

Welcome to the 2014 Annual General Meeting

1 May 2014



2013: Record results

Organic growth and strategic acquisitions

- Net revenue up 24% to £1,407.6m (2012: £1,134.9m)
- Profit before tax and exceptional items up 41% to £507.8m (2012: £360.0m)
- Full year dividend up 35% to 58.0 pence per share (2012: 43.0 pence per share)
- Net new business £7.9bn
- Acquisitions: Cazenove Capital, STW
- Assets under management up 24% to £262.9bn

Asset Management

Assets under management: £232.8bn (2012: £195.7bn)

- Gross inflows £70.3bn (2012: £53.6bn)
- Net inflows £9 4bn
 - Institutional £4.6bn
 - Intermediary £4.8bn
- Diversified by region and asset class
- Integration of Cazenove Capital investment funds: net inflows £1.8bn
- 68% of funds outperforming over 3 years
- Performance fees £80.2m
- Profit before tax and exceptional items up 34% to £468.6m (2012: £348.5m)

Wealth Management

Assets under management: £30.1bn (2012: £16.3bn)

- Net revenues up 59% to £150.0m (2012: £94.4m)
- Profit before tax and exceptional items up 191% to £34.3m (2012: £11.8m)
- Net outflows £1.5bn
- AUM up 85% to £30.1bn (2012: £16.3bn)
- Encouraging response from Cazenove Capital clients: net inflows £200m
- Significantly increased scale in the UK
- Broader client offering
- Using Cazenove Capital name in the UK

Share price performance 2013



Q1 Interim Management Statement

A good start to 2014

- Profit before tax and exceptional items up 14% to £130.7m (Q1 2013: £115.0m)
 - Asset Management £117.0m (Q1 2013: £105.2m)
 - Wealth Management £13.3m (Q1 2013: £4.9m)
- Net new business £3.8bn
- Strong performance in Intermediary
- Record assets under management £268.0bn (31 December 2013: £262.9bn)

Outlook and future priorities

Focus on organic growth

- Growth opportunities in most asset classes and regions
- Likely slowdown in Intermediary
- Good pipeline of new business in Institutional including £12.2bn from Friends Life
- Repositioned capability and contribution from Wealth Management
- Operational efficiencies
- Long-term focus

Awards



























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Andrew Beeson | Chairman



Resolutions 1 and 2

1. To receive the Report and Accounts.

2. To declare the Final Dividend.

Resolutions 3 and 4

3. To approve the Remuneration Report.

4. To approve the Remuneration Policy.

Resolution 5

5. To elect Richard Keers.

Resolution 6

6. To re-elect Andrew Beeson.

Resolutions 7 to 15

- 7. To re-elect Ashley Almanza.
- 8. To re-elect Luc Bertrand.
- 9. To re-elect Robin Buchanan.
- 10. To re-elect Michael Dobson.
- 11. To re-elect Lord Howard.

- 12. To re-elect Philip Mallinckrodt.
- 13. To re-elect Nichola Pease.
- 14. To re-elect Bruno Schroder.
- 15. To re-elect Massimo Tosato.

Resolutions 16 and 17

16. To re-appoint PricewaterhouseCoopers LLP as auditors.

17. To authorise the Directors to fix the auditors' remuneration.

Resolutions 18 to 20

- 18. To renew the authority to allot shares.
- 19. To renew the authority to purchase own shares*.
- 20. Notice of general meetings*.

*Special resolution



Thank you for attending the 2014 Annual General Meeting

1 May 2014



Forward-Looking Statements

These presentation slides may contain forward-looking statements with respect to the financial condition, performance and position, strategy, results of operations and businesses of the Group.

Such statements and forecasts involve risk and uncertainty because they are based on current expectations and assumptions but relate to events and depend upon circumstances in the future. Without limitation, any statements preceded or followed by or that include the words 'targets', 'plans', 'believes', 'expects', 'aims' or 'anticipates' or the negative of these terms and other similar terms are intended to identify such forward-looking statements.

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