



# Aberdeen Group plc

Full year results 2025

Presentation transcript

3 March 2026

## **Jason Windsor – Chief Executive Officer**

Good morning everyone; Siobhan and I would like to welcome you all to our Full Year Results presentation.

Looking back over last year, I am encouraged by the progress we are making against our strategy. Our efforts mean that the business is now in much better shape, as we pursue our ambition to be the UK's leading Wealth & Investments group.

Before I kick-off, just a quick word on the agenda.

I am going to begin with the highlights. I'll then hand over to Siobhan, who will take you through the financial performance, and our capital position. I'll then provide a closer look at our strategy – including progress in each of our businesses; and then, as usual, we will open up for your Q&A.

So, let me start with my highlights.

### **A leading Wealth & Investments group with positive momentum**

2025 was a year of significant progress – a year in which we grew Group profits, grew in Wealth and continued to reposition our Investments business.

Having set out our strategy a year ago, I am pleased with what we have delivered so far through a continued focus on execution. We have taken critical steps toward improved profitability, and we are all excited about the opportunity ahead of us.

We have two leading businesses in the fast-growing UK Wealth sector, and a more efficient Investments business that is focused on areas of real strength.

Last March we set out our strategic priorities, alongside our Group targets for 2026, which, as you'll remember, were – adjusted operating profit of at least £300m and net capital generation of around £300m. We remain firmly committed to delivering these Group targets this year.

We are entering 2026 with positive momentum. Following interactive investor's very strong performance in 2025, this business will again play a more substantial role in 2026. We will see the full benefit of the transformation programme coming through as well as other initiatives, all designed to make us a stronger and more efficient Group, orientated to growth.

Achieving our 2026 Group targets will be an important milestone for us, however let me be clear, we see opportunities to drive sustainable growth beyond this.

So, just a quick summary of the progress we made in 2025.

## Progress in 2025: delivering a simpler, more efficient business

We delivered Group adjusted operating profit of £264m, up 4%. We saw a very strong increase in **ii** and improved efficiency in Investments, which more than offset the actions we have taken to reposition Adviser.

Net capital generation also increased slightly. This was after increased costs of funding our transformation and simplification projects, which have exceeded our target, and delivered £180m of savings.

As we highlighted at our Q4 update a few weeks ago, AUMA across the Group increased by 9% to £556bn.

And with talent and culture critical to the future success of the business, I am encouraged that colleague engagement increased by 10 points in the year to 67%.

Combined with the strength of our capital position, we see exciting opportunities to build the value of the Group over the long-term. We are set-up to deliver sustainable growth - beyond 2026 we are now targeting net capital generation growth of 5-10% per annum on average, absent any major market irregularities.

Touching now on each of the three businesses, starting with interactive investor. **ii** is undoubtedly one of the UK's most exciting Fintechs. For the second year running, **ii** was the number one D2C platform by net flows. And looking ahead, we see significant opportunities for future growth.

In Adviser, the strategic repricing impacted our profitability. However, we have made progress, with net outflows almost halving year on year, an improved platform and better client service. We have more to do - we are taking the necessary actions to improve our service further, enhance our proposition and return to growth as quickly as possible.

In Investments, cost discipline supported a 5% increase in adjusted operating profit. With gross flows in I&RW, excluding liquidity, strengthening by over 50%, and 3-year investment performance ahead of our target at 80%, I am confident that we are repositioning Investments for long-term growth.

I will now hand over to Siobhan to take you through the financials.

## **Siobhan Boylan – Chief Financial Officer**

### **Financial performance and outlook**

Thanks Jason, and good morning everyone.

It's good to be here and meet you all in person, and I am looking forward to taking you through our results and taking your questions later.

This is an exciting business to be part of, and today we're sharing results that underscore both the real progress we've made and potential to come.

Let me start with some performance highlights.

### **Delivering an improved performance in 2025**

During 2025, we made good progress across the Group as we implemented the plan set out last March.

Highlights include the continued very strong growth across a range of metrics in interactive investor, significantly improved flows in Adviser, and, in Investments, encouraging progress in gross flows and improved investment performance.

Importantly, we've done this while embedding efficiency and maintaining a disciplined approach to cost. We've delivered £180m of annualised savings through our transformation programme, exceeding our target. This, in part, has created capacity to invest in the business while reducing expenses by 5%.

The excellent growth in ii, and continued cost discipline in Investments more than offset the impact of the repricing actions in Adviser. As a result, adjusted operating profit for the Group increased by 4% to £264m.

IFRS profit before tax was £442m, an increase of 76% on 2024. This was largely driven by a £236m increase in the fair value of our strategic investment in Standard Life, until recently known as Phoenix.

Our business model is supported by a strong balance sheet and capital position. In 2025 we moved to our internal capital assessment, which has reduced our regulatory capital requirement.

This, in turn, has led to an increase in our capital coverage ratio and provides more flexibility. I will talk more about this shortly.

And finally, in line with our policy, we are maintaining the dividend at 14.6 pence per share. Dividend cover, on both an adjusted and net capital basis, remain broadly unchanged year-on-year.

So, looking at the performance in the businesses, starting with ii.

### **interactive investor: Very strong performance and continued momentum**

It's pleasing to see very strong momentum in the business across key metrics. It's been an excellent year of growth for ii.

Customer numbers were up 14% to reach half a million at year-end, with particularly strong growth in SIPP accounts, up 30%. Net inflows increased 28% to £7.3bn. Coupled with positive markets, this resulted in AUMA increasing by 26%.

Revenue was up 19% to £330m. Within this: –

Trading revenues rose 44% to £101m, supported by record activity levels, including higher levels of international trading, and strong customer engagement. We saw DARTs increase by 32% to over 26 thousand, and we continue to see strong momentum into 2026.

Treasury income grew 17% to £161m. This was driven by higher average cash balances, helped particularly by an increase in SIPP customers. Cash margins were 221bps, slightly lower than the 229bps in 2024.

Subscription revenue increased by 3% to £62m, reflecting the growth in customers, although some customers benefit from our differentiated pricing plans.

We continue to invest in this growing business and expenses increased by 8% to £175m.

This principally reflected investment in brand awareness, proposition developments,

including ii Community, ii 360 and ii Advice, as well as additional capacity to support current and future growth.

interactive investor is a very scalable and efficient business. This has been reflected in its cost/AUMA ratio, which improved from 19 to 18bps.

As a result, adjusted operating profit was up 34% to £155m, and consequently, ii has become the most significant contributor to overall Group profitability.

Looking now at the Adviser business.

### **Adviser: Improving flows, lower profit reflects repricing actions**

As we recently reported, the flow position in Adviser is much better year-on-year. This is despite an uptick in outflows towards the end of 2025, with tax-free cash withdrawals having increased by around £250m from their normal levels as a result of the UK Budget during Q4.

Net outflows across 2025 improved by 44%. While this is an improvement, we're still in outflow and that means there's more to do.

The actions we took to restore service levels, enhance platform functionality and implement our competitive repricing drove this improvement.

The repricing action was necessary and was the main driver behind a 14% reduction in revenue.

Treasury income on client cash balances reduced by 10% to £30m, largely reflecting a lower average cash margin. And we expect the cash margin in 2026 to be lower as a result of base rate cuts.

Other revenue reduced by £6m, reflecting the sale of threesixty in July 2024.

Expenses were higher at £119m, due to a reduced benefit from a temporary outsourcing discount, which ended in February 2025.

Adjusted operating profit was 32% lower at £86m.

Turning to Investments

### **Investments: Improved efficiency and encouraging flow momentum**

We've seen encouraging progress in the year. Xavier and his strengthened leadership team have focused on driving efficiency, improving investment performance and delivering an improvement in flows.

Excluding liquidity, which is inherently volatile, our Institutional and Retail Wealth book returned to a small net inflow in 2025. This is a £4.8bn improvement from last year and reflects a 55% improvement in gross flows.

This improvement was driven by positive momentum in most asset classes, including significant mandate wins in quants and fixed income, strong demand for commodities, as well as the agreement to manage the £1.2bn of the Stagecoach Scheme.

There was also a material improvement in investment performance, which, at 80% outperformance over a 3-year period, is now above target.

However, revenue in I&RW was lower. This principally reflects the impact of the annualisation of recent flows and continued changes to asset mix. To give you some context, I&RW total average AUM was up 1% with average equities AUM down 13% and average quants AUM up 26%. As a result, revenue yield across our I&RW book was 2.8bps lower at 28.0bps.

Insurance Partners net outflows increased to £6.8bn, principally reflecting heritage business in run-off. Revenue was 13% lower and revenue yield decreased to 7.4bps, again as a result of changes to asset mix and repricing.

Given these revenue changes, we remain focused on improving efficiency across the business, with Investments the key focus of our Transformation programme. This enabled us to reduce expenses by 8%, in turn, driving a 5% increase in adjusted operating profit to £64m.

So, turning now to look at Transformation in a bit more detail.

### **Transformation target of >£150m exceeded, delivering £180m**

Since its launch in early 2024, the Transformation programme has exceeded our expectations, not only delivering a material improvement in operational efficiency, but also improvements in both client and colleague outcomes.

Over this period it has delivered £180m of annualised run rate savings, exceeding the original £150m target.

In total, 239 initiatives were completed by the end of 2025, with key savings achieved including the renegotiation of third-party contracts, the outsourcing of transactional work, process simplification and automation.

In the chart at the top you can see how these cumulative annualised savings were delivered over time. We expect c.£30m of residual annualised benefit to be reflected in 2026.

Transformation savings were the key driver of the 5% reduction in Group adjusted operating expenses in the year. We have, however, continued to invest in the business, in particular in ii, and have seen some general expense inflation.

As we look ahead, our focus is to embed a culture of efficiency, while also optimising how we work and creating capacity for investment to drive profitable growth, improve client experience and automate processes.

Moving on now to capital generation.

### **Growth in ACG and on track to achieve c.£300m NCG target in 2026**

Adjusted capital generation increased by 5% to £323m, principally reflecting higher adjusted profit after tax.

Adjusted net financing and investment return increased, largely benefiting from gains on seed capital and co-investments.

ACG has also benefited from actions taken to unlock value from our defined benefit pension scheme surplus, as we are using this to fund contributions to our DC pension

scheme. This contributed £16m in the second half of the year and is expected to benefit capital generation by c.£35m in 2026.

Net capital generation was up slightly at £239m with improvement in ACG offset by increased restructuring and corporate transaction expenses of £84m, net of tax, as we continued to transform and simplify the business.

Let me now briefly turn to the Stagecoach deal we announced last December and its financial implications.

### **Innovative Stagecoach agreement and its financial implications**

This is a groundbreaking deal that is testament to the breadth of our specialist capabilities within the Group as well as our ability to execute.

This deal delivers real benefits for Stagecoach, its pension scheme members and our business. The combination of our investment capabilities, balance sheet strength and the scheme's strong funding position enabled us to take on this opportunity - which has seen us take on the responsibility for the Scheme's funding as well as the management of the £1.2bn of assets.

It brings AUM into our Solutions franchise, with associated annual investment management fees of c.£3-4m.

In addition, this AUM will also act as a potential source of seed and co-invest capital into productive assets in private markets; an area of strategic focus as we look to grow our Investments business.

We will also be entitled to a minority share of any future distributed surplus as it emerges, obviously subject to trustee approval.

In terms of the accounting treatment, the Scheme is not controlled by us and is therefore not consolidated on our balance sheet.

The Investment management revenue will be recognised in the Investments business. The entitlement to a minority share of the surplus in our role as sponsoring employer is accounted for under IFRS 17, as the contract is caught by this standard due to the

associated longevity risk. This is reported within the Other segment. The present value of expected future cashflows is £63m and we expect the associated annual benefit of c.£3m to be reflected in adjusted operating profit from 2026.

Given the strength of the scheme's funding position and the investment strategy that has been put in place, this arrangement has only a limited impact on capital.

So, turning to our capital position.

### **Strengthened capital position provides flexibility**

Our balance sheet and capital strength provide us with a firm foundation to deliver our strategy, and through this, sustainable growth and returns.

We disclosed in our Q4 update that, with effect from the end of 2025, our capital requirement is now based on the Group's internal capital assessment. As a result of this change, our regulatory capital requirement has reduced by 17% to £879m.

Our CET1 coverage ratio has improved to 163% compared to the equivalent of 139% at the end of 2024, while our total coverage ratio has increased from 198% to 218%.

Going forward, we expect to operate with total capital coverage within a range of 140 - 180%, as we reduce debt and continue to invest in the business.

So, to debt and our principles for capital allocation.

### **Our approach to capital and debt**

We have clear principles by which we allocate capital across the Group, with the overarching objective of directing resources to where they can generate the best returns for shareholders.

With the revised internal capital assessment, the value of our debt that contributes to the capital coverage ratios is now less than £400m. Given this, we will look to optimise and reduce our debt over time as a key priority.

Our aim is to sustainably grow profit and net capital generation, which is the source of capital for future investment and for dividends.

Across 2024 and '25 we've invested £160m in our Transformation programme and around £60m in accretive acquisitions, including adding scale to our closed-end fund franchise and increasing our stake in Tritax.

Over time, we expect a closer alignment between adjusted and net capital generation as restructuring and corporate transaction costs reduce. And we are committed to our target of generating circa £300m of net capital generation in 2026.

And finally, let me take you through our guidance and financial outlook for 2026.

### **2026 financial guidance and outlook**

Taking each of our businesses in turn and starting with interactive investor.

The simplified pricing we rolled out in early February is expected to result in lower FX and trading fees in 2026.

This will be more than offset by an increase in both subscription revenues and treasury income, with growth in cash balances being only partly mitigated by a slight reduction in cash margin.

We expect the cost/AUMA ratio to improve slightly relative to what was reported in 2025.

Adviser will continue to reflect the impact of strategic repricing as well as the end of the outsourcing discount referred to earlier. The total revenue margin in this business is expected to be slightly lower than 2025, largely due to the competitive nature of this sector.

Turning to Investments. Revenue margin is expected to continue to reflect changes in asset mix with a headline rate of approximately 19 basis points. Against this, expenses will reflect the benefit from the Transformation savings delivered in 2025, partly offset by investment in the business and inflation.

Investment net flows in Q1 are expected to include c.£4bn of outflows from known equity mandates, including Murray Income Trust, the impact of which is expected to be partially offset elsewhere in the business.

Turning lastly to Group. Restructuring and corporate transaction costs in 2026 are expected to be materially lower than 2025. And, as I said before, net capital generation is expected to reflect a full year benefit of c.£35m from the actions taken in relation to our DB surplus.

With that, I'll hand back to Jason to take you through the strategic and operational highlights.

## **Jason Windsor – Chief Executive Officer**

Thank you Siobhan.

Let me start with the progress we are making in delivering our strategy.

### **Our ambition: to be the UK's leading Wealth & Investments group**

Aberdeen has the privilege of working every day to help millions of people turn their financial goals into reality. Our ambition is to be the UK's leader in Wealth & Investments.

And our purpose is clear: to enable our clients to be better investors. And that purpose ties together all three of our businesses.

In ii, we have a fast-growing direct investing platform, that is competitively advantaged, operating in a structurally attractive and expanding market; and the team are already demonstrating their ability to win.

In Adviser, we operate at scale – supporting around half the UK's IFA market. The opportunities for growth in this business are clear.

In Investments, we have undertaken crucial repositioning work that will support future success. Lower costs, better investment performance and the alignment of our strengths with key growth areas give us a strong platform to meet our clients' needs.

All of this is underpinned by a culture that prioritises excellent client service and focuses on technology and talent.

Turning now for a moment to the environment we operate in...

### **Well-positioned to capture significant market growth**

This slide sets out some of the structural forces shaping our key markets, which, of course, will be somewhat familiar to you.

At a headline level, we continue to see significant growth potential in UK savings and investments.

Across the UK, long-term savings and investment needs are becoming more personalised. Individuals are increasingly responsible for managing their own retirement planning and investments, and the demand for accessible, trusted solutions continues to rise. And while confidence in self-directed investing is growing, and many more people are comfortable with managing their money online, there is still a large savings and investing gap.

This creates significant opportunity for both of our Wealth businesses, with the overall addressable wealth in the UK market estimated to be around £3 trillion.

interactive investor is ideally positioned for self-directed customers. Adviser, meanwhile, is well-placed to support IFAs serving customers who want the reassurance of individual support and may have more complex needs.

In Investments, we see increasing demand for multi-asset solutions, active specialty asset classes, private markets and, most recently, emerging markets – areas where we already have competitive strengths.

The multi-decade transition to low-carbon infrastructure, combined with a greater appetite for diversifying portfolios, will continue to create opportunity for asset managers with scale and capability in these areas.

Aberdeen is competing in markets where growth is structural, and with focus and strong propositions, we are well-placed to capture that growth.

Let me now turn to each business in a little more detail.

### **interactive investor: a winning business delivering sustainable growth**

Starting with interactive investor, which has had a truly exceptional year.

2025 was characterised by strong customer growth, increased engagement, and excellent financial performance. ii now serves half a million customers, which is up 14% year on year, with particularly compelling growth in SIPPs.

ii was number one for D2C platform net flows; with 20% of the platform market share, and 29% of UK retail trading. Truly a market leader.

Customer experience is becoming ever more important in a competitive market. ii's service remains industry-leading. The introduction of automated processes, better insights through AI, and continuous investment in our digital interface, all support a consistently high-quality experience.

And this positive experience, coupled with the strengthening of our proposition, has also led to higher levels of customer engagement, which have not just been seen in daily trading volumes.

ii's customers are engaged as investors, voting on 34% of shares that could have been voted on in 2025. To be clear, this is the highest level of voting compared to other UK platforms by a considerable margin. In addition, we have seen the number of customers who engage with each other to share ideas via ii Community grow by over 180% in the year, with ii also the UK's number 1 platform for customers investing in ETFs.

Our success was also supported by the ongoing focus on building the brand, including the launch of our 'Penny Drop' campaign, which dramatises the moment people see the value of flat-fee investing. Through marketing campaigns, promotions, and the continued support of our customer base, we saw prompted brand awareness rise from 25 to 37% over the course of the year.

Turning now to our priorities for the business in 2026

## **interactive investor: Differentiating through customer experience, proposition and price**

As I just mentioned, ii customers already enjoy industry-leading service. We will build on this by improving our customers' digital experience, with increased AI adoption supporting automation and improved insights.

We will continue to promote and strengthen the awareness of the ii brand, highlighting ii's leading value proposition and service.

We are also broadening the proposition for customers – whatever their level of confidence or life stage.

We have enhanced our product range with the launch of a new Managed SIPP that has been designed with simplicity and lower-confidence investors in mind. This is manufactured by Aberdeen Investments.

In Q4 we also soft launched ii Advice, our digital-first, simple advice service, which, of course, also has our disruptive flat-fee approach.

In December we launched the pilot of ii 360. This advanced, data-driven tool has been designed to meet the demands of more sophisticated investors around enhanced trading.

This year we will fully launch ii Advice and ii360, with associated promotion activity designed to broaden the customer appeal.

A few weeks ago, our new pricing went live. This is aimed at maintaining a very simple set of options for investors, and further improving our competitiveness and has landed extremely well with customers.

Our new plans: Core, Plus, and Premium retain the low, flat-fee value that ii is known for, while we have reduced trading and FX fees.

Our revised pricing structure offers every customer an ISA, a SIPP and a trading account, all for one fee. In addition, customers are able to consolidate their family's investments and accounts onto the ii platform, for one fee.

The combination of ii's disruptive price, innovative proposition and award-winning customer service is what gives the business its competitive edge. And they are the foundation on which the business will continue to grow.

Turning now to Adviser's 2025 highlights.

**Adviser: progress on proposition and competitiveness, with more to do**

We have made progress on proposition, price competitiveness, and service, but we do have more to do.

As previously mentioned, the strategic repricing was a necessary step to rebuild our position in an advice market that remains attractive but is becoming increasingly competitive, particularly in relation to price.

Beyond price, excellent service is at the heart of success. We have continued to improve service levels, with our success reflected in our average net promoter score for the call hub increasing to +45; a significant pick up from the +34 a year ago. While other key service indicators, such as speed to answer calls and customer satisfaction also improved, we do have ambitious plans to go further.

We have continued to enhance our proposition, with the launch of the Aberdeen SIPP giving us a market-leading offer in this critical product. Our innovative new SIPP is designed to deliver more value for customers via our automated drawdown price locking, and inter-generational planning through family linking and a Junior SIPP. We have already seen over 1,800 new SIPPs taken out on our platform, which is just 3 months since launch.

The improvements made to our service and proposition have received industry recognition. In February, Defaqto awarded both our Wrap and Elevate platforms 'Gold' service ratings, upgrading us from 'Silver'.

While I would never celebrate an outflow, I was pleased that the sustained improvements to service have contributed to a significant improvement in our net flows in 2025. Looking ahead, there is still work to be done to return to net inflow.

On this next slide, you can see our priorities for 2026.

### **Adviser: taking actions to improve service and enhance proposition**

With improved service levels and the launch of the new SIPP, the business is doing the right things to return to growth, but more needs to be done.

So, this year, we will deliver more automated processes with the aim of reducing the administrative burden faced by advisers, freeing up their time to focus on their customers.

We will simplify our operating model and further enhance our control over end-to-end service experience. This will drive fewer hand-offs, clearer ownership and faster processing of client demands.

We are improving the interface between our platforms and client software to create further capacity for advisers.

To underpin these improvements in the proposition and the platform, we have built a new product development team of over 40 from scratch, taking control and bringing these important capabilities in-house.

We made some progress in improving net flows in 2025. We are now targeting net positive flows this year, with the target of achieving £1 billion of net inflows deferred to 2027.

Let's now turn to Investments.

### **Investments: Improving business performance with positive momentum**

This is a business that is showing clear signs of positive momentum following a period of repositioning.

Building on the progress we made last year, our 1-, 3-, and 5-year investment performance has improved year-on-year, with our 3-year outperformance now at 80%. This is also reflected in our positive 4 and 5 star Morningstar ratings, which now cover 42% of AUM.

Pleasingly, fixed income, multi-asset and quant strategies once again delivered strong relative performance. Equity performance is also on a positive trajectory, supported, for

example, by strong performance in our Global Emerging Markets income strategy and our thematic funds.

This has had a positive impact on flows. Net flows into our I&RW channel, excluding liquidity, improved by £4.8bn, to return to a net inflow position, and, as mentioned, this was underpinned by an over 50% improvement in gross flows.

In the face of continued client preference for passive investment strategies, our business growth strategy includes a renewed focus on wholesale and private markets.

Let's take a moment to look in a little more detail on the next slide.

### **Investments: Repositioning for profitable long-term growth**

We have two targets for our Investments business: to deliver consistently strong investment performance, and to achieve a step change in profitability.

To deliver on these targets, we have set three priorities for 2026.

First, we will look to grow profitability in areas where we have specialist capabilities. To step back for a moment - we estimate that, over the next 25 years, almost 2% of global GDP will be directed towards the infrastructure needed to drive productivity and support population growth. With nearly £80bn in private markets AUM and our agreement to take full ownership of Tritax by 2029, we are well positioned to benefit from the growth in the sector, particularly in Real Assets.

Wholesale distribution is projected to grow at 7% per annum and offers attractive margins. We will continue to grow in this channel by promoting strong, relevant products, such as EM, Credit, Quants, as well as our new suite of active ETFs.

Siobhan has already covered the Stagecoach deal in a little detail. We believe there is more we can do to deliver solutions and partnerships inspired by this model.

The second priority is to continue to deliver strong investment outcomes for clients, enhancing our investment processes and employing technology to drive insights and support decision making.

Given our deep expertise in Pensions and Insurance, we are well-positioned to build meaningful partnerships across the market, including with global financial institutions. We will also build on our continued strengths in closed end funds where we are the fifth-largest manager worldwide, with over £20bn of AUM.

And thirdly, we will continue to enhance our operating model to strengthen execution and efficiency. This includes deploying a next-generation front-office system, increasing automation, simplifying processes, and having the right talent and leadership in place.

This nicely takes me to one of my key strategic priorities – strengthening talent and culture.

### **Strengthening our talent & culture**

A strong culture is the essential ingredient for success. I am proud of the way colleagues across the Group have united behind our plan, helping to drive a 10 point uplift in employee engagement.

The arrival of Siobhan in the summer further bolstered our leadership team, as we pull together to accelerate progress. The streamlined Group Operating Committee has bedded in well and improved the pace of decision making, and our extended Executive Leadership Team is ensuring we are having the right commercial conversations.

We have launched new career development tools and we saw improvements across all underlying drivers of engagement. We are deepening our investment in all our people and, this year, we are doing that with a particular focus on leadership, with tailored training for over 500 of our leaders. Everyone is clear, we seek automation wherever we can, and that efficiency is essential to be competitive now and in the future. To do that, we need to continue to optimise our operating model, insourcing where this makes sense, and building essential capability close to the customer.

We are evolving Aberdeen into a place where talent is our competitive advantage: where teams are empowered, where innovation is embraced, and where we constantly seek to drive better outcomes for clients.

To close, let me talk about the path ahead.

## **Focused on delivering 2026 group targets and sustainable growth**

As I mentioned in my introduction, our 2026 Group targets are clear.

We still have lots to do to achieve these targets, but they do reflect our confidence in the trajectory and performance of the Group.

Building on what we have achieved in 2025; 2026 will benefit from a full year of annualised transformation savings, the positive impact of transactions, as well as continued strong contribution from ii.

Looking beyond 2026, once we have met our Group targets, we are targeting NCG to grow by 5-10% per annum – on average over the medium term – of course absent any major market irregularities.

Our commitment to disciplined capital management will continue; and we have clear principles that underpin our approach. Central to that is maintaining a strong balance sheet, investing in our business for the long term, while offering shareholders strong cash returns in the form of dividends.

As Siobhan outlined a moment ago, our capital coverage has strengthened significantly during the year. Over the medium term our target is to operate with total capital coverage in a range of 140-180%; in 2026 we will reduce our debt and continue to invest in the business.

This investment will be closely overseen: with our strategy, and driving sustainable earnings growth, the cornerstones of our approach, as we demonstrated in 2025. We have the building blocks of a stronger, simpler, and more profitable Group: strong momentum in ii; foundations in place for Adviser to return to growth; and a more focused Investments business.

A year into delivery, with the business more focused, my team and I are impatient to go further in achieving our full potential.

Thank you – and with that, Siobhan and I are happy to take your questions.

## Q&A

**Hubert Lam, Bank of America:** Thanks. I've got three questions. Firstly, on costs, you cut costs by 5% as a group for last year. Wondering what your guidance is for absolute cost for this year?

The second question is on the equity outflows. You mentioned £4 billion in the [first] quarter [of 2026]. Where is it coming from? What's driving that? Is it due to your fund performance? Are your clients moving to passives? What's the fee margin for these assets?

And lastly, on ii, obviously great performance last year, strong trading volumes. You're guiding for lower fees in trading, but I think that's mainly due to the margin rather than volumes. Just wondering what your outlook is for volume growth, given the strength last year?

**Jason Windsor:** Thanks. I'll start with the last one first and then I'll let Siobhan take a couple of the others.

So ii, yes, we've simplified and lowered the fees, particularly on FX. Trading volume is significantly higher in '25 month by month, and we've seen a pretty strong start to 2026. Obviously, the last couple of days has seen another elevated level of trading.

Overall, it was a simplification for the strength of the proposition. It's working. I can talk about that in a bit more detail in a moment but the growth within ii in Q1 is very, very strong. The growth in customer numbers, in AUA, and trading, is all doing well. So, our expectation, as I said, is that ii will grow its profits in 2026, and we'll continue to grow that as we go through this price change.

Just a comment – I'll let Siobhan say something on costs in a moment – I touched on this. We set out an ambitious Transformation programme a couple of years ago. We've achieved about 90% of that, some unders and some overs, as you might imagine. There's a little bit to complete. One of the things – that we weren't expecting to do – but we've insourced quite a lot of contracts and quite a lot of work under Richard's leadership as Chief Operating Officer, because we want to get control. There was a bit of an 'outsource-max' structure that we inherited, and we brought this in-house, to get capability and be more in control of what we're doing. We're very comfortable with that. It's taken a little bit of time to build those teams, but we expect the efficiencies. We've had a bit of double running, but as those contracts terminate and we take in onto ourselves, we do see opportunities for cost reduction next year.

**Siobhan Boylan:** To give you some specifics, we have said that there are about £30 million of annualised cost savings still to come through. I'd expect some of that to drop through to the bottom line. As Jason's just said, it is about reducing costs to invest into the business. And we also pointed to the fact that restructuring costs would be lower by about half of what we spent this year. So on the total cost, that gives you a bit of guidance to where we expect that to go.

In terms of the equity mandates that we mentioned, there was one that was Murray Income, which came out, it was announced in December of last year. The others are some mandates, primarily in equities, a range of fee rates, but I would expect them to be slightly higher than the average of the total book, but significantly lower than the equity margin.

**Jason Windsor:** Yes. There was one particular mandate with a very low equity margin. So perversely, we'll see lower revenue, but the margin rate will go up – just to be clear on that. It's materially lower, about a quarter of the average margin in the book.

**Nicholas Herman, Citi:** Thank you. I also have three questions, please. Two on capital, one on ii.

On capital, on the NCG guide, I appreciate the guidance of 5-10% is an average, but it seems a little bit potentially on the low side. In 2026 alone, you're expecting to incur £25m of restructuring charges, I guess there'll be some corporate expenses on top of that. So, taking the restructuring charges out alone in 2027 would imply 10% growth. So, could you rationalise why that growth is only 5-10%?

And on the surplus capital, how do you conceptualise 140-180% coverage ratio being the right level for the business? And you said that paying down debt is a strategic priority; you've been very consistent there. To clarify, is it fair to assume that that gets paid down in mid-2027 at the reset or would you repay earlier?

And then finally on ii, you've generated £54m of subscription revenues and £100m of trading revenues last year. If you had put through the new pricing that you announced a few weeks ago last year, could you help us understand how that would look, please? Thanks very much.

**Jason Windsor:** On the outlook for capital generation, in one sense you're right, we are optimistic about the opportunity to grow the business further as we go into '27 and beyond. I think we are being thoughtful about the overall performance of all of the businesses together. Hitting the big step up in '26 is first order of business. I think there will be some restructuring costs probably in '27 and beyond. We're not calling a number right now, but I don't think it'll be zero. We will want to find opportunity to invest into the business, but it won't be the level that I inherited – a number that was in the mid-150s. It was a big number. We've been bringing that down and we've got real benefits.

Our discipline about achieving benefits on our spend is absolutely paramount and we continue to push that as we go further forward. But I do not want to have a situation where we're not going to spend anything in the business. We are trying to invest for growth and to make this a better company. As we get through '26, we'll probably recalibrate that a little bit for you, but I think on average, that's a good guide, notwithstanding restructuring costs, as to where we see the growth potential of the business.

I'll take the ii one because I'm not going to answer it so it's easy. I don't have the numbers to hand is a simple way of putting it. As I said at the Q4 call, we see this as NPV positive. Richard and I, and all of Richard's team ran plenty of scenarios about this, so there's no absolute certainty, but the reaction to date has been very strong. We see profitability being strong in 2026 as we go through that. We see the subscription revenues growing. They were a little bit depressed by number of customers in '25 - nobody from Jarvis paid any subscriptions, they all had a fee holiday. So that will come through in 2026. But we're after profitable growth and we think the steps that Richard and his team have taken set us up well for that.

**Siobhan Boylan:** And in terms of the debt, we have two pieces of debt, one which is called at the end of this year, and then a bullet in 2028<sup>1</sup>. You can see how it's structured. The operating range is a range that we were happy to bounce around the top of. The clear priority first is to pay down the debt and then invest in the business.

**Greg Simpson, BNP Paribas:** Three from my side, please. On ii, are there any early comments on behavioural impacts you've seen from the fee change. And also the largest player in the market made a fee change as well, so any comments on market share momentum?

Secondly, on ii as well, given the development in AI, are you seeing an opportunity to be more aggressive on the advice opportunity in terms of D2C platforms going after the advice market?

And then thirdly, on Investments, revenue margins saw 2 basis points of pressure last year to 19bps, and you're talking about 19bps for '26. So, what gives you the confidence in that more stable path on margins?

**Siobhan Boylan:** In terms of the revenue margin, last year, of the £10 billion of equity outflows, 40% was from Asian equities. That's what really impacted the revenue margin last year. If I look forward and look at the mix of businesses coming through, we are seeing strength in pipeline in things like real assets, EMD, and ETFs. So that will give some support to the margin. Also last year, we only had two weeks of the Stagecoach scheme. So again, that will support the margin going into 2026.

**Jason Windsor:** On the fee change and activity from competitors, I don't think I've had a shareholder meeting where I've not been asked to speculate on this. It's now happened. We've changed at the same time, and certainly the other largest player changed. I think from our perspective, it's working for us. I'll go as far as saying, I am pretty convinced that Q1 '26 will be our best quarter ever - surpassing '25 last year, in Q2, which I think was our previous best quarter. Watch this space. But when we come to April, we'll be able to update you on the customer numbers, the flows, and the growth within that segment. That's all to the good. And we believe in

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<sup>1</sup> In the presentation, this was incorrectly referenced as 2027.

price competitiveness, we believe in the pricing structure, we believe in the quality of the service. These are the important elements to success.

Everyone's very interested in how AI can change the world that we operate in, and so are we. We've been implementing it in areas to create better efficiency, to improve customer outcomes, to increase productivity. We have a pilot up and running in Investments to improve investment performance. We're not changing the decision-making framework, but we're augmenting it with AI to help investors improve their access and speed and timeliness to decision making. We've been working on that for a couple of years. It's actually now more than a pilot. It's been rolled out across that area. So that's important. But we're not changing that the individual portfolio manager is responsible for managing the business.

Within the nascent business that we have in ii, the advice business, we think that's really exciting. We think it's the proposition that customers need. They are paying for advice. We're taking responsibility for guiding them through that process. It's primarily digital. We've got every opportunity to augment that with AI, as is helpful. It's at a price point that is incomparable to IFA pricing. It's probably for a different customer segment. But we think it's a very interesting opportunity to grow that. There'll be a bit of test and learn as we go through '26, but it's up, it's running, and we're very optimistic that it can make a big difference.

And just the final thing I'll say on iiAdvice, because I wanted to say this, is that it does work across the businesses. ii customers taking advice will be hosted on Wrap with investment solutions provided by Aberdeen Investments. It brings together the thread through the Group.

**Jacques-Henri Gaulard, Kepler Cheuvreux:** Thank you very much for the presentation. The question back on Nicholas' point about the 5 -10% growth, is it fair to say that if we were to include the capital expenditure you're going to need for technology for ii, that would be more like 7-12%, for example. Is there ingrained into that a technology capex, structurally, to enable being able to keep up? Thank you.

**Jason Windsor:** We've got quite a big envelope above the line already for investment in tech and we have a smaller envelope below the line - as you might call it, we call it restructuring and transaction costs - but sort of below the line costs. There is no hesitancy from me, Siobhan, Richard to invest in tech for the good of the company. We'll continue to do that. We've grown expenses in areas that we want. We've taken expenses out where we've had to. I'm not going to get into quantifying it across the Group. The technology cycles are changing from months to weeks to days. The pricing of this is going to change. Nobody knows how much this costs, but everybody can see the use case, and the increased use is going up. That's not news. But we see the same thing across our business. And we will continue to push to be as forward thinking on tech as possible.

## Close

**Jason Windsor:** Well, thank you all very much for coming. We do appreciate you all coming in and your focus. And we are available for any further Q&A, either Siobhan and myself, management team, or into Investor Relations. Thanks very much.

## Transcript ends

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