

# 2021 business highlights

## Strategic highlights:

- Platform Transformation Programme completed
- Quilter International sold for £481 million, completing Quilter's multi-year transformation to be a simpler, UK-centric wealth manager
- Re-organised business around two core client segments: Affluent and High Net Worth
- Launched next phase of strategy focused on driving growth and delivering efficiency
- Continued capital management discipline: £197 million returned via a share buyback in 2021. £375 million share buyback programme completed in early 2022

## Operational highlights:

- Maintained high levels of client engagement and operational resilience as global lockdowns continued
- Optimisation initiatives delivered £61 million in cost reduction by end-2021
- Initiated Simplification initiatives to deliver a further c.£45 million of cost savings by end-2024

## Responsible business highlights:

- Relunched responsible business strategy, focused around key stakeholders
- Working towards a commitment to become net carbon zero

## Financial performance highlights, continuing business only

£111.8bn <sup>+13%</sup>

### Assets under management and administration ("AuMA")\*

2021	£111.8bn
2020	£99.0bn

7.4p <sup>+42%</sup>

### Adjusted diluted earnings per share\*

2021	7.4p
2020	5.2p

£4.0bn <sup>+167%</sup>

### Net flows\*

2021	£4.0bn
2020	£1.5bn

£23m <sup>+76%</sup>

### IFRS profit/(loss) after tax from continuing operations

2021	£23m
2020	£13m

£138m <sup>+28%</sup>

### Adjusted profit before tax\*

2021	£138m
2020	£108m

5.6p <sup>+22%</sup>

### Recommended total dividend per share

2021	5.6p
2020	4.6p

■ Continuing operations.  
■ Including contribution from Quilter International.

## Notes:

All 2020 comparatives presented above exclude Quilter International, which was sold on 30 November 2021.

## Alternative Performance Measures ("APMs")

We assess our financial performance using a variety of measures including APMs, as explained further on page 255. These measures are indicated with an asterisk: \*



# Focused on driving growth and delivering efficiency

*As we move to our next stage of strategic delivery, Chief Executive Officer Paul Feeney together with Executive Committee members and change makers from across the business answer key questions to explain how Quilter will drive growth and deliver efficiency*



Quilter is now a focused, modern, full-service wealth manager. The sale of Quilter International in November 2021 was the final stage in a multi-year transformation of the business. With strong foundations in place, we are now at an inflection point. Our strategic plan is focused on driving growth and efficiency.

This will be accelerated by:

- 1) leveraging the power of our new platform to increase flows across both our distribution channels;
- 2) managing a greater share of flows in our investment solutions;
- 3) returning to net growth in advisers and improving productivity;
- 4) delivering strong investment performance and relaunching WealthSelect, our new ESG-focused proposition;
- 5) embedding digital capabilities across the business; and
- 6) enhancing business efficiency through our Simplification programme.

 Read more in Our strategy  
page 22

*How will you drive  
growth and efficiency?*



**Paul Feeney**  
Chief Executive Officer



*Why have you moved  
to two new client reporting  
segments, Affluent and  
High Net Worth?*



The creation of our two new segments better reflects how we manage the business and sharpens our client focus. It puts the client at the centre of all we do and enables us to provide a superior experience for them. For Quilter, it simplifies our operating model, providing further scope to drive operational efficiencies.

While the core proposition may differ slightly, each of our segments has the same philosophy: to gather flows from two strong distribution channels – through our own advisers and independent financial advisers, and manage an increasing proportion of those flows on our Platform and in our own investment solutions.

 Read more in Our business model  
page 30

**Steven Levin**

Head of Affluent; Chief Executive Officer,  
Quilter Investment Platform and Quilter Investors

**Stephen Gazard**

Chief Executive Officer, Quilter Financial Planning

**Andy McGlone**

Head of High Net Worth; Chief Executive Officer,  
Quilter Cheviot and Quilter Private Client Advisers



Being a responsible wealth manager means both investing responsibly for our clients and acting responsibly as a business, and is central to our strategy.

We are a leader in the provision of advice and investment solutions. ESG tools and metrics are being embedded within our propositions. We can do this because we operate right across the value chain.

We act responsibly by focusing on reducing our carbon footprint, acting and investing responsibly on behalf of our clients, and being a responsible, inclusive employer: attracting, developing and retaining great talent, and embracing diversity.

Read more in our Responsible Business report  
page 39

*What does being a  
responsible wealth  
manager mean  
to Quilter?*



**Penny Cole, Tosin James-Odukoya,  
and Stewart Perry**  
Responsible Business Forum leaders



*How are you investing  
to service the generations  
of tomorrow?*



Embedding greater digitalisation across the business is a key pillar to our strategy. It will let customers engage and interact more closely with Quilter and their investments.

We plan to reinvest part of the proceeds from the sale of Quilter International in selected digital-based opportunities for longer-term revenue generation. These initiatives include building a hybrid advice capability – providing Quilter’s services to a significant part of the UK population who do not have access to a financial adviser, facilitating a ‘mobile first’ approach for platform accessibility, and adopting workforce productivity solutions to allow advisers and the Platform to support more clients, more efficiently.

■ Read more in Our strategy  
■ page 22

**Minoka Radhakrishnan**  
Head of Strategy & Corporate Finance

**Hanlie Van Staden**  
Transformation Director




*How will you deliver the next stage of efficiency?*

Our Optimisation plans, initiated in 2019, were always intended to be a multi-phase programme with more to follow once we completed the Platform Transformation Project.

Optimisation was about making Quilter more focused, more streamlined and efficient. Our new operating model unlocks opportunity for Simplification, allowing us to deliver greater operational efficiency while improving client experience. This will come through the large-scale decommissioning of parts of our inefficient legacy IT estate, greater automation and straight-through processing across the business, and simplifying Quilter's structure.

The programme will seek to reduce core expenses by around £45 million by end-2024.

 Read more in Our strategy  
page 22



**Mark Satchel**  
Chief Financial Officer



**Karin Cook**  
Chief Operating Officer



We are confident in our ability to deliver our net flow and operating margin targets: to broaden and deepen our relationships with advisers, deliver best-in-class Platform services, achieve consistently good outcomes for clients, and deliver c.£45 million of cost savings by end-2024. With a large proportion of our revenues linked to AuMA and therefore the level of global markets, short-term performance will always be subject to market conditions. We are, however, confident in our plans to control all factors within our control and are resolutely focused on delivering growth and driving efficiency.

 Read more in Risk  
page 66



**Matt Burton**  
Chief Risk Officer

*What are the  
risks to achieving your  
financial targets?*