

**GBE Brokers Ltd**  
**PILLAR III DISCLOSURES**

According to Directives DI144-2014-14 and DI144-2014-15 of the Cyprus Securities & Exchange Commission for the prudential supervision of investment firms and Part Eight of Regulation (EU) No 575/2013 of the European Parliament and of the Council on prudential requirements for credit institutions and investment firms

**YEAR ENDED 31 DECEMBER 2015**

**April 2016**

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## 1. Overview

### 1.1 CIF Information

GBE Brokers Ltd (hereinafter the “Company”) was incorporated in the Republic of Cyprus on 5 August 2013 as a limited liability company with registration number HE 324205 and its principal activity is the provision of financial services. The Company was licensed by the CySEC with number CIF 240/14 to provide financial services, on 27 June 2014 and the licence was activated on 23 June 2015.

Table 1 below illustrates the current licence information of the Company:

**Table 1 – Company Licence Information (based on the Third Appendix of the Law 144(I)/2007-2014)**

		Investment Services and Activities								Ancillary Services						
		1	2	3	4	5	6	7	8	1	2	3	4	5	6	7
Financial Instruments	1	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	2	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	3	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	4	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	5	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	6	✓	✓	✓	-	-	-	-	-	✓	✓		✓			-
	7	✓	✓	✓	-	-	-	-	-	✓	✓			✓		-
	8	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	9	✓	✓	✓	-	-	-	-	-	✓	✓			✓		
	10	✓	✓	✓	-	-	-	-	-	✓	✓			✓		-

The Company is authorised to provide the following **Investment Services**, in accordance with Part I of the Third Appendix of the Law 144(I)/2007-2014):

1. Reception and transmission of orders in relation to one or more financial instruments
2. Execution of orders on behalf of clients
3. Dealing on own account

The Company is authorised to provide the following **Ancillary Services**, in accordance with Part II of the Third Appendix of the Law 144(I)/2007-2014):

1. Safekeeping and administration of financial instruments for the account of clients, including custodianship and related services such as cash/collateral management
2. Granting credits or loans to one or more financial instruments, where the firm granting the credit or loan is involved in the transaction
3. Foreign exchange services where these are connected to the provision of investment services
4. Investment research and financial analysis or other forms of general recommendation relating to transactions in financial instruments

The Company is authorised to provide the aforementioned investment and ancillary services, as applicable for each service, for the following Financial Instruments, in accordance with Part III of the Third Appendix of the Law 144(I)/2007-2014:

1. Transferable Securities

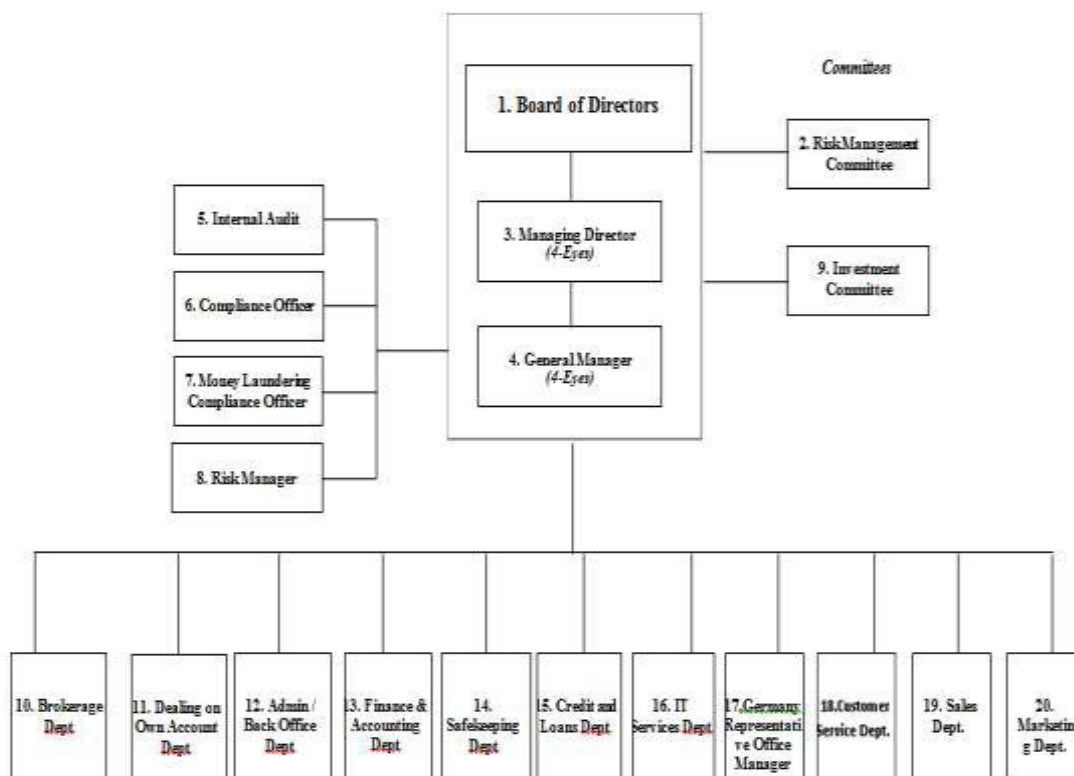
2. Money Market Instruments
3. Units in Collective Investment Undertakings
4. Options, futures, swaps, forward rate agreements and any other derivative contracts relating to securities, currencies, interest rates or yields, or other derivatives instruments, financial indices or financial measures which may be settled physically or in cash.
5. Options, futures, swaps, forward rate agreements and any other derivative contracts relating to commodities that must be settled in cash or may be settled in cash at the option of one of the parties (otherwise than by reason of a default or other termination event).
6. Options, futures, swaps, and any other derivative contract relating to commodities that can be physically settled provided that they are traded on a regulated market or/and an MTF
7. Options, futures, swaps, forwards and any other derivative contracts relating to commodities, that can be physically settled not otherwise mentioned in point 6 of Part III and not being for commercial purposes, which have the characteristics of other derivative financial instruments, having regard to whether, inter alia, they are cleared and settled through recognised clearing houses or are subject to regular margin calls
8. Derivative instruments for the transfer of credit risk
9. Financial contracts for differences
10. Options, futures, swaps, forward rate agreements and any other derivative contracts relating to climatic variables, freight rates, emission allowances or inflation rates or other official economic statistics that must be settled in cash or may be settled in cash at the option of one of the parties (otherwise than by reason of a default or other termination event), as well as any other derivative contract relating to assets, rights, obligations, indices and measures not otherwise mentioned in this Part, which have the characteristics of other derivative financial instruments, having regard to whether, inter alia, they are traded on a regulated market or an MTF, are cleared and settled through recognised clearing houses or are subject to regular margin calls.

Moreover, the Company is categorised as “**Full Scope**” CIF with minimum/initial capital requirement of €730,000.

## **1.2. Scope of application**

The Company is publishing the disclosures on an individual (solo) basis.

### 1.3. Organisational Structure



### 1.4. Regulatory framework overview

This report has been prepared in accordance with Section 4 (Paragraph. 32) of the Cyprus Securities and Exchange Commission (hereinafter the “CySEC”) Directive DI144-2014-14 of 2014 (the „Directive”) for the prudential supervision of investment firms which implements the Regulation 575/2013 (the “Regulation” or CRR) and the European Directive 2013/36/EU (the “European Directive” or CRD IV).

CRR establishes the prudential requirements for capital, liquidity and leverage that entities need to abide by. Furthermore, CRR introduced significant changes in the prudential regulatory regime applicable to Investment Firms including amended minimum capital ratios, changes to the definition of capital and the calculation or risk weighted assets and the introduction of new measures relating to leverage, liquidity and funding. Additionally, CRR permits a transition period for certain of the enhanced capital requirements and certain other measures, such as the leverage ratio, which are not expected to be fully implemented until 2018. CRR is immediately binding on all EU member states. CRD IV governs access to internal governance arrangements including remuneration, board composition and transparency.

The Regulation framework consists of a three “Pillar” approach:

- **Pillar I** establishes minimum capital requirements, defines eligible capital instruments, and prescribes rules for calculating RWA.
- **Pillar II** requires firms and supervisors to take a view on whether a firm should hold additional capital against risks considered under Pillar I that are not fully captured by the Pillar I process (e.g. credit concentration risk); those risks not taken into account by the Pillar I process (e.g. interest rate risk in the banking book, business and strategic risk); and factors external to the firm (e.g. business cycle effects). Pillar II connects the regulatory capital requirements to the Company's internal capital adequacy assessment procedures (ICAAP) and to the reliability of its internal control structures. The function of Pillar II is to provide communication between supervisors and investment firms on a continuous basis and to evaluate how well the investment firms are assessing their capital needs relative to their risks. If a deficiency arises, prompt and decisive action is taken to restore the appropriate relationship of capital to risk.
- **Pillar III - Market Discipline** requires the disclosure of information regarding the risk management policies of the Company, as well as the results of the calculations of minimum capital requirements, together with concise information as to the composition of original own funds.

According to the Directive, the risk management disclosures should be included in either the financial statements of the investment firms if these are published, or on their websites. The Pillar III disclosure requirements are contained in Articles 431 to 455 of the Regulation. In addition, these disclosures must be verified by the external auditors of the investment firm. The investment firm will be responsible to submit its external auditors' verification report to CySEC. The Company has included its risk management disclosures as per the Directive on its website as it does not publish its financial statements. Verification of these disclosures has been made by the external auditors and sent to CySEC.

### **1.5. Disclosure Policy: Basis and Frequency of Disclosure / Location and verification**

The following quantitative and qualitative information sets out the Company's Disclosure Policy as applied to Pillar III Disclosures, according to CRDIV requirements.

#### **1.5.1. Information to be disclosed**

Institutions may omit disclosures if such disclosures are not regarded as material, except for the following disclosures:

- Regarding the policy on diversity with regard to selection of members of the management body, its objectives and any relevant targets set out in that policy, and the extent to which these objectives and targets have been achieved (*Article 435 (2) (c) of CRR*).
- Own funds (*Article 437 of CRR*).
- Remuneration policy (*Article 450 of CRR*).

### **Materiality of Disclosures**

The Regulation provides that the Company may omit one or more of the disclosures if it believes that the information is immaterial. Materiality is based on the criterion that the omission or misstatement of information would be likely to change or influence the decision of a reader

relying on that information for the purpose of making economic decisions. Where the Company has considered a disclosure to be immaterial, this was not included in the document.

### **Disclosures and Confidential Information**

The Regulation also permits the Company to omit one or more of the required disclosures if it believes that the information is regarded as confidential or proprietary. The Directive defines proprietary as if sharing that information with the public would undermine its competitive position. It may include information on products or systems which, if shared with competitors, would render an investment firm's investments therein less valuable.

Information is regarded as confidential if there are obligations to customers or other counterparty relationships binding an investment firm to confidentiality. Under the light of the above, the Company avoided to disclose such confidential information in this report.

#### **1.5.2. Frequency**

The Company's policy is to publish the disclosures required on an annual basis. The frequency of disclosure will be reviewed should there be a material change in approach used for the calculation of capital, business structure or regulatory requirements.

#### **1.5.3. Medium and location of publication**

Institutions may determine the appropriate medium, location and means of verification to comply effectively with the disclosure requirements. In this respect, the Company's Pillar III disclosures are published on the Company's websites:

- [www.gbebrokers.com](http://www.gbebrokers.com)
- [www.musashi-fx.de](http://www.musashi-fx.de)

#### **1.5.4. Verification**

The Company's Pillar III disclosures are subject to internal review and validation prior to being submitted to the Board for approval. The Company's Pillar III disclosures have been reviewed and approved by the Board. In addition, the Remuneration disclosures have been reviewed by the Risk Management Committee.

### **1.6. Risk management objectives and policies**

To ensure effective risk management, the Company has adopted three levels of control, with clearly defined roles and responsibilities.

First Level Control: Managers are responsible for establishing an effective control framework within their area of operation and identifying and controlling all risks so that they are operating within the organisational risk appetite and are fully compliant with Company policies and where appropriate defined thresholds. First Level controls act as an early warning mechanism for identifying (or remedying) risks or failures.

Second Level Control – The Risk Management Function is responsible for proposing to the Board appropriate objectives and measures to define the Company's risk appetite and for



devising the suite of policies necessary to control the business including the overarching framework and for independently monitoring the risk profile, providing additional assurance where required. The Risk Management Function will leverage their expertise by providing frameworks, tools and techniques to assist management in meeting their responsibilities, as well as acting as a central coordinator to identify enterprise wide risks and make recommendations to address them. Integral to the mission of Second Level Controls is identifying risk areas, detecting situations/activities, in need of monitoring and developing policies to formalise risk assessment, mitigation and monitoring.

Third Level Control- Comprises by the Internal Audit Function which is responsible for providing assurance to the Board on the adequacy of design and operational effectiveness of the systems of internal controls. Internal Audit undertakes on-site inspections/visits to ensure that the responsibilities of each Function are discharged properly (i.e. soundly, honestly and professionally) as well as reviews the Company's relevant policies and procedures. Internal Audit works closely with both the First and Second Level of Controls to ensure that its findings and recommendations are taken into consideration and followed, as applicable.

### **1.6.1. Risk Management Framework**

Managing risk effectively in a Company operating in a continuously changing risk environment, requires a strong risk management culture. As a result, the Company has established an effective risk oversight structure and the necessary internal organisational controls to ensure that the Company undertakes the following:

- The adequate risk identification and management
- The establishment of the necessary policies and procedures
- The setting and monitoring of the relevant limits and
- Compliance with the applicable legislation

The Board meets on a regular basis, and receives updates on risk and regulatory capital matters from management. The Board of Directors reviews regularly (at least annually) written reports concerning compliance, risk management and internal audit policies, procedures and work as well as the Company's risk management policies and procedures as implemented by Management.

As part of its business activities, the Company faces a variety of risks, the most significant of which are described further below. The Company holds regulatory capital against three all-encompassing main types of risk: credit risk, market risk and operational risk.

### **1.6.2. Risk Appetite Statement**

Risk Appetite is the amount and type of risk that the Company is able and willing to accept in pursuing its business objectives. Risk appetite is expressed in both quantitative and qualitative terms and covers all risks, both on-balance sheet and off-balance sheet.

An effective risk appetite statement is empowering in that it enables the decisive accumulation of risk in line with the strategic objectives of the Company while giving the board and management confidence to avoid risks that are not in line with the strategic objectives.

The Company has established a robust Risk Appetite Framework. The Board expresses the Risk Appetite through a number of key measures which define the level of risk acceptable across three categories:

**Table 2 – Risk Appetite areas**

<b>Risk Area</b>	<b>Risk Types</b>
Financial	<ul style="list-style-type: none"> <li>• Credit Risk</li> <li>• Market Risk</li> <li>• Liquidity Risk</li> </ul>
Reputational	<ul style="list-style-type: none"> <li>• Conduct Risk</li> <li>• Customer Risk</li> <li>• Regulatory Risk</li> <li>• External reputational Risk</li> </ul>
Operational & People	The risk associated with the failure of key processes or systems and the risks of not having the right quality and quantity of people to operate those processes

The Risk Appetite framework has been designed to create links to the strategic long term plan, capital planning and the Company's risk management framework.

### 1.6.3. Risk Culture

Risk culture is a critical element in the Company's risk management framework and procedures. Management considers risk awareness and risk culture within the Company as an important part of the effective risk management process. Ethical behaviour is a key component of the strong risk culture and its importance is also continuously emphasised by the management.

The Company is committed to embedding a strong risk culture throughout the business where everyone understands the risks they personally manage and are empowered and qualified to take accountability for them. The Company embraces a culture where each of the business areas is encouraged to take risk-based decisions, while knowing when to escalate or seek advice.

### 1.7. Declaration of the Management Body

The Board is responsible for reviewing the effectiveness of the Company's risk management arrangements and systems of financial and internal control. These are designed to manage rather than eliminate the risks of not achieving business objectives, and – as such – offer reasonable but not absolute assurance against fraud, material misstatement and loss. The Board considers that it has in place adequate systems and controls with regard to the Company's profile and strategy and an appropriate array of assurance mechanisms, properly resourced and skilled, to avoid or minimise loss.

## 2. Governance - Board and Committees

### 2.1. The Board of Directors

The Board of Directors has the overall responsibility for the establishment and oversight of the Company's Risk Management Framework. The Board satisfies itself that financial controls and systems of risk management are robust. The Board comprises of 2 executive directors and 2 non-executive directors.

The Company has in place the Internal Operations Manual which lays down the activities, processes, duties and responsibilities of the BoD, Committees, Senior Management and staff constituting the Company.

The Company implements and maintains adequate risk management policies and procedures which identify the risks relating to the Company's activities, processes and systems, and where appropriate, set the level of risk tolerated by the Company. The Company adopts effective arrangements, processes and systems, in light of that level of risk tolerance, where applicable.

### 2.2. Number of Directorships held by members of the Board

The table below discloses the number of directorships held by members of the management body. Directorships in organisations which do not pursue predominantly commercial objectives, such as non-profit or charitable organisations, are not taken into account.

**Table 3 – Number of Directorships of the members of the Board of Directors**

Director	Function	Number of Directorships
Mr. Nasar Ghulam*	Managing Director	1
Mr. Polyvios Polyviou	General Manager	1
Ms. Olga Kvasova	Independent, Non-Executive Director	2
Mr. Christos Avgoustinos	Independent, Non-Executive Director	4

\*Replaced Mr.Costas Alexandrou on 12/01/2016

### 2.3. Policy on Recruitment

Recruitment into the Board combines an assessment of both technical capability and competency skills referenced against the Company's leadership framework.

Members of the Board shall possess sufficient knowledge, skills and experience to perform their duties. The overall composition of the Board shall reflect an adequately broad range of experiences to be able to understand the Cyprus investment firm's activities, including the main risks to ensure the sound and prudent management of the Company as well as sufficient knowledge, of the legal framework governing the operations a Cyprus investment firm.

### 2.4. Policy on Diversity

The Company is committed to promoting a diverse and inclusive workplace at all levels, reflective of the communities in which it does business. It approaches diversity in the broadest sense, recognizing that successful businesses flourish through embracing diversity into their business strategy, and developing talent at every level in the organisation.

## 2.5. Governance Committees

### Risk Management Committee

In order to support effective governance and management of the wide range of responsibilities the Board has established the *Risk Management Committee*. The role of this Committee is to provide oversight, review and challenge of the material risks both current and future affecting the business whilst ensuring that there is effective management and control of all key risks and issues facing the Company. The members of the Risk Management Committee are shown in the table below:

**Table 4 – Risk Management Committee**

Member Name	Function
Mr. Nasar Ghulam	Managing Director
Mr. Polyvios Polyviou	General Manager
Mr. Christos Avgoustinos	Independent Non-Executive Director
MAP S.Platis	Risk Manager (ex officio and without any voting rights)

The Risk Management Committee, inter alia, scrutinizes, and decides on various risks inherent with the operation of the Company with the view to formulate internal policies and measure the performance of the said policies in dealing with the risks associated with the operation of the Company. Moreover, the Risk Management Committee reviews the risk management procedures in place (monitors and controls the Risk Manager in the performance of his/her duties and the effectiveness of the Risk Management Department).

The Risk Management function operates independently and monitors the adequacy and effectiveness of policies and procedures, the level of compliance to those policies and procedures, in order to identify deficiencies and rectify. The Risk Management Committee is responsible for monitoring and controlling the Risk Manager in the performance of his/her duties.

The Risk Management Committee meets at least annually, unless the circumstances require extraordinary meetings. Extraordinary meetings can be called by any member of the Risk Management Committee, as well as by the Risk Manager.

### Investment Committee

An Investment Committee has been formed to ensure the implementation of a prudent investment policy and the monitoring of the provision of adequate investment services to Clients. The Investment Committee reports directly to the Senior Management and its members are shown in the table below:

**Table 5 – Investment Committee**

Member Name	Function
Mr. Nasar Ghulam	Managing Director
Mr. Polyvios Polyviou	General Manager
Mr. Costas Malialis	Head of Dealing on Own Account Department

The Investment Committee is responsible, inter alia:

- (a) to supervise the proper choice of investments (framework for investment decisions)
- (b) to analyze the investment potential and contribute to the elaboration of the investment policy, as applicable
- (c) to determine the Company's pricing policy
- (d) to decide upon the markets and types of Financial Instruments in which the Company shall be active
- (e) to determine the mode, content and frequency of the Client's briefing.
- (f) to brief the Internal Auditor, as applicable
- (g) to analyze the economic conditions and the investment alternatives based on a thorough examination of third party reports
- (h) to annually review the established dealing on own account policy and to use the recommendations of the Head of the Dealing on Own Account Department. Such a review shall also be carried out whenever a material change occurs

## **2.6. Information flow on risk to the management body**

Risk information flows up to the Board directly from the business departments and control functions. The Board of Directors ensures that it receives on a frequent basis, at least annually written reports regarding Internal Audit, Compliance, Money Laundering and Terrorist Financing and Risk Management issues and approves the Company's ICAAP report (please refer to Appendix I for more details).

### 3. Own Funds

Own Funds (also referred to as capital resources) is the type and level of regulatory capital that must be held to enable the Company to absorb losses. The Company is required to hold own funds in sufficient quantity and quality in accordance with CRD IV which sets out the characteristics and conditions for own funds.

The Company throughout the year under review managed its capital structure and made adjustments to it in light of the changes in the economic and business conditions and the risk characteristics of its activities.

During the 12 month accounting period to 31 December 2015 the Company complied fully with all capital and liquidity requirements and operated well within the regulatory requirements. The minimum Total Capital Ratio (i.e. 8%) was maintained by the Company during the year.

#### 3.1. Tier 1 & Tier 2 Regulatory Capital

Institutions shall disclose information relating to their own funds. Furthermore, institutions shall disclose a description of the main features of the Common Equity Tier 1 and Additional Tier 1 instruments and Tier 2 instruments issued by the institution. In this respect, the Company's Tier 1 capital is wholly comprised of Core Tier 1 Own Funds.

The composition of the capital base and capital ratios of the company is shown in the following table:

**Table 6 – Composition of the capital base and capital ratios**

	<b>Current period</b>	<b>Full impact</b>
	<b>€000</b>	<b>€000</b>
<b>Common Equity Tier 1 (CET1) capital: instruments and reserves</b>		
Capital instruments and the related share premium accounts	1,016	1,016
Retained earnings	147	147
<b>Common Equity Tier 1 (CET1) capital</b>	<b>1,163</b>	<b>1,163</b>
<b>Additional Tier 1 (AT1) capital</b>	<b>-</b>	<b>-</b>
<b>Tier 1 capital (T1 = CET1 + AT1)</b>	<b>1,163</b>	<b>1,163</b>
<b>Tier 2 (T2) capital</b>	<b>-</b>	<b>-</b>
<b>Total capital (TC = T1 + T2)</b>	<b>1,163</b>	<b>1,163</b>
<b>Risk weighted assets</b>		
Credit risk	1,474	1,474
Market risk	6,906	6,906
Operational risk	1,181	1,181
<b>Total risk weighted assets</b>	<b>9,560</b>	<b>9,560</b>
<b>Capital ratios and buffers</b>		
<b>Common Equity Tier 1</b>	<b>12.17%</b>	<b>12.17%</b>
<b>Tier 1</b>	<b>12.17%</b>	<b>12.17%</b>
<b>Total Capital</b>	<b>12.17%</b>	<b>12.17%</b>

### 3.2. Main features of Common Equity Tier 1, Additional Tier 1 and Tier 2 instruments

In order to meet the requirements for disclosure of the main features of these instruments, the company discloses the capital instruments' main features as outlined below:

**Table 7 – Main features of capital instruments**

Capital Instruments Main Feature	CET1
Issuer	GBE Brokers Ltd
<b>Regulatory Treatment</b>	
Eligible at Solo/(sub-)consolidated/solo	Solo
Instrument type	Common Equity
Amount recognized in regulatory capital	€1,016k
Nominal amount of instrument	€1
Issue Price	€1
Accounting classification	Shareholders' Equity
Original date of issuance	€1k      Incorporation Date €1,000k    04/08/2014 €15k      24/10/2014
Perpetual or dated	Perpetual
Original maturity date	No maturity
Issuer call subject to prior supervisory approval	No
<b>Coupons / dividends</b>	
Fixed or floating dividend/coupon	Floating
Coupon rate and any related index	N/A

The Company's capital resources consist of CET1 Capital. No additional Tier 1 or Tier 2 capital available.

### 3.3. Balance Sheet Reconciliation

Institutions shall disclose a full reconciliation of Common Equity Tier 1 items, Additional Tier 1 items, Tier 2 items and filters and deductions and the balance sheet in the audited financial statements of the institution as follows:

**Table 8 – Balance Sheet Reconciliation**

	2015
	€000
<b>Equity</b>	
Share capital	11
Share premium	1,005
Accumulated losses	147
<b>Total Equity as per the Audited Financial Statements</b>	1,163
<b>Total Own funds as per the CoRep Forms</b>	1,163
<b>Difference</b>	-

## **4. Compliance with Regulatory Capital and the overall Pillar 2 Rule**

### **4.1. Internal Capital**

The purpose of capital is to provide sufficient resources to absorb unexpected losses over and above the ones that are expected in the normal course of business. The Company aims to maintain a minimum risk asset ratio which will ensure there is sufficient capital to support the Company during stressed conditions.

### **4.2. Approach to assessing adequacy of Internal Capital**

The Company is in the process of establishing an Internal Capital Adequacy Assessment Process (hereinafter, the “ICAAP”), document it in an ICAAP Manual and produce in this regard an ICAAP Report, as per the Guidelines GD-IF-02 & GD-IF-03. Upon CySEC’s request the ICAAP Report shall be submitted to CySEC.

The ICAAP report will describe how the Company implemented and embedded its ICAAP within its business. The ICAAP will also describe the Company’s Risk Management framework e.g. the Company’s risk profile and the extent of risk appetite, the risk management limits if any, as well as the adequate capital to be held against all the risks (including risks other than the Pillar 1 risks) faced by the Company.

## **5. Pillar I Capital Requirements**

The following tables show the overall Pillar I minimum capital requirement and risk weighted assets for the Company under the Standardised Approach to Credit Risk, Market Risk and the Basic Indicator Approach for the Operational Risk.

### **5.1. Credit Risk**

In the ordinary course of business, the Company is exposed to credit risk, which is monitored through various control mechanisms. Credit risk arises when a failure by counterparties to discharge their obligations could reduce the amount of future cash inflows from financial assets on hand at the balance sheet date.

The Company has policies to diversify risks and to limit the amount of credit exposure to any particular counterparty in compliance with the requirements of the Directive. The Company continuously monitors the fair value calculations, forecast and actual cash flows, and cost budgets so that to ensure that the carrying level of Company’s own funds and consequently the Capital Adequacy ratio meet the regulatory requirements at all times.

No concentrations of credit risk with respect to trade receivables existed at year end. Trade receivables are shown net of any provision made for impairment. The management believes that no additional credit risk, beyond amounts provided for collection losses, is inherent in the trade receivables. Cash balances are held with high credit quality financial institutions and the Company has policies to limit the amount of credit exposure to any financial institution.



### 5.1.1. Credit risk adjustments

The Company assesses at the balance sheet date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a 'loss event') and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

Trade receivables are recognized initially at fair value and are subsequently measured at amortized cost using the effective interest method, less provision for impairment. For those trading receivables that are 90 days or more past due, in non-accrual status, the Company classifies them as "in default", thus an impairment test will emerge. A financial asset is past due if a counterparty has failed to make a payment when contractually due.

Other receivables are recognized initially at fair value and subsequently measured at amortized cost, using the effective interest method, less provision for impairment. A provision for impairment of other receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. Significant financial difficulties of the debtor, probability that the debtor will enter bankruptcy or delinquency in payments are considered indicators that the trade receivable is impaired. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. When a receivable is uncollectible, it is written off against the allowance account for other receivables. Subsequent recoveries of amounts previously written off are credited in the statement of comprehensive income. None of the derivative financial instruments is either past due or impaired.

### 5.1.2. Credit Risk – Risk Weighted Assets

The Company shall disclose the total number of exposures after accounting offsets and without taking into account the effects of credit risk mitigation and the average amount of the exposures over the period broken down by different types of exposure classes. The Company's total exposure was as follows:

**Table 9 – Exposures by Exposure class as at 31 December 2015**

	<b>Risk Weighted Assets</b>	<b>Capital Requirements</b>
	<b>€000</b>	<b>€000</b>
<b>Exposure class</b>		
Public Sector Entities	60	5
Institutions	193	15
Corporates	1	-
Retail	882	71
Other Items	337	27
<b>Total</b>	<b>1,474</b>	<b>118</b>

The Regulation requires disclosure for additional asset classes. These have not been shown in the table above as these are nil as at the reporting period.

### 5.1.3. Credit Risk – Analysis of Average exposures and total amount of exposures after accounting offsets

The Company shall disclose the total amount of exposures after accounting offsets and without taking into account the effects of credit risk mitigation, and the average amount of the exposures over the period broken down by different types of exposures as follows:

**Table 10 – Analysis of Average Exposures**

	<b>Original exposure amount, net of specific provisions</b>	<b>Average Exposure</b>
	<b>€000</b>	<b>€000</b>
<b>Exposure class</b>		
Public Sector Entities	60	75
Institutions	965	892
Corporates	1	-
Retail	1,234	350
Other Items	338	96
<b>Total</b>	<b>2,598</b>	<b>1,413</b>

### 5.1.4. Credit Risk – Risk Weighted Assets by Geographical distribution of the exposure classes

The Company shall disclose the geographical distribution of the exposures, broken down in significant areas by material exposures classes. The geographical distribution of the exposure classes of the Company are as follows:

**Table 11 – Geographical distribution of the exposure classes**

<b>31 December 2015</b>				
<b>Geographical Distribution of the Exposures</b>				
<b>€000</b>				
<b>Exposure class</b>	<b>Cyprus</b>	<b>Germany</b>	<b>Other</b>	<b>Total</b>
Public Sector Entities	60	-	-	<b>60</b>
Institutions	526	439	-	<b>965</b>
Corporates	-	1	-	<b>1</b>
Retail	-	225	1,009	<b>1,234</b>
Other Items	338	-	-	<b>338</b>
<b>Total</b>	<b>924</b>	<b>665</b>	<b>1,009</b>	<b>2,598</b>

The Regulation requires disclosure for additional asset classes. These have not been shown in the table above as these are nil as at the reporting period.

### 5.1.5. Credit Risk – Distribution of exposures by industry

The Company shall disclose the distribution of the exposures by industry or counterparty type, broken down by exposure classes, including specifying exposure to SMEs, and further detailed if appropriate as follows:

**Table 12 – Exposures by industry**

	<b>Banking/Financial services</b>	<b>Private Individuals</b>	<b>Other</b>	<b>Total</b>
	<b>€000</b>	<b>€000</b>	<b>€000</b>	<b>€000</b>
<b>Exposure class</b>				
Public Sector Entities	-	-	60	60
Institutions	965	-	-	965
Corporates	-	-	1	1
Retail	-	1,234	-	1,234
Other Items	325	-	13	338
<b>Total</b>	<b>1,290</b>	<b>1,234</b>	<b>74</b>	<b>2,598</b>

### 5.1.6 Residual maturity broken down by exposure classes

The Company shall disclose the residual maturity breakdown of all the exposures, broken down by exposure classes, as follows:

**Table 13 - Residual maturity broken down by exposure class**

	<b>Residual Maturity ≤ 3 months</b>	<b>Residual Maturity &gt; 3 months</b>	<b>Total</b>
<b>Exposure</b>	<b>€000</b>	<b>€000</b>	<b>€000</b>
Public Sector Entities	-	60	<b>60</b>
Institutions	965	-	<b>965</b>
Corporates	-	1	<b>1</b>
Retail	1,234	-	<b>1,234</b>
Other Items	325	13	<b>338</b>
<b>Total</b>	<b>2,524</b>	<b>74</b>	<b>2,598</b>

## 5.2. Use of ECAIs

The Company shall disclose the names of the nominated ECAIs and the exposure values along with the association of the external rating with the credit quality steps.

The Company uses external credit ratings from Moody's. These ratings are used for all relevant exposure classes.

The general ECAI association with each credit quality step is as follows:

**Table 14 - ECAI Association with each credit quality step**

Credit Quality Step	Moody's Rating	Corporate	Institutions		Sovereign	
			Sovereign method	Credit Assessment method		
				Maturity > 3 months		Maturity 3 months or less
1	Aaa to Aa3	20%	20%	20%	20%	0%
2	A1 to A3	50%	50%	50%	20%	20%
3	Baa1 to Baa3	100%	100%	50%	20%	50%
4	Ba1 to Ba3	100%	100%	100%	50%	100%
5	B1 to B3	150%	100%	100%	50%	100%
6	Caa1 and below	150%	150%	150%	150%	150%

Exposures to unrated institutions are assigned a risk weight according to the credit quality step to which exposures to the central government of the jurisdiction in which the institution is incorporated, as specified in Article 121 of CRR. Notwithstanding the general treatment mentioned above, short term exposures to institutions could receive a favourable risk weight of 20% if specific conditions are met.

Exposures to corporate clients were risk weighted by 100% risk factor since they were all unrated and were incorporated in countries with no credit rating or with credit assessment up to credit quality step 5.

The Other Items category includes property, plant and equipment, VAT input and cash in hand. A risk weight of 100% was applied to Other Items, with the exception of cash at hand, for which a 0% risk weight factor was assigned.

The Public sector entity includes the Company's exposure to Investors' Compensation Fund as per paragraph 13(3) of Directive DI144-2014-15 on the national discretions of CySEC.

### 5.2.1. Credit Risk exposures by credit quality step pre and post credit risk mitigation

**Table 15 - Exposures before and after credit risk mitigation as at 31 December 2015**

Credit Quality Step	Exposure values before credit risk mitigation €000	Exposure values after credit risk mitigation €000
CQS 6	526	526
Unrated	2,072	2,014
<b>Total</b>	<b>2,598</b>	<b>2,540</b>

### 5.3. Securitisations

The Company is not an active participant in the origination of securitisations (meaning pooled assets with tranching risk), and accordingly detailed Pillar 3 disclosures are not made.

#### 5.4. Counterparty Credit Risk

Counterparty Credit Risk (CCR) may be defined as the risk that the counterparty to a transaction could default before the final settlement of the transaction's cash flows. Such transactions relate to contracts for financial derivative instruments, repurchase agreements and long settlement transactions.

The company takes margin cash deposits as funded credit protection (collateral) for derivatives and uses the Financial Collateral Comprehensive Method for calculation of the funded credit protection.

The Company in its ordinary course of business uses over the counter (OTC) derivatives to hedge exposures, i.e. interest rate and foreign exchange risk.

**Table 16 – Counterparty Credit Risk broken down by contract type as at 31 December 2015**

Type of contract	Positive Fair Value	Negative Fair Value	Nominal Value	Exposure Amount before CRM	Exposure Amount after CRM	Risk Weighted Assets	Capital Requirements
	€000	€000	€000	€000	€000	€000	€000
Interest rate	-	-	2	-	-	-	-
FX rates & Gold	332	(21)	22,485	556	530	398	32
Equities	68	(3)	2,875	241	229	172	14
Precious metals except gold	1	(1)	22	2	2	2	-
Commodities other than precious metals	343	(1)	911	434	414	311	25
<b>Total</b>	<b>744</b>	<b>(26)</b>	<b>26,294</b>	<b>1,234</b>	<b>1,176</b>	<b>882</b>	<b>71</b>

#### Counterparty Policies with respect to wrong-way risk exposures

Wrong-way risk occurs when the exposure to a particular counterparty is positively correlated with the PD of the counterparty itself or where there is an adverse correlation between a counterparty's PD and the mark-to-market value of the underlying transaction. The Company does not have any Wrong-Way Risk Exposures.

#### 5.5. Market Risk

Market risk can be defined as the risk of losses in on and off-balance sheet positions arising from adverse movements in market prices. From a regulatory perspective, market risk stems from all

the positions included in banks' trading book as well as from commodity and foreign exchange risk positions in the whole balance sheet.

As per the requirements of the Regulation, the Company shall disclose the own funds requirements for Market Risk exposures.

The Company implements a hedging strategy to minimize its exposure to the market risk. This strategy consists of identifying and monitoring customers that are associated with higher degrees of risk for the Company, and hedging positions with clients by opening own account hedging trades with a cooperating broker. The Company also has a maximum limit of tolerated loss, which is also used as a trigger for hedging.

The Company benefits from a number of factors that reduce the volatility of its revenue and protect it from significant changes in market conditions such as its product range. This diversification leads to a significant reduction in the Company's exposure to price risk. The Company's exposure to risk price at any point in time depends primarily on short-term market conditions and client activities during the trading day, hence the exposure at each reporting date may not be representative of the price risk exposure faced by the Company over the year.

The following table discloses the Company's market risk as 31 December 2015:

**Table 17 - Market Risk Exposure**

Market Risk	2015
<b>Risk Weighted Assets</b>	<b>€000</b>
Traded Debt Instruments	-
Equity	239
Foreign Exchange	6,245
Commodities	422
<b>Total Market Risk Exposure</b>	<b>6,906</b>
<b>Total Market Risk Requirements</b>	<b>552</b>

### 5.5.1. Equity Risk

The sum of the absolute values of all the Company's net long positions and all its net short positions is its overall gross position. The Company calculates, separately for each market, the difference between the sum of the net long and the net short positions. The sum of the absolute values of those differences is its overall net position.

The specific risk on this individual equity can be ignored if the stock-index future in question is exchange traded and represents a relevant appropriately diversified index.

The Company multiplies its overall gross position by 8% in order to calculate its own funds requirement against specific risk. The own funds requirement against general risk are the Company's overall net position multiplied by 8%.

**Table 18 – Capital requirements for position risks in equities**

	Total Exposure €000	Capital requirements €000
General Risk	239	19
<b>Total</b>	<b>239</b>	<b>19</b>

### 5.5.2. Foreign Exchange Risk

The Company's reporting currency is Euro. Foreign exchange risk is the risk that the value of financial instruments will fluctuate due to changes in foreign exchange rates.

If the sum of the Company's overall net foreign-exchange position and its net gold position exceeds 2% of its total own funds, the Company calculates own funds requirements for foreign exchange risk. The own funds requirement for foreign exchange risk is the sum of its overall net foreign-exchange positions and its net gold position in the reporting currency, multiplied by 8%.

The foreign exchange risk in the Company is effectively managed by setting and controlling foreign exchange risk limits, such as through the establishment of maximum value of exposure to a particular currency pair.

The table below shows the Company's exposure to Foreign Exchange Risk (Market Risk):

**Table 19 – Foreign Exchange Risk Exposure**

	Total Exposure €000	Capital requirements €000
Positions in non-reporting currencies and gold	6,245	500

### 5.5.3. Commodities Risk

The risk of the unexpected changes in commodities prices. These commodities are split into precious metals (except gold), base metals, agricultural products and other energy products (oil gas). The Company calculates its capital requirement with respect to commodities risk using the Simplified Approach.

Each position in commodities or commodity derivatives is expressed in terms of the standard unit of measurement. The spot price in each commodity is expressed in the reporting currency.

The capital requirements for each commodity are calculated as the summation of the following:

- 15% x net position (long or short) x spot price for the commodity
- 3% x gross position (long plus short) x spot price for the commodity

The overall capital requirements for commodities risk is the sum of capital requirements for each commodity.

**Table 20 – Capital requirements for Commodities risk**

	Total Exposure €000	Capital requirements €000
Positions in commodities	422	34

#### 5.5.4. Interest Rate Risk

Interest rate risk is the risk that the value of financial instruments will fluctuate due to changes in market interest rates. The Company is exposed to interest rate risk in relation to its bank deposits and from the interest charged on the derivative financial instruments that remain open overnight.

The Company's management monitors the interest rate fluctuations on a continuous basis and acts accordingly.

#### 5.6. Operational Risk

Operational risk is the risk of loss arising from fraud, unauthorized activities, error, omission, inefficiency, systems failure or external events. It is inherent in every business organization and covers a wide range of issues.

The Company manages operational risk through a control-based environment in which processes are documented and transactions are reconciled and monitored. This is supported by continuous monitoring of operational risk incidents to ensure that past failures are not repeated.

Furthermore, the Company has in place policies and processes whose implementation assists with the evaluation and management of any exposures to operational risk.

For the calculation of operational risk in relation to the capital adequacy reports, the Company uses the Basic Indicator Approach. Based on the relevant calculations in the Company's capital requirements, the figure calculated shows that the Company's exposure to operational risk, as at 31 December 2015, was **€1,181k** as provided by the table below:

The tables below show the Company's exposure to Operational Risk:

**Table 21 – Operational Risk capital requirements**

2015	Year 1	Year 2	Year 3	Total Exposure	Capital Requirements
	€000	€000	€000	€000	€000
<b>Total</b>	701	623	566	1,181	94

Under the Basic Indicator Approach, the capital requirement for operational risk is equal to 15% of the average of three years of the above relevant indicator, resulting to **€94k** capital requirements.

## 6. Leverage Ratio

The Company shall disclose the Leverage Ratio and how it applies the definition of Tier 1 Capital. The Company's Leverage Ratio for the period up to 31 December 2015 was **44.77%** based on the fully phased-in definition of Tier 1:



**Table 22 – Leverage Ratio**

<b>2015</b>	<b>Leverage Ratio Exposure</b>
	<b>€000</b>
<b>Exposure Values</b>	
Derivatives: Market Value	744
Derivatives: Add-on Mark-to-Market Method	490
Other assets	1,364
<b>Total exposures</b>	<b>2,598</b>
<b>Capital and regulatory adjustments</b>	
Tier 1 capital – fully phased-in definition	1,163
<b>LEVERAGE RATIO</b>	<b>44.77%</b>

## 7. Other Risks

### 7.1. Concentration Risk

Concentration Risk includes large individual exposures and significant exposures to companies whose likelihood of default is driven by common underlying factors such as the economy, geographical location, instrument type etc.

Concentration risk was partly addressed through diversification of counterparties, namely banking institutions.

The Company's experience in the collection of trade receivables has never caused debts which are past due and have to be impaired. The company has a policy in place to monitor debts overdue by preparing debtors ageing reports.

### 7.2. Reputation Risk

Reputation risk is the current or prospective risk to earnings and capital arising from an adverse perception of the image of the Company on the part of customers, counterparties, shareholders, investors or regulators. Reputation risk could be triggered by poor performance, the loss of one or more of the Company's key directors, the loss of large clients, poor customer service, fraud or theft, customer claims, legal action and regulatory fines.

The Company has transparent policies and procedures in place when dealing with possible customer complaints in order to provide the best possible assistance and service under such circumstances. The possibility of having to deal with customer claims is very low as the Company provides high quality services to clients.

### 7.3. Strategic Risk

Strategic Risk could occur as a result of adverse business decisions, improper implementation of decisions or lack of responsiveness to changes in the business environment. The Company's

exposure to strategic risk is moderate as policies and procedures to minimize this type of risk are implemented in the overall strategy of the Company.

#### **7.4. Business Risk**

Business Risk includes the current or prospective risk to earnings and capital arising from changes in the business environment including the effects of deterioration in economic conditions. Research on economic and market forecasts are conducted with a view to minimize the Company's exposure to business risk. These are analyzed and taken into consideration when implementing the Company's strategy.

#### **7.5. Capital Risk Management**

Capital Risk is the risk that the Company will not comply with capital adequacy requirements. The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders. The Company has a regulatory obligation to monitor and implement policies and procedures for capital risk management. Specifically, the Company is required to test its capital against regulatory requirements and has to maintain a minimum level of capital. This ultimately ensures the going concern of the Company. Such procedures are explained in the Procedures Manual of the Company.

The Company is further required to report on its capital adequacy quarterly and has to maintain at all times a minimum capital adequacy ratio which is set at 8%. The capital adequacy ratio expresses the capital base of the Company as a proportion of the total risk weighted assets. Management monitors such reporting and has policies and procedures in place to help meet the specific regulatory requirements. This is achieved through the preparation on a monthly basis of management accounts to monitor the financial and capital position of the Company.

#### **7.6. Regulatory Risk**

Regulatory risk is the risk the Company faces by not complying with relevant Laws and Directives issued by its supervisory body. If materialized, regulatory risk could trigger the effects of reputation and strategic risk. The Company has documented procedures and policies based on the requirements of relevant Laws and Directives issued by the Commission; these can be found in the Procedures Manual. Compliance with these procedures and policies are further assessed and reviewed by the Company's Internal Auditors and suggestions for improvement are implemented by management. The Internal Auditors evaluate and test the effectiveness of the Company's control framework at least annually. Therefore the risk of non-compliance is very low.

#### **7.7. Legal and Compliance Risk**

Legal and Compliance Risk could arise as a result of breaches or non-compliance with legislation, regulations, agreements or ethical standards and have an effect on earnings and capital. The probability of such risks occurring is relatively low due to the detailed internal procedures and policies implemented by the Company and regular reviews by the Internal Auditors. The structure of the Company is such to promote clear coordination of duties and the management consists of individuals of suitable professional experience, ethos and integrity, who

have accepted responsibility for setting and achieving the Company's strategic targets and goals. In addition, the board meets at least annually to discuss such issues and any suggestions to enhance compliance are implemented by management.

### **7.8. IT Risk**

IT risk could occur as a result of inadequate information technology and processing, or arise from an inadequate IT strategy and policy or inadequate use of the Company's information technology. Specifically, policies have been implemented regarding back-up procedures, software maintenance, hardware maintenance, use of the internet and anti-virus procedures. Materialization of this risk has been minimized to the lowest possible level.

### **7.9. Risk Reporting**

The Company maintains a system in place to record any risk event incurred on a special form duly completed by personnel of each department and is submitted to the Compliance officer and Risk manager when such event occur.

### **7.10. Liquidity Risk**

Liquidity risk is defined as the risk when the maturity of assets and liabilities does not match. An unmatched position potentially enhances profitability, but can also increase the risk of losses. The Company has policies and procedures with the object of minimizing such losses.

## **8. Remuneration policy**

The Company has established a remuneration policy, which its purpose is to set out the remuneration practices of the Company taking into consideration the salaries and benefits of the employees, in accordance with the provisions of Directive as well as the Circular 031 (Circular 031 has been issued in place of Guidelines GD-IF-07 for the correct filing purposes) on remuneration policies and practices, where these comply with specific principles in a way and to the extent that is appropriate to the Company's size, internal organization and the nature, scope and complexity of its activities.

The design of the Policy is approved by the people who effectively direct the business of the Company, after taking advice from the compliance function, and implemented by appropriate functions to promote effective corporate governance. The people who effectively direct the business are responsible for the implementation of remuneration policies and practices and for preventing and dealing with any relevant risks that remuneration policies and practices can create. The Board of Directors discusses remuneration policy matters at least annually.

Furthermore, the Policy also benefits from the full support of senior management or, where appropriate, the supervisory function, so that necessary steps can be taken to ensure that relevant persons effectively comply with the conflicts of interest and conduct of business policies and procedures.

Finally, the Policy adopts and maintains measures enabling them to effectively identify where the relevant person fails to act in the best interest of the client and to take remedial action.

## 8.1. Remuneration System

The Company's remuneration system and policy is concerned with practices of the Company for those categories of staff whose professional activities have a material impact on its risk profile, i.e. the Senior Management and members of the Board of Directors; the said practices are established to ensure that the rewards for the „executive management“ are linked to the Company's performance, to provide an incentive to achieve the key business aims and deliver an appropriate link between reward and performance whilst ensuring base salary levels are not set at artificially low levels. The Company uses remuneration as a significant method of attracting and retaining key employees whose talent can contribute to the Company's short and long term success.

The remuneration mechanisms employed are well known management and human resources tools that take into account the staff's skills, experience and performance, whilst supporting at the same time the long-term business objectives.

The Company's remuneration system takes into account the highly competitive sector in which the Company operates, and the considerable amount of resources the Company invests in each member of the staff.

It is noted that the Company has taken into account its size, internal organisation and the nature, the scope and the complexity of its activities and it does not deem necessary the establishment of a specific remuneration committee. Decisions on these matters are taken on a Board of Directors level while the remuneration policy is periodically reviewed.

The total remuneration of staff currently consists of a fixed component. The remuneration varies for different positions/roles depending on each position's actual functional requirements, and it is set at levels which reflect the educational level, experience, accountability, and responsibility needed for an employee to perform each position/role. The remuneration is also set in comparison with standard market practices employed by the other market participants/competitors.

Furthermore there is no variable remuneration component while no remuneration is payable under deferral arrangements (with vested or unvested portions. Finally the Company did not pay any non-cash remuneration for the year under review.

## 8.2. Performance Appraisal

The Company implements a performance appraisal method, which is based on a set of Key Performance Indicators, developed for each business unit. These Indicators include quantitative as well as qualitative criteria. The appraisal is being performed as follows:

- a. Objectives are set in the beginning of each month, quarter and/or year (each department is being appraised on different periods) defining what the Company functions, departments and individuals are expected to achieve over an upcoming period of time.
- b. Performance checks and feedbacks: managers provide support and feedback to the concerned staff during the time periods decided, during the daily activities or during formal

or informal performance reviews; the aim is to assist the staff to develop their skills and competencies.

- c. Annual performance evaluation: takes place annually, usually at the end of each year.

### 8.3. Remuneration of Senior Management Personnel and Directors

The remuneration of the senior management personnel of the Company, including Board of Directors are shown in the following tables:

**Table 23 – Remuneration analysis split by Senior Management and other risk takers / other staff**

2015	Senior Management and Key Management personnel	Non - Executive Directors
Fixed reward	€12,106	€5,000
Variable reward	-	-
<b>Total</b>	<b>€12,106</b>	<b>€5,000</b>
<b>Number of beneficiaries</b>	<b>2</b>	<b>2</b>

Companies are required to disclose the number of natural persons that are remunerated Euro 1 million or more per financial year, in pay brackets of Euro 1 million, including their job responsibilities, the business area involved and the main elements of salary, bonus, long-term award and pension contribution. Nevertheless, currently there are no natural persons at the Company that are remunerated Euro 1 million or more per financial year and as such the above disclosure is not applicable to the Company. No sign-on payments have been awarded during 2015, while no severance payments were paid during the year.

Furthermore, aggregate remuneration analyzed by business area is presented below:

**Table 24 – Aggregate remuneration analysis by business area**

	Aggregate Remuneration
	€
Brokerage Function	5,575
Accounting Function	6,531
<b>Total</b>	<b>12,106</b>

**Appendix I – Information flow on risk to management body**

	Report Name	Owner of Report	Recipient	Frequency
1	Risk Management Report	Risk Manager	CySEC, BoDs	Annual
2	Internal Capital Adequacy Assessment Process	Risk Manager	CySEC, BoDs	Annual
3	Compliance Report	Compliance Officer	CySEC, BoDs	Annual
4	Internal Audit Report	Internal Auditor	CySEC, BoDs	Annual or more frequent upon management request
5	Anti-money laundering report	Anti-money laundering Compliance Officer	CySEC, BoDs	Annual
6	Investment Committee decisions	Risk Manager	BoDs	Upon request