

Rathbone Brothers Plc
Preliminary results

# Agenda



Mark Nicholls
Chairman



Philip Howell
Chief Executive



Paul Stockton
Finance Director



Mike Webb
CEO of RUTM

# 2015 in context

### Focus for 2015

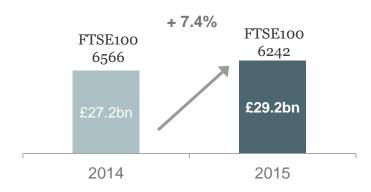
- organic growth
- strategic growth initiatives
- resource management
- investment process

### Achievements in 2015

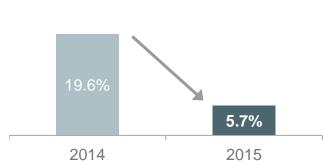
- Investment management net organic growth of 3.0%
- distribution strategy launched
- Vision
- Glasgow
- Private office
- strengthened management
- improved communications
- continued training activity
- stronger research team
- improved communications
- quality dialogue

# Results highlights

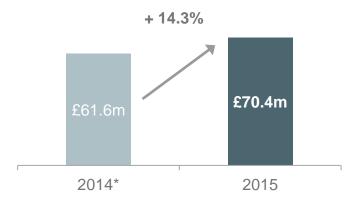
#### Funds under management



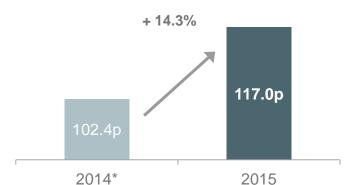
Rate of total net growth in funds under management<sup>2</sup>



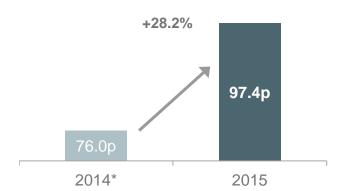
Underlying<sup>1</sup> profit before tax



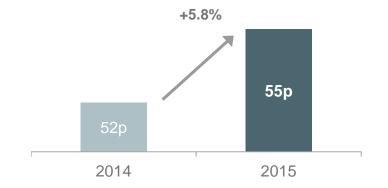
Underlying<sup>3</sup> earnings per share



Basic earnings per share



Total dividends per share



<sup>\*</sup>Restated for the effect of adopting IFRIC21 'Levies'

<sup>&</sup>lt;sup>1</sup> See slide 6 for a reconciliation between profit before tax and underlying profit before tax.

<sup>&</sup>lt;sup>2</sup> Total net organic and purchased growth in funds under management managed by Investment Management as a percentage of opening funds under management.

<sup>&</sup>lt;sup>3</sup> See slide 24 for a reconciliation between earnings per share and underlying earnings per share

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# Underlying profit before tax

	FY 2015 (£m)	FY 2014* (£m)	% change
Average FTSE 100 Index (on quarterly billing dates)	6415	6657	(3.6)
Net investment management fee income	161.4	133.8	20.6
Net commission income	43.1	43.7	(1.4)
Net interest income	10.8	9.2	17.4
Fees from advisory services and other income	13.9	14.1	(1.4)
Underlying operating income	229.2	200.8	14.1
Underlying operating expenses	(158.8)	(139.2)	14.1
Underlying profit before tax	70.4	61.6	14.3
Underlying operating margin¹	30.7%	30.7%	
Investment Management revenue margin (bps) <sup>2</sup>	76.2	77.2	

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

<sup>&</sup>lt;sup>1</sup> Underlying profit before tax divided by underlying operating income

<sup>&</sup>lt;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 (see slide 35).

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# Total comprehensive income

	FY 2015 (£m)	FY 2014* (£m)	% change
Underlying profit before tax	70.4	61.6	14.3
Charges in relation to client relationships and goodwill	(11.0)	(8.3)	
Contribution to legal settlement	-	(15.0)	
Other items <sup>1</sup>	(0.8)	7.4	
Profit before tax	58.6	45.7	28.2
Profit after tax	46.4	35.7	30.0
Effective tax rate	20.8%²	21.9%	
Total comprehensive income, net of tax	51.4	17.0	202.4

#### Property announcement, 7 January 2016

"The move will result in exceptional accounting charges of £0.4 million in 2015 and up to £9.5 million in 2016...A non-cash charge will also be incurred when our current Curzon Street premises are vacated, representing the discounted cost of the remaining lease obligations in Curzon Street (which end in 2023) net of expected income from subletting. This exceptional charge is inherently subjective, but based on current assumptions, could amount to approximately £8.0 million."

#### Vision announcement, 1 October 2015

"Consideration for the acquisition of the remaining 80.1% will comprise a payment of £5 million plus the net asset value of the acquired businesses on completion, and further payments between completion and early 2020 of up to £13 million."

<sup>•</sup>Restated for the effect of adopting IFRIC 21 'Levies'

<sup>&</sup>lt;sup>1</sup> Full reconciliation of underlying profit before tax and profit before tax can be found on slide 24

<sup>&</sup>lt;sup>2</sup> Received confirmation that the banking surcharge will not be applied in 2016

# Underlying operating expenses

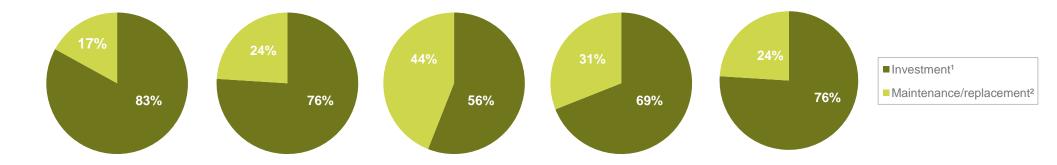
	FY 2015 (£m)	FY 2014* (£m)	% change
Fixed staff costs	73.5	61.9	18.7
Average FTE <sup>1</sup> employees during the year	981	880	11.5
Actual FTE <sup>1</sup> employees at the year end	1,014	929	9.1
Variable staff costs	39.7	35.2	12.8
Variable staff costs as a % of underlying profit before tax and variable staff costs	36.1%	36.4%	
Other direct expenses	45.6	42.1	8.3
Total underlying operating expenses	158.8	139.2	14.1

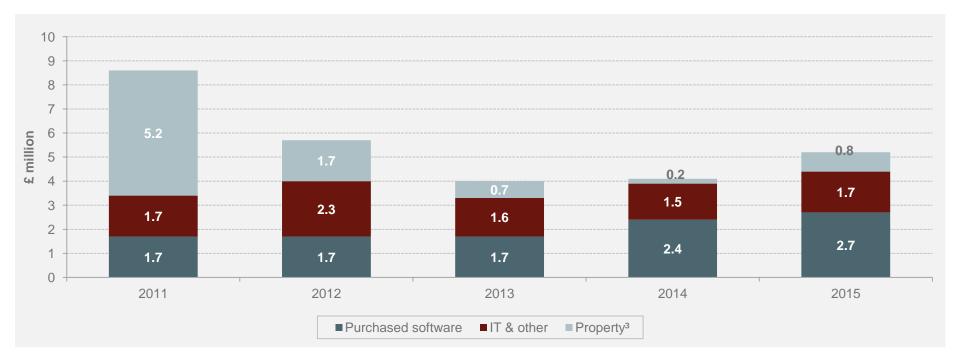
<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

<sup>&</sup>lt;sup>1</sup> Full time equivalent.

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# Capital expenditure





<sup>&</sup>lt;sup>1</sup> Investment represents capital expenditure on new assets and IT systems, data centre and new office space and branches (including London office relocation in 2011)

<sup>&</sup>lt;sup>2</sup> Maintenance/replacement represents software updates, minor enhancements, office refurbishment and replacement of time expired computers, servers and other equipment

<sup>&</sup>lt;sup>3</sup> Property expenditure in general only includes leasehold improvements from the consolidated financial statements. IT & other expenditure also includes some property-related expenditure such as IT equipment and furniture

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# Summary balance sheet

Assets	31/12/15 (£m)	31/12/14* (£m)
Balances with central banks	583.2	727.2
Other cash, deposits and investments	887.9	605.8
Loans and advances to customers <sup>1</sup>	117.3	101.6
Prepayments, accrued income and other assets	63.9	62.2
Property, plant and equipment	10.0	10.2
Intangible assets and investment in associates	171.3	161.1
Total assets	1,833.6	1,668.1
Liabilities		
Deposits by banks	0.3	-
Client balances	1,424.3	1,305.0
Accruals, deferred income, provisions and other liabilities	84.3	78.1
Subordinated loan notes	20.0	-
Retirement benefit obligations	4.5	13.7
Total equity	300.2	271.3
Total liabilities and equity	1,833.6	1,668.1

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

¹ Loans and advances to customers largely consist of the investment management loan book, but also include overdrafts, trust and pension debtors and other debtors

# Understanding our capital position

#### **Total own funds**

 total equity less intangibles and other capital adjustments<sup>2</sup>

# Pillar 1 own funds requirement

- credit risk
- market risk
- operational risk

### Pillar 2A requirement

- RWA x 3.4%

#### Pillar 2B buffers

- provide for potential risks arising from external market factors over the cycle
- agreed confidentially with the PRA

Assets	31/12/15 (£m)	31/12/14* (£m)
Total own funds <sup>1</sup>	146.1	111.8
Pillar 1 own funds requirement	63.5	50.6
Surplus before Pillar 2A	82.6	61.2
Pillar 2A requirement	26.8	14.9
Surplus before Pillar 2B	55.8	46.3
Risk weighted assets (RWAs)	794.1	632.8
Pillar 2A as % of RWAs	3.4%	2.4%
Group Common Equity Tier 1 ratio <sup>2</sup>	16.4%	17.7%
Consolidated leverage ratio <sup>2</sup>	7.7%	7.3%

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

<sup>1</sup> For a reconciliation between total equity and total own funds, see slide 28

<sup>&</sup>lt;sup>2</sup> See slide 41 for definitions of principal banking ratios

# Investment Management in 2015

- net organic growth of 3.0%
- Charity funds under management continued to grow
- average investment returns across
   Investment Management clients
   were positive in 2015
- client retention from our two major acquisitions remains strong
- Glasgow office has attracted over £186 million FUM since launch in May 2015
- Vision assets under advice<sup>4</sup> was £845m at 31 December 2015 up 7.0% from 31 August 2015 (£790m)

	Investment Management FY 2015 (£bn)	Investment Management FY 2014 (£bn)
Opening funds under management	24.7	20.2
Inflows	3.0	5.5
- Organic¹ - Purchased²	2.3 0.7	2.3 3.2
Outflows	(1.6)	(1.5)
Retained accounts     Closed accounts	(1.0) (0.6)	(1.0) (0.5)
Market effect and investment performance	-	(0.5)
Closing funds under management	26.1	24.7
Net organic inflows	0.7	0.8
Underlying rate of net organic growth³	3.0%	4.0%
Total rate of net growth <sup>3</sup>	5.7%	19.6%

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

<sup>&</sup>lt;sup>2</sup> Purchased growth is defined as corporate or team acquisitions, and investment managers who are on an earn-out arrangement.

<sup>&</sup>lt;sup>3</sup> Calculated using unrounded numbers.

 $<sup>{\</sup>it 4. Assets under advice with the discretionary fund manager panel.}$ 

# Investment Management- future developments

## **Organic** growth

- team composition and technology
- distribution strategy
- client dialogue
- management information

Strategic growth initiatives

- recruitment
- Vision
- Charities and Greenbank
- Private office

Resource management

- training and management development
- remuneration framework
- culture
- employee engagement

**Investment** process

- research and central process
- performance and risk monitoring

Regulatory

MiFID II

Unit Trusts | Preliminary results February 2016 Page 13

# Unit Trusts in 2015

- funds under management increased
- strong gross sales
- good net sales
- revamp of multi-asset funds and launch of Strategic Income Fund
- all funds finished the year in 1<sup>st</sup> or 2<sup>nd</sup> quartile over one, three and five years<sup>1</sup>
- both multi-asset funds and Strategic Bond fund performing well on a risk-adjusted basis
- improving profit before tax<sup>2</sup>
- product range remains focussed but fit for purpose in a post RDR world

	Unit Trusts FY 2015 (£bn)	Unit Trusts FY 2014 (£bn)
Opening funds under management	2.5	1.8
Inflows - Organic	0.9	1.0
Outflows	(0.5)	(0.4)
Market effect and investment performance	0.2	0.1
Closing funds under management	3.1	2.5
Net organic inflows	0.4	0.6
Underlying rate of net organic growth	16.0%	33.3%

 $<sup>^1\,</sup>Based\ on\ the\ performance\ of\ the\ institutional\ share\ class\ of\ the\ funds\ to\ 31^{st}\ December\ 2015\ against\ other\ finds\ in\ the\ 1A\ sector.$ 

<sup>&</sup>lt;sup>2</sup> On an underlying basis

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# Unit Trusts - building on strong performance

- maintain strong investment performance against very volatile markets
- increase penetration, awareness and usage across the range
- increasing the distribution resource by a further two individuals which allows better coverage of Scotland and London
- no capacity issues in our lead funds: Income, Global Opportunities and Ethical Bond Funds

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# Unit Trusts - future developments

# **Launch of Luxembourg feeder funds**

- key pillar for European distribution
- addresses demand from Global distributors
- addresses sub-scale Jersey
   multi-asset funds
- serves to increase size of Master Funds driving down OCF's further
- aiming for a May launch

### Other key initiatives

- further development of a more integrated research approach
- assessment of a Rathbone Unitised Portfolio Service execution only service
- navigate the substantial regulatory changes

### Plans for 2016

#### Growth

- distribution
- Vision
- marketing

### **Client** services

- financial planning
- client loans

#### Rathbone Private Office

- proposition
- 3<sup>rd</sup> party platform
- relationship managers
- offshore

### Inorganic

- uncertainty in investment markets
- fragmented industry
- recruitment

#### **Property**

- reflection of growth aspirations in London
- sublet risks
- Liverpool

Balancing cost discipline and investment priorities versus 30% operating margin and capital

# Progressing our strategy

Additional underlying operating expenses in 2016

Non-underlying operating expenses in 2016

Non-underlying operating expenses post 2016

Strategic initiatives

- -Vision
- -Private office
- -Investment process
- -Distribution strategy
- -Property

c.+£5-7m

London property £9.5m Vision consideration £6m London property c.£8m in 2017 Vision consideration up to £5m to 2020

Financing

- Tier 2 subordinated loan notes

+**£0.7**m

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Despite current markets we are confident in delivering our strategy

# Appendix





# Funds under management

	Investment Management FY 2015 (£bn)	Unit Trusts FY 2015 (£bn)	Total FY 2015 (£bn)	Total FY 2014 (£bn)
Opening funds under management	24.7	2.5	27.2	22.0
Inflows	3.0	0.9	3.9	6.5
- Organic¹ - Purchased²	2.3 0.7	0.9	3.2 0.7	3.3 3.2
Outflow of money	(1.6)	(0.5)	(2.1)	(1.9)
<ul><li>Retained accounts</li><li>Closed accounts</li></ul>	(1.0) ¦ (0.6) ¦			
Market effect and investment performance	-	0.2	0.2	0.6
Closing funds under management	26.1	3.1	29.2	27.2
Net organic inflows	0.7	0.4	1.1	1.4
Underlying rate of net organic growth <sup>3</sup>	3.0%	16.0%	4.1%	6.2%
Total rate of net growth <sup>3</sup>	5.7%	16.0%	6.6%	20.5%

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

<sup>&</sup>lt;sup>2</sup> Purchased growth is defined as corporate or team acquisitions, and investment managers who are on an earn-out arrangement.

<sup>&</sup>lt;sup>3</sup> Calculated using unrounded numbers.

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# Market movements and growth

Group funds under management



<sup>&</sup>lt;sup>1</sup> FTSE 100 and FTSE WMA Balanced lines show how funds under management would have changed between 2011 and 2015 if they had tracked each index.

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# Analysing the balance sheet

Assets	31/12/15 (£'000)	31/12/14* (£'000)
Cash and balances with central banks	583,156	727,178
Settlement balances	17,948	15,890
Loans and advances to banks	108,877	144,399
Loans and advances to customers <sup>1</sup>	117,269	101,640
Investment securities – available for sale	53,386	15,514
Investment securities – held to maturity	707,745	429,974
Prepayments, accrued income and other assets	59,344	55,272
Property, plant and equipment	9,999	10,242
Deferred tax asset	4,579	6,895
Investment in associates	-	1,434
Intangible assets	171,326	159,654
Total assets	1,833,629	1,668,092

Liabilities	31/12/15 (£'000)	31/12/14* (£'000)
Deposits by banks	299	-
Settlement balances	21,481	22,584
Due to customers	1,402,890	1,282,426
Accruals, deferred income and other	78,098	73,888
Current tax liabilities	6,076	4,213
Subordinated loan notes	19,492	-
Retirement benefit obligations	4,501	13,710
Total liabilities	1,533,437	1,396,821
Equity	31/12/15	31/12/14

Equity	31/12/15 (£'000)	31/12/14 (£'000)
Called up share capital	2,407	2,395
Share premium/other reserves	123,372	119,319
Retained earnings	174,413	149,557
Total equity	300,192	271,271
Total liabilities and equities	1,833,629	1,668,092

Banking operational and shareholder cash

Working capital

Financing related



Equity capital related

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

Loans and advances to customers largely consist of the investment management loan book, but also include overdrafts, trust and pension debtors and other debtors

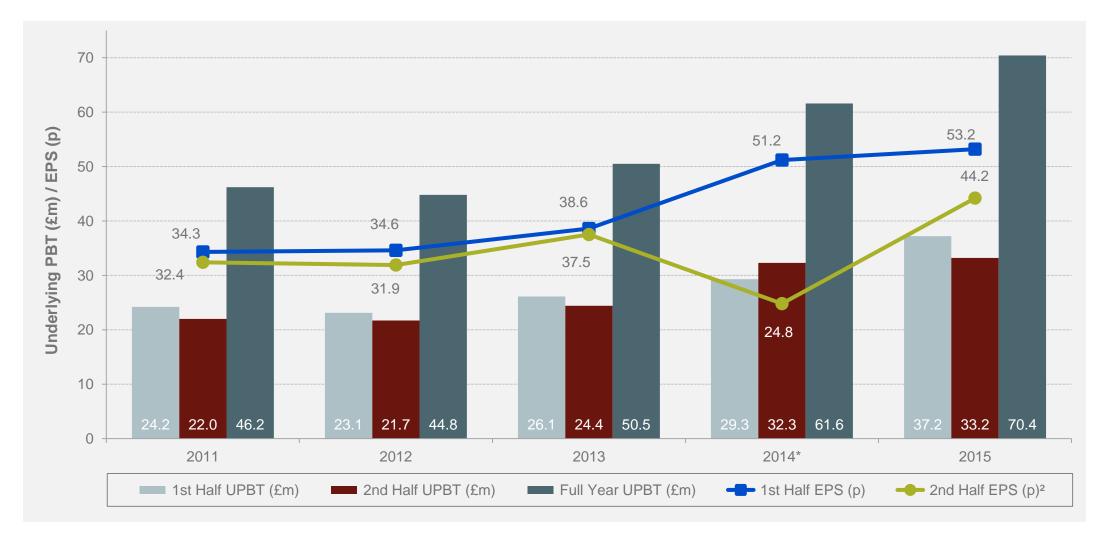
# Dividend and earnings per share



<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

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



<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

<sup>&</sup>lt;sup>1</sup>See slide 24 for a reconciliation between underlying profit before tax and profit before tax for 2014 and 2015

 $<sup>^{2}</sup>$ The lower  $^{2}$ nd 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.

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# Earnings per share

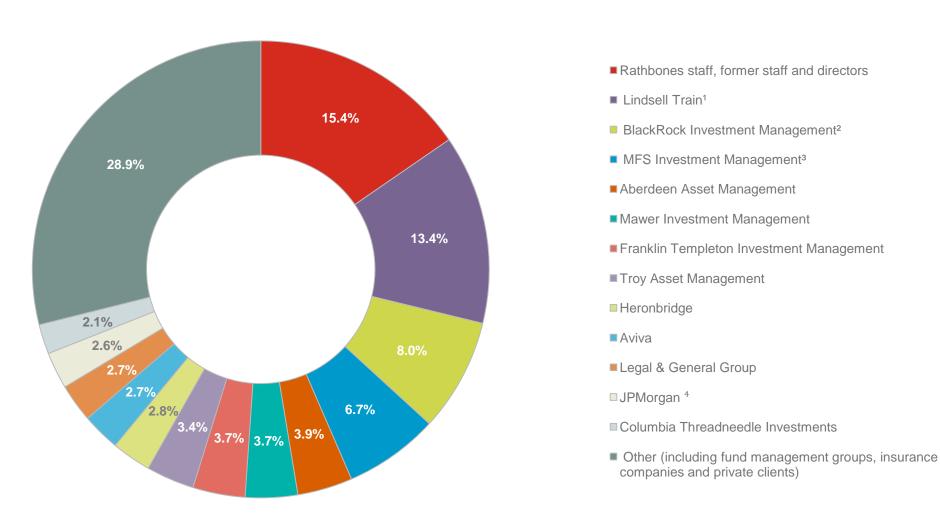
		FY 2015			FY 2014*	
	Pre tax (£m)	Post tax (£m)	EPS (p) <sup>1</sup>	Pre tax (£m)	Post tax (£m)	EPS (p) <sup>2</sup>
Underlying profit attributable to shareholders	70.4	55.7	117.0	61.6	48.1	102.4
Gain on remeasurement of non-controlling interest	0.8	0.7	1.5	-	-	-
Refund of levies for the Financial Services Compensation Scheme	-	-	-	1.0	0.8	1.7
Gain on disposal of financial securities	-	-	-	6.8	5.4	11.4
Gain on disposal of pension administration business	-	-	-	0.7	0.5	1.1
Charges in relation to client relationships and goodwill	(11.0)	(8.8)	(18.6)	(8.3)	(6.5)	(13.8)
Contribution to legal settlement	-	-	-	(15.0)	(11.8)	(25.1)
Loss on derivative financial instruments	(1.0)	(8.0)	(1.7)	-	-	-
Head office relocation costs	(0.4)	(0.3)	(0.6)	-	-	-
Transaction costs	(0.2)	(0.1)	(0.2)	(1.1)	(8.0)	(1.7)
Profit attributable to shareholders	58.6	46.4	97.4	45.7	35.7	76.0

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

 $<sup>^{1}</sup>$  Weighted average number of shares in issue in the year ended 31 December 2015 = 47,612,026

<sup>&</sup>lt;sup>2</sup> Weighted average number of shares in issue in the year ended 31 December 2014 = 46,971,196

# Shareholders at 31 December 2015



- <sup>1</sup> Lindsell Train control the voting rights <10% of this holding, the remainder is held on behalf of their clients.
- <sup>2</sup> Includes shares held by BlackRock Investment Management (BGI)
- <sup>3</sup> Includes shares held by MFS International Management
- <sup>4</sup> Includes J.P. Morgan Securities and Asset Management

### **Board and Executive Committee**

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**Executive directors: Paul Stockton Paul Chavasse Philip Howell** 

> Chief Executive **Finance Director** Head of Investment

Non-executive directors: David Harrel<sup>1</sup> **Mark Nicholls James Dean** 

Chairman

Sarah Gentleman<sup>2</sup> **Kathryn Matthews** 

### **Executive Committee**

**Philip Howell Paul Stockton** Chief Executive **Finance Director** 

**Andrew Butcher** Mike Webb

**CEO** Chief Operating Officer Rathbone Unit Trust Management

Richard Smeeton<sup>3</sup> Sarah Owen-Jones<sup>3</sup> Chief Risk Officer General Manager, Special Projects

Ivo Clifton<sup>3</sup> Rupert Baron<sup>3</sup>

General Manager, Charities & Specialist Services

### Mike Bolsover

**Paul Chavasse** 

Head of Investment

Head of Strategy & Organisation Development

#### **Andrew Morris**<sup>3</sup>

General Manager, Regions

General Manager, London

<sup>&</sup>lt;sup>1</sup> Senior Independent Director

<sup>&</sup>lt;sup>2</sup> Sarah Gentleman was appointed as a non-executive director on 21 January 2015

<sup>&</sup>lt;sup>3</sup> Appointed to the executive committee with effect from 17 July 2015

# Segmental results

y/e 31 December 2015	Investment Management (£m)	Unit Trusts (£m)	Indirect expenses (£m)	Total (£m)
Net investment management fee income Net commission income Net interest income Fees from advisory services and other income	143.8 43.1 10.8 12.2	17.6 - - 2.6	- - -	161.4 43.1 10.8 14.8
Operating income	209.9	20.2		230.1
Staff costs – fixed Staff costs – variable Other direct expenses Allocation of indirect expenses	(51.2) (29.4) (31.6) (45.3)	(3.0) (3.8) (4.3) (2.5)	(19.3) (6.5) (22.4) 47.8	(73.5) (39.7) (58.3)
Profit before tax	52.4	6.6	(0.4)	58.6

y/e 31 December 2014 (restated)	Investment Management (£m)	Unit Trusts (£m)	Indirect expenses (£m)	Total (£m)
Net investment management fee income Net commission income Net interest income Fees from advisory services and other income	120.5 43.7 9.2 13.6	13.3 - - 2.2	- - - 6.8	133.8 43.7 9.2 22.6
Operating income	187.0	15.5	6.8	209.3
Staff costs – fixed Staff costs – variable Other direct expenses Allocation of indirect expenses	(43.8) (25.8) (26.4) (41.1)	(3.3) (2.8) (2.8) (2.6)	(14.8) (6.6) (37.3) 43.7	(61.9) (35.2) (66.5)
Profit before tax	49.9	4.0	(8.2)	45.7

# Reconciliation of equity to total own funds

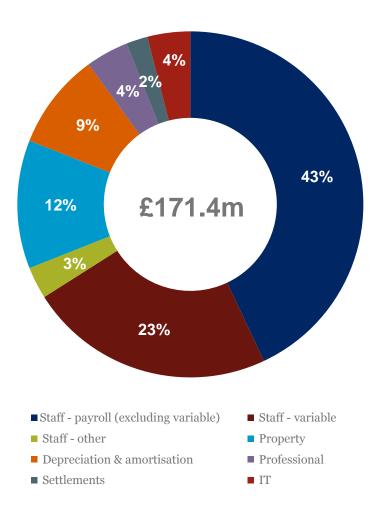
	FY 2015 (£m)	FY 2014* (£m)	% change
Equity Share capital and share premium Reserves	100.1 206.3	95.4 181.4	4.9 13.7
Less: - Own shares - Intangible assets <sup>1</sup>	(6.2) (170.4)	(5.5) (159.5)	
Total Common Equity Tier 1 capital resources	129.8	111.8	16.1
Tier 2 capital resources	16.3	-	
Total own funds	146.1	111.8	30.7

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'

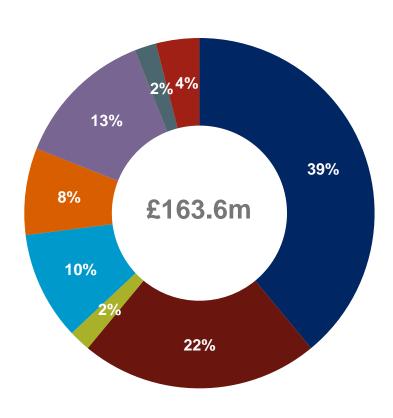
<sup>&</sup>lt;sup>1</sup> Net book value of goodwill, client relationship intangibles and software are deducted directly from capital resources

# Total operating expenses

### **31 December 2015**

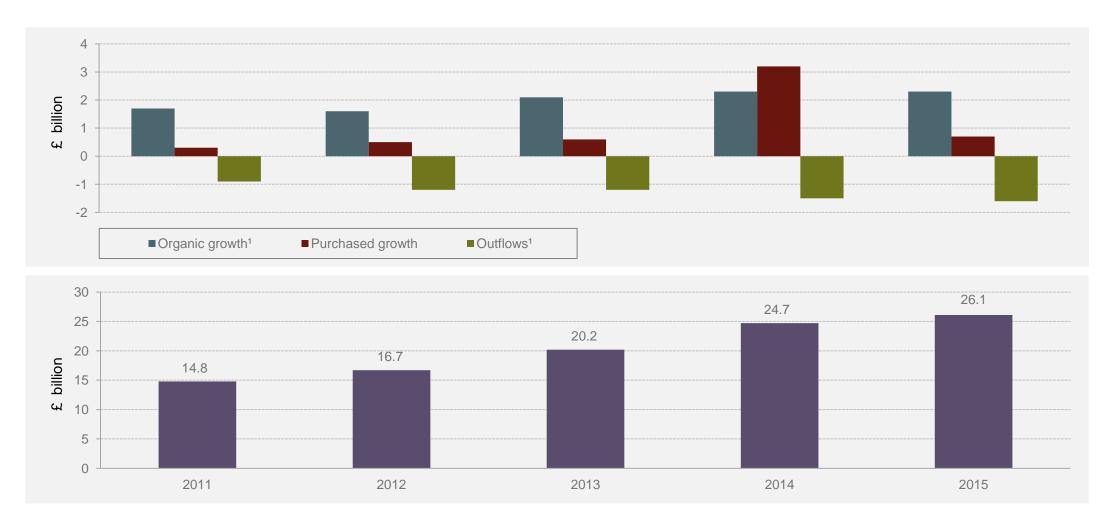


### **31 December 2014\***



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# Consistent growth in funds under management



<sup>&</sup>lt;sup>1</sup> Organic growth is new business from current clients or from new clients (including those via intermediaries); it excludes purchased growth which is defined as corporate or team acquisitions, and investment managers who are on an earn-out arrangement. Outflows are all treated as organic based on the value at the time of the outflow, this included stock and cash withdrawals and income payments.

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### Other information

	FY 2015	FY 2014*	% change
Investment Management			
Total rate of net growth in funds under management	5.7%	19.6%	
Revenue margin on FUM (excluding Charities team) (bps)	79.4	80.9	(1.9)
Revenue margin on Charities team FUM (bps)	46.8	46.0	1.7
Underlying operating income (£m)	209.0	185.3	12.8
Underlying profit margin	30.5%	31.0%	
Operating income¹ per investment manager (£m)	0.94	0.95	(1.1)
Average FUM per investment manager (£m)	123	124	(8.0)
Operations and support staff <sup>2</sup> to investment manager ratio	2.4	2.1	
Average client portfolio size³ (£'000)	535	479	11.7
Group			
Dividend per share (pence)	55.0	52.0	5.8
Underlying earnings per share (pence)	117.0	102.4	14.3
Dividend pay out ratio <sup>4</sup>	56%	68%	

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies'  $^{1}$  Underlying operating income excluding interest on own reserves, interest payable on Tier 2 note issued, fees from advisory income and other income

<sup>&</sup>lt;sup>2</sup> Includes secretarial and administrative support and Investment Management operations staff

<sup>&</sup>lt;sup>3</sup> Excludes charity clients

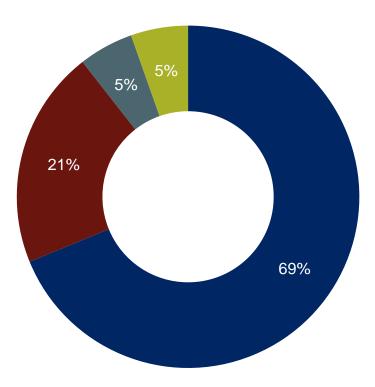
<sup>&</sup>lt;sup>4</sup> Dividends per share divided by earnings per share

# Investment Management

	FY 2015 (£m)	FY 2014* (£m)	% change
Average FTSE 100 Index <sup>1</sup>	6415	6657	(3.6)
Net investment management fee income	143.8	120.5	19.3
Net commission income	43.1	43.7	(1.4)
Net interest income	10.8	9.2	17.4
Fees from advisory services and other income	11.3	11.9	(5.0)
Underlying operating income	209.0	185.3	12.8
Direct expenses	(99.9)	(86.7)	15.2
Recharges	(45.3)	(41.1)	10.2
Underlying operating expenses	(145.2)	(127.8)	13.6
Underlying profit before tax	63.8	57.5	11.0

<sup>\*</sup> Restated for the effect of adopting IFRIC 21 'Levies' <sup>1</sup> On our quarterly charging dates

# Underlying operating income<sup>1</sup>



- Net investment management fee income
- Net commission income
- Net interest income
- Fees from advisory services and other income

	Investment Management Fees	Commission <sup>2</sup>	Interest <sup>3</sup>
Rathbones	100p	100p	100p
Cost to client	120p	100p (or 72p)	55p

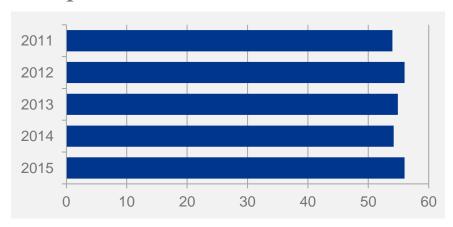
 $<sup>^{1}</sup>$  Year ended 31 December 2015

 $<sup>^2</sup>$  Allowable cost for CGT

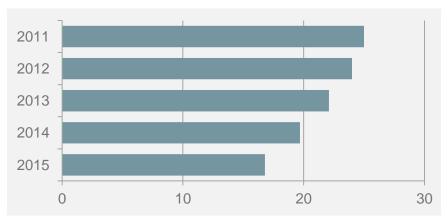
<sup>&</sup>lt;sup>3</sup> Assumes 45% marginal tax rate from 5 April 2015

# Analysis of operating income

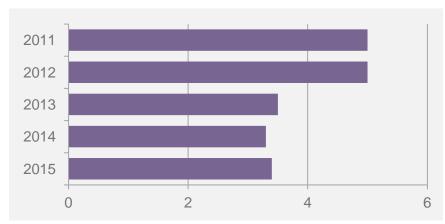
### **Basis point return from fees**



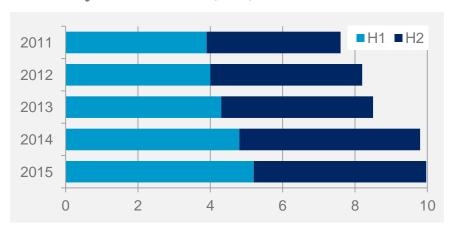
**Basis point return from commission** 



**Basis point return from interest** 



### Advisory fee income (£m)



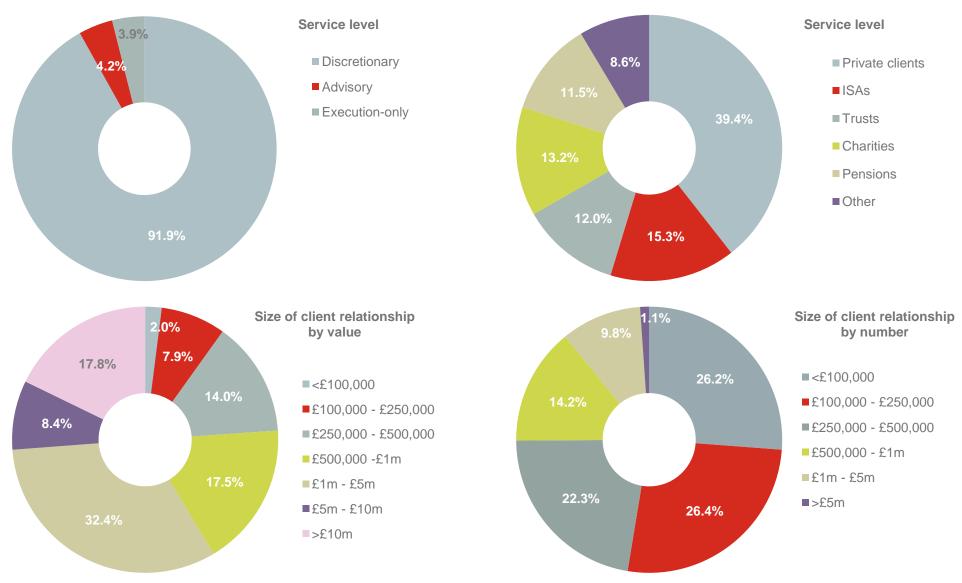
# Revenue margin

Basis points (bps)	FY 2015	FY 2014
Return on fees	56.0	54.2
Return on commission	16.8	19.7
Return on interest and other income	3.4	3.3
Total revenue margin	76.2	77.2
Average funds under management (£bn)¹	25.7	22.2
Portfolio turnover <sup>2</sup>	17.5%	16.0%

<sup>&</sup>lt;sup>1</sup> On our quarterly charging dates <sup>2</sup> See reference sheet (slide 42)

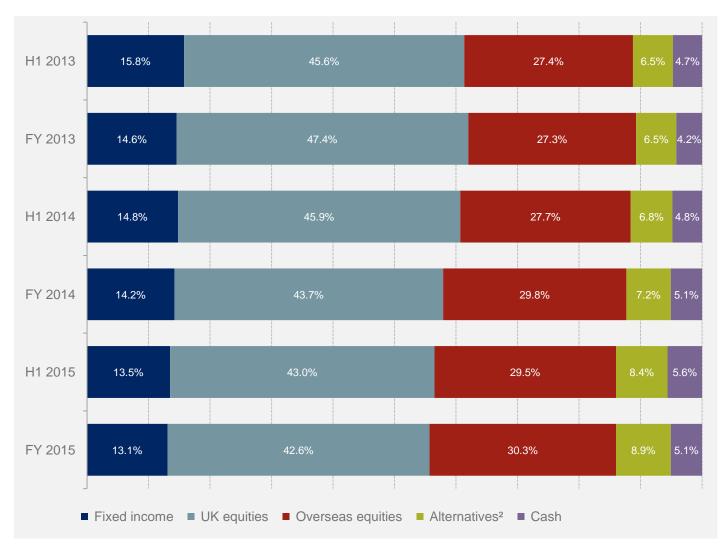
# Investment Management client base

### Analysis of funds under management<sup>1</sup>



 $<sup>^{\</sup>rm 1}$  As a percentage of total funds under management at 31 December 2015

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



Collectives 47.1%

Direct holdings 52.9%

<sup>&</sup>lt;sup>1</sup> Total Investment Management including Rathbone Investment Management International.

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

### Offices

Office location	Number of investment professionals <sup>1</sup>	Funds under management (£bn at 31/12/15) <sup>2</sup>
London	123	16.98
Liverpool	26	1.79
Edinburgh	27	2.05
Winchester	15	1.45
Bristol	16	1.37
Other offices <sup>3</sup>	53	3.11
Total	260	26.75

As at 31 December 2015 excluding fund managers in Rathbone Unit Trust Management.
Figures include £617.4 million invested in Rathbone Unit Trust Management funds and £633.7 million of funds introduced to the group by Vision.
Including: Aberdeen, Birmingham, Cambridge, Chichester, Exeter, Glasgow, Kendal, Lymington, Newcastle 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
- With effect from 1 January 2015 for new clients only.
- <sup>2</sup> Management fees are calculated on the aggregate value of a defined group of related funds.

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# Performance: Rathbone Unit Trust Management

		Г					
Performance <sup>1</sup> and Quartile Ranking at 31 December 2015 (I-Class units and S-class shares)	1 year		3 year		5 year		Size of fund (£m)†
FTSE 100 Index	-1.32	-	17.96	-	26.89	_	
Rathbone Income Fund	9.36	1	46.05	1	70.2	1	1,188.12
Rathbone Global Opportunities Fund	15.6	1	60.9	1	70.62	1	674.58
Rathbone Ethical Bond Fund	1.59	1	18.18	1	43.15	1	359.36
Rathbone Recovery Fund	11.96	1	47.73	1	60.62	2	72.51
Rathbone Strategic Bond Fund	-0.03	2	9.4	2	-	_	56.17
Rathbone Blue Chip Income and Growth Fund	9.58¦	1	42.47	2	58.9	2	71.20
Rathbone Heritage Fund <sup>2</sup>	9.19	-		-	-	_	16.61
Rathbone Multi Asset Strategic Growth Fund	4.07	-	24.13	-	31.25	_	97.92
Rathbone Multi Asset Total Return Fund	3.42	-	16.35	-	25.92	_	72.12
Rathbone Multi Asset Enhanced Growth Fund	3.31	-	26.52	-	-	_	13.09
Rathbone Global Alpha Fund <sup>3</sup>	6.96	-	-1	-	-1	-	112.36

Data source: Financial Express as at 31 December 2015

Past performance should not be seen as an indication of future performance. 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.

Performance figures (including FTSE 100) are stated on a total return basis.

<sup>&</sup>lt;sup>2</sup> Heritage Fund launched on 25 March 2013.

Rathbone Global Alpha Fund launched on 19 August 2013

<sup>&#</sup>x27;Overall' Fund (Mid-Market) Value (including all share classes)

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# Performance: Rathbone Unit Trust Management

Discrete year performance at 31 December (I-Class units and S-class shares)	2011	2012	2013	2014	2015	Size of fund (£m)
Rathbone Income Fund	0.60	15.84	24.88	6.95	9.36	1,188.12
Rathbone Global Opportunities Fund	-3.96	10.41	27.04	9.56	15.60	674.58
Rathbone Ethical Bond Fund	2.42	18.26	4.87	10.94	1.59	359.36
Rathbone Recovery Fund	-6.61	16.42	37.06	-3.73	11.96	72.51
Rathbone Blue Chip Income and Growth Fund	-4.91	17.29	23.44	5.33	9.58	71.20
Rathbone Strategic Bond Fund	N/A	11.67	3.46	5.77	-0.03	56.17
Rathbone Heritage Fund <sup>1</sup>	N/A	N/A	N/A	9.30	9.19	16.61
Rathbone Multi Asset Strategic Growth Fund	-5.65	11.31	11.63	6.23	4.07	97.92
Rathbone Multi Asset Total Return Fund	1.79	5.20	5.80	5.73	3.42	72.12
Rathbone Multi Asset Enhanced Growth Fund	N/A	11.56	13.17	8.96	3.31	13.09
Rathbone Global Alpha Fund <sup>2</sup>					6.96	112.36

Data source: Financial Express as at 31 December 2015

Past performance should not be seen as an indication of future performance. 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.

<sup>&</sup>lt;sup>1</sup> Rathbone Heritage Fund launched on 25 March 2013.

<sup>&</sup>lt;sup>2</sup> Rathbone Global Alpha Fund launched 19 August 2013

### Reference sheet

**Common Equity 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 intangible assets and investment in associates, plus a proportion of off balance sheet exposures

Portfolio turnover:

Overall turnover figures equate to an average of all investment team turnover. This is calculated as purchase consideration plus sales consideration divided by average FUM on the four quarterly charging dates, and then halved (because most transactions represent a sale and a purchase). Rathbone Brothers Plc | Preliminary results February 2016 Page 43

# 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 and Rathbone Greenbank Investments are a trading names of Rathbone Investment Management Limited.

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Rathbone Trust Company Limited is authorised and regulated by the Solicitors Regulation Authority.

Rathbone Investment Management International Limited is the registered business name of Rathbone Investment Management International Limited which is regulated by the Jersey Financial Services Commission. Registered Office: 26 Esplanade, St Helier, Jersey JE1 2RB. Company Registration No. 50503.

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