



**Westwood**  
HOLDINGS GROUP, INC. ©

Investing Where It Counts

# Investor Relations Presentation

As of December 31, 2016

## Westwood | Firm Overview

Our mission is to exceed client expectations through exceptional performance and ethical conduct.

### Multi-Investment Team Structure

U.S. Value  
Global and Emerging Markets Equities  
Global Convertible Securities



### Employee Ownership Culture

Employees and directors own equity, totaling approximately 25%;<sup>3</sup> no employee owns more than 5%

### Deep, Experienced Investment Staff

Over 50 investment professionals

### Thoughtful Growth Strategy

Carefully manage capacity of investment strategies

Institutional  
Mutual Funds  
Private Wealth

### Overview<sup>1</sup>

Founded | 1983

AUM | \$21.2 B

Employees | 174

Publicly Listed | NYSE: WHG 2002



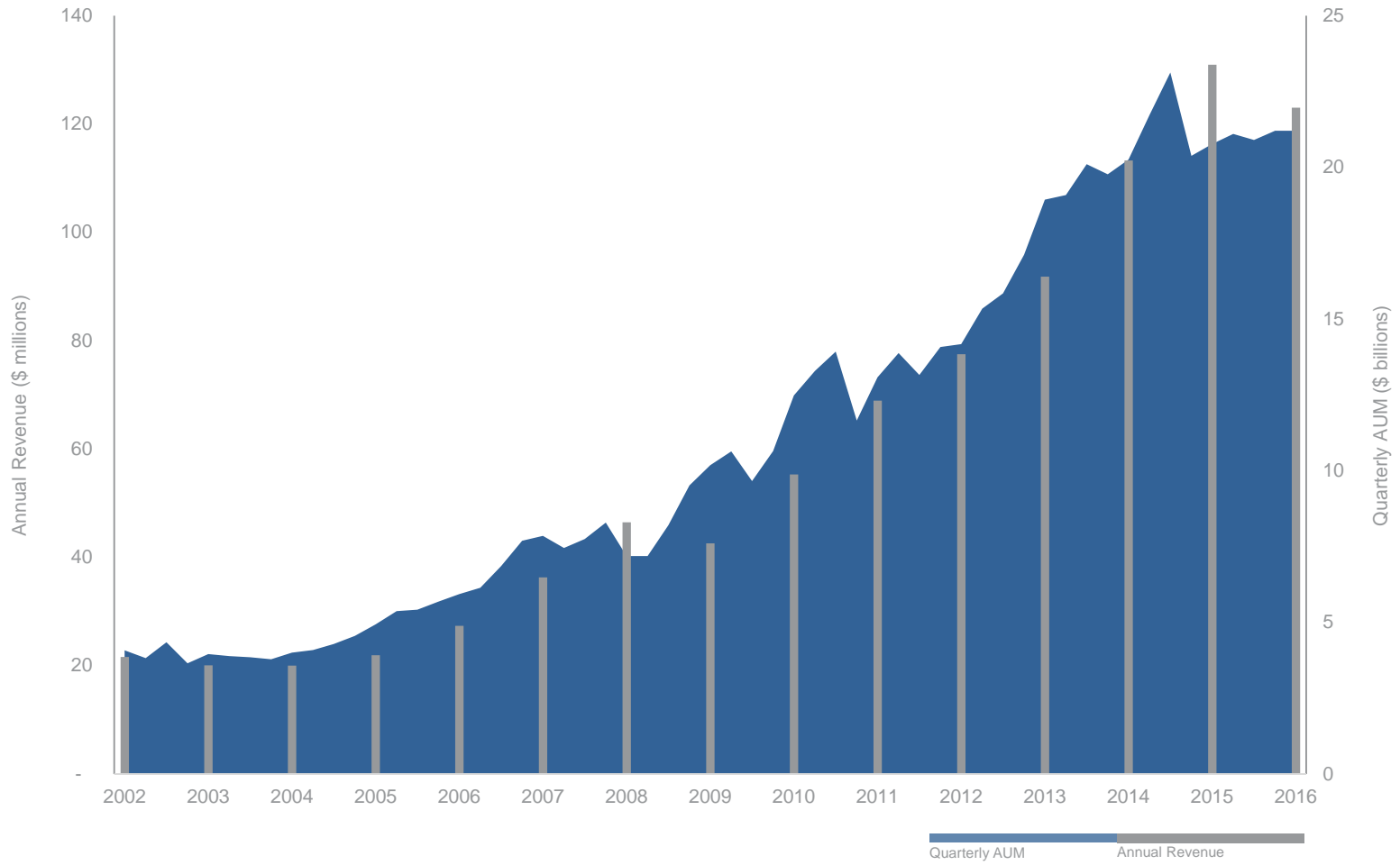
<sup>1</sup>Westwood Management Corp. was founded and registered with the SEC in April 1983. Its parent company, Westwood Holdings Group, Inc., was launched as a public company in 2002, trading on the New York Stock Exchange under the symbol WHG. Except as otherwise noted, all references to or information about the "firm" or "Westwood" throughout this presentation describe Westwood Holdings Group, Inc. and its wholly owned subsidiaries, which include Westwood Management Corp., Westwood Trust, Westwood Advisors, LLC, and Westwood International Advisors Inc.

<sup>2</sup>Selection criteria based 25% on corporate application and 75% on anonymous employee questionnaires within the "100-499 employees" category. Ranked top nine and awarded on December 12, 2016.

<sup>3</sup> As of December 31, 2016



### Westwood Growth in Revenues and Assets Under Management



As of December 31, 2016



# Business Growth | Shareholder Value Creation

Current Yield 4.5%\*

Over \$145 million paid out in dividends since 2002

## Total Shareholder Return Comparison

**WHG**  
**+754.29%**  
Since  
Inception



Westwood Holdings Group, Inc. – Total Return | Russell 2000 (TR) – Total Return | S&P 500 (TR) – Total Return

Source: Bloomberg, daily data from 7.1.02 to 12.31.16

\*Current yield as of 02.07.17

Past performance is not indicative of future results.





Experienced investment teams managing relevant strategies across a global client base.

---

**Core Focus:**

Building and maintaining multiple strong investment engines to deliver top-tier performance across asset classes.

---

Talent management, performance management and alignment of compensation structure with strategic initiatives.

---

Strengthening product prioritization and innovation to capitalize on structural industry trends.

---

Sales and marketing excellence to accelerate global multi-channel distribution initiatives.

---

Preserving our culture and continuing to drive value for our shareholders.





Product and distribution alignment with structural industry growth themes.

---

Growth imperatives are concentrated in 5 key areas:

- 1 Product development** efforts focused on high conviction investing, low volatility, multi-asset, liquid alternatives and liquid real assets.
- 2** Continue growing **long-tenured relationships** with industry-leading investment management consultants, including approximately 60 that we currently have common clients with.
- 3** Scale our **private wealth business** organically via customized solutions and OCIO-like offering, as well as inorganically via select acquisitions.
- 4** Monetize our development of 15 **mutual funds** across the wealth advisory, defined contribution, retail and RIA channels.
- 5 Non-U.S.** multi-channel distribution initiatives including UCITS and key markets across Europe, Asia and Australia.



# Westwood | High-Conviction and Outcome-Oriented Solutions

Separately Managed Accounts | Mutual Funds | Collective Funds | UCITS

## U.S. VALUE EQUITY

---

LargeCap Value

Concentrated LargeCap Value

AllCap Value

Concentrated AllCap Value

SMidCap

SMidCap Plus

SmallCap Value

## MULTI-ASSET

---

Income Opportunity

Worldwide Income Opportunity

## LIQUID REAL ASSETS

---

MLP Infrastructure Renewal

MLP Opportunities

MLP and Strategic Energy

## GLOBAL & EMERGING MARKETS EQUITY

---

Global Dividend

Global Equity

Emerging Markets

Emerging Markets Plus

Emerging Markets SMidCap

## LOW VOLATILITY EQUITY

---

Strategic Global Convertibles

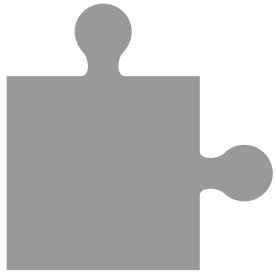
Low Volatility Equity

## LIQUID ALTERNATIVES

---

Market Neutral Income





## High-Convection Equity

---

**Emerging Markets SMidCap**  
9/1/2013

**Concentrated LargeCap Value**  
1/1/2014

**Concentrated AllCap Value**  
1/1/2014

**Select Equity**  
1/1/2017



## Multi-Asset

---

**Worldwide Income Opportunity**  
4/1/2015

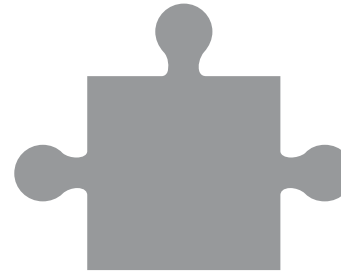


## Low Volatility Equity

---

**Strategic Global Convertibles**  
10/1/2014

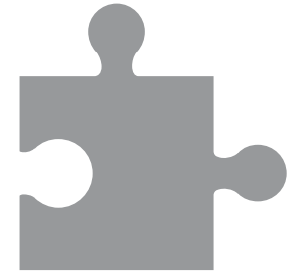
**Low Volatility Equity**  
1/1/2016



## Liquid Alternatives

---

**Market Neutral Income**  
10/1/2014



## Liquid Real Assets

---

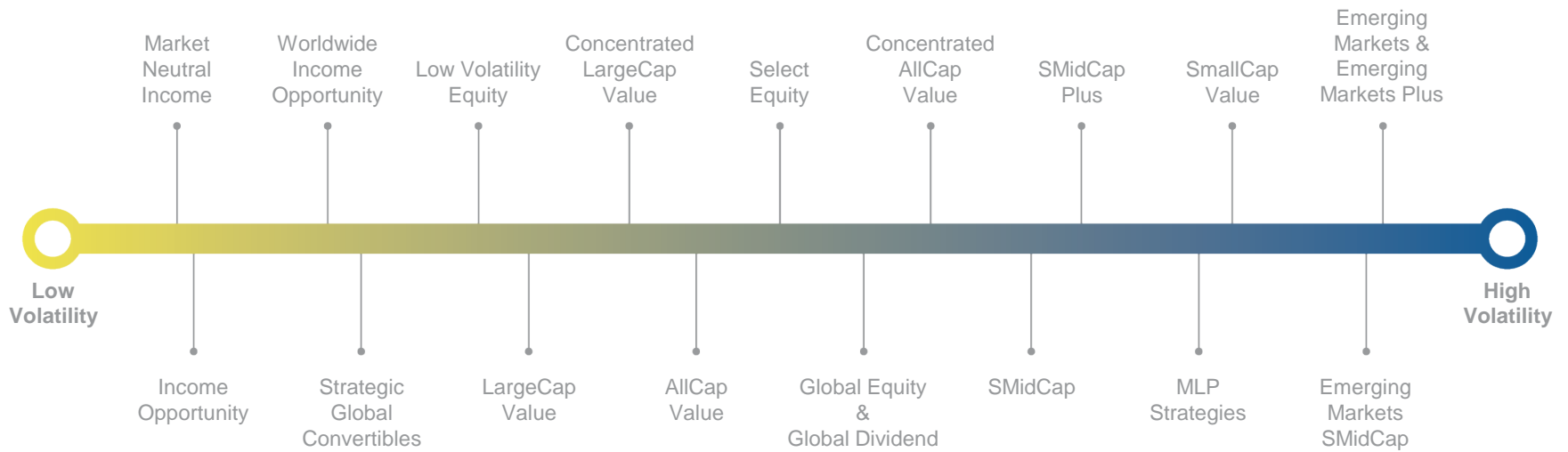
**MLP Opportunities**  
1/1/2014

**MLP and Strategic Energy**  
1/1/2015

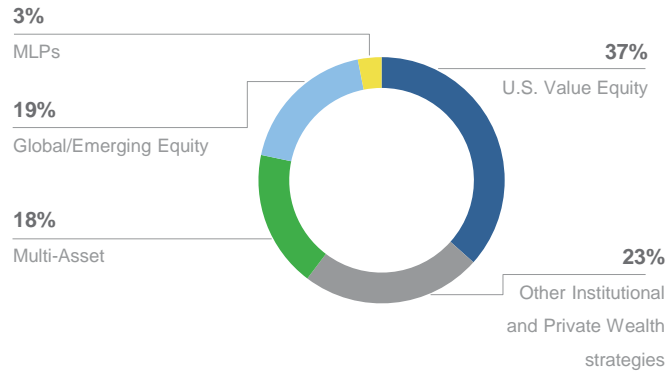




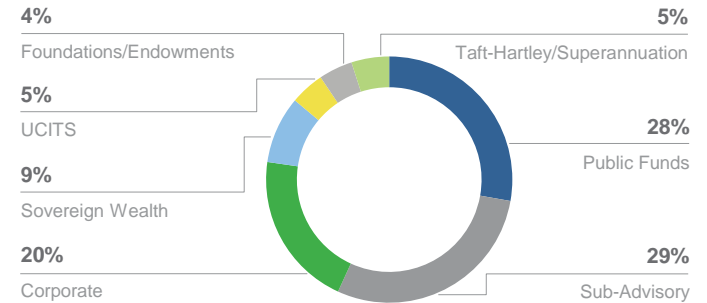
# Core Growth Theme | Product Offerings Across the Risk Spectrum



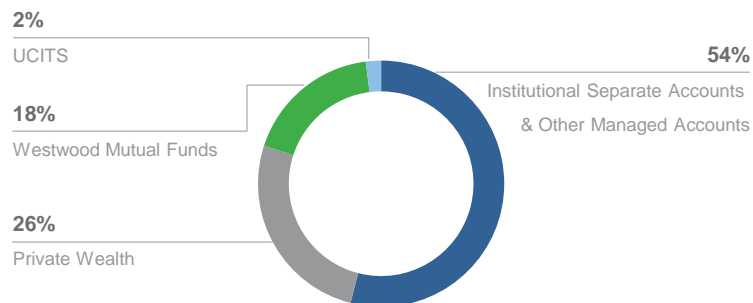
## STRATEGY BREAKDOWN



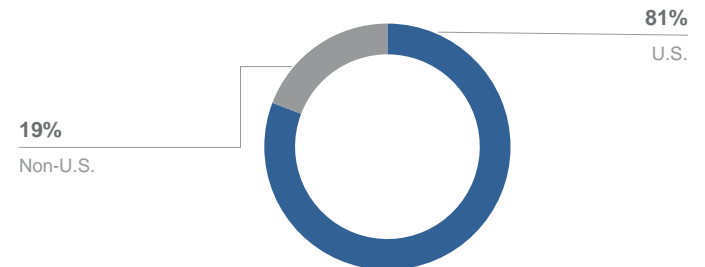
## INSTITUTIONAL CLIENT TYPE



## ASSETS BY ACCOUNT TYPE



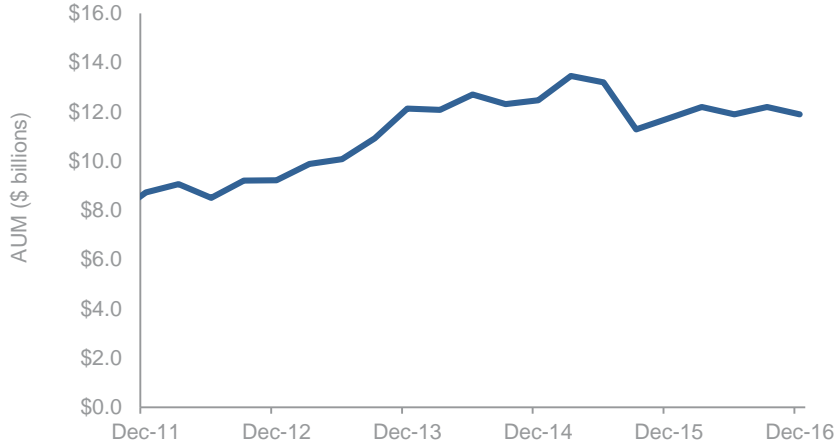
## ASSETS BY CLIENT DOMICILE



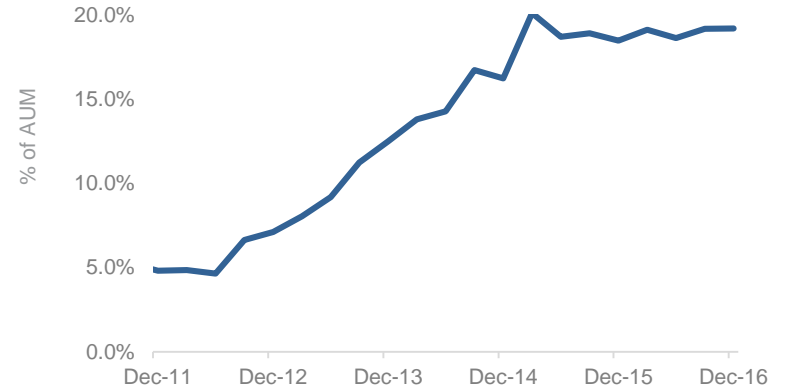
Percentages in the Strategy Breakdown, Assets by Account Type, and Assets by Client Domicile charts are based upon firm-wide assets under management as of December 31, 2016. Percentages in the Institutional Client Type chart are based upon the combined assets under management of Westwood Management Corp. and Westwood International Advisors Inc. only, less assets managed for private individuals, investment LLCs, managed accounts, and collective investment trusts.



**Institutional AUM**



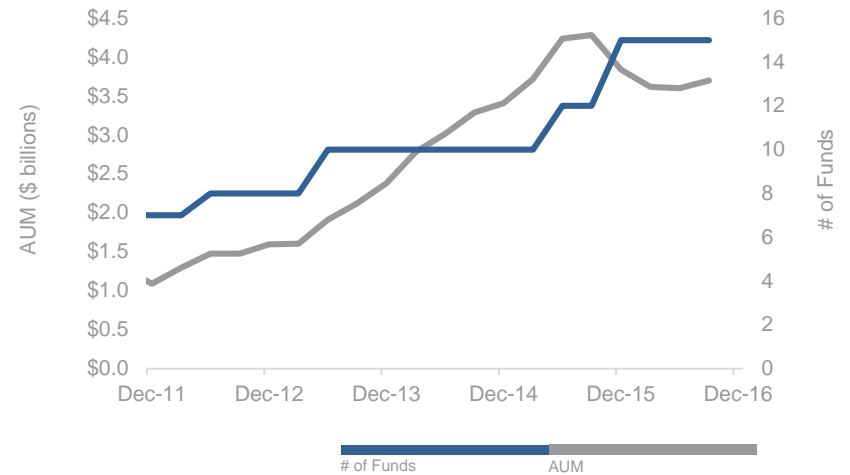
**Non-U.S. Client Assets**



**Private Wealth AUM**



**Mutual Funds AUM**



## Financial | **Highlights**



We are excited to celebrate the three year anniversary of our Concentrated LargeCap strategy with performance well ahead of its benchmark.

#### Assets Under Management

- Total AUM of \$21.2 billion and AUA of \$1.0 billion at December 31, 2016

#### Investment Strategies

- Strong performance for our Emerging Markets, Small Cap Value and Multi-Asset strategies.
- Appointed sub-advisor of the Aviva Global Convertibles Fund. The approximate \$675 million<sup>3</sup> in assets will transition to AUM upon approval by the Luxembourg fund regulator.

#### Operating Results

- Total revenues of \$123.0 million for 2016
- Net income of \$22.6 million and Economic Earnings of \$41.1 million<sup>1</sup> for 2016

#### Capital Management

- Quarterly dividend of \$0.62 per share declared in February 2017, at a current yield of 4.5%<sup>3</sup>
- Liquid cash and investments of \$90.2 million at December 31, 2016

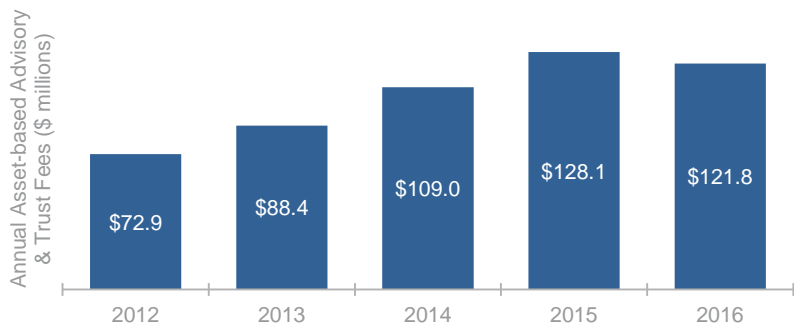
1. See the Reconciliation of Net Income to Economic Earnings on slide 16 of this presentation.

2. As of December 31, 2016

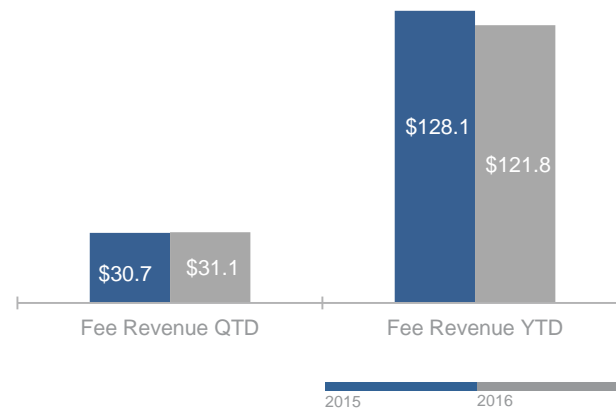
3. As of February 7, 2017.



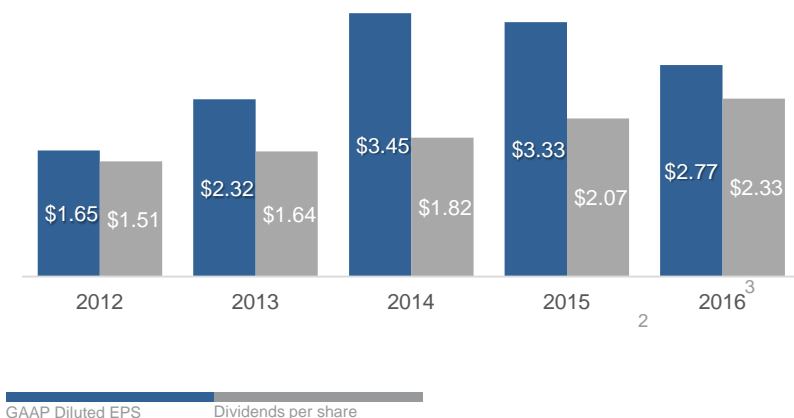
### Fee Revenue<sup>1</sup> - Historical



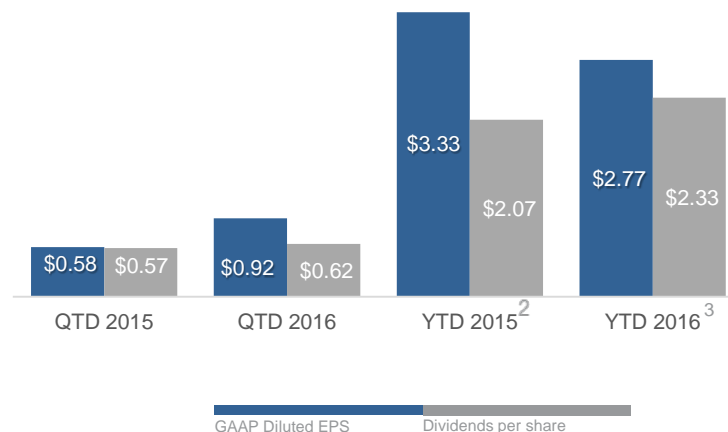
### Fee Revenue<sup>1</sup> – QTD and YTD



### Earnings and Dividends Per Share - Historical



### Earnings and Dividends Per Share – QTD and YTD

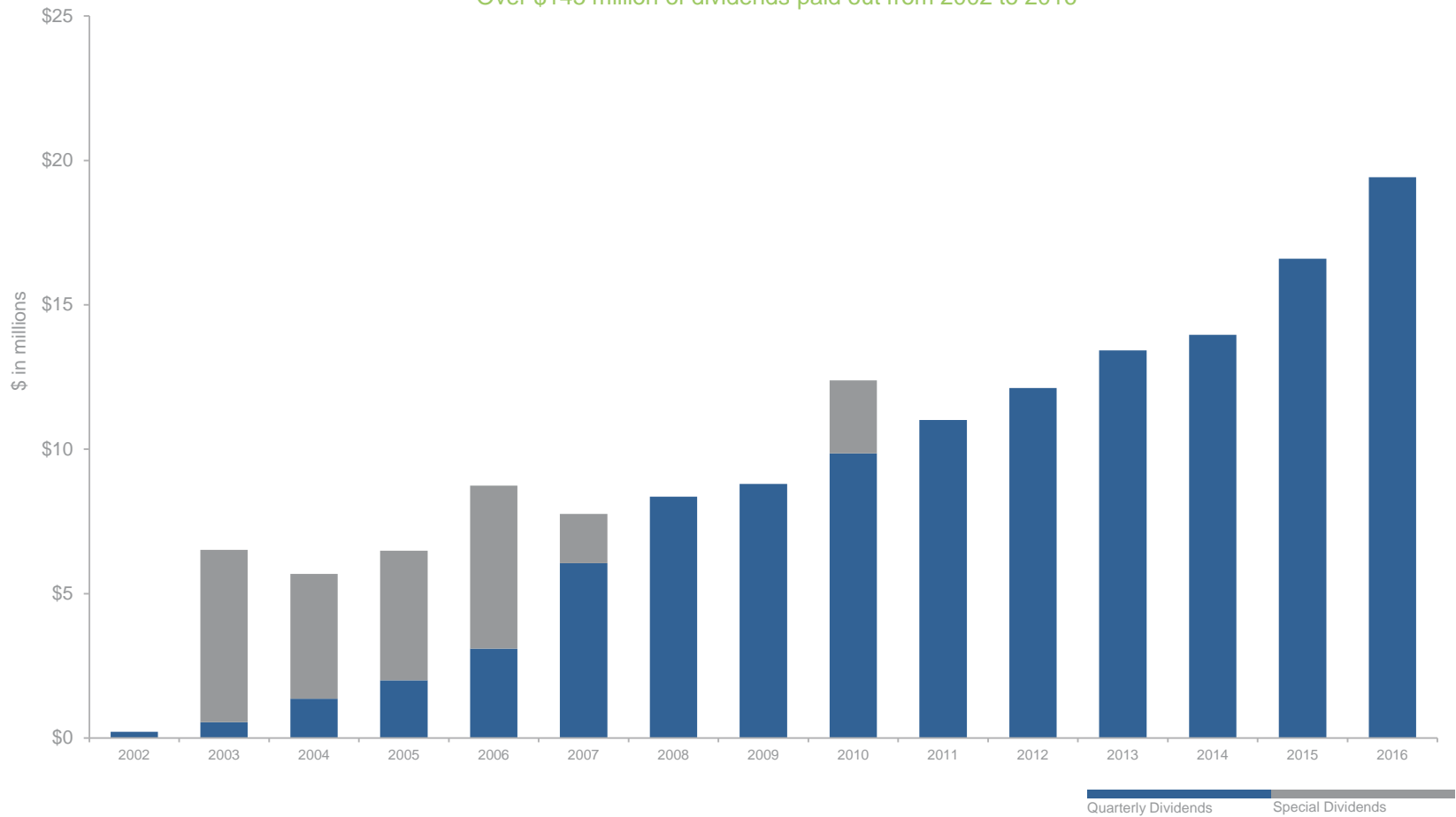


1. Asset-based fee revenue, excluding performance fees.  
 2. 2015 GAAP Diluted EPS includes a \$0.10 negative tax adjustment and an \$0.08 non-cash compensation charge.  
 3. 2016 GAAP Diluted EPS includes a \$0.16 one-time information technology implementation costs charge, net of taxes.



### Annual Dividends

Over \$145 million of dividends paid out from 2002 to 2016



As of December 31, 2016



## Reconciliation of **Net Income to Economic Earnings**

We are providing a performance measure that we refer to as Economic Earnings. Both our management and Board of Directors review Economic Earnings to evaluate our ongoing performance, allocate resources and determine our dividend policy. We also believe that this performance measure is useful for management and investors when evaluating our underlying operating and financial performance and our available resources. We do not advocate that investors consider these non-GAAP measures without also considering financial information prepared in accordance with GAAP.

We define Economic Earnings as net income plus non-cash equity-based compensation expense, amortization of intangible assets and deferred taxes related to goodwill. Although depreciation on fixed assets is a non-cash expense, we do not add it back when calculating Economic Earnings because depreciation charges represent an allocation of the decline in the value of the related assets that will ultimately require replacement. In addition, we do not adjust Economic Earnings for tax deductions related to restricted stock expense or amortization of intangible assets.

The following table provides a reconciliation of net income to Economic Earnings for the year ended December 31, 2016 (\$ thousands):

	<u>12/31/2016</u>
Net Income	\$ 22,647
Add:	
Stock Based Compensation Expense	15,954
Intangible Amortization	1,960
Tax Benefit from Goodwill Amortization	547
Economic Earnings	<u>\$ 41,108</u>





## Appendix

### **Utilize Technology to Improve Work Flows and Data Management**

- Hired first Chief Information Officer
- Upgraded Westwood Trust accounting system to provide consistency across offices and scalability for future offices
- Migrated technology infrastructure to the Microsoft Azure cloud-based platform to improve performance, security, accessibility/mobility and disaster recovery
- Converted trade order management system from Advent Moxy to Bloomberg AIM+ to better facilitate existing and future products
- Completed first phase and initiated second phase of the data architecture program to improve security, management and business intelligence

### **Enhance Marketing and Product Management Focus**

- Hired Head of Marketing and Product Management
- Rebuilding strategic marketing content and branding initiatives to deliver a consistent client experience across channels
- Increase and improve digital presence
- Accelerate sales growth by supporting the Westwood brand globally

### **Transparent Goal Setting & Accountability**

- Input solicited from every person in the company, members of the Board and senior management for agreed upon top goals for the firm
- Internal scorecard developed for tracking progress:
  - Investment performance (relative & peer group)
  - Sales and client service (new sales & client retention)
  - Financial results (expense control/TSR/dividend growth)
  - Strategic goals (technology investment/strategic planning/growth initiatives)



## Westwood | Changes to Executive Compensation Program

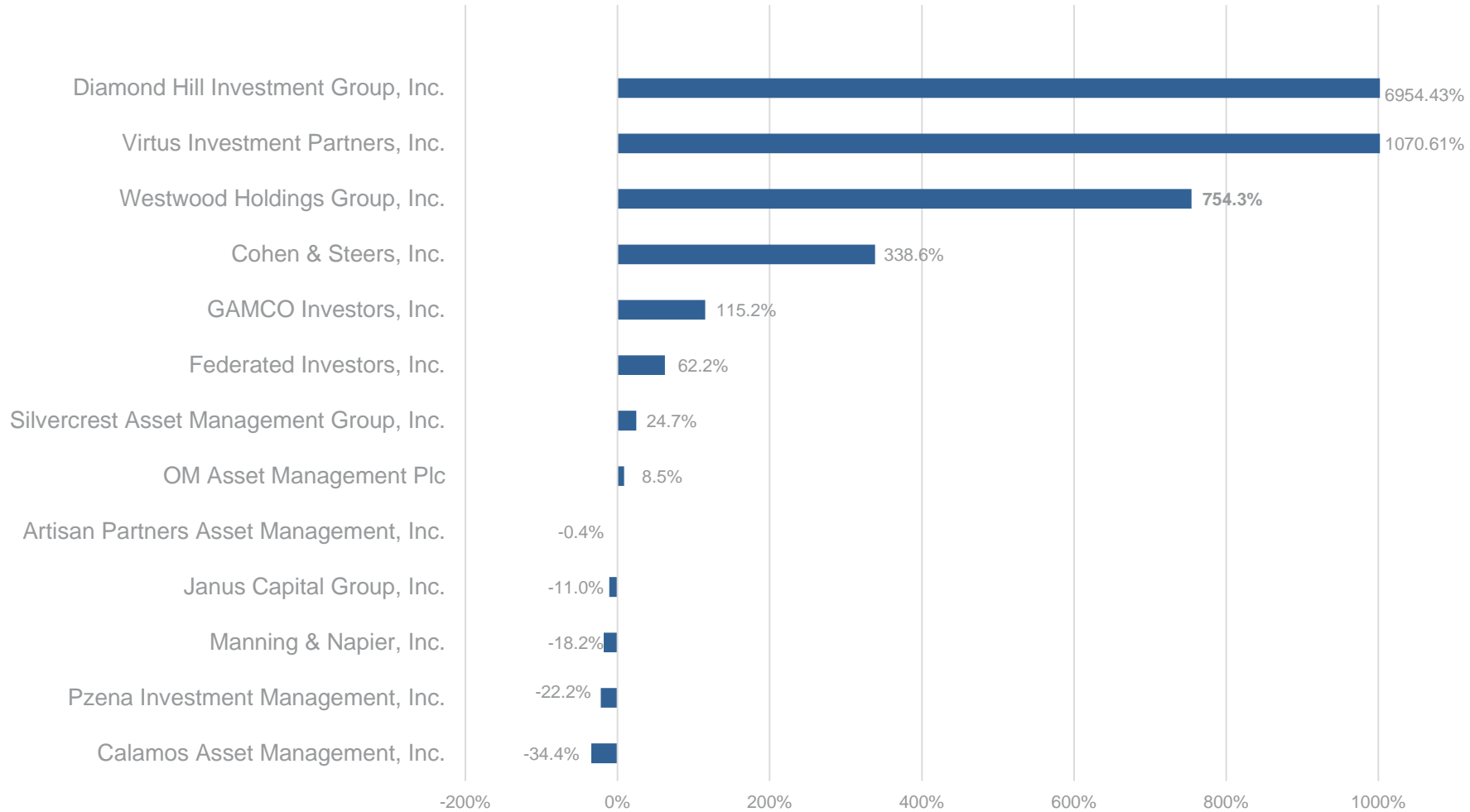
- Independent third party compensation consultant engaged
- New employment agreement for CEO which includes a three-year term, double-trigger change-in-control and no-gross up provisions for taxes
- Stock ownership guidelines adopted for the CEO (6x base salary) and certain other executives (3x base salary) and members of the Board of Directors (5x cash retainer)
- Adopted a clawback policy
- Modified CEO annual incentive plan from a fixed percentage of pre-tax income to a scorecard with multiple pre-established performance goals
- Modified CEO long-term incentive plan from a front-loaded five-year time-based equity award to annual performance-based with additional time-based vesting
- Developed anti-hedging and anti-pledging policies for executives and directors
- Implemented maximum caps on all incentive plans
- Benchmark executives against industry survey data
- Prohibition against back-dating, re-pricing or retroactive equity awards
- Updated peer group of companies to include:

Artisan Partners Asset Management, Inc.  
Cohen & Steers, Inc.  
Federated Investors, Inc.  
Janus Capital Group, Inc.  
OM Asset Management Plc  
Silvercrest Asset Management Group, Inc.  
Wisdom Tree Investments, Inc.

Calamos Asset Management, Inc.  
Diamond Hill Investment Group, Inc.  
GAMCO Investors, Inc.  
Manning & Napier, Inc.  
Pzena Investment Management, Inc.  
Virtus Investment Partners, Inc.



Total Return Since 2002 Westwood Spin-off



Source: Bloomberg

As of December 31, 2016  
 Past performance is not indicative of future results.



Statements in this presentation that are not purely historical facts, including, without limitation, statements about our expected future financial position, preliminary estimates, results of operations or cash flows, as well as other statements including, without limitation, words such as “anticipate,” “believe,” “plan,” “estimate,” “expect,” “intend,” “should,” “could,” “goal,” “may,” “target,” “designed,” “on track,” “comfortable with,” “optimistic” and other similar expressions, constitute forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Actual results and the timing of some events could differ materially from those projected in or contemplated by the forward-looking statements due to a number of factors, including, without limitation, those set forth below:

- the composition and market value of our assets under management;
- regulations adversely affecting the financial services industry;
- competition in the investment management industry;
- our investments in foreign companies;
- our ability to develop and market new investment strategies successfully;
- our ability to pursue and properly integrate acquired businesses;
- litigation risks;
- our ability to retain qualified personnel;
- our relationships with current and potential customers;
- our ability to properly address conflicts of interest;
- our ability to maintain effective information systems;
- our ability to maintain effective cyber security;
- our ability to maintain adequate insurance coverage;
- our ability to maintain an effective system of internal controls;
- our ability to maintain our fee structure in light of competitive fee pressures;
- our relationships with investment consulting firms; and
- the significant concentration of our revenues in a small number of customers.

Additional factors that could cause our actual results to differ materially from our expectations are discussed under the section entitled “Risk Factors” in our Form 10-K for the year ended December 31, 2015 and our quarterly reports on Form 10-Q for the quarters ended March 31, 2016, June 30, 2016, and September 30, 2016 which together with our other filings can be viewed at [www.sec.gov](http://www.sec.gov). You should not unduly rely on these forward-looking statements. Except as required by law, we are not obligated to publicly release any revisions to these forward-looking statements to reflect events or circumstances after the date of this investor presentation or to reflect the occurrence of unanticipated events or otherwise.



## Mutual Fund **Disclaimer**

To determine if a mutual fund is an appropriate investment for you, carefully consider the Fund's investment objectives, risk factors, charges, and expenses before investing. This and other information can be found in the Fund's prospectus, which may be obtained by calling 1.877.FUND.WHG, or by visiting our website at [www.westwoodfunds.com](http://www.westwoodfunds.com). Read the prospectus carefully before investing or sending money.

*The Westwood Funds® are distributed by SEI Investments Distribution Co., which is not affiliated with the Adviser.*

*Mutual fund investing involves risk, including possible loss of principal. There can be no assurance that the Fund will achieve its stated objective, which can be found in the prospectus, or that of the strategy.*

### U.S. Value and Income Funds (I-Shares)

Name	Symbol
LargeCap Value	WHGLX
SMidCap	WHGMX
SMidCap Plus	WHGPX
SmallCap Value	WHGSX
Low Volatility Equity Fund	WLVIX
MLP and Strategic Energy	WMLPX
Income Opportunity	WHGIX
Worldwide Income Opportunity	WWIOX
Market Neutral Income	WMNIX
Short Duration High Yield	WHGHX
Opportunistic High Yield	WWHYX

### Global and Emerging Markets Equity Funds (I-Shares)

Name	Symbol
Emerging Markets	WWEMX
Global Equity	WWGEX
Global Dividend	WWGDX
Strategic Global Convertibles	WSGCX





**Westwood**  
HOLDINGS GROUP, INC ©

[www.westwoodgroup.com](http://www.westwoodgroup.com)

200 Crescent Court Suite 1200 Dallas, Texas 75201

T. 214.756.6900

**WHG**  
**LISTED**  
**NYSE®**