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	FY 2019	FY 2020	FY 2021	2022	2023	2024	2025
<b>Assets under Management and Administration (in £bn)</b>							
Institutional Asset Management	80.9	85.5	103.1	106.6	114.2	122.1	130.8
Wholesale Asset Management	64.4	58.1	52.7	53.1	56.4	59.9	63.6
Other Asset Management	0.7	0.8	0.9	1.0	1.0	1.0	1.0
<b>Asset Management</b>	<b>145.9</b>	<b>144.4</b>	<b>156.7</b>	<b>160.7</b>	<b>171.6</b>	<b>183.1</b>	<b>195.4</b>
Wealth	61.8	79.5	84.2	85.2	89.7	95.2	103.8
Heritage	134.0	133.7	117.8	103.2	101.3	99.5	98.8
Other Retail & Savings	8.1	8.4	9.1	9.1	9.5	10.0	10.6
<b>Retail &amp; Savings</b>	<b>204.0</b>	<b>221.6</b>	<b>211.1</b>	<b>197.4</b>	<b>200.4</b>	<b>204.7</b>	<b>213.2</b>
<b>Corporate assets</b>	<b>1.6</b>	<b>1.2</b>	<b>2.2</b>	<b>1.9</b>	<b>1.9</b>	<b>1.8</b>	<b>1.9</b>
<b>Total AuMA</b>	<b>351.5</b>	<b>367.2</b>	<b>370.0</b>	<b>360.1</b>	<b>373.9</b>	<b>389.6</b>	<b>410.5</b>

#### Net flows (in £bn)

Institutional Asset Management	0.0	5.1	5.8	3.4	4.3	4.5	4.3
Wholesale Asset Management	(7.2)	(11.9)	(3.8)	1.3	1.3	1.5	1.5
<b>Asset Management</b>	<b>(7.3)</b>	<b>(6.8)</b>	<b>2.0</b>	<b>4.7</b>	<b>5.7</b>	<b>6.0</b>	<b>5.8</b>
Wealth	5.3	0.1	(1.4)	0.3	1.3	2.1	3.5
Heritage	(7.6)	(6.6)	(6.9)	(6.1)	(5.6)	(5.5)	(5.6)
Other Retail & Savings	0.6	0.1	0.0	0.1	0.1	0.1	0.2
<b>Retail &amp; Savings</b>	<b>(1.6)</b>	<b>(6.4)</b>	<b>(8.3)</b>	<b>(5.8)</b>	<b>(4.3)</b>	<b>(3.3)</b>	<b>(1.9)</b>
<b>Total net flows</b>	<b>(8.9)</b>	<b>(13.2)</b>	<b>(6.3)</b>	<b>(1.0)</b>	<b>1.4</b>	<b>2.7</b>	<b>3.9</b>

#### IFRS income statement (in £m)

Revenues	1,013	947	953	996	1,037	1,085	1,154
Costs	(651)	(669)	(672)	(739)	(754)	(777)	(815)
Performance fees	20	42	23	24	23	24	25
Investment income and minority interests	40	10	11	(12)	(6)	(6)	(8)
<b>Asset Management</b>	<b>422</b>	<b>330</b>	<b>315</b>	<b>269</b>	<b>301</b>	<b>326</b>	<b>356</b>
Wealth	34	(11)	41	110	112	123	139
<i>With-Profits (PruFund)</i>	55	19	63	128	118	123	134
<i>Platform and Advice</i>	1	(2)	(4)	(6)	(2)	1	3
<i>Other Wealth</i>	(21)	(28)	(18)	(14)	(11)	(9)	(6)
Heritage	751	699	620	469	489	468	461
<i>With-Profits</i>	187	202	205	218	205	199	203
<i>Shareholder Annuities &amp; Other</i>	565	497	415	248	287	272	261
Other Retail & Savings	18	13	(1)	1	8	9	11
<b>Retail &amp; Savings</b>	<b>804</b>	<b>701</b>	<b>660</b>	<b>574</b>	<b>606</b>	<b>600</b>	<b>611</b>
<b>Adjusted Operating Profits from segments</b>	<b>1,226</b>	<b>1,031</b>	<b>975</b>	<b>843</b>	<b>899</b>	<b>915</b>	<b>947</b>
Head Office costs	(48)	(76)	(92)	(129)	(91)	(92)	(95)
Debt interest cost	(29)	(167)	(162)	(162)	(161)	(156)	(149)
<b>Corporate Centre</b>	<b>(77)</b>	<b>(243)</b>	<b>(254)</b>	<b>(292)</b>	<b>(251)</b>	<b>(247)</b>	<b>(244)</b>
<b>Total Adjusted Operating Profits</b>	<b>1,149</b>	<b>788</b>	<b>721</b>	<b>551</b>	<b>655</b>	<b>679</b>	<b>723</b>

	FY 2019	FY 2020	FY 2021	2022	2023	2024	2025
<b>Capital generation (in £m)</b>							
<b>Asset Management</b>	<b>391</b>	<b>311</b>	<b>313</b>	<b>275</b>	<b>304</b>	<b>332</b>	<b>361</b>
Wealth	(6)	75	49	111	108	122	127
Heritage	459	446	378	422	382	370	356
<i>With-Profits</i>	71	105	142	156	138	134	127
<i>Shareholder Annuities &amp; Other</i>	388	342	236	278	250	240	234
Other Retail & Savings	30	30	32	26	27	27	27
<b>Retail &amp; Savings</b>	<b>483</b>	<b>552</b>	<b>459</b>	<b>561</b>	<b>506</b>	<b>509</b>	<b>510</b>
<b>Corporate Centre</b>	<b>(91)</b>	<b>(286)</b>	<b>(288)</b>	<b>(292)</b>	<b>(272)</b>	<b>(269)</b>	<b>(264)</b>
<b>Underlying Capital Generation</b>	<b>783</b>	<b>577</b>	<b>484</b>	<b>544</b>	<b>538</b>	<b>572</b>	<b>607</b>
Other Operating Capital Generation	493	735	633	269	308	297	278
<b>Operating Capital Generation</b>	<b>1,276</b>	<b>1,312</b>	<b>1,117</b>	<b>813</b>	<b>846</b>	<b>869</b>	<b>886</b>
Economic variances	538	(118)	917	(375)	3	3	4
Other movements (including restructuring)	(133)	(73)	(181)	(140)	(45)	(45)	(37)
Tax	(172)	(126)	(31)	(11)	(115)	(126)	(170)
<b>Total Capital Generation</b>	<b>1,509</b>	<b>995</b>	<b>1,822</b>	<b>286</b>	<b>688</b>	<b>701</b>	<b>682</b>
<b>Solvency and Dividend</b>							
<b>Solvency II ratio (%)</b>	<b>176</b>	<b>182</b>	<b>218</b>	<b>220</b>	<b>224</b>	<b>226</b>	<b>235</b>
<b>Ordinary Dividend per share (p)</b>	<b>17.9</b>	<b>18.2</b>	<b>18.3</b>	<b>19.6</b>	<b>20.5</b>	<b>21.2</b>	<b>21.2</b>