

M&G Product Approval Process

Key stages in the product development life cycle

Review

Key activities:

- Annual review of all existing products
- On-going product monitoring and reviews
- Potential changes / improvements identified and implemented

Key sign-offs / approvals:

- Business unit approval (Product Changes)
- Product Management Committee (PMC) (Annual Fund Review)
- Management Company (where required)

Delivery / Launch

Key activities:

- Product launch timetable agreed
- Product delivery team mobilised
- Operational set up and implementation
- Creation and approval of primary legal documents

Key sign-offs / approvals:

- Fund Board and / or Management Company
- Steering Group / Product Sponsor
- Regulatory approvals

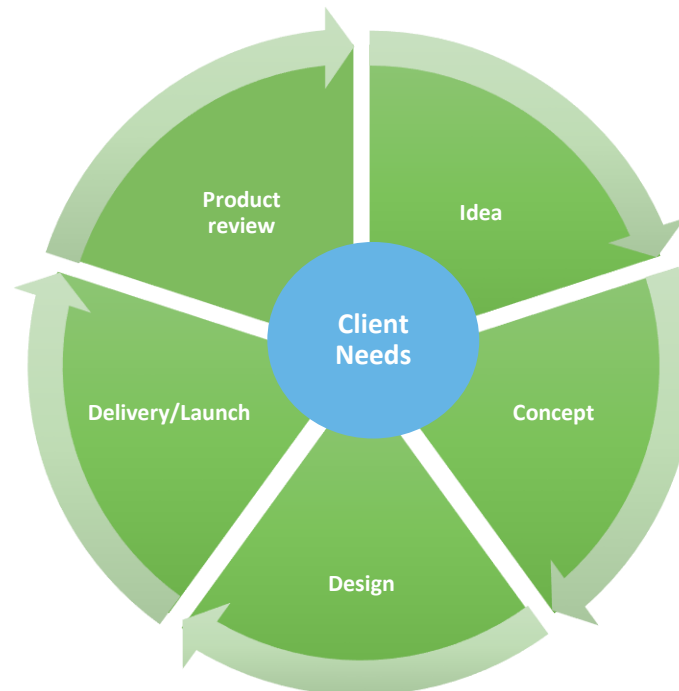
Idea

Key activities:

- Generation and collation of new product ideas
- Identification of client need
- Market and competitor analysis
- Product mapping and gap analysis

Key sign-offs / approvals:

- Business Unit approval (where required)



Concept

Key activities:

- Product idea screening
- Product design / proposition (investment, client needs, fund structure, key features)
- Further competitor analysis and early market testing
- High level feasibility factors (investment, operational, legal)

Key sign-offs / approvals:

- Business Unit approval (where required)

Design

Key activities:

Full analysis of proposition including:

- Product design refinement including ESG characteristics and alignment
- Client testing and target market identification
- Model portfolio and risk analysis / stress tests / ESG analysis
- Fee structure and revenue analysis
- Conflicts of Interest evaluation
- Investment objective / strategy including investor outcomes
- Regulatory considerations (e.g. TCF)
- Business rationale

Key sign-offs / approvals:

- Business Unit approval and where relevant Product Management Committee (PMC) approval