

Welcome to the
2008 Annual General Meeting of
Friends Provident plc



Sir Adrian Montague

Executive Chairman

AGM

Agenda

Board changes

Introductory remarks

Shareholders' questions

Formal business of the Annual General Meeting

Sandwich lunch / informal discussions

Composition of the Board following the Annual General Meeting

Sir Adrian Montague	Executive Chairman (Non-Executive from July 2008)
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Lady Judge	Deputy Chairman
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Ray King	Non-Executive Director
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Sir Mervyn Pedelty	Non-Executive Director
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Gerhard Roggemann	Non-Executive Director
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David Rough	Non-Executive Director
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To be announced	Non-Executive Director
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Trevor Matthews	Chief Executive (from July 2008)
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Ben Gunn	Chief Executive, Life & Pensions
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Jim Smart	Chief Financial Officer (until August 2008)
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2007 overview – January to June

Improving economic environment

Friends Provident performing strongly

New markets in Germany, Singapore and United Arab Emirates

Acquisitions of Sesame and Pantheon Financial

Merger negotiations with Resolution plc

2007 overview - July to December

“Credit Crunch” dominated economic climate

First run on UK Bank for a century

Pearl win battle for Resolution plc

Friends Provident suffers market uncertainty

Fundamental Strategic Review undertaken

New strategy emerges (announced January 2008)

The new shape of Friends Provident

UK and International Life & Pensions

Core propositions:



Tactical:

Intermediary business:



Trading as usual but outside of long-term strategy



(52% owned)

New Strategy

Progress

Grow International

Business as usual

Refocus UK on profit

Wrap terminated
New terms for pensions introduced
Unprofitable products withdrawn

Review 'out of strategy'
businesses

Actively engaged with Lombard, F&C,
Pantheon Financial

Reduce cost base

Employee consultations in progress
Regional offices reorganised

Enhance disclosure

Delivered via Report & Accounts

Restructure to deliver
benefits promptly

Implementation office established
External support enlisted
Change Manager appointed

Strategic Review

Aim: Maximise value for shareholders

BEFORE

AFTER

How?

Limited resources, overstretched

Resources allied to strengths

Focus on growth

Focus on profit

UK emphasis

International emphasis

Heavy cost-base

Affordable cost-base

AGM

Dividends

2007 Final Dividend of 5.30 pence per share recommended

Total Dividend for 2007 : 8.00 pence per share, up 2%

Cost of 2007 dividend is £180 million

Affordable level for 2008 is £90-100 million

Interim 2008 dividend will be announced in August 2008

Friends Provident plc



Shareholders' Questions

Friends Provident plc



Thank you for attending the
2008 Annual General Meeting of
Friends Provident plc