

HISTORY IN THE MAKING

JBWere

A RICH HISTORY – A COMPELLING FUTURE

The JBWere story is one of integrity, innovation and relationships. One of experts committed to delivering first class investment advice. One of superior market knowledge and support to grow the wealth of successful Australians and New Zealanders.

JBWere is the pre-eminent private wealth management company in Australia and New Zealand. Since 1840, we have helped discerning investors navigate the world's financial markets.

With a record of achievement spanning more than 170 years, it's a history worth celebrating – and a story that is still unfolding.

JBWere

A HISTORY OF INTEGRITY

Clients' interests first. Integrity. Professionalism. Three basic principles that form the JBWere business philosophy were laid down by our founder from day one. They were a sound foundation on which to build. They still are.

Our uncompromising application of these simple principles attracts people – both staff and clients – who value our ethics. These are the principles that underpin our commitment to provide our clients with the industry's highest quality service, delivering our clients outstanding investment outcomes.

“Jonathan Binns Were had very clear and advanced ideas on the ethical standard required of stockbrokers...All his life he fought against the idea that brokers should be allowed to speculate for the sake of personal profit.”

Michael Cannon, *The Land Boomers*

1839

Founder Jonathan Binns (JB) Were arrives Port Phillip (now Melbourne) from England. Starts merchant and shipping agent business.

1840

JBWere forms Were Brothers & Company (with brother George); the pre-eminent stock broking business in Australia for the next 120 years.

1841

JBWere appointed director of Union Bank.

1842

JBWere appointed first agent for Lloyds of London.

1844

JBWere Founder and Chairman of Commercial Exchange (later Chamber of Commerce).

1830

1840

A HISTORY OF INNOVATION

Innovation. Insightful thinking. Creating new business practices and business opportunities. The foresight of our people has kept JBWere at the leading edge of our industry since our inception.

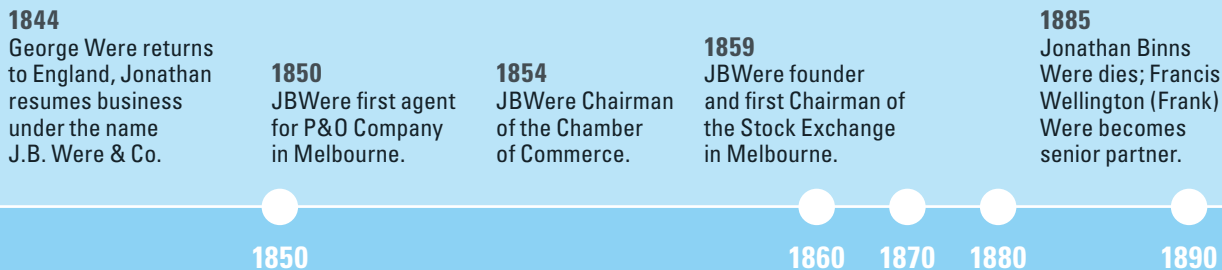
Pioneering business ideas

Already the country's leading broker in the 1920s, our pioneering handling of different classes of securities set the pattern for underwriting practices in Australia for decades to come.

Until the 1920s governments raised their own loans in London. We saw – and pursued – potential for growth in underwriting loans for local and state governments and government instrumentalities. Within a few years, we were the largest underwriter of government loans in Australia.

At a time when State-based exchanges with little or no cross-border activity prevailed, we pushed the boundaries – literally. Our operations extended interstate and overseas, opening a London office 30 years before any other Australian broking firm.

We also introduced the concept to Australia of 'spreading' rather than 'taking' risks in floats. With it, we developed the concept of buying Australian dollar bonds at a considerable discount from London and US clients.



JBWere

The first Investment Trusts

JBWere's senior partner, Staniforth Ricketson, engineered the concept of investment trusts with a string of companies.

From humble beginnings in 1928, Were's Investment Trust Limited grew to a group of nine investment companies. Merging in 1973, they formed the Australian Foundation Investment Company (AFIC), the largest managed listed investment company in Australia.

Technology ahead of the curve

Our innovative use of cables for communications in 1934 launched a new era of business in international commodity markets. By introducing teleprinters, our offices connected directly to the Stock Exchange and created unparalleled efficiencies.

Thirty years later our reputation for unmatched expertise in technology was cemented when we became the first Australian broker to introduce back office computer processes.

"One of (senior partner J. Campbell Johnston's) most important achievements was the introduction of a computer system in 1968, many years before any other brokerage house in Australia even knew about them."

Jim Bain, *A Financial Tale of Two Cities: Sydney & Melbourne's remarkable contest for commercial supremacy.*

1914

JBWere's great grandson Staniforth Ricketson joins the firm, age 22.

1916

FJ Fleming replaces aging Frank Were as senior partner.

1928

London office opens.

1928

Set up Australia's first investment trust – Were's Investment Trust Limited.

1929

Establish second investment trust, National Reliance.

1900

1910

1920

The gold standard in research

Pioneering modern market research in the 1930s provided huge coverage of corporate economic and market information to clients.

At the time, no other stockbroker in Australia provided such a comprehensive service to clients. Our standards formed the basis for the Sydney Stock Exchange investment service that followed.

By the mid-1990s, we had top-ranked analyst and research teams in Melbourne, London and New York. These international teams researched the overseas operations of Australian companies and their foreign competitors, enabling the firm's institutional dealers to sell Australian shares within a global context.

"We are not saying we are analysing everything in the world – only everything relevant to Australia."

Bruce Teele, JBWere senior partner 1997

1930
Sydney
office opens.

1930s
Pioneers modern
research.

1930s
Participates in float
in London of Aspro
Limited.

1930s
Develops concept of
buying Australian dollar
bonds at a considerable
discount from London
and US clients.

1930s
Introduces weekly (and
later daily) bond return
listing all Commonwealth
internal loans, prices and
yields, and an index of
industrial share prices.

A HISTORY BUILT ON RELATIONSHIPS

Clients' interests first. This principle has set us apart from the very beginning. We build our business by building relationships. We know if we serve our clients well, our own success will follow.

We demonstrated the strength of our commitment to relationships when we chose to swim against the entrepreneurial tide to maintain and support our relationships with established corporate clients in the 1980s and 1990s. This was an era of transaction-driven corporate business. But we honoured the relationships, even if it meant walking away.

"Were has always taken the long view, favorable to building relationships, rather than sacrificing relationships for lucrative short-term deals."

Business Review Weekly, 17 December 1993

1934
Introduces
teleprinters linking
to offices at the
Stock Exchange.

1936
Capel Court
Investment Trust
formed.

1950s
Adds four new
investment
companies to
the Capel Group.

1954
Perth
office opens.

1934

1940

1950

Battle for the Big Australian

Our relationship with takeover target BHP came to the fore in 1985. We were appointed advisor and broker, replacing another broker who had not only been providing advice to BHP but also full services to its corporate raider Bell Resources.

With Were's strategic support, BHP was able to out-vote funding proposals integral to Bell's takeover offer, slowing momentum on the bid.

"Unlike most of its competitors, JBWere would not act against a client and often walked away from potentially lucrative deals if two of its clients were the protagonists."

Jim Bain, *A Financial Tale of Two Cities: Sydney & Melbourne's remarkable contest for commercial supremacy*

Serving Private Clients

You didn't have to be big corporate Australia to benefit from a loyal JBWere relationship. While others courted high-margin corporate and institutional business, we worked to foster our lower-margin private client base.

"A lot of people have said to me it was a great strategic move to look after your private clients, but it wasn't a strategic move, it was motherhood really. You look after your clients."

Bruce Teele, JBWere senior partner 1997

1959
Bruce Teele and
Terry Campbell
join firm.

1959
Adelaide
and Brisbane
offices open.

1960s
Pioneers
computerisation
in the industry.

1964
Opens second
Melbourne office
in Chadstone.

1967
Ricketson dies,
James Campbell
Johnston becomes
senior partner.

A HISTORY OF ACHIEVEMENT

Success came early – and has endured. Tailored advice and solutions across all asset classes is core to that success. Achievement is part of our DNA and through our unique business practices we are able to deliver our clients outstanding investment outcomes.

Early wins included the largest transaction of its day recorded on the Melbourne Stock Exchange. The sale of a parcel of 15,000 shares in 1888 of the Melbourne Tramway and Omnibus Company was partly underwritten by JBWere. This record lasted well into the 20th century and was followed by JBWere playing a key role in most of the largest floats and underwritings in Australian history.

“Most broking firms take risks every day. But it’s the size and audacity of the risks taken by Were – normally in large share placements or public floats – that have become the firm’s signature.”

Australian Financial Review, 22 May 1999

1972
Canberra
office opens.

1973
Capel Group of nine
investment companies
merge to form Australian
Foundation Investment
Company Limited (AFIC).

1978
Bruce Teele
becomes senior
partner.

1987
Partnership
incorporated,
partners become
shareholders.

1989
Djerriwarrh
Investments
established.

1989
New Zealand office
purchases 50% of
Jordan Sandman
Smythe which
became Jordan
Sandman Were.

1970

1980

King of capital raisings

JBWere remained the undisputed king of money raising in the 1990s brokering significant deals throughout Australia.

TOP 10 DEALS

1.	\$8.57bn	1997	Telstra Corp Float. Joint global coordinator. The only broking firm to be appointed global and Australian manager.
2.	\$4.1bn	1996	Commonwealth Bank placement. Global co-ordinator and joint lead.
3.	\$2.45bn	1993	Woolworths float. Joint lead.
4.	\$1.9bn	1997	ICI secondary sale. Joint lead.
5.	\$1.54bn	1997	Foster's global placement. Lead. Distribution of BHP's one-third stake. The biggest share placement in Australian history.
6.	\$1.34bn	1991	Commonwealth Bank float. Lead.
7.	\$1.05bn	1991	NAB rights issue. Lead.
8.	\$964m	1992	News Corp global placement. Lead.
9.	\$700m	1996	National Mutual float. Joint lead.
10.	\$616m	1995	Advance Bank rights/placement. Joint lead.

1990-1997

Wins annual BRW magazine Stockbroker of the Year Poll seven times in eight years.

1991

Leads \$1.05bn National Australia Bank rights issue.

1991

Lead underwriter, Australia's biggest float—\$1.39bn float 30 per cent of Commonwealth Bank.

1992

Leads \$964m News Corp global placement.

1993

Joint lead \$2.45bn Woolworth's float, then Australia's largest.

1994

New Zealand office purchases the other 50% of Jordan Sandman Were, starts trading as JBWere in New Zealand.

Scooping Business Review Weekly Broker Awards

We dominated the prestigious BRW annual brokers poll, taking top honours in seven out of eight years from 1990.

"In this year's BRW brokers poll, the House of Were scooped the pool again with a class act backed by quality research and excellent connections."

Business Review Weekly, 22 December 1997

Private Wealth business growth

In the 1980s and 1990s, we focused our attention on then-unfashionable, low-margin private client business, knowing computerisation would cut transaction costs and give client advisers superior access to research and portfolio management.

When many other brokers decided against effort and expense given the easy, big money elsewhere, JBWere continued to look after private clients.

Our Private Wealth business has grown to more than 22,000 active client relationships, more than \$38 billion assets under advice and more than \$10 billion funds under management. JBWere is the pre-eminent private wealth management company in Australia and New Zealand.

1995

Joint lead Advance Bank \$616m rights placement.

1996

Joint lead, \$700m National Mutual float.

1996

Global co-ordinator and joint lead, \$4.1bn Commonwealth Bank placement.

1996

Sets up two-person team of top analysts in London and a six-person team in New York.

1996

Floats new investment company, The Australian Media and Communications Investments Ltd (AMCIL).

Investment – a long-term success

The success of the country's first investment trusts – the Capel Court investment companies that merged into the Australian Foundation Investment Company (AFIC) – is a tribute to the triumph of conservative, long-term investment policies over successive generations.

AFIC has been operating for over 80 years, specialising in investing in Australian equities with a 'buy and hold' philosophy. It remains Australia's largest listed investment company a market capitalisation of almost \$4.3 billion.

"The track record of our listed Australian Foundation shows you can be better off holding on to good quality stocks long-term, than trying to pick the market's peaks and troughs."

Terry Campbell, JBWere Chairman and CEO 1997

1997

Leads biggest share placement in Australian history, \$1.54bn Foster's global placement – BHP's 31.5 per cent stake in the brewing group.

1997

Joint global coordinator the \$14.4bn sale of one-third of Telstra Corp; only broking firm to be appointed global and Australian manager.

1997

Co-lead \$1.9bn ICI secondary sale.

1997

Bruce Teele retires, Terry Campbell becomes Chairman and CEO, expands retail and institutional businesses.

1999

Mirrabooka Investments established.

JBWere

History yet to be written...

JBWere has a rich history built on a sound foundation. The principles that form our business philosophy have stood the test of time. But looking ahead, innovation and insight is how we arrived where we are today.

JBWere will take you from where you are now to where you want to be. It is a compelling future.

Original name, new opportunities

Our strategic alliance with National Australia Bank takes our long-standing relationship with our long-term banker to a new level – one that gives us access to additional services and a platform for growth.

What we do for our clients today creates the next chapter in our rich and remarkable story.

We are creating our history.

2000s

Grows private client wealth advisory business to more than 22,000 active client relationships, more than \$38bn assets under advice and more than \$10bn funds under management.

2003

Goldman Sachs JBWere formed after Goldman Sachs takes 45 per cent stake.

2008-2009

Successfully navigates business through global financial crisis.

2009

NAB and Goldman Sachs JBWere create strategic private wealth management alliance.

1 November 2009

Private wealth management business renamed JBWere Pty Ltd.

2000

2009



JBWere
