Fourth Quarter 2021 Results

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January 25, 2022

Forward-looking statements and Important Information

This presentation, and comments made in the associated conference call today, may include “forward-looking statements.” Forward-looking statements include information concerning future results of our operations, expenses, earnings, liquidity, cash flow and capital expenditures, industry or market conditions, AUM, geopolitical events and the COVID-19 pandemic and their respective potential impact on the company, acquisitions and divestitures, debt and our ability to obtain additional financing or make payments, regulatory developments, demand for and pricing of our products and other aspects of our business or general economic conditions. In addition, words such as “believes,” “expects,” “anticipates,” “intends,” “plans,” “estimates,” “projects,” “forecasts,” and future or conditional verbs such as “will,” “may,” “could,” “should,” and “would” as well as any other statement that necessarily depends on future events, are intended to identify forward-looking statements. None of this information should be considered in isolation from, or as a substitute for, historical financial statements.

Forward-looking statements are not guarantees, and they involve risks, uncertainties and assumptions. There can be no assurance that actual results will not differ materially from our expectations. We caution investors not to rely unduly on any forward-looking statements and urge you to carefully consider the risks described in our most recent Form 10-K and subsequent Forms 10-Q, filed with the Securities and Exchange Commission.

You may obtain these reports from the SEC’s website at www.sec.gov. We expressly disclaim any obligation to update the information in any public disclosure if any forward-looking statement later turns out to be inaccurate.

This presentation includes the following non-GAAP performance measures: net revenue (and by calculation, net revenue yield on AUM), adjusted operating expenses, adjusted operating income, adjusted operating margin, adjusted net income attributable to Invesco Ltd., and adjusted diluted earnings per share (EPS). We believe the adjusted measures provide valuable insight into our ongoing operational performance and assist in comparisons to our competitors. These measures also assist management with the establishment of operational budgets and forecasts and assist the Board of Directors and management in determining incentive compensation decisions. The most directly comparable U.S. GAAP measures are operating revenues (and by calculation, gross revenue yield on AUM), operating expenses, operating income, operating margin, net income attributable to Invesco Ltd., and diluted EPS. A reconciliation of U.S. GAAP results to non-GAAP results may be found in the Appendix.

The information in this presentation is meant to supplement the information contained in the earnings release and includes a more detailed reconciliation format of the income statement from U.S. GAAP to a non-GAAP presentation. We believe that this presentation is useful, as it aggregates the various non-GAAP adjustments to illustrate adjusted revenue and expense categories and allows more transparency into the calculation of the non-GAAP financial measures.

Fourth quarter 2021 highlights

Key Metrics	Q4'20	Q3'21	Q4'21
Net LT Flows (billions)	$9.8	$13.3	$12.5
Ending AUM (billions)	$1,349.9	$1,528.6	$1,610.9
Average AUM (billions)	$1,278.2	$1,540.5	$1,583.6
Net Revenue Yield(ex-performance fees)* (bps)	36.0	34.4	33.4
Adjusted Operating Income* (millions)	$485.4	$561.6	$577.5
Adjusted Operating Margin*	39.5%	42.1%	42.0%
Adjusted Diluted EPS*	$0.72	$0.77	$0.86

Key Capability Area	Q4'21 Ending AUM	Q4'21 Business Highlights
ETFs, Factors and Index	$558B[1]	Global ETF net inflows of **$21.7B** including QQQ (net LT inflows of $8.8B); EMEA ETF platform captured **12.6% of industry net LT inflows** while holding a 4.2% market share of AUM
Private Markets	$114B[2]	Direct real estate net LT inflows of **$1.1B**; robust bank loan product demand resulting in net LT inflows of **$1.6B**, including newly launched CLO in period
Active Fixed Income	$385B[3]	**Net LT inflows of $9.3B** into various bond and investment grade mandates, including $7.1B from Greater China
Active Global Equities	$143B[4]	Invesco Developing Markets Fund Net LT outflows of $1.5B in the quarter, yet **$1.2B of net LT inflows for the year** (an improvement of $4.3B over 2020)
Greater China Investment Capabilities	$106B[5]	JV **net LT inflows of $9.7B**, including launch of **6 new funds** capturing **$2.5B** and net LT inflows of **$7.2B** from existing products
Investment Solutions	$77B[6]	**Enabled 35% of the institutional pipeline**

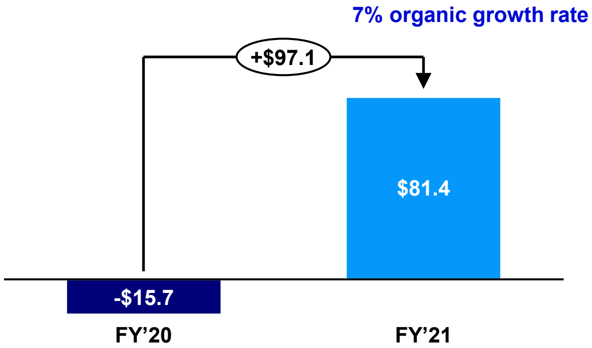
- $12.5 billion of net long-term inflows, reflecting annualized long-term organic growth of 4.1%
- Achieved 84% of the target $200 million annualized net savings
- Adjusted operating margin* of 42.0%
- Adjusted diluted EPS* of $0.86
- Balance sheet cash position of $1.9 billion; $200 million in share buybacks expected to be completed in first quarter 2022

* See Appendix for footnote disclosures and non-GAAP reconciliation.

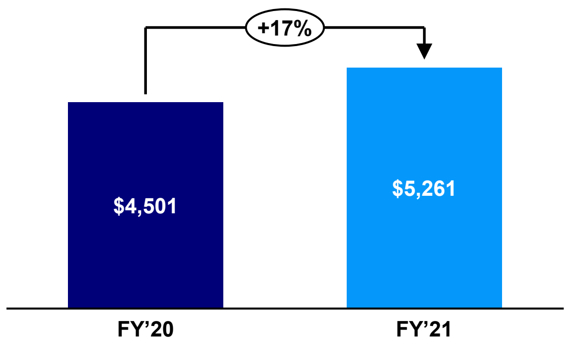
2021 Full year highlights

Net long-term inflows of $81.4 billion and strong expense discipline generated significant improvement in key operating metrics

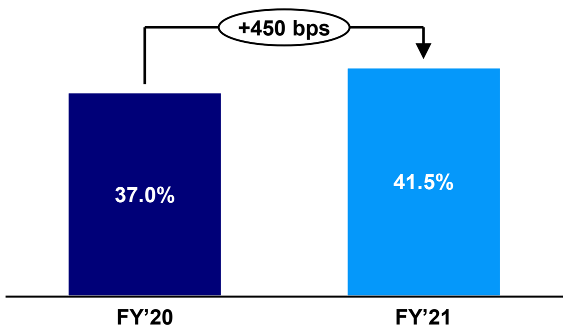
Net Long-Term Flows (in billions)



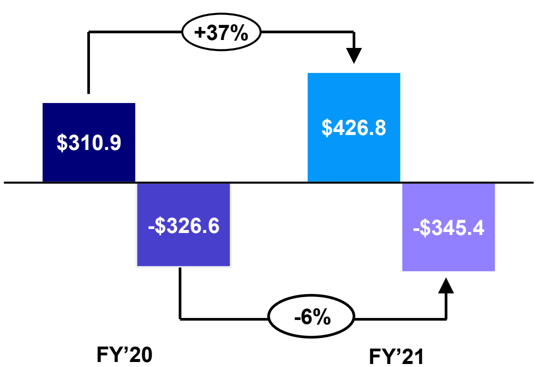
Net Revenue* (in millions)



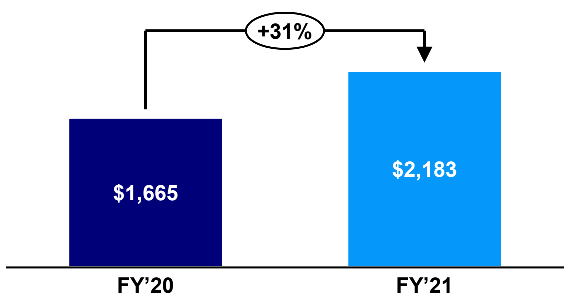
Adjusted Operating Margin*



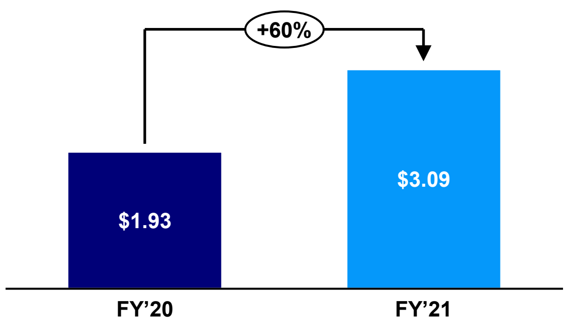
Gross Inflows/ Outflows (in billions)



Adjusted Operating Income* (in millions)

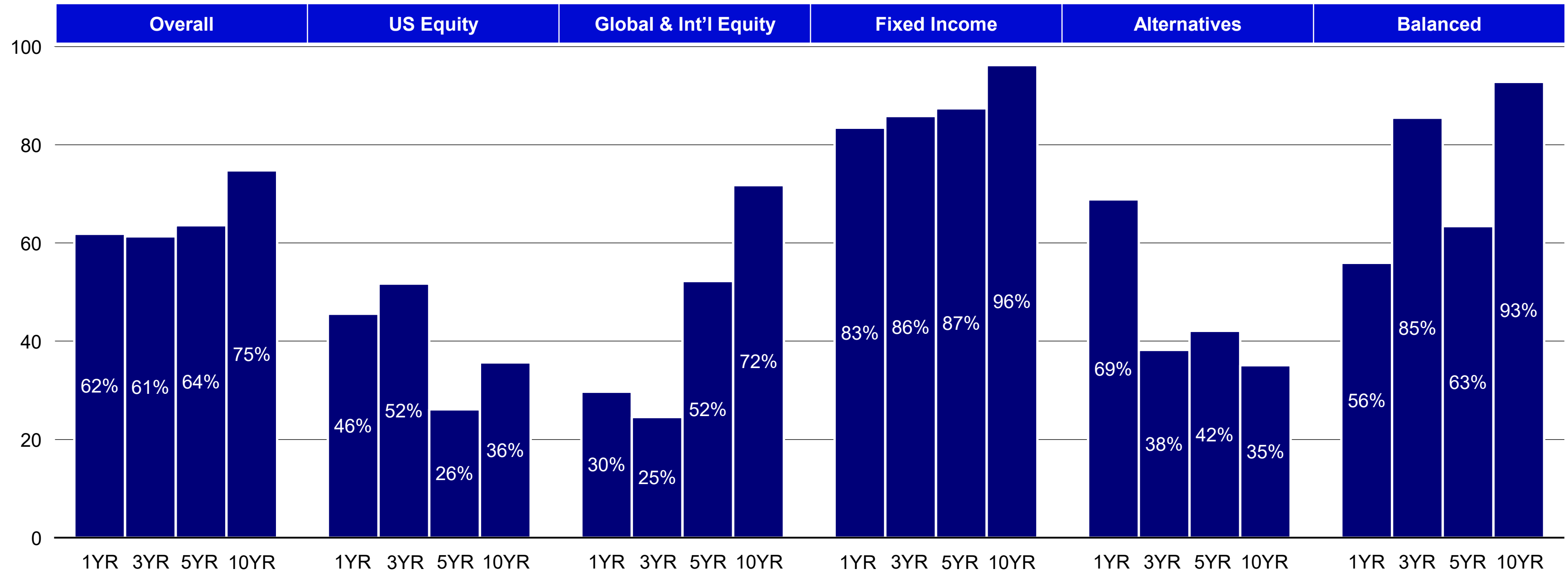


Adjusted Diluted EPS*



*See Appendix for footnote disclosures and non-GAAP reconciliation. Numbers may not add up due to rounding.

Investment performance as of December 31, 2021
% of actively managed assets in top half of peer group or beating benchmark



Excludes passive products, closed-end funds, private equity limited partnerships, non-discretionary funds, unit investment trusts, fund of funds with component funds managed by Invesco, stable value building block funds and CDOs. Certain funds and products were excluded from the analysis because of limited benchmark or peer group data. Had these been available, results may have been different. These results are preliminary and subject to revision.

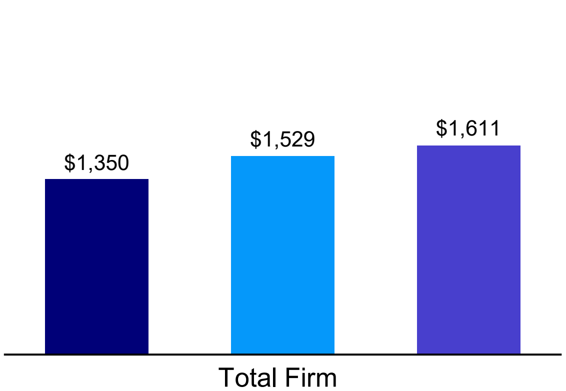
Data as of 12/31/2021. Includes AUM of $960.6 billion (60% of total IVZ) for 1 year, $917.1 billion (57% of total IVZ) for 3 year, $885.6 billion (55% of total IVZ) for 5 year, and $807.5 billion (50% of total IVZ) for 10 year. For composites where peer rankings are available, we compare performance against peer median. For composites where peer rankings are not available but benchmark-relative performance is available, we compare performance against benchmark. Peer group rankings are sourced from a widely-used third party ranking agency in each fund's market (Morningstar, IA, Lipper, eVestment, Mercer, Galaxy, SITCA, Value Research) and asset-weighted in USD. Rankings are as of prior quarter-end for most institutional products and prior month-end for Australian retail funds due to their late release by third parties. Rankings are calculated against all funds in each peer group. Rankings for the primary share class of the most representative fund in each composite are applied to all products within each composite. Performance assumes the reinvestment of dividends. Past performance is not indicative of future results and may not reflect an investor's experience.

Assets under management & long-term flows

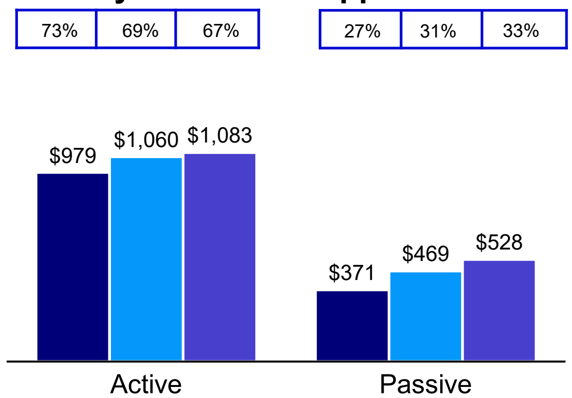
Q4'20 Q3'21 Q4'21 % of Total Firm AUM Annualized LT Org. Growth[1]

(in billions)

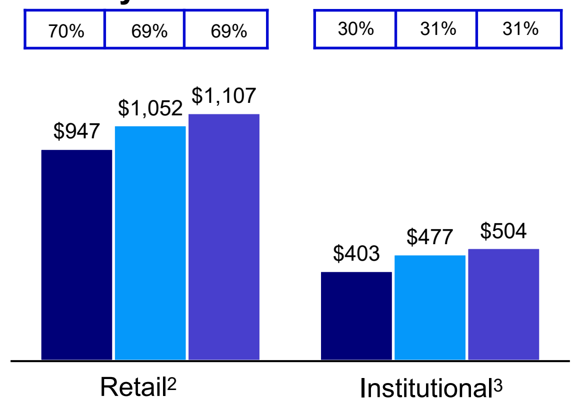
AUM Total Firm



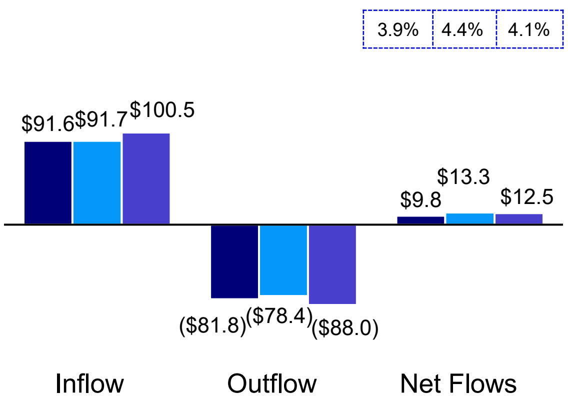
AUM by Investment Approach



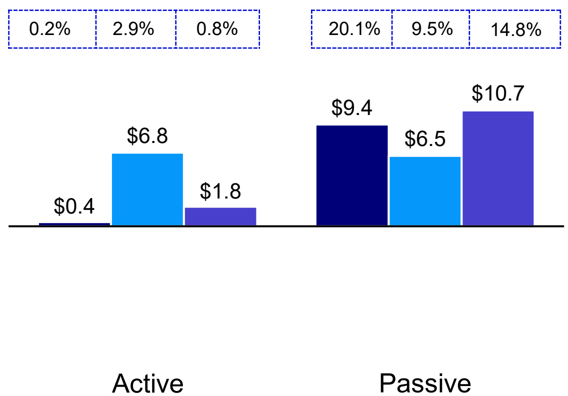
AUM by Channel



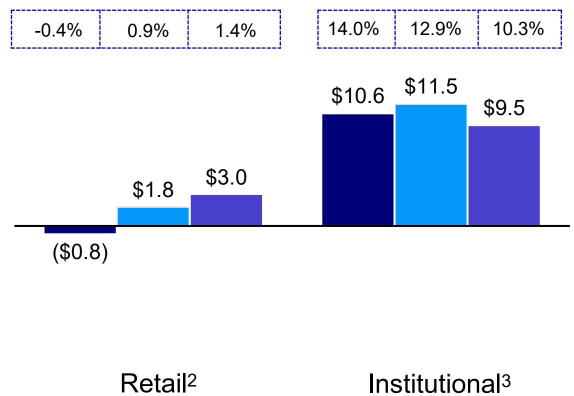
Long-Term Flows



Net Long-Term Flows by Investment Approach



Net Long-Term Flows by Channel



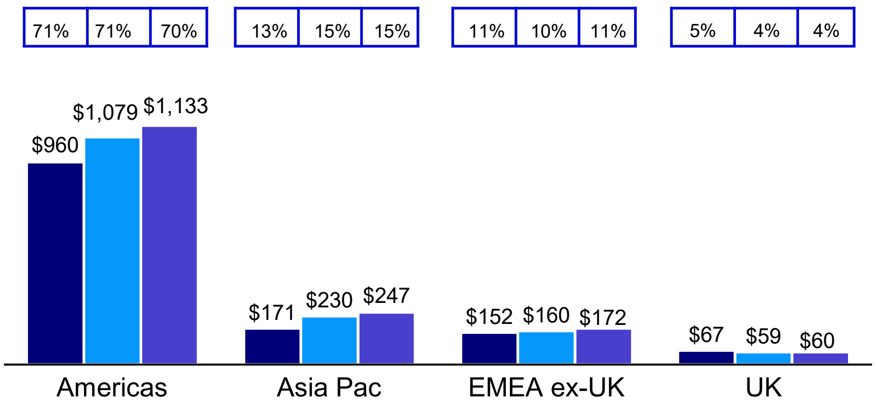
See Appendix for footnote disclosures. Numbers may not add up due to rounding.

Assets under management & long-term flows (continued)

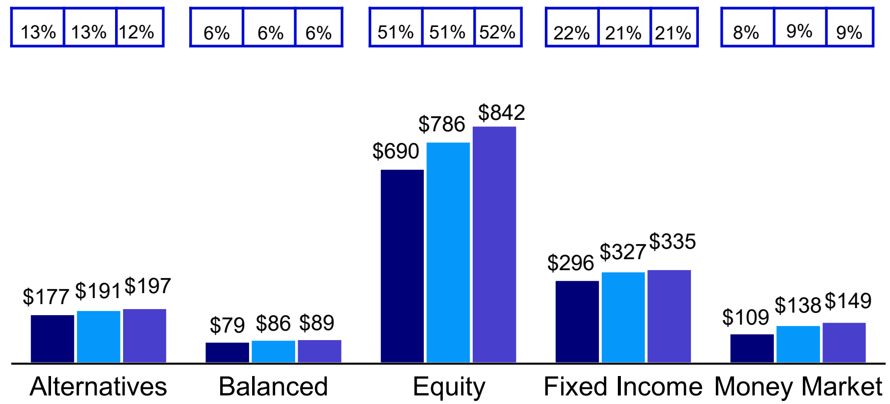
Q4'20 Q3'21 Q4'21 % of Total Firm AUM Annualized LT Org. Growth[1]

(in billions)

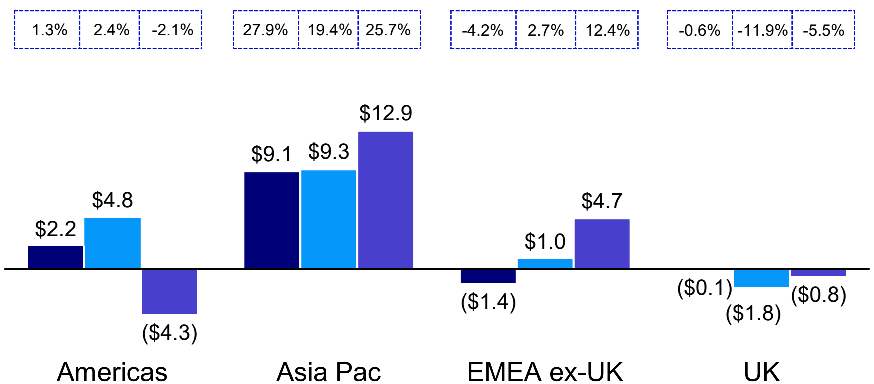
AUM by Geography



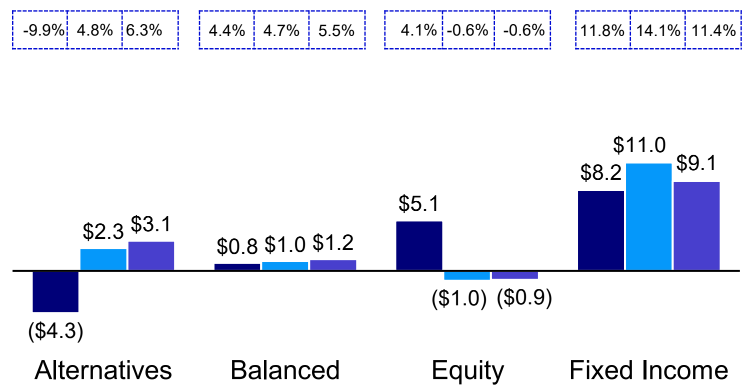
AUM by Asset Class



Net Long-Term Flows by Geography



Net Long-Term Flows by Asset Class



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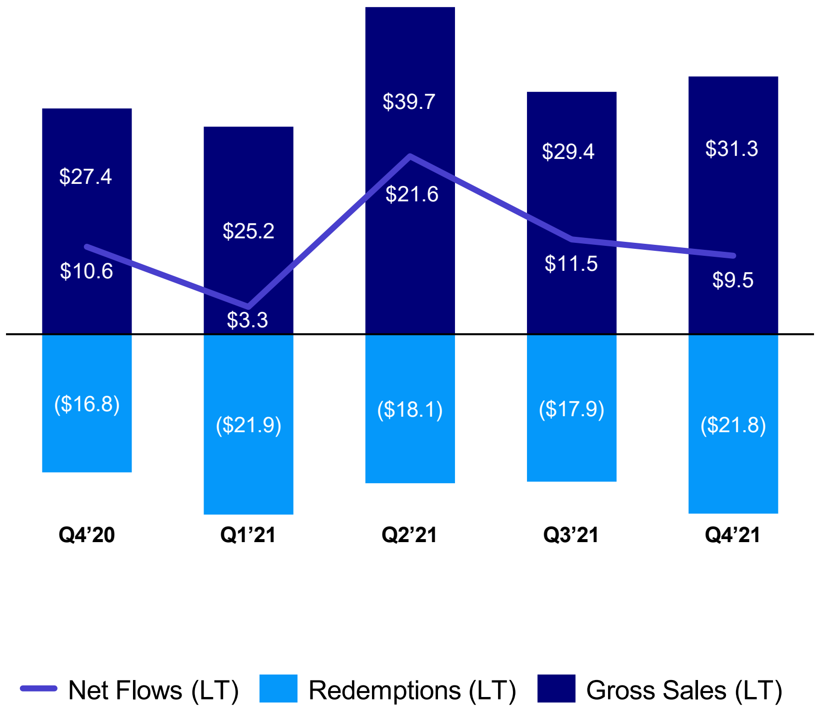
Invesco

Global institutional long-term flows & pipeline

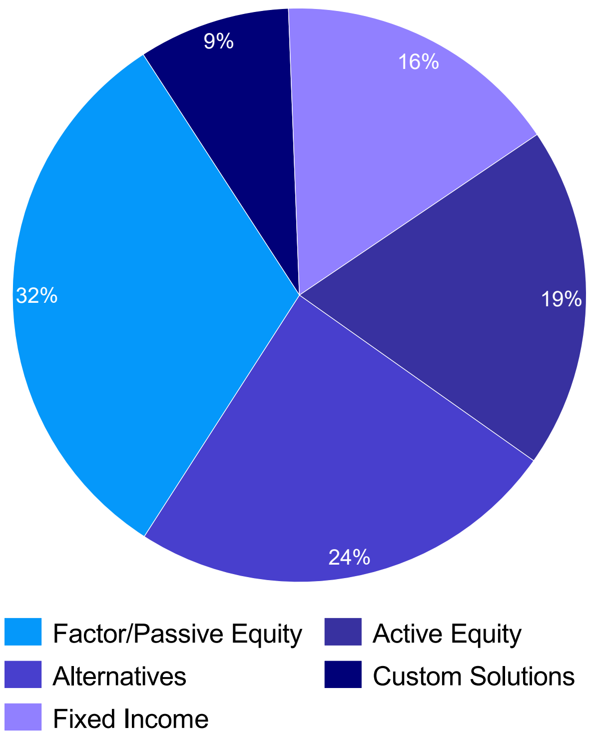
(in billions)

Global Institutional LT Flows



Won Not Funded Pipeline by Type of Mandate (% AUM)

100% = $26.2 billion



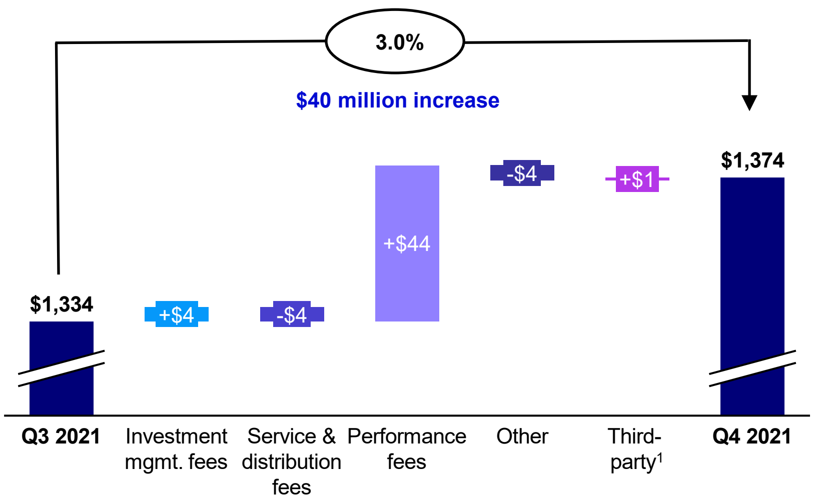
Invesco Solutions enabled 35% of the global institutional pipeline

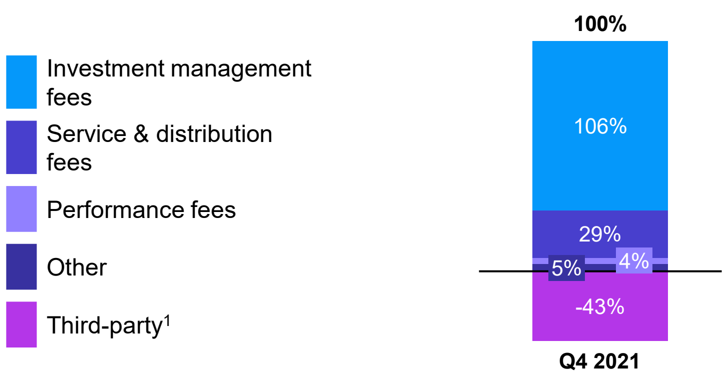
Numbers may not add up due to rounding.

Revenues and expenses

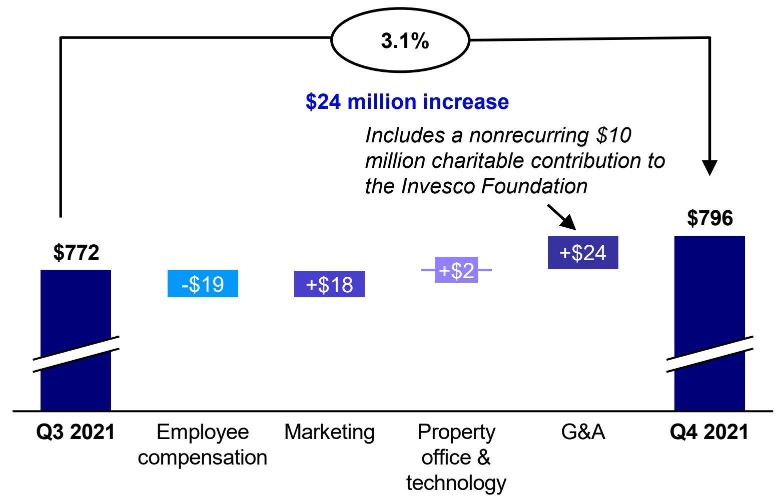
(in millions)

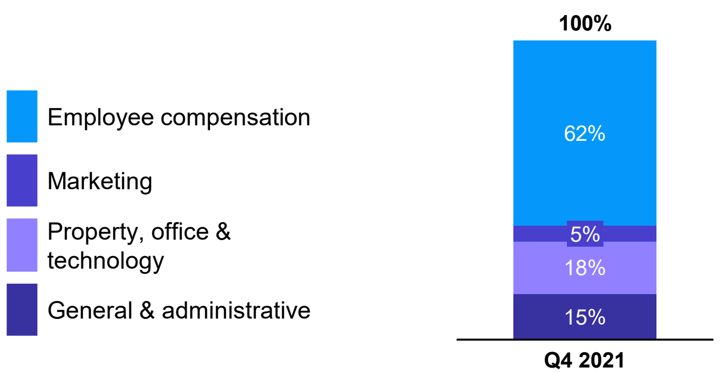
Net Revenues





Adjusted Operating Expenses





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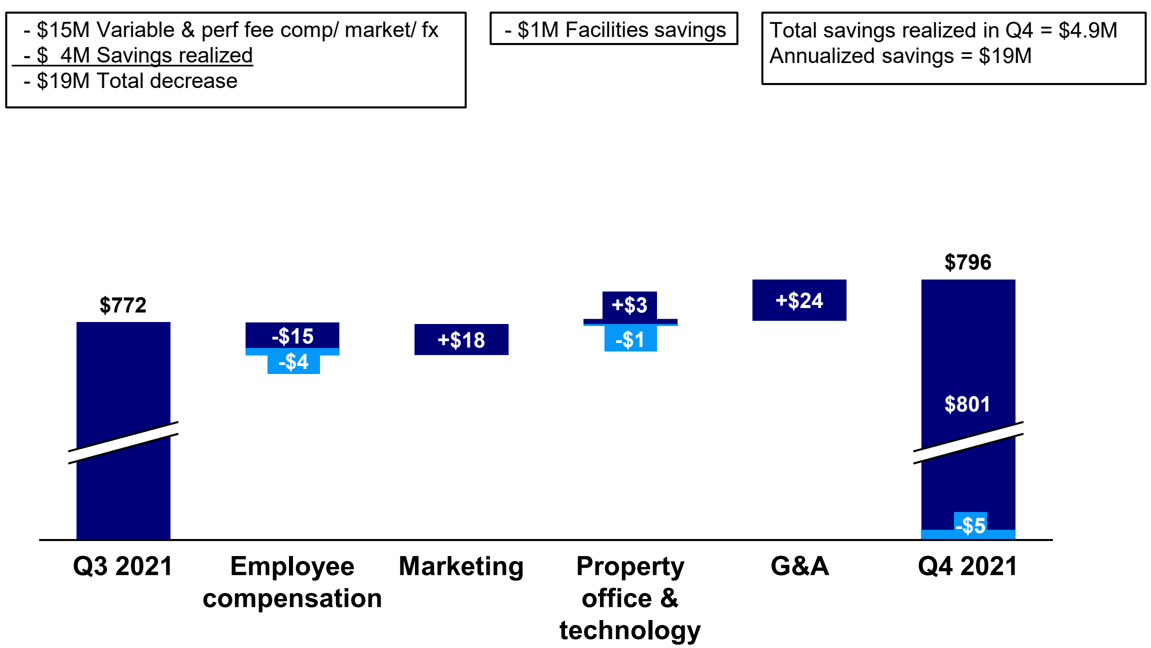
Strategic evaluation – annualized net savings

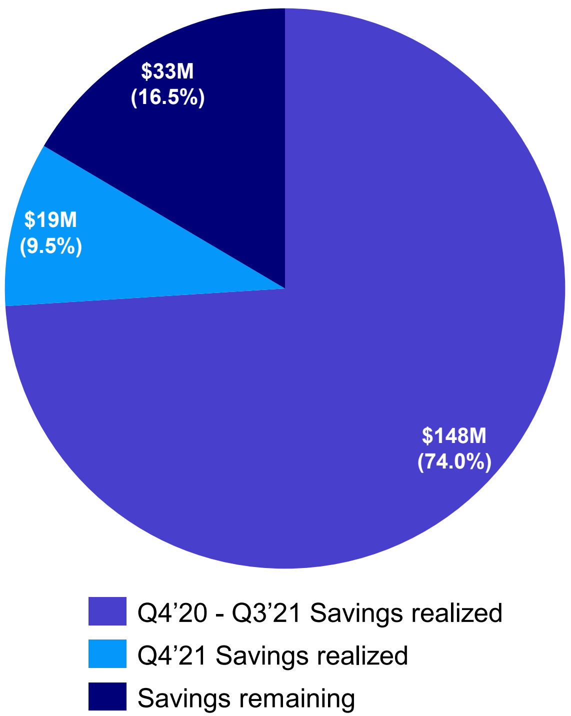
- Strategic evaluation is focused on investing for growth in key areas of the business, including ETFs, Fixed Income, China, Solutions, Alternatives and Global Equities
- Will achieve further efficiency and effectiveness, helping to drive sustained organic growth
- Progress to date (inception through 4Q21): $167 million in annualized net savings, or 84% of total net saving target; exceeded 2021 target of $150 million
- Annualized net savings of $200 million expected by the end of 2022

(in millions)

Operating Expenses and Net Savings



$200M Annualized Net Savings

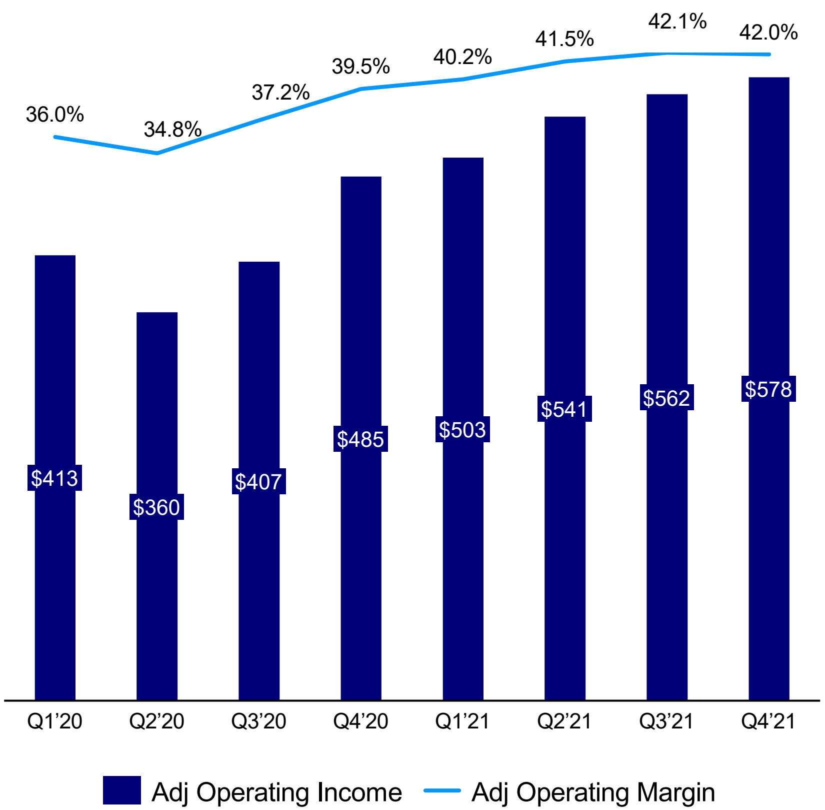


See Appendix for footnote disclosures and non-GAAP reconciliation. Numbers may not add up due to rounding.

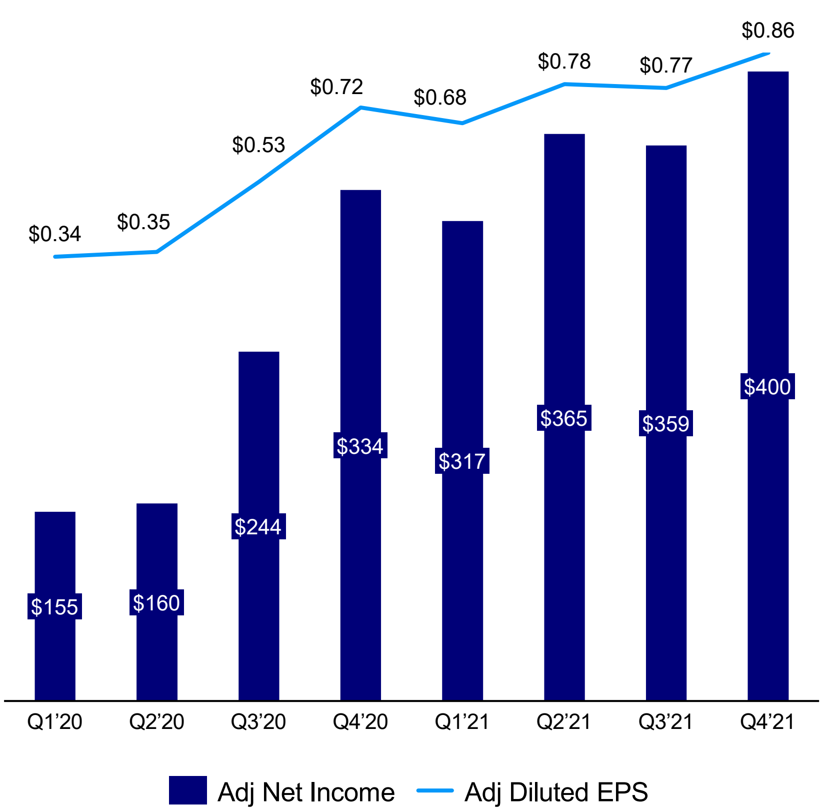
Adjusted operating income and profitability

(in millions, except margin and per share information)

Adjusted Operating Income and Adjusted Operating Margin



Adjusted Net Income and Adjusted Diluted Earnings Per Share

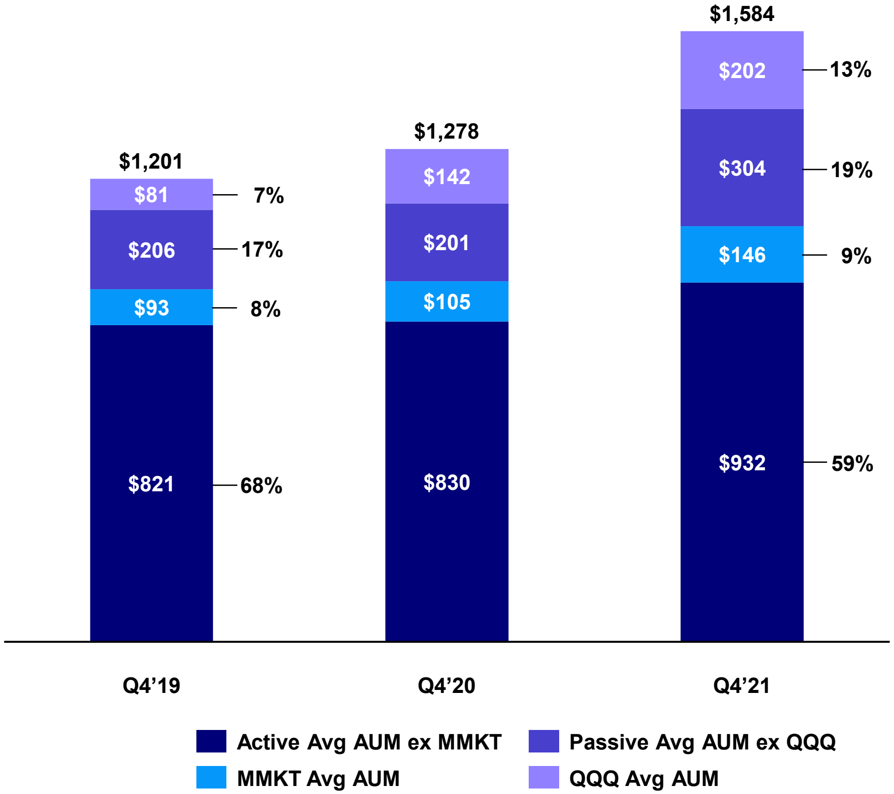


See Appendix for footnote disclosures and non-GAAP reconciliation.

Invesco has demonstrated operating margin expansion while client demand for passive AUM remains strong

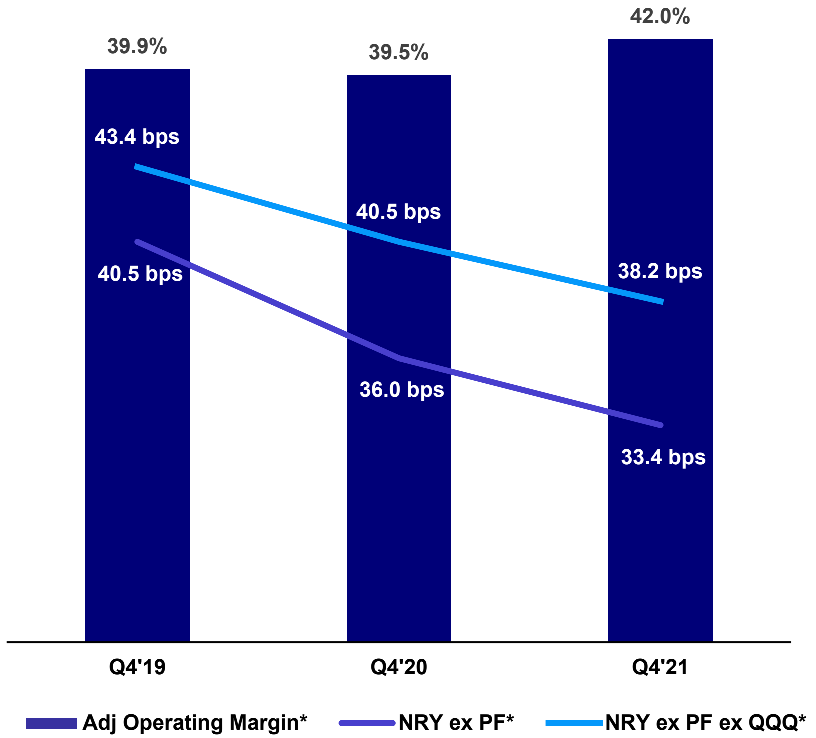
Average AUM (in billions)

- Client demand drove significant growth and AUM mix shift in passive and QQQ products from Q4’19 to Q4’21.
- Extraordinary growth in QQQ product alone increased average QQQ AUM from 7% to 13% of total average AUM over this period.



Adjusted operating margin & Net revenue yield (NRY)

- The asset mix shift led to a 7-bp decline in the NRY ex performance fees (PF) over this period; QQQ growth alone accounted for 2 bps of the decline.
- Adjusted operating margin improved to 42%, demonstrating Invesco’s ability to drive profitability despite decline in NRY.

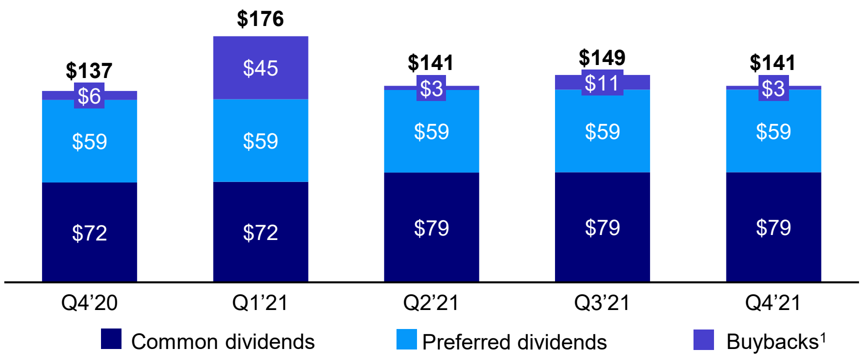


* See Appendix for footnote disclosures and non-GAAP reconciliation. Numbers may not add up due to rounding. For illustrative purposes only and not an offer of any investment product.

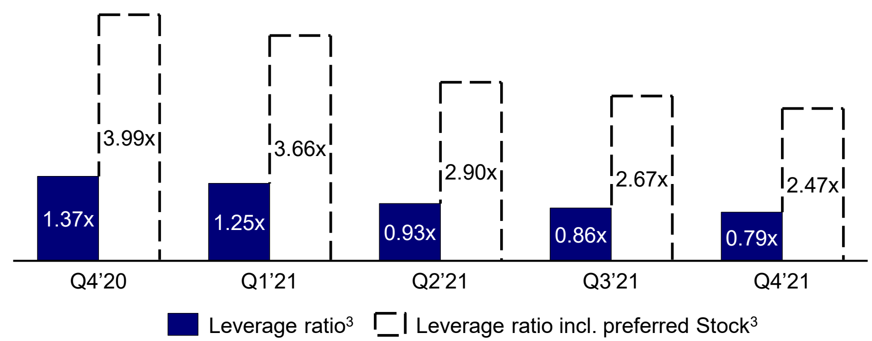
Capital management

(in millions, except ratio information)

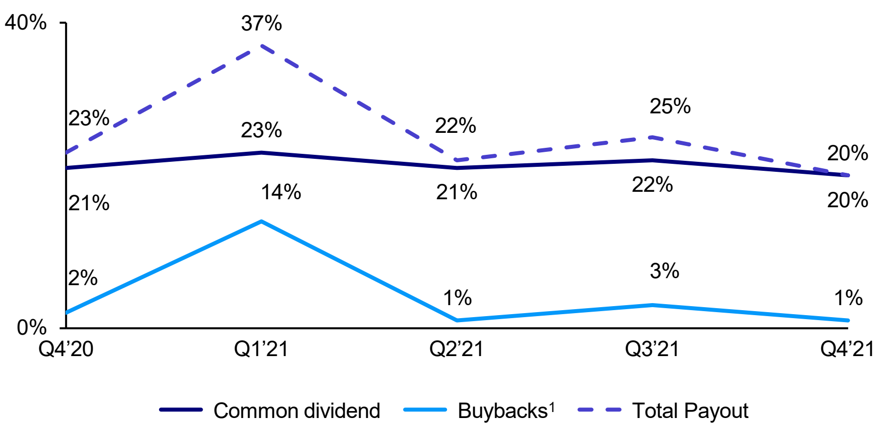
Capital Returned to Shareholders



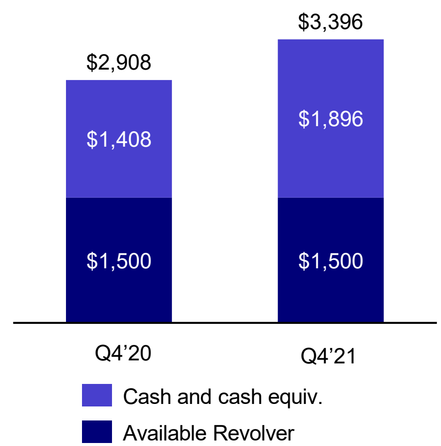
Leverage Ratio**



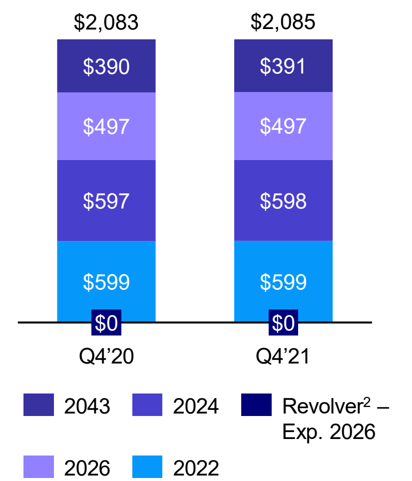
Common Shareholders Payout Ratio, as % of Adj. Net Income*



Sources of Liquidity by Type



Debt by Maturity



* Adjusted net income attributable to common shareholders. See Appendix for footnote disclosures and non-GAAP reconciliation. Numbers may not add up due to rounding

** Leverage ratio calculations utilize non-GAAP measures. See Appendix for footnote disclosures and reconciliations.

Conclusion

- **Organic growth in areas of high client demand**
  - Key areas of focus include ETFs, Factors and Index, Private Markets, Active Fixed Income, Active Global Equities, Greater China, and Solutions
  - Continued investment performance strength in high-demand capabilities
  - $81.4 billion of 2021 net long-term inflows, reflecting annualized long-term organic growth of 7%

- **Operating leverage as a result of executing our long-term strategy for the benefit of clients and our business**
  - Continuing to invest ahead of client demand in our key capability areas while driving greater scale and flexibility through expense discipline
  - Focusing on our organizational model, our real estate footprint, management of third-party spend, and technology and operations efficiency
  - Achieved 84% of the target $200 million annualized net savings as of the end of 2021, ahead of $150 million expectation
  - Full year operating leverage* on an adjusted basis of 1.8x; driving adjusted operating margin* to 41.5%

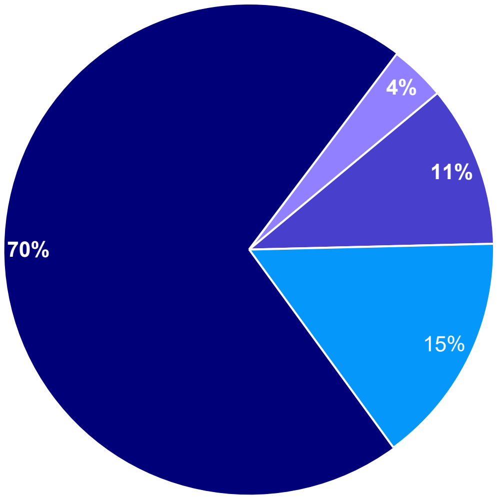
- **Balance sheet strengthening leading to enhanced strategic flexibility**
  - Strong cashflows from operations further strengthening liquidity and net leverage profile
  - Announced $200 million share buybacks expected to be completed in first quarter 2022

*See Appendix for footnote disclosures and non-GAAP reconciliation.

Appendix

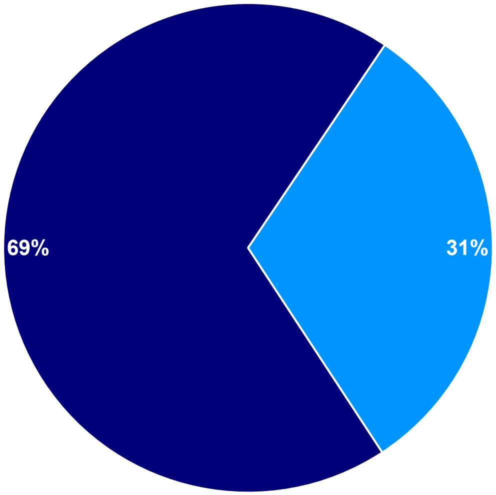
We are diversified as a firm

By Client Domicile



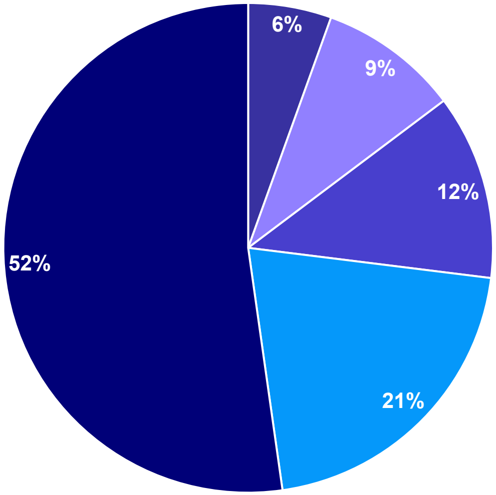
	(billions)	1-Yr Change
Americas	$1,132.5	18.0 %
Asia Pac	$247.3	44.4 %
EMEA ex-UK	$171.5	13.0 %
UK	$59.6	(11.0)%
Total	**$1,610.9**	**19.3 %**

By Channel



	(billions)	1-Yr Change
Retail	$1,106.5	16.8 %
Institutional	$504.4	25.2 %
Total	**$1,610.9**	**19.3 %**

By Asset Class



	(billions)	1-Yr Change
Equity	$841.6	22.1 %
Fixed Income	$334.8	13.0 %
Alternatives	$197.1	11.7 %
Money Market	$148.8	37.2 %
Balanced	$88.6	12.3 %
Total	**$1,610.9**	**19.3 %**

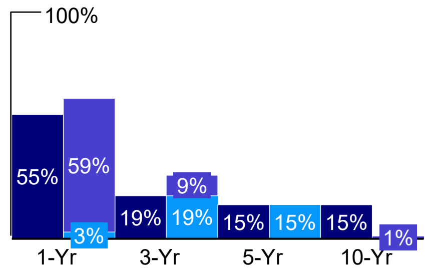
Numbers may not add up due to rounding

Investment performance
By investment objective (actively managed assets)*

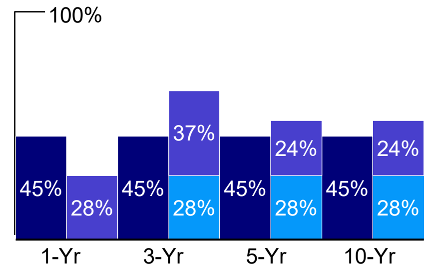
AUM above benchmark ■ 1st quartile ■ 2nd quartile

Equities

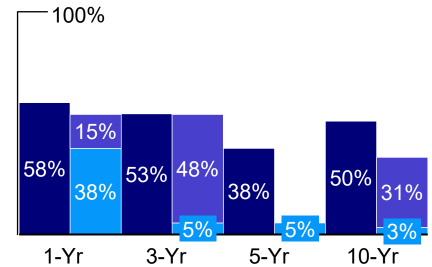
U.S. Core



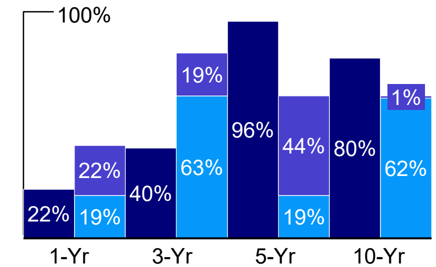
U.S. Growth



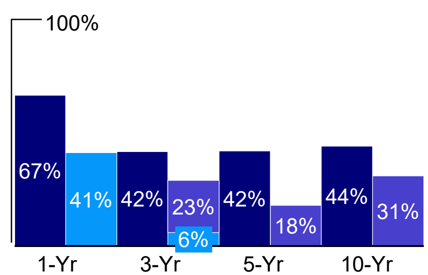
U.S. Value



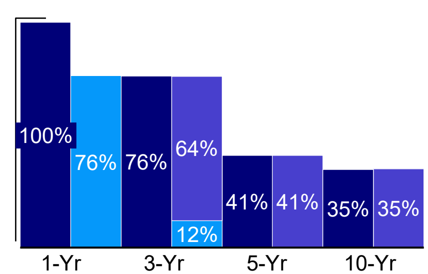
Sector



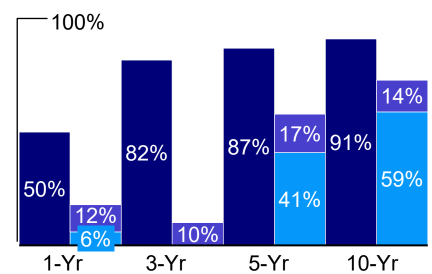
U.K.



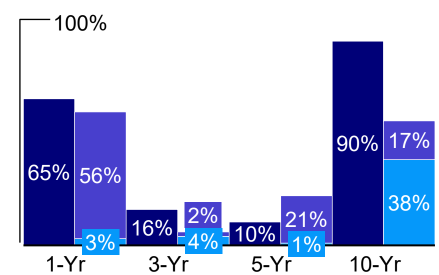
Canadian



Asian



Continental European



* Excludes passive products, closed-end funds, private equity limited partnerships, non-discretionary funds, unit investment trusts, fund of funds with component funds managed by Invesco, stable value building block funds and CDOs. Certain funds and products were excluded from the analysis because of limited benchmark or peer group data. Had these been available, results may have been different. These results are preliminary and subject to revision.
AUM measured in the one, three, five and ten year quartile rankings represents 48%, 47%, 46%, and 42% of total Invesco AUM, respectively, and AUM measured versus benchmark on a one, three, five and ten year basis represents 59%, 57%, 55%, and 50% of total Invesco AUM as of 12/31/2021. Peer group rankings are sourced from a widely-used third party ranking agency in each fund's market (Morningstar, IA, Lipper, eVestment, Mercer, Galaxy, SITCA, Value Research) and asset-weighted in USD. Rankings are as of prior quarter-end for most institutional products and prior month-end for Australian retail funds due to their late release by third parties. Rankings are calculated against all funds in each peer group. Rankings for the primary share class of the most representative fund in each composite are applied to all products within each composite. Performance assumes the reinvestment of dividends. Past performance is not indicative of future results and may not reflect an investor's experience.

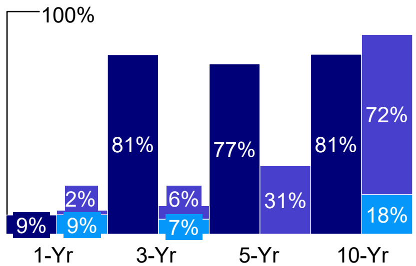
Investment performance

By investment objective (actively managed assets)*

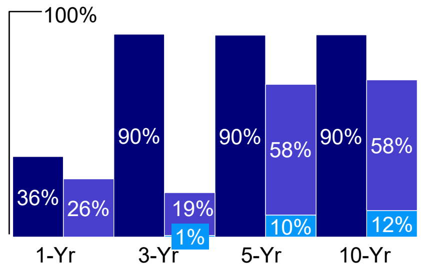
AUM above benchmark | 1st quartile | 2nd quartile

Equities

Global

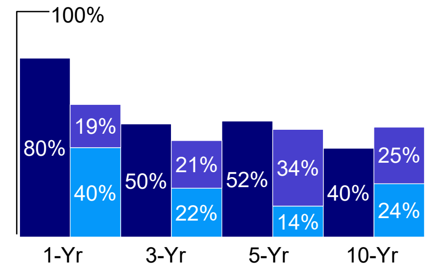


Global ex-U.S. and Em. Mkts.

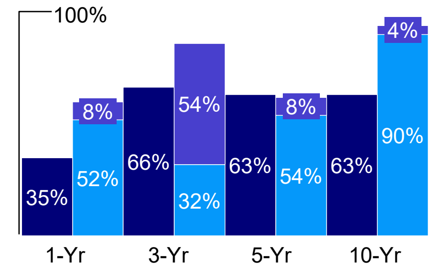


Other

Alternatives

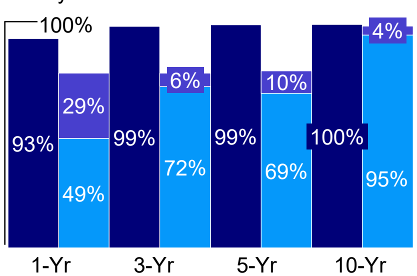


Balanced

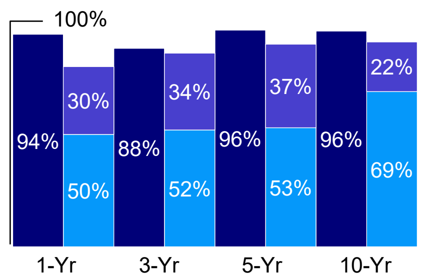


Fixed income

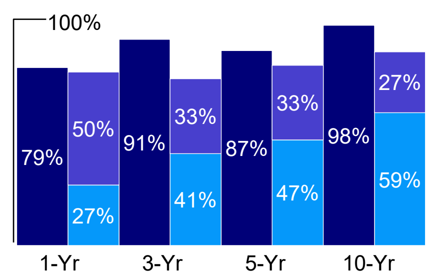
Money Market



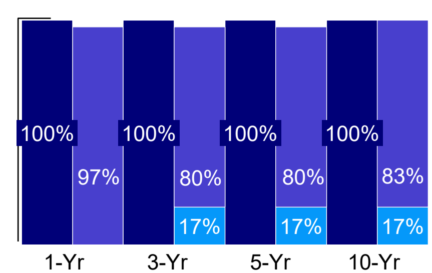
U.S. Fixed Income



Global Fixed Income



Stable Value



* Excludes passive products, closed-end funds, private equity limited partnerships, non-discretionary funds, unit investment trusts, fund of funds with component funds managed by Invesco, stable value building block funds and CDOs. Certain funds and products were excluded from the analysis because of limited benchmark or peer group data. Had these been available, results may have been different. These results are preliminary and subject to revision.
AUM measured in the one, three, five and ten year quartile rankings represents 48%, 47%, 46%, and 42% of total Invesco AUM, respectively, and AUM measured versus benchmark on a one, three, five and ten year basis represents 59%, 57%, 55%, and 50% of total Invesco AUM as of 12/31/2021. Peer group rankings are sourced from a widely-used third party ranking agency in each fund's market (Morningstar, IA, Lipper, eVestment, Mercer, Galaxy, SITCA, Value Research) and asset-weighted in USD. Rankings are as of prior quarter-end for most institutional products and prior month-end for Australian retail funds due to their late release by third parties. Rankings are calculated against all funds in each peer group. Rankings for the primary share class of the most representative fund in each composite are applied to all products within each composite. Performance assumes the reinvestment of dividends. Past performance is not indicative of future results and may not reflect an investor's experience.

US GAAP and Non-GAAP operating results
Q4-21 vs. Q3-21

	US GAAP Basis		
(in millions)	Q4-21	Q3-21	% Change (1)
Investment management fees	$1,266.4	$1,275.5	(0.7)%
Service and distribution fees	405.2	409.1	(1.0)%
Performance fees	34.1	4.8	610.4%
Other	57.7	60.6	(4.8)%
Revenue adjustments*	—	—	N/A
Total operating revenues	**$1,763.4**	**$1,750.0**	**0.8%**
Third-party distribution, service and advisory*	540.5	546.4	(1.1)%
Employee compensation	458.4	476.7	(3.8)%
Marketing	38.0	20.3	87.2%
Property, office and technology	135.3	134.2	0.8%
General and administrative	119.2	105.0	13.5%
Transaction, integration and restructuring	(52.6)	(12.0)	338.3%
Amortization of intangibles (2)	15.4	15.6	(1.3)%
Total operating expenses	**$1,254.2**	**$1,286.2**	**(2.5)%**
Operating income	**$509.2**	**$463.8**	**9.8%**
Equity in earnings of unconsolidated affiliates	33.0	54.6	(39.6)%
Interest and dividend income	21.6	1.9	1,036.8%
Interest expense	(23.2)	(23.1)	0.4%
Other gains and losses, net	55.1	(12.1)	N/A
Other income/(expense) of CIP, net	92.1	200.2	(54.0)%
Income before income taxes	**$687.8**	**$685.3**	**0.4%**
Income tax provision	(130.7)	(139.7)	(6.4)%
Effective tax rate (3)	19.0%	20.4%	
Net income	557.1	545.6	2.1%
Net (income)/loss attributable to noncontrolling interests in consolidated entities	(71.1)	(156.3)	(54.5)%
Less: Dividends declared on preferred shares	(59.2)	(59.2)	—%
Net income attributable to Invesco Ltd.	**$426.8**	**$330.1**	**29.3%**
Diluted EPS	$0.92	$0.71	29.6%

	Non-GAAP Basis		
(in millions)	Q4-21	Q3-21	% Change (1)
Investment management fees	$1,449.7	$1,445.7	0.3%
Service and distribution fees	405.2	409.1	(1.0)%
Performance fees	53.0	9.5	457.9%
Other	62.7	66.9	(6.3)%
Revenue adjustments*	(596.9)	(597.7)	(0.1)%
Net revenues	**$1,373.7**	**$1,333.5**	**3.0%**
Third-party distribution, service and advisory*	—	—	N/A
Employee compensation	492.4	511.8	(3.8)%
Marketing	42.6	24.2	76.0%
Property, office and technology	139.4	137.8	1.2%
General and administrative	121.8	98.1	24.2%
Transaction, integration and restructuring	—	—	N/A
Amortization of intangibles (2)	—	—	N/A
Adjusted operating expenses	**$796.2**	**$771.9**	**3.1%**
Adjusted operating income	**$577.5**	**$561.6**	**2.8%**
Equity in earnings of unconsolidated affiliates	10.7	51.7	(79.3)%
Interest and dividend income	3.2	3.8	(15.8)%
Interest expense	(23.2)	(23.1)	0.4%
Other gains and losses, net	60.3	(3.3)	N/A
Other income/(expense) of CIP, net	—	—	N/A
Adjusted income before taxes	**$628.5**	**$590.7**	**6.4%**
Income tax provision	(137.8)	(144.3)	(4.5)%
Effective tax rate (3)	21.9%	24.4%	
Adjusted net income	490.7	446.4	9.9%
Adjusted net (income)/loss attributable to noncontrolling interests in consolidated entities	(31.8)	(28.6)	11.2%
Less: Dividends declared on preferred shares	(59.2)	(59.2)	—%
Adjusted net income attributable to Invesco Ltd.	**$399.7**	**$358.6**	**11.5%**
Adjusted diluted EPS	$0.86	$0.77	11.7%

(1) Change based on rounded figures
(2) In prior periods, amortization of intangible assets was included in the transaction, integration and restructuring line item. Beginning in 2021, amortization of intangible assets is now presented as its own line item. There is no impact on operating expenses, operating income or net income.
(3) Effective tax rate = Tax expense / Income before income taxes
For further information and reconciliation between US GAAP and non-GAAP, see the Non-GAAP Information and Reconciliations sections of the current earnings release and prior period Forms 10-K, 10-Q, and 8-K.
* Revenue adjustments include passed through investment management, service and distribution, and other revenues and sum to the same amount as the third-party distribution, service and advisory expenses.

Reconciliation of US GAAP results to Non-GAAP results
Three months ended December 31, 2021

Please refer to pages 8-11 in the 4Q 2021 earnings press release for a description of the adjustments

(in millions)	US GAAP basis	Consolidation of joint ventures	3rd party distribution, service and advisory expenses	Transaction, integration and restructuring	Amortization of intangibles	Market appreciation / depreciation of deferred compensation awards	Consolidated investment products	Other reconciling items	Non-GAAP basis
Operating revenues									
Investment management fees	$1,266.4	$172.4	$—	$—	$—	$—	$10.9	$—	$1,449.7
Service and distribution fees	405.2	—	—	—	—	—	—	—	405.2
Performance fees	34.1	18.9	—	—	—	—	—	—	53.0
Other	57.7	5.0	—	—	—	—	—	—	62.7
Revenue adjustments*	—	(56.4)	(540.5)	—	—	—	—	—	(596.9)
Total operating revenues reconciled to net revenues	**$1,763.4**	**$139.9**	**$(540.5)**	**$—**	**$—**	**$—**	**$10.9**	**$—**	**$1,373.7**
Operating expenses									
Third-party distribution, service and advisory*	540.5	—	(540.5)	—	—	—	—	—	—
Employee compensation	458.4	51.0	—	—	—	(17.0)	—	—	492.4
Marketing	38.0	4.6	—	—	—	—	—	—	42.6
Property, office and technology	135.3	4.1	—	—	—	—	—	—	139.4
General and administrative	119.2	2.5	—	—	—	—	0.1	—	121.8
Transaction, integration and restructuring	(52.6)	—	—	52.6	—	—	—	—	—
Amortization of intangibles (1)	15.4	—	—	—	(15.4)	—	—	—	—
Total operating expenses	**$1,254.2**	**$62.2**	**$(540.5)**	**$52.6**	**$(15.4)**	**$(17.0)**	**$0.1**	**$—**	**$796.2**
Operating income reconciled to adjusted operating income	**$509.2**	**$77.7**	**$—**	**$(52.6)**	**$15.4**	**$17.0**	**$10.8**	**$—**	**$577.5**
Equity in earnings of unconsolidated affiliates	33.0	(31.4)	—	—	—	—	9.1	—	10.7
Interest and dividend income	21.6	2.4	—	—	—	(20.8)	—	—	3.2
Interest expense	(23.2)	—	—	—	—	—	—	—	(23.2)
Other gains and losses, net	55.1	1.9	—	—	—	4.2	1.1	(2.0)	60.3
Other income/(expense) of CIP, net	92.1	—	—	—	—	—	(92.1)	—	—
Income before income taxes	**$687.8**	**$50.6**	**$—**	**$(52.6)**	**$15.4**	**$0.4**	**$(71.1)**	**$(2.0)**	**$628.5**
Income tax provision	(130.7)	(18.8)	—	8.2	3.4	—	—	0.1	(137.8)
Net income	557.1	31.8	—	(44.4)	18.8	0.4	(71.1)	(1.9)	490.7
Net (income)/loss attributable to noncontrolling interests in consolidated entities	(71.1)	(31.8)	—	—	—	—	71.1	—	(31.8)
Dividends declared on preferred shares	(59.2)	—	—	—	—	—	—	—	(59.2)
Net income attributable to Invesco Ltd. reconciled to adjusted net income attributable to Invesco Ltd.	**$426.8**	**$—**	**$—**	**$(44.4)**	**$18.8**	**$0.4**	**$—**	**$(1.9)**	**$399.7**
Diluted EPS	$0.92						Adjusted diluted EPS		$0.86
Diluted shares outstanding	465.6						Diluted shares outstanding		465.6
Operating margin	28.9%						Adjusted operating margin		42.0%

See also the Non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures regarding the reconciliation from US GAAP to non-GAAP measures may be found in prior period Forms 10-K, 10-Q, and 8-K.

(1) In prior periods, amortization of intangible assets was included in the transaction, integration and restructuring line item. Beginning in 2021, amortization of intangible assets is now presented as its own line item. There is no impact on operating expenses, operating income or net income.

* Revenue adjustments include passed through investment management, service and distribution, and other revenues and sum to the same amount as the third-party distribution, service and advisory expenses.

Reconciliation of US GAAP results to Non-GAAP results
Three months ended September 30, 2021

Please refer to pages 7-10 in the 3Q 2021 earnings press release for a description of the adjustments

(in millions)	US GAAP basis	Consolidation of joint ventures	3rd party distribution, service and advisory expenses	Transaction, integration and restructuring	Amortization of intangibles	Market appreciation / depreciation of deferred compensation awards	Consolidated investment products	Other reconciling items	Non-GAAP basis
Operating revenues									
Investment management fees	$1,275.5	$159.0	$—	$—	$—	$—	$11.2	$—	$1,445.7
Service and distribution fees	409.1	—	—	—	—	—	—	—	409.1
Performance fees	4.8	4.7	—	—	—	—	—	—	9.5
Other	60.6	6.3	—	—	—	—	—	—	66.9
Revenue adjustments*	—	(51.3)	(546.4)	—	—	—	—	—	(597.7)
Total operating revenues reconciled to net revenues	**$1,750.0**	**$118.7**	**$(546.4)**	**$—**	**$—**	**$—**	**$11.2**	**$—**	**$1,333.5**
Operating expenses									
Third-party distribution, service and advisory*	546.4	—	(546.4)	—	—	—	—	—	—
Employee compensation	476.7	38.2	—	—	—	(3.1)	—	—	511.8
Marketing	20.3	3.9	—	—	—	—	—	—	24.2
Property, office and technology	134.2	3.6	—	—	—	—	—	—	137.8
General and administrative	105.0	2.6	—	—	—	—	(9.5)	—	98.1
Transaction, integration and restructuring	(12.0)	—	—	12.0	—	—	—	—	—
Amortization of intangibles (1)	15.6	—	—	—	(15.6)	—	—	—	—
Total operating expenses	**$1,286.2**	**$48.3**	**$(546.4)**	**$12.0**	**$(15.6)**	**$(3.1)**	**$(9.5)**	**$—**	**$771.9**
Operating income reconciled to adjusted operating income	**$463.8**	**$70.4**	**$—**	**$(12.0)**	**$15.6**	**$3.1**	**$20.7**	**$—**	**$561.6**
Equity in earnings of unconsolidated affiliates	54.6	(27.9)	—	—	—	—	25.0	—	51.7
Interest and dividend income	1.9	2.2	—	—	—	(0.3)	—	—	3.8
Interest expense	(23.1)	—	—	—	—	—	—	—	(23.1)
Other gains and losses, net	(12.1)	1.1	—	—	—	9.4	(1.7)	—	(3.3)
Other income/(expense) of CIP, net	200.2	—	—	—	—	—	(200.2)	—	—
Income before income taxes	**$685.3**	**$45.8**	**$—**	**$(12.0)**	**$15.6**	**$12.2**	**$(156.2)**	**$—**	**$590.7**
Income tax provision	(139.7)	(17.3)	—	3.3	5.7	(2.8)	—	6.5	(144.3)
Net income	545.6	28.5	—	(8.7)	21.3	9.4	(156.2)	6.5	446.4
Net (income)/loss attributable to noncontrolling interests in consolidated entities	(156.3)	(28.5)	—	—	—	—	156.2	—	(28.6)
Dividends declared on preferred shares	(59.2)	—	—	—	—	—	—	—	(59.2)
Net income attributable to Invesco Ltd. reconciled to adjusted net income attributable to Invesco Ltd.	**$330.1**	**$—**	**$—**	**$(8.7)**	**$21.3**	**$9.4**	**$—**	**$6.5**	**$358.6**
Diluted EPS	$0.71						Adjusted diluted EPS		$0.77
Diluted shares outstanding	466.0						Diluted shares outstanding		466.0
Operating margin	26.5%						Adjusted operating margin		42.1%

See also the Non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures regarding the reconciliation from US GAAP to non-GAAP measures may be found in prior period Forms 10-K, 10-Q, and 8-K.

(1) In prior periods, amortization of intangible assets was included in the transaction, integration and restructuring line item. Beginning in 2021, amortization of intangible assets is now presented as its own line item. There is no impact on operating expenses, operating income or net income.

* Revenue adjustments include passed through investment management, service and distribution, and other revenues and sum to the same amount as the third-party distribution, service and advisory expenses.

Reconciliation of US GAAP results to Non-GAAP results

(in millions)	4Q 2019	1Q 2020	2Q 2020	3Q 2020	4Q 2020	1Q 2021	2Q 2021	3Q 2021	4Q 2021
Operating revenues	$1,742.8	$1,598.9	$1,419.0	$1,497.6	$1,630.1	$1,659.7	$1,721.4	$1,750.0	$1,763.4
Non-GAAP adjustments	(475.0)	(453.1)	(384.7)	(405.1)	(401.7)	(408.7)	(418.5)	(416.5)	(389.7)
Total operating revenues reconciled to net revenues	$1,267.8	$1,145.8	$1,034.3	$1,092.5	$1,228.4	$1,251.0	$1,302.9	$1,333.5	$1,373.7
Operating income	$314.6	$317.0	$117.1	$268.5	$217.8	$344.3	$470.9	$463.8	$509.2
Non-GAAP adjustments	190.9	95.7	242.6	138.2	267.6	158.7	69.6	97.8	68.3
Adjusted operating income	$505.5	$412.7	$359.7	$406.7	$485.4	$503.0	$540.5	$561.6	$577.5
Net income attributable to Invesco Ltd.	$179.8	$81.5	$40.5	$191.7	$211.1	$267.8	$368.3	$330.1	$426.8
Non-GAAP adjustments	113.8	73.8	119.2	52.3	122.8	48.8	(3.6)	28.5	(27.1)
Adjusted net income attributable to Invesco Ltd.	$293.6	$155.3	$159.7	$244.0	$333.9	$316.6	$364.7	$358.6	$399.7
Operating margin	18.1%	19.8%	8.3%	17.9%	13.4%	20.7%	27.4%	26.5%	28.9%
Adjusted operating margin	39.9%	36.0%	34.8%	37.2%	39.5%	40.2%	41.5%	42.1%	42.0%
Diluted EPS	$0.39	$0.18	$0.09	$0.41	$0.46	$0.58	$0.79	$0.71	$0.92
Adjusted diluted EPS	$0.64	$0.34	$0.35	$0.53	$0.72	$0.68	$0.78	$0.77	$0.86

Non-GAAP adjustments include amounts related to the consolidation of our China joint venture, the reclassification of third-party distribution, service and advisory expenses to net revenues, the removal of transaction, integration and restructuring expenses, amortization of intangible assets and market appreciation/depreciation of deferred compensation awards, the deconsolidation of consolidated investment products and other reconciling items. See also the Non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures regarding the reconciliation from US GAAP to non-GAAP measures may be found in prior period Forms 10-K, 10-Q and 8-K.

Footnote disclosures

Footnotes for Slide 3, Fourth quarter 2021 highlights

Non-GAAP financial measures - For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.

(1) Includes all ETFs, traditional passive and factor-based funds and accounts

(2) Includes Direct Real Estate, Private Equity, Private Credit, MLPs and Bank Loans. Excludes certain ETFs, Real Estate Securities, Listed Infrastructure, multi-asset and asset allocation capabilities that comprise the broader Alternatives AUM asset class.

(3) Includes actively managed fixed income, certain money market and stable value.

(4) Includes fundamentally managed global, global-ex domestic and global EM equity strategies. Excludes regional, sector, single country equity strategies and quantitative strategies.

(5) Includes all mandates managed from Hong Kong and Shenzhen.

(6) Reflects all managed and advisory assets from Invesco Investment Solutions; there is overlap of assets with other areas.

Footnotes for Slide 4, 2021 Full year highlights

Non-GAAP financial measures - For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.

Footnotes for Slide 6, Assets under management & long-term flows

(1) Annualized long-term organic growth rate is calculated using net long-term flows (annualized) divided by average long-term AUM for the period

(2) Retail AUM are distributed by the company’s retail sales team and generally include retail products in the U.S., Canada, U.K., Continental Europe, Asia and our offshore product line. Retail AUM and flows exclude money market and non-management fee earning AUM

(3) Institutional AUM are distributed by the company’s institutional sales team and generally includes our institutional investment capabilities in the U.S., Canada, U.K., Continental Europe and Asia. Institutional AUM and flows exclude money market and non-management fee earning AUM

Footnotes for Slide 7, Assets under management & long-term flows (continued)

(1) Annualized long-term organic growth rate is calculated using net long-term flows (annualized) divided by average long-term AUM for the period

Footnotes for Slide 9, Revenues and expenses

Non-GAAP financial measures - For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.

(1) Third-party includes passed through investment management, service and distribution, and other revenues and sum to the same amount as the third-party distribution, service and advisory expenses.

Footnotes for Slide 10, Strategic evaluation - annualized net savings

Non-GAAP financial measures - For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.

Footnotes for Slide 11, Adjusted operating income and profitability

Non-GAAP financial measures - For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.

Footnotes for Slide 12, Average AUM, adjusted operating margin, net revenue yield

Non-GAAP financial measures - For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.

Footnote disclosures (continued)

Footnotes for Slide 13, Capital management
Non-GAAP financial measures – For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.
(1) Includes amounts related to vesting of employee share awards
(2) Renewed and extended in April 2021
(3) Leverage ratio calculations and reconciliation of US GAAP measures to Non-GAAP measures

The leverage ratio is defined by our credit facility agreement and equals adjusted debt divided by EBITDA. Adjusted debt and EBITDA are non-GAAP financial measures that are used by management in connection with certain debt covenant calculations under our credit agreement. The calculation of EBITDA below (a reconciliation from net income attributable to Invesco Ltd.) is defined by our credit agreement, and therefore net income attributable to Invesco Ltd. is the most appropriate GAAP measure from which to reconcile EBITDA.

Leverage ratio including preferred stock is adjusted debt, as defined in the credit agreement, plus the preferred stock balance of $4,010.5 million (for all periods presented), divided by EBITDA.

The calculation of adjusted debt is defined in our credit facility and equals debt plus letters of credit less excess unrestricted cash (cash and cash equivalents less the minimum regulatory capital requirement), not to exceed $200 million. For Q4 2021, adjusted debt of $1,888.1 million is calculated as debt of $2,085.1 million plus $3.0 million in letters of credit less $200.0 million of excess unrestricted cash. Note that Adjusted debt calculations in periods prior to Q2 2021 do not include the excess unrestricted cash adjustment, as the adjustment was part of our April 26, 2021 credit facility amendment.

EBITDA is calculated on a rolling four quarters basis. For the rolling four quarters ended Q4 2021, the calculation and reconciliation from Net income attributable to Invesco Ltd. to EBITDA is presented below:

$ millions	Total
Net income attributable to Invesco Ltd.	$1,393.0
Dividends on preferred shares	$236.8
Tax expense	$531.1
Amortization/depreciation	$205.3
Interest expense	$94.7
Common share-based compensation expense	$140.1
Unrealized gains and losses from investments, net	$17.9
Oppenheimer Funds acquisition-related matter	$(231.1)
EBITDA	**$2,387.8**

Management believes these measures are useful to investors to provide context on the Company's liquidity position. Additional detailed information and disclosures regarding the reconciliation from US GAAP to non-GAAP measures may be found in prior period Forms 10-K and 10-Q.

Footnotes for Slide 14, Conclusion
Non-GAAP financial measures – For the reconciliations from US GAAP to non-GAAP measures, see the Appendix to this presentation and the non-GAAP Information and Reconciliations section of the current earnings release. Additional detailed information and disclosures may be found in prior period Forms 10-K, 10-Q, and 8-K.
Operating leverage is calculated as the percentage change in operating income divided by the percentage change in operating revenues.
Adjusted operating leverage is calculated as the percentage change in adjusted operating income divided by the percentage change in net revenues.