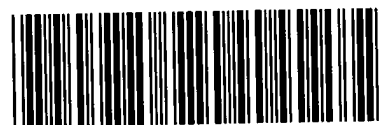


**STRATEGIC REPORT, DIRECTOR'S REPORT AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2017
FOR
RIO 587 LIMITED**

TUESDAY



LD5 *L7F75INS* 25/09/2018 #224
COMPANIES HOUSE

RIO 587 LIMITED

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FOR THE YEAR ENDED 31 DECEMBER 2017**

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RIO 587 LIMITED

**COMPANY INFORMATION
FOR THE YEAR ENDED 31 DECEMBER 2017**

DIRECTOR: M Pike

SECRETARY: A Peel

REGISTERED OFFICE: The Walbrook Building
25 Walbrook
London
EC4N 8AW

REGISTERED NUMBER: 06475828 (England and Wales)

AUDITOR: Ernst & Young LLP
Statutory Auditor
25 Churchill Place
Canary Wharf
London
E14 5EY

RIO 587 LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 DECEMBER 2017

The Director presents their Strategic Report for the year ended 31 December 2017.

REVIEW OF BUSINESS

The principal activity of the Company in the period under review was that of an intermediate holding company, whose subsidiaries carried on the business of insurance broking. It is expected that there will be no significant change to the nature of the Company's activities in the foreseeable future.

The Company is a wholly owned subsidiary of Arthur J. Gallagher & Co., a company incorporated in the United States of America and is included in the publicly available consolidated financial statements of Arthur J. Gallagher & Co. ("the Group"). The Group's strategic focus continues to be on the organic growth of existing core business and the acquisition of businesses to enhance future turnover and profitability.

The results of the Company for the year ended 31 December 2017 are set out in the financial statements on pages 7 to 14.

For the year ended 31 December 2017 the Company has recorded a profit before tax of £10,155k compared to the profit before tax of £9,737k in 2016. The principal driver of this increase in profit was due to the compounding of interest on the intercompany loan held with Rio 588 Limited.

PRINCIPAL RISKS AND UNCERTAINTIES

The Group's international operations and debt profile expose it to a variety of financial and operational risks including the effects of change in foreign currency exchange rates, counterparty credit risks, compliance risks, liquidity and interest rates. The Group's Board of Directors are responsible for setting the Group's risk appetite and ensuring that it has an appropriate and effective risk management framework and monitors the ongoing process for identifying, evaluating, managing, and reporting significant risks faced. To facilitate this, the Group maintains a risk framework, through which the key risks affecting the Group are identified, assessed and monitored.

The Group has in place a risk management programme and policies in the context of the wider Group risk framework. This risk management programme seeks to manage any adverse impact upon the Group caused by the nature of its principal activity. The approach to the significant risks is noted below:

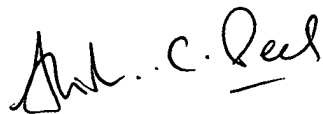
Borrowing facilities and liquidity risk

Operations for the Group are financed by a mixture of shareholders' funds, external borrowing facilities, inter-group borrowings and cash reserves. The objective is to ensure a mix of funding methods offering flexibility and cost effectiveness to match the needs of the Group. Forward looking cash flow projections are prepared on a regular basis to assess funding requirements.

Interest rate risk

Interest rates on the Group's formal intra-group loans are fixed in nature and set in accordance with the wider Group treasury and transfer pricing policies.

BY ORDER OF THE BOARD:



A Peel - Secretary

Date: 17 September 2018

RIO 587 LIMITED

DIRECTOR'S REPORT FOR THE YEAR ENDED 31 DECEMBER 2017

The Director presents their report with the financial statements of the Company for the year ended 31 December 2017. The results for the Company for the year ended 31 December 2017 and future developments are discussed in the Strategic Report.

DIRECTOR OF THE COMPANY

The Director who has held office during the period from 1 January 2017 to the date of this report is as follows:

M Pike

DIVIDENDS

No dividends will be distributed for the year ended 31 December 2017 (2016: £nil).

EMPLOYEES

The Company is an equal opportunities employer and bases all decisions on individual ability regardless of race, religion, gender, age or disability.

DIRECTOR'S INDEMNITY PROVISION

The Director has benefited from qualifying third party indemnity provisions during the financial year and to the date of this report.

DIRECTOR'S RESPONSIBILITIES STATEMENT

The Director is responsible for preparing the Strategic Report, Director's Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Director to prepare financial statements for each financial year. Under that law the Director has elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland". Under company law the Director must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the Director is required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting 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 Company will continue in business.

The Director is responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

So far as the Director is aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the Company's auditor is unaware, and the Director has taken all the steps that they ought to have taken as a Director in order to make themselves aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

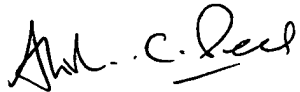
RIO 587 LIMITED

**DIRECTOR'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2017**

AUDITOR

The auditor, Ernst & Young LLP, will be proposed for re-appointment in accordance with section 487(2) of the Companies Act 2006.

BY ORDER OF THE BOARD:



.....
A Peel - Secretary

Date: 17 September 2018

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RIO 587 LIMITED

Opinion

We have audited the financial statements of Rio 587 Limited for the year ended 31 December 2017 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity and the related notes 1 to 14, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 December 2017 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report below. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Director's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Director has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the Director's Report and the Strategic Report. The Director is responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of the other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Strategic Report and the Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Director's Report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF RIO 587 LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or Director's Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Director's remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Director

As explained more fully in the Director's responsibilities statement set out on page 3, the Director is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Director determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Director either intends to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Ernst & Young LLP

Vinood Ramabhai (Senior Statutory Auditor)
for and on behalf of Ernst & Young LLP
Statutory Auditor
London

Date: 21/09/18

RIO 587 LIMITED

**STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 31 DECEMBER 2017**

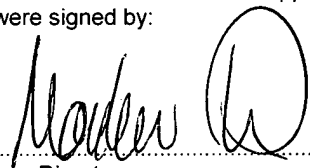
	Notes	2017 £'000	2016 £'000
Administrative expenses		(21)	(2)
Other operating income	2	<u>-</u>	<u>129</u>
OPERATING (LOSS)/PROFIT	4	(21)	127
Interest receivable and similar income	5	<u>10,176</u>	<u>9,610</u>
PROFIT BEFORE TAXATION		10,155	9,737
Tax on profit	6	<u>(4,842)</u>	<u>(1,722)</u>
PROFIT FOR THE FINANCIAL YEAR		5,313	8,015
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u><u>5,313</u></u>	<u><u>8,015</u></u>

The notes form part of these financial statements

STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2017

	Notes	£'000	2017 £'000	£'000	2016 £'000
FIXED ASSETS					
Investments	7		12,236		12,236
CURRENT ASSETS					
Debtors	8	302,157		280,185	
CREDITORS					
Amounts falling due within one year	9	<u>23,313</u>		<u>6,654</u>	
NET CURRENT ASSETS			<u>278,844</u>		<u>273,531</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>291,080</u>		<u>285,767</u>
CAPITAL AND RESERVES					
Called up share capital	10		242,448		242,448
Retained earnings	11		<u>48,632</u>		<u>43,319</u>
SHAREHOLDERS' FUNDS			<u>291,080</u>		<u>285,767</u>

The financial statements were approved and authorised for issue by the Director on and were signed by:


.....
M Pike - Director

17 September 2018

RIO 587 LIMITED**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 DECEMBER 2017**

	Called up share capital £'000	Retained earnings £'000	Total equity £'000
Balance at 1 January 2016	242,448	35,304	277,752
Changes in equity			
Total comprehensive income	-	8,015	8,015
Balance at 31 December 2016	<u>242,448</u>	<u>43,319</u>	<u>285,767</u>
Changes in equity			
Total comprehensive income	-	5,313	5,313
Balance at 31 December 2017	<u>242,448</u>	<u>48,632</u>	<u>291,080</u>

The notes form part of these financial statements

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2017**

1. ACCOUNTING POLICIES

Accounting convention

These financial statements have been prepared in accordance with applicable United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland", and with the Companies Act 2006. The financial statements have been prepared on a going concern basis, under the historical convention.

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated

Basis of preparation

The Company has taken advantage of Section 401 of the Companies Act 2006 in not preparing consolidated financial statements on the basis that the results of the Company are included within the consolidated financial statements of Arthur J. Gallagher & Co., a company incorporated in the United States of America and for which results are publicly available from the Company's registered office.

The Company has also taken advantage of the exemptions, under FRS 102 paragraph 1.12(b) & (e) respectively, from preparing a Statement of Cash Flows and disclosure of key management compensation, on the basis that it is a qualifying entity and its ultimate parent company, Arthur J. Gallagher & Co., includes such disclosures in its own consolidated financial statements.

Significant judgements and estimates

The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies however, there are no areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements.

Interest receivable

Interest receivable is recognised in the Statement of Comprehensive Income on an accruals basis based on the terms of the underlying contracts or agreements.

Taxation

Provision is made at current enacted rates for taxation. Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the Statement of Financial Position date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less or to receive more tax in future periods.

Deferred tax assets are recognised only to the extent that the Director considers that it is more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing difference can be deducted.

Deferred tax assets and liabilities are not discounted.

Fixed asset investments

Fixed asset investments in the financial statements are stated at cost less provision for any impairment in value.

The Company's investments include loan notes which are held at the undiscounted amount expected to be paid on 2 March 2018.

Short term debtors and creditors

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the income statement in other operating expenses.

Loans to/from group undertakings

Loans to/from other group undertakings are initially recognised at transaction price, less any transactional costs unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future payments discounted at a market rate of interest. In subsequent years the loans are carried at amortised cost, using the effective interest rate method.

Where loans are repayable on demand they are classified as short term debtors/creditors and recognised at the full amount payable. The loans are derecognised when the liability is extinguished, that is when the contractual obligation is discharged or cancelled.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2017**

Foreign currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate ruling at the date of the Statement of Financial Position. All exchange rate differences are taken to the Statement of Comprehensive Income.

2. OTHER OPERATING INCOME

	2017	2016
	£'000	£'000
Foreign exchange gains	<u>-</u>	<u>129</u>

3. DIRECTOR'S REMUNERATION

The Director was remunerated during the year by a fellow subsidiary within the Group and Arthur J. Gallagher & Co., the ultimate holding company. The Director has not received any remuneration during the year in respect of their services as a Director of the Company (2016: £nil) and it would not be practicable to apportion their remuneration between their services as a Director of the Company and their services as a Director of other Group companies. The Company has not been recharged any amount for the remuneration of this Director (2016: £nil).

4. OPERATING (LOSS)/PROFIT

The operating loss (2016: operating profit) is stated after charging/(crediting):

	2017	2016
	£'000	£'000
Auditor's remuneration		
- Statutory audit	-	1
Foreign exchange differences	<u>22</u>	<u>(129)</u>

Auditor's remuneration of £2k (2016: £1k) has been borne by another group undertaking and has not been recharged to the Company.

5. INTEREST RECEIVABLE AND SIMILAR INCOME

	2017	2016
	£'000	£'000
Interest on loans to group undertakings	9,616	8,997
Loan note interest	<u>560</u>	<u>613</u>
	<u>10,176</u>	<u>9,610</u>

6. TAXATION

Analysis of the tax charge

The tax charge on the profit for the year was as follows:

	2017	2016
	£'000	£'000
Current tax:		
UK corporation tax	3,253	1,956
Adjustment in respect of previous periods	<u>1,589</u>	<u>(234)</u>
Total current tax	4,842	1,722
Deferred tax	<u>-</u>	<u>-</u>
Tax on profit	<u>4,842</u>	<u>1,722</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2017

6. TAXATION - continued

Reconciliation of total tax charge included in the Statement of Comprehensive Income

The tax charge for the year can be reconciled to the profit per the Statement of Comprehensive Income as follows:

	2017 £'000	2016 £'000
Profit before tax	<u>10,155</u>	<u>9,737</u>
Tax on loss at the standard UK corporation tax rate of 19.25% (2016: 20.00%)	1,955	1,947
Effects of:		
Adjustments in respect of previous periods	1,589	(234)
Transfer pricing adjustments	<u>1,298</u>	<u>9</u>
Total tax charge	<u>4,842</u>	<u>1,722</u>

The Company profits are taxable in the UK under the standard rate of corporation tax being 19.25% (2016: 20.00%). The Company is expected to continue to attract the standard rate of UK corporation tax. The UK government legislated to reduce the main rate of corporation tax to 17% to apply from 1 April 2020.

7. FIXED ASSET INVESTMENTS

	Investments in Group undertakings £'000
COST	
At 1 January 2017 and 31 December 2017	<u>12,236</u>
NET BOOK VALUE	
At 31 December 2017	<u>12,236</u>
At 31 December 2016	<u>12,236</u>

The Company owns 1,223,646,451 Rio 588 Limited rollover loan notes of £0.01 each, redeemable on 2 March 2018. A full listing of the Company's investments is detailed in note 14.

8. DEBTORS

	2017 £'000	2016 £'000
Amounts falling due within one year:		
Amounts owed by group undertakings	296,190	274,778
Interest on loan notes	<u>5,967</u>	<u>-</u>
	<u>302,157</u>	<u>274,778</u>
Amounts falling due after more than one year:		
Interest on loan notes	<u>-</u>	<u>5,407</u>
Aggregate amounts	<u>302,157</u>	<u>280,185</u>

RIO 587 LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 DECEMBER 2017

8. DEBTORS - continued

Amounts owed by group undertakings are unsecured and repayable on demand. All loans are interest free with the exception of:

Aggregate loan value	Interest rate	Interest terms	Repayment period	Aggregate carrying value
£115,979k	6.75%	Compounded annually. Interest charged up to 31 December 2017. Thereafter interest charged at 0%.	10 years from commencement (2023) but the Company can recall on demand	£151,902k

Interest on loan notes is charged on the loan notes owned by the Company in its subsidiary Rio 588 Limited, as detailed in note 7.

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2017 £'000	2016 £'000
Amounts owed to group undertakings	19,853	4,490
Group relief creditor	3,253	1,956
Other creditors	207	207
Accruals and deferred income	-	1
	<u>23,313</u>	<u>6,654</u>

Amounts owed to group undertakings are unsecured, repayable on demand and are on an interest free basis.

10. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2017 £'000	2016 £'000
242,448,099	Ordinary	1	<u>242,448</u>	<u>242,448</u>

The shares have attached to them full voting, dividend and capital distribution (including on winding up) rights. The Company may issue shares which are to be redeemed or are liable to be redeemed at the options of the Company or member. In addition, the shares carry pre-emption rights.

11. RESERVES

Called Up Share Capital - represents the nominal value of shares that have been issued.

Retained Earnings - includes all current and prior period retained profits and losses.

12. PARENT COMPANY AND ULTIMATE HOLDING COMPANY

The immediate parent company is Friary Intermediate Limited, a company registered in England and Wales. The largest group of undertakings of which the Company is a member and for which financial statements are prepared, is headed up by Arthur J. Gallagher & Co., a company incorporated in the United States of America, which is the ultimate holding company. The registered address of Arthur J. Gallagher & Co. is 2850 W. Golf Rd., Rolling Meadows, IL 60008. A copy of these consolidated financial statements is available from the registered office of the Company.

13. EVENTS AFTER THE REPORTING PERIOD

On 2 March 2018 the Company redeemed loan notes, detailed in note 7, issued by Rio 588, a fellow group undertaking.

RIO 587 LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 DECEMBER 2017

14. INVESTMENT IN SUBSIDIARIES

The Company's investments at the Statement of Financial Position date, in the share capital of group undertakings, comprise the following:

Name of Company	Registered Address	Holding	Proportion of shares held
Rio 588 Limited	The Walbrook Building	Ordinary Shares	100%
Quillco 226 Limited*	Spectrum Building	Ordinary Shares	100%
		A & B	
Quillco 227 Limited*	Spectrum Building	Ordinary Shares	100%
Dallas Kirkland (Professions) Limited*	The Walbrook Building	Ordinary Shares	100%
Giles Holdings Limited*	Spectrum Building	Ordinary Shares	100%
R.A. Rossborough Limited*	PO BOX 28	Ordinary Shares	100%
R.A. Rossborough (Guernsey) Limited*	Rossborough House	Ordinary Shares	100%
R.A. Rossborough (Insurance Brokers) Limited*	PO BOX 28	Ordinary Shares	100%
Rossborough Healthcare International Limited*	Rossborough House	Ordinary Shares	100%
Rossborough Insurance (IOM) Limited*	Victory House	Ordinary Shares	100%
Rossborough Insurance Services Limited*	PO BOX 28	Ordinary Shares	100%
Rossborough Insurance Brokers Limited*	The Walbrook Building	Ordinary Shares	100%
Ink Underwriting Agencies Limited*	The Walbrook Building	Ordinary Shares	100%
Westinsure Group Limited*	The Walbrook Building	Ordinary Shares	100%
Westinsure Online Limited**	The Walbrook Building	Ordinary Shares	100%
Arthur J. Gallagher Insurance Brokers Limited*	Spectrum Building	Ordinary Shares	100%
Carrick Neill & Co. Limited*	Spectrum Building	Ordinary Shares	100%
CBG Group Limited*	The Walbrook Building	Ordinary Shares	100%
CBG Insurance Brokers Limited*	The Walbrook Building	Ordinary Shares	100%
Flysurre Limited*	The Walbrook Building	Ordinary Shares	100%
Marcus Hearn & Co (Travel & Aviation) Limited*	The Walbrook Building	Ordinary Shares	100%
Crosbie & Jack Insurance Services Limited*	Spectrum Building	Ordinary Shares	100%
		A, B & C	
Dickson Insurance Brokers Limited*	The Walbrook Building	Ordinary Shares	100%
Robinson Leslie Limited*	The Walbrook Building	Ordinary Shares	100%
Igloo Insurance PCC Limited*	Heritage Hall	Ordinary Shares	100%

* Held indirectly

** Held indirectly and dissolved 12 June 2018

Registered Address	Street Address
The Walbrook Building	25 Walbrook, London, EC4N 8AW
PO BOX 28	41 La Motte Street, St Helier, Jersey, Channel Islands, JE4 8NS
Spectrum Building	7th Floor 55 Blythswood Street, Glasgow, G2 7AT
Victory House	Prospect Hill, Douglas, Isle of Man, IM1 1EQ
Rossborough House	Bulwer Avenue, St Sampsons, GY2 4LF
Heritage Hall	Heritage Hall, P.O. Box 320, Le Marchant Street, St. Peter Port, Guernsey, GY1 4JH