

4 March 2026

Quilter plc preliminary results for the year ended 31 December 2025

Quilter reports record flows, adjusted profit of £207 million (+6%), an improvement in operating margin to 30%, a Share Buyback of £100 million and a new Distribution Policy

Steven Levin, Chief Executive Officer, said:

"I'm very pleased with our performance in 2025. We delivered record flows, with our Affluent and High Net Worth segments both outperforming their market peers for level of inflows and growth as a percentage of opening assets. This clearly demonstrates the powerful nature of our dual-distribution model. Our business has strong momentum and is in great shape, with excellent growth opportunities ahead."

Highlights:

- Total Assets under Management and Administration ("AuMA") increased by 18% over the year to £141.2 billion reflecting net inflows of £8.7 billion coupled with a positive contribution from markets. Core net inflows of £9.1 billion represented 8% (2024: 5%) of opening AuMA (7% reported after non-core net outflows).
- Platform Assets under Administration ("AuA") increased by 22% to £104.6 billion over the year. Platform net inflows of £8.7 billion (2024: £5.6 billion) were up 56% on 2024 and represented 10% of opening AuA. Total assets under management by WealthSelect, the UK's largest Managed Portfolio Service ("MPS"), reached £25.4 billion, an increase of 38% from December 2024.
- Revenues grew by 5% to £701 million (2024: £670 million) reflecting higher management fee revenue partially offset by lower investment revenue generated on shareholder funds. Cost control limited cost growth to 4%, taking the expense base to £494 million (2024: £474 million).
- Adjusted profit before tax increased by 6% to £207 million (2024: £196 million) with an improvement in the operating margin to 30% (2024: 29%).
- Our Simplification programme has now achieved its target of £50 million of savings on a run-rate basis.
- Adjusted diluted earnings per share of 11.0p increased by 4% (2024: 10.6p), a slightly lower rate than the increase in adjusted profit due to a marginally higher tax rate.
- Net increase of 13 Quilter Restricted Financial Planners ("RFPs") to 1,453 and six Investment Managers to 182 since December 2024.
- Ongoing Advice Review: now focused on remediation programme implementation. This work has led to a release of £20 million in the previously recognised provision, with the year-end provision reducing to £42 million after utilisation during the year.
- IFRS profit after tax of £120 million (2024: loss of £34 million).
- Proposed Final Dividend of 4.3 pence per share taking the total dividend for the year to 6.3 pence per share (2024: 5.9 pence per share), representing an increase of 7% and a payout ratio of 60%.
- Following a capital review, the Company announces a Share Buyback Programme of up to £100 million with this to be completed over the remainder of 2026. From the 2026 financial year, Quilter will move to a shareholder distribution policy of 70% of post-tax, post-interest earnings through a combination of ordinary dividends and regular ongoing share buybacks.
- Solvency II ratio of 200% (pro forma) post Final Dividend and deduction for the Share Buyback Programme (31 December 2024: 219%).

Key financial highlights

We assess our financial performance using a variety of measures including alternative performance measures ("APMs"), as explained further on pages 17 to 19. In the headings and tables presented, these measures are indicated with an asterisk*.

Quilter highlights	2025	2024	Change
Assets and flows - core business			
AuMA* (£bn)	138.3	116.3	19%
Gross flows* (£bn)	20.0	16.0	25%
Net inflows* (£bn)	9.1	5.2	75%
Net inflows/opening AuMA*	8%	5%	3 ppts
Assets and flows - reported			
AuMA* (£bn)	141.2	119.4	18%
Gross flows* (£bn)	20.1	16.0	25%
Net inflows* (£bn)	8.7	4.8	83%
Net inflows/opening AuMA*	7%	4%	3 ppts
Profit and loss			
IFRS profit/(loss) before tax attributable to shareholder returns (£m)	163	(60)	-
IFRS profit/(loss) after tax (£m)	120	(34)	-
Adjusted profit before tax* (£m)	207	196	6%
Operating margin*	30%	29%	1 ppt
Revenue margin* (bps)	42	44	(2) bps
Adjusted diluted earnings per share* (pence)	11.0	10.6	4%
Recommended total dividend per share (pence)	6.3	5.9	7%
Basic earnings per share (pence)	8.9	(2.5)	-

Quilter plc results for the year ended 31 December 2025

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Steven Levin, CEO, and Mark Satchel, CFO, will give a presentation via webcast at 08:30am (GMT) today, 4 March 2026. The presentation will be followed by a Q&A session.

The presentation will be available to view live via the webcast or can be listened to via a conference call facility. Details on how to join online or via conference call can be found on our website: [2026 results and presentations | Quilter plc](#)

Note: Neither the content of the Company's website nor the content of any website accessible from hyperlinks on this announcement (or any other website) is incorporated into, or forms part of, this announcement.

Disclaimer

This announcement may contain 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 global conflicts, economic and political uncertainty, market related risks such as fluctuations in interest rates, inflation, deflation, equity markets, credit markets, and exchange rates, the policies, actions and timing of decisions by regulatory authorities, changes in laws, tax policy or regulations in the jurisdictions in which Quilter plc and its affiliates operate; and impact of competition within the financial services industry.

Forward looking statements are also subject to risks relating to operational and technological resilience, including cybersecurity threats, data breaches, system failures, IT infrastructure changes, and dependence on third party suppliers and outsourcing partners. Additional uncertainties may arise from evolving consumer behaviours, demographic trends, and the broader macroeconomic environment, as well as the timing, completion and integration of any future acquisitions, divestments or business combinations.

These and other factors could cause Quilter plc's actual future financial condition, performance and results to differ materially from the plans, goals and expectations expressed or implied by forward looking statements. Quilter plc therefore cautions readers not to place undue reliance on such statements, which speak only as of the date made, and undertakes no obligation to update publicly or revise this announcement or any forward-looking statements, whether as a result of new information, future events or otherwise, except as required by applicable law.

Chief Executive Officer's statement

Business performance

2025 was a year of strong business momentum, record net inflows and good market performance. AuMA increased by £21.8 billion, to £141.2 billion, or 18%. More broadly, we have delivered:

1. full year adjusted profit before tax of £207 million (2024: £196 million), an increase of 6%, despite lower interest rates reducing investment income by £8 million;
2. an operating margin of 30% (2024: 29%); and
3. strong flow momentum across the business with core net inflows up 75% to £9.1 billion, representing 8% of opening assets (2024: £5.2 billion, 5% of opening assets).

Our **Affluent** segment delivered excellent net inflows of £8.5 billion (core) representing 10% of opening assets (2024: £4.9 billion and 6%). Our Platform delivered consistent strong gross and net flows over the course of the year, running at net c.£2 billion per quarter and continued to gain recognition from external market observers. This was demonstrated by improved net promoter scores and awards for service. Quilter's adviser offering combines the UK's largest and fastest-growing advised platform of scale with our market-leading WealthSelect managed portfolio proposition, which now has over £25 billion of Assets under Management. Our dual-distribution strategy ensures Quilter is well-placed to deliver wealth solutions to UK households at an industrial scale, with this built on the personal nature of individual adviser-client relationships that are core to our industry's success.

Our **High Net Worth** segment outperformed its listed external peers and delivered net inflows of £686 million, representing 2% of opening assets (2024: £599 million and 2%). New gross flows were broadly stable at £3.0 billion with an easing of outflows leading to an improved net inflow performance. In the final quarter, we experienced a heightened level of outflows as customers positioned themselves for potential tax changes in the UK budget, with the segment returning to net inflow in December.

Adjusted profit before tax of £207 million (2024: £196 million) represents the Group's IFRS profit, adjusted for items that management consider to be outside of normal operations or one-off in nature. The Group's IFRS profit after tax was £120 million compared to a loss of £34 million in 2024. Principal differences between adjusted profit and IFRS profit are due to non-cash amortisation of intangible assets, business transformation expenses, interest expense and remediation provisions.

In our Full Year results announcement on 5 March 2025, we recognised a provision of £76 million to cover potential remediation outcomes associated with the Skilled Person Review of ongoing advice by Appointed Representative firms in the Quilter Financial Planning network. In the latter part of 2025, we initiated our remediation programme. Based on our current expectations of remediation costs and administration expenses relating to the programme, we anticipate that this will cost us some £20 million less to complete than originally anticipated. We have therefore reduced the provision by this amount. Together with the utilisation (£14 million) of the provision during the year, the balance on the provision at the end of 2025 was £42 million.

Group adjusted diluted earnings per share of 11.0 pence represents an increase of 4% (2024: 10.6 pence). On an IFRS basis, we delivered basic earnings per share of 8.9 pence per share versus a loss of 2.5 pence per share for 2024.

The Board proposed a Final Dividend of 4.3 pence per share, taking the total Dividend payable in respect of 2025 to 6.3 pence per share, with this equivalent to a pay-out ratio of 60%.

The capital review undertaken by the Board concluded that the Group has c.£100 million of capital in excess of what is likely to be required to fund bolt-on acquisitions and meet foreseeable future investment plans. As a result, the Board concluded that this sum will be returned to shareholders through a Share Buyback Programme which is expected to commence as soon as practicable and complete prior to the end of 2026.

The Board also adopted a new Distribution Policy. From 2026 onwards, the Board intends to distribute approximately 70% of post-tax, post interest adjusted profit to shareholders. Within this, the Board expects modest annual growth in the amount of the ordinary dividend payable in cash, with the remainder of the distribution implemented through annual share buyback programmes to be announced each year alongside the Full Year Results. This is expected to lead to progressive growth in the dividend per share, supported by a lower number of shares in issue as a consequence of the share buyback programmes. The Interim Dividend in each year will, in normal circumstances, be set at one third of the previous year's total dividend.

Strategic positioning

I am pleased with Quilter's performance, and the business is well placed to be a winner from the changes reshaping our industry:

- First, the complexity of UK personal tax legislation, including both the thresholds that apply for higher earners on pension contributions and the introduction of inheritance tax on pensions from April 2027, has increased the need for personalised financial advice. This has led to increased adviser engagement as customers' existing financial plans needed to be revised to accommodate these changes. Over the next few decades, there is also expected to be a significant increase in intergenerational wealth transfer which again needs to be

the next few decades, there is also expected to be a significant increase in intergenerational wealth transfer which again needs to be managed in a tax efficient manner, creating additional demand for financial advice. This is our core market, and it has considerable scope for growth.

- Second, as a country, we need to move from being a nation of savers to a nation of investors. With considerable excess deposit savings in the banking system, effectively devaluing in real terms, UK households need to invest more to secure desired living standards in retirement. We believe that appropriately structured, globally diversified investment portfolios are the most appropriate pathway to long-term wealth accumulation. Quilter is well-positioned to meet this need and provide solutions, at scale.
- Third, the Advice Guidance Boundary Review ("AGBR") introduced the concept of "Targeted Support" which will go-live from April 2026 and represents the most significant change to UK retail financial services regulation since the Retail Distribution Review over ten years ago. We are in the process of obtaining permissions from the FCA. Over time, we expect that Targeted Support will allow a range of options to be made available to a broader spectrum of UK households that need help with financial planning and will allow this to be provided in a manner that best suits their requirements.

Convenience of use and easy access to flexible, transparent solutions makes the platform industry the natural custodian of UK households' financial wealth. Moreover, platforms help advisers meet the Consumer Duty requirements by allowing them to focus on the advice relationship, while outsourcing investment management to managed portfolio solutions. Over the last few years, we have increased our market share of advised industry platform flows demonstrating that the Quilter Platform and Solutions meet the needs of both the IFA community and our own restricted advisers and their clients. In their base case, Fundscape, an independent platform analysis company, expects UK advised platform assets to increase from around £800 billion at end-2025 to nearly £1.5 trillion by end 2030. Even without further market share gains, this would imply Quilter Platform assets of c.£190 billion by the end of the decade, a compound growth rate of around 13% from current levels of £105 billion.

My priorities

Quilter's leading market position is built on strong relationships with advisers and their clients, the quality of our propositions and the scale and breadth of our businesses. As we move into a world of increasing digital delivery, with Artificial Intelligence ("AI") transforming both the way we work and customer interaction with our services, it is important that we use technology and AI tools to augment our existing strengths. This will result in better customer experiences, greater adviser productivity and enhanced organisational efficiency, which we will deliver through our focus on the following initiatives:

1. *Building the advice business of tomorrow*

We have around 1,450 Quilter RFPs across our network who generated just over £5 billion of new business in 2025, with this increasing by around 6% over the year. Good organic growth in adviser additions from both our Adviser Academy and firm recruitment was partially offset by the departure of a large firm from the network late in the year. Our Adviser Academy continues to deliver increasing numbers of advisers, with around 100 graduating in 2025. Our medium-term goal remains for academy graduates to broadly offset natural adviser attrition from retirements, with growth coming from new advisers and firms joining the network. Our Quilter Partners proposition is also expected to be a source of adviser growth and now covers ten hub firms which combine investment and Platform alignment with the entrepreneurial drive and focus of owner-operated businesses.

The investment we are making in our Advice Transformation Programme ("ATP") aims to materially improve productivity through enhanced Client Relationship Management systems with integrated support tools, including AI tools. ATP will allow advisers to service a larger number of clients and is being rolled out on a phased basis over the next 18 months. As part of this process, we have rolled out an AI solution for advisers that allows them to record, transcribe, and summarise meetings and actions, significantly reducing the time it takes to complete certain administrative tasks and the next iteration of the model adds capacity to make recommendations, saving advisers even more time.

There is a significant potential opportunity from integrating AI tools into the advice process including making advice businesses more scalable. There is also significant benefit from integrating AI tools into our business infrastructure to enhance risk management by allowing faster and more effective compliance file checking. This will make managing an advice network more efficient and cost effective. We will ensure Quilter is at the forefront of AI change, while recognising that the pace of adoption is subject to both regulatory oversight and end-client needs.

2. *Broadening distribution channels*

The introduction of Targeted Support from April 2026 means that up to 12 million additional individuals will now potentially have access to a level of financial guidance that has not been the case hitherto. We expect a number of different models will be adopted to meet customer needs. Where individual needs are less complex, guidance and Targeted Support can provide prompts and nudges to ensure customers make better decisions with their money and are guided into appropriate investments. Quilter Invest will be our branded vehicle for this segment of the market. Moving up the complexity spectrum, we believe it is likely that regulators will, in time, allow simplified, more basic, forms of advice which will cover a broader range of clients than we currently serve. And at the far end of the spectrum, those customers with the most complex needs will continue to expect holistic personalised advice, as they do today. We will operate at this end of the market under both the Quilter and Quilter Cheviot brands.

3. *High Net Worth evolution*

This is a business where we know we can improve performance. It has strong foundations and is well positioned to deliver on its growth potential. To be future fit, we need to attract a broader customer base, and effective and high performing distribution is the key to that. My ambition is for the business to be delivering a mid-single digit rate of net flows as a percentage of assets and an operating margin in the mid-20s.

In terms of proposition, advice and investment management permissions in a single entity allows more efficient customer servicing. We digitised a number of processes and launched a mobile app to provide a significantly enhanced customer experience. We are also broadening the investment solutions we can offer our clients beyond traditional DFM offerings by including things like private markets investment solutions and decumulation options. In addition, our investment performance remains strong.

As an initial step towards achieving our goals, we are repositioning the advice business within our High Net Worth segment to focus on the often more complex needs of higher net worth individuals. This will allow us to create a clearer distinction between clients who benefit from ongoing, proactive financial planning and those whose needs are better served through a flexible, event driven advice model - enabling them to access advice on demand and pay only for the services they use. As a result, we expect to see a decrease in our adviser headcount in the short-term while we continue to proactively recruit individuals more closely aligned to our positioning of our High Net Worth segment for future growth.

4. *Building brand recognition*

Our goal is for the Quilter brand to be recognised across UK retail financial services as a customer champion and a trusted destination for pensions, investment services and advice. Our Autumn 2025 brand campaign under the "Money needs a plan" strapline, and sponsorship of the Autumn rugby called the Quilter Nations Series, was a first step in establishing that positioning, which we will build upon in the years ahead.

Our team

I announced some changes and additions to our Executive Committee over 2025 to support the delivery of our strategy:

- John Goddard was appointed Chief Executive Officer of our High Net Worth business in September and has extensive experience of running wealth management businesses.
- Jo Harris joined us in early 2026, taking up a new Executive Committee role as Chief Customer Officer. Jo brings extensive experience from senior roles across wealth management, retail and private banking. The creation of this role on the Executive Committee demonstrates our commitment to growing our propositional capabilities and ensuring our mantra of being a customer champion is at the heart of everything we do.
- Finally, Margaret Ammon joined Quilter at the beginning of March as our Chief Risk Officer. She brings over 25 years' experience in risk management across financial services companies.

I would like to thank Andy McGlone, our former CEO of the High Net Worth segment, for many years of service, and Nick Sacre-Hardy, who has led the Risk function on an interim basis. We wish them both all the very best for the future.

Outlook

Increased demand for financial advice and support will be driven by the structural factors I outlined above. This provides a significant opportunity, which we will meet through:

- supporting advisers with improved technology, including AI tools, across our business to enhance their productivity;
- building new advice and guidance propositions for clients who are receptive to Targeted Support; and
- refocusing our adviser force and improving processes to free up additional capacity in our High Net Worth segment

The fundamental industry characteristic that supports our business - the need to invest for retirement - has never been more important to both individuals and society than it is today. The breadth of our distribution, coupled with the operating leverage in our Platform and solutions business allows us to provide personal wealth management services at scale. Our investment solutions and open, unbundled operating model support the delivery of good customer outcomes through long-term wealth accumulation.

Our 2025 results built upon the strong, consistent strategic progress of the last few years and business momentum remains strong. We have achieved our Simplification cost targets. While we will maintain tight control on business as usual costs, given the growth opportunities in our existing market and from Targeted Support/AGBR, we expect higher levels of cost growth in 2026 to ensure we are well-positioned to take advantage of these opportunities. We believe that the annualised second half of 2025 cost base, adjusted for inflation, provides a good basis for the 2026 cost outlook. As a consequence, we currently expect a high single digit to double digit growth in adjusted profit this year.

We look forward to the future with confidence and remain focused on supporting advisers and our customers in the years ahead.

Steven Levin
Chief Executive Officer

Financial review

Review of financial performance

Overview

The Group delivered an adjusted profit before tax of £207 million for the year, representing an increase of 6% compared to the prior year (2024: £196 million). This was primarily driven by higher net management fees, supported by an increase in reported average AuMA to £128.6 billion (2024: £113.2 billion) and strong core net inflows of £9.1 billion. The positive momentum was partially offset by expected margin attrition and ongoing investment in the business, partly mitigated by cost efficiencies delivered through the Simplification programme.

The Group's IFRS profit after tax was £120 million, compared to a loss of £34 million in the prior year. In 2024 the Group recognised a provision for customer remediation of £76 million with a subsequent reduction in 2025 to reflect updated experience to date resulting in a £20 million credit. The 2024 loss also included timing differences in policyholder tax expenses.

Following a capital review undertaken by the Board, the Group is returning up to £100 million to shareholders by way of a Share Buyback Programme (the "Programme"). This Programme is anticipated to be completed by the end of 2026. As a result, the Group's pro forma solvency ratio decreased 19 percentage points to 200% (2024: 219%).

The Group's IFRS net assets increased to £1.5 billion (2024: £1.4 billion) largely reflecting the IFRS profit in the year, partially offset by the dividends paid during 2025. Total IFRS assets for the Group, which includes the policyholder assets of the Group's life company, increased by 23% during the year due to favourable market movements and net inflows. Due to the unit-linked nature of the Group's business there is a corresponding increase in the Group's IFRS total liabilities which also increased by 23% in the year.

Alternative Performance Measures ("APMs")

We assess our financial performance using a variety of measures including APMs, as explained further on pages 17 to 19. In the headings and tables presented, these measures are indicated with an asterisk: *.

Key financial highlights

Quilter highlights	2025	2024
Assets and flows - core business		
AuMA* (£bn)	138.3	116.3
Gross flows* (£bn)	20.0	16.0
Net inflows* (£bn)	9.1	5.2
Net inflows/opening AuMA*	8%	5%
Productivity: Quilter channel gross sales per Quilter Adviser* (£m) ¹	3.4	3.2
Asset retention*	91%	90%
Assets and flows - reported		
AuMA* (£bn)	141.2	119.4
Gross flows* (£bn)	20.1	16.0
Net inflows* (£bn)	8.7	4.8
Net inflows/opening AuMA*	7%	4%
Profit and loss		
IFRS profit/(loss) before tax attributable to shareholder returns (£m)	163	(60)
IFRS profit/(loss) after tax (£m)	120	(34)
Adjusted profit before tax* (£m)	207	196
Operating margin*	30%	29%
Revenue margin* (bps)	42	44
Return on equity*	10.8%	10.0%
Adjusted diluted earnings per share* (pence)	11.0	10.6
Recommended total dividend per share (pence)	6.3	5.9
Basic earnings per share (pence)	8.9	(2.5)
Non-financial		
Total Restricted Financial Planners ("RFPs") in both segments ²	1,453	1,440
Discretionary Investment Managers in High Net Worth segment ²	182	176

¹Quilter channel gross sales per Quilter Adviser is a measure of the value created by our Quilter distribution channel.

²Closing headcount as at 31 December.

Flow performance

In the core business, gross flows increased 25% to £20.0 billion (2024: £16.0 billion), primarily due to higher IFA channel activity on the Platform. This growth was driven by both an expanding advised platform market and increased market share among IFA firms. Net inflows in

Platform: This growth was driven by both an expanding advised platform market and increased market share among IFA firms. Net inflows in the core business increased 75% to £9.1 billion (2024: £5.2 billion), reflecting improved macro conditions and investor confidence, coupled with the positive impact of our distribution strategies which led to growth in market share. Productivity, representing Quilter channel gross sales per Quilter Adviser, increased by 6% to £3.4 million (2024: £3.2 million).

Within the Affluent segment:

- Quilter channel: Gross flows of £4.4 billion increased by 8% (2024: £4.1 billion), with net inflows increasing 22% to £2.8 billion (2024: £2.3 billion). This growth underscores the ongoing strength of our distribution capabilities within our Advice business, highlighting our ability to attract and retain customer assets. Net inflows as a percentage of opening AuMA for the Quilter channel of 15% increased 2 percentage points (2024: 13%).
- IFA channel: Gross flows of £12.3 billion onto the Quilter Platform increased by 40% (2024: £8.8 billion). Net inflows of £5.8 billion were significantly higher than the prior year (2024: £3.0 billion) reflecting both the breadth and strength of our proposition and distribution, which led to an increased market share of new business as we continued to win assets from competitor platforms. Based on the latest Fundscape data (Q3 2025), the Platform continues to maintain the leading share of gross and net inflows against our retail advised platform peers. Net inflows as a percentage of opening AuMA for the IFA channel onto the Platform were 9% (2024: 5%).
- Funds via third-party platforms reported net outflows of £132 million, compared to £400 million of net outflows in the previous year.
- Asset retention of 90% for the Affluent segment improved by a percentage point from the prior year (2024: 89%).

High Net Worth segment gross flows of £3.0 billion were marginally below the prior year (2024: £3.1 billion). Net inflows increased by 15% to £0.7 billion (2024: £0.6 billion), primarily as a result of strong net inflows in the IFA and direct channel, and the loss of a large value low margin account in the prior year. Asset retention of 92% for the High Net Worth segment was 1 percentage point ahead of the prior year (2024: 91%).

AuMA*

The Group's core business closing AuMA of £138.3 billion was 19% ahead of the opening position (2024: £116.3 billion), reflecting positive market movements of £12.9 billion and net inflows of £9.1 billion. The Affluent core segment AuMA increased by 22% to £107.6 billion (2024: £88.5 billion), of which £36.9 billion is managed by Quilter, versus the opening position of £29.5 billion. The High Net Worth segment AuMA of £32.5 billion increased by 10% from the opening position of £29.5 billion, with all assets managed by Quilter.

In total, £69.0 billion, representing 50% of core business AuMA, is managed by Quilter across the Group (2024: £58.5 billion, 50%).

Total net revenue, revenue margin and average AuMA*

Total net revenue (£m), revenue margin (bps) and average AuMA (£bn)	2025			2024		
	Net revenue*	Revenue margin*	Average AuMA* ²	Net revenue*	Revenue margin*	Average AuMA* ²
Affluent Administered	216	23	93.8	196	25	79.8
Affluent Managed	119	35	34.4	108	36	29.6
Quilter Cheviot	203	67	30.5	198	70	28.3
Net management fees* ¹	538	42	128.6 ²	502	44	113.2 ²
Other revenue*	100			97		
Investment revenue*	63			71		
Total net revenue*	701			670		

¹Net management fee includes the interest earned on customer holdings in Quilter Cheviot and Quilter Investment Platform.

²Average AuMA for the Group includes the elimination of the intra-group assets. This is excluded from the total average AuMA to ensure no double count takes place.

Net management fee and revenue margin:

- Quilter plc total net management fees increased by 7% to £538 million (2024: £502 million) as a consequence of higher average AuMA of £128.6 billion, up £15.4 billion against the prior year (2024: £113.2 billion). Interest margin included within net management fees, earned on customer cash balances, was £30 million (2024: £31 million). The Group's revenue margin of 42 bps was 2 bps lower than the prior year (2024: 44 bps).
- Affluent Administered net management fees increased by 10% to £216 million (2024: £196 million). This primarily reflects higher average AuMA of 18%, partially offset by lower revenue margin of 23 bps (2024: 25 bps) due to the impact from our tiered pricing structure, consistent with our expectations. Net management fees include interest margin earned on customer cash balances of £18 million (2024: £19 million).
- Affluent Managed net management fees increased by 10% to £119 million (2024: £108 million), driven mainly by higher average AuMA. This was partially offset by a 1bp reduction in the revenue margin to 35bps (2024: 36bps), attributable to the continued net outflows from the CiriliumActive range, our highest revenue margin proposition, as advisers increasingly continue to favour Managed Portfolio Services ("MPS") for their customers. Based on the latest NextWealth December 2025 report, WealthSelect remains the largest MPS offering in the industry as at Q3 2025, and continues to demonstrate strong growth, with AuMA of £25.4 billion as at 31 December 2025 (2024: £18.4 billion).
- High Net Worth net management fees increased by 3% to £203 million (2024: £198 million), due to higher average AuMA partially offset by changes to some of our fee structures and the mix of assets, with the revenue margin of 67 bps reducing by 3 bps (2024: 70 bps). Net management fees include interest margin earned on customer cash balances of £12 million (2024: £12 million).

Other revenue:

- Other revenue of £100 million, which mainly comprises of our share of income from providing advice within Quilter Financial Planning and Quilter Cheviot Financial Planning, was 3% higher than the prior year (2024: £97 million).

Investment revenue:

- Investment revenue, predominantly interest income generated on shareholder cash and capital resources of £63 million (2024: £71 million) reflects the reduction in interest rates experienced during 2025.

Operating expenses*

Operating expenses increased by 4% to £494 million (2024: £474 million). This increase largely reflects the combination of planned business investment, inflationary impacts including higher National Insurance costs and higher FSCS levies, partially offset by continued sustainable cost savings delivered through the Simplification programme.

Operating expenses (£m)	2025		2024	
	Operating expenses	As a percentage of revenues	Operating expenses	As a percentage of revenues
Support staff costs	111		110	
Operations	18		20	
Technology	34		31	
Property	28		28	

Other base costs ¹	29		33	
Sub-total base costs	220	31%	222	33%
Revenue-generating staff base costs	110	16%	101	15%
Variable staff compensation	88	12%	82	12%
Other variable costs ²	55	8%	51	8%
Sub-total variable costs	253	36%	234	35%
Regulatory/insurance costs	21	3%	18	3%
Operating expenses*	494	70%	474	71%

¹Other base costs includes depreciation and amortisation, audit fees, shareholder costs, changes in customer redress provisions and listed Group and governance costs.

²Other variable costs includes FNZ costs, development spend, marketing, brand and corporate functions variable costs.

At the 2023 half year results, we set a target to deliver £50million of annualised run rate savings from Phase II of the Simplification programme by the end of 2025. At 31 December 2025, the programme achieved this target, delivering a total run rate saving of £52million, with £17million realised during 2025. The savings were primarily achieved through the continued rationalisation of the Group's technology and property estate, operational and IT efficiencies arising from investment in Advice technology, and lower functional support costs as we continued to simplify our governance and internal administration processes. As a result, base costs reduced both in absolute terms and as a proportion of revenues, representing 31% of revenue in 2025 (2024: 33%).

Revenue-generating staff base costs increased by 9% to £110 million (2024: £101 million) and remains at a comparable proportion of revenues as we continue to invest in our customer-facing people and proposition across our business segments to drive growth.

Variable staff compensation of £88 million (2024: £82 million) increased by 7% due to National Insurance changes and improved business performance. Other variable costs of £55 million (2024: £51 million) includes our brand investment in the second half of the year and an increase in Platform costs owing to the significant growth in Platform average AuMA.

Regulatory and insurance costs increased by 17% to £21 million (2024: £18 million) largely reflecting increases to the FSCS levy during the first half of the year.

Adjusted profit before tax*

Adjusted profit before tax increased by 6% to £207million (2024: £196million), reflecting the combined impacts of the revenue and expense items outlined above. The Group's operating margin improved to 30%, representing a 1 percentage point increase compared to the prior year (2024: 29%).

Adjusted diluted earnings per share increased 4% to 11.0 pence (2024: 10.6 pence).

Taxation

The effective tax rate ("ETR") on adjusted profit before tax was 25.6% (2024: 24.4%). The Group's ETR is broadly in line with the UK headline corporation tax rate of 25% and there are no material movements for the year. The Group's ETR is dependent on a number of factors, including tax rates on profits in jurisdiction outside the UK and the value of non-deductible expenses or non-taxable income.

The Group's IFRS income tax expense was a charge of £204 million for the year ended 31 December 2025, compared to a charge of £69 million for the prior year. The income tax expense or credit can vary significantly year-on-year as a result of market volatility and the impact that market movements have on policyholder tax. The recognition of the income received from policyholders to fund the policyholder tax liability (which is included within the Group's IFRS revenue) has historically been volatile due to timing differences between the recognition of policy deductions and credits and the corresponding policyholder tax expense, resulting in the need for significant adjustments to the adjusted profit to remove these distortions. The Group made refinements to its unit pricing policy at the end of 2024 which, as expected, reduced the volatility in these timing differences in 2025. See note 5(b) to the condensed consolidated financial statements.

Reconciliation of adjusted profit before tax* to IFRS result

Adjusted profit before tax represents the Group's IFRS result, adjusted for specific items that management considers to be outside of the Group's normal operations or one-off in nature, as detailed in note 5(a) in the condensed consolidated financial statements. The exclusion of certain adjusting items may result in adjusted profit before tax being materially higher or lower than the IFRS profit or loss after tax.

Adjusted profit before tax does not provide a complete picture of the Group's financial performance, which is disclosed in the IFRS consolidated statement of comprehensive income but is instead intended to provide additional comparability and understanding of the financial results.

Reconciliation of adjusted profit before tax to IFRS profit/(loss) after tax (£m)	2025	2024
Affluent	169	148
High Net Worth	47	48
Head Office	(9)	-
Adjusted profit before tax*	207	196
Adjusting items:		
Impact of acquisition and disposal-related accounting	(17)	(40)
Business transformation costs	(31)	(26)
Skilled Person Review	-	(10)
Customer remediation exercise	20	(76)
Other customer remediation	-	3
Exchange rate movement (ZAR/GBP)	-	1
Policyholder tax adjustments	2	(90)
Finance costs	(18)	(18)
Total adjusting items before tax	(44)	(256)
Profit/(loss) before tax attributable to shareholder returns	163	(60)
Tax attributable to policyholder returns	161	95
Income tax expense	(204)	(69)
IFRS profit/(loss) after tax	120	(34)

The impact of acquisition and disposal-related accounting costs of £17 million (2024: £40 million) includes amortisation of acquired intangible assets and acquired adviser schemes. During the year the intangible asset related to the Group's original acquisition of Quilter Cheviot became fully amortised, which has reduced the overall amortisation charge.

Business transformation costs of £31 million were incurred in 2025 (2024: £26 million), which reflects the delivery of Simplification programme initiatives. During 2025, the Group achieved its target to deliver £50 million of annualised cost savings as part of the Business Simplification programme. As at 31 December 2025, £52 million of annual run-rate savings were delivered over the lifetime of the current Simplification programme. Further modest implementation costs are expected during 2026 to complete the Advice and Wealth Transformation

Programmes and the final closure costs for Business Simplification.

For 2025, a customer remediation credit has been recognised of £20 million (2024: cost of £76 million). The current year credit represents a £22 million reduction in the customer remediation exercise provision due to changes made to reflect current expected experience, partially offset by a cost of £2 million for the unwinding of discounting. The assumptions used to determine the value of the customer remediation provision include the proportion of customers within the scope of the review and the interest rates on redress payable which are aligned to the updated Financial Ombudsmen Service policy. Both of these have resulted in a decrease of the total amount of costs that are anticipated to be incurred as part of the customer remediation exercise. The unwinding of discounting reflects the passage of time since 31 December 2024 when calculating the present value of future costs for the purposes of determining the value of the provision as at 31 December 2025. See note 16 in the condensed consolidated financial statements. Charges and credits relating to the customer remediation exercise are excluded from adjusted profit as management considers the exercise to be outside of the Group's normal operations and one-off in nature.

During 2025, there was no income or cost recognised (2024: £1 million income) due to foreign exchange movements on cash held in South African Rand in preparation for payments of dividends to shareholders. Cash was converted to South African Rand upon announcement of the dividend payments to provide an economic hedge for the Group. The foreign exchange movements in 2024 were fully offset by an equal amount taken directly to retained earnings.

For 2025, the total amount of policyholder tax adjustments to adjusted profit is a charge of £2 million (2024: £90 million credit). Adjustments to policyholder tax are made to remove distortions due to the recognition of the income received from policyholders to fund the policyholder tax liability (which is included within the Group's income) which may vary in timing to the recognition of the corresponding tax expense, creating volatility in the Group's IFRS profit or loss before tax. The Group made changes to the unit pricing policy relating to policyholder tax charges in 2024. As expected, this has significantly reduced the volatility in these timing differences, and in turn, the value of the policyholder tax adjustments in 2025.

Review of financial position

Capital and liquidity

Solvency II

The Solvency II figures for the year to 31 December 2025 in this section of the financial review are prepared on a pro forma basis and have not been audited. The pro forma solvency position presented below is after allowing for the impacts of the profits for the year to 31 December 2025, the foreseeable dividend payment of £58 million and the Share Buyback Programme of £100 million.

The Group's solvency surplus is £846 million at 31 December 2025 (31 December 2024: £851 million), representing a solvency ratio of 200% (31 December 2024: 219%).

	At 31 December 2025 ¹	At 31 December 2024 ²
Group Solvency II capital (£m)		
Own funds	1,689	1,566
Solvency capital requirement ("SCR")	843	715
Solvency II surplus	846	851
Solvency II coverage ratio	200%	219%

¹Based on preliminary estimates including the impact of the profits for the year and the impact of the Share Buyback Programme.

²As reported in the Group Solvency and Financial Condition Report for the year ended 31 December 2024.

The Group solvency ratio reduced primarily due to the Share Buyback Programme, dividend payment and the negative impact of market variances, partly offset by the net profit in the year. The Group solvency surplus amount remained broadly stable as the increase in own funds approximately matches the increase in solvency capital requirement.

The Group's own funds include the Quilter plc issued subordinated debt security which qualifies as capital under the UK Solvency II rules. The composition of own funds by tier is presented in the table below.

	At 31 December 2025	At 31 December 2024
Group own funds (£m)		
Tier 1 ¹	1,486	1,366
Tier 2 ²	203	200
Total Group Solvency II own funds	1,689	1,566

¹All Tier 1 capital is unrestricted for tiering purposes.

²Comprises a UK Solvency II compliant subordinated debt security in the form of a Tier 2 bond, which was issued at £200 million in January 2023.

The Group SCR is covered by Tier 1 capital, which represents 176% of the Group SCR of £843 million. Tier 2 capital represents 24% of the Group solvency surplus.

Final Dividend

The Quilter Board recommended a Final Dividend of 4.3 pence per share at a total cost of £58 million. Subject to shareholder approval at the 2026 Annual General Meeting, the recommended Final Dividend will be paid on Monday 18 May 2026 to shareholders on the UK and South African share registers on Friday 17 April 2026 (the "Record Date"). For shareholders on our South African share register, a Final Dividend of 94.67035 South African cents per share will be paid, using an exchange rate of 22.01636.

Holding company cash

The available holding company cash statement includes cash flows generated by the three main holding companies within the business: Quilter plc, Quilter Holdings Limited and Quilter UK Holding Limited. The flows associated with these companies will differ markedly from those disclosed in the statutory statement of cash flows, which comprises flows from the entire Quilter plc Group including policyholder movements.

	2025	2024
Holding company cash (£m)		
Opening cash at holding companies at 1 January	462	349
Dividends paid	(84)	(73)
Net capital movements	(84)	(73)
Head Office costs and Business transformation funding	(30)	(34)
Net interest received	6	18
Finance costs	(17)	(17)
Net operational movements	(41)	(33)
Cash remittances from subsidiaries	204	325
Capital contributions, loan repayments and investments	(112)	(102)
Other net movements	-	(4)
Internal capital and strategic investments	92	219
Closing cash at holding companies at the end of the year	429	462

Net capital movements

Net capital movements

Net capital movements in the year totalled an outflow of £84 million, which relates exclusively to dividend payments made to shareholders.

Net operational movements

Net operational movements were an outflow of £41 million for the year, which includes £30 million of corporate and transformation costs, finance costs of £17 million relating to coupon payments on the Tier 2 bonds and non-utilisation fees for the revolving credit facility, and £6 million of net interest income received on money market funds, Group loans and cash holdings.

Internal capital and strategic investments

The net inflow of £92 million is principally due to £204 million of cash remittances from subsidiaries, partially offset by £112 million of capital contributions to cover the potential customer remediation exercise across the Quilter Financial Planning network of Appointed Representative firms, support business operations and further investment in the underlying business through acquisitions made. Capital contributions also include contributions made to the Employee Benefit Trust of £19 million (2024: £12 million) to fund current and anticipated share based payment awards.

Capital Return

Following a capital review undertaken by the Board, the Group is returning up to £100 million to shareholders by way of a Share Buyback Programme (the "Programme"). This Programme is expected to commence as soon as practicable and is expected to complete by the end of 2026. The surplus capital identified for the Programme is considered by the Board to exceed that required to manage the business once regulatory capital requirements, liquidity risk management requirements, and future investment in the business for the foreseeable future (including modest inorganic acquisitions) is taken into consideration. Ongoing consideration of the capital position of the Group, including the speed and quantum of acquisition activity and further capital support, will continue to be assessed.

Summary

Quilter has benefitted from another year of consistent financial performance. The Group has continued to grow market share, and net inflows reached record levels during the year. Revenues have increased and disciplined cost management has delivered a 30% operating margin. The balance sheet strength has allowed the announcement of up to £100 million being returned to shareholders by way of a Share Buyback Programme. We have enhanced anticipated regular returns to shareholders through implementing a new Distribution Policy of 70% of post-tax, post interest adjusted profit through a combination of ordinary dividends and regular ongoing share buybacks.

Shareholder information - Final Dividend

The Quilter Board has agreed to recommend to shareholders the payment of a Final Dividend of 4.3 pence per share. The Final Dividend will be considered by shareholders at the Annual General Meeting which will be held on Thursday 14 May 2026. Subject to shareholder approval, the Final Dividend will be paid on Monday 18 May 2026 to shareholders on the UK and South African share registers on Friday 17 April 2026 (the "Record Date").

Dividend Timetable

Dividend announcement in pounds sterling with South Africa ZAR equivalent	Wednesday 4 March 2026
Last day to trade cum dividend in South Africa	Tuesday 14 April 2026
Shares trade ex-dividend in South Africa	Wednesday 15 April 2026
Shares trade ex-dividend in the UK	Thursday 16 April 2026
Record Date in the UK and South Africa	Friday 17 April 2026
Final Dividend Payment Date	Monday 18 May 2026

From the opening of trading on Wednesday 4 March 2026 until the close of business on Friday 17 April 2026, no transfers between the London and Johannesburg registers will be permitted. Share certificates for shareholders on the South African register may not be dematerialised or rematerialised between Wednesday 15 April 2026 and Friday 17 April 2026, both dates inclusive.

Additional information

For shareholders on our South African share register a Final Dividend of 94.67035 South African cents per share will be paid on Monday 18 May 2026, based on an exchange rate of 22.01636. Dividend Tax will be withheld at the rate of 20% from the amount of the gross dividend of 94.67035 South African cents per share paid to South African shareholders unless a shareholder qualifies for exemption. After the Dividend Tax has been withheld, the net Final Dividend will be 75.73628 South African cents per share. The Company had a total of 1,404,105,498 shares in issue at today's date.

If you are uncertain as to the tax treatment of any dividends, you should consult your own tax adviser.

Supplementary information

Alternative Performance Measures ("APMs")

We assess our financial performance using a variety of measures including APMs, as explained further on pages 17 to 19. These measures are indicated with an asterisk: *.

For the year ended 31 December 2025

1. Key financial data

	AuMA as at 31 December 2024	Gross flows (£m)	Net flows (£m)	AuMA as at 31 December 2025	Of which managed by Quilter AuM as at 31 December 2025
AFFLUENT SEGMENT					
Quilter channel ^{1,2}	19.1	4.438	2.803	21.4	17.5

IFA channel on Quilter Investment Platform	67.5	12,311	5,832	83.8	17.0
Funds via third-party platform	1.9	532	(132)	2.4	2.4
Total Affluent segment core business	88.5	17,281	8,503	107.6	36.9
Total High Net Worth segment³	29.5	2,969	686	32.5	32.5
Inter-Segment Dual Assets⁴	(1.7)	(231)	(91)	(1.8)	(0.4)
Quilter plc core business	116.3	20,019	9,098	138.3	69.0
Non-core	3.1	77	(371)	2.9	1.6
Quilter plc reported	119.4	20,096	8,727	141.2	70.6
Affluent AuMA breakdown (incl. Non-core):					
Affluent administered only	60.2	10,969	5,772	72.0	
Affluent managed and administered	25.2	5,477	2,934	32.6	
Quilter Platform Sub-Total⁵	85.4	16,446	8,706	104.6	
Affluent external platform	6.2	912	(574)	5.9	
Affluent Total (Including Non-core)	91.6	17,358	8,132	110.5	

¹ Quilter channel year to date Platform discrete gross flows and net inflows were £4,127m and £2,993m respectively, with closing AuMA of £19.5bn.

² Where a Quilter channel firm leaves the Quilter network, their balances remain in the opening Quilter channel assets but their closing assets and flows are reclassified as IFA channel from the point of transfer.

³ The High Net Worth segment year to date Quilter channel gross flows and net inflows were £718m and £533m respectively, with closing AuM of £4.3bn.

⁴ Inter-segment dual assets reflect funds managed by Quilter Cheviot and administered by Quilter Investors and the Quilter Cheviot managed portfolio service solutions available to advisers on the Quilter Investment Platform. This is excluded from total AuMA to ensure no double count takes place.

⁵ The Quilter Platform includes £8m of gross flows, £119m of net outflows and £1.3bn of closing AuA related to non-core assets.

	AuMA as at 31 December 2023	Gross flows (£m)	Net flows (£m)	AuMA as at 31 December 2024	Of which managed by Quilter AuM as at 31 December 2024
2024 gross flows, net flows & AuMA (£bn), unaudited					
AFFLUENT SEGMENT					
Quilter channel ¹	17.2	4,105	2,293	19.1	15.2
IFA channel on Quilter Investment Platform	58.7	8,801	3,040	67.5	12.4
Funds via third-party platform	1.6	401	(400)	1.9	1.9
Total Affluent segment core business	77.5	13,307	4,933	88.5	29.5
Total High Net Worth segment²	27.0	3,116	599	29.5	29.5
Inter-Segment Dual Assets³	(1.1)	(447)	(332)	(1.7)	(0.5)
Quilter plc core business	103.4	15,976	5,200	116.3	58.5
Non-core	3.3	68	(441)	3.1	1.9
Quilter plc reported	106.7	16,044	4,759	119.4	60.4
Affluent AuMA breakdown (incl. Non-core):					
Affluent administered only	53.2	7,974	3,272	60.2	
Affluent managed and administered	20.6	4,454	2,314	25.2	
Quilter Platform Sub-Total⁴	73.8	12,428	5,586	85.4	
Affluent external platform	7.0	947	(1,094)	6.2	
Affluent Total (Including Non-core)	80.8	13,375	4,492	91.6	

¹ Quilter channel year to date Platform gross flows and net inflows were £3,615m and £2,662m respectively, with closing AuMA of £16.7bn.

² The High Net Worth segment year to date Quilter channel gross flows and net inflows were £743m and £595m respectively, with closing AuM of £3.6bn.

³ Inter-segment dual assets reflect funds managed by Quilter Cheviot and administered by Quilter Investors and the Quilter Cheviot managed portfolio service solutions available to advisers on the Quilter Investment Platform. This is excluded from total AuMA to ensure no double count takes place.

⁴ The Quilter Platform includes £12m of gross flows, £116m of net outflows and £1.2bn of closing AuA related to non-core assets.

Estimated asset allocation (%)	2025 Total	2024 Total
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Fund profile by investment type, unaudited	customer AuMA	customer AuMA
Fixed interest	25%	25%
Equities	66%	65%
Cash	4%	4%
Property and alternatives	5%	6%
Total	100%	100%

1. Affluent

The following table presents certain key financial metrics utilised by management with respect to the business units of the Affluent segment, for the years indicated.

Key financial highlights	2025	2024	% change
Affluent Administered			
Net management fees (£m)*	216	196	10%
Other revenue (£m)*	4	5	(20)%
Investment revenue (£m)*	32	31	3%
Total net revenue (£m)*	252	232	9%
Net flows (£m)*	8,706	5,586	56%
Closing AuMA (£bn)*	104.6	85.4	22%
Average AuMA (£bn)*	93.8	79.8	18%
Revenue margin (bps)*	23	25	(2) bps
Asset retention (%)*	91%	91%	-
Affluent Managed			
Net management fees (£m)*	119	108	10%
Other revenue (£m)*	-	-	-
Investment revenue (£m)*	4	5	(20)%
Total net revenue (£m)*	123	113	9%
Net flows (£m)*	2,360	1,220	93%
Closing AuM (£bn)*	38.5	31.4	23%
Average AuM (£bn)*	34.4	29.6	16%
Revenue margin (bps)*	35	36	(1) bp
Asset retention (%)*	87%	85%	2 ppts
Advice (Quilter Financial Planning)			
Net management fees (£m)*	-	-	-
Other revenue (£m)*	73	73	-
Investment revenue (£m)*	7	6	17%
Total net revenue (£m)*	80	79	1%
RFPs (number)	1,394	1,373	2%

2. High Net Worth

The following table presents certain key financial metrics utilised by management with respect to the business units of the High Net Worth segment, for the years indicated.

Key financial highlights	2025	2024	% change
Quilter Cheviot			
Net management fees (£m)*	203	198	3%
Other revenue (£m)*	1	-	-
Investment revenue (£m)*	7	8	(13)%
Total net revenue (£m)*	211	206	2%
Net flows (£m)*	686	599	15%
Closing AuM (£bn)*	32.5	29.5	10%
Average AuM (£bn)*	30.5	28.3	8%
Revenue margin (bps)*	67	70	(3) bps
Asset retention (%)*	92%	91%	1 ppt
Discretionary Investment Managers (number)	182	176	3%
Advice (Quilter Cheviot Financial Planning)			
Net management fees (£m)*	-	-	-
Other revenue (£m)*	22	19	16%
Investment revenue (£m)*	-	1	-
Total net revenue (£m)*	22	20	10%
RFPs (number)	59	67	(12)%

Financial performance by segment

The following table presents a breakdown of financial performance by segment and Quilter plc for the years indicated.

Financial performance 2025 (£m)	Affluent	High Net Worth	Head Office	Quilter plc
Net management fee* ¹	335	203	-	538
Other revenue* ²	77	23	-	100
Investment revenue* ²	12	7	12	62

Investment revenue**	43	1	13	33
Total net revenue*	455	233	13	701
Operating expenses*	(286)	(186)	(22)	(494)
Adjusted profit before tax*	169	47	(9)	207
Tax				(53)
Adjusted profit after tax*				154
Operating margin (%)*	37%	20%		30%
Revenue margin (bps)*	34	67		42

Financial performance 2024 (£m)	Affluent	High Net Worth	Head Office	Quilter plc
Net management fee* ¹	304	198	-	502
Other revenue* ²	78	19	-	97
Investment revenue* ²	42	9	20	71
Total net revenue*	424	226	20	670
Operating expenses*	(276)	(178)	(20)	(474)
Adjusted profit before tax*	148	48	-	196
Tax				(48)
Adjusted profit after tax*				148
Operating margin (%)*	35%	21%		29%
Revenue margin (bps)*	35	70		44

¹Net management fee includes the interest earned on customer holdings in Quilter Cheviot and Quilter Investment Platform.

²Interest income and expense on intercompany loans has been reclassified from Other revenue to Investment revenue, better reflecting the nature of the revenue.

Alternative Performance Measures

We assess our financial performance using a variety of alternative performance measures ("APMs"). APMs are not defined under IFRS, but we use them to provide further insight into the financial performance, financial position and cash flows of the Group and the way it is managed.

APMs should be read together with the Group's condensed consolidated financial statements, which include the Group's statement of comprehensive income, statement of financial position and statement of cash flows, which are presented on pages 22 to 25.

Further details of APMs used by the Group in its Financial review are provided below.

APM	Definition
Adjusted profit before tax	<p>Adjusted profit before tax represents the Group's IFRS profit, adjusted for specific items that management consider to be outside of the Group's normal operations or one-off in nature, as detailed in note 5(a) in the condensed consolidated financial statements. The exclusion of certain adjusting items may result in adjusted profit before tax being materially higher or lower than the IFRS profit after tax.</p> <p>Adjusted profit before tax does not provide a complete picture of the Group's financial performance, which is disclosed in the IFRS consolidated statement of comprehensive income, but is instead intended to provide additional comparability and understanding of the financial results.</p> <p>A detailed reconciliation of the adjusted profit before tax metrics presented, and how these reconcile to IFRS, is provided on pages 8 and 9 of the Financial review. Adjusted profit before tax is referred to throughout the Chief Executive Officer's statement and Financial review, with comparison to the prior year explained on page 8.</p> <p>A reconciliation from each line of the Group's IFRS income and expenses to adjusted profit before tax is provided in note 5(c) in the condensed consolidated financial statements.</p>
Adjusted profit after tax	Adjusted profit after tax represents the post-tax equivalent of the adjusted profit before tax measure, as defined above.
Revenue margin (bps)	<p>Revenue margin represents net management fees, divided by average AuMA. Management use this APM as it represents the Group's ability to earn revenue from AuMA.</p> <p>Revenue margin by segment and for the Group is explained on page 7 of the Financial review.</p>
Operating margin	<p>Operating margin represents adjusted profit before tax divided by total net revenue.</p> <p>Management use this APM as this is an efficiency measure that reflects the percentage of total net revenue that becomes adjusted profit before tax.</p> <p>Operating margin is referred to in the Chief Executive Officer's statement and Financial review, with comparison to the prior year explained in the adjusted profit section on page 8.</p>
Gross flows	Gross flows are the gross cash inflows received from customers

	<p>Net flows are the difference between the gross cash inflows received from customers during the year and represent our ability to increase AuMA and revenue. Gross flows are referred to in the Financial review on pages 6 and 7 and disclosed by segment in the supplementary information on pages 13 to 15.</p>
Net flows	<p>Net flows are the difference between money received from and returned to customers during the relevant year for the Group or for the business indicated.</p> <p>This measure is a lead indicator of total net revenue. Net flows is referred to throughout this document, with a separate section in the Financial review on pages 6 and 7 and is presented by business and segment in the supplementary information on pages 13 to 15.</p>
Assets under Management and Administration ("AuMA")	<p>AuMA represents the total market value of all financial assets managed and administered on behalf of customers.</p> <p>AuMA is referred to throughout this document, with a separate section in the Financial review on page 7 and is presented by business and segment in the supplementary information on pages 13 to 15.</p>
Non-core AuMA	<p>Non-core AuMA and associated gross and net flows represents assets managed on behalf of businesses we have sold together with some legacy funds which are in run-off and remain in outflow.</p>
Average AuMA	<p>Average AuMA represents the average total market value of all financial assets managed and administered on behalf of customers. Average AuMA is calculated using a 7-point average (half year) and 13-point average (full year) of monthly closing AuMA.</p>
Total net revenue	<p>Total net revenue represents revenue earned from net management fees, investment revenue and other revenue listed below and is a key input into the Group's operating margin.</p> <p>Further information on total net revenue is provided on pages 7 and 8 of the Financial review and note 5(c) in the condensed consolidated financial statements.</p>
Net management fees	<p>Net management fees consist of revenue generated from AuMA, fixed fee revenues including charges for policyholder tax contributions, interest earned on customer holdings, less trail commissions payable. Net management fees are presented net of trail commission payable as trail commission is a variable cost directly linked to revenue, which is a treatment and presentation commonly used across our industry. Net management fees are a part of total net revenue and is a key input into the Group's operating margin.</p> <p>Further information on net management fees is provided on page 7 in the Financial review and note 5(c) in the condensed consolidated financial statements.</p>
Other revenue	<p>Other revenue represents revenue not directly linked to AuMA (e.g. encashment charges, closed book unit-linked policies, adviser initial fees and adviser fees linked to AuMA in Quilter Financial Planning (recurring fees)). Other revenue is a part of total net revenue, which is included in the calculation of the Group's operating margin.</p> <p>Further information on other revenue is provided on page 7 in the Financial review and note 5(c) in the condensed consolidated financial statements.</p>
Investment revenue	<p>Investment revenue includes interest on shareholder cash balances (including cash at bank and money market funds).</p> <p>Further information on investment revenue is provided on page 8 in the Financial review and note 5(c) in the condensed consolidated financial statements.</p>
Operating expenses	<p>Operating expenses represent the costs for the Group, which are incurred to earn total net revenue and excludes the impact of specific items that management considers to be outside of the Group's normal operations or one-off in nature. Operating expenses are included in the calculation of adjusted profit before tax and impact the Group's operating margin.</p> <p>A reconciliation of operating expenses to the applicable IFRS line items is included in note 5(c) to the condensed consolidated financial statements, and the adjusting items excluded from operating expenses are explained in note 5(b). Operating expenses are explained on page 8 of the Financial review.</p>
Asset retention	<p>The asset retention rate measures our ability to retain assets from delivering good customer outcomes and investment performance. Asset retention reflects the gross outflows of the AuMA during the year as a percentage of opening AuMA. Asset retention is calculated as: $1 - (\text{gross outflow} / \text{opening AuMA})$.</p> <p>Asset retention is provided for the Group's core business on page 6, and by segment on page 7.</p>
Net inflows/opening AuMA	<p>This measure is calculated as net flows (as described above) divided by opening AuMA presented as a percentage.</p> <p>This metric is provided on page 6.</p>
Quilter channel gross sales per Quilter Adviser	<p>This measure represents the value created by our Quilter distribution channel and is an indicator of the success of our multi-channel business model. The measure is calculated as gross flows generated by the Quilter channel through the Quilter Investment Platform, Quilter Investors or Quilter Cheviot per average Restricted Financial Planner in both segments.</p> <p>This metric is provided on page 6.</p>
Return on Equity ("RoE")	<p>Return on equity calculates how many pounds of profit the Group</p>

Return on equity (ROE)	<p>Return on equity calculates how many pounds of profit the Group generates with each pound of shareholder equity. This measure is calculated as adjusted profit after tax divided by average equity. Equity is adjusted for the impact of discontinued operations, if applicable.</p> <p>Return on equity is provided on page 6.</p>
Adjusted diluted earnings per share	<p>Adjusted diluted earnings per share is calculated as adjusted profit after tax divided by the diluted weighted average number of shares.</p> <p>A view of adjusted diluted earnings per share and the calculation of all EPS metrics, is shown in note 8 to the condensed consolidated financial statements.</p>
Headline earnings per share	<p>The Group is required to calculate headline earnings per share in accordance with the Johannesburg Stock Exchange Listing Requirements, determined by reference to the South African Institute of Chartered Accountants' circular 1/2023 <i>Headline Earnings</i>. This is calculated on a basic and diluted basis. For details of the calculation, refer to note 8 of the condensed consolidated financial statements.</p>
Dividend pay-out ratio	<p>The dividend pay-out ratio is an indicator of the total amount of dividends paid to shareholders in relation to the Group's profits expressed as a percentage. It is calculated by dividing the recommended total dividend (in £ millions) by the post-tax, post-interest adjusted profit (in £ millions).</p>

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