

Key performance indicators

Progress against our KPIs

Our KPIs include alternative performance measures, providing additional insight into the performance of our business.

A Alternative performance measures

The UK-adopted IAS financial information on page 119 includes the impact of the consolidated funds which are determined by UK-adopted IAS to be controlled by the Group, although the Group's loss exposure to these funds is limited to the capital invested by the Group in each fund and the associated net investment returns.

The glossary on page 189 includes the definitions of these alternative performance measures and reconciliation to the relevant IFRS measures.

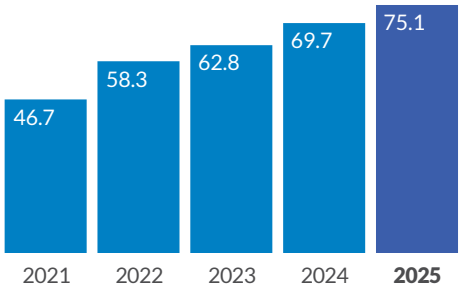
Our Key Performance Indicators (KPIs) help us monitor our progress:

Key Performance Indicator	
Fee-earning AUM	A
Weighted-average fee rate	A
Fund Management Company operating margin	A
Deployment of direct investment funds	
Percentage of realised assets exceeding performance hurdle	

See more on our strategic objectives on page 13

Fee-earning AUM \$bn **A**

\$75.1bn



Rationale

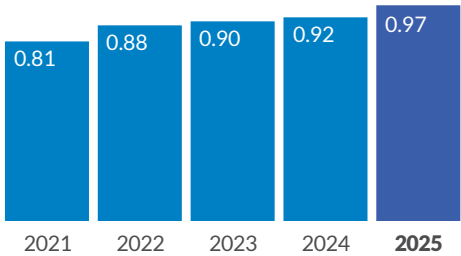
Growing fee-earning AUM is a key driver of the Group's management fees, when combined with the weighted-average management fee rate.

Outcome

Fee-earning AUM of \$75.1bn up 8% compared to FY24 on a constant currency basis. See page 17 for further discussion.

Weighted-average fee rate % **A**

0.97%



Rationale

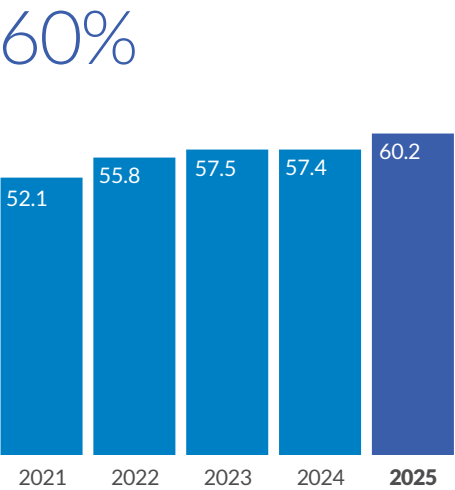
The weighted-average management fee rate on fee-earning AUM indicates the level of management fees the Group earns on its fee-earning AUM. Fee rates vary across our strategies, and the weighted-average fee rate will depend on, amongst other things, the composition of fee-earning AUM.

Outcome

The effective management fee rate on our fee-earning AUM at the period end was 0.97% (FY24: 0.92%).

Key performance indicators continued

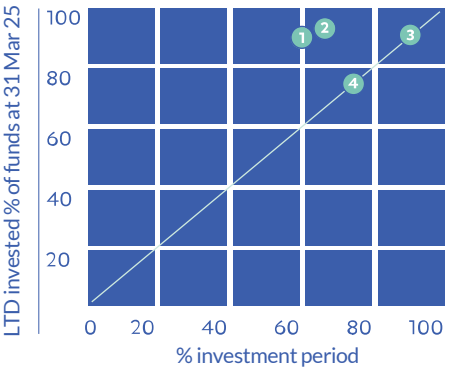
FMC operating margin % A



Rationale
The FMC operating margin is a measure of the efficiency of our fund management activities.

Outcome
The FMC operating margin was 60.2% (FY24: 57.4%). See page 24 for further discussion.

Deployment of direct investment funds %

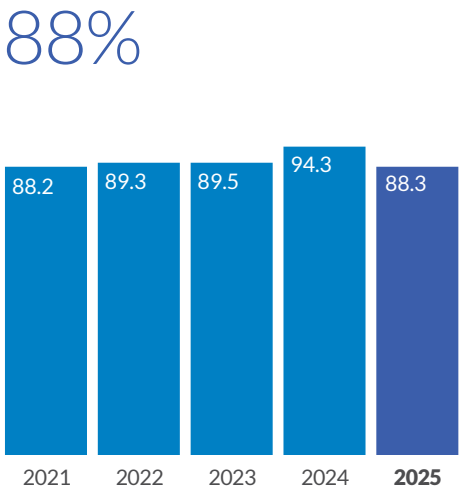


Rationale
Direct investment funds have a defined investment period. We monitor progress against a straight-line deployment basis as an indicator of timing for subsequent fund raising.

Outcome
During the period we deployed a total of \$17.5bn of AUM on behalf of our direct investment funds (FY24: \$7.7bn).

- Key to deployment funds**
- 1 Europe VIII
 - 2 LP Secondaries I
 - 3 RE Partnership VI
 - 4 ICAP IV

Percentage of realised assets exceeding performance hurdle %



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.

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