

How RDR is changing Wealth Management

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Old Mutual Wealth

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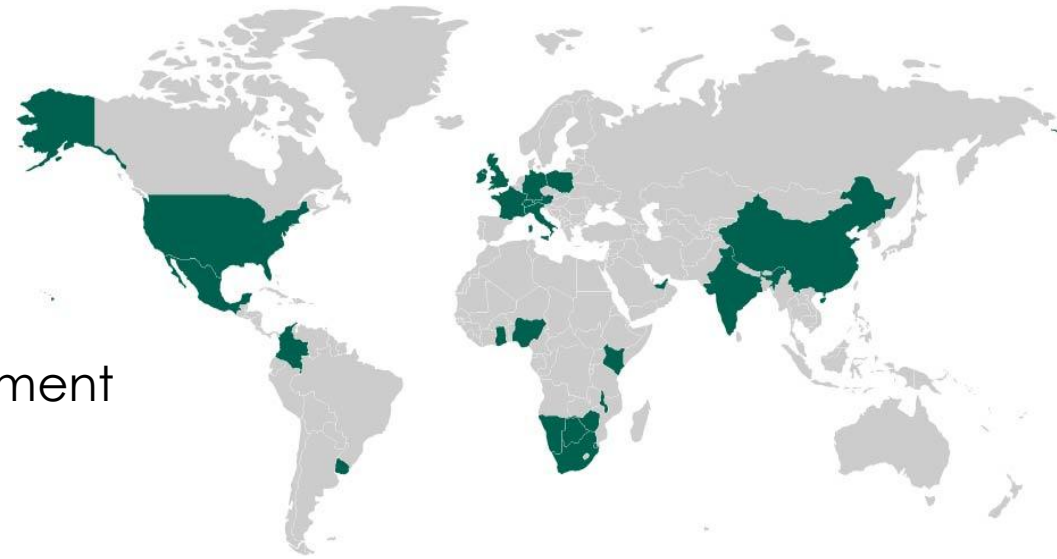
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Nothing in this presentation shall constitute an offer to sell or the solicitation of an offer to buy securities.

Old Mutual Group:

- **57,000** employees
- **16m** customers
- **£294bn** funds under management
- AOP pre-tax **£1.6bn**



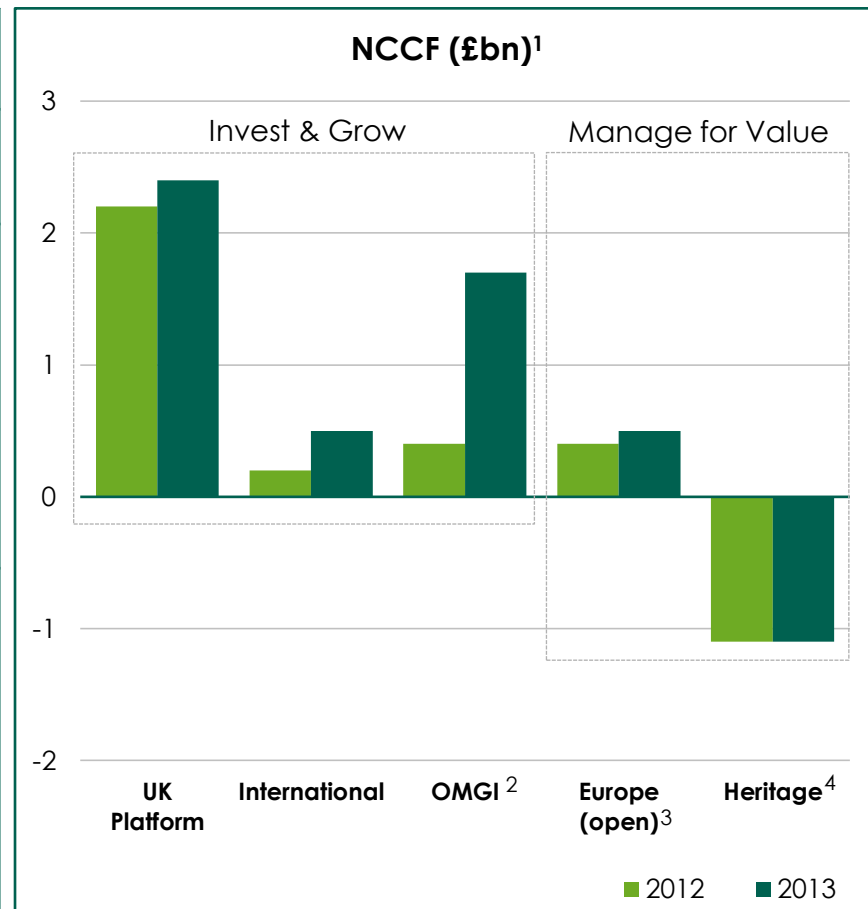
Old Mutual Wealth:

- FUM: **£78.5bn**
- AOP pre-tax: **£217m**

All data as at 31.12.2013

OLD MUTUAL WEALTH BUSINESS PROFILE

£bn	2012 ¹	2013
AOP (IFRS, pre-tax) (£m)	195	217
Gross sales	11.6	14.4
Life sales (APE) (£m)	610	606
Non-life sales (£m)	5,612	8,207
NCCF	2.0	2.3
NCCF exc. Nordic outflows	2.1	3.3
FUM	69.2	78.5



1. From Q2 2012 OMAM (UK) has been reported within OMGI rather than USAM; 2012 not restated.
2. Excludes Nordic outflows but includes flows managed by OMGI on behalf of other Old Mutual Wealth businesses (internal transfers: 2013: £0.6bn, 2012: £0.1bn).
3. Includes business written in France, Italy and Poland.
4. Includes UK heritage and OMW Europe closed book (Germany, Austria and Switzerland).

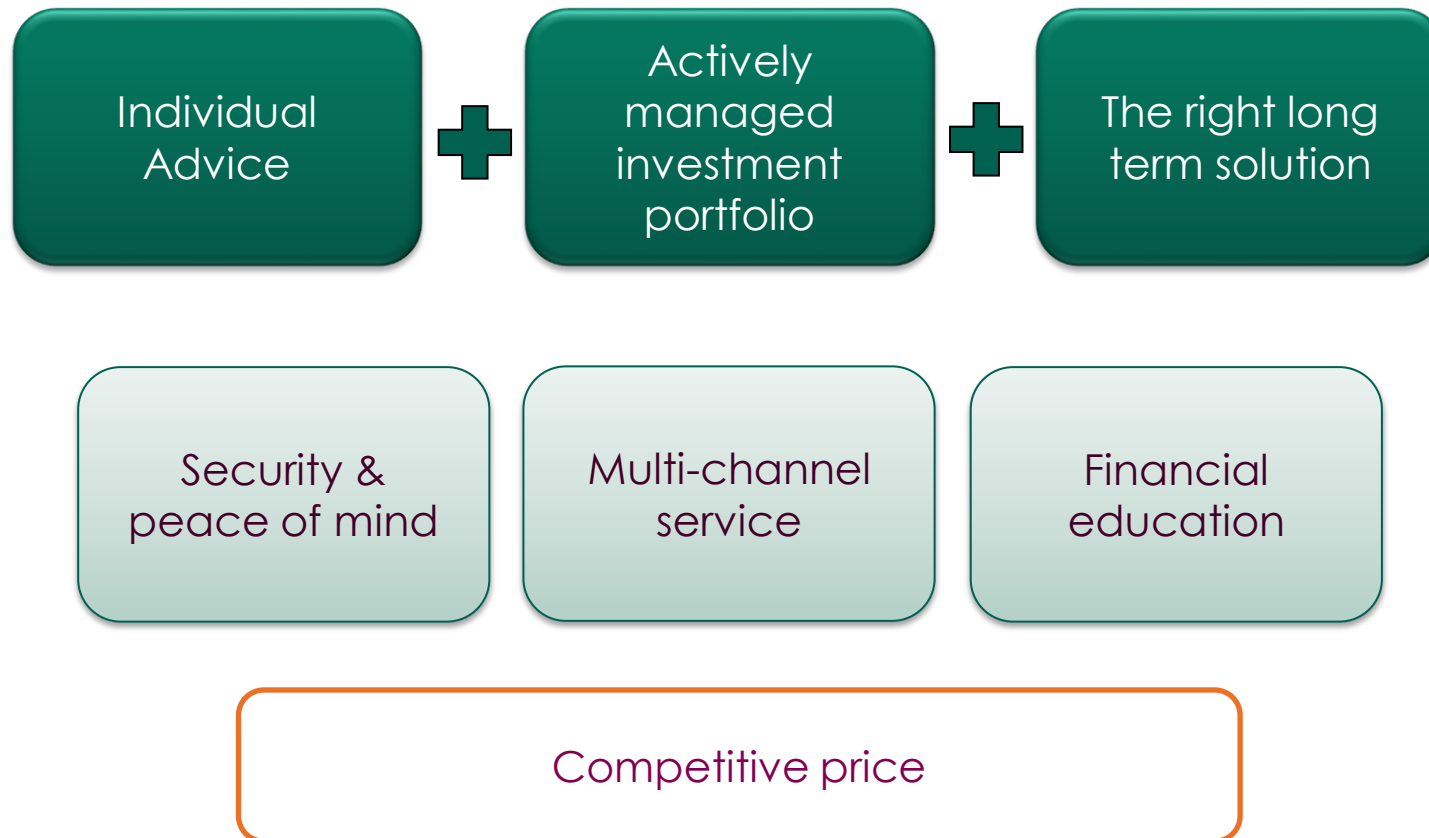
The aim of the RDR:

‘To develop an approach to **improve consumer trust and confidence** in the products and services supplied by the **retail investment market**’.

Old Mutual vision:

‘To be our customers’ most trusted partner – passionate about helping them achieve their lifetime financial goals’.

WHAT CUSTOMERS WANT

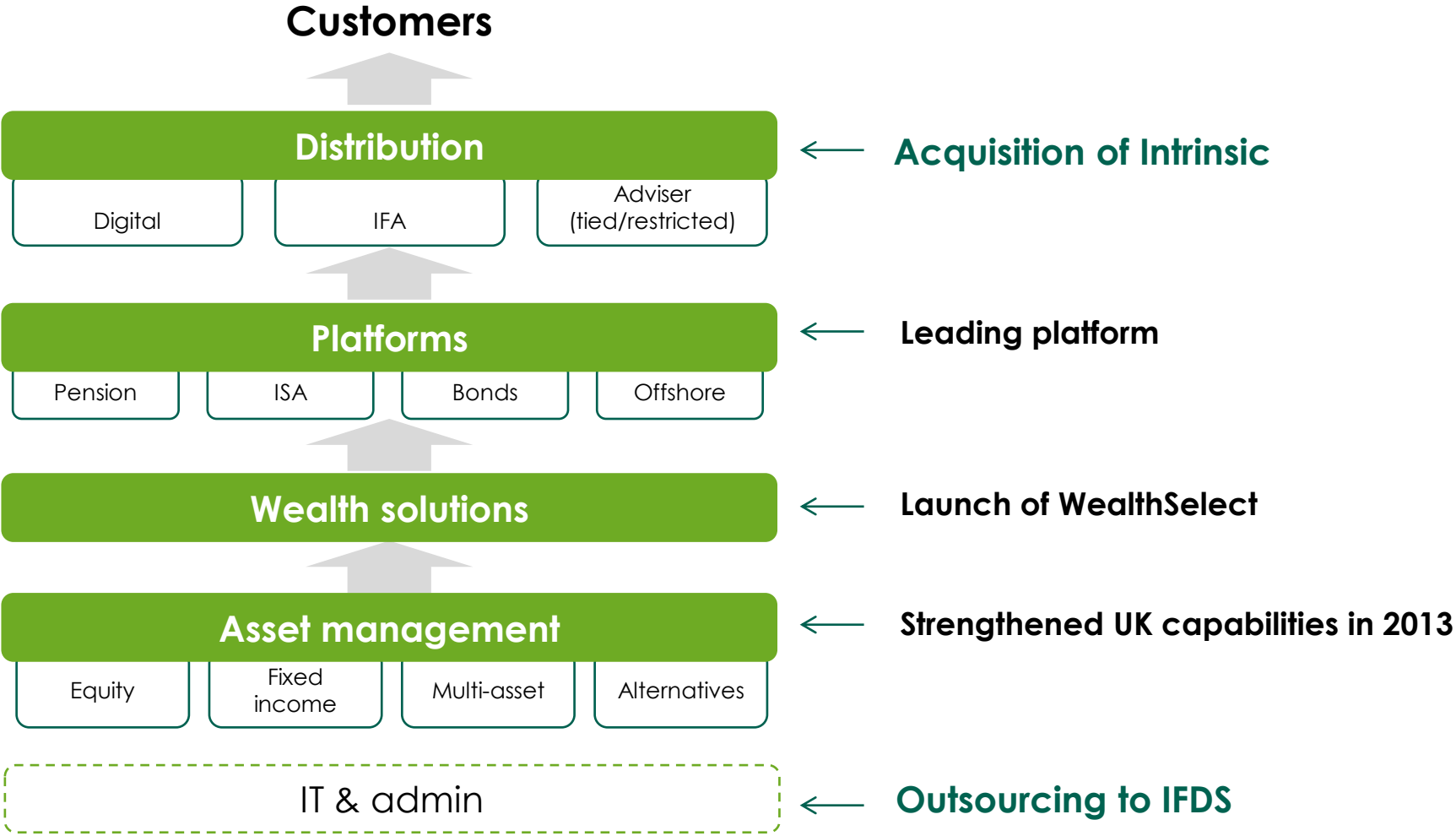


BEST RETAIL INVESTMENT PLATFORM



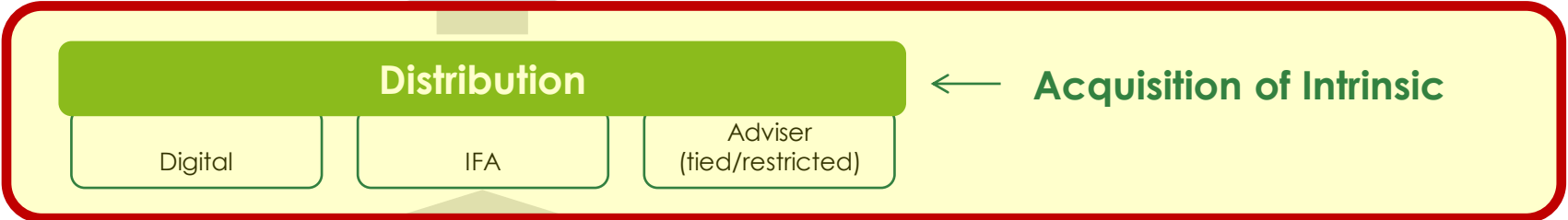
BEST RETAIL INVESTMENT BUSINESS

VERTICAL INTEGRATION



VERTICAL INTEGRATION: DISTRIBUTION

Customers



← Acquisition of Intrinsic

Platforms



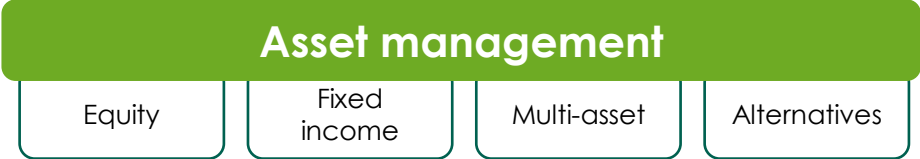
← Leading platform

Wealth solutions



← Launch of WealthSelect

Asset management



← Strengthened UK capabilities in 2013

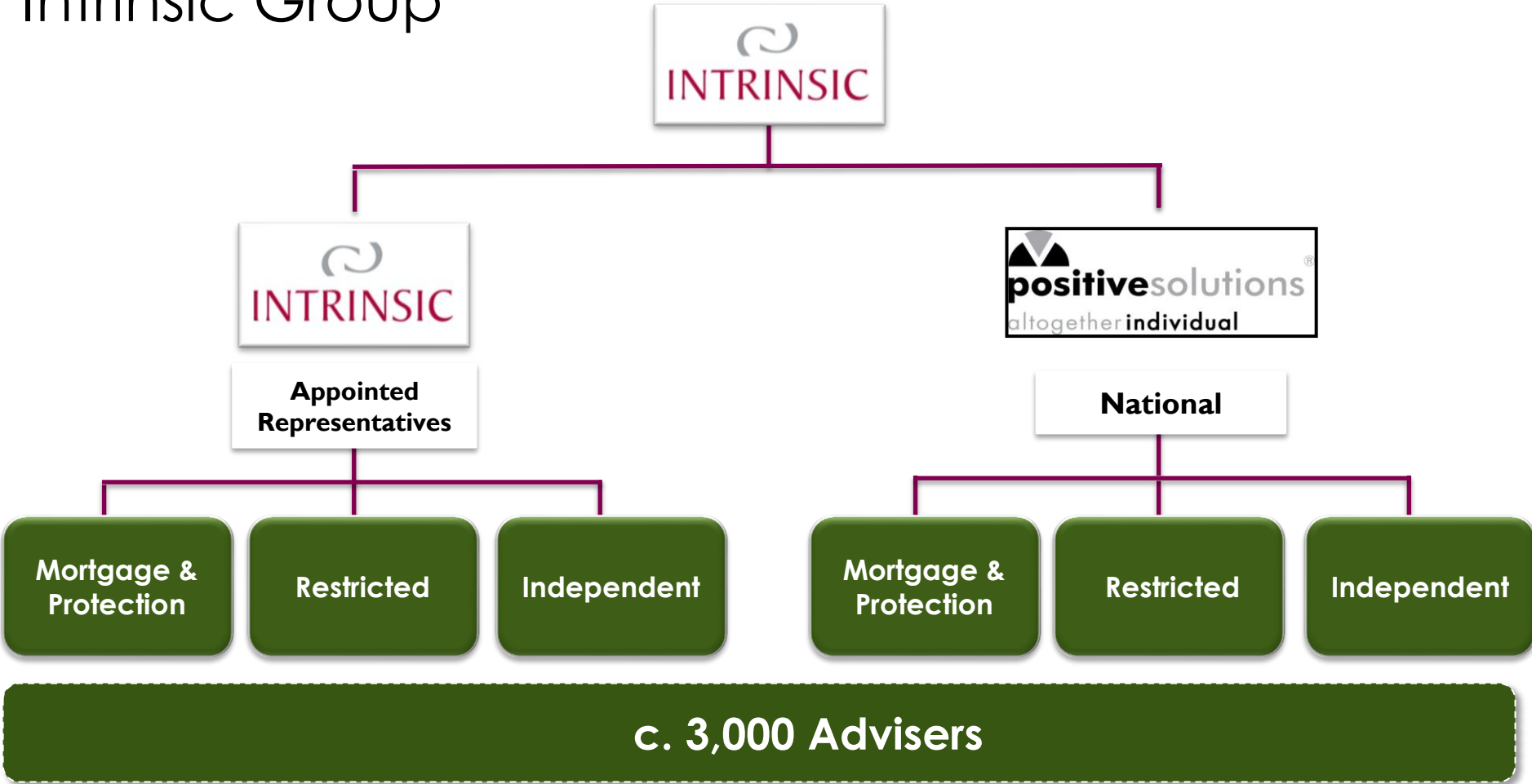
IT & admin



← Outsourcing to IFDS

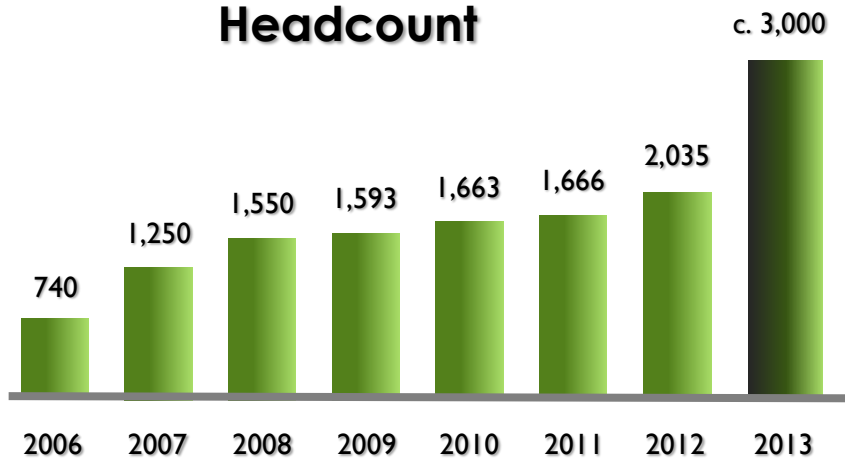
WHY INTRINSIC ?

Intrinsic Group

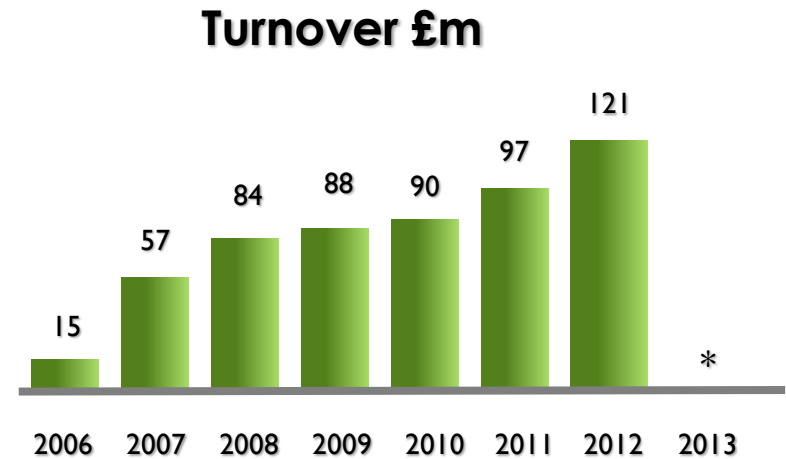


Intrinsic Group (including Positive Solutions)

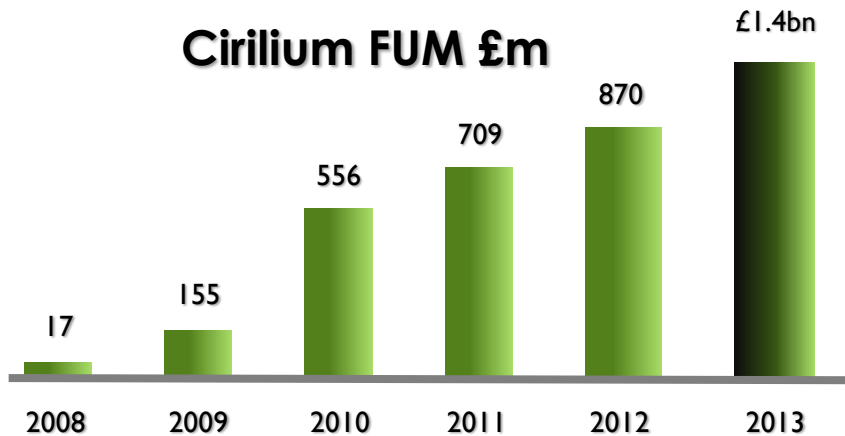
Headcount



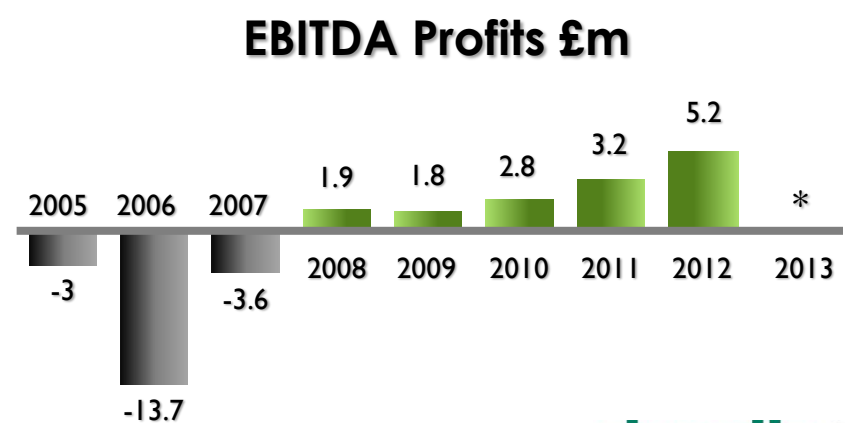
Turnover £m



Cirilium FUM £m



EBITDA Profits £m



VERTICAL INTEGRATION: PLATFORMS

Customers

Distribution

Digital

IFA

Adviser
(tied/restricted)

← Acquisition of Intrinsic

Platforms

Pension

ISA

Bonds

Offshore

← Leading platform

Wealth solutions

← Launch of WealthSelect

Asset management

Equity

Fixed
income

Multi-asset

Alternatives

← Strengthened UK capabilities in 2013

IT & admin

← Outsourcing to IFDS

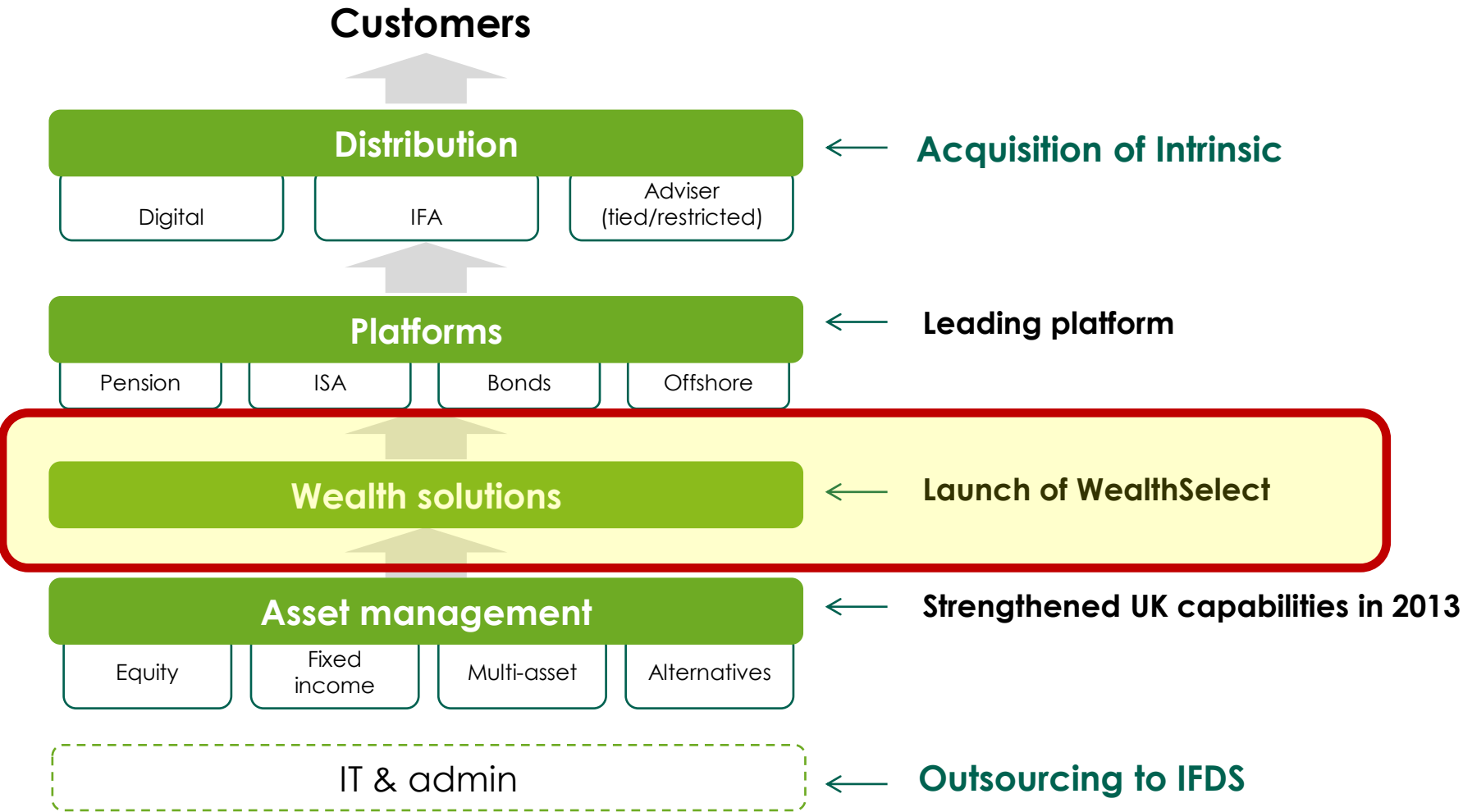
- Platform of the year 5th year in a row
- 22,500 registered users
- Market leading tax wrappers, tools and reporting options



- Platforms help make the adviser's life easier
- An increasing volume of business is placed via platforms
- The platform-enabled market will continue to grow

We are making a significant investment in our technology estate by partnering with IFDS

VERTICAL INTEGRATION: WEALTH SOLUTIONS

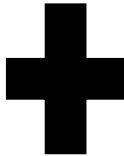


WEALTHSELECT

Award-winning solutions -
Spectrum,
Generation and
Foundation



**High quality,
researched
range of funds**



**Unique
managed
portfolio
service – no
extra charge**

New

New

WEALTH SOLUTIONS: CHOICE VS NEED

WEALTHSELECT DESIGNED FOR YOU

SELFSELECT DESIGNED BY YOU

FUNDS

Researched
funds from world class managers

+1250
funds across all asset classes

PORTFOLIOS



Build portfolio from researched range



Build portfolio from full range



Use Skandia's Managed Portfolio Service



Employ 3rd party Portfolio Management

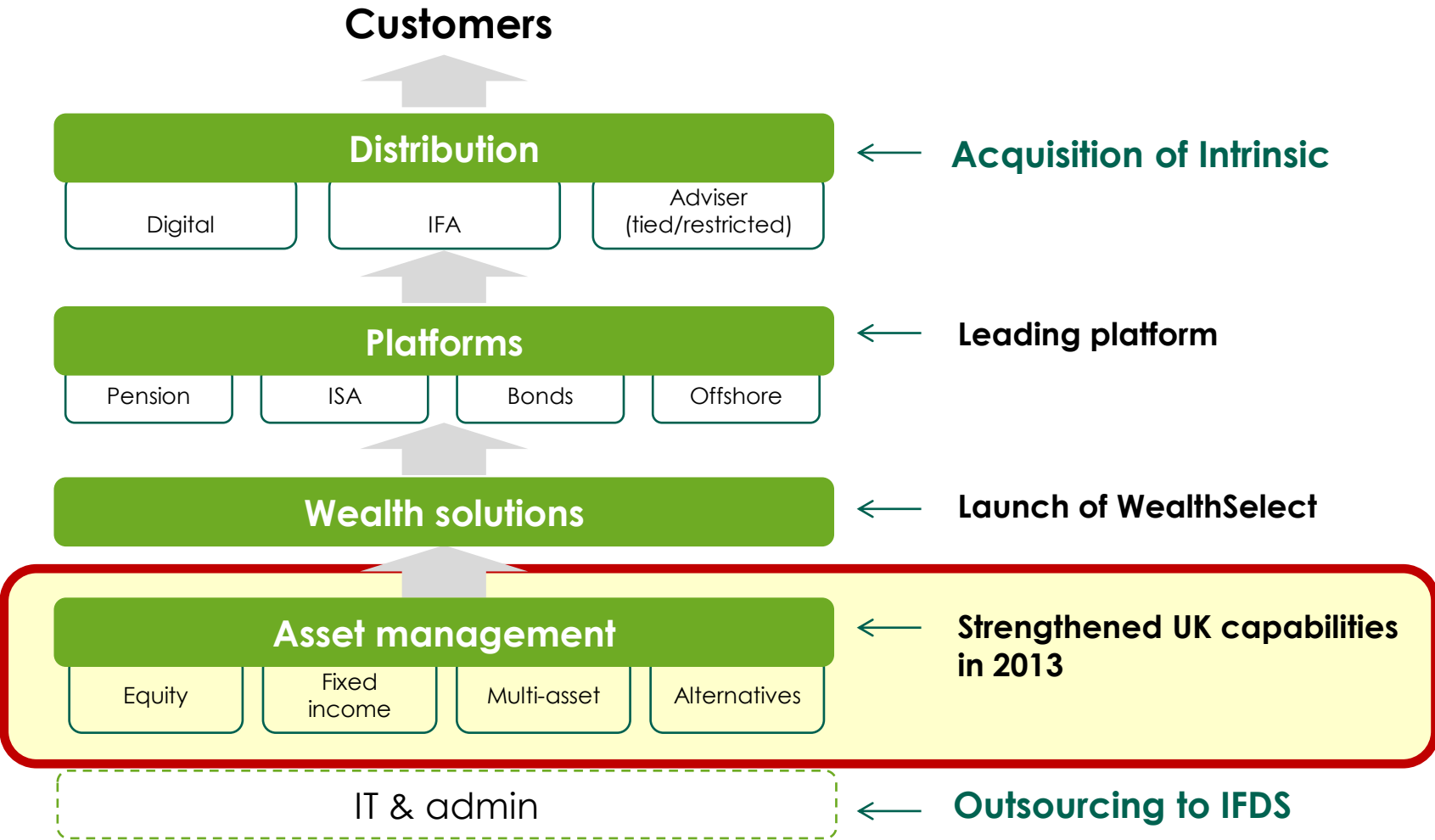
PACKAGED SOLUTIONS



TOOLS



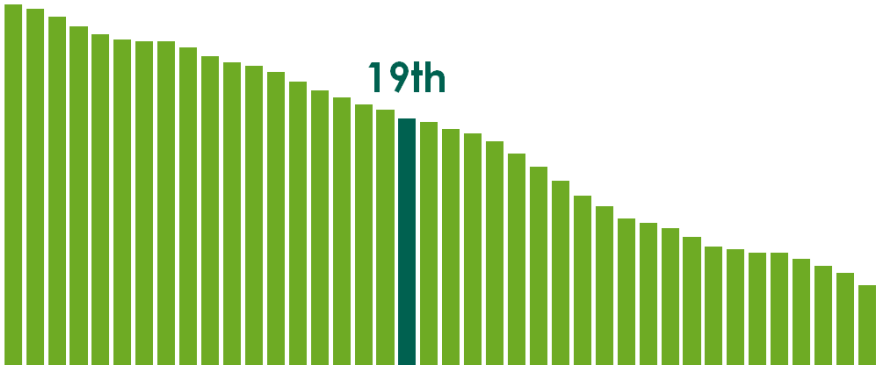
VERTICAL INTEGRATION: ASSET MANAGEMENT



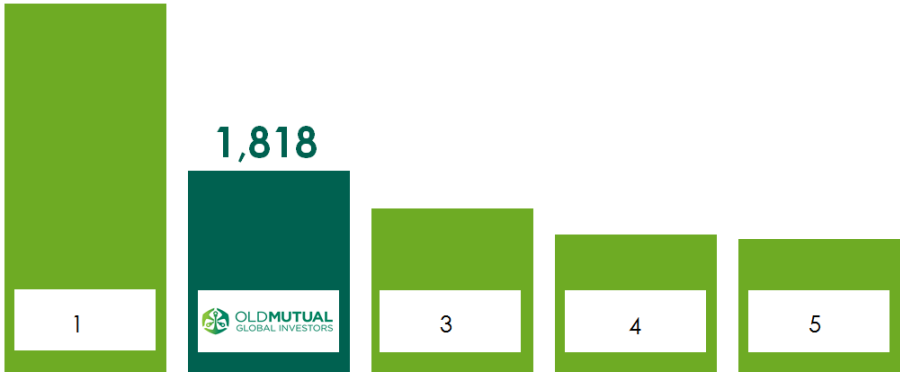
BUILDING A TOP ASSET MANAGEMENT BUSINESS IN THE UK



Top 40 Managers by NET retail sales in 2012 (£m)*



Top 5 Managers by NET retail sales in 2013 (£m)*



*THE PRIDHAM REPORT

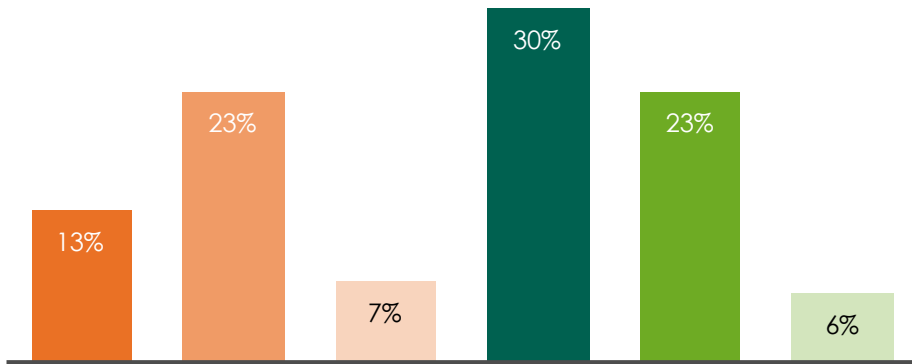
CAPABILITIES

Directly invested

- Fixed Income and macro
- Equities
- Alternatives

Indirectly invested

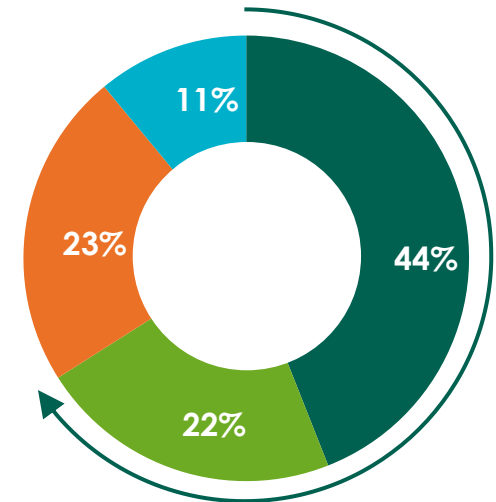
- Multi Manager investment solutions
- Single manager strategies
- Old Mutual Select funds



Shown as percentage of AUM as at 31/12/2013. Certain Alternatives capabilities are also counted in equities

Q4 2013 INVESTMENT PERFORMANCE

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



66% of funds above Median

44% of funds in First Quartile

Performance weighted by AUM over 3 years to 31/12/2013
Excludes hedge funds and mandates and funds where no peer group defined

We are building a modern, vertically integrated, wealth management business with strong asset management at the core

- Best investment and protection products
- Available on the most flexible platform
- With unbeaten support for advisers and customers
- At great value

Customer centricity is at the heart of what we do

- Mirrors the RDR philosophy
- Reflects our business values

DELIVERS SHAREHOLDER VALUE

THANK YOU