

2017 Financial Report

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Consolidated Statement of Comprehensive Income

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

	Notes	2017 \$'000	2016 \$'000
Revenue from continuing operations			
Investment management fees		448,857	401,662
Performance fees		37,886	77,215
Transaction fees		4,181	14,995
Total revenue from continuing operations	B2	490,924	493,872
Other income	B2	7,456	6,184
Expenses			
Employee expenses			
Salaries and related expenses		169,258	178,336
Amortisation of employee equity grants	D2	53,672	58,125
Depreciation, amortisation and impairment		9,473	11,622
Fund administration		14,618	13,282
Investment management		4,395	9,882
Business development and promotion		11,816	11,007
General office and administration		9,882	8,431
Information and technology		15,169	10,476
Professional services		9,117	7,614
Occupancy		5,690	5,181
Finance costs		185	696
Distribution		1,477	1,766
Total expenses		304,752	316,418
Profit before income tax		193,628	183,638
Income tax expense	B4	46,173	41,612
Profit attributable to owners of BTIM		147,455	142,026
Other comprehensive income for the financial year			
<i>Items that may be reclassified to profit or loss</i>			
Exchange differences on translation of foreign operations	C3	1,755	(96,190)
Net unrealised gain on available-for-sale assets	C3	10,730	16,360
Loss on derivative hedging instruments	C3	(3,068)	–
Income tax relating to components of other comprehensive income	C3	(2,174)	(3,215)
Other comprehensive income, net of tax		7,243	(83,045)
Total comprehensive income for the financial year attributable to owners of BTIM		154,698	58,981
Earnings per share for profit attributable to ordinary equity holders of BTIM		Cents	Cents
Basic earnings per share	B3	54.8	54.4
Diluted earnings per share	B3	54.8	53.8

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying Notes.

Consolidated Statement of Financial Position

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

	Notes	2017 \$'000	2016 \$'000
Current assets			
Cash and cash equivalents	B5	194,199	174,231
Trade and other receivables		65,919	58,867
Prepayments		4,813	4,825
Total current assets		264,931	237,923
Non-current assets			
Property, plant and equipment		3,566	3,382
Available-for-sale financial assets	C5	133,136	90,059
Deferred tax assets	B4	45,671	39,341
Intangible assets	F1	535,278	541,503
Total non-current assets		717,651	674,285
Total assets		982,582	912,208
Current liabilities			
Trade and other payables		37,837	31,136
Employee benefits	D1	105,865	87,282
Derivatives		2,577	–
Borrowings	C6	–	–
Converting notes		–	121
Lease incentive		83	83
Current tax liabilities		16,200	19,081
Total current liabilities		162,562	137,703
Non-current liabilities			
Employee benefits	D1	5,630	11,923
Lease incentive		1,006	833
Deferred tax liabilities	B4	17,652	17,910
Total non-current liabilities		24,288	30,666
Total liabilities		186,850	168,369
Net assets		795,732	743,839
Equity			
Contributed equity	C2	426,577	441,059
Reserves	C3	221,377	176,439
Retained earnings		147,778	126,341
Total equity		795,732	743,839

The above Consolidated Statement of Financial Position should be read in conjunction with the accompanying Notes.

Consolidated Statement of Changes in Equity

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

	Notes	Contributed equity \$'000	Reserves \$'000	Retained earnings \$'000	Total equity \$'000
Balance at 1 October 2016		441,059	176,439	126,341	743,839
Profit for the financial year		–	–	147,455	147,455
Other comprehensive income for the financial year		–	7,243	–	7,243
Total comprehensive income for the financial year		–	7,243	147,455	154,698
Transactions with owners in their capacity as owners:					
Converting notes converted into ordinary shares	C2	121	–	–	121
Treasury shares acquired	C2	(42,607)	–	–	(42,607)
Treasury shares released	C2	22,104	(22,104)	–	–
Share-based payments	C3	–	59,799	–	59,799
Dividend reinvestment plan	C2	5,900	–	–	5,900
Dividends paid	C4	–	–	(126,018)	(126,018)
Balance at 30 September 2017		426,577	221,377	147,778	795,732
<hr/>					
Balance at 1 October 2015		454,094	212,546	95,233	761,873
Profit for the financial year		–	–	142,026	142,026
Other comprehensive income for the financial year		–	(83,045)	–	(83,045)
Total comprehensive income for the financial year		–	(83,045)	142,026	58,981
Transactions with owners in their capacity as owners:					
Converting notes converted into ordinary shares	C2	13,680	–	–	13,680
Treasury shares acquired	C2	(45,846)	–	–	(45,846)
Treasury shares released	C2	14,295	(14,295)	–	–
Share-based payments	C3	–	61,233	–	61,233
Dividend reinvestment plan	C2	4,836	–	–	4,836
Dividends and dividend-linked coupons paid	C4	–	–	(110,918)	(110,918)
Balance at 30 September 2016		441,059	176,439	126,341	743,839

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying Notes.

Consolidated Statement of Cash Flows

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

	Notes	2017 \$'000	2016 \$'000
Cash flows from operating activities			
Fees and other income received		502,459	511,997
Interest received		178	338
Distributions from unit trusts		1,892	2,524
Expenses paid		(240,940)	(290,667)
Income tax paid		(51,698)	(50,029)
Net cash inflows from operating activities	B5	211,891	174,163
Cash flows from investing activities			
Payments for property, plant and equipment		(1,170)	(2,622)
Payments for available-for-sale financial assets		(43,223)	(13,120)
Proceeds from sales of available-for-sale financial assets		15,438	9,971
Payments for IT development		(755)	(786)
Payments for derivative hedging instruments		(491)	–
Net cash outflows from investing activities		(30,201)	(6,557)
Cash flows from financing activities			
Payments for purchase of treasury shares		(42,607)	(45,846)
Proceeds from external borrowings		–	88,227
Repayment of borrowings		–	(103,907)
Interest and other financing costs		(185)	(695)
Dividends and dividend-linked coupons paid		(120,119)	(106,082)
Net cash outflows from financing activities		(162,911)	(168,303)
Net increase/(decrease) in cash and cash equivalents		18,779	(697)
Cash and cash equivalents at the beginning of the financial year		174,231	166,752
Effects of exchange rate changes on cash and cash equivalents		1,189	8,176
Cash and cash equivalents at the end of the financial year		194,199	174,231

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying Notes.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

A. ABOUT THIS REPORT

This is the financial report of BT Investment Management Limited (the "Company") and its subsidiaries (together referred to as the "BTIM Group"). The Company is domiciled in Australia and the BTIM Group is a for-profit entity for the purpose of preparing financial statements.

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A1. STATEMENT OF COMPLIANCE

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The consolidated financial statements comply with International Financial Reporting Standards (IFRSs) adopted by the International Accounting Standards Board (IASB).

A2. BASIS OF PREPARATION

The Financial Report is presented in Australian Dollars, which is the Company's functional and presentation currency, with all values rounded to the nearest thousand (\$'000), in accordance with *ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191*, unless otherwise stated. The Financial Report has been prepared on a historical cost basis, except for the revaluation of available-for-sale financial assets, and financial assets and liabilities at fair value through profit or loss.

Significant accounting policies

The principal accounting policies adopted in the preparation of the Financial Report are contained within the notes to which they relate. These policies have been consistently applied to all the years presented, unless otherwise stated.

Critical accounting assumptions and estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the BTIM Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are outlined below.

Accounting assumptions and estimates	Note
Share-based payments	D2
Deferred tax on share-based payments	D2
Intangibles	F1

A3. NEW AND AMENDED ACCOUNTING STANDARDS

New and amended accounting standards adopted by the BTIM Group

The BTIM Group has adopted all of the mandatory new and amended standards and interpretations issued by the AASB that are relevant to its operations and effective for the current reporting period. The mandatory new and amended standards adopted by the Group for the year ended 30 September 2017 have not had a significant impact on the current period or any prior period and are not likely to have a significant impact in future periods.

New and amended accounting standards not yet adopted by the BTIM Group

Certain new and revised accounting standards have been published that are not subject to mandatory adoption until future reporting periods. They are available for early adoption but have not been applied in preparing this Financial Report. The BTIM Group's assessment of the impact of these new standards is set out below:

- AASB 9 Financial Instruments (effective 1 January 2018) addresses the classification, measurement and derecognition of financial assets and financial liabilities. It also introduces revised rules around hedge accounting and impairment. The standard is not applicable until 1 January 2018 but is available for early adoption.

The directors anticipate that certain financial instruments currently classified as available-for-sale financial assets held at fair value through other comprehensive income will be classified as financial assets held at fair value through profit or loss. This includes the Group's seed investments held which total \$132.8m as at 30 September 2017 and includes unrealised gains of \$23.2m as at 30 September 2017.

The directors do not expect the new standard to impact the current hedge accounting applied by the BTIM Group.

The Group has decided not to adopt the standard before its mandatory effective date.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

A3. NEW AND AMENDED ACCOUNTING STANDARDS (CONTINUED)

- AASB 15 Revenue from Contracts with Customers (effective 1 January 2018). The AASB has issued a new standard for recognition of revenue. This will replace AASB 118 Revenue which covers contracts for goods and services and AASB 111 Construction Contracts. The new standard is based on the principle that revenue is recognised when control of a good or service transfers to a customer replacing the existing notion of risks and rewards. The Group has performed an assessment on existing revenue contracts and does not expect any material impact on the financial statements.

The Group has decided not to adopt the standard before its mandatory effective date.

- AASB 16 Leases, (effective from 1 January 2019). AASB 16 provides a new lessee accounting model which requires lessees to recognise right-of-use assets and liabilities to pay rentals for all leases with a term of more than 12 months, unless the underlying asset is of low value. The new standard is expected to impact leases which are currently classified by the BTIM Group as operating leases which are primarily leases for office space. The impact on the financial statements of the adoption of this standard is not expected to be material, however will result in additional disclosure.

The Group has decided not to adopt the standard before its mandatory effective date.

B. RESULTS FOR THE YEAR

This section provides information that is most relevant to understanding the financial performance of the BTIM Group.

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B1. SEGMENT INFORMATION

Description of segments

Operating segments have been reported in a manner consistent with internal management reporting provided to the chief operating decision-maker (CODM) for assessing performance and in determining the allocation of resources. As a result, the BTIM Group has determined it has two operating segments, being the BTIM Group's investment management business in Australia (BTIM Australia) and the BTIM Group's investment management business outside of Australia (BTIM International). BTIM International comprises the BTIM (UK) Limited group of companies.

The CODM assesses the performance of the operating segments based on a combined measure of cash net profit after tax (Cash NPAT) and operating profit before tax which excludes non-operating items such as gains and losses on seed investments, interest income and expense, foreign exchange gains and losses and tax.

Cash NPAT excludes the amortisation of equity-settled share-based payments, and includes the after-tax cash costs of equity grants made in respect of the current period. Cash NPAT also excludes the after-tax amortisation and impairment of intangibles relating to fund and investment management contracts and fair value adjustment on converting notes recognised as a result of the acquisition of JOHCM.

CODM from 1 May 2016

BTIM's Global Executive Committee

Group Chief Executive Officer

Group Executive, International¹

Chief Executive Officer, JOHCM Group²

Chief Executive Officer, BTIM Australia³

Group Chief Financial Officer

Group Chief Risk Officer⁴

CODM from 1 October 2015 – 30 April 2016

BTIM's Senior Management Team

Chief Executive Officer

Chief Executive Officer, JOHCM Group

Chief Financial Officer

Head of Human Resources

Head of Sales & Marketing

Chief Risk Officer

Chief Operating Officer

Notes:

1 Gavin Rochussen was Chief Executive Officer, JOHCM Group until 3 October 2016 when he was appointed Group Executive, International.

He resigned on 17 January 2017.

2 Ken Lambden commenced on 3 October 2016 as Chief Executive Officer, JOHCM Group.

3 Michael Bargholz commenced on 26 October 2016 as Chief Executive Officer, BTIM Australia.

4 Role is currently being recruited.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

Segment information provided to the chief operating decision-maker:

	BTIM AUSTRALIA		BTIM INTERNATIONAL		TOTAL GROUP	
	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000	2017 \$'000	2016 \$'000
Revenue	158,665	157,361	332,272	336,511	490,937	493,872
Inter-segment revenue	7,084	925	2,890	2,944	9,974	3,869
Total segment revenue	165,749	158,286	335,162	339,455	500,911	497,741
Other operating expenses	(120,044)	(114,341)	(161,863)	(182,672)	(281,907)	(297,013)
Inter-segment expense	(2,890)	(2,944)	(7,083)	(925)	(9,973)	(3,869)
Total segment expenses	(122,934)	(117,285)	(168,946)	(183,597)	(291,880)	(300,882)
Operating profit before income tax	42,815	41,001	166,216	155,858	209,031	196,859
Non-operating items	4,931	10,858	2,335	(5,369)	7,266	5,489
Income tax expense	(14,586)	(15,892)	(28,661)	(30,406)	(43,247)	(46,298)
Cash NPAT	33,160	35,967	139,890	120,083	173,050	156,050
Deduct: amortisation of employee equity grants	(20,548)	(22,696)	(33,124)	(35,429)	(53,672)	(58,125)
Add back: cash cost of ongoing equity grants	18,002	17,474	20,840	31,831	38,842	49,305
Deduct: amortisation and impairment of intangibles	–	–	(7,838)	(9,891)	(7,838)	(9,891)
Add back/(deduct): tax effect	393	1,232	(3,320)	3,455	(2,927)	4,687
Statutory NPAT	31,007	31,977	116,448	110,049	147,455	142,026
Segment assets	415,366	416,561	567,216	495,647	982,582	912,208
Segment liabilities	(39,062)	(81,368)	(147,788)	(87,001)	(186,850)	(168,369)
Net assets	376,304	335,193	419,428	408,646	795,732	743,839

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

B2. REVENUE AND OTHER INCOME

	2017 \$'000	2016 \$'000
Management, fund and trustee fees	446,485	399,024
Performance fees	37,886	77,215
Transaction fees	4,181	14,995
Service fees	1,510	1,525
Expense recoveries	701	733
Other revenue	161	380
Total revenue from continuing operations	490,924	493,872
Distributions from unit trusts	1,783	2,532
Interest income	179	338
Net gain on sale of available-for-sale financial assets	3,894	1,060
Net foreign exchange gain	1,600	2,254
Total other income	7,456	6,184
Total revenue and other income	498,380	500,056

ACCOUNTING POLICY

Revenue from continuing operations

Revenue from continuing operations is measured at the fair value of the consideration received or receivable and is recognised if it meets the criteria below:

Management, fund and trustee fees	Management, fund and trustee fees are recognised based on the applicable service contracts, usually on a time proportionate basis. Management fees related to investment funds are recognised over the period the service is provided.
Performance fees	Performance fees are recognised in the accounting period in which the performance hurdles have been met.
Transaction fees	Transaction fees on products which are non-annuitised are recognised over the period in which the service is being provided.
Service fees	Service fees relate to performance management and client services performed. Service fees are recognised over the period in which the service is performed. See Note E4 for details on related party relationships and transactions.

Other income

Distribution from unit trusts	Distributions are recognised as revenue when the right to receive payment is established.
Net gain on sale of available-for-sale assets	Net gain on sale of available-for-sale assets is recognised as proceeds less costs on sale of seed investments.
Net foreign exchange gain	Net foreign exchange gains represent exchange differences in the translation or settlement of foreign denominated monetary and intercompany balances.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

B3. EARNINGS PER SHARE

Basic earnings per share

The calculation of basic earnings per share is based on the profit attributable to ordinary shareholders and the weighted-average number of ordinary shares outstanding during the financial period, that is, ordinary shares less treasury shares.

	2017	2016
Profit attributable to ordinary equity holders of BTIM (\$000)	147,455	142,026
Weighted average number of ordinary shares on issue ('000)	312,736	303,780
Weighted average number of treasury shares ('000)	(43,645)	(42,863)
Weighted average number of ordinary shares ('000)	269,091	260,917
Basic earnings per share (cents per share)	54.8	54.4

Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the weighted average number of shares assumed to have been issued for no consideration in relation to dilutive potential ordinary shares, plus converting notes issued which were considered potential ordinary shares.

The number of ordinary shares assumed to be issued for no consideration represents the difference between the number that would have been issued at the exercise price and the number that would have been issued at the average market price over the financial period.

	2017	2016
Profit attributable to ordinary equity holders of BTIM (\$000)	147,455	142,026
Weighted average number of ordinary shares on issue ('000)	312,736	303,780
Weighted average number of treasury shares ('000)	(43,645)	(42,863)
Weighted average converting notes ¹	–	3,118
Weighted average number of ordinary shares and potential ordinary shares ('000)	269,091	264,035
Diluted earnings per share (cents per share)	54.8	53.8

¹ Converting notes were considered potential ordinary shares and have been included in the determination of diluted earnings per share from their issue date. Converting notes were fully converted by 4 November 2016

Options totalling 12,390,829 and performance share rights totalling 2,060,835 issued to staff of the BTIM Group have not been included in the calculation of diluted EPS for the year ended 30 September 2017. This is because ordinary shares have been and are anticipated to be acquired on-market over time to settle the exercise of the options and the conversion of the performance share rights.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

B4. TAXATION

(a) Reconciliation of income tax expense

The income tax expense in the Statement of Comprehensive Income reconciles to accounting profit as follows:

	2017 \$'000	2016 \$'000
Profit before tax	193,628	183,638
Income tax calculated at the Australian tax rate of 30% (2016: 30%)	58,088	55,091
Tax effect of amounts which are not deductible (taxable) in calculating taxable income:		
Difference in overseas tax rates	(14,649)	(13,596)
State and local taxes	1,511	1,500
Effect on deferred taxes of reduction in tax rates	496	(774)
Employee equity grant amortisation	369	320
Sundry non-deductible / (non-assessable) items	1,001	(156)
Tax credits and rebates	(546)	(210)
Previously unrecognised deferred tax assets	23	(1,031)
Adjustments for current tax of prior financial year	(120)	468
Total income tax expense	46,173	41,612
Represented by:		
Current tax	48,936	47,384
Deferred tax	(2,643)	(6,240)
Adjustments for current tax of prior periods	(120)	468

(b) Deferred tax balances

	Deferred tax asset	Deferred tax liability	Deferred tax asset	Deferred tax liability
	2017 \$'000	2017 \$'000	2016 \$'000	2016 \$'000
Employee equity grants	32,058	–	26,282	–
Employee benefits	11,885	–	11,763	–
Accrued expenses	1,203	–	653	–
Lease expenses	(682)	–	(791)	–
Property, plant and equipment	1,248	–	1,269	–
Business-related costs	29	–	64	–
Foreign exchange (gain)/loss	(70)	2	101	1,086
Intangible assets	–	12,168	–	13,622
Available-for-sale financial assets	–	5,482	–	3,202
Total	45,671	17,652	39,341	17,910

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

B4. TAXATION (CONTINUED)

(c) Movements in deferred tax balances

	Balance as at 1 October \$000	Charged to profit or loss \$000	Charged to comprehensive income \$000	Charged to equity \$000	Balance as at 30 September \$000
2017					
Deferred tax assets	39,341	69	134	6,127	45,671
Deferred tax liabilities	(17,910)	2,574	(2,316)	–	(17,652)
2016					
Deferred tax assets	38,396	3,092	(5,255)	3,108	39,341
Deferred tax liabilities	(22,424)	3,148	1,366	–	(17,910)

(d) Unrecognised temporary differences

Temporary difference relating to investments in subsidiaries for which deferred tax liabilities have not been recognised:

	2017 \$'000	2016 \$'000
Foreign currency translation	25,193	23,438
Unrecognised deferred tax liabilities relating to the above temporary differences	7,558	7,032

ACCOUNTING POLICY

Current tax

Current tax assets and liabilities are measured at the amount of income taxes payable or recoverable for the period, using tax rates and laws enacted or substantively enacted by the reporting date in the countries where the Company and its subsidiaries operate. The main corporate tax rates applicable for the current period are 30% (2016: 30%) on Australian taxable income, 19.5% (2016: 20%) on UK taxable income, 35% (2016: 35%) on US federal taxable income and 17% (2016: 17%) on Singapore taxable income.

Deferred tax

Deferred tax is accounted for in respect of temporary differences between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. Deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that taxable profit will be available against which the asset can be utilised.

Deferred tax is not recognised if it arises from the initial recognition of goodwill or an asset or liability in a transaction, other than a business combination, which affects neither taxable income nor accounting profit or from investments in controlled entities, or foreign operations where BTIM is able to control the timing of the reversal of the temporary differences and it is probable that the differences will not reverse in the foreseeable future.

Deferred tax is measured using tax rates (and laws) that have been enacted or substantively enacted for each jurisdiction by the end of the reporting period and are expected to apply when the temporary differences reverse.

Current and deferred tax is recognised in profit and loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Tax consolidation

BTIM and its wholly-owned Australian controlled entities are part of a tax consolidated group under Australian tax legislation. BTIM is the head entity in the tax-consolidated group. Entities within the tax consolidated group have entered into a tax funding and a tax sharing agreement with the head entity.

Under the terms of the tax funding agreement, BTIM and each entity in the tax consolidated group has agreed to pay (or receive) a tax equivalent payment to (or from) the head entity, based on the current tax liability or current tax asset of the entity. The funding amounts are recognised as current inter-company receivables or payables.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

B5. RECONCILIATION OF CASH FLOW FROM OPERATING ACTIVITIES

(a) Reconciliation of cash flow from operating activities

	2017 \$'000	2016 \$'000
Profit after tax for the financial year	147,455	142,026
<i>Adjustments for non-cash expense items:</i>		
Depreciation	1,635	1,731
Amortisation and impairment of intangibles	7,838	9,891
Amortisation of employee equity grants	53,672	58,125
Interest and finance costs	185	696
Net gain on sale of available-for-sale financial assets	(3,894)	(1,060)
Net exchange differences	(1,600)	(2,254)
<i>Change in operating assets and liabilities:</i>		
Increase in trade and other receivables	(7,052)	(136)
Decrease in prepayments	12	191
Increase in deferred tax assets	(69)	(3,092)
Increase/(decrease) in trade and other payables	6,701	(6,451)
Increase/(decrease) in employee benefits	12,290	(20,774)
Increase in lease liabilities	173	596
Decrease in current tax liabilities	(2,881)	(2,178)
Decrease in deferred tax liabilities	(2,574)	(3,148)
Net cash inflow from operating activities	211,891	174,163

(b) Cash and cash equivalents

	2017 \$'000	2016 \$'000
Cash at bank and in hand	94,667	16,794
Restricted cash in escrow	16,718	19,394
Deposits at call	82,814	138,043
Total cash and cash equivalents	194,199	174,231

Cash and cash equivalents include cash on hand and deposits held at call with financial institutions.

Restricted cash in escrow relates to deferred employee remuneration that is held by the Group in trust until certain service conditions have been satisfied by the employee. A corresponding employee benefit liability is recognised on the Consolidated Statement of Financial Position.

Deposits at call are invested in cash management trusts managed by the BTIM Group.

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FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C. CAPITAL AND FINANCIAL RISK MANAGEMENT

This section provides information relating to the Group's capital structure and its exposure to financial risk and how they are managed.

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C1. CAPITAL MANAGEMENT

The BTIM Group's objectives when managing capital are to maintain a strong capital base in excess of regulatory requirements throughout all business cycles that supports the execution of its strategic goals, in order to optimise returns to its shareholders, while ensuring compliance with the BTIM Group's Risk Appetite Statement.

The BTIM Group's current dividend policy is to pay out 80% - 90% of Cash NPAT each year. Capital retained in the business to grow the BTIM Group is largely used to provide seed capital for new funds and investment strategies. The seed capital portfolio is expected to grow as investments are made in new investment strategies and further capital support is provided to scale up funds as they achieve an established investment performance track record. The current level of seed capital within the BTIM Group sits within the Board risk appetite.

Cash profits generated from off-shore business units, beyond working capital and regulatory requirements, are repatriated back to BTIM through dividends whereby a hedging program is in place to mitigate foreign exchange risk.

The Board regularly reviews BTIM Group's free cash flow generation, cash and cash equivalents, borrowings, seed investments, tax and other financial factors in order to maintain an optimal capital structure. Debt may also be used at times to provide capital to the Group. In order to maintain an optimal capital structure, the Board may:

- adjust the amount of dividends paid to shareholders;
- utilise the dividend reinvestment plan;
- return capital to shareholders;
- increase or decrease borrowings;
- contribute to or redeem seed investments; or
- issue new shares.

The BTIM Group operates legal entities in a number of countries that are subject to various regulatory and capital requirements. These include:

- In Australia, BT Investment Management (Fund Services) Limited (BTIMFS) acts as a responsible entity of the BTIM registered and unregistered trusts, and BT Investment Management (Institutional) Limited (BTIMI) provides investment management services to institutional clients and all BTIM's registered and unregistered trusts. Both BTIMFS and BTIMI are required to maintain minimum capital requirements as part of the Australian Securities and Investments Commission's Australian financial services licensing conditions. The level of regulatory capital required as at 30 September 2017 is \$6.5 million.
- In the UK, J O Hambro Capital Management Limited (JOHCLM) provides investment management services to JOHCM's UK and Irish Open Ended Investment Companies (OEIC's), US Mutual Funds, institutional clients and other JOHCM entities. JOHCLM has established an Internal Capital Adequacy Assessment Process (ICAAP) that is used to determine the amount of regulatory capital required to meet its licencing requirements with the Financial Conduct Authority (FCA). The level of regulatory capital required as at 30 September 2017 in accordance with the ICAAP is \$53.6 million (£31.3 million). During 2016, JOHCM was awarded an investment firm waiver by the FCA. The waiver expires on 30 September 2021 with the impact eliminating the need to hold additional capital as a result of intangibles generated via BTIM's acquisition of JOHCM in 2011.
- In Singapore, JOHCM (Singapore) Pte Limited provides investment management services to other JOHCM entities and a JOHCM Cayman fund. It is required to maintain minimum capital requirements as part of its licencing requirements with the Monetary Authority of Singapore. The level of regulatory capital required as at 30 September 2017 is \$0.3 million (\$0.3 million).
- In the USA, JOHCM (USA) Inc. provides investment management services to a number of JOHCM's Delaware Statutory Trusts and other JOHCM entities. It is registered as an investment adviser with the Securities and Exchange Commission. It does not have any minimum capital requirements as part of its licence.

All entities complied with regulatory capital requirements at all times throughout the 2017 financial year.

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FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C2. CONTRIBUTED EQUITY

	2017 \$'000	2016 \$'000
Ordinary shares 314,998,763 (2016: 307,430,721) each fully paid	610,613	604,592
Treasury shares 43,456,344 (2016: 43,303,737)	(184,036)	(163,533)
Total contributed equity 271,542,419 (2016: 264,126,984)	426,577	441,059

(a) Ordinary shares

Ordinary shares entitle the holder to participate in dividends as declared and in the event of a winding up of the Company, to participate in the proceeds in proportion to the number of and amounts paid on the shares held. Ordinary shares entitle the holder to one vote per share, either in person or by proxy, at a meeting of BTIM shareholders. All ordinary shares issued have no par value.

Movements in ordinary shares during the year:

	2017 Shares '000	2017 \$'000	2016 Shares '000	2016 \$'000
Balance at the beginning of the financial year	307,431	604,592	292,566	586,076
Converting notes converted into ordinary shares ¹	3,087	121	5,896	13,680
FLE share issuance ²	3,951	–	8,526	–
Dividend reinvestment plan	530	5,900	443	4,836
Balance at the end of the year	314,999	610,613	307,431	604,592

- 1 The converting notes were issued to JOHCM employees in October 2011. Subject to certain adjustments, each converting note converted into one BTIM ordinary share over a period of up to five years provided certain conditions were met. Converting notes were fully converted by 4 November 2016.
- 2 The shares were issued to fund managers who operate under the FLE program.

(b) Treasury shares

Treasury shares are those shares issued through BTIM's 2007 Initial Public Offer and the Fund Linked Equity (FLE) scheme together with those shares purchased as necessary, in order to meet the obligations of the BTIM Group under its employee share plans. These represent shares either held by the employee benefit trusts for future allocation or shares held by employees within BTIM Group share plans, subject to restrictions. These are recorded at cost and when restrictions on employee shares are lifted, the cost of such shares is appropriately adjusted to the share-based payment reserve. Details of the balance of treasury shares at the end of the financial year were as follows:

	2017 Shares '000	2017 \$'000	2016 Shares '000	2016 \$'000
Balance at the beginning of the year	(43,304)	(163,533)	(36,401)	(131,982)
Treasury shares acquired	(4,499)	(42,607)	(4,082)	(45,846)
FLE share issuance ²	(3,951)	–	(8,526)	–
Treasury shares released	8,298	22,104	5,705	14,295
Balance at the end of the year	(43,456)	(184,036)	(43,304)	(163,533)

- 2 The shares were issued to fund managers who operate under the FLE program.

Details of treasury shares at the end of the year were as follows:

	2017 Shares '000	2017 \$'000	2016 Shares '000	2016 \$'000
Unallocated shares held by trustees	18,603	126,840	17,342	109,778
Shares allocated to employees	24,853	57,196	25,962	53,755
Balance at the end of the year	43,456	184,036	43,304	163,533

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ACCOUNTING POLICY

Ordinary shares

Ordinary shares are recognised at the amount paid per ordinary share, net of directly attributable issue costs.

Treasury shares

Where BTIM or other entities of the BTIM Group purchase shares in BTIM, the consideration paid is deducted from total shareholders' equity and the shares treated as treasury shares. Treasury shares are recorded at cost and when restrictions on the sale of shares granted to employees are lifted from the employee share plans, the cost of such shares is appropriately adjusted to the share-based payment reserve.

C3. RESERVES

Share-based payment reserve

The share-based payment reserve relates to the amortised portion of the fair value of equity instruments granted to employees for no consideration, recognised as an expense. Deferred tax in relation to amounts not recognised in the Statement of Comprehensive Income is also recognised in the share-based payment reserve. The balance of the share-based payment reserve is reduced by the payment of certain dividends not paid from retained earnings, where the requirements of the *Corporations Act* are met.

Foreign currency translation reserve

Exchange differences arising on the translation of the foreign controlled entities in addition to gains and losses on derivatives that are designated as net investment hedges are recognised in other comprehensive income and accumulated in the foreign currency translation reserve. The cumulative amount is reclassified to profit or loss when the net investment is partially disposed of or sold.

Available-for-sale financial assets reserve

The available-for-sale financial assets reserve represents changes in the fair value and exchange differences arising on translation of investments, classified as available-for-sale financial assets. Amounts are reclassified to profit or loss when the associated assets are sold or impaired.

Common control reserve

The common control reserve relates to the BTIM purchase of the investment management business from a number of wholly owned subsidiaries of Westpac Banking Corporation effective 19 October 2007. Any difference between the cost of acquisition (fair value of consideration paid), and the amounts at which the assets and liabilities are recorded, has been recognised directly in equity as part of a business combination under the common control reserve.

	Share-based payment reserve \$'000	Foreign currency translation reserve \$'000	Available-for-sale- financial asset reserve \$'000	Common control reserve \$'000	Total reserves \$'000
Balance at 1 October 2016	163,880	23,438	14,593	(25,472)	176,439
Share-based payment expense	53,672	–	–	–	53,672
Deferred tax	6,127	–	(2,174)	–	3,953
Treasury shares released	(22,104)	–	–	–	(22,104)
Currency translation difference	–	(1,313)	–	–	(1,313)
Revaluation	–	–	10,730	–	10,730
Balance at 30 September 2017	201,575	22,125	23,149	(25,472)	221,377
Balance at 1 October 2015	116,942	119,628	1,448	(25,472)	212,546
Share-based payment expense	58,125	–	–	–	58,125
Deferred tax	3,108	–	(3,215)	–	(107)
Treasury shares released	(14,295)	–	–	–	(14,295)
Currency translation difference	–	(96,190)	–	–	(96,190)
Revaluation	–	–	16,360	–	16,360
Balance at 30 September 2016	163,880	23,438	14,593	(25,472)	176,439

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C4. DIVIDENDS

(a) Equity dividends on ordinary shares

	2017 \$'000	2016 \$'000
(i) Dividends declared and paid during the Financial Year		
Final 35% franked ¹ dividend for the 2016 Financial Year: 24.0 cents per share (2015 Financial Year: 20.0 cents per share 40% franked ¹)	71,365	57,206
Interim 30% franked ¹ dividend for the 2017 Financial Year: 19.0 cents per share (2016 Financial Year: 18.0 cents per share 40% franked ¹)	54,653	52,521
	126,018	109,727
(ii) Dividends proposed to be paid subsequent to the end of the Financial Year and not recognised as a liability		
Final dividend for the 2017 Financial Year 26.0 cents (25% franked ¹) per share (2016 Financial Year: 24.0 cents per share 35% franked ¹)	79,761	73,140
(b) Dividend-linked coupons on converting notes ²		
Coupons paid during the Financial Year		
Final coupon for the 2016 Financial Year: Nil converting notes (2015 Financial Year: 20.0 cents per converting note (40% franked ¹))	–	627
Interim coupon for the 2017 Financial Year: Nil converting notes (2016 Financial Year: 18.0 cents per converting note (40% franked ¹))	–	564
	–	1,191

1 The whole of the unfranked amount of the dividend will be Conduit Foreign Income, as defined in the Income Tax Assessment Act 1997.

2 Converting notes were issued on 26 October 2011 as part of the acquisition of JOHCM and were fully converted by 4 November 2016.

Franked dividends

Dividends declared or paid during the year were 35 % franked at the Australian corporate tax rate of 30%.

The franked portions of the final dividend declared or paid after 30 September 2017 will be franked out of existing franking credits or out of franking credits arising from the payment of income tax in the year ending 30 September 2017.

	2017 \$'000	2016 \$'000
Franking credits available for subsequent financial years	160	1,818

The above amounts represent the balance of the franking account as at the end of the financial year, adjusted for:

- (i) franking credits that will arise from the payment of the amount of the provision for income tax
- (ii) franking debits that will arise from the payment of dividends recognised as a liability at the reporting date
- (iii) franking credits that will arise from the receipt of dividends recognised as receivables at the reporting date.

The impact on the franking account of the dividends declared or paid by the Directors since year end, but not recognised as a liability at financial year end, will be a reduction in the franking account of \$8,545,851 (2016: \$10,970,988).

ACCOUNTING POLICY

Dividends

A provision is made for the amount of any dividend declared by the Directors before or at the end of the financial year but not distributed at balance date.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C5. AVAILABLE-FOR-SALE FINANCIAL ASSETS

	2017 \$'000	2016 \$'000
Unlisted securities		
Units held in pooled funds	129,542	83,104
Escrow units held in pooled funds ¹	3,295	6,658
Shares in Regnan-Governance Research and Engagement Pty Limited	100	100
Shares in James Hambro & Partners LLP	199	197
Total	133,136	90,059

¹ Escrow units held in pooled funds relate to deferred employee remuneration that is held by the Group in trust until certain service conditions have been satisfied by the employee. A corresponding employee benefit liability is recognised on the Consolidated Statement of Financial Position.

ACCOUNTING POLICY

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are designated as available-for-sale or that are not classified as financial assets through profit or loss or loans and receivables.

Purchases and sales of available-for-sale financial assets are recognised on trade date, being the date on which the BTIM Group commits to purchase or sell the asset. Available-for-sale financial assets are initially recognised and subsequently carried at fair value. Gains and losses arising from changes in the fair value are recognised directly in equity, until the financial asset is de-recognised (when the rights to receive cash flows from the financial assets have expired or where the BTIM Group has transferred substantially all the risks and rewards of ownership) at which time the cumulative gain or loss previously recognised in equity is recognised in the Statement of Comprehensive Income when the right to receive a payment is established.

The fair values of quoted investments in active markets are based on current bid prices. If the market for a financial asset is not active, the BTIM Group establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, discounted cash flow analysis, option pricing models and other valuation techniques commonly used by market participants.

Available for sale financial assets are assessed for impairment at each balance date. If objective evidence of impairment exists, such as a significant or prolonged decline in the fair value of a security below its cost, the cumulative loss measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in profit or loss is removed from equity and recognised in the Statement of Comprehensive Income. Impairment losses recognised in the Statement of Comprehensive Income on equity instruments classified as available-for-sale financial assets are not reversed through the Statement of Comprehensive Income.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C6. BORROWINGS

Multi-currency debt facility

On 2 November 2016 BT Investment Management Limited entered into a new \$25 million multi-currency debt facility with Westpac for a three year term. The facility remains undrawn at balance date.

The BTIM Group's previous £45 million revolving loan facility with The Westpac Group expired on 26 September 2016.

ACCOUNTING POLICY

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as finance costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expires. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in the Statement of Comprehensive Income as other income or finance costs.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C7. FINANCIAL RISK MANAGEMENT

The BTIM Group manages its business in Australia and outside of Australia and is consequently exposed to a number of financial risks. The key financial risks are market risk (including price risk, interest rate risk and foreign exchange risk), credit risk and liquidity risk. The Board is responsible for the establishment and oversight of an effective system of risk management. The Board delegates authority to management to conduct business activity within the limits of the approved business plans, policies and procedures.

The BTIM Group held the following financial instruments as at 30 September:

	2017 \$'000	2016 \$'000
Financial assets		
Cash and cash equivalents	194,199	174,231
Trade and other receivables	65,919	58,867
Available-for-sale financial assets	133,136	90,059
	393,254	323,157
Financial liabilities		
Trade and other payables	37,837	31,136
Borrowings	–	–
Derivatives	2,577	–
Converting notes	–	121
	40,414	31,257

(a) Market risk

The BTIM Group may take on exposure to market risks which include securities' price risk, interest rate risk and foreign exchange risk due to the nature of its investments and liabilities. The key direct risks are a result of investment and market volatility which have a resulting impact on the funds under management (FUM) of the BTIM Group. A reduction in FUM will reduce management fee income, calculated as a percentage of FUM, and consequently reduce net profit or loss after tax (NPAT). The BTIM Group estimates the potential movements in overall FUM, covering all its asset classes, and their impact on NPAT is as follows:

Profit sensitivity to movement in FUM:

	2017		2016	
	10% increase	10% decrease	10% increase	10% decrease
FUM (\$ billion)	9.6	(9.6)	8.4	(8.4)
NPAT (\$'000)	30,886	(30,892)	26,332	(26,289)

The sensitivity calculation is made on the basis of FUM as at 30 September 2017 increasing or decreasing by 10%. The profit or loss sensitivity calculation is derived by holding net flows and market movements flat for 12 months, maintaining the current management fee margin, and flowing the revenue result through the current operating cost parameters and/or assumptions. Depending on the extent and duration of an actual FUM movement, management would respond with appropriate measures which would change the parameters and/or assumptions and potentially reduce or improve the calculated profit or loss impact.

(i) Price risk

The BTIM Group is exposed to securities' price risk. This arises from both FUM and investments directly held by the BTIM Group for which prices in the future are uncertain. The majority of the BTIM Group's revenue consists of fees derived from FUM. Exposure to securities price risk could result in fluctuations in FUM that would impact the BTIM Group's profitability.

Exposure to price risk also exists from directly held equity securities in funds managed by the BTIM Group (refer C5). The directly held securities consist of shares in unlisted companies and other investments.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C7. FINANCIAL RISK MANAGEMENT (CONTINUED)

Equity price risk sensitivity

The BTIM Group provides seed capital into a number of funds which invest in regions including the UK, Europe, Emerging Markets, US, Asia (ex-Japan) and Australia which may be subject to price volatility. In aggregate, if the price increased or decreased by 10% with all other variables held constant, the value of other components of equity would move by:

	2017		2016	
	10% Increase \$'000	10% Decrease \$'000	10% Increase \$'000	10% Decrease \$'000
Equity	13,284	(13,284)	8,976	(8,976)

(ii) Interest rate risk

The BTIM Group is subject to interest rate risk, which impacts both the BTIM Group's FUM and the BTIM Group's cash balances and borrowings. This risk is managed through asset/liability management strategies that seek to limit the impact arising from interest rate movements.

Fair value sensitivity analysis

The BTIM Group does not account for any fixed rate financial instruments at fair value through profit or loss. Therefore a change in interest rates at the reporting date would not result in a change of fair value affecting profit or loss.

Cash flow sensitivity analysis for variable rate instruments

A change in interest rates would be applicable to the BTIM Group's cash balances and borrowings. A change of 50 bps in the average of the effective interest rates over the year ended 30 September 2017 would have increased/(decreased) NPAT and equity by the amounts shown below. This analysis assumes that all other variables remain constant.

	PROFIT OR LOSS AFTER TAX		EQUITY	
	50 bps increase \$'000	50 bps decrease \$'000	50 bps increase \$'000	50 bps decrease \$'000
2017				
Cash and cash equivalents	725	(725)	-	-
Borrowings	-	-	-	-
2016				
Cash and cash equivalents	622	(622)	-	-
Borrowings	-	-	-	-

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

C7. FINANCIAL RISK MANAGEMENT (CONTINUED)

(iii) Foreign exchange risk

The BTIM Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities denominated in a currency that is not the BTIM Group's functional currency.

Historically, due to the timing of cash repatriation of foreign earnings within the BTIM Group, foreign exchange volatility on those earnings was recognised through the profit or loss.

During the current financial year, the BTIM Group has amended its cash repatriation process and implemented a hedging program to mitigate the Group's exposure to foreign exchange fluctuations through its profit or loss. In doing so the BTIM Group has adopted hedge accounting of its net investments in foreign operations under AASB 139. No specific assets and liabilities are hedged directly.

Under AASB 139 any gain or loss on the hedging instrument relating to the effective portion of the hedge is recognised in other comprehensive income and accumulated in reserves in equity. The gain or loss relating to any ineffective portion is recognised immediately in Statement of Comprehensive Income within other income or other expenses. Gains or losses accumulated in equity are reclassified to Statement of Comprehensive Income when the foreign operation is partially disposed of or sold.

As at 30 September 2017, the notional exposure of the Company's hedging instruments totalled \$53.7m (2016: \$nil).

The following table details the BTIM Group's net exposure to foreign currency as at reporting date in Australian dollar equivalent amounts:

	FINANCIAL ASSETS			FINANCIAL LIABILITIES			TOTAL Net Exposure \$'000
	Cash at bank \$'000	Trade receivables \$'000	Available- for-sale \$'000	Trade payables \$'000	Derivatives \$'000	Borrowings \$'000	
2017							
GBP	85,051	27,131	3,857	(11,045)	(2,577)	–	102,417
EUR	197	660	8,074	(8,457)	–	–	474
USD	428	18,497	116,917	(5,288)	–	–	130,554
SGD	463	181	–	(646)	–	–	(2)
2016							
GBP	23,889	33,290	10,182	(16,254)	–	–	51,107
EUR	623	–	7,847	–	–	–	8,470
USD	299	1,963	69,941	(1,251)	–	–	70,952
SGD	190	188	–	(84)	–	–	294

The table below shows the impact on the BTIM Group's NPAT and equity of a 10% movement in foreign currency exchange rates against the Australian dollar for financial assets and financial liabilities:

	PROFIT OR LOSS AFTER TAX		EQUITY	
	10% increase \$'000	10% decrease \$'000	10% increase \$'000	10% decrease \$'000
2017				
GBP	1,259	(1,259)	10,242	(10,242)
EUR	(760)	760	807	(807)
USD	1,491	(1,491)	11,565	(11,565)
SGD	–	–	–	–
2016				
GBP	(4,502)	4,502	608	(608)
EUR	(707)	707	78	(78)
USD	822	(822)	7,917	(7,917)
SGD	–	–	29	(29)

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C7. FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk

Credit risk is the risk that a counterparty will fail to perform contractual obligations, either in whole or in part under a contract. Credit risk exposures are monitored regularly with all BTIM Group counterparties. The major counterparties are The Westpac Group, Bank of Scotland, the funds for which BTIM and JOHCM are the fund managers as well as outstanding receivables including credit exposures to wholesale and institutional clients. Exposure to credit risk arises on the BTIM Group's financial assets which are disclosed at the beginning of this Note.

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates. The credit quality of financial assets is AA- for The Westpac Group and A for Bank of Scotland (2016: AA- for The Westpac Group and A for Bank of Scotland). For wholesale customers the credit quality of the customer is assessed by taking into account its financial position, past experience and other factors.

Credit risk further arises in relation to financial guarantees given to certain parties (refer E1). Such guarantees are only provided in exceptional circumstances and are subject to specific Board approval.

(c) Liquidity risk

Liquidity risk is the risk that the BTIM Group may not be able to meet its financial obligations in a timely manner at a reasonable cost. The BTIM Group maintains sufficient cash and working capital in order to meet future obligations and statutory regulatory capital requirements.

Maturities of financial liabilities

The table below analyses the BTIM Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Less than 1 year \$'000	Between 1 – 2 years \$'000	Over 2 years \$'000	Total contractual cash flows \$'000	Carrying amount of liabilities \$'000
2017					
Trade and other payables	37,837	–	–	37,837	37,837
Borrowings	–	–	–	–	–
2016					
Trade and other payables	31,136	–	–	31,136	31,136
Borrowings	–	–	–	–	–
Converting notes	121	–	–	121	121

(d) Fair value estimation

The BTIM Group measures and recognises its available-for-sale financial assets (see Note C5) and derivatives at fair value on a recurring basis, and its borrowings and converting notes initially at fair value and subsequently at amortised cost (see Note C6).

The BTIM Group also has a number of financial instruments which are not measured at fair value in the balance sheet. Due to the short-term nature of the current receivables and current payables, the carrying amount is assumed to approximate their fair value.

Notes to the Consolidated Financial Statements

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C7. FINANCIAL RISK MANAGEMENT (CONTINUED)

(i) Fair value hierarchy

The BTIM Group classifies fair value measurements using a fair value hierarchy that reflects the subjectivity of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Level 1 - Quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices);
- Level 3 - Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

Changes in level 2 and 3 fair values are analysed at each reporting date and there were no transfers between levels 2 and 3 during the financial period.

	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
2017				
Financial assets				
Available-for-sale assets:				
Units held in pooled funds ¹	–	129,542	–	129,542
Escrow units held in pooled funds ²	–	3,295	–	3,295
Shares in Regnan-Governance Research and Engagement Pty Limited (Regnan)	–	–	100	100
Shares in James Hambro & Partners LLP ³	–	–	199	199
Total financial assets	–	132,837	299	133,136
Financial liabilities				
Borrowings	–	–	–	–
Derivatives	–	2,577	–	2,577
Total financial liabilities	–	2,577	–	2,577
2016				
Financial assets				
Available-for-sale assets:				
Units held in pooled funds ¹	–	83,104	–	83,104
Escrow units held in pooled funds ²	–	6,658	–	6,658
Shares in Regnan-Governance Research and Engagement Pty Limited (Regnan)	–	–	100	100
Shares in James Hambro & Partners LLP ³	–	–	197	197
Total financial assets	–	89,762	297	90,059
Financial liabilities				
Borrowings	–	–	–	–
Converting notes	–	121	–	121
Total financial liabilities	–	121	–	121

Notes:

- 1 These securities represent shares held in unlisted pooled funds managed by the BTIM Group and are measured at fair value. The fair value is measured with reference to the underlying net asset values of the pooled funds.
- 2 Escrow units held in pooled funds relate to deferred employee remuneration that is held by the Group in trust until certain service conditions have been satisfied by the employee. A corresponding employee benefit liability is recognised on the Consolidated Statement of Financial Position.
- 3 James Hambro & Partners LLP is an independent private asset management partnership business.

Notes to the Consolidated Financial Statements

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C7. FINANCIAL RISK MANAGEMENT (CONTINUED)

(ii) Valuation techniques used to derive level 2 and level 3 fair values

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes. The fair value of financial instruments that are not in an active market are determined using valuation techniques. These valuation techniques maximise the use of observable market data where it is available and do not rely on entity specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2.

If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3, as is the case for unlisted equity securities.

The fair values of quoted investments in active markets are based on current bid prices. If the market for a financial asset is not active, the Group establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, discounted cash flow analysis, option pricing models and other valuation techniques commonly used by market participants.

Specific valuation techniques used to value financial instruments include:

Pooled funds

JOHCM has two open-ended investment companies (OEICs), domiciled in the United Kingdom and Ireland, an open-end registered investment company responsible for the JOHCM mutual fund range and Delaware Statutory Trust, both domiciled in the United States of America. Each investment vehicle is an umbrella scheme with various sub-funds, each with their own investment strategy. Each sub fund had a single price directly linked to the fair value of its underlying investments.

Derivatives

The fair value of derivative foreign exchange forward contracts that are designated as hedging instruments was determined using forward exchange rates at balance date.

Converting notes

The converting notes were issued to JOHCM employees in October 2011 and converted into BTIM ordinary shares over a period of up to five years provided certain conditions were met. The value of the converting notes represented the fair value of the conversion right that the note holder would have received irrespective of whether they continued in employment. Fair value was determined by using option pricing models which incorporated the BTIM share price, time to conversion, dividend yield and volatility in the BTIM share price and was measured with reference to the fair value of BTIM ordinary shares at grant date.

As at 30 September 2017, there were no converting notes outstanding.

Shares

The shares in Regnan and in James Hambro & Partners LLP are considered level 3 as the inputs to the asset valuation are not based on observable market prices and are measured at cost, which approximates the fair value of the shares held based on the net assets of the company at balance date. The BTIM Group performs the valuations for level 3 fair values for financial reporting purposes. The valuations are carried out half-yearly in line with the BTIM Group's reporting dates.

(iii) Unobservable inputs

The following table represents the movement in level 3 financial instruments:

	Shares in Regnan \$'000	Shares in James Hambro & Partners LLP \$'000	Total fair value – level 3 \$'000	Carrying amount \$'000
2017				
Balance at the beginning of the financial period	100	197	297	297
Effects of foreign exchange movements	–	2	2	2
Balance at the end of the financial period	100	199	299	299
2016				
Balance at the beginning of the financial period	100	252	352	352
Effects of foreign exchange movements	–	(55)	(55)	(55)
Balance at the end of the financial period	100	197	297	297

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

D. EMPLOYEE REMUNERATION

This section provides a breakdown of how BTIM rewards and remunerates its employees, including Key Management Personnel (KMP). Talent management is at the centre of BTIM's remuneration systems which are aimed at attracting, retaining and equitably rewarding its highly talented workforce while safeguarding the interests of its clients and delivering returns to shareholders.

Further information on BTIM's overall remuneration approach, remuneration of KMP and insights into how the fund managers, sales teams and general corporate employees are remunerated can be found in the Remuneration Report.

D1.	Employee benefits	97
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D3.	Key management personnel disclosures	101

D1. EMPLOYEE BENEFITS

	2017 \$'000	2016 \$'000
Annual leave	1,478	1,683
Long service leave	1,235	1,407
Provision for incentives	103,152	84,192
Total current employee liabilities	105,865	87,282
Long service leave	1,219	1,054
Provision for incentives	4,411	10,869
Total non-current employee liabilities	5,630	11,923

Included in employee expenses recognised in the Consolidated Statement of Comprehensive Income is an amount related to the BTIM Group's defined contributions to employees' superannuation and pensions of \$4.5m (2016: \$3.8m)

ACCOUNTING POLICY

Employee benefits

Employee benefit liabilities represents accrued wages, salaries, annual and long-service leave entitlements and other incentives recognised in respect of employee services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled and include related on-costs, such as payroll tax.

D2. SHARE-BASED PAYMENTS

(a) Share options and performance share rights

The BTIM group has four long-term incentive plans which are aimed at driving performance by delivering value only when specific performance hurdles are met or exceeded. Under these plans eligible employees are granted either nil cost options or performance share rights in the Company, which convert to ordinary shares on a one-to-one basis when performance and service conditions are met.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

Scheme	Description	Vesting conditions	Vesting period
BTIM Performance Reward Scheme (BTIM PRS)	This scheme gives the employee the right to receive ordinary shares at a future point in time upon meeting specified vesting conditions, with no amount payable. They are granted at no consideration and carry no dividend entitlement or voting rights until they vest, however, there will be a dividend-equivalent payment made for dividends attributable to performance share rights that vest at the end of the performance period.	Continued employment and performance hurdles based on Total shareholder return (TSR), and Cash earnings per share growth (Cash EPS) or revenue-linked targets.	3 years
JOHCM Performance Reward Schemes (JOHCM PRS)	This scheme gives the employee the right to receive ordinary shares at a future point in time upon meeting specified vesting conditions, with no amount payable. They are granted at no consideration and carry no dividend entitlement or voting rights until they vest, however, there will be a dividend-equivalent payment made for dividends attributable to performance share rights that vest at the end of the performance period.	Continued employment and performance hurdles based on TSR, and Cash EPS.	3 years
JOHCM Long Term Retention Equity – nil cost options (LTR – NCOs)	As part of the acquisition of JOHCM, JOHCM fund managers were awarded nil cost options which will vest and be exercised into BTIM ordinary shares, on a one-to-one basis.	Continued employment and FUM retention.	Up to 10 years
JOHCM Long Term Retention Equity – (NCOs)	Following the JOHCM acquisition additional awards were made. The number of other nil cost options awarded is determined with reference to individual performance each year through the performance period ending 30 September.	Continued employment.	Up to 7 years

Number and weighted average exercise price (WAEP) of nil cost options and performance share rights awarded during the year:

	BTIM PRS		JOHCM PRS		LTR – NCOs		NCOs	
	Rights No.	WAEP \$	Rights No.	WAEP \$	Rights No.	WAEP \$	Rights No.	WAEP \$
2017								
Outstanding at 1 October	1,565,927		1,033,125		5,618,628		5,393,012	
Granted	399,030	7.31	397,372	7.31	–	–	1,379,189	10.82
Vested / Exercised	(786,895)		(425,792)		–		–	
Forfeited	(90,947)		(30,955)		–		–	
Expired	–		–		–		–	
Outstanding at 30 September	1,087,115		973,750		5,618,628		6,772,201	
Exercisable at 30 September	417,882		325,762		–		–	
2016								
Outstanding at 1 October	2,496,012		922,441		5,844,665		3,450,239	
Granted	321,442	7.83	275,335	7.83	–	–	1,942,773	13.01
Vested / Exercised	(1,179,388)		(80,700)		–		–	
Forfeited	(72,139)		(83,951)		(226,037)		–	
Expired	–		–		–		–	
Outstanding at 30 September	1,565,927		1,033,125		5,618,628		5,393,012	
Exercisable at 30 September	785,964		425,792		–		–	

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

D2. SHARE-BASED PAYMENTS (CONTINUED)

Fair value of nil cost options granted during the year

The fair value of the options are valued with reference to the BTIM share price at grant date. The fair value at grant date of the nil cost options issued during the year was \$10.82 (2016: \$13.01). The weighted average remaining contractual life of outstanding nil cost options as at 30 September 2017 was 2.4 years (2016: 3.4 years).

Fair value of performance share rights awarded during the year

The fair value of the performance share rights linked to Cash EPS or revenue targets are valued with reference to the BTIM share price at grant date and the fair value of performance share rights linked to TRS are determined using a Monte Carlo simulation pricing model with the following inputs:

- Risk free interest rate 1.55%
- Volatility 32%
- Dividend yield 0%

The fair value at grant date of the performance share rights issued during the year was \$5.68 (2016: \$5.92) for the TSR performance share rights and \$8.94 (2016: \$9.73) for the Cash EPS performance share rights. The weighted average remaining contractual life of outstanding performance share rights at 30 September 2017 was 1.6 years (2016: 1.4 years).

(b) Equity grants

The BTIM group has a number of short term incentive schemes, under which ongoing equity grants are made to employees and key management personnel. Details of the schemes are as follows:

Scheme	Description	Vesting conditions	Vesting period
BTIM new and existing employee equity grants	New and existing employees may receive one-off equity grants for retention.	Continued employment	Up to 5 years
BTIM Boutique variable reward scheme	Eligible fund managers receive variable remuneration based on a profit share arrangement directly attributed to the boutique, with a portion of the variable reward deferred into BTIM ordinary shares.	Continued employment	Up to 5 years
BTIM Corporate variable reward scheme	Management employees are paid a combination of fixed and variable reward in the form of cash and mandatorily deferred BTIM ordinary shares.	Continued employment	Up to 5 years
BTIM Annual CEO award	To recognise individual achievement, the winner of the Annual CEO Award is eligible to receive \$5,000 of BTIM ordinary shares.	Continued employment	Up to 1 year
Sales Incentive Plans	Incentive scheme designed to reward performance of Business Development Managers who work within the BTIM and JOHCM sales teams.	Continued employment	Up to 5 years
JOHCM Fund manager variable reward scheme	Eligible fund managers receive variable remuneration based on a profit share arrangement with a portion of the variable reward deferred into BTIM ordinary shares.	Continued employment	Up to 5 years
JOHCM Corporate variable reward scheme	Management employees are paid a combination of fixed and variable reward in the form of cash and/or BTIM ordinary shares.	Continued employment	Up to 5 years
Rollover Equity and Fund Equity – Converting Notes	As part of the JOHCM acquisition, converting notes were issued to JOHCM employees in exchange for their JOHCM shares or other equity entitlements.	Continued employment	Up to 5 years
Staff Equity Plan – Converting Notes	As part of the JOHCM acquisition, converting notes with performance hurdles attached, were been issued to JOHCM senior and general staff.	Continued employment and achieving operating earnings growth targets	Vest in 2 tranches after 3 and 5 years

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

D2. SHARE-BASED PAYMENTS (CONTINUED)

Number and weighted average grant date fair value of equity grants awarded during the year:

	Equity grants 2017 Number	Fair value 2017 \$	Equity grants 2016 Number	Fair value 2016 \$
Total	2,058,802	10.82	3,574,650	13.01

Fair value of equity grants awarded during the year

The fair value of the equity grants was estimated by taking BTIM's share price on grant date and a discount rate reflecting the expected dividend yield over their vesting periods.

(c) Fund Linked Equity (FLE)

The fund linked equity scheme is for JOHCM investment managers which allow them to convert part of the revenue generated from the growth in FUM related to their investment strategies into BTIM ordinary shares based on a pre-determined formula.

No dividends are payable on the fund linked equity and the fund linked equity does not carry voting rights.

The fair value of the fund linked equity at the time of grant is independently determined based on a market based valuation of the investment strategies. There were no new participants under the FLE scheme during the year.

At the time of conversion, the number of BTIM ordinary shares exchanged for fund linked equity is based on a pre-determined formula which applies a market based measure to the after-tax profits generated by the investment strategies. The BTIM ordinary shares exchanged subsequently have a vesting profile over a period of five years.

The fund linked equity is an equity settled scheme which is not re-measured after grant date. If the scheme was re-measured to reflect current after tax profits generated by the investment strategies, the current value of the fund linked equity issued would exceed the valuation accounted for at grant date.

During the year BTIM issued 3,950,793 ordinary shares to fund managers under the FLE scheme. The shares issued are subject to vesting conditions of up to five years.

Further details on the FLE program are outlined on pages 49 to 51 of the Remuneration Report.

(d) Expenses arising from share-based payment transactions

Expenses of the BTIM Group arising from share-based payment transactions recognised during the financial year as part of employee benefit expense were as follows:

	2017 \$'000	2016 \$'000
Total amortisation of employee equity grants	53,672	58,125

CRITICAL ACCOUNTING ASSUMPTIONS AND ESTIMATES: SHARE BASED PAYMENTS

The cost of equity-settled share-based payments is measured by reference to the fair value of the equity instruments at the date at which they are granted. The fair value calculation is performed by an external valuation expert and is determined using Binomial/Monte-Carlo simulation valuation techniques and other market based valuation techniques, taking into account the terms and conditions upon which the equity instruments were granted. The valuation methodologies involve a number of judgements and assumptions which may impact the share based payment expense taken to profit and loss and equity.

The tax effect of the excess of estimated future tax deductions for share-based payments over the related cumulative remuneration expense is recognised directly in equity. The estimated future tax deduction is based on the share price of BTIM ordinary shares at balance date in accordance with AASB 112 *Income Taxes*.

Notes to the Consolidated Financial Statements

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ACCOUNTING POLICY

Share-based payments

Share-based payment compensation benefits are provided to employees via employee share, performance share rights and option schemes. The fair value of shares, performance share rights and options granted to employees for no consideration is recognised as an expense over the vesting period, with a corresponding increase in shareholders' equity. The fair value of shares, performance share rights and options granted without market-based vesting conditions approximates the listed market price of the shares on the ASX at the date of grant. The fair value of shares granted with market-based vesting conditions has been determined using option-equivalent valuation methodologies. The fair value of performance share rights and options granted are measured using Binomial/Monte-Carlo simulation valuation techniques, taking into account the terms and conditions upon which the performance share rights and options were granted.

D3. KEY MANAGEMENT PERSONNEL DISCLOSURES

(a) KMP compensation

	2017 \$	2016 \$
Short-term employee benefits	5,790,661	6,498,868
Post-employment benefits	152,888	240,526
Long-term benefits	35,234	23,907
Share-based payments	(2,795,351)	7,065,532
Total	3,183,432	13,828,833

(b) Shareholdings

The following table sets out details of number of BTIM ordinary shares held by key management personnel (including their related parties):

	2017	2016
Held at the beginning of the year	2,617,707	2,870,492
Granted as remuneration	186,211	191,553
Purchases	19,981	36,934
Sales	(1,260,535)	(1,812,421)
Other changes ¹	114,043	1,331,149
Held at the end of the year	1,677,407	2,617,707

1. Other changes relate to the conversion of performance share rights to ordinary shares and change of key management personnel during the year.

(c) Other equity instruments

The following table sets out the number of performance share rights and converting notes held by key management personnel (including related parties):

	2017			2016		
	Performance shares	Performance share rights	Converting notes	Performance shares	Performance share rights	Converting notes
Held at the beginning of the year	2,049,230	744,168	968,728	2,049,230	1,177,454	1,723,799
Granted as remuneration	-	331,800	-	-	163,792	-
Acquired during the year	-	-	-	-	-	-
Vested during the year	(204,923)	(262,910)	(968,728)	-	(597,078)	(755,071)
Lapsed during the year	(1,844,307)	-	-	-	-	-
Other changes ²	-	(166,563)	-	-	-	-
Held at the end of the year	-	646,495	-	2,049,230	744,168	968,728

2. Other changes relate to change of key management personnel during the year.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

E. GROUP STRUCTURE

This section explains significant aspects of the BTIM Group structure including changes during the year.

The ultimate parent entity within the BTIM Group is BT Investment Management Limited which is a listed entity in Australia with subsidiaries in Australia and overseas.

E1.	Parent entity information	102
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E4.	Related party transactions	105

E1. PARENT ENTITY INFORMATION

(a) Summary financial information

	COMPANY	
	2017 \$'000	2016 \$'000
Profit for the financial year	151,762	105,652
Total comprehensive income for the financial year	150,693	105,652
Current assets	113,978	151,837
Total assets	755,522	757,856
Current liabilities	40,793	79,877
Total liabilities	43,281	82,172
Shareholders' equity:		
Contributed equity	426,577	441,059
Reserves		
Common control reserve	(25,472)	(25,472)
Share-based payment reserve	179,334	147,760
Available for sale reserve	1,999	–
Foreign currency translation reserve	(3,068)	–
Retained earnings	132,871	112,337
Total equity	712,241	675,684

(b) Guarantees entered into by the parent entity

The parent entity has guaranteed the obligations of its subsidiary, BTIMI to its institutional clients. The effect of the guarantee which is capped at \$5 million will provide recourse to capital exceeding the minimum regulatory capital required to be maintained by BTIMI.

(c) Contingent liabilities of the parent entity

The parent entity has contingent liabilities as outlined in Note F3.

(d) Contractual commitments for the acquisition of property, plant or equipment

The parent entity had no contractual commitment for the acquisition of property, plant and equipment (2016: \$nil).

Notes to the Consolidated Financial Statements

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ACCOUNTING POLICY

The financial information for the parent entity has been prepared on the same basis as the consolidated financial statements of the BTIM Group except for the items below.

Capital contributions

The grant by the company of options over its equity instruments to the employees of subsidiary undertakings in the BTIM Group is treated as a capital contribution to that subsidiary undertaking. The fair value of employee services received, measured by reference to the grant date fair value, is recognised over the vesting period as an increase to investment in subsidiary undertakings, with a corresponding credit to equity.

Financial guarantees

Where the parent entity has provided financial guarantees in relation to loans and payables of subsidiaries for no compensation, the fair values of these guarantees are accounted for as contributions and recognised as part of the cost of the investment.

E2. SUBSIDIARIES AND CONTROLLED ENTITIES

EQUITY
HOLDING

Name	Country of incorporation/ formation	Class of shares	EQUITY HOLDING	
			2017 %	2016 %
BT Investment Management (Institutional) Limited	Australia	Ordinary	100	100
BT Investment Management (Fund Services) Limited	Australia	Ordinary	100	100
BTIM UK Limited	UK	Ordinary	100	100
J O Hambro Capital Management Holdings Limited	UK	Ordinary	100	100
J O Hambro Capital Management Limited	UK	Ordinary	100	100
JOHCM (USA) Inc.	USA	Ordinary	100	100
JOHCM (Singapore) PTE Limited	Singapore	Ordinary	100	100
BT Investment Management Limited Employee Equity Plan Trust	Australia	Ordinary	–	–
BTIM Employee Benefit Trust	Jersey	Ordinary	–	–

ACCOUNTING POLICY

Principles of consolidation

The Financial Report incorporates the financial statements of the Company and entities controlled by the BTIM Group and its subsidiaries. Subsidiaries are all those entities over which the BTIM Group has the power to govern the financial and operating policies, generally accompanying a shareholding of more than one half of the voting rights. Subsidiaries are fully consolidated from the date on which the Company obtains control and until such time as control ceases.

In preparing the Financial Report, all Intercompany transactions, balances and unrealised gains arising within the BTIM Group are eliminated in full.

Controlled entities within the BTIM Group conduct investment management and other fiduciary activities as responsible entity, trustee or manager on behalf of individuals, trusts, retirement benefit plans and other institutions. These activities involve the management of assets in investment schemes and superannuation funds, and the holding or placing of assets on behalf of third parties.

Where the controlled entities, as responsible entity or trustee, incur liabilities in respect of these activities, a right of indemnity exists against the assets of the applicable trusts. To the extent these assets are sufficient to cover liabilities, and it is not probable that the controlled entity will be required to settle them; the liabilities are not included in the consolidated financial statements.

Foreign currency translation

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the date of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the Statement of Comprehensive Income.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

The results and financial position of foreign operations that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each balance sheet presented are translated at the closing rate at the date of that balance sheet;
- income and expenses included in the Statement of Comprehensive Income are translated at average exchange rates (unless this is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at the dates of the transactions); and
- all resulting exchange differences are recognised in other comprehensive income in the foreign currency translation reserve.

Goodwill and fair value adjustments arising on the acquisition of a foreign operation are treated as assets and liabilities of the foreign operation and translated at the closing rate.

E3. UNCONSOLIDATED STRUCTURED ENTITIES

A structured entity is an entity that has been designed so that voting or similar rights are not the dominant factor in deciding who controls the entity and the relevant activities are directed by means of contractual arrangements. The BTIM Group has significant influence over the funds it manages due to its power to participate in the financial and operating policy decisions of the investee through its investment management agreements.

The BTIM Group considers all its fund investments to be structured entities. The BTIM Group invests in its own managed funds for the purpose of seeding the funds to develop a performance track record prior to external investment being received. The BTIM Group also receives management and performance fees for its role as investment manager.

The funds' objectives range from achieving medium to long term capital growth and whose investment strategy does not include the use of leverage. The funds invest in a number of different financial instruments including equities and debt instruments. The funds finance their operations by issuing redeemable units which are puttable at the holder's option and entitle the holder to a proportional stake in the respective fund's net assets.

The BTIM Group holds redeemable units in its managed funds. The nature and extent of the BTIM Group's interests in funds is summarised by asset class below:

	Australian equities \$'000	Australian diversified and property \$'000	Australian cash and fixed income \$'000	International equities \$'000	Other \$'000	Total \$'000
2017						
Cash and cash equivalents	–	–	82,814	–	–	82,814
Trade and other receivables	3,130	–	5,456	30,875	–	39,461
Available-for-sale financial assets	–	–	–	132,837	–	132,837
Total Assets	3,130	–	88,270	163,712	–	255,112
Maximum exposure to loss	3,130	–	88,270	163,712	–	255,112
Net asset value of funds	2,924,966	1,224,964	3,890,571	38,334,751	840,750	47,216,002
2016						
Cash and cash equivalents	–	–	138,043	–	–	138,043
Trade and other receivables	3,237	474	5,595	24,321	–	33,627
Available-for-sale financial assets	–	–	–	89,762	–	89,762
Total Assets	3,237	474	143,638	114,083	–	261,432
Maximum exposure to loss	3,237	474	143,638	114,083	–	261,432
Net asset value of funds	2,976,946	1,506,372	3,949,318	31,497,300	673,294	40,603,230

Unless specified otherwise, the Company's maximum exposure to loss is the total of its on-balance sheet positions as at reporting date. There are no additional off balance sheet arrangements which would expose the Company to potential loss.

During the year the Company earned both management and performance fee income from structured entities. Refer to Note B2 for further information.

Notes to the Consolidated Financial Statements

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E4. RELATED PARTY TRANSACTIONS

(a) The Westpac Group of companies

On 25 May 2017 The Westpac Group reduced their shareholding in BTIM from 29% to 10% and ceased to be a related party of the BTIM Group from that date.

	2017 \$	2016 \$
<i>Related party transactions up to the date of ceasing to be a related party:</i>		
Management, fund and trustee fees	44,235,461	65,633,200
Service fees from related parties	1,025,529	1,535,293
Service fees to related parties	4,890,194	7,337,865
Insurance premiums to related parties	133,236	160,173
Interest received on cash balances held	115,717	252,325
Bank guarantee fee paid for premises lease	–	24,242
Fees on borrowings	130,788	–
Interest paid on borrowings	–	591,801
Dividends paid on ordinary shares	27,650,232	34,509,507
<i>Related party balances at 30 September:</i>		
Current receivables - rendering of services	–	5,854,797
Current payables - purchase of services	–	4,599,936
Cash and cash equivalents	–	5,131,118
<i>Other:</i>		
Bank guarantee on premises lease	–	1,609,393

No provisions for doubtful debts have been raised in relation to any outstanding balances, and no expense has been recognised in respect of bad or doubtful debts due from related parties.

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FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

E4. RELATED PARTY TRANSACTIONS (CONTINUED)

Terms and conditions

Transactions relating to dividends and subscriptions for new ordinary shares were on the same terms and conditions that applied to other shareholders. Outstanding balances are unsecured.

The following material contracts and agreements were in place with The Westpac Group during the financial year (unless otherwise stated):

Agreement	Term	Description
Name Licensing Agreement	Initial five year term extended by mutual agreement	Non-exclusive licence for the BTIM Group to use the 'BT' brand in Australia in connection with providing investment management services, and the distribution and marketing of investment management funds.
Master Relationship Agreement	Ongoing, subject to termination rights	Governs the terms on which BTIMI acts as the investment manager of certain Westpac Group retail funds, pooled superannuation trusts and statutory funds (Funds), including management fees payable, the rights of members of The Westpac Group to withdraw funds from management and/or terminate BTIMI's appointment.
Initial Investment Management Agreement	Ongoing, subject to termination rights under the agreement and the Master Relationship Agreement.	Appoints BTIMI as the investment manager for the Funds for which members of The Westpac Group act as the RE.
Other Investment Management Agreements	Ongoing, unless terminated in accordance with the provisions of the agreements	Appoints BTIMI as the investment manager for the following funds: <ul style="list-style-type: none"> • Advance Cash Multi-Blend; • Advance Defensive Yield Multi-Blend; • Advance Australian Shares Multi-Blend; • Advance Fixed interest Multi-Blend Fund; • WSSP Australian Equity Trust; and • ESSP Enhanced Sustainability Shares.
PPM Advisory Agreement	Initial three year term extended by mutual agreement	Appointment of BTIMI to provide investment advisory and other services to the managed account business within The Westpac Group which provides advice to high net worth clients.
Services Agreements	Ongoing, unless terminated in accordance with the provisions of the agreement	The Westpac Group's provision of registry, customer relations, technology, finance, compliance, payroll and other miscellaneous services to the BTIM Group. In addition, the BTIM Group will provide services (including performance measurement and client services) to The Westpac Group.
Investment Accounting Agreement	Ongoing, until terminated by either party	Provision of investment accounting services by The Westpac Group to the BTIM Group.
Multi-currency Debt Facility Agreement	Three years	The BTIM Group entered into a \$25m multi-currency debt facility with The Westpac Group on 2 November 2016.

(b) Other related parties

J D Hambro is Deputy Chairman of J O Hambro Capital Management Holdings Limited and is also a member and has a significant holding directly and indirectly in James Hambro & Partners LLP (JH&P), of which JOHCM holds a 5.13% interest (2016: 5.14%).

J D Hambro is also a director and substantial holder of Runnall Limited, and a director and shareholder of JH&P Holdings Limited; of which both are members of JH&P.

J D Hambro holds an equity interest in Barnham Broom Holdings Limited which holds the trademark licences for the Hambro name. The trademark licence is for a term of 7 years at a fee of \$85,543/£50,000 (2016: \$85,063/£50,000) and may be renewed thereafter.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

F. OTHER

This section provides details on other required disclosures to comply with the Australian Accounting Standards and International Financial Reporting Standards.

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F5. Subsequent events	111

F1. INTANGIBLE ASSETS

	Goodwill \$'000	Fund and investment management contracts \$'000	Other intangibles \$'000	Total \$'000
2017				
Net book value as at 1 October 2016	462,049	77,620	1,834	541,503
Additions	–	–	755	755
Foreign exchange gain	1,292	216	–	1,508
Amortisation expense	–	(5,639)	(649)	(6,288)
Impairment loss	–	(2,200)	–	(2,200)
Net book value as at 30 September 2017	463,341	69,997	1,940	535,278
<i>Represented by:</i>				
Cost	463,341	127,459	4,242	595,042
Accumulated amortisation and impairment	–	(57,462)	(2,302)	(59,764)
2016				
Net book value as at 1 October 2015	524,652	110,219	1,453	636,324
Additions	–	–	786	786
Foreign exchange loss	(62,603)	(22,709)	–	(85,312)
Amortisation expense	–	(7,627)	(405)	(8,032)
Impairment loss	–	(2,263)	–	(2,263)
Net book value as at 30 September 2016	462,049	77,620	1,834	541,503
<i>Represented by:</i>				
Cost	462,049	126,744	3,487	592,280
Accumulated amortisation and impairment	–	(49,124)	(1,653)	(50,777)

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

F1. INTANGIBLE ASSETS (CONTINUED)

Fund and investment management contracts:

Fund management contracts relate to contractual relationships to manage open-ended funds (OEICs). Investment management contracts comprise contractual relationships with individual clients. They were acquired via the business combination with JOHCM and are made up as follows:

	2017 \$'000	2016 \$'000
Fund management contracts – OEICs	61,995	67,497
Investment management contracts – Segregated mandates	8,002	10,123
Total	69,997	77,620

The recoverable amount of each fund and management contract has been measured using the present value of future cash flows expected to be derived for each asset. The discount rate used to discount the cash flow projections (post tax) is 12% (2016:12%), based on the cost of capital.

An impairment loss of \$2.2m (2016: \$2.3m) due to the remeasurement of the fund and investment management contracts to the lower of their carrying value and their recoverable amount is included in the depreciation, amortisation and impairment expense in the Statement of Comprehensive Income. Reversal of impairment losses are made in certain circumstances if there has been a change in forecasts and market conditions used in determining the recoverable and carrying amounts.

Goodwill:

Goodwill has been derived from the following business combinations:

	2017 \$'000	2016 \$'000
Purchase of the investment management business from Westpac effective 19 October 2007	233,300	233,300
Acquisition of JOHCM effective 1 October 2011	230,041	228,749
Total	463,341	462,049

For the purpose of impairment testing, assets are grouped at the lowest level for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units or CGUs). To determine if goodwill is impaired, the carrying value of the identified CGU to which the goodwill is allocated is compared to its recoverable amount.

Goodwill is allocated to CGUs according to operating segments (refer B1). Goodwill attributable to BTIM Australia and BTIM International is \$233.3m and \$230.0m respectively.

The recoverable amount of each CGU is determined using a 'Fair value less cost of disposal' methodology that utilises cash flow projections (post tax) based on management's best estimates over a 5 year period and then applies a terminal value in perpetuity of 3%. The discount rates used to discount the cash flow projections for BTIM Australia and BTIM International are rounded up to 11% and 12% (2016: 11% and 12%) respectively based on the cost of capital (post tax) for each of these CGU's.

Management is of the view that reasonably possible changes in the key assumptions, such as an increase to the discount rate of 2% or a reduction in cash flow of 10%, would not cause the recoverable amount for each CGU to fall short of the carrying amounts as at 30 September 2017.

There has been no impairment of goodwill during the year ended 30 September 2017. The amount of goodwill relating to the JOHCM acquisition has been translated from the British pound to Australian dollar using the spot rate at 30 September 2017.

ACCOUNTING POLICY

Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the BTIM Group's share of the net identifiable assets acquired at the date of acquisition. Goodwill is carried at cost less accumulated impairment losses.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

F1. INTANGIBLE ASSETS (CONTINUED)

Fund and investment management contracts

Fund and investment management contracts acquired as part of a business combination are recognised separately from goodwill. They are carried at their fair value at the date of acquisition less accumulated amortisation and impairment losses. Amortisation is calculated based on the timing of projected cash flows of the contracts over their estimated useful lives, currently estimated at between 5 and 20 years.

Other intangibles

Other intangibles relates to IT development and software costs incurred in developing products or systems and costs incurred in acquiring software and licences that will contribute to future period financial benefits through revenue generation and/or cost reduction. Costs capitalised include external direct costs of service and are recognised as intangible assets. Amortisation is calculated on a straight-line basis between three and five years.

Impairment

Goodwill and other intangibles assets are tested annually for impairment or more frequently if events or changes in circumstances indicate that they might be impaired, or whenever events or changes in circumstances indicate the carrying amount may not be recoverable.

An impairment loss is recognised through the Statement of Comprehensive Income for the amount by which the asset's carrying amount exceeds its recoverable amount. Intangible assets other than goodwill are reviewed for possible reversal of impairment losses at each reporting date. Reversals are made in certain circumstances if there has been a change in forecasts and market conditions used in determining the recoverable and carrying amounts.

CRITICAL ACCOUNTING ASSUMPTIONS AND ESTIMATES: INTANGIBLE ASSETS

The Fund and investment management contracts are initially measured at their fair value. This involves the use of judgements, estimates and assumptions about future fund flows and investment performance, based largely on past experience and contractual arrangements.

The BTIM Group tests whether goodwill has suffered any impairment on an annual basis. The recoverable amount of a cash generating unit (CGU) is determined based on 'fair value less cost of disposal' methodology which requires the use of assumptions. Key assumptions requiring judgement include projected cash flows, growth rate assumptions and, discount rates.

F2. LEASE COMMITMENTS

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

	2017 \$'000	2016 \$'000
Within one year	4,121	3,575
Later than one year but not later than five years	16,072	13,372
Later than five years	5,248	7,613
Total commitments	25,441	24,560

Lease commitments predominantly represent property leases entered into by the Group. The BTIM Group had no finance leases as at 30 September 2017.

ACCOUNTING POLICY

Leases

When the terms of a lease transfer substantially all the risks and rewards of ownership to the Group, the lease is classified as a finance lease, all other leases are classified as operating leases. Payments made under operating leases are recognised as an expense on a straight-line basis over the period of the lease, net of any incentives received from the lessor which are deducted from the lease incentive liability in the Statement of Financial Position.

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

F3. CONTINGENT ASSETS AND LIABILITIES

Performance fees

The BTIM Group manages the investments of certain funds and clients for which it may be entitled to receive fees contingent upon performance of the portfolio managed, on an annual basis or longer. Performance fees which are contingent upon performance to be determined at future dates have not been recognised as income or as a receivable at 30 September 2017 as they are not able to be estimated or measured reliably and may change significantly. All fees are exposed to significant risk associated with the funds' performance, including market risks (such as price risk, interest rate risk and foreign exchange risk) and liquidity risk.

Regulatory authority

J O Hambro Capital Management Limited (JOHCM) is the subject of an investigation by its UK regulator relating to the eligibility of certain services approximating £5.0m (\$8.6m) paid for out of dealing commissions between 2006 and 2016. It is possible that, as part of the investigation, the eligibility of other services may also be assessed. This is a continuation of the dialogue arising out of a thematic industry review referenced in BTIM's half year report. The UK regulator has stated that, although an investigation has been commenced, this does not mean that any determination has been made that rule breaches and/or other contraventions have occurred. The likely outcome or consequence of this matter (including any sanctions or penalties) is unable to be reliably estimated at this time.

Capital guarantee

BTIM has guaranteed the obligations of BTIMI to its institutional clients. The effect of the guarantee, which is capped at \$5 million in aggregate, will provide recourse to capital exceeding the minimum regulatory capital required to be maintained by BTIMI.

To the extent that the BTIM Group, in the normal course of business, has incurred various contingent obligations at 30 September 2017, none of the above contingent obligations are anticipated to result in any material loss.

F4. REMUNERATION OF AUDITORS

(a) Audit and other assurance services – Australia

	2017 \$	2016 \$
PricewaterhouseCoopers		
Audit and review of Financial Reports	441,224	429,205
Other assurance services	14,000	22,000
Audit of Australian Financial Service Licences	17,364	16,892
Total remuneration for assurance services – Australia	472,588	468,097

(b) Audit and other assurance services – outside of Australia

PricewaterhouseCoopers		
Audit and review of Financial Reports	234,388	218,846
Other assurance services	–	21,266
Financial Conduct Authority client assets report	83,832	34,876
Total remuneration for assurance services – outside of Australia	318,220	274,988

(c) Non-audit services

It is the BTIM Group's policy to engage PwC on assignments additional to their statutory audit duties where PwC's expertise and experience is important to the BTIM Group.

(d) Other services to non-consolidated trusts

The external auditor, PwC, provides audit and non-audit services to non-consolidated trusts for which BTIMFS and BTIMI act as trustee, manager or responsible entity. The fees were approximately \$1,509,757 for the financial year (2016: \$1,314,435).

Notes to the Consolidated Financial Statements

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

F5. SUBSEQUENT EVENTS

Effective 31 October 2017, there are participants in the Fund Linked Equity scheme that have awards that are subject to mandatory conversion. It is expected that approximately 1.2 million shares will be issued in late November 2017 to satisfy the conversion.

There is no other matter or circumstance which is not otherwise reflected in this Financial Report that has arisen subsequent to the balance date, which has significantly affected or may significantly affect the operations of the BTIM Group, the results of those operations or the state of affairs of the BTIM Group in subsequent financial periods.

Directors' Declaration

FOR THE FINANCIAL YEAR ENDED 30 SEPTEMBER 2017

In the Directors' opinion:

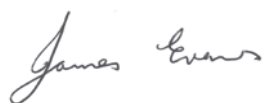
- a) the financial statements and notes set out on pages 73 to 111 are in accordance with the Corporations Act, including:
 - i) complying with Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
 - ii) giving a true and fair view of the BTIM Group's financial position as at 30 September 2017 and of its performance for the financial year ended on that date; and
- b) there are reasonable grounds to believe that BT Investment Management Limited will be able to pay its debts as and when they become due and payable.

Note A1 confirms that the financial statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board.

The Directors have been given the declarations required under section 295A of the Corporations Act by the Group Chief Executive Officer and Group Chief Financial Officer.

This declaration is made in accordance with a resolution of the Directors.

For and on behalf of the Board.



James Evans
Chairman



Emilio Gonzalez
Managing Director

Sydney, 8 November 2017



Independent auditor's report

To the members of BT Investment Management Limited

Report on the audit of the financial report

Our opinion

In our opinion:

The accompanying financial report of BT Investment Management Limited (the Company) and its controlled entities (together, the Group) is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Group's financial position as at 30 September 2017 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

What we have audited

The Group financial report comprises:

- the consolidated statement of financial position as at 30 September 2017
- the consolidated statement of comprehensive income for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the notes to the consolidated financial statements, which include a summary of significant accounting policies
- the directors' declaration.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the 'Code') that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

PricewaterhouseCoopers, ABN 52 780 433 757

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Our audit approach

An audit is designed to provide reasonable assurance about whether the financial report is free from material misstatement. Misstatements may arise due to fraud or error. They are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

We tailored the scope of our audit to ensure that we performed enough work to be able to give an opinion on the financial report as a whole, taking into account the geographic and management structure of the Group, its accounting processes and controls and the industry in which it operates. The Group provides investment management services through its two operating segments comprised of the investment management business in Australia (BTIM Australia) and outside Australia (BTIM International).



Materiality	Audit scope	Key audit matters
<ul style="list-style-type: none"> For the purpose of our audit we used overall Group materiality of \$9.8 million, which represents approximately 5% of the Group's profit before tax. We applied this threshold, together with qualitative considerations, to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements on the financial report as a whole. We chose Group profit before tax, as this is a generally accepted benchmark for investment managers. We utilised a 5% threshold based on our professional judgement, noting it is within the range of commonly accepted thresholds. 	<ul style="list-style-type: none"> Our audit focused on where the Group made subjective judgments; for example, significant accounting estimates involving making assumptions and inherently uncertain future events. The Australian engagement team directed the involvement of UK component auditors, who performed an audit of the financial information of BTIM International. All other procedures were performed by the Australian engagement team. The group engagement team were responsible for the direction, supervision and performance of the group audit. This included active dialogue during the audit and review of the component auditor work. 	<ul style="list-style-type: none"> Amongst other relevant topics, we communicated the following key audit matters to the Audit and Risk Committee: <ul style="list-style-type: none"> Carrying value of intangible assets, comprising goodwill and fund and investment management contracts Accounting for employee remuneration schemes and employee incentives Recognition of fee revenue Contingent liability disclosures These are further described in the <i>Key audit matters</i> section of our report.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for the current period. The key audit matters were addressed in the



context of our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Further, any commentary on the outcomes of a particular audit procedure is made in that context.

Key audit matter

How our audit addressed the key audit matter

Carrying value of intangible assets - goodwill and fund and investment management contracts

Refer to Note F1 of the financial report

This was a key audit matter as the intangible assets were the largest asset balance (\$535 million as at 30 September 2017) and due to the complexity and judgments in the discounted cash flow models used each year by the Group to perform an impairment assessment of the assets.

The Group's significant judgements in assessing impairment of goodwill, fund and investment management contracts included forecasting cash flows of the Group for five years, which involved making revenue growth rate and discount rate assumptions.

Our audit procedures on the goodwill asset included, amongst others:

- Understanding and evaluating the controls over the Group's goodwill impairment process including consideration of forecasts and assumptions.
- Assessing the Group's determination of Cash Generating Units (CGU), which are the smallest identifiable groups of assets that can generate largely independent cash inflows, based on our understanding of the nature of the Group's business.
- Testing the mathematical accuracy of the discounted cash flow models used in the impairment assessment.
- Evaluating the cash flow forecasts in the impairment assessment and the process by which they were developed, including comparing the forecasts to historical results and the latest Board approved management accounts.
- Assessing the historical ability of the Group to make accurate forecasts by comparing current year (2017) actual results with the figures included in the prior year (2016) forecast to consider whether any forecasts included assumptions that, with hindsight, had been optimistic.
- Comparing the key assumptions for revenue growth rates and discount rates with market information, calculating what rates would result in an impairment and considering whether these levels were reasonably possible based on our knowledge of the business and historical results.
- Evaluating the Group's business stress test, which outlined the Group's view of the impact to the Group's financial results resulting from substantial movements in key assumptions. We also performed our own stress-test calculations of the potential impact from severe market shocks on the impairment of goodwill based on our knowledge of the business and industry.



<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
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- Assessing if the disclosures of the goodwill are in accordance with the requirements of Australian Accounting Standards.

Our audit procedures on the fund and investment management contracts included, amongst others:

- Selecting a sample of contracts based on certain risk criteria and comparing cash flow forecasts in the discounted cash flow model used to assess impairment to actual contract performance for the year.
- Recalculating the amortisation charge for the year for each contract and comparing this to the Group's calculations, checking that the key inputs were consistent with contractual terms.
- Varied key assumptions within the model to identify what sensitivities would result in an impairment.
- Assessing if the Group's disclosures relating to fund and investment management contracts are in accordance with the requirements of Australian Accounting Standards.

<i>Accounting for employee remuneration schemes and employee incentives</i>	
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Refer to Section D of the financial report

Accounting for employee remuneration schemes and incentives, specifically Fund Linked Equity (FLE) and share based payments, was a key audit matter due to the financial significance of the expenses in the consolidated statement of comprehensive income, the nature of the expenses and the level of judgement that is applied in their determination, including assessing the likelihood of specific performance hurdles being met.

Our audit procedures performed on the FLE expense included, amongst others:

- Recalculating the FLE expense and agreeing the key inputs in the calculation (such as the listed share price of the Group, FUM, margin, earnings per share) to appropriate supporting data.
- Obtaining an understanding of performance hurdles specified in the FLE agreements and assessing if the calculations of the FLE are consistent with the actual performance.
- Assessing the disclosures in the financial report by comparing these disclosures to our understanding of the matter and the requirements of Australian Accounting Standards.

Our audit procedures performed on the share based payments expense included, amongst others:

- For equity grants made during the current year, testing for a sample of employees that the number



<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
<p>Recognition of fee revenue <i>Refer to Note B2 of the financial report</i></p> <p>This was a key audit matter because revenue was the most significant account balance in the consolidated statement of comprehensive income. Additionally, although there was no significant judgement involved in their determination, performance fees fluctuate depending on market performance and some employee incentives are linked to fund performance.</p> <p>Revenue of \$491 million comprises a number of streams including, amongst other:</p> <ul style="list-style-type: none"> • Investment management fees (\$446 million) • Performance fees (\$38 million) • Transactions fees (\$4 million) <p>The calculations of these fees were performed by the service providers used by the Group to provide accounting and other services. The terms of these fees were set out in signed agreements and are invoiced regularly throughout the year.</p>	<p>of shares granted agreed to third party confirmations and approval by the Company and agreeing the grant date share price to published pricing data.</p> <ul style="list-style-type: none"> • For grants made in prior periods, recalculating the amortisation expense for the current year based upon the grant date share price and the number of shares. • Assessing whether a share based payment expense had been recognised for entitled employees given our understanding of the remuneration schemes. • Recalculating the current and deferred tax impact of the accounting entries posted.
<p>Contingent liability disclosures <i>Refer to Note F3 of the financial report</i></p> <p>This was a key audit matter as the Group is exposed to a regulatory investigation which could give rise to a liability in future periods. In particular, the Group assessed the impact of potential liabilities brought by a</p>	<p>To test the key controls over recognising fee revenue for BTIM Australia, we assessed an assurance report issued by an independent third party auditor in accordance with International Standard on Assurance Engagements, ISAE 3402 <i>Assurance Reports on Controls at a Service Organization</i>. The report was in respect of relevant controls at the service provider used to provide accounting and administration services and reflected testing whether the relevant controls were appropriately designed and operating effectively.</p> <p>For BTIM International and BTIM Australia, we also performed the following audit procedures:</p> <ul style="list-style-type: none"> • Assessing whether the revenue accounting policy was consistent with Australian Accounting Standards. • Agreeing a sample of investment management, performance and transaction fees back to invoices and relevant supporting external evidence, such as underlying fund financial statements and third party calculations. <p>Our audit procedures included, amongst others:</p> <ul style="list-style-type: none"> • Discussing ongoing legal and regulatory matters with management and the Group’s external legal counsel in the UK in order to develop our understanding of the matters. • Considering the Group’s judgement as to whether



<i>Key audit matter</i>	<i>How our audit addressed the key audit matter</i>
<p>regulator in respect of an industry thematic review.</p> <p>In assessing and measuring such potential liabilities, the Group are required to make judgements based on available information in respect of the probability and estimation of potential financial outcomes. These outcomes will be dependent on legal and regulatory processes. Therefore contingent liabilities disclosed are uncertain.</p>	<p>there is a potential present obligation for the Group.</p> <ul style="list-style-type: none">• Assessing the appropriateness of the Group's conclusion as to whether they were able to determine the outcome of the matter and, consequently, reliably estimate any possible financial impact.• Assessed the adequacy of related disclosures within the financial report.

Other information

The directors are responsible for the other information. The other information comprises the Chairman's Letter, Group Chief Executive Officer's Report, Strategic Report, Operating Review, Global Business Review, Investment Strategies, Corporate Sustainability & Responsibility, Shareholder Information, Glossary, Corporate Directory and Director's Report included in the Group's annual report for the year ended 30 September 2017 but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of the Group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.



Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar1.pdf. This description forms part of our auditor's report.

Report on the remuneration report

Our opinion on the remuneration report

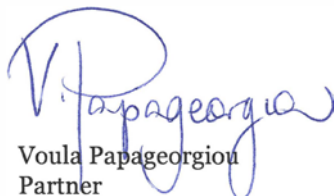
We have audited the remuneration report included in pages 40 to 70 of the directors' report for the year ended 30 September 2017.

In our opinion, the remuneration report of BT Investment Management Limited for the year ended 30 September 2017 complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the remuneration report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the remuneration report, based on our audit conducted in accordance with Australian Auditing Standards.


PricewaterhouseCoopers


Voula Papageorgiou
Partner

Sydney
8 November 2017