Old Mutual Wealth

Investor Presentation

19 November 2012

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INSURANCE • INVESTMENT • SAVINGS • BANKING

Disclaimer

This presentation may contain certain forward-looking statements with respect to certain of Old Mutual plc's plans and its current goals and expectations relating to its future financial condition, performance and results. By their nature, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances which are beyond Old Mutual plc's control including amongst other things, UK domestic and global economic and business conditions, market related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing and impact of other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of tax and other legislation and other regulations in the jurisdictions in which Old Mutual plc and its affiliates operate. As a result, Old Mutual plc's actual future financial condition, performance and results may differ materially from the plans, goals and expectations set forth in Old Mutual plc's forward looking statements. Old Mutual plc undertakes no obligation to update the forward-looking statements contained in this presentation or any other forward-looking statements it may make.

Introduction

Paul Hanratty

CEO, Long-Term Savings

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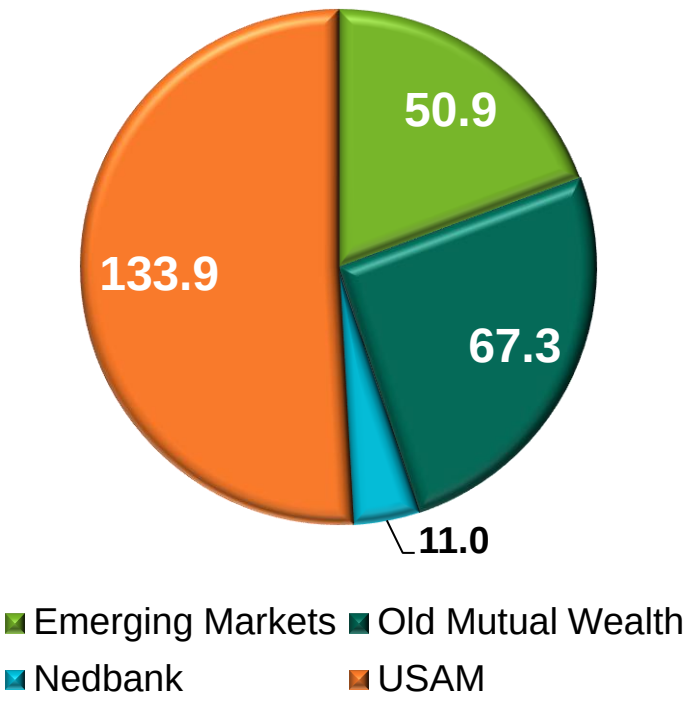
Agenda

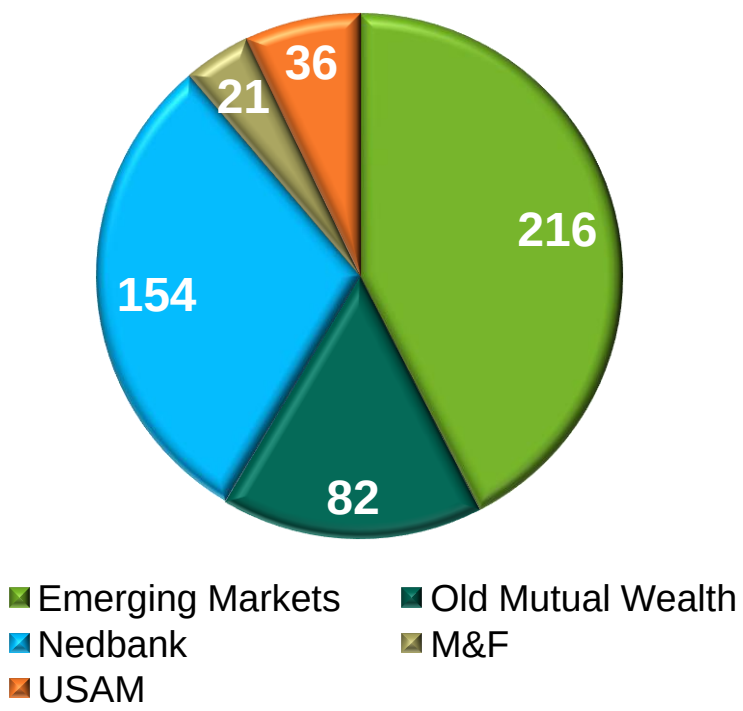
Introduction to the day	Paul Hanratty
Unify, Simplify, Grow	Paul Feeney
Driving Asset Management	Julian Ide
UK Distribution	Peter Mann
International Distribution	Steven Levin
Financials and Prospects	Mark Satchel
Summary and Conclusion	Paul Feeney & Philip Broadley

Old Mutual Wealth - Overview

Funds under Management[1]
30 September 2012 (£bn)



IFRS AOP post-tax: H1 2012 (£m)[2]



[1]Funds under management excludes M&F of £0.2bn.
[2]IFRS AOP is shown after tax and non-controlling interests.

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Over the last 3 years – Delivering growth

Old Mutual Wealth - Select KPIs	2011	2010	2009	2 year change
Underlying profit[1]	£147m	£121m	£35m	Quadrupled
Net client cash flow	£2.5bn	£3.9bn	£2.5bn	Constant
Funds under management	£54.4bn	£55.9bn	£46.9bn	Increased
Return on equity	15.8%	13.7%	8.0%	Doubled

All numbers as at the end of the year, excludes OMAM UK and Austrian, German, Polish and Swiss businesses, at the time part of the "Retail Europe" division.

[1] Underlying profit is pre-tax and excludes the impact of the policyholder tax transition adjustment.

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Old Mutual Wealth Targets 2015

IFRS profit (pre-tax)	£300m
Return on equity	12-15%
Operating margin	40%

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Old Mutual Wealth

Investor Showcase

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Unify
Simplify
Grow

Paul Feeney

CEO, Old Mutual Wealth

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Key messages

Significantly growing profits over next 3 years

Modern, vertically integrated wealth management and asset management business

Our strategy can be summed up in three words

UNIFY

SIMPLIFY

GROW

Unify and simplify to unlock value

UNIFY
SIMPLIFY
GROW

Unify

- Previously federated business
- Move to one business
  - Management team
  - Vision & strategy
  - Governance

Simplify

- Deeper roots in fewer places
- Focus on growth markets
  - UK
  - International

Growth through innovation

UNIFY
SIMPLIFY
GROW

Build out asset management

- Skandia Investment Group and Old Mutual Asset Managers UK merged
- Combined business significantly more profitable
- Strong base for growth

Build propositions

- UK platform profitable on run-rate basis
- One business leads to efficiencies
- Platform becomes the route-to-market for our wealth management solutions
- Fit-for-market: real solutions for real people

Generation Funds – a new retirement solution…

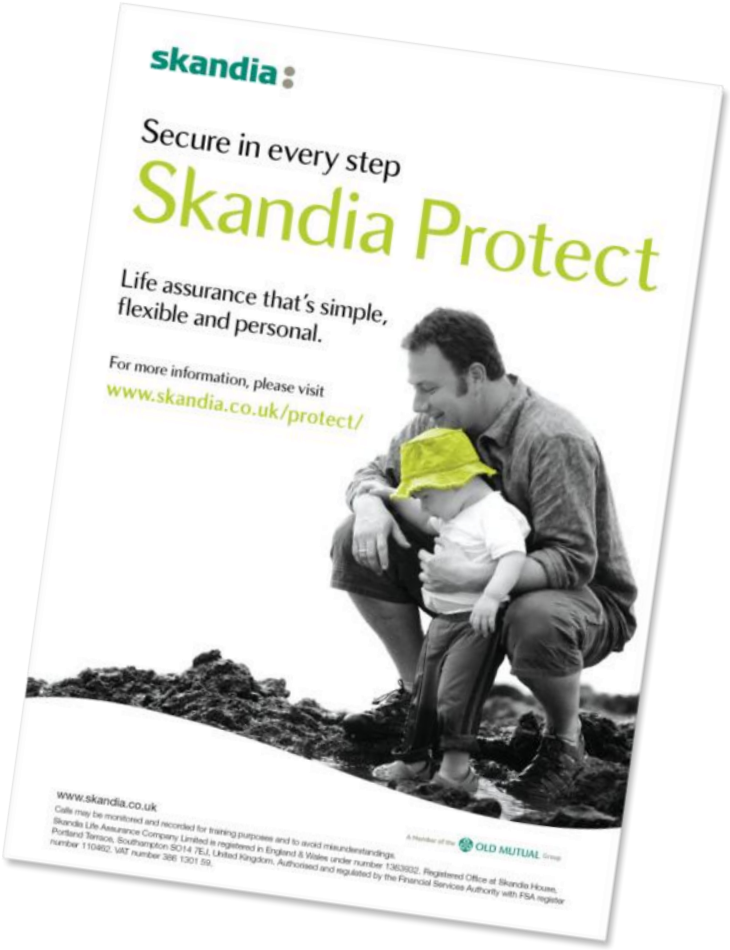
“How can I generate an income from my savings?”

skandia investment group

A Member of the OLD MUTUAL Group

A revitalised focus on protection

- Revitalised proposition launched in early November
  - Improved competitiveness
  - Expected increase in volume
  - Negligible implementation costs
- Strategic capability in future



Select – a full portfolio solution

- New fund range for post-RDR world
- Building blocks for portfolios
- Leading fund managers, including Old Mutual Global Investors
- Best price
- Improved margin

Grow: Distribution

1. Working closely with advisers

- Ongoing focus on serving the adviser market
- Wider proposition
- Platform tools and functionality
- Customer focused price at reasonable margin
- Service delivery

Grow: Distribution

2. Restricted advice propositions

- Market changes
- Increased move to restricted advice
- Solutions and propositions to support advisers in offering restricted advice
- Strategic partnerships

Grow: Distribution

3. Connecting with clients digitally

- Digital capabilities demanded by clients in 21st century
- Investment in improving our digital interface
- Enhanced customer experience will support advisers
- Complementary to adviser propositions

Our strategy in summary

UNIFY

SIMPLIFY

GROW

Simplifying in Continental Europe

UNIFY
SIMPLIFY
GROW

1. Manage for value in Continental Europe

- Germany, Austria, Switzerland: Back book model
  - Manage cost and persistency
- France: Achieve profitability as soon as possible
  - Significantly reduce cost
- Poland, Italy:
  - Currently profitable
  - Maintain existing path, increased focus on efficiency

Cash returns to the shareholder

Grow in cross-border markets

UNIFY
SIMPLIFY
GROW

2. Profitable cross-border proposition

- Historical lack of investment in modern capabilities in International
- Challenges in service delivery compared with competitors
- Now a modern, efficient and competitive offering that can be extended to other markets
- Increased automation and straight-through processing
- Improved product and service proposition

Moving the business forward

Summary

A modern, vertically integrated wealth management and asset management business

Unify, Simplify, Grow

One business: cost and focus

£300m pre-tax profit, 12-15% RoE, 40% operating margin

Driving Asset Management

Julian Ide

CEO, Old Mutual Global Investors

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The engine behind Old Mutual Wealth

OLDMUTUAL
GLOBAL INVESTORS

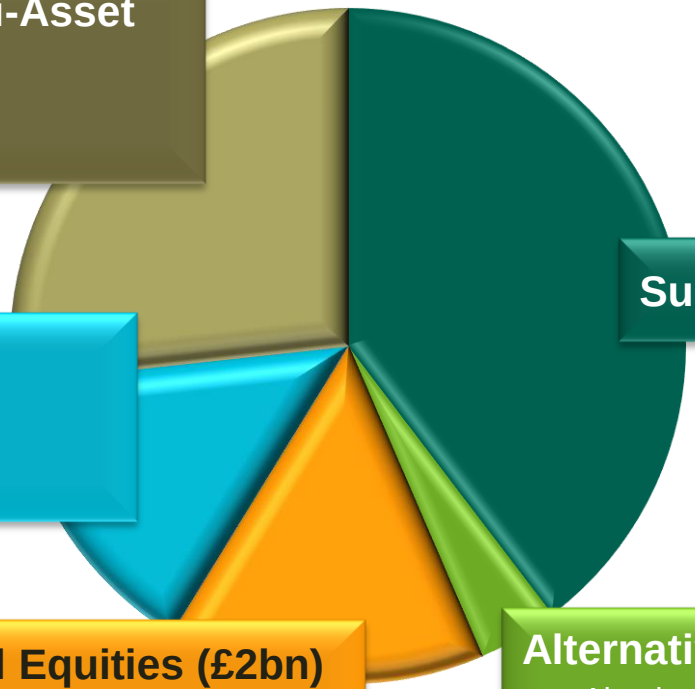
A new leader in asset management...

- Combination of Skandia Investment Group and Old Mutual Asset Managers UK
- Over £13bn AUM[1]
- Over £60m annualised revenue[1]
- 40 investment professionals

[1] As at 30 September 2012

…with multiple capabilities

Total AUM: £13.2bn



Multi-Manager/Multi-Asset solutions (£3.5bn)
- Multi Asset
- Outcome Oriented

Sub advised (£5.2bn)

Fixed Income (£2bn)
- Credit
- Total Return
- Relative Return

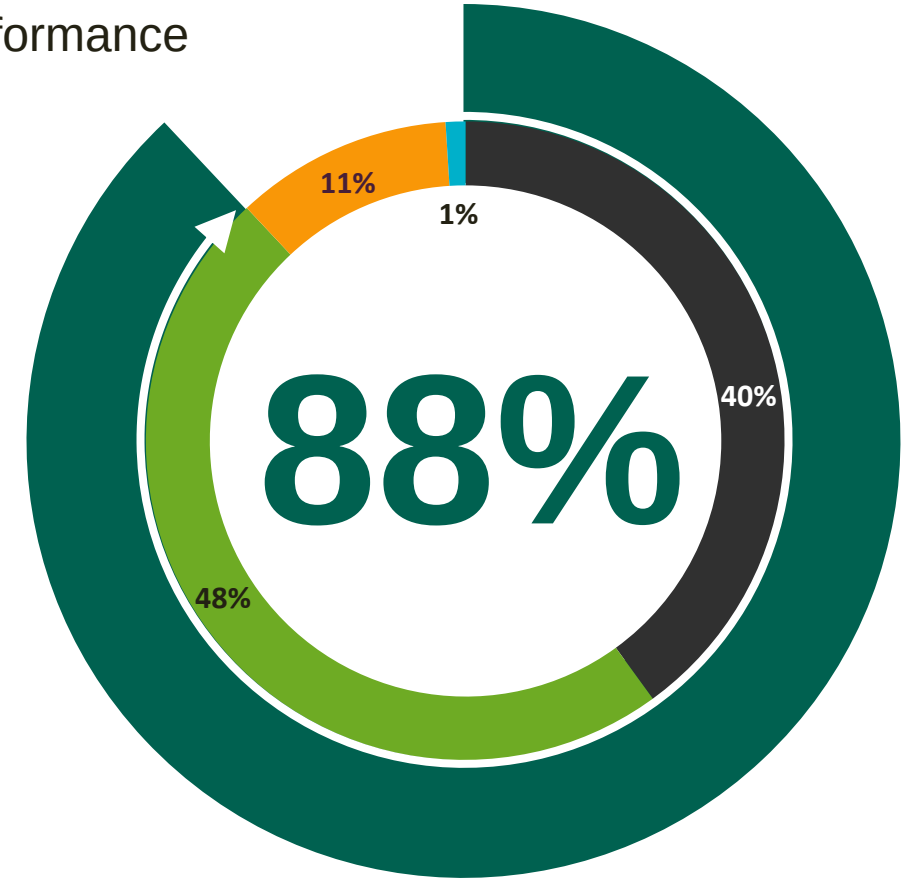
Fundamental Equities (£2bn)
- UK Mid & Small Cap
- UK Large Cap
- UK Equity Income

Alternatives (£0.5bn)
- Absolute Return

AUM by asset class, based on assets at 30 September 2012

…and superior investment performance

Three year mutual fund investment performance



Quartile ranking

- 1st
- 2nd
- 3rd
- 4th

- Establishes the credibility of the offering to UK IFAs
- Provides the basis for attractive revenue levels and economics
- Virtuous circle of performance and attracting talent

Performance weighted by AUM over 3 years to 30 September 2012.
Excludes Hedge funds and Mandates and funds where no Peer group defined.

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Recognised by the industry

32

fund ratings

S&P CAPITAL IQ — Gold FUND GRADING

MORNINGSTAR obsr — Gold

citywire SELECTION

As at 30 September 2012

LIPPER FUND AWARDS 201 UNITED KINGDOM

Absolute UCITS Awards 2012 — Winner — Equity Market Neutral & Quant

UCITS Hedge Awards 2012 — Best Relative Value - Equity Fund — Old Mutual Global Equity Absolute Return Fund (Old Mutual Asset Managers)

38

awards since 2007

FE ALPHA MANAGER RATING 2012

S&P — Rising Star of the Year Award 2012 — Stephen Message

citywire A

citywire 1000 THE WORLD'S TOP FUND MANAGERS

Highly rated managers

Three aspects to our strategy for growth

Create value for our clients

Grow a profitable business

Cultivate a culture of excellence

Creating value for our clients

Real solutions for real people

- Strong investment performance
- Relevant, fit-for-market products
- Competitive pricing
- Top quality service and support to the IFA community

Grow a profitable business

MARGIN
SCALE
CAPABILITY

Margin

- Focus on high value, high alpha
- Revenue margin boost through in-sourcing
- Reduced cost base through merger

Improved operating margin

Scale

- Distribution reach through Old Mutual Wealth platforms
- Focus in key products & capabilities
- Address sub-scale funds

Scale at fund and capability level

Capability

- Key asset classes
- New client segments
- Enables bringing outsourced assets in-house

Broadened capabilities

A culture of excellence

- Sustain performance by attracting and retaining investment talent
- Alignment of incentives
- Accountability and empowerment
- Freedom to perform within a strong governance framework
- Management team composition reflects strategic focus

Broadening capabilities to meet client needs

Client needs	Existing OMGI capability	Opportunity for expansion
Accumulation solutions	• Spectrum (risk targeted solutions) • Diversified Growth (multi-manager / multi-asset class)	
Delivering income	• Generation • Bonds • UK equity income	
Portfolio building blocks	• UK & European fundamental equities • Fixed income	

Light green indicates opportunity for expansion

Margin improvement through insourcing investment management

Illustrative[1] industry margins within a typical actively managed global equity fund

AMC = 0.75% (RDR ready share class)

*TER = 85-90 bps

Other costs	10-15 bps
OMGI (Packaging)	15-45 bps
Sub Advisory charge	30-60 bps

Investment Management = 75 bps

Sub-advised

*TER = 85-90 bps

Other costs	10-15 bps
OMGI (All investment management activity)	75 bps Full investment management fee to OMGI

Directly invested

[1] Internal estimates.

*TER = Total Expense Ratio

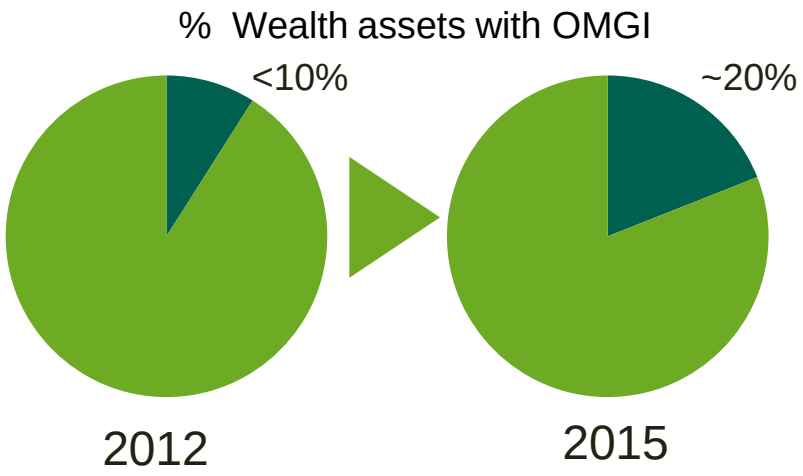
The Old Mutual Wealth engine at work

MARGIN
SCALE
CAPABILITY

Joint sales & marketing campaigns

Core part of Wealth propositions

Joint product innovation



Generation – meeting a key client need

- New range of investment solutions managed by Old Mutual Global Investors
- Launched: November 2012
- Addresses key issues in retirement:
  - Meeting income needs
  - Wealth preservation
  - Countering the effects of inflation

Delivering results

Measure	Full year 2011	Pre-merger representative monthly run rate [1]	Post-merger monthly run rate [2]
Average AUM (£bn)	12.8	–	–
Period End AUM (£bn)	12.1	–	–
NCCF (£m)	(282)	(16)	117
Gross Revenues (£m)	83.9	6.6	6.8
Revenue bps on Funds	58	58	60
Fixed Costs (£m)	55.6	4.4	3.7

[1] Based on the average monthly performance to August 2012
[2] Based on the average monthly performance of September and October 2012
2011 Gross Revenue includes £4.8m of performance fees and box profits
(£3.5m YTD August 2012; £3.9m YTD October 2012) Revenue bps on Funds is before performance fees and box profits

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Summary: The engine behind Old Mutual Wealth

Positioning to be a market leader

Expanding breadth of investment capabilities

Innovation and focus

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UK Distribution

Peter Mann

Managing Director, UK

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Old Mutual Wealth is well positioned in the UK

- Platforms will continue to grow through 2014[1]
- We understand how to profitably grow from our platform base
- We have the platform, the relationships and propositions that are fit for the future
- We understand customer dynamics and will respond
- We have solutions throughout the customer lifecycle
- We have built our distribution model with tomorrow's challenges and opportunities in mind

[1] Barclays/ABSA 15 November 2012 – Broker Note

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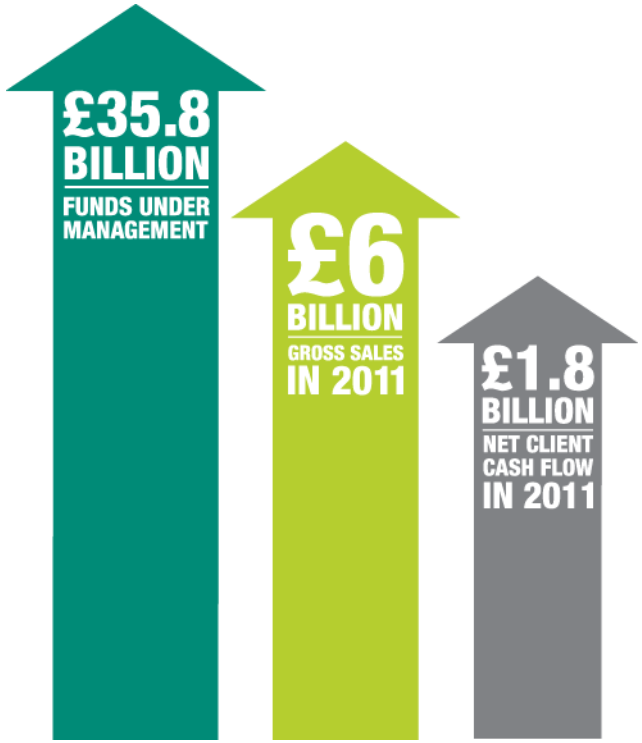
We are in a dominant position in the UK retail market



900,000
MUTUAL FUND TRADES IN 2011
WORTH OVER £30BN

22,500
ADVISER RELATIONSHIPS

634,000 CUSTOMERS

The ABERDEEN UK PLATFORM AWARDS 2012 Aberdeen
Best Fund Platform
WINNER

Moneywise PENSION AWARDS 2012
WINNER
BEST PERSONAL PENSION PROVIDER
Skandia

FUM as at 30 September 2012

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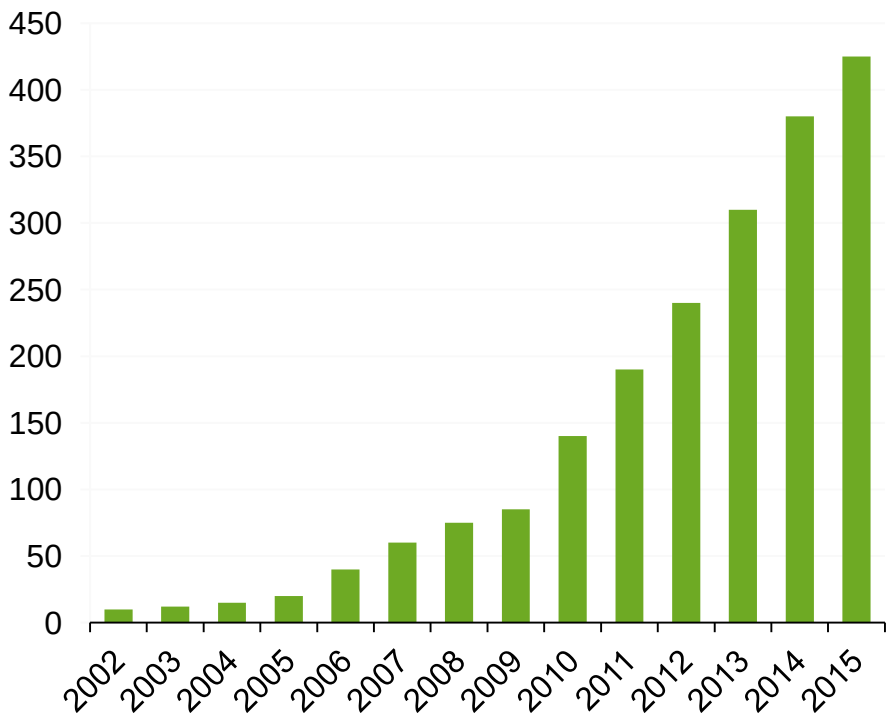
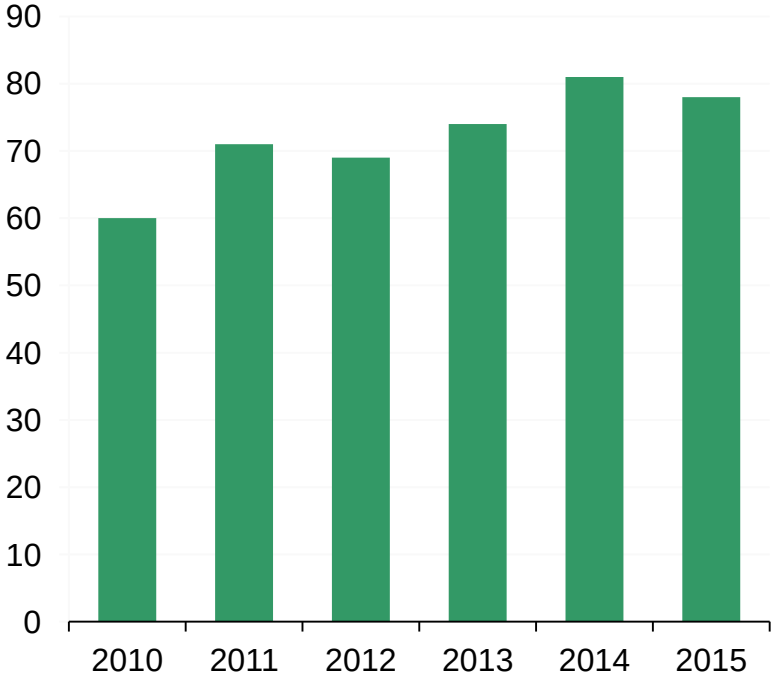
More and more IFAs are using platforms

Forecast Growth in the UK Platform Market, AUM (£bn)



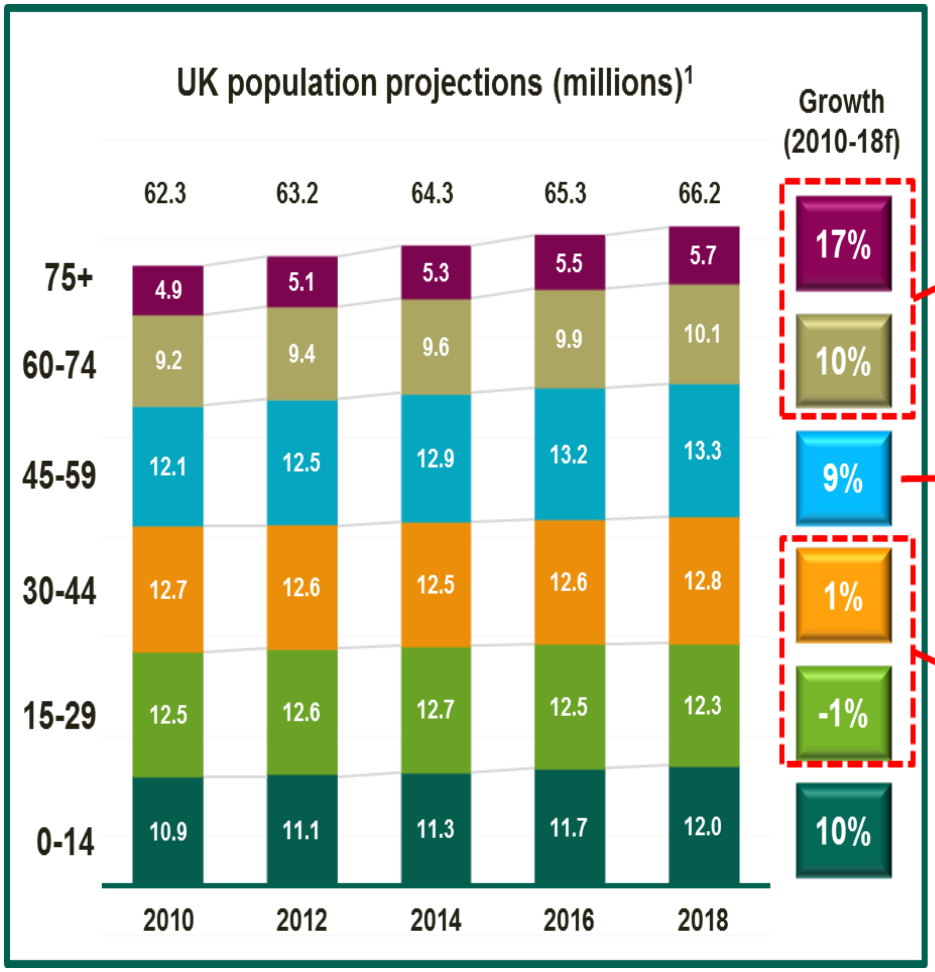
Source: Sanford Bernstein 2012

Proportion of IFA business on-platform in future %



Source: Investment Trends Survey 2012

Customer demographics create opportunities for advisers and product providers



(60+): Looking to maximise income to help subsidise retirement: Solutions for inheritance planning & income drawdown are critical

(45-59): Looking for products that maximise capital growth to finance large outgoings eg. children's university fees

(15-44): Looking to make mortgage decisions and for pension and investment solutions: Large buyers of financial advice

Source: (1) Navigant / Office for National Statistics, 2010 based projections

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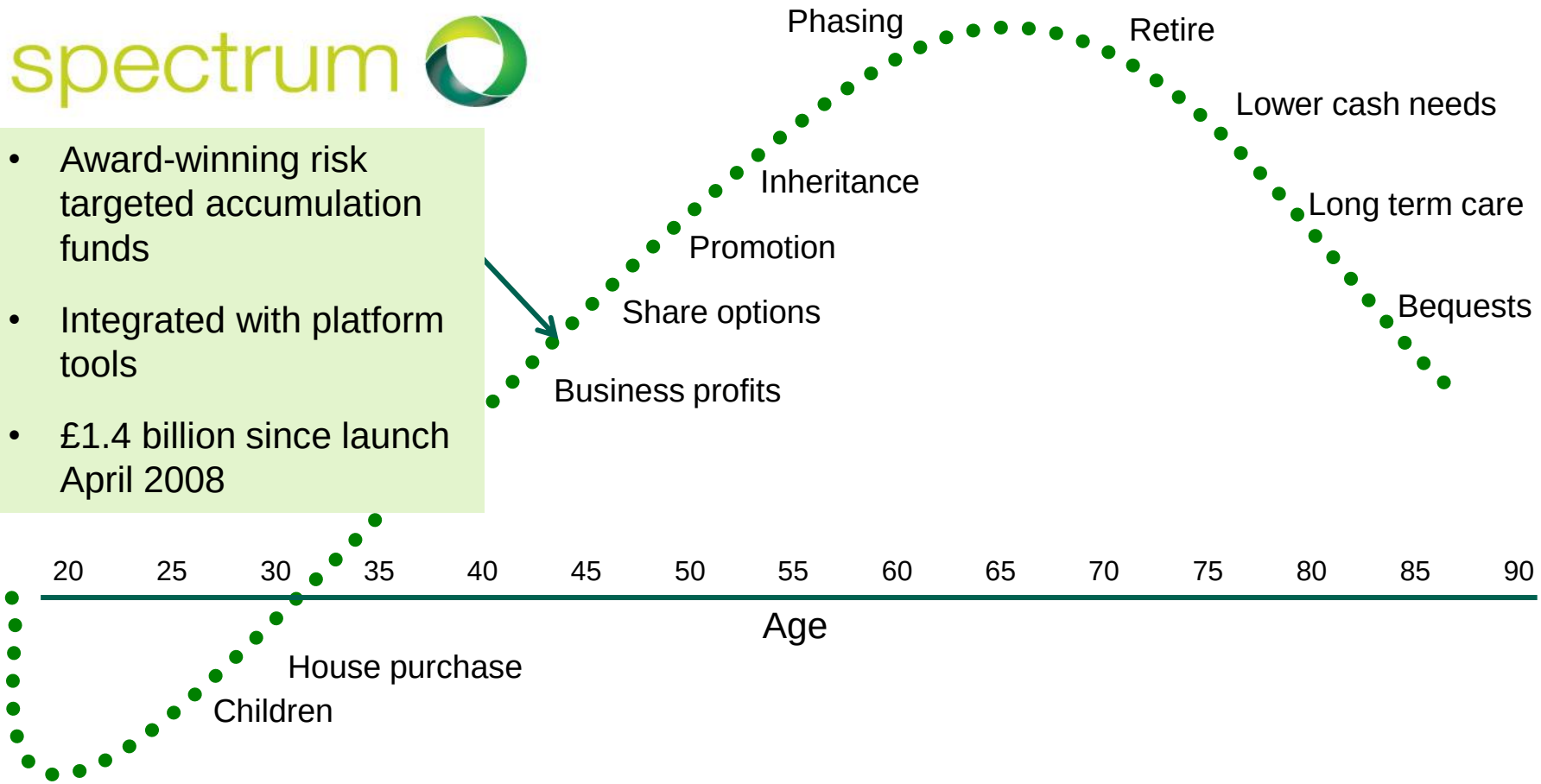
Delivering solutions throughout the customer lifecycle

spectrum

- Award-winning risk targeted accumulation funds
- Integrated with platform tools
- £1.4 billion since launch April 2008



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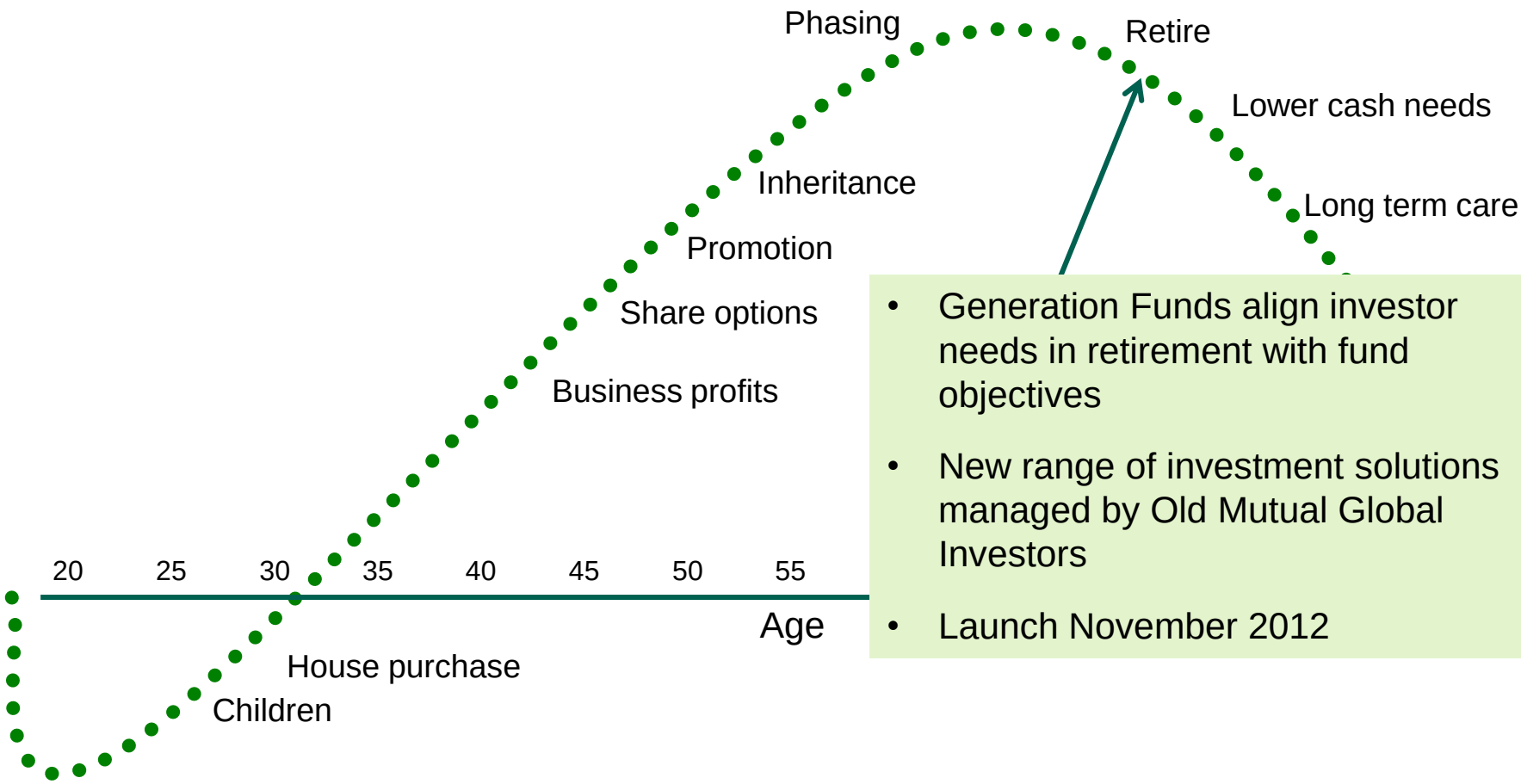
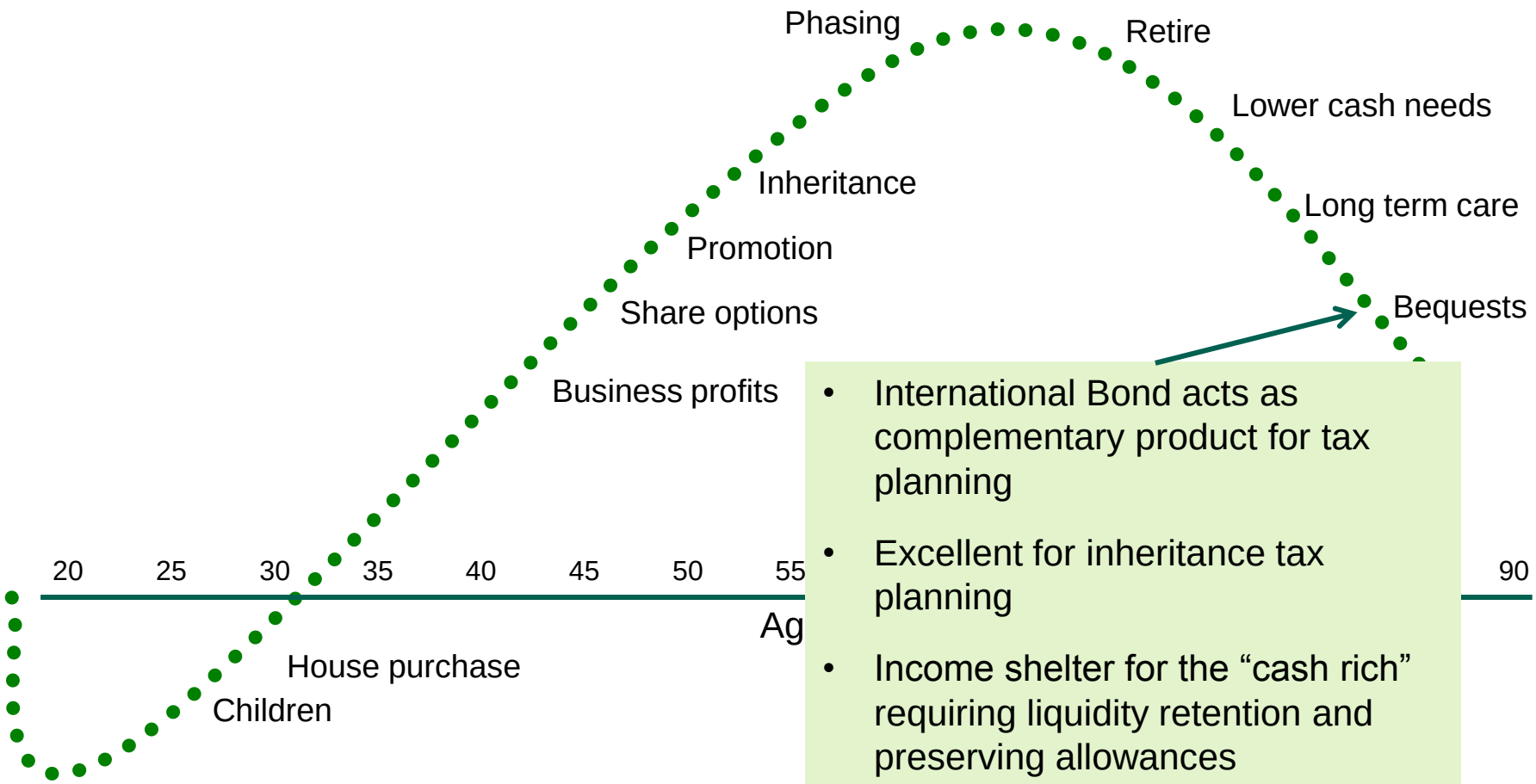
Delivering solutions throughout the customer lifecycle



- Generation Funds align investor needs in retirement with fund objectives
- New range of investment solutions managed by Old Mutual Global Investors
- Launch November 2012

Delivering solutions throughout the customer lifecycle



- International Bond acts as complementary product for tax planning
- Excellent for inheritance tax planning
- Income shelter for the “cash rich” requiring liquidity retention and preserving allowances

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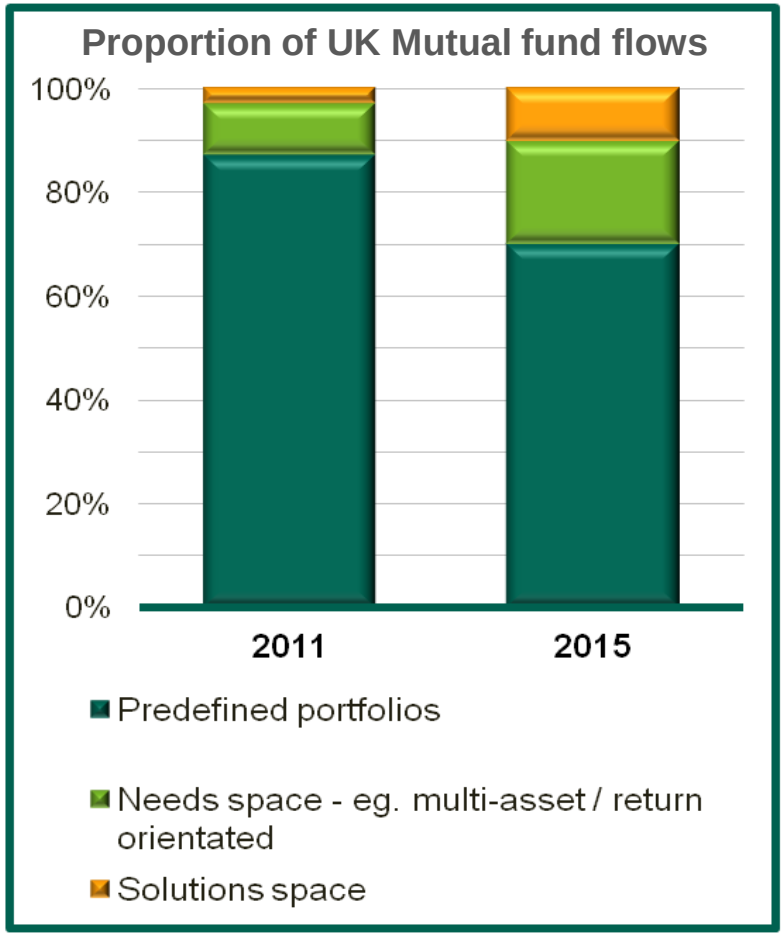
Select: a solution for pre-defined portfolios

- Multi-asset / solutions a growing market
- RDR-enforced adviser charging driving this trend
- Select provides building blocks for predefined portfolios
- Allows margin capture across all categories



Source: Internal analysis & estimates based on IMA data

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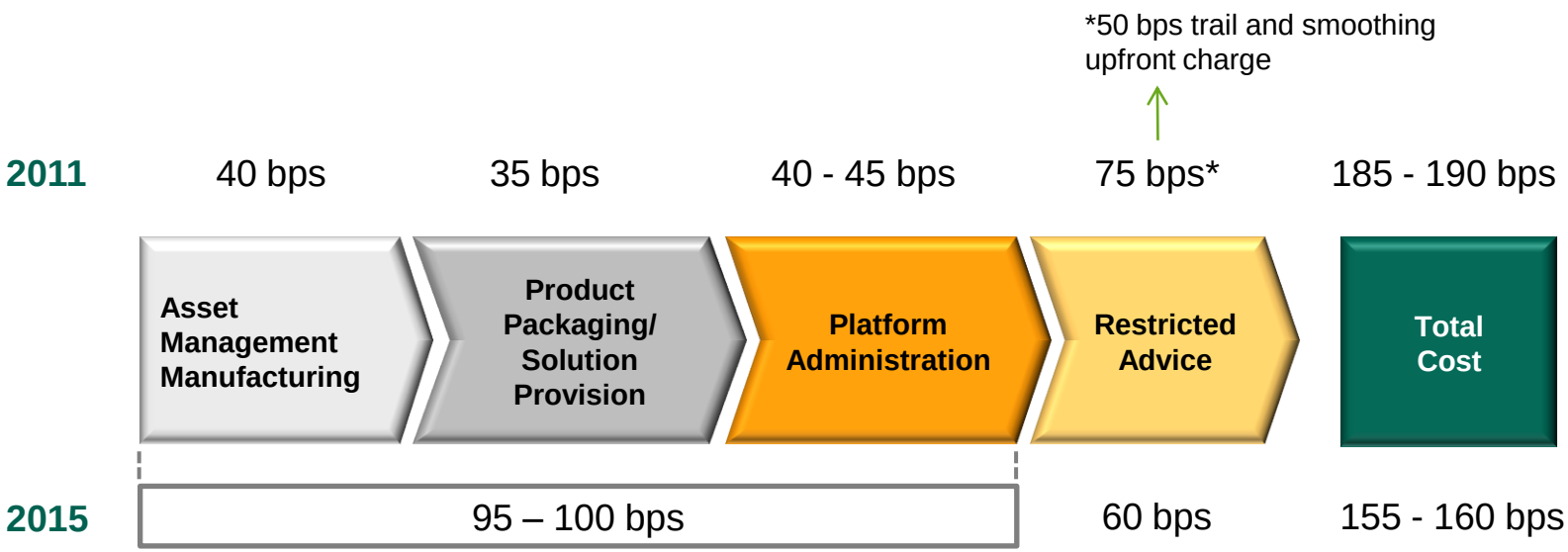
Broadening our revenue opportunity

Illustrative industry margins across the value chain[1]: Active management

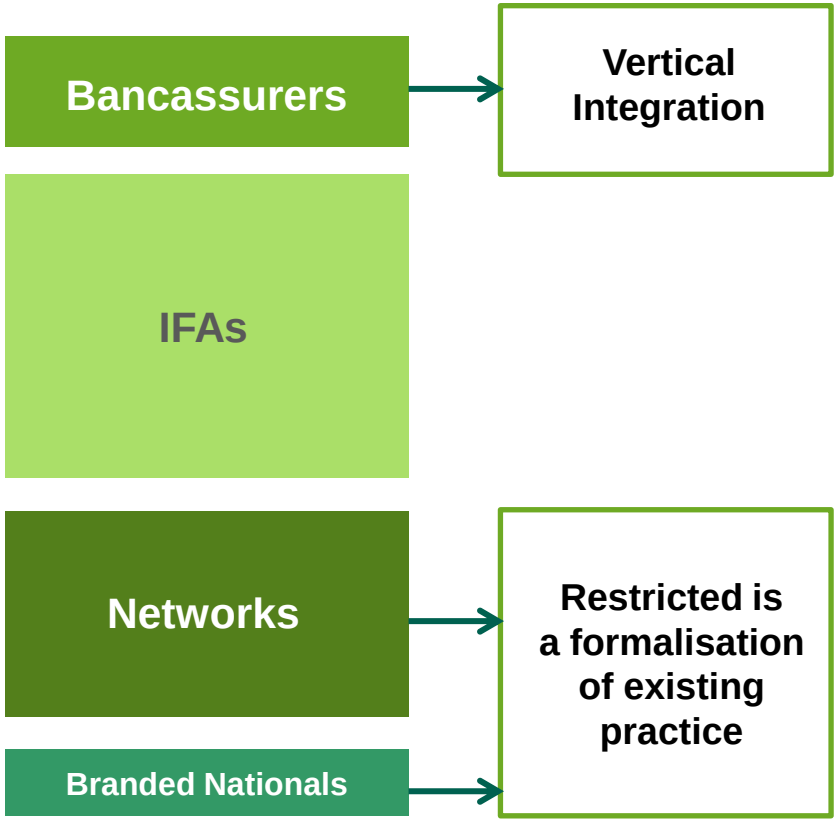


[1] Internal estimates

Regulatory changes create new dynamics and informs our distribution strategy

Challenges for IFAs

- Advice propositions that focus on long-term, multiple touch point relationships with clients
- Some clients will only need low touch low cost options
- A need for efficiency
- Increased complexity and compliance burden
- Will consider becoming restricted or offering restricted propositions



Note: Proportions shown are indicative

We have designed our sales force to meet tomorrow's challenges

Tomorrow's sales force today

- Designed to reflect the decisions that advisers will have to make
- Highly skilled sales force
- More effective use of sales costs

Protecting our core and delivering our strategy

- Grow our business with current non-supporters
- Maximise existing relationships
- Product and market expertise
- Capability to serve low cost needs but also scalable for orphans in future

Developing strategic partnerships

- Many decisions still made at the centre in adviser firms
- Deepen our relationship where restricted panels are likely to be the norm

Summary

Dominant position in the retail market

Changing market dynamics inform our strategy and create exciting opportunities

Delivering wealth solutions across customer life stages

The right distribution design and capabilities to succeed

International Distribution

Steven Levin

Managing Director, International

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Market leader in international single premium market

- Pioneers of international portfolio bonds
- Strong reputation for technical expertise and trusts
- FUM c£14bn and 165,000 affluent & HNW policyholders
- Recognised by the industry

Professional Adviser International Fund & Product Awards 2012
Best International Life Group
Winner

Professional Adviser International Fund & Product Awards 2012
Best Service Initiative
Winner

Professional Adviser International Fund & Product Awards 2012
Best International Life Product
Highly Commended

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Cross-border solutions from multiple bases

Flexible wealth management propositions…

- Full open-architecture investment plus packaged solutions
- Portfolio bonds and linked fund products
- Trust wrappers

For high-end affluent and HNW customers…

- International expats & selected locals
- …through quality advisers…
- Local and global

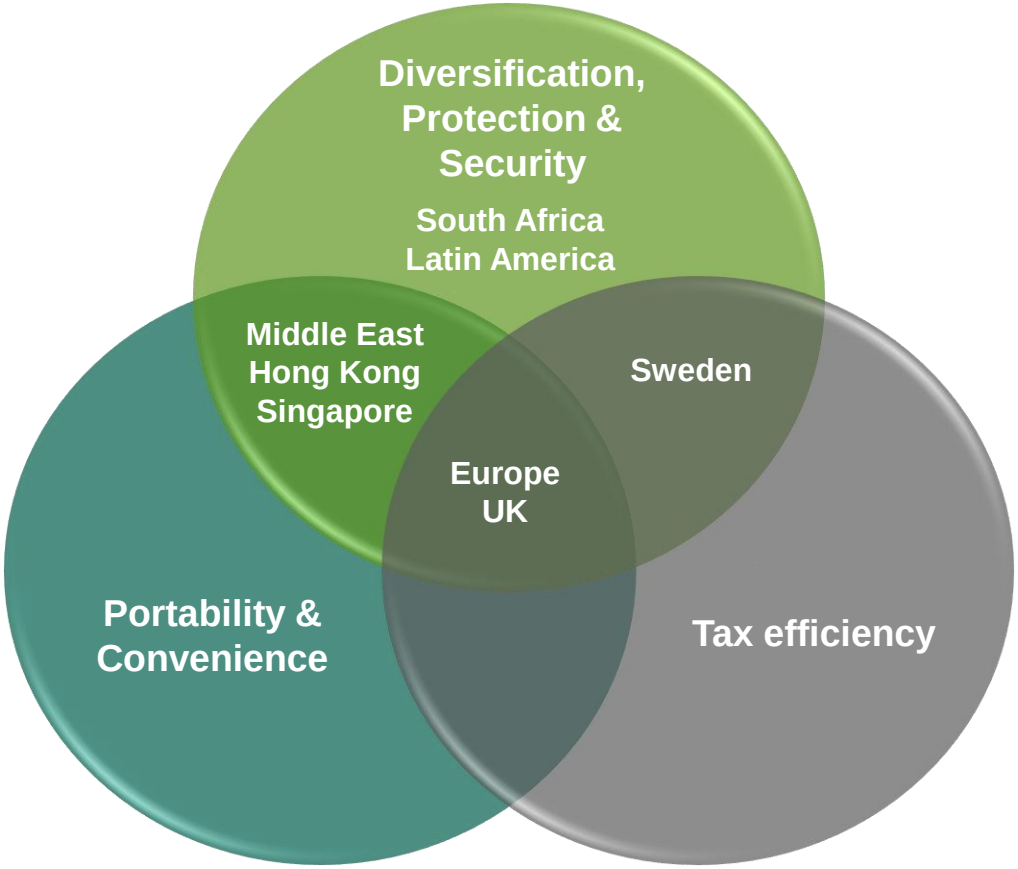
Sourced from:

- Isle of Man
- Ireland

Currently in these markets…

- Middle East
- Far East
- Latin America
- South Africa
- UK
- Europe

Reasons why customers buy cross-border products

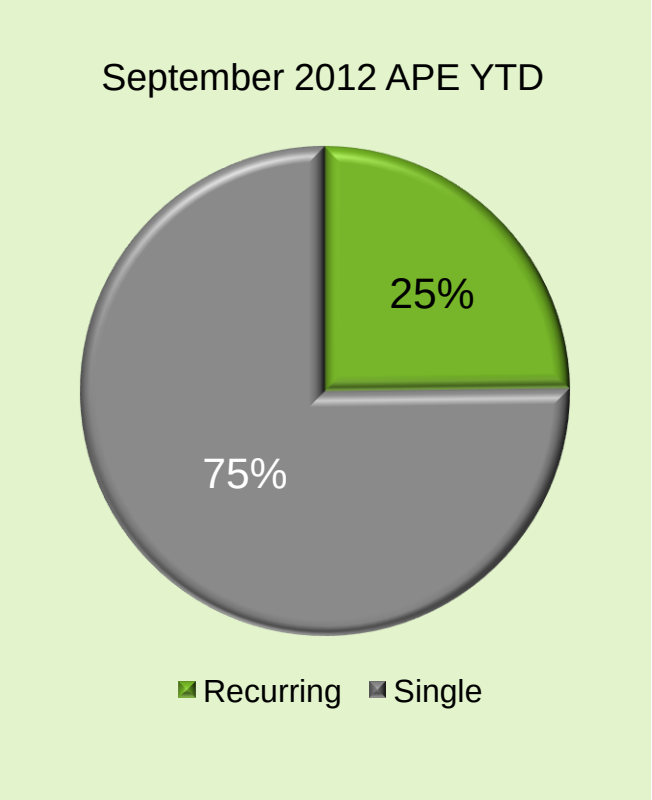


Our model is predominantly single premium, with attractive economics

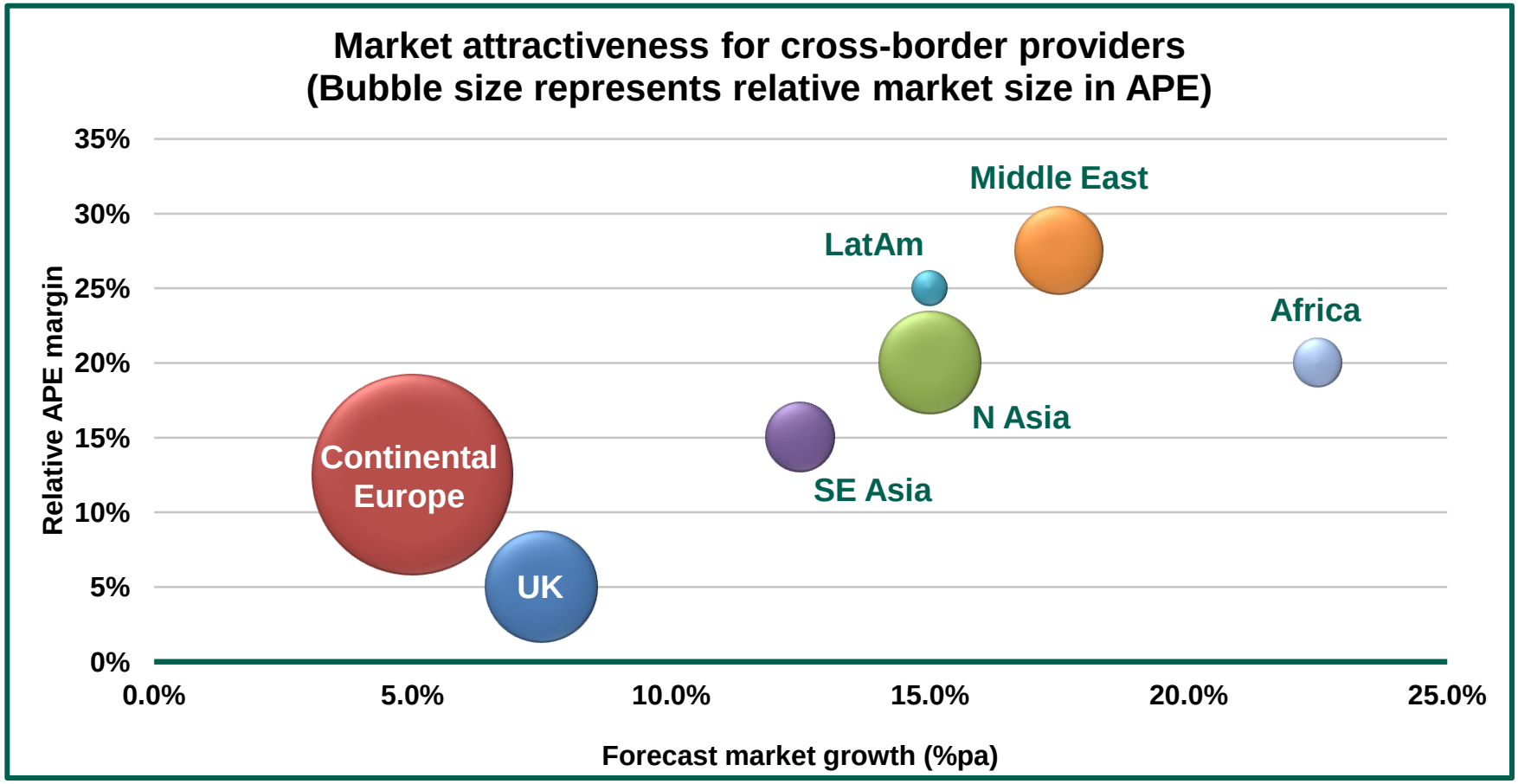
- Strong focus on single premium and non-contractual recurring premium
- Reflects client investment preferences

- VNB margins (APE) 17-23%
- Average case size > £250k

- True open architecture capability
- Leaders in trusts and cross-border tax matters



UK and Europe the biggest markets, but emerging markets are attractive



Source: NMG Consulting global BQM programmes and analysis of cross-border provider financial statements

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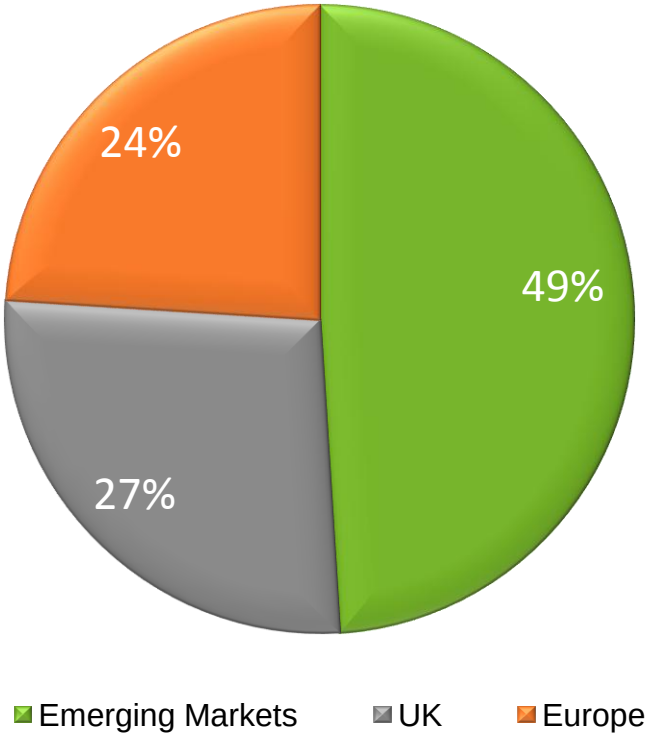
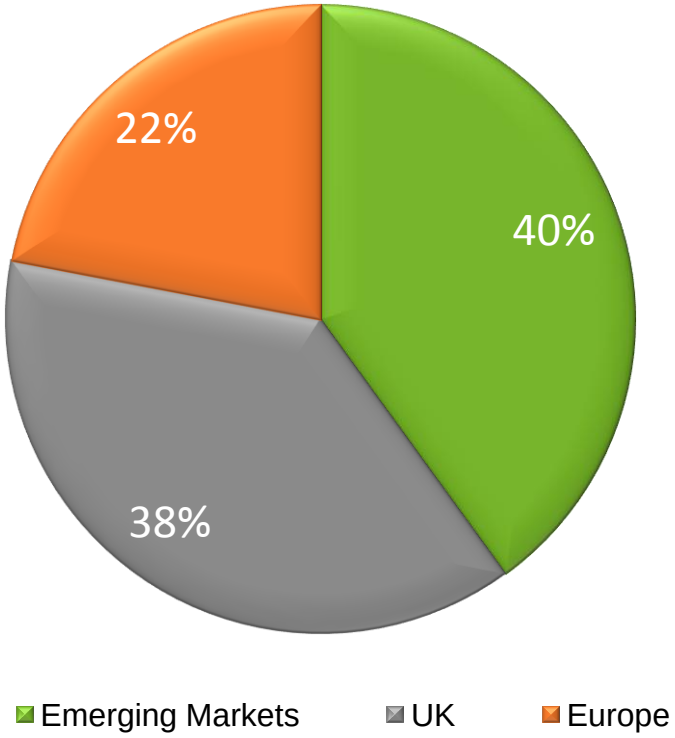
Our regional diversification allows us to capture these opportunities

YTD APE Sales split by region at September 2012



Assets Under Management by region at September 2012



All numbers exclude Finland.

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Building blocks in place for expansion

- Expanding bank distribution in all regions
- Strategic partnerships in key markets
- Developing Continental Europe opportunities
- Driving sales from recent product expansion
- Increased focus in the UK through moving to one business

Our Wealth Interactive platform delivers adviser benefits

Time.
That valuable commodity.

Reduced administration and paperwork

Online applications	Online dealing
Only set up a customer once	Access documents in one place
Online transactions instantly validated	Online customer management
24/7 extranet availability	Bulk management of customer investments

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Our Wealth Interactive platform delivers client benefits

"a simple and transparent way to keep track of my wealth"

Information at their fingertips

Customers have an online document library of all policy correspondence

Investment information in one place e.g.

Transaction history

Fact sheets for the assets they hold

Immediate access to the current value of their policy and its historical performance

Customers can change their personal details easily e.g. address, bank account, contact information

Our Wealth Interactive platform delivers shareholder benefits

Improve the contribution to the Group

- Be more efficient: 25% reduction in operating costs from Q2 2013
- Reduce breakage by > 50% from Q2 2013
- Provide platform for growth and leverage across the Group
- Improved management information and financial reporting
- Improved employee morale as they focus on customers and not manual processes

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Summary

Market leader in cross-border investment markets

High margins, globally diversified

Expanded and improved product range with leading online capabilities

Broadening distribution breadth for future growth

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Financials and Prospects

Mark Satchel

CFO, Old Mutual Wealth

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Over the last 3 years – delivering growth

Old Mutual Wealth - Select KPIs	2011	2010	2009	2 year change
Underlying profit[1]	£147m	£121m	£35m	Quadrupled
Net client cash flow	£2.5bn	£3.9bn	£2.5bn	Constant
Funds under management	£54.4bn	£55.9bn	£46.9bn	Increased
Return on equity	15.8%	13.7%	8.0%	Doubled

£400m cash delivered over 3 years

All numbers as at the end of the year, excludes OMAM UK and Austrian, German, Polish and Swiss businesses, at the time part of the "Retail Europe" division.

[1] Underlying profit is pre-tax and excludes the impact of the policyholder tax transition adjustment.

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Sources of profit

£95m
IFRS AOP pre-tax (H1 2012)

AUM:	£65.5bn
NCCF:	£0.8bn
ROE:	14%
Op margin:	31%

Invest and Grow £31m

AUM:	£40.8bn
NCCF:	£1.1bn
ROE:	12%
Op margin:	21%

Manage for value – Heritage £60m

AUM:	£18.3bn
NCCF:	(£0.4bn)
ROE:	21%
Op margin:	55%

Manage for value – Open books £4m

AUM:	£6.4bn
NCCF:	£0.1bn
ROE:	1%
Op margin:	10%

All numbers H1 2012. RoE shown on annualised basis.
Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission).

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Sources of profit: Invest and Grow

£95m
IFRS AOP pre-tax (H1 2012)

AUM:	£65.5bn
NCCF:	£0.8bn
ROE:	14%
Op margin:	31%

Invest and Grow
£31m

AUM:	£40.8bn
NCCF:	£1.1bn
ROE:	12%
Op margin:	21%

Asset management
£3m

AUM:	£12.5bn*
NCCF:	(£0.1bn)
ROE:	15%
Op Margin:	10%

UK on-shore
£2m

AUM:	£20.4bn
NCCF:	£1.2bn
ROE:	1%
Op Margin:	4%

International cross-border
£ 26m

AUM:	£13.4bn
NCCF:	£0.0bn
ROE:	19%
Op Margin:	45%

All numbers H12012. RoE shown on annualised basis.
*£5.5bn of this is internal funds and included in the UK platform/heritage AUM numbers also.
Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission)
UK on-shore includes the platform and protection business.

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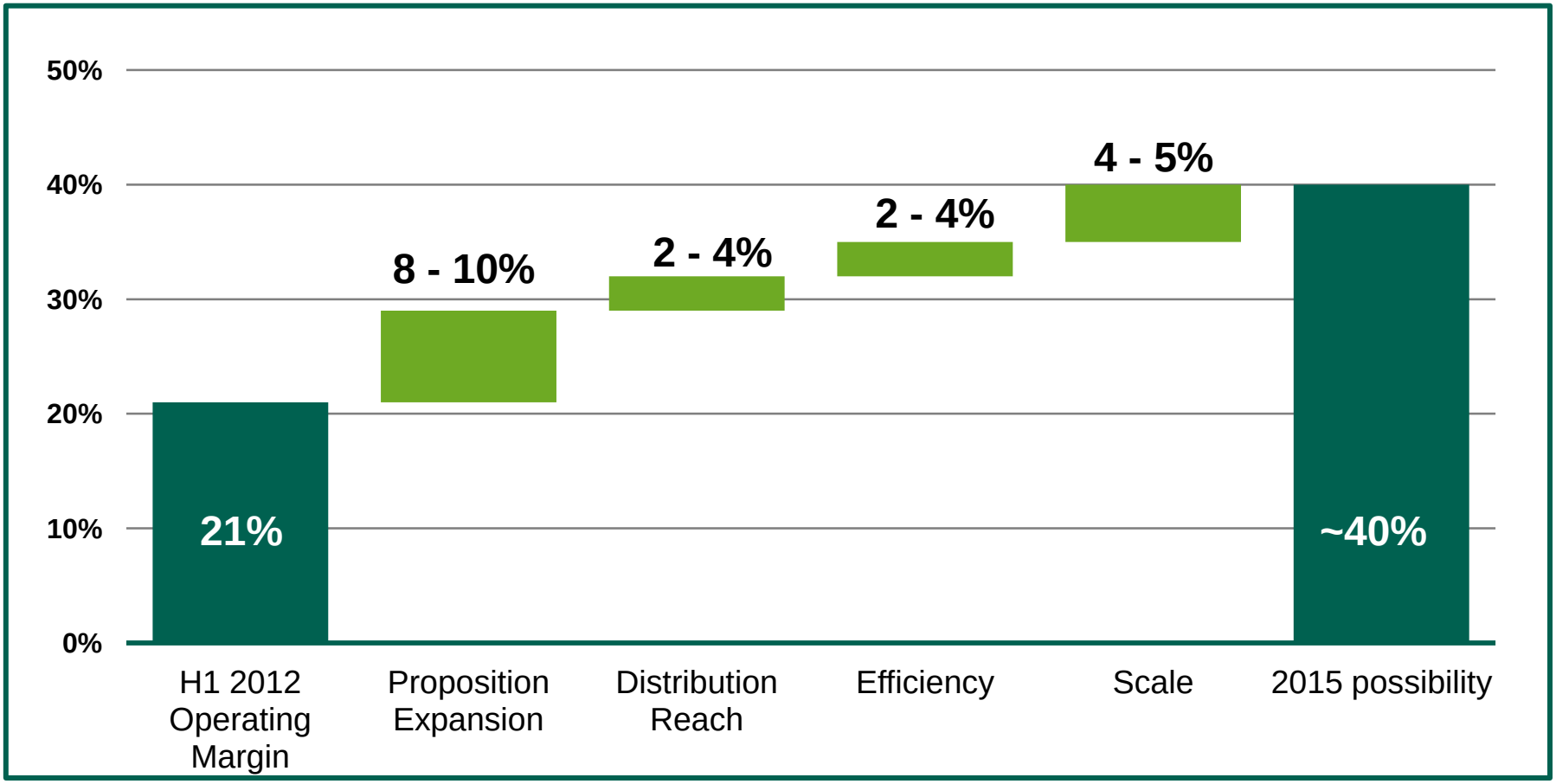
Operating margin: Invest and Grow



Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission).

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Basis point analysis

		H1 2012	Future
Revenue	▪ Platform	52	40-45
	▪ Asset Management	59	55-60
	▪ Cross-border	100	95-105
	▪ Total	77	75-80
Expenses	▪ Platform	(57)	(25-30)
	▪ Asset Management	(53)	(25-30)
	▪ Cross-border	(54)	(50-55)
	▪ Total	(61)	(40-45)
Profit	▪ Platform	(5)	~15
	▪ Asset Management	6	~30
	▪ Cross-border	46	~45
	▪ Total	16	~35

Cross-border excludes Finland.
Overlapping FUM between Platform and Asset Management is stripped out in Totals but is shown in each component part.
Platform basis point excludes protection business.

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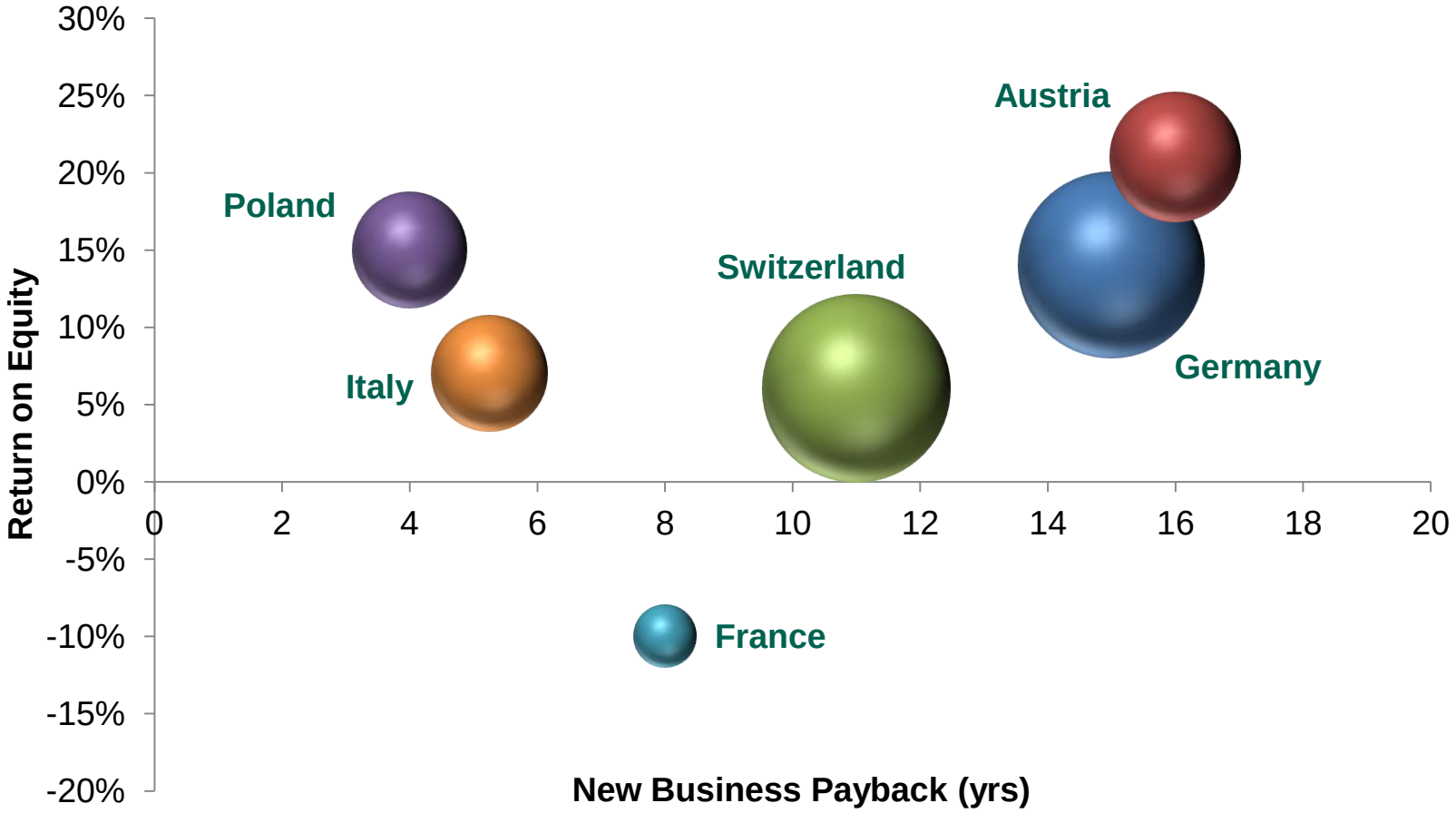
Manage for Value



Size of bubble represents relative size of MCEV

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Sources of profit: Manage for Value - Heritage

£95m
IFRS AOP pre-tax (H1 2012)

AUM:	£65.5bn
NCCF:	£0.8bn
ROE:	14%
Op margin:	31%

Manage for value – Heritage
£60m

AUM:	£18.3bn
NCCF:	(£0.4bn)
ROE:	21%
Op margin:	55%

UK Heritage
£36m

AUM:	£13.8bn
NCCF:	(£0.5bn)
ROE:	23%
Op Margin:	65%

European Heritage
£24m

AUM:	£4.5bn
NCCF:	£0.1bn
ROE:	17%
Op Margin:	44%

All numbers H1 2012. RoE shown on annualised basis.
Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission).

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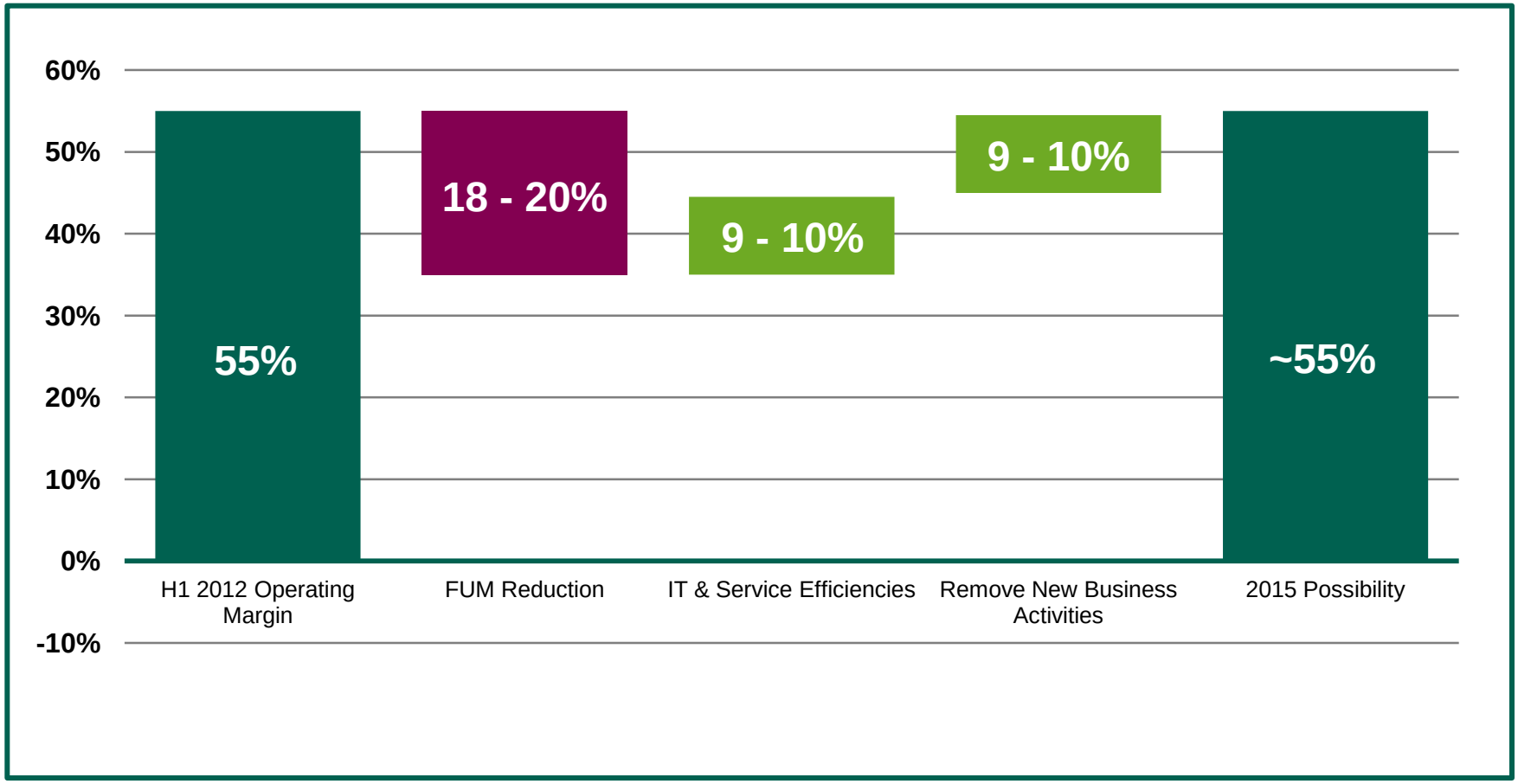
Operating margin: Manage for Value – Closed Book



Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission).

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Sources of profit: Manage for Value – Open Books

£95m
IFRS AOP pre-tax (H1 2012)

AUM:	£65.5bn
NCCF:	£0.8bn
ROE:	14%
Op margin	31%

Manage for value – open books
£4m

AUM:	£6.4bn
NCCF:	£0.1bn
ROE:	1%
Op margin:	10%

Finland (Divested)
£10m

AUM:	£1.1bn
NCCF:	£0.0bn
ROE:	25%
Op Margin:	69%

Poland, Italy & France
(£6m)

AUM:	£5.3bn
NCCF:	£0.1bn
ROE:	(14%)
Op Margin	(24%)

All numbers H1 2012. RoE shown on annualised basis.
Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission).

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Combined Old Mutual Wealth profit[1] matrix

Operating Margin %

FUM £bn	20	30	40	50
60	100	150	200	250
70	125	175	240	300
80	140	200	275	350
90	150	225	300	375
100	175	250	350	425

[1] IFRS pre-tax profit (£m)
Operating margin defined as: IFRS AOP pre-tax divided by net revenues (gross revenues less external commission).

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Summary

Invest in core markets

- Grow asset management capabilities
- Diversify product
- Broaden distribution
- Control and reduce expenses

Manage for value

- Operational efficiency
- Cash generation

2015 financial ambition

- Pre-tax profit £300m
- Return on Equity 12-15%
- Operating margin >40%

Summary

Paul Feeney

CEO, Old Mutual Wealth

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Summary

Significantly growing profit over the next 3 years

Unify, Simplify, Grow

Modern, vertically integrated wealth management and asset management business

Conclusion

Philip Broadley

Group Finance Director
Old Mutual plc

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Old Mutual Wealth

Investor Presentation

19 November 2012

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Follow up materials

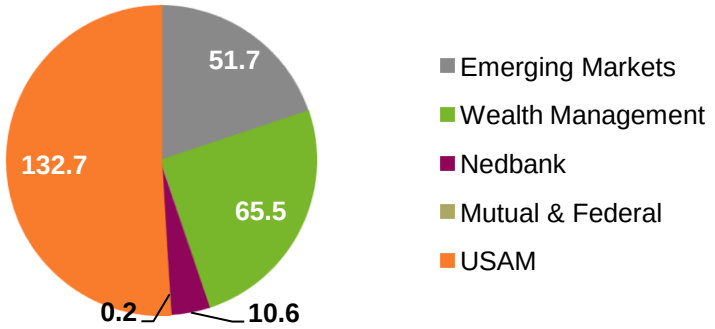
If you wish to receive today's presentations in soft copy, plus further information, please leave your business card outside the Presentation Suite.

Thank you.

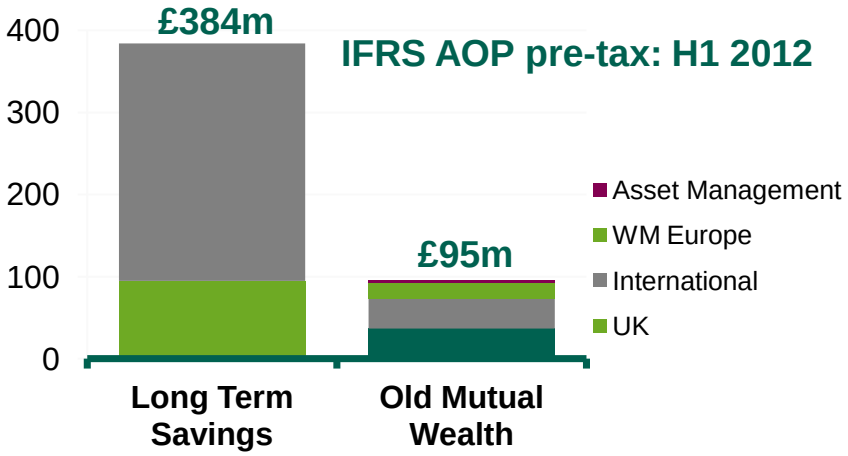
Appendix

Old Mutual Wealth
Overview

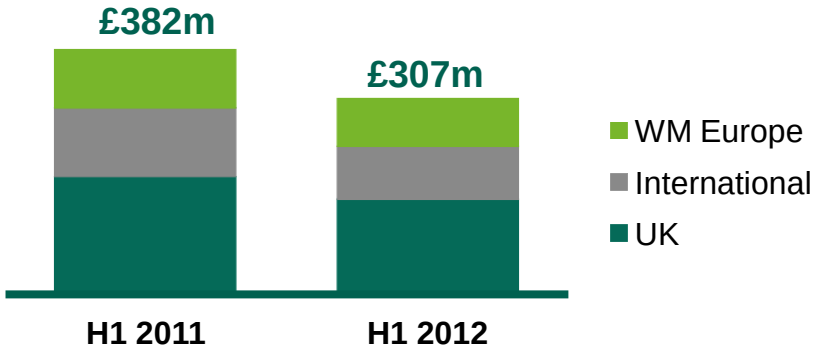
Funds under Management in core operations at 30 June 2012 (£bn)



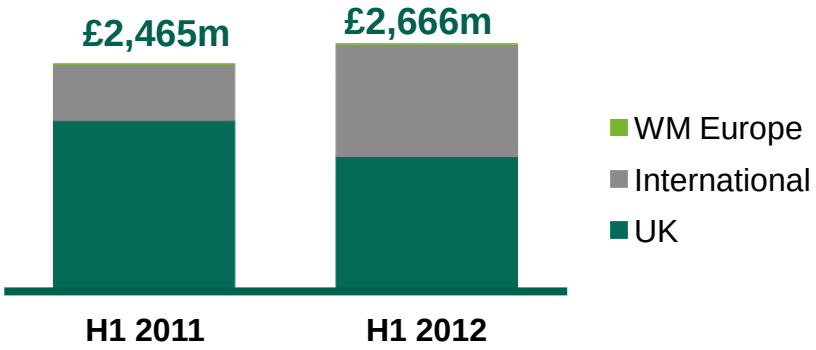
IFRS AOP pre-tax: H1 2012



Life APE sales



Non-covered sales



Now includes the operations previously reported as Retail Europe (included within Wealth Management Europe) and OMAM (UK) from 2012 (reported with SIG as part of International)

Non-covered sales in Wealth Management Europe: H1 2012 £19m, H1 2011 £19m

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Multiple businesses in Old Mutual Wealth

UK

- Platform based investment products for UK customers
- Currently collectives-only open architecture (1000 funds) + Adviser tools, portfolio management & reporting functionality
- Highly competitive market

Key success drivers

Operating margin

Revenue margin

International (Cross-border)

- Cross-border investment product (primarily Isle of Man) for international investors
- Funds-only and full open architecture depending on product
- High margin with high case sizes

Key success drivers

Product flexibility & Quality of service

Efficiency in servicing multiple geographies

Continental Europe

- Unit-linked, on-shore insurance wrapped product for investors in Continental Europe
- Local market distribution dominated by banks

Key success drivers

Competing against large players

Efficiency of operations relative to opportunity

Asset Management

- Multi-manager (Skandia Investment Group) and directly invested fixed income and UK equity (OMAM UK)

Key success drivers

Scale

Capability & investment performance

Historical progression – delivering growth

Old Mutual Wealth - Select KPIs	2011	2010	2009	2 year change
Headline profit (pre tax)	£179m	£197m	£106m	Increased
Underlying profit[1]	£147m	£121m	£35m	Quadrupled
Life new business sales (APE)	£611m	£734m	£617m	Constant
Value of new business	£70m	£66m	£49m	Increased
Mutual fund sales	£4.7bn	£4.5bn	£3.2bn	Increased
Net client cash flow	£2.5bn	£3.9bn	£2.5bn	Constant
Funds under management	£54.4bn	£55.9bn	£46.9bn	Increased
Return on equity	15.8%	13.7%	8.0%	Doubled

All numbers as at the end of the year, excludes OMAM UK and Austrian, German, Polish and Swiss businesses, at the time part of the "Retail Europe" division.

[1] Underlying profit is pre-tax and excludes the impact of the policyholder tax transition adjustment.

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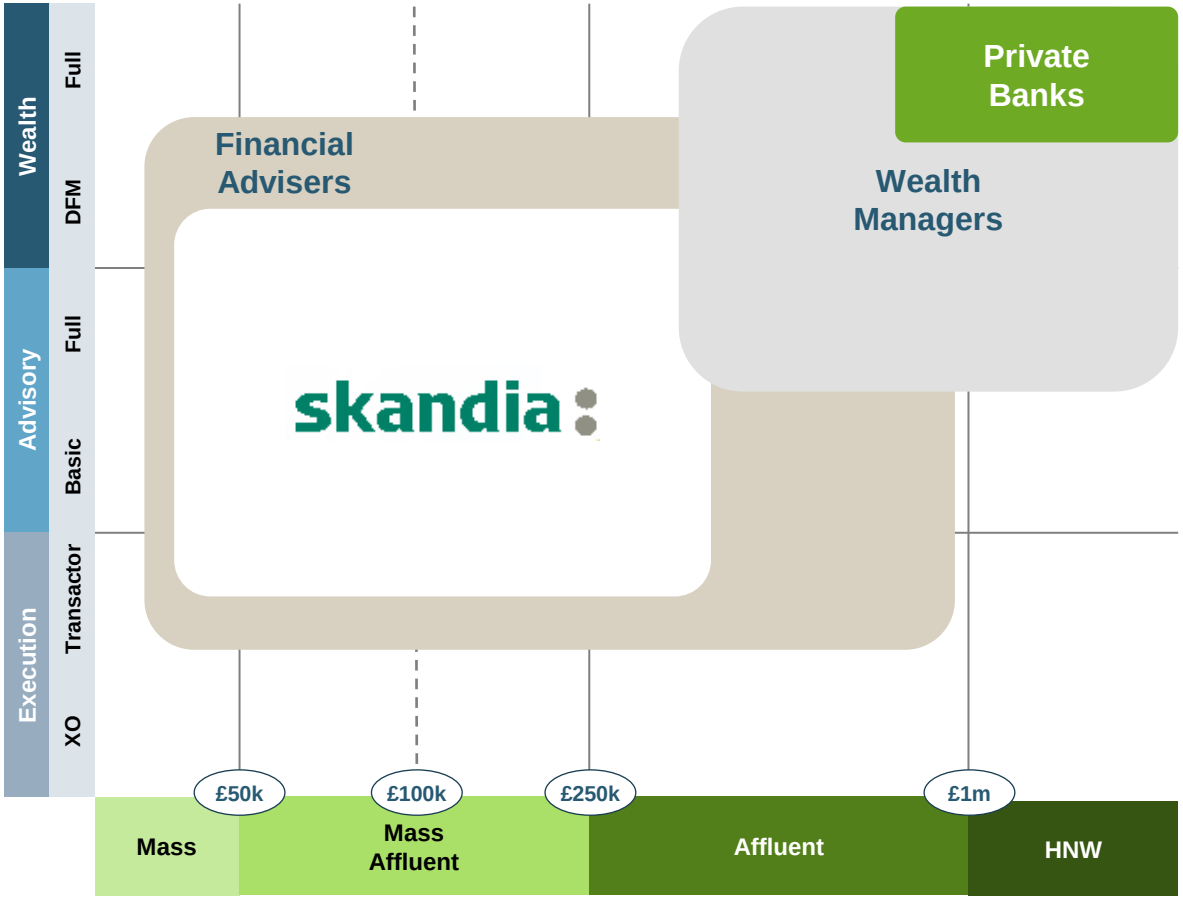
Skandia typically appeals to customers with £30k-£450k to invest who seek advice



- Wide range of needs, with many opportunities to provide solutions
- Current product range
  - Investment Bonds
  - Individual Pensions
  - Collectives & ISAs
  - On-shore focused

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Expanding our approach to the UK market

From	To
▪ Intermediated – independent ▪ Narrow product range ▪ On-shore focused	▪ Intermediated – independent & restricted ▪ Intermediated – strategic partnerships ▪ Customer-connected ▪ Wealth Management: Investment solutions ▪ Retirement Solutions: drawdown & income ▪ Protection ▪ On-shore and cross-border

Cross-border customer segments by country / region

	Mass Affluent	High Net Worth
Expats	Middle East Hong Kong & NE Asia Singapore & SE Asia	Hong Kong & NE Asia Singapore & SE Asia Europe
Locals	Sweden Latin America South Africa Hong Kong Singapore	UK Latin America South Africa Hong Kong Singapore Sweden

Case study: Managing a client portfolio with Select

Benefits for IFAs

- Long term client relationships through better client outcomes and ongoing reviews
- Increased efficiency
- Reduced complexity
- Managing compliance burden through industrial strength

Better client outcomes

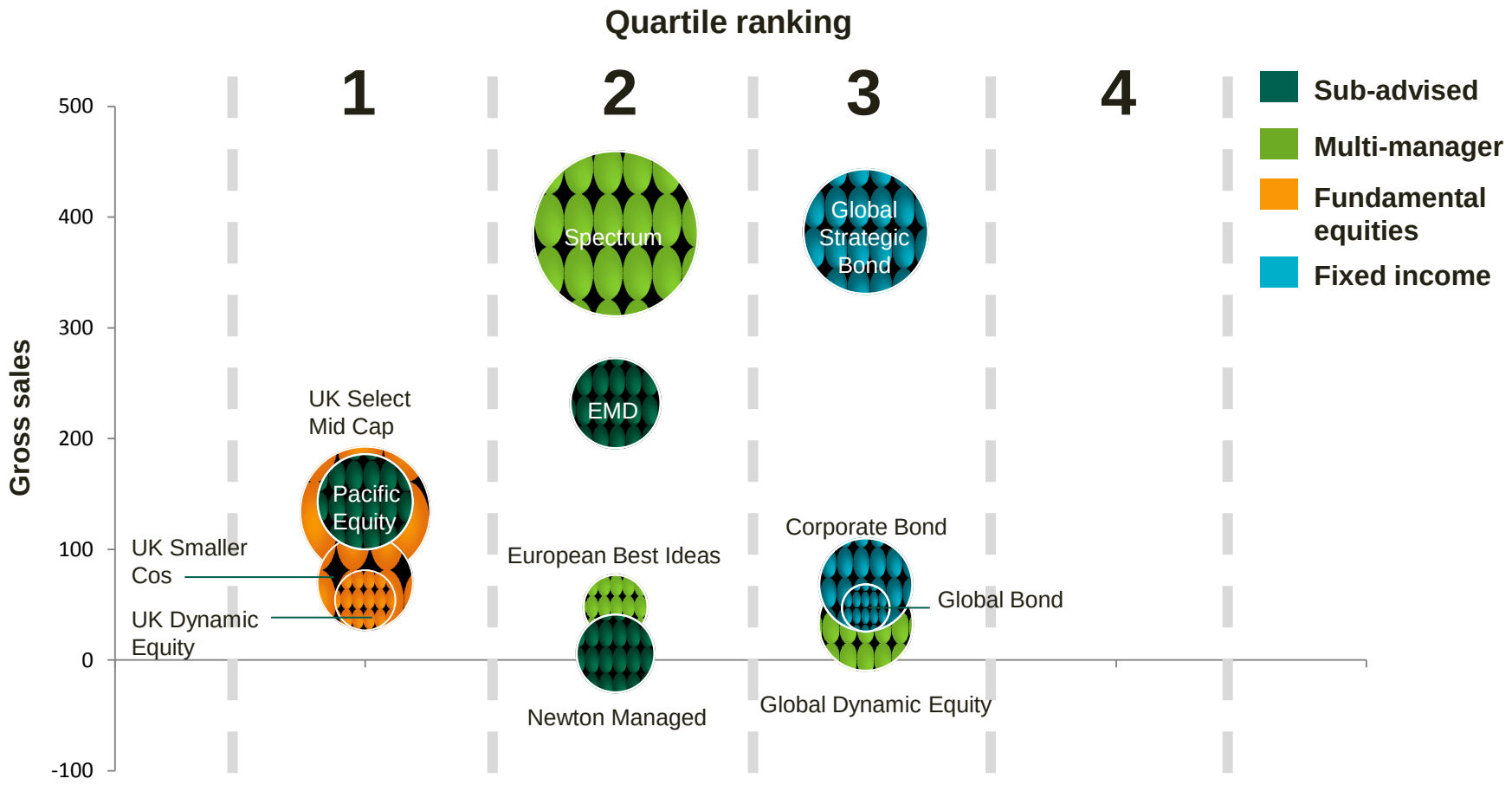
- Professional investment management
- Risk-based outcomes
- Lower investment cost

Benefits for Old Mutual

- Increased AUM into own managed propositions
- Improved margin through asset management capability
- Core offering for distribution partnerships

OMGI Fund performance

Top 3 funds in each capability*



* As at 30 September 2012. Size of bubble represents AUM
Quartile rankings based on 1 year performance to end September 2012

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Equity[1] in Old Mutual Wealth

£m	Jun 2012	Dec 2011	MCEV Jun 2012
Old Mutual Wealth	1,180	1,144	2,544
UK	510	469	796
International	349	354	1,038
Asset Management	50	12	N/A
Continental Europe	270	309	710

[1] Period end equity, as used in RoE calculation.
H1 2012 includes OMAM UK; Retail Europe is included in all numbers.

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Simplified Profit & Loss

	2012 H1	2011 FY	2010 FY
Fees	597	1,183	1,110
Underwriting	34	41	71
Investment Return (LTIR)	18	80	133
Other	(3)	(13)	(17)
Gross Margin	646	1,291	1,297
Admin expenses and other	(216)	(404)	(474)
Acquisition expenses	(335)	(664)	(575)
Pre tax AOP	**95**	**223**	**248**

H1 2012 includes OMAM UK; Retail Europe is included in all numbers.

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