



# Investor introduction

Spring 2023

Quilter

# Disclaimer

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This presentation may contain certain forward-looking statements with respect to certain Quilter plc's plans and its current goals and expectations relating to its future financial condition, performance and results.

By their nature, all forward-looking statements involve risk and uncertainty because they relate to future events and circumstances which are beyond Quilter plc's control including amongst other things, international and global economic and business conditions, the implications and economic impact of the COVID-19 pandemic and the conflict in Ukraine, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing and impact of other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of tax and other legislation and other regulations in the jurisdictions in which Quilter plc and its affiliates operate. As a result, Quilter plc's actual future financial condition, performance and results may differ materially from the plans, goals and expectations set forth in Quilter plc's forward-looking statements.

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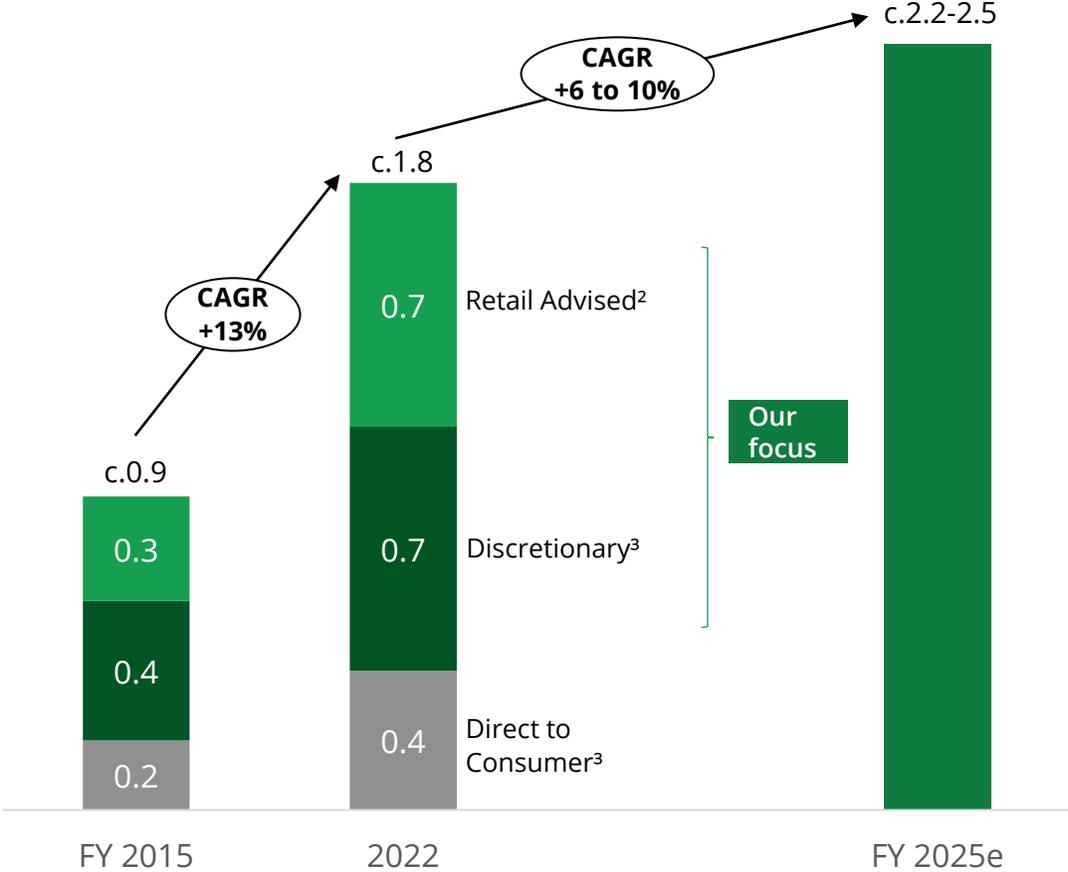


# Industry overview and Quilter's journey to date

Quilter

# UK Wealth: a secular growth opportunity

UK wealth management market growth and forecast<sup>1</sup>  
AuA, £tn



- The UK wealth management market is the fifth largest in the world<sup>4</sup>
- Strong market growth as flows consolidate onto Platforms
- Retail advised market continues to be a high growth market
- Discretionary market remains largest wealth market sector

Sources and notes:

1. Fundscape Platform report Q4'22, Retail Advised Platform AuA, adding £148bn St. James Place AuM.  
 2. Compeer UK Wealth Management Report, 2022.  
 3. Wealth managers and private banks, Boring Money Online Investing 2022. Estimated H1 AuM, Wealth manager and Private banks Discretionary AUM only.  
 4. Credit Suisse Global Wealth Databook 2022.  
 Using different sources results in some overlap in underlying participants and AuMA.

## Industry context – secular growth with cyclical challenges

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**UK Wealth market has strong secular growth potential**

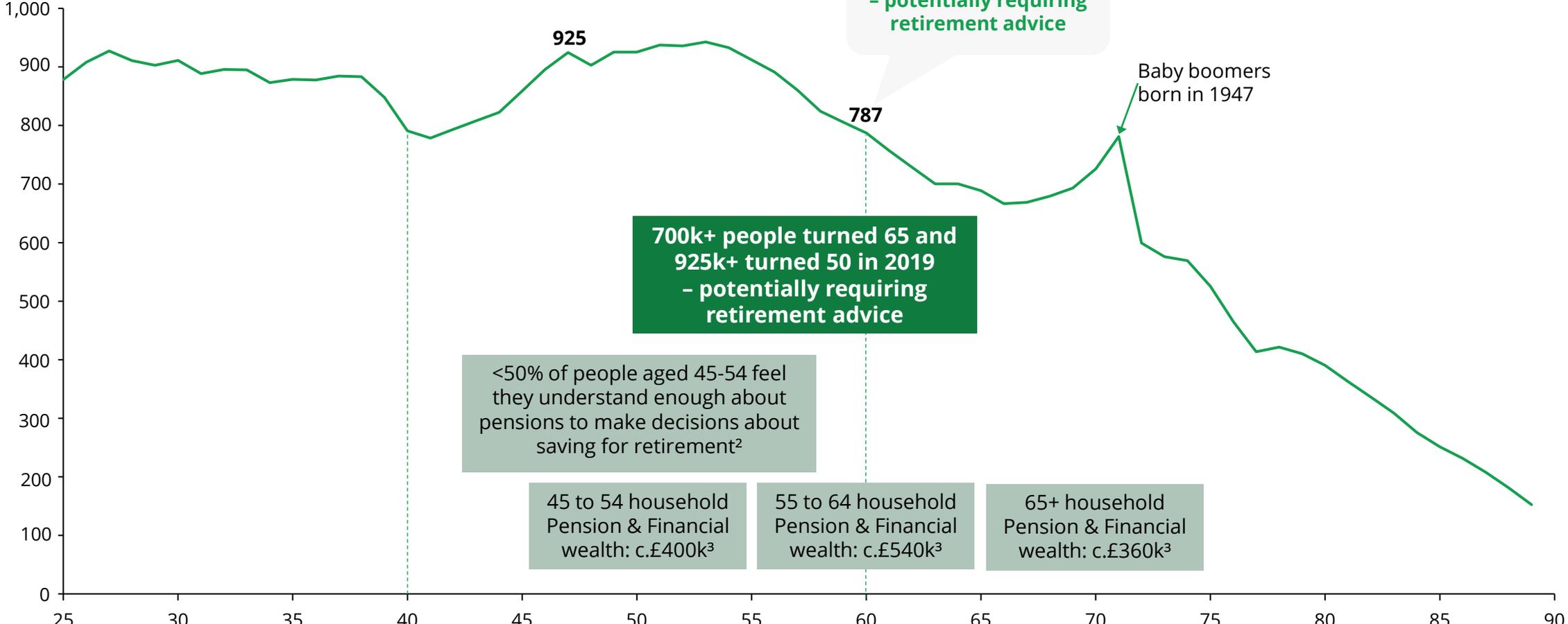
**Cyclical equity and bond market headwinds in 2022**

**Economic downturn, higher interest rates, cost-of-living challenges impacting flows**

**Adviser consolidation causing market disruption**

# Industry dynamics: Retirement demographics continuing advice demand

UK England & Wales Population<sup>1</sup>  
(’000 by age year, 2018)



1. Source: ONS.  
 2. Source: ONS "Early indicator estimates from Wealth and Assets Survey", published August 2020.  
 3. Source: ONS "Total wealth in Great Britain: April 2016 to March 2018", published December 2019. Pension Wealth and 'net' Financial wealth excludes physical wealth (assets) and net property wealth.

# Industry dynamics: regulatory and fiscal changes driving disruption

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## Pension reform

- Provides customers with opportunity for **consolidation and flexibility** to manage retirement assets
- Demand and complexity driving **need for advice**
- Increased **longevity of client relationships** for wealth managers versus compulsory annuitisation

## Government initiatives

- **Auto-enrolment** increasing flows into pensions, albeit slowly – future customers for wealth managers
- **Increased ISA and JISA allowances** and introduction of NISA and Junior SIPPS
- Uncertainty around **tax and allowances** on savings, pension and IHT driving propensity for advice

## FCA thematic reviews

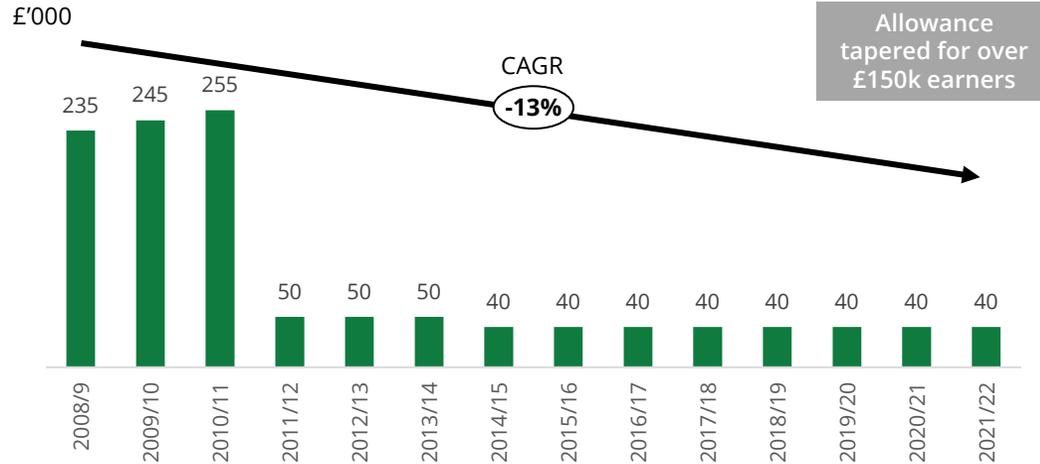
- **Asset management market study** remedies focussed on driving competitive pressure in asset management, investor value for money and effectiveness of intermediaries
- **Investment Platform study** focused on improving competition and better consumer outcomes
- **DB pension transfer advice** framework designed to promote better, industry-wide, customer outcomes

## Multiple regulatory regimes & directives

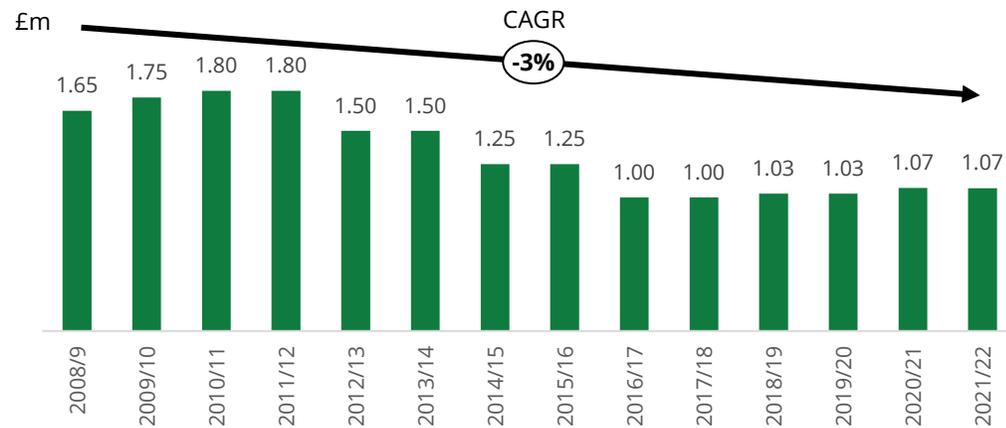
- Further **increase in regulatory burden and cost of compliance** for advisers, particularly low scale players and new entrants
- Designed to **increase transparency** for customers and strengthen individually accountability within the financial services industry

# Industry dynamics: fiscal changes driving complexity, changing client behaviour and need for advice

## Annual pension allowance



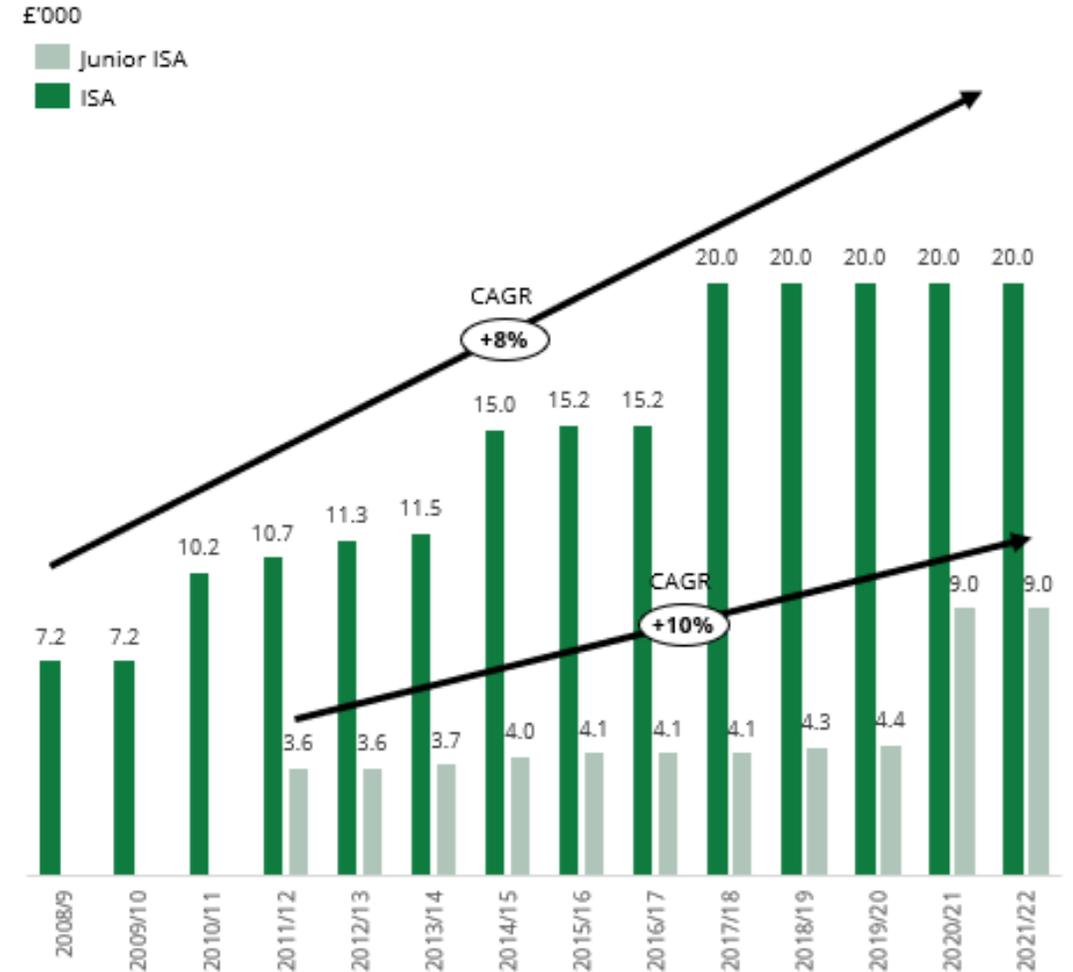
## Pension lifetime allowance<sup>1</sup>



<sup>1</sup>Pension Lifetime Allowance (LTA) removed from 6 April 2023, but subject to future government policies.

Source: HMRC

## ISA annual allowance



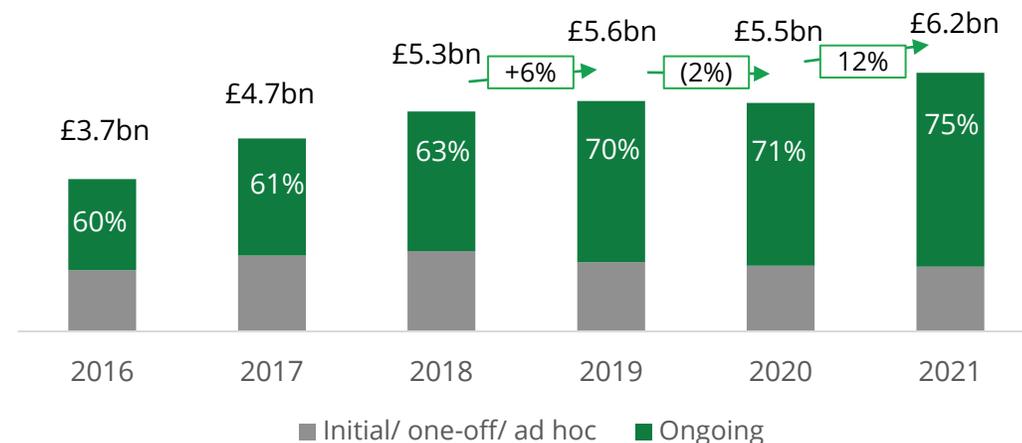
# Industry dynamics: continued strong demand for Advice as cost of delivery increases

- Adviser trend to serve fewer active clients continues:
  - Compensation model from commission to fees
  - New model built on ongoing client servicing
  - Focused on smaller number of clients with higher investable assets
  - Demographics support opportunity to serve customers' wealth needs for longer
  
- Regulatory environment making it harder for independents
  - Pandemic demonstrated benefits of network such as Quilter
  - Regulatory oversight and higher PII costs
  
- Fast, scale growth harder as larger firms scarcer to acquire
  - 90% financial adviser firms have fewer than 5 advisers<sup>1</sup>

1. Source: FCA, Retail Intermediary Market Study 2021.

## Market total revenue from adviser charges<sup>1</sup>

Revenues on investment advice and related charges



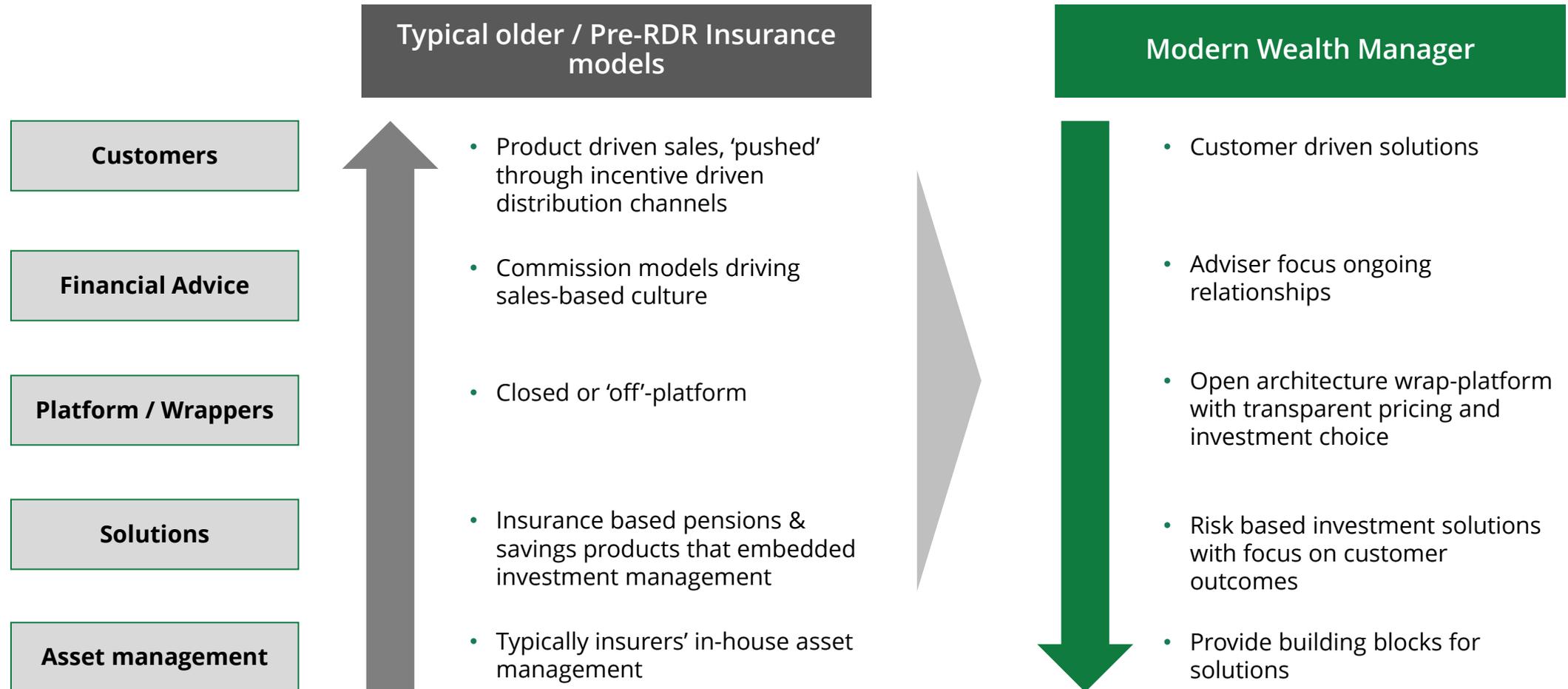
## PII premiums paid by financial adviser firms<sup>1</sup>

Increases reflect changes in Ombudsman award limits and claims experienced by market

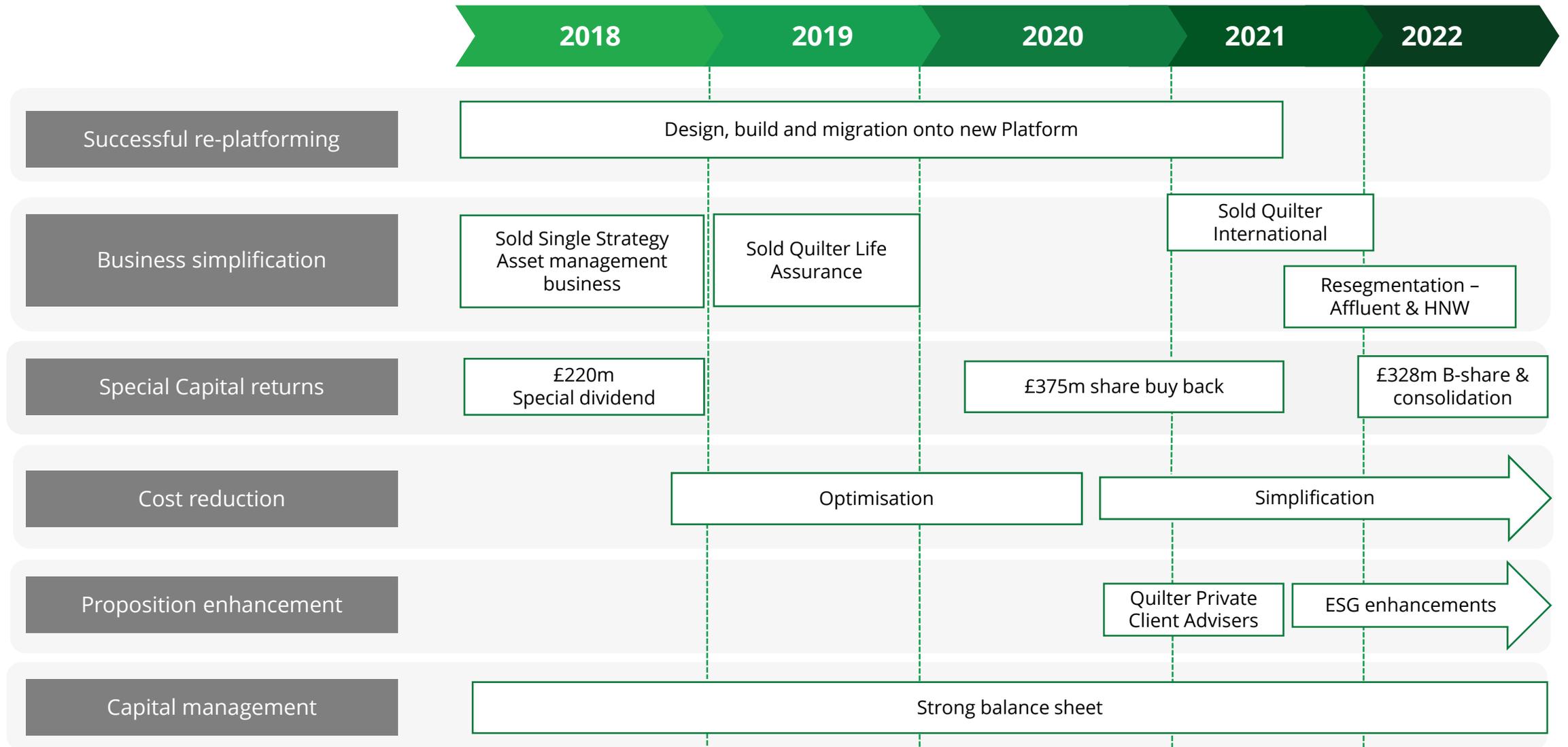
Total annualised PII premiums: growth exceeding revenues (£m)



# Industry dynamics: Business models adapted to changing regulation and evolving value chain



# Quilter: our story and achievements since Listing in 2018



# Business reshaped towards a UK centric focus since Listing

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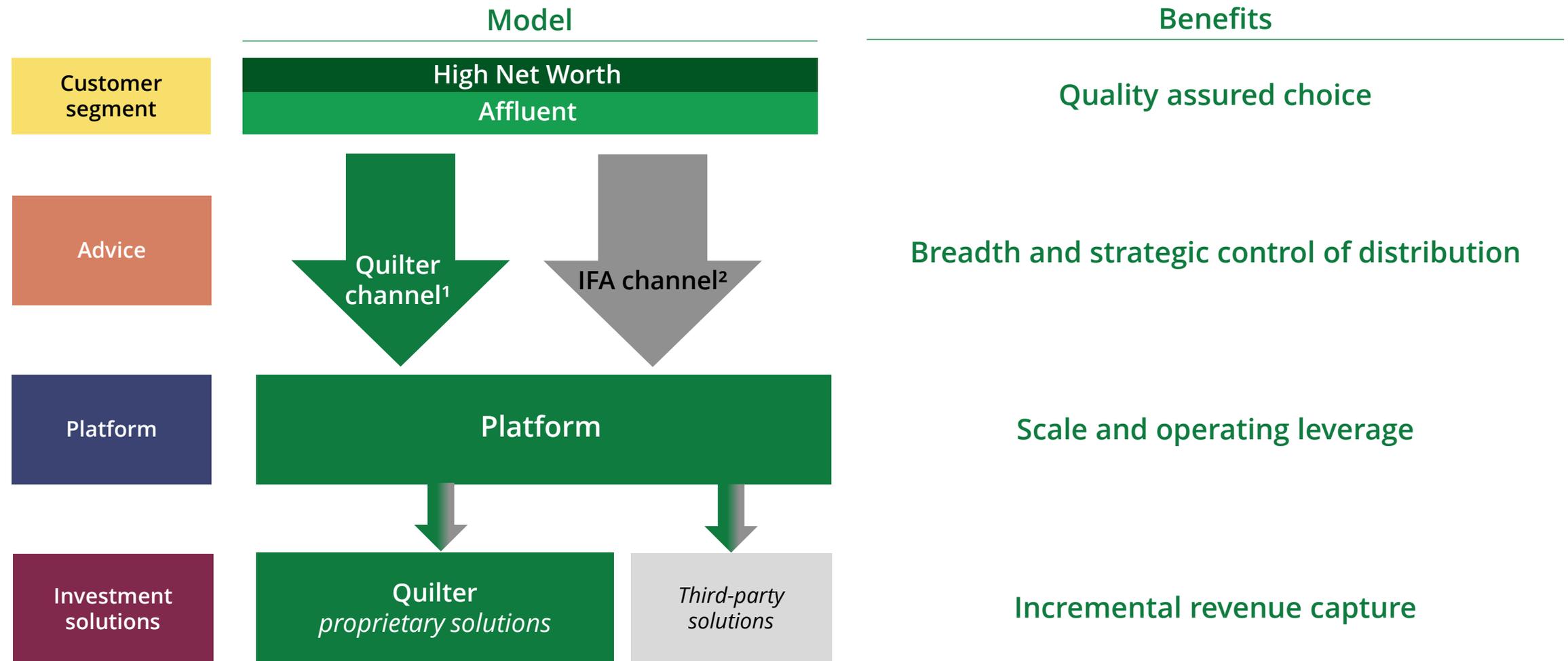
**Refocused on High Net Worth  
and Affluent segments  
Two scale distribution channels**

**Market leading platform  
built on robust technology**

**Significant cost reduction  
programmes**

**Capital discipline  
c.£1bn returned to shareholders  
since Listing**

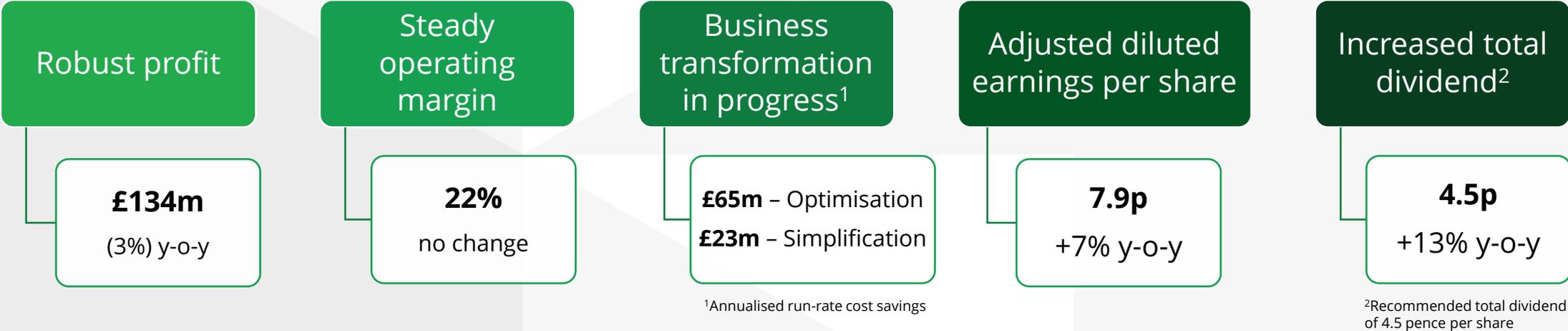
# Quilter: a differentiated model with clear benefits to clients and shareholders



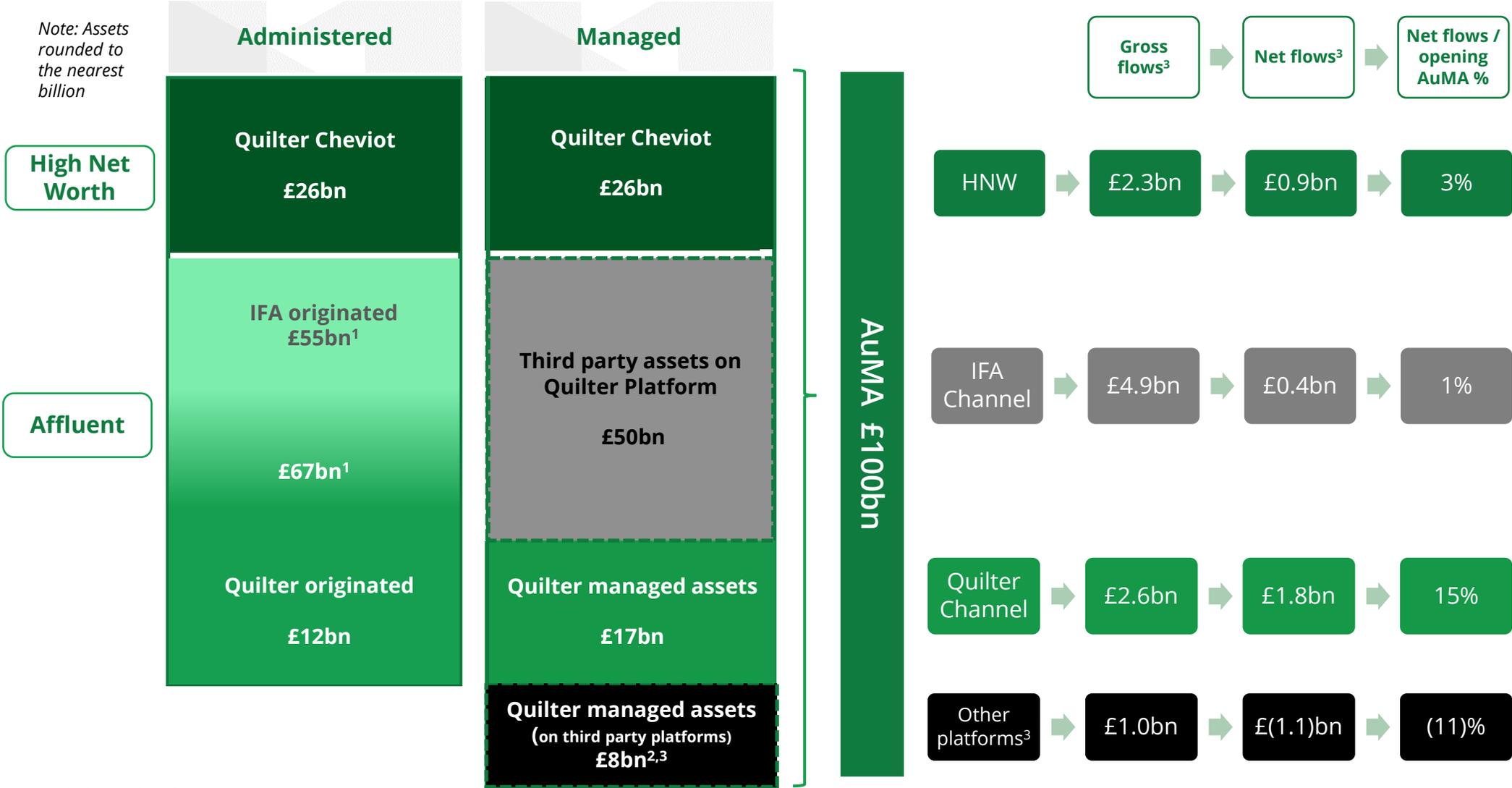
1. Restricted financial planners ("RFPs") within Affluent and High net worth segments: 1,502 as at 31 December 2022  
2. Channel includes Direct clients within High Net Worth

# FY 2022 results overview - robust delivery in challenging markets

## Quilter highlights FY 2022:



# Quilter FY 2022 AuMA



<sup>1</sup>Includes c.£1bn of “non-core” assets

<sup>2</sup>Includes c.£2bn of “non-core” assets

<sup>3</sup>Includes Inter-segment dual assets reflect funds sold by Quilter Cheviot and managed by Quilter Investors and the Quilter Cheviot bespoke Managed Portfolio Solutions (MPS) available to advisers on the Quilter Investment Platform. This is excluded from total AuMA to ensure no double count takes place. Of which £(0.3)bn relates to gross flows, £(0.2)bn to net flows and £(0.8)bn to AuMA

# Quilter: strategically well positioned across the UK wealth industry

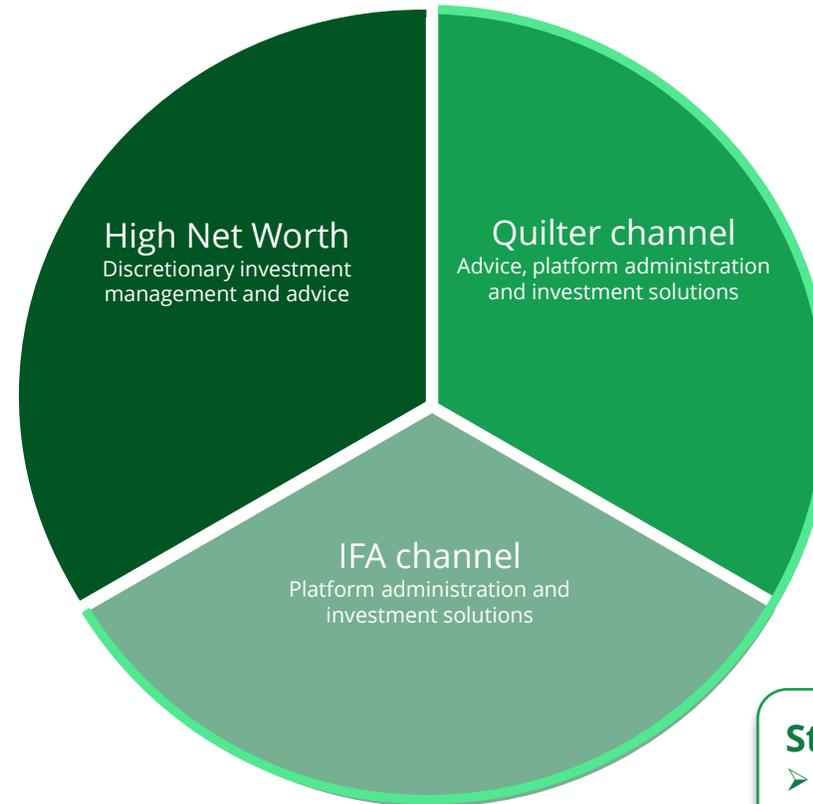
Three broadly equal revenue streams from our three core franchises

High Net Worth c.£200m

Affluent c.£400m

## Strategic focus:

- Improving productivity
- Adding Investment Managers and Advisers



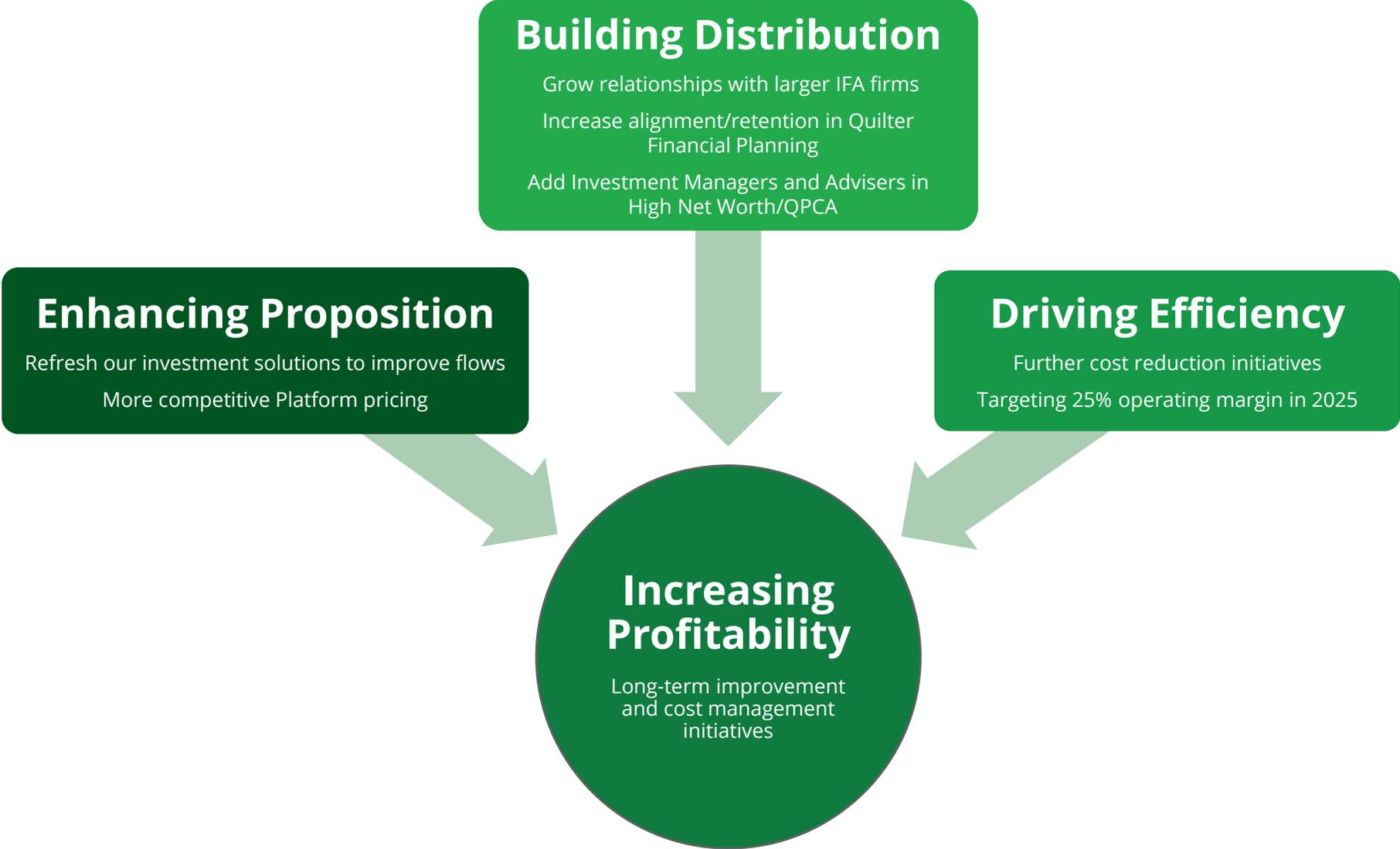
## Strategic focus:

- Greater RFP alignment
- Eliminate IT duplication
- Simplification, business integration and cost reduction

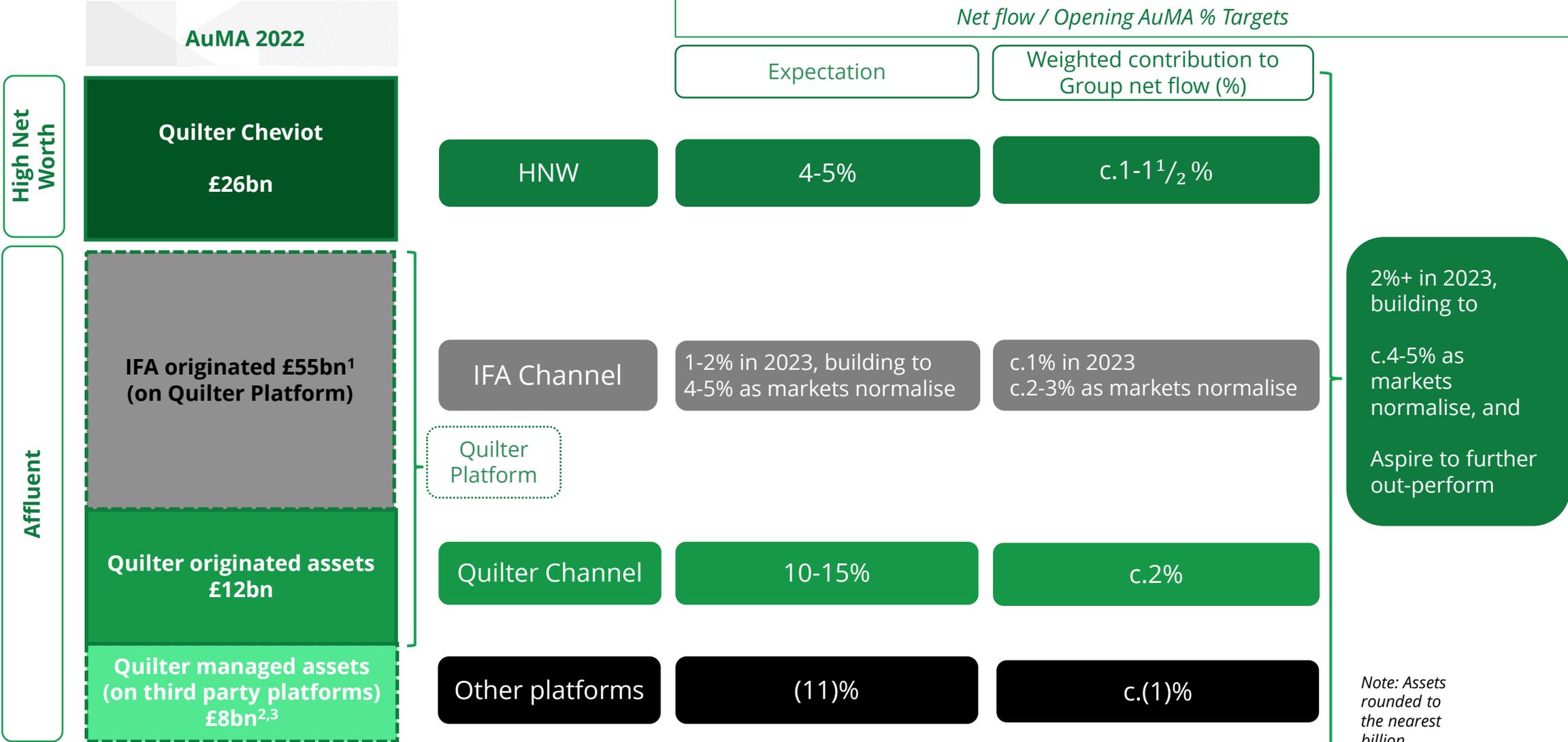
## Strategic focus:

- Grow base of larger firms
- Increase strategic partnerships

# Focus areas to drive business improvement



# Group flow expectations – driving incremental improvement



<sup>1</sup>Includes c.£1bn of "non-core" assets

<sup>2</sup>Includes c.£2bn of "non-core" assets

<sup>3</sup>Inter-segment dual assets reflect funds sold by Quilter Cheviot and managed by Quilter Investors and the Quilter Cheviot bespoke Managed Portfolio Solutions (MPS) available to advisers on the Quilter Investment Platform. £0.8bn excluded from total AuMA to ensure no double count takes place

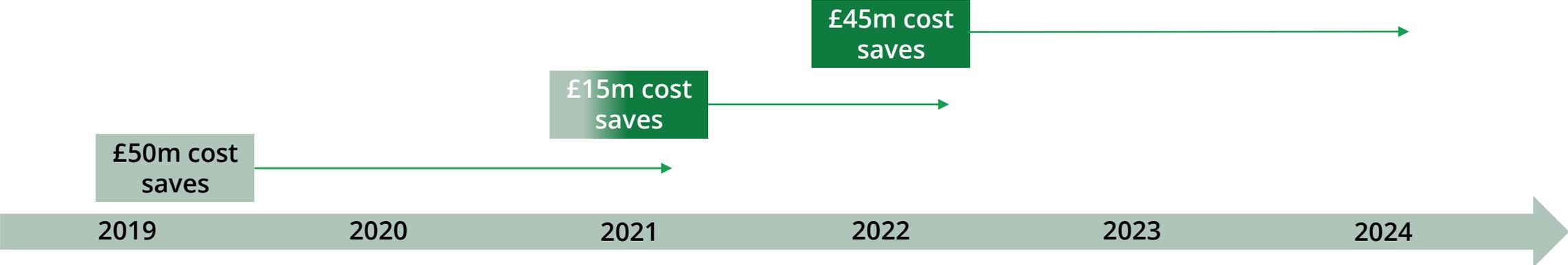
Note: Assets rounded to the nearest billion



# Delivering the next stage of efficiency improvements

Optimisation (2019 launch): Benefit – £65m<sup>1</sup>

Simplification (2021 launch): Benefit – £45m



Phase:	<b>1. Operational efficiencies</b>
Focus on:	<ul style="list-style-type: none"> <li>Operational efficiency initiatives</li> <li>Support services focused</li> </ul>
Impact/outcome:	<ul style="list-style-type: none"> <li>Efficiency savings and paves the way for phase 2</li> </ul>

Phase:	<b>2. Enhancing efficiency</b>
Focus on:	<ul style="list-style-type: none"> <li>Reduce complexity</li> <li>IT &amp; operating model focused</li> </ul>
Impact/outcome:	<ul style="list-style-type: none"> <li>Underpins 2023 and 2025 operating margin targets</li> </ul>

1. Includes £15m announced with FY 2020 results in March 2021.

# Investing for the generations of today and tomorrow

*Enhancing and modernising our digital service experience to engage clients of today and tomorrow*

Digital accessibility and solutions

Quilter website transformation  
*Aligning our website experience with our segment strategy*

Affluent Quilter Customer App  
*(launched 31 October 2022) :  
a key milestone in our digital service experience*



# Building a responsible wealth manager

## Targets

### Our offering to clients

- ESG preferences embedded in advice process
- Platform provides visibility across ESG metrics
- Solutions aligned to ESG values and risk appetite

- Every client ESG profiled as part of advice process
- ESG and carbon-rating tools available on Platform
- ESG metrics embedded in investment proposition

## KPIs

### What being a responsible wealth manager means to Quilter

- Reduce our carbon footprint
- Acting and investing responsibly
- Responsible employer, attracting, developing and retaining talent
- Embracing inclusivity

- Quantum of assets in ESG funds/solutions
- TCO<sub>2</sub> per full-time colleague/contractor
- Ethnic/ gender diversity in senior roles

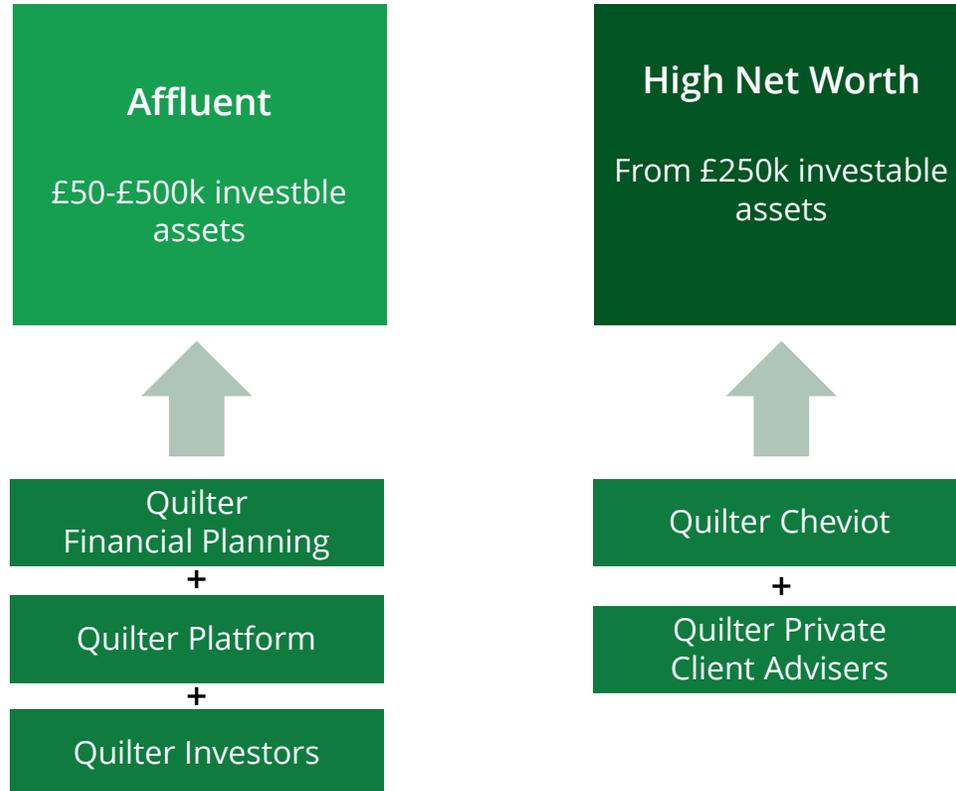


# Business Segments

Quilter

# Simpler business, organised around two core client segments

## Two client reporting segments

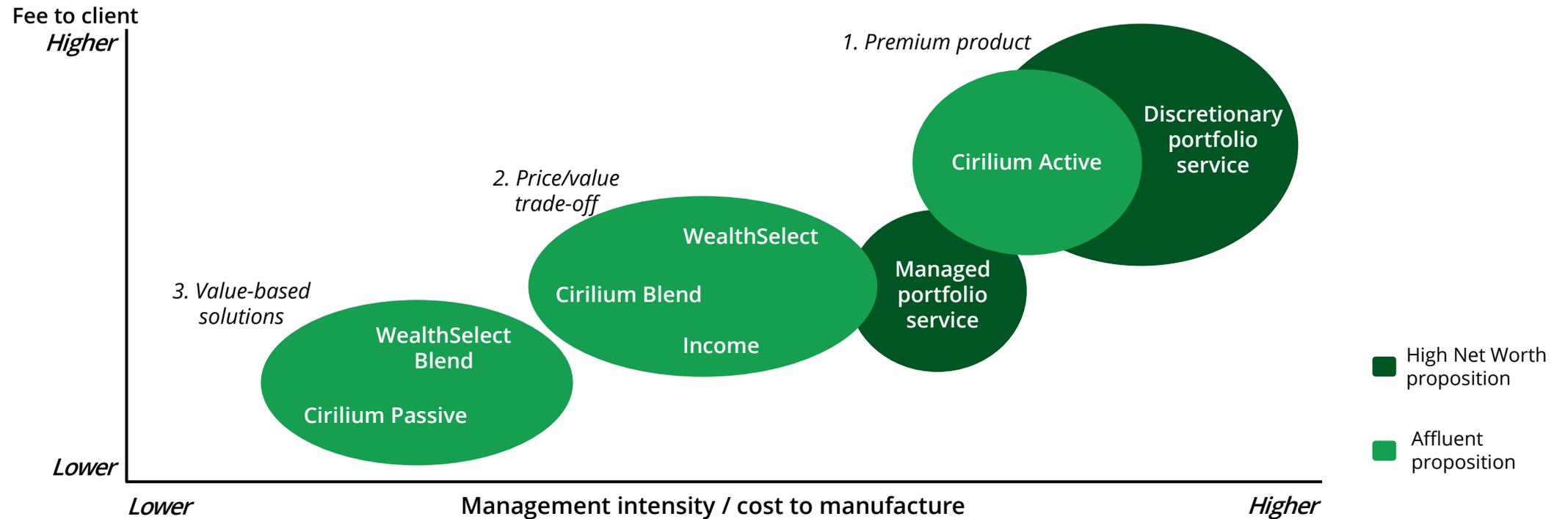


### Benefits and synergies from the new segmentation

- Client-centric approach
- Improved customer experience
- Simpler operating model
- Operational efficiencies
- Enhanced opportunities for value creation

Segmentation further sharpens our client focus

# Our solutions strategy to meet client needs



1. Higher pricing differential for more bespoke and actively managed services
2. Offer propositions with appropriate price/ value/ cost to manufacture trade-off for clients who are more value conscious
3. Provide a range of lower fee/ lower cost to manufacture solutions for clients focussed on competitive pricing



**High Net Worth**

**Quilter**

# High Net Worth – bringing the proposition together: aligning expertise, resources and services



**Quilter**  
High Net Worth segment

*Managing the financial needs of clients through a tailored approach*

- Seamless combination offering investment management, financial planning or both
- Aligned to current and future needs and demands of clients
- Maintain strong IFA relationships



- Better client outcomes and propositions
- Improved persistency

# High Net Worth- Integrating in-house advice capability to drive growth

## The High Net Worth Proposition

- A strong established multi-channel business
- Responsible for Quilter's own adviser and IFA channels for clients with more complex needs and larger sums to invest
- Own advice channel provides a combined financial planning and investment management offering for clients at a competitive price point
- Introductions from direct clients, professional connections, charities and trustees remain integral to growth plans

## Focus areas since transition

- Engagement and cultural alignment of advisers and investment managers, supported by joint business development initiatives and co-locations
- Significant financial adviser and investment manager number growth
  - Organic growth focus near-term
  - Professional connections lead hired
- Quilter Cheviot solutions onto QPCA investment matrix

## Discretionary Fund Management and Advice

# Embedding ESG throughout our processes

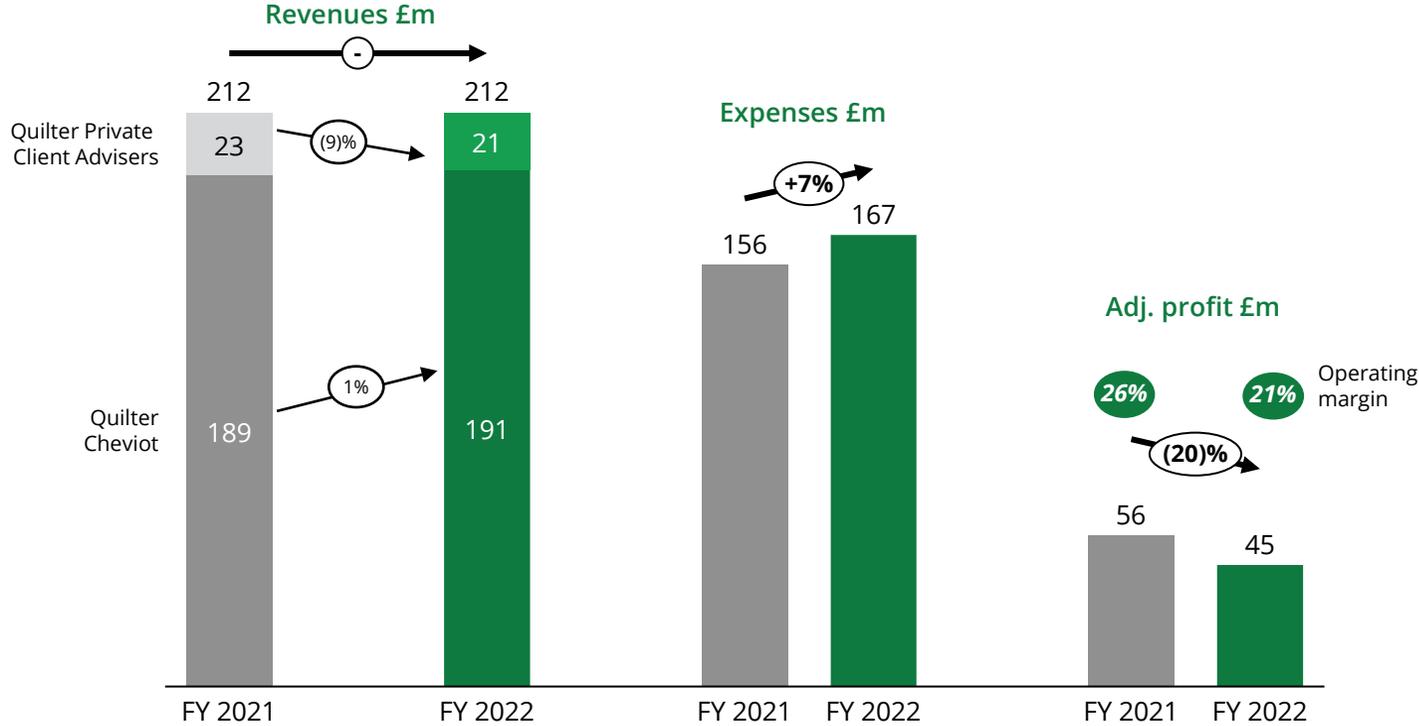
- Active ownership agenda
- 2020 Stewardship Code signatory
- Engagement record



- Tailored ESG screening for discretionary portfolios
- Positive Change Strategy
- Climate Assets Fund

- Focus on core investment list
- Signatory to UN Principles of Responsible Investment
- Joint processes with research and Responsible Investment teams

# High Net Worth: investing for growth

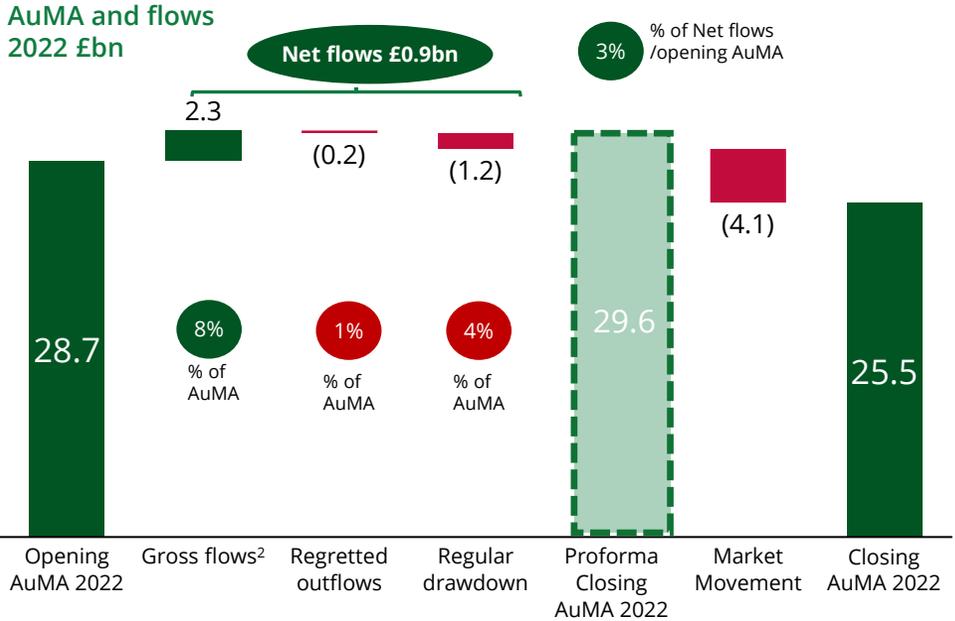
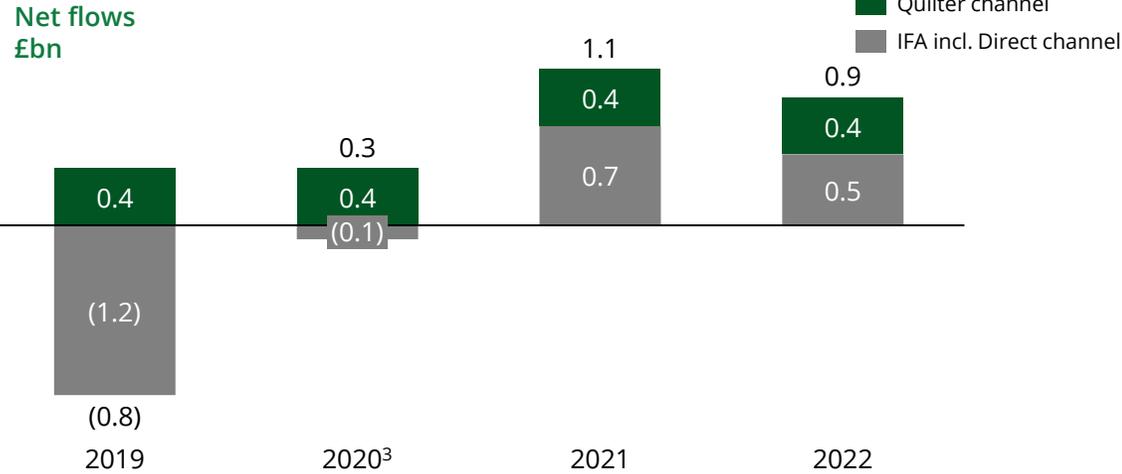
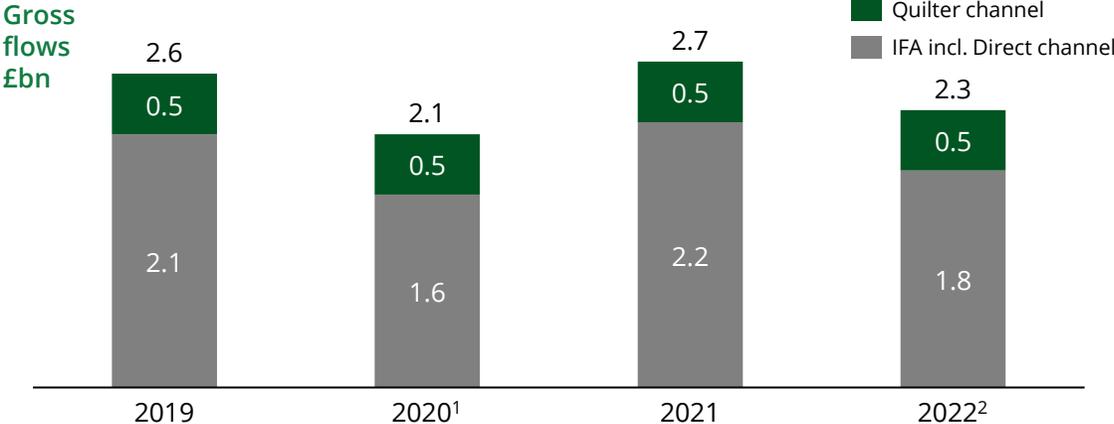


## FY 2022 highlights

- Stable revenue within High Net Worth
- Investment Manager headcount increased by 9 year-on-year

Note: Past performance is not a guide to future performance and may not be repeated. UK: Suitable for professional clients

# High Net Worth flows – resilient and stable



- Net flows compare favourably to peers
- Wealthy clients reluctant to make new investments given market volatility
- Expect mid single digit flow growth over the medium-term

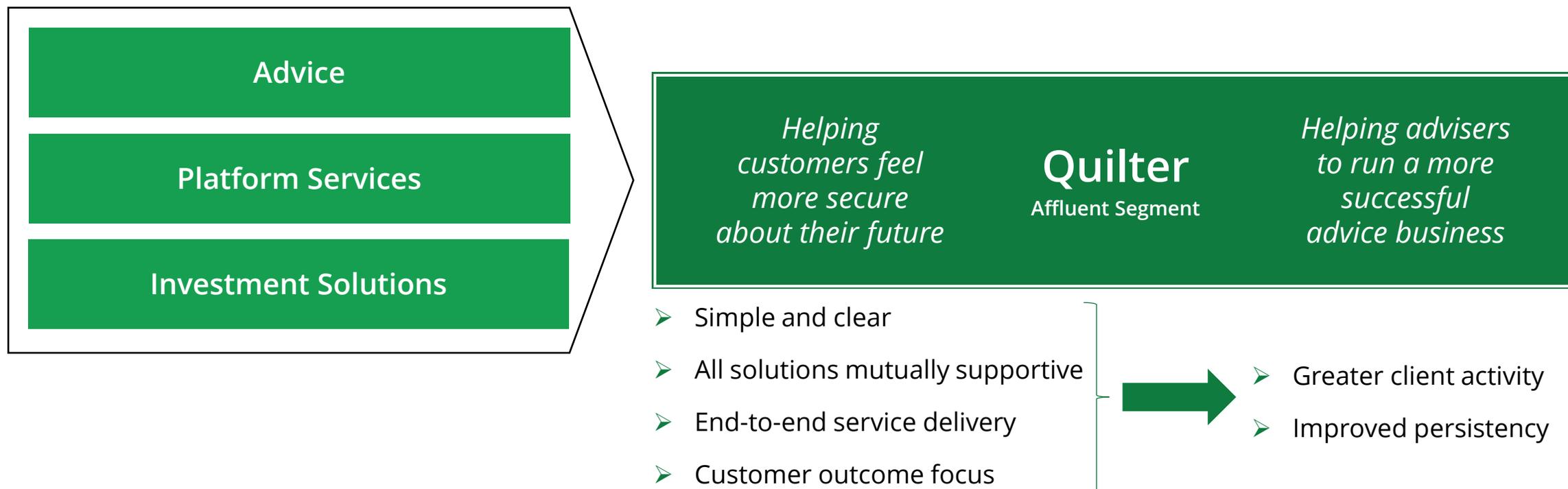
<sup>1</sup>IFA channel 2020 gross flows rounded to £1.6bn for casting purposes  
<sup>2</sup>Quilter channel 2022 gross flows rounded to £0.5bn for casting purposes  
<sup>3</sup>Quilter channel 2020 net flows rounded to £0.4bn for casting purposes



**Affluent**

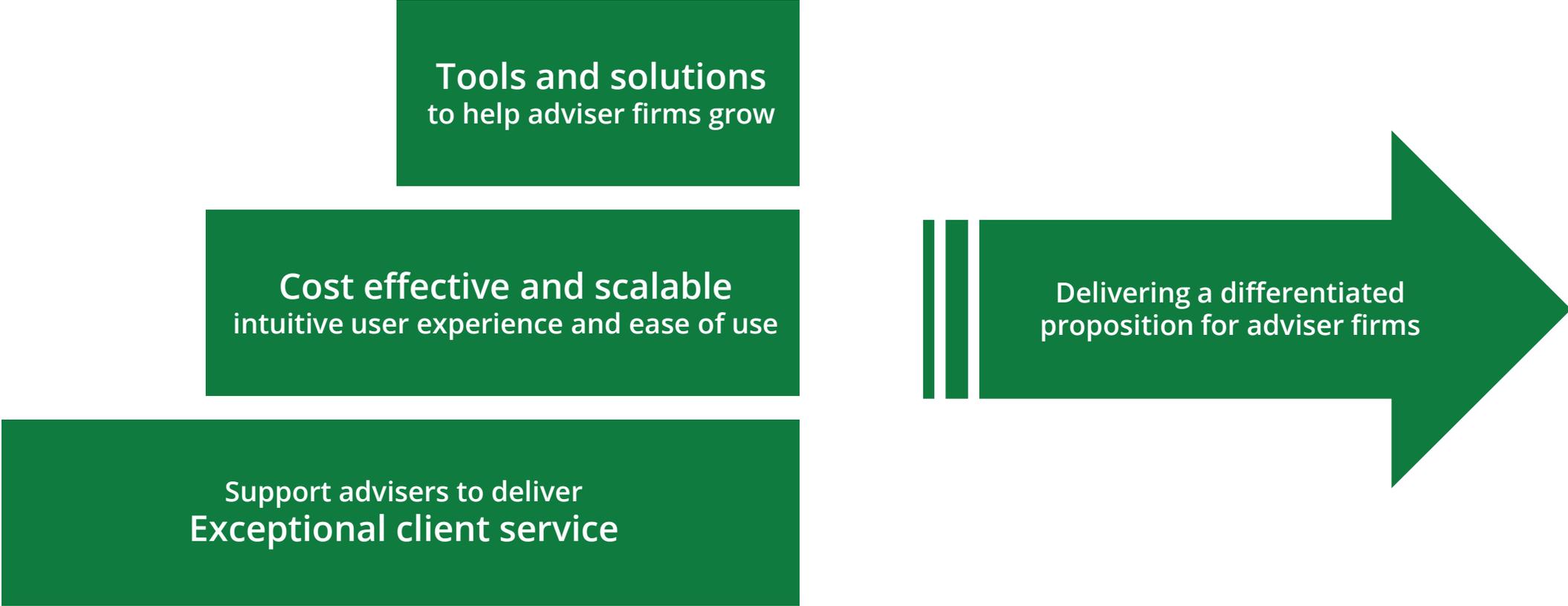
**Quilter**

# Affluent: bringing the proposition together: a customer-centric, integrated approach



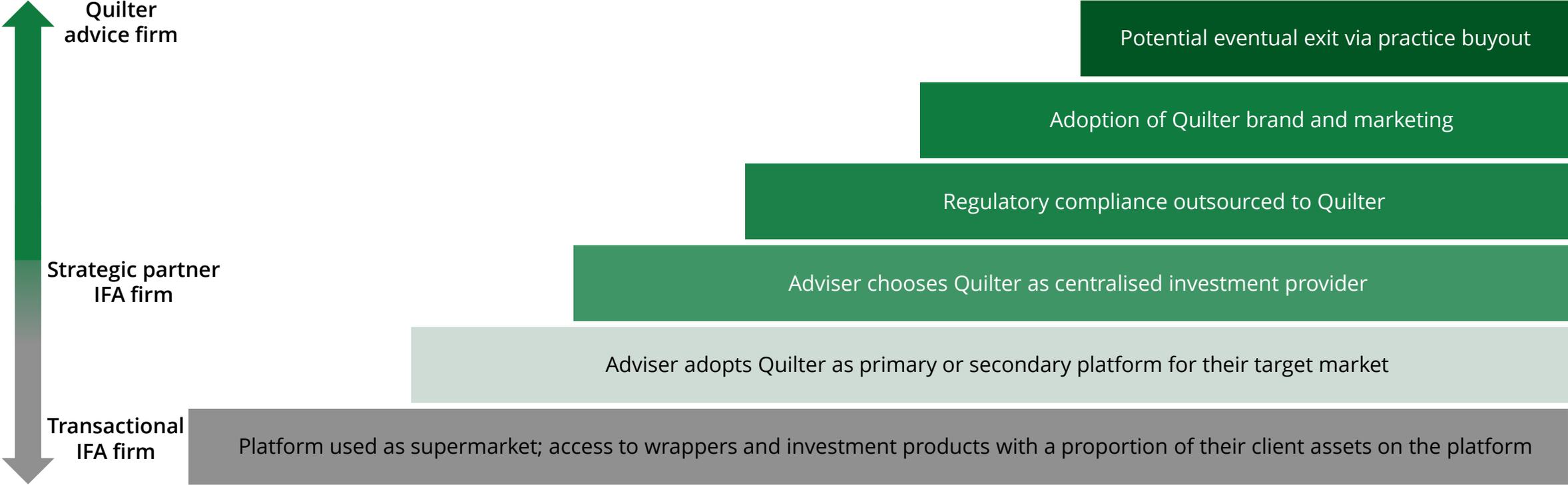
# Quilter Platform - a best in class proposition for advisers

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# An integrated approach to adviser relationships

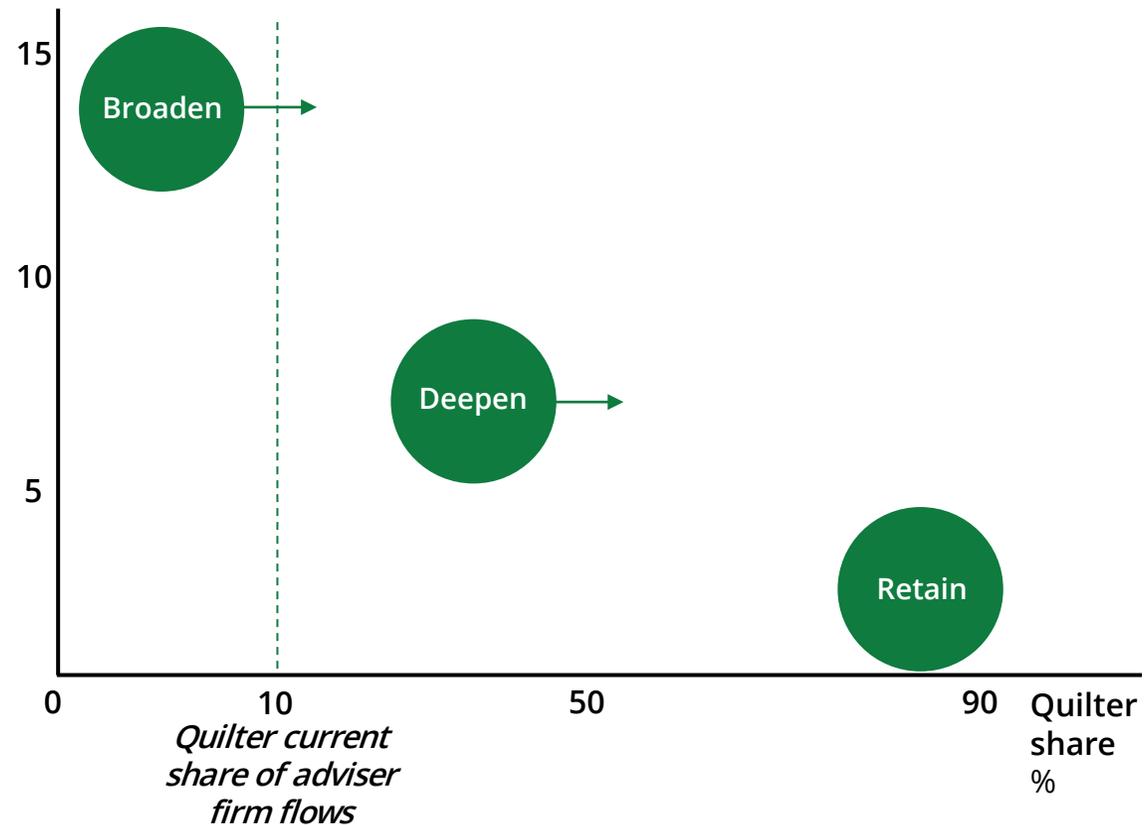
Differentiated ability to support advisers across the market unique to Quilter



# IFA channel growth strategy: broaden, deepen, retain

## Accessible market opportunity by targeted adviser firm

Firms' market flows  
£bn, annually



### “Retain”: Core supporters

- Smaller IFAs where Quilter is principal Platform
- **Service well in a cost efficient manner**

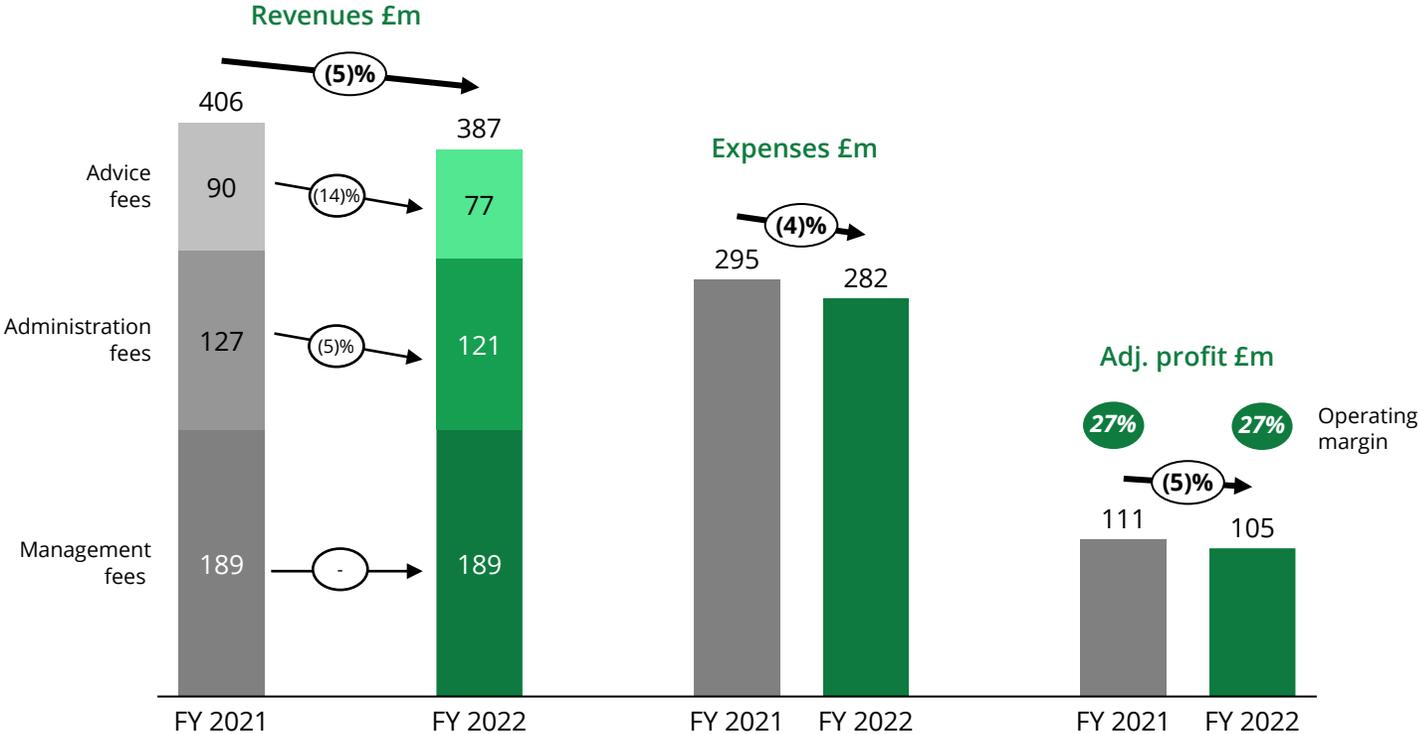
### “Deepen”: Large, existing supporters

- Large IFAs where Quilter has strong relationship
- **Deepen relationship and grow market share**

### “Broaden”: Large, non-supporting advisers

- Large IFAs where Quilter has limited relationship
- c.700 IFA firms
- **Aim to gain significant new market share**

# Affluent: resilient performance in challenging markets



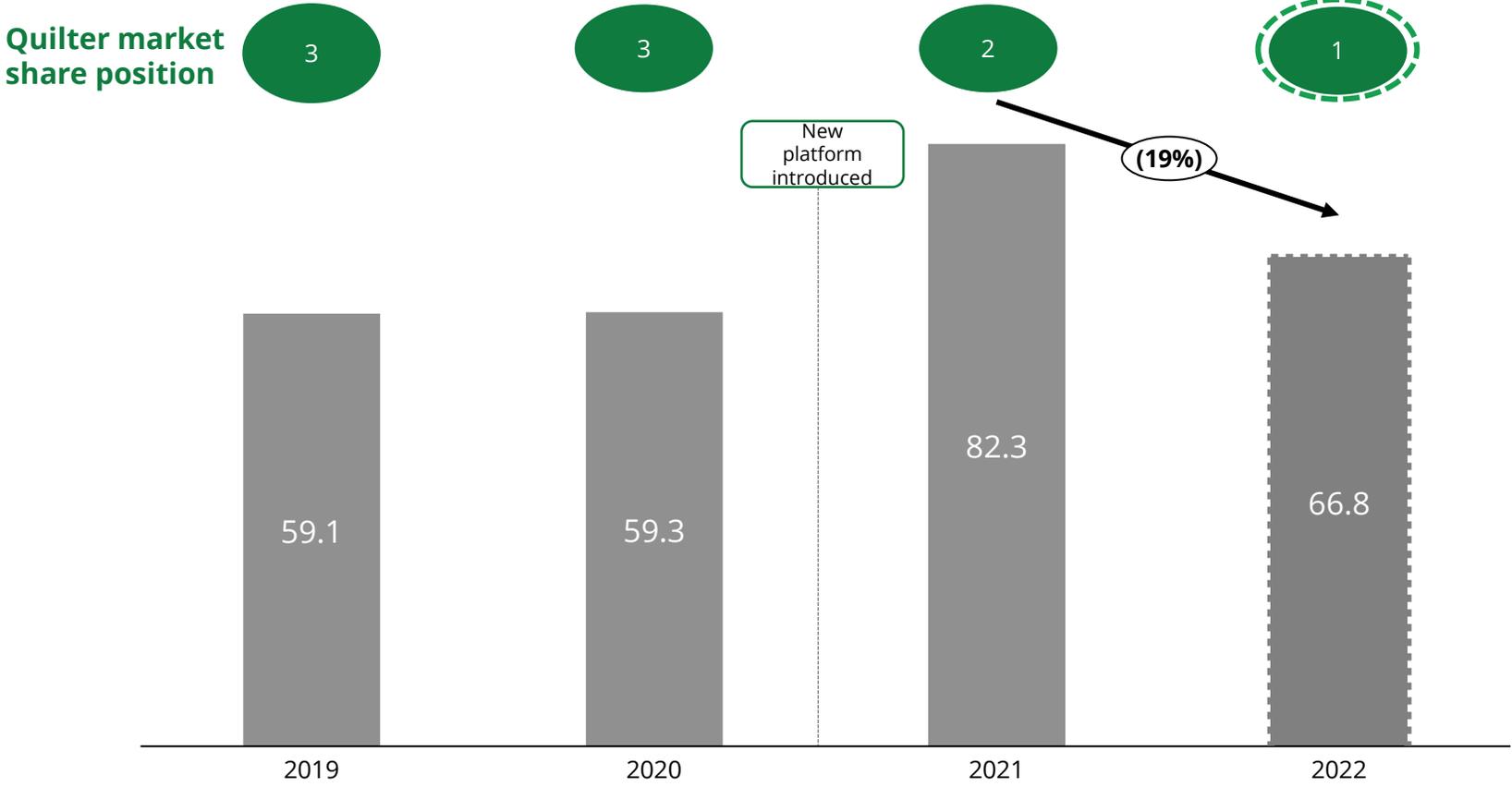
## FY 2022 highlights

- Solid financial performance supported by strong cost management
- Changed management of Cirilium Active
- Significant expansion of our Wealth Select investment propositions



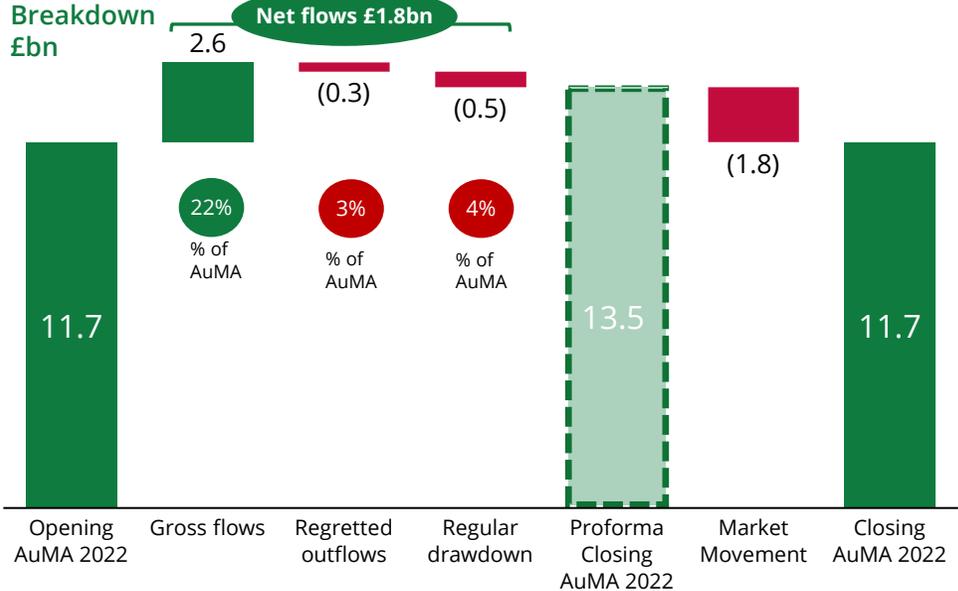
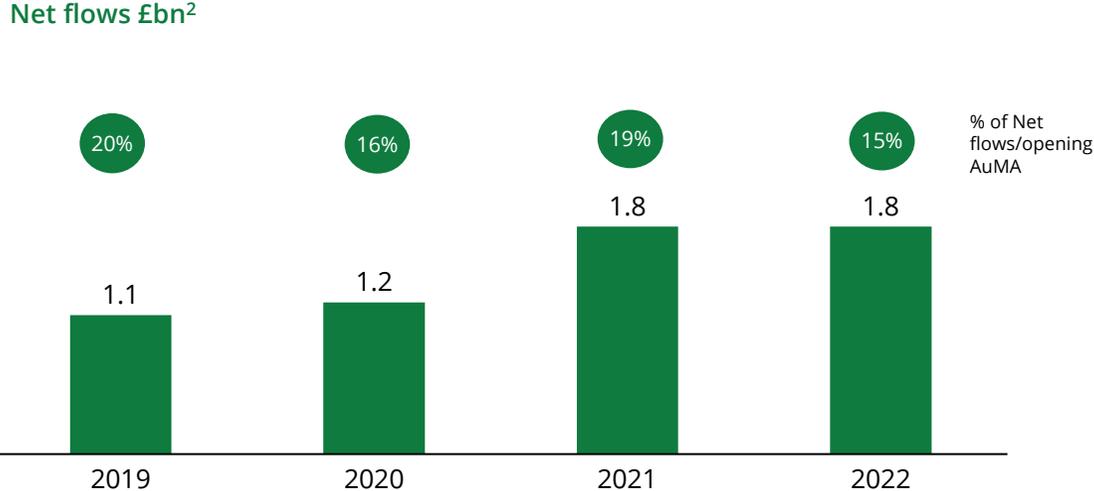
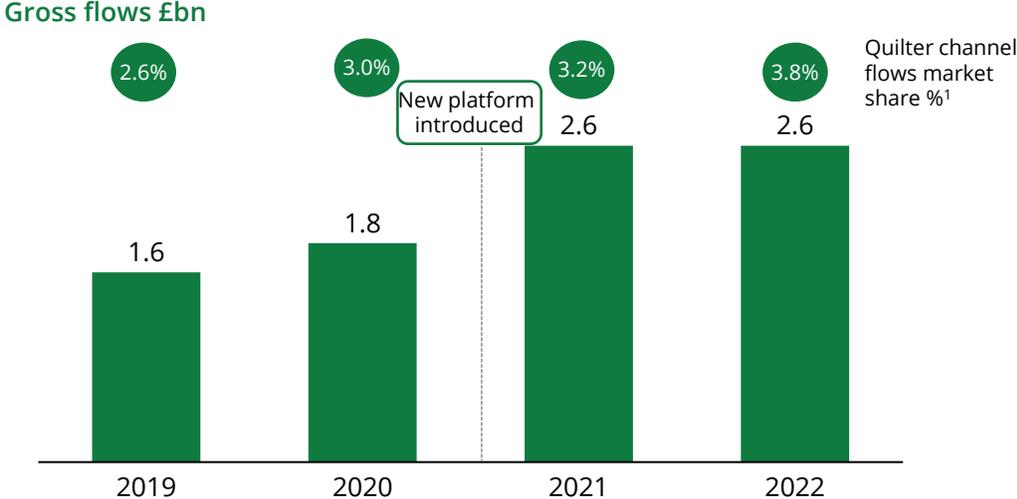
# Retail Market gross flows

Total retail advised market gross platform flow £bn



➤ Gross flow market share rank moved from **3<sup>rd</sup> to 1<sup>st</sup>** following introduction of new platform

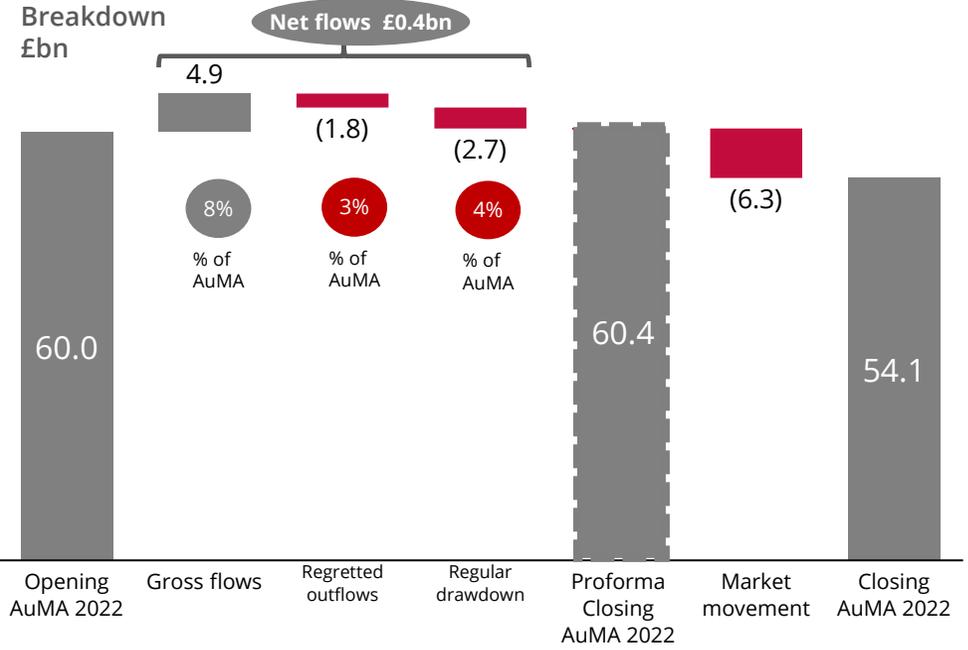
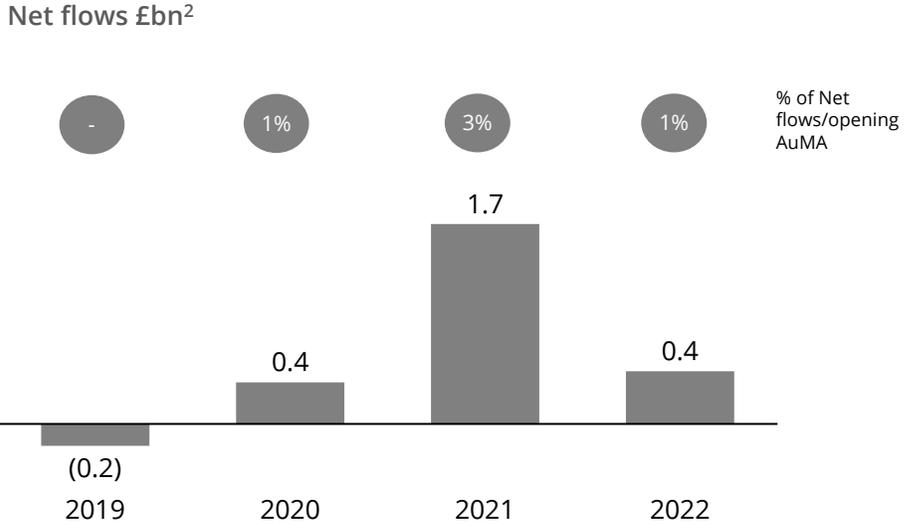
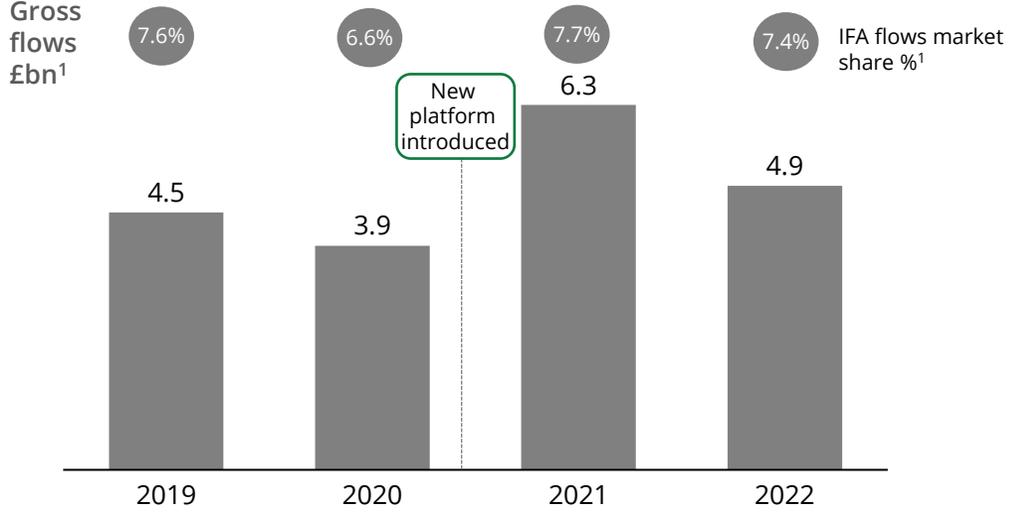
# Quilter channel Platform flows – continued strong performance



- Net flows 15% of opening AuMA
- Stable year on year total gross/net flows despite market decline
- Regular and regretted outflow in line with long-term trends
- Continue to target low to mid teens net flows as a percentage of opening assets under advice, over time

<sup>1</sup>Based on Quilter channel gross flows as a percentage of total retail gross flows per Fundscape reports – 2019 to 2022  
<sup>2</sup>Historical data for 2019 to 2021 includes adviser fees within outflows

# IFA Platform flows – key focus for driving flows

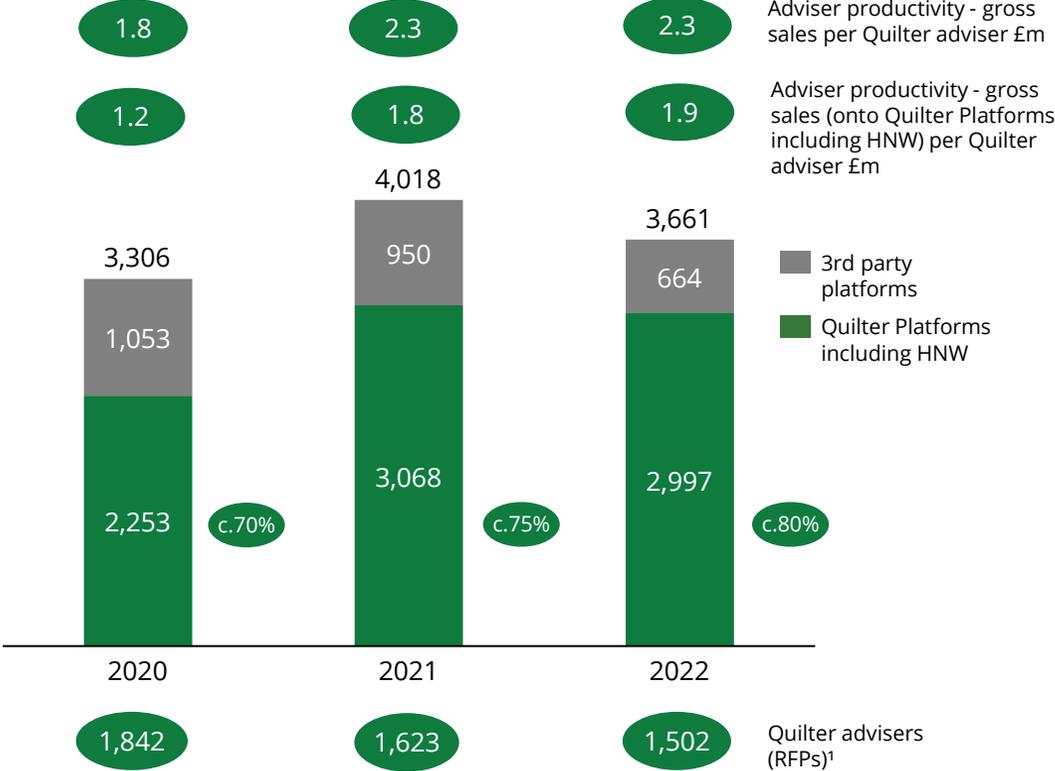


- Improvement in gross flows since introduction of new platform
- Regretted and regular outflow in line with long-term trends
- Net flows highly sensitive to market volume
- Higher IFA channel gross flows will support net flows

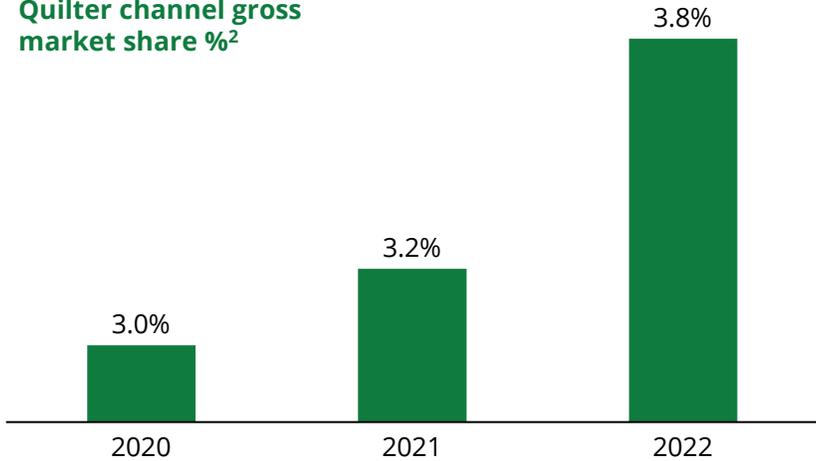
<sup>1</sup>Based on Quilter IFA platform gross flows as a percentage of total retail gross flows per Fundscape reports – 2019 to 2022  
<sup>2</sup>Historical data for 2019 to 2021 includes adviser fees

# Focus on driving Quilter channel growth and adviser productivity

## Gross sales Quilter channel £m



## Quilter channel gross market share %<sup>2</sup>

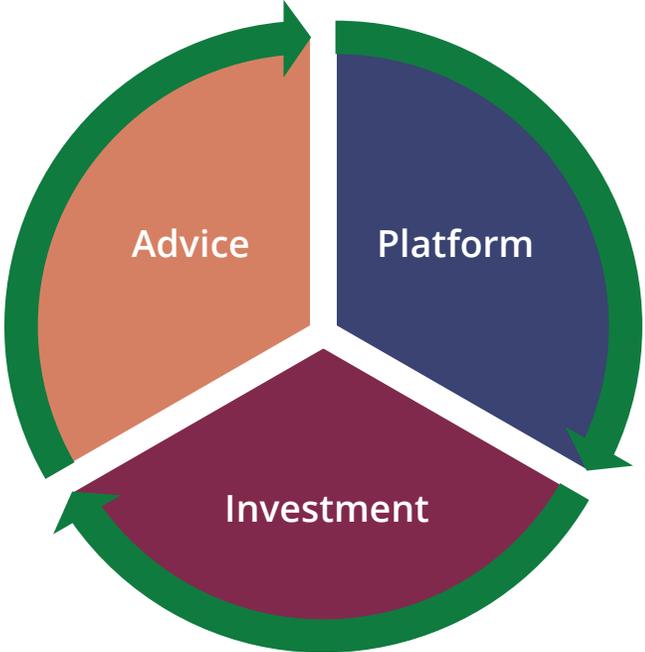


- Focus on strategic alignment and propositions within Quilter Financial Planning, as well as adviser growth
- Investing in our systems to improve quality and adviser experience
- Reducing leakage and removing complexity
- Driving adviser productivity and flows

1. Includes RFPs who are part of the Affluent and High New Worth segments  
 2. Based on Quilter channel gross flows as a percentage of total retail gross flows per Fundscape reports – 2020 to 2022

# ESG: progress towards vision of embedding across the customer journey

- Interactive adviser/client tools
- Integration into advice process
- ESG advice training



- Platform includes ESG ratings
- Portfolio carbon-rating tools

- WealthSelect+ to include ESG filters
- ESG core to investment process



**Performance**

**Quilter**

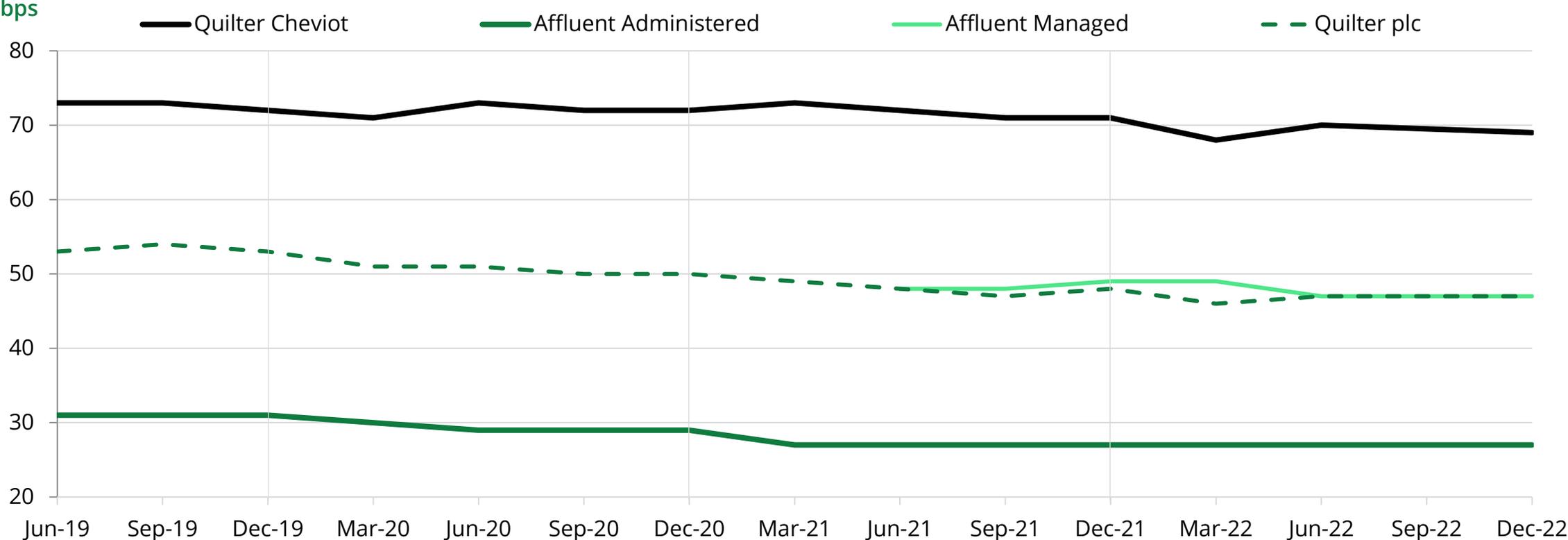
# FY 2022 results: summary

- Improved persistency of 92% (FY21: 91%)
- Revenue margins in line with guidance
- Cost discipline
- Remain well capitalised

Key financials		FY 2022		FY 2021		Δ	
Continuing operations							
Net flows / Opening AuMA	%	2	4	(2)ppt			
Adjusted profit before tax	£m	134	138	(3)%			
IFRS profit after tax	£m	175	23	n/a			
Operating margin	%	22	22	Unch			
Adjusted diluted earnings per share	p	7.9	7.4	+7%			
Key performance indicators		FY 2022		FY 2021		Δ	
AuMA	£bn	99.6	111.8	(11)%			
Total Restricted Financial Planners ("RFPs")	#	1,502	1,623	(7)%			
Investment Managers ("IMs")	#	179	170	+5%			

# Revenue margin progression broadly in line with guidance

## Revenue margin



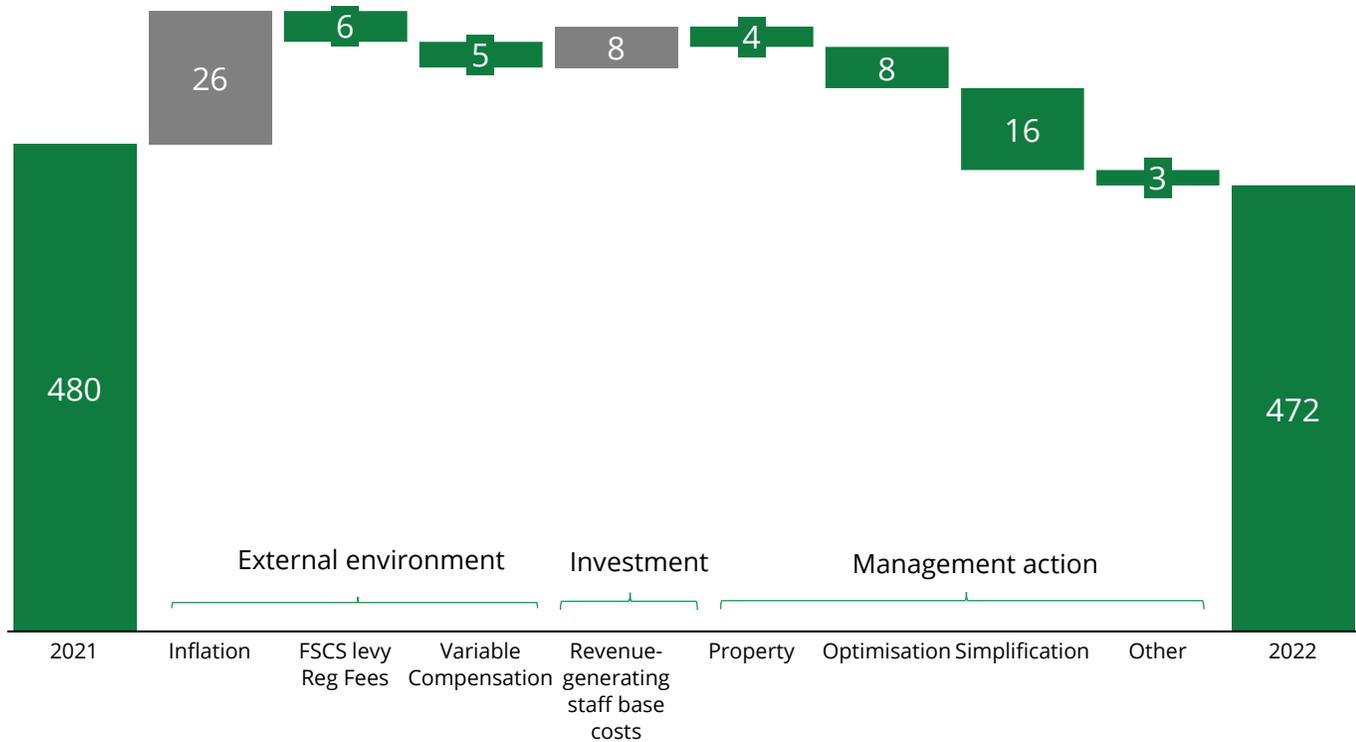
- **Revenue margins in line with guidance**
- High Net Worth managed assets broadly stable around 70bps
- Affluent managed trending down to low to mid 40s bps, following Cirilium reprice
- Affluent administered assets trending down one basis point p.a.

Note: Quilter plc revenue margin progression excludes any contribution from Quilter International

# Expense discipline contributing to lower cost outcome

	Cost analysis (£m)		As a percentage of revenues	
	FY 2022	FY 2021	FY 2022	FY 2021
Support staff costs	118	127		
Operations	22	27		
Technology	35	42		
Property	31	31		
Other base costs <sup>1</sup>	30	25		
<b>Sub-total base costs</b>	<b>236</b>	<b>252</b>	<b>39%</b>	<b>41%</b>
Revenue-generating staff base costs	92	83	15%	13%
Variable staff compensation	75	80	12%	13%
Other variable costs <sup>2</sup>	46	36	8%	6%
<b>Sub-total variable costs</b>	<b>213</b>	<b>199</b>	<b>35%</b>	<b>32%</b>
Regulatory/ PI costs	23	29	4%	5%
<b>Total operating expenses</b>	<b>472</b>	<b>480</b>	<b>78%</b>	<b>78%</b>

FY 2022 expense progression £m



<sup>1</sup>Other base costs includes depreciation and amortisation, audit fees, shareholder costs, listed-related costs and governance

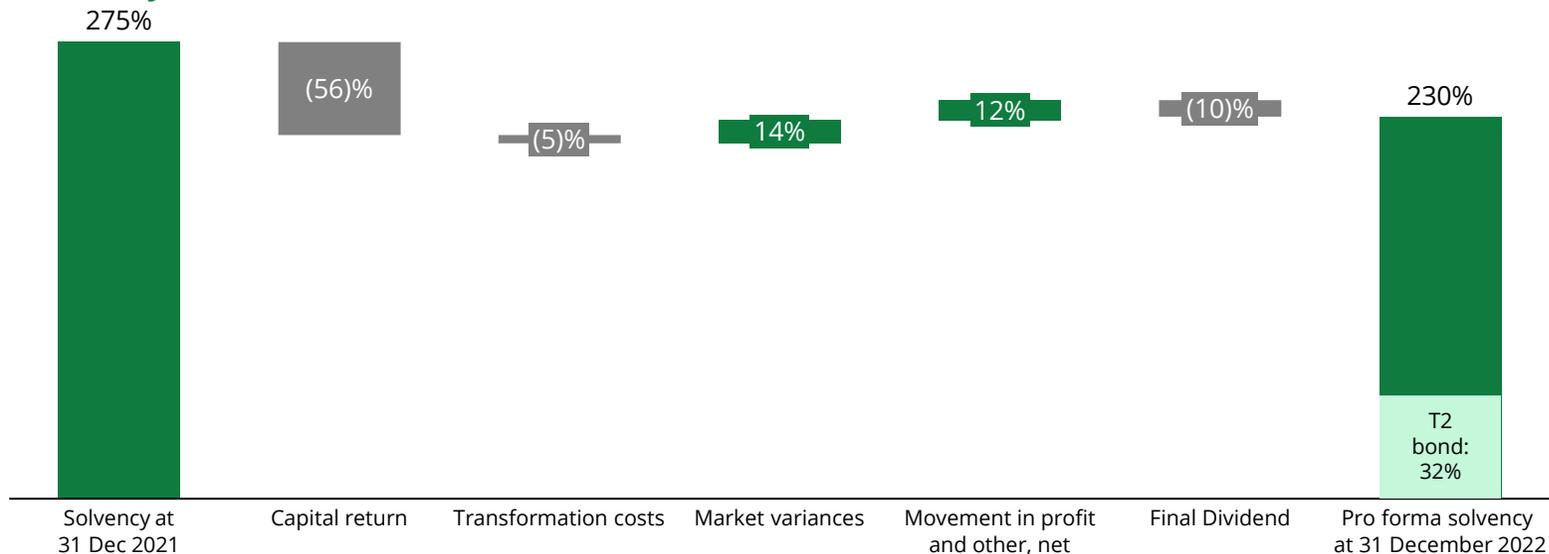


**Cash and capital**

**Quilter**

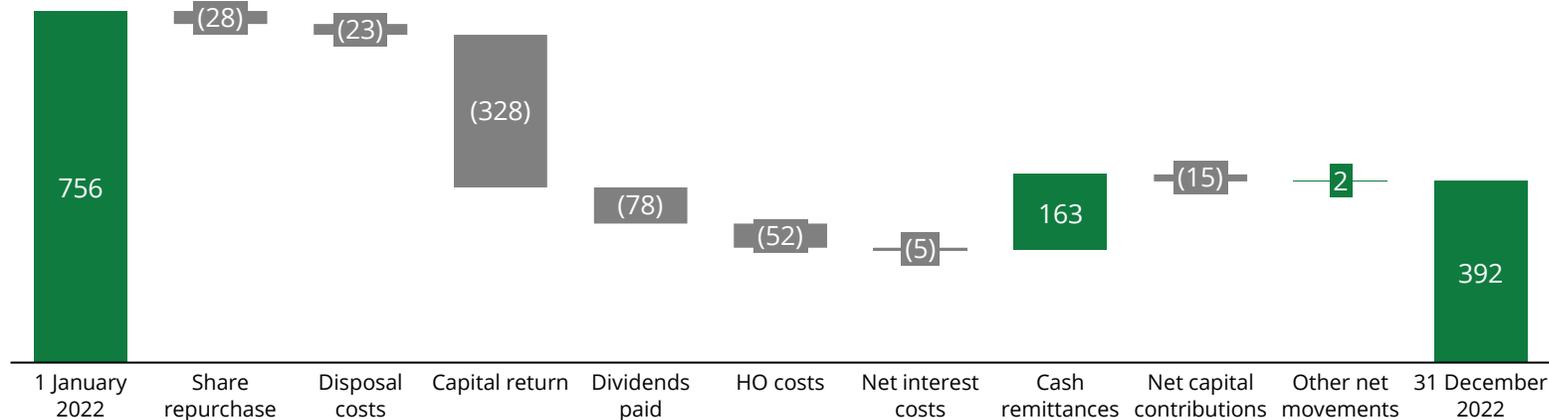
# Strong solvency ratio and cash position

## Solvency II ratio



- Strong Pro forma Solvency II ratio
- January - issue of £200 million of 8.5% Fixed Rate Reset Subordinated Notes due April 2033, with a call option from January 2028

## Holding company cash £m



- c.£120m of holding company cash reserved for
  - Final dividend
  - Business Simplification costs
  - Select growth investment

# FY 2022 dividend and capital returns

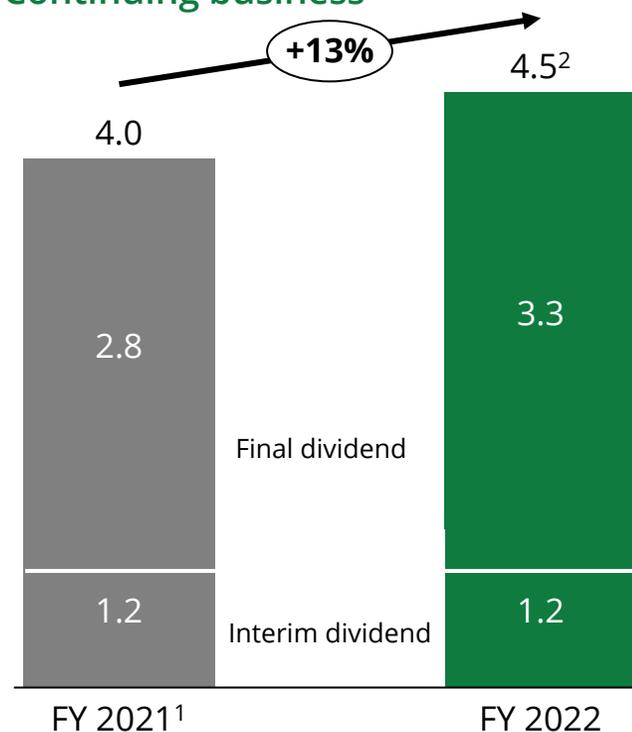
## Dividend

- Recommended FY 2022 dividend of 4.5p, up 13% on a continuing basis
- Improved dividend pay-out ratio of 57% versus 2021
- Board expects to continue moving up the pay-out range, over time

## Return of Quilter International proceeds

- £328m capital return via 'B' share mechanism and share consolidation
- 6 for 7 share consolidation completed: 1.404 billion issued shares
- c.25% decline in shares outstanding since Listing in 2018

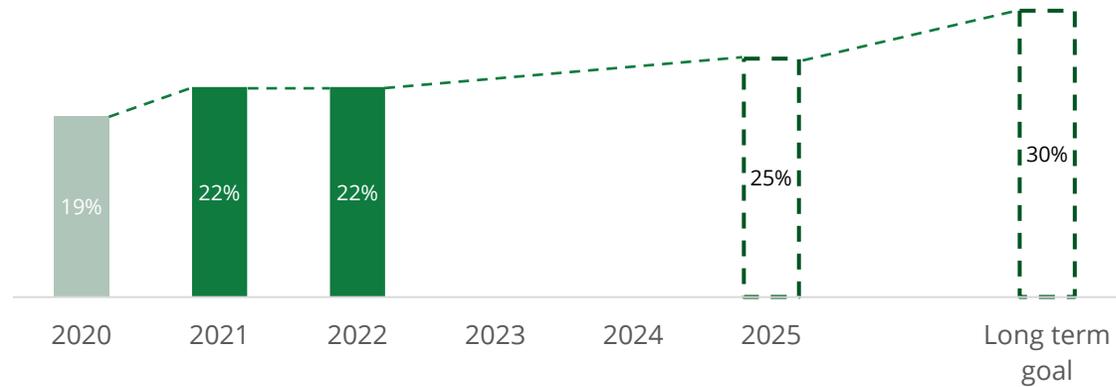
### Continuing business



<sup>1</sup>FY 2021 total dividend of 4.0 pence per share for continuing business. FY 2021 total dividend including Quilter International is 5.6 pence per share, of which 1.6 pence per share in respect of Quilter International contribution.

# Stable operating margin and EPS progression

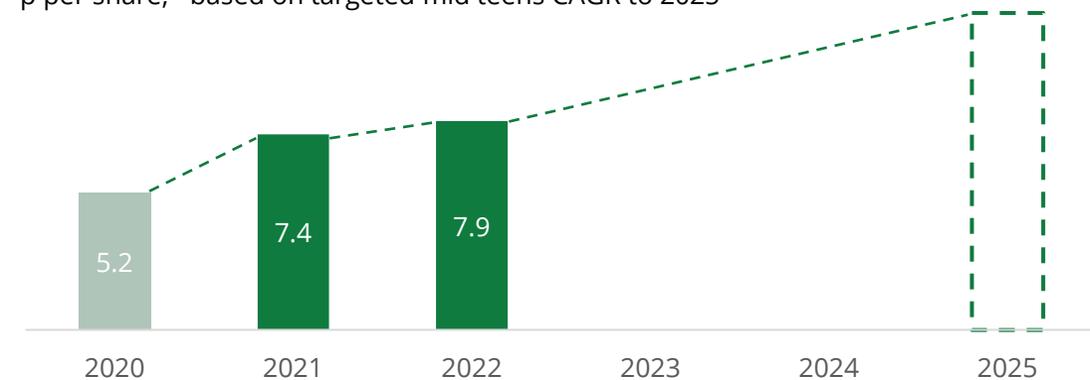
## Stable operating margin with positive forward trends



- Stable operating margin of 22%, in line with the prior year
- Revised target of 25% in 2025, with 30% still our aspiration

## Adjusted diluted EPS momentum: indicative trajectory\*

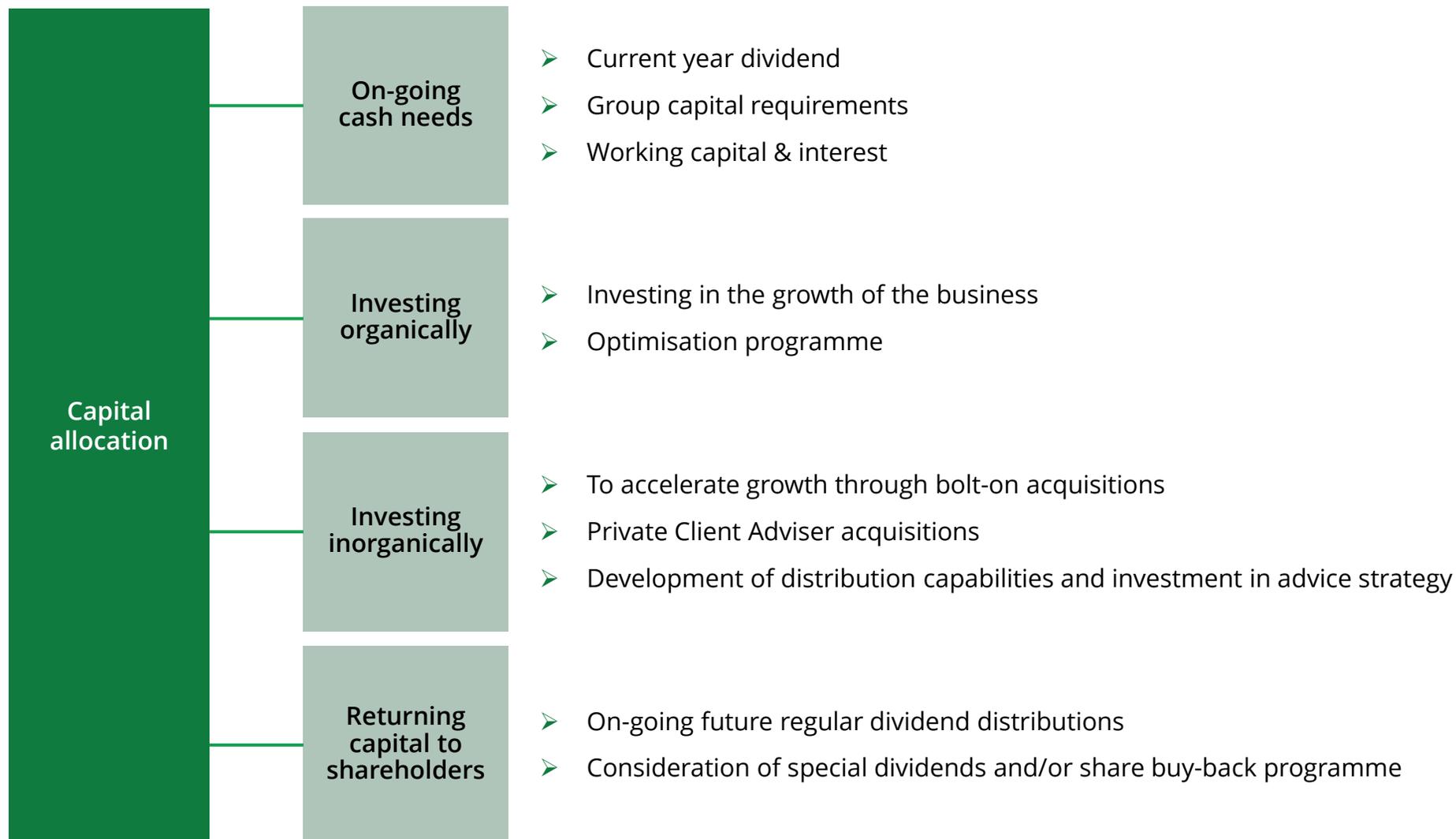
p per share, \*based on targeted mid teens CAGR to 2025



- Compound growth of 23% from 2020, representing a strong performance versus mid-teens target

# Capital management philosophy

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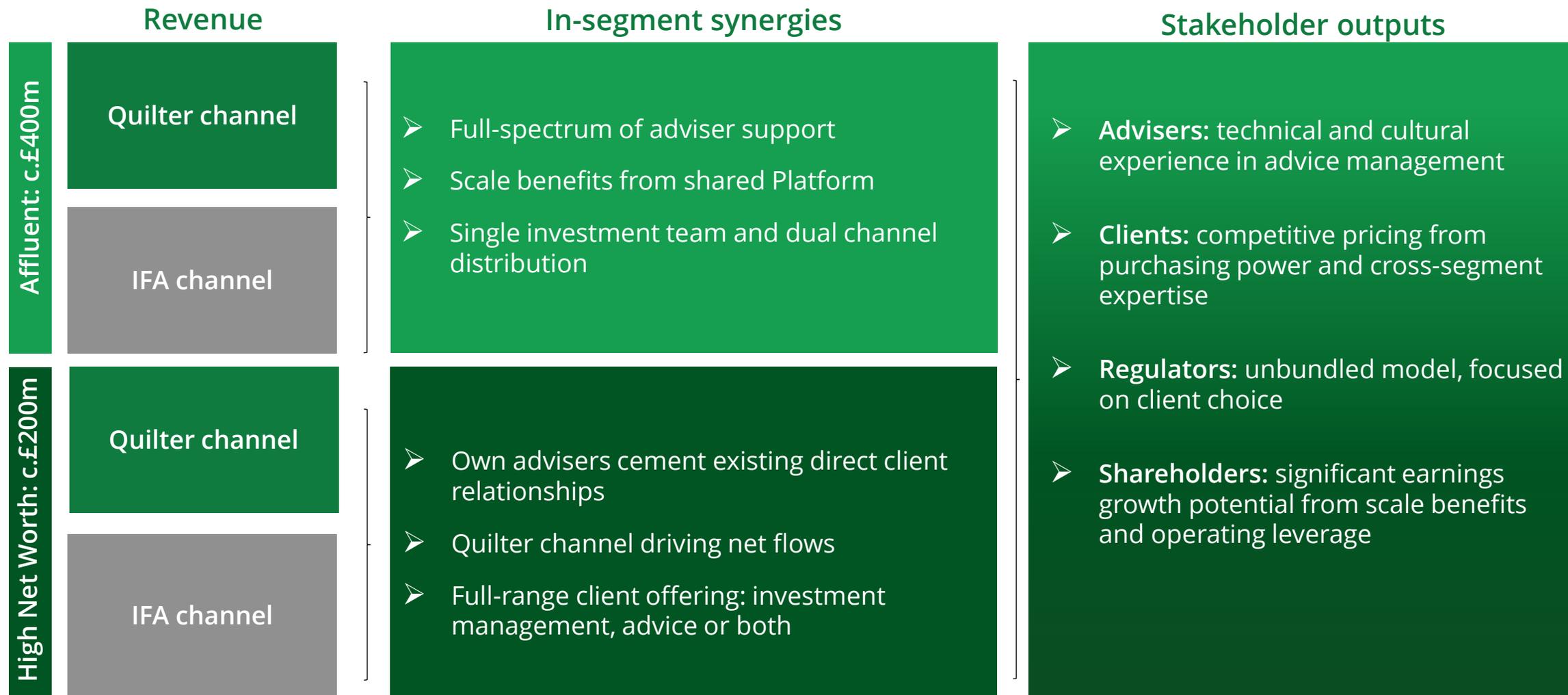




# Investment case

Quilter

# Cohesive and balanced business model meeting all stakeholder needs



# Quilter Group targets and 2023 guidance

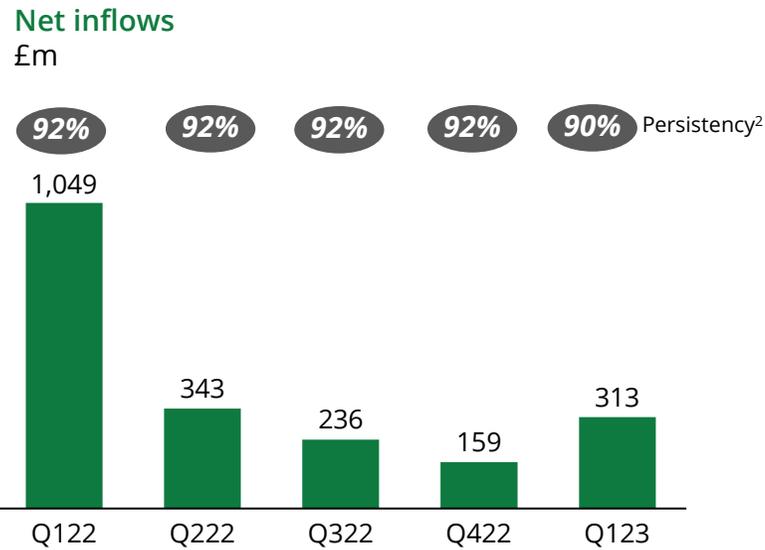
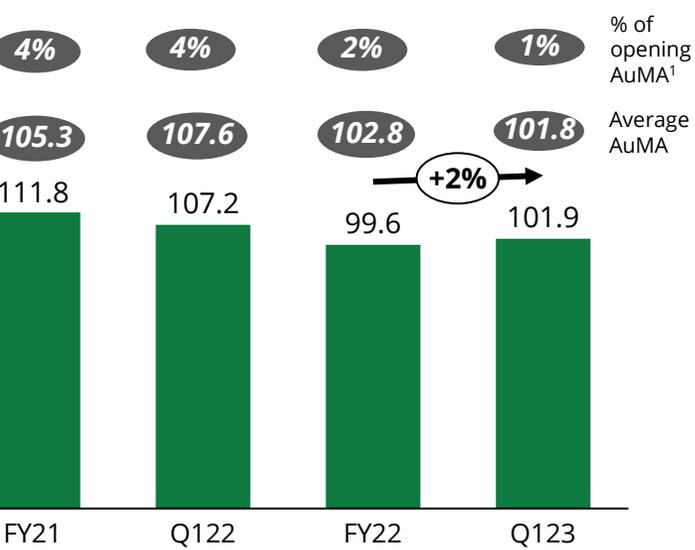
	Group target
Net flows	<ul style="list-style-type: none"> <li>➤ c.4-5% of opening AuMA per annum as markets normalise, and aspire to build momentum further</li> </ul>
Revenue margins	<ul style="list-style-type: none"> <li>➤ High Net Worth managed assets (Quilter Cheviot) stable around 70 bps</li> <li>➤ Affluent managed asset mix dependent - trending down to low 40's bps</li> <li>➤ Affluent administered assets (Quilter Platform) trending down c.1 bp p.a</li> </ul>
Operating margin	<ul style="list-style-type: none"> <li>➤ Targeting 25% in 2025 and build to 30% in the longer term thereafter</li> </ul>
Dividend	<ul style="list-style-type: none"> <li>➤ Policy pay-out range increased to 50% to 70% of post-tax, post-interest adjusted profit</li> </ul>
Below the line items	<ul style="list-style-type: none"> <li>➤ c.£55m cost to achieve in respect of Simplification, £17m spent to date</li> <li>➤ c.£35m revenue/capability investment</li> <li>➤ Targets remain with additional cost reduction initiatives under consideration</li> </ul>
	2023 guidance
Net flows	<ul style="list-style-type: none"> <li>➤ 2%+ in 2023, building to medium-term targets</li> </ul>
Revenue margins	<ul style="list-style-type: none"> <li>➤ Platform pricing initiative leading to an additional basis point decline over next 18 months</li> </ul>



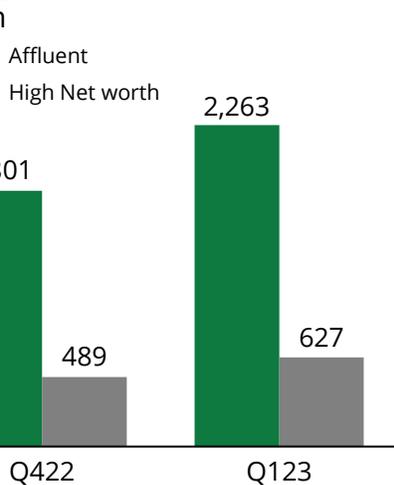
# Appendix

Quilter

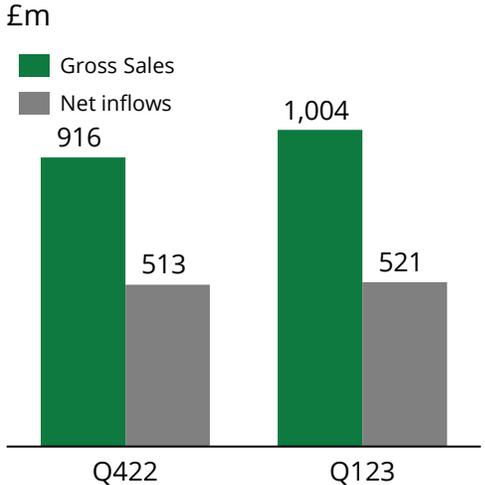
# Q1 2023 trading update



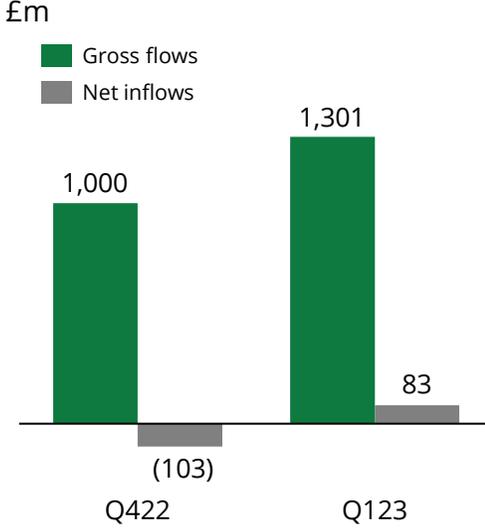
## Management Gross flows Q-o-Q



## Quilter Channel flows Q-o-Q



## IFA Platform flows Q-o-Q



- Assets under Management and Administration ("AuMA") of £101.9 billion at the end of March 2023, an increase of 2% from 31 December 2022.
- Average AuMA for the first quarter of £101.8 billion remained modestly below the 2022 full year average of £102.8 billion.
- Net inflows of £313 million were below the prior year which reflected the period prior to the start of the conflict in Ukraine (Q1 2022: £1,049 million).
- Q1 2023 net flows were nearly double the Q4 2022 level (£159 million). Net flows represented 1% of opening AuMA annualised (Q1 2022: 4%).
- Affluent Quilter channel solid gross flow performance of £715 million (Q4 2022: £594 million).
- Steady total Quilter channel net inflows of £521 million (Q4 2022: £513 million) represented a consistently strong performance
- Affluent IFA channel gross flows higher quarter on quarter at £1.3 billion (Q4 2022 £1.0 billion) more than offset redemptions leading to net flows of £83 million (Q4 2022 -£103 million)
- High Net Worth segment delivered an increase of 28% in gross flows to £627 million (Q4 2022: £489 million), although higher redemptions led to net flows for the quarter of £70 million (Q4 2022: £158 million).

<sup>1</sup> % of opening AuMA calculated on annualised net flows.

# Key historic financials: Quilter plc continuing business

<b>Total continuing business</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
Net management fees (£m)	469	446	500
Other revenues (£m)	118	118	118
<b>Total revenues (£m)</b>	<b>587</b>	<b>564</b>	<b>618</b>
Expenses (£m)	(460)	(456)	(480)
<b>Adjusted profit (£m)</b>	<b>127</b>	<b>108</b>	<b>138</b>
Gross sales (£bn)	10.6	9.8	13.2
Net flows (£bn)	(0.3)	1.5	4.0
Net flows / opening AuMA (%)	(0.4%)	1.6%	4%
Market and inv't perf' (£bn)	10.8	5.1	(3.7)
AuMA (£bn)	92.4	99.0	111.8
Average AuMA (£bn)	87.2	90.2	105.3
Asset retention (%)	87%	91%	91%
Revenue margin (bps)	54	49	48
Operating margin (%)	22	19	22

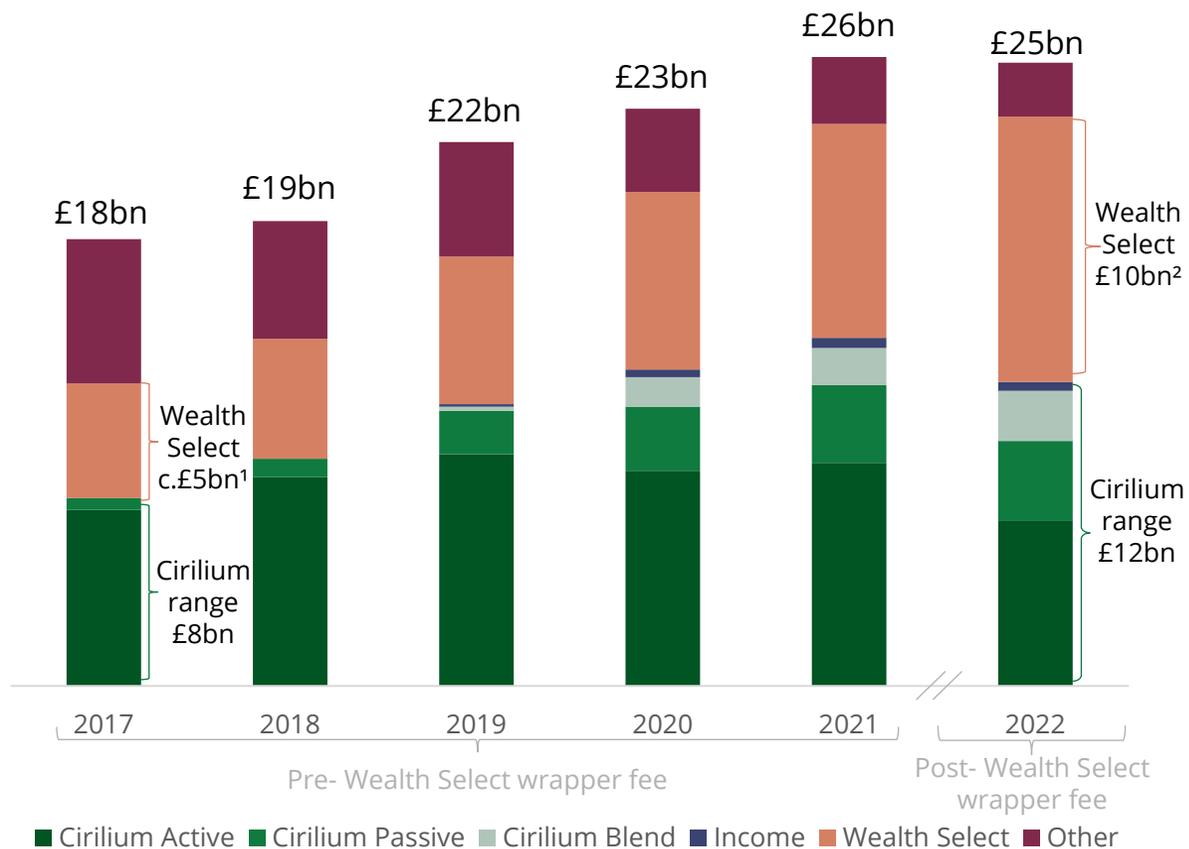
<b>Total revenues (£m)</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
<i>Affluent segment</i>	388	370	406
<i>High Net Worth segment</i>	196	193	212
<i>Head Office</i>	3	1	-
<b>Total revenues</b>	<b>587</b>	<b>564</b>	<b>618</b>

<b>Total expenses (£m)</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
<i>Affluent segment</i>	(269)	(265)	(295)
<i>High Net Worth segment</i>	(155)	(154)	(156)
<i>Head Office</i>	(36)	(37)	(29)
<b>Expenses</b>	<b>(460)</b>	<b>(456)</b>	<b>(480)</b>

<b>Total adjusted pre-tax profit (£m)</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>
<i>Affluent segment</i>	119	105	111
<i>High Net Worth segment</i>	41	39	56
<i>Head Office</i>	(33)	(36)	(29)
<b>Adjusted pre-tax profit</b>	<b>127</b>	<b>108</b>	<b>138</b>

# Affluent Managed performance

## Investment performance from largest product in a challenging market



- Strong performance across all strategies in 2022, with exception of Cirilium Active. Cirilium fund range now under single team
- Cirilium Active (£7bn)
  - 10-year track record remains strong
- Cirilium Passive (£3bn)
  - Strong 3- and 5-year performance
- Cirilium Blend (£2bn)
  - Strong performance with all funds 1st or 2nd quartile since inception
- WealthSelect (£10bn)
  - MPS with strong and consistent track record

Note: numbers rounded to billions. FY 2022 figures represent restated Affluent Managed assets and include total WealthSelect AuM; prior periods reflect Quilter Investors managed assets and do not include WealthSelect AuM not directly managed by Quilter Investors

1. 2017 to 2021 does not include WealthSelect AuM which is not directly managed by Quilter Investors

# Full Year 2022 : Movement in assets and flows

2022 YTD gross flows, net flows & AuMA (£bn), unaudited	AuMA* as at 31 December 2021	Gross flows* (£m)	Net Flows* (£m)	AuMA* as at 31 December 2022	Of which managed by Quilter AuM as at 31 December 2022
<b>AFFLUENT SEGMENT</b>					
Quilter channel	11.7	2,554	1,823	11.7	7.8
IFA channel	60.0	4,926	445	54.1	9.2
Non-core business	1.5	35	(75)	1.2	-
Sub-total (Quilter Platform)	73.2	7,515	2,193	67.0	17.0
<b>Via other platforms</b>					
Quilter channel <sup>1</sup>	4.9	664	(187)	3.7	3.7
IFA channel	2.5	242	(621)	2.0	2.0
Non-core businesses	2.7	114	(260)	2.2	2.2
Sub-total	10.1	1,020	(1,068)	7.9	7.9
<b>Total Affluent Segment</b>	<b>83.3</b>	<b>8,535</b>	<b>1,125</b>	<b>74.9</b>	<b>24.9</b>
<b>HIGH NET WORTH SEGMENT</b>					
Quilter channel	2.5	443	353	2.4	2.4
IFA channel incl. Direct	26.2	1,827	539	23.1	23.1
<b>Total High Net Worth Segment</b>	<b>28.7</b>	<b>2,270</b>	<b>892</b>	<b>25.5</b>	<b>25.5</b>
<b>Inter-segment dual assets<sup>1</sup></b>	<b>(0.2)</b>	<b>(276)</b>	<b>(230)</b>	<b>(0.8)</b>	<b>(0.2)</b>
<b>Quilter plc</b>	<b>111.8</b>	<b>10,529</b>	<b>1,787</b>	<b>99.6</b>	<b>50.2</b>
<b>AuMA breakdown:</b>					
Affluent administered only	55.9	4,894	1,027	50.0	
Affluent managed and administered	17.3	2,621	1,166	17.0	
Affluent external platform	10.1	1,020	(1,068)	7.9	
Quilter channel	19.1	3,661	1,989	17.8	
IFA channel	88.5	6,719	133	78.4	
Non-core business	4.2	149	(335)	3.4	

<sup>1</sup>Inter-segment dual assets reflect funds sold by Quilter Cheviot and managed by Quilter Investors and the Quilter Cheviot bespoke MPS solution available to advisers on the Quilter Investment Platform. This is excluded from total AuMA to ensure no double count takes place.

# Quilter Investors: investment performance

As at 31 December 2022

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

## Investment performance

- Strong performance in 2022. All strategies outperformed their comparators, except Cirilium Active
- Cirilium fund range brought under a single team to better align to our solutions with customers needs

Note: 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.

# High Net Worth: investment performance

## Investment performance in a challenging market

Quilter Cheviot performance vs. ARC Sterling PCI Index, at 30 September 2022

3 year	<i>Relative % vs ARC PCI</i>	Balanced	Steady Growth	Equity Risk
	Quilter Cheviot	(2.5)%	2.0%	4.0%
	ARC PCI	1.3%	3.2%	5.5%
	<i>Relative</i>	<i>(3.8)%</i>	<i>(1.2)%</i>	<i>(1.5)%</i>

5 year	<i>Relative % vs ARC PCI</i>	Balanced	Steady Growth	Equity Risk
	Quilter Cheviot	5.5%	12.2%	15.4%
	ARC PCI	8.2%	12.7%	16.8%
	<i>Relative</i>	<i>(2.7)%</i>	<i>(0.5)%</i>	<i>(1.4)%</i>

10 year	<i>Relative % vs ARC PCI</i>	Balanced	Steady Growth	Equity Risk
	Quilter Cheviot	47.2%	65.6%	82.8%
	ARC PCI	44.8%	63.8%	80.6%
	<i>Relative</i>	<i>+2.4%</i>	<i>+1.8%</i>	<i>+2.2%</i>

## Investment performance

2022 was a challenging year for investment performance

- Over three years, slipped into 3rd ARC quartile although the cumulative difference between 2nd and 3rd quartile is just over 1.2%
- Good outperformance over 10 year period