Interim results

4 November 2010

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Agenda

- Introduction — Jon Aisbitt, Chairman
- Financial review — Kevin Hayes, Finance Director
- Positioning and outlook — Peter Clarke, Chief Executive
- Q&A

Introduction

Jon Aisbitt

Introduction

- Six months to 30 September 2010 were dominated by the acquisition of GLG
- Strong fund performance from both firms in the period
- Significant progress on our five strategic priorities for the year
- Well positioned for asset growth
- Board has declared an interim dividend of 9.5 cents per share: intention is to pay a total dividend for the year of at least 22 cents per share

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Financial review

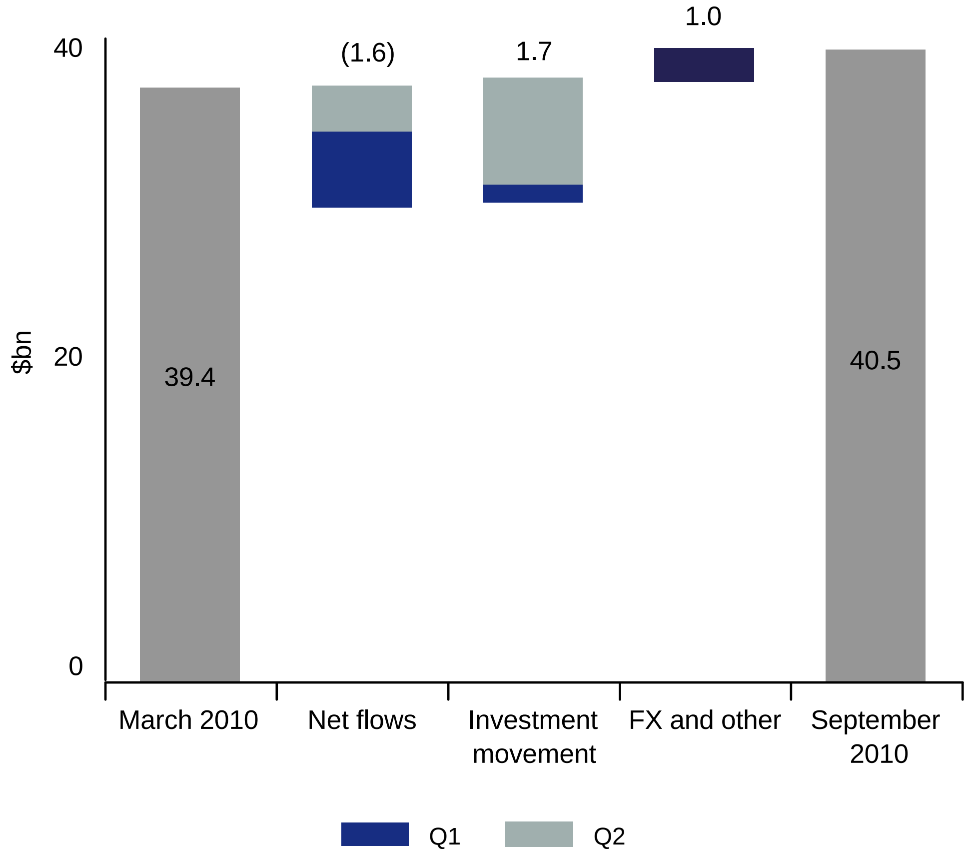
Kevin Hayes

Summary of results for the six months to 30 September 2010

- FUM growth in the period driven by positive investment performance
- Gross management fee margins stable
- Earnings demonstrate continued focus on cost efficiency
- Balance sheet robust

FUM drivers

Positive performance movement and improving flows



- $1.7 billion of performance delivered for investors
  - $0.2 billion in Q1
  - $1.5 billion in Q2
- Improving flows trend in Q2
  - Outflow reduced from $1.0 billion in Q1 to $0.6 billion in Q2
  - Sales increased from $0.7 billion in Q1 to $1.4 billion in Q2
- Institutional flows positive in Q2, as previously announced mandate wins continued to allocate
- FX and other movements driven principally by the weaker US dollar

Gross management fee margins stable

	H1 2011	FY 2010	H2 2010	H1 2010
Guaranteed products	4.80	4.63	4.64	4.62
Open-ended products	3.50	3.56	3.60	3.52
Institutional	1.00	0.93	0.94	0.91

- Margins effectively stable in all three categories
- New business currently at around these levels for guaranteed and open-ended products
- Wide fee range on new institutional business

Earnings summary

	H1 2011 ($m)
Statutory PBT	**147**
Add back:	
GLG acquisition costs	25
Pre-acquisition rationalisation - compensation	11
- other	11
Discontinued operations: MF Global arbitration settlement	33
Adjusted PBT	**227**
Tax rate (before adjusting items)	18.5%
Adjusted EPS	10.2c

On track to deliver $50 million of cost synergies from GLG integration, one third in FY 2011 and the balance in the following six months.

Cost to deliver these savings – $25 million – will occur largely in H2 2011.

Maintain focus on efficiency

	H1 2011 $m	H2 2010 $m	H1 2010 $m
Management and other fees	627	644	649
Performance fees (including investment gains/losses)	23	47	44
Revenue	650	691	693
Sales commissions	(156)	(179)	(146)
Compensation (fixed)	(95)	(83)	(95)
Compensation (variable)	(70)	(68)	(84)
Other costs	(105)	(128)	(104)
Total costs	(426)	(458)	(429)
Associates and joint ventures	27	39	31
Net finance expense	(24)	(4)	(3)
Adjusted pre tax profit	227	268	292
Compensation as % of revenue	25%	22%	26%
PBT margin[1]	34%	37%	40%

1) Adjusted pre-tax profit/revenue plus associates and joint ventures

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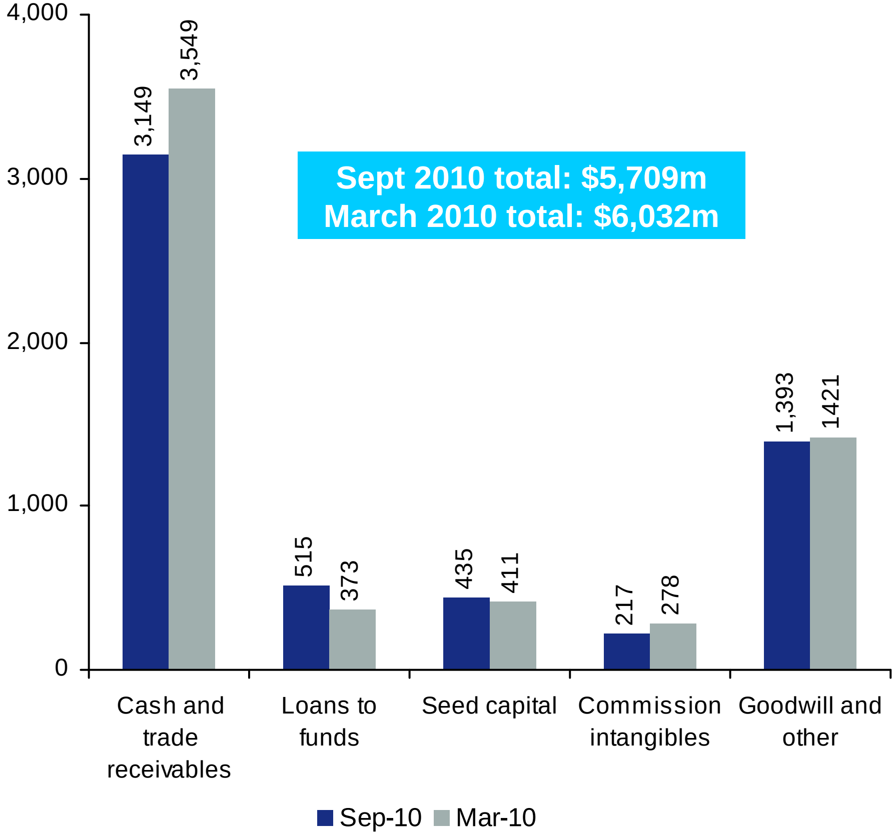
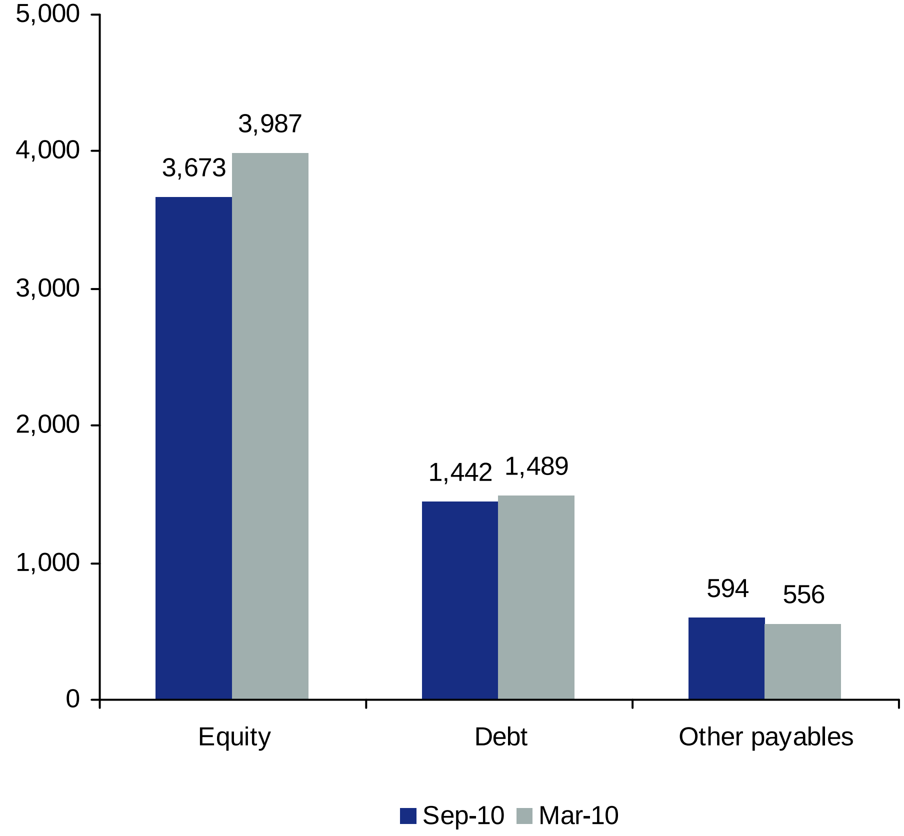
Balance sheet stability

Assets ($m)



Liabilities and equity ($m)



Debt, committed facilities and cash

Final maturity by period (at 30 September 2010)

	Total $m	Less than 1 Year $m	1-3 years $m	3-5 years $m	After 5 years $m
Drawn					
EMTN 2013 programme senior notes	228	-	228	-	-
EMTN 2015 programme senior notes	815	-	-	815	-
Subordinated floating rate notes – 2015	168	-	-	168	-
EMTN Subordinated fixed rate – 2017	231	-	-	-	231
Hybrid Tier 1 securities	300	-	-	-	300
Undrawn					
Committed syndicated facility	2,430	-	2,430	-	-
Total Facilities	4,172	-	2,658	983	531
Cash	**2,802**				
Total available liquidity[1]	5,232				

1) Cash plus undrawn committed syndicated facility

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Cash and capital position post GLG transaction

Cash position post transaction

	US$m
Cash pre-close[1]	2,910
GLG acquisition	
Purchase of public shares/convertible	(1,000)
Repayment of net debt	(110)
Cash post closing	**1,800**

Estimated capital position post transaction

	US$m
Transaction goodwill and intangibles	1,850
Less: new equity issued (162.7 million shares)	700
Capital funding required	**1,150**
Man standalone net excess capital [2]	**1,550**
Less: capital resource requirements and deductions	1,250
Estimated excess capital	**300**

Source: Company disclosure.
1) As at 13 October 2010.
2) Man Group current standalone capital position as of 30 September 2010.

Reporting the combined business

Funds Under Management[1]	$bn	Flows	Gross revenue margin
Guaranteed products	15	✓	✓
Open-ended alternatives	28	✓	✓
AHL	12		
GLG	12		
Other	4		
Institutional fund of funds	10	✓	✓
Long only	13	✓	✓
Total	66		

- Secondary FUM splits (by manager, style, channel, geography, currency) will also be published
- P&L and balance sheet disclosure unchanged

1) All data except GLG as at 30 September 2010. GLG data as at 14 October 2010. All data rounded to the nearest billion.

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Transition to December year end

Current financial year

Q1 Q2 You are here Q3 Q4

Apr 2010	May	Jun	Jul	Aug	Sep	Oct	Nov Interim results	Dec	Jan Q3 IMS	Feb	Mar

Nine month transition period

Q1 Q2 Q3

Apr 2011	May FY results	Jun	Jul Q1 IMS	Aug	Sep	Oct	Nov Interim results	Dec

2012 financial year

Q1 Q2 Q3 Q4

Jan 2012	Feb	Mar Results for nine month transition	Apr Q1 IMS	May	Jun	Jul Interim results	Aug	Sep	Oct Q3 IMS	Nov	Dec

Indicative timetable of dividend payments

December 2010	Interim 2011
July 2011	Final 2011
December 2011	Interim for six months of the nine month transition period
May 2012	Final for nine month transition period
September 2012	Interim 2012
May 2013	Final 2012

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Positioning and outlook

Peter Clarke

Key themes

- Strong performance across a wide range of liquid investment styles
- AHL benefitting from strong trends and continued investment in the programme
- Cautious optimism on flows
- Competitive advantage from financial strength and regulatory pedigree
- Well positioned for asset growth

Strength across the alternative investment spectrum

Man

Multi-Manager

- Fund of hedge funds
- Advisory solutions
- Managed accounts
- Structured products

Single manager

- Managed futures
- Macro
- Emerging markets
- Credit, convertibles and other
- Equity

  Alternative and long only

Man Multi-Manager	AHL	GLG and other
$15 billion*	$23 billion*	$29 billion*

* FUM at 30 September 2010 for Multi-Manager, AHL and other and at 14 October for GLG, rounded to the nearest billion

Calendar year to date performance to end September

Multi-Manager

IP220
+18.5%

Man Four Seasons
+1.9%

Man Dynamic Selection
+3.7%

Single manager

Man AHL Diversified PLC	GLG Atlas Macro	GLG Emerging Markets	Ore Hill[3]	GLG Market Neutral	GLG Alpha Select
+9.0%	+28.6%	+10.1%	+24.6%	+28.4%	+6.5%

Man Multi-Manager	AHL	GLG and other
$15 billion*	$23 billion*	$29 billion*

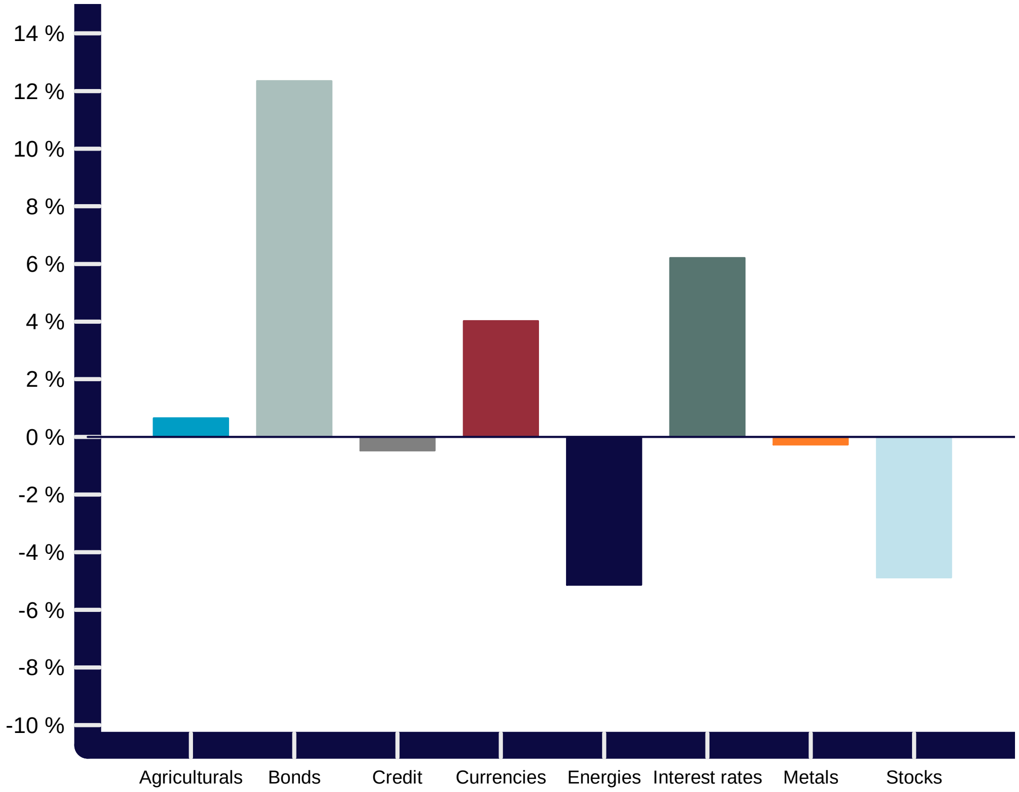
World stocks[1]	+0.3%
HFRI Fund Weighted Composite Index	+4.7%
HFRI Fund of Funds Composite Index	+2.1%
Managed Futures Index[2]	+5.0%

*** FUM at 30 September 2010 for Multi-Manager, AHL and other and at 14 October for GLG, rounded to the nearest billion**

1) MSCI World Index (price return hedged to USD)
2) CISDM Asset Weighted Index
3) Affiliated manager

AHL performance and development

Calendar year to 27 September 2010[1]

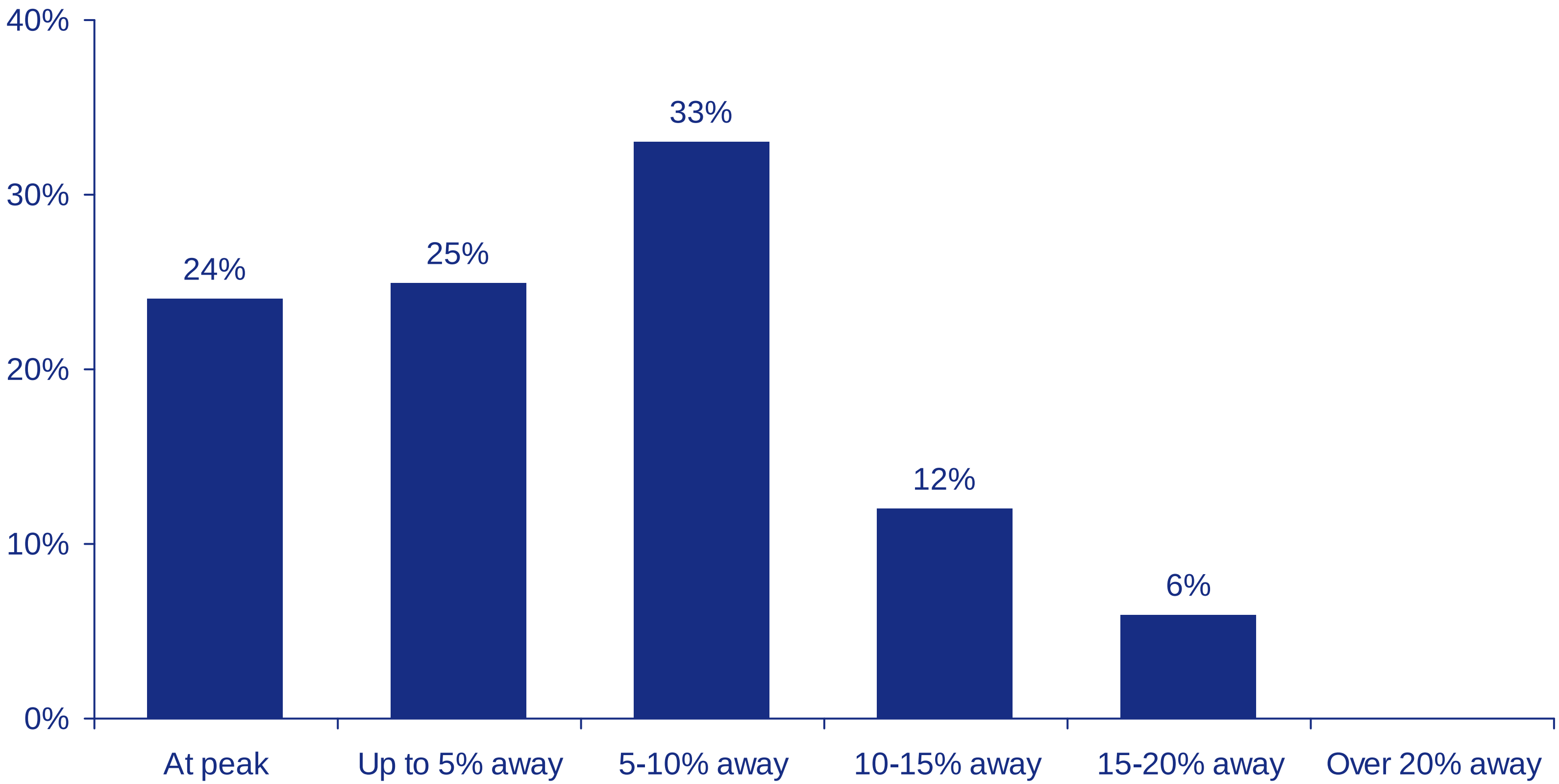


Year to date total net return: 9.0%[2]

- Research headcount continues to increase – now stands at 80
- Unique collaboration with Oxford University renewed
  - Recruitment benefits from raised profile
  - Early exposure to latest academic developments (econometrics, information engineering, computing)
  - Contribution of AHL Oxford (co-located commercial research lab) to next generation of client trading models
  - $30 million invested in the Oxford-Man Institute of Quantitative Finance since 2007
- Expanded research capabilities instrumental in honing H1 performance
  - Increased range of trading signals and improvements to portfolio construction methodology
  - Proprietary trading algorithms continue to drive down trading costs

Source: Man database. There is no guarantee of trading performance and past or projected performance is not a reliable indicator of future performance. Returns may increase or decrease as a result of currency fluctuations.
1) Represented by Man AHL Diversified plc. Please note attribution figures are based on estimates of gross trading returns. Date range: 29 December 2009 to 27 September 2010.
2) Represented by Man AHL Diversified. Please note that Man AHL Diversified plc is valued weekly. Performance figures therefore correspond to the last weekly valuation points in the corresponding years.

AHL distance from peak at 30 September 2010



Weighted average distance from peak – (6.0%)

GLG performance fee eligible FUM

Distance from high water marks at 30 September 2010

	Below high water mark by				
	> 30%	10% - 30%	5% - 10%	< 5%	Above high water mark
Alternative	5%	1%	6%	7%	81%
Long only	9%	34%	3%	19%	34%
Total	6%	10%	5%	10%	67%

Product momentum

Continued strong focus

- $1.7 billion under management in 15 alternative strategies
- Assets raised in 27 countries within and outside the EU
- Over $400 million under management in AHL UCITS, launched July 2009

Early flows and interest from five major consultant recommendations

Added to BAML Futures Access platform in August 2010

Interest from global private banking platforms, particularly in UCITS formats

10th anniversary of European Long/Short

Alpha Select (UCITS III) re-opened for new investment

Renewed interest from intermediaries and institutions following strong performance

Significant MAC and tailored portfolio mandate interest

Institutional engagement in Continental Europe, Middle East and Asia Pacific

Early signs of good interest in Asia Pacific including Japan, particularly in emerging markets and global macro

Regulatory approval for first managed futures UCITS product in Singapore

GLG focus list rolling out across the network
Preparation under way for Q1 blended product launch

AHL | GLG | Alternative UCITS | Multi-Manager

Man

Maximise Man Multi-Manager

- Improved performance
  - Strong flagship guaranteed product performance – IP220 up 18.5% YTD 30 Sept
  - Strong risk adjusted returns from flagship institutional portfolios
- Working with prospects to develop solutions
  - Institutions issuing new mandates in advance of funding up their hedge fund allocations
  - Significant interest in tailored portfolios of MACs and direct MAC solutions
  - Managed account platform now at around 72 accounts and $7.8 billion under management
- But a patient build out
  - Longer lead times on flows and highly competitive pricing environment
  - Some markets awaiting outstanding regulatory changes
- New leadership team under Luke Ellis charged with optimising scale and building profitability

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Regulatory trends taking greater shape

Enhanced manager regulation →
- Workable outcomes for scale managers
- Depth of resources and breadth of offering key

Changing capital requirements for banks →
- Less crowded trading
- Opportunities to capture spin-out teams

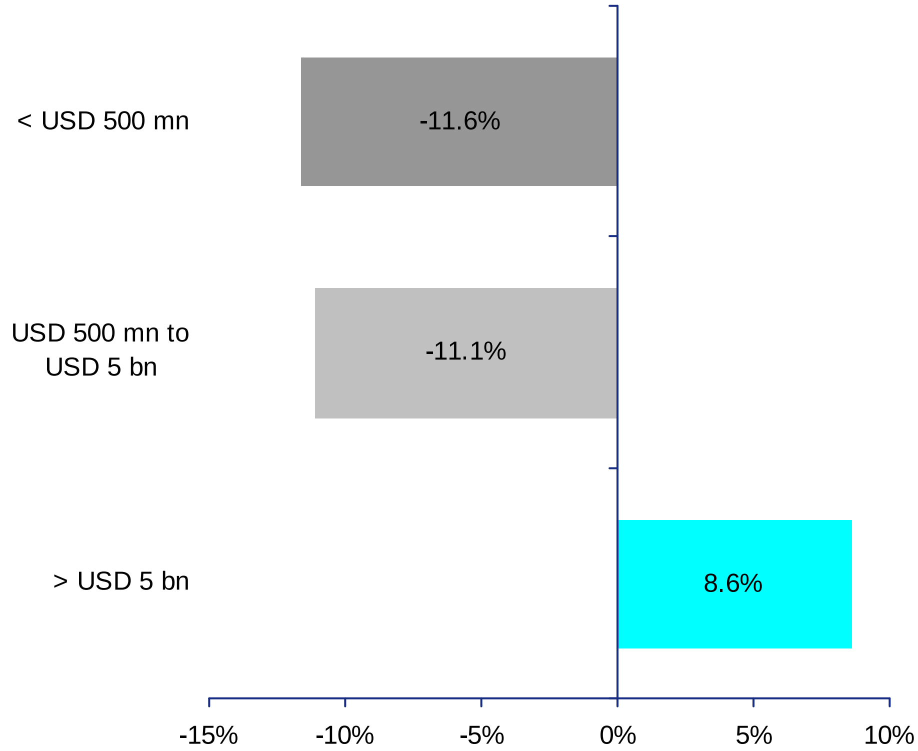
Trading increasingly centralised and on-exchange →
- Increasing opportunity and efficiency
- Premium on operational capability

Depth and breadth of Man's regulatory and operational capability is a key competitive advantage

Investors looking for stable, well capitalised managers

- Assets flowing to 'institutional quality'
- Requires significant investment in people, systems and research
- Engaged attitude to regulatory policy and investor disclosure concerns
- Financial strength and stability

Relative percentage change of assets share by firm AUM size, Q4 2008 to Q3 2010[1]



Source: 'HFR Global Hedge Fund Industry Report – Quarter 4 2008', Hedge Fund Research and 'HFR Global Hedge Fund Industry Report – Quarter 3 2010', Hedge Fund Research.
1) Increase/decrease from Q4 2008 to Q3 2010

Outlook

- Combined FUM of an estimated $67 billion at end October 2010
- AHL and GLG both delivered strong performance in October
- Continued patient build of Man Multi-Manager
- Industry trends in our favour
- Well placed for asset growth

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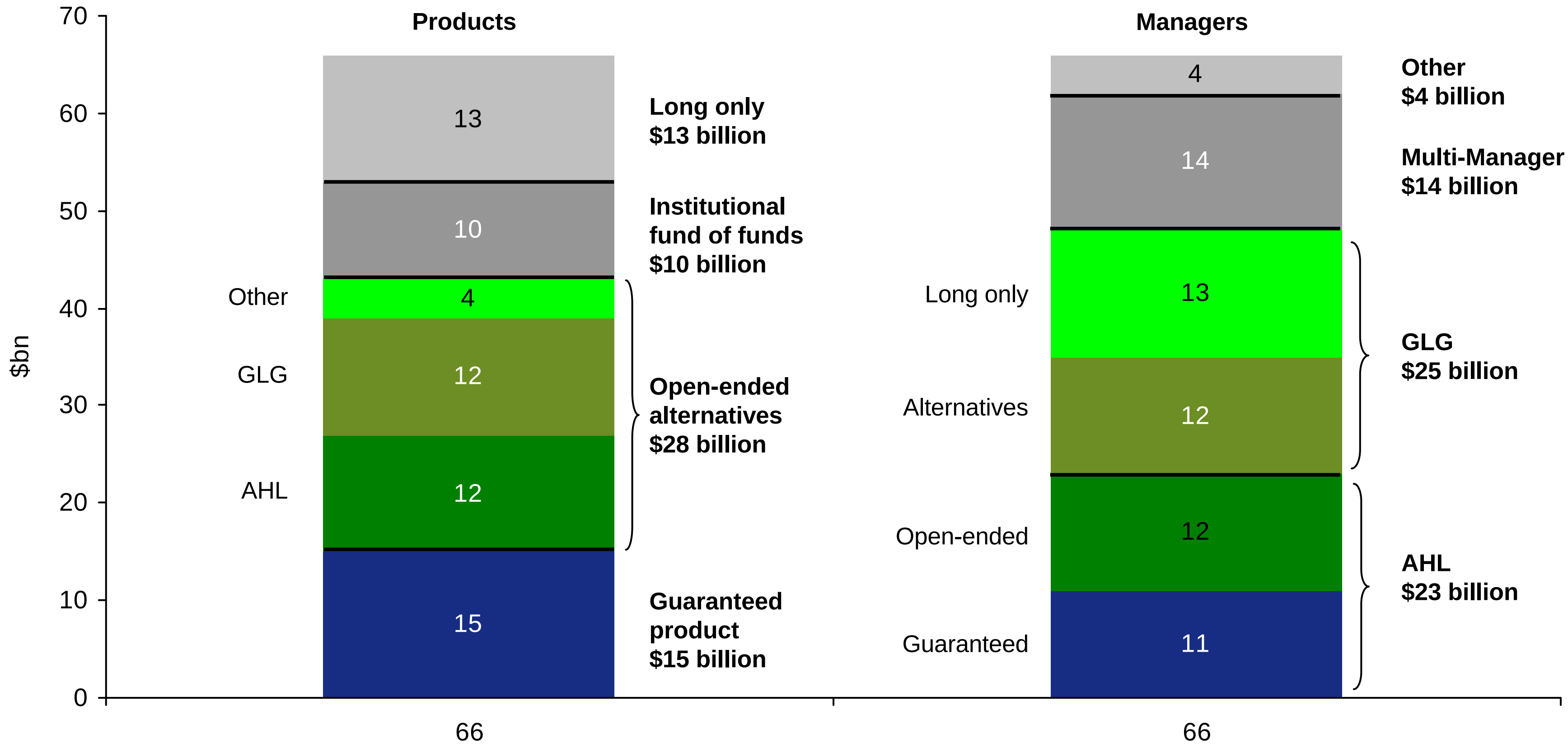
Supplementary information

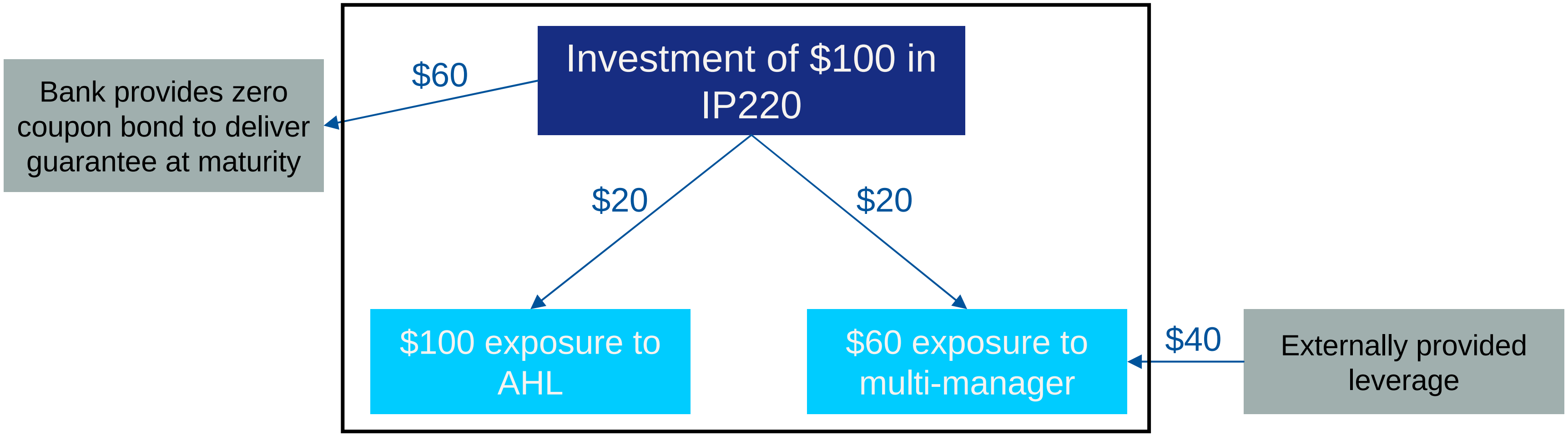
Funds under Management

Composition of funds under management*



* FUM at 30 September 2010 for Multi-Manager, AHL and other and at 14 October for GLG, rounded to the nearest billion

IP220 product structure



FUM

Investment equity (AHL and multi-manager)	$40
Notional exposure (AHL)	$80
Externally provided leverage (multi-manager)	$40
Total FUM	**$160**

Net asset value

Bond	$60
Trading capital[1]	$40
Total NAV	**$100**

1) Trading capital = investment in AHL ($20 + investment in multi-manager ($60) – externally provided leverage ($40)

Performance as at 30 September 2010

	Total return			Annualised return	
	3 months to 30 Sept 10	6 months to 30 Sept 10	Calendar year to 30 Sept 10	3 years to 30 Sept 10	5 years to 30 Sept 10
Fund of funds					
Man Four Seasons Strategies[1]	**3.2%**	**1.0%**	**1.9%**	**-2.5%**	**2.1%**
Man Dynamic Selection[2]	**3.6%**	**2.1%**	**3.7%**	**1.7%**	**5.4%**
Structured – principal protected					
Man-IP 220[3]	**9.3%**	**13.1%**	**18.5%**	**4.4%**	**7.0%**
Single managers					
Man AHL Diversified plc[4]	**5.7%**	**6.6%**	**9.0%**	**9.5%**	**10.3%**
Ore Hill[5]	**3.6%**	**6.0%**	**24.6%**	**-0.7%**	**3.7%**
World stocks[6]	**9.0%**	**-3.7%**	**0.3%**	**-10.4%**	**-1.6%**
HFRI Fund Weighted Composite Index[7]	**5.1%**	**2.2%**	**4.7%**	**0.9%**	**5.2%**
HFRI Fund of Funds Composite Index[7]	**3.3%**	**0.6%**	**2.1%**	**-3.0%**	**2.2%**
Corporate bonds[8]	**5.0%**	**13.8%**	**15.8%**	**9.8%**	**6.8%**

Source: Man database and Bloomberg. There is no guarantee of trading performance and past or projected performance is not a reliable indicator of future performance. Returns may increase or decrease as a result of currency fluctuations. 1) Represented by Man Four Seasons Strategies – Class ISI4. 2) Represented by Man Dynamic Selection – Class ISI12. 3) Represented by Man-IP 220 Ltd from 18 December 1996 to 31 December 2005 and Man-IP 220 Ltd - USD class bonds from 1 January 2006. 4) Man AHL Diversified plc is valued weekly, but for comparative purposes the last weekly valuation of the month has been used. The October return to 25 October 2010 is 8.4% (from last final weekly September price). 5) Represented by Ore Hill International II Ltd. 6) Represented by MSCI World Index (price return hedged to USD). 7) HFRI index performance over the past 4 months is subject to change. 8) Represented by Citigroup High Grade Corporate Bond index (total return).

GLG performance table

	Three months to 30 Sept 2010 (%)	Calendar year to 30 Sept 2010 (%)
Alternative		
Alpha Select[1]	6.44	6.46
Atlas Macro[2]	2.63	28.55
Global Convertible[3]	3.83	2.57
Emerging Markets[4]	4.70	10.06
European Distressed[5]	8.12	36.52
European Long/Short[6]	7.12	3.77
European Opportunity[7]	2.09	4.11
Market Neutral[8]	10.07	28.38
Global Opportunity[9]	3.69	8.31
North American Opportunity[10]	1.71	7.80
UCITS III		
UCITS III Euro Alpha Equity Alternatives[11]	1.56	1.41
Long only		
Japan Core Alpha[12]	-4.13	-7.25
Performance[13]	9.73	0.14

1) Alpha Select Class C 2) GLG Atlas Macro Class A 3) Global Convertible Class A 4) Emerging Markets Fund Class A Res to Unres (31/08/2007) 5) GLG European Distressed CL A 6) ELS Class D Res to Unres (29/06/2007) 7) GLG European Opportunities Fund Class D Res to Unres (31/08/2007) 8) Market Neutral Class Z Linked 9) Global Opportunity 10) North American Opportunity Class A Res to Unres (29/06/07) 11) Pure Alpha (UCITS III) Fund CL C 12) GLG Japan Core Alpha CL A 13) Performance Class A

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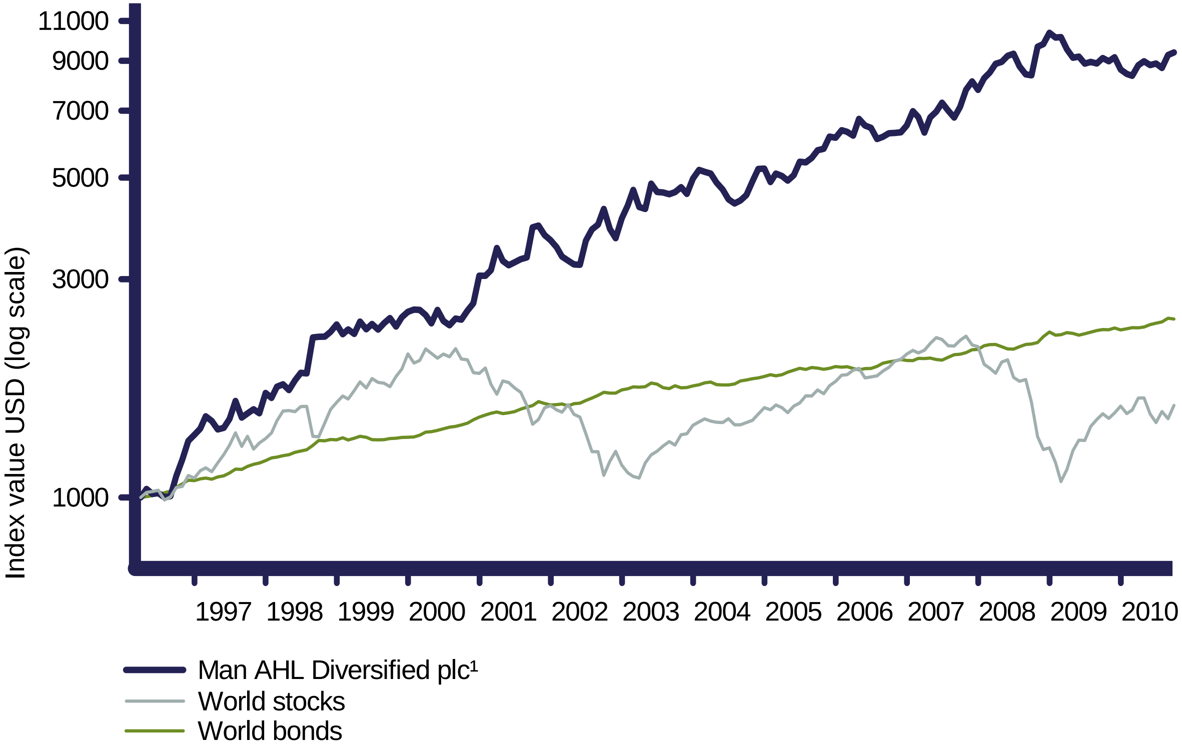
Man AHL Diversified plc[1]

26 March 1996 to 30 September 2010



	Man AHL Diversified plc[1]	World stocks	World bonds
Total return	838.0%	58.8%	145.5%
Annualised return	16.7%	3.2%	6.4%
Annualised volatility	17.5%	15.5%	2.9%
Worst drawdown	-19.4 %	-51.9%	-2.7%
Sharpe ratio[2]	0.76	0.05	0.89

Source: Man database and Bloomberg. World stocks: MSCI World Index hedged to USD (price return). World bonds: Citigroup World Government Bond Index hedged to USD (total return). There is no guarantee of trading performance and past or projected performance is not a reliable indicator of future performance. Returns may increase or decrease as a result of currency fluctuations.

1) Man AHL Diversified plc is valued weekly; however, for comparative purposes, statistics have been calculated using the last weekly valuation for each month.

2) Sharpe ratio is calculated using the risk-free rate in the appropriate currency over the period analysed. Where an investment has underperformed the risk-free rate, the Sharpe ratio will be negative. Because the Sharpe ratio is an absolute measure of risk-adjusted return, negative Sharpe ratios are shown as n/a, as they can be misleading.

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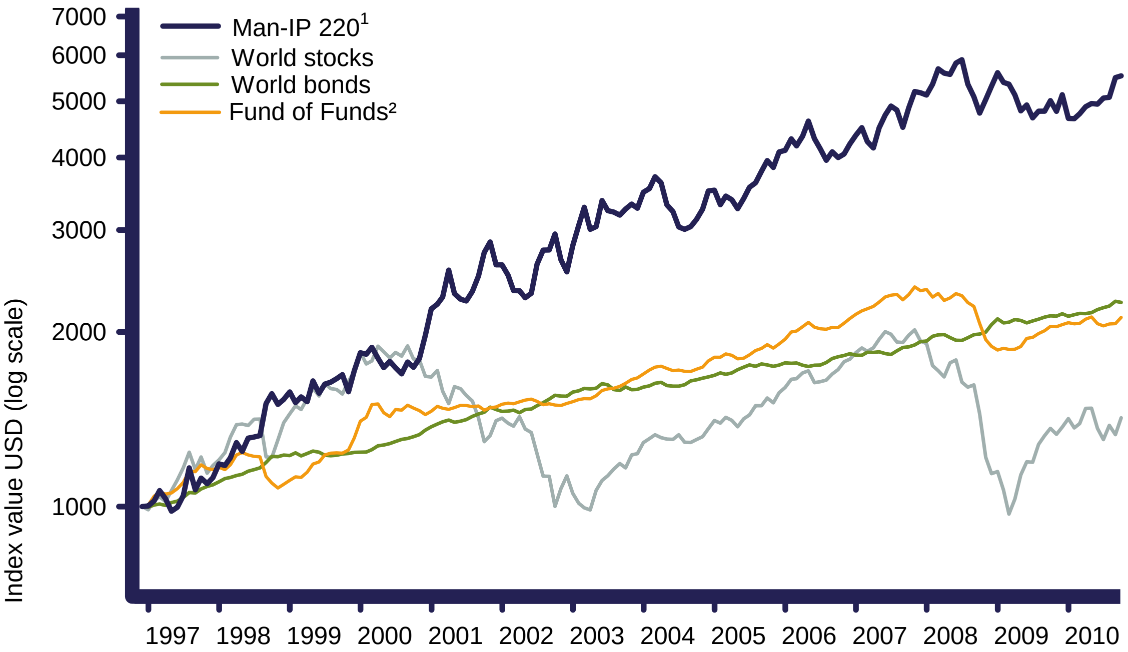
Performance of Man-IP 220[1]

18 December 1996 to 30 September 2010



	Man-IP 220[1]	World stocks	World bonds	Fund of funds
Total return	453.5%	42.3%	125.0%	111.8%
Annualised return	13.2%	2.6%	6.0%	5.6%
Annualised volatility	17.2%	15.7%	2.9%	6.4%
Worst drawdown	-20.8 %	-51.9 %	-2.7 %	-22.2 %
Sharpe ratio[2]	0.60	0.01	0.80	0.32

Source: Man database and Bloomberg. World stocks: MSCI World Index hedged to USD (price return). World bonds: Citigroup World Government Bond Index hedged to USD (total return). There is no guarantee of trading performance and past or projected performance is not a reliable indicator of future performance. Returns may increase or decrease as a result of currency fluctuations. 1) Represented by Man-IP 220 Ltd from 18 December 1996 to 31 December 2005 and Man IP 220 Ltd - USD class bonds from 1 January 2006. Please note that the September 2010 performance is estimated. Fund of funds: HFRI Fund of Funds Composite Index. Please note that the HFRI index data over the past 4 months may be subject to change. 2) Sharpe ratio is calculated using the risk-free rate in the appropriate currency over the period analysed. Where an investment has underperformed the risk-free rate, the Sharpe ratio will be negative. Because the Sharpe ratio is an absolute measure of risk-adjusted return, negative Sharpe ratios are shown as n/a, as they can be misleading.

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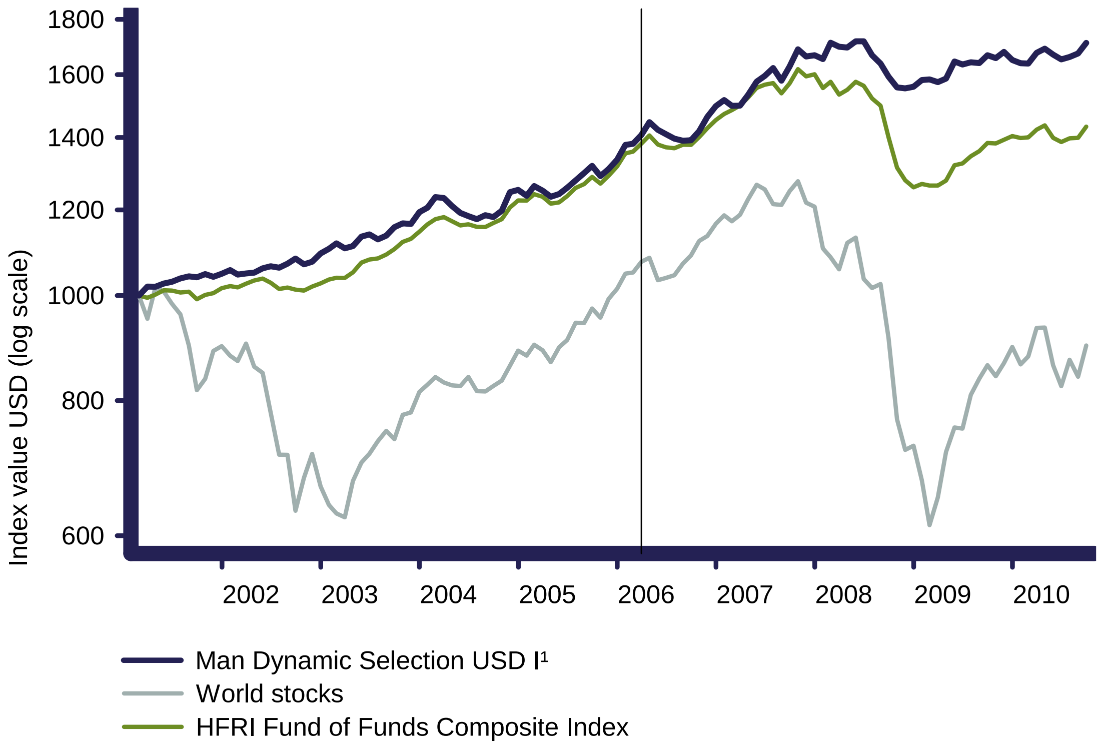
Performance of Man Dynamic Selection USD I[1]

1 March 2001 to 30 September 2010



	Man Dynamic Selection USD I[1]	World stocks	HFRI Fund of Funds Composite Index
Total return	71.2%	-10.1%	43.3%
YTD	3.7%	0.3%	2.1%
Return 2009	5.8%	23.4%	11.5%
Annualised return	5.8%	-1.1%	3.8%
Annualised volatility	5.1%	15.7%	5.4%
Downside deviation	3.1%	12.5%	4.3%
Sharpe ratio[2]	0.61	n/a	0.24
Sortino ratio[2]	1.01	n/a	0.30

1. 1 March 2001 to 31 March 2006: represented by RMF Top 20 I, since 1 April 2006 represented by Man Dynamic Selection USD I. **2**. Sharpe ratio and Sortino ratio are measures of risk-adjusted performance that indicate the level of excess return per unit of risk. Risk is expressed as standard deviation for the Sharpe ratio and as downside deviation for the Sortino ratio. Both ratios are calculated using the risk-free rate in the appropriate currency over the period analysed. Where an investment has underperformed the risk-free rate, these ratios will be negative. Because these ratios are absolute measures of risk-adjusted return, negative ratios are shown as n/a, as they can be misleading. World stocks: MSCI World Index hedged to USD (price return). There is no guarantee of trading performance and past performance is no indication of current or future performance/results. Please note that the HFRI Index data over the past four months may be subject to change. **Source: Man database and Bloomberg.**

Supplementary financials

Profit and loss (1)

	H1 2011 ($m)	H2 2010 ($m)	H1 2010 ($m)
Revenue:			
Performance fees	24	9	43
Management and other fees	627	644	649
	651	653	692
(Losses)/gains on investments and other financial instruments	(1)	38	1
Total sales commissions	(156)	(179)	(146)
Compensation	(165)	(151)	(179)
– Fixed	(95)	(83)	(95)
– Variable	(70)	(68)	(84)
– Management fees	*(65)*	*(56)*	*(72)*
– Performance fees	*(5)*	*(12)*	*(12)*
Restructuring	(22)	(29)	(24)
GLG acquisition costs	(25)	-	-
Other costs	(105)	(128)	(104)
	177	204	240

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Profit and loss (2)

	H1 2011 ($m)	H2 2010 ($m)	H1 2010 ($m)
B/f previous slide	**177**	**204**	**240**
Associates	**27**	**39**	**31**
Gain arising from residual interest in brokerage assets	-	-	34
Net finance (expense)/Income	**(24)**	**(4)**	**(3)**
Profit before tax	**180**	**239**	**302**
Taxation	(38)	(42)	(54)
Profit after tax	**142**	**197**	**248**
Discontinued operations –brokerage	(33)	-	-
Profit for the period	**109**	**197**	**248**
Continuing operations only			
Pre-tax margin	34%	37%	40%
Tax rate (before adjusting items)	18.5%	17.7%	19.3%
Period end # shares in issue (m)	1.713.0	1,712.3	1,711.4
Diluted weighted average # shares (m)	1,700.3	1,700.6	1,707.7
Diluted adjusted earnings per share (EPS)	10.2	12.2	13.1
Statutory EPS (diluted inc. adjusting items)	7.6	10.9	13.8
Return on equity	7.1%	9.8%	10.8%
Average capital	3.6bn	3.8bn	3.9bn

Balance sheet

	At 30 September 2010 ($m)	At 31 March 2010 ($m)
Goodwill on acquisitions	804	798
Commission intangible	217	278
Investments in joint ventures and associates	333	351
Seed investments	435	411
Loans to funds	515	373
Balance sheet supporting core investment managers	**2,304**	**2,211**
Fixed assets	**93**	72
Other assets (primarily receivables)	**510**	520
Cash and cash equivalent	**2,802**	3,229
Total assets	**5,709**	**6,032**
Debt issuance	1,442	1,489
Other liabilities	594	556
Total liabilities	**2,036**	**2,045**
NET ASSETS	**3,673**	**3,987**

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