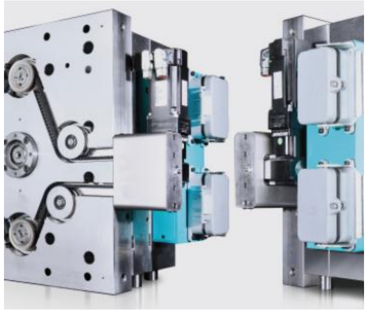
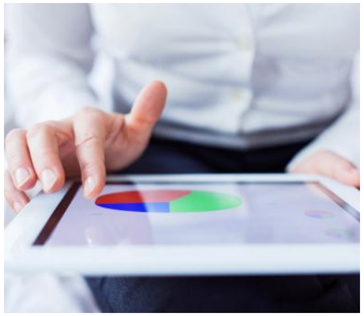
BAML18th Annual Banking & Insurance CEO Conference



Private Equity

Infrastructure



Debt Management

3i Group plc

26 September 2013

Overview of 3i Group today

3i Group

London Stock Exchange	Ticker: III	Share price: £3.71[1] Market cap: £3.6bn[1]

Total AUM: £12.9bn
Third-party AUM: £9.2bn (71%)

	Private Equity	Infrastructure	Debt Management
	Investing in mid-market companies across Northern Europe, North America and Brazil	Investing in utilities, transportation and social infrastructure in Europe	Loan manager specialising in the management of third-party capital, invested in non-investment grade debt in Europe and the US
Total AUM	£4.9bn	£1.6bn	£6.4bn
% third-party AUM	35%	70%	99%
Portfolio companies	102	10	24 managed funds

Data is at 31 March 2013, unless stated otherwise.
1 As at 16 September 2013

3i's turnaround: context and timeline

May 2012	Simon Borrows appointed as Chief Executive
Jun 2012	Announcement of 3i's new strategy and significant cost reduction programme
Aug 2012	Announcement of strategic transaction with WCAS Fraser Sullivan to establish 3i's US debt management platform
May 2013	Announcement of full year results to 31 March 2013
May 2013	Announcement of acquisition of Barclay's European infrastructure fund management business with AUM of c.£780m

Significant progress in the turnaround of 3i and its strategic development; demonstrated by strong results

A clear vision and strategy

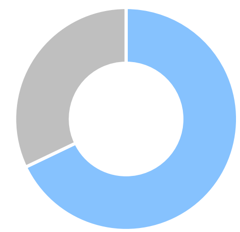
- A leading international investor and asset manager with three strong investment platforms:
  - – focused mid-market **Private Equity**
  - – class-leading **Infrastructure**
  - – growing **Debt Management**

Complementary investment platforms

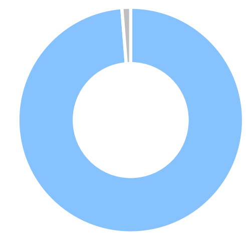
Capital allocation

Private Equity

Infrastructure



Debt Management



	Private Equity	Infrastructure	Debt Management
Key return drivers	1. Portfolio returns 2. Portfolio income 3. Fee income	1. Portfolio income 2. Fee income 3. Portfolio returns	1. Fee income 2. Portfolio income 3. Portfolio returns
Key characteristics and sensitivity to market cycle	▪ Pro-cyclical asset class ▪ Realised and unrealised capital gains and carried interest	▪ Counter-cyclical asset class ▪ Income from investment portfolio ▪ Recurring annual fee income from permanent capital vehicle	▪ Low exposure to volatility of underlying assets ▪ Recurring annual third-party fee income ▪ Proprietary capital “light”

Attractive balance of income and capital returns

The 3i Value Build

An attractive, multi-year value proposition

Grow Private Equity investment portfolio earnings	▪ Grow NAV
+ Realise investments at good uplifts to book value and strong cash-on-cash multiples	▪ Optimise value of existing portfolio and enhance P/NAV rating
+ Generate a sustainable annual operating profit from our fund management activities	▪ Add value beyond NAV
+ Utilise strong balance sheet and permanent capital	▪ Invest in value-creating growth opportunities
+ Increase shareholder distributions through our enhanced distribution policy	▪ Greater capital efficiency; focus on shareholder distributions and attractive re-investment opportunities

Key phases of organisational change and strategic delivery

✓

FY2013	FY2014 - 15	FY2016+
Restructuring	Transition and delivery	Strategic goal

We have delivered all of our FY2013 strategic priorities

We are already making strong progress towards the next phase of our strategic plan: “Transition and delivery”

Our strategic priorities in FY2013

FY2013 | FY2014-2015 | FY2016+

We have delivered against all of the immediate priorities and targets for FY2013:

1	**Reduce** operating costs - fitter and more efficient	✓
2	**Reduce** gross debt and funding costs materially	✓
3	**Achieve** greater central control and business focus	✓
4	**Improve** consistency and discipline in investment and asset management	✓
5	**Re-focus** and re-shape the Private Equity business	✓
6	**Review** group-wide compensation and define new arrangements	✓

1 Significantly reduced operating costs

Met or exceeded FY2013 targets announced on 29 June 2012

Key targets announced on 29 June 2012		Progress in FY2013	
Reduce staff	**Headcount reduction of over 160 staff by 31 March 2013**	**Net headcount reduction of 168**	✓
Consolidate office network	**Reducing the total number of offices from 19 to 13**	**All office closures completed during FY2013**	✓

Note: The headcount figures shown above exclude the impact of the Debt Management strategic transactions.

1 Significantly reduced operating costs (cont.)

Met or exceeded FY2013 targets announced on 29 June 2012

Key targets announced on 29 June 2012		Progress in FY2013	
Operating cost savings	**£40m to be achieved by 31 March 2013**	**£51m at 31 March 2013, 28% ahead of original £40m target**	✓

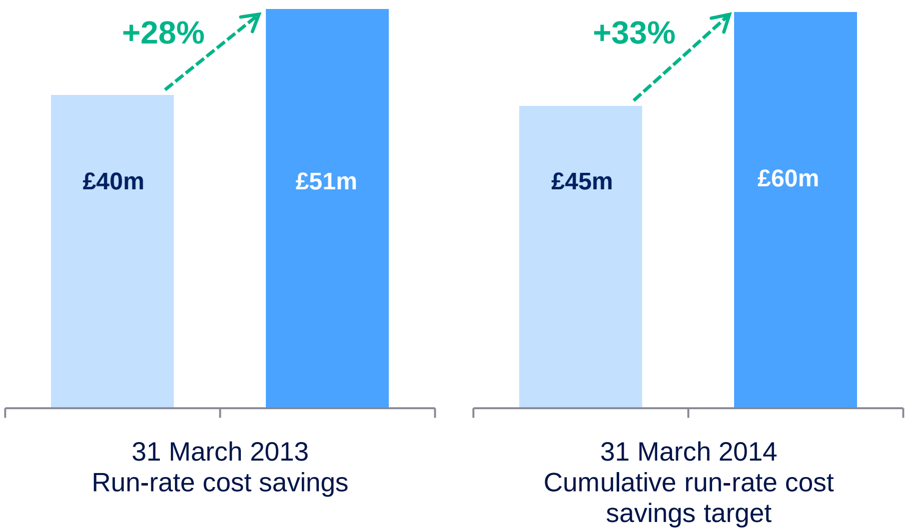
Substantially outperformed our March 2013 cost reduction target

Note: The annualised run-rate operating cost saving figures shown above exclude the impact of the Debt Management strategic transactions.

1 Significantly reduced operating costs

Base-line operating cost base

Run-rate cost savings (like-for-like basis)

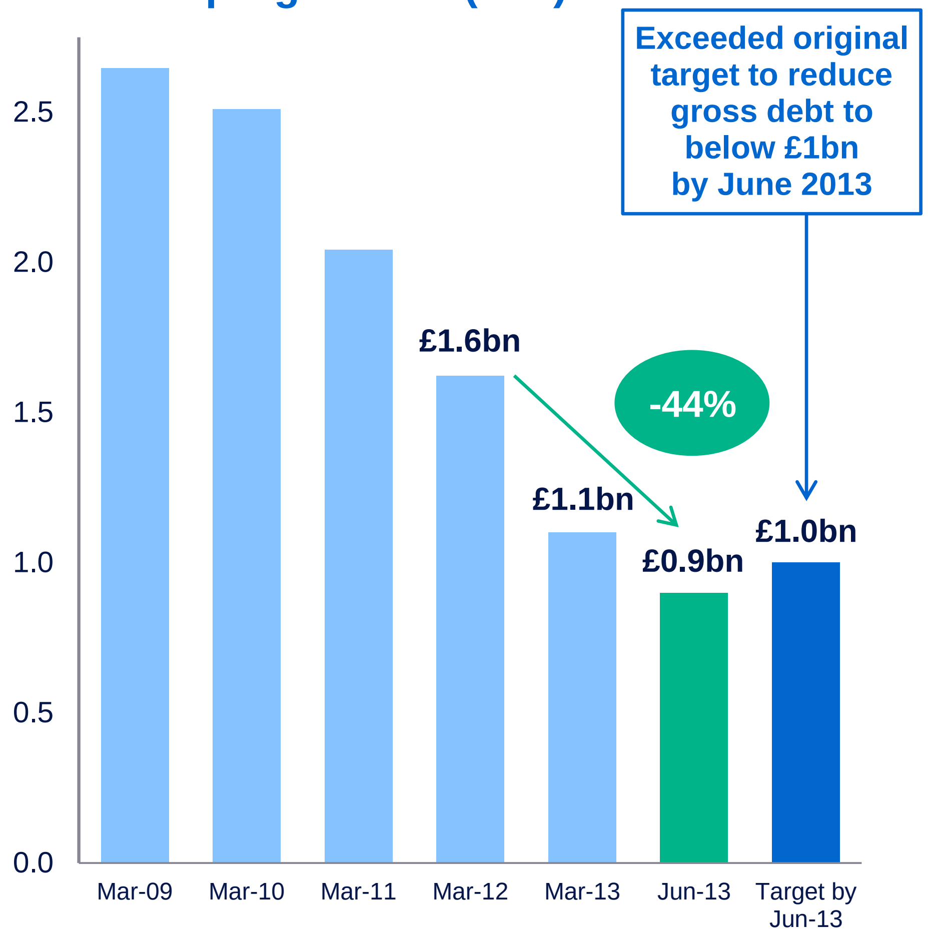


Substantially outperformed our March 2013 cost reduction target

Targeting total of £60m of cumulative run-rate cost reductions by March 2014

2 Substantially reduced gross debt - ahead of schedule

Gross debt progression (£bn)



Target of gross debt below £1bn achieved early ✓

By 30 June 2013, gross debt reduced by 44% from £1,623m to £913m

3 Achieved greater central control and business focus

Removal of organisational complexity and bureaucracy

- Rationalised existing committee structures; ‘de-layering’ of organisation
- One Private Equity business
- Formed new Executive Committee as principal day-to-day business and operational decision-making body

Driving more dynamic and energised culture

- Removal of hierarchies and committees has led to a more efficient organisation
- Enabling faster decision-making to make necessary changes and deliver results

Simpler and more efficient organisational structure

4 Improved consistency and discipline

Private Equity investment and asset management

In June 2012, we announced six asset management initiatives:

1. Investment review process
2. People: governance and resourcing
3. Operational capabilities, knowledge management and networks
4. Monitoring and performance tracking
5. Valuation process, exit strategy and planning
6. Systems upgrade and reporting

5 Re-focused and re-shaped Private Equity

Tighter focus on new investment

- New investment principally focused in Northern Europe, North America and Brazil
- Suspended new investment in Asia and Spain; focusing on portfolio management

Managing intensively the existing portfolio

- Continuing to manage intensively our existing portfolio and seek realisations where we can maximise proceeds
  - Based on detailed exit plans for each asset
- Key realisations generating good uplifts to book value and strong cash-on-cash multiples

5 Key realisations as part of well constructed exit plans

- Total Private Equity realisations of £575m in FY2013
  - Realised profit over opening value of £190m in FY2013 vs £22m in FY2012
  - Uplift over opening value of 49% and money multiple of 2.1x

5 Key realisations as part of well constructed exit plans: momentum continuing in FY14

Notable realisations in FY2014 to date:

Investment realised	Calendar year invested	Cash proceeds	Uplift to opening value (31/3/2013)	Money multiple[1]	Residual value (30/6/2013)
Xellia	2008	£141m[2]	44%	2.3x	
Civica	2008	£124m	48%	2.1x	
Action	2011	£58m[3]	-	2.9x	£301m
Trescal	2010	£58m[2]	16%	2.0x	
Hyperion	2008	£44m[2]	3%	1.7x	
Joyon	2007	£20m[3]	33%	1.9x	
Quintiles	2008	£13m	44%	2.4x	£145m
HTC	2006	£13m	30%	0.6x	
Franklin	2007	£12m	20%	1.5x	
Futaste	2007	£9m	-	0.9x	

1 Money multiple calculated using 3i GBP cash flows and for partial exits (Action and Quintiles) includes 30/6/2013 residual value
2 Received in July
3 Received in September

5 Portfolio segmentation

Key categories:	Selected examples:
Longer-term hold and value creation	Action, Element, Mayborn
Strong performers; position for sale over the next few years	Civica, Mold-Masters
Manage intensively; potential value upside	Azelis, OneMed, Xellia
Low or nil-valued assets	Enterprise

Performance highlights

Financial year to 31 March 2013

Significantly outperformed cost saving target	→	**£51m**	cost savings
Gross debt reduction achieved ahead of schedule	→	**44%**	gross debt reduction to 30 April 2013
Strong Private Equity realisations	→	**49%** **2.1x**	uplift to opening value Money multiple
Growth in assets under management	→	**23%**	total AUM growth
Material improvement in total return	→	**14.2%**	total return
Robust NAV growth	→	**311p**	NAV per share
Strong total shareholder return	→	**67%**	TSR[1]

1 Total Shareholder Return from 28 June 2012 (the day before the announcement of the new strategy) to 31 March 2013 (financial year end).

Next phase of our strategic plan

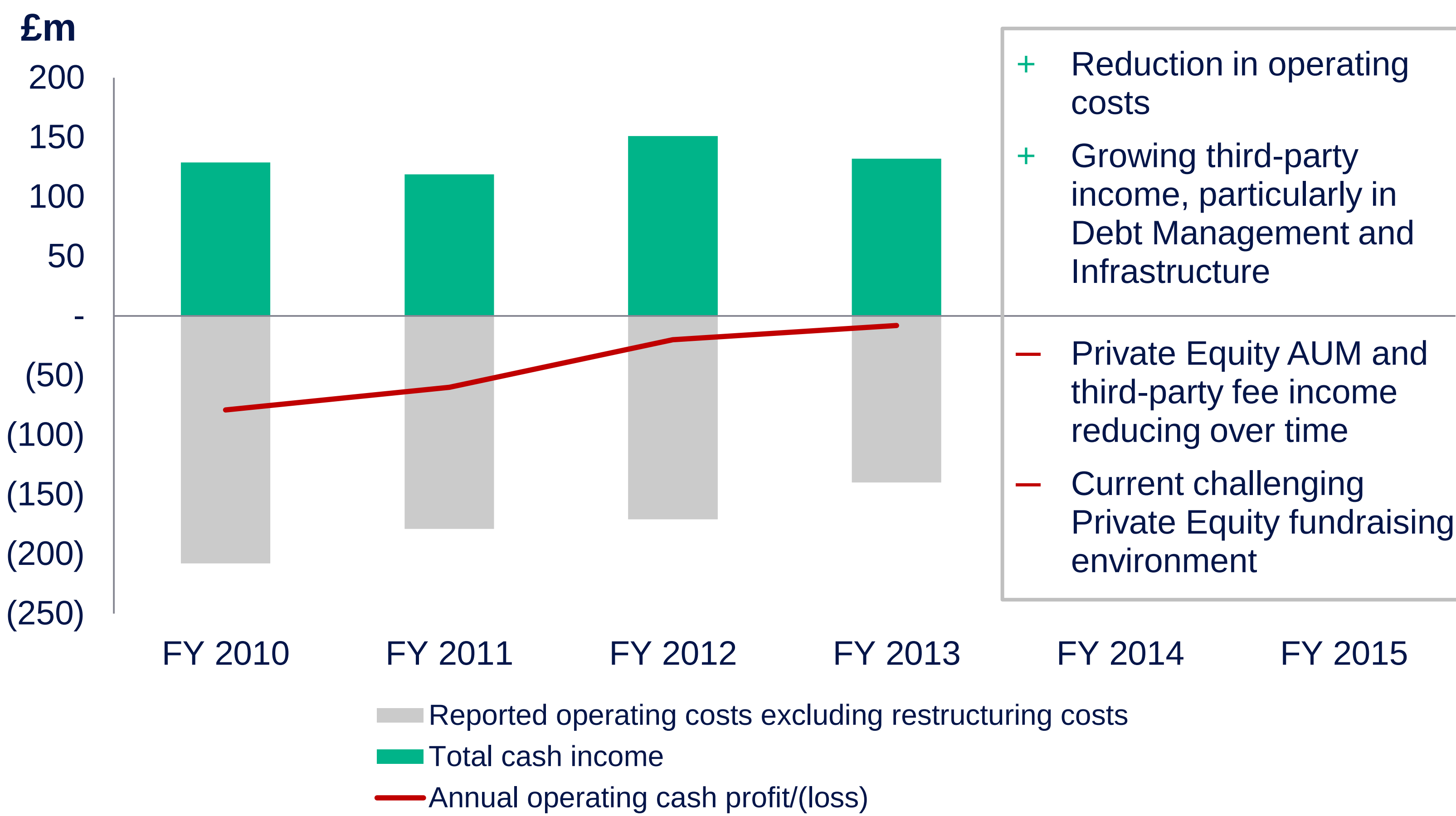
"Transition and delivery"

FY2013 → **FY2014-2015** → FY2016+

1	**Cover** operating costs with annual cash income	On track
2	**Grow** third-party income and generate a sustainable annual operating profit from our fund management activities	On track
3	**Improve** capital allocation strategy; focus on enhanced shareholder distributions and re-investment in our core investment businesses	On track

We are already making strong progress towards the next phase of our strategic plan

1 Cover operating costs with annual cash income



+ Reduction in operating costs
+ Growing third-party income, particularly in Debt Management and Infrastructure

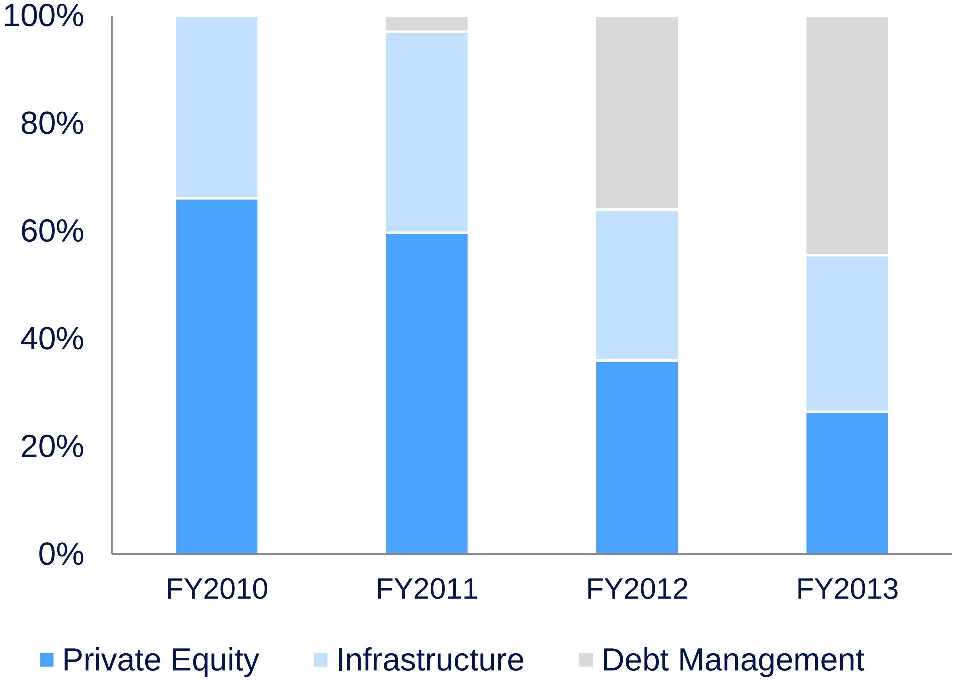
– Private Equity AUM and third-party fee income reducing over time
– Current challenging Private Equity fundraising environment

Expect cash income to cover operating costs by March 2014

2 More balanced contribution of our three businesses to income over time

- Strong and growing contribution from Debt Management
- Steady contribution from Infrastructure
- Reflects current focus on realisations in Private Equity and selective approach to new investment

Third-party fee income[1] (% of total)



1 Third-party fee income includes all fees receivable from advised or managed external funds

2 Grow third-party AUM and fee income

Private Equity

Selective and measured investment through proprietary capital and third-party co-investment

- In September 2013, announced investment in GIF, a leading international specialist in transmission testing based in Germany
- In March 2013, completed second Brazilian investment
- Established framework arrangements with a number of leading investors to invest alongside 3i in mid-market European buy-out opportunities

Continuing to invest alongside third-party investors
Re-establishing investment track record

2 Grow third-party AUM and fee income (cont.)

Infrastructure

Strategic acquisition of Barclays' infrastructure fund management business

Overview of business

- AUM of c.£780m
- Manages number of unlisted funds investing in UK and European PPP and renewable energy projects
- Investment team based in London and Paris

Key highlights

- ✓ Attractive and specialist product
- ✓ Complements and broadens existing 3iN offering
- ✓ Experienced team with good track record
- ✓ Platform for future third-party fundraising
- ✓ Annual fee income of business expected to exceed incremental operating costs

Significant milestone in the development of our Infrastructure business

2 Grow third-party AUM and fee income (cont.)

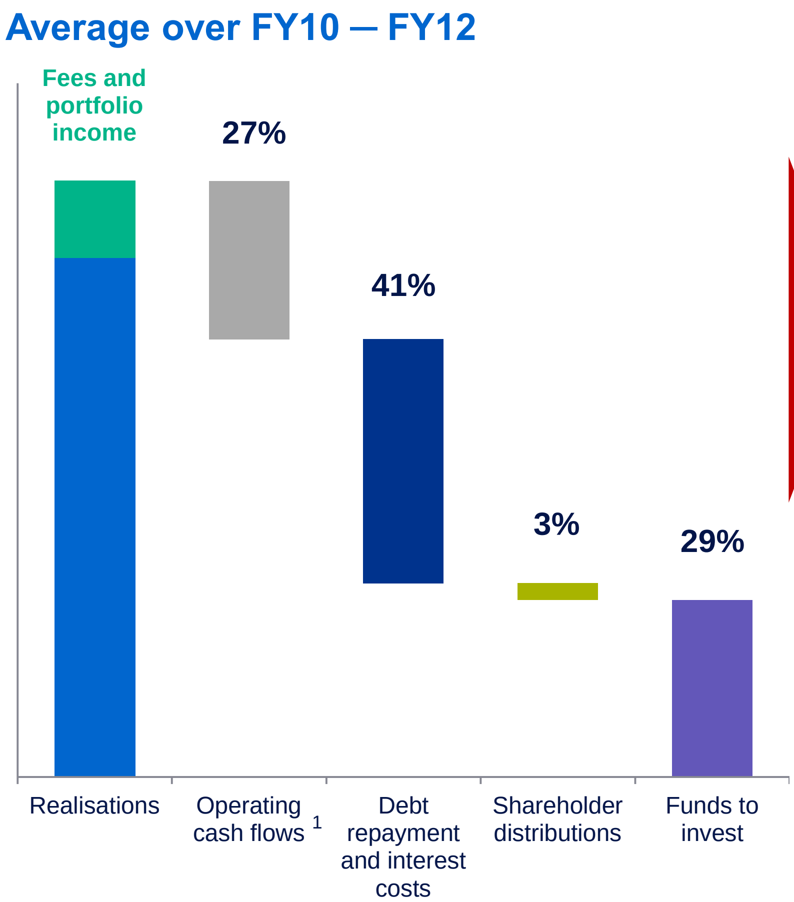
Debt Management

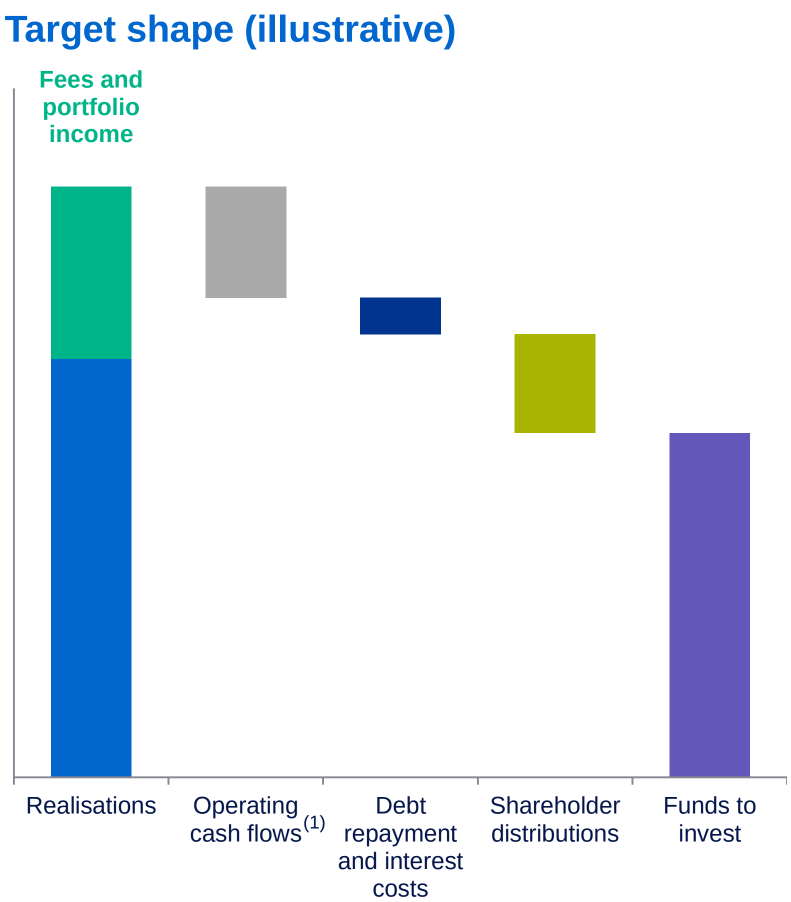
Significant momentum

- Significant momentum since acquisition of MIM platform in 2011
- Substantial increase in third-party AUM over last year from £3.3bn to £6.4bn

Objective to grow materially third-party AUM, fee revenue and profits

3 Capital allocation strategy





1 Operating cash flows include operating costs, net carried interest and tax.

3 Implement our revised capital allocation policy

Enhanced capital distribution policy

- Aggregate shareholder distributions to be 15-20% of gross cash proceeds from realisations, provided that:
  - Gearing < 20%
  - Gross debt is on target to be < £1bn by June 2013

Realisations since 31 March 2013: **£743m**, in aggregate, including proceeds from Mold-Masters

Clear strategic priorities for FY2014

FY2013 | FY2014-2015 | FY2016+

Deliver further Private Equity realisations to support an enhanced shareholder distribution in FY2014

Realise fully the benefits from the Private Equity asset management improvement initiatives

Continue to grow Debt Management and Infrastructure businesses and third-party fund management profits

Invest in Private Equity through proprietary capital and third-party co-investment

Further reduce operating costs, gross debt and funding costs

Implement fully the new compensation arrangements

Alignment of interests

- 3i's own capital at work alongside third-party investors
  - 3i is largest investor in key funds and co-investments

- Active owner and manager
  - "Engaged LP"

- New employee compensation structure
  - Fair and transparent split of returns between stakeholders

Alignment of interests between shareholders, LPs and employees

Attractive value proposition

- Each of our three businesses has different drivers and return characteristics. Together, they provide an **attractive balance of income and capital returns**

- The combination of our **asset management skills**, together with our **strong balance sheet and access to permanent capital**, represents a differentiated business model

- Our fund management platform is capable of **generating sustainable and growing annual profits**. This, combined with **capital upside and enhanced shareholder distributions** represents an attractive value proposition over the medium-term

Key objectives

3i Group

Efficient capital allocation driving total shareholder returns

Proprietary capital investing

Maximise investment returns

Fund management activities

Grow fund management profits

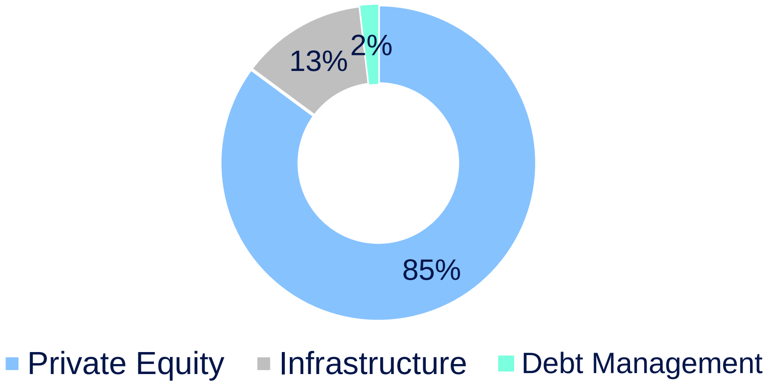
An attractive, multi-year value proposition through delivering the 3i Value Build

Combination of proprietary and third-party capital

3i Group
Total AUM: £12.9bn

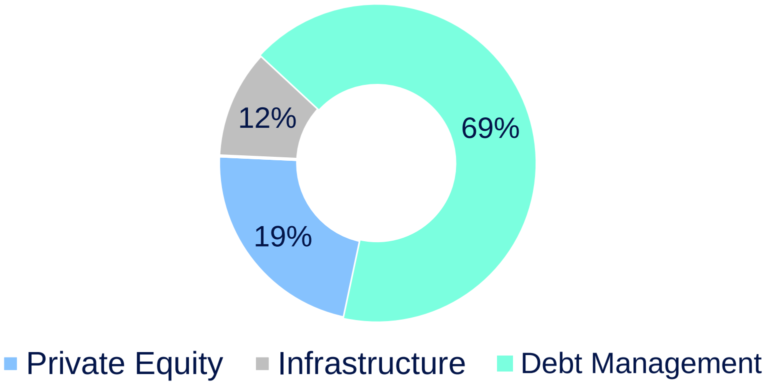
Investor

Proprietary capital: £3.7bn



Manager

Third-party capital: £9.2bn



Combination of proprietary investor and manager of third-party capital represents a differentiated business model

Our evolving business model

3i Group

Proprietary capital investing	**Fund management activities**
Investing own-balance sheet	Managing third-party and proprietary capital
+ Portfolio income	+ Fee income
Realised and unrealised capital gains	Carried interest and performance fees
− Funding costs	− Operating costs
Operating costs	

Tracking our progress and performance

3i Group

- Annual operating cash profit
- Capital allocation and efficiency
- Shareholder distributions per share
- Share price
- Total shareholder return

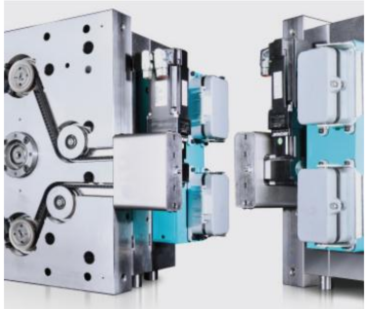
Proprietary capital investing

- Realisations
  - Uplift to book value
  - Cash-on-cash multiple
- Gross debt, funding costs and gearing
- NAV per share

Fund management activities

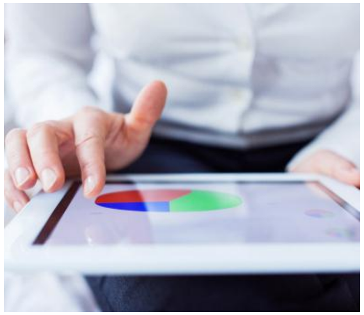
- AUM and fee growth
- Third-party vs. proprietary split
- Operating profit

Q&A



Private Equity

Infrastructure



Debt Management