

Rathbone Brothers Plc

2018 Preliminary results

February 2019

### 2018 in context

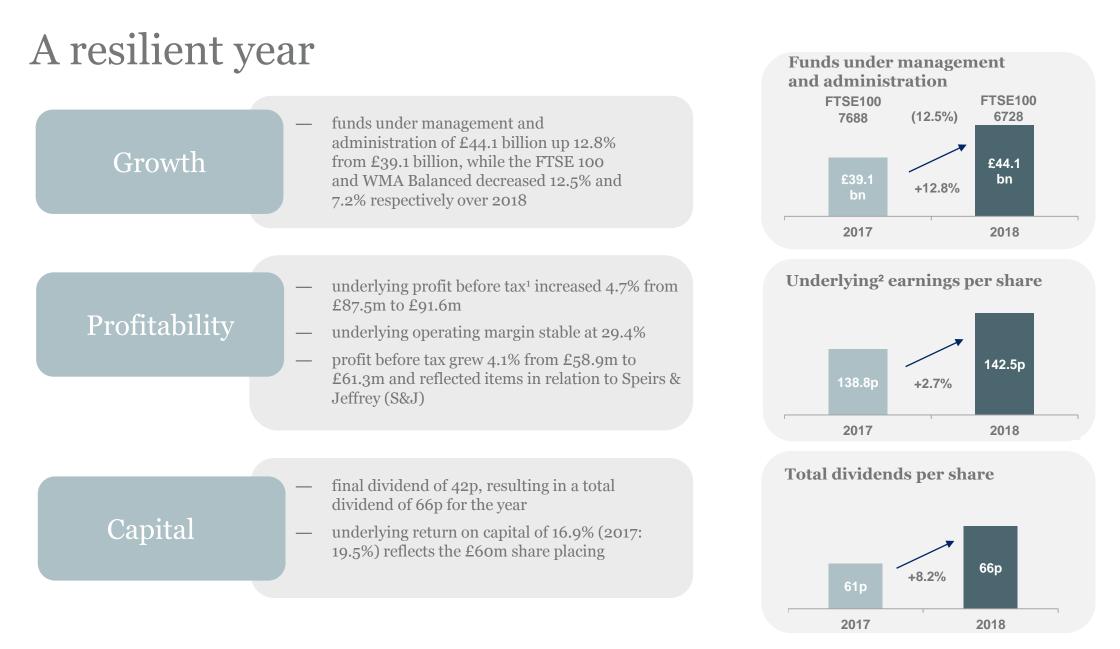
- financial results resilient
- continued growth both organically and through acquisition
- delivering on new regulation
- board changes



### **Financial results**



### *Paul Stockton* Finance Director



<sup>1</sup> See slide 8 for a reconciliation between profit before tax and underlying profit before tax. Operating profit margin equals underlying profit before tax divided by underlying operating income <sup>2</sup> See slide 27 for a reconciliation between earnings per share and underlying earnings per share

# Growing funds under management and administration

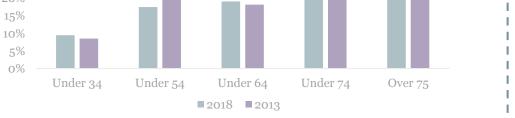
|  | Investment<br>Management<br>FY 2018<br>(£bn) | Investment<br>Management<br>FY 2017<br>(£bn) |
|--|--|--|
| Opening funds under<br>management and administration           | 33.8   | 30.2   |
| Inflows  | 10.6   | 3.4  |
| – organic <sup>1</sup>   | 3.8  | 3.1  |
| <ul> <li>purchased<sup>2</sup></li> </ul>                      | 6.8  | 0.3  |
| Outflow of money   | (2.7)  | (2.2)  |
| <ul> <li>retained accounts</li> <li>closed accounts</li> </ul> | (1.7)<br>(1.0)                               | (1.6)<br>(0.6)                               |
| Market effect and investment performance                       | (3.2)  | 2.4  |
| Closing funds under management and administration              | 38.5   | 33.8   |
| Net organic inflows  | 1.1  | 0.9  |
| Underlying rate of net organic growth <sup>3</sup>             | 3.4%   | 3.0%   |
| Total rate of net growth <sup>3</sup>                          | 23.5%  | 3.9%   |

#### Inflows

diverse sources of net inflows, with SIPPs and charities continuing to be strong sources of growth
 half of gross inflows relate to new clients
 Outflows

 ongoing use of funds for lifestyle and property
 closed accounts elevated due to departures

 Client demographics in Investment Management have remained consistent over the past 5 years<sup>4</sup>



- average client age in 2018: 63 vs. average client age in 2013: 64

<sup>1</sup> Organic growth excludes income items and represents new business from current clients or from new clients (including those via intermediaries)

<sup>2</sup> Purchased growth is defined as corporate or team acquisitions, and new business from investment managers who are on an earn-out arrangement

<sup>3</sup> Calculated using unrounded numbers

<sup>4</sup> includes clients of Rathbone Investment Management only

### Unit Trusts momentum

|   | Unit Trusts<br>FY 2018<br>(£bn) | Unit Trusts<br>FY 2017<br>(£bn) |
|---|---------------------------------|---------------------------------|
| Opening funds under<br>management                     | 5.3                             | 4.0                             |
| Inflows   | 1.9                             | 1.7                             |
| Outflows  | (1.4)                           | (0.8)                           |
| Market effect and investment performance              | (0.2)                           | 0.4                             |
| Closing funds<br>under management                     | 5.6                             | 5.3                             |
| Net organic inflows                                   | 0.5                             | 0.9                             |
| Underlying rate of<br>net organic growth <sup>1</sup> | 10.1%                           | 21.8%                           |
| Total rate of net growth <sup>1</sup>                 | 10.1%                           | 21.8%                           |

#### Net flows strong net retail sales in 2018 \_\_\_\_ industry wide net retail sales in 2018 were £7.2 billion compared to £48.5bn in 2017<sup>2</sup> Top managers by net retail sales in 2018<sup>3</sup> (£m) <sup>3,130</sup> 2,505 2,133 2,086 1,045 1,044 895 543 431 206 289 220 Fundaniili Roya London AM HSBC Global AM ManGLG 18GIM Liontrust Promier AM BMO Global AM illie Cifford Miton Artenis Mailborough Rathbones res Lansdown TROME Price **Fund launches** Rathbone Global Sustainability Fund (July) High Quality Bond Fund (November) **Investment performance** – largest fund (Rathbone Global Opportunities) in 1<sup>st</sup> quartile for 1, 3 and 5 years and Ethical Bond and Income Funds in 1st quartile over 5 years

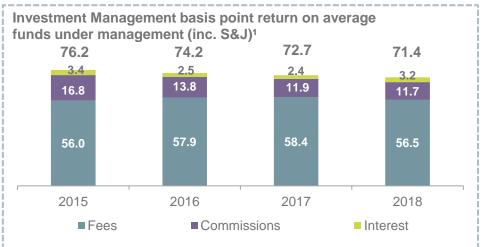
<sup>1</sup> Calculated using unrounded numbers

<sup>2</sup> The Investment Association

<sup>3</sup> February 2019 Pridham report

### Ongoing income quality

|   | FY 2018<br>(£m) | FY 2017<br>(£m) | %<br>change |
|---|-----------------|-----------------|-------------|
| Average FTSE 100 Index (on quarterly billing dates) | 7269            | 7426            | (2.1)       |
| Net investment management fee income                | 233.4           | 217.5           | 7.3         |
| Net commission income                               | 41.4            | 38.7            | 7.0         |
| Net interest income                                 | 15.3            | 11.6            | 31.9        |
| Fees from advisory services and other income        | 21.9            | 18.2            | 20.3        |
| Underlying operating income <sup>2</sup>            | 312.0           | 286.0           | 9.1         |



Underlying operating income of £8.7m from Speirs & Jeffrey included for 4 month period since completion

Fees 74.8% of total underlying operating income in 2018 (2017: 76.0%)

 consistent underlying trend on fees, offset by higher proportion of commissions in Speirs & Jeffrey

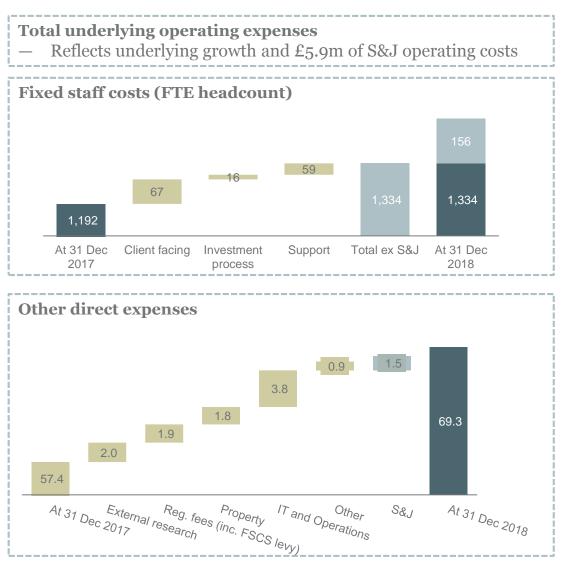
Fees from advisory services and other income reflects growth in Vision Independent Financial Planning and our Trust business; it also includes 'risk-free' managers' box dealing profits of  $\pounds_{3.4m}$  (2017:  $\pounds_{3.1m}$ ) that will not recur in 2019

<sup>1</sup> Includes four months of Speirs & Jeffrey income

<sup>2</sup> Underlying operating income excluding interest on own reserves, interest payable on Tier 2 notes issued, fees from advisory income and other income, divided by the average funds under management on the quarterly billing date

### Expenditure reflects business growth

|  | FY 2018<br>(£m) | FY 2017<br>(£m) | %<br>change |
|--|-----------------|-----------------|-------------|
| Fixed staff costs  | 96.0            | 87.8            | 9.3         |
| Average FTE <sup>1</sup> employees during the year                                   | 1,329           | 1,147           | 15.9        |
| Actual FTE <sup>1</sup> employees at the year end                                    | 1,490           | 1,192           | 25.0        |
|  |                 |                 |             |
| Variable staff costs   | 55.1            | 53.3            | 3.4         |
| Variable staff costs as a % of underlying profit before variable staff costs and tax | 37.6%           | 37.9%           |             |
| Other direct expenses  | 69.3            | 57.4            | 20.7        |
|  |                 |                 |             |
| Total underlying operating expenses  | 220.4           | 198.5           | 11.0        |



<sup>1</sup> Full time equivalent

## Strong underlying margin

|  | FY 2018<br>(£m) | FY 2017<br>(£m) | %<br>change |
|--|-----------------|-----------------|-------------|
| Underlying profit before tax                             | 91.6            | 87.5            | 4.7         |
| Underlying operating margin                              | 29.4%           | 30.6%           |             |
| Charges in relation to client relationships and goodwill | (13.2)          | (11.7)          | 12.8        |
| Gain on plan amendment of defined benefit schemes        | -               | 5.5             | -           |
| Acquisition-related costs                                | (19.9)          | (6.2)           | 221.0       |
| Head office relocation costs                             | 2.8             | (16.2)          | (117.3)     |
| Profit before tax  | 61.3            | 58.9            | 4.1         |
| Profit after tax   | 46.2            | 46.8            | (1.3)       |
| Effective tax rate                                       | 24.6%           | 20.5%           |             |
| Total comprehensive income, net of tax                   | 47.2            | 61.3            | (23.0)      |

#### Non-underlying items

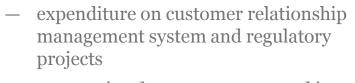
- acquisition-related costs in respect of S&J total £18.4m of which £14.7m is deferred consideration
  - amounts capital in nature but IFRS 3 dictates deferred consideration to retained employees must be treated as remuneration
- remaining is £1.5m deferred consideration for Vision
- sublet of Curzon Street triggered release of £2.8m onerous lease provision

### Short term tax rate higher

- reflects disallowable costs of deferred consideration payments to sellers of S&J which will continue in 2019 and 2020
- ongoing effective tax rate on an underlying basis of c.20% in 2019 and c.18% thereafter

# Capital expenditure remains steady



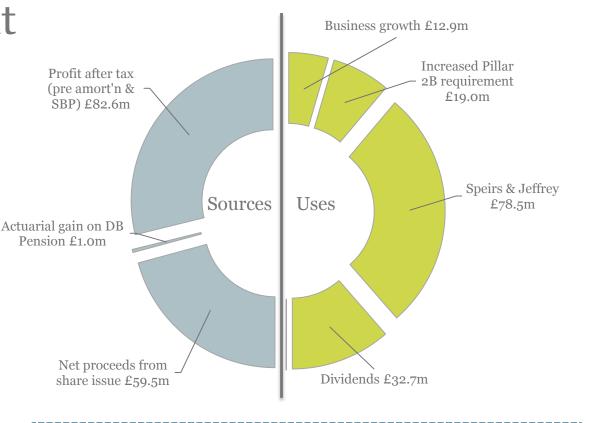


expectation for 2019 capex spend in line with 2018

<sup>1</sup> Property expenditure in general only includes leasehold improvements from the consolidated financial statements. IT & other expenditure also includes some move-related expenditure such as IT equipment and furniture

# Balance sheet management

| Assets  | 31/12/18<br>(£m) | 31/12/17<br>(£m) |   |
|---|------------------|------------------|---|
| Total own funds <sup>1</sup>                  | 251.4            | 216.8            |   |
| Pillar 1 own funds requirement                | 91.3             | 78.3             |   |
| Surplus before Pillar 2                       | 160.1            | 138.5            |   |
| Pillar 2A requirement                         | 48.4             | 46.1             | A |
| Pillar 2B requirement                         | 37.4             | 18.4             |   |
| Surplus after Pillar 2 <sup>2</sup>           | 74.3             | 74.0             |   |
| Risk weighted assets (RWAs)                   | 1,141.8          | 977.2            |   |
| Pillar 2 requirement as % of RWAs             | 7.5%             | 6.6%             |   |
|   |                  |                  |   |
| Group Common Equity Tier 1 ratio <sup>3</sup> | 20.6%            | 20.7%            |   |
|   |                  |                  |   |
| Consolidated leverage ratio <sup>3</sup>      | 8.9%             | 7.8%             |   |
|   |                  |                  |   |



End of Pillar 2B build-up which has impacted last few years

|   | 2018    | 2017  | 2016  |
|---|---------|-------|-------|
| Risk weighted assets (RWAs, £m)                 | 1,141.8 | 977.2 | 892.7 |
| Pillar 2B requirement (£m)                      | 37.4    | 18.4  | 11.5  |
| Pillar 2B requirement as<br>a percentage of RWA | 3.3%    | 1.9%  | 1.3%  |

<sup>1</sup> For a reconciliation between total equity and total own funds, see slide 32

<sup>2</sup> Any additional firm specific buffer remains confidential between the group and the PRA

<sup>3</sup> See slide 40 for definitions of principal banking ratios

# Financial outlook for 2019

- well positioned going into 2019
- Speirs & Jeffrey
  - full year profits in 2019
  - acquisition-related costs in relation to Speirs & Jeffrey currently expected to be c. £29m largely reflecting ongoing accrual of deferred consideration payments charged as staff expenses and integration costs
- other staff cost growth in 2019 will reflect full impact of hiring activity in 2018, salary inflation of c. 4% and Staff Equity Plan
- £3.4 million managers' box dealing profits in Unit Trusts will not recur in 2019
- mindful of investment markets, capital expenditure levels to remain consistent with 2018

### Context for 2019...



### *Philip Howell* Chief Executive

# Speirs & Jeffrey: combining businesses with a cultural and strategic fit

### An enhanced presence in Scotland

 $\begin{array}{l} {\rm Speirs \& Jeffrey} \\ {\tt \pounds6.4bn} \end{array}$ 

Rathbones existing Scottish presence £2.9bn

Total investment professionals in Scotland 74

### A diversified geographic reach

London now c.50% of FUMA from c.60% previously • London • Southern England • Northern England • Scotland • Jersey

### **Consideration structure**

#### Initial consideration (£104m)

£79m in cash and £25m<sup>1</sup> in shares locked up for 3 years from completion

#### **Contingent consideration (0.6m shares)**

Conditional upon meeting certain administrative and procedural targets that enable the delivery of cost synergies

### Earn-out and incentivisation (up to 5.2m shares)

Whilst a maximum of 5.2m shares can be payable, the Board's current underlying EPS accretion and return on investment expectations are based on a lower total

# Update since acquisition

### **Progress since September 2018**

- clients have so far consented to over 75% of assets being transferred to Rathbones banking terms of business
- work to meet operational performance targets proceeding well
- completed move of our Glasgow office in November 2018 and teams working well together
- full migration of systems remains on track for June 2019
- strong progress but clearly a lot to do over the next few years

# A look back on the past five years...

#### Key achievements ...

#### Private client investment management

- improved team structures
- simplified pricing structures
- improved marketing and client event quality and brand development
- grew Charities and Rathbone Greenbank (ESG)

#### **Investment process**

- enhanced investment process and risk management
- improved portfolio management tools
- extended research capability

#### Distribution

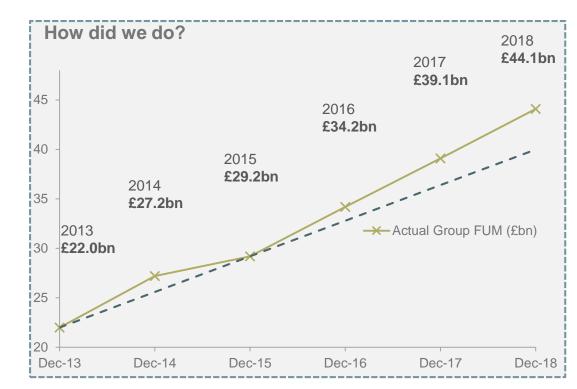
- built up sales capability in the intermediary market
- grew relationship with Vision

#### **Unit trusts**

 $-\,$  grew our funds business and expanded the offering

### Acquired growth

- recruited high quality teams
- Deutsche Bank's London and Jupiter's private client businesses
- Vision Independent Financial Planning
- Speirs & Jeffrey



### Initiatives that remain in progress...

- Rathbone Private Office
- in-house financial planning team to support regional coverage
- client loan book
- technology and digital strategy

### Looking ahead...



*Paul Stockton* RIM Managing Director

### 2019

- starting in a strong position
- a more volatile market backdrop
- Brexit
- continued focus on growth initiatives
- investment in Rathbone Investment Management
- transition/new CFO
- update on next phase of growth in second half

### Looking beyond 2019

Strategy and organisational review

A quality proposition

Building capability and driving operational efficiency

Pursuing growth opportunities

Talent, skills and managing change

# Appendix



### Rathbones at a glance

Rathbone Brothers Plc, through its subsidiaries, is a leading provider of high-quality, personalised investment and wealth management services for private clients, charities and trustees. Our services include discretionary investment management, unit trusts, banking and loan services, financial planning, unitised portfolio services and UK trust, legal, estate and tax advice.

- We have two main areas of operation as well as several complementary services:
- Rathbones Investment Management offers personal discretionary investment management solutions
- Rathbones Unit Trust Management provides unit trust and multi-asset fund products
- Complementary services including:
  - banking and loan services
  - in-house financial planning advice
  - a unitised portfolio service
  - UK trust, legal, estate and tax advice
  - Vision Independent Financial Planning

#### Total funds under management



### Our business model

#### What makes us different

#### A sound investment case

- a relationship based approach
- a unique investment culture
- leading margins

#### Scale and expertise

- 341 highly trained investment professionals
- £44.1 billion funds under management
- a broad range of investment solutions

#### **Brand and reputation**

- an established brand with local presence
- reliable systems and infrastructure
- accredited performance reporting

#### Independent ownership

- listed on the London Stock Exchange
- high standards of corporate governance

#### How we do it

#### Individual relationships with clients

- our service is delivered directly though investment managers who make portfolio decisions
- we access investments across the whole market, with no bias towards in-house funds
- our online presence complements our service

#### An informed investment process

- we have a bespoke approach to portfolio construction supported by an influential central research team
- our firm-wide processes allow us to pool intellectual capital and provide strategic asset allocation methodologies
- our internal quality assurance and performance measurement capabilities provide a sound control framework

#### Working flexibly with advisers

- clients have the ability to join Rathbones either directly or through their own financial intermediary
- our dedicated intermediary sales team provide our discretionary and unit trust services to national adviser networks and strategic partners
- direct client and adviser referrals remain the most important source of organic growth
- our Vision Independent Financial Planning business operates independently but maintains a relationship with Rathbone Investment Management

#### Supported by in-house operations

- we have dedicated in-house custody and settlement services
- our operations team is highly experienced
- we form reliable outsourced relationships, where cost effective

#### What makes us different

#### For investors

- a track record of strong operating margins
- successful acquisition capability for people and firms that fit our culture
- stable dividend growth
- consistent return on capital employed

#### For clients

- active management of portfolios through changing market conditions
- a valued and quality service that builds trust

#### For employees

- responsibility for investment decisions
- value-based remuneration
- investment in training and development
- graduate and apprenticeship programmes

### Leading UK private client wealth managers

| Priva | ate client AUM (£m)                            | Total  |
|-------|--|--------|
| 1     | St. James's Place Wealth Management            | 90,700 |
| 2     | Barclays                                       | 50,850 |
| 3     | UBS Wealth Management                          | 42,529 |
| 4     | Brewin Dolphin Ltd                             | 37,600 |
| 5     | Cazenove Capital                               | 36,785 |
| 6     | Investec Wealth & Investment                   | 34,400 |
| 7     | Rathbone Brothers Plc <sup>1</sup>             | 33,780 |
| 8     | Canaccord Genuity Wealth Management            | 25,822 |
| 9     | JPMorgan Private Bank <sup>2</sup>             | 24,789 |
| 10    | Quilter Cheviot                                | 23,600 |
| 11    | Tilney   | 21,234 |
| 12    | Citi Private Bank <sup>2</sup>                 | 20,978 |
| 13    | Coutts   | 18,465 |
| 14    | Smith & Williamson Investment Management       | 18,124 |
| 15    | Goldman Sachs International                    | 16,903 |
| 16    | Thesis Asset Management Limited <sup>2 3</sup> | 15,156 |
| 17    | Charles Stanley & Co Limited                   | 14,700 |
| 18    | Kleinwort Hambros                              | 14,476 |
| 19    | Man GLG <sup>2</sup>                           | 14,412 |
| 20    | Davy Private Clients                           | 14,064 |

| Priva | te client AUM (£m)                             | Total  |
|-------|--|--------|
| 21    | Credit Suisse (UK) Limited                     | 13,825 |
| 22    | Seven Investment Management (7IM)              | 12,447 |
| 23    | HSBC <sup>2</sup> <sup>4</sup>                 | 12,311 |
| 24    | Brooks Macdonald                               | 11,738 |
| 25    | Standard Chartered Private Bank <sup>2</sup>   | 11,510 |
| 26    | Julius Baer <sup>2</sup>                       | 11,072 |
| 27    | Lloyds Bank Private Banking <sup>2</sup>       | 11,063 |
| 28    | Lombard Odier <sup>2</sup>                     | 10,641 |
| 29    | LGT Vestra                                     | 10,015 |
| 30    | JM Finn  | 9,920  |
| 31    | Close Brothers Asset Management                | 9,631  |
| 32    | Rothschild Wealth Management                   | 9,143  |
| 33    | Raymond James Investment Services <sup>5</sup> | 8,730  |
| 34    | Partners Capital                               | 8,400  |
| 35    | Pictet Wealth Management <sup>2</sup>          | 7,849  |
| 36    | Santander Financial Planning <sup>6</sup>      | 7,000  |
| 37    | Standard Life Wealth                           | 6,856  |
| 38    | ABN AMRO                                       | 6,700  |
| 39    | Speirs & Jeffrey <sup>7</sup>                  | 6,598  |
| 40    | Ruffer LLP                                     | 6,261  |

Data source: PAM 2018 for 2017 figures

<sup>1</sup> Rathbones figure only includes funds under management by Rathbone Investment Management and is quoted as at 31

December 2017 which was prior to the acquisition of Speirs & Jeffrey which was completed on 31 August 2018

<sup>2</sup> Estimate

<sup>3</sup> Includes fund administration/ACD business

<sup>4</sup> Combined entity of HSBC Bank Plc and HSBC Private Banking

<sup>5</sup> Includes all assets managed on the Raymond James platform

<sup>6</sup> May include assets other than private client, i.e. institutional or charity

<sup>7</sup> Owned by Rathbone Brothers Plc as at 31 August 2018

### Working through our strategy

| Client referrals  | Intermediaries   | Specialist<br>services   | Unit Trusts   | Strategic<br>initiatives   | Acquisitions   |  |
|---|--|--|---|--|--|--|
| <ul> <li>new client<br/>introductions</li> <li>loans</li> <li>financial planning</li> </ul> | <ul> <li>leveraging Vision</li> <li>B2B panels -<br/>national/regional<br/>firms</li> <li>individual<br/>financial advisers</li> <li>accountants &amp;<br/>solicitors</li> </ul> | <ul> <li>charities</li> <li>Greenbank</li> <li>offshore</li> </ul> | <ul> <li>investment<br/>performance and<br/>process</li> <li>incubate new<br/>strategies</li> </ul> | <ul> <li>Private Office</li> <li>direct to client marketing</li> </ul> | <ul> <li>company or<br/>business asset<br/>acquisitions</li> <li>investment<br/>managers on an<br/>earn-out<br/>arrangement</li> </ul> |  |
|   |  |  |   |  |  |  |
| Organic growth  |  |  |   |  | Purchased growth   |  |
|   |  |  |   |  |  |  |
| Capacity management   |  |  |   |  |  |  |
| Investment manager  | r remuneration   |  |   |  |  |  |

# Analysing the balance sheet

| Assets  | 31/12/18<br>(£'000) | 31/12/17<br>(£'000) |
|---|---------------------|---------------------|
| Cash and balances with central banks                      | 1,198,479           | 1,375,382           |
| Settlement balances                                       | 39,754              | 46,784              |
| Loans and advances to banks                               | 166,200             | 117,253             |
| Loans and advances to customers <sup>1</sup>              | 138,959             | 126,213             |
| Investment securities - fair value through profit or loss | 79,797              | -                   |
| Investment securities – amortised cost                    | 907,225             | -                   |
| Investment securities – available for sale                | -                   | 109,312             |
| Investment securities – held to maturity                  | -                   | 701,966             |
| Prepayments, accrued income and other assets              | 81,552              | 74,445              |
| Property, plant and equipment                             | 16,838              | 16,457              |
| Deferred tax asset  | -                   | 9,061               |
| Intangible assets   | 238,918             | 161,977             |
| Total assets  | 2,867,722           | 2,738,850           |
| Banking operational and shareholder cash                  | Working capital     |                     |

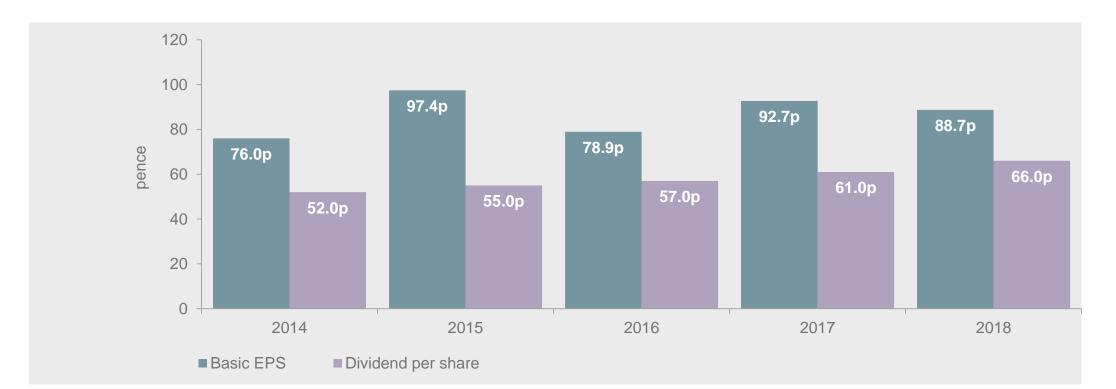
| Liabilities                         | 31/12/18<br>(£'000) | 31/12/17<br>(£'000) |
|-------------------------------------|---------------------|---------------------|
| Deposits by banks                   | 491                 | 1,338               |
| Settlement balances                 | 36,692              | 54,452              |
| Due to customers                    | 2,225,536           | 2,170,498           |
| Accruals, deferred income and other | 103,393             | 108,391             |
| Current tax liabilities             | 5,985               | 5,598               |
| Deferred tax liability              | 481                 | -                   |
| Subordinated loan notes             | 19,807              | 19,695              |
| Retirement benefit obligations      | 11,197              | 15,600              |
| Total liabilities                   | 2,403,582           | 2,375,572           |
| Equity                              | 31/12/18<br>(£'000) | 31/12/17<br>(£'000) |
| Called up share capital             | 2,760               | 2,566               |
| Share premium/other reserves        | 229,321             | 170,310             |
| Retained earnings                   | 232,059             | 190,402             |
| Total equity                        | 464,140             | 363,278             |
| Total liabilities and equity        | 2,867,722           | 2,738,850           |

Financing related

Equity capital related

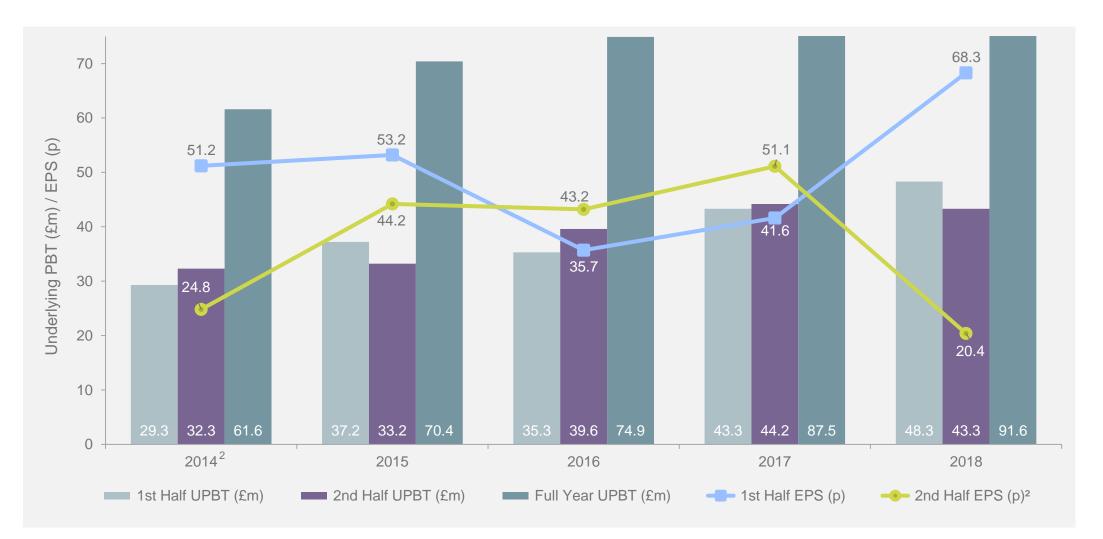
<sup>1</sup> Loans and advances to customers largely consist of the investment management loan book, but also include overdrafts, trust and financial planning debtors and other debtors

# Dividend and earnings per share



| Dividend cover                     | 1.5x | 1.8x | 1.4x | 1.5x | 1.3x |
|------------------------------------|------|------|------|------|------|
| Dividend payout ratio              | 68%  | 56%  | 72%  | 66%  | 74%  |
| Dividend per<br>share growth       |      | 6%   | 4%   | 7%   | 8%   |
| Inflation growth<br>(12 month CPI) |      | 0%   | 1%   | 3%   | 2%   |

### Underlying profits before tax<sup>1</sup> (£m) and EPS (p)



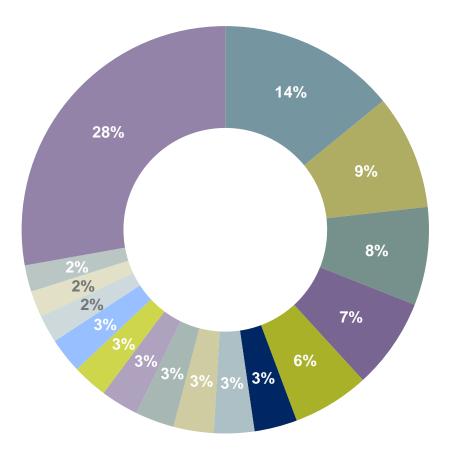
<sup>1</sup>See slide 8 for a reconciliation between underlying profit before tax and profit before tax for 2017 and 2018

<sup>2</sup>The lower 2<sup>nd</sup> half EPS in 2014 is primarily due to the £15.0 million contribution to the settlement of the legal proceedings in Jersey, recognised in July 2014.

# Earnings per share

|  | FY 2018         |                  |          | FY 2017         |                  |                      |  |
|--|-----------------|------------------|----------|-----------------|------------------|----------------------|--|
|  | Pre tax<br>(£m) | Post tax<br>(£m) | EPS (p)¹ | Pre tax<br>(£m) | Post tax<br>(£m) | EPS (p) <sup>1</sup> |  |
| Underlying profit attributable to shareholders             | 91.6            | 74.2             | 142.5    | 87.5            | 70.1             | 138.8                |  |
| Charges in relation to client relationships and goodwill   | (13.2)          | (10.7)           | (20.5)   | (11.7)          | (9.5)            | (18.8)               |  |
| Gain on plan amendment of defined benefits pension schemes | -               | -                | -        | 5.5             | 4.5              | 8.9                  |  |
| Acquisition-related costs                                  | (19.9)          | (19.6)           | (37.7)   | (6.2)           | (5.2)            | (10.3)               |  |
| Head office relocation costs                               | 2.8             | 2.3              | 4.4      | (16.2)          | (13.1)           | (25.9)               |  |
| Profit attributable to shareholders                        | 61.3            | 46.2             | 88.7     | 58.9            | 46.8             | 92.7                 |  |

### Shareholders at 31 December 2018



Lindsell Train Investment Mgt Mawer Investment Mgt Current Rathbones staff MFS Investment Mgt<sup>1</sup> Former Rathbones staff Blackrock Aviva Investors Kabouter Vanguard Heronbridge Investment Mgt Troy Asset Mgt Baillie Gifford & Co Fidelity Legal & General Investment Mgt Marathon ■ Other

# Segmental results

| y/e 31 December 2018   | Investment management<br>(£m)        | Unit Trusts<br>(£m)              | Indirect<br>(£m)                  | Total<br>(£m)                   |
|--|--------------------------------------|----------------------------------|-----------------------------------|---------------------------------|
| Net investment management fee income<br>Net commission income<br>Net interest income<br>Fees from advisory services and other income | 200.5<br>41.4<br>15.3<br>18.1        | 32.9<br>-<br>-<br>3.8            | -<br>-<br>-                       | 233.4<br>41.4<br>15.3<br>21.9   |
| Operating income   | 275.3                                | 36.7                             |                                   | 312.0                           |
| Staff costs – fixed<br>Staff costs – variable<br>Other direct expenses<br>Allocation of indirect expenses                            | (66.5)<br>(37.7)<br>(57.1)<br>(64.6) | (3.3)<br>(7.6)<br>(7.0)<br>(6.1) | (26.2)<br>(9.8)<br>(35.5)<br>70.7 | (96.0)<br>(55.1)<br>(99.6)<br>- |
| Profit before tax  | 49.4                                 | 12.7                             | (0.8)                             | 61.3                            |

| y/e 31 December 2017   | Investment management<br>(£m)        | Unit Trusts<br>(£m)              | Indirect<br>(£m)                  | Total<br>(£m)                 |
|--|--------------------------------------|----------------------------------|-----------------------------------|-------------------------------|
| Net investment management fee income<br>Net commission income<br>Net interest income<br>Fees from advisory services and other income | 189.5<br>38.7<br>11.6<br>14.8        | 28.0<br>-<br>-<br>3.4            | -<br>-<br>-<br>5.5                | 217.5<br>38.7<br>11.6<br>23.7 |
| Operating income   | 254.6                                | 31.4                             | 5.5                               | 291.5                         |
| Staff costs – fixed<br>Staff costs – variable<br>Other direct expenses<br>Allocation of indirect expenses                            | (59.5)<br>(40.2)<br>(34.8)<br>(56.2) | (3.0)<br>(7.2)<br>(4.4)<br>(6.1) | (25.3)<br>(5.9)<br>(52.3)<br>62.3 | (87.8)<br>(53.3)<br>(91.5)    |
| Profit before tax  | 63.9                                 | 10.7                             | (15.7)                            | 58.9                          |

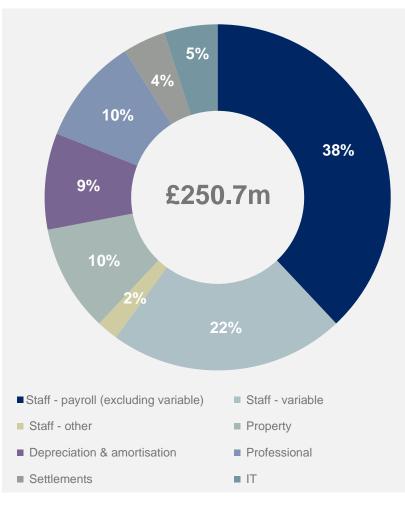
### Reconciliation of equity to total own funds

| FY 2018<br>(£m)   | FY 2017<br>(£m)  |
|-------------------|--|
| 233.0<br>263.9    | 145.7<br>222.5   |
| (32.7)<br>(229.3) | (4.9)<br>(161.3)   |
| 234.9             | 202.0  |
| 16.5              | 14.8   |
| 251.4             | 216.8  |
|                   | (£m)<br>233.0<br>263.9<br>(32.7)<br>(229.3)<br>234.9<br>16.5 |

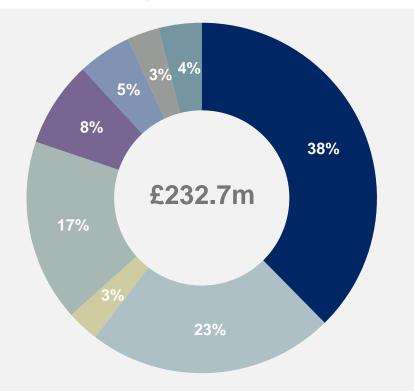
<sup>1</sup> Net book value of goodwill, client relationship intangibles and software are deducted directly from capital resources.

## Total operating expenses

#### *31 December 2018*



*31 December 2017* 



### Other information

|   | FY 2018 | FY 2017 | % change |
|---|---------|---------|----------|
| Investment management   |         |         |          |
| Total rate of net growth in funds under management                    | 23.5%   | 3.9%    |          |
| Revenue margin on FUM (excluding Charities team) (bps) <sup>1</sup>   | 76.6    | 75.5    | 1.5      |
| Revenue margin on Charities team FUM (bps) <sup>1</sup>               | 47.4    | 47.5    | 0.2      |
| Underlying operating income (£m)                                      | 275.3   | 254.6   | 8.1      |
| Underlying profit margin  | 28.6%   | 30.2%   |          |
| Operating income <sup>2</sup> per investment manager (£m)             | 1.32    | 1.20    | 10.0     |
| Average FUM per investment manager (£m)                               | 180     | 165     | 9.1      |
| Operations and support staff <sup>3</sup> to investment manager ratio | 3.7     | 3.1     | 19.4     |
| Average client portfolio size <sup>4</sup> (£'000)                    | 528     | 576     | (8.3)    |
| Group   |         |         |          |
| Dividend per share (pence)  | 66.0    | 61.0    | 8.1      |
| Underlying earnings per share (pence)                                 | 142.5   | 138.8   | 2.7      |
| Dividend pay out ratio <sup>5</sup>                                   | 74%     | 66%     |          |

<sup>1</sup> Excluding revenue and funds under management and administration related to Speirs & Jeffrey in the year ended 31 December 2018

<sup>2</sup> Underlying operating income excluding interest on own reserves, interest payable on Tier 2 note issued, fees from advisory income and other income

<sup>3</sup> Includes secretarial and administrative support and Investment Management operations staff

<sup>4</sup> Excludes charity clients

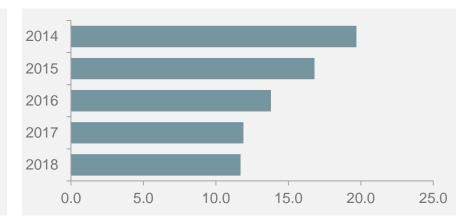
<sup>5</sup> Dividends per share divided by basic earnings per share

# Analysis of operating income

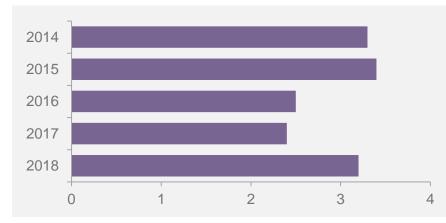
### 2014 2015 2016 2017 2018 0 10 20 30 40 50 60

#### Basis point return from fees

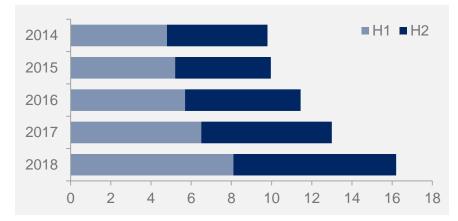
#### Basis point return from commission



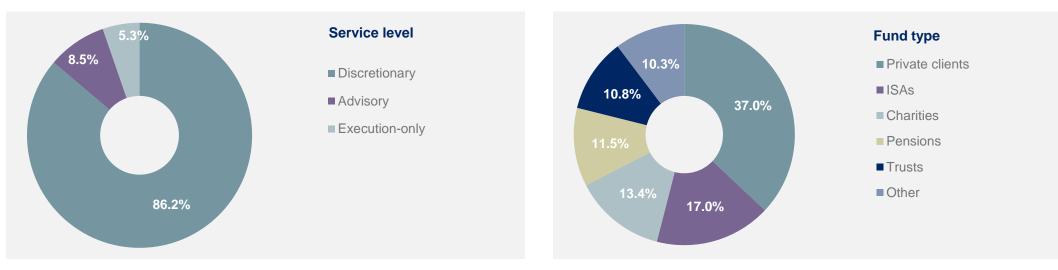
#### Basis point return from interest

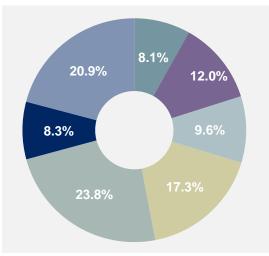


#### Advisory fee income (£m)



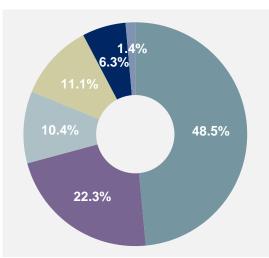
### Investment Management client base Analysis of funds under management<sup>1</sup>





Size of client relationship by value

- ■<£250,000
- ■£250,000 £500,000
- £500,000 £750,000
- £750,000 -£1.5m
- ■£1.5m £5.0m
- ■£5.0m £10.0m
- ■>£10.0m



### Size of client relationship by number

- ■<£250,000
- ■£250,000 £500,000
- £500,000 £750,000
- £750,000 £1.5m
- ■£1.5m £5.0m
- ■>£5.0m

<sup>1</sup> As a percentage of total funds under management at 31 December 2018

### Where our clients' assets are invested<sup>1</sup>



Direct holdings 51.6%

Collectives 48.4%

<sup>1</sup> Total Investment Management including Rathbone Investment Management International but excluding Speirs & Jeffrey.

<sup>2</sup> Including fund of hedge funds and structured products.

### Offices

| Office location            | Number of investment<br>professionals <sup>1</sup> | Investment Management<br>funds under management<br>and administration<br>(£bn at 31/12/18) <sup>2</sup> |
|----------------------------|--|---|
| London                     | 139  | 17.1  |
| Glasgow                    | 47   | 6.8   |
| Liverpool                  | 27   | 2.0   |
| Edinburgh                  | 25   | 2.4   |
| Other offices <sup>3</sup> | 89   | 11.3  |
| Total                      | 327  | 39.6  |

<sup>1</sup> As at 31 December 2018 excluding 14 fund managers in Rathbone Unit Trust Management.

<sup>2</sup> Figures include £1.2 billion invested in Rathbone Unit Trust Management funds and £1.1 billion of funds introduced to the group by Vision.

<sup>3</sup> Including: Aberdeen, Birmingham, Bristol, Cambridge, Chichester, Exeter, Kendal, Lymington, Newcastle, Winchester and the Rathbone Investment Management International office in Jersey.

### Annual management fees<sup>1</sup>

| Discretionary management fees (subject to VAT)   |   |  |  |  |
|--|---|--|--|--|
|  | Applied across Main Funds and ISA funds (pa) <sup>2</sup> |  |  |  |
| First £250,000   | 1.20%   |  |  |  |
| Next £500,000  | 1.00%   |  |  |  |
| Next £750,000  | 0.75%   |  |  |  |
| Balance over £1,500,000  | 0.50%   |  |  |  |
| Illustration of fees (how our management fees are applied to a portfolio of £400,000. VAT should be added) |   |  |  |  |

| £250,000 charged at 1.20%   | £3,000 |
|-----------------------------|--------|
| £150,000 charged at 1.00%   | £1,500 |
| Total annual management fee | £4,500 |

#### Our fee is completely transparent and we do not charge:

- fixed and minimum fees
- dealing and commission charges
- third party brokerage charges
- set-up and exit fees
- transfer in or out charges
- custody or platform fees
- performance fees

<sup>&</sup>lt;sup>1</sup> With effect from 1 January 2015 for new clients only.

<sup>&</sup>lt;sup>2</sup> Management fees are calculated on the aggregate value of a defined group of related funds.

### Performance: retail funds

| Performance <sup>1</sup> and quartile ranking at<br>31 December 2018 (I-Class units) | YTD 201 | 8 | 1 year |   | 3 year |   | 5 year |   | 10 years | Since<br>inceptio | ۱ | Size of fund<br>(£m) <sup>†</sup> |
|--|---------|---|--------|---|--------|---|--------|---|----------|-------------------|---|-----------------------------------|
| Rathbone Global Opportunities Inst Acc in GB   | -0.52   | 1 | -0.52  | 1 | 39.49  | 1 | 76.66  | 1 | 312.06   | -                 | - | 1,351.5                           |
| Rathbone Global Sustainability S Acc in GB <sup>2</sup>                              | -       |   | -      |   | -      |   | -      |   | -        | -10.92            | 3 | 2.4                               |
| Sector : IA Global TR in GB  | -5.72   |   | -5.72  |   | 32.59  |   | 45.91  |   | 150.89   | -10.77            | - |                                   |
| Rathbone Ethical Bond Inst Acc in GB   | -3.08   | 4 | -3.08  | 4 | 14.71  | 1 | 29.24  | 1 | 121.07   | -                 | - | 1,231.0                           |
| Rathbone High Quality Bond S Acc in GB <sup>3</sup>                                  | -       |   | -      |   | -      |   | -      |   | -        | 0.00              | 2 | 52.1                              |
| Sector : IA Sterling Corporate Bond TR in GB   | -2.22   |   | -2.22  |   | 12.05  |   | 22.74  |   | 79.12    | 0.09              |   |                                   |
| Rathbone Strategic Bond Inst Acc in GB   | -1.36   | 1 | -1.36  | 1 | 13.79  | 1 | 20.32  | 2 | -        | -                 | - | 145.0                             |
| Sector : IA Sterling Strategic Bond TR in GB   | -2.49   |   | -2.49  |   | 10.22  |   | 16.71  |   | -        | -                 | - |                                   |
| Rathbone UK Opportunities Inst Inc TR in GB <sup>4</sup>                             | -19.40  | 4 | -19.40 | 4 | 2.10   | 4 | 10.04  | 4 | -        | -                 | - | 48.0                              |
| Sector : IA UK All Companies TR in GB  | -11.2   |   | -11.2  |   | 12.2   |   | 18.41  |   | -        | -                 | - |                                   |
| Rathbone Income Inst Inc TR in GB <sup>3</sup>                                       | -8.55   | 2 | -8.55  | 2 | 7.26   | 3 | 25.45  | 1 | 165.25   | -                 | - | 1,091.3                           |
| Sector : IA UK Equity Income TR in GB  | -10.50  |   | -10.50 |   | 8.40   |   | 18.75  |   | 131.73   | -                 | - |                                   |

These exclude non-publicly marketing funds and segregated mandates. Disclosed funds represent 87% of the total AUM (as at 31.12.18). Benchmark returns are not included for one and three year periods as investors should be looking longer term.

Data source: Financial Express as at 31 December 2018

<sup>1</sup> Performance figures and indices are stated on a total return basis

<sup>2</sup> The Rathbone Global Sustainability Fund launched on 19 July 2018

<sup>3</sup> The Rathbone High Quality Bond Fund launched on 19 November 2018

<sup>4</sup> From 23 October 2017 the Rathbone Recovery Fund relaunched as the Rathbone UK Opportunities Fund

<sup>†</sup> 'Overall' Fund (Mid-Market) Value (including all share classes)

### Performance: outcome oriented funds

| Discrete year performance <sup>1</sup> at<br>31 December 2018 (S-class shares) | 1 year | 3 years | 5 years | Size of fund<br>(£m) <sup>†</sup> |
|--|--------|---------|---------|-----------------------------------|
| Rathbone Multi Asset Total Return Portfolio S Inc TR in GB <sup>2</sup>        | -1.71  | 7.78    | 18.15   | 294.3                             |
| Offset Instrument : LIBOR GBP 6m +2% TR in GB                                  | 2.86   | 8.22    | 14.15   |                                   |
| Volatility as % of MSCI World Index [TARGET <33%]                              | 24.25  | 27.07   | 28.74   |                                   |
| Rathbone Multi Asset Strategic Growth Portfolio S Inc TR in GB <sup>2</sup>    | -3.97  | 17.64   | 30.36   | 549.6                             |
| Offset Instrument : UK Consumer Price Index +3% TR in GB                       | 4.81   | 16.29   | 24.26   |                                   |
| Offset Instrument : UK Consumer Price Index +5% TR in GB                       | 6.67   | 23.00   | 36.60   |                                   |
| Volatility as % of MSCI World Index [TARGET <66%]                              | 56.12  | 57.87   | 57.09   |                                   |
| Rathbone Strategic Income Portfolio Inc TR in GB                               | -3.64  | 15.87   |         | 44.2                              |
| Offset Instrument : UK Consumer Price Index +3% TR in GB                       | 4.81   | 16.29   |         |                                   |
| Offset Instrument : UK Consumer Price Index +5% TR in GB                       | 6.67   | 23.00   |         |                                   |
| Rathbone Multi Asset Enhanced Growth Portfolio S Acc in GB <sup>2</sup>        | -6.44  | 25.04   | 41.09   | 75.8                              |
| Offset Instrument : UK Consumer Price Index +5% TR in GB                       | 6.67   | 23.00   | 36.60   |                                   |
| Volatility as % of MSCI World Index [TARGET <100%]                             | 76.14  | 86.02   | 90.79   |                                   |
| Rathbone Heritage S Acc in GB <sup>3</sup>                                     | -9.40  | 12.19   | 34.83   | 30.9                              |
| Offset Instrument : UK Consumer Price Index +5% TR in GB                       | 6.67   | 23.00   | 36.60   |                                   |

These funds are part of the volatility managed sector where quartile rankings are prohibited in the Investment Association guidelines

Data source: Financial Express as at 31 December 2018

<sup>1</sup> Performance figures are stated on a total return basis

<sup>2</sup> Rathbone Multi Asset Portfolios launched on 10 June 2009.

<sup>3</sup> Heritage Fund launched on 25 March 2013.

<sup>†</sup> 'Overall' Fund (Mid-Market) Value (including all share classes)

### Reference sheet

| Common Equity<br>Tier 1 ratio: | Common Equity Tier 1 capital as a proportion of total risk exposure amount   |
|--------------------------------|--|
| Leverage ratio:                | Tier 1 capital resources as a percentage of total assets, excluding<br>intangible assets and investment in associates, plus a proportion<br>of off balance sheet exposures |

### Corporate governance at Rathbones

We believe it is in the best interests of our clients for the companies in which we invest to adopt best practice in corporate governance. This provides a framework in which each company can be managed in the long-term interest of its shareholders. We have taken a number of steps to ensure we conform to best practice in this area.

Key facts:

- Rathbones' corporate governance committee is composed of investment managers and representatives from other teams from across the business
- we have appointed Institutional Shareholder Services (ISS) to give advice and recommendations on voting in accordance with our policies
- ISS supports the committee in the development of its proxy voting procedures in relation to discretionary accounts. ISS also provides on going, regular corporate governance analysis and information on current trends
- advice and research received by the corporate governance committee supplements the fundamental analysis carried out by the equity selection committees as part of the investment process. Committee members are kept up-to-date on voting advice regarding AGM and EGM resolutions
- quarterly corporate governance and voting reports can be produced for clients that require them
- the committee was set up in line with our obligations under the Principles for Responsible Investment and observes the Stewardship Code, set up by the Financial Reporting Council

### Important information

The value of investments and the income from them may go down as well as up and you may not get back your original investment. Past performance should not be seen as an indication of future performance. Changes in rates of exchange between currencies may cause the value of investments to decrease or increase.

Information valid at date of presentation.

Tax regimes, bases and reliefs may change in the future.

Rathbone Brothers Plc is independently owned, is the sole shareholder in each of its subsidiary businesses and is listed on the London Stock Exchange.

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Rathbones is the trading name of Rathbone Investment Management Limited.

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