



Full year results

for the year ended 30 June 2022

Strong net flows, record underlying profit margin, and continued strategic delivery

15 September 2022



Speakers



Andrew Shepherd
CEO



Ben Thorpe
CFO



Andrew Shepherd

- 1 Introduction**
- 2 Fundamental market opportunity
- 3 Update on strategy delivery
- 4 FY22 financial results
- 5 Moving forward with ambition
- 6 Q&A

Strong strategic progress underlined by excellent financial performance



Excellent financial performance, with record revenue, underlying profit and underlying profit margin



Positive net flows throughout the year, reaching 6.7% annualised in the final quarter



Continued rapid growth of the **BM Investment Solutions service**, with FUM more than doubling in the year



Now live (post year end) with all processes on the SS&C platform – a major milestone in our **digital transformation**



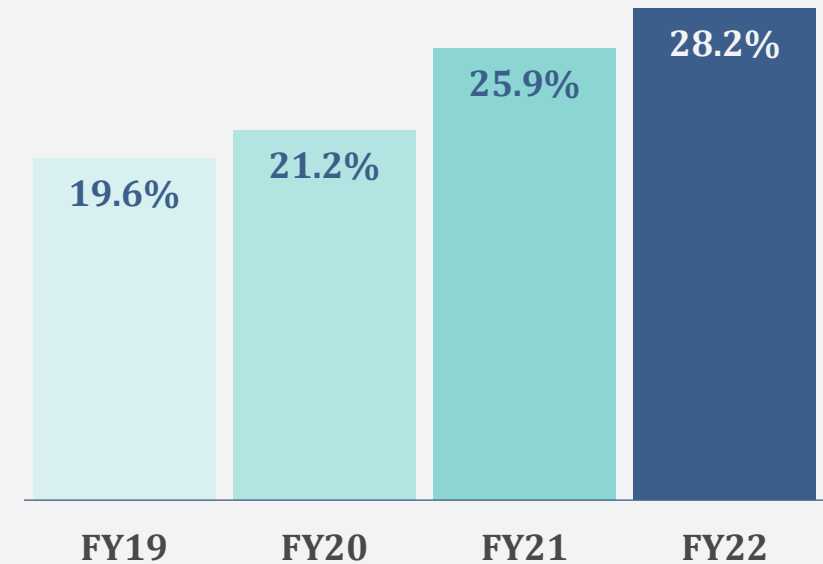
Dividend increased for the seventeenth successive year



Strong team with confidence in **our ambitious growth agenda**



Underlying profit margin (%)





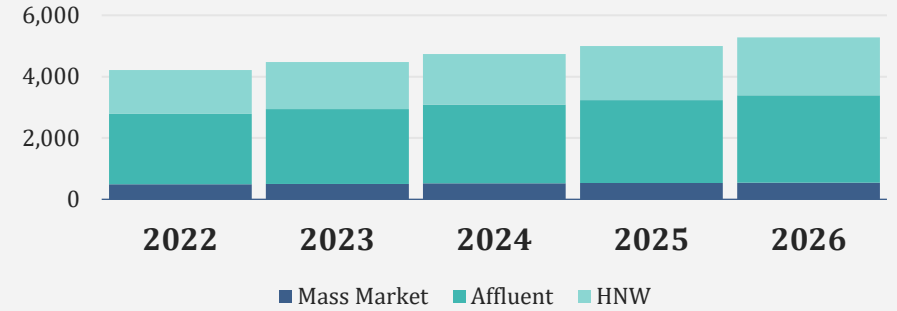
Andrew Shepherd

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Demographics and pension policy framework underpin the wealth management opportunity

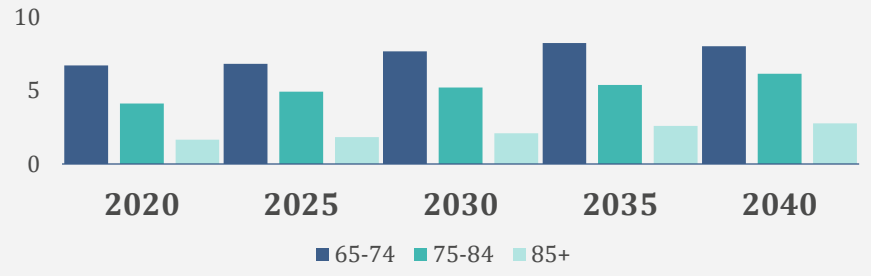
Personal wealth is growing and expected to continue to grow

Liquid savings & investments, £bn



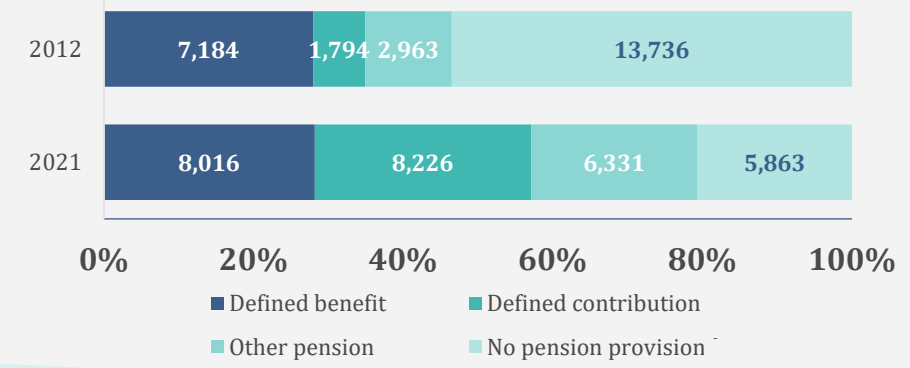
People are living longer

Actual and projected number of people aged 65 and over in UK by age group, 2020 to 2040 (millions)



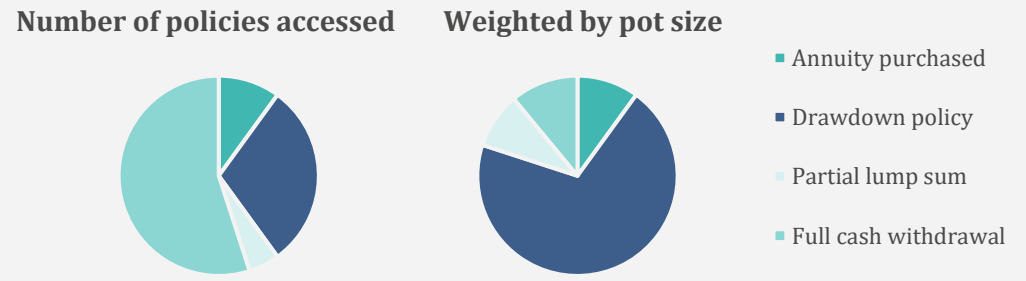
Responsibility for pension provision is being devolved to individuals

Pension type for UK employees (thousands)



Pension freedoms are changing behaviours, demonstrating a clear need for financial advice

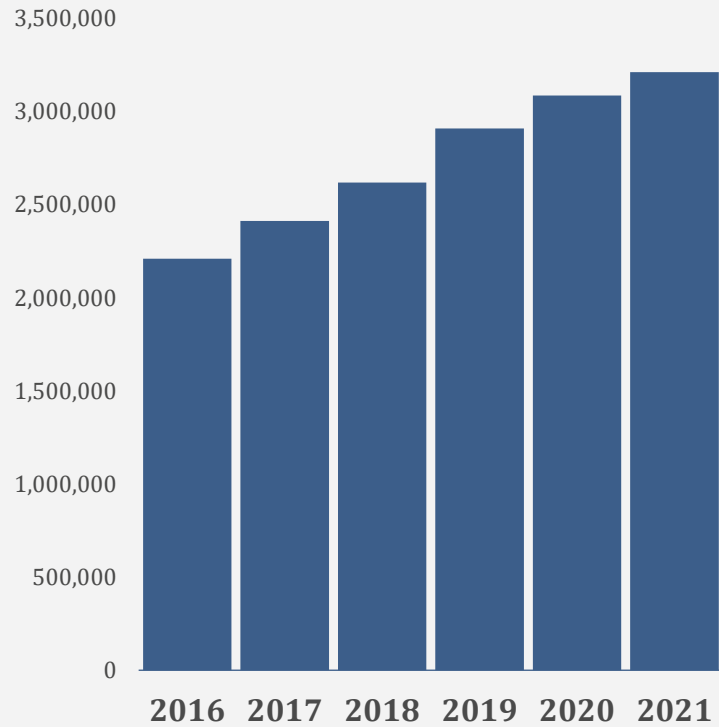
Action taken by individuals accessing pension pot for first time (October 2020 to March 2021)



Investors are increasingly working with financial advisers, our primary distribution channel

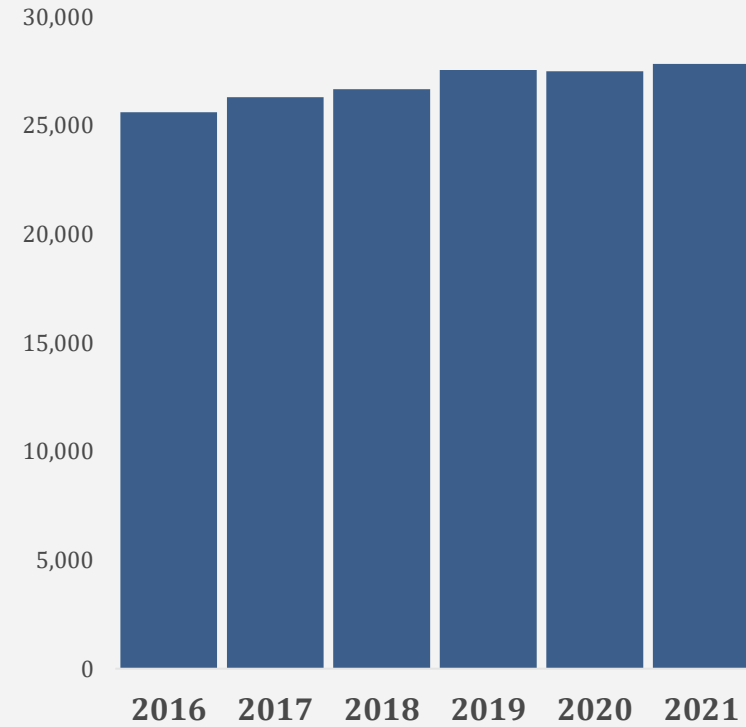
More clients are establishing ongoing relationships with financial advisers

Number of ongoing clients with IFAs



The number of financial advisers has stayed broadly flat

Number of individual advisers

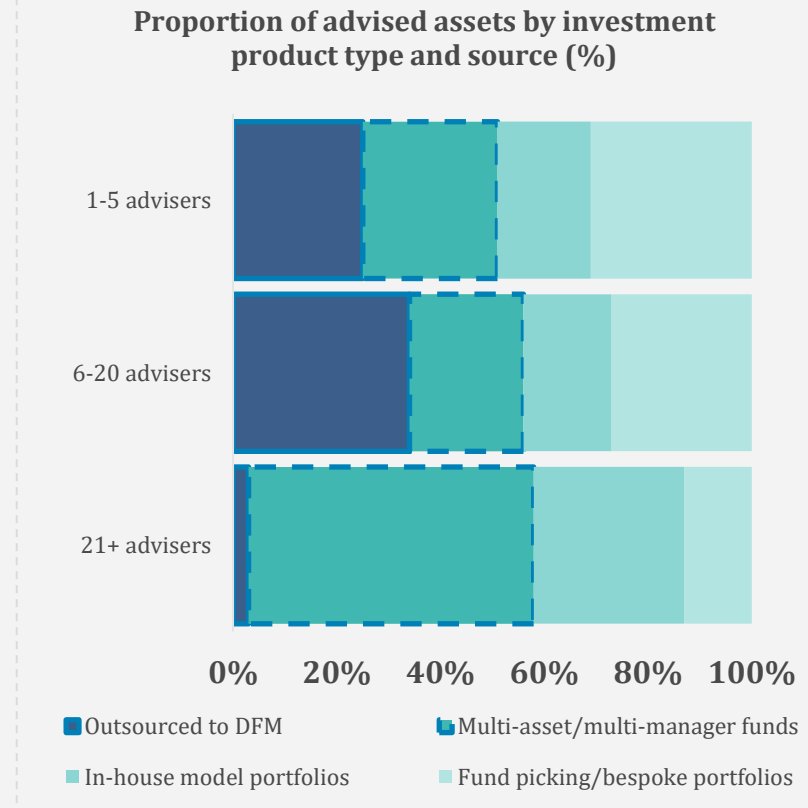
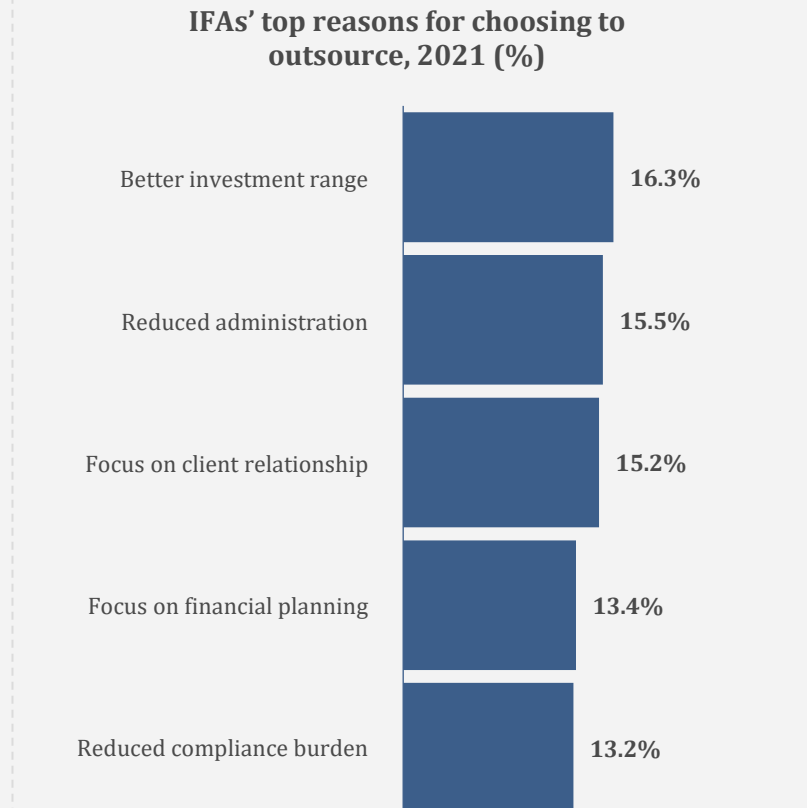
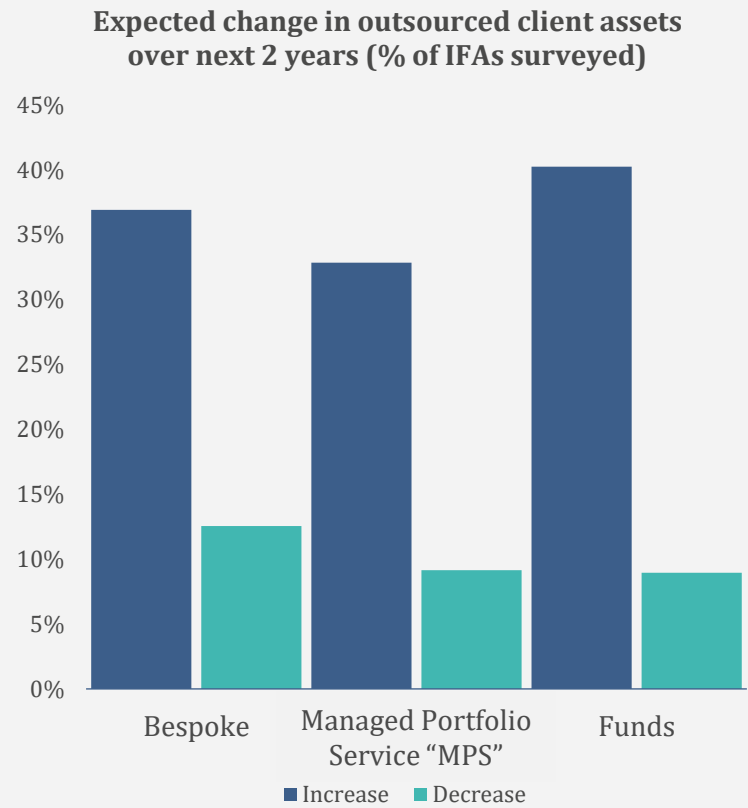


Advisers, particularly small and mid-sized ones, are outsourcing more

More advisers expect to increase rather than decrease the share of client assets that they outsource

They are doing this to spend more time with clients

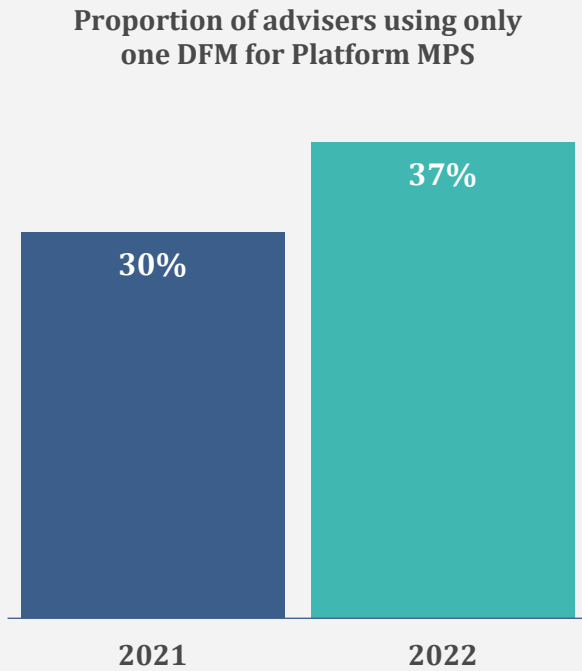
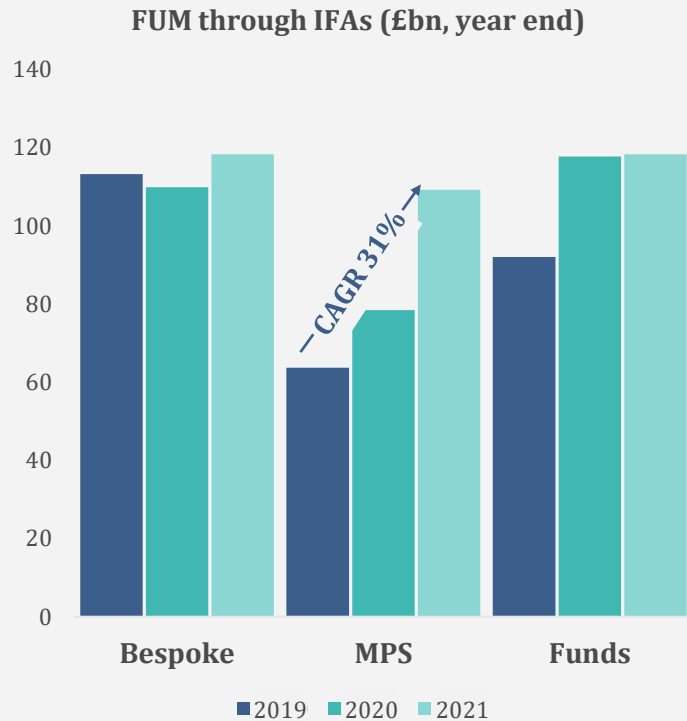
More small and mid-sized firms outsource to DFMs while bigger firms use multi-asset funds



FUM intermediated through advisers is rising across the board, with MPS growing fastest

FUM sold through IFAs is growing in all the main product groups, with MPS growing at over 30% CAGR

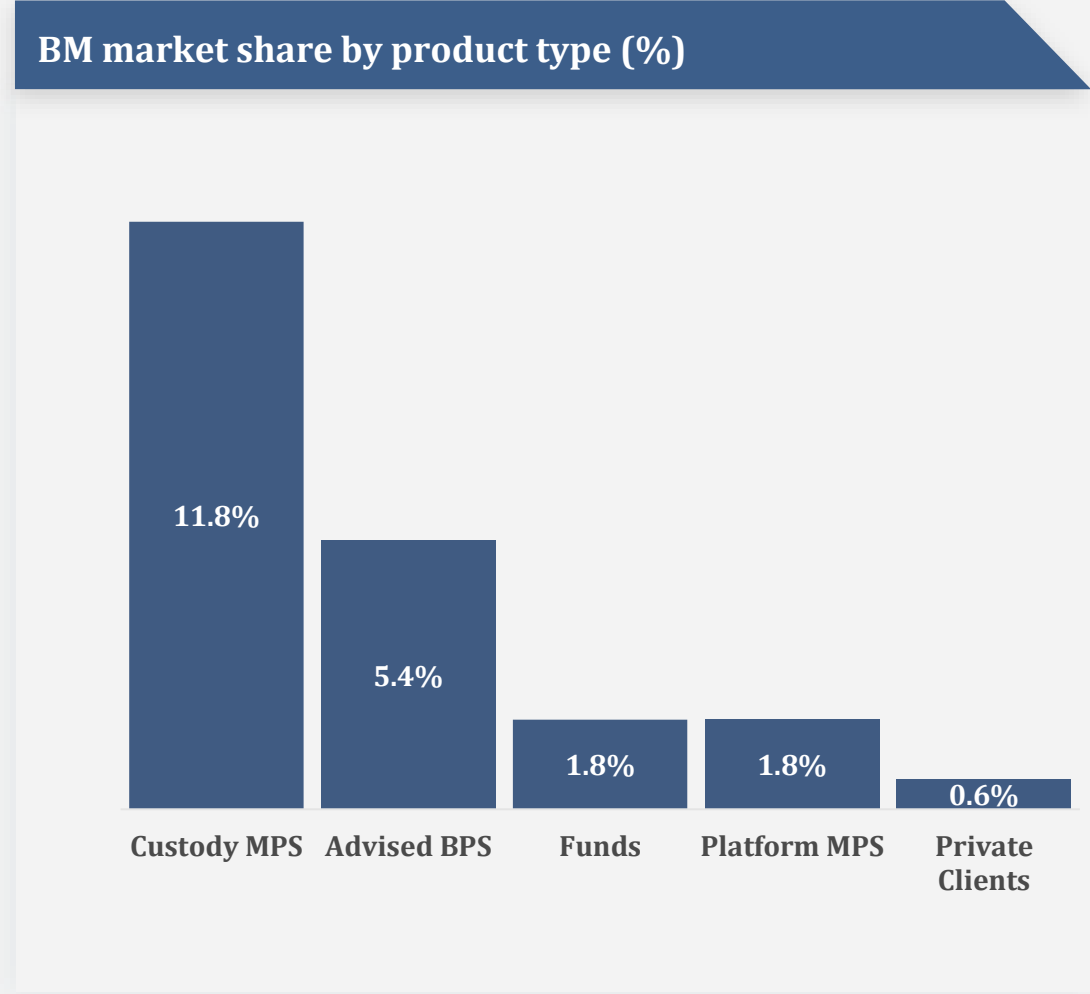
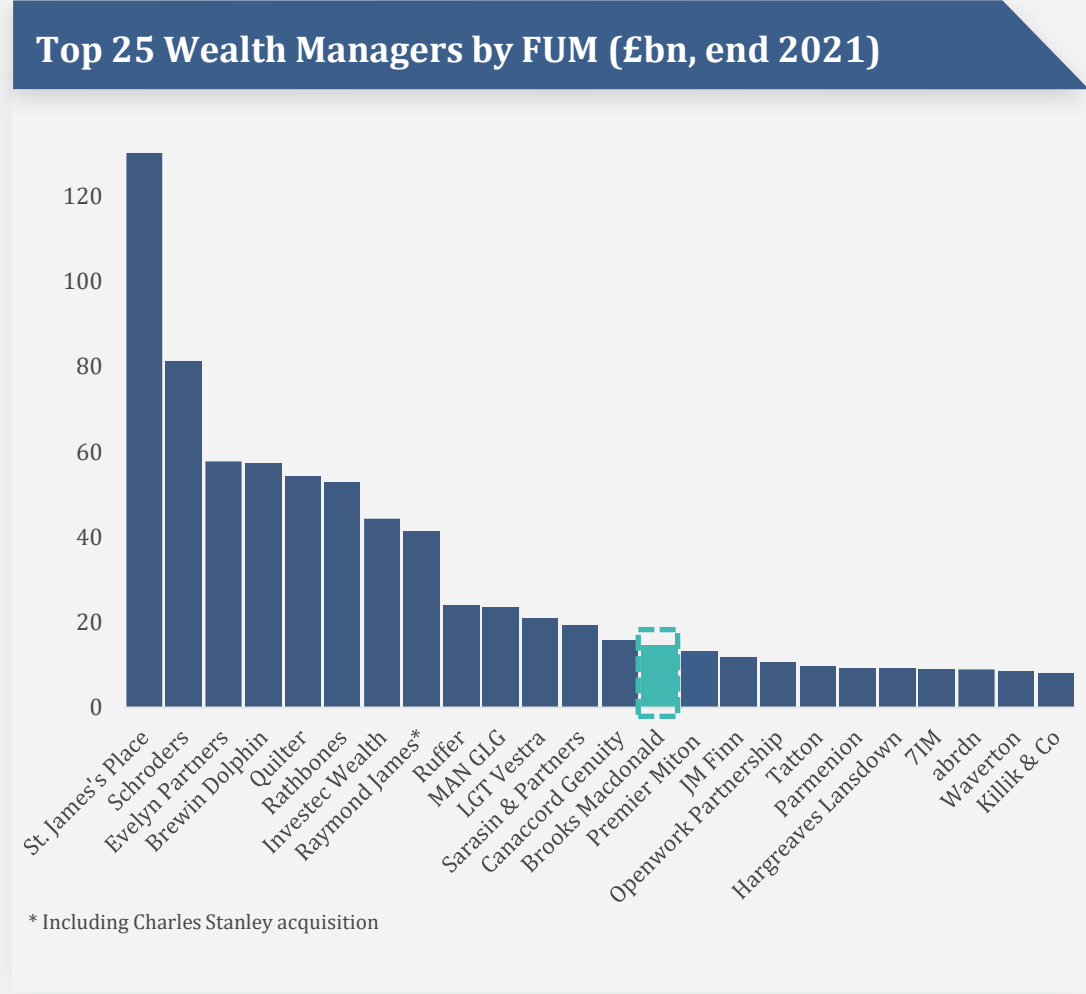
The proportion of advisers using one DFM is increasing, giving opportunities for BMIS



There are three elements to the MPS opportunity for Brooks Macdonald:

- BM Investment Solutions ("BMIS")** – our B2B offering to IFAs generally delivered in Platform MPS format
- Platform MPS** – MPS held on third party platforms sold through advisers
- Custody MPS** – held by Brooks Macdonald on the SS&C platform, sold to intermediated or private clients

The industry is highly fragmented leaving a lot of opportunity to capture market share



The fundamental opportunity for Brooks Macdonald is exciting

- **The wealth management opportunity is underpinned by demographics and the pension policy framework**
- **Investors are increasingly working with financial advisers, our primary distribution channel**
- **Advisers, particularly small and mid-size ones, are outsourcing more to discretionary fund managers, with larger advice firms accessing DFMs through multi-asset funds**
- **The industry is highly fragmented, leaving a lot of opportunity to capture market share**



Ben Thorpe

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Our ambitious growth strategy is delivering strong performance, giving us the capacity to invest for growth

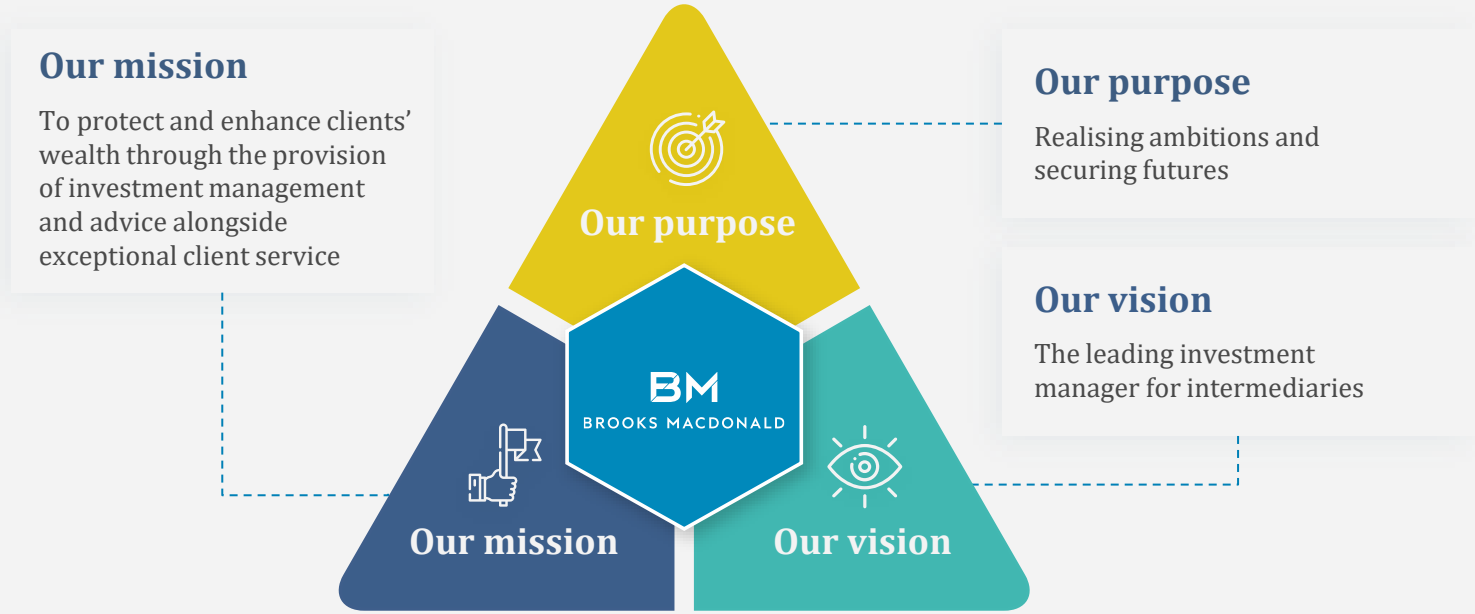
Our strategy is underpinned by three strategic value drivers

- 1**

Market-leading organic growth
- 2**

Service and operational excellence
- 3**

Agile, high-quality M&A



Committed to top quartile underlying profit margin over the medium term

1. Market-leading organic growth: we are making good progress

Five components underpin our ambition to deliver market-leading organic growth



Can-do culture focused on making a difference for clients and advisers



Compelling investment proposition, meeting the needs of clients and intermediaries



Powerful distribution capability, with network of intermediaries providing exceptional market reach

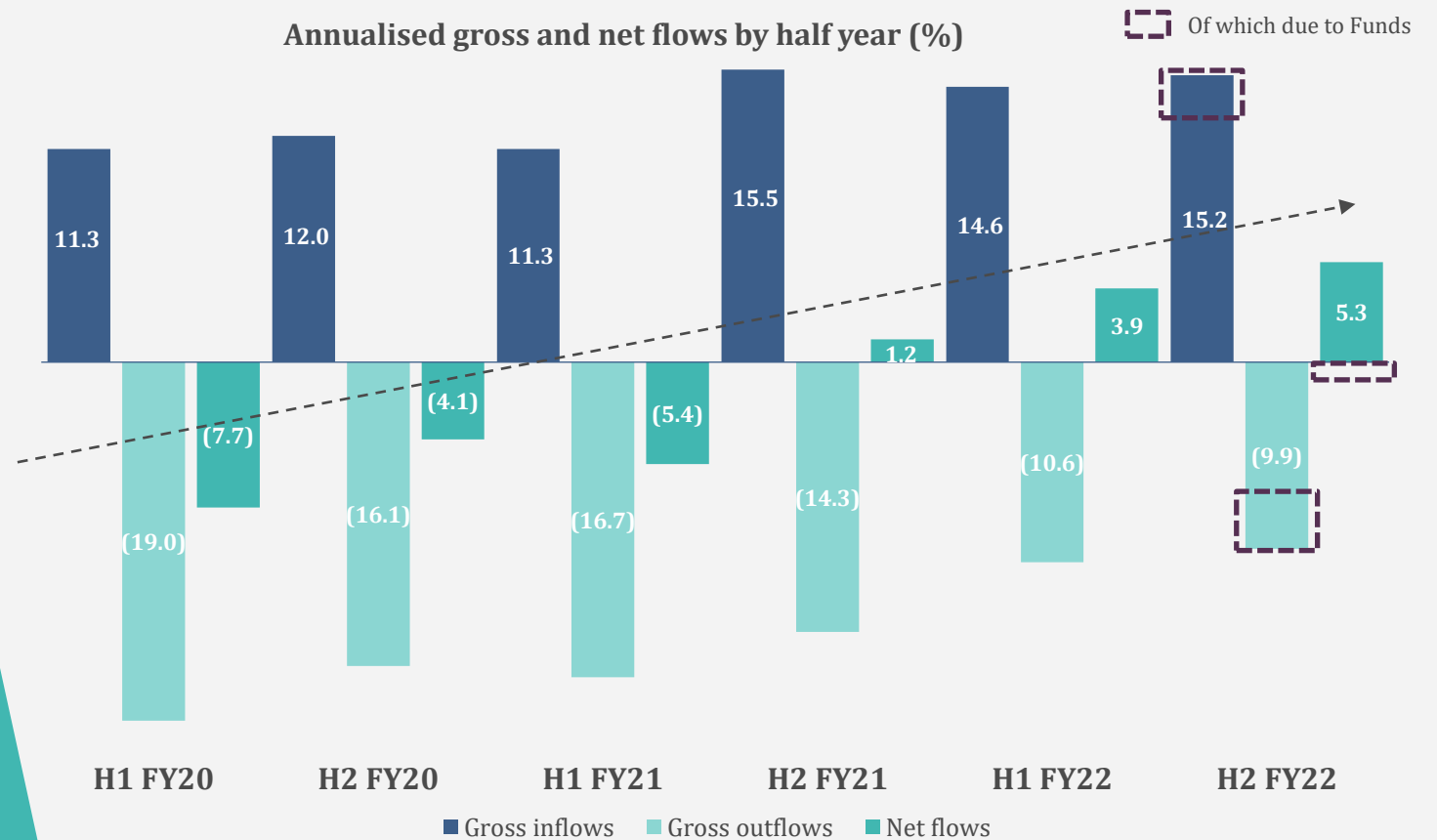


Best in class adviser and client experience, based on our digital transformation and client-centric culture



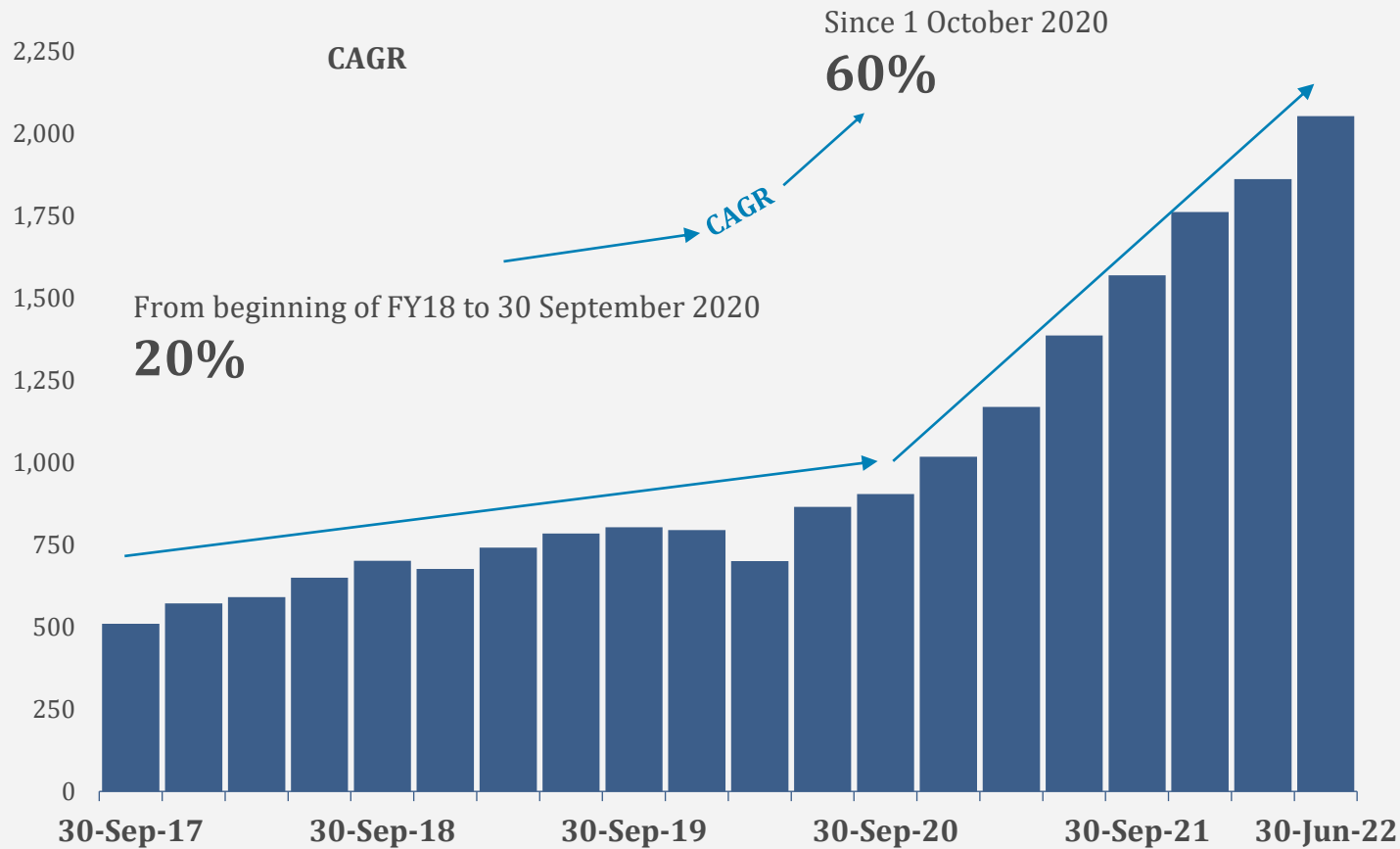
Strong Centralised Investment Process, delivering consistent robust investment performance

Annualised gross and net flows by half year (%)



1. Market-leading organic growth: Platform MPS – an example of leveraging elements of the existing investment proposition to capture new market opportunities

Brooks Macdonald Platform MPS FUM 2017-2022 (£m)



Over FY20 and FY21, we increased the number of platforms our MPS is available on from 13 to 20 and launched BM Investment Solutions, our B2B offering

Our Platform MPS growth then accelerated dramatically, achieving a **60% CAGR** over the seven quarters from 1 October 2020, taking our market share from c.1.5% at end 2020 to c.1.8% at end FY22

In calendar year 2021, we improved our Platform league table ranking from 12th to 9th

1. Market-leading organic growth: strong profit margin enables us to invest in building scale in our multi-asset funds propositions

The Cornelian Risk Managed Funds (RMF) is a range of six multi-asset funds acquired by the Group in FY20 offering differing levels of equity exposure

The new rate card which came into effect on 1 July 22 reflects a reduction in the blended AMC of 25bps to 50 bps

This bold move, funded by our strong margin progression, will be central to reinvigorating this offering.



We are responding to direct IFA feedback and broader market intelligence



This will give us a higher success rate in getting through the Funds selection screen on adviser panels

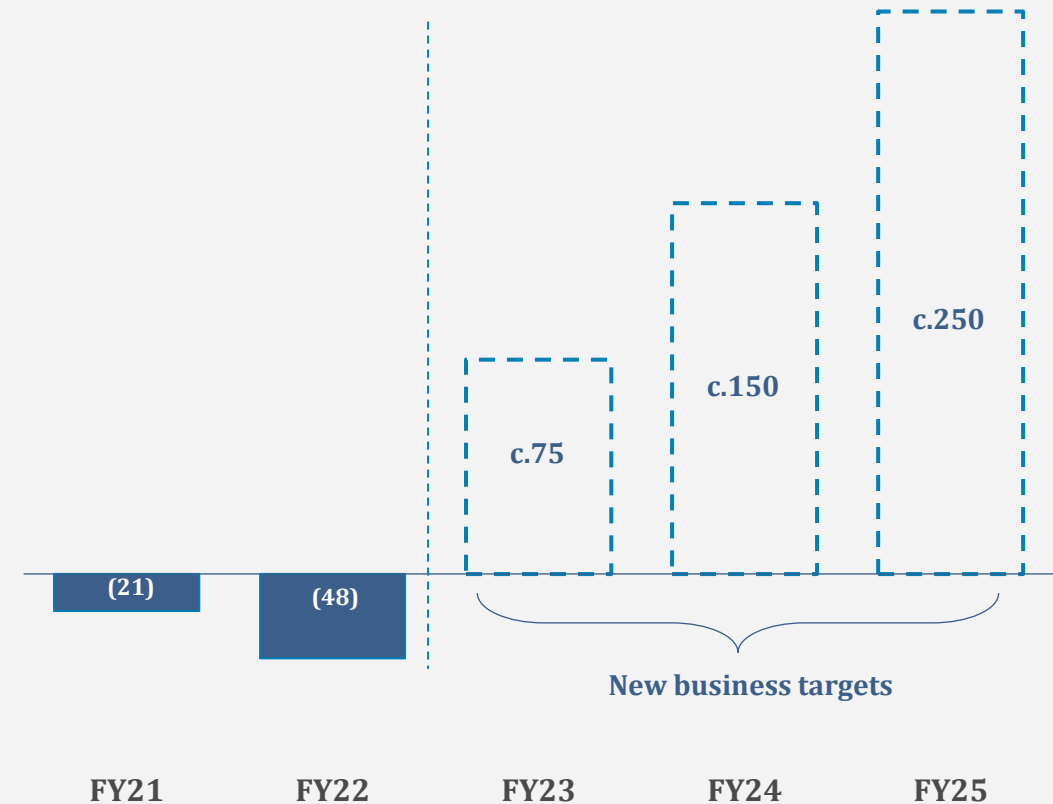


We have appointed a new Global Head of Distribution with multi-asset fund expertise



FY23 revenue from RMF expected to be c.£2m lower, recovering by H2 FY24

Net flows by year (£m)



2. Service and operational excellence: we now have in place the full infrastructure platform to support organic and inorganic growth, offering strong operational gearing



Our digital transformation will deliver **best in class adviser experience and client service**, making us increasingly easy to use



Now live with all processes on the **SS&C platform**

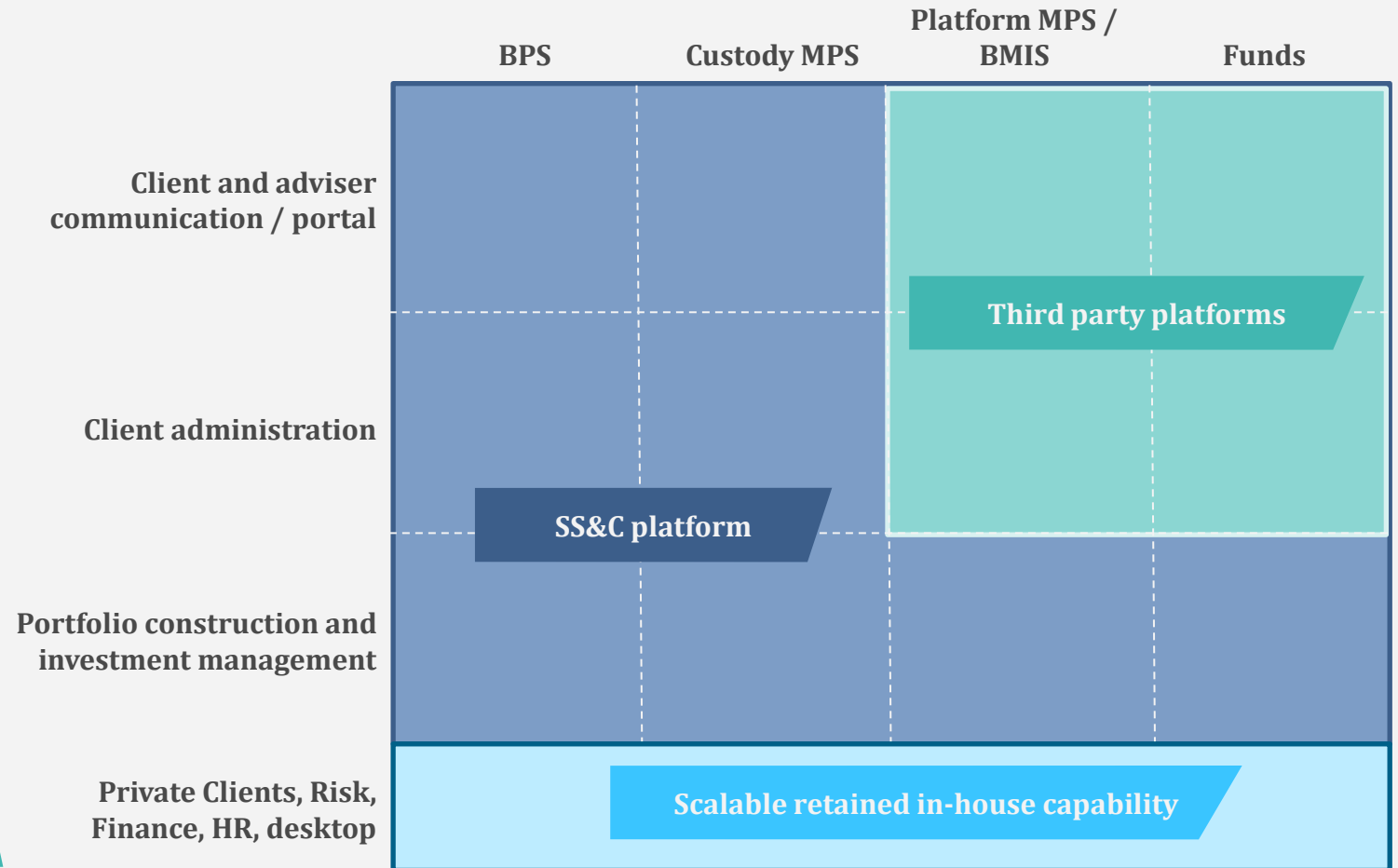


The platform will give the efficiency of **automated onboarding**, the flexibility of **full intermediary and client portal functionality** and self-serve options with **bespoke reporting**



Critically, the new platform and our partnership with SS&C are highly scalable, giving **strong operational gearing**

Groupwide systems architecture



3. Agile, high-quality M&A: strengthened the overall proposition and delivered promised financial benefits

Cornelian

Part of the Brooks Macdonald Group

New suite of funds providing flexible solutions to advisers with over 60 new IFAs introduced to the Cornelian fund range

Acquired relationships strengthened, with 17 Cornelian advisers now invested in other BM products and services

Underlying financial performance exceeding expectations and EPS accretion for its first full year surpassing the 9% target



LLOYDS BANK

Closed a gap in the International proposition with addition of an offshore investment fund range, fully aligned with the Group's Centralised Investment Process

Enhanced the fund offering post-acquisition with launch of a new balanced fund and platform share classes to provide flexible solutions for clients

Delivered c.12% underlying EPS accretion in first seven months, ahead of 8-10% target range



Acquisition of Integrity Wealth Solutions Ltd announced in May (subject to regulatory approval)

A successful and rapidly growing Independent Financial Adviser firm with funds under management of c.£250m and c.800 clients

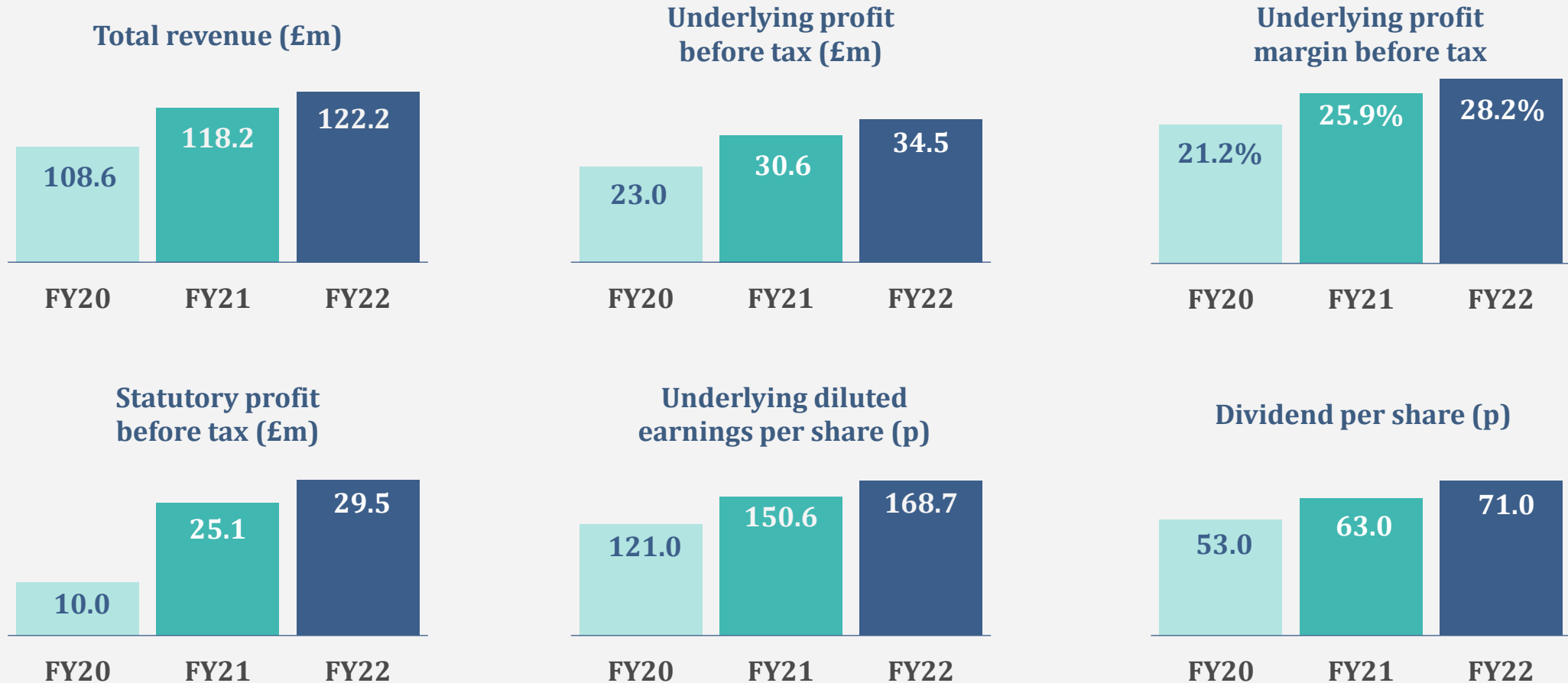
Bringing scale, capability and management expertise to Brooks Macdonald's Private Clients business



Ben Thorpe

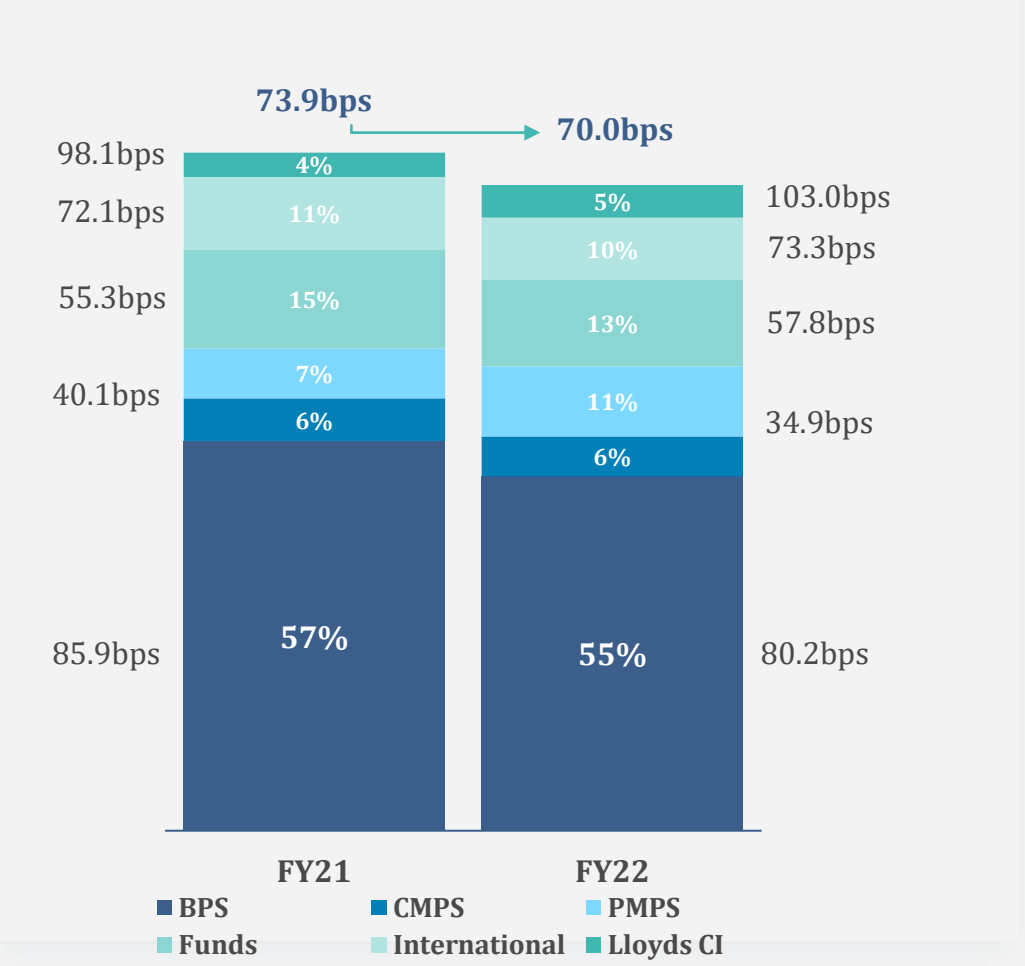
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Strong financial performance



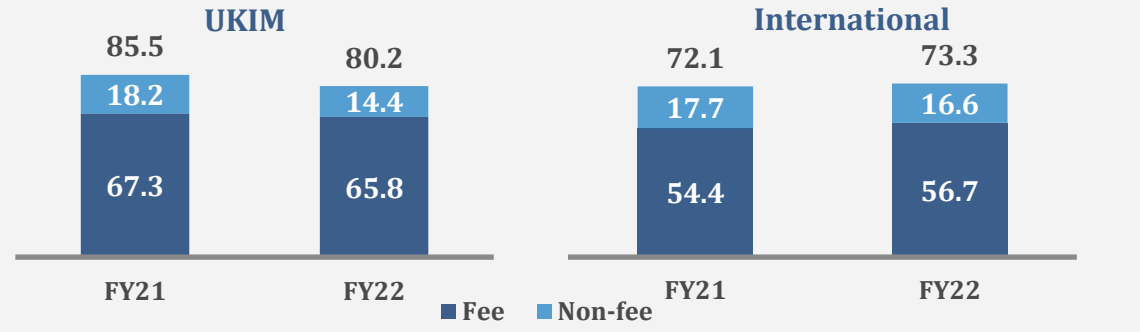
Non-fee income drop and change in mix driving yield reduction

Average FUM (%) and yields (bps)

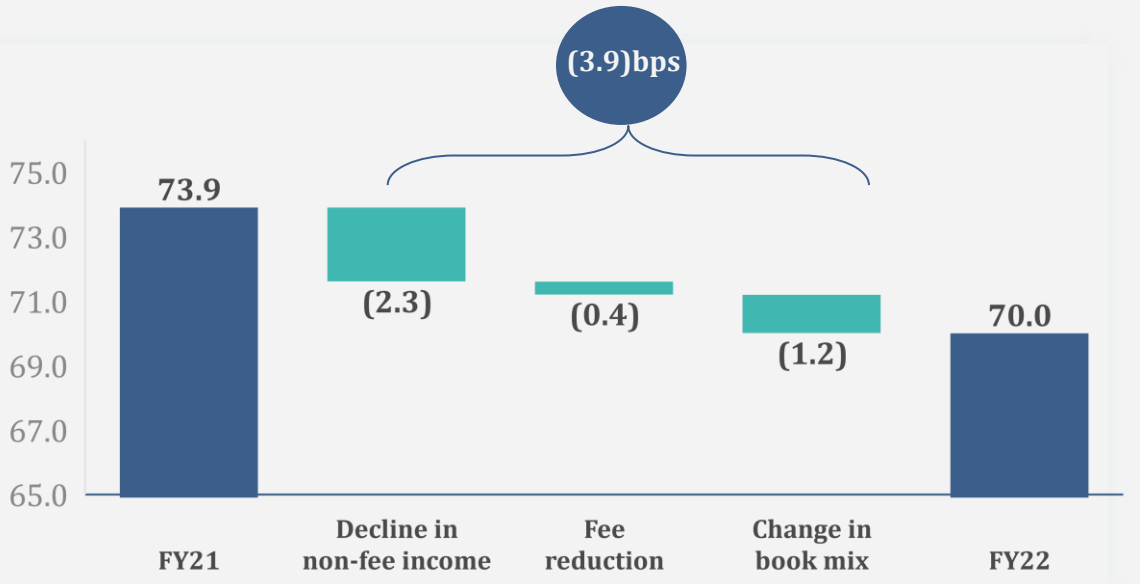


Average FUM **£15.2bn** **£16.6bn**

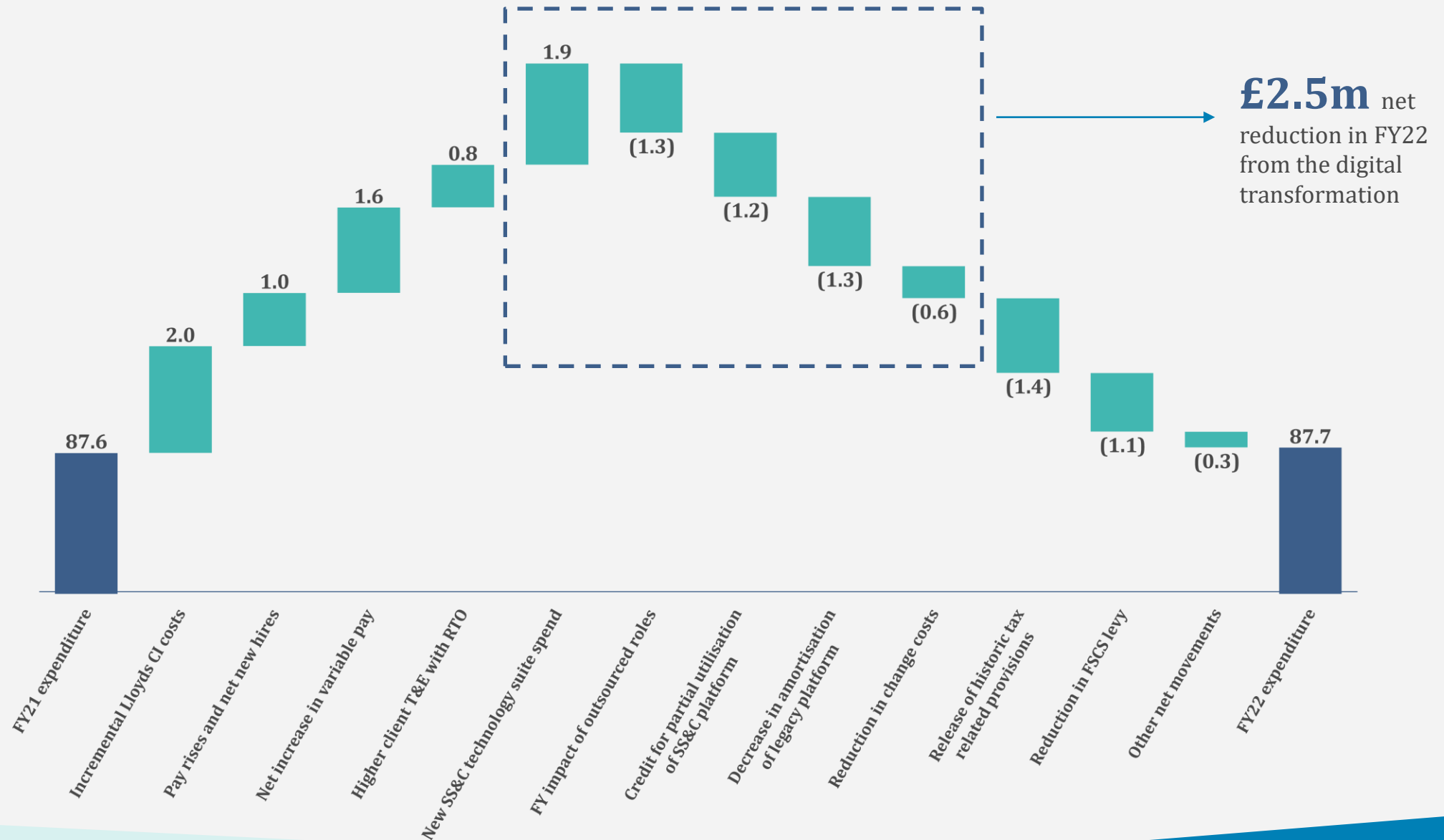
Yields on fee and non-fee income (bps)



Yield bridge between FY21 and FY22 (bps)

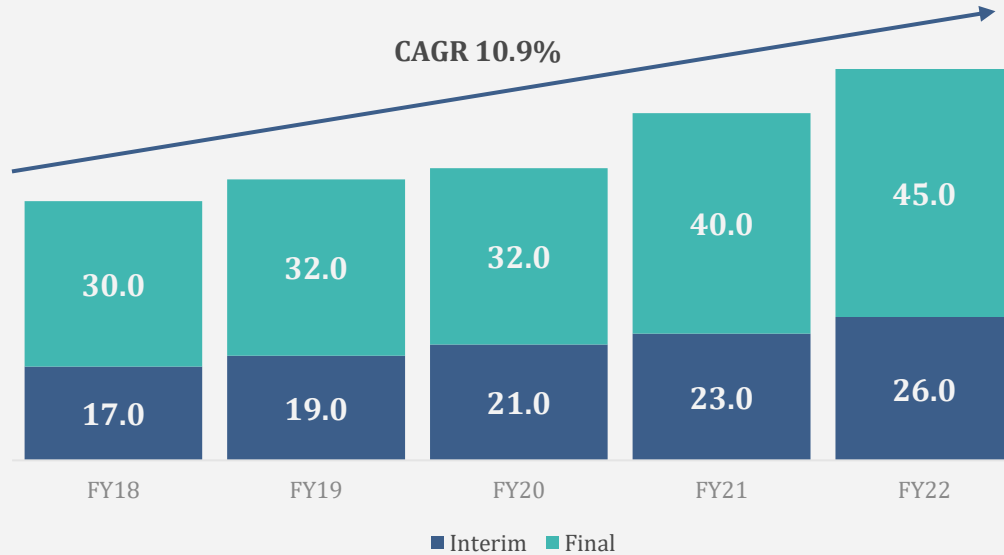


Underlying costs flat as a result of continued cost discipline and digital transformation



Strong capital position to support growth and dividend enhancement

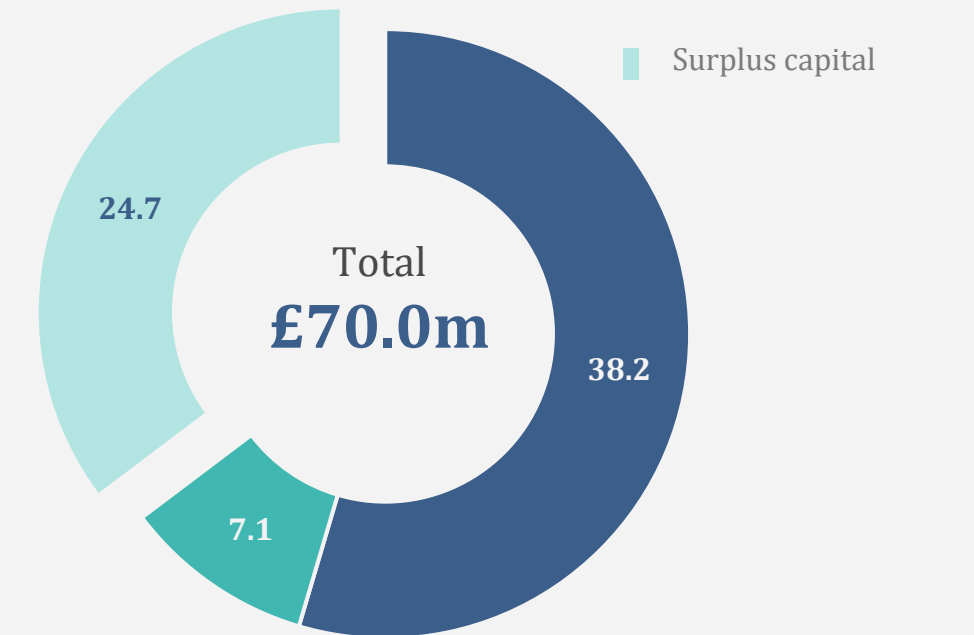
Annual dividend per share (p)



	FY18	FY19	FY20 ²	FY21	FY22 ³
Total dividend growth	14.6%	8.5%	3.9%	18.9%	12.7%
Underlying diluted EPS ⁴ (p)	130.0	139.3	121.0	150.6	168.7
Total dividend (p)	47.0	51.0	53.0	63.0	71.0
Pay-out rate ⁵	36%	37%	44%	42%	42%



Own Funds¹ Attribution (£m)



Notes:

1. Own Funds includes profit for the year ended 30 June 2022 as this is audited as at the date of release of these results.
2. FY20 Underlying EPS is impacted by the share placing for the Cornelian acquisition against only four months of earnings, inflating DPS.
3. The FY22 final dividend of 45.0p is subject to shareholder approval at the 2022 AGM.
4. Underlying diluted EPS for comparative periods has been restated in line with the change in methodology of calculating the diluted weighted average number of shares (refer to note 8 of the results preliminary announcement.)
5. Pay-out rate calculated as DPS divided by underlying basic EPS.

FY23 outlook and guidance

P&L

- FY23 underlying profitability in line with current market expectations
- Medium-term ambition for net flows is 8-10% p.a., and the Group expects that flows will remain positive despite ongoing short-term market uncertainty affecting client confidence and conversion times
- Investing for growth, with repositioning of the Group's Funds business under way with material repricing of the Cornelian Risk Managed Fund range to drive medium-term growth
- Cost inflation expected to be c. 6% for FY23

Cash flow

- Capital expenditure guidance of c. £3m for FY23
- EBT purchases FY23 guidance of c. £3.5m, evenly phased over the year

Tax

Underlying effective tax rate of c. 22.5% expected for FY23. (This will reduce back to 21.0% if the planned increase in the UK corporate tax rate to 22.5% is reversed)

Share count

- Actual number of shares at year end expected to be 16.2m
- Weighted average number of shares for FY23 basic EPS calculation expected to be 15.9m
- Weighted average number of shares for FY23 diluted EPS calculation expected to be 16.3m



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Our medium-term ambition is to be a Top 5 wealth manager in the UK and the Crown Dependencies

Medium-term targets

Top 5 wealth
manager

with

Market-leading net
flows of 8-10%

and

Top quartile
underlying profit
margin

Organic growth driven by differentiation:

- Strong culture
- Robust Centralised Investment Process
- Service and operational excellence
- Compelling investment proposition
- Distribution capability

Medium-term sources of organic growth

- **BMIS** – hugely successful B2B offering
- **Platform MPS** – taking market share through effective distribution
- **Multi-asset funds** – investing in range through repricing Cornelian RMF and upgrading distribution
- **BPS** – specialist offerings meeting clients' and advisers' needs
- **Private Clients** – building a new pillar of Brooks Macdonald

Organic growth
alone will not take
us to the Top 5 –
acquisitions will be
critical

We are targeting acquisitions across different categories

Category and rationale

Investment managers

- Scale play
- Adding FUM takes advantage of high operational gearing in SS&C partnership

Advisers

- Bringing insight into advisers' needs
- Increasingly part of BM's proposition to advisers

Transformational

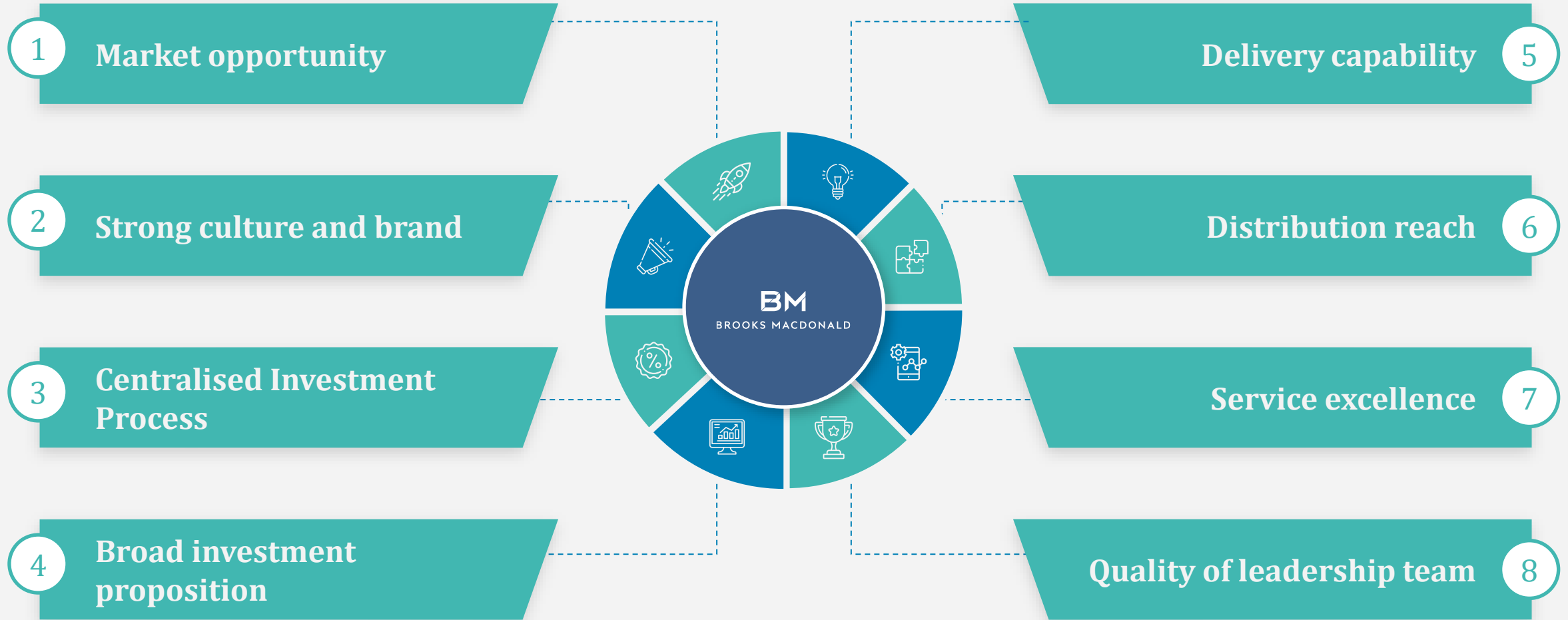
- Step change in scale and scope
- Bringing new capabilities and talent



Acquisition criteria

- High quality business
- Compelling strategic logic
- Strong cultural fit
- Value-adding through high ROCE, EPS accretion

Our investment case

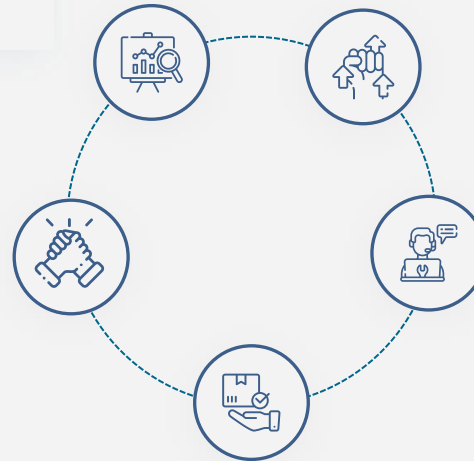


FY22 was another year where we did what we said we would do, and we are confident in the future

Delivered positive and improving net flows

Delivered record financial performance

Increased the dividend for the seventeenth consecutive year



Targeting 8-10% net flows and top quartile underlying profit margin, while adding high-quality acquisitions – with the medium-term ambition of being a Top 5 wealth manager

Strong team in place, confident about the future



Q&A



Appendices

Leadership team



Andrew Shepherd
CEO



Ben Thorpe
CFO



Lynsey Cross
Chief Operating Officer



Caroline Abbondanza
Chief Technology Officer



Sarah Ackland
Global Head
of Distribution



Simon Broomfield
General Counsel



Robin Eggar
Managing Director, UKIM



Tom Emery
Chief People Officer



Richard Hughes
CEO International



Alick Mackay
Director, Strategy &
Corporate Development



Edward Park
Chief Investment
Officer



Priti Verma
Chief Risk Officer

Our guiding principles



... underpin everything we do and the way we do it

We do the right thing

- We are worthy of our clients', advisers', partners' and one another's trust
- We act with integrity, honesty and fairness and we value diversity
- We take responsibility for our actions and decisions
- We deal with issues and tackle hard decisions head on

We are connected

- We collaborate and work as one team to bring the best of Brooks Macdonald to all we do
- We actively seek opportunities to learn from others and share our expertise
- We actively listen and communicate with clarity
- We look externally, challenge ourselves and are open to new ways of doing things

We care

- Our clients, advisers and partners are at the heart of everything we do
- We support our people to be the best they can be
- We treat our clients, advisers, partners and each other with respect
- We ask for help and we offer support to one another

We make a difference

- We focus on delivering value for clients, advisers, partners and shareholders
- We are ambitious and constantly strive to be the best at what we do
- We innovate, learn from our actions and actively gather feedback to improve
- We develop our skills and nurture our relationships to ensure we remain relevant

Our Centralised Investment Process has delivered robust performance over the medium term

		Cumulative performance (%)			
		1 year to 30.06.22	3 yrs to 30.06.22	5 yrs to 30.06.22	10 yrs to 30.06.22
Low Risk	BM Low Risk	-6.96	0.17	5.50	39.88
	ARC Sterling Cautious PCI	-5.46	3.07	7.01	32.62
	Relative performance	-1.50	-2.91	-1.51	7.27
Low-to-Medium Risk	BM Low-to-Medium Risk	-8.01	3.76	11.49	58.72
	ARC Sterling Balanced Asset PCI	-6.54	5.04	11.13	52.83
	Relative performance	-1.47	-1.27	0.36	5.88
Medium Risk	BM Medium Risk	-9.87	6.68	16.43	75.42
	ARC Sterling Steady Growth PCI	-7.54	6.59	15.79	73.07
	Relative performance	-2.33	0.09	0.64	2.35
Medium-to-High Risk	BM Medium-to-High Risk	-13.29	8.89	20.81	94.55
	ARC Sterling Equity Risk PCI	-9.09	8.37	19.89	90.76
	Relative performance	-4.20	0.52	0.92	3.78
High Risk	BM High Risk	-15.60	9.45	22.88	107.02
	ARC Sterling Equity Risk PCI	-9.09	8.37	19.89	90.76
	Relative performance	-6.51	1.08	2.98	16.26

Past performance is not a reliable indicator of future results

All figures are rounded to 2 decimal places. Please note that due to rounding, the figures shown in this table may not precisely add up to the totals/differentials shown. All performance figures are net of underlying fund charges and Brooks Macdonald management fees but gross of professional adviser charges. Deduction of these fees will impact on the performance shown.

Source: Brooks Macdonald, Asset Risk Consultants (ARC) Research Limited www.suggestus.com.
All data as at 30 June 2022

Our specialist BPS proposition

Responsible Investment Service

- Environmental, Social & Governance offering which aims to deliver meaningful change to sustainability changes on behalf of investors
- Two options – Advance, which invests in funds giving exposure to businesses providing direct solutions to the world’s sustainability challenges, and Avoid, which excludes investment in funds with exposure to businesses involved in the production of pornography, armaments, gambling, tobacco and alcohol
- Available in BPS, MPS and International

AIM Portfolio Service

- Invests in businesses in the London Stock Exchange’s AIM market which serves smaller high-growth companies
- Portfolio of 30-40 carefully selected AIM listed companies
- UK government provides incentives to private investors to support growth companies through Inheritance Tax relief

Decumulation Service

- A new approach to retirement planning designed to help clients meet their income requirements throughout their full retirement
- Splits client assets between a short-term portfolio invested in cash and short-term structured return assets in the early years of retirement and a longer-term portfolio invested in growth assets
- Adaptable to clients with other income requirements

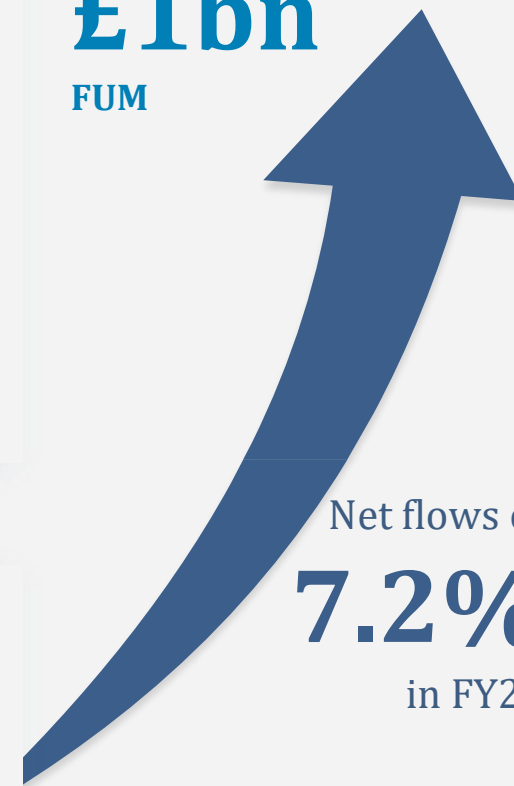
Court of Protection

- Proposition that supports clients with court-appointed deputies and their advisers, where the individual lacks the mental capacity to make their own financial decisions
- Part of a broader approach to vulnerable clients in general, with targeted communication and support mechanisms

Over

£1bn

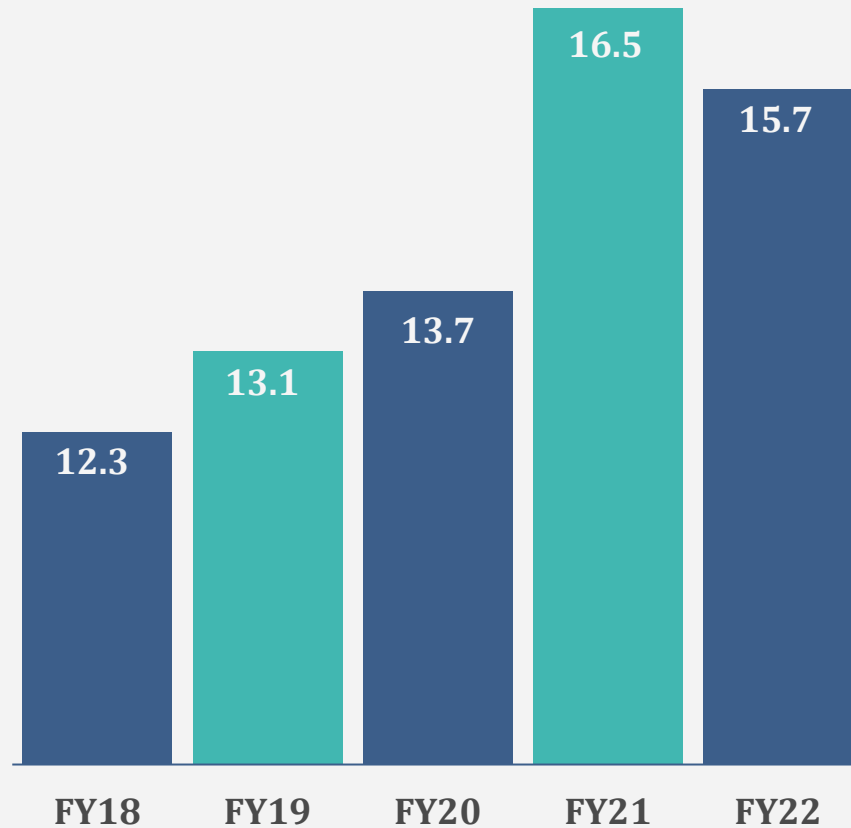
FUM



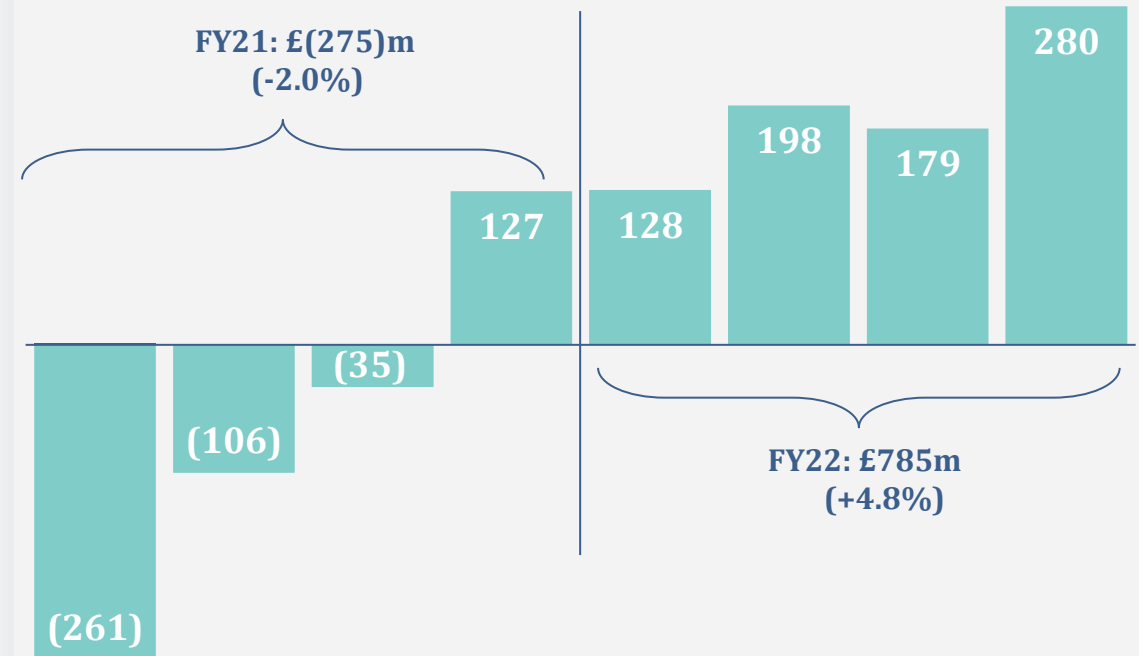
Net flows of
7.2%
in FY22

Positive net flows in each quarter and annual rate of 4.8%

Total FUM for FY18 to FY22 (£bn)



Organic and acquired net flows Q1 FY21 to Q4 FY22 (£m)



Increasing positive net flows driven by enhanced distribution capability and new relationships

FY22						
Organic net flows (£m /annualised % growth)	Opening FUM (£m)	Q1	Q2	Q3	Q4	Closing FUM (£m)
BPS	9,460	6 0.2%	51 2.1%	30 1.2%	1 0.0%	8,581
MPS custody	1,025	13 4.9%	3 1.1%	10 3.6%	5 1.9%	960
MPS platform (incl. BMIS)	1,386	149 43.1%	153 39.0%	171 38.9%	325 69.9%	2,053
Funds	2,076	(26) (5.1%)	(21) (4.1%)	(35) (6.6%)	(25) (4.9%)	1,857
UKIM	13,947	142 4.0%	186 5.2%	176 4.8%	306 8.6%	13,451
International	2,512	(14) (2.2%)	12 1.8%	3 0.5%	(26) (4.4%)	2,216
Group	16,459	128 3.1%	198 4.7%	179 4.1%	280 6.7%	15,667



19% of BPS inflows generated by specialist products¹, compared to 17% in FY21



98 new IFAs invested in Platform MPS



9 new intermediaries joined BM Investment Solutions (BMIS)



New Head of Strategic Relationships to enhance distribution capability

Decline in non-fee income and change in book mix mainly driving yield reduction

	Revenue			Yields			Avg FUM		
	FY21 £m	FY22 £m	Change %	FY21 bps	FY22 bps	Change bps	FY21 £m	FY22 £m	Change %
BPS fees	58.7	59.9	2.0	67.3	65.8	(1.5)	8,722	9,108	4.4
BPS non-fees (transactional income)	14.5	12.1	(16.6)	16.6	13.3	(3.3)			
BPS non-fees (interest turn)	1.4	1.0	(28.6)	1.6	1.1	(0.5)			
Total BPS	74.6	73.0	(2.1)	85.5	80.2	(5.3)	8,722	9,108	4.4
MPS Custody	6.0	6.4	6.7	63.2	62.6	(0.6)	950	1,029	8.3
MPS Platform	2.3	3.5	52.2	20.6	19.2	(1.4)	1,119	1,808	61.6
MPS total	8.3	9.9	19.3	40.1	34.9	(5.2)	2,069	2,837	37.1
UKIM discretionary	82.9	82.9	-	76.8	69.4	(7.4)	10,791	11,945	10.7
Funds	12.2	12.8	4.9	55.3	57.8	2.5	2,207	2,220	0.6
Total UKIM	95.1	95.7	0.6	73.2	67.6	(5.6)	12,998	14,165	9.0
International fees	8.9	9.0	1.1	54.4	56.7	2.3	1,636	1,602	(2.1)
International non-fees	2.9	2.7	(6.9)	17.7	16.6	(1.1)			
Lloyds CI	5.3	8.7	64.2	101.9	103.0	1.1	540	841	55.7
Total International	17.1	20.4	19.3	79.3	83.6	4.3	2,176	2,443	12.3
Total FUM related revenue	112.2	116.1	3.5	73.9	70.0	(3.9)	15,174	16,608	9.5
Financial Planning - UK	3.7	4.1	10.8						
Financial Planning - International	1.0	0.8	(20.0)						
Other income	1.3	1.2	(7.7)						
Total non FUM related revenue	6.0	6.1	1.7						
Total Group revenue	118.2	122.2	3.4						

Notes on yields movement:



UKIM

BPS fee yield – down by 1.5bps driven by the movement from net outflows to net inflows year on year and higher tiering of IFA-led business growth.

BPS non-fee yield – down by 3.3bps mainly due to drop in transactional income.

MPS fee yield – down by 5.2bps overall as a result of business growth and larger mandates benefitting from discounted tiered rates.

Funds yield – increase of 2.5bps due to impact of timing of inflows and outflows and change in mix.



International

Fee yield – up on prior year due to higher performance and custody fees.

Non-fee yield – down by 1.1bps due to lower transactional and FX income.

Breakdown of underlying costs

	FY21	FY22	Change	
	£m	£m	£	%
Fixed staff costs	39.0	38.7	(0.3)	(0.8)
Variable staff costs	13.1	14.6	1.5	11.5
Acquired staff costs	1.1	2.0	0.9	81.8
Total staff costs	53.2	55.3	2.1	3.9
Non-staff costs	33.3	30.2	(3.1)	(9.3)
Acquired non-staff costs	1.1	2.2	1.1	100.0
Total non-staff costs	34.4	32.4	(2.0)	(5.8)
Total underlying costs	87.6	87.7	0.1	0.1
Total underlying costs (excl. acquisitions)	85.4	83.5	(1.9)	(2.2)
Headcount	430	446	16	3.7
Total staff cost/Income	45.0%	45.3%		
Fixed staff cost/Income	33.8%	33.1%		
Non-staff cost/Income	29.1%	26.5%		

Note: The acquired costs for FY21 have been restated for each cost category to only comprise the Lloyds CI business to present a true comparison of the incremental costs during FY22 arising from acquisitions.



Strong statutory profit due to improved underlying earnings and flat adjusting items

	FY21	FY22
	£m	£m
Underlying profit before tax	30.6	34.5
Amortisation of client relationships	(4.9)	(5.5)
Dual running operating platform costs	(1.0)	(2.4)
Changes in fair value and finance cost of deferred consideration	(0.4)	(0.1)
Other non-operating income	-	3.0
Client relationship contracts impairment	(1.5)	-
Acquisitions related items:		
Gain arising on acquisition	5.0	-
Integration and staff retention costs	(2.7)	-
Statutory profit before tax	25.1	29.5
Taxation	(5.5)	(6.1)
Statutory profit after tax	19.6	23.4
Balance sheet and capital adequacy	FY21	FY22
Total Net Assets ¹ (£m)	134.0	148.4
Cash (£m)	54.9	61.3
Total capital ratio ¹ (%)	21.6	28.5

Notes on reconciliation to statutory profits:

Amortisation of client relationships (£5.5m)

Higher charge for the year reflecting the newly acquired investment management contracts.

Dual running operating platform costs (£2.4m)

Incremental costs of running two operating platforms concurrently as part of transition to SS&C.

Changes in fair value and finance costs of deferred consideration (£0.1m)

Change in fair value measurement on deferred payments in connection with Group M&A.

Other non-operating items (£3.0m credit)

Refund from HMRC in relation to previously paid VAT on certain Group services.

Balance sheet and regulatory capital

Balance sheet remains strong with higher net assets due to improved performance.

Solid total capital ratio of 28.6%, representing the level of 'capital cover' on the Group's Pillar 1 risk weighted exposure requirement.

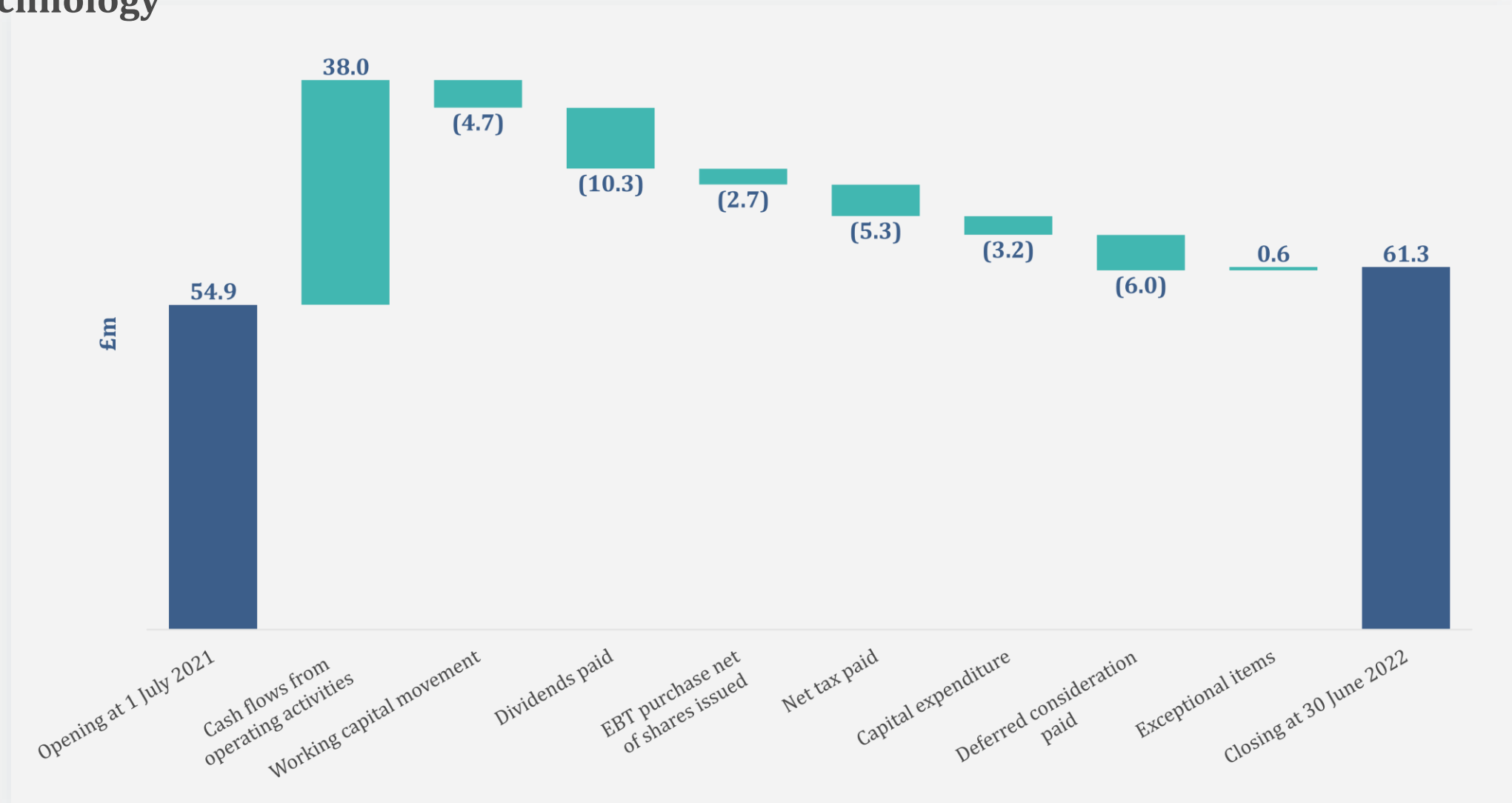
¹Total net assets and total capital ratio calculation take into account the respective year's profits (net of declared dividend) as these are deemed to be verified at the date of publication of the full year results.

Cash flows

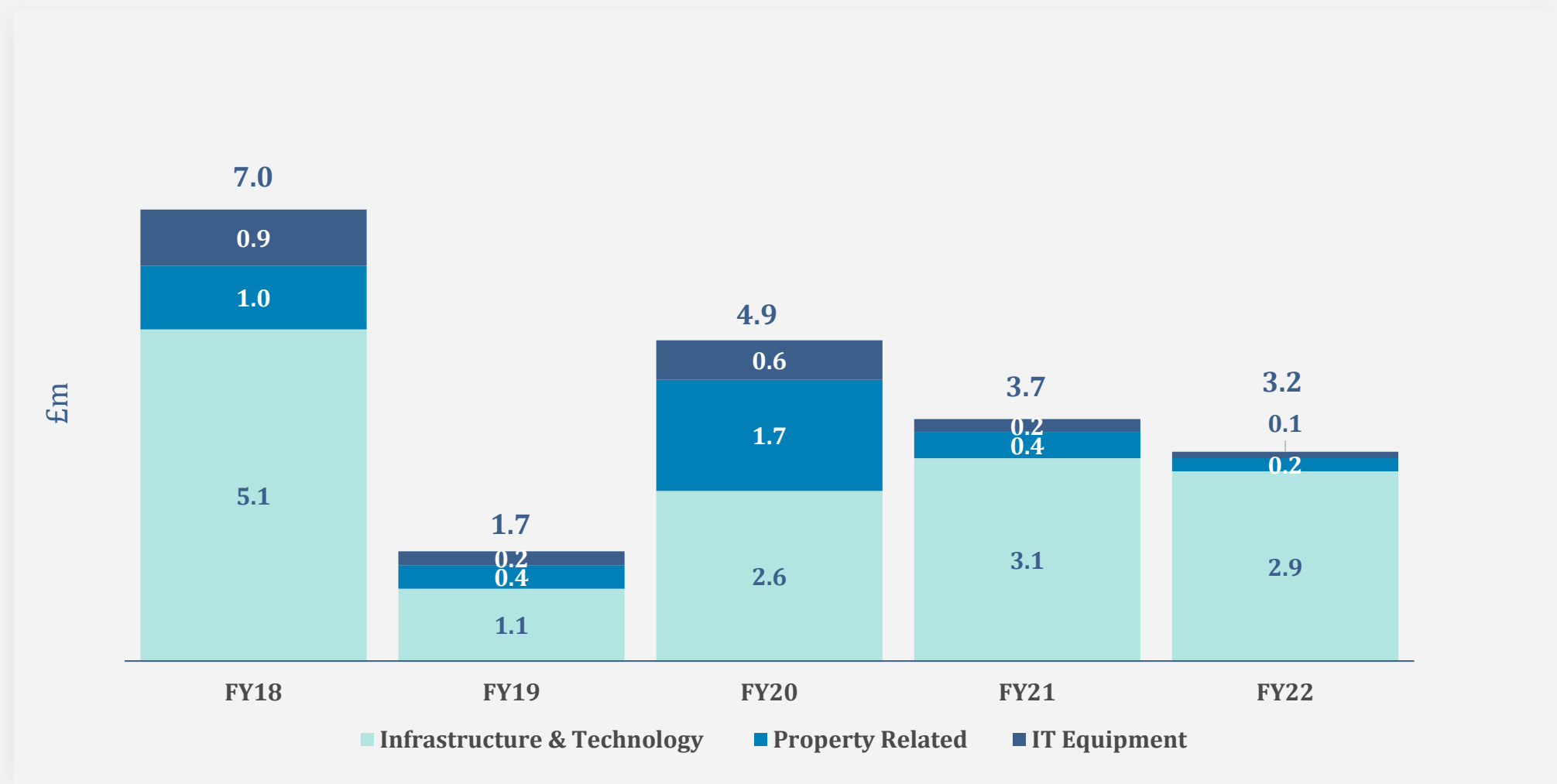
£m	FY21	FY22
Opening cash	50.2	54.9
Cash flows from operating activities	35.2	38.0
Working capital movement	1.7	(4.7)
Dividends paid	(8.6)	(10.3)
EBT purchase net of shares issued	(4.5)	(2.7)
Net tax paid	(5.8)	(5.3)
Capital expenditure	(3.7)	(3.2)
Deferred consideration paid	(2.4)	(6.0)
Cash paid on purchase of subsidiary	(5.3)	-
Exceptional items	(1.9)	0.6
Closing cash	54.9	61.3
Change in cash	4.7	6.4



Growth in cash resources with cash profits offset by dividend, tax and investment in technology



Capital expenditure



Improved performance in UKIM, International lower due to weaker markets and investment in IOM

FY22 (£m)	UK Investment Management	International	Group ¹	Total
Revenue	101.0	21.2	-	122.2
Direct costs	(43.4)	(14.0)	(30.0)	(87.4)
Contribution	57.6	7.2	(30.0)	34.8
Indirect cost recharges	(25.4)	(3.2)	28.3	(0.3)
Underlying profit before tax	32.2	4.0	(1.7)	34.5
Underlying profit margin before tax	31.9%	18.9%	N/A	28.2%
Underlying profit margin growth (ppt)	+2.9	-5.8	-	+2.3

UKIM

UKIM which includes the Group's Private Clients business reported an underlying profit of £32.2m and a profit margin of 31.9%, an improvement of 2.9ppts

FY21 (£m)	UK Investment Management	International	Group ¹	Total
Revenue	100.0	18.2	-	118.2
Direct costs	(45.7)	(10.8)	(30.9)	(87.4)
Contribution	54.3	7.4	(30.9)	30.8
Indirect cost recharges	(25.3)	(2.9)	28.0	(0.2)
Underlying profit before tax	29.0	4.5	(2.9)	30.6
Underlying profit margin before tax	29.0%	24.7%	N/A	25.9%

International

Increase in revenue by 16.5% partly driven by impact of the Lloyds CI acquisition. Costs up on prior year as a result of incremental costs including the opening of IOM office offering a new source of growth

Note 1. Includes consolidation adjustments.

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