

CHIEF EXECUTIVE'S BRIEFING

5 second summary

- Fidelity has the strongest market position of any supplier of third party funds across Europe in 2003, as it was in 2002. JPMorgan Fleming is second, again.
- Franklin Templeton follows in third position, and afterwards comes the pack, bunched up and more difficult to set apart.
- Merrill Lynch and Deutsche Bank won't like this report. Franklin Templeton, Crédit Suisse, and BNP Paribas probably will.
- 27% of respondents mentioned brand as one of the three most important selection criteria they use. Clearly brand matters.
- There is concentration of "brand strength" in these markets. The ten organisations who score most votes as *best known* represent 59% of the total votes cast in 2003.
- But at the same time the markets are still highly fragmented. In 2003 a total of 238 companies were *most used* by at least one of the respondents.



The author of this CEB is Magnus Spence. As befits someone who is called "the oldie" in the office, he keeps on and on about the past. "We first started doing rankings of third party fund suppliers in 1998," he says, as if anyone really cared. "Altogether, including mini surveys, this is the sixth ranking we have created". Yeah, yeah, yeah.

Competitive positions of 3pf suppliers

The long shadow of Fidelity still falls across the fund industry

There are changes this year in the competitive positions of suppliers of third party funds. Franklin Templeton is being more competitive. Merrill Lynch is becoming less so. But there is still the same long shadow cast by Fidelity and JPMorgan Fleming from their continuing positions at the top of the tables.

Fidelity is the Michael Schumacher of the European fund industry. It has the strongest market position of any supplier of third party funds across Europe in 2003. Like Schumacher, Fidelity seems to win with boring regularity: it was also the strongest in 2002, and in 2000. And in several smaller interim surveys, the result is the same. It is always Fidelity.

JPMorgan Fleming performs its usual role in this race as podium fodder, receiving a habitual soaking from the spray of champagne, but never, it seems, getting its hands on the bottle itself. It is second again, as it was in each of these previous two years.

We hope that this data will help you to position yourself in your markets. If you find this report at all complicated, or have no time to read it, as a Sector client you have an alternative: call us and we will talk you through it, or we will come to deliver it to you in summary, in person.

And this year we will be adding a new element to our research on the competitive positions of suppliers of third party funds. This will be sent to you in a subsequent edition of Chief Executive's Briefing, following this one, we will offer you *ten case studies*. Last year (you may remember) we offered you one: Fidelity. This year we will analyse the competitive positions of Fidelity and nine other major suppliers. We will guess at the strengths and weaknesses of their positions based on our survey data. And we will ask ourselves the question: why do these firms achieve the success they do? We hope that this additional offering (due to be sent to you in the next week or so), will give you yet further understanding of you and your competitors.



Chief Executive's Briefing is created exclusively for existing customers of Sector Analysis. It is a service designed to offer short but detailed new insights into the European asset management industry. The insights and data are based mainly on European Investor Focus 2003 Series, a ten country study of asset management buying behaviour in Europe.



Summary

The best known suppliers

On and on it goes. Fidelity is the best known supplier of third party funds across Europe in 2003 and was also the best known in 2002, and in 2000. JPMorgan Fleming is the bridesmaid, never quite getting to be the bride. It is second again, as it was in each of these previous two years.

There is news lower down the order. In 2003 Franklin Templeton has jumped from seventh to third. Crédit Suisse have jumped from tenth to seventh in 2003. And Merrill Lynch show a long term decline which started as third position in 2000 and now is ninth position in 2003. BNP Paribas has moved from fifteenth to tenth in 2003. Elsewhere on the map we can see big jumps for Société Générale and Rothschild.

50% of respondents chose to mention Fidelity as one of the three names they were requested to provide us with. Fidelity is far and away the strongest brand using this measure of brand strength in these markets. The second place goes to JPMorgan Fleming who won votes from 22% of respondents.

Of the 497 respondents that gave us information for this data, 134 (27%) mentioned brand/credibility as one of the three most important selection criteria they use. Clearly brand matters.

There is growth of concentration of “brand strength” in these markets. As shown in Table 3 the ten organisations who score most votes as best known represent 59% of the total votes cast in 2003, up from 57% in 2002.

So the markets are highly concentrated. But at the same time they are highly fragmented. There is a huge number of suppliers vying for business in these markets. In 2003 a total of 149 companies were mentioned as being well known by at least one of the respondents.

Highest regarded suppliers

Who are the highest regarded suppliers of third party funds? The first and second positions continue to be held by Fidelity and JPMorgan Fleming. But after this we see a remarkable rise for Franklin Templeton and for Crédit Suisse who take the third and fifth positions respectively. There is also a remarkable jump for Schrodgers who now occupy equal seventh, having been equal sixteenth in 2002. Deutsche Bank see their reputation plummeting now in tenth position on this measure compared to third position in 2002.

Most used suppliers

Fidelity is the most used followed by JPMorgan Fleming, followed by Crédit Suisse. After them comes UBS, Franklin Templeton and Morgan Stanley. Invesco, Merrill Lynch, Schroder and Deutsche Bank make up the top ten.

There have been some interesting changes in the most used between 2002 and 2003. Crédit Suisse has risen. Deutsche Bank has fallen from third to tenth, and Morgan Stanley has fallen from fourth to sixth. We can also see a big jump for the Rothschild companies who now occupy eleventh place having previously been way down in 28th. ▶▶



Overall combined measure of competitive position

Fidelity has the strongest position in these markets. It has the highest overall combined measure of competitive position in third party funds in Europe. Surprise, surprise. It is followed by JPMorgan Fleming, but this firm has only half the score of Fidelity. Franklin Templeton follows in third position, but some way behind JPMorgan Fleming. After this comes the pack, bunched up and difficult to rank.

Franklin Templeton has jumped in the overall measure from seventh to third and Crédit Suisse has climbed from eighth to equal fifth. Deutsche Bank has fallen from third to seventh, and Merrill Lynch from fifth to eighth. BNP Paribas has risen from 15th to 11th.

Fidelity is significantly better known than it is used. This applies also to JPMorgan Fleming, Franklin Templeton, Morgan Stanley, Deutsche Bank, Merrill Lynch, Invesco and others. However there are some for whom the reverse applies. CDC IXIS has a higher usage than it is considered to be known. This also applies to Deka, Barclays Global Investors, AXA, ING Barings, Fortis and Société Générale.

There are some companies that are more highly regarded than they are either best known or most used. This includes Threadneedle, Deka, Julius Baer, and Schroders.

Structure of this report

This report is set out in parts: the Pan European Overview, which shows the data for Europe as a whole, and the Segmented Analysis, which breaks it down into countries, sectors, and in other ways. But first we say a few words on why we think the data is important.

Section 1 Pan European Overview

- 1.1 Best Known Suppliers of Third Party Funds
- 1.2 Most Highly Regarded Suppliers of Third Party Funds
- 1.3 Most Used Suppliers of Third Party Funds
- 1.4 Combined Measure of Competitive Position of Suppliers of Third Party Funds

Section 2 Segmented Analysis

- 2.1 Segmented Analysis: Best Known Suppliers of Third Party Funds
- 2.2 Segmented Analysis: Most Highly Regarded Suppliers of Third Party Funds
- 2.3 Segmented Analysis: Most Used Regarded Suppliers of Third Party Funds
- 2.4 Segmented Analysis: Combined Measure of Competitive Position of Suppliers of Third Party Funds ■



Importance of the data

Before we show you the results in detail, we suggest a few words on why we think the tables are important.

Welcome to the 2003 findings. We are about to show you a series of tables which describe the 2003 competitive positions of third party fund suppliers in Europe. The rankings are made up from responses given by third party fund distributors or users in our large annual European Investor Focus (EIF) surveys, which enable us to measure the best known, the most highly regarded, and the most used suppliers.

We will show you how you rank now, but will also show you your trend over time: as you may know we delivered this data based on EIF surveys also in 2002, and some of it (the 'best known') was also delivered in 2000.

You will probably have one of two types of reaction to these tables. **Reaction one** is: *oh good! I can see how we are doing as third party suppliers in this market.* **Reaction two** is: *these tables are a waste of time, and I don't need them.*

Let us address **reaction two** people, who say these tables are a waste of time. You probably work for one of two types of firm. **Type one** is an asset management firm which is actively engaged in trying to win sales of funds through third party distributors in Europe. **Type two** is an asset management firm which is trying to win fund business in other ways.

Let us address **type two** firm people, from asset management firms trying to win fund business in other ways. You are probably saying to yourself something along these lines: *we are only interested in winning fund business through subadvisory relationships or separately managed accounts (wraps); we can keep a low profile, we don't care about brand and that nonsense.* Good luck to you. Incidentally, the subadvisory market and SMA (wrap) markets are still tiny. You may have seen our research on this. But hey, good luck anyway. And cheerio.

Let us address **type one** firm people, those actively engaged in trying to win sales of funds through third party distributors in Europe. You either don't care where you are positioned because you are an **anti-brand**. Or you believe you have a strategy for winning distributor relationships without the need for any profile or brand, in which case you are a **Putnam-delusionist**.

Let us first address the **Putnam-delusionists**. You probably believe that you can secure your business through deep one on one relationships with a small handful of distributors (ie like Putnam and Bibop in the late 1990s). Such distributors, you think (we suspect) can be taught the wonderfulness of your firm over a few coffees, and your wider profile or brand strength will matter not a jot. Pity you think this way. These types of relationship are very rare. Basing your business plan on this rare dream is, well, a delusion. See you around.

Let us now address the **anti-brand** people. Your feelings can probably be explained along these lines: *building a brand or even a profile in these markets costs more than you can afford in terms of both resources and time, and it requires expertise which you don't have.* You are not anti-brand so much as in denial about your own and your firm's inadequacies. Or you joined the asset





Importance of the data -
continued

management industry at a time when the word brand did not exist, and you want to keep it that way. Good luck to you too. But shut the door on the way out, *will ya?*

So finally, let us address the only remaining members of our audience: the **reaction one** people. The happy, shining people, who say: *oh good! Now I can see how we are doing as third party suppliers in this market.* This report is dedicated to you.



Section 1: Pan European Overview

1.1 Best Known Suppliers of Third Party Funds

As we did in the European Investor Focus 2000 and 2002 series, we asked the organisations in the sample to name the three best known suppliers of third party funds.

We sometimes call this a measure of brand strength, but it is probably better to call it a measure of name recognition. But in the absence of anything else, we believe this ranking is a good assessment of the relative strength of brand identities.

In future surveys we will be measuring the attributes which are associated with suppliers by respondents, but for now we are supplying only rankings based on numbers of mentions.

Table 1

**Top 20 Best Known suppliers of third party funds
Ranking All Countries 2000-2003**

Group	2003 Rank	2002 Rank	2000 Rank
Fidelity	1	1	1
JPMorgan Fleming	2	2	2
Franklin Templeton	3	7	8
Deutsche Bank DWS	4	4	6
Morgan Stanley	=5	3	7
UBS	=5	6	4
Crédit Suisse	7	10	9
Invesco	8	8	5
Merrill Lynch	9	5	3
BNP Paribas	10	15	11
Schroders	11	12	10
Robeco	12	9	17
ABN Amro	=13	13	13
Société Générale	=13	=23	14
Fortis	15	14	=30
Pioneer Unicredito	16	18	=30
Rothschild companies	17	=36	=30
ING Barings	18	11	12
Julius Baer	19	=23	18
Crédit Agricole	20	=31	23

On and on it goes. Fidelity is the best known supplier of third party funds across Europe in 2003 and was also the best known in 2002, and in 2000.

JPMorgan Fleming is the bridesmaid, never quite getting to be the bride. It is second again, as it was in each of these previous two years. The rankings are shown in Table 1.

There is news lower down the order. In 2003 Franklin Templeton has jumped from seventh to third. Crédit Suisse have jumped from tenth to seventh in 2003. And Merrill Lynch show a long term decline which started as third position in

2000 and now is ninth position in 2003. BNP Paribas has moved from fifteenth to tenth in 2003. Elsewhere on the map we can see big jumps for Société Général and Rothschild. ▶▶

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Pan European Overview -
continued

Deutsche Bank retains its fourth position. UBS and Morgan Stanley share fifth position, this being a slight increase for UBS and a slight decrease in position for Morgan Stanley. Invesco retain their eighth position.

Table 2

2003 rank	Selection criteria	EIF	EIF	EIF 2002		EIF 2003	
		98-99 Rank	2000 Rank	Rank	Share	Rank	Share
1	Performance	1	1	1	30%	1	30%
2	Quality of Manager or Mgt	11	5	2	14%	2	13%
3	Brand/credibility	2	2	3	12%	3	10%
4	Service	3	7=	6	7%	4	7%
5	Investment style & process	4	3=	7	7%	5	7%
6	Low volatility	7	8	5	7%	6	7%
7	Price (inc commissions)	6	6	4	7%	7	6%
8	Other	9		10	3%	8	6%
9	Size and liquidity	10	10	8	4%	9	5%
10	Fund strategy and structure	5	7=	9	3%	10	3%
11	Range of Product/ Funds	17	12	12	2%	11	2%
12	Product feature	12	9	13	2%	12	1%
13	Client pressure			14	1%	13	1%
14	Depth of relationship/Shareholding	13	11	11	2%	14	1%
15	Tax & legal factors	14	14=	15	0%	15	0%

Before we go any further we should first ask whether it matters whether a company is well known or not. The answer is it does. Table 2 shows the position held by what we call “brand/credibility” in the list of selection criteria as voted by third party fund distributors across Europe. We asked the distributors to tell us how they select between the many suppliers of third party funds.

As can be seen in Table 2 they tell us and have told us for many years that performance matters more than anything. But after this comes the quality of management as a second criterion. This is followed by brand/credibility. Only lower down the list do other items such as service, investment, style and price appear.

Of the 497 respondents that gave us information for this data, 134 (27%) mentioned brand/credibility as one of the three most important selection criteria they use. Clearly brand matters.

Anyone who disagrees with this has not taken our hint in the introduction. You are anti-brand. This document is not for people like you. Please go away. Shooo, shooo.

There is growth of concentration of “brand strength” in these markets. As shown in Table 3 the ten organisations who score most votes as best known represent 59% of the total votes cast in 2003, up from 57% in 2002. The many organisations that represent the rest after the top 20 account for only around a quarter of the votes, down from 35% in 2000. The small fry are getting even smaller, in terms of their name recognition.

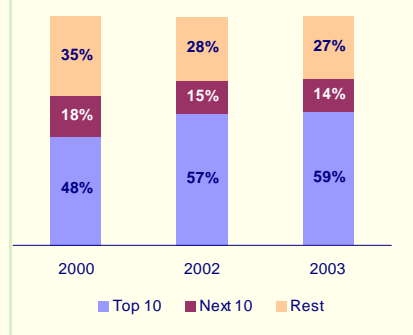
So the markets are highly concentrated. But at the same time they are highly fragmented. Fragmentation is not altogether surprising in an environment where there are on average twelve suppliers of third party funds for each distributor.

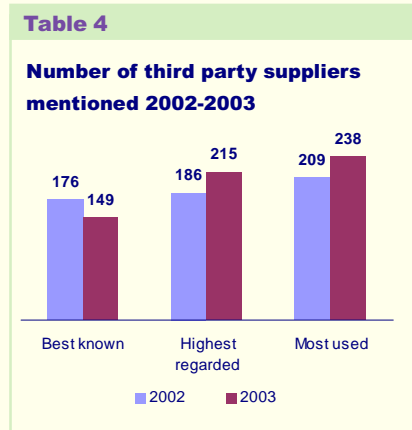


There is growth of concentration of “brand strength”

Table 3

Best known suppliers of third party funds Analysis by ranking group 2000-2003



Pan European Overview -
continued


There is a huge number of suppliers vying for business in these markets. Table 4 shows that in 2003 a total of 149 companies were mentioned as being well known by at least one of the respondents.

This is down from 176 in 2002, and one might therefore conclude that fragmentation is reducing. But it is still worth concluding that fragmentation is still very high for there to be as many as 149 well known suppliers at all. There must after all be a great deal more suppliers than 149 who are never voted for at all. Table 4 also shows that the number of suppliers mentioned as being highly regarded and most used is 200 and 227 respectively. The fragmentation in this respect is enormous. There are over 200 suppliers who are frequently used by at least one respondent.

Table 5 shows in more detail the top 30 best know suppliers of third party funds giving the percentage of mentions and rank for 2000, 2002 and 2003. This shows the long term trend in the share of mentions particularly well. Fidelity continues to rise and has now doubled the share of mentions it achieved in 2000. JPMorgan

Table 5

Top 30 Best Known suppliers of third party funds
Percentage of mentions and rank All countries 2000-2003

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank	2000 % mentions	2000 Rank
Fidelity	18.3%	1	16.7%	1	8.7%	1
JPMorgan Fleming	8.1%	2	9.4%	2	7.7%	2
Franklin Templeton	4.7%	3	4.1%	7	3.3%	8
Deutsche Bank DWS	4.7%	4	4.8%	4	3.6%	6
Morgan Stanley	4.5%	=5	5.3%	3	3.5%	7
UBS	4.5%	=5	4.3%	6	4.3%	4
Crédit Suisse	4.1%	7	2.6%	10	3.1%	9
Invesco	3.7%	8	3.2%	8	4.0%	5
Merrill Lynch	3.6%	9	4.5%	5	6.4%	3
BNP Paribas	2.5%	10	1.2%	15	2.6%	11
Schroders	2.2%	11	2.3%	12	2.8%	10
Robeco	1.9%	12	2.8%	9	1.4%	17
ABN Amro	1.6%	=13	2.1%	13	2.0%	13
Société Générale	1.6%	=13	0.8%	=23	1.7%	14
Fortis	1.4%	15	1.6%	14	0.7%	=30
Pioneer Unicredito	1.3%	16	1.0%	18	0.7%	=30
Rothschild companies	1.2%	17	0.5%	=36	0.7%	=30
ING Barings	1.1%	18	2.4%	11	2.3%	12
Julius Baer	1.0%	19	0.8%	=23	1.4%	18
Crédit Agricole	1.0%	20	0.7%	=31	0.9%	23
AXA	0.9%	=21	1.2%	=16	0.7%	=30
SEB	0.9%	=21	0.7%	=27	0.7%	=26
Commerzbank	0.8%	=23	0.9%	=20	1.3%	19
HSBC	0.8%	=23	0.5%	=36	0.4%	0
Robur	0.8%	=23	0.7%	=31	0.3%	0
Deka	0.7%	26	0.9%	=20	0.6%	0
Barclays Global Investors	0.7%	=27	0.6%	=34	0.8%	25
Dresdner Bank	0.7%	=27	1.2%	=16	1.6%	15
Gartmore	0.7%	=27	1.0%	19	0.7%	=26
Henderson Global Investors	0.7%	=27	0.7%	=27	1.0%	=22
Skandia	0.7%	=27	0.6%	=34	1.1%	20

Fleming in second position does not seem to be keeping up, although it has clear blue water between itself and the third ranked company, Franklin Templeton. This company shows steady growth in share of mentions from 2000 to 2003.

Morgan Stanley is a bit up and down showing a slight decline this year ►►



Pan European Overview - continued

after a rise in 2002. Crédit Suisse is the reverse showing an increase this year after a decline in 2002.

Merrill Lynch continues to show steady decline and is now registering only 60% of the share of votes that it achieved in 2000. Robeco has gone down, Pioneer Uni Crédito has gone up. ING Barings has gone down as has AXA.

Where we are dealing with relatively small numbers of mentions, which is the case as we get lower down this list, we have to be careful about forming conclusions based on marginal changes in shares of votes. What we place greater reliance on is consistent trends over time, and that is why it is so important that this year we have for the first time got three years data together to compare and it is based on this that we believe the long term trends start to become visible. On this basis Fidelity continues to show extraordinary performance, matched by no one else in the industry.

Table 6

Top 50 Best Known suppliers of third party funds. Ranking all Countries

2003 Rank	Group	2003 Rank	Group	2003 Rank	Group
1	Fidelity	19	Julius Baer	=34	Vanguard
2	JPMorgan Fleming	20	Crédit Agricole	=38	Crédit Lyonnais
3	Franklin Templeton	=21	AXA	=38	Dexia
4	Deutsche Bank DWS	=21	SEB	=40	CDC IXIS
=5	Morgan Stanley	=23	Commerzbank	=40	Goldman Sachs
=5	UBS	=23	HSBC	=40	KBC
7	Crédit Suisse	=23	Robur	=40	La Caixa
8	Invesco	26	Deka	=40	M & G
9	Merrill Lynch	=27	Barclays Global Investors	=40	Pictet
10	BNP Paribas	=27	Dresdner Bank	=46	Banco Fonder
11	Schroders	=27	Gartmore	=46	Citibank
12	Robeco	=27	Henderson Global Investors	=46	Fideraum Nextra
=13	ABN Amro	=27	Skandia	=46	Frank Russell
=13	Société Générale	=32	Legal & General	=46	Handelsbanken
15	Fortis	=32	State Street	=46	Janus
16	Pioneer Unicredito	=34	BBVA	=46	Nordea
17	Rothschild companies	=34	Threadneedle	=46	Ohra
18	ING Barings	=34	Union	=46	Swissca

With the exception of the big six, where are the mighty US asset management firms? What has happened to the European Market entry strategy of the giants of the US industry.

Table 6 shows the full 50 best known suppliers of third party funds ranked in order of votes in 2003. We show this because we think it is interesting to reveal the role of the US firms in this market. There are six US firms (depending on how you define nationality) in the top ten. After this there are only another six US firms in the whole of the top 50, and they appear in the bottom half of the list only. With the exception of the big six, where are the mighty US asset management firms? What has happened to the European Market entry strategy of the giants of the US industry such as Putnam, MFS, and others.

Of course we don't make the mistake of saying that this list constitutes the only measure of success in these markets. Far from it, it is an indication of who is well known, but given that we have already shown that being well known is one of the drivers of success, we would suggest that it is a leading indicator of success in these markets and can be taken seriously as a contribution to a measure of a company's market position. ▶▶



Pan European Overview - continued

Table 7

Pan European brand divisions 2003

Division	Company	Number of Countries with brand strength*
Pan European Brands	Fidelity	10
	JPMorgan Fleming	9
	Merrill Lynch	9
	Franklin Templeton	7
	Morgan Stanley	7
	Schroders	5
	Deutsche Bank DWS	4
	Invesco	4
UBS	4	
Aspiring Pan European Brands	BNP Paribas	3
	Crédit Suisse	3
	Julius Baer	3
	Fortis	2
	ING Barings	2
	Pioneer Unicredito	2
	Robeco	2
	Rothschild companies	2
	Skandia	2
	Société Générale	2
	ABN Amro	
	AXA	
	Barclays Global Investors	
	Crédit Agricole	
	Gartmore	
	Goldman Sachs	
	HSBC	
	State Street Global Investors	
Threadneedle		
Vanguard		
Local Brands	Anima	1
	Arca	1
	Banco Fonder	1
	BBVA	1
	CDC IXIS	1
	Commerzbank	1
	Crédit Agricole	1
	Deka	1
	Dexia	1
	Dresdner Bank	1
	Fideraum Nextra	1
	Handelsbanken	1
	Henderson Global Investors	1
	KBC	1
	La Caixa	1
	Legal & General	1
	M & G	1
	Newstar	1
	Nordea	1
	Ohra	1
	Pictet	1
	Robur	1
	Santander	1
SEB	1	
Swissca	1	
Union	1	

** Note "Brand Strength" is based on achieving minimum of 2% of mentions in a country



**Pan European Overview -
*continued***

So far we have been looking at the rankings based on aggregated scores across Europe. We think that it's important to distinguish between those that are pan European and those that aren't. So as we did last year, we are showing in Table 7 a division of the various suppliers into four divisions. The top division we call pan European brands, and the second division we call aspiring pan European brands. After this come local brands, and finally at the bottom come also-rans.

We have made a series of assumptions, many of which could of course be questioned, in order to place companies in these various categories. The pan European brands are those that have brand strength in four countries or more. We have decided to measure brand strength (as we did last year) by saying that two percent or more of the mentions qualifies a company for this status in any given country. On this basis Fidelity has brand strength in all ten countries, followed by JPMorgan Fleming and Merrill Lynch who have it in nine countries. Thereafter we see Franklin Templeton and Morgan Stanley in seven, followed by Schroders in five.

The second category is aspiring pan European brands. These are companies with brand strength, as measured above, in more than one country. These are shown again in Table 7, along with the number of countries in which they have scored. We have decided to add to this division those companies who do not technically qualify according to the definition we have given, but do qualify if you reduce the threshold to one percent. These include ABN Amro, AXA, Threadneedle and Vanguard. And in addition we have decided to add another five names of companies that are mentioned (albeit at levels below the threshold) in four countries or more. These are Barclays Global Investors, Gartmore, HSBC, Goldman Sachs, Crédit Agricole and State Street.

Finally there are the local brands who are companies that feature strongly in one country but whose pan European ambitions are either limited or are not revealing themselves in our surveys.

We offer the same tiered analysis last year. It is interesting to see that at the top end of the measures Deutsche Bank and Invesco have both moved from being aspiring brands to what we would think of as actual pan European brands. A number of other companies have also been promoted from one division to another. We can only see two companies that have been reduced from one division to the next and these are Commerzbank and Henderson Global Investors both of whom seem to have lost their status as aspiring pan European brands and are reduced to being local brands according to our measures. ▶▶

Table 8
Also Rans 2003 Other groups that received at least two mentions

Aberdeen	Carlyle	Finama	MFS
Activest	Carnegie	Financiere de L'echiquier	Natexis
ADI	CCF	Frank Russell	National Nederlande
ADIG	CGNU	Frankfurt Trust	NSM
Aegon	CICAM	Generali	Odin
AGF	Cisalpina	Goldman Sachs	Ofivalmo
Ahorro	Citibank	Hagström & Qvidberg	Old Mutual
AIG	Clariden	Hamilton	Oyster
Alfred Berg	Clerical Medical	Hooge Huys	Petercam
Alliance Capital	CoFunds	Insinger de Beaufort	Prudential Bache
American Express	Cordis	Intesa	Prudential UK
Amev	CPR	Inves Seguros	Putnam
Argenta	Crédit Lyonnais	Janus	Raiffeisen Funds
Artemis	Credito	Kempen	Richelieu Finance
ASN	Delta Lloyd	La Mondiale	Rodamco
Bank De Groof	Didner Gerge	Lannebo Fonder	Sal Oppenheim
Banque du Louvre	EDF Man	Länsförsäkringar	San Paolo IMI
Barclays Global Investors	Edinburgh Fund Managers	Lazard	Sarasin
Brummer and Partners	Epta	Lloyds	SCH
Capital International	EQT	Lombard Odier	SKAGEN
Cardif	Euromobiliare	Mellon	
Carlsson	F&C	Metzler	

**Pan European Overview -
continued**

In Table 8 we also show the also-rans, those companies that are mentioned at least once but who do not qualify under any of our other divisional headings. These are companies that can at least say they have been mentioned as being well known by at least one of our respondents. However we should also be questioning their positions in these markets. If they want to be even local third party fund supplier brands they have work to do. If they want to be pan European brands they have enormous work to do.

Further analysis is provided in Section 2 of the countries in which each of these suppliers is mentioned and the location of the strength by country and indeed in other ways of the various suppliers. ▶▶



Pan European Overview - continued

Table 9

Top 20 Best Known suppliers of third party funds. Unprompted name awareness

Three names voted as best known per respondent

Group	2003 % of respondents	2003 Rank	2002 % of respondents	2002 Rank
Fidelity	52%	1	47%	1
JPMorgan Fleming	23%	2	27%	2
Franklin Templeton	13%	3	12%	7
Deutsche Bank DWS	13%	4	14%	4
Morgan Stanley	13%	=5	15%	3
UBS	13%	=5	12%	6
Crédit Suisse	12%	7	7%	10
Invesco	11%	8	9%	8
Merrill Lynch	10%	9	13%	5
BNP Paribas	7%	10	4%	15
Schroders	6%	11	6%	12
Robeco	5%	12	8%	9
ABN Amro	4%	=13	6%	13
Société Générale	4%	=13	2%	=23
Fortis	4%	15	5%	14
Pioneer Unicredito	4%	16	3%	18
Rothschild companies	3%	17	1%	=36
ING Barings	3%	18	7%	11
Julius Baer	3%	19	2%	=23
Crédit Agricole	3%	20	2%	=31

An important measure of the strength of a brand is to compare the number of respondents with those choosing to mention any given company. Table 9 shows the results of this both for 2002 and 2003. The 100% in each case is the total number of respondents who gave us data for this question.

Of these 50% chose to mention Fidelity as one of the three names they were requested to provide us with, which compares with 44% for 2002. Fidelity is far and away the strongest brand using this measure of brand strength in these markets. The second place goes to JPMorgan Fleming who achieved 22% of respondents on this measure but they did achieve 25% in 2002 so this is a slight drop. After then there is yet another long drop until we come to the third, fourth and fifth most mentioned names. The main changes between 2003 and 2002 include a fall for Morgan Stanley, a rise for Crédit Suisse, and Invesco.

It is quite possible that these percentages would increase if we invited respondents to give us more than three names. However it is simply not possible within our interview format to do this and we are offering instead the benefit of a consistent process year on year. ■

Pan European Overview -
continued
1.2 Most Highly Regarded Suppliers of Third Party Funds

Who are the highest regarded suppliers of third party funds? This is the second measure that we request fund distributors to supply us with data for.

We asked each survey respondent to identify the most highly regarded suppliers. We wanted to give respondents the opportunity to tell us who they really regarded highly, and wanted to make a distinction between this and being well known, or even commanding most business.

Table 10 shows the rankings in 2003 and compares them to the equivalent rankings in 2002. This shows that the first and second positions continue to be held by Fidelity and JPMorgan Fleming. But after this we see a remarkable rise for Franklin Templeton and for Crédit Suisse who take the third and fifth positions respectively. There is also a remarkable jump for Schrodgers who now occupy equal seventh, having been equal sixteenth in 2002. Deutsche Bank see their reputation plummeting now in tenth position on this measure compared to third position in 2002.

Lower down the list we see the Rothschild companies emerging as a strongly regarded name. They are now twelve having been as low as 29th in 2002. Société Générale has also increased its rank to thirteenth from 22nd in 2002. Companies that have maintained their positions include Morgan Stanley in fourth, Invesco in ninth and BNP Paribas at eleventh and ING Barings at fourteenth and Threadneedle at sixteenth. ►►

Table 10
Top 20 Highest Regarded suppliers of third party funds Ranking All Countries 2002-2003

Group	2003 Rank	2002 Rank
Fidelity	1	1
JPMorgan Fleming	2	2
Franklin Templeton	3	7
Morgan Stanley	4	4
Crédit Suisse	5	8
UBS	6	5
Schrodgers	=7	=16
Merrill Lynch	=7	6
Invesco	9	9
Deutsche Bank DWS	10	3
BNP Paribas	11	=11
Rothschild companies	12	=29
Société Générale	13	=22
Julius Baer	=14	=19
ING Barings	=14	14
ABN Amro	=16	=11
Threadneedle	=16	=16
Robeco	=18	10
Barclays Global Investors	=18	=24
Pictet	=20	=19
Deka	=20	=38
Fortis	=20	=11
AXA	=20	18

Table 11
Top 30 Highest Regarded suppliers of third party funds Percentage of mentions and rank All countries 2002-2003

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	14.3%	1	13.6%	1
JPMorgan Fleming	7.8%	2	8.5%	2
Franklin Templeton	4.6%	3	3.1%	7
Morgan Stanley	3.9%	4	4.5%	4
Crédit Suisse	3.7%	5	2.9%	8
UBS	3.3%	6	3.6%	5
Schrodgers	3.2%	=7	1.3%	=16
Merrill Lynch	3.2%	=7	3.4%	6
Invesco	2.7%	9	2.6%	9
Deutsche Bank DWS	2.6%	10	5.4%	3
BNP Paribas	2.4%	11	1.8%	=11
Rothschild companies	2.2%	12	0.6%	=29
Société Générale	1.5%	13	1.0%	=22
Julius Baer	1.3%	=14	1.1%	=19
ING Barings	1.3%	=14	1.7%	14
ABN Amro	1.1%	=16	1.8%	=11
Threadneedle	1.1%	=16	1.3%	=16
Robeco	1.0%	=18	2.2%	10
Barclays Global Investors	1.0%	=18	0.9%	=24
Pictet	0.9%	=20	1.1%	=19
Deka	0.9%	=20	0.4%	=38
Fortis	0.9%	=20	1.8%	=11
AXA	0.9%	=20	1.2%	18
Pioneer Unicredito	0.8%	=24	0.8%	=26
Nordea	0.8%	=24	0.6%	=29
Crédit Agricole	0.8%	=24	1.0%	=22
CDC IXIS	0.8%	=24	0.1%	=91
Dresdner Bank	0.7%	=28	0.3%	=53
Commerzbank	0.7%	=28	0.3%	=53
Robur	0.6%	=30	0.4%	=38
HSBC	0.6%	=30	0.6%	=29
Tocqueville	0.6%	=30	0.2%	=69
Gartmore	0.6%	=30	1.1%	=19



Pan European Overview - continued

This shows the ranking in slightly more detail. And reveals that the percentage of the share of mentions in this area of our research is more fragmented than amongst the best known. Fidelity achieves only fourteen percent of the mentions compared to eighteen percent in the first measure.

The gap between the second and third placed companies has also slightly reduced.

Table 12

Top 50 Highest Regarded suppliers of third party funds. Ranking All countries 2003

2003 Rank	Group	2003 Rank	Group	2003 Rank	Group
1	Fidelity	=18	Barclays Global Investors	=34	Financiere de L'echiquier
2	JPMorgan Fleming	=20	Pictet	=38	Swissca
3	Franklin Templeton	=20	Deka	=38	Crédit Lyonnais
4	Morgan Stanley	=20	Fortis	=38	Frank Russell
5	Crédit Suisse	=20	AXA	=38	Comgest
6	UBS	=24	Pioneer Unicredito	=42	Arca
=7	Schroders	=24	Nordea	=42	Petercam
=7	Merrill Lynch	=24	Crédit Agricole	=42	SEB
9	Invesco	=24	CDC IXIS	=42	Vontobel
10	Deutsche Bank DWS	=28	Dresdner Bank	=42	Fideraum Nextra
11	BNP Paribas	=28	Commerzbank	=42	Henderson Global Investors
12	Rothschild companies	=30	Robur	=42	Dexia
13	Société Générale	=30	HSBC	=42	State Street
=14	Julius Baer	=30	Tocqueville	=42	Vanguard
=14	ING Barings	=30	Gartmore	=42	Legal & General
=16	ABN Amro	=34	Goldman Sachs	=42	Skandia
=16	Threadneedle	=34	Carmignac		
=18	Robeco	=34	Artemis		

A staggering 215 companies were mentioned as being highly regarded. This is an increase from 186 in the 2002 survey. It appears that there is no concentration of reputation in these markets.

As we showed in Table 4, a staggering 215 companies were mentioned as being highly regarded. This is an increase from 186 in the 2002 survey. It appears that there is no concentration of reputation in these markets. Table 12 shows the top 50 most regarded companies in the market. In Section 2 we show this in more detail broken out country by country. ■

Pan European Overview -
continued
1.3 Most Used Suppliers of Third Party Funds

The third of our three measures is the most used suppliers of third party funds. As we have said each time we deliver this measure, we recognise that this is not a measure of market share. We elaborate on this in the methodology section at the end. However it is close to being such a measure and in the absence of any other comprehensive data this is the only opportunity for seeing across Europe and across all suppliers who is being used most.

Table 13 shows that Fidelity is the most used followed by JPMorgan Fleming, followed by Crédit Suisse. After them comes UBS, Franklin Templeton and Morgan Stanley. Invesco, Merrill Lynch, Schroders and Deutsche Bank make up the top ten.

There have been some interesting changes between 2002 and 2003. Crédit Suisse has risen. Deutsche Bank has fallen from third to tenth, and Morgan Stanley has fallen from fourth to sixth. We can also see a big jump for the Rothschild companies who now occupy eleventh place having previously been way down in 28th.

Table 13
Top 20 Most Used suppliers of third party funds. Ranking All Countries 2002-2003

Group	2003 Rank	2002 Rank
Fidelity	1	1
JPMorgan Fleming	2	2
Crédit Suisse	3	5
UBS	4	6
Franklin Templeton	5	8
Morgan Stanley	6	4
Invesco	7	10
Merrill Lynch	8	7
Schroders	9	9
Deutsche Bank DWS	10	3
Rothschild companies	11	=28
Fortis	12	14
ABN Amro	13	=11
BNP Paribas	=14	=11
Société Générale	=14	=16
ING Barings	16	=11
Crédit Agricole	17	19
Robeco	18	15
AXA	19	=16
Julius Baer	20	=20

Fidelity is the most used followed by JPMorgan Fleming, followed by Crédit Suisse.

Table 14
**Top 30 Most Used suppliers of third party funds
Percentage of mentions and rank All countries 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	12.5%	1	10.9%	1
JPMorgan Fleming	5.7%	2	6.7%	2
Crédit Suisse	3.6%	3	3.4%	5
UBS	3.5%	4	3.3%	6
Franklin Templeton	3.4%	5	2.8%	8
Morgan Stanley	3.1%	6	4.3%	4
Invesco	2.8%	7	2.1%	10
Merrill Lynch	2.8%	8	3.2%	7
Schroders	2.5%	9	2.5%	9
Deutsche Bank DWS	2.3%	10	4.9%	3
Rothschild companies	2.2%	11	0.8%	=28
Fortis	2.1%	12	1.6%	14
ABN Amro	2.0%	13	2.0%	=11
BNP Paribas	1.9%	=14	2.0%	=11
Société Générale	1.9%	=14	1.2%	=16
ING Barings	1.7%	16	2.0%	=11
Crédit Agricole	1.5%	17	1.2%	19
Robeco	1.3%	18	1.5%	15
AXA	1.2%	19	1.2%	=16
Julius Baer	1.2%	20	1.1%	=20
Barclays Global Investors	1.1%	21	1.2%	=16
Gartmore	1.0%	22	0.9%	=26
Swissca	0.9%	=23	1.0%	=22
Dexia	0.9%	=23	1.0%	=22
Pictet	0.9%	=23	1.0%	=22
Pioneer Unicredito	0.9%	=23	0.6%	=34
CDC IXIS	0.9%	=23	0.2%	=73
Fideraum Nextra	0.8%	=28	0.3%	=48
Deka	0.8%	=28	1.0%	=22
Robur	0.6%	=30	0.7%	=30
HSBC	0.6%	=30	0.6%	=34
Threadneedle	0.6%	=30	1.1%	=20

Table 14 shows the list in more detail and reveals that the percentage of mentions is even more fragmented than for the previous two measures. ►►



Pan European Overview -ctd Fidelity achieves only twelve and a half percent in this measure.

Table 15

Top 50 Most Used suppliers of third party funds. Ranking All Countries

2003 Rank	Group	2003 Rank	Group	2003 Rank	Group
1	Fidelity	21	Barclays Global Investors	=39	Nordea
2	JPMorgan Fleming	22	Gartmore	=39	Vontobel
3	Crédit Suisse	=23	Swissca	=39	Mellon
4	UBS	=23	Dexia	=39	Skandia
5	Franklin Templeton	=23	Pictet	=45	KBC
6	Morgan Stanley	=23	Pioneer Unicredito	=45	Thames River
7	Invesco	=23	CDC IXIS	=45	State Street
8	Merrill Lynch	=28	Fideraum Nextra	=45	Lombard Odier
9	Schroders	=28	Deka	=45	Odin
10	Deutsche Bank DWS	=30	Robur	=45	Frankfurt Trust
11	Rothschild companies	=30	HSBC	=45	San Paolo IMI
12	Fortis	=30	Threadneedle	=45	Tocqueville
13	ABN Amro	=33	Goldman Sachs	=45	Artemis
=14	BNP Paribas	=33	Comgest	=45	Alliance Capital
=14	Société Générale	=33	Dresdner Bank	=45	Cardif
16	ING Barings	=33	SEB	=45	Sarasin
17	Crédit Agricole	=33	Legal & General	=45	Aegon
18	Robeco	=33	Commerzbank	=45	Delta Lloyd
19	AXA	=39	Arca		
20	Julius Baer	=39	Henderson Global Investors		

As we showed in Table 4, the number of companies who are mentioned as being most used is a staggering 238 compared to 209 for the 2002 survey. There seems to be increased fragmentation in the market according to this measure. Table 15 reveals the top 50 most used companies. ■

Pan European Overview -
continued
1.4 Combined Measure of Competitive Position of Suppliers of Third Party Funds

The fourth of our measures is a combination of the first three. We call this the overall combined measure of market position.

This is a simple combination of the first three measures. It reveals Fidelity has the strongest overall position followed by JPMorgan Fleming, Franklin Templeton, Morgan Stanley and Crédit Suisse.

Table 16
Top 30 Suppliers of third party funds (Overall Combined Measure). Percentage of mentions for all measures 2003

Ranking by overall measure	Group	Best Known % mentions	Highest Regarded % mentions	Most Used % mentions	Overall Combined Measure % mentions
1	Fidelity	18.3%	14.3%	12.5%	15.3%
2	JPMorgan Fleming	8.1%	7.8%	5.7%	7.2%
3	Franklin Templeton	4.7%	4.6%	3.4%	4.3%
4	Morgan Stanley	4.5%	3.9%	3.1%	3.9%
=5	Crédit Suisse	4.1%	3.7%	3.6%	3.8%
=5	UBS	4.5%	3.3%	3.5%	3.8%
7	Deutsche Bank DWS	4.7%	2.6%	2.3%	3.3%
8	Merrill Lynch	3.6%	3.2%	2.8%	3.2%
9	Invesco	3.7%	2.7%	2.8%	3.1%
10	Schroders	2.2%	3.2%	2.5%	2.6%
11	BNP Paribas	2.5%	2.4%	1.9%	2.3%
12	Rothschild companies	1.2%	2.2%	2.2%	1.8%
13	Société Générale	1.6%	1.5%	1.9%	1.6%
14	ABN Amro	1.6%	1.1%	2.0%	1.5%
15	Fortis	1.4%	0.9%	2.1%	1.5%
16	Robeco	1.9%	1.0%	1.3%	1.5%
17	ING Barings	1.1%	1.3%	1.7%	1.3%
18	Julius Baer	1.0%	1.3%	1.2%	1.2%
19	Crédit Agricole	1.0%	0.8%	1.5%	1.1%
=20	Pioneer Unicredito	1.3%	0.8%	0.9%	1.0%
=20	AXA	0.9%	0.9%	1.2%	1.0%
22	Barclays Global Investors	0.7%	1.0%	1.1%	0.9%
23	Deka	0.7%	0.9%	0.8%	0.8%
24	Gartmore	0.7%	0.6%	1.0%	0.8%
25	Threadneedle	0.5%	1.1%	0.6%	0.7%
=26	Robur	0.8%	0.6%	0.6%	0.7%
=26	HSBC	0.8%	0.6%	0.6%	0.7%
=26	Pictet	0.4%	0.9%	0.9%	0.7%
=26	Commerzbank	0.8%	0.7%	0.5%	0.7%
30	CDC IXIS	0.4%	0.8%	0.9%	0.7%

Fidelity has the highest overall combined measure of competitive position in third party funds in Europe. Surprise, surprise. It is followed by JPMorgan Fleming, but this firm has only half the score of Fidelity. See Table 16. Franklin Templeton follows in third position, but some way behind JPMorgan Fleming.

After Franklin Templeton comes the pack, bunched up and difficult to rank. But rank them we do: Morgan Stanley leads Crédit Suisse and UBS (these two kneck and kneck, as they say about racehorses). Then comes Deutsche Bank DWS (as we call it in this report), followed by Merrill Lynch and Invesco. Schroders nips into tenth place.

Table 16 shows how the overall measure is made up for each company from the three individual measures. It shows that some companies are stronger ►►



Pan European Overview - continued

Fidelity is significantly better known than it is used.

in some than in others. For example Fidelity is significantly better known than it is used. This applies also to JPMorgan Fleming, Franklin Templeton, Morgan Stanley, Deutsche Bank, Merrill Lynch, Invesco and others. However there are some for whom the reverse applies. At the bottom of Table 16 you can see that CDC IXIS has a higher usage than it is considered to be known. This also applies to Deka, Barclays Global Investors, AXA, ING Barings, Fortis and Société Générale.

There are some companies that are more highly regarded than they are either best known or most used. This includes Threadneedle, Deka, Julius Baer, and Schroders.

Table 17

Top 30 Suppliers of third party funds (Overall Combined Measure) Percentage of mentions and rank All countries 2002-2003

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	15.3%	1	14.0%	1
JPMorgan Fleming	7.2%	2	8.3%	2
Franklin Templeton	4.3%	3	3.4%	7
Morgan Stanley	3.9%	4	4.7%	4
Crédit Suisse	3.8%	=5	3.0%	8
UBS	3.8%	=5	3.8%	6
Deutsche Bank DWS	3.3%	7	5.0%	3
Merrill Lynch	3.2%	8	3.8%	5
Invesco	3.1%	9	2.7%	9
Schroders	2.6%	10	2.1%	=11
BNP Paribas	2.3%	11	1.6%	15
Rothschild companies	1.8%	12	0.6%	33
Société Générale	1.6%	13	1.0%	=17
ABN Amro	1.5%	14	2.0%	13
Fortis	1.5%	15	1.7%	14
Robeco	1.5%	16	2.2%	10
ING Barings	1.3%	17	2.1%	=11
Julius Baer	1.2%	18	1.0%	19
Crédit Agricole	1.1%	19	0.9%	22
Pioneer Unicredito	1.0%	=20	0.8%	25
AXA	1.0%	=20	1.2%	16
Barclays Global Investors	0.9%	22	0.9%	=23
Deka	0.8%	23	0.8%	=26
Gartmore	0.8%	24	1.0%	=17
Threadneedle	0.7%	25	0.9%	=20
Robur	0.7%	=26	0.6%	34
HSBC	0.7%	=26	0.6%	=36
Pictet	0.7%	=26	0.9%	=20
Commerzbank	0.7%	=26	0.5%	38
CDC IXIS	0.7%	30	0.1%	=93

Table 17 compares the rankings in 2003 on a pan European basis. Fidelity wins in both 2002 and 2003. JPMorgan Fleming is second, in both years. (Just how often have we written that phrase in the past five years?)

Some of the less predictable features: Franklin Templeton has jumped in the overall measure from seventh to third and Crédit Suisse has climbed from eighth to equal fifth. Deutsche Bank has fallen from third to seventh, and Merrill Lynch from fifth to eighth. BNP Paribas has risen from 15th to 11th.

A most impressive rise is shown by the Rothschild companies who rise from 33rd to twelfth. Other rises include Société Générale from seventeenth to thirteenth and CDC IXIS who are now 30th having previously only been only 93rd. Others falling in the rankings include Robeco whose overall ranking falls to sixteenth, ING Barings whose overall ranking goes from eleventh to seventeenth. Gartmore have also fallen from seventeenth to 24th. ■



Section 2: Segmented Analysis

2.1 Segmented Analysis: Best Known Suppliers of Third Party Funds

In these sections of the report we provide a more detailed analysis of the data, segmenting it by country and by sector. In addition we show the results of two further analyses requested by clients: the data excluding the UK, and the data excluding intermediaries and pension plans. The purpose of these analyses are to identify in greater depth the relative competitive positions of the participants in these markets. ►►

Table 17

Top 10 Best Known Suppliers of third party funds per country. Percentage of mentions 2003

France		Germany		Italy		Spain	
Fidelity	19.2%	Deutsche Bank DWS	26.8%	JPMorgan Fleming	17.3%	Fidelity	22.2%
BNP Paribas	9.8%	Fidelity	21.0%	Morgan Stanley	14.5%	JPMorgan Fleming	21.3%
Invesco	9.8%	Franklin Templeton	15.3%	Schroder	9.1%	Morgan Stanley	11.1%
Société Générale	7.0%	DEKA	6.4%	Merrill Lynch	7.3%	Franklin Templeton	7.4%
Franklin Templeton	6.1%	Pioneer Unicredito	6.4%	BNP Paribas	5.5%	BBVA	6.5%
JPMorgan Fleming	5.6%	Dresdner Bank	4.5%	Fidelity	4.5%	La Caixa	4.6%
Rothschild companies	5.1%	Union	4.5%	Julius Baer	4.5%	Merrill Lynch	4.6%
Credit Agricole	4.2%	UBS	2.5%	Pioneer Unicredito	4.5%	Schroders	3.7%
HSBC	3.3%			Franklin Templeton	3.6%	BSCH	2.8%
Morgan Stanley	2.8%						
Other	27.1%	Other	12.7%	Other	29.1%	Other	15.7%
Total	100%	Total	100%	Total	100%	Total	100%
Switzerland		Sweden		The Netherlands		UK	
UBS	23.7%	Fidelity	13.1%	Fidelity	15.0%	Fidelity	25.2%
Credit Suisse	20.9%	SEB	11.2%	Robeco	11.8%	Invesco	10.7%
Fidelity	19.2%	Robur	10.3%	ABN Amro	9.4%	Commerzbank	6.9%
Morgan Stanley	4.5%	JPMorgan Fleming	5.6%	JPMorgan Fleming	7.9%	Merrill Lynch	6.9%
Franklin Templeton	4.0%	Skandia	5.6%	ING Barings	7.1%	Schroders	6.1%
Deutsche Bank DWS	3.4%	Merrill Lynch	4.7%	Fortis	4.7%	Legal & General	5.3%
JPMorgan Fleming	3.4%	Banco Fonder	3.7%	Henderson Global Invstrs	3.9%	Gartmore	3.8%
Julius Baer	3.4%	Handelsbanken	3.7%	Merrill Lynch	3.9%	M & G	3.8%
Merrill Lynch	2.8%	Morgan Stanley	3.7%	AXA	3.1%	Credit Suisse	3.1%
		Nordea	3.7%	Ohra	3.1%		
Other	14.7%	Other	34.6%	Other	29.9%	Other	28.2%
Total	100%	Total	100%	Total	100%	Total	100%
Luxembourg		Belgium					
Fidelity	25.4%	Fidelity	14.0%				
JPMorgan Fleming	18.9%	Fortis	10.0%				
Credit Suisse	5.7%	Robeco	6.0%				
Invesco	5.7%	JPMorgan Fleming	5.0%				
Morgan Stanley	4.1%	KBC	5.0%				
Deutsche Bank DWS	3.3%	BNP Paribas	4.0%				
UBS	3.3%	Deutsche Bank DWS	4.0%				
		Dexia	4.0%				
		Franklin Templeton	4.0%				
		ING Barings	4.0%				
Other	33.6%	Other	40.0%				
Total	100%	Total	100%				

Segmented Analysis - continued

Fidelity appears as number one in seven of the ten countries we cover.

First, the analysis of the “best known” data by country. Table 18 shows the best known suppliers of third party funds by country revealing the percentage of mentions in the 2003 survey. Fidelity appears as number one in seven of the ten countries we cover. In Germany it comes a close second to Deutsche Bank. In Switzerland it is beaten only by the megaliths of the Swiss banking scene. Only in Italy does it appear to have a weak position appearing only sixth in our list. This is the only market where JPMorgan Fleming is dominant. And even then they are being chased by Morgan Stanley.

The most fragmented market appears to be Belgium where the top ten represent only sixty percent of the votes. This compares to Germany where top ten appear to represent nearly ninety percent. Switzerland is similarly concentrated.

Table 19
Top 20 Best Known suppliers of third party funds. Ranking by country 2003

Group	Europe Rank	FRA Rank	GER Rank	ITA Rank	SPA Rank	SWI Rank	SWE Rank	NET Rank	UK Rank	LUX Rank	BEL Rank
Fidelity	1	1	2	=6	1	3	1	1	1	1	1
JPMorgan Fleming	2	5	=14	1	2	=6	=4	4	=10	2	=4
Franklin Templeton	3	6	3	9	4	5		=13		=8	=6
Deutsche Bank DWS	4	=16	1	=16		9	=12	=13	=19	=6	=6
Morgan Stanley	=5	9	=9	2	3	4	=7	=11	=19	5	=15
UBS	=5	=16	8	=13	=10	1	11		=19	=6	
Crédit Suisse	7	=16	=14	=16	=10	2			9	=3	
Invesco	8	=2		=16	=14			=11	2	=3	=15
Merrill Lynch	9	=11		4	=6	=6	6	=7	=3	=8	=11
BNP Paribas	10	=2		5	=14					=13	=6
Schroders	11			3	8	=13			5	=8	=11
Robeco	12					=13		2		=13	3
ABN Amro	=13				=10	=15	=12	3	=13	=20	
Société Générale	=13	4		=16						=13	=11
Fortis	15							6		=13	2
Pioneer Unicredito	16		=4	=6	=14					=20	
Rothschild companies	17	7								=8	=15
ING Barings	18							5	=19		=6
Julius Baer	19			=6		=6				=8	
Crédit Agricole	20	8			=10					=20	

JPMorgan Fleming appears weakest in Germany and the UK.

Table 19 shows how companies are ranked in each of the countries. Fidelity as we have already said appears to have only one weakness in Italy. JPMorgan Fleming appears weakest in Germany and the UK. Franklin Templeton is weak in Sweden, the Netherlands and the UK. Deutsche Bank is only really strong in Germany. Elsewhere it has no significant position except in Luxembourg and Belgium where it is sixth in both countries. UBS is almost as heavily concentrated on one market scoring top slot in Switzerland but nowhere does it appear higher than sixth. Morgan Stanley is more evenly spread but it shows a significant weakness in the UK and Belgium.

Crédit Suisse has little strength outside Switzerland but it does score well in Luxembourg. Invesco seems to be dependent for its position on rankings in France, the UK and Luxembourg but fails to register high rankings in any other country. Merrill Lynch is evenly spread, although it has no obvious strength in Germany. ▶▶

Table 20
Top 20 Best Known suppliers of third party funds. Ranking by sector 2003

Group	All sectors Rank	Universal banks Rank	Portfolio Managers Rank	Insurance Companies Rank	Intermediaries Rank	Pension Plans Rank
Fidelity	1	1	1	1	1	1
JPMorgan Fleming	2	2	2	2	5	2
Franklin Templeton	3	7	3	=15	3	=13
Deutsche Bank DWS	4	5	=7	=8	2	=11
Morgan Stanley	=5	3	=7	4	=7	=5
UBS	=5	6	4	=5	=7	3
Crédit Suisse	7	4	5	=12	6	=8
Invesco	8	10	6	=8	4	=13
Merrill Lynch	9	=8	9	=5	=7	4
BNP Paribas	10	=14	=11	3	=19	=5
Schroders	11	=12	10	=8	=19	=20
Robeco	12	11	=11	=8	=16	=20
ABN Amro	=13	=18	=14	=5	=19	=20
Société Générale	=13	=18	=14	=12		=8
Fortis	15	=14		=12	=13	=20
Pioneer Unicredito	16	=18		=15	=11	
Rothschild companies	17		=20		10	=20
ING Barings	18		=14	=15	=13	
Julius Baer	19	=14	=11			
Crédit Agricole	20			=15		=5

Segmented Analysis -
 continued

So far we have concentrated all of our comment on the position by country. Table 21 shows rankings of the best known according to the sector of the respondents. There are five different types of respondent and according to how they have voted we have different rankings within each of these sectors.

Fidelity scores top slot in every single sector in this measure. JPMorgan Fleming is best known in all except the intermediaries where it was only fifth place. Franklin Templeton is clearly strongly amongst universal banks and portfolio managers and intermediaries scoring less well amongst insurance companies and pension plans. Deutsche Bank's strength lies with intermediaries. UBS spreads its votes evenly across the sectors, with the highest ranking amongst pension plans. Morgan Stanley is also fairly evenly spread. Crédit Suisse is weakest amongst insurance companies and pension plans. Invesco scores highest amongst intermediaries, portfolio managers and universal banks. Merrill Lynch is evenly spread but scores highest amongst pension plans. ▶▶



Segmented Analysis - continued

Table 21
**Top 20 Best Known suppliers of third party funds
% of mentions and Ranking for Europe Excluding UK 2002-2003**

<i>Group</i>	<i>2003 % mentions</i>	<i>2003 Rank</i>	<i>2002 % mentions</i>	<i>2002 Rank</i>
Fidelity	18%	1	16%	1
JPMorgan Fleming	9%	2	10%	2
Franklin Templeton	5%	3	4%	=6
Deutsche Bank DWS	5%	4	5%	4
Morgan Stanley	5%	=5	6%	3
UBS	5%	=5	4%	5
Crédit Suisse	4%	7	3%	9
Merrill Lynch	3%	8	4%	=6
Invesco	3%	9	2%	11
BNP Paribas	3%	10	1%	15
Robeco	2%	11	3%	8
Schroders	2%	12	2%	13
Société Générale	2%	13	1%	=21
ABN Amro	2%	=14	2%	12
Fortis	2%	=14	2%	14
Pioneer Unicredito	1%	16	1%	18
Rothschild companies	1%	17	1%	=30
ING Barings	1%	=18	3%	10
Julius Baer	1%	=18	1%	=21
Crédit Agricole	1%	20	1%	=28

A number of organisations measure Europe in two parts. The UK being one part and the rest of Europe as the other. To allow for those who look at it in this way we have created Table 21 which shows the rankings just for Europe excluding the UK. This can be compared to Table 5. There are in fact few differences between these two rankings. Leaving out the UK provides a disadvantage mostly to Invesco who drop from eighth in the pan European ranking to ninth in the ex UK ranking and provides a marginal advantage for Merrill Lynch who increase one place. Schroders fall from eleventh to twelfth. No other differences of substance can be seen. On the ex UK rankings Invesco have climbed from eleventh to ninth position and Franklin Templeton from sixth to third. ▶▶

**Segmented Analysis -**

continued

Table 22**Top 20 Best Known suppliers of third party funds
% of mentions and Ranking for all sector Excluding Intermediaries
and Pension Plans 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	19%	1	19%	1
JPMorgan Fleming	9%	2	10%	2
Morgan Stanley	5%	3	7%	3
Franklin Templeton	5%	=4	4%	7
UBS	5%	=4	5%	4
Crédit Suisse	5%	6	3%	8
Deutsche Bank DWS	4%	7	5%	5
Invesco	4%	8	3%	9
Merrill Lynch	3%	9	5%	6
Schroders	3%	10	2%	10
BNP Paribas	3%	11	1%	=16
Robeco	2%	12	2%	11
ABN Amro	2%	13	2%	13
Société Générale	2%	14	1%	=25
Julius Baer	1%	15	1%	=18
Fortis	1%	16	1%	=18
Pioneer Unicredito	1%	=17	1%	=25
ING Barings	1%	=17	2%	12
Robur	1%	=17	1%	=29
HSBC	1%	=17	1%	=29

Table 22 shows similarly exclusive ranking. It is based on the pan European findings excluding all of the mentions by intermediaries and pension plans. This allows for the request of several clients who have asked to see just the responses of portfolio managers, banks and insurance companies. Morgan Stanley benefits from this perspective and is now third, having been equal fifth in the fully inclusive measure. Deutsche Bank falls from fourth to seventh. Comparing data year on year in Table 22 the big riser is again Franklin Templeton from seventh to fourth. BNP Paribas has risen from sixteenth to eleventh and Société Générale from 25th to fourteenth. ■

Segmented Analysis -
 continued

2.2 Segmented Analysis: Most Highly Regarded Suppliers of Third Party Funds
Table 23
Top 10 Highest Regarded Suppliers of third party funds per country. Percentage of mentions 2003

France		Germany		Italy		Spain	
Fidelity	14%	Deutsche Bank DWS	19%	JPMorgan Fleming	14%	JPMorgan Fleming	24%
Rothschild companies	10%	Franklin Templeton	17%	Morgan Stanley	9%	Fidelity	23%
BNP Paribas	5%	Fidelity	12%	Merrill Lynch	8%	Morgan Stanley	10%
Invesco	5%	Deka	5%	Schroders	8%	Franklin Templeton	7%
Société Générale	5%	JPMorgan Fleming	4%	Franklin Templeton	7%	Schroders	6%
CDC IXIS	5%	Threadneedle	4%	Fidelity	5%	Merrill Lynch	4%
Tocqueville	4%	Merrill Lynch	3%	BNP Paribas	5%	BNP Paribas	3%
Crédit Agricole	3%	Nordea	3%	Pioneer Unicredito	5%	UBS	3%
JPMorgan Fleming	3%	Other		Julius Baer	5%	Crédit Agricole	3%
Carmignac	3%					Other	
Other	42%	Other	31%	Other	35%	Other	19%
Total	100%	Total	100%	Total	100%	Total	100%
Switzerland		Sweden		The Netherlands		UK	
UBS	16%	Robur	8%	Fidelity	15%	Fidelity	23%
Crédit Suisse	13%	Fidelity	7%	Robeco	8%	Invesco	10%
Fidelity	11%	UBS	5%	JPMorgan Fleming	5%	Schroders	8%
Pictet	5%	SEB	5%	ABN Amro	4%	Commerzbank	6%
JPMorgan Fleming	4%	JPMorgan Fleming	3%	Fortis	4%	Artemis	5%
Schroders	4%	Morgan Stanley	3%			Merrill Lynch	4%
Julius Baer	4%	Goldman Sachs	3%				
Swissca	3%	Handelsbanken	3%				
Other	39%	Other	62%	Other	63%	Other	45%
Total	100%	Total	100%	Total	100%	Total	100%
Luxembourg		Belgium					
Fidelity	19%	Fidelity	13%				
JPMorgan Fleming	16%	JPMorgan Fleming	5%				
Rothschild companies	6%	Franklin Templeton	5%				
Credit Suisse	5%	ING Barings	5%				
Morgan Stanley	5%	Petercam	5%				
UBS	4%	BNP Paribas	4%				
Julius Baer	4%	Société Générale	4%				
Franklin Templeton	3%	Fortis	4%				
BNP Paribas	3%						
Other	34%	Other	56%				
Total	100%	Total	100%				

The top ten highest regarded suppliers of third party funds are shown by country in Table 23. The biggest single share of vote is won by JPMorgan Fleming with 24% of the votes in Spain. Fidelity follows closely with 23% in the UK. Even the mighty Deutsche Bank can only claim nineteen percent in its home territory of Germany.

The most significant concentration of regard for companies appears to be in Spain where the top ten win some 80% of the vote. In Sweden they are hard pressed to win 40% of the vote. ▶▶



Table 24

Top 20 Highest Regarded suppliers of third party funds. Ranking by country 2003

Group	Europe Rank	FRA Rank	GER Rank	ITA Rank	SPA Rank	SWI Rank	SWE Rank	NET Rank	UK Rank	LUX Rank	BEL Rank
Fidelity	1	1	2	=6	1	3	1	1	1	1	1
Fidelity	1	1	3	6	2	3	2	1	1	1	1
JPMorgan Fleming	2	=8	=5	1	1	=5	=5	3	=9	2	=2
Franklin Templeton	3	=11	2	5	4	=9		=12		=8	=2
Morgan Stanley	4	=11	=9	2	3	=13	=5	=6		=4	=9
Crédit Suisse	5	=20	=12	=12	=10	2	=9	=6	=7	=4	=18
UBS	6		=16	=18	=7	1	=3	=20	=20	=6	=18
Schroders	=7			=3	5	=5		=20	3	=10	=18
Merrill Lynch	=7	=11	=7	=3	6	=9	=9	=12	6	=10	
Invesco	9	=3		=18	=14	=20		=20	2	=10	=9
Deutsche Bank DWS	10		1			=9		=20	=20		
BNP Paribas	11	=3	=16	=7	=7	=20		=20		=9	=6
Rothschild companies	12	2								3	=9
Société Générale	13	=5		=14	=14					=10	=6
Julius Baer	=14			=7		=5				=6	
ING Barings	=14	=11						=6	=14		=2
ABN Amro	=16				=14	=13		=4	=14	=17	
Threadneedle	=16		=5					=6	=14		=9
Robeco	=18							2		=17	=9
Barclays Global Investors		=18			=18		=20	=9	=6	=9	=17
Pictet	=20		=16	=18		4				=17	
Deka	=20		4			=13			=20		=18
Fortis	=20	=20						=4			=6
AXA	=20	=20		=14				=6		=17	=18

Segmented Analysis -
continued

Table 24 shows the highest regarded suppliers of third party funds by ranking by country. But this Table helps to show that the dominance of Fidelity is less marked according to this measure than in others. It is first only in five of the ten countries. JPMorgan Fleming wins top slot in two, Deutsche Bank in one, UBS in one. Robur wins the top slot in the final country. ▶▶

Table 25

Top 20 Highest Regarded suppliers of third party funds. Ranking by sector 2003

Group	All sectors Rank	Universal banks Rank	Portfolio Managers Rank	Insurance Companies Rank	Intermediaries Rank	Pension Plans Rank
Fidelity	1	1	1	1	1	2
JPMorgan Fleming	2	2	2	2	=5	1
Franklin Templeton	3	=3	3		2	=20
Morgan Stanley	4	=3	=7	=3	=9	=8
Crédit Suisse	5	5	6	=9	7	=4
UBS	6	=8	=7	=12	8	3
Schroders	=7	=6	4	=9	=14	=12
Merrill Lynch	=7	=6	5	=6	=14	7
Invesco	9	=17	9	=6	3	=20
Deutsche Bank DWS	10	=8	10		4	=12
BNP Paribas	11	=10		=3	=14	=8
Rothschild companies	12	=14	=13	5	=5	=20
Société Générale	13	=17		=6		=8
Julius Baer	=14	=14	11	=14		
ING Barings	=14		12	=9	=14	=20
ABN Amro	=16		=17	=14	=14	=20
Threadneedle	=16	=17	=17		=9	
Robeco	=18		=17	=14	=14	
Barclays Global Investors	=18			=14		6
Pictet	=20	13				=20
Deka	=20	=10				=20
Fortis	=20				=14	=12
AXA	=20		=17		=9	



Segmented Analysis - continued

Table 25 shows the highest regarded suppliers of third party funds in ranking but this time by sector. This shows that Fidelity wins top slot in terms of being regarded in every sector except one, pension plans, where it becomes second. JPMorgan Fleming is second in every one except in intermediaries where it is equal fifth. Franklin Templeton scores well in all the sectors except insurance companies and pension plans where it hardly features. This shows evidence of clear segmentation in its marketing approach. Invesco scores very well amongst intermediaries, less well amongst other sectors. Schroders is particularly highly regarded amongst portfolio managers but less well regarded amongst other types of respondent. Merrill Lynch equally is well regarded amongst portfolio managers but also scores reasonably well amongst pension plans. UBS receives its highest score from pension plans.

Table 26

**Top 20 Highest Regarded suppliers of third party funds
% of mentions and Ranking for Europe Excluding UK 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	13%	1	14%	1
JP Morgan Fleming	8%	2	9%	2
Franklin Templeton	5%	3	3%	7
Morgan Stanley	4%	4	5%	4
Crédit Suisse	4%	5	3%	8
UBS	4%	6	4%	5
Merrill Lynch	3%	7	4%	6
Deutsche Bank DWS	3%	8	6%	3
Schroders	3%	=9	1%	=17
BNP Paribas	3%	=9	2%	=11
Rothschild companies	2%	11	1%	25
Invesco	2%	12	2%	10
Société Générale	2%	13	1%	20
Julius Baer	1%	14	1%	=17
ING Barings	1%	15	2%	13
Robeco	1%	16	2%	9
ABN Amro	1%	=17	2%	14
Threadneedle	1%	=17	1%	15
Pictet	1%	=17	1%	=19
Fortis	1%	=17	2%	=11
AXA	1%	=17	1%	16

Table 26 shows how the most highly regarded suppliers of third party funds are ranked excluding the UK. Fidelity wins followed by JPMorgan Fleming and Franklin Templeton, followed by Morgan Stanley and Crédit Suisse. ►►

**Segmented Analysis -**

continued

Table 27**Top 20 Highest Regarded suppliers of third party funds
% of mentions and Ranking for all sector Excluding Intermediaries
and Pension Plans 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	15%	1	15%	1
JP Morgan Fleming	9%	2	9%	2
Franklin Templeton	5%	3	3%	8
Morgan Stanley	5%	4	5%	4
Schroders	4%	5	2%	=13
Merrill Lynch	4%	6	3%	7
Crédit Suisse	4%	7	3%	6
UBS	3%	8	4%	5
BNP Paribas	3%	9	2%	=10
Deutsche Bank DWS	2%	=10	6%	3
Invesco	2%	=10	2%	9
Rothschild companies	2%	12	1%	=25
Julius Baer	2%	13	2%	16
Société Générale	2%	14	1%	21
ING Barings	1%	15	2%	12
Pictet	1%	16	1%	=17
Robeco	1%	=17	2%	=13
ABN Amro	1%	=17	2%	15
Threadneedle	1%	=19	1%	=25
Deka	1%	=19	1%	=32
Pioneer Unicredito	1%	=19	0%	=36
Nordea	1%	=19	0%	=36
Robur	1%	=19	1%	=25

Table 27 shows how the rankings break down excluding intermediaries and pension plans. On this basis JPMorgan Fleming does slightly better and Deutsche Bank does slightly worse than for the pan European rankings. On a year by year basis in table 27 a significant mover is Schroders who move from being thirteenth most highly regarded in 2002 to fifth most highly regarded in 2003. Also jumping significantly are the Rothschild companies who come from 25th to 12th on this basis. ■



Segmented Analysis -
continued

2.3 Segmented Analysis: Most Used Regarded Suppliers of Third Party Funds

Table 28

Top 10 Most Used Suppliers of third party funds per country. Percentage of mentions 2003

France		Germany		Italy		Spain	
Fidelity	11%	Deutsche Bank DWS	17%	JPMorgan Fleming	10%	JPMorgan Fleming	21%
Rothschild companies	9%	Franklin Templeton	17%	Merrill Lynch	10%	Fidelity	16%
Société Générale	7%	Fidelity	16%	Morgan Stanley	10%	Morgan Stanley	8%
BNP Paribas	5%	Deka	6%	Fideraum Nextra	9%	Franklin Templeton	7%
Crédit Agricole	5%	JPMorgan Fleming	4%	Schroders	8%	Schroders	6%
CDC IXIS	4%	Pioneer Unicredito	4%	Arca	5%	Merrill Lynch	4%
Invesco	4%	Frankfurt Trust	4%	Fidelity	4%	BNP Paribas	4%
AXA	3%	Merrill Lynch	3%	Julius Baer	4%	Credit Agricole	4%
Fortis	3%	Sal Oppenheim	3%				
Other	48%	Other	28%	Other	41%	Other	30%
Total	100%	Total	100%	Total	100%	Total	100%
Switzerland		Sweden		The Netherlands		UK	
UBS	19%	Fidelity	10%	ABN Amro	15%	Fidelity	21%
Crédit Suisse	16%	Robur	8%	Fortis	9%	Invesco	14%
Fidelity	12%	SEB	7%	Robeco	9%	Gartmore	6%
Pictet	5%	Odin	4%	ING Barings	8%	Legal & General	4%
Swissca	5%	JPMorgan Fleming	3%	Fidelity	6%	Schroders	4%
Schroders	4%	Merrill Lynch	3%	Barclays Global Investors	3%	Commerzbank	4%
JPMorgan Fleming	3%	Nordea	3%	AXA	3%	Artemis	4%
Other	29%	Other	55%	Other	43%	Other	41%
Total	100%	Total	100%	Total	100%	Total	100%
Luxembourg		Belgium					
Fidelity	18%	Fidelity	9%				
JPMorgan Fleming	11%	Fortis	7%				
Morgan Stanley	6%	Dexia	7%				
Rothschild companies	6%	ING Barings	5%				
Invesco	5%	Franklin Templeton	5%				
Crédit Suisse	5%	JPMorgan Fleming	3%				
ABN Amro	3%	Société Générale	3%				
Fortis	3%	Robeco	3%				
Julius Baer	3%	KBC	3%				
BNP Paribas	3%	Bank De Groof	3%				
Other	38%	Other	51%				
Total	100%	Total	100%				

Table 28 shows the top ten most used suppliers of third party funds by country. The highest score is JPMorgan Fleming in Spain with 21% and Fidelity with the same number in the UK. Deutsche Bank and Franklin Templeton are both on seventeen percent in Germany. Fidelity is being most closely challenged by Fortis in Belgium, Robur in Sweden, and Rothschild in France. The Netherlands is a market where neither Fidelity or JPMorgan Fleming or indeed any of the other significant players on the pan European basis are doing well. The winners are ABN Amro, Fortis, Robeco and ING Barings. ▶▶



Table 29

Top 20 Most Used suppliers of third party funds. Ranking by country 2003

Group	Europe Rank	FRA Rank	GER Rank	ITA Rank	SPA Rank	SWI Rank	SWE Rank	NET Rank	UK Rank	LUX Rank	BEL Rank
Fidelity	1	1	3	=7	2	3	1	5	1	1	1
JPMorgan Fleming	2	=10	=5	=1	1	=7	=5	=10	=8	2	=6
Crédit Suisse	3		=10		=12	2		=6	=14	=5	=11
UBS	4		=16		=9	1	=10	=16	=18	=11	
Franklin Templeton	5	=14	2	=12	4	=10				=19	=4
Morgan Stanley	6	=14	=10	=1	3	=10	=10	=16		=3	=16
Invesco	7	7				=15		=16	2	=5	=16
Merrill Lynch	8	=19	=8	=1	=6	=10	=5	=10	=8	=11	
Schroders	9	=19		5	5	6			=4	=11	=16
Deutsche Bank DWS	10		1		=18	=10			=18	=19	
Rothschild companies	11	2		=17						=3	
Fortis	12	=8						=2		=7	=2
ABN Amro	13		=16					1	=18	=7	=16
BNP Paribas	=14	=4		=9	=6					=7	=11
Société Générale	=14	3		=17	=12					=11	=6
ING Barings	16	=19					=10	4	=14	=19	=4
Crédit Agricole	17	=4		=12	=6					=19	=16
Robeco	18	=19						=2		=19	=6
AXA	19	=8		=12				=6	=18	=19	=16
Julius Baer	20			=7		=7				=7	

The top 20 most used suppliers of third party funds are ranked in Table 29.

Table 30

Top 20 Most Used suppliers of third party funds. Ranking by sector 2003

Group	All sectors Rank	Universal banks Rank	Portfolio Managers Rank	Insurance Companies Rank	Intermediaries Rank	Pension Plans Rank
Fidelity	1	1	1	1	1	=4
JPMorgan Fleming	2	2	2	=3	=6	=1
Crédit Suisse	3	5	=3	=10	=6	6
UBS	4	3	7	=16	=9	3
Franklin Templeton	5	=7	=5		2	
Morgan Stanley	6	4	8	=3	=12	=14
Invesco	7		=9	=2	3	
Merrill Lynch	8	=7	=5	=10	=18	=7
Schroders	9	=13	=3	=7		
Deutsche Bank DWS	10	=13	=9	=19	4	=14
Rothschild companies	11		=13	=3	=6	
Fortis	12	6	=16	=10	=12	=7
ABN Amro	13	=10	=9	=10		=14
BNP Paribas	=14	=13	=16	=2		=14
Société Générale	=14	=16	12	=7		=7
ING Barings	16		=13	=10	=9	=14
Crédit Agricole	17			9		=1
Robeco	18	=16	=20	=10	=12	
AXA	19		=16		5	
Julius Baer	20		=13	=19		

In Table 30 the same ranking is shown but this time by sector. This Table gives some clear indications of the market positions of the big names. Fidelity appears top everywhere, except amongst pension plans. JPMorgan Fleming score least highly amongst intermediaries. This is almost completely the opposite of ►►



Segmented Analysis - continued

Franklin Templeton who score most highly amongst intermediaries and not well elsewhere. Morgan Stanley are focusing on universal banks and insurance companies scoring less well elsewhere. Invesco are focused in their usage on insurance companies and intermediaries according to this measure. Deutsche Bank are winning amongst intermediaries but elsewhere register little interest. Fortis do well amongst banks but less well elsewhere. Crédit Agricole only register as being used by insurance companies. AXA are mentioned as being used by intermediaries and are hardly anyone else.

Table 31

**Top 20 Most Used suppliers of third party funds
% of mentions and Ranking for Europe Excluding UK 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	11%	1	11%	1
JP Morgan Fleming	6%	2	7%	2
Crédit Suisse	4%	=3	3%	=5
UBS	4%	=3	3%	=5
Franklin Templeton	4%	=3	3%	8
Morgan Stanley	3%	6	5%	4
Merrill Lynch	3%	7	3%	7
Deutsche Bank DWS	2%	=8	5%	3
Rothschild companies	2%	=8	1%	=27
Fortis	2%	10	2%	=13
Schroders	2%	11	2%	=9
ABN Amro	2%	=12	2%	12
BNP Paribas	2%	=12	2%	=9
Société Générale	2%	=12	1%	=17
ING Barings	2%	=15	2%	=9
Crédit Agricole	2%	=15	1%	=17
Invesco	2%	17	2%	=13
Robeco	1%	18	2%	15
AXA	1%	=19	1%	16
Julius Baer	1%	=19	1%	19

Table 31 shows how suppliers are used across Europe but excluding the UK. On this basis Fidelity is winning on a continental European basis followed by JPMorgan Fleming, with Crédit Suisse, UBS and Franklin Templeton equal third. Morgan Stanley, Merrill Lynch Deutsche Bank, Rothschild and Fortis make up the top ten. Deutsche Bank has fallen heavily from third to eighth whilst Rothschild has grown to eighth from 27th. ►►

**Segmented Analysis -**

continued

Table 32**Top 20 Most Used suppliers of third party funds
% of mentions and Ranking for all sector Excluding Intermediaries
and Pension Plans 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	13%	1	11%	1
JP Morgan Fleming	6%	2	7%	2
Morgan Stanley	4%	3	5%	4
Crédit Suisse	4%	4	4%	6
UBS	4%	5	4%	5
Schroders	3%	6	3%	8
Merrill Lynch	3%	7	4%	7
Franklin Templeton	3%	8	2%	9
Invesco	3%	9	2%	=14
ABN Amro	2%	=10	2%	=10
BNP Paribas	2%	=10	2%	=10
Rothschild companies	2%	=12	1%	=28
Société Générale	2%	=12	1%	=17
Fortis	2%	14	1%	=17
Deutsche Bank DWS	2%	15	5%	3
ING Barings	2%	=16	2%	=10
Robeco	2%	=16	2%	=10
Julius Baer	2%	=16	2%	=14
Swissca	1%	19	2%	=14
Gartmore	1%	20	1%	=19

Table 32 shows how suppliers are used excluding intermediaries and pension plans. On this basis Fidelity is number one. JPMorgan Fleming remains number two, Morgan Stanley, Crédit Suisse and UBS are the other top five. Franklin Templeton does not do so well on this measure. However on a like for like basis it has risen from ninth to eighth between 2002 and 2003. ■



Segmented Analysis - continued

2.4 Segmented Analysis: Combined Measure of Competitive Position of Suppliers of Third Party Funds

Now we come to the overall combined measure of competitive position by country. We believe that this is the ultimate representation of the strengths and weaknesses of individual suppliers in each country.

Table 33

Top 20 suppliers of third party funds (Overall Combined Measure). Ranking by country 2003

Group	Europe Rank	FRA Rank	GER Rank	ITA Rank	SPA Rank	SWI Rank	SWE Rank	NET Rank	UK Rank	LUX Rank	BEL Rank
Fidelity	1	1	2	=5	2	3	1	1	1	1	1
JPMorgan Fleming	2	7	8	1	1	=5	4	6	=10	2	=3
Franklin Templeton	3	9	3	=7	4	=8		=18		=10	=3
Morgan Stanley	4	10	11	2	3	=8	=7	=11		=3	=14
Crédit Suisse	=5		=16	=15	13	2		=11	9	=3	
UBS	=5		=13	=20	=9	1	=7			=7	
Deutsche Bank DWS	7		1			12				=14	=15
Merrill Lynch	8	=12	12	=3	6	11	=5	8	5	=10	
Invesco	9	4				=17		=16	2	6	=14
Schroders	10			=3	5	=8			3	=10	=14
BNP Paribas	11	3		=7	=9					9	=9
Rothschild companies	12	2								5	=15
Société Générale	13	5		=15	=17					13	=9
ABN Amro	14				=17	=17	=20	=2	=15	=14	
Fortis	15	=16						5		=14	2
Robeco	16							=2		=15	7
ING Barings	17						=20	4	=15		=3
Julius Baer	18			=7		=5				=7	
Crédit Agricole	19	6		=20	8						
Pioneer Unicredito	=20		5	10	14						
AXA	=20	14		=13				7			=15

Table 33 shows that, as we have been saying throughout this report, Fidelity is number one in over half of the countries. Elsewhere it is either second or third and only in Italy is it outside the top three. JPMorgan Fleming is very strong in a number of countries but shows its weaknesses in the UK and in France and in Germany where it fails to reach the top six. Franklin Templeton is able to secure third overall position based on a very strong showing in Germany and Spain and Belgium, but elsewhere it is not in the top five. Morgan Stanley is in the top five in three of the countries, but only in one, the UK, does it fail to secure a top 20 position. Deutsche Bank wins seventh overall position but this is heavily reliant on its overall top slot in Germany, and elsewhere it hardly scores with top 20 positions in Switzerland, Luxembourg and Belgium only to speak of. ►►

Segmented Analysis -

continued

Table 34
**Top 20 suppliers of third party funds (Combined Overall Measure)
% of mentions and Ranking for Europe Excluding UK 2002-2003**

Group	2003 % mentions	2003 Rank	2002 % mentions	2002 Rank
Fidelity	14%	1	14%	1
JP Morgan Fleming	8%	2	9%	2
Franklin Templeton	5%	3	4%	7
Morgan Stanley	4%	4	5%	4
UBS	4%	5=	4%	5
Crédit Suisse	4%	6	3%	8
Deutsche Bank DWS	4%	7	5%	3
Merrill Lynch	3%	8	4%	6
BNP Paribas	3%	9	2%	15
Schroders	2%	10	2%	=13
Invesco	2%	11	2%	11
Rothschild companies	2%	12	1%	=29
Société Générale	2%	13	1%	18
Fortis	2%	14	2%	=13
Robeco	2%	15	2%	9
ABN Amro	2%	16	2%	12
ING Barings	1%	17	2%	10
Julius Baer	1%	18	1%	17
Crédit Agricole	1%	19	1%	19
Pioneer Unicredito	1%	20	1%	21

The overall combined measure for Europe is shown in Table 34 excluding the UK. This is provided for the benefit of those who wish to exclude the UK from their prospective. However it is noticeable that this Table is very similar to the previous pan European tables.

The overall combined measure of competitive position is shown excluding intermediaries and pension plans in Table 35. This shows Fidelity, JPMorgan Fleming, Morgan Stanley, Franklin Templeton and Crédit Suisse in the first five positions. ■

Table 35
Top 20 Suppliers of third party funds (Overall Combined Measure). % of mentions and Ranking for all sector Excluding Intermediaries and Pension Plans 2003

Group	% mentions	Rank
Fidelity	16%	1
JP Morgan Fleming	8%	2
Morgan Stanley	5%	3
Franklin Templeton	4%	4
Crédit Suisse	4%	5
UBS	4%	6
Merrill Lynch	4%	7
Schroder	3%	8
Deutsche Bank DWS	3%	9
Invesco	3%	10
BNP Paribas	3%	11
Société Générale	2%	=12
ABN Amro	2%	=12
Robeco	2%	14
Rothschild companies	2%	15
Julius Baer	2%	16
Fortis	1%	17
ING Barings	1%	18
Robur	1%	19
Deka	1%	20



Methodology

The rankings shown in this report are part of the output of European Investor Focus 2003 series, a survey carried out by Sector Analysis among 930 financial organisations across ten European countries in the first quarter of 2003.

The total number of respondents are analysed in detail below. The measures described here are based on responses given by the 500 of the respondents that currently use third party funds. Of these 500, 475 gave us data for this Report.

The rankings are created by asking each respondent to name up to three suppliers for each of the measures.

The number of mentions and the number of interviews and respondents are shown in Table 36. The 2003 data is compared to 2002.

Table 36

Respondents	2003	2002
Best known	1353	1320
Highest regarded	1089	1007
Most used	1123	1058
Number of interviews	930	951
Number of qualifying respondents	500	580
Number of respondents	475	539

We are not showing mid year survey results based on smaller surveys carried out in 2001 and 2002 (Mid Term Survey 2001, and Panel Feedback Survey 2002), which we have in the past offered as a basis of comparison. We now believe that the EIF surveys are sufficiently frequent to be used on their own. The big EIF surveys are comparable, whilst the smaller surveys strictly speaking are not.

We have chosen to weight each name as being of equal in importance, and have not given prominence to the first mentioned over the third. And we have not weighted each of the responses by the scale of the third party funds used: the answer of a big distributor counts as much as that of a small distributor.

When aggregating the responses for all countries into one European measure, we have ensured that the number of responses in each country reflects the relative number of users of third party funds in each country, to ensure that the data can be aggregated. This was achieved without difficulty in the large EIF 2003 survey.

Where we are dealing with relatively small numbers of mentions, which is the case as we get lower down this list, we have to be careful about forming conclusions based on marginal changes in shares of votes. What we place greater reliance on is consistent trends over time, and that is why it is so important that this year we have for the first time got three years data together to compare and it is based on this that we believe the long term trends start to become visible.

The Sector survey brings together all mentions that belong to any group, and records them under the group name. Thus a mention of GAM registers as a score for UBS, its parent company. Firms change hands. If we have missed any affiliations between companies we are sorry, but we do our best to keep up.

The tables therefore tend to disguise the proliferation of brand identities which exist in the perceptions of fund distributors. Deutsche Bank is called Deutsche Bank or DB or DWS, and so on. We score these as mentions for Deutsche Bank DWS. Sector is able to reanalyse the data on request by sub brand: how many mentions for JPMorgan are made for Flemings on its own, for example?

There is also much confusion between similar names: one respondent in the 2002 survey voted for JPMorgan Stanley. Others mention Rothschild or Oppenheim or Schroder or Alliance (Allianz?), and we cannot with 100% confidence identify which firm they mean. In each case we make an assumption based on the location of the respondent. All except for Rothschild, that is, where we have given up trying to be mind-readers, and now treat all Rothschild companies ►►

**Methodology - continued**

as having the same brand identity. Sorry Rothschilds, but if you insist of having several companies with the same name, what are we supposed to do?

Firms change their names with bewildering speed as well, and we cannot always guarantee we get the names right in our descriptions and listings. We do our best to keep up with this, but we don't (can't afford) to read every publication to monitor small mentions of these changes. A suggestion to firms who feel hard done by: tell us when you change your name, then (and only then) we will guarantee to get it right.

We have tried to use each firm's latest name in our reporting. But again, we may be out of date, sorry. An example this year is Deutsche Bank which has rebranded itself as DWS (needless to say without telling us), but we simply cannot bring ourselves to list it as just DWS since so many respondents still call it by its "old" name. So we have compromised by referring to Deutsche Bank DWS.

A note on the "most used" measure. We invited respondents to give us the three most used suppliers, and we want to stress that we do not intend this to be interpreted as a measure of market share. The data is not a definitive measure of the shares in the market for the supply of third party funds because we cannot in any one interview expect distributors to share with us the details of their buying supplier by supplier particularly since many distributors use many suppliers. But this data may still be useful as a rudimentary measure of market share.

A note on the 2002 data. In May 2002 we produced a Report entitled Shock Horror! Fidelity top brand in Europe again! This Report was produced at the time when we had data from only eight of the ten countries that we surveyed during 2002. However the data for 2002 shown in this document includes all ten countries that we surveyed, and is therefore the complete findings of the 2002 survey. We apologise if any reader finds it confusing that the data published in 2002 and in this report are different, but we believe that it was important to show the full data findings.

The sample used in the 2002 and 2003 European Investor Focus surveys totalled 951 and 930 interviews. They were members of the European Investor Group, sponsored by Standard & Poor's. The 2003 survey covered organisations with AuM totaling \$5,872bn (excluding intermediaries). The sample is shown by country, by sector and by size category.

Sample by country

Country	EIF 2002		EIF 2003	
	Number of interviews	% of interviews	Number of interviews	% of interviews
France	101	11%	102	11%
Germany	106	11%	104	11%
Italy	104	11%	101	11%
Spain	78	8%	72	8%
Switzerland	106	11%	98	11%
Sweden	103	11%	96	10%
The Netherlands	100	11%	96	10%
UK	112	12%	113	12%
Luxembourg	60	6%	57	6%
Belgium	81	9%	91	10%
Europe total	951	100%	930	100%





Methodology - continued

Sample by sector

Sector	2002		2003	
	Number of interviews	% of interviews	Number of interviews	% of interviews
Universal banks	206	22%	188	20%
Portfolio managers	208	22%	209	22%
Insurance companies	203	21%	198	21%
Intermediaries	151	16%	147	16%
Pension Plans	183	19%	188	20%
Total	951	100%	930	100%

Sample by organisation size

Size category	2002		2003		2002		2003	
	Number of interviews	% of interviews	Number of interviews	% of interviews	Number of interviews excluding intermediaries	% of interviews excluding intermediaries	Number of interviews excluding intermediaries	% of interviews excluding intermediaries
\$25bn plus	51	5%	48	5%	50	6%	48	6%
\$5bn to \$25bn	119	13%	103	11%	115	14%	97	12%
\$1bn to \$5bn	195	21%	216	23%	183	23%	209	27%
\$500m to \$1bn	110	12%	108	12%	101	13%	98	13%
\$100m to \$500m	197	21%	205	22%	179	22%	180	23%
Less than \$100m	279	29%	250	27%	175	22%	151	19%
Total	951	100%	930	100%	803	100%	783	100%

Sample by "user type"

User type	2003	
	Number of interviews	% of interviews
Own Use	24	3%
Pure distributor	281	30%
Bulk Buyer	166	18%
Don't know	29	3%
Not 3pd user	430	46%
All users types	930	100%



Past editions of Chief Executive's Briefing

Issue 1 February 2001

Branding

Euro mega-brands lead the way in funds. Who can keep up?

This article shows brand league tables. In an environment where brand matters, brand league tables are not just a parlour game. They are important leading indicators of the winners and losers in the fund industry across Europe. As part of European Investor Focus, Sector is able to measure who the best known brands are, country by country and across the major European countries. This Briefing gives Sector clients an understanding of the league tables, and suggests what they might mean.

Issue 2 March 2001

Selection criteria

It's performance, performance, performance. So what else matters?

What is the most important question in business? No issue, in our view. It is: "What do our customers want?" We know what your customers want, not because we are mind readers, but because we asked them. We recently interviewed European fund distributors what their selection criteria were when choosing between the many funds on offer from third party suppliers.

Issue 3 Easter 2001

Customer confidence

Something to cheer you up. Customers are not worried by the downturn

The recent downturn in the stockmarkets raises questions. One is: what will it mean for you and others seeking to sell funds on a third party basis? We went to the best possible source for this data: we asked some of your customers what the downturn would do to their appetite for third party funds. The response: not much has changed. It shows that customers are not that worried. So, you don't have to worry so much!

Issue 4 June 2001

Third Party Funds in Germany

More challenges than opportunities. Germany shows some signs of being a maturing market for third party funds. There are certainly difficulties to overcome in winning business there. Insurance companies are big users but source almost all of their funds from German suppliers. The intermediaries' keenness for third party funds is peaking. The banks are the sleeping giants who are only now starting to use third party funds.

Issue 5 August 2001

Universal Banks

Do banks dominate the European fund industry? Really? There is a very over-used phrase in the European asset management industry: banks dominate distribution. We hear this the whole time. Yawn, yawn. In this article we argue that this phrase does not tell the whole truth: banks are not quite as important as may first appear.

Issue 6 October 2001

Demand for Funds and Segregated Mandates in Italy

Will the bonanza continue? Italy has been widely, and rightly, regarded as one of the most exciting markets for third party funds in Europe for the last two years. Today Italy accounts for about 10% of the European market for third party funds and about one fifth of the total growth in appetite for third party funds that is expected for the coming year.

Issue 7 February 2002

Mergers and acquisitions in the European asset management industry

On average, there are 60-70 corporate transactions in Europe each year. These transactions include strategic alliances and distribution partnerships, but the overwhelming majority are mergers and acquisitions. These deals are the result of the responses of the various market participants to the opportunities and challenges they face.

Issue 8 April 2002

Identifying potential buyers of funds and segregated mandate services in Europe As easy as it gets?

A large number of executives in the global financial services industry are paid handsomely to understand the markets for third party funds and segregated mandates in Europe. Yet how many actually know the identities of potential buyers of funds and segregated mandate services

Issue 9 May 2002

Shock Horror! Fidelity top brand in Europe! Again!

Fidelity has retained its leading position as the best known supplier of third party funds in Europe. It is also top of three new tables which together reveal relative competitive positions. And in an exclusive case study we show where Fidelity has its strengths and weaknesses.



Past editions of Chief Executive's Briefing- continued

Issue 10 August 2002

Selection criteria in the European market for third party funds

Investment performance really matters as a selection criterion. This is one of the few accepted truths in the global asset management industry and has been confirmed by all of Sector Analysis' various European Investor Focus surveys.

Issue 11 October 2002

Reaching the End Customer

You are a supplier of third party fund that actually or potentially does business in Europe. How do your clients use the third party funds that your company provides to them?

Issue 12 23 October 2002

Supplier selection criteria in the European market for segregated mandates

Pension plans in the UK and the Netherlands alone account for 54% of the entire usage of segregated mandates in Europe. This Chief Executive's Briefing is the first survey that examines the selection criteria which are used by the UK and Dutch pension plans to identify suppliers of segregated mandate services. It also looks in detail at the selection criteria used by 10 other large segments, which account for an additional 40% of the European market.

Issue 13 22 November 2002

Who are the leading suppliers of segregated mandates?

Most asset management companies which are operating in Europe offer both third party funds and segregated mandate services. However, few brands manage to stay at the top in both markets.

This report, which is perhaps the first comprehensive survey of the suppliers of segregated mandate services, highlights many of the differences between the two markets.

Issue 14 20 December 2002

Consultants - Can't live with them, can't live without them

There is a myth in some parts of the asset management industry. This myth goes something like this. „We can't live without the consultants™. We explore this myth, and reach the conclusion that consultants may not be quite as vital as mythology suggests.

Issue 15 31 January 2003

Service matters

Service is an area of the third party fund industry in Europe that inspires strongly held, but often differing views. Some insist that service is the key factor in separating the winners from losers in the race to supply funds on a third party basis in Europe; others say other factors matter more. Some insist that fund distributors want advice and hand holding above other service elements; others say there are more attractive service features than these. Our evidence may help to resolve some of these differences.

Issue 16 22 April– 2003

2002 Fund Promoter of the Year

We are never satisfied that we have collected enough information about the third party fund suppliers. This new perspective is based on a poll we conducted in late 2002 to find which third party fund promoter attracted most votes from a wide ranging survey of fund distributors.

Issue 17 30 April– 2003

Open Architecture has caught a cold

Open Architecture in Europe is suffering from a heavy cold. It has a high temperature, and is confined to bed. But we don't think this is SARS: there are signs that it will get better. This report takes the temperature of Open Architecture, and compares the readings to our previous check-ups in 2002, 2000 and even 1998.

Issue 18 9 June– 2003

Where is architecture most open?

Open Architecture continued... In this second part of our exploration of Open Architecture in Europe today we think we can pinpoint where openness is most and least evident. Our most important finding: openness is to a large extent a function of size. You want openness, look for the big players.



What is Sector Analysis?

Sector Analysis Ltd is a research firm dedicated to the asset management industry in Europe. Sector collects data from interviews in order to find out what buyers and distributors of asset management products and services want and why. We publish Pan-European research findings in reports which are sold to the strategic planning, business development, sales & marketing teams of client companies.

The core product is *European Investor Focus*, but we also produce a range of other reports and services. The main office is in London, where the team is led by Magnus Spence, and includes Monica K Lara Acera, Steve Setton and Lorraine Bennett. And in Paris we have Akram Ben. New York is also where our majority shareholders Freeman & Co LLC are based, and where we have access to a team of 20 analysts and consultants. Sector is owned by Freeman & Co and Sector executives. In Frankfurt Angela Hornberg is an additional partner.