8 August 2019

2019 half year results and AMP strategy

Francesco De Ferrari, Chief Executive Officer
Gordon Lefevre, Chief Financial Officer

Executive summary

1H 19 results	- Challenging first half as AMP transitions and fundamentally de-risks the business; underlying profit of A$309m (1H 18: A$495m) - A$2.35b impairments, predominantly non-cash, to address legacy issues and position AMP for the future - Client remediation program on track and in line with initial estimate

AMP Life update	- Revised agreement delivers consideration of A$3.0 billion comprising:
	  - A$2.5 billion in cash; and
	  - A$500 million equity interest (expected to be around 20%) in Resolution Life Australia - new Australian-domiciled, Resolution Life-controlled holding company which will become the owner of AMP Life

AMP strategy	– Three-year transformational strategy towards a client-led, simpler, growth-oriented business – A$1.0-1.3b investment program to drive growth, significantly reduce costs and de-risk the business – Simpler and leaner business, delivering annual run-rate cost savings of approximately A$300m by FY 22 – Reinvigorated culture; client-led, entrepreneurial and accountable **Reinventing Australian wealth management** – Reinvent business to capitalise on industry disruption. Address legacy issues head on; reshape aligned advice and simplify super to improve client outcomes – Further integrate banking solutions with wealth management to increase client engagement; deliver double digit earnings growth in Bank over medium term **Leading global investment manager (AMP Capital)** – Drive differentiated capabilities and pursue international growth opportunities to deliver double digit earnings growth over medium term (through the cycle) **New Zealand wealth management** – Localise and autonomise; explore options to divest
Capital and dividend	– Surplus capital of A$1.7b above minimum regulatory requirements (MRR); in line with AMP Board's target surplus requirements – 1H 19 dividend will not be paid; Board to maintain consistent approach to capital management until completion of AMP Life sale; new dividend policy post-sale – Fully underwritten A$650 million equity capital raising launched via placement to institutional investors and additional share purchase plan. Proceeds to be used to commence implementation of strategy, fund growth in core businesses and provide balance sheet strength ahead of AMP Life sale – Post-sale and capital raising, proforma eligible capital above MRR expected to be A$2.6b; excess above target surplus will first be used to fund strategy. Beyond this, all capital management options will be assessed and the Board intends to return capital in excess of target surplus to shareholders, subject to unforeseen circumstances

Agenda

Section one	**1H 19 results**
Section two	**AMP Life update**
Section three	**AMP Strategy**
Section four	**Appendix**

1H 19 Results
Section one

1H 19 profit summary

A$m	1H 19[1]	2H 18	1H 18	(%) 1H 19/1H 18
Australian wealth management	103	159	204	(49.5)
New Zealand wealth management	22	25	28	(21.4)
AMP Capital[2]	120	73	94	27.7
AMP Bank	71	70	78	(9.0)
Retained businesses operating earnings	316	327	404	(21.8)
AMP Life operating earnings[3]	31	(102)	99	(68.7)
Business unit operating earnings	**347**	**225**	**503**	**(31.0)**
Group Office costs	(59)	(47)	(29)	(103.4)
Total operating earnings	**288**	**178**	**474**	**(39.2)**
Underlying investment income	55	44	52	5.8
Interest expense on corporate debt	(34)	(37)	(31)	(9.7)
Underlying profit	**309**	**185**	**495**	**(37.6)**
Items reported below underlying profit	(2,549)	(285)	(425)	n/a
Market adjustments	(47)	(5)	13	n/a
Accounting mismatches	(5)	18	32	n/a
Profit/(loss) attributable to shareholders of AMP Limited	**(2,292)**	**(87)**	**115**	**n/a**

Notes:

1. Internal distribution fees and product revenues for AMP Life excluded from Australian and New Zealand wealth management businesses from 1H 19
2. AMP Capital is 15% owned by MUFG: Trust Bank (formerly MUTB). AMP Capital results, and any other impacted line items, are shown net of minority interests
3. AMP Life refers to AMP's wealth protection and mature businesses in Australia and New Zealand which are subject to a sale agreement with Resolution Life

Australian wealth management

Challenging and competitive environment; focus on improving client outcomes

Key performance measures	1H 19	2H 18	1H 18
Investment-related revenue (A$m)[1]	540	594	619
Other revenue (A$m)	17	39	57
Controllable costs (A$m)	(247)	(239)	(223)
Operating earnings (A$m)	103	159	204
Operating earnings (restated) (A$m)[2]	103	117	161
Average AUM (A$b)[3]	128.8	130.0	130.3
Total net cashflows (A$b)	(3.1)	(3.1)	(0.9)
Investment-related revenue to AUM (bps)[1,3,4]	85	91	96
Cost to income ratio	61.3%	50.1%	42.9%

Comparison with prior periods

- Operating earnings impacted by removal of distribution arrangements with AMP Life, margin compression and higher controllable costs
- Decrease in other revenue following removal of distribution arrangements with AMP Life
- Controllable costs increased as a result of the inclusion of regulatory and compliance project costs for implementing major change, as well as higher project costs

Business drivers

- Continued commitment to improving client outcomes including fee reductions for MySuper offer and MyNorth wrap platform
- Margin compression of 6 bps from 2H 18 includes impact of products transferring to Resolution Life (3 bps), MySuper fee reductions (2 bps) and moving clients to contemporary solutions such as MyNorth (1 bps)
- Lower inflows and elevated outflows reflect ongoing reputational impact and adviser focus on client retention

Notes:

1. Investment related revenue refers to revenue on superannuation, retirement income and investment products
2. Operating earnings (restated) excludes internal distribution fees and product revenues that are for the benefit of AMP Life
3. Based on average of monthly average AUM
4. Excludes SuperConcepts AUA

New Zealand wealth management

Resilient business performance

Key performance measures	1H 19	2H 18	1H 18
Controllable costs (A$m)	(18)	(17)	(16)
Operating earnings (A$m)	22	25	28
Operating earnings (restated) (A$m)[1]	22	19	22
Average AUM (A$b)[2]	11.7	11.2	11.1
Total net cashflows (A$m)	(250)	33	50
Operating earnings to AUM (bps)[2]	37	44	51
Cost to income ratio	36.9%	32.9%	29.1%

Comparison with prior periods

- Operating earnings impacted by removal of product revenues transferring with the sale of AMP Life

Business drivers

- Leading provider of KiwiSaver (approximately 10% of the total market), which continues to generate positive cashflows
- Higher cash outflows driven by increased competition and retirement withdrawals

Notes:

1. Operating earnings (restated) excludes product revenues that are for the benefit of AMP Life
2. Based on average of monthly average AUM

AMP Bank

Continued mortgage and deposit growth in slowing housing market

Key performance measures	1H 19	2H 18	1H 18
Operating profit (A$m)	71	70	78
Residential mortgage book (A$m)	19,690	19,460	19,680
Controllable costs (A$m)	(55)	(50)	(45)
Deposits (A$m)	13,868	13,304	12,707
Net interest margin	1.70%	1.67%	1.72%
Cost to income ratio	35.3%	33.6%	28.7%
Return on capital	14.1%	13.5%	16.7%
90+ day mortgage arrears	0.63%	0.47%	0.44%
Liquidity coverage ratio	154%	139%	133%

Comparison with prior periods

- Operating profit impacted by inclusion of regulatory and compliance project costs for implementing major change into controllable costs

Business drivers

- Lending market share position maintained in slower housing market; total loan book grew to A$20.2b
- Strong deposit growth of 9% on 1H 18 largely from increased term and at-call deposits; reflects move towards a more deposit-led funded strategy
- 90+ day mortgage arrears increased, but remain below industry average of 1%; strong asset quality maintained
- Net interest margin resilient despite increased funding costs and competitive lending environment

AMP Capital

Strong real assets growth; continued expansion of global footprint

Key performance measures	1H 19	2H 18	1H 18
Performance and transaction fees (A$m)	62	17	52
Fee income (A$m)	402	348	360
Controllable costs (A$m)	(239)	(238)	(215)
Operating earnings (A$m)[1]	120	73	94
Average AUM (A$b)[2]	194.2	190.2	190.3
Total external net cashflows (A$b)	0.8	2.6	1.6
Total net cashflows (A$b)	(2.6)	(1.2)	(1.5)
Cost to income ratio	55.6%	66.3%	58.3%

Comparison with prior periods

- Earnings growth driven by:
  - Increased real asset AUM revenue
  - Higher transaction fees, including profits on sale of the AA REIT (Singapore Exchange listed) management entities
  - Increased valuations of infrastructure sponsor stakes
- External net cashflows underpinned by strong real asset flows including continuing global investor interest in infrastructure. Total net cashflows reflect decline in internal flows

Business drivers

- 74% of AUM met or exceeded client goals over three years to June 2019; 79% of AUM exceeded traditional market-based benchmarks
- A$5.1b of uncalled capital in real assets investment pipeline; A$2b earmarked for committed transactions
- Performance fees expected to be seasonally lower in 2H 19; transition to closed end funds will increase variability of future earnings
- Continue to target full year cost to income ratio of 60%-65%

Notes:

1. Operating earnings after minority interests
2. Based on average monthly average AUM

AMP Life[1]

Significant impact of legislative change in Australia

Key performance measures	1H 19	2H 18	1H 18
Profit margins (A$m)	116	126	143
Experience and capitalised losses and other one-off items (A$m)	(85)	(228)	(44)
Operating earnings (A$m) [2]	31	(102)	99
Operating earnings restated (A$m) [3]	31	(54)	148

Comparison with prior periods

- Both Australian wealth protection and mature businesses significantly impacted by Protecting Your Super (PYS) legislation, affecting number of clients, operating earnings and profit margins
- New Zealand wealth protection margins and operating earnings impacted by reinsurance

Wealth protection

- Experience losses driven by income protection and TPD claims in Australia, in addition to impact of PYS legislation

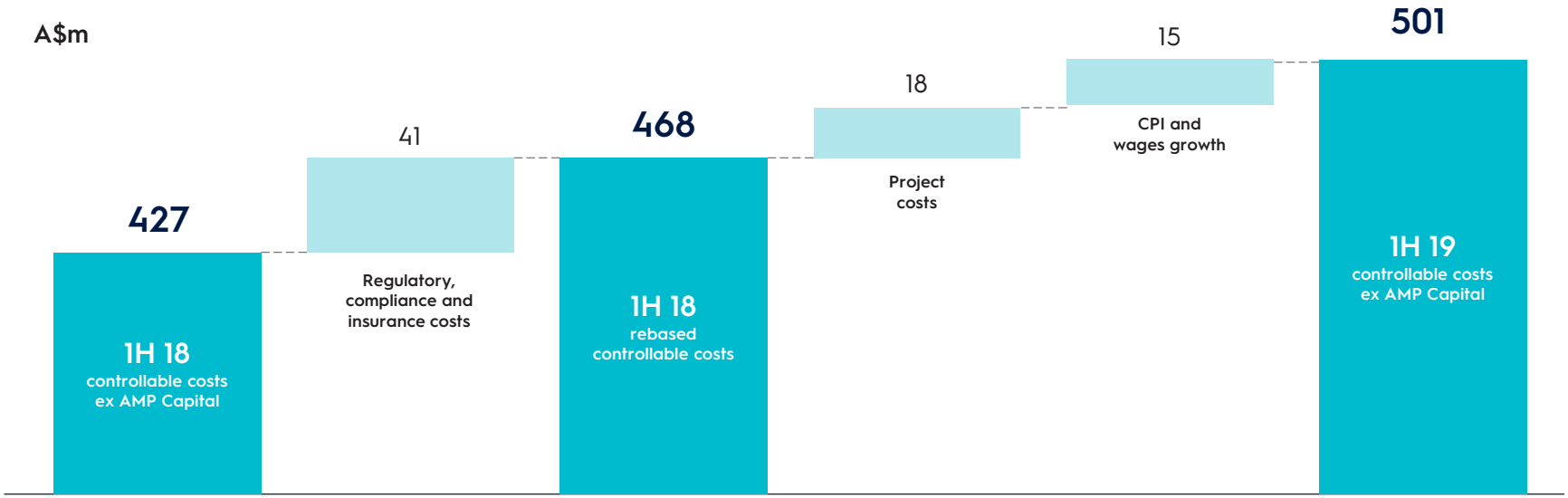
Mature

- Operating earnings impacted by lower bond yields and losses incurred due to PYS legislation

Notes:

1. AMP Life refers to AMP's wealth protection and mature businesses in Australia and New Zealand that are subject to a sale agreement with Resolution Life
2. Internal distribution fees and product revenues for the benefit of AMP Life are included in 1H 19
3. Operating earnings (restated) includes for 1H 18 and 2H 18 internal distribution fees and product revenues that are for the benefit of AMP Life

Controllable costs



- Controllable costs (ex AMP Capital) up 17% on 1H 18 reflecting:
  - Regulatory and compliance costs for implementing major change now moved into business units. 1H 19 costs were: Australian wealth management (A$4m), AMP Bank (A$7m) and Group Office (A$14m)
  - Increase in professional indemnity insurance costs
  - CPI and wages growth
- As noted in FY 18 results, FY 19 controllable costs (ex AMP Capital) expected to increase by approximately A$100m
- As part of the new strategy, AMP will create a simpler and leaner business and reduce costs over the medium term

Key financial items outside business unit results

A$m	1H 19	2H 18	1H 18	(%) 1H 19/1H 18
Underlying profit	**309**	**185**	**495**	**(37.6)**
Client remediation and related costs	(41)	(157)	(312)	86.9
Royal Commission	–	(19)	(13)	n/a
Portfolio Review	–	(10)	(19)	n/a
Separation costs	(89)	(19)	–	n/a
Risk management, governance and controls	(17)	(8)	–	n/a
Other items	(5)	(33)	(41)	87.8
Impairments	(2,352)	-	-	n/a
Amortisation of acquired intangible assets	(45)	(39)	(40)	(12.5)
Profit/(loss) before market adjustments and accounting mismatches	**(2,240)**	**(100)**	**70**	**n/a**
Market adjustments	(47)	(5)	13	n/a
Accounting mismatches	(5)	18	32	n/a
Profit/(loss) attributable to shareholders of AMP Limited	**(2,292)**	**(87)**	**115**	**n/a**

- Client remediation on track and in line with current estimate; 1H 19 spend reflects further half year of client lost earnings and related costs
- Separation costs reflect ramp up of AMP Life separation activities
- Risk management, governance and controls program on track; 1H 19 spend is part of the committed A$100m (pre-tax) investment over two years
- Impairment reflects actions taken to address legacy issues and position AMP for the future
- Market adjustments predominantly due to the impact of falling bond yields on the valuation of risk insurance liabilities

Client remediation and associated costs

Client remediation program on track and in line with initial estimate

A$m	Pre-tax
Opening provision balance at 1H 19	656
Less payments made during 1H 19[1]	(31)
Additional lost earnings recognised during 1H 19	11
Net movement in estimation of client remediation payments	3
Additional program costs	33
Closing provision balance at 1H 19	672
Expected total future remediation costs still to be paid[2]	708

- On track to complete remediation program in 2021; program remains in line with initial estimate, including both aligned and employed advisers
- Total program spend (including program costs and money repaid to clients) is A$60m to date
- Program designed to scale post initial design phase; execution accelerated considerably in 1H 19 and will continue to accelerate in 2H 19
- Major policies agreed with ASIC
- AMP has a number of potential recovery options to partially offset these remediation costs in the medium term, which are being actively pursued

Notes:

1. Payments include client payments and program costs
2. Expected total remediation costs include estimates of future lost earnings which are not included in the provision under accounting standards, and other minor methodology differences

Summary of 1H 19 impairments

A$m	Pre-tax	Post-tax
Goodwill		
- Australian wealth management	1,509	1,509
- AMP Life	459	459
Prior capitalised project costs	301	211
Advice related assets	245	173
Total impairment recognised at 1H 19	**2,514**	**2,352**
Approximate capital impact		139

- Predominantly non-cash impairments recognised at 1H 19 to address legacy issues and position AMP for the future
- Goodwill impairment reflects overall reduction in value of Australian wealth management business from significant industry disruption including actions to reshape our advice network; AMP Life goodwill impairment attributable to impact of Protecting Your Super legislation on mature book
- Impairment of advice related assets reflects a reduction in value of client registers (including those in buyback pipeline) (A$122m post-tax) and associated practice finance loan impairments (A$51m post-tax)
- Diminished carrying value of advice related assets following actions to reshape the network and broader changes to advice business in Australia following the Royal Commission
- Prior capitalised project costs includes impact of AMP's new strategy, including partial write-downs of Goals360 and Salesforce, which are expected to deliver lower financial benefits given planned reshape of adviser network
- Impairment impacts AMP's capital position by A$139m; does not impact the group's financial stability

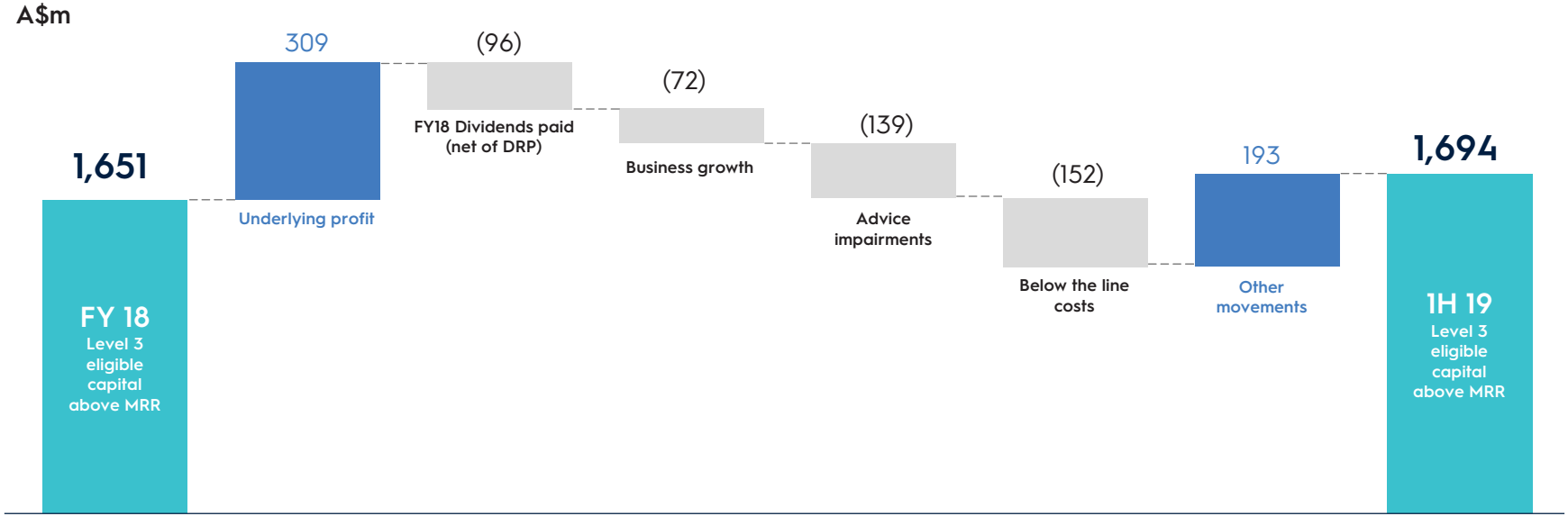
Capital adequacy, funding and liquidity

A$m	1H 19	FY 18
Shareholder equity	4,307	6,683
Less: intangibles and other regulatory adjustments	(1,267)	(3,606)
Level 3 eligible capital	**3,040**	**3,077**
Minimum Regulatory Requirements (MRR)	1,346	1,426
Level 3 eligible capital above MRR	**1,694**	**1,651**

Debt metrics and liquidity	1H 19	FY 18
Corporate debt (A$m)	1,909	1,849
Undrawn loan facilities (A$m)	1,000	1,000

- Level 3 eligible capital of A$3.0b, with level 3 eligible capital above Minimum Regulatory Requirements (MRR) of A$1.7b at 30 June 2019, in line with the Board's target surplus requirements. The target surplus in place to protect the adequacy of the capital position by maintaining a sufficient surplus to reduce the risk of breaching the MRR reflecting accepted industry and prudential standards
- Of the total Group Level 3 eligible capital position of A$1.7b, A$821m is attributable to Life participating business
- A$500m syndicated loan repaid in 1H 19 and replaced by A$623m of bond issuances
- The AMP Board has resolved not to declare a first half 2019 dividend. The Board will maintain a consistent approach to capital management until the completion of the sale of AMP Life

Capital position



- Level 3 eligible capital above MRR (A$1.7b) in line with the Board's target surplus requirements
- FY 18 dividend reflects 4cps net of Dividend Reinvestment Plan, prudent approach to capital management taken given uncertainty at that time regarding AMP Life transaction completion
- 1H 19 business growth is mainly from purchase of adviser registers and growth in AUM
- Advice impairments reflect capital impact associated with advice related asset impairments taken at 1H 19
- Other movements includes the net capital impact from market movements and Protecting Your Super legislation, more than offset by the netting of deferred tax balances

2019 guidance

Australian wealth management

- Including MySuper and MyNorth repricing initiatives, and the 2H 19 impact from Protecting Your Super (PYS) legislation, investment related revenue margin compression is expected to be up to 11 bps in FY 19
- PYS impacts expected to reduce operating earnings by up to A$10m (post-tax) in 2H 19, with an estimated annualised impact of up to A$30 million (post-tax) from FY 20
- Financial impact of unwinding internal distribution agreements and adjustments for tax and products will give rise to a reduction in operating earnings of approximately A$85m in FY19

New Zealand wealth management

- Following the completion of the transaction with Resolution Life, operating earnings of New Zealand wealth management are expected to be A$40m per annum
- 2H 19 earnings expected to be broadly in line with 1H 19 results

AMP Bank

- Net interest margin expected to trend down due to competitive lending environment and increased funding costs
- AMP Bank continues to target lending growth at or above system, subject to risk appetite, regulatory landscape, return on capital hurdles and funding availability
- 2H 19 earnings expected to be broadly in line with 1H 19 results

AMP Capital

- Seasonally lower performance fees are expected in second half of year as infrastructure funds typically attract fees for annual period ending 30 June
- In future periods, there is likely to be increased variability in performance fees as new global infrastructure funds (IDF and GIF series) are closed-end funds, earning carried interest towards the end of the fund lifetime
- Given the variable mix of short-term asset holdings and longer term cornerstone investments, income from seed and sponsor capital will vary from period to period

Controllable costs

- FY 19 controllable costs (ex AMP Capital) are expected to increase by approximately A$100m on FY 18 reflecting higher professional indemnity insurance cost, and the decision to move regulatory and compliance costs into business unit controllable costs
- AMP Capital controllable costs expected to be within target cost to income ratio of 60-65% in FY 19

Items outside business unit results

- Approximately A$35m (post-tax) per annum over FY 19 and FY 20 to strengthen governance, risk management and controls
- Advice remediation lost earnings to be incurred A$10m (post-tax) in 2H 19
- 2H 19 separation expected spend of A$120m (post-tax)
- Amortisation of acquired intangibles of approximately A$90m in FY 19 (post-tax)

Capital and dividend

- The Board will maintain a consistent approach to capital management until the completion of the sale of AMP Life

AMP Life update
Section two

AMP Life revised agreement – key terms

Overview and structure	– Revised agreement delivers consideration of A$3.0 billion comprising:
	  – A$2.5 billion in cash; and
	  – A$500 million equity interest (expected to be around 20%) in Resolution Life Australia[1] - new Australian-domiciled, Resolution Life-controlled holding company which will become the owner of AMP Life
	– Resolution Life will be on risk for all experience and lapse losses from 1 July 2018 until completion and is entitled to all AMP Life net earnings during that period
	– Transaction expected to complete in 1H 20. AMP will continue to report the results of AMP Life through to completion
	– Resolution Life Australia represents a platform for continued growth and consolidation in the Australian and New Zealand in-force life insurance market
	– From completion, AMP's expected 20% interest will provide an ongoing entitlement to an equivalent share of the new company's earnings and distributions (including franking credits as appropriate)
	– AMP has the right, but not the obligation, to subscribe additional capital in future to maintain its expected 20% holding

Benefits for policyholders	– Committed to ensuring policyholders' interests remain paramount; policyholders to retain terms and conditions of existing policies – Expected benefits from Resolution Life's expertise in managing in-force life insurance portfolios with a track record of quality service for policyholders – capabilities will be supported by AMP Life's highly skilled team transferring to Resolution Life
Use of proceeds	– AMP will use proceeds to repay debt (A$800m), fund separation costs (A$320m), fund capital dis-synergies (A$160m) and fund new strategy – Post these actions, Board intends to return capital in excess of target surplus to shareholders, subject to unforeseen circumstances

Notes:
1. Resolution Life NOHC Pty Ltd

AMP Life revised agreement – strategic rationale

Enabling AMP's future strategy	– Ensures AMP's future strategic direction is focused on higher growth, higher return businesses – Frees up significant capital and avoids investment otherwise required to meet future regulatory requirements (including IFRS 17) – Removes exposure to ongoing volatility in insurance sector and mitigates against future legislation including Putting Members' Interests First Bill – Revised terms take account of the impact of Protecting Your Super legislation and changed best estimate assumptions since July 2018

Strategic alternatives considered	– Full range of strategic options assessed:
	  – **Retain:** Inhibits AMP's strategic transition towards a simpler, client focused group; continued exposure to earnings volatility and new legislation; significant investment required to meet regulatory requirements (including IFRS 17)
	  – **Demerger:** Up-front capital injection required to fund separation costs, capital dis-synergies and debt reduction; additional operating costs to run as standalone business; no release of capital to the group to fund new strategy
	  – **Separation and sale of individual AMP Life business units:** Not viable due to interdependencies between platforms and systems; requires significant upfront capital injection to support separate businesses; may not be in policyholders' best interests
	  – **Further reinsurance:** AMP Life retail portfolios already effectively 65% reinsured – maximum achievable to ensure interests remain aligned with reinsurers; would further reduce profitability

AMP Life revised agreement – regulatory approvals

Regulatory approvals and other conditions precedent	– Constructive engagement with regulators throughout process. Transaction subject to regulatory approvals including:
	  – Australia: Federal Treasurer, Foreign Investment Review Board, Australian Prudential Regulation Authority
	  – New Zealand: Reserve Bank of New Zealand (RBNZ), Overseas Investment Office
	  – China: China Banking and Insurance Regulatory Commission (CBIRC) for transfer of CLPC interest to AMP Limited
	– AMP and Resolution Life have agreed a mechanism to share potential changes to requirements from RBNZ to provide greater certainty
	  – Resolution Life will submit a restructured change in control application to RNBZ
	– Transaction requires AMP to transfer the Australian contemporary wealth management business out of AMP Life by 1H 20
	– Transaction subject to no unremedied matters occurring before completion reasonably likely to reduce the pro forma EV by more than A$800m, with various exclusions including changes in economic or market conditions affecting the industry generally, best estimate assumptions and laws

AMP Life revised agreement – summary of differences

	Updated transaction terms	Key differences from original transaction

Price & consideration	– Total consideration of A$3.0b comprising:
	  – A$2.5b in cash; and
	  – A$500m equity interest (expected to be around 20%) in Resolution Life-controlled holding company
		– A$300m price reduction reflecting valuation impact of legislative changes (including Protecting Your Super) and best estimate assumption changes
		– Higher up front cash proceeds; simpler retained equity interest structure

Key terms	– Resolution Life assume the net profits/losses of AMP Life from 1 July 2018 to completion – No claims or lapse risk sharing arrangements – Completion timeline – 1H 20	– No change to arrangements re profits/losses of AMP Life from 1 July 2018 to completion – Removal of risk sharing mechanisms – AMP will no longer be entitled to additional value based on the lapse performance of the NZ individual risk business, under the NZ reinsurance transaction
Regulatory approvals & conditions precedent	– Regulatory approvals remain in Australia, New Zealand and China – Removal of Bermudan Monetary Authority condition precedent – Material adverse change condition remains as per original transaction	– Timeline extension creates increased ability to meet regulatory requirements – Clear understanding of RBNZ requirements; cost sharing mechanism agreed between Resolution Life and AMP – Number and complexity of conditions precedent reduced
Use of proceeds	– Remaining net cash proceeds of A$1,150m will be immediately available as capital in excess of target surplus on settlement to fund AMP's new strategy – Beyond this, intent to return excess above target surplus to shareholders, subject to unforeseen circumstances	– Significantly higher net cash proceeds compared to the original transaction – Intent to return excess above target surplus to shareholders subject to unforeseen circumstances remains

AMP Life revised agreement – financial implications

Summary of key financial implications

- The revised transaction has an implied value of A$3.0b, comprising A$2.5b in cash and A$500m equity interest. This reflects significantly higher net cash proceeds compared to the original transaction
- Transaction related costs remain unchanged, including the paydown of corporate debt, separation costs and capital dis-synergies
- Remaining net cash proceeds of A$1,150m will be immediately available as capital in excess of target surplus on settlement to fund AMP's new strategy and return to shareholders, subject to unforeseen circumstances

Other financial implications

- A range of previously announced financial implications remain:
  - Australian wealth management operating earnings will be reduced by approximately A$85m annually from the unwinding of internal distribution arrangements and adjustments for tax and product perimeter. These are reflected in 1H 19 results
  - Operating earnings of New Zealand wealth management are expected to be A$40m per annum
  - Interest expense on corporate debt expected to reduce by approximately A$23m per annum on a proforma basis
- AMP has reaffirmed its commitment to remove stranded costs of A$40m per annum and fully offset the financial impact of the unwinding of distribution arrangements of A$65m per annum through actions from AMP's new strategy
- AMP to provide transitional support services for AMP Life for a period of two years post completion on a cost recovery basis.

A$m	Original transaction	Revised transaction
Transaction proceeds		
Gross cash proceeds	1,885	2,500
Non-cash consideration	1,415	500
Total transaction value	**3,300**	**3,000**
Transaction related costs		
Paydown of debt	(800)	(800)
Separation costs	(320)	(320)
Capital dis-synergies	(160)	(160)
Total transaction costs	**(1,280)**	**(1,280)**
Net cash proceeds from transaction	605	1,220
NZ reinsurance proceeds[1]	150	150
Cash proceeds already consolidated[2]	–	(220)
Remaining net cash proceeds	**755**	**1,150**

Notes:
1. Under the original transaction, capital in excess of target surplus on settlement of A$755m included A$150m of expected New Zealand reinsurance proceeds, now reflected in the 30 June 2019 reported position.
2. Cash proceeds already consolidated includes earnings and capital movements in AMP Life since 1 July 2018 already consolidated in AMP's financial results but will be adjusted at completion.

AMP Life agreement – proforma capital position

(inc. capital raise)

A$m	30 June 2019 reported	Proceeds from Capital Raise	Impact from completion of sale of AMP Life	30 June 2019 Proforma post capital raise and AMP Life sale
Level 3 eligible capital	3,040	650	(350)	3,340
Less: Minimum regulatory capital requirements (MRR)	1,346	–	(630)	716
Level 3 eligible capital above MRR	1,694	650	280	2,624
Capital in excess of target surplus on settlement	n/a	650	1,150	1,800

- Remaining net cash proceeds of A$1,150m will be immediately available as capital in excess of target surplus on settlement to fund AMP's new strategy
- The proforma 1H 19 capital in excess of target surplus on settlement of the AMP Life sale and the capital raise is approx. A$1.8b
- AMP anticipates that the excess above target surplus will first be used to fund delivery of the new AMP strategy. Beyond this, AMP will assess all capital management options with the intent of returning the excess above target surplus to shareholders, subject to unforeseen circumstances
- In addition, AMP has already received A$220m of net proceeds

AMP Life: summary of operating earnings 2017-2019

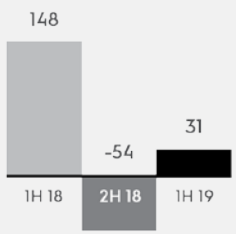
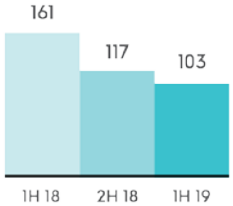
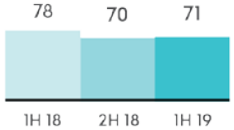
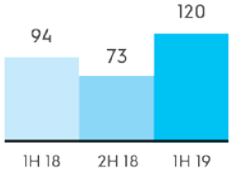
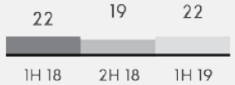
A$m	Reported 6 months to 30 June 2019	Reported 12 months to 31 Dec 2018	Reported 12 months to 31 Dec 2017
Australian wealth protection	(22)	(176)	110
NZ wealth protection and mature	7	39	71
Australian mature	46	134	150
Operating earnings	**31**	**(3)**	**331**

- Operating earnings remain under pressure due to ongoing changes in the operating and regulatory environment
- Profit margins affected by changes to best estimate assumptions, reduced clients, in-force premiums (from Protecting Your Super legislation) and low bond yield environment
- Wealth protection and mature economic risks are fully transferred to Resolution Life from 1 July 2018 until settlement. Resolution Life entitled to any net earnings during that period

AMP strategy
Section three

Focused, higher growth and higher return AMP

Future portfolio

	AMP Life[1]	AWM	AMP Bank	AMP Capital	NZ WM
Context	- Structural challenges of operating in life insurance industry - High capital intensity - Significant earnings volatility - In-force market consolidation opportunity	- Traditional advice licensee model requires reinvention - Big 4 banks exiting wealth - Technology enabling lower-cost advice - Continued pressure on product margins	- Unique opportunity for bank and wealth integration - Growth track record above system - Access to diversified retail deposits - Focused and efficient	- Shift to passive and specialist active - Global search for yield and high-demand for differentiated products (e.g. real assets) - Internationally recognised real asset capability	- Competitive advantage for local players - Market consolidation opportunity - Uniquely positioned employed advice business - High return business
Performance Operating earnings (A$m)[2]					
Avg. ROBUE	6%	27%	15%[3]	52%	45%
Strategic implications[4]	Divest majority ownership to release capital	Reinvent wealth management in Australia to capitalise on industry disruption		Drive differentiated capabilities and international growth	- Localise and autonomise - Explore options to divest

Notes:
1. includes Australian Wealth Protection, New Zealand Wealth Protection and Mature, and Australian Mature; .2. All historical earnings have been restated to reflect the perimeter of the divestment of AMP Life and Mature; AMP Capital operating earnings are shown net of minority interests; 3. Return on Capital 4. AMP is committed to the growth of its business.. As part of AMP's growth strategy, it will continue to consider sources and allocation of capital and therefore will continue to evaluate opportunities to leverage its capabilities, capitalise on synergies, streamline its business and respond to market dynamics and changes in competitor landscape and regulation. This may include looking for, and pursuing opportunities for, future acquisitions or disposals, joint ventures or other partnership or risk sharing arrangements, modifying its cost base or undertaking capital management initiatives. The AMP Board and management will continue to evaluate future potential opportunities for the business.

Reinventing AMP: client-led, simpler, growth-oriented

Australia		International
Australian Wealth Management	**AMP Bank**	**AMP Capital**
Simpler client-led wealth manager with tailored offering to meet the needs of all Australians	Technology enabled challenger bank that integrates with clients' wealth management needs	Leading global investment manager, growing through differentiated active capabilities

strategic enablers

- Transform culture to be more client-focused and entrepreneurial
- Improve execution through end-to-end businesses with greater accountability for delivery
- Simplify the business to improve cost and capital efficiency

Unique model capitalising on industry disruption

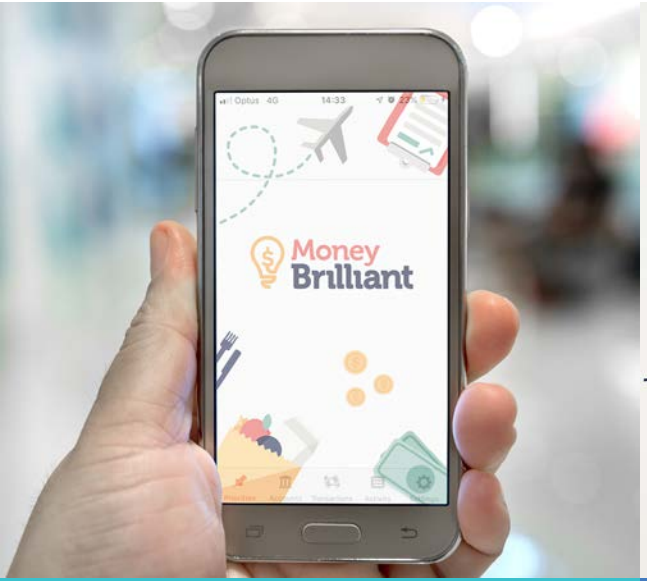
	Advice	Product / Platform	Asset management	Retail banking
Approximate revenue pools (Australia, 2018)	**A$5b**	**A$10b**	**A$11b**	**A$70b**
Our businesses	- Australia's largest advice network - Large base of corporate super and retail clients without active advice - Untapped market opportunity in digital and direct advice	- Leading retail superannuation provider; alternative to industry funds - Competitive and fast growing wrap platform with attractive product selection - Self-managed super offering	- Leading global infrastructure business - Strong real estate capability - A$138b Public Markets FuM[1] - Strong fixed income and growing equities capabilities	- Alternative to Big 4 banks with significant share upside in large and profitable market - Valuable client engagement and client data
Opportunity	Lead the industry by taking advice to all Australians	Create competitive and scalable contemporary offer	Grow internationally and bring the best investment solutions to all clients	Integrate in a whole-of-wealth offer and drive client engagement

Taking a unique market position by delivering a whole-of-wealth proposition to clients

Note:
1. Includes AMP Capital's 15% share of CLAMP (Fixed Income and Equities)
Source: IBISWorld 'Financial Planning and Investment Advice in Australia' (April 2019); IBISWorld 'Superannuation Funds Management Services in Australia (May 2019); APRA Quarterly Superannuation Performance Statistics (March 2019); Strategic Insight 'Forecasts of Retail and Wholesale Fund Markets 2019-2028'; IBISWorld 'Funds Management Services in Australia' (June 2019); APRA statistics; Annual reports

Reinventing wealth management in Australia

Helping clients realise their ambitions



Improve financial literacy

Provide holistic solutions for client needs

Make advice accessible to all

Reinventing our business in Australia

		Strategy	Objectives	Outcomes
Australian wealth management	**Fix Legacy**	– Reshape aligned advice to be more professional, compliant, and productive – Simplify super[1] to improve client outcomes	– BOLR risk mitigation – Fewer, more productive, professional advisers – Fewer admin systems and simpler products – Stronger governance and compliance processes	Subdued performance until contemporary business reaches scale
Australian wealth management	**Grow contemporary**	– Provide wealth management for the needs of all Australians – Shift focus toward direct to client channels – Offer simpler, best-of-breed products – Build digital from strong technology foundations	– Scaled direct to client channels – Increased adviser productivity (~50% increase in average FuA[2] per adviser both internal and external) – Increased client engagement and experience	
AMP Bank	**Further integrate banking solutions**	– Continue strong growth and further diversify channel mix – Improve integration with wealth management and increase client engagement – Scale through re-platforming, digitisation and automation – Increase deposit funding	– Increased market penetration of broker, adviser and direct channel – Uplift in client experience and engagement whilst delivering positive jaws	Double digit earnings growth over the medium term

Notes:
1. Mastertrust products
2. FUA = Funds under advice

Reshaping aligned advice

1 Reshape the network

- Retain professional, client-focused and compliant advisers. Productivity a key driver (~20% of adviser practices account for ~60% of revenue and AuM)
- Proactively manage adviser transition in clients' best interests

2 Reset commercial terms

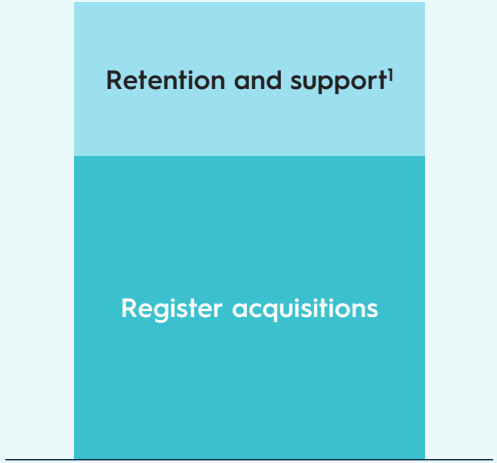
- Reset client register buy-back valuations to market-based multiples
- Redesign licensee offer to rebalance risk and return

3 Improve productivity and compliance

- Standardise process with technology, including embedding Salesforce

Estimated capital outlay

~A$550m



Majority expected to be spent in the next 18-24 months

Notes:

1. Retention and support is capex investment required to reshape the network, in a FOFA compliant manner, e.g. Salesforce. These are also captured on the 'Investing to build the new AMP' page (page 45)

Simplifying super to improve client outcomes

Simpler governance and better client outcomes[1,2]

	Trustees	Super funds
Today	2	6
End 2020	1	1

Simpler governance structure

Competitive pricing and performance

Strengthened trustee operating model

Easy to understand client propositions

Majority of grandfathered commissions cease in Q1 2020

Fewer mastertrust products and platforms[2]

	Product admin systems	Products	Investment options[3]
Today	9	72	170
End 2020	2	5	~50

Rationalise legacy products and platforms

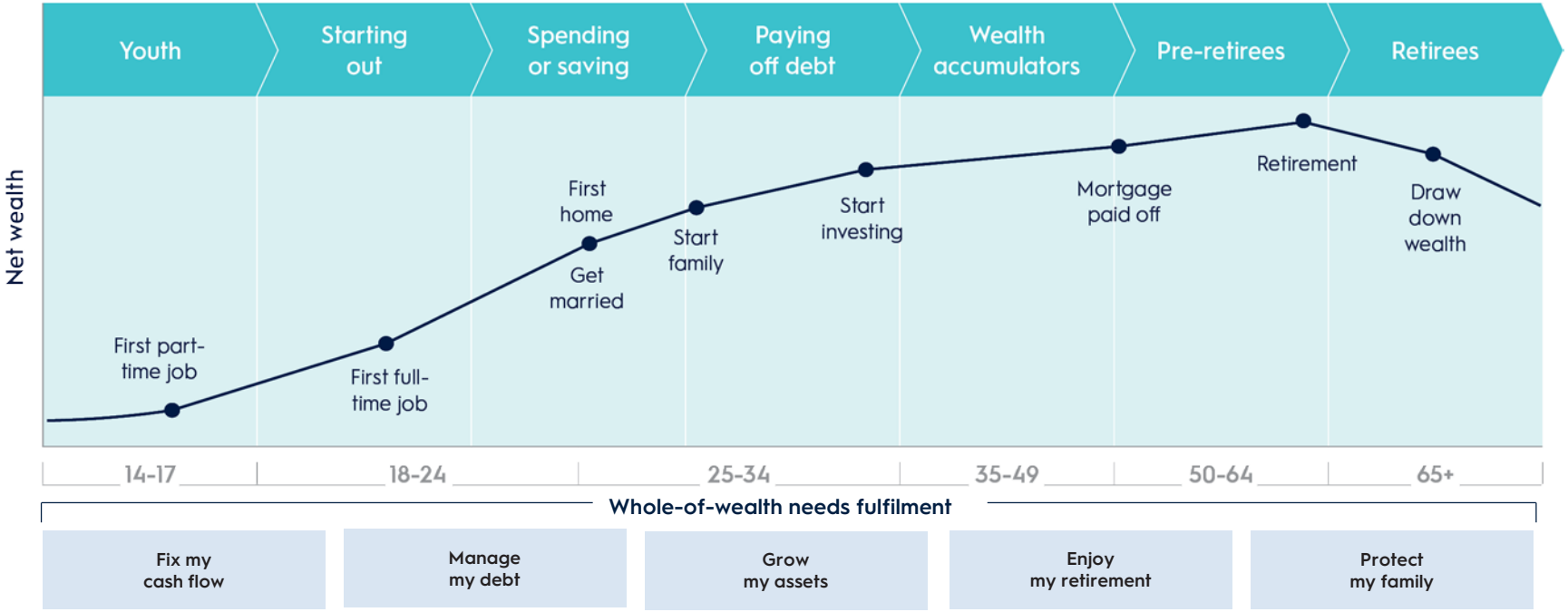
Unlock value chain efficiencies

Lower fixed cost

Notes:
1. 'Simpler governance and better client outcomes' metrics are for AMP's Mastertrust business
2. All changes are subject to trustee approval
3. Investment menus evolve over time – number of options will fluctuate, but it is our intention to reduce significantly from today

Fulfilling needs with whole-of-wealth solutions

Example client journey



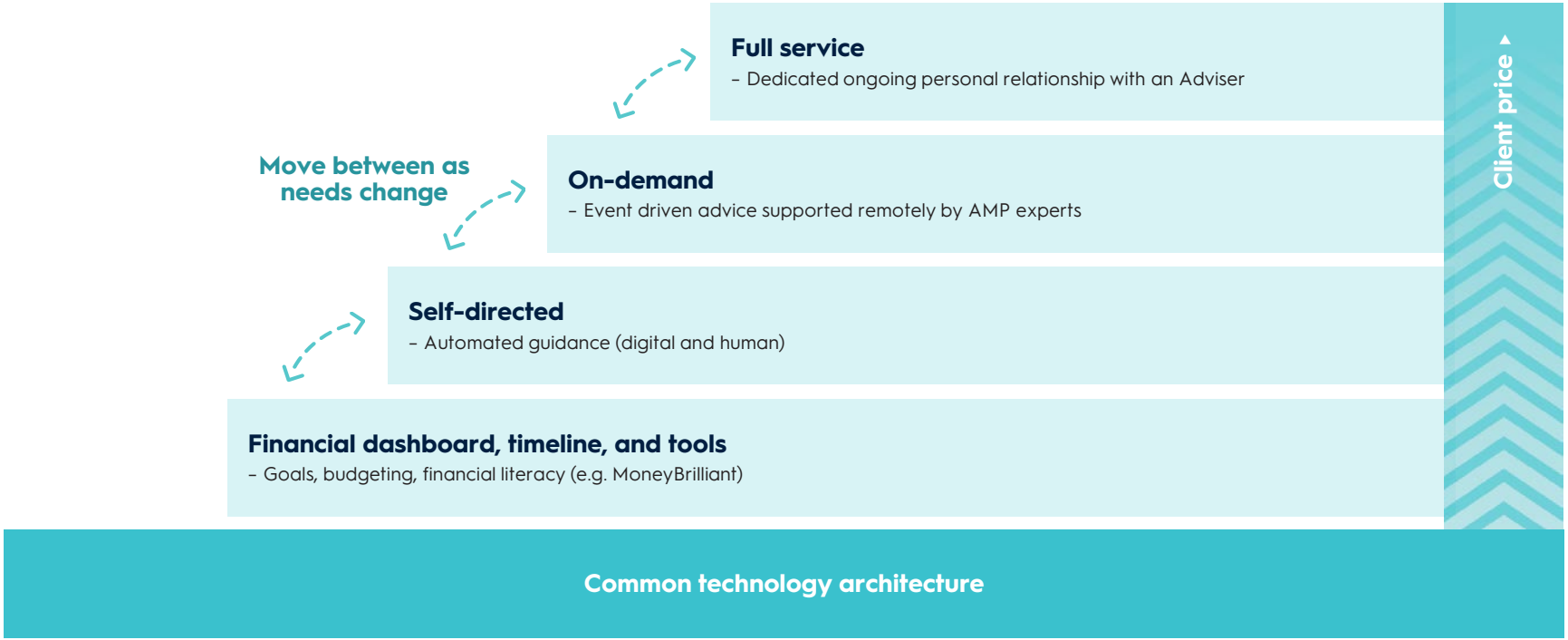
- ☑ Access to high performing AMP investments and superannuation products
- ☑ Best of breed products
- ☑ Manufactured and externally sourced

Note:
Average superannuation balances at the time of retirement (assumed to be age 60 to 64) in May 2019 is ~A$270k for men and ~A$160k for women (source: ASFA)

Increasing focus on direct to client channels

	Direct to client		Clients via partners			Clients via employers
	Substantially increase proportion of revenue through these channels to drive increased profitability		Participate in market consolidation, increase professionalism, and decrease risk		Build on strong existing relationships	
	Direct	Employed advisers	Aligned advisers	External advisers	Mortgage brokers	Corporate Super
Future direction	Affordable advice, digital fulfilment, and best-in-class products	Scale up employed channel, increase adviser productivity	Smaller, more productive, higher quality network	Delivering scale and growth to MyNorth platform	Strengthen productive relationships with brokers	Standalone product; look to meet more client needs
Change in channel mix (% of clients)	↑	↑	↓	↑	→	→

Creating a tiered service delivery



Building digital solutions from strong foundations

Bring together existing technology to create compelling digital propositions for clients and advisers

Client experience

MoneyBrilliant and MyAMP

- Improve financial wellbeing with financial management dashboard and data analytics
- Budgeting tools (e.g. Bett3r), goal tracking and personal insights

Goals-based advice

- Enable clients to achieve goals within their desired timeframe and make trade-offs across goals
- Opportunity to leverage technology with an online client front-end

Adviser compliance and productivity

My North

- Contemporary platform consolidates investment, super, and pension needs
- Support adviser efficiency, including account snapshot, business reporting, and bulk trading

Salesforce

- Drive compliance, standardisation and productivity through practice management solution
- Combined with enterprise CRM and marketing to create an omni-channel platform

Underpinned by Group technology architecture with well-progressed migration to cloud-based services

Leading global investment manager

Growing through differentiated capabilities

		Strategy	Objectives	Outcomes
AMP Capital	**Real assets** A$50b FuM[1] 57% of fee income[1,2]	- Continue to expand our global footprint building on strong track record, reputation, longstanding relationships and distribution network - Address global demand for yield with customised real asset solutions	- Significant earnings growth in infrastructure and real estate - Double digit acceleration in international FuM	- Double digit earnings growth over the medium term (through the cycle) - 75% of FuM delivering at or above clients' goals
	Public markets A$138b FuM[3] 43% of fee income[2,3]	- Simplify product set and operating model to drive efficiency - Grow solutions and high alpha offerings, such as AMP Capital's global equities capabilities, which has delivered top percentile performance vs peers since inception4 (31.0% pa vs market return 13.4% pa)	- Improved efficiency supported by contemporary technology - Optimised investment capabilities delivering high quality outcomes for clients	

Notes:

1. Includes AMP Capital's 24.9% share of PCCP (Real Estate)
2. Total fee income of $708m FY18
3. Includes AMP Capital's 15% share of CLAMP Fixed Income and Equities)
4. Inception date is 30 March 2017. Returns are calculated net of fees, before tax and assume all distributions are reinvested. Peer universe is the Evestment Global Large Cap Growth Equity peer set. Market return is MSCI World AC Index (AUD)

Pursuing international growth opportunities

China

Build on our strong relationships, centred around AMP's two joint ventures with China Life, and explore future growth options

Japan

Build on our strong relationship with MUFG: Trust Bank and continue to support the market shift from savings to investment products

Rest of Asia

Accelerate our growth strategy and expand our presence in markets such as Korea, Taiwan and Singapore

North America

Grow presence by building on our core long-term relationships, distribution capabilities and real estate partnership with PCCP

UK/Europe

Build on our deep long term client relationships and well established distribution networks

Today, AMP Capital has 319 direct institutional international clients, growing at >25% per year for the last 3 years

Transform culture, improve execution and simplify

Reinvigorating our culture

Client-led

- Helping clients realise their ambitions
- Agile and more responsive to client needs

Entrepreneurial mindset

- Performance-oriented
- Long-term thinking and value creation
- Effective management of financial and non-financial risk
- Innovative and bold: capitalising on industry disruption

Accountable

- Clear decision rights with end-to-end accountability
- Disciplined cost management and execution
- Transparent governance framework
- Capital and investments tied to outcomes and metrics

Creating a simpler and leaner business

	Australian wealth management	AMP Bank	AMP Capital
Efficient operations ~A$75m savings	– Increase productivity of salaried advisers – Improve operations efficiency through process automation (e.g. call centre digitisation)	– Scale through re-platforming, digitisation and automation	– Optimise global distribution model and support – Optimise external fund management expense
Lean corporate centre ~A$50m savings	Leaner and clearer structure with greater end-to-end accountability in the business – Improve self-service (e.g. reporting, employee advice) – Automate, and improve systems and data (e.g. workforce management, simpler financials, etc.) – Optimise workforce planning, solving for in-sourcing capabilities at lower cost		
Simple, low-cost legacy ~A$175m savings	– Optimise aligned adviser network – Simplify products and platforms – Outsource non-strategic capabilities/activities		– Simplify products and providers to reduce complexity in operations

~A$300m

Annual run-rate cost savings achieved by FY22

Savings will emerge across both controllable and variable costs

Investing to build the new AMP

	Australian wealth management	AMP Bank	AMP Capital
Investing in growth A$350-450m investment	– Digitally enabled propositions – Advice network reshape (retention and support) – Increase network professionalism – Employed advice and direct channels	– Bank core system and operations capacity – Digitally enabled propositions	– Operating platform investment
Realising cost improvement A$350-450m investment	– Operations and technology efficiency and effectiveness – Advice cost and productivity – Reweight to a more variable cost base	– Process automation and digitisation	– Process simplification and improvement of controls
	Leaner and clearer structure with greater end-to-end accountability in the business Focus on scale and automation		
De-risking the business A$300-400m investment	– Master Trust simplification – Advice network reshape (register acquisitions)		– Public Markets simplification

A$1.0-1.3b

investment required 2H19 – FY22

Sequencing our delivery

2020

Simplify

- Complete sale of AMP Life
- Reshape advice network
- Simplify super
- Innovate digital and direct propositions
- Invest in bank platform, digitisation, and automation
- Invest to grow Real Assets
- Establish leaner operating model
- Further enhance risk management, governance, and compliance

2021

Strengthen

- Grow digital, direct, and employed advice channels
- Deliver new service-led tiered advice propositions
- Drive growth and optimise funding and capital requirements in AMP Bank
- Simplify and strengthen Public Markets
- Maintain momentum in Real Assets
- Automate processes

2022+

Scale

- Scale wealth management and bank growth with fully featured tiered advice propositions
- Expand partnership ecosystem to offer best-of-breed products
- Comprehensive digital and direct platform
- Continued investment in international expansion

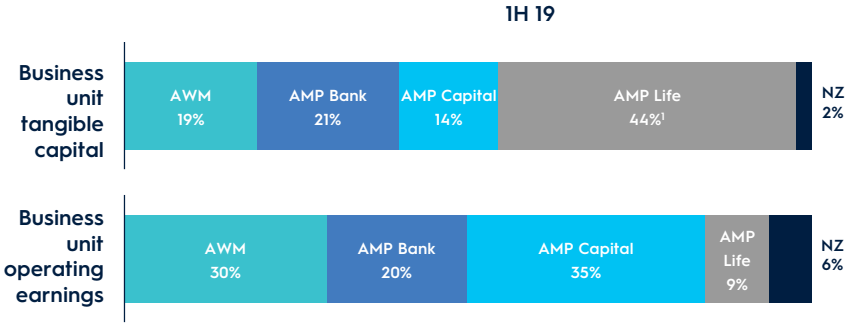
Creating a higher growth and higher return AMP

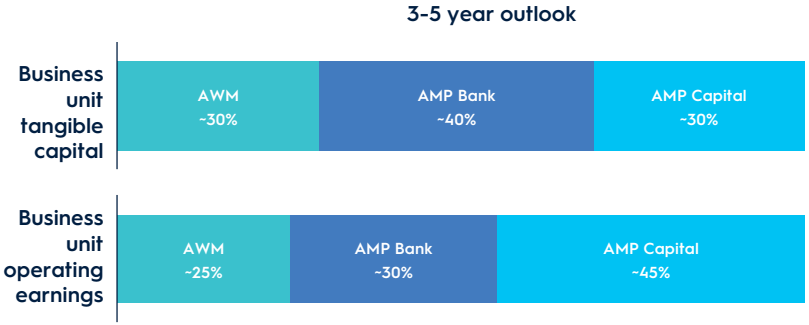
Execute sale of AMP Life to deliver higher growth and higher return portfolio

Take action to simplify the organisation and reduce cost

Invest to build the best wealth management business in Australia

Continue to grow AMP Capital and AMP Bank





Dividend policy: 40-60% pay-out on net profit after tax adjusted for non-cash items

1. Includes Wealth protection and Mature in Australia and New Zealand

Appendix
Section four

1. **Overview of AMP's capital position**
2. **Business metrics and growth**
   Australian wealth management, AMP Bank and AMP Capital
3. **Legislative and regulatory environment**

Overview of AMP's capital position

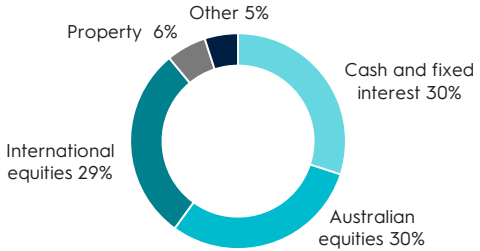
Capital in excess of target surplus	– In the normal course of its business, AMP's eligible capital will fluctuate around the target surplus – This excess capital can be used for example to finance growth or be returned to shareholders
Target surplus	– To protect the adequacy of its capital position at any point in time, AMP targets maintaining a sufficient surplus above Minimum Regulatory Requirements (MRR) to reduce the risk of breaching the MRR – AMP Limited, AMP Life and AMP Bank have Board approved target capital levels above the Australian Prudential Regulation Authority (APRA) requirements – The target surplus is adjusted from period to period reflecting business conditions and assessment of future risks
Minimum regulatory requirements	– AMP holds capital to protect clients, creditors and shareholders against unexpected losses as required by APRA, the Reserve Bank of New Zealand and the Australian Securities and Investments Commission (ASIC) – The operating entities that are regulated include an authorised deposit taking institution (ADI), life insurance companies, superannuation entities and a number of companies that hold Australian Financial Services Licences (AFSLs). These companies are required to hold minimum levels of regulatory capital, as set by the relevant regulator and globally defined as the Minimum Regulatory Requirements

Australian wealth management

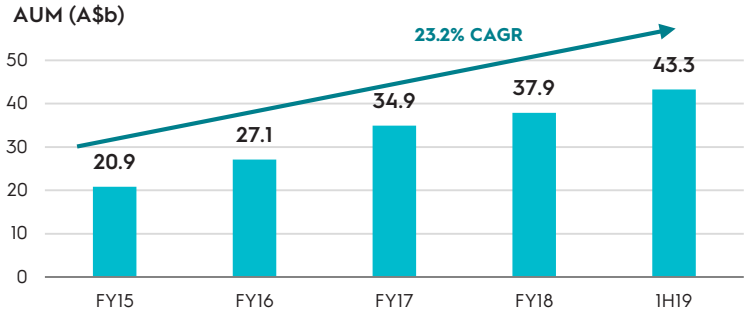
AUM and key products resilient, with continued growth in flagship North platform

More conservative allocation bias to match clients' risk profile and retirement needs

AWM AUM ($132.7b) by asset class

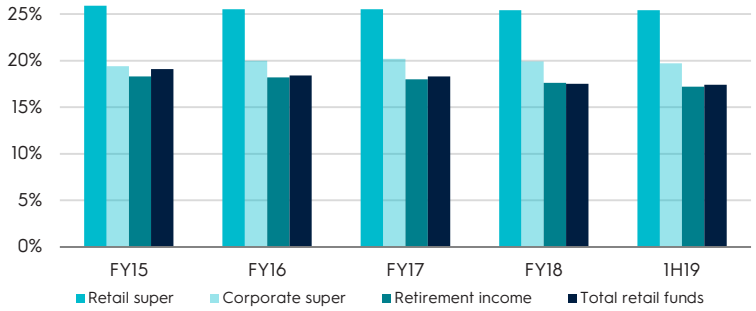


Continued growth in AMP's flagship North platform

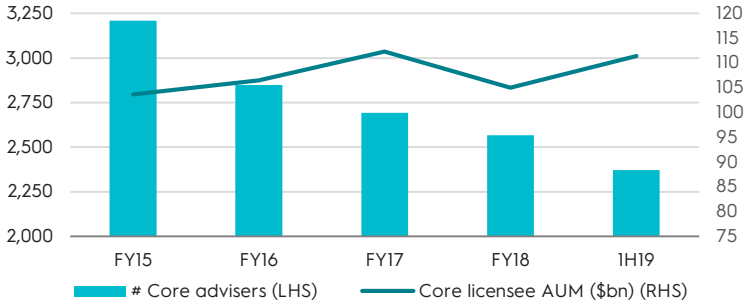


Note:
Trailing market shares as reported in AMP Full year and half year investor reports

AMP retail market share remains resilient across key products



Adviser FUM broadly stable driven by targeted retention of more productive practices

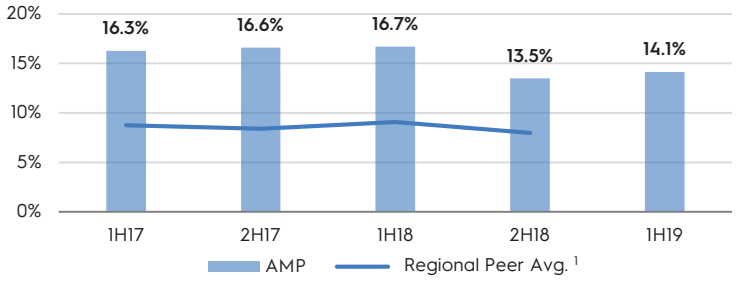


AMP Bank

A well capitalised bank delivering an attractive return on capital

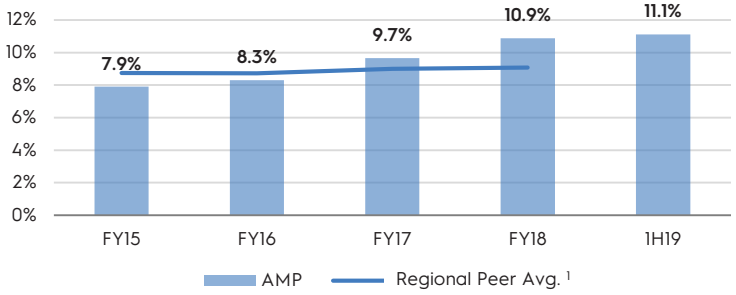
AMP Bank has consistently delivered higher returns on capital than its peer group

Return on capital (%)



AMP Bank remains well capitalised compared to peers and regulatory requirements

Common Equity Tier 1 (%)

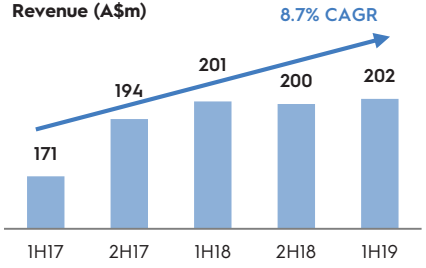


Note:

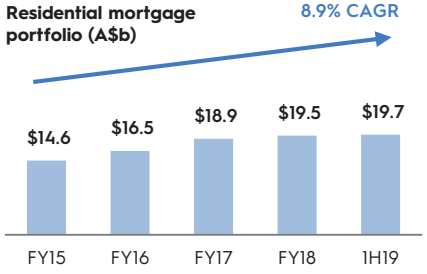
1. Based on current disclosure of regional bank peers

AMP Bank has achieved strong growth in revenue, mortgage lending and deposit funding over time

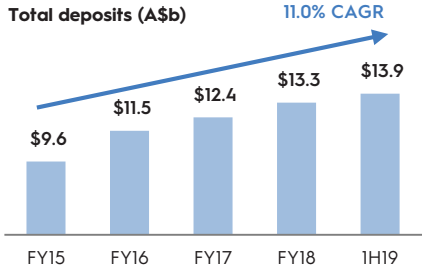
Revenue (A$m)



Residential mortgage portfolio (A$b)



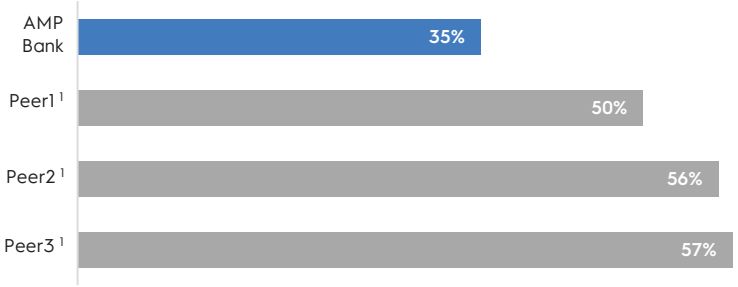
Total deposits (A$b)



AMP Bank

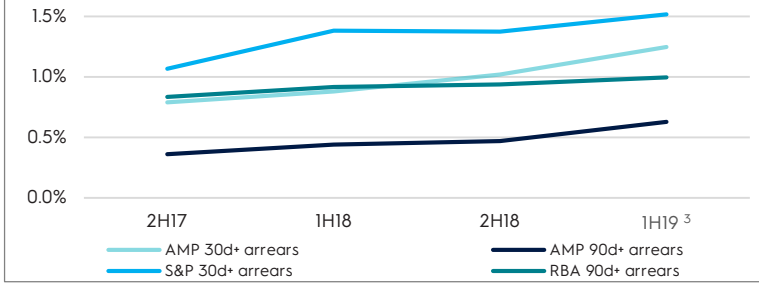
A low cost bank with below industry arrears and favourable geographic exposure

Cost to Income (1H19)



AMP Bank mortgage arrears remain substantially lower than industry on 90+ day and 30+ day metrics

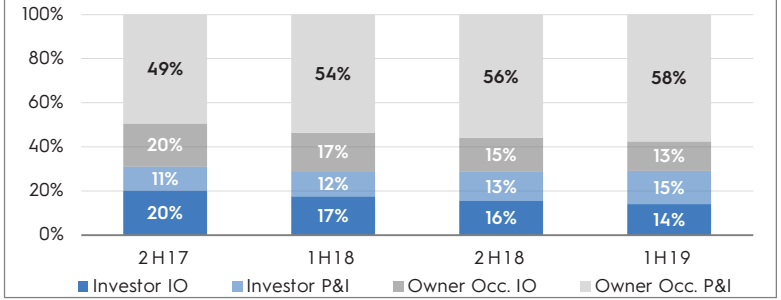
AMP mortgage arrears vs industry [2]



Notes:

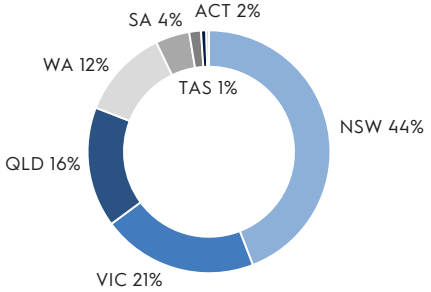
1. Based on current disclosure of regional bank peers
2. RBA 90+ day Housing Loan Arrears and Standard and Poor's (S&P) 30+ day Arrears Index covering Australian RMBS rated by S&P
3. RBA data as at June 2019, S&P data as at May 2019

AMP Bank's proportion of interest only (IO) lending declined from 40% to 27% in 18 months, in favour of Principal & Interest (P&I) loans



AMP Bank's diversified mortgage portfolio is weighted to NSW and Victoria

AMP Bank mortgage portfolio by State



AMP Capital – international growth

Global partnerships

China Life AMP Asset Management (CLAMP)[1]

- AUM grew 2.6% (from FY 18) in local currency terms to RMB 207b
- Launched 14 new products year-to-date including separately managed accounts, diversified, equity and bond funds

China Life Pension Company (CLPC)[2]

- AUM grew 19.7% in 1H 19 in local currency terms to RMB 862.8b
- No.1 in trustee services (29% market share) and No.3 in investment management (11% market share)[3] by AUM at Q1 19
- CLPC has been selected as one of the trustee managers for all 25 occupational pension (OP) mandates tendered to date. There are 8 remaining provinces where the trustee managers for the OP plan have yet to be selected.

MUFG: Trust Bank and other Japanese clients and distributors

- Managing A$6.3b for clients in Japan
- MUFG: Trust Bank business alliance offers nine retail and three institutional funds, with A$1.5b in AUM. Raised commitments of A$1.9b across a large number of Japanese institutional clients since the launch of AMP Capital's Global Infrastructure Fund and Infrastructure Debt Fund series

PCCP[4]

- Managing US$9.4b in gross AUM at Q1 19
- PCCP's deep institutional client base includes five of the top ten US public pension plans and US commercial banks

Global investment management

- Managing A$31.2b for international investors; includes A$18.8b for 319 direct international institutional clients
- Ongoing growth in global infrastructure equity and debt capabilities and AUM
- A$5b Australian property development program attracting strong support from international and domestic investors
  - Development of Quay Quarter Tower commenced in 2018; forecast completion of Quay Quarter in early 2022
  - Development of Karrinyup shopping centre commenced in late 2018; estimated completion time of 3 years

Notes:

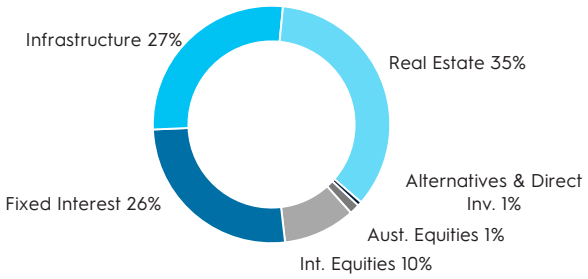
1. AMP Capital holds a 15% stake in the joint venture. AMP Capital's 15% share of AUM is A$6.4b
2. AMP holds a 19.99% stake in the joint venture
3. Ministry of Human Resources and Social Security (MOHRSS), March 2019
4. AMP Capital holds a 24.9% stake in the joint venture. AMP Capital's 24.9% share of net AUM is A$1.6b (closing)

AMP Capital

Growth driven by higher margin real assets business

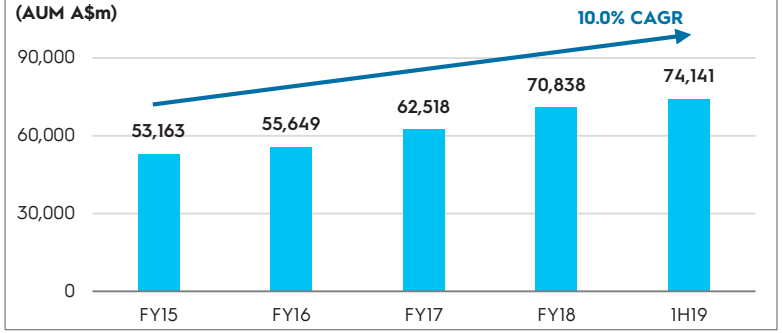
Real Estate, Infrastructure and Fixed Income focus

External AUM composition (1H 19)



Double-digit growth of external AUM

(AUM A$m)

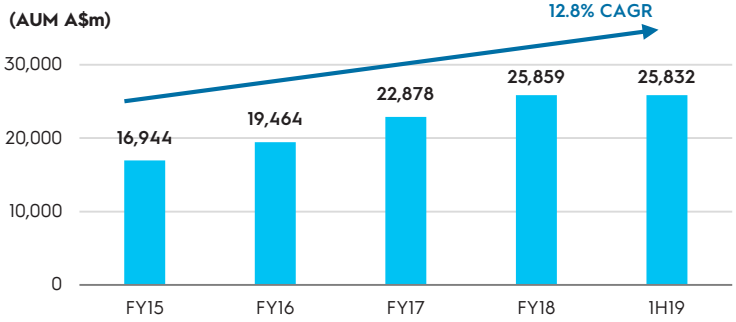


Notes:

1. Real Estate AUM from external clients
2. Infrastructure AUM from external clients

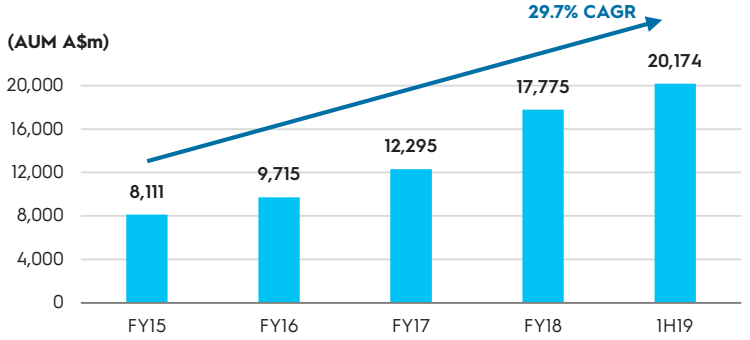
Real Estate continues to perform well[1]

(AUM A$m)



infrastructure the stand-out asset class[2]

(AUM A$m)



Legislative and regulatory environment

Proposed reform	AMP position
Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry (Final Report issued 4 February 2019)	– AMP continues to work with Government to ensure that recommendations are consistently applied and implemented with adequate timeframes to achieve intended client outcomes
Putting Members' Interests First (PMIF) Draft legislation introduced into Parliament on 4 July 2019 which aims to protect superannuation savings from undue erosion by insurance premiums, requiring that insurance be provided on an opt-in basis for clients with balances below $6,000 and any new clients who are under the age of 25	– AMP supports initiatives that aim to reduce erosion of superannuation balances – AMP believes more time is required for clients to make informed decisions about their arrangements so soon after the commencement of the Protecting Your Super (PYS) reforms. AMP has raised this issue with Government.
Productivity Commission Final Report: Superannuation Review of the competitiveness and efficiency of the superannuation system including an assessment of alternative default models (Final Report issued 10 January 2019)	– The Government has not formally responded to the Productivity Commission's recommendations but has referred to some of them as part of its response to the Royal Commission Final Report – We understand that the Government intends to conduct a Retirement Incomes Review. This review and the Terms of Reference are yet to be announced. When this occurs, AMP will participate in the consultation process
Design and distribution obligations for financial products Legislation has been passed to require design and distribution obligations for financial products issuers and distributors to ensure that products are targeted and offered to the right clients – commences April 2021	– AMP supports in-principle the legislation and believes it will improve consumer protection and strengthen product and distribution governance. – AMP has some implementation concerns, which were publicly raised in the consultation process and we continue to engage with Government and industry bodies on this matter
Improving Accountability and Member Outcomes in Superannuation Legislation has been passed to require measures including but not limited to an annual member outcomes assessment for all MySuper and Choice products in superannuation (commences January 2020)	– AMP supports measures with the objective of improving member outcomes in superannuation. We are participating in the consultation process with the Government, regulators and the industry in relation to draft regulations and regulatory guidance
Consumer Data Right – open banking regime Legislation has been passed to allow clients, at their request, to share their personal information with accredited institutions including other banks, to allow them to find a better deal on their banking products – commences July 2020	– AMP supports the implementation of a safe and secure open banking regime to increase competition and improve client outcomes – We are participating in the industry consultation process in relation to associated regulatory guidance

Important notice

Summary information

This presentation has been prepared by AMP Limited (ABN 49 079 354 519) ("**AMP**"). It is a presentation of general background information about AMP's activities current at the date of this presentation, which may be subject to change. The information is in a summary form and does not purport to be complete, comprehensive or to comprise all the information which a securityholder or potential investor in AMP may require in order to determine whether to deal in AMP securities, nor does it contain all the information which would be required in a disclosure document prepared in accordance with the Corporations Act 2001 (Cth) ("**Corporations Act**"). It is to be read in conjunction with AMP's other announcements released to the Australian Securities Exchange (available at www.asx.com.au).

Nothing contained in this presentation constitutes financial product, investment, legal, tax or other advice or any recommendation. It does not take into account the investment objectives, financial situation or needs of any particular investor. The appropriateness of the information in this presentation should be considered by you having regard to your own investment objectives, financial situation and needs and with your own professional advice, when deciding if an investment is appropriate.

Forward-looking statement

This presentation contains forward looking statements, including statements regarding the financial condition, results of operations and business of AMP, the sale of AMP Life and the implementation of AMP's announced strategy. These statements relate to expectations, beliefs, intentions or strategies regarding the future. Forward looking statements may be identified by the use of words like 'anticipate', 'believe', 'aim', 'estimate', 'expect', 'intend', 'may', 'plan', 'project', 'will', 'should', 'seek' and similar expressions.

Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements, as well as statements about market and industry trends, which are based on interpretations of current market conditions. The forward-looking statements reflect views and assumptions with respect to future events as of the date of this presentation. However, they are not guarantees of future performance. They involve known and unknown risks, uncertainties, assumptions, contingencies and other factors, many of which are beyond the control of AMP and its related bodies corporate and affiliates and each of their respective directors, securityholders, officers, employees, partners, agents, advisers and management, and may involve significant elements of subjective judgement and assumptions as to future events that may or may not be correct. Forward-looking statements speak only as of the date of this presentation and there can be no assurance that actual outcomes will not differ materially. Past performance is not indicative of future performance.

No guarantee, representation or warranty, express or implied, is made as to the accuracy, likelihood of achievement or reasonableness of any forecasts, prospects, returns, statements or tax treatment in relation to future matters contained in this presentation. Readers are cautioned not to place undue reliance on the forward-looking statements, which are based only on information currently available to AMP. Except as required by applicable laws or regulations, AMP does not undertake to publicly update or revise the forward-looking statements or other statements in this presentation, whether as a result of new information or future events or circumstances.

Important notice (continued)

Financial data

Investors should note that this presentation contains proforma historical financial information. The proforma financial information provided in this presentation is for illustrative purposes only and is not represented as being indicative of AMP's, nor anyone else's, views on its future financial condition and/or performance. The proforma financial information has been prepared on the basis set out on page 58. Investors should also note that the proforma financial information does not purport to be in compliance with Article 11 of Regulation S-X of the rules and regulations of the U.S. Securities and Exchange Commission.

Investors should be aware that certain financial measures included in this presentation are 'non-IFRS financial information' under ASIC Regulatory Guide 230: 'Disclosing non-IFRS financial information' published by ASIC and also 'non-GAAP financial measures' within the meaning of Regulation G under the U.S. Securities Exchange Act of 1934, as amended, and are not recognised under Australian Accounting Standards ("**AAS**") and International Financial Reporting Standards ("**IFRS**"). The non-IFRS financial information/non-GAAP financial measures include, amongst others, underlying profit, various regulatory capital measures and key operational metrics. The disclosure of non-GAAP financial measures in the manner included in this presentation may not be permissible in a registration statement under the U.S. Securities Act of 1933, as amended ("**U.S. Securities Act**"). Those non-IFRS financial information/non-GAAP financial measures do not have a standardised meaning prescribed by AAS or IFRS. Therefore, the non-IFRS financial information/non-GAAP financial measures may not be comparable to similarly titled measures presented by other entities and should not be construed as an alternative to other financial measures determined in accordance with AAS or IFRS. Although AMP believes these non-IFRS financial information/non-GAAP financial measures provide useful information to investors in measuring the financial performance and condition of its business, investors are cautioned not to place undue reliance on any non-IFRS financial information/non-GAAP financial measures included in this presentation. The financial information in this presentation is presented in an abbreviated form insofar as it does not include all of this presentation and disclosures required by the AAS and other mandatory professional reporting requirements applicable to general purpose financial reports prepared in accordance with the Corporations Act.

Important notice (continued)

Financial data and rounding

All dollar values are in Australian dollars ($) and financial data is presented as at 30 June 2019 unless stated otherwise. A number of figures, amounts, percentages estimates, calculations of value and other fractions used in this presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this presentation.

No offer or sale

The securities mentioned herein have not been, and will not be, registered under the U.S. Securities Act, and may not be offered or sold in the United States absent registration or an exemption from the registration requirements of the U.S. Securities Act.

Disclaimer

To the maximum extent permitted by law, AMP and its affiliates and related bodies corporate and each of their respective directors, officers, partners, employees, agents and advisers exclude and expressly disclaim:

- all duty and liability (including, without limitation, any liability arising from fault, negligence or negligent misstatement) for any expenses, losses, damage or costs incurred by you as a result of the information in this presentation being inaccurate or incomplete in any way for any reason, whether by negligence or otherwise;
- any obligations or undertaking to release any updates or revisions to the information in this presentation to reflect any change in expectations or assumptions; and
- all liabilities in respect of, and make no representation or warranty, express or implied, as to the currency, accuracy, reliability or completeness of information in this presentation or that this presentation contains all material information about AMP or which a prospective investor or purchaser may require in evaluating a possible investment in AMP or acquisition of securities in AMP, or likelihood of fulfilment of any forward-looking statement or any event or results expressed or implied in any forward-looking statement.

Statements made in this presentation are made only as at the date of this presentation. The information in this presentation remains subject to change without notice. AMP may in its absolute discretion, but without being under any obligation to do so, update or supplement this presentation. Any further information will be provided subject to the terms and conditions contained in this Important Notice.

In consideration for being given access to this presentation, you confirm, acknowledge and agree to the matters set out in this Important Notice and any modifications notified to you.

Thank you

AMP