

A person wearing a red jacket and a blue helmet is walking across a suspension bridge over a lake. The background shows snow-capped mountains under a blue sky. A large, semi-transparent circular graphic is overlaid on the scene, featuring a vertical line through the center and a horizontal line at the bottom, creating a stylized '0' or 'Q' shape.

Annual Results 2020

Data Pack

04 March 2021

Contents

	Page
Assets under management (AUM)	2-3
Gross and net flows	4-7
Currency profile of AUM	8
AUM by business area, region and product	9
Asset Management AUM – detailed asset class analysis	10-12
Asset Management by business area - gross and net flows	13-16
Wealth Management	17
Net operating revenue and margins – Asset Management	18
Income statement progression	19-21
Cost and return metrics	22

Nothing in this presentation should be construed as a forecast, estimate or projection of future financial performance.

Assets under management (AUM)

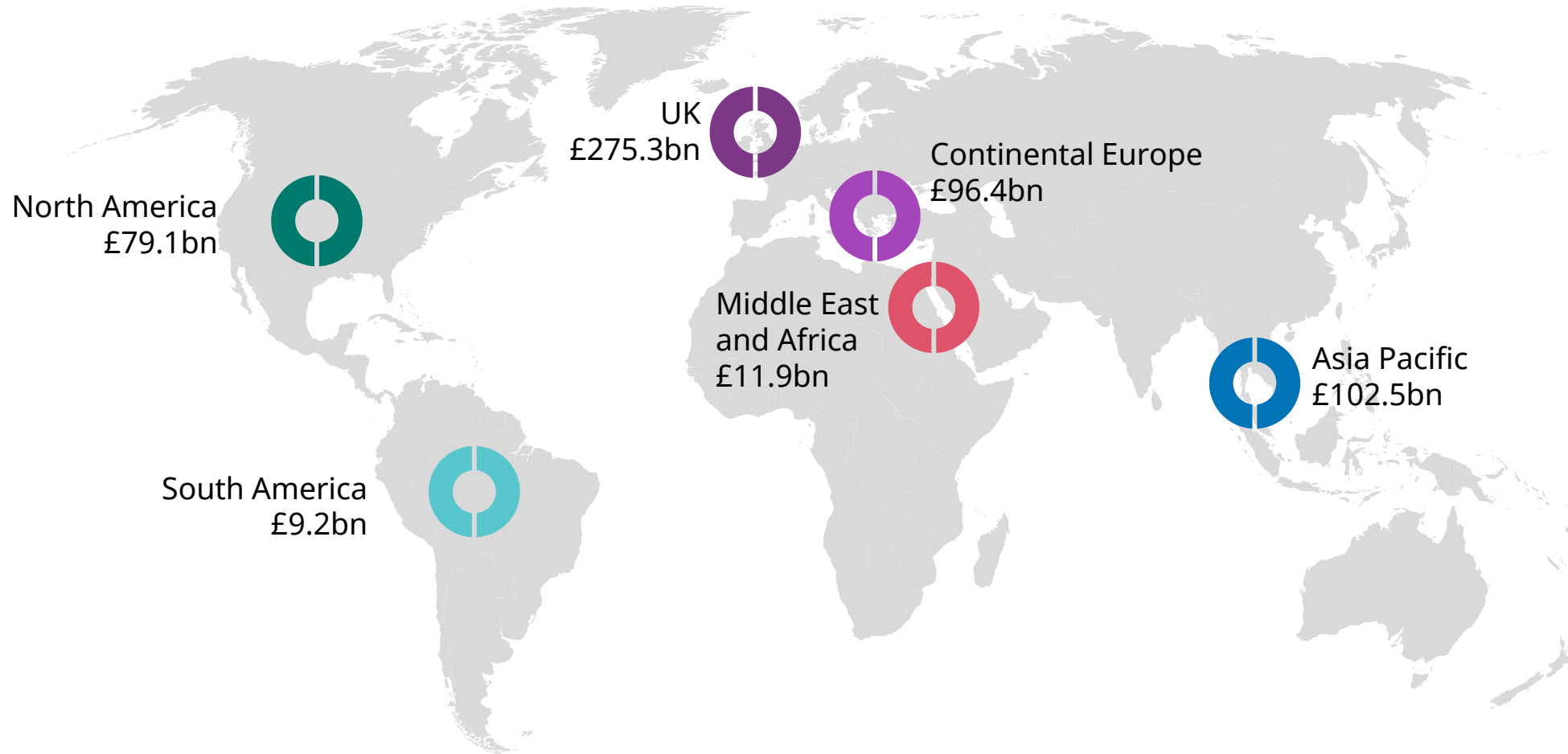
£574.4 billion at 31 December 2020

£bn	Private Assets & Alternatives	Solutions	Mutual Funds	Institutional	Asset Management	Wealth Management	Group Total AUM	BoCom	Axis	Other	Total AUM inc. Associates
1 January 2020	44.2	142.8	102.4	144.1	433.5	66.7	500.2	54.6	13.6	1.0	569.4
Net flows	0.5	43.4	(3.1)	-	40.8	1.7	42.5	7.7	4.4	0.3	54.9
Acquisitions ¹	0.6	-	-	-	0.6	2.7	3.3	-	-	-	3.3
Investment returns	0.8	4.9	4.9	15.7	26.3	2.1	28.4	6.1	1.3	(0.4)	35.4
Transfers	-	1.2	-	-	1.2	(1.2)	-	-	-	-	-
31 December 2020	46.1	192.3	104.2	159.8	502.4	72.0	574.4	68.4	19.3	0.9	663.0

¹ Includes £2.4 billion from the Wealth Management acquisition of Sandaire, £0.6 billion from the acquisition of Pamfleet, and £0.3 billion from the Benchmark Capital acquisition of TRPP.

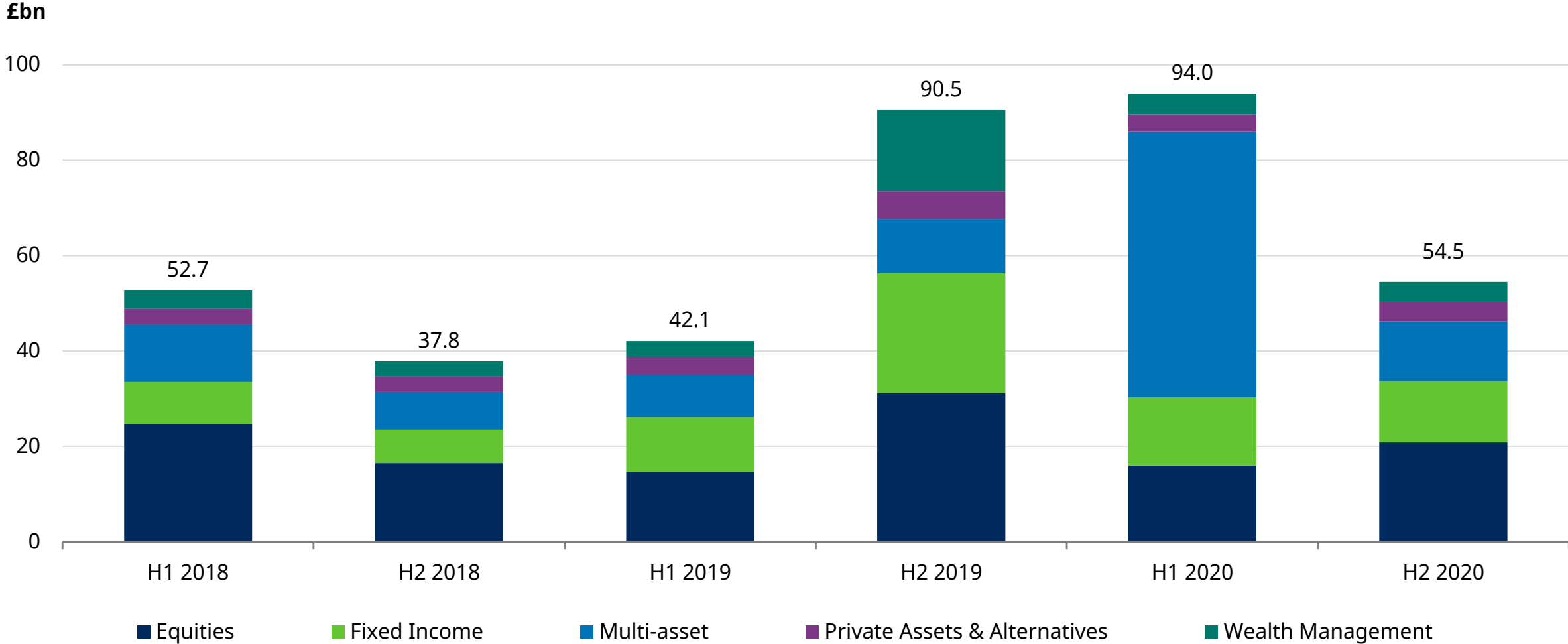
Assets under management (AUM)

£574.4 billion at 31 December 2020



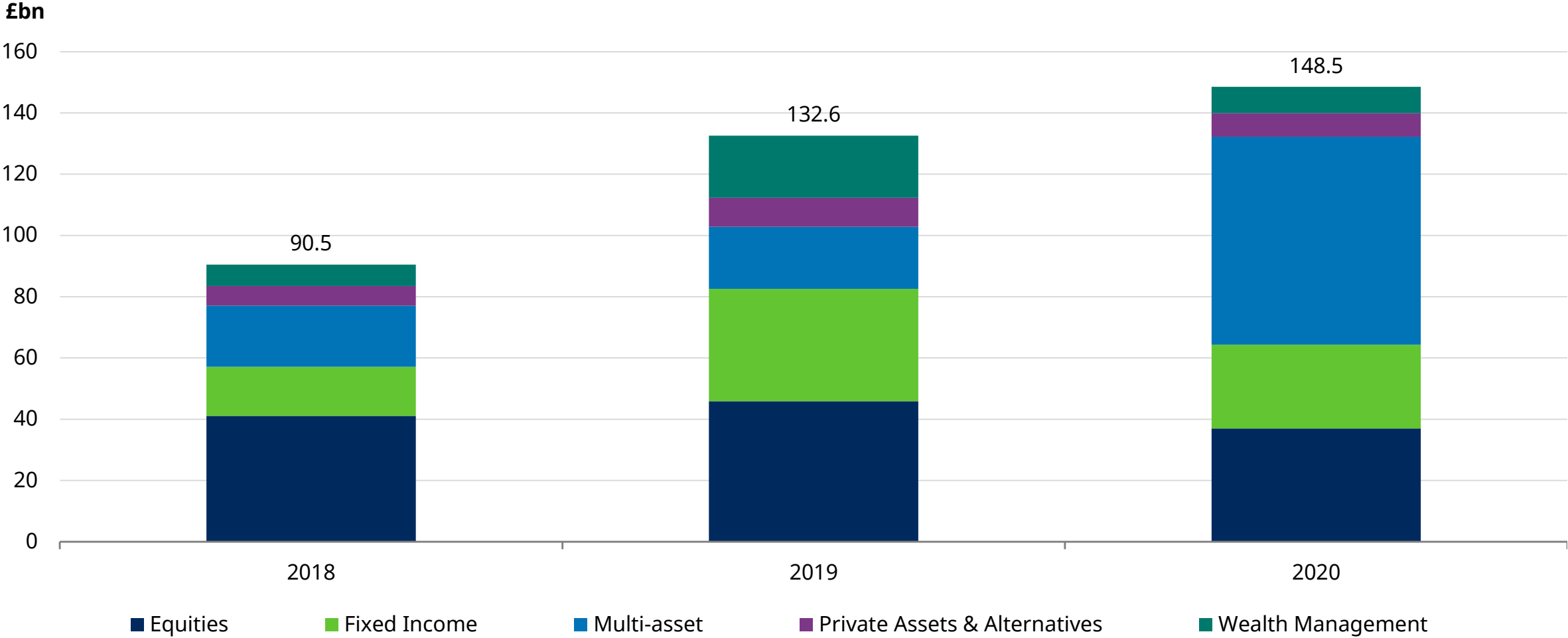
Gross flows

Half-yearly



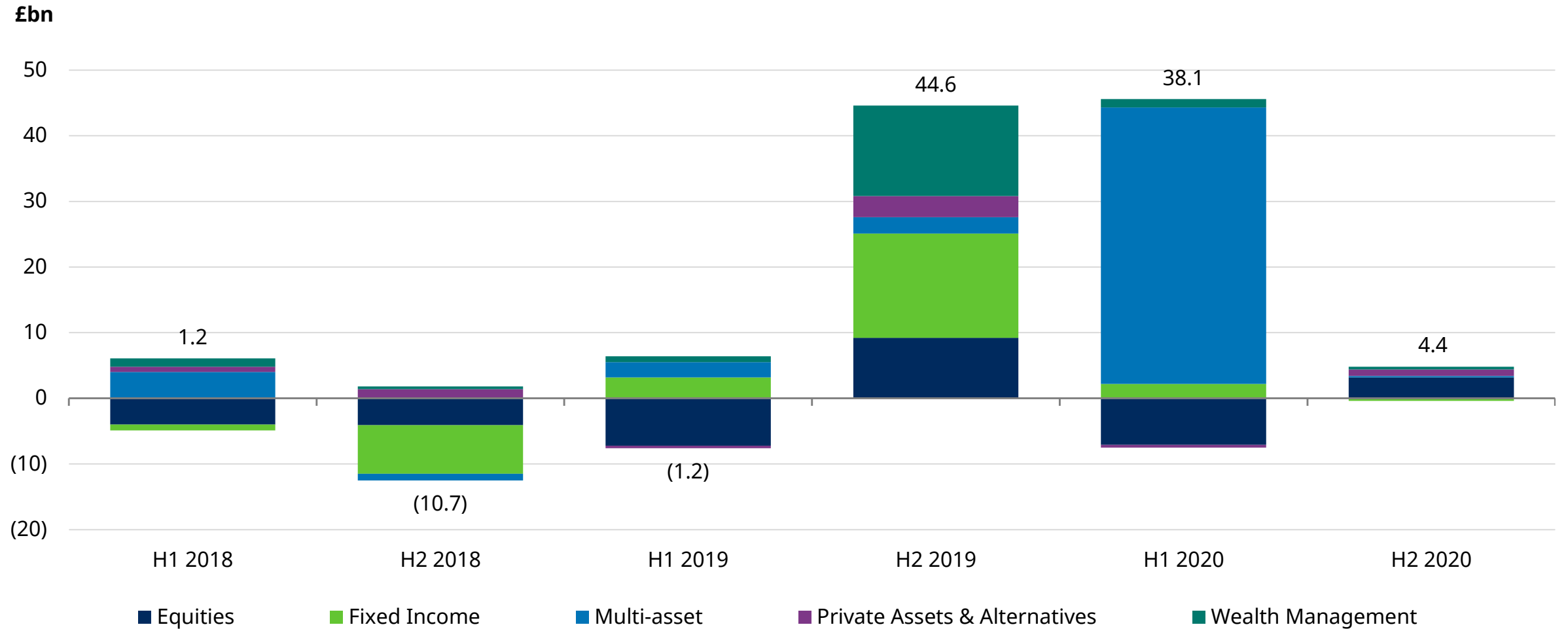
Gross flows

Annually



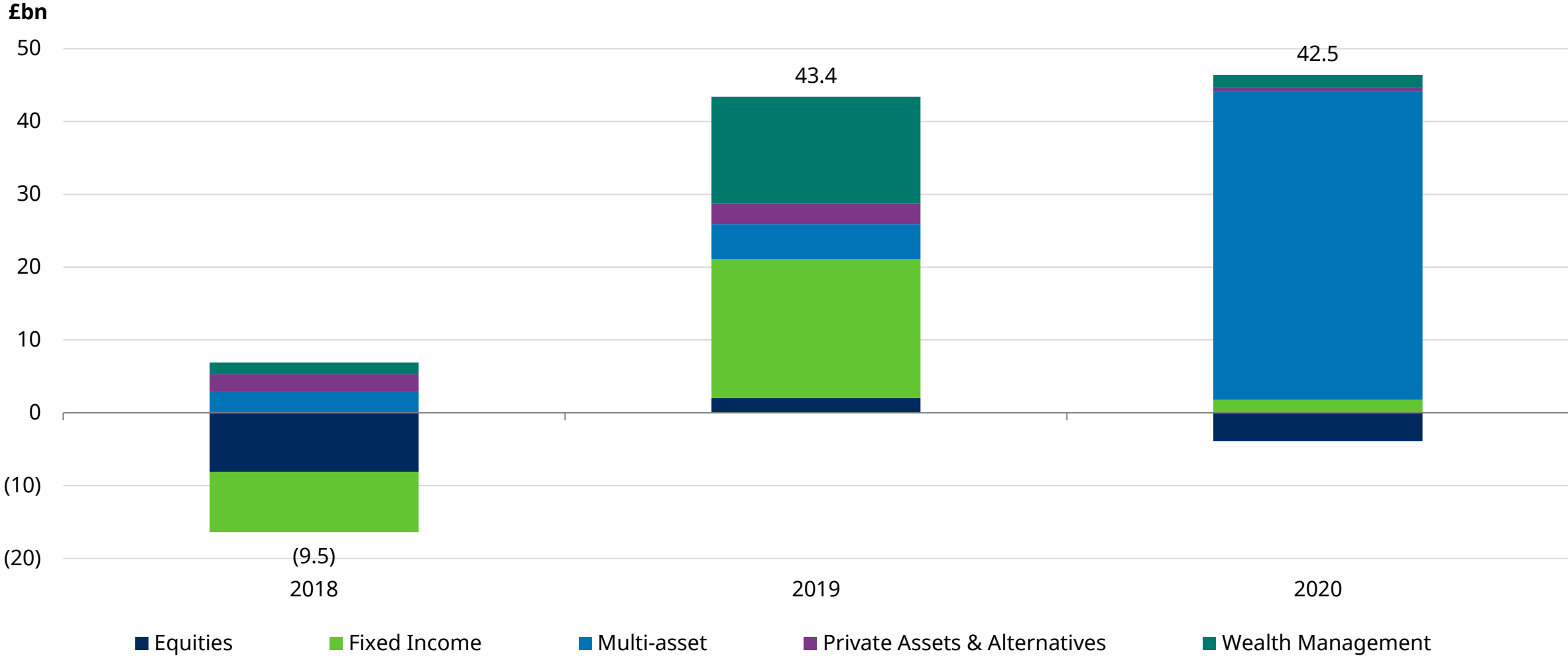
Net flows

Half-yearly



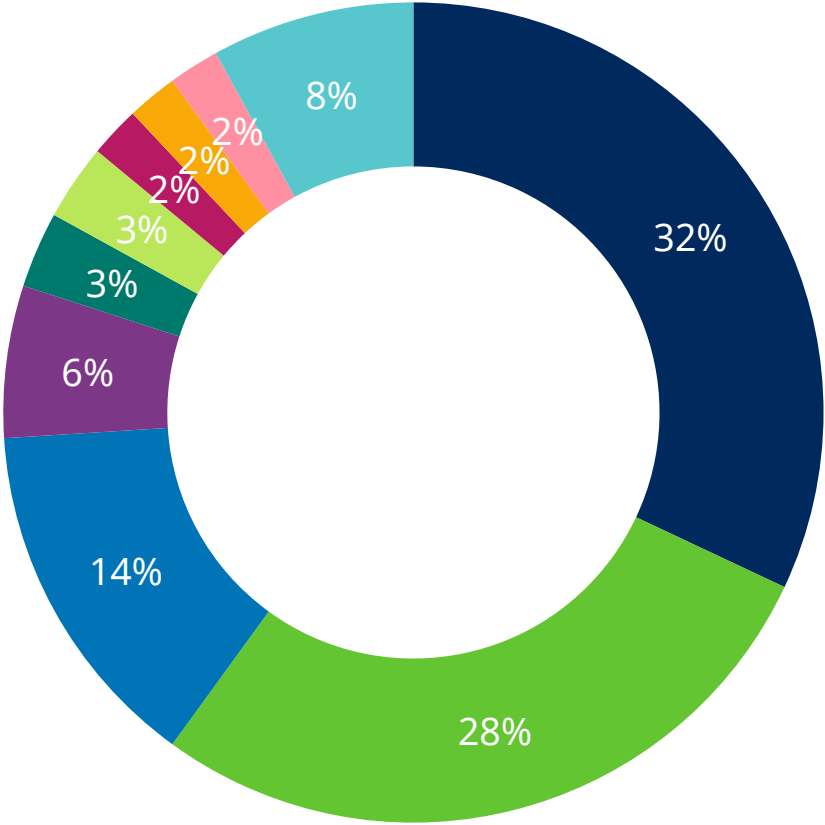
Net flows

Annually



Currency profile of AUM

Assets under management £574.4 billion



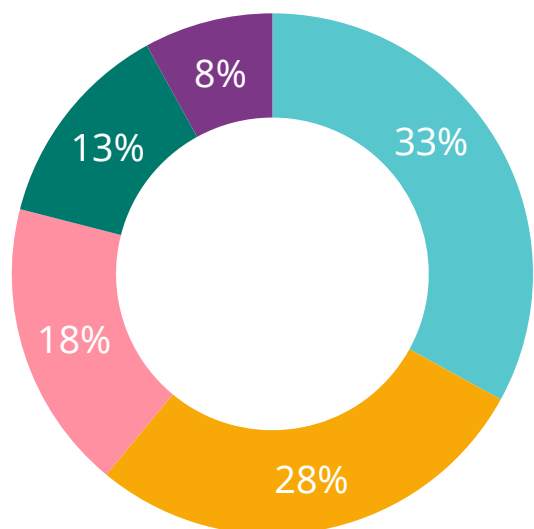
■ GBP ■ USD¹ ■ EUR ■ CNY ■ JPY ■ AUD ■ KRW ■ TWD ■ CHF ■ Other²

1 USD includes other currencies pegged to USD, including HKD.
2 Includes the following currencies which each constitute 1% of AUM: INR, IDR, SGD, BRL, CAD, SEK.

Total AUM by business area, region and product

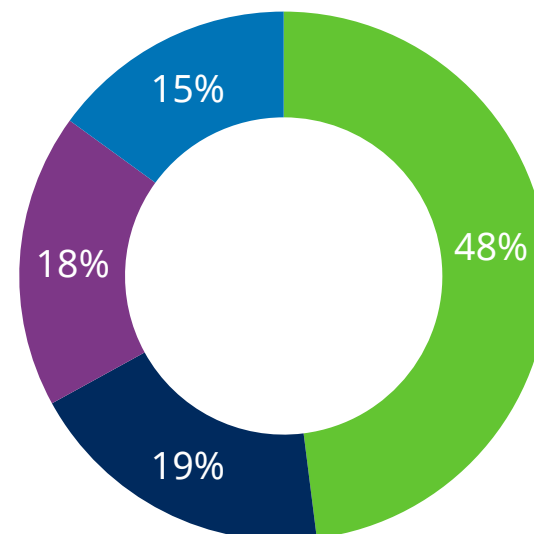
Assets under management £574.4 billion

By business area



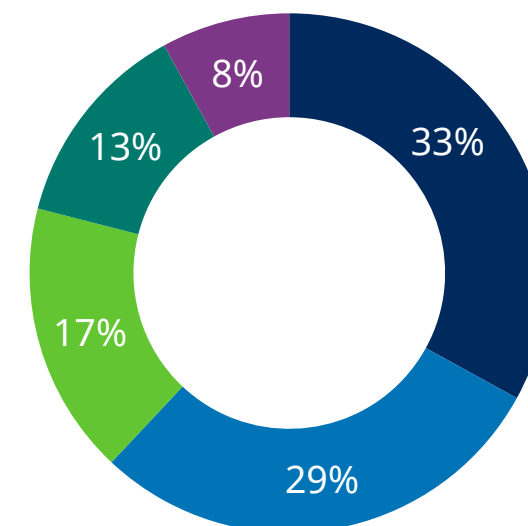
- Solutions
- Institutional
- Mutual Funds
- Wealth Management
- Private Assets & Alternatives

By region¹



- UK
- Europe, Middle East & Africa
- Asia Pacific
- Americas

By product



- Equities
- Multi-asset
- Fixed Income
- Wealth Management
- Private Assets & Alternatives

¹ By client domicile.

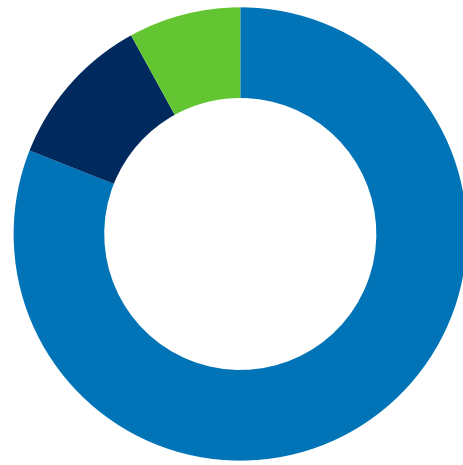
Asset Management AUM – detailed asset class analysis

Assets under management £502.4 billion

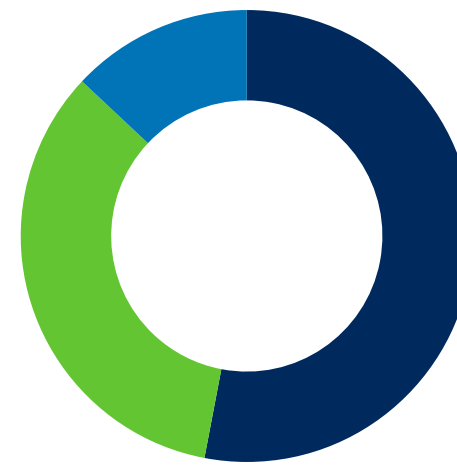
Private Assets & Alternatives
£46.1bn



Solutions
£192.3bn



Mutual Funds
£104.2bn



Institutional
£159.8bn



- Real estate 37%
- Private Equity 19%
- Securitised credit 18%
- GAIA¹ 6%
- Blue Orchard 6%
- Insurance linked 5%
- Emerging market debt 4%
- Infrastructure finance 4%
- Commodities 1%

- Multi asset 81%
- Equities 11%
- Fixed Income 8%

- Equities 53%
- Fixed Income 34%
- Multi asset 13%

- Equities 71%
- Fixed Income 29%

¹ Represents GAIA assets that are externally managed only.

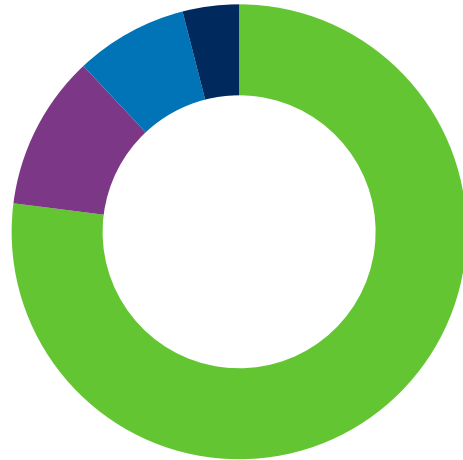
Asset Management AUM – detailed asset class analysis

Assets under management £502.4 billion

Private Assets & Alternatives
£46.1bn



Solutions
£192.3bn



Mutual Funds
£104.2bn



Institutional
£159.8bn



■ Europe, Middle East & Africa 53%
 ■ UK 26%
 ■ Americas 16%
 ■ Asia Pacific 5%

■ UK 77%
 ■ Asia Pacific 11%
 ■ Americas 8%
 ■ Europe, Middle East & Africa 4%

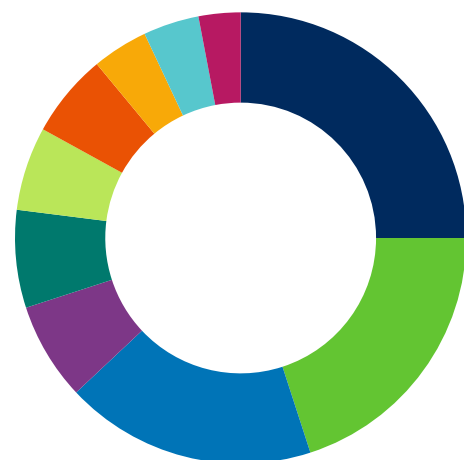
■ Europe, Middle East & Africa 37%
 ■ Asia Pacific 30%
 ■ UK 23%
 ■ Americas 10%

■ Americas 34%
 ■ Asia Pacific 29%
 ■ Europe, Middle East & Africa 21%
 ■ UK 16%

Asset Management AUM – detailed asset class analysis

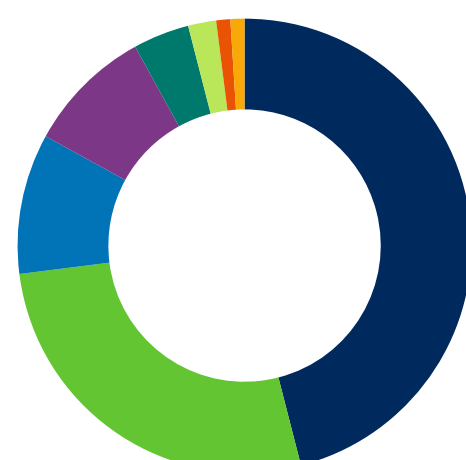
Assets under management £502.4 billion

Equities
£188.5bn



■ Asia Pacific	25%
■ Global	20%
■ Emerging markets	18%
■ Quantitative equities	7%
■ Europe	7%
■ Systematic Investments	6%
■ UK	6%
■ Japan	4%
■ US	4%
■ Australia	3%

Multi-asset
£169.4bn



■ Risk controlled growth	46%
■ LDI	27%
■ Risk mitigation	10%
■ Advanced Beta	9%
■ Income	4%
■ Inflation protection	2%
■ Other	1%
■ Advanced Beta Equity	1%

Fixed Income
£98.4bn



■ US	25%
■ Global	24%
■ Europe	20%
■ UK	14%
■ Asia Pacific	5%
■ Emerging market bonds	4%
■ Australia	4%
■ Convertibles	3%
■ Custom Bond Beta	1%

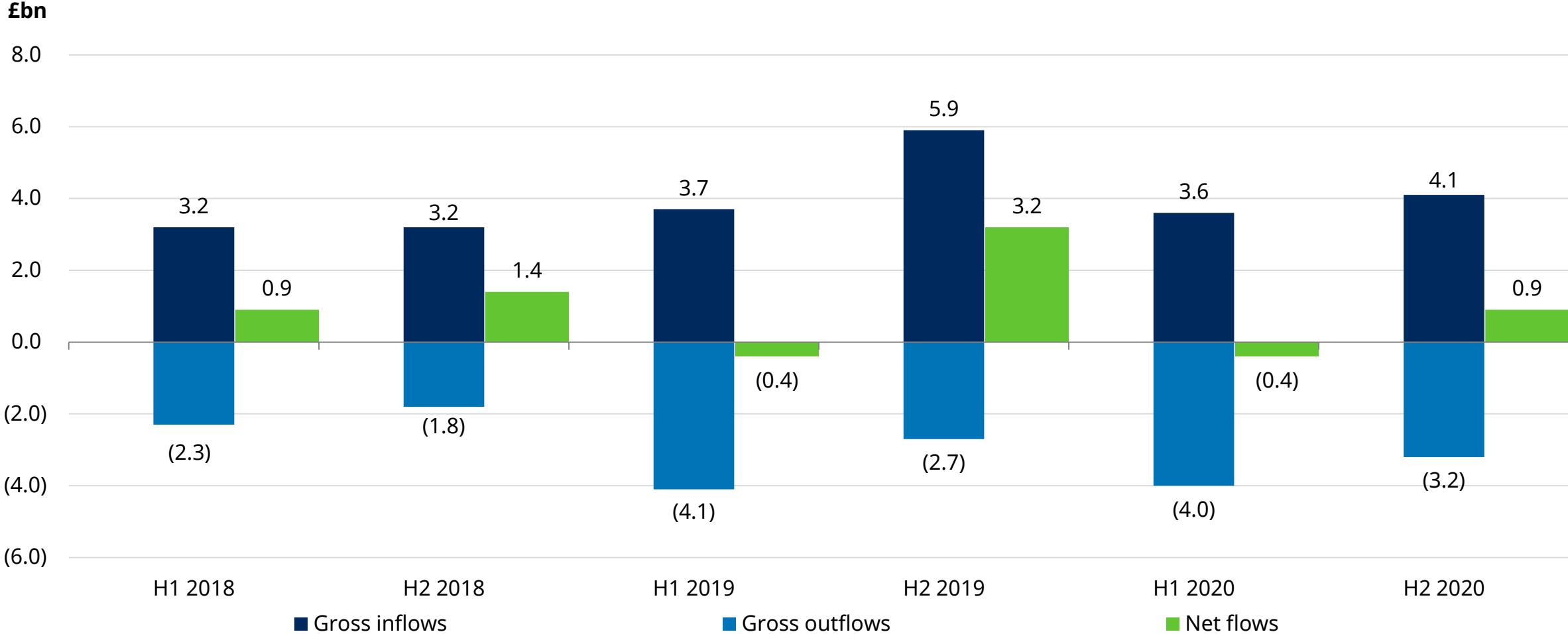
Private Assets & Alternatives
£46.1bn



■ Real estate	37%
■ Private equity	19%
■ Securitised credit	18%
■ GAIA	6%
■ Direct Lending	6%
■ Insurance-linked	5%
■ Infrastructure finance	4%
■ Emerging market debt	4%
■ Commodities	1%

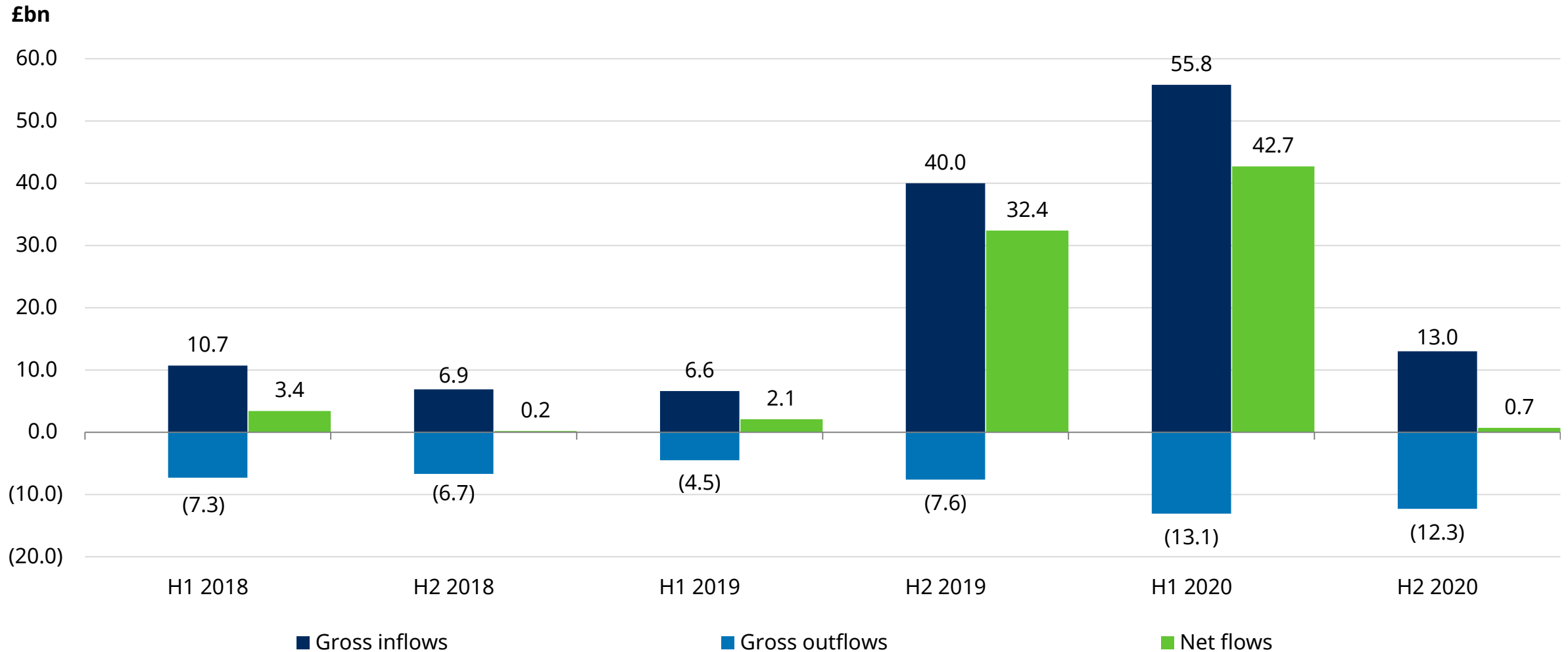
Private Assets & Alternatives – gross and net flows

Assets under management £46.1 billion



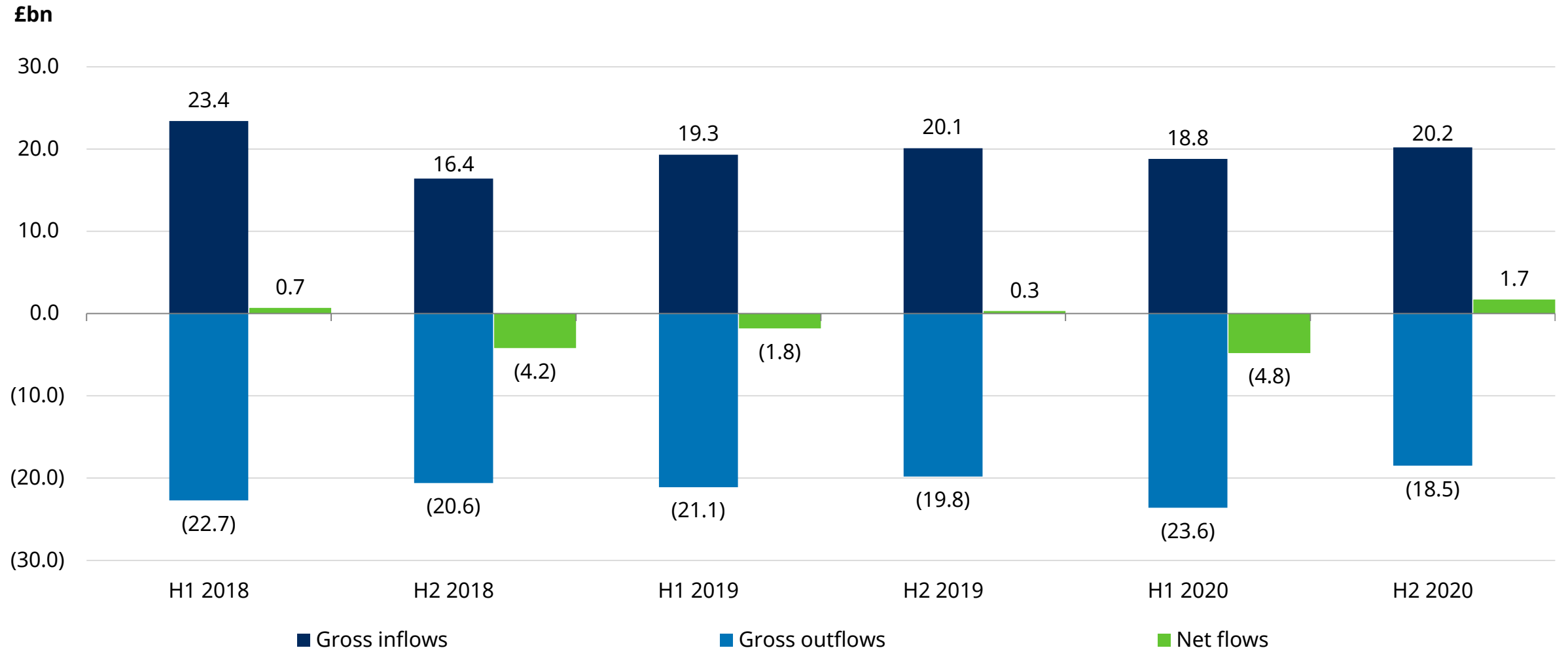
Solutions – gross and net flows

Assets under management £192.3 billion



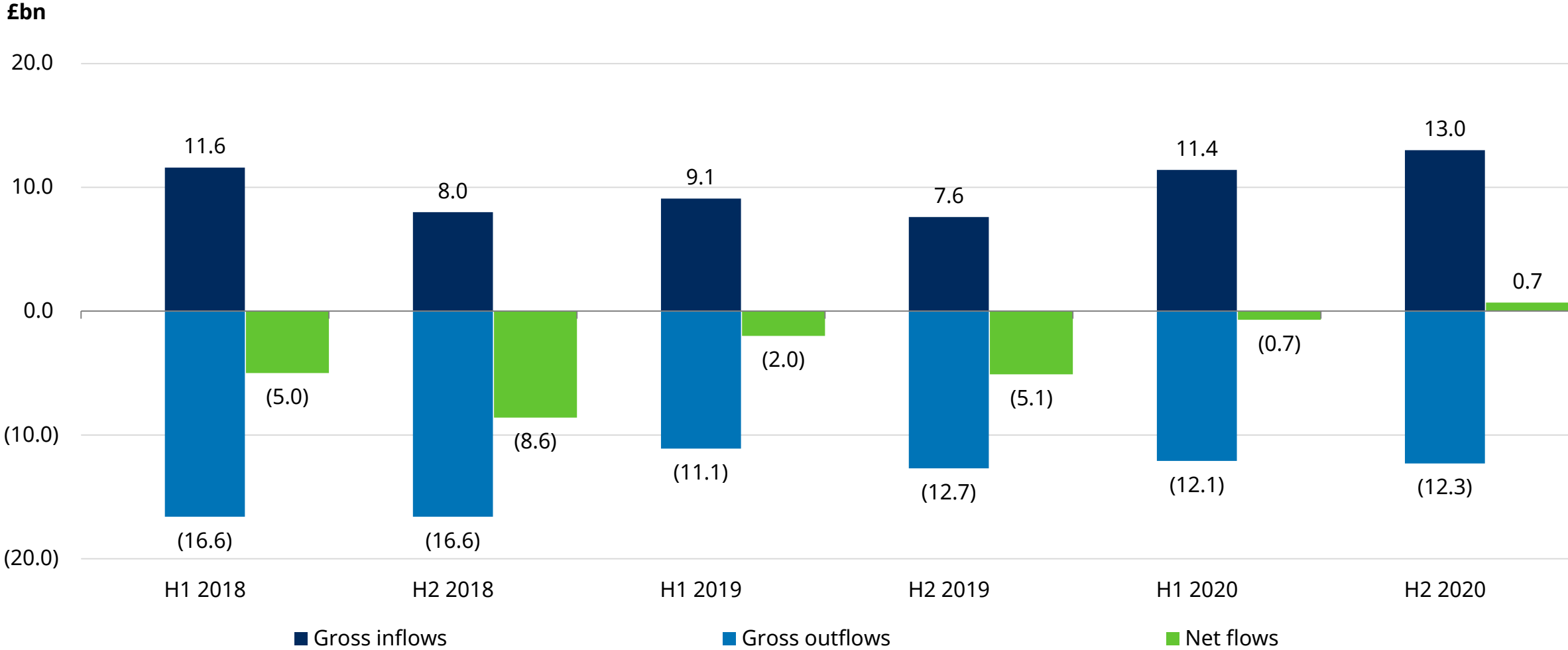
Mutual Funds – gross and net flows

Assets under management £104.2 billion



Institutional – gross and net flows

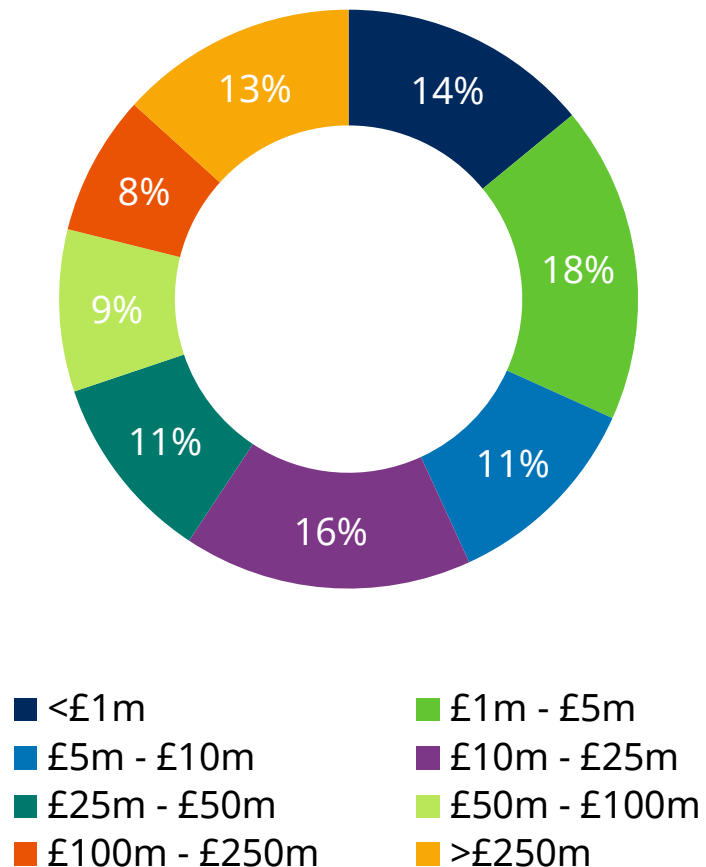
Assets under management £159.8 billion



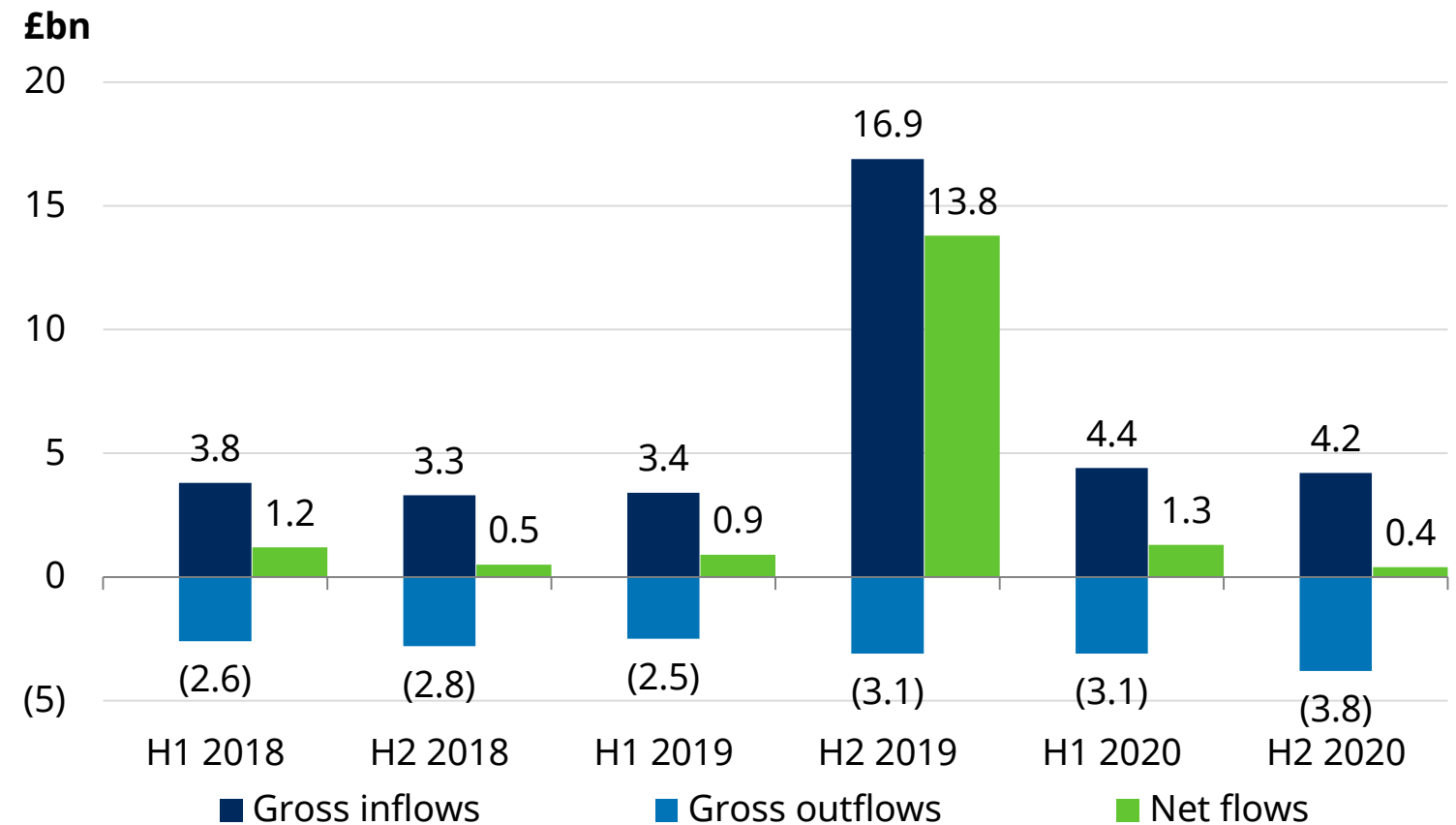
Wealth Management

Assets under management £72.0 billion

Clients by portfolio size



Gross and net flows



Net operating revenue and margins – Asset Management

Asset Management net operating revenue £1,747.2 million

£m	2019	2020
Performance fees - £m	42.9	85.8
Net carried interest - £m	29.3	8.8
Performance fees and net carried interest on average AUM	2 bps	2 bps
Net operating revenue (ex performance fees and net carried interest) - £m	1,690.9	1,652.6
Net operating revenue margin (ex performance fees and net carried interest) on average AUM	43 bps	36 bps
Net income ¹ - £m	1,781.2	1,786.9
Operating expenses ¹ - £m	(1,174.3)	(1,213.6)
Profit before tax¹ - £m	606.9	573.3

¹ Excluding exceptional items.

Income statement progression

Asset Management profit before tax

£m	2018	2019	2020
Net operating revenue	1,788.8	1,763.1	1,747.2
Net loss on financial instruments and other income	(3.3)	(5.4)	(9.8)
Share of profit of associates and joint ventures	15.7	23.5	49.5
Net income	1,801.2	1,781.2	1,786.9
Operating expenses	(1,130.4)	(1,174.3)	(1,213.6)
Asset Management profit before tax and exceptional items	670.8	606.9	573.3
Exceptional items	(82.6)	(41.4)	(29.8)
Asset Management profit before tax and after exceptional items	588.2	565.5	543.5

Income statement progression

Wealth Management profit before tax

£m	2018	2019	2020
Net operating revenue	281.9	302.1	366.9
Net gain on financial instruments and other income	7.5	6.5	14.7
Share of profit of associates and joint ventures	0.4	1.0	1.1
Net income	289.8	309.6	382.7
Operating expenses	(196.4)	(222.1)	(272.2)
Wealth Management profit before tax and exceptional items	93.4	87.5	110.5
Exceptional items	(25.4)	(34.6)	(45.7)
Wealth Management profit before tax and after exceptional items	68.0	52.9	64.8

Income statement progression

Group segment profit before tax

£m	2018	2019	2020
Net gain on financial instruments and other income	29.1	40.8	58.1
Share of profit of associates	3.8	4.1	-
Net income	32.9	44.9	58.1
Operating expenses	(35.9)	(38.1)	(39.6)
Group (loss)/profit before tax and exceptional items	(3.0)	6.8	18.5
Exceptional items	(3.3)	(0.6)	(16.3)
Group (loss)/profit before tax and after exceptional items	(6.3)	6.2	2.2

Cost and return metrics

Total costs¹

	2018	2019	2020
Total compensation ratio ¹	43%	44%	45%
Headcount	5,039	5,673	5,571
Total costs (£m) ¹	1,362.7	1,423.6	1,476.9
Ratio of total costs to net income ¹	64%	67%	68%

Total compensation ratio
= compensation costs divided
by net income²

Ratio of total costs to net income
= total costs divided by net income

¹ Excluding exceptional items.

² Costs and income are subject to adjustments by the Remuneration Committee.



Annual Results 2020

Data Pack

04 March 2021
