

Focused on what we do best.

Second quarter 2017



Aberdeen Asset Management is a global asset management company focused on meeting the worldwide investment needs of institutions, private investors and the advisers who serve them. Listed on the London Stock Exchange since 1991, we are one of Europe's largest public, pure-play investment managers.

We manage investments across the full spectrum of asset classes and geographic markets. Based in or close to the markets in which we invest, we are dedicated to first-hand research to deliver the investment returns that enable our clients to achieve their goals.

We aim to deliver the right outcomes for our clients by making expert investing clear, simple and accessible.

In March 2017 we announced a merger with Standard Life PLC which, subject to shareholder approval, aims for completion by the end of September 2017.

What makes us different

Our culture: In an often complex industry, we have built a business based on simplicity, clarity and straight talking.

First-hand research: In our experience, the greatest information advantage comes from being close to the territories in which we invest.

Breadth of expertise: We are a full-service global asset manager, ready to harness all asset classes to create effective solutions for our clients.

Focus on value: We look to deliver demonstrable value – aiming for a specific return, to outperform an index or to achieve returns at lower risk.

Long-term view: While always retaining flexibility to be tactical, we take a long-term view of companies, markets, and economic trends.

Key facts

- Launched in 1983
- 39 offices in 26 countries
- Over 2,700 employees
- Around 700 investment managers
- \$385.2 billion in assets under management (as at 31 March 2017)

Our structure and culture

Our offices and investment centres



EMEA

Aberdeen	Jersey
Abu Dhabi	London
Amsterdam	Luxembourg
Bristol	Madrid
Budapest	Milan
Copenhagen	Oslo
Edinburgh	Paris
Frankfurt	Stockholm
Helsinki	Zurich



Americas

Boston	São Paulo
Miami	Stamford
New York	Toronto
Philadelphia	



Asia Pacific

Bandung	Seoul
Bangkok	Shanghai
Hong Kong	Singapore
Jakarta	Surabaya
Kaohsiung	Sydney
Kuala Lumpur	Taipei
Melbourne	Tokyo

Reach

Why global matters

We look to enable our clients to harness the potential of all global investment markets – from developed to emerging markets – to achieve their financial goals.

With a network of 39 offices and investment centres in 26 countries, we are close to our clients. Equally, our investment managers are always in or near to the territories in which they invest.

By conducting our own first-hand company and market research, we get a complete picture of financial trends, risks and opportunities – from the local level up.

Culture

Championing simplicity

In an industry that has often been dogged by complexity, we're committed to being the world's most trusted partner for delivering investments simply:

Simple structure: Our flat organisational structure and close-knit teams allow us to think carefully and act fast.

Transparent processes: We apply clear and disciplined processes to every investment strategy, so performance is accountable.

Open communication: True to our Scottish roots, we believe in being open and straightforward. We never hide behind business speak – either with each other or our clients.

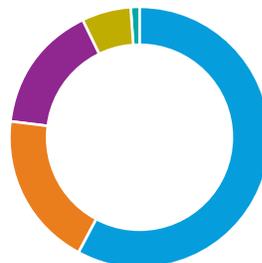
Clients by type: From savers to sovereigns

Insurance	45%
Open-ended	26%
Pension	15%
Closed-ended	6%
Third party	4%
Other	4%



Clients by market: A growing global audience

United Kingdom	57%
Europe ex. UK	19%
Americas	17%
Asia Pacific	6%
Middle East & Africa	1%



How we manage assets

Investment approach

Disciplined processes for repeatable results

Aberdeen is primarily an active asset manager, with the flexibility to use passive strategies where they provide efficiency to our clients.

'Passive' funds are used to deliver low-cost market exposure, in combination with active asset allocation, in some multi-asset strategies. Enhanced beta strategies are managed to deliver market-plus returns as part of our quantitative investment offering.

Across all asset classes, we seek to use our information advantage to increase potential return, reduce risk – or both. Every asset class – and every strategy within it – has a clear and disciplined investment process developed over multiple market cycles. Although every process varies, common features include:

First-hand research: Original insight by on-the-ground teams is fundamental to our active approach. In active equities, we always meet a company before we invest – and continue to meet it while we hold its shares.

Risk focus: Our goal is always to deliver return with due consideration of risk. Diversification, risk analysis at each stage, plus robust knowledge of every holding, help us smooth volatility and minimise potential loss.

Team-based investing: We believe talented, diverse and close-knit teams deliver consistently better results than individuals. Every stage of our investment processes relies on collegial thinking.

Long-term view: While retaining the flexibility for tactical investing, we realise returns for our clients primarily by taking long-term, high-conviction positions in quality investments.

Environment, Social and Governance (ESG): It is becoming increasingly important for our clients that we incorporate ESG factors into our investment decisions, products and services. This process is led by our Stewardship Centre, together with ESG specialists on each investment team to ensure a fully integrated approach. We also offer bespoke ESG solutions to meet clients' specific investment requirements and principles.

How we are seen by asset class

	Active equities	Fixed income	Property	Alternatives	Multi-asset	Quantitative investments
Top line approach	<ul style="list-style-type: none"> Fundamental – focused on identifying high-quality companies Contrarian – disciplined on price Active – act as co-owners of businesses, not traders 	<ul style="list-style-type: none"> Blends multiple sources of value to diversify risk Disciplined approach to determining fair value Avoiding losers as important as picking winners 	<ul style="list-style-type: none"> Bottom-up approach focussed on asset quality, not regional or sector allocations Risk-focused Local presence in all markets in which we invest Active management 	<ul style="list-style-type: none"> Primarily via external manager allocations Fundamental analysis to find best-in-class hedge funds, PE and real asset managers Aims for consistent returns through the cycle 	<ul style="list-style-type: none"> Unconstrained, open-architecture universe Combines long-term strategy with short-term tactical opportunities Top-down and bottom-up analysis 	<ul style="list-style-type: none"> Systematic investments across traditional beta, smart beta and active quant Focus on efficient portfolio construction, disciplined rebalancing and risk management
ESG	<ul style="list-style-type: none"> ESG is a key element of all analysis Holistic company risk assessment carried out, including ESG factors Engagement with management on risks, improvement and opportunities 	<ul style="list-style-type: none"> ESG analysis embedded in fundamental in-house credit research ESG risks categorised according to severity, allowing them to be priced appropriately alongside other credit risks 	<ul style="list-style-type: none"> ESG factors are a part of the investment process Holistic risk assessment, including ESG factors Engagement with key stakeholders on risks, improvement and opportunities 	<ul style="list-style-type: none"> Due diligence of underlying managers' ESG considerations ESG metrics feed decision-making 	<ul style="list-style-type: none"> Tailoring of portfolios to meet client ESG requirements ESG based on underlying funds' and managers' ESG policies 	<ul style="list-style-type: none"> ESG fully integrated into systematic investment processes at both universe construction and portfolio construction stages Engagement on governance issues through proxy voting

Our products, capabilities and client segments

Depth of expertise, breadth of ways to invest

By providing both our own and the best in third-party expertise across asset classes and markets, we give clients access to investment opportunities across the broadest range of sources. We also allow clients to harness investment potential using the vehicle that best suits their needs:

Retail funds: We manage more than \$111 billion in pooled funds, from OEICs and investment trusts in the UK to SICAVs in Europe and mutual and closed-end funds in the US.

Defined contribution and life funds: Our risk-managed, ready-to-go solutions allow employees, policyholders and private savers to plan for their financial future.

Custom portfolios: For institutional clients, agencies and governments, we manage over \$273 billion in segregated portfolios.

Solutions: Aberdeen's solutions business blends our skills across asset classes, markets and manager selection to build strategies to meet very specific client risk/return needs.

Full range of clients served

We are a full-service, global asset manager serving institutional investors such as insurance companies, pension funds, treasuries, banks, sovereign wealth funds, family offices and foundations.

In the wealth management and adviser space, we serve banks, discretionary fund managers and registered advisers.

Within the private investor sector, our clients include high net worth individuals, mass affluent and retail clients served mainly through professional intermediaries.

We also have extensive experience of working with global investment consultants, including the main UK and US firms.

AUM by asset class (\$bn)

Multi-asset	113.2
Equities	110.2
Fixed income	81.8
Quantitative investments	29.9
Alternatives	27.4
Property	22.7
Total	385.2



Source: Aberdeen Asset Management PLC. Figures as at 31 March 2017.

Risk warning

The value of investments and the income from them may go down as well as up and you may get back less than the amount invested.

For more information please visit aberdeen-asset.com

Other information

The information on the Aberdeen Asset Management Group contained in this document is of a general nature on the activities carried out by certain group entities. This information is therefore only indicative and does not constitute any form of contractual agreement, nor is it to be considered as an offer or solicitation to deal in any financial instruments or engage in any investment service or activity. Issued by Aberdeen Asset Managers Limited which is authorised and regulated by the Financial Conduct Authority in the United Kingdom. Registered Office: 10 Queen's Terrace, Aberdeen AB10 1YG. Registered in Scotland No. 108419.