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	Actual		Forecast ----->>>			
	2022	2023	2024	2025	2026	2027
Assets under Management and Administration (in £bn)						
Institutional	99	98	98	103	108	114
Wholesale	54	55	59	63	67	70
Other	1	1	1	1	1	1
Asset Management	154	154	158	166	174	183
Life	186	188	188	190	193	195
Corporate assets	1	1	1	1	1	1
Total AuMA	342	343	347	357	368	379
Net flows (in £bn)						
Institutional	(0.7)	(0.7)	(0.4)	1.5	2.2	2.4
Wholesale	0.5	1.5	0.1	1.2	1.5	1.6
Asset Management	(0.2)	0.8	(0.1)	2.6	3.6	3.9
Life	(5.5)	(5.5)	(7.0)	(5.4)	(4.8)	(4.7)
Total net flows	(5.7)	(4.7)	(7.2)	(2.8)	(1.2)	(0.8)

	Actual		Forecast ----->>>			
	2022	2023	2024	2025	2026	2027
IFRS income statement (in £m)						
Revenues	995	995	1,004	1,031	1,070	1,113
Costs	(763)	(791)	(781)	(783)	(790)	(805)
Performance fees	56	30	32	30	31	32
Investment income and minority interests	(24)	8	8	6	5	6
Asset Management	264	242	263	285	317	345
With-Profits: PruFund	196	236	217	241	259	282
With-Profits: Traditional	200	263	220	229	230	235
Shareholder Annuities	239	331	279	280	278	279
Other	(28)	(75)	(16)	(17)	(10)	(5)
Life	607	755	698	731	754	787
Adjusted Operating Profits from segments	882	1,008	962	1,016	1,071	1,131
Head Office costs	(82)	(38)	(39)	(49)	(54)	(54)
Debt interest cost	(164)	(162)	(154)	(142)	(142)	(142)
Corporate Centre	(246)	(200)	(192)	(191)	(194)	(197)
Total Adjusted Operating Profits	625	797	769	825	877	935

	Actual		Forecast ----->>>			
	2022	2023	2024	2025	2026	2027
Capital generation (in £m)						
Asset Management	246	246	244	267	297	324
With-Profits: PruFund	209	240	197	215	231	246
With-Profits: Traditional	192	182	186	188	183	180
Shareholder Annuities	251	367	207	229	231	235
Other	(22)	(63)	(14)	(16)	(12)	(10)
Life	630	726	580	621	639	655
Corporate Centre	(248)	(220)	(209)	(209)	(209)	(210)
Underlying Capital Generation	628	752	615	679	727	769
Other Operating Capital Generation	193	244	300	185	180	179
Operating Capital Generation	821	996	916	864	907	947
Economic variances	(1,225)	(724)	227	3	(2)	(2)
Other movements (including restructuring)	(166)	50	(19)	(42)	(29)	(27)
Tax	173	36	8	(179)	(195)	(210)
Total Capital Generation	(397)	358	1,132	646	682	709
Solvency and Dividend						
Solvency II ratio (%)	199	203	216	218	222	226
Ordinary Dividend per share (p)	19.6	19.7	20.1	20.6	21.2	21.8