

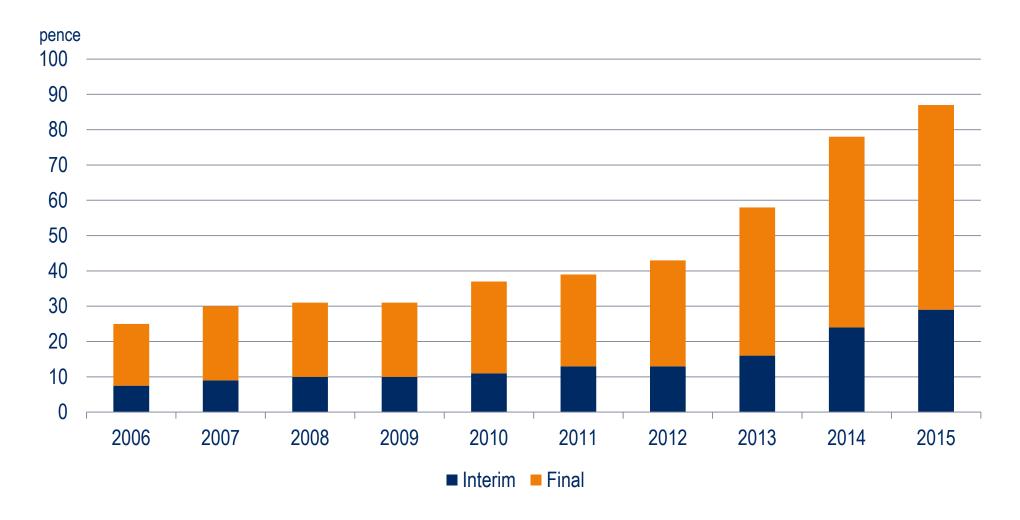
2015 overview

Another year of strong growth

- Net revenue up 7% to £1,659m
- Profit before tax and exceptional items up 8% to £610m
- Profit before tax up 14% to £589m
- Net new business of £13bn, 4.3% of opening assets under management
- Assets under management up 5% to £314bn
- 72% of assets under management outperforming over three years
- Full year dividend up 12% to 87 pence per share

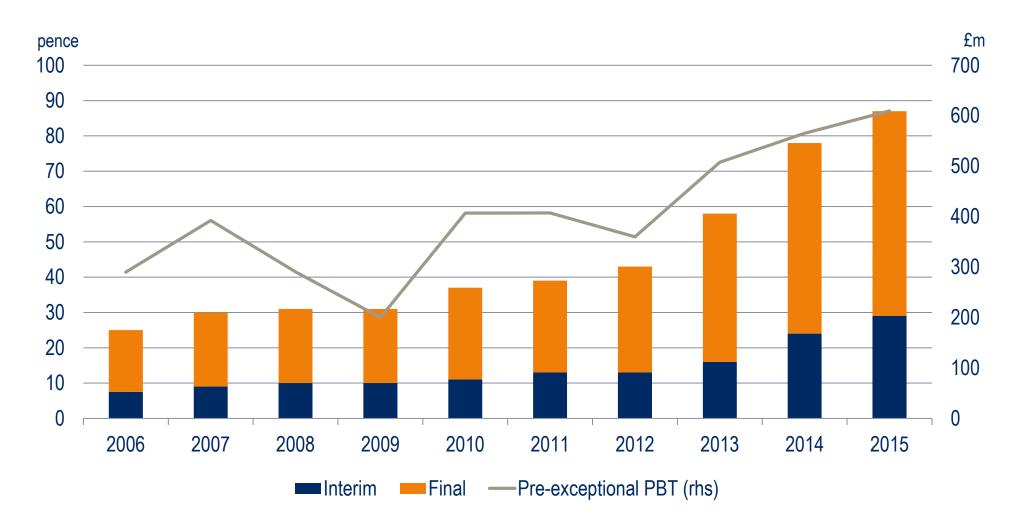
10 year dividend growth...

Consistent, progressive policy



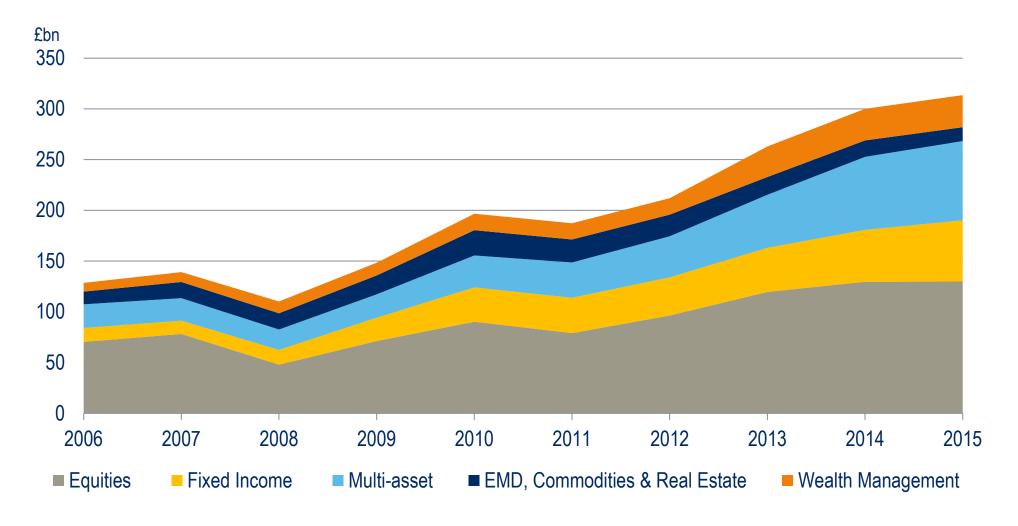
...reflecting increased profits

8.6% annualised growth rate since 2006



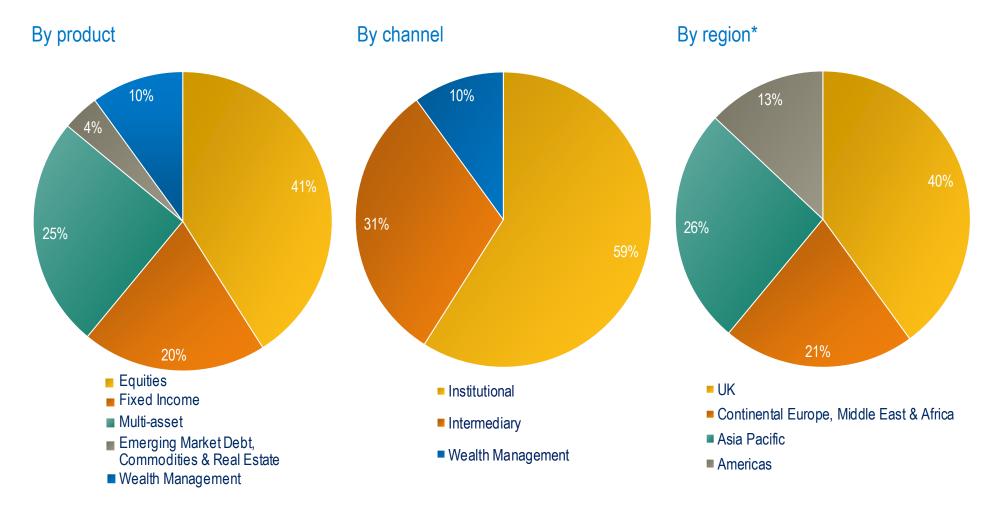
Consistent improvement in diversification

Growth in Fixed Income and Multi-asset



Diversified global business

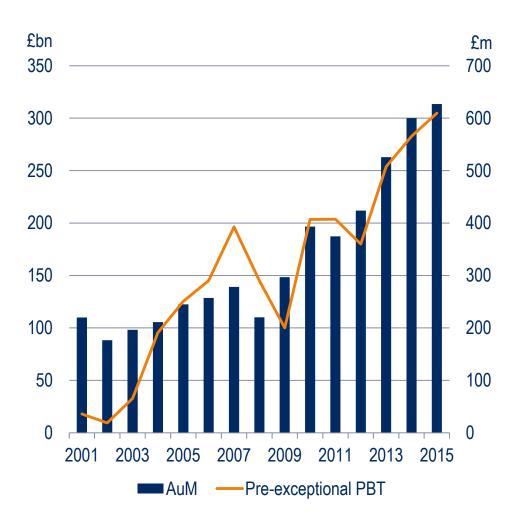
Q1 assets under management £325 billion

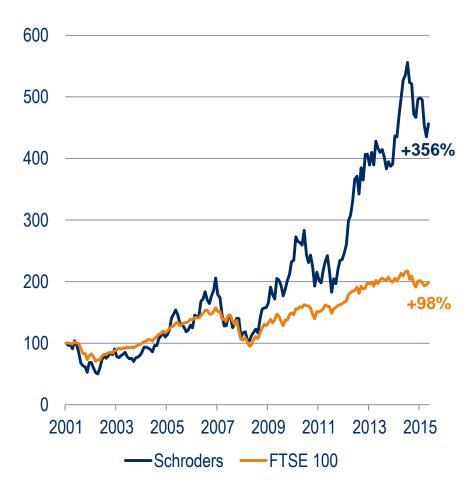


^{*} By client domicile

Growth since November 2001

Post-exceptional loss before tax in 2001 of £8.1m





Q1 2016

- Solid start to the year, despite market volatility
- Net new business of £2.7bn
- Assets under management at record levels of £325bn
- Continued investment in the business
- Profit before tax of £138m
- Outlook





Resolutions

- 1. To receive the Report and Accounts
- To declare the Final Dividend
- 3. To approve the Remuneration Report
- 4. To elect Rhian Davies
- To re-elect Michael Dobson
- 6. To re-elect Peter Harrison
- To re-elect Richard Keers
- 8. To re-elect Philip Mallinckrodt
- 9. To re-elect Massimo Tosato
- 10. To re-elect Robin Buchanan
- 11. To re-elect Lord Howard

- 12. To re-elect Nichola Pease
- 13. To re-elect Bruno Schroder
- 14. To re-appoint PricewaterhouseCoopers LLP as auditors
- 15. To authorise the Audit and Risk Committee to fix the auditors' remuneration
- 16. To renew the authority to make political donations
- 17. To renew the authority to allot shares
- 18. To renew the authority to purchase own shares*
- 19. Notice of general meetings*

*Special resolution







Forward-Looking Statements

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