25 April 2024

Welcome to the 2024 Annual General Meeting







Resilient top line performance and strong cost discipline

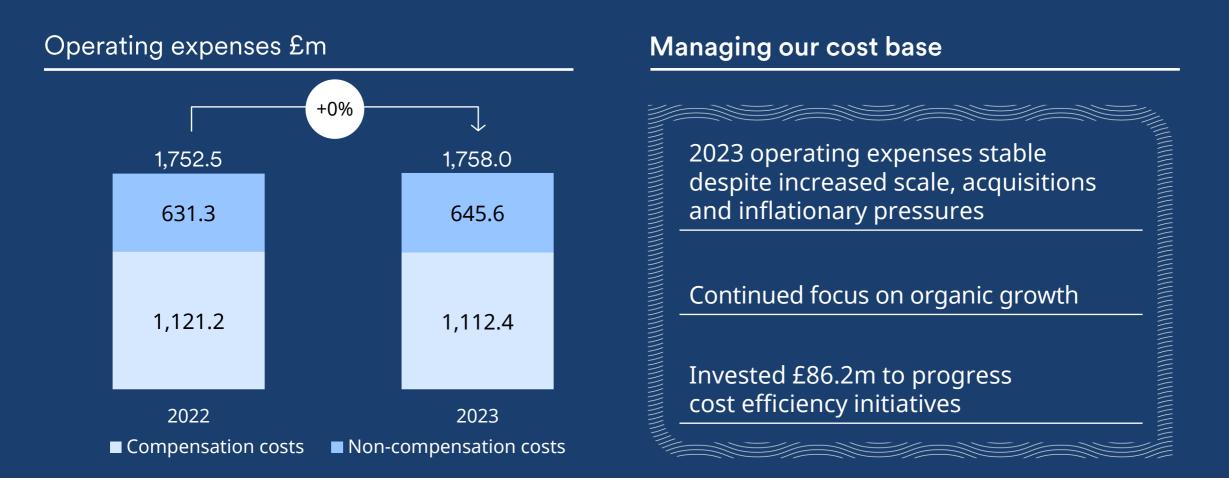
Operating profit impacted by FX and share of profits from associates and JVs

	2023	2022
Net operating income (£m)	2,419.0	2,475.5
Operating expenses (£m)	(1,758.0)	(1,752.5)
Operating profit (£m)	661.0	723.0
AUM (£bn)	750.6	737.5
Net new business excl. joint ventures and associates (£bn)	9.7	(1.6)
Basic operating EPS (pence)	32.5	37.4
Dividend per share (pence)	21.5	21.5

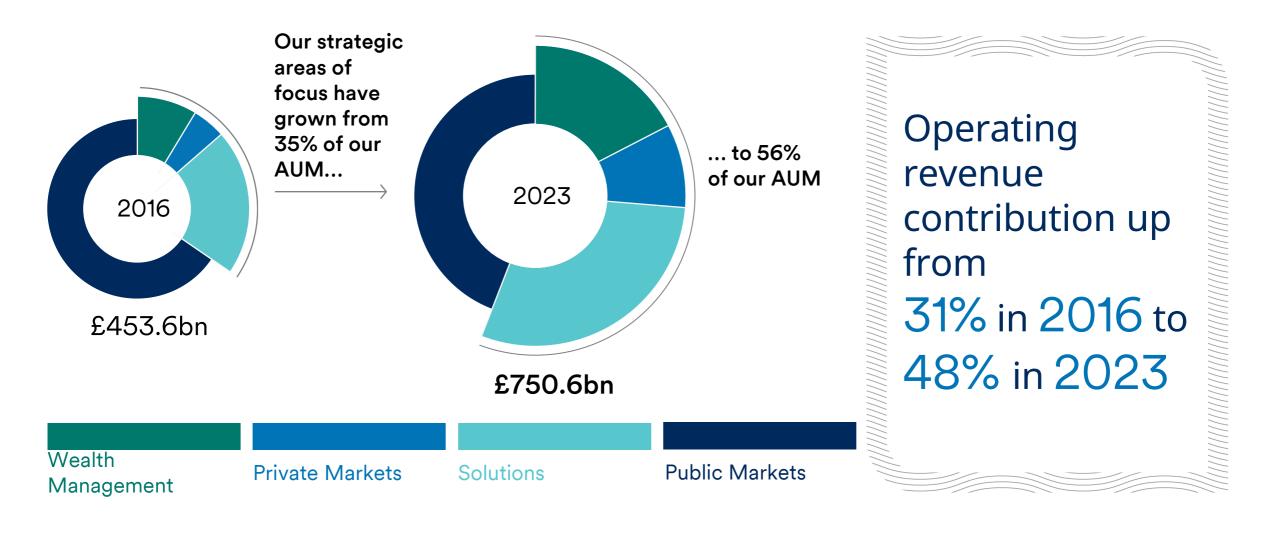
Strategic growth areas generated NNB of £23.4bn, nearly double 2022

Strong discipline on cost management continues

Evolving our operating model to reshape for future growth

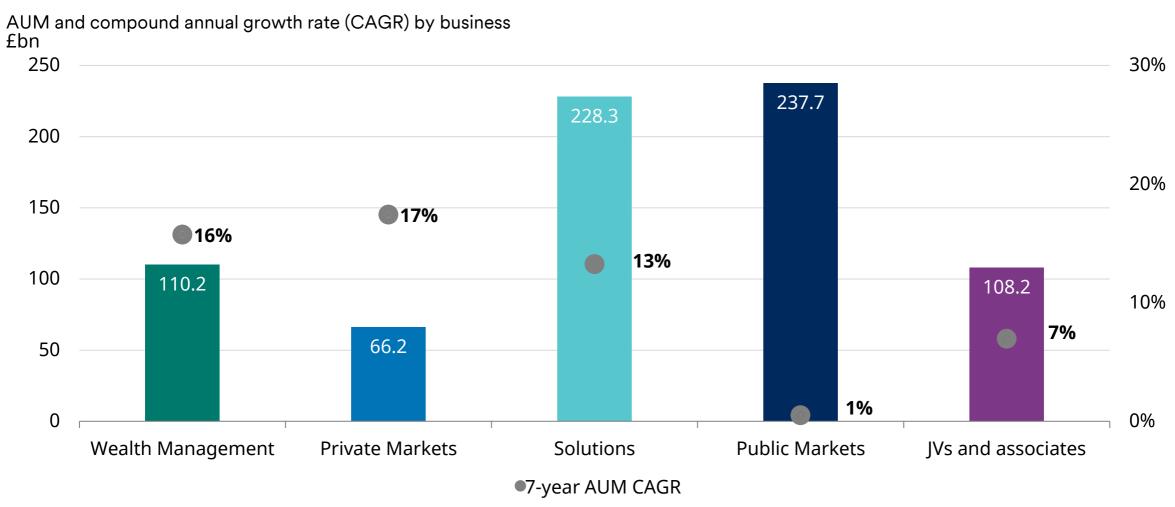


Executing on our strategic transformation



Strategic priorities driving growth

Differentiated strategy to pivot to higher longevity areas



Moving forward

Sustainability

'A' rated by
CDP
- top 2% of
companies
for action and
transparency on
climate change

6,700+
engagements
with investee
companies

On track to meet temperature alignment goals

#1 financial institution in Forest 500 report for our action on deforestation

Employee proposition

#1
non-US firm
in NMG brand
rankings

Employee
Choice
Award in
2023
by Glassdoor

Set 2030 I&D aspirations

Volunteer hours up 46%

Innovation

Launched industry first LTAFs

cases of our Al tool Genie

80+ distinct use

Tokenisation partnership with

Monetary Authority of Singapore Awarded contracts to finance low-carbon hydrogen production

2024 and beyond

Continue our pivot to areas of Focused on maintaining cost strategic growth discipline to support growth Launch of £250m Tier 2 Forecast for global markets and economy remain mixed subordinated debt



Resolutions

1	To receive the Annual Report and Accounts
2	To declare the final dividend
3	To approve the remuneration report
4	To elect lain Mackay
5	To elect Richard Oldfield
6	To elect Annette Thomas
7	To elect Frederic Wakeman
8	To re-elect Dame Elizabeth Corley
9	To re-elect Peter Harrison
10	To re-elect lan King
11	To re-elect Rakhi Goss-Custard

12	To re-elect Deborah Waterhouse
13	To re-elect Matthew Westerman
14	To re-elect Claire Fitzalan Howard
15	To re-elect Leonie Schroder
16	To re-appoint Ernst & Young LLP as auditor
17	To authorise the Audit and Risk Committee to determine the auditor's remuneration
18	To authorise Political Donations
19	To approve the Panel's Waiver regarding Rule 9 of the Takeover Code
20	To authorise the purchase of own shares*
21	Notice of general meetings*

^{*}Special resolution.



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Thank you



Forward looking statements

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