



ST. JAMES'S PLACE
WEALTH MANAGEMENT



ST. JAMES'S PLACE
WEALTH MANAGEMENT

THIRD QUARTER RESULTS – 2019

PARTNERS IN MANAGING YOUR WEALTH

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PART ONE – BUSINESS MODEL

ST. JAMES'S PLACE OVERVIEW

- **Leading UK Wealth Management Company**
 - Established 1991
 - UK listed with market cap of c.£6 billion
 - Over £100 billion in funds under management
 - Target market £50k to £5 million free investable assets
- **Differentiated advice lead business model**
 - “Vertically integrated”
 - Dedicated advice distribution – the Partnership
 - Distinctive global investment management approach
- **Well positioned to benefit from long-term market growth**
 - Favourable demographic trends
 - Future intergenerational transfer of wealth

OUR OPPORTUNITY



WHAT OUR ADVISERS OFFER

“The first pillar of value, financial planning, starts with building a deep understanding of who the client is, and what they are seeking to accomplish – properly grounded in trust and transparency, it serves as the roadmap to achieving the clients financial goals.

The true value of the relationship is the interpersonal understanding between the adviser and their client – understanding their needs, financial situation and risk profile is vital. ”

Source: Capital Sigma – sources of advised created value

WHAT OUR ADVISERS OFFER

- Holistic financial planning
- Understanding a client's goals and objectives
- A personalised tax efficient financial plan and investment strategy
- Keep clients informed and review circumstances throughout relationship
- Peace of mind – being there at key moments of truth
- Managing the transition of wealth to next generation

Source: Capital Sigma – sources of advised created value

GLOBAL INVESTMENT MANAGEMENT EXPERTISE



39 funds

39 fund houses

36 exclusive strategies to UK retail investors

79 lead fund managers

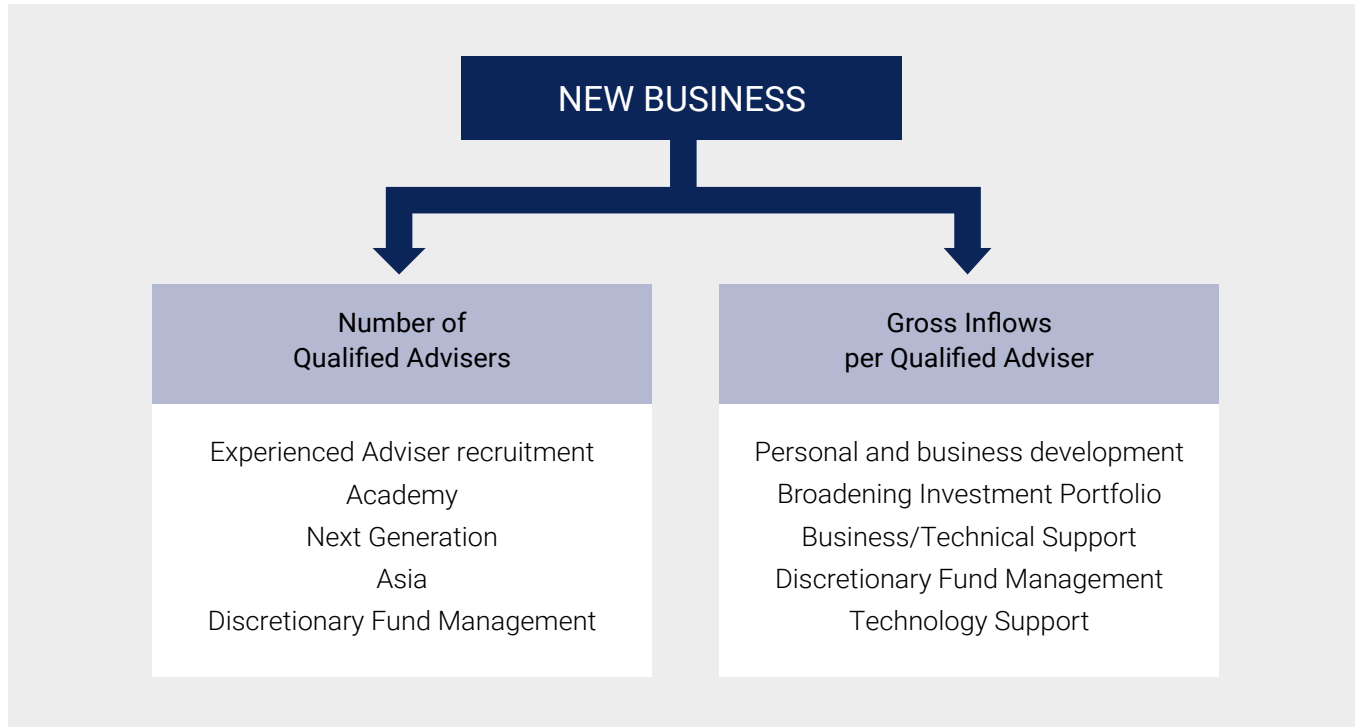
Red lines indicate fund managers from whom all the strategies we offer are exclusive to St. James's Place clients in the UK retail space.

WHOLE OF MARKET APPROACH

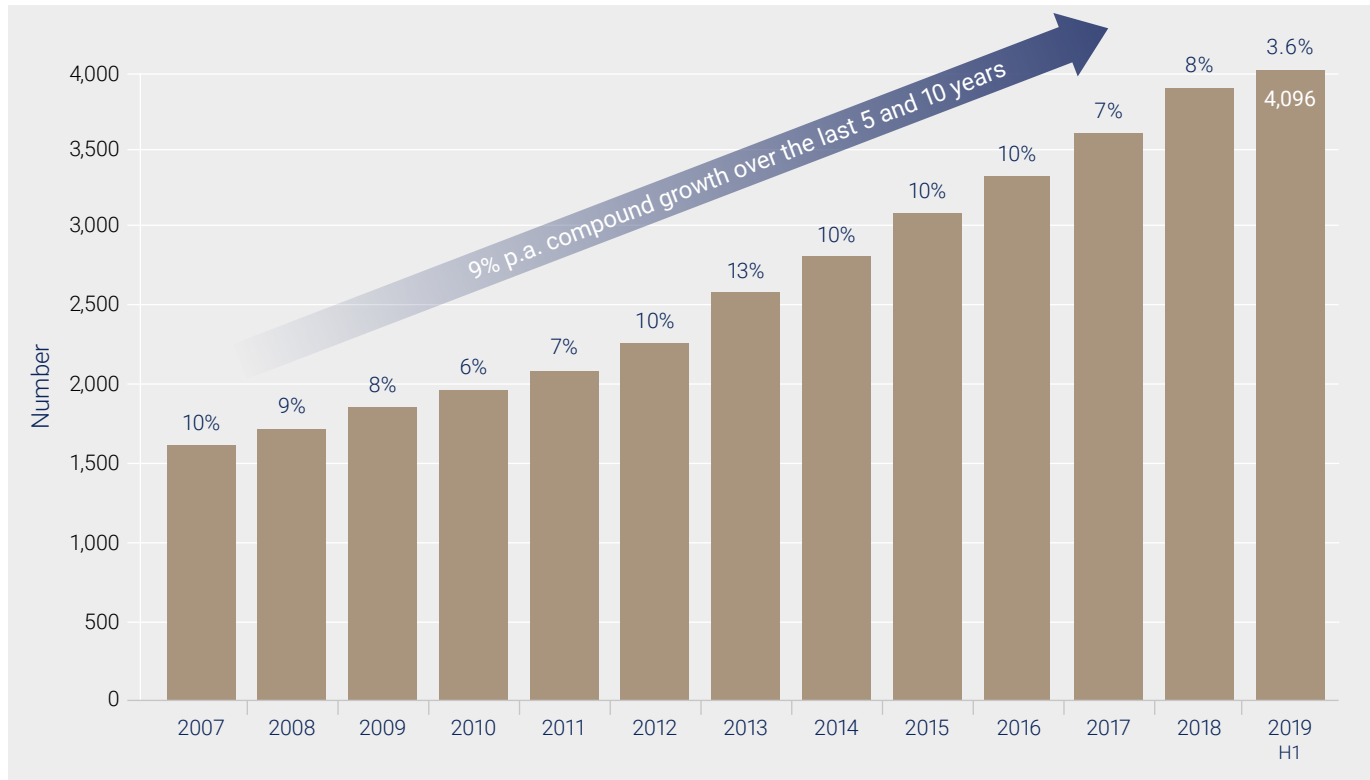
Although our advice is restricted to the products and services available through St. James's Place, we take responsibility for the due diligence on all the providers whose products and services we make available to our clients, some of which are shown below.



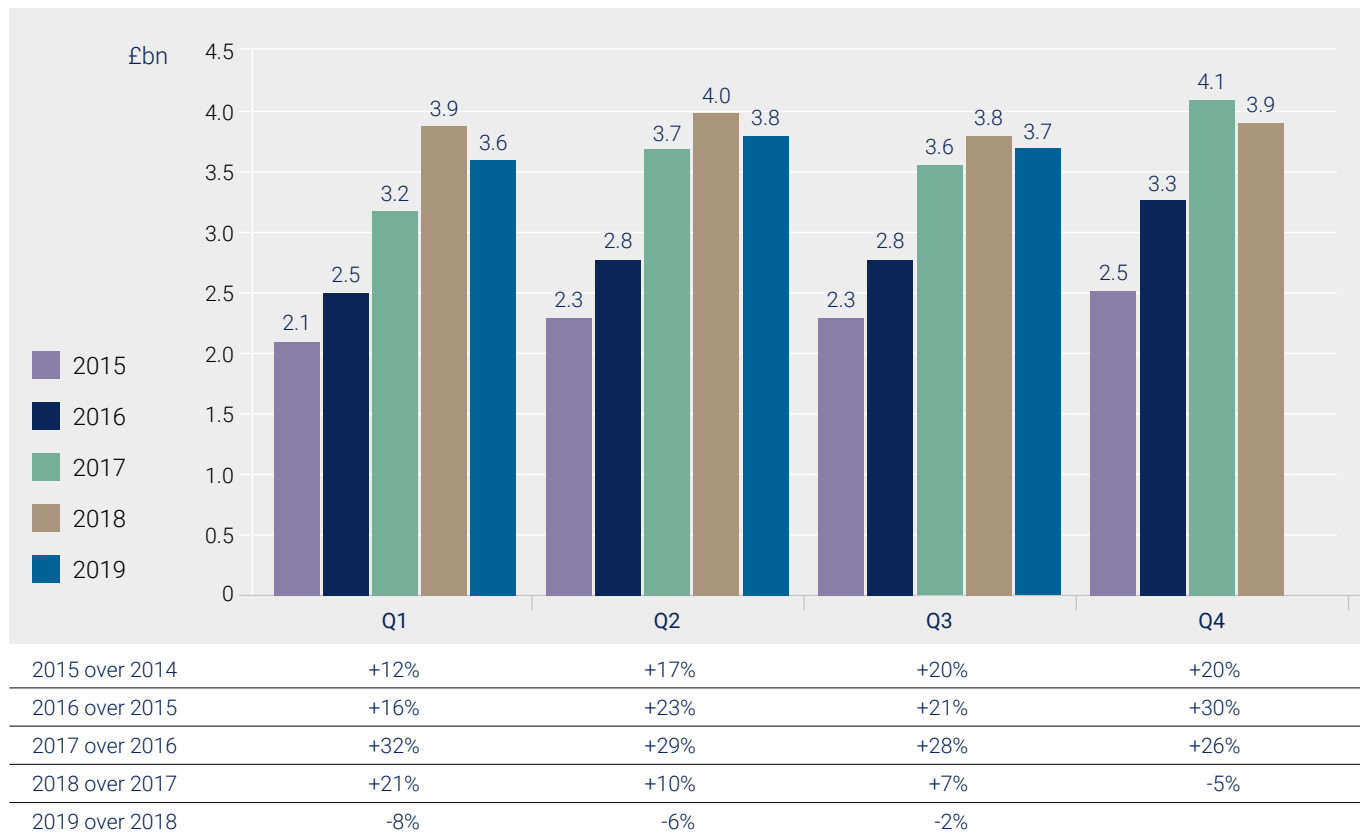
STRATEGIC CONTEXT – THE GROWTH MODEL



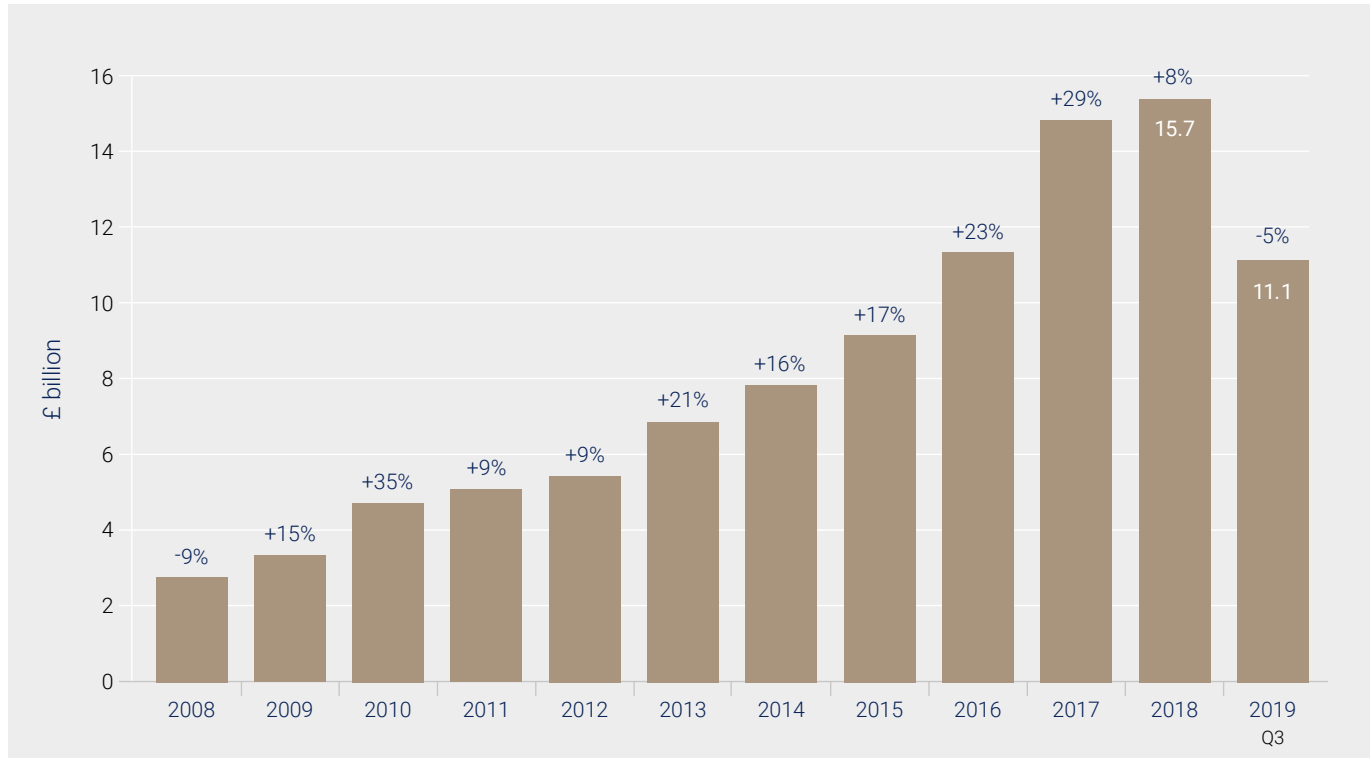
NUMBER OF QUALIFIED ADVISERS



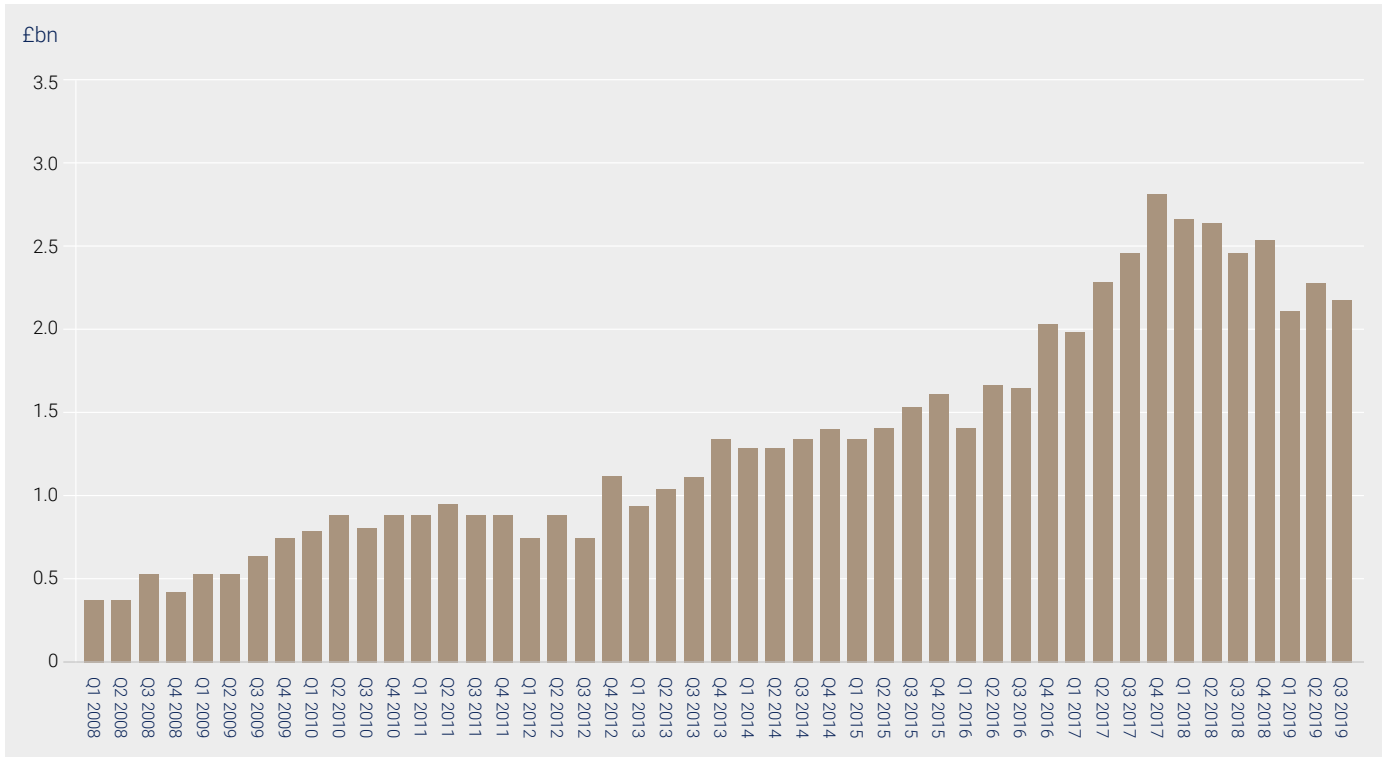
GROSS INFLOWS BY QUARTER



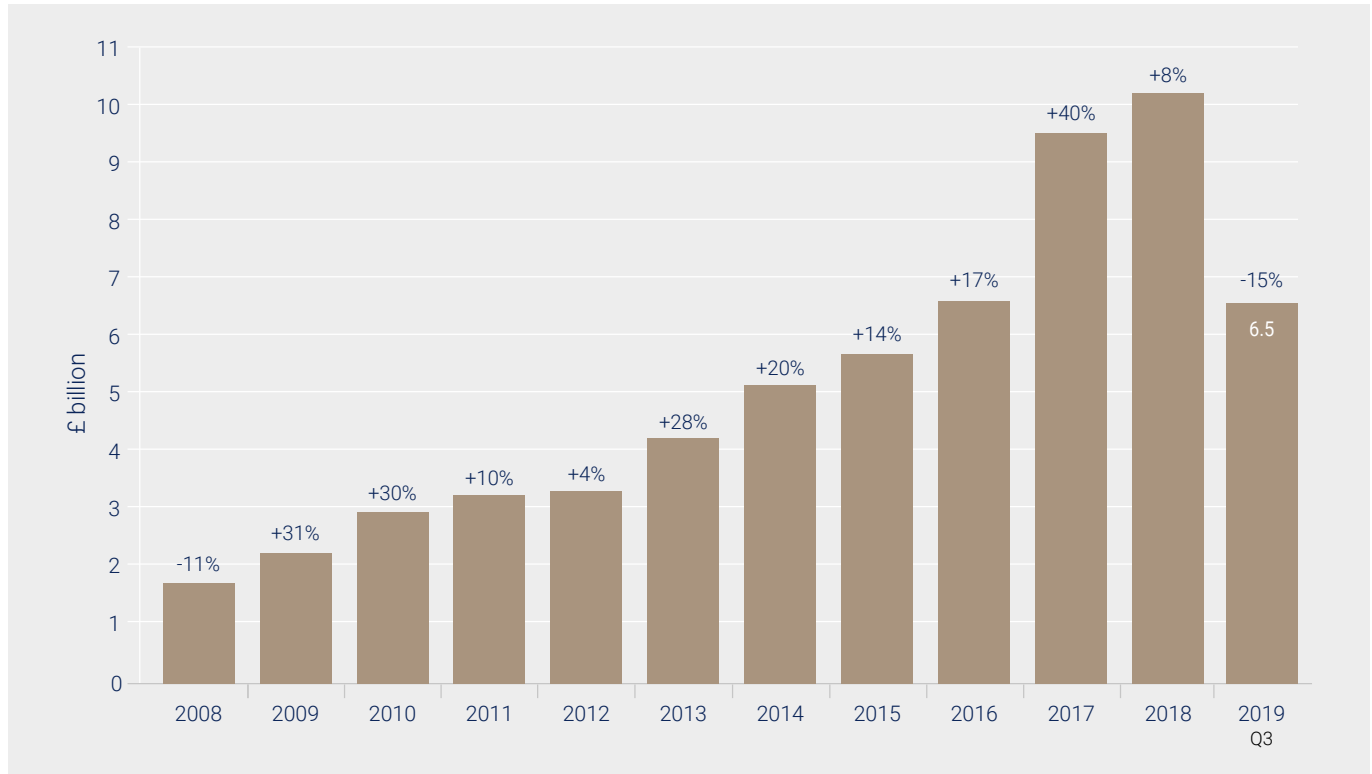
GROSS INFLOWS



QUARTERLY NET INFLOWS 2008–2019

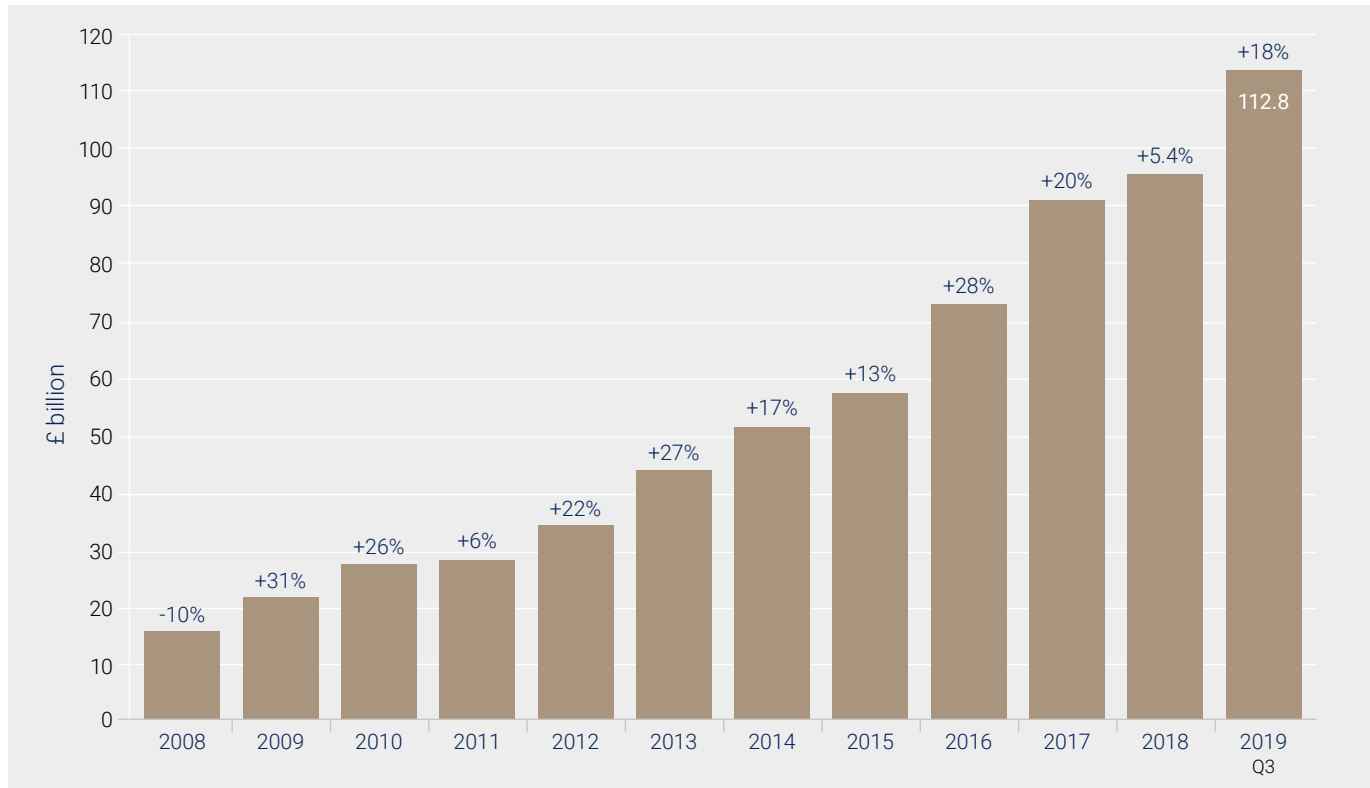


CONSISTENT NET INFLOWS



FUNDS UNDER MANAGEMENT

18% p.a. compound growth over the last 5 years and 19% p.a. over last 10 years (at September 2019)



2019 – FUND FLOW INFORMATION

£ billion	9 months ended 30 September 2019	9 months ended 30 September 2018
Funds under management at start	95.6	90.7
Gross inflows	11.1	11.8
Investment return	10.7	2.2
	<u>117.4</u>	<u>104.7</u>
Regular income withdrawals/maturities	(1.4)	(1.3)
Surrenders/part surrenders	(3.2)	(2.8)
	<u>112.8</u>	<u>100.6</u>
Net inflow of funds under management	<u>6.5</u>	<u>7.7</u>
Implied surrender rate as % of average funds under management	4.0%	3.9%

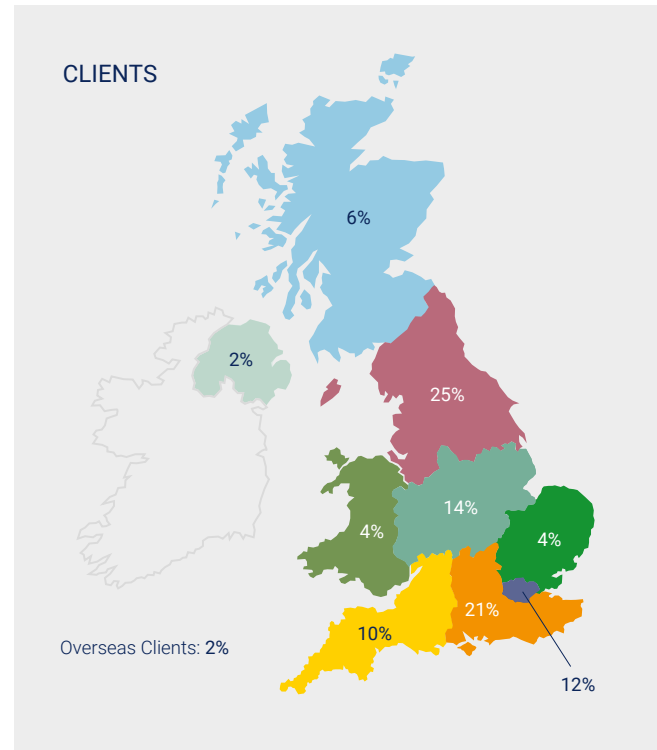
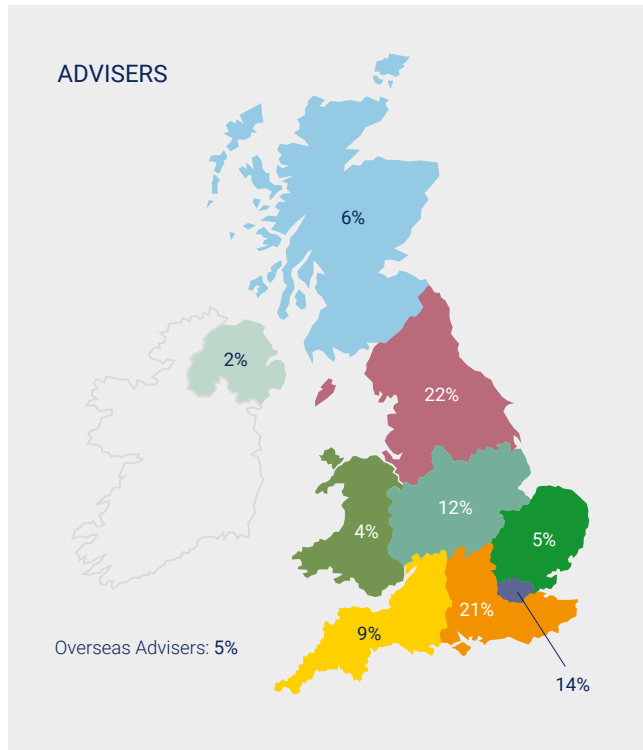
THE PARTNERSHIP

DEDICATED DISTRIBUTION – THE PARTNERSHIP

- High quality self-employed team of 4,096 Qualified Advisers
 - Average age is 47
 - 90%+ per annum retention rate
- Aim to grow Adviser numbers by 6% to 8% per annum
- Aim to increase productivity each year
- Average industry experience is 19 years

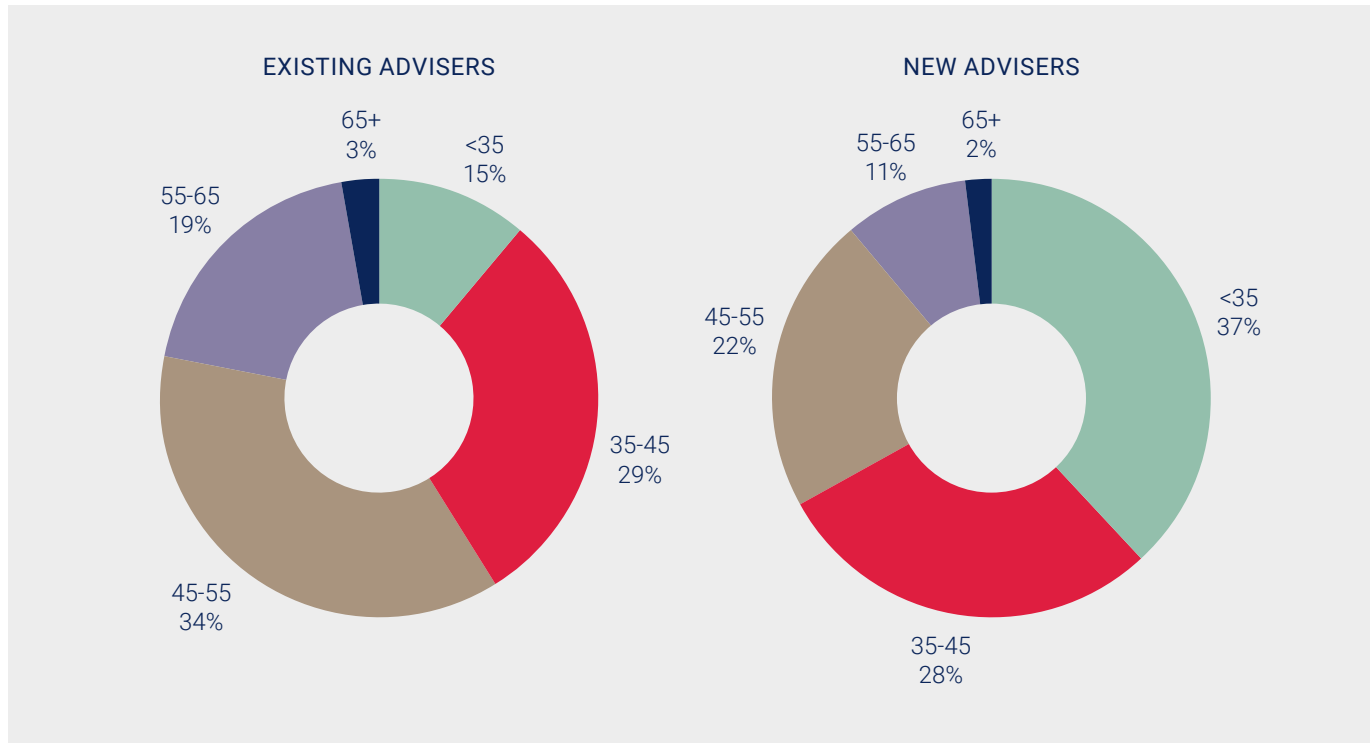
GEOGRAPHIC DISTRIBUTION OF ADVISERS & CLIENTS

30 June 2019

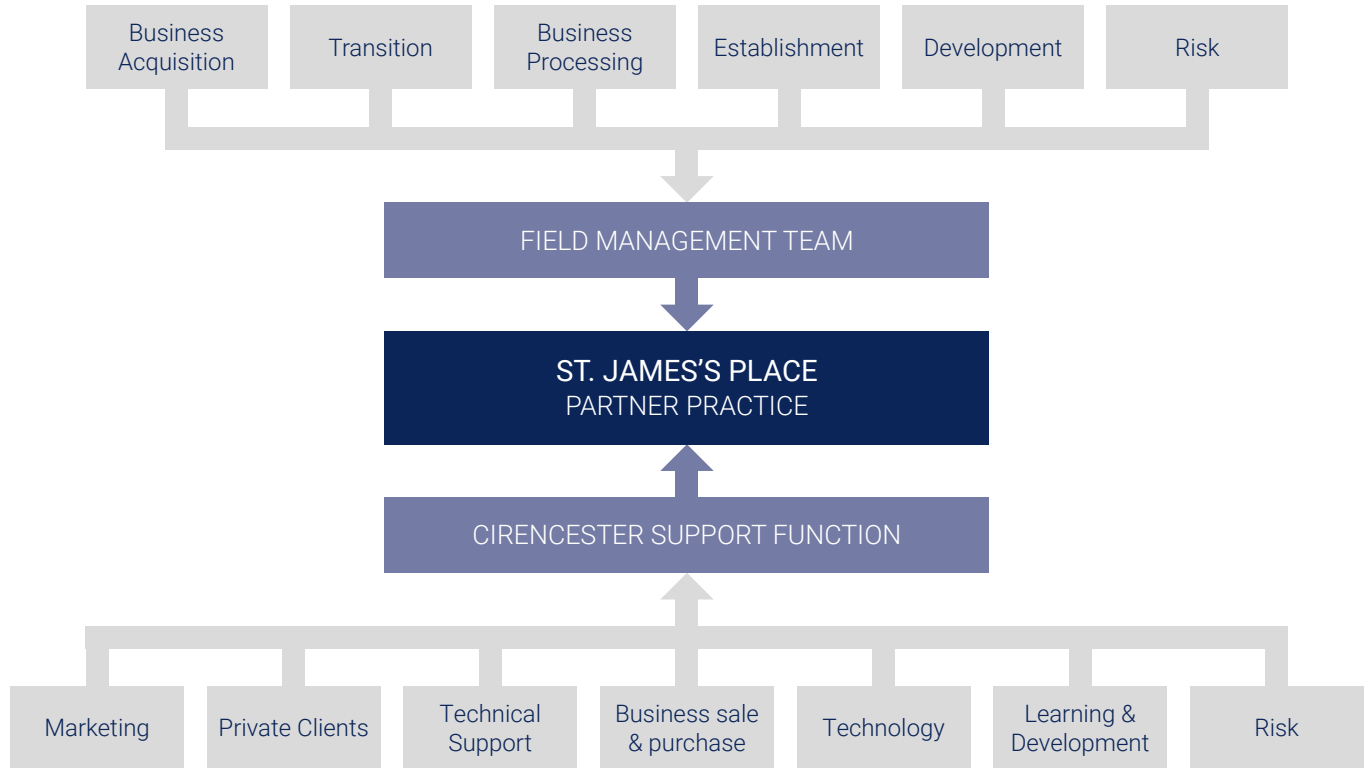


QUALIFIED ADVISERS BY AGE BAND

30 June 2019



ADVISER DEVELOPMENT



AUTHORISED ADVISER NUMBERS

TYPE OF ADVISER	FSA FIGURES 31 DEC 2014	FSA FIGURES 31 DEC 2015	FSA FIGURES 31 DEC 2016	FSA FIGURES 31 DEC 2017
Financial advisers	21,496	22,557	25,611	26,311
Bank advisers	3,182	3,672	3,525	3,347
Discretionary fund managers/stockbrokers	6,475	4,371	3,819	3,993
Other firms*	–	–	1,629	1,555
Total number of Advisers	31,153	30,600	34,584	35,206

* Only included in FCA figures from 2016.

From Financial Conduct Authority.



ST. JAMES'S PLACE
ASIA

The Opportunity

- Offices in Singapore, Hong Kong and Shanghai
- 150 advisers with a further 9 awaiting appointment
- SJP Funds under management: £800 million, up 20%
- *Estimated 90,000 UK ex-pats with investable wealth projected to grow to circa £20 billion by 2020
- Our global investment proposition and relationship based approach is well suited to this market
- Local Global Citizens/HNW/Affluent opportunity in Singapore and Hong Kong – circa 4.9 million residents in those two jurisdictions (including ex-pats) with investable wealth of \$50k or more.

**Source: SJP estimates, Verdict Financial, 30 June 2018*

ST. JAMES'S PLACE ACADEMY



ST. JAMES'S PLACE
ACADEMY

- Over 500 have graduated the Academy and Next Generation Academy so far, 59 in 2019
- Currently 446 in the program
- Ambition to graduate c.170 advisers in 2019
- Four Regional Academies (London, Manchester, Solihull & Edinburgh)
- Typical intake 15 – 20 per programme
- 61% from financial services background
- 39% from non-financial services background (Military, Recruitment, Sport, Marketing, IT)



ST. JAMES'S PLACE
ACADEMY

- Average age 34: previous earnings c£61,000
- 68% male/32% female
- 60% are Partner referrals
- 14% are Staff referrals
- 15% directly from Academy website
- 18% of 2018 London new business from Academy graduates



- Trusted relationships – a people business, built on trust and long-term relationships, face-to-face
- Specialises in Discretionary Fund Management (DFM) and stockbroking services
- Growth model – acquiring and retaining client investments
- Strong persistency – long-term retention data similar to SJP – 95%
- 14 offices, 250 employees, over 50 investment executives
- Assets under management in excess of £2.7 billion (£1 billion from the Partnership)
- DFM market – circa £600bn and growing with ~4,000 investment executives
- DFM recruitment – new executives, Partners and advisers – IFAs with client asset management outsourced to DFM

COMPLEMENTARY INVESTMENT SERVICE

- Managing clients assets – making all investment decisions
- Open-architecture capability – access to direct equities and bonds
- Bespoke portfolios – for example stripping out banking or oil stocks or having a more tactical asset allocation
- Execution capability – e.g. liquidation of existing portfolios or managing down legacy lines of stock
- HNW investors – average portfolio sizes £300,000 - £400,000
- Legacy stocks – stocks or lines of stock from employment or entrepreneurship become part of the SJP estate
- Tax management – CGT and IHT management... adds to our business – does not compete for it.

ADDITIONAL SERVICES

Advisory Stockbroking

- Clients can buy and sell share holdings
- Includes CGT management

Trustee & Charity Service

- Bespoke portfolios to ensure that the underlying investments of the charity or trust fulfil their objectives and meet Trustee obligations
- £70bn sector (new opportunity for St. James's Place Partners)

Advisory Stockbroking

- Clients can buy and sell share holdings
- Includes CGT management

'Execution only' dealing

- Reactive dealing service where no advice is given, direct access to market makers, so 'better than best' execution

Enhanced services since acquisition

- Ethical portfolio
- AIM IHT portfolio
- UK Resident Non Domiciled Clients
- Third party offshore bonds

Other services in development

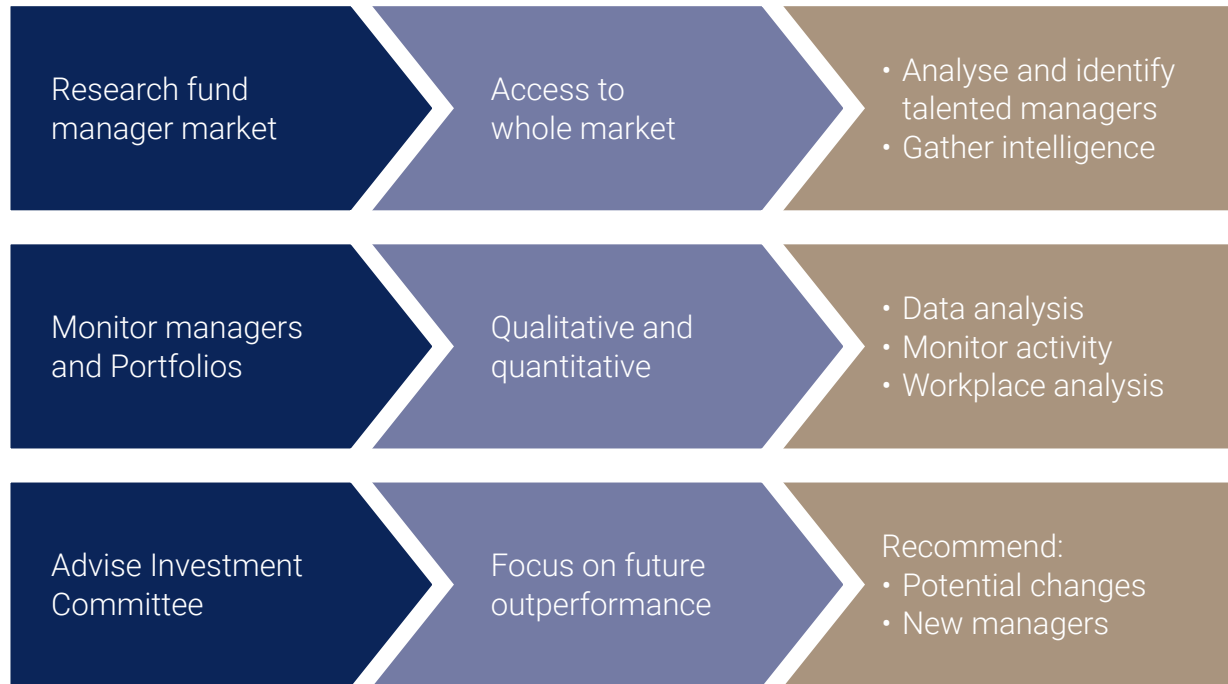
- International multi currency portfolios
- Portfolio lending
- Tier 1 visa applications

INVESTMENT MANAGEMENT

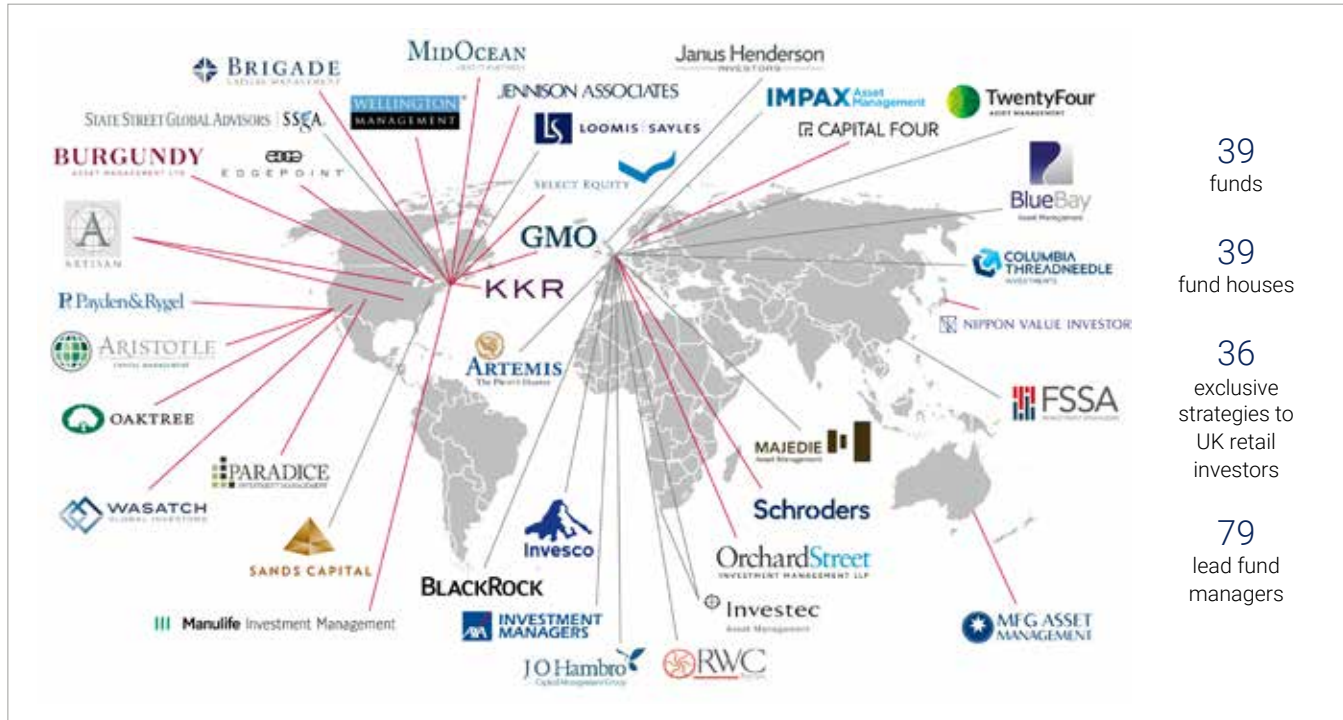
OUR APPROACH TO INVESTMENT MANAGEMENT



STAMFORD ASSOCIATES AND REDINGTON: INDEPENDENT INVESTMENT CONSULTANCIES



GLOBAL INVESTMENT MANAGEMENT EXPERTISE



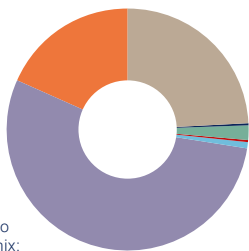
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GROWTH PORTFOLIOS

DEFENSIVE PORTFOLIO

Low Risk



Portfolio asset mix:

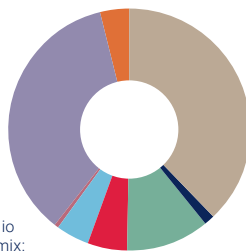
Global Fixed Interest	29.1%	International Equities	0%
UK Equities	0.4%	Property	0%
North American Equities	2.3%	Alternatives	65.0%
Asia Pacific Equities	0.4%	Cash	1.8%
European Equities	1.0%		

Fund mix:

Multi Asset	40%
UK Absolute Return	15%
Alternative Assets	10%
Diversified Bond	10%
Gilts (UK Gilts)	10%
Investment Grade Corporate Bond	10%
Worldwide Managed (Worldwide Opportunities)	5%

CONSERVATIVE PORTFOLIO

Lower-Medium Risk



Portfolio asset mix:

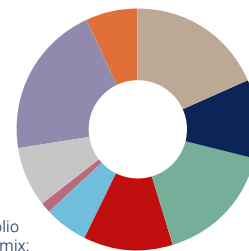
Global Fixed Interest	37.9%	International Equities	0.7%
UK Equities	1.3%	Property	0%
North American Equities	11.1%	Alternatives	35.5%
Asia Pacific Equities	5.5%	Cash	3.7%
European Equities	4.2%		

Fund mix:

Global Equity	15%
Multi Asset	15%
Alternative Assets	10%
Index Linked Gilts	10%
International Corporate Bond	10%
Investment Grade Corporate Bond	10%
UK Absolute Return	10%
Worldwide Managed (Worldwide Opportunities)	10%
Corporate Bond	5%
International Equity	5%

BALANCED PORTFOLIO

Medium Risk



Portfolio asset mix:

Global Fixed Interest	18.4%	International Equities	1.5%
UK Equities	10.7%	Property	7.9%
North American Equities	16.3%	Alternatives	20.5%
Asia Pacific Equities	12.1%	Cash	6.8%
European Equities	5.7%		

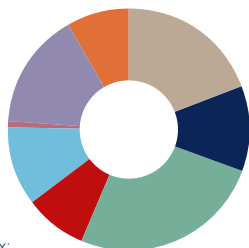
Fund mix:

	Onshore	Offshore
Alternative Assets	10%	11%
Global Equity	10%	11%
International Corporate Bond	10%	11%
International Equity	10%	11%
Investment Grade Corporate Bond	10%	11%
Multi Asset	10%	11%
Property	10%	0%
UK & General Progressive	10%	11%
Worldwide Managed (Worldwide Opportunities)	10%	11%
Asia Pacific	5%	6%
Emerging Markets Equity	5%	6%

GROWTH PORTFOLIOS (continued)

MANAGED FUNDS PORTFOLIO

Medium Risk



Portfolio asset mix:

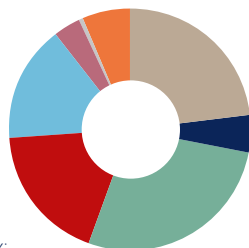
Global Fixed Interest	19.4%	International Equities	0.8%
UK Equities	11.4%	Property	0%
North American Equities	25.6%	Alternatives	15.5%
Asia Pacific Equities	8.4%	Cash	8.2%
European Equities	10.7%		

Fund mix:

AXA Framlington Managed (Balanced Managed)	15%
Global Equity	15%
Multi Asset	15%
Schroder Managed (Managed Growth)	15%
Strategic Income	15%
Strategic Managed	15%
International Equity	10%

STRATEGIC GROWTH PORTFOLIO

Medium Risk



Portfolio asset mix:

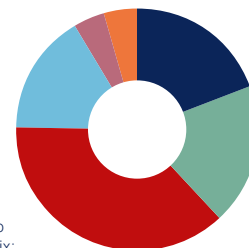
Global Fixed Interest	23.2%	International Equities	3.5%
UK Equities	5.1%	Property	0%
North American Equities	27.4%	Alternatives	0.5%
Asia Pacific Equities	18.2%	Cash	6.3%
European Equities	15.8%		

Fund mix:

Global Growth	25%
Greater European (Greater European Progressive)	15%
Investment Grade Corporate Bond	15%
North American	15%
Diversified Bond	10%
Global Emerging Markets	10%
Asia Pacific	5%
Japan	5%

ADVENTUROUS PORTFOLIO

Upper-Medium Risk



Portfolio asset mix:

Global Fixed Interest	0%	International Equities	4.0%
UK Equities	19.4%	Property	0%
North American Equities	18.8%	Alternatives	0%
Asia Pacific Equities	37.3%	Cash	4.3%
European Equities	16.1%		

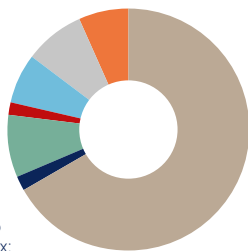
Fund mix:

Asia Pacific	15%
Emerging Markets Equity	15%
Greater European (Greater European Progressive)	15%
Global Smaller Companies	15%
North American	15%
UK & General Progressive	15%
Corporate Bond	10%

INCOME PORTFOLIOS

IMMEDIATE INCOME PORTFOLIO

Lower-Medium Risk



Portfolio asset mix:

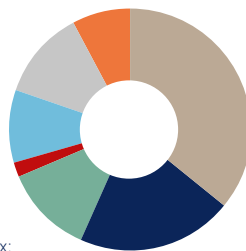
Global Fixed Interest	66.8%	International Equities	0%
UK Equities	2.0%	Property	7.9%
North American Equities	8.3%	Alternatives	0%
Asia Pacific Equities	1.7%	Cash	6.4%
European Equities	6.7%		

Fund mix: Onshore Offshore

Diversified Bond	20%	22%
Strategic Income	15%	17%
Corporate Bond	10%	11%
Gilts (UK Gilts)	10%	11%
Global Equity Income	10%	11%
International Corporate Bond	10%	11%
Investment Grade Corporate Bond	10%	11%
Property	10%	0%
Worldwide Income	5%	6%

BALANCED INCOME PORTFOLIO

Medium Risk



Portfolio asset mix:

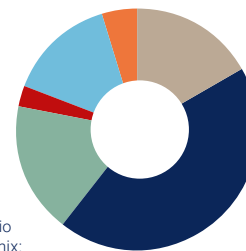
Global Fixed Interest	36.0%	International Equities	0.1%
UK Equities	20.7%	Property	11.9%
North American Equities	12.0%	Alternatives	0%
Asia Pacific Equities	2.1%	Cash	7.6%
European Equities	9.6%		

Fund mix: Onshore Offshore

Strategic Income	20%	23%
Diversified Bond	15%	17%
Property	15%	0%
Global Equity Income	10%	12%
Investment Grade Corporate Bond	10%	12%
UK & International Income	10%	12%
Worldwide Income	10%	12%
Equity Income	5%	6%
UK Equity (Income Distribution/UK High Income)	5%	6%

DEFERRED INCOME PORTFOLIO

Medium Risk



Portfolio asset mix:

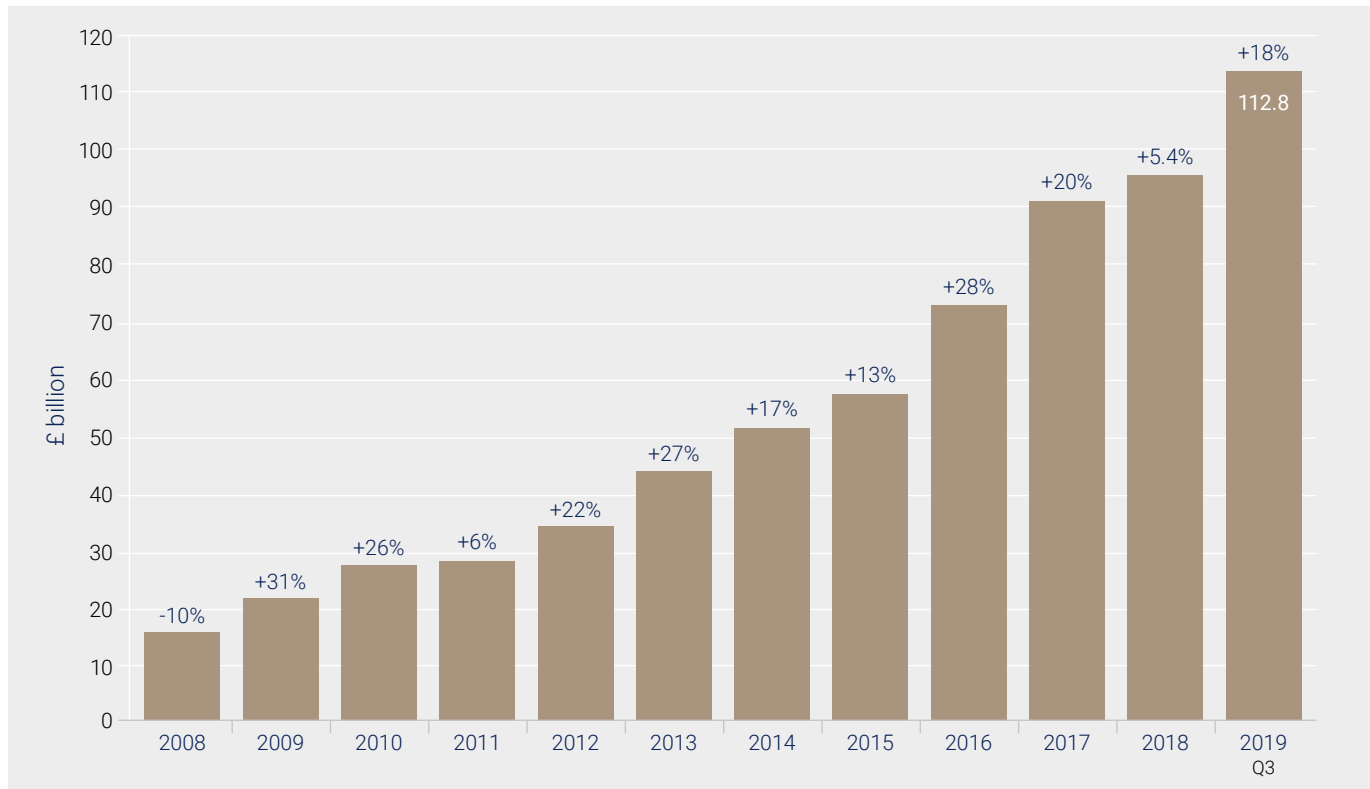
Global Fixed Interest	16.7%	International Equities	0.1%
UK Equities	43.9%	Property	0%
North American Equities	17.7%	Alternatives	0%
Asia Pacific Equities	2.7%	Cash	4.6%
European Equities	14.3%		

Fund mix:

Strategic Income	20%
Equity Income	15%
Global Equity Income	15%
UK & International Income	15%
UK Equity (Income Distribution/UK High Income)	15%
Worldwide Income	15%
Corporate Bond	5%

FUNDS UNDER MANAGEMENT

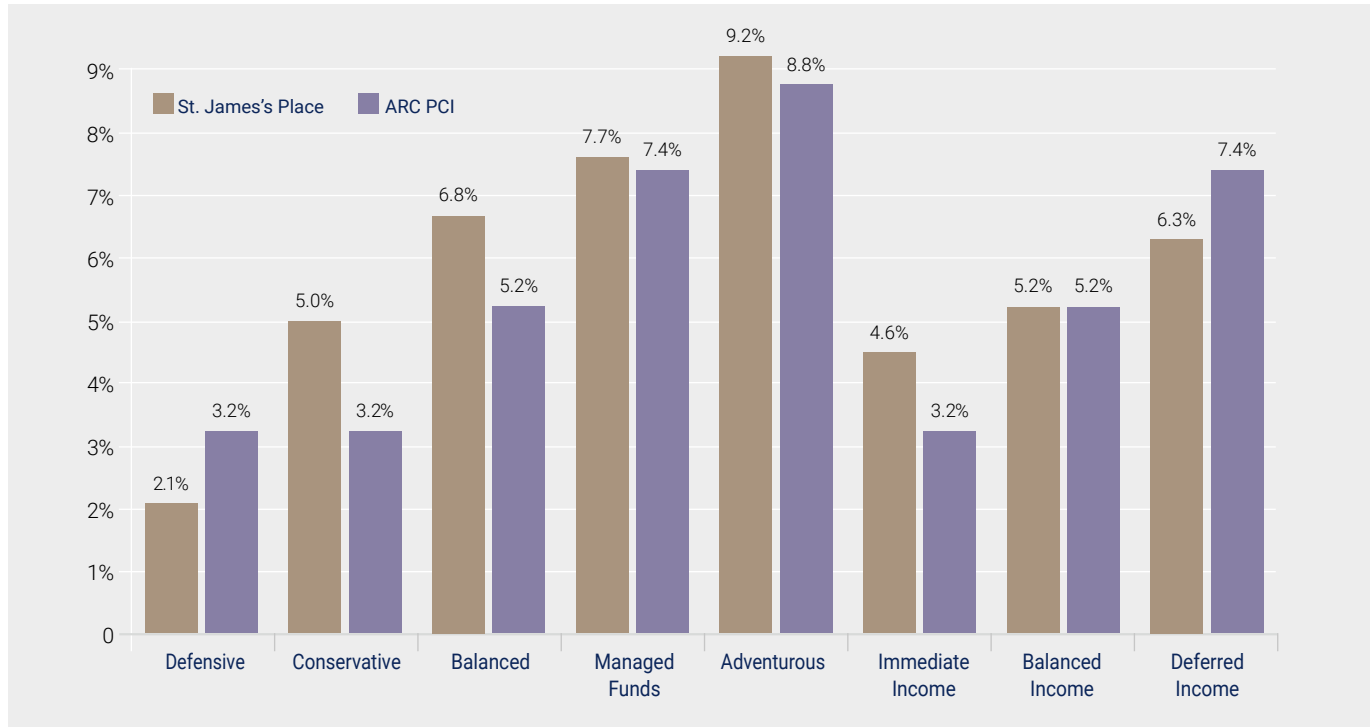
18% p.a. compound growth over the last 5 years and 19% p.a. over last 10 years (at September 2019)



ANNUALISED PERFORMANCE OF
ST. JAMES'S PLACE PORTFOLIOS

ANNUALISED 3 YEAR PERFORMANCE

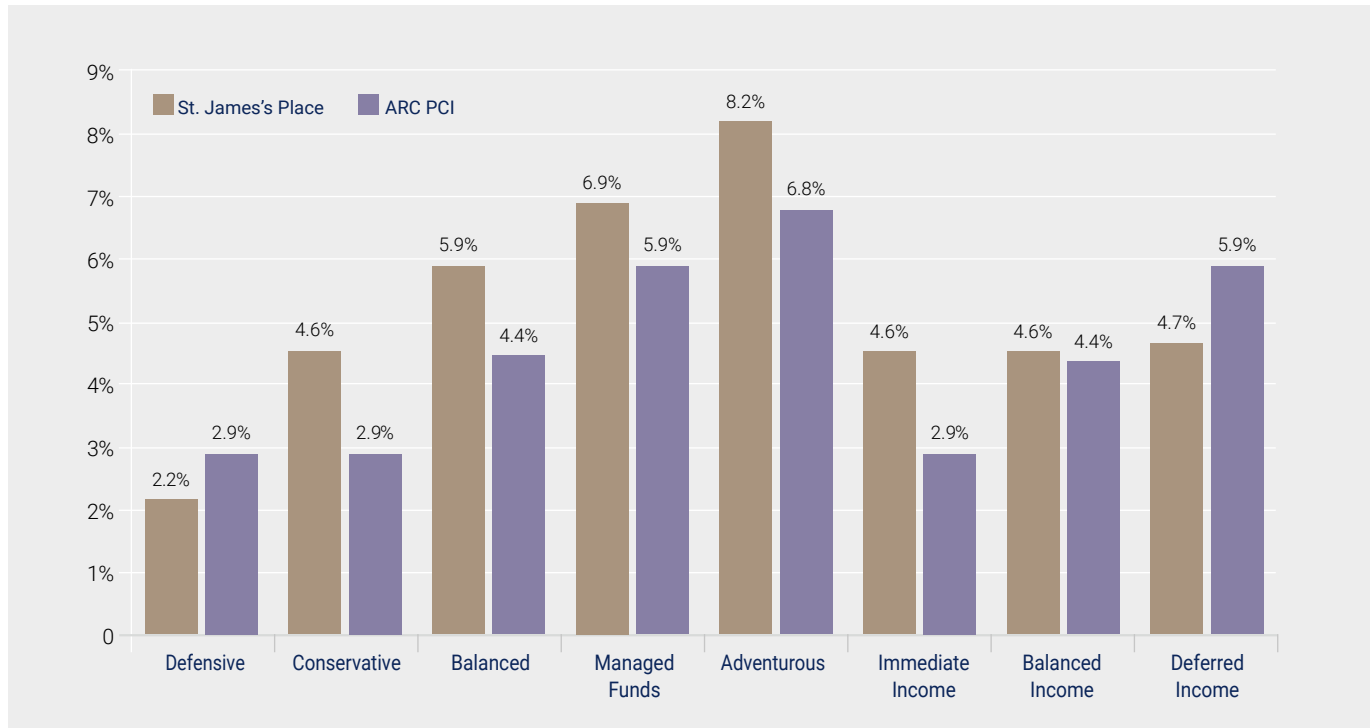
St. James's Place Portfolios vs ARC Private Client Indices



Source: FE Analytics, Asset Risk Consultants (ARC) Private Client Indices and SJP internal data. Data to 30 June 2019.

ANNUALISED 5 YEAR PERFORMANCE

St. James's Place Portfolios vs ARC Private Client Indices



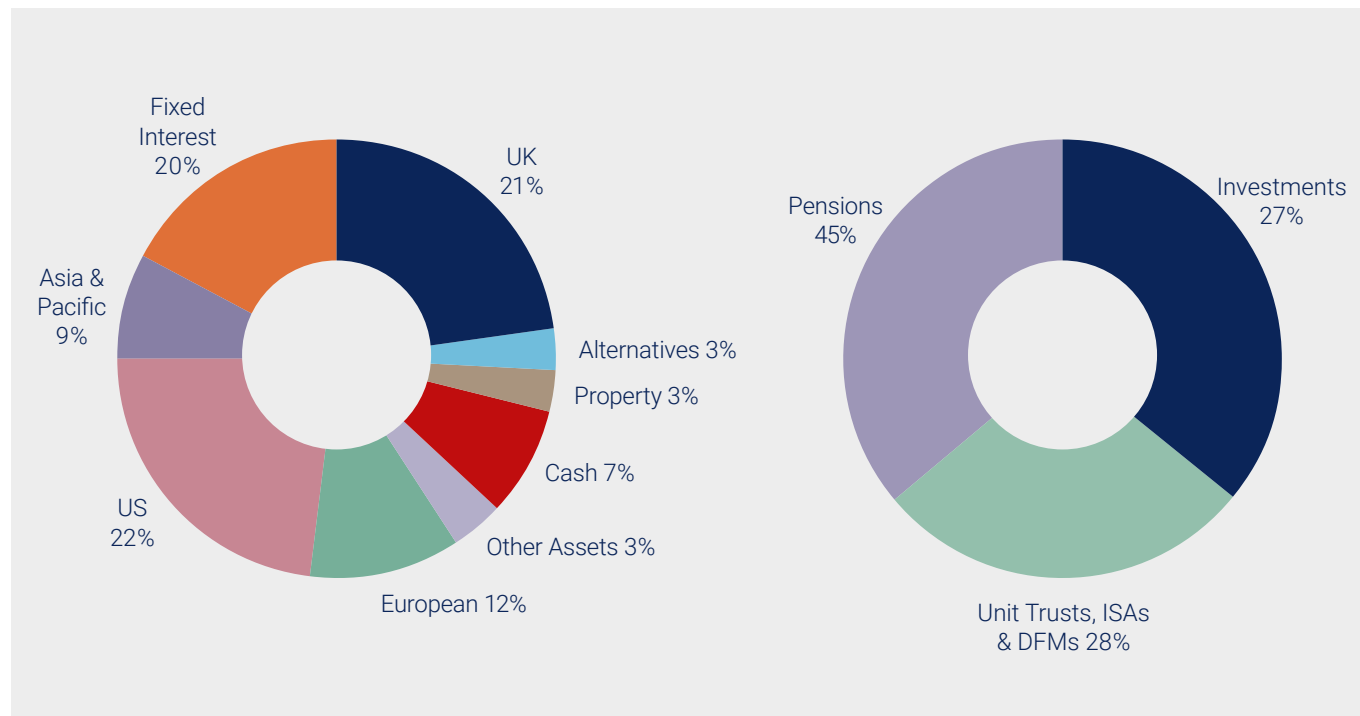
Source: FE Analytics, Asset Risk Consultants (ARC) Private Client Indices and SJP internal data. Data to 30 June 2019.

ARC PRIVATE CLIENT INDICES UNIVERSE



FUNDS UNDER MANAGEMENT: SHOWN BY ASSET CLASS, REGION AND WRAPPER

30 September 2019



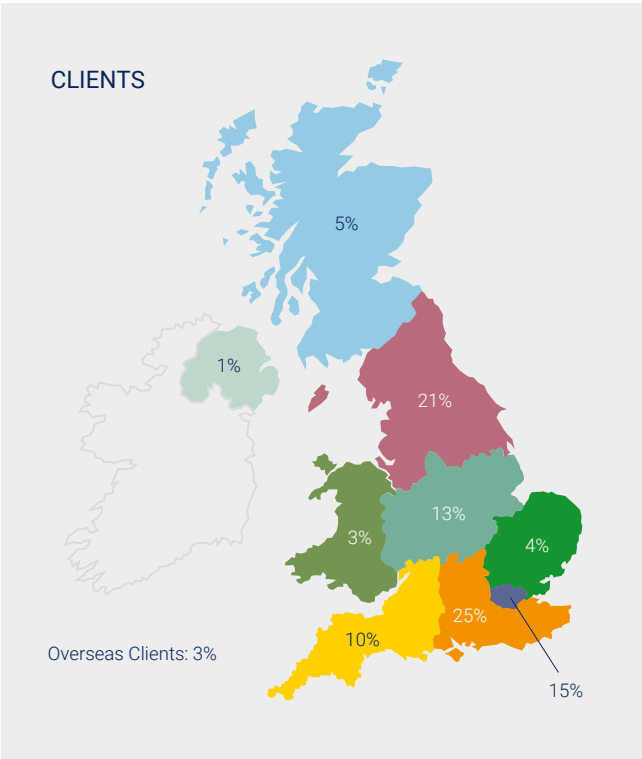
BENEFITS OF INVESTMENT MANAGEMENT APPROACH

- No in-house managers, so no conflict of interest
- Benefit from Investment Committee experience & expertise
- Ability to appoint the best fund managers with wholesale purchasing power
- Continuous monitoring plus quarterly reviews
- Easy to change manager – reduced churn
- Free switching for clients
- Significantly improved retention of funds

OUR CLIENTS

GEOGRAPHIC DISTRIBUTION OF CLIENT FUM

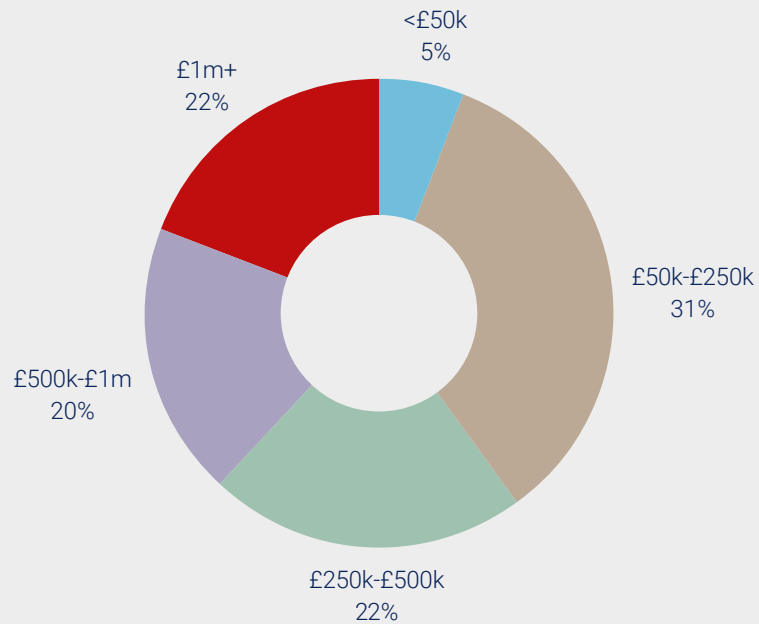
30 June 2019



Male	53%
Female	47%
Average age	56

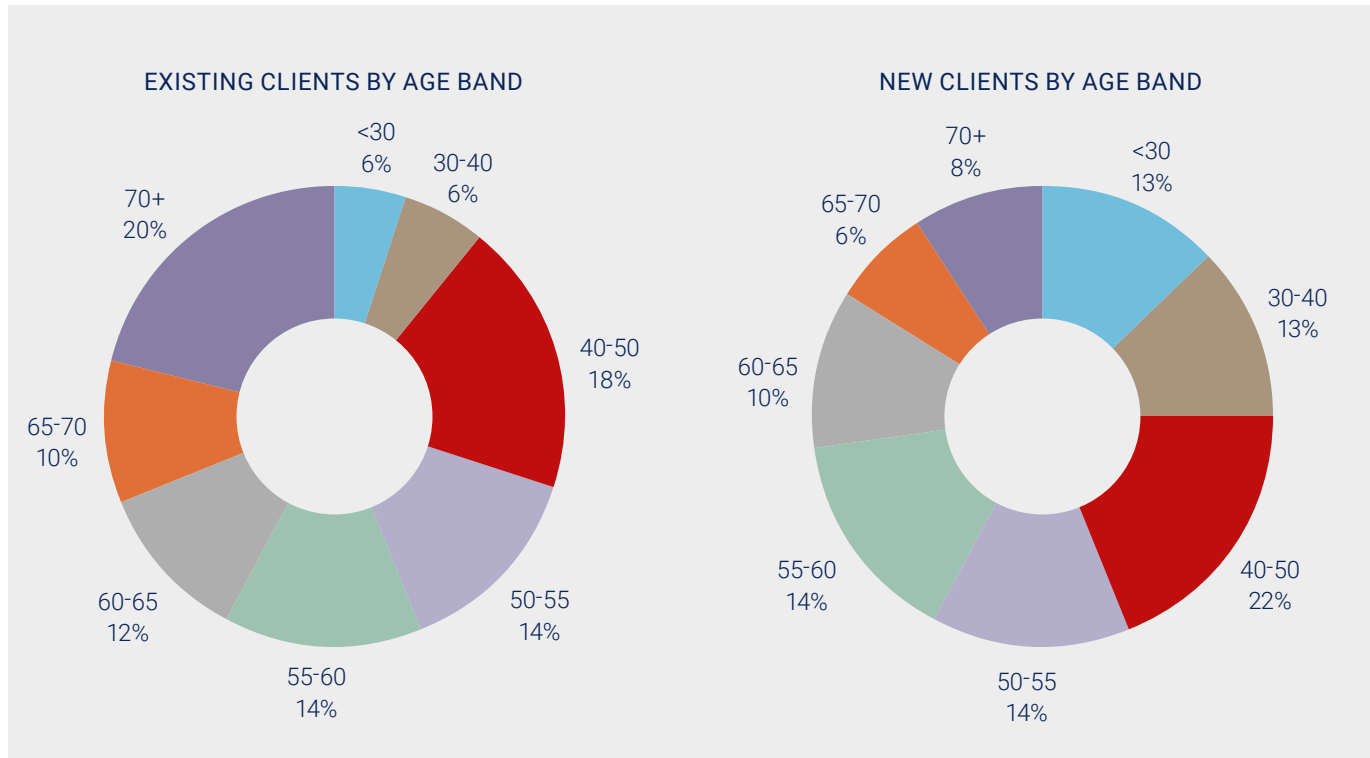
CLIENTS BY FUM VALUE BAND

30 June 2019



NEW AND RETAINED CLIENTS BY AGE BAND

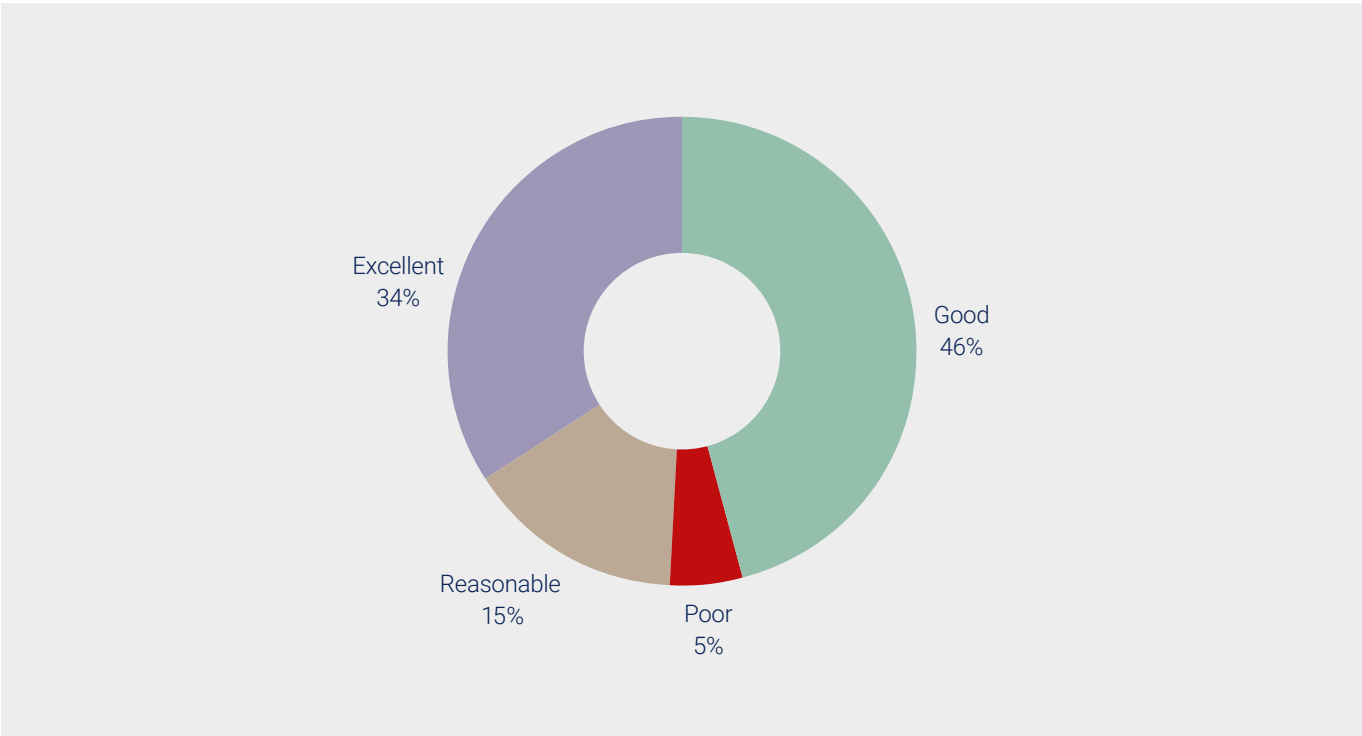
30 June 2019



CLIENT WEALTH ACCOUNT SURVEY
2019

CLIENT WEALTH ACCOUNT SURVEY

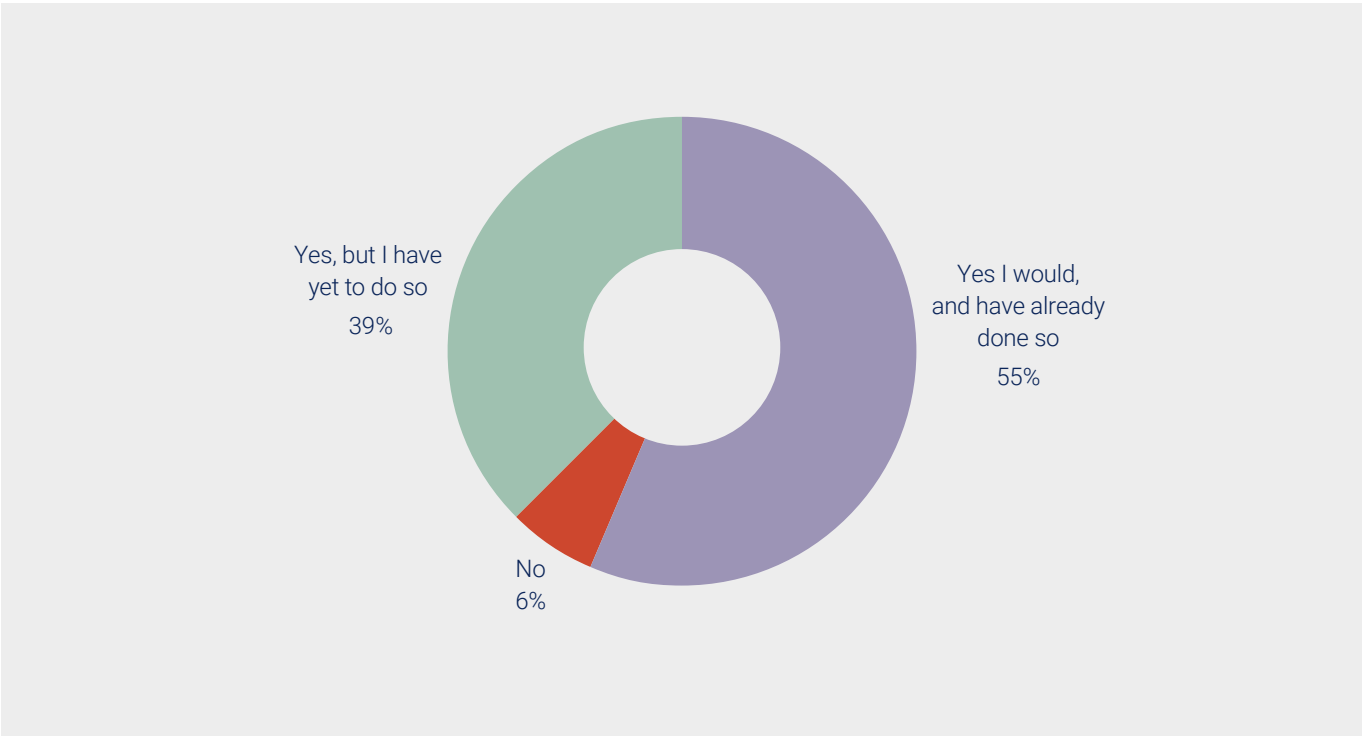
What is your view of the St. James's Place proposition in terms of value for money?



St. James's Place Annual Wealth Account Survey, 2019

CLIENT WEALTH ACCOUNT SURVEY

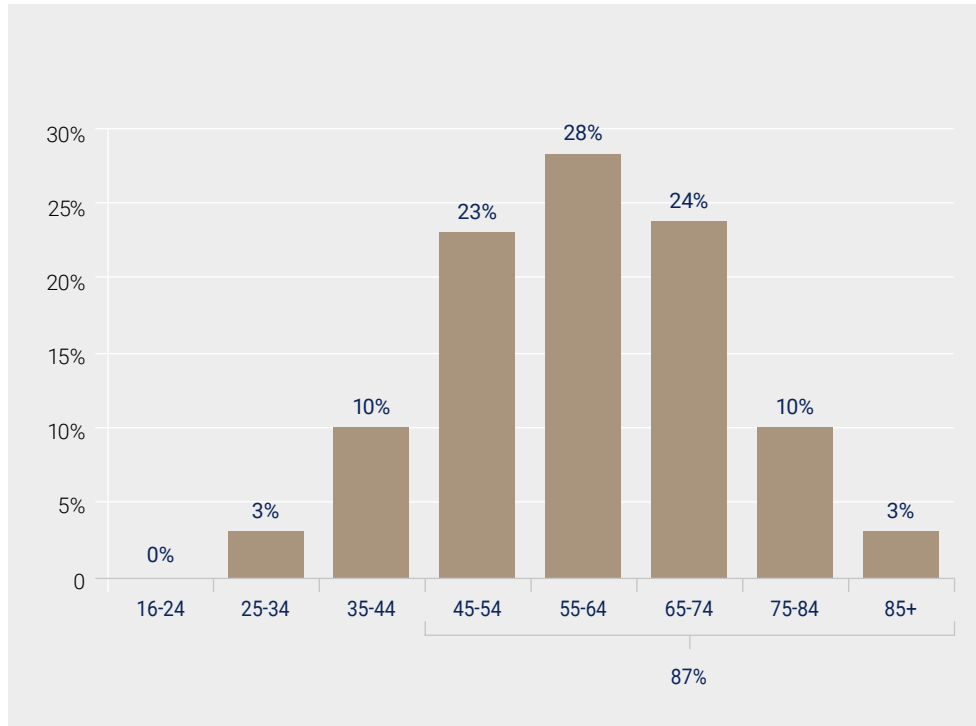
Thinking about your overall experience, would you recommend St. James's Place services to others?



St. James's Place Annual Wealth Account Survey, 2019

THE ADVICE MARKET

UK AGGREGATE WEALTH



Source: ONS analysis 31/12/18

£50k to £5m of investable wealth

- 11 million individuals with £2.2 trillion investable wealth
- Projected to grow to 12.8 million individuals with £2.6 trillion investable wealth by 2022
- Excluding property and occupational pension assets

Source: Global Data 31/12/18

INCREASING TAX BURDEN

- UK tax rules often described as 'Fiendishly Complex'
- Record number of higher rate tax payers
- 2017-18 IHT receipts £5.2 billion – up 68% in 5 years
- HNW population up 20%
- Finance Act 2017 – 674 pages (second largest in history)



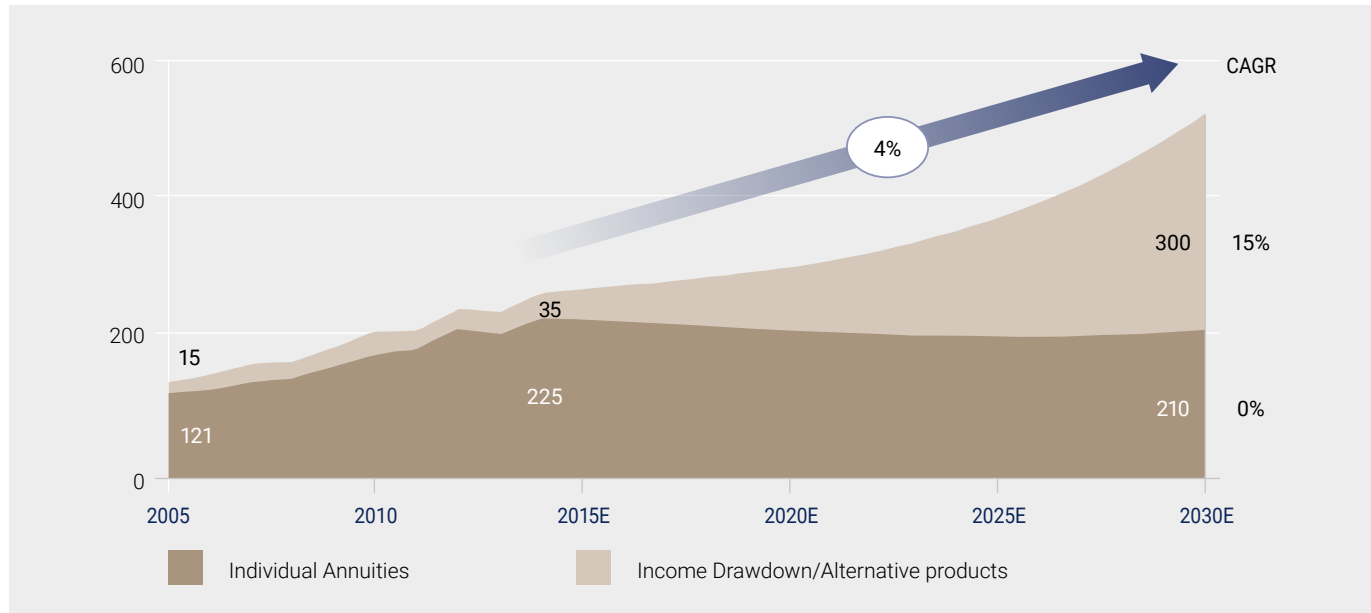
'SIMPLE' TAX COMPARISON GRID

	INVESTMENT/ACCUMULATION PERIOD						WITHDRAWAL			
	Diversified spread of underlying investments possible	Tax relief on investment	Investor access	Tax on income	Tax on Capital Gains	IHT	Tax on income	Tax on Capital Gains	IHT on death	Other tax on death
REGISTERED PENSION	YES	YES	YES	NO	NO	NO	YES	NO	NO	POSSIBLE (DEATH 75+)
ISA	YES	NO	YES	NO	NO	YES	NO	NO	YES	NO
UK COLLECTIVES	YES	NO	YES	YES	NO	YES	YES	YES	YES	NO
OFFSHORE REPORTING FUND	YES	NO	YES	NO	NO	YES	YES	YES	YES	NO
OFFSHORE NON-REPORTING FUND	YES	NO	YES	NO	NO	YES	NO INCOME	YES	YES	NO
UK INVESTMENT BOND	YES	NO	YES	YES	YES	YES	NO INCOME	YES	YES	NO
OFFSHORE INVESTMENT BOND	YES	NO	YES	NO	NO	YES	NO INCOME	YES	YES	NO
VCT	NO	YES	YES	YES	NO	YES	NO	NO	YES	NO
EIS	NO	YES	YES	YES	YES	NO	YES	NO	NO	NO
AIM STOCK	NO	NO	YES	NO	YES	NO	YES	YES	NO	NO
PROPERTY	NO	NO	YES	NO	NO	YES	YES	YES	YES	NO
CASH	NO	NO	YES	NO	NO	YES	YES	YES	YES	NO

INCREASING PENSION COMPLEXITY

SHIFTING SANDS OF PENSION LEGISLATION			
		Lifetime Allowance	Annual Allowance
2006	Pension simplification (A-Day) Introduction of the Lifetime Allowance (rising to £1.8m by 2010)	£1,500,000	£215,000
2007		£1,600,000	£225,000
2008	Announcement that LTA would freeze at 2010 levels for next 5 years	£1,650,000	£235,000
2009		£1,750,000	£245,000
2010	Announcement of a reduction in the LTA for 2012 and introduction of carry forward	£1,800,000	£255,000
2011	Requirement to annuitise at 75 abolished Reduction in annual allowance	£1,800,000	£50,000
2012	Auto-Enrolment starts Reduction in Lifetime Allowance	£1,500,000	£50,000
2013		£1,500,000	£50,000
2014	Pensions Freedoms announced Further reduction in annual and lifetime allowances	£1,250,000	£40,000
2015	Freedom & Choice regime begins Further consultations on tax relief Pension input period rules change	£1,250,000	£40,000
2016	Annual Allowance tapering for higher earners	£1,000,000	£40,000, reducing to £10,000

PROJECTED GROWTH IN RETIREMENT INCOME ASSETS (£BN)



- In 2015, there were circa 12 million people of retirement age in the UK
- By 2030, this figure will be nearly 14 million, and by 2050, it will be nearly 17 million
- In the USA, individuals aged 65 and over set to rise from about 49 million in 2017 to 79 million by 2035.

Source: Pensions Policy Institute

DEMONSTRATING VALUE – BEHAVIOURAL ASSURANCE

Recent FT article – ‘Time in’ the market

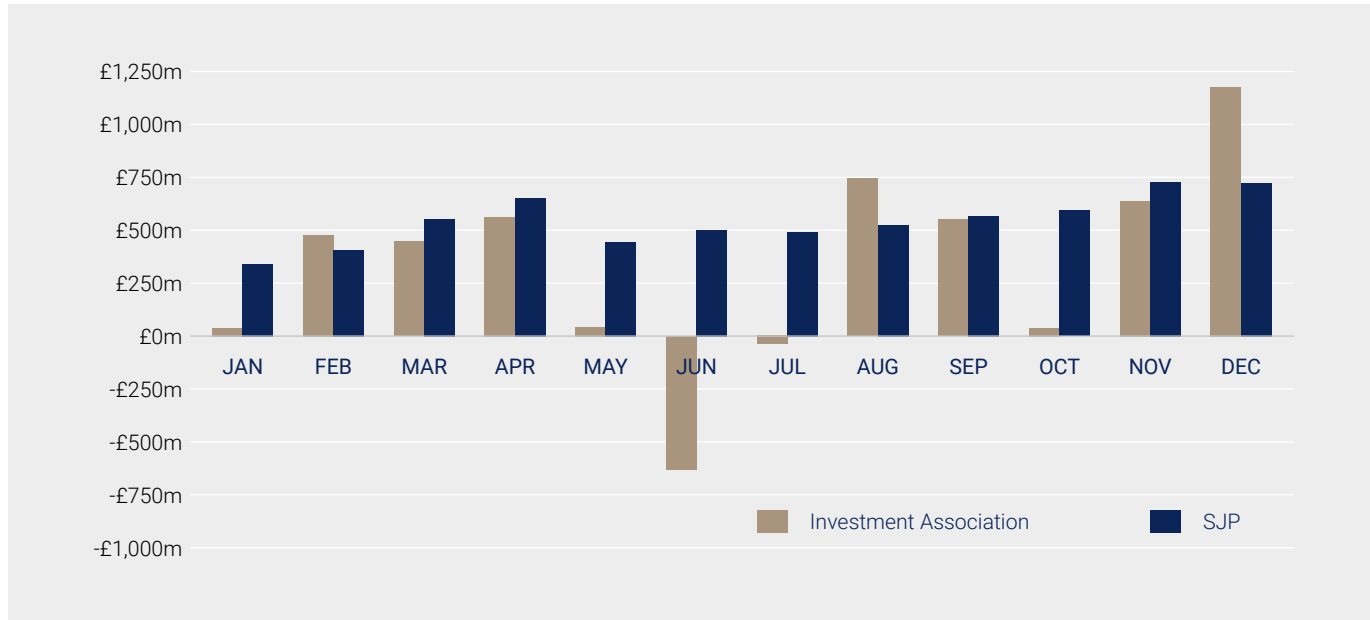


Sources: FT, 2017 and Vanguard Asset Management, 2015

- ‘If you had been out of the FTSE All-Share index for 10 of the best-performing days over the past 20 years, you would have lost 170 per cent of your returns.’
- A report from Vanguard Asset Management suggested ‘*Professional advice can add “about 3%” a year in returns*’ with key benefits seen in behavioural advice at times of market volatility and tax planning.

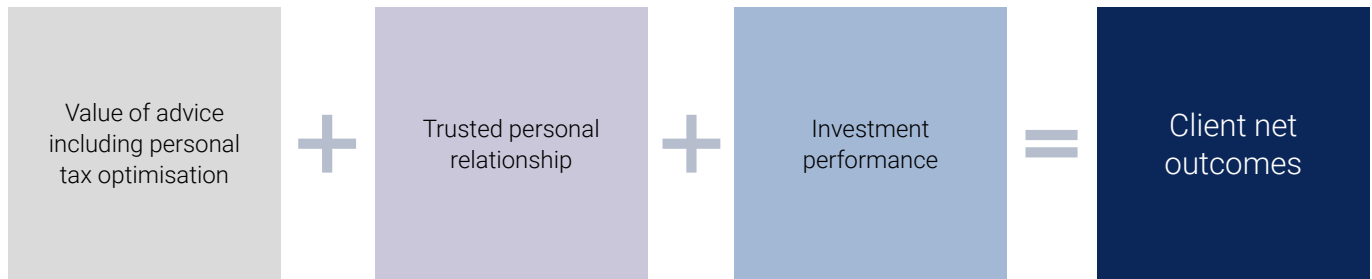
DEMONSTRATING VALUE – BEHAVIOURAL ASSURANCE

2016 Investment Association platform net flows vs SJP



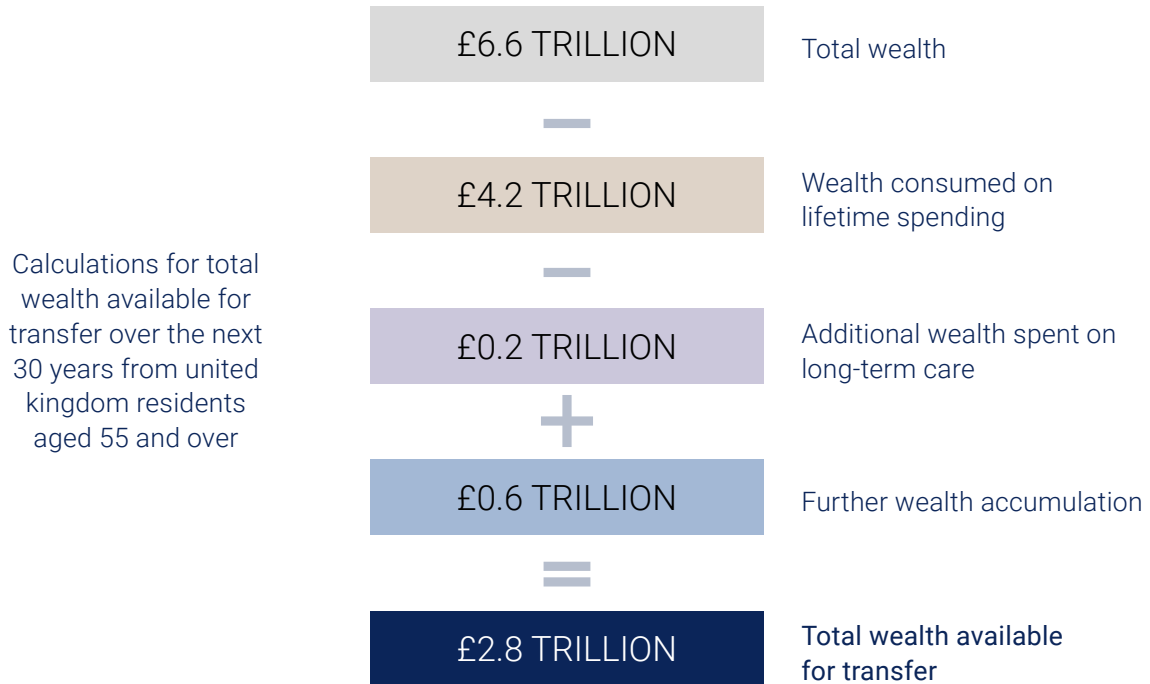
Source: *The Investment Association – Five Platforms that provide data include Cofunds, Fidelity Funds Network, Hargreaves Lansdown, Old Mutual Wealth and Transact.*

THE VALUE OF ADVICE



...so much more than just an investment return

£2.8 TRILLION OF WEALTH AVAILABLE FOR TRANSFER OVER THE NEXT 30 YEARS



Sources: Capital Economics, Office for National Statistics' *Wealth and Asset Survey* and HMRC's *Personal Wealth Survey*.

THE SJP OPPORTUNITY

• ISAs	
– Cash	£270 bn (April 2019 – HMRC)
– Stocks & shares	£337 bn (April 2019 – HMRC)
• Bank and Building Society deposits	£1,381 bn (July 2019 – Building Societies Association)
• National Savings and Investment (NS&I) deposits	£169 bn (July 2019 – Building Societies Association)
• Mutual funds	£1,047 bn (May 2019 – The Investment Association)
• Discretionary Fund Management	£626 bn (December 2018 – PAM Directory)

SOURCE OF NEW BUSINESS/MARKETS

- 88% existing clients, referrals and introductions
- 12% new clients from other sources
- 88% of Partners are confident Brexit will have little or no impact on their business
- Partners are experiencing less competition from local IFAs, other Wealth Managers and financial advisers than in 2014
- Outlook – despite high levels of uncertainty, market volatility and political change, Partner optimism remains very positive

Source: 2016 Partnership survey

COSTS & CHARGES

THE ADVICE MARKET... TRANSPARENT?

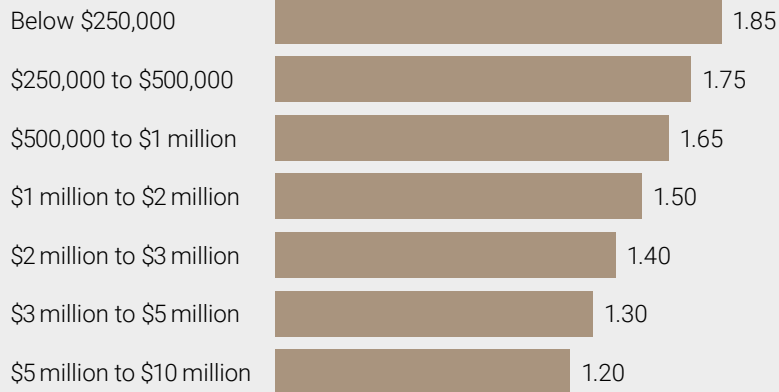
The fees a client may have to consider when trying to compare advice and products based on publicly available information for a variety of firms and providers.

Advice	Initial advice fee	% of initial investment or hourly rate (£)	Tiered fee based on amount invested + VAT
			Rate may depend on seniority of adviser
	Ongoing advice fee	% of funds under management or hourly rate (£)	Tiered fee based on fund value
			Rate may depend on seniority of adviser
	Administration fee	% of funds under management or prescribed fees (£)	Amount based on fund value
			Amount may depend on activity
Platform/Admin	Annual charge (%)	Tiered fee based on fund value	
	Account fee (£)	Amount will depend on platform provider	
	Transaction charges	% of funds under management or prescribed fees (£)	Amount per transaction
			Tiered fee based on transaction size
Tax Wrapper	Wrapper charges	Amount based on fund value	
	Administration fee	Amount will depend on insurance company	
Fund management	Annual management charges (£)	Amount based on value of funds under management	
	Additional miscellaneous costs	Amount based on value of funds under management	

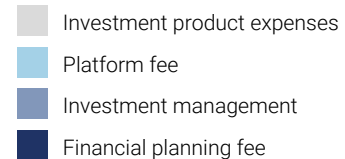
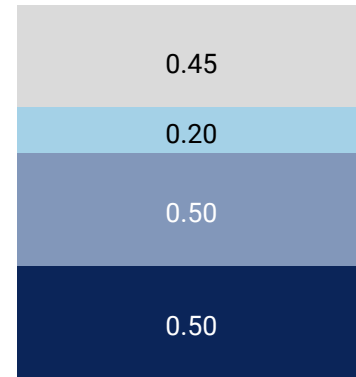
USA – ANNUAL COST OF ADVICE AND INVESTMENT SERVICES (EXCLUDING INITIAL PLANNING FEES)

The total bill to investors

Median annual cost financial advice and investment services, by portfolio size.



Example charges for a \$500,000-\$1 million portfolio

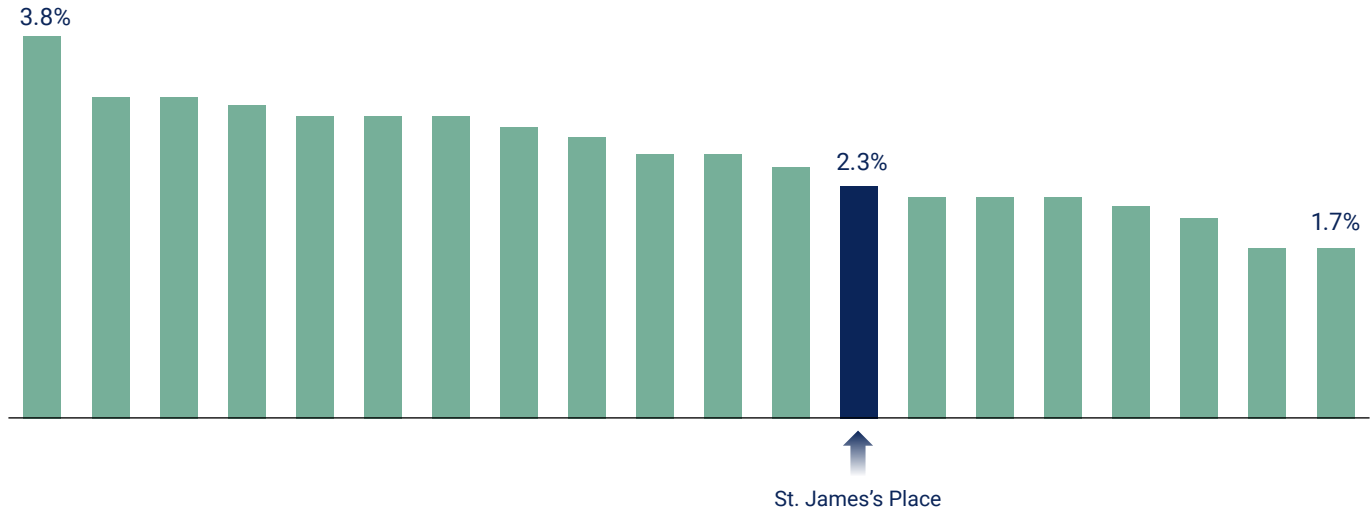


NB Initial planning fees charged separately.

Source: Bloomberg – Planning Profession Fee Survey 2017

COSTS OF A FULL ADVICE SERVICE – SJP V PEERS

10 year reduction in yield comparison



Source: Grant Thornton Adviser Charges Report, December 2018.

The figures shown have been produced by Grant Thornton UK LLP, an external consultancy. They show the Reduction in Yield over 10 years for a £100,000 investment into unwrapped mutual funds (Unit Trust, OEIC or equivalent), assuming 5% p.a. fund growth.

Grant Thornton UK LLP has collated and computed data in the attached table from publicly available information, and some mystery shopping face-to-face meetings as at December 2018 for use by St. James's Place and its Partners. Grant Thornton UK LLP accepts no duty of care or liability of any kind whatsoever to any other third parties, including without limitation clients or investors. Use of this report should not, and does not, absolve any third parties from using due diligence in verifying the report's contents. The information must not be relied upon by any party in making investment decisions.



PART TWO – FINANCIAL RESULTS

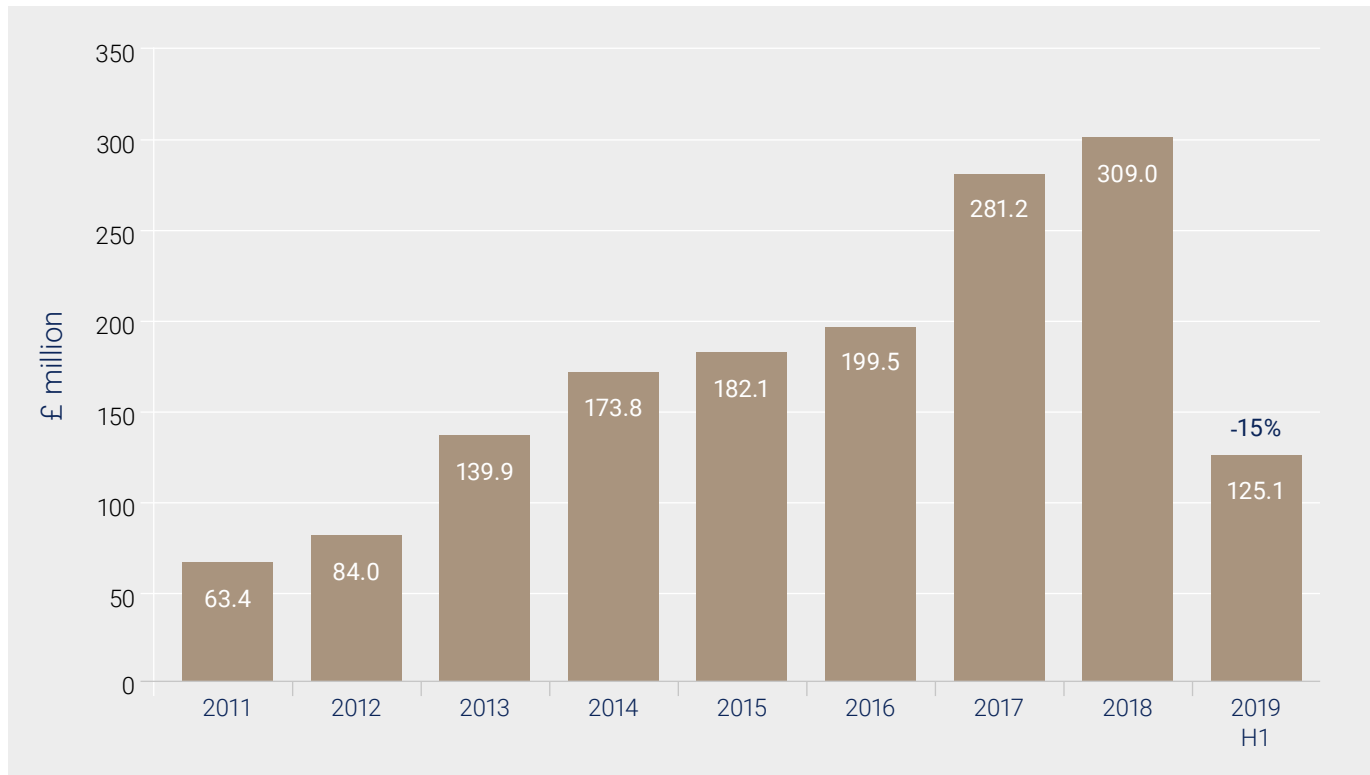


2019 – HALF YEAR FINANCIAL SUMMARY

- EEV new business profit of £386.3 million, down 12%
- EEV operating profit of £465.7 million, down 5%
- Underlying cash result of £125.1 million, down 15%
- Interim dividend of 18.49 pence per share, level with 2018
- Underlying cash earnings per share 23.7 pence, down 15%

CASH & DIVIDEND PROFILE

UNDERLYING POST-TAX CASH RESULT

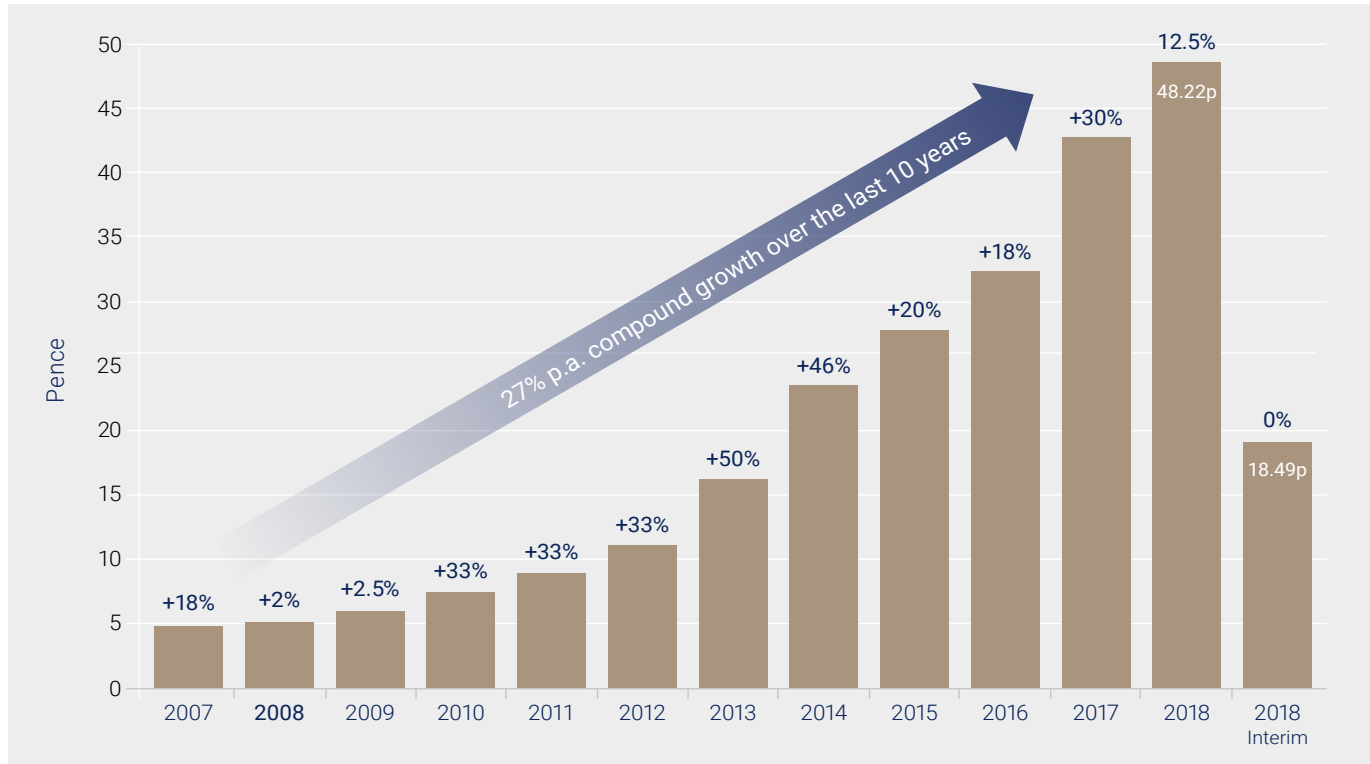


ESTIMATED RETURN ON FUNDS IN GESTATION

Year Invested	Maturing	Additional annual post-tax cash (£m)	Cumulative annual contribution to post-tax cash result (£m)
2013	2019	17.4	17.4
2014	2020	37.6	55.0
2015	2021	46.0	101.0
2016	2022	54.0	155.0
2017	2023	67.0	222.0
2018	2024	78.9	300.9
2019	2025 onwards	35.9	336.8
Value of FUM in gestation @ 30 June 2019		£38.1bn	

The table above provides an indication, for illustration purposes, of the way in which the gestation balance of £38.1 billion at 30 June 2019 may start to contribute to the Cash result over the next six years and beyond. It reflects the reduction of fees in the gestation period and assumes that the gestation FUM values remain unchanged.

CONTINUAL DIVIDEND GROWTH

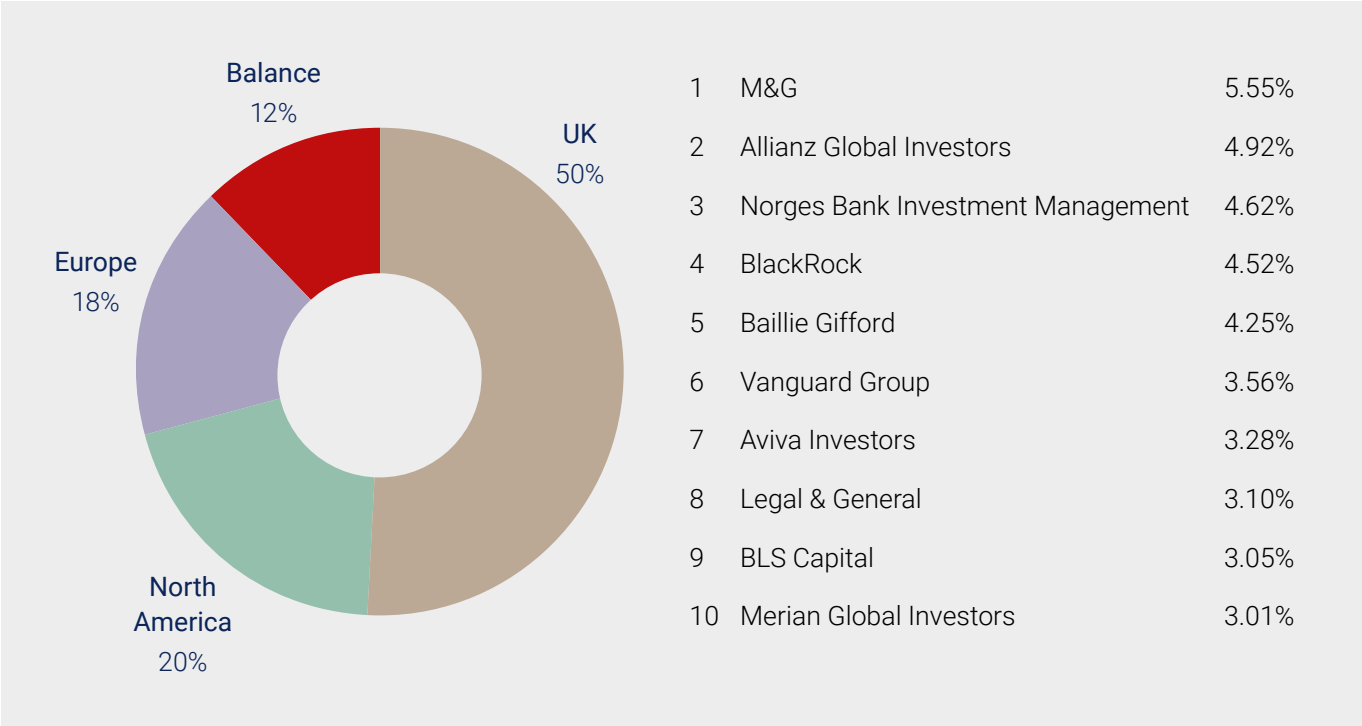


CONCLUSION & OUTLOOK

- The advice market is big
- Favourable demographics
- The tax burden is increasing
- Move from state to individual responsibility
- UK high net worth individuals want face-to-face advice
- Limited access to advice as adviser numbers have reduced
- Established and well-respected brand/business
- Experienced and stable management team
- Experienced and stable advisory team – ‘The Partnership’
- Proven and resilient track record of growth
- Global investment management approach
- Strong solvency position
- Award winning performance

OUR SHAREHOLDERS

OUR SHAREHOLDERS



Source: KPMG Makinson Cowell

As at 30 September 2019

ANALYST FOLLOWING

ANALYST FOLLOWING

• Andrew Crean	Autonomous	• Charlie Beeching	KBW
• Thomas Howarth	Barclays Capital	• Neil Welch	Macquarie
• Chris Turner	Berenberg	• Fahad Changazi	Mediobanca
• Andrew Sinclair	BoA Merrill Lynch	• Jon Hocking	Morgan Stanley
• Andrew Baker	Citi	• David McCann	Numis
• Abid Hussain	Credit Suisse	• Barrie Cornes	Panmure Gordon
• Oliver Steel	Deutsche Bank	• Stuart Duncan	Peel Hunt
• Greg Simpson	Exane BNP Paribas	• Gordon Aitken	RBC Capital Markets
• Johnny Vo	Goldman Sachs	• Charles Bendit	Redburn Partners
• Steven Haywood	HSBC	• Paul De'ath	Shore Capital
• Ashik Musaddi	JP Morgan Cazenove	• Colm Kelly	UBS

INVESTOR RELATIONS CONTACTS

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OCTOBER 2019



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