JANUS HENDERSON IN 2026 CORPORATE UPDATE

Asia Investment Summit 2026



Ali Dibadj
Chief Executive Officer
Janus Henderson Investors

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90+ years of investment experience

Continued growth and building momentum

1930

1934
Founded in the U.K.

1960

1969
Founded in the U.S.

1980

1983
Began trading on the LSE

1987
Began managing fixed income

1990

1992
Leading investment trust manager in UK

1995
Opened office in Singapore

1998
Acquired by AMP (Australia)

2000

2000
Opened office in Hong Kong

2003
Demerged from AMP
Began trading on the NYSE
Perkins® Investment Management

2010

2011
Gartmore Group (UK)

2014
ETF specialist VelocityShares

2015
Perennial Fixed Interest (Australia)
Kapstream (Australia)

2017
Merger of equals formed Janus Henderson Group plc

2020

2023
Privacore JV

2024
Tabula Investment Management
NBK Capital Partners
Victory Park Capital

2025
Guardian Life Insurance partnership

2026
Richard Bernstein Advisors

Source: Janus Henderson Investors, as at 1 April 2026.

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Janus Henderson’s global presence

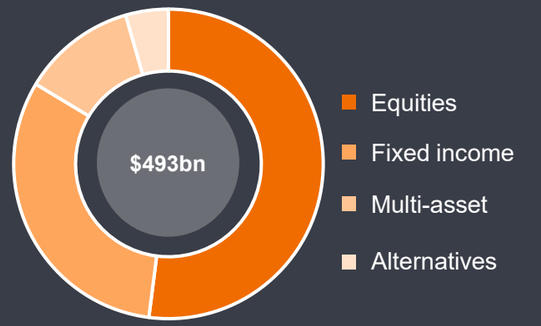
Over 400 distribution professionals and 350 investment professionals serve a geographically diverse retail and institutional client base

Global asset manager with over **2,000 employees**

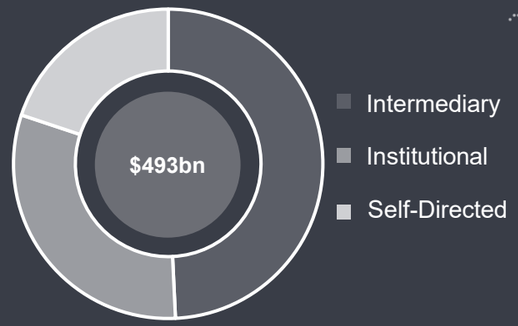
More than **350 investment professionals** across **25 offices** around the world

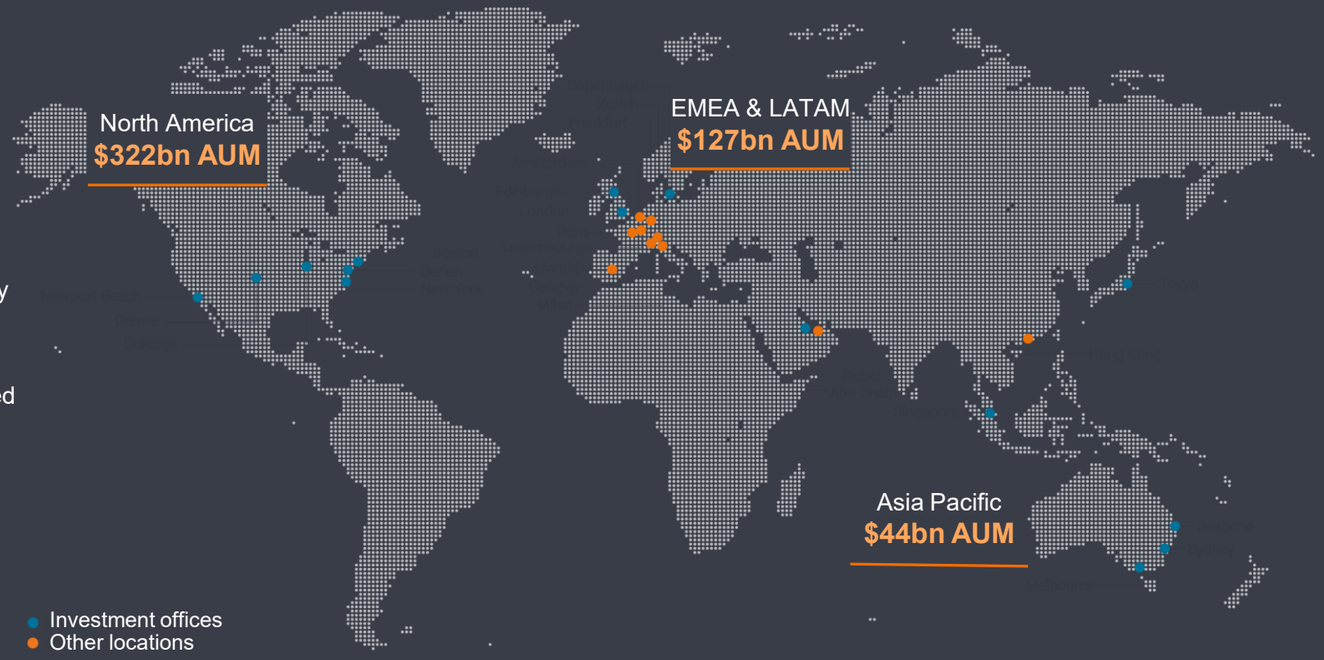
We are **headquartered in London** and **publicly-listed on the NYSE**

AUM across asset classes



Diversified AUM by client type





Source: Janus Henderson Investors, as at 31 December 2025.
Note: Distribution professionals exclude personnel in global corporate marketing and other distribution support functions.

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Our long-term macro framework is as relevant as ever

GEOPOLITICAL REALIGNMENT

- Unrest and war
- Global to regional
- Decentralisation of supply chains

SHIFTING LIFESTYLES

- Healthcare
- Tech innovation
- AI adoption

RETURN OF THE ‘COST OF CAPITAL’

- Fixed income rotation
- Private credit
- Haves vs have nots

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JH’s five core beliefs about asset management

Based on our clients’ needs, these beliefs inform our strategy



Clients expect more differentiated products in new asset classes (or will commoditise)



Clients require more services from asset managers, we must delight them



Clients are moving towards newer markets/channels



Costs are rising and scale is becoming more important



Technology is disrupting (enabling?) everything for clients

PROTECT & GROW
Our core businesses

AMPLIFY
Strengths not fully leveraged

DIVERSIFY
Where clients give us the right to win

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We keep growing Janus Henderson – did you know this about us?

Portfolio transformation offers clients differentiated capabilities

Guardian	NBK CAPITAL PARTNERS	Global Small Cap
VICTORY PARK CAPITAL	Healthcare / Biotech Innovation	TABULA
Privacore Capital JANUS HENDERSON	Active ETFs	PCS / Janus Henderson EDGE

Innovation is a core enabler of our strategy

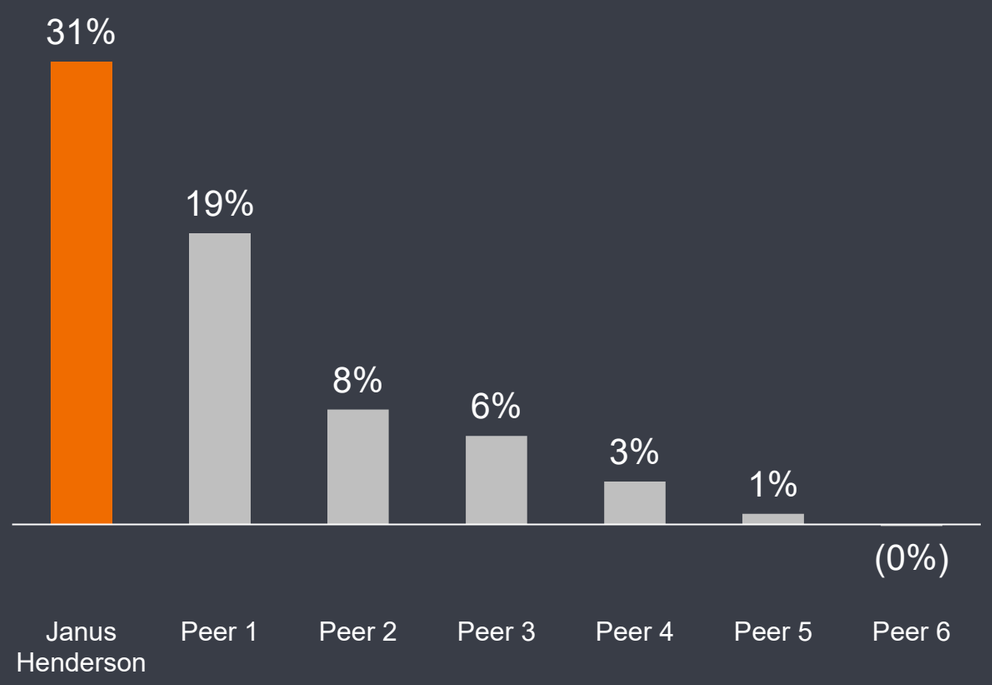
- **3rd largest** active Fixed Income ETF provider globally
- Co-developing **exclusive thematic and active/passive** solutions with GFIs
- **Fastest tokenised** fund to reach $1B; announced f**irst tokenised** S&P 500 Index fund
- Industry-leader in **AI execution**
- Going-private transaction expected to enable **accelerated investment**

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Source: Janus Henderson Investors, Morningstar, as at 31 December 2025.

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We keep growing Janus Henderson – did you know this about us?

Leading revenue growth in the industry



Janus Henderson is a hub for talented professionals

AllianceBernstein
Capital Group
State Street
Columbia Threadneedle Investments
New York Life Investment Management LLC
abrdn Investments
Blackstone
UBS
Prudential

Source: Janus Henderson Investors, corporate reports.
Note: Peers include AllianceBernstein, Artisan Partners, BlackRock, Franklin Resources, Invesco, and T. Rowe Price, data for 12 months ended 31 December 2025.

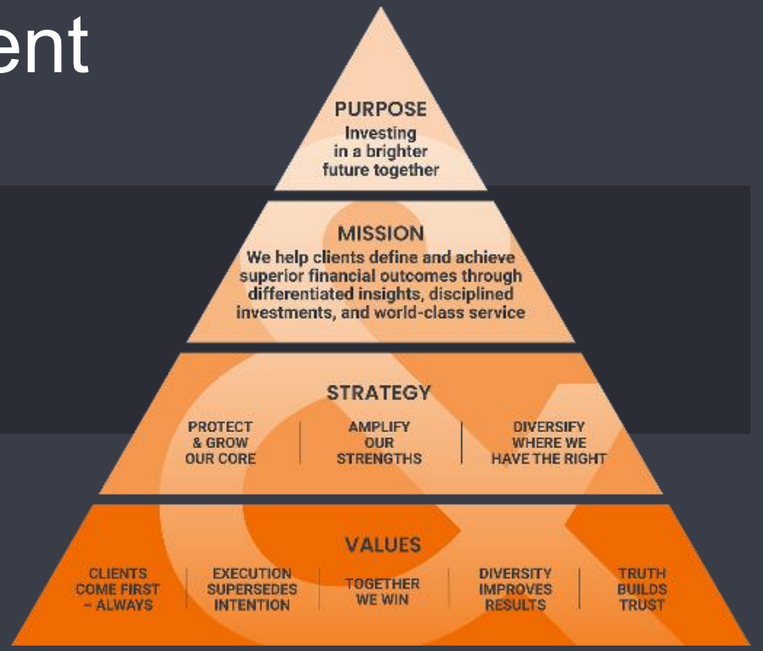
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Our Mission, Values, Purpose (MVP) remains who we are and our brand represents what makes us different

MVP and Ampersand

INVESTING IN A BRIGHTER FUTURE **TOGETHER**

Our ampersand symbolizes the **connection we have with our clients** as we work together to invest in brighter futures.



KEY DIFFERENTIATORS

Insight-led investing

Innovating for clients

Partnering together







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