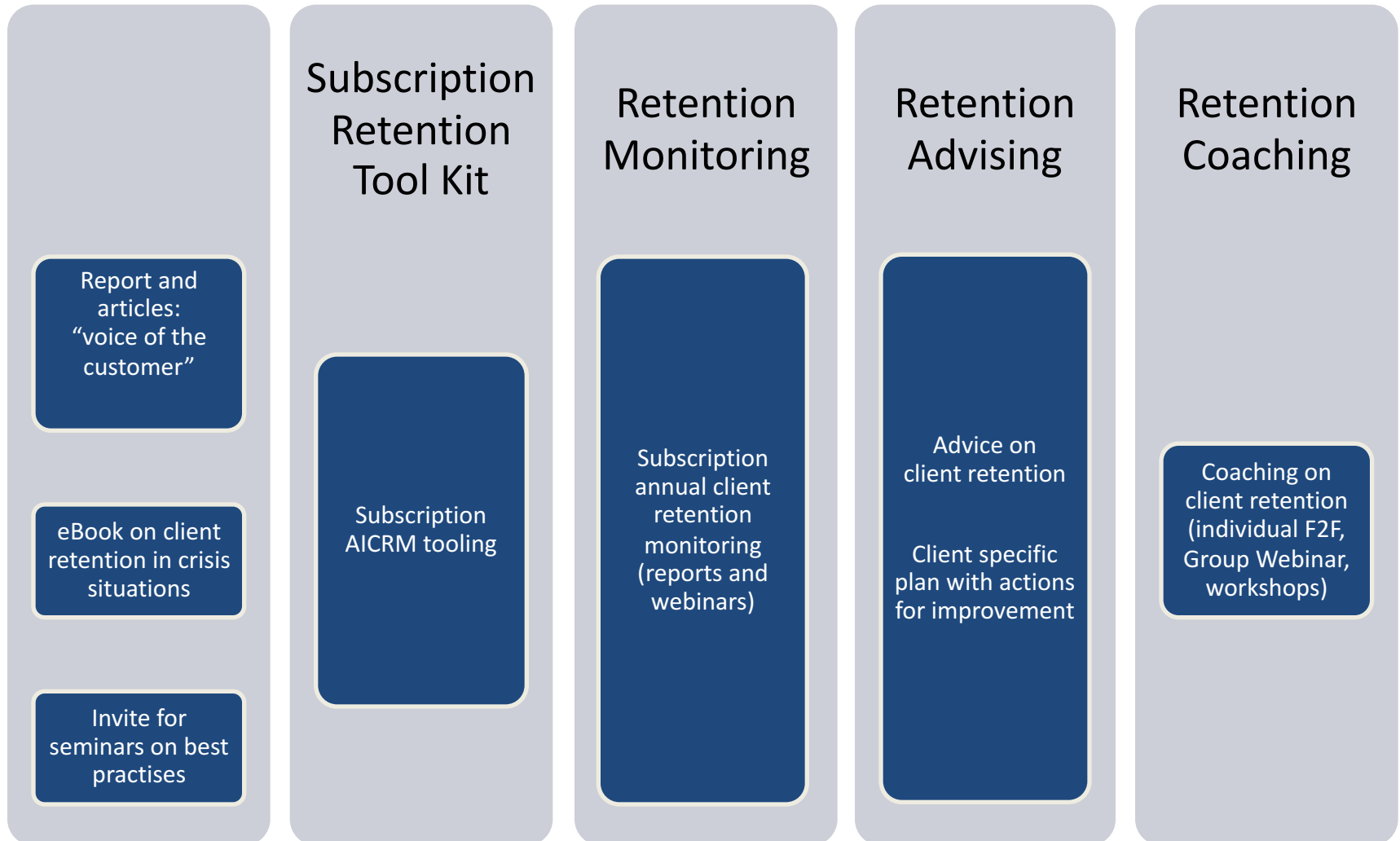


Strictly Confidential

Client Retention Services

Avida International

Client Retention Services



Avida International

Institutional Client Retention Services

AICRM® client retention management

- Identification of need for action
- Continuous monitoring of complex client relationships

Background:

- High complexity of mandate and client relationships in institutional investments
- Increasing regulatory density (legal framework)

AICRM® integrates 4 perspectives, each of which is measured against market standards:

- Quantitative financial data
- Governance and alignment of interests
- Client relationships and communication
- Innovation and thought leadership

Large database:

- 300 contacts at approximately 100 clients of investment solutions provider

Criteria	Percentile peer group	Score (1 to 5)	Content		Behavioral		Comparison 2015
			Weight	Score	Weight	Score	
Risk-return profile	59%	3.4	25.0%	3.4	0.0%	0.0	up
Relative economies of scale, cost management and execution	89%	4.5	5.0%	4.5	0.0%	0.0	flat
Subscore quantitative financial results	64%	3.6	30.0%	3.6	0.0%	0.0	up
Operating from a clients perspective	62%	3.6	0.0%	0.0	25.0%	3.6	up
Feeling of partnership between executive and non-executive	23%	2.9	0.0%	0.0	12.5%	2.9	down
Cooperation others	61%	3.6	0.0%	0.0	10.0%	3.6	up
Subscore mutual relation and communication	57%	3.4	0.0%	0.0	47.5%	3.4	up
Support Trustees and IC to maintain quality of overall governance structure	37%	3.1	27.5%	3.0	32.5%	3.2	flat
Compliance issues	81%	3.5	5.0%	3.5	0.0%	0.0	na
Reporting and monitoring	40%	3.1	10.0%	3.1	0.0%	0.0	up
Subscore governance and alignment	40%	3.1	42.5%	3.1	32.5%	3.2	flat
Anticipating new developments and implementing new insights	46%	3.4	5.0%	2.9	5.0%	3.8	down
New product development	59%	3.4	10.0%	3.4	0.0%	0.0	up
Strategic advisory	39%	3.2	10.0%	3.2	10.0%	3.1	flat
Training and education of clients	43%	3.3	2.5%	2.8	5.0%	3.5	na
Subscore innovation and thoughtleadership	49%	3.3	27.5%	3.2	20.0%	3.4	flat
Total		3.3	100%	3.3	100%	3.3	

Results per client group Scorecard

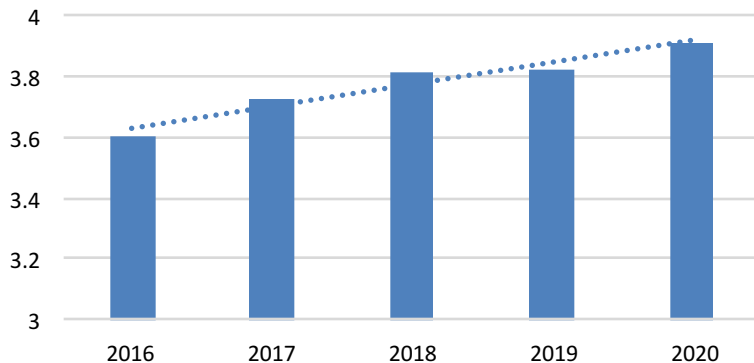
Client group 1

Quotes

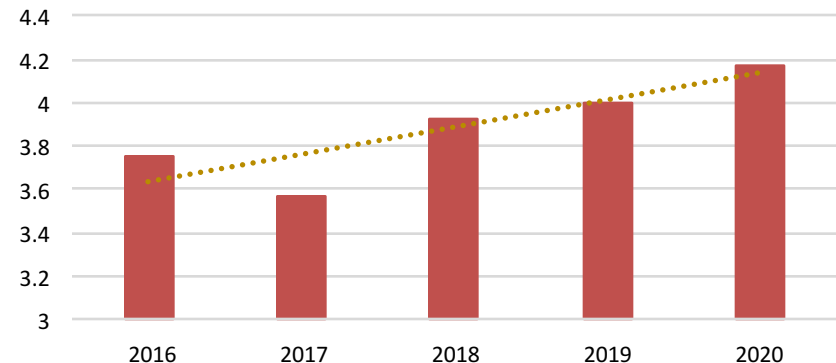
- ❖ 'Tailored investment strategy and comprehensive quarterly reporting.'
- ❖ 'The performance has been good. The contributions have been low but there has been a mix of things, nimble in reacting to markets and the hedging has been increased.'
- ❖ 'Effective management of LDI and growth assets in the face of difficult market conditions.'
- ❖ 'Good overall performance in volatile markets.'
- ❖ '[Service Provider] could be more proactive in providing new ideas on alternative options.'
- ❖ 'We chose [Service Provider] for FM because of the breadth of their asset classes. The decision for [Service Provider] was made based on track record, presentation, but mainly based on personality. The board liked the approach since [Service Provider] was not over- promising but realistic.'

Avida International Client Retention Monitor (AICRM©)

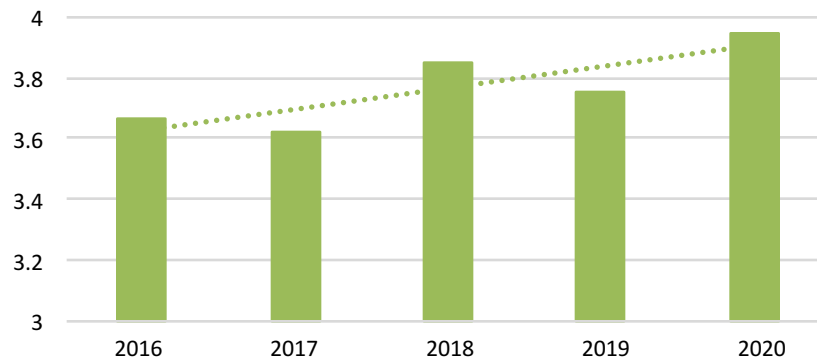
General perception of performance
(1 = very low, 5 = very high)



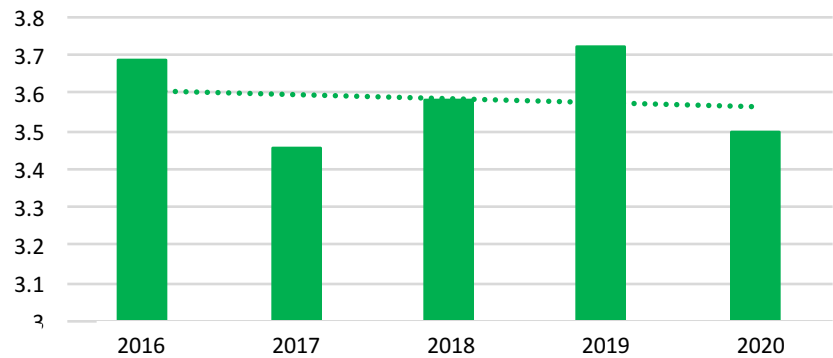
Relationship and communication
(1 = very low, 5 = very high)



Governance and alignment of interest
(1 = very low, 5 = very high)



Innovation and thought leadership
(1 = very low, 5 = very high)



Results per client group Scorecard

Client group 1

Comments

Missed opportunities:

- ❖ Be more proactive in providing new ideas on alternative options.
- ❖ Provide trustees with more confidence in relation to investment strategy through education. Reports can be overly detailed and complicated and not catered for the right audience.

Advancements:

- ❖ Communications between all parties have been clear, concise and positive. There is a tailored investment strategy and comprehensive reporting.

Improvements to be made:

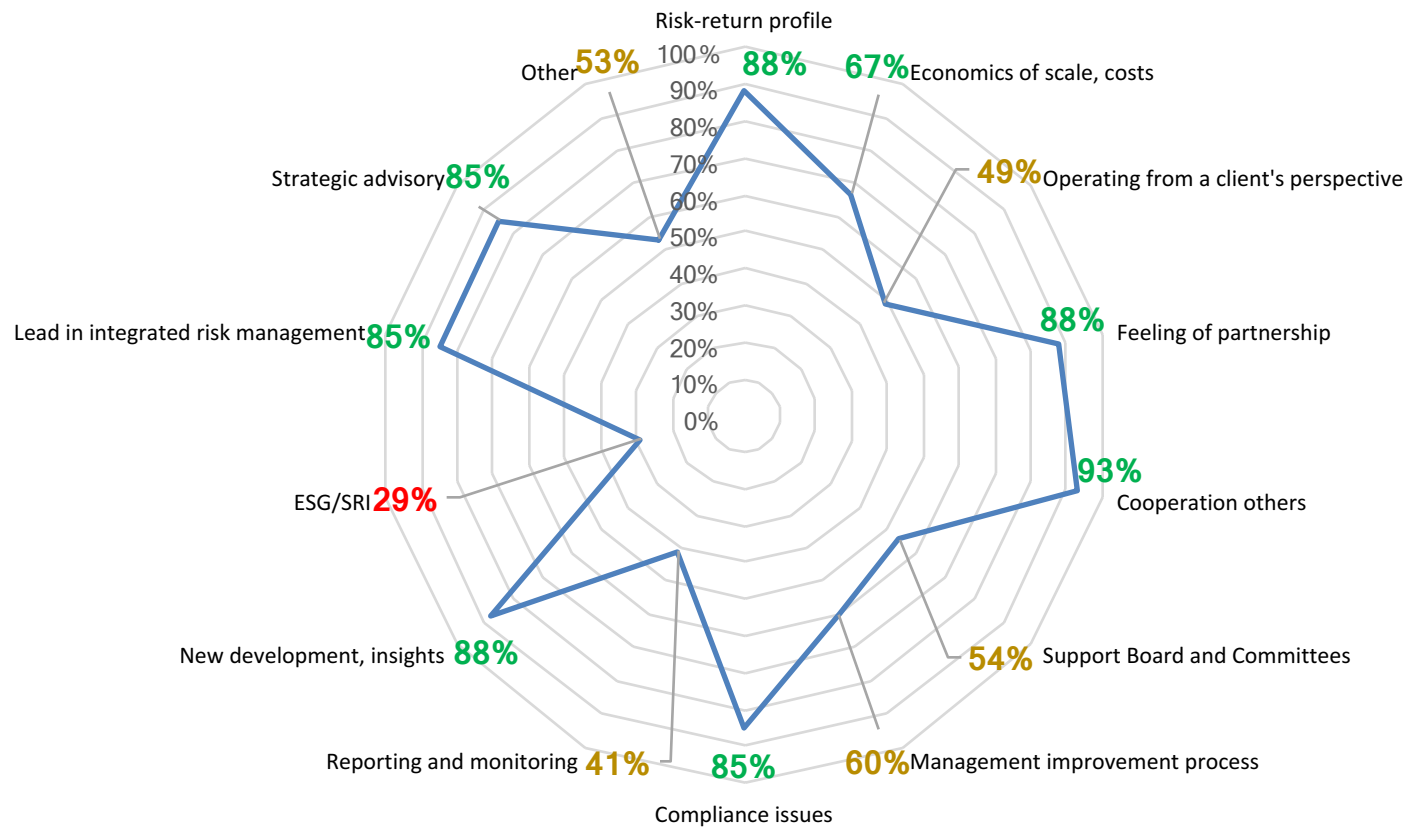
- ❖ Educate the Trustees more and improve the communication, to be more proactive, more face-to-face discussions.
- ❖ Move reporting to a higher level so the trustees can understand them and include a level of risk as well as the funding level to compare to the actuary.
- ❖ Include a comparison in the reporting to targets and goals and previous quarters.
- ❖ When there are strong market movements increase the reporting for the executive team, not the Trustee board.
- ❖ Add results net of fees.

Clients to monitor: Client 1

Service modules and deliverables

Using the AICRM Tool kit	<p>License to use the AICRM tool with some light support from an Avida analyst.</p> <p>The client facing officers will use the tool (and the underlying surveys) as a basis for the periodic evaluation of client relationships, enabling them to identify gaps against the industry and client expectation.</p>
Client Retention Monitoring	<p>Use of Avida to independently measure client satisfaction levels, identify gaps against industry standards and client expectations. Avida will conduct short peer-to-peer interviews with your clients in order to collect relevant intelligence on issues such as:</p> <ul style="list-style-type: none"> - possible areas for improvement, - commercial opportunities, - quotes and references - clients at risk. <p>This enables your client facing officers and managers to take appropriate action.</p>
Client Retention Advice	<p>In addition to the abovementioned monitoring services the Avida consultants shall advice you on how to fill potential gaps and enhance retention level over time. This is typically done in an interactive workshop with your client facing officers and/or management.</p>
Client Retention Coaching	<p>In addition to the abovementioned advisory services Avida shall coach your client facing and investment people on improving client retention. Typically, each client facing person would get a personal coach to act as a sparring partner, prepare client meetings, enhance impact, deal with stress etc.</p>

Peer group benchmark



This presentation is incomplete without reference to, and can only be judged in connection with a verbal explanation of Avida International. No part of this presentation may be reproduced, published or distributed to third parties without prior written consent of Avida International.

The opinions of Avida International are not investment advice or opinion and may be subject to change.

Unless stated otherwise all information contained in this document is brought up to date until the moment of issuance.

Copyright © 2021 Avida International.

Published by Avida International Organisational Performance & Governance Limited, Companies House registration number 8731995, registered office at 40 Queen Anne Street, London W1G 9EL.

LONDON OFFICE

Avida International Organisational
Performance & Governance Ltd
40 Queen Anne Street
London W1G 9EL
T: +44 203 637 5759

Companies House 8731995

AMSTERDAM OFFICE

Avida International BV
Barbara Strozziilaan 201
1083 HN
Amsterdam
T: +31 20 737 1047

KvK 20115066

MUNICH OFFICE

Avida International
Theresienstrasse 1
80333 München
+49 89 205 008 5020

HRB 246240

E: info@avida-int.com

W: www.avida-int.com