Investment overview and Quilter’s journey to date
Quilter: a leading, UK-centric full-service wealth manager

✓ Leading UK wealth manager with £100bn+ of customer assets

✓ Advice-led investment solutions for customers in the UK and selected international markets

✓ LSE and JSE listed, ~£3bn market cap¹

✓ A proven track-record, with scale in a growing market and momentum for future profit growth

<table>
<thead>
<tr>
<th>Key Performance Indicators</th>
<th>2020</th>
<th>2019</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>AuMA and flows:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NCCF £bn</td>
<td>1.6</td>
<td>0.3</td>
<td>+433%</td>
</tr>
<tr>
<td>Integrated net flows £bn</td>
<td>2.3</td>
<td>2.6</td>
<td>(12%)</td>
</tr>
<tr>
<td>AuMA £bn</td>
<td>117.8</td>
<td>110.4</td>
<td>+7%</td>
</tr>
</tbody>
</table>

Financials:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted profit before tax² £m</td>
<td>168</td>
<td>182</td>
<td>(8%)</td>
</tr>
<tr>
<td>IFRS profit/(loss) after tax £m</td>
<td>89</td>
<td>(21)</td>
<td>-</td>
</tr>
<tr>
<td>Operating margin %</td>
<td>25</td>
<td>26</td>
<td>(1pp)</td>
</tr>
<tr>
<td>Adjusted diluted earnings per share p</td>
<td>8.5</td>
<td>8.6</td>
<td>(1%)</td>
</tr>
</tbody>
</table>

Dividend:

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
<th>Δ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total dividend from continuing operations p</td>
<td>4.6</td>
<td>4.0</td>
<td>+15%</td>
</tr>
<tr>
<td>- o/w QLA</td>
<td></td>
<td>-</td>
<td>1.2</td>
</tr>
<tr>
<td>Total dividend incl. discontinued operations p</td>
<td>4.6</td>
<td>5.2</td>
<td></td>
</tr>
</tbody>
</table>

¹. Based on April 2021 share price.
². 2019 adjusted profit before tax including QLA was £235m, including £53m contribution from discontinued operations.
Quilter has scale and leading position in chosen capabilities

Comparison with listed UK peers

<table>
<thead>
<tr>
<th></th>
<th>Total AuMA¹ (£bn)</th>
<th>Advice</th>
<th>Platform</th>
<th>Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Restricted (CF30's)²</td>
<td>Independent advisers</td>
<td>Advised Platform</td>
</tr>
<tr>
<td>Quilter</td>
<td>£118bn³</td>
<td>✓ 1,842</td>
<td>✓ 4,000+ firms</td>
<td>✓ £63bn AuA</td>
</tr>
<tr>
<td>St. James's Place</td>
<td>£129bn</td>
<td>✓ 4,338</td>
<td>Restricted only platform</td>
<td>✓</td>
</tr>
<tr>
<td>Standard Life Aberdeen⁴</td>
<td>£535bn</td>
<td>c.145</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Hargreaves Lansdown</td>
<td>£121bn</td>
<td>92</td>
<td>Direct platform</td>
<td>✓</td>
</tr>
<tr>
<td>Rathbones</td>
<td>£55bn</td>
<td>n.a.</td>
<td>n.a.</td>
<td>✓ Direct &amp; Restricted</td>
</tr>
<tr>
<td>AJ Bell</td>
<td>£55bn</td>
<td>n.a.</td>
<td>n.a.</td>
<td>✓ Direct &amp; Restricted</td>
</tr>
<tr>
<td>Brewin Dolphin</td>
<td>£51bn</td>
<td>477</td>
<td>n.a.</td>
<td>✓</td>
</tr>
<tr>
<td>Integrafin</td>
<td>£45bn</td>
<td>n.a.</td>
<td>n.a.</td>
<td>✓</td>
</tr>
</tbody>
</table>

✓ Indicates capability and scale within capability

1. Includes closing AuA and/or closing AuM for competitors as at 31 December 2020.
2. Quilter and SJP figures as at 31 December 2020; SLA as quoted in its 2019 Annual Report and Accounts plus 2020 addition of Grant Thornton advisers; HL as at 30 June 2020; and, Brewin Dolphin’s ‘Client Facing Certified Persons’ are at 30 September 2020 and include investment managers as well as financial advisers.
3. Total Quilter closing AuMA includes Quilter International and intra-group eliminations.
4. Adviser and Personal assets total £80bn as at 31 December 2021.
Industry dynamics: operate in an industry whose growth drivers will generate significant opportunity

➢ Fifth largest wealth management market in the world¹

➢ A large and growing industry with continued secular growth drivers
  ➢ Savings responsibility shifted to the individual
  ➢ Aging population with inter-generational wealth transfer
  ➢ Shift from DB to DC
  ➢ End of compulsory annuitisation
  ➢ Increase in accessibility from Pensions Freedom

➢ Current trends reaffirming need for Advice in the UK

➢ Pandemic's fall-out disrupted many industries globally, including potential headwinds for UK Wealth
  ➢ Wealth taxes
  ➢ Pension allowance changes
  ➢ Lower asset returns

UK long-term savings market forecast²
AuMA £trn

2020-24 growth expected to below 2014-19 average as inflows continue but market returns are lower

2. Source: FCA, Platform, Pimfa, PAM Directory, Oliver Wyman estimates; Includes assets managed by financial advisers, wealth managers and held on platforms. Does not include occupational pensions or annuities.
Industry dynamics: Robust saving trends through market cycles and COVID-19 downturn

UK Platform industry net client cash flow¹ (LHS) vs FTSE All Share (RHS)
£bn // £

1. Source: Fundscape – Platinum Database.

Double-dip recession fears
London Olympics
UK economy growth – rising spending, investments, exports & manufacturing
Chinese growth concerns
Pension Freedoms
June, Brexit referendum
Strong DB flows
Brexit outcomes concern
UK election uncertainty
Covid-19

Chinese growth concerns
Pension Freedoms
June, Brexit referendum
Strong DB flows
Brexit outcomes concern
UK election uncertainty
Covid-19
Industry drivers: Retirement demographics continuing advice demand

UK England & Wales Population¹
(‘000 by age year, 2018)

1. Source: ONS.

700k+ people turned 65 and 925k+ turned 50 in 2019
– potentially requiring retirement advice

<50% of people aged 45-54 feel they understand enough about pensions to make decisions about saving for retirement²

45 to 54 household Pension & Financial wealth: c.£400k³
55 to 64 household Pension & Financial wealth: c.£540k³
65+ household Pension & Financial wealth: c.£360k³

Turned 60 in 2019
– potentially requiring retirement advice

Baby boomers born in 1947

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– potentially requiring retirement advice

Baby boomers born in 1947
Regulatory and fiscal changes driving disruption

- **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
Fiscal changes driving complexity, changing client behaviour and need for advice

### Annual pension allowance

<table>
<thead>
<tr>
<th>Year</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>235</td>
</tr>
<tr>
<td>2009/10</td>
<td>245</td>
</tr>
<tr>
<td>2010/11</td>
<td>255</td>
</tr>
<tr>
<td>2011/12</td>
<td>50</td>
</tr>
<tr>
<td>2012/13</td>
<td>50</td>
</tr>
<tr>
<td>2013/14</td>
<td>50</td>
</tr>
<tr>
<td>2014/15</td>
<td>40</td>
</tr>
<tr>
<td>2015/16</td>
<td>40</td>
</tr>
<tr>
<td>2016/17</td>
<td>40</td>
</tr>
<tr>
<td>2017/18</td>
<td>40</td>
</tr>
<tr>
<td>2018/19</td>
<td>40</td>
</tr>
<tr>
<td>2019/20</td>
<td>40</td>
</tr>
<tr>
<td>2020/21</td>
<td>40</td>
</tr>
<tr>
<td>2021/22</td>
<td>40</td>
</tr>
</tbody>
</table>

- Allowance tapered for over £150k earners

### ISA annual allowance

<table>
<thead>
<tr>
<th>Year</th>
<th>£000</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>20.0</td>
</tr>
<tr>
<td>2009/10</td>
<td>20.0</td>
</tr>
<tr>
<td>2010/11</td>
<td>20.0</td>
</tr>
<tr>
<td>2011/12</td>
<td>20.0</td>
</tr>
<tr>
<td>2012/13</td>
<td>20.0</td>
</tr>
<tr>
<td>2013/14</td>
<td>20.0</td>
</tr>
<tr>
<td>2014/15</td>
<td>20.0</td>
</tr>
<tr>
<td>2015/16</td>
<td>20.0</td>
</tr>
<tr>
<td>2016/17</td>
<td>20.0</td>
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<tr>
<td>2017/18</td>
<td>20.0</td>
</tr>
<tr>
<td>2018/19</td>
<td>20.0</td>
</tr>
<tr>
<td>2019/20</td>
<td>20.0</td>
</tr>
<tr>
<td>2020/21</td>
<td>20.0</td>
</tr>
<tr>
<td>2021/22</td>
<td>20.0</td>
</tr>
</tbody>
</table>

- Junior ISA
- ISA

### Pension lifetime allowance

<table>
<thead>
<tr>
<th>Year</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>1.65</td>
</tr>
<tr>
<td>2009/10</td>
<td>1.75</td>
</tr>
<tr>
<td>2010/11</td>
<td>1.80</td>
</tr>
<tr>
<td>2011/12</td>
<td>1.80</td>
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<tr>
<td>2012/13</td>
<td>1.50</td>
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<td>2013/14</td>
<td>1.50</td>
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<td>2014/15</td>
<td>1.25</td>
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<td>2015/16</td>
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<td>2016/17</td>
<td>1.00</td>
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<tr>
<td>2017/18</td>
<td>1.00</td>
</tr>
<tr>
<td>2018/19</td>
<td>1.03</td>
</tr>
<tr>
<td>2019/20</td>
<td>1.03</td>
</tr>
<tr>
<td>2020/21</td>
<td>1.07</td>
</tr>
<tr>
<td>2021/22</td>
<td>1.07</td>
</tr>
</tbody>
</table>

- CAGR -3%

### ISA annual allowance

<table>
<thead>
<tr>
<th>Year</th>
<th>£m</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008/09</td>
<td>7.2</td>
</tr>
<tr>
<td>2009/10</td>
<td>7.2</td>
</tr>
<tr>
<td>2010/11</td>
<td>10.2</td>
</tr>
<tr>
<td>2011/12</td>
<td>10.7</td>
</tr>
<tr>
<td>2012/13</td>
<td>11.3</td>
</tr>
<tr>
<td>2013/14</td>
<td>11.5</td>
</tr>
<tr>
<td>2014/15</td>
<td>15.0</td>
</tr>
<tr>
<td>2015/16</td>
<td>15.2</td>
</tr>
<tr>
<td>2016/17</td>
<td>15.2</td>
</tr>
<tr>
<td>2017/18</td>
<td>20.0</td>
</tr>
<tr>
<td>2018/19</td>
<td>20.0</td>
</tr>
<tr>
<td>2019/20</td>
<td>20.0</td>
</tr>
<tr>
<td>2020/21</td>
<td>20.0</td>
</tr>
<tr>
<td>2021/22</td>
<td>20.0</td>
</tr>
</tbody>
</table>

- CAGR +10%

Source: HMRC
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 demonstrating 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 advisers¹

---

Advice: shift in how advisers serve their clients

Regulatory and market changes driving better quality of advice for fewer clients

Adviser average client portfolio


Passive clients considered to be those the adviser sees less than once a year; Active clients considered to be those the adviser sees at least annually. Based on annual survey of c.600-800 advisers

➢ Adviser trend to serve fewer active clients:
  - Change in compensation model from commission to fees
  - Smaller number of those with higher investable assets
  - Opportunity to serve customers’ wealth needs for longer

➢ Potentially more customers left without access to advice... at a time when the need for advice is increasing
## Platform: savings and investments consolidating onto Platforms, particularly pensions

### Total UK platform market

<table>
<thead>
<tr>
<th>Product Type</th>
<th>2009</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Advised</td>
<td>496</td>
<td>785</td>
</tr>
<tr>
<td>D2C</td>
<td>166</td>
<td>123</td>
</tr>
<tr>
<td>Corporate</td>
<td>123</td>
<td>785</td>
</tr>
</tbody>
</table>

2009: Est. £110

### Fund platforms by product

<table>
<thead>
<tr>
<th>Product Type</th>
<th>2009</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bonds</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unwrapped</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ISA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SIPP &amp; Other Pension</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Platforms play an important role in modern wealth management

**For Advisers**
- Tools and technical support
- Customer relationships in one place
- Deliver back-office functionality
- Custody, settlement and reporting

**For Customers**
- Holdings in one place
- Tax-efficient wrappers
- Customer service including reporting and transactions

---

1. Source: Platforum 2009 Total Platform AuM £92bn excluding D2C; Fundscape Q4 2020
2. Source: Fundscape Q4 2020
Investment Solutions: continued growth in outcome-based, client-focused solutions

<table>
<thead>
<tr>
<th>Global AuM split¹</th>
<th>Quilter Solutions</th>
<th>Typical asset allocation²</th>
</tr>
</thead>
<tbody>
<tr>
<td>% / US$ trn</td>
<td>Discretionary portfolio service</td>
<td>Typical 40-85% mixed asset fund asset allocation</td>
</tr>
<tr>
<td>FY08</td>
<td>FY18</td>
<td></td>
</tr>
</tbody>
</table>

### Discretionary portfolio service
- Dedicated Quilter investment manager to design bespoke portfolios
- Tailored approach considering client personal investment objectives, attitude and risk tolerance
- Service for clients with more than £200k to invest

### Managed portfolio service (“MPS”)
- Outsourcing portfolio construction and management to Quilter’s multi-asset investment specialists
- Active and Passive Blend portfolios that risk-matched portfolios from Global Partner fund ranges

### Multi Asset funds
- Range of multi-asset funds including Cirilium Active, Passive and Blend, and Income
- Fund range differs in terms of breadth of investment proposition
- Customer needs include accumulation, decumulation, income & international

1. Source: BCG Global Asset Management Benchmarking 2019; Solutions includes target-dated, global asset allocation, flexible, income, liability-driven, and traditional balanced investments. Alternatives includes hedge funds, private equity, real estate, infrastructure, commodities, private debt, and liquid alternative mutual funds (such as absolute return, long and short, market-neutral, and trading-oriented); private equity and hedge fund revenues do not include performance fees. Active specialties includes equity specialties (foreign, global, emerging markets, small and mid caps, and sectors) and fixed-income specialties (emerging markets, global, high yield, and convertibles). Active core includes actively managed domestic large-cap equity, domestic government and corporate debt, money market, and structured products.

2. Financial Express Analytics, Sept. 2019
Industry dynamics: Business models adapted to changing regulation and evolving value chain

Typical older / Pre-RDR Insurance models

- Product driven sales, ‘pushed’ through incentive driven distribution channels
- Commission models driving sales-based culture
- Closed or ‘off’-platform
- Insurance based pensions & savings products that embedded investment management
- Typically insurers’ in-house asset management

Modern Wealth Manager

- Customer driven solutions
- Adviser focus ongoing relationships
- Open architecture wrap-platform with transparent pricing and investment choice
- Risk based investment solutions with focus on customer outcomes
- Provide building blocks for solutions
Quilter has adapted its business model
Our journey to deliver a modern UK-focused wealth manager

UK & European Life Assurer

- Italy
- Switzerland
- Austria
- Poland
- Germany
- France
- Liechtenstein
- Luxembourg
- Finland
- OMGI
- Life Assurance (Heritage)
- International
- Wealth Platforms

Modern UK-focused wealth manager

- Acquired and built Advice proposition
- Built multi-asset solutions business
- Acquired Quilter Cheviot
- Invested in platform transformation
- Growing UK platform assets

Our transition to becoming ‘one Quilter’

- Sold European life books, single strategy asset management business
- Acquired Intrinsic, Sesame, Caerus, Charles Derby and Lighthouse
- Acquired Quilter Cheviot and built Quilter Investors
- Initiated and completed UK Platform Transformation Programme
- Announced and completed ‘managed separation’ from Old Mutual
- Listed as Quilter plc on LSE and JSE
- Re-branded businesses to ‘Quilter’
- FCA investigation into Quilter Life Assurance closed and business sold to ReAssure
- Commenced share buyback
- Initiated Optimisation phase 1
- Announced sale of Quilter International
Our journey to deliver a focused UK wealth management business

2017
- Old Mutual plc managed separation announced
- Sale of European life books
- Acquisition of Intrinsic and Quilter Cheviot

2018
- Old Mutual Wealth Capital Markets Showcase I
- Sale of Old Mutual Global Investors to TA Associates
- Managed separation completed
- New UK Platform Transformation Programme initiated

2019
- Listened as Quilter plc on LSE and JSE
- Special Dividend: Return of proceeds from sale of Old Mutual Global Investors
- Announce Optimisation phase 1 execution
- Acquisition of Lighthouse plc
- Sold Quilter Life Assurance; £375m return to shareholders confirmed
- Optimisation phase 1 execution
- UK Platform Transformation Programme (‘PTP’): migration testing and delivery phase
- Quilter Investors buildout and product refresh

2020
- Optimisation phase 1 completed
- Share buyback commenced & OLO completed
- Tactical cost savings in response to pandemic
- Announced sale of Quilter International; minded to return majority of c.£450m net cash proceeds to shareholders

2021
- Final PTP migration
- PTP migration 2
- Announced sale of Quilter International; minded to return majority of c.£450m net cash proceeds to shareholders
Quilter’s multi-channel advice-led model
An open, transparent, full-service model serving customers across the wealth spectrum

<table>
<thead>
<tr>
<th>Financial advice</th>
<th>Open market, financial advisers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quilter Private Client Advisers</td>
<td>Quilter Financial Planning</td>
</tr>
<tr>
<td>Quilter Financial Advisers</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Platform &amp; wrappers</th>
<th>Platform &amp; wrappers (e.g. ISAs, pensions, collective investment accounts)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Investment solutions</th>
<th>Discretionary Fund Management</th>
<th>Managed Portfolios</th>
<th>Multi-Asset Funds</th>
</tr>
</thead>
</table>

High Net Worth | Affluent | Mass Affluent
Business model in action

Customers

High Net Worth

Affluent

Mass Affluent

Independent financial advisers

Quilter Private Client Advisers

Quilter Financial Planning

Quilter Financial Advisers

Financial advice

Platform and wrappers

Investment solutions

Quilter Cheviot

£25bn bespoke solutions

Quilter Investors

£23bn unitised solutions and managed portfolio service

Third-party solutions

Third-party funds

Quilter Investment Platform

£63bn

Disciplined growth, driving integrated flows and delivering value across business areas

Target at least 6% NCCF growth p.a. over medium term
Performance
2020 highlights: managing through COVID-19 and beyond for all our stakeholders

**Strategic delivery**
- Platform transformation project completed
- Advice acquisitions largely integrated
- Technology upgrades and new system enhancements implemented, remotely
- Strategic review of International underway

**Corporate resilience**
- Advisers supporting clients through market volatility
- Robust profit performance
- Significantly improved net flows
- Delivered broad operating margin stability

**Growth & efficiency plans**
- Expect continued improving momentum in flows
- Advice business repositioned around customers
- Broadened Quilter Investors’ suite of solutions
- Optimisation on track to deliver c.£50m cost reduction

Strong shareholder returns
## What drives our business: 2020 results

<table>
<thead>
<tr>
<th>AuMA¹</th>
<th>Advice and Wealth Management</th>
<th>Wealth Platforms</th>
<th>Head office</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td><strong>£396m</strong></td>
<td><strong>£285m</strong></td>
<td><strong>£1m</strong></td>
</tr>
<tr>
<td><strong>AuMA</strong></td>
<td><strong>Quilter Cheviot £25.3bn</strong></td>
<td><strong>Quilter Investment Platform £62.5bn</strong></td>
<td></td>
</tr>
<tr>
<td><strong>NCCF Revenue</strong></td>
<td><strong>£114m</strong></td>
<td><strong>£1.5bn</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue margin</strong></td>
<td><strong>£111m</strong></td>
<td><strong>£167m</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Expense</strong></td>
<td><strong>£306m</strong></td>
<td><strong>£171m</strong></td>
<td><strong>£37m²</strong></td>
</tr>
<tr>
<td><strong>Adjusted Profit</strong></td>
<td><strong>£90m</strong></td>
<td><strong>£114m</strong></td>
<td><strong>(£36m)</strong></td>
</tr>
</tbody>
</table>

### Total expense base drivers:
- 44% Front office & operations
- 18% IT & development
- 14% Service functions
- 12% Variable compensation
- 8% Property
- 4% Regulatory fees & levies

1. Group AUMA totals £117.bn after (£15.0bn) elimination of intra-Group items.
2. Includes head office and recurring standalone expenses but excludes debt interest costs.
2020: robust performance

NCCF
£bn
- 2.6
12.4
0.3
2019
2020
+433%

Integrated net flows (£bn)
- 2.3
5.8
1.6

Adjusted profit
£m
- 26%
+25%

Operating margin

Adjusted diluted EPS
Pence
- 8%
- (1%)

Total net fee revenue
£m
- 55
712
51
682

Note: All prior year periods exclude QLA.
2020 flows: trends remained resilient and improved year-on-year

Net client cash flow

2019 Integrated flows: £2.6bn
2019 DB to DC flows: £0.8bn

2020 Integrated flows: £2.3bn
2020 DB to DC flows: £0.9bn

Note: Business area net client cash flows represent figures before eliminations while total net flows includes impact from eliminations.
Business initiatives
Platform Transformation Programme: Completed safely

**2017**
- **Design**

**2018**
- **Build**
- **Testing**
- **Soft launch**

**2019**
- **Final system code delivery**
- **Functional testing & migration planning**

**2020**
- **Migration rehearsals**
- **Migration 1**
- **Migration 2**

**Early 2021**
- **Phased migrations**

- **40k+ e-learning modules completed**
- **2.5bn+ rows of data processed**
- **600k+ accounts migrated**
- **490k+ customers migrated**
- **£62.5bn assets on the new platform**

**New Platform adds**

<table>
<thead>
<tr>
<th>Feature</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market-leading functionality</td>
<td>Wider range of products and investment options</td>
</tr>
<tr>
<td>Improved ease of use</td>
<td>Robust, agile, scalable technology</td>
</tr>
</tbody>
</table>

AuM as at 31 December 2020.
Optimisation: making Quilter more streamlined and operationally efficient

 Initiatives to conclude in 2021 to achieve target, with additional savings identified for modest accretion to plan

➢ Complete implementation of new, and decommissioning of legacy, head-office systems allowing for further efficiencies

➢ Infrastructure and data transformation

➢ Streamlining Quilter Financial Planning with focus on improving productivity

<table>
<thead>
<tr>
<th>Optimisation</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Original targeted savings</td>
<td>£50 million</td>
</tr>
<tr>
<td>Revised targets</td>
<td>£65 million</td>
</tr>
<tr>
<td>Original one-off costs to deliver</td>
<td>£75 million</td>
</tr>
<tr>
<td>Revised one-off cost budget</td>
<td>£91 million</td>
</tr>
</tbody>
</table>
Buyback programme update and capital returns

Dividend
➢ Board recommending 2020 final dividend of 3.6p
➢ 2020 total dividend of 4.6p
➢ Total dividend represents pay-out at upper end of 40-60% range

Share count reduction
➢ 6% reduction in share count
➢ £175m share buyback completed, with £200m remaining
➢ Initial £50 million tranche of the next £100 million of regulatory approved buyback commenced in April 2021
➢ 2020 Odd-lot offer: 16.3m shares purchased at £20.5m cost

<table>
<thead>
<tr>
<th>EPS</th>
<th>11.3p</th>
<th>8.6p</th>
<th>8.5p</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay-out ratio</td>
<td>46%</td>
<td>46%</td>
<td>54%</td>
</tr>
<tr>
<td>Total dividend</td>
<td>4.0p</td>
<td>4.0p</td>
<td>4.6p</td>
</tr>
</tbody>
</table>

2019 incl. QLA  ▶  2019 continuing operations  ▶  2020

Note: Dividend pay-out calculated as full year dividend per share divided by adjusted diluted earnings per share, as reported.
Sale of Quilter International
Strategic review concluded sale most value enhancing for shareholders

- Delighted to conclude sale terms with Utmost for c.£483m¹
- Quilter International less strategically aligned to Quilter’s core UK proposition
- NCCF run-rate considerably below core UK business levels with back-book in run-off
- Cost base reduction over last 3 years offset revenue headwinds
- Current profit profile now more challenging to maintain
  - Under Quilter ownership, Quilter International would require investment to facilitate IT outsourcing and maintain profitability
- Divesting now achieves attractive valuation for Quilter shareholders and provides Quilter International with opportunity to invest in its core businesses

---

1. Assuming completion at 31 December 2021.
Capital discipline remains a key focus area

- Minded to return majority of net proceeds to shareholders

- Shareholder consultation on potential form of distribution to take place over remainder of 2021

- Recommencing return of remaining £200m Quilter Life Assurance proceeds
  - Regulatory approval for next £100m received
  - Share buyback programme for £50m tranche launched 7 April 2021
  - Programme subject to staged regulatory approval and Board review

Track record of returning value to shareholders

<table>
<thead>
<tr>
<th>Year</th>
<th>Old Mutual Global Investors £583m sale</th>
<th>Quilter Life Assurance £425m sale</th>
<th>Quilter International c.£483m sale¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Use of proceeds

- Minded to deliver capital return with selective business investment to drive growth/operating margin improvement
- £300m pre-IPO shareholder debt repaid
- £220m special dividend in progress
- £375m share buyback in progress

1. Assuming completion at 31 December 2021.
Delivering a higher growth, simpler, UK focused wealth manager

➢ Sale of Quilter International to Utmost, subject to shareholder, regulatory and anti-trust approvals

➢ Achieves an attractive valuation for Quilter shareholders
  ➢ 84% 2020 Solvency II own funds

➢ Minded to return majority of net cash proceeds to shareholders
  ➢ Method of return subject to shareholder consultation
  ➢ Update on the amount and method of return at completion

➢ Remainder of net cash proceeds to fund selective growth initiatives and accelerate operating margin improvement

➢ Transaction expected to close around end-2021

Transaction consideration and use of proceeds (£m)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base consideration</td>
<td>£460 million</td>
</tr>
<tr>
<td>5% interest charge¹</td>
<td>c.£23 million</td>
</tr>
<tr>
<td>Total cash consideration</td>
<td>c.£483 million</td>
</tr>
<tr>
<td>Transaction costs</td>
<td>c.(£33 million)</td>
</tr>
<tr>
<td>Net cash proceeds²</td>
<td>c.£450 million</td>
</tr>
</tbody>
</table>

1. For the period from 1 January 2021 to an assumed Completion date of 31 December 2021.
2. Prior to contribution to Quilter’s 2021 Full Year dividend, pro rata to earnings.

• Board minded to return majority of net cash proceeds to shareholders
• Details of UK focused growth strategy and financial targets to follow at Q4 2021 capital markets day
Planned path to driving operating margin to 30%+

2020 operating margin

<table>
<thead>
<tr>
<th>2020 Profit before tax</th>
<th>£168m²</th>
<th>£57m³</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020 operating margin</td>
<td>25%</td>
<td>5%</td>
</tr>
<tr>
<td>Quilter FY20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quilter International contribution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quilter FY20 pro forma⁴</td>
<td>c.20%</td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>25%+</td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>30%+</td>
<td></td>
</tr>
</tbody>
</table>

Current targets¹

By 2023

- Target: 25%+

By 2025

- Target: 30%+

➢ Aim to accelerate operating margin improvement with investment of residual portion of net sale proceeds

➢ Timing of achievement dependent on removal of stranded costs

➢ TSA in place for up to 24 months from Completion

➢ Details to follow with Capital Markets Day in Q4 2021

1. Subject to normal market conditions.
2. Adjusted profit before tax.
3. IFRS profit before tax.
4. Excluding stranded costs of c.£8m post-Completion.
Cash and capital
Continued strong solvency and holding company cash position

Solvency II ratio

- Solvency II ratio reduced by 4% principally due to the OLO and Share buyback, partially offset by reductions in profit generation and capital requirements
- Provides capacity for strategic investments
- Liquidity a greater constraint than capital ratio
- c.£300m of holding company cash reserved for
  - 2020 final dividend
  - Share buyback programme
  - PTP legacy system decommissioning
  - Optimisation

Holding company cash

- £m
- 1 Jan 2020
- 2019 Final dividend
- Interim dividend
- Share buyback and OLO
- Disposal proceeds, net
- Head office costs including transformation costs
- External debt interest
- Cash remittances from subsidiaries & investments
- Capital contributions & investments
- Other movements
- 31 Dec 2020

- 815
- (64)
- (17)
- (198)
- (17)
- (74)
- (9)
- 170
- (94)
- 5
- 517
Capital management philosophy

Capital allocation

On-going cash needs
- Current year dividend
- Group capital requirements
- Working capital & interest

Investing organically
- Investing in the growth of the business
- Optimisation programme

Investing inorganically
- To accelerate growth through bolt-on acquisitions
- Private Client Adviser acquisitions
- Development of distribution capabilities and investment in advice strategy

Returning capital to shareholders
- On-going future regular dividend distributions
- Consideration of special dividends and/or share buy-back programme
Investment case and 2021 outlook
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
Modern, UK-focused wealth manager, positioned for growth

Our transformation since IPO has delivered:

- A modern wealth manager with two broad distribution channels
- One of the largest, leading advice forces across the UK
- Most technologically advanced, multi-award-winning adviser Platform
- Full breadth of investment management solutions, covering active, passive and blend
- A model underpinned by quality-assured choice, flexibility and transparency

Strong foundation for our next phase of growth and efficiency

Positioned front-and-centre in an industry with significant secular growth opportunity
Key focus for 2021: Moving to a new phase of growth and efficiency

- Drive a sustained improvement in net flows
- Complete Optimisation and develop next stage of business efficiencies
- Complete the repositioning of QFP to drive a highly productive advice base
- Complete proposed sale of Quilter International
- Return remaining £200 million of £375 million capital return programme
Improving cohesion between our business capabilities

Two broad distribution channels:
- Financial advice
- Platforms & wrappers
- Investment solutions

Source:
- Quilter Financial Planning
- Independent Financial Advisers

2020 Gross Flows
- £5.7bn
- £1.8bn
- £3.9bn

Advised by:
- 2020 UK Platform AuA
- £62.5bn
- 16%
- (2019: 13%)

Managed by:
- 21%
- (2019: 20%)

Destination:
- Quilter Investors
- £23.2bn
- £1.6bn
- £4.1bn

Switches:
- Third party products and funds

Open architecture investment solution model:
- Quilter Investors
- Third party products/funds
2020: Advice and Wealth Management

- Advice revenues up 11% as benefits from prior-years’ acquisitions offset the impact of COVID-19 restrictions on attracting new business.
- Lower productivity in Quilter Financial Planning resulting from acquisition integration drag and general market sentiment.
- Quilter Investors’ 2019 net revenue benefited from additional income in relation to Merian separation which did not recur in 2020; Quilter Cheviot’s revenue impacted by lower market levels and interest rates.
- Quilter Investors’ revenue margin lower due to product mix driven by adviser/client choice; stable Quilter Cheviot revenue margins.
- Expense increase due to full-year impact of Lighthouse investment.

### KPIs

<table>
<thead>
<tr>
<th>KPIs</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue margin bps</td>
<td>67</td>
<td>63</td>
</tr>
<tr>
<td>NCCF £bn</td>
<td>(0.3)</td>
<td>0.6</td>
</tr>
<tr>
<td>NCCF / Opening AuM %</td>
<td>(1)</td>
<td>1</td>
</tr>
<tr>
<td>Closing AuM £bn</td>
<td>45.8</td>
<td>48.5</td>
</tr>
<tr>
<td>Average AuM £bn</td>
<td>44.0</td>
<td>44.4</td>
</tr>
</tbody>
</table>

- **Revenue**: £m
  - 2019: 407
  - 2020: 396
  - (3%) decrease

- **Expenses**: £m
  - 2019: 304
  - 2020: 306
  - +1% increase

- **Adjusted profit**: £m
  - 2019: 103
  - 2020: 90
  - (13%) decrease

Quilter Investment Platform’s net fee decreased despite higher average asset levels. The decline was due to new business margin being lower than existing business, the increase in share of assets from QFP clients, and the repricing in April 2020 with investment in the customer proposition.

International revenues declined principally due to adverse FX movements and lower interest rates, with revenues linked to premiums not asset levels.

Expense reductions achieved in International, driving positive operating leverage.

Asset retention improved year-on-year.

Note: All figures exclude QLA unless otherwise stated.
Quilter International historic financial profile

Recent key financials

<table>
<thead>
<tr>
<th>£m unless stated</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Alternative performance measures</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AuMA (£bn)</td>
<td>18.3</td>
<td>20.5</td>
<td>21.8</td>
</tr>
<tr>
<td>Gross sales (£bn)</td>
<td>1.8</td>
<td>2.0</td>
<td>1.6</td>
</tr>
<tr>
<td>Net Client Cash Flow (£bn)</td>
<td>0.3</td>
<td>0.5</td>
<td>0.3</td>
</tr>
<tr>
<td>Total net fee revenue¹</td>
<td>135</td>
<td>125</td>
<td>118</td>
</tr>
<tr>
<td><strong>IFRS</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit before tax²</td>
<td>43</td>
<td>48</td>
<td>57</td>
</tr>
<tr>
<td>Profit after tax²</td>
<td>43</td>
<td>47</td>
<td>56</td>
</tr>
<tr>
<td><strong>Solvency 2 Own funds³</strong></td>
<td></td>
<td></td>
<td>575</td>
</tr>
<tr>
<td>Carrying value (incl. goodwill)</td>
<td></td>
<td></td>
<td>326</td>
</tr>
</tbody>
</table>

➢ Revenue profile: higher margin back-book running off faster than lower margin new business.

➢ Expense profile: Recent profitability driven by strong cost-control. 2020 expense base enjoyed c.£8m benefit from temporary tactical cost savings and achieved c.£10m run rate benefits from optimisation initiatives against the 2018 cost base.

1. On an adjusted basis, as reported in the Supplementary Information to Quilter’s 2020 Full Year Results.
2. On an IFRS basis.
3. Based on Isle of Man Financial Services Authority basis for own funds for Quilter International Isle of Man and the Solvency II basis for own funds for Quilter International Ireland.
Further detail to be provided in due course

Targeting c.2 percentage point operating margin improvement by 2020 and a further 2 percentage points by 2021¹

Optimisation: A phased, multi-year programme

Laying the path to Quilter becoming the best version of itself that it can be

Phase 1: Operational efficiencies

Efficiency initiatives to deliver improvements in operational performance

Targeting c.2 percentage point operating margin improvement by 2020 and a further 2 percentage points by 2021¹

Phase 2: Streamline

Widen scope of efficiency plan to streamline the business post-PTP

Transition to a simpler, high growth business

Further detail to be provided in due course

2019-2021

Post-completion of UK Platform Transformation Programme

1. The Group noted in its 1Q 20 Trading Statement, published 21 April 2020, that it no longer expects to meet its targeted 27% operating margin for 2020 due to lower market levels leading to lower AuMA and hence revenues. It should equally be noted 2021’s operating margin target will be subject to market performance.
Optimisation phase 1 focused on addressable cost base

2018 Total costs

- Front office & operations: £312
- IT & Development: £120
- Support services: £105
- Other: £18

Addressable costs

- Total: £300
- Front office & operations: £180
- IT & Development: £120
- Support services: £60

Contribution to optimisation

- Front office & operations: 50%
- IT & Development: 35%
- Support services: 15%

Optimisation: A phased, multi-year approach

Phase:
- 1. Operational efficiencies

Programme of activity:
- Efficiency initiatives to deliver improvements in operational performance
- Support services focussed

Impact/outcome:
- Targeting ~15% reduction of addressable cost base
- • Targeting c.2 percentage point improvement in operating margin by 2020 and a further 2 percentage points by 2021¹
- • c.£75m² one-off costs to deliver

Timeline: 2019-2021

---

1. The Group noted in its 1Q 20 Trading Statement, published 21 April 2020, that it no longer expects to meet its targeted 27% operating margin for 2020 due to lower market levels leading to lower AuMA and hence revenues. It should equally be noted 2021’s operating margin target will be subject to market performance.

2. Includes £7m incurred in 2018.
Continued disciplined expense management

Note: 2018 to 2019 progression includes Quilter Life Assurance (QLA).
Operating margin progression

Revenues

- Investment
- Business growth
- External environment

Expenses

- Investment
- External environment
- Management actions

Note: 2018 and 2019 comparative figures exclude Quilter Life Assurance (QLA).
## Updated financial guidance

<table>
<thead>
<tr>
<th>Net client cash flow</th>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong> NCCF of 5% of opening AuMA per annum over medium-term</td>
<td></td>
<td>Target NCCF growth of at least 6% of opening AuMA per annum over medium-term from 2022 onwards, with a higher percentage growth rate from the UK Platform</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue margins</th>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to expect gradual decline given Platform repricing and expectation for normalisation of Quilter Investors’ margin progression</td>
<td></td>
<td>Expect the Group’s overall annual rate of revenue margin decline should slow in the near-term, and the Group’s revenue margin should become increasingly stable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Operating margin and Optimisation</th>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimisation initiatives to support two percentage point operating margin improvement in 2021 versus 2020 outturn, adjusted for Tactical Savings</td>
<td>Expect to use portion of net sale proceeds to assist delivery of operating margin of at least 25% by 2023 and 30%+ by 2025</td>
<td></td>
</tr>
<tr>
<td>Expect to achieve additional c.£15m savings with costs to achieve of c.£16m, predominantly to be realised during 2021 with the remainder by mid-2022</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targeting c.£560m 2021 cost base, inclusive of these savings and subject to broadly stable markets at current levels</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tax rate</th>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate tax rate to remain below UK marginal rate, due to profit mix and lower tax rate in Quilter International</td>
<td></td>
<td>Expect to move closer to UK marginal rate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dividend</th>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board to walk up target 40-60% pay-out ratio from point of Listing</td>
<td>Expect to be sustained at the upper end of the 40-60% pay-out range</td>
<td></td>
</tr>
<tr>
<td>Dividend per share growth dependant on share buyback pace</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Updated financial guidance

<table>
<thead>
<tr>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UK Platform Transformation Programme</strong></td>
<td>▶ Total project costs expected to be c.£200 million based on current migration timetables</td>
</tr>
<tr>
<td><strong>Managed separation &amp; standalone costs</strong></td>
<td>▶ Standalone listed group operating costs now reflected in cost base at full run-rate</td>
</tr>
<tr>
<td></td>
<td>▶ Remaining £4m managed separation costs to be incurred in 2020, principally re-branding</td>
</tr>
<tr>
<td><strong>LTIP costs</strong></td>
<td>▶ New Quilter Performance Shareplan will result in additional LTIP staff costs in 2018 and later years</td>
</tr>
<tr>
<td></td>
<td>▶ LTIP costs to increase steadily on a phased basis to approximately £15m per annum by 2020</td>
</tr>
<tr>
<td><strong>Share count</strong></td>
<td>▶ Shares in respect of staff share schemes expected to vest over the next two years. OLO shares housed in Treasury to fund future staff share schemes. Future share awards then satisfied through on-market purchases</td>
</tr>
<tr>
<td></td>
<td>▶ Buyback shares to be cancelled at purchase</td>
</tr>
<tr>
<td><strong>London relocation</strong></td>
<td>▶ 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</td>
</tr>
</tbody>
</table>
Updated financial guidance continued

<table>
<thead>
<tr>
<th>Debt costs</th>
<th>Previous guidance</th>
<th>Updates to guidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>➢ £200m subordinated debt at 4.478%</td>
<td></td>
<td>No change</td>
</tr>
</tbody>
</table>

| 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 | No change           |
|                                         | ➢ Distribution acquisitions expected to be up to £20m p.a.                        |                     |

| 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           |
# Environmental, Social & Governance credentials

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

<table>
<thead>
<tr>
<th>Theme</th>
<th>2025 commitments</th>
<th>Lead KPIs</th>
<th>UN SDGs</th>
</tr>
</thead>
</table>
| Financial wellbeing        | ➢ Create secure financial futures for customers by delivering quality products and service  
➢ Promote financial wellbeing for all our colleagues  
➢ Empower communities to manage their money well for life | ➢ Customer asset retention  
➢ % colleagues feeling confident about money  
➢ Number of people benefiting from community financial literacy programmes | ![UN SDGs icon] |
| Inclusive growth           | ➢ Improve access to financial advice, saving and investing  
➢ Create an inclusive and diverse culture that enables our people to thrive  
➢ Help communities thrive through employment and wellbeing support | ➢ Number of restricted financial planners  
➢ % women in senior management positions  
➢ Number of people supported by community employment and wellbeing programmes | ![UN SDGs icons] |
| Responsible investment     | ➢ Embed responsible investment principles across our business  
➢ Exercise active stewardship of our customers’ assets  
➢ Reduce the environmental intensity of our activities | ➢ PRI rating (strategy & governance)  
➢ Voting & engagement  
➢ Tonnes CO₂e per colleague | ![UN SDGs icons] |
| Responsible business       | ➢ Operate responsibly                                                               | ➢ % colleagues code of conduct training                                    |                                             |
| conduct                    |                                                                                   |                                                                          |                                              |

**Rated A** (Strategy & Governance)  
Environmental stewardship score: C  
Included in FTSE4Good Index Series  
ESG rating: BBB  
ESG risk rating: 21.9/100 (low risk)
Register structure by geography

Company analysis vs key benchmark data

As at 15 March 2021

- UK: 47% Quilter, 41% General Financials, 21% FTSE 250
- South Africa: 52% Quilter, 3% General Financials, 1% FTSE 250
- North America: 20% Quilter, 11% General Financials, 20% FTSE 250
- Rest of Europe: 14% Quilter, 7% General Financials, 11% FTSE 250
- Rest of World: 23% Quilter, 4% General Financials, 5% FTSE 250
Register structure over time

Company analysis over time

As at 15 March 2021
## Contacts

### Investor enquiries

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### Media enquiries

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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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