

PRUDENTIAL'S ASSET MANAGEMENT BUSINESSES

Performance, Positions and Prospects
19 May 2006









WELCOME

Mark Tucker, Chief Executive









INTRODUCTON

Michael McLintock, Chief Executive M&G

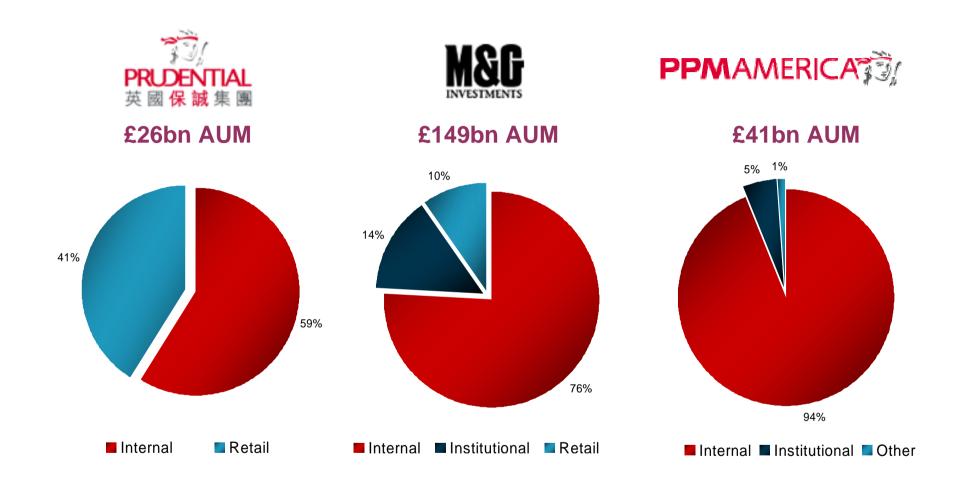






ASSET MANAGEMENT WITHIN PRUDENTIAL TODAY

A powerful and successful regional model



BENEFITS OF FOCUS AND PROXIMITY TO CLIENTS, MARKETS, KEY STAFF

COOPERATION BETWEEN THE BUSINESSES IS GOOD

We continue to find new ways of working with each other

- Manage money for each other, with clear regional specialisation
- Distribute each others' products
- Share credit research
- Share life fund accounting

PRUDENTIAL'S ASSET MANAGEMENT BUSINESSES

Agenda

8:05 - 8:10	Overview	Michael McLintock
8:10 - 8:30	US	Leandra Knes-Johnson
8:30 - 9:15	Asia	Ajay Srinivasan
09:15 - 09:30	Q&A	
	Break	
9:45 – 10:00	M&G Overview	Michael McLintock
10:00 - 10:20	Finance	Philip Johnson
10:20 - 10:40	Fixed Income	Simon Pilcher
10:40 - 11:00	Prudential Finance	John Foley
11:00 – 11: 15	Q&A	
	Break	
11:30 – 11:50	Property	Martin Moore
11:50 – 12:30	Retail	Gary Shaughnessy and Will Nott
12:30 – 12:45	Q&A	
	Conclusion	



PPM AMERICA

Leandra Knes Johnson, President, CEO and CIO







NORTH AMERICAN INVESTMENT ARM OF PRUDENTIAL PLC

- Founded in 1990, headquartered in Chicago
- Manages approximately \$72.2 billion in assets
 - Jackson National
 - Prudential UK
 - Prudential Corporation Asia
 - Institutional Collateralized Bond Obligation clients
 - Other clients
- Third largest investment management company in Chicago
 - Scale in the assets we manage
 - Ability to attract top talent
- Broad investment capability / multi-asset class expertise

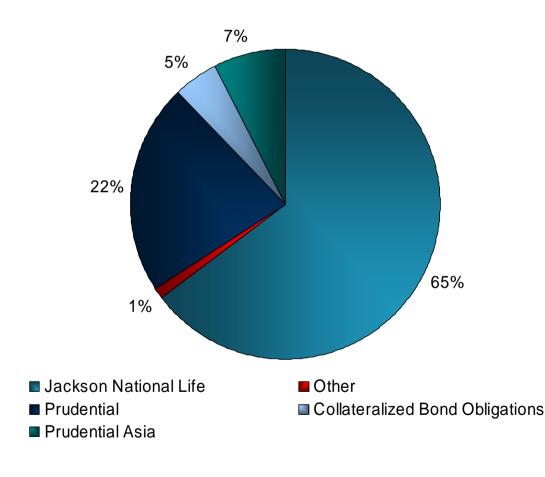


FOCUSED STRATEGY

Manage US credit and equity assets for the Group

ASSETS UNDER MANAGEMENT AS OF MARCH 31, 2006

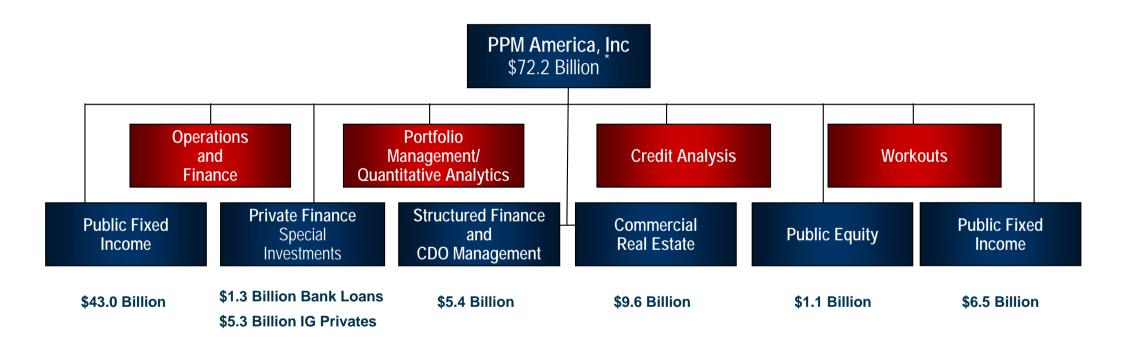
\$72.2 billion



- Overwhelming majority of PPMA's clients are internal (99% internal)
- 90% of our compensation is driven by client investment performance
- Focus on institutional investing, primarily for our affiliates
 - investment performance supportive of businesses
 - efficient, lower cost provider
 - significant benefits from cross group collaboration

FUNCTIONAL ORGANISATION STRUCTURE

PPMA manages a broad array of Fixed Income and Equity Assets



^{*} As of March 31, 2006; includes assets managed through PPM America's affiliate, PPM Finance, Inc. Red boxes indicate a firm wide and blue an asset class function.

INVESTMENT RESULTS

PPMA is producing results supportive to the Group's businesses

- JNL is outperforming across a range of criteria: 2005 performance
- \$20 million credit impairments versus \$135 million used in pricing
- Entry spreads supportive of its business without undue risk assumption (+18 bps)

	1 Year	3 Year
 Total Corporate Total Return 	+43 bps	+46 bps

INVESTMENT RESULTS

PPMA is producing results supportive to the Group's businesses

UK fixed income and equity have performed well versus benchmarks

	1 year	3 year
Fixed	+77 bps	+23 bps
Large Cap Equity	-70 bps	+84 bps

- Asia
 - upper quartile peer comparisons in investment grade and high yield
 - index comparisons reflect extraordinary growth

ALIGNMENT WITH CLIENT OBJECTIVES

- PPMA has developed performance metrics for each of its clients
 - designed to be consistent with client objectives
- 90% of our compensation is driven by client investment performance
- Publish metrics and progress toward them monthly
- Clearly communicate individual objectives and align them to group performance objectives
- Hold quarterly All Employee meetings to review and explain YTD performance
- Align pay and performance in as transparent a fashion as possible

EFFICIENT INVESTMENT MANAGEMENT PLATFORM

INVESTMENT EXPENSE AND PORTFOLIO COMPARISONS OF LARGE ANNUITY COMPANIES

of December 31, 2005 (\$ in millions)		2005	2004	'05 / '04		
οι = σσσιιισσι στ, =σσσ (ψστο,	Ord. Ind.	Inv Exp	Inv Exp		Investment	
Company	Annuity Reserves		Ratio (bps)		Expenses *	
1 Teachers Ins & Ann Assoc of Amer	123,404	14	15	(1)	214	153,900
2 AIG Annuity Ins Co	46,455	10	11	(1)	53	50,952
3 Allianz Life Ins Co of North America	31,324	10	10	0	32	32,259
4 New York Life Insurance & Annuity Co	21,117	11	10	1	40	38,206
5 Allstate Life Insurance Co	20,077	10	10	(0)	51	52,725
6 Transamerica Life Ins Co	18,976	26	22	4	97	36,646
7 Metropolitan Life Insurance Co	18,428	60	33	27	1,007	168,876
8 IDS Life Insurance Company	16,152	7	9	(2)	15	23,181
9 Variable Annuity Life Insurance Co	15,019	6	6	(0)	19	32,329
10 Lincoln National Life Insurance Co	14,817	31	27	4	112	35,739
11 Fidelity & Guaranty Life Insurance C	13,618	12	14	(2)	19	14,931
12 General Electric Capital Asr Co	11,842	15	8	7	46	31,554
13 Union Fidelity Life Insurance Co	11,624	7	12	(5)	14	18,744
14 John Hancock Life Ins Co	10,226	23	23		128	56,042
15 The Travelers Ins Co	10,154	42	15	27	192	45,645
16 ING USA Annuity and Life Ins Co	9,817	43	45	(2)	74	16,982
17 Sun Life Assur Co of Canada Us	9,482	8	8	0	13	17,135
18 American Equity Invest Life Ins Co	8,842	17	17	(0)	15	9,114
19 Symetra Life Ins Co	7,759	13	9	4	20	14,955
20 Prudential Insurance Co of America	7,695	26	25	1	337	129,703
21 American General Life Insurance Co	7,309	12	5	6	29	24,617
22 American Investors Life Insurance Co	7,084	34	33	0	25	7,589
23 Western Southern Life Assurance Co	6,725	6	6	0	5	8,557
24 Hartford Life Insurance Co	6,589	11	10	1	30	26,615
25 New York Life Insurance Co	6,389	15	16	(0)	127	82,315
26 Jefferson Pilot Life Insurance Co	6,374	6	6	(0)	9	14,668
27 Pacific Life Insurance Co	6,358	23	22		69	30,157
28 Great American Life Ins Company	5,577	15	23	(8)	12	7,496
29 American Enterprise Life Ins Co	5,568	3	4	(1)	2	6,386
30 Principal Life Insurance Co	5,310	17	17	0	87	49,935
Top 30 Composite (ranked by largest IA reserves, excl. JNL)	490,108	23	19	5	2 892	1,237,953
Top 30 Composite (excl. Met Life and Travelers)	461,526	17	16	0		1,023,432
Top or composite (enter more and marches)	101,020				1,000	1,020,102
130 Company Composite (ranked by largest inv. Assets, excl. JNL)	658,822	22	18	4	4,815	2,200,011
Total Individual Life Industry **** (excl. JNL)	737,948	23	19	4	5,914	2,616,232
Consolidated Jackson National Life	25,959	9	8	0	39	44,888
Jackson National Life Insurance Co	25,389	9	8	0	38	43,556
Jackson National Life Ins Co of Ny	569	4	4	0	1	1,460

Source: National Underwriter Insurance Data Service from Highline Data *Investment expenses adjusted to exclude real estate investment expenses ** Average assets adjusted to exclude policy loans and real estate ***Asset allocation data includes policy

CROSS GROUP COLLABORATION

Share knowledge and coordinate IT

- Leverage IT systems / infrastructure
 - CDS pricing systems
 - ABS systems
 - other software and investment management tools
- PPMA support of M&G synthetic CBO business
- Knowledge share on back-office operations

CROSS GROUP COLLABORATION

Coordination between PPM and M&G Credit

- Complete sharing of research information
 - M&G provides support/opinions for European issuers
 - PPM provides support/opinions for U.S. issuers
- PPM has full access to M&G's research database
- M&G has full access to PPM's research database
- Bi-weekly calls between Jim Young and Stephen Wilson-Smith to discuss market conditions and specific credits
- Ultimate Goal: Work together to identify opportunities and avoid blowups

COORDINATION BETWEEN PPM AND M&G CREDIT

Examples

Dana Corporation

- M&G held Dana Corporation in one CDO
 - in March 2006 PPM informed M&G that it felt Dana was going to file within days
 - M&G immediately sold out of their entire position
 - one week later Dana filed for bankruptcy

Parmalat

- Parmalat is an Italian dairy producer that filed for bankruptcy in 2003
- M&G was very negative on the name they did not like the leverage and the off balance sheet debt
- PPM agreed with M&G and did not purchase any Parmalat debt
- Neither PPM nor M&G ever held any Parmalat debt, despite it being one of the largest issuers in the private placement market



JACKSON NATIONAL LIFE PORTFOLIO SUMMARY



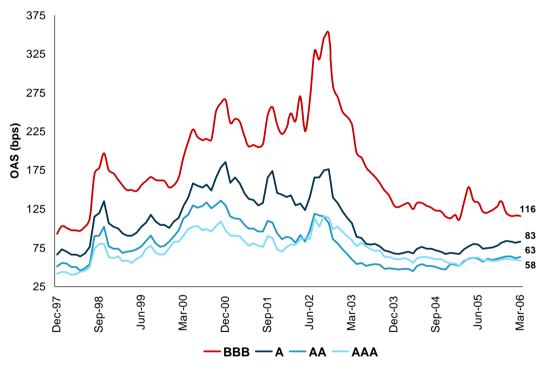




MARKET CONDITIONS

INVESTMENT GRADE SPREADS

YTD 31/3/06



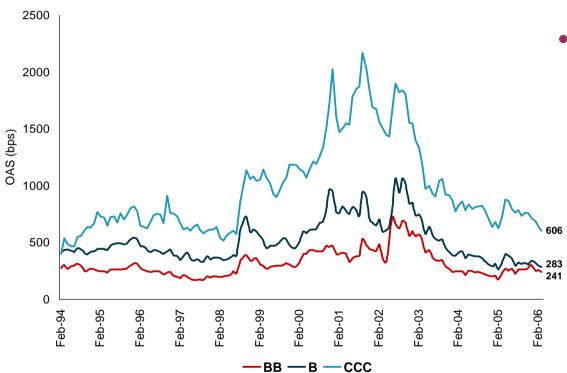
- The U.S. economy continues to perform well despite high oil prices
 - 1Q06 GDP at 4.8%
 - 2006 GDP forecast of 3.7%
 - 4.7% unemployment
 - Oil prices are currently in the range of \$68-\$72 per barrel
- Inflation rising, but contained
- Reflecting good conditions investment grade spreads remain tight by historical standards
- Event risk has increased

Source: Merrill Lynch

MARKET CONDITIONS

HIGH YIELD SPREADS

YTD 31/3/06



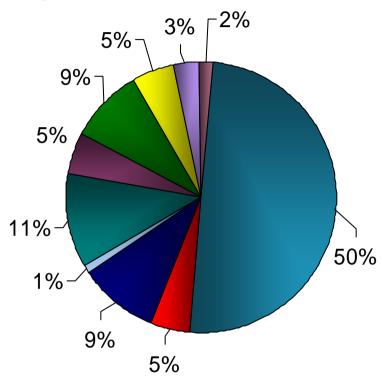
- High yield corporate fundamentals remain solid and defaults remain well below historic averages.
- Valuations remain tight by historical standards, particularly in lower rated credits

Source: Merrill Lynch

JNL'S INVESTMENT PORTFOLIO

Current position as of March 31, 2006

\$46.1 BILLION



- Investment grade public
- Investment grade private
- Commercial mortgage loans
- RMBS
- Private equity

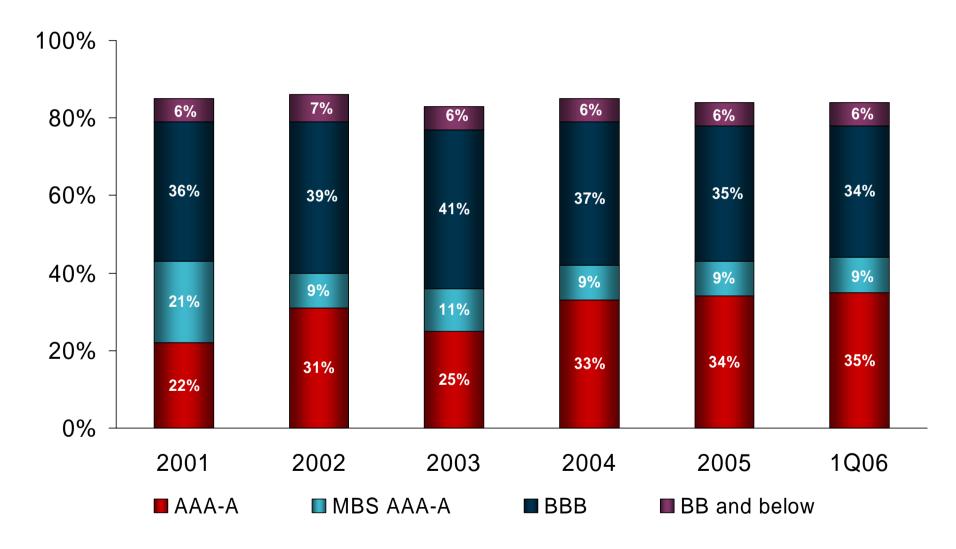
- Non-investment grade public
- Non-investment grade private
- ABS
- CMBS
- Cash & other

- Neutral duration ALM run by JNL
- Opportunistically deploying cash
- Slightly underweight credit
 - fundamentals good, but valuations tight
- Corporate portfolio somewhat defensive
 - little value in B rated credit
 - rising event risk in IG credit
- Portfolio continues to be diversified across and within asset classes

FIXED INCOME PORTFOLIO QUALITY

As percentage of cash and invested assets

HIGH YIELD STRATEGICALLY AND TACTICALLY LOWER



Notes: Percentages based on statutory accounting data. Excludes policy loans and net of dollar roll leverage. Beginning in 2001 data is consolidated to include Jackson National of New York.

PROBLEM CREDITS AS OF 31/03/06

Better than pricing

\$ IN MILLIONS

		Statutory		GAAP		
Asset Class	Market Value	Book Value	Unrealized Gain / (Loss)	Book Value	Unrealized Gain / (Loss)	
ABS / CDO	\$0.1	\$0.2	(\$0.1)	\$0.2	(\$0.1)	
Corporates	5.2	4.0	1.2	4.0	1.2	
MBS / CMBS	9.9	9.4	0.5	9.4	0.5	
Total	\$15.2	\$13.6	\$1.6	\$13.6	\$1.6	



PPMA SUMMARY







SUMMARY

- Broad investment management capability
- Internally focused institutional business model
- Solid investment performance across a range of mandates
- Client-focused organizational structure and compensation schemes
- Group collaboration
- US economy and credit environment remain good
- JNL's portfolio is well positioned for the business cycle





POSITION, PERFORMANCE AND PROSPECTS IN ASIA

Ajay Srinivasan, Chief Executive Fund Management,

Prudential Corporation Asia







KEY MESSAGES

- The Asian markets are large, growing and increasingly attractive:
 - Household financial assets increasing
 - Rapid mutual fund growth and rising penetration
- Prudential Asset Management creates value in multiple ways:
 - Solid and consistent fund performance
 - Strong track record of profitable growth
 - Distinctive and advantaged platform
- Ideally positioned to take advantage of the substantial Asian growth opportunities





ASIA: AN ATTRACTIVE MARKET

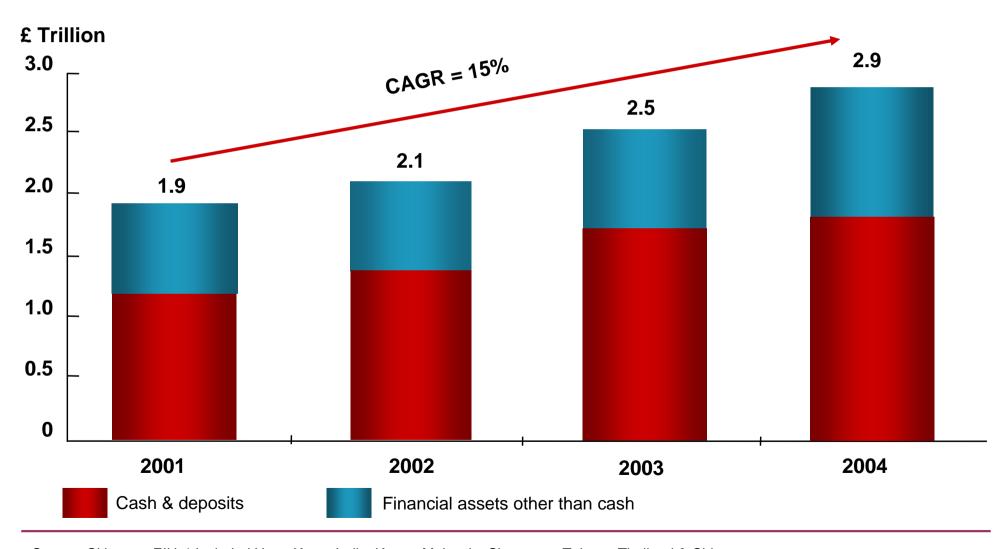






STRONG GROWTH IN HOUSEHOLD FINANCIAL ASSETS

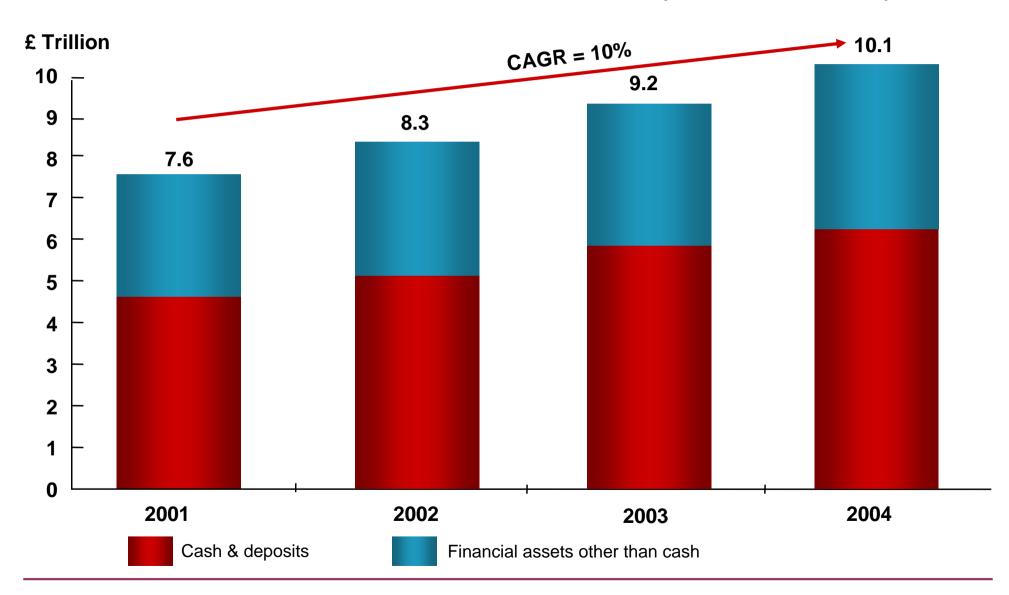
GROWTH OF HOUSEHOLD FINANCIAL ASSETS IN ASIA* (EXCLUDING JAPAN)



Source: Citigroup, EIU * Included Hong Kong, India, Korea, Malaysia, Singapore, Taiwan, Thailand & China

STRONG GROWTH IN HOUSEHOLD FINANCIAL ASSETS

GROWTH OF HOUSEHOLD FINANCIAL ASSETS IN ASIA (INCLUDING JAPAN)

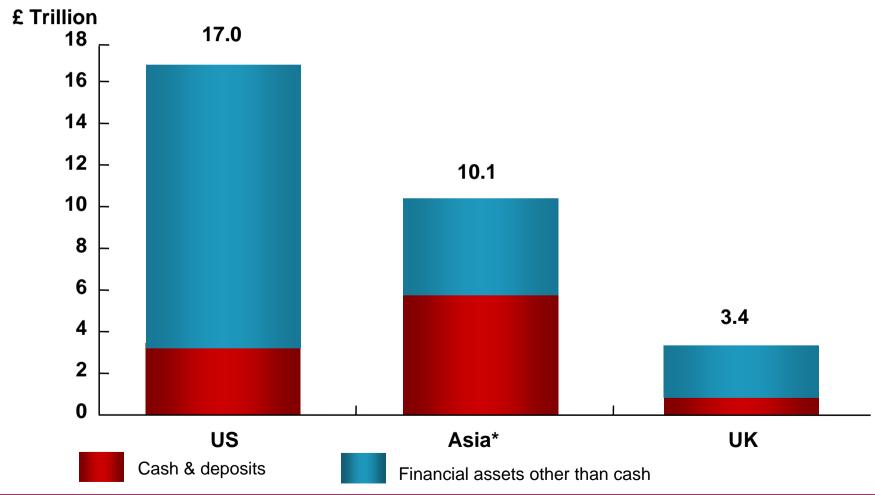


Source: Citigroup, EIU

ASIA'S HOUSEHOLD FINANCIAL ASSETS

ASIA'S HOUSEHOLD FINANCIAL ASSETS ARE TRIPLE THE AMOUNT IN UK AND OVER 55% OF THE AMOUNT OF THE US; 60% ARE STILL IN CASH & DEPOSITS

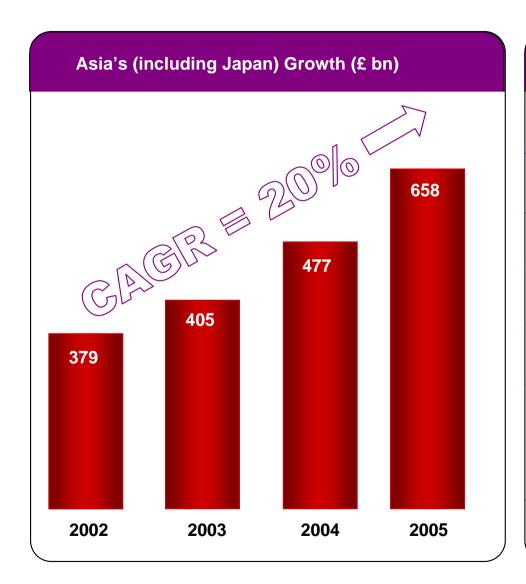




Source: Citigroup, EIU

^{*} Including Japan

MUTUAL FUNDS MARKET IN ASIA: ATTRACTIVE GROWTH



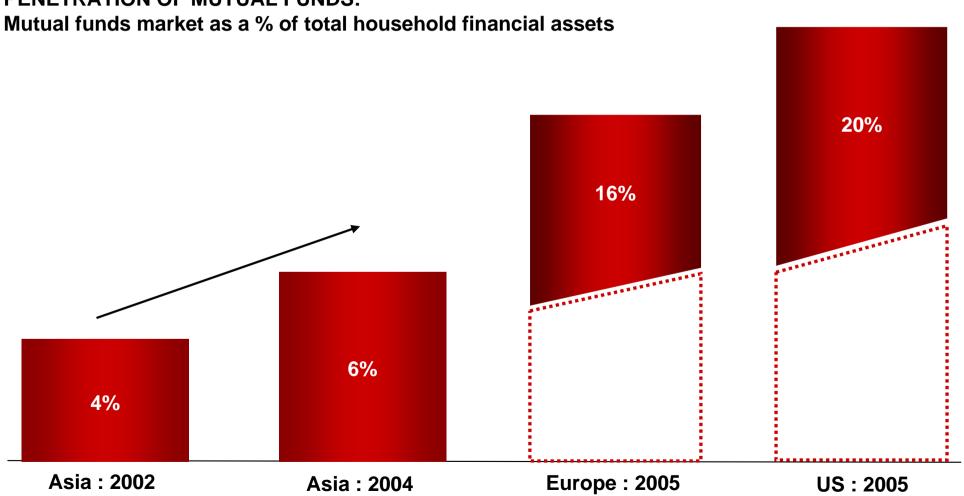
		FUM 2005 (£ billion)	FUM 2002 (£ billion)	02-05 CAGR (%)
9 F	Japan	400	219	22
•	Korea	116	78	14
*	China	40	9	64
#	Taiwan	35	35	-
	Hong Kong*	26	15	20
	India	26	15	20
	Singapore	8	5	19
	Malaysia **	7	3	31

Source: Cerulli Associates, Monetary Authority of Singapore, Association of Mutual Funds in India, Securities Investment Trust Association, KITCA, * local retail funds only, **Securities Commission of Malaysia (private funds only)

INCREASING PENETRATION OF MUTUAL FUNDS IN ASIA

1% INCREASE IN MUTUAL FUNDS PENETRATION IN ASIA TRANSLATES INTO APPROXIMATELY £100BN INCREASE IN INDUSTRY FUM

PENETRATION OF MUTUAL FUNDS:



Source: Cerulli, Citigroup, EIU



POSITION AND PERFORMANCE







HOW PRUDENTIAL'S FUND MANAGEMENT BUSINESS ADDS VALUE







Linked **Products**

Work with Life

companies to

deliver and

support ILP range



Build a material and profitable **Mutual Funds** business

Local market knowledge and management



Life Funds

Manage Life Funds to deliver performance

STRATEGIC OBJECTIVES

Geography



Building a significant presence in key Asian markets

Product



Developing a range of products backed by performance to meet customer needs

Customer



Building a material retail customer base with superior customer service

Brand



Recognised as a trusted retail investment brand

Distribution



Multi channel approach tailored to local markets

ADDING VALUE TO OUR LIFE FUNDS

WE HAVE ADDED SIGNIFICANT VALUE TO OUR LIFE COMPANIES' FUNDS THROUGH TAA AND ACTIVE FUND MANAGEMENT

% of funds outperform	benchmark*
-----------------------	------------

	1 year	3 year
Asian Equity	90%	90%
Asian Fixed Income	56%	48%

Clients		Value added in last 3 years (£m)**			
(::	Singapore Life	47			
*	Hong Kong Life	41			
(*	Malaysia Life	42			
	United Kingdom Life	61			
	Total	190			

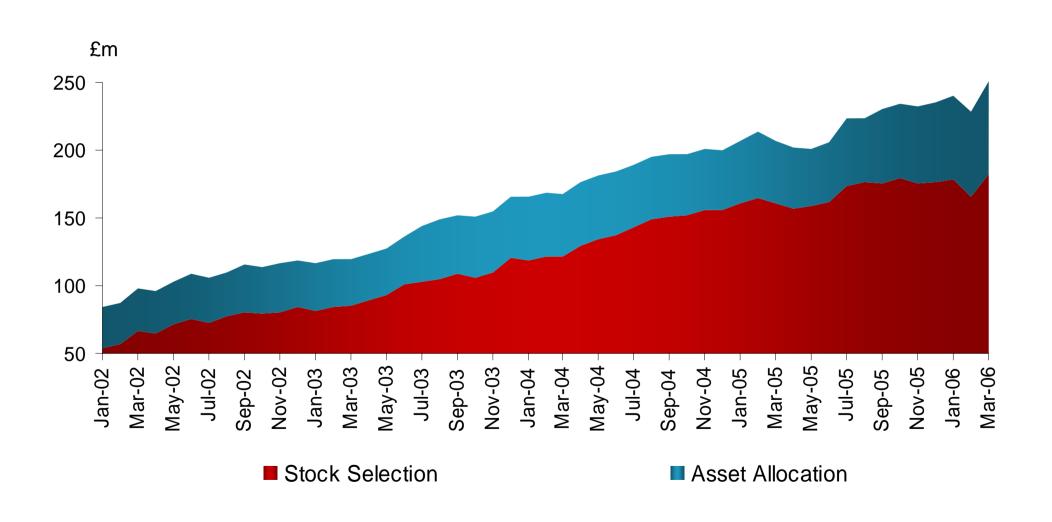
^{*} Measured by FUM as at end Dec 05

^{**} Above benchmark value added in 3 years ended 31 December 2005

ASIAN BALANCED FUNDS

Our Historical Performance

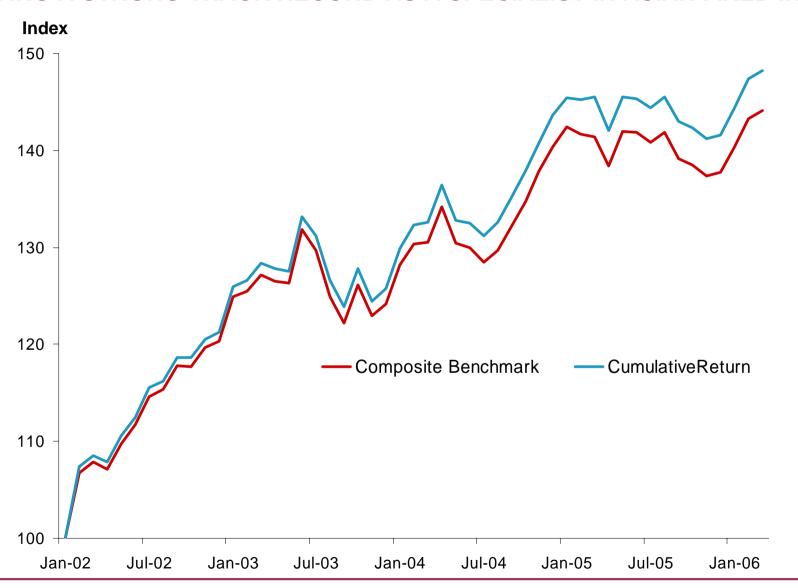
ATTRIBUTION OF VALUE CREATED



FIXED INCOME FUNDS

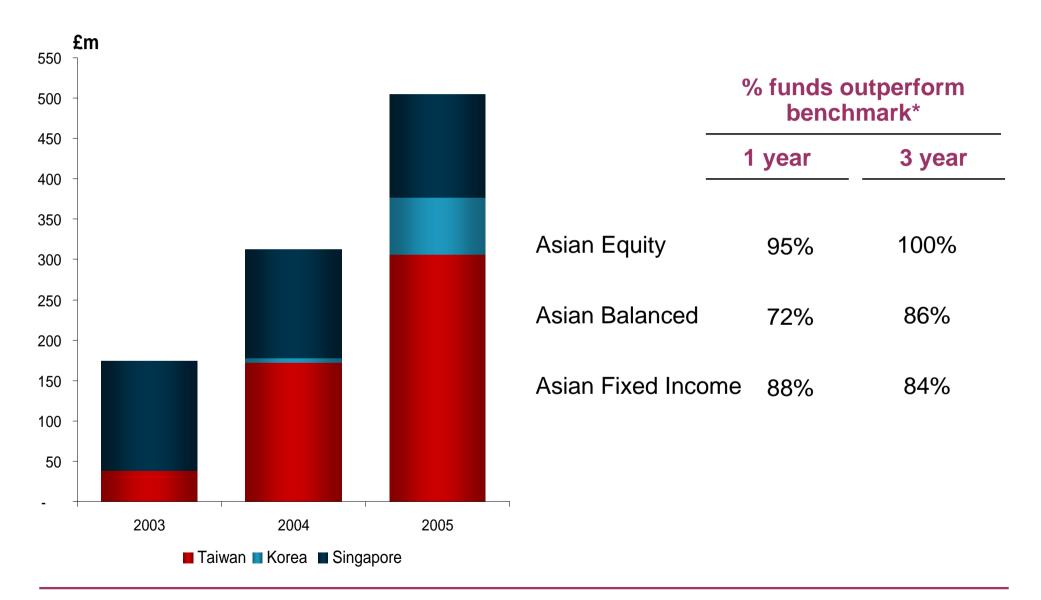
Our Historical Performance

BUILDING A STRONG TRACK RECORD AS A SPECIALIST IN ASIAN FIXED INCOME



INVESTMENT LINKED PRODUCTS (ILP)

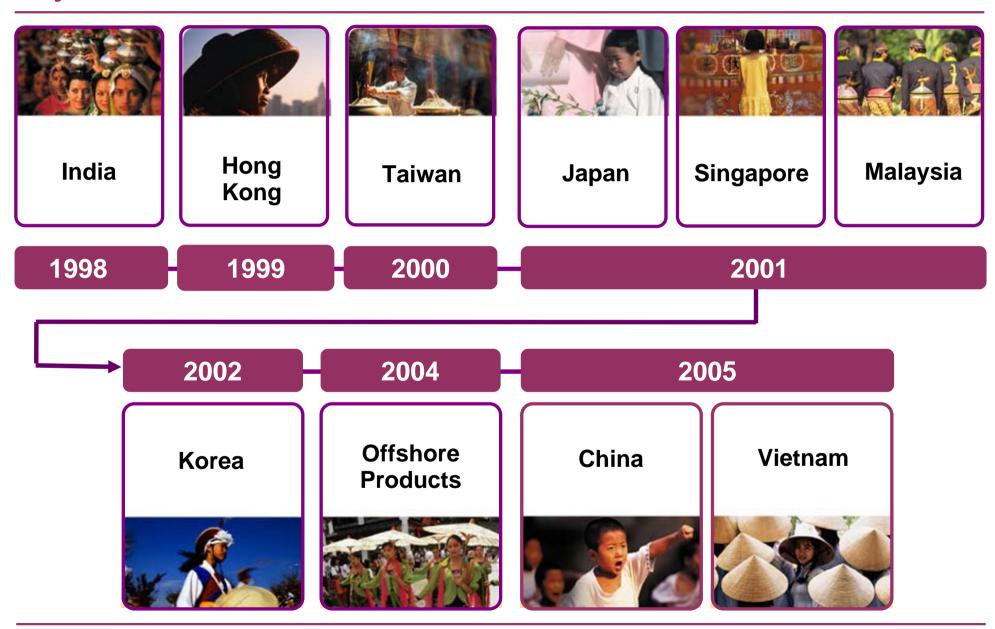
Superior performance supporting growth of ILP business**



^{*} Measured by FUM and in upper half against peer group as at end Dec 05 ** 63% of 2005 APE

MUTUAL FUNDS

Major Milestones



MUTUAL FUNDS

Leading Presence In Asia

WIDE GEOGRAPHIC FOOTPRINT PROVIDING GROWTH OPPORTUNITIES, WITH CONTROLLED RISK

<u>S</u>

Ho



	ng Kong	ingapore	Japan	Taiwan	th Korea	India	Malaysia	China	Vietnam
Prudential (9)	\checkmark	√	√	√	√	√	√	\checkmark	\checkmark
Templeton (7)	V	V	/	V	1	1		1	
HSBC (7)	√	\checkmark	√	√	√	√		\checkmark	
Alliance Cap (6)	1	/	V	V		/		/	
Fidelity (6)	√	\checkmark	√	\checkmark	\checkmark	√			
Schroders (6)	\checkmark	V	1	V	V			\checkmark	
AIG Global (5)	\checkmark	\checkmark	\checkmark	\checkmark				\checkmark	
Jardine Fleming (5)	V	V	√	\checkmark				1	
ABN Amro (5)	\checkmark	\checkmark		\checkmark		\checkmark		\checkmark	
Aberdeen (3)	√						/		

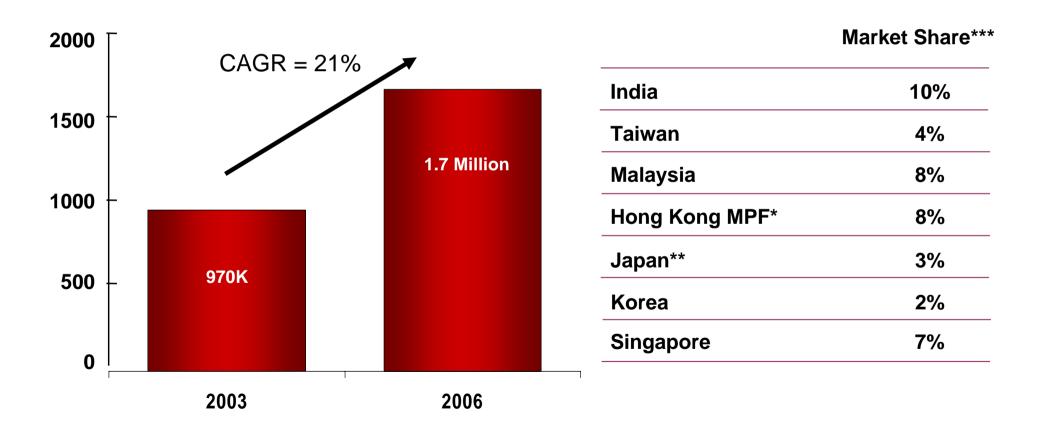
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Note : Presence with licence and office set up as of Mar 2006

Source: Internal research

GROWING NUMBER OF CUSTOMERS AND SUBSTANTIAL MARKET SHARE

Number of customers

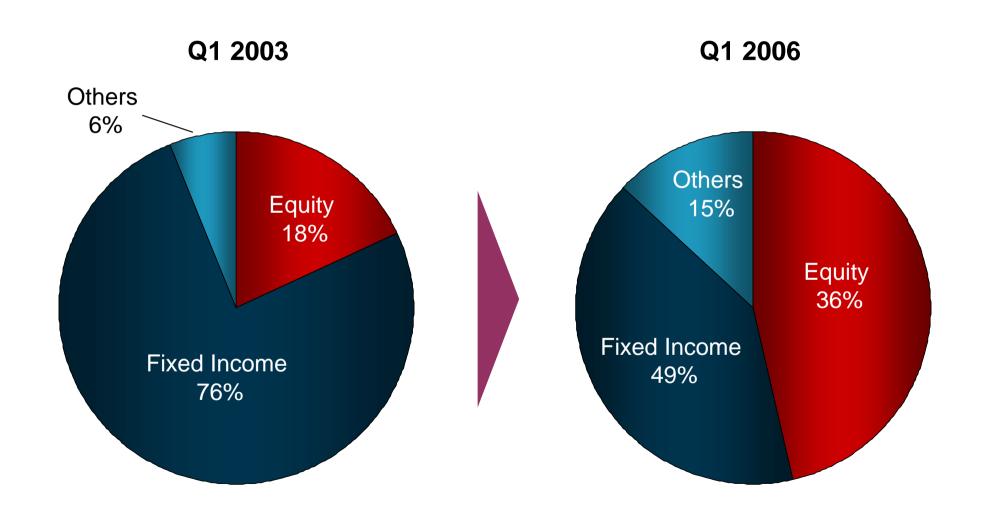


^{*}By members numbers **By Foreign players' AUM ***As of Mar 2006

MUTUAL FUNDS

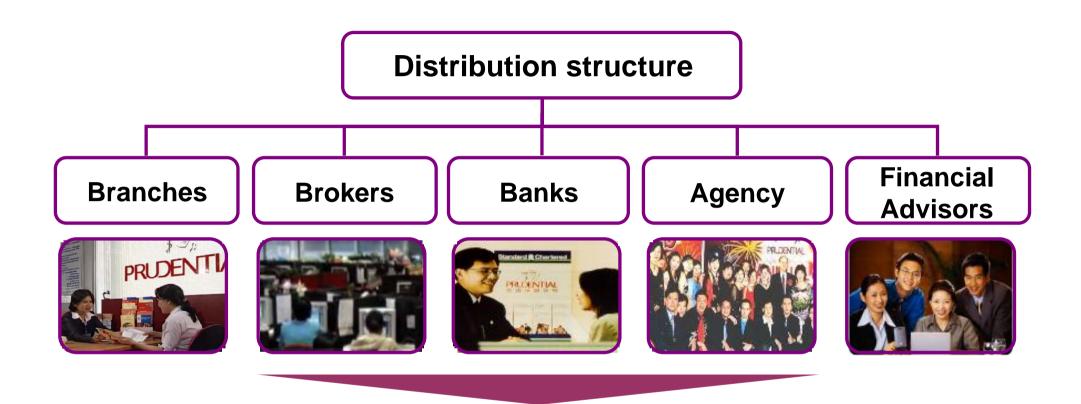
Product Mix Moving in the Right Direction

EQUITY FUNDS UNDER MANAGEMENT DOUBLED OVER LAST 3 YEARS



DISTRIBUTION

Successful Multi-Channel Strategy



Over 40,000 points of sale across Asia

Customers can access us when and where they choose

WIDE NETWORK OF QUALITY DISTRIBUTORS

DISTRIBUTION OF PRODUCTS THROUGH BANKS AND SECURITIES COMPANIES





COUNTRY MUTUAL FUNDS

Fund Performance Highlights

STRONG PERFORMANCE BACKING OUR MUTUAL FUND ASSET GROWTH

	% outperform	% outperform benchmark*		
	1 year	3 year		
Korea Equity	95%	100%		
Korea F.I. & Balanced	74%	100%		
India Equity & Balanced	84%	17%		
India Fixed Income	94%	89%		
Malaysia Equity & Balanced	26%	100%		
Malaysia Fixed Income	59%	100%		
Taiwan Equity & Balanced	60%	17%		
HK / Singapore Equity	59%	95%		
Singapore F.I. & Balanced	-	100%		

Japan Equity

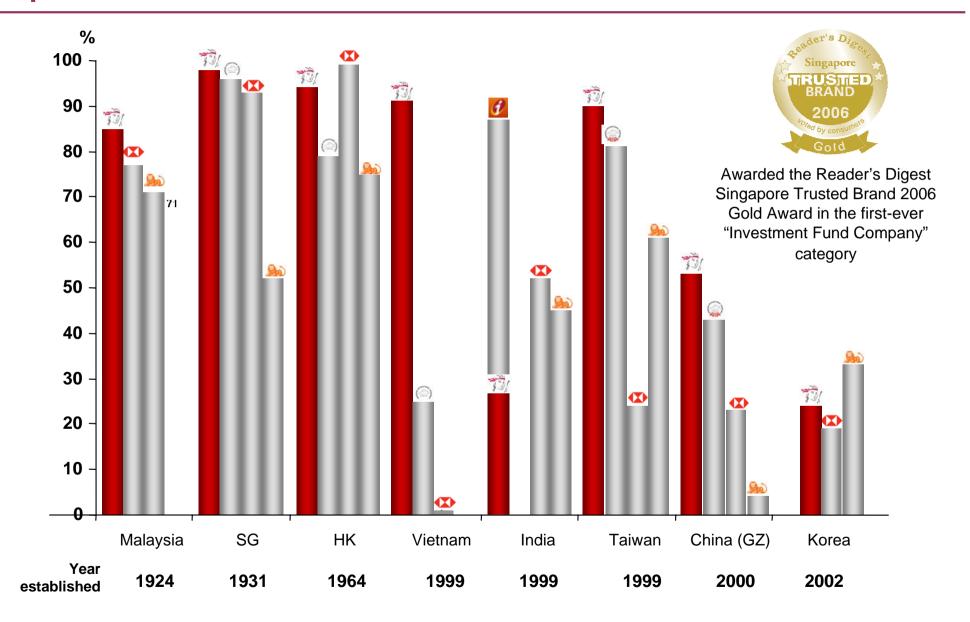
49%

3%

^{*} Measured by FUM and in upper half against peer group as at end Dec 05

BRAND LEADERSHIP

Impressive Icon Awareness

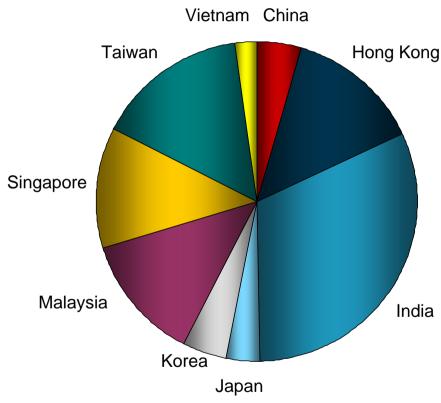


Source: Prudential Corporation Asia Tracking Research conducted across Asia in 2004-2005

PEOPLE

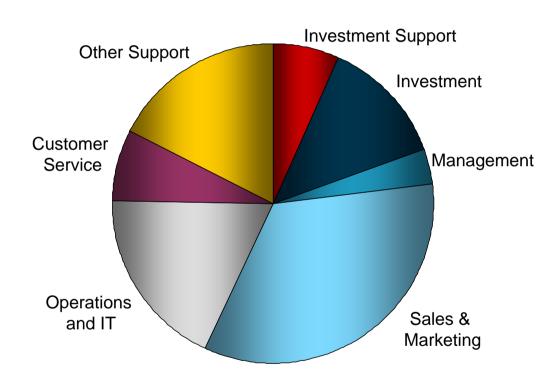
A Key Source of Advantage

GEOGRAPHIC SPREAD



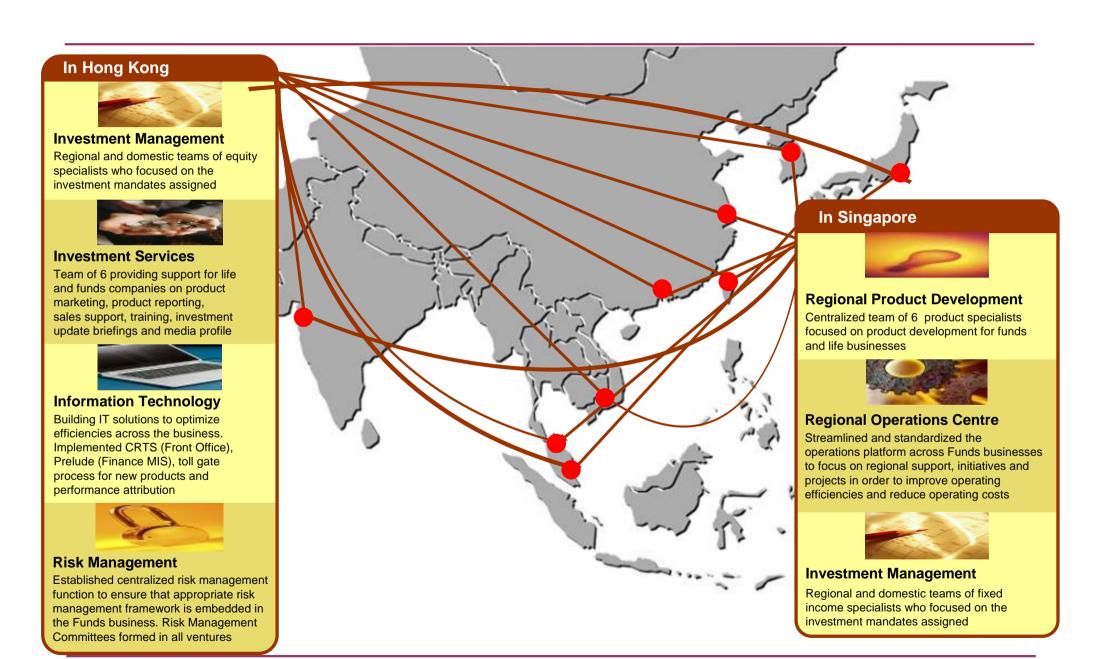
- Over 900 staff in total
- Multi-cultural team

FUNCTIONAL SPLIT



 Over 220 staff hold MBAs and over 70 hold Certified Financial Analyst or equivalent qualifications

ADVANTAGED OPERATING INFRASTRUCTURE

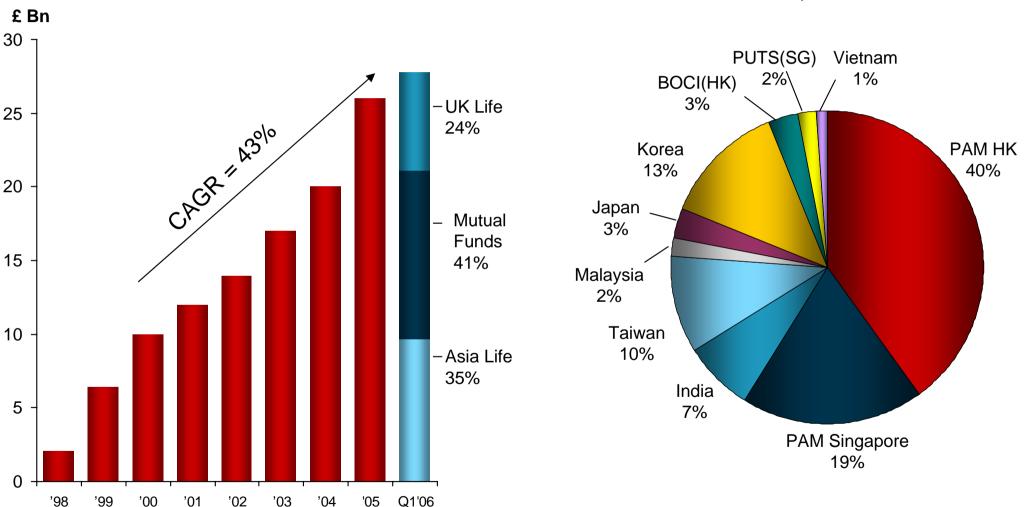


FINANCIAL HIGHLIGHTS

Strong Growth in Funds Under Management

FUNDS UNDER MANAGEMENT

FUM MANAGED, BY GEOGRAPHY



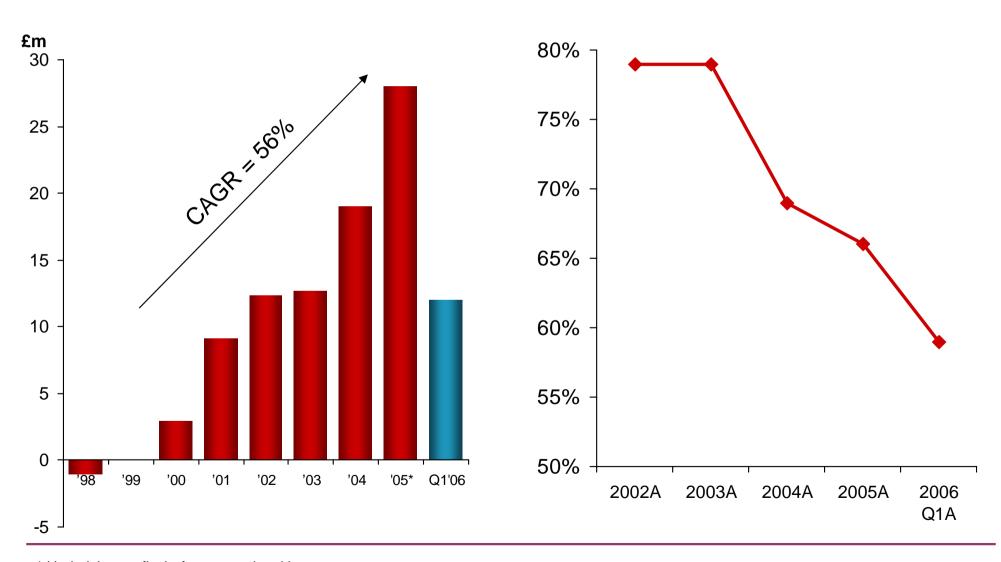
£28 Bn FUM END Q1 2006 WITH GROWTH DRIVEN BY MUTUAL FUNDS

ECONOMIES OF SCALE CLEARLY COMING THROUGH

Record Profit in Q1 06, up 100% year on year

UNDERLYING PROFITS

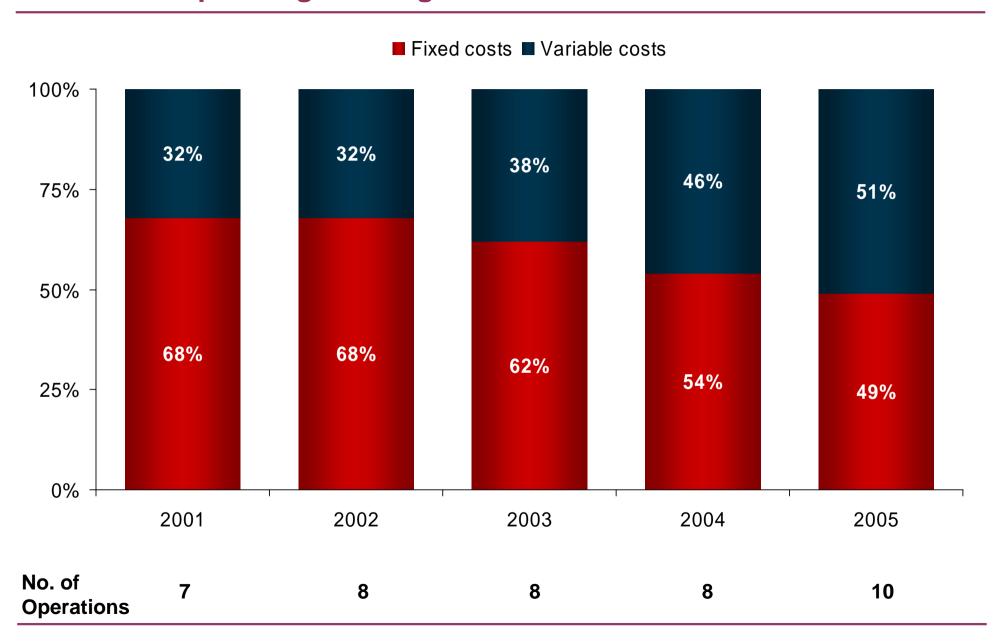
COSTS AS % OF NET REVENUE



^{*} Underlying profits before exceptional item

FIXED VS VARIABLE COSTS

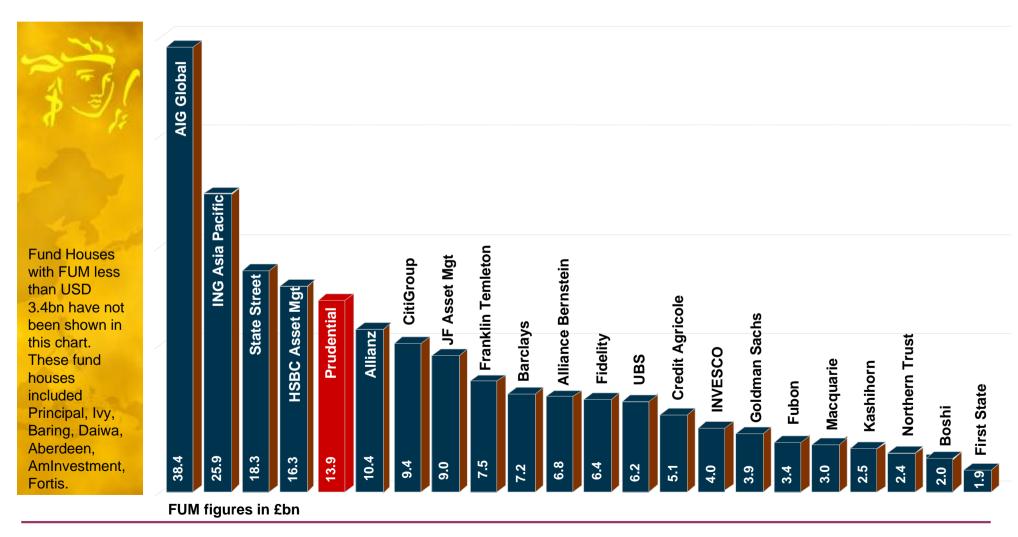
Benefits of Operating Leverage



PRUDENTIAL FUNDS

A Material Regional Player

RANKED AS 5TH LARGEST FUND MANAGEMENT COMPANY IN ASIA (EX JAPAN) SOURCED FUM AS OF JUNE 2005



Source: Asia Asset Management Sep 2005. FUM as of end June 2005 – sourced in Asia (ex-Japan)

INDUSTRY RECOGNITION

A record year for awards

Asia Asset Management Annual Awards 2005

- Category/India/Most Improved Fund House for 2005 Winner: Prudential ICICI Asset Management
- Category/Korea/Most Innovative Product Winner: PCA Investment Trust Management (New Silk Road Fund)
- Category/Korea Equity/Three Years
 Merit award (runner-up): PCA Investment Trust
 Management
- Category/Singapore/Most Improved Retail Fund House for 2005
 Merit award: Prudential Unit Trust Singapore
- Category/Malaysia/Most Improved Fund House for 2005

Merit award: Prudential Unit Trusts Bhd

Money Today Best Fund Awards 2005

 Category/Best Equity Fund Management Company Winner: PCA Investment Trust Management

The ICRA Award 2005

 Category: Open-ended diversified equity scheme Winner: Prudential ICICI Dynamic Plan

The Edge – Lipper Malaysia Unit Trust Fund Awards 2005

- Category/Equity Small Companies Fund/Three Years Winner: Prudential Unit Trusts Bhd (PRUsmall-cap Fund)
- Category/Equity Growth Fund/Three Years Winner: Prudential Unit Trusts Bhd (PRUgrowth Fund)
- Category/Mixed Asset Growth Fund/Three Years Winner: Prudential Unit Trusts Bhd (PRUbalanced Fund)
- Category/Mixed Asset Islamic/Syariah Fund/Three Years
 Winner: Prudential Unit Trusts Bhd (PRUdana al-islah Fund)

The Star/Standard and Poor Investment Funds Award 2005

- Category/Malaysia/Smaller Companies/Three Years Winner: Prudential Unit Trusts Bhd (PRUsmall-cap Fund)
- Category/Malaysia/Asset Allocation Neutral/Three Years
 Winner: Prudential Unit Trusts Bhd (PRUbalanced Fund)

UNIQUE COMPETITIVE EDGE



Wide geographic footprint in Asia

Large and broad customer base

Efficient delivery of products

Established distribution relationship

Strong fund performance

Quality people and system

Economies of scale

Sustainable, profitable growth



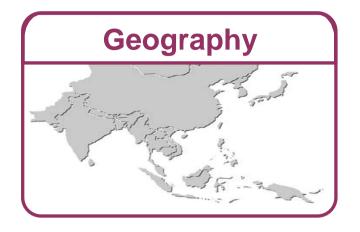
PROSPECTS







PILLARS OF OUR STRATEGY



- Continued, strong growth in our more established markets
- Strong growth in North Asian markets
 - ➤ Japan and Korea FUM growth of 73% and 90% respectively since 2004
- Successful launch in China
- Planned expansion into Middle East



- Strong growth in customer base
- Targeted segments growing plus new segments being addressed
- Increasing retirement needs

PILLARS OF OUR STRATEGY

Product



- Continued emphasis on development of offshore range
- Strong growth of Lifecycle funds in Singapore and Korea
- Ongoing focus on development and management of Investment Linked products
- Use of structured products for deposit stripping
- Introduction of Real Estate funds
- Increased professional wealth management through segregated account management

Distribution











- Continued focus on breadth and depth of multi-channel distribution model
- Strong in country relationships with major distributors
- Growing relationships with Global distributors

KEY MESSAGES

- The Asian markets are large, growing and increasingly attractive:
 - Household financial assets increasing
 - Rapid mutual fund growth and rising penetration
- Prudential Asset Management creates value in multiple ways:
 - Solid and consistent fund performance
 - Strong track record of profitable growth
 - Distinctive and advantaged platform
- Ideally positioned to take advantage of substantial Asian growth opportunities