# Quilter

### Full Year Results 5 March 2025



### Disclaimer

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# **Business update**



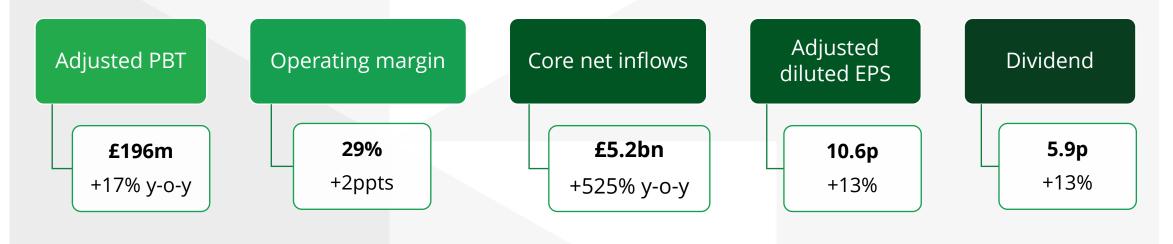


# Steven Levin Chief Executive Officer

Introduction



#### Highlights FY 2024:

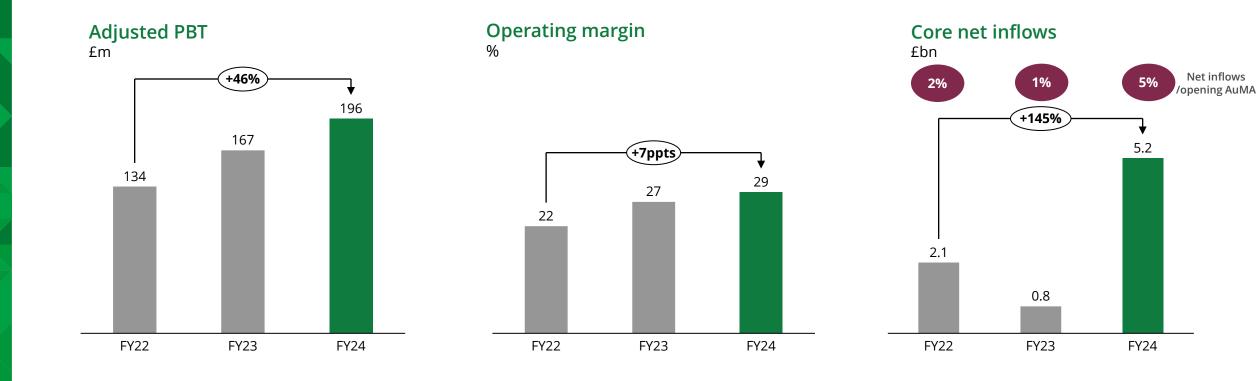




February 2024	March 2024	April 2024	May 2024	June 2024	March 2025	Q2 2025	Thereafter
FCA data request on delivery of ongoing advice services in relation to Consumer Duty.	Quilter proactively decides to review historical data and practices in QFP.	Following discussion with the FCA, the review will be completed by a Skilled Person.	Review/tender process to agree with the FCA: 1) firm to undertake Skilled Person role; and 2) terms of reference.	Skilled Person formally appointed and commences work.	Provision of £76m recognised to cover cost of further work and remediation.	Completed Skilled Person report submitted to FCA.	Further work/analysis and undertaking likely customer remediation exercise.

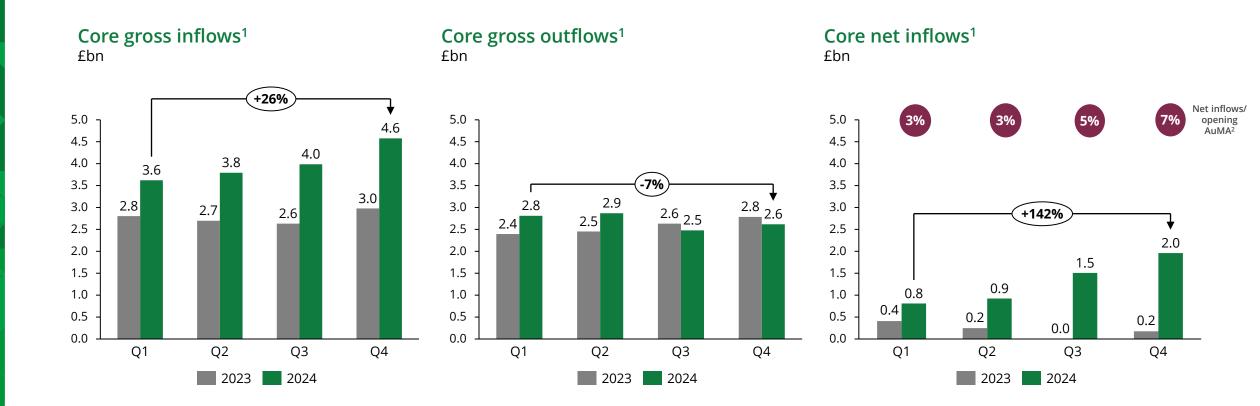


### What we have achieved: significant improvement since 2022



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### Quarterly core flows: step change in 2024 vs 2023



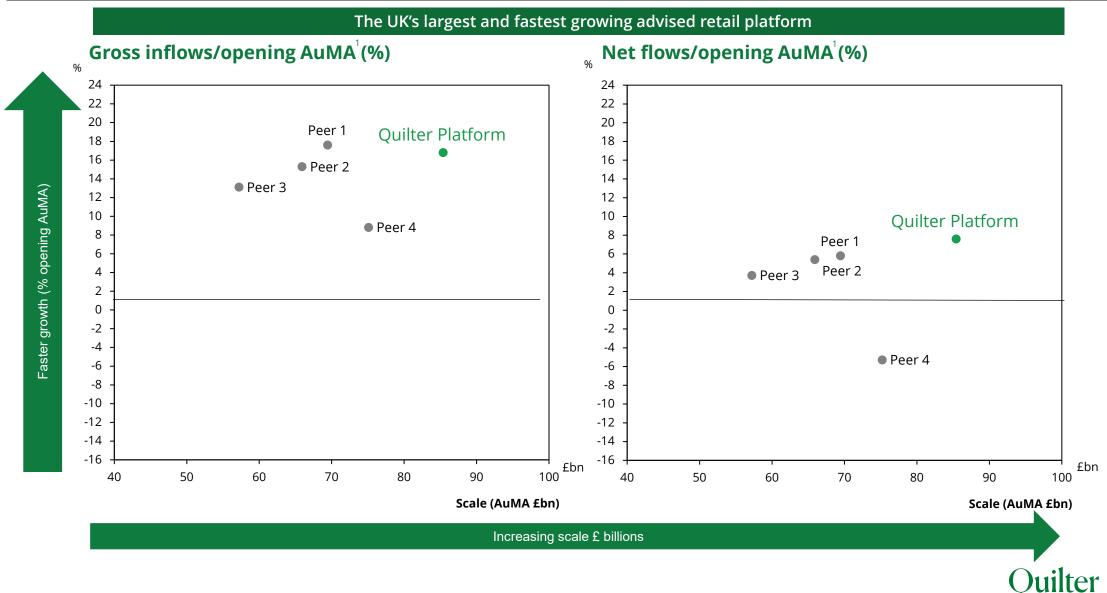
1. Totals include Inter-segment dual assets that reflect funds managed by Quilter Cheviot and administered by Quilter Investors and the Quilter Cheviot managed portfolio service solutions available to advisers on the Quilter Investment Platform.

2. 2024 discrete quarter net/opening AuMA on an annualised basis.

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### **Delivering best in class flows – Platform**

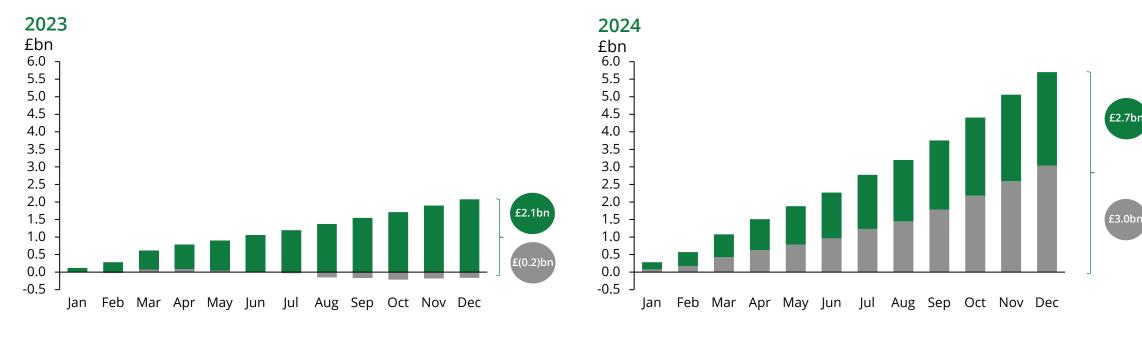


### Material increase in IFA Platform net inflows in 2024

#### Initiatives driving year-on-year improvement:

- Deepening relationships with existing advisers on Platform.
- Taking increased IFA new business market share in a larger market.
- Reduced outflow pressure from consolidators.

#### Cumulative monthly Platform net flows by channel<sup>1</sup>

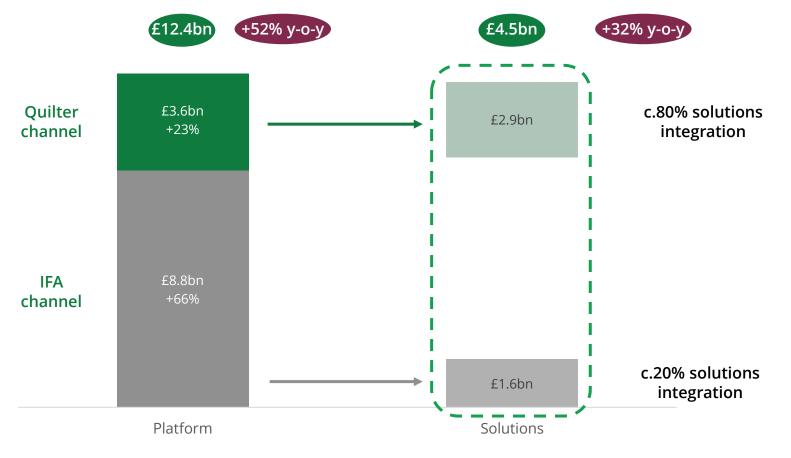


📕 Quilter channel 🔛 IFA Channel

Quilter

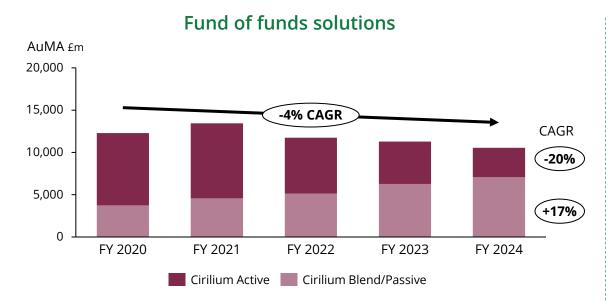
#### The importance of Platform flows

Gross flows onto Platform and into Quilter managed solutions <sub>£bn</sub>



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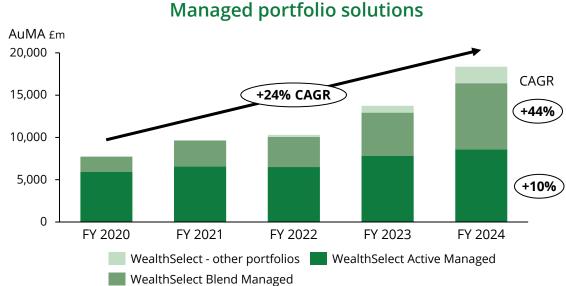
#### Principal Platform solutions: now rebased towards MPS and Blend/Passive



Cirilium Active	Cirilium Blend/Passive
<ul> <li>Flows (FY24):</li> <li>Gross inflow: £0.3bn</li> <li>Net flow : (£1.8)bn</li> </ul>	Flows (FY24): <ul> <li>Gross inflow: £2.0bn</li> <li>Net inflow: £0.2bn</li> </ul>
Revenue margin <sup>1</sup> : c.66bps Growth dynamic: Declining	Revenue margin <sup>1</sup> : c.26-46bps Growth dynamic: Growth

1. Revenue margins depend on asset allocations and sub-mandates.

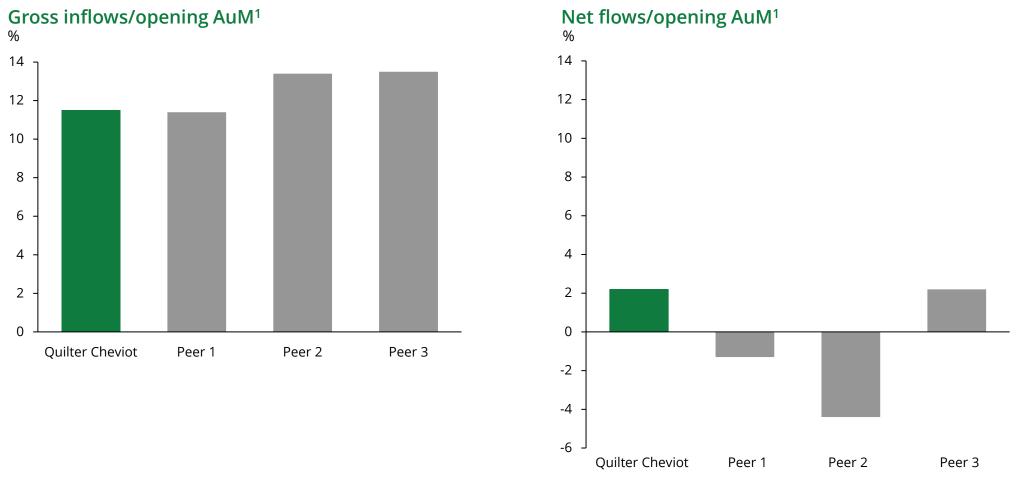
2. WealthSelect other portfolios include Passive, Responsible and Sustainable ranges.



WealthSelect Active Managed	WealthSelect Blend Managed
<ul> <li>Flows (FY24):</li> <li>Gross inflow: £1.6bn</li> <li>Net inflow: £1.0bn</li> </ul>	<ul> <li>Flows (FY24):</li> <li>Gross inflow: £2.9bn</li> <li>Net inflow: £2.4bn</li> </ul>
<b>Revenue margin</b> <sup>1</sup> : c.34bps <b>Growth dynamic:</b> Growth	Revenue margin <sup>1</sup> : c.28bps Growth dynamic: Growth

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### **Delivering best in class flows: High Net Worth**



Net flows/opening AuM<sup>1</sup>

1. Peers included where data is available. Peers include Evelyn Partners, Rathbones and Brooks Macdonald.

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#### **Build distribution**

#### Enhance propositions





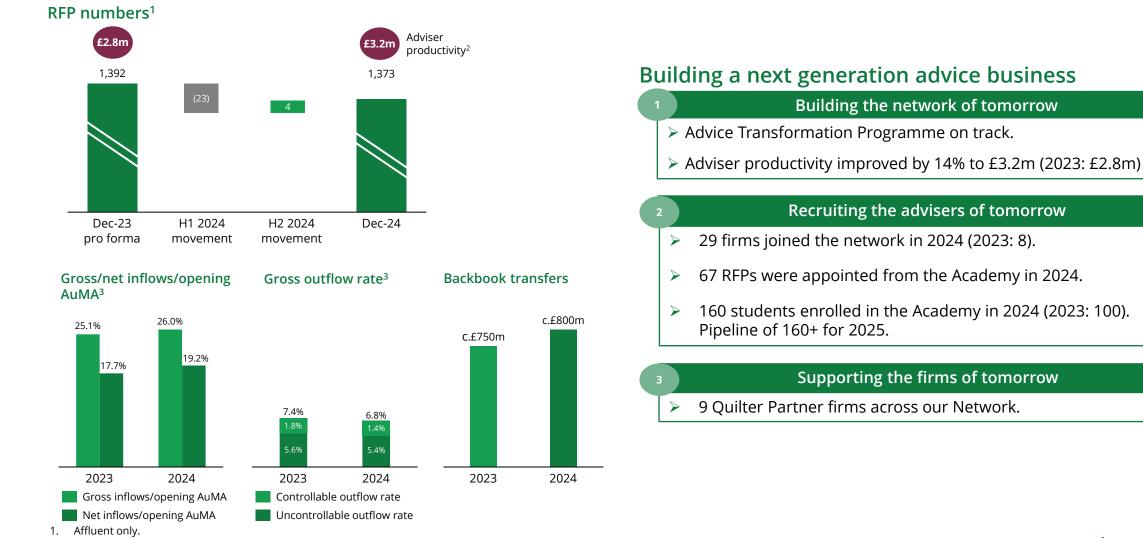
**Drive efficiency** 





### **Grow distribution: Quilter channel**

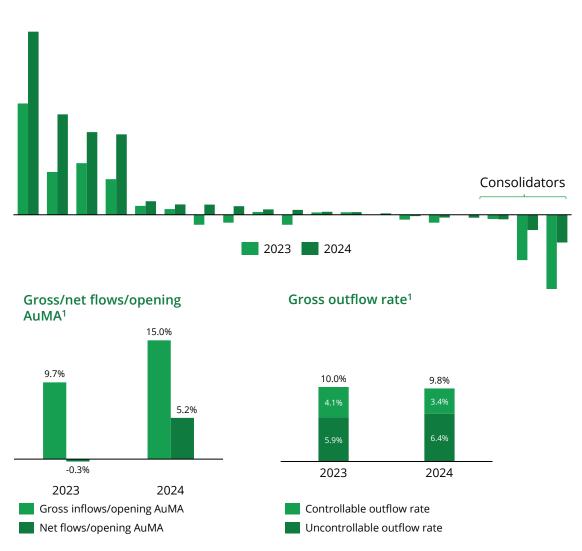




- 2. Adviser productivity (Group): Quilter channel gross sales per Quilter Adviser.
- 3. Platform excludes non-core.



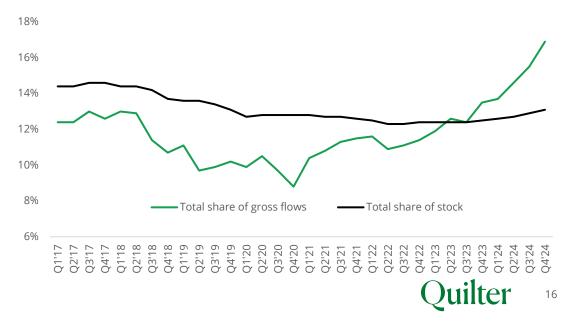




#### Why IFAs choose the Quilter Platform:

- > Competitively priced, with excellent functionality.
- Market leading IT infrastructure and digital capabilities.
- Quilter solutions and c.3,000 third-party funds.
- Five-star service.
- Strong operational support; largest UK salesforce.
- Leading office and field based technical support.
- > Dedicated adviser/paraplanner support.

#### Quilter Platform market share<sup>2</sup>: gross inflows and assets



1. Platform – excludes non-core.

2. Source: Fundscape. 2024 market figure excludes the addition of Curtis Banks in order to maintain consistency of historical profile.



#### **High Net Worth**

- Professional services: targeting partners of the large accountancy firms.
- Specialist recruitment to target entrepreneurs and those going through life-changing events.
- Key hires: appointment of new CIO in 2024.



#### Affluent

- CashHub: an award-winning cash savings solution.
- WealthSelect Managed Portfolio Service added to four third-party platforms, with additional platforms in the nearterm pipeline.



- Ongoing Platform enhancements:
  - > New pension top up service.
  - > Faster payments system.
  - In-app expression of wish.



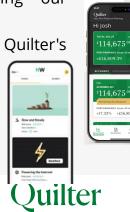
**Business** 

Investment

Quilter Cheviot client portal and App.



- Over 165,000 active customers using our Platform mobile App.
- NuWealth acquisition supports C strategic priorities and growth options.





# NuWealth Acquisition of NuWealth adds digital proposition and distribution capabilities. > Digital-first customer proposition. **Distribution** > Supports AGBR by delivering advice-based investment solutions to underserved segments. **Proposition** > Builds future client pipeline for Quilter RFPs and IFAs on Quilter Platform. **Future fit** $\succ$ Pathway to full advisory services as client wealth grows.



### **External recognition**



**Multiple awards for best Platform Strong Trustpilot rating** FT ADVISER Schroders Schroders Reviews 9,587 • Excellent Quilter UK UK Paraplanner \* \* \* \* \* \* 4.5 PLATFORM AWARDS PLATFORM **Quilter Cheviot Financial** AWARDS 5 Star Winner Planning Platform Provider Leading Platform for Reviews 378 • Excellent Winner Platform of the Year Quilter Model Portfolio Services ★ ★ ★ ★ ★ 4.7 ① **Quilter Cheviot** BEST Reviews 192 • Excellent \* \* \* \* \* \* 4.5 Quilter WINNER **High Net Worth awards** Awards in other propositions defaqto INVESTMENT FT ADVISER AWARDED BY FT ADVISER **Professional**Advise ARC **INVESTMENT MARKETING** PA AWARDS 2024 AND INNOVATION  $\star$   $\star$   $\star$ FOR COMMITMENT AWARDS 2024 2024 DFM Bespoke 2024 dviser PROFESSIONALPENSIONS WINNER Professional 5 Star Winner 5 Star Winner **EXPERT RATED** Pensions and Protection Provider WINNER Best ESG Solution for Advisers Quilter Quilter Quilter Proposition development AKG B+ COLWMA WINNER Best FINANCIAL STRENGTH RATED BEST RETIREMENT **Advisory Service** m vestment Life & Pensions DFM SECTOR VERY STRONG WINNER QUILTER Moneyfacts WWW.AKG.CO.UK Awards 2024 OUILTER CHEVIOT LIMITED **Best Online Service** 



# Transformation: building a scalable and efficient operating model

Advice Transformation Programme			ne	High Net Worth evolution					Organisational simplification				
Transforming our advice technology to improve client experience and deliver proposition and cost benefits.				Moving to a single UK regulated entity. Introduce clearer demarcation between DPS and MPS propositions.					Continue to improve operating margin in the medium- term, from a c.30% base.				
Integrate	d technolo	gy framework		Sing	le legal/regulat	ory entity		Phase	e Two: £50m d	cost saving or	2022 cost base		
Back of	Back office operating efficiency			Evolving towards a higher target value client base									
Improve	adviser/clie	ent experience		Improv	e adviser/clien	t experience							
Simplification savin £m	gs		4	5				35			15		
	0	10	20	30	40	50	60	)	70	80	90		
		Phase 1 -	- achieved	in 2022/23 🛛 🗖 F	Phase 2 – achieve	d <sup>1</sup> in 2023/24	Phase	2 – to cor	me¹ in 2025				

- > Business model has scope for strong operating leverage.
- > Focused on investing to drive growth plans while delivering profit and operating margin improvements.



1. On a run-rate basis.

## Key objectives: strategic evolution

#### **Future:** Distribution **Grow distribution** > Grow our adviser and financial Increase market share and improve productivity. planner numbers. Serve a broader range of clients. > Capture greater flows when markets improve. Invest in Adviser Academy. $\succ$ Achieve net flows of 4-5% through the cycle. **Enhance propositions Proposition** > Remain highly customer centric. > Be more responsive to > Invest to anticipate future customer needs, including NuWealth customers, clients and the and Platform. market. > Build brighter financial futures. Be future fit > Continue to simplify and modernise our business. Efficiency > Modernise our processes. > Invest to grow, including brand investment. Remove complexity and legacy > Recognition as a high-performing organisation. costs. > Further margin progression from 30% over time.



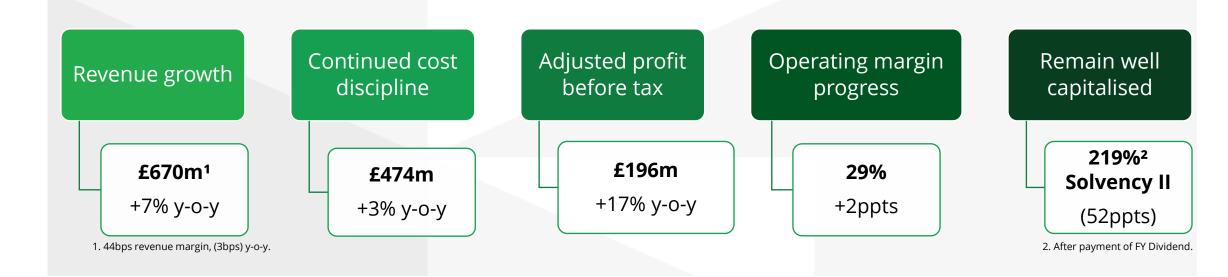


# Mark Satchel Chief Financial Officer

Introduction

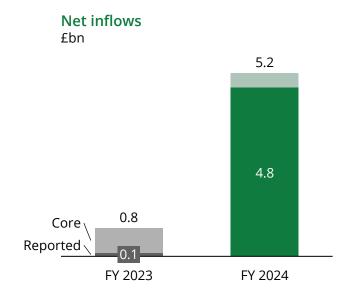


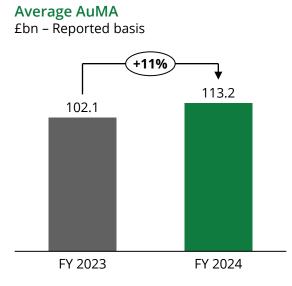
#### FY 2024 results: Continued strong delivery

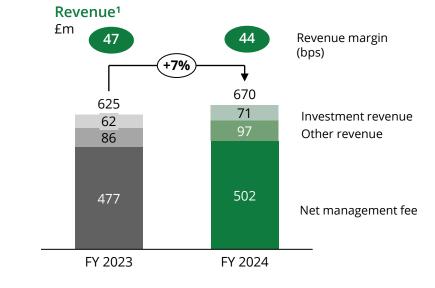




## Operating leverage drives strong growth in adjusted profit and EPS

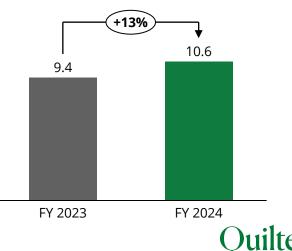






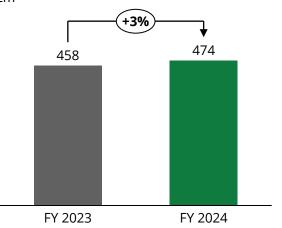
#### Adjusted diluted EPS

Pence



#### **Operating expenses**

£m





167

FY 2023

196

FY 2024

1. Net management fee includes the interest earned on client holdings in Quilter Cheviot and Quilter Investment Platform. Investment revenue includes interest on shareholder cash balances (including cash at bank and money market funds).

### **Revenue margins tracking in line with expectations**

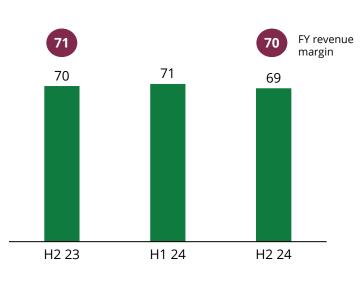
Managed

bps



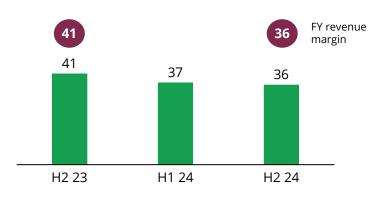
#### **High Net Worth**

#### Managed Revenue margin progression bps

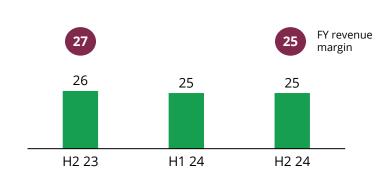


Margin remained broadly consistent  $\succ$ through period.

## Affluent Administered **Revenue margin progression Revenue margin progression** bps



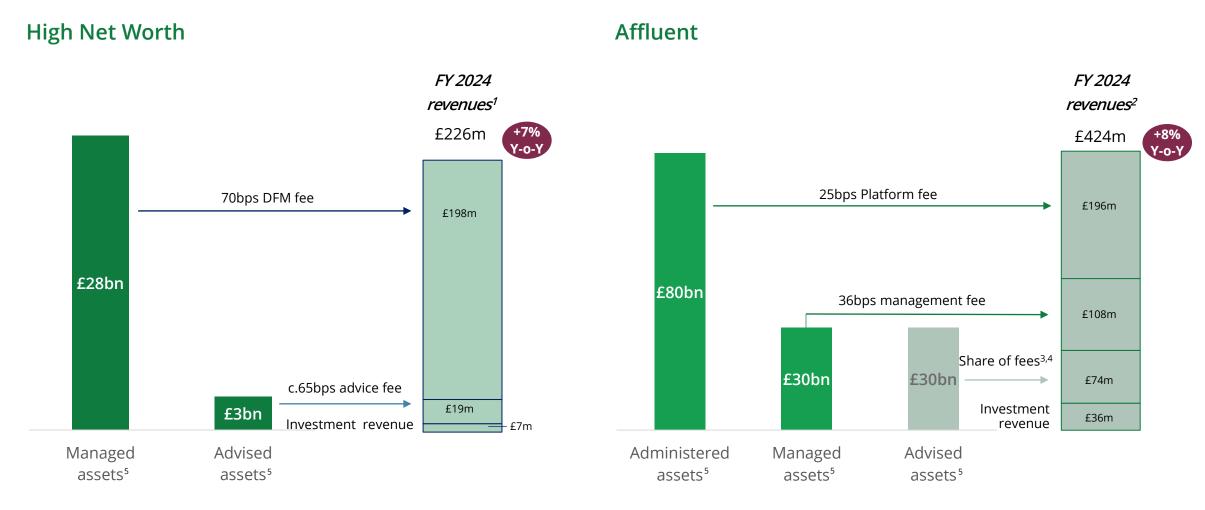
Mix effect from switching out of Cirilium  $\succ$ Active into other Quilter solutions.



Trend in line with c.1bp decline per  $\geq$ annum guidance.



### Segment revenues: good revenue momentum from all income sources

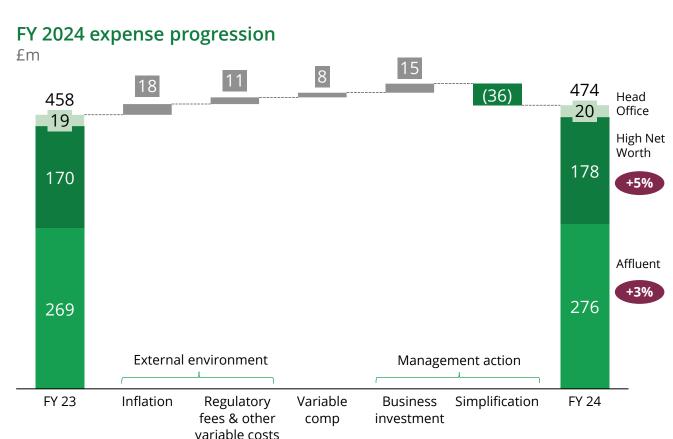


Revenue margins in the above, represents the revenue margins Quilter retains.

- 1. HNW revenue total includes 'other' revenue of £2m.
- 2. Affluent revenue total includes 'other' revenue of £10m.
- 3. Quilter retains 15-20% of all fees generated by Quilter Financial Planning advisers.
- 4. Includes initial and Mortgage and Protection
- 5. 2024 average assets.

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	Cost aı (£ı		percen	As a rcentage of revenues		
	FY 2023	FY 2024	FY 2023	FY 2024		
Support staff costs	115	110				
Operations	21	20				
Technology	32	31				
Property	30	28				
Other base costs <sup>1</sup>	29	33				
Sub-total base costs	227	222	36%	33%		
Revenue-generating staff base costs	96	101	15%	15%		
Variable staff compensation	74	82	12%	12%		
Other variable costs <sup>2</sup>	45	51	7%	8%		
Sub-total variable costs	215	234	34%	35%		
Regulatory/Insurance costs	16	18	3%	3%		
Total operating expenses	458	474	73%	71%		



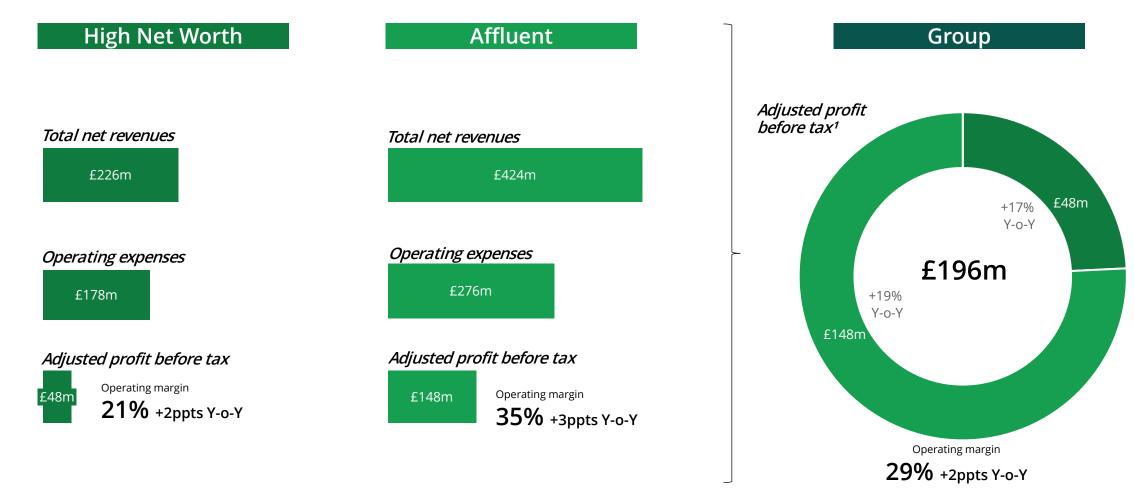
Numbers may not cast due to rounding.

1. Other base costs includes depreciation and amortisation, audit fees, shareholder costs, listed Group costs and governance.

2. Other variable costs includes FNZ costs, development spend and corporate functions variable costs.

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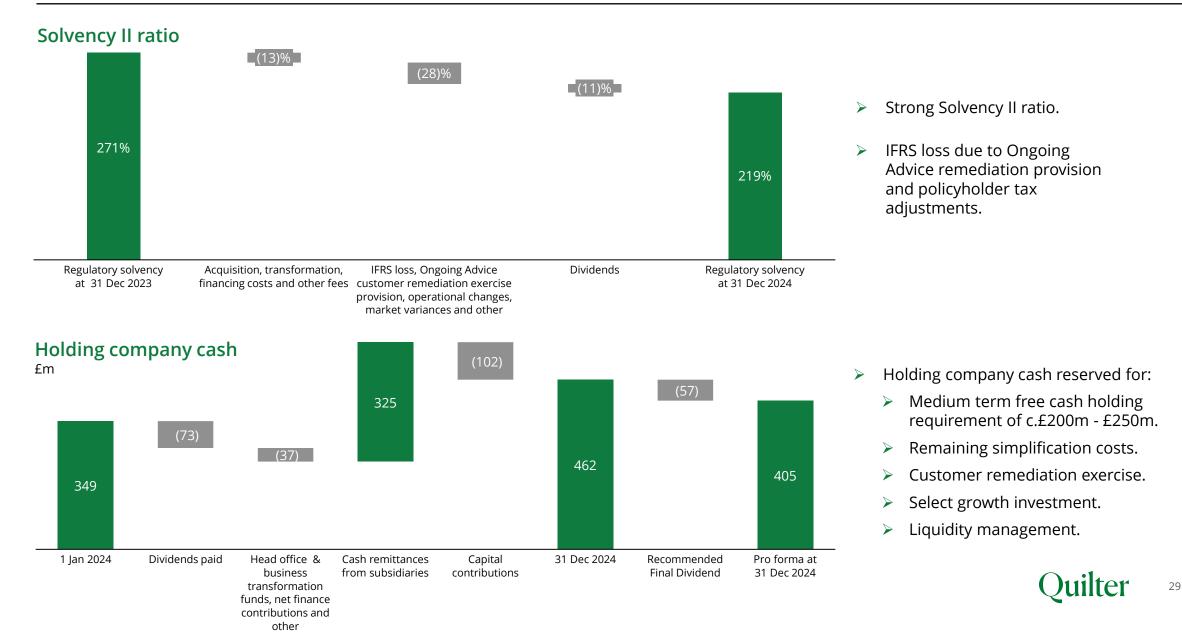
### Segment financials: strong year-on-year growth



1. Includes Head Office £20m net revenue and £20m operating expenses.

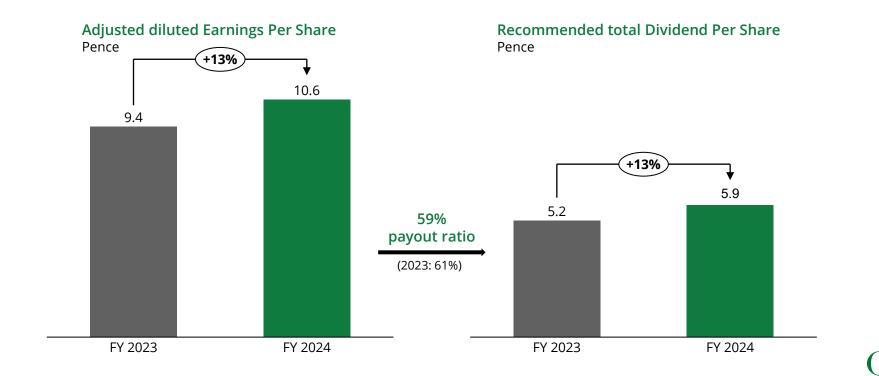
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### Strong solvency ratio and robust cash position

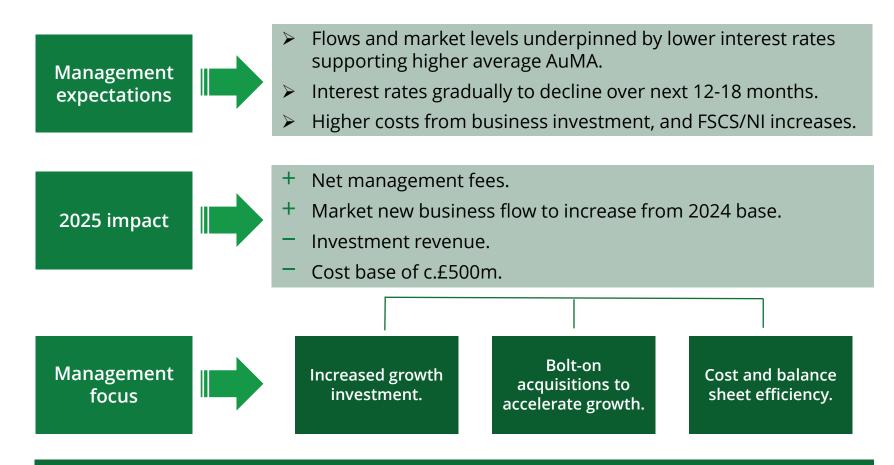


#### Dividend

- Board recommends a 2024 dividend of 5.9p, an increase of 13% (2023: 5.2p).
- > Dividend pay-out ratio of 59% (2023: 61%).
- > Adjusted diluted Earnings Per Share ('EPS') of 10.6p, an increase of 13% (2023: 9.4p).



### 2025 operating environment: maintaining our focus on delivery



#### 2025 adjusted profit guidance

- > Solid profit growth in 2025 with stronger, more normal, momentum in 2026.
- > Headwind from lower interest rates, NI and FSCS costs. Expect simplification to be back-end loaded.



# Updated guidance

The Quilter financial medium marke			Updated guidance
		Net flows	Net flows of 4-5% of opening AuMA on average, through the cycle.
Net flows/opening AuMA	c.+5%		
Market movements	margins		<ul> <li>Mix shift reducing High Net Worth margin by c.1bp per annum.</li> <li>Affluent managed assets – low to mid 30 bps, mix dependent.</li> </ul>
Average AuMA			Affluent administered assets declining by c.1 bp per annum.
'Expected' margi	n attrition		
Revenues	Mid to high single digit %	Operating margin	Managing investment to deliver operating margin around 30% on a gradually improving medium-term trajectory.
Costs	Positive jaws	Dividend	Payout ratio of 50-70% of post-tax, post interest adjusted profit.
Steady compounding of earnings at a high single digit to mid-teens rate over time		Below the line items	> Unchanged – £66m spent to date.



# Conclusion



- Structural growth as a large, scale player in an attractive, fragmented UK Wealth Market.
- > 4-5% net flow delivery on average through the cycle, from our strong dual distribution approach.
- > Operating margin improving from a c.30% base, over time.
- > A business fit to deliver on the significant growth opportunities ahead.









### Affluent: Step change in IFA Platform net flows

#### Initiatives driving year-on-year improvement:

- Deepening relationships with existing advisers on Platform.
- Taking increased IFA new business market share in a larger market.
- Reduced outflow pressure from consolidators.



#### Cumulative Platform weekly net flows by channel

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## **Quilter Investors: investment performance**

#### As at 31 December 2024

Front and and a						Since
Fund range	Fund vs IA Sector comparator	1Y	3Y	5Y	10Y	inception <sup>1</sup>
	WealthSelect Managed Active 3	1	1	1	1	1
	WealthSelect Managed Active 4	2	1	1	2	1
	WealthSelect Managed Active 5	2	1	1	1	1
WealthSelect Managed Active	WealthSelect Managed Active 6	З	1	2	2	2
WealthSelect Managed Active	WealthSelect Managed Active 7	3	1	1	1	1
	WealthSelect Managed Active 8	2	1	1	1	1
	WealthSelect Managed Active 9	2	1	1	1	1
	WealthSelect Managed Active 10	3	2	3	3	3
	WealthSelect Managed Blend 3	1	1	1	1	1
	WealthSelect Managed Blend 4	2	1	1	1	1
	WealthSelect Managed Blend 5	1	1	1	1	1
WealthSelect Managed Blend	WealthSelect Managed Blend 6	3	1	2	2	1
	WealthSelect Managed Blend 7	2	1	1	1	1
	WealthSelect Managed Blend 8	2	1	1	1	1
	WealthSelect Managed Blend 9	2	1	1	1	1
	WealthSelect Managed Blend 10	3	2	3	3	3
	Cirilium Conservative Blend Portfolio	4	2	2		2
	Cirilium Balanced Blend	3	1	2		2
Cirilium Blend	Cirilium Moderate Blend	3	2	2		2
	Cirilium Dynamic Blend	2	1	2		2
	Cirilium Adventurous Blend	2	1	1		1
	Cirilium Conservative Portfolio	4	4	4	2	2
	Cirilium Balanced Portfolio	4	4	4	2	1
Cirilium Active	Cirilium Moderate Portfolio		1			
	Cirilium Dynamic Portfolio	2	4	3	3	1
	Cirilium Adventurous Portfolio	2	4	3		3

#### Investment performance

- > WealthSelect managed portfolio continued to deliver a strong performance.
- > Cirilium Blend continued to perform as expected given relative underweight positions in the "Magnificent 7" US stocks.

Note: Past performance is not a guide to future performance and may not be repeated. UK: Suitable for professional clients. Note: Rankings represent Quartile rankings against respective IA sectors. Cirilium Passive is not measured against an IA comparator and hence does not appear in this table. 1. Cirilium Active launched on 2nd June 2008, with the Adventurous portfolio launching in June 2017. Cirilium Blend launched on 27th July 2019 and WealthSelect launched on 28th February 2014.



#### **Investment Performance**

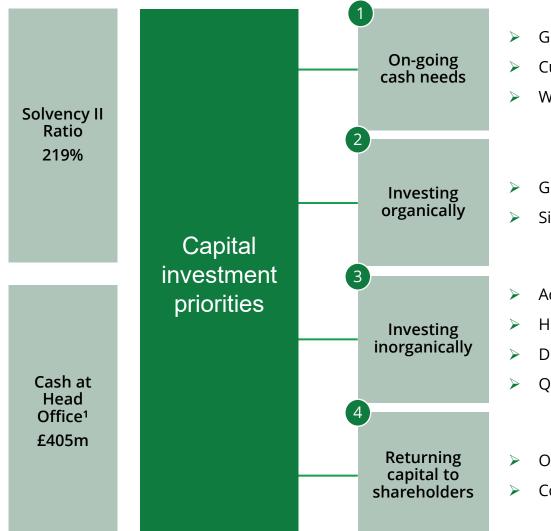
31 December 2024	Cumulative Return										
ARC PCI Steady Growth		1 Year	3 Year	5 Year							
	Quilter Cheviot PCI	8.54%	3.94%	20.28%							
	ARC PCI	7.89%	3.83%	19.68%							
	Relative	0.65%	0.11%	0.60%							
31 December 2024	Cumulative Return										
		1 Year	3 Year	5 Year							
ARC PCI Equity Risk	Quilter Cheviot PCI	9.92%	4.65%	25.19%							
	ARC PCI	9.32%	4.90%	24.67%							
	Relative	0.60%	(0.25)%	0.52%							

#### Highlights

- > High Net Worth investment performance has been strong.
- Discretionary client portfolios have outperformed the ARC PCI Steady Growth peer group indices over 1, 3 and 5 years; and in the ARC PCI Equity Risk category, they have outperformed over 1 and 5 years, with a small 25bps underperformance over 3 years (figures to end December 2024).
- > High Net Worth Core Managed Portfolio Solutions have outperformed the respective IA sectors over all time periods.



### Efficient capital and balance sheet management



- Group capital requirements (regulatory capital and stress buffers)
- Current year dividend
- Working capital and interest
- Growth investment
- Simplification programme
- Accelerate growth through bolt-on acquisitions
- High Net Worth acquisitions
- > Development of distribution capabilities
- Quilter Partners and other initiatives
- > On-going future regular dividend distributions, moving up the pay-out range
- Consideration of special capital returns including share buybacks



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1. After payment of the 2024 recommended Final Dividend.

## Client pricing: open, unbundled, with choice at the heart

# Average fees example, reflecting current predominant choice by clients & their advisers % of investment

		Upfront				On	Total Equivalent p.a.			
		Advice	Total	Total p.a/ 10 Years (A)	Advice	Wrapper / Admin	Investment Management	Total (B)	A+B	Financial Advice Included?
Average fees, most popular investment, network adviser	QFP WS Blend Risk Level 5	1.04	1.04	0.10	0.66	0.21	0.59	1.46	1.56	Yes
	QFP - WS Active RL5	1.04	1.04	0.10	0.66	0.21	0.70	1.57	1.67	Yes
	QFP - WS Blend RL5	1.04	1.04	0.10	0.66	0.21	0.59	1.46	1.56	Yes
Average fees for £500K	QFP - WS Passive RL5	1.04	1.04	0.10	0.66	0.21	0.22	1.09	1.19	Yes
investment, Network adviser Platform										
charge, various solutions	QFP Cirilium Balanced Active	1.04	1.04	0.10	0.66	0.21	1.15	2.02	2.12	Yes
	QFP Cirilium Balanced Blend	1.04	1.04	0.10	0.66	0.21	0.73	1.60	1.70	Yes
	QFP Cirilium Balanced Passive	1.04	1.04	0.10	0.66	0.21	0.37	1.24	1.34	Yes

Source: Quilter plc – Based on actual charges made to clients over the last 12 months, produced for publication in December 2024. Notes:

1. The outcome highlighted in bold is currently the predominant choice made by clients and their advisers. Advice + Platform + WealthSelect Blend (risk level 5).

2. Advice fees are a function of case size, the 104bps and 66bps are the average charges for a £500k portfolio based on actual cases written in 2024 for new business and current ongoing charges.

3. Platform fee is based on a £500k portfolio.

4. Investment management fee is inclusive of Quilter's margin and that paid to the underlying fund manager.

