

15 October 2020

ASX Limited
ASX Market Announcements Office
Exchange Centre
20 Bridge Street
Sydney NSW 2000

Perpetual Annual General Meeting 2020

The following announcement to the market is provided:

- ✓ Addresses to Shareholders

Yours faithfully,



Sylvie Dimarco
Company Secretary
(Authorising Officer)

2020 ANNUAL GENERAL MEETING

Addresses to Shareholders

15 October 2020

Perpetual Limited
ABN 86 000 431 827

Perpetual 

Perpetual AGM – 15th October 2020

Chairman's Address

Overview of FY20 results and Impact of COVID-19

In a moment, I will ask our CEO, Rob Adams to deliver his address but before I do that, on behalf of the Board I would like to make some observations on Perpetual's performance for FY20.

Shareholders would have seen that FY20 has been a disappointing year in terms of our financial results. Our NPAT at \$82 million, was down 29% on FY19 and as a result, our dividend for the second half was 50 cents and for the total year, was 155 cents fully franked. This total is 38% lower than FY19.

While we reported a solid result in the first half of FY20 with NPAT of \$51.6 million, the second half delivered NPAT of just \$30.4 million.

Much of our revenues are linked to the performance of investment markets. The negative impact of COVID-19 during the year on those markets, in addition to net funds outflows from Perpetual Investments, have directly impacted our revenues in FY20. Our revenues in Perpetual Private were also impacted by the economic slowdown in the second half, as well as the lower interest rate environment.

These impacts however, were partially offset by key initiatives from management, including the implementation of an operating model review, which are expected to deliver annual cost savings in FY21 at the top end of the originally estimated \$18-23 million range.

In addition to this, the year saw strong growth from Perpetual Corporate Trust, as well as continued positive net flows into Perpetual Private.

Although our financial results are down on FY19, driven predominantly by the second half performance, shareholders should remain, as does your Board, optimistic about our company.

We have a robust balance sheet, a strong brand and a well-diversified business in Australia – all of which continue to be key strengths for Perpetual.

Delivery of strategic initiatives

The benefits of our diversification across our three businesses – Perpetual Investments, Perpetual Private and Perpetual Corporate Trust - can be seen, for example, in the strong results from Perpetual Corporate Trust for the FY20 financial year.

Importantly, a number of key strategic initiatives delivered in FY20 have set up the company well for future growth and backs the optimism we should have in this company.

The strategic direction of widening our geographic footprint this year culminated in the important acquisition of Trillium Asset Management (Trillium) in Boston USA. Trillium is a pioneer in environmental, social and governance (ESG) investing and this acquisition positions us well to take a lead in this fast-growing ESG segment of the market.

In late July, we also announced the 75% intended acquisition and associated capital raising for Barrow, Hanley, Mewhinney & Strauss, LLC (Barrow Hanley), based in Dallas USA. This acquisition is expected to be completed by the end of November.

As we have advised the market, this is an EPS accretive acquisition on an underlying basis and in future years a significant share of our profits is expected to be coming from these overseas operations.

In conjunction with the acquisition announcement, we also announced an equity raise and we received very strong support in both the institutional placement and the share purchase plan (SPP). We opted for a placement and SPP as the vehicle for the capital raise which in the current market, was seen by the Board as providing the best results for Perpetual and fairness to all our shareholders.

The institutional placement raised \$225 million and due to the strong support from eligible shareholders in the SPP, we increased the size by \$10 million above its original target of \$40 million, raising a total of \$50 million, and when combined with the institutional placement, \$275 million in total. The decision to increase the size of the SPP was to ensure that non-institutional (retail) shareholders were provided with a fair opportunity to participate in the equity raise.

To expand on that, 4159 valid applications were received from eligible retail shareholders, 58% received their full allocation requested. The remaining 42% of applications were scaled back on a pro-rated basis so that shareholders were no worse off in number of shares than had we used an entitlement renounceable offer.

The balance of the funds needed for the acquisition of Barrow Hanley will be sourced via a (US\$ denominated) debt facility of AUD\$284 million (USD\$195 million) and as I indicated, we have a strong balance sheet to support this. As part of our announcement we also indicated that this was at gearing levels of 1.1 times EBITDA with a pathway to reduce this to below 1.0 within 12 months of completion and to zero within five years (i.e. fully pay down the transaction debt in that period).

As part of the completion of the Barrow Hanley acquisition, the Board is putting in place specific oversight both management, and at the Board level.

Executive and Board Remuneration

Reflecting our lower than expected returns and dividends, and the impact of COVID-19 to our overall performance, executive remuneration is down this year. However, the Board has appropriately recognised the important strategic initiatives that were delivered through the year.

The grants made to executives are subject to hurdles linked to growth in shareholder returns measured by absolute Total Shareholder Return. These are fully set out in the Remuneration Report which we will discuss and vote on later in the meeting.

The Board also considered the ongoing uncertainty of COVID-19 and its continuing impact into FY21 and determined that the fixed remuneration for the Board and senior executives should reduce for the period 1 July to 31 December 2020. This reduction will be 20% for each of the Chairman and CEO and 10% for Board members and the Executive Committee.

Change in Dividend Policy

As part of the announcement of the planned acquisition of Barrow Hanley, we foreshadowed a change in dividend policy from net profit after tax (NPAT) to underlying profit after tax (UPAT) and because of our international acquisitions, future dividends may not be fully franked.

This change will mean that our underlying profit will better reflect the operating cash flows of Perpetual post the acquisition of Barrow Hanley and will more broadly align with the strategic imperatives of the Group.

In terms of what this means for the dividend policy, we will be moving away from the current 80% to 100% of NPAT to pay out a range, which we will announce, of UPAT. As with the prior policy on dividends, the aim will be to strike a balance between maximising returns to our shareholders, ensuring we have sufficient cash flows to fund our operations and pay down debt, while also carrying sufficient cash reserves.

We do not expect that this change will reduce future dividend, but that the amended policy provides the Board greater flexibility to look through non-cash charges (such as amortisation of acquired intangibles) as they impact NPAT. As we noted at the time of the announcement, we expect this transaction to deliver double digit EPS and DPS accretion on an underlying basis.

Board Composition

Turning now to our Board of directors, following the retirements of Philip Bullock and Sylvia Falzon at last year's AGM, Greg Cooper and Fiona Trafford-Walker were appointed to the Board. They provide Perpetual with valued international investment experience and a deep understanding of institutional and global funds management.

Greg's appointment was confirmed at last year's AGM. Fiona's appointment will be put forward for election at this meeting, as she joined the Board in December 2019.

As part of its' ongoing review, the Board will as part of the overseas acquisitions be looking at adding an additional overseas based director and possibly, in time, also add to the Board's technology skills.

The Board would also like to thank our CEO, Rob Adams, and his leadership team, for the disciplined manner in which they have continued to execute Perpetual's strategy, despite the external challenges of this year.

Given the year that we have had, it is important for us as a Board to recognise the hard work and dedication of all our people at Perpetual. We are particularly proud of the way all teams responded to the health and safety issues as a result of COVID-19 and the support they have provided to our clients, communities and each other throughout this period. On behalf of the Board we thank all our people for their extraordinary dedication in such difficult times.

Finally, on behalf of the Board, the Executive Committee and everyone at Perpetual, I would like to thank you, our shareholders for the confidence you have in our business and our strategy as well as your continued support.

Thank you and I will now hand over to Rob.

[END]

PPT FY20 ANNUAL GENERAL MEETING

CEO and Managing Director

Mr Rob Adams

Good morning everyone and thank you Chairman. It is a privilege to be addressing you today at our AGM for the 2020 Financial Year, which is of course our first **virtual** AGM.

As I reflect on the past 12 months, FY20 has certainly been a mixed year for Perpetual, with disappointing financial results for the period. Whilst conversely, it has also been a rewarding year, as we successfully executed a number of important strategic initiatives which will provide growth and opportunity for Perpetual and I am also extremely optimistic for the future.

We entered the year with a refreshed strategy, vision and purpose, and during the period we have focused on delivering on our immediate strategic priorities, whilst we also completed a difficult, but much needed, operating model review across the organisation. This ultimately positioned us well for something we could not have anticipated, and enabled the focus, agility, resilience and care required to respond to the extraordinary events brought about by COVID-19.

Results Overview

Our headline numbers reflect the fact that it has been a difficult year, with our results impacted by a variety of factors, including those related to COVID-19.

Total operating revenue of \$489.2 million was 5% down on the prior period. This was primarily due to lower revenues in Perpetual

Investments, reflecting the impact of net fund outflows and lower average Funds Under Management across the year, plus a modest decline in Perpetual Private revenues over the period, partially offset by double digit revenue growth in Perpetual Corporate Trust, showing the benefit of our diversified business model.

On an underlying basis our expenses were up just 1% on the previous financial year, demonstrating appropriate cost disciplines in these challenging times, in addition to the expense savings arising from the implementation of our new Operating Model, which were at the top end of our projections, originally estimated to be between \$18-23 million.

Throughout the period we have invested in both organic and inorganic growth initiatives across our businesses.

Our net profit after tax was \$82 million, 29% lower than the prior corresponding period.

Underlying profit was \$93.5 million down 19%, higher than our NPAT, with the difference reflecting the implementation costs associated with our new Operating Model.

Perpetual Investments' closing Funds Under Management of \$28.4 billion was up 5% from last year, primarily as a result of the completion of our acquisition of Trillium Asset Management on June 30th.

Perpetual Private's total Funds Under Advice of \$14.3 billion, whilst marginally lower than last year, has held up well, given the volatility seen in investment markets, with over \$600m in positive net flows. This represents our 7th consecutive year of positive net flows for Perpetual Private.

Approaching a trillion dollars in Funds Under Administration, Perpetual Corporate Trust has built on its leadership position in both the Australian Securitisation and Managed Funds markets.

Diversified Business Model

Perpetual is a diversified business, and this has provided us with some protection from the market volatility we experienced since late February.

The first chart shows that close to 40% of the Group's revenue is not directly exposed to investment markets and this provides us with a partial buffer to such market volatility. Our non-market-linked revenues come predominantly from Perpetual Corporate Trust, as well as some areas of Perpetual Private, including Fordham and is largely driven by new clients, securitisation issuances, cross-border flows and asset values.

The second chart on the right shows Perpetual Corporate Trust's growing importance to the Group, contributing 39% of operating profit before tax this year.

FY20 Outcomes – Strong Foundations for Growth

As I mentioned earlier, we started the year with a refreshed purpose of “Enduring Prosperity” and our new strategy which focuses on three strategic imperatives:

1. Client First – delivering exceptional products and outstanding service;
 2. Future Fit – empowering our people to deliver high performance;
- and

3. New Horizons – building new capabilities and a global footprint.

Our strategy is designed to deliver sustained quality growth over time. This year we have made solid progress, despite the environment, on delivering to our stated strategy.

In relation to our 'Client First' focus, our Net Promotor Score, which can range from -100 to +100 and which measures how positive our clients is about us and how willing they are to recommend us to others, improved from an already high +40 across Perpetual, to +45 in FY20 and are amongst the highest in the industry. The strength of our NPS and this year's further improvement is particularly pleasing given how volatile and uncertain the environment has been. During these difficult times, we have been very focused on our communications with our clients across all forms of mediums, knowing that information supply is particularly important during periods of volatility.

Perpetual Corporate Trust's NPS score of +62, up from +55 in the prior year, is particularly strong and reflects how highly the Perpetual Corporate Trust's team, products and services are regarded by our clients. Additionally, for the fourth consecutive year, Perpetual Corporate Trust was awarded "Trustee of the Year", which is a credit to our people and their complete focus on positive client outcomes.

It has been a year of investment for Perpetual Private as we capitalise on the current industry dislocation and the desire of the industry's highest quality advisers to work for a trusted brand. This year we welcomed 20 new advisers to Perpetual Private, growing our adviser ranks by 30%. Our new advisers were a major driver of Perpetual Private's record net flows of \$600 million. As I mentioned, this was our seventh consecutive year of positive net flows for the business, which was a particularly pleasing result, given the uncertainties impacting the

second half. We will remain focused on prudently adding to our adviser ranks into the future, as Perpetual Private remains an attractive alternative for the industry's best advisers and their clients.

In Perpetual Investments, our Australian Credit & Fixed Income team, the core of which has been together for over 15 years, continued to perform well and saw strong growth in assets under management again this year. Our Global Innovation Fund reached its three year performance track record, delivering exceptional performance to investors and was recently ranked as the Number 3 fund in Morningstar's Top 20 Global funds, returning 33% ahead of its benchmark for the year. This fund was seeded by Perpetual and we are excited about its growth potential as our Distribution team now takes it to market.

Whilst our Value approach in Australian equities continues to be under pressure as the market favours growth stocks, we remain confident that our approach, which has proven successful over more than 50 years throughout a variety of market cycles, will generate excess returns over time.

Moving now to the 'Future Fit' pillar of our strategy, as mentioned, our new operating model is in place and designed to drive efficiencies, help our people to become more nimble and dynamic and to empower our people within our risk framework.

At the centre of our new Operating Model was combining the IT, Operations and Product functions of all our businesses together as one unified group, which aims to achieve greater efficiencies and improve processes in order to further leverage technology enhancements across the business, better positioning us to manage expected future growth. During the second half, Amanda Gazal joined Perpetual as Chief

Operating Officer to manage these key functions and we are already seeing the benefits from her capability, energy and experience.

While throughout the year we have needed to pivot our focus in some areas, in other areas, we have been able to speed up delivery of key technology projects which have increased efficiency and enabled market-leading client services across many areas of our business.

We have also invested in and enhanced our governance, accountability and risk frameworks to reflect the new structure, respond to emerging risks, empower our people, and to streamline our decision making. We firmly believe that all our people have a clear responsibility to recognise and manage risks appropriately and this approach impacts every decision we make across our businesses.

Finally, now to 'New Horizons' - we completed the acquisitions of Priority Life and Trillium Asset Management during the year, with both transactions adding new capabilities and strong future growth potential. Priority Life has delivered ahead of expectations and there is a high level of interest in Trillium as we introduce their world-class investment capabilities to the Australian market and start to build our distribution capabilities outside of Australia.

The acquisition of Trillium, a true pioneer in ESG investing dating back to 1982, was a genuine highlight for Perpetual this year and positions us well to be a part of the fast growing ESG market. We have recently launched Trillium products in Australia and we are excited about the growth prospects for Trillium in Australia, the US and more broadly over time.

Our plans to acquire a 75% interest in Barrow Hanley announced in late July is a transformational opportunity for Perpetual, adding more than 20

investment capabilities to the Group and is expected to be completed by the end of November. Once complete, this acquisition will more than triple our total Assets Under Management, adding world-class investment teams, covering global equities, global emerging market equities, US equities and fixed income capabilities, to Perpetual. The acquisition will also support the acceleration of the build-out of our global distribution strategy, particularly in the US, which is of course the world's largest market opportunity, materially expanding Perpetual's opportunity set.

To support this build-out, Adam Quaife joined Perpetual as our Head of Global Distribution, and Chuck Thompson joined as our Head of Distribution for the US this year and they are making solid progress on implementing our global distribution plans which will cover the key markets of Australia, the US, Europe and Asia.

As we look ahead into FY21, we have an active pipeline of inorganic opportunities across our three businesses with a range of complementary bolt-on acquisitions at various stages of development and which aim to support our plans for future growth.

Building a sustainable future for our clients, people, communities and the environment

Perpetual remains a strong and enduring brand, focused on deep client relationships, which we never take for granted.

As a company, we are focused on creating a sustainable and enduring future for our clients, our people and the communities in which we operate. This means delivering excellent service, providing a safe and

inclusive workplace, helping increase investment in communities and reducing our impact on the environment.

Our investment in digital capability to support client engagement and connectivity has been particularly important this year during COVID-19 where face-to-face contact was limited.

Since the impact of COVID-19, we have moved to digitise our mail room and introduced electronic signatures to make it easier to receive and process important client documents. Digitising these processes has enabled our employees to respond to clients more promptly while also working flexibly.

To help our clients and our shareholders navigate through this uncertain period, we kept them updated through our dedicated COVID-19 hub on our website and held over 40 information webinars with more than 4,300 clients attending.

Pleasingly, our communication has been rated highly by our clients. Staying in touch via phone, email and broader Perpetual communications were highly valued by clients across all our businesses. Strong relationships and the quality of our advice were also rated highly. According to NMG Consulting's study in June 2020, Perpetual provided an exceptional level of support to our clients due to our regular communication during the COVID-19 crisis. Perpetual was the second-highest rated fund manager with regards to providing an exceptional level of support.

This year, as part of our ongoing commitment to deliver improved client service and to enhance the way in which we handle any client complaints, we have created an independent Client Advocacy team.

We are focused on supporting our people to do great things, to enjoy and develop in their roles and beyond. We have seen improved employee engagement this year despite the difficulties associated with the current environment. Over 80% of our staff feel that we have responded well to the COVID-19 crisis.

We have a strong commitment to diversity and inclusion at Perpetual and we are targeting 40% representation of women in senior management. We currently have just over 36% of women in senior roles and we were recognised by the Workplace Gender Equality Agency as an “Employer of Choice for Gender Equality” for the third consecutive year.

As one of Australia’s largest managers of philanthropic funds, we have \$2.9 billion of Funds under Advice and in FY20 distributed \$113 million to communities on behalf of our clients.

We also supported many charitable trusts and endowments over the year. We are particularly proud of the work we did to help community organisations access over \$4 million in immediate funding for not-for-profits to avoid disruptions to their critical services following the onset of COVID-19.

Through the Perpetual Foundation \$11.4 million of funds were distributed to community organisations during the year.

We are equally proud of our work alongside Indigenous trust advisory councils and local leaders in ensuring emergency funds were made available for critical support as quickly as possible; and in some cases, even helping to secure food supplies for isolated communities.

In FY20, we have further developed our position on climate change and our commitment to reducing our own environmental impact.

We have a published position on climate change and a climate change action plan.

We offer products to clients who wish to screen their investments based on ESG criteria and through our acquisition of Trillium this year, not only are we able to introduce new fully integrated ESG investment products to the Australian retail and institutional markets, but we will also leverage Trillium's ESG expertise across all areas of our business over time.

Summary slide - a diversified business

While FY20 was undoubtedly a challenging year, we have responded well to those challenges and we have continued to execute on our stated strategy.

Perpetual has a trusted brand, a key asset that we never assume will stay. We firmly believe that we earn that trust, every day, through every action of every person at Perpetual. The combination of a trusted brand in financial services, with the strong support of our shareholders for our forward-looking strategy, focused on delivering quality growth over time, is our core driver. Whilst FY20 had its challenges, more than most years, we have made substantial ground in laying new foundations for our future growth, and like Tony and the Board, I remain very optimistic about our prospects of delivering that growth in the years ahead.

Before I hand back to Tony, I would like to thank all of our people at Perpetual who have contributed so much during a challenging year. Our people have been resilient, they have remained fully focused on delivering the best possible results for our clients and for our shareholders, and they have adjusted to the challenging times incredibly well.

This year we have been able to truly demonstrate our commitment to supporting our clients through volatile and uncertain times and by earning their trust through our actions, every day.

I would also like to thank Tony and the Board for their ongoing support.

Thank you.

[END]

PPT 2020 Annual General Meeting
People and Remuneration Committee Chairman
Nancy Fox

Good morning fellow shareholders. As Chairman of the People and Remuneration Committee, it is my pleasure to present to you today the highlights of our key remuneration outcomes for the 2020 financial year.

As highlighted by Tony and Rob earlier, this year has been challenging for Perpetual and while we have made good progress in many areas of our business, our financial performance has been impacted in the second half of the fiscal year by the economic effects of the COVID-19 pandemic and declining global investment markets. As shareholders would expect, these factors have impacted the Variable Incentive outcomes for key management personnel in FY20.

Performance

When deciding whether an incentive is awarded for Executives in any given year, your Board, through its People and Remuneration Committee considers a range of factors. As outlined in our recently published remuneration report within the 2020 Annual Report, Perpetual uses a balanced scorecard to allow the organisation to focus on short, medium and long-term strategic priorities. This approach has served the business well and continues to do so.

The overall weighting of financial performance in the FY20 scorecard is split 55% to financial performance measures and 45% to other strategically important non-financial measures. While some financial targets have not been met in FY20, targets have been met in other

important non-financial measures, which all contribute to the medium to long-term performance of the business.

We believe that the agreed non-financial measures included in the scorecard are key lead indicators of future business value accretion.

Strategic Initiatives

Despite the challenges presented in FY20, management has put in place strategic initiatives to position the business for the future, including the acquisition of Trillium Asset Management, the implementation of an operating model which has delivered substantial expense reductions, and record technology investment.

We also capitalised on continued disruption within the advice industry, with 20 new financial advisers joining Perpetual Private. The Perpetual Corporate Trust business has also continued to grow revenues across all lines of business.

COVID-19

COVID-19 has presented a number of risks and opportunities to the business in FY20. On balance, our management team responded remarkably well to the disruptive risks of COVID-19 by mobilising our workforce quickly, ensuring that all parts of the business continued to operate smoothly in a remote work environment, enhancing internal and client communications and quickly gaining the confidence of both employees and clients. As mentioned by Rob, this has been validated by positive employee sentiment results and record client Net Promoter Score outcomes.

Given a meaningful proportion of Perpetual's revenues are linked to equity and other capital market performance, COVID-19 has had a

negative impact on financial performance in FY20. While this was an unforeseeable event, it has not resulted in any change to financial targets being made by the Board for the current performance year.

Remuneration Outcomes

When performance is assessed overall for the year, the Board has determined that Variable Incentive awards should be allocated in respect of FY20. The range of Variable Incentive awarded to current key management is between 37% and 69% of total Variable Incentive targets, with an average outcome of 53%.

The Board is mindful that NPAT for FY20 is 22% below target and therefore to align shareholder returns and the Variable Incentive remuneration for key management, Variable Incentive outcomes for FY20 will be awarded in Hurdled Equity only. Delivering awards solely in the form of Hurdled Equity means that both shareholders and executives will benefit through share price recovery. Conversely, if long-term share price growth is not delivered, the equity will be forfeited.

In addition, effective 1 July 2020, the CEO and Managing Director took a 20% reduction to fixed pay for a period of six months and other Group Executives also took a pay reduction of 10% over the same period. The Board took a similar reduction in its fees with the Chairman taking a 20% reduction for a period of six months and Directors' base fee was reduced by 10% over the same period.

We understand the importance of providing clarity and transparency in relation to the remuneration of key management personnel. We continue our commitment to this, particularly in the context of the current environment.

Finally, I too would like to acknowledge and thank the many people in our organisation for their daily contribution to delivering quality client outcomes demonstrated by another year of exceptional client advocacy results, particularly in the context of a difficult year and given the many impacts and challenges that COVID-19 presented.

Thank you

[END]

PERPETUAL LIMITED
**2020 ANNUAL
GENERAL MEETING**

ABN 86 000 431 827

Perpetual 

MR TONY D'ALUISIO AM
Chairman

Perpetual 

AGENDA

| FY20 Financial Statements and Reports

| Adoption of the Remuneration Report for FY20

| Re-appointment of Tony D'Aloisio as Non-executive Director

| Re-appointment of Fiona Trafford-Walker as Non-executive Director

| Approval of the FY20 variable incentive equity grant for the Managing Director and CEO

MR TONY D'ALOSIO AM
Chairman

Perpetual 

FINANCIAL YEAR 2020

- Overview of FY20 Results and Impact of COVID-19
- Delivery of Key Strategic Initiatives
- Executive and Board Remuneration
- Change in Dividend Policy
- Board Composition

MR ROB ADAMS
Chief Executive Officer &
Managing Director

Perpetual 



FY20 RESULTS

\$489.2m
Operating revenue¹

↓ 5% on FY19

\$356.8m
Expenses

↑ 1% on FY19

\$82.0m
NPAT

↓ 29% on FY19

\$93.5m
UPAT¹

↓ 19% on FY19

**PERPETUAL
INVESTMENTS**
FUM \$28.4b

Highly regarded investments business
adding world-class investment
capabilities to drive sustained growth

**PERPETUAL
PRIVATE**
FUA \$14.3b

Clear HNW segmentation strategy, well
positioned to capitalise
on industry disruption

**PERPETUAL
CORPORATE TRUST**
FUA \$941.9b

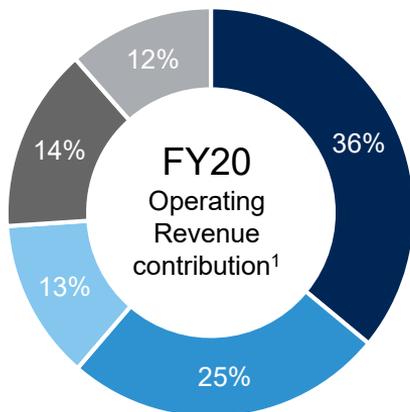
Leader in securitisation and
managed fund services, investing
in data analytics solutions

1. Operating revenue is presented net of distributions and expenses of the EMCF structured products. For statutory purposes revenue, distributions and expenses are adjusted to reflect the gross revenue and expenses of these products. Refer Appendix B of the operating and financial review for the 12 months ended 30 June 2020 for the definition of UPAT and reconciliation to NPAT.

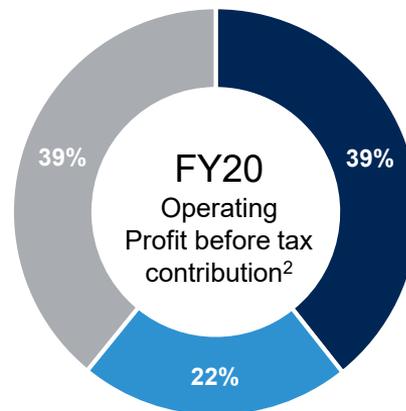
DIVERSIFIED BUSINESS MODEL

REVENUE SOURCE PROVIDE SOME PROTECTION FROM MARKET VOLATILITY

Operating revenue¹ \$m



Operating profit before tax² \$m



■ Perpetual Investments
■ Perpetual Private market

■ Perpetual Private non-market
■ PCT Debt Market Services
■ PCT Managed Fund Services

■ Perpetual Investments ■ Perpetual Private ■ Perpetual Corporate Trust

1. Operating revenue contribution excludes Perpetual Group services for the 12 months ended 30 June 2020. FY20 Non-market revenue represented 39% of operating revenue and includes Perpetual Private non-market and Perpetual Corporate Trust revenues. FY20 Market revenues represented 61% of revenue and includes Perpetual Investments and Perpetual Private market revenues
2. Underlying operating profit before tax excludes Perpetual Group services for the 12 months ended 30 June 2020

FY20 OUTCOMES

STRONG FOUNDATIONS FOR FUTURE GROWTH



CLIENT FIRST

Exceptional products
Outstanding service

- ✓ Net Promotor Score +45 up from +40¹ in FY19.
- ✓ PCT awarded “Trustee of the Year”² for 4th year running.
- ✓ 30%³ increase in high quality advisers in Perpetual Private.
- ✓ Global Innovation Share Fund delivers 33% return above benchmark and included in top 20 global fund managers.⁴



FUTURE FIT

Empowering our
people to deliver high
performance

- ✓ Operating model delivered \$18-23 million⁵ range on an annualised basis.
- ✓ Chief Operating Officer, Amanda Gazal on board and leading Perpetual Client Solutions.
- ✓ Continued investment and redesign of our Governance, Accountability and Risk frameworks.
- ✓ Infrastructure transformation projects underway.



NEW HORIZONS

New capabilities
Global footprint

- ✓ Priority Life and Trillium acquisitions completed, extending deep client and ESG investment segment expertise.⁶
- ✓ Announced the transformational acquisition of Barrow Hanley⁷ - a platform for Perpetual to compete globally.
- ✓ Global Head of Distribution and US Distribution team in place to accelerate growth in key markets.

1. NPS scores may be restated to incorporate acquisitions and or changes to client segmentation within business units to allow for direct comparison year on year. The FY19 NPS score was restated from 39 to 40 to reflect the acquisition of Round Tables in PCT and the addition of the Not-For-Profit client segment within Perpetual Private 2. Kanga Awards 2019 3. Net increase since 30 June 2019, includes new advisers joining Perpetual either via the adviser growth strategy or as part of the Priority Life acquisition 4. For the 12 months ended 30 June 2020, Perpetual Global Innovation Fund included in Morningstar's Top 20 global fund managers June 2020 YoY% compared to MSCI All Country World Index 5. As at 30 June 2020 on an annualised basis. 6. Rainmaker roundup Volume 23 No 4 December 2019 7. Subject to regulatory and customary approvals including Barrow Hanley client consents

FY20

BUILDING A SUSTAINABLE FUTURE FOR OUR CLIENTS PEOPLE COMMUNITIES AND THE ENVIRONMENT



CLIENTS

- ✓ Investing in digital capability.
- ✓ Over 4,300 clients attended over 40¹ of our webinars during COVID-19.
- ✓ Recognised as providing exceptional level of support during COVID-19 – NMG's Australian Adviser².
- ✓ Appointment of Client Advocate.



PEOPLE

- ✓ Over 80% of our staff feel that we have responded to COVID-19 well.
- ✓ 36% of women in senior leadership roles in FY20 and on track to achieve a target of 40%.
- ✓ Employer of choice for gender equality for the third year running³ from the Workplace Gender Equality Agency.



COMMUNITIES

- ✓ Supporting over 100 clients in the not-for-profit sector.
- ✓ \$113m⁴ distributed to communities on behalf of our philanthropic clients.
- ✓ The Perpetual Foundation distributed \$11.4⁴ million to community organisations.
- ✓ COVID-19 response included accelerated release of \$4 million⁴ in grants to community organisations.



ENVIRONMENT

- ✓ Signatories to the UN PRI⁵ since 2009.
- ✓ Climate change action plan in place.
- ✓ 50% reduction in average monthly paper usage in Q4 FY20.
- ✓ 0.7 billion in FUM⁶ in wholesale ethical SRI fund.

Our Purpose: Enduring Prosperity



A diversified business

Supported by
balance sheet strength, brand & client relationships

Responding to the current environment

Earning trust every day
supporting our clients, protecting our people, remaining true to label

Executing on our strategy

Clients first, future fit, new horizons

NEW SOUTH WALES

Angel Place
Level 18, 123 Pitt Street
Sydney NSW 2000

**AUSTRALIAN CAPITAL
TERRITORY**

Level 6, 10 Rudd Street
Canberra ACT 2601

VICTORIA

Rialto South Tower
Levels 28 and 29,
525 Collins Street
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