Welcome to the 2016 Annual General Meeting

28 April 2016
2016 Annual General Meeting

28 April 2016
2015 overview
Another year of strong growth

- Net revenue up 7% to £1,659m
- Profit before tax and exceptional items up 8% to £610m
- Profit before tax up 14% to £589m
- Net new business of £13bn, 4.3% of opening assets under management
- Assets under management up 5% to £314bn
- 72% of assets under management outperforming over three years
- Full year dividend up 12% to 87 pence per share
10 year dividend growth…
Consistent, progressive policy
…reflecting increased profits
8.6% annualised growth rate since 2006
Consistent improvement in diversification

Growth in Fixed Income and Multi-asset
Diversified global business
Q1 assets under management £325 billion

By product:
- Equities: 41%
- Fixed Income: 25%
- Multi-asset: 20%
- Emerging Market Debt, Commodities & Real Estate: 10%
- Wealth Management: 4%

By channel:
- Institutional: 59%
- Intermediary: 31%
- Wealth Management: 10%

By region:
- UK: 21%
- Continental Europe, Middle East & Africa: 40%
- Asia Pacific: 26%
- Americas: 13%

* By client domicile
Growth since November 2001

Post-exceptional loss before tax in 2001 of £8.1m
Q1 2016

- Solid start to the year, despite market volatility
- Net new business of £2.7bn
- Assets under management at record levels of £325bn
- Continued investment in the business
- Profit before tax of £138m
- Outlook
2016 Annual General Meeting

28 April 2016

Michael Dobson | Chairman
Resolutions

1. To receive the Report and Accounts
2. To declare the Final Dividend
3. To approve the Remuneration Report
4. To elect Rhian Davies
5. To re-elect Michael Dobson
6. To re-elect Peter Harrison
7. To re-elect Richard Keers
8. To re-elect Philip Mallinckrodt
9. To re-elect Massimo Tosato
10. To re-elect Robin Buchanan
11. To re-elect Lord Howard
12. To re-elect Nichola Pease
13. To re-elect Bruno Schroder
14. To re-appoint PricewaterhouseCoopers LLP as auditors
15. To authorise the Audit and Risk Committee to fix the auditors’ remuneration
16. To renew the authority to make political donations
17. To renew the authority to allot shares
18. To renew the authority to purchase own shares*
19. Notice of general meetings*

*Special resolution
Thank you for attending the 2016 Annual General Meeting

28 April 2016
Forward-Looking Statements

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