

Welcome to the 2017 Annual General Meeting



Michael Dobson, Chairman



Peter Harrison, Group Chief Executive

Full year 2016 results

Strong results in challenging conditions

- O Positive net new business
 - Institutional
 - North America
- 7% increase in dividend
- Acquisitions and partnerships in line with strategic growth drivers

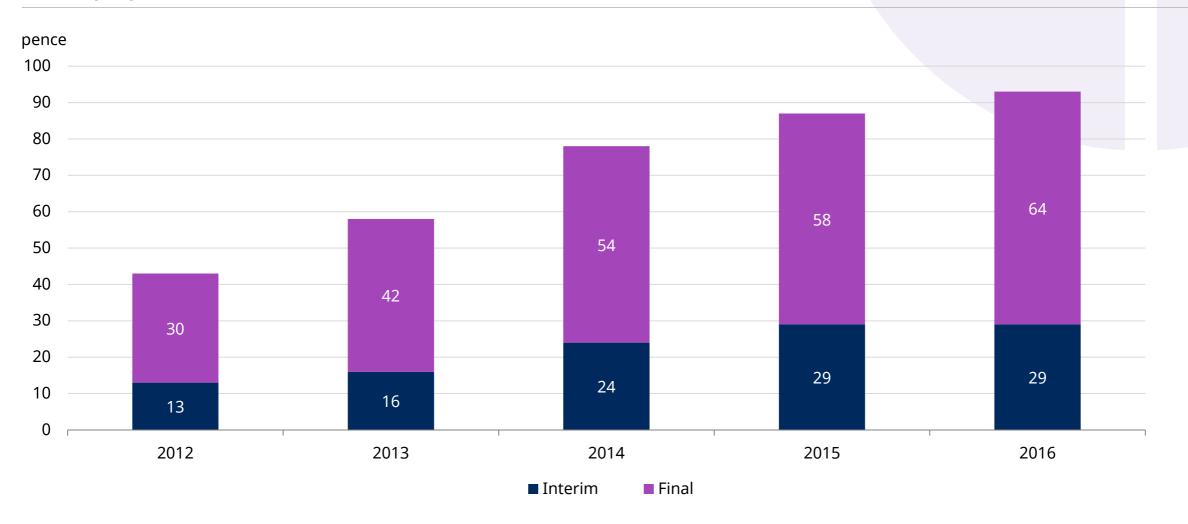
	2015	2016	% change
Net income (£m)	1,658.5	1,793.1	8%
Pre-exceptional PBT (£m)	609.7	644.7	6%
AUMA (£bn)	313.5	397.1	27%
EPS* (p)	176.9	186.3	5%
DPS (p)	87.0	93.0	7%

5% increase in AUMA to Q1

^{*}Basic earnings per share before exceptional items.

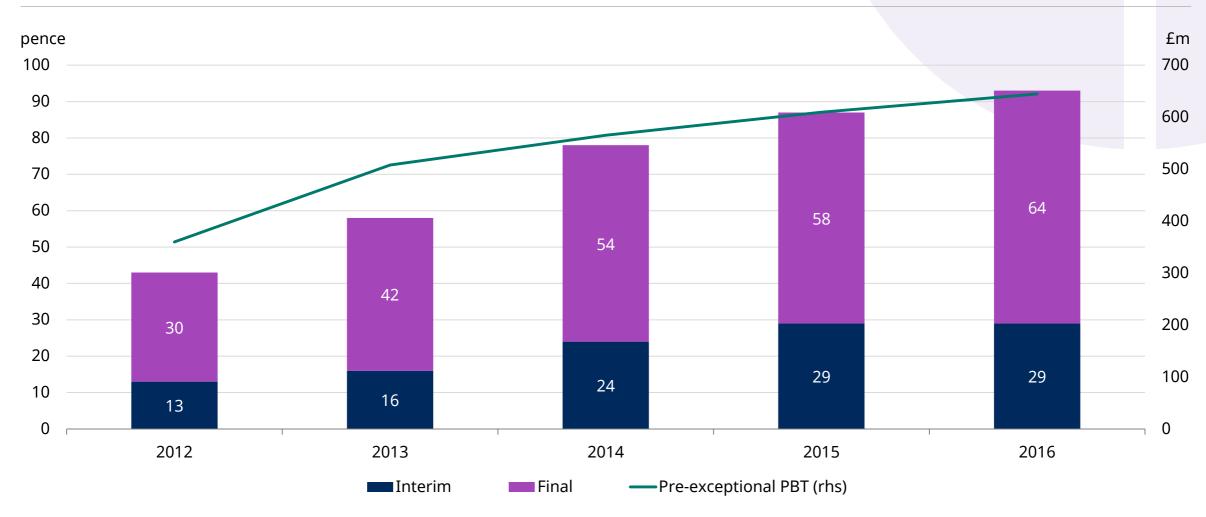
Consistent dividend growth

50% payout ratio for 2016



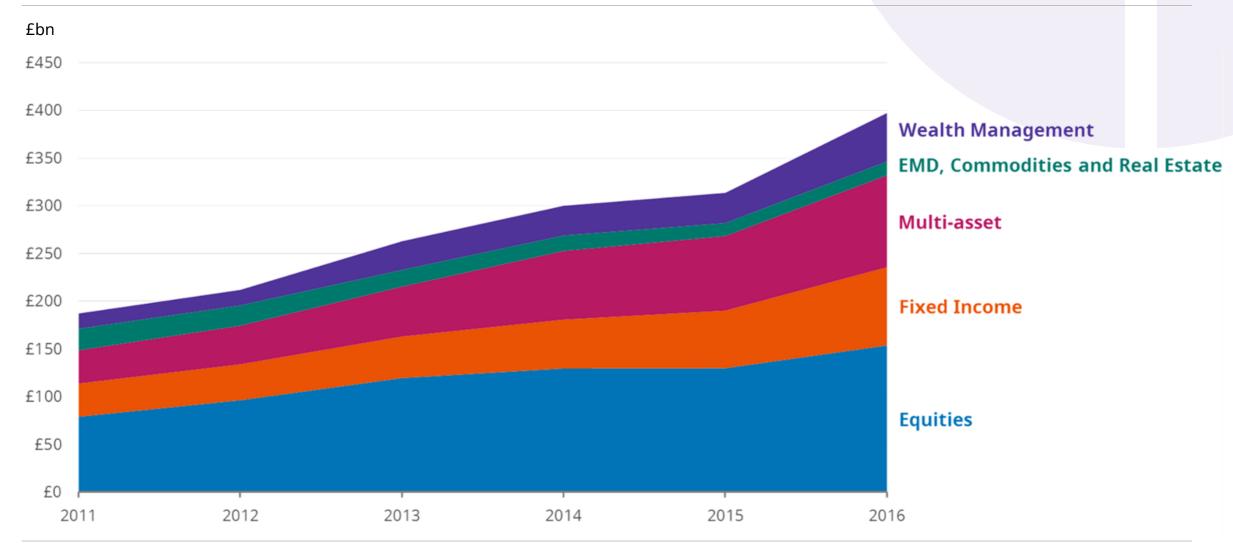
Reflecting increased profits

10% compound annualised growth over last five years

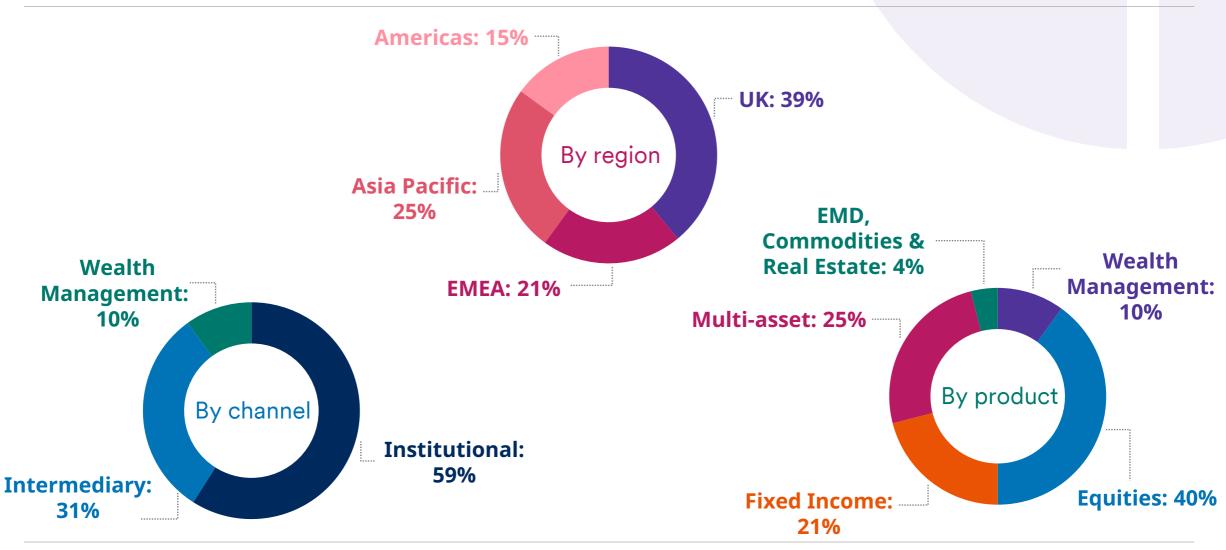


A diversified and stable business

With increasing asset class diversification



Diversified by channel, region and product



A changing industry

A number of well-publicised headwinds

Headwinds

- Pricing pressures
- Regulatory scrutiny
- Political upheaval

Tailwinds

- Wealth accumulation in Asia Pacific
- Technological advances
- Growth of savings in private assets

A changing industry

Investing in future growth

Product Innovation and Solutions Fixed Income and Multi-asset

North America Asia Pacific

Technology

Wealth Management Private Assets















Summary and outlook

- Market uncertainty and industry challenges are set to continue
- Well placed to build on success
 - Highly diversified business
 - Strong financial position
 - Willingness to invest for future growth



Michael Dobson, Chairman

Resolutions

01	To receive the Report and Accounts	11	To re-elect Robin Buchanan
02	To declare the Final dividend	12	To re-elect Rhian Davies
03	To approve the Remuneration report	13	To re-elect Nichola Pease
04	To approve the Remuneration policy	14	To re-elect Philip Mallinckrodt
05	To elect Ian King	15	To re-elect Bruno Schroder
06	To elect Rakhi Goss-Custard	16	To reappoint PricewaterhouseCoopers as auditors
07	To re-elect Michael Dobson	17	To authorise the Audit and Risk Committee to determine the auditors' remuneration
80	To re-elect Peter Harrison	18	To renew the authority to allot shares
09	To re-elect Richard Keers	19	To renew the authority to purchase own shares*
10	To re-elect Lord Howard of Penrith	20	Notice of general meetings*

^{12 *}Special resolution.

Thank you for attending the 2017 Annual General Meeting



Forward-Looking Statements

These presentation slides may contain forward-looking statements with respect to the financial condition, performance and position, strategy, results of operations and businesses of the Group.

Such statements and forecasts involve risk and uncertainty because they are based on current expectations and assumptions but relate to events and depend upon circumstances in the future. Without limitation, any statements preceded or followed by or that include the words 'targets', 'plans', 'believes', 'expects', 'aims', 'will be', 'will have' or 'anticipates' or the negative of these terms and other similar terms are intended to identify such forward-looking statements.

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