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	Actual		Forecast ----->>>			
	2022	2023	2024	2025	2026	2027
Assets under Management and Administration (in £bn)						
Institutional	99	98	103	110	117	125
Wholesale	54	55	58	62	66	70
Other	0	0	1	1	1	1
Asset Management	153	153	162	173	184	195
Wealth	83	87	91	95	100	105
Life	103	101	97	96	94	93
Corporate assets	3	2	2	2	2	2
Total AuMA	342	344	352	365	379	395
Net flows (in £bn)						
Institutional	(0.7)	(0.7)	2.6	3.8	3.7	3.9
Wholesale	0.5	1.5	1.2	1.5	1.6	1.6
Asset Management	(0.2)	0.8	3.7	5.2	5.3	5.5
Wealth	0.2	0.2	0.5	0.9	1.2	1.3
Life	(5.7)	(5.7)	(4.9)	(4.9)	(4.9)	(5.0)
Total net flows	(5.7)	(4.7)	(0.6)	1.3	1.6	1.9

	Actual		Forecast ----->>>			
	2022	2023	2024	2025	2026	2027
IFRS income statement (in £m)						
Revenues	995	995	1,028	1,073	1,125	1,180
Costs	(763)	(791)	(790)	(791)	(806)	(823)
Performance fees	56	30	30	31	31	32
Investment income and minority interests	(24)	8	4	3	2	4
Asset Management	264	242	272	316	352	392
With-Profits (PruFund)	190	228	223	244	261	286
Platform and Advice	(23)	(32)	(27)	(23)	(19)	(16)
Other Wealth	(9)	(16)	(14)	(12)	(10)	(7)
Wealth	158	180	183	209	233	263
Traditional With-Profits	200	263	236	239	238	237
Shareholder Annuities & Other	241	326	290	284	280	280
Europe	19	(3)	4	5	5	7
Life	460	586	529	528	524	525
Adjusted Operating Profits from segments	882	1,008	984	1,053	1,109	1,180
Head Office costs	(93)	(49)	(57)	(63)	(69)	(68)
Debt interest cost	(164)	(162)	(157)	(150)	(147)	(147)
Corporate Centre	(257)	(211)	(215)	(214)	(216)	(215)
Total Adjusted Operating Profits	625	797	769	839	892	965

	Actual		Forecast ----->>>			
	2022	2023	2024	2025	2026	2027
Capital generation (in £m)						
Asset Management	246	246	259	301	336	377
Wealth	155	163	175	194	214	237
Traditional With-Profits	192	182	171	171	167	164
Shareholder Annuities & Other	251	350	284	268	262	280
Europe	43	42	23	24	25	22
Life	486	574	477	464	458	467
Corporate Centre	(259)	(231)	(235)	(233)	(233)	(233)
Underlying Capital Generation	628	752	676	726	775	848
Other Operating Capital Generation	193	244	183	173	159	166
Operating Capital Generation	821	996	859	899	934	1,015
Economic variances	(1,225)	(724)	205	(6)	(10)	(6)
Other movements (including restructuring)	(166)	50	(131)	(58)	(42)	(42)
Tax	173	36	(196)	(187)	(200)	(217)
Total Capital Generation	(397)	358	736	647	681	750
Solvency and Dividend						
Solvency II ratio (%)	199	203	206	208	211	216
Ordinary Dividend per share (p)	19.6	19.7	19.9	20.4	20.9	21.5