



## **ANNUAL REPORT 2014**

---

## CONTENTS

---

### Financial Highlights

Business and Financial Highlights	02
-----------------------------------	----

### Management Report

Company Information	03
---------------------	----

The Board of Directors	04
------------------------	----

Chairman's Statement	07
----------------------	----

Business and Financial Review	08 - 14
-------------------------------	---------

Directors' Report	16 - 18
-------------------	---------

Corporate Governance Report	20 - 24
-----------------------------	---------

Independent Auditors' Report	25
------------------------------	----

### Consolidated Financial Statements

Consolidated Statement of Comprehensive Income	26
--	----

Consolidated Statement of Financial Position	27
--	----

Consolidated Statement of Cash Flows	28
--------------------------------------	----

Consolidated Statement of Changes in Equity	29
---	----

Notes to the Consolidated Financial Statements	30 - 51
--	---------

### Other Information

Statement of Financial Resources	52
----------------------------------	----

Summary Financial Information	53
-------------------------------	----

Notice of Annual General Meeting	54
----------------------------------	----

**BUSINESS AND FINANCIAL HIGHLIGHTS**  
YEAR ENDED 31 DECEMBER 2014**Turnover up**

40%

to **£11.37** million

(2013: £8.10 million)

**Profit before tax up**

55%

to **£2.35** million

(2013: £1.52 million)

**Basic earnings per share up**

44%

to **21.81p**

(2013: 15.17p)

**Diluted earnings per share up**

40%

to **20.65p**

(2013: 14.73p)

**Total assets under administration (AUA) up**

26%

to **£1.62** billion

Acquisition of 75% stake in A Vartan Limited completed on 20 March 2015 resulting in the Group gaining £282m of AUA (based on figures as at 31.12.14) in addition to its own £1.62 billion of AUA.

(2013: £1.28 billion)

**Dividend up**

The Board proposes a final dividend of **8p** per share compared to last year's final dividend of 5.5p per share. This makes a total dividend of **12p** per share for the year (interim dividend of 4p per share).

(2013: 9p)

**Provisional Financial Calendar**

Thursday, 2 April 2015	Declaration date and publication of the 2014 Annual Report
Thursday, 23 April 2015	Annual General Meeting
Friday, 24 April 2015	Ex-dividend date
Tuesday, 28 April 2015	Dividend record date
Friday, 1 May 2015	Dividend payment date

## COMPANY INFORMATION

YEAR ENDED 31 DECEMBER 2014

---

### RAVENSCROFT LIMITED (the “Company”)

#### DIRECTORS

A M Stewart	(Non-Executive Chairman)
J R Ravenscroft	(Group Chief Executive Officer)
S C Melling	(Chief Finance Officer & Head of Corporate Finance)
S A Farnon	(Non-Executive Director & Senior Independent Director)
D C Jones (appointed 18 March 2014)	(Non-Executive Director)
C M N Roger (appointed 10 December 2014)	(Chief Executive Officer, Channel Islands)

#### COMPANY SECRETARY

D J McGall

#### Officers

S-P M Lawrence (Head of Group Compliance)

#### REGISTERED OFFICE

The Market Buildings  
Fountain Street  
St Peter Port  
Guernsey  
GY1 4JG

#### CISEAL LISTING SPONSOR

Hatstone Listing Services Limited  
Oak Walk  
Le Mont Fallu  
St. Peter  
Jersey  
JE3 7EF

#### INDEPENDENT AUDITORS

PricewaterhouseCoopers CI LLP  
Royal Bank Place  
1 Gategny Esplanade  
St. Peter Port  
Guernsey  
GY1 4ND



## THE BOARD OF DIRECTORS

YEAR ENDED 31 DECEMBER 2014

---



### **Andy Stewart - Chairman**

Andy was previously Chief Executive Officer and more latterly Deputy Chairman of Cenkos Securities plc ("Cenkos") having founded the Company in 2005 and has over 40 years' experience in the UK securities industry. In 1991 he co-founded Collins Stewart (CI) Limited ("CSCI") now known as Canaccord Genuity Wealth (International) Limited ("CGWM"), subsequently listing it on the London Stock Exchange with a market capitalisation on listing of approximately £326 million. Andy started his career as a stockbroker in 1969 with Simon & Coates, where he became a Senior Partner. After Simon & Coates was acquired by Chase Manhattan Bank, he became Chief Executive of Chase Manhattan Securities until the launch of Collins Stewart.

Andy is Chairman of the Nomination Committee and is a member of the Audit and Remuneration Committees.

---



### **Jon Ravenscroft - Group Chief Executive Officer**

Jon founded Cenkos Channel Islands Limited in 2005 and was appointed Chief Executive Officer. He has more than 30 years' experience in stockbroking. Jon started his career in broking in 1983 as a trainee dealer at Sheppards & Chase and then spent a short time in the Isle of Man before returning to Guernsey to establish a broking office that is now CGWM (formerly CSCI). He was educated at Elizabeth College in Guernsey and Millfield School in the UK. Jon is a Fellow of the Chartered Institute for Securities and Investment ("CISI").

---



### **Simon Melling - Chief Finance Officer & Head of Corporate Finance**

Simon was appointed Chief Finance Officer & Head of Corporate Finance at Ravenscroft in December 2014, having previously served as Chief Operating Officer. Until December 2011 he held the role of Non-Executive Director of the Company and Chief Executive Officer of Cenkos a UK based AIM listed institutional stockbroker. Prior to which he was Group Finance Director and Chief Operating Officer of Cenkos, a position to which he was appointed in September 2006. He has over 25 years' experience in the banking and securities industry and is a Chartered Accountant, having qualified with Peat Marwick Mitchell in 1988. He subsequently joined the Singer & Friedlander Group, ultimately becoming Director of Group Financial Services. In 2001 Simon joined CSCI now CGWM and was appointed Chief Operating Officer of the Private Client Division.

---



**Charlie Roger - Chief Executive Officer, Channel Islands**

Charlie joined Ravenscroft in June 2014 and was appointed Chief Executive Officer of the Channel Islands in December the same year. Charlie previously spent more than 20 years at CGWM (formerly CSCI). His roles included fixed interest sales & trading, heading the Guernsey stockbroking team, membership of the wider Wealth Management Executive Committee, Executive Director of the CGWM Board and Head of Wealth Management, Guernsey. Charlie was educated at Elizabeth College, has an Honours degree in Economics & Politics and is a Chartered Fellow of the CISI.



**Sally-Ann (Susie) Farnon - Non-Executive Director & Senior Independent Director**

Susie Farnon qualified as a Chartered Accountant with KPMG in 1983 and was a banking and finance Partner with KPMG Channel Islands from 1990 until 2001 and Head of Audit KPMG Channel Islands from 1999. After leaving KPMG in 2001, she was a member of the States of Guernsey Audit Commission and formerly a Commissioner of the Guernsey Financial Services Commission. She is also a Director of local property companies and is Non-Executive Director of listed property & investment funds.

Susie is Chairman of the Audit and Remuneration Committees and is a member of the Nomination Committee. At a Board meeting on the 18th March 2014 the Directors resolved to appoint Susie Farnon as the Company's Senior Independent Director.



**Dominic Jones - Non-Executive Director**

Dominic has a degree in law from the University of Bristol and was admitted to the English Bar in 1987 and the Paris Bar in 1992. He started his career in 1988 with Slaughter and May, and after a period in investment banking with Morgan Stanley joined Mourant, where he was a partner of Mourant Equity Compensation Solutions. He also held senior group board positions at leading European private equity fund administrators IPES and Alter Domus. In 2010, he joined his family's business, Jersey Pottery, as an Executive Director. Dominic has been a Non-Executive Director of Ravenscroft Jersey Limited since 2008 and he also has several voluntary positions including council member of the National Trust of Jersey and governor of Rouge Bouillon School.

Dominic is a member of the Nominations, Remuneration and Audit Committees.

---

**Andy Stewart**  
**Chairman**  
2 April 2015

---



# CHAIRMAN'S STATEMENT

FOR THE YEAR ENDED 31 DECEMBER 2014

In his statement released with our interim accounts, Jon Ravenscroft said that the year would be a game of two halves and so it proved to be. We produced a very solid first half to 30th June 2014 but as I set out below the second half to 31st December 2014 was exceptionally strong.

General market conditions during the whole year have been reasonably stable. Most UK based equity indices closed on 31st December 2014 at broadly the same levels as they did on 31st December 2013. The UK economy grew during the year, surpassing the levels achieved prior to the 2008 financial crisis and the US has reasserted itself as the principle growth country. However the Greek position has still not been resolved and hangs as a grey cloud over the Eurozone; will it disintegrate or stay together is the question on everyone's lips. We appear to be moving into a period of low inflation, although this has been significantly influenced by the dramatic fall in oil and other commodity prices.

The global financial system still shows some signs of fragility, equally bank balance sheets have been strengthened and bank profitability, before adjustments for past scandals, has also increased. The major UK banks still appear to be reluctant to lend money to historically bankable small or medium sized enterprises ("SMEs"). We believe that this will continue for some time and opens up a number of opportunities for a business such as ours, as we are able to provide equity and debt structures to fund SMEs and facilitate management buy outs or indeed buy-ins.

This general market has given rise to a growth in confidence and a consequent increase in transactional activity. We have certainly seen this at Ravenscroft in the second half of 2014 and that trend still continues today. During this period Ravenscroft, as investment manager to Bailiwick Investments Limited ("Bailiwick" or "BIL") and the Channel Islands Property Fund Limited ("CIPF"), were involved in a number of major transactions. These included assisting Bailiwick with the disposal of the trust and fund administration businesses of Legis Group Holdings Ltd to the Bank of Butterfield and the Orangefield Group, respectively. It also included the Bailiwick acquisition of Aircraft Servicing Guernsey Limited, which is the only fixed-base operator in the Channel Islands, as well as raising £42 million in order to acquire the Jacksons CI Group (Jacksons) for a consortium of private investors and Bailiwick. Jacksons is the

premier car dealership operating across Guernsey and Jersey and we are proud to be associated with such an iconic Channel Islands brand. Finally we raised £51 million in equity and bank finance to enable the CIPF to acquire two grade "A" properties.

In addition to the above, the underlying business has also performed very well, as demonstrated by the continued increase in our recurring revenue. Our Investment Management Team continues to deliver a quality product to our investor base and launched a well-supported direct equity fund during the year. Our advisory and execution only businesses based in Guernsey and Jersey remain the engine room for the Group and, having performed well during the year, allowed us to push forward in other areas, such as corporate finance. I am pleased to report that our Jersey operation also produced a profit during 2014, leaving behind the small loss it made in 2013. I am also very pleased to say that we strengthened the senior executive team with the appointment of Charlie Roger to the board as CEO, Channel Islands. Charlie brings a wealth of experience and I am sure that along with Jon and Simon, he will assist in taking the Company to the next stage of our development and cement our position as the leading independent Channel Islands Stockbroker and Investment Manager.

I have not mentioned one other significant transaction that I am pleased to confirm has now taken place. It may have had a longer gestation period than an elephant but we have finally acquired a 75% stake in A Vartan Limited ("AVL") a well-established and highly thought of firm of private client stockbrokers, based in Peterborough in the UK with AUA of £282 million (as at 31 December 2014). We have been working closely with Andrew Vartan (the CEO of AVL) and his team for some time but with the deal now behind us we can get on with building the business together. AVL, rebranded as Vartan Ravenscroft Limited, gives us access to the UK market and we believe this will assist our future growth as it is a market we know well and it is on our doorstep.

Your Board is proposing a final dividend of 8p per share to be approved at the Annual General Meeting on 23 April 2015 and paid on 1 May 2015 to all shareholders on the register on 28 April 2015. This will bring the total dividend for the year to 12p per share (9p per share: 2013)





## BUSINESS AND FINANCIAL REVIEW

FOR THE YEAR ENDED 31 DECEMBER 2014



**Jon Ravenscroft**  
**Group Chief Executive Officer**  
2 April 2015

### GROUP BUSINESS REVIEW

	<b>31 December 2014 £'000</b>	<b>31 December 2013 £'000</b>	<b>Year on Year Change</b>
Revenue from third parties	11,373	8,095	40%
recurring revenue	4,298	3,541	21%
transactional revenue	7,075	4,554	55%
Operating profit	2,344	1,517	55%
Operating profit margin	21%	19%	2%
Basic earnings per share	21.81p	15.17p	44%
Diluted earnings per share	20.65p	14.73p	40%
Assets under administration	1,618	1,281	26%

#### Turnover and profit before tax

The Company and its subsidiaries (the "Group") performed very well during the year with total revenue for the Group increasing by 40% to £11.4m for the year ended 31 December 2014 (2013: £8.1m).

This performance has been primarily driven by a number of successful corporate finance deals completed during the year representing 41% of the total transactional revenue for the year and 26% of the total revenue for the year.

In addition, the Group has continued to reduce reliance on transactional income by achieving an increase in recurring revenues of 21% during the year, this has been achieved through growing AUA and increasing associated fees, although exposure to short-term fluctuations in investor and market sentiment remains.

The Group's 2014 profit before tax was £2.35m compared with £1.52m in 2013, an increase of 55%, which reflects the much improved revenue performance and the operational gearing afforded by the Group's business model, particularly when it comes to staff costs where remuneration is very much tied to the Group's overall success.

In contrast to the significant increase in revenues for the year, administrative expenses have only increased by 19% for the year to £6.2m (2013: £5.2m). This increase is primarily due to a rise in staffing costs, following investment into additional hires made throughout the year along with business and IT system development costs, which further emphasizes the dramatic development of the Group in the last 12 months. Some of the rewards of this expenditure have already been reaped through increased AUA and revenues, it is anticipated that further benefits will also be achievable in the future through greater efficiencies.

## Statement of Financial Position and Cash Flows

As at the year end the Group had net assets of £5.9m (2013: £4.0m), including cash balances of £3.8m (2013: £2.1m).

The Group manages its capital to ensure all Group entities will be able to continue as going concerns while maximising the return to stakeholders. The capital structure of the Group consists of equity attributable to equity holders of the Company, comprising issued share capital, share premium and reserves as disclosed in the Consolidated Statement of Changes in Equity.

It is the responsibility of the Board to review the Group's gearing levels on an ongoing basis and at present the Group has no gearing.

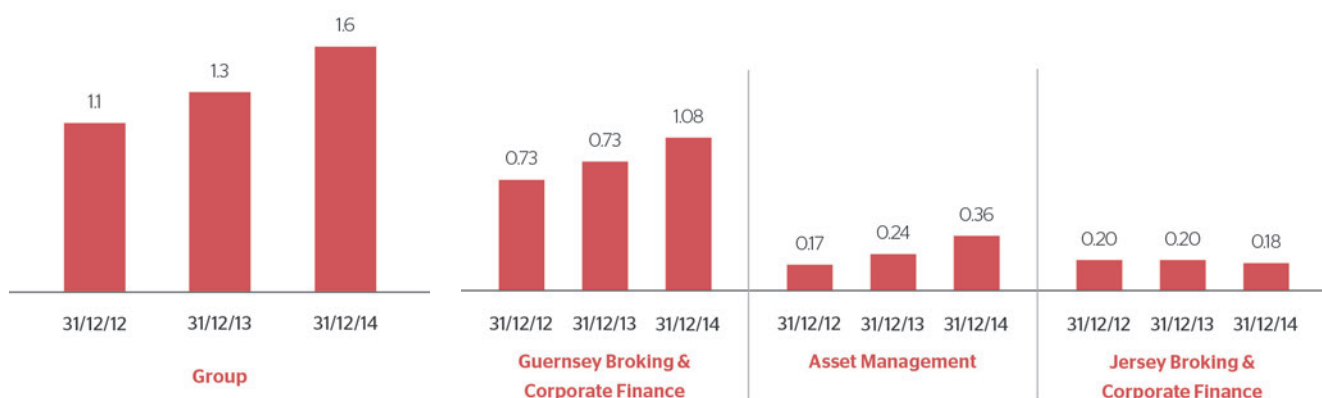
The Company and two of its subsidiaries, Ravenscroft Investment Management Limited and Ravenscroft Jersey Limited, are required to maintain minimum financial resources in accordance with the rules of their respective regulators. These requirements vary from time-to-time depending on the business conducted by these companies. The Company's financial resources are continuously reviewed and the levels maintained are considered by the Board as sufficient to meet the Company's commitments and withstand the risks to which they are subject. At 31 December 2014 the Company had net assets in excess of the minimum regulatory requirements of £4.46m (2013: £2.18m), Ravenscroft Investment Management Limited had excess net assets of £0.76m (2013: £0.13) and Ravenscroft Jersey Limited had a Ratio of Adjusted Net Liquid Assets over Expenditure of 184% (2013: 157%) being 54% higher than the minimum regulatory requirements.

### AUA

Total AUA for the Group have risen by 26% to £1.6bn (2013: £1.3bn) driven predominantly by the value of the Channel Islands Property Fund Limited increasing substantially from a fund raising during the year and the managed retail funds increasing by 55% partially due to the creation of an additional sub-fund, the Huntress Blue Chip Fund.

Furthermore, the value of segregated accounts increased on average by 22% from £1.10bn to £1.34bn during the year.

### AUA £millions



**Total AUA for the Group have risen by 26% to £1.6bn (2013: £1.3bn).**



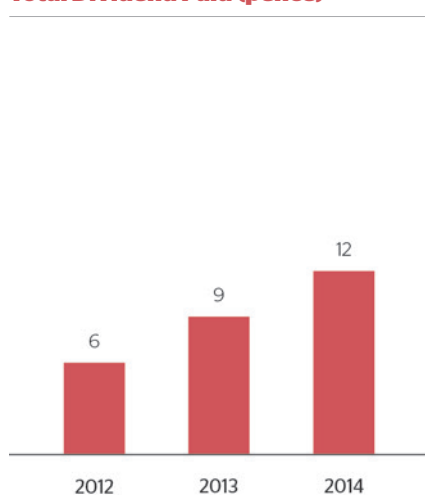
### Earnings per share

Basic earnings per share for the year was 21.81p, compared with 15.17p in 2013. Diluted earnings per share for the year was 20.65p, compared with 14.73p for 2013. The dilution arises from the potential exercise of share options.

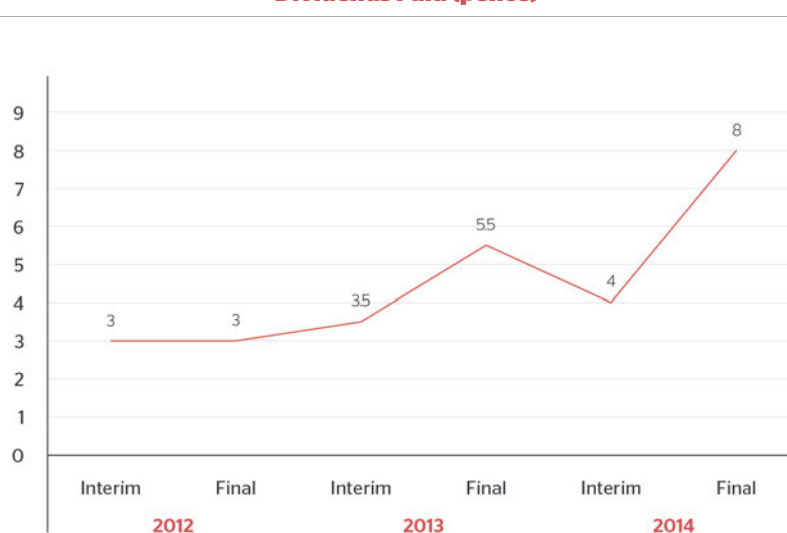
### Dividend

The Board is proposing to pay a final dividend of 8p per share resulting in an annual dividend of 12p (2013: 9p) an increase of 33%. If approved at the Company's Annual General Meeting on 23 April 2015, the dividend will be paid on 1 May 2015 to all shareholders on the register at 28 April 2015. The Board has no desire to retain shareholder funds and in arriving at this year's dividend has taken into account the resources required to pursue its growth strategy and meet its regulatory capital obligations.

### Total Dividend Paid (pence)



### Dividends Paid (pence)



### People

We recognise that our staff are a key resource of the business and the quality of leadership is vital to the success of the Group. The Board continually strives to improve the engagement and motivation of our people in order to improve business performance, and we ensure team leaders understand what is expected of them in developing their teams.

As at 31 December 2014, we employed 37 staff in Guernsey (2013: 34) and 5 in Jersey (2013: 6). During the year 7 members of staff were recruited within the Guernsey office and one member of staff for the Jersey office. A further 4 members of staff have been recruited for the Guernsey office to date in 2015. A total of 7 members of staff left employment with the firm during the year.

### Principal risks and uncertainties

The principal risks and uncertainties currently faced by the Group are detailed below. The risks outlined are those that the Group believes have the potential to have a significant detrimental impact on its financial performance and future prospects.

### Economic conditions

The Group is generally dependent on the health of the financial markets. The impact of poor economic conditions on our clients and markets has the potential to adversely influence the Group's overall financial performance and prospects. Specific examples that could affect the Group include a reduced level of securities trading as well as a general decline in the value of AUA. The Group has a business model that seeks to minimise the resulting impact of such scenarios by continually reviewing its cost base and more importantly by having a flexible remuneration structure which is predominantly geared to financial performance.

**Reputational risk**

We consider that one of the greatest risks to our business comes from the potential loss of its reputation. Whilst entrepreneurial employees are encouraged to develop new clients and streams of revenue, all new business is subject to a rigorous take-on process and risk rating review as well as ongoing controls and monitoring to ensure that it meets the Group's strict new business criteria.

**Employee risk**

The Group's employees are its greatest asset and the future successes are dependent on our ability to attract and retain high quality executives and employees. We seek to minimise employee risk by rewarding staff members through a remuneration package which includes performance-based payments that align the interests of both employees and shareholders, whilst avoiding encouragement of excessive individual risk taking.

**Operational risk**

Operational risk is the risk that the Group suffers a loss directly or indirectly from inadequate or failed internal processes, people, systems or from external events. Compliance personnel and senior management ensure that significant operational risks, mitigations and appropriate control systems are continually reviewed. Where applicable, a corrective action plan is put in place.

**Market risk exposure**

The Group is exposed to market risk predominantly through its position in trading investments. We monitor and apply appropriate controls in order to minimise this risk on a daily basis.

**Liquidity risk**

The Group has in place a robust liquidity risk management framework for the management of all short, medium and long-term funding and any liquidity management requirements. We manage liquidity risk by maintaining adequate reserves and banking facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Given the nature of our business, the Group does not run any significant liquidity mismatches, financial liabilities are on the whole short term and we have sufficient cash retained to cover all its non-client and market liabilities.

**Business continuity risk**

There is a risk that any incident that we are affected by, directly or indirectly such as disruption to utilities and services, office closures or pandemic occurrences, could cause possible damage to the Group's infrastructure or affect key employees, which in turn could affect the our reputation or cause financial loss. Continuity planning is in place across the business in order to sustain operations with a minimum of disruption through a combination of business continuity planning, duplicated infrastructure and remote facilities. Regular testing of the business continuity plan is undertaken.

**Regulatory risk**

Any Regulatory changes arising in either Island that could potentially impair the Group's ability to provide Stockbroking or Investment Management Services may adversely affect our ability to trade and achieve it's strategic objectives.

The investment business sector, as with all of the Channel Islands Finance Industry, saw an unprecedented level of regulatory change during 2014 with the introduction of Foreign Account Tax Compliance Act, the Intergovernmental Agreement with the UK for the automatic exchange of tax information and the Alternative Investment Fund Managers Directive across both Islands.

In addition, Guernsey introduced new Training and Competency requirements under the Licensees (Conduct of Business Rules), 2014, and consultation was undertaken on the Guernsey Financial Advice Standards, and revised Anti-money Laundering and Countering the Financing of Terrorism legislation is in progress.

Similarly, Jersey implemented changes to the Anti-Money Laundering Regulation Framework and the JFSC opened consultation on miscellaneous proposed amendments to regulatory legislation.

This trend looks set to continue throughout 2015 as a consultation document has been published on the Common Reporting Standards, the GFSC have issued a consultation paper on the revision of the Bailiwick's financial regulatory laws to maintain the Bailiwick's reputation as an efficient and well-regulated international finance centre, they also continue to work on updating the Anti-money Laundering and Countering the Financing of Terrorism Handbook and uncertainty remains around MiFID II. As a business we have been proactive in response to these changes by looking to maximise investment in our systems and staff and by participating, where possible, in industry working parties etc.



## GUERNSEY BROKING & CORPORATE FINANCE

		31 December 2014 £'000	31 December 2013 £'000	31 December 2013 £'000	Change vs Adjusted BIL Prior Year Figures
			Adjusted for Change in Manager of BIL	Per Audited Financial Statements	
<b>Revenue from third parties</b>		<b>8,319</b>	<b>5,662</b>	<b>5,305</b>	<b>47%</b>
recurring revenue	Gsy Broking	1,074	940	907	14%
	Corporate Finance	996	834	510	19%
	<b>Total</b>	<b>2,070</b>	<b>1,774</b>	<b>1,417</b>	<b>17%</b>
transactional revenue	Gsy Broking	3,266	2,219	2,219	47%
	Corporate Finance	2,983	1,669	1,669	79%
	<b>Total</b>	<b>6,249</b>	<b>3,888</b>	<b>3,888</b>	<b>61%</b>
<b>Operating profit</b>		<b>1,807</b>	<b>1,673</b>	<b>1,316</b>	<b>8%</b>
<b>Operating profit margin</b>		<b>22%</b>	<b>30%</b>	<b>25%</b>	<b>-8%</b>

This segment performed extremely well during the year and includes revenues generated from private clients and institutional stockbroking, market making and corporate finance services along with fees received from the two funds managed by Ravenscroft Limited; BIL and CIPF, following the change in investment manager to Ravenscroft Limited.

This segment experienced a 47% increase in total revenue contributing £8.3m for the year (2013: £5.3m (£5.7m including BIL)) and as a result, operating profits for this segment rose 8% to £1.8m (2013: £1.3m (£1.7m including BIL)). Recurring client revenues grew by 17% and continues to represent 25% of the total revenue generated by the segment.

The broking team in Guernsey experienced a 37% increase in total revenue generated from stockbroking and market making services during the year (2014: £4.3m, 2013: £3.2m). Recurring revenues grew by 14% and transactional revenues rose by 47% over the year.

Throughout 2014 the corporate finance team had investigated several investment opportunities with potential new investment activity dramatically increasing in the second half of the year. During this period the team successfully completed a number of notable transactions for both BIL & CIPF including;

- the transfer of BIL's holding in Legis Group Holdings Ltd trust business to the Bank of Butterfield;
- the sell down of BIL's interest in Legis Fund Services Limited to the Orangefield Group;
- the BIL acquisition of ASG Group Limited ("ASG"), a well-established Guernsey fixed-base operator ("FBO") providing aeronautical services such as hangaring and aircraft maintenance etc. which operates out of a 41,000 square foot modern hangar based at Guernsey Airport;
- the acquisition of the Jacksons CI Group, which includes the Jacksons and Motor Mall car dealerships in Jersey and Guernsey, via a cell of Ravenscroft Investments PCC Limited ("RIPL"), of which BIL now holds a 36% stake of the total business; and
- the acquisition of two buildings for CIPF; Gategny Court in St. Peter Port and 40 Esplanade in St. Helier. As a result of these acquisitions CIPF now owns 6 properties with an overall valuation of approximately £122m with a broad and diversified tenant base comprising a total of 17 companies operating in banking, legal, trust administration, wealth management, regulatory and hedge fund areas in the Channel Islands.

The completion of these corporate finance transactions resulted in an additional £2.7m of revenues for the segment representing 32% of the segment's total revenues for the year.

In addition, the revenues for this segment have been supplemented by additional management fees from the BIL, contributing an extra 17% of recurring revenue for the year, and a 43% increase in the management fees received from CIPF as a result of the successful fund raising during the year.

The corporate finance team continues to be very busy working on a number of transactions that should come to fruition during 2015.

Total AUA for the segment at 31 December 2014 were £1.08bn (2013: £0.85bn).

## JERSEY BROKING & CORPORATE FINANCE

	<b>31 December 2014 £'000</b>	<b>31 December 2013 £'000</b>	<b>Change</b>
<b>Revenue from third parties</b>	<b>996</b>	<b>753</b>	<b>32%</b>
recurring revenue	411	314	31%
transactional revenue	585	458	28%
<b>Operating profit</b>	<b>56</b>	<b>(67)</b>	<b>184%</b>
<b>Operating profit margin</b>	<b>6%</b>	<b>-9%</b>	<b>15%</b>

This segment has, following the appointment on a new Chief Executive Officer, Haydn Taylor, recorded a much improved performance for the year. The lower performance in 2013 was due to a transitional period in which one-off transactions were not repeated and changes were implemented to the management structure.

Jersey revenues have substantially increased, escalating by 32% from £0.76m (2013) to £1.00m; this is principally due to the team's contribution to the Group's successful corporate finance deals.

Operating profits for the segment also rose by 184% to £0.06m (2013: -£0.07m).

Total AUA for the segment as at 31 December 2014 was disappointingly lower than prior years being £179m (2013: £196m) attributable to the previously referred to transitional period. However, the segment has seen a 92% increase in Discretionary Portfolio Management assets and a 52% increase in Non-advisory Dealing accounts. The success in winning Discretionary Portfolio Management assets contributes substantially to the increase in recurring revenues. This revenue stream also benefits from a comparatively higher margins to other revenue streams.

It is anticipated that with continuation of targeted business development efforts and the positive pipeline of business this success will be further built upon going forward.



## ASSET MANAGEMENT

	31 December 2014 £'000	31 December 2013 £'000	31 December 2013 £'000	Change
		Adjusted for Change in Manager of BIL	Per Audited Financial Statements	vs Adjusted BIL Prior Year Figures
<b>Revenue from third parties</b>	<b>2,058</b>	<b>1,681</b>	<b>2,037</b>	<b>22%</b>
recurring revenue	1,817	1,453	1,809	25%
transactional revenue	241	228	228	6%
<b>Operating profit</b>	<b>481</b>	<b>(89)</b>	<b>268</b>	<b>640%</b>
<b>Operating profit margin</b>	<b>23%</b>	<b>-5%</b>	<b>13%</b>	<b>28%</b>

The asset management team revenues have continued to grow recording a 22% year-on-year increase as a direct result of growing AUA and despite the loss of revenues from the change in investment manager on BIL to Ravenscroft Limited. This growth of AUA not only made a positive contribution in 2014 but the real advantage is that these revenues are recurring and so will provide a solid foundation for the future.

The team's established unitised funds all performed well during 2014 and this success was further built upon by launching an additional sub-fund, the Global Blue Chip Fund, which elevated this segment's AUA by a further £18m and contributed an additional £0.05m of recurring revenues from management fees for the year. The segment continues to work hard to increase its profile across both Islands and have hosted a number of very well attended presentations in both Guernsey and Jersey during 2014 with more scheduled in 2015.

Total AUA for the segment at 31 December 2014 were 50% higher at £358m (2013: £238m), of which £121m (2013: £77m) was in the team's unitised funds and the remainder represented an increase in segregated accounts.

**Total AUA for the segment at 31 December 2014 were 50% higher at £358m (2013: £238m).**

---

## OUTLOOK

---

We have made a positive start to 2015 and there are signs that the increased levels of activity which we saw at the end of last year are continuing. All of the business' areas are performing well and we have a good pipeline of transactions some of which we have been working on for some time and are hoping to convert in the first half of 2015. Also with the Vartan transaction under our belt we are looking to push forward with a new UK presence for of our business. There is a lot to do but I am confident that we will be able to build on the successes of 2014.

Finally, I would like to take this opportunity to thank our employees for all their hard work over this period as well as our clients and shareholders for their continued support and loyalty, without which we would not have achieved this success.

I look forward to reporting to you again in the interim report in the second half of 2015.

### **Forward-looking statement**

*These financial statements contain forward-looking statements with respect to the financial condition, results, operations and businesses of the Group. Although the Group believes that the expectations reflected in these forward looking statements are reasonable, we can give no assurance that these expectations will prove to have been correct. Such statements and forecasts involve risk and uncertainty because they relate to events and depend upon circumstances that will occur in the future. There are a number of factors that could cause actual results or developments to differ materially from those expressed or implied by forward-looking statements and forecasts. Forward-looking statements and forecasts are based on the Directors' current view and information known to them at the date of this statement. The Directors do not make any undertaking to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.*





## DIRECTORS' REPORT

YEAR ENDED 31 DECEMBER 2014

**The Directors present their report on the consolidated financial statements of the Group for the year ended 31 December 2014. The Company was incorporated in Guernsey on 8th March 2005 under the laws of the Bailiwick of Guernsey with company number 42906 and is listed on the Channel Islands Securities Exchange.**

### Principal Activity

The principal activity of the Company and the Group in the year under review was that of the provision of investment services.

### Directors

The Directors of the Company who held office during the current year and to date of signing are as follows:

#### Current Directors

Andy Stewart

Jon Ravenscroft

Susie Farnon

Simon Melling

Dominic Jones (appointed 18 March 2014)

Charlie Roger (appointed 10 December 2014)

#### Directors' interests in Ordinary Shares of Ravenscroft Limited

The current Directors had interests in the ordinary share capital of the Company as shown below:

	31 December 2014		31 December 2013	
	No. of shares	Interest	No. of shares	Interest
Jon Ravenscroft*	1,569,000	14.83%	1,499,000	14.86%
Andy Stewart**	1,275,000	12.05%	1,250,000	12.39%
Susie Farnon***	125,000	1.18%	125,000	1.24%
Simon Melling	98,600	0.93%	88,600	0.88%
Dominic Jones****	95,000	0.90%	85,000	0.84%
Charlie Roger	147,500	1.39%	-	NIL

\* 1,569,000 of these ordinary shares are currently held by TEMK Investments Limited, an investment company whereby the beneficial owners are Mr J and Mrs J Ravenscroft.

\*\* 1,202,500 of these ordinary shares are currently held by bRIDGEr Limited, an investment company whereby the beneficial owner is Mr A Stewart. The remaining 72,500 shares are currently held by Mrs J A Stewart.

\*\*\* 125,000 of these ordinary shares are currently held by Little Lucy Limited, an investment company whereby the beneficial owners are Mr D and Mrs S Farnon.

\*\*\*\* 60,000 of these ordinary shares are currently held by Les Teurs Champs Investments Limited (incorporated in Jersey), a pension company whereby the beneficial owner is D Jones, with the remaining 35,000 being held directly by Mr D Jones.

## Directors' Interests in share options in Ravenscroft Limited

The current Directors had interests in options over ordinary shares in the Company as shown below:

Name of Director	31 December 2014	31 December 2013	Exercise price	Grant date	First possible exercise date	Expiry date
Jon Ravenscroft	50,000	120,000	90p	25.03.10	25.03.10	25.03.20
Jon Ravenscroft	170,000	170,000	150p	19.04.11	19.04.11	25.03.20

## Significant shareholdings

The Directors have been notified that the following shareholders through Huntress (CI) Nominees Limited had interests of 3% or more in the Company's Ordinary share capital as at 25 March 2015 and 31 December 2014.

	25 March 2015		31 December 2014	
	No. of shares	Interest	No. of shares	Interest
<b>Huntress (CI) Nominees Limited as nominee for:</b>				
Jon Ravenscroft	1,569,000	13.99%	1,569,000	14.83%
Andy Stewart	1,202,500	10.73%	1,202,500	11.36%
Pula Investments Limited	1,050,000	9.36%	1,050,000	9.92%

## Non-Executive Directors' Remuneration

Each of the Non-Executive Directors has signed a letter of appointment with the Company setting out the terms of their appointment including their annual remuneration. Under the terms of these letters Andy Stewart, as the Chairman, is normally entitled to receive annual remuneration of £40,000, Susie Farnon as Senior Independent Director and Non-Executive Director is entitled to receive £30,000 per annum and Dominic Jones as Non-Executive Director of the Company and Ravenscroft Jersey Limited's Board is entitled to receive a total remuneration of £25,000 per annum.

In addition to these fees, the Company reimburses all reasonable travel and other incidental expenses incurred by the Non-Executive Directors in the performance of their duties.

All remuneration of the Non-Executive Directors was in the form of fees and does not include any performance-related compensation.

The total amounts of the Non-Executive Directors' remuneration paid for the financial year ended 31 December 2014 were as follows:

Director Name	Remuneration Paid £
Andy Stewart	40,000
Susie Farnon	27,500
Dominic Jones	18,750
<b>Total</b>	<b>86,250</b>

Please note that the above table represents the total amount paid to Non-Executive Directors in respect of their appointments to the Board of other Group entities for the financial year which may vary from the agreed remuneration in their letters of appointment due to reimbursement of expenses and prorating of remuneration due to their appointments to Board of other Group entities and the timing of their appointments.



## DIRECTORS' REPORT (continued)

### YEAR ENDED 31 DECEMBER 2014

#### Dividend

The Directors recommend the payment of a final dividend of 8p per ordinary share in respect of the year ended 31 December 2014 (2013: 5.5p). Subject to approval at the Annual General Meeting to be held on 23 April 2015, the dividend will be paid on 1 May 2015.

#### Going concern

The Board has prepared forecasts taking account of the current uncertain market conditions which demonstrate that the Group will continue to operate within its own resources and pay its debtors as and when they fall due.

The information prepared has also been subjected to sensitivity analysis designed to stress test the forecast. As a result, the Board considers that the Group has adequate resources to meet its business needs and it is therefore appropriate to adopt the going concern basis in preparing these financial statements.

#### Directors' and Officers' liability insurance

The Group maintains liability insurance on behalf of the Group's Directors and Officers.

#### Auditors

The Independent Auditors, PricewaterhouseCoopers CI LLP, have indicated their willingness to continue in office. A resolution will be proposed at the Annual General Meeting to reappoint them as auditors of the Company.

#### Directors' responsibilities for the financial statements

The Directors are responsible for preparing financial statements for each financial year which give a true and fair view, in accordance with applicable Guernsey law and International Financial Reporting Standards as adopted by the European Union, of the state of affairs of the Group and of the profit or loss of the Group for that period. In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Directors confirm that they have complied with the above requirements in preparing the financial statements.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Group and enable them to ensure that the financial statements comply with The Companies (Guernsey) Law, 2008. They are also responsible for safeguarding the assets of the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Directors are aware, there is no relevant audit information of which the Group's Auditors are unaware, and each Director has taken all the steps that he or she ought to have taken as a Director in order to make himself or herself aware of any relevant audit information and to establish that the Group's Auditors are aware of that information.

The maintenance and integrity of the Group's website is the responsibility of the Directors; the work carried out by the Auditors does not involve consideration of these matters and, accordingly, the Auditors accept no responsibility for any changes that may have occurred to the consolidated financial statements since they were initially presented on the website. Legislation in Guernsey governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

#### Annual General Meeting

The Annual General Meeting of the Company will be held at The Farmhouse, Bas Courtils, St Saviour, Guernsey GY7 9YF on 23 April 2015 at 11:00 am.

Approved by the Board of Directors on 2 April 2015 and signed on its behalf by:

**Simon Melling**

**Director:**

**Susie Farnon**

**Director:**



**The Annual General Meeting of the Company will be held at The Farmhouse, Bas Courtils, St Saviour, Guernsey GY7 9YF on 23 April 2015 at 11 a.m.**

## CORPORATE GOVERNANCE REPORT

### YEAR ENDED 31 DECEMBER 2014

#### Introduction

The Company is subject to the Finance Sector Code of Corporate Governance ("the Code") issued by the Guernsey Financial Services Commission ("GFSC") that came into effect on 1 January 2012. The Board fully supports high standards of corporate governance and it is the Directors' opinion that throughout the year to 31 December 2014 the Company has complied fully with the Principles and Guidance set out in the Code.

#### The role of the Board

The Directors collectively bring a broad range of relevant business experience to the Board and this is considered essential for the effective management of the Company. The Board is responsible for both the strategy and the major operational issues affecting the Company. It reviews financial performance, regulatory compliance, monitors key performance indicators and will consider any matters of significance to the Group including but not limited to corporate activity. Certain matters are reserved for decision by the Board. The Board also delegates certain authorities to Committees of the Board; the Board reviews the activities and decisions of these Committees at each quarterly meeting. The day-to-day management of the Company's business is delegated to the Executive Directors.

#### The composition of the Board

As at 31 December 2014 the Board consisted of three Executive and three Non-Executive Directors. The Directors contribute a range of complementary skills, knowledge and experience. Details of the individual Directors and their biographies are set out on page 4. On 18 March 2014 the Board appointed Dominic Jones as an additional Non-Executive Director. Subsequently on 10 December 2014 the Board appointed Charlie Roger as an Executive Director.

The composition of the Board ensures that no single individual or group of individuals is able to dominate the decision making process.

#### Roles of the Chairman and Chief Executive Officer

The roles of the Chairman and Group Chief Executive Officer are separated, ensuring a clear division of authority and responsibility at the most senior level within the Group.

#### Chairman

The Non-Executive Chairman is Andy Stewart. He is responsible for the leadership of the Board and ensuring the effective running and management of the Board. He is also responsible for the Board's oversight of the Group's affairs, which includes ensuring that the Directors receive accurate, timely and clear

information, ensuring the effective contribution of the Non-Executive Directors and implementing effective communication with Shareholders.

#### Group Chief Executive Officer & Chief Executive Officer, Channel Islands

The Group Chief Executive Officer is Jon Ravenscroft. His responsibilities include the progress and development of objectives for the Group, as well as overseeing the executive leadership of the Group and ensuring the continuing effective communication with shareholders.

Jon is supported in his role by Charlie Roger, Chief Executive Officer of the Channel Islands. Charlie's role sees him responsible for day-to-day oversight of operations, managing the Group's risk exposure, implementing the Board's decisions and communicating with regulatory bodies.

#### Non-Executive Director

As well as the Non-Executive Chairman, the Board as at 31 December 2014 had a further two independent Non-Executive Directors. The Non-Executive Directors bring independent judgement, knowledge and relevant experience to the Board.

The Board is of the opinion that each Non-Executive Director acts in an objective manner. The Board's opinion was determined by considering for each Non-Executive Director whether they are independent in character and judgement, their conduct at Board and Committee meetings, whether they, or any other Director, has any interests that may give rise to an actual conflict of interest and whether they act in the best interests of the Company and its Shareholders at all times. A conflicts of interest policy and register is maintained by the Head of Group Compliance and the Company Secretary.

#### Senior Independent Director

At the Board meeting on the 18 March 2014, having considered the Group's continued growth, the appointment of Dominic Jones to the Board and the continued policy of actively encouraging open dialogue being maintained with all Shareholders, the Board undertook to appoint Susie Farnon as the Company's Senior Independent Director.

#### Election and re-election of Directors

In accordance with the Company's Articles of Incorporation, the Directors are obliged to retire by rotation and are eligible for re-election at the third Annual General Meeting ("AGM") after their initial election. Any Director appointed by the Board holds office

only until the next AGM, when they are eligible for election. Susie Farnon is due to retire at the forthcoming AGM and will stand for re-election. Charlie Roger was appointed as a Director by the Board on 10 December 2014 and therefore will stand for election at the forthcoming AGM upon the recommendation of the Directors.

### Board meetings and information to the Board

The Board has regular scheduled Board meetings and ad-hoc meetings as and when deemed necessary. During the year there were five scheduled Board meetings and two ad-hoc Board meetings, which were called to deal with specific time-critical business matters or to deal with other operational issues.

Before each Board meeting the Directors receive comprehensive papers and reports on the issues to be discussed at the meeting. In addition to Board papers, Directors are provided with relevant information between meetings. The Group maintains a conflicts of interest policy and register, and the Board have put into place a procedure in order to address situations where conflicts of interest arise. As part of this process the Directors prepare a list of other positions held within the industry and all other relevant situations which may need notification or authorisation, either in relation to the Director concerned or any connected persons which must be reported to the Company Secretary. This register is reviewed by the Board at each meeting.

### Support to the Board

Any Director wishing to do so may take independent professional advice at the expense of the Company. All Directors are able to consult with the Company Secretary who is responsible for ensuring that Board procedures are followed

### Board evaluation

A Board evaluation exercise is undertaken annually following the introduction of the Code on 1 January 2012. The last evaluation was undertaken in March 2015. This evaluation sought to identify whether the Board demonstrates sufficient collective skills, expertise, independence and knowledge of the Company, and each Director demonstrates the commitment required for the Company to achieve its objectives. The performance of the Chairman was evaluated by the other Directors at this meeting.

Attendance at meetings	Board Meeting	Audit Committee	Nomination Committee	Remuneration Committee
<b>Total number of meetings in the year</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>2</b>
Andy Stewart	5	3	2	2
Jon Ravenscroft	5	N/A	N/A	N/A
Susie Farnon	5	3	2	2
Simon Melling	5	N/A	N/A	N/A
Dominic Jones (appointed 18 March 2014)	5	3	1	1
Charles Roger (appointed 10 December 2014)	1	N/A	N/A	N/A

*Please note that due to differences between the timing of Board and Committee Meetings being held and Dominic Jones and Charlie Rogers' appointment to the Board during the year, the above reflects full attendance by these Directors to all scheduled meetings during their term of appointment.*

*During the year two ad hoc Board Meetings were held at which Andy Stewart, Jon Ravenscroft, Susie Farnon and Simon Melling were in attendance at one and Jon Ravenscroft and Simon Melling in attendance at the other. Directors attendance for the ad-hoc Board meetings was in accordance with the requirements for the relevant subject matter for approval, subsequently the Non-Executive Directors attendance was not always requisite.*



## CORPORATE GOVERNANCE REPORT (continued)

### YEAR ENDED 31 DECEMBER 2014

#### Board committees

The Board has a supporting committee structure in line with the Code. The Board has three committees, namely: the Audit Committee, the Nomination Committee and the Remuneration Committee, as described below. Copies of each Committee's Terms of Reference, which are regularly reviewed by the Board and clearly define the responsibilities and duties are available from the Company Secretary upon request or may be downloaded from the Group's website [www.ravenscroft.gg](http://www.ravenscroft.gg).

#### Audit Committee

The Audit Committee comprises all Non-Executive Directors. Susie Farnon is the chairman of the Committee. The Committee usually meets at least three times a year. Other Directors, members of staff and the external Auditors are invited to attend these meetings, as deemed appropriate.

The Committee has the following responsibilities:

- reviewing and monitoring the Group's systems of risk management, regulatory compliance and internal financial reporting processes and controls;
- the assessment of the Group's financial risks and mitigation plans;
- review of the Group's Financial Statements, Reports and Announcements and the accounting policies that underlie them;
- the recommendation to the Board on the appointment and remuneration of the external Auditors;
- the monitoring of the independence of the external Auditor and the establishment of a policy for the use of the Auditors for non-audit work; and
- monitoring the need for an internal audit resource

The Committee reports to the Board on all these issues identifying any matters in respect of which it considers that action or improvement is required and making recommendations as to the steps to be taken as necessary.

In discharging their duties during the year the Committee undertook the following tasks:

- reviewed the Group's Interim and Annual Results Announcements and the Annual Report and Accounts, respectively. On both occasions, the Committee received reports from the Auditors identifying any accounting or judgmental issues requiring attention thereon;

- reviewed reports from management which addressed the appropriateness of the production of the Financial Statements on a going concern basis;
- reviewed reports from the Group Financial Controller on identified accounting or judgmental issues;
- at each meeting reviewed both the risk management process operated by Group management designed to identify the key risks and how those risks were being managed;
- at each meeting received reports from the Group Head of Compliance on the compliance activities for that respective period together with monitoring plans;
- considered, reviewed and approved to the Board the Supervisory Review and Evaluation Process and the Capital Adequacy Rules that are required by the Company's regulator, the GFSC;
- considered reports on the issue of research notes, business continuity planning, accounting policies and on segmental reporting;
- considered reports on a review of the governance and risk management process within the Group; and
- considered the level of audit fees and non-audit fees and the provisions of such services.

The Committee also reports to the Board on the Group's financial results, having examined the accounting policies on which they are based and ensured compliance with relevant accounting standards. In addition, it reviews the scope and results of the external audit, its cost effectiveness and the independence and objectivity of the external Auditors. To this end, the Audit Committee has stated as an objective that fees paid to the Auditor for non-audit work should not exceed the fees for audit work, without prior approval.

Due to the size of the Group, the monitoring of activities by the compliance department and the hands-on approach by the Executive Directors, the Board does not feel the need to establish a dedicated internal audit function at the present time. However, the Board has commissioned a risk review covering the principle areas of the business. This has been carried out by Grant Thornton Limited and the Group have evaluated and implemented their recommendations.



---

### **Audit Committee's assessment of the Auditors' independence and quality**

The Audit Committee and the external auditors, PricewaterhouseCoopers CI LLP, have safeguards in place to avoid the possibility that the Auditors' objectivity and independence could be compromised. These safeguards include the Auditors' report to the Audit Committee on the actions they take to comply with the professional and regulatory requirements and best practice designed to ensure their independence from the Group.

The overall performance and the independence of the Auditors is reviewed annually by the Audit Committee taking into account regular dealings with the Auditors, the views of management, the cost effectiveness and maintenance of objectivity.

The annual appointment of the Auditors by Shareholders at the AGM is a fundamental safeguard to auditor independence, but beyond this, appropriate consideration is given to whether additional work performed by the Auditors may be appropriate for sound commercial and practical reasons, including confidentiality. Examples of work that would fall into this category include regulatory advice, taxation services and financial due diligence work. The Audit Committee also gives due consideration to appointing other firms where it is felt that the impact of an assignment may compromise the independence of the Auditors, and a number of assignments are currently being undertaken by other firms.

### **Remuneration Committee**

Membership of the Remuneration Committee is limited to Non-Executive Directors. The current members are Andy Stewart, Susie Farnon and Dominic Jones. Susie Farnon is the Chairman of the Committee. The Committee meets as and when required in order to ensure that it discharges its duties in determining the remuneration policy for the Group.

The main duties of the Committee are:

- to determine and agree with the Board the framework or broad policy for the remuneration of the Executive Directors of the Company or such other members of the senior management as necessary;
- within the terms of the agreed policy, determine the total individual remuneration package of each Executive Director including where appropriate, basic salaries, annual performance awards, share and option-based incentives;
- review the remuneration packages of the senior management;

- consider remuneration schemes to attract and retain employees and where appropriate determine the terms and allocations for any performance related share or option schemes operated by the Company; and
- review the ongoing appropriateness and relevance of the remuneration policy.

The Group has a policy to attract and retain individuals of the highest calibre and reward them such that they are motivated to grow the value of the business and to maximise returns to Shareholders. This policy is as relevant to the Executive Directors as it is to the senior management and employees, and as such the rewards of Executive Directors are aligned with those of Shareholders.

The Group operates in an arena where it is common practice to pay significant variable remuneration. However, the Group's policy is to pay large rewards only where it can be demonstrated that individual and team performances have increased the profitability of the business and the return to Shareholders. This is operated through a formula-based profit sharing arrangement for all staff and Directors. These profit sharing arrangements compensate for basic salaries, which are capped at relatively modest levels.

### **Nomination Committee**

Membership of the Nominations Committee comprises all the Non-Executive Directors. The current members are Andy Stewart, as Chairman, along with Susie Farnon and Dominic Jones.

The Committee is responsible for leading the process for all Board appointments within the Group, and in this context it should:

- regularly review the structure, size and composition of the Board;
- be responsible for identifying and nominating new Board members;
- review annually the time required from Non-Executive Directors; and
- ensure Non-Executive appointments to the Board receive a formal letter of appointment clearly identifying what is expected of them.

### **Management Committees**

To assist the Executive Directors and senior management in the discharge of their duties the Company has a number of management committees.



## CORPORATE GOVERNANCE REPORT (continued)

### YEAR ENDED 31 DECEMBER 2014

#### *Executive Committee*

The Committee, which is chaired by the Chief Executive Officer, Channel Islands, is responsible for overseeing the effective & efficient running of the Channel Islands business. The members of the Committee are the Group Chief Executive Officer, Chief Finance Officer & Head of Corporate Finance, Managing Director of Ravenscroft Investment Management Limited and Chief Executive Officer of Ravenscroft Jersey Limited.

#### *Risk & Compliance Committee*

The Committee is chaired by the Chief Executive Officer, Channel Islands and meets on a monthly basis to monitor and review risk management and regulatory compliance of the business. Its overall purpose shall be to assist the Group Chief Executive Officer, Chief Executive Officer of the Channel Islands, Chief Financial Officer & Head of Corporate Finance and the Head of Group Compliance in the discharge of their responsibilities for the Group wide management of risk and regulatory compliance. The Members of the Committee are Chief Executive Officer of the Channel Islands, Chief Financial Officer & Head of Corporate Finance, Company Secretary, Head of Group Compliance, Group Financial Controller, and Chief Executive Officer of Ravenscroft Jersey Limited.

#### **Shareholder relations**

The Company places a great deal of importance on communicating with its Shareholders. As such all Shareholders are encouraged to attend the AGM scheduled to be held on 23 April 2015, if possible, at which the Board will be available to address Shareholders' questions. The Notice of the AGM can be found on page 56 of this Report. Shareholders are also able to contact the Company directly through its dedicated email address ([IR@ravenscroft.gg](mailto:IR@ravenscroft.gg)), by correspondence addressed to the Company Secretary or by directly contacting the Senior Independent Director, Susie Farnon, whose contact details are

available on the Groups website [www.ravenscroft.gg](http://www.ravenscroft.gg). The Group Chief Executive Officer and Chairman are also in regular contact with the Company's major investors throughout the year and are responsible for ensuring that Shareholders' views are communicated to the Board as a whole.

#### **Internal control and risk management**

The Board is responsible for identifying, evaluating and managing significant risks faced by the Group. It acknowledges that it is responsible for the Group's system of internal controls and for setting the control framework including financial, operational, compliance controls and risk management systems along with reviewing the effectiveness of these systems throughout the year.

The system of internal controls are designed to manage rather than eliminate the risk of failure to achieve business objectives and as such they can only provide reasonable and not absolute assurances against material misstatement or loss.

The Board, through the Audit Committee and Group Risk and Compliance Committee, regularly review the effectiveness of the system of internal controls. The Audit Committee regularly assesses the status of the Group's internal control framework and also considers how risks are identified, monitored, mitigated and reported throughout the Group. Following these reviews, the Audit Committee agreed that the internal control framework continues to provide reasonable assurances that appropriate internal controls are in place. Accordingly, the Board confirms that throughout the year ended 31 December 2014 and up to the approval date of these Financial Statements, there had been an ongoing process of identifying, evaluating and managing significant risks faced by the Group.

This report was approved by the Board of Directors on 2 April 2015 and signed on its behalf by:

**Simon Melling**  
Director:

**Susie Farnon**  
Director:

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF RAVENSCROFT LIMITED YEAR ENDED 31 DECEMBER 2014

---

### **Report on the financial statements**

We have audited the accompanying consolidated financial statements (the "financial statements") of Ravenscroft Limited which comprise the Consolidated Statement of Financial Position as of 31 December 2014 and the Consolidated Statement of Comprehensive Income, Consolidated Statement of Cash Flows and the Consolidated Statement of Changes in Equity for the year then ended and a summary of significant accounting policies and other explanatory information.

### **Directors' responsibility for the financial statements**

The Directors are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards as adopted by the European Union and with the requirements of Guernsey law. The Directors are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial statements.

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

### **Opinion**

In our opinion, the financial statements give a true and fair view of the financial position of the Group as of 31 December 2014, and of the financial performance and cash flows of the Group for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union and have been properly prepared in accordance with the requirements of The Companies (Guernsey) Law, 2008 and The Protection of Investors (Bailiwick of Guernsey) Law, 1987.

Furthermore we have examined the Statement of Financial Resources set out on page 52. In our opinion the financial resources requirement specified in Rule 2.2.5 of The Licensees (Capital Adequacy) 2010 Rules has been satisfied.

### **Report on other legal and regulatory requirements**

We read the other information contained in the Annual Report and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. The other information comprises the Business and Financial Highlights, Company Information, The Board of Directors, Chairman's Statement, Business and Financial Review, Corporate Governance Report, Notice of Annual General Meeting, Summary Financial Information, Statement of Financial Resources and Directors' Report.

In our opinion the information given in the Directors' Report is consistent with the financial statements.

This report, including the opinion, has been prepared for and only for the Company's members as a body in accordance with Section 262 of The Companies (Guernsey) Law, 2008 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

### **PricewaterhouseCoopers CI LLP**

Chartered Accountants  
St Peter Port  
Guernsey

2 April 2015



## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

### YEAR ENDED 31 DECEMBER 2014

	Notes	31 December 2014 £'000	31 December 2013 £'000
<b>Revenue</b>		<b>11,373</b>	<b>8,095</b>
Cost of sales		(2,836)	(1,353)
<b>Gross profit</b>		<b>8,537</b>	<b>6,742</b>
Administrative expenses	3	(6,193)	(5,225)
<b>Operating profit</b>		<b>2,344</b>	<b>1,517</b>
Finance income		4	4
Finance costs		(1)	(1)
<b>Profit before taxation</b>		<b>2,347</b>	<b>1,520</b>
Taxation	5	(54)	(61)
<b>Profit for the financial year and total comprehensive income</b>		<b>2,293</b>	<b>1,459</b>
Attributable to:			
Equity holders of the Company		2,293	1,459
Non-controlling interests		-	-
		<b>2,293</b>	<b>1,459</b>
<b>Earnings per share</b>			
Basic	6	21.81p	15.17p
Diluted	6	20.65p	14.73p

All amounts shown in the consolidated financial statements derive from continuing operations of the Group.

The notes on pages 30 to 51 form part of these financial statements.

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**YEAR ENDED 31 DECEMBER 2014**

	Notes	31 December 2014 £'000	31 December 2013 £'000
<b>Non-current assets</b>			
Intangible assets	7	395	353
Property, plant and equipment	8	265	330
		<b>660</b>	<b>683</b>
<b>Current assets</b>			
Trading investments - long positions	10	106	39
Trade and other receivables	11	8,816	11,165
Cash and cash equivalents	12	3,838	2,098
		<b>12,760</b>	<b>13,302</b>
<b>Total assets</b>		<b>13,420</b>	<b>13,985</b>
<b>Current liabilities</b>			
Trading investments - short positions	10	3	-
Trade and other payables	13	7,291	9,841
Tax payable	5	146	128
Bank overdraft	13	77	-
		<b>7,517</b>	<b>9,969</b>
<b>Net current assets</b>		<b>5,243</b>	<b>3,333</b>
<b>Total assets less current liabilities</b>		<b>5,903</b>	<b>4,016</b>
<b>Net assets</b>		<b>5,903</b>	<b>4,016</b>
<b>Equity</b>			
Called up share capital	15	106	101
Share premium account		546	78
Reserves		5,251	3,837
<b>Total equity</b>		<b>5,903</b>	<b>4,016</b>

The consolidated financial statements were approved by the Board of Directors on 2 April 2015 and signed on its behalf by:

**Simon Melling**  
**Director:**

**Susie Farnon**  
**Director:**

The notes on pages 30 to 51 form part of these financial statements.



## CONSOLIDATED STATEMENT OF CASH FLOWS

### YEAR ENDED 31 DECEMBER 2014

	Notes	31 December 2014 £'000	31 December 2013 £'000
<b>Cash flows from operations</b>			
Operating profit		2,344	1,517
Adjustments for:			
Depreciation of property, plant and equipment	8	103	117
Amortisation of intangible assets	7	102	97
Share based payment expense	16	89	22
<b>Operating cashflows before movements in working capital</b>		<b>2,638</b>	<b>1,753</b>
Decrease in trading investments		(62)	139
decrease / (Increase) in receivables		2,349	(2,223)
(decrease) / Increase in payables		(2,549)	1,111
<b>Cash generated by operations</b>		<b>2,376</b>	<b>780</b>
Interest paid		(1)	(1)
Taxation paid		-	(1)
<b>Net cash from operating activities</b>		<b>2,375</b>	<b>778</b>
<b>Cash flows from investing activities</b>			
Interest received		4	4
Purchase of intangible assets	7	(144)	(147)
Purchase of property, plant and equipment	8	(38)	(48)
Sale of property, plant and equipment		-	-
Other investing cash flows		-	-
<b>Net cash (used in) investing activities</b>		<b>(178)</b>	<b>(191)</b>
<b>Cash flows from financing activities</b>			
Acquisition of own shares subsequently held in treasury		(37)	-
Disposal of own shares held in treasury		22	54
Issue of new share capital		473	79
Dividends paid		(953)	(589)
Withholding tax paid		(39)	(62)
<b>Net cash (used in) financing activities</b>		<b>(534)</b>	<b>(518)</b>
<b>Net increase in cash and cash equivalents</b>		<b>1,663</b>	<b>69</b>
<b>Cash and cash equivalents at beginning of year</b>		<b>2,098</b>	<b>2,029</b>
<b>Cash and cash equivalents at the end of the year</b>		<b>3,838</b>	<b>2,098</b>
<b>Bank overdraft at the end of the year</b>		<b>(77)</b>	<b>-</b>

The notes on pages 30 to 51 form part of these financial statements.

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
**YEAR ENDED 31 DECEMBER 2014**

	Notes	Called up share capital £'000	Share premium account £'000	Reserves £'000	Total £'000
<b>At 1 January 2013</b>		<b>100</b>	<b>-</b>	<b>2,892</b>	<b>2,992</b>
Total comprehensive income for the year		-	-	1,459	1,459
Own shares sold in the period		-	-	47	47
Profit on disposal of own shares		-	-	6	6
Own shares issued in the period		1	78	-	79
Credit to equity for equity-settled share based payments		-	-	22	22
Dividends paid		-	-	(589)	(589)
<b>At 31 December 2013</b>		<b>101</b>	<b>78</b>	<b>3,837</b>	<b>4,016</b>
Total comprehensive income for the year		-	-	2,293	2,293
Own shares purchased in the period	17	-	-	(37)	(37)
Own shares sold in the period		-	-	19	19
Profit on disposal of own shares		-	-	3	3
Own shares issued in the period		5	468	-	473
Credit to equity for equity-settled share based payments		-	-	89	89
Dividends paid		-	-	(953)	(953)
<b>At 31 December 2014</b>		<b>106</b>	<b>546</b>	<b>5,251</b>	<b>5,903</b>

The notes on pages 30 to 51 form part of these financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

### YEAR ENDED 31 DECEMBER 2014

#### 1. Accounting policies

##### Basis of accounting

The consolidated financial statements of the Group have been prepared in accordance with International Financial Reporting Standards as adopted by the European Union and with The Companies (Guernsey) Law, 2008. The Company has prepared consolidated financial statements complying with Section 244 of The Companies (Guernsey) Law, 2008, as a result there is no requirement to prepare individual financial statements for the Company on a stand-alone basis.

##### Adoption of new and revised standards

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 1 January 2014, and have not been applied in preparing these consolidated financial statement. None of these is expected to have a significant effect on the consolidated financial statements of the Group, except the following set out below:

**IFRS 9, 'Financial instruments'**, addresses the classification, measurement and recognition of financial assets and financial liabilities. The complete version of IFRS 9 was issued in July 2014. It replaces the guidance in IAS 39 that relates to the classification and measurement of financial instruments. IFRS 9 retains but simplifies the mixed measurement model and establishes three primary measurement categories for financial assets: amortised cost, fair value through other comprehensive income and fair value through profit or loss. The basis of classification depends on the business model and the contractual cash flow characteristics of the financial asset. The standard is effective for accounting periods beginning on or after 1 January 2018. Early adoption is permitted subject to EU endorsement. The Group is yet to assess IFRS 9's full impact.

**IFRS 15, 'Revenue from contracts with customers'** deals with revenue recognition and establishes principles for reporting useful information to users of financial statements about the nature, amount, timing and uncertainty of revenue and cash flows arising from contracts with customers. Revenue is recognised when a customer obtains control of a good or service and thus has the ability to direct the use and obtain the benefits from the good or service. The standard replaces IAS 18 'Revenue' and IAS 11 'Construction contracts' and related interpretations. The standard is effective for annual periods beginning on or after 1 January 2017 and earlier application is permitted subject to EU endorsement. The Group is assessing the impact of IFRS 15.

There are no other IFRSs or IFRIC interpretations that are not yet effective that would be expected to have a material impact on the Group.

##### Basis of measurement

These financial statements have been prepared on a historical cost basis except where stated otherwise below. The methods used to measure fair value are further disclosed in Note 20.

##### Critical accounting judgement and key sources of estimation uncertainty

###### Revenue recognition

Where appropriate, management makes estimates of certain revenue streams based on their best knowledge of the amount receivable based on the value of AUA.

###### Bad debt policy

The Group regularly reviews all outstanding balances including market and client receivables referred to in Note 19 and provides for amounts it considers irrecoverable.

###### Equity settled share based payment expense

In determining the expense related to equity settled share based payment schemes in place, the initial fair value has been calculated by reference to a Monte Carlo simulation model. Inputs into the model are based on management's best estimates of appropriate volatility, discount rate and share price growth, which are referred to in Note 16.

###### Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the statement of financial position date, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle a present obligation, its carrying amount is the present value of those cash flows. When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

---

### **Contingent liabilities**

A contingent liability is a possible obligation that arises from past events whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events beyond the control of the Group. It can also be a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation. A contingent liability also arises in rare cases where there is a liability that cannot be recognised because it cannot be measured reliably. The Group does not recognise a contingent liability but discloses its existence in the financial statements.

### **Basis of consolidation**

The consolidated financial statements incorporate the financial statements of the Company, entities controlled by the Company (its subsidiaries as disclosed in Note 9), and employee benefit trusts (as disclosed in Note 16) which all have co-terminus period ends. Control is achieved where the Company has the ability to direct activities of an investee entity so as to benefit as a result. The results of subsidiaries acquired or disposed of during the period are included in the consolidated statement of comprehensive income from the effective point of acquisition or up to the effective date of disposal, as appropriate. All intercompany transactions, balances, income and expenses are eliminated on consolidation.

Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the Group's equity therein. Non-controlling interests consist of the minority's share of undistributed reserves.

The results of subsidiaries acquired or disposed of during the year are included in the consolidated statement of comprehensive income from the effective date of acquisition or up to the effective date of disposal, as appropriate.

### **Segment reporting**

In identifying its operating segments, the Board (as the chief operating decision maker) generally follows the Group's service lines, which represent the main services provided by the Group. The measurement policies the Group uses for segment reporting under IFRS 8 are the same as those used in its financial statements.

### **Financial instruments**

Financial assets and financial liabilities are recognised in the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

### **Financial assets**

Investments are recognised and derecognised on trade date when the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the time frame established by the market concerned, and are initially measured at fair value, net of transaction costs except for those financial assets classified as fair value which are described below.

Financial assets are classified into the following specified categories: financial assets as 'at fair value through profit or loss' (FVTPL) and 'loans and receivables'. The classification depends on the nature and purpose of the financial assets and is determined at the time of initial recognition.

### **Financial assets at fair value through profit or loss**

Financial assets are classified as FVTPL when the financial asset is either held for trading or it is designated as FVTPL.

Trading investments pertain to investment securities and can comprise both long and short positions and are initially measured at fair value excluding transaction costs. Subsequently, and at each reporting date, these investments are measured at their fair values, with the resultant gains and losses arising from changes in fair value being taken to the Consolidated Statement of Comprehensive Income.

Financial assets are classified as financial assets at FVTPL where the Group acquires the instrument principally for the purpose of selling in the near term, the financial asset is a part of an identified portfolio of financial instruments that the Group manages together and has a recent actual pattern of short-term profit taking as well as all derivatives that are not designated and effective hedging instruments. Financial assets at fair value through profit or loss are stated at fair value, with any resulting gain or loss recognised in the Consolidated Statement of Comprehensive Income. The net gain or loss recognised in the Consolidated Statement of Comprehensive Income incorporates any dividend or interest earned on the financial asset.

### **Derecognition of financial assets**

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.





## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 1. Accounting policies (continued)

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

##### Trade and other receivables

Trade and other receivables are measured at amortised cost as adjusted for credit losses / impairments.

##### Trade and other payables

Trade and other payables are measured at amortised cost.

##### Interest bearing loans and receivables

Interest bearing loans and receivables are recognised initially at fair value, net of transaction costs incurred. They are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the income statement over the period of the borrowings using the effective interest method.

##### Financial liabilities and equity

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities.

##### Equity instruments

Equity instruments issued by the Company are recorded at the proceeds received, net of direct issue costs.

##### Foreign currencies

Transactions in foreign currencies are recorded at the rate of exchange at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the statement of financial position date are reported at the rates of exchange prevailing at that date. Gains and losses arising during the year on transactions denominated in foreign currencies are treated as normal items of income and expenditure in the income statement. The presentation and functional currency of the Company and its subsidiaries is Pounds Sterling as

this is the currency where the Company and its subsidiaries are incorporated and predominantly trade. The consolidated financial statements are presented in Pounds Sterling, which is the Group's presentation currency.

##### Operating leases

Operating lease rentals are charged to the income statement on a straight-line basis over the lease term.

##### Intangible assets

Intangible assets are stated at cost less provisions for amortisation and impairments. Amortisation is provided at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its estimated useful life as follows:

Purchased software and software development	Five years
Software licences	Life of the licence

The carrying values of intangible assets are subject to annual review and any impairment is charged to the Consolidated Statement of Comprehensive Income.

##### Purchased software and software development

An internally generated intangible asset arising from the Group's software development is recognised only if all of the following conditions are met:

- an asset is created that can be identified;
- it is probable that the asset created will generate future economic benefits; and
- the development cost of the asset can be measured reliably.

Where no intangible asset can be recognised, software development expenditure is recognised as an expense in the period in which it is incurred.

The Intangible assets recorded on the Consolidated Statement of Financial Position relate specifically to the capitalised costs from the development of a new software system. This system is modular in nature and therefore as and when each module of the system is fully developed and commissioned the capitalised cost associated with that module will commence being amortised.

---

### Property, plant and equipment

Property, plant and equipment are stated at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its estimated useful life as follows:

Fixtures and fittings	Three years
Office equipment	Three years
Communications equipment	Three years
Leasehold improvements	Ten years

The carrying values of property, plant and equipment are subject to annual review and any impairment is charged to the Consolidated Statement of Comprehensive Income.

### Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and on demand deposits, and other short-term highly liquid investments that have original maturities of 3 months or less and are subject to an insignificant risk of changes in value.

Bank overdrafts are shown in current liabilities in the Consolidated Statement of Financial Position.

### Taxation

The Company and its Guernsey subsidiaries are taxed at the standard Guernsey rate of income tax of 0%. Ravenscroft Jersey Limited is taxed in Jersey at the rate applicable to financial services companies of 10%.

The Company and its Guernsey subsidiaries are required to deduct or account for tax at the difference between the tax suffered by the Company and the shareholders' individual rate of 20% in respect of dividends and deemed distributions and pay that tax over to the Director of Income Tax in respect of Guernsey resident individual shareholders. £nil (2012: £nil) of tax paid by the Company in respect of deemed distributions is accounted for as a debit balance on the shareholders' loan accounts and is included in prepayments and accrued income.

The deemed distribution regime has been repealed with effect from 1 January 2013 and it is now only actual distributions to shareholders that the Company may be required to deduct and pay tax on.

### Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts.

Revenue comprises fees for investment management and corporate finance advisory services which are taken to the income statement when the services have been performed and the deal has become unconditional. Revenue also comprises commission income receivable, in respect of stockbroking activities which are accounted for at trade date.

### Share based payments

The Group operates an equity-settled share-based payment scheme, under which the Group receives services from key employees as consideration for equity instruments (shares) of the Group. The fair value of the employee services received in exchange for the grant of the shares is expensed on a straightline basis over the vesting period, based on the Group's estimate of the value of the shares that will eventually vest.

Where an equity-settled award is cancelled, it is treated as if it vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. This includes any award where non-vesting conditions within the control of either the entity or the employee are not met. However, if new award is substituted for the cancelled award, and designated as a replacement award on the date that it is granted, the cancelled and new awards are treated as if they were a modification of the original award.

### Client money

The Group holds money on behalf of its clients in accordance with the client money rules of the GFSC and JFSC through its wholly owned non-trading subsidiary, Huntress (CI) Nominees Limited. Such money and the corresponding liabilities to clients are not shown on the face of the statement of financial position as the Company or its subsidiaries have no beneficial entitlement. The net return received by the Group on managing client money is included within revenue.

### Broker settlement balances

The Group is involved, as principal, in the purchase and simultaneous commitment to sell securities between third parties. Such trades are only complete when both sides of the deal are settled, and so the Group is exposed to risk in the event that one side remains unmatched. The gross exposure to this risk is presented within the trade debtors and creditors as appropriate, though these would be expected to settle during the normal course of trading. Receivable amounts are classified as trade and other receivables held at amortised cost and payable amounts are classified as trade and other payables measured at amortised cost.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 2. Segment information

The Board currently identifies the Group's reportable segments as follows:

- The Guernsey Broking and Corporate Finance segment provides private client and institutional broking services along with market making and corporate finance services in Guernsey;
- The Jersey Broking and Corporate Finance segment provides private client and institutional broking services along with corporate finance services in Jersey;
- The Asset Management segment provides private client investment management and institutional fund management services.

Management monitors the operating results of business segments separately for the purpose of making decisions about resources to be allocated and of assessing performance. Segment performance is evaluated based on operating profit or loss. Finance income, finance costs and income taxes are managed on a Group basis. Revenues, assets and liabilities which are not directly attributable to the business activities of any operating segment are classified as unallocated. In the financial period under review, this applies to the Group's nominee company, Huntress (CI) Nominees Limited, and services company, Ravenscroft Services Limited.

	Guernsey Broking & Corporate Finance £'000	Jersey Broking & Corporate Finance £'000	Asset Management £'000	Consolidated £'000
<b>Operating segment information for the period ended 31 December 2014:</b>				
Revenues from external customers	8,319	996	2,058	11,373
<b>Operating profit / (loss)</b>	<b>1,807</b>	<b>56</b>	<b>481</b>	<b>2,344</b>
Finance income				4
Finance costs				(1)
Profit before tax				2,347
Tax				(54)
<b>Profit for the year</b>				<b>2,293</b>

	Guernsey Broking & Corporate Finance £'000	Jersey Broking & Corporate Finance £'000	Asset Management £'000	Un-allocated* £'000	Consolidated £'000
<b>Other segment information as at 31 December 2014:</b>					
Segment assets	10,754	447	1,015	1,204	13,420
Segment liabilities	5,563	3	68	1,883	7,517

	Guernsey Broking & Corporate Finance £'000	Jersey Broking & Corporate Finance £'000	Asset Management £'000	Consolidated £'000
<b>Operating segment information for the period ended 31 December 2013:</b>				
Revenues from external customers	5,305	753	2,037	8,095
<b>Operating profit / (loss)</b>	<b>1,316</b>	<b>(67)</b>	<b>268</b>	<b>1,517</b>
Finance income				4
Finance costs				(1)
Profit before tax				1,520
Tax				-
<b>Profit for the year</b>				<b>1,520</b>

	Guernsey Broking & Corporate Finance £'000	Jersey Broking & Corporate Finance £'000	Asset Management £'000	Un-allocated* £'000	Consolidated £'000
<b>Other segment information as at 31 December 2013:</b>					
<b>Segment assets</b>	<b>11,836</b>	<b>417</b>	<b>856</b>	<b>876</b>	<b>13,985</b>
<b>Segment liabilities</b>	<b>8,854</b>	<b>-</b>	<b>203</b>	<b>911</b>	<b>9,968</b>

\* Un-allocated assets and liabilities include fixed assets and accrued expenses that are held centrally and as such are not allocated to the business divisions.

	Revenue from customers		Non-current assets	
	31 December 2014 £'000	31 December 2013 £'000	31 December 2014 £'000	31 December 2013 £'000
<b>Geographical location:</b>				
Guernsey	10,377	7,342	660	683
Jersey	996	753	-	-
<b>Channel Islands Total</b>	<b>11,373</b>	<b>8,095</b>	<b>660</b>	<b>683</b>

Non-current assets for this purpose consist of intangible assets and property, plant and equipment.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 3. Administrative expenses

	31 December 2014 £'000	31 December 2013 £'000
Audit & accountancy	104	36
Bank charges	34	37
Communications	89	88
IT costs	245	202
Legal & professional fees	383	392
Marketing	214	243
Depreciation & amortisation	205	215
Premises	427	423
Information research	179	174
Recruitment and training	57	59
Personnel costs	3,848	3,049
Sundry expenses	78	46
Travel and entertaining	330	262
<b>Total expenditure</b>	<b>6,193</b>	<b>5,225</b>

#### 4. Auditors remuneration

	31 December 2014 £'000	31 December 2013 £'000
Fees payable to the Company's Auditors for the audit of the Group's annual financial statements	24,500	22,000
Fees payable to the Auditors for other services:		
The audit of the Company's subsidiaries	24,900	22,750
<b>Total audit fees</b>	<b>49,400</b>	<b>44,750</b>
Other services:		
Half year review	15,200	-
US IRS Qualified Intermediary compliance	40,000	-
<b>Total non-audit fees</b>	<b>55,200</b>	<b>-</b>
	<b>104,600</b>	<b>44,750</b>

In addition, subsequent to the year end the Group paid PricewaterhouseCoopers LLP in London, being a separate network firm to the Group's Auditors', an amount of £107,500 in connection with professional services provided during 2014 in relation to the launch of the Octane Cell of Ravenscroft Investments PCC Limited.

## 5. Taxation

	31 December 2014 £'000	31 December 2013 £'000
<b>The current tax payable comprised:</b>		
<b>Corporation Tax</b>		
Guernsey income tax at 0% based on profit for the year	-	-
Overseas tax charge borne by subsidiaries operating in other jurisdictions	3	-
	<b>3</b>	<b>-</b>
Withholding tax payable	22	16
PAYE tax payable 2014	121	112
	<b>146</b>	<b>128</b>

## 6. Earnings per share

	31 December 2014 £'000	31 December 2013 £'000
<b>Earnings:</b>		
Earnings for the purpose of basic earnings per share (net profit attributable to equity holders of the parent)	2,293	1,521
Effect of dilutive potential of ordinary shares	-	-
<b>Earnings for the purposes of diluted earnings per share</b>	<b>2,293</b>	<b>1,521</b>

	No.	No.
<b>Number of shares:</b>		
Weighted average number of shares for the purpose of basic earnings per share	10,511,138	10,021,815
Effect of dilutive potential of ordinary shares	588,573	298,245
<b>Weighted average number of shares for the purposes of diluted earnings per share</b>	<b>11,099,711</b>	<b>10,320,060</b>

The dilution arises from the potential exercise of share options.



**NOTES TO THE FINANCIAL STATEMENTS** (continued)  
YEAR ENDED 31 DECEMBER 2014

**7. Intangible assets**

	Purchased software and software development £'000	Software licences £'000	Total £'000
<b>Cost:</b>			
At 31 December 2012	187	116	303
Additions	147	-	147
<b>At 31 December 2013</b>	<b>334</b>	<b>116</b>	<b>450</b>
Additions	144	-	144
<b>At 31 December 2014</b>	<b>478</b>	<b>116</b>	<b>594</b>
<b>Amortisation:</b>			
At 31 December 2012	-	-	-
Charge for the year	(58)	(39)	(97)
<b>At 31 December 2013</b>	<b>(58)</b>	<b>(39)</b>	<b>(97)</b>
Charge for the year	(79)	(23)	(102)
<b>At 31 December 2014</b>	<b>(137)</b>	<b>(62)</b>	<b>(199)</b>
<b>Carrying amount:</b>			
<b>At 31 December 2013</b>	<b>276</b>	<b>77</b>	<b>353</b>
<b>At 31 December 2014</b>	<b>341</b>	<b>54</b>	<b>395</b>

## 8. Property, plant and equipment

	Communications equipment £'000	Office equipment £'000	Fixtures & Fittings £'000	Leasehold improvements £'000	Total £'000
<b>Cost:</b>					
As at 31 December 2012	344	108	4	284	740
Additions	44	2	-	2	48
<b>As at 31 December 2013</b>	<b>388</b>	<b>110</b>	<b>4</b>	<b>286</b>	<b>788</b>
Additions	16	22	-	-	38
<b>As at 31 December 2014</b>	<b>404</b>	<b>132</b>	<b>4</b>	<b>286</b>	<b>826</b>
<b>Depreciation:</b>					
At 31 December 2012	(203)	(81)	(4)	(53)	(341)
Charge for the year	(65)	(23)	-	(29)	(117)
<b>At 31 December 2013</b>	<b>(268)</b>	<b>(104)</b>	<b>(4)</b>	<b>(82)</b>	<b>(458)</b>
Charge for the year	(70)	(4)	-	(29)	(103)
<b>At 31 December 2014</b>	<b>(338)</b>	<b>(108)</b>	<b>(4)</b>	<b>(111)</b>	<b>(561)</b>
<b>Net Book Value:</b>					
<b>At 31 December 2013</b>	<b>120</b>	<b>6</b>	<b>-</b>	<b>204</b>	<b>330</b>
<b>At 31 December 2014</b>	<b>66</b>	<b>23</b>	<b>-</b>	<b>176</b>	<b>265</b>

Included in property, plant and equipment are assets with a book cost of £321,360 which have been fully depreciated at the year end (2013: £201,230).





## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 9. Investment in subsidiary undertakings

The Parent Company has investments in the following principal subsidiary undertakings:

	Country of registration	Principal activity	Proportion of shares held
Huntress (CI) Nominees Limited	Guernsey	Nominee company	100%
Ravenscroft Jersey Limited	Jersey	Provision of investment services	100%
Ravenscroft Investment Management Limited	Guernsey	Provision of investment services	100%
Ravenscroft Services Limited	Guernsey	Services company	100%

All these companies have been consolidated in the Group's consolidated financial statements.

On 10 November 2014 Ravenscroft Limited acquired one non-participating non-redeemable Management Share of no par value in Ravenscroft Investments PCC Limited ("RIPL" or the "PCC") at a subscription price of £1.00 as the Founder Member of RIPL.

A Guernsey registered PCC such as RIPL has the ability to create one or more cells and create and issue cell shares, the proceeds of which will form part of the "cellular assets" attributable to that cell (cellular assets). The assets and liabilities of each cell are segregated from the assets of the PCC itself, referred to as the "Core", and from the assets and liabilities of other cells.

In accordance with the Articles of Incorporation of RIPL, the Management Shares owned by the Company are treated as assets of the Core and therefore, while any Participating Shares are in issue, are not entitled to vote at any general meeting or entitled to receive any dividend.

Furthermore, RIPL has its own board of directors separate from the Company and subsidiary entities and although some members of senior staff from Ravenscroft Limited are appointed as Directors of the PCC, the assets owned by the PCC Cell are all separate legal entities with independent management and control and therefore in the opinion of the Directors, the Group has no significant influence, authority or responsibility for planning, directing or controlling the activities of the assets owned by the PCC's Cell.

On this basis, the Directors do not consider Ravenscroft Limited's investment to provide any economic interest in the Cell of RIPL just the Core and therefore, whilst it is intended that the Management Shares be held as a long-term investment, the Directors do not consider this investment to be material to the Consolidated Financial Statements of the Group and as such it is not disclosed on the face of the Balance Sheet.

As at 31 December 2014 Ravenscroft Limited had a balance of £12,878 due from RIPL representing reclaimable expenses in connection with the establishment of the PCC.

---

## 10. Trading investments

---

	31 December 2014 £'000	31 December 2013 £'000
<b>Long positions:</b>		
Fair value	106	39
<b>Short positions:</b>		
Fair value	(3)	-
Net position	103	39

The fair values of these securities are based on quoted market prices. The risks resulting from these positions are set out in Note 20.

---

## 11. Trade and other receivables

---

	31 December 2014 £'000	31 December 2013 £'000
<b>Amounts falling due within one year:</b>		
Prepayments and accrued income	1,404	1,374
Market and client receivables	7,412	9,790
	<b>8,816</b>	<b>11,164</b>

The Directors consider that the carrying amount of trade and other receivables approximates their fair value.

---

## 12. Cash and cash equivalents

---

	31 December 2014 £'000	31 December 2013 £'000
<b>Cash and cash equivalents</b>	<b>3,838</b>	<b>2,098</b>

The Directors consider that the carrying amount of cash and cash equivalents approximates their fair value.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 13. Trade and other payables

	31 December 2014 £'000	31 December 2013 £'000
<b>Amounts falling due within one year:</b>		
Accrued expenses	1,972	1,054
Deferred income	2	31
Market and client payables	5,317	8,756
	<b>7,291</b>	<b>9,841</b>

The Directors consider that the carrying amount of trade and other payables approximates their fair value.

#### 14. Commitments

	Land and Buildings	
	31 December 2014 £'000	31 December 2013 £'000
Within one year	183	183
Within two to five years inclusive	478	522
Over five years	166	284
	<b>827</b>	<b>989</b>

---

## 15. Called up share capital

---

	£'000	No.
<b>Authorised:</b>		
As at 1 January 2013	120	12,000,000
Additional Share Capital Authorised	-	-
<b>As at 31 December 2013</b>	<b>120</b>	<b>12,000,000</b>
Additional Share Capital Authorised	30	3,000,000
<b>As at 31 December 2014</b>	<b>150</b>	<b>15,000,000</b>
<b>Allotted, issued and fully paid:</b>		
As at 1 January 2013	100	10,000,000
Additional shares issued	1	87,500
<b>As at 31 December 2013</b>	<b>101</b>	<b>10,087,500</b>
Additional shares issued	5	494,500
<b>As at 31 December 2014</b>	<b>106</b>	<b>10,582,000</b>

The authorised share capital was increased to 15,000,000 at the Annual General Meeting held on 24 April 2014.

Subsequent to the year end the Directors gained Shareholder approval by way of a Circular Resolution for the issue of an additional 630,000 ordinary shares of £0.01 each in Ravenscroft Limited, which was required as part of the acquisition by the Company of a 75% interest in A Vartan Limited.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 16. Share based payments and other employee benefits

The Company operates two Long Term Incentive Plans:

##### Long Term Incentive Plan - 2010 ("LTIP-2010")

A number of options have been granted under the terms of the LTIP. These options are exercisable at a price agreed in accordance with the rules of the scheme on the date of grant. The vesting date of the options is detailed below. If the options remain unexercised after 25 March 2020, the options will expire. If the option holder ceases to be an employee or office holder within the Group the options will lapse.

Details of the share options outstanding during the year in respect of all the above plans are as follows:

	31 December 2014		31 December 2013	
	Number of share options	Weighted average exercise price (£)	Number of share options	Weighted average exercise price (£)
Outstanding at the beginning of the period	1,573,450	1.11	1,720,000	1.11
Granted during the period	142,500	1.50	-	-
Exercised during the period	(494,500)	0.96	(87,500)	0.90
Lapsed during the period	(10,000)	1.50	(59,050)	1.44
<b>Outstanding at the end of the period</b>	<b>1,211,450</b>	<b>1.21</b>	<b>1,573,450</b>	<b>1.11</b>

				Remaining contractual life (months)	31 December 2014	31 December 2013
Options exercisable at	Date of grant	Vesting date	Date of expiry		Number of share options	Number of share options
£0.90 per share	Mar-10	Mar-10	Mar-20	63	418,950	833,450
£1.25 per share	Apr-11	Apr-11	Mar-20	63	405,000	485,000
£1.50 per share	Apr-11	Apr-11	Mar-20	63	387,500	255,000
<b>Options exercisable at 31 December</b>					<b>1,211,450</b>	<b>1,573,450</b>

The options outstanding at 31 December 2014 have a weighted average exercise price of £1.21 (2013: £1.11) and a weighted average remaining contractual life of 63 months.

### Long Term Incentive Plan - 2013 ("LTIP-2013")

On 30 September 2013 the Group granted share appreciation rights to the executive directors and to be nominated key employees.

The terms of the agreement are that the recipients of the share appreciation rights shall receive an equity settled bonus based on an increase in the market value of the Group as compared to key calculation dates. The key calculation dates being 30 September 2013, 30 September 2016, 30 September 2019, 30 September 2022 and the date on which there is a change in control of the Company.

The agreement can be viewed as having 3 tranches:

	Date of grant	Vesting date	Date of expiry	Remaining contractual life (months)	Estimated fair value £	Expensed through Comprehensive Income 2014 £
Tranche 1	Sep-13	Sep-16	Sep-16	21	157,438	52,480
Tranche 2	Sep-13	Sep-19	Sep-19	57	146,762	24,460
Tranche 3	Sep-13	Sep-22	Sep-22	93	108,429	12,048
					<b>412,629</b>	<b>88,988</b>

The fair value of the share appreciation rights is estimated using a Monte Carlo simulation model which has the following inputs:

Share price as at 30 September 2013	130.5p
Adjusted share price to reflect liquidity	117.5p
Expected volatility	7.5%
Expected share price growth	6%
Discount Rate	0.5%

### 17. Own shares

The Group operates an Employee Benefit Trust (The Ravenscroft Employee Benefit Trust ("REBT")) which was established in 2010 to handle the purchase, holding and sale of Company shares for the benefit of directors and staff and to satisfy future share option obligations under the Group's share option scheme. As at 31 December 2014 REBT owned 10,850 (2013: 5,200) Ordinary £0.01 shares with a book cost of £24,010 (2013: £6,291). The Employee Benefit Trust has waived its rights to dividends.

	31 December 2014		31 December 2013	
	Number of shares	Cost £	Number of shares	Cost £
At 1 January	5,200	6,291	44,300	53,598
Acquired in the period	17,150	36,957	-	-
Disposed of in the period	(11,500)	(19,238)	(39,100)	(47,307)
<b>At 31 December</b>	<b>10,850</b>	<b>24,010</b>	<b>5,200</b>	<b>6,291</b>



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 18. Controlling party and related party disclosures

The Directors consider there to be no immediate or ultimate controlling party of the Company. Transactions between the Company and its subsidiaries, which are related parties, have been eliminated on consolidation and are as follows:

Balance of transactions as at:	31 December 2014 £'000	31 December 2013 £'000
<b>Due from / (due to)</b>		
Ravenscroft Investment Management Limited	(372)	(246)
Ravenscroft Jersey Limited	16	79
Ravenscroft Services Limited	(549)	102
Ravenscroft Employment Benefit Trust	-	6
Huntress (CI) Nominees Limited	-	-

The Group acts as market maker for the long and short investment positions held within trading investments with a value of £105,600 (2013: £39,564) and -£2,550 (2013: Nil).

#### Remuneration of key management personnel

The remuneration of the key management personnel of the Group is set out below in aggregate for each of the categories in IAS 24 - 'Related Party Disclosure'.

	31 December 2014 £'000	31 December 2013 £'000
Short-term employment benefits	563	394
Equity compensation benefits	59	15

For details on the Non-Executive Directors Remuneration paid during the year, please see the Directors' Report on page 16.

As at 31 December 2014 £20,000 of Directors' Remuneration had been accrued but not paid.

#### Transactions with Directors

##### Directors' interests in Ordinary Shares of Ravenscroft Limited

For details on the Directors' interests in Ordinary shares of the Company and options over Ordinary shares in the Company as at 31 December 2014, please see the Directors' Report on page 16.

The current Directors received total dividends on Ordinary shares held in the Company during the financial year ended 31 December 2014 as shown below:

	31 December 2014 £'000
Jon Ravenscroft	149,055
Andy Stewart	122,747
Susie Farnon	11,875
Simon Melling	9,367
Dominic Jones	9,025
Charlie Roger	-

---

## 19. Financial instruments and risk management

---

The Directors are of the opinion that there have been no significant changes in the financial risks relating to the financial instruments since the prior year.

### Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group.

The Group's credit risk is primarily attributable to its market and client receivables. The amounts presented in the statement of financial position are net of allowances for doubtful receivables. An allowance for impairment is made where there is an identified loss event which, based on previous experience, is evidence of a reduction in the recoverability of the cash flows.

The Group has no significant concentrations of credit risk, with exposure spread over a large number of counterparties and customers. The maximum exposure of the financial instruments to this risk approximates the statement of financial position values. There was no change in the value of loans and receivables in any period presented as a result of changes in credit risk.

Market and client receivables include £1,371,628 (2013: £543,355) relating to unsettled trades that have gone past their due dates. Of this balance, £nil (2013: £nil) relates to trades awaiting settlement confirmation from unit trust managers and £1,334,565 (2013: £504,790) relates to trades where the market is unable to deliver stock. As at 24 March 2015 the balance of receivables from unsettled trades that have gone past their due dates was £103,097. At the year end the Group was owed £424,882 from (2013: owed £52,508) bank accounts operated on behalf of clients in a nominee capacity. Of these totals all balances were less than 30 days overdue at the year end other than £160,132 (2013: £98,715) relating to unsettled trades.

Also within the market and client receivables are receivable amounts in respect of overdrawn client accounts of £3,429,099 (2013: £614,772) which by their nature are due for repayment immediately. For commercial reasons the Group may not necessarily seek immediate repayment of these balances, though none are considered impaired. Of the amounts overdrawn at the statement of financial position date these have substantially all been repaid since the statement of financial position date. Collateral relating to these receivables exists covering 99% (2013: 99%) of the overdrawn accounts and is described in more detail below.

The remaining market and client receivables are neither past due nor impaired. These relate to trades entered into in an agent capacity on behalf of counterparties that have been subject to assessment of credit risk upon acceptance as a client. To date no losses have been incurred as a result of changes in credit quality and all these outstanding trade positions were settled in full after the statement of financial position date.

Collateral exists in relation to the Group's right to liquidate client AUA to make good funds owed to the Group by individual clients. For clients with AUA the fair value of the available assets would exceed any amounts owed. This collateral does not affect market side receivables or clients using cash against delivery services. The fair value of this collateral at the year end is £3,449,415.28 (2013: £659,481). To date it has not been considered necessary to utilise such recourse. The collateral is over assets held in a nominee capacity and is therefore not otherwise recognised in the financial statements.

Credit risk relating to cash and cash equivalents and market exposures within market and client receivables is limited because the counterparties are institutions with high credit ratings assigned by international credit rating agencies.

### Liquidity risk

Liquidity Risk is the risk that an investment cannot be bought or sold quickly enough to prevent or minimize a loss. The Group manages liquidity risk by maintaining adequate reserves and banking facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Given the nature of the Group's business, the Group does not run any significant liquidity mismatches, financial liabilities are on the whole short term and the Group has sufficient cash retained to cover all its non-client and market liabilities.

Included in market and client payables are trades not yet due for settlement amounting to £3,810,769 (2013: £7,268,634) that are expected to settle within a few days of the year end as these fall due for settlement. The corresponding counterparty/client receivables are presented within the market and client receivables balance.

Such obligations relating to transactions entered into as principal in a nominee capacity are done so through a subsidiary of the Company, Huntress (CI) Nominees Limited, which exists solely to act in this capacity. Funds held on behalf of clients are reconciled daily and on occasion the Company may be required to advance funds to meet counterparty obligations. It is not considered that this represents a significant liquidity risk as the Group has the means to meet these obligations.





## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 19. Financial instruments and risk management (continued)

##### Liquidity and interest risk tables

The following tables detail the Group's remaining contractual maturity for its non-derivative financial liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group is required to pay. The tables include both interest and principal cash flows. The tables also detail the Group's expected maturity for its non-derivative financial assets. The tables below have been drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned on those assets except where the Group anticipates that the cash flow will occur in a different period.

		Weighted average effective interest rates	Less than 1 month £	1-12 months £	1-5 years £	Total £
<b>At 31 December 2014</b>						
Trading investments - long positions	Non-interest bearing		106	-	-	106
Trade and other receivables	Non-interest bearing		8,816	-	-	8,816
Trading investments - short positions	Non-interest bearing		(3)	-	-	(3)
Trade and other payables	Non-interest bearing		(7,291)	-	-	(7,291)
Cash and cash equivalents	Variable interest rate instruments	0.2%	3,838	-	-	3,838
			<b>5,466</b>	<b>-</b>	<b>-</b>	<b>5,466</b>

		Weighted average effective interest rates	Less than 1 month £	1-12 months £	1-5 years £	Total £
<b>At 31 December 2013</b>						
Trading investments - long positions	Non-interest bearing		39	-	-	39
Trade and other receivables	Non-interest bearing		11,165	-	-	11,165
Trade and other payables	Non-interest bearing		(9,841)	-	-	(9,841)
Cash and cash equivalents	Variable interest rate instruments	0.2%	2,098	-	-	2,098
			<b>3,461</b>	<b>-</b>	<b>-</b>	<b>3,461</b>

The carrying amounts of financial assets recorded at amortised cost in the financial statements approximates their fair value.

---

## Market risks

### (i) Foreign exchange risk

Foreign exchange balances are held to meet the settlement obligations of clients who bear the currency risk in accordance with the terms and conditions of trading. Foreign currency is bought and sold at the time of trading. Where possible the Group deals in foreign currencies on a matched basis on behalf of customers, limiting exchange exposure. Reasonable fluctuations in foreign exchange rates in which such balances are held are not considered to significantly influence the overall profit or loss for the year and as a result, no sensitivity analysis has been performed.

### (ii) Price risk

Minimal price risk is considered to exist in relation to the Group's role as an intermediary between buyers and sellers of financial instruments that give rise to the client and market payables and receivables. The exposure is limited to trade mismatches or error, or if one matched counterparty fails to fulfil its obligations. The Group applies monitors and controls to minimize the occurrence of such events. No significant gains or losses have been made to date in respect of such exposure.

### (iii) Equity price sensitivity analysis

The sensitivity analysis below have been determined based on the exposure to equity price risks at the reporting date.

If equity prices had been 10% higher/lower:

- net profit for the year ended 31 December 2014 would have been £10,810 higher/lower (2013: £3,956 higher/lower) due to changes in the value of FVTPL held for trading investments.

The Group's exposure to equity price risk is closely managed. The Group has built a framework of overall and individual stock limits and these are actively monitored by the Group Chief Executive Officer and Chief Executive Officer, Channel Islands on a daily basis. The Group's overall exposure to equity price risk is set by the Board.

### (iv) Interest rate risk

The Group bears some interest rate risk in relation to the finance income and expenses relating to cash and cash equivalents and bank overdrafts. However, it is considered that the effect of reasonable changes in interest rates does not have a significant effect on fair value or future cash flows. The element of client and market receivables relating to overdrawn client accounts is also a source of interest income which is not significant to overall trading results. All other financial instruments are not interest bearing.

### Capital risk management

The Company and Ravenscroft Investment Management Limited are regulated by the GFSC under the Protection of Investors (Bailiwick of Guernsey) Law, 1987. Ravenscroft Jersey Limited is regulated by the Jersey Financial Services Commission under the Financial Services (Jersey) Law, 1998. These companies are therefore required to meet certain minimum capital requirements. Notwithstanding this the Directors maintain levels of equity and reserves and professional indemnity insurance cover that they consider sufficient to meet the Company's, Ravenscroft Investment Management Limited's and Ravenscroft Jersey Limited's commitments and withstand the risks to which it is subject.

These Companies have complied with these requirements during the period under review. At 31 December 2014 the Company had net assets in excess of the minimum regulatory requirements of £4.46m (2013: £2.18m), Ravenscroft Investment Management Limited had excess net assets of £0.76m (2013: £0.13) and Ravenscroft Jersey Limited had a Ratio of Adjusted Net Liquid Assets over Expenditure of 185% (2013: 157%) being 42% higher than the minimum regulatory requirements.



## NOTES TO THE FINANCIAL STATEMENTS (continued)

### YEAR ENDED 31 DECEMBER 2014

#### 20. Fair value measurement

##### Fair value measurements recognised in the statement of financial position

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 - fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2 - fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 - fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

	31 December 2014			
	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
<b>Financial assets at FVTPL</b>				
Trading investments - long positions	106	-	-	106
<b>Financial liabilities at FVTPL</b>				
Trading investments - short positions	(3)	-	-	(3)

	31 December 2013			
	Level 1 £'000	Level 2 £'000	Level 3 £'000	Total £'000
<b>Financial assets at FVTPL</b>				
Trading investments - long positions	39	-	-	39

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

Financial instruments measured at fair value on an ongoing basis include trading assets.

---

### **Determination of fair value**

Fair values are determined as follows within the hierarchy:

#### **(a) Quoted market price**

Financial instruments with quoted bid prices for identical instruments in active markets.

#### **(b) Valuation technique using observable inputs**

Financial instruments with quoted bid prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.

#### **(c) Valuation technique with significant non-observable inputs**

Financial instruments valued using financial models, such as Monte Carlo, where one or more significant inputs are not observable.

The best evidence of fair value is a quoted price in an actively traded market. In the event that the market for a financial instrument, a valuation technique is used.

---

### **21. Post Balance Sheet Events**

The Directors propose a final dividend of 8p per share, totalling £845,692. The dividend will be submitted for formal approval at the Annual General Meeting to be held on 23 April 2015.

Subsequent to the year end the Directors received Shareholder approval by way of a Circular Resolution for the issue of an additional 630,000 Ordinary shares of £0.01 each in Ravenscroft Limited, which was required as part of the acquisition by the Company of a 75% interest in A Vartan Limited.

The total consideration paid in respect of the acquisition of the majority stake in A Vartan Limited was a combination of a net cash payment in the sum of £1,460,000 and the issuance of 630,000 Ordinary shares in Ravenscroft Limited as "Consideration Shares". Shareholder approval for the issuance of the additional shares was obtained on 19 March 2015 and consequently the Consideration Shares were issued and simultaneously with the cash consideration transferred completing the acquisition of a 75% interest in A Vartan Limited completed with effect from 20 March 2015.

## STATEMENT OF FINANCIAL RESOURCES

### YEAR ENDED 31 DECEMBER 2014

The Directors confirm that the Company has satisfied the financial resources requirement as specified in Rule 2.2.5 of The Licensees (Capital Adequacy) Rules, 2010, throughout the year ended 31 December 2014.

#### Financial resources as at 31 December 2014

	<b>31 December 2014 £'000</b>	<b>31 December 2013 £'000</b>
Net assets after adjustments, contingent liabilities and risks	5,160	2,965
Expenditure based requirement at 25% of licensee's annual audited expenditure after adjustments	698	784
<b>Excess of net assets over the financial resources requirement</b>	<b>4,462</b>	<b>2,181</b>

**SUMMARY FINANCIAL INFORMATION**  
YEAR ENDED 31 DECEMBER 2014

---

**Consolidated Statement of Comprehensive Income**

---

	31 December 2014	31 December 2013
	£'000	£'000
Revenue	11,373	8,095
Expenses	(9,029)	(6,578)
<b>Operating Profit</b>	<b>2,344</b>	<b>1,517</b>
Finance income and costs	3	4
<b>Profit before taxation</b>	<b>2,347</b>	<b>1,521</b>
Taxation	(54)	(61)
<b>Profit for the financial year</b>	<b>2,293</b>	<b>1,460</b>

**Consolidated Statement of Financial Position**

---

	31 December 2014	31 December 2013
	£'000	£'000
Non-current assets	660	683
Current assets	12,760	13,302
Current liabilities	(7,517)	(9,969)
<b>Net assets</b>	<b>5,903</b>	<b>4,016</b>
<b>Equity Shareholders' Funds</b>	<b>5,903</b>	<b>4,016</b>

## NOTICE OF ANNUAL GENERAL MEETING

---

Notice is hereby given that the Annual General Meeting (“AGM”) of Ravenscroft Limited (the “Company”) will be held at The Farmhouse, Les Bas Courtils, St Saviour, Guernsey, GY7 9YF on 23 April 2015 at 11:00 am for the transaction of the following business:

As ordinary business to consider and, if thought fit, to pass the following resolution which will be proposed as a **special resolution**:

1. To consent to the issue of the annual report and accounts for the year ended 31 December 2014 and the distribution of those accounts to every Member less than 21 days before the date of the Company’s AGM being 23 April 2015. In accordance with article 22.1 of the Company’s Articles of Incorporation, the Directors are required to provide Shareholders with not less than 10 days’ written notice of any General Meeting. Listing Rule 6.6.2.1 of the Channel Islands Securities Exchange Authority Limited (“the Exchange”) requires that the Company must issue an annual report and accounts and send a copy of those accounts to every Member not less than 21 days before the date of the Company’s AGM. The Exchange has granted a derogation from the requirements of Listing Rule 6.6.2.1 provided that Members agree by way of Special Resolution to this proposal.

As ordinary business to consider and, if thought fit, to pass the following resolutions which will be proposed as **ordinary resolutions**:

2. ‘Conditional upon the approval of Special Resolution 1, that the Company’s annual accounts for the year ended 31 December 2014 together with the Directors’ report and the auditors’ report on those accounts be received.
3. That Susie Farnon be re-elected as a Director of the Company.
4. That Charles Roger be elected as a Director of the Company.
5. To declare a final dividend of 8p per Ordinary Share.
6. To re-appoint PricewaterhouseCoopers CI LLP as Auditors to the Company until the conclusion of the next Annual General Meeting of the Company and the Directors be authorised to fix the Auditor’s remuneration.

The Board are of the opinion that the resolutions are in the best interest of the Company and its shareholders as a whole and unanimously recommends that Shareholders vote in favour of the Resolutions to be proposed at the AGM. The Directors who hold shares intend to vote in favour of the Resolutions in respect of their entire shareholdings of 3,310,100 shares, representing 29.5% of the total numbers of issued shares (excluding treasury shares) as at 26 March 2015 (the latest practicable date prior to publication of this notice).

By order of the Board

**David McGall**

Company Secretary

2 April 2015

Registered office:  
The Market Buildings  
Fountain Street  
St Peter Port  
Guernsey  
GY1 4JG

Notes:

- A member entitled to attend and vote at the Meeting convened by the above Notice is entitled to appoint one or more proxies to attend and, on a poll, to vote in his place. A proxy need not be a member of the Company.
- To appoint a proxy you may use the Form of Proxy, which will be enclosed with this Notice of Annual General Meeting when distributed to Shareholders. To be valid, the Form of Proxy, together with the power of attorney or other authority (if any) under which it is signed or a notarially certified or office copy of the same, must be deposited by 11:00 am on 21 April 2015 at The Market Buildings, Fountain Street, St Peter Port, Guernsey, GY1 4JG. Completion of the Form of Proxy will not prevent you from attending and voting in person.

