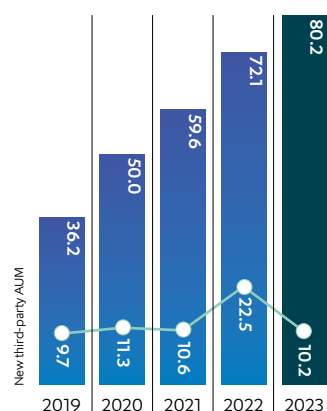


Measuring progress

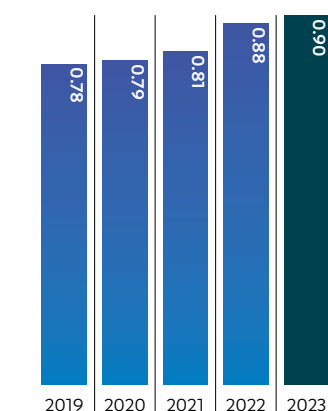
Total AUM¹ (\$bn) ^A

\$80.2bn



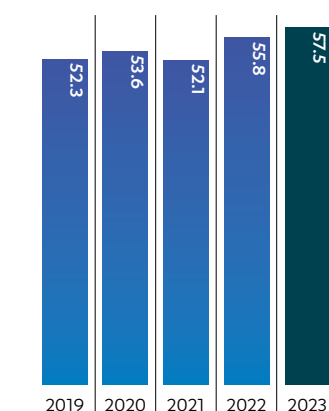
Weighted-average fee rate (%) ^A

0.90%

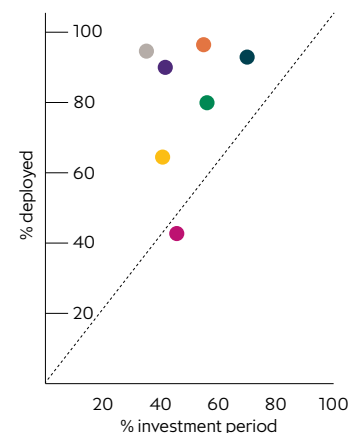


FMC operating margin (%) ^A

57.5%



Deployment of direct investment funds (%)



Rationale

Raising third-party funds is one of the leading indicators of the Group's profitability.

We expect to raise at least \$40.0bn in aggregate over FY22 to FY24.

The weighted-average management fee rate on fee-earning AUM is a measure of profitability.

Fee rates vary across our strategies. The weighted-average fee rate will depend on the composition of fee-earning AUM.

The FMC operating margin is a measure of the efficiency of our fund management activities. The Group has invested substantially in its growth and the return on this investment is measured through the operating margin. The Group is targeting a margin above 50% for its fund management business.

Direct investment funds have a defined investment period. We monitor progress against a straight-line deployment basis as an indicator of timing for any subsequent fund raising.

Outcome

Total AUM of \$80.2bn up 14% compared to FY22 on a constant currency basis.

Third-party fundraising in line with guidance at \$10.2bn; on track to meet accelerated fundraising target of \$40bn.

The effective management fee rate on our fee-earning AUM at the period end was 0.90% (FY22: 0.88%). The increase was due to the fundraising within Structured and Private Equity in strategies with higher fee rates charging fees on committed capital as well as a positive mix effect in other asset classes.

The FMC operating margin of 57.5% (FY22: 55.8%) was materially above our medium-term guidance of above 50%, driven in part by catch-up fees and a strong focus on cost control.

During the period we deployed a total of \$10.5bn of AUM on behalf of our direct investment funds (FY22:\$15.0bn).

Key to funds

- North America
- Real Estate Partnership Capital VI
- Infrastructure Equity Fund I
- Europe Mid-Market Fund
- Strategic Equity Fund IV
- Sale & Leaseback Fund I
- Asia Pacific Fund IV

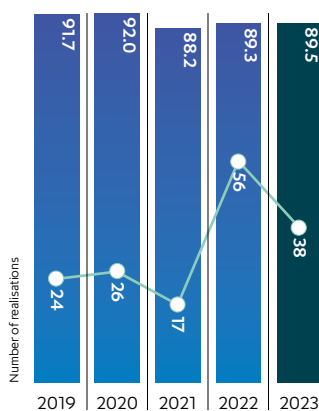
Strategic alignment

- ^A Alternative performance measures - see page 54

1. During the year the Group updated its AUM measurement policy, see page 54.

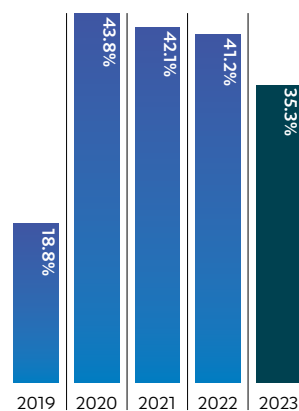
Percentage of realised assets exceeding performance hurdle (%)

89.5%



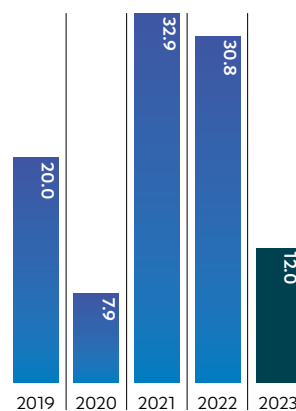
UK senior management gender diversity (%)

35.3%



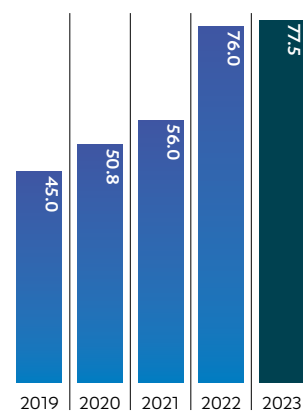
Return on equity (%) ^A

12.0%



Ordinary dividend per share (p)

77.5p



Rationale

An indicator of our ability to manage portfolios to maximise value is the level of realised assets for which the return is above the fund performance hurdle rate. This is the minimum return level clients expect and the point at which the Group earns performance fees.

Details of the hurdle rate per fund can be found on page 215.

We believe a more diverse and inclusive workforce will enhance the delivery of our strategic objectives and shareholder value. We have pledged to increase the number of women in senior management roles in an industry in which senior investment positions are predominantly held by men.

Return on equity reflects the post-tax performance of the Fund Management Company and the Investment Company as well as the level of balance sheet equity.

The Group's ability to pay dividends and return value to shareholders is a measure of its ability to generate returns from managing third-party funds.

The Group's dividend policy is progressive. Over the long-term, the Board intends to increase the dividend per share by at least mid-single digit percentage points annually.

Outcome

Our strategies continued to perform strongly. The outcome for the year on this KPI is in line with our long-term average.

Following a change in management organisation during the year the Group has maintained its gender diversity above the Women in Finance target.

Group profit after tax of £229.3m (FY22: £538.0m) driven by an increased FMC profit before tax of £310.7m (FY22: £286.2m) offset by an IC loss of £52.6m (FY22: Profit £282.6m), and a higher group effective tax rate of 11.2% (FY22: 5.4%).

Group net asset value was largely unchanged at £1,977m (FY22: £1,995m).

Our progressive dividend policy has been maintained, with a 2% increase in dividend per share compared to FY22.

Over the last five years our ordinary dividend per share has increased at an annualised rate of 21%.