**This announcement contains inside information.**

# Schroders plc

## Annual results 2025

**12 February 2026**

## Adjusted operating profit growth of 25%, supported by strong investment performance and commercial discipline

- 70% or more of client assets outperforming their comparators over one, three and five years; strongest client investment performance since 2021[1].
- Record Group assets under management (AUM), up 6% to £823.7 billion (FY 2024: £778.7 billion[2]).
- £11.2 billion of net new business (NNB)[3] (FY 2024: net outflows of £10.8 billion), marking a return to organic growth, achieved through improved flows from intermediary and institutional clients.
- Public Markets returned to organic growth for the first time since 2021, whilst NNB in Schroders Capital and Wealth Management was weaker year on year.
- Accelerated the delivery of our transformation programme, with £75 million of net in-year cost savings for 2025, surpassing the expectation at H1 2025.
- Achieved four percentage-point improvement in our adjusted cost to income ratio to 71% (FY 2024: 75%). Adjusted operating expenses were stable due to strong cost discipline across the Group.
- Statutory profit before tax of £673.8 million (FY 2024: £558.1 million), up 21%. Adjusted operating profit up 25% to £756.6 million (FY 2024: £603.1 million).
- The Board has separately announced today that it has agreed the terms of a recommended all-cash offer for the Combination of Nuveen and Schroders.
- The Board proposes an unchanged final dividend of 15.0 pence per share.

| | **Year ended 31 December 2025** | Year ended 31 December 2024 | % change |
|---|---|---|---|
| AUM including JVs and associates (£bn) | **823.7** | 778.7 | 6% |
| Net new business excluding JVs and associates (£bn) | **11.2** | (10.8) | NA |
| Net new business including JVs and associates (£bn) | **6.0** | (4.7) | NA |
| Statutory net operating income (£m) | **2,700.5** | 2,430.4 | 11% |
| Statutory profit before tax (£m) | **673.8** | 558.1 | 21% |
| Statutory basic earnings per share (pence) | **34.1** | 26.4 | 29% |
| Adjusted net operating income[4] (£m) | **2,589.8** | 2,437.1 | 6% |
| Adjusted operating expenses[4] (£m) | **(1,833.2)** | (1,834.0) | –% |
| Adjusted operating profit[4] (£m) | **756.6** | 603.1 | 25% |
| Adjusted basic operating earnings per share[4] (pence) | **36.6** | 28.4 | 29% |
| Dividend per share (pence) | **21.5** | 21.5 | –% |

***Richard Oldfield, Group Chief Executive, said:***

*"In the first year of our transformation, we have made good progress and returned to growth. We delivered record AUM and positive NNB, reflecting renewed momentum across the Group."*

*"Investment performance strengthened materially, demonstrating the value of active management in uncertain environments, and gross inflows rose to £142 billion[3]. Clients are responding to our strong investment capabilities, particularly in Public Markets and Schroders Capital, where differentiated strategies continue to attract capital."*

*"This progress is translating into improved financial outcomes. We delivered £75 million of cost savings, increased operating leverage and grew adjusted operating earnings per share by 29%."*

*"With a simpler, more scalable operating platform in place, our focus now is to embed the changes we have made and reinvest selectively to accelerate growth, particularly in Wealth Management and Schroders Capital. We are making good progress, but we remain disciplined and clear-eyed about the work still to do."*

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[1]Refer to page 9 for more information about client investment performance. [2]FY 2024 AUM excluding SPW: £763.0 billion. [3]Excluding joint ventures (JVs) and associates. [4]The 2024 comparatives have been re-presented (see note 17(b)).

# Recommended all-cash offer for the combination of Nuveen and Schroders

Schroders and Nuveen have today announced that they have agreed the terms of a recommended all-cash offer by Pantheon LLC, a wholly-owned subsidiary of Nuveen, to acquire the entire issued and to be issued share capital of Schroders, (the "Combination"). Under the terms of the Combination, each Schroders shareholder will be entitled to receive a total value of up to 612 pence per Schroders share, comprising cash consideration of 590 pence per Schroders share and permitted dividends of up to 22 pence (in aggregate) per Schroders share, which Schroders shareholders may receive and retain if declared or paid prior to completion without any reduction to the cash consideration.

We believe the Combination will bring together highly complementary businesses to create one of the world's largest global active asset managers, with £1.8 trillion of AUM balanced across institutional and wealth channels, enhancing investment performance, client service excellence, sustainability leadership and innovation for clients, colleagues and partners. The Schroders brand will be retained, and London will serve as the Combined Group's non-US headquarters and largest office, reinforcing the UK's role as a global financial centre. Please refer to the Rule 2.7 announcement published today.

# Management statement

In March 2025, we set ambitious three-year targets to simplify, scale and deliver for our stakeholders. Over the past year, we have taken a disciplined approach to refocusing the business and laying solid foundations for long-term growth.

This year we launched our Active Edge campaign, which underpins our considered, forward-looking approach to balancing risk and return. This is who we are, and what differentiates us. In 2025, our active approach enabled us to deliver client investment performance of at least 70% over one, three and five years. At the same time, we strengthened client relationships, with engagements increasing by more than 30% year on year. We also saw continued commercial momentum, reflected in gross inflows of £142.0 billion, up 9%[1].

We grew net operating revenue excluding performance fees and carried interest by 5% (2024: 2%), supported by strong markets and improved business mix. Favourable market conditions and investment performance increased average AUM[1] by 5%. In addition, strong equity market gains increased the proportion of asset management AUM[1] invested in equities by 1.5%, which was revenue-accretive given higher average fee rates.

Including higher performance fees and net carried interest and increased returns on seed and co-investments, adjusted net operating income increased 6%.

Our significant progress against our transformation targets and focus on cost discipline ensured that the growth in revenues was not matched by an increase in costs. Instead, we maintained stable adjusted operating expenses year on year. This improvement in operating leverage has resulted in a 25% increase in adjusted operating profit and a 29% increase in adjusted operating basic earnings per share.

A year ago, we committed to four key priorities to drive our progress:

## 1) Accelerate pace of improvement and deploy resource and capital effectively

We continue to make strong progress against our three-year transformation programme, moving at pace to simplify the Group, improve operating leverage and deploy resources and capital more effectively.

### Accelerating cost efficiencies and reinvestment

We further accelerated delivery against our transformation cost target, achieving £75 million of in-year savings through the income statement net of reinvestment, ahead of our expectation of £50 million. On an annualised basis, we have delivered cost savings of £102 million, net of reinvestment, of our three-year £150 million annualised savings target. This was delivered despite incurring a £20 million unanticipated charge to support a programme of remedial works to our London office building.

Savings were driven by continued simplification of our operating model, tighter control of our supplier footprint and the expansion of strategic operating partnerships, including our long-standing relationship with UST. These actions are improving scalability and resilience across our Technology and Operations functions, while maintaining a strong focus on client service.

[1] Excluding JVs and associates.

Consistent with our strategy, we have reinvested selectively to support future growth, including targeted hiring in priority investment areas, hiring for key leadership roles across Wealth Management and Public Markets, strengthening our client coverage model and building out specialist sales capability in Schroders Capital.

2025 represented the first phase of our transformation programme, with a primary focus on resizing the organisation and laying the foundations to continue delivering cost efficiencies as we increasingly pivot towards growth.

We remain firmly committed to delivering £150 million of annualised net cost savings by the end of 2027.

### Portfolio restructuring

Alongside cost actions, we have taken decisive steps to simplify our business portfolio, sharpen our strategic focus and exit markets where we do not see sufficient scale or long-term strategic advantage. During the year, we closed our convertibles desk, exited our real estate business in Munich and our private credit business in Australia, announced our intention to close our business in Brazil, and progressed the restructuring of our business in South Korea. In addition, we initiated the sale of our Indonesian asset management business (subject to regulatory approval). We also transitioned the full ownership of Schroders Personal Wealth (SPW) to Lloyds Banking Group, enabling us to focus on our core strengths within our Wealth Management business.

These actions, while difficult, were important to simplify the Group, improve capital efficiency and ensure resources are focused on areas where we have clear competitive strengths and the greatest opportunity to deliver sustainable, profitable growth.

## 2) Invest in leading capabilities and broaden client access in Public Markets

At the end of 2025, we were ahead of our objective to stabilise revenues in Public Markets, with net operating revenue including performance fees increasing by 5% year on year. This was supported by strong market conditions, whilst favourable channel and regional mix helped mitigate ongoing revenue margin pressure. We generated NNB of £3.7 billion, with improved demand across both intermediary and institutional channels. Intermediary net flows strengthened through the year, with the final quarter delivering our strongest intermediary flows since the first quarter of 2021. We enter 2026 with a tailwind from the growth in AUM delivered in the second half of 2025.

The nine leading capabilities which we highlighted in our strategy update in March delivered combined net inflows of £8.2 billion, with strongest demand for global equities, credit, and core solutions. We continued to actively reshape the product range and optimise the operating platform around these capabilities. Over 16% of the Public Markets fund range is in the process of merger or closure. Importantly, this period of transformation has not compromised the strength of our investment franchise. We retained over 95% of highly rated employees in Public Markets and improved our three-year investment performance.

We continued to innovate to drive scale and broaden investor access to our capabilities, including through the launch of European Active ETFs and public–private credit. To support the execution of these initiatives and the broader growth of Public Markets, we have reinvested in talent, appointing a new Head of Investment and a new Head of ETFs.

## 3) Drive flows into our differentiated, specialist capabilities in Schroders Capital

Over the year, we reviewed our private markets portfolio and exited markets and capabilities where we did not have sufficient scale or a clear right to win. These actions, outlined above, were taken to concentrate resources on areas where we have strong competitive positions and see durable client demand.

Schroders Capital generated £10.9 billion of gross fundraising, with non-fee-earning dry powder increasing by £0.7 billion to £4.9 billion, reflecting continued client appetite across our core strategies.

We generated NNB of £4.6 billion, including £0.5 billion from Future Growth Capital (FGC). By pillar, we recorded NNB of £1.9 billion in Private Equity, £1.4 billion in Private Debt and Credit Alternatives, £0.8 billion in Infrastructure, and broadly flat NNB in Real Estate.

In December 2025, we won a mandate from Mercer in the UK defined contribution pension market, creating a further opportunity to expand our evergreen private markets range. This included the launch of a bespoke long-term asset fund (LTAF), jointly designed with Mercer, broadening access to diversified private markets exposure. FGC was appointed as the investment manager of Mercer’s new private markets LTAF.

To support future fundraising, we completed the build-out of our dedicated Schroders Capital Business Development team, reaching our target of 40 sales specialists. This specialist coverage enhances our ability to engage with clients across regions and channels, particularly in institutional and wealth markets.

The Group has committed up to £500 million of seed and co-investment to support the growth of Schroders Capital. Deployments and commitments continued during the year, supporting fund launches and planned launches, accelerating fundraising and strengthening alignment with client interests, notably the Greencoat Global Fund and BlueOrchard Climate Action Mobilisation Fund.

Taken together, these actions reflect a deliberate focus on building scale, sharpening differentiation and positioning Schroders Capital to capture future growth as market conditions improve. Looking ahead, in February 2026 we also announced a strategic partnership with Apollo to co-develop next-generation public-private investment solutions, further strengthening our private markets proposition.

### 4) Sustain and build on our successful track record in Wealth Management

It was a year of change for the Wealth business, with our new CEO refreshing the leadership team and undertaking a strategic review. We strengthened our Wealth Management segment by regaining full ownership of Cazenove Capital in exchange for our stake in SPW. We have established a new multi-year asset management agreement to continue managing the SPW assets.

Overall, Wealth Management delivered £3.4 billion of NNB, equivalent to an organic growth rate of 2.7%, below our expectations. Despite continued policy uncertainty we saw strong organic growth of 5.2% within our UK private client book.

Our Charities team recorded increased gross inflows in 2025 and have grown their charity market share from 10.7% to 14.1% over the past five years. A small number of large, low-margin outflows in the fourth quarter, combined with elevated reserve drawdowns, resulted in negative net new business for the year.

Against a backdrop of continued macro-economic and policy uncertainty, Benchmark net flows remained muted in the fourth quarter, resulting in total NNB for 2025 of £1.0 billion, equivalent to a NNB rate of 2.9%.

Wealth Management continues to be a key pillar of revenue and profit growth for the Group. In 2025, Wealth Management net operating revenues increased 10%. Adjusted operating profit for the Wealth Management segment increased at a compound annual growth rate of 15% over the last three years.

## Financial performance

AUM including joint ventures and associates reached £823.7 billion (2024: £778.7 billion), driven by strong investment returns, favourable market performance and positive NNB.

Markets and investment returns, including those from joint ventures and associates, contributed £56.9 billion. This was despite adverse foreign exchange movements, principally the weakening of the US dollar, reducing AUM by £18.4 billion. Net disposals, including the sale of our stake in SPW, resulted in a further decrease of £17.9 billion. Net inflows of £6.0 billion were driven by Public Markets, Schroders Capital and Wealth Management, partly offset by outflows from our associates and joint ventures.

Average AUM excluding joint ventures and associates increased 5% year on year to £686.2 billion (2024: £652.3 billion). This contributed to a 5% increase in net operating revenues excluding performance fees and net carried interest. Performance fees and net carried interest increased to £79.4 million (2024: £63.4 million), underpinned by strong investment performance, resulting in total net operating revenue of £2,504.3 million, up 6% year on year (2024: £2,370.0 million).

Our adjusted share of profits from joint ventures and associates reflected modest improvement, increasing to £49.3 million (2024: £47.7 million). This was despite the sale of SPW at the start of the fourth quarter. Overall, adjusted net operating income for the year was £2,589.8 million (2024: £2,437.1 million), up 6%.

Total adjusted operating expenses were stable at £1,833.2 million (2024: £1,834.0 million), with net in-year savings from our transformation programme of £75 million and disciplined cost control helping mitigate inflationary pressures. Together with the benefit of operating leverage from higher net operating income, this resulted in an improvement in the adjusted cost to income ratio from 75% to 71%. Within this, operating compensation costs were £1,138.5 million (2024: £1,154.9 million), down 1%. Non-compensation costs increased to £694.7 million (2024: £679.1 million), reflecting a switch from fixed compensation costs as we expand our partnership with UST and the recognition of a provision for remedial building works required at our London premises.

Adjusted operating profit was £756.6 million (2024: £603.1 million), up 25% year on year. Profit before tax was £673.8 million (2024: £558.1 million), an increase of 21%, reflecting the one-off gain of £113.3 million from the sale of SPW, which offset the costs of transformation and other portfolio restructuring items[1] totalling £152.5 million.

The Board has proposed a final dividend of 15.0 pence per share (2024: 15.0 pence per share).

## Asset Management segment

Asset Management adjusted net operating income for the year was £2,030.4 million (2024: £1,934.7 million), up 5%. Further detail on the components of this is set out below.

Adjusted operating expenses decreased 2% to £1,434.7 million (2024: £1,469.7 million), demonstrating the benefit of savings through our transformation programme and broader cost control.

Overall, these movements resulted in an adjusted operating profit of £595.7 million (2024: £465.0 million) for the Asset Management segment.

### Public Markets

Our Public Markets business saw net inflows of £3.7 billion (2024: net outflows of £21.6 billion) and total net operating revenue of £1,527.9 million (2024: £1,452.3 million). Within this, equities experienced marginal net outflows of £0.4 billion (2024: net outflows of £18.2 billion). Net flows benefitted from mandates awarded through the year, including £4.0 billion from St. James's Place and £3.3 billion from PGGM, although these gains and demand for our global and quantitative equity products were partly offset by outflows from Emerging Market and Asia Pacific equity strategies. AUM in equities finished the year up 18% at £225.1 billion (2024: £190.2 billion), with net operating revenue of £945.2 million (2024: £913.1 million). The net operating revenue margin excluding performance fees reduced by a basis point to 45 basis points (2024: 46 basis points).

In fixed income, global and European bonds continued to attract strong client demand. However, net outflows for the asset class as a whole amounted to £0.5 billion (2024: net inflows of £1.4 billion) largely due to

[1] Includes a £20.6 million expected credit loss charge reported outside of operating profit, within other net (loss)/gain on financial instruments and other income.

redemptions from US, Asia Pacific, and UK strategies. AUM ended the year at £87.0 billion (2024: £81.9 billion). Net operating revenue was £281.7 million (2024: £255.6 million), while the net operating revenue margin excluding performance fees improved by 2 basis points to 34 basis points (2024: 32 basis points) reflecting positive mix effects.

Multi-asset strategies experienced net outflows of £3.5 billion (2024: net outflows of £10.3 billion). AUM increased to £102.4 billion (2024: £83.7 billion) due to markets and investment performance, and the transfer of assets managed on behalf of SPW from the Wealth Management segment. Net operating revenue totalled £234.5 million, up from £222.2 million, while the net operating revenue margin excluding performance fees reduced to 24 basis points (2024: 25 basis points).

Core solutions recorded significant net inflows of £8.1 billion (2024: net inflows of £5.5 billion). This strong flow activity was underpinned by continued success in partnering with pension clients on outsourced CIO and fiduciary management solutions. AUM increased to £118.6 billion, up from £109.1 billion last year. Net operating revenue rose to £66.5 million compared to £61.4 million previously. The net operating revenue margin excluding performance fees was stable at 6 basis points (2024: 6 basis points).

### Schroders Capital

Schroders Capital generated gross fundraising of £10.9 billion (2024: £10.8 billion) with good contributions across all asset class pillars. Non-fee-earning dry powder amounted to £4.9 billion at year end (2024: £4.2 billion).

Excluding flows from FGC, NNB was £4.1 billion (2024: £4.5 billion), contributing to an increase in AUM to £72.6 billion (2024: £70.1 billion). Net operating revenue, inclusive of performance fees and carried interest, rose to £438.7 million (2024: £426.7 million). The underlying net operating revenue margin, excluding performance-related items, remained at 57 basis points (2024: 57 basis points).

### Asset Management joint ventures and associates

Our total share of profits from Asset Management joint ventures and associates was £30.3 million (2024: £37.1 million), impacted by softer results from our Fund Management Company venture with Bank of Communications in China due to client redemptions.

Asset Management joint ventures and associates experienced net outflows of £5.6 billion (2024: inflows of £5.7 billion), contributing to a 7% decrease in AUM, closing the period at £94.1 billion (2024: £101.2 billion).

## Wealth Management segment

Wealth Management generated total net new business of £3.4 billion (2024: net inflows of £6.3 billion), with a strong contribution from UK private clients within Cazenove Capital.

The sale of our interest in SPW impacted Wealth Management AUM in two ways. Firstly, the £16.2 billion of assets we continue to manage on behalf of SPW have been transferred to the Asset Management segment. Secondly, the business no longer represents a joint venture of the Group, and so its assets no longer form part of our AUM. Reflecting these changes, Wealth Management AUM excluding joint ventures ended the period at £123.9 billion (2024: £126.8 billion). Net operating revenue was £537.7 million (2024: £491.0 million).

Adjusted net operating income increased 11% to £559.4 million (2024: £502.4 million).

The net operating revenue margin excluding performance fees and network adviser fees remained at 40 basis points (2024: 40 basis points).

Our adjusted share of profits from Wealth Management joint ventures and associates contributed £19.0 million (2024: £10.6 million) with the increase principally driven by improved efficiencies and reduced third-party costs in SPW prior to its sale.

Adjusted operating expenses were £361.1 million (2024: £325.6 million), resulting in adjusted operating profit for the segment of £198.3 million (2024: £176.8 million).

## Outlook

Over the past year, we have taken decisive action to reshape the Group, strengthening focus, improving operating leverage and reinforcing capital discipline. We remain committed to embedding the changes we have made in the first year of our transformation, and to our target of £150 million annualised net savings.

As we look ahead to 2026, we do so against a market backdrop that remains uncertain and demanding, with elevated valuations in certain asset classes. In these environments, clients need active management most.

Whilst improving momentum in the fourth quarter in Public Markets positions us strongly as we enter 2026, our focus remains on delivering continued strong investment performance, rather than relying on favourable market conditions or a sustained turn in flows.

In Schroders Capital, the priority is to convert the investment made in our specialist business development team into sustained NNB delivery, against a backdrop of more subdued global fundraising.

In Wealth Management, we enter 2026 with confidence in the continued strength of our UK Cazenove Capital business, underpinned by a strong pipeline across charities and UK private clients.

We have a clear understanding of the opportunities and challenges that lie ahead for our own business. Our focus remains on disciplined execution of our strategy, supporting clients with our active approach through complexity and volatility, and delivering against our ambition to return to sustainable, profitable growth.

## Assets under management (AUM)

| £bn | 1 January 2025 | Gross inflows | Gross outflows | Net flows | Transfers[1] | Acquisitions and disposals[2] | Investment returns, FX and other[3] | 31 December 2025 |
|---|---|---|---|---|---|---|---|---|
| Equities | **190.2** | 46.0 | (46.4) | **(0.4)** | (0.4) | – | 35.7 | **225.1** |
| Fixed income | **81.9** | 33.1 | (33.6) | **(0.5)** | 3.0 | – | 2.6 | **87.0** |
| Multi-asset | **83.7** | 12.8 | (16.3) | **(3.5)** | 12.4 | – | 9.8 | **102.4** |
| Core solutions | **109.1** | 21.5 | (13.4) | **8.1** | 1.2 | – | 0.2 | **118.6** |
| **Public Markets** | **464.9** | **113.4** | **(109.7)** | **3.7** | **16.2** | **–** | **48.3** | **533.1** |
| **Schroders Capital** | **70.1** | **10.2** | **(6.1)** | **4.1** | **–** | **(1.4)** | **(0.2)** | **72.6** |
| Intermediary | **125.5** | 44.9 | (40.4) | **4.5** | 0.5 | – | 11.4 | **141.9** |
| Institutional | **409.5** | 78.7 | (75.4) | **3.3** | 15.7 | (1.4) | 36.7 | **463.8** |
| **Asset Management** | **535.0** | **123.6** | **(115.8)** | **7.8** | **16.2** | **(1.4)** | **48.1** | **605.7** |
| Cazenove Capital and other Wealth | **92.2** | 14.4 | (12.0) | **2.4** | (16.2) | – | 6.9 | **85.3** |
| Benchmark | **34.6** | 4.0 | (3.0) | **1.0** | – | 0.6 | 2.4 | **38.6** |
| **Wealth Management** | **126.8** | **18.4** | **(15.0)** | **3.4** | **(16.2)** | **0.6** | **9.3** | **123.9** |
| **Total excl. JVs and associates** | **661.8** | **142.0** | **(130.8)** | **11.2** | **–** | **(0.8)** | **57.4** | **729.6** |
| JVs and associates | **116.9** | 462.6 | (467.8) | **(5.2)** | – | (17.1) | (0.5) | **94.1** |
| **Group total** | **778.7** | **604.6** | **(598.6)** | **6.0** | **–** | **(17.9)** | **56.9** | **823.7** |

1. The transfer of £16.2 billion from Wealth Management to Asset Management relates to assets managed on behalf of Schroders Personal Wealth (SPW).
2. Principally relates to the disposal of SPW.
3. Includes markets, foreign exchange and investment performance. Foreign exchange decreased AUM including joint ventures and associates by around £18.4 billion (2024: decrease of £7.9 billion) and decreased AUM excluding joint ventures and associates by around £13.3 billion (2024: decrease of £6.9 billion).

## Revenue margins

| Net operating revenue margin excluding performance fees and carried interest (bps) | FY 2024 | H1 2025 | FY 2025 | FY 2025 exit rate[1] |
|---|---|---|---|---|
| Equities | 46 | 45 | **45** | 44 |
| Fixed income | 32 | 33 | **34** | 36 |
| Multi-asset | 25 | 24 | **24** | 23 |
| Core solutions | 6 | 6 | **6** | 6 |
| Schroders Capital | 57 | 56 | **57** | 57 |
| Cazenove Capital and other Wealth | 48 | 47 | **48** | 52 |
| Benchmark | 20 | 21 | **21** | 21 |

1. Net operating revenue margin, excluding performance fees and net carried interest, at which we exit the year.

## Client investment performance

| | Percentage of assets outperforming | | |
|---|---|---|---|
| | **One year** | **Three years** | **Five years** |
| **To 31 December 2025** | **71%** | **70%** | **73%** |
| To 31 December 2024 | 70% | 58% | 76% |

### Calculation methodology

Client investment performance is a measure of how investments are performing relative to a benchmark or other comparator. As an active asset manager, we prioritise consistently delivering positive investment outcomes for our clients, which is why our three-year investment performance is a key performance indicator for the Group. It is calculated internally by Schroders to give shareholders and financial analysts general guidance on how our invested assets are performing. The data is aggregated and is intended to provide information for comparison with prior reporting periods only. It is not intended for clients or potential clients investing in our products. Calculations for investment performance are made gross of fees, with the exception of those for which the stated comparator is a net-of-fees competitor ranking. When a product's investment performance is disclosed in product or client documentation, it is specific to the strategy or product. Performance will either be shown net of fees at the relevant fund share-class level or it will be shown gross of fees with a fee schedule for the strategy supplied.

The calculation includes applicable assets under management that have a complete track record over the one-year, three-year and five-year reporting periods, respectively. Applicable assets under management does not include our joint ventures and associates and excludes £86.9 billion of assets, principally comprising: those managed by third parties or held on an execution-only basis, the majority of assets managed by Schroders Capital Real Estate Hotels, non-discretionary assets and assets held on a custody-only basis, and Wealth Management platform assets on the Benchmark Fusion platform. Performance is calculated relative to the relevant comparator for each investment strategy, as summarised below. These fall into one of four categories, the percentages for each of which refer to the three-year calculation:

- For 70% of assets included in the calculation, the comparator is the relevant benchmark.
- If the relevant comparator is to competitor rankings, the relative position of the fund to its peer group on a like-for-like basis is used to calculate performance. This applies to 11% of assets in the calculation.
- Assets for which the relevant comparator is an absolute return target are measured against that absolute target. This applies to 13% of assets in the calculation.
- Assets with no specific outperformance objective, including those with a "buy and maintain" objective, are measured against a cash alternative, if applicable. This applies to 6% of assets in the calculation.

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Copies of this announcement are available on the Schroders website: www.schroders.com/ir. Richard Oldfield, Group Chief Executive, and Meagen Burnett, Chief Financial Officer, are hosting a live webcast for the investment community to discuss the Group's annual results at 09.30 a.m. GMT on Thursday, 12 February 2026. Once registered on https://www.schroders.events/AnnualResults2025 a link to the call will be shared via email. A replay will be made available at www.schroders.com/ir. Please visit www.schroders.com/ir to learn how we handle personal data.

The information contained within this announcement is deemed by the Company to constitute inside information as stipulated under the Market Abuse Regulation (EU) no. 596/2014 (as incorporated into UK domestic law by virtue of the European Union (Withdrawal) Act 2018 ("UK MAR"). On the publication of this announcement via a regulatory information service, this inside information is now considered to be in the public domain. The person responsible for arranging the release of this announcement is Kate Graham, Group Company Secretary.

## Forward-looking statements

This announcement and the Schroders website may contain forward-looking statements with respect to the financial condition, performance and position, strategy, results of operations and businesses of the Schroders Group. Such statements and forecasts involve risk and uncertainty because they are based on current expectations and assumptions but relate to events and depend upon circumstances in the future; you should not place reliance on them. Without limitation, any statements preceded or followed by or that include the words 'targets', 'plans', 'sees', 'believes', 'expects', 'aims', 'confident', 'will have', 'will be', 'will ensure', 'likely', 'estimates', 'foresee' or 'anticipates' or the negative of these terms or other similar terms are intended to identify such forward-looking statements. There are a number of factors that could cause actual results or developments to differ materially from those expressed or implied by forward-looking statements and forecasts. Forward-looking statements and forecasts are based on the Directors' current view and information known to them at the date of this statement. The Directors do not make any undertaking to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Nothing in this announcement or in the Annual Report and Accounts or on the Schroders website should be construed as a forecast, estimate or projection of future financial performance.

## Further information about the Combination

This announcement is not intended to and does not constitute or form part of, and should not be construed as, any offer under any applicable legislation or a takeover offer to sell or subscribe for or any solicitation or invitation to purchase or subscribe for any securities or financial instruments, or any advice or recommendation with respect to any such securities or other financial instruments, or the solicitation of any vote or approval in any jurisdiction pursuant to the Combination or otherwise. The Combination will be made solely pursuant to the terms of the Scheme Document (or, if the Combination is implemented by way of a takeover offer, the offer document), which will contain the full terms and conditions of the Combination, including details of how to vote in respect of the Combination. Any decision in respect of, or other response to, the Combination should be made only on the basis of the information contained in the scheme document (or, if the Combination is implemented by way of a takeover offer, the offer document). If you are in any doubt about the contents of this announcement or the action you should take, you are recommended to seek your own independent financial advice immediately from your stockbroker, bank manager, solicitor or independent financial adviser duly authorised under FSMA if you are resident in the United Kingdom or, if not, from another appropriately authorised independent financial adviser.

# Consolidated income statement

**for the year ended 31 December 2025**

| | Notes | **2025** £m | 2024[1] £m |
|---|---|---|---|
| Revenue | | 3,250.7 | 3,067.0 |
| Cost of sales | | (746.4) | (697.0) |
| **Net operating revenue** | 1 | **2,504.3** | **2,370.0** |
| | | | |
| Share of profit of associates and joint ventures | 8 | 51.2 | 42.1 |
| Gain on disposal of joint venture | 8 | 113.3 | – |
| Net gain on financial instruments and other income | | 31.7 | 18.3 |
| **Net operating income** | | **2,700.5** | **2,430.4** |
| | | | |
| Operating expenses | 2 | (2,026.6) | (1,901.6) |
| **Operating profit** | | **673.9** | **528.8** |
| | | | |
| Other net (loss)/gain on financial instruments and other income | | (21.8) | 2.8 |
| Interest income | | 45.1 | 44.2 |
| Interest expense | | (23.4) | (17.7) |
| **Profit before tax** | | **673.8** | **558.1** |
| Tax | 3(a) | (123.4) | (125.1) |
| **Profit after tax** | | **550.4** | **433.0** |
| | | | |
| **Attributable to:** | | | |
| Equity holders of Schroders plc | | 539.8 | 417.0 |
| Non-controlling interest holders | | 10.6 | 16.0 |
| **Profit after tax** | | **550.4** | **433.0** |
| | | | |
| **Earnings per share** | | | |
| Basic | 4 | 34.1p | 26.4p |
| Diluted | 4 | 33.6p | 26.0p |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

# Consolidated statement of comprehensive income

**for the year ended 31 December 2025**

| | Notes | **2025**<br>**£m** | 2024<br>£m |
|---|---|---|---|
| **Profit after tax** | | **550.4** | **433.0** |
| | | | |
| **Items that may be reclassified to the income statement:** | | | |
| Net exchange differences on translation of foreign operations after hedging | | (3.2) | (56.1) |
| Net (loss)/gain on financial assets at fair value through other comprehensive income | | (0.4) | 0.4 |
| Net loss on financial assets at fair value through other comprehensive income held by associates | 8 | (0.5) | – |
| | | **(4.1)** | **(55.7)** |
| | | | |
| **Items that have been reclassified to the income statement** | | **0.4** | **0.6** |
| | | | |
| **Items that will not be reclassified to the income statement:** | | | |
| Net actuarial loss on defined benefit pension schemes | 13 | (0.7) | (7.4) |
| Tax on items taken directly to other comprehensive income | 3(b) | 0.2 | 1.9 |
| | | **(0.5)** | **(5.5)** |
| | | | |
| **Other comprehensive income for the year, net of tax** | | **(4.2)** | **(60.6)** |
| **Total comprehensive income for the year** | | **546.2** | **372.4** |
| | | | |
| **Attributable to:** | | | |
| Equity holders of Schroders plc | | 535.6 | 356.4 |
| Non-controlling interest holders | | 10.6 | 16.0 |
| **Total comprehensive income for the year** | | **546.2** | **372.4** |

# Consolidated statement of financial position

**at 31 December 2025**

| | Notes | 2025 £m | 2024 £m |
|---|---|---|---|
| **Assets** | | | |
| Cash and cash equivalents | | 4,576.6 | 4,066.4 |
| Trade and other receivables | 6 | 1,113.3 | 1,026.4 |
| Financial assets | 6 | 3,409.9 | 3,227.9 |
| Associates and joint ventures | 8 | 376.1 | 550.0 |
| Property, plant and equipment | 9,10 | 443.5 | 488.6 |
| Goodwill and intangible assets | 11 | 1,715.8 | 1,840.5 |
| Deferred tax | | 123.4 | 160.4 |
| Retirement benefit scheme surplus | 13 | 126.1 | 131.0 |
| | | **11,884.7** | **11,491.2** |
| **Assets backing unit-linked liabilities** | | | |
| Cash and cash equivalents | | 103.8 | 148.3 |
| Financial assets | | 12,624.2 | 9,310.4 |
| | 6 | **12,728.0** | **9,458.7** |
| **Total assets** | | **24,612.7** | **20,949.9** |
| **Liabilities** | | | |
| Trade and other payables | 6 | 1,109.1 | 1,063.0 |
| Financial liabilities | 6 | 5,515.7 | 5,113.6 |
| Current tax | | 35.2 | 29.0 |
| Issued debt | 7 | 256.1 | 256.0 |
| Lease liabilities | 10 | 317.5 | 345.7 |
| Provisions | 12 | 83.0 | 60.3 |
| Deferred tax | | 104.3 | 120.3 |
| Retirement benefit scheme deficits | | 7.4 | 7.9 |
| | | **7,428.3** | **6,995.8** |
| **Unit-linked liabilities** | 6 | **12,728.0** | **9,458.7** |
| **Total liabilities** | | **20,156.3** | **16,454.5** |
| **Net assets** | | **4,456.4** | **4,495.4** |
| Equity attributable to equity holders of Schroders plc | | 4,456.0 | 4,410.3 |
| Non-controlling interest | | 0.4 | 85.1 |
| **Total equity** | | **4,456.4** | **4,495.4** |

# Consolidated statement of changes in equity

**for the year ended 31 December 2025**

| | | Attributable to equity holders of Schroders plc | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Share capital | Share premium | Own shares | Net exchange differences reserve | Associates and joint ventures reserve | Profit and loss reserve | Total | Non-controlling interest | Total equity |
| | Notes | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| **At 1 January 2025** | | **322.4** | **84.3** | **(159.9)** | **178.8** | **233.8** | **3,750.9** | **4,410.3** | **85.1** | **4,495.4** |
| Profit for the year | | – | – | – | – | 51.2 | 488.6 | 539.8 | 10.6 | 550.4 |
| Other comprehensive income[1] | | – | – | – | (2.6) | (0.5) | (1.1) | (4.2) | – | (4.2) |
| **Total comprehensive income for the year** | | **–** | **–** | **–** | **(2.6)** | **50.7** | **487.5** | **535.6** | **10.6** | **546.2** |
| Own shares purchased | 15 | – | – | (11.5) | – | – | – | (11.5) | – | (11.5) |
| Share-based payments | | – | – | – | – | – | 31.3 | 31.3 | – | 31.3 |
| Tax in respect of share schemes | 3(c) | – | – | – | – | – | 2.3 | 2.3 | – | 2.3 |
| Other movements[2] | | – | – | – | – | – | (176.2) | (176.2) | (93.5) | (269.7) |
| Dividends | 5 | – | – | – | – | – | (335.8) | (335.8) | (1.8) | (337.6) |
| **Transactions with shareholders** | | **–** | **–** | **(11.5)** | **–** | **–** | **(478.4)** | **(489.9)** | **(95.3)** | **(585.2)** |
| **Transfers** | | **–** | **–** | **72.9** | **–** | **(7.6)** | **(65.3)** | **–** | **–** | **–** |
| **At 31 December 2025** | | **322.4** | **84.3** | **(98.5)** | **176.2** | **276.9** | **3,694.7** | **4,456.0** | **0.4** | **4,456.4** |

[1]Other comprehensive income reported in the net exchange differences reserve comprises the net foreign exchange loss on the translation of foreign operations net of hedging and any recycling on realisations. Other comprehensive income reported in the associates and joint ventures reserve comprises post-tax fair value movements on financial assets at fair value through other comprehensive income, net of items that have been reclassified to the income statement. Other comprehensive income reported in the profit and loss reserve comprises the post-tax actuarial loss on the Group's retirement benefit schemes and post-tax fair value movements on financial assets at fair value through other comprehensive income, net of items that have been reclassified to the income statement.

[2]Other movements in the profit and loss reserve principally relate to the purchase of non-controlling interests (see note 17(c)) and financial liabilities in respect of options to purchase the remaining non-controlling interest in certain subsidiaries (see note 6).

## Consolidated statement of changes in equity

for the year ended 31 December 2024

| | Notes | Share capital £m | Share premium £m | Own shares £m | Net exchange differences reserve £m | Associates and joint ventures reserve £m | Profit and loss reserve £m | Total £m | Non-controlling interest £m | Total equity £m |
|---|---|---|---|---|---|---|---|---|---|---|
| | | Attributable to equity holders of Schroders plc | | | | | | | | |
| **At 1 January 2024** | | **322.4** | **84.3** | **(172.1)** | **234.9** | **215.2** | **3,705.9** | **4,390.6** | **73.1** | **4,463.7** |
| Profit for the year | | – | – | – | – | 42.1 | 374.9 | 417.0 | 16.0 | 433.0 |
| Other comprehensive income[1] | | – | – | – | (56.1) | – | (4.5) | (60.6) | – | (60.6) |
| **Total comprehensive income for the year** | | **–** | **–** | **–** | **(56.1)** | **42.1** | **370.4** | **356.4** | **16.0** | **372.4** |
| Own shares purchased | 15 | – | – | (59.8) | – | – | – | (59.8) | – | (59.8) |
| Share-based payments | | – | – | – | – | – | 30.4 | 30.4 | – | 30.4 |
| Tax in respect of share schemes | 3(c) | – | – | – | – | – | 0.7 | 0.7 | – | 0.7 |
| Other movements[2] | | – | – | – | – | – | 26.2 | 26.2 | 2.9 | 29.1 |
| Dividends | 5 | – | – | – | – | – | (334.2) | (334.2) | (6.9) | (341.1) |
| **Transactions with shareholders** | | **–** | **–** | **(59.8)** | **–** | **–** | **(276.9)** | **(336.7)** | **(4.0)** | **(340.7)** |
| **Transfers** | | **–** | **–** | **72.0** | **–** | **(23.5)** | **(48.5)** | **–** | **–** | **–** |
| **At 31 December 2024** | | **322.4** | **84.3** | **(159.9)** | **178.8** | **233.8** | **3,750.9** | **4,410.3** | **85.1** | **4,495.4** |

[1]Other comprehensive income reported in the net exchange differences reserve comprises the net foreign exchange loss on the translation of foreign operations net of hedging and any recycling on realisations. Other comprehensive income reported in the profit and loss reserve comprises the post-tax actuarial loss on the Group's retirement benefit schemes and post-tax fair value movements on financial assets at fair value through other comprehensive income, net of items that have been reclassified to the income statement.

[2]Other movements in the profit and loss reserve principally relate to financial liabilities in respect of options to purchase the remaining non-controlling interest in certain subsidiaries (see note 6).

# Consolidated cash flow statement

**for the year ended 31 December 2025**

| | Notes | **2025** **£m** | 2024 £m |
|---|---|---|---|
| **Net cash from operating activities**[1] | 16 | **914.4** | **1,048.2** |
| | | | |
| **Cash flows from investing activities** | | | |
| Net acquisition of businesses, associates and joint ventures | | (26.2) | (49.6) |
| Net acquisition of property, plant and equipment and software | | (19.1) | (70.5) |
| Acquisition of financial assets | | (4,392.3) | (3,703.9) |
| Disposal of financial assets | | 4,369.1 | 3,077.2 |
| Non-banking interest received | | 48.5 | 39.8 |
| Distributions received from associates and joint ventures | | 8.3 | 12.2 |
| **Net cash used in investing activities** | | **(11.7)** | **(694.8)** |
| | | | |
| **Cash flows from financing activities** | | | |
| Issuance of loan notes | | – | 248.8 |
| Purchase of subsidiary shares from non-controlling interest holders | | (35.0) | (9.9) |
| Lease payments | 10 | (46.8) | (46.0) |
| Acquisition of own shares | 15 | (11.5) | (59.8) |
| Dividends paid | 5 | (337.6) | (341.1) |
| Interest on issued debt | | (15.9) | (4.0) |
| Other | | (1.2) | (1.0) |
| **Net cash used in financing activities** | | **(448.0)** | **(213.0)** |
| | | | |
| **Net increase in cash and cash equivalents** | | **454.7** | **140.4** |
| | | | |
| Opening cash and cash equivalents | | 4,214.7 | 4,103.0 |
| Net increase in cash and cash equivalents | | 454.7 | 140.4 |
| Effect of exchange rate changes | | 11.0 | (28.7) |
| **Closing cash and cash equivalents** | | **4,680.4** | **4,214.7** |
| | | | |
| **Closing cash and cash equivalents consists of:** | | | |
| Cash and cash equivalents available for use by the Group | | 4,549.7 | 4,054.0 |
| Cash held in consolidated pooled investment vehicles | | 26.9 | 12.4 |
| **Cash and cash equivalents presented within assets** | | **4,576.6** | **4,066.4** |
| Cash and cash equivalents presented within assets backing unit-linked liabilities | | 103.8 | 148.3 |
| **Closing cash and cash equivalents** | | **4,680.4** | **4,214.7** |

[1]Includes Wealth Management interest income received of £221.1 million (2024: £227.6 million) and interest paid of £178.6 million (2024: £182.6 million).

## 1 Segmental reporting

### (a) Adjusted operating profit by segment

The Group has two operating segments: Asset Management and Wealth Management. The Asset Management segment principally comprises investment management including advisory services in respect of equity, fixed income, multi-asset solutions and private assets and alternatives products. The Wealth Management segment principally comprises investment management, wealth planning and financial advice, platform services and banking services. The Group segment represents the Group head office costs including relevant allocations for support services.

Operating expenses include an allocation of costs between the individual business segments on a basis that aligns the charge with the resources employed by the Group in respect of particular business functions. This allocation provides management with the relevant information as to the business performance to effectively manage and control expenditure.

Segmental information is presented on the same basis as that provided for internal reporting purposes to the Group's chief operating decision-maker, the Group Chief Executive. This reporting is based on adjusted measures which are used by management to assess the operational performance of the business. Adjusted measures exclude significant items of income and expenditure that have been separately presented by virtue of their nature to enable a better understanding of the Group's financial performance. These include acquisition costs and related items, transformation costs, and portfolio restructuring items.

Acquisition costs and related items include deal costs associated with corporate transactions, costs associated with the integration of acquired businesses and amortisation of acquired intangibles. Transformation costs have been incurred in reorganising parts of the Group to drive cost efficiencies and allow reinvestment in building the skills needed to support the future growth of the business. They principally comprise redundancy costs and project expenditure. Portfolio restructuring principally comprises non-recurring charges resulting from the discontinuation and sale of business operations, valuation adjustments on intangible assets and gains or losses on disposals.

A reconciliation of adjusted operating profit to operating profit is included in note 1(b).

| | Operating segments | | | |
|---|---|---|---|---|
| | **Asset Management** | **Wealth Management** | **Group segment** | **Total** |
| **Year ended 31 December 2025** | **£m** | **£m** | **£m** | **£m** |
| Revenue | 2,420.6 | 830.1 | – | 3,250.7 |
| Cost of sales | (454.0) | (292.4) | – | (746.4) |
| **Net operating revenue** | **1,966.6** | **537.7** | **–** | **2,504.3** |
| Adjusted share of profit of associates and joint ventures | 30.3 | 19.0 | – | 49.3 |
| Adjusted net gain on financial instruments and other income | 33.5 | 2.7 | – | 36.2 |
| **Adjusted net operating income** | **2,030.4** | **559.4** | **–** | **2,589.8** |
| Adjusted operating expenses | (1,434.7) | (361.1) | (37.4) | (1,833.2) |
| **Adjusted operating profit** | **595.7** | **198.3** | **(37.4)** | **756.6** |

## 1 Segmental reporting (continued)

### (a) Adjusted operating profit by segment (continued)

| | Operating segments | | | |
|---|---|---|---|---|
| | Asset Management | Wealth Management | Group segment | Total |
| Year ended 31 December 2024[1] | £m | £m | £m | £m |
| Revenue | 2,295.1 | 771.9 | – | 3,067.0 |
| Cost of sales | (416.1) | (280.9) | – | (697.0) |
| **Net operating revenue** | **1,879.0** | **491.0** | **–** | **2,370.0** |
| Adjusted share of profit of associates and joint ventures | 37.1 | 10.6 | – | 47.7 |
| Adjusted net gain on financial instruments and other income | 18.6 | 0.8 | – | 19.4 |
| **Adjusted net operating income** | **1,934.7** | **502.4** | **–** | **2,437.1** |
| Adjusted operating expenses | (1,469.7) | (325.6) | (38.7) | (1,834.0) |
| **Adjusted operating profit** | **465.0** | **176.8** | **(38.7)** | **603.1** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

### (b) Reconciliation from adjusted operating profit to operating profit

| | **Adjusted** | **Acquisition costs and related items** | **Transformation costs** | **Portfolio restructuring** | **Total** |
|---|---|---|---|---|---|
| **Year ended 31 December 2025** | **£m** | **£m** | **£m** | **£m** | **£m** |
| Revenue | 3,250.7 | – | – | – | 3,250.7 |
| Cost of sales | (746.4) | – | – | – | (746.4) |
| **Net operating revenue** | **2,504.3** | **–** | **–** | **–** | **2,504.3** |
| Share of profit of associates and joint ventures | 49.3 | (3.8) | – | 5.7 | 51.2 |
| Gain on disposal of joint venture | – | – | – | 113.3 | 113.3 |
| Net gain on financial instruments and other income | 36.2 | 0.1 | – | (4.6) | 31.7 |
| **Net operating income** | **2,589.8** | **(3.7)** | **–** | **114.4** | **2,700.5** |
| Operating expenses | (1,833.2) | (60.4) | (79.4) | (53.6) | (2,026.6) |
| **Operating profit** | **756.6** | **(64.1)** | **(79.4)** | **60.8** | **673.9** |

## 1 Segmental reporting (continued)

### (b) Reconciliation from adjusted operating profit to operating profit (continued)

| Year ended 31 December 2024[1] | Adjusted £m | Acquisition costs and related items £m | Total £m |
|---|---|---|---|
| Revenue | 3,067.0 | – | 3,067.0 |
| Cost of sales | (697.0) | – | (697.0) |
| **Net operating revenue** | **2,370.0** | **–** | **2,370.0** |
| Share of profit of associates and joint ventures | 47.7 | (5.6) | 42.1 |
| Net gain on financial instruments and other income | 19.4 | (1.1) | 18.3 |
| **Net operating income** | **2,437.1** | **(6.7)** | **2,430.4** |
| Operating expenses | (1,834.0) | (67.6) | (1,901.6) |
| **Operating profit** | **603.1** | **(74.3)** | **528.8** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

### (c) Net operating revenue by segment

| **Year ended 31 December 2025** | **Asset Management £m** | **Wealth Management £m** | **Total £m** |
|---|---|---|---|
| Management fees | 2,307.9 | 437.9 | 2,745.8 |
| Performance fees | 51.3 | 0.3 | 51.6 |
| Carried interest | 36.5 | – | 36.5 |
| Other fees | 24.9 | 153.8 | 178.7 |
| Wealth Management interest income | – | 238.1 | 238.1 |
| **Revenue** | **2,420.6** | **830.1** | **3,250.7** |
| Fee expense | (445.3) | (113.5) | (558.8) |
| Cost of financial obligations in respect of carried interest | (8.7) | – | (8.7) |
| Wealth Management interest expense | – | (178.9) | (178.9) |
| **Cost of sales** | **(454.0)** | **(292.4)** | **(746.4)** |
| **Net operating revenue** | **1,966.6** | **537.7** | **2,504.3** |

## 1 Segmental reporting (continued)

### (c) Net operating revenue by segment (continued)

| Year ended 31 December 2024[1] | Asset Management £m | Wealth Management £m | Total £m |
|---|---|---|---|
| Management fees | 2,208.7 | 391.0 | 2,599.7 |
| Performance fees | 33.2 | 0.5 | 33.7 |
| Carried interest | 35.2 | – | 35.2 |
| Other fees | 18.0 | 135.8 | 153.8 |
| Wealth Management interest income | – | 244.6 | 244.6 |
| **Revenue** | **2,295.1** | **771.9** | **3,067.0** |
| Fee expense | (410.6) | (98.6) | (509.2) |
| Cost of financial obligations in respect of carried interest | (5.5) | – | (5.5) |
| Wealth Management interest expense | – | (182.3) | (182.3) |
| **Cost of sales** | **(416.1)** | **(280.9)** | **(697.0)** |
| **Net operating revenue** | **1,879.0** | **491.0** | **2,370.0** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

### (d) Net operating revenue by region based on the location of clients

| **Year ended 31 December 2025** | **UK £m** | **Continental Europe & Middle East £m** | **Asia Pacific £m** | **Americas £m** | **Total £m** |
|---|---|---|---|---|---|
| Management fees | 974.9 | 870.2 | 557.4 | 343.3 | 2,745.8 |
| Performance fees | 8.0 | 9.3 | 30.2 | 4.1 | 51.6 |
| Carried interest | – | 36.5 | – | – | 36.5 |
| Other fees | 152.1 | 13.8 | 12.8 | – | 178.7 |
| Wealth Management interest income | 227.1 | 8.4 | 2.6 | – | 238.1 |
| **Revenue** | **1,362.1** | **938.2** | **603.0** | **347.4** | **3,250.7** |
| Fee expense | (155.9) | (216.8) | (149.2) | (36.9) | (558.8) |
| Cost of financial obligations in respect of carried interest | – | (8.7) | – | – | (8.7) |
| Wealth Management interest expense | (177.7) | (0.2) | (1.0) | – | (178.9) |
| **Cost of sales** | **(333.6)** | **(225.7)** | **(150.2)** | **(36.9)** | **(746.4)** |
| **Net operating revenue** | **1,028.5** | **712.5** | **452.8** | **310.5** | **2,504.3** |

## 1 Segmental reporting (continued)

### (d) Net operating revenue by region based on the location of clients (continued)

| Year ended 31 December 2024[1] | UK £m | Continental Europe & Middle East £m | Asia Pacific £m | Americas £m | Total £m |
|---|---|---|---|---|---|
| Management fees | 918.8 | 795.0 | 541.7 | 344.2 | 2,599.7 |
| Performance fees | 8.4 | 8.9 | 9.9 | 6.5 | 33.7 |
| Carried interest | – | 35.2 | – | – | 35.2 |
| Other fees | 133.4 | 14.1 | 6.3 | – | 153.8 |
| Wealth Management interest income | 227.6 | 14.1 | 2.9 | – | 244.6 |
| **Revenue** | **1,288.2** | **867.3** | **560.8** | **350.7** | **3,067.0** |
| Fee expense | (136.9) | (196.9) | (139.6) | (35.8) | (509.2) |
| Cost of financial obligations in respect of carried interest | – | (5.5) | – | – | (5.5) |
| Wealth Management interest expense | (180.8) | (0.6) | (0.9) | – | (182.3) |
| **Cost of sales** | **(317.7)** | **(203.0)** | **(140.5)** | **(35.8)** | **(697.0)** |
| **Net operating revenue** | **970.5** | **664.3** | **420.3** | **314.9** | **2,370.0** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

**Estimates and judgements – revenue**

The principal estimates and judgements for revenue relate to carried interest. Carried interest represents the Group's contractual right to a share of the profits of 150 private asset investment vehicles (2024: 141 vehicles), if certain performance hurdles are met. It is recognised as the services are provided and it is highly probable that a significant reversal will not occur.

The amount of carried interest that will ultimately be received by the Group is dependent on the cash flows realised by the respective investment vehicles when the underlying investments are successfully disposed of. The resultant cash flows are assessed against the applicable performance hurdle, which is dependent on the capital invested and the timing and quantum of distributions. For accounting purposes, the outcome is discounted to determine the present value of the carried interest to be recognised. The actual amount receivable at maturity will depend on the realised value and may differ from the projected value.

The Group estimates the cash flows that will be received by the investment vehicles with reference to the current fair value of the underlying investments. Judgement is applied to determine certain assumptions used in the estimate. Those assumptions principally relate to the future growth and the timing of distributions. No future growth is assumed, reflecting the uncertainty of future investment returns. The timing of distributions to clients is based on individual investment managers' expectations as to the realisation of cash flows from the successful disposal of the underlying securities.

The Group assesses the nature and maturity of the respective investment vehicles. This helps the Group to understand whether a significant risk of reversal exists and to determine whether the revenue should be recognised or further constrained in accordance with the accounting standards.

## 1 Segmental reporting (continued)

**Estimates and judgements – cost of sales**

The principal estimates and judgements for cost of sales relate to carried interest. The crystallisation of associated financial obligations in respect of carried interest (carried interest payable, see note 6) is contingent on the Group receiving the related revenue. The areas of estimation and judgements are the same as those used to determine the present value of the carried interest receivable, adjusted to reflect the portion that is payable to third parties. The actual amount payable at maturity will depend on the realised value of the carried interest receivable and may differ from the projected value. An increase in the growth rate of 3% would increase cost of sales by £4.8 million (2024: £3.4 million), although this would be smaller than the corresponding increase in revenue. An average acceleration/delay in crystallisation dates of one year would increase/reduce cost of sales by £7.0 million/£6.3 million (2024: £5.0 million/£5.0 million) and this amount would be lower than the corresponding increase/reduction in revenue.

## 2 Operating expenses

### (a) Reconciliation from adjusted operating expenses to operating expenses

Adjusted operating expenses represent the operating expenses incurred in running the business, excluding any acquisition costs and related items, transformation costs and portfolio restructuring items (see note 1(a)).

| | **Adjusted** | **Acquisition costs and related items** | **Transformation costs** | **Portfolio restructuring** | **Total** |
|---|---|---|---|---|---|
| **Year ended 31 December 2025** | **£m** | **£m** | **£m** | **£m** | **£m** |
| Compensation costs | 1,138.5 | 2.4 | 51.5 | 4.4 | 1,196.8 |
| Depreciation, amortisation and impairment | 125.1 | 56.9 | 2.4 | 43.5 | 227.9 |
| Other | 569.6 | 1.1 | 25.5 | 5.7 | 601.9 |
| **Operating expenses** | **1,833.2** | **60.4** | **79.4** | **53.6** | **2,026.6** |

| | Adjusted | Acquisition costs and related items | Total |
|---|---|---|---|
| Year ended 31 December 2024[1] | £m | £m | £m |
| Compensation costs | 1,154.9 | 10.6 | 1,165.5 |
| Depreciation, amortisation and impairment | 135.6 | 55.5 | 191.1 |
| Other | 543.5 | 1.5 | 545.0 |
| **Operating expenses** | **1,834.0** | **67.6** | **1,901.6** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

### (b) Employee benefits expense

| | **2025** | 2024[1] |
|---|---|---|
| **Year ended 31 December** | **£m** | £m |
| Salaries, wages and other remuneration | 1,054.3 | 1,011.9 |
| Social security costs | 112.5 | 98.2 |
| Pension costs | 73.7 | 80.0 |
| **Employee benefits expense** | **1,240.5** | **1,190.1** |
| Net gain on financial instruments held to hedge deferred cash awards | (43.7) | (24.6) |
| **Employee benefits expense – net of hedging** | **1,196.8** | **1,165.5** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

## 3 Tax expense

### (a) Analysis of tax charge reported in the income statement

| Year ended 31 December | **2025** **£m** | 2024 £m |
|---|---|---|
| UK current year charge | 28.0 | 27.0 |
| Rest of the world current year charge | 69.1 | 72.3 |
| Global minimum top-up tax | 2.1 | 2.7 |
| Prior year adjustments | 3.2 | (7.8) |
| **Total current tax** | **102.4** | **94.2** |
| | | |
| Origination and reversal of temporary differences | 21.7 | 33.0 |
| Prior year adjustments | – | (2.7) |
| Effect of changes in corporation tax rates | (0.7) | 0.6 |
| **Total deferred tax** | **21.0** | **30.9** |
| | | |
| **Tax charge reported in the income statement** | **123.4** | **125.1** |

On 1 January 2024, the Group became subject to the global minimum top-up tax under Pillar Two legislation and any additional tax was levied on the ultimate parent. The top-up tax relates to the Group's operations in Dubai, Singapore, Guernsey and Jersey. From 1 January 2025, any additional tax is levied on companies within those jurisdictions.

The Group has applied the mandatory IAS 12 Income Taxes temporary exemption from the recognition and disclosure of deferred taxes arising from implementation of the OECD’s Pillar Two model rules.

### (b) Analysis of tax credit reported in other comprehensive income

| Year ended 31 December | **2025** **£m** | 2024 £m |
|---|---|---|
| Deferred tax credit on actuarial gains and losses on defined benefit pension schemes | (0.2) | (1.9) |
| **Tax credit reported in other comprehensive income** | **(0.2)** | **(1.9)** |

### (c) Analysis of tax credit reported in equity

| Year ended 31 December | **2025** **£m** | 2024 £m |
|---|---|---|
| Current tax credit on Deferred Award Plan and other share-based remuneration | (0.5) | (0.8) |
| Deferred tax (credit)/charge on Deferred Award Plan and other share-based remuneration | (1.8) | 0.1 |
| **Tax credit reported in equity** | **(2.3)** | **(0.7)** |

## 3 Tax expense (continued)

### (d) Factors affecting tax charge for the year

The UK rate of corporation tax applicable for 2025 is a standard rate of 25% (2024: 25%). The tax charge for the year is lower (2024: lower) than a charge based on the UK rate. The differences are explained below:

| Year ended 31 December | **2025** **£m** | 2024 £m |
|---|---|---|
| Profit before tax | 673.8 | 558.1 |
| Less share of profit of associates and joint ventures after amortisation | (51.2) | (42.1) |
| **Profit before tax of Group entities** | **622.6** | **516.0** |
| | | |
| Profit before tax of consolidated Group entities multiplied by corporation tax at the UK rate | **155.7** | **129.0** |
| | | |
| **Effects of:** | | |
| Different statutory tax rates of overseas jurisdictions | (15.0) | (15.2) |
| Global minimum top-up tax | 2.1 | 2.7 |
| Permanent differences including non-taxable income and non-deductible expenses | (30.1) | 16.7 |
| Net movement in temporary differences for which no deferred tax is recognised | 8.2 | 1.8 |
| Deferred tax adjustments in respect of changes in corporation tax rates | (0.7) | 0.6 |
| Prior year adjustments | 3.2 | (10.5) |
| **Tax charge reported in the income statement** | **123.4** | **125.1** |

**Estimates and judgements**

The calculation of the Group's tax charge involves a degree of estimation and judgement. Liabilities relating to open and judgemental matters, including those in relation to deferred taxes, are based on the Group's assessment of the most likely outcome based on the information available. As a result, certain tax amounts are based on estimates using factors that are relevant to the specific judgement. The Group engages constructively and transparently with tax authorities with a view to early resolution of any uncertain tax matters. Where the final tax outcome of these matters is different from the amounts provided, such differences will impact the tax charge in a future period. Such estimates are based on assumptions made on the probability of potential challenge within certain jurisdictions and the possible outcome based on relevant facts and circumstances, including local tax laws. There was no individual judgemental component of the tax expense that was material to the Group results when taking into account the likely range of potential outcomes (2024: none).

## 4 Earnings per share

Adjusted earnings per share is calculated on adjusted operating profit after tax attributable to ordinary equity holders.

| Year ended 31 December | **2025** **£m** | 2024[1] £m |
|---|---|---|
| **Adjusted operating profit before tax** | **756.6** | **603.1** |
| Tax on adjusted operating profit | (158.9) | (133.6) |
| **Adjusted operating profit after tax** | **597.7** | **469.5** |
| Less adjusted operating profit after tax attributable to non-controlling interest holders | (17.8) | (20.5) |
| **Adjusted operating profit after tax attributable to equity holders of Schroders plc** | **579.9** | **449.0** |

## 4 Earnings per share (continued)

Reconciliation of the number of shares used in calculating basic and diluted earnings per share:

| Year ended 31 December | 2025 Number Millions | 2024 Number Millions |
|---|---|---|
| Weighted average number of shares used in the calculation of basic earnings per share | 1,585.3 | 1,578.6 |
| Effect of dilutive potential shares – share options | 19.2 | 26.1 |
| Effect of dilutive potential shares – contingently issuable shares | 1.1 | 0.4 |
| **Weighted average number of shares used in the calculation of diluted earnings per share** | **1,605.6** | **1,605.1** |

| Year ended 31 December | 2025 Pence | 2024 Pence |
|---|---|---|
| Earnings per share – basic | 34.1 | 26.4 |
| Earnings per share – diluted | 33.6 | 26.0 |
| Adjusted operating earnings per share – basic[1] | 36.6 | 28.4 |
| Adjusted operating earnings per share – diluted[1] | 36.1 | 28.0 |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

## 5 Dividends

| | **2026** | | **2025** | | 2024 | |
|---|---|---|---|---|---|---|
| | **£m** | **Pence per share** | **£m** | **Pence per share** | £m | Pence per share |
| Prior year final dividend paid | | | 234.2 | 15.0 | 233.0 | 15.0 |
| Interim dividend paid | | | 101.6 | 6.5 | 101.2 | 6.5 |
| **Total dividends paid** | | | **335.8** | **21.5** | **334.2** | **21.5** |
| **Current year final dividend recommended** | **234.9** | **15.0** | | | | |

Dividends of £10.5 million (2024: £12.4 million) on shares held by employee benefit trusts have been waived. The Board has recommended a 2025 final dividend of 15.0 pence per share (2024: 15.0 pence), amounting to £234.9 million (2024: £234.2 million). The dividend will be paid on 23 April 2026 to shareholders on the register at 13 March 2026 and will be accounted for in 2026.

The Group paid £1.8 million of dividends to holders of non-controlling interests in subsidiaries of the Group during 2025 (2024: £6.9 million), resulting in total dividends paid of £337.6 million (2024: £341.1 million).

The Company offers a dividend reinvestment plan (DRIP). The last date for shareholders to elect to participate in the DRIP for the purposes of the 2025 final dividend is 31 March 2026. Further details are available on the Group's website.

## 6 Financial assets and liabilities

**Estimates and judgements**

The Group holds financial instruments that are measured at fair value. The fair value of financial instruments may be derived from readily available sources or may require some estimation. The degree of estimation involved depends on the individual financial instrument and is reflected in the fair value hierarchy below. Judgements may include determining which valuation approach to apply as well as determining appropriate assumptions. For level 2 and 3 financial instruments, the judgement applied by the Group gives rise to an estimate of fair value. The approach to determining the fair value estimate of level 2 and 3 financial instruments is set out below. The fair value levels are based on the degree to which the fair value is observable and are defined as follows:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities and principally comprise investments in pooled investment vehicles, quoted equities, sovereign government debt and exchange-traded derivatives.
- Level 2 fair value measurements are those derived from inputs that are directly or indirectly observable from market data, other than quoted prices included in level 1. The Group's level 2 financial instruments principally comprise holdings in pooled investment vehicles, foreign exchange contracts, corporate debt securities and asset- and mortgage-backed securities. Valuation techniques may include using a broker quote in an inactive market or an evaluated price based on a compilation of primarily observable market information utilising information readily available via external sources. For funds not priced on a daily basis, the net asset value that is issued monthly or quarterly is used.
- Level 3 fair value measurements are those derived from valuation techniques that include significant inputs that are not based on observable market data. The Group's level 3 financial assets principally comprise holdings in pooled investment vehicles, including private equity funds, holdings in property investment vehicles that operate hotel businesses, and direct investments held via consolidated funds. The pooled investment vehicles and direct investments are measured in accordance with the International Private Equity and Venture Capital Valuation Guidelines 2022 using the valuation technique that is most suitable to the applicable investment. The property investment vehicles are valued based on the expected future cash flows that could be generated from the underlying hotel businesses. Given the application of different valuation techniques, and as the investments are not homogenous in nature, there are no significant assumptions or reasonably possible alternatives that would lead to a material change in fair value.

The Group's financial liabilities categorised as level 3 principally consist of third-party liabilities related to carried interest arrangements, obligations arising from contingent consideration and other liabilities to purchase the remaining interest in acquired subsidiaries. Information about the estimates and judgements made in determining the fair value of carried interest payable is set out in note 1. Liabilities in respect of options to purchase the remaining interest in certain subsidiaries require judgement in determining the appropriate assumptions to be applied in the estimation of the fair value. The amount that will ultimately be paid in relation to an option is dependent on the future earnings of the subsidiary and may be subject to a cap over the enterprise value. In estimating the liability, the assumptions principally relate to the future earnings of the business, the market multiple applied to the earnings and the rate applied to discount the liability back to present value. The future earnings of the applicable subsidiaries are estimated based on cash flow forecasts specific to the individual business and consequently there is no one assumption that is individually material to the valuation. Market multiples are applied to the forecast earnings to estimate the fair value of the business. Market multiples reflect the nature of the business and take into account observable market transactions where appropriate. Market multiples range from 12 to 15 times earnings. An increase/decrease in market multiples of one would increase/decrease the financial liability by £2 million/£2 million (2024: £7 million/£7 million). A discount rate of 14% has been used to discount these liabilities. An increase/decrease in the discount rate of 1% would decrease/increase the financial liability by £4 million/£4 million (2024: £2 million/£2 million). The remaining level 3 liabilities are measured using different valuation methodologies and assumptions, and there are no significant assumptions or reasonably possible alternatives that would lead to a material change in fair value.

## 6 Financial assets and liabilities (continued)

The Group holds certain assets and liabilities at fair value. Their categorisation within the fair value hierarchy is shown below:

| | 2025 | | | | |
|---|---|---|---|---|---|
| | Level 1 £m | Level 2 £m | Level 3 £m | Not at fair value £m | Total £m |
| **Financial assets at amortised cost:** | | | | | |
| Loans and advances to banks | – | – | – | 202.8 | 202.8 |
| Loans and advances to clients | – | – | – | 393.5 | 393.5 |
| Debt securities | – | – | – | 352.0 | 352.0 |
| | **–** | **–** | **–** | **948.3** | **948.3** |
| **Financial assets at fair value through other comprehensive income:** | | | | | |
| Debt securities | 1,138.1 | 1.9 | 10.4 | – | 1,150.4 |
| | **1,138.1** | **1.9** | **10.4** | **–** | **1,150.4** |
| **Financial assets at fair value through profit or loss:** | | | | | |
| Debt securities | – | 146.0 | – | – | 146.0 |
| Pooled investment vehicles | 704.4 | 65.7 | 241.7 | – | 1,011.8 |
| Equities | 58.1 | 0.5 | 90.4 | – | 149.0 |
| Derivative contracts | 0.5 | 3.9 | – | – | 4.4 |
| | **763.0** | **216.1** | **332.1** | **–** | **1,311.2** |
| **Total financial assets** | **1,901.1** | **218.0** | **342.5** | **948.3** | **3,409.9** |
| **Trade and other receivables** | **3.3** | **–** | **–** | **1,110.0** | **1,113.3** |
| **Assets backing unit-linked liabilities** | **10,790.2** | **1,619.5** | **145.7** | **172.6** | **12,728.0** |
| | **12,694.6** | **1,837.5** | **488.2** | **2,230.9** | **17,251.2** |
| **Financial liabilities at amortised cost:** | | | | | |
| Client accounts | – | – | – | 5,131.8 | 5,131.8 |
| Deposits by banks | – | – | – | 33.1 | 33.1 |
| | **–** | **–** | **–** | **5,164.9** | **5,164.9** |
| **Financial liabilities at fair value through profit or loss:** | | | | | |
| Derivative contracts | 0.1 | 5.6 | – | – | 5.7 |
| Other financial liabilities | 91.7 | – | 187.0 | – | 278.7 |
| | **91.8** | **5.6** | **187.0** | **–** | **284.4** |
| **Liabilities to purchase subsidiary shares** | **–** | **–** | **66.4** | **–** | **66.4** |
| **Total financial liabilities** | **91.8** | **5.6** | **253.4** | **5,164.9** | **5,515.7** |
| **Trade and other payables** | **240.4** | **–** | **–** | **868.7** | **1,109.1** |
| **Unit-linked liabilities** | **11,514.3** | **1,181.1** | **–** | **32.6** | **12,728.0** |
| | **11,846.5** | **1,186.7** | **253.4** | **6,066.2** | **19,352.8** |

## 6 Financial assets and liabilities (continued)

| | 2024 | | | | |
|---|---|---|---|---|---|
| | Level 1 | Level 2 | Level 3 | Not at fair value | Total |
| | £m | £m | £m | £m | £m |
| **Financial assets at amortised cost:** | | | | | |
| Loans and advances to banks | – | – | – | 286.5 | 286.5 |
| Loans and advances to clients | – | – | – | 390.0 | 390.0 |
| Debt securities | – | – | – | 311.8 | 311.8 |
| | **–** | **–** | **–** | **988.3** | **988.3** |
| **Financial assets at fair value through other comprehensive income:** | | | | | |
| Debt securities | 1,103.7 | 2.0 | 9.5 | – | 1,115.2 |
| | **1,103.7** | **2.0** | **9.5** | **–** | **1,115.2** |
| **Financial assets at fair value through profit or loss:** | | | | | |
| Debt securities | 13.4 | 40.5 | – | – | 53.9 |
| Pooled investment vehicles | 663.6 | 19.1 | 206.5 | – | 889.2 |
| Equities | 117.5 | 0.3 | 55.5 | – | 173.3 |
| Derivative contracts | 0.7 | 7.3 | – | – | 8.0 |
| | **795.2** | **67.2** | **262.0** | **–** | **1,124.4** |
| **Total financial assets** | **1,898.9** | **69.2** | **271.5** | **988.3** | **3,227.9** |
| **Trade and other receivables** | **2.5** | **–** | **–** | **1,023.9** | **1,026.4** |
| **Assets backing unit-linked liabilities** | **7,198.8** | **1,915.4** | **145.8** | **198.7** | **9,458.7** |
| | **9,100.2** | **1,984.6** | **417.3** | **2,210.9** | **13,713.0** |
| **Financial liabilities at amortised cost:** | | | | | |
| Client accounts | – | – | – | 4,725.0 | 4,725.0 |
| Deposits by banks | – | – | – | 30.1 | 30.1 |
| | **–** | **–** | **–** | **4,755.1** | **4,755.1** |
| **Financial liabilities at fair value through profit or loss:** | | | | | |
| Derivative contracts | – | 11.4 | – | – | 11.4 |
| Other financial liabilities | 101.8 | – | 104.6 | – | 206.4 |
| | **101.8** | **11.4** | **104.6** | **–** | **217.8** |
| **Liabilities to purchase subsidiary shares** | **–** | **–** | **140.7** | **–** | **140.7** |
| **Total financial liabilities** | **101.8** | **11.4** | **245.3** | **4,755.1** | **5,113.6** |
| **Trade and other payables** | **221.2** | **–** | **–** | **841.8** | **1,063.0** |
| **Unit-linked liabilities** | **9,399.8** | **43.9** | **–** | **15.0** | **9,458.7** |
| | **9,722.8** | **55.3** | **245.3** | **5,611.9** | **15,635.3** |

The Group has recognised a net gain on financial instruments at fair value through profit or loss of £58.9 million (2024: net gain of £20.8 million). A net gain on financial instruments at fair value through other comprehensive income of £0.2 million (2024: net loss of £0.6 million) has been reclassified to the income statement.

## 6 Financial assets and liabilities (continued)

Debt securities at amortised cost included £22.3 million of a previously under-performing (stage 2) financial asset that was reclassified to non-performing (stage 3) during the year, giving rise to an expected credit loss of £20.6 million. The expected credit loss charge is reported in the income statement, within other net loss on financial instruments and other income.

The fair value of financial assets and liabilities at amortised cost approximates their carrying value. No financial assets or liabilities were transferred between levels during the year (2024: none).

Movements in financial assets categorised as level 3 during the year were:

| | **2025** | |
|---|---|---|
| | **Financial assets at FVTPL** | **Assets backing unit-linked liabilities** |
| | **£m** | **£m** |
| At 1 January | 262.0 | 145.8 |
| Exchange translation adjustments | (0.2) | – |
| Net loss recognised in the income statement | (0.7) | (8.4) |
| Additions | 89.0 | 40.9 |
| Disposals and settlements | (18.0) | (32.6) |
| **At 31 December** | **332.1** | **145.7** |

| | 2024 | |
|---|---|---|
| | Financial assets at FVTPL | Assets backing unit-linked liabilities |
| | £m | £m |
| At 1 January | 228.1 | 18.3 |
| Exchange translation adjustments | (3.8) | (0.1) |
| Net gain/(loss) recognised in the income statement | 2.7 | (3.5) |
| Additions | 56.4 | 138.3 |
| Disposals and settlements | (21.4) | (7.2) |
| **At 31 December** | **262.0** | **145.8** |

Movements in financial liabilities categorised as level 3 during the year were:

| | **2025** | | |
|---|---|---|---|
| | **Financial liabilities at FVTPL** | **Liabilities to purchase subsidiary shares** | **Unit-linked liabilities** |
| | **£m** | **£m** | **£m** |
| At 1 January | 104.6 | 140.7 | – |
| Exchange translation adjustments | (0.2) | (0.6) | – |
| Net loss recognised in the income statement | 10.6 | – | – |
| Remeasurements | – | (47.3) | – |
| Additions | 91.1 | – | 60.0 |
| Disposals and settlements | (19.1) | (26.4) | (60.0) |
| **At 31 December** | **187.0** | **66.4** | **–** |

## 6 Financial assets and liabilities (continued)

| | 2024 | |
|---|---|---|
| | Financial liabilities at FVTPL | Liabilities to purchase subsidiary shares |
| | £m | £m |
| At 1 January | 96.9 | 177.6 |
| Exchange translation adjustments | (1.7) | – |
| Net loss recognised in the income statement | 8.7 | – |
| Remeasurements | – | (36.7) |
| Additions | 8.6 | 3.7 |
| Disposals and settlements | (7.9) | (3.9) |
| **At 31 December** | **104.6** | **140.7** |

## 7 Issued debt

| | **2025** | 2024 |
|---|---|---|
| | **£m** | £m |
| **Subordinated debt in issue** | **256.1** | 256.0 |

On 18 April 2024, the Group issued £250.0 million of subordinated notes, which are eligible as Tier 2 regulatory capital, with a maturity date of 18 July 2034. These notes are financial instruments measured at amortised cost and bear interest at a fixed rate of 6.346% per annum to 18 July 2029, and at a reset rate thereafter. The reset rate would be determined with reference to the then current 5-year gilt yield and the original reoffer spread of 225 basis points. The Group has the option to redeem all of the notes between 18 April 2029 and 18 July 2029. The fair value of the notes at 31 December 2025 was £267.3 million (2024: £259.4 million) and they would be categorised as level 2 within the fair value hierarchy (see note 6).

## 8 Associates and joint ventures

| | 2025 | | | 2024 | | |
|---|---|---|---|---|---|---|
| | **Associates** | **Joint ventures** | **Total** | Associates | Joint ventures | Total |
| | **£m** | **£m** | **£m** | £m | £m | £m |
| At 1 January | 368.9 | 181.1 | 550.0 | 348.2 | 183.5 | 531.7 |
| Exchange translation adjustments | (18.0) | 0.1 | (17.9) | (2.4) | (0.7) | (3.1) |
| Additions | 10.0 | – | 10.0 | 17.6 | 1.0 | 18.6 |
| Disposals | (1.2) | (195.5) | (196.7) | (8.0) | – | (8.0) |
| Profit for the year after tax | 29.6 | 21.6 | 51.2 | 36.5 | 5.6 | 42.1 |
| Other comprehensive income for the year, net of tax | (0.5) | – | (0.5) | – | – | – |
| Impairment | (5.1) | (4.0) | (9.1) | (8.0) | – | (8.0) |
| Distributions of profit | (10.1) | (0.8) | (10.9) | (15.0) | (8.3) | (23.3) |
| **At 31 December** | **373.6** | **2.5** | **376.1** | **368.9** | **181.1** | **550.0** |

On 9 October 2025, the Group disposed of its investment in Scottish Widows Schroder Wealth Holdings Limited (SPW). The 49.9% interest was acquired by Lloyds Banking Group in exchange for its 19.1% interest in Schroder Wealth Holdings Limited (SWHL). No cash was paid or received as part of the transaction. A gain of £113.3 million has been recognised and presented separately within net operating income in the income statement but excluded from adjusted net operating income. The impact of acquiring the interest in SWHL is recognised within equity (see note 17(c)).

## 9 Property, plant and equipment

| | 2025 | | | |
|---|---|---|---|---|
| | **Leasehold improvements** | **Land and buildings** | **Other assets** | **Total** |
| | **£m** | **£m** | **£m** | **£m** |
| **Cost** | | | | |
| At 1 January | 215.9 | 19.7 | 157.9 | 393.5 |
| Exchange translation adjustments | 0.5 | – | (0.6) | (0.1) |
| Additions | 0.6 | – | 1.9 | 2.5 |
| Disposals | (0.5) | – | (3.6) | (4.1) |
| **At 31 December** | **216.5** | **19.7** | **155.6** | **391.8** |
| **Accumulated depreciation** | | | | |
| At 1 January | (92.9) | (3.0) | (112.3) | (208.2) |
| Exchange translation adjustments | 0.6 | – | 0.4 | 1.0 |
| Depreciation charge | (13.0) | (0.4) | (7.7) | (21.1) |
| Disposals | 0.5 | – | 3.2 | 3.7 |
| **At 31 December** | **(104.8)** | **(3.4)** | **(116.4)** | **(224.6)** |
| **Net book value at 31 December** | **111.7** | **16.3** | **39.2** | **167.2** |
| Right-of-use assets (see note 10) | | | | 276.3 |
| **Property, plant and equipment net book value at 31 December** | | | | **443.5** |

## 9 Property, plant and equipment (continued)

| | 2024 | | | |
|---|---|---|---|---|
| | Leasehold improvements | Land and buildings | Other assets | Total |
| | £m | £m | £m | £m |
| **Cost** | | | | |
| At 1 January | 210.7 | 19.7 | 166.4 | 396.8 |
| Exchange translation adjustments | (1.3) | – | (1.0) | (2.3) |
| Additions | 15.8 | – | 8.0 | 23.8 |
| Disposals | (9.3) | – | (15.5) | (24.8) |
| **At 31 December** | **215.9** | **19.7** | **157.9** | **393.5** |
| **Accumulated depreciation** | | | | |
| At 1 January | (89.3) | (2.6) | (118.7) | (210.6) |
| Exchange translation adjustments | 0.7 | – | 0.8 | 1.5 |
| Depreciation charge | (13.6) | (0.4) | (9.3) | (23.3) |
| Disposals | 9.3 | – | 14.9 | 24.2 |
| **At 31 December** | **(92.9)** | **(3.0)** | **(112.3)** | **(208.2)** |
| **Net book value at 31 December** | **123.0** | **16.7** | **45.6** | **185.3** |
| Right-of-use assets (see note 10) | | | | 303.3 |
| **Property, plant and equipment net book value at 31 December** | | | | **488.6** |

## 10 Leases

| | **2025** | | 2024 | |
|---|---|---|---|---|
| | **Right-of-use assets** | **Lease liabilities** | Right-of-use assets | Lease liabilities |
| | **£m** | **£m** | £m | £m |
| At 1 January | 303.3 | 345.7 | 278.1 | 318.7 |
| Exchange translation adjustments | 0.4 | (0.2) | (0.9) | (0.6) |
| Additions and remeasurements of lease obligations | 9.2 | 7.6 | 64.6 | 63.9 |
| Lease payments | – | (46.8) | – | (46.0) |
| Depreciation charge | (36.6) | – | (38.5) | – |
| Interest expense | – | 11.2 | – | 9.7 |
| **At 31 December** | **276.3** | **317.5** | **303.3** | **345.7** |

## 11 Goodwill and intangible assets

| | 2025 | | | |
|---|---|---|---|---|
| | **Goodwill** | **Acquired intangible assets** | **Software** | **Total** |
| | **£m** | **£m** | **£m** | **£m** |
| **Cost** | | | | |
| At 1 January | 1,269.6 | 750.6 | 656.0 | 2,676.2 |
| Exchange translation adjustments | 15.9 | 5.5 | 2.1 | 23.5 |
| Additions | 6.2 | 5.8 | 16.6 | 28.6 |
| Disposals | – | – | (7.4) | (7.4) |
| Impairment[1] | (17.1) | (16.4) | (12.4) | (45.9) |
| **At 31 December** | **1,274.6** | **745.5** | **654.9** | **2,675.0** |
| | | | | |
| **Accumulated amortisation** | | | | |
| At 1 January | – | (419.0) | (416.7) | (835.7) |
| Exchange translation adjustments | – | (4.2) | (1.6) | (5.8) |
| Amortisation charge | – | (56.9) | (67.6) | (124.5) |
| Disposals | – | – | 6.8 | 6.8 |
| **At 31 December** | **–** | **(480.1)** | **(479.1)** | **(959.2)** |
| | | | | |
| **Carrying amount at 31 December** | **1,274.6** | **265.4** | **175.8** | **1,715.8** |

1. Principally resulting from the discontinuation and sale of business operations. Impairments principally arose within the Asset Management segment.

The Group completed two business combinations during the year ended 31 December 2025, resulting in £4.1 million of identifiable intangible assets and £6.2 million of Benchmark goodwill. The Group acquired £1.7 million of customer contracts through Benchmark that were not considered to be business combinations.

| | 2024 | | | |
|---|---|---|---|---|
| | Goodwill | Acquired intangible assets | Software | Total |
| | £m | £m | £m | £m |
| **Cost** | | | | |
| At 1 January | 1,255.0 | 730.6 | 632.7 | 2,618.3 |
| Exchange translation adjustments | (17.3) | (6.5) | (2.8) | (26.6) |
| Additions | 31.9 | 26.5 | 46.7 | 105.1 |
| Disposals | – | – | (20.6) | (20.6) |
| **At 31 December** | **1,269.6** | **750.6** | **656.0** | **2,676.2** |
| | | | | |
| **Accumulated amortisation** | | | | |
| At 1 January | – | (367.7) | (365.4) | (733.1) |
| Exchange translation adjustments | – | 4.4 | 1.7 | 6.1 |
| Amortisation charge | – | (55.7) | (73.6) | (129.3) |
| Disposals | – | – | 20.6 | 20.6 |
| **At 31 December** | **–** | **(419.0)** | **(416.7)** | **(835.7)** |
| | | | | |
| **Carrying amount at 31 December** | **1,269.6** | **331.6** | **239.3** | **1,840.5** |

## 11 Goodwill and intangible assets (continued)

**Estimates and judgements**

The Group estimates the fair value of identifiable intangible assets acquired at the acquisition date based on forecast profits, taking account of synergies, derived from existing contractual arrangements. This assessment involves judgement in determining assumptions relating to potential future revenues, profit margins, appropriate discount rates and the expected duration of client relationships. The difference between the fair value of the consideration and the value of the identifiable assets and liabilities acquired, including intangible assets, is accounted for as goodwill.

At each reporting date, the Group applies judgement to determine whether there is any indication that an acquired intangible asset may be impaired. If any indication exists, a full assessment is undertaken. Goodwill is assessed for impairment on an annual basis. If the assessment of goodwill or an acquired intangible asset determines that the carrying value exceeds the estimated recoverable amount at that time, the assets are written down to their recoverable amount. The recoverable amount of goodwill is determined using a discounted cash flow model. Any impairment is recognised in the income statement and cannot be reversed. Following the closure of the Munich Real Estate operations in 2025, the goodwill associated with the business was written off.

Goodwill acquired in a business combination is allocated to the CGU, or group of CGUs, that are expected to benefit from that business combination. Following changes to the operating structure of the Group, the BlueOrchard business was deemed to represent a separate group of CGUs to which goodwill is allocated. The Benchmark business within Wealth Management is assessed separately from the rest of Wealth Management. Accordingly, there are four groups of CGUs to which goodwill is allocated: £915.0 million to Asset Management (excluding BlueOrchard); £79.1 million to BlueOrchard; £180.5 million to Wealth Management (excluding Benchmark); and £100.0 million to Benchmark. In 2024, there were three groups of CGUs to which goodwill was allocated: £995.2 million to Asset Management; £180.6 million to Wealth Management (excluding Benchmark); and £93.8 million to Benchmark.

The recoverable amounts of the CGUs are determined from value-in-use calculations applying a discounted cash flow model using the Group's five-year strategic business plan. The key assumptions on which the Group's cash flow projections are based include long-term market growth rates of 2% per annum (2024: 2%), post-tax discount rates ranging from 11% to 14% (2024: 10% to 13%), expected flows and expected changes to revenue margins. The results of the calculations indicate that goodwill is not impaired. Using a pre-tax discount rate on pre-tax cash flows would not produce a materially different result.

Reasonable movements (1%) in the growth rate and/or the discount rate would not lead to a material impairment. This is due to the amount of goodwill allocated to the relevant CGU relative to the size of the relevant future profitability estimate. A comparison of actual results to the projected results used to assess goodwill impairment in prior years shows that the Group would have recognised no changes (2024: nil) to its goodwill asset in the year as a result of inaccurate projections.

The recoverable amount of acquired intangible assets is the greater of fair value less costs to sell and the updated discounted valuation of the remaining net residual income stream. Any impairment is recognised in the income statement but may be reversed if relevant conditions improve.

## 12 Provisions

| | Dilapidations | Legal, regulatory and other | Total |
|---|---|---|---|
| | £m | £m | £m |
| At 1 January 2025 | 18.9 | 41.4 | 60.3 |
| Exchange translation adjustments | – | 0.1 | 0.1 |
| Utilised | (0.5) | (3.7) | (4.2) |
| Charged | 0.5 | 25.6 | 26.1 |
| Released | – | (0.3) | (0.3) |
| Additions | 1.0 | – | 1.0 |
| **At 31 December 2025** | **19.9** | **63.1** | **83.0** |

In 2025, the Group increased its provision for remedial building works to £54.0 million (31 December 2024: £37.5 million). An associated insurance receivable of £35.1 million (31 December 2024: £35.0 million) has been recognised within other receivables as it is virtually certain that a recovery under the insurance policy will be made. The expense and associated reimbursement have been presented net in the Group's income statement.

**Estimates and judgements**

The timing and amount of settlement of each legal claim or potential claim, regulatory matter and constructive obligation are uncertain. The Group applies judgement to determine whether a provision is required. The Group performs an assessment of the timing and amount of each event and reviews this assessment periodically. For some provisions there is greater certainty as the cash flows have largely been determined. Potential legal claims, regulatory-related costs and other obligations to third parties arise as a consequence of normal business activity. They can arise from actual or alleged breaches of obligations and may be covered by the Group's insurance arrangements, but subject to insurance excess. In certain circumstances, legal and regulatory claims can arise despite there being no error or breach. The Group's risk management and compliance procedures are designed to mitigate, but are not able to eliminate, the risk of losses occurring. Where such claims and costs arise there is often uncertainty over whether a payment will be required and estimation is required in determining the quantum and timing of that payment. As a result, there is also uncertainty over the timing and amount of any insurance recovery, although this does not change the likelihood of insurance cover being available, where applicable. The Group makes periodic assessments of all cash flows, including taking external advice where appropriate, to determine an appropriate provision. Some matters may be settled through commercial negotiation as well as being covered in whole or in part by the Group's insurance arrangements. The Group has made provisions based on the reasonable expectation of likely outflows. The inherent uncertainty in such matters and the results of negotiations and insurance cover may result in different outcomes.

Judgement has been applied in recognising a provision and associated insurance recoverable for the expected cost of remedial building works, as required under the terms of the lease for our head office building. Given the nature and extent of the work is still to be determined based on further technical, legal and commercial analysis, there is uncertainty over the timing, cost and impact. The amount provided represents our current best estimates of the costs we expect to incur. Judgement has been applied in concluding that the insurance receivable meets the 'virtually certain' threshold, and the amount recognised reflects our best estimate of the proportion of costs that are recoverable. Both amounts reflect our current understanding of the nature and extent of the issues, taking into account the information available to date and third party advice received.

There are no key judgements or estimates that would result in any additional material provisions being recognised or any material contingent liabilities being disclosed in the financial statements (2024: none). The provisions included in the financial statements at 31 December 2025 are based on estimates of reasonable ranges of likely outcomes, applying assumptions regarding the probability of payments being due and the settlement value. The aggregate reasonable ranges have been assessed as not materially different to the carrying values.

## 13 Retirement benefit obligations

Movements in respect of the assets and liabilities of the UK defined benefit scheme, Schroders Retirement Benefits Scheme (the Scheme), are:

| | **2025** | 2024 |
|---|---|---|
| | **£m** | £m |
| At 1 January | 644.7 | 713.4 |
| Interest income | 33.7 | 31.4 |
| Remeasurement of assets | (6.5) | (64.1) |
| Benefits paid | (29.8) | (30.2) |
| Contribution by employer[1] | (8.0) | (3.8) |
| Administrative expenses | (2.7) | (2.0) |
| **Fair value of plan assets** | **631.4** | **644.7** |
| | | |
| At 1 January | (513.7) | (575.1) |
| Interest cost | (26.9) | (25.2) |
| Actuarial (losses)/gains due to change in demographic assumptions | (3.7) | 6.9 |
| Actuarial gains due to change in financial assumptions | 11.9 | 58.6 |
| Actuarial losses due to experience | (2.7) | (9.1) |
| Benefits paid | 29.8 | 30.2 |
| **Present value of funded obligations** | **(505.3)** | **(513.7)** |
| | | |
| **Net assets** | **126.1** | **131.0** |

[1]In July 2024, the trustees of the Scheme agreed that certain employer contributions due to the Defined Contribution section could be met by assets allocated to the Defined Benefit section. The arrangement is subject to a monthly cap, is conditional on certain funding levels being maintained and will be monitored by the trustees.

In June 2023, the High Court issued a ruling in respect of Virgin Media v NTL Pension Trustees II Limited (and others), which had the potential to affect the Scheme's liabilities. In September 2025, the Government published the draft Pension Schemes Bill, establishing a framework for legislative remediation, with approval expected in 2026. This will give affected pension schemes the ability to retrospectively obtain written actuarial confirmation that historic benefit changes met the necessary standards. The ruling is unlikely to impact the Scheme's liabilities and the valuation remains appropriate.

## 13 Retirement benefit obligations (continued)

The amount recognised in the statement of comprehensive income includes a gain of £0.3 million (2024: £0.3 million) in respect of other defined benefit schemes.

The principal financial assumptions used for the Scheme are:

| | **2025** | 2024 |
|---|---|---|
| | **%** | % |
| Discount rate | 5.5 | 5.4 |
| RPI inflation rate | 2.8 | 3.1 |
| CPI inflation rate | 2.2 | 2.5 |
| Future pension increases (for benefits earned before 13 August 2007) | 2.7 | 2.9 |
| Future pension increases (for benefits earned after 13 August 2007) | 1.9 | 2.0 |

| **Average number of years a current pensioner is expected to live beyond age 60:** | **Years** | Years |
|---|---|---|
| Men | 28 | 27 |
| Women | 29 | 29 |

| **Average number of years future pensioners currently aged 45 are expected to live beyond age 60:** | **Years** | Years |
|---|---|---|
| Men | 29 | 28 |
| Women | 30 | 30 |

The last completed triennial valuation of the Scheme was carried out at 31 December 2023. The funding level at that date was 115% on the technical provisions basis and no contribution to the Scheme was required. The next triennial valuation is due at 31 December 2026 and will be performed in 2027.

**Estimates and judgements**

The Group estimates the carrying value of the Scheme by applying judgement to determine the assumptions used to calculate the valuation of the pension obligation using member data and applying the Scheme rules. The Scheme assets are mainly quoted in an active market. The sensitivity to those assumptions is set out below. The most significant judgemental assumption relates to mortality rates, which are inherently uncertain. The Group's mortality assumptions are based on standard mortality tables with Continuous Mortality Investigation core projection factors and a long-term rate of mortality improvement of 1.0% (2024: 1.0%) per annum. An additional adjustment, an "A parameter" set to 0.25% (2024: 0.25%) per annum, allows for the typically higher rate of mortality improvement among members of the Scheme compared with general population statistics. The latest base mortality tables have been adopted with no scaling (2024: nil) following a Scheme-specific review of the membership data.

The Group reviews its assumptions annually in conjunction with its independent actuaries and considers this adjustment appropriate given the geographic and demographic profile of Scheme members. Other assumptions for pension obligations are based in part on current market conditions.

## 14 Share capital and share premium

| | 2025 | | |
|---|---|---|---|
| | **Number of shares** | **Total ordinary shares** | **Share premium** |
| | **Millions** | **£m** | **£m** |
| At 1 January | 1,612.1 | 322.4 | 84.3 |
| **At 31 December** | **1,612.1** | **322.4** | **84.3** |

| | 2024 | | |
|---|---|---|---|
| | Number of shares | Total ordinary shares | Share premium |
| | Millions | £m | £m |
| At 1 January | 1,612.1 | 322.4 | 84.3 |
| **At 31 December** | **1,612.1** | **322.4** | **84.3** |

## 15 Own shares

Own shares include the Group's shares that are held by employee benefit trusts.

Movements in own shares during the year were as follows:

| | **2025** | 2024 |
|---|---|---|
| | **£m** | £m |
| At 1 January | 159.9 | 172.1 |
| Own shares purchased | 11.5 | 59.8 |
| Awards vested | (72.9) | (72.0) |
| **At 31 December** | **98.5** | **159.9** |

During the year, 3.0 million (2024: 10.4 million) own shares were purchased and held for hedging share-based awards. In 2024, 6.4 million shares were purchased and held in treasury. During the year, 5.0 million (2024: nil) of the shares held in treasury were transferred to employee benefit trusts. 16.9 million shares (2024: 15.0 million shares) awarded to employees vested in the period and were transferred out of own shares.

The total number of shares in the Company held within the Group's employee benefit trusts and in treasury comprise:

| | **2025** | | | 2024 | | |
|---|---|---|---|---|---|---|
| | **Number of vested shares** | **Number of unvested shares** | **Total** | Number of vested shares | Number of unvested shares | Total |
| | **Millions** | **Millions** | **Millions** | Millions | Millions | Millions |
| **Total ordinary shares** | **23.0** | **23.6** | **46.6** | 22.0 | 37.5 | 59.5 |

## 16 Reconciliation of net cash from operating activities

| | 2025 £m | 2024[1] £m |
|---|---|---|
| Profit before tax | 673.8 | 558.1 |
| **Adjustments for income statement non-cash movements:** | | |
| Depreciation of property, plant and equipment and amortisation of intangible assets | 182.2 | 191.1 |
| Net gain on financial instruments | (35.8) | (18.1) |
| Impairment of goodwill, intangible assets and associates and joint ventures | 55.0 | 8.0 |
| Gain on disposal of joint venture | (113.3) | – |
| Share-based payments | 31.3 | 30.4 |
| Net charge for provisions | 25.3 | 38.8 |
| Other non-cash movements[2] | (32.6) | (42.6) |
| | **112.1** | **207.6** |
| **Adjustments for which the cash effects are investing or financing activities:** | | |
| Interest income | (45.1) | (44.2) |
| Interest expense | 23.4 | 17.7 |
| Share of profit of associates and joint ventures after amortisation | (51.2) | (42.1) |
| | **(72.9)** | **(68.6)** |
| **Adjustments for statement of financial position movements:** | | |
| (Increase)/decrease in loans and advances within Wealth Management | (33.2) | 271.3 |
| Increase in trade and other receivables | (98.9) | (88.0) |
| Increase in deposits and client accounts within Wealth Management | 407.3 | 576.3 |
| Increase/(decrease) in trade and other payables, other financial liabilities and provisions | 33.8 | (26.4) |
| | **309.0** | **733.2** |
| **Adjustments for Life Company and consolidated pooled investment vehicles movements:** | | |
| Net (increase)/decrease in financial assets backing unit-linked liabilities | (3,313.8) | 244.6 |
| Net increase/(decrease) in unit-linked liabilities | 3,269.3 | (549.4) |
| Net increase in cash within consolidated pooled investment vehicles | 14.4 | 6.7 |
| | **(30.1)** | **(298.1)** |
| Tax paid | (77.5) | (84.0) |
| **Net cash from operating activities** | **914.4** | **1,048.2** |

[1]The 2024 comparatives have been re-presented (see note 17(b)).

[2]Other non-cash movements primarily consist of discount unwind within the net interest margin and exchange translation adjustments, before hedging activities.

## 17 Presentation of the financial statements

### (a) Basis of preparation

The consolidated financial information included in this statement does not constitute the Group's statutory accounts within the meaning of Section 434 of the Companies Act 2006. The statutory accounts for 2024 have been delivered to the Registrar of Companies and the auditor’s opinion on those accounts was unqualified and did not contain a statement made under Section 498(2) or Section 498(3) of the Act. An unqualified auditor’s opinion has also been issued on the statutory accounts for the year ended 31 December 2025, which will be delivered to the Registrar of Companies in due course.

The consolidated financial statements have been prepared in accordance with UK-adopted International Accounting Standards and in conformity with the requirements of the Companies Act 2006.

### (b) Presentational changes

The consolidated income statement and associated notes have been re-presented to simplify the reporting of the Group’s performance and provide greater comparability. As part of these changes, central costs and acquisition costs and related items are now presented in operating expenses.

Additionally, an adjusted operating profit measure is presented in note 1 to the financial statements. Adjusted operating profit aligns with the basis on which the Group monitors the ongoing operational performance of the business and excludes acquisition costs and related items, transformation costs, and portfolio restructuring items.

The new presentation provides information that is more relevant to understanding the Group’s underlying performance, enhancing both clarity and comparability.

**Reconciliation of previously reported operating profit to revised operating profit**

| Year ended 31 December 2024 | £m |
|---|---|
| **Previously reported operating profit** | **640.5** |
| Finance charges | 11.5 |
| Central costs | (59.2) |
| Gains on seed investments | 10.3 |
| Acquisition costs and related items | (74.3) |
| **Revised operating profit** | **528.8** |

### (c) Sale of Schroders Personal Wealth (SPW)

On 9 October 2025, the Group disposed of its investment in Scottish Widows Schroder Wealth Holdings Limited (SPW). The 49.9% interest was acquired by Lloyds Banking Group in exchange for its 19.1% interest in Schroder Wealth Holdings Limited (SWHL). No cash was paid or received as part of the transaction. A gain of £113.3 million has been recognised in the consolidated income statement on the disposal of the joint venture (see note 8). A loss of £212.2 million has been recognised within other movements in the consolidated statement of changes in equity on derecognition of the non-controlling interest. As a result of the transaction, equity attributable to shareholders of Schroders plc decreased by £98.9 million.

### (d) Future accounting developments

The Group did not implement the requirements of any standards or interpretations that were in issue but were not required to be adopted by the Group at the year-end date. No standards or interpretations have been issued that are expected to have a material impact on the consolidated financial statements.

### (e) Going concern

In making an assessment on going concern, the Directors have considered a wide range of information relating to present and future conditions, including future capital requirements, prediction of profitability and cash flows. These assessments showed the Group has sufficient capital and liquidity to support future business requirements and adequate resources to continue as a going concern for at least 12 months following approval of the financial statements.

## Directors' responsibility statement

To the best of their knowledge and belief, each of the Directors listed below confirms that:

- The consolidated financial statements of Schroders plc, prepared in accordance with UK-adopted international accounting standards and in conformity with the requirements of Companies Act, which give a true and fair view of the assets, liabilities, financial position and profit of Schroders plc and the undertakings included in the consolidation taken as a whole;
- The announcement includes a fair summary of the development and performance of the business and the position of Schroders plc and the undertakings included in the consolidation taken as a whole and a description of the principal risks and uncertainties that they face;
- So far as each Director is aware, there is no relevant audit information of which Schroders plc's auditors are unaware; and
- They have each taken all the steps that ought to have been taken by them as Directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

### Directors:

| | |
|---|---|
| Dame Elizabeth Corley | Chair |
| Richard Oldfield | Group Chief Executive |
| Meagen Burnett | Chief Financial Officer |
| Johanna Kyrklund | Group Chief Investment Officer |
| Claire Fitzalan Howard | Non-executive Director |
| Rakhi Goss-Custard | Independent non-executive Director |
| Iain Mackay | Senior Independent Director |
| Leonie Schroder | Non-executive Director |
| Annette Thomas | Independent non-executive Director |
| Frederic Wakeman | Independent non-executive Director |
| Matthew Westerman | Independent non-executive Director |
| Ian King | Independent non-executive Director |

On behalf of the Board

**Meagen Burnett**

Chief Financial Officer

11 February 2026

## Five year consolidated financial summary (unaudited)

| | **2025** | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| | **£m** | £m | £m | £m | £m |
| Adjusted operating profit before tax | 756.6 | 603.1 | 626.1 | 644.3 | 813.0 |
| Tax | (158.9) | (133.6) | (121.5) | (110.2) | (142.5) |
| **Adjusted operating profit after tax** | **597.7** | 469.5 | 504.6 | 534.1 | 670.5 |

| | **2025** | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| | **£m** | £m | £m | £m | £m |
| Profit before tax | 673.8 | 558.1 | 487.6 | 586.9 | 764.1 |
| Tax | (123.4) | (125.1) | (85.0) | (100.7) | (140.3) |
| **Profit after tax** | **550.4** | 433.0 | 402.6 | 486.2 | 623.8 |

| | **2025** | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| **Adjusted operating earnings per share** | **Pence** | Pence | Pence | Pence | Pence |
| Basic earnings per share[1] | 36.6 | 28.4 | 30.7 | 33.2 | 41.5 |
| Diluted earnings per share[1] | 36.1 | 28.0 | 30.1 | 32.6 | 40.8 |

| | **2025** | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| **Earnings per share** | **Pence** | Pence | Pence | Pence | Pence |
| Basic earnings per share[1] | 34.1 | 26.4 | 24.6 | 30.4 | 38.7 |
| Diluted earnings per share[1] | 33.6 | 26.0 | 24.2 | 29.9 | 38.1 |

| **Dividends** | **2025** | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| Cost (£m) | 335.8 | 334.2 | 333.0 | 332.1 | 318.6 |
| Pence per share[2] | 21.5 | 21.5 | 21.5 | 21.4 | 20.4 |
| | | | | | |
| **Total equity (£m)** | **4,456.4** | 4,495.4 | 4,463.7 | 4,479.7 | 4,425.7 |
| | | | | | |
| **Net assets per share (pence)[3]** | **276** | 279 | 277 | 278 | 275 |

[1]See note 4 for the basis of this calculation. Prior year comparatives have been restated following the simplification of the Company's dual share class structure in 2022 and following the re-presentation of the consolidated income statement in 2025 (see note 17(b)).

[2]Dividends per share are those amounts approved by the shareholders to be paid within the year on a per share basis to the shareholders on the register at the specified dates. Prior year comparatives have been restated following the simplification of the Company's dual share class structure in 2022.

[3]Net assets per share are calculated by using the actual number of shares in issue at the year-end date. Prior year comparatives have been restated following the simplification of the Company's dual share class structure in 2022.

## Exchange rates – closing

| **31 December** | **2025** | 2024 | 2023 | 2022 | 2021 |
|---|---|---|---|---|---|
| **Sterling:** | | | | | |
| Euro | **1.15** | 1.21 | 1.15 | 1.13 | 1.19 |
| US dollar | **1.35** | 1.25 | 1.27 | 1.20 | 1.35 |
| Swiss franc | **1.07** | 1.13 | 1.07 | 1.11 | 1.23 |
| Australian dollar | **2.02** | 2.02 | 1.87 | 1.77 | 1.86 |
| Hong Kong dollar | **10.47** | 9.73 | 9.95 | 9.39 | 10.56 |
| Japanese yen | **210.83** | 196.83 | 179.72 | 158.72 | 155.97 |
| Singaporean dollar | **1.73** | 1.71 | 1.68 | 1.61 | 1.83 |
| Chinese renminbi | **9.40** | 9.14 | 9.04 | 8.36 | 8.63 |

# Glossary

| | |
|---|---|
| **Adjusted cost to income ratio** | Adjusted operating expenses as a ratio of adjusted net operating income (see notes 1(a) and 2(a)). |
| **Adjusted operating profit** | Adjusted operating profit is the profit measure used by management in assessing the operational performance of the business. It excludes acquisition costs and related items, transformation costs and portfolio restructuring items (see note 1(a)). |
| **Adjusted operating earnings per share** | Adjusted operating profit after tax excluding non-controlling adjusted operating earnings divided by the relevant weighted average number of shares (see note 4). |
| **Assets under management (AUM)** | AUM represents the aggregate value of client assets managed, advised or otherwise contracted, from which the Group, including joint ventures and associates, earns operating revenue.<br>Asset Management AUM includes investment management, OCIO, fiduciary management and liability management services. For Schroders Capital Private Equity, the aggregate value of assets managed includes client commitments on which we earn fees. This is changed to the lower of committed funds and net asset value, typically after seven years from the initial investment, in line with the fee basis.<br>Wealth Management AUM comprises the aggregate value of assets where Schroders provides advice or discretionary management (Advised AUM), platform services (Platform AUM) and investment management services (Managed AUM). Advised AUM comprises assets where Schroders provides discretionary or advisory management services, including assets where the client independently makes investment decisions. Platform AUM represents the value of assets on the platform that enables financial advisers to administer and manage their clients' accounts by providing dealing and settlement services, valuation statements and custody services through a third party. Managed AUM includes assets where the client invests in Schroders' funds. |
| **Dry powder and non-fee-earning dry powder** | Within Schroders Capital, fundraising comprises new funds invested into our products and contractual commitments from clients to invest their capital in the future. These commitments are called upon once relevant investments have been identified and the capital is to be deployed. Uncalled commitments are referred to as dry powder. Depending on the applicable fee arrangements, dry powder may or may not attract management fees. Uncalled commitments that do not attract fees are referred to as non-fee-earning dry powder. |
| **Fundraising** | This is a term used in Schroders Capital to denote new funds invested into our products and contractual commitments from clients to invest their capital in the future. |
| **Net new business (NNB)** | New funds from clients less funds withdrawn by clients in accordance with Schroders policy. This is also described as net inflows (when positive) or net outflows (when negative). |
| **Operating profit** | Operating profit includes the profits from associates and joint ventures, total operating expenses including acquisition costs and related items, transformation costs, and portfolio restructuring items. It includes gains and losses on seed investments and co-investments but excludes interest and gains and losses on other investments. |
| **Other net operating income** | Other net operating income primarily relates to gains and losses on seed capital and co-investments and foreign exchange. |
| **Payout ratio** | The total dividend per share in respect of the year (see note 5) divided by the basic adjusted operating earnings per share. |