

DELIVERING.

Legal & General

Tim Breedon
Group Chief Executive.



Forward looking statements

This document may contain certain forward-looking statements relating to Legal & General Group, its plans and its current goals and expectations relating to future financial condition, performance and results. By their nature forward-looking statements involve uncertainty because they relate to future events and circumstances which are beyond Legal & General's control, including, among others, 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 and Governmental authorities, the impact of competition, the timing impact of these events and other uncertainties of future acquisition or combinations within relevant industries. As a result, Legal & General Group's actual future condition, performance and results may differ materially from the plans, goals and expectations set out in these forward-looking statements and persons reading this announcement should not place reliance on forward-looking statements. These forward-looking statements are made only as at the date on which such statements are made and Legal & General Group Plc does not undertake to update forward-looking statements contained in this document or any other forward-looking statement it may make.

Market leading businesses, strong group synergies

INVESTMENT MANAGEMENT

Activity	Scale	Position
Funds Under Management	£330bn assets under management	#2
External Clients	79% of assets under management	#1
UK Corp Pensions	3,000 clients	#1
FTSE 100 Clients	51 out of 100 clients	#1

2009: IFRS Profits: £167m Cash: £121m ROC: 49%

SAVINGS

Activity	Scale	Position
UK Unit Trusts	£14bn assets	#2
UK SIPPs	£5bn assets	#4
UK With Profits	£22bn assets	#2
UK Unit Linked Bonds	£10bn assets	#5
UK Pensions	£6bn assets	#7

2009: IFRS Profits: £55m Cash: £33m RORC: 8%

RISK

Activity	Scale	Position
UK Annuities	£23bn assets	#1
UK Protection	£800m premiums	#1
UK Group Protection	£300m premiums	#3
UK General Insurance	£350m premiums	#7
UK Housing	£10bn mortgages	#1

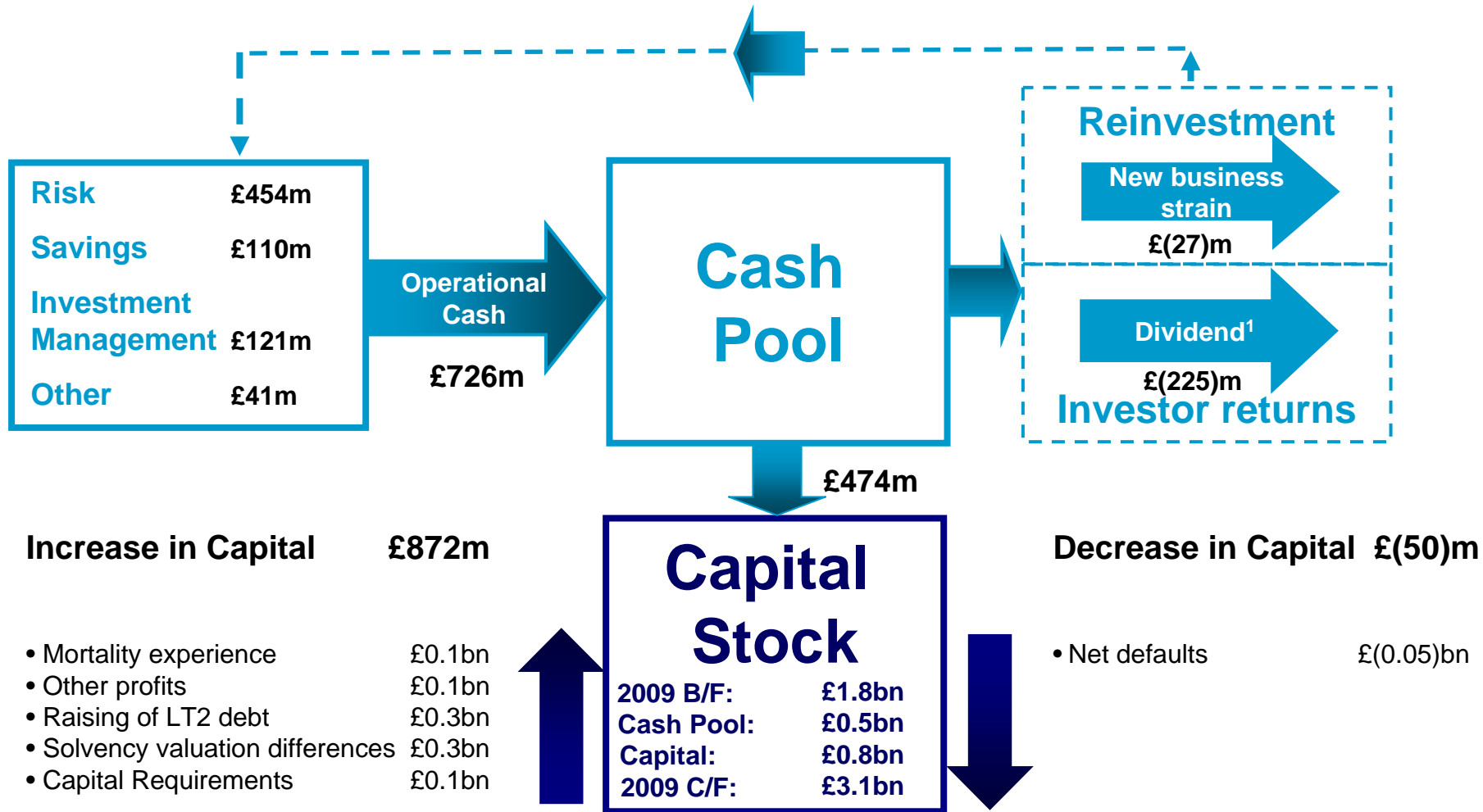
2009: IFRS Profits: £735m Cash: £504m RORC: 52%

INTERNATIONAL

Country	Scale	Position
USA	\$390bn sum assured	#8
France	€362m premiums	Top 20
Netherlands	€339m premiums	#7
India	5,000 branches	Launched Nov 09
Gulf States	JV across six Gulf States	Launched Dec 09

2009: IFRS Profits: £127m Cash: £8m ROC: 9%

Financial model



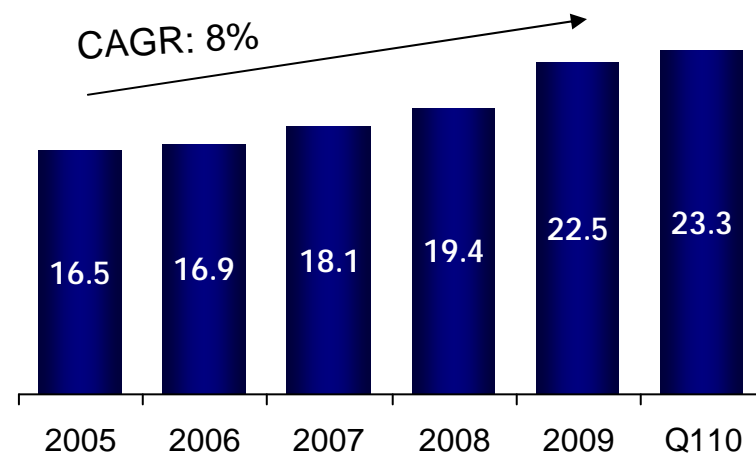
(1) Full year dividend: Final 09 (£160m) and Interim 09 (£65m). Total dividend per share is 3.84p

- **UK Life Sector - Strong through the crisis**
- **New UK Government**
- **Opportunities to benefit from recovering UK economy**

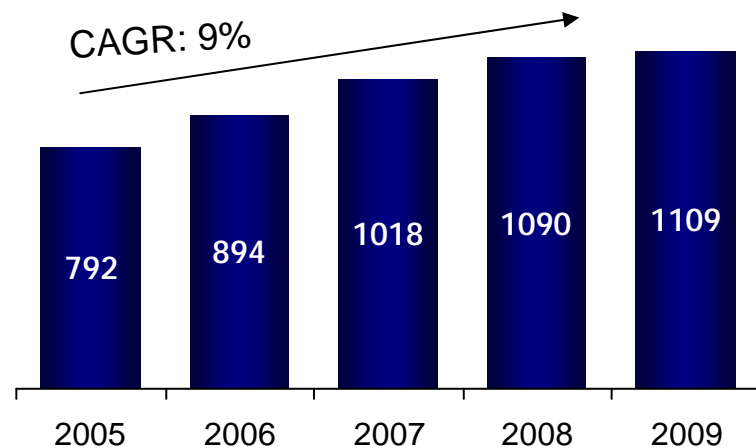
RISK

Financial highlights (£m)	FY 2009	FY 2008
IFRS operating profit	735	222
New business strain	50	(173)
- Annuities positive	£129m	
- Protection negative	£79m	
Net cash	504	206
- Annuities net cash generation:	£364m	
- Protection net cash generation:	£124m	
Protection new bus. EEV margin (%)	7.9	6.2
Annuity earned interest margin (bps)	124	101
Pre-tax return on regulatory capital: 52%		

Annuity assets under administration (£bn)

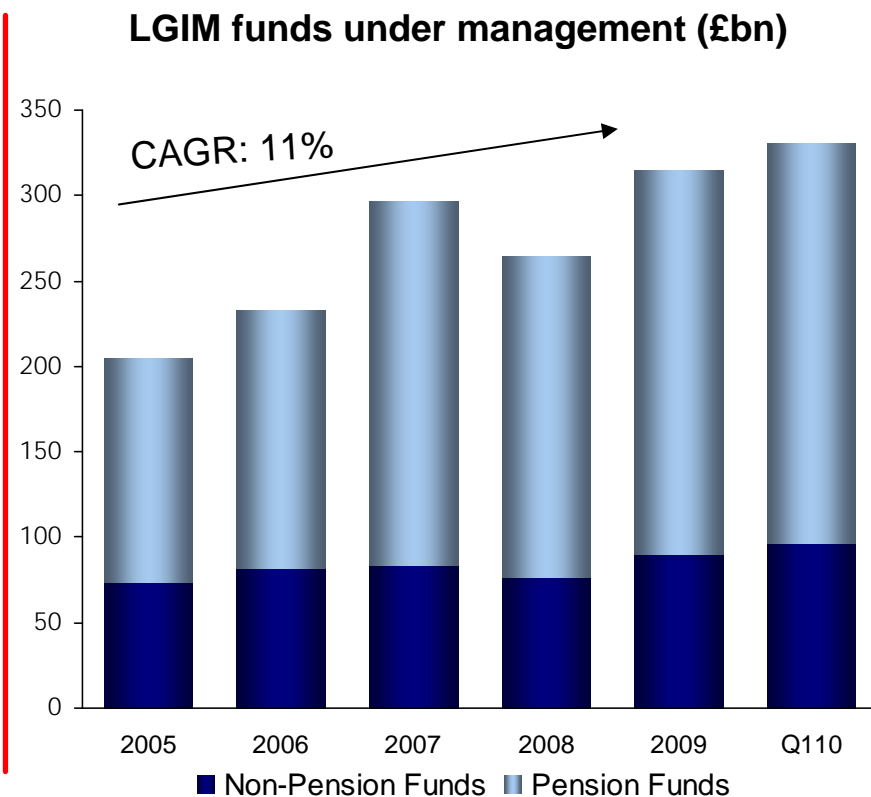


Protection gross premiums (£m)



INVESTMENT MANAGEMENT

Financial highlights (£m)	FY 2009	FY 2008
LGIM highlights		
Total revenue	316.4	312.4
Total cost	(144.4)	(140.7)
IFRS Operating profit	172.0	171.7
Average ad valorem fee margin (bps)	9.8	9.7
Average expense margin (bps)	5.2	5.2
Investment man. IFRS Op profit	167	165
Operational cash	121	115

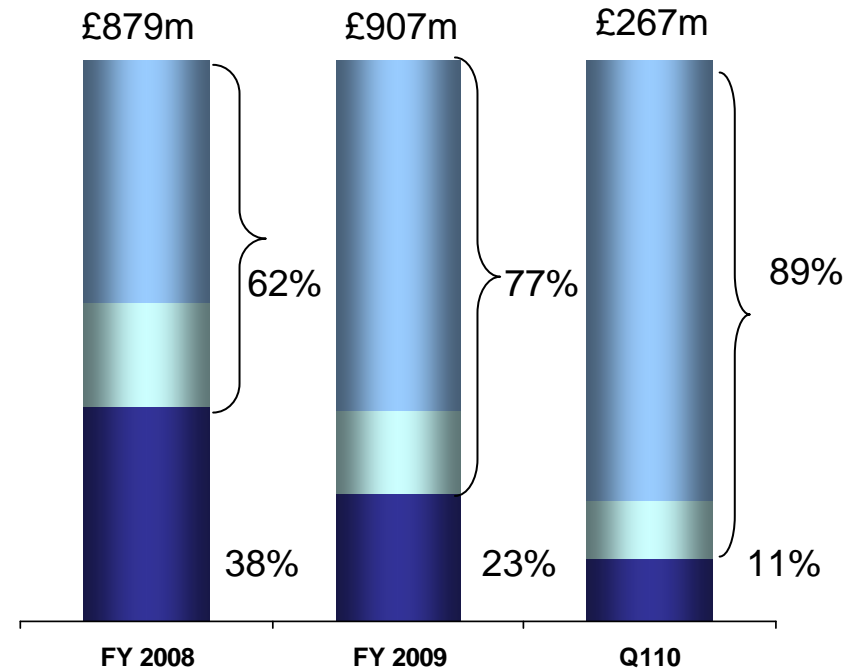


Pre-tax return on capital: 49%

SAVINGS

Financial highlights (£m)	FY 2009	FY 2008
IFRS Operating profit	55	7
Operational cash	110	138
New business strain	(77)	(161)
Assets under administration (£bn)	55	46
New business strain as % of PVNBP	2.1	3.4
Cost to fund ratio (bps)	72	109

New business APE: product mix (£m)



Net cash generation: £33m

Pre-tax return on regulatory capital: 8%

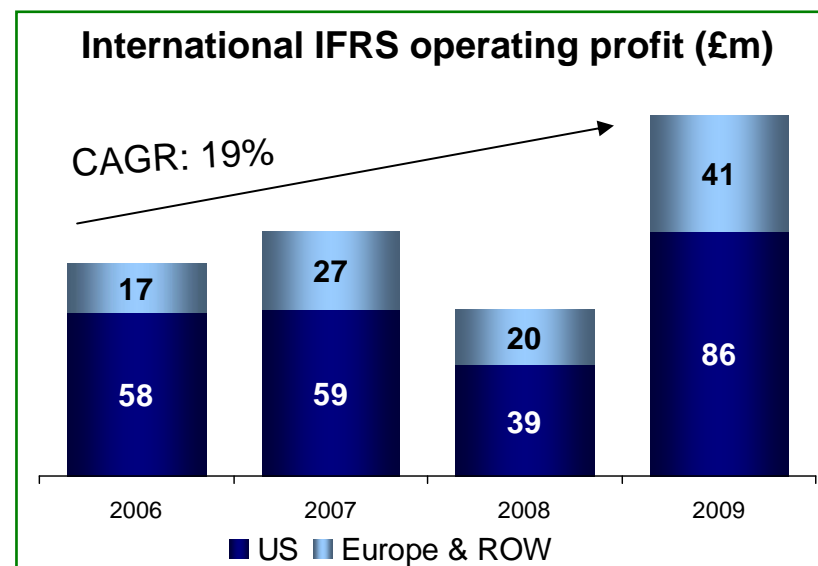
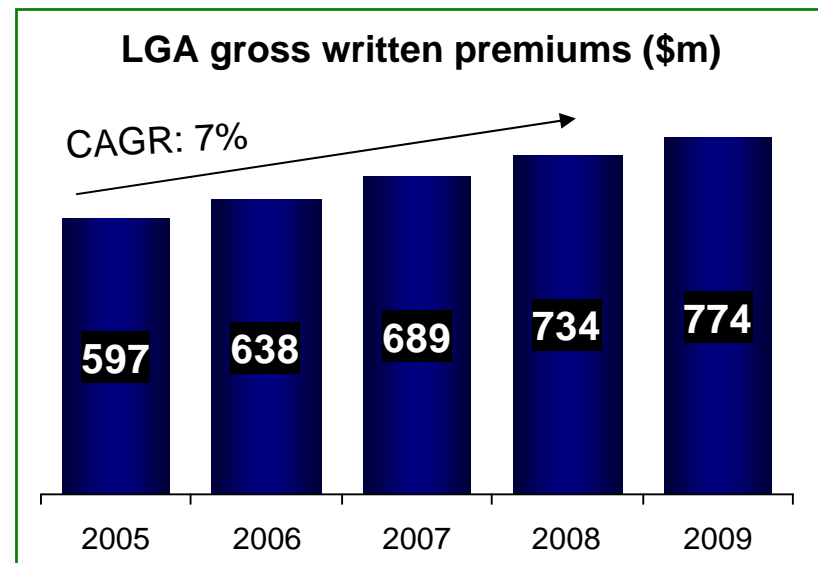
- SIPPs, Unit Trusts and WP Bonds
Lower Commission, modern products
- With Profit Pensions Capital in WP Estate
- UL Bonds and NP Pensions
High Commission, Long payback

INTERNATIONAL

Financial highlights (£m)	FY 2009	FY 2008
- USA	86	39
- Europe	46	20
- Middle East and Asia (Egypt, the Gulf and India)	(5)¹	-
IFRS Operating profit	127	59
Net cash	8	-

Pre-tax return on capital: 9%

\$50m dividend received Q1-2010



(1) Including head office costs

Key themes

- **Balance sheet:** strength and efficiency
- **Costs:** improved efficiency and effectiveness
- **Organisational capability:** increased bandwidth
- **New metrics:** focus on cash
- **Risk:** maintain leadership
- **Savings:** transformation to a lower cost capital light model
- **Investment management:** a bigger part of what we do
- **International:** measured growth, bancassurance led

A strong platform for growth