



**Pillar 3 Disclosures
The Link Asset and Securities
Company Limited**

31st March 2014



Table of Contents

1.	<i>Introduction and Scope</i>	3
2.	<i>Disclosure Policy</i>	3
3.	<i>Business Overview</i>	3
4.	<i>Group Governance</i>	3
5.	<i>Remuneration Policy</i>	6
6.	<i>Risk Framework</i>	7
6.1.	<i>Governance and Senior Management Involvement</i>	8
6.2.	<i>Risk and Control Governance and Risk Management Processes</i>	8
6.2.1.	<i>Operating model</i>	8
6.2.2.	<i>Processes/methods</i>	9
6.3	<i>Recent improvements to the risk management framework</i>	11
7.	<i>Capital Resources</i>	11
8.	<i>Capital Adequacy</i>	11
8.1	<i>The Internal Capital Adequacy Assessment Process (ICAAP)</i>	11
9.	<i>Risk Management</i>	12
9.1	<i>Risk Profile</i>	12
9.1.1	<i>Liquidity Risk</i>	12
9.1.2	<i>Operational Risk</i>	13
9.1.3	<i>Legal & Compliance Risk</i>	13
9.1.4	<i>Credit Risk</i>	14
9.1.5	<i>Strategic Risk</i>	14
9.1.6	<i>Market Risk</i>	14
9.1.7	<i>Financial Risk</i>	14
9.1.8	<i>Reputational Risk</i>	15
10.	<i>Non-Applicable Disclosure Requirements</i>	16

1. Introduction and Scope

Pillar 3 Disclosure complements the minimum capital requirements (Pillar 1) and the supervisory review process (Pillar 2), in allowing market participants to assess the capital adequacy of a company through key pieces of information on capital, risk exposure and the risk assessment process. The purpose of this report is to meet Pillar 3 requirements laid out by the Financial Conduct Authority (the "FCA") in the prudential standard BIPRU 11.

The scope of this document is to cover the disclosure requirements of the Capital Requirements Directive (CRD IV) for The Link Asset and Securities Company Limited ("the Company", "LINK" or "the business") which is a BIPRU limited activity firm as defined in the FCA Prudential Standards, and has been granted an investment firm consolidation waiver by the FCA. The Company must therefore comply with the requirements as per BIPRU 11.2.1. The Company is a subsidiary within the ICAP plc Group ("the Group" or "ICAP").

2. Disclosure Policy

Under BIPRU 11.3.5, a company may omit any of the required disclosures if the information is not material i.e. the information would be unlikely to change or influence the decision of a user relying on that information for the purposes of making an economic decision. No disclosures have been omitted on these grounds.

Under BIPRU 11.3.6, a company may omit one or more of the required disclosures if they would require the publication of any information regarded as proprietary or confidential i.e. information which could undermine a competitive position or breach an obligation of confidence between the Company and its customers. No disclosures have been omitted on these grounds.

In accordance with BIPRU 11.3.8 and BIPRU 11.3.10, the Company will publish this disclosure at least annually via the Group's website.

These disclosures have been approved by the Company's Directors.

3. Business Overview

The Link Asset and Securities Company Limited (LINK) is a wholly owned subsidiary of ICAP Securities Limited (ISL) and ICAP Plc. LINK operates primarily in the wholesale markets, with the bulk of its business involving the arrangement of block futures and options trades in the Equity Derivatives markets. LINK specialises in intermediary broking services in equity products, both cash and derivatives. LINK offers matched principal (MP), name give-up (NGU) and exchange traded (ET) business.

As a limited licence firm, LINK is required to perform an ICAAP in accordance with the ICAAP rules in IFPRU 2.2.

4. Group Governance

LINK's governance structure is driven via ICAP Group's governance structure and is headed by an appropriately experienced Board of directors which comprises a non-executive Chairman, the Group Chief Executive Officer, the Group Finance Director, the Group Executive Director Americas and four non-executive directors. All ICAP directors have a good understanding of ICAP's markets, the regions and regulatory frameworks in which it operates and its technology.

ICAP Board of Directors

The Board is responsible for providing leadership of the Group and for ensuring the Group has the appropriate people, financial resources and controls in place to deliver the long-term objectives, commercial strategy and risk management strategy set by the Board.

The roles of Chairman and Group Chief Executive Officer are clearly defined and distinctly separate. The Chairman is responsible for the leadership of the Board and for ensuring effective communication with shareholders, and the Group Chief Executive Officer is responsible for leading and managing the business, within the limits delegated to him by the Board.

The Board specifies policies and delegated authorities to which all members of the Group are required to adhere. Details of the principal matters reserved for the Board include the following:

- to approve the Group's long-term objectives, commercial strategy, budget and significant acquisitions, investments and disposals;
- to determine the Group's risk appetite and risk management strategy;
- to approve changes to capital structure;
- to approve the Group's financial statements and its interim management statements; and
- to approve the interim dividend and make a recommendation for the final dividend.

Board Composition

ICAP is headed by an appropriately experienced Board of eight members, comprising of a non-executive Chairman, three executive directors, (the Group Chief Executive Officer, the Group Executive Director, Americas and the Group Finance Director) and four independent non-executive directors.

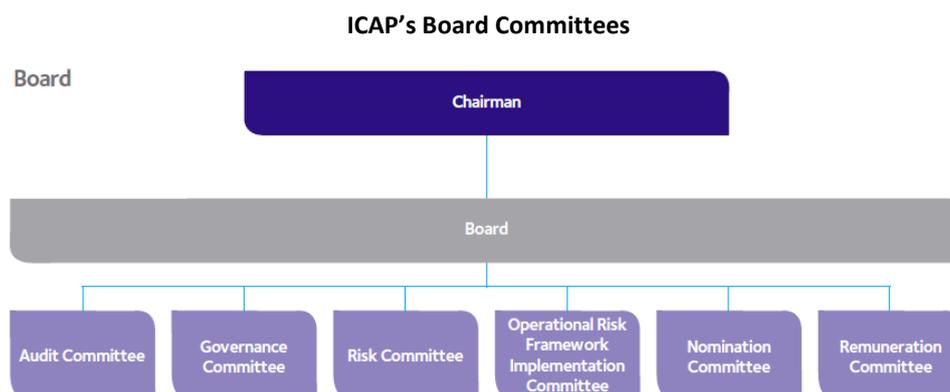
The independence of the non-executive directors is reviewed on an annual basis as part of the directors' evaluation process. This takes into account length of tenure, ability to provide objective challenge to management and any relationships that might be considered as a factor when determining independence. The Board has determined that all directors are independent against the criteria stated in the Code. All have shown independence of character and exercised independent judgement. The non-executive directors are members of the principal committees of the Board, these being Audit, Governance, Risk, Nomination and Remuneration. The Nomination Committee makes recommendations for appointments to the Audit and Risk Committees. The Board makes all other committee appointments.

Compliance with the UK Corporate Governance Code

The corporate governance statement sets out how the Company has applied the principles of the Code during the year ended 31 March 2014 and details ICAP's governance framework and its management practices, together with the directors' remuneration report. The Code can be found on the FRC's website at www.frc.org.uk.

Board Committees

There are six principal standing committees of the Board, led by the non-executive directors or the Chairman of the Board: the Audit Committee, the Risk Committee, the Operational Risk Framework Implementation Committee, the Remuneration Committee, the Governance Committee and the Nomination Committee.



Audit Committee (AC)

The Audit Committee members are all independent non-executive directors. The Audit Committee is responsible for the effective governance of the Group's financial reporting, including the adequacy of financial disclosures and both the external and internal audit functions. It is authorised by the Board to carry out any activity within its terms of reference, which are available to view on the Company's website at www.icap.com.

Governance Committee (GC)

The Governance Committee membership is made up of the Chairman of the Board, the senior independent director, the Group Chief Executive Officer and the Group Finance Director. The Chairman of the Board is chairman of the

committee and the Global Chief Operating Officer and the Group General Counsel are attendees. The committee is responsible for the review of governance arrangements and to offer recommendations and make decisions in relation to all aspects of the governance environment of the Group and its principal subsidiaries and to ensure the Group's governance facilitates efficient, effective management that can deliver shareholders value over the longer term. It is authorised by the Board to carry out any activity within its terms of reference, which are available to view on the Company's website at www.icap.com.

Risk Committee (RC)

The Risk Committee members are independent non-executive directors and the committee is chaired by a Senior independent director. The committee is responsible for setting the overall risk strategy, risk appetite methodology and risk tolerance for the Group to ensure that the risk management function within the Group promotes the success of the Company within this framework. To ensure and reinforce the independence of the risk and compliance functions, the committee is responsible for approving the appointment and dismissal of the Global Chief Risk Officer and the Group Head of Compliance and for making recommendations to the Remuneration Committee regarding their compensation. The Risk Committee is authorised by the Board to carry out any activity within its terms of reference, which are available on the Company's website at www.icap.com.

Operational Risk Framework Implementation Committee

During the year the Board agreed that a committee, reporting to the Board, should be established to provide oversight of the operational risk areas identified as requiring improvement. The purpose of the committee is to ensure the effective implementation of an appropriate operational risk framework globally and to oversee the embedding of risk within the business and as an integral part of ICAP culture. The committee is appointed by the Board from the directors and senior managers of the Company and consists of the Chairman of the Board, a non-executive director, the Group Finance Director, the Group General Counsel, the Group Chief Operating Officer, the Global Head of Risk and the Chief Executive Officer, Global Broking. The chairman of the committee is the Chairman of the Board.

Nomination Committee (NomCom)

The committee members are appointed by the Board and comprise largely of independent non-executive directors. The Chairman of the Board is the Chairman of the committee. The committee is responsible for reviewing the structure, size and composition of the Board and for identifying and nominating, for the approval of the Board, candidates to fill Board positions as and when they arise. As well as assessing the balance of skills, knowledge and experience on the Board, the committee gives consideration to succession planning for directors and other senior executives. The Nomination Committee operates within its terms of reference which are available on the Company's website at www.icap.com.

Remuneration Committee (RemCom)

The committee members are appointed by the Board and comprise of independent non-executive directors. The chairman of the committee is appointed by the Board. The Remuneration Committee is authorised by the Board to review and approve proposals to ensure that ICAP's global salary and discretionary bonus plans, revenue-based bonus plans, long-term incentive plans, all other rewards and employee benefits support the business strategy of the Group. The committee's responsibility is the oversight of the remuneration strategy for the Group, to ensure that ICAP's approach to remuneration is aligned with the interests of employees and shareholders and to comply with current best practice and regulatory requirements. Full terms of reference can be found on the Company's website at www.icap.com.

Executive Committees

There are three principal executive committees, mandated by and reporting to the Board, the GEMG, the GOC and the GRACC.

ICAP's Executive Committees



Global Executive Management Group (GEMG)

The role of the GEMG is to propose commercial strategy to the Board, to oversee the performance of Group businesses and to set the commercial direction of these businesses. The committee is responsible for ensuring there is clear executive management accountability for all parts of ICAP's businesses, joint ventures and key investments and for generating an annual strategic plan and preparing a Group budget and forecast for recommendation to the Board. Members of the committee are: Group Chief Executive Officer (chairman), Group Executive Director (Americas), Group Finance Director, Chief Executive Officer (Global Broking), Chief Executive Officer (Asia Pacific, Global Broking), Chief Executive Officer (BrokerTec), Chief Executive Officer (EBS and Executive Chairman, Traiana), Managing Director and Chief Executive Officer of ICAP SEF, Group Chief Operating Officer, and Group General Counsel.

Global Operating Committee (GOC)

This executive committee reviews and make recommendations to the Board and the GEMG in relation to all matters affecting the operations of the ICAP Group.

Group Risk & Capital Committee (GRACC)

This executive committee considers all aspects of the control environment, risk profile and capital structure of the Group. The Group has a centralised approach to the provision of contingency funding for its trading entities. Through the GRACC, the Board regularly reviews the liquidity demands of the Group and the financial resources available to meet these demands. The GRACC ensures that the Group, in totality and by subsidiary, has sufficient liquidity available in order to provide constant access, even in periods of market turmoil, to an appropriate level of cash, other forms of marketable securities and committed funding lines to enable it to finance its ongoing operations, proposed acquisitions and other reasonable unanticipated events on cost-effective and attractive terms.

Regional Management

At a regional level the Group has established operating and risk committees which lead the day to day management of the Group's business. These include representatives of the front office management, settlements, legal and compliance functions and regional finance. These committees are chaired by the Regional Chief Executive Officers, who are members of the GEMG. The operating committees include key members of the Boards of regulated entities.

Internal Audit

Internal Audit is outsourced to KPMG LLP ("KPMG"). KPMG undertake the functions of internal audit, including the monitoring of progress made with regards to audit issue actions; and the regular review of ICAP's internal control system which is designed to manage, rather than eliminate the risk of failure to achieve business objectives

5. Remuneration Policy

The main principles of ICAP's remuneration policy are:

- ICAP's remuneration arrangements are overseen by the remuneration committee (the committee) whose chair and members are selected from among its non-executive directors, all of whom have the skills and experience to undertake this role. The committee is responsible for reviewing ICAP's remuneration policy and its own terms of reference annually.

The Global Executive Remuneration Committee (GERC) is responsible for supervising all remuneration arrangements below the level of the main Board, the GEMG, the heads of risk and compliance and all employees

with total remuneration \geq £750,000 and/or a salary of £500,000. The GERC may further delegate certain authorities to divisional committees and/or members of the GEMG.

- ICAP's remuneration arrangements will be operated in accordance with the relevant regulatory codes and guidance in all the jurisdictions in which it operates, particularly that of the FCA, bearing in mind the nature, scale and particular characteristics of ICAP's business.
- ICAP's remuneration arrangements will be consistent with and promote effective risk management, will not encourage risk taking in excess of ICAP's approved risk appetite and will take account of current and future risks in the setting of variable remuneration.
- ICAP's remuneration arrangements will be clear and fully documented, will take into account the interests of shareholders, investors and other stakeholders and be consistent with and support ICAP's business strategy and corporate values. They will also be consistent with ICAP's financial condition and future prospects and need to maintain its capital base.
- ICAP's remuneration arrangements are structured so as to avoid conflicts of interest, both internally and those related to customers' interests.
- ICAP's remuneration arrangements take into account the need for consistency between funding and payment of bonuses and the timing and likelihood of ICAP receiving the revenue on which a bonus is based.
- ICAP's remuneration arrangements will have regard to levels of remuneration in the market and specifically ensure that the remuneration of staff in control functions is sufficient to attract and retain qualified and experienced staff, is in accordance with the achievement of objectives set for those staff, and is determined independently of, and is designed to avoid conflicts of interest with, the businesses they oversee (noting that seeking the views of the businesses they oversee is an appropriate part of the remuneration decision making process).
- ICAP's remuneration arrangements will ensure that variable remuneration is not paid through vehicles or by methods that facilitate the avoidance of any regulatory or other remuneration code which may apply to the firm.
- ICAP's remuneration arrangements will ensure that employees and management who are in receipt of deferred equity-based compensation are not permitted to undertake personal hedging strategies or take out insurance contracts that undermine the risk alignment of their contracts.
- The committee will review and approve periodic submissions of remuneration policy and practice as required by the FCA.

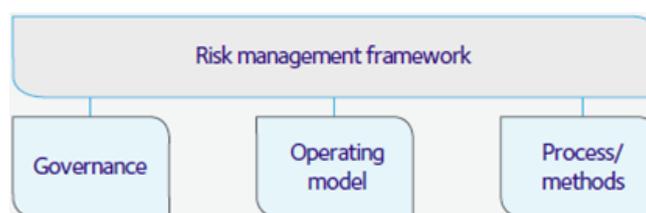
For further information regarding the Group's remuneration policy, see the information provided in the ICAP annual accounts available online [here](#).

6. Risk Framework

ICAP's group risk management processes exist so that subsidiary's (LINK's) risks are identified, assessed, measured, controlled and, where practical, mitigated across all functional risks the Group faces, both current and emerging. This is done within the Board approved risk appetite in a manner that is suitable for ICAP's business model and structure.

ICAP's risk framework is approved by the ICAP Board and aims to provide a globally consistent approach to the implementation of the Risk Management functional activities and its association to the three lines of defence model.

The risk framework is aggregated into three high level streams as displayed in the model below:



6.1. Governance and Senior Management Involvement

Three Lines of Defence

ICAP employs the Three Lines of Defence model for the risk management and control of its businesses as displayed below:



The Group has created an integrated control framework for the three independent control functions of Risk Management, Compliance and Internal Audit (which is outsourced to KPMG). Under this framework, these three functions will, where appropriate and on a planned basis, combine resources, skills and technical expertise in the conduct of monitoring, oversight and review work in order to provide enhanced assurance as to the effectiveness of the system of internal controls to the Governance Committees and the Board.

A key tenet of the three lines of defence model is that the senior management of the business lines, in particular those with the responsibility for overseeing the front, middle and back office functions, have full accountability for the management of the risks in their businesses. This is done within the limits and the control environment established by the Group. All staff and managers are required to take a prudent approach to risk taking and to review regularly the effectiveness of their control environment.

6.2. Risk and Control Governance and Risk Management Processes

Risk Management is an independent function from the business which operates under a structure approved by the Board. This section is an overview of the structure and framework elements in place for the identification and mitigation of significant risks and control gaps. It also illustrates the separation between Risk Management and the business. The separation ensures independence as well as the direct reporting lines of the GCRO.

6.2.1. Operating model

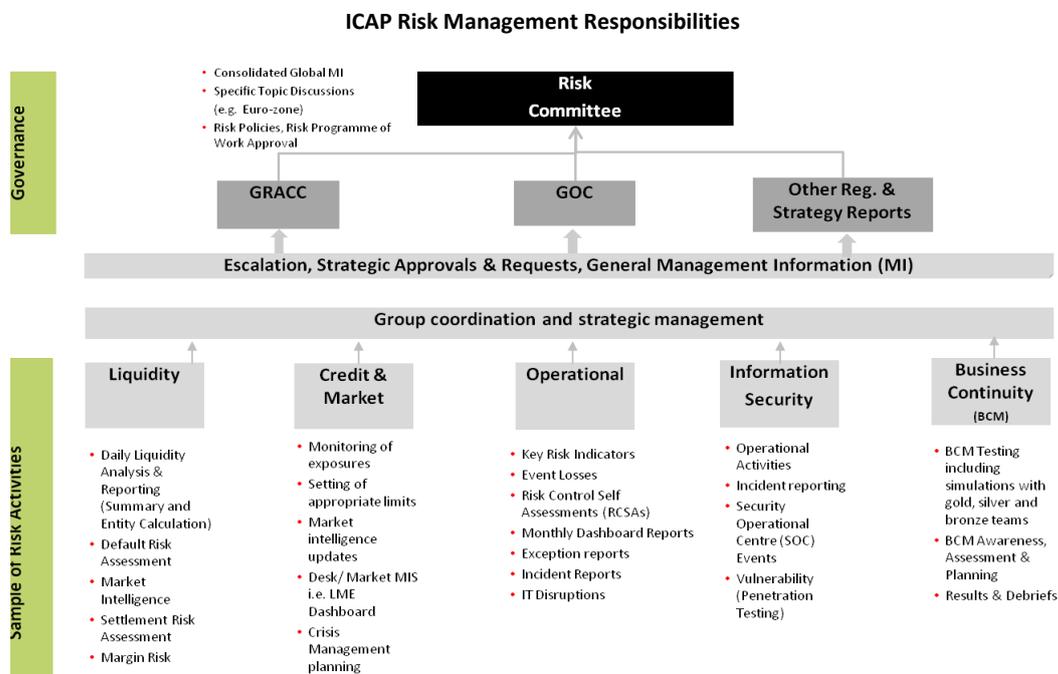
This subsection details the elements of the Operating Model; including the Organisational Structure, high level mandate, policies and systems in place.

Organisational Structure

Risk Management in ICAP is an independent control function. This gives it the freedom to ensure that the control environment is fit for purpose, identify and oversee the Group's key risks and facilitate mitigation of these risks as appropriate.

Mandate, Responsibilities and Competences

The responsibilities of the Risk Management function are summarised in the diagram below.



The GCRO is a member of the GRACC and GOC and has overall day-to-day accountability for the independent Group Risk Management function. Reporting to the GCRO, and working in the Group Risk Management function, are risk heads for Operational Risk, Credit and Market Risk, Head of Resilience (covering Business Continuity and Information Security) and Liquidity Risk. Also reporting to the GCRO are regional risk heads for the Americas, EMEA and APAC regions. Along with their teams, these individuals are responsible for establishing a Group-wide risk management framework. The risk-type teams liaise with businesses as part of the monitoring and management processes.

Policies, Procedures and Guidelines

The Group has a framework of policies that dictate the minimum requirements and approach to managing its activities. Risk Management policies form a subset of this policy framework and has a range of Group wide policies and regional policies derived from these to cover the functional risk areas. These policies are reviewed annually and updated as required prior to sign off at the appropriate level.

Specialist Areas

Two discrete specialist areas exist within the Risk Management function; Business Continuity Management and Information Security.

6.2.2. Processes/methods

Critical to the risk and control governance in ICAP, are methods employed in the identification and assessment of risks.

Risk Assessment

Routine assessment of risk exposures is the responsibility of the Group’s business heads, in line with the first line of defence. The risk team monitors qualitative and quantitative measures to ensure that the business risks remain within acceptable parameters and that controls are operating effectively.

The Risk Management function provides support to the businesses with a range of tools for the identification and assessment of risks, e.g. credit risk limits based on an internal scoring system, key risk indicators and management information packs are produced monthly.

Risk identification and assessment are key components of ICAP’s risk framework, enabling the business to identify the significant risks to the achievement of its objectives. The framework seeks to identify all meaningful risk types, from all sources (people, activities, systems, and external) and the compensating controls across the organisation.

The assessment of the identified risks provides greater understanding of, and complements, risk-based decisions. The framework ensures that risks can be compared within and across categories. The annual Risk Control Self Assessments (RCSA’s) form a key part of this process and are described more fully in the Operational Risk section below.

Risk reviews and assessments are also carried out in a combined effort with other assurance providers i.e. Compliance and Internal Audit, under the Integrated Assurance approach.

Integrated Assurance

Integrated Assurance is a component of the Risk Management framework, providing an independent review of the various entities, businesses and infrastructure functions through co-ordination and co-operation between key governance functions (Risk Management, Compliance, and the IA function). These three functions, through the course of their respective assessment and evaluation approaches, define the key risks and requirements for associated coverage to ensure that internal controls are operating effectively. The reviews take a variety of forms – ranging from jointly performed review to coordinated timing of separate reviews, leveraging a specific team’s review. Issues arising from these reviews are tracked in the same way as existing Internal Audit issues to ensure timely escalation and resolution.

Stress Testing and Scenario Analysis

Stress testing and scenario analysis are cornerstones of Risk Management processes and are employed across all functional risk areas ranging from automated daily analysis to more discrete stress testing of components of the organisational activities.

Specifically for the ICAAP, the Group’s management considers scenario analysis to provide the optimum methodology for assessing the required capital for the Group given the limitations around the applicability of investment bank or commercial bank compatible stress testing logic and processes. This key differentiation necessitates the ICAAP scenario work to be more subjective in its foundations.

The table below outlines management’s view on the advantages of using a scenario analysis.

Management’s View on the Advantages of Using Scenario Analysis

Advantage
<ul style="list-style-type: none"> • Direct linkage of capital to risk management process
<ul style="list-style-type: none"> • Promoting dialogue and challenge between Business and Risk
<ul style="list-style-type: none"> • Ownership of results by Business
<ul style="list-style-type: none"> • Create full transparency
<ul style="list-style-type: none"> • Enable predictions and better decision making

6.3 Recent improvements to the risk management framework

ICAP began the Operational Risk Framework Implementation Programme (ORFIP) in 2013 to improve ICAP's ability to identify, assess, monitor and manage its operational risk.

During 2013 advances were being made across a range of operational risk management areas, in particular Governance, RCSA's and Key Risk Indicators (KRI's). In addition, target states, interim milestones and associated 2014 roadmaps were agreed with, and owned by business areas, in particular:

- Advances made in Governance – all businesses hold regular Risk Committees
- Advances in RCSA production and KRI assembly

7. Capital Resources

The Company's capital resources as at 31st March 2014 are summarised below:

	£000
Tier 1 Capital	37,933
Tier 2 Capital	-
Tier 3 Capital	-
Deductions from Tier 1 and Tier 2 Capital	-
Total capital after deductions	37,933

8. Capital Adequacy

As at 31st March 2014, LINK's capital requirement was £32.30 million detailed below:

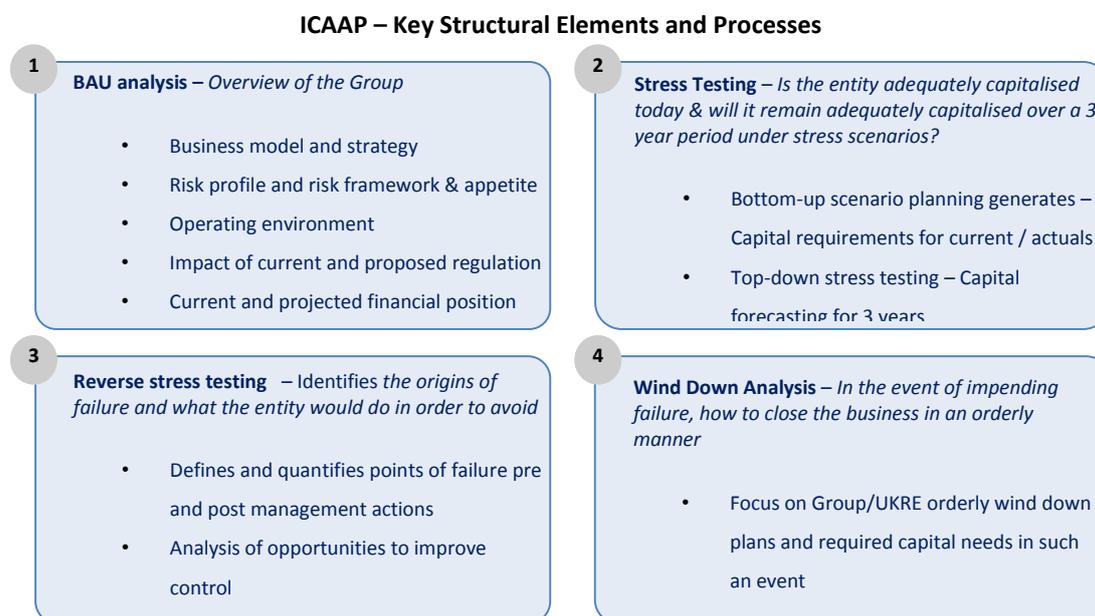
Capital requirement	2014 (£000)	2013 (£000)
Total Pillar 1 (includes Fixed Overhead Requirement (FOR))	4,780	4,160
Total Pillar 2 (includes capital for set aside for risks identified)	32,300	20,410
Wind-down Cost	2,360	1,950
Capital Requirement (Greater of Pillar 1, 2 or Wind-down Cost)	32,300	20,410
Capital Resources	37,933	31,230
Current Surplus	5,633	10,830

8.1 The Internal Capital Adequacy Assessment Process (ICAAP)

The ICAAP document was developed by a team led by the COO for EMEA Broking working in conjunction with Group Risk, and has been subject to preliminary review by LINK management and final sign off by its Board of Directors. Comments raised during this review process have been incorporated into the document.

The ICAAP document represents the firm's best efforts to describe the current state as well as the planned developments in the quantification of risks for the purpose of capital adequacy. Our approach is evolving as new information is gathered and new tools implemented.

The key structural elements of the ICAAP determined the high level process that was followed to produce the ICAAP document. The following figure shows the four key structural elements and each of the main sub-sections and steps taken:



9. Risk Management

Applying the eight overarching risk categories, the extent of inherent risk arising from the business activities of LINK can be summarised in the following table:

	Liquidity	Operational	Legal and Compliance	Credit	Strategic	Market	Financial	Reputational
LINK	✓	✓	✓	✓	✓	✓	✓	✓

✓ Inherent risk exists * No inherent risk for this category

9.1 Risk Profile

Details of how the key risks manifest themselves in LINK, the impact of them and how the risks are mitigated are described below:

9.1.1 Liquidity Risk

How Liquidity Risk materialises in the business

Liquidity Risk in LINK materialises through its matched principal (MP) and exchange traded (ET) businesses. For MP trades, intraday and overnight liquidity is provided by its settlement banks. For ET trades, LINK is a Non-Clearing Member (NCM) on a number of exchanges; as a NCM it is required to have a relationship with a General Clearing Member (GCM) at the nominated clearing house of the exchange.

Mitigate & Control

The Group currently does not allocate the cost of short-term funding back to the individual entities and therefore, under the current business model, there are no capital implications (i.e. cost of funding) from changes to the liquidity supply vs. demand profile.

Consequently, it is concluded that there no capital is required to be held by ISL for Liquidity Risk.

9.1.2 Operational Risk

How Operational Risk materialises in the business

- **Transaction/ Order Origination, Arrangement & Execution Risk** – As LINK covers NGU, ET and MP there is a more diverse operational risk profile than many other ICAP entities. Execution risk exists in direct market execution trades from issues such as internal/external miscommunication, missed prices or input errors. As these are executed on exchange these errors can create a position which exposes LINK to market risk and potential losses.
- **Transaction/ Order Capture, Processing and Settlement Risk** – Given the volume of transactions processed by Link, transaction/order capture, processing and settlement was identified as a significant potential risk. The nature of the risk and how it crystallises depends on the trade type and the product.
- **Technology and Infrastructure Risk** - LINK has direct access to execute trades through internal systems. The loss of these systems could leave LINK, or specific desks, unable to do business due to an inability to execute the trades. While the entity is a voice broking business, there is still a material technology and infrastructure risk should a specific system or the network be lost for a period of time.
- **Information Risk** - LINK has access to confidential client information. There is a risk that this data could be accidentally lost or sent to the wrong counterparty.
- **Business Disruption Risk** - LINK has BC/ DR capability for its critical operational systems including an ability to liaise directly with Exchanges and GCM's; this allows Exchange Operations the ability to effectively ensure trades are picked up before margin is required.
- **Human Resource Risk** - The nature of voice broking means that there are key staff who could have an impact on revenue if they were to leave. Key staff were identified, although market conditions are thought to have reduced this risk in recent years. However, there is the possibility that a small, high revenue generating desk could be impacted by this risk.
- **Fraud/ Unauthorised Activity Risk** - Voice broking businesses do not run the same level of risk as banks in terms of fraud or unauthorised activity, however, this risk is applicable to the business. Various controls are in place to reduce the likelihood that this risk does crystallise.

Mitigate & Control

Overall the LINK control environment was assessed as adequate, and this conclusion is in line with the low levels of historical losses and incidents which have been noted within the entity using internal loss data.

9.1.3 Legal & Compliance Risk

How Legal & Compliance Risk materialises in the business

Legal Risk

LINK is subject to legal obligations in providing services for its clients, although this risk was not considered material during the scenario analysis process.

Compliance Risk

LINK is regulated by the FCA and is permitted to provide the following services:

- Dealing in investments as principal
- Dealing in investments as agent
- Arranging (bringing about) deals in investments
- Making arrangements with a view to transactions in investments
- Agreeing to carry on a regulated activity

Mitigate & Control

The management and mitigation of legal and compliance risk is the responsibility of business management who are supported by the Legal and Compliance functions. To further mitigate risk, LINK is subject to the Compliance Risk Management Framework and associated risk assessments; desk based reviews and automated surveillance practices adopted within the business.

9.1.4 Credit Risk

How Credit Risk materialises in the business

Credit Risk for LINK is the risk of the non-performance or failure of its counterparties in either of the MP or ET business lines. It also includes the risk of non-payment of invoices and receivables in its NGU business.

Mitigate & Control

Processes and controls are in place to limit, monitor potential and actual credit exposure including; client on-boarding and limit setting process based on internal ratings. Regional accounts receivable teams monitoring non-receipt of commissions and fee income and limit setting on Treasury counterparties.

9.1.5 Strategic Risk

How Strategic Risk materialises in the business

LINK management identified the potential change in the market conditions, regulatory environment and client needs as being the most likely cause of strategic risk. This risk covers competitors expanding or entering the market, failure to react to client requirements and changes to the market landscape due to regulation or political changes.

Mitigate & Control

There are currently no SBIs (Significant Business Initiatives) ongoing or being planned within the LINK entity, which reduces the risk of issues due to changes in strategy. All other strategic risk is covered in the annual planning and budgeting process and the business as usual activities of the entity.

ICAP Group Plc employs specialist staff, and advisors, to stay abreast of likely regulatory reform.

9.1.6 Market Risk

How Market Risk materialises in the business

LINK does not take active market risk in the pursuit of any of its businesses.

Mitigate & Control

Not applicable.

9.1.7 Financial Risk

How Financial Risk materialises in the business

ICAP plc manages Financial Risk at Group level as per the below summary:

Interest Rate Risk

The Group external debt financing includes both fixed and floating rate interest rates. The Group holds significant holdings of cash, held for various commercial requirements, which may earn interest income at fixed or floating rates.

Movements in interest rates can increase or reduce the Group's interest cost and similarly reduce or increase interest income. The risk of a reduction in the interest income earned on cash balances is not considered a risk of loss.

Currency Risk

The Group presents its consolidated financial statements in GBP and conducts business in a number of other currencies, principally, in US dollar and the Euro. This can give rise to the risk of loss through exposure to movements in currency exchange rates in a variety of ways.

Risk arising from items of income or expense arising in a currency other than a Group entity's local reporting currency is a transactional exposure. Risks arising from profits arising in currencies other than sterling or from assets or liabilities denominated in currencies other than sterling are translational risks.

Mitigate & Control

Group manages its interest rate exposure through a combination of sterling and US dollar debt drawn on fixed and floating rate terms. The Group's objective is to minimise interest costs and the impact of interest volatility on the Group's consolidated income statement. In addition to debt, the Group's treasury policies also permit the use of derivatives including interest rate swaps, interest rate options, forward rate agreements and cross currency swaps to meet these objectives.

In order to mitigate currency risk, the Group's policy is to hedge transactional but not translational income statement currency risk. Subsidiaries are required to hedge material transactional exposures into their functional currency. In practice this means that the Group's principal UK subsidiaries, with sterling functional currency, hedge net US dollar and Euro income into sterling. The level of hedging and the adherence to the policy is monitored as a standing agenda item at every meeting of the GRACC.

9.1.8 Reputational Risk

How Reputational Risk materialises in the business

LINK's reputation is important to its ongoing success; however, it is deemed as a second order risk and is not, therefore, scenario tested. Reputational risk could arise from operational risks as previously described.

Mitigate & Control

Please see 'Mitigate & Control' actions for operational risks.

10. Non-Applicable Disclosure Requirements

The following disclosures specified under BIPRU 11.5 are not applicable to the Group:

BIPRU 11.5.5 – ICAP does not engage with retail clients as per the FCA’s definition.

BIPRU 11.5.6 – ICAP does not have a principal trading book.

BIPRU 11.5.10 – ICAP uses the simplified method of calculating risk weights.

BIPRU 11.5.11 – The Group uses the simplified method of calculating risk weights, not the IRB approach.

BIPRU 11.5.13 – The Group does not use a VaR model to calculate its Market Risk Capital.

BIPRU 11.5.14 – Not applicable to ICAP as requirement has been deleted.

BIPRU 11.5.15 – The Group does not have a non-trading book exposure to equities.

BIPRU 11.5.17 – ICAP does not securitise its assets.

BIPRU 11.5.18 – The Group’s Remuneration Disclosure Statement is included in the annual report and is published on the ICAP website [here](#).

BIPRU 11.5.19 – This item represents guidance and is not a disclosure requirement.

BIPRU 11.5.21 – This item represents guidance and is not a disclosure requirement.

BIPRU 11.6.1 – 11.6.6 concerning IRB is not applicable to the Group.