## Aberdeen Asset Management

Interim results to 31 March 2016



Martin Gilbert, Chief Executive and Bill Rattray, Finance Director 3 May 2016



#### Operational highlights

Market conditions remained difficult for much of the period

We remain focused on our fundamental investment processes and on delivering long term returns

Equity performance has recovered strongly in recent months

Management team strengthened with senior appointments in distribution and operations

Commitment to further development across our capabilities

Long term business efficiencies will reduce annualised costs by £70 million

## Financial highlights

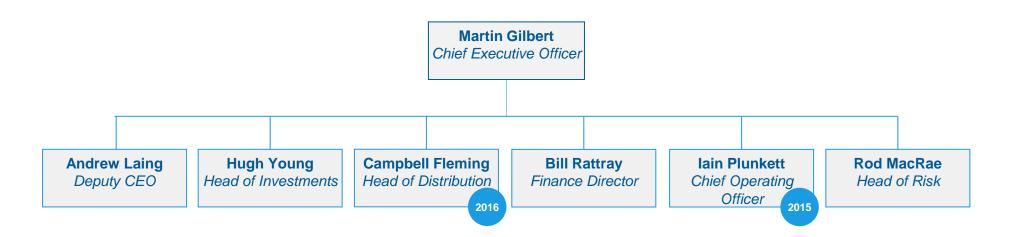
	1H 2015	2H 2015	1H 2016
Operating margin	44.7%	40.5%	32.2%
Underlying pre-tax profit	£270.2m	£221.4m	£162.9m
Underlying diluted EPS	16.2p	13.8p	9.6p
Interim dividend	7.5p		7.5p
Regulatory capital headroom	£221m	£238m	£218m
Period end AUM	£330.6bn	£283.7bn	£292.8bn

## New business flows – by asset class

		2 <sup>nd</sup> Half 2015			1st Half 2016	
	3Q 2015 £m	4Q 2015 £m	2H 2015 £m	1Q 2016 £m	2Q 2016 £m	1H 2016 £m
Inflows						
Equities	3,428	2,477	5,905	2,121	2,992	5,113
Fixed income	3,751	3,920	7,671	5,559	3,568	9,127
Aberdeen solutions	1,706	2,449	4,155	2,444	2,198	4,642
Property	675	627	1,302	791	1,784	2,575
	9,560	9,473	19,033	10,915	10,542	21,457
Outflows						
Equities	7,945	10,372	18,317	8,470	6,462	14,932
Fixed income	5,132	5,991	11,123	5,127	6,255	11,382
Aberdeen solutions	5,567	4,520	10,087	5,713	4,569	10,282
Property	810	1,275	2,085	697	899	1,596
	19,454	22,158	41,612	20,007	18,185	38,192
Net flows						
Equities	(4,517)	(7,895)	(12,412)	(6,349)	(3,470)	(9,819)
Fixed income	(1,381)	(2,071)	(3,452)	432	(2,687)	(2,255)
Aberdeen solutions	(3,861)	(2,071)	(5,932)	(3,269)	(2,371)	(5,640)
Property	(135)	(648)	(783)	94	885	979
	(9,894)	(12,685)	(22,579)	(9,092)	(7,643)	(16,735)

#### Management team strengthened

- Leadership of investment division simplified
  - Hugh Young, Head of Investments, now has oversight of all investment teams
  - Andrew McCaffery appointed Group Head of Solutions
  - Devan Kaloo appointed Global Head of Equities
- Campbell Fleming appointed Global Head of Distribution
- Iain Plunkett appointed Chief Operating & Technology Officer



## Full service capability

Equities	Fixed Income	Property	Alternatives	Quantitative	Multi-asset	Digital
<ul><li>Specialist markets</li><li>Proprietary research</li></ul>	<ul><li> Global reach</li><li> Wide range</li><li> LDI</li></ul>	<ul> <li>Bond-like risk; equity-like returns</li> <li>Local and macro view</li> </ul>	<ul><li>Counter-cyclical</li><li>Liquidity through FoF structure</li></ul>	<ul><li>Index</li><li>Low cost active</li><li>Enhanced beta</li></ul>	<ul> <li>Unconstrained</li> <li>Open architecture</li> <li>Strategic and tactical</li> <li>Top-down and bottom-up</li> </ul>	<ul> <li>User-friendly access and guidance</li> <li>Risk-rated portfolios</li> </ul>
First-mover advantage in new markets	Low risk market exposure	Income in low- yield environment	Returns despite market cycle	Value for money	Risk- and cost-control	End-to-end delivery

**Everything to meet clients' investment objectives** 



## Building and developing our enhanced capabilities

Multi asset	£84.9 bn	<ul> <li>Bespoke offering for insurers, wealth managers, pension schemes and institutions</li> <li>Products (eg Diversified Growth Fund &amp; Multi Asset Income Fund)</li> </ul>
Quantitative investments	£21.3 bn	Attractive asset class for a number of channels
Alternatives	£21.8 bn	<ul> <li>Platform strengthened by FLAG, Arden and Advance acquisitions</li> <li>A full service alternatives offering</li> <li>Building out capabilities, including global private equity, hedge fund solutions and liquid alternatives</li> </ul>
Property	£19.6 bn	<ul> <li>Focused on core capabilities where we can add value: fund and 'asset' management</li> <li>Exit or outsource low margin property management services</li> <li>Increasing opportunities in residential and regional funds</li> </ul>

#### Focus on increasing longer term business efficiency

- Target for efficiency savings increased to £70 million
- Limited impact for FY 2016, £50 million of savings in place by start of FY 2017
- Focus to date:
  - Headcount reductions achieved by management of turnover in middle and back office
  - Discretionary expenditure reduced
  - Close control of other overheads
- Ongoing actions:
  - Review of strategic outsourcing relationships
  - Outsourcing of low margin property management services
  - Process improvement review in operations and support functions

## Financial results

### Key points

Revenue and margin impacted by net outflows and subdued markets

Blended fee rate reduced due to product mix

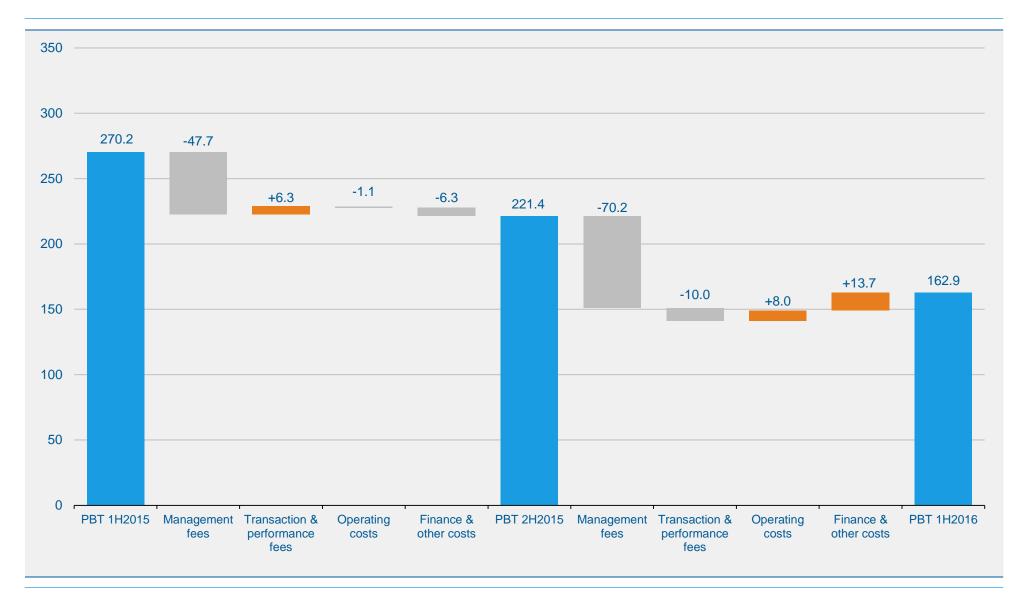
Focus on business efficiencies to deliver significant cost savings

Robust regulatory capital headroom

## Reconciliation of changes in AuM

	Equities	Fixed income	Aberdeen solutions	Property	Total
	£bn	£bn	£bn	£bn	£bn
AuM at 30 September 15	80.1	65.6	119.0	19.0	283.7
Net new business flows	(9.8)	(2.3)	(5.6)	1.0	(16.7)
Corporate transactions	-	-	9.5	(1.7)	7.8
Markets and performance	4.3	1.4	3.8	0.6	10.1
FX movements	3.7	2.2	1.3	0.7	7.9
AuM at 31 March 16	78.3	66.9	128.0	19.6	292.8
Average AuM	78.4	66.3	122.9	19.5	287.1

#### Profit before tax



## Income statement progression

	1H 2015 £m	Margin	2H 2015 £m	Margin	FY 2015 £m	Margin	1H 2016 £m	Margin
Revenue	605.2		563.8		1,169.0		483.6	
Staff costs	209.1	34.6%	195.2	34.6%	404.3	34.6%	205.5	42.5%
Other costs	125.5	20.7%	140.5	24.9%	266.0	22.7%	122.2	25.3%
Total operating costs	334.6	55.3%	335.7	59.5%	670.3	57.3%	327.7	67.8%
Operating profit	270.6	44.7%	228.1	40.5%	498.7	<u>42.7%</u>	155.9	32.2%
Net finance costs	1.5		1.0		2.5		0.9	
Other gains & losses	(1.9)		(7.7)		(9.6)		6.1	
Profit before taxation	270.2		221.4		491.6		162.9	
Taxation	(45.6)		(29.1)		(74.7)		(25.8)	
Profit for the period	224.6		192.3		416.9		137.1	
Effective tax rate	<u>16.9%</u>				<u>15.2%</u>		<u>15.8%</u>	

#### Cost efficiencies – target increased to £70 million

	Annualised	1H 2016	2H 2016	1H 2017	2H 2017	2018
	£m	£m	£m	£m	£m	£m
Phasing of savings	70	12	28	50	70	70

- Majority of savings to be achieved in 2017
- Includes savings from exiting certain low margin property management services
- Costs of implementation estimated at £25 million, to be expensed as incurred

### Cashflow

		1H 2016 £m
Operating cashflow, after interest and tax		94.6
Capital expenditure and long term investment	(19.4)	
Net increase in seed capital	(11.1)	(30.5)
Hedging of deferred variable remuneration		
EBT purchases of Aberdeen shares	(33.8)	(33.8)
Coupon payments on capital securities & preference shares		(14.6)
		15.7
Returns to shareholders		
Ordinary dividend payments		(154.2)
Net cash outflow, excluding acquisitions		(138.5)
Acquisition-related cash flows		
Consideration for Arden, Advance and Parmenion	(55.1)	
Integration and deal-related costs	(4.3)	(59.4)
Net cash outflow		(197.9)

## Regulatory capital

	Regulatory status	Mar 15 £m	Sep 15 £m	Sep 15 Pro forma £m	Mar 16 £m
Ordinary shareholders' funds – as reported		1,736	1,736	1,736	1,690
Less: provision for dividend		(98)	(154)	(154)	(96)
	CET1	1,638	1,582	1,582	1,594
5.0 % Preference shares	AT1	-	100	100	100
	Tier 1	1,638	1,682	1,682	1,694
7.0% Perpetual capital securities	Tier 2	322	322	322	322
		1,960	2,004	2,004	2,016
Less: intangible assets, net of deferred tax		(1,396)	(1,400)	(1,500)	(1,432)
Less: pension surplus, net of deferred tax		(13)	(24)	(24)	(24)
Less: other deductions		(10)	(7)	(7)	(7)
Total regulatory capital after deductions		541	573	473	553
Pillar 2 regulatory capital requirement					
To cover operational risk		250	250	250	240
To cover credit and market risk		70	85	85	95
Total Pillar 2 requirement		320	335	335	335
Surplus over Pillar 2 requirement		238	238	138	218

<sup>\* 2015</sup> pro forma was adjusted for the expected effects of the subsequent completion of the Arden, Advance and Parmenion acquisitions



### **Summary**

#### Rigorous cost management

Efficiencies remain on track. Annualised efficiencies of £70 million

#### Distinctive and strong capabilities

Now have a full service offering. Committed to growing alternatives and solutions, but our traditional strengths remain equally important

#### **Broad distribution base/investment**

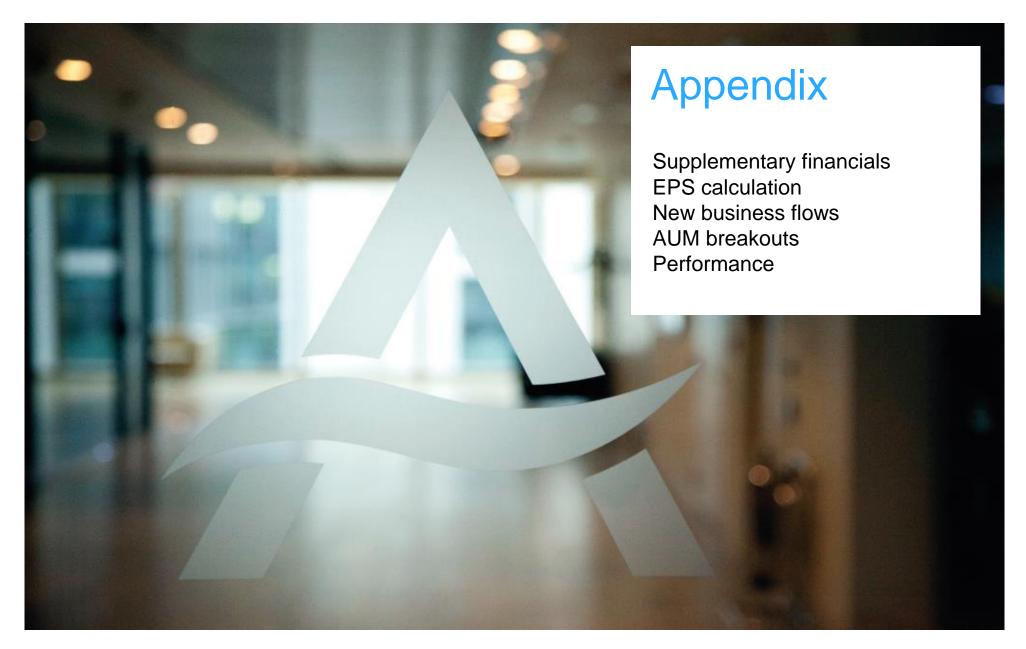
 Expanded growth opportunities for our new Head of Distribution to build on

#### M&A

 Will look at small but strategically important M&A

#### **Balance sheet and capital**

Healthy balance sheet, with substantial regulatory capital headroom





# Revenue analysis

	1H 2015		2H 2015		FY 2015		1H 2016	
	£m		£m		£m		£m	
Management fees	597.3	99%	549.6	97%	1,146.9	98%	479.4	99%
Transaction fees	4.5	1%	4.1	1%	8.6	1%	2.7	1%
	601.8	100%	553.7	98%	1,155.5	99%	482.1	100%
Performance fees	3.4	0%	10.1	2%	13.5	1%	1.5	0%
	605.2	100%	563.8	100%	1,169.0	100%	483.6	100%

### Performance fees

	1H 2015		2H 20	2H 2015		FY 2015		1H 2016	
	£m		£m		£m		£m		
Facilities	4.0	050/	4.0	400/	0.4	450/	0.0	400/	
Equities	1.2	35%	4.9	48%	6.1	45%	0.2	13%	
Fixed income	0.4	12%	-	-	0.4	3%	-	-	
Aberdeen solutions	1.2	35%	3.4	34%	4.6	34%	0.3	20%	
Property	0.6	18%	1.8	18%	2.4	18%	1.0	67%	
Revenue	3.4	100%	10.1	100%	13.5	100%	1.5	100%	

### Blended fee rate

	Actual 2015	Actual 1H 2015	Actual 2H 2015	1H 2016
Equities	66.4	65.8	66.4	65.9
Fixed income	21.1	21.2	20.9	18.8
Aberdeen solutions	17.4	17.8	16.9	18.2
Property	49.4	50.0	48.8	47.6
Blended average management fee	36.1	36.5	35.5	33.4

### Revenues, costs and margin





## Analysis of operating expenses

	1H 2015 £m	2H 2015 £m	FY 2015 £m	1H 2016 £m
Staff costs	209.1	195.2	404.3	205.5
Third party admin	30.9	30.5	61.4	34.0
Accommodation	13.9	16.6	30.5	13.9
IT	20.8	19.1	39.9	22.7
Marketing	12.8	16.1	28.9	9.2
Depreciation	4.1	4.5	8.6	3.8
Other	43.0	53.7	96.7	38.6
Non staff costs	125.5	140.5	266.0	122.2
	334.6	335.7	670.3	327.7

## Seed capital used to support launch of new funds

	FY 2015 £m	1H 2016 £m
Equities	40.4	22.1
Fixed income	36.0	52.0
Multi asset	38.2	34.8
Alternatives	29.7	57.5
Accounting adjustment for consolidation rules	4.6	34.0
Total	148.9	200.4

Increased commitment to seed capital, both number and value of funds



### Share count for EPS calculations

	FY 2015	1H 2016
Average shares in issue (million)	1,329.2	1,317.9
Less: shares held by EBT to match deferred share awards	(35.6)	(33.2)
Share count for basic EPS calculation	1,293.6	1,284.7
Dilution shares re options & deferred share awards	28.8	20.4
Share count for diluted EPS calculation	1,322.4	1,305.1

## New business flows



## New business flows – by asset class

	Group			
	1H 2015 £m	2H 2015 £m	FY 2015 £m	1H 2016 £m
Inflows				
Equities	9,928	5,905	15,833	5,113
Fixed income	7,903	7,671	15,574	9,127
Aberdeen solutions	4,049	4,155	8,204	4,642
Property	1,566	1,302	2,868	2,575
	23,446	19,033	42,479	21,457
Outflows				
Equities	13,872	18,317	32,189	14,932
Fixed income	10,821	11,123	21,944	11,382
Aberdeen solutions	7,960	10,087	18,047	10,282
Property	2,090	2,085	4,175	1,596
	34,743	41,612	76,355	38,192
Net flows				
Equities	(3,944)	(12,412)	(16,356)	(9,819)
Fixed income	(2,918)	(3,452)	(6,370)	(2,255)
Aberdeen solutions	(3,911)	(5,932)	(9,843)	(5,640)
Property	(524)	(783)	(1,307)	979
	(11,297)	(22,579)	(33,876)	(16,735)

### New business flows

	Group		
	1Q 2016 £m	2Q 2016 £m	1H 2016 £m
Inflows			
Equities	2,121	2,992	5,113
Fixed income	5,559	3,568	9,127
Aberdeen solutions	2,444	2,198	4,642
Property	791	1,784	2,575
	10,915	10,542	21,457
Outflows			
Equities	8,470	6,462	14,932
Fixed income	5,127	6,255	11,382
Aberdeen solutions	5,713	4,569	10,282
Property	697	899	1,596
	20,007	18,185	38,192
Net flows			
Equities	(6,349)	(3,470)	(9,819)
Fixed income	432	(2,687)	(2,255)
Aberdeen solutions	(3,269)	(2,371)	(5,640)
Property	94	885	979
	(9,092)	(7,643)	(16,735)



## New business flows – Equities

		Group	
Inflows	1Q 2016 £m	2Q 2016 £m	1H 2016 £m
Asia Pacific	1,099	806	1,905
Global emerging markets	710	1,637	2,347
Europe	9	145	154
Global & EAFE	136	218	354
UK	51	40	91
US	116	146	262
	2,121	2,992	5,113
Outflows			
Asia Pacific	2,969	2,205	5,174
Global emerging markets	1,639	1,571	3,210
Europe	42	188	230
Global & EAFE	3,678	2,245	5,923
UK	73	172	245
US	69	81	150
	8,470	6,462	14,932
Net flows			
Asia Pacific	(1,870)	(1,399)	(3,269)
Global emerging markets	(929)	(1,333)	(863)
Europe	(33)	(43)	(76)
Global & EAFE	(3,542)	(2,027)	(5,569)
UK	(22)	(132)	(154)
US	47	65	112
	(6,349)	(3,470)	(9,819)

#### New business flows – Fixed income

		Group	
Inflows	1Q 2016 £m	2Q 2016 £m	1H 2016 £m
Asia Pacific	16	19	35
Australia	96	96	192
Convertibles	52	10	62
Emerging markets	174	231	405
Europe	60	26	86
Global	54	204	258
High yield	223	200	423
Money market	3,573	2,373	5,946
UK	1,181	346	1,527
US	130	63	193
	5,559	3,568	9,127
Net flows			
Asia Pacific	(53)	(191)	(244)
Australia	(400)	(207)	(607)
Convertibles	9	(20)	(11)
Emerging markets	(181)	(895)	(1,076)
Europe	(304)	(16)	(320)
Global	(73)	31	(42)
High yield	(255)	(103)	(358)
Money market	1,768	42	1,810
UK	(121)	(232)	(353)
US	42	(1,096)	(1,054)
	432	(2,687)	(2,255)

## New business flows – Aberdeen solutions

		Group	
Inflows	1Q 2016 £m	2Q 2016 £m	1H 2016 £m
Quantitative investments	429	215	644
Multi asset	1,936	1,711	3,647
Alternatives	79	272	351
	2,444	2,198	4,642
Outflows			
Quantitative investments	1,015	1,165	2,180
Multi asset	4,451	3,090	7,541
Alternatives	247	314	561
	5,713	4,569	10,282
Net flows			
Quantitative investments	(586)	(950)	(1,536)
Multi asset	(2,515)	(1,379)	(3,894)
Alternatives	(168)	(42)	(210)
	(3,269)	(2,371)	(5,640)

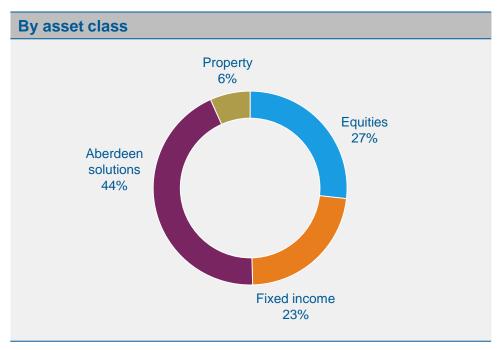


## AuM breakouts



#### A diversified asset base

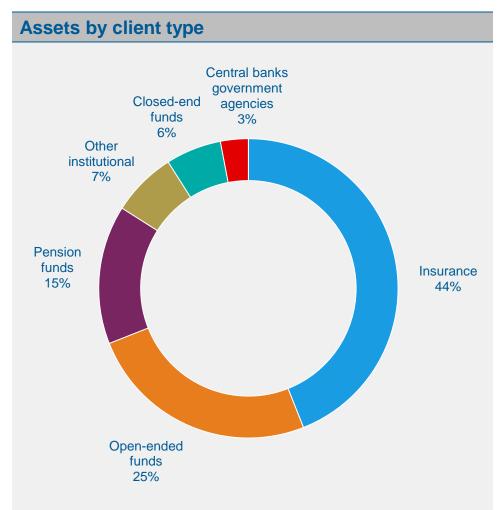
31 March 16	£bn
Equities	78.3
Fixed Income	66.9
Aberdeen Solutions	128.0
Property	19.6
Total	292.8

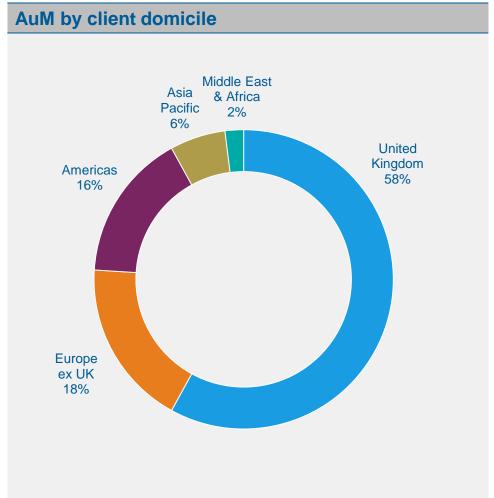


Our strategy for diversification has progressed further



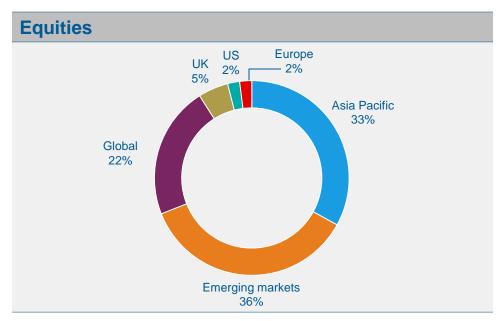
## Broad distribution base to support more capabilities



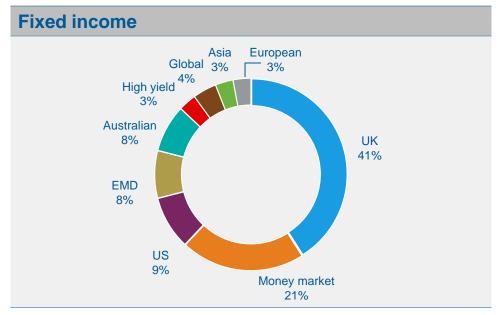




## Equities & Fixed income analysis



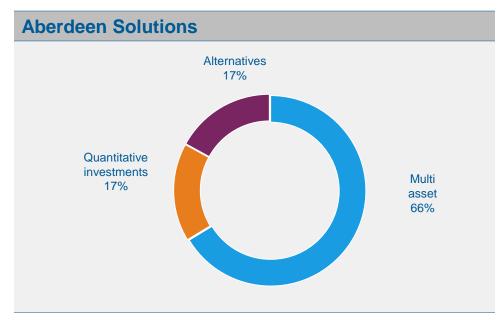
31 March 16	£bn
Asia Pacific	26.0
Emerging markets	28.4
Global	17.2
UK	4.0
US	1.3
Europe	1.4
Total	78.3



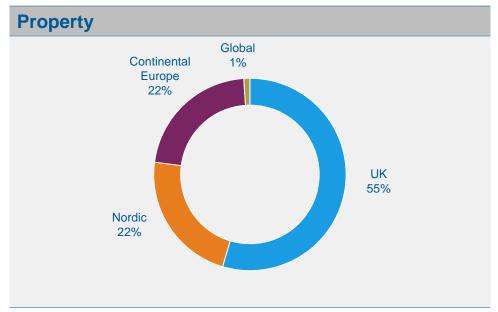
31 March 16	£bn
UK	27.1
Money market	14.2
US	6.1
EMD	5.4
Australian	5.1
High Yield	2.3
Global	2.9
Asia	2.0
European	1.8
Total	66.9



## Aberdeen solutions and Property analysis



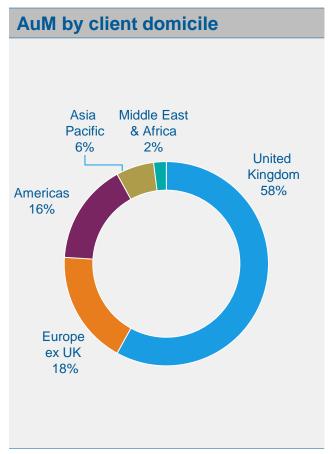
31 March 16	£bn
Multi asset	84.9
Quantitative investments	21.3
Alternatives	21.8
Total	128.0

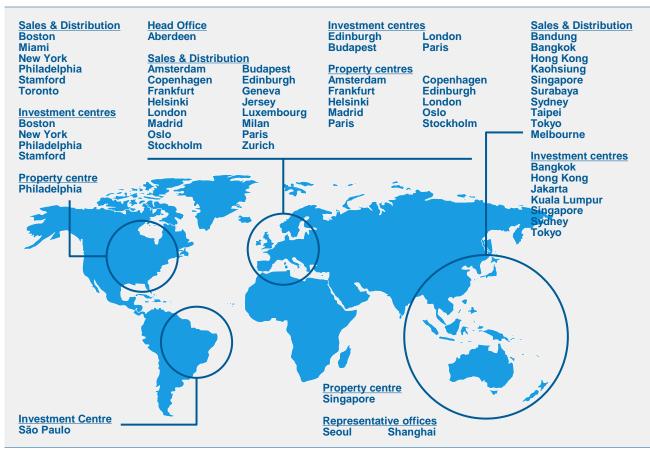


31 March 16	£bn
UK	10.7
Nordics	4.4
Continental Europe	4.3
Global	0.2
Total	19.6



#### International reach: 38 offices across the world





Source: Aberdeen Asset Management, 31 Mar 16 AuM data as at 31 Mar 16

Global reach, local understanding, independent thinking



## **Performance**



### **Equity performance**

To 31 March 2016

	YTD		1 year		3 years		5 years		10 years	
	Aberdeen % pa	Benchmark % pa								
Asia Pacific ex Japan Equity 1	3.63	4.52	-12.76	-8.42	-2.26	0.83	2.19	2.33	8.45	7.61
Emerging Markets Equity <sup>2</sup>	11.10	8.45	-5.17	-8.80	-2.42	-2.38	2.55	-1.68	10.35	5.30
Global Equity ex US <sup>9</sup>	5.58	2.28	-8.90	-5.79	-0.93	2.62	3.27	2.99	5.80	4.34
Global Equity 3	6.03	2.35	-5.49	0.29	2.12	9.40	5.96	9.48	7.04	6.85
UK Equities <sup>4</sup>	0.99	-0.41	-6.63	-3.92	1.52	3.67	5.99	5.69	5.04	4.70
Pan Euro Equities 5	2.86	0.47	-7.57	-4.37	1.32	5.23	4.51	4.81	3.99	4.67
North American Equity <sup>6</sup>	4.70	3.93	0.51	5.13	9.91	13.89	10.74	14.04	8.92	9.04
Japan Equities 7	0.37	-3.46	0.18	-1.72	8.51	6.89	11.34	7.20	4.59	1.81
Europe ex UK Equities 8	2.74	0.58	-2.97	-4.16	3.91	6.50	5.43	4.78	4.41	4.87

Benchmark 1 MSCI AC Asia Pacific ex Japan

Benchmark 2 MSCI Emerging Markets

Benchmark 3 MSCI World
Benchmark 4 FTSE All Share
Benchmark 5 FTSE World Europe

Benchmark 6 S&P 500

Benchmark 7 Topix (Tokyo First Section)
Benchmark 8 FTSE World Europe ex UK

Benchmark 9 MSCI EAFE switched on 31/12/06 to MSCI AC World ex US

Source: Total return, gross of fees, GBP. Composite performance displayed, Aberdeen Asset Management, BNP Paribas



#### Fixed income performance

#### To 31 March 2016

	1 year		3 years		5 years		10 years	
	Aberdeen % pa	Benchmark % pa						
Global Government <sup>1</sup> (USD)	4.86	5.92	0.74	0.49	1.13	1.16	4.47	4.19
Global Aggregate Core <sup>2</sup> (USD)	3.27	4.57	1.12	0.87	1.78	1.81	3.86	4.35
Global Credit <sup>3</sup> (USD)	1.94	2.72	1.59	1.29	2.76	2.58	n/a	n/a
Global Bond: Global High Inc 14 (USD)	-9.36	-1.47	0.03	3.20	3.12	5.51	6.60	7.54
US Core 4 (USD)	1.83	1.96	3.03	2.50	4.73	3.78	4.64	4.90
US Core Plus 4 (USD)	0.96	1.96	2.90	2.50	4.77	3.78	4.90	4.90
US Total Return Bond 13 (USD)	1.68	1.96	2.20	2.50	4.17	3.78	5.65	4.90
Euro Aggregate Core 5 (EUR)	0.16	0.68	5.07	5.49	6.13	6.43	4.71	4.96
Euro Corporate <sup>6</sup> (EUR)	0.40	0.52	4.39	3.98	5.80	5.43	4.08	4.48
Euro High Yield 7 (EUR)	4.41	-0.47	6.68	5.95	6.73	8.78	5.62	7.97
UK Aggregate Bond 8 (GBP)	1.39	2.42	4.66	4.89	6.60	6.99	5.70	5.46
Emerging Market Debt - Plus 9 (USD)	0.86	4.19	1.00	3.44	5.51	6.22	7.37	7.20
Australian 10 (AUD)	2.35	1.97	5.63	5.39	6.86	6.63	6.94	6.32
US Dollar High Yield 11 (USD)	-6.32	-3.99	-0.37	1.75	3.97	5.59	n/a	n/a
EMD - Corporate Bond <sup>15</sup> (USD)	3.92	2.81	2.54	2.85	5.21	4.93	n/a	n/a
UK Absolute Return Bond <sup>16</sup> (GBP)	-1.26	0.59	-0.58	0.55	1.91	0.66	n/a	n/a
Asian Fixed Income 12 (USD)	1.65	2.69	0.25	0.25	2.55	2.54	n/a	n/a

Benchmark 1 C	itiaroup	WGBI
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Benchmark 2 Barclays Global Aggregate

Source: Total return, gross of fees, base currency, Aberdeen Asset Management



Benchmark 3 Barclays Global Aggregate ex Treasuries

Benchmark 4 Barclays US Aggregate Bond Index

Benchmark 5 Barclays Euro Aggregate

Benchmark 6 Barclays Euro Aggregate Corporate

Benchmark 7 JPMorgan Euro High Yield to 31/03/2014 thereafter Merrill Lynch Euro High Yield Constrained

Benchmark 8 Iboxx Sterling Overall Bonds Index

Benchmark 9 JPM EMBI Global Diversified

Benchmark 10 Bloomberg Ausbond Australia Composite Bond Index

Benchmark 11 Credit Suisse Upper Tier High Yield Index to 31/12/11 thereafter US High Yield Master II Index

Benchmark 12 HSBC Asian Local Bond Index

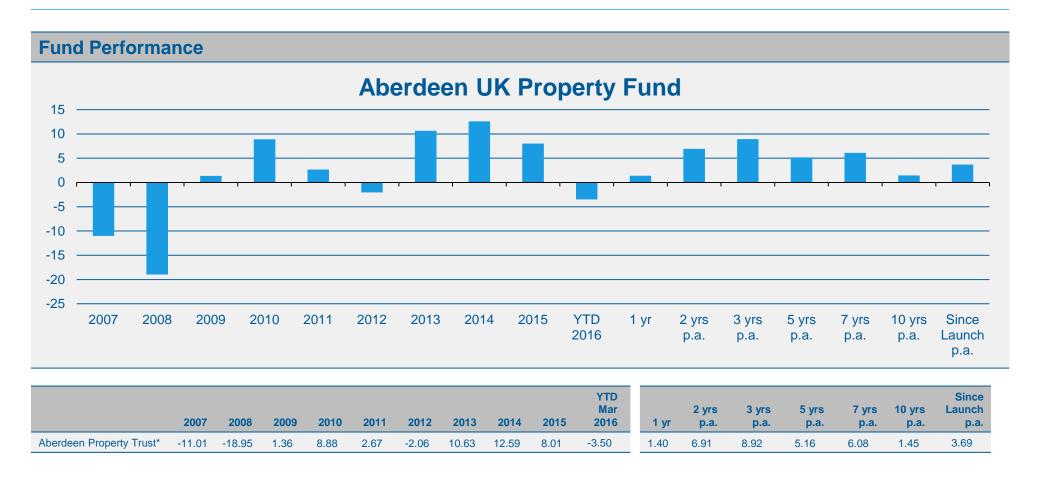
Benchmark 13 20% JPMorgan Global Bond x US & 80% ML 1-10y Gov / Corp to 30/06/05 and thereafter Barclays U.S. Aggregate Bond Index

Benchmark 14 Merrill Lynch Global High Yield Constrained USD Hedged RI

Benchmark 15 JPM Corporate EMBI Broad Diversified

Benchmark 16 3 Month LIBOR

### Aberdeen UK Property Performance



Basis: Aberdeen UK Property A Acc, net of charges, net income re-invested, GBP Source: Lipper, Aberdeen Asset Management; Data to 31 March 16, Updated 27 April 16 Aberdeen UK Property A Acc is the successor of the Aberdeen Property Trust A Acc



#### Important information

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