

Quilter

Investor introduction

Spring 2024

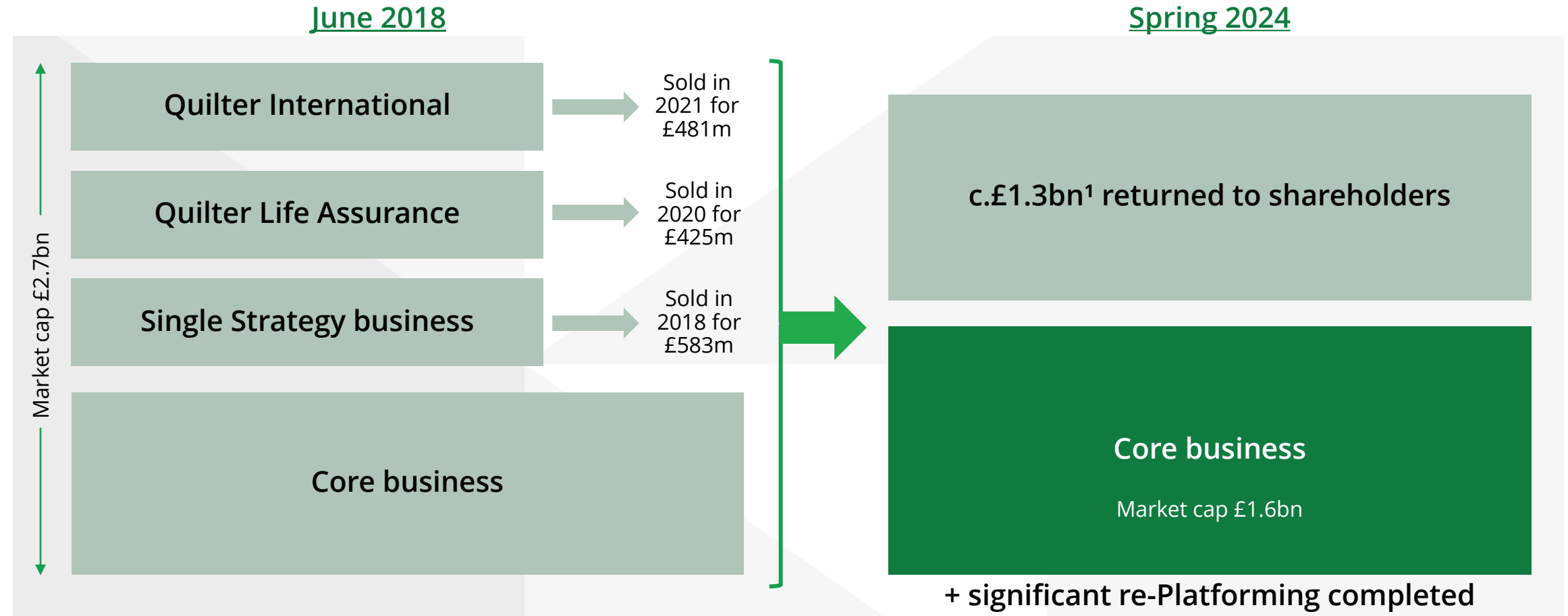
2024



Business overview

Quilter

A transformed investment case: Quilter now vs at Listing



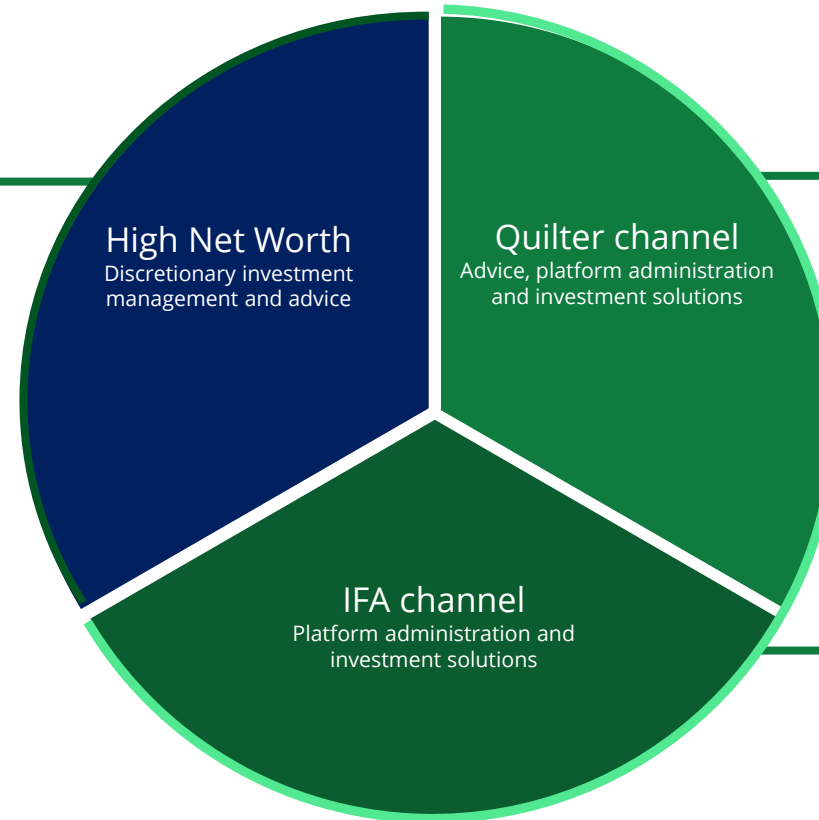
1. Includes £300m repayment of bridge loan to fund distribution to former Parent. Market capitalisations as at May 2024.

Quilter's core business: two segments – 'Affluent' and 'High Net Worth'

High Net Worth

Key competitors

- Brewin Dolphin
- Rathbones
- Brooks Macdonald



Affluent

Key competitors

- St James' Place
- Evelyn Partners
- True Potential

Key competitors

- AJ Bell
- Transact
- Abrdn

*Chart indicative of share of
c.£600m total revenues*



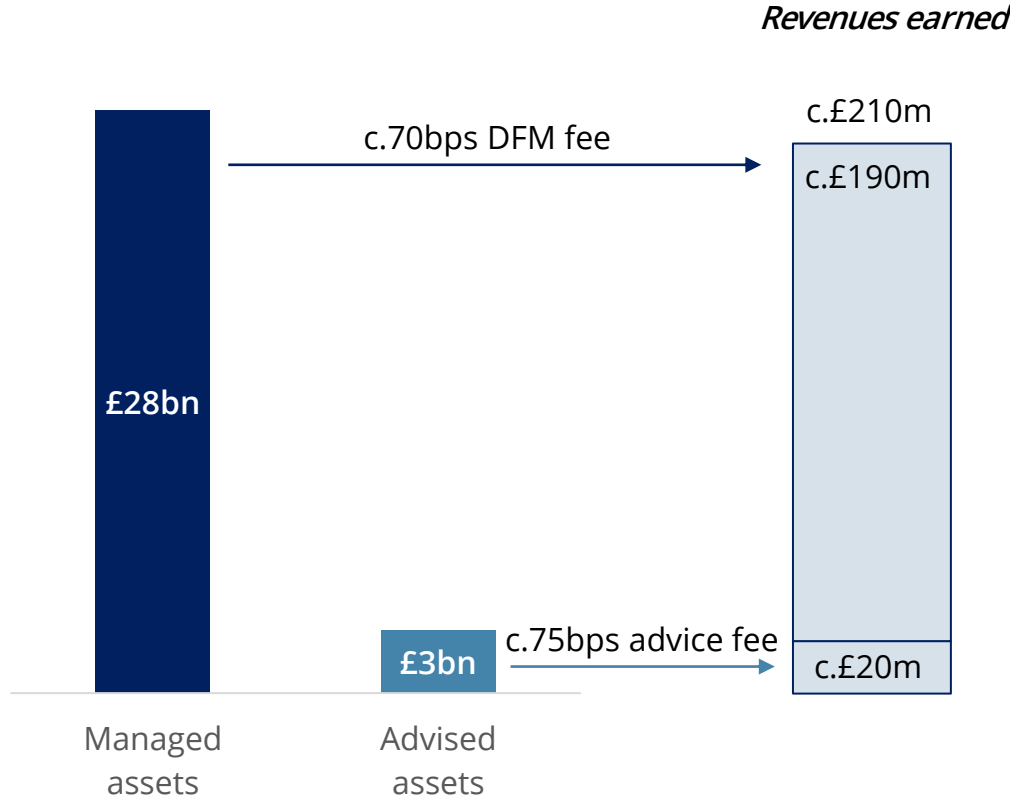
How we make money

Quilter

How we make money: segments

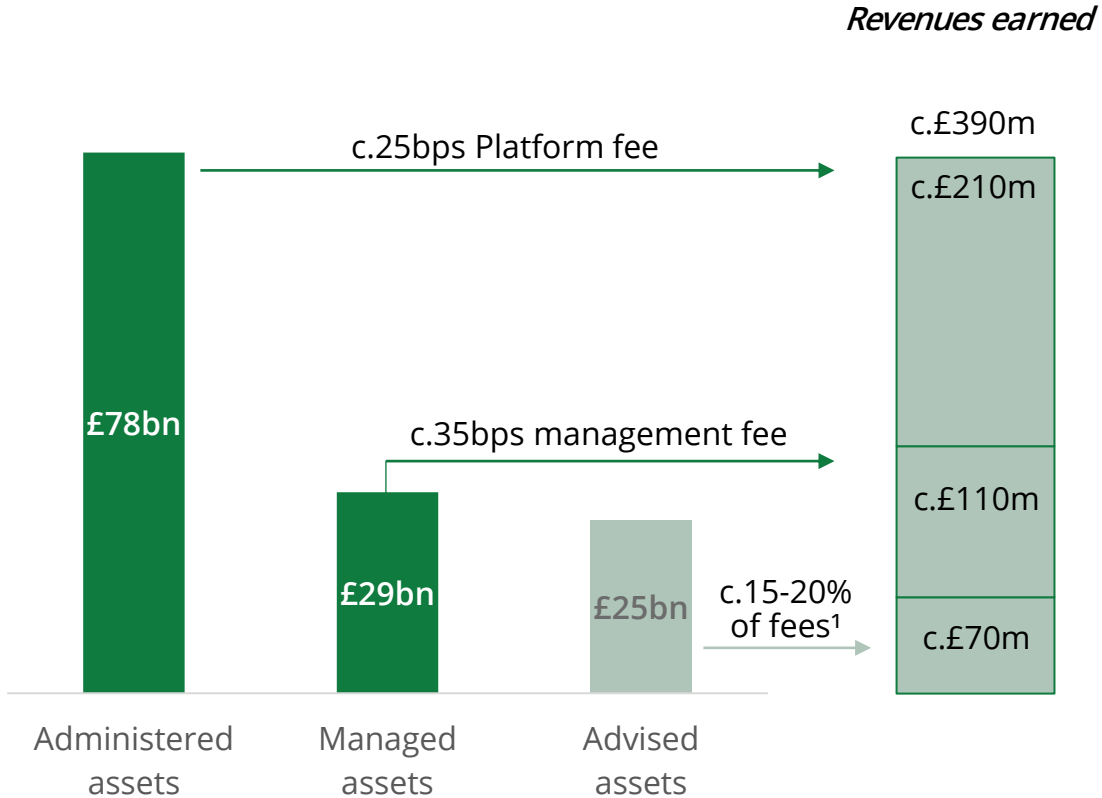
High Net Worth

Asset management & advice



Affluent

Asset administration, asset management & advice

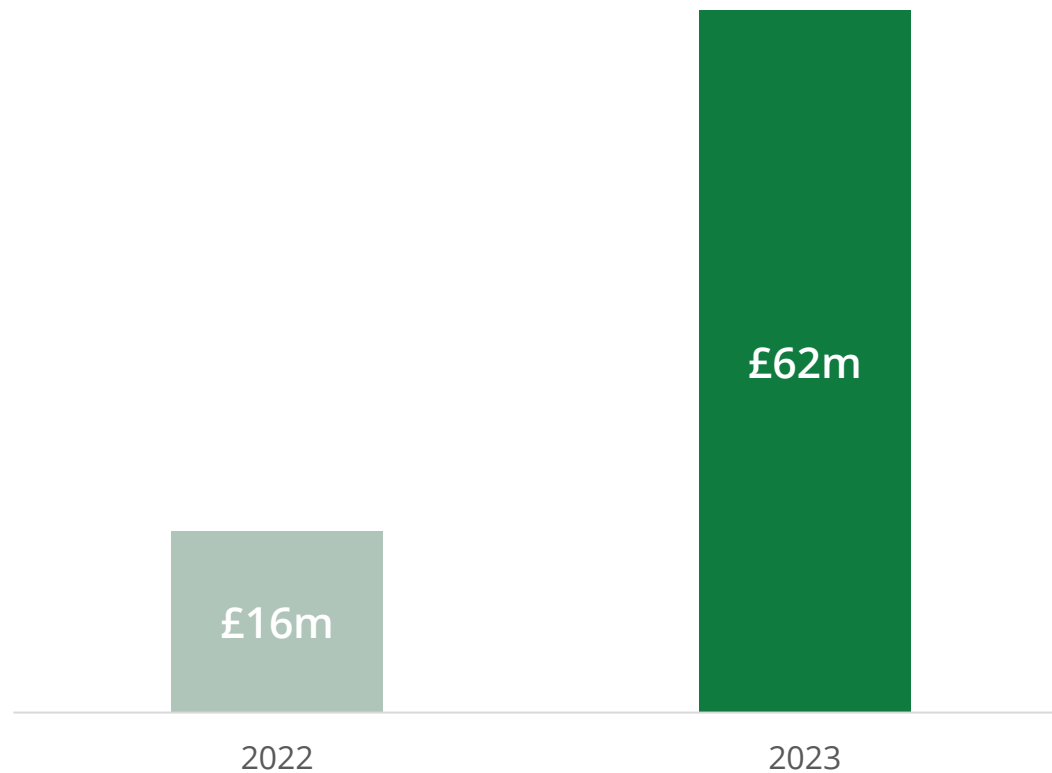


Note: AuMA figures as at 31 March 2024; revenues as at 31 December 2023.
 1. Quilter retains 15-20% of all fees generated by Quilter Financial Planning advisers.

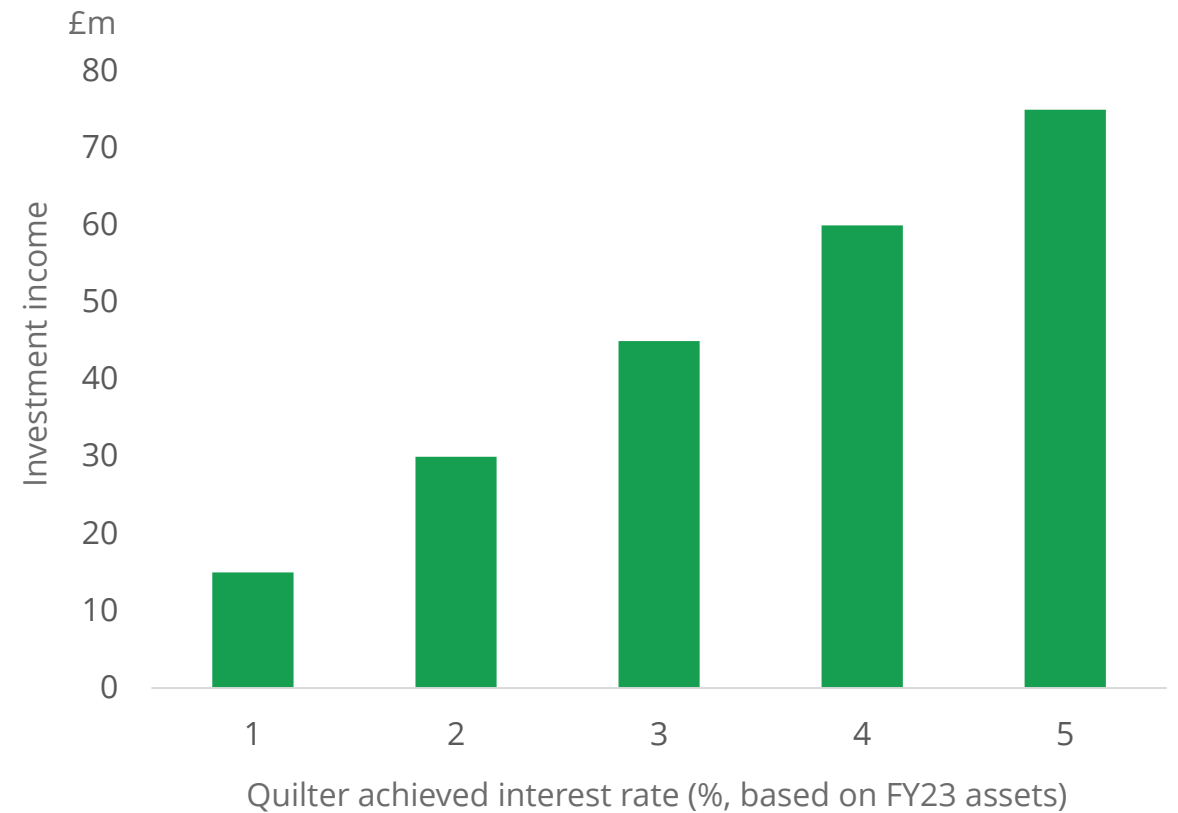
Plus investment return on shareholder funds

A 50% decline in interest rates would be offset by a 5% increase in AuMA

Investment income



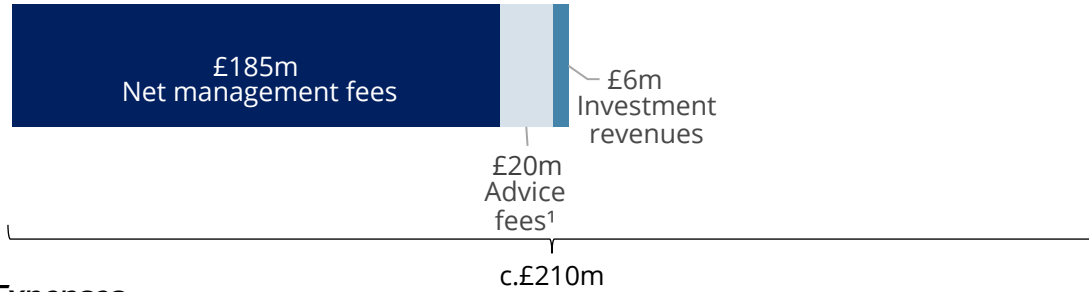
Head Office/ Group Capital sensitivity to interest rates



Financials: FY23

High Net Worth

Revenues



Expenses

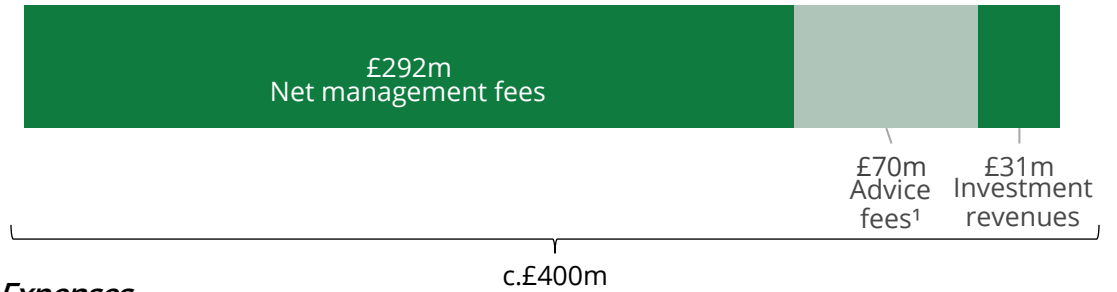


Profit before tax

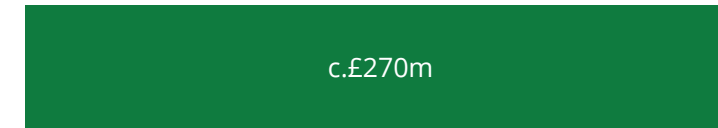


Affluent

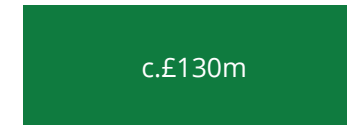
Revenues



Expenses

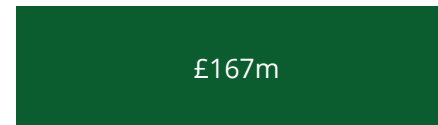


Profit before tax



Group

2023 Profit before tax²



27% operating margin; targeting 30% in the medium term

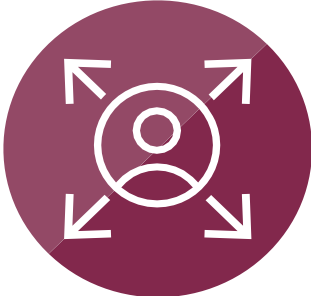
1. Includes other revenues of £1m for HNW and £2m for Affluent.
 2. Includes other revenues of £(4)m, investment revenues of £25m offset by £(19)m expenses.

Key areas of strategic focus

Flows

Efficiency

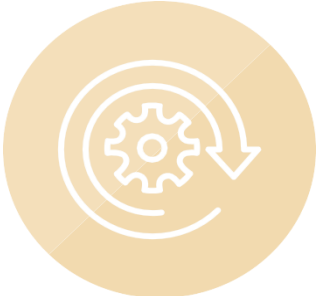
**Building
Distribution**



**Enhancing
Propositions**



**Driving
Efficiency**

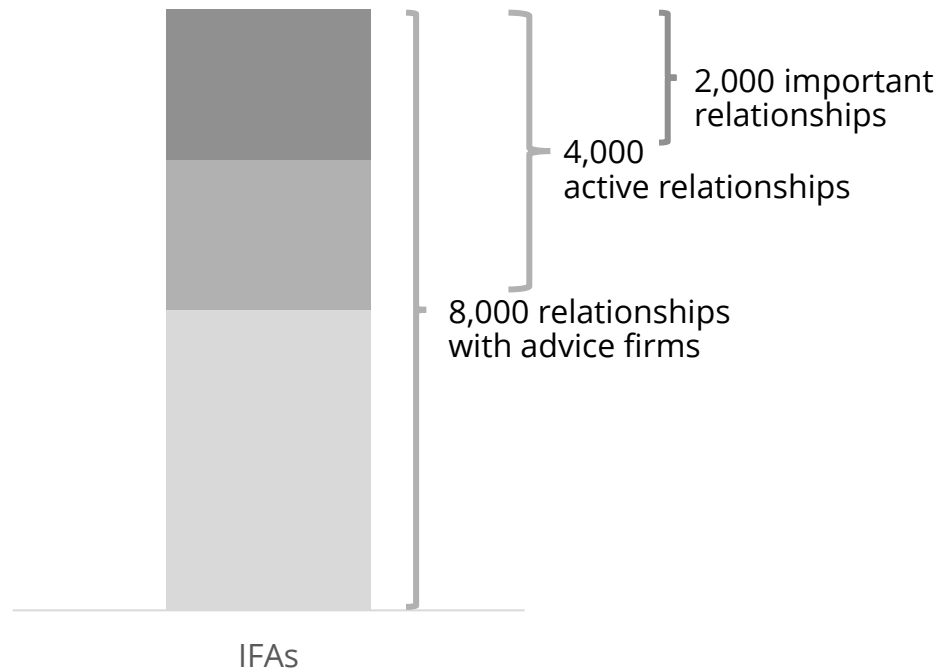


Where do flows come from?

Two strong distribution channels: IFAs and Quilter RFPs – delivering a strong flow funnel

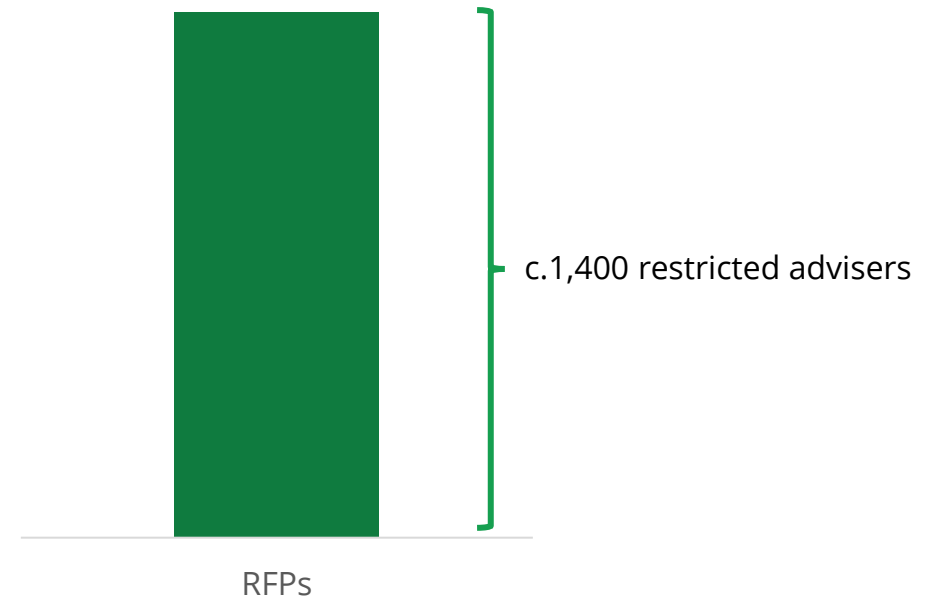
Independent Financial Advisers (IFAs)

Strategy: Grow, broaden, deepen



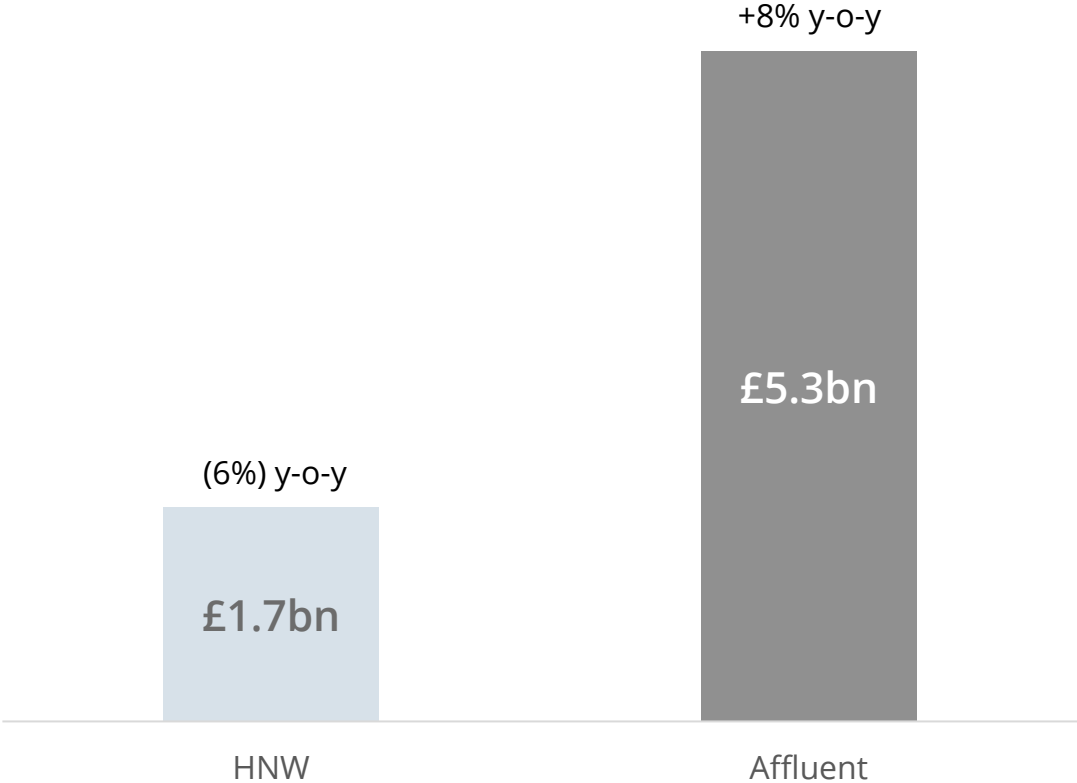
Quilter Restricted Financial Planners (RFPs)

Strategy: Grow number & improve productivity

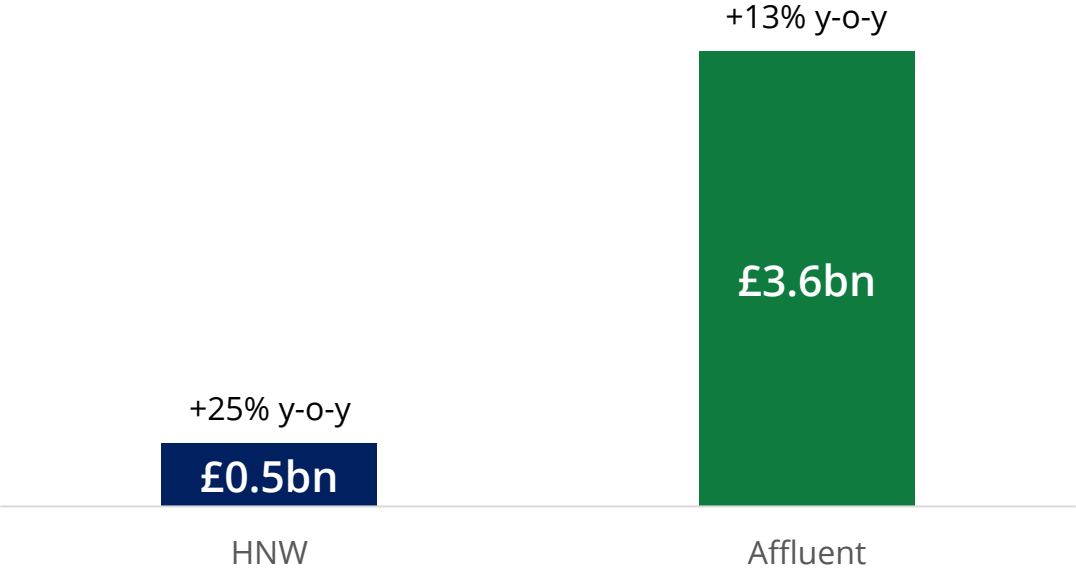


Gross flows in 2023

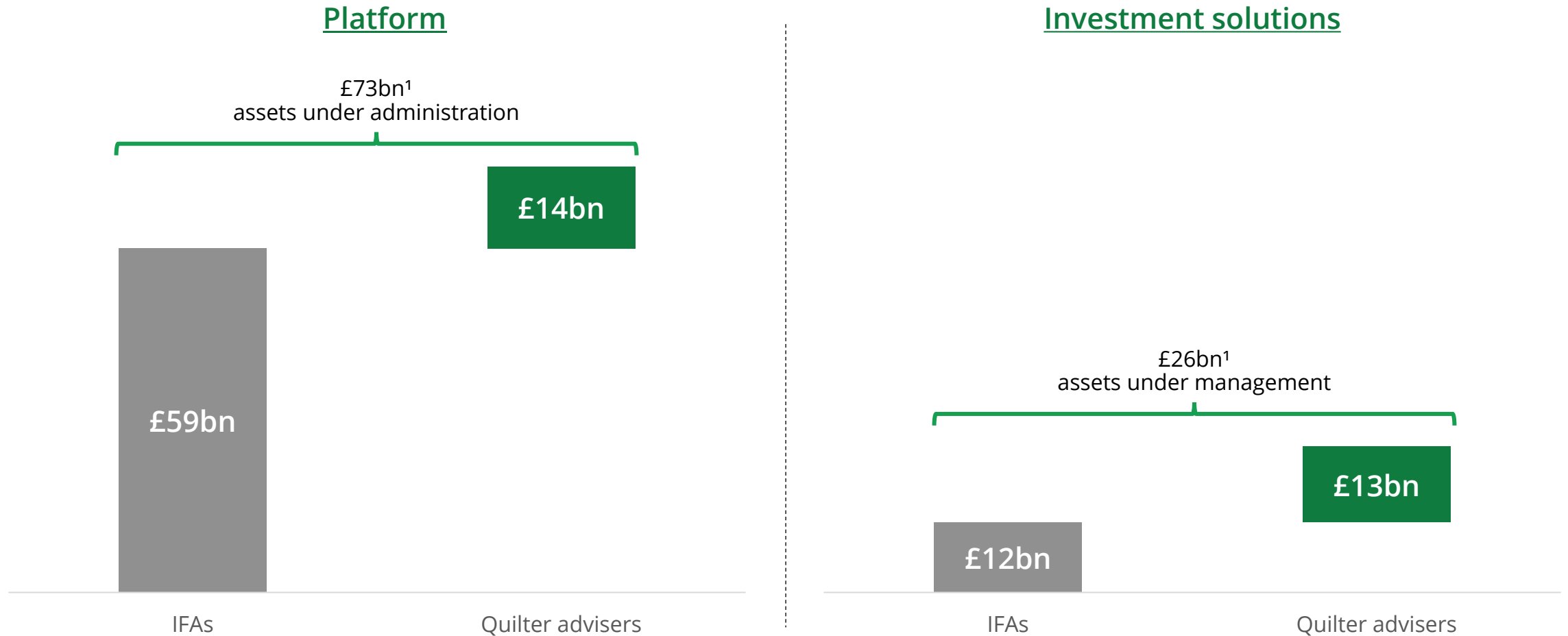
IFA channel



Quilter channel

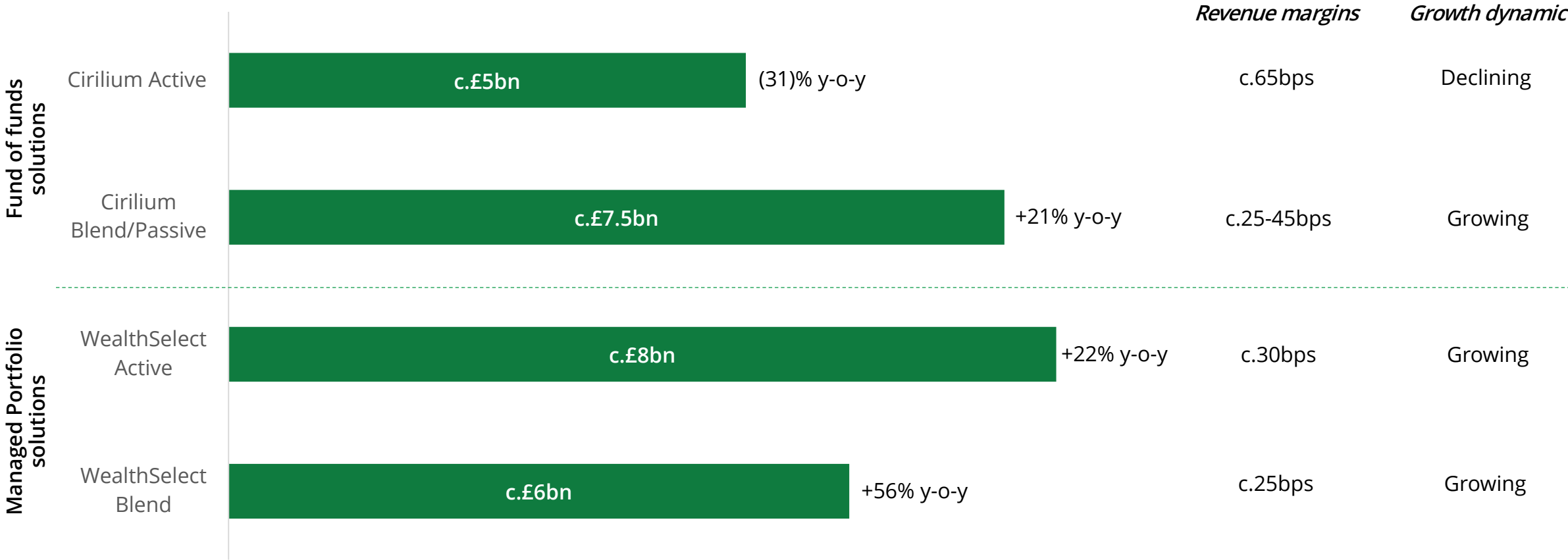


A closer look at Affluent: administered vs managed AuMA in 2023



Note: Numbers may not cast dues to rounding.
1. Excludes non-core assets.

Principal solutions

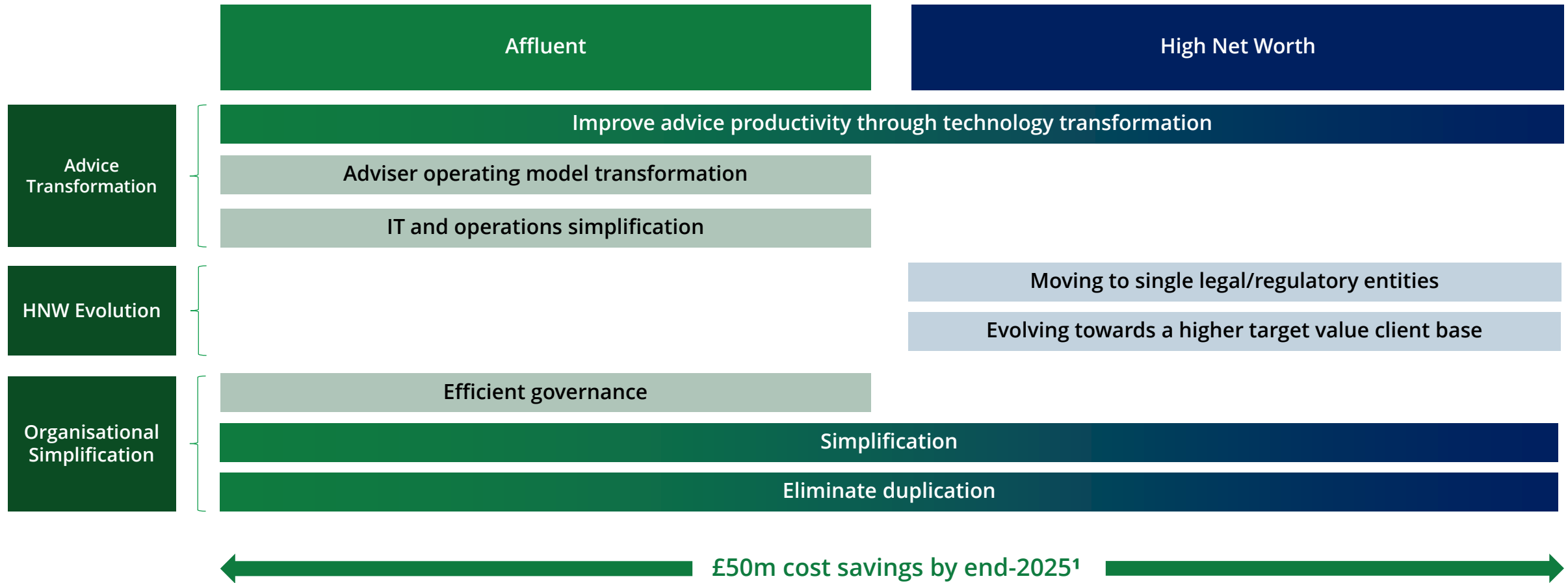


AuMA figures as at 31 March 2024; revenue margins depend on asset allocations and sub-mandates.

Key areas of strategic focus



Three key initiatives to deliver a 30% operating margin



1. On a run-rate basis.

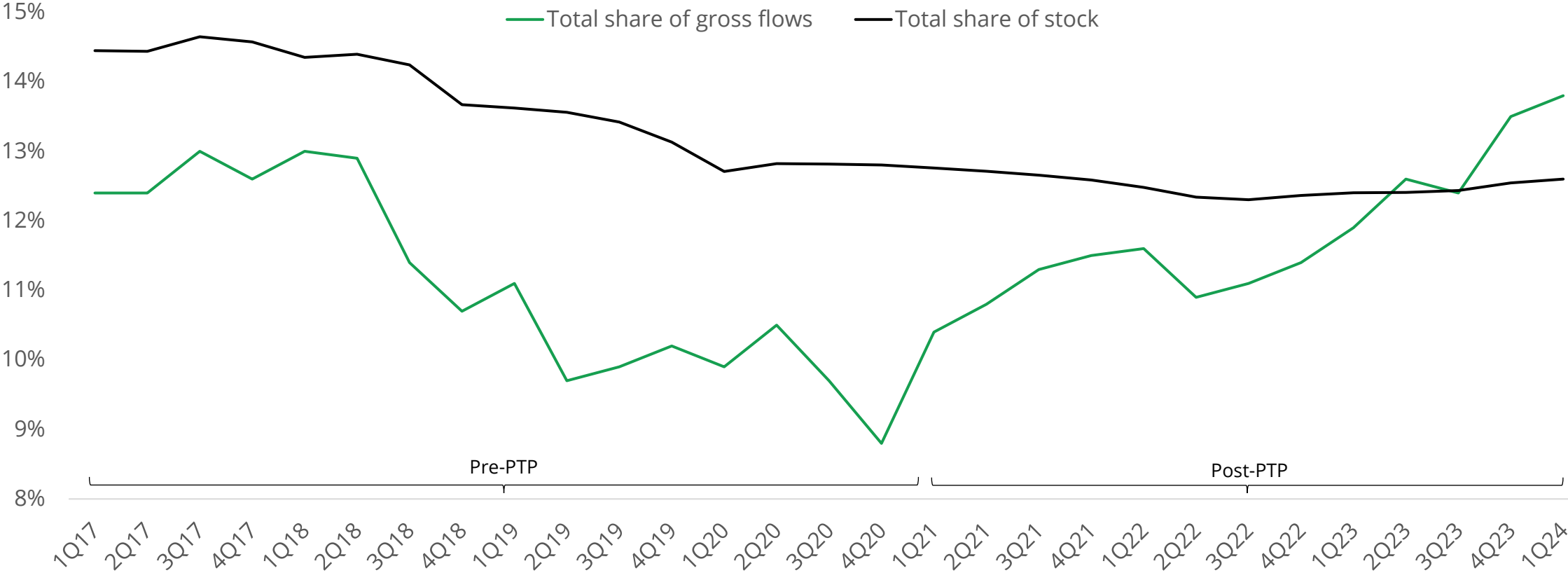


How we have performed

Quilter

How we have performed: Affluent gross flows

Quilter Platform market share¹: gross flows and assets

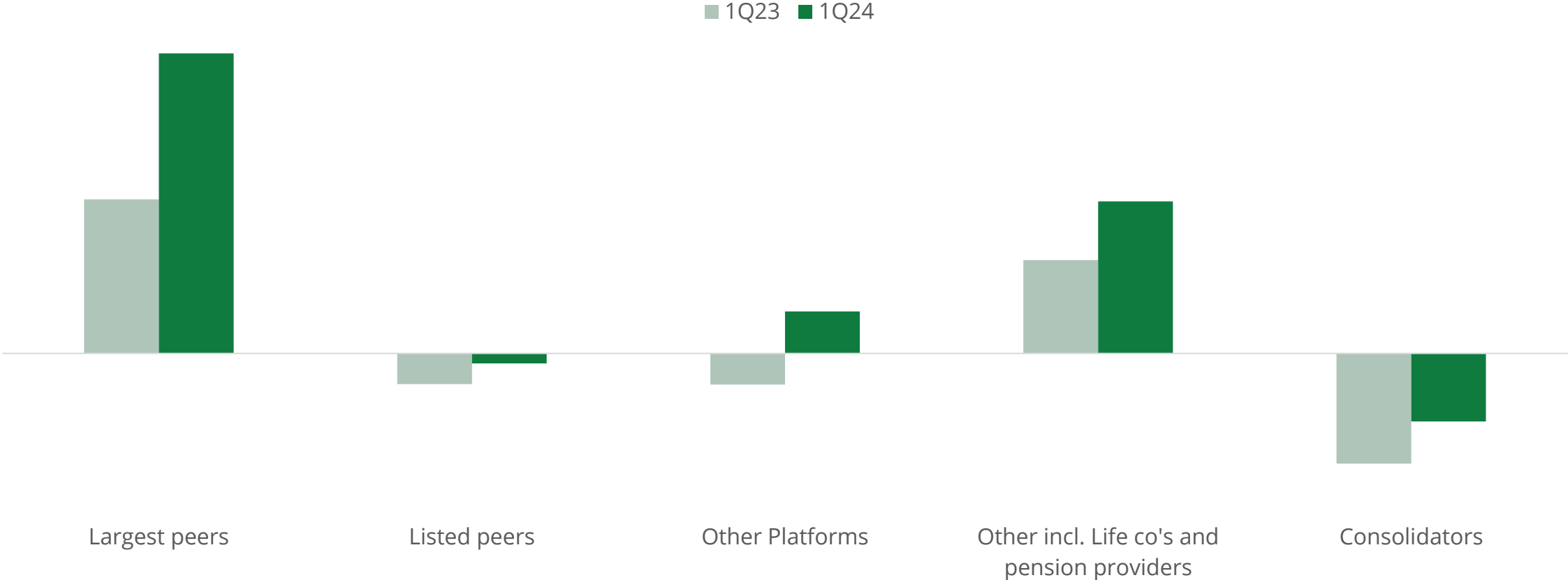


Note: 1Q24 total market denominator figures exclude Curtis Banks' AuMA and Gross sales respectively in order to maintain consistency with prior data periods.
 1. Source: Fundscape.

How our Platform gains market flow

Quilter Platform IFA channel net transfer trends by source of funds

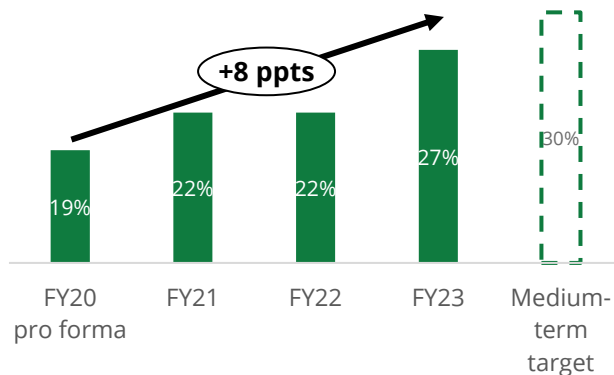
1Q 2023 vs 1Q 2024 net flows, £m



As at 31 March 2024.
 Note: Presentation provides a snapshot of flows. Excludes regular payments and flows from pension providers and other payments to/from clients.

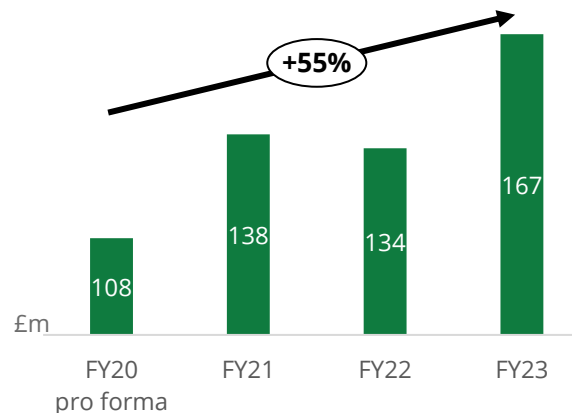
How we have performed since completing strategic reshaping

Operating margin



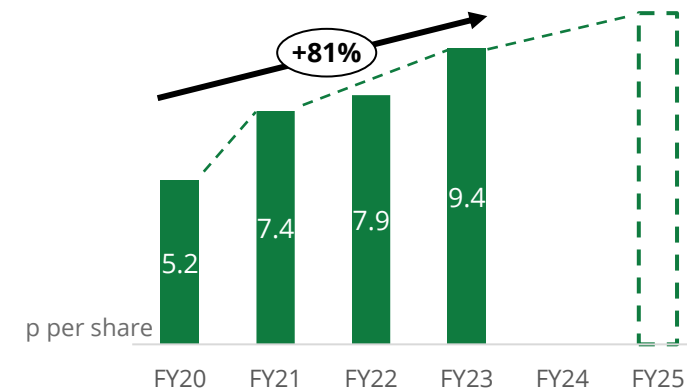
- Operating margin ahead of 2025 target
- Business model has scope for strong operating leverage
- Focused on 30% medium term target

Adjusted profit



- Significant increase since sale of Quilter International
- Despite market declines in 2022
- and broadly flat average AuMA in 2023

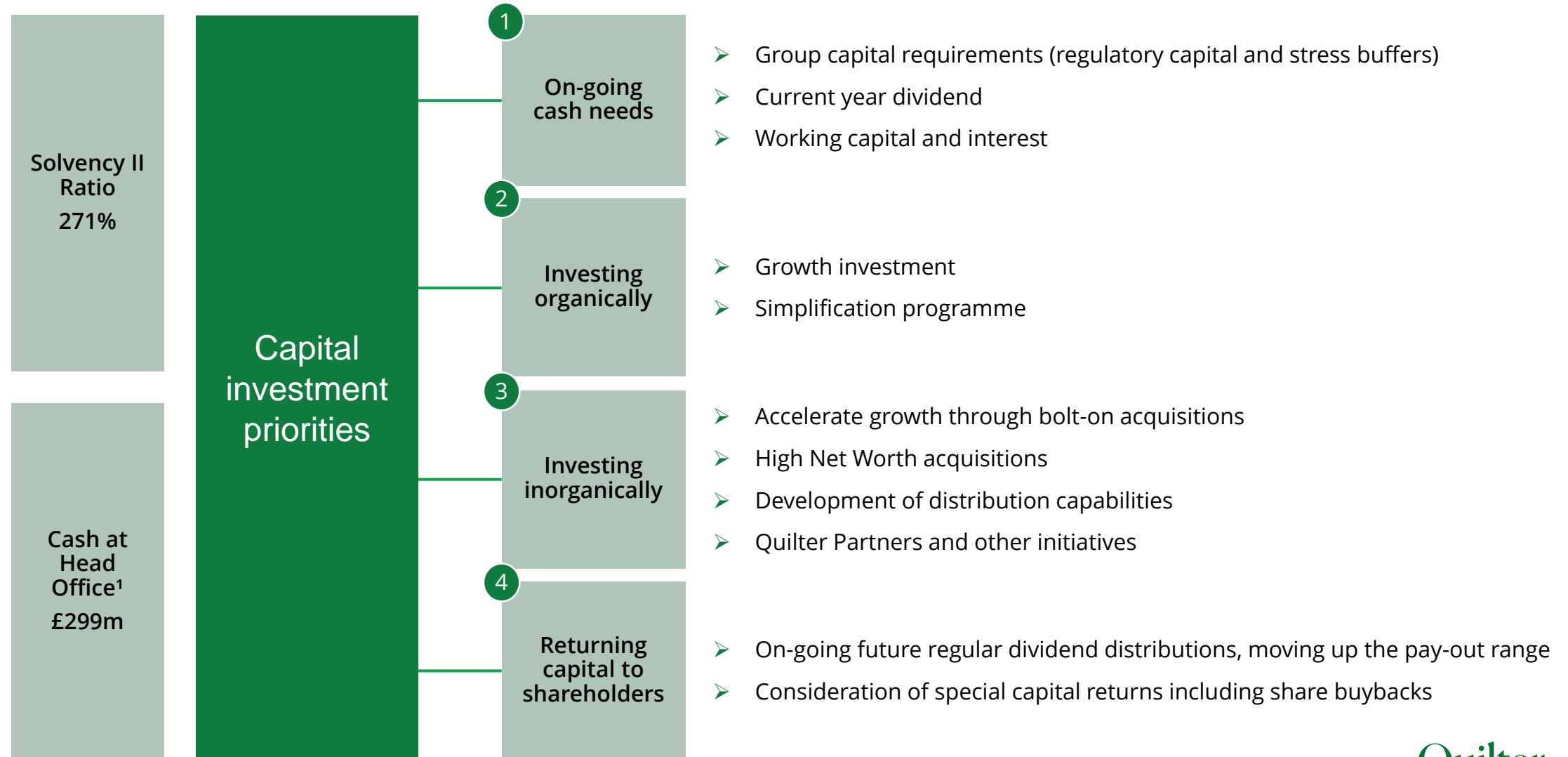
Adjusted diluted EPS momentum: indicative trajectory



- EPS momentum supported by both
 - business performance and
 - share count reduction from capital returns



Efficient capital and balance sheet management



1. After payment of the FY23 recommended Final Dividend.



Strategic positioning and investment case

Quilter

What differentiates Quilter?

Balanced business mix covering the entire waterfront of UK wealth

Channel agnostic: strong market positions in IFA and restricted channels

Open, unbundled business model with transparent pricing

All products/ services available to our advisers and IFAs – ensures they are market competitive and regulatory transparent

No client or adviser lock-ins

Building the UK's best-in-class wealth manager



The Quilter investment case

Drivers

Secular industry growth

Improving flows and market share

Expense management self-help through Simplification

Bolt-on M&A to accelerate strategy and growth

Capital discipline



Deliverables for shareholders

Revenue growth

Cost optimisation

Stock re-rating



Appendix

Quilter

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

Average fees example, reflecting current predominant choice by clients & their advisers

% of investment

		Upfront			Ongoing p.a.				Total Equivalent p.a.	Financial Advice Included?	
		Advice	Total	Total p.a./ 10 Years (A)	Advice	Wrapper / Admin	Investment Management	Total (B)	A+B		
Average fees, most popular investment, network adviser	QFP WS Blend Risk Level 5	1.08	1.08	0.11	0.66	0.21	0.58	1.45	1.56	Yes	
Average fees for £500K investment, Network adviser Platform charge, various solutions	QFP - WS Active RL5	1.08	1.08	0.11	0.66	0.21	0.69	1.56	1.67	Yes	
	QFP - WS Blend RL5	1.08	1.08	0.11	0.66	0.21	0.58	1.45	1.56	Yes	
	QFP - WS Passive RL5	1.08	1.08	0.11	0.66	0.21	0.22	1.09	1.20	Yes	
	QFP Cirilium Balanced Active	1.08	1.08	0.11	0.66	0.21	1.14	2.01	2.12	Yes	
QFP Cirilium Balanced Blend	1.08	1.08	0.11	0.66	0.21	0.73	1.60	1.71	Yes		
QFP Cirilium Balanced Passive	1.08	1.08	0.11	0.66	0.21	0.37	1.24	1.35	Yes		

Source: Quilter plc – Based on actual charges made to clients over the last 12 months, produced for publication in December 2023.

Notes:

1. The outcome highlighted in bold is the outcome currently the predominant choice made by clients and their advisers. Advice + Platform + Wealth Select Blend (risk level 5).
2. Advice fees are a function of case size, the 108bps and 66bps are the average charges for a £500k portfolio based on actual cases written in 2023 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.

AuMA and flows: good Quilter channel performance

	FY23				1Q24			
	AuMA	Gross flows	Net flows	Net / opening	AuMA	Gross flows	Net flows	
High Net Worth	Quilter Channel	£2.9bn	£0.5bn	£0.4bn	17%	£3.1bn	£0.2bn	£0.1bn
	IFA / Direct Channel	£24.1bn	£1.7bn	£(0.5)bn	(2%)	£25.0bn	£0.6bn	£(0.05)bn
Affluent	Quilter Channel	£17.2bn	£3.6bn	£1.6bn	10%	£17.3bn	£1.0bn	£0.5bn
	IFA Channel	£58.7bn	£5.3bn	£(0.2)bn	0%	£62.0bn	£1.8bn	£0.4bn
	Funds on other platforms	£1.6bn	£0.3bn	£(0.3)bn	(15%)	£1.9bn	£0.1bn	£(0.1)bn
Quilter plc core ¹	Quilter plc core ¹	£103.4bn	£11.1bn	£0.8bn	1%	£108.2bn	£3.6bn	£0.8bn
	Non-Core	£3.3bn	£0.1bn	£(0.7)bn	(21%)	£3.4bn	£0.02bn	£(0.1)bn
	Quilter plc reported ¹	£106.7bn	£11.2bn	£0.1bn	0%	£111.6bn	£3.6bn	£0.7bn

1. Includes Inter-segment dual assets.

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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 conflict in the Ukraine and the Middle East, 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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