

# Asia Pacific Asset Management Survey

AUGUST 2010

# Survey Methodology

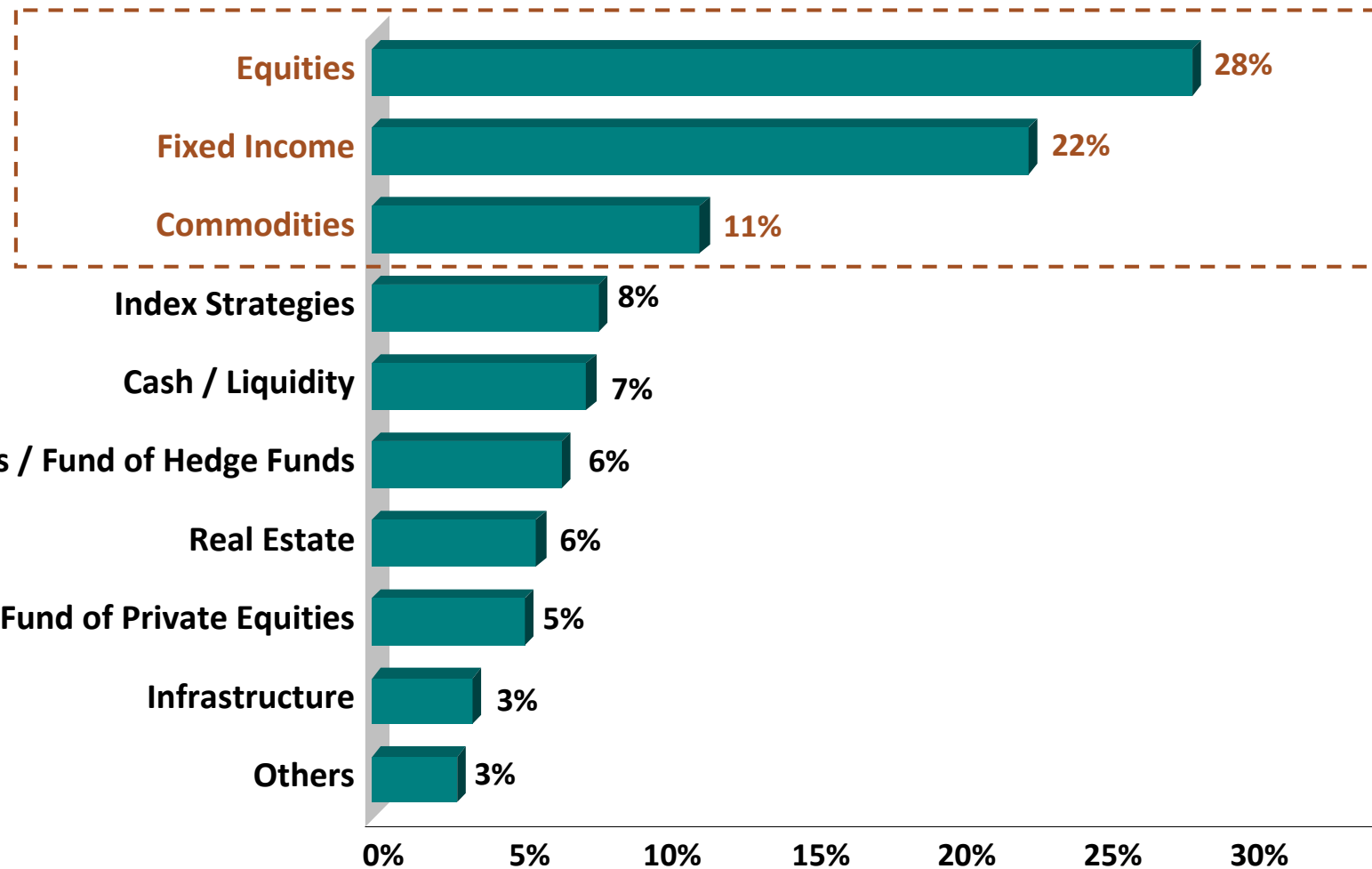
- **Invited the top 300 business leaders in Asset Management companies in Asia**
- **Companies covered:**
  - Pure Asset Management companies
  - Asset Management arm of investment banks
  - Asset Management division of universal banks
  - Asset Management arm of insurance groups
  - Multi-specialist Asset Management companies
- **Markets included:**
  - China, Hong Kong, Taiwan, Japan, Korea, Australia, Singapore and India
- **Profiles of participants included:**
  - Heads of Country in Asia or Regional Business Heads
  - Sales & Marketing senior executives, Director or above level

# Snapshot of Asset Management organization participated in this survey:



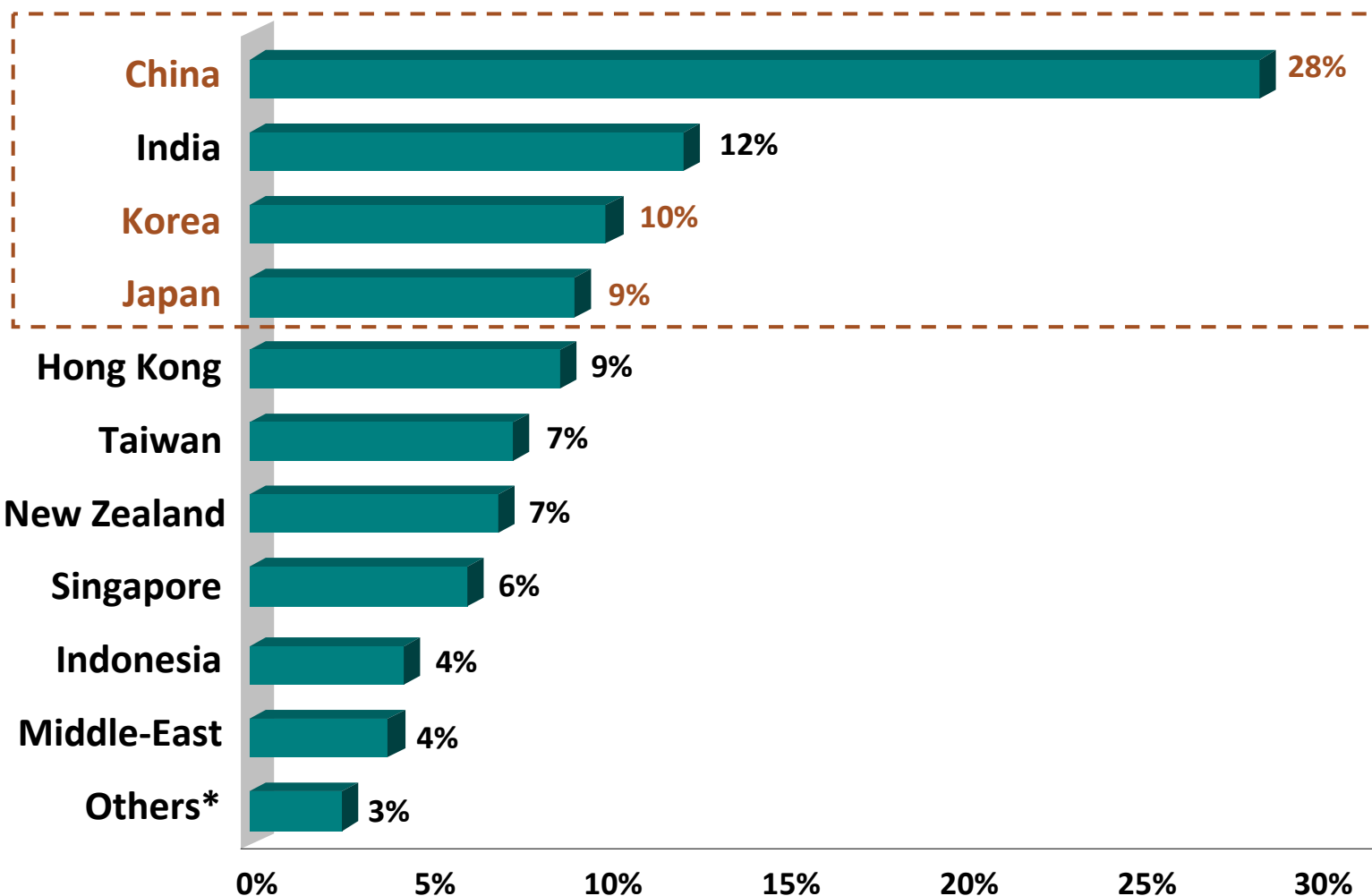
# OUR FINDINGS: INDUSTRY & HIRING TRENDS IN ASIA

# What's hot now?



Q3. Which 3 product areas will see the most growth in AUM in 2010?

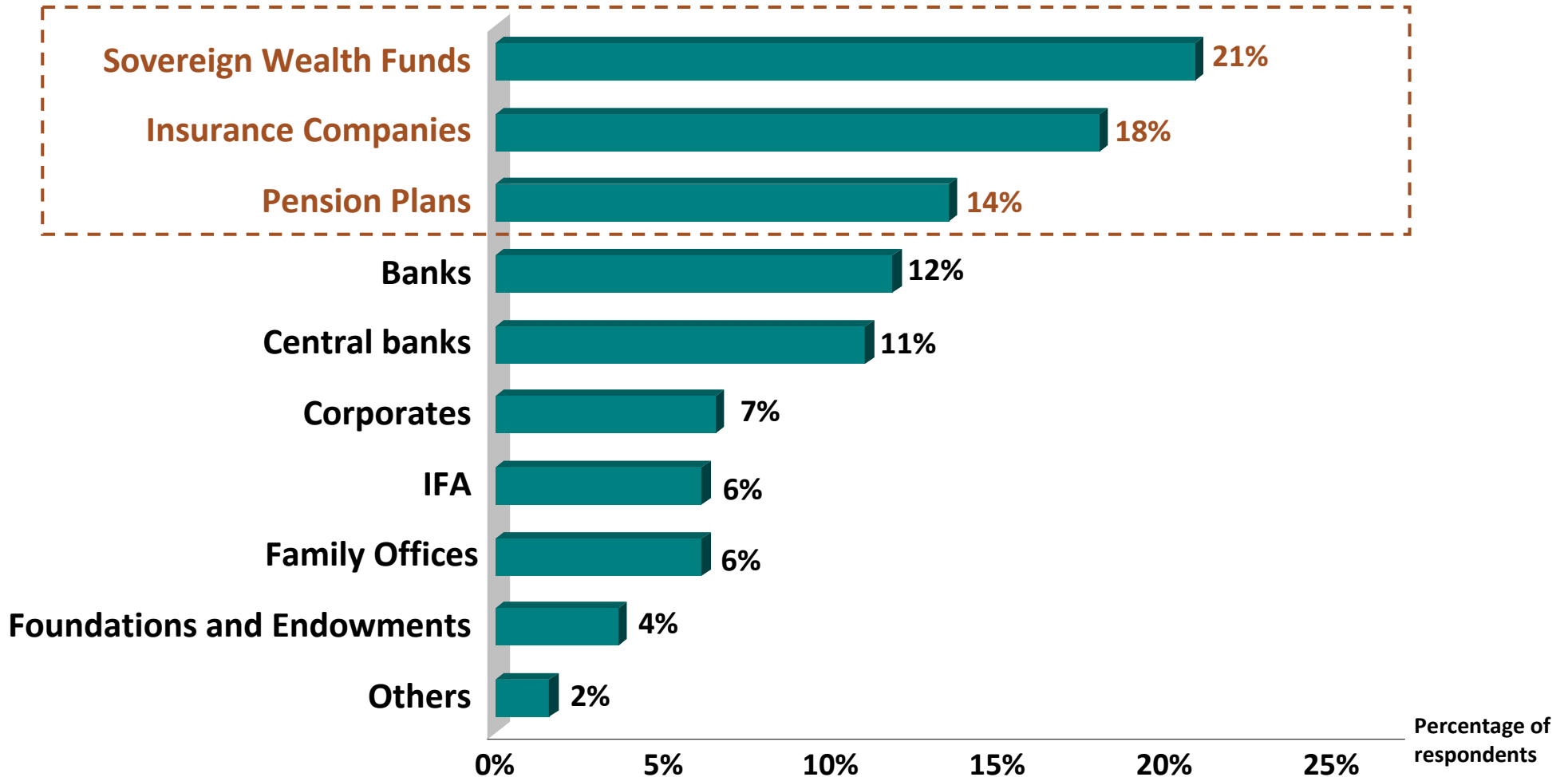
# Regional CEOs view China, Korea and Japan as the major growing markets while others vote India and China



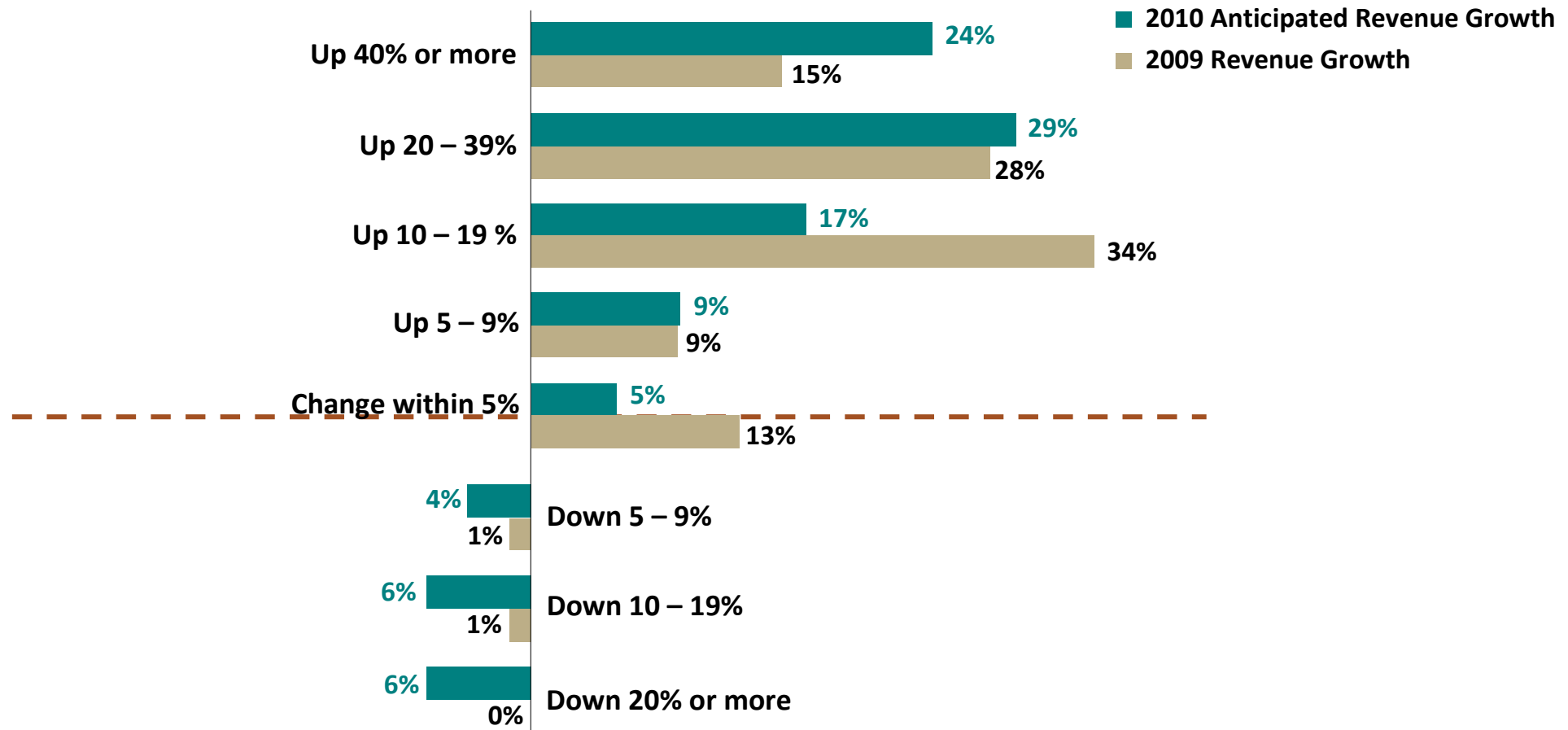
Q4. Which 3 markets will see the most growth in AUM in 2010?

\*Includes: Thailand, Malaysia and the Philippines

# Top three most active fund investors in Asia



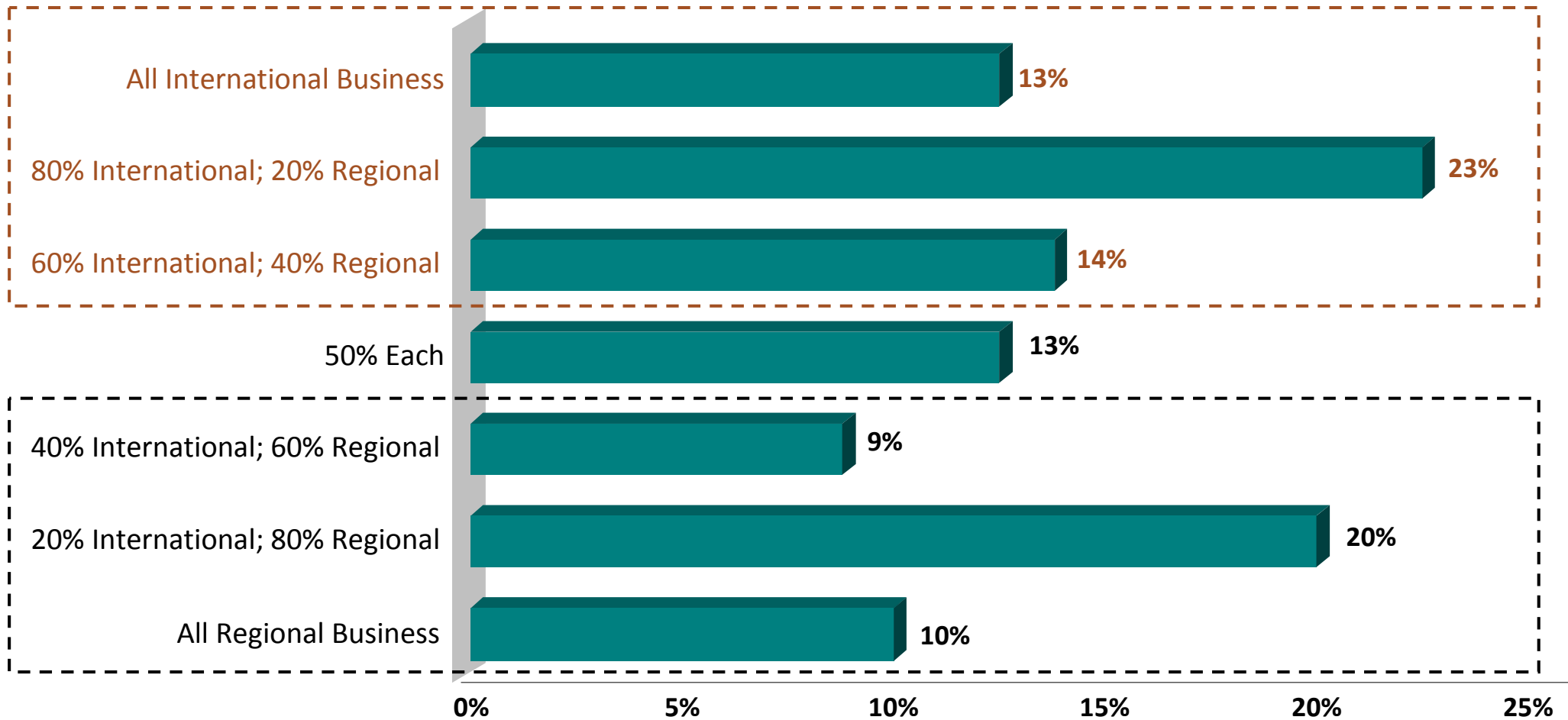
# Over 79% of participants expects net revenue growth this year



Q6. Which of the following best describes your net revenue growth in 2009 compared to that in 2008?

Q7. How do you anticipate your net revenue growth to change in 2010?

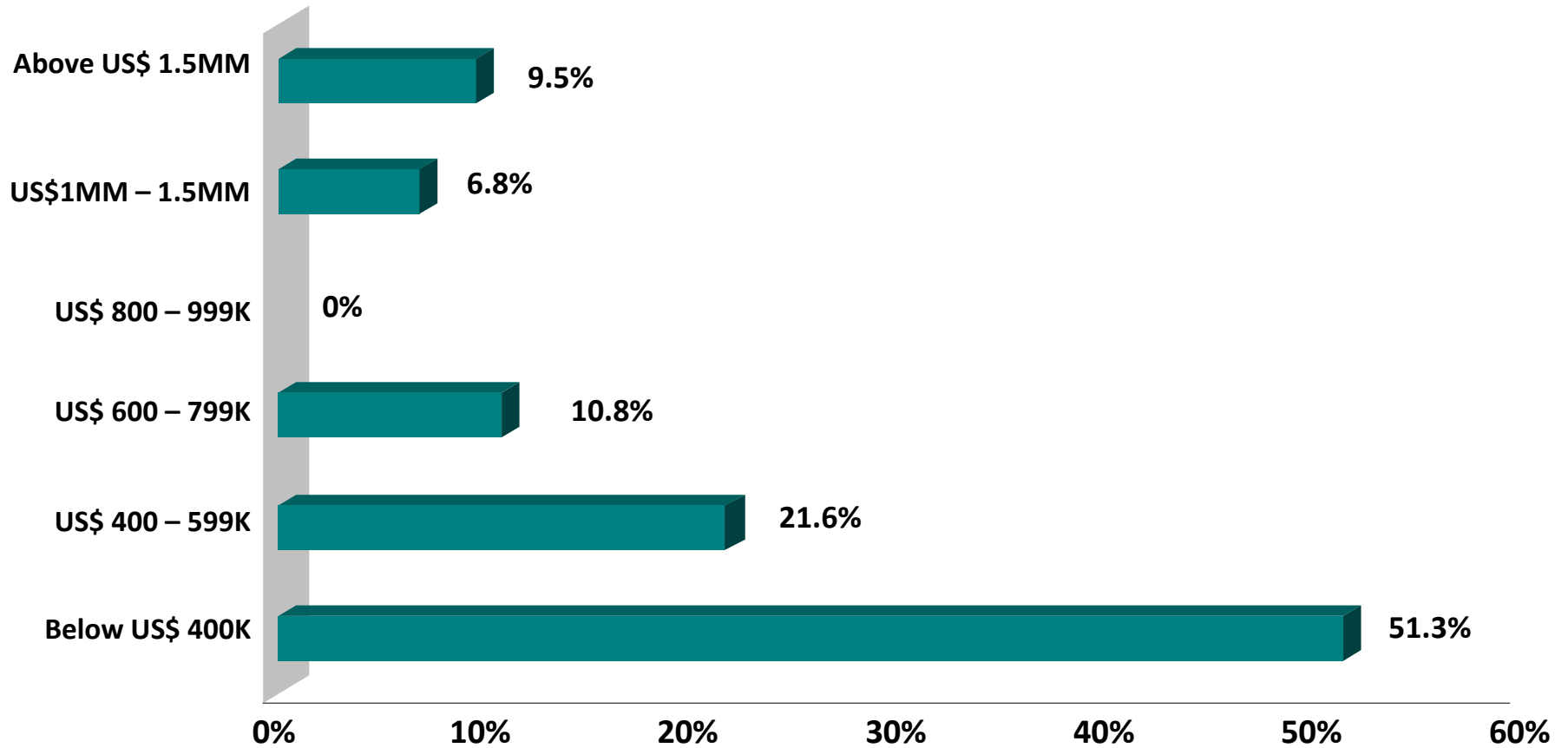
# International fund flow still outweigh the asset management market



Q9. How does your company's international business contrast within regional business (Asia)?

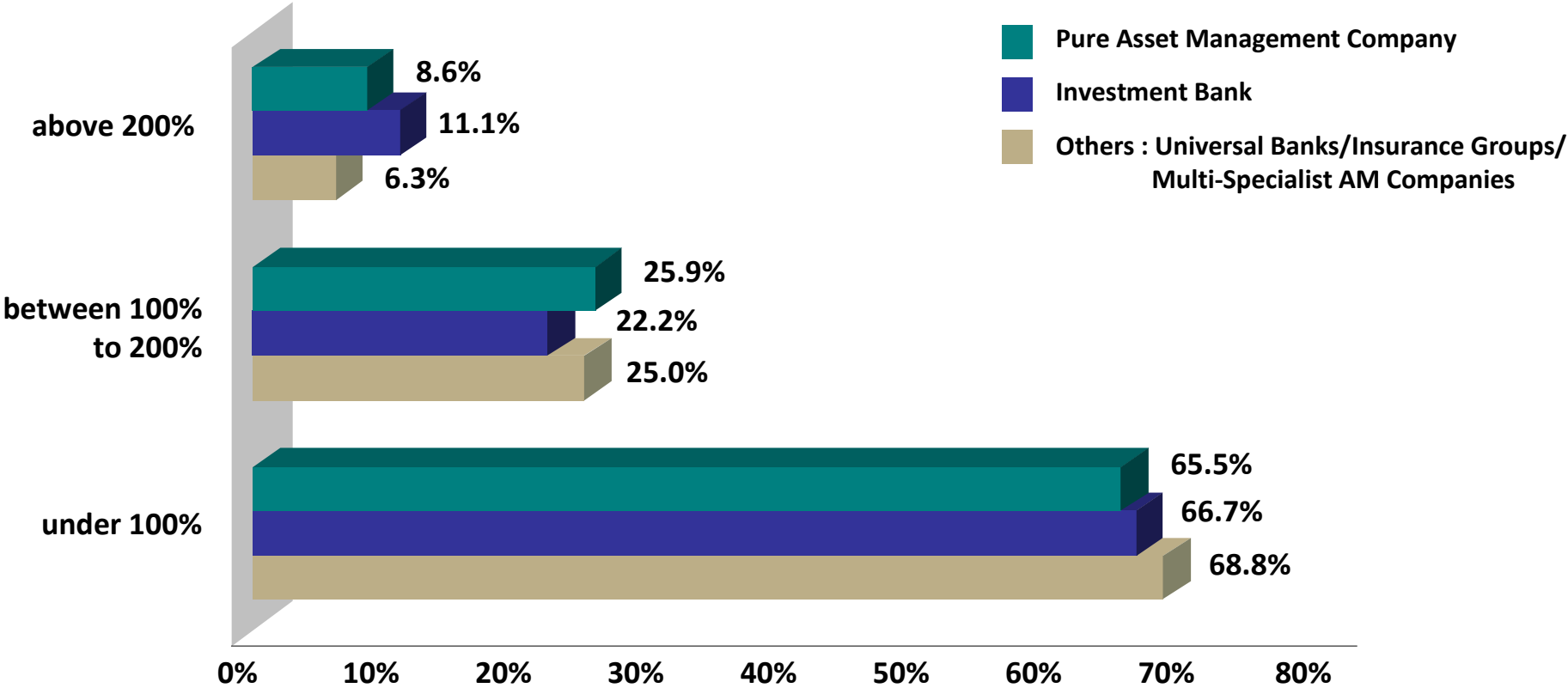
# OUR FINDINGS: COMPENSATION & RETENTION TRENDS IN ASIA

# Total Compensation of Executives



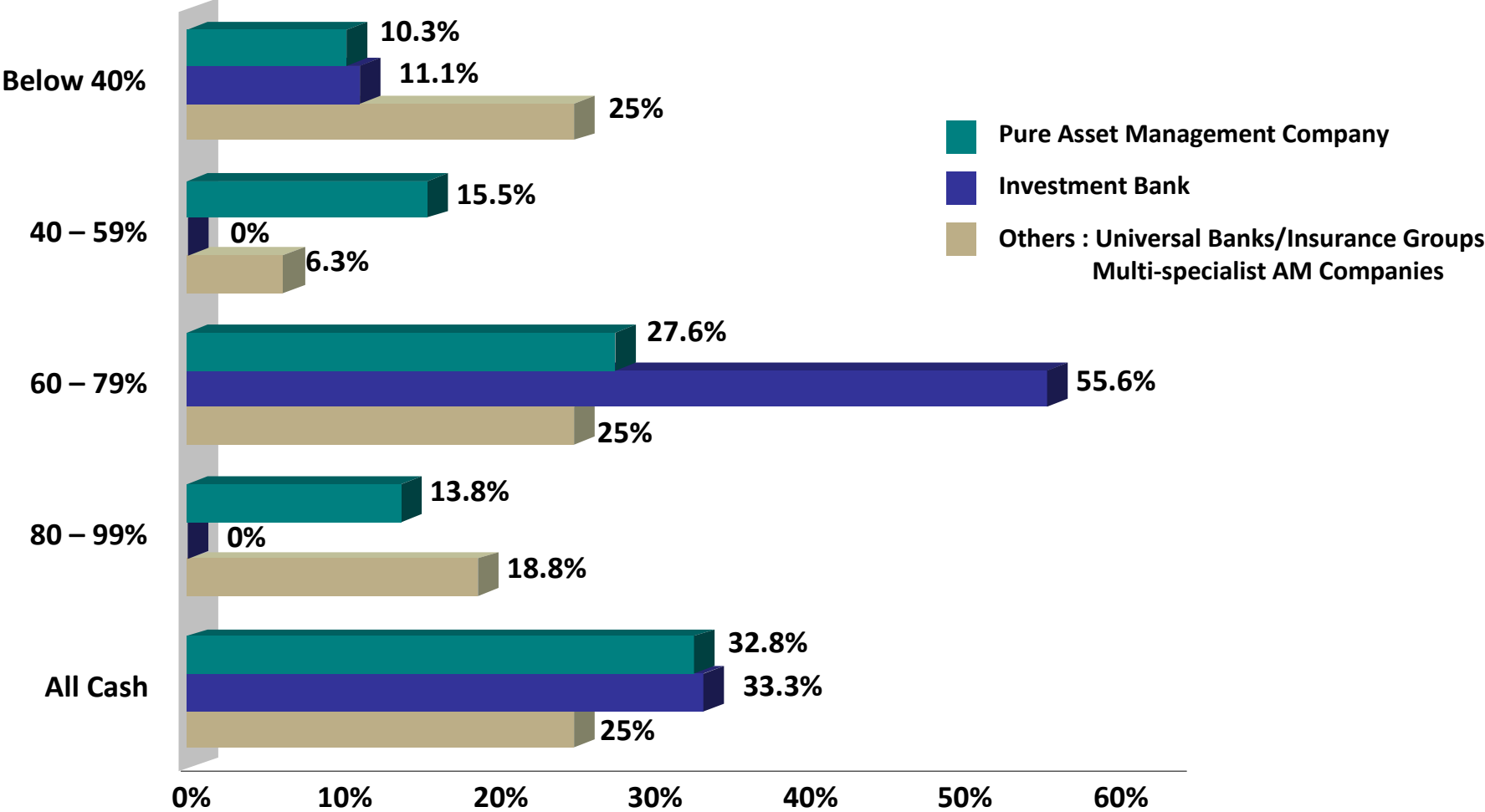
Q17. Which of the following best describes your current total compensation?

# Myth of pay structure (base versus performance bonus)



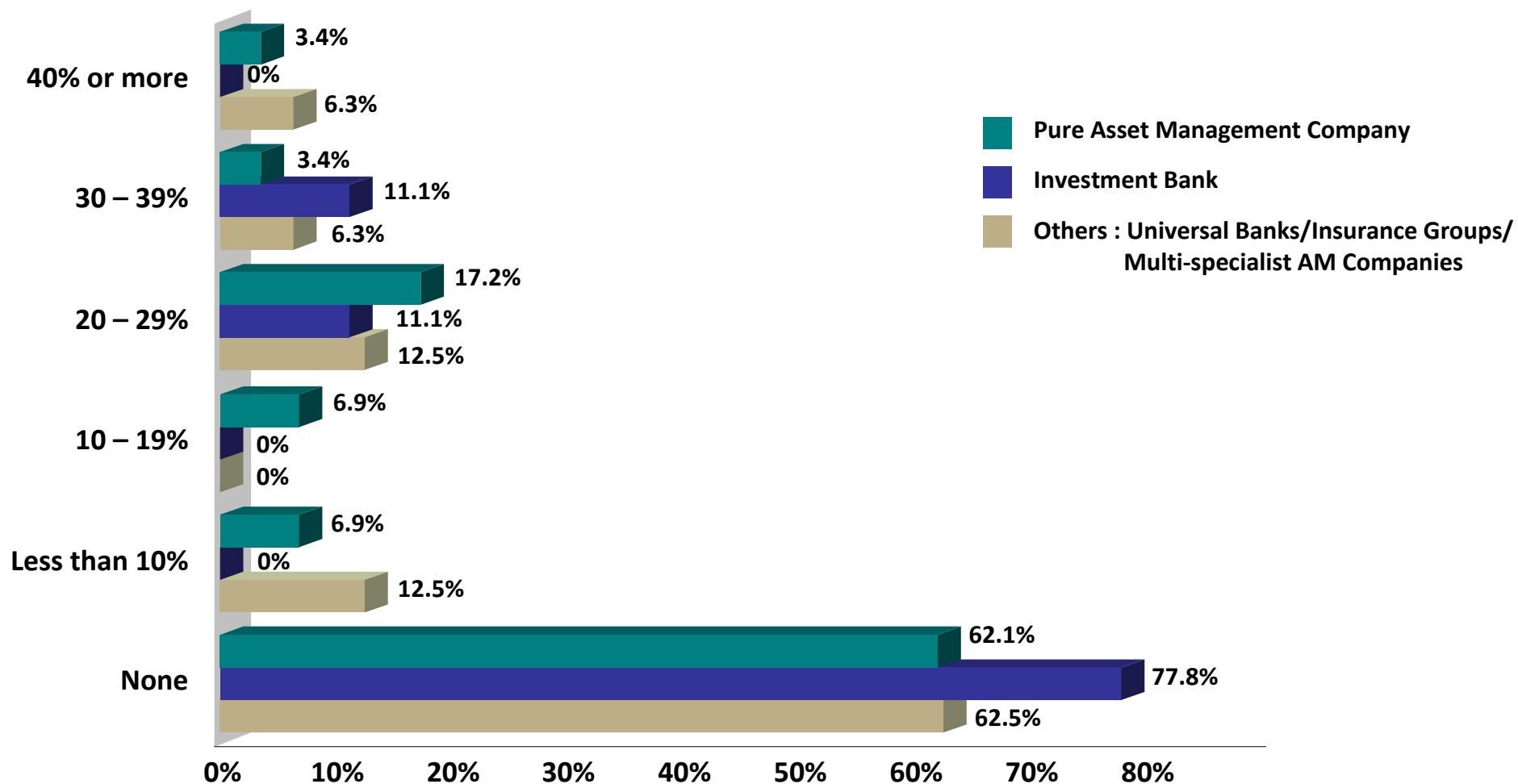
Q12. Which of the following best describes your performance bonus as a percentage of your base salary?

# Over 55% of Investment Bank deferred 1/3 of senior executives' pay in other forms



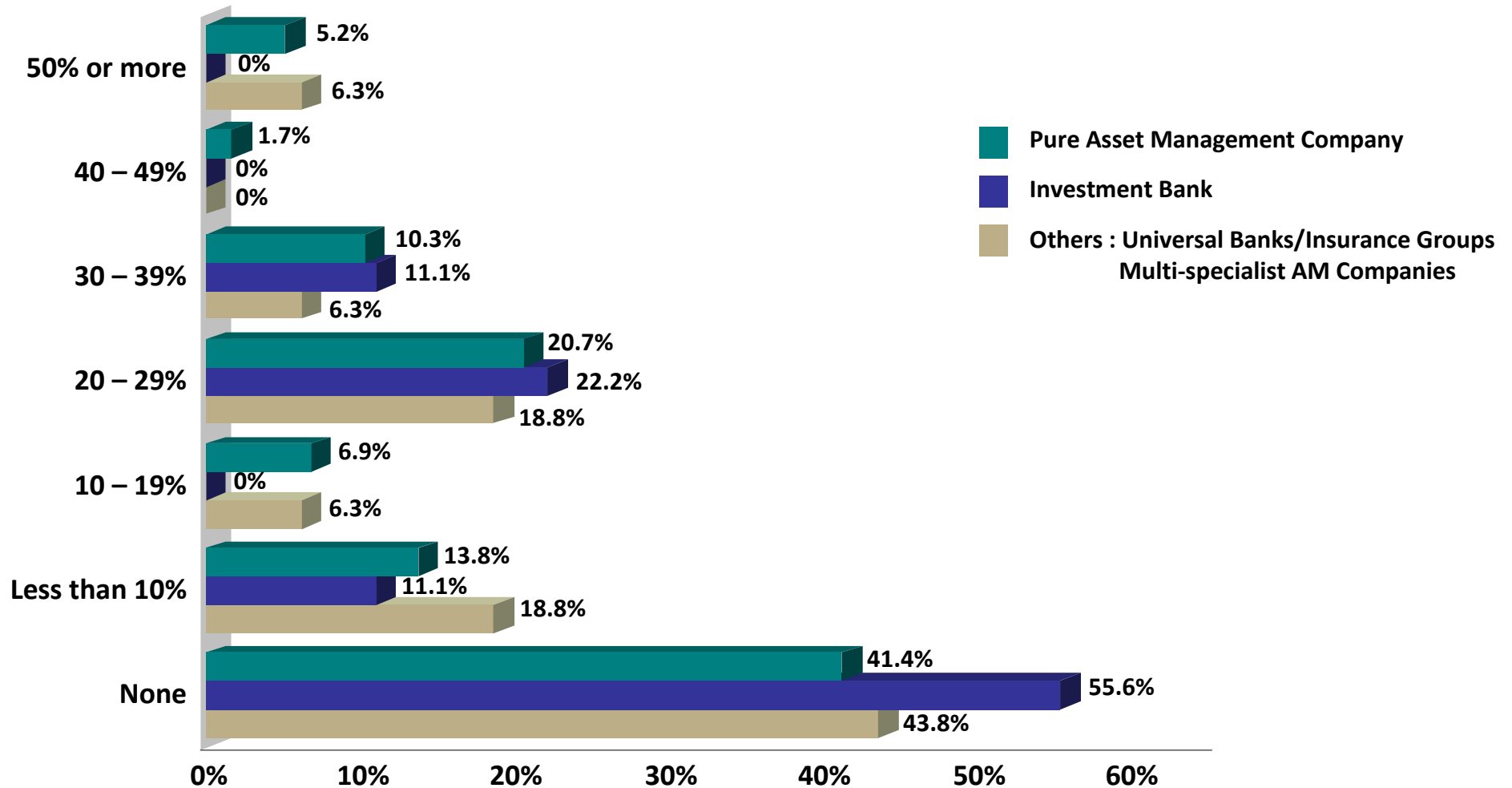
Q13. How much of your total compensation in 2009 was in immediate cash?

# Deferred Cash only accounts for small percentage



Q14. How much of your total compensation in 2009 was in deferred cash?

# Some could be in Stocks/Shares



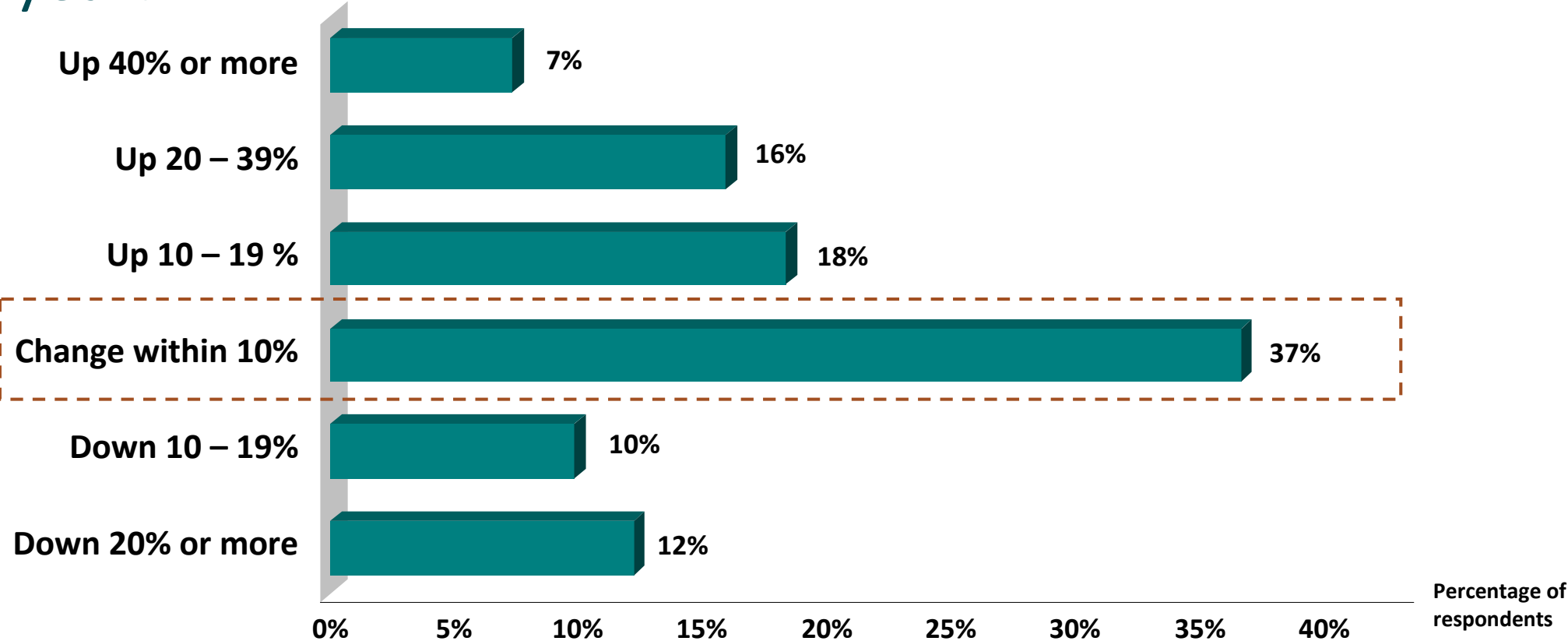
Q15. How much of your total compensation in 2009 was in stocks/shares (including options)?

## Or in other form of benefits

<b>Pensions</b>	<b>55.7%</b>
<b>Car/Transport Allowance</b>	<b>35.4%</b>
<b>Club Membership</b>	<b>34.2%</b>
<b>Housing Allowance</b>	<b>24.1%</b>
<b>Children's Education Allowance</b>	<b>19.0%</b>

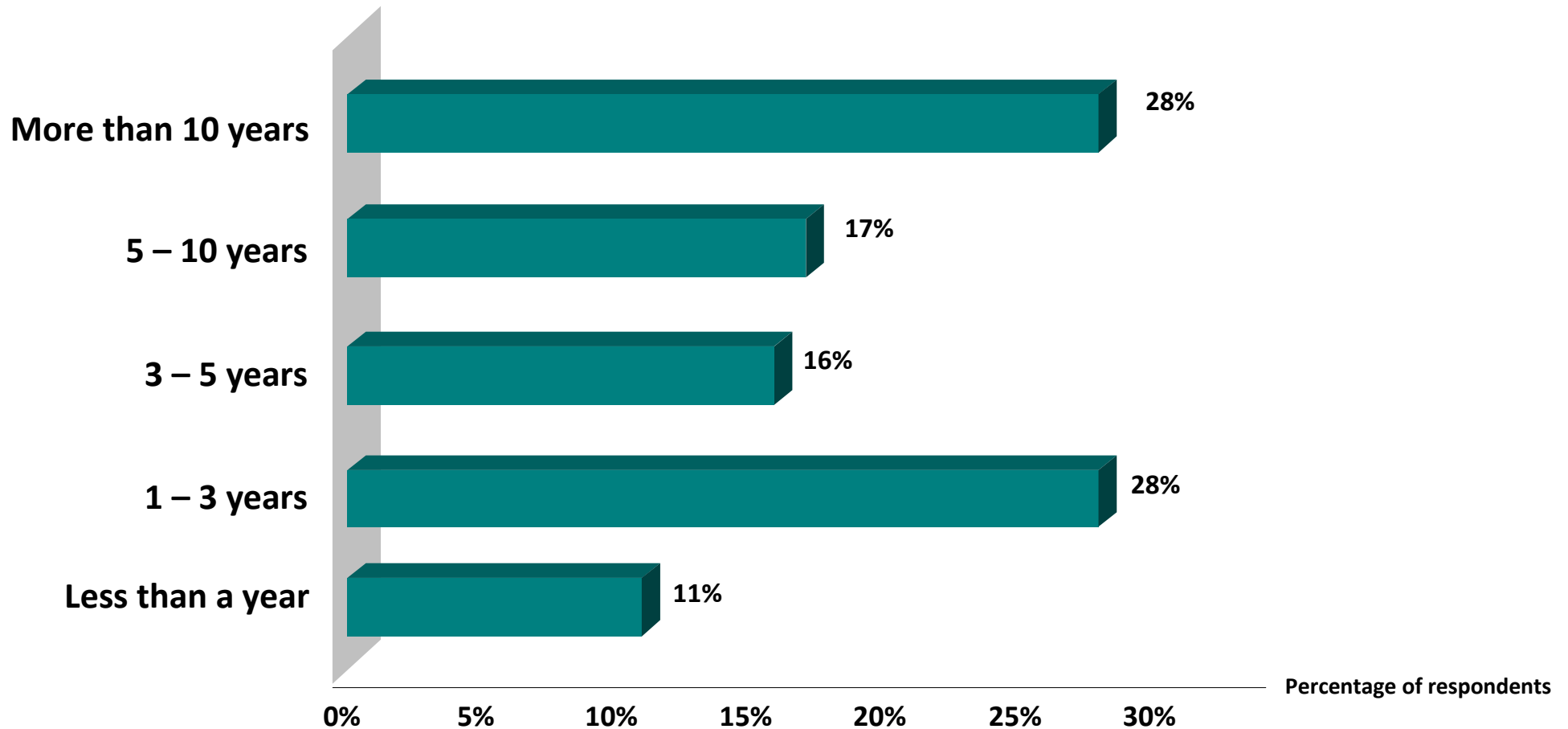
Q16. What other components are included in your compensation other than base salary and stocks/shares (if any)?

# Most executives' compensation has remained stagnant for the past two years – they are expecting more this year!



Q11. How did your total compensation in 2009 compare to that of 2008?

# Executives tend to stay longer if firms could retain them in the first three years



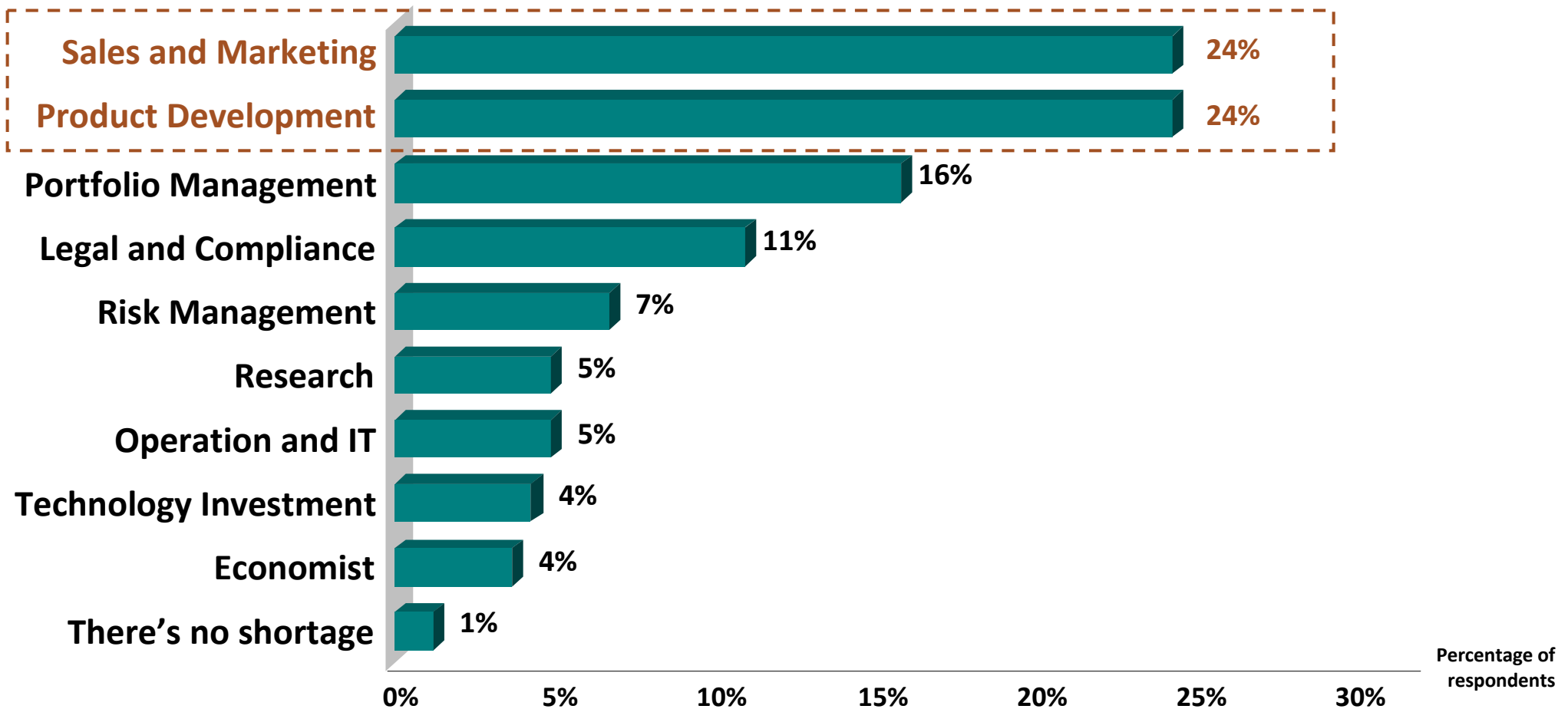
Q18. How long have you been with your current company?

# How to retain them for the first three years? Or to attract them in the first place?

1	<b>Company Culture (including people and colleagues)</b>	<b>16.5%</b>
2	<b>Leadership / Stability of Management</b>	<b>12.9%</b>
3	<b>Firm's Commitment to Asia / Local Presence in Asia</b>	<b>12.9%</b>
4	Brand Name	11.4%
5	Career Enhancement and Progression	10.9%
6	Fair and Transparent Compensation Structure	10.4%
7	Fund Performance	6.8%
8	Company Vision	5.3%
9	Breadth of Investment Offering	5.1%
10	Size of Asset under Management	3.8%
11	Support Resources	3.0%
12	Title	1%

Q19. What are the top FIVE criteria to attract and retain key employees?

# What are the positions in most demand in the coming 12 months?



Q20. Where do you see shortage of talent in your organization?

# Biography



**Serina Wong**

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Serina Wong is the Global Co-Head of Korn/Ferry International's Private Wealth Management Sector within the Firm's Global Financial Market. She also serves as the Regional Sector Leader for Asset Management in Asia Pacific.

Ms. Wong has significant experience in senior executive search with a focus on asset and wealth management companies, Chinese joint ventures and multinational banks with presence in Asia. Prior to specializing in asset and wealth management, she concentrated on senior searches in the capital markets area.

At Korn/Ferry, Ms. Wong leverages her wealth of financial industry experience and relationships across all levels and business functions, providing market insight to clients and candidates alike, from buy-side to sell-side.

Ms. Wong joined the Firm in 2003 from Reuters, where she was the major accounts manager of the focus account group covering international financial institutions in Greater China. Earlier, she was the business development manager at Thomson Financial sales and trading group. Ms. Wong was the first employee in Asia of equity block trading platform AutEx, Thomson Financial, one of the largest global providers of integrated information-based solutions to financial services companies in Asia.

Ms. Wong graduated from the Chinese University of Hong Kong with a bachelor's degree in information engineering and received a graduate certificate in administration and management from Harvard University.

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