

Global Registry

Driving margin growth

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CEO - United Kingdom,
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and Africa

27 April 2017

CERTAINTY

INGENUITY

ADVANTAGE

Computershare

Global Registry

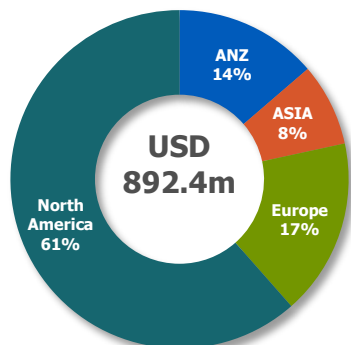
Driving margin growth

- > Our strategic aim is to continue to be the leading global provider of registry services and drive margin growth by developing innovative solutions, cross-selling services and increasing operational efficiency
- > Execution priorities:
 - Develop new income streams including: non-issuer paid, ancillary services, private markets
 - Leverage great client relationships to up-sell and cross-sell services
 - Centralisation of back office services and shared services
 - Process automation
- > Regulator / competitor pressure represents a challenging environment in which to deliver both top line growth and cost reduction
- > However our deep market understanding, global franchise and strong track record in innovation and efficiency / cost reduction all lend themselves to meeting the challenge
- > Successful execution is expected to drive continued margin improvement

Global Registry

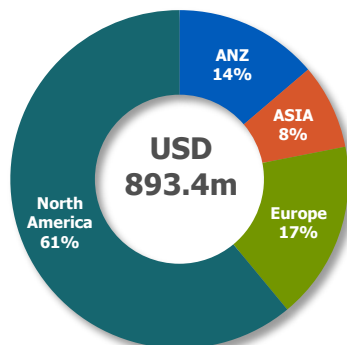
Robust business generating high quality earnings, strong cash flow and improving margin

Management Revenue by Region



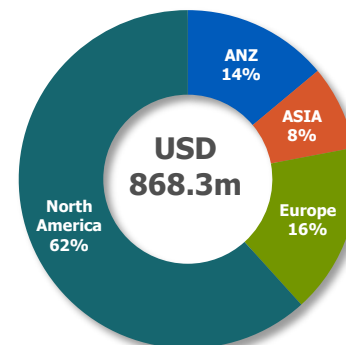
48.3% of Global Management Revenue

FY14 @ CC



47.7% of Global Management Revenue

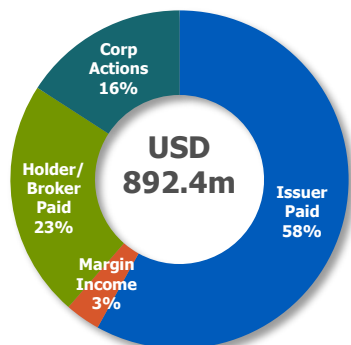
FY15 @ CC



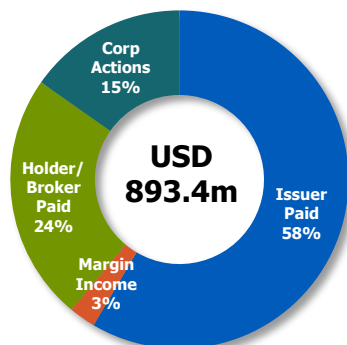
44% of Global Management Revenue

FY16

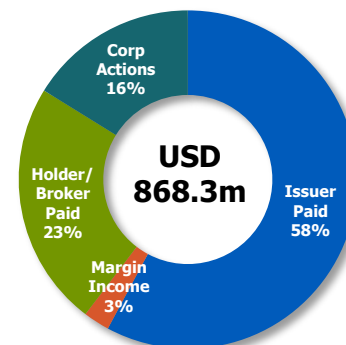
Management Revenue by Type



Management EBITDA margin 27.5%



Management EBITDA margin 28.8%



Management EBITDA margin 30.6%

FY14 and FY15 results are translated at FY16 average exchange rates.

3 *Management EBITDA margin = Management EBITDA divided by Management Revenue*

Global Registry

No. 1 or 2 by size in focus markets

NORTH AMERICA

Largest provider in US
2,800 clients & 2 ADR banks (3,000 ADRs)

Largest provider in Canada
2,900 clients

EMEA

No.2 in UK; largest provider in Jersey, Ireland,
South Africa, Italy, Denmark & Switzerland

Largest AGM Services provider in Germany &
Netherlands; No. 2 in Sweden

1,840 clients in UCIA; 760 clients in Continental
Europe

HONG KONG

2nd largest provider
879 clients

AUSTRALIA & NEW ZEALAND

Largest provider in both markets
944 clients in Australia
240 clients in New Zealand

Major Indices

51% Fortune Global 500*

73% Dow Jones 30

30% FTSE 350

50% ASX 200

65% TSX

78% HSI

* Excluding markets where CPU does not operate

Global Registry

Large global issuers

RBC THOMSON REUTERS CGI BOMBARDIER the evolution of mobility
BMO Bank of Montreal We're here to help. Scotiabank

Unilever HSBC IAG INTERNATIONAL AIRLINES GROUP AVIVA vodafone
RioTinto bhpbilliton Royal Bank of Scotland

ZURICH FCA FIAT CHRYSLER AUTOMOBILES
UniCredit Telefonica Ferrari

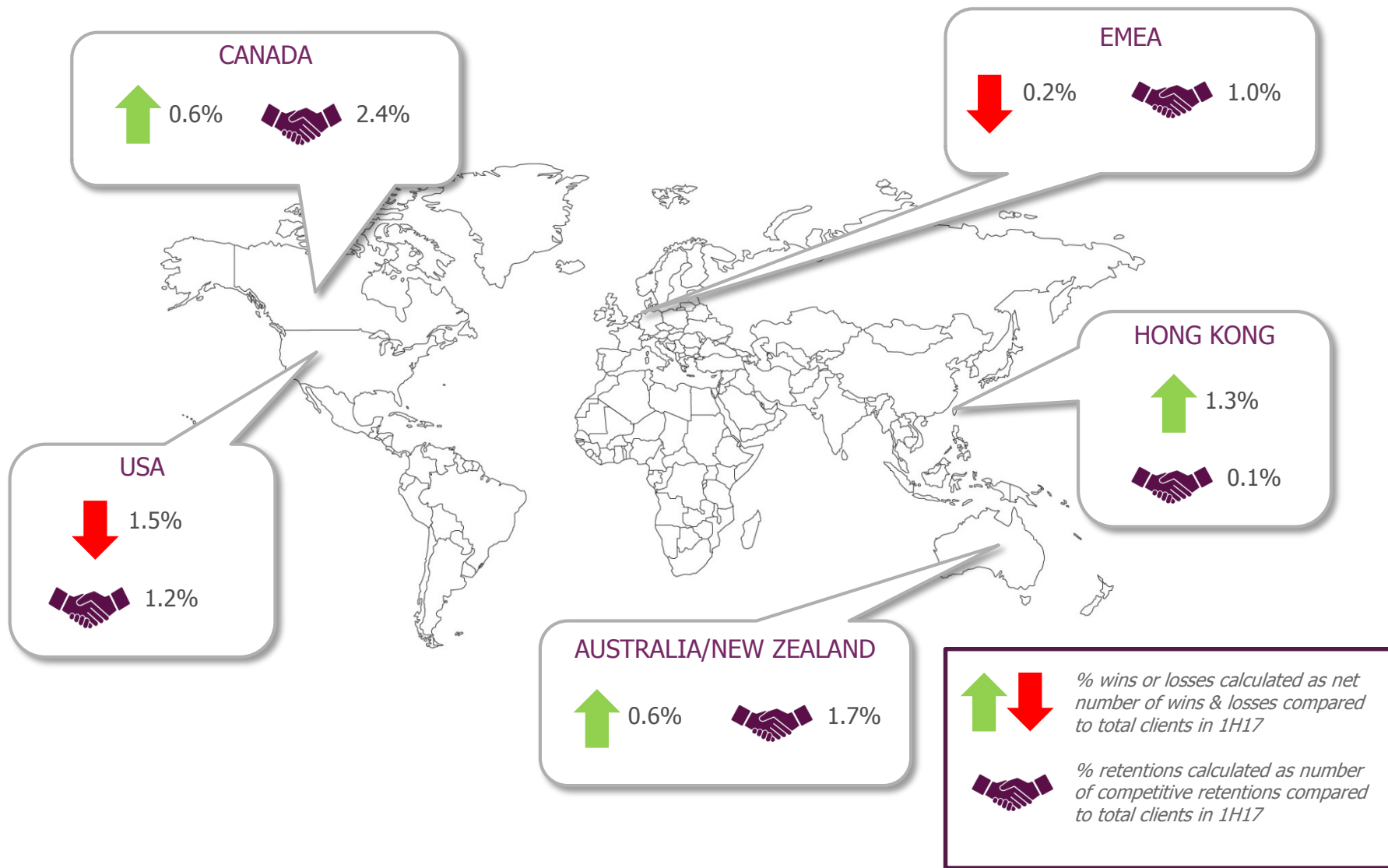
at&t McDonald's
IBM Coca-Cola
BLACKROCK citibank
BOEING
Prudential
MetLife Ford
ExxonMobil

Tencent 腾讯 HSBC
HKE HKEX 香港交易所
ICBC 中国工商银行 AIA

RioTinto AMP bhpbilliton
Wesfarmers National Australia Bank medibank For Better Health

Global Registry

Low volatility in wins/losses and retentions in all markets



Global Registry

Opportunities for growth through innovation

Top line growth - Examples

Non-issuer paid

Premium Transfer Service (US)
Investor Trade (ANZ)
Executor Services (UK)

Additional services

Dividend Account Service (HK)
Demutualisation Services (CAN)
Virtual / Hybrid AGMs (ALL)

New revenue opportunities

Helping prepare private companies for modern Investor Relations
Increasing number of private market clients including REITS
Opportunities to cross-sell beyond pure registry (Corporate Trust, Virtual Meetings, Compliance and Governance Solutions)

Global franchise

Corporate Actions
Global Capital Markets
Georgeson
Governance Services

Cost out opportunities

Louisville
Operational efficiencies
Process automation

Global Registry

Changing market landscape creates challenges and opportunities

Competition and market

- > No new entrants but examples of existing providers being sold or looking to sell
- > We continue to operate in competitive markets
- > Limited switch business in all markets
- > Interest rates at historically low levels impacting Margin Income
- > Lower corporate action activity levels

Market structure

- > Revenue model driven by shareholder numbers which remain stable or growing in Europe, Asia, Canada and Australia
- > Attrition is a factor in some markets (notably US) driven by M&A, competition and market structure
- > Actively involved in market structure changes in Hong Kong & Australia
- > Blockchain/Distributed Ledgers: previous position remains unchanged
- > Strong global pipeline of "spin offs"/demergers driving revenue opportunities

Global Registry

Delivering positive margin jaws despite shareholder attrition

- > Attrition is a factor in some markets and is a function of M&A, competition and market structure
- > In the US for example, shareholder volumes fell by 1.6m (-8.6%) in 2016 to 16.6m, driven by:
 - Switch to competitors: 0.85m holders, mostly banking relationship driven
 - M&A: 0.3m holders
 - Underlying shareholder attrition: 0.45m holders
- > The rate of underlying shareholder attrition in the US reduced from 5.1% in 2015 to 3.6% in 2016, back in line with historical levels
- > In other regions, shareholder numbers are stable or growing
- > In all cases we will address the impact of attrition through innovation and new revenue streams

Employee Share Plans

Building a global growth
engine

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Global Employee Share Plans

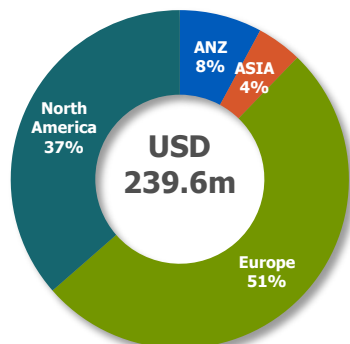
Building a global growth engine

- > Our strategic aim is to combine best-in-class service and technology in order to grow our client base and maximise the value of assets under management; and drive strong revenue and earnings growth
- > Well-placed to continue to benefit from positive structural trends (equity as a growing part of compensation) and cyclical recovery (rising share prices in local currencies). Combination of recurring issuer paid revenues and employee paid transactional fees
- > Execution priorities:
 - Implement new front end web interface
 - Roll out data analytics and new reporting capabilities
 - Complete current service improvement programme, including process automation
- > Regulator / competitor pressure represents a challenging environment in which to deliver both revenue growth and cost reduction
- > However our full service capability, deep market understanding, global franchise and strong track record in innovation and efficiency / cost reduction all lend themselves to meeting the challenge
- > Successful execution will optimise the base from which we can profit from equity market growth and interest rate rises

Global Employee Share Plans

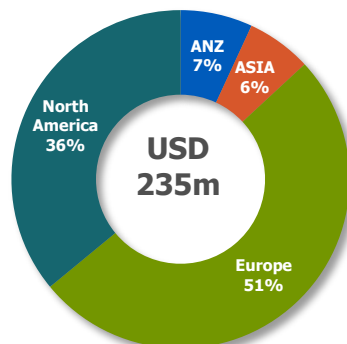
Driving growth through increased core fees and recovery in transactional fees

Management Revenue by Region



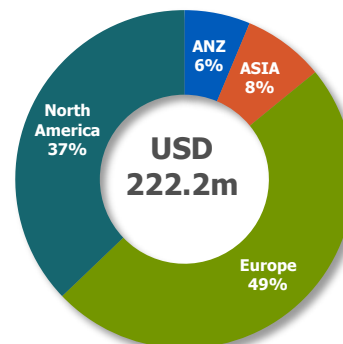
13% of Global Management Revenue

FY14 @ CC



12.6% of Global Management Revenue

FY15 @ CC



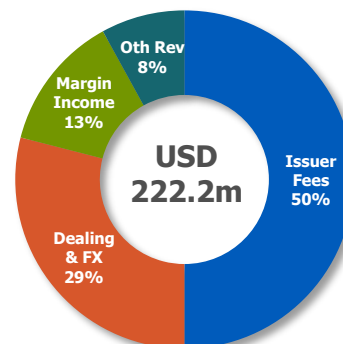
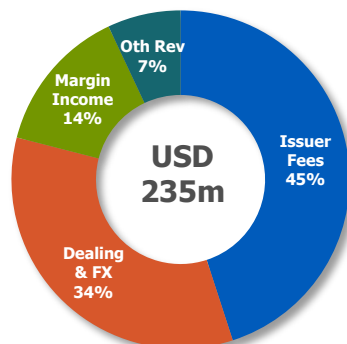
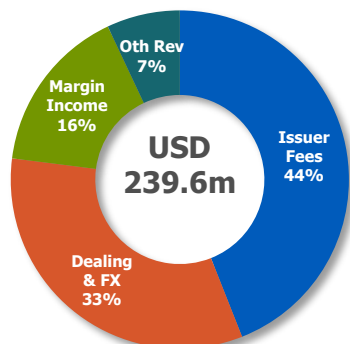
11.3% of Global Management Revenue

FY16



1H17

Management Revenue by Type



Management EBITDA margin 34.6% Management EBITDA margin 30.3% Management EBITDA margin 25.4%

FY14 and FY15 results are translated at FY16 average exchange rates. 1H17 results translated to USD at 1H16 average exchange rates
¹² Management EBITDA margin= Management EBITDA divided by Management Revenue

Global Employee Share Plans

Unique capability to maximise structural growth opportunity



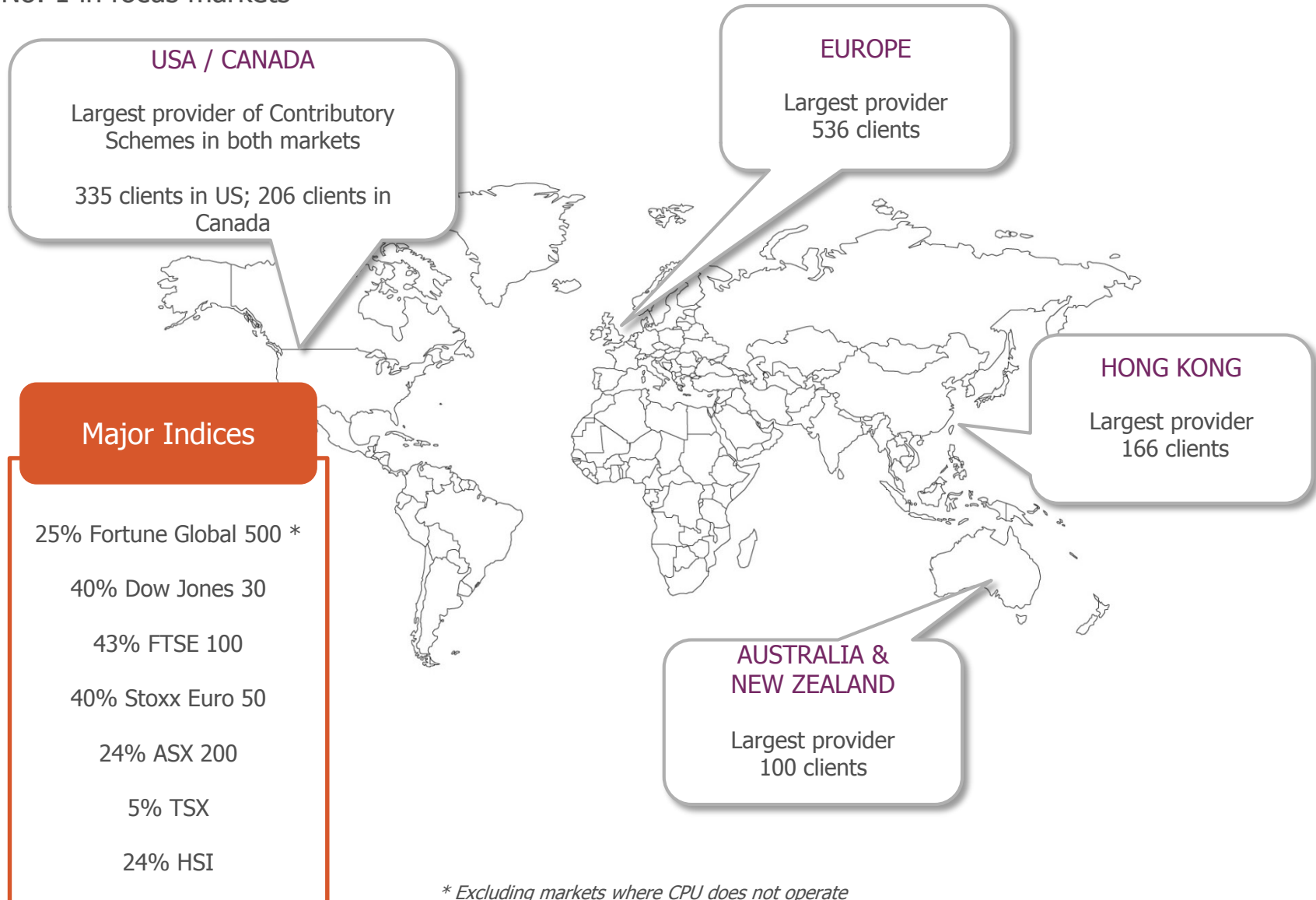
The % of European companies having employee share plans has increased from 65% in 2006 to 86% in 2016

Number of companies using Performance Awards has increased in the US from 51.7% to 69.3% from 2010 to 2014

CPU leverages local knowledge, technology and full service expertise to support complex global requirements

Global Employee Share Plans

No. 1 in focus markets



Global Employee Share Plans

Pre and post-vest earnings potential

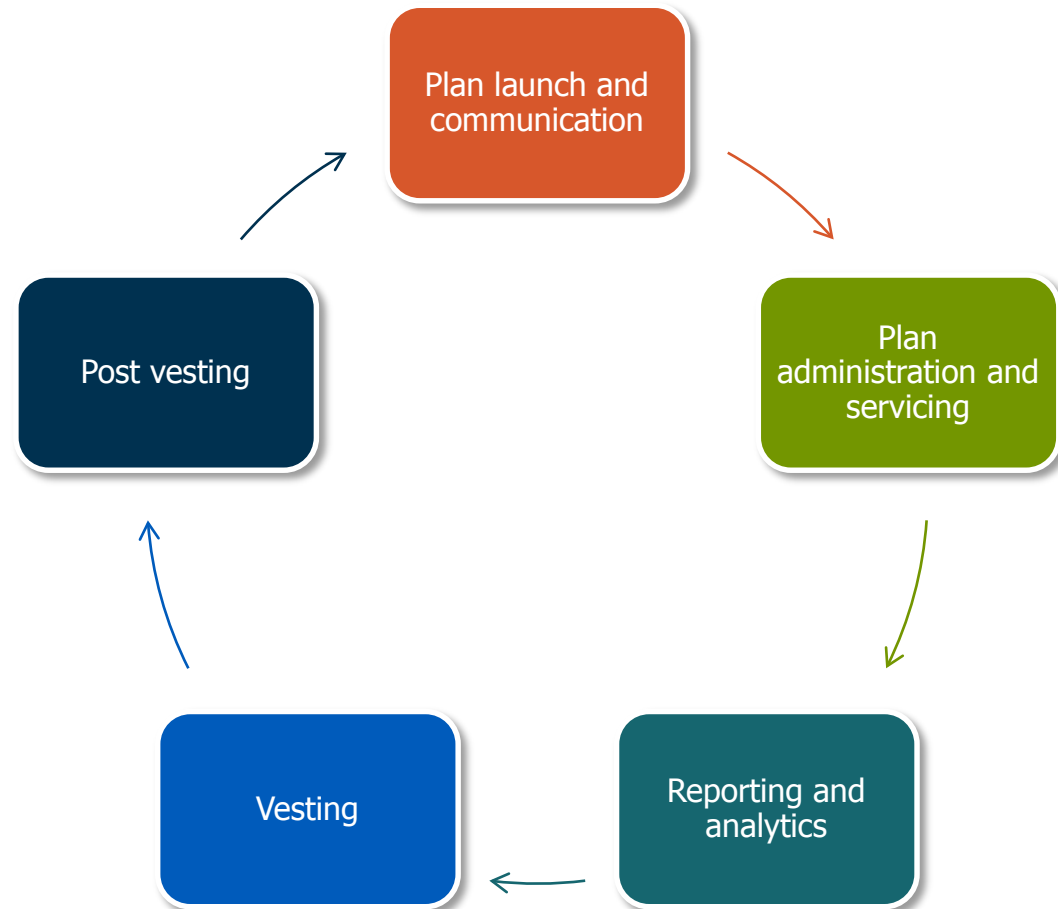
- > Use of Trust or Nominee structures (fee income)
- > Full range of communication services (fee income)

- > Driving core fee revenue
- > Regular dealing revenue as shares are acquired into plans
- > Margin income on particular plans
- > Corporate Actions

- > Plan performance reporting
- > Financial Reporting to support Issuer disclosures (cross-sell fees)
- > Tax Reporting
- > Analytics to drive plan design and communication

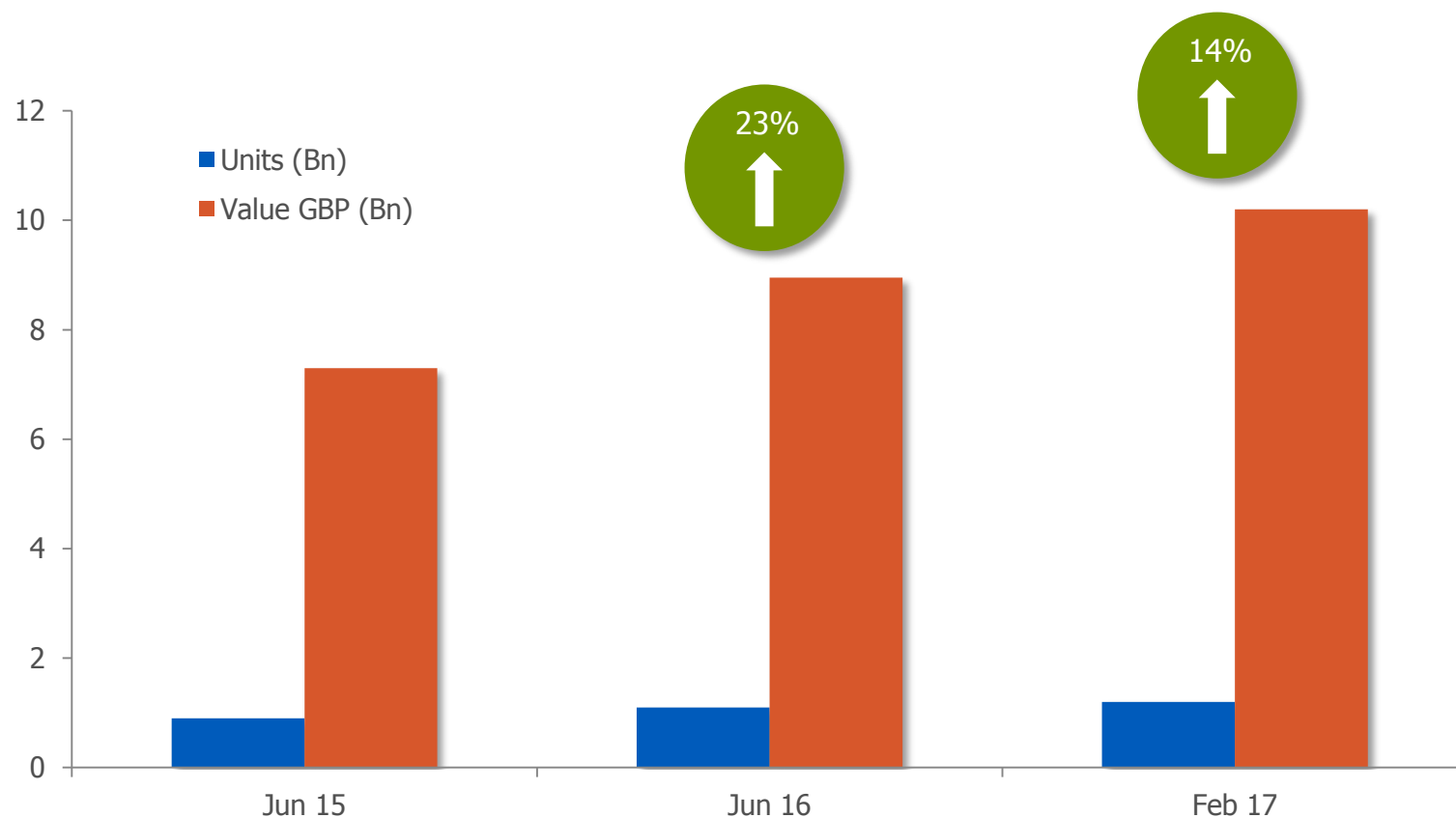
- > Sale, part sale and hold services driving dealing and FX revenue

- > On-going hold services, re-investment services and dealing driving dealing and FX revenue
- > Issuer services for those with post-vest clawback rules



Global Employee Share Plans

Latent earnings potential – UK post-vest assets under management



Global Employee Share Plans

Large global issuers



BOMBARDIER
the evolution of mobility

BMO Bank of Montreal
We're here to help.

AirCanada

EN

CGI



SAP

Unilever

vodafone

bp

Shell

Rolls-Royce

Telefonica

ERICSSON

PEUGEOT

HEINEKEN

IBM



at&t

THE HOME DEPOT

IBM

ESTÉE LAUDER

ups

FedEx



National Australia Bank

Wesfarmers

QBE

ANZ



Baidu 百度

Tencent 腾讯

lenovo

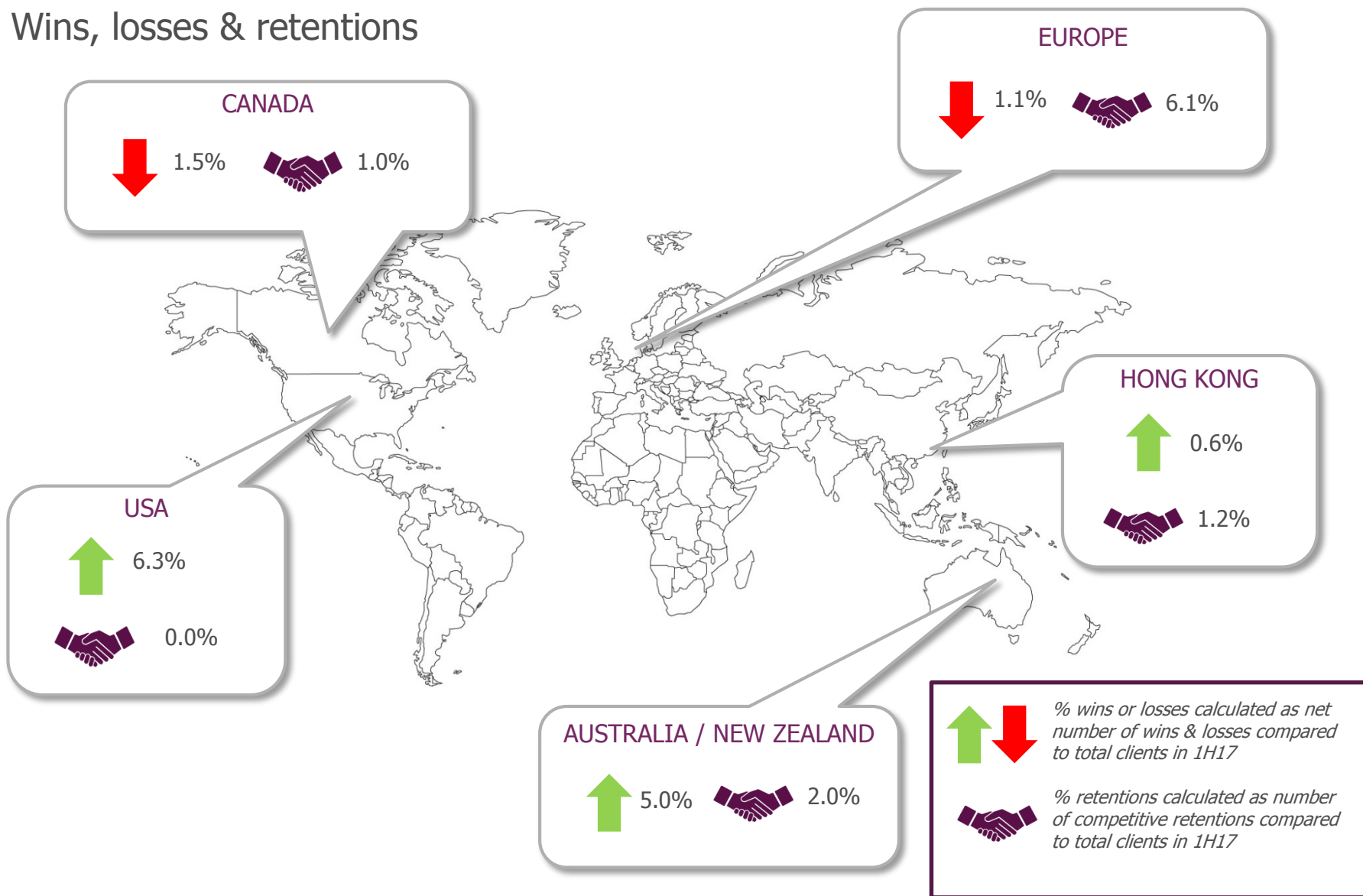
AIA

HKEx 香港交易所



Global Employee Share Plans

Wins, losses & retentions



Global Employee Share Plans

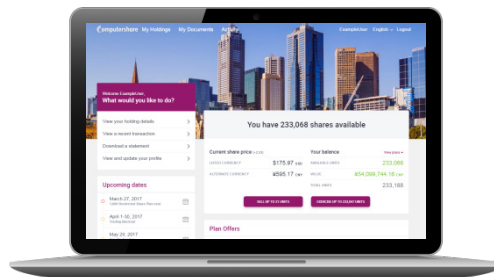
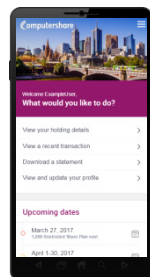
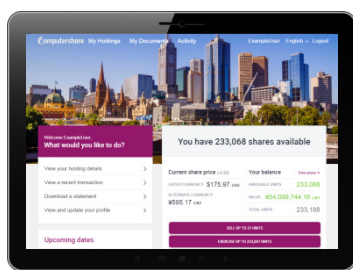
Investment in customer facing technologies and product refreshes

Market leading innovation

State of the art reporting suites

New IFRS Reporting Capabilities

Insightful data analytics



Implementing new front-end interface

Enhancing the employee experience with increased usability

Positive issuer feedback (notably in Asia), full global roll out has commenced

Global franchise

Extending the value chain by retaining the assets

Cross-sell and up-sell opportunities

Other Group services

Cost out opportunities

Operational efficiencies

Process automation

Global Employee Share Plans

Well-placed to deliver growth

Competition

- > Competition falls into various categories:
 - > Wealth managers
 - > SaaS providers
 - > Local full service providers
 - > Global full service providers
- > CPU's offering combines technology, regulatory compliance and deep sector knowledge

Market

- > Continue to diversify client base by executing our growth strategy (no industry segment accounts for >21% of EMEA clients)
- > Service model based on providing regulated services in multiple jurisdictions
- > Exposure to global equity markets leading to volatility in dealing and FX commissions
- > Interest rates impacting UK 'Save-As-You-Earn' margin income

We are uniquely placed to leverage our global network, market knowledge and unique service model to meet clients' needs