

January 18, 2024

The Manager,
Listing Department,

BSE Limited,
Phiroze Jeejeebhoy Tower,
Dalal Street,
Mumbai 400 001.

BSE Scrip Code: 542772

The Manager,
Listing Department,
National Stock Exchange of India Ltd.,
Exchange Plaza, 5 Floor, Plot C/1, G Block,
Bandra - Kurla Complex, Bandra (E),
Mumbai 400 051.
NSE Symbol: 360ONE

Dear Sir / Madam,

Subject: Investor Presentation on unaudited financial results for the quarter and nine months ended December 31, 2023

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please find enclosed:

- 1. Results Update containing update on unaudited financial results for the quarter and nine months ended December 31, 2023, as 'Annexure I'; and
- 2. Investor Presentation for the quarter and nine months ended December 31, 2023 as 'Annexure II'.

The aforesaid Result Update and Investor Presentation shall be uploaded on the website of the Company at 360.one/investor-relations.html.

Please take the same on your records.

Thanking you. Yours truly,

For 360 ONE WAM LIMITED (formerly known as IIFL Wealth Management Limited)

Rohit Bhase Company Secretary ACS: 21409 Encl.: As above

360 ONE WAM LIMITED (Formerly known as IIFL Wealth Management Limited)

Corporate & Registered Office: 360 ONE Centre, Kamala City, Senapati Bapat Marg, Lower Parel (West), Mumbai - 400 013

Tel (91-22) 4876 5600 Fax (91-22) 4646 4706 Email secretarial@360.one <u>www.360.one</u> CIN:L74140MH2008PLC177884

360 ONE WAM Ltd. Results Update - Q3 FY24

Key Highlights

- Q3 Total Revenues at Rs 467 Crs up 13.9% YoY and 5.7% QoQ
- Q3 PAT at Rs 194 Crs up 7.7% YoY and 4.7% QoQ
- 9M PAT at Rs 561 Crs (up 9.3% YoY)
- ARR AUM at Rs 2,20,768 up 32.6% YoY and 9.0% QoQ
- Board approved interim dividend of Rs 4.5 per share

| Quarterly Update | | | | | | | | |
|---|----------|----------|---------|----------|---------|----------|----------|---------|
| Rs in Crs. | Q2 FY 24 | Q3 FY 24 | Q-o-Q % | Q3 FY 23 | Y-o-Y % | 9M FY 23 | 9M FY 24 | Y-o-Y % |
| Revenue from Operations | 427 | 439 | 2.8% | 415 | 5.9% | 1,172 | 1,272 | 8.6% |
| Annual Recurring Revenue (excl. Carry Income) | 296 | 315 | 6.3% | 276 | 14.1% | 784 | 894 | 14.1% |
| Annual Recurring Revenue - Carry Income | 15 | 24 | 53.9% | 30 | -19.6% | 108 | 79 | -26.7% |
| Transactional / Brokerage Income | 116 | 101 | -12.9% | 110 | -7.8% | 281 | 299 | 6.6% |
| Other Income | 14 | 27 | 96.9% | -5 | - | 12 | 69 | 502.9% |
| Total Revenues | 441 | 467 | 5.7% | 410 | 13.9% | 1,184 | 1,342 | 13.4% |
| Total Expenses | 214 | 232 | 8.0% | 186 | 24.3% | 533 | 656 | 23.0% |
| Operating Profit Before Tax (OPBT) | 213 | 208 | -2.4% | 229 | -9.0% | 639 | 616 | -3.5% |
| Profit before Tax (PBT) | 227 | 235 | 3.6% | 223 | 5.3% | 650 | 686 | 5.4% |
| Profit After Tax incl. OCI | 185 | 194 | 4.7% | 180 | 7.7% | 513 | 561 | 9.3% |

Mr. Karan Bhagat, MD & CEO, 360 ONE WAM:

Key Highlights during the Quarter

- The wealth and asset management industry in India remains resilient amidst global uncertainty. India's strategic position in the Emerging Markets (EM) space has garnered international investor confidence. Domestic investors continue to exude confidence in both the private and public markets.
- Overwhelming response to 360 ONE Prime NCD issue: The recent oversubscription of 360 ONE Prime's maiden
 Public Non-Convertible Debentures (NCDs) within a single day serves as a testament to the trust and confidence
 in our brand.
- Awards: During the quarter, 360 ONE received 10 awards, including the Best Domestic Private Bank India, by
 Asian Private Banker, which is one of the industry's most prestigious awards globally. The awards are a testimony
 to the firm's excellence, growth, and agility.

360 ONE's Favourable Client Mix

- We continue to build deep client relationships and successfully onboarded 400+ clients with AUM exceeding Rs 5 Crs in ARR assets during 9M FY24. This particular client segment now constitutes 95%+ of the Wealth ARR AUM.
- We anticipate the wealth of the Ultra HNI client segment (with investible surplus over Rs 25 Crs) and HNI segment (with investible surplus between Rs 5 25 Crs) to clock CAGR of 13-15%. This projection is notably higher than the overall economic growth rate.
- In alignment with our expansion objectives, we are proactively making strategic investments to enhance both our platform and workforce. We continue to be a 'company of choice' for senior industry talent. Specifically, we have welcomed multiple senior hires during 9M FY24 within the Wealth Sales teams. Moreover, the average tenure at Partner and above levels stands at an impressive 8+ years, while the attrition rate remains significantly low.

360 ONE's Areas of Focus

- While the macroeconomic landscape remains favourable, our commitment remains steadfast in identifying
 optimal bottom-up opportunities within this broader context. Whether in equities or credit, our emphasis is on
 identifying opportunities with the potential to outperform broader markets. We firmly believe that combining a
 long-term perspective with an alpha-seeking approach is integral to achieving the most favorable risk-adjusted
 returns for our investors. All our AMC strategies aim towards this objective.
- We remain focused on expanding our domestic coverage in Tier 2 and 3 cities through a hub-and-spoke model. Concurrently, we are enhancing our global footprint. The upcoming launch of a digital-first HNI platform in the Q1 FY25 reaffirms our commitment towards the evolving needs of our clients.

For further information, please contact:

Mr. Akshay Gavankar

Investor Relations | 360 ONE WAM Ltd.

Email: <u>ir@360.one</u> Phone: +91 86558 09111

Click here to register for conference call

Click here for investor presentation

360 ONE WAM Q3 FY 24 Analyst Conference call is scheduled for Friday, 19th January, 2:00 PM IST



360 ONE

Investor Presentation - Q3 FY24

360 ONE's unique proposition has been created with deep, competitive moats that we have built since our inception

Sharp focus on wealth and asset management - deep research and no conflicts of interest

Deep, long-standing client
relationships that have grown with
us based on trust, investment
rigour and delivered performance

Deep culture of innovation in product development, and in anticipating and responding to our clients' needs

Our Competitive Moats

The 360 ONE Proposition

Performance Plus - Long Term focus 'Always On' approach to clients & stakeholders Pioneering the move to
Advisory with transparent and
aligned interests with clients

Ability to hire and retain the best talent - across sales, investments and operating teams - as the firm of choice

Robust and resilient investment and risk management processes across our business domains

360 ONE

Our leadership position in the focus business areas provide significant growth opportunities over the near and long term

Wealth Management

Asset Management **Ultra-High Net**

High Net Worth segment

- Worth segment

Alternates

Mutual Fund

- Deepening of existing client relationships and expand wallet share
- Expanding geographical footprint coverage for next 15-20 domestic locations and 2 overseas hubs initiated
- Strengthened advisory proposition to win mandates and additional client share
- High potential opportunity; Significant digital enablement through industry-first features
- Proposition, platform in pilot phase; Go to market and sales teams is under build out
- On track for Q1 FY25 roll-out
- Strong traction across current strategies Listed, PE, Private Credit, Real Assets
- Institutional mandate opportunities Deep interest & engagement across global markets
- New asset-class strategies and product / thematic opportunities ongoing assessment
- Selective build outs; but continue to be on lookout for differentiated opportunities
 - Continued buildout of select distribution reach with domestic intermediaries specially with individual MF distributors
 - Selective product launches with optionality of growing presence further

Business Snapshot - Q3 FY24

Wealth Management

INR 152k cr / \$18bn ARR AUM

INR 8k cr ARR Net Flows in Q3 FY24

INR 319 cr / \$38.4 mn

Op. Revenue in Q3 FY24

7,000+ Relevant Families

Distribution, Brokerage, Advisory, Lending & Estate planning

Total ARR Net Flows - INR 9K cr in Q3 FY24



ARR AUM INR 221k cr

TBR AUM INR 233k cr

Total AUM - INR 454k cr / \$54.6 bn

Asset Management

INR 69k cr / \$8.3bn ARR AUM

INR 1.1K cr ARR Net Flows in Q3 FY24

INR 120 cr / \$14.2 mn

Op. Revenue in Q3 FY24

186k+ Folios

AIF, PMS and Mutual Funds

32.6%



YoY Growth in ARR AUM

49.6%

Cost to income ratio



ARR Revenue as a % of Total Operating Revenue

7.7%

YoY Growth in Profit after Tax



64bps

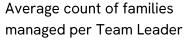
ARR Retention



28.9%

Return on tangible equity







₹4.5 per share

4th Interim Dividend for FY24

Key Financial Highlights (1/2)



- Continued focus on Annual Recurring Revenue Assets ARR AUM up 32.6% YoY at Rs 2,20,768 Crs with active ARR AUM at Rs 1,85,893 Crs
- ARR Net flows at Rs 8,865 Crs for the quarter, and Rs 27,583 Crs for 9M FY24
- Total AUM up 31.7% YoY at Rs 4,53,886 Crs
- In the first 9 months of the current financial year, additional 400+ clients with Rs 5 Crs+ ARR AUM have been onboarded; Clients, having ARR AUM above Rs 50 Crs, increased by over 100 for the same period
- Clients, having total AUM of 5 Crs+, stand at 3,750+ and account for 97% of Wealth AUM (excl. custody)



REVENUES

AUM

- ARR Revenue is up 10.8% YoY and up 8.6% QoQ at Rs 338 Crs, and up 9.2% YoY at Rs 973 Crs in 9M FY24, led by growth in assets across business segments and healthy retentions on Active ARR AUM
- Revenue from Operations is up 5.9% YoY and up 2.8% QoQ at Rs 439 Crs, and up 8.6% YoY at Rs 1,272 Crs for 9M FY24
- Total Revenues are up 13.9% YoY and 5.7% QoQ at Rs 467 Crs and 13.4% YoY at Rs 1,342 Crs for 9M FY24, also supported by higher other income

Key Financial Highlights (2/2)



COST

- Total Costs are up 8.0% QoQ to Rs 232 Crs due to addition of multiple large teams in the wealth segment and investment in the HNI and Global business segments
- During FY24, at the Partner & above level, 35+ new hires are being onboarded in the Wealth Sales teams; additionally, average tenure at this level remains high at 8+ years, with attrition at <4.5% (annualized)
- Employee costs stood at Rs 172 Crs (+8.1% QoQ), while Administrative costs at Rs 59 Crs (+7.7% QoQ)
- Cost to Income ratio stood at 49.6% in Q3 FY24; for 9M FY24, C/I ratio reduces to 45.4% if we exclude the additional costs related to new business segments as well as specific senior Wealth Sales teams
- We expect to gradually reduce the C/I ratio with the ramping up of the corresponding revenues to our new hirings and strategic initiatives



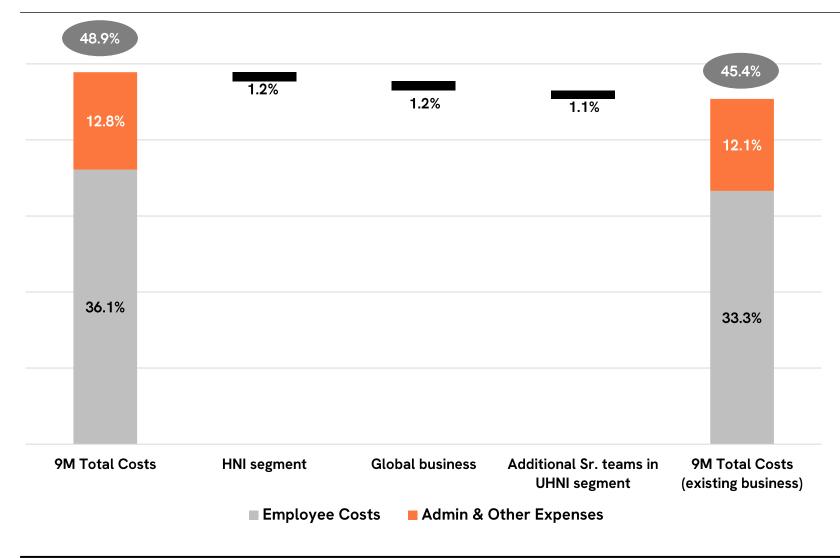
PROFIT

- PBT is up 5.3% YoY at Rs 235 Crs, and up 5.4% at Rs 686 Crs for 9M FY24
- PAT remained strong at Rs 194 Crs, up 7.7% YoY, and up 9.3% YoY at Rs 561 Crs for 9M FY24
- Tangible RoE is at 28.9% vis-à-vis 28.6% in Q3 FY23

Consolidated Business Summary

| Particulars (Rs. Crs.) | Q2 FY24 | Q3 FY24 | QoQ % | Q3 FY23 | YoY % | 9M FY23 | 9M FY24 | YoY % |
|--|----------|----------|--------|----------|--------|----------|----------|--------|
| ANNUAL RECURRING REVENUE ASSETS | 2,02,536 | 2,20,768 | 9.0% | 1,66,494 | 32.6% | 1,66,494 | 2,20,768 | 32.6% |
| REVENUE | 441 | 467 | 5.7% | 410 | 13.9% | 1,184 | 1,342 | 13.4% |
| Annual Recurring Revenues (excl. Carry Income) | 296 | 315 | 6.3% | 276 | 14.1% | 784 | 894 | 14.1% |
| Annual Recurring Revenues - Carry Income | 15 | 24 | 53.9% | 30 | -19.6% | 108 | 79 | -26.7% |
| Transactional / Brokerage Revenue | 116 | 101 | -12.9% | 110 | -7.8% | 281 | 299 | 6.6% |
| Total Revenue from Operations | 427 | 439 | 2.8% | 415 | 5.9% | 1,172 | 1,272 | 8.6% |
| Other Income | 14 | 27 | 96.9% | -5 | - | 12 | 69 | 502.9% |
| RETENTION | | | | | | | | |
| Average Annual Recurring Assets | 1,93,126 | 2,11,245 | 9.4% | 1,57,491 | 34.1% | 1,47,414 | 1,93,825 | 31.5% |
| Retention on ARR Assets (incl. Carry Income) | 0.64% | 0.64% | - | 0.78% | - | 0.81% | 0.67% | - |
| Retention on ARR Assets (excl. Carry Income) | 0.61% | 0.59% | - | 0.70% | - | 0.71% | 0.61% | - |
| COSTS | 214 | 232 | 8.0% | 186 | 24.3% | 533 | 656 | 23.0% |
| Employee Costs | 159 | 172 | 8.1% | 132 | 30.7% | 388 | 484 | 24.7% |
| Fixed Employee Costs | 121 | 125 | 3.0% | 92 | 36.0% | 271 | 354 | 30.9% |
| Variable Employee Costs | 29 | 35 | 21.9% | 34 | 3.1% | 100 | 101 | 0.7% |
| Employee ESOP Costs | 9 | 12 | 30.1% | 6 | 110.3% | 17 | 29 | 67.6% |
| Admin and Other Expenses | 55 | 59 | 7.7% | 54 | 8.7% | 145 | 172 | 18.5% |
| PROFIT METRICS | | | | | | | | |
| Operating Profit before Taxes (OPBT) | 213 | 208 | -2.4% | 229 | -9.0% | 639 | 616 | -3.5% |
| Profit before Taxes (PBT) | 227 | 235 | 3.6% | 223 | 5.3% | 650 | 686 | 5.4% |
| Profit After Tax (PAT incl OCI & FCTR) | 185 | 194 | 4.7% | 180 | 7.7% | 513 | 561 | 9.3% |
| Cost to Income Ratio | 48.6% | 49.6% | - | 45.5% | - | 45.1% | 48.9% | - |
| ROE | 22.8% | 23.4% | - | 23.5% | - | 22.6% | 23.2% | - |
| ROE Ex Goodwill & Intangibles | 28.3% | 28.9% | - | 28.6% | - | 27.4% | 28.7% | - |

9M FY24 Total Costs (as a % of Total Revenue)



- In line with 360 ONE's overall strategy, the company continues to invest for long term value creation
- Given the need for professional wealth management from domestic clients and our superior ability to service in-house clients with global presence, we are keen to develop our capabilities in the new businesses. We are on track to launch the HNI coverage in Q1 FY25
- 35+ new hires (at Partner & above level) are being onboarded in FY24 to drive these businesses as well as investment in our existing UHNI Wealth proposition
- This buildout has led to rise in the C/I ratio in FY24, which is expected to normalise as corresponding revenue begins to accrue

Segmental Business Snapshot - Quarterly

| | ARR | AUM | ARR NET FLOWS | | ARR REVENUE | | | ARR RETENTION | | | |
|------------------------|----------|----------|---------------|---------|-------------|---------|---------|---------------|---------|---------|---------|
| Particulars (Rs. Crs.) | Q2 FY24 | Q3 FY24 | Q2 FY24 | Q3 FY24 | 9M FY24 | Q2 FY24 | Q3 FY24 | 9M FY24 | Q2 FY24 | Q3 FY24 | 9M FY24 |
| Wealth Management | 1,38,243 | 1,51,614 | 7,896 | 7,724 | 27,350 | 197 | 218 | 618 | 0.61% | 0.60% | 0.63% |
| Asset Management | 64,293 | 69,154 | -2,153 | 1,141 | 233 | 114 | 120 | 355 | 0.71% | 0.72% | 0.74% |
| Totals | 2,02,536 | 2,20,768 | 5,743 | 8,865 | 27,583 | 311 | 338 | 973 | 0.64% | 0.64% | 0.67% |

| WEALTH MANAGEMENT (Rs. Crs.) | Q2 FY24 | Q3 FY24 | 9M FY24 |
|------------------------------|---------|---------|---------|
| Revenue from Operations | 313 | 319 | 917 |
| ARR Revenue | 197 | 218 | 618 |
| TBR Revenue | 116 | 101 | 299 |
| Other Income | 12 | 24 | 62 |
| Cost | 158 | 171 | 486 |
| Profit before tax | 168 | 172 | 493 |

| ASSET MANAGEMENT (Rs. Crs.) | Q2 FY24 | Q3 FY24 | 9M FY24 |
|-----------------------------|---------|---------|---------|
| Revenue from Operations | 114 | 120 | 355 |
| ARR Revenue | 114 | 120 | 355 |
| TBR Revenue | - | - | - |
| Other Income | 2 | 3 | 8 |
| Cost | 57 | 60 | 171 |
| Profit before tax | 59 | 63 | 192 |

360 ON

ARR AUM Segmental Snapshot - Wealth Management - Quarterly

| PPODLICTS (Pc. Crc.) | | ARR AUM Bui | ld up – Q3 FY24 | Revenue Build up – Q3 FY24 | | | |
|--|-------------|-------------|-----------------|----------------------------|-------------|------------|---------|
| PRODUCTS (Rs. Crs.) | Opening AUM | Net Flows | МТМ | Closing AUM | Average AUM | Retentions | Revenue |
| TOTAL (ARR) | 1,38,243 | 7,724 | 5,646 | 1,51,614 | 1,44,903 | 0.60% | 218 |
| 360 ONE Plus | 62,668 | 8,139 | 2,818 | 73,625 | 67,476 | 0.19% | 32 |
| Discretionary (PMS) | 9,684 | - | - | 9,216 | 9,664 | 0.44% | 11 |
| Non-discretionary (RIA / PMS) | 43,628 | - | - | 52,397 | 48,818 | 0.17% | 21 |
| Corporate Treasury | 9,357 | - | - | 12,012 | 8,994 | 0.03% | 1 |
| Distribution Assets Earning Trail Fees | 70,265 | -869 | 2,829 | 72,225 | 71,782 | 0.58% | 105 |
| Mutual Funds | 34,541 | - | - | 34,410 | 35,524 | 0.41% | 36 |
| Managed Accounts | 35,724 | - | - | 37,814 | 36,257 | 0.75% | 68 |
| Lending Book | 5,310 | 455 | - | 5,764 | 5,646 | 5.75% | 82 |

ARR AUM Segmental Snapshot - Asset Management - Quarterly

| | | ARR AUM Buil | d up – Q3 FY24 | Revenue Build Up – Q3 FY24 | | | |
|---------------------------------|-------------|--------------|----------------|----------------------------|-------------|------------|---------|
| ASSET MANAGEMENT (Rs. Crs.) | Opening AUM | Net Flows | МТМ | Closing AUM | Average AUM | Retentions | Revenue |
| TOTAL (ARR) | 64,293 | 1,141 | 3,720 | 69,154 | 66,342 | 0.72% | 120 |
| Discretionary Portfolio Manager | 21,792 | 716 | 2,171 | 24,679 | 23,102 | 0.47% | 27 |
| Standardized | 5,741 | - | - | 6,253 | 5,888 | 0.94% | 14 |
| Institutional Mandates | 16,050 | - | - | 18,426 | 17,215 | 0.31% | 13 |
| Alternate Investment Manager | 35,633 | -667 | 880 | 35,845 | 35,621 | 0.93% | 83 |
| Listed Equity | 3,506 | - | - | 3,538 | 3,393 | 1.49% | 13 |
| Private Equity | 20,759 | - | - | 20,526 | 20,655 | 1.05% | 54 |
| Credit & Real Assets | 9,966 | - | - | 10,201 | 10,072 | 0.58% | 15 |
| Customized Multi-Asset | 1,384 | - | - | 1,580 | 1,501 | 0.39% | 1 |
| Long Short | 18 | - | - | - | - | - | - |
| Mutual Fund Manager | 6,869 | 1,091 | 669 | 8,629 | 7,618 | 0.49% | 9 |
| Listed Equity | 5,009 | - | - | 6,630 | 5,785 | 0.59% | 9 |
| Debt & Hybrid | 1,121 | - | - | 1,234 | 1,183 | 0.23% | 0.7 |
| Liquid Funds | 739 | - | - | 765 | 650 | 0.11% | 0.2 |

Combined Active ARR Assets

| | ARR AUM Build | d up - Q3 FY24 | | Revenue Build up - Q3 FY24 | | | |
|-------------------------------|---------------|----------------|--|----------------------------|------------|--------------------------|--|
| PRODUCTS (Rs. Crs.) | Opening AUM | Closing AUM | | Average AUM | Retentions | Revenue (Excl. Carry) | |
| TOTAL (Combined Active ARR) | 1,71,752 | 1,85,893 | | 1,80,315 | 0.69% | 314 | |
| Wealth Management | 1,08,216 | 1,17,504 | | 1,14,623 | 0.71% | 204 | |
| Discretionary (PMS) | 9,684 | 9,216 | | 9,664 | 0.44% | 11 | |
| Non-discretionary (RIA / PMS) | 22,958 | 30,299 | | 27,532 | 0.30% | 21 | |
| Mutual Funds | 34,541 | 34,410 | | 35,524 | 0.41% | 36 | |
| Managed Accounts | 35,724 | 37,814 | | 36,257 | 0.59% | 54 | |
| Lending Book | 5,310 | 5,764 | | 5,646 | 5.75% | 82 | |
| Asset Management | 63,536 | 68,389 | | 65,692 | 0.67% | 110 | |
| Listed Equity | 30,115 | 34,645 | | 32,084 | 0.60% | 49 | |
| Private Equity | 20,759 | 20,532 | | 20,660 | 0.86% | 45 | |
| Credit | 7,006 | 7,277 | | 7,128 | 0.58% | 10 | |
| Real Assets | 4,272 | 4,355 | | 4,319 | 0.46% | 5 | |
| Customized Multi Asset | 1,384 | 1,580 | | 1,501 | 0.39% | 1 | |

- Active ARR Assets exclude ~34K AUM comprising of non-fee bearing assets, treasury / other assets with fee <5 bps, and liquid funds
- 65%-75% of the non / low-fee bearing assets reflects the lag between flows coming from new clients and it's conversion to regular yielding ARR AUM or flows under select old mandates that are continuing at low legacy retentions
- Strategic initiative underway on converting the low-yield bearing AUM / clients to regular retentions under the appropriate engagement model

Capital Allocation & Dividend History

Net Worth

| Tangible | 2,703 Crs |
|-------------------|-----------|
| Wealth Management | 658 Crs |
| Lending | 1,449 Crs |
| Asset Management | 255 Crs |
| Fixed Assets | 341 Crs |
| JL | |

| Goodwill + Intangibles | 633 Crs |
|------------------------|-----------|
| Total | 3.337 Crs |

Consistent Dividend History

| Time period | Rs. / share |
|-------------------------------------|-------------|
| Total FY 21 | 17.5 |
| Total FY 22 | 13.8 |
| Total FY 23 | 17.3 |
| Total FY 24 till date | 16.5 |
| First Interim Dividend (May 2023) | 4.0 |
| Second Interim Dividend (July 2023) | 4.0 |
| Third Interim Dividend (Nov 2023) | 4.0 |
| Fourth Interim Dividend (Jan 2024) | 4.5 |

- Dividend of Rs. 4.5 will reduce Tangible Net Worth to Rs 2,542 Crs.
- Dividend payout is proposed to continue at ~70-80% of PAT
- Q3 FY24: RoE 23.4%; Tangible RoE 28.9%

We valued your trust. You valued our commitment.











Awards, 2023





A big thank you to all our clients, shareholders, investors and employees - for believing in us.

Link to download data book

Data reported across previous quarters is now continued to be reported in a Data Book, maintained in an excel format on our website. The Link for the data book is hosted below.

Contents of the Data Book:

- 1. Re-classified Result Table
- 2. Consolidated Data
- 3. Segmental Wealth Management
- 4. Segmental Asset Management
- 5. Balance Sheet
- 6. PPT Data Tables
- 7. Details of Funds which may accrue carry income

Click here to access the Databook

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Thank you



17 360 ONE