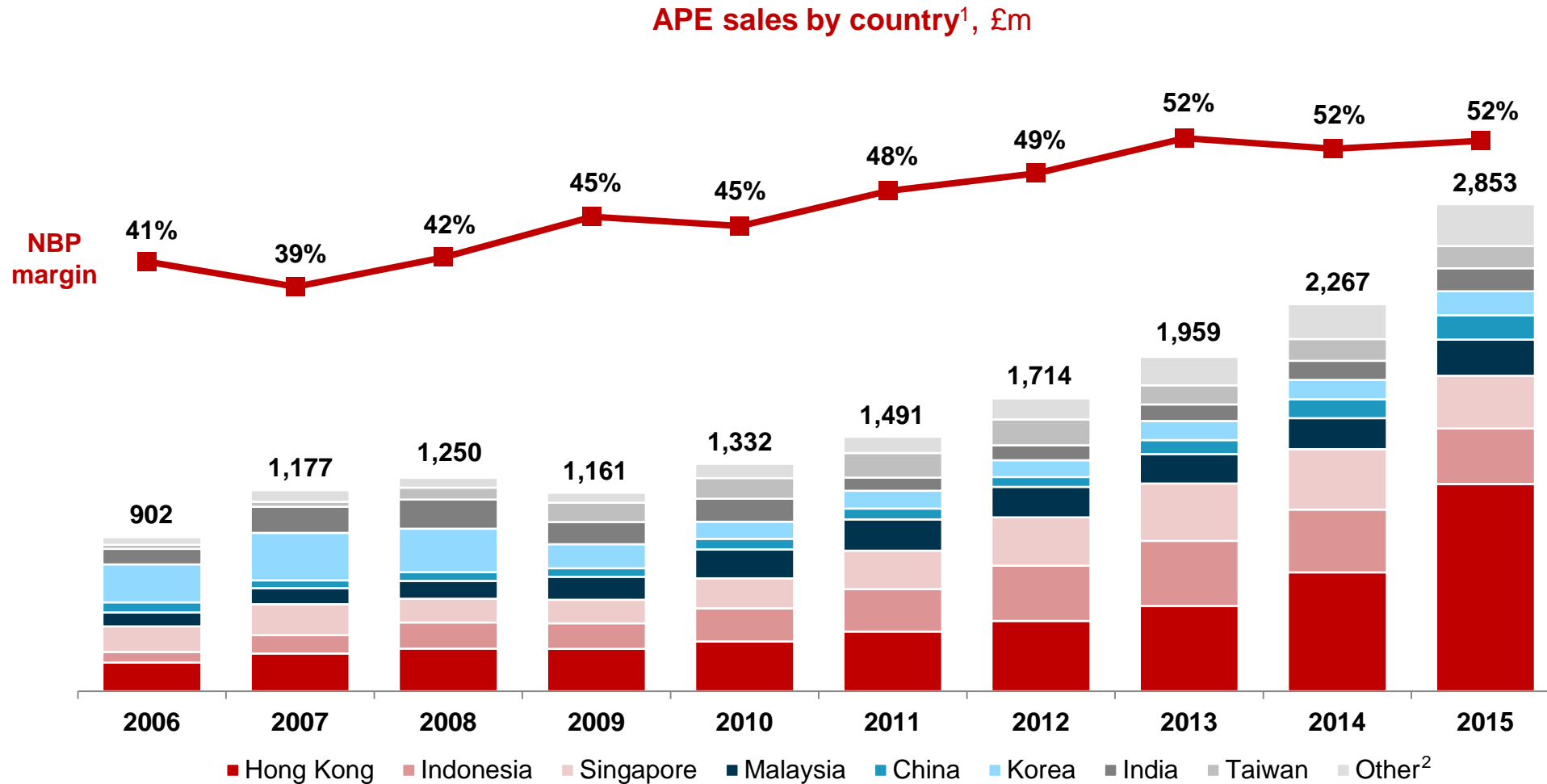
The objectives assume exchange rates at December 2013 and economic assumptions made by Prudential in calculating the EEV basis supplementary information for the half year ended 30 June 2013, and are based on regulatory and solvency regimes applicable across the Group at the time the objectives were set. The objectives assume that the existing EEV, IFRS and Free Surplus methodology at December 2013 will be applicable over the period

1 Underlying free surplus generated comprises underlying free surplus generated from long-term business (net of investment in new business) and that generated from asset management operations. The 2012 comparative is based on the retrospective application of new and amended accounting standards and excludes the one-off gain on sale of our stake in China Life of Taiwan of £51 million

2 Asia 2012 IFRS operating profit of £924 million, as reported at HY 2013, is based on the retrospective application of new and amended accounting standards, and excludes the one-off gain on sale of our stake in China Life of Taiwan of £51 million. Excludes Japan

3 Impact of translating results using exchange rates as at December 2013

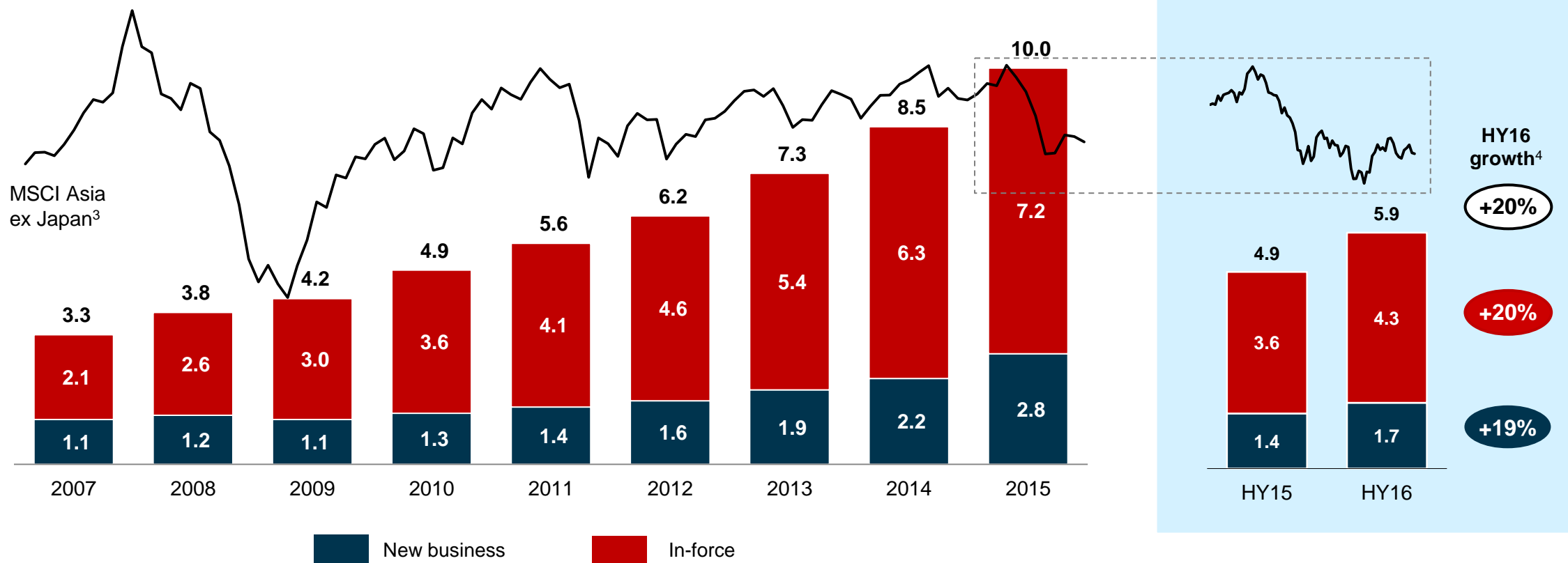
4 The HY16 results for UK insurance operations have been prepared on a basis that reflects the Solvency II regime, effective from 1 January 2016. The pre-2016 comparative results for UK insurance reflect the Solvency I basis



1. Comparatives have been stated on a constant exchange rate basis.

2. Includes Cambodia, the Philippines, Thailand and Vietnam

Life weighted premium income^{1,2}, £bn CER



¹ Weighted premium income comprises gross earned premiums at 100% of renewal premiums, 100% of first year premiums and 10% of single premiums

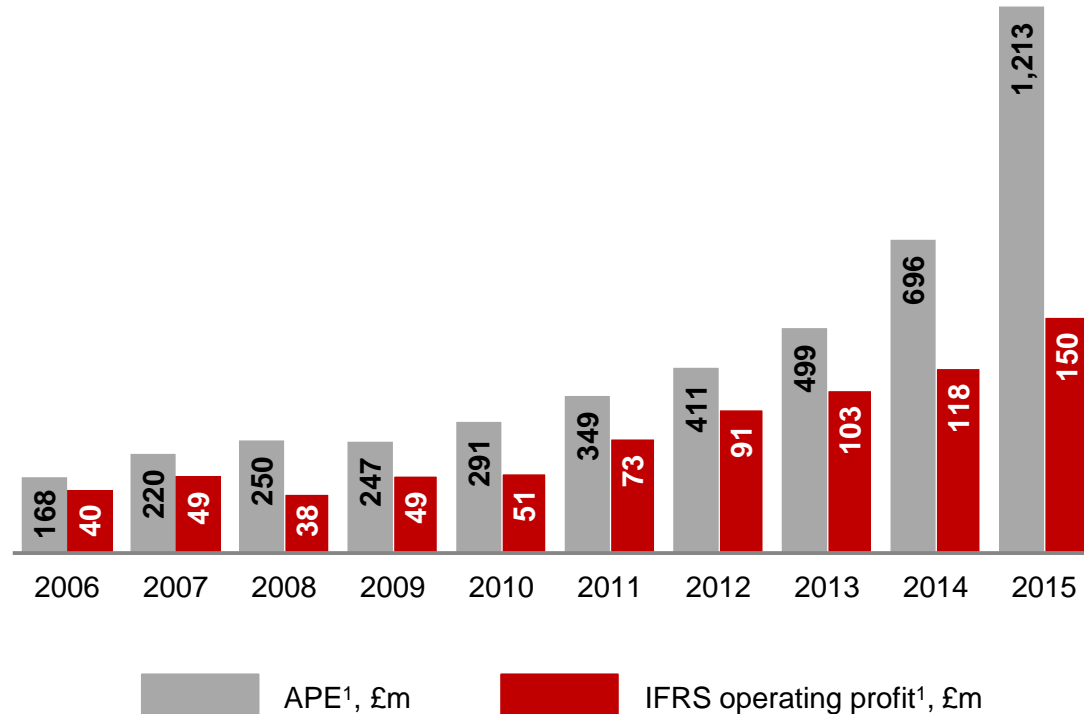
² 2014 excluding intra-group reinsurance contracts between the UK and Asia with-profits businesses

³ Source: Datastream.

⁴ HY15 and HY16 values on an unrounded basis. Growth rates calculated on absolute values.



APE and IFRS operating profit¹, £m

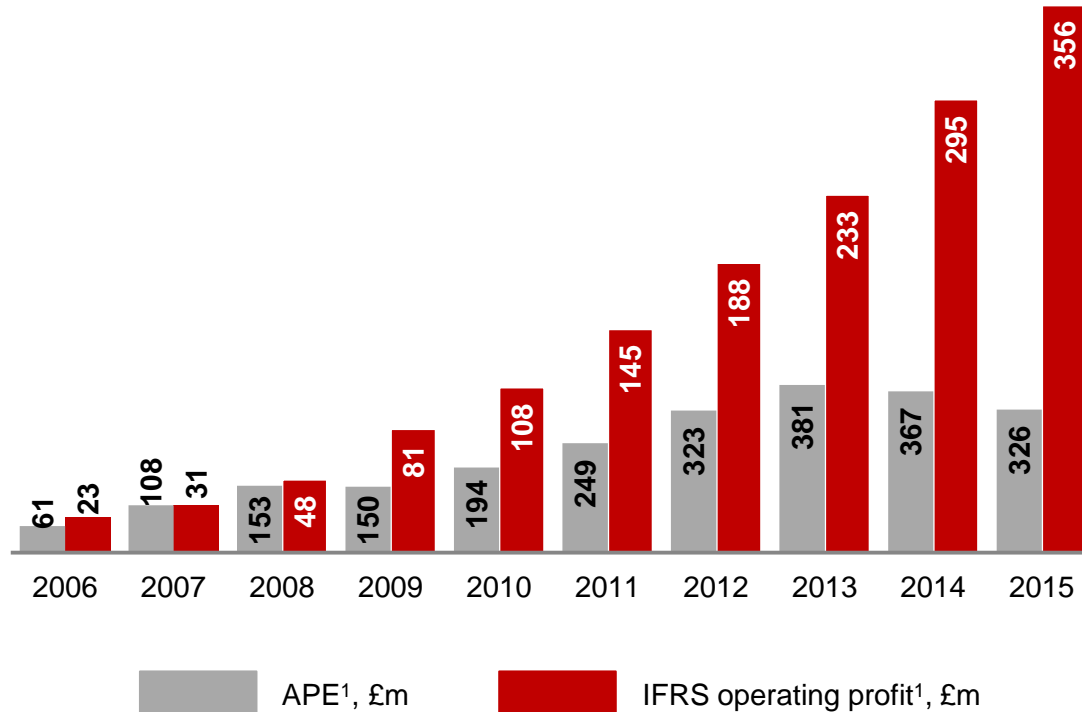


- ✓ **Moving towards natural portfolio weight**
 - 23% of PCA footprint GDP per capita
 - 12% of PCA FY15 life earnings
- ✓ **Multi-channel distribution**
 - >15,900 agents (3x since beginning of 2012)
 - 78 SCB branches
- ✓ **High quality growth²**
 - 94% regular premium
 - Persistency >90%
 - H&P APE +56%; H&P NBP +74%
- ✓ **Mainland China business²**
 - Regular premium >95%, c70% <US\$5,000
 - Mix consistent with domestic business

¹ Comparatives have been stated on a constant exchange rate basis;
² HY16 figures



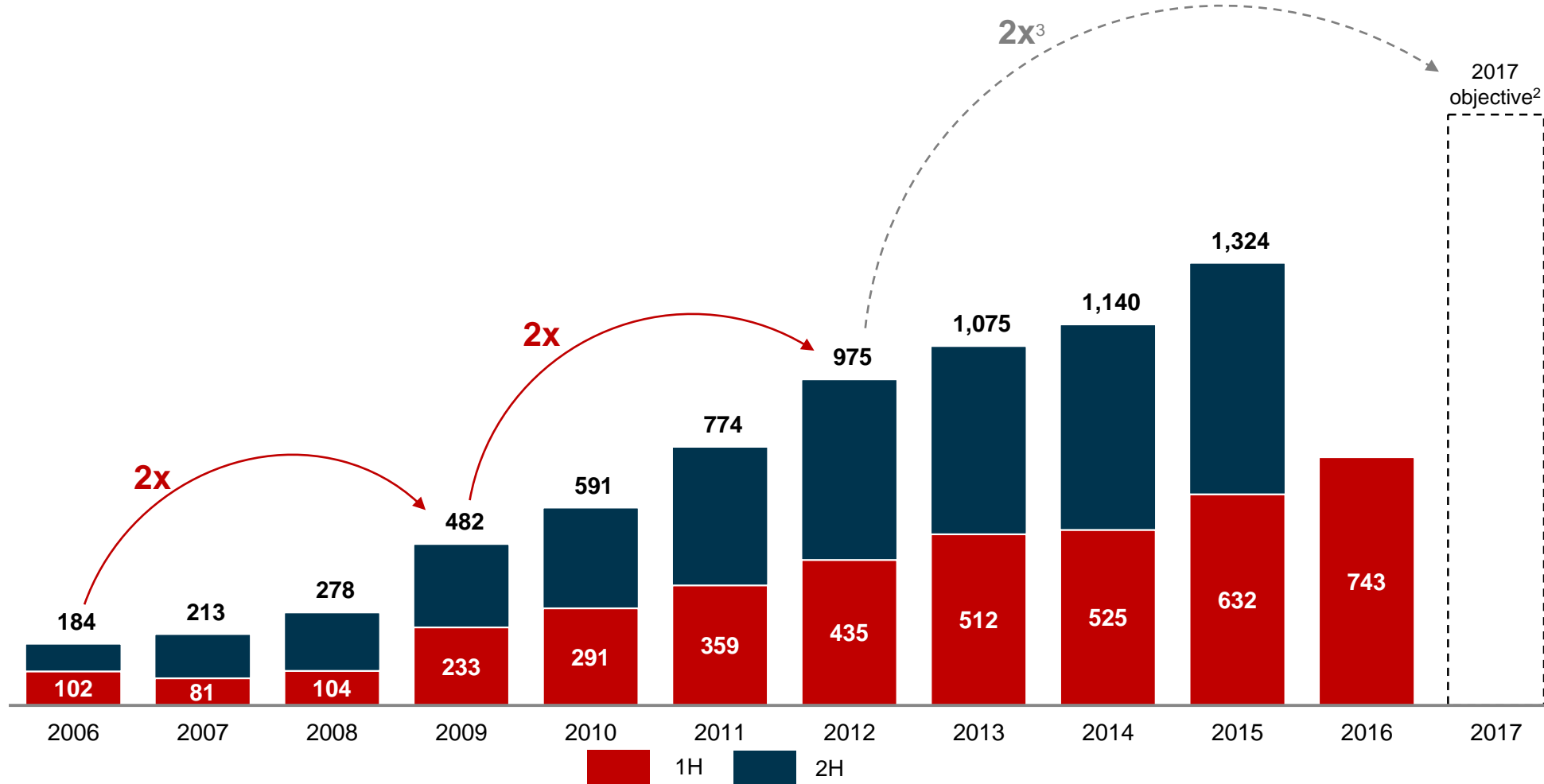
APE and IFRS operating profit¹, £m



- ✓ **Structural growth intact**
 - Market penetration² 1.1%
 - 40m new Consuming Class³ 2010 - 2020
- ✓ **Market leader**
 - 18% market share
- ✓ **Customer acquisition**
 - >140k new customers added in HY16
- ✓ **Strengthened management team**
- ✓ **Expanding distribution reach**
 - >40% share of agency new business
 - >400 sales offices covering 165 cities
 - Progressive upgrading of agency salesforce

¹ Comparatives have been stated on a constant exchange rate basis
² Source: Swiss Re. Market penetration based on insurance premium as a percentage of GDP in 2014 (estimated)
³ Consuming class defined as individuals with an annual net income of above \$3,600 at 2005 purchasing power parity (PPP).

IFRS operating profit¹, £m



1. Comparatives have been stated on an actual exchange rate. 2012 includes the one off gain on sale of stake in China Life of Taiwan of £51m.

2. 2017 objective is defined as at least 15% CAGR from 2012-17 based on an Asia 2012 IFRS operating profit of £924m (excluding one off of £51m) assuming exchange rates at December 2013.

3. 2x based on implied multiple using 2012 IFRS operating profit of £924m increasing at a 15% CAGR to 2017

- ✓ Jackson attributes well aligned to DOL requirements
- ✓ Fee based VA launched 19th September
- ✓ Clarity on top distributors' DOL positioning
- ✓ Optionality to access additional asset pools
- ✓ Strong structural demand for guaranteed income

Fund choice¹

93 eligible funds
(Next peer 57)

Fund performance²

9 x more funds with
3 year returns >10%

Distribution³

> **50**% more
wholesalers than next peer

Expense ratio⁴

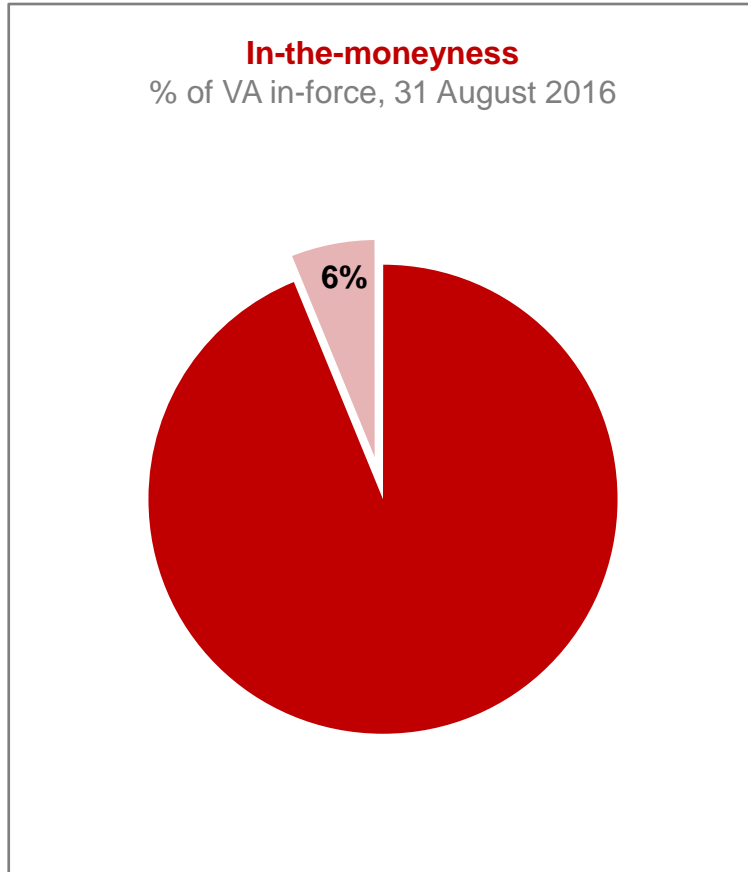
32_{bp}
(Industry av **61**_{bp})

1. Number of living benefit eligible funds

2. Funds with a living benefit with 3 year annualised performance over 10% (ending 31 Dec 2015) and net of contract and fund fees. Weighted average assumes best performing fund of available fund allocations

3. Source: Market Metrics (a FactSet company) – field and internal wholesalers at Q1 2016

4. Expenses / Asset (Statutory). Source: SNL Financial LC. As at Q1 2016

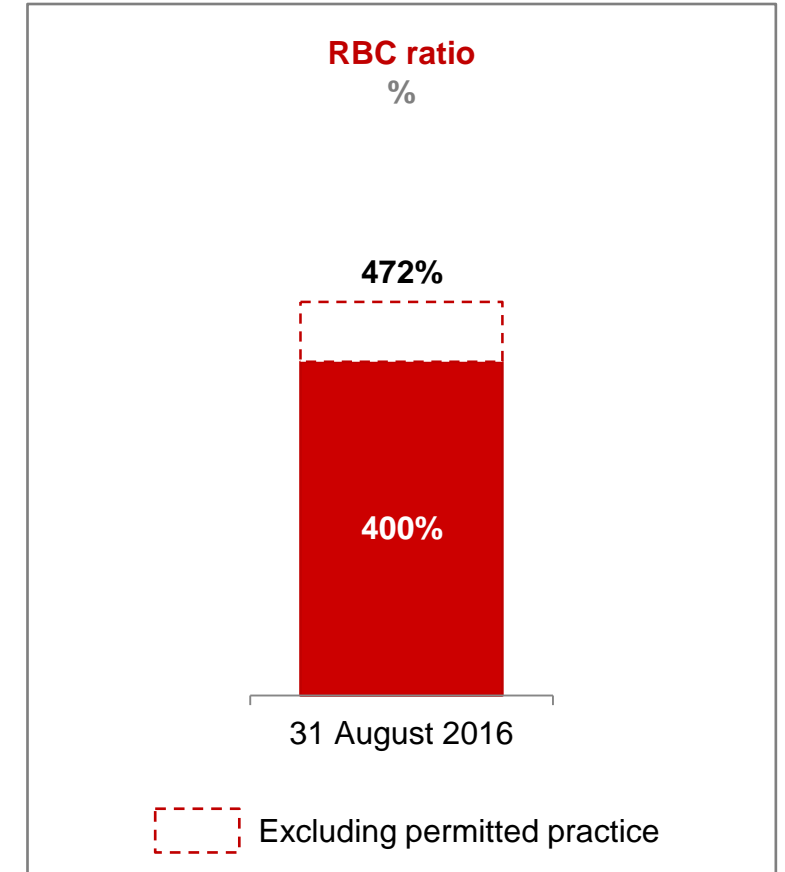


Unhedged GMWB cash flows
PV of guarantee fees less benefits¹
30 June 2016

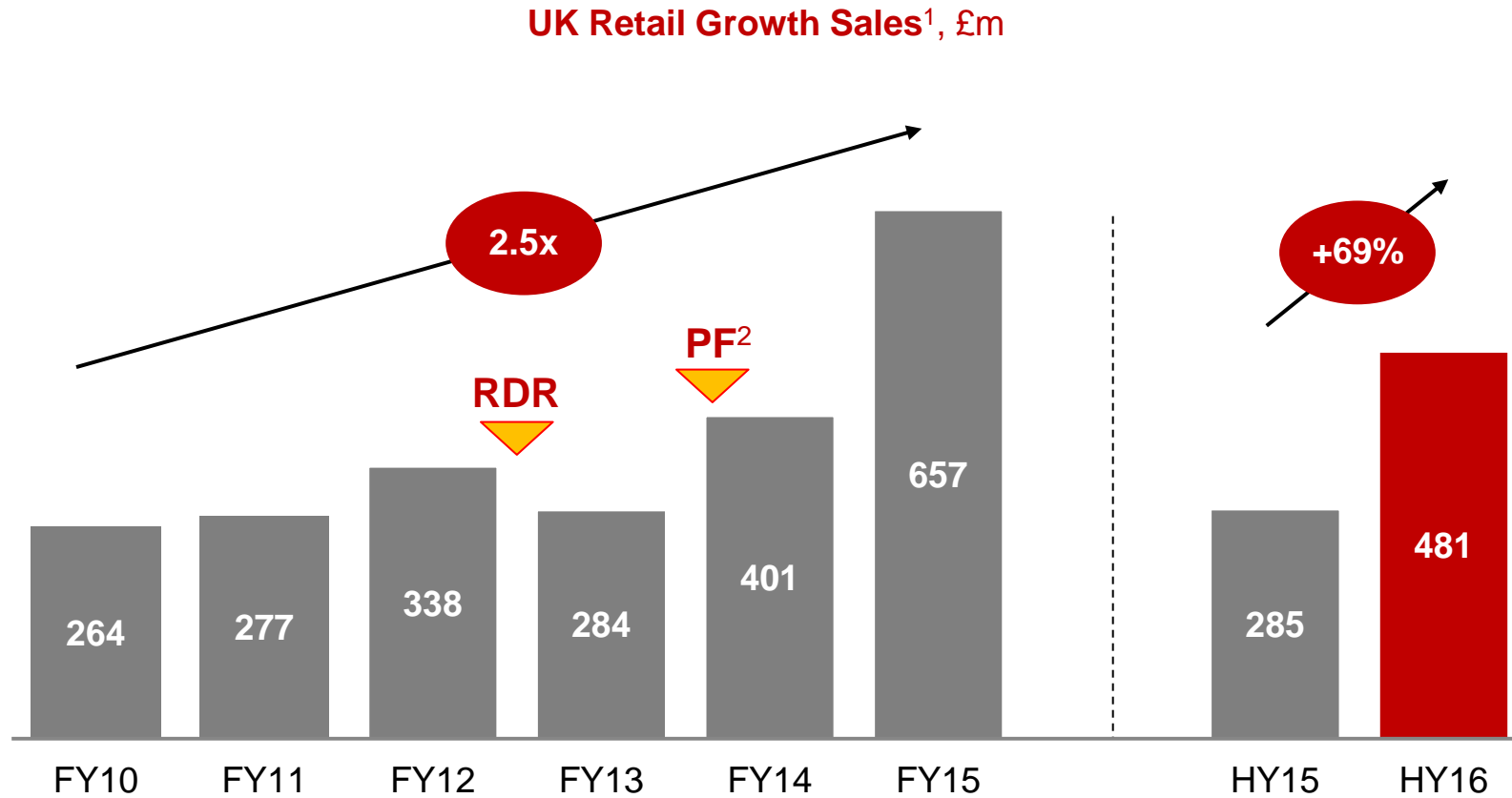
➤ Base case	\$7.7 bn

➤ Rates down 100bps	\$7.6 bn

➤ S&P down 40%	\$(2.4) bn
Hedge gains expected to result in net positive cash flows	



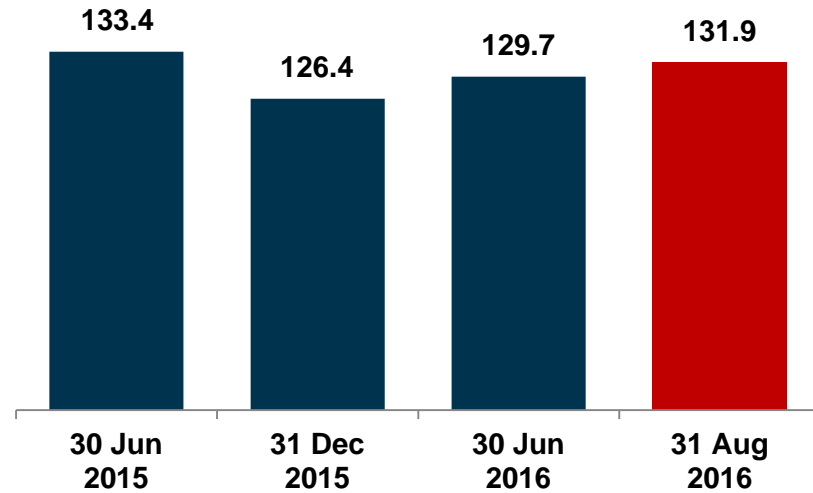
1. Present value of unhedged GMWB variable annuity cash flows: pre-tax; includes guarantee fees only; uses prudent best estimate assumptions (AG43, C3P2); assumed 5% gross return is well below historical average market return; ignores fees collected to date as well as reserves
2. Represents net gains on equity hedges (puts, calls, futures), less guarantee fees



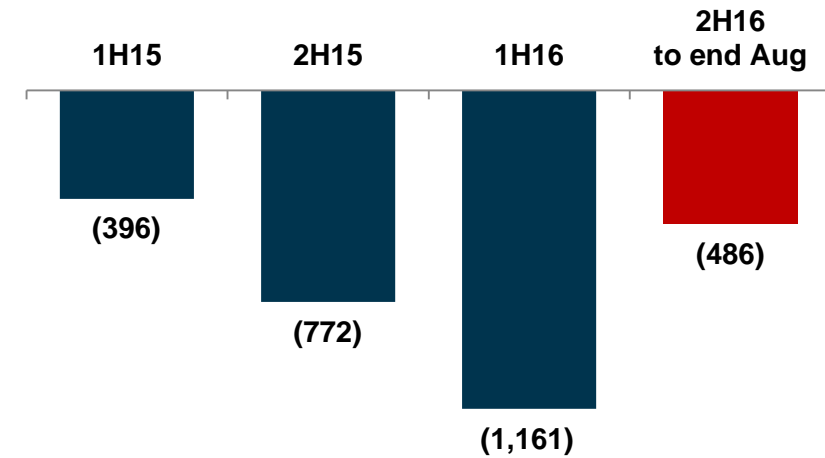
1. Relates to APE sales from bonds, individual pensions, drawdown, PruFund ISA. Excludes corporate pensions, individual annuities and bulk annuities

2. PF = 2014 Budget announcement of Pensions Freedoms

M&G external funds under management
£bn



M&G external net flows
monthly run-rate £m

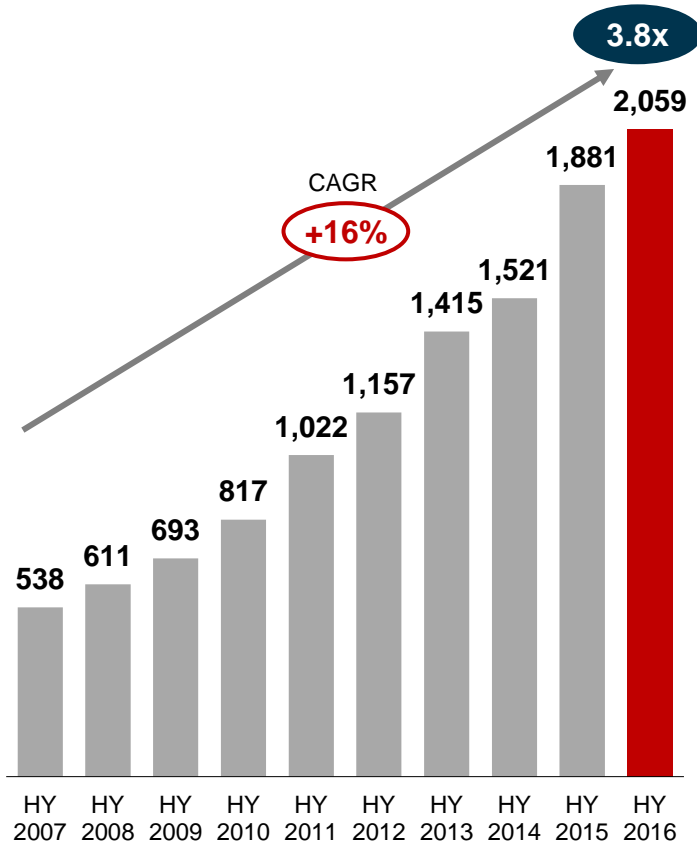


Group

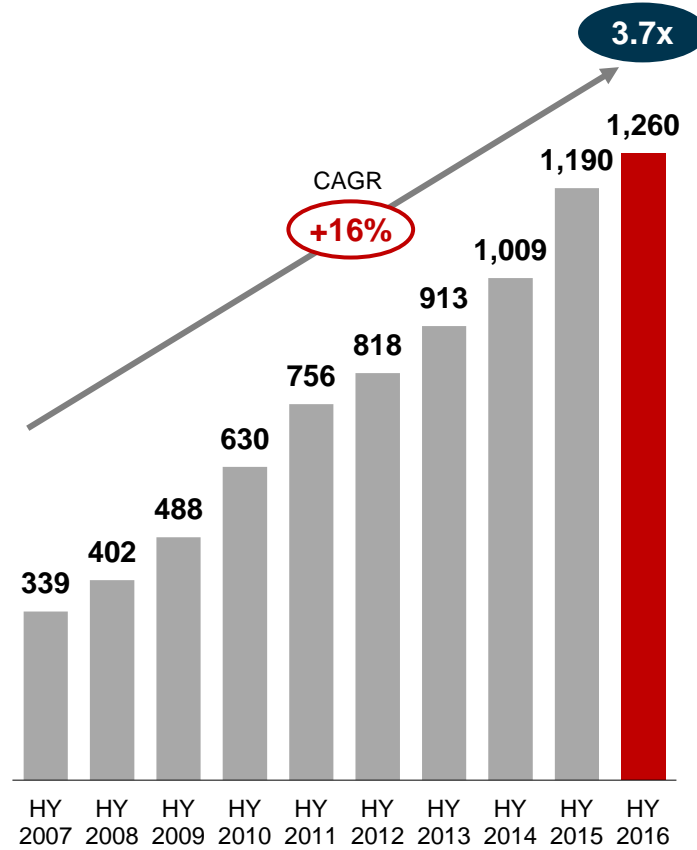
Long-term track record



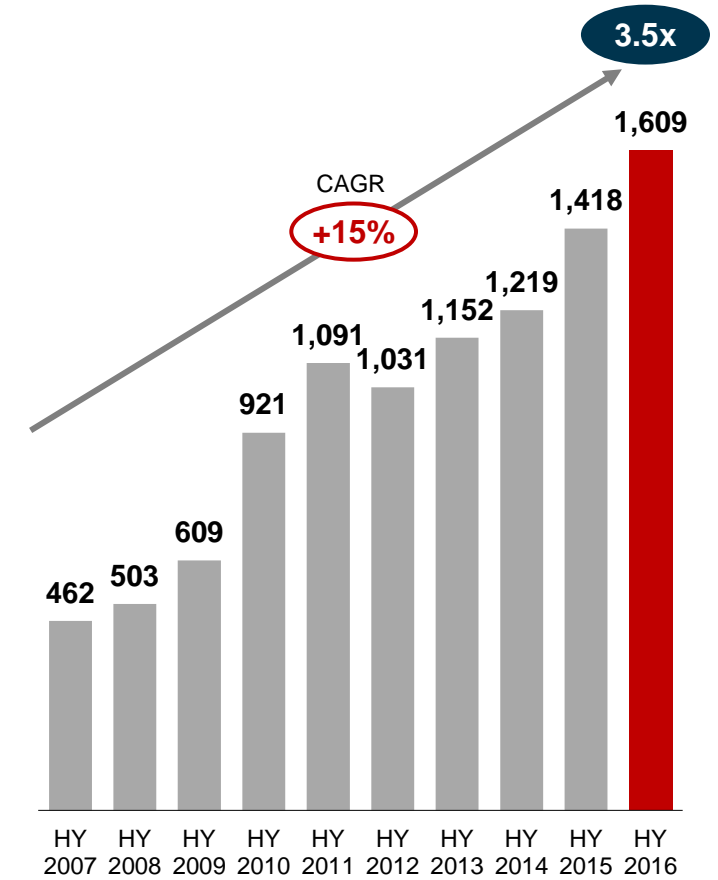
IFRS operating profit^{1,2,3}, £m



New business profit^{1,2}, £m



Free surplus generation^{1,2,3}, £m



1 Comparatives have been stated on an actual exchange rate basis

2 HY14 results have been restated to exclude contributions from Prudential's 25% equity stake in PruHealth / PruProtect, which was sold in November 2014

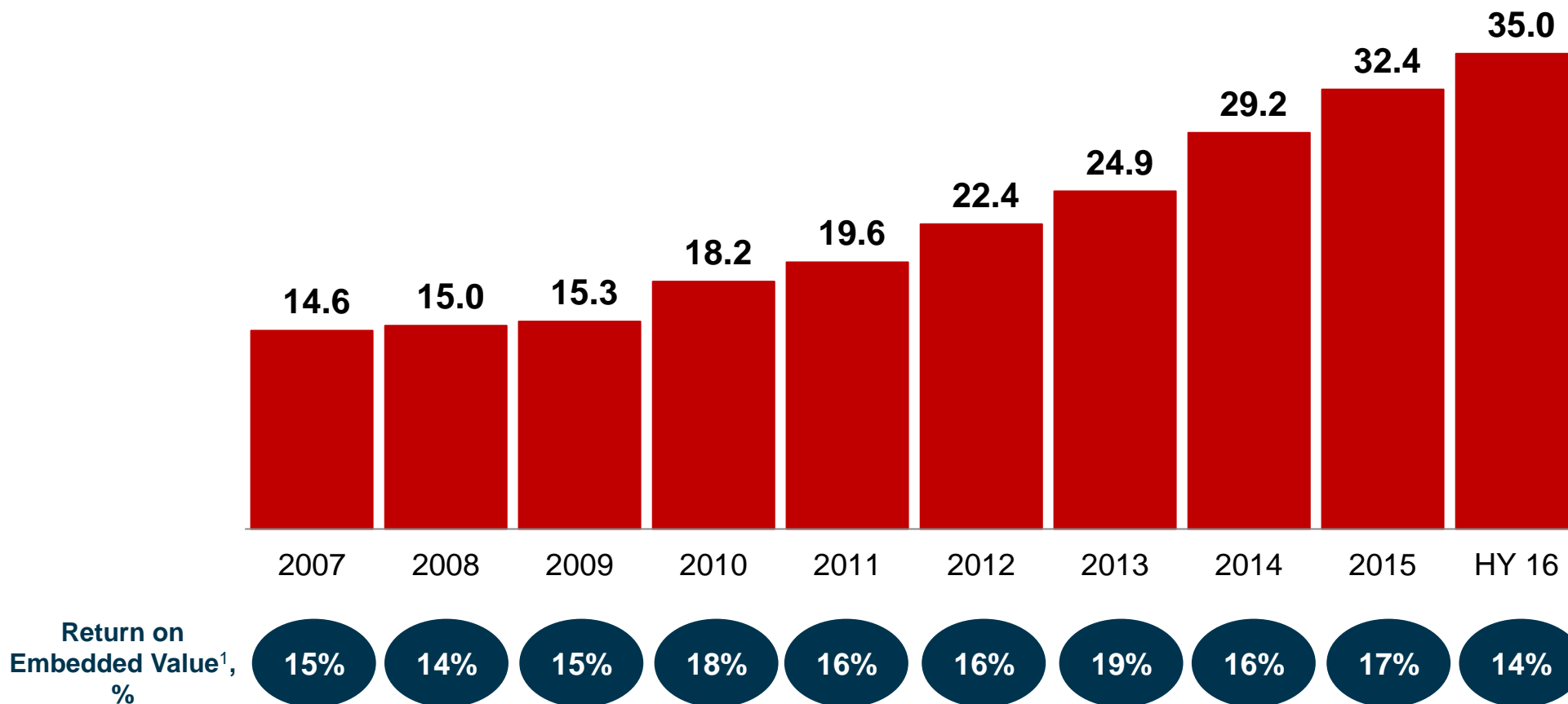
3 2012 includes £51m gain from sale in China Life of Taiwan

Group

Growing value at consistent returns



Shareholders equity (EEV), £bn



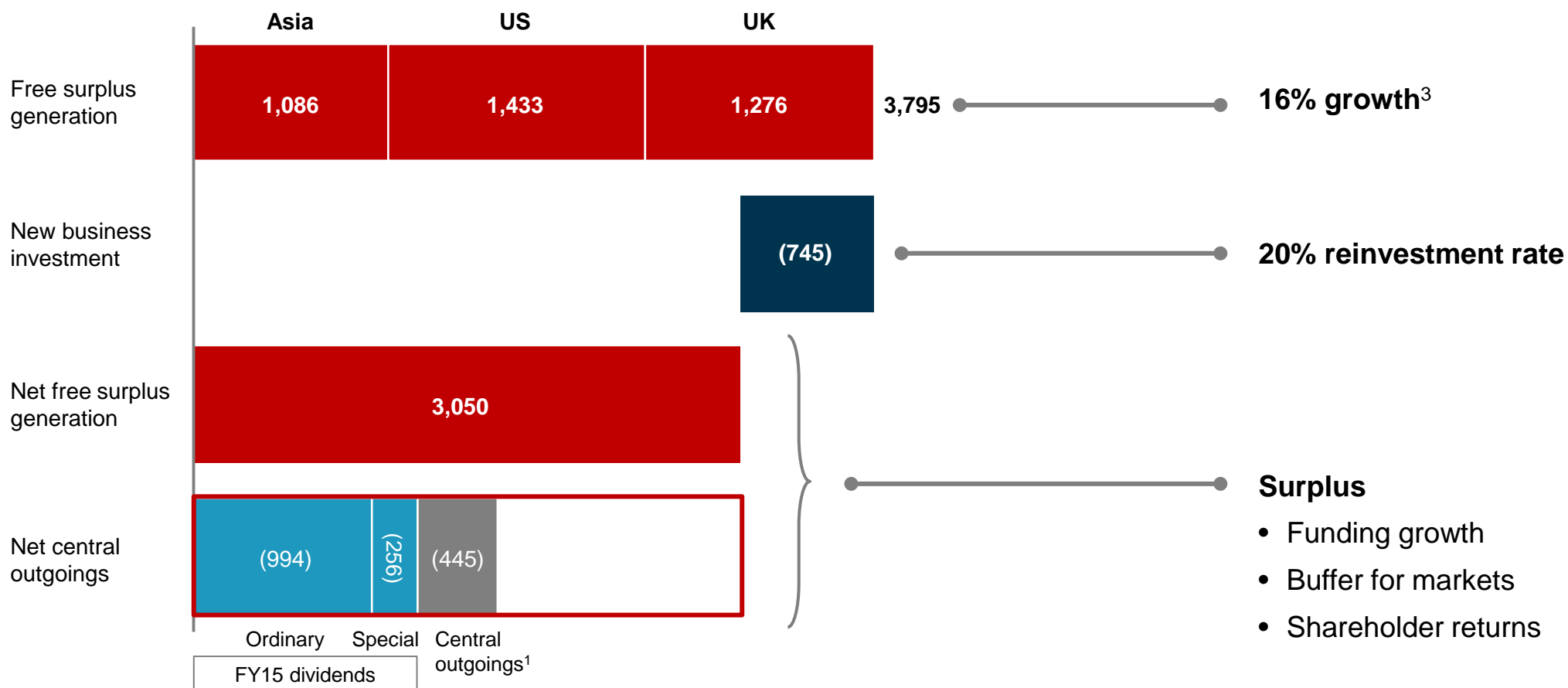
¹ Return on embedded value is based on EEV post-tax operating profit, as a percentage of opening EEV basis shareholders' equity. Half year profits are annualised by multiplying by two.

Group

Low capital intensity, high capital velocity



Free surplus and dividend, FY15 £m



1 Central outgoings includes Asia regional head office costs
 2 Relating to dividends declared for the financial year 2015
 3 Growth rate based on constant exchange rates

Group

Investing for growth: 2016 update



Indonesia distribution expansion: >400 offices

Operationalised new markets – Laos

Digitising UK and M&G offerings

Recruited over 100,000 new agents in Asia

Added nearly 1 million new Asian customers

Fee based Variable Annuity launched in 3Q

Expanded China footprint – now in 65 cities

Investing in best of breed investment platform

Launched in new markets – Zambia

Group Summary



- ✓ Strong performance in a volatile and uncertain environment
- ✓ Asia centricity and structural drivers underpin future prospects
- ✓ Diversity, scale and discipline smooths the cycle
- ✓ Strong, defensive balance sheet
- ✓ Consistent delivery of long-term value

INVESTOR CONFERENCE

15-16 November 2016

Langham Hotel, London

