A specialist active manager of Emerging Markets assets

EMERGING MARKETS FUNDAMENTALS UNDERPIN LONG-TERM GROWTH

- EM accounts for majority of world’s population (86%), FX reserves (76%), GDP (59%)
- High growth potential: social, political and economic convergence trends with DM
- Large, liquid, diverse investment universe
- Investors are underweight, typically <10% allocations vs 15%-20% EM weight in global indices

LONG-STANDING INVESTMENT APPROACH DELIVERS OUTPERFORMANCE

- Deep understanding of EM underpins an active, value-based investment philosophy
- Inefficient markets mean volatile prices, but significant alpha opportunities
- Investment committees, not a star culture
- Performance track record extends over 27 years

DIVERSIFIED CLIENT BASE

- Global client base diversified by type and location
- Retail markets accessed through intermediaries
- 30% of AuM sourced from EM-domiciled clients

DISTINCTIVE STRATEGY & EFFECTIVE BUSINESS MODEL

- Three phase strategy to capture value from long-term EM growth trends
- Remuneration philosophy aligns interests and provides flexibility through profit cycles
- Disciplined cost control delivers a high profit margin
- High conversion of operating profits to cash (110% since IPO)
- Scalable operating platform, 307 employees in 11 countries
- Network of local EM fund management platforms
- Strong balance sheet supports commercial and strategic initiatives, e.g. seed capital

ASHMORE CHARACTERISTICS

- AuM of USD 91.8bn diversified across eight investment themes
- Strong investment performance, 97% of AuM outperforming benchmarks over three years
- High EBITDA margin (66%)
- Well-capitalised, liquid balance sheet with ~£560m of excess capital
- Alignment of interests between clients, employees and shareholders; employees own ~46% of equity
- Progressive dividend policy, more than £1bn returned to shareholders since IPO
Emerging Markets

Current views
Emerging Markets outlook

Cautious global macro backdrop
- Rising concerns over US and global growth
- Risk of continued US trade war with China/Europe
- Base case for US economy to deliver below-par growth but market increasingly fearful of recession
- Dovish DM central banks
- US$13trn DM bonds have negative yields

In contrast, EM provides attractive risk-adjusted returns
- Fundamentals are in good shape:
  - GDP growth premium expanding vs DM
  - Low inflation and high real rates
  - External accounts in balance
- Central banks able to ease policy from a stronger position
- Valuations are compelling after July/August
Historical valuations relative to Developed Markets

**External debt**
*Index: 73 countries, 169 issuers, 741 bonds*

- EMBI GD spread over UST, bps

**Local currency**
*Index: 19 countries, 19 issuers, 220 bonds*

- JPM GBI Global (lhs)
- JPM GBI-EM GD (lhs)
- Yield difference: GBI-EM vs GBI Global (rhs)

**Corporate debt**
*Index: 52 countries, 644 issuers, 1,455 bonds*

- CEMBI BD spread over UST, bps

**Equities**

- EM vs DM growth premium (IMF, %, lhs)
- MSCI EM vs DM total return (Dec2010=100, rhs)
Volatility ≠ risk

- Active management can exploit value created by volatile prices in inefficient markets
- Significant alpha can be generated versus passive (index) exposure
- Bond yields provide substantial reward for risk taken, based on actual defaults

External debt index yield and defaults

Source: Ashmore, Bloomberg, JP Morgan, Moody's. Data as of 28 February 2018. Venezuela recovery rate assumed to be 40%.
Active versus passive investing in Emerging Markets

- EM fixed income and equity markets are inefficient
  - Benchmark indices are unrepresentative of the investment opportunity
  - Active management is critical

- Structural developments, e.g. removal of capital controls, will increase index representation over the long term

Source: BIS, JP Morgan, Bloomberg
Consistent three-phase strategy to capitalise on Emerging Markets growth trends

1. Establish Emerging Markets asset class
   - Ashmore is recognised as an established specialist Emerging Markets manager, and is therefore well positioned to capture investors’ rising allocations to the asset classes

2. Diversify developed world capital sources and themes
   - Ashmore is diversifying its revenue mix to provide greater revenue stability through the cycle. There is particular focus on growing intermediary, equity and alternatives AuM

3. Mobilise Emerging Markets capital
   - Ashmore’s growth will be enhanced by accessing rapidly growing pools of investable capital in Emerging Markets

Recent developments

- Investor allocations to Emerging Markets are increasing, and growth in global capital pools means a larger absolute opportunity versus five years ago
- Ashmore delivered net flows of US$10.7bn in FY2018/19, with clients increasing allocations back towards target levels
- Ashmore continues to develop products and capabilities within its eight investment themes
- Intermediary retail channels account for 15% of Group AuM
- 30% of Group AuM has been sourced from clients domiciled in the Emerging Markets
- Local platforms in seven markets manage AuM of US$5.3bn
Strategy phase 1: Establish Emerging Markets asset classes

• Ashmore’s proven investment expertise, specialist focus and scalable distribution model mean it is well-placed to exploit the growth opportunities across Emerging Markets

• Huge structural growth opportunity as nations develop and Emerging Markets increasingly viewed as mainstream asset classes

• Diversification is important: not a single asset class. There is a wide range of risk & return profiles and large investable markets across fixed income, currencies, equities and illiquid assets

• Institutional allocations are underweight and rising steadily
  - Typically low/mid single digit % allocation to Emerging Markets
  - JP Morgan GBI-Agg Diversified index has 22% EM weight

Ashmore’s specialism, expertise, experience and distribution model enable it to capture rising investor allocations to Emerging Markets

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GDP per capita (indexed 1980 = 100)

Significant growth opportunity from higher allocations (%) \(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Equity</th>
<th>Fixed income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>2010</td>
<td>5.4</td>
<td>2.0</td>
</tr>
<tr>
<td>2015</td>
<td>6.4</td>
<td>3.8</td>
</tr>
<tr>
<td>2017</td>
<td>7.5</td>
<td>4.2</td>
</tr>
</tbody>
</table>

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\(^1\) Ashmore, annual reports of representative European and US pension funds collectively responsible for more than US$750 billion of assets
Strategy phase 2: Diversify assets under management

- Ashmore’s broad distribution capabilities deliver AuM diversified by investment theme, client type and client location

AuM development (USD bn)

AuM by client type

- Central bank
- Sovereign wealth fund
- Government
- Pension plan
- Corporate/financial institution
- Fund/sub-adviser
- Intermediary retail
- Foundation/endowment

AuM by client location

- Americas
- Asia Pacific
- Europe ex UK
- UK
- Middle East & Africa

Data as at 30 June 2019

Ashmore’s immediate priorities are to grow AuM (absolute and as proportion of Group) in equities, alternatives and from retail clients
Strategy phase 3: Mobilise Emerging Markets capital (local office network)

- Investable capital pools in Emerging Markets are growing 3x faster than in Developed Markets (+11% CAGR over past decade)

- Ashmore’s local offices participate in this growth trend and provide further diversification

- Business model and ownership structure tailored to each market opportunity but with some common features
  - seek local employees/partners with cultural fit and alignment of interests through equity
  - include independent investment committees and appropriate distribution and middle office/support functions
  - benefit from the resources of a global firm, e.g. common IT and provision of seed capital support, while providing competitive advantages through local knowledge
  - make a positive and growing contribution to Group profits, with significant operating leverage as AuM increase

- Ashmore’s global clients access the local investment management capabilities with dedicated single-country mandates

Ashmore will continue to develop its network of local businesses, and target larger EM institutions, to increase proportion of AuM from EM-domiciled clients from 30% today
Ashmore has a robust and flexible business model

**Structural growth opportunities**
- High-return, diversified range of Emerging Markets investment themes
- Powerful political, social and economic convergence trends
- Investor allocations have to increase significantly to match global index weights

**Distinctive business model characteristics**
- Strong, liquid balance sheet
- Diversified operating platform
- Core discipline
- Key value proposition
- Active management

**Delivering value through the cycle**
- Strong long-term investment performance for clients
  - Significant alpha delivered through market cycles
  - 97% AUM outperforming over three years
- Interests aligned through employee equity ownership
  - Variable remuneration biased towards long-dated equity awards
  - Employees own approximately 45% of Ashmore
- Value for shareholders
  - 66% adjusted EBITDA margin
  - Strong cash generation
  - Progressive dividend policy
Eight Emerging Markets investment themes, ongoing diversification through evolving sub-themes

<table>
<thead>
<tr>
<th></th>
<th>External Debt (USD 19.1bn)</th>
<th>Local Currency (USD 19.7bn)</th>
<th>Corporate Debt (USD 15.5bn)</th>
<th>Equities (USD 4.4bn)</th>
<th>Alternatives (USD 1.6bn)</th>
<th>Overlay/ Liquidity (USD 6.7bn)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Emerging Markets</td>
<td>• Broad</td>
<td>• Bonds</td>
<td>• Broad</td>
<td>• Global EM Equity</td>
<td>• Private Equity</td>
<td>• Overlay</td>
</tr>
<tr>
<td>Sub-themes</td>
<td>• Sovereign</td>
<td>• Bonds (Broad)</td>
<td>• High yield</td>
<td>• Active Equity</td>
<td>• Healthcare</td>
<td>• Hedging</td>
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<td></td>
<td>• Sovereign, investment</td>
<td>• FX+</td>
<td>• Investment grade</td>
<td>• Global Small Cap</td>
<td>• Infrastructure</td>
<td>• Cash Management</td>
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<tr>
<td></td>
<td>grade</td>
<td>• Investment grade</td>
<td>• Local currency</td>
<td>• Global Frontier</td>
<td>• Special Situations</td>
<td></td>
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<td>• Short duration</td>
<td>• Bonds, volatility managed</td>
<td>• Private Debt</td>
<td></td>
<td>• Distressed Debt</td>
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<td></td>
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<td></td>
<td>• Short duration</td>
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<td>• Real Estate</td>
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<tr>
<td>Blended Debt</td>
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<td>(USD 24.3bn)</td>
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<td>• Global EM Equity</td>
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<td></td>
<td>• Investment grade</td>
<td></td>
<td>• Active Equity</td>
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<td></td>
<td>• Absolute return</td>
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<td>• Global Small Cap</td>
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<td>• ESG</td>
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<td>• Global Frontier</td>
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<tr>
<td>Regional / Country</td>
<td>• Indonesia</td>
<td>• China</td>
<td>• Asia</td>
<td>• Africa</td>
<td>• Andean</td>
<td>• Overlay</td>
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<td>focused Sub-themes</td>
<td></td>
<td></td>
<td>• Latin America</td>
<td>• Colombia</td>
<td>• Middle East (GCC)</td>
<td>• Hedging</td>
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<td>• India</td>
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<td>• Cash Management</td>
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<td>• Middle East</td>
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<td>• Saudi Arabia</td>
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<td>Multi-Asset</td>
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<td></td>
<td>• Global</td>
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</table>
Over 25 years of successful investing in Emerging Markets

- EMLIP launched in October 1992
  - Annualised net return +13.6%
  - Substantial outperformance versus benchmark (EMBI +10.2% annualised) and S&P (+9.6% annualised)

- EMLIP’s long-term track record delivered by:
  - Deep knowledge of diverse, inefficient Emerging Markets asset classes
  - Specialist, active investment processes
  - Value-based philosophy and rigorous credit/company analysis

Superior long-term performance
Ashmore fixed income investment committee process

- Long investment track record: consistent process since 1992
- Weekly meeting to implement the investment philosophy
- Six IC members
  - Chairman
  - Deputy Chairman
  - Theme desk heads
  - Head of research
  - Head of multi-asset
- All fixed income investment team members can participate (31 in total)
- Collective responsibility, not a ‘star culture’
- Significant involvement of local office teams (21 investment professionals)

Sub-committee meetings
- Local Currency
- External Debt
- Corporate Debt
- Blended Debt
- Multi-asset

Global macro overview
- Risk call
  - Market exposure: add vs reduce
  - Long-term and tactical views

Country / corporate updates
- Updated credit views
  - Country and corporate credit review
  - Impact on credit risk, FX and interest rates
  - ESG integration

Theme relative value
- Theme allocation
  - Risks and opportunities across themes:
    - External vs local currency
    - Corporate vs sovereign

Portfolio construction
- Changes to model portfolios
  - Changes in target exposures (credits, FX, duration) across model portfolios
  - Revision of theme allocation, cash and leverage where appropriate

Instrument selection
- Investment decisions
  - Buy and sell decisions on specific assets

Trading / execution

Execution process
- Execution
  - Timely execution (within 24 hours of IC meeting) with review in subsequent IC meeting
Delivering long-term investment performance for clients

Long-term investment performance

<table>
<thead>
<tr>
<th>Year</th>
<th>External debt</th>
<th>Local currency</th>
<th>Corporate debt</th>
<th>Blended debt</th>
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</thead>
<tbody>
<tr>
<td>2005</td>
<td>8.6</td>
<td>4.8</td>
<td>-</td>
<td>9.8</td>
</tr>
<tr>
<td>2006</td>
<td>7.3</td>
<td>4.9</td>
<td>-</td>
<td>4.5</td>
</tr>
<tr>
<td>2007</td>
<td>3.7</td>
<td>3.7</td>
<td>-</td>
<td>1.2</td>
</tr>
<tr>
<td>2008</td>
<td>(5.0)</td>
<td>(11.3)</td>
<td>(8.3)</td>
<td>(7.6)</td>
</tr>
<tr>
<td>2009</td>
<td>4.1</td>
<td>12.0</td>
<td>18.2</td>
<td>12.3</td>
</tr>
<tr>
<td>2010</td>
<td>4.4</td>
<td>2.8</td>
<td>17.8</td>
<td>5.6</td>
</tr>
<tr>
<td>2011</td>
<td>(0.7)</td>
<td>1.9</td>
<td>(3.8)</td>
<td>3.3</td>
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<tr>
<td>2012</td>
<td>3.6</td>
<td>6.3</td>
<td>9.3</td>
<td>3.9</td>
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<tr>
<td>2013</td>
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<td>1.2</td>
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<td>2014</td>
<td>(6.5)</td>
<td>0.9</td>
<td>(6.7)</td>
<td>(0.6)</td>
</tr>
<tr>
<td>2015</td>
<td>0.7</td>
<td>0.5</td>
<td>(4.5)</td>
<td>3.8</td>
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<tr>
<td>2016</td>
<td>10.2</td>
<td>4.0</td>
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<td>2017</td>
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<td>2018</td>
<td>(0.7)</td>
<td>(0.1)</td>
<td>(1.0)</td>
<td>-</td>
</tr>
<tr>
<td>2019YTD</td>
<td>(1.1)</td>
<td>1.0</td>
<td>(2.8)</td>
<td>(1.1)</td>
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</table>

Investment theme alpha through cycles

• Strong investment performance over one, three and five years
• Risk added in 2018 has delivered significant increase in one year performance (31 Dec 2018: 30% AuM outperforming)

AuM-weighted investment performance relative to benchmarks is gross of fees, annualised for periods greater than one year, as at 30 June 2019

2019YTD is to 31 August 2019
### Investment performance

<table>
<thead>
<tr>
<th>30th June 2019</th>
<th>1yr Ashmore</th>
<th>Benchmark</th>
<th>3yr Ashmore</th>
<th>Benchmark</th>
<th>5yr Ashmore</th>
<th>Benchmark</th>
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</thead>
<tbody>
<tr>
<td><strong>External debt</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broad</td>
<td>14.6%</td>
<td>12.4%</td>
<td>7.6%</td>
<td>5.5%</td>
<td>6.4%</td>
<td>5.3%</td>
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<tr>
<td>Sovereign</td>
<td>14.4%</td>
<td>12.4%</td>
<td>6.5%</td>
<td>5.5%</td>
<td>6.2%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Sovereign IG</td>
<td>12.9%</td>
<td>12.4%</td>
<td>5.5%</td>
<td>4.7%</td>
<td>5.2%</td>
<td>4.9%</td>
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<tr>
<td><strong>Local currency</strong></td>
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<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Bonds</td>
<td>10.2%</td>
<td>9.0%</td>
<td>5.7%</td>
<td>4.2%</td>
<td>0.6%</td>
<td>-0.5%</td>
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<tr>
<td><strong>Corporate debt</strong></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broad</td>
<td>9.7%</td>
<td>10.2%</td>
<td>10.5%</td>
<td>5.5%</td>
<td>5.4%</td>
<td>4.8%</td>
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<tr>
<td>HY</td>
<td>9.5%</td>
<td>10.0%</td>
<td>12.7%</td>
<td>7.2%</td>
<td>4.9%</td>
<td>5.3%</td>
</tr>
<tr>
<td>IG</td>
<td>11.3%</td>
<td>10.3%</td>
<td>5.4%</td>
<td>4.5%</td>
<td>4.8%</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Blended debt</strong></td>
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</tr>
<tr>
<td>Blended</td>
<td>12.3%</td>
<td>9.4%</td>
<td>7.5%</td>
<td>4.6%</td>
<td>4.4%</td>
<td>2.4%</td>
</tr>
<tr>
<td><strong>Equities</strong></td>
<td></td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>Global EM equities</td>
<td>4.6%</td>
<td>1.2%</td>
<td>18.0%</td>
<td>10.7%</td>
<td>4.9%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Global EM small cap</td>
<td>-8.4%</td>
<td>-5.1%</td>
<td>6.4%</td>
<td>5.5%</td>
<td>1.7%</td>
<td>0.5%</td>
</tr>
<tr>
<td>Frontier markets</td>
<td>2.4%</td>
<td>4.9%</td>
<td>8.4%</td>
<td>8.4%</td>
<td>3.4%</td>
<td>-0.8%</td>
</tr>
</tbody>
</table>
Global distribution model

- Comprehensive coverage of a diversified client base
  - Global teams in London, New York and Singapore hubs
  - Local distribution
  - Sales office in Tokyo

- Product management aligned with asset classes
  - Sovereign fixed income
  - Corporate debt
  - Equities

- Long-term, direct relationships

- Scalable team and infrastructure

### Global distribution team structure

<table>
<thead>
<tr>
<th></th>
<th>Institutional</th>
<th>Intermediary</th>
<th>Marketing</th>
<th>Product management</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headcount</td>
<td>23</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>41</td>
</tr>
</tbody>
</table>

### Increasing tenure of AuM

- AuM managed in segregated accounts or white label products
- As at December
Strong retail AuM growth, 15% of Group AuM

- Strong growth in retail AuM sourced through intermediaries, consistent with Ashmore’s diversification strategy
  - Total retail AuM of ~US$13bn
  - Net inflows of +US$2.0 billion in FY2018/19

- Scalable mutual fund platforms
  - 30 SICAV funds in Europe with US$19.6bn AuM
  - 40-Act platform in US has eight funds with AuM of US$3.7bn

### Diversified Intermediary AuM

<table>
<thead>
<tr>
<th>US</th>
<th>Europe</th>
<th>Asia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intermediaries</td>
<td>• Wirehouses • Private banks • RIAs • Trusts • Sub-advisers</td>
<td>• Private banks • Platforms • Wealth managers • Fund of funds • Sub-advisers • Private banks • Wealth managers</td>
</tr>
<tr>
<td>Product demand</td>
<td>• Blended debt • Specialist equities • Short duration</td>
<td>• Short duration • Blended debt • Local currency • Fixed duration • Multi-asset</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Year</th>
<th>AuM US$bn</th>
<th>% Group AuM</th>
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</thead>
<tbody>
<tr>
<td>2015</td>
<td></td>
<td></td>
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<tr>
<td>2016</td>
<td></td>
<td></td>
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<td>2017</td>
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<tr>
<td>2018</td>
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<tr>
<td>2019</td>
<td>16</td>
<td>14</td>
</tr>
</tbody>
</table>

- Ashmore

- 20

- 32x431

- 0x0

- Strong retail AuM growth, 15% of Group AuM

- 20

- 32x431

- 0x0

- Strong retail AuM growth, 15% of Group AuM

- 20

- 32x431

- 0x0
Simple, distinctive and effective remuneration philosophy delivering retention and alignment of interests

• Principal features:
  – salaries capped to minimise fixed costs
  – single profit-based VC pool, capped at 25% of pre-bonus profit
  – mandatory equity component with ability to increase equity exposure by voluntarily commuting cash
  – further alignment through significant deferral: five-year cliff vest, with ordinary dividend eligibility
  – Employee Benefit Trust (EBT) purchases shares to mitigate dilution

• Average length of senior employee service in Global businesses is 10 years

Equity incentivisation (based on VC of £100)

<table>
<thead>
<tr>
<th>Initial</th>
<th>Switch &amp; match</th>
</tr>
</thead>
<tbody>
<tr>
<td>£60</td>
<td>£30</td>
</tr>
<tr>
<td>£40</td>
<td>£40</td>
</tr>
<tr>
<td>£100</td>
<td>£130</td>
</tr>
</tbody>
</table>

Cash
Restricted shares
Bonus and matching shares from commuted cash

* Earnings before variable compensation, interest and tax
Ashmore’s business model delivers through market cycles

- High-quality revenues driven by recurring net management fees
- Cost discipline including flexible remuneration policy supports adjusted EBITDA margin
- Consistent teams and strong alignment of interests between clients, shareholders and employees
- Cash conversion consistently high
- Well-capitalised balance sheet confers advantages

Profitability remained high in 2013-2016 period despite 37% peak/trough fall in AuM

High-quality revenues delivering 67% adjusted EBITDA margin
Strong cash generation

- Business model converts operating profits to cash (110% cumulative conversion since IPO)

- Cash balance has been broadly stable, average balance of £385 million over past decade

- Principal uses of cash flow are:
  - ordinary dividends to shareholders
  - share purchases to satisfy employee equity awards
  - taxation
  - seed capital investments
  - M&A

- Progressive dividend policy
  - since 2007, £1.1 billion returned to shareholders through ordinary dividends
  - equivalent to 68% of attributable profits over the period
Balance sheet strength

- Strong, liquid balance sheet benefits clients and shareholders through the cycle
  - no debt
  - high-quality financial resources
  - liquid assets represent 78% of total balance sheet
  - capacity to invest in seed capital for future growth
  - confers strategic flexibility, e.g. to consider M&A
  - progressive dividend policy

Regulatory capital

- Ashmore is supervised on a consolidated basis under a P3 licence
  - the Group’s two principal FCA-regulated entities are both limited licence BIPRU €50k firms

- Regulatory capital requirement is determined annually through the ICAAP
  - Ashmore assesses how much regulatory capital it requires
  - Pillar 3 disclosures provide detailed information

Substantial financial resources

![Graph showing substantial financial resources over years 2012 to 2018 with details of Total Pillar 2 requirement (£m) and Excess capital (£m).](source: Pillar 3 disclosures and Group consolidated financial statements)
Active seeding supports Ashmore’s strategy through:
- Creating a marketable investment track record
- Establishing new distribution conduits
- Providing additional scale to an existing fund to enhance its marketability
- Supporting initial development of local asset management platforms

Substantial balance sheet resources committed to seed capital investments over past nine years:
- £755 million invested
- £520 million successfully recycled to date (~70% of invested cost)
- 16% of Group AuM (>US$14 billion) in funds that have been seeded
- Approximately £115 million contribution to profits before tax, of which £55 million realised
Recent financial performance

• **AuM +24% YoY, average AuM +16% YoY**
  - Net flows +US$10.7 billion and positive investment performance of +US$6.9 billion

• **Adjusted net revenue +11%**
  - Net management fees +17% to £294.3 million, reflecting diversified growth in average AuM

• **Ongoing cost discipline**
  - Like-for-like non-VC cost growth only 3%

• **Adjusted EBITDA +10%**
  - High profit margin maintained at 66%

• **Strong cash generation**
  - Operating cash flow of £214.3 million (106% of adjusted EBITDA)

• **Profit before tax +15%**

<table>
<thead>
<tr>
<th>Description</th>
<th>FY2018/19</th>
<th>FY2017/18</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>AuM (US$bn)</td>
<td>91.8</td>
<td>73.9</td>
<td>24</td>
</tr>
<tr>
<td>Adjusted net revenue</td>
<td>308.1</td>
<td>278.3</td>
<td>11</td>
</tr>
<tr>
<td>Adjusted operating costs</td>
<td>(111.1)</td>
<td>(99.7)</td>
<td>(11)</td>
</tr>
<tr>
<td>Adjusted EBITDA</td>
<td>201.8</td>
<td>183.6</td>
<td>10</td>
</tr>
<tr>
<td>- margin</td>
<td>66%</td>
<td>66%</td>
<td>-</td>
</tr>
<tr>
<td>Seed capital</td>
<td>10.7</td>
<td>10.1</td>
<td>6</td>
</tr>
<tr>
<td>Profit before tax</td>
<td>219.9</td>
<td>191.3</td>
<td>15</td>
</tr>
<tr>
<td>Diluted EPS (p)</td>
<td>25.0</td>
<td>21.3</td>
<td>18</td>
</tr>
<tr>
<td>DPS (p)</td>
<td>16.65</td>
<td>16.65</td>
<td>-</td>
</tr>
</tbody>
</table>

Figures stated on an adjusted basis exclude FX translation and seed capital-related items
Appendix

FY2018/19 financial results
Assets under management

- Gross subscriptions of US$23.7 billion, 32% of opening AuM (FY2017/18: US$30.0 billion, 51%)
  – Existing clients continue to make progress towards target EM weights
  – New clients active in local currency, blended debt, equities and corporate debt
  – Retail momentum continues: 29% growth in AuM, now 15% of Group AuM

- Gross redemptions of US$13.0 billion, 18% of opening AuM (FY2017/18: US$13.1 billion, 22%)
  – Lower % of opening AuM demonstrates increasing client duration

- Net inflows of +US$10.7 billion

- Investment performance +US$6.9 billion

- Acquisition in alternatives

AuM development (US$bn)

Balanced and diversified client base
Revenues

- Net management fees +17% with +16% average AuM growth
  - 3% YoY benefit from lower average GBP:USD rate

- Net management fee margin 48bps, -1bp YoY
  - +1bp benefit from investment theme and retail mix effects
  - -1.5bps reduction due to large mandates
  - Other factors, e.g. sub-theme mix, had a -0.5bp impact

- Lower performance fees given market conditions in H1, when most funds have fee crystallisation dates
  - Estimated performance fees ~£2m from August year-end funds

### Strong growth (+17%) in net management fee income

![Bar chart showing net management fees breakdown]

<table>
<thead>
<tr>
<th>FY2018/19</th>
<th>FY2017/18</th>
<th>YoY %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net management fees</td>
<td>294.3</td>
<td>250.5</td>
</tr>
<tr>
<td>Performance fees</td>
<td>2.8</td>
<td>21.9</td>
</tr>
<tr>
<td>Other revenue</td>
<td>5.9</td>
<td>4.1</td>
</tr>
<tr>
<td>FX: hedges</td>
<td>5.1</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>Adjusted net revenue</strong></td>
<td><strong>308.1</strong></td>
<td><strong>278.3</strong></td>
</tr>
</tbody>
</table>

Figures stated on an adjusted basis, excluding FX translation and seed capital-related items
Operating costs

- Like-for-like non-VC operating costs +3%
  - Primarily FX translation with weaker Sterling
  - Continued focus on efficiency offset incremental costs of MiFID II and establishing Ireland office

- Average headcount increased 16% YoY
  - AshmoreAVENIDA and Ireland office

- Variable compensation 22.5% of EBVCIT

- Future impact of IFRS 16:
  - Reduce other operating costs by £2.9 million
  - Increase depreciation charge by £2.5 million and lease finance expense of £0.6 million

### Operating cost development (£m)

<table>
<thead>
<tr>
<th>FY2017/18</th>
<th>FY2018/19</th>
</tr>
</thead>
<tbody>
<tr>
<td>AshmoreAVENIDA</td>
<td>50.7</td>
</tr>
<tr>
<td>FX</td>
<td>2.8</td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

Figures stated on an adjusted basis, excluding FX translation and seed capital-related items
Seed capital

- Total seed capital programme of £299.0 million
  - Market value £277.8 million (30 June 2018: £228.3 million)
  - Undrawn commitments of £21.2 million

- Active management delivered realised gain of £2.4 million and total profit before tax contribution of £10.7 million

- Continued high activity levels
  - New investments of £108.3 million, into new strategies (e.g. low volatility local currency bonds, Indonesia equity, ESG and China bonds) and adding scale to existing funds (e.g. equities and Asia corporate debt)
  - Successful redemptions of £77.8 million, primarily from corporate debt and alternatives funds

- Seed capital has supported funds representing ~16% of Group AuM (>US$14 billion)
**Balance sheet**

- Excess regulatory capital of £557.6 million
  - Capital resources of £678.6 million (2)
  - Pillar 2 regulatory capital requirement of £121.0 million
  - Excess capital equivalent to 78p/share

- Balance sheet is highly liquid (86%)
  - £463.1 million cash & cash equivalents (1)
  - £277.8 million seed capital with significant proportion in funds with at least monthly dealing frequency

- FX exposure is predominantly USD
  - GBP:USD rate moved from 1.3200 to 1.2727 over the year
  - £4.0 million PBT sensitivity to 5c move in GBP:USD

---

(1) Excludes consolidated funds

(2) Total equity less deductions for intangibles, goodwill, DAC, material holdings and proposed final ordinary dividend
Foreign exchange

- Sterling weakened against the US dollar over the year
  - Period-end rate moved from 1.3200 to 1.2727
  - Average rate 1.2958 vs 1.3464 in FY2017/18

- P&L FX effects in FY2018/19:
  - Translation of net management fees +£8.7 million
  - Translation of non-Sterling balance sheet items +£6.2 million
  - Net FX hedges +£5.1 million
  - Seed capital +£0.9 million

FX sensitivity:
- ~£4.0 million PBT for 5c movement in GBP:USD rate
  - £2.5 million for cash deposits (in ‘foreign exchange’)
  - £1.5 million for seed capital (in ‘finance income’)

### Currency exposure of cash

<table>
<thead>
<tr>
<th></th>
<th>30 June 2019 £m</th>
<th>%</th>
<th>30 June 2018 £m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>US dollar</td>
<td>255.6</td>
<td>55</td>
<td>317.0</td>
<td>74</td>
</tr>
<tr>
<td>Sterling</td>
<td>157.8</td>
<td>34</td>
<td>77.2</td>
<td>18</td>
</tr>
<tr>
<td>Other</td>
<td>49.7</td>
<td>11</td>
<td>32.6</td>
<td>8</td>
</tr>
<tr>
<td>Total</td>
<td>463.1</td>
<td></td>
<td>426.8</td>
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</tr>
</tbody>
</table>

(1) Excludes consolidated funds

### Currency exposure of seed capital

<table>
<thead>
<tr>
<th></th>
<th>30 June 2019 £m</th>
<th>%</th>
<th>30 June 2018 £m</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>US dollar</td>
<td>250.7</td>
<td>90</td>
<td>203.9</td>
<td>89</td>
</tr>
<tr>
<td>Colombian peso</td>
<td>14.8</td>
<td>5</td>
<td>13.6</td>
<td>6</td>
</tr>
<tr>
<td>Other</td>
<td>12.3</td>
<td>5</td>
<td>10.8</td>
<td>5</td>
</tr>
<tr>
<td>Total</td>
<td>277.8</td>
<td></td>
<td>228.3</td>
<td></td>
</tr>
</tbody>
</table>
Net management fee margins

Fixed income: 46bps

(FY2017/18: 48bps)
Quarterly net flows
Disclosures

Page 17:

- Gross performance is shown, weighted by fund AuM, to provide a representative view to analysts and shareholders of Ashmore’s investment performance over relevant time periods.
- Only funds at 30 June 2019 and with a performance benchmark are included, which specifically excludes funds in the alternatives and overlay/liquidity investment themes.
- 89% of Group AuM at 30 June 2019 is in such funds with a one year track record; 75% with three years; and 68% with five years.
- Reporting of investment performance to existing and prospective fund investors is specific to the fund and the investor’s circumstances and objectives and may, for example, include net as well as gross performance.

Page 18:

Source: Ashmore (un-audited), JP Morgan, Morgan Stanley

- Returns gross of fees, dividends reinvested.
- Annualised performance shown for periods greater than one year.
- Within each investment theme category, all relevant Ashmore Group managed funds globally that have a benchmark reference point have been included.

Benchmarks

<table>
<thead>
<tr>
<th>Asset Class</th>
<th>Benchmark</th>
</tr>
</thead>
<tbody>
<tr>
<td>External debt Broad</td>
<td>JPM EMBI GD</td>
</tr>
<tr>
<td>External debt Sovereign</td>
<td>JPM EMBI GD</td>
</tr>
<tr>
<td>External debt Sovereign IG</td>
<td>JPM EMBI GD IG</td>
</tr>
<tr>
<td>Local currency Bonds</td>
<td>JPM GBI-EM GD</td>
</tr>
<tr>
<td>Blended debt</td>
<td>50% EMBI GD, 25% GBI-EM GD, 25% ELMI+</td>
</tr>
<tr>
<td>Corporate debt Broad</td>
<td>JPM CEMBI BD</td>
</tr>
<tr>
<td>Corporate debt HY</td>
<td>JPM CEMBI BD NIG</td>
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<tr>
<td>Corporate debt IG</td>
<td>JPM CEMBI BD IG</td>
</tr>
<tr>
<td>Global EM equities</td>
<td>MSCI EM net</td>
</tr>
<tr>
<td>Global EM small cap</td>
<td>MSCI EM Small Cap net</td>
</tr>
<tr>
<td>Frontier markets</td>
<td>MSCI Frontier net</td>
</tr>
</tbody>
</table>
IMPORTANT INFORMATION

This document does not constitute an offer to sell or an invitation to buy shares in Ashmore Group plc or any other invitation or inducement to engage in investment activities. Certain statements, beliefs and opinions in this document are forward-looking, which reflect the Company’s current expectations and projections about future events. By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions that could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements.

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