Preliminary results 2019

11 March 2020

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 several scenarios of the UK's future relationship with the EU in relation to financial services, 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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Nothing in this presentation should be construed as a profit forecast.

Nothing in this presentation shall constitute an offer to sell or the solicitation of an offer to buy any securities.



Presentation agenda

Q&A

Paul Feeney
Mark Satchel
Paul Feeney



2019 highlights: Pivotal year for Quilter

Solid financial performance

- Robust revenue growth & disciplined cost management
- Good organic profit growth: adjusted PBT £182m, +3% y-o-y
- £110.4bn AuMA, +13% y-o-y
- Strong integrated flows, £2.6bn

Continued strategic progress

- First PTP migration completed
- Invested in revenue generation capability
 - Growth in RFPs; Lighthouse,
 Charles Derby Group &
 Prescient acquired
 - Added 12 Investment Managers
 - Launched new solutions
- Continued optimisation
- Sold Quilter Life Assurance

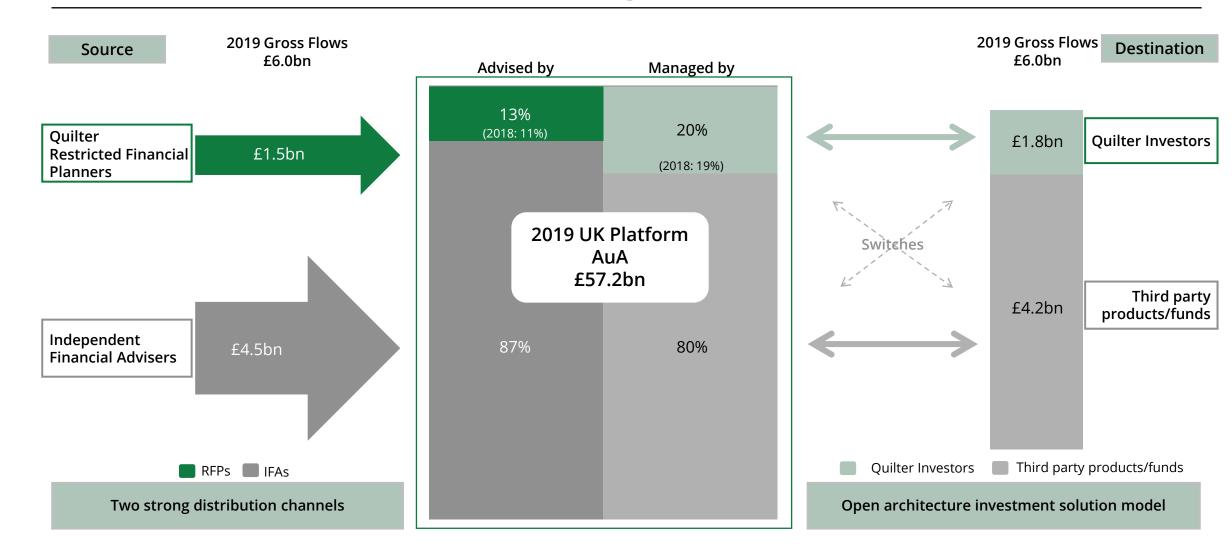
Delivering for shareholders

- > 3.5p final dividend per share
 - 46% pay-out ratio
- Planned £375m capital return to shareholders, initiating a share buyback shortly
- Odd-Lot Offer of up to c.£30m launched
 - Potentially reduces 50% of share register and c.1% of market cap





The new UK Platform is the heart of Quilter





UK Platform: the heart of the growth opportunity

Prod	Products: Supporting growth across the generations			
>	Junior ISA	New		
>	Pension	Enhanced		
>	ISA	Enhanced		
>	General Investment Account	Enhanced		
>	Bond	Enhanced		

Investments: Opportunity to reengage with inactive firms			
>	Option to invest in ETFs and Investment Trusts	New	
>	Access to cash accounts	New	
>	Range of available discretionary IMs	Enhanced	
>	Adviser model portfolio management	Enhanced	

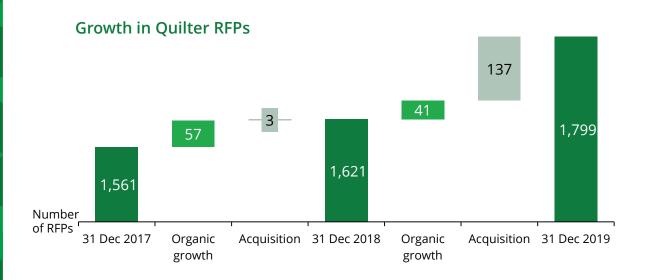
Fund	Functionality: Market-leading, attractive to broader adviser base		
>	Arrange withdrawals and income online	New	
>	Flexi ISA capability	New	
>	Flexible income and regular withdrawal dates	New	
>	Flexible Direct Debit collection dates	New	
>	New adviser MI and reporting suite	New	
Ease of use: Single-source potential for Quilter RFPs			

>	Online user experience	Enhanced
>	Cross browser functionality	Enhanced
>	Mobile and tablet optimised	New
>	Improved view & control of investments throug Customer centre	h online Enhanced

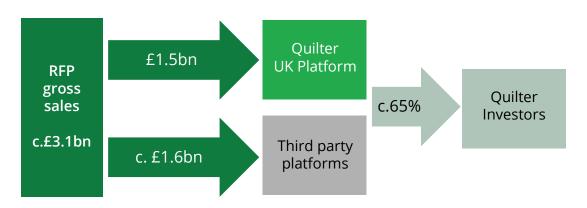
Opportunities: 1) greater share of flow from RFPs to UK Platform; 2) broaden & deepen relationships with IFAs; 3) broaden Quilter Investors' solution suite



Quilter Financial Planning: driving the growth opportunity



Opportunity to capture greater share of Platform value post-PTP



2019 proofs of delivery:

- Acquisition of Charles Derby Group, Lighthouse plc and Prescient
- Solid organic RFP growth, largely in 1H19; 2H19 focus on integration of acquired advisers, impacting productivity
- Financial Adviser School scaled up to produce 100 graduates per year from 2020

- Further organic RFP growth and conversion from IFA to restricted
- Increase productivity of RFPs
- Increase proportion of adviser-generated flows that end up on the UK Platform

Quilter Financial Planning: driving the growth opportunity



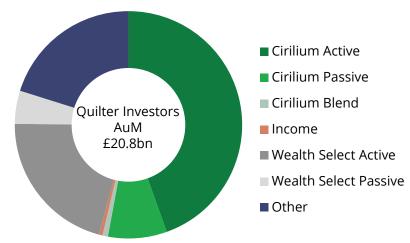
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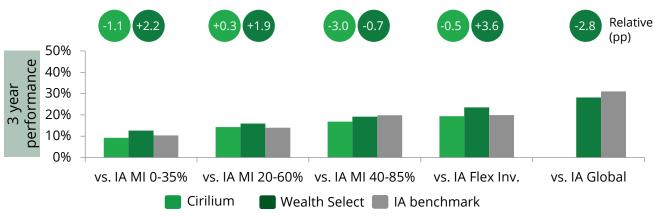
Quilter Investors: supporting the growth opportunity

Comprehensive suite of solutions meeting customer needs



Cirilium & Wealth Select investment performance

Performance vs respective Investment Association sector average Cumulative returns: at 31 December 2019



2019 proofs of delivery:

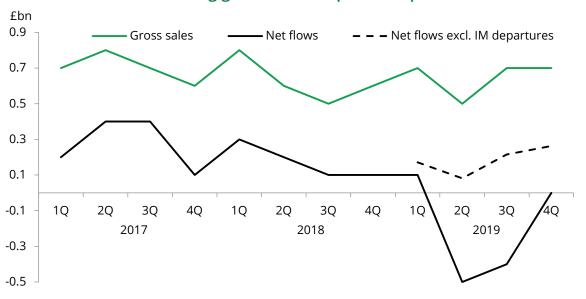
- New products launched and product suite refreshed
- Separation from Merian, infrastructure build-out completed ahead of schedule and on-budget

- Enabling growth with consistent performance
- Comprehensive suite of active and passive solutions
- Broadening range of solutions



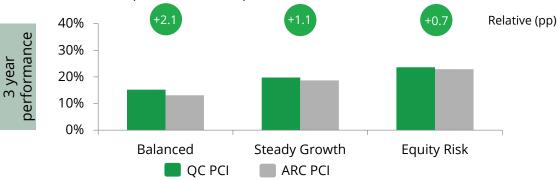
Quilter Cheviot: continuing the growth opportunity

Continues to deliver strong gross sales despite disruption to IM team



Quilter Cheviot cumulative returns

Quilter Cheviot PCI performance vs. peers, as at 31 December 2019



2019 proofs of delivery:

- Strong investment performance over 1, 3, 5, 10 years
- Year-on-year increase in gross sales: second-best year ever
- Welcomed net 12 new Investment Managers

- Capitalise on larger team and advice connection with broader Quilter Financial Planning offering and Quilter International
- Leverage added DFM functionality on new UK Platform
- Expanding UK footprint, co-locating in Leeds with Quilter Private Client Advisers

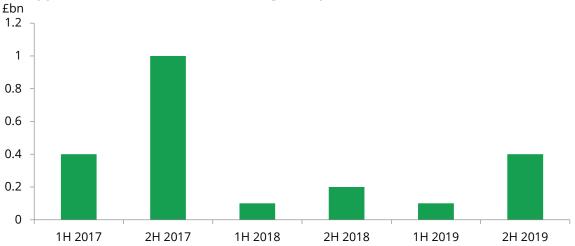


Quilter International: repositioning for growth

Refocused international presence



Lumpy NCCF underlines need for agile expense base

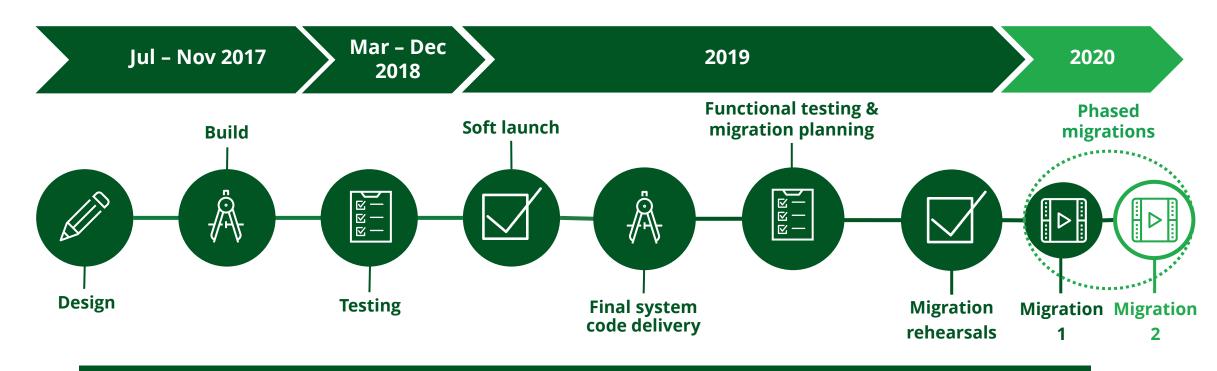


2019 proofs of delivery:

- Robust solution for HNW customer base –41% growth in new UK business policies
- > 17% reduction in expense base to drive profitability
- Rebranded to Quilter International, strengthening brand recognition

- Driving closer linkage with broader Quilter Financial Planning offering and Quilter Cheviot
- Considering selective investment to broaden distribution capability
- Further expense rationalisation

UK Platform Transformation Programme



Final mile of the journey...

First migration implemented, with positive early feedback

Final testing / learning from the first migration to inform the second migration, on track for end-Summer 2020

Reaffirm £185m programme budget

Excited by the growth opportunities the new Platform will bring ... the beating heart of the Group





UK Platform Transformation Programme: First migration achieved

- Delivers the full experience to first phase of advisers and their customers in a controlled, measured way
- Pleased with supportive early feedback
- Enhanced monitoring and support in place to identify and manage areas requiring service improvement
- Customers and advisers continue to be supported every step of the way
- Feedback and learnings refining first phase support and second phase planning







Building a modern, advice-led wealth manager

Customer choice: at the heart of everything we do

Open, transparent: no hidden fees

Fair: Competitive product quality and pricing across the value chain

Service: underpinning the whole proposition

For the generations of today and tomorrow

Financial review

Mark Satchel 11 March 2020



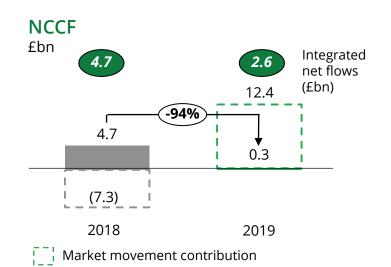
Executive summary: solid outturn in 2019

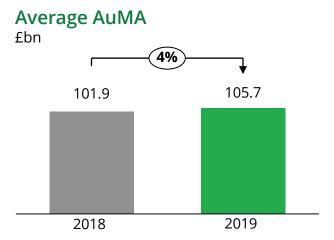
- Adjusted profit growth, up 3%
- Adjusted diluted basic earnings per share of 8.6p¹
- Satisfactory organic growth in RFPs and strong additions to the IM teams
- Recommended final dividend of 3.5 pence per share
 - Total dividend 5.2 pence per share²
- Planned c.£375m capital return to shareholders and c.£30m Odd-lot Offer

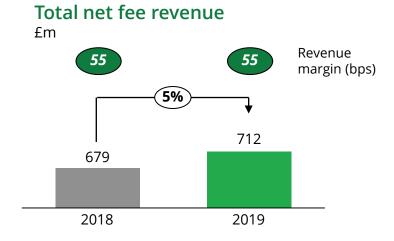
Key Performance Indicators from continuing operations excluding QLA		2019	2018	Δ
Adjusted profit:				
Adjusted profit before tax incl. QLA	£m	235	233	+1%
- o/w QLA	£m	53	57	(7%)
Adjusted profit before tax ³	£m	182	176	+3%
- o/w reallocation of QLA costs	£m	26	28	(7%)
Adjusted profit before tax after reallocation of QLA costs	£m	156	148	+5%
Other financial KPIs:				
IFRS (loss)/profit after tax	£m	(28)	66	-
Operating margin	%	26	26	_
Adjusted diluted earnings per share ¹	р	8.6	8.9	(3%)
AuMA and flows:				
NCCF	£bn	0.3	4.7	(94%)
Integrated net flows	£bn	2.6	4.7	(45%)
AuMA	£bn	110.4	97.7	+13%

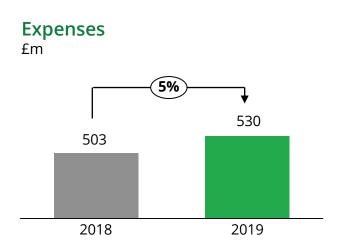
Adjusted diluted EPS including QLA of 11.3p (2018: 13.5p). Including 1,20 pence per share in respect of QLA's profit contribution.

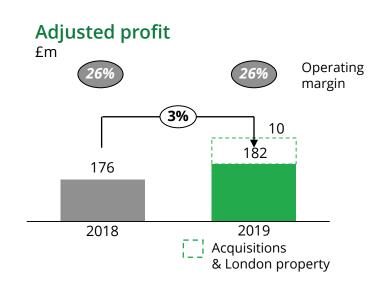
Robust performance

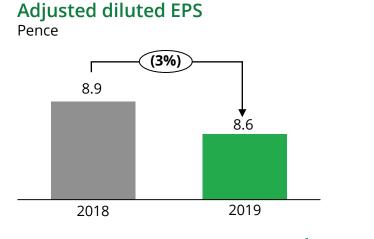




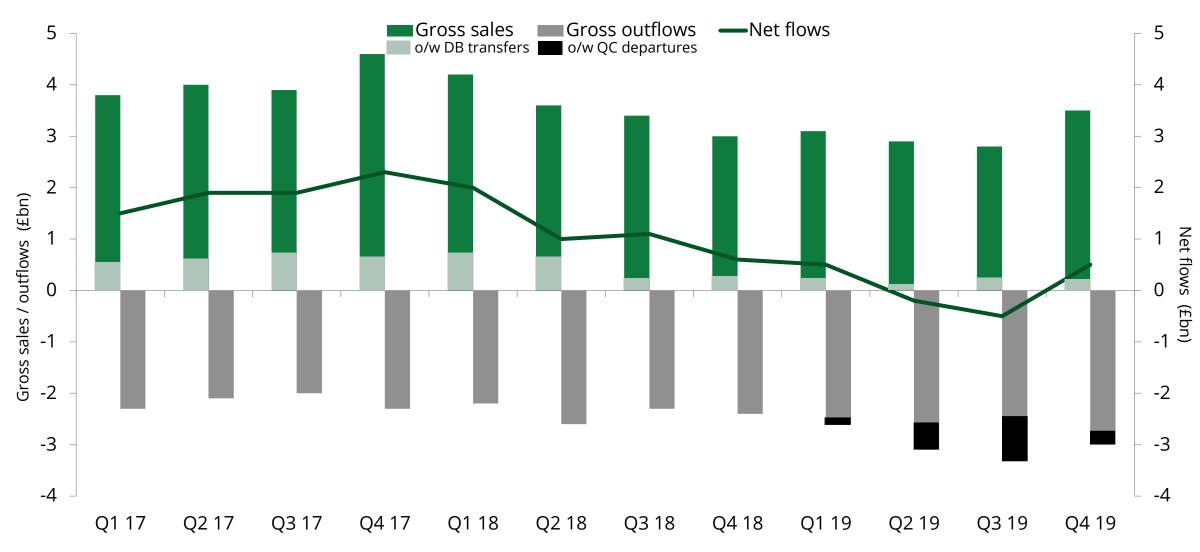




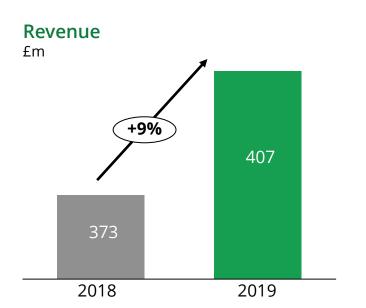


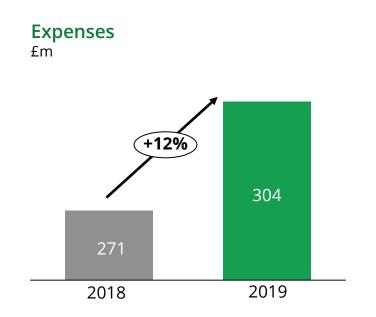


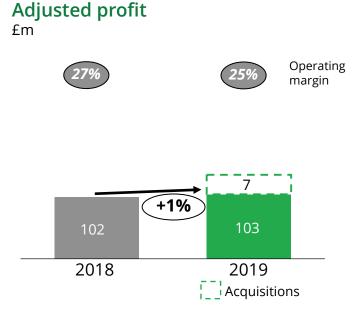
Flows: flow trends impacted by lower DB transfers and IM departures



Advice and Wealth Management: building foundations for growth



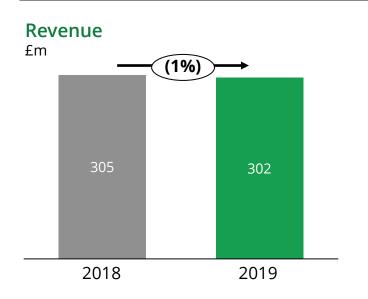


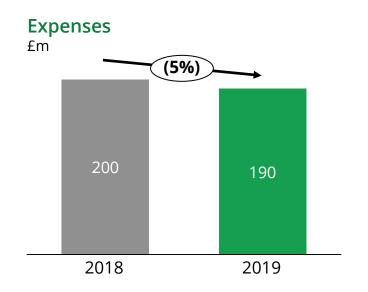


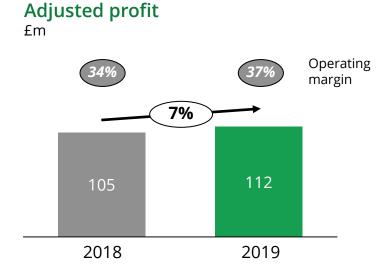
- Advice revenues up 18%, of which 16% from acquisitions
- Lower productivity in Quilter Financial Planning resulting from acquisition integration drag and general market sentiment
- Quilter Investors' revenue margin supported by additional income in relation to Merian separation; stable margins in Quilter Cheviot
- > 9% expense increase due to investment in distribution

KPIs		2018	2019
Revenue margin	bps	65	67
NCCF	£bn	3.5	(0.3)
NCCF / Opening AuM	%	8	(1)
Closing AuM	£bn	40.7	45.8
Average AuM	£bn	42.3	44.0

Wealth Platforms: solid performance, improved profitability



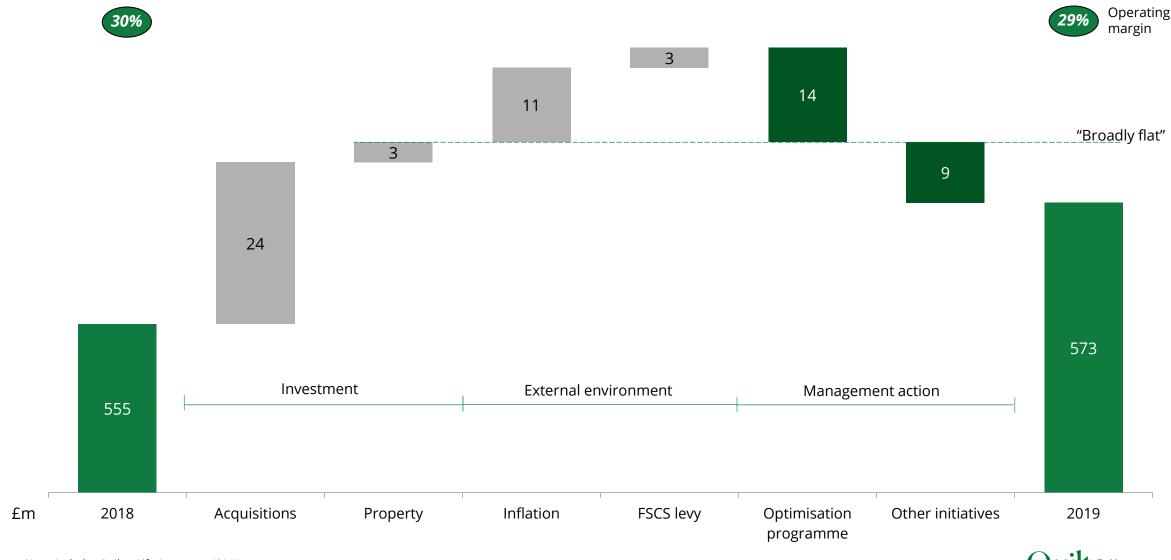




- Wealth Solutions' revenues up 4%
- International revenues declined, with improved NCCF performance offset by lower margin new business
- > Expense reductions achieved in International, driving positive operating leverage
- Asset retention remained strong
- > Revenue margin decrease in line with expectations
 - Continue to reinvest in customer proposition

KPIs		2018	2019
Revenue margin	bps	40	38
NCCF	£bn	3.4	1.4
NCCF / Opening AuA	%	5	2
Closing AuA¹	£bn	67.7	77.7
Average AuA ¹	£bn	70.0	73.7

Continued disciplined expense management Expenses, before impact of acquisitions, better than "broadly flat" guidance



Optimisation Phase 1: £14m saving delivered, £24m run-rate achieved

V	Vhat we have done		What we	e have left to do	
Simplification an commenced	d unification of central support functions	>	Fully transform our supp of excellence	port functions into centres	
Quick win tactica	ll efficiencies delivered	>	General ledger and integ	grated HR and Procurement sys	tem
Staff restructuring	ng initiated	 	Automate more of the Ac	Advice process	
Day-rate contrac renegotiated	tor reductions and third-party contracts	Odd-lot Offer and legal entity rationalisation			
System changes commenced	to support further rationalisation	Standardise processes and automate operations as appropriate			
	vered in 2019, with run-rate efficiencies of by 31 December 2019				
_	2019		2020	2021	
Operating margin progress	Programme initiated Year-end margin: 26%²	>	Target: 27%	Target: 29%	

^{1.} Together with initiatives delivered in 2018.

^{2.} Excluding Quilter Life Assurance (QLA).

Quilter Life Assurance sale complete: capital return

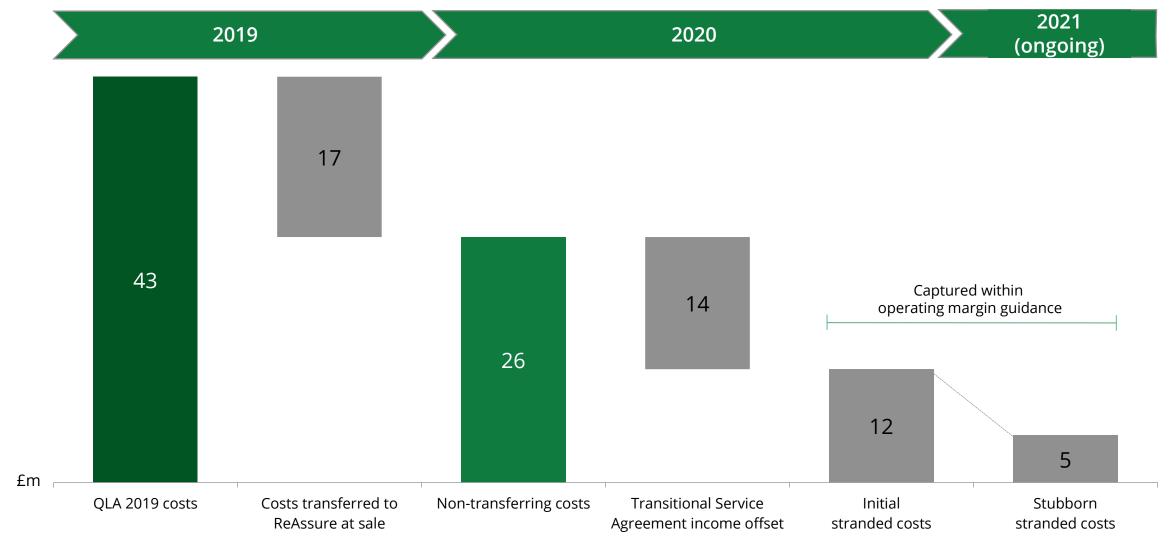
Sale proceeds available for distribution	(£m)
Sale price	425
Interest accrued to completion	21
Cash received	446
Dividend contribution	(23)
Expenses, deal costs etc.	(23)
Capital dis-synergies	(15)
Restructuring costs still to be incurred	(10)
Available for distribution	375

2019 Quilter Life Assurance (£m)			
	Profit before tax	53	
Accounting perspective	Profit after tax	50	
	Contribution to 2019 Dividend	23	
Economic perspective	Cash receipt based on Jan 2019 balance sheet	425	
perspective	Interest accrued to completion	21	

- £375m surplus net proceeds to be returned; consulted shareholders on method of return
- Rolling share buyback¹ programme to commence imminently
- Conducted concurrently on the LSE and JSE
- Will be subject to staged Board review to ensure programme remains the most effective and timely method of return
- £10m restructuring costs to be expensed below-the-line in 2020 and 2021

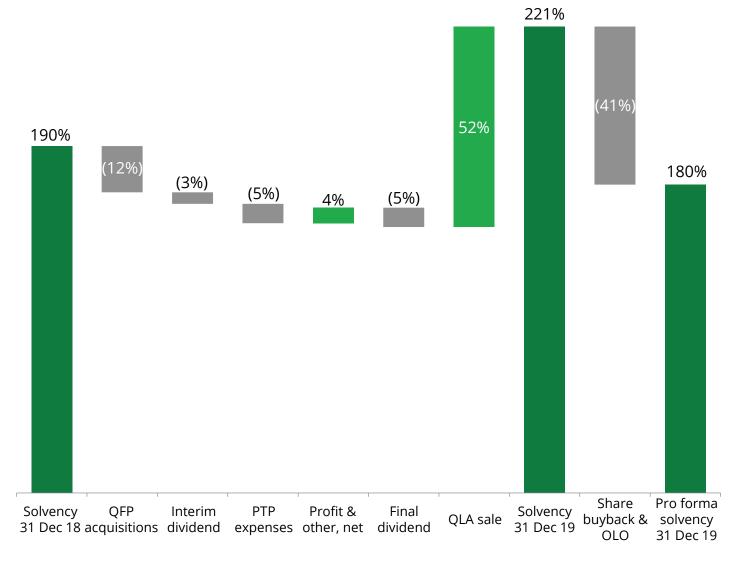
Quilter

Quilter Life Assurance: expense progression Stranded costs bridge from 2019 costs – operating margin target remains unchanged



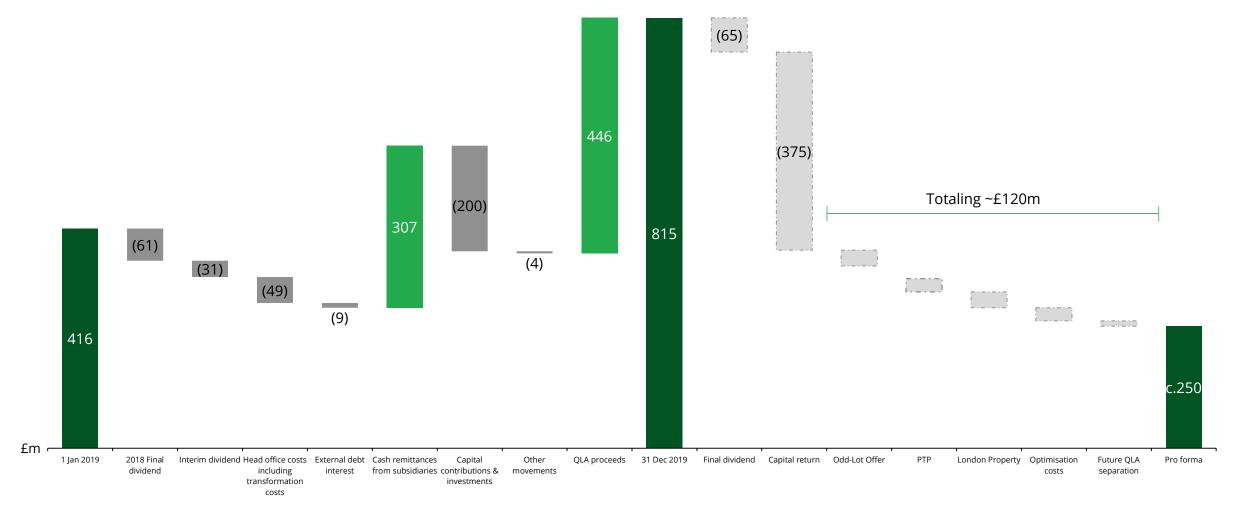
Continued strong solvency position

Solvency II ratio



- Solvency II ratio reduced by 10% (pro forma) principally due to QFP acquisitions
- Provides capacity for strategic investments including UK Platform Transformation Programme and bolt-on advice acquisitions
- Liquidity a greater constraint than capital ratio

Holding company cash



Updated financial guidance

	Previous guidance	Updates to guidance
Net client cash flow	Target: NCCF of 5% of opening AuMA (excluding QLA) per annum over medium-term	No change to target over the medium-term but expect to build back to target by mid-2021 following PTP completion and once impact of departed IMs fades
Revenue margins	 Subject to delivering expected AuMA volumes and mix, overall Quilter annual rate of revenue margin decline to slow Sale of Quilter Life Assurance will reduce the Group revenue margin by c.1bp and the Wealth Platforms segment revenue margin by c.3bp 	Continue to expect gradual decline, as guided, given Platform repricing and expectation for normalisation of Quilter Investors' margin progression
Operating margin	Targeting c.2 percentage point improvement in operating margin by 2020 (27%) and a further 2 percentage points by 2021 (29%), assuming broadly normal market performance from around current levels, together with steady net flows	No change. Coronavirus-induced correction makes this a challenge if market levels remain depressed
Tax rate	Corporate tax rate to remain below UK marginal rate, due to profit mix and lower tax rate in International	ETR expected to trend to 10-13% reflecting International's profits, use of capital losses as well as the UK corporation tax rate (reduction to 17% from 1 April 2020 was enacted in 2016)
Share count	Shares in respect of staff share schemes expected to vest over the next two years. Future share awards will then be satisfied through on-market purchases	 OLO shares to be housed in Treasury to fund future staff share schemes Buyback shares to be cancelled at purchase
Dividend	Board to walk up the target 40-60% pay-out ratio from point of Listing	 Expect 2020 dividend pay-out ratio to be at the top end of target pay-out range Dividend per share growth dependant on pace of share buyback

Outlook and financial summary

Outlook

- Comfortable with pre-results adjusted profit consensus, at pre-Coronavirus market levels
- Impact of Coronavirus needs to be evaluated; too early to be determined

Earnings

- Adjusted profit +3% to £182m
- All guidance met or exceeded; forward-looking guidance finetuned

Expenses

- Cost targets delivered
- Improving operational leverage through to 2021, supported by optimisation

Balance sheet

- Prudently capitalised liquid balance sheet
- Capital discipline credentials maintained with £375m return via proposed share buyback & c.£30m Odd-Lot Offer



Concluding remarks

Paul Feeney 11 March 2020



Key focus for 2020

Complete Platform Transformation Programme Integrate acquisitions and deliver flow growth Execute optimisation plans to drive operating leverage Return £375 million to shareholders

Building a modern, advice-led wealth manager

Acquired Intrinsic

Private Client Advisers

build-out initiated

Acquired Quilter Cheviot

Foundation Delivery Transformation 2020 & beyond Migrate remaining 2019 Rebrand UK Platform & Quilter Life Assurance 2018 sold Support adviser acquisitions to drive flow New UK Platform in soft launch: Managed separation Leverage new UK 2017 & prior Migration preparations completed Platform's capabilities carried out **Broaden Ouilter** Listed on LSE/JSE Lighthouse plc & Charles Investors' proposition Managed separation Single Strategy Asset Derby Group acquired announced Complete Optimisation Manager sold PTP launched **Quilter Investors** £221m special dividend build-out completed & Commence Optimisation paid Sold European life books proposition expanded Phase 2 planning Repaid £300m debt Advice ambitions Deliver further Focus on Quilter Cheviot developed FCA investigation into operational leverage **IM** recruitment Life Assurance closed

Quilter Investors

build-out commenced

Quilter International

refocused

Return QLA proceeds to

shareholders

Optimisation Phase 1

commenced

Rebranded Quilter

Financial Planning

UK Platform

International

Phase 1

Q&A

Quilter

Appendix

11 March 2020



Environmental, Social & Governance credentials

Quilter's ESG strategy is set out in our Shared Prosperity Plan

Theme	2025 commitments	Lead KPIs	UN SDGs
Financial wellbeing	 Improve access to financial guidance and advice for customers Promote financial wellbeing for all our colleagues Empower young people to manage their money well for life 	 Financial Adviser School graduates Colleagues in share save scheme Number of young people benefiting from financial education 	3 GOOD REALTH AND WELL-SERIG 4 GUALITY ENGLISHME
Inclusive growth	 Create an inclusive culture at work that embraces diversity Enable colleagues and communities to thrive in work Empower customers to be more engaged in their financial future 	 % of women in senior management Colleague engagement NPS score % customers digital access 	5 GENERAL WORK AND BECOMMING CHONTH
Responsible investment	 Embed responsible investment principles across our business Exercise active stewardship of our customers' assets Reduce the environmental intensity of our activities 	 PRI score Voting & engagement Tonnes CO₂e per colleague 	13 CAMATE ACTION 17 PARTHEESINGS 17 FOR THE GOALS
Responsible business conduct	Operate responsibly	% colleagues code of conduct training	





ESG rating: BBB



ESG risk rating: 28/100 Overall ESG score: 51



First disclosure due March 2020

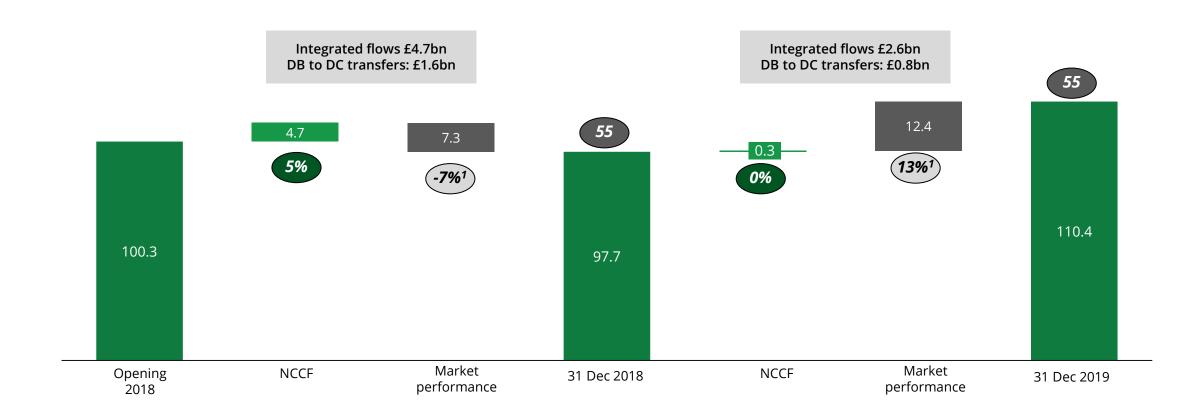


Environmental stewardship score: B-



Stock of AuMA supported by stronger market performance

AuMA evolution from continuing operations £bn



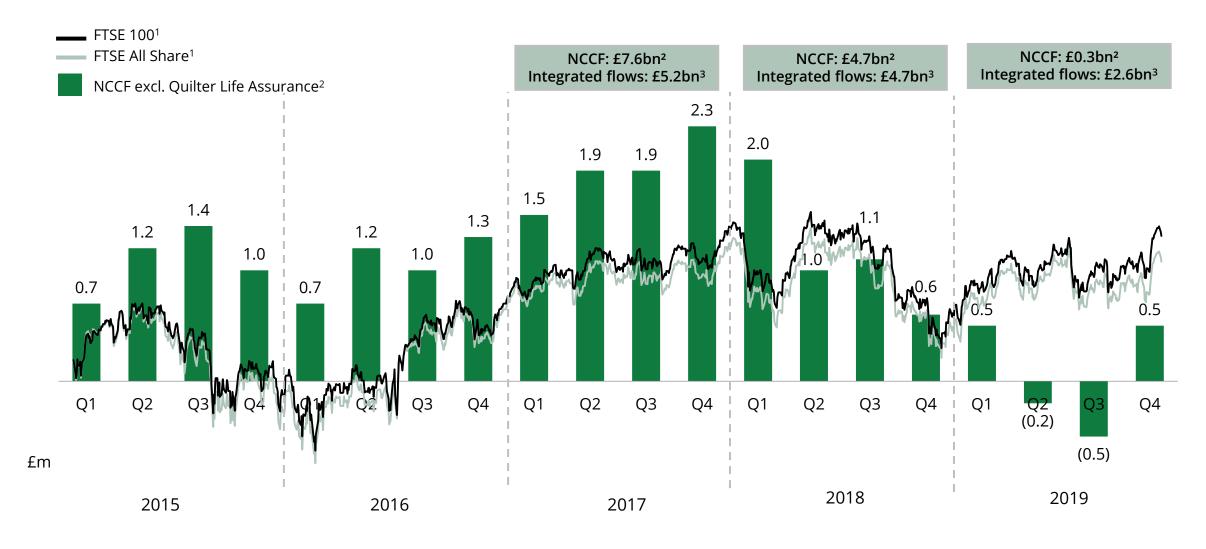
Revenue margin

Market growth

NCCF as % of opening AuMA

^{1.} Market performance defined as market investment movement / opening AuMA.

Business model supports robust integrated flows



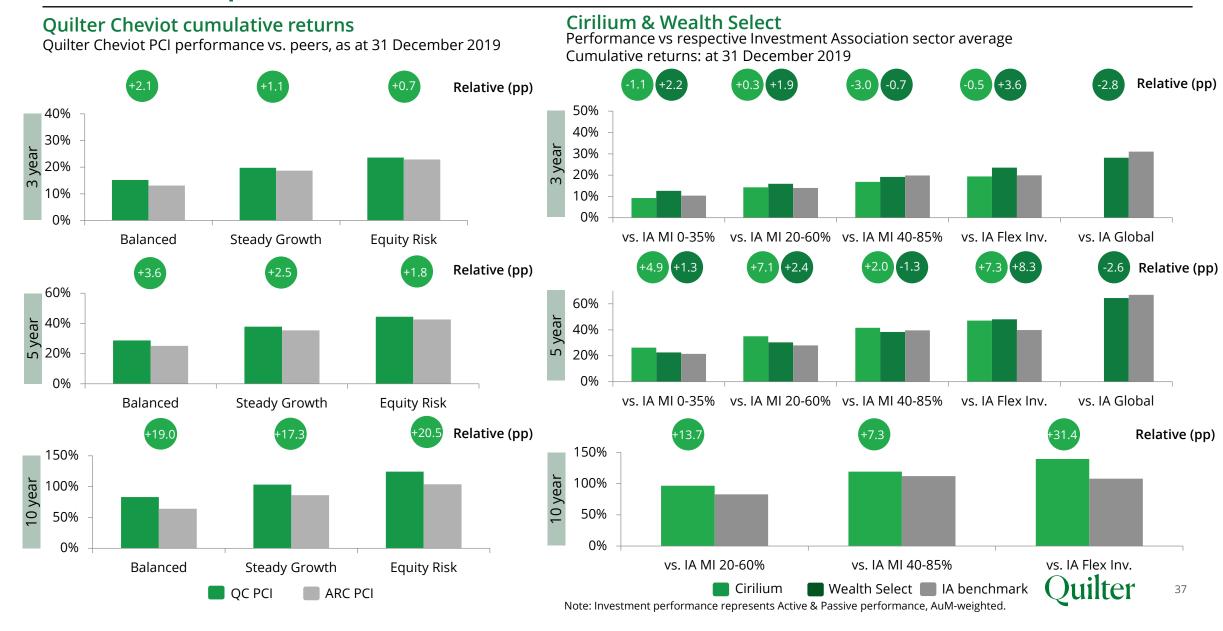
^{1.} Source: Factset.



^{2.} Excludes Quilter Life Assurance net outflows and eliminations of £0.4bn, £0.9bn, £1.3bn, £2.0bn and £3.2bn for 2015, 2016, 2017, 2018 and 2019 respectively.

Excludes Quilter Life Assurance integrated outflows of £0.4bn, £0.3bn and £0.3bn in 2017, 2018 and 2019 respectively.

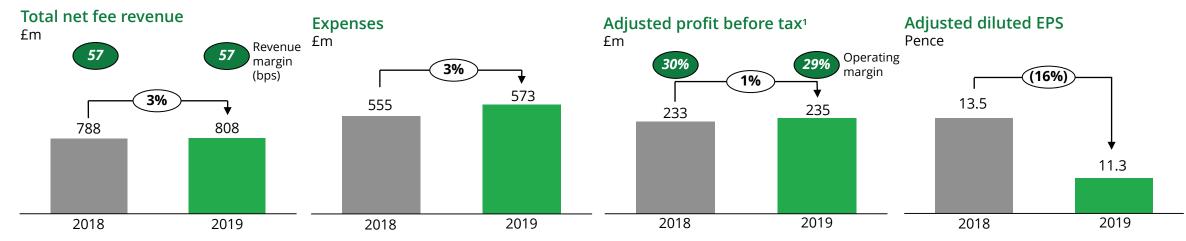
Investment performance



Group performance and Wealth Platforms division, including Quilter Life Assurance

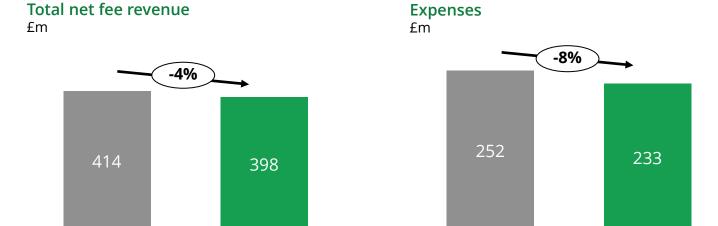
Quilter Group

2018



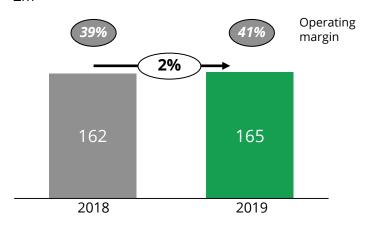
2019

Wealth Platforms division (unaudited)



2018

Adjusted profit



2019



^{1.} Total adjusted profit before tax including Single Strategy business for 2018 is £259 million.

Updated financial guidance

	Previous guidance	Updates to guidance
Optimisation & operating margin target (pre-tax)	 Optimisation: £75m one-off costs to deliver optimisation phase 1 initiatives, with c.50% incurred by end of 2019 Target: Targeting c.2 percentage point improvement in operating margin by 2020 (27%) and a further 2 percentage points by 2021 (29%), assuming broadly normal market performance from around current levels, together with steady net flows 2018 & 2019 will bear full impact of standalone costs, likely leading to a small decrease in our current operating margin prior to 2020 	 No change. Coronavirus-induced correction makes this a challenge if market levels remain depressed
Tax rate	Corporate tax rate to remain below UK marginal rate, due to profit mix and lower tax rate in International	ETR expected to trend to 10-13% reflecting International's profits, use of capital losses as well as the UK corporation tax rate (reduction to 17% from 1 April 2020 was enacted in 2016)
Share count	Shares in respect of staff share schemes expected to vest over the next two years. Future share awards will then be satisfied through on-market purchases	 OLO shares to be housed in Treasury to fund future staff share schemes Buyback shares to be cancelled at purchase
London relocation	Relocation anticipated to increase property costs by £10m in 2020 while we incur some dual-running costs, and c.£5m of ongoing additional costs thereafter	No change
UK Platform Transformation Programme	 Costs incurred to be approximately £185m in total over the programme 	No change



Updated financial guidance continued

	Previous guidance	Updates to guidance
Net client cash flow	Target: NCCF of 5% of opening AuMA (excluding QLA) per annum over medium-term	No change to target over the medium-term and expect to build back to target by mid-2021 following PTP completion and once impact of departed IMs fades
Revenue margin	 Subject to delivering expected AuMA volumes and mix, overall Quilter annual rate of revenue margin decline to slow Sale of Quilter Life Assurance will reduce the Group revenue margin by c.1bp and the Wealth Platforms segment revenue margin by c.3bp 	 Continue to expect gradual decline, as guided, given Platform repricing and expectation for normalisation of Quilter Investors' margin progression
Managed separation & standalone costs	 Standalone listed group operating costs now reflected in cost base at full run-rate Further c.£12m below-the-line costs in 2019, principally in re-branding 	Remaining £6m managed separation costs to be incurred in 2020, principally re-branding
LTIP costs	 New Quilter Performance Shareplan will result in additional LTIP staff costs in 2018 and later years LTIP costs to increase steadily on a phased basis to approximately £15m per annum by 2020 	No change



Updated financial guidance continued

	Previous guidance	Updates to guidance
Debt costs	➤ £200m subordinated debt at 4.478%	No change
Cash conversion	 Approximately 80% of post-tax operating profit from continuing operations into free cash, partially used to fund debt servicing costs and targeted distribution acquisitions Distribution acquisitions expected to be up to £20m p.a. 	No changeNo change
Dividend	 Board to walk up the target 40-60% pay-out ratio from point of Listing 	 Expect 2020 dividend pay-out ratio to be at the top end of target pay-out range Dividend per share growth dependant on pace of share buyback
Capital	Subordinated debt security issued to ensure sufficient capital and liquidity to maintain strong capital ratios and free cash balances to withstand severe but plausible stress scenarios	No change
Other items		
Seasonal dynamics	FSCS levies paid in first half of year	No change



