

# **CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED**

## **ANNUAL REPORT**

**FOR THE YEAR ENDED 31 DECEMBER 2010**

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**COMPANY REGISTRATION NUMBER. 2373284**

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## **Board of Directors**

Karl H. Heuss  
Gerhard O. Lohmann  
Juergen Reissfelder

## **Company Secretary**

Paul E. Hare

## **Registered Office**

One Cabot Square  
London E14 4QJ

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

The directors present their report and the audited Financial Statements for the year ended 31 December 2010

### **International Financial Reporting Standards**

Credit Suisse Property Investment Management Limited's 2010 annual accounts have been prepared in accordance with International Financial Reporting Standards and its interpretations ('IFRS') as adopted for use in the European Union ('EU')

The Financial Statements were authorised for issue by the directors on 8 September 2011

### **Business review**

#### ***Profile***

Credit Suisse Group AG ('CSG'), a company domiciled in Switzerland, is the ultimate parent of a worldwide group of companies (collectively referred to as the 'CS group') specialising in Investment Banking, Private Banking and Asset Management

As a leading financial services provider, CS group is committed to delivering its combined financial experience and expertise to corporate, institutional and government clients and high-net-worth individuals worldwide, as well as to retail clients in Switzerland. CS group serves its clients through three divisions, Investment Banking, Private Banking and Asset Management, which co-operate closely to provide holistic financial solutions based on innovative products and specially tailored advice. Founded in 1856, CS group has a truly global reach today, with operations in over 50 countries and 50,100 employees from approximately 100 different nations.

CSG prepares financial statements under US Generally Accepted Accounting Principles ('US GAAP'). These accounts are publicly available and can be found at [www.credit-suisse.com](http://www.credit-suisse.com)

#### Global banking divisions

- Through its Investment Banking division, the CS group supplies investment banking and securities products and services to corporate, institutional and government clients around the world. Its products and services include debt and equity underwriting, sales and trading, mergers and acquisitions (M&A), divestitures, corporate sales, restructuring and investment research.
- Through its Private Banking division, the CS group offers comprehensive advice and a broad range of wealth management solutions, including pension planning, life insurance products, tax planning and wealth and inheritance advice, which is tailored to the needs of high-net-worth individuals worldwide. In Switzerland, it supplies banking products and services to high-net-worth, corporate and retail clients.
- Through its Asset Management division, the CS group supplies products from the full range of investment classes (money market, fixed income, equities, balanced and alternative investments) to meet the needs of institutional, government and private clients globally.

These global divisions are supported by the Shared Services division, which provides corporate services and business support.

Credit Suisse Property Investment Management Limited (the 'Company'), a wholly owned subsidiary of Credit Suisse Asset Management (UK) Holding Limited and an indirect wholly owned subsidiary of CSG, is a limited liability company. The Company's principal activity is the provision of specialist property asset management and consultancy services.

On 1 July, 2009, CSG announced the successful completion of the sale of part of its Global Investors traditional asset management business to Aberdeen Asset Management PLC ('AAM'). It now holds a 23.9% equity stake in AAM, one of the UK's leading institutional asset managers. CSG is represented on the Board of Directors of AAM.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

The comparative 2009 financial statements have been prepared on the basis that the businesses transferred to AAM are a discontinued operation. The Global Investors business sold to AAM, including the costs associated with the transaction and restructuring, has been presented as discontinued operations and therefore has not been included in the income of continuing operations.

### **Performance**

The net operating income from continuing operations for 2010 was £0.29 million (2009 Profit £0.02 million). The Company's operating expenses from continuing operations for the year were £0.01 (2009 £nil).

The net operating income from discontinued operations for 2010 was £nil (2009 £0.91 million). The Company's operating expenses from discontinued operations for the year were £nil (2009 £0.07 million).

The profit attributable to equity holders for the year was £0.19 million (2009 £3.65 million).

As at 31 December 2010, the Company had total assets of £2.17 million (2009 £3.08 million) and total shareholders' equity of £1.98 million (2009 £1.79 million).

Total assets under management as at 31 December 2010 were £nil (2009 £nil). The Company's assets under management have been sold as part of the sale of Global Investors business to AAM.

### **Capital resources**

During the period no additional share capital was issued (2009 £nil).

The Company maintains an actively managed capital base to support the risks inherent in the business.

### **Dividends**

No dividends have been paid for the year ended 31 December 2010 (2009 £nil).

### **Risk management**

The Company's financial risk management objectives and policies and the exposure of the Company to credit risk, liquidity risk and market risk are outlined in Note 16 to the Financial Statements.

### **Subsequent Events**

The Board of Directors have declared an interim dividend of £1.4 million in its board meeting held on 7 January 2011.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

### **Directors**

The names of the directors as at the date of this report are set out on page 2. Changes in the directorate since 31 December 2009 and up to the date of this report are as follows:

#### **Appointments**

Gerhard O. Lohmann 19 April 2010

#### **Resignations**

Mark S. Tickle 19 April 2010

None of the directors who held office at the end of the financial year was beneficially interested, at any time during the year, in the shares of the Company or had any disclosable interest in shares of CS group.

Directors of the Company benefited from qualifying third party indemnity provisions in place during the financial year and at the date of this report.

### **Disclosure of information to auditors**

The directors who held office at the date of approval of this Directors' Report confirm that, so far as they are each aware, there is no relevant audit information of which the Company's auditors are unaware, and each director has taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

### **Employee involvement and employment of disabled persons**

The CS group gives full and fair consideration to disabled persons in employment applications, training and career development including those who become disabled during their period of employment.

The Credit Suisse group has a Disability Interest Forum in place as a UK initiative. This forum:

- provides a support network,
- facilitates information sharing for those with a disability or those caring for a family member or friend with a disability, and
- invites all those who want to participate and who have an interest.

The forum raises awareness of issues related to disability and promotes an environment where disabled employees are supported and are given the opportunity to reach their full potential.

### **Donations**

No charitable donations were made during the year ended 31 December 2010 (2009: £nil).

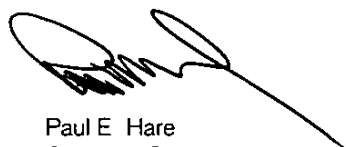
# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2010

### **Auditors**

Pursuant to section 487 of the Companies Act 2006, the auditors will be deemed reappointed and KPMG Audit Plc will therefore continue in office

By Order of the Board



Paul E Hare  
Company Secretary

One Cabot Square  
London E14 4QJ  
8 September 2011

Company Registration Number 2373284

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Directors' Report and Financial Statements in accordance with applicable law and regulations

UK Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the Company financial statements in accordance with IFRS as adopted by the EU and applicable laws

Under Company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period

In preparing these Financial Statements, the directors are required to

- select suitable accounting policies and then apply them consistently,
- make judgements and estimates that are reasonable and prudent,
- state whether they have been prepared in accordance with IFRS as adopted by the EU, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities

Signed on behalf of the Board of Directors on 8 September 2011 by



Gerhard O. Lohmann

## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

We have audited the financial statements of Credit Suisse Property Investment Management Limited for the year ended 31 December 2010 set out on pages 10 to 27. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the EU.

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

### **Respective responsibilities of directors and auditor**

As explained more fully in the Directors' Responsibilities Statement set out on page 7, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit, and express an opinion on, the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the APB's website at - [www.frc.org.uk/apb/scope/private.cfm](http://www.frc.org.uk/apb/scope/private.cfm)

### **Opinion on financial statements**

In our opinion the financial statements

- give a true and fair view of the state of the company's affairs as at 31 December 2010 and of its profit for the year then ended,
- have been properly prepared in accordance with IFRSs as adopted by the EU, and
- have been prepared in accordance with the requirements of the Companies Act 2006

### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.



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## INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

### **Matters on which we are required to report by exception**

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

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



Nicholas J Edmonds  
**(Senior Statutory Auditor)**

**for and on behalf of KPMG Audit Plc, Statutory Auditor**  
Chartered Accountants

London

Date 8 September 2011

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## STATEMENT OF INCOME FOR THE YEAR ENDED 31 DECEMBER 2010

	Note	2010 £000	2009 £000
Interest income	4	18	18
<b>Net interest income</b>		<b>18</b>	<b>18</b>
Net commissions and management fees		269	-
<b>Net non-interest revenues</b>	5	<b>269</b>	<b>-</b>
<b>Net operating income</b>		<b>287</b>	<b>18</b>
Operating Expenses	5	(13)	-
<b>Total operating expenses</b>		<b>(13)</b>	<b>-</b>
<b>Profit before tax from continuing operations</b>		<b>274</b>	<b>18</b>
Income tax expense	6	(89)	(31)
<b>Profit/(loss) after tax from continuing operations</b>		<b>185</b>	<b>(13)</b>
Profit for the period from discontinued operations net of tax		-	611
Gain on sale of discontinued operations		-	3,049
<b>Profit for the period from discontinued operations net of tax</b>	7	<b>-</b>	<b>3,660</b>
<b>Profit after tax</b>		<b>185</b>	<b>3,647</b>
<b>Profit attributable to equity holders of the Company</b>		<b>185</b>	<b>3,647</b>

There were no items of other comprehensive income during the period

The notes on pages 14 to 27 form an integral part of these Financial Statements


# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2010

	Note	2010 £000	2009 £000
<b>Assets</b>			
Cash and due from banks	8	2,171	2,451
Loans and receivables	10	-	632
<b>Total assets</b>		<b>2,171</b>	<b>3,083</b>
<b>Liabilities</b>			
Current tax liabilities		81	-
Other liabilities	11	111	1,289
<b>Total liabilities</b>		<b>192</b>	<b>1,289</b>
<b>Shareholders' equity</b>			
Called-up share capital	12	50	50
Retained earnings		1,929	1,744
<b>Total shareholders' equity</b>		<b>1,979</b>	<b>1,794</b>
<b>Total liabilities and shareholders' equity</b>		<b>2,171</b>	<b>3,083</b>

The notes on pages 14 to 27 form an integral part of these Financial Statements

Approved by the Board of Directors on 8 September 2011 and signed on its behalf by

  
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 Gerhard O. Lohmann

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2010

	<b>Share capital £000</b>	<b>Retained earnings £000</b>	<b>Total shareholders' equity £000</b>
Balance as at 1 January 2010	50	1,744	1,794
Net profit for the year	-	185	185
<b>Balance as at 31 December 2010</b>	<b>50</b>	<b>1,929</b>	<b>1,979</b>

## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2009

	<b>Share capital £000</b>	<b>Retained earnings £000</b>	<b>Total shareholders' equity £000</b>
Balance as at 1 January 2009	50	(1,903)	(1,853)
Net profit for the year	-	3,647	3,647
<b>Balance as at 31 December 2009</b>	<b>50</b>	<b>1,744</b>	<b>1,794</b>

The notes on pages 14 to 27 form an integral part of these Financial Statements

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31 DECEMBER 2010

	Note	2010 £000	2009 £000
<b>Cash flows from continuing operating activities</b>			
Profit/(loss) before taxation		274	18
<b>Items not requiring cash included in profit for the year</b>			
Net interest income		(18)	(18)
<b>Adjustments for:</b>			
Net (decrease)/increase in other liabilities		(1,178)	(2,637)
Net decrease in loans and receivables		632	826
		<b>(546)</b>	<b>(1,811)</b>
Interest received		18	18
Income tax		(8)	-
<b>Net cash generated/(used) in continuing operating activities</b>		<b>(280)</b>	<b>(1,793)</b>
Net cash flows from operating activities of discontinued operations		-	844
Net cash flows from investing activities of discontinued operations		-	3,049
<b>Net cash flows from discontinued operations</b>		<b>-</b>	<b>3,893</b>
<b>Net increase in cash and due from banks</b>		<b>(280)</b>	<b>2,100</b>
<b>Cash and due from banks at 1 January</b>		<b>2,451</b>	<b>351</b>
<b>Cash and due from banks at 31 December</b>	<b>8</b>	<b>2,171</b>	<b>2,451</b>

The notes on pages 14 to 27 form an integral part of these Financial Statements

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 1. General

Credit Suisse Property Investment Management Limited is a company domiciled in Great Britain. The address of the Company's registered office is One Cabot Square, London E14 4QJ.

### 2. Accounting policies

#### a) Statement of compliance

Following the adoption of Regulation EC 1606/2002 on the 19 July 2002 by the European Parliament, the Company is entitled to prepare Financial Statements in accordance with IFRS as adopted by the EU ('Adopted IFRS'), including the standards (International Accounting Standards ('IAS')), as well as the interpretations issued by both the Standing Interpretations Committee ('SIC') and the International Financial Reporting Interpretations Committee ('IFRIC') as applicable to the Company for financial periods beginning 1 January 2005.

#### b) Basis of preparation

The Financial Statements are presented in Great British Pounds ('£' or 'GBP'), rounded to the nearest thousand. They are prepared on the historical cost basis.

The preparation of financial statements in conformity with adopted IFRS requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates. Critical accounting estimates and judgements applied to these Financial Statements are set out in Note 3.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of revision and future periods if the revision has a significant effect on both current and future periods.

#### Standards and interpretations effective in the current period

The Company has adopted the following amendments and interpretations in the current year:

**IFRS 2 Amendments** – The Company has applied Amendments to IFRS2 Group Cash-settled Share-based Payment Transactions, issued on 18 June 2009. The amendments clarify the scope and the accounting for group cash-settled share-based payment transactions of the entity receiving the goods or services when that entity has the obligation to settle the share-based payment transaction. It also requires the application of the standard in accounting for all share-based payment transactions, whether or not the entity can identify specifically some or all the goods or services received.

#### Standards and Interpretations in issue but not yet effective

The Company is not required to adopt the following standards and interpretations which are issued but not yet effective:

- **Revised IAS 24 Related Party Disclosures** - The objective of the revised IAS 24 is to simplify and ensure that an entity's financial statements contain the disclosures necessary to draw attention to the possibility that its financial position and income or loss may have been affected by the existence of related parties and by transactions and outstanding balances with such parties.
- **Improvements to IFRSs (Issued by IASB in May 2010)** - These amendments which resulted from IASB's annual improvements project comprise amendments that result in accounting charges for presentation, recognition or measurement purposes as well as terminology or editorial amendments related to a variety of individual IFRS standards.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 2 Accounting policies (continued)

- IFRIC 14 Amendment to Prepayments of a Minimum Funding Requirement - The amendments correct an unintended consequence of IFRIC 14 IAS 19 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction. Without the amendments, in some circumstances entities are not permitted to recognise as an asset some voluntary prepayments for minimum funding contributions.
- IFRIC 19 - Extinguishing Financial Liabilities with Equity Instruments - IFRIC 19 addresses only the accounting by the entity that issues equity instruments in order to settle, in full or in part, a financial liability. It does not address the accounting by the creditor (lender).

The expected impact of the standards and interpretations issued but not yet effective is still being assessed, however, the Company does not anticipate that the above interpretations will have a material impact on the Financial Statements in the period of initial application.

#### c) Basis of Consolidation

The Company has not consolidated its subsidiaries for the purpose of these financial statements as the Company is a wholly owned subsidiary of Credit Suisse Asset Management (UK) Holding Limited, a company registered in England and Wales, which itself prepares consolidated accounts. The Company has taken advantage of the exemption of Section 400 of the Companies Act 2006 not to prepare group accounts.

#### d) Contingent liabilities

Contingent liabilities are possible obligations that arise from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity or are present obligations where it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability. A contingent liability is not recognised as a liability but is disclosed, unless the possibility is remote. A contingent liability, acquired under a business combination, is recognised at fair value.

#### e) Discontinued operations

The revenues and expenses are classified as discontinued operations where they represent the sale of a major line of business (refer to Note 7).

#### f) Revenue

Fee revenue is recognised from a diverse range of services provided to its customers. Fee income earned from the provision of services is recognised as revenue when the services are provided. A fee for advisory services is accrued and recognised as earned.

Performance linked fees or fee components are recognised when the recognition criteria are fulfilled.

In an agency relationship, the gross inflows of economic benefits include amounts collected on behalf of the principal and which do not result in increases in equity for the entity. The amounts collected on behalf of the principal are not revenue. Instead, revenue is the amount of commission.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 2. Accounting policies (continued)

#### g) Dividends

Dividends are recognised when declared as a reduction in equity along with the corresponding liability equalling the amount payable

#### h) Cash and due from banks

For the purposes of the statement of cash flow, cash and due from banks include cash at bank and in hand and bank overdrafts. Bank overdrafts are shown within financial liabilities in the statement of financial position.

#### i) Loans payable and other liabilities

Loans payable and other liabilities are recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method.

#### j) Income tax

Income tax on the profit or loss for the year comprises of current income tax. Income tax is recognised in the statement of income except to the extent that it relates to items recognised directly in equity, in which case the income tax is recognised in equity. For items initially recognised in equity and subsequently recognised in the statement of income, the related income tax initially recognised in equity is also subsequently recognised in the statement of income. Current tax is the expected tax payable on the taxable income for the year and includes any adjustment to tax payable in respect of previous years. Current tax is calculated using tax rates enacted or substantially enacted at the reporting date.

Information as to the calculation of income tax on the profit or loss for the year presented is included in Note 6.

#### k) Foreign currency

The Company's functional currency is GBP. Transactions denominated in currencies other than GBP are translated at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at reporting date are translated to GBP at the foreign exchange rate ruling at that date. Foreign exchange differences arising from translation are recognised in the statement of income. Non-monetary assets and liabilities denominated in foreign currencies at reporting date are not revalued for movements in foreign exchange rates.

#### l) Net interest income

Interest income and expense is recognised for all financial assets and liabilities measured at amortised cost using the effective interest method.

#### m) Financial assets

The Company's management determines the classification of the Company's financial assets at initial recognition into one of the following categories: other loans and receivables, held-to-maturity financial assets, available for sale financial assets and financial assets at fair value through profit or loss, and re-evaluates this designation at each reporting date.

Other loans and receivables are initially recorded at fair value plus any directly attributable transaction costs and subsequently are amortised on an effective yield basis, less impairment losses.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or where the Company has transferred substantially all of the risks and rewards of ownership.

#### n) Financial liabilities

Financial liabilities include intra-group borrowings and payables. Intra-group borrowings and payables are recognised initially at fair value net of transaction costs. These liabilities are subsequently stated at amortised cost using the effective interest rate method.



# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 2 Accounting policies (continued)

Financial liabilities are classified as current unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date

#### o) Interest on loans and receivables

Interest on cash balances is accrued and recognised when earned

### 3 Critical accounting estimates and judgements

#### Income taxes

#### Tax contingencies

Significant judgement is required in determining the effective tax rate and in evaluating certain tax positions. The Company may accrue for tax contingencies despite the belief that positions taken in tax returns are always fully supportable. Tax contingency accruals are adjusted due to changing facts and circumstances, such as case law, progress of audits or when an event occurs requiring a change to the tax contingency accruals. The Company's management regularly assesses the appropriateness of provisions for income taxes. The Company's management believes that it has appropriately accrued for any contingent tax liabilities.

#### Transfer pricing

Tax transfer pricing charges are determined based on arm's length pricing principles. These net charges are adjusted as required due to evolving facts and changes in tax laws, progress of tax authority audits as well as tax authority negotiated arrangements for current and prior periods. Management continuously assesses these factors and makes adjustments as required.

### 4 Net interest income

The following table sets forth the details of interest income

	2010 £000	2009 £000
Interest income on cash and due from banks	18	18
<b>Net interest income</b>	<b>18</b>	<b>18</b>

### 5 Non-interest revenues

The following table sets forth the details of commissions and fees

	2010 £000	2009 £000
Management fees	269	-
<b>Net commissions and management fees</b>	<b>269</b>	<b>-</b>

The following table sets forth the details of operating expenses

	2010 £000	2009 £000
Other operating expenses	13	-
<b>Net operating expenses</b>	<b>13</b>	<b>-</b>

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 6. Taxation

#### Analysis of tax charge in the year

Current tax	2010 £000	2009 £000
Current tax on loss of the period	76	233
Adjustments in respect of previous periods	13	30
<b>Current tax expense</b>	<b>89</b>	<b>263</b>
Less Current tax expense on discontinued operations (refer to Note 7)	-	232
<b>Total current tax charge relating to continuing operations</b>	<b>89</b>	<b>31</b>

Current tax of £nil (2009 £nil) and deferred tax of £nil (2009 £nil) was charged directly to equity

The income tax charge for the year can be reconciled to the profit per the statement of income as follows

	2010 £000	2009 £000
Profit before tax	274	3,911
Profit before tax multiplied by the UK statutory rate of corporation tax at the rate of 28% (2009 28%)	76	1,095
Other permanent differences	-	(8)
Non taxable gain	-	(854)
Adjustments to current tax in respect of previous periods	13	30
<b>Income tax expense</b>	<b>89</b>	<b>263</b>
Less current tax on discontinued operations (refer to Note 6)	-	232
<b>Income tax charge relating to continuing operations</b>	<b>89</b>	<b>31</b>

The UK corporation tax rate will reduce from 28% to 26% effective from 1 April 2011 and further reduce to 25% from 1 April 2012. This will reduce the group's future current tax charge accordingly.

### 7 Discontinued operations

#### *Sale of part of Global Investors business to Aberdeen Asset Management*

On 1 July 2009, CSG announced the successful completion of the sale of part of its Global Investors traditional asset management business to AAM. It now holds a 23.9% equity stake in AAM, one of the UK's leading institutional asset managers. CSG is represented on the Board of Directors of AAM.

The traditional asset management business that was sold to AAM, including the costs associated with the transaction and restructuring, has been presented as discontinued operations and therefore has not been included in the profit of continuing operations.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 7 Discontinued operations (continued)

#### Profit/(loss) from discontinued operations

	2010	2009
	£000	£000
Net revenues	-	914
Total expenses	-	(71)
<b>Profit/(loss) from operating activities of discontinued operations before tax</b>	<b>-</b>	<b>843</b>
Income tax (expense)/benefit relating to discontinued operations	-	(232)
<b>Profit/(loss) from operating activities discontinued operations, net of tax</b>	<b>-</b>	<b>611</b>
Gain on sale of discontinued operations	-	3,049
Income tax on gain on sale of discontinued operations	-	-
<b>Profit/(loss) for the period from discontinued operations</b>	<b>-</b>	<b>3,660</b>

### 8 Cash and due from Banks

	2010	2009
	£000	£000
Cash at bank and in hand	2,171	2,451
<b>Total cash and due from Banks</b>	<b>2,171</b>	<b>2,451</b>

Cash at bank earns interest at floating rates based on daily bank deposit rates. The book value of cash and due from Banks approximates to their fair value. The Company's exposure to credit risk is represented by the carrying value of the assets.

### 9 Investment in subsidiaries

The Company's following subsidiary undertakings, which are wholly owned and incorporated in Great Britain and registered in England and Wales, were sold on 1 July 2009 to AAM.

Name	Description	Share capital £
Cockspur Property (General Partner) Limited	Provision of property management services	1
Cockspur Property Nominee (No 1) Limited	Provision of nominee services	1
Courts Nominees Limited	Provision of nominee services	2

The board of directors has approved the dissolution of following subsidiary on 20 January 2010.

Name	Description	Share capital £
Mare Nominees Limited	Provision of nominee services	1

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 10 Loans and receivables

	2010 £000	2009 £000
Prepayments and accrued income	-	209
Amounts owed by Credit Suisse group companies	-	415
Corporation tax recoverable – group relief	-	8
<b>Total loans and receivables</b>	<b>-</b>	<b>632</b>

The directors consider that the carrying amount of loans and receivables approximates to their fair value

### Ageing of past due receivables

2010	1-30 days £000	31-60 days £000	Over 60 days £000
Accounts receivable	-	-	-
<b>2009</b>	<b>1-30 days £000</b>	<b>31-60 days £000</b>	<b>Over 60 days £000</b>
Accounts receivable	-	-	14

No receivables are deemed impaired therefore no provision for doubtful debts have been made

### 11. Other liabilities

	2010 £000	2009 £000
Amounts owed to Credit Suisse group companies	111	1,140
Other liabilities	-	149
<b>Total other liabilities</b>	<b>111</b>	<b>1,289</b>

The directors consider that the carrying amount of trade and other payables approximates to their fair value

### 12. Called-up share capital

	2010 £000	2009 £000
<b>Allotted, called-up and fully paid</b>		
'A' Ordinary shares of £1 each 25,000	25	25
'B' Founder shares of £1 each 1,500	2	2
'B' Ordinary shares of £1 each 23,500	23	23
<b>Total called-up share capital</b>	<b>50</b>	<b>50</b>

The 'A' Ordinary shares entitle the holder to one vote on a show of hands at a general meeting and to three votes in the case of a poll or proxy. The holders of a majority of the 'A' shares shall appoint four persons to be directors of the Company. The 'B' Founder shares entitle the holder to one vote on a show of hands at a general meeting and to fifty votes in the case of a poll or proxy. The holders of a majority of the 'B' Founder shares shall appoint three persons to be directors of the Company. The holders of 'B' Ordinary shares are not entitled to vote at general meetings. In all other respects the shares rank par passu and are all considered to be equity shares.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 13. Related party transactions

The Company is wholly owned by Credit Suisse Asset Management (UK) Holding Limited, incorporated in the UK. The ultimate parent company is Credit Suisse Group AG, which is incorporated in Switzerland

Copies of the accounts of Credit Suisse Asset Management (UK) Holding Limited and group accounts of the ultimate parent company, which are those of the smallest and largest groups in which the results of the Company are consolidated, are available to the public and may be obtained from The Registrar of Companies, Companies House, Crown Way, Mandy, Cardiff and Credit Suisse Group AG, Paradeplatz, P O Box 1, 8070 Zurich, respectively

The following table sets forth the details of related party balances and transactions

#### a) Related party assets and liabilities

	2010 £000	2009 £000
	Fellow Credit Suisse group Companies	Fellow Credit Suisse group Companies
<b>Assets</b>		
Amounts owed by Credit Suisse group companies	-	423
<b>Total assets</b>	-	<b>423</b>
<b>Liabilities</b>		
Amounts owed to Credit Suisse group companies	111	1,140
<b>Total liabilities</b>	<b>111</b>	<b>1,140</b>

#### b) Related party revenues and expenses

	2010 £000	2009 £000
	Fellow Credit Suisse group Companies	Fellow Credit Suisse group Companies
<b>Net commissions and fees</b>		
- Discontinued Operations	-	131
<b>Total net commission and fees</b>	-	<b>131</b>
<b>Total non-interest revenues</b>	-	<b>131</b>
<b>Administrative expenses</b>		
- Discontinued Operations	-	(588)
<b>Total Administrative expenses</b>	-	<b>(588)</b>
<b>Total operating expenses</b>	-	<b>(588)</b>

### 14 Employees

The Company did not have any employees during the year (2009 nil) The directors received no emoluments in respect of their services to the Company (2009 nil)

### 15. Auditors' remuneration

The fee liability of £7,000 (2009 £7,000) associated with the audit of the Financial Statements was met by the immediate parent undertaking, Credit Suisse Asset Management (UK) Holding Limited

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 16. Financial risk management

#### a) Overview

The CS group, of which the Company is a part, manages its risks under global policies. The CS group risk management process is designed to ensure that there are sufficient controls to measure, monitor and control risks in accordance with CS group's control framework and in consideration of industry best practices. The primary responsibility for risk management lies with CS group's senior business line managers. They are held accountable for all risks associated with their businesses, including counterparty risk, market risk, liquidity risk, operational risk, legal risk and reputational risk.

#### Risk management principles

The prudent taking of risk is fundamental to the business of the CS group. The primary objectives of risk management are to protect the financial strength and the reputation of the CS group, while looking to ensure that capital is well deployed to maximise income and shareholder value. CS group's risk management framework is based on the following principles, which apply universally across all businesses and risk types:

- Protection of financial strength. CS group manages risk in order to limit the impact of potentially adverse events on CS group's capital and income. CS group's risk appetite is to be consistent with its financial resources.
- Protection of reputation. The value of the CS group franchise depends on its reputation. Protecting a strong reputation is both fundamental and an overriding concern for all staff members.
- Risk transparency. Risk transparency is essential so that risks are well understood by senior management and members of the CSG Board of Directors and can be balanced against business goals.
- Management accountability. CS group is organised into segments that own the comprehensive risks assumed through their operations. Management of each segment is responsible for the ongoing management of their respective risk exposures and earning a sufficient long term return for the risks taken.
- Independent oversight. Risk management is a structured process to identify, measure, monitor and report risk. The risk management, controlling and legal and compliance functions operate independently of the front office to ensure the integrity of the CS group's control processes. The risk management functions are responsible for implementing all relevant risk policies, developing tools to assist senior management to determine risk appetite and assessing the overall risk profile of CS group.

#### Risk management oversight

Risk management oversight is performed at several levels in the organisation. Key responsibilities lie with the following management bodies and committees:

##### Risk management oversight at the Credit Suisse group management level

- Credit Suisse Executive Management (Chief Executive Officer and Executive Board). Responsible for implementing the strategy and actively managing its portfolio of businesses and its risk profile with the objective of balancing risk and return appropriately in the prevailing market conditions.
- Credit Suisse Chief Risk Officer ('CRO'). Responsible for establishing an organisational basis to manage all risk management matters of CS group through the four primary risk functions independent of the front office, which are described below.
- Strategic Risk Management ('SRM'). SRM is responsible for assessing the overall risk profile on a CS group-wide, portfolio level and for individual businesses, and recommending corrective action where necessary.
- Risk Measurement and Management ('RMM'). RMM is responsible for the measurement and reporting of credit risk, market risk, operational risk and economic risk capital data, managing risk limits and establishing policies on market risk and economic risk capital.
- Credit Risk Management ('CRM'). CRM is headed by the Chief Credit Officer with responsibility for approving credit limits, monitoring and managing individual exposures and assessing and managing the quality of the segment and business area's credit portfolios and allowances.
- Bank Operational Risk Oversight ('BORO'). BORO is responsible for oversight of CS group's operational risk, including governance and policy aspects, development and reporting of key risk indicators as well as operational risk capital management and allocation.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 16. Financial risk management (Continued)

#### Credit Suisse risk management committees

- Capital Allocation and Risk Management Committee ('CARMC') is responsible for supervising and directing the CS group risk profile on a consolidated basis, recommending risk limits to the CSG Board of Directors and its Risk Committee and for establishing and allocating risk limits within CS group. CARMC meetings focus on the following three topics on a rotating basis: Asset and Liability Management, Position Risk for Market and Credit Risk, and Operational Risk.
- Risk Processes and Standards Committee ('RPSC') is responsible for establishing and approving standards regarding risk management and risk measurement, including methodology and parameters.
- Credit Portfolio and Provisions Review Committee is responsible for reviewing the quality of the credit portfolio, with a focus on the development of impaired assets and the assessment of related provisions and valuation allowances.
- Reputational Risk Review Committee is responsible for setting the policy and reviewing processes regarding reputational risks within CS group.
- Divisional Risk Management Committees ('RMC') Within the investment banking, private banking and asset management segments of the CS group, the respective divisional RMCs are established to manage risk on a divisional basis.

The Company has exposure to the following financial risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

#### **b) Credit risk**

##### Maximum exposure to credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

The Company does not undertake lending activity as part of its business. Its debtors typically consist of amounts which arise incidentally to its business, for example, management fee income receivable and intercompany receivables. For debtors it should be noted that the Company has a mandate to debit fees directly from its client's portfolio in the majority of cases. This would further mitigate the credit risk exposure in relation to the fee income receivable. The Company only deposits cash with reputable banks of good credit rating. The Company monitors these banks for any changes to their credit rating.

##### **Maximum exposure to credit risk before collateral held or other credit enhancements**

	2010	2009
	£000	£000
Cash and due from Banks	2,171	2,451
Loans and receivables	-	209
Amounts owed by Credit Suisse group companies	-	415
<b>Total financial assets</b>	<b>2,171</b>	<b>3,075</b>

The amounts in the above table are based on carrying value. For disclosure on past due receivables refer to Note 10.

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 16. Financial risk management (Continued)

#### c) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting the obligations associated with its financial liabilities. In the ordinary course of business the Company enters into transactions which result in financial liabilities. The Treasury department manages the day-to-day liquidity position of the CS group. The Company is managed within the framework below.

Liquidity is managed as a central CS group function to ensure that sufficient funds are either on hand or readily available at short notice. These funds are raised directly by CS group and its branches, with access to stable deposit-based core funds and the inter-bank markets. The Company has unrestricted and direct access to funding sourced by CS group. The following table sets out details of the remaining undiscounted contractual maturity for financial liabilities.

#### 2010

	On demand £000	Due within 3 months £000	Due between 3 and 12 months £000	Due between 1 and 5 years £000	Due after 5 years £000	Total £000
Amounts owed to Credit Suisse group companies	111	-	-	-	-	111
Other liabilities	-	-	-	-	-	-
<b>Total financial liabilities</b>	<b>111</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>111</b>

#### 2009

	On demand £000	Due within 3 months £000	Due between 3 and 12 months £000	Due between 1 and 5 years £000	Due after 5 years £000	Total £000
Amounts owed to Credit Suisse group companies	1,140	-	-	-	-	1,140
Other liabilities	149	-	-	-	-	149
<b>Total financial liabilities</b>	<b>1,289</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,289</b>

#### d) Market risk

Market risk embodies the potential for both losses and gains and includes currency risk, interest rate risk and other price risk. The Company deems interest rate risk and price risk as immaterial.

#### Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company may enter into transactions denominated in currencies other than its functional currency. Consequently the Company is exposed to risks that the exchange rate of its currency relative to other foreign currencies may change in a manner that has an adverse effect on the value of that portion of the Company's assets or liabilities denominated in currencies other than GBP.

A process for managing foreign exchange risk related to accrued net income and net assets was implemented in early 2008. The new process is to centrally and systematically manage foreign exchange risk with a focus on risk reduction and diversification. Any currency risk that materialises will be managed centrally by the CS group through the Foreign Currency Exposure Management ('FCEM') process, utilising currency hedges at the CS group level. As at 31 December 2010, the Company had £nil (2009: £nil) foreign currency exposure on net assets.



# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 16 Financial risk management (Continued)

#### Interest rate risk

The Company is subject to interest rate risk based on the variable interest earned/charged on the bank balances and loan. The maximum exposure when calculated on year end balances is £2.2 million (2009: £2.5 million). The Company does not actively manage this risk.

A change of 50 basis points in interest rates at the reporting date would have increased / (decreased), equity and profit or loss by £7,815 / (£7,815) (2009: £8,822 / (£8,822)). This calculation assumed that the change occurred at the reporting date and had been applied to risk exposures existing at that date and is stated net of income tax assuming the corporation tax rate of 28% (2009: 28%).

#### Price risk

Price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting similar financial instruments traded in the market. Management does not actively monitor this risk as they do not believe there is a reasonable possibility the price of the units will move.

#### e) Fair value of financial instruments

The following table details the fair value of financial instruments for which it is practical to estimate that value, whether or not this is reported in the Company's Financial Statements. All non-financial instruments are excluded.

2010	Fair value £000	Book value £000
Cash at bank and in hand	2,171	2,171
Loans and receivables	-	-
Amounts owed by Credit Suisse group companies	-	-
Corporation tax recoverable	-	-
<b>Financial assets</b>	<b>2,171</b>	<b>2,171</b>
Amounts owed to Credit Suisse group companies	111	111
Other liabilities amortised at cost	-	-
<b>Financial liabilities</b>	<b>111</b>	<b>111</b>
2009	Fair value £000	Book value £000
Cash at bank and in hand	2,451	2,451
Loans and receivables	209	209
Amounts owed by Credit Suisse group companies	415	415
Corporation tax recoverable	8	8
<b>Financial assets</b>	<b>3,083</b>	<b>3,083</b>
Amounts owed to Credit Suisse group companies	1,140	1,140
Other liabilities amortised at cost	149	149
<b>Financial liabilities</b>	<b>1,289</b>	<b>1,289</b>

# CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

### 16 Financial risk management (Continued)

#### f) Country risk

Country risk is the risk of a substantial, systemic loss of value in the financial assets of a country or group of countries, which may be caused by dislocations in the credit, equity, and/or currency markets. CS group's major operating divisions all assume country risk in a variety of ways. The setting of limits for this risk is the responsibility of CARMC based on the recommendations of CRM, SRM and CS group's economists.

Country limits for emerging markets are approved annually by the Board of Directors of CSG, following recommendations from CARMC. The measurement of exposures against country limits is undertaken by RMM with weekly reports to senior management and monthly reports to CARMC. For trading positions, country risk is a function of the mark-to-market exposure and currency of the position, while for loans and related facilities country risk is a function of the amount and currency that CS group has lent or committed to lend. The day-to-day management of country exposure is assigned to each of the core businesses in accordance with its business authorisations and limit allocations. RMM and CRM provide independent oversight to ensure that the core businesses operate within their limits. CRM is responsible for periodically adjusting these limits to reflect changing credit fundamentals and business volumes.

#### g) Legal risk

The Company faces significant legal risks in its businesses. Legal risks include, among other things, disputes over the terms of trades and other transactions in which the Company acts as principal, the unenforceability or inadequacy of the documentation used to give effect to transactions in which the Company participates, investment suitability concerns, compliance with the laws and regulations (including change in laws or regulations) of the many countries in which the Company does business, and disputes with its employees. Some of these transactions or disputes result in potential or actual litigation that the Company must incur legal expenses to defend.

The Company is subject to extensive regulation in the conduct of its investment business. A failure to comply with applicable regulations could result in regulatory investigations, fines and restrictions on some of the Company's business activities or other sanctions. The Company seeks to minimise legal risk through the adoption of compliance and other policies and procedures, continuing to refine controls over business practices and behaviour, employee training sessions, the use of appropriate legal documentation, and the involvement of the Legal and Compliance department and outside legal counsel.

#### h) Operational risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. CS group's primary aim is the early identification, recording, assessment, monitoring, prevention and mitigation of operational risks, as well as timely and meaningful management reporting. Where appropriate, CS group transfers operational risks to third-party insurance companies.

Operational risk is inherent in most aspects of the CS group's activities and comprises a large number of disparate risks. While market and credit risk are often chosen for the prospect of gain, operational risk is normally accepted as a necessary consequence of doing business. In comparison to market or credit risk, the sources of operational risk are difficult to identify comprehensively and the amount of risk is also intrinsically difficult to measure. CS group therefore manages operational risk differently from market and credit risk. CS group believes that effective management of operational risks requires ownership by the management responsible for the relevant business process. Operational risk is thus controlled through a network of controls, procedures, reports and responsibilities.

Within the CS group, each individual business area and management level takes responsibility for its own operational risks and provides adequate resources and procedures for the management of those risks. Each segment takes responsibility for its own operational risks and has a dedicated operational risk function. In addition, CS group has established a central team within the Chief Risk Officer function that focuses on the coordination of consistent policy, tools and practices throughout CS group for the management, measurement, monitoring and reporting of relevant operational risks. This team is responsible for the overall operational risk measurement methodology and capital calculations. Knowledge and experience are shared throughout CS group to maintain a coordinated approach.

## CREDIT SUISSE PROPERTY INVESTMENT MANAGEMENT LIMITED

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2010

#### **16 Financial risk management (Continued)**

In addition to the quarterly CS group CARMC meetings covering operational risk, regular risk committees meet at the divisional level, where operational risk exposures are discussed, with representation from senior staff in all the relevant functions. CS group utilises a number of group-wide tools for the management, measurement, monitoring and reporting of operational risk. These include self-assessments, the collection, reporting and analysis of internal and external loss data, and key risk indicator reporting.

CS group has employed the same methodology to calculate the economic risk capital for operational risk since 2000, and uses a similar methodology for the Advanced Measurement Approach under the Basel II Accord. This methodology is based upon the identification of a number of key risk scenarios that describe all of the major operational risks that CS group currently faces. Groups of senior staff review each scenario and discuss how likely it is to occur and the potential severity of loss if it were to happen. Internal and external loss data, along with certain business environment and internal control factors (for example self-assessment results, key risk indicators) are considered as part of this process. Based on the output from these meetings, CS group enters the scenario probabilities and severities into an event model that generates a loss distribution. Insurance mitigation is included in the capital assessment where appropriate, by considering the level of insurance coverage for each scenario, incorporating haircuts as appropriate. Based on the loss distribution, the level of capital required to cover operational risk can then be calculated.

#### **i) Reputational risk**

CS group's policy is to avoid any action or transaction that brings with it a potentially unacceptable level of risk to its reputation. Reputational risk may arise from a variety of sources, including the nature or purpose of a proposed transaction, the identity or nature of a potential client, the regulatory or political climate in which the business will be transacted or significant public attention surrounding the transaction itself. Where the presence of these or other factors gives rise to potential reputational risk for CS group, the relevant business proposal is required to be submitted to CS group's Reputational Risk Review Process. This involves a vetting of the proposal by senior business management, and its subsequent referral to one of CS group's Reputational Risk Approvers, each of whom is independent of the business divisions and has authority to approve, reject, or impose conditions on CS group's participation.