Operating Principles for Impact Management

Disclosure Statement
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Foreword

Credit Suisse has a 20-year track record of developing innovative financial products to invest for impact.

“Climate change and human rights issues have driven growth in sustainable investing over the last decade. However, when it comes to delivering impact, not all approaches are created equal. With the ambition to continue to help drive further growth and development of this market, we are proud to be a founding signatory of the Operating Principles for Impact Management (the ‘Impact Principles’), joining in April 2019.

With an increasing number of funds and products claiming the impact label, we support the initiative to establish a set of principles to govern best practices and to protect the integrity of the impact investing field.

As part of our commitment, we agreed to publicly disclose our assets under management (AuM) which are in alignment with the Impact Principles, and to do so annually. This Disclosure Statement (released May 31, 2023), reporting on the period from the date of the release of last year’s Disclosure Statement (May 31, 2022) through to April 30, 2023, relates to products we classify and label “Impact” offered to private and institutional clients as part of our Wealth Management and Asset Management platforms (the Covered Assets).

The associated total AuM\(^2\) in alignment with the Impact Principles was USD 1.6 bn as of December 31, 2022. By publishing this statement, Credit Suisse also re-affirms the alignment of Credit Suisse’s procedures with the Impact Principles with respect to the Covered Assets.

Ongoing challenges – such as climate change, biodiversity loss, and poverty – continue to require impact-focused private capital. While impact investing is only one part of the solution to these challenges, it is an important part. We must leverage the best of what private investors, entrepreneurs, and social innovators can offer, and support – in measurable ways – those businesses that are really contributing to solutions for people and the planet.

On behalf of Credit Suisse, we seek to mobilize capital for good and generate returns - sustainably.

James Purcell
Group Head of Sustainable Frameworks
Credit Suisse

1. Please refer to our Credit Suisse Sustainable Investment Framework for more information.
2. The associated total AuM in alignment with the principles was USD 1.6 bn as of December 31, 2022. Please note that an additional impact product - the Climate Innovation Fund II - has been closed in Q1 2023. This product has not been included in the reported AuM of this Disclosure Statement. Note: The AuM are converted from a reported CHF 1.5 bn, applying a USD to CHF exchange rate [0.9251] as of 31 December 2022.
Executive summary

Credit Suisse AG (referred to as "Credit Suisse" in this document) is a global wealth manager with investment banking capabilities. At the end of 2022, we managed CHF 1.3 trillion of assets. Over recent years, we have focused on broadening our sustainable investing product offering to meet increasing demand from our private wealth and institutional clients and to help fill funding gaps associated with the UN Sustainable Development Goals (SDGs). The range of sustainable and impact products we offer follow a broad set of strategies from Exclusion, Integration, Thematic and Impact.

Products or funds included on our platform are externally and internally managed, including those managed by Credit Suisse Asset Management (CSAM).

In line with our commitments as a founding signatory to the Impact Principles, we formalized our Impact Investment Framework in 2021, which forms a part of the Credit Suisse Sustainable Investment Framework. We set guidelines to delineate impact investing from broader sustainable and ESG strategies and we set out the governance for approving, monitoring, and managing products classified as impact investments. This has been further formalized via an internal global policy operationalizing the Credit Suisse Sustainable Investment Framework in which our approach to Impact Investing is detailed. Our Framework unpacks the mechanisms of impact investing and differentiates between two levels of impact:

- **Company impact ("Delta 1")**: the positive impact/change a company generates through its products and services; and
- **Investor impact ("Delta 2")**: the positive impact/change an investor generates by enhancing the quality/quantity of the impact a company generates through direct financing or active ownership.

We define Impact Investments as the subset of sustainable investing strategies that demonstrate the direct contribution an investor can make to the impact of investee companies. These investments are typically part of private market strategies, where investors directly finance the growth of impactful companies or projects, and aim to deliver measurable improvements in sustainability performance or social benefits of the underlying investments. This impact can be delivered by adding value post-investment via active ownership, and/or helping impactful companies to grow faster than without this intentionally driven capital.

Credit Suisse focuses on impact investments that seek to generate a market rate of return for the given asset class, and that can also demonstrate the intention to deliver impact based on a clear theory of change and the ability to measure such impact. In certain circumstances, Credit Suisse will participate in concessionary return impact opportunities, particularly in blended finance projects, which may include the blending of concessionary/catalytic capital with traditional return-oriented investors.

Key factors that set impact investments apart from other sustainable investment practices include:

- the intentionality of social and environmental impact;
- the strategy to reach such impact;
- the investor’s contribution to the impact;
- the measurement of impact; and
- the transparent reporting of the impact.

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3. For more information, please consult the Credit Suisse Group AG 2022 Annual Report.
4. Please refer to our Credit Suisse Sustainable Investment Framework for more information.
5. Company impact is looked at in detail in our publication From ESG to SDGs.
6. Investor impact is looked at in detail in our publication The Double Delta of Impact Investing.
Principle 1

Define strategic impact objective(s), consistent with the investment strategy.

The Manager shall define strategic impact objectives for the portfolio or fund to achieve positive and measurable social or environmental effects, which are aligned with the SDGs, or other widely accepted goals. The impact intent does not need to be shared by the investee. The Manager shall seek to ensure that the impact objectives and investment strategy are consistent; that there is a credible basis for achieving the impact objectives through the investment strategy; and that the scale and/or intensity of the intended portfolio impact is proportionate to the size of the investment portfolio.

As of April 2023, impact investing is implemented throughout the Global Sustainability department, supported by the Sustainability Analysis & Solutions (SA&S) function within the Investment Solutions & Sustainability (IS&S) division focusing on the product side.

As a wealth manager, we create or onboard a number of impact investment products each year. These span a range of themes, including ocean conservation, as well as access to essential goods and services, linked to sectors such as education, finance, and healthcare, for populations living at the base of the pyramid (BoP).

While Credit Suisse now supports a variety of impact investments, our wealth management platform originally focused on microfinance, co-founding responsibility in 2003 and launching multiple bespoke microfinance products.

We are a catalyst for development in the field of conservation finance and have created innovative products. In 2021, we launched the Credit Suisse Climate Innovation Fund which is dedicated to allocating capital to mission-driven, venture capital companies focused on disruptive technologies, with the aim of significantly reducing greenhouse gas emissions. In support of its climate-centric mission, the fund’s investment process will solve the ‘Double Delta’, reporting both the positive impact/change a company generates through its products and services and as well as the positive impact/change an investor generates, by enhancing the quality or quantity of the impact a company generates through financing or active ownership. In addition, the Climate Innovation Fund reports the degree of alignment with the UN SDGs, providing a strong reference point for its reporting framework. A second version of the Climate Innovation Fund was launched in Q1 2023. In 2022, Credit Suisse acted as the sole conservation bond structure for World Bank’s Wildlife Conservation Bond, also known as the “Rhino Bond”.

In 2015, we were one of the few wealth managers to set up a proprietary private equity impact fund (in collaboration with UOB Venture Management), the Asia Impact Investment Fund (AIIF). After the first fund completed its fundraising in 2016, the second iteration of the AIIF came to a close in 2022. Both funds focus on making investments in growth-stage venture capital and private equity businesses in South East Asia and China targeted at improving the livelihoods of those at the BoP.

Our Covered Assets relate mostly to private market strategies such as private equity/venture capital, private debt, and structured products. They also include strategies based on shareholder engagement in listed equities.

We apply the same diligence criteria and thorough processes to all of the products onboarded, irrespective of whether they are managed by internal or external asset managers. Internal product teams with relevant asset class expertise are responsible for managing the externally onboarded or internally developed impact products throughout their lifecycle. Our strategies cover various geographies, with some investments solely targeting developing countries, while others are dedicated to projects or companies in developed countries. Some strategies combine both social and environmental objectives.

Credit Suisse has a standardized process for assessing the strategic impact objectives of each product. Impact investment professionals are responsible for assessing the products’ impact strategies and determining how they address key SDGs. We evaluate the relevance and priority of addressing particular SDGs in the targeted geography and beneficiary group. We also assess whether there is a strong theory of change supporting the investment strategy in relation to the desired outcomes. We document this through a policy-defined impact assessment and classification approval process.

We aim to foster thought leadership, collaboration, and exchange at conferences including our annual Conservation Finance Conference, now in its tenth year, and by publishing in-depth research, for example, Nuclear energy: Challenges and opportunities; and Biodiversity: Concepts, themes and challenges.

Credit Suisse has a standardized process for assessing the strategic impact objectives of each product.
We believe that as a wealth manager, we have an important role to play in supporting our communities. We focus on three themes: Financial Inclusion (enabling access to formal financial services), Financial Education, and Future Skills, for which we are also able to aggregate and report impact indicators.

Due to the variety of impact themes and strategies, it is challenging to aggregate comparable granular impact metrics across different fund managers. We therefore welcome global harmonization initiatives such as the Joint Impact Indicators (JII), which should help to address this challenge for wealth managers over the long-term.

We have a holistic impact strategy at the platform level, and a dedicated team whose responsibilities include implementing the impact framework through a standardized management system, which applies to all impact products managed by Credit Suisse, and integrates into normal product governance. We also align our systems to external best practices in impact investing, including signing up to and aligning our process with the Impact Principles.

Given our role as a wealth manager, our key incentives are, in part, based on the growth of the impact investing franchise within the bank, as well as the quality and quantity of impact-focused capital that our clients have deployed. AuM penetration along the Sustainable Investment Framework categories, which include the impact investments category, form part of the non-financial metrics linked to 2023 Executive Board compensation.

8. Please visit our 2022 Sustainability Report for more information.
9. Please visit our 2022 Annual Report for more information.
Establish the Manager’s contribution to the achievement of impact.

The Manager shall seek to establish and document a credible narrative on its contribution to the achievement of impact for each investment. Contributions can be made through one or more financial and/or non-financial channels. The narrative should be stated in clear terms and supported, as much as possible, by evidence.

We are contributing to the impact investing field with thought leadership initiatives.

There are two significant considerations/aspects relevant to establishing the manager’s contribution to the impact products on our platform:

First, the contribution fund managers make toward enhancing the impact of the investee/portfolio companies.

Second, the contribution Credit Suisse makes as an allocator and aggregator of capital, by raising capital for those fund managers and supporting their delivery of impact.

Our Impact Framework focuses primarily on the first aspect/consideration in order to ensure that the products we onboard as impact investing products meet our requirements with respect to investor contribution. We focus on three main mechanisms of investor contribution:

- Capital contribution: when the investment proceeds directly fund the growth of the investee company’s impact activity.
- Capital additionality: when the capital adds to the total pool of capital available to the company for creating impact.
- Active ownership: when the fund manager contributes to the impact generated by the company through non-financial means, such as providing strategic advice and technical assistance, involvement in business building or fundraising activities, and for public equities undertaking robust shareholder engagement to deliver attributable outcomes.

The contribution we, as a wealth manager, make to fund managers includes helping them to raise additional funds from a high-quality, diverse investor base. Having Credit Suisse as a limited partner of a private equity fund can help fund managers considerably with their fundraising. We can introduce fund managers to our global client base that meets the relevant suitability requirements, broadening the investor base and facilitating access to new pools of capital. Some of our clients have expertise and operations in related industries and can become strategic partners, co-investors, and potential investees of the fund managers.

We also offer access to investment bank services for fund managers and, as a global bank, we are well positioned to encourage fund managers to continuously improve their impact management systems, including impact reporting.

Of particular note are the two Asia Impact Investment Funds, initiated by Credit Suisse in partnership with UOB Venture Management. The funds invest in fast-growing businesses that address social challenges across Asia. Credit Suisse acts as an impact advisor to the funds. The funds take board seats and provide strategic advice to companies. The combined investments of our two Asia Impact Investment Funds (AIIF 1 and AIIF 2) include five agriculture companies, four healthcare companies, an education technology company, and a microfinance institution, all in early stages of their life cycles.

We raise awareness of impact investing among our clients via direct meetings and larger forums and conferences. We have continued to train thousands of our employees on sustainability and impact investing, (over 19,400 participants in total in 2022), and further embedded sustainable and impact investing into core offerings. In addition, we have built a sustainability learning portal on our online learning platform that can be accessed by all of our employees. We provide curated content on foundational knowledge in ESG and about sustainability in client advice. In addition, all new hires are directed to the sustainability learning portal as part of their onboarding journey. Our sustainability specialists contribute their expertise to the next generation of investors by running workshops for our younger clients, as well as teaching at leading academic institutions such as MIT, University of Zurich, and ESCP.

We are exploring more ways to engage with fund managers and to further leverage our networks and our client base to help these fund managers to be as impactful as possible.

10. As disclosed in our 2022 Sustainability Report
Principle 4

Assess the expected impact of each investment, based on a systematic approach.

For each investment the Manager shall assess, in advance and, where possible, quantify the concrete, positive impact potential deriving from the investment. The assessment should use a suitable results measurement framework that aims to answer these fundamental questions: (1) What is the intended impact? (2) Who experiences the intended impact? (3) How significant is the intended impact? The Manager shall also seek to assess the likelihood of achieving the investment’s expected impact.

In assessing the likelihood, the Manager shall identify the significant risk factors that could result in the impact varying from ex-ante expectations.

In assessing the impact potential, the Manager shall seek evidence to assess the relative size of the challenge addressed within the targeted geographical context. The Manager shall also consider opportunities to increase the impact of the investment. Where possible and relevant for the Manager’s strategic intent, the Manager may also consider indirect and systemic impacts. Indicators shall, to the extent possible, be aligned with industry standards and follow best practice.

We carry out an impact assessment for all funds and other products classified as Impact Investing on our platform and review the factors set out in Principle 4. The ex-ante impact assessment follows a standardized approach, leveraging the Impact Management Project’s (IMP) framework to unpack the mechanisms of impact at an investee level. The IMP’s five dimensions (What/Who/How much/Contribution/Risk) cover the following fundamental questions:

- **What** – Defines how the company expects to generate positive outcomes on people and the planet and how intentional it is in doing so. It also sets the relevance of the outcome for the beneficiary group in the given geographical area.
- **Who** – Identifies the stakeholders who benefit from the positive outcome and asks how underserved they were prior to the company’s actions.
- **How much** – Explores the magnitude of the impact outcomes, in terms of scale, depth, and duration. We differentiate between direct and indirect impact, including expected systemic changes that can come from highly innovative solutions.
- **Contribution** – Assesses whether the company’s efforts lead to better outcomes than what would have happened otherwise.
- **Risk** – Looks at how the asset managers assess the likelihood of delivering the expected impact outcome and the systems in place to identify and monitor ESG risks.

We favor the use of widely recognized impact measurement standards such as IRIS+ or tools to identify material ESG risks for different sectors, such as SASB.

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12. [https://www.sasb.org/](https://www.sasb.org/)

"We carry out an impact assessment for all funds and other products classified as Impact Investing on our platform."
Principle 5

We engage with our investee fund managers regarding potential ESG risks at various stages of the investment life cycle. We expect fund managers to report significant ESG risk incidents and the measures in place to remediate them, and to prevent further similar incidents. We have provided a summary of our monitoring processes in the table opposite.

Credit Suisse as a wealth manager has an overall Sustainable Investment Framework in place. Our Sustainable Finance Disclosure Regulation (SFDR) information provides more background on the transparency of sustainability risk policies in connection with the Sustainable Finance Disclosure Regulation of the European Union (EU) 2019/2088.

The CSAM Sustainable Investing Policy and Active Ownership Report provide an overview of the processes developed by CSAM to identify, monitor and address ESG risks for the companies it invests in.

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We engage with our investee fund managers regarding potential ESG risks at various stages of the investment life cycle.
Monitor the progress of each investment in achieving impact against expectations and respond appropriately.

The Manager shall use the results framework (referenced in Principle 4) to monitor progress toward the achievement of positive impacts in comparison to the expected impact for each investment. Progress shall be monitored using a predefined process for sharing performance data with the investee. To the best extent possible, this shall outline how often data will be collected; the method for data collection; data sources; responsibilities for data collection; and how, and to whom, data will be reported.

When monitoring indicates that the investment is no longer expected to achieve its intended impacts, the Manager shall seek to pursue appropriate action. The Manager shall also seek to use the results framework to capture investment outcomes.

We have established a process to monitor the progress of the funds and products on our platform in achieving the expected positive impact set out by fund managers. This process takes place on at least an annual basis for each impact investing product on our platform. Global Sustainability, with support from sustainability and product specialists in other parts of the bank, is responsible for collecting, analyzing, and evaluating impact fund manager performance, understanding the fund manager’s impact, suggesting ways to improve the impact performance where possible, and ensuring the reliability and relevance of the chosen impact metrics. We recommend that fund managers use standard metrics, such as IRIS+.

The typical process involves:

- **Annual review of the impact reporting of fund managers with impact products on the platform.** Reporting is compared with the previous assessments (e.g., the original due diligence assessment or the previous year’s impact reporting and review processes).

- **Annual calls or meetings with the fund managers to explain the progress made with the strategy over the past year and the outcomes that have been achieved.** These are compared with the expectations established in previous reporting periods or due diligence processes.

- **The continued strategic focus on impact by the fund manager is assessed, and if it is concluded that focus has been lost, or if there has been a substantial deviation from the stated impact strategy, the fund may be removed from the impact investing category.**

As part of our impact assessment process, we assess whether fund managers have adequate systems in place to consider the sustained impact following an exit. This is also taken into consideration in the annual monitoring cycles. While exit strategies with embedded impact components remain an exception for commercial fund managers, we encourage them to ensure the continuity of impact after exit.

It should be noted that, in our view, the best way to ensure the continuation of impact beyond exit is to ensure that impact is a core part of the investee company’s business model. This means that if the company delivers impact, then it will be delivering financial returns, and vice versa. The investment strategy of the Credit Suisse-UOB Asia Impact Investment Fund, for example, is to only invest in companies with inherently impactful business models, in which growth, profitability, and delivery of impact move in tandem.

"We have established a process to monitor the progress of the funds and products on our platform."
Principle 8

Review, document, and improve decisions and processes based on the achievement of impact and lessons learned.

The Manager shall review and document the impact performance of each investment, compare the expected and actual impact, and other positive and negative impacts, and use these findings to improve operational and strategic investment decisions, as well as management processes.

Impact fund managers we have onboarded typically provide quarterly or annual reporting that includes both impact and financial performance data. We then share these reports with the clients who have invested in these funds. Our role as an allocator to fund managers is to ensure that they have robust frameworks in place that align with Principle 8.

This engagement with the fund managers occurs during our annual review. We analyze impact strategies and outcomes, and hear from the fund manager how they performed in terms of impact compared with expectations. While it is the responsibility of the fund manager to determine whether they have achieved their impact targets, our role is to ensure that they have the systems in place to do so, and to review their progress annually.

Principle 9

Publicly disclose alignment with the Impact Principles and provide regular independent verification of the alignment.

The Manager shall publicly disclose, on an annual basis, the alignment of its impact management systems with the Impact Principles and, at regular intervals, arrange for independent verification of this alignment. The conclusions of this verification report shall also be publicly disclosed. These disclosures are subject to fiduciary and regulatory concerns.

Credit Suisse first reported on its alignment with the Impact Principles in the Disclosure Statement dated May 31, 2020, and is committed to provide re-affirmation on an annual basis. We are doing so with this Disclosure Statement dated May 31, 2023.

In accordance with the Impact Principles’ requirement that signatories arrange for independent verification, Credit Suisse engaged KPMG15 as the independent external verifier.

In line with Principle 9, Credit Suisse will obtain independent verification at regular intervals, which we have defined as every two years at the calendar year end. The last independent verification was completed in 2022.

Impact fund managers we have onboarded typically provide quarterly or annual reporting that include both impact and financial performance data.

15. Registered address: KPMG LLP, 15 Canada Square, London, E14 5GL. For a summary of the operations and qualifications of the independent verifier, please refer to the Verifier Statement itself.
Appendix

The impact management systems, as described within the Descriptive Narrative, are aligned with the Impact Principles if:

- The Descriptive Narrative includes a description of an impact management process matched to each of the Impact Principles;
- The Descriptive Narrative presents fairly Credit Suisse’s impact management systems and processes by:
  - presenting how Credit Suisse’s impact management systems and processes are designed and implemented;
  - including relevant details of changes to Credit Suisse’s impact management systems and processes during the period covered by the Disclosure Statement;
- not omitting or distorting information relevant to the scope of the impact management systems and processes being described, while acknowledging that the Disclosure Statement has been prepared to meet the common needs of a broad range of users and may not, therefore, include every aspect of Credit Suisse’s impact management systems and processes that each individual user may consider important in its own particular circumstances;
- describing how each Impact Principle is incorporated into Credit Suisse’s impact management systems; and
- affirming that Credit Suisse is a signatory to the Impact Principles.

Important information

Disclaimer

The information contained in this Disclosure Statement has not been verified or endorsed by the Global Impact Investing Network (the ‘GIIN’) or the Secretariat or Advisory Board. All statements and/or opinions expressed in these materials are solely the responsibility of the person or entity providing such materials and do not reflect the opinion of the GIIN. The GIIN shall not be responsible for any errors, claims or liabilities that the person or entity publishing this Disclosure Statement or its advisers, Affiliates (as defined below), advisors, employees or agents, or any other third party may suffer or incur in relation to this Disclosure Statement or the impact investing principles to which it relates. For purposes hereof, “Affiliate” shall mean any individual, entity or other enterprise or organisation controlling, controlled by, or under common control with the Signatory.

There is currently no universal definition or exhaustive list defining the issues or factors that are covered by the concept of “ESG” (Environmental, Social, Governance). If not indicated otherwise, “ESG” is used interchangeably with the terms “sustainable” and “sustainability”. Unless indicated otherwise, the views expressed herein are based on Credit Suisse’ own assumptions and interpretation of ESG at the time of drafting. Credit Suisse’ views on ESG may evolve over time and are subject to change.

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Important information

Cautionary statement regarding forward-looking information

This document contains statements that constitute forward-looking statements. In addition, in the future we, and others on our behalf, may make statements that constitute forward-looking statements. Such forward-looking statements may include, without limitation, statements relating to the following:

- our plans, targets or goals;
- our future economic performance or prospects;
- the potential effect on our future performance of certain contingencies; and
- assumptions underlying any such statements.

Words such as "believes," "anticipates," "expects," "intends" and "plans" and similar expressions are intended to identify forward-looking statements but are not the exclusive means of identifying such statements. We do not intend to update these forward-looking statements.

By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that predictions, forecasts, projections and other outcomes described or implied in forward-looking statements will not be achieved. We caution you that a number of important factors could cause results to differ materially from the plans, targets, goals, expectations, estimates and intentions expressed in such forward-looking statements. Additionally, many of these factors are beyond our control.

These factors include, but are not limited to:

- the ability to maintain sufficient liquidity and access capital markets;
- market volatility, increases in inflation and interest rate fluctuations or developments affecting interest rate levels;
- the ongoing significant negative consequences of the Archegos and supply chain finance funds matters and our ability to successfully resolve these matters;
- the impact of media reports and social media speculation about our business and its performance;
- the extent of outflows of deposits and assets or future net new asset generation across our divisions;
- our ability to improve our risk management procedures and policies and hedging strategies;
- the strength of the global economy in general and the strength of the economies of the countries in which we conduct our operations, in particular, but not limited to, the risk of negative impacts of COVID-19 on the global economy and financial markets, Russia’s invasion of Ukraine, the resulting sanctions from the US, EU, UK, Switzerland and other countries and the risks of continued slow economic recovery or downturn in the EU, the US or other developed countries or in emerging markets in 2022 and beyond;
- the emergence of widespread health emergencies, infectious diseases or pandemics, such as COVID-19, and the actions that may be taken by governmental authorities to contain the outbreak or to counter its impact;
- potential risks and uncertainties relating to the severity of impacts from COVID-19 and the duration of the pandemic, including potential material adverse effects on our business, financial condition and results of operations;
- the direct and indirect impacts of deterioration or slow recovery in residential and commercial real estate markets;
- our ability and our customers’ ability to access capital markets, including our ability to maintain sufficient liquidity and access capital markets;
- the ability to achieve our strategic initiatives, including those related to our targets, ambitions and goals, such as our financial ambitions as well as various goals and commitments to incorporate certain environmental, social and governance considerations into our business strategy, products, services and risk management processes;
- our ability to achieve our announced comprehensive new strategic direction for the Group and significant changes to its structure and organization;
- our ability to successfully implement the divestment of any non-core business;
- the future level of any impairments and write-downs resulting from strategy changes and their implementation;
- the ability of our clients to pay or settle their obligations to us and the adequacy of our allowance for credit losses;
- the risks and uncertainties associated with our ability to deploy capital;
- the effects of, and changes in, fiscal, monetary exchange rate, trade and tax policies;
- the effects of currency fluctuations, including the related impact on our business, financial condition and results of operations due to moves in foreign exchange rates;
- geopolitical and diplomatic tensions, instabilities and conflicts, including war, civil unrest, terrorist activity, sanctions or other geopolitical events or escalations of hostilities, such as Ukraine’s invasion of Ukraine;
- political, social and environmental developments, including climate change and evolving ESG-related disclosure standards;
- the ability to appropriately address social, environmental and sustainability concerns that may arise from our business activities;
- the effects of, and the uncertainty arising from, the UK’s withdrawal from the EU;
- the risks and uncertainties associated with foreign exchange controls, expropriation, nationalisation or confiscation of assets in countries in which we conduct our operations;
- operational factors such as systems failure, human error, or the failure to implement procedures properly;
- the risk of cyber attacks, information or security breaches or technology failures on our reputation, business or operations, the risk of which is increased while large portions of our employees work remotely;
- the adverse resolution of litigation, regulatory proceedings and other contingencies;
- actions taken by regulators with respect to our business and practices and possible resulting changes to our business organization, practices and policies in countries in which we conduct our operations;
- the effects of changes in laws, regulations or accounting or tax standards, policies or practices in countries in which we conduct our operations;
- the disruption of LIBOR and other interbank offered rates and the transition to alternative reference rates;
- the potential effects of changes in our legal entity structure;
- competition or changes in our competitive position in geographic and business areas in which we conduct our operations;
- the ability to retain and recruit qualified personnel;
- the ability to protect our reputation and promote our brand;
- the ability to increase market share and control expenses;
- technological changes induced by us, our counterparties or competitors;
- the timely development and acceptance of our new products and services and the perceived overall value of these products and services by users;
- acquisitions, including the ability to integrate acquired businesses successfully, and divestitures, including the ability to sell non-core assets, and other unforeseen or unexpected events and our success at managing these and the risks involved in the foregoing.

We caution you that the foregoing list of important factors is not exclusive. When evaluating forward-looking statements, you should carefully consider the foregoing factors and other uncertainties and events, including the information set forth in "Risk factors" in I - Information on the company and our 2022 Annual Report.

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