

▶ HALF-YEAR RESULTS.

A presentation from
Legal & General.

7 August 2012

**EVERY
DAY
MATTERS**



2

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.



NIGEL WILSON.

GROUP CHIEF EXECUTIVE

PERFORMANCE HIGHLIGHTS AND
GROWTH PROSPECTS

EVERY
DAY
MATTERS



4

ACCELERATING EVOLUTION.

Resilience plus opportunities = growth

1. Our market leading franchises in Risk, Savings and Investment Management are proving to be resilient, although UK real GDP growth is close to zero and housing market problems and the Euro crisis persist.
2. Discipline and excellent execution, particularly in asset liability management, are improving the certainty of cash flow and therefore increasing the certainty of dividends.
3. We see the following attractive opportunities for our businesses:
 - a) Decline in state spending will create opportunities including the increasing UK 'pensions gap' and 'protection gap'.
 - b) Pension de-risking across the corporate world will allow us to pool risk and use our economies of scale.
 - c) Decline of bank lending: the 'funding gap' is creating new business opportunities.
 - d) Increasingly global asset markets allow LGIM to expand rapidly within corporate and Sovereign wealth funds.
 - e) Regulatory change including RDR and auto enrolment is providing future growth opportunities – particularly in digital.

PERFORMANCE HIGHLIGHTS.

1. Interim dividend up 18% to 1.96p per share
2. Earnings per share up 14% to 6.96p
3. Operating profit up 5% to £518 million
4. IFRS profit before tax up 11% to £525 million
5. IFRS return on equity 15.9% (H1 2011: 15.0%)
6. Operational cash generation £471m, net cash generation £407m

A SLOW RESOLUTION TO CURRENT PROBLEMS.

Macro events vary by impact and length of time to resolve

1. Eastern and Western Europe have tried to replicate success of USA
 - a) 1917 – 1989: USSR/Communist bloc, fixed FX rates – failed due to ‘obvious’ political and economic factors.
 - b) 1950 – 2012: EU and EMU (1992) - fixed FX rates, mispriced credit growth, huge differences in labour competitiveness and capital mispriced.
2. 1989 the Berlin Wall came down. 20-year massive re-structuring of the Eastern European bloc was required to resolve political and economic problems.
3. 2000 the ‘equity technology bubble’ burst leaving a ‘flat world’ and an excellent digital infrastructure causing ‘positive creative destruction,’ for example Apple, Google who have massive cash and capital surpluses.
4. 2007/08 the ‘global property debt bubble’ burst, which coupled with bank leverage, fiscal deficits, FX rigidity, embedded derivatives and trade imbalances created three major problems: ‘Negative creative destruction’.

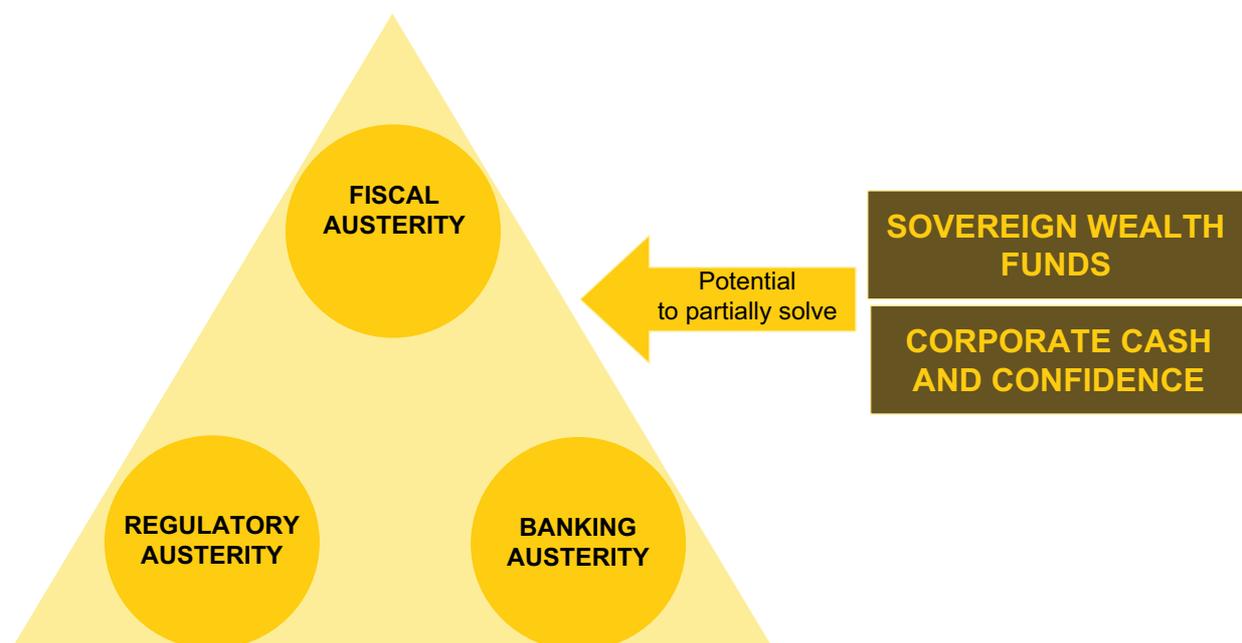
HUGE GLOBAL STRUCTURAL IMBALANCES CAUSED BY THREE MAJOR PROBLEMS.

PROBLEM		SITUATION
1.	FISCAL	Size and rate of change of government expenditure is too high. UK deficit in 2011/12 £126 billion (8% of GDP) in addition to unknown off-balance sheet liabilities. Sovereign and municipal credit risk increasing.
2.	BANKS	Inadequate margins for risk taking "trying to pick up pennies in front of express trains," cross border lending mispriced due in part to embedded derivatives. Lessons learned from UK, banks re-capitalisation and deleveraging requires stronger government initiatives.
3.	LABOUR COMPETITIVENESS	FX rates wrong, relative labour market rates wrong, massive trade imbalances, for example, Spain/Germany: US/China. Major changes in relative wages required.

Solutions require resolving all three problems involving cash rich corporate sector (the supply side).

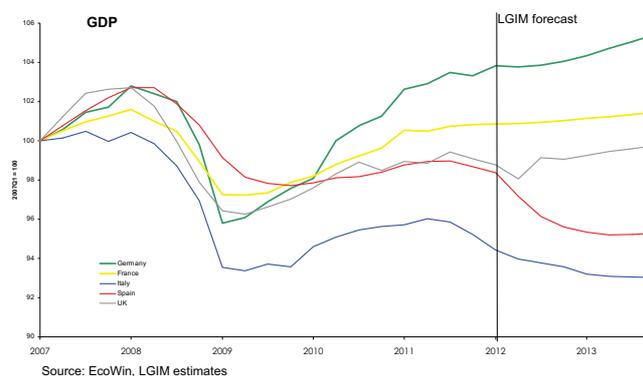
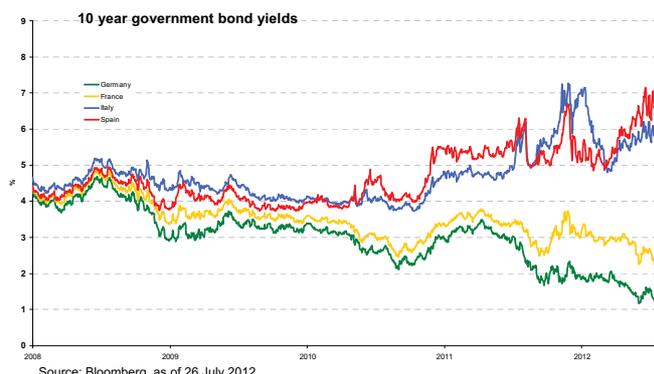
TRIANGLE OF AUSTERITY.

Solutions are slow to emerge



EUROZONE DIVERGENCE: CREAKING AND LEAKING.

INDICATORS	MARKET	VALUE
Unemployment (%)	Germany Spain	5.4 24.8
Equity market % change since July 2009	Germany Spain	25 (40)
Investment grade credit spreads (current)	Core GIIPS	120bp 420bp
Current account (% of GDP)	Germany Spain	5.3 (3.9)
House prices % change in last year	Germany Spain	5 (8)



ASSET AND LIABILITY MANAGEMENT ACTIONS in response to the financial crisis and to increase certainty of cash.

1. Increased shareholder assets by £1.8 billion from £4.2 billion at FY 2009 to £6.0 billion H1 2012.
2. Reduced equity component of Group capital and financing from 30% in 2008 to 20% H1 2012.
3. Reduced bank holdings within assets backing annuity portfolio from 21% in 2008 to 8% H1 2012.
4. Increased our holdings of sovereigns in the annuity portfolio from 7% in 2008 to 13% in H1 2012.
5. Minimised exposure to GIIPS sovereigns to 0.6% of annuity portfolio.
6. Assets and liability matching improved.
7. Reduced assumed financial returns in shareholder assets, cash 4% to 1%, equities 7.5% to 5.8%.
8. Established £1.6 billion credit default provision, and another 6 months of no defaults.
9. No funding trades, no "collateral upgrades" - not chasing yield.
10. No annuity regulatory arbitrage transactions such as buying peripheral sovereigns.

De-risking providing optionality for long term opportunities

MANAGEMENT ACTIONS we're taking in response to regulation.

1. **RDR WILL BE IMPLEMENTED ON TIME**

Investing to grow businesses (£44 million in the last three years), won substantial business in banks and building societies, for example, Nationwide – access to 15 million customers.

Support increasing transparency for customers and lower distribution and manufacturing costs.

2. **AUTO ENROLMENT WILL BE IMPLEMENTED ON TIME**

Investing to grow business (£19 million in the last three years), substantial wins in corporate sector, for example, Marks & Spencer, Co-op and General Electric.

Support widening of pensions provision to everyone as part of solution to pensions gap.

3. **SOLVENCY II: LIKELY TO BE DELAYED**

Investing to achieve regulatory compliance (£117 million in the last three years).

Support risk based approach to economic capital – but solution has to avoid regulatory gaming, gold plating of capital requirements and 'unintended consequences'.

WADHAM DOWNING.

GROUP CHIEF FINANCIAL OFFICER (INTERIM)

FINANCIAL RESULTS: CONSISTENT JOURNEY

**EVERY
DAY
MATTERS**



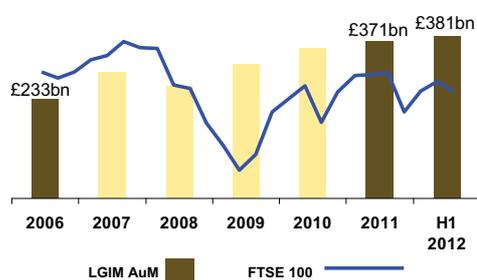
SOLID RESULTS: RESILIENT MODEL.

£m	H1 2012	H1 2011 ¹
Operating profit	518	493
IFRS profit before tax	525	471
Earnings per share (basic) (pence)	6.96	6.13
Operational cash generation	471	477
Net cash generation	407	406
IFRS return on equity (%)	15.9	15.0
IGD surplus (£bn)	3.8	3.8
IGD coverage (%)	224	220
LGIM net flows (£bn)	4.0	3.0
Savings net flows (£bn)	(0.1)	1.1
Sales – APE	889	918
Protection and GI gross premiums	838	760
US gross premiums (\$m)	456	403

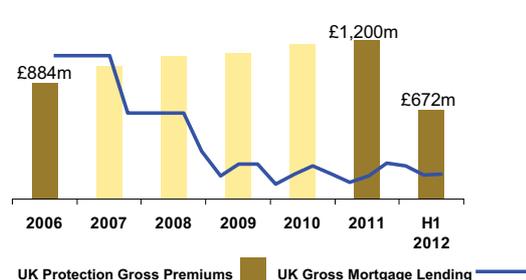
1. Comparatives for IGD surplus and coverage are FY 2011.

RESILIENT MODEL. UNCORRELATED TO MACRO EVENTS.

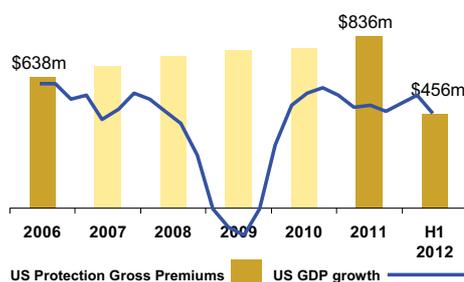
LGIM AuM



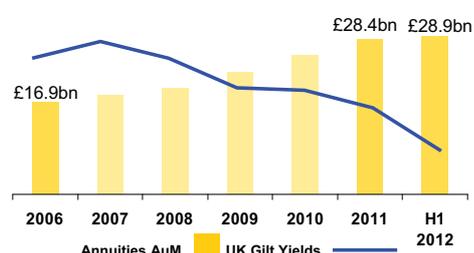
UK protection gross premiums



US protection gross premiums



Annuities AuM



CONTINUING THE CASH FOCUS.

	H1 2011			H1 2012			
	Op. cash	Strain	Net cash	Op. cash	Strain	Net cash	
Annuities	112	1	113	121	1	122	} 5% growth in Operating division net cash generation
Protection	109	(41)	68	107	(33)	74	
Insured savings	53	(31)	22	53	(32)	21	
In-force cash generation	274	(71)	203	281	(64)	217	
With-profits	26		26	26		26	
Savings investments and other savings	10		10	9		9	
General insurance and other risk	12		12	7		7	
LGIM	91		91	97		97	
International dividends	35		35	39		39	
Operating division cash generation	448	(71)	377	459	(64)	395	
GCF – return*	79		29	63		12	
GCF – interest	(50)			(51)			
Total	477	(71)	406	471	(64)	407	
Variations and other			(46)			(16)	
International (ex dividends)			7			1	
Tax gross up			126			126	
Operating profit			493			518	

*Reflects the change to the calculation of the GCF smoothed return on cash and LIBOR benchmarked bonds in 2011. The cash rate previously used of 4% was replaced with a one year LIBOR of 1%. Equity assumed return reduced from 7.5% to 5.8%.

SOLID RESULTS: FEW SURPRISES.

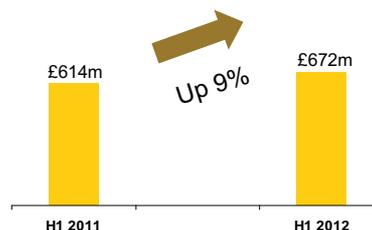
All in £m	Operational cash generation	New business strain	Net cash generation	Experience variances	Changes in valuation assumptions	Non-cash items	Investment gains and losses, international and other	IFRS profit/(loss) after tax	Tax expense/(credit)	IFRS profit/(loss) before tax
Annuities	121	1	122	16	-	(33)	-	105	34	139
Protection & Housing	114	(33)	81	(10)	18	11	-	100	33	133
Investment mgt	97	-	97	-	-	-	-	97	22	119
Savings	88	(32)	56	(15)	2	16	(4)	55	18	73
International	39	-	39	-	-	-	1	40	24	64
GC&F	12	-	12	-	-	-	-	12	1	13
Investment projects	-	-	-	-	-	-	(17)	(17)	(6)	(23)
Operating profit	471	(64)	407	(9)	20	(6)	(20)	392	126	518
Variations*	-	-	-	-	-	-	17	17	(11)	6
Other	-	-	-	-	-	-	(2)	(2)	3	1
Total	471	(64)	407	(9)	20	(6)	(5)	407	118	525
Per share	8.08		6.98					6.96		
Dividend per share			1.96					1.96		

*Note: Investment Variance; £15m Asset related, £(9)m Other (incl. mark to market of interest rate swaps)

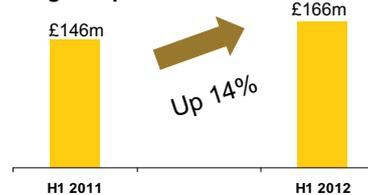
GROWTH IN RISK: QUALITY FRANCHISES.

Financial highlights £m	H1 2012	H1 2011
Operating profit	272	236
Operational cash generation	235	233
New business strain	(32)	(40)
Net cash generation	203	193
<i>Of which:</i>		
Annuities	122	113
Protection and Housing	81	80
Protection APE	109	94
Annuities APE	59	76
Annuities AuM (£bn)	28.9	25.4
Annuities EEV margin (%)	8.5	8.4
Protection EEV margin (%)	10.8	6.4

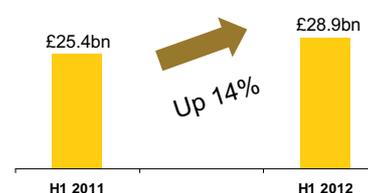
Protection gross premiums



GI gross premiums



Annuities AuM



GROWTH WITH RISK + LGIM.

Global de-risking capability

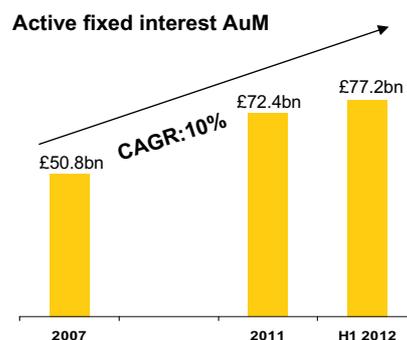
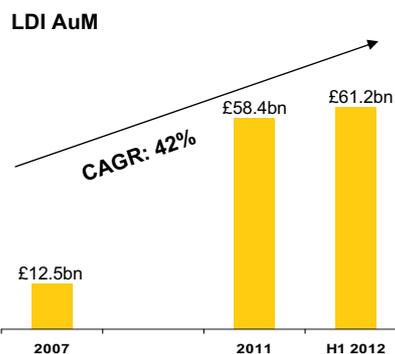


GROWTH IN LGIM: STRONG FLOWS.

Financial highlights £m	H1 2012	H1 2011 ¹
Operating profit	119	117
Total revenue	219	205
Total costs	(100)	(88)
Net cash generation	97	91
Fee margin (bps)	10.9	10.9
Expense margin (bps)	5.5	5.2
Net flows (£bn)	4.0	3.0
LDI and active assets	4.5	2.6
Index assets	(0.5)	0.4
AuM (£bn)	381	371
UK	347	340
International ²	34	31

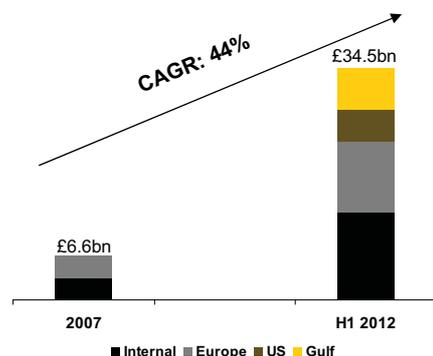
1. Comparatives for AuM are FY 2011.

2. International AuM includes £13bn of internal assets managed by LGIMA.



GROWTH IN LGIM: INTERNATIONAL.

International assets under management

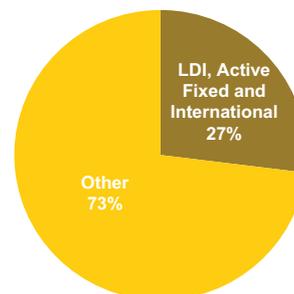


H1 mandate wins:

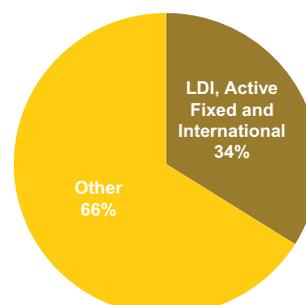
- 10 LGIMA clients
- International gross inflows of £3.1bn

"Good costs": Growth in external LDI, active fixed and international.

H1 2011



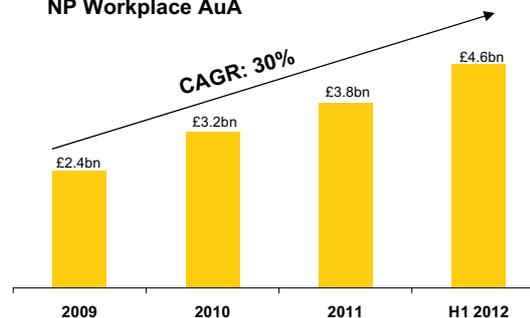
H1 2012



GROWTH IN SAVINGS: WORKPLACE WINS.

Financial highlights £m	H1 2012	H1 2011 ¹
Operating profit	73	68
Operational cash generation	88	89
New business strain	(32)	(31)
Net cash generation	56	58
New business APE	614	662
Net flows excl. WP (£bn)	0.7	1.9
With-profit net flows (£bn)	(0.8)	(0.8)
New business strain % PVNBP ²	2.4	2.6
AuA (£bn)	67	65

NP Workplace AuA



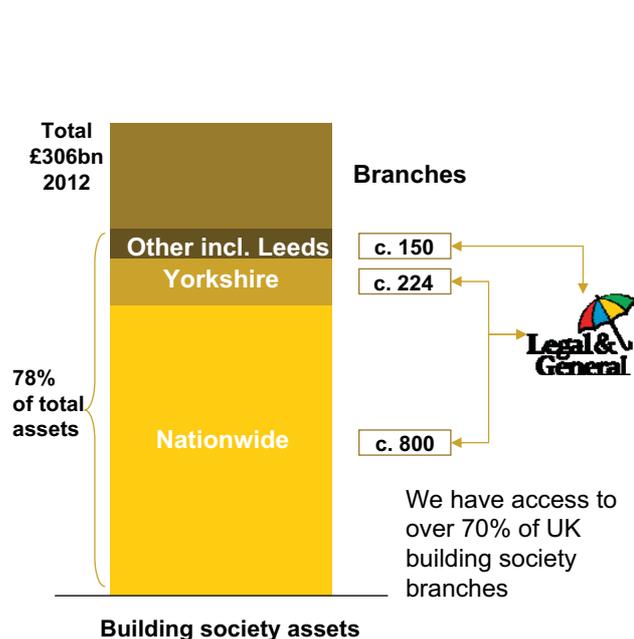
Scheme wins to grow AuA:

- 114,000 existing members to be transferred
- Plus potential auto enrolees approaching half a million.

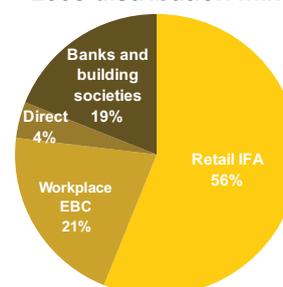
1. Comparatives for AuA are FY 2011.

2. UK insured savings business.

GROWTH IN SAVINGS: SECURING DISTRIBUTION.



2008 distribution mix



H1 2012 distribution mix



STRONG BALANCE SHEET: LOW VOLATILITY.

Financial highlights £bn	H1 2012	FY 2011
Group capital resources	6.9	6.9
Group capital requirement	(3.1)	(3.1)
IGD surplus¹	3.8	3.8
IGD coverage (%)	224	220
LGPL default provision	1.6	1.6

US capital restructuring:

- Temporary capital usage of c£150m in 2011 and H1 2012.
- New business and backbook financing in H2, subject to regulatory approval.

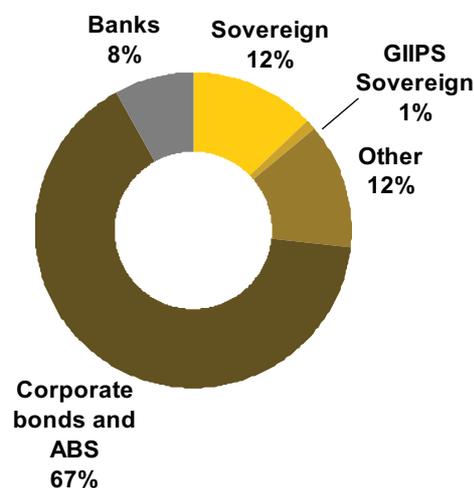
1. IGD surplus is after accrual of the interim dividend (£116m).

IGD surplus £m	H1 2012
At 1 January 2012	3,769
Operational cash generation	471
New business strain	(64)
2012 interim dividend	(116)
Experience	7
Group investment projects	(17)
Investment variance	17
Increase in UK required capital	(34)
US temporary capital usage	(74)
International IFRS and regulatory differences	(33)
Other	(117)
At 30 June 2012	3,809

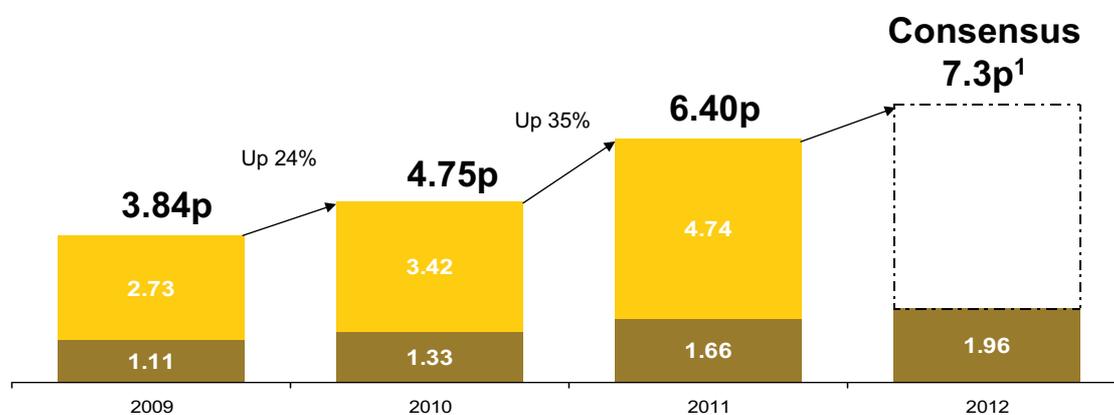
STRONG BALANCE SHEET: DERISKING.

- Diversified portfolio (> 2000 instruments, >500 issuers, many sectors and geographies)
- GIIPS Sovereigns <1% and only £78 million of GIIPS bank debt
- Again no defaults this year

H1 2012 LGPL portfolio exposures



STRONG DIVIDEND GROWTH.



1. Source: Bloomberg at 3 August 2012.

JOHN POLLOCK.

CHIEF EXECUTIVE OFFICER (RISK)

RISK: EXECUTIONAL EXCELLENCE

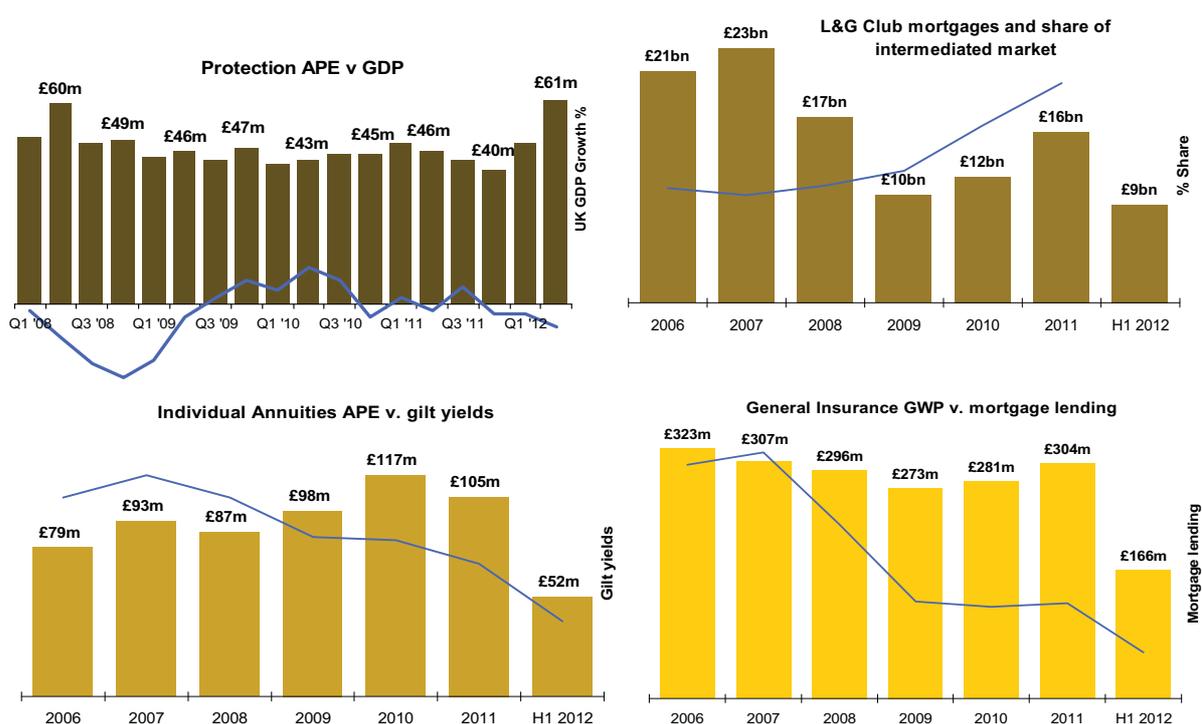
EVERY
DAY
MATTERS



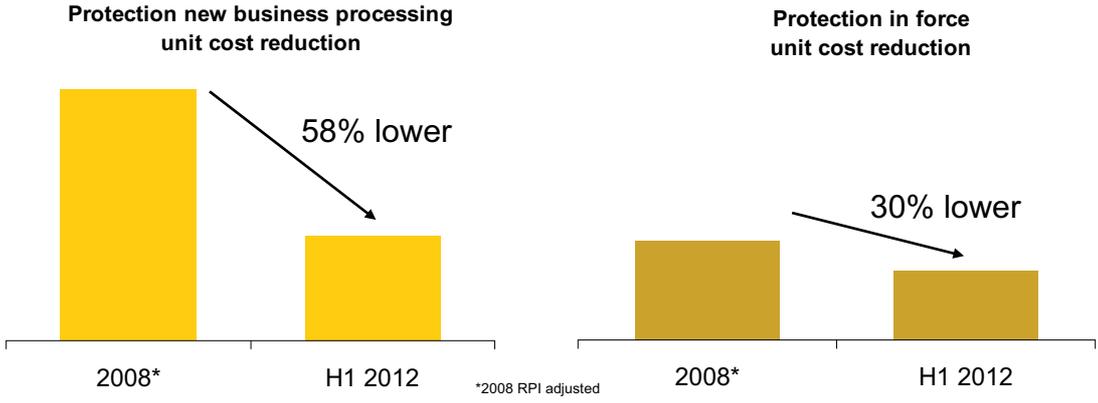
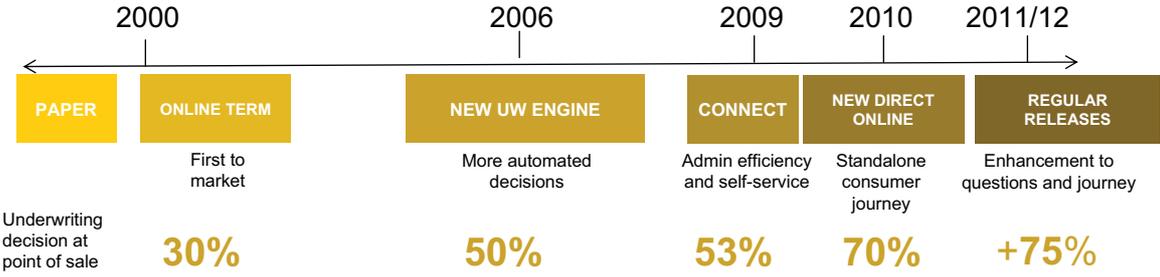
LARGE STOCK DRIVES STRONG CASH.

Financial highlights £m	Total		Annuities		Protection		GI and other	
	H1 2012	H1 2011	H1 2012	H1 2011	H1 2012	H1 2011	H1 2012	H1 2011
Operational cash	235	233	121	112	107	109	7	12
New business strain	(32)	(40)	1	1	(33)	(41)		
Net cash generation	203	193	122	113	74	68	7	12
Operating profit	272	236	139	145	124	75	9	16
New business EEV margin	9.6%	7.6%	8.5%	8.4%	10.8%	6.4%		
GI operating ratio							99	93
New business APE	168	170	59	76	109	94		
- IPA/Individual Protection			52	52	72	65		
- BPA/Group Protection			7	24	37	29		
AUM and gross premiums			29	25	672	614	166	146

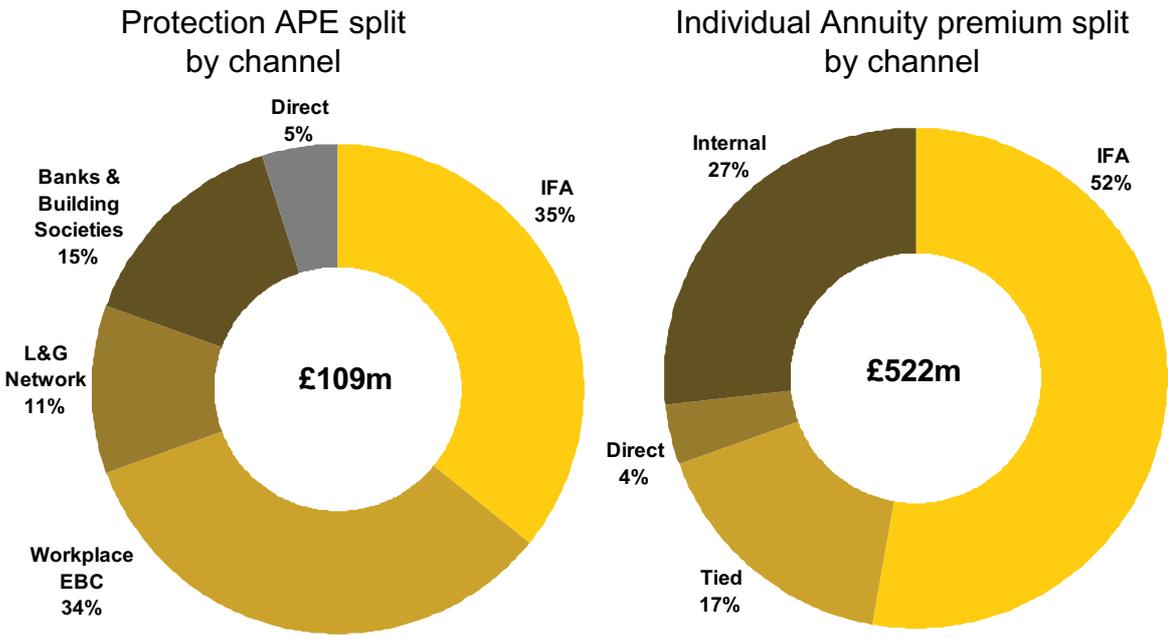
SUPERIOR MODELS ATTRACT FLOWS.



INDIVIDUAL PROTECTION: OPERATIONAL EXCELLENCE.



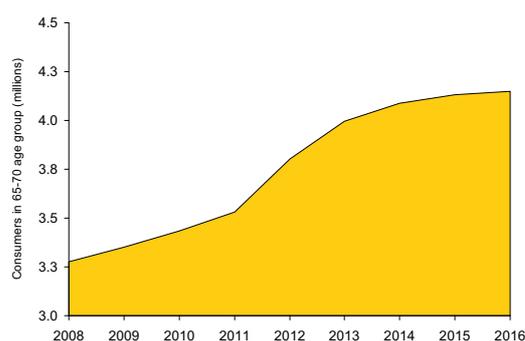
DIVERSIFIED DISTRIBUTION.



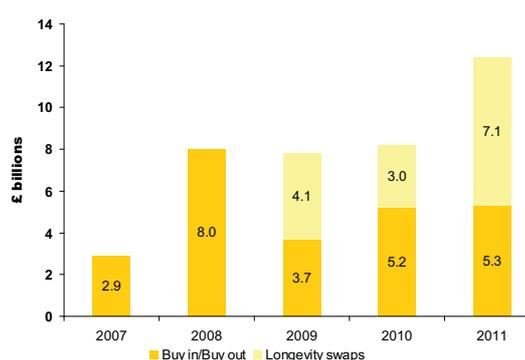
ANNUITIES: A HIGH-GROWTH MARKET.

- Baby boom generation reaching retirement, average DC pot size now £31,000 (£23,000 in 2009)⁽¹⁾
- Individual market size predicted to increase from £11 billion to £15 billion in next five years⁽²⁾
- £12.4 billion of UK de-risking deals in 2011⁽³⁾, FTSE 350 pension deficits up to £92 billion⁽⁴⁾
- Bulk market potential enormous (£1,000 billion plus)

UK consumers reaching retirement⁽⁵⁾



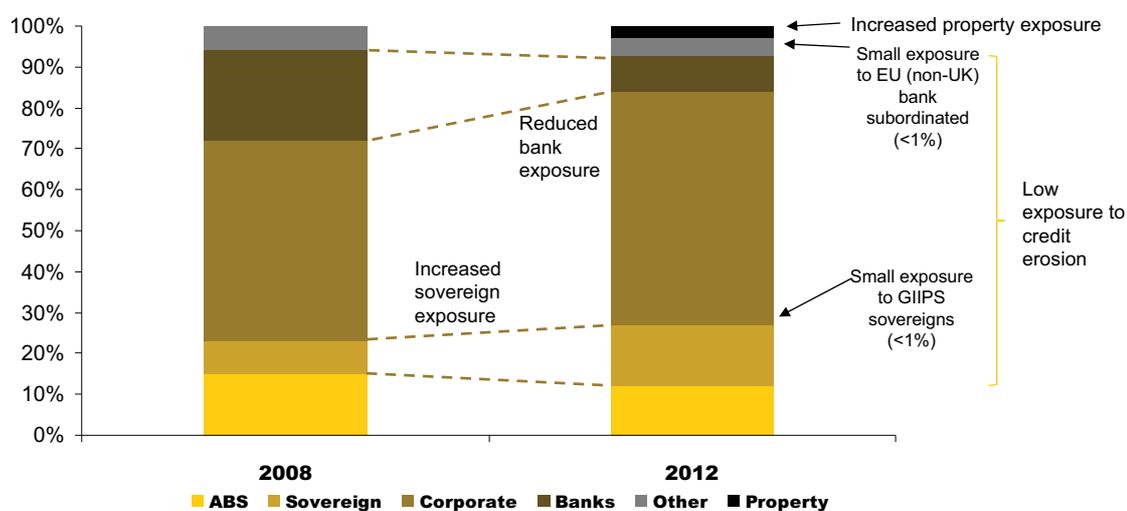
UK risk transfer deals⁽³⁾



Sources: (1) ABI, (2) Mintel, (3) Hymans Robertson, (4) Towers Watson (5) Government Actuary's Department

STRONG INVESTMENT DISCIPLINE.

LGPL Asset Allocation 2008 to 2012



1. Portfolio of economic choices. Not boosting yield at the expense of risk
2. Tight ALM management of interest rate and inflation risk
3. Attractively priced diversification

ANNUITIES: INNOVATION AND VALUE.

TURNER AND NEWALL PENSION SCHEME

- Record £1.1 billion bulk annuity scheme
- Attractive profile and limited inflation exposure
- Low risk strategy to lock into terms - annuity portfolio mirrored by Turner and Newall
- Selected for strong brand, financial strength, expertise and execution capabilities

DEFERRED PAYMENT SCHEME

- Buy-in where pension payments are deferred
- Payments to pensioners continue to be met by the sponsoring company
- Lock into terms to de-risk a greater number of members than a vanilla buy-in

INTERNATIONAL GROWTH

- Large defined benefit pension liabilities in Eurozone countries, US and Canada
- Opportunities to use our annuity expertise outside the UK

RISK: INNOVATING TO GROW.

EMPLOYER DE-RISKING



- Ill health early retirement solutions
- Early intervention and support
- 5% bonus for early notification to enable effective intervention
- Automated link to death register

SOURCED £2bn NON-UK LENDING

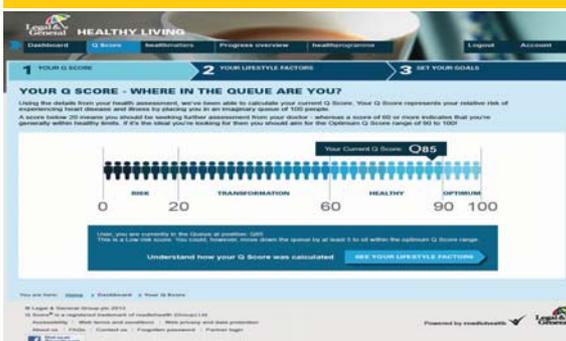
ING DIRECT

A decent way to do banking

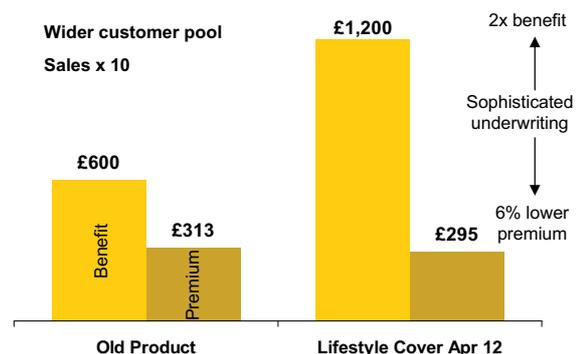


Handelsbanken البنك الأهلي المتحد
ahli united bank

PROTECTION HEALTH TOOL



GI LIFESTYLE COVER



RISK: EXECUTIONAL EXCELLENCE.

1. Operational excellence from development of expertise and systems.
2. Strong flows of premiums through all economic conditions.
3. Substantial stock continues to build, producing strong, sustainable cash.
4. Disciplined approach driving efficiencies, margins and return on economic capital and low portfolio volatility.
5. Innovating to grow from emerging social and economic trends.



NIGEL WILSON.

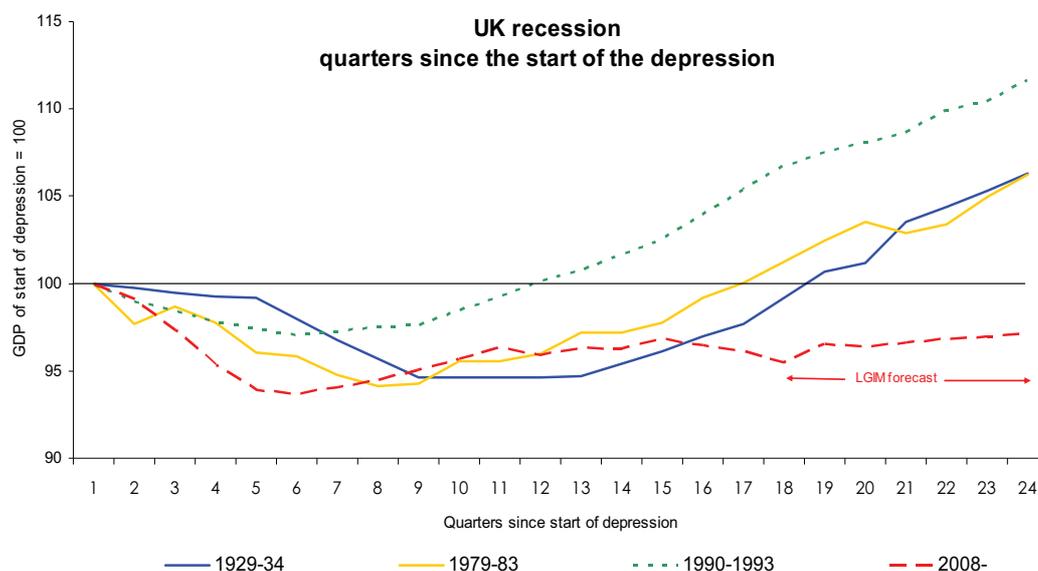
GROUP CHIEF EXECUTIVE

EVOLUTION AND GROWTH

**EVERY
DAY
MATTERS**



HALFWAY THROUGH THIS RECESSION?



"I don't think we are yet halfway through – I've always said that and I'm still saying it."

Sir Mervyn King, 26 June 2012

ACCELERATING EVOLUTION. SOLUTIONS FOR A CHANGING WORLD.

SOLUTIONS FOR INSTITUTIONS (B2B).

- Managing assets for corporates and sovereign wealth funds in Gulf, Asia and US
- Digital Investor Portfolio Service. Ideal for building societies looking for post-RDR propositions.
- De-risking solutions for corporates and pensions funds. Flexible bulk annuity solutions
- Digital Worksave platform. We provide middleware software and employee tools, enabling us to attract auto enrolment schemes like Co-op, Marks & Spencer and General Electric.
- Solutions to help companies manage employee ill health risks

SOLUTIONS FOR CONSUMERS (B2B2C).

- Consumers can apply for protection on our direct website and via aggregators and online brokers. We underwrite 75% of customers at the application stage.
- We were first to market a protection app and Healthclub tool
- Award winning online features such as our "Interactive House" help GI customers to value their contents realistically
- We are working with aggregators to improve direct annuities comparison. Expect growth post RDR
- Expect low cost retail passive funds to grow post RDR, with unbundling of charges

ACCELERATING EVOLUTION.

Conclusion: Resilience + Growth

1. Our business model is proving to be resilient plus no burning platforms.
2. De-risking providing optionality for long term opportunities.
3. Financially and strategically disciplined coupled with strong balance sheet.
4. Macro and industry trends creating opportunities for organic/inorganic growth.
5. Remain committed to deliver shareholder returns.



THANK YOU.

**EVERY
DAY
MATTERS**