

Contents

1–92

Strategic Report

2	M&G at a glance
3	Chair's statement
5	Group Chief Executive Officer's statement
8	Our business model
11	Our clients
14	Market and industry trends
15	Our strategy
18	Our key performance measures
20	Business and financial review
34	Our approach to sustainability
40	Section 172 Statement
43	Our stakeholders
46	Non-financial and sustainability information statement
50	Our colleagues
54	Social impact
58	Risk management
69	Climate-related disclosures
91	Viability statement
92	Basis of preparation

93–163

Governance

94	Chair's introduction to governance
96	Board of Directors
99	Board leadership and company purpose
101	Division of responsibilities
103	Composition, succession and evaluation
108	Audit, risk and internal controls
109	Nomination and Governance Committee Report
111	Audit Committee Report
118	Risk Committee Report
120	Directors' Remuneration Report
125	Remuneration at a glance
133	Annual Report on Remuneration
151	Directors' Remuneration Policy
159	Directors' Report
163	Statement of Directors' responsibilities

164–380

Financial information

165	Independent auditors' report
184	Consolidated financial statements
357	Company financial statements
366	Supplementary information

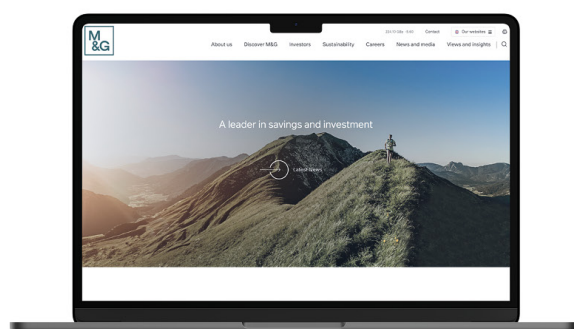
381–388

Other information

382	Shareholder information
383	Glossary
387	Contact us

Stay up-to-date with more information at:

mandg.com



A guide to using this report

For optimal experience, it is recommended that this document is viewed in Adobe Acrobat Reader. Interactive functionality may not work when viewed in a web browser or other PDF readers.

Dynamic link button:



Navigation buttons:

- Return to contents
- Page back
- Page forward
- Return to previous page
- Search