

# Quilter plc Annual General Meeting 2026 Speeches

Thursday 14 May 2026

## **Quilter plc Annual General Meeting (“AGM”) 2026 Chair and Chief Executive Officer speeches**

### **Ruth Markland, Chair**

Good morning everyone and thank you to those in the room and those on the phone for making time to join us today.

Let me introduce my Board colleagues.

On my right is Neeta Atkar, our Senior Independent Director.

On my left is Steven Levin, our Chief Executive Officer, and to Steven’s left is Mark Satchel, our Chief Financial Officer.

Our other Board colleagues are sitting in the front row, except for Chris Samuel who is unable to attend.

Also in attendance is Sandra Dowling, our Audit Partner from PwC.

I may invite my colleagues to help me answer your questions today.

Before I handover to Steven, there are two areas that I want to cover this morning:

First, I’ll run through the changes to your Board since our last AGM.

Secondly, I’ll comment on capital matters, including our dividends, Share Buyback Programme and Distribution Policy.

Let me take each of those in turn:

We welcomed Andrew Ross to the Board in January and he will stand for re-election by shareholders for the first time at this AGM.

Andrew has deep experience in wealth and asset management. This will add to the Board’s existing range of skills.

George Reid will step down from the Board at the conclusion of this meeting.

On behalf of the Board, I would like to thank George for his significant contribution to Quilter as a Non-executive Director over the last nine years.

George chaired the Board Audit Committee since before Listing until he handed over to his planned successor, Alison Morris, in October 2025. George’s effective stewardship of the Board Audit Committee has played an important role in ensuring the robustness of our financial reporting, assurance and internal control frameworks. We wish him well for the future.

Next, I’d like to comment on the Board’s approach to managing capital.

In respect of the 2025 financial year, your Board is recommending a Final Dividend of 4.3 pence per share. If approved later in this meeting, that will bring our total dividend for 2025 to 6.3 pence per share.

An increase of 7%.

In March, we launched a Share Buyback Programme of up to £100 million.

And finally, this year, the Board agreed a shareholder distribution policy through a combination of ordinary dividends and annual share buybacks.

We are seeking approval later in the meeting to appoint additional banks to execute share buybacks, which will provide the Board with greater flexibility.

Quilter had a strong year in 2025. And we look forward to the future with confidence.

Let me finish by saying thank you to colleagues, shareholders and all stakeholders for their ongoing support for Quilter.

Now, let me hand over to our Chief Executive Officer, Steven, who is going to outline some of the year's highlights.

**Steven Levin, Chief Executive Officer**

Thank you, Ruth.

Good morning, everyone.

Thank you for joining us today.

I'll do two things this morning:

- I'll take you through the business highlights for 2025;
- And I'll update you on the progress we've made towards our strategic priorities ...

I'm very pleased with both our strategic and our financial performance in 2025, achieving a 6% increase in adjusted profit to £207 million.

We delivered excellent momentum in flows, taking market share in growing markets. Net flows were up to a record £9 billion.

Coupled with a positive contribution from markets, our total AUMA increased by 18% to £141 billion.

Our operating margin reached 30%, in line with our medium-term goal.

We delivered revenue growth of 5% to £701 million reflecting higher management fee revenue, partially offset by lower investment revenue generated on shareholder funds.

Effective cost management limited cost growth to 4% for the year. We completed the second and final phase of our Business Simplification programme, achieving our target of £50 million of savings.

This strong performance translated into Adjusted Diluted Earnings per share of 11 pence. An increase of 4% over 2024.

We increased our dividend by 7%, with a payout ratio of 60%.

And we've announced the enhanced Distribution Policy that Ruth has outlined.

Now, turning to our key strategic priorities – Building Distribution, enhancing our Propositions, and becoming Future Fit.

Let me draw out a few key highlights:

First, in Building Distribution:

We added to the number of advisers and adviser firms in our Quilter channel. More than 100 advisors graduated from our academy in 2025 and they are now starting to build their books.

High Net Worth increased the number of investment managers and we also announced the acquisition of Gillen Markets in Ireland, which will build out our footprint there.

Secondly, we've continued to enhance our propositions.

We've got a market-leading proposition for customers with excellent distribution. We have the UK's largest single advisor platform. And we're the fastest growing of the large platforms. Our platform receives strong external recognition from industry awards. And our Trustpilot score of 4.5 is testament to the quality of our client proposition.

We are the largest discrete platform in the retail advised market, offering best-in-class technology, and the benefits of our scale to clients at sustainable and competitive prices.

Our Managed Portfolio Service for the Affluent market, WealthSelect, became the largest MPS in the UK and, in response to Adviser feedback, it is now available on six third-party Platforms,

We launched Smoothed Funds in partnership with Standard Life, which is a unique product for clients near and in retirement.

And in High Net Worth, we launched a tailored income service, designed to support decumulation in a discretionary offering.

Thirdly, in terms of becoming Future Fit:

The investment in our Advice Transformation Programme is enhancing client management systems to allow advisers to be more productive. We are rolling out an AI solution to significantly reduce the amount of time taken to complete certain tasks and future iterations will add capacity for advisers to serve more customers.

We're also investing in our brand. Our 'Money Needs a Plan' brand advertising campaign and sponsorship of the Autumn rugby championship, called the Quilter Nations Series, was a first step in establishing ourselves as a recognised brand and customer champion across UK retail financial services.

Additionally, we appointed Jo Harris as our Chief Customer Officer. This is a newly created role to support our customer champion strategy. The creation of this role on the Executive Committee demonstrates our commitment to growing our propositional capabilities and ensuring our mantra of being a customer champion is at the heart of everything we do.

Overall, in 2025 we continued to focus on the execution of our strategy, and I'm pleased to report positive progress and strong financial performance.

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