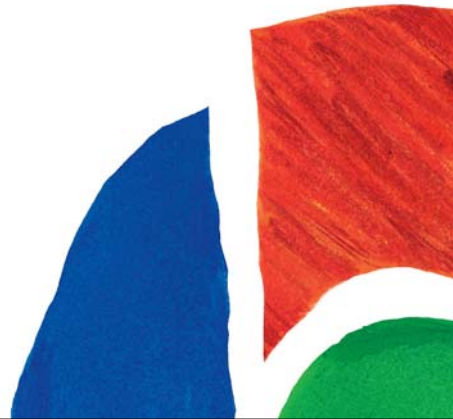


## 2008 Interim Results

Roger Yates, Chief Executive  
Toby Hiscock, Chief Financial Officer

28 August 2008

All information in £



## Henderson Group

### Overview

	6 months to 30 June 2008	6 months to 30 June 2007	12 months to 31 December 2007
Group profit before tax			
- before non-recurring items	£50.8m	£60.5m	£106.7m
Henderson operating profit before tax	£60.6m	£61.4m	£109.6m
Earnings per share <sup>1</sup>	6.7p	6.0p	11.7p
Henderson cost to income ratio	59.8%	65.6%	67.5%
Assets under management (AUM)	£52.6bn	£61.6bn	£59.2bn
Total ordinary dividend per share <sup>2</sup>	1.85p	1.66p	6.10p

<sup>1</sup> Basic earnings per share before non-recurring items. Based on the weighted average number of shares in issue less the weighted average number of own shares held during the period.

<sup>2</sup> Excluding the special dividend of 27.6 pence per share paid in October 2007.

## Financial highlights

- Business performance
- Outlook

## Henderson Group Financials – profit and loss

Summary information from consolidated income statement				
£m	1H08	1H07	% change	FY07
Henderson Global Investors	60.6	61.4	(1)	109.6
Corporate costs	(4.1)	(5.0)	18	(9.1)
Corporate net interest (expense)/income	(5.7)	4.1	-	6.2
<b>Group recurring profit before tax</b>	<b>50.8</b>	<b>60.5</b>	<b>(16)</b>	<b>106.7</b>
Non-recurring items <sup>1</sup>	(3.8)	40.5	-	40.5
<b>Group net profit before tax</b>	<b>47.0</b>	<b>101.0</b>	<b>(53)</b>	<b>147.2</b>
Taxation	(5.8)	(11.5)	50	(15.0)
<b>Group net profit after tax</b>	<b>41.2</b>	<b>89.5</b>	<b>(54)</b>	<b>132.2</b>
ETR – before non-recurring items	13.3%	14.7%	-	11.7%
– after non-recurring items	12.4%	11.4%	-	10.2%
<b>Basic EPS – before non-recurring items</b>	<b>6.7p</b>	<b>6.0p</b>	<b>12</b>	<b>11.7p</b>
<b>– after non-recurring items</b>	<b>6.3p</b>	<b>10.4p</b>	<b>(39)</b>	<b>16.4p</b>

<sup>1</sup> 1H08 comprises restructure charge of £2.5m, third party administration arrangements review costs of £0.6m and costs associated with Scheme of Arrangement of £0.7m. 1H07 comprises gain on BPI investment of £31.8m and pension scheme past service credit of £8.7m.

## Henderson Global Investors

### Profit and loss<sup>1</sup>

£m	1H08	1H07	2H07	% change 1H08 vs 1H07
Management fees	119.2	129.5	128.5	(8)
Transaction fees	8.7	10.0	7.8	(13)
Net performance fees	15.5	34.9	15.2	(56)
<b>Total fee income</b>	<b>143.4</b>	<b>174.4</b>	<b>151.5</b>	<b>(18)</b>
Investment income	7.3	4.3	7.2	70
<b>Total income</b>	<b>150.7</b>	<b>178.7</b>	<b>158.7</b>	<b>(16)</b>
Operating expenses	(89.0)	(115.9)	(109.4)	23
Depreciation and amortisation	(1.1)	(1.4)	(1.1)	21
<b>Operating profit before tax</b>	<b>60.6</b>	<b>61.4</b>	<b>48.2</b>	<b>(1)</b>
<b>Margin on average AUM (bps)</b>				
	1H08	1H07	2H07	
Management fee margin	43	42	43	
Total fee margin	52	56	50	
Net margin	22	20	16	

<sup>1</sup> Excluding non-recurring items.

## Henderson Global Investors

### Costs

- Cost savings in all categories, but predominantly variable staff costs
- Now expect FY08 cost to income ratio of below 65%

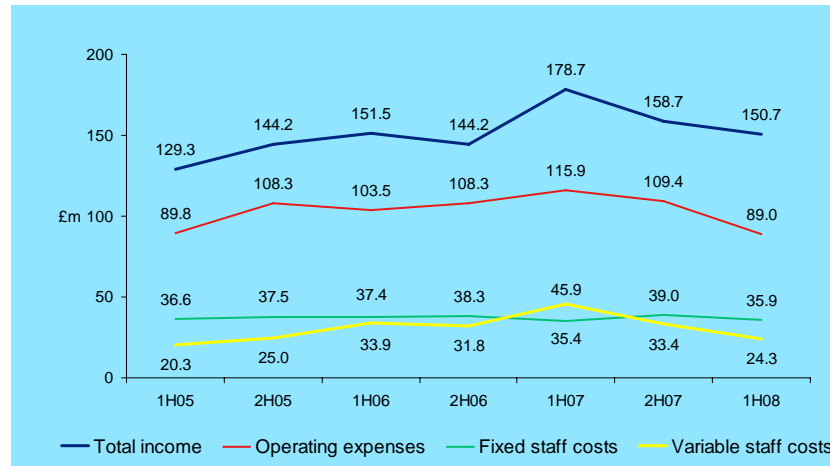
£m	1H08	1H07	2H07	1H08 (adverse)/ favourable % change
Staff costs	60.2	81.3	72.4	26
Investment admin	8.2	8.3	7.7	1
IT	4.4	5.1	4.5	14
Office expenses	6.1	6.8	6.4	10
Other expenses	10.1	14.4	18.4	30
<b>Operating expenses</b>	<b>89.0</b>	<b>115.9</b>	<b>109.4</b>	<b>23</b>

%	1H08	1H07	2H07
Cost to income ratio <sup>1</sup>	59.8	65.6	69.6

<sup>1</sup> Excluding non-recurring items.

## Henderson Global Investors

Lower expenses, in line with weaker revenue environment



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## Henderson Group

Non-recurring items in 1H08

- Restructure cost
  - £2.5m pre-tax charge
  - Headcount and related restructuring
  - Cost savings of approximately £20m in 1H08 vs £30m FY08 target
- Third party administration arrangements review
  - £0.6m pre-tax charge
  - Additional £2m pre-tax costs in 2H08
  - Some of these costs to be recovered; balance amortised over life of contracts
- Scheme of Arrangement
  - £0.7m charge
  - Total cost of implementation £4.5m
  - Expect ETR of approximately 20% per annum from 2009

 Henderson Group plc

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## Henderson Group

### Scheme of Arrangement

- New Henderson Group holding company
  - incorporated in Jersey
  - tax-resident in Republic of Ireland
  - listed on LSE and ASX
- No changes in day-to-day business, strategy or dividend policy
- Subject to Court, shareholder and regulatory approvals
- Expected Scheme effective date 31 October 2008

## Henderson Group

### Financials – net assets

- Sound balance sheet
- Prudent gearing ratios
- Regulatory capital surplus

£m	30 Jun 08	31 Dec 07
Henderson Group	271	274

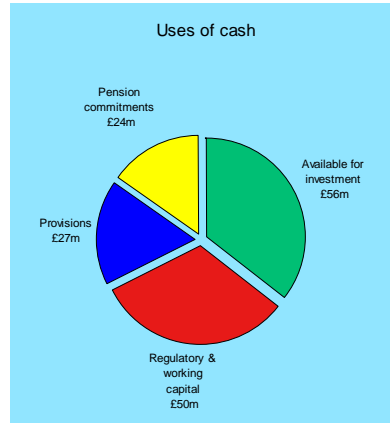
Gearing ratios	30 Jun 08	31 Dec 07
Debt/equity	0.6	0.6
Debt/EBITDA	1.9 <sup>1</sup>	1.7
EBITDA/interest	8x <sup>1</sup>	9x

<sup>1</sup> Assumes annualised EBITDA and interest expense for illustrative purposes.

## Henderson Group

### Financials – cash and cash equivalents

£m	30 Jun 08	31 Dec 07
Henderson Global Investors	143	226
Corporate	14	22
<b>Henderson Group</b>	<b>157</b>	<b>248</b>



- Financial highlights

- **Business performance**

- Outlook

## Henderson Global Investors

### Investment performance<sup>1</sup>

	Funds at/above benchmark	
	1 year %	3 years %
<b>Summary</b>		
Equities	42	67
Fixed Income	67	54
Property <sup>2</sup>	34	80
<b>Being:</b>		
<b>Higher margin</b>		
Investment Trusts	36	53
Horizon funds	61	85
UK Wholesale	31	72
US Wholesale	93	98
Hedge funds	54	94
Property (UK/Europe) <sup>2</sup>	28	76
Property (US)	82	100
<b>Lower margin</b>		
<b>Institutional</b>		
Enhanced index	15	60
Fixed Income	50	36
Balanced/active equity	37	48

<sup>1</sup> Asset weighted, of funds measured.

<sup>2</sup> To 31 Dec 07, as UK Property based on 2007 IPD benchmarks, revalued annually.

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## Henderson Global Investors

### Performance fee diversity

	1H08	1H07	Benchmark	1H08 No. of funds <sup>1</sup>	1H07 No. of funds <sup>1</sup>
Net performance fees (£m)	15.5	34.9			
Sourced from:	%	%			
Hedge funds	38	37	Abs	11	11
Property	28	30	Abs/Rel	13	15
Institutional listed clients	17	14	Rel	8	16
Horizon funds	12	8	Rel	2	9
Investment Trusts	5	11	Rel	5	6
<b>Total</b>	<b>100</b>	<b>100</b>		<b>39</b>	<b>57</b>

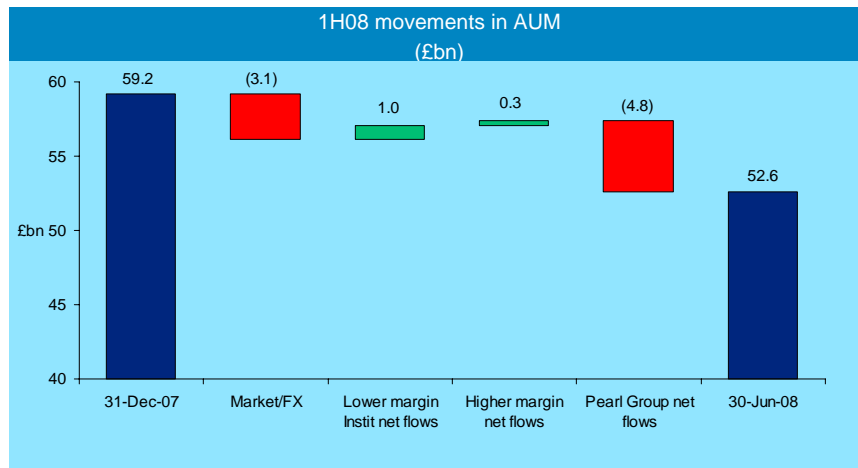
<sup>1</sup> Number of funds generating performance fees.

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## Assets under management

Inflows into lower and higher margin products



Henderson Group plc

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## Henderson Global Investors

Assets under management

- £0.3bn net inflows into higher margin products

Inflows:

US Wholesale £0.2bn

Property (UK/Europe) £0.6bn

Outflows:

Horizon £0.2bn

UK Wholesale £0.1bn

Investment Trusts £0.2bn

- Hedge fund capacity expanded
- Property
  - Pipeline £2.0bn at 30 June 2008; plus
  - UK Outlet Mall Fund £365m in July 2008
- £1bn net inflow into Institutional

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## Henderson Global Investors

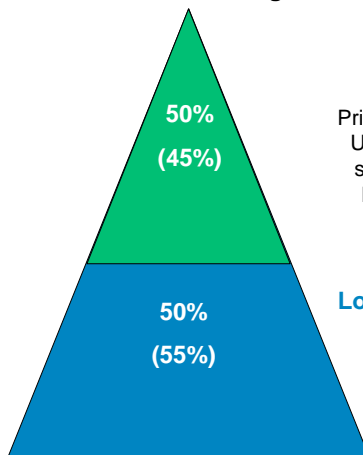
Global Property business

£bn	30 Jun 08				31 Dec 07			
	UK	EU	US	Total	UK	EU	US	Total
Closed-ended	3.9	3.4	0.7	8.0	4.4	2.5	0.8	7.7
Open-ended	0.2	0.5	0.2	0.9	0.2	0.4	0.2	0.8
Segregated	0.7	-	0.3	1.0	1.0	-	0.3	1.3
<b>Total</b>	<b>4.8</b>	<b>3.9</b>	<b>1.2</b>	<b>9.9</b>	<b>5.6</b>	<b>2.9</b>	<b>1.3</b>	<b>9.8</b>

## Henderson Global Investors

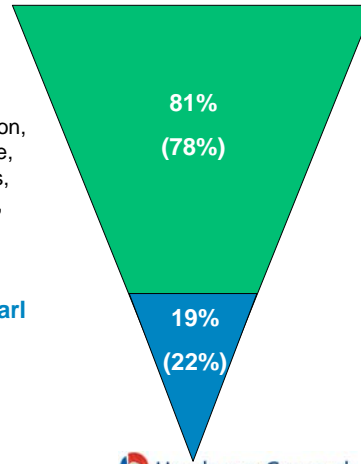
Revenue contribution from AUM

### Assets under management



( ) 1H07.

### Revenue contribution

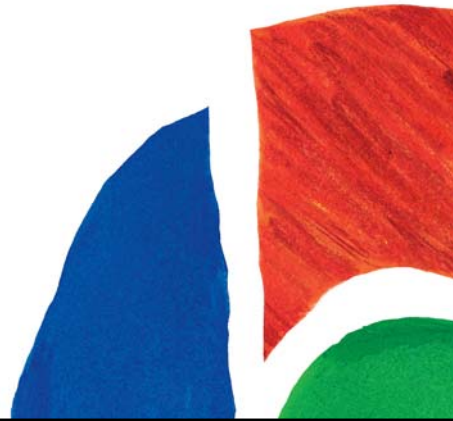


- Financial highlights
- Business performance
- **Outlook**

## Henderson Group

### Outlook

- Weak economic environment and cautious about flows into Wholesale funds in 2H08/2009
- Growth opportunities
  - Hedge
  - Property
  - Institutional
- Our goals, assuming markets don't fall materially from here and Henderson costs are in line with normal trading activity, are to:
  - meet or beat 2007 Henderson pre-tax operating profit of £109.6m and Henderson Group pre-tax profit of approximately £90m
  - achieve a Henderson cost to income ratio of below 65%



## Appendices

- Weighted average number of shares for EPS calculations
- Typical revenue margins 1H08
- Split of AUM by line of business and asset class
- Geographic source of clients

## Henderson Group

### Weighted average number of shares for EPS calculations

FY08 (E)		FY08 (E)	
<b>Basic EPS</b>	No. (millions)	<b>Diluted EPS</b>	No. (millions)
Issued share capital	725.0	Shares for basic EPS calculation	660.8
Less: treasury shares	(5.0)	Add back: own shares (unconditional awards)	52.4
Less: own shares (unconditional awards)	(52.4)	Add dilutive potential of share options	1.4
Less: own shares (conditional – LTIP)	(6.8)		
<b>Shares for Basic EPS</b>	<b>660.8</b>	<b>Shares for Diluted EPS</b>	<b>714.6</b>

This is a full year estimate based on current issued share capital, treasury shares and employee share plans.

## Henderson Global Investors

### Typical revenue margins 1H08

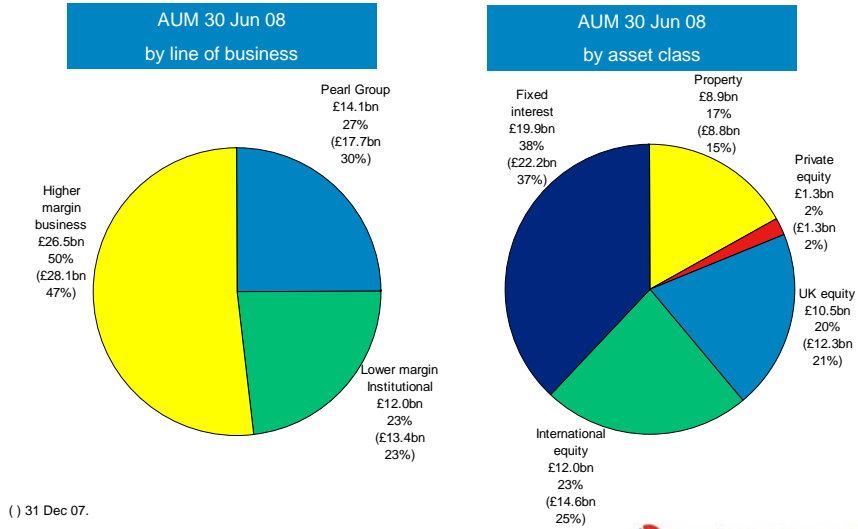
Product	1H08 Typical annual management fee before distribution costs (bps)
Private Equity	125 – 200
Horizon funds <sup>1</sup>	100 – 170
Hedge funds	75 – 200
US Wholesale	85 – 110
UK Wholesale	100 – 150
Property	30 – 60
Institutional pension funds <sup>2</sup>	10 – 25

<sup>1</sup> Includes service fees paid by the fund (50bps).

<sup>2</sup> Includes enhanced index.

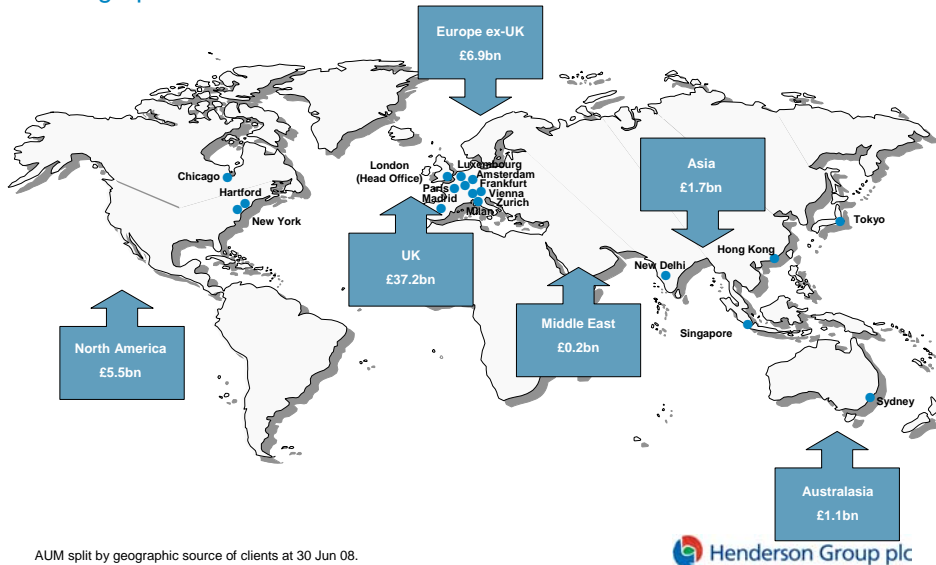
# Henderson Global Investors

## Split of AUM by line of business and asset class



# Henderson Global Investors

## Geographic source of clients



## Forward-looking statements

These materials issued by Henderson Group plc are a summary of certain information contained in the stock exchange announcements dated 28 August 2008 (relating to the interim results for the period ended 30 June 2008 of Henderson Group) and should be read in conjunction with the full text of those announcements.

This presentation contains forward-looking statements with respect to the financial condition, results and business of Henderson Group. By their nature, forward-looking statements involve risk and uncertainty because they relate to events, and depend on circumstances, that will occur in the future. Henderson Group's actual future results may differ materially from the results expressed or implied in these forward-looking statements.