

Janus Henderson Group 1Q20 results presentation

Thursday 30 April 2020

Dick Weil
Chief Executive Officer

Roger Thompson
Chief Financial Officer



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COVID-19 Update

Dick Weil
Chief Executive Officer



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COVID-19 Update

We are operating as close to business as usual as could be hoped

- Our top priority is the health and well-being of our employees while protecting the interests of our clients and shareholders
 - 95% of our employees are working remotely
 - Technology capabilities fully support concurrent remote working
 - We are communicating with clients providing relevant content and insights
 - Investment team is focused on maintaining an objective view on the markets
- Our financial foundation is stable allowing us to manage this unprecedented event
 - The strong balance sheet can support the firm through this period of uncertainty
 - We remain profitable and continue to generate positive cash flow
- Our strategy of Simple Excellence remains our path forward for long-term success

1Q20 results presentation

Business and financial update

Roger Thompson
Chief Financial Officer

1Q20 results

- Long-term investment performance remains solid
- AUM of US\$294.4bn reflects impact of COVID-19 and net outflows
- US GAAP EPS results include goodwill and intangible asset impairment charges of US\$487.3m
- Adjusted diluted EPS of US\$0.60
- Declared US\$0.36 per share dividend and completed US\$31m of share buybacks

Key metrics – 1Q20 vs 4Q19

	1Q20	4Q19
3 year investment outperformance ¹	65%	76%
Net flows	(US\$12.2bn)	(US\$6.7bn)
Total AUM	US\$294.4bn	US\$374.8bn
US GAAP diluted EPS	US(\$1.35)	US\$0.59
Adjusted diluted EPS ²	US\$0.60	US\$0.65
Dividend per share	US\$0.36	US\$0.36

¹ Represents percentage of AUM outperforming the relevant benchmark. Full performance disclosures detailed in the appendix on slide 24.

² See adjusted financial measures reconciliation on slides 30 and 31 for additional information.

Investment performance

Long-term performance remains solid

% of AUM outperforming benchmark
(as at 31 Mar 2020)

Capability	1 year	3 years	5 years
Equities	43%	69%	70%
Fixed Income	48%	55%	61%
Quantitative Equities	35%	28%	9%
Multi-Asset	86%	87%	93%
Alternatives	95%	97%	97%
Total	50%	65%	66%

% of mutual fund AUM in top 2 Morningstar quartiles
(as at 31 Mar 2020)

Capability	1 year	3 years	5 years
Equities	60%	85%	78%
Fixed Income	75%	82%	70%
Quantitative Equities	37%	57%	46%
Multi-Asset	91%	91%	92%
Alternatives	98%	60%	98%
Total	69%	84%	79%

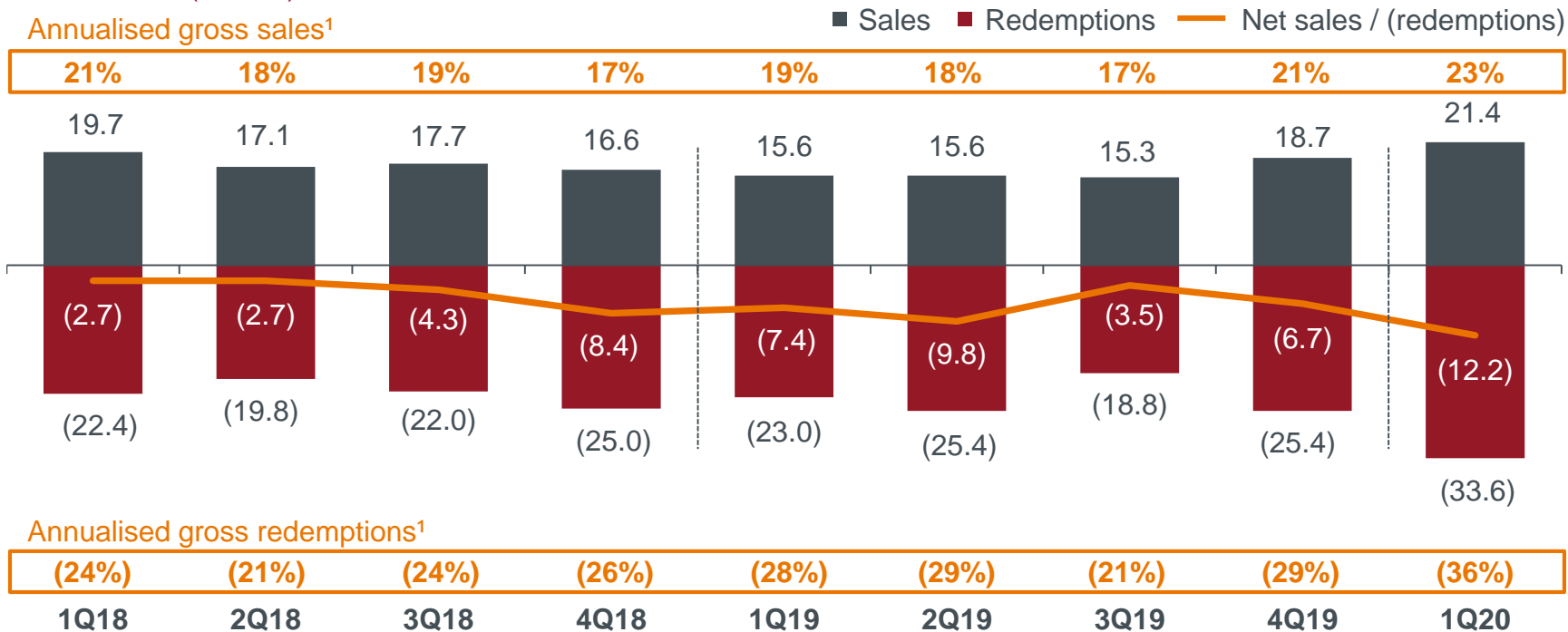
Note: Full performance disclosures detailed in the appendix on slides 24 and 25. Past performance is no guarantee of future results. The top two Morningstar quartiles represent funds in the top half of their category based on total return. Refer to slide 25 for the 10-year period, percent of funds in the top 2 quartiles for all periods, and description and quantity of funds included in the analysis.

Total flows

Gross sales are best since merger with volatility elevating gross redemptions

Total flows

1Q18 to 1Q20 (US\$bn)

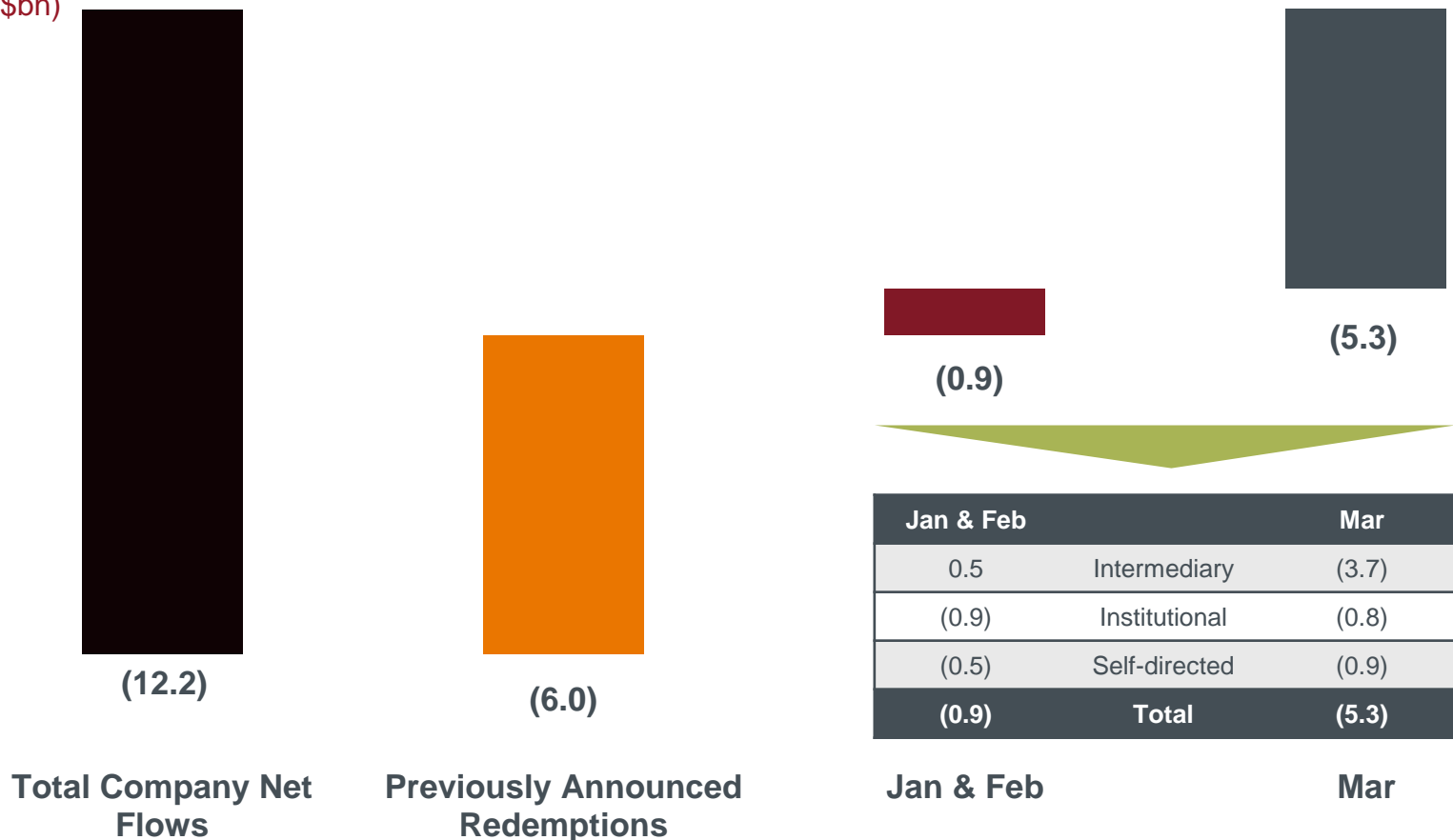


¹ Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

Principal components of 1Q20 net flows

1Q20 flows primarily reflect previously announced redemptions and market volatility

1Q20 flows
(US\$bn)

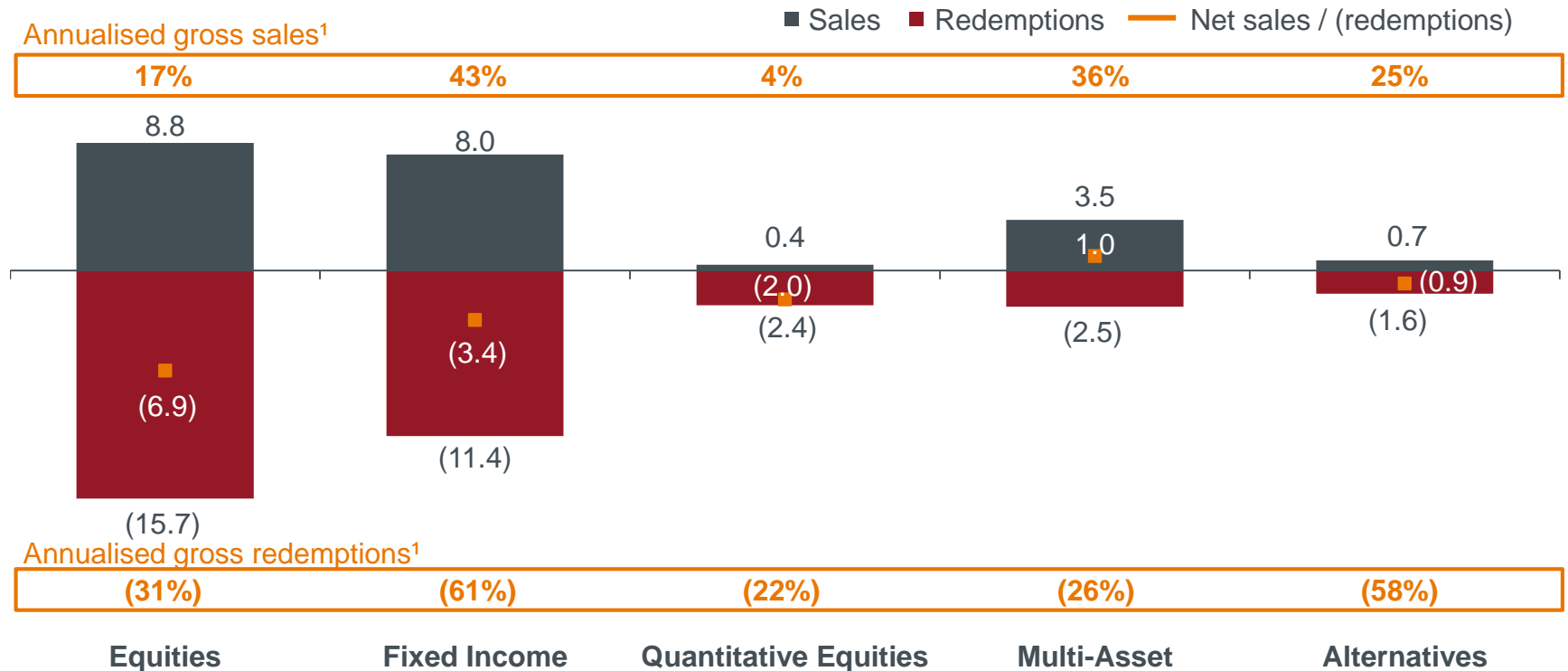


Note: Numbers may not cast due to rounding.

1Q20 flows by capability

Outflows across four capabilities partially offset by continued strength in Multi-Asset

1Q20 flows by capability (US\$bn)



¹ 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 Mar 2020		
	US GAAP	Adjustments	Adjusted
Revenue			
Management fees	439.6		
Performance fees	14.6		
Shareowner servicing fees	50.3		
Other revenue	50.4		
Total revenue	554.9	(112.2)	442.7
Operating expenses			
Employee compensation and benefits	155.6		
Long-term incentive plans	33.6		
Distribution expenses	112.2		
Investment administration	11.7		
Marketing	6.7		
General, administrative and occupancy	65.2		
Impairment of goodwill and intangible assets	487.3		
Depreciation and amortisation	15.0		
Total operating expenses	887.3	(609.1)	278.2
Operating income (loss)	(332.4)	496.9	164.5

Note: See adjusted financial measures reconciliation on slides 30 and 31 for additional information.

Summary financial results

US GAAP and adjusted

Summary of results

US\$, except margin data	1Q20	4Q19	Change 1Q20 vs 4Q19	1Q19	Change 1Q20 vs 1Q19
Average AUM	352.7bn	362.4bn	(3%)	350.0bn	1%
Total revenue	554.9m	601.2m	(8%)	519.3m	7%
Operating income (loss)	(332.4)m	154.3m	nm	124.5m	nm
Operating margin	(59.9%)	25.7%	nm	24.0%	nm
US GAAP diluted EPS	(1.35)	0.59	nm	0.48	nm
Adjusted revenue	442.7m	463.1m	(4%)	417.4m	6%
Adjusted operating income	164.5m	171.0m	(4%)	143.4m	15%
Adjusted operating margin	37.2%	36.9%	0.2ppt	34.4%	2.8ppt
Adjusted diluted EPS	0.60	0.65	(8%)	0.56	7%

Note: See adjusted financial measures reconciliation on slides 30 and 31 for additional information.

Revenue

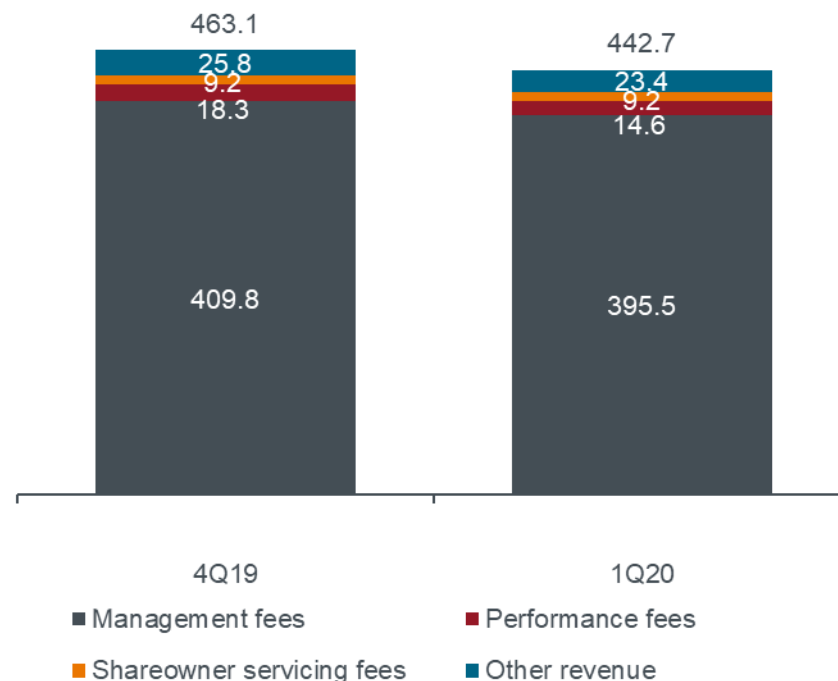
1Q20 adjusted revenue reflects lower average assets and performance fees

1Q20 adjusted revenue drivers

US\$m, except margin data	1Q20	4Q19	Change
Total adjusted revenue	442.7	463.1	(4%)
Management fees	395.5	409.8	(3%)
Performance fees	14.6	18.3	(20%)
Shareowner servicing fees	9.2	9.2	0%
Other revenue	23.4	25.8	(9%)
<i>Average net¹ mgmt fee margin</i>	<i>45.1bps</i>	<i>44.9bps</i>	<i>0.2bps</i>

- Decrease from 4Q19 management fees driven by lower average assets and one less calendar day
- Performance fees decreased from 4Q19 driven primarily by lower fees from segregated mandates

Pro forma adjusted revenue – 4Q19 vs 1Q20 (US\$m)



Note: See adjusted financial measures reconciliation on slides 30 and 31 for additional information.

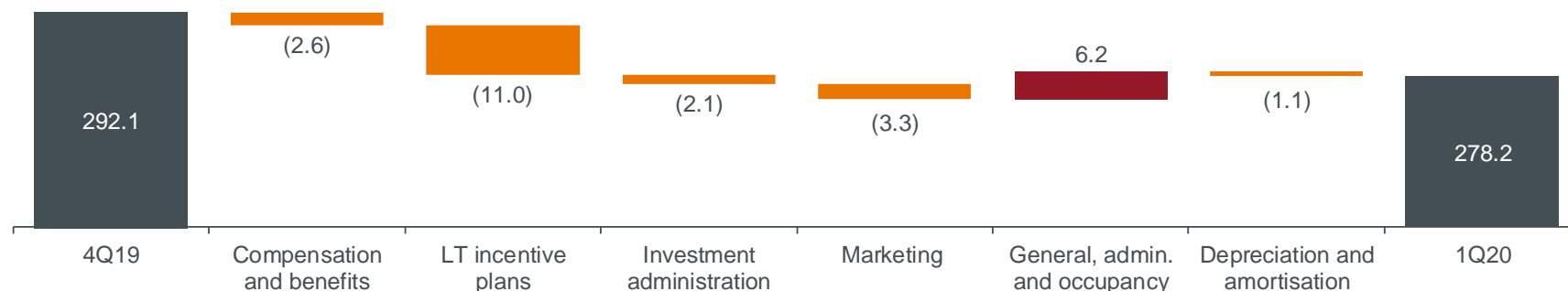
¹ Net margin based on management fees net of distribution expenses.

Operating expenses

1Q20 adjusted expenses reflect impact of COVID-19 and cost discipline

US\$m	1Q20 US GAAP	Adjustments	1Q20 adjusted	4Q19 adjusted	Change 1Q20 adjusted vs 4Q19 adjusted
Employee compensation and benefits	155.6	(1.4)	154.2	156.8	(2%)
Long-term incentive plans	33.6	0.1	33.7	44.7	(25%)
Total compensation expenses	189.2	(1.3)	187.9	201.5	(7%)
Distribution expenses	112.2	(112.2)	–	–	nm
Investment administration	11.7	–	11.7	13.8	(15%)
Marketing	6.7	–	6.7	10.0	(33%)
General, administrative and occupancy	65.2	(1.9)	63.3	57.1	11%
Impairment of goodwill and intangible assets	487.3	(487.3)	–	–	nm
Depreciation and amortisation	15.0	(6.4)	8.6	9.7	(11%)
Non-staff operating expenses	698.1	(607.8)	90.3	90.6	(0%)
Total operating expenses	887.3	(609.1)	278.2	292.1	(5%)

Adjusted operating expenses – 4Q19 vs 1Q20 (US\$m)



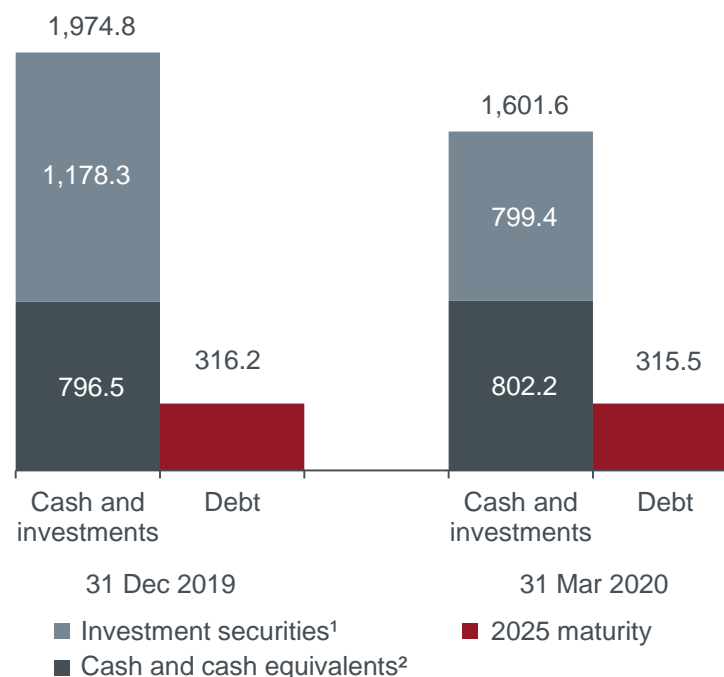
Note: See adjusted financial measures reconciliation on slides 30 and 31 for additional information.

Balance sheet

Strong liquidity position

- At 31 March 2020, cash and investment securities totalled US\$1,602m compared to outstanding debt of US\$316m
- Significant decrease in investment securities due to net seed redemptions and market declines
- Board declared a dividend of US\$0.36 per share to be paid on 27 May to shareholders on record at the close of business on 11 May
- The balance sheet is in a net cash position

Balance sheet profile – carrying value (31 Dec 2019 vs 31 Mar 2020) (US\$m)



¹ Includes seed investments of US\$1,047.0m (including investment securities of consolidated variable interest entities of US\$924.8m), investments related to deferred compensation plans of US\$125.9m and other investments of US\$5.4m as at 31 December 2019; includes seed investments of US\$694.6m (including investment securities of consolidated variable interest entities of US\$548.8m), investments related to deferred compensation plans of US\$99.5m and other investments of US\$5.3m as at 31 March 2020.

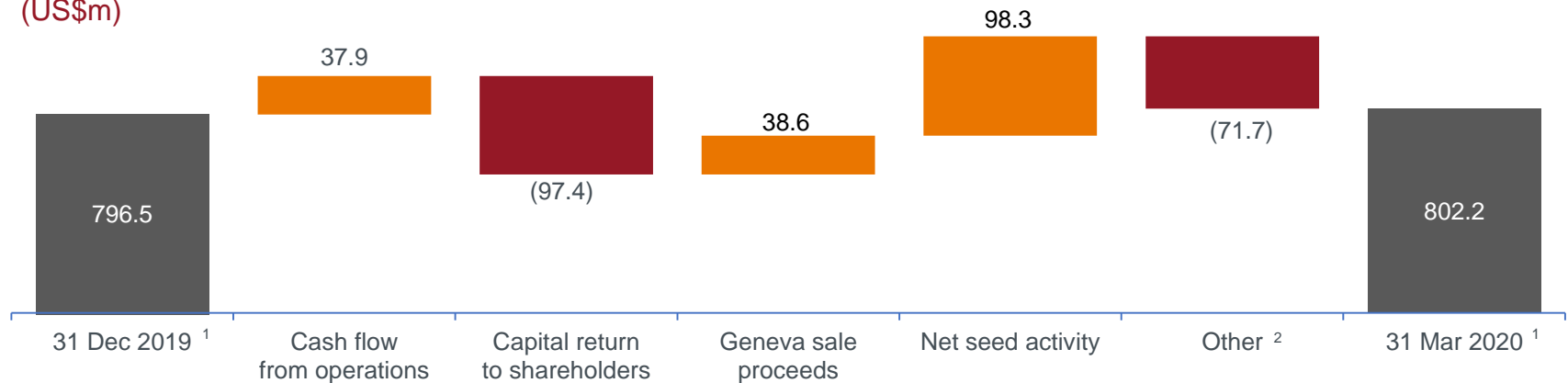
² Includes cash and cash equivalents of consolidated variable interest entities of US\$62.6m and US\$69.7m as at 31 December 2019 and 31 March 2020, respectively.

1Q20 Cash Activity

Cash and cash equivalents remain strong at US\$802m

- 1Q20 cash flow from operations reflects seasonal compensation payments
- Returned \$97m to shareholders via \$66m in dividends and \$31m in share repurchases
- During the quarter, we closed the sale of Geneva resulting in \$39m of net proceeds and redeemed \$98m in net seed capital

Change in cash and cash equivalents– 31 Dec 2019 vs 31 Mar 2020 (US\$m)



¹ Includes cash and cash equivalents of consolidated variable interest entities of US\$62.6m and US\$69.7m as at 31 December 2019 and 31 March 2020, respectively.

² Includes US\$39.8m purchase of common stock for stock-based compensation plans and US\$28.0m for effect of foreign exchange rate changes.

Q&A

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Appendix

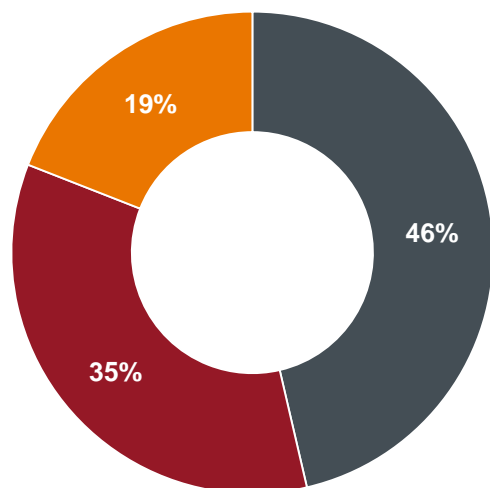


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Assets under management as at 31 Mar 2020

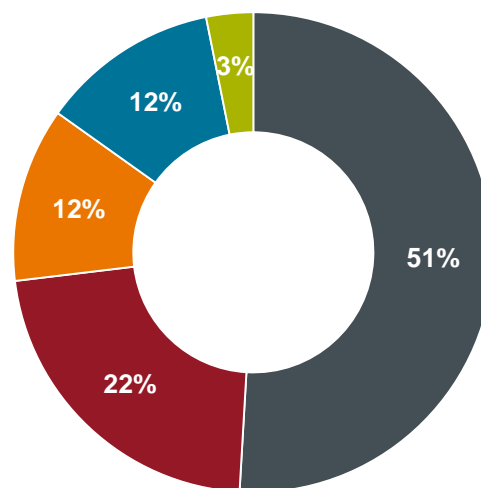
AUM: US\$294.4bn

By client type



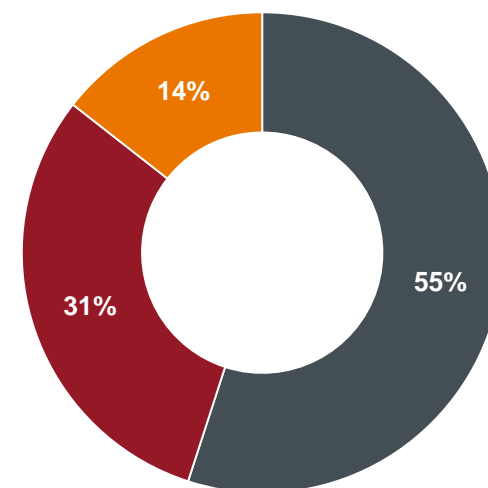
■ Intermediary	US\$136.5bn
■ Institutional	US\$101.8bn
■ Self-directed	US\$56.1bn

By capability



■ Equities	US\$149.9bn
■ Fixed Income	US\$65.3bn
■ Quantitative Equities	US\$34.6bn
■ Multi-Asset	US\$35.3bn
■ Alternatives	US\$9.3bn

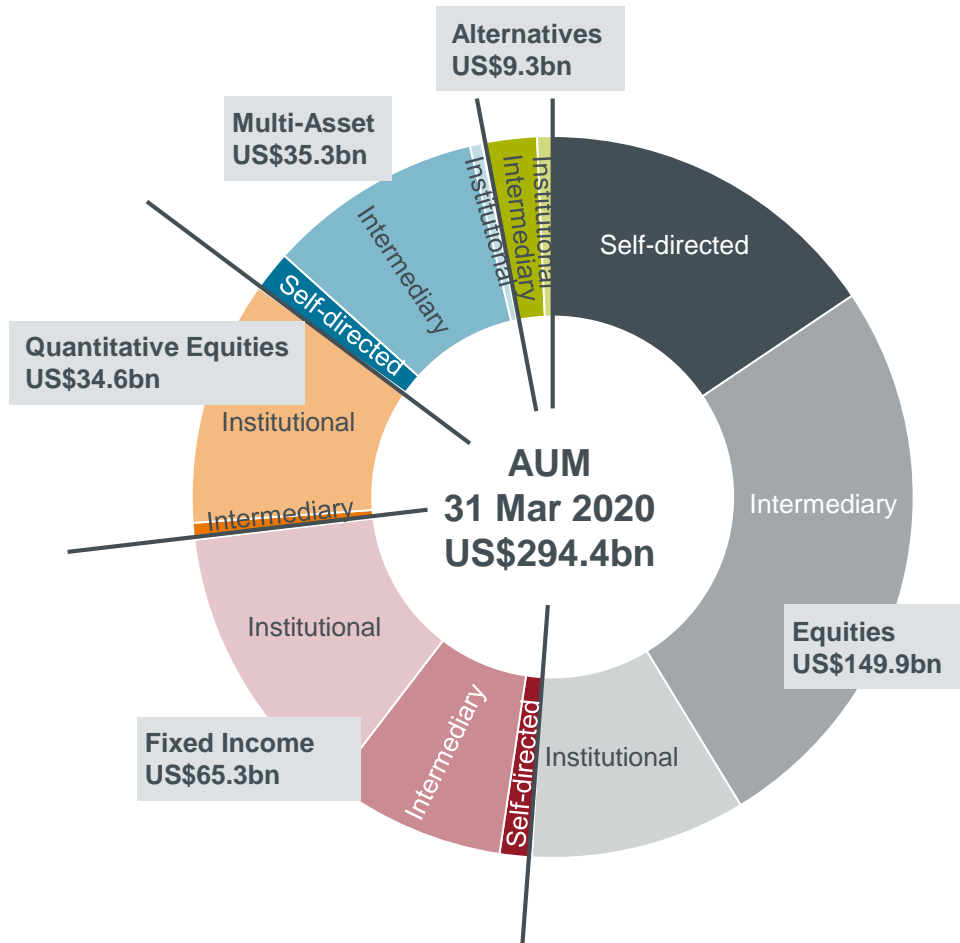
By client location



■ North America	US\$161.9bn
■ EMEA & LatAm	US\$90.0bn
■ Asia Pacific	US\$42.5bn

Investment management capabilities

Diversified product range



Equities

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

Fixed Income

- Coverage across the asset class, applying a wide range of differentiated techniques

Quantitative Equities

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

Multi-Asset

- US teams manage US and global asset allocation strategies; UK teams include asset allocation specialists, traditional multi-manager investors, and those focused on alternative asset classes

Alternatives

- A cross-asset class combination of alpha generation, risk management, and efficient beta replication strategies, including multi-strategy, liquid alternatives and global commodities/managed futures

Largest strategies by capability

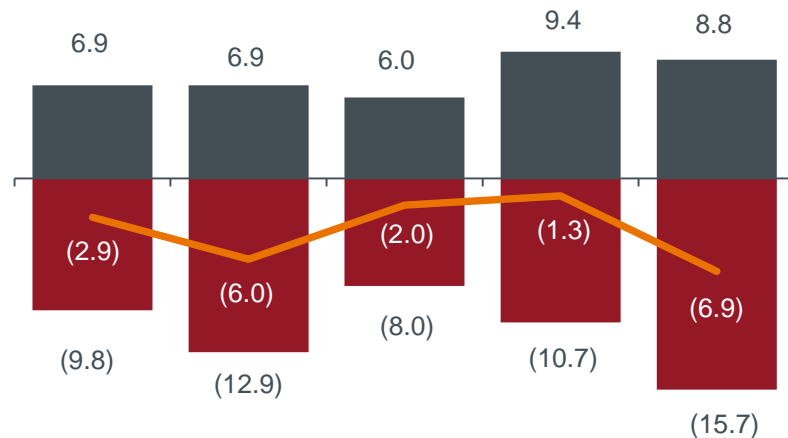
Capability	Strategy	AUM (US\$bn) 31 Mar 2020
Equity	US Mid Cap Growth	21.3
	US Concentrated Growth	15.7
	US Research Growth Equity	13.8
	US SMID Cap Growth	9.2
	Global Life Sciences	8.9
Fixed Income	Buy & Maintain Credit	9.4
	Absolute Return Income	9.0
	Core Plus Fixed Income	7.2
	Global Strategic Fixed Income	6.7
	Australian Fixed Income	4.4
Quantitative Equities	Intech Global Large Cap Core ex-Japan	7.1
	Intech US Enhanced Plus	5.2
	Intech Global Large Cap Core	4.1
	Intech US Broad Large Cap Growth	2.2
	Intech US Large Cap Growth	1.9
Multi-Asset	Balanced	30.1
	UK Income and Growth	1.4
	Multi Manager	1.0
	Global Adaptive Capital Appreciation	0.5
	Global Adaptive Capital Preservation	0.3
Alternatives	UK Large Cap Absolute Return Equity	4.8
	Property	2.4
	Europe Large Cap Long/Short	0.5
	Global Commodities	0.4
	Concentrated Pan Europe Equity	0.3
Total		167.8

Note: Numbers may not cast due to rounding.

Flows: Equities and Fixed Income

Equities (US\$bn)

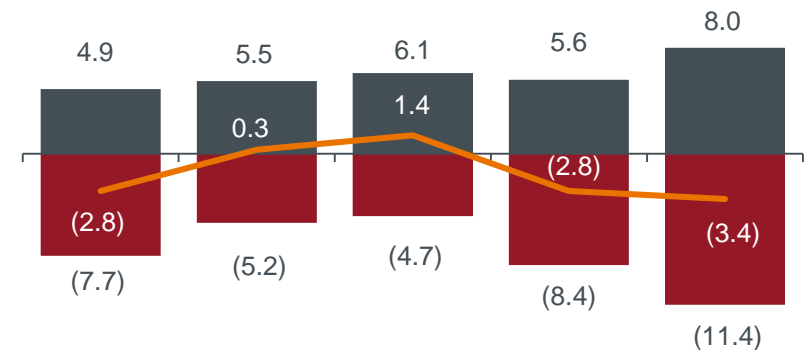
Annualised gross sales¹



Annualised gross redemptions¹



Fixed Income (US\$bn)



■ Sales ■ Redemptions — Net sales / (redemptions)

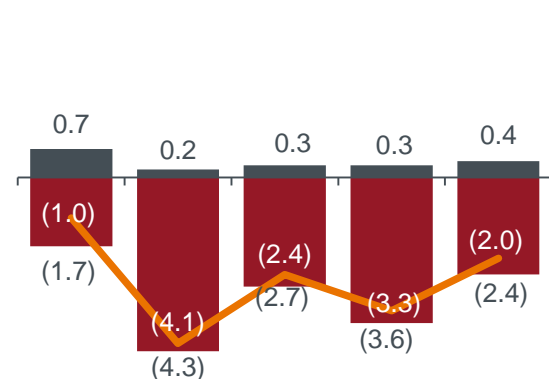
¹ Annualised gross sales and redemption rates calculated as a percentage of beginning period AUM.

Flows: Quantitative Equities, Multi-Asset and Alternatives

Quantitative Equities (US\$bn)

Annualised gross sales¹

7% 2% 2% 3% 4%



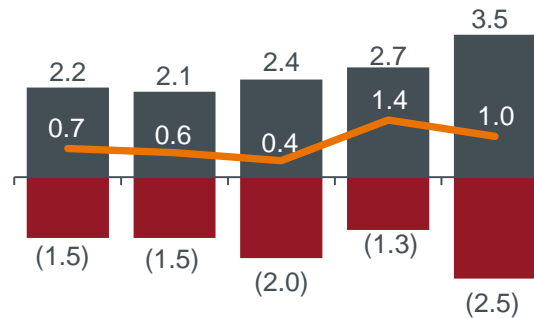
Annualised gross redemptions¹

(16%) (35%) (22%) (31%) (22%)

1Q19 2Q19 3Q19 4Q19 1Q20

Multi-Asset (US\$bn)

29% 25% 27% 29% 36%

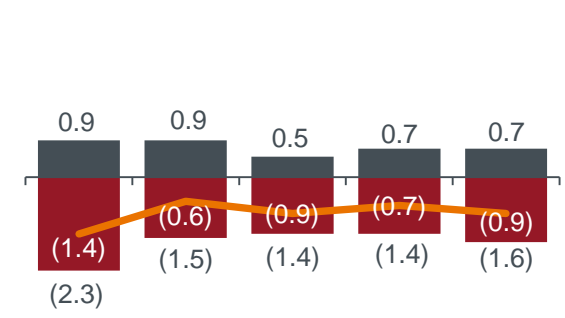


(20%) (18%) (22%) (14%) (26%)

1Q19 2Q19 3Q19 4Q19 1Q20

Alternatives (US\$bn)

25% 28% 16% 24% 25%



(64%) (48%) (45%) (49%) (58%)

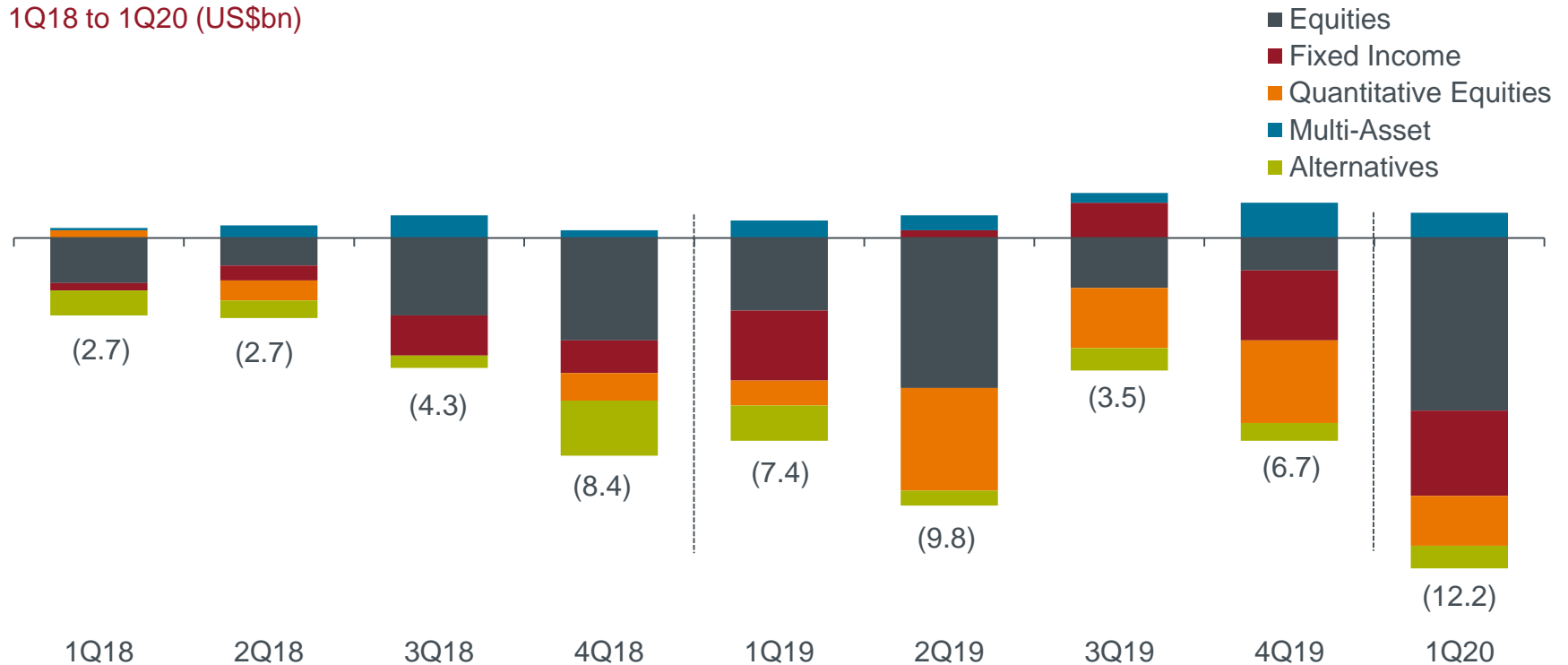
1Q19 2Q19 3Q19 4Q19 1Q20

■ Sales ■ Redemptions — Net sales / (redemptions)

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

Total net flows by capability

Total net flows by capability
1Q18 to 1Q20 (US\$bn)



AUM and flows by capability

All data in US\$bn	Equities	Fixed Income	Quantitative Equities	Multi-Asset	Alternatives	Total
AUM 31 Dec 2018	167.6	72.4	44.3	30.2	14.0	328.5
Sales	6.9	4.9	0.7	2.2	0.9	15.6
Redemptions	(9.8)	(7.7)	(1.7)	(1.5)	(2.3)	(23.0)
Net sales / (redemptions)	(2.9)	(2.8)	(1.0)	0.7	(1.4)	(7.4)
Market / FX	24.1	2.9	6.3	2.5	0.4	36.2
AUM 31 Mar 2019	188.8	72.5	49.6	33.4	13.0	357.3
Sales	6.9	5.5	0.2	2.1	0.9	15.6
Redemptions	(12.9)	(5.2)	(4.3)	(1.5)	(1.5)	(25.4)
Net sales / (redemptions)	(6.0)	0.3	(4.1)	0.6	(0.6)	(9.8)
Market / FX	8.5	0.7	2.1	1.1	(0.1)	12.3
AUM 30 Jun 2019	191.3	73.5	47.6	35.1	12.3	359.8
Sales	6.0	6.1	0.3	2.4	0.5	15.3
Redemptions	(8.0)	(4.7)	(2.7)	(2.0)	(1.4)	(18.8)
Net sales / (redemptions)	(2.0)	1.4	(2.4)	0.4	(0.9)	(3.5)
Market / FX	(1.1)	0.1	0.4	0.8	(0.4)	(0.2)
AUM 30 Sep 2019	188.2	75.0	45.6	36.3	11.0	356.1
Sales	9.4	5.6	0.3	2.7	0.7	18.7
Redemptions	(10.7)	(8.4)	(3.6)	(1.3)	(1.4)	(25.4)
Net sales / (redemptions)	(1.3)	(2.8)	(3.3)	1.4	(0.7)	(6.7)
Market / FX	17.1	2.6	2.9	2.1	0.7	25.4
AUM 31 Dec 2019	204.0	74.8	45.2	39.8	11.0	374.8
Sales	8.8	8.0	0.4	3.5	0.7	21.4
Redemptions	(15.7)	(11.4)	(2.4)	(2.5)	(1.6)	(33.6)
Net sales / (redemptions)	(6.9)	(3.4)	(2.0)	1.0	(0.9)	(12.2)
Market / FX	(43.2)	(6.1)	(8.6)	(5.3)	(0.8)	(64.0)
Acquisitions / (disposals)	(4.0)	0.0	0.0	(0.2)	0.0	(4.2)
AUM 31 Mar 2020	149.9	65.3	34.6	35.3	9.3	294.4

¹ Reflects operational reclassification of existing client's funds.

Investment performance

% of AUM outperforming benchmark

Capability	1Q19			2Q19			3Q19			4Q19			1Q20		
	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr
Equities	64%	69%	77%	73%	74%	83%	75%	74%	80%	67%	76%	80%	43%	69%	70%
Fixed Income	58%	92%	89%	61%	90%	89%	63%	94%	90%	82%	84%	92%	48%	55%	61%
Quantitative Equities	15%	14%	12%	32%	11%	39%	39%	26%	25%	37%	40%	16%	35%	28%	9%
Multi-Asset	88%	91%	91%	90%	91%	92%	90%	91%	93%	91%	91%	93%	86%	87%	93%
Alternatives	89%	98%	100%	39%	100%	100%	96%	99%	100%	94%	99%	100%	95%	97%	97%
Total	60%	69%	74%	66%	72%	80%	70%	74%	78%	69%	76%	77%	50%	65%	66%

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 6% of AUM as at 31 Mar 2020, 5% of AUM as at 30 Sep 2019 and 31 Dec 2019, 4% of AUM as at 31 Mar 2019 and 30 Jun 2019. Capabilities defined by Janus Henderson.

Mutual fund investment performance

% of mutual fund AUM in top 2 Morningstar quartiles

Capability	1Q19			2Q19			3Q19			4Q19			1Q20		
	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr	1yr	3yr	5yr
Equities	78%	72%	86%	85%	70%	88%	84%	79%	87%	88%	87%	77%	60%	85%	78%
Fixed Income	68%	42%	48%	50%	50%	51%	53%	53%	55%	70%	55%	56%	75%	82%	70%
Quantitative Equities	63%	3%	97%	61%	3%	51%	97%	57%	97%	22%	22%	19%	37%	57%	46%
Multi-Asset	84%	86%	88%	87%	87%	88%	87%	88%	89%	93%	89%	90%	91%	91%	92%
Alternatives	93%	33%	94%	32%	58%	58%	38%	37%	56%	36%	74%	95%	98%	60%	98%
Total	78%	67%	81%	78%	68%	81%	78%	74%	82%	83%	82%	76%	69%	84%	79%

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, 80%, 74%, 82%, 82% and 86% of total mutual fund AUM were in the top 2 Morningstar quartiles for the 10-year periods ended 31 Mar 2019, 30 Jun 2019, 30 Sep 2019, 31 Dec 2019 and 31 Mar 20 respectively. For the 1-, 3-, 5- and 10-year periods ending 31 Mar 2020, 59%, 63%, 62% and 65% of the 202, 194, 182 and 145 total mutual funds, respectively, were in the top 2 Morningstar quartiles.

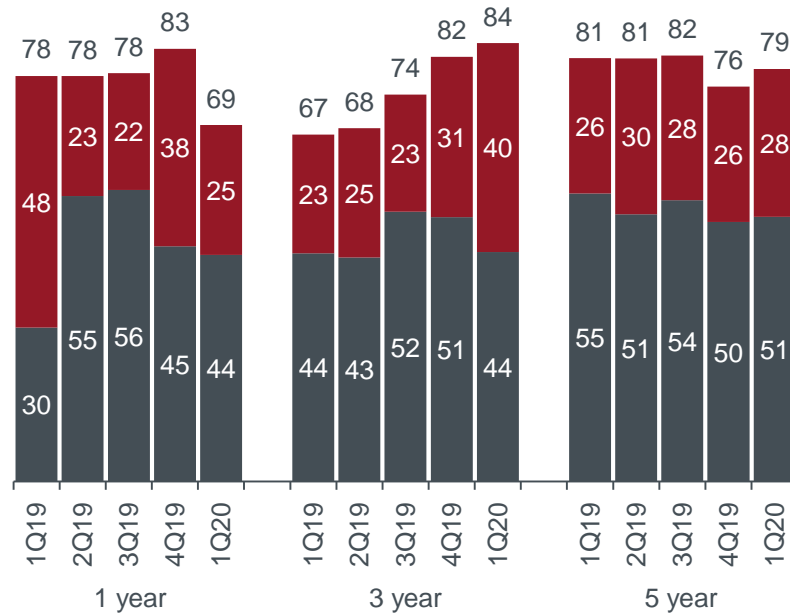
Analysis based on 'primary' share class (Class I Shares, Institutional Shares or share class with longest history for US Trusts; Class A Shares or share class with longest history for Dublin based; primary share class as defined by Morningstar for other funds). Performance may vary by share class. Rankings 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.

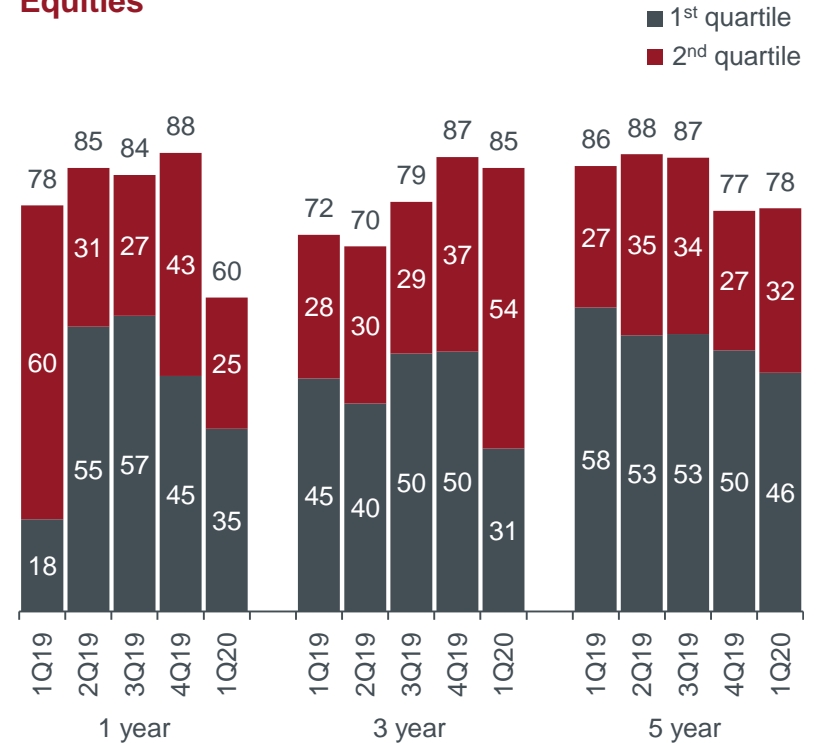
Mutual fund investment performance (cont'd)

% of mutual fund AUM in top 2 Morningstar quartiles

Group



Equities

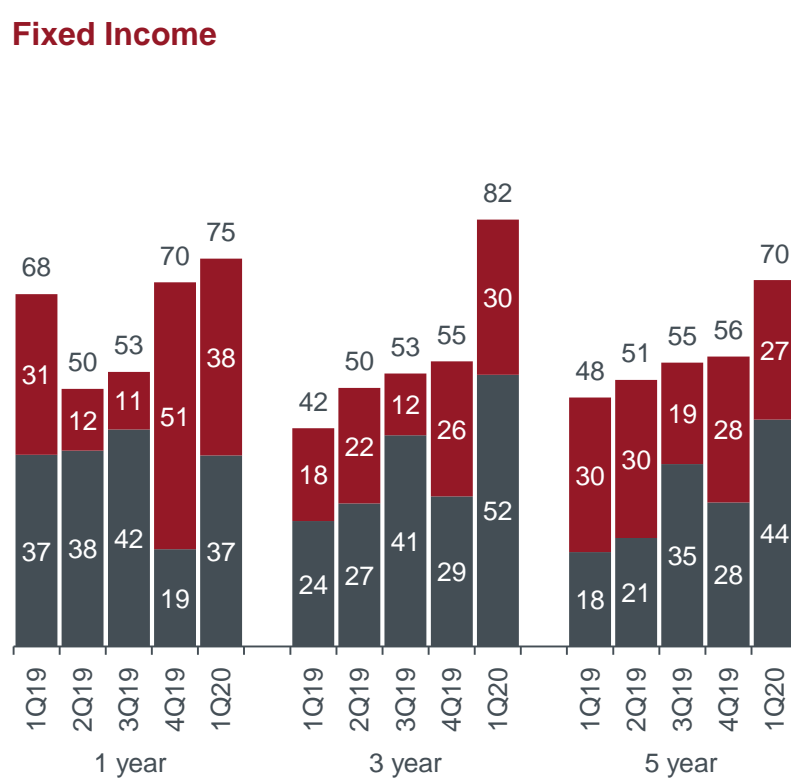


Note: Full performance disclosures detailed on slide 25. Numbers may not cast due to rounding.

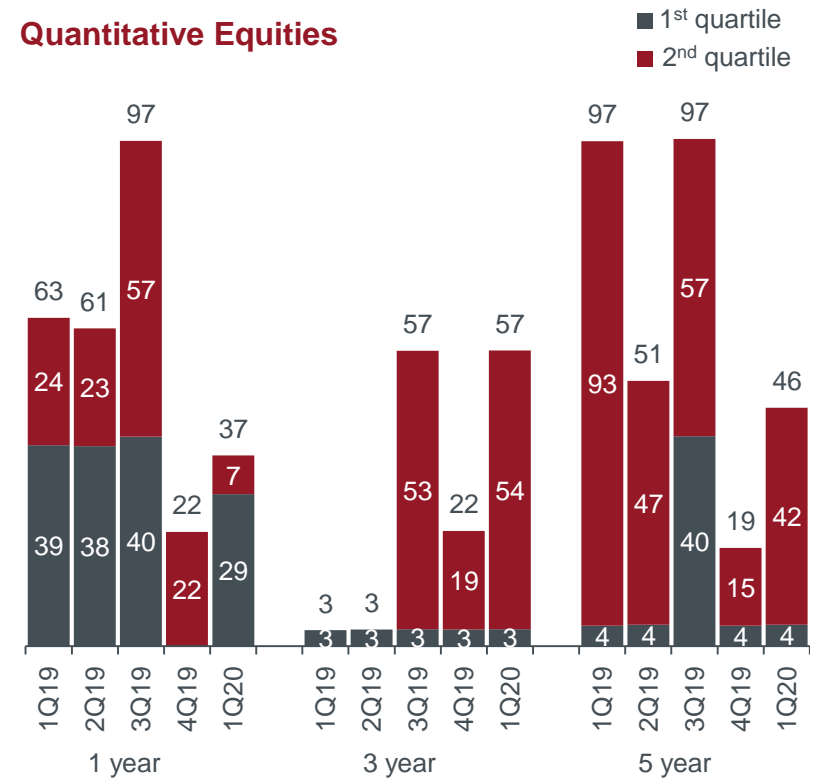
Mutual fund investment performance (cont'd)

% of mutual fund AUM in top 2 Morningstar quartiles

Fixed Income



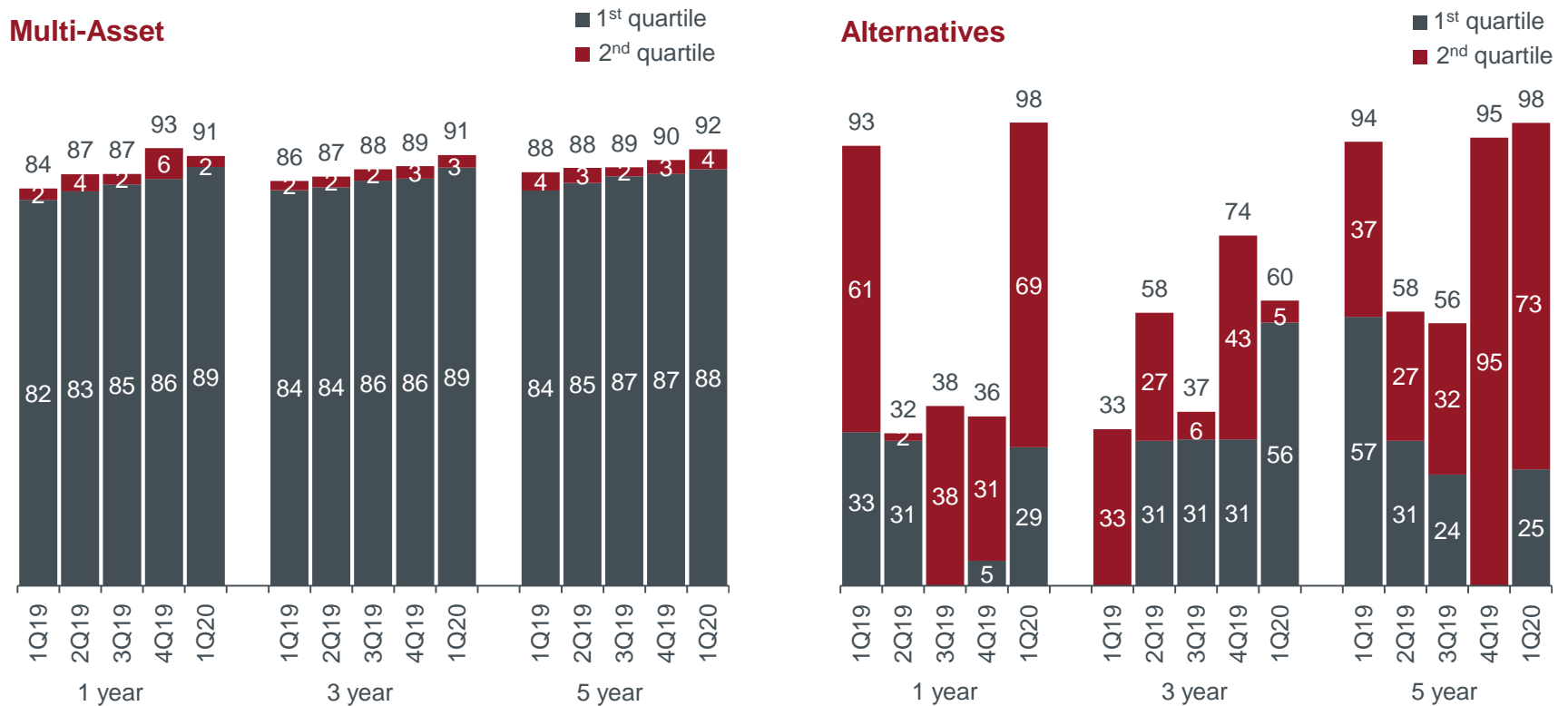
Quantitative Equities



Note: Full performance disclosures detailed on slide 25. Numbers may not cast due to rounding.

Mutual fund investment performance (cont'd)

% of mutual fund AUM in top 2 Morningstar quartiles



Note: Full performance disclosures detailed on slide 25. Numbers may not cast due to rounding.

US GAAP: statement of income

US\$m, except per share data or as noted	3 months ended		
	31 Mar 2020	31 Dec 2019	31 Mar 2019
Revenue			
Management fees	439.6	457.8	441.9
Performance fees	14.6	18.3	(5.6)
Shareowner servicing fees	50.3	71.9	35.9
Other revenue	50.4	53.2	47.1
Total revenue	554.9	601.2	519.3
Operating expenses			
Employee compensation and benefits	155.6	163.1	145.0
Long-term incentive plans	33.6	44.5	48.4
Distribution expenses	112.2	138.1	101.9
Investment administration	11.7	13.8	11.8
Marketing	6.7	10.0	7.5
General, administrative and occupancy	65.2	60.3	65.2
Impairment of goodwill and intangible assets	487.3	–	–
Depreciation and amortisation	15.0	17.1	15.0
Total operating expenses	887.3	446.9	394.8
Operating income (loss)	(332.4)	154.3	124.5
Interest expense	(3.3)	(3.3)	(4.1)
Investment gains (losses), net	(50.5)	12.1	13.3
Other non-operating income (expenses), net	32.2	(5.8)	(3.9)
Income (loss) before taxes	(354.0)	157.3	129.8
Income tax benefit (provision)	68.8	(36.9)	(29.9)
Net income (loss)	(285.2)	120.4	99.9
Net loss (income) attributable to noncontrolling interests	38.2	(8.4)	(5.8)
Net income (loss) attributable to JHG	(247.0)	112.0	94.1
Less: allocation of earnings to participating stock-based awards	–	(3.1)	(2.4)
Net income (loss) attributable to JHG common shareholders	(247.0)	108.9	91.7
Diluted weighted-average shares outstanding (m)	182.4	184.1	192.5
Diluted EPS (in US\$)	(1.35)	0.59	0.48

Alternative performance measures

Reconciliation of adjusted financial measures

US\$m, except margin data	3 months ended		
	31 Mar 2020	31 Dec 2019	31 Mar 2019
Reconciliation of revenue to adjusted revenue			
Revenue	554.9	601.2	519.3
Management fees ¹	(44.1)	(48.0)	(49.6)
Shareowner servicing fees ¹	(41.1)	(62.7)	(27.2)
Other revenue ¹	(27.0)	(27.4)	(25.1)
Adjusted revenue	442.7	463.1	417.4
Reconciliation of operating expenses to adjusted operating expenses			
Operating expenses	887.3	446.9	394.8
Employee compensation and benefits ²	(1.4)	(6.3)	(4.3)
Long-term incentive plans ²	0.1	0.2	0.2
Distribution expenses ¹	(112.2)	(138.1)	(101.9)
General, administrative and occupancy ²	(1.9)	(3.2)	(7.4)
Impairment of goodwill and intangible assets ³	(487.3)	–	–
Depreciation and amortisation ³	(6.4)	(7.4)	(7.4)
Adjusted operating expenses	278.2	292.1	274.0
Adjusted operating income	164.5	171.0	143.4
Operating margin	(59.9%)	25.7%	24.0%
Adjusted operating margin	37.2%	36.9%	34.4%

Note: Reconciliation to be used in conjunction with slide 31. Footnotes included on slide 32.

Alternative performance measures (cont'd)

Reconciliation of adjusted financial measures

US\$m, except per share data	3 months ended		
	31 Mar 2020	31 Dec 2019	31 Mar 2019
Reconciliation of net income (loss) attributable to JHG to adjusted net income attributable to JHG			
Net income (loss) attributable to JHG	(247.0)	112.0	94.1
Employee compensation and benefits ²	1.4	6.3	4.3
Long-term incentive plans ²	(0.1)	(0.2)	(0.2)
General, administrative and occupancy ²	1.9	3.2	7.4
Impairment of goodwill and intangible assets ³	487.3	–	–
Depreciation and amortisation ³	6.4	7.4	7.4
Interest expense ⁴	0.1	0.2	0.9
Other non-operating income (expense) ⁴	(25.9)	(1.9)	0.4
Income tax benefit (provision) ⁵	(111.4)	(3.1)	(4.3)
Adjusted net income attributable to JHG	112.7	123.9	110.0
Diluted earnings (loss) per share (in US\$)	(1.35)	0.59	0.48
Adjusted diluted earnings per share (in US\$)	0.60	0.65	0.56

Note: Reconciliation to be used in conjunction with slide 30. Footnotes included on slide 32.

Alternative performance measures (cont'd)

Footnotes to reconciliation of adjusted financial measures

- ¹ JHG contracts with third-party intermediaries to distribute and service certain of its investment products. Fees for distribution and 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.
- ² Adjustments primarily represent integration costs in relation to the Merger, including severance costs, legal costs and consulting fees. Adjustments for the three months ended 31 March 2019 also include an impairment of sub-leased office space. JHG management believes these costs are not representative of our ongoing operations.
- ³ 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 for the three months ended 31 March 2020, 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.
- ⁴ Adjustments for the three months ended 31 March 2020, primarily relate to the gain recognised on the disposal of Geneva during the quarter. Other adjustments include 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 our ongoing operations.
- ⁵ The tax impact of the adjustments is calculated based on the applicable U.S. or foreign statutory tax rate as it relates to each adjustment. Certain adjustments are either not taxable or not tax-deductible.

Performance fees

	1Q20 (US\$m)	4Q19 (US\$m)	1Q19 (US\$m)	AUM generating 1Q20 pfees (US\$bn)	# of funds generating 1Q20 pfees	Frequency	Timing
SICAVs	0.2	0.2	–	3.0	2	23 annually; 2 quarterly	23 at June; 2 on quarters
Offshore Absolute Return	4.0	0.2	–	0.7	2	Quarterly / Annually	Various
Segregated Mandates ¹	11.0	19.3	3.3	4.4	6	Quarterly / Annually	Various
UK OEICs & Unit Trusts	1.3	0.3	–	1.9	2	Quarterly	Various
Investment Trusts	–	–	–	–	–	Annually	Various
US Mutual Funds ²	(1.9)	(1.7)	(8.9)	38.8	13	Monthly	Monthly
Total	14.6	18.3	(5.6)	48.7	25		

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

¹ Segregated Mandates includes Private Accounts, Managed CDOs and Private Equity.

² AUM data presents US Mutual Fund AUM subject to performance fees as at 31 March 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 ¹	AUM 31 Mar 2020 US\$m	Benchmark	Base fee	Performance fee ²	Performance cap/(floor) vs benchmark	1Q20 P&L impact US\$'000
Forty Fund and Portfolio	13,128	Russell 1000 [®] Growth Index	0.64%	± 15 bps	± 8.50%	1,205
Research Fund	12,690	Russell 1000 [®] Growth Index	0.64%	± 15 bps	± 5.00%	(4,995)
Global Research Fund and Portfolio	2,923	MSCI World Index SM	0.60%	± 15 bps	± 6.00%	1,154
Small Cap Value Fund	2,698	Russell 2000 [®] Value Index	0.72%	± 15 bps	± 5.50%	955
Mid Cap Value Fund and Portfolio	2,402	Russell Midcap [®] Value Index	0.64%	± 15 bps	± 4.00%	574
Contrarian Fund	2,271	S&P 500 [®] Index	0.64%	± 15 bps	± 7.00%	(894)
Overseas Fund and Portfolio	1,510	MSCI All Country World ex-U.S. Index SM	0.64%	± 15 bps	± 7.00%	260
Global Real Estate Fund	483	FTSE EPRA / NAREIT Global Index	0.75%	± 15 bps	± 4.00%	114
Research Portfolio ³	449	Russell 1000 [®] Growth Index	0.64%	± 15 bps	± 5.00%	(196)
Global Value Fund	103	MSCI World Index SM	0.64%	± 15 bps	± 7.00%	(85)
Large Cap Value Fund	78	Russell 1000 [®] Value Index	0.64%	± 15 bps	± 3.50%	(11)
Small-Mid Cap Value Fund ⁴	32	Russell 2500 TM Value Index	0.70%	± 15 bps	± 5.00%	18
Asia Equity Fund	23	MSCI All Country Asia ex-Japan Index SM	0.92%	± 15 bps	± 7.00%	(3)
Total	38,790					(1,903)

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

¹ 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.

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

³ Until 1 May 2020, the Portfolio's performance during the portion of the performance measurement period prior to 1 May 2017 will be compared to the Portfolio's former benchmark, the Core Growth Index (50% S&P 500[®] Index / 50% Russell 1000[®] Growth Index). Prior to 1 May 2017, the performance fee hurdle was ± 4.5% vs the Core Growth Index.

⁴ 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 amortisation

US\$m	Amount remaining to expense	2020	2021	2022	2023	2024
2017 annual grant	4	4	–	–	–	–
2018 annual grant	26	21	5	–	–	–
2019 annual grant	64	42	19	3	–	–
2020 annual grant	123	61	40	18	3	1
Other ¹	76	21	23	16	10	6
Total long-term incentive compensation	293	149	87	37	13	7

Note: 2017 and 2018 annual grants generally vest over three and four years. 2019 and 2020 annual grants generally vest over three 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 (MFSA's, DIP and DEP funds) and social security expense upon vesting.

¹ 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.

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