

Cogdell Spencer Inc.
Form 10-Q
May 10, 2011

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**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION
WASHINGTON, DC 20549
FORM 10-Q**

☒ **QUARTERLY REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES
EXCHANGE ACT OF 1934**

**For the quarterly period ended March 31, 2011
OR**

☐ **TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES
EXCHANGE ACT OF 1934**

For the transition period from _____ to _____

Commission file number 001-32649

COGDELL SPENCER INC.

(Exact name of registrant as specified in its charter)

Maryland

(State or other jurisdiction of
incorporation or organization)

20-3126457

(I.R.S. Employer
Identification No.)

4401 Barclay Downs Drive, Suite 300

Charlotte, North Carolina

(Address of principal executive offices)

28209

(Zip code)

(704) 940-2900

(Registrant's telephone number, including area code)

N/A

(Former name, former address and former fiscal year, if changed since last report)

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes ☒ No ☐

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). YES ☐ NO ☐

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, or a non-accelerated filer. See definition of "accelerated filer" and "large accelerated filer" in Rule 12b-2 of the Exchange Act (Check one):

Large accelerated filer ☐ Accelerated filer ☒ Non-accelerated filer ☐ Smaller reporting company ☐
(Do not check if a smaller reporting company)

Indicate by check mark whether the registrant is a shell company (as defined in rule 12b-2 of the Exchange Act). ☐
Yes ☒ No ☐

Indicate the number of shares outstanding of each of the issuer's classes of common stock as of the latest practicable date: 51,047,077 shares of common stock, par value \$.01 per share, outstanding as of May 4, 2011.

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COGDELL SPENCER INC.
CONDENSED CONSOLIDATED BALANCE SHEETS

(In thousands, except per share amounts)
(unaudited)

	March 31, 2011	December 31, 2010
Assets		
Real estate properties:		
Land	\$ 37,269	\$ 37,269
Buildings and improvements	604,443	597,022
Less: Accumulated depreciation	(125,610)	(119,141)
Net operating real estate properties	516,102	515,150
Construction in progress	29,985	22,243
Net real estate properties	546,087	537,393
Cash and cash equivalents	17,235	12,203
Restricted cash	6,784	6,794
Tenant and accounts receivable, net of allowance of \$3,071 in 2011 and \$3,010 in 2010	10,247	11,383
Goodwill	22,882	22,882
Intangible assets, net of accumulated amortization of \$50,329 in 2011 and \$49,287 in 2010	18,418	18,601
Other assets	28,162	23,684
Total assets	\$ 649,815	\$ 632,940
Liabilities and equity		
Mortgage notes payable	\$ 319,419	\$ 317,303
Revolving credit facility	55,000	45,000
Accounts payable	11,628	11,368
Billings in excess of costs and estimated earnings on uncompleted contracts	2,314	1,930
Other liabilities	43,558	39,819
Total liabilities	431,919	415,420
Commitments and contingencies		
Equity:		
Cogdell Spencer Inc. stockholders' equity:		
Preferred stock, \$0.01 par value; 50,000 shares authorized: 8.5000% Series A Cumulative Redeemable Perpetual Preferred Shares (liquidation preference \$25.00 per share), 2,940 and 2,600 shares issued and outstanding in 2011 and 2010, respectively	73,500	65,000
Common stock, \$0.01 par value; 200,000 shares authorized, 51,042 and 50,870 shares issued and outstanding in 2011 and 2010, respectively	510	509
Additional paid-in capital	418,374	417,960

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Accumulated other comprehensive loss	(2,712)	(3,339)
Accumulated deficit	(295,981)	(287,798)
Total Cogdell Spencer Inc. stockholders' equity	193,691	192,332
Noncontrolling interests:		
Real estate partnerships	6,772	6,452
Operating partnership	17,433	18,736
Total noncontrolling interests	24,205	25,188
Total equity	217,896	217,520
Total liabilities and equity	\$ 649,815	\$ 632,940

See notes to condensed consolidated financial statements.

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COGDELL SPENCER INC.
CONDENSED CONSOLIDATED STATEMENTS OF OPERATIONS

(In thousands, except per share amounts)
(unaudited)

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Revenues:		
Rental revenue	\$ 23,054	\$ 21,245
Design-Build contract revenue and other sales	15,241	35,436
Property management and other fees	775	818
Development management and other income	74	103
 Total revenues	 39,144	 57,602
Expenses:		
Property operating and management	9,287	8,198
Design-Build contracts and development management	13,013	24,619
Selling, general, and administrative	6,208	5,820
Depreciation and amortization	7,830	8,085
 Total expenses	 36,338	 46,722
 Income from continuing operations before other income (expense) and income tax expense	 2,806	 10,880
Other income (expense):		
Interest and other income	178	160
Interest expense	(4,850)	(5,089)
Interest rate derivative expense		(15)
Equity in earnings of unconsolidated real estate partnerships	8	3
 Total other income (expense)	 (4,664)	 (4,941)
 Income (loss) from continuing operations before income tax expense	 (1,858)	 5,939
Income tax expense	(18)	(1,726)
 Income (loss) from continuing operations	 (1,876)	 4,213
Loss from discontinued operations		(18)
 Net income (loss)	 (1,876)	 4,195
 Net income attributable to the noncontrolling interests in real estate partnerships	 (200)	 (311)
Net (income) loss attributable to the noncontrolling interests in operating partnership	508	(598)
Dividends on preferred stock	(1,562)	
 Net income (loss) attributable to Cogdell Spencer Inc. common shareholders	 \$ (3,130)	 \$ 3,286

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Per share data basic and diluted:

Income (loss) from continuing operations attributable to Cogdell Spencer Inc. common shareholders	\$	(0.06)	\$	0.08
Loss from discontinued operations attributable to Cogdell Spencer Inc. common shareholders				

Net income (loss) per common share available to Cogdell Spencer Inc. common shareholders	\$	(0.06)	\$	0.08
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Weighted average common shares basic and diluted		51,009		42,768
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Net income (loss) attributable to Cogdell Spencer Inc. common shareholders:				
Continuing operations, net of tax	\$	(3,130)	\$	3,301
Discontinued operations				(15)

Net income (loss) attributable to Cogdell Spencer Inc. common shareholders	\$	(3,130)	\$	3,286
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See notes to condensed consolidated financial statements.

interests
Contributed
equity in real
estate
partnership

125

125

**Balance at
March 31,
2011**

\$ 217,896

\$ (295,981) \$ (2,712) \$ 73,500 \$ 510 \$ 418,374 \$ 17,433 \$ 6,772

See notes to condensed consolidated financial statements.

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COGDELL SPENCER INC.
CONDENSED CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY

(In thousands)

(unaudited)

	Cogdell Spencer Inc. Stockholders					Noncontrolling	Noncontrolling
	Accumulated		Accumulated		Additional	Interests	Interests
	Other		Other		Paid-in	in	in
	Total	Comprehensive	Accumulated	Comprehensive	Common	Operating	Real
	Equity	Loss	Deficit	Loss	Stock	Partnership	Estate
Balance at December 31, 2009	\$ 247,780		\$ (164,321)	\$ (1,861)	\$ 427	\$ 37,722	\$ 5,220
Comprehensive income:							
Net income	4,195	\$ 4,195	3,286			598	311
Unrealized loss on derivative financial instruments	(1,464)	(1,464)		(1,002)		(184)	(278)
Comprehensive income:	2,731	\$ 2,731					
Conversion of operating partnership units to common stock				(5)		158	(153)
Restricted stock and LTIP unit grants	333				1	200	132
Dividends on common stock	(4,279)		(4,279)				
Distributions to noncontrolling interests	(1,581)					(765)	(816)
Balance at March 31, 2010	\$ 244,984		\$ (165,314)	\$ (2,868)	\$ 428	\$ 37,350	\$ 4,437

See notes to condensed consolidated financial statements.

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COGDELL SPENCER INC.
CONDENSED CONSOLIDATED STATEMENTS OF CASH FLOWS
(In thousands)
(unaudited)

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Operating activities:		
Net income (loss)	\$ (1,876)	\$ 4,195
Adjustments to reconcile net income (loss) to cash provided by operating activities:		
Depreciation and amortization	7,830	8,083
Amortization of acquired above market leases and acquired below market leases, net (including amounts in discontinued operations)	(106)	(110)
Straight-line rental revenue	(466)	(221)
Amortization of deferred finance costs and debt premium	351	392
Provision for bad debts	62	(116)
Deferred income taxes		(311)
Deferred tax expense on intersegment profits	16	(165)
Equity-based compensation	500	260
Equity in earnings of unconsolidated real estate partnerships	(8)	(3)
Change in fair value of interest rate swap agreements		(274)
Interest rate derivative expense		15
Changes in operating assets and liabilities:		
Tenant and accounts receivable and other assets	(390)	1,695
Accounts payable and other liabilities	4,371	(2,836)
Billings in excess of costs and estimated earnings on uncompleted contracts	384	(7,836)
Net cash provided by operating activities	10,668	2,768
Investing activities:		
Investment in real estate properties	(15,618)	(9,393)
Proceeds from sales-type capital lease	76	76
Purchase of corporate property, plant and equipment	(302)	(126)
Distributions received from unconsolidated real estate partnerships	5	4
Decrease (increase) in restricted cash	10	(155)
Net cash used in investing activities	(15,829)	(9,594)
Financing activities:		
Proceeds from mortgage notes payable	3,381	6,424
Repayments of mortgage notes payable	(1,259)	(1,031)
Proceeds from revolving credit facility	10,000	
Net proceeds from sale of preferred stock	8,204	
Redemption of non-controlling interests in operating partnership		
Dividends on common stock	(5,046)	(4,279)
Dividends on preferred stock	(1,232)	
Distributions to noncontrolling interests in Operating Partnership	(675)	(765)
Distributions to noncontrolling interests in real estate partnerships	(183)	(813)
Equity contributions by partners in consolidated real estate partnerships	125	

Payment of financing costs	(3,122)	(80)
Net cash provided by (used in) financing activities	10,193	(544)
Increase (decrease) in cash and cash equivalents	5,032	(7,370)
Balance at beginning of period	12,203	25,914
Balance at end of period	\$ 17,235	\$ 18,544
Supplemental disclosure of cash flow information:		
Cash paid for interest, net of capitalized interest	\$ 4,622	\$ 5,289
Cash paid for income taxes	\$	\$ 73
Non-cash investing and financing activities:		
Investment in real estate properties included in accounts payable and other liabilities	\$ 699	\$ 1,916
Accrued dividends and distributions	6,384	5,057
Operating Partnership Units converted into common stock	409	158
See notes to condensed consolidated financial statements.		

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COGDELL SPENCER INC.
NOTES TO CONDENSED CONSOLIDATED FINANCIAL STATEMENTS
(unaudited)

1. Business

Cogdell Spencer Inc., incorporated in Maryland in 2005, together with its consolidated subsidiaries, is a real estate investment trust (REIT) focused on planning, owning, developing, constructing, and managing healthcare facilities. Through strategically managed, customized facilities, we help our clients deliver superior healthcare. We operate our business through Cogdell Spencer LP, our operating partnership subsidiary (the Operating Partnership), and our subsidiaries. All references to we, us, our, the Company, and Cogdell Spencer refer to Cogdell Spencer Inc. and its consolidated subsidiaries, including the Operating Partnership.

We have two segments: (1) Property Operations and (2) Design-Build and Development. Property Operations owns and manages our properties and manages properties for third parties. Design-Build and Development provides strategic planning, design, construction, development, and project management services for properties owned by the Company and for third parties.

2. Summary of Significant Accounting Policies

Basis of Presentation

The accompanying condensed consolidated financial statements have been prepared in conformity with accounting principles generally accepted in the United States of America (GAAP) and represent our assets and liabilities and operating results. The condensed consolidated financial statements include our accounts and our wholly-owned subsidiaries as well as our Operating Partnership and its subsidiaries. The condensed consolidated financial statements also include any partnerships for which we or our subsidiaries are the general partner or the managing member and the rights of the limited partners do not overcome the presumption of control by the general partner or managing member. We review our interests in entities to determine if the entity's assets, liabilities, noncontrolling interests and results of activities should be included in the consolidated financial statements. All significant intercompany balances and transactions have been eliminated in consolidation.

Interim Financial Statements

The condensed consolidated financial statements for the three months ended March 31, 2011 and 2010 are unaudited, but include all adjustments consisting of normal recurring adjustments that, in the opinion of management, are necessary for a fair presentation of our financial position, results of operations, changes in equity and cash flows for such periods. Operating results for the three months ended March 31, 2011 and 2010 are not necessarily indicative of results that may be expected for any other interim period or for the full fiscal years of 2011 or 2010 or any other future period. These condensed consolidated financial statements do not include all disclosures required by GAAP for annual consolidated financial statements. Our audited consolidated financial statements are contained in our Annual Report on Form 10-K for the year ended December 31, 2010 and should be read in conjunction with these interim financial statements.

Use of Estimates in Financial Statements

The preparation of financial statements in conformity with GAAP requires us to make estimates and assumptions that affect amounts reported in the financial statements and accompanying notes. Significant estimates and assumptions used include determining the useful lives of real estate properties and improvements, initial valuations and underlying allocations of the purchase price in connection with business and real estate property acquisitions, percentage of completion revenue, construction contingencies and loss provisions, deferred tax asset valuation allowance, and projected cash flows and fair value estimates used for impairment testing. Actual results may differ from those estimates.

Table of Contents***Concentrations and Credit Risk***

We maintain our cash in commercial banks. Balances on deposit are insured by the Federal Deposit Insurance Corporation (FDIC) up to specific limits. Balances on deposit in excess of FDIC limits are uninsured. At March 31, 2011, we had bank cash balances of \$9.7 million in excess of FDIC insured limits.

The following table shows our concentration of tenant and accounts receivable and tenant and customer revenues as of and for the three months ended:

	March 31, 2011	March 31, 2010
Customer balances greater than 10% of tenants and accounts receivable	Two	Two
Customer revenues greater than 10% of total revenue	One	Two

Fair Value of Financial Instruments

We define fair value as the exchange price that would be received for certain assets or paid to transfer certain liabilities (an exit price) in the principal or most advantageous market for the certain asset or liability in an orderly transaction between market participants on the measurement date.

We utilize the fair value hierarchy which prioritizes the inputs to valuation techniques used to measure fair value into three broad levels. Fair values determined by Level 1 inputs utilize observable inputs such as quoted prices in active markets for identical assets or liabilities we have the ability to access. Fair values determined by Level 2 inputs utilize inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly. Level 2 inputs include quoted prices for similar assets and liabilities in active markets and inputs other than quoted prices observable for the asset or liability. Level 3 inputs are unobservable inputs for the asset or liability, and include situations where there is little, if any, market activity for the asset or liability. In instances in which the inputs used to measure fair value may fall into different levels of the fair value hierarchy, the level in the fair value hierarchy within which the fair value measurement in its entirety has been determined is based on the lowest level input significant to the fair value measurement in its entirety. Our assessment of the significance of a particular input to the fair value measurement in its entirety requires judgment, and considers factors specific to the asset or liability.

To obtain fair values, observable market prices are used if available. In some instances, observable market prices are not readily available for certain financial instruments and fair value is determined using present value or other techniques appropriate for a particular financial instrument. These techniques involve some degree of judgment and as a result are not necessarily indicative of the amounts we would realize in a current market exchange. The use of different assumptions or estimation techniques may have a material effect on the estimated fair value amounts.

We do not hold or issue financial instruments for trading purposes. We consider the carrying amounts of cash and cash equivalents, restricted cash, tenant and accounts receivable, accounts payable, and other liabilities to approximate fair value due to the short maturity of these instruments. We have estimated the fair value of debt utilizing present value techniques taking into consideration current market conditions. At March 31, 2011, the carrying amount and estimated fair value of debt was \$374.4 million and \$378.0 million, respectively. At December 31, 2010, the carrying amount and estimated fair value of debt was \$362.3 million and \$366.3 million, respectively.

See Note 9 regarding the fair value of our interest rate swap agreements.

Table of Contents**3. Investments in Real Estate Partnerships**

We have ownership interests in limited liability companies and limited partnerships. The following is a description of those entities as of March 31, 2011:

Real Estate Entity	Entity Holdings	Year Founded	Our Ownership
Consolidated			
Anchor Cogdell, LLC	one property	2011	95.0%
Bonney Lake MOB Investors, LLC	one property (under construction)	2009	61.7%
Genesis Property Holdings, LLC	one property	2007	40.0%
Cogdell Health Campus MOB, LP	one property	2006	80.9%
Mebane Medical Investors, LLC	one property	2006	35.1%
Rocky Mount MOB, LLC	one property	2002	34.5%
Unconsolidated			
Cogdell Spencer Medical Partners LLC	no assets or liabilities	2008	20.0%
BSB Health/MOB Limited Partnership No. 2	nine properties	2002	2.0%
Shannon Health/MOB Limited Partnership No. 1	ten properties	2001	2.0%
McLeod Medical Partners, LLC	three properties	1982	1.1%

We are the general partner or managing member for all of the real estate partnerships listed above. We also manage the properties owned by these real estate partnerships and may receive design-build revenue, development fees, property management fees, leasing fees, and expense reimbursements from them in the course of our day-to-day operations. For the entities that we consolidate, those revenues and the corresponding expenses are eliminated in our consolidated financial statements.

The consolidated entities are included in our consolidated financial statements because the limited partners or non-managing members do not have sufficient participation rights in the partnerships to overcome the presumption of control by us as the general partner or managing member. The limited partners or non-managing members may have certain protective rights such as the ability to prevent the sale of building, the dissolution of the partnership or limited liability company, or the incurrence of additional indebtedness, in each case subject to certain exceptions.

We have a 2.0% ownership in Shannon Health/MOB Limited Partnership No. 1 and a 2.0% ownership in BSB Health/MOB Limited Partnership No. 2. For both real estate entities, the partnership agreements and tenant leases of the limited partners are designed to give preferential treatment to the limited partners as to the operating cash flows from the partnerships. We, as the general partner, do not generally participate in the operating cash flows from these entities other than to receive property management fees. The limited partners can remove us as the property manager and as the general partner. Due to the structures of the partnership agreements and tenant lease agreements, we report the properties owned by these two joint ventures as fee managed properties owned by third parties.

Our unconsolidated entities are accounted for under the equity method of accounting based on our ability to exercise significant influence as the entity's managing member or general partner. The following summary of financial information reflects the financial position and operations in their entirety, not just our interest in the entities, of the unconsolidated limited liability companies and limited partnerships for the periods indicated (in thousands):

	March 31, 2011	December 31, 2010
Financial position:		
Total assets	\$ 53,613	\$ 53,755

Total liabilities	47,109	47,272
Member's equity	6,504	6,483

	For the Three Months Ended March 31, 2011	March 31, 2010
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Results of operations:

Total revenues	\$ 2,771	\$ 3,129
Operating and general and administrative expenses	1,273	1,462
Net income	334	272

Table of Contents**4. Acquisitions**

In January 2011, we acquired St. Elizabeth Florence Medical Office Building, located in Florence, Kentucky, for \$6.2 million. The building is located on campus at St. Elizabeth Florence Hospital and is connected to the hospital by a covered walkway. As of March 31, 2011, the building is 76.1% leased. We own 95% of the joint venture that acquired the building. The following table is a preliminary allocation of the purchase price (in thousands):

Building and improvements	\$ 5,306
Acquired in place lease value and deferred leasing costs	807
Acquired above market leases	53
Acquired below market leases	(16)
Total purchase price allocated	\$ 6,150

5. Business Segments

We have two identified reportable segments: (1) Property Operations and (2) Design-Build and Development. We define business segments by their distinct customer base and service provided. Each segment operates under a separate management group and produces discrete financial information, which is reviewed by the chief operating decision maker to make resource allocation decisions and assess performance. Inter-segment sales and transfers are accounted for as if the sales and transfers were made to third parties, which involve applying a negotiated fee onto the costs of the services performed. All inter-company balances and transactions are eliminated during the consolidation process.

We evaluate the operating performance of our operating segments based on funds from operations (FFO) and funds from operations modified (FFOM). FFO, as defined by the National Association of Real Estate Investment Trusts (NAREIT), represents net income (computed in accordance with GAAP), excluding gains from sales of property, plus real estate depreciation and amortization (excluding amortization of deferred financing costs) and after adjustments for unconsolidated partnerships and joint ventures. We adjust the NAREIT definition to add back noncontrolling interests in real estate partnerships before real estate related depreciation and amortization and dividends on preferred stock. FFOM adds back to FFO non-cash amortization of non-real estate related intangible assets associated with purchase accounting. We consider FFO and FFOM important supplemental measures of our operational performance. We believe FFO is frequently used by securities analysts, investors and other interested parties in the evaluation of REITs, many of which present FFO when reporting their results. We believe that FFOM assists securities analysts, investors and other interested parties in evaluating current period results to results prior to our 2008 acquisition of our Design-Build segment. FFO and FFOM are intended to exclude GAAP historical cost depreciation and amortization of real estate and related assets, which assume that the value of real estate assets diminishes ratably over time. Historically, however, real estate values have risen or fallen with market conditions. Because FFO and FFOM exclude depreciation and amortization unique to real estate, gains and losses from property dispositions and extraordinary items, it provides a performance measure that, when compared year over year, reflects the impact to operations from trends in occupancy rates, rental rates, operating costs, development activities and interest costs, providing perspective not immediately apparent from net income. Our methodology may differ from the methodology for calculating FFO utilized by other equity REITs and, accordingly, may not be comparable to such other REITs. Further, FFO and FFOM do not represent amounts available for management's discretionary use because of needed capital replacement or expansion, debt service obligations, or other commitments and uncertainties.

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The following tables represent the segment information for the three months ended March 31, 2011 and 2010:

Quarter ended March 31, 2011	Property Operations	Design-Build and Development	Intersegment Eliminations	Unallocated and Other	Total
Revenues:					
Rental revenue	\$ 23,054	\$	\$	\$	\$ 23,054
Design-Build contract revenue and other sales		23,784	(8,543)		15,241
Property management and other fees	775				775
Development management and other income		879	(805)		74
Total revenues	23,829	24,663	(9,348)		39,144
Certain operating expenses:					
Property operating and management	9,287				9,287
Design-Build contracts and development management		21,488	(8,475)		13,013
Selling, general, and administrative		3,776			3,776
Total certain operating expenses	9,287	25,264	(8,475)		26,076
	14,542	(601)	(873)		13,068
Interest and other income	164	8		6	178
Corporate general and administrative expenses				(2,432)	(2,432)
Interest expense				(4,850)	(4,850)
Income tax expense applicable to funds from operations modified				(18)	(18)
Non-real estate related depreciation and amortization		(278)		(44)	(322)
Earnings from unconsolidated real estate partnerships, before real estate related depreciation and amortization	10				10
Noncontrolling interests in real estate partnerships, before real estate related depreciation and amortization	(498)				(498)
Dividends on preferred stock				(1,562)	(1,562)
Funds from operations modified (FFOM)	14,218	(871)	(873)	(8,900)	3,574

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Amortization of intangibles related to purchase accounting	(42)	(189)			(231)
Funds from operations (FFO)	14,176	(1,060)	(873)	(8,900)	3,343
Real estate related depreciation and amortization	(7,279)				(7,279)
Noncontrolling interests in real estate partnerships, before real estate related depreciation and amortization	498				498
Dividends on preferred stock				1,562	1,562
Net income (loss)	\$ 7,395	\$ (1,060)	\$ (873)	\$ (7,338)	\$ (1,876)
Total assets	\$ 595,032	\$ 54,520	\$	\$ 263	\$ 649,815

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Quarter ended March 31, 2010	Property Operations	Design-Build and Development	Intersegment Eliminations	Unallocated and Other	Total
Revenues:					
Rental revenue	\$ 21,268	\$	\$ (23)	\$	\$ 21,245
Design-Build contract revenue and other sales		39,200	(3,764)		35,436
Property management and other fees	818				818
Development management and other income		886	(783)		103
Total revenues	22,086	40,086	(4,570)		57,602
Certain operating expenses:					
Property operating and management	8,198				8,198
Design-Build contracts and development management		28,648	(4,029)		24,619
Selling, general, and administrative		3,889	(23)		3,866
Total certain operating expenses	8,198	32,537	(4,052)		36,683
	13,888	7,549	(518)		20,919
Interest and other income	146	3		11	160
Corporate general and administrative expenses				(1,954)	(1,954)
Interest expense				(5,089)	(5,089)
Interest rate derivative expense				(15)	(15)
Income taxes expense applicable to funds from operations modified				(1,965)	(1,965)
Non-real estate related depreciation and amortization		(219)		(60)	(279)
Earnings from unconsolidated real estate partnerships, before real estate related depreciation and amortization	6				6
Noncontrolling interests in real estate partnerships, before real estate related depreciation and amortization	(616)				(616)
Discontinued operations	16			(34)	(18)
Funds from operations modified (FFOM)	13,440	7,333	(518)	(9,106)	11,149

Amortization of intangibles related to purchase accounting, net of income tax benefit	(42)	(570)		239	(373)
Funds from operations (FFO)	13,398	6,763	(518)	(8,867)	10,776
Real estate related depreciation and amortization	(7,197)				(7,197)
Noncontrolling interests in real estate partnerships, before real estate related depreciation and amortization	616				616
Net income (loss)	\$ 6,817	\$ 6,763	\$ (518)	\$ (8,867)	\$ 4,195
Total assets	\$ 554,138	\$ 187,710	\$	\$ 395	\$ 742,243

6. Contracts

Revenue and billings to date on uncompleted contracts, from their inception, are as follows (in thousands):

	March 31, 2011	December 31, 2010
Costs and estimated earnings on uncompleted contracts	\$ 61,122	\$ 48,394
Billings to date	(61,483)	(49,336)
Net billings in excess of costs and estimated earnings	\$ (361)	\$ (942)

The following table shows costs and estimated earnings in excess of billings and billings in excess of costs and estimated earnings as included with the consolidated balance sheets (in thousands):

	March 31, 2011	December 31, 2010
Costs and estimated earnings in excess of billings ⁽¹⁾	\$ 1,953	\$ 988
Billings in excess of costs and estimated earnings	(2,314)	(1,930)
Net billings in excess of costs and estimated earnings	\$ (361)	\$ (942)

⁽¹⁾ Included in Other assets in the consolidated balance sheet

At March 31, 2011, we had retainage receivables of \$3.8 million, which are included in Tenant and accounts receivable in the consolidated balance sheets.

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We review the value of goodwill and intangible assets on an annual basis and when circumstances indicate a potential impairment may exist. The goodwill impairment review involves a two-step process. The first step is a comparison of the reporting unit's fair value to its carrying value. Fair value is estimated by using two approaches, an income approach and a market approach. Each approach is weighted 50% in our analysis as we believe a market participant would consider both approaches equally. The income approach uses our projected operating results and discounted cash flows using a weighted-average cost of capital that reflects current market conditions. The cash flow projections use estimates of economic and market information over the projection period, including growth rates in revenues and costs and estimates of future expected changes in operating margins and cash expenditures. Other significant estimates and assumptions include terminal value growth rates, future estimates of capital expenditures, and changes in future working capital requirements. The market approach estimates fair value by applying cash flow multiples to our operating performance. The multiples are derived from comparable publicly traded companies with similar operating and profitability characteristics. Additionally, we reconcile the total of the estimated fair values of all our reporting units to our market capitalization to determine if the sum of the individual fair values is reasonable compared to the external market indicators.

If the carrying value of the reporting unit is higher than its fair value then an indication of impairment may exist and a second step must be performed to measure the amount of impairment. The amount of impairment is determined by comparing the implied fair value of the reporting unit's goodwill to the carrying value of the goodwill calculated in the same manner as if the reporting unit was being acquired in a business combination. If the implied fair value of goodwill is less than the recorded goodwill, then an impairment charge for the difference would be recorded.

For non-amortizing intangible assets, we generally estimate fair value by applying an estimated market royalty rate to projected revenues and discounted using a weighted-average cost of capital that reflects current market conditions.

At March 31, 2011 and 2010, we determined no interim review was necessary.

Our goodwill and trade names and trademarks, which are associated with the Design-Build and Development business segment, are not amortized. The following table shows the change in carrying value related to goodwill and trade names and trademarks as of March 31, 2011 (in thousands):

	Gross Amount	Accumulated Impairment	Net Carrying Value
Goodwill	\$ 180,438	\$ (157,556)	\$ 22,882
Trademarks and tradenames	75,968	(75,968)	

Amortizing intangible assets consisted of the following for the periods shown (in thousands):

	As of March 31, 2011		
	Gross Amount	Accumulated Amortization	Net Carrying Value
In place lease value and deferred leasing costs	\$ 44,091	\$ (31,461)	\$ 12,630
Ground leases	3,776	(687)	3,089
Property management contracts	2,097	(806)	1,291
Design-build customer relationships	1,789	(825)	964
Above market tenant leases	1,612	(1,168)	444
Design-build signed contracts	13,253	(13,253)	
Design-build proposals	2,129	(2,129)	
Total amortizing intangible assets	\$ 68,747	\$ (50,329)	\$ 18,418

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Amortization expense related to intangibles for the three months ended March 31, 2011 and 2010 was \$1.0 and \$1.5 million, respectively. We expect to recognize amortization expense from the amortizing intangible assets as follows (in thousands):

	Future Amortization Expense
For the year ending:	
Remainder of 2011	\$ 2,680
2012	2,732
2013	1,805
2014	1,660
2015	1,190
Thereafter	8,351
	\$ 18,418

8. Mortgage Notes Payable and Borrowing Agreements

On March 1, 2011, we amended and restated the secured revolving credit facility (Credit Facility). This \$200.0 million Credit Facility is held with a syndicate of financial institutions. The Credit Facility is available to fund working capital and for other general corporate purposes; to finance acquisition and development activity; and to refinance existing and future indebtedness. The Credit Facility permits us to borrow, subject to borrowing base availability, up to \$200.0 million of revolving loans, with sub-limits of \$25.0 million for swingline loans and \$25.0 million for letters of credit. As of March 31, 2011, the maximum available borrowing under the Credit Facility was \$122.8 million, with \$55.0 million drawn, based on 70% of the value of the aggregate property pledged as collateral. We have the ability to increase the availability by pledging additional unencumbered property to the Credit Facility.

The Credit Facility also allows for up to \$150.0 million of increased availability (to a total aggregate available amount of \$350.0 million), at our request but subject to each lender's option to increase its commitment. The interest rate on loans under the Credit Facility equals, at our election, either (1) LIBOR (0.24% as of March 31, 2011) plus a margin of between 275 to 350 basis points based on our total leverage ratio (3.00% as of March 31, 2011) or (2) the higher of the federal funds rate plus 50 basis points or Bank of America, N.A.'s prime rate (3.25% as of March 31, 2011) plus a margin of between 175 to 250 basis points based on our total leverage ratio (2.00% as of March 31, 2011).

The Credit Facility contains customary terms and conditions for credit facilities of this type, including, but not limited to, (1) affirmative covenants relating to our corporate structure and ownership, maintenance of insurance, compliance with environmental laws and preparation of environmental reports, (2) negative covenants relating to restrictions on liens, indebtedness, certain investments (including loans and certain advances), mergers and other fundamental changes, sales and other dispositions of property or assets and transactions with affiliates, maintenance of our REIT qualification and listing on the NYSE or NASDAQ, and (3) financial covenants to be met at all times including a maximum total leverage ratio (65% through March 31, 2013, and 60% thereafter), maximum secured recourse indebtedness ratio, excluding the indebtedness under the Credit Facility (20%), minimum fixed charge coverage ratio (1.35 to 1.00 through March 31, 2012, and 1.50 to 1.00 thereafter), minimum consolidated tangible net worth (\$237.1 million plus 80% of the net proceeds of equity issuances issued after the closing date at March 1, 2011) and minimum net operating income ratio from properties secured under the Credit Facility to Credit Facility interest expense (1.50 to 1.00). Additionally, provisions in the Credit Facility indirectly prohibit us from redeeming or otherwise repurchasing any shares of our stock, including our preferred stock.

In April 2011, we refinanced a \$5.1 million mortgage note payable on the English Road Medical Center property. The principal balance was unchanged and the note matures in April 2016. The interest rate decreased from 6.0% to 5.0% and with monthly principal and interest payments based approximately on a 25-year amortization.

In March 2011, we began construction on a new project located in Duluth, Minnesota. We obtained construction financing with a maximum principal balance of \$19.0 million and an interest rate of LIBOR plus 3.25%, with a

minimum interest rate of 5.5%. Monthly payments are interest only during the construction period and after construction completion, the monthly payments will be principal and interest based on a 25.0 year amortization. The mortgage note payable matures in September 2016.

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Our mortgages are collateralized by property; principal and interest payments are generally made monthly. Scheduled maturities of mortgages and notes payable under the Credit Facility as of March 31, 2011, are as follows (in thousands):

For the year ending:	Total
Remainder of 2011	\$ 76,172
2012	20,025
2013	15,872
2014	119,127
2015	12,490
Thereafter	130,675
	\$ 374,361

As of March 31, 2011, we had \$76.2 million of principal and maturity payments related to mortgage notes payable due in 2011. The \$76.2 million is comprised of \$3.4 million for principal amortization and \$72.8 million for maturities. Of the \$72.8 million in maturing mortgage notes payable, \$12.3 million relates to Alamance Regional Mebane Outpatient Center and can be extended for one year to May 2012. We believe that we will be able to refinance or extend the remaining \$60.5 million of 2011 balloon maturities as a result of the current loan to value ratios at individual properties and preliminary discussions with lenders. The weighted average interest rate on the debt that matures in 2011 is approximately 3.0%. We expect upon refinancing that the weighted average interest rate on this debt will be greater than 3.0%.

At March 31, 2011, we believe that we were in compliance with all of our loan covenants.

9. Derivative Financial Instruments

Interest rate swap and interest rate cap agreements are utilized to reduce exposure to variable interest rates associated with certain mortgage notes payable. These agreements involve an exchange of fixed and floating interest payments without the exchange of the underlying principal amount (the notional amount) or a cap on the referenced rate. The interest rate swap and interest rate cap agreements are reported at fair value in the consolidated balance sheet within

Other assets or Other liabilities and changes in the fair value, net of tax where applicable, are reported in accumulated other comprehensive income (loss) (AOCI) exclusive of ineffectiveness amounts. The following table summarizes the terms of our interest rate swap agreements and their fair values at March 31, 2011 and December 31, 2010 (dollars in thousands):

	Notional	As of March 31, 2011		Expiration	March 31, 2011		December 31, 2010	
		Pay	Effective		Asset	Liability	Asset	Liability
Entity/Property	Amount	Receive Rate	Rate	Date	Date			
St. Francis Community MOB LLC	\$ 6,642	1 Month LIBOR	3.32%	10/15/2008	6/15/2011	\$	\$ 52	\$ 102
St. Francis Medical Plaza (Greenville)	7,135	1 Month LIBOR	3.32%	10/15/2008	6/15/2011		56	109
Beaufort Medical Plaza	4,605	1 Month LIBOR	3.80%	8/18/2008	8/18/2011		69	107
East Jefferson Medical Plaza	11,600	1 Month LIBOR	1.80%	1/15/2009	12/23/2011		135	173
	3,208		1.78%	1/15/2009	1/31/2012		40	50

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River Hills Medical Plaza HealthPartners Medical Office Building	11,742	1 Month LIBOR	3.55%	6/1/2010	11/1/2014	770	899
Lancaster ASC MOB	10,330	1 Month LIBOR	4.03%	3/14/2008	3/2/2015	825	938
Bonney Lake MOB Investors LLC	11,505	1 Month LIBOR	3.19%	10/1/2011	10/1/2016	243	
Woodlands Center for Specialized Medicine	16,533	1 Month LIBOR	4.71%	4/1/2010	10/1/2018	1,939	2,200
Medical Center Physicians Tower	14,644	1 Month LIBOR	3.69%	9/1/2010	3/1/2019	644	921
University Physicians Grants Ferry	10,361	1 Month LIBOR	3.70%	10/1/2010	4/1/2019	457	654
Cogdell Spencer LP ⁽¹⁾	n/a	n/a	n/a	n/a	n/a		162
						\$ 5,230	\$ 6,315

(1) Interest rate swap agreement expired March 10, 2011.

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The following table summarizes the terms of the interest rate cap agreement and its fair value at March 31, 2011 and December 31, 2010 (dollars in thousands):

Entity/Property	Notional Amount	Reference Rate	As of March 31, 2011		Expiration Date	March 31, 2011		December 31, 2010	
			Cap Rate	Effective Date		Asset	Liability	Asset	Liability
Rocky Mount		1 Month							
Medical Park LP	\$ 10,239	LIBOR	3.00%	2/1/2011	10/22/2014	\$ 110			

The following table shows the effect of our derivative financial instruments designated as cash flow hedges (in thousands):

Gain or (Loss) Recognized in AOCI, Noncontrolling Interests in Operating Partnership, and Noncontrolling Interests in Real Estate Partnerships - Effective Portion (1)	Location of Gain or (Loss) Reclassified from AOCI, Noncontrolling Interests in Operating Partnership, and Noncontrolling Interests in Real Estate Partnerships into Income - Effective Portion	Gain or (Loss) Reclassified from AOCI, Noncontrolling Interests in Operating Partnership, and Noncontrolling Interests in Real Estate Partnerships into Income - Effective Portion (1)	Location of Gain or (Loss) Recognized - Ineffective Portion and Amount Excluded from Effectiveness Testing	Gain or (Loss) Recognized - Ineffective Portion and Amount Excluded from Effectiveness Testing

For the three months
ended:

March 31, 2011	\$	959	Interest Expense	\$	(959)	Interest rate derivative expense	\$	
March 31, 2010	\$	(1,464)	Interest Expense	\$	(254)	Interest rate derivative expense	\$	(15)

- (1) Refer to the Condensed Consolidated Statement of Changes in Equity, which summarizes the activity in unrealized gain on derivative financial instruments, net of tax related to the interest rate swap and interest rate cap agreements.

The following tables present information about our assets and liabilities measured at fair value on a recurring basis for the dates shown, and indicates the fair value hierarchy referenced in Note 2 of these Condensed Consolidated Financial Statements of the valuation techniques utilized by us to determine such fair value (in thousands):

Fair Value Measurements as of				
March 31, 2011				
	Total	Level 1	Level 2	Level 3
Assets-				
Interest rate cap agreement	\$ 110	\$	\$ 110	\$
Liabilities-				
Interest rate swap agreements	\$ (5,230)	\$	\$ (5,230)	\$

Fair Value Measurements as of				
December 31, 2010				
	Total	Level 1	Level 2	Level 3
Liabilities-				
Interest rate swap agreements	\$ (6,315)	\$	\$ (6,315)	\$

The valuation of derivative financial instruments is determined using widely accepted valuation techniques including discounted cash flow analysis on the expected cash flows of each derivative. The fair values of variable to fixed interest rate swaps are determined using the market standard methodology of netting the discounted future fixed cash payments and the discounted expected variable cash receipts. The variable cash receipts are based on an expectation of future interest rate forward curves derived from observable market interest rate curves. We incorporate credit valuation adjustments to appropriately reflect both our nonperformance risk and the respective counterparty's nonperformance risk in the fair value measurements. In adjusting the fair value of our derivative contracts for the effect of nonperformance risk, we have considered the impact of netting and any applicable credit enhancements, such as collateral postings, thresholds, mutual puts, and guarantees.

Table of Contents**10. Equity*****Preferred Shares***

There are 2.9 million shares of our 8.500% Series A cumulative redeemable perpetual preferred stock (Series A preferred shares) outstanding at March 31, 2011. The Series A preferred shares have no stated maturity and are not subject to any sinking fund or mandatory redemption. Upon certain circumstances upon a change of control, the Series A preferred shares are convertible to common shares. Holders of Series A preferred shares generally have no voting rights, except under limited conditions, and holders are entitled to receive cumulative preferential dividends. Dividends are payable quarterly in arrears on the first day of March, June, September, and December.

The following is a summary of changes of our Series A preferred shares for the periods shown (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Preferred stock shares at beginning of period	2,600	
Issuance of preferred stock	340	
Preferred stock shares at end of period	2,940	

Common Shares and Units

An Operating Partnership Unit (OP Unit) and a share of our common stock have essentially the same economic characteristics as they share equally in the total net income or loss and distributions of the Operating Partnership. An OP Unit may be tendered for redemption for cash, however, we have sole discretion and the authorized common stock to exchange for shares of common stock on a one-for-one basis.

Long Term Incentive Plan (LTIP) units are a special class of partnership interests in the Operating Partnership. Each LTIP unit awarded will be deemed equivalent to an award of one common share under the 2005 and 2010 long-term stock incentive plans, reducing the availability for other equity awards on a one-for-one basis. The vesting period for LTIP units, if any, will be determined at the time of issuance. Cash distributions on each LTIP unit, whether vested or not, will be the same as those made on the OP Units. Under the terms of the LTIP units, the Operating Partnership will revalue for tax purposes its assets upon the occurrence of certain specified events, and any increase in valuation from the time of grant until such event will be allocated first to the holders of LTIP units to equalize the capital accounts of such holders with the capital accounts of OP unitholders. Subject to any agreed upon exceptions, once vested, LTIP units are convertible into OP Units in the Operating Partnership on a one for one basis.

As of March 31, 2011, there were 58.5 million OP Units outstanding, of which 51.0 million, or 87.3%, were owned by us and 7.4 million, or 12.7%, were owned by other partners, including certain directors, officers and other members of executive management. As of March 31, 2011, the fair market value of the OP Units not owned by us was \$44.1 million, based on a market value of \$5.94 per unit, which was the closing stock price of our common shares on March 31, 2011.

The following is a summary of changes of our common stock for the periods shown (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Shares of common stock at beginning of period	50,870	42,729
Conversion of OP Units to common stock	134	29
Restricted stock grants	38	35
Shares of common stock at end of period	51,042	42,793

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The following is net income (loss) attributable to Cogdell Spencer Inc. and the issuance of common stock in exchange for redemptions of OP Units for the periods shown (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Net income (loss) attributable to Cogdell Spencer Inc. common shareholders	\$ (3,130)	\$ 3,286
Increase in Cogdell Spencer Inc. additional paid-in capital for the conversion of OP units into common stock	409	158
Change from net income (loss) attributable to Cogdell Spencer Inc. common shareholders and transfers from noncontrolling interests	\$ (2,721)	\$ 3,444

Noncontrolling Interests in Real Estate Partnerships

Noncontrolling interests in real estate partnerships at March 31, 2011 and December 31, 2010 relate to the consolidated entities referenced in Note 3 to these Condensed Consolidated Financial Statements. See Note 3 to these Condensed Consolidated Financial Statements for additional information regarding our investments in real estate partnerships.

Dividends and Distributions

On March 11, 2011, we announced that our Board of Directors had declared a quarterly dividend of \$0.10 per share and OP Unit that was paid in cash on April 20, 2011 to holders of record on March 25, 2011. The \$5.0 million dividend covered our first quarter of 2011. Additionally, distributions declared to OP Unit holders, excluding inter-company distributions, totaled \$1.6 million for the first quarter of 2011.

On May 4, 2011, we announced that our Board of Directors declared a quarterly dividend of \$0.53125 per share on our Series A preferred shares for the period March 1, 2011 to May 31, 2011. The dividend will be paid on June 1, 2011, to holders of record on May 18, 2011.

11. Incentive and Share-Based Compensation

Our 2005 and 2010 Long-Term Stock Incentive Plans (Incentive Plans) provides for the grant of incentive awards to employees, directors and consultants to attract and retain qualified individuals and reward them for superior performance in achieving the Company's business goals and enhancing stockholder value. Awards issuable under the incentive award plan include stock options, restricted stock, dividend equivalents, stock appreciation rights, LTIP units, cash performance bonuses and other incentive awards. Only employees are eligible to receive incentive stock options under the incentive award plan. We have reserved a total of 2,512,000 shares of common stock for issuance pursuant to the incentive award plan, subject to certain adjustments set forth in the plan. Each LTIP unit issued under the incentive award plan will count as one share of stock for purposes of calculating the limit on shares that may be issued under the plan. A total of 926,861 shares of common stock are available for future grant under the Incentive Plans at March 31, 2011.

We recognized total compensation expenses of \$0.2 million for the three months ended March 31, 2011 and 2010.

In September 2010, we issued 447,094 shares of restricted common stock to our President and Chief Executive Officer, Mr. Raymond Braun, as a performance award grant. The restricted common stock vests, subject to the satisfaction of pre-established performance measures, 100% on December 31, 2013, or earlier if Mr. Braun is terminated without cause. The grant date for accounting purposes and the grant date fair value will be established in the future when the Compensation Committee and Mr. Braun mutually agree upon, and subject to the approval by our Board of Directors, the performance criteria. The grant date fair value will be determined at that time and the related compensation expense will be amortized over the vesting period. The Compensation Committee and Mr. Braun expect to establish the performance criteria on or before June 1, 2011.

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The following is a summary of restricted stock and LTIP unit activity for the three months ended March 31, 2011 (in thousands, except weighted average grant price):

	Restricted Stock	LTIP Units	Weighted Average Grant Price
Unvested balance at January 1, 2011	75	65	\$ 10.69
Granted	17	54	6.01
Vested	(17)	(38)	6.07
	75	81	\$ 10.17
Approved for grant	447		(a)
Unvested balance at March 31, 2011	522	81	n/a

- (a) Grant date fair value will be determined when the related performance criteria have been mutually agreed upon by the Compensation Committee and Mr. Braun and approved by our Board of Directors, which is expected on or before June 1, 2011.

ITEM 2. MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion should be read in conjunction with the Cogdell Spencer Inc. Consolidated Financial Statements and Notes thereto appearing in our Annual Report on Form 10-K for the year ended December 31, 2010 and our Condensed Consolidated Financial Statements and Notes thereto appearing elsewhere in this Quarterly Report on Form 10-Q. We make statements in this section that are forward-looking statements within the meaning of the federal securities laws. Certain risk factors may cause actual results, performance or achievements to differ materially from those expressed or implied by the following discussion. For a discussion of such risk factors, see the section entitled "Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2010.

When used in this discussion and elsewhere in this Quarterly Report on Form 10-Q, the words "believes," "anticipates," "projects," "should," "estimates," "expects," and similar expressions are intended to identify forward-looking statements with the meaning of that term in Section 27A of the Securities Act of 1933, as amended (the "Securities Act"), and in Section 21F of the Securities Exchange Act of 1934, as amended. Actual results may differ materially due to uncertainties including the following:

our business strategy;

our ability to comply with financial covenants in our debt instruments;

our access to capital;

our ability to obtain future financing arrangements, including refinancing existing arrangements;

estimates relating to our future distributions;

our understanding of our competition;

our ability to renew our ground leases;

legislative and regulatory changes (including changes to laws governing the taxation of REITs and individuals);

increases in costs of borrowing as a result of changes in interest rates;

our ability to maintain our qualification as a REIT due to economic, market, legal, or tax considerations;

changes in the reimbursement available to our tenants by government or private payors;

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our tenants' ability to make rent payments;

defaults by tenants and customers;

access to financing by customers;

delays in project starts and cancellations by customers;

our ability to convert design-build project opportunities into new engagements for us;

market trends; and

projected capital expenditures.

Forward-looking statements are based on estimates as of the date of this report. We disclaim any obligation to publicly release the results of any revisions to these forward-looking statements reflecting new estimates, events or circumstances after the date of this report.

The risks included here are not exhaustive. Other sections of this report may include additional factors that could adversely affect our business and financial performance. Moreover, we operate in a very competitive and rapidly changing environment. New risk factors emerge from time to time and it is not possible for management to predict all such risk factors, nor can it assess the impact of all such risk factors on our business or the extent to which any factor, or combination of factors, may cause actual results to differ materially from those contained in any forward-looking statements. Given these risks and uncertainties, investors should not place undue reliance on forward-looking statements as a prediction of actual results.

Overview

We are a fully-integrated, self-administered, and self-managed REIT that invests in healthcare facilities, including medical offices and ambulatory surgery and diagnostic centers. We focus on the ownership, delivery, acquisition, and management of strategically located healthcare facilities in the United States of America. We have been built around understanding and addressing the specialized real estate needs of the healthcare industry and providing services from strategic planning to long-term property ownership and management. Integrated delivery service offerings include strategic planning, design, construction, development and project management services for properties owned by us or by third parties.

We are building a national portfolio of healthcare properties primarily located on hospital campuses. Since our initial public offering in 2005, we have grown through acquisitions and facility development to encompass a national footprint, including seven regional offices located throughout the United States (Atlanta, Charlotte, Dallas, Denver, Madison, Seattle, and Washington, D.C.) and 27 property management offices. Client relationships and advance planning services give us the ability to be included in the initial project discussions that can lead to ownership and investment in healthcare properties.

In January 2011, we acquired St. Elizabeth Florence Medical Office Building, located in Florence, Kentucky, for \$6.2 million. The building is located on campus at St. Elizabeth Florence Hospital and is connected to the hospital by a covered walkway. As of March 31, 2011, we had three investment projects under construction totaling approximately 312,000 net rentable square feet with a total estimated investment of approximately \$70.2 million.

As of March 31, 2011, we owned and/or managed 114 medical office buildings and healthcare related facilities, totaling 5.9 million net rentable square feet. Our portfolio consists of:

- 65 consolidated wholly-owned and joint venture properties, comprising a total of approximately 3.6 million net rentable square feet, 91.0% leased;
- One wholly-owned property in the lease-up phase, comprising approximately 0.1 million net rentable square feet, 75% leased and income producing with the remaining 25% leased and under construction for a third quarter 2011 scheduled date of occupancy;

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One consolidated joint venture acquisition property in the lease-up phase, comprising approximately 0.1 million net rentable square feet, 76.1% leased;

Three unconsolidated joint venture properties comprising a total of approximately 0.2 million net rentable square feet; and

44 properties managed for third party clients comprising a total of approximately 2.0 million net rentable square feet.

At March 31, 2011, 73.3% of our wholly-owned and consolidated properties were located on hospital campuses and an additional 10.8% were located off-campus, but were hospital anchored. We believe that our on-campus and hospital anchored assets occupy a premier franchise location in relation to local hospitals, providing our properties with a distinct competitive advantage over alternative medical office space in an area. As of March 31, 2011, our 65 in-service, wholly-owned and consolidated properties were approximately 91.0% leased, with a weighted average remaining lease term of approximately 5.4 years.

We derive the majority of our revenues from two main sources: 1) rents received from tenants under leases in healthcare facilities, and 2) revenue earned from design-build construction contracts and development contracts. To a lesser degree, we have revenue from consulting and property management agreements.

We expect that rental revenue will remain stable due to multi-year, non-cancellable leases with annual rental increases based on the Consumer Price Index (CPI). We have been able to maintain a high occupancy rate for our in-service, consolidated wholly-owned and joint venture properties, due to our focus on customer relationships. For the three months ended March 31, 2011, we renewed 92.3% of lease expirations. Generally, our property operating revenues and expenses have remained consistent over time except for growth due to property developments and property acquisitions.

The demand for our design-build and development services has been, and will likely continue to be, cyclical in nature. Financial results can be affected by the amount and timing of capital spending by healthcare systems and providers, the demand for design-build and development services in the healthcare facilities market, the availability of construction level financing, changes in our market share, and weather at the construction sites. In periods of adverse economic conditions, our design-build and development customers may be unwilling or unable to make capital expenditures and they may be unable to obtain debt or equity financings for projects. As a result, customers may defer projects to a later date, which could reduce our revenues.

Critical Accounting Estimates

Our discussion and analysis of financial condition and results of operations are based upon our condensed consolidated financial statements, which have been prepared on the accrual basis of accounting in conformity with GAAP. All significant intercompany balances and transactions have been eliminated in consolidation.

The preparation of financial statements in conformity with GAAP requires our management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses in the reporting period. Our actual results may differ from these estimates. We have provided a summary of our significant accounting policies in Note 2 in the accompanying Notes to Consolidated Financial Statements included in our Annual Report on Form 10-K for the year ended December 31, 2010. Critical accounting policies are those judged to involve accounting estimates or assumptions that may be material due to the levels of subjectivity and judgment necessary to account for uncertain matters or susceptibility of such matters to change. Other companies in similar businesses may utilize different estimation policies and methodologies, which may impact the comparability of our results of operations and financial condition to those companies.

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Acquisition of Real Estate

The price we pay to acquire a property is impacted by many factors, including the condition of the buildings and improvements, the occupancy of the building, the existence of above and below market tenant leases, the creditworthiness of the tenants, favorable or unfavorable financing, above or below market ground leases and numerous other factors. Accordingly, we are required to make subjective assessments to allocate the purchase price paid to acquire investments in real estate among the assets acquired and liabilities assumed based on our estimate of the fair values of such assets and liabilities. This includes determining the value of the buildings and improvements, land, any ground leases, tenant improvements, in-place tenant leases, tenant relationships, the value (or negative value) of above (or below) market leases and any debt assumed from the seller or loans made by the seller to us. Each of these estimates requires significant judgment and some of the estimates involve complex calculations. Our calculation methodology is summarized in Note 2 in the accompanying Notes to Consolidated Financial Statements included in our Annual Report on Form 10-K for the year ended December 31, 2010. These allocation assessments have a direct impact on our results of operations because if we were to allocate more value to land there would be no depreciation with respect to such amount or if we were to allocate more value to the buildings as opposed to allocating to the value of tenant leases, this amount would be recognized as an expense over a much longer period of time, since the amounts allocated to buildings are depreciated over the estimated lives of the buildings whereas amounts allocated to tenant leases are amortized over the terms of the leases. Additionally, the amortization of value (or negative value) assigned to above (or below) market rate leases is recorded as an adjustment to rental revenue as compared to amortization of the value of in-place leases and tenant relationships, which is included in depreciation and amortization in our consolidated statements of operations.

Useful Lives of Assets

We are required to make subjective assessments as to the useful lives of our properties and intangible assets for purposes of determining the amount of depreciation and amortization to record on an annual basis with respect to our assets. These assessments have a direct impact on our net income (loss) because if we were to shorten the expected useful lives, then we would depreciate or amortize such assets over fewer years, resulting in more depreciation or amortization expense on an annual basis.

Asset Impairment Valuation

We review the carrying value of our properties, investments in real estate partnerships, and amortizing intangible assets annually and when circumstances, such as adverse market conditions, indicate that a potential impairment may exist. We base our review on an estimate of the future cash flows (excluding interest charges) expected to result from the asset's use and potential eventual disposition. We consider factors such as future operating income, trends and prospects, as well as the effects of leasing demand, competition and other factors. If our evaluation indicates that we may be unable to recover the carrying value of an investment, an impairment loss is recorded to the extent that the carrying value exceeds the estimated fair value of the asset. These losses have a direct impact on our net income (loss) because recording an impairment loss results in an immediate negative adjustment to operating results. The evaluation of anticipated cash flows is highly subjective and is based in part on assumptions regarding future sales, backlog, occupancy, rental rates and capital requirements that could differ materially from actual results in future periods. Because cash flows on properties considered to be long-lived assets to be held and used are considered on an undiscounted basis to determine whether an asset has been impaired, our strategy of holding properties over the long-term directly decreases the likelihood of recording an impairment loss for properties. If our strategy changes or market conditions otherwise dictate an earlier sale date, an impairment loss may be recognized and such loss could be material. If we determine that impairment has occurred, the affected assets must be reduced to their fair value. We estimate the fair value of rental properties utilizing a discounted cash flow analysis that includes projections of future revenues, expenses and capital improvement costs, similar to the income approach that is commonly utilized by appraisers.

We review the value of goodwill using an income approach and market approach on an annual basis and when circumstances indicate a potential impairment may exist. Our methodology to review goodwill impairment, which includes a significant amount of judgment and estimates, provides a reasonable basis to determine whether impairment has occurred. However, many of the factors employed in determining whether or not goodwill is impaired

are outside of our control and it is likely that assumptions and estimates will change in future periods. These changes can result in future impairments which could be material.

The goodwill impairment review involves a two-step process. The first step is a comparison of the reporting unit's fair value to its carrying value. Fair value is estimated by utilizing two approaches, an income approach and a market approach. The income approach uses the reporting unit's projected operating results and discounted cash flows using a weighted-average cost of capital that reflects current market conditions. The cash flow projections use estimates of economic and market information over the projection period, including growth rates in revenues and costs and estimates of future expected changes in operating margins and cash expenditures. Other significant estimates and assumptions include terminal value growth rates, future estimates of capital expenditures, and changes in future working capital requirements. The market approach estimates fair value by applying cash flow multiples to the reporting unit's operating performance. The multiples are derived from comparable publicly traded companies with similar operating and profitability characteristics. Additionally, we reconcile the total of the estimated fair values of all our reporting units to our market capitalization to determine if the sum of the individual fair values is reasonable compared to the external market indicators.

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If the carrying value of the reporting unit is higher than its fair value, then an indication of impairment may exist and a second step must be performed to measure the amount of impairment. The amount of impairment is determined by comparing the implied fair value of the reporting unit's goodwill to the carrying value of the goodwill calculated in the same manner as if the reporting unit was being acquired in a business combination. If the implied fair value of goodwill is less than the recorded goodwill, then an impairment charge for the difference is recorded. For non-amortizing intangible assets, we estimate fair value by applying an estimated market royalty rate to projected revenues and discount using a weighted-average cost of capital that reflects current market conditions.

If market and economic conditions deteriorate and cause (1) declines in our stock price, (2) increases in the estimated weighted-average cost of capital, (3) changes in cash flow multiples or projections, or (4) changes in other inputs to goodwill assessment estimates, then a goodwill impairment review may be required prior to our next annual test. It is reasonably possible that changes in the numerous variables associated with the judgments, assumptions, and estimates could cause the goodwill or non-amortizing intangible assets to become impaired. If goodwill or non-amortizing intangible assets are impaired, we are required to record a non-cash charge that could have a material adverse effect on our consolidated financial statements.

Revenue Recognition

Rental income related to non-cancelable operating leases is recognized using the straight line method over the terms of the tenant leases. Deferred rents included in our consolidated balance sheets represent the aggregate excess of rental revenue recognized on a straight line basis over the rental revenue that would be recognized under the cash flow received, based on the terms of the leases. Our leases generally contain provisions under which the tenants reimburse us for all property operating expenses and real estate taxes we incur. Such reimbursements are recognized in the period that the expenses are incurred. Lease termination fees are recognized when the related leases are canceled and we have no continuing obligation to provide services to such former tenants. We recognize amortization of the value of acquired above or below market tenant leases as a reduction of rental income in the case of above market leases or an increase to rental revenue in the case of below market leases.

For design-build contracts, we recognize revenue under the percentage of completion method. Due to the volume, varying complexity, and other factors related to our design-build contracts, the estimates required to determine percentage of completion are complex and use subjective judgments. Changes in labor costs and material inputs can have a significant impact on the percentage of completion calculations. We have a long history of developing reasonable and dependable estimates related to design-build contracts with clear requirements and rights of the parties to the contracts. As long-term design-build projects extend over one or more years, revisions in cost and estimated earnings during the course of the work are reflected in the accounting period in which the facts which require the revision become known. At the time a loss on a design-build project becomes known, the entire amount of the estimated ultimate loss is recognized in our consolidated financial statements.

We receive fees for property management and development and consulting services from time to time from third parties which are reflected as fee revenue. Management fees are generally based on a percentage of revenues for the month as defined in the related property management agreements. Revenue from development and consulting agreements is recognized as earned per the agreements. Due to the amount of control we retain, most joint venture developments will be consolidated; therefore, those development fees will be eliminated in consolidation.

Other income shown in the statement of operations generally includes interest income, primarily from the amortization of unearned income on a sales-type capital lease recognized in accordance with GAAP, and other income incidental to our operations and is recognized when earned.

We must make subjective estimates as to when our revenue is earned and the collectibility of our accounts receivable related to design-build contracts and other sales, deferred rent, expense reimbursements, lease termination fees and other income. We specifically analyze accounts receivable and historical bad debts, tenant and customer concentrations, tenant and customer creditworthiness, and current economic trends when evaluating the adequacy of the allowance for bad debts. These estimates have a direct impact on our net income because a higher bad debt allowance would result in lower net income, and recognizing rental revenue as earned in one period versus another would result in higher or lower net income for a particular period.

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Income Taxes

We use certain assumptions and estimates in determining income taxes payable or refundable, deferred income tax liabilities and assets for events recognized differently in our consolidated financial statements and income tax returns, and income tax expense. Determining these amounts requires analysis of certain transactions and interpretation of tax laws and regulations. We exercise considerable judgment in evaluating the amount and timing of recognition of the resulting income tax liabilities and assets. These judgments and estimates are re-evaluated on a continual basis as regulatory and business factors change.

Tax returns submitted by us or the income tax reported on the consolidated financial statements may be subject to adjustment by either adverse rulings by the U.S. Tax Court, changes in the tax code, or assessments made by the Internal Revenue Service (IRS). We are subject to potential adverse adjustments, including but not limited to: an increase in the statutory federal or state income tax rates, the permanent nondeductibility of amounts currently considered deductible either now or in future periods, and the dependency on the generation of future taxable income, including capital gains, in order to ultimately realize deferred income tax assets.

We will only include the current and deferred tax impact of our tax positions in the financial statements when it is more likely than not (likelihood of greater than 50%) that such positions will be sustained by taxing authorities, with full knowledge of relevant information, based on the technical merits of the tax position. While we support our tax positions by unambiguous tax law, prior experience with the taxing authority, and analysis that considers all relevant facts, circumstances and regulations, we must still rely on assumptions and estimates to determine the overall likelihood of success and proper quantification of a given tax position.

We recognize deferred tax assets and liabilities based on differences between the financial statement carrying amounts and the tax bases of assets and liabilities. We regularly review our deferred tax assets for recoverability. Accounting literature states that a deferred tax asset should be reduced by a valuation allowance if based on the weight of all available evidence, it is more likely than not (a likelihood of more than 50%) that some portion or the entire deferred tax asset will not be realized. The determination of whether a deferred tax asset is realizable is based on weighting all available evidence, including both positive and negative evidence. In making such judgments, significant weight is given to evidence that can be objectively verified.

REIT Qualification Requirements

We are subject to a number of operational and organizational requirements to qualify and then maintain qualification as a REIT. If we do not qualify as a REIT, our income would become subject to U.S. federal, state and local income taxes at regular corporate rates which could be substantial and we could not re-elect to qualify as a REIT for four taxable years following the year we failed to qualify as a REIT. The resulting adverse effects on our results of operations, liquidity and amounts distributable to stockholders may be material.

Results of Operations

Our income (loss) from operations is generated primarily from operations of our properties and design-build services and to a lesser degree from consulting and property management agreements. The changes in operating results from period to period reflect changes in existing property performance, changes in the number of properties due to development, acquisition, or disposition of properties, and the operating results of the Design-Build and Development segment.

Business Segments

We have two identified reportable segments: (1) Property Operations and (2) Design-Build and Development. We define business segments by their distinct customer base and service provided. While we operate as a single entity, we produce discrete financial information for each segment, which is reviewed by the chief operating decision maker to make resource allocation decisions and assess performance. Property Operations includes real estate investment and rental activities as well as property management for third parties. Design-Build and Development includes design-build construction activities as well as development and consulting activities. For additional information, see Note 5 in the accompanying Notes to Condensed Consolidated Financial Statements in this Form 10-Q.

Table of Contents***Property Summary***

The following is an activity summary of our property portfolio (excluding unconsolidated real estate partnerships) for the periods shown:

	Three Months Ended	
	March 31, 2011	March 31, 2010
Properties at beginning of period	66	62
Acquisitions	1	
Developments		1
Properties at end of period	67	63

	Year Ended December 31, 2010	
Properties at beginning of period		62
Acquisitions		1
Developments		3
Properties at end of period		66

The above table includes East Jefferson MRI, which is accounted for as a sales-type capital lease.

A property is considered in-service upon the earlier of (1) lease-up and substantial completion of tenant improvements, or (2) completion of the lease-up period specified within the property's underwriting. For portfolio and operational data, a single in-service date is used. For GAAP reporting, a property is placed into service in stages as construction is completed and the property and tenant space is available for its intended use. We had two properties, Medical Center Physicians Tower located in Jackson, Tennessee, and St. Elizabeth Florence Medical Office Building located in Florence, Kentucky, in lease-up at March 31, 2011.

Comparison of the Three Months Ended March 31, 2011 and 2010***Funds from Operations Modified (FFOM)***

For the three months ended March 31, 2011, FFOM decreased \$7.6 million, or 67.9%, compared to the same period in the prior year. The \$7.6 million decrease is due to decreased Design-Build and Development FFOM, offset by increased Property Operations FFOM.

The following is a summary of FFOM for the three months ended March 31, 2011 and 2010 (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
FFOM attributable to:		
Property operations	\$ 14,218	\$ 13,440
Design-Build and development	(871)	7,333
Intersegment eliminations	(873)	(518)
Unallocated and other	(8,900)	(9,106)
FFOM	\$ 3,574	\$ 11,149

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See Note 5 in the accompanying Notes to Condensed Consolidated Financial Statements in this Form 10-Q for business segment information and management's use of FFO and FFOM to evaluate operating performance. The following table presents the reconciliation of FFO and FFOM to net loss, which is the most directly comparable GAAP measure to FFO and FFOM, for the three months ended March 31, 2011 and 2010 (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Net income (loss)	\$ (1,876)	\$ 4,195
Add:		
Real estate related depreciation and amortization:		
Wholly-owned and consolidated properties	7,277	7,194
Unconsolidated real estate partnerships	2	3
Less:		
Noncontrolling interests in real estate partnerships	(498)	(616)
Dividends on preferred stock	(1,562)	
Funds from Operations (FFO)	3,343	10,776
Amortization of intangibles related to purchase accounting, net of income tax benefit	231	373
Funds from Operations Modified (FFOM)	\$ 3,574	\$ 11,149

FFOM attributable to Property Operations, net of intersegment eliminations

The following is a summary of FFOM attributable to the Property Operations segment, net of intersegment eliminations, for the three months ended March 31, 2011 and 2010 (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Rental revenue, net of intersegment eliminations of \$0 in 2011 and \$23 2010	\$ 23,054	\$ 21,245
Property management and other fee revenue	775	818
Property operating and management expenses	(9,287)	(8,198)
Interest and other income	164	146
Earnings (loss) from unconsolidated real estate partnerships, before real estate related depreciation and amortization	10	6
Noncontrolling interests in real estate partnerships, before real estate related depreciation and amortization	(498)	(616)
Income from discontinued operations, before real estate related depreciation and amortization		16
FFOM, net of intersegment eliminations	14,218	13,417
Intersegment eliminations		23
FFOM	\$ 14,218	\$ 13,440

See Note 5 in the accompanying Notes to Condensed Consolidated Financial Statements in this Form 10-Q for a reconciliation of above segment FFOM to net income (loss).

For the three months ended March 31, 2011, FFOM attributable to Property Operations, net of intersegment eliminations, increased \$0.8 million, or 6.0%, compared to the same period last year. The increase in rental revenue is primarily due to the addition of four properties, Medical Center Physicians Tower which began operations in February 2010, University Physicians Grants Ferry medical office building which began operations in June 2010, HealthPartners Medical & Dental Clinics medical office building which began operations in June 2010 and St. Elizabeth Florence Medical Office Building which began operations in January 2011, as well as increases in rental rates associated with CPI increases and reimbursable expenses. The increase in property operating and management expenses and the increase in noncontrolling interests in real estate partnerships before real estate related depreciation and amortization are primarily due to the addition of the properties previously mentioned.

Table of Contents***FFOM attributable to Design-Build and Development, net of intersegment eliminations***

The following is a summary of FFOM attributable to the Design-Build and Development segment, net of intersegment eliminations, for the three months ended March 31, 2011 and 2010 (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Design-Build contract revenue and other sales, net of intersegment eliminations of \$8,543 in 2011 and \$3,764 in 2010	\$ 15,241	\$ 35,436
Development management and other income, net of intersegment eliminations of \$805 in 2011 and \$783 in 2010	74	103
Design-Build contract and development management expenses, net of intersegment eliminations of \$8,475 in 2011 and \$4,029 in 2010	(13,013)	(24,619)
Selling, general, and administrative expenses, net of intersegment eliminations of \$0 in 2011 and \$23 in 2010	(3,776)	(3,866)
Interest and other income	8	3
Depreciation and amortization	(278)	(219)
FFOM, net of intersegment eliminations	(1,744)	6,838
Intersegment eliminations	873	495
FFOM	\$ (871)	\$ 7,333

See Note 5 in the accompanying Notes to Condensed Consolidated Financial Statements in this Form 10-Q for a reconciliation of above segment FFOM to net income (loss).

For the three months ended March 31, 2011, FFOM attributable to the Design-Build and Development segment, net of intersegment eliminations, decreased \$8.6 million, or 125.5%, compared to the same period last year. The decrease is due to fewer active revenue generating third-party design-build construction projects and lower gross margin percentages.

Design-Build contract revenue and other sales plus development management and other income, all net of intersegment eliminations (Design-Build Revenues) decreased \$20.2 million, or 56.9%, for the three months ended March 31, 2011 compared to the same period last year. This decrease is due to a lower volume of activity as the number of active third party revenue generating design-build construction projects has decreased from 11 at March 31, 2010 to nine at March 31, 2011 and the average size of the projects in 2011 is smaller than in 2010. Included in 2010 revenue was \$9.8 million related to an agreement for design services only. There were no similar design services only agreements in the current period.

Gross margin percentage (design-build and development revenues less design-build contract and development management expenses and as a percent of revenues) decreased from 30.7% for the three months ended March 31, 2010 to 15.0% for the three months ended March 31, 2011. This decrease is primarily due costs being absorbed by fewer projects due to the lower volume of active projects in 2011 compared to 2010. Further, the gross margin on the \$9.8 million revenue discussed in the preceding paragraph was greater than normal because it was an analysis and design agreement that utilized our engineering and architectural professionals and no construction sub-contractors.

Selling, general, and administrative expenses attributable to the Design-Build and Development segment decreased \$0.1 million, or 2.3%, for the three months ended March 31, 2011, compared to the same period last year. This decrease is primarily due lower personnel costs.

Selling, general, and administrative

For the three months ended March 31, 2011, selling, general, and administrative expenses increased \$0.4 million, or 6.7%, as compared to the same period last year. Excluding the changes attributable to the Design-Build and Development segment, which are discussed above, selling, general and administrative expenses increased \$0.5 million

primarily due to the timing of professional services incurred.

Table of Contents***Depreciation and amortization***

For the three months ended March 31, 2011, depreciation and amortization expenses decreased \$0.3 million, or 3.2%, as compared to the same period last year. The decrease is primarily due to a decrease in the amortization of intangible assets due to these assets becoming fully amortized, offset by the addition of four properties, the Medical Center Physicians Tower which began operations in February 2010, University Physicians Grants Ferry medical office building which began operations in June 2010, HealthPartners Medical & Dental Clinics medical office building which began operations in June 2010, and St. Elizabeth Florence Medical Office Building which began operations in January 2011.

Interest expense

For the three months ended March 31, 2011, interest expense decreased \$0.2 million, or 4.7%, as compared to the same period last year. This decrease is primarily due to the repayment of a \$50.0 million term loan in December 2010, offset by interest on mortgage notes payable for properties that became operational February 2010 and June 2010.

Income tax expense

For the three months ended March 31, 2011, income tax expense decreased \$1.7 million, or 99.0%, as compared to the same period last year. We record income taxes associated with our Taxable REIT Subsidiaries (TRS), which include our Design-Build and Development business segment. The decrease in income taxes is due to income in the prior period compared to a loss in the current period for our TRS. Accordingly, we recorded income tax expense in the prior period and no income tax expense (benefit) in the current period. For the three months ended March 31, 2011, the income tax benefit associated with the loss was offset by a full deferred tax asset valuation allowance.

Cash Flows

Cash provided by operating activities increased \$7.9 million, or 285.4%, for the three months ended March 31, 2011, as compared to the same period last year, and is summarized below (in thousands):

	For the Three Months Ended	
	March 31, 2011	March 31, 2010
Net loss plus non-cash adjustments	\$ 6,303	\$ 11,745
Changes in operating assets and liabilities	4,365	(8,977)
Net cash provided by operating activities	\$ 10,668	\$ 2,768

The net loss plus non-cash adjustments decreased \$5.4 million, or 46.3%, for the three months ended March 31, 2011, as compared to the same period last year. This decrease is primarily due to decreased net income after non-cash adjustments for the Design-Build and Development segment offset by increased net income after non-cash adjustments for the Property Operations segment. The changes in operating assets and liabilities increased \$13.3 million for the three months ended March 31, 2011, as compared to the same period last year. This increase is primarily due to 1) stabilization of active design-build projects which resulted in the stabilization of design-build billings in excess of costs and estimated earnings on uncompleted contracts as compared to the same period last year where there was a significant decrease in billing in excess of costs and estimated earnings; and 2) an increase in tenant funding responsibility for development projects.

Cash used in investing activities increased \$6.2 million, or 65.0%, for the three months ended March 31, 2011, as compared to the same period last year. The increase resulted from us having more development projects under construction in current period compared to the same period last year.

Investment in real estate properties consisted of the following for the three months ended March 31, 2011 and 2010 (in thousands):

For the Three Months Ended	
March 31, 2011	March 31, 2010

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Development, redevelopment, and acquisitions	\$	14,257	\$	9,177
Second generation tenant improvements		1,122		208
Recurring property capital expenditures		239		8
Investment in real estate properties	\$	15,618	\$	9,393

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Investments in development, redevelopment, and acquisitions increased in the current period compared to the same period last year due to the timing of projects under construction.

Cash provided by financing activities increased by \$10.7 million for the three months ended March 31, 2011, as compared to same period last year. The change is primarily due to an increase in proceeds drawn down from the Credit Facility of \$10.0 million and equity net proceeds of \$8.2 million offset by an increase in financing costs of \$3.1 million and dividends to preferred shareholders of \$1.2 million.

Construction in Progress

Construction in progress consisted of the following as March 31, 2011 (dollars in thousands):

Property	Location	Estimated Completion Date	Net Rentable Square Feet	Estimated Investment	
				to Date	Total Investment
Good Sam MOB Investors, LLC	Puyallup, WA	4Q 2011	80,000	\$ 12,012	\$ 24,700
Bonney Lake MOB Investors, LLC ⁽¹⁾	Bonney Lake, WA	3Q 2011	56,000	14,213	17,700
St. Lukes Medical Office Building	Duluth, MN	3Q 2012	176,000	948	27,800
Land and pre-construction developments				2,812	
			312,000	\$ 29,985	\$ 70,200

⁽¹⁾ We had a 61.7% ownership interest at March 31, 2011.

Liquidity and Capital Resources

In addition to amounts available under the Credit Facility, as of March 31, 2011, we had approximately \$17.2 million available in cash and cash equivalents.

We have a \$200.0 million secured revolving credit facility with a syndicate of financial institutions. The Credit Facility is available to fund working capital and for other general corporate purposes; to finance acquisition and development activity; and to refinance existing and future indebtedness. The Credit Facility permits us to borrow, subject to borrowing base availability, up to \$200.0 million of revolving loans, with sub-limits of \$25.0 million for swingline loans and \$25.0 million for letters of credit. As of March 31, 2011, the maximum available borrowing under the Credit Facility was \$122.8 million, with \$55.0 million drawn, based on 70% of the value of the aggregate property pledged as collateral. We have the ability to increase the availability by pledging additional unencumbered property to the Credit Facility.

The Credit Facility also allows for up to \$150.0 million of increased availability (to a total aggregate available amount of \$350.0 million), at our request but subject to each lender's option to increase its commitment. The interest rate on loans under the Credit Facility equals, at our election, either (1) LIBOR (0.24% as of March 31, 2011) plus a margin of between 275 to 350 basis points based on our total leverage ratio (3.00% as of March 31, 2011) or (2) the higher of the federal funds rate plus 50 basis points or Bank of America, N.A.'s prime rate (3.25% as of March 31, 2011) plus a margin of between 175 to 250 basis points based on our total leverage ratio (2.00% as of March 31, 2011).

The Credit Facility contains customary terms and conditions for credit facilities of this type, including, but not limited to, (1) affirmative covenants relating to our corporate structure and ownership, maintenance of insurance, compliance with environmental laws and preparation of environmental reports, (2) negative covenants relating to restrictions on liens, indebtedness, certain investments (including loans and certain advances), mergers and other fundamental changes, sales and other dispositions of property or assets and transactions with affiliates, maintenance of our REIT

qualification and listing on the NYSE or NASDAQ, and (3) financial covenants to be met at all times including a maximum total leverage ratio (65% through March 31, 2013, and 60% thereafter), maximum secured recourse indebtedness ratio, excluding the indebtedness under the Credit Facility (20%), minimum fixed charge coverage ratio (1.35 to 1.00 through March 31, 2012, and 1.50 to 1.00 thereafter), minimum consolidated tangible net worth (\$237.1 million plus 80% of the net proceeds of equity issuances issued after the closing date March 1, 2011) and minimum net operating income ratio from properties secured under the Credit Facility to Credit Facility interest expense (1.50 to 1.00). Additionally, provisions in the Credit Facility indirectly prohibit us from redeeming or otherwise repurchasing any shares of our stock, including our preferred stock.

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The Credit Facility has the following financial covenants as of March 31, 2011 (dollars in thousands):

Financial Covenant	March 31, 2011
Maximum total leverage ratio (0.65 to 1.00 through March 31, 2013, and 0.60 to 1.00 thereafter)	0.49 to 1.00
Maximum secured recourse indebtedness ratio (0.20 to 1.00)	0.05 to 1.00
Minimum fixed charge coverage ratio (1.35 to 1.00 through March 31, 2012, and 1.50 to 1.00 thereafter)	1.62 to 1.00
Minimum consolidated tangible net worth (\$237,106 plus 80% of the net proceeds of equity issuance after March 1, 2011)	\$295,434
Minimum facility interest coverage ratio (1.50 to 1.00)	12.61 to 1.00

As of March 31, 2011, we believe that we were in compliance with all of our debt covenants.

Short-Term Liquidity Needs

We believe that we will have sufficient capital resources from cash flow from continuing operations, cash and cash equivalents, and borrowings under the Credit Facility to fund ongoing operations and distributions required to maintain REIT compliance. We anticipate using our cash flow from continuing operations, cash and cash equivalents, and Credit Facility availability to fund our business operations, cash dividends and distributions, debt amortization, and recurring capital expenditures. Capital requirements for significant acquisitions and development projects may require funding from borrowings and/or equity offerings.

As of March 31, 2011, we had \$76.2 million of principal and maturity payments related to mortgage notes payable due in 2011. The \$76.2 million is comprised of \$3.4 million for principal amortization and \$72.8 million for maturities. Of the \$72.8 million in maturing mortgage notes payable, \$12.3 million relates to Alamance Regional Mebane Outpatient Center and can be extended for one year to May 2012. We believe that we will be able to refinance or extend the remaining \$60.5 million of 2011 balloon maturities as a result of the current loan to value ratios at individual properties and preliminary discussions with lenders. The weighted average interest rate on the debt that matures in 2011 is approximately 3.0%. We expect upon refinancing that the weighted average interest rate on this debt will be greater than 3.0%.

As of March 31, 2011, we had no outstanding equity commitments to unconsolidated real estate partnerships.

On March 11, 2011, we announced that our Board of Directors had declared a quarterly dividend of \$0.10 per share and operating partnership unit that was paid in cash on April 20, 2011, to holders of record on March 25, 2011.

On May 4, 2011, we announced that our Board of Directors had declared a quarterly dividend of \$0.53125 per share on our Series A preferred shares for the period March 1, 2011 to May 31, 2011. The dividend will be paid on June 1, 2011, to shareholders of record on May 18, 2011.

Long-Term Liquidity Needs

Our principal long-term liquidity needs consist primarily of new property development, property acquisitions, and principal payments under various mortgages and other credit facilities and non-recurring capital expenditures. We do not expect that our net cash provided by operations will be sufficient to meet all of these long-term liquidity needs. Instead, we expect to meet long-term liquidity requirements through net cash provided by operations and through additional equity and debt financings, including loans from banks, institutional investors or other lenders, bridge loans, letters of credit, and other lending arrangements, most of which will be secured by mortgages. We may also issue unsecured debt in the future.

We expect to finance new property developments through cash equity capital together with construction loan proceeds, as well as through cash equity investments by our tenants or third parties. We intend to have construction financing agreements in place before construction begins on development projects.

We expect to fund property acquisitions through a combination of borrowings under our Credit Facility, traditional secured mortgage financing, and equity offerings. In addition, we may use OP Units issued by the Operating

Partnership to acquire properties from existing owners seeking a tax deferred transaction.

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We do not, in general, expect to meet our long-term liquidity needs through dispositions of our properties. In the event that we were to sell any of our properties in the future, depending on which property were to be sold, we may need to structure the sale or disposition as a tax deferred transaction which would require the reinvestment of the proceeds from such transaction in another property or the proceeds that would be available from such sales may be reduced by amounts that we may owe under the tax protection agreements entered into in connection with our formation transactions and certain property acquisitions. In addition, our ability to sell certain of our assets could be adversely affected by the general illiquidity of real estate assets and certain additional factors particular to our portfolio such as the specialized nature of its target property type, property use restrictions and the need to obtain consents or waivers of rights of first refusal or rights of first offers from ground lessors in the case of sales of its properties that are subject to ground leases.

We intend to repay indebtedness incurred under our Credit Facility from time to time, for acquisitions or otherwise, out of cash flow from operations and from the proceeds, to the extent possible and desirable, of additional debt or equity issuances. In the future, we may seek to increase the amount of the Credit Facility, negotiate additional credit facilities or issue corporate debt instruments. Any indebtedness incurred or issued may be secured or unsecured, short-, medium- or long-term, fixed or variable interest rate and may be subject to other terms and conditions we deem acceptable. We generally intend to refinance at maturity the mortgage notes payable that have balloon payments at maturity.

Contractual Obligations

The following table summarizes our contractual obligations as of March 31, 2011, including the maturities and scheduled principal repayments and the commitments due in connection with our ground leases and operating leases for the periods indicated (in thousands):

		Remainder of 2011	2012	2013	2014	2015	Thereafter	Total
Obligation:								
Long-term debt principal payments and maturities ⁽¹⁾	\$	76,172	\$ 20,025	\$ 15,872	\$ 119,127	\$ 12,490	\$ 130,675	\$ 374,361
Standby letters of credit ⁽²⁾		8,128						8,128
Interest payments ⁽³⁾		11,869	13,958	13,153	9,914	6,878	13,229	69,001
Purchase commitments ⁽⁴⁾		608						608
Ground and air rights leases ⁽⁵⁾		910	1,008	1,008	1,009	1,010	23,137	28,082
Operating leases ⁽⁶⁾		3,891	4,467	3,723	3,531	3,506	21,008	40,126
Total	\$	101,578	\$ 39,458	\$ 33,756	\$ 133,581	\$ 23,884	\$ 188,049	\$ 520,306

(1) Includes notes payable under the Credit Facility.

(2) As collateral for performance, we are contingently liable under standby letters of credit, which also reduces the availability under the Credit Facility.

(3) Assumes one-month LIBOR of 0.24% and a Prime Rate of 3.25%, which were the rates as of March 31, 2011.

(4) These purchase commitments are related to our development projects that are currently under construction. We have committed construction loans that will fund the obligations.

(5) Substantially all of the ground and air rights leases effectively limit our control over various aspects of the operation of the applicable property, restrict our ability to transfer the property and allow the lessor the right of

first refusal to purchase the building and improvements. All of the ground leases provide for the property to revert to the lessor for no consideration upon the expiration or earlier termination of the ground or air rights lease.

- (6) Payments under operating lease agreements relate to equipment and office space leases. The future minimum lease commitments under these leases are as indicated.

Off-Balance Sheet Arrangements

We may guarantee debt in connection with certain of our development activities, including unconsolidated joint ventures, from time to time. As of March 31, 2011, we did not have any such guarantees or other off-balance sheet arrangements outstanding.

Real Estate Taxes

Our leases generally require the tenants to be responsible for all real estate taxes.

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Inflation

Our leases at wholly-owned and consolidated real estate partnership properties generally provide for either indexed escalators, based on CPI or other measures, or to a lesser extent fixed increases in base rents. The leases also contain provisions under which the tenants reimburse us for a portion of property operating expenses and real estate taxes. We believe that inflationary increases in expenses will be offset, in part, by the contractual rent increases and tenant expense reimbursements described above.

Seasonality

Business under the Design-Build and Development segment can be subject to seasonality due to weather conditions at construction sites. In addition, construction starts and contract signings can be impacted by the timing of budget cycles at healthcare systems and providers.

Recent Accounting Pronouncements

None.

ITEM 3. QUANTITATIVE AND QUALITATIVE DISCLOSURES ABOUT MARKET RISK

Our future income, cash flows and fair values relevant to financial instruments are dependent upon prevalent market interest rates. Market risk refers to the risk of loss from adverse changes in market prices and interest rates. We use some derivative financial instruments to manage, or hedge, interest rate risks related to our borrowings. We do not use derivatives for trading or speculative purposes and only enter into contracts with financial institutions based on their credit rating and other factors.

As of March 31, 2011, we had \$374.4 million of consolidated debt outstanding (excluding any discounts or premiums related to assumed debt). Of our total consolidated debt outstanding, \$115.7 million, or 30.9%, was variable rate debt that is not subject to variable to fixed rate interest rate swap agreements, and total indebtedness, \$258.7 million, or 69.1%, was subject to fixed interest rates, including variable rate debt that is subject to variable to fixed rate swap agreements. The weighted average interest rate for fixed rate debt was 6.0% as of March 31, 2011.

If LIBOR were to increase by 100 basis points based on March 31, 2011, one-month LIBOR of 0.24%, the increase in interest expense on our March 31, 2011 variable rate debt would decrease future annual earnings and cash flows by approximately \$1.2 million. Interest rate risk amounts were determined by considering the impact of hypothetical interest rates on our financial instruments. These analyses do not consider the effect of any change in overall economic activity that could occur in that environment. Further, in the event of a change of that magnitude, we may take actions to further mitigate our exposure to the change. However, due to the uncertainty of the specific actions that would be taken and their possible effects, these analyses assume no changes in our financial structure.

ITEM 4. CONTROLS AND PROCEDURES

Our Chief Executive Officer and Chief Financial Officer, based on their evaluation of our disclosure controls and procedures (as defined in Rules 13a-15(e) and 15d-15(e) under the Securities Exchange Act of 1934, as amended) required by paragraph (b) of Rule 13a-15 or Rule 15d-15, have concluded that as of March 31, 2011, our disclosure controls and procedures were effective to give reasonable assurances to the timely collection, evaluation and disclosure of information relating to the Company that would potentially be subject to disclosure under the Securities Exchange Act of 1934, as amended, and the rules and regulations promulgated thereunder.

During the three months ended March 31, 2011, there was no change in our internal control over financial reporting that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

Notwithstanding the foregoing, a control system, no matter how well designed and operated, can provide only reasonable, not absolute assurance that it will detect or uncover failures within the Company to disclose material information otherwise required to be set forth in our periodic reports.

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PART II. OTHER INFORMATION

ITEM 1. LEGAL PROCEEDINGS

We are not involved in any material litigation nor, to our knowledge, is any material litigation pending or threatened against it, other than routine litigation arising out of the ordinary course of business or which is expected to be covered by insurance and not expected to harm our business, financial condition or results of operations.

ITEM 1A. RISK FACTORS

See our Annual Report on Form 10-K for the year ended December 31, 2010. There have been no significant changes to our risk factors during the three months ended March 31, 2011.

ITEM 2. UNREGISTERED SALES OF EQUITY SECURITIES AND USE OF PROCEEDS

None.

Issuer Purchases of Equity Securities

None.

ITEM 3. DEFAULTS UPON SENIOR SECURITIES

None.

ITEM 4. [REMOVED AND RESERVED]

ITEM 5. OTHER INFORMATION

None.

ITEM 6. EXHIBITS

- | | |
|------|---|
| 31.1 | Certification of Chief Executive Officer pursuant to Section 302 of Sarbanes-Oxley Act of 2002. |
| 31.2 | Certification of Chief Financial Officer pursuant to Section 302 of Sarbanes-Oxley Act of 2002. |
| 32.1 | Certification of Chief Executive and Chief Financial Officer pursuant to 18 U.S.C. Section 1350 as adapted pursuant to Section 906 of the Sarbanes-Oxley Act of 2002. |

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

COGDELL SPENCER INC.

Registrant

Date: May 10, 2011

/s/ Raymond W. Braun

Raymond W. Braun

President and Chief Executive Officer

Date: May 10, 2011

/s/ Charles M. Handy

Charles M. Handy

Executive Vice President and Chief Financial Officer

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

under the equity method. Other investments in which the Company does not have rights to exercise significant influence are recorded at fair value, with changes in fair value reflected within Investment and other income.

The Company consolidates VIEs when it is the primary beneficiary of the entity, which is defined as having the power to direct the activities that most significantly impact the VIE's economic performance and the obligation to absorb losses of or the right to receive benefits from the entity that could potentially be significant to the VIE. The Company applies the equity method of accounting to VIEs where the Company is not the primary beneficiary, but has the ability to exercise significant influence over operating and financial matters of the VIE.

Investments in Affiliates

Substantially all of the Company's Affiliates are considered VIEs and are either consolidated or accounted for under the equity method. A limited number of the Company's Affiliates are considered VREs and most of these are accounted for under the equity method.

When an Affiliate is consolidated, the portion of the Affiliate's management equity owners' earnings attributable to Owners' Allocation is included in Net income (non-controlling interests) in the Consolidated Statements of Income. Undistributed Operating and Owners' Allocation attributable to Affiliate management equity owners, along with their share of any tangible or intangible net assets, are presented within Non-controlling interests on the Consolidated Condensed Balance Sheets. Affiliate equity interests where the holder has certain rights to demand settlement are presented, at their current redemption values, as Redeemable non-controlling interests on the Consolidated Condensed Balance Sheets. The Company periodically issues, sells and repurchases the equity of its consolidated Affiliates. Because these transactions take place between entities that are under common control, any gains or losses attributable to these transactions are required to be included within Additional paid-in capital in the Consolidated Condensed Balance Sheets, net of any related income tax effects, in the period the transactions occur.

When an Affiliate is accounted for under the equity method, the Company's share of an Affiliate's earnings or losses, net of amortization and impairments, is included in Equity method income (net) in the Consolidated Statements of Income and the Company's interest in the Affiliate is reported in Equity method investments in Affiliates (net) in the Consolidated Condensed Balance Sheets. The Company's share of income taxes incurred directly by Affiliates accounted for under the equity method is recorded within Income tax expense in the Consolidated Statements of Income.

The Company periodically evaluates its equity method Affiliates for impairment. In such impairment evaluations, the Company assesses whether or not the fair value of the investment has declined below its carrying value for a period considered to be other-than-temporary. If the Company determines that a decline in fair value below the carrying value of the investment is other-than-temporary, then the carrying value of the investment is reduced to its fair value and the reduction is recorded in Equity method income (net).

The unconsolidated assets, net of liabilities and non-controlling interests of equity method Affiliates considered VIEs, and the Company's maximum risk of loss, were as follows:

	December 31, 2017		September 30, 2018	
	Unconsolidated Carrying Value and VIE Net Assets	Maximum Exposure to Loss	Unconsolidated Carrying Value and VIE Net Assets	Maximum Exposure to Loss
Affiliates accounted for under the equity method	\$1,594.4	\$ 2,765.7	\$1,169.8	\$ 2,530.8

The carrying value and maximum exposure to loss of equity method Affiliates considered VREs were \$539.0 million and \$524.5 million as of December 31, 2017 and September 30, 2018, respectively.

Affiliate Sponsored Investment Products

The Company's Affiliates sponsor various investment products where they also act as the investment advisor. These investment products are typically owned primarily by third-party investors; however, certain products are funded with general partner and seed capital investments from the Company and its Affiliates.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

Third-party investors in Affiliate sponsored investment products are generally entitled to substantially all of the economics of these products, except for the management and performance fees earned by the Company's consolidated Affiliates or any gains or losses attributable to the Company's or its consolidated Affiliates' investments in these products. As a result, the Company does not generally consolidate these products unless the Company's or its Affiliate's interest in the product is considered substantial. When the Company's or its Affiliate's interest is considered substantial and the products are consolidated, the Company retains the specialized investment company accounting principles of the underlying products, and all of the underlying investments are carried at fair value in Investments in marketable securities, with corresponding changes in the investments' fair values reflected in Investment and other income. Purchases and sales of securities are presented within purchases and sales by Affiliate sponsored consolidated products in the Consolidated Statements of Cash Flows. When the Company or its Affiliates no longer control these products, due to a reduction in ownership or other reasons, the products are deconsolidated with only the Company's or its consolidated Affiliate's investment in the product reported from the date of deconsolidation.

The Company's carrying value, and maximum exposure to loss from unconsolidated Affiliate sponsored investment products, is its or its consolidated Affiliate's interest in the unconsolidated net assets of the respective products. The net assets of unconsolidated VIEs attributable to Affiliate sponsored investment products, and the Company's carrying value and maximum risk of loss, were as follows:

	December 31, 2017		September 30, 2018	
	Unconsolidated Carrying Value and		Unconsolidated Carrying Value and	
	VIE Net	Maximum Exposure	VIE Net	Maximum Exposure
	Assets	to Loss	Assets	to Loss
Affiliate sponsored investment products	\$2,154.6	\$ 10.2	\$2,227.3	\$ 1.0

5. Commitments and Contingencies

From time to time, the Company and its Affiliates may be subject to claims, legal proceedings and other contingencies in the ordinary course of their business activities. Any such matters are subject to various uncertainties, and it is possible that some of these matters may be resolved in a manner unfavorable to the Company or its Affiliates. The Company and its Affiliates establish accruals, as necessary, for matters for which the outcome is probable and the amount of the liability can be reasonably estimated.

The Company has committed to co-invest in certain Affiliate sponsored investment products. As of September 30, 2018, these unfunded commitments were \$130.4 million and may be called in future periods.

As of September 30, 2018, the Company was contingently liable, upon the achievement by certain Affiliates of specified financial targets, to make payments through 2020 related to the Company's investments in these Affiliates. For its consolidated Affiliates, the Company was contingently liable for up to \$12.7 million, and expected to make total payments of \$4.5 million (of which \$2.5 million are expected to be made in 2018). The present value of the total expected payments was \$4.3 million. For its equity method Affiliates, the Company was contingently liable to make payments up to \$150.0 million and expected to make no payments.

Affiliate equity interests provide holders with a conditional right to put their interests to the Company over time. See Note 15. In addition, in connection with an investment in an equity method Affiliate, the Company entered into an arrangement with a minority owner of the Affiliate that gives such owner the right to sell a portion of its ownership interest in the Affiliate to the Company annually beginning in the fourth quarter of 2018. The purchase price of these conditional purchases will be at fair market value on the date of the transaction.

The Company and certain of its consolidated Affiliates operate under regulatory authorities that require the maintenance of minimum financial or capital requirements. Management is not aware of any significant violations of such requirements.

6. Senior Debt

The Company has a \$1.45 billion senior unsecured multicurrency revolving credit facility (the “revolver”). Subject to certain conditions, the Company may further increase the commitments under the revolver by up to \$350.0 million. As of September 30, 2018, outstanding borrowings under the revolver were \$415.0 million.

The Company also has a senior unsecured term loan facility (the “term loan” and, together with the revolver, the “credit facilities”). During the nine months ended September 30, 2018, the Company amended and refinanced the term loan to adjust

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

the interest rates and maturity date, and to convert its denomination to pound sterling. The commercial terms of the loan otherwise remained the same. As discussed further in Note 8, the Company designated the term loan as a net investment hedge. As of September 30, 2018, the term loan totaled £290.0 million, and, subject to certain conditions, could be increased by an additional £50.0 million.

The revolver matures on September 30, 2020 and the term loan matures on May 31, 2021.

In October 2018, the Company further amended the term loan to convert its denomination from pound sterling to U.S. dollars, which is further described in Note 19.

7. Convertible Securities

As of September 30, 2018, the Company had 5.15% junior convertible trust preferred securities outstanding (the “junior convertible securities”). Effective August 10, 2018 and in accordance with the convertible securities indenture, the Company adjusted the conversion rate of the junior convertible securities from 0.2500 shares of common stock to 0.2525 shares of common stock per \$50.00 junior convertible security, equivalent to an adjusted conversion price of \$198.02 per share of common stock. The adjustment was the result of the Company’s cumulative declared dividends on its common stock since the initiation of its dividend through August 2018.

8. Derivative Financial Instruments

The Company and its Affiliates may use derivative financial instruments to offset exposure to changes in interest rates, foreign currency exchange rates and markets.

On August 28, 2018, the Company entered into a pound sterling-denominated forward foreign currency contract (the “forward contract”) with a large financial institution (the “counterparty”) to deliver £285.8 million for \$400.0 million in 2024. Concurrent with entering into the forward contract, the Company entered into a collar contract (the “collar contract”) with the same counterparty, for the same notional amounts and expiration date as the forward contract, through the sale of a put option with a lower strike price of 1.288 U.S. dollars per one pound sterling and the purchase of a call option with an upper strike price of 1.535 U.S. dollars per one pound sterling.

The forward contract and the collar contract were designated as net investment hedges against fluctuations in exchange rates on certain of the Company’s investments in Affiliates with the pound sterling as their functional currency.

The forward contract’s excluded component is recognized in earnings on a straight-line basis over the respective period of the forward contract as a reduction to Interest expense in the Consolidated Statements of Income. All other changes in the fair values of the forward contract and the collar contract are reported in Foreign currency translation gain (loss) in the Consolidated Statements of Comprehensive Income. The Company assesses hedge ineffectiveness on a quarterly basis. Any hedge ineffectiveness is recorded in Investment and other income in the Consolidated Statements of Income. For the three and nine months ended September 30, 2018, there was no ineffectiveness recorded.

The Company’s Affiliates use forward foreign currency contracts to hedge the risk of foreign exchange rate movements, none of which were significant.

The following table summarizes the Company’s and its Affiliates’ derivative financial instruments measured at fair value on a recurring basis. As of December 31, 2017, the Company and its Affiliates did not have any significant derivative financial instruments.

September 30,
2018

	Assets ⁽¹⁾	Liabilities ⁽²⁾
Forward contracts	\$1.0	\$ 6.4
Put option	—	21.6
Call option	—	(23.5)
Total	\$1.0	\$ 4.5

⁽¹⁾ Amounts are presented in Other investments and assets in the Consolidated Condensed Balance Sheets.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

(2) Amounts are presented in Other liabilities in the Consolidated Condensed Balance Sheets.

The following table summarizes the effect of the derivative financial instruments on the Consolidated Statements of Comprehensive Income and the Consolidated Statements of Income. In the three and nine months ended September 30, 2017, the Company and its Affiliates did not have any significant derivative financial instruments.

	For the Three Months Ended September 30, 2018		For the Nine Months Ended September 30, 2018	
	Gain (Loss) Recognized in Other Comprehensive Income	Gain (Loss) Recognized in Earnings from Excluded Components ⁽¹⁾	Gain (Loss) Recognized in Other Comprehensive Income	Gain (Loss) Recognized in Earnings from Excluded Components ⁽¹⁾
Forward contracts	\$ (5.9)	\$ 0.5	\$ (5.6)	\$ 0.5
Put option	1.6	—	1.6	—
Call option	0.3	—	0.3	—
Total	\$ (4.0)	\$ 0.5	\$ (3.7)	\$ 0.5

(1) The excluded components are recorded as a reduction in Interest expense.

In the three and nine months ended September 30, 2018, the Company and its Affiliates did not have any significant gains (losses) reclassified from Accumulated other comprehensive income into earnings.

The terms of the Company's forward contract and collar contract require the Company and the counterparty to post cash collateral in certain circumstances throughout the duration of the contracts. As of September 30, 2018, the Company held \$3.1 million of cash collateral from the counterparty.

The counterparty to the Company's derivative contracts is a large financial institution. The derivative contracts are governed by an International Swaps and Derivative Association ("ISDA") Master Agreement with the counterparty, which provides for settlement netting and close-out netting between the Company and the counterparty, which are legally enforceable rights to setoff. The Company also actively monitors its counterparty credit risk related to derivative financial instruments. The Company's derivative contracts include provisions to protect against counterparty rating downgrades, which in certain cases may result in the counterparty posting additional collateral to the Company, or give rise to a termination right. The Company considers set-off rights and counterparty credit risk in the valuation of its positions, and recognizes a credit valuation adjustment as appropriate.

In October 2018, the Company entered into an additional pound sterling-denominated forward foreign currency contract and an additional collar contract, which are further described in Note 19.

9. Fair Value Measurements

The following tables summarize the Company's financial assets and liabilities that are measured at fair value on a recurring basis:

December 31, 2017	Fair Value Measurements		
	Quoted Prices in Active Markets	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)

		for Identical Assets (Level 1)		
Financial Assets				
Cash equivalents	\$ 40.4	\$40.4	\$	—\$ —
Investments in marketable securities	77.8	77.8	—	—
Derivative financial instruments ⁽¹⁾	0.2	—	0.2	—
Financial Liabilities ⁽²⁾				
Contingent payment arrangements	\$ 9.4	\$—	\$	—\$ 9.4
Affiliate equity repurchase obligations	49.2	—	—	49.2
Derivative financial instruments	0.6	—	0.6	—

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

		Fair Value Measurements		
		Quoted Prices in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
	September 30, 2018			
Financial Assets				
Cash equivalents	\$ 48.1	\$ 48.1	\$ —	\$ —
Investments in marketable securities	144.1	144.1	—	—
Derivative financial instruments ⁽¹⁾	1.0	—	1.0	—
Financial Liabilities⁽²⁾				
Contingent payment arrangements	\$ 4.3	\$ —	\$ —	\$ 4.3
Affiliate equity repurchase obligations	28.7	—	—	28.7
Derivative financial instruments	4.5	—	4.5	—

⁽¹⁾ Amounts are presented within Other investments and assets.

⁽²⁾ Amounts are presented within Other liabilities.

Level 3 Financial Assets and Liabilities

The following tables present the changes in level 3 liabilities:

	For the Three Months Ended September 30,			
	2017		2018	
	Contingent Payment Arrangements	Affiliate Equity Repurchase Obligations	Contingent Payment Arrangements	Affiliate Equity Repurchase Obligations
Balance, beginning of period	\$ 7.8	\$ 70.7	\$ 4.2	\$ 36.9
Net realized and unrealized (gains) losses ⁽¹⁾	0.3	(0.2)	0.1	—
Purchases and issuances ⁽²⁾	—	11.1	—	40.1
Settlements and reductions	—	(35.9)	—	(48.3)
Balance, end of period	\$ 8.1	\$ 45.7	\$ 4.3	\$ 28.7
Net change in unrealized (gains) losses relating to instruments still held at the reporting date ⁽¹⁾	\$ 0.3	\$ —	\$ 0.1	\$ —

For the Nine Months Ended
September 30,
2017 2018

	Contingent Payment Arrangements	Affiliate Equity Repurchase Obligations	Contingent Payment Arrangements	Affiliate Equity Repurchase Obligations
Balance, beginning of period	\$8.6	\$ 12.1	\$9.4	\$ 49.2
Net realized and unrealized (gains) losses ⁽¹⁾	2.3	(0.2)	(0.3)	—
Purchases and issuances ⁽²⁾	—	161.5	—	86.0
Settlements and reductions	(2.8)	(127.7)	(4.8)	(106.5)
Balance, end of period	\$8.1	\$ 45.7	\$4.3	\$ 28.7
Net change in unrealized (gains) losses relating to instruments still held at the reporting date ⁽¹⁾	\$2.3	\$ —	\$0.4	\$ —

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

(1) Accretion and changes in the expected value of the Company's contingent payment arrangements and Affiliate equity repurchase obligations are recorded in Other expenses (net) in the Consolidated Statements of Income.

(2) Includes transfers from Redeemable non-controlling interests.

The following table presents certain quantitative information about the significant unobservable inputs used in valuing the Company's level 3 fair value measurements:

Quantitative Information About Level 3 Fair Value Measurements						
	Valuation Techniques	Unobservable Input	Fair Value at December 31, 2017	Range at December 31, 2017	Fair Value at September 30, 2018	Range at September 30, 2018
Contingent payment arrangements	Discounted cash flow	Growth rates	\$ 9.4	7% - 8%	\$ 4.3	7%
		Discount rates		15% - 16%		15%
Affiliate equity repurchase obligations	Discounted cash flow	Growth rates	49.2	0% - 11%	28.7	4% - 9%
		Discount rates		12% - 16%		14% - 16%

Contingent payment arrangements represent the present value of the expected future settlement of contingent payment arrangements related to the Company's investments in consolidated Affiliates. As of September 30, 2018, there were no changes to growth rates or discount rates that had a significant impact to contingent payment arrangements. Affiliate equity repurchase obligations include agreements to repurchase Affiliate equity. As of September 30, 2018, there were no changes to growth or discount rates that had a significant impact to Affiliate equity repurchase obligations recorded in prior periods.

Investments Measured at NAV as a Practical Expedient

The Company's Affiliates sponsor investment products in which the Company and its Affiliates may make general partner and seed capital investments. The Company uses the net asset value ("NAV") of these investments as a practical expedient for their fair value and reports these products within Other investments and assets. The following table summarizes the nature of the Company's investments, unfunded commitments and any related liquidity restrictions or other factors that may impact the ultimate value realized:

Category of Investment	December 31, 2017		September 30, 2018	
	Fair Value	Unfunded Commitments	Fair Value	Unfunded Commitments
Private equity funds ⁽¹⁾	\$ 156.1	\$ 98.8	\$ 185.4	\$ 130.4
Other funds ⁽²⁾	8.9	—	7.4	—
Other investments ⁽³⁾	\$ 165.0	\$ 98.8	\$ 192.8	\$ 130.4

The Company uses NAV as a practical expedient one quarter in arrears (adjusted for current period calls and distributions) to determine the fair value. These funds primarily invest in a broad range of private equity funds, as well as making direct investments. Distributions will be received as the underlying assets are liquidated over the life of the funds, which is generally up to 15 years.

(2) These are multi-disciplinary funds that invest across various asset classes and strategies, including long/short equity, credit and real estate. Investments are generally redeemable on a daily, monthly or quarterly basis.

(3) Fair value attributable to the controlling interest was \$80.1 million and \$115.0 million as of December 31, 2017 and September 30, 2018, respectively.

Other Financial Assets and Liabilities Not Carried at Fair Value

The carrying amount of Receivables and Payables and accrued liabilities, which is reported in the Consolidated Condensed Balance Sheets, approximates fair value because of the short-term nature of these instruments. The carrying value of notes

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

receivable, which is reported in Other investments and assets, approximates fair value because interest rates and other terms are at market rates. The carrying value of the credit facilities, which is reported in Senior debt in the Consolidated Condensed Balance Sheets, approximates fair value because the credit facilities have variable interest based on selected short-term rates. The following table summarizes the Company's other financial liabilities not carried at fair value:

	December 31, 2017		September 30, 2018		
	Carrying Value	Fair Value	Carrying Value	Fair Value	Fair Value Hierarchy
Senior notes ⁽¹⁾	\$745.7	\$765.2	\$746.1	\$743.8	Level 2
Convertible securities	309.9	549.8	311.8	498.7	Level 2

⁽¹⁾ The carrying value of the senior notes is reported in Senior debt.

10. Goodwill and Acquired Client Relationships

The following tables present the changes in the Company's consolidated Affiliates' Goodwill and components of Acquired client relationships (net) in the Consolidated Condensed Balance Sheets:

	Goodwill
Balance, as of December 31, 2017	\$2,662.5
Foreign currency translation	(14.1)
Balance, as of September 30, 2018	\$2,648.4

As of September 30, 2018, the Company completed its impairment assessment on its goodwill and no impairment was indicated.

	Acquired Client Relationships (Net)				
	Definite-lived			Indefinite-lived	Total
	Gross Book Value	Accumulated Amortization	Net Book Value	Net Book Value	Net Book Value
Balance, as of December 31, 2017	\$1,295.5	\$ (874.5)	\$421.0	\$ 1,028.7	\$1,449.7
Intangible amortization and impairments	—	(76.5)	(76.5)	—	(76.5)
Foreign currency translation	(1.9)	—	(1.9)	(13.9)	(15.8)
Balance, as of September 30, 2018	\$1,293.6	\$ (951.0)	\$342.6	\$ 1,014.8	\$1,357.4

Definite-lived acquired client relationships are amortized over their expected period of economic benefit. The Company recorded amortization expense within Intangible amortization and impairments in the Consolidated Statements of Income for these relationships of \$21.2 million and \$65.1 million for the three and nine months ended September 30, 2017, respectively, and \$30.1 million and \$76.5 million for the three and nine months ended September 30, 2018, respectively. Based on relationships existing as of September 30, 2018, the Company estimates that its consolidated annual amortization expense will be approximately \$100 million in 2018, approximately \$90 million in 2019, approximately \$60 million in 2020 and approximately \$35 million in each of 2021 and 2022.

11. Equity Method Investments in Affiliates

The following table presents the change in Equity method investments in Affiliates (net):

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

	Equity Method Investments in Affiliates (Net)
Balance, as of December 31, 2017	\$ 3,304.7
Equity method earnings	300.3
Equity method intangible amortization and impairments	(109.0)
Distributions of earnings from equity method investments	(410.3)
Foreign currency translation	(21.3)
Other	(9.1)
Balance, as of September 30, 2018	\$ 3,055.3

Definite-lived acquired relationships at the Company's equity method Affiliates are amortized over their expected period of economic benefit. The Company recognized amortization expense for these relationships of \$25.9 million and \$71.7 million for the three and nine months ended September 30, 2017, respectively, and \$22.2 million and \$109.0 million for the three and nine months ended September 30, 2018, respectively. Based on relationships existing as of September 30, 2018, the Company estimates the annual amortization expense attributable to its equity method Affiliates will be approximately \$100 million in 2018 and approximately \$90 million in each of 2019, 2020, 2021 and 2022.

In the second quarter of 2018, the Company recognized a \$33.3 million expense (\$25.0 million net of tax), which together with an expense recorded in the fourth quarter of 2017, reduced the carrying value of the Company's investment in the Affiliate to zero.

The Company has determined that one of its equity method Affiliates is significant under Rule 10-01(b)(1) of Regulation S-X. For the three and nine months ended September 30, 2017, this equity method Affiliate recognized revenue of \$301.8 million and \$826.6 million, respectively, and net income of \$178.3 million and \$471.3 million, respectively. For the three and nine months ended September 30, 2018, this equity method Affiliate recognized revenue of \$283.2 million and \$884.9 million, respectively, and net income of \$135.0 million and \$443.3 million, respectively.

12. Related Party Transactions

A prior owner of one of the Company's consolidated Affiliates retained interests in certain of the Affiliate's private equity investment partnerships. The prior owner's interests are presented in Other liabilities and were \$61.2 million and \$51.7 million at December 31, 2017 and September 30, 2018, respectively.

The Company and its Affiliates earn asset and performance based fees and incur distribution and other expenses for services provided to Affiliate sponsored investment products. In addition, Affiliate management owners and Company officers may serve as trustees or directors of certain investment vehicles from which an Affiliate earns fees.

The Company had liabilities to related parties for contingent payment arrangements in connection with certain business combinations. The net present value of the total amounts payable were \$9.4 million and \$4.3 million as of December 31, 2017 and September 30, 2018, respectively, and were included in Other liabilities.

The Company has related party transactions in association with its Affiliate equity transactions, as more fully described in Notes 14 and 15.

13. Share-Based Compensation

The following table presents share-based compensation expense:

For the Three Months Ended September	For the Nine Months Ended September 30,
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30,

2017 2018 2017 2018

Share-based compensation \$10.3 \$11.7 \$30.0 \$33.5

Tax benefit 4.0 2.9 11.5 8.4

As of December 31, 2017, the Company had unrecognized share-based compensation expense of \$63.5 million. As of September 30, 2018, the Company had unrecognized share-based compensation expense of \$67.1 million, which will be recognized over a weighted average period of approximately two years (assuming no forfeitures).

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AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

Stock Options

The following table summarizes transactions in the Company's stock options:

	Stock Options	Weighted Average Exercise Price	Weighted Average Remaining Contractual Life (Years)
Unexercised options outstanding - December 31, 2017	0.6	\$ 122.04	
Options granted	0.0	179.54	
Options exercised	(0.1)	100.00	
Options forfeited	(0.0)	122.40	
Unexercised options outstanding - September 30, 2018	0.5	130.30	4.0
Exercisable at September 30, 2018	0.1	136.33	2.7

For the nine months ended September 30, 2017 and 2018, the Company granted stock options with fair values of \$0.8 million and \$1.0 million, respectively. Stock options generally vest over a period of three to four years and expire seven years after the grant date. All options have been granted with exercise prices equal to the closing price of the Company's common stock on the grant date. In certain circumstances, option awards also require certain performance conditions to be satisfied in order for the options to be exercised.

The fair value of options granted was estimated using the Black-Scholes option pricing model and were \$48.05 and \$48.64, per option, for the nine months ended September 30, 2017 and 2018, respectively. The weighted average grant date assumptions used to estimate the fair value of options granted were as follows:

	For the Nine Months Ended September 30,			
	2017	2018		
Dividend yield	0.5 %	0.8 %		
Expected volatility	28.0 %	25.5 %		
Risk-free interest rate	2.1 %	2.8 %		
Expected life of options (in years)	5.7	5.7		
Forfeiture rate	— %	— %		

Restricted Stock

The following table summarizes transactions in the Company's restricted stock units:

	Restricted Stock Units	Weighted Average Grant Date Value
Unvested units - December 31, 2017	0.4	\$ 162.32
Units granted	0.2	201.76
Units vested	(0.0)	198.24
Units forfeited	(0.0)	152.09
Unvested units - September 30, 2018	0.6	172.58

For the nine months ended September 30, 2017 and 2018, the Company granted restricted stock unit awards with fair values of \$36.7 million and \$37.7 million, respectively. These awards were valued based on the closing price of the Company's common stock on the grant date and the number of awards expected to be delivered. Awards containing vesting conditions generally require service over a period of three to four years and may also require the satisfaction

of certain performance conditions.

14. Redeemable Non-Controlling Interests

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AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

Affiliate equity interests provide holders with an equity interest in one of the Company's Affiliates, consistent with the structured partnership interests in place at the respective Affiliate. Affiliate equity holders generally have a conditional right to put their interests to the Company at certain intervals (between five and 15 years from the date the equity interest is received or on an annual basis following an Affiliate equity holder's departure). The current redemption value of the Company's Affiliate equity interests is presented as Redeemable non-controlling interests. Changes in the current redemption value are recorded to Additional paid-in capital. When the Company has an unconditional obligation to repurchase Affiliate equity interests, they are reclassified to Other liabilities. The following table presents the changes in Redeemable non-controlling interests:

	Redeemable Non-controlling interests
Balance, as of December 31, 2017	\$ 811.9
Changes attributable to consolidated products	64.9
Transfers to Other liabilities	(86.0)
Transfers from Non-controlling interests	30.0
Changes in redemption value	148.1
Balance, as of September 30, 2018	\$ 968.9

15. Affiliate Equity

Affiliate equity interests are allocated income in a manner that is consistent with the structured partnership interests in place at the respective Affiliate. The Company's Affiliates generally pay quarterly distributions to Affiliate equity holders. For the nine months ended September 30, 2017 and 2018, distributions paid to Affiliate equity holders (non-controlling interests) were \$266.8 million and \$293.6 million, respectively.

The Company periodically repurchases Affiliate equity interests from and issues Affiliate equity interests to its Affiliate partners, its employees and its officers. For the nine months ended September 30, 2017 and 2018, the amount of cash paid for repurchases was \$121.3 million and \$104.3 million, respectively. For the nine months ended September 30, 2017 and 2018, the total amount of cash received for issuances was \$8.8 million and \$6.3 million, respectively.

Sales and repurchases of Affiliate equity generally occur at fair value; however, the Company also grants Affiliate equity to its Affiliate partners, its employees and its officers as a form of compensation. If the equity is issued for consideration below the fair value of the equity, or repurchased for consideration above the fair value of the equity, the difference is recorded as compensation expense in Compensation and related expenses in the Consolidated Statements of Income over the requisite service period.

The following table presents Affiliate equity expense:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2017	2018	2017	2018
Controlling interest	\$2.3	\$6.1	\$9.4	\$10.9
Non-controlling interests	7.7	9.9	29.2	32.8
Total	\$10.0	\$16.0	\$38.6	\$43.7

The following table presents unrecognized Affiliate equity expense:

Remaining Life	Remaining Life
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	Controlling Interest		Non-controlling Interests	
December 31, 2017	\$ 33.3	5 years	\$ 95.9	6 years
September 30, 2018	36.8	5 years	120.0	6 years

The Company records amounts receivable from and payable to Affiliate equity holders in connection with the transfer of Affiliate equity interests that have not settled at the end of the period. The total receivable was \$12.4 million and \$17.8 million at December 31, 2017 and September 30, 2018, respectively, and was included in Other investments and assets. The total

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

payable was \$49.2 million and \$28.7 million as of December 31, 2017 and September 30, 2018, respectively, and was included in Other liabilities.

Effects of Changes in the Company's Ownership in Affiliates

The Company periodically acquires interests from, and transfers interests to, Affiliate equity holders. Because these transactions do not result in a change of control, any gain or loss related to these transactions is recorded to Additional paid-in capital, which increases or decreases the controlling interest's equity. No gain or loss related to these transactions is recognized in the Consolidated Statements of Income or the Consolidated Statements of Comprehensive Income.

While the Company presents the current redemption value of Affiliate equity within Redeemable non-controlling interests, with changes in the current redemption value increasing or decreasing the controlling interest's equity over time, the following table presents the cumulative effect that ownership changes had on the controlling interest's equity related only to Affiliate equity transactions that settled during the applicable periods:

	For the Three Months Ended September 30, 2017		For the Nine Months Ended September 30, 2018	
Net income (controlling interest)	\$125.4	\$124.9	\$374.2	\$394.9
Decrease in controlling interest paid-in capital from Affiliate equity issuances	(0.3)	(0.5)	(0.6)	(3.8)
Decrease in controlling interest paid-in capital from Affiliate equity repurchases	(12.7)	(31.7)	(81.8)	(63.8)
Net income (controlling interest) including the net impact of Affiliate equity transactions	\$112.4	\$92.7	\$291.8	\$327.3

16. Income Taxes

On December 22, 2017, changes in U.S. tax laws were enacted which significantly revised U.S. corporate income tax by, among other things, lowering the corporate income tax rate, implementing a modified territorial tax system, and imposing a one-time transition tax on deemed repatriated foreign earnings and profits.

In 2017, the Company recorded a provisional one-time net benefit of \$194.1 million as a reasonable estimate of the impact of the changes in U.S. tax laws. For the nine months ended September 30, 2018, the Company did not record any significant changes to its provisional amount. The impact of the changes in U.S. tax laws may be refined as further guidance, interpretations or information becomes available, upon completion by the Company of its evaluation of the impact of the changes in U.S. tax laws or upon the Company's election of a policy with respect to the deferred tax effects of the Global Intangible Low Tax Income provisions of U.S. tax laws. The Company will finalize its accounting for the impact of changes in the U.S. tax laws in the fourth quarter of 2018.

The Company's consolidated income tax provision includes taxes attributable to the controlling interest and, to a lesser extent, taxes attributable to the non-controlling interests.

The following table presents the consolidated provision for income taxes:

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2017	2018	2017	2018
Controlling interest:				
Current tax	\$39.6	\$33.8	\$102.0	\$107.4
Intangible-related deferred taxes	22.9	12.2	61.8	30.1
Other deferred taxes	1.6	0.2	18.7	1.2
Total controlling interest	64.1	46.2	182.5	138.7
Non-controlling interests:				
Current tax	\$2.1	\$2.4	\$5.9	\$7.6
Deferred taxes	(0.1)	(0.1)	(0.2)	(0.2)
Total non-controlling interests	2.0	2.3	5.7	7.4
Provision for income taxes	\$66.1	\$48.5	\$188.2	\$146.1
Income before income taxes (controlling interest)	\$189.5	\$171.1	\$556.7	\$533.6
Effective tax rate (controlling interest) ⁽¹⁾	33.8 %	27.0 %	32.8 %	26.0 %

⁽¹⁾ Taxes attributable to the controlling interest divided by Income before income taxes (controlling interest).

17. Earnings Per Share

The calculation of Earnings per share (basic) is based on the weighted average number of shares of the Company's common stock outstanding during the period. Earnings per share (diluted) is similar to Earnings per share (basic), but adjusts for the dilutive effect of the potential issuance of incremental shares of the Company's common stock. The following is a reconciliation of the numerator and denominator used in the calculation of basic and diluted earnings per share available to common stockholders:

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2017	2018	2017	2018
Numerator				
Net income (controlling interest)	\$125.4	\$124.9	\$374.2	\$394.9
Interest expense on convertible securities, net of taxes	3.9	4.7	11.6	14.2
Net income (controlling interest), as adjusted	\$129.3	\$129.6	\$385.8	\$409.1
Denominator				
Average shares outstanding (basic)	55.8	53.1	56.3	53.9
Effect of dilutive instruments:				
Stock options and restricted stock units	0.3	0.1	0.3	0.2
Convertible securities	2.2	2.2	2.2	2.2
Average shares outstanding (diluted)	58.3	55.4	58.8	56.3

Average shares outstanding (diluted) in the table above excludes share-based awards that have not satisfied performance conditions and the anti-dilutive effect of the following:

For the Three Months Ended September 30,	For the Nine Months Ended September 30,
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2017 2018 2017 2018

Stock options and restricted stock units 0.0 0.2 0.1 0.2

The Company may settle portions of its Affiliate equity purchases in shares of its common stock. Because it is the Company's intention to settle these potential purchases in cash, the calculation of Average shares outstanding (diluted) excludes any potential dilutive effect from possible share settlements of Affiliate equity purchases.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

In the three and nine months ended September 30, 2018, the Company repurchased 0.8 million and 2.5 million shares, respectively, of its common stock at an average price per share of \$146.85 and \$166.19, respectively.

18. Comprehensive Income

The following tables present the tax effects allocated to each component of Other comprehensive income (loss):

	For the Three Months Ended September 30, 2017			2018		
	Pre-Tax	Tax Benefit (Expense)	Net of Tax	Pre-Tax	Tax Benefit (Expense)	Net of Tax
Foreign currency translation adjustment	\$53.0	\$ —	\$53.0	\$(56.0)	\$(0.4)	\$(56.4)
Change in net realized and unrealized gain (loss) on derivative securities	0.2	(0.1)	0.1	(0.0)	—	(0.0)
Change in net unrealized gain (loss) on investment securities	(6.8)	2.5	(4.3)	—	—	—
Other comprehensive income (loss)	\$46.4	\$ 2.4	\$48.8	\$(56.0)	\$(0.4)	\$(56.4)
	For the Nine Months Ended September 30, 2017			2018		
	Pre-Tax	Tax Benefit (Expense)	Net of Tax	Pre-Tax	Tax Benefit (Expense)	Net of Tax
Foreign currency translation adjustment	\$92.1	\$ —	\$92.1	\$(47.1)	\$(0.4)	\$(47.5)
Change in net realized and unrealized gain (loss) on derivative securities	(0.7)	(0.1)	(0.8)	0.3	—	0.3
Change in net unrealized gain on investment securities	(6.6)	3.2	(3.4)	—	—	—
Other comprehensive income (loss)	\$84.8	\$ 3.1	\$87.9	\$(46.8)	\$(0.4)	\$(47.2)

The components of accumulated other comprehensive income (loss), net of taxes, were as follows:

	Foreign Currency Translation Adjustment	Realized and Unrealized Gains (Losses) on Derivative Securities	Unrealized Gains (Losses) on Investment Securities ⁽¹⁾	Total
Balance, as of December 31, 2017	\$ (85.9)) \$ (0.4)) \$ 2.1	\$(84.2)
Other comprehensive income before reclassifications	(47.5)) (0.0)	—	(47.5)
Amounts reclassified	—	0.3	(2.1)	(1.8)
Net other comprehensive income (loss)	(47.5)) 0.3	(2.1)	(49.3)
Balance, as of September 30, 2018	\$ (133.4)) \$ (0.1)) \$ —	\$(133.5)

(1) In connection with the Company's adoption of ASU 2016-01, the unrealized losses on investment securities, which related to the non-controlling interests, were reclassified to Non-controlling interests.

19. Subsequent Events

In October 2018, the Company amended its senior unsecured term loan facility to convert its denomination from pound sterling to U.S. dollars and to increase the borrowings to \$450.0 million, with the ability to borrow an

additional \$75.0 million, subject to certain conditions. The Company pays interest on any outstanding obligations under the term loan at specified rates, based either on the U.S. dollar LIBOR rate or the prime rate as in effect from time to time. The other commercial terms of the term loan, including maturity date, remained the same. In connection with the conversion, the Company de-designated the term loan as a net investment hedge.

AFFILIATED MANAGERS GROUP, INC.

NOTES TO CONSOLIDATED FINANCIAL STATEMENTS (unaudited)

In October 2018, the Company entered into a pound sterling-denominated forward foreign currency contract to deliver £325.3 million for \$450.0 million in 2021 and a collar contract with the same counterparty, for the same notional amounts and expiration date as the forward contract, through the sale of a put option with a lower strike price of 1.318 U.S. dollars per one pound sterling and the purchase of a call option with an upper strike price of 1.448 U.S. dollars per one pound sterling. The forward contracts and the collar contracts provide net settlement rights. The forward contract and the collar contract were designated as net investment hedges against fluctuations in exchange rates on certain of the Company's investments in Affiliates with the pound sterling as their functional currency.

Item 2. Management's Discussion and Analysis of Financial Condition and Results of Operations

Forward-Looking Statements

Certain matters discussed in this Quarterly Report on Form 10-Q, in our other filings with the Securities and Exchange Commission, in our press releases and in oral statements made with the approval of an executive officer may constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. These statements include, but are not limited to, statements related to our expectations regarding the performance of our business, our financial results, our liquidity and capital resources, and other non-historical statements, and may be prefaced with words such as "outlook," "guidance," "believes," "expects," "potential," "preliminary," "continues," "may," "will," "seeks," "approximately," "predicts," "projects," "positioned," "prospects," "intends," "plans," "estimates," "pending investment," "anticipates" or the negative version of these words or other comparable words. Such statements are subject to certain risks and uncertainties, including, among others, the factors discussed under the caption "Item 1A. Risk Factors" in our Annual Report on Form 10-K for the year ended December 31, 2017.

These factors (among others) could affect our financial performance and cause actual results to differ materially from historical earnings and those presently anticipated and projected. Forward-looking statements speak only as of the date they are made, and we will not undertake and we specifically disclaim any obligation to release publicly the result of any revisions that may be made to any forward-looking statements to reflect events or circumstances after the date of such statements or to reflect the occurrence of events, whether or not anticipated. In that respect, we caution readers not to place undue reliance on any such forward-looking statements.

Management's Discussion and Analysis should be read in conjunction with the Consolidated Financial Statements and the notes thereto contained elsewhere in this Quarterly Report on Form 10-Q.

Executive Overview

We are a global asset management company with equity investments in leading boutique investment management firms, which we refer to as our "Affiliates." Our innovative partnership approach allows each Affiliate's management team to own significant equity in their firm and maintain operational autonomy. Our strategy is to generate shareholder value through the growth of existing Affiliates, as well as through investments in new Affiliates and additional investments in existing Affiliates. In addition, we provide centralized assistance to our Affiliates in strategic matters, marketing, distribution, product development and operations. As of September 30, 2018, our assets under management were \$829.6 billion in more than 550 investment products across a broad range of active return-oriented strategies.

We hold meaningful equity interests in each of our Affiliates and maintain the same partnership approach, provide support and assistance in substantially the same manner, and our operating model is generally the same for all Affiliates. Furthermore, our Affiliates are all impacted by similar marketplace factors and operational trends. Therefore, our aggregate operating performance measures of assets under management, average assets under management and aggregate fees, which incorporate the assets under management and fees of all of our Affiliates, are important in providing management with a more comprehensive view of the operating performance and material trends across our entire business.

The following table presents our key operating performance measures:

	As of and for the Three Months Ended September 30,			As of and for the Nine Months Ended September 30,		
(in billions, except as noted)	2017	2018	% Change	2017	2018	% Change
Assets under management ⁽¹⁾	\$803.7	\$829.6	3 %	\$803.7	\$829.6	3 %
Average assets under management ⁽¹⁾	790.6	834.1	6 %	766.5	834.5	9 %
Aggregate fees (in millions) ⁽²⁾	1,272.3	1,278.0	0 %	3,860.7	4,210.7	9 %

(1)

Assets under management is presented on a current basis without regard to the timing of the inclusion of an Affiliate's results in our operating performance measures or Consolidated Financial Statements. Average assets under management provides a more meaningful relationship to our operating performance measures and financial results as it reflects both the particular billing patterns of Affiliates sponsored products and client accounts and corresponds with the timing of the

inclusion of an Affiliate's financial results in our Consolidated Financial Statements. For certain of our equity method Affiliates, aggregate fees and financial results are reported one quarter in arrears.

Aggregate fees consists of the total asset and performance based fees earned by all of our Affiliates. Aggregate fees is an operating measure used by management to evaluate the operating performance and material trends across our entire business. Aggregate fees is provided in addition to, but not as a substitute for, our financial performance measures.

Assets Under Management

Through our Affiliates, we manage active return-oriented strategies, rather than passively-managed products, which typically carry lower fee rates. We continue to see demand for active return-oriented strategies, particularly in alternatives and multi-asset strategies, reflecting continued investor demand for returns that are less correlated to traditional equity and fixed income markets. In addition, we see both U.S. and non-U.S. investors increasing their allocations to global equities strategies. Investor demand for passively-managed products has continued, particularly for the large cap U.S. equity portions of client portfolios, and we have experienced outflows in U.S. equity strategies consistent with this industry-wide trend. We expect client demand for alternatives and multi-asset strategies to continue, and believe the best-performing active equity managers (whether global-, regional- or country-specific) will continue to have significant opportunities to grow from net client cash inflows. We believe we are well-positioned to benefit from these trends.

The following charts present information regarding the composition of our assets under management by active return-oriented strategy and client type as of September 30, 2018:

-
- (1) Alternatives primarily include assets under management in fixed income/equity relative value, systematic diversified, private equity and real assets, and other alternatives strategies. Alternatives strategies generate earnings from (i) asset based fees from products subject to lock-ups or similar restrictions, (ii) asset based fees from products not subject to such restrictions and/or (iii) performance fees and carried interest.
 - (2) Global equities include emerging markets strategies, which accounted for 8% of our assets under management as of September 30, 2018.

The following tables present changes in our assets under management by active return-oriented strategy and client type for the three and nine months ended September 30, 2018:

By Strategy - Quarter to Date

(in billions)	Alternatives	Global Equities	U.S. Equities	Multi-asset & Other	Total
June 30, 2018	\$ 322.0	\$283.3	\$ 116.0	\$ 102.9	\$824.2
Client cash inflows and commitments	17.0	10.0	4.7	4.5	36.2
Client cash outflows	(12.5)	(12.0)	(6.4)	(4.4)	(35.3)
Net client cash flows	4.5	(2.0)	(1.7)	0.1	0.9
Market changes	2.3	2.1	6.3	1.1	11.8
Foreign exchange ⁽¹⁾	(0.7)	(0.3)	0.1	0.1	(0.8)
Realizations and distributions (net)	(2.9)	(0.1)	—	(0.1)	(3.1)
Other ⁽²⁾	(3.3)	1.0	(1.1)	—	(3.4)
September 30, 2018	\$ 321.9	\$284.0	\$ 119.6	\$ 104.1	\$829.6

By Client Type - Quarter to Date

(in billions)	Institutional	Retail	High Net Worth	Total
June 30, 2018	\$ 477.3	\$231.2	\$115.7	\$824.2
Client cash inflows and commitments	20.8	11.4	4.0	36.2
Client cash outflows	(15.1)	(16.3)	(3.9)	(35.3)
Net client cash flows	5.7	(4.9)	0.1	0.9
Market changes	6.4	3.4	2.0	11.8
Foreign exchange ⁽¹⁾	(0.4)	(0.6)	0.2	(0.8)
Realizations and distributions (net)	(3.0)	—	(0.1)	(3.1)
Other ⁽²⁾	(3.6)	0.5	(0.3)	(3.4)
September 30, 2018	\$ 482.4	\$229.6	\$117.6	\$829.6

By Strategy - Year to Date

(in billions)	Alternatives	Global Equities	U.S. Equities	Multi-asset & Other	Total
December 31, 2017	\$ 324.0	\$293.4	\$ 116.1	\$ 102.8	\$836.3
Client cash inflows and commitments	44.5	33.9	14.3	13.5	106.2
Client cash outflows	(31.9)	(38.8)	(19.3)	(12.9)	(102.9)
Net client cash flows	12.6	(4.9)	(5.0)	0.6	3.3
Market changes	(4.2)	(0.5)	9.8	1.6	6.7
Foreign exchange ⁽¹⁾	(1.8)	(3.1)	(0.2)	(0.8)	(5.9)
Realizations and distributions (net)	(6.4)	(0.2)	—	(0.1)	(6.7)
Other ⁽²⁾	(2.3)	(0.7)	(1.1)	—	(4.1)
September 30, 2018	\$ 321.9	\$284.0	\$ 119.6	\$ 104.1	\$829.6

By Client Type - Year to Date

(in billions)	Institutional	Retail	High Net Worth	Total
December 31, 2017	\$ 488.6	\$232.7	\$115.0	\$836.3
Client cash inflows and commitments	50.3	43.2	12.7	106.2
Client cash outflows	(45.3)	(45.2)	(12.4)	(102.9)
Net client cash flows	5.0	(2.0)	0.3	3.3
Market changes	2.5	1.0	3.2	6.7
Foreign exchange ⁽¹⁾	(3.1)	(2.5)	(0.3)	(5.9)
Realizations and distributions (net)	(6.3)	(0.1)	(0.3)	(6.7)
Other ⁽²⁾	(4.3)	0.5	(0.3)	(4.1)
September 30, 2018	\$ 482.4	\$229.6	\$117.6	\$829.6

(1) Foreign exchange reflects the impact of translating into U.S. dollars the assets under management of Affiliates whose functional currency is not the U.S. dollar.

(2) Other primarily includes the assets under management attributable to Affiliate product transitions and transfers of our interests in Affiliates.

In addition to assets under management, we also report average assets under management. This measure provides a more meaningful relationship to aggregate fees as it reflects both the particular billing patterns of Affiliate sponsored products and client accounts and corresponds with the timing of the inclusion of an Affiliate's financial results in our Consolidated Financial Statements. Average assets under management were \$834.1 billion and \$834.5 billion for the three and nine months ended September 30, 2018, respectively, an increase of \$43.5 billion or 6% and \$68.0 billion or 9%, compared to the three and nine months ended September 30, 2017, respectively.

Aggregate Fees

Aggregate fees consists of the total asset and performance based fees earned by all of our Affiliates. Asset based fees include advisory and other fees earned by our Affiliates for services provided to their clients and are typically determined as a percentage of the value of a client's assets under management. Performance fees are based on investment performance, typically on an absolute basis or relative to a benchmark. Our ratio of asset based fees to average assets under management ("asset based fee ratio") is calculated as asset based fees divided by average assets under management. Our asset based fee ratios may change as a result of new investments, client cash flows, market changes, foreign exchange, realizations and distributions or changes in contractual fees.

Our aggregate fees are generally determined by the level of our average assets under management, the composition of these assets across our active return-oriented strategies that realize different asset based fee ratios, and performance fees. Aggregate fees were \$1,278.0 million in the three months ended September 30, 2018, an increase of \$5.7 million or less than 1% compared to the three months ended September 30, 2017. The increase in our aggregate fees was the result of an increase in asset based fees of \$24.0 million or 2%, partially offset by a decrease in performance fees of \$18.3 million or 1%. The change in asset based fees was due to a 6% increase in our average assets under management, primarily in alternatives and U.S. equities strategies, partially offset by a 3% decline in our asset based fee ratio due to a change in the composition of our average assets under management and fee rate reductions at certain Affiliate products.

Aggregate fees were \$4,210.7 million in the nine months ended September 30, 2018, an increase of \$350.0 million or 9% compared to the nine months ended September 30, 2017. The increase in our aggregate fees was the result of an increase in asset based fees of \$177.8 million or 5% and an increase in performance fees of \$172.2 million or 4%. The change in asset based fees was due to a 9% increase in our average assets under management primarily in alternatives and global equities strategies, partially offset by a 3% decline in our asset based fee ratio due to a change in the composition of our average assets under management and fee rate reductions at certain Affiliate products.

Financial and Supplemental Financial Performance Measures

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The following table presents our key financial and supplemental financial performance measures:

(in millions)	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
	2017	2018	% Change	2017	2018	% Change
Net income (controlling interest)	\$125.4	\$124.9	(0)%	\$374.2	\$394.9	6 %
Adjusted EBITDA (controlling interest) ⁽¹⁾	256.3	237.8	(7)%	754.8	770.5	2 %
Economic net income (controlling interest) ⁽¹⁾	191.3	184.0	(4)%	563.2	594.8	6 %

⁽¹⁾ Adjusted EBITDA (controlling interest) and Economic net income (controlling interest) are non-GAAP performance measures and are discussed in “Supplemental Financial Performance Measures.”

Adjusted EBITDA (controlling interest) is an important supplemental financial performance measure for management as it provides a comprehensive view of our share of the financial performance of our business before interest, taxes, depreciation, amortization, impairments and adjustments to our contingent payment arrangements.

While our aggregate fees increased \$5.7 million or less than 1% in the three months ended September 30, 2018, our Adjusted EBITDA (controlling interest) decreased \$18.5 million or 7%, primarily due to a decrease in earnings at certain equity method Affiliates at which our share of earnings is contractually calculated using a formula based on a percentage of the Affiliate’s revenue less certain agreed-upon expenses. This change was also due to an increase in certain non-reoccurring Affiliate equity and compensation expenses, and a decrease in Investment and other income.

While our aggregate fees increased \$350.0 million or 9% in the nine months ended September 30, 2018, our Adjusted EBITDA (controlling interest) increased \$15.7 million or 2%, primarily due to a decrease in earnings at certain equity method Affiliates at which our share of earnings is contractually calculated using a formula based on a percentage of the Affiliate’s revenue less certain agreed-upon expenses. This change was also due to greater growth, proportionally, in aggregate fees at our equity method Affiliates in which we own less of an economic interest and a decrease in Investment in other income.

While Adjusted EBITDA (controlling interest) decreased \$18.5 million or 7% in the three months ended September 30, 2018, our Net income (controlling interest) decreased \$0.5 million or less than 1% due to decreases in our Interest expense and effective tax rate. In the nine months ended September 30, 2018, Adjusted EBITDA (controlling interest) increased \$15.7 million or 2%, and our Net income (controlling interest) increased \$20.7 million or 6%, primarily from decreases in our Interest expense and effective tax rate, partially offset by a \$33.3 million expense (\$25.0 million net of tax) to reduce the remaining carrying value of one of our equity method Affiliates to zero in the second quarter of 2018.

We consider Economic net income (controlling interest) to be an important measure of our financial performance, as we believe it best represents our performance after tax and before our share of non-cash expenses relating to our acquisition of interests in our Affiliates. While Adjusted EBITDA (controlling interest) decreased \$18.5 million or 7% in the three months ended September 30, 2018, our Economic net income controlling interest decreased \$7.3 million or 4%, due to decreases in our Interest expense and effective tax rate. While Adjusted EBITDA (controlling interest) increased \$15.7 million or 2% in the nine months ended September 30, 2018, our Economic net income (controlling interest) increased \$31.6 million or 6%, primarily due to a decrease in our Interest expense and effective tax rate.

Results of Operations

The following discussion includes the financial results of our consolidated and equity method Affiliates. Our consolidated Affiliates’ financial results are included in our consolidated revenue, consolidated expenses, and Investment and other income, and our share of our equity method Affiliates’ financial results is reported (net of intangible amortization and impairments) in Equity method income (net).

Consolidated Revenue

The following table presents our consolidated Affiliate average assets under management and consolidated revenue:

(in millions, except as noted)	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
	2017	2018	% Change	2017	2018	% Change
Consolidated Affiliate average assets under management (in billions)	\$414.5	\$425.3	3 %	\$400.9	\$427.6	7 %
Consolidated revenue	\$585.7	\$601.3	3 %	\$1,700.9	\$1,813.9	7 %

Our consolidated revenue increased \$15.6 million or 3% in the three months ended September 30, 2018, due to a \$17.8 million or 3% increase from asset based revenue, partially offset by a \$2.2 million or less than 1% decrease from performance fees. The increase in asset based revenue was primarily due to a 3% increase in consolidated Affiliate average assets under management primarily in alternatives and multi-asset and other strategies.

Our consolidated revenue increased \$113.0 million or 7% in the nine months ended September 30, 2018, due to a \$109.6 million or 6% increase from asset based revenue and a \$3.4 million or less than 1% increase from performance fees. The increase in asset based revenue was primarily due to a 7% increase in consolidated Affiliate average assets under management, primarily in alternatives and global equities strategies.

Consolidated Expenses

The following table presents our consolidated expenses:

(in millions)	For the Three Months Ended September 30,			% Change	For the Nine Months Ended September 30,			% Change
	2017	2018			2017	2018		
Compensation and related expenses	\$238.7	\$253.6	6	%	\$722.9	\$761.3	5	%
Selling, general and administrative	91.9	102.8	12	%	269.7	314.4	17	%
Intangible amortization and impairments	21.2	30.1	42	%	65.1	76.5	18	%
Interest expense	22.1	19.6	(11)	%	67.6	62.6	(7)	%
Depreciation and other amortization	4.8	5.3	10	%	14.9	16.5	11	%
Other expenses (net)	10.9	10.2	(6)	%	35.9	33.4	(7)	%
Total consolidated expenses	\$389.6	\$421.6	8	%	\$1,176.1	\$1,264.7	8	%

Our consolidated expenses are primarily attributable to the non-controlling interests of our consolidated Affiliates in which we share in revenue without regard to expenses. For these Affiliates, the amount of their expenses attributable to the non-controlling interests, including compensation, is generally determined by the percentage of revenue allocated to expenses as part of the structured partnership interests in place at the respective Affiliate. Accordingly, increases in revenue generally will increase a consolidated Affiliate's expenses attributable to the non-controlling interest and decreases in revenue will generally decrease a consolidated Affiliate's expenses attributable to the non-controlling interest.

Compensation and related expenses increased \$14.9 million or 6% in the three months ended September 30, 2018, due to a \$10.9 million or 5% increase in compensation expenses attributable to the controlling interest, and a \$4.0 million or 2% increase in compensation expenses attributable to the non-controlling interests. The increase in compensation expenses attributable to the controlling interest was primarily due to a non-reoccurring \$3.7 million increase in Affiliate equity expense, a non-reoccurring \$1.8 million increase in compensation expense, and a \$1.6 million increase in share-based compensation expense.

Compensation and related expenses increased \$38.4 million or 5% in the nine months ended September 30, 2018, primarily due to a \$32.8 million or 5% increase from compensation expenses attributable to the non-controlling interests due to an increase in consolidated revenue, and a \$6.4 million or 1% increase from compensation expenses attributable to the controlling interest, primarily due to a \$4.0 million increase in share-based compensation expense.

Selling, general and administrative expenses increased \$10.9 million or 12% in the three months ended September 30, 2018, primarily due to a \$6.4 million or 7% increase in Affiliate-related expenses and a \$4.8 million or 5% increase in distribution-related expenses from our adoption of ASU 2014-09, which were offset by an increase in consolidated revenue.

Selling, general and administrative expenses increased \$44.7 million or 17% in the nine months ended September 30, 2018, primarily due to a \$30.0 million or 11% increase in Affiliate-related expenses and a \$15.5 million or 6% increase in distribution-related expenses from our adoption of ASU 2014-09, which were offset by an increase in consolidated revenue.

Intangible amortization and impairments increased \$8.9 million or 42% and \$11.4 million or 18% in the three and nine months ended September 30, 2018, respectively, due to a reduction in the expected period of economic benefit for certain assets. In the nine months ended September 30, 2018, this increase was partially offset by certain assets being fully amortized.

Interest expense decreased \$2.5 million or 11% and \$5.0 million or 7% in the three and nine months ended September 30, 2018, respectively, principally due to the redemption of our 6.375% senior unsecured notes due 2042, which decreased Interest expense \$1.7 million or 8% and \$8.7 million or 13%, respectively. In the nine months ended September 30, 2018, this decrease was partially offset by a \$3.4 million or 5% increase in revolver and term loan interest expense due to increased interest rates.

There were no significant changes in Depreciation and other amortization in the three months ended September 30, 2018.

Depreciation and other amortization increased \$1.6 million or 11% in the nine months ended September 30, 2018, primarily due to a \$2.6 million or 48% increase attributable to the controlling interest, partially offset by a \$1.0 million or 12% decrease at Affiliates attributable to the non-controlling interests.

There were no significant changes in Other expenses (net) in the three months ended September 30, 2018.

Other expenses (net) decreased \$2.5 million or 7% in the nine months ended September 30, 2018, primarily due to an increase in gains resulting from the changes in the value of Affiliate equity repurchase obligations and contingent payment arrangements attributable to the controlling interest.

Equity Method Income (Net)

For equity method Affiliates, we use structured partnership interests in which our share of the Affiliate's earnings or losses is contractually calculated, allocated and distributed using a formula based on a percentage of the Affiliate's revenue less certain agreed-upon expenses. We also use structured partnership interests in which our share of the Affiliate's earnings or losses is contractually calculated, allocated and distributed using a formula based on a percentage of the Affiliate's revenue without regard to expenses. Our share of earnings from equity method Affiliates, net of amortization and impairments, is included in Equity method income (net).

The following table presents equity method Affiliate average assets under management and equity method revenue, as well as equity method earnings and equity method intangible amortization and impairments, which together form Equity method income (net):

(in millions, except as noted)	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
	2017	2018	% Change	2017	2018	% Change
Operating Performance Measures						
Equity method Affiliate average assets under management (in billions)	\$376.1	\$408.8	9 %	\$365.6	\$406.9	11 %
Equity method revenue	\$686.6	\$676.7	(1) %	\$2,159.8	\$2,396.8	11 %
Financial Performance Measures						
Equity method earnings	\$96.6	\$81.9	(15) %	\$303.3	\$300.3	(1) %
Equity method intangible amortization and impairments	(25.9)	(22.2)	(14) %	(71.7)	(109.0)	52 %
Equity method income (net)	\$70.7	\$59.7	(16) %	\$231.6	\$191.3	(17) %

Our equity method revenue decreased \$9.9 million or 1% in the three months ended September 30, 2018, due to a \$16.1 million or 2% decrease from performance fees, partially offset by a \$6.2 million or 1% increase from asset based fees. The increase in asset based fees was due to a 9% increase in equity method Affiliate average assets under management, partially offset by a 7% decline in our asset based fee ratio due to a change in the composition of our average assets under management, including the recognition of assets under management prior to the recognition of revenue, and fee rate reductions at certain Affiliate products.

While equity method revenue decreased \$9.9 million or 1% in the three months ended September 30, 2018, equity method earnings decreased \$14.7 million or 15%, due to a decrease in earnings at certain Affiliates at which our share of earnings is contractually calculated using a formula based on a percentage of the Affiliate's revenue less certain agreed-upon expenses.

Equity method intangible amortization and impairments decreased \$3.7 million or 14% in the three months ended September 30, 2018, primarily due to changes in the expected period of the economic benefit, partially offset by certain assets being fully amortized.

Our equity method revenue increased \$237.0 million or 11% in the nine months ended September 30, 2018, due to a \$168.8 million or 8% increase from performance fees and a \$68.2 million or 3% increase from asset based fees. The increase in asset based fees was due to an 11% increase in equity method Affiliate average assets under management, partially offset by a 7% decline in our asset based fee ratio due to a change in the composition of our average assets under management, including the recognition of assets under management prior to the recognition of revenue, and fee rate reductions at certain Affiliate products.

While equity method revenue increased \$237.0 million or 11% in the nine months ended September 30, 2018, equity method earnings decreased \$3.0 million or 1%, due to a decrease in earnings at certain Affiliates at which our share of earnings is contractually calculated using a formula based on a percentage of the Affiliate's revenue less certain agreed-upon expenses.

Equity method intangible amortization and impairments increased \$37.3 million or 52% in the nine months ended September 30, 2018, primarily due to a \$33.3 million expense to reduce the remaining carrying value of one of our Affiliates to zero, and a \$4.0 million increase in amortization due to a reduction in the expected period of economic benefit for certain assets.

Investment and other income

The following table presents our Investment and other income:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2017	2018	% Change	2017	2018	% Change
Investment and other income	\$16.1	\$11.0	(32)%	\$46.7	\$36.7	(21)%

Investment and other income decreased \$5.1 million or 32% in the three months ended September 30, 2018, primarily due to a decrease in realized gains on the sale of marketable securities, partially offset by an increase in the fair value of other investments, primarily attributable to the controlling interest.

Investment and other income decreased \$10.0 million or 21% in the nine months ended September 30, 2018, primarily due to a decrease in realized gains on the sale of marketable securities, partially offset by an increase in the fair value of other investments, primarily attributable to the controlling interest.

Income Tax Expense

The following table presents our Income tax expense:

	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
(in millions)	2017	2018	% Change	2017	2018	% Change
Income tax expense	\$66.1	\$48.5	(27)%	\$188.2	\$146.1	(22)%

Income tax expense decreased \$17.6 million or 27% in the three months ended September 30, 2018, primarily due to a decrease in Income before taxes (controlling interest) and a lower effective tax rate in 2018 due to the changes in U.S. tax laws enacted at the end of 2017.

Income tax expense decreased \$42.1 million or 22% in the nine months ended September 30, 2018, primarily due to a decrease in Income before taxes (controlling interest) and a lower effective tax rate in 2018 due to the changes in U.S. tax laws enacted at the end of 2017.

Net Income

The previously discussed changes in revenue and expenses had the following effect on Net income:

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(in millions)	For the Three Months Ended September 30,			For the Nine Months Ended September 30,		
	2017	2018	% Change	2017	2018	% Change
Net income	\$216.8	\$201.9	(7)%	\$614.9	\$631.1	3 %
Net income (non-controlling interests)	91.4	77.0	(16)%	240.7	236.2	(2)%
Net income (controlling interest)	125.4	124.9	(0)%	374.2	394.9	6 %

Supplemental Financial Performance Measures

Adjusted EBITDA (controlling interest)

As supplemental information, we provide a non-GAAP measure that we refer to as Adjusted EBITDA (controlling interest). Adjusted EBITDA (controlling interest) is an important supplemental financial performance measure for management as it provides a comprehensive view of our share of the financial performance of our business before interest, taxes, depreciation, amortization, impairments and adjustments to our contingent payment arrangements. This non-GAAP performance measure is provided in addition to, but not as a substitute for, Net income (controlling interest) or other GAAP performance measures.

The following table presents a reconciliation of Net income (controlling interest) to Adjusted EBITDA (controlling interest):

(in millions)	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2017	2018	2017	2018
Net income (controlling interest)	\$125.4	\$124.9	\$374.2	\$394.9
Interest expense	22.1	19.6	67.6	62.6
Income taxes	64.1	46.2	182.5	138.7
Intangible amortization and impairments ⁽¹⁾	42.2	44.9	121.5	166.9
Other items ⁽²⁾	2.5	2.2	9.0	7.4
Adjusted EBITDA (controlling interest)	\$256.3	\$237.8	\$754.8	\$770.5

Our consolidated Intangible amortization and impairments includes amortization attributable to our non-controlling interests. For our equity method Affiliates, we do not separately report intangible amortization and impairments in our Consolidated Statements of Income. Our share of these Affiliates' amortization is reported in Equity method income (net).

The following table presents the Intangible amortization and impairments shown above:

(in millions)	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
	2017	2018	2017	2018
Consolidated intangible amortization and impairments	\$21.2	\$30.1	\$65.1	\$76.5
Consolidated intangible amortization (non-controlling interests)	(4.9)	(7.4)	(15.3)	(18.6)
Equity method intangible amortization and impairments	25.9	22.2	71.7	109.0
Total	\$42.2	\$44.9	\$121.5	\$166.9

Equity method intangible amortization and impairments includes a \$33.3 million expense in the second quarter of 2018 to reduce the remaining carrying value of one of our equity method Affiliates to zero.

⁽²⁾ Other items include depreciation and adjustments to contingent payment arrangements.

Economic Net Income (controlling interest) and Economic Earnings Per Share

As supplemental information, we also provide non-GAAP performance measures that we refer to as Economic net income (controlling interest) and Economic earnings per share. We consider Economic net income (controlling interest) and Economic

earnings per share to be important measures of our financial performance, as we believe they best represent performance before our share of non-cash expenses relating to our acquisition of interests in our Affiliates, and they are, therefore, employed as our principal performance measures. Economic net income (controlling interest) and Economic earnings per share are used by our management and Board of Directors as our principal performance benchmarks, including as one of the measures for aligning executive compensation with stockholder value. These measures are provided in addition to, but not as substitutes for, Net income (controlling interest) and Earnings per share (diluted) or other GAAP performance measures.

Under our Economic net income (controlling interest) definition, we add to Net income (controlling interest) our share of pre-tax intangible amortization and impairments (including the portion attributable to equity method investments in Affiliates), deferred taxes related to intangible assets, and other economic items, which include non-cash imputed interest (principally related to the accounting for convertible securities and contingent payment arrangements) and certain Affiliate equity expenses. We add back intangible amortization and impairments because these expenses do not correspond to the changes in value of these assets, which do not diminish predictably over time. The portion of deferred taxes generally attributable to intangible assets (including goodwill) is added back because we believe it is unlikely these accruals will be used to settle material tax obligations. We add back non-cash imputed interest and reductions or increases in contingent payment arrangements to better reflect our contractual interest obligations. We add back non-cash expenses relating to certain transfers of equity between Affiliate partners when these transfers have no dilutive effect to shareholders.

Economic earnings per share represents Economic net income (controlling interest) divided by the Average shares outstanding (adjusted diluted). In this calculation, the potential share issuance in connection with our convertible securities is measured using a “treasury stock” method. Under this method, only the net number of shares of common stock equal to the value of these convertible securities in excess of par, if any, is deemed to be outstanding. We believe the inclusion of net shares under a treasury stock method best reflects the benefit of the increase in available capital resources (which could be used to repurchase shares of common stock) that occurs when these securities are converted and we are relieved of our debt obligation. This method does not take into account any increase or decrease in our cost of capital in an assumed conversion.

The following table presents a reconciliation of Net income (controlling interest) to Economic net income (controlling interest):

	For the Three Months Ended September 30,		For the Nine Months Ended September 30,	
(in millions, except per share data)	2017	2018	2017	2018
Net income (controlling interest)	\$125.4	\$124.9	\$374.2	\$394.9
Intangible amortization and impairments ⁽¹⁾	42.2	44.9	121.5	166.9
Intangible-related deferred taxes ⁽²⁾	22.9	12.2	61.8	30.1
Other economic items ⁽³⁾⁽⁴⁾	0.8	2.0	5.7	2.9
Economic net income (controlling interest)	\$191.3	\$184.0	\$563.2	\$594.8
Average shares outstanding (diluted)	58.3	55.4	58.8	56.3
Convertible securities shares	(2.2)	(2.2)	(2.2)	(2.2)
Average shares outstanding (adjusted diluted)	56.1	53.2	56.6	54.1
Economic earnings per share	\$3.41	\$3.45	\$9.95	\$10.99

⁽¹⁾ See note (1) to the table in “Adjusted EBITDA (controlling interest).”

(2) In the second quarter of 2018, we recorded a \$33.3 million expense to reduce the remaining carrying value of one of our equity method Affiliates to zero, which reduced intangible-related deferred taxes by \$8.3 million.

For the three months ended September 30, 2017 and 2018, Other economic items were net of income tax expense (3) of \$0.3 million and \$0.1 million, respectively. For the nine months ended September 30, 2017 and 2018, Other economic items were net of income tax expense of \$1.4 million and \$0.0 million, respectively.

For the nine months ended September 30, 2017, we adjusted our estimate of a contingent payment arrangement and, (4) accordingly, recorded a loss attributable to the controlling interest of \$1.4 million (\$0.9 million net of tax). For the nine months ended September 30, 2018, we adjusted our estimate of a contingent payment arrangement and, accordingly, recorded a gain attributable to the controlling interest of \$1.0 million (\$0.8 million net of tax), all of which occurred in the second quarter of 2018.

Liquidity and Capital Resources

In the nine months ended September 30, 2018, we met our cash requirements through cash generated by operating activities. Our principal uses of cash during the quarter were, and for the foreseeable future are expected to be, for repayments of senior debt, repurchases of common stock, distributions to Affiliate equity holders, repurchases of Affiliate equity interests, the payment of cash dividends on our common stock and general working capital purposes. We also expect that principal uses of cash will be for investments in new and existing Affiliates. We anticipate that cash flows from operations, together with borrowings under our revolver and proceeds from our equity distribution program, will be sufficient to support our cash flow needs for the foreseeable future.

Cash and cash equivalents at December 31, 2017 and September 30, 2018 were \$439.5 million and \$448.1 million, respectively. The following table summarizes our operating, investing and financing cash flow activities:

	For the Nine Months Ended September 30,	
(in millions)	2017	2018
Operating cash flow	\$800.5	\$876.2
Investing cash flow	4.9	(20.9)
Financing cash flow	(871.5)	(841.7)
Operating Cash Flow		

In the nine months ended September 30, 2018, operating cash flows increased \$75.7 million, which was primarily attributable to the controlling interest, principally from cash distributions of our share of equity method earnings and an increase in net income. Cash flow from operating activities attributable to the non-controlling interest did not change significantly in the nine months ended September 30, 2018.

Investing Cash Flow

In the nine months ended September 30, 2018, investing cash flows decreased \$25.8 million, primarily due to a change in investment securities activity from a net sale of investment securities in 2017 of \$49.1 million to net purchases in 2018 of \$0.1 million, partially offset by a decrease in investments in Affiliates of \$23.0 million.

Financing Cash Flow

In the nine months ended September 30, 2018, financing cash flows increased \$29.8 million, primarily due to an increase in net borrowings of senior debt of \$188.5 million and a decrease in net Affiliate equity repurchases of \$14.5 million. These increases were partially offset by increases in net repurchases of shares of our common stock of \$175.3 million.

Senior Debt and Convertible Securities

The following table presents the carrying value of our outstanding indebtedness:

(in millions)	December 31, 2017	September 30, 2018
Senior bank debt	\$ 810.0	\$ 792.9
Senior notes	745.7	746.1
Senior debt	\$ 1,555.7	\$ 1,539.0

Convertible securities \$ 309.9 \$ 311.8

Senior Bank Debt

We have a \$1.45 billion senior unsecured multicurrency revolving credit facility (the “revolver”). Subject to certain conditions, we may further increase the commitments under the revolver by up to \$350.0 million. As of September 30, 2018, outstanding borrowings under the revolver were \$415.0 million.

We also have a senior unsecured term loan facility (the “term loan” and, together with the revolver, the “credit facilities”). During the nine months ended September 30, 2018, we amended and refinanced the term loan to adjust the interest rates and the

maturity date, and to convert our denomination to pound sterling. The commercial terms of the loan otherwise remained the same. As discussed further in Note 8 to the Consolidated Financial Statements, we designated the term loan as a net investment hedge. As of September 30, 2018, the term loan borrowings totaled £290.0 million and, subject to certain conditions, could be increased by an additional £50.0 million.

The revolver matures on September 30, 2020 and the term loan matures on May 31, 2021.

In October 2018, we further amended our senior unsecured term loan facility to convert its denomination from pound sterling to U.S. dollars and to increase the borrowings to \$450.0 million, with the ability to borrow an additional \$75.0 million, subject to certain conditions. We pay interest on any outstanding obligations under the term loan at specified rates, based either on the U.S. dollar LIBOR rate or the prime rate as in effect from time to time. The other commercial terms of the term loan, including maturity date, remained the same. In connection with the conversion, we de-designated the term loan as a net investment hedge.

The credit facilities contain financial covenants with respect to leverage and interest coverage, as well as customary affirmative and negative covenants, including limitations on priority indebtedness, asset dispositions and fundamental corporate changes, and certain customary events of default. As of September 30, 2018, we were in compliance with all terms of our credit facilities and had approximately \$1 billion of remaining capacity under our revolver, all of which we could borrow and remain in compliance with our credit facilities.

Our ability to draw funding from the debt and capital markets globally is a significant source of liquidity for us, and our credit ratings, among other factors, allow us to access these sources of funding on favorable terms. We are currently rated A3 by Moody's Investors Service and A- by S&P Global Ratings.

Convertible Securities

As of September 30, 2018, we had 5.15% junior convertible trust preferred securities outstanding (the "junior convertible securities"). Effective August 10, 2018 and in accordance with the convertible securities indenture, we adjusted the conversion rate of the junior convertible securities from 0.2500 shares of common stock to 0.2525 shares of common stock per \$50.00 junior convertible security, equivalent to an adjusted conversion price of \$198.02 per share of common stock. The adjustment was the result of our cumulative declared dividends on our common stock since the initiation of our dividend through August 2018.

Equity Distribution Program

We have equity distribution and forward equity agreements with several major securities firms under which we may, from time to time, issue and sell shares of our common stock (immediately or on a forward basis) having an aggregate sales price of up to \$500.0 million (the "equity distribution program"). As of September 30, 2018, no sales have occurred under the equity distribution program.

Derivatives

On August 28, 2018, we entered into a pound sterling-denominated forward foreign currency contract (the "forward contract") with a large financial institution (the "counterparty") to deliver £285.8 million for \$400.0 million in 2024. Concurrent with entering into the forward contract, we entered into a collar contract (the "collar contract") with the same counterparty, for the same notional amounts and expiration date as the forward contract, through the sale of a put option with a lower strike price of 1.288 U.S. dollars per one pound sterling and the purchase of a call option with an upper strike price of 1.535 U.S. dollars per one pound sterling.

In October 2018, we entered into an additional pound sterling-denominated forward foreign currency contract to deliver £325.3 million for \$450.0 million in 2021, and an additional collar contract with the same counterparty, for the same notional amounts and expiration date as the forward contract through the sale of a put option with a lower strike price of 1.318 U.S. dollars per one pound sterling and the purchase of a call option with an upper strike price of 1.448 U.S. dollars per one pound sterling. The forward contracts and the collar contracts provide net settlement rights.

The forward contracts and the collar contracts were designated as net investment hedges against fluctuations in exchange rates on certain of our investments in Affiliates with the pound sterling as their functional currency. See Note 8 of the Consolidated Financial Statements.

Affiliate Equity

Many of our consolidated Affiliate agreements provide us with a conditional right to call and Affiliate equity holders with the conditional right to put their Affiliate equity interests to us at certain intervals. For equity method Affiliates, we do not typically have such put and call arrangements. The purchase price of these conditional purchases is generally calculated based upon a multiple of the Affiliate's cash flow distributions, which is intended to represent fair value. Affiliate equity holders are also permitted to sell their equity interests to other individuals or entities in certain cases, subject to our approval or other restrictions.

As of September 30, 2018, our current redemption value of \$968.9 million for these interests has been presented as Redeemable non-controlling interests. Although the timing and amounts of these purchases are difficult to predict, we paid \$104.3 million for repurchases and received \$6.3 million for issuances of Affiliate equity during the nine months ended September 30, 2018, and expect to repurchase a total of approximately \$125 million in 2018. In the event of a repurchase, we become the owner of the cash flow associated with the repurchased equity.

Commitments

See Note 5 of the Consolidated Financial Statements.

Share Repurchases

During the three and nine months ended September 30, 2018, we repurchased 0.8 million and 2.5 million shares of our common stock, respectively, at an average price per share of \$146.85 and \$166.19, respectively. As of September 30, 2018, we had 2.5 million shares remaining under our authorized share repurchase program, which has no expiry.

Contractual Obligations

The following table summarizes our contractual obligations as of September 30, 2018. Contractual debt obligations include the cash payment of fixed interest.

(in millions)	Total	Payments Due			
		Remainder of 2018	2019-2020	2021-2022	Thereafter
Contractual Obligations ⁽¹⁾					
Senior bank debt	\$792.9	\$—	\$ 415.0	\$ 377.9	\$—
Senior notes	929.3	—	58.5	58.5	812.3
Convertible securities	857.9	5.5	44.4	44.4	763.6
Leases ⁽²⁾	234.5	9.4	73.1	61.3	90.7
Affiliate equity repurchase obligations	28.7	22.5	6.2	—	—
Transition tax on foreign earnings	20.0	—	3.5	3.5	13.0
Total contractual obligations	\$2,863.3	\$37.4	\$ 600.7	\$ 545.6	\$ 1,679.6
Contingent Obligations					
Contingent payment arrangements ⁽³⁾	\$4.5	\$2.5	\$ 2.0	\$ —	\$ —

(1) This table does not include liabilities for commitments to co-invest in certain Affiliate sponsored investment products or uncertain tax positions of \$130.4 million and \$34.1 million, respectively, as we cannot predict when such obligations will be paid. This table also does not include potential obligations relating to our derivative financial instruments, which are dependent on pound sterling to U.S. dollar foreign currency exchange rates at the settlement dates. See Note 8 of the Consolidated Financial Statements for additional information.

(2) The controlling interest portion is \$3.2 million through 2018, \$22.7 million in 2019-2020, \$18.7 million in 2021-2022 and \$22.3 million thereafter.

(3) The contingent payment arrangements disclosed in the table represent the expected settlement amounts. The maximum settlement amount through 2018 is \$160.2 million, \$2.5 million in 2019-2020 and none thereafter.

Recent Accounting Developments

See Note 2 of the Consolidated Financial Statements.

Item 3. Quantitative and Qualitative Disclosures About Market Risk

There have been no material changes to our Quantitative and Qualitative Disclosures About Market Risk in the three months ended September 30, 2018. Please refer to the below as well as the additional disclosures in Item 7A of our 2017 Annual Report on Form 10-K.

Foreign Currency Exchange Risk

To illustrate the effect of possible changes in currency exchange rates, we estimate a 1% change in the pound sterling and Canadian dollar to U.S. dollar exchange rates would have resulted in changes to stockholders' equity of \$4.7 million and \$2.1 million, respectively, as of September 30, 2018, and annual changes to Income before income taxes (controlling interest) of \$1.1 million and \$0.3 million, respectively.

Derivative Risk

From time to time, we and our Affiliates seek to offset exposure to changes in interest rates, foreign currency exchange rates and markets by entering into derivative financial instruments. There can be no assurance that our or our Affiliates' derivative financial instruments will meet their overall objective or that we or our Affiliates will be successful in entering into such instruments in the future. Further, if our or our Affiliates' derivative counterparties fail to honor their obligations in a timely manner, including any obligations to return posted collateral, our liquidity and results of operations could be adversely impacted.

In the three months ended September 30, 2018, we entered into derivative financial instruments to mitigate the potential risk of changes in foreign currency exchange rates. See Note 8 of the Consolidated Financial Statements.

Item 4. Controls and Procedures

We carried out an evaluation under the supervision and with the participation of our management, including our Chief Executive Officer and Chief Financial Officer, of the effectiveness of the design and operation of our disclosure controls and procedures during the quarter covered by this Quarterly Report on Form 10-Q. Based upon that evaluation, our Chief Executive Officer and Chief Financial Officer concluded that, as of the end of the quarter covered by this Quarterly Report on Form 10-Q, our disclosure controls and procedures are effective in ensuring that (i) the information required to be disclosed by us in the reports that we file or submit under the Securities Exchange Act of 1934, as amended (the "Exchange Act"), is recorded, processed, summarized and reported within the time periods specified in the Securities and Exchange Commission's rules and forms, and (ii) such information is accumulated and communicated to our management, including our principal executive officer and principal financial officer, as appropriate, to allow timely decisions regarding required disclosure. In designing and evaluating our disclosure controls and procedures, we recognize that any controls and procedures, no matter how well designed and operated, can provide only reasonable assurance of achieving the desired control objectives, and our management necessarily was required to apply its judgment in evaluating and implementing possible controls and procedures. Our disclosure controls and procedures were designed to provide reasonable assurance of achieving their stated objectives, and our principal executive officer and principal financial officers concluded that our disclosure controls and procedures were effective at the reasonable assurance level. We review on an ongoing basis and document our disclosure controls and procedures, and our internal control over financial reporting, and we may from time to time make changes in an effort to enhance their effectiveness and ensure that our systems evolve with our business.

No change in our internal control over financial reporting (as defined in Rules 13a-15(f) and 15d-15(f) under the Exchange Act) occurred during the quarter covered by this Quarterly Report on Form 10-Q that has materially affected, or is reasonably likely to materially affect, our internal control over financial reporting.

PART II—OTHER INFORMATION

Item 2. Unregistered Sales of Equity Securities and Use of Proceeds

(a) None.

(b) None.

(c) Purchases of Equity Securities by the Issuer:

Period	Total Number of Shares Purchased ⁽¹⁾	Average Price Paid Per Share	Total Number of Shares Purchased as Part of Publicly Announced Plans or Programs	Average Price Paid Per Share	Maximum Number of Shares that May Yet Be Purchased Under Outstanding Plans or Programs ⁽²⁾
July 1-31, 2018	—	\$ —	—	\$ —	3,280,187
August 1-31, 2018	646,700	148.51	610,065	148.37	2,670,122
September 1-30, 2018	160,778	141.22	160,778	141.22	2,509,344
Total	807,478	147.06	770,843	146.88	

(1) Includes shares surrendered, if any, to the Company to satisfy tax withholding and/or option exercise price obligations in connection with stock swap option exercise transactions.

Our Board of Directors has periodically authorized share repurchase programs, most recently in January 2018, authorizing us to repurchase up to 3.4 million shares of our common stock, with no expiry. Purchases may be made

(2) from time to time, at management's discretion, in the open market or in privately negotiated transactions, including through the use of derivative financial instruments and accelerated share repurchase programs. As of

September 30, 2018, we had 2.5 million shares remaining under our January 2018 share repurchase program.

Item 6. Exhibits

The exhibits are listed on the Exhibit Index and are included elsewhere in this Quarterly Report on Form 10-Q.

EXHIBIT INDEX

Exhibit No.	Description
	<u>Second Amended and Restated Term Credit Agreement, dated as of October 15, 2018, among Affiliated</u>
10.1	<u>Managers Group, Inc., Bank of America, N.A., as administrative agent and lender, and the several banks and other financial institutions from time to time party thereto as lenders, and the exhibits and schedules thereto.</u>
31.1	<u>Certification of Registrant's Chief Executive Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.</u>
31.2	<u>Certification of Registrant's Chief Financial Officer pursuant to Section 302 of the Sarbanes-Oxley Act of 2002.</u>
32.1	<u>Certification of Registrant's Chief Executive Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.</u>
32.2	<u>Certification of Registrant's Chief Financial Officer pursuant to Section 906 of the Sarbanes-Oxley Act of 2002.</u>
	The following financial statements from the Registrant's Quarterly Report on Form 10-Q for the quarter ended September 30, 2018 are filed herewith, formatted in XBRL (eXtensible Business Reporting Language): (i) the Consolidated Statements of Income for the three- and nine-month periods ended September 30, 2018 and 2017,
101	(ii) the Consolidated Statements of Comprehensive Income for the three- and nine-month periods ended September 30, 2018 and 2017, (iii) the Consolidated Condensed Balance Sheets at September 30, 2018 and December 31, 2017, (iv) the Consolidated Statements of Changes in Equity for the nine-month periods ended September 30, 2018 and 2017, (v) the Consolidated Statements of Cash Flows for the nine-month periods ended September 30, 2018 and 2017, and (vi) the Notes to the Consolidated Financial Statements.

SIGNATURES

Pursuant to the requirements of the Securities Exchange Act of 1934, the Registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

AFFILIATED MANAGERS GROUP, INC.

(Registrant)

November 1,
2018

/s/ JAY C. HORGEN

Jay C. Horgen

on behalf of the Registrant as Chief Financial Officer and Treasurer (and also as Principal Financial and Principal Accounting Officer)

[QuickLinks](#)

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AFFILIATED MANAGERS GROUP, INC. CONSOLIDATED STATEMENTS OF COMPREHENSIVE INCOME (in millions) (unaudited)

AFFILIATED MANAGERS GROUP, INC. CONSOLIDATED CONDENSED BALANCE SHEETS (in millions) (unaudited)

AFFILIATED MANAGERS GROUP, INC. CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (in millions) (unaudited)

AFFILIATED MANAGERS GROUP, INC. CONSOLIDATED STATEMENTS OF CASH FLOWS (in millions) (unaudited)

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