

Welcome to the
Aberdeen Group plc
2025 Annual General Meeting

8 May 2025



Sir Douglas Flint

Chairman, Aberdeen Group plc

8 May 2025





**Please switch off mobile phones
and other electronic devices**

2025 Annual General Meeting

8 May 2025



Agenda

- Chairman and CEO updates
- Voting commences
- Q&A
- Voting closes

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2024 dividends

Final dividend of

7.3p

per share

Total dividend of

14.6p

per share for
the full year

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Jason Windsor

CEO, Aberdeen Group plc

8 May 2025



Welcome



A Wealth & Investments group that is gaining momentum

Strengthening our foundations

- Three core businesses, each with scale positions and headroom for growth
- Simplifying our business, focusing on where we have competitive advantage
- New management structure and leadership

Improving performance but more to do

- Results improving across all three businesses
- Adjusted operating profit up 2% to £255m, and net capital generation up 34% to £238m
- Transformation on track to deliver at least £150m in cost savings by the end of 2025

Focus on delivering our priorities

- Transform performance
- Improve client experience
- Strengthen talent and culture



Improved profitability and capital generation

- Adjusted operating profit up 2%
- Revenue 6% lower
- Adjusted operating expenses down 7%
- Maintaining dividend of 14.6p per share
- Dividend cover improved on FY23



Profit growth across all three businesses

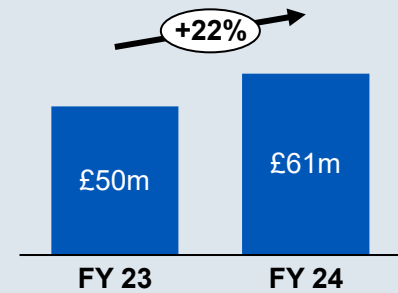
interactive investor



Adviser



Investments



Q1 trading update and 2025 progress

interactive
investor

Continued strong organic customer growth

450k

UK retail
customers

Adviser

Outflows reducing and service levels restored

>30%

Improvement in
outflows vs Q1
2024

Investments

Repositioning to win in areas of strength and market growth

c.£6bn

Quant mandate
brings IR&W into
positive flows YTD


Group

Good progress against objectives despite market uncertainty

>£150m

2025
annualised cost
saving target



**Our Purpose is to enable our
clients to be better investors**



A woman with long blonde hair is seen from the side, looking down at a tablet computer. The tablet screen shows a social media profile with a circular profile picture of a man and some text. The background is blurred, showing what appears to be a public space with other people.

ii Managed ISA
helping attract
less confident
investors

London's £1bn
Silvertown Tunnel
Aberdeen is the
largest shareholder



ESG hub
supporting
advisers with
client needs





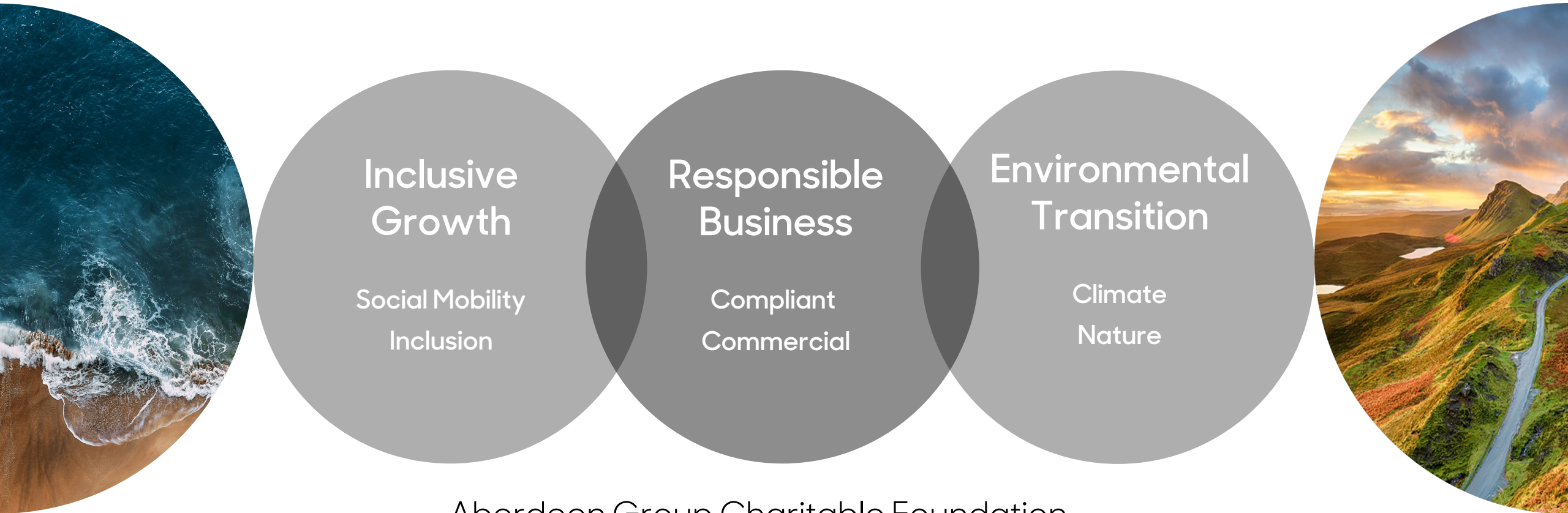
Investment partner
to Singapore's
Trust Bank

Advising
Scottish Widows
on new LTAF



SCOTTISH WIDOWS

Our Sustainability strategy



workingrite



Coded by:



**The
Alan Turing
Institute**

Our strategic focus areas and delivery ambition

interactive investor

Adviser

Investments

Group

FY 2026 Targets

Customer growth 8% p.a.

Cost/AUMA ratio <20 bps

Net Promoter Score >+40

Net flows >£1bn inflows

Investment performance
(vs. benchmark) >70%

Adjusted operating profit >£100m

Adjusted operating profit >£300m

Net capital generation c.£300m

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Voting



Your questions

2025 Annual General Meeting

8 May 2025





Resolution results

2025 Annual General Meeting

8 May 2025



Aberdeen Group plc 2025 Annual General Meeting

Thank you for attending

8 May 2025

