



Quilter plc

SBG General Financials Conference

7 December 2018

Quilter

Disclaimer

This presentation should be read in conjunction with the RNS announcements published by Quilter plc on 8 August and 23 October 2018.

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, 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.

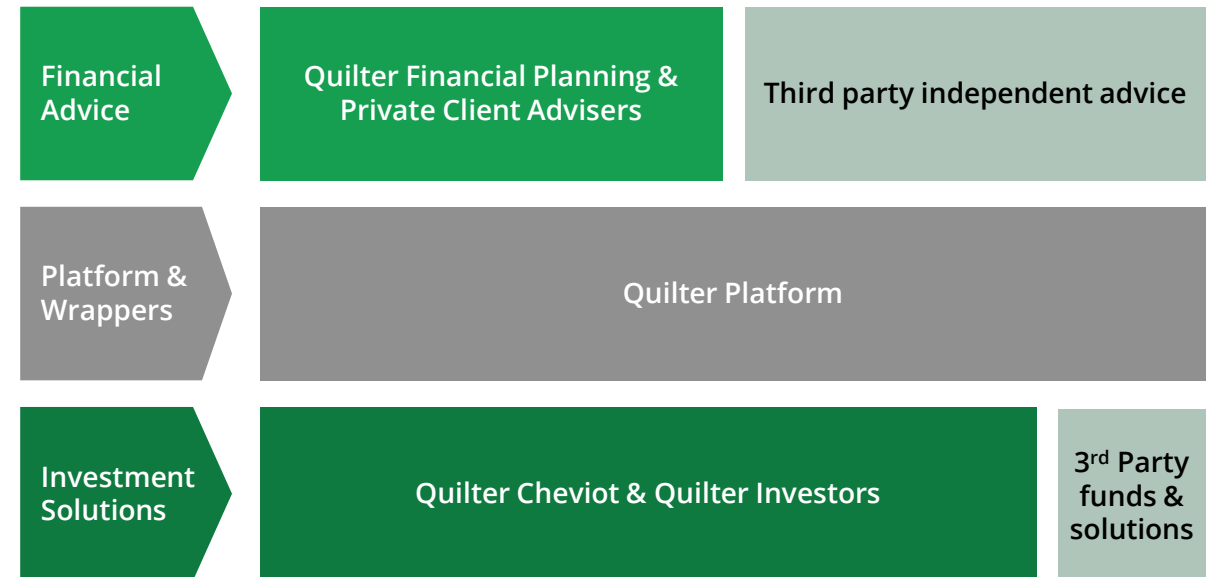
Nothing in this presentation shall constitute an offer to sell or the solicitation of an offer to buy any securities.

Quilter: A leading, UK-centric full service wealth manager

Business snapshot

- Leading UK and cross-border wealth manager with £100bn+ of customer assets
- Advice-led investment solutions to affluent customers in the UK and selected international markets
- LSE and JSE listed, with £2.2bn market cap¹
- A proven track record, with scale in a growing market, and momentum for future profit growth
- Developing “business optimisation” plans – will update market March 2019

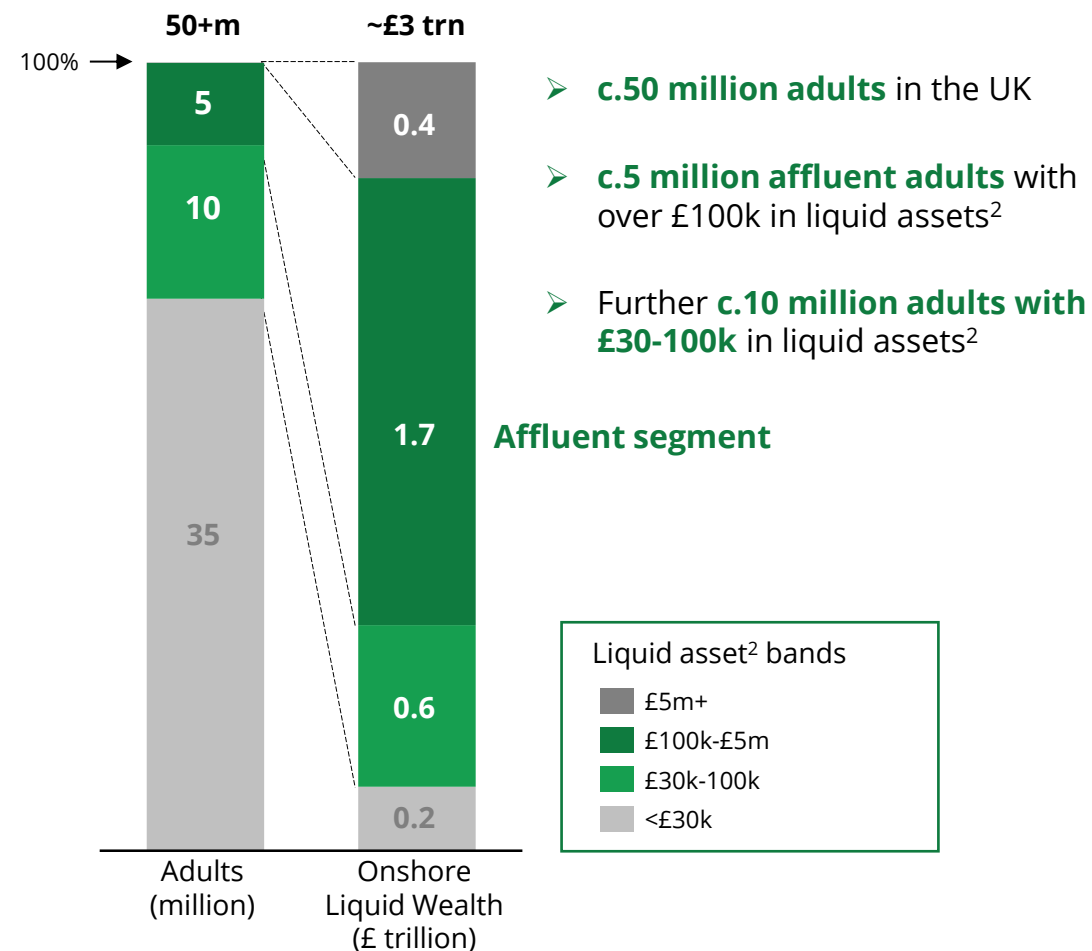
Business model



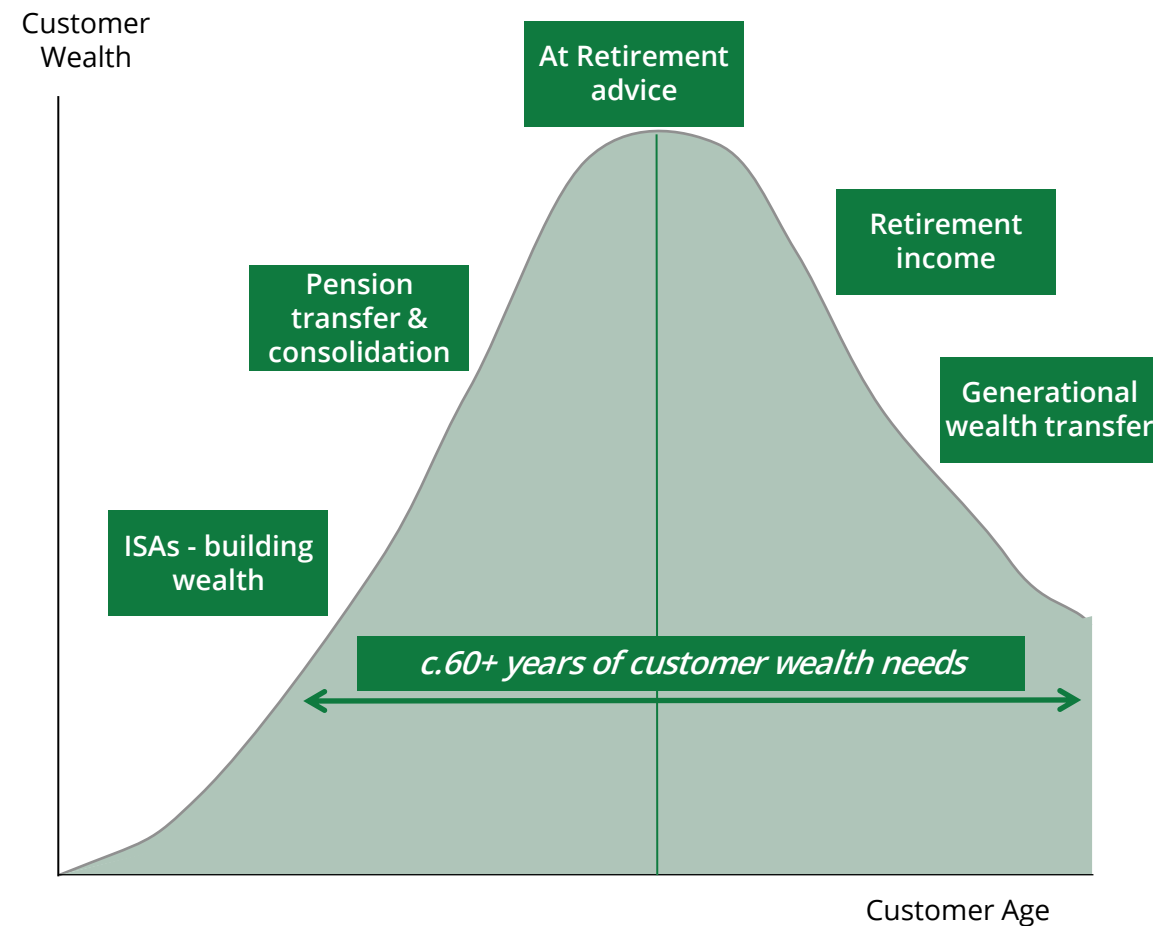
1. As at 30 November 2018.

We meet the changing needs of our target customers over their life cycle

c.5 million affluent adults with £1.7 trillion wealth¹



Opportunity to serve customers for c.60 years



1. Source: GlobalData, Financial Wealth in the UK: Sizing the Market Opportunity, March 2017. Data shown for 2017 forecast.
 2. Liquid assets includes cash/deposits, ordinary stocks and shares, government and other bonds and other collective investment schemes.

Quilter has scale and leading position in chosen capabilities

Comparison with listed UK peers

	Total AuMA ¹ (£bn)
Quilter	£117bn³
St. James's Place	£97bn
Standard Life Aberdeen⁴	£61bn
Hargreaves Lansdown	£92bn
Rathbones	£40bn
Brewin Dolphin	£40bn

Advice		Platforms		Solutions	
Restricted (CF30's) ²	Independent advisers	Advised Platform	International	Multi-asset	Discretionary
✓ 2,323	✓ 4,000+ firms	✓ £52bn AuA	✓ £19bn AuA	✓ £18bn AuM	✓ £24bn AuM
✓ 4,206		<i>Restricted only platform</i>		✓	<i>Rowan Dartington</i>
95	✓	✓		✓	<i>SL Wealth</i>
156		<i>Direct platform</i>		✓	
<i>n.a.</i>					✓
422					✓



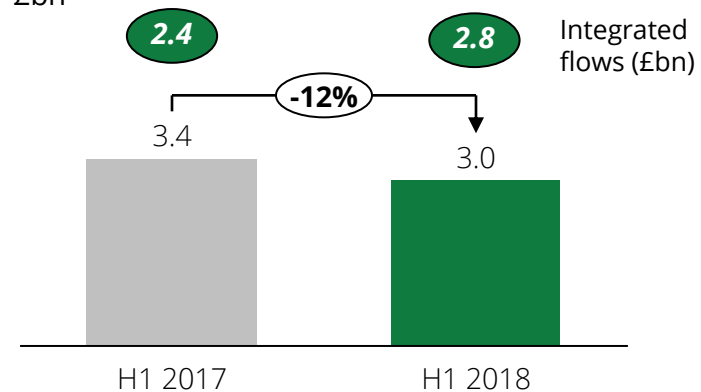
Indicates capability **and** scale within capability

1. Includes closing AuA and / or closing AuM for competitors as at June 2018.
2. FT Top 100 financial advisers 30-June 2017 includes all CF30's for businesses, not only financial adviser, such as Quilter Cheviot investment managers. 46 CF30s related to Single Strategy Business excluded from Quilter CF30's.
3. Total Quilter closing AuMA includes Heritage, Quilter Financial Planning and intra-group eliminations.
4. Retained UK Platform AuA post Phoenix Group deal.

Operational performance – H1 2018 results

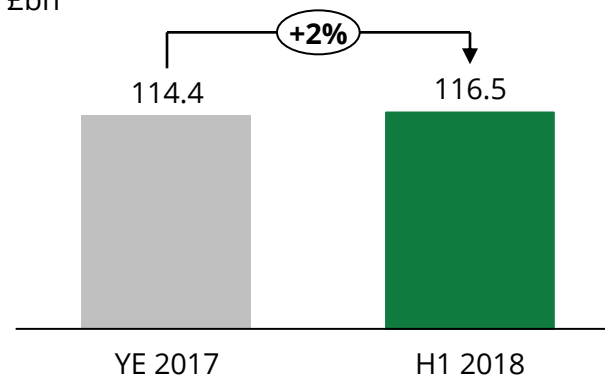
NCCF (excl. Quilter Life Assurance)

£bn



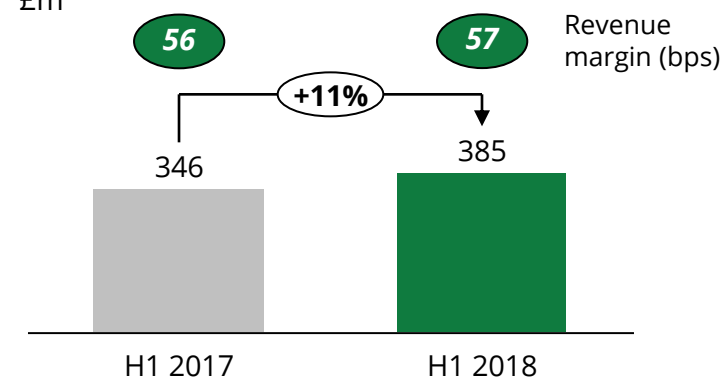
AuMA

£bn



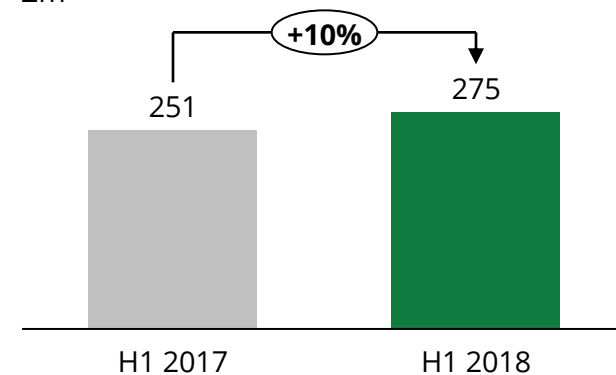
Revenue

£m



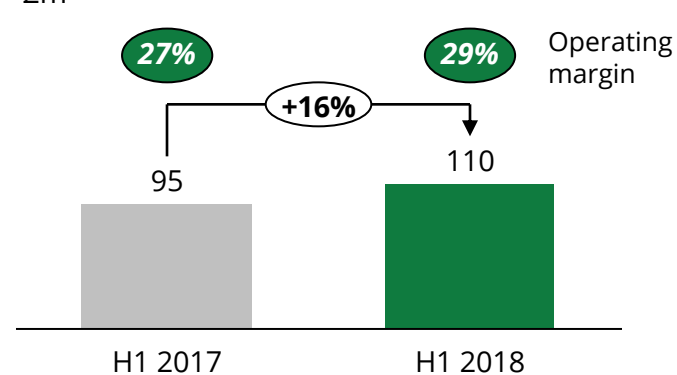
Expenses

£m



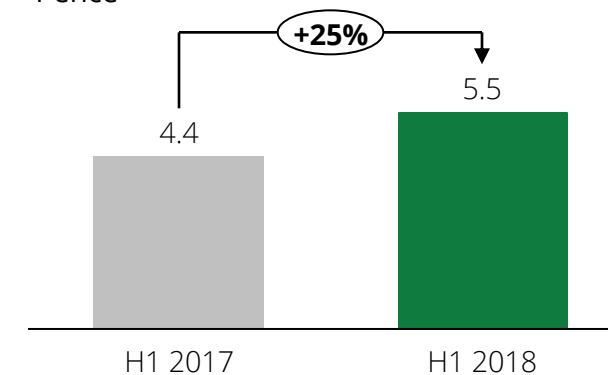
Adjusted profit before tax

£m



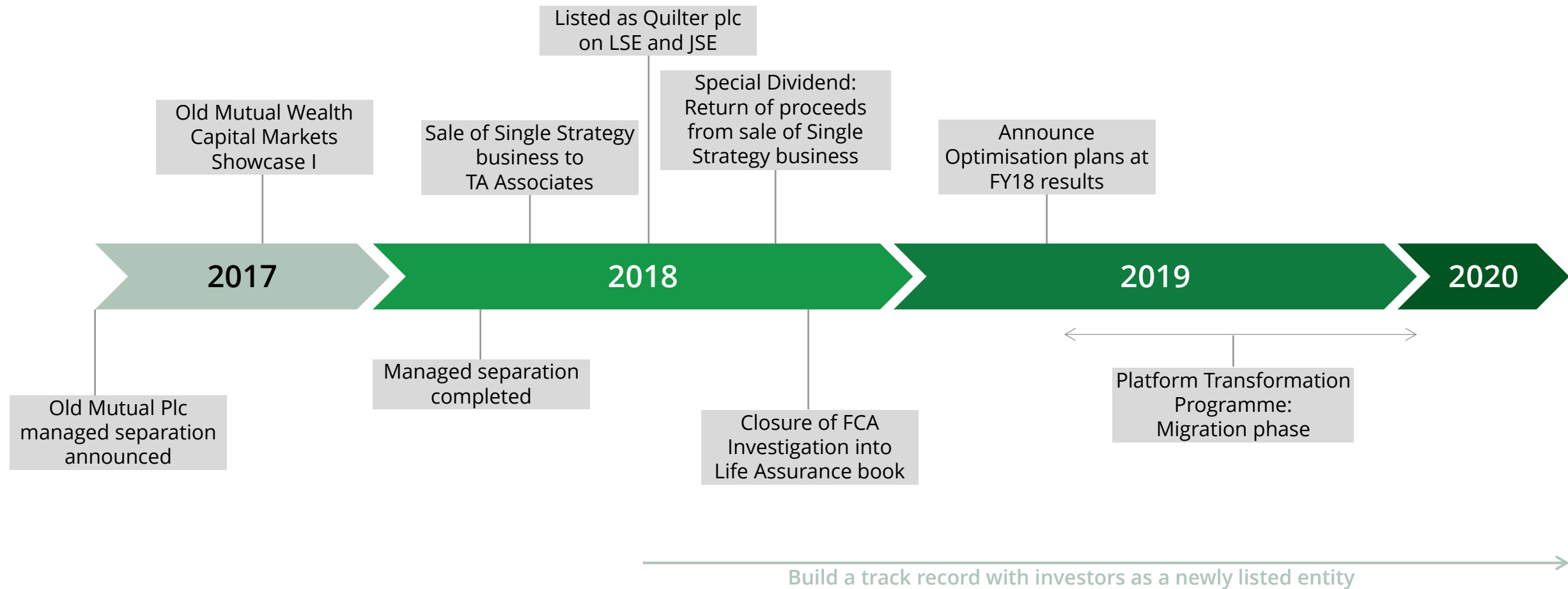
Adjusted EPS

Pence



1. Includes Quilter Life Assurance.

Our journey to date



Quilter scorecard 2018

Financials and operations:

- ✓ Inaugural Interim Results announced – ahead of consensus
- ✓ Growth in integrated flows
- ✓ Optimisation on track – announcement in March
- ✓ Platform Transformation Programme – remains on track, on time, on budget
- ✓ Financial Adviser School repurposed
- ✓ 11 Private Client Adviser acquisitions completed

Capital and markets:

- ✓ Day 1 balance sheet
- ✓ Bank debt issued and repaid
- ✓ Tier 2 bond issued
- ✓ 10% IPO successfully completed
- ✓ Sale of single strategy business completed, earlier than expected
- ✓ £221m special dividend paid

Governance:

- ✓ Board complete
- ✓ Financial procedures and controls in place
- ✓ IR programme established
- ✓ FCA investigation closed

Quilter investment case

A unique combination of capabilities, scale and market positions

1

Full service wealth manager providing choice and delivering good customer outcomes

2

Leading positions across one of the world's largest wealth markets with strong structural growth drivers

3

Multi-channel proposition and investment performance driving integrated flows and long term customer and adviser relationships

4

Attractive top-line growth and the opportunity for operating leverage

5

Strong balance sheet with low gearing and improving cash generation to drive shareholder returns

The background is an abstract geometric pattern composed of various-sized triangles. The left side of the image is dominated by a dense arrangement of green triangles in different shades, ranging from a deep forest green to a lighter, vibrant green. These green triangles are arranged in a way that creates a sense of depth and movement, with some pointing towards the center and others away from it. The right side of the image features a pattern of light grey and white triangles, which are also of various sizes and orientations, creating a more open and airy feel. The overall composition is balanced and modern, with a clear division between the green and grey sections.

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