

Quilter

Full Year Results

6 March 2024

2023

Disclaimer

This presentation should be read in conjunction with the announcement published by Quilter plc on 6 March 2024.

This presentation 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 the conflict in the Ukraine and the Middle East, market related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing and impact of other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of tax and other legislation and other regulations in the jurisdictions in which Quilter plc and its affiliates operate. As a result, Quilter plc's actual future financial condition, performance and results may differ materially from the plans, goals and expectations set forth in Quilter plc's forward-looking statements.

Quilter plc undertakes no obligation to update the forward-looking statements contained in this presentation or any other forward-looking statements it may make.

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Nothing in this presentation shall constitute an offer to sell or the solicitation of an offer to buy any securities.

Business update

Quilter



Steven Levin

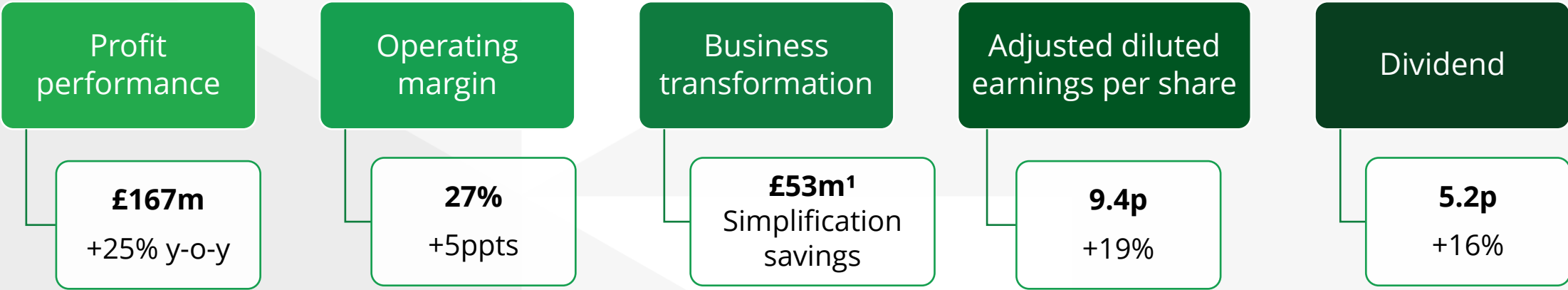
Chief Executive Officer

Introduction

Quilter

Results overview: 2023, a strong year of delivery

Highlights FY 2023:



¹ Annualised run-rate cost savings. £45m for Phase One and £8m for Phase Two

Delivery against our three strategic priorities well underway

Building Distribution



- ✓ Quilter Partners
- ✓ c.£750m back book transfers
- ✓ Leading market share for advised platform gross flows and assets
- ✓ Broadly stable RFP numbers
- ✓ Reducing leakage, improving alignment
- ✓ Financial Adviser Academy relaunch
- ✓ Investment Manager hires
- ✓ HNW professional connections launched

Enhancing Propositions



- ✓ CashHub on Platform
- ✓ Tiered adviser charging
- ✓ Adviser – Platform co-branding
- ✓ WealthSelect launched on three external Platforms
- ✓ HNW rebrand
- ✓ HNW MPS updates and fixed income product launches
- ✓ Consumer Duty enhancements

Driving Efficiency



- ✓ Simplification Phase One completed one year early
- ✓ £45m Phase One benefit delivered, with £8m Phase Two delivered early
- ✓ 27% operating margin
- ✓ Advice technology transformation programme initiated
- ✓ HNW financial planning direct authorisation submitted

2023 AuMA and flows: good Quilter channel performance

	AuMA	Gross flows	Net flows	Net / opening	
High Net Worth	Quilter Channel	£2.9bn	£0.5bn	£0.4bn	17%
	IFA / Direct Channel	£24.1bn	£1.7bn	£(0.5)bn	(2%)
Affluent	Quilter Channel	£17.2bn	£3.6bn	£1.6bn	10%
	IFA Channel	£58.7bn	£5.3bn	£(0.2)bn	0%
	Funds on other platforms	£1.6bn	£0.3bn	£(0.3)bn	(15%)
Quilter plc core ¹	Quilter plc core ¹	£103.4bn	£11.1bn	£0.8bn	1%
	Non-Core	£3.3bn	£0.1bn	£(0.7)bn	(21%)
	Quilter plc reported ¹	£106.7bn	£11.2bn	£0.1bn	0%

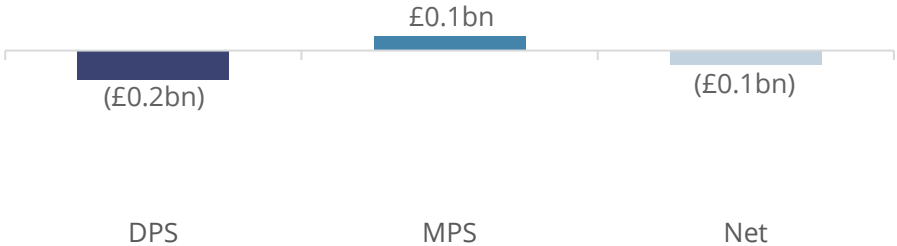
1. Includes Inter-segment dual assets.



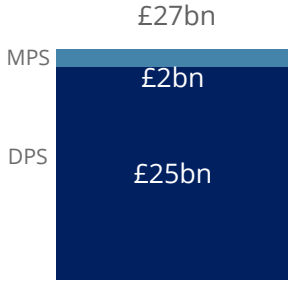
Quilter investment solutions' managed flows

HNW

Net flows



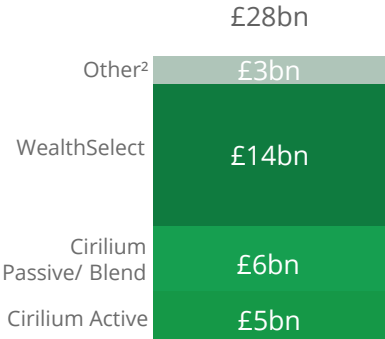
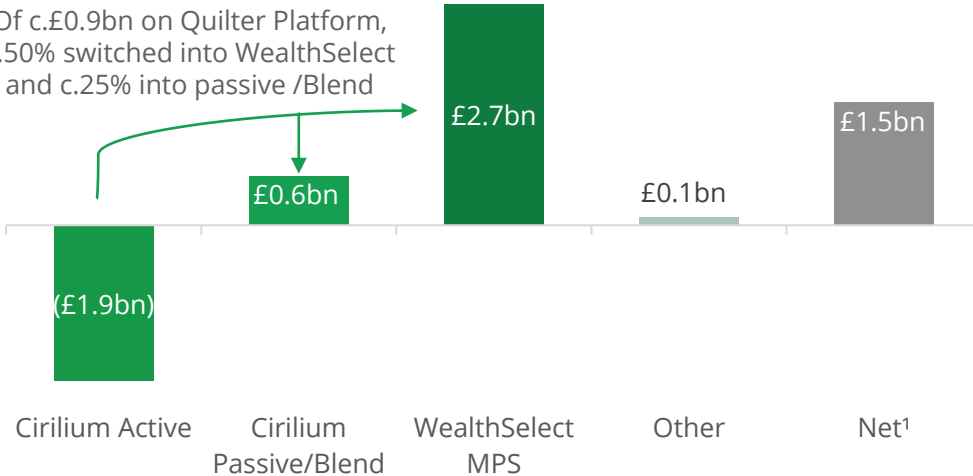
AuM mix



- Launched new MPS strategies
- Good performance v ARC benchmark

Affluent

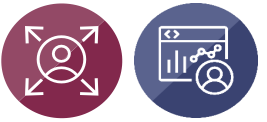
Of c.£0.9bn on Quilter Platform, c.50% switched into WealthSelect and c.25% into passive /Blend



- Good performance and strong growth from WealthSelect
- Cirilium Active repriced and improving performance

Note: Numbers rounded for casting purposes.
 1. Excludes non-core outflows of £0.6bn.
 2. Includes non-core assets of £2.1bn.

Delivering the Affluent segment's potential



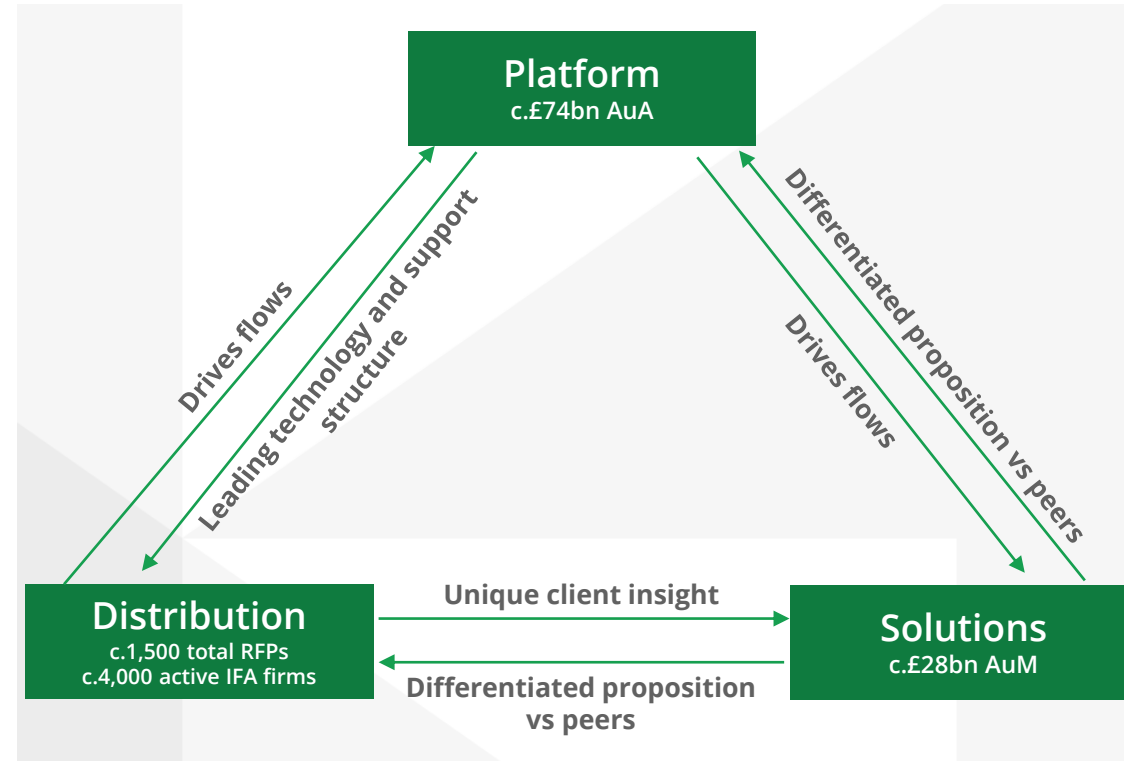
Distribution features

Quilter channel

- Consistent strong flows
- Adviser transformation programme driving efficiency/profit growth
- Plans to accelerate adviser growth
- Brand investment

IFA channel

- Leading market position
- Growing new business market share
- Increasing new business share
- Increased solutions penetration



Platform features

- Leading adviser platform by stock and flow
- 3% net flows of opening AuA
- Market leading Platform
- Highly scalable

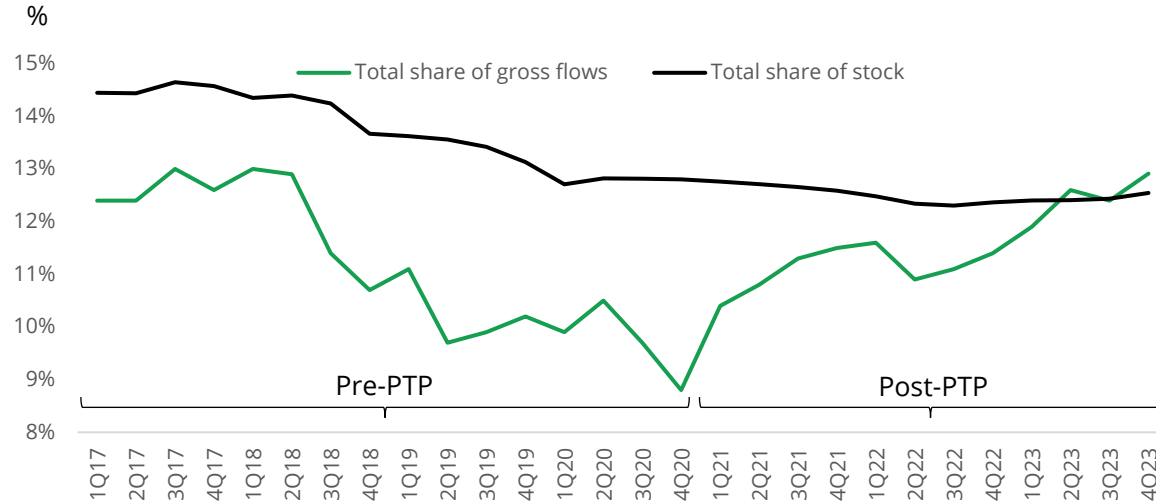
Investment solutions features

- Good investment performance
- Product portfolio mix broadened
- Highly scalable

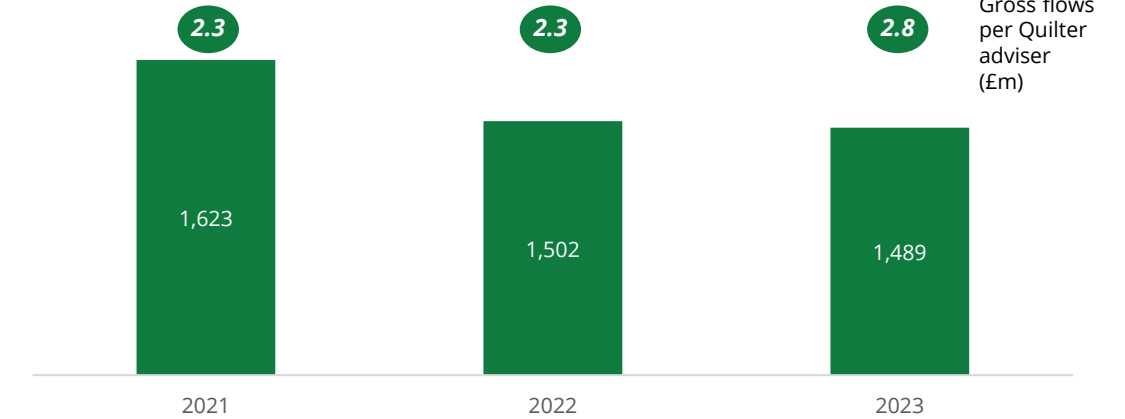


Building distribution: Affluent

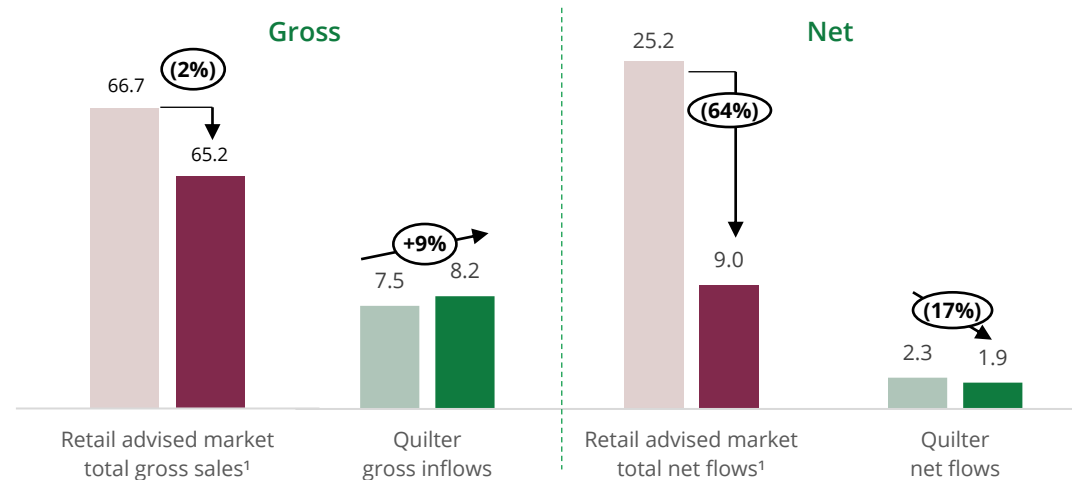
Quilter Platform market share¹: gross flows and assets



Quilter adviser numbers and productivity: QFP & QCQP

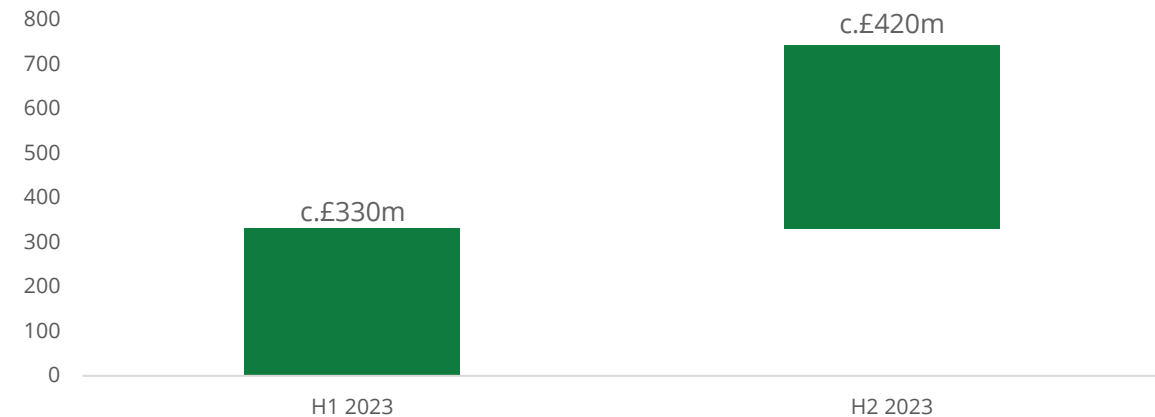


Quilter Platform core performance vs Retail Advised Platform market
£bn, 2022 vs 2023

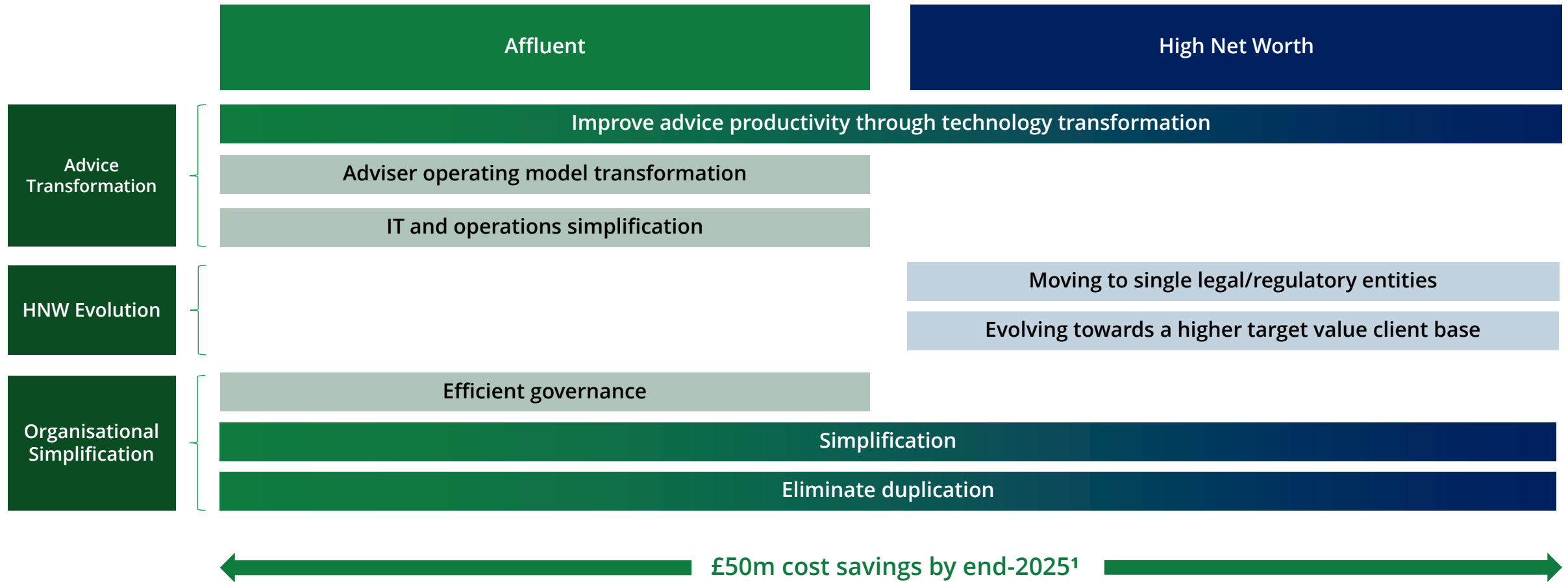


1. Source: Fundscape.

Quilter channel back book transfers 2023
£m



Three key initiatives to deliver a 30% operating margin

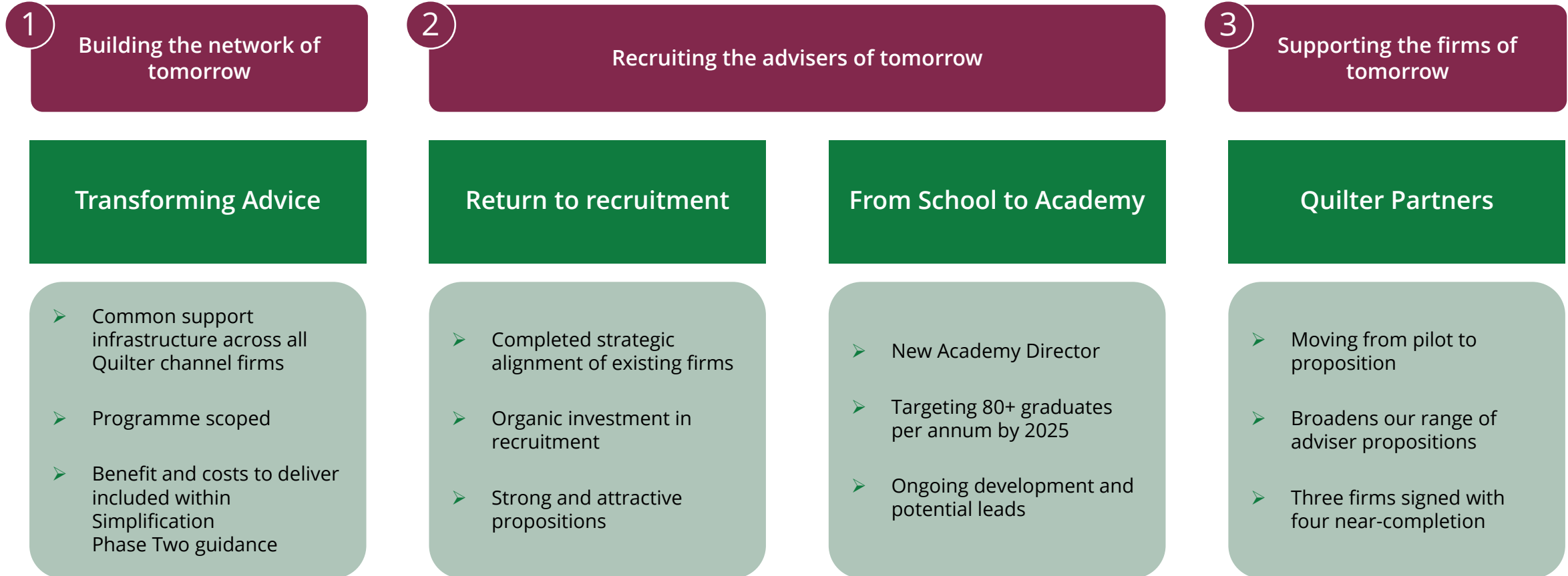


1. On a run-rate basis.

Advice Transformation: building a next generation advice proposition



Delivering today and building for tomorrow



High Net Worth evolution



Business initiatives:

Distribution:

- Expanded financial planning team – planners in every UK office, and introduced into Jersey and Dublin offices
- Broadening range of offering with professional connections partners, targeting higher net worth clients

Proposition:

- MPS strategy launched in Jersey
- MPS on Platform gaining momentum
- Strong investment performance
- New Chief Investment Officer appointed

Efficiency:

- Application with FCA for direct authorisation of Quilter Cheviot

Rebrand first visible step in moving to a single operating model



QUILTER CHEVIOT

Working with Financial Advisers

Your trusted investment partner

Reasons to choose us Why we are right for you and your clients

At Quilter Cheviot, we have a mission. As your partner, we will do everything possible to give you the confidence that your clients' investments are being used at Quilter and focus on the things you can't do for your clients and your business.



Our discretionary flexibility, available in every jurisdiction. We know that every client is different, and that is why we offer a range of ways we can invest for your clients to choose from. We will work with you to find the solution and ensure that you have your clients' assets, goals and objectives. Whether they are looking to save for retirement, build for their child's education, or protect their assets, we are very happy to have a solution for them. In short, your clients' wealth are our goals.

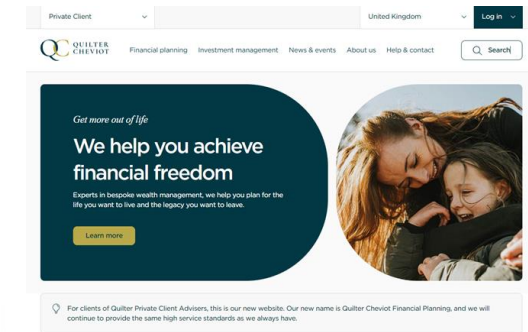


We are here as a partner for you. We put you and your clients first and always. That is why we are able to discuss your client's investments with the right people, and you can meet your clients' investment manager face-to-face in our offices all over the world. We will also give you access to our client advisory team, including facilitating advanced training such as building your relationship and giving business opportunities to your client conversations, helping you at our world-leading global members and ensuring you have the best in-class resources that understand the value you add to your clients. Knowing that we are behind you means you can spend more time on providing excellent financial advice.



Excellent investment team, great investment support. Only sorry that the penny did not drop years ago!

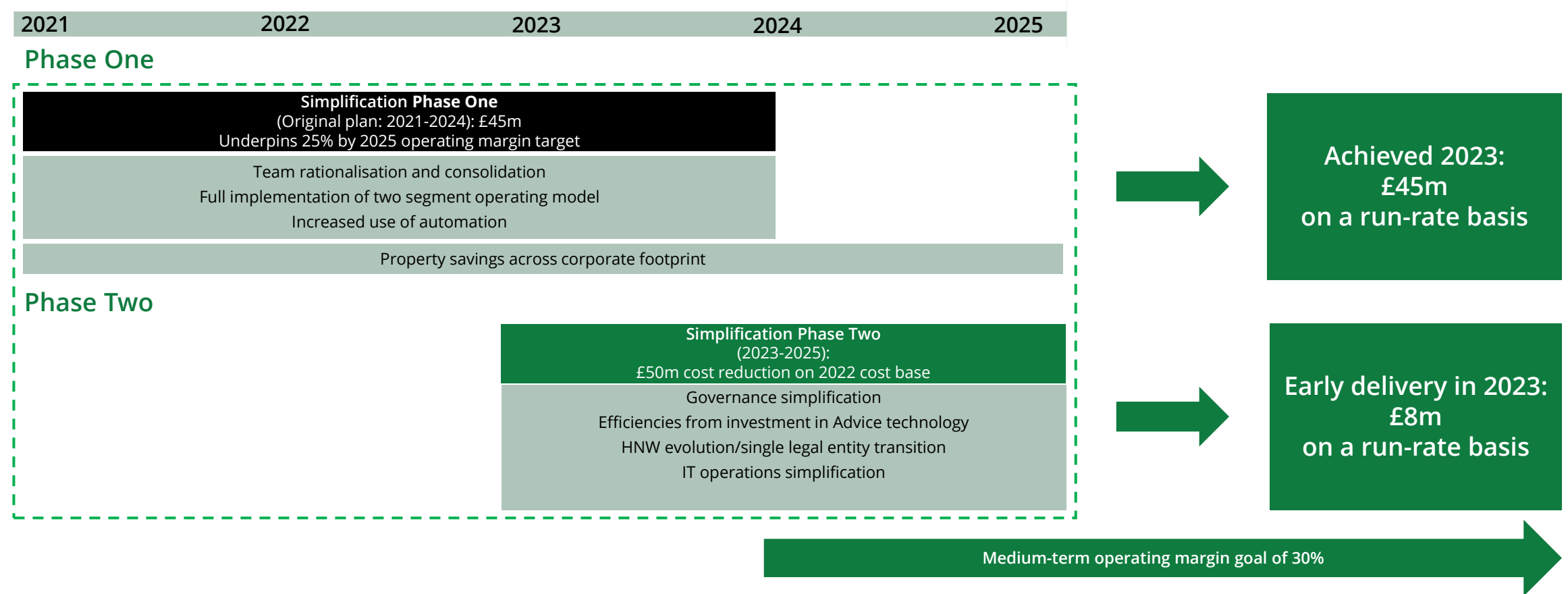
Edmund Kirby | Moneysplus Financial Brokers





Organisational Simplification: phase one delivered; phase two underway

Simplification phases



A business model that is fit for purpose in a Consumer Duty world

The unbundled Quilter model is well positioned and focused on delivering good outcomes for:

Clients

Advisers

Colleagues

Shareholders

Consumer Duty and ongoing advice:

- ✓ Further enhanced vulnerable customer support
- ✓ Announced Platform fee reduction / interest sharing
- ✓ Introduced tiered Adviser charges on Platform
- ✓ Established communications toolkit
- ✓ Published value assessments
- ✓ Adviser engagement supporting their preparation
- ✓ Launched new adviser / customer engagement panels
- ✓ Platform fees not charged on cash
- ❖ Commencing review of historical ongoing advice servicing
- ❖ Preparing for the July 2024 Board assessment

What we are driving for

Operating margin

- 27% achieved in 2023, exceeding target of 25% in 2025
- Group now focused on 30% medium-term goal
- Simplification phase two savings of £50m targeted to be delivered by the end of 2025

Net flows / opening AuMA

- Incremental improvement in 2024
- 4-5% net flows / opening AuMA when markets normalise, and aspire to build momentum further

Financial review

Quilter



Mark Satchel

Chief Financial Officer

Introduction

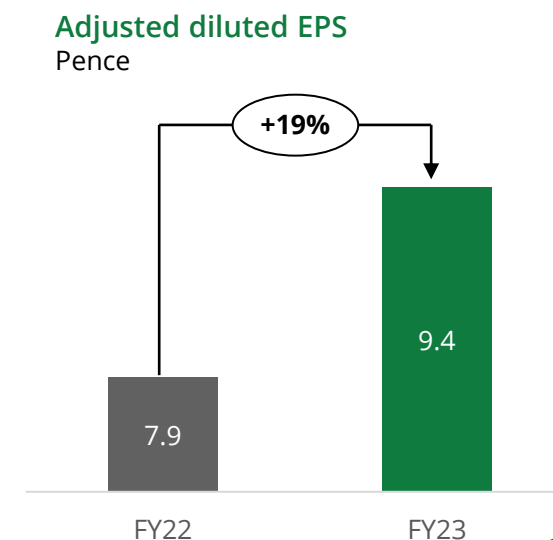
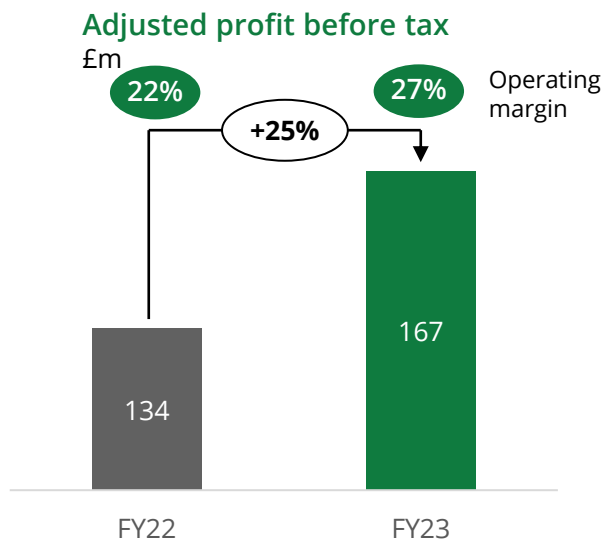
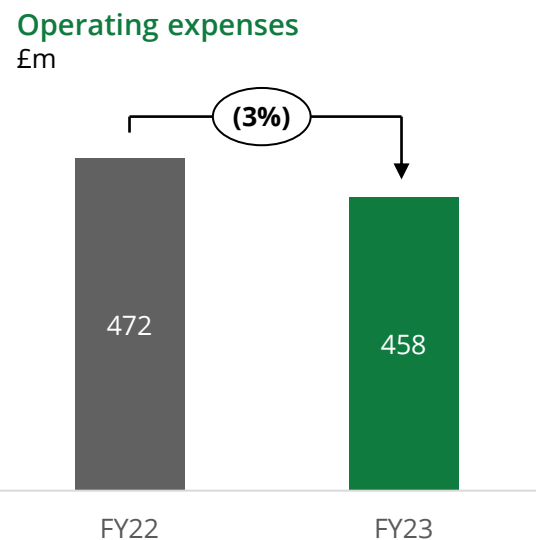
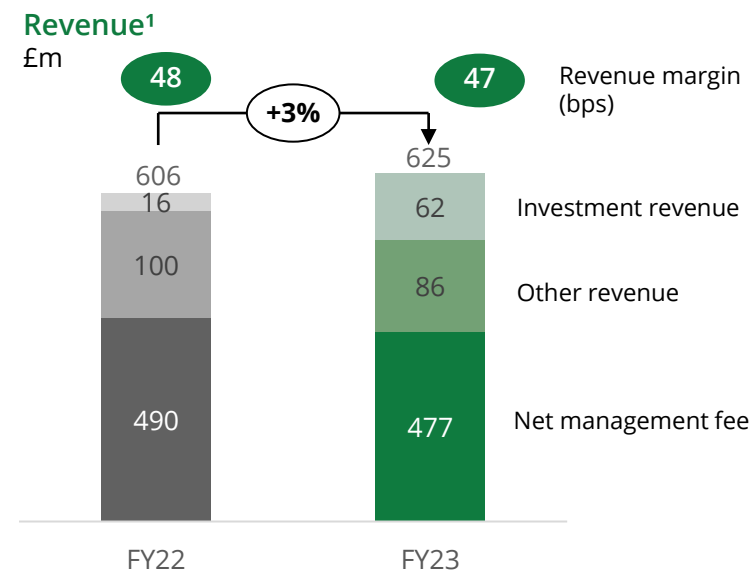
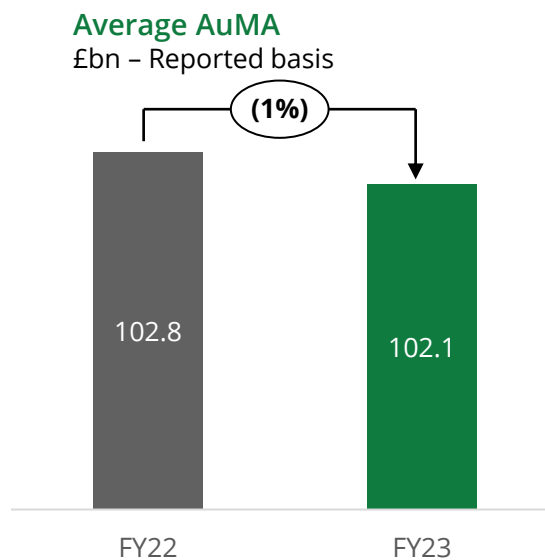
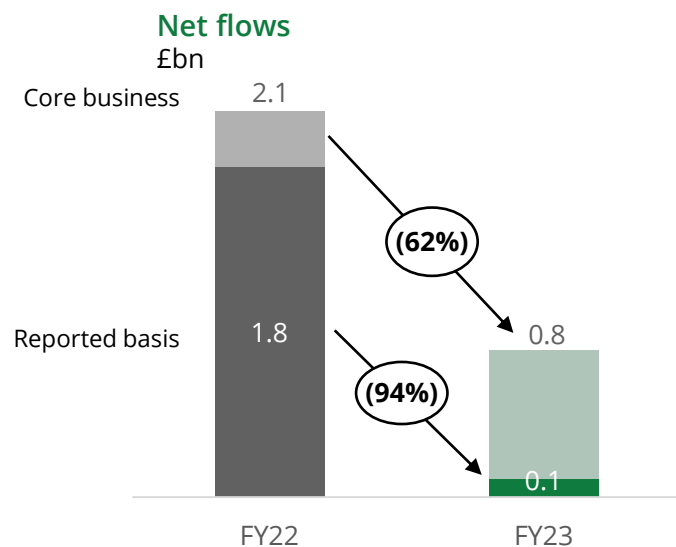
Quilter

2023 results: summary

- Strong growth in adjusted profit
- Broadly stable revenue margins
- Increased investment revenue
- Strong cost discipline
- Increase in effective tax rate
- Adjusted diluted EPS growth
- Remain well capitalised and liquid:
 - 16% increase in Full Year dividend

Key financials			FY 2023	FY 2022	Δ
Continuing operations					
Net flows / Opening - Core	%		1	2	(1) pts
Net flows / Opening - Reported	%		0	2	(2) pts
Adjusted profit before tax	£m		167	134	+25%
IFRS profit after tax	£m		42	175	(76%)
Operating margin	%		27	22	+5 pts
Adjusted diluted EPS	p		9.4	7.9	+19%
Key performance indicators			FY 2023	FY 2022	Δ
AuMA - Core	£bn		103.4	96.2	+7%
AuMA - Reported	£bn		106.7	99.6	+7%
Restricted Financial Planners ("RFPs")	#		1,489	1,502	(1%)
Investment Managers ("IMs")	#		174	179	(3%)

Operating leverage drives strong growth in adjusted profit and EPS

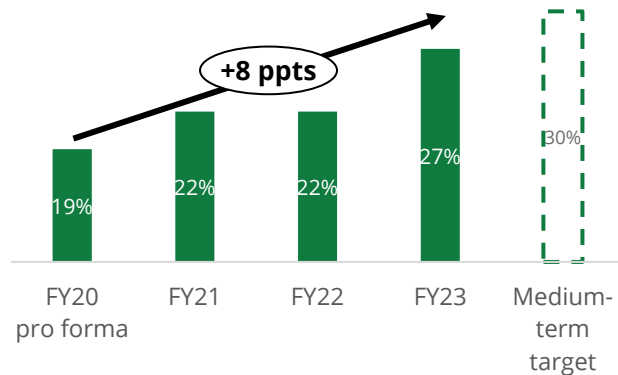


1. Note: Net management fee includes the interest earned on client holdings in Quilter Cheviot and Quilter Investment Platform. Investment revenue includes interest on shareholder cash balances (including cash at bank and money market funds).

Driving efficiency and profitability: progress since sale of Quilter International

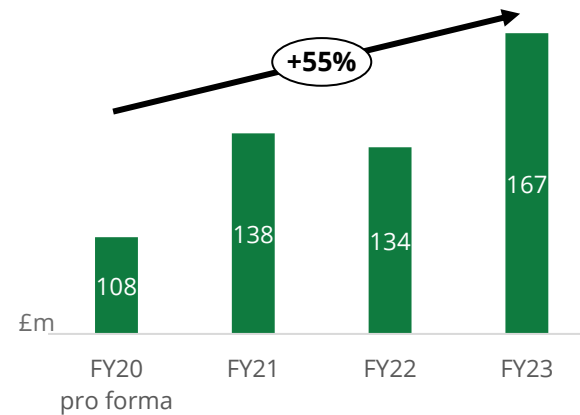


Operating margin



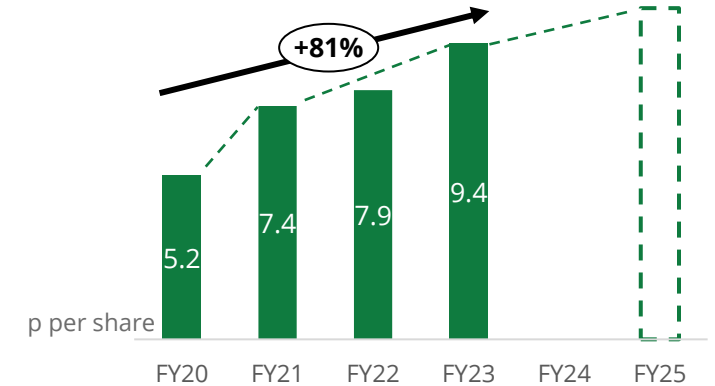
- Operating margin ahead of 2025 target
- Business model has scope for strong operating leverage
- Focused on 30% medium term target

Adjusted profit



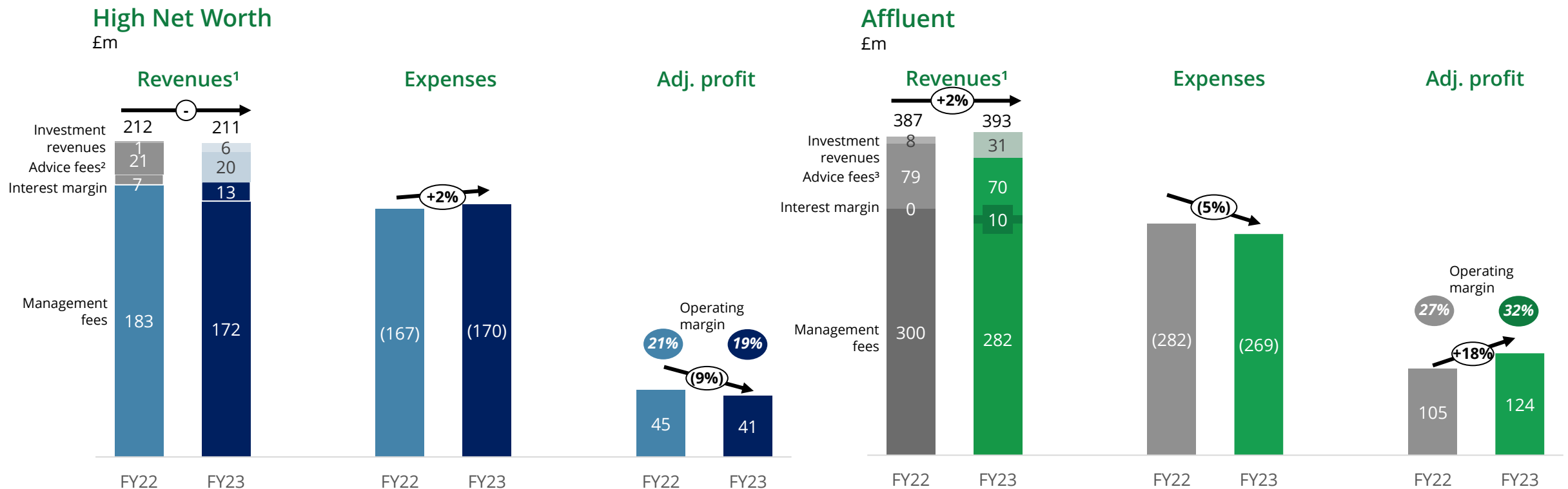
- Significant increase since sale of Quilter International
- Despite market declines in 2022
- and broadly flat average AuMA in 2023

Adjusted diluted EPS momentum: indicative trajectory



- EPS momentum supported by both
 - business performance and
 - share count reduction from capital returns

Segments: resilient High Net Worth, strong Affluent performance



- Solid revenues despite lower average AuM
- Growth investment into financial planning
- Net 10 advisers added to Quilter Cheviot Financial Planning
- IM numbers declined 5 on a net basis reflecting retirees and leavers

- Cirilium reprice in March reduced management fees
- Lower client activity and weaker mortgage market led to lower advice revenues
- Interest margin benefit contributed from Sept' 2023 following platform reprice
- Costs reflected accelerated delivery of simplification benefits and lower FSCS levies

1. Note: Investment revenue includes interest on shareholder cash balances (including cash at bank and money market funds). Interest margin includes interest earned on client holdings in Quilter Cheviot and the Platform.

2. FY23 figure includes Other revenue of £1m.

3. FY22 figure includes Other revenue of £2m and FY23 includes Other revenue of £2m.

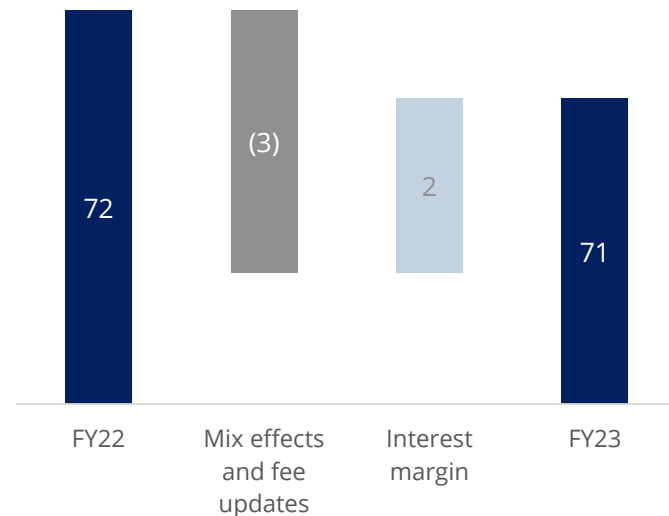


Revenue margins in line with expectations

High Net Worth

Managed

Revenue margin progression
bps



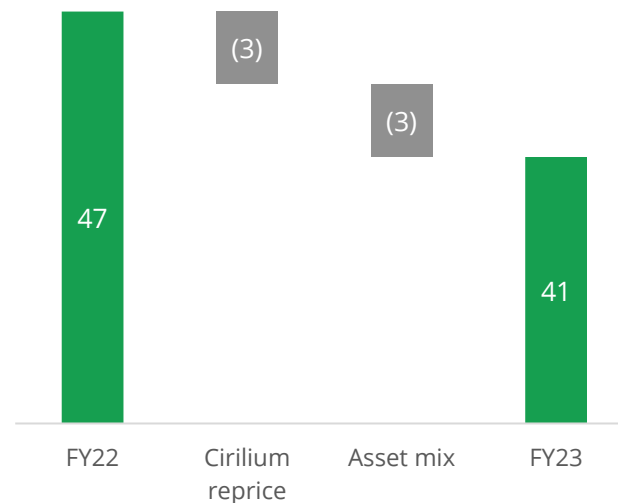
- Broadly stable margin
- Mix effect broadly offset by interest margin

1. On an annualised basis.

Affluent

Managed

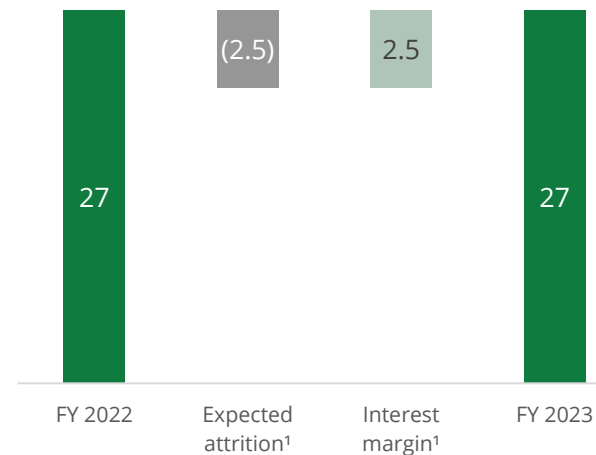
Revenue margin progression
bps



- Cirilium Active repriced in March 2023
- Cirilium Blend and WealthSelect switching maintains assets within Quilter

Administered

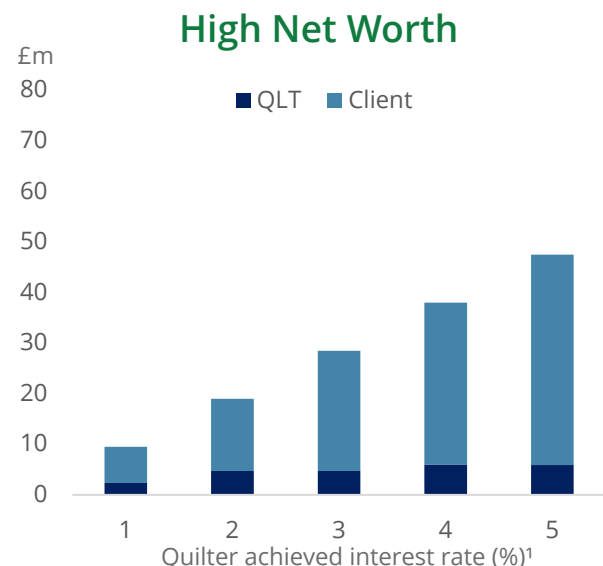
Revenue margin progression
bps



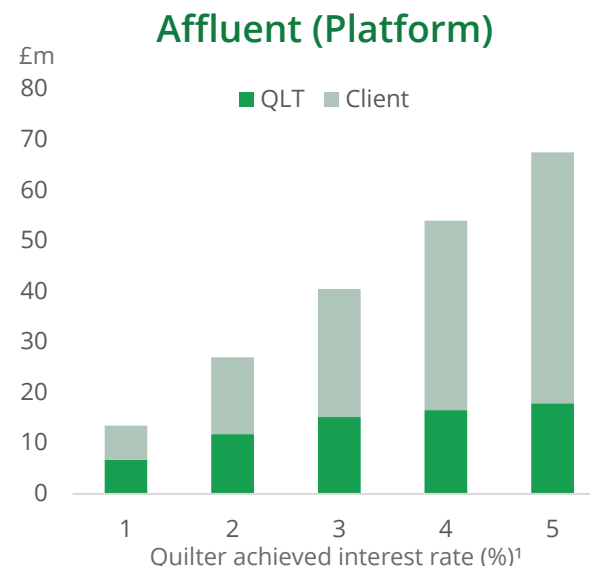
- Expect c.1bp per annum margin decline

Interest rate sensitivity manageable

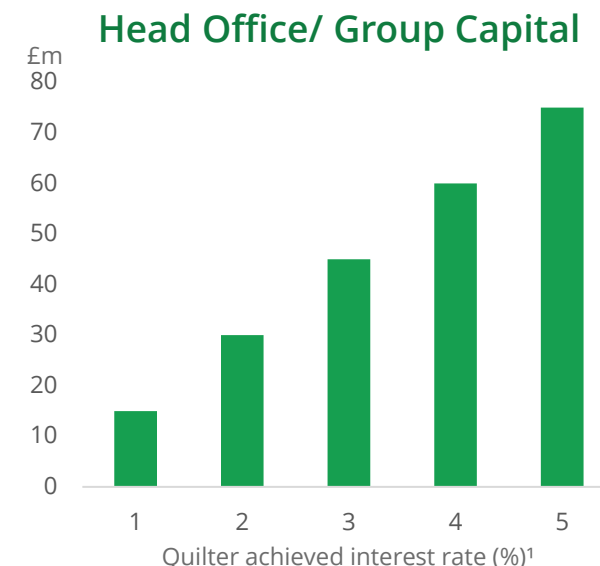
Quilter and clients' revenue share



- c.£1bn of cash balances at year end
- Current margin 75bps, on c.475bps total client rates
- 50% decrease in interest rates reduces margin contribution by 33%



- c.£1.4bn of cash balances at year end
- Current margin 130bps, on c.475bps total client rates
- Interest sharing introduced alongside reduction in Platform fees
- No requirement for client to hold cash
- 50% decrease in interest rates reduces margin contribution by 25%



- c.£1.5bn of cash balances at year end
- 50% decrease in interest rates would be offset c.5% increase in AuMA

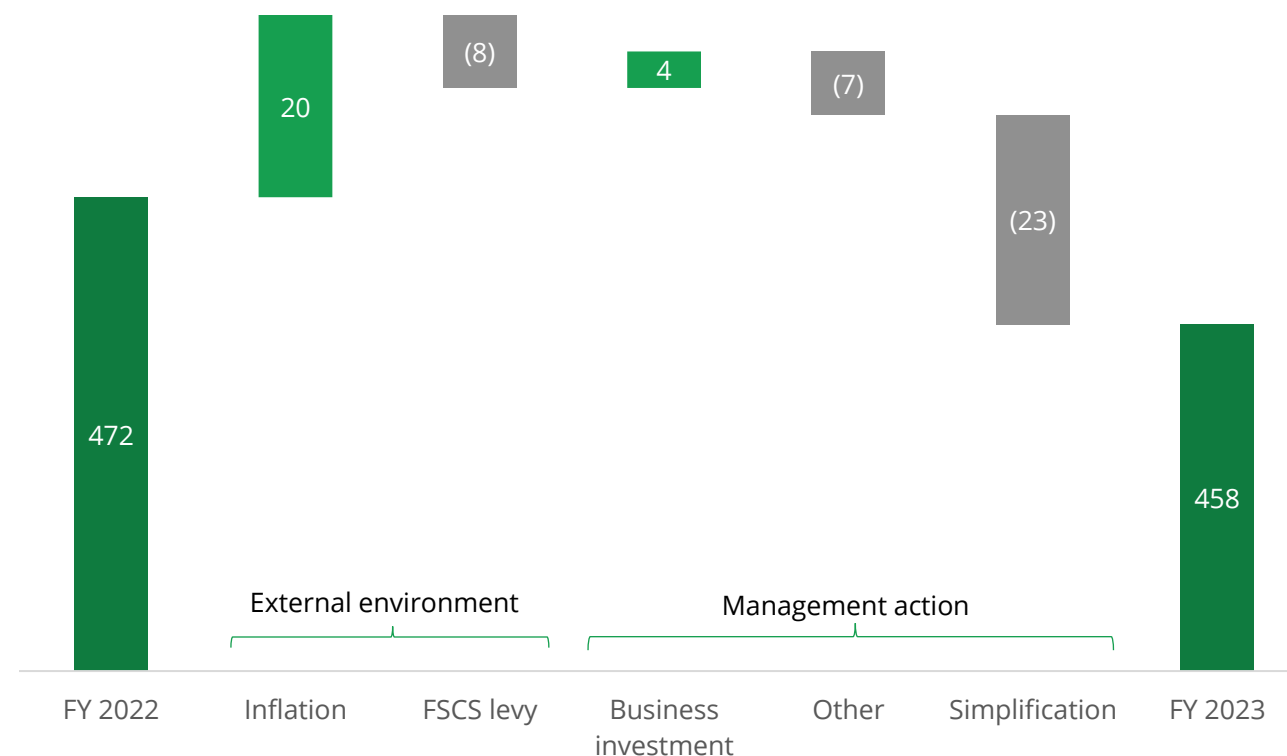
Contribution calculation assumes £1.0bn Quilter Cheviot client cash balances, £1.4bn Quilter Platform client cash balances, and £1.5bn Quilter Head Office shareholder cash balances.
 1. Typically Bank of England base rate less 50bps.

Continued expense discipline driving operating margin improvement



	Cost analysis (£m)		As a percentage of revenues	
	2023	2022	2023	2022
Support staff costs	115	118		
Operations	21	22		
Technology	32	35		
Property	30	31		
Other base costs ¹	29	30		
Sub-total base costs	227	236	36%	39%
Revenue-generating staff base costs	96	92	15%	15%
Variable staff compensation	74	75	12%	12%
Other variable costs ²	45	46	7%	8%
Sub-total variable costs	215	213	34%	35%
Regulatory/ PI costs	16	23	3%	4%
Total operating expenses	458	472	73%	78%

2023 expense progression £m



Numbers may not cast due to rounding.

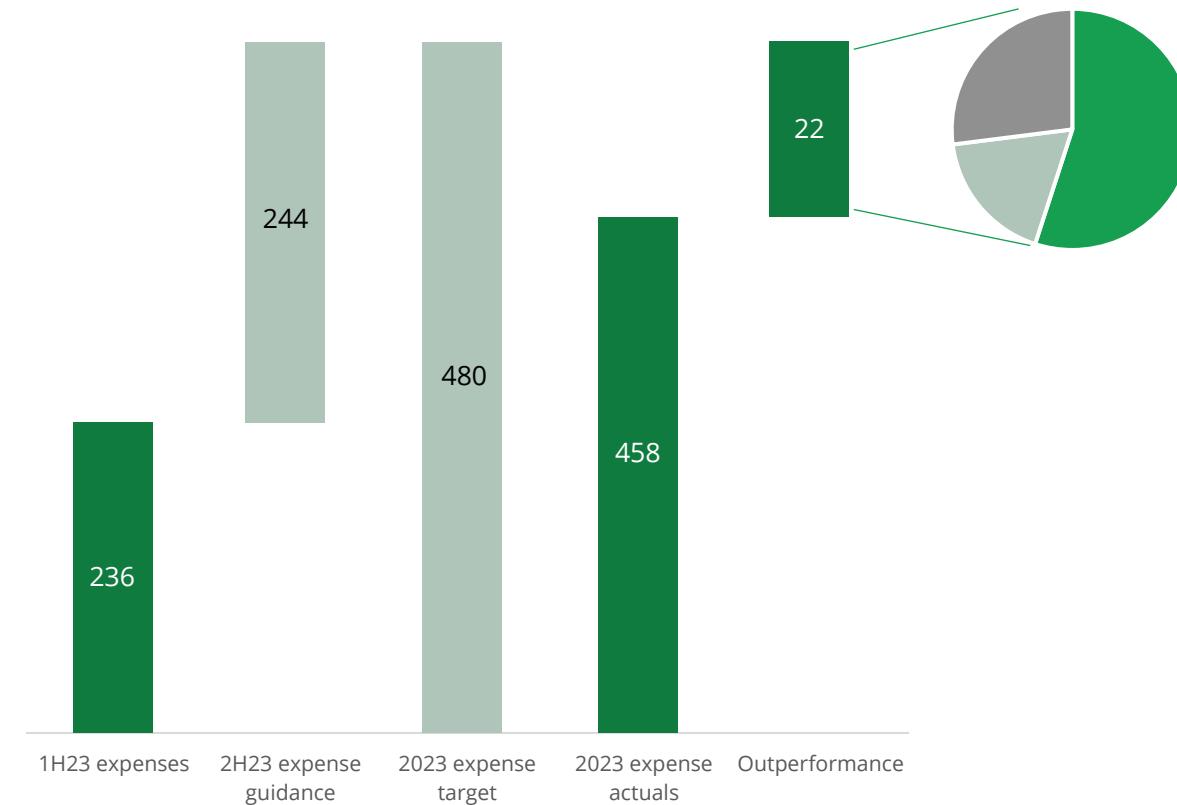
1. Other base costs includes depreciation and amortisation, audit fees, shareholder costs, listed Group costs and governance.

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



Sources of expense out-performance

2023 expense delivery outperformance £m



Note: Figures not to scale.
 1. Excludes any potential costs associated with the review of historical advice.

Sources of outperformance in 2023

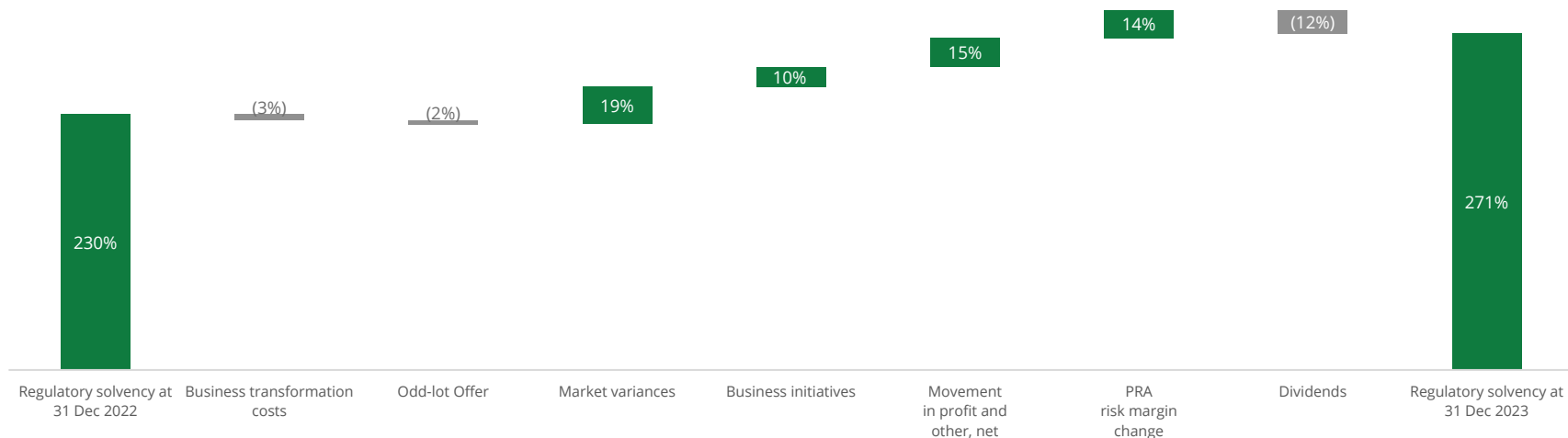
- Simplification phase two and additional management expense control
- FSCS levies
- Lower than anticipated change activity

Drivers of expense growth in 2024¹

- Inflation
- Brand investment
- Investment in growth initiatives
- FSCS levies
- Partially offset by Simplification Phase Two

Strong solvency ratio and cash position

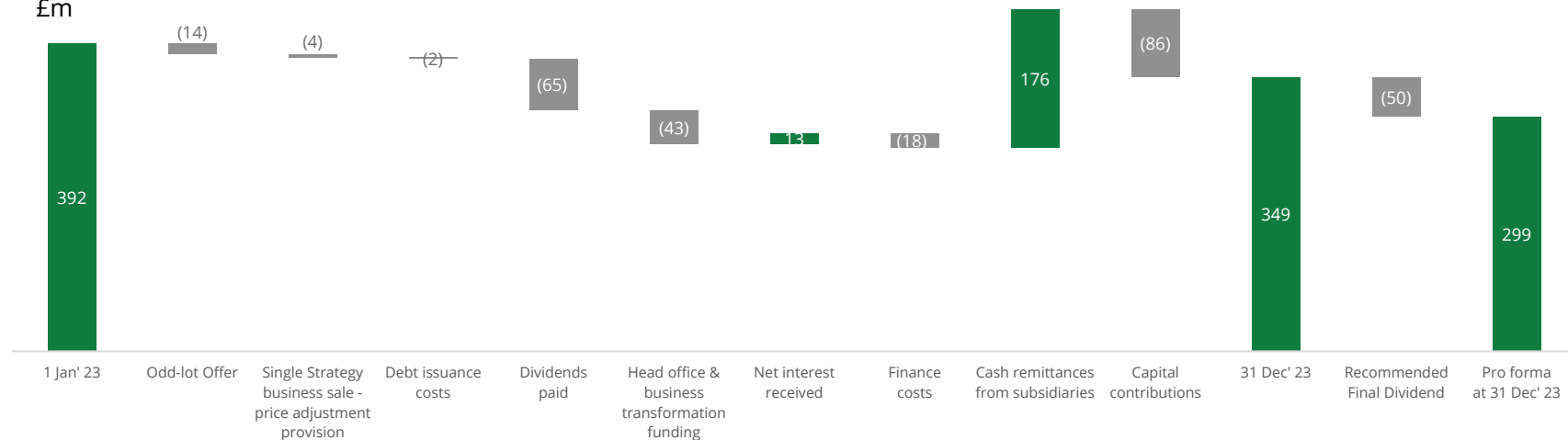
Solvency II ratio



- Strong Solvency II ratio
- January: issue of £200 million of 8.5% Fixed Rate Reset Subordinated Notes due April 2033, with a call option in January 2028

Holding company cash

£m



- Holding company cash reserved for
 - Simplification costs
 - Select growth investment
 - Regulatory capital

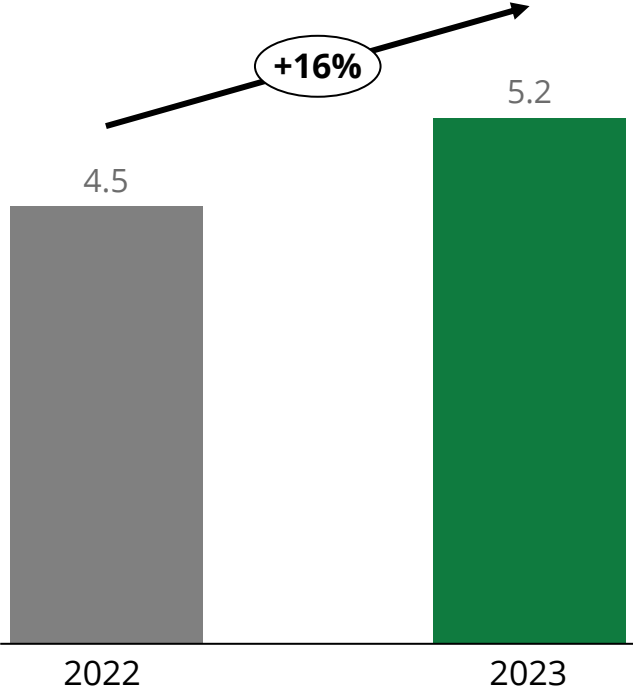
Dividend

Dividend

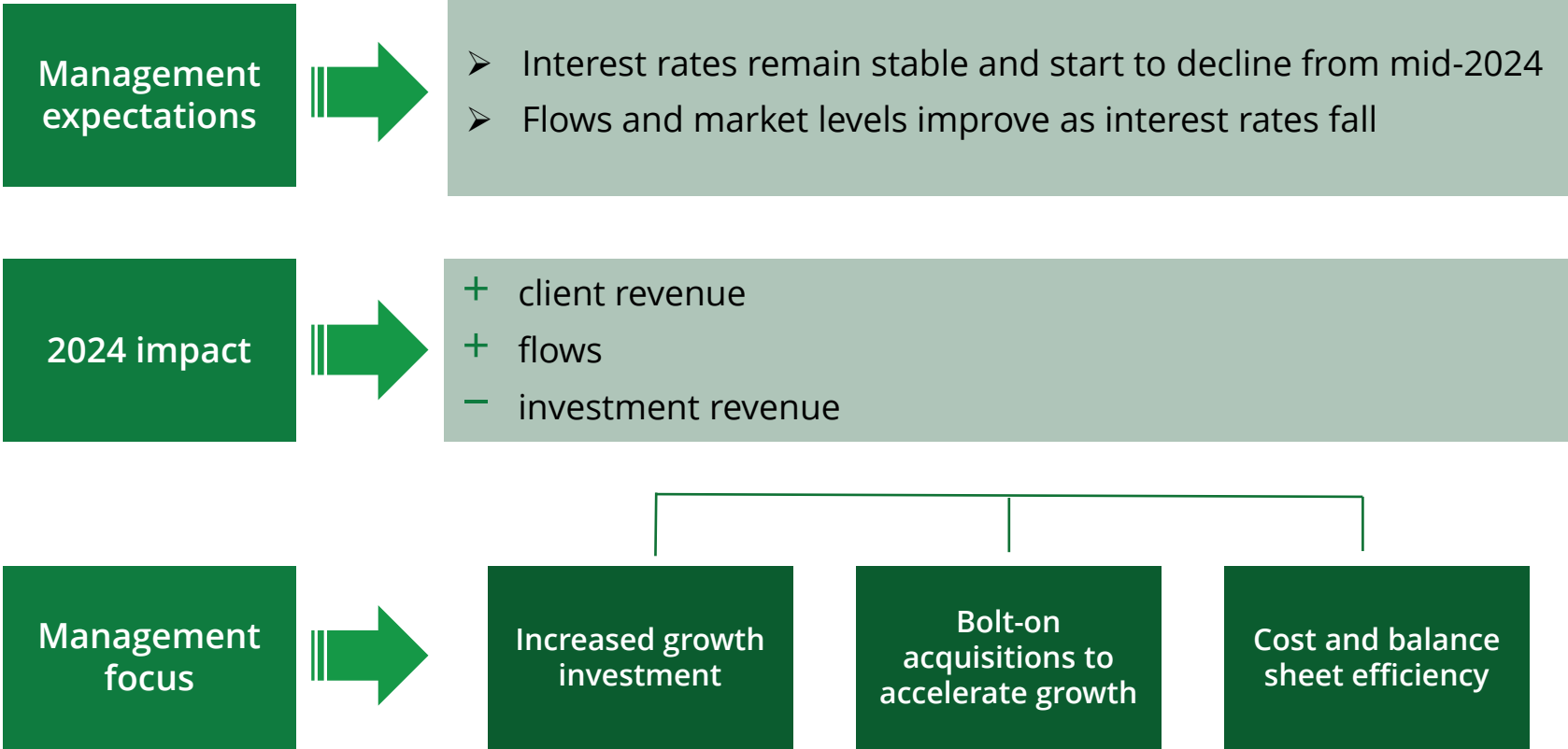
- Board recommends a 2023 dividend of 5.2p, an increase of 16%
- Dividend pay-out ratio of 61% (FY 2022: 57%)
- Board expects to continue moving up the pay-out range, over time

Odd-lot Offer complete

- Odd-lot Offer approved at the 2023 AGM
- Acquired 16 million shares at c.88p/share from holders of less than 200 shares. This represented a 5% premium to the 5-day VWAP.
- Shares transferred into the EBT



Operating environment: maintaining our focus on delivery



Group targets and 2024 guidance

	FY 2023 guided Group targets	Group target
Net flows	<ul style="list-style-type: none"> ➤ c.4-5% of opening AuMA per annum as markets normalise, and aspire to build momentum further 	<ul style="list-style-type: none"> ➤ Unchanged
Revenue margins	<ul style="list-style-type: none"> ➤ High Net Worth managed assets stable around 70 bps ➤ Affluent managed asset mix dependent – trending down to low 40's bps ➤ Affluent administered assets trending down c.1 bp p.a 	<ul style="list-style-type: none"> ➤ High Net Worth managed assets stable around 70 bps ➤ Affluent managed assets – mid to high 30 bps, mix dependent ➤ Affluent administered assets trending down c.1 bp p.a
Operating margin	<ul style="list-style-type: none"> ➤ Targeting 25% in 2025 and build to 30% in the medium-term 	<ul style="list-style-type: none"> ➤ Building towards 30% in the medium-term¹
Dividend and capital return	<ul style="list-style-type: none"> ➤ Policy pay-out range of 50% to 70% of post-tax, post-interest adjusted profit 	<ul style="list-style-type: none"> ➤ Unchanged
Below the line items	<ul style="list-style-type: none"> ➤ £120m total Phase One (£55m) and Phase Two (£65m) Simplification costs, inclusive of cost of Advice transformation and High Net Worth evolution 	<ul style="list-style-type: none"> ➤ Unchanged – £42m spent to date
2024 guidance		
Net flows	<ul style="list-style-type: none"> ➤ Building towards medium-term targets 	

1. Excludes any potential costs associated with the review of historical advice.



Steven Levin

Chief Executive Officer

Concluding remarks

Quilter

Well positioned to capture flow recovery as market improves

2023 challenges

- Cost-of-living squeezing flows
- Lower levels of investor engagement
- Adviser consolidation
- P&L headwinds from inflation and lacklustre markets
- Higher interest rates make cash more attractive to clients

Response

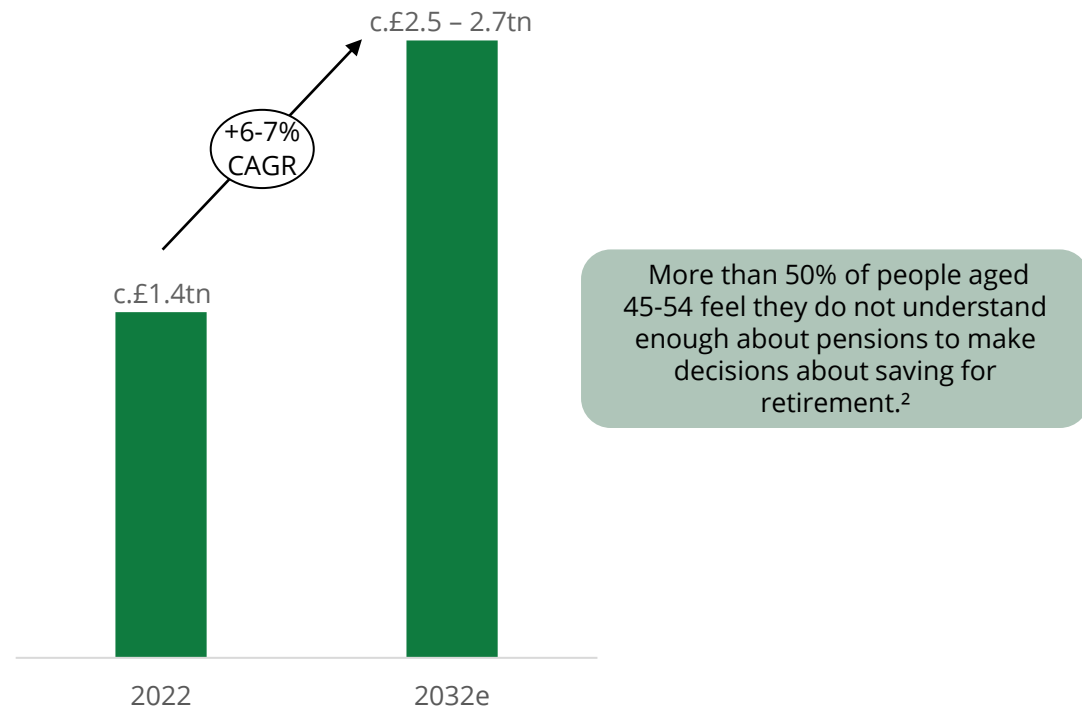
- Improving gross flow market share: #1 advised retail platform
- Proposition enhancements to support adviser productivity
- Stabilisation of RFP numbers, Adviser Academy relaunch
- Focus on cost management
- CashHub and HNW fixed income strategies for cash investment

2024: Continued focus on enhancing proposition, building distribution and driving efficiency

The opportunity: industry dynamics supportive of long-term growth

UK wealth management ecosystem outlook

'Face-to-face advice' AuMA¹



Large, structurally supportive market, with ample growth opportunity for those who can:



1. Source: Oliver Wyman / Quilter.
2. Source: ONS "Early indicator estimates from Wealth and Assets Survey", published August 2020.

Building the UK's best-in-class wealth manager



Q&A

Quilter

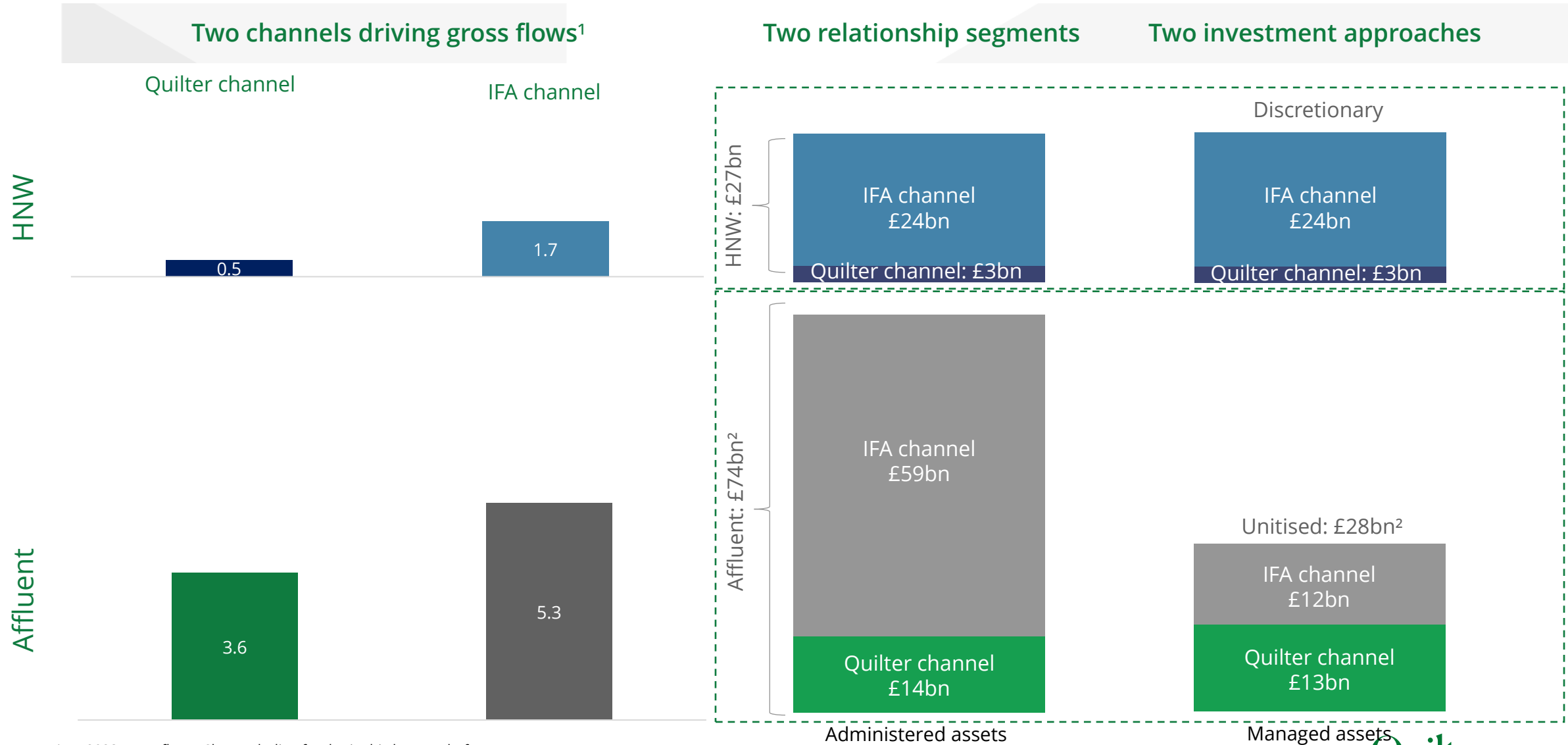


Appendix

Quilter

The Quilter model

Covering the market with two distribution channels, two scale businesses, two investment approaches



1. 2023 gross flows, £bn, excluding funds via third-party platforms.

2. Individual channel figures represent Core assets. Total segment figures include core assets plus non-core assets of £1.2bn administered and £2.1bn managed, respectively.

Movement in assets and flows

	AuMA as at 31 December 2022	Gross flows (£m)	Net flows (£m)	AuMA as at 31 December 2023	Of which managed by Quilter AuM as at 31 December 2023
2023 gross flows, net flows & AuMA (£bn), unaudited					
AFFLUENT SEGMENT					
Quilter channel	15.4	3,608	1,608	17.2	13.3
IFA channel on Quilter Investment Platform	54.1	5,251	(164)	58.7	10.6
Funds via third-party platform	2.0	301	(316)	1.6	1.6
Total Affluent segment core business	71.5	9,160	1,128	77.5	25.5
HIGH NET WORTH SEGMENT					
Quilter channel	2.4	513	369	2.9	2.9
IFA channel incl. Direct	23.1	1,681	(507)	24.1	24.1
Total High Net Worth segment	25.5	2,194	(138)	27.0	27.0
Inter-Segment Dual Assets¹	(0.8)	(258)	(158)	(1.1)	(0.3)
Quilter plc core business	96.2	11,096	832	103.4	52.2
Non-core	3.4	78	(695)	3.3	2.1
Quilter plc reported	99.6	11,174	137	106.7	54.3
Affluent AuMA breakdown (incl. non-core):					
Affluent administered only	50.0	4,823	270	53.2	
Affluent managed and administered	17.0	3,369	1,520	20.6	
Affluent external platform	7.9	1,046	(1,357)	7.0	

Note: for modelling purposes, Quilter channel 2023 Platform discrete gross flows and net flows were £2,934m and £2,074m, respectively, with closing AuMA of £13.9bn.

1. Inter-segment dual assets reflect funds sold by Quilter Cheviot and managed by Quilter Investors and the Quilter Cheviot bespoke managed portfolio services solution available to advisers on the Quilter Investment Platform. This is excluded from total AuMA to ensure no double count takes place.

Client pricing: open, unbundled, with choice at the heart

Average fees example, reflecting current predominant choice by clients & their advisers

% of investment

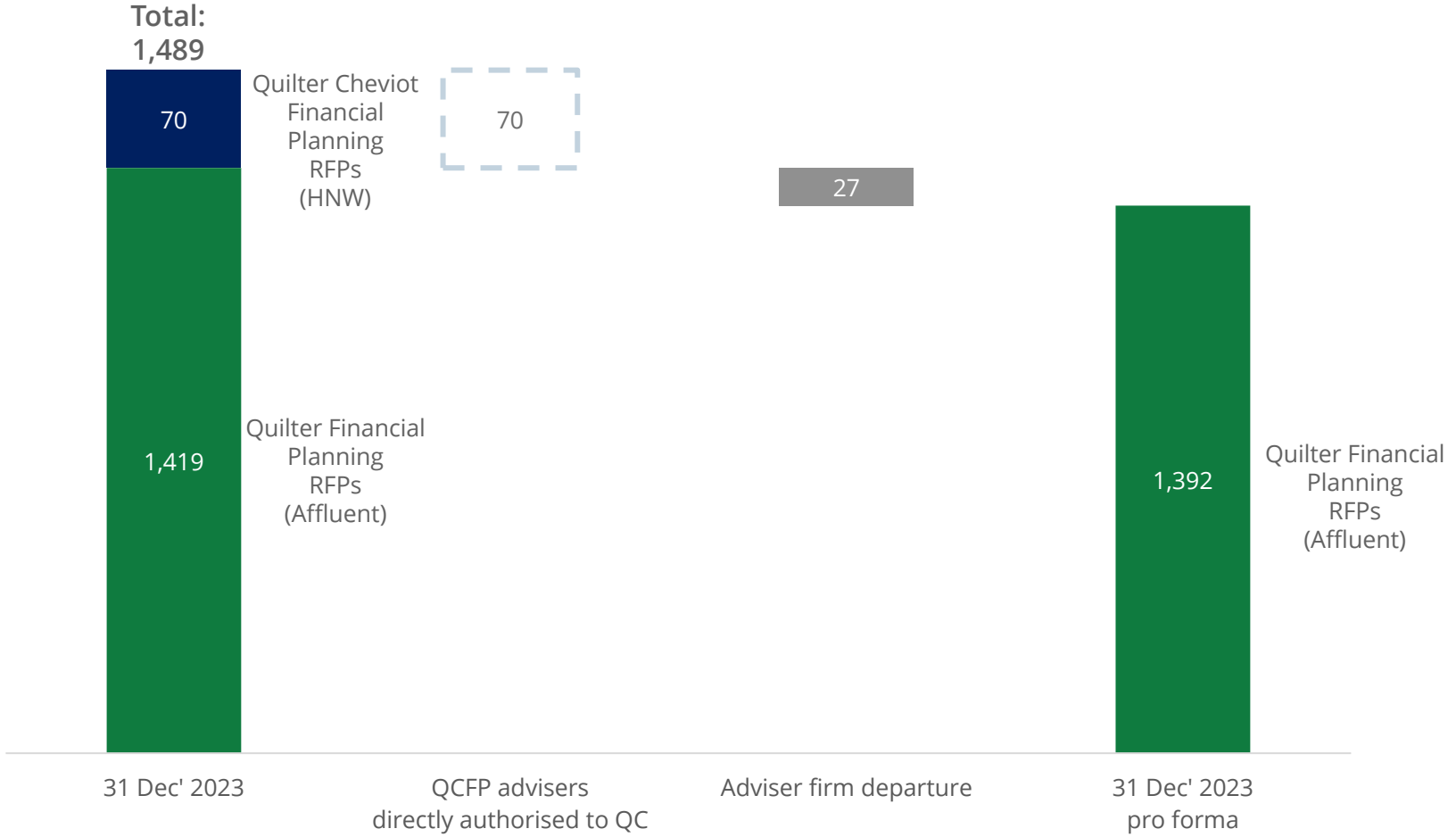
		Upfront			Ongoing p.a.				Total Equivalent p.a.	Financial Advice Included?
		Advice	Total	Total p.a./ 10 Years (A)	Advice	Wrapper / Admin	Investment Management	Total (B)	A+B	
Average fees, most popular investment, network adviser	QFP WS Blend Risk Level 5	1.08	1.08	0.11	0.66	0.21	0.58	1.45	1.56	Yes
Average fees for £500K investment, Network adviser Platform charge, various solutions	QFP - WS Active RL5	1.08	1.08	0.11	0.66	0.21	0.69	1.56	1.67	Yes
	QFP - WS Blend RL5	1.08	1.08	0.11	0.66	0.21	0.58	1.45	1.56	Yes
	QFP - WS Passive RL5	1.08	1.08	0.11	0.66	0.21	0.22	1.09	1.20	Yes
	QFP Cirilium Balanced Active	1.08	1.08	0.11	0.66	0.21	1.14	2.01	2.12	Yes
	QFP Cirilium Balanced Blend	1.08	1.08	0.11	0.66	0.21	0.73	1.60	1.71	Yes
	QFP Cirilium Balanced Passive	1.08	1.08	0.11	0.66	0.21	0.37	1.24	1.35	Yes

Source: Quilter plc – Based on actual charges made to clients over the last 12 months, produced for publication in December 2023.

Notes:

1. The outcome highlighted in bold is the outcome currently the predominant choice made by clients and their advisers. Advice + Platform + Wealth Select Blend (risk level 5).
2. Advice fees are a function of case size, the 108bps and 66bps are the average charges for a £500k portfolio based on actual cases written in 2023 for new business and current ongoing charges.
3. Platform fee is based on a £500k portfolio.
4. Investment management fee is inclusive of Quilter's margin and that paid to the underlying fund manager.

Post-year end movement in RFP headcount



Quilter Investors: investment performance

As at 31 December 2023

	Fund vs IA Sector comparator	1Y	3Y	5Y	10Y	Since inception ¹
Cirilium Active	Cirilium Conservative Portfolio	4	4	4	2	2
	Cirilium Balanced Portfolio	3	4	3	2	1
	Cirilium Moderate Portfolio	3	4	4	3	1
	Cirilium Dynamic Portfolio	3	4	3	3	1
	Cirilium Adventurous Portfolio	2	3	3		3
Cirilium Blend	Cirilium Conservative Blend Portfolio	3	2			2
	Cirilium Balanced Blend Portfolio	2	2			1
	Cirilium Moderate Blend Portfolio	2	2			2
	Cirilium Dynamic Blend Portfolio	2	1			2
	Cirilium Adventurous Blend Portfolio	1	1			1
WealthSelect Managed Active	WealthSelect Managed Active 3	1	1	1		1
	WealthSelect Managed Active 4	2	2	1		1
	WealthSelect Managed Active 5	1	1	1		1
	WealthSelect Managed Active 6	2	2	2		1
	WealthSelect Managed Active 7	2	1	1		1
	WealthSelect Managed Active 8	2	1	1		1
	WealthSelect Managed Active 9	2	1	1		1
	WealthSelect Managed Active 10	3	2	3		3
WealthSelect Managed Blend	WealthSelect Managed Blend 3	1	1	1		1
	WealthSelect Managed Blend 4	1	2	1		1
	WealthSelect Managed Blend 5	1	1	1		1
	WealthSelect Managed Blend 6	2	2	2		1
	WealthSelect Managed Blend 7	1	1	1		1
	WealthSelect Managed Blend 8	1	1	1		1
	WealthSelect Managed Blend 9	1	1	1		1
	WealthSelect Managed Blend 10	2	2	3		3

Investment performance

- WealthSelect managed portfolio continued to deliver a strong performance
- Cirilium Passive and Blend also performed well during the year
- Following the change in manager at Cirilium Active in late 2022, we have seen an improvement in performance.

Note: Past performance is not a guide to future performance and may not be repeated. UK: Suitable for professional clients.

Note: Rankings represent Quartile rankings against respective IA sectors. Cirilium Passive is not measured against an IA comparator and hence does not appear in this table.

1. Cirilium Active launched on 2nd June 2008, with the Adventurous portfolio launching in June 2017. Cirilium Blend launched on 27th July 2019 and WealthSelect launched on 28th February 2014.

High Net Worth: investment performance

Investment Performance

<i>31 December 2023</i>	Absolute Performance		
	1 Year	3 Year	5 Year
Quilter Cheviot DPS Client Steady Growth	8.3%	6.3%	28.4%
Quilter Cheviot DPS Equity Risk	10.0%	7.9%	35.0%

<i>31 December 2023</i>	Benchmark/Peer		
	1 Year	3 Year	5 Year
ARC PCI Steady Growth Index	7.2%	6.1%	27.6%
ARC PCI Equity Risk Index	8.3%	7.8%	34.6%

Highlights

- Steady Growth and Equity Risk clients received good absolute returns and relative to Asset Risk Consultants PCI peer group returns year-on-year
- Steady Growth and Equity Risk clients are ahead of the peer group average over 1, 3 and 5 years

Note: Past performance is not a guide to future performance and may not be repeated. UK: Suitable for professional clients.

Investor Relations programme

Financial calendar

Date	Event
24 April	Q1 2024 trading statement
23 May	Annual General Meeting
7 August	2024 Interim results
16 October	Q3 2024 trading statement

Upcoming investor conferences in H1 2024

Date	Event
13 March	Avior Corporate Summit, Cape Town
20 March	Berenberg UK Corporate Conference, London
15 May	UBS Pan European SMID-Cap Conference, London
30 May	Anchor Stockbrokers Financial Services Conference, Cape Town
5 June	Goldman Sachs European Financials Conference, Madrid