

## Fourth Quarter and Full-Year 2020 Results

4 February 2021

Janus Henderson Group plc (ASX:JHG; 'Janus Henderson') today published its fourth quarter and full-year results for the period ended 31 December 2020.

A copy of the Group's Fourth Quarter and Full-Year Results Presentation is included below.

\* \* \*

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### About Janus Henderson

Janus Henderson Group is a leading global active asset manager dedicated to helping investors achieve long-term financial goals through a broad range of investment solutions, including equities, fixed income, quantitative equities, multi-asset and alternative asset class strategies.

At 31 December 2020, Janus Henderson had approximately US\$402 billion in assets under management, more than 2,000 employees, and offices in 26 cities worldwide. Headquartered in London, the company is listed on the New York Stock Exchange (NYSE) and the Australian Securities Exchange (ASX).

# FOURTH QUARTER AND FULL-YEAR 2020 RESULTS

Thursday 4 February 2021

**Dick Weil**  
Chief Executive Officer

**Roger Thompson**  
Chief Financial Officer



# 2020 RESULTS AND STRATEGY UPDATE

**Dick Weil**

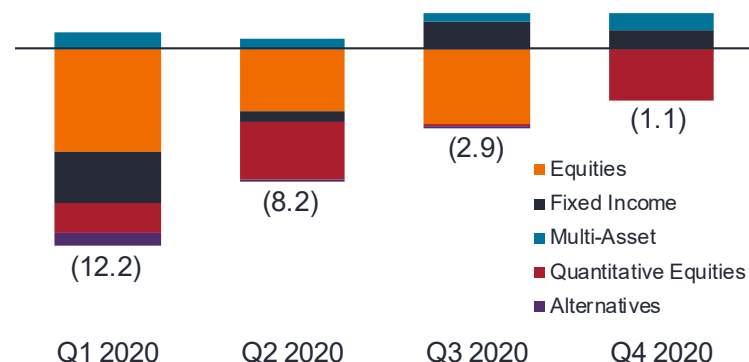
Chief Executive Officer

# FULL-YEAR 2020 RESULTS

- Investment performance remained solid despite volatile markets
- AUM increased 7% in 2020 to US\$401.6bn; strength in global markets was partially offset by net outflows
- Flows improved throughout the year; 84% of net outflows occurred in H1 2020
- Adjusted diluted EPS of US\$3.01 in 2020 improved 22% over 2019
- Returned US\$394m in capital through dividends and share buybacks in 2020

Key metrics	2020	2019
3-year investment outperformance <sup>1</sup>	65%	76%
Net flows	US\$(24.4)bn	US\$(27.4)bn
Total AUM	US\$401.6bn	US\$374.8bn
US GAAP diluted EPS	US\$0.87	US\$2.21
Adjusted diluted EPS <sup>2</sup>	US\$3.01	US\$2.47

**Q1 2020 to Q4 2020 total net flows by capability**  
(US\$bn)



<sup>1</sup> Represents percentage of AUM outperforming the relevant benchmark. Full performance disclosures detailed in the appendix on slide 31.

<sup>2</sup> See adjusted financial measures reconciliation on slides 38 and 39 for additional information.

# OUR STRATEGY: SIMPLE EXCELLENCE

Strengthening our core foundation and maximising growth potential

## Delivering on our strategy of Simple Excellence...



**Produce  
dependable  
investment  
outcomes**



**Excel in  
distribution  
and client  
experience**



**Focus and  
increase  
operational  
efficiency**



**Proactive  
risk and  
control  
environment**



**Develop  
new growth  
initiatives**

**Simple Excellence lays the strong foundation for sustained organic and inorganic growth to create value for all our stakeholders: our clients, shareholders and employees**

### Positive flows and AUM growth

A return to consistent net inflows driven by organic growth across regions, client types and capabilities

A growing and diversified AUM and client base, able to weather shifting market environments

### Revenue stability and profitability

Revenue stability resulting from a focus on profitable growth, recognising changing investor trends globally

A balanced approach to managing costs for expanded profitability and increased cash flow generation

# DELIVERING ON SIMPLE EXCELLENCE

## Significant progress across our strategic initiatives

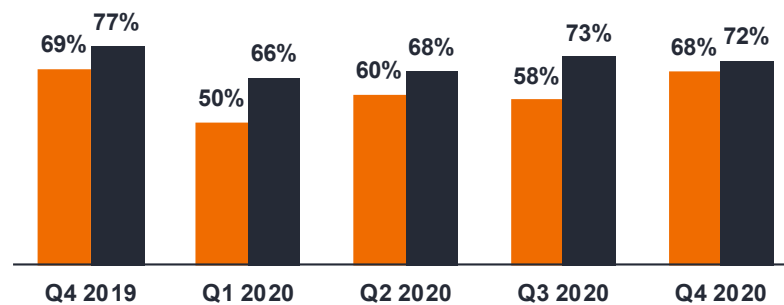


### Continued investment strength

- ✓ Strong results across many capabilities through a challenging market environment
- ✓ Maintained process discipline and improved results in strategies impacted by Q1 2020 volatility
- ✓ Filled key investment roles, including in ESG
- ✓ Global system upgrades underway across several key front-office processes

### % of AUM outperforming benchmark<sup>1</sup>

■ 1-year basis ■ 5-year basis

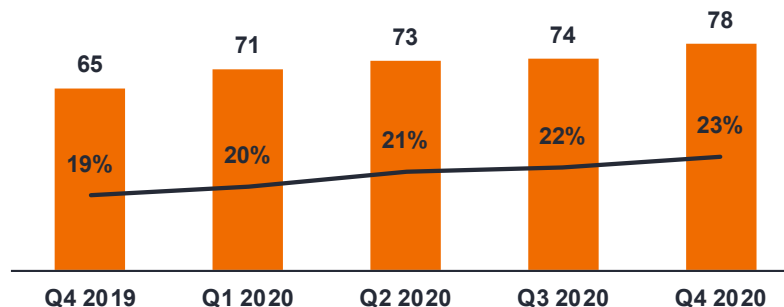


### Growing distribution momentum

- ✓ Positive net flows in Intermediary across EMEA, LatAm and Asia Pacific
- ✓ Strong organic growth across our 'Focus Product' strategic initiative
- ✓ Further strengthened senior leadership across distribution, client relations and product
- ✓ Continued globalisation of distribution intelligence and client analytics capabilities

### Historical gross sales (LTM, quarterly)<sup>2</sup>

LTM gross sales (US\$bn) and salesrate (%)<sup>2</sup>



<sup>1</sup> Full performance disclosures detailed in the appendix on slide 31.

<sup>2</sup> Last twelve months ('LTM') gross sales calculated as trailing 12-month gross sales. LTM gross sales rate calculated as average of trailing four quarters' annualised gross sales rates. Quarterly annualised gross sales rates are shown on slide 11.

# DELIVERING ON SIMPLE EXCELLENCE

Significant progress across our strategic initiatives



## Improved operational efficiency

### Platform simplification

- ✓ Reducing complexity through strategic exits from non-core business areas, including Geneva
- ✓ Streamlined back-office functionality and lowered fund complexity through TPA consolidation

### Ongoing technology transformation

- ✓ Modernised data infrastructure comprising a scalable cloud-based core data platform
- ✓ Consolidation of key front office systems, including order management, risk, performance and attribution into a single, global enterprise platform
- ✓ Key technology enhancements in CRM, client reporting, business intelligence, distribution analytics and marketing



## Developed new growth initiatives

### New products brought to market

- ✓ CLO ETF
- ✓ BioTech L/S

- ✓ Global Sustainability / ESG

- ✓ Multi-Strategy

- ✓ Multiple product extensions, globally

### Expanding our global presence

- ✓ Intermediary, notably in EMEA and LatAm

- ✓ North America advisory, private wealth

# UPDATE ON DAI-ICHI RELATIONSHIP

The relationship remains strong and is strategically important to both organisations

- Dai-ichi has made the strategic decision to focus capital on their global insurance business
- As part of this decision, we have entered into a new strategic co-operation agreement, and Dai-ichi will sell its position in JHG and relinquish its Board seat
- While the capital portion of the relationship is ending, the operational relationship remains strong, and its continued importance is reflected in the new strategic co-operation agreement
  - We manage US\$10.4bn for Dai-ichi, its subsidiaries and affiliates<sup>1</sup>
  - Both firms will collaborate and look for opportunities to further support the growth of each other's business
  - The exchange of expertise, which has been a bedrock of the relationship over the last eight years, will be expanded to include a senior executive from Dai-ichi to help lead Janus Henderson's efforts in Japan
- We remain committed to Japan as part of our broader efforts to expand in this strategically important market

<sup>1</sup> At 31 December 2020.



# BUSINESS AND FINANCIAL UPDATE

**Roger Thompson**  
Chief Financial Officer

# Q4 2020 RESULTS

- Long-term investment performance remains solid
- AUM increased 12% to US\$401.6bn; strength in global markets was partially offset by significantly improved net outflows of US\$(1.1)bn
- Adjusted diluted EPS of US\$1.04
- Declared US\$0.36 per share dividend and completed US\$27m of share buybacks

## Key metrics – Q4 2020 vs Q3 2020

	Q4 2020	Q3 2020
3-year investment outperformance <sup>1</sup>	65%	61%
Net flows	US\$(1.1)bn	US\$(2.9)bn
Total AUM	US\$401.6bn	US\$358.3bn
US GAAP diluted EPS	US\$1.02	US\$0.65
Adjusted diluted EPS <sup>2</sup>	US\$1.04	US\$0.70
Dividend per share	US\$0.36	US\$0.36

<sup>1</sup> Represents percentage of AUM outperforming the relevant benchmark. Full performance disclosures detailed in the appendix on slide 31.

<sup>2</sup> See adjusted financial measures reconciliation on slides 38 and 39 for additional information.

# INVESTMENT PERFORMANCE

Firmwide investment performance remains solid

% of AUM outperforming benchmark  
At 31 Dec 20

Capability	1-year	3-year	5-year
Equities	54%	54%	67%
Fixed Income	92%	96%	90%
Multi-Asset	97%	96%	94%
Quantitative Equities	69%	24%	16%
Alternatives	97%	97%	100%
<b>Total</b>	<b>68%</b>	<b>65%</b>	<b>72%</b>

% of mutual fund AUM in top 2 Morningstar quartiles  
At 31 Dec 20

Capability	1-year	3-year	5-year
Equities	47%	57%	67%
Fixed Income	70%	79%	73%
Multi-Asset	91%	91%	92%
Quantitative Equities	4%	33%	4%
Alternatives	74%	76%	75%
<b>Total</b>	<b>57%</b>	<b>66%</b>	<b>71%</b>

Note: Full performance disclosures detailed in the appendix on slides 31 and 32.

The top two Morningstar quartiles represent funds in the top half of their category based on total return.

Refer to slide 32 for the 10-year period, percent of funds in the top 2 quartiles for all periods, and description and quantity of funds included in the analysis.

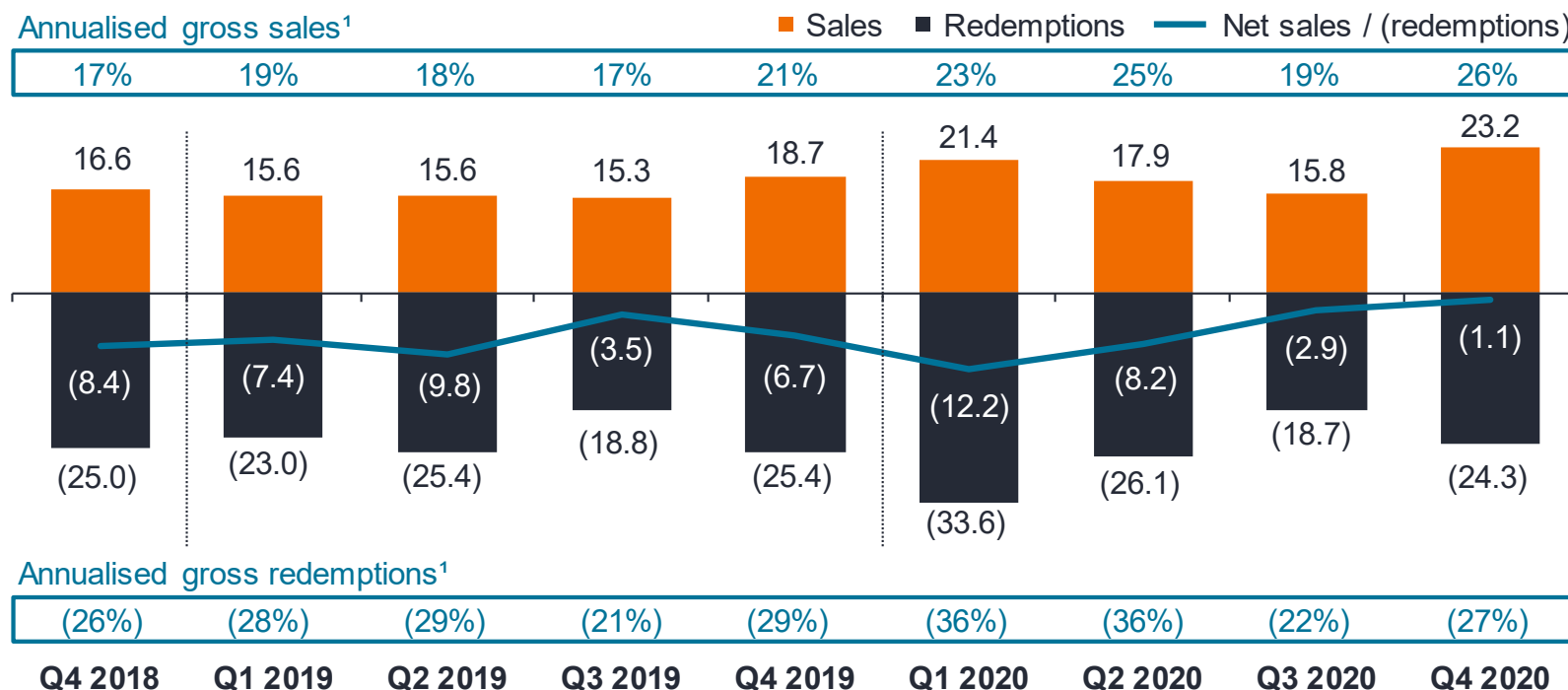
Past performance is no guarantee of future results.

# TOTAL FLOWS

Net flows improved quarter over quarter and year over year

## Q4 2018 to Q4 2020 total flows

(US\$bn)



<sup>1</sup> Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

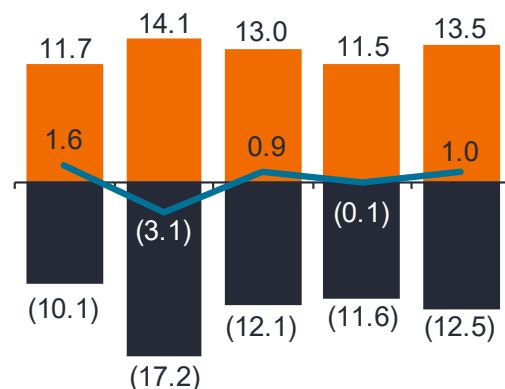
# QUARTERLY FLOWS BY CLIENT TYPE

Net flows reflect strength in Intermediary and improved Institutional flows

## Intermediary (US\$bn)

Annualised gross sales<sup>1</sup>

29%	33%	38%	29%	32%
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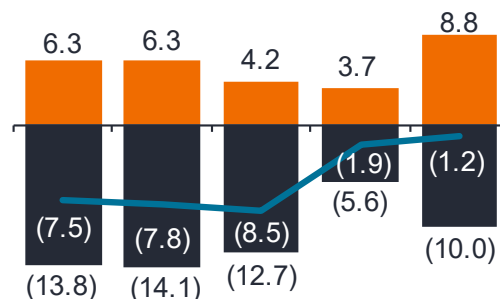
Annualised gross redemptions<sup>1</sup>

(25%)	(40%)	(36%)	(29%)	(29%)
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Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020

## Institutional (US\$bn)

19%	19%	17%	13%	30%
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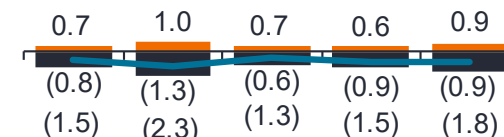


(42%)	(43%)	(50%)	(20%)	(34%)
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Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020

## Self-Directed (US\$bn)

4%	6%	5%	4%	5%
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(9%)	(14%)	(9%)	(9%)	(10%)
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Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020

■ Sales ■ Redemptions — Net sales / (redemptions)

<sup>1</sup> Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

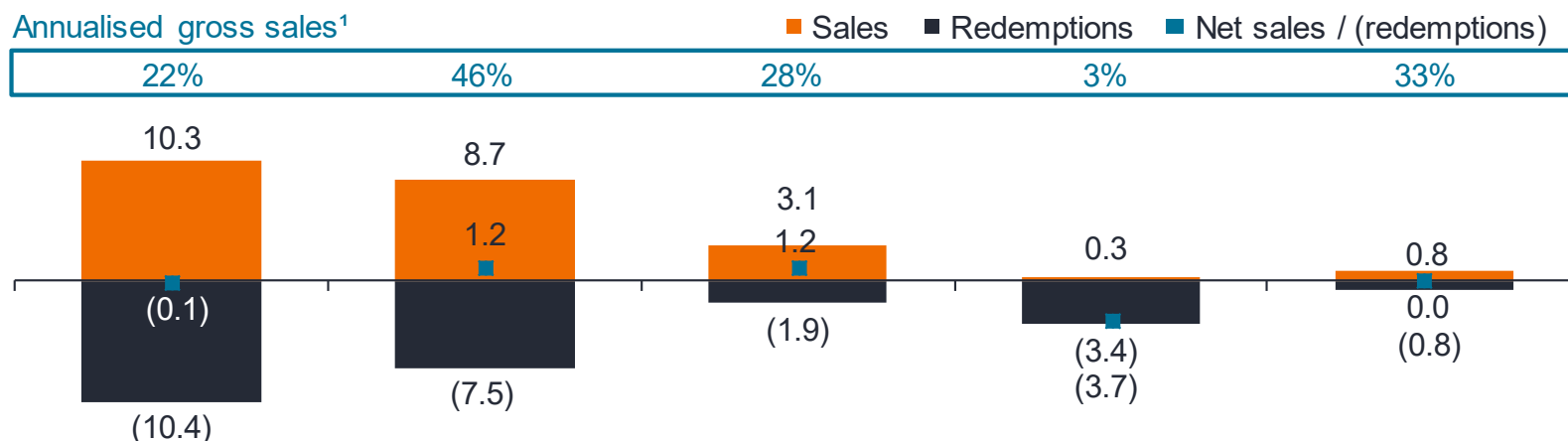
# Q4 2020 FLOWS BY CAPABILITY

Net flows reflect strength in Fixed Income and Multi-Asset

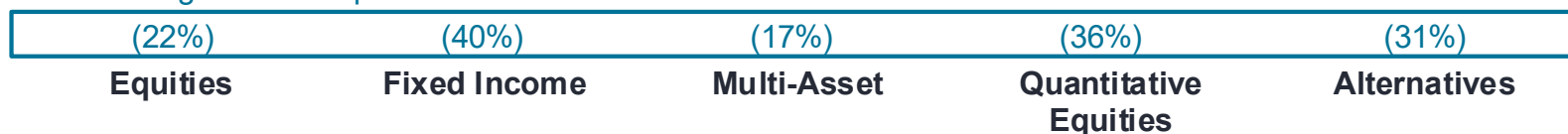
## Q4 2020 flows by capability

(US\$bn)

Annualised gross sales<sup>1</sup>



Annualised gross redemptions<sup>1</sup>



<sup>1</sup> Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

# STATEMENT OF INCOME

US GAAP and adjusted

(US\$m)	3 months ended 31 Dec 20			Year ended 31 Dec 20		
	US GAAP	Adjustments	Adjusted	US GAAP	Adjustments	Adjusted
<b>Revenue</b>						
Management fees	489.1			1,794.1		
Performance fees	59.3			98.1		
Shareowner servicing fees	57.9			209.2		
Other revenue	50.9			197.2		
<b>Total revenue</b>	<b>657.2</b>	<b>(128.7)</b>	<b>528.5</b>	<b>2,298.6</b>	<b>(464.4)</b>	<b>1,834.2</b>
<b>Operating expenses</b>						
Employee compensation and benefits	162.3			618.6		
Long-term incentive plans	44.7			170.1		
Distribution expenses	128.7			464.4		
Investment administration	12.6			50.0		
Marketing	3.9			19.6		
General, administrative and occupancy	66.4			255.2		
Impairment of goodwill and intangible assets	0.0			513.7		
Depreciation and amortisation	11.6			49.2		
<b>Total operating expenses</b>	<b>430.2</b>	<b>(133.4)</b>	<b>296.8</b>	<b>2,140.8</b>	<b>(1,003.3)</b>	<b>1,137.5</b>
<b>Operating income</b>	<b>227.0</b>	<b>4.7</b>	<b>231.7</b>	<b>157.8</b>	<b>538.9</b>	<b>696.7</b>

Note: See adjusted financial measures reconciliation on slides 38 and 39 for additional information.

# SUMMARY FINANCIAL RESULTS

US GAAP and adjusted

(US\$, except margin data)	Q4 2020	Q3 2020	Change Q4 2020 vs Q3 2020	2020	2019	Change 2020 vs 2019
Average AUM	379.0bn	356.0bn	6%	352.7bn	357.1bn	(1%)
Total revenue	657.2m	568.5m	16%	2,298.6m	2,192.4m	5%
Operating income	227.0m	156.5m	45%	157.8m	540.9m	(71%)
Operating margin	34.5%	27.5%	7.0ppt	6.9%	24.7%	(17.8ppt)
US GAAP diluted EPS	1.02	0.65	57%	0.87	2.21	(61%)
Adjusted revenue	528.5m	449.7m	18%	1,834.2m	1,748.1m	5%
Adjusted operating income	231.7m	162.1m	43%	696.7m	626.6m	11%
Adjusted operating margin	43.8%	36.0%	7.8ppt	38.0%	35.8%	2.2ppt
Adjusted diluted EPS	1.04	0.70	49%	3.01	2.47	22%

Note: See adjusted financial measures reconciliation on slides 38 and 39 for additional information.



# REVENUE

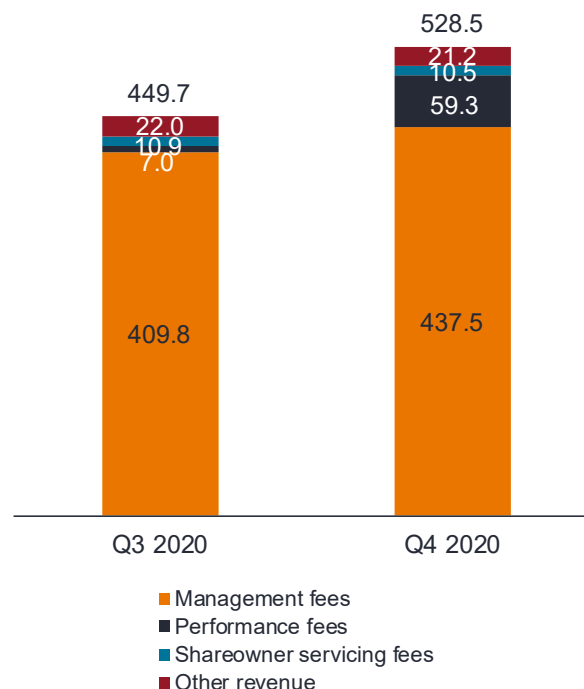
Q4 2020 adjusted revenue reflects higher performance fees and average assets

## Q4 2020 adjusted revenue drivers

(US\$m, except margin data)	Q4 2020	Q3 2020	Change
<b>Total adjusted revenue</b>	<b>528.5</b>	<b>449.7</b>	<b>18%</b>
Management fees	437.5	409.8	7%
Performance fees	59.3	7.0	nm
Shareowner servicing fees	10.5	10.9	(4%)
Other revenue	21.2	22.0	(4%)
<i>Average net<sup>1</sup> mgmt fee margin</i>	<i>45.9bps</i>	<i>45.8bps</i>	<i>0.1bps</i>

- Increase from Q3 2020 management fees driven by higher average assets
- Performance fees improved from Q3 2020 driven by investment performance and seasonality
- Improved average net management fee margin due to asset mix shift

## Adjusted revenue – Q3 2020 vs Q4 2020 (US\$m)



Note: See adjusted financial measures reconciliation on slides 38 and 39 for additional information.

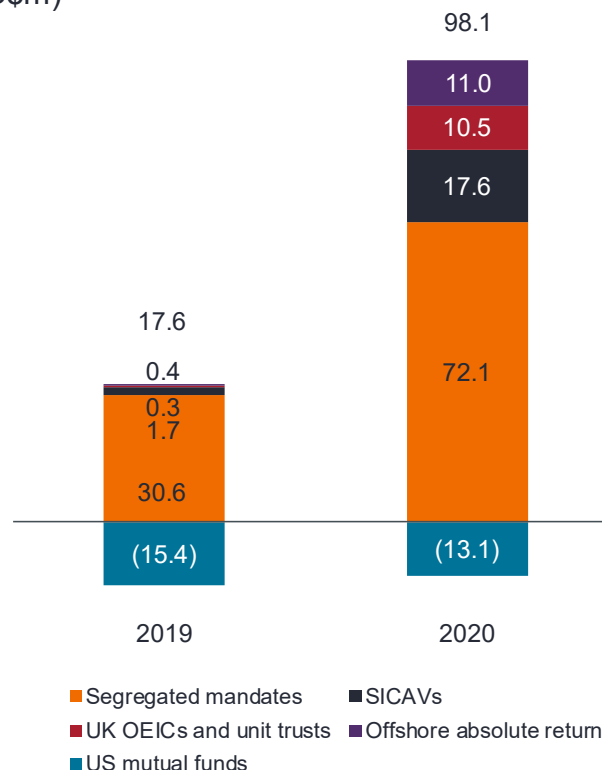
<sup>1</sup> Net margin based on management fees net of distribution expenses.

# PERFORMANCE FEES

Performance in several strategies drove the year-over-year improvement

- US\$42m increase in 2020 performance fees for segregated mandates includes strategies in Equities, Fixed Income and Quantitative Equities
- SICAV performance fees increased US\$16m primarily resulting from UK Absolute Return, Global Real Estate, Global Market Neutral and European Equities
- UK OEIC and unit trust performance fees increased US\$10m, primarily due to UK Absolute Return
- US mutual fund performance fees improved in 2020, but remain negative

**Performance fees – 2019 vs 2020**  
(US\$m)

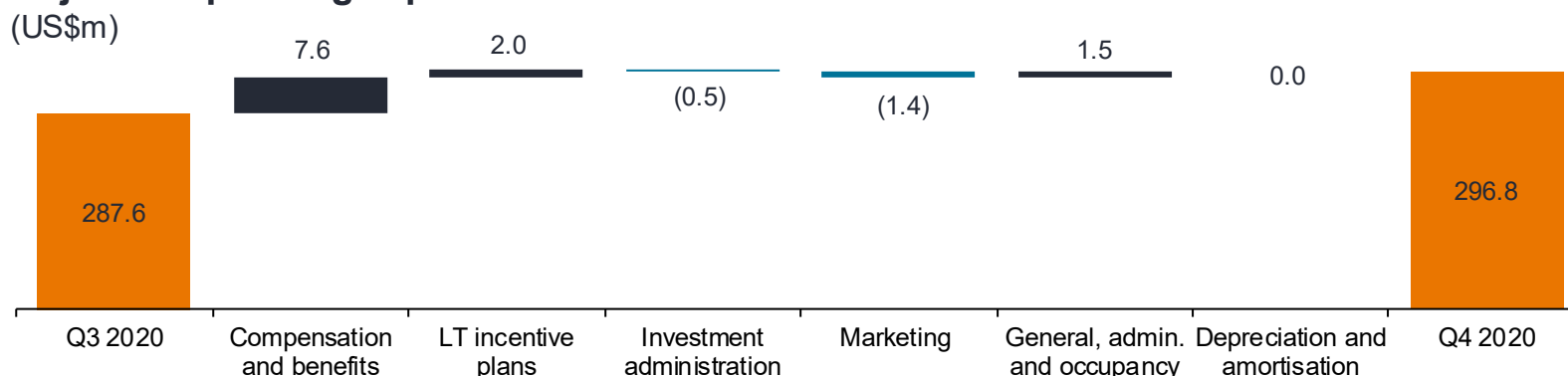


# OPERATING EXPENSES

Q4 2020 adjusted expenses reflect higher variable compensation on increased profits

(US\$m)	Q4 2020 US GAAP	Adjustments	Q4 2020 adjusted	Q3 2020 adjusted	Change Q4 2020 adj vs Q3 2020 adj
Employee compensation and benefits	162.3	(0.1)	162.2	154.6	5%
Long-term incentive plans	44.7	0.1	44.8	42.8	5%
<b>Total compensation expenses</b>	<b>207.0</b>	<b>–</b>	<b>207.0</b>	<b>197.4</b>	<b>5%</b>
Distribution expenses	128.7	(128.7)	–	–	nm
Investment administration	12.6	–	12.6	13.1	(4%)
Marketing	3.9	–	3.9	5.3	(26%)
General, administrative and occupancy	66.4	(2.8)	63.6	62.1	2%
Depreciation and amortisation	11.6	(1.9)	9.7	9.7	(0%)
<b>Non-staff operating expenses</b>	<b>223.2</b>	<b>(133.4)</b>	<b>89.8</b>	<b>90.2</b>	<b>(0%)</b>
<b>Total operating expenses</b>	<b>430.2</b>	<b>(133.4)</b>	<b>296.8</b>	<b>287.6</b>	<b>3%</b>

## Adjusted operating expenses – Q3 2020 vs Q4 2020



Note: See adjusted financial measures reconciliation on slides 38 and 39 for additional information.

# EXPENSE UPDATE

## Maintaining expense discipline whilst investing for growth

- We have maintained a high degree of financial operating leverage, following US\$125m of cost reductions delivered through our merger, with continuous cost discipline balanced with strategic investments in our business for growth
- During 2020, we performed an extensive review of our expense model with the support of an outside consultant and are actioning approximately US\$40m in cost efficiencies
- The cost efficiencies will offset the investments in our business and infrastructure that are necessary to support a growing business
- In 2021, we will continue to invest in the business; however, our strong cost discipline and higher AUM are expected to translate into increased financial operating leverage

Adjusted operating expense metrics <sup>1</sup>	2018	2019	2020	2021
Adjusted compensation as a % of adjusted net revenue	41.4%	44.0%	42.9%	Low 40s
Adjusted non-compensation annual growth <sup>2</sup>	15%	0%	(1)%	Mid-single digits <sup>3</sup>

<sup>1</sup> See adjusted financial measures reconciliation on slides 38 and 39 for additional information.

<sup>2</sup> 2018 excludes US\$12m for a one-time legal outcome.

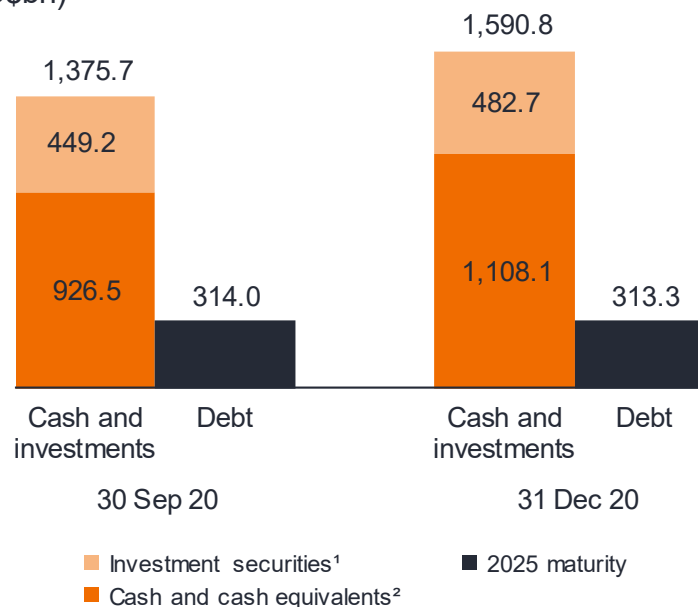
<sup>3</sup> Low-single digit excluding impact of currency movements.

# BALANCE SHEET

## Strong liquidity position

- Cash and investment securities totalled US\$1,591m compared to outstanding debt of US\$313m
- Board declared a dividend of US\$0.36 per share to be paid on 3 March to shareholders on record at the close of business on 17 February
- Repurchased 6.6m shares in 2020 for US\$131m from the US\$200m buyback programme authorised in February 2020
- Expected eligibility for Russell 1000 in June 2021

### Balance sheet profile – carrying value 30 Sep 20 vs 31 Dec 20 (US\$bn)



Note: At 31 December 2020, JHG had a US\$200m, undrawn, unsecured, revolving credit facility.

<sup>1</sup> Includes seed investments of US\$354.9m (including investment securities of consolidated VIEs of US\$158.4m), investments related to deferred compensation plans of US\$88.9m and other investments of US\$5.4m at 30 September 2020; includes seed investments of US\$380.7m (including investment securities of consolidated variable interest entities ("VIEs") of US\$214.6m), investments related to deferred compensation plans of US\$96.5m and other investments of US\$5.5m at 31 December 2020.

<sup>2</sup> Includes cash and cash equivalents of consolidated VIEs of US\$17.5m and US\$8.4m at 30 September 2020 and 31 December 2020, respectively.

# CONCLUSION

**Dick Weil**

Chief Executive Officer



# CONCLUSION

- Solid investment performance
- Strengthened global distribution and product platform
- Improved flows demonstrate diversification of broad capabilities
- Maintaining focus and cost discipline whilst investing for growth
- Dai-ichi Life continues to be a valued long-term strategic partner
- Progress, momentum in delivering a profitable and resilient business through our Simple Excellence strategy

# Q&A

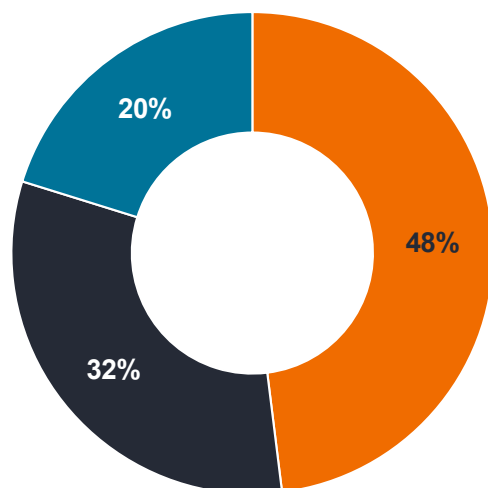


# APPENDIX

# ASSETS UNDER MANAGEMENT

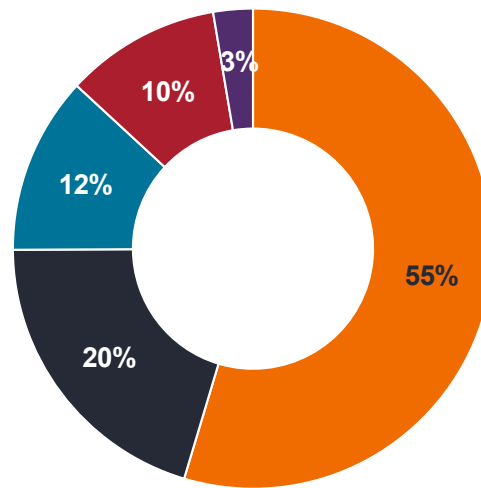
AUM at 31 December 2020: US\$401.6bn

By client type



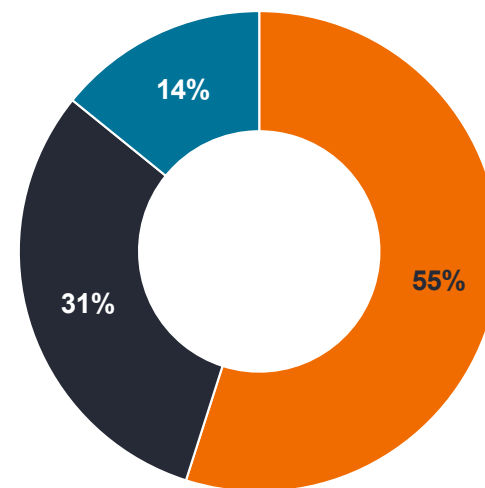
■ Intermediary US\$192.9bn  
■ Institutional US\$127.6bn  
■ Self-Directed US\$81.1bn

By capability



■ Equities US\$219.4bn  
■ Fixed Income US\$81.5bn  
■ Multi-Asset US\$48.0bn  
■ Quantitative Equities US\$42.0bn  
■ Alternatives US\$10.7bn

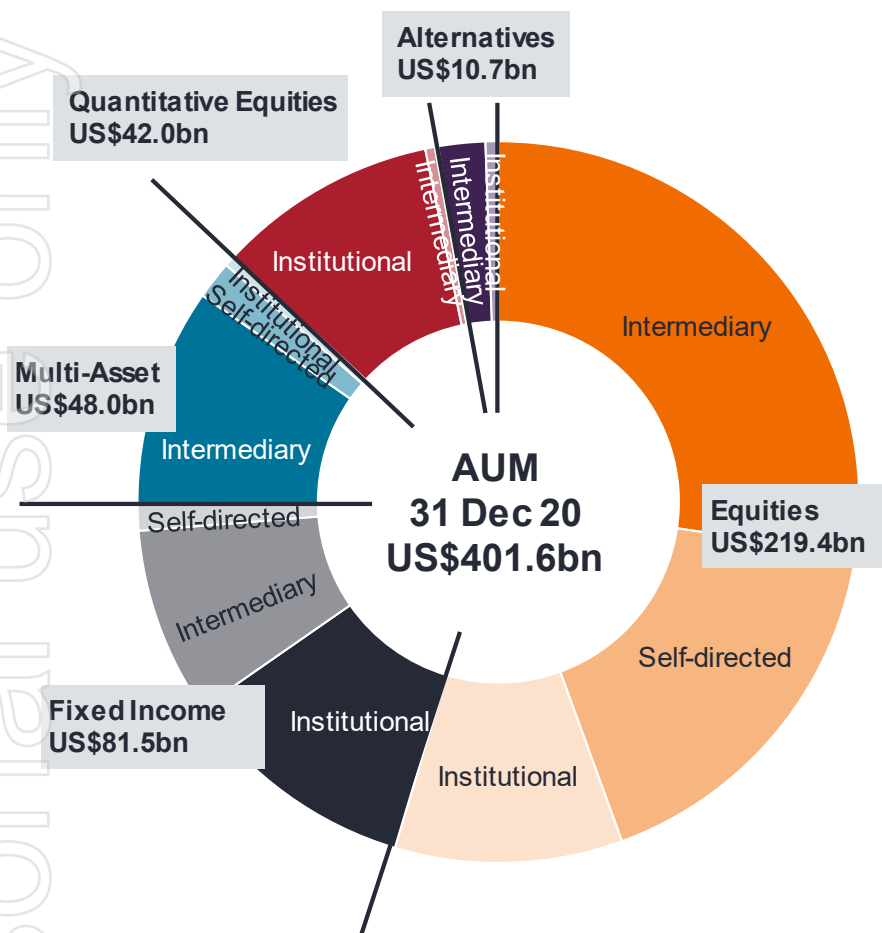
By client location



■ North America US\$220.6bn  
■ EMEA & LatAm US\$124.1bn  
■ Asia Pacific US\$56.9bn

# INVESTMENT MANAGEMENT CAPABILITIES

## Diversified product range



### Equities (56bps<sup>1</sup>)

- Wide range of equity strategies encompassing different geographic focuses and investment styles

### Fixed Income (28bps<sup>1</sup>)

- Innovative and differentiated techniques designed to support clients as they navigate each unique economic cycle

### Multi-Asset (52bps<sup>1</sup>)

- Provides a range of diversified core investment solutions with the aim of delivering attractive returns over the long term with lower levels of volatility

### Quantitative Equities (19bps<sup>1</sup>)

- Intech applies advanced mathematics and systematic portfolio rebalancing intended to harness the volatility of movements in stock prices

### Alternatives (66bps<sup>1</sup>)

- Investment solutions aimed at delivering specific outcomes tailored to meet the needs and constraints of clients

<sup>1</sup> Full-year 2020 average net management fee margin; net margin based on management fees net of distribution expenses.

# LARGEST STRATEGIES BY CAPABILITY

Capability	Strategy	AUM (US\$bn) 31 Dec 20
Equity	US Mid Cap Growth	29.6
	US Concentrated Growth	25.1
	US Research Growth Equity	20.2
	US SMID Cap Growth	14.5
	Global Life Sciences	14.1
Fixed Income	Absolute Return Income	12.5
	Sterling Buy & Maintain Credit	10.8
	Global Strategic Fixed Income	9.8
	Core Plus Fixed Income	7.4
	Australian Fixed Income	6.4
Multi-Asset	Balanced	41.8
	UK Cautious Managed	1.6
	Global Adaptive Capital Appreciation	0.7
	Multi Manager Managed	0.5
	Global Diversified Growth	0.3
Quantitative Equities	Intech Global Large Cap Core ex-Japan - ESG	10.5
	Intech US Enhanced Plus	4.7
	Intech Global Large Cap Core	4.5
	Intech US Large Cap Growth	2.7
	Intech Global Enhanced Index ex-Australia ex-Tobacco 1% Risk	2.6
Alternatives	UK Large Cap Absolute Return Equity	5.2
	Property	2.6
	Global Commodities	0.6
	Europe Large Cap Long/Short	0.5
	Concentrated Pan Europe Equity	0.3
<b>Total</b>		<b>229.3</b>

Note: Numbers may not cast due to rounding.

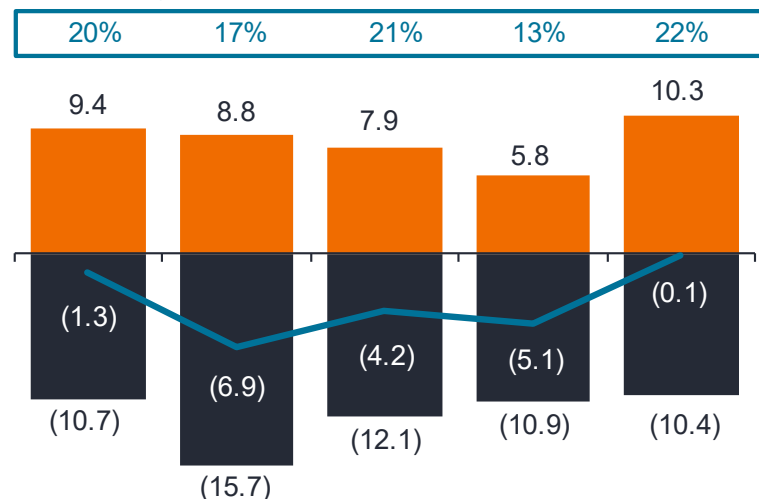
# QUARTERLY FLOWS BY CAPABILITY

## Equities and Fixed Income

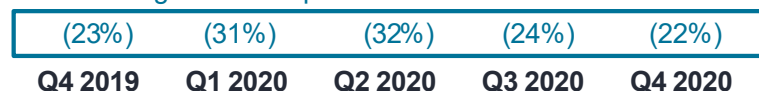
### Equities

(US\$bn)

Annualised gross sales<sup>1</sup>

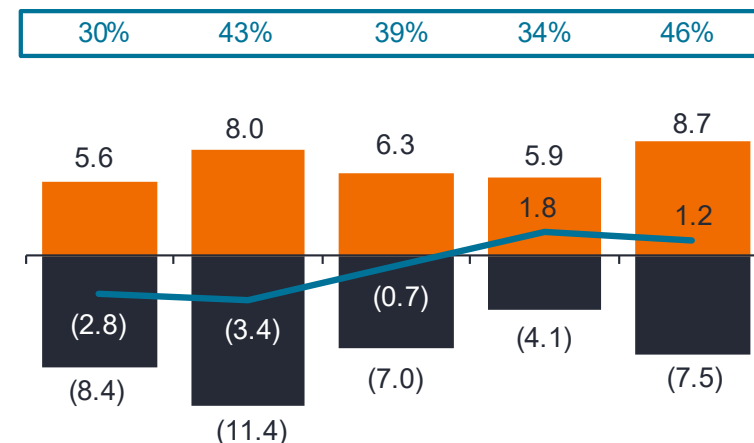


Annualised gross redemptions<sup>1</sup>



### Fixed Income

(US\$bn)



■ Sales ■ Redemptions — Net sales / (redemptions)

<sup>1</sup> Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

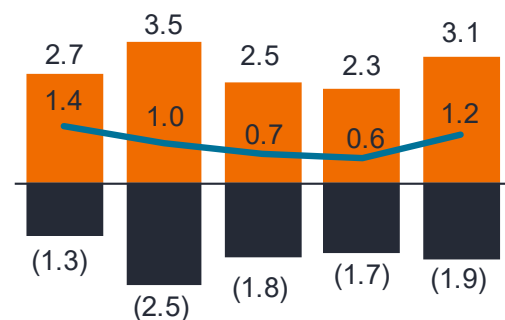
# QUARTERLY FLOWS BY CAPABILITY

## Multi-Asset, Quantitative Equities and Alternatives

### Multi-Asset (US\$bn)

Annualised gross sales<sup>1</sup>

29%	36%	29%	22%	28%
-----	-----	-----	-----	-----



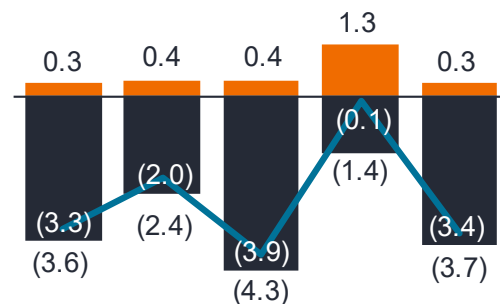
Annualised gross redemptions<sup>1</sup>

(14%)	(26%)	(21%)	(17%)	(17%)
-------	-------	-------	-------	-------

Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020

### Quantitative Equities (US\$bn)

3%	4%	5%	13%	3%
----	----	----	-----	----



(31%)	(22%)	(50%)	(14%)	(36%)
-------	-------	-------	-------	-------

Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020

### Alternatives (US\$bn)

24%	25%	36%	23%	33%
-----	-----	-----	-----	-----



(49%)	(58%)	(40%)	(24%)	(31%)
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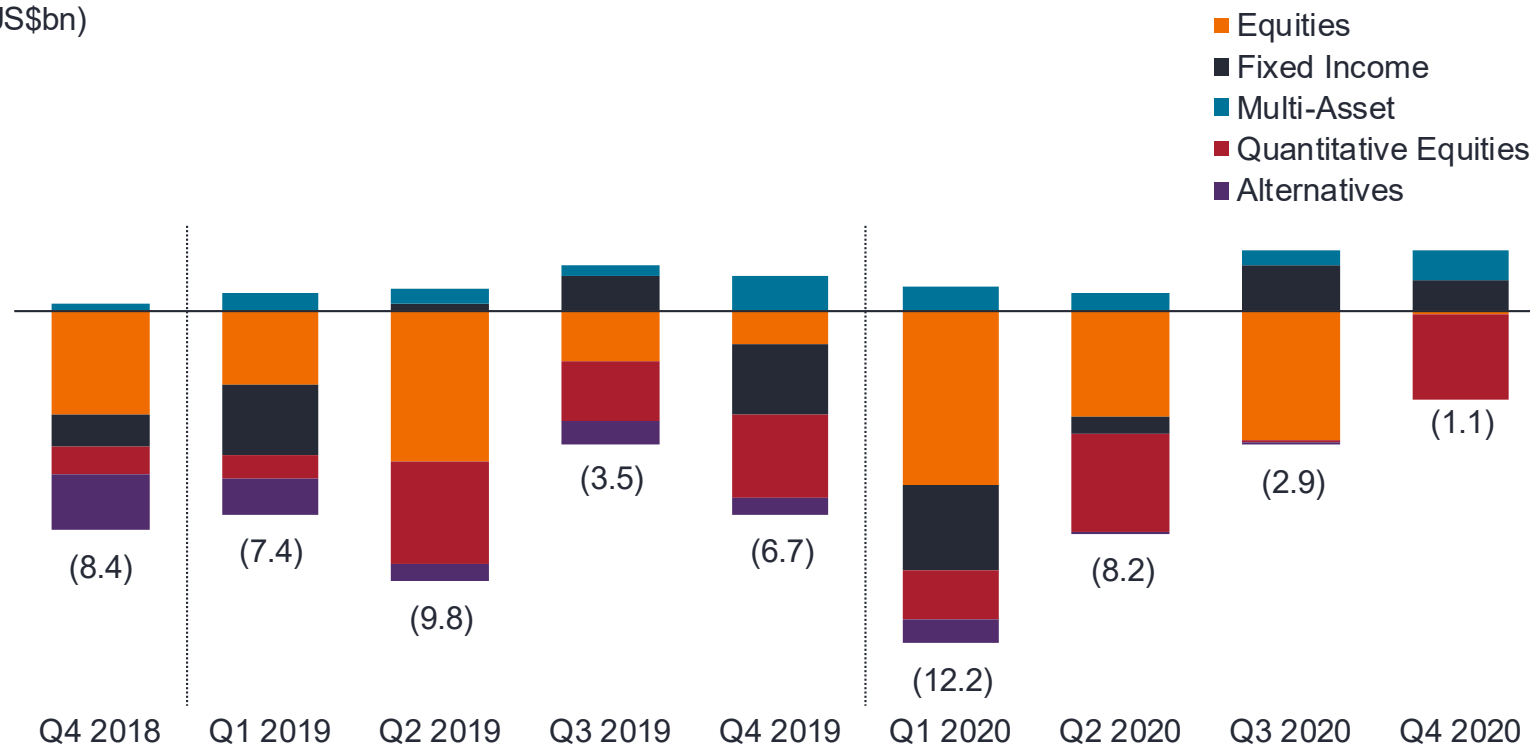
Q4 2019 Q1 2020 Q2 2020 Q3 2020 Q4 2020

■ Sales ■ Redemptions — Net sales / (redemptions)

<sup>1</sup> Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

# NET FLOWS BY CAPABILITY

**Q4 2018 to Q4 2020 total net flows by capability**  
(US\$bn)



# INVESTMENT PERFORMANCE

% of AUM outperforming benchmark

Capability	Q4 2019			Q1 2020			Q2 2020			Q3 2020			Q4 2020		
	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr
Equities	67%	76%	80%	43%	69%	70%	52%	54%	64%	38%	53%	71%	54%	54%	67%
Fixed Income	82%	84%	92%	48%	55%	61%	83%	87%	96%	88%	92%	97%	92%	96%	90%
Multi-Asset	91%	91%	93%	86%	87%	93%	93%	91%	94%	93%	93%	95%	97%	96%	94%
Quantitative Equities	37%	40%	16%	35%	28%	9%	23%	22%	9%	64%	8%	8%	69%	24%	16%
Alternatives	94%	99%	100%	95%	97%	97%	96%	96%	99%	97%	97%	100%	97%	97%	100%
Total	69%	76%	77%	50%	65%	66%	60%	62%	68%	58%	61%	73%	68%	65%	72%

Note: Outperformance is measured based on composite performance gross of fees vs primary benchmark, except where a strategy has no benchmark index or corresponding composite in which case the most relevant metric is used: (1) composite gross of fees vs zero for absolute return strategies, (2) fund net of fees vs primary index or (3) fund net of fees vs Morningstar peer group average or median.

Non-discretionary and separately managed account assets are included with a corresponding composite where applicable.

Cash management vehicles, ETFs, Managed CDOs, Private Equity funds and custom non-discretionary accounts with no corresponding composite are excluded from the analysis.

Excluded assets represent 5% of AUM at 31 December 2020, 30 September 2020, 30 June 2020 and 31 December 2019, and 6% of AUM at 31 March 2020. Capabilities defined by Janus Henderson.



# INVESTMENT PERFORMANCE

% of mutual fund AUM in top 2 Morningstar quartiles

Capability	Q4 2019			Q1 2020			Q2 2020			Q3 2020			Q4 2020		
	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr
Equities	88%	87%	77%	60%	85%	78%	59%	56%	76%	60%	68%	76%	47%	57%	67%
Fixed Income	70%	55%	56%	75%	82%	70%	77%	86%	74%	76%	78%	72%	70%	79%	73%
Multi-Asset	93%	89%	90%	91%	91%	92%	90%	92%	92%	91%	92%	92%	91%	91%	92%
Quantitative Equities	22%	22%	19%	37%	57%	46%	3%	60%	8%	4%	30%	4%	4%	33%	4%
Alternatives	36%	74%	95%	98%	60%	98%	98%	100%	96%	100%	100%	100%	74%	76%	75%
Total	83%	82%	76%	69%	84%	79%	67%	67%	78%	68%	74%	78%	57%	66%	71%

Note: Includes Janus Investment Fund, Janus Aspen Series and Clayton Street Trust (US Trusts), Janus Henderson Capital Funds (Dublin based), Dublin and UK OEIC and Investment Trusts, Luxembourg SICAVs and Australian Managed Investment Schemes.

The top two Morningstar quartiles represent funds in the top half of their category based on total return. On an asset-weighted basis, 82%, 86%, 86%, 88% and 79% of total mutual fund AUM were in the top 2 Morningstar quartiles for the 10-year periods ended 31 December 2019, 31 March 2020, 30 June 2020, 30 September 2020 and 31 December 2020, respectively. For the 1-, 3-, 5- and 10-year periods ending 31 December 2020, 56%, 58%, 55% and 63% of the 201, 191, 183 and 150 total mutual funds, respectively, were in the top 2 Morningstar quartiles.

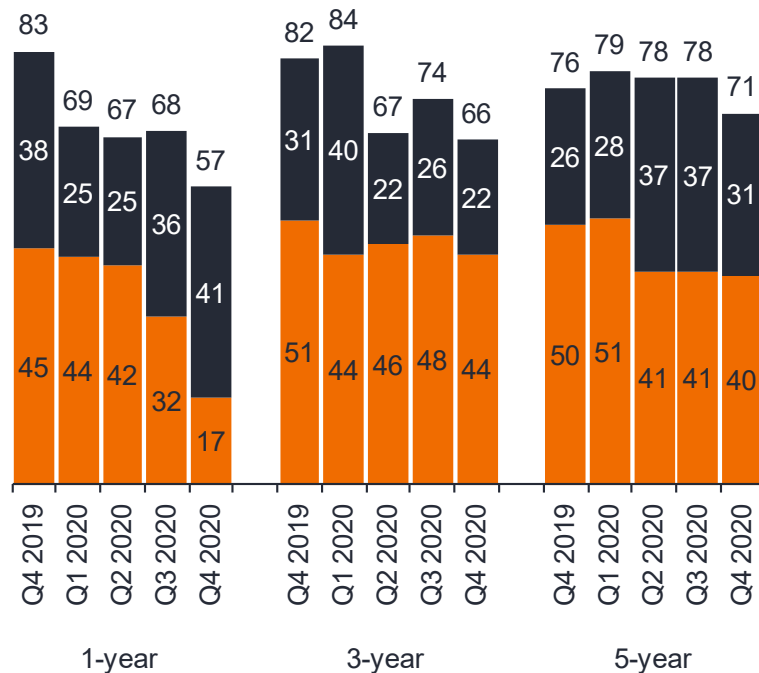
Analysis based on 'primary' share class (Class I Shares, Institutional Shares or share class with longest history for US Trusts; Class A Shares or share class with longest history for Dublin based; primary share class as defined by Morningstar for other funds). Performance may vary by share class. Rankings may be based, in part, on the performance of a predecessor fund or share class and are calculated by Morningstar using a methodology that differs from that used by Janus Henderson. Methodology differences may have a material effect on the return and therefore the ranking. When an expense waiver is in effect, it may have a material effect on the total return, and therefore the ranking for the period.

ETFs and funds not ranked by Morningstar are excluded from the analysis. Capabilities defined by Janus Henderson. ©2020 Morningstar, Inc. All Rights Reserved.

# INVESTMENT PERFORMANCE

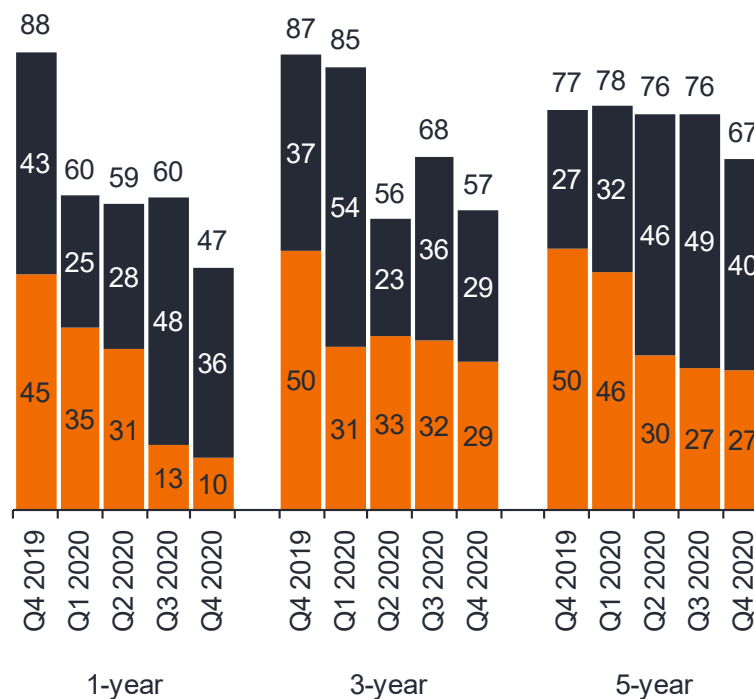
% of mutual fund AUM in top 2 Morningstar quartiles (continued)

## Group



## Equities

1st quartile  
2nd quartile

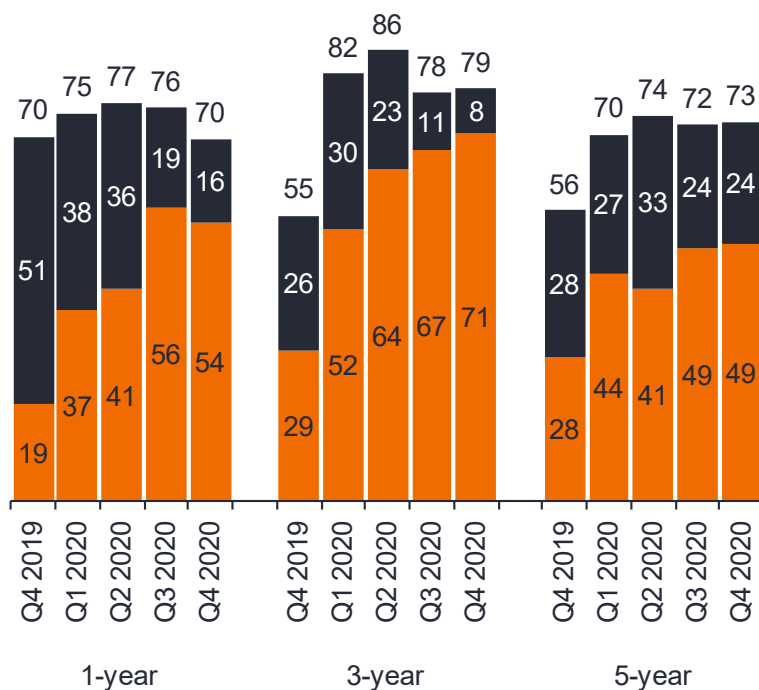


Note: Full performance disclosures detailed on slide 32. Numbers may not cast due to rounding.

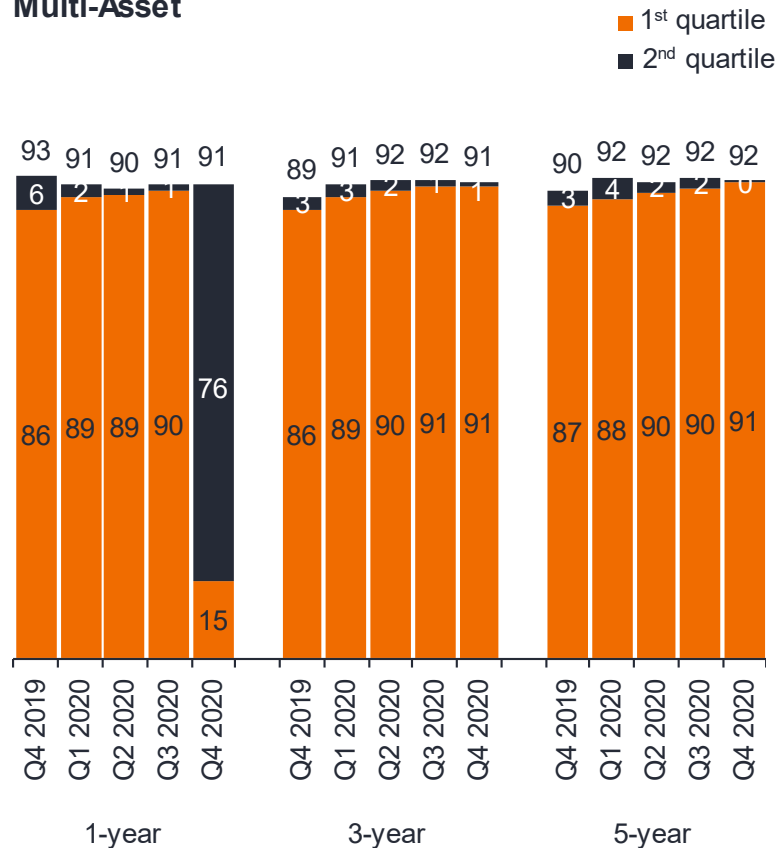
# INVESTMENT PERFORMANCE

% of mutual fund AUM in top 2 Morningstar quartiles (continued)

## Fixed Income



## Multi-Asset

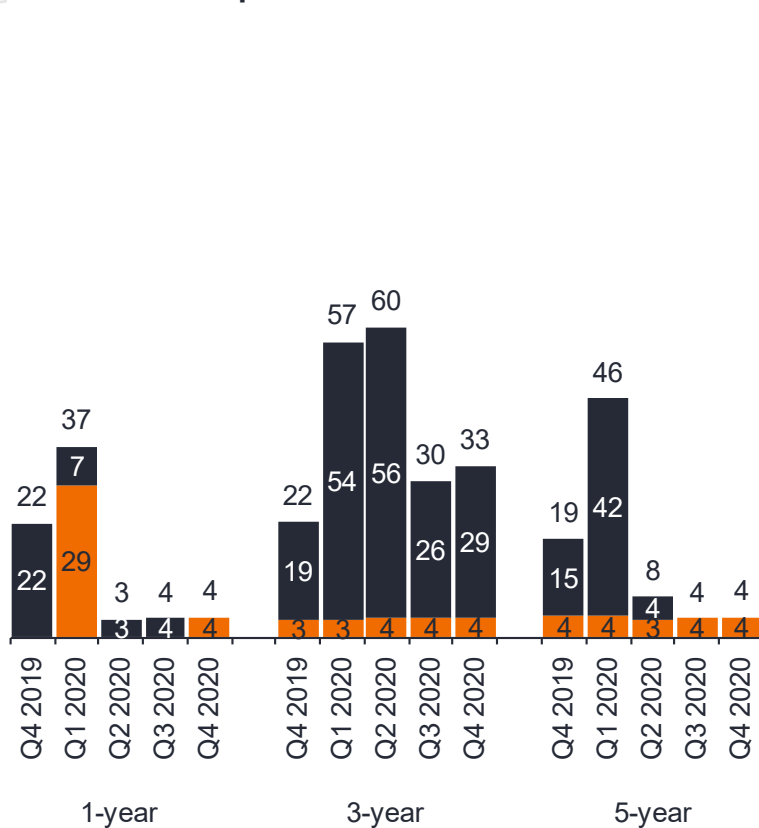


Note: Full performance disclosures detailed on slide 32. Numbers may not cast due to rounding.

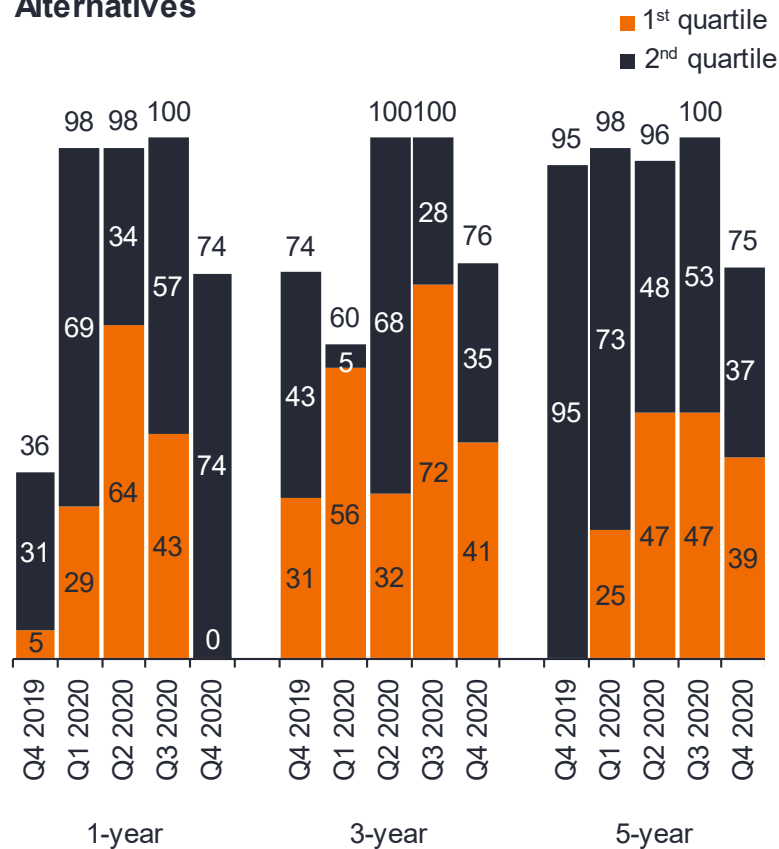
# INVESTMENT PERFORMANCE

% of mutual fund AUM in top 2 Morningstar quartiles (continued)

## Quantitative Equities



## Alternatives

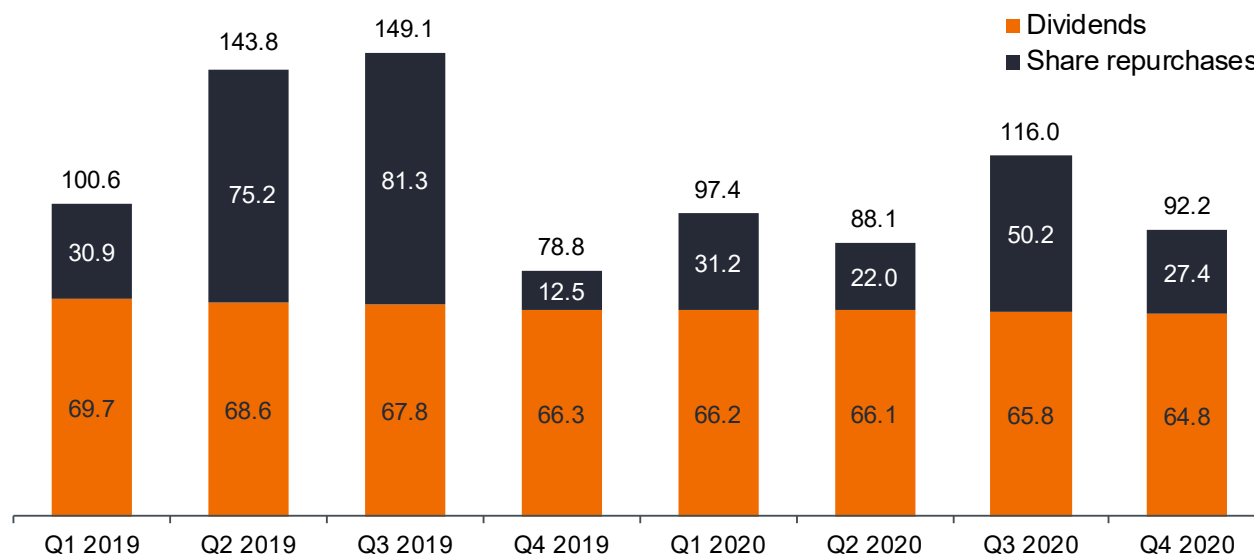


Note: Full performance disclosures detailed on slide 32. Numbers may not cast due to rounding.

# CAPITAL MANAGEMENT

Continued commitment to return of capital – nearly US\$400m in 2020

## Q1 2019 to Q4 2020 quarterly capital return (US\$bn)



Dividend paid / share (US\$)	0.36	0.36	0.36	0.36	0.36	0.36	0.36
Shares repurchased (m)	1.3	3.5	4.2	0.5	2.1	1.1	2.4
Total shares outstanding <sup>1</sup> (m)	195.2	191.6	187.5	187.0	184.9	183.9	181.4

Note: JHG purchases shares on market for the annual share grants associated with variable compensation, which is not included in the above share repurchases. Numbers may not cast due to rounding.

<sup>1</sup> Total shares outstanding reflect amounts disclosed on forms 10-Q or 10-K for each respective quarter.

# US GAAP: STATEMENT OF INCOME

(US\$m, except per share data or as noted)	3 months ended			Year ended	
	31 Dec 20	30 Sep 20	31 Dec 19	31 Dec 20	31 Dec 19
<b>Revenue</b>					
Management fees	489.1	457.7	457.8	1,794.1	1,792.3
Performance fees	59.3	7.0	18.3	98.1	17.6
Shareowner servicing fees	57.9	53.7	71.9	209.2	185.4
Other revenue	50.9	50.1	53.2	197.2	197.1
<b>Total revenue</b>	<b>657.2</b>	<b>568.5</b>	<b>601.2</b>	<b>2,298.6</b>	<b>2,192.4</b>
<b>Operating expenses</b>					
Employee compensation and benefits	162.3	154.9	163.1	618.6	602.5
Long-term incentive plans	44.7	42.7	44.5	170.1	184.3
Distribution expenses	128.7	118.8	138.1	464.4	444.3
Investment administration	12.6	13.1	13.8	50.0	47.9
Marketing	3.9	5.3	10.0	19.6	31.1
General, administrative and occupancy	66.4	65.6	60.3	255.2	260.8
Impairment of goodwill and intangible assets	—	—	—	513.7	18.0
Depreciation and amortisation	11.6	11.6	17.1	49.2	62.6
<b>Total operating expenses</b>	<b>430.2</b>	<b>412.0</b>	<b>446.9</b>	<b>2,140.8</b>	<b>1,651.5</b>
<b>Operating income</b>	<b>227.0</b>	<b>156.5</b>	<b>154.3</b>	<b>157.8</b>	<b>540.9</b>
Interest expense	(3.2)	(3.2)	(3.3)	(12.9)	(15.1)
Investment gains, net	32.2	25.5	12.1	57.5	34.2
Other non-operating income (expense), net	(0.2)	(0.9)	(5.8)	39.7	23.5
<b>Income before taxes</b>	<b>255.8</b>	<b>177.9</b>	<b>157.3</b>	<b>242.1</b>	<b>583.5</b>
Income tax provision	(57.4)	(40.8)	(36.9)	(59.5)	(137.8)
<b>Net income</b>	<b>198.4</b>	<b>137.1</b>	<b>120.4</b>	<b>182.6</b>	<b>445.7</b>
Net income attributable to noncontrolling interests	(11.6)	(18.2)	(8.4)	(21.0)	(18.1)
<b>Net income attributable to JHG</b>	<b>186.8</b>	<b>118.9</b>	<b>112.0</b>	<b>161.6</b>	<b>427.6</b>
Less: allocation of earnings to participating stock-based awards	(5.5)	(3.5)	(3.1)	(4.7)	(11.7)
<b>Net income attributable to JHG common shareholders</b>	<b>181.3</b>	<b>115.4</b>	<b>108.9</b>	<b>156.9</b>	<b>415.9</b>
Diluted weighted-average shares outstanding (m)	177.0	178.8	184.1	179.9	188.6
<b>Diluted EPS (in US\$)</b>	<b>1.02</b>	<b>0.65</b>	<b>0.59</b>	<b>0.87</b>	<b>2.21</b>

# ALTERNATIVE PERFORMANCE MEASURES

## Reconciliation of adjusted financial measures

(US\$m, except per share data)	3 months ended			Year ended	
	31 Dec 20	30 Sep 20	31 Dec 19	31 Dec 20	31 Dec 19
<b>Reconciliation of revenue to adjusted revenue</b>					
<b>Revenue</b>	<b>657.2</b>	<b>568.5</b>	<b>601.2</b>	<b>2,298.6</b>	<b>2,192.4</b>
Management fees <sup>1</sup>	(51.6)	(47.9)	(48.0)	(183.8)	(189.6)
Shareowner servicing fees <sup>1</sup>	(47.4)	(42.8)	(62.7)	(170.3)	(149.4)
Other revenue <sup>1</sup>	(29.7)	(28.1)	(27.4)	(110.3)	(105.3)
<b>Adjusted revenue</b>	<b>528.5</b>	<b>449.7</b>	<b>463.1</b>	<b>1,834.2</b>	<b>1,748.1</b>
<b>Reconciliation of operating expenses to adjusted operating expenses</b>					
<b>Operating expenses</b>	<b>430.2</b>	<b>412.0</b>	<b>446.9</b>	<b>2,140.8</b>	<b>1,651.5</b>
Employee compensation and benefits <sup>2</sup>	(0.1)	(0.3)	(6.3)	(2.3)	(19.1)
Long-term incentive plans <sup>2</sup>	0.1	0.1	0.2	0.5	0.8
Distribution expenses <sup>1</sup>	(128.7)	(118.8)	(138.1)	(464.4)	(444.3)
General, administrative and occupancy <sup>2</sup>	(2.8)	(3.5)	(3.2)	(11.0)	(20.0)
Impairment of goodwill and intangible assets <sup>3</sup>	–	–	–	(513.7)	(18.0)
Depreciation and amortisation <sup>3</sup>	(1.9)	(1.9)	(7.4)	(12.4)	(29.4)
<b>Adjusted operating expenses</b>	<b>296.8</b>	<b>287.6</b>	<b>292.1</b>	<b>1,137.5</b>	<b>1,121.5</b>
<b>Adjusted operating income</b>	<b>231.7</b>	<b>162.1</b>	<b>171.0</b>	<b>696.7</b>	<b>626.6</b>
<b>Operating margin</b>	<b>34.5%</b>	<b>27.5%</b>	<b>25.7%</b>	<b>6.9%</b>	<b>24.7%</b>
<b>Adjusted operating margin</b>	<b>43.8%</b>	<b>36.0%</b>	<b>36.9%</b>	<b>38.0%</b>	<b>35.8%</b>

Note: Reconciliation to be used in conjunction with slide 39. Footnotes included on slide 40.

# ALTERNATIVE PERFORMANCE MEASURES

## Reconciliation of adjusted financial measures (continued)

(US\$m, except per share data)	3 months ended			Year ended	
	31 Dec 20	30 Sep 20	31 Dec 19	31 Dec 20	31 Dec 19
<b>Reconciliation of net income attributable to JHG to adjusted net income attributable to JHG</b>					
<b>Net income attributable to JHG</b>	<b>186.8</b>	<b>118.9</b>	<b>112.0</b>	<b>161.6</b>	<b>427.6</b>
Employee compensation and benefits <sup>2</sup>	0.1	0.3	6.3	2.3	19.1
Long-term incentive plans <sup>2</sup>	(0.1)	(0.1)	(0.2)	(0.5)	(0.8)
General, administrative and occupancy <sup>2</sup>	2.8	3.5	3.2	11.0	20.0
Impairment of goodwill and intangible assets <sup>3</sup>	–	–	–	513.7	18.0
Depreciation and amortisation <sup>3</sup>	1.9	1.9	7.4	12.4	29.4
Interest expense <sup>4</sup>	–	–	0.2	0.1	2.5
Investment gains (losses), net <sup>4</sup>	(1.4)	–	–	(1.4)	–
Other non-operating income (expense), net <sup>4</sup>	(1.7)	(0.5)	(1.9)	(28.7)	(24.3)
Income tax benefit (provision) <sup>5</sup>	0.6	5.6	(3.1)	(112.6)	(13.2)
<b>Adjusted net income attributable to JHG</b>	<b>189.0</b>	<b>129.6</b>	<b>123.9</b>	<b>557.9</b>	<b>478.3</b>
<b>Diluted earnings per share (in US\$)</b>	<b>1.02</b>	<b>0.65</b>	<b>0.59</b>	<b>0.87</b>	<b>2.21</b>
<b>Adjusted diluted earnings per share (in US\$)</b>	<b>1.04</b>	<b>0.70</b>	<b>0.65</b>	<b>3.01</b>	<b>2.47</b>

Note: Reconciliation to be used in conjunction with slide 38. Footnotes included on slide 40.



# ALTERNATIVE PERFORMANCE MEASURES

## Footnotes to reconciliation of adjusted financial measures

- <sup>1</sup> JHG contracts with third-party intermediaries to distribute and service certain of its investment products. Fees for distribution and servicing related activities are either provided for separately in an investment product's prospectus or are part of the management fee. Under both arrangements, the fees are collected by JHG and passed through to third-party intermediaries who are responsible for performing the applicable services. The majority of distribution and servicing fees collected by JHG are passed through to third-party intermediaries. JHG management believes that the deduction of distribution and service fees from revenue in the computation of adjusted revenue reflects the pass-through nature of these revenues. In certain arrangements, JHG performs the distribution and servicing activities and retains the applicable fees. Revenues for distribution and servicing activities performed by JHG are not deducted from GAAP revenue.
- <sup>2</sup> Adjustments primarily represent rent expense for subleased office space as well as integration costs in relation to the Merger, including severance costs, legal costs and consulting fees. JHG management believes these costs are not representative of the ongoing operations of the Group.
- <sup>3</sup> Investment management contracts have been identified as a separately identifiable intangible asset arising on the acquisition of subsidiaries and businesses. Such contracts are recognised at the net present value of the expected future cash flows arising from the contracts at the date of acquisition. For segregated mandate contracts, the intangible asset is amortised on a straight-line basis over the expected life of the contracts. Adjustments also include impairment charges of our goodwill and certain mutual fund investment management agreements and client relationships. JHG management believes these non-cash and acquisition-related costs are not representative of the ongoing operations of the Group.
- <sup>4</sup> Adjustments primarily relate to contingent consideration adjustments associated with prior acquisitions and increased debt expense as a consequence of the fair value uplift on debt due to acquisition accounting. JHG management believes these costs are not representative of the ongoing operations of the Group.
- <sup>5</sup> The tax impact of the adjustments is calculated based on the applicable US or foreign statutory tax rate as it relates to each adjustment. Certain adjustments are either not taxable or not tax-deductible.

# PERFORMANCE FEES

	Q4 2020 (US\$m)	Q3 2020 (US\$m)	Q4 2019 (US\$m)	AUM generating Q4 2020 pfees (US\$bn)	# of funds generating Q4 2020 pfees	Frequency	Timing
SICAVs	5.4	2.8	0.2	3.6	3	17 annually; 3 quarterly	17 at June; 3 on quarters
UK OEICs and unit trusts	0.5	6.4	0.3	2.3	2	quarterly	various
Offshore absolute return	6.9	0.1	0.2	0.6	7	annually	various
Segregated mandates	48.6	3.2	19.3	22.1	18	quarterly / annually	various
US mutual funds <sup>1</sup>	(2.1)	(5.5)	(1.7)	57.4	17	monthly	monthly
<b>Total</b>	<b>59.3</b>	<b>7.0</b>	<b>18.3</b>	<b>86.0</b>	<b>47</b>		

Note: Performance fees include prior quarter accrual true-ups. Numbers may not cast due to rounding.

<sup>1</sup> AUM data present US mutual fund AUM subject to performance fees at 31 December 2020. Janus Investment Funds and Janus Aspen Series Portfolios are counted as distinct and separate funds.

# US MUTUAL FUNDS WITH PERFORMANCE FEES

Mutual funds with performance fees <sup>1</sup>	AUM 31 Dec 20 (US\$m)	Benchmark	Base fee	Performance fee <sup>2</sup>	Performance cap/(floor) vs benchmark	Q4 2020 P&L impact (US\$'000)
Forty Fund and Portfolio	20,219	Russell 1000® Growth Index	0.64%	± 15 bps	± 8.50%	2,607
Research Fund and Portfolio	19,596	Russell 1000® Growth Index	0.64%	± 15 bps	± 5.00%	(5,667)
Global Research Fund and Portfolio	4,103	MSCI World Index <sup>SM</sup>	0.60%	± 15 bps	± 6.00%	1,330
Contrarian Fund	3,785	S&P 500® Index	0.64%	± 15 bps	± 7.00%	1,033
Small Cap Value Fund	3,706	Russell 2000® Value Index	0.72%	± 15 bps	± 5.50%	(886)
Mid Cap Value Fund and Portfolio	2,830	Russell Midcap® Value Index	0.64%	± 15 bps	± 4.00%	(1,250)
Overseas Fund and Portfolio	2,129	MSCI All Country World ex-U.S. Index <sup>SM</sup>	0.64%	± 15 bps	± 7.00%	666
Global Real Estate Fund	680	FTSE EPRA / NAREIT Global Index	0.75%	± 15 bps	± 4.00%	148
Global Value Fund	115	MSCI World Index <sup>SM</sup>	0.64%	± 15 bps	± 7.00%	(71)
Large Cap Value Fund	96	Russell 1000® Value Index	0.64%	± 15 bps	± 3.50%	(37)
Small-Mid Cap Value Fund <sup>3</sup>	73	Russell 2500 <sup>TM</sup> Value Index	0.70%	± 15 bps	± 5.00%	(19)
Asia Equity Fund	35	MSCI All Country Asia ex-Japan Index <sup>SM</sup>	0.92%	± 15 bps	± 7.00%	4
<b>Total</b>	<b>57,367</b>					<b>(2,141)</b>

Note: AUM data shown on a managed view. Numbers may not cast due to rounding.

<sup>1</sup> The funds listed have a performance-based investment advisory fee that adjusts up or down based on performance relative to a benchmark over 36-month rolling periods. Please see the funds' Statements of Additional Information for more details and benchmark information.

<sup>2</sup> Adjustment of ± 15 bps assumes constant assets and could be higher or lower depending on asset fluctuations.

<sup>3</sup> Until 1 August 2022, the Fund's performance during the portion of the performance measurement period prior to 1 August 2019 will be compared to the Fund's former benchmark, the Russell 3000® Value Index.

# LONG-TERM INCENTIVE COMPENSATION

## Estimated future long-term incentive compensation amortization

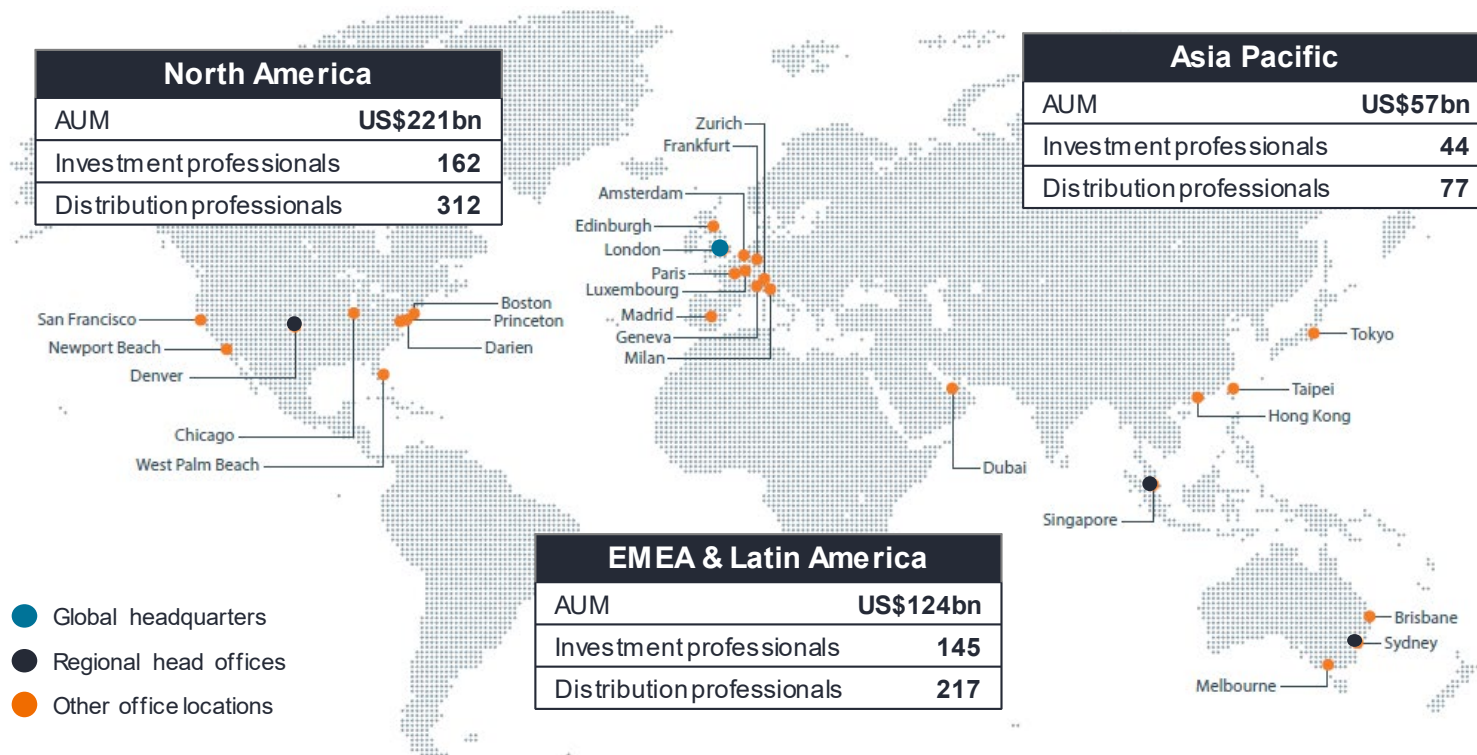
(US\$m)	Amount remaining to expense	2021	2022	2023	2024	2025
2018 annual grant	6	6	–	–	–	–
2019 annual grant	23	20	3	–	–	–
2020 annual grant	67	45	19	3	–	–
Estimated 2021 annual grant <sup>1</sup>	140	71	47	19	3	–
Other <sup>2</sup>	66	25	18	13	8	2
<b>Total long-term incentive compensation</b>	<b>302</b>	<b>167</b>	<b>87</b>	<b>35</b>	<b>11</b>	<b>2</b>

Note: Annual grants generally vest over three and four years. Assumed no forfeitures in future periods. Assumed no change in future values related to market or currency, which would impact expense related to cash-based awards (MFSAs, DIP and DEP funds) and social security expense upon vesting.

<sup>1</sup> Estimated 2021 annual grant based on amounts expected to be granted associated with the annual award process. Actual awards are expected to come in between US\$135m and US\$145m.

<sup>2</sup> Includes retention and recruiting awards; other subsidiary grants and social security expense. Social security expense is estimated based on amount of existing awards expected to vest in that year.

# GLOBAL FOOTPRINT



Source: Janus Henderson Investors. Staff and AUM data at 31 December 2020.

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