



PRUDENTIAL

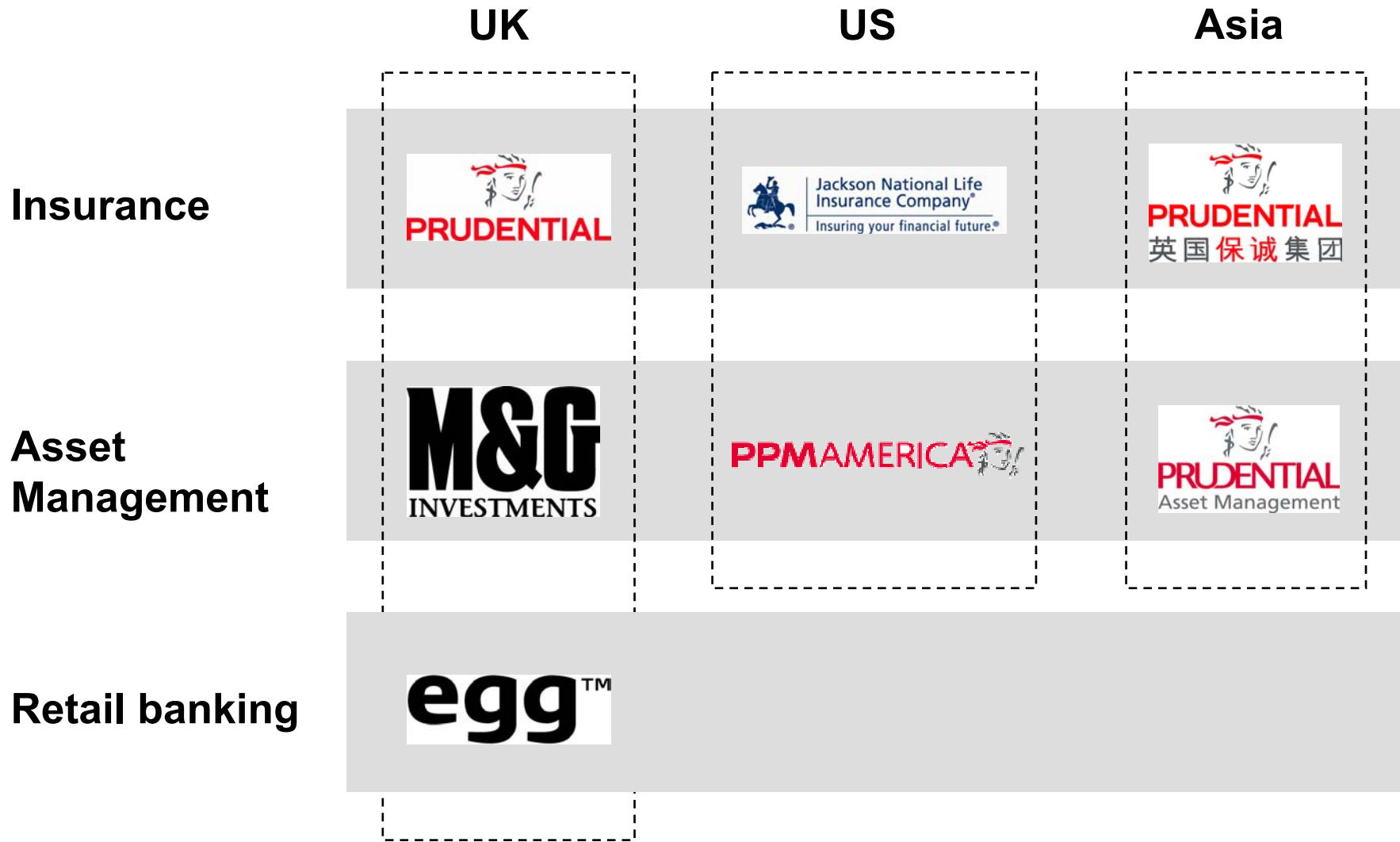
PRUDENTIAL PLC

Creating and maintaining value in international expansion

MARK TUCKER
GROUP CHIEF EXECUTIVE

PRUDENTIAL

A high growth, high return business with strong momentum



PRUDENTIAL IN THE US

An advantaged position in attractive retirement services market

THE US OPPORTUNITY

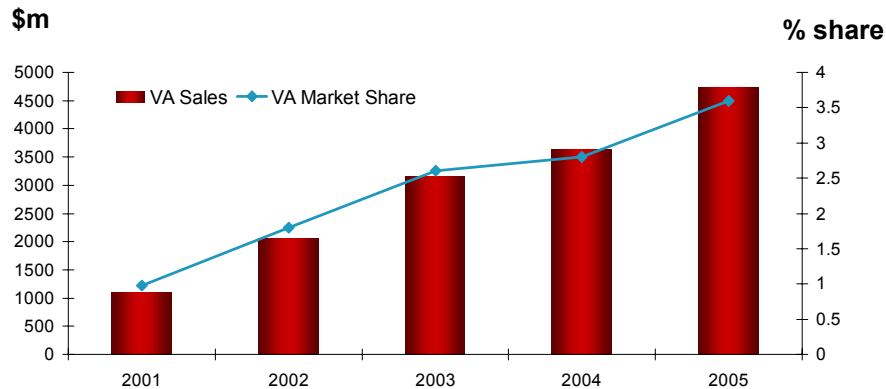
- Two thirds of the world's investable assets
- Will continue to dominate the global retail financial services economic profit pool
- Fragmented market
- Shrinking role of government and employers
- The "baby boomer" generation is about to retire



PRUDENTIAL IN THE US

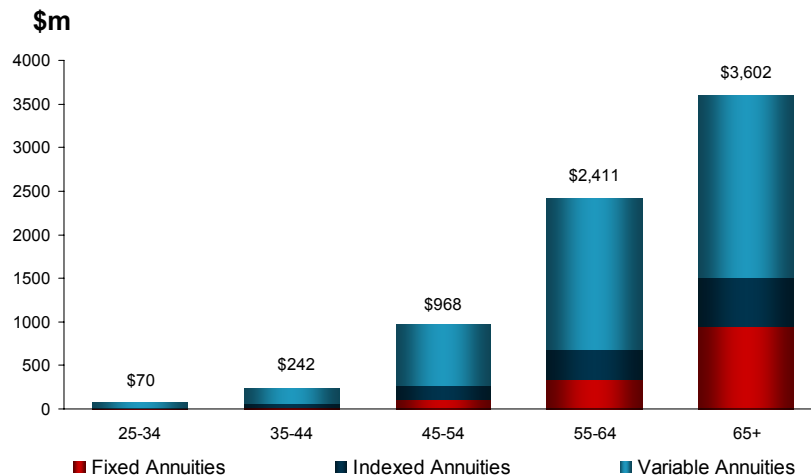
Strong annuity positioning – rapid development of variable annuities

VARIABLE ANNUITY SALES AND MARKET SHARE



- **Variable annuities**
 - Top 3 net sales
 - Perspective II No. 2 by net sales
 - Top 15 by gross sales

.....POSITIONED IN THE HIGH VALUE AGE GROUPS



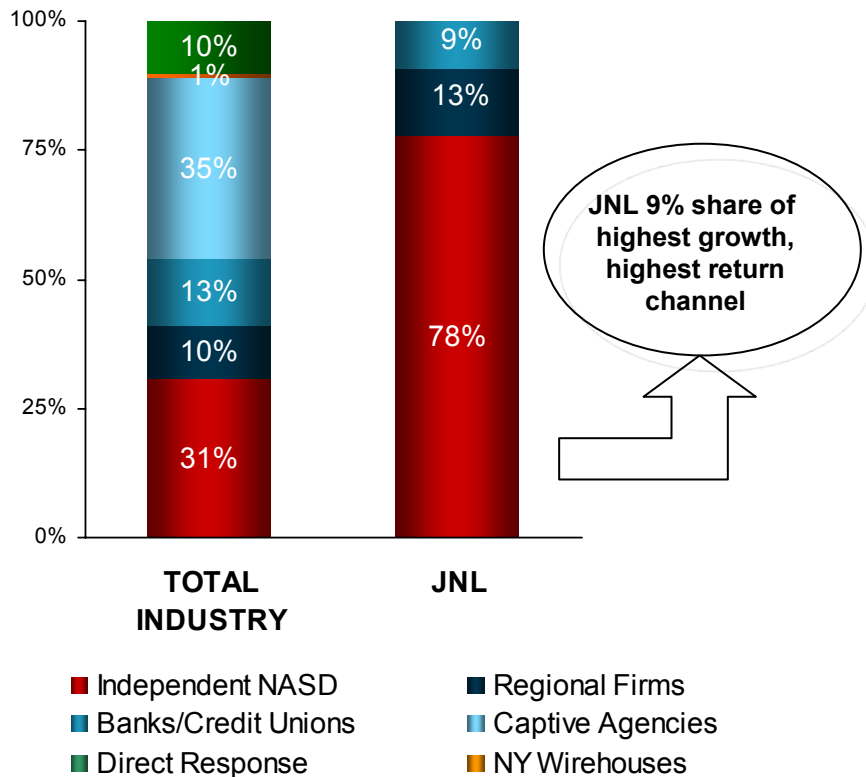
- **Fixed Index annuities**
 - 7th largest provider
- **Fixed annuities**
 - 11th largest provider

2005 NEW BUSINESS MARGIN 41% AND IRR 15%

PRUDENTIAL IN THE US

Powerful advice based distribution

GROSS VARIABLE ANNUITY SALES BY CHANNEL 2005



.....KNOWLEDGE AND UNDERSTANDING



7th largest independent broker dealer

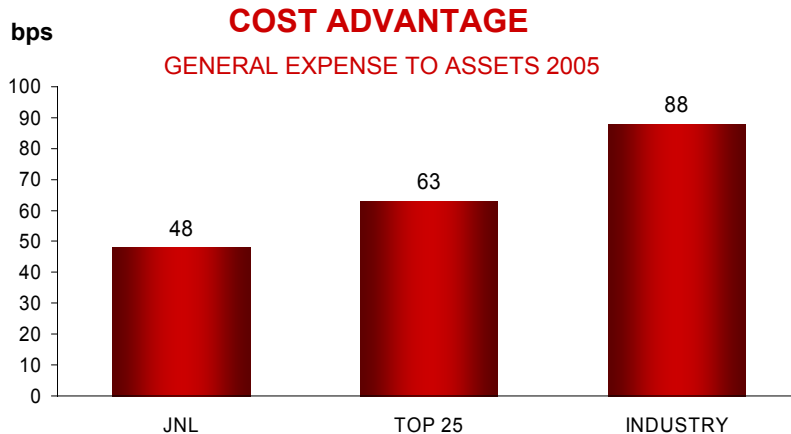
2005 sales \$9.4 billion

2582 reps

SCOPE TO GROW IN CHOSEN CHANNELS

PRUDENTIAL IN THE US

Low cost, high quality, scalable infrastructure is differentiator



HIGH QUALITY SERVICE



Jackson National Life Insurance Company®
Insuring your financial future.®

World Class Service Award

....ENABLING EFFICIENT CONSOLIDATION

Life of Georgia

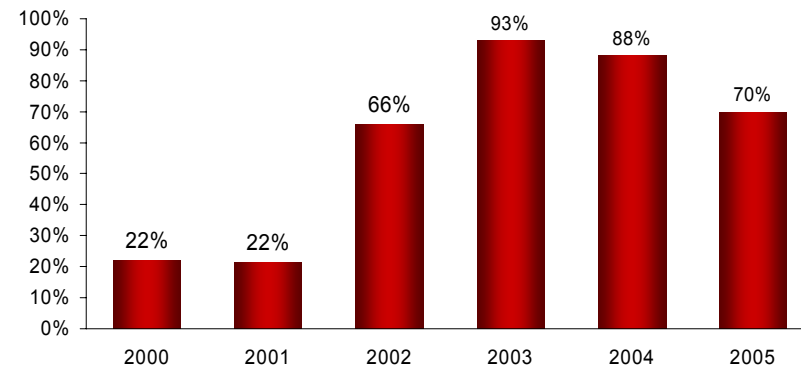
1.5 million policies integrated in 8 months

Diversification - stable cash flows

Beat 12% IRR target

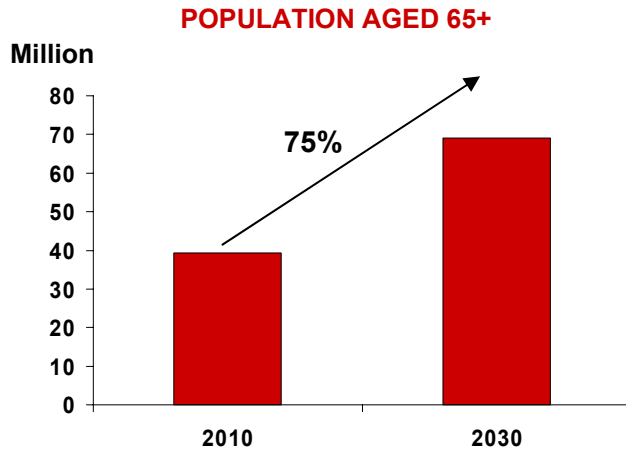
....ENABLING RAPID INNOVATION

% RETAIL SALES FROM PRODUCT AND FEATURES DEVELOPED AND LAUNCHED IN YEAR AND PRIOR YEAR



US - MONEY IN MOTION THE 'BABY BOOMER' GENERATION

Positioned for success



DRIVERS OF SUCCESS

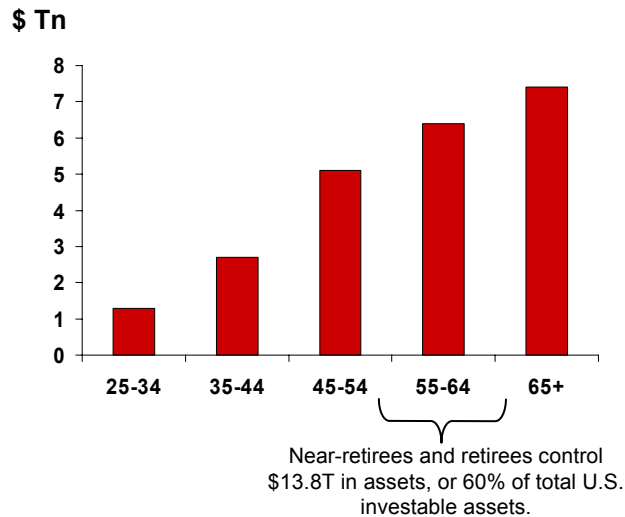
Broad annuity positioning

Unbundled proposition

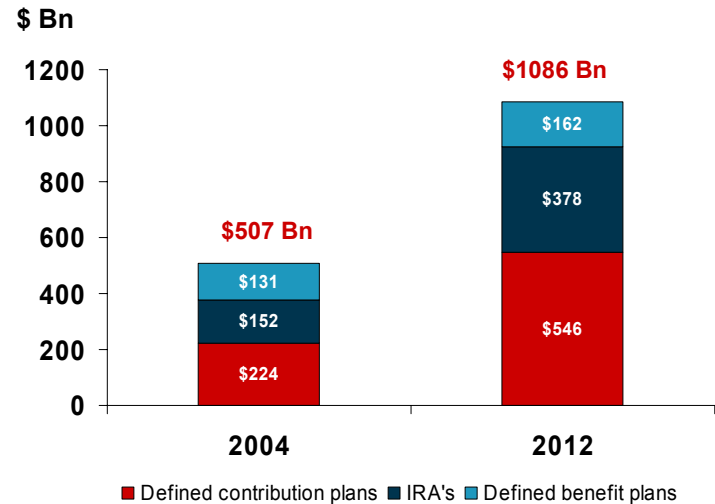
Advice based distribution

Low cost flexible infrastructure

TOTAL U.S. FINANCIAL ASSETS BY AGE COHORT ¹



ESTIMATED ANNUAL RETIREMENT DISTRIBUTIONS²



PRUDENTIAL IN ASIA

Unrivalled Asian sales and profit growth potential

THE ASIAN OPPORTUNITY

- Over 58% of world's population live in Asia
- Asia is delivering consistently strong economic growth
- Savings rates are on average twice the rate of UK & US
- Majority of savings are in cash and deposits
- Markets are liberalising



PRUDENTIAL IN ASIA

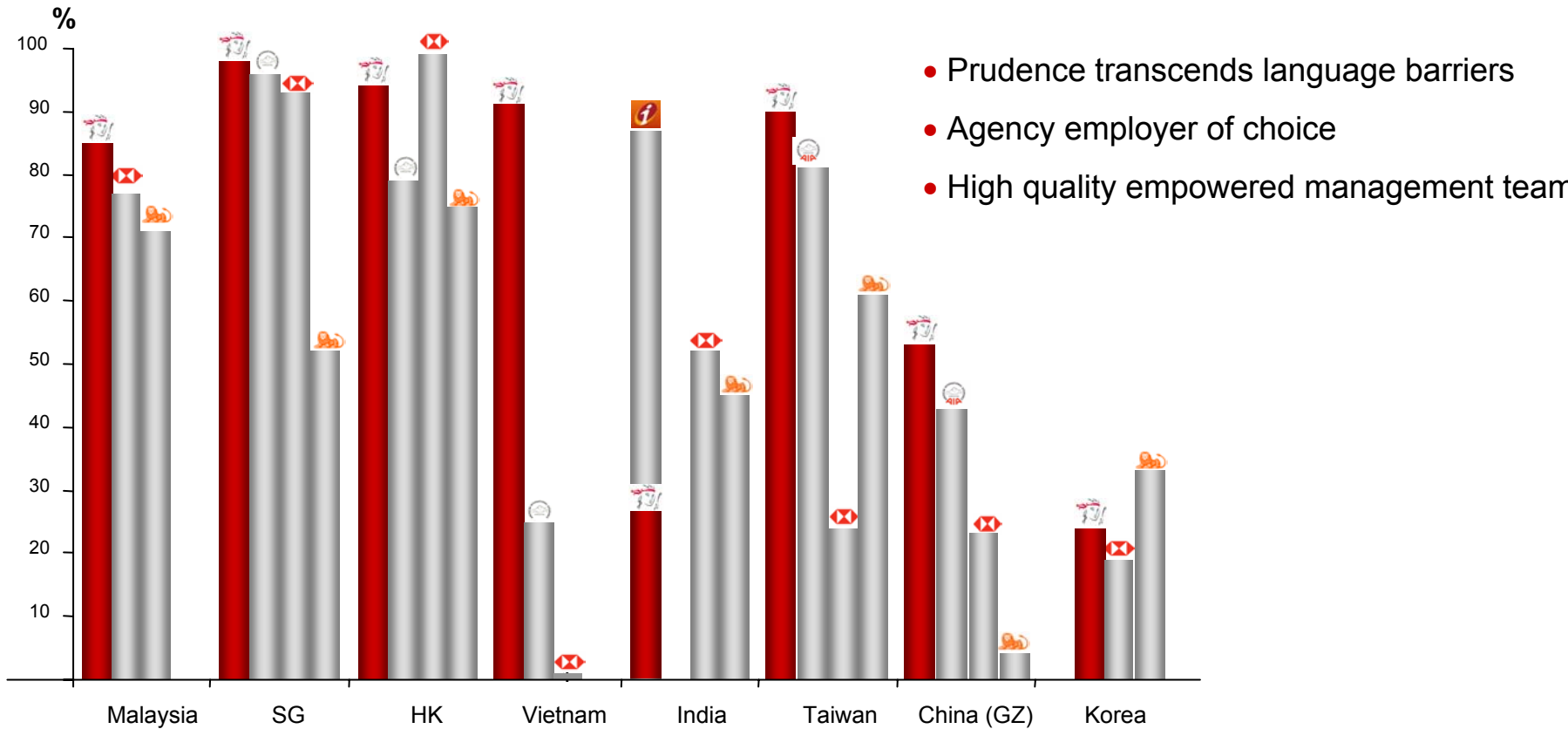
A well diversified, truly regional platform with material scale



- Recognised potential early on; began investing seriously in 1994
- Secured early mover advantage in many areas:
 - UK's first life company in China, India and Vietnam
 - Bancassurance since 1998
 - Pioneered unit linked products
- Forged excellent partnerships
 - CITIC in China and ICICI in India
 - Over 40 banking relationships

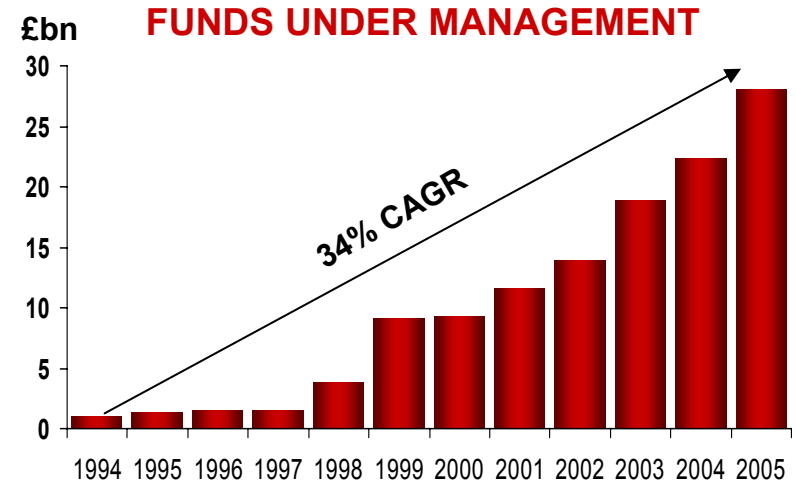
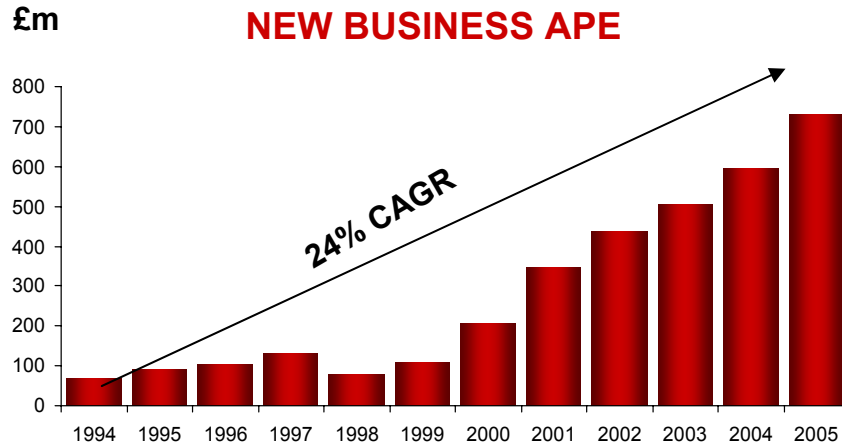
BRAND LEADERSHIP

Impressive icon awareness

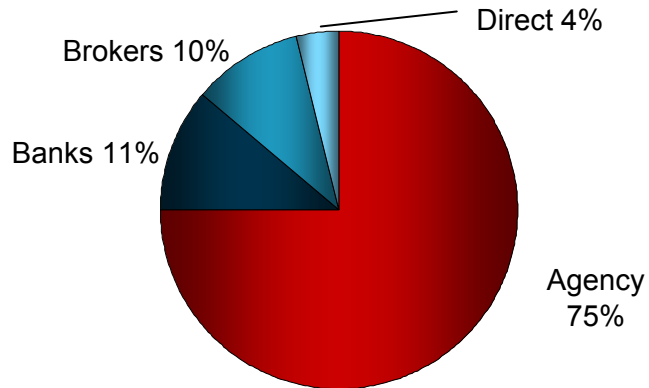


PRUDENTIAL IN ASIA

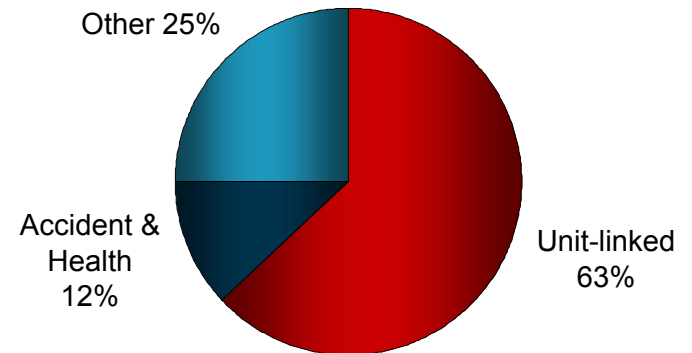
Excellent performance track record, margins 56% & IRR over 20%



.....MULTI CHANNEL DISTRIBUTION



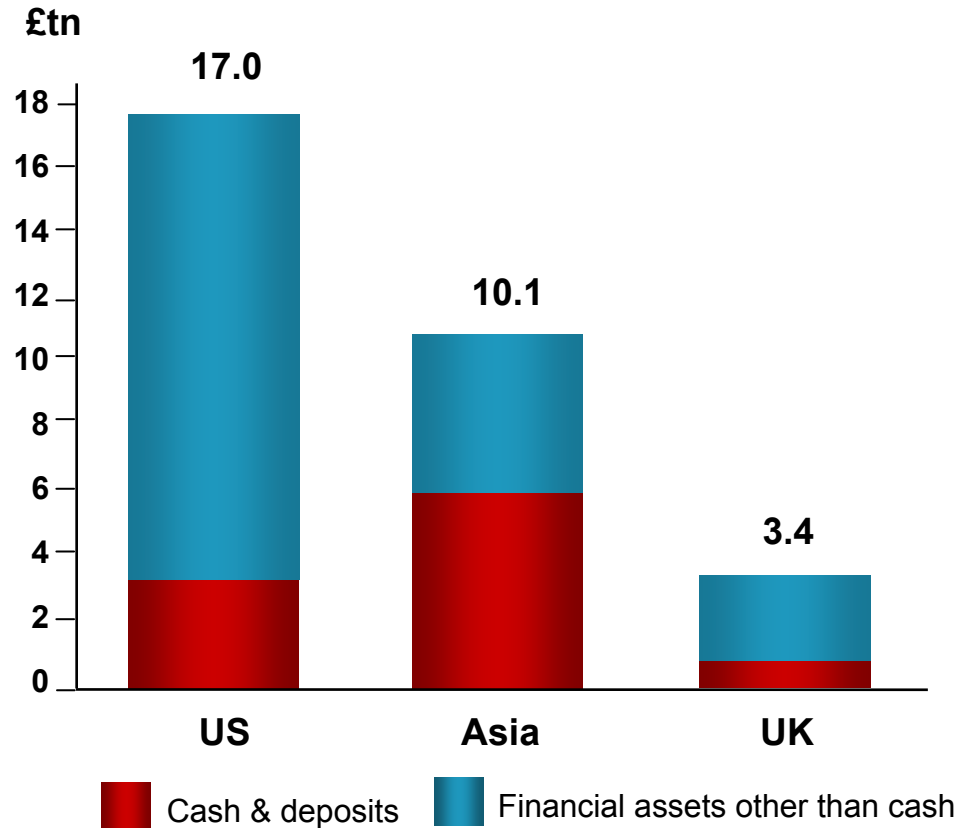
.....EMPHASIS ON HIGH RETURN CAPITAL EFFICIENT UNIT-LINKED



ASIA CONTINUES TO BE A MAJOR OPPORTUNITY

60% of rapidly growing household assets are held in cash & deposits

2004 HOUSEHOLD FINANCIAL ASSETS



DRIVERS OF SUCCESS

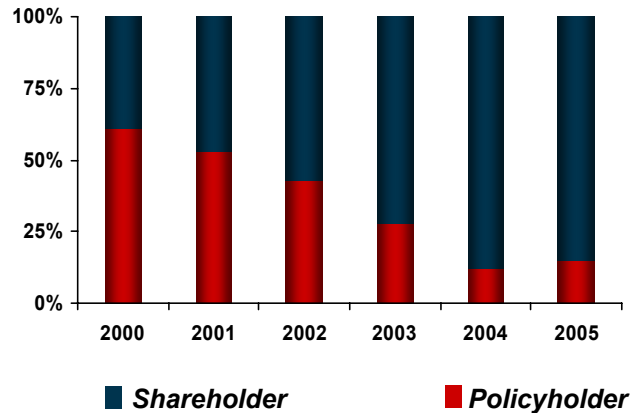
- Expansion of proprietary agent distribution
- Improved agent productivity
- Material development of bank distribution
- Access emerging direct and broker channels
- Strong unit-linked and mutual fund capability
- Regional synergies

CHALLENGING GROWTH TARGETS AND CASH POSITIVE IN 2006

UK OPERATIONS

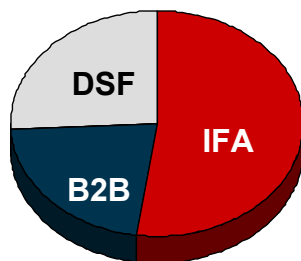
Strong businesses improving returns

BUILDING A SHAREHOLDER BACKED BUSINESS

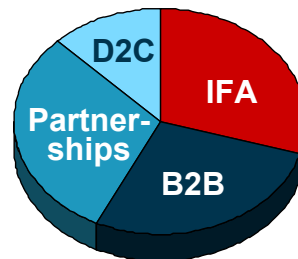


- 14% IRR on 2005 new business
- Selective approach based on return criteria
 - Advantaged annuity position
 - Corporate pensions
 - Unit linked bonds
 - Equity release
- £40 million per annum cost saving
- Revenue synergies

DIVERSIFYING DISTRIBUTION



2000



2005

egg™

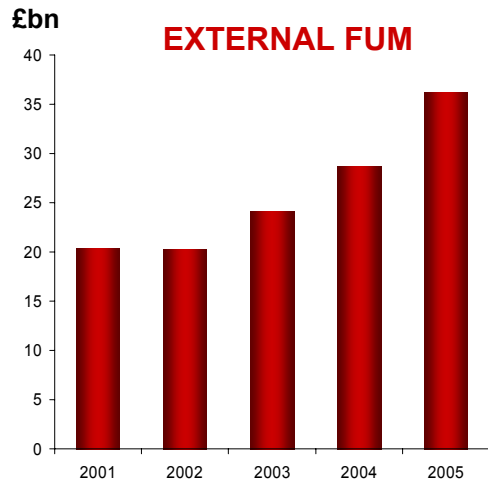
3.7 million customers

Powerful Direct to Consumer brand

Scalable platform

M&G RAPIDLY DEVELOPING BUSINESS

Strong investment performance and growing cash flow

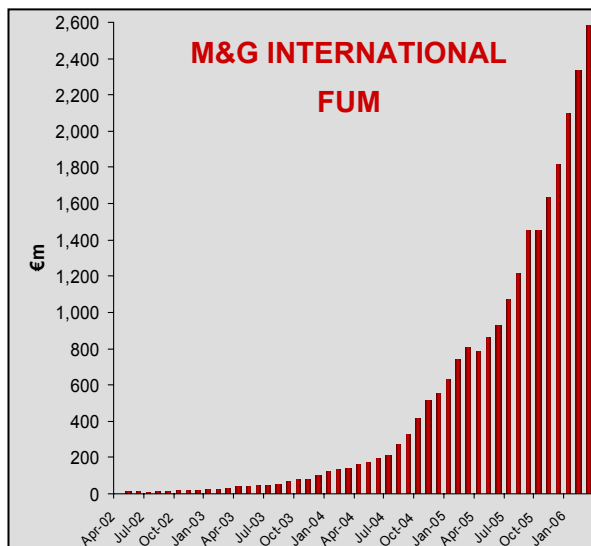
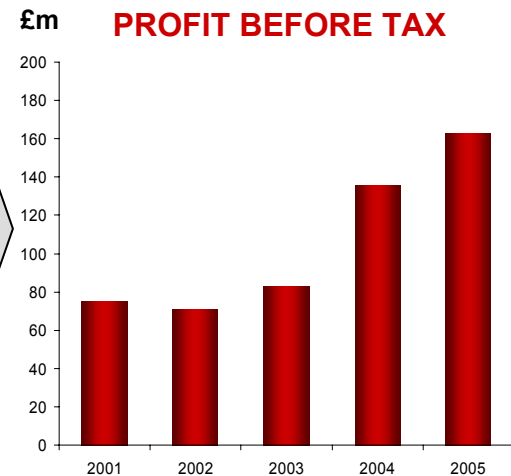


Record net sales in 2005

41% funds top quartile over 3 years

24% of equity funds top decile over 3 years

DEVELOPING INTERNATIONALLY



- Spreading competitive strengths and diversifying risks across a range of (largely uncorrelated) markets
- Exponential growth and accelerating
- Cost effective
 - product range based on UK OEIC
- Recently launched into Asia
 - gross sales £51m in Q1 2006

BUILDING EFFICIENCY ACROSS THE GROUP

- Global cost efficiencies
- Sharing expertise and resources
- Aggregate risk management
- Risk adjusted performance measurement
- Balance sheet efficiency
- Lower funding costs
- Maintain diversification

PERFORMANCE DRIVEN LEADERSHIP CULTURE

PRUDENTIAL

A high growth, high return business with strong momentum

- **Compelling positions in the world's leading retail financial services markets**
 - Unrivalled Asian sales and profit growth potential
 - Highly cash generative US business well positioned for retirement services growth
 - Strong UK businesses with improving returns
 - Asset management business with strong investment performance and growing cash flow
- **Capital and cash to fund growth plans**
- **Significant scope to increase value from each business and by accessing Group benefits**