

PruPIM - REAL ESTATE INVESTMENT MANAGEMENT

Martin Moore, Managing Director, PruPIM







PruPIM

Real Estate Investment Management



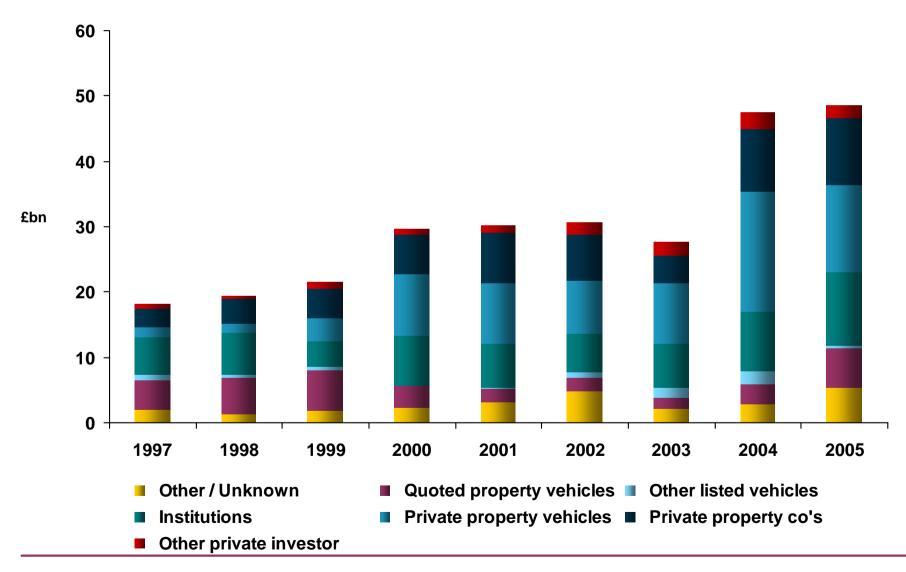
AGENDA

- Market context
- Business dynamics
- Recent achievements
- Tomorrow's opportunities

MARKET CONTEXT

Diverse range of investors with activity at record levels

UK REAL ESTATE PURCHASING ACTIVITY



Source: DTZ

MARKET CONTEXT

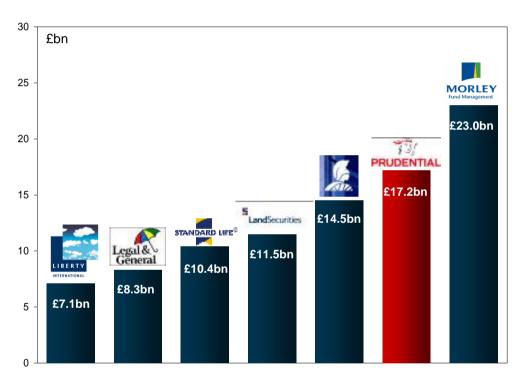
Strong performance across all sectors of the UK market

UK DIRECT PROPERTY TOTAL RETURNS TO 31 MARCH 2006



Broad skills base supports the creation & operation of real estate portfolios

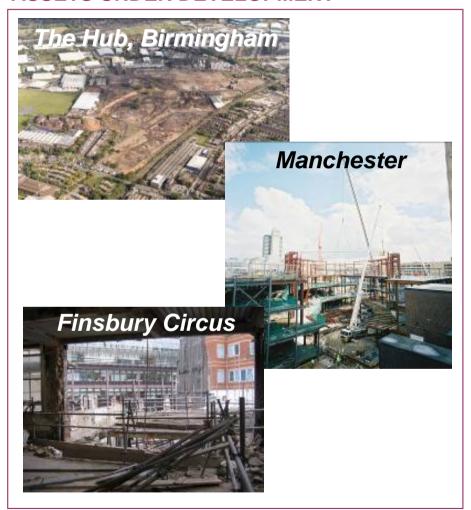
ASSETS UNDER MANAGEMENT



- One of the UK's largest real estate investment managers.
- Widely respected research team.
- Proven fund, investment and asset management capability.

Broad skills base supports the creation & operation of real estate portfolios

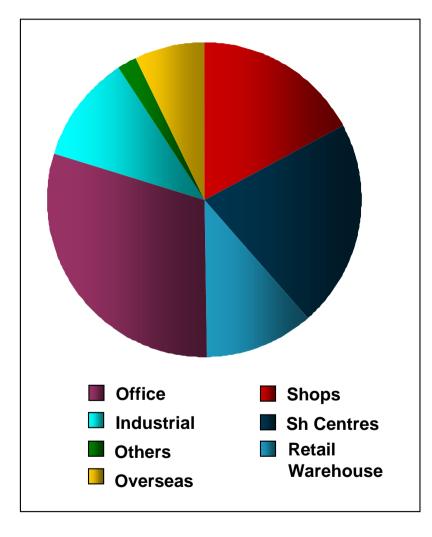
ASSETS UNDER DEVELOPMENT



- One of the UK's largest real estate investment managers.
- Widely respected research team.
- Proven fund, investment and asset management capability.
- Successful development team.

Broad skills base supports the creation & operation of real estate portfolios

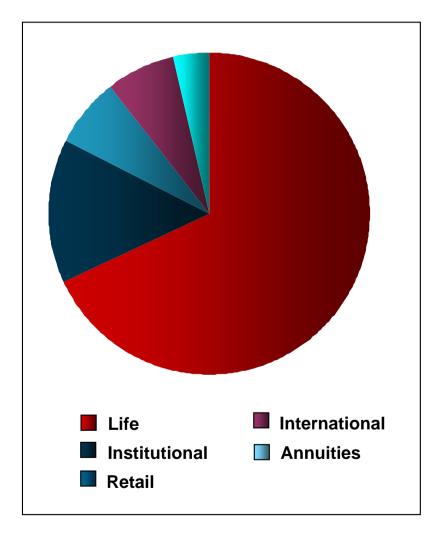
SECTOR BREAKDOWN AT 31.12.2005



- One of the UK's largest real estate investment managers.
- Widely respected research team.
- Proven fund, investment and asset management capability.
- Successful development team.
- Sector Specialists.

Broad skills base supports the creation & operation of real estate portfolios

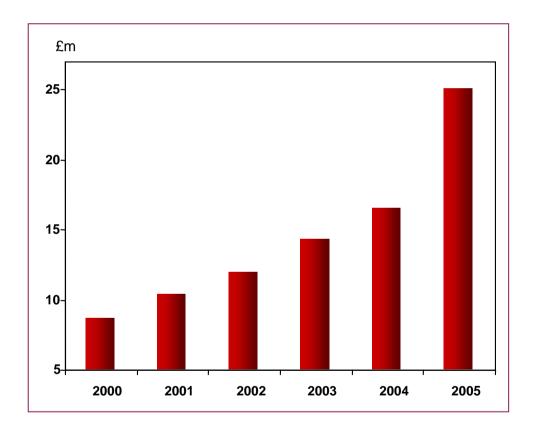
ASSETS UNDER MANAGEMENT BY BUSINESS STREAM



- One of the UK's largest real estate investment managers.
- Widely respected research team.
- Proven fund, investment and asset management capability.
- Successful development team.
- Sector Specialists.
- Business stream overlay.

Broad skills base supports the creation & operation of real estate portfolios

PruPIM UNDERLYING PROFITS



- One of the UK's largest real estate investment managers
- Widely respected research team
- Proven fund, investment and asset management capability
- Successful development team
- Sector Specialists
- Business stream overlay
- A fully integrated model

Broad skills base supports the creation & operation of real estate portfolios

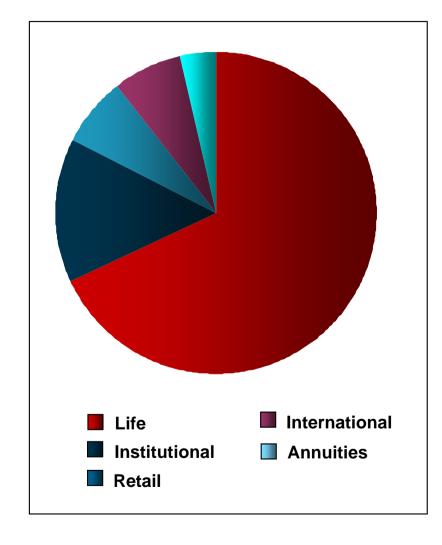
PruPIM UNDERLYING PROFITS

£m 25-20-15-10-2000 2001 2002 2003 2004 2005

Buying >

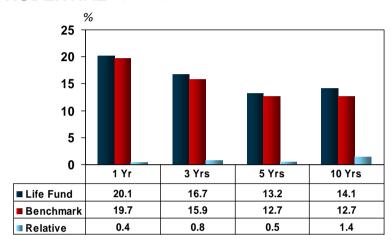


ASSETS UNDER MANAGEMENT BY BUSINESS STREAM

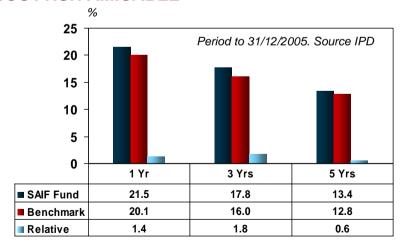


An outstanding performance record

PRUDENTIAL £11.1bn



SCOTTISH AMICABLE £1.9bn

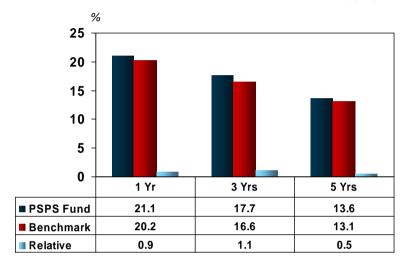


LIFE FUNDS

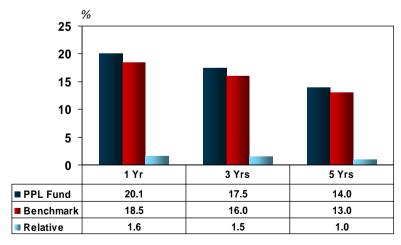
- Large but mature funds
- Continued focus on performance delivery
- Potential benefits through pursuit of new markets...
- ...and through taking on more long term development projects
- Firm foundations and scaleable infrastructure

A growing area of our business

PRUDENTIAL STAFF PENSION SCHEME £540m



PRUDENTIAL PENSIONS LIMITED £530m

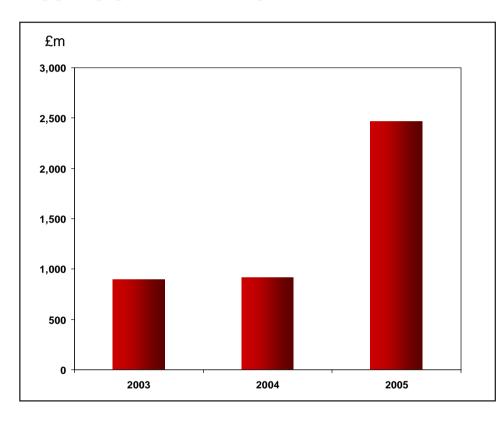


INSTITUTIONAL

- Maintaining consistent outperformance is key
- Experiencing strong organic growth
- Use skills to generate new opportunities...
- ...and to build new strategic partnerships

A growing area of our business

ASSETS UNDER MANAGEMENT

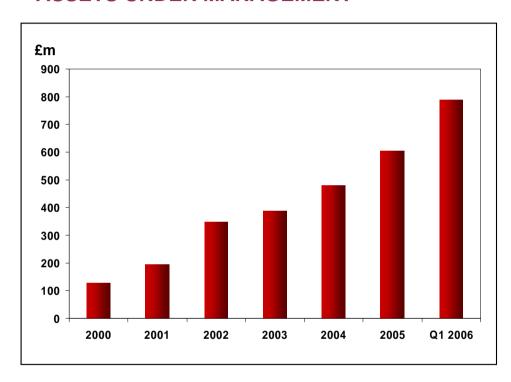


INSTITUTIONAL

- Maintaining consistent outperformance is key
- Experiencing strong organic growth
- Use skills to generate new opportunities...
- ...and to build new strategic partnerships

Relentless pursuit of "collaboration dividends"

ASSETS UNDER MANAGEMENT

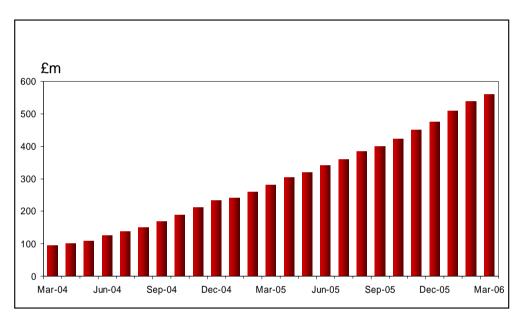


ANNUITIES

- Property assets with "bond like" characteristics continue to present interesting opportunities
- Significant further potential, capitalising on synergies with the M&G FI team
- Creative sourcing gives us a real edge
- Ambition to work with the FI team to leverage our experience in this area...
- ...and to jointly develop skills and products in new areas too

Working in partnership with M&G Retail

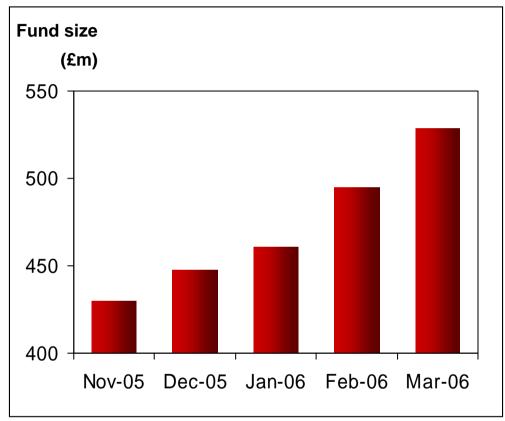
FUND SIZE SINCE LAUNCH



RETAIL

 Launch of M&G Property Fund in March 2004 – with growth exceeding initial expectations

Working in partnership with M&G Retail











***selestia





Skandia







RETAIL

- Launch of M&G Property Fund in March 2004 – with growth exceeding initial expectations
- Building on that success, launched the M&G Property Portfolio in November 2005
- Creative sourcing and enviable market network gives us a real edge
- Significant future opportunity pipeline
 - Charities
 - Fund of Funds
 - REITS track record, expertise, brand, investment philosophy, customer base and distribution channels, "no baggage"

Building a global platform

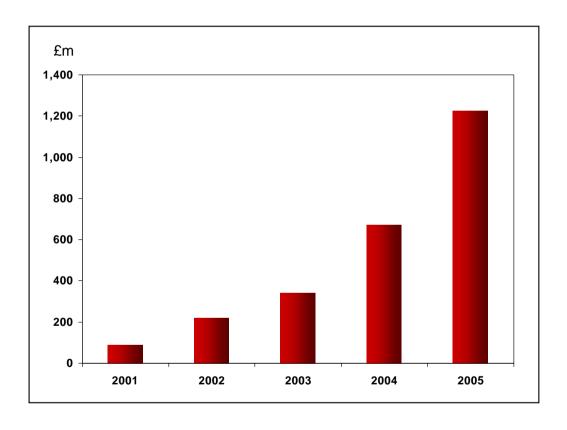
INTERNATIONAL

- Extensive initial research programme
- Investment momentum gathering pace



Building a global platform

ASSETS UNDER MANAGEMENT



INTERNATIONAL

- Extensive initial research programme
- Investment momentum gathering pace

Building a global platform

INVESTMENT RETURNS

	2003	2004	2005	3 Yrs
Europe (excl UK)	18.7%	8.2%	18.4%	15.0%
North America	16.0%	53.4%	43.6%	36.7%
Asia	33.0%	16.3%	29.3%	26.0%
Overseas Total	25.2%	25.6%	32.4%	27.7%
IPD Universe	10.6%	17.6%	19.4%	15.8%

All returns are in UK Currency

INTERNATIONAL

- Extensive initial research programme
- Investment momentum gathering pace
- Early results very encouraging
- Now intend to leverage this experience
 - Announced JV with Prudential Corporation Asia
 - Potential for a global range of funds

PruPIM

Real Estate Investment Management



CONCLUSION

- Efficient, well integrated, business
- Broad skills base
- Impressive track record
- Determined to exploit "collaboration dividends"
- Strong historic profits growth
- Exciting potential



M&G RETAIL

Gary Shaughnessy, Chief Executive, UK Retail, M&G Will Nott, Chief Executive, M&G International



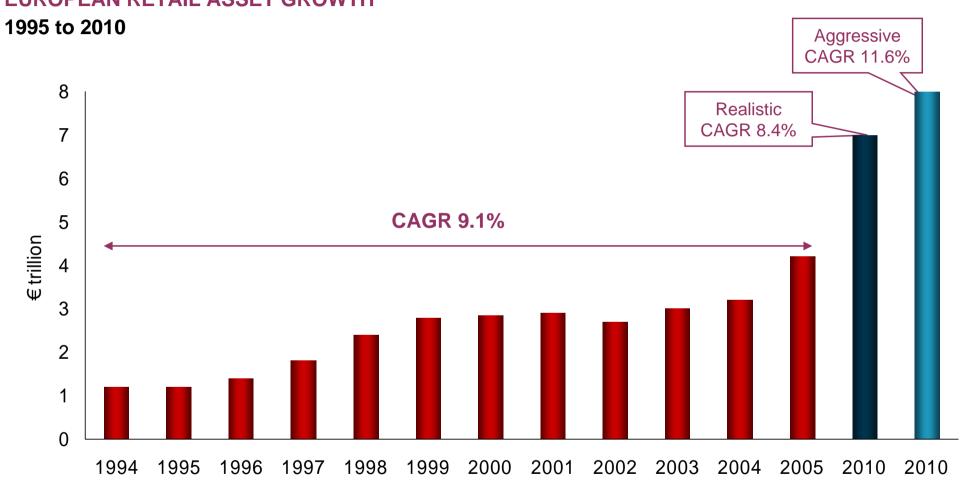




Gary Shaughnessy, Chief Executive UK Retail, M&G

Retail asset management is a growth market

EUROPEAN RETAIL ASSET GROWTH



But it is extremely competitive



- 25,000 funds registered in Europe
- 47 M&G funds
- More funds than investible equities
- How is M&G succeeding in this marketplace?

What do you need to win in retail asset management?

- Exceptional investment performance
- An attractive and scalable product range
- Breadth of access to distribution
- An ability to retain customers
- Market recognition

Delivering exceptional investment performance across the board

Fund	Fund Manager	1 year quartile	3 year quartile	Quartile since took over fund
M&G American	Aled Smith	Top decile	Top decile	Top decile
M&G Corporate Bond	Richard Woolnough	1	1	1
M&G Fund of Inv Trust Share	s Alex Odd	1	Top decile	1
M&G Global Basics*	Graham French	Top decile	Top decile	Top decile
M&G Global Leaders	Aled Smith	Top decile	Top decile	Top decile
M&G Global Technology	Aled Smith & Cyrille Filott	1	2	1
M&G High Interest	Jim Leaviss	1	Top decile	1
M&G International Growth	Graham French	1	Top decile	1
M&G Managed	David Jane	Top decile	Top decile	1
M&G Managed Growth	Graham French	Top decile	1	1
M&G Pan European	Giles Worthington	Top decile	Top decile	Top decile
M&G Recovery	Tom Dobell	1	1	Top decile
M&G Smaller Companies	Simon Bailey	Top decile	1	1
M&G UK Growth	Simon Murphy	Top decile	1	Top decile
M&G UK Select	Mike Felton	1	2	Top decile

Source: Standard & Poor's as at 28 April 2006, bid to bid with net income reinvested.

^{*} S&P Global Equity sector

Exceptional performance - strong in our core market of UK equities

Performa	nce in	2005
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Position in IMA sector

M&G Recovery Fund Tom Dobell



Top decile

M&G UK Select Fund Mike Felton



Top decile

M&G UK Growth Fund Simon Murphy



Top decile

M&G Smaller Companies Fund Simon Bailey



Top decile

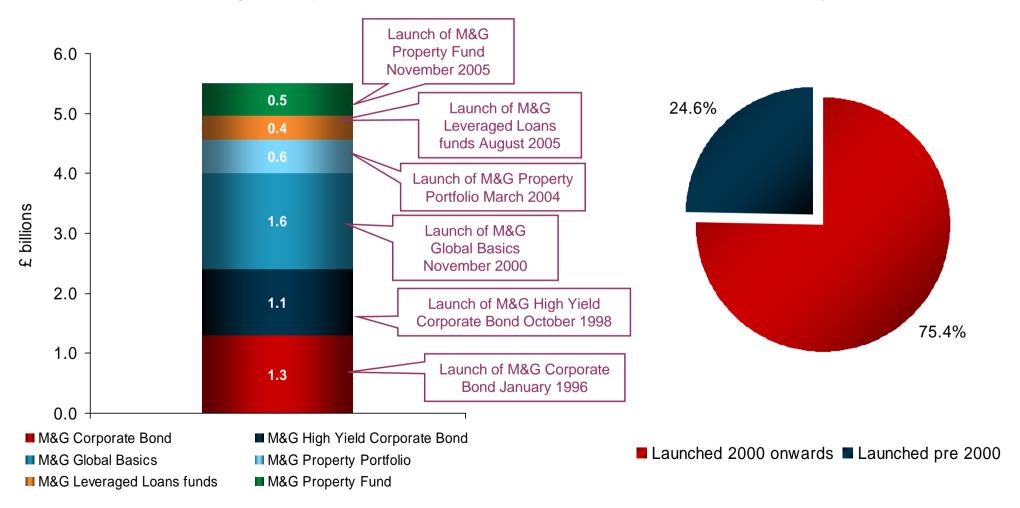
An attractive and scalable product range

A STRONG TRACK RECORD IN PRODUCT INNOVATION

M&G RETAIL NET SALES

Cumulative assets under management in products launched since 1996

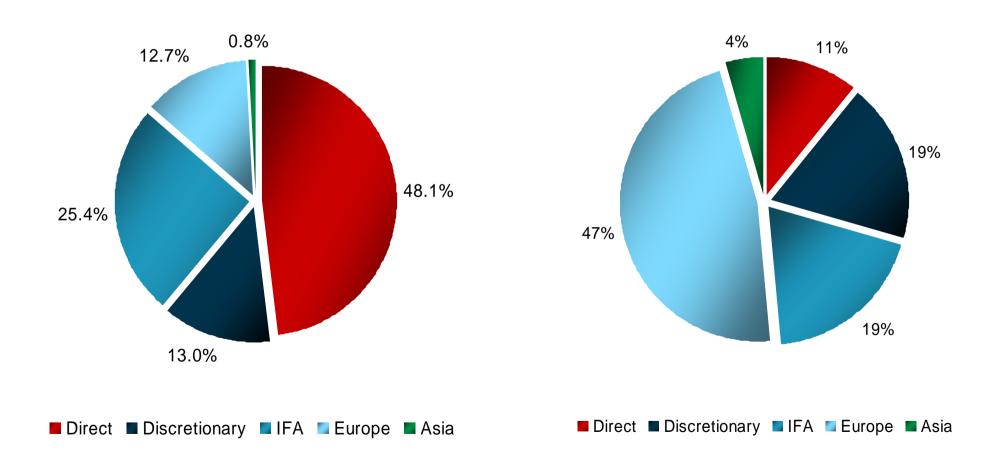
Net sales Q1 2006 breakdown by launch date



Breadth of access to distribution has diversification benefits

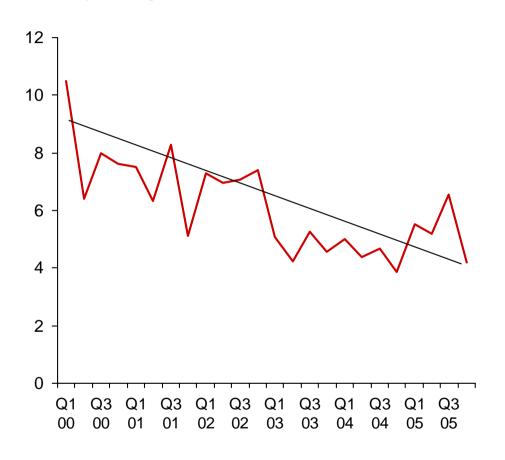
FUNDS UNDER MANAGEMENT Q1 2006 By channel

NET SALES Q1 2006 By channel



An ability to retain direct customers

MARKET SHARE OF DIRECT RETAIL REDEMPTIONS Quarterly average

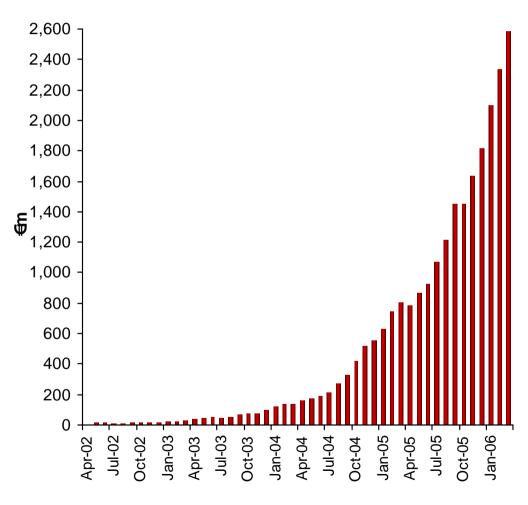


- Biggest single reason for redemption is death
 - 21% of direct redemptions
- Value of the significant direct book impacted by actuarial assumptions – demographics working in our favour

Successfully implementing a multi-regional distribution strategy

M&G INTERNATIONAL ASSETS UNDER MANAGEMENT

From launch to end March 2006



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

Selective profitable international expansion

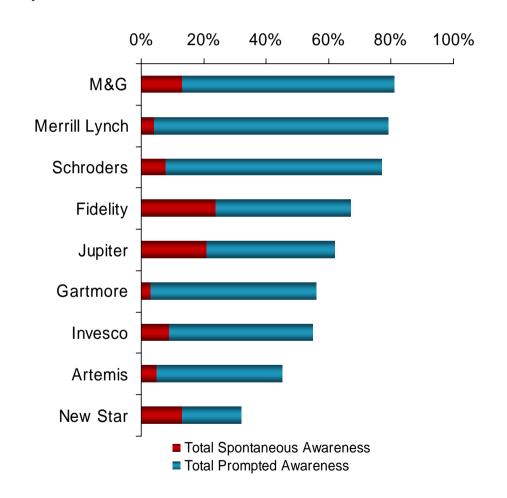
DISTRIBUTION OF M&G FUNDS

Taking the existing model for manufacturing and distribution and expanding to new geographies



Strong Brand

TOTAL BRAND AWARENESS April 2006



AWARD WINNING ADVERTISING



Source: TNS

Independent recognition of this success

Ratings









Best Fund Group over 3 years in





Luxembourg



Spain



Germany



Austria

Independent recognition of this success

THE MIGHTY M&G, THE FOUNDER OF THE UNIT TRUST INDUSTRY, IS FINALLY BACK WITH A BANG, M&G IS REBORN AND IT IS FLYING HIGH ONCE AGAIN. Bloomberg Money May 2006

Exclusive

ADVISER

The Hot 100

citywire



Hot 100 one year lot, only one of which

equity furnil states over the post occurie - investments. of years, is content at number two in the Filchard Woodscuigh's MAG Strategic while the free-year list is based on this core hand, we include each sep-

That this fund, and Graham Reports work

to a fixed logorat vehicle. Busing that Managed Growth at 15 in the one-year the investment house's adolescy to beel find, one both fellow of funds is emphasized consistent, good partners within according to their average per- the managers making the first 100 up its equity ade in having unreflect. Inwesting in MSCs own range of equity in uncertained managers by using figures in certain statistics. The lower the figure, Incl. Coch week, we back the man-Head of equity investment David - funds windows the size first the com- formilling periods - the best indicator of the best or fine consideration perform - agent enough up and down the Her Jane, who has been the differs from page one new deliver consistent exturns. A solid track incord. bolled the company's move to up its on both equation and final known. Our one-year fiel companies sector. Introducts the size of kind sectors, entering the lists already

rankings away morely for 12 morelys. Where managers are running more FULL ONE AND THREE YEAR

On the following pages, we list the lense The Professional Advisor Higt 100 light tab 100 managers (anchore funds - On this page we focus on come of ages. This method also ensures the 100, as well as highlighting those

LISTS: Pages 29-29

An old brand with new legs

Funds heavyweight M&G is pushing forwards with a boutique-like dynamism thanks to a vigorous shake-up over the past four years. Richard Lander reports

What do you need to win in retail asset management?

- Exceptional investment performance
- \checkmark

Breadth of product

 \checkmark

Distribution strength

 \checkmark

Retaining customers

 \checkmark

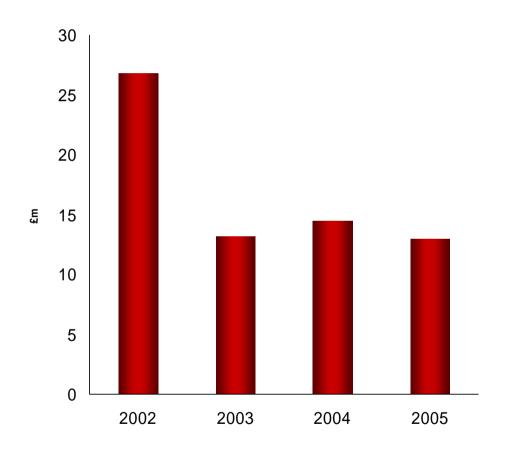
Market recognition

 \checkmark

- Plus...
- Strong business management

Using scale and controlling costs

ADMINISTRATION COSTS 2002 to 2005



- Focusing on the core competencies of an asset management business
- Improving capital efficiency and operational gearing
- Outsourcing of transfer agency
- Rationalisation of funds

Ensuring a competitive pricing strategy

- Brought charges to market levels
 - AMC on 19 active equity funds increasing to 1.5%

- £12m per annum positive impact on profits
- Impact accelerated by asset growth and net sales
- Far from slowing down sales, it has 'unblocked' them

Forging strong links across the Group

- Financial backing of a strong parent
 - European distribution launch
 - Seeding of new product launches
- Investment Management expertise in local centres (PPM America, Asia)
- £100m p.a. of sales via Prudential linked products
- Looking to develop these links further









M&G Retail has everything needed to win in retail asset management

- Exceptional investment performance
- \checkmark

Breadth of product

Distribution strength

Retaining customers

/

Market recognition

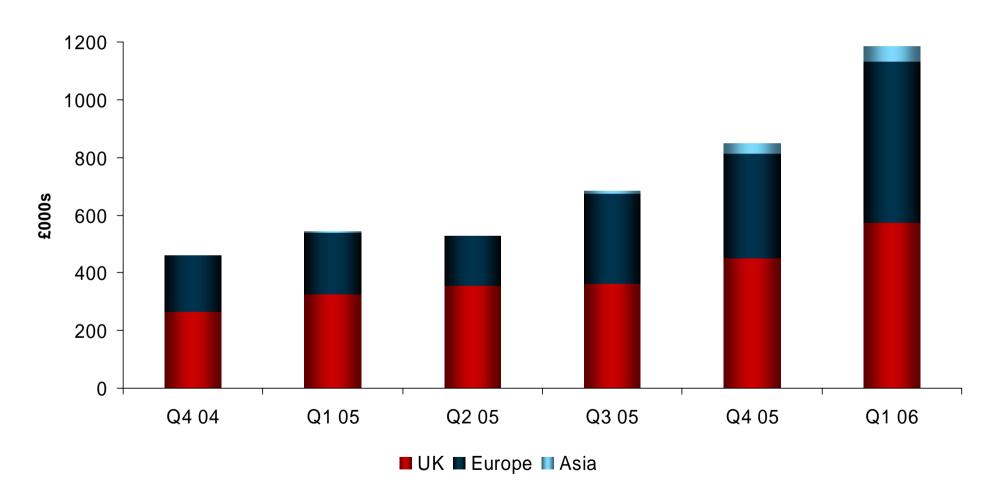
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Strong business management

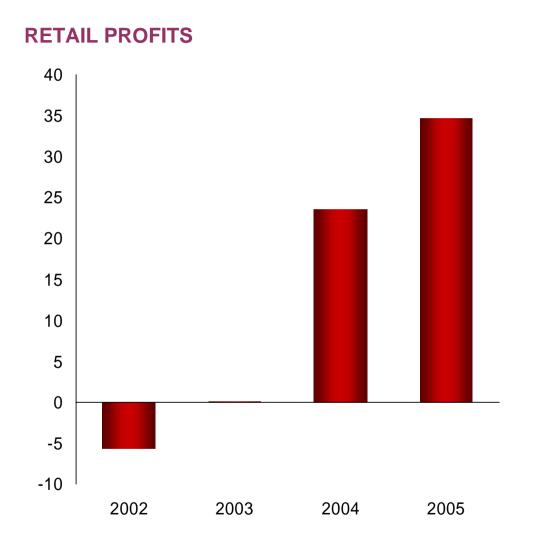
- What are the benefits?
 - Strong growth in sales
 - Strong profit growth

Strong sales growth across each channel

GROSS SALES BY CHANNEL



Strong profit growth



- Impact of
 - Net sales
 - Cost savings
 - Outsourcing
 - Market appreciation
 - Pricing changes



Will Nott







Continuing to win in retail asset management

- Exceptional investment performance
- Delivering attractive and scalable products
- The right pricing
- Taking advantage of industry trends: open architecture
- First class client service

Winners all have exceptional investment performance

Best Fund Group over 3 years in



- Looking ahead there are two key questions for M&G
 - How has this performance success been achieved?
 - Is it sustainable?

How has this performance success been achieved?

- A boutique culture
- Talented individuals
- Unconstrained from benchmarks
- First class investment infrastructure

Is this performance sustainable?

- Future performance depends on retaining, attracting, developing and empowering the best people
 - Fund manager turnover incredibly low
 - Ability to recruit talented managers
 - Strong history of developing in house talent



Compensation linked to performance and profits

Is this performance sustainable?

- Building distinct investment franchises
- Supporting the fund managers with a rigorous, robust and relevant infrastructure

Research analysts

Embedded into the investment franchises

Portfolio Strategy & Risk

Supporting portfolio construction and actively managing investment risk

Portfolio analysts

Supporting the fund managers in marketing and client servicing

The global equity franchise

- 2 AAA Citywire managers
- Set up in 2000
- A distinct investment proposition, being recognised by the market







Aled Smith





Embedded analysts

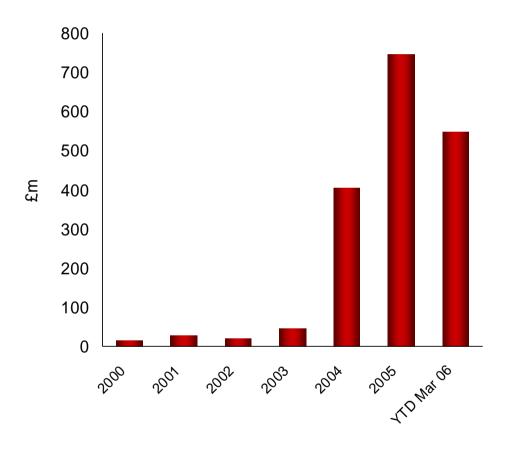
Portfolio Strategy & Risk

Portfolio analysts

We have experienced great success with M&G Global Basics

GROSS SALES IN M&G GLOBAL BASICS

From launch to end March 2006



M&G GLOBAL BASICS PERFORMANCE

As at end March 2006

	1 year	3 years p.a.	Since launch p.a.
M&G Global Basics	47.1%	41.1%	17.2%
S&P Global equity sector	31.8%	21.2%	0.0%
Index	31.7%	24.0%	6.0%
DECILE RANKING	1	1	1

M&G Global Leaders is going the same way – and could go further

M&G GLOBAL LEADERS PERFORMANCE

	1 year	3 years p.a.	Since tenure p.a.
M&G Global Leaders	49.6%	34.5%	28.8%
S&P Global equity sector	31.8%	22.5%	18.5%
Index	30.9%	21.1%	18.5%
DECILE RANKING	1	1	1

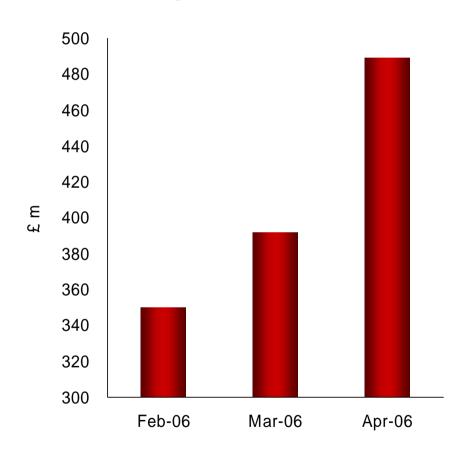
M&G's Smith comes top of the class

Mathematician Aled Smith has always been fascinated by problems and puzzles. His distinctive approach identifies companies that are changing for the better and has gained him Citywire AAA ratings in five European countries

Citywire Fund Manager International, April 2006

M&G GLOBAL LEADERS

Funds under management

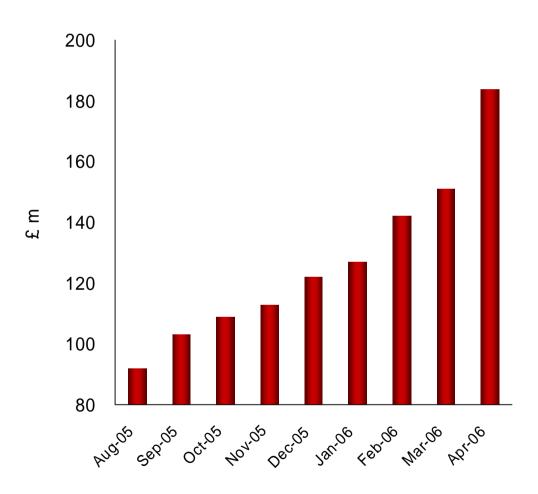


Fixed Income – maintaining our track record for innovation

- Leveraging internal investment capabilities for the Life Fund
- Significant demand for income
- Continue to look at further Fixed Income opportunities

M&G LEVERAGED LOANS FUNDS

Funds under management since launch

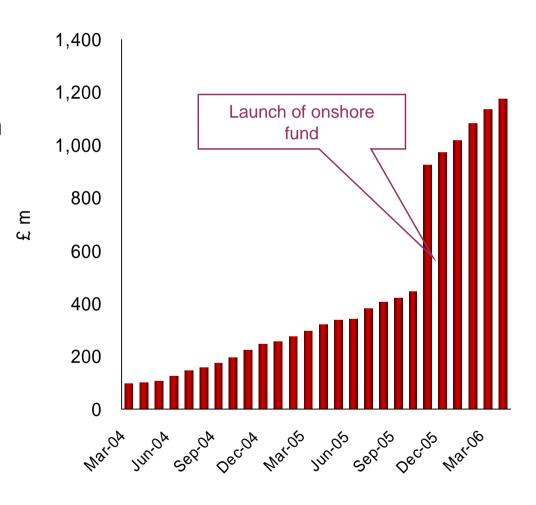


Property – growing fast with more to come

- Strong investment capability has enabled M&G to keep these funds open where others have had to close
- Continue to look at opportunities in this asset class

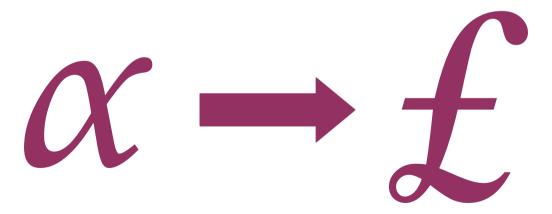
M&G PROPERTY FUNDS

Funds under management since launch



Ensuring we convert performance into profits

- Sustainable, durable and proven alpha will become more valuable
- As an investment led organisation, understanding the right price for this alpha is crucial
- We are striving for profitable sales growth



CONTINUING THIS SUCCESS

This performance sets M&G up to take advantage of industry trends

- The distribution landscape is changing
 - Growth in open architecture
 - UK
 - Banks
 - Life and Pensions links





















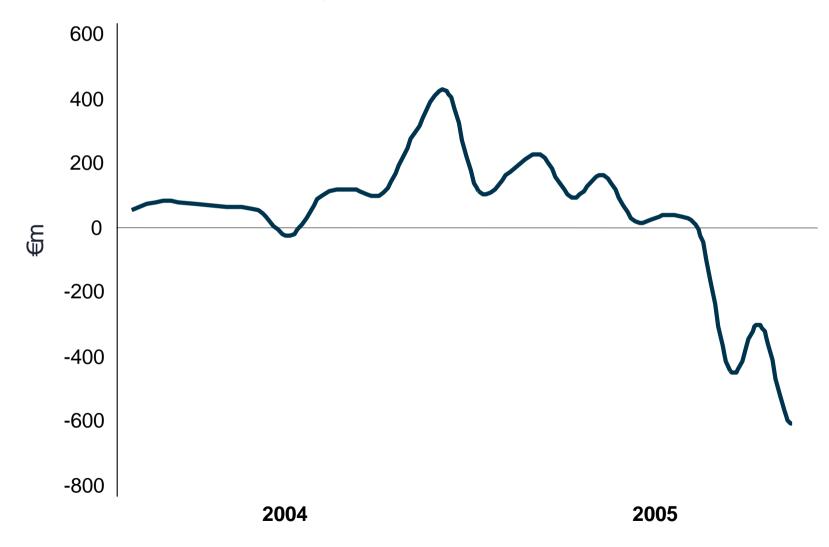
- Europe
 - Banks
- Asia

Open architecture presents both opportunities and challenges

- Significant opportunities
 - The rise of the professional retail buyer/gatekeeper
 - Large volumes
- Significant challenges
 - Client loyalty diminishes
 - Fund manager stability
 - Asset allocation changes
- Greater volatility of fund flows
- Diversify sales by country, channel and asset class

The importance of fund manager stability

NET SALES OF 'A EUROPEAN EQUITY' FUND FOLLOWING MANAGER DEPARTURE

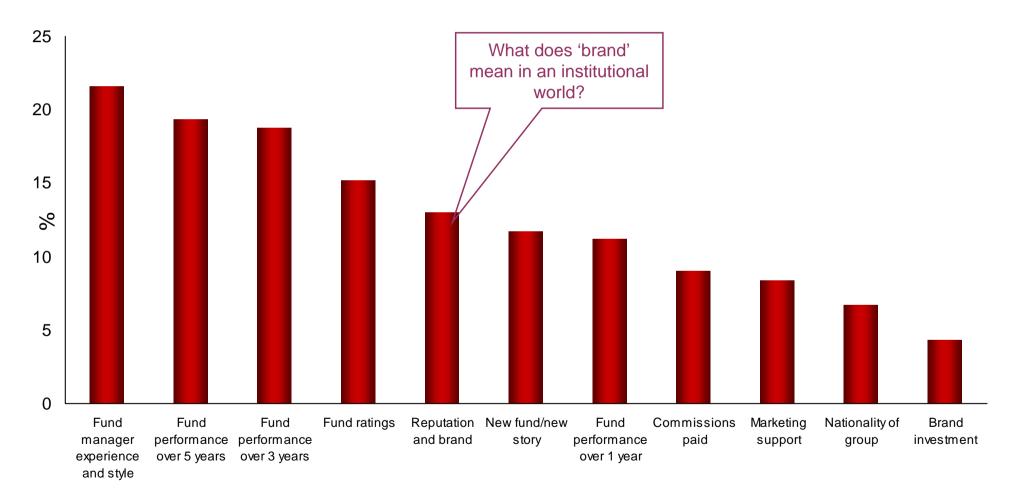


Source: FERI FMI

M&G is ticking the boxes for professional buyers

WHAT ARE THE MOST IMPORTANT CRITERIA IN FUND SELECTION?

Responses of fund buyers placing > €1bn in 2005



Source: FERI FMI/CSAM Fund Buyer Survey 2005

Developing a 'brand' in this environment is all about client service

- Delivering first class institutional servicing to the retail market
- Requires increased focus on marketing and client services and articulation of investment processes
- "My thanks for the half yearly report which is really exemplary and strengthens me in my decision to add the fund to our range."

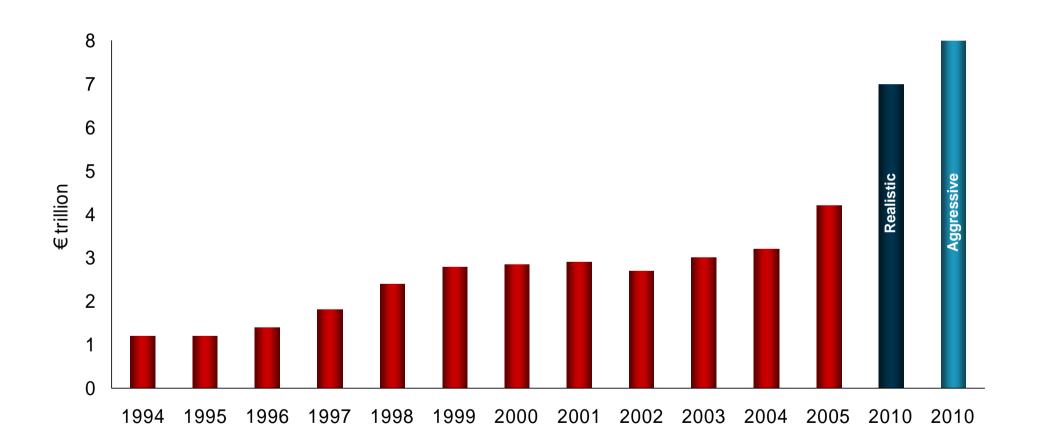




The opportunity is considerable

EUROPEAN RETAIL ASSET GROWTH

1995 to 2010



Source: FERI FMI

M&G RETAIL

Building on this momentum...

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