



Goldman Sachs
11th Annual European Financials Conference


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June 2007

Agenda

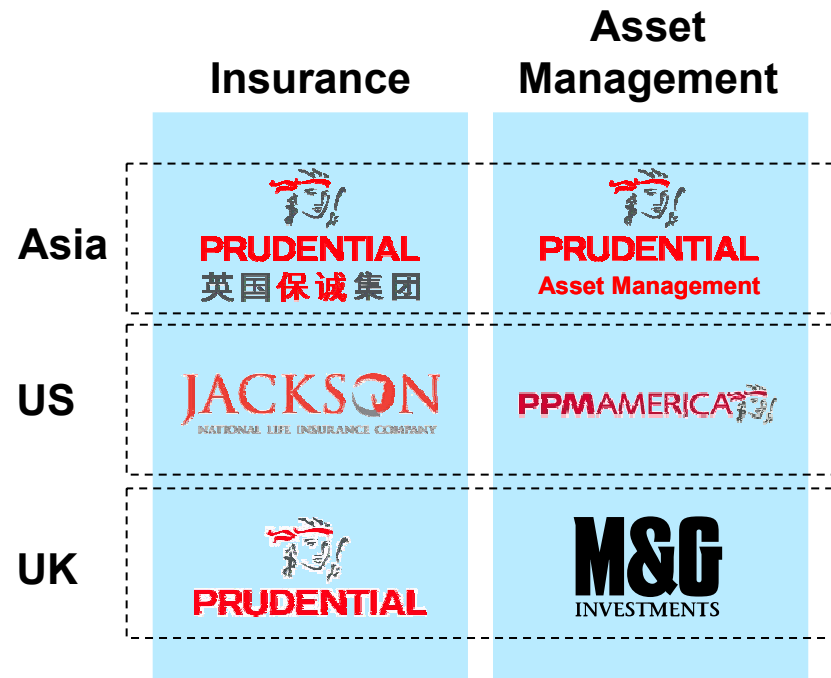
- Overview of the Group
- The retirement opportunity
- Positioning ourselves for success
- Conclusions

Overview of the Group

Where we have come from

- 
- Strong heritage from leadership in UK life insurance
 - Building our global presence and Group capabilities
 - Driving performance across an international Group

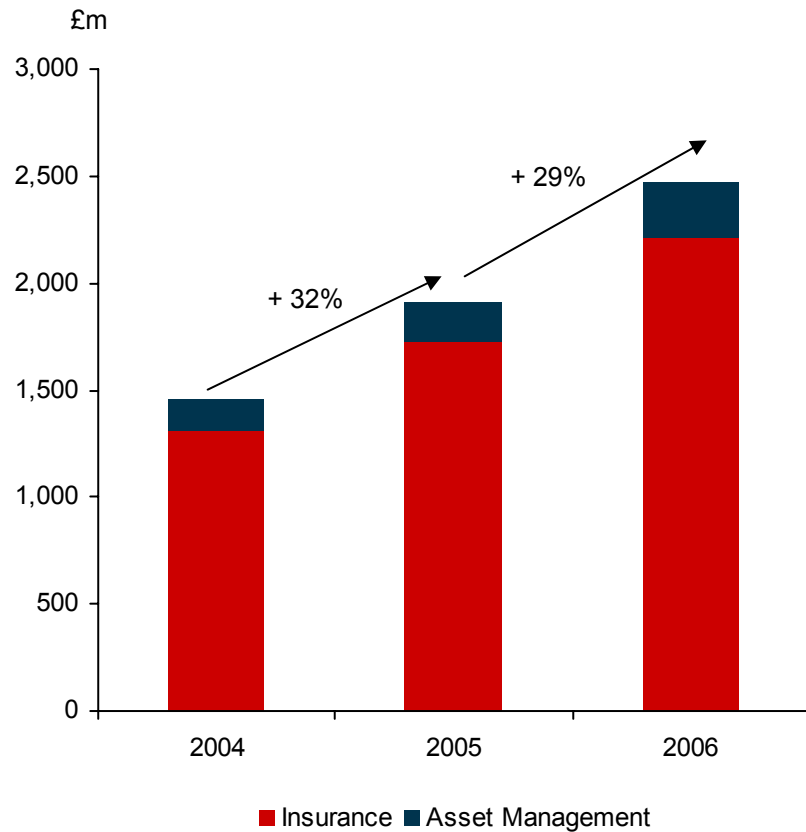
The Group today



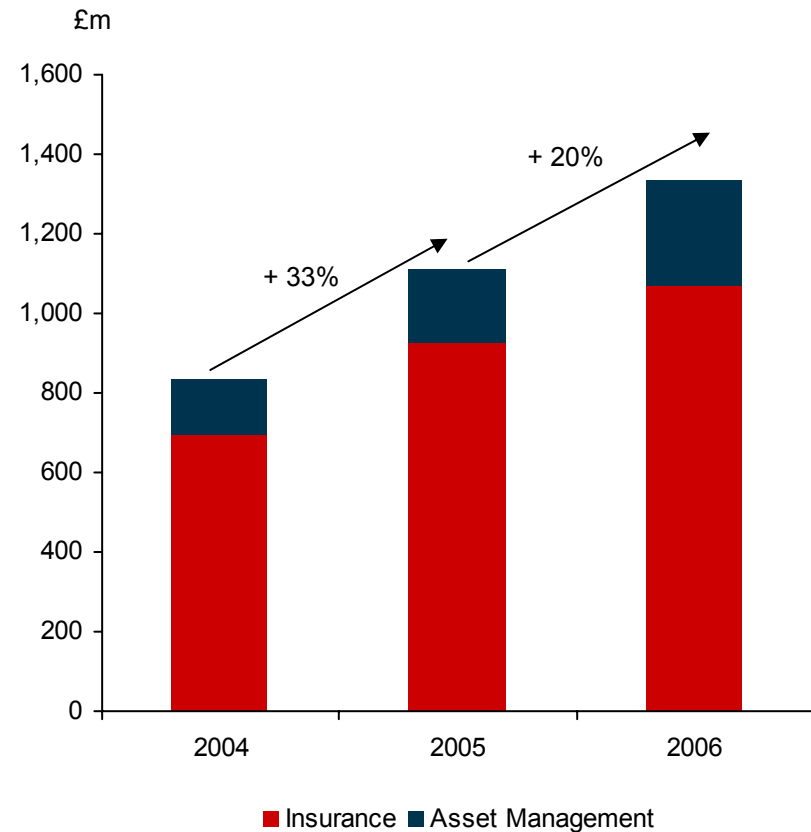
Overview of the Group

Significant profit growth across the Group

EEV basis operating profits¹



IFRS basis operating profits¹



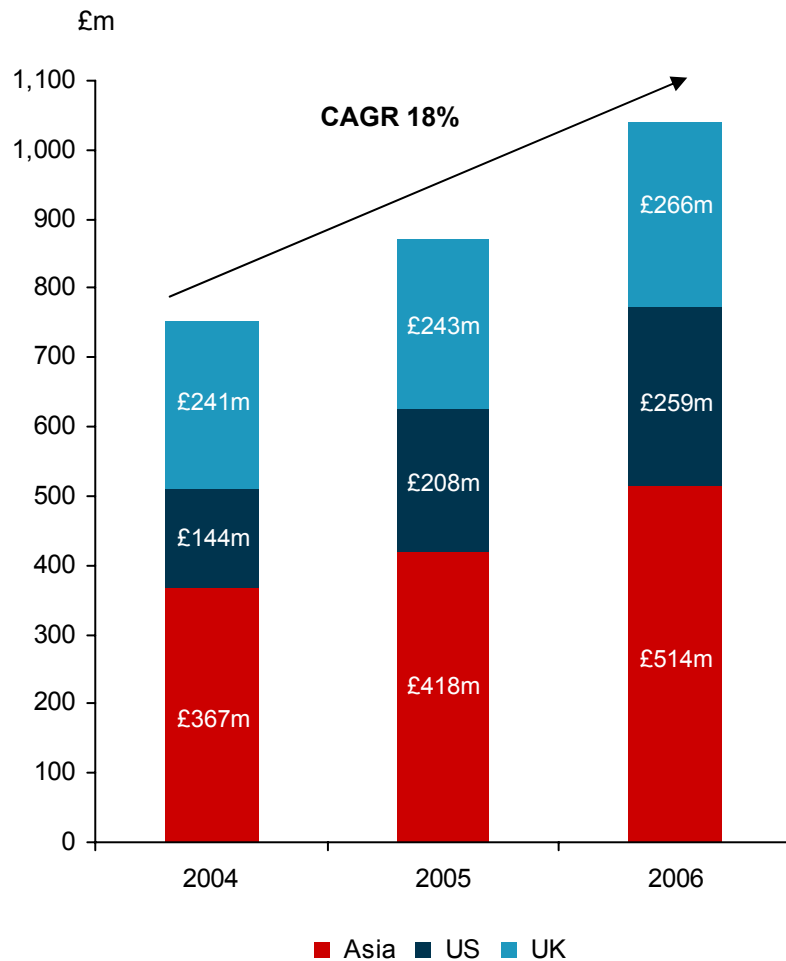
1) Before Central costs and excluding Egg: completion of Egg sale to Citi announced 1 May 2007
Note:

Total Group EEV operating profit before tax; 2004: £1,274m, 2005: £1,712m, 2006: £1,976m
Total Group IFRS operating profit before tax; 2004: £699m, 2005: £957, 2006: £893m

Overview of the Group

Driven by strong margins and returns on individual life businesses

Value added by new business



Internal rate of return:

	2004	2005	2006
Asia	>20%	>20%	>20%
US	12%	15%	18%
UK	12%	14%	15%

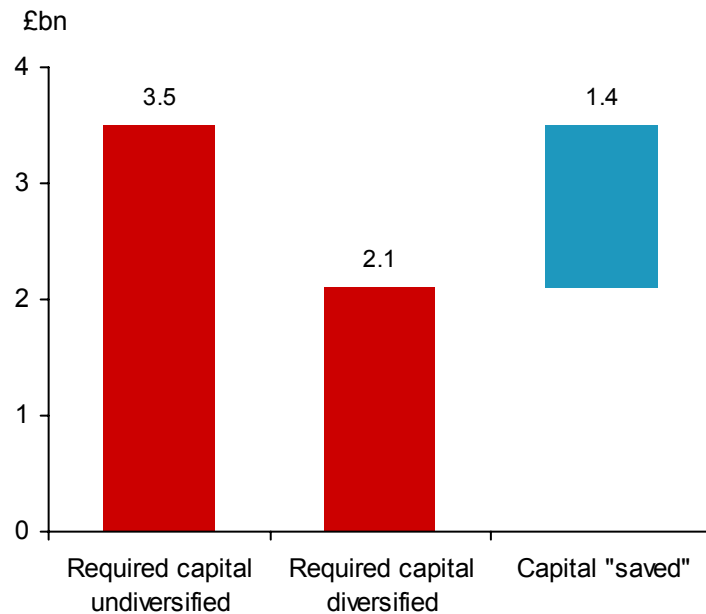
Margin:

	2004	2005	2006
Group average	40%	41%	42%

Overview of the Group

Supported by real economic and operating benefits of the Group

Systematic risk and capital management¹



Other benefits

- Demand-side collaboration
- Exploiting the benefits of scale
- World-class standards & practices

1) As of end 2005. Economic required capital – AA target confidence level

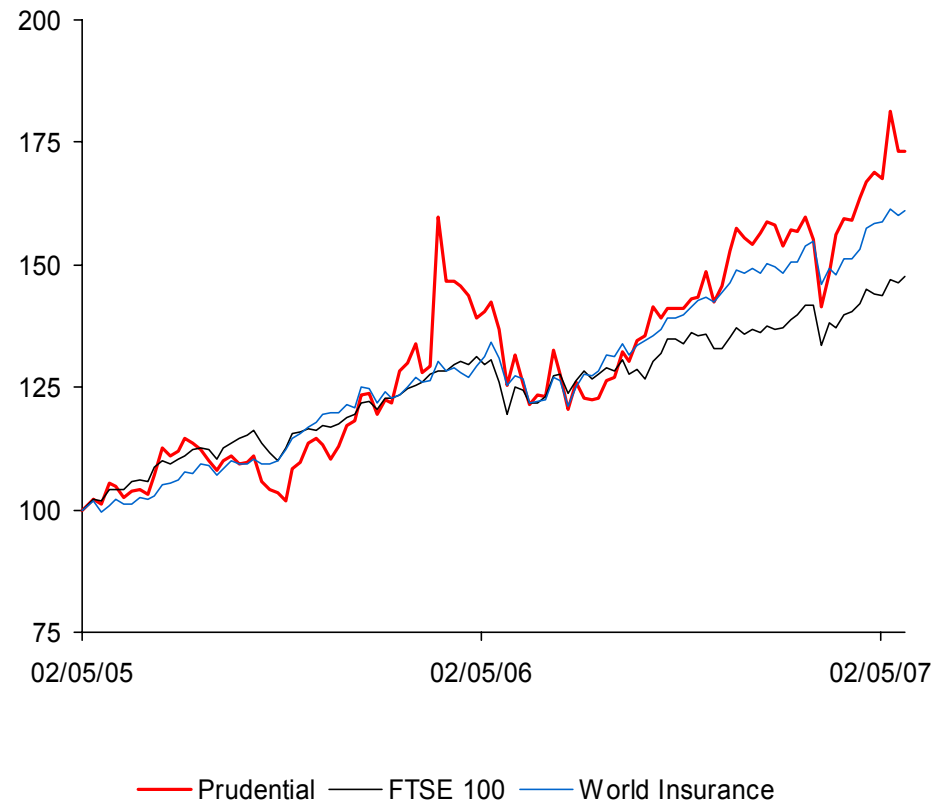
Overview of the Group

Delivering superior shareholder value

Cash and dividends

- Group to be operating cash flow positive in 2008
- Focus on delivering a growing dividend; growth 5% in 2006
- Two-times cover in medium-term

Total shareholder returns since May 2005¹



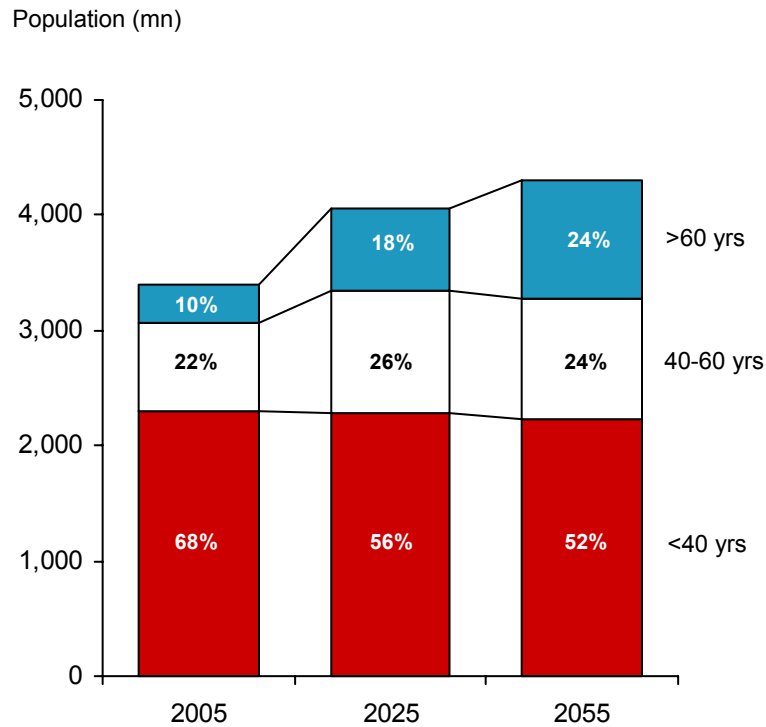
1) Source: Thomson Datastream (TSR Data)



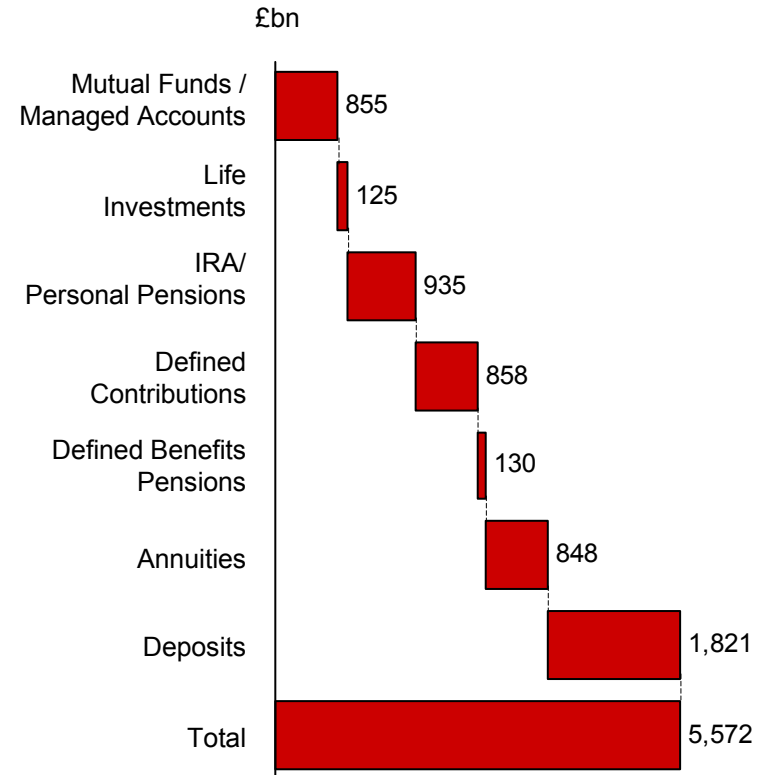
The retirement opportunity

The largest wave of money-in-motion in history

Shifting demographics¹



Gross flows of retirement funds²



1) UK, US and Asia; Source: Economist Intelligence Unit, US Census Bureau
 2) UK and US cumulative flows 2006-2010; Source: ABI, IMA, Datamonitor, NOP

The retirement opportunity

Changing needs drive opportunities for Prudential

Changing Needs

- Fall in state provisions
- Move from defined benefits to defined contributions
- Longevity risk & long-term care
- Search for advice

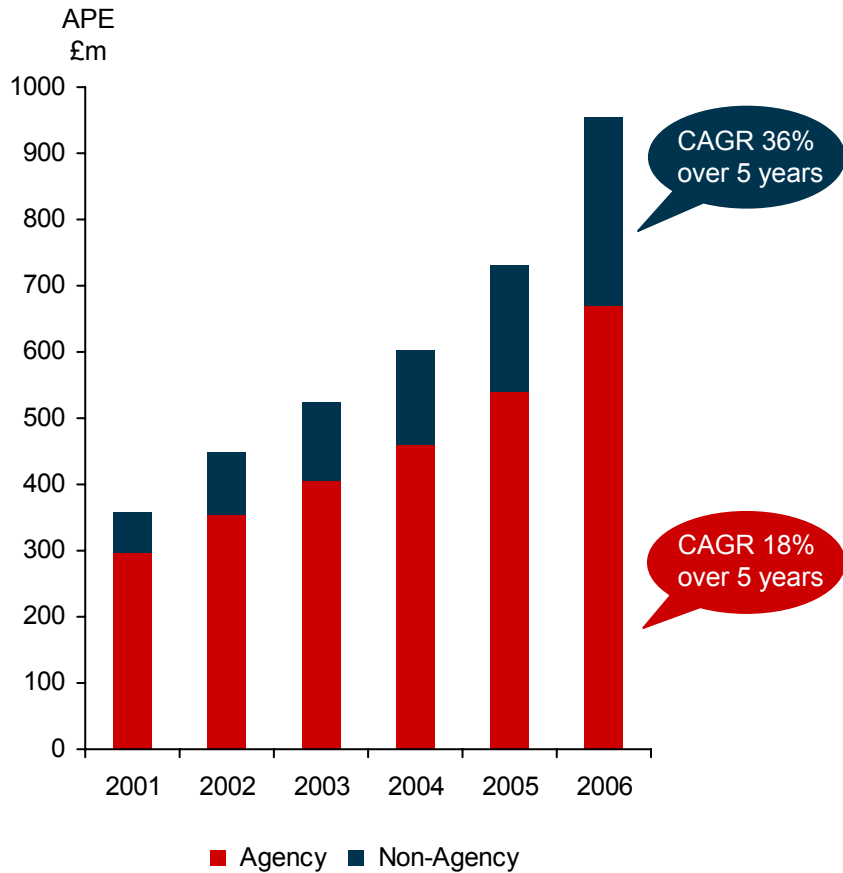
What It Will Take to Win

- Sophisticated risk management capabilities
- Solutions to address retirement needs
- Privileged access to retirement advisors
- Trusted brand known for retirement

Positioning ourselves for success

Asia Insurance: A unique platform for doubling 2005 NBP by 2009

Asia new business by channel



	Position Market Share	APE Growth 2006
India ¹	1	95%
Singapore	1	23%
Indonesia	1	54%
Vietnam	1	(15%)
China ²	2	56%
Malaysia	2	6%
Hong Kong	3	26%
Philippines	5	15%
Taiwan	9	(6%)
Thailand	10	81%
Korea	13	54%
Japan	35	133%

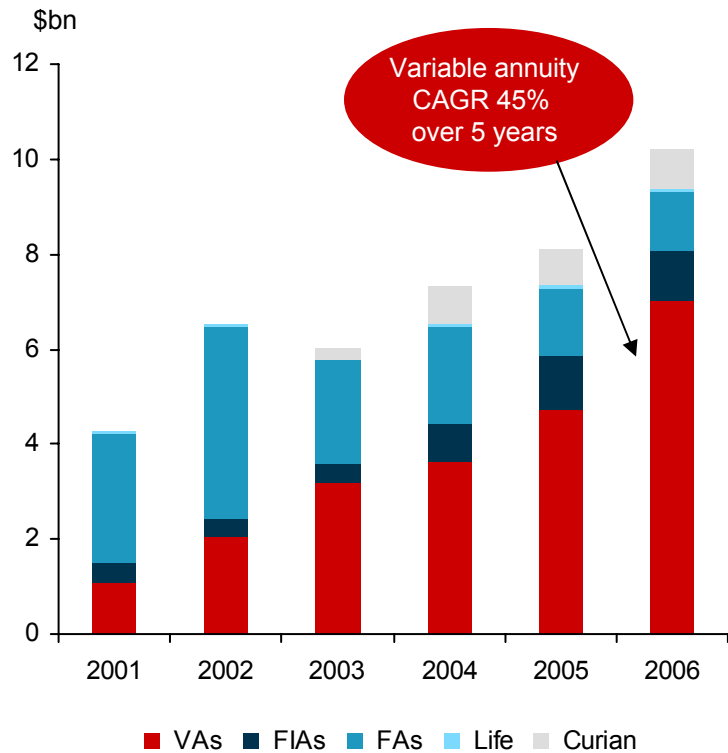
1) India: Share of Private Market

2) China: Share of foreign JV's

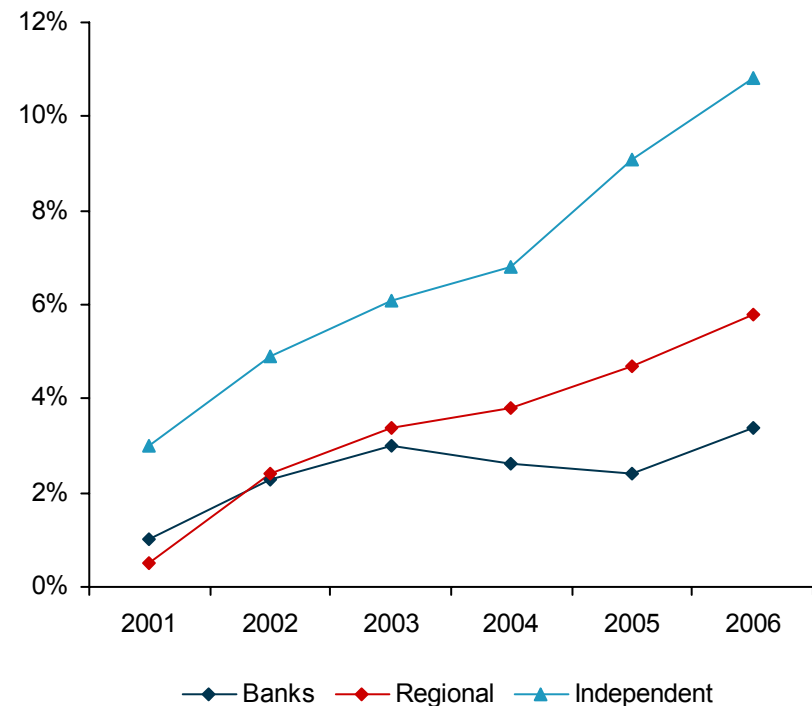
Positioning ourselves for success

US Insurance: Premier position to capture growth in the retirement markets

Rapid growth in retail sales



Variable annuity market share by channel

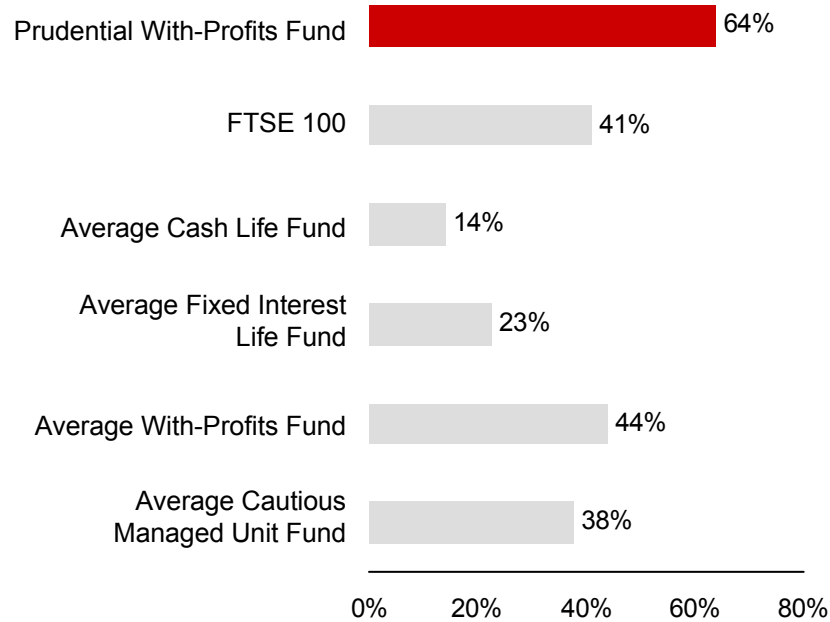


JNL is a top-10 fixed indexed and fixed annuity provider

Positioning ourselves for success

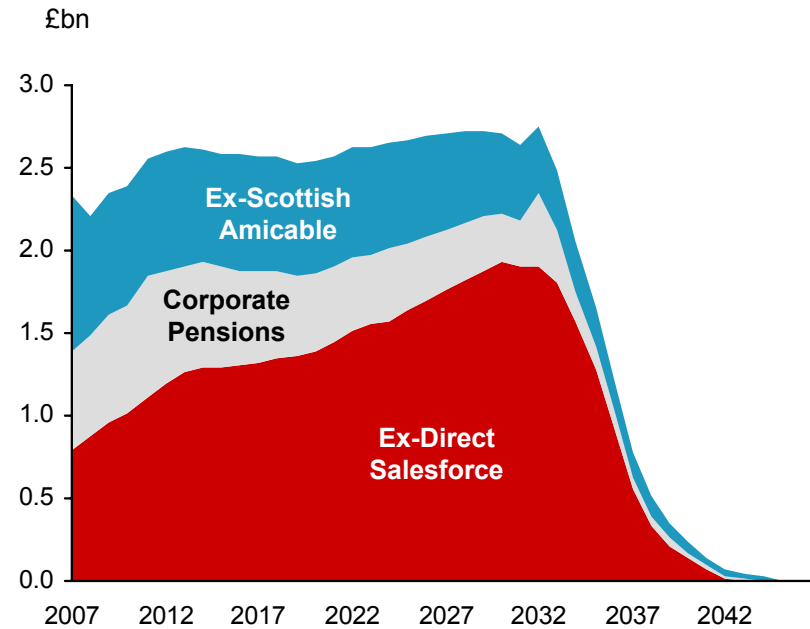
UK Insurance: Delivering value by focusing on our strength

Retirement savings¹



- Utilise our multi-asset capability
- Exit areas where returns are structurally low
- Narrow our focus
- Improve return in Corporate Pensions

Retirement income



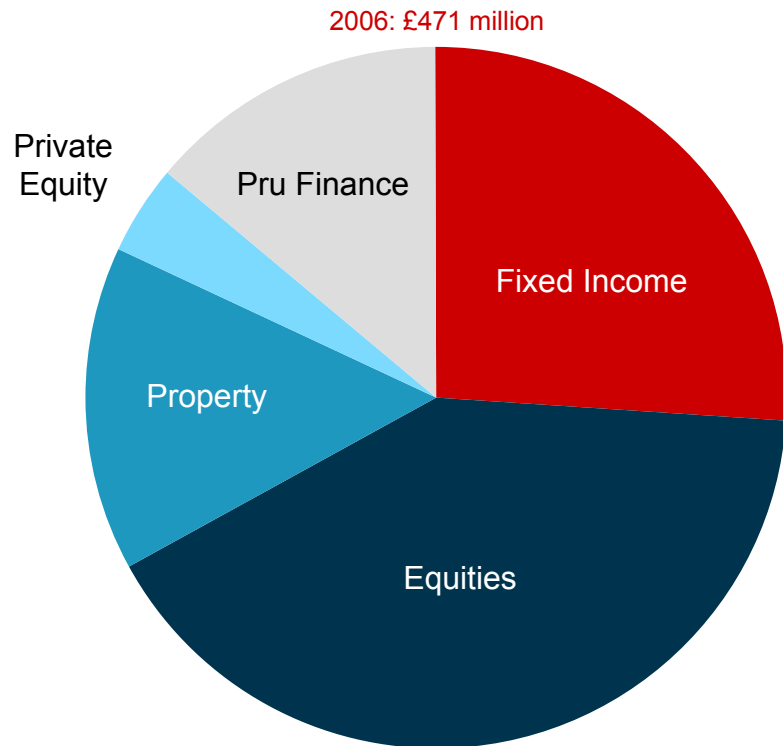
- Build on proven strengths
- Internal vestings
- Longevity expertise
- Brand

1) Lipper Hindsight – ABI Life Funds: Money Sector Average, total return, net income reinvested; Fixed Interest Sector Average, total return, net income reinvested, Standard & Poor’s – Cautious Managed Sector, bid to bid, total return.

Positioning ourselves for success

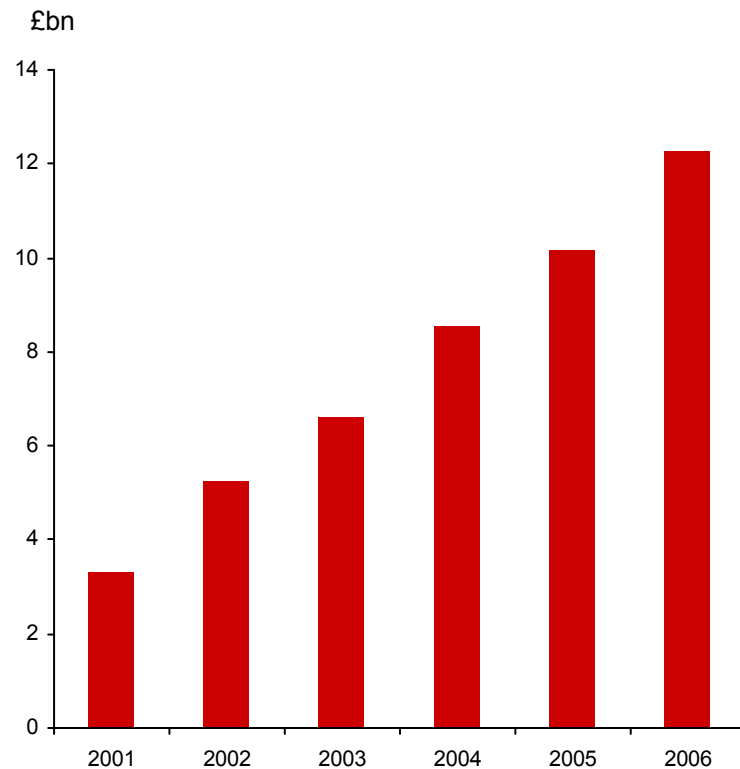
Asset Management: Significant potential based on superior investment performance

M&G revenues



Record net inflows in 2006 £6.1bn, + 58%

Asia rapid growth in external FUM



Record net inflows in 2006 £2.5bn, + 91%

Conclusion

- Strong operating performance...
in individual Business Units **and** at the Group level...
are delivering superior shareholder value
- Advantaged regional platforms **and** global capabilities...
place the Group in a unique position...
to capture a disproportionate share of the retirement opportunity