



Alternative Investment  
Management Association

# 2011 AIMA Annual Report & Accounts

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## Statement by the Chairman, Todd Groome

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As I conclude my final term as AIMA Chairman, I thought it a good time to consider where we have been, what we have achieved, and how AIMA may evolve as a global body to continue to effectively represent the hedge fund industry.

You will remember the situation at the end of 2008 and early 2009. Lehman fell in September; short-selling bans had been introduced in numerous jurisdictions; the industry was accused of being ‘locusts’ and ‘parasites’, and blamed by some for the financial crisis; hedge funds were facing significant market and business challenges, with many firms shutting down; and the G20 process had begun with the Washington summit and a tsunami of regulation was widely anticipated.

Now, legislation has been adopted, and proposed regulations are well advanced or broadly agreed in many jurisdictions, with the very detailed process of regulatory implementation just underway. AIMA has worked tirelessly on behalf of its members and the industry throughout this challenging period. And while it “ain’t over until it’s over,” it seems fair to say that much of the regulation has turned out less draconian than many feared three or four years ago. And of course we must continue to monitor final rule making and implementation all the way home, as in some cases political and regulatory reinterpretation seems a new Olympic sport.

In addition, some of the new standards and reporting obligations can be (and hopefully will be) improved during upcoming periods, particularly where our increased costs and compliance burden may exceed the regulatory benefit. However, many of the worst fears have not come to pass.

In large part, I attribute this to the efforts of AIMA and other industry associations, but most importantly to the commitment, time and voice provided by many of you, our members, through working groups and direct policy

engagement. For this tremendous effort, we are very grateful to all of you.

I believe AIMA played an important role in this almost four year process by engaging with policymakers and regulators early, embracing the call for balanced and effective regulation, emphasizing the importance of transparency, and seeking a globally consistent set of policies and regulations. AIMA kicked off this period of active engagement with our February 2009 policy statement and platform, in advance of the G20 summits in London.

Many of my friends in the policy and regulatory world took notice of our willingness to engage with regulators and to discuss how our industry could contribute to the G20 financial stability goals. Through this engagement, in many ways we went back to our roots in education, working with policy makers globally to develop a better understanding of the hedge fund industry, what we do, how we manage risk, and how we seek to serve our clients.

I believe the industry secured a better result with policymakers because they found AIMA and others well-intentioned and consistent partners. Throughout this process, we successfully built lasting relationships with regulators around the world.

As noted, much of our work has been in conjunction with other industry associations. This has been particularly true in the larger countries and regions, and on the more globally focused pieces of regulation, where it was important to coordinate among trade bodies and even across industry sectors. But I want to give particular attention to our



combined efforts with the Managed Funds Association (MFA). We are the largest hedge fund industry bodies, one based in the US and one in Europe with strong national groups in numerous countries, and as such it is very important that we work together on industry issues.

This recognition and our experience of the last several years has led the boards of both associations to recently agree on a more formal cooperation effort, including, among other initiatives, joint regulatory consultations and working groups, jointly sponsored events, and joint or coordinated press and research activities.

It is still early days for this effort, but I believe both boards recognize that more effective cooperation between AIMA and the MFA will benefit our global industry. Going forward, I expect this cooperation will strengthen and become quite natural, as it should. Moreover, to be effective, both associations will likely need to broaden their reach and increasingly work with other asset management industry groups, as the convergence of traditional and alternative investment management models, products and practices is well underway, and I believe will accelerate in the next few years.

With a new board coming into place, now is also a good time to talk about governance. When I became Chairman in January 2009, my overwhelming focus was on the legislative and regulatory agenda. However, my broader awareness and consideration of AIMA issues benefitted from numerous discussions with members. One area members repeatedly highlighted was a desire to improve or strengthen member involvement in key decisions and decision making mechanisms. In response, we have sought a more balanced geographic representation on the Council, as well as professional diversity.

I have asked elected Council members from each region to Chair and strengthen the Regional Advisory Committees (RACs), so that the RACs may become a mechanism for improved two-way dialogue, and we have asked the executives to seek a more partnership-like approach with the National Groups, including with regard to regulatory engagement at national level, where we are often blessed with very talented industry professionals and tremendous local regulatory relationships. Within the Council, we have increased transparency and member voice by sharing more information with National Groups and RACs, including in advance of important Council decisions on such items as fees and governance matters.

We have also improved our member focus at the Council by having six elected directors in 2012 (rather than three; with two now from each of our three major regions), and

term limits of four years for the Chairman and six years for Council members.

And you have responded. The 2012 election had more candidates running for elected Council positions and more members voting than ever before. It is crucial that our members are well-represented throughout AIMA, and we have taken these important steps to improve our governance structure. I am pleased with this progress, I hope you are too, and I anticipate continued efforts in this direction under the new Council and Chair.

Going forward there remains important work, and I would like to highlight three broad areas in particular. First, we need to continue to work with investors on key industry issues. We have a strong group of investors involved in the association, primarily through the Investor Steering Committee, which has produced excellent material, such as the very popular paper on investor preferences regarding the operational infrastructure of manager firms, and our *Roadmap to Hedge Funds*, a guide written for and by investors, which is currently being updated. They are also in the process of completing important work regarding fund board governance. There is always more we can do to reflect and support this important industry partnership, and we need to continue to reach out and to work with the investor community.

Second, there is much work to do in the related areas of regulatory engagement and the publication of Sound Practices. The implementation of AIFMD (or R), Dodd-Frank and other regulation is changing the landscape in which managers and service providers operate.

To date, we have done a good job with our regulatory engagement, but we need to continue to improve this effort in a number of areas.

Just as important as regulatory developments, the ongoing institutionalisation of our industry also brings new demands with regard to infrastructure, reporting, and broader management issues, affecting large and smaller managers. As a result of these ongoing regulatory and industry changes, we need to update much of our Sound Practices work.

In this educational area, AIMA has a well deserved reputation for excellence. Not only are the Guides to Sound Practices appreciated by members, but they are respected by policymakers and regulators, who rightly see them as part of a collective effort to maintain high industry standards.

Here too we need to work closely with our partners at the MFA and the Hedge Fund Standards Board, as well as trade bodies across the broader investment management industry.



The final area is our global structure and how we work together. As you know, we depend enormously on the goodwill of our members who volunteer so generously with their time, including participation on various committees and working groups. These contributions provide the expertise and knowledge necessary for AIMA to be an effective forum for the industry to evaluate and act on important initiatives.

And AIMA's global footprint in this regard is an amazing strength that cannot be easily replicated. It is crucial therefore that we do everything to build upon and strengthen this network, support those members who volunteer their time, and ensure that we represent their interests effectively at the national, regional and global levels. As noted above, we have taken a number of steps to improve member voice, such as better representation at the Council, and making the RACs a better platform for two-way dialogue. However, I believe we still need to develop a better balance and working relationship with National Groups, including more local responsibilities. They should be a key part of our coordinated global reach. It is a balance we need to get right, particularly as we continue to address global regulatory challenges.

During the past four years our membership numbers have grown. In the last year, we realised a new high in membership numbers, and we have grown every year since 2008. I believe this is some proof that the association is meeting industry and member needs. It also likely reflects the fact that the world has gotten much smaller after the crisis, both from a regulatory and a financial market and investment perspective. As such, our global footprint and perspective is a natural home for many industry participants. Nevertheless, we cannot take this support for granted, and we must continue to review and improve our offering, and do so in light of our diverse global membership.

Throughout my time as Chairman, I took every opportunity to speak with and to listen closely to members' views about the industry and about AIMA. I viewed such input as a fundamental starting point for any policy consideration by the association. Indeed, frequently it was your ideas and proposals that led to many of the policy changes noted above. I greatly benefitted from the numerous emails and phone calls from members on any number of industry and association topics. Thank you very much for this input and cooperation, and please provide my successor with the same high quality of communication.

Finally, like many retiring Chairmen, I have taken an interest in my successor. I believe we have been very fortunate to find an experienced and highly respected professional, with global credentials and outstanding

relationships throughout the policy and regulatory world, and thus able to play a highly influential role for AIMA and the industry. I have spent much time with this person in recent weeks, and I am very excited about the ideas, perspectives, and energy that the new Chair brings to the association. I am sure you will be too.

Thank you again for all of your support, your thoughts and suggestions, and your tireless efforts throughout the last four years. It has been a truly enjoyable and rewarding experience for me to work with so many talented professionals during this important period for the hedge fund industry.

Best wishes,



Todd Groome



## Statement by the Chief Executive Officer, Andrew Baker

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2011 was a tough year for many in the industry, but I'm glad to say that AIMA ended it in good shape. Membership reached an all-time high, surpassing the pre-crisis level of membership. The renewal rate was also the highest for years.

There follows a commentary on our main areas of activity in 2011.

### *Government and Regulatory Affairs*

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**Summary:** Although most major legislation affecting the industry has been agreed by lawmakers, in many jurisdictions we are now into the implementation or "detail" phases of new regulation being introduced, and thus the need for focused industry engagement remains great. For example, our AIFMD Level 2 working group features around 100 members, and has dealt with numerous detailed issues. The agencies implementing the Dodd-Frank Act in the United States are engaged in an enormous amount of detailed rule-making, which has required a huge number of responses from the industry. In all we submitted over 70 responses to regulatory consultations in 2011, the most AIMA has ever produced in a single year. The global scope of our work is underlined by the fact that we submitted more responses to U.S. agencies than to E.U. officials while our offices across Asia-Pacific have been extremely busy responding to local regulatory initiatives. We have not seen any let-up in 2012.

**AIFMD:** The European Securities and Markets Authority (ESMA) took up many of the initial orientations AIMA proposed on flexibility, proportionality and the use of existing legislation wherever appropriate. The final ESMA advice to the European Commission improved significantly in a great number of areas, including third countries, depositaries, capital requirements and reporting.

**Dodd-Frank Act registration exemptions:** Following a number of submissions and meetings with Securities and

Exchange Commission (SEC) staff, important exemptions to registration for non US managers were obtained.

**Dodd-Frank Act reporting requirements:** AIMA provided extensive evidence to the SEC in support of the raising of the form PF reporting threshold, which moved from \$1 billion to \$1.5 billion in assets under management.

**OTC derivatives engagement (US):** The SEC and Commodity Futures Trading Commission (CFTC) were receptive to ideas on international coordination of the OTC clearing framework, an issue AIMA took an early lead on. The SEC/CFTC responded positively to our arguments on definitions of major swap participants and swap dealers. The SEC/CFTC also were responsive to our arguments on disaggregation/independent account controllers.

**OTC derivatives (Hong Kong):** We provided support to the process of shaping the design of the Hong Kong over-the-counter derivatives clearing regime.

**European Market Infrastructure Regulation (EMIR):** The European Parliament (EP) took up the cause of clients by championing risk committee seats for clients. Segregation received a more serious hearing in both the Council and the EP. Meanwhile we cooperated with a number of associations in flagging the crucial third country issues, encouraging dialogue between EU and US authorities to ensure that the EU regime remains open and that EU clients can clear with third country central counterparties.

**Short selling regulation (EU):** While the ban on naked credit default swaps (CDS) was a setback, the scope of



# Statement by the Chief Executive Officer

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**CDS contracts** that are allowed to hedge widened from the original EP proposal, while an opt-out clause was granted to EU member states who do not wish to impose bans.

**Short selling regulation (Hong Kong):** The issue of criminal liability was softened by the Hong Kong Securities and Futures Commission.

**Shadow banking:** We worked closely with the International Organization of Securities Commissions (IOSCO) and the Financial Stability Board (FSB) to ensure that it was recognised that hedge fund firms are asset managers rather than shadow banks.

**Switzerland:** There was constructive engagement on the review of the Collective Investment Schemes Act (CISA).

**Remuneration:** A good result was obtained in making the application of the rules originally designed for the banking industry more appropriate for asset managers.

**Foreign Account Tax Compliance Act (FATCA):** AIMA's tax committee made several submissions to the US Treasury (UST) regarding implementation issues and the impact of FATCA. We also had a meeting and follow-up with UST and a further submission on specific issues. Meanwhile we launched an evolving Q&A on our website.

**Financial Transactions Tax (FTT):** The tax committee held meetings and ongoing dialogue with HM Treasury on the impact of the FTT proposed by the European Commission. We responded to a House of Lords' call for evidence and prepared a paper on the potential impacts of the FTT. We also liaised with the finance ministries of a number of other EU member states to discuss the potential impact of and behavioural response to the FTT.

**Hedge fund manager training:** Six separate training modules were successfully held.

## *Communications*

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**Global media engagement:** We seek to engage with all the journalists and media outlets that regularly cover the hedge fund industry internationally. We believe this global campaign of education and engagement has helped to influence the broadly more positive media coverage of the industry, even during the difficult times for financial markets.

**Focus on US:** Solid progress was made in the US. We liaised more closely with our press colleagues in both New York and Washington DC, an effort supported by our PR advisers in the US, Walek & Associates.

**Global industry newsletter for policymakers:** Since the financial crisis, AIMA has sought to highlight the social and economic benefits of hedge funds to policymakers, regulators and the media. As part of this initiative, we produced a Global Hedge Fund Industry Newsletter, which was later translated into French and German.

**Non-English speaking EU initiative:** One major challenge has been to engage with the media from the non-English speaking EU. In 2011 we engaged increasingly closely with the media in the important markets of Germany, France, Italy, Spain, the Netherlands and Switzerland. We also translated into French and German our global newsletter.

**Industry value survey:** We commissioned a major and comprehensive survey of AIMA members, conducted by KPMG. The results were presented in 2012 alongside Imperial College London research into the value provided by the global hedge fund industry to markets, the broader economy and to financial stability.

**AIMA's Guide to Media Relations:** We published an updated Guide to Media Relations to assist those who wish to improve their firm's engagement with the press, or indeed that of the industry as a whole. The new Guide includes new material on corporate communications, crisis management, broadcast media, new/social media and confidential information.

**Thought leadership articles:** AIMA authored more than 15 columns for major newspapers and industry publications in 2011 including pieces for the Financial Times, City AM, InvestHedge and HFMWeek.

**AIMA brochure:** We produced a new global brochure which gives a general introduction to AIMA and the services we provide to our members.

**AIMA global website review:** We undertook a review of our global website ([www.aima.org](http://www.aima.org)) and made a series of recommendations for improving it. The new site was launched in early 2012. AIMA Hong Kong also launched a new micro-site ([www.aima.hk](http://www.aima.hk)).

**Year in Review:** We produced a new publication in December 2011 that detailed the highlights of our activities over the course of the year.

**Hong Kong hire:** AIMA Hong Kong hired Lily Lin, a former journalist, as its first Head of PR, Membership and Events.

**Industry co-ordination:** Through the work of the AIMA Communications Group we continued to liaise closely with our PR colleagues at AIMA member firms and PR agencies with industry clients. The group's work in 2011 included





contributions to the updated *Guide to Media Relations* and a seminar on social media for manager members.

### *Membership*

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**Member peak:** We reached over 1,300 corporate members in over 40 countries – the highest number of member firms in AIMA's 21-year history – and over 6,000 individual contacts.

**High renewal rate:** The membership renewal rate in 2011 was 89%.

**200 new members:** We added over 200 new members in 2011, or close to one new member for every working day of the year.

**Manager uptake:** Hedge fund managers comprised 76% of new member applications.

**US:** Our membership in the US grew 18% in 2011.

**HK:** Our membership in Hong Kong increased by one-third.

**Canada:** The number of members in Canada returned to pre-financial crisis levels.

**Brazil initiative:** We launched an initiative to engage with the Brazilian hedge fund industry, including the appointment of a local representative, Michelle Noyes of BRZ Investimentos.

### *Events*

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**Member events:** Over 60 events were organised for our members globally during 2011, including our flagship events – the AIMA Annual Conference and the AIMA Global Policy & Regulatory Forum.

**AIMA Japan Hedge Fund Forum:** The annual AIMA Japan Hedge Fund Forum 2011 attracted more than 150 attendees – the highest turnout in the event's history.

**Conference fee discounts:** AIMA secured discounts for members at over 30 major industry conferences globally during 2011.

**Speaking engagements:** AIMA principals fulfilled more than 60 speaking engagements around the world.

### *Education and Sound Practices*

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**AIMA's Investor Steering Committee (ISC) guide:** AIMA launched a paper by our ISC, *A Guide to Institutional Investors' Views and Preferences Regarding Hedge Fund*

*Operational Infrastructures*, which details the preferences of institutional investors about operational matters.

**AIMA Australia IAC:** AIMA Australia formed a standing Investor Advisory Committee (IAC), comprised of senior investment executives from large superannuation and endowment funds.

**AIMA's Smaller Managers' Group:** AIMA established the Smaller Managers' Group, to provide a forum for smaller managers to consider and share information on those challenges and opportunities which are common to management firms in the early stages of life.

**Updated DDQ for CTAs/Managed Futures Managers:** AIMA published revised illustrative Due Diligence Questionnaires (DDQs) for both Prime Brokers and Commodity Trading Advisors and Managed Futures Managers. In addition, we also published a guide to selecting a prime broker.

### *AIMA's sponsoring members*

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We continue to receive unstinting and vitally important support from our sponsoring members – CME Group, Deutsche Bank, Ernst & Young, Fauchier Partners, Man, SEI and Simmons & Simmons. Their contributions, both financial and technical, are hugely appreciated.

### *Advisers and service providers*

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I would also like to thank all our advisers and service providers for their outstanding guidance and support. Particular thanks, as always, go to our accountants MacIntyre Hudson, our legal counsel Simmons & Simmons and our auditors Rees Pollock.

### *Members of committees and working groups*

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Our members continue to be closely involved in the work of the association, contributing to very important output such as responses to regulatory consultations and industry guides. We have more than 40 committees and working groups globally, comprising well over 500 individual member contacts. As always, we are enormously grateful for their time and support.

### *AIMA staff*

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We continued to increase the size of our team globally to respond to the massive regulatory, political and communications challenges facing the industry. Special thanks are due to them all for their tireless efforts and professionalism. They, like me, look forward to continuing our work on behalf of the global hedge fund industry.



**Todd Groome** *Chairman, AIMA*

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Todd Groome is the Chairman of AIMA. Mr Groome, former Advisor, Monetary and Capital Markets Department for the International Monetary Fund (IMF), was appointed Chairman of AIMA in January 2009. He is an Advisor and principal at Breton Hill Capital, a start up macro hedge fund. He is also a Senior Advisor to Albourne Partners, providing insights with regard to legislative and regulatory developments related to financial markets and services, including hedge funds and other sectors. Mr Groome is also a Visiting Scholar at the Wharton Business School, University of Pennsylvania in the areas of pensions, insurance, and risk management. He holds an MBA from the London Business School, a JD from the University of Virginia School of Law, and a BA in Economics from Randolph-Macon College, where he was awarded the Wade C. Temple Scholarship for Economics and graduated Phi Beta Kappa.



**Andrew Baker** *Chief Executive Officer, AIMA*

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Andrew Baker is the Chief Executive Officer of AIMA, the global hedge fund trade association; he has been in this role since January 2009 having joined the Association in August 2007. He joined the Board of CAIA (Chartered Alternative Investment Analyst Association, Inc.) as a director in January 2011. Prior to joining AIMA he spent six years at Schroders in London where he was COO – Alternative Investments. He has 32 years of experience of the institutional asset management industry, 15 of which were as a portfolio manager at Rothschild, HD International and UBS Asset Management. He has a BSc degree in Mathematics from Imperial College, London.



**Andrew Bastow** *General Counsel, Director of Government & Regulatory Affairs, Winton Capital*

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Andrew Bastow was appointed Director of AIMA in October 2010. He has been Winton Capital's General Counsel since 2005 and is responsible for spearheading Winton's increasing engagement with regulatory bodies and lawmakers in Europe, the USA and the Far East. He was elected to the General Council of AIMA in September 2010 and is a member of the Hedge Fund Lawyers Association. He is a solicitor of England and Wales and is also admitted as a Barrister and Solicitor of the Supreme Court of Western Australia. Prior to joining Winton he was employed by the Treasury Solicitor's Department of the Government of the UK and before that with the State Solicitor's Office in Western Australia where he was engaged in a wide range of practice areas including public law, employment, regulation, prosecution and enforcement. He is a British Chevening Scholar and holds a First Class Master of Laws degree from the London School of Economics and Political Science as well as degrees in Law, Arts and Economics obtained in Australia.

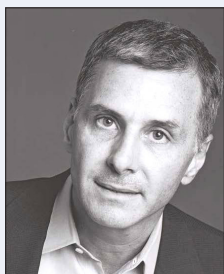


**Robert De Rito** *Head of Financial Risk Management, APG Asset Management US Inc*

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Robert De Rito is Head of Financial Risk Management at APG Asset Management US. He has global, risk-management responsibility for APG's hedge fund and fixed income investments as well as responsibility for Americas real estate and other alternative investments. Mr De Rito has some twenty years' experience in the investment field, including quantitative research, quantitative portfolio management, trading, clearing, consulting, and risk management. Besides being a member of the AIMA Council, he is a member of AIMA's Investor Steering Committee, is Chairman of the AIMA Americas Regional Advisory Council, and is a member of the Board of Directors of the Chartered Alternative Investment Analyst Association (CAIA). Prior to his investment career in New York, Mr De Rito was Geophysicist at the United States Geological Survey in Menlo Park, California. He has PhD and MS degrees from the University at Buffalo.





**James G. Dinan** *Founder, Chairman & CEO, York Capital Management*

Jamie G. Dinan founded York Capital Management in September 1991. He is the Chairman and Chief Executive Officer of the firm and a member of the firm's Executive Committee. From 1985 to 1991, he worked at Kellner, DiLeo & Co., where he became a General Partner and was responsible for investing in risk arbitrage and special situation investments. From 1981 to 1983, he was an investment banker at Donaldson, Lufkin & Jenrette, Inc. Mr Dinan currently is the Chairman of the Board of Trustees of the Museum of the City of New York, and a member of the Board of Directors of the Hospital for Special Surgery, the Board of Directors of the Lincoln Center for the Performing Arts, the Harvard Business School's Board of Dean's Advisors and the Wharton Undergraduate Executive Board at the University of Pennsylvania. He received a B.S. in Economics, summa cum laude, from the Wharton School of the University of Pennsylvania and an M.B.A. from the Harvard Business School.



**Christopher Fawcett** *Senior Partner, Fauchier Partners LLP*

Christopher Fawcett co-founded Fauchier Partners in 1994. Previously, he worked at Euris SA, a French investment holding company with substantial investments in private equity and hedge funds. He gained experience in the securities industry with Morgan Grenfell, Industrial Technology Securities, a venture capital company of which he was co-founder, and at the Duménil Group. Mr Fawcett was Chairman of the Alternative Investment Management Association (AIMA) from 2002 to 2008 and continues to sit on the AIMA Council as a Director of the Association. He is also a Trustee of the Hedge Fund Standards Board Limited (HFSB). He has an MA in Law from Oxford University, an MBA with distinction from INSEAD, and is a qualified Chartered Accountant.



**Florence Lombard** *CEO, Chartered Alternative Investment Analyst (CAIA) Association*

Florence Lombard is CEO of the Chartered Alternative Investment Analyst (CAIA) Association, a not-for profit organization and sponsor of the only globally recognized designation for alternative investment expertise. She co-founded the CAIA Association in 2002 and was appointed CEO in January 2011. Previously, Ms Lombard was CEO and Executive Director of Policy and Government Affairs at the Alternative Investment Management Association (AIMA), of which she was a founding member. She is a Non-executive Director of AIMA and a member of the Advisory Board of Aquila Capital.



**Chris Pearce** *Asia COO, Marshall Wace Asia Ltd*

Chris Pearce was appointed Director in October 2010. He has been COO of Asia for global long-short manager Marshall Wace since 2006. Having opened the Firm's Hong Kong office, he is responsible for operations, technology, finance, compliance and administration in the Asia region. Prior to joining Marshall Wace, Chris worked for eight years as a Business Unit Manager at Citigroup covering pan-Asian Equity Research. He has also worked at UBS, Merrill Lynch and Smith New Court. He was first elected to the General Council of AIMA in September 2010 and is Chairman of AIMA's Pan-Asia Regional Advisory Council, and sits on the Hong Kong Executive Committee. Chris holds an MBA from the Manchester Business School and a BA in History & English from Kent University (UK).

### Sir Paul Ruddock *Director & Chief Executive Officer, Lansdowne Partners Ltd*

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Sir Paul Ruddock is a co-founder and CEO of Lansdowne Partners. Until he founded Lansdowne Partners in July 1998, Sir Paul was, from 1992, Managing Director and Head of the International Department of Schroder & Co Inc which he had joined in 1984. From 1993, he was also a director of the Schroder Securities European Division of Schroders Plc and a director of Schroder Securities Europe Limited and Schroder Securities (Switzerland) Limited. From 1993 to 1995 he was a member of the executive committee of Schroder Securities Limited. From 1980 to 1984 he was an institutional equity salesman at Goldman Sachs & Co. Sir Paul holds an MA (Hons) and a first class BA (Hons) in Law from Mansfield College, Oxford University. He is Chairman of the Victoria & Albert Museum, a Trustee of the Metropolitan Museum of Art, New York, a Bancroft Fellow of Mansfield College, Oxford University, a Fellow of the Society of Antiquaries, Chairman of the Gilbert Trust for the Arts, and a Director of AIMA.



### Paul Sater *Partner, Ernst & Young*

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Paul Sater originally joined Ernst & Young in London in 1988, and was responsible for delivering a wide variety of services, including audit, consulting and advisory assignments, acquisition due diligence reviews and support on regulatory issues. He moved to Credit Suisse First Boston in 1994, with responsibility for their Global Fixed Income Product Control group, and later as Regional Controller for the Asia Pacific region, and rejoined Ernst & Young as a Partner in 2001. From 2001 to 2006, he had overall responsibility for Ernst & Young's UK Alternative Asset Management practice, a multidisciplinary group incorporating tax and regulatory structuring, business advisory services and audit and accountancy advice.



### Sean Simon *Private Investor*

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Sean G. Simon, a private investor, was a Founding Member and President of Black Capital. Prior to joining Black Capital in December 2010, he served as Chief Executive Officer of Ivy Asset Management, a global fund of hedge funds manager based in New York from January 2009 to January 2010 and as Co-President from January 2006 to January 2009. He also served on the Executive Committee of BNY Mellon Asset Management. He joined Ivy in February 1996 and held various senior positions at the firm in both the Research and Client Development departments prior to being named Co-President. Prior to joining Ivy, Mr Simon was an Equity Research Associate at Credit Suisse First Boston. Prior to that, he was a Business Analyst and the Director of Marketing for Allied Business Intelligence, a corporate consulting firm. He earned a B.S. in Business Administration from Boston University in 1992.



### Phil Tye *Co-Founder and Managing Director, DragonBack Capital Limited*

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Phil Tye, a senior fixture of the Asia finance industry, launched DragonBack with his two partners in early 2007 having spent the previous three years with PMA, one of Asia's largest hedge funds, where he was the Chief Financial Officer. Previously he worked at Credit Suisse where he was Director in the Prime Brokerage unit with regional responsibility for Asia Pacific. He has also held a number of other senior positions at Credit Suisse including Chief Operating Officer for Asian Equities and head of the Strategic Projects Group within the finance department. Before Credit Suisse, he worked at KPMG in both London and Hong Kong focusing on providing audit and consulting services to banking and securities companies across the region. He holds a Bachelor of Science degree from the University of Essex and is a member of the Institute of Chartered Accountants in England & Wales. He is also a Director of the Hong Kong Securities Institute and a member of the Executive Committee of the Hong Kong branch of AIMA.

# Global governance structure

AIMA is a global, not-for-profit trade association. Membership is corporate and is supported by its headquarters in London, national branch offices (Canada, Hong Kong, New York and Singapore) and other, local administrative services. Specialist committees and working groups of members work with the secretariat to implement all strategy.

AIMA is governed by a Council of:

- 1 appointed Chairman
- 3 elected individuals representing various regions around the world
- 1 appointed representative of the AIMA sponsoring members
- 3 executive directors, and other appointments made by the Council





**Andrew Baker** *Chief Executive Officer*

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Andrew Baker is the Chief Executive Officer of AIMA, the global hedge fund trade association; he has been in this role since January 2009 having joined the Association in August 2007.

He joined the Board of CAIA (Chartered Alternative Investment Analyst Association, Inc.) as a director in January 2011. Prior to joining AIMA he spent six years at Schroders in London where he was COO – Alternative Investments.

Mr Baker has 32 years of experience of the institutional asset management industry, 15 of which were as a portfolio manager at Rothschild, HD International and UBS Asset Management. He has a BSc degree in Mathematics from Imperial College, London.



**Christen Thomson** *Director of External Affairs*

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Christen Thomson joined AIMA as Director of Communications in December 2008. In May 2012 he was made Director of External Affairs. He works with AIMA staff and volunteers globally to ensure coordinated and consistent messaging to the industry's multiple audiences (such as the press, investors, the general public, policymakers, regulators etc).

Previously, he was in charge of coordinating global PR activities for Colliers Macaulay Nichols, a \$1bn international real estate services provider. Prior to this he spent 12 years at the BBC, joining Radio 5 Live in 1995, and going on to work for Home Newsgathering as a duty news editor and then BBC World and News 24 as senior producer and reporter.

He has a degree in Modern History from Oxford University and is married with two children.



**Jiri Krol** *Director of Government and Regulatory Affairs*

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Jiri Krol joined AIMA in April 2010 and is the Director of Government and Regulatory Affairs. Prior to joining AIMA, he worked at the European Commission, where he was responsible for the coordination of the Commission's policy towards the Financial Stability Board and the G-20.

Mr Krol started his career at the Czech securities market regulator. He then moved to the European Commission's Internal Market Directorate-General, where he was responsible for the drafting and negotiation of the Markets in Financial Instruments Directive (MiFID) implementing measures. While at the Commission, he also worked on the Non-Equity Market Transparency and the Commodity Derivatives reviews.

Previously, Mr Krol was appointed Financial Markets Policy Director in the Czech Ministry of Finance in 2007. In 2009, he led the Czech European Union Presidency's work in the area of financial services, which involved finalising the Capital Requirements Directive (CRD II) and the Solvency II Directive as well as the Credit Rating Agencies regulation negotiations. He studied international relations, economics and politics at Tufts University, London School of Economics and Sciences Po.







Mary Richardson *Director, Head of Tax Affairs*

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Mary Richardson joined AIMA in 2002, to establish a regulatory department, and in March 2011 she became responsible for tax affairs, including the work of the Tax Committee. She is also the Company Secretary. She qualified as a lawyer and also holds a degree in English from King's College, London University and a postgraduate diploma in financial services law, also from London University.



Matthew Jones *Associate Director, Head of Markets Regulation*

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Matthew Jones joined AIMA in March 2006, having been the Professional Support Lawyer for the Financial Services Group at Simmons & Simmons, and became an Associate Director in April 2008. He became Head of Markets Regulation in March 2011. He has responsibility for AIMA's work on, among other areas, short selling, CRD3 remuneration, MiFID, the Market Abuse Directive and OTC derivatives. He is qualified as a solicitor, has a degree in Archaeology & Anthropology from Cambridge University and a postgraduate degree from University College, London.



Jennifer Wood *Director, Head of Asset Management Regulation*

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Jennifer Wood joined AIMA in September 2012. Prior to joining AIMA, she was a Partner in Dechert LLP's London financial services group, where she focused her practice on advising UK, US, European and Asian financial services firms, investment managers and investment funds on US regulatory matters, including investment adviser and fund registration and compliance matters, fund formation matters and fund governance among other things. She studied finance at the University of Iowa and law at the Columbia Law School, where she was the editor-in-chief of the Columbia Business Law Review.



Kirk Taylor *Operations Manager*

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Kirk Taylor joined AIMA in August 2004 and is currently AIMA's Operations Manager. He previously held positions at AIMA as Data & Systems Manager until January 2007 and Operations Officer to April 2009. He was previously at a publishing company managing financial databases on public organisations and private companies and has a degree in Accountancy. Mr Taylor is responsible for AIMA's IT and other systems including the maintenance of the confidential database and website. Mr Taylor also looks after day-to-day accounts and a number of other administrative functions.





Tom Kehoe *Research Manager*

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Tom Kehoe joined AIMA as Research Manager in October 2008. Prior to joining AIMA he spent four years working in hedge fund research and due diligence with BNP Paribas in New York and Dublin. He has an honours degree in Finance and French from N.U.I. Maynooth, a Masters in Finance from the National College of Ireland and a Graduate Certificate in Investment Management from Dublin City University. In addition, he is a Chartered Alternative Investment Analyst member, where he presides on the CAIA curriculum committee.



Deborah Babbage *Events Manager*

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Deborah Babbage joined AIMA in August 2011 as Events Manager within the Department of External Affairs. Prior to joining AIMA she spent eight years at the City of London, running events for its Public Relations Office.



Angie Elrick *Membership Liaison Manager*

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Angie Elrick is AIMA's Membership Liaison Manager and is responsible for coordinating and maintaining the Association's global engagement with members. She joined AIMA in May 2007 to provide support to the Regulatory & Tax Department, and was previously Manager, Government Affairs & Policy. In July 2010 she took a year's maternity leave and returned to the Association in 2011 to complement AIMA's efforts in bringing value and support to its members. Prior to joining AIMA, she worked as a Legal Secretary for Travers Smith.



John Stephens *Membership Services Manager*

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John Stephens joined AIMA in April 2005 as Membership Services Manager. He has over 25 years of proven track record in developing and maintaining professional networking relationships in business development. Prior to joining AIMA, he held the position of sales director for a major corporate travel firm and helped build the travel industry's first global network of independent travel agents.



Dominic Tonner *Communications Manager*

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Dominic Tonner joined AIMA in August 2009 and is the Communications Manager. Previously, he was a journalist for 14 years, working for a variety of newspapers and magazines in both London and the Cayman Islands including *The Sunday Times* of London. He has a degree in media and communications from UCE and is married with a daughter.



**Anna Berdinner** *Regulatory Analyst, Asset Management Regulation*

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Anna Berdinner was appointed Regulatory Analyst, Asset Management Regulation for AIMA in February 2012. Prior to joining AIMA, she worked for Freshfields Bruckhaus Deringer, where she worked in the financial institutions disputes group, the structured asset finance group and the corporate financial services regulation group. She is qualified as a solicitor and has a degree in Law and German from Southampton University.



**Oliver Robinson** *Regulatory Analyst, Markets Regulation*

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Ollie Robinson joined AIMA in November 2011 and was appointed Regulatory Analyst within the Markets Regulation team in May 2012. Ollie has an LLB in Law from Cardiff University and an LLM in International Commercial Law from Durham University.



**Vidur Sachdeva** *Research Analyst*

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Vidur Sachdeva joined AIMA in September 2011 and was appointed Research Analyst in June 2012. He has a MSc in Accounting & Finance from the London School of Economics & Political Science (LSE) and a BBA in finance with a minor in Economics from Emory University in Atlanta, Georgia, USA.



**Loraine Michael** *Executive PA*

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Loraine Michael joined AIMA in February 2008 and is the Executive PA for Andrew Baker, CEO. She has previously worked in a number of leading financial institutions and management consultancies including Barclays, Standard Chartered, Ernst & Young, PwC and KPMG, as well as the insurance, software and commercial aircraft industries. She has held responsibility for office management, team leader, human resources administration and marketing, and brings a wealth of experience and skills to the organisation. She is the proud mother of one son.



**Jane Moran** *Executive PA*

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Jane Moran joined AIMA in June 2009, and provides secretarial and administrative support to the Government & Regulatory Affairs team. Prior to joining AIMA, she spent 11 years working in the private equity sector.



Fiona Pridham *Executive PA*

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Fiona Pridham joined AIMA in November 2010 as Executive PA to Jiri Krol, Director of Government and Regulatory Affairs. She has previously worked in a number of blue chip companies including financial institutions, the OECD, the metals and oil industries, structural and civil engineering. She also has experience in office management and as a freelance translator (French/Italian/Spanish).



Katie Corbin *Communications PA*

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Katie Corbin joined AIMA in February 2011 and provides PA support to the Communications Team. She previously worked at the London Chamber of Commerce as an assistant to the Chief Executive's Office. She has also worked as a PA in a number of other industries including charity and property.



Pearl Hawkey *PA*

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Pearl Hawkey joined AIMA in May 2012 and provides PA support to the Government & Regulatory Affairs team as well as the Research Team. She has a wealth of experience in PA support/administrative roles and worked as a PA for an accountancy firm whilst being in the UK. Prior to relocating to the UK in December 2001, she held PA support/administrative roles in South Africa within software, manufacturing and other industries.



Stacie Willson *Office Administrator*

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Stacie Willson joined AIMA in October 2007 as Receptionist and became the Office Administrator in April 2009. She performs various office management duties whilst assisting staff in the organisation of events and meetings. She previously studied floristry and worked within a family-run business.



Sarah Kendell *External Affairs Intern*

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Sarah Kendell joined AIMA in July 2012 as External Affairs Intern, assisting the Communications and Membership Services teams. She has previously worked in a number of editorial and communications roles for varied industries including hospitality, the arts and property investment. She has a Bachelor's degree in Communications from the University of Technology Sydney and a Master's in Journalism from Cardiff University.



**James Burron** *Chief Operating Officer, AIMA Canada*

James Burron has a solid background of more than 15 years of international experience in the securities industry including a significant background in the alternative investment industry. Most recently, he has been involved in product origination on global platforms. A graduate of Simon Fraser University, Mr Burron holds the CAIA designation. He has been very active over the years in industry associations and is a frequent speaker on industry issues. He is based in AIMA's Toronto office.



**Glyn Treasure** *General Manager, AIMA Hong Kong*

Glyn Treasure joined AIMA Hong Kong in November 2010 as the General Manager. He has been based in Hong Kong since 1995 but has spent time living in Japan, Singapore, New York and London during that time. After passing the ACCA examinations, Mr Treasure spent 16 years in investment banking originally in operations then finance, market risk, audit and finally as a business manager for FX, fixed income and equity products. Before joining AIMA, he was the COO for a capital structure arb fund, Nine Masts Capital, based in Hong Kong.



**Lily Lin** *Head of Press Relations, Events and Membership, AIMA Hong Kong*

Lily Lin joined AIMA Hong Kong in October 2011 as Head of Press Relations, Events and Membership Services. Previously, she worked for 11 years at the Xinhua News Agency as an International News Reporter and Editor, based out of the Moscow, London and Hong Kong bureaus. She has a Master's Degree in Communication and Media Studies from the London School of Economics, and is fluent in Mandarin and English.



**Odetta Ng** *Office Manager, AIMA Hong Kong*

Odetta Ng joined AIMA Hong Kong in March 2009 as office manager. She lived in Australia for six years before returning to Hong Kong. She is fluent in Mandarin, Cantonese and English.



**Angela Wee** *Manager, AIMA Singapore*

Angela Wee joined AIMA as the Manager of AIMA Singapore in December 2011. She has worked in the legal, banking and IT industries with experience in business development, marketing and marketing communications. Throughout her career, she has been involved in various aspects of managing a project including its planning and implementation as well as other related administrative duties. She is an Arts graduate from the National University of Singapore.

## New AIMA members

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### *Current AIMA members who joined during 2011:*

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1798 Absolute Return Strategies	Daiwa Capital Markets Hong Kong LTD
Aalto Invest AG	Deloitte Australia
ABSA Capital Alternative Asset Management (PTY) Limited	Derivatives Risk Solutions LLP
Absolute Equity Managers, LLC	Deutsche Bank Alternative Fund Services
AGFE Limited	Di Tomasso Group INC
AIMhedge Management LTD	DLA Piper LLP (US)
AllianceBernstein LP	DMS Management (Brasil) Assessoria Empresarial LTDA
Altiq LLP	Duff & Phelps
ANBIMA – the Brazilian Financial and Capital Markets Association	Eastspring Investments (Singapore) Limited
Anchorage Capital Europe, LLP	Eclectica Asset Management LLP
Anchorage Capital Group, L.L.C	Eight Investment Partners PTY Limited
Andante Capital Management Limited	Enterprise Castle Hall Alternatives INC
Arbillon Capital AG	Equinox Fund Management, LLC
Archipel Asset Management AB	Ernst & Young Terco
Ardmore Park Capital LLC	Eurex Frankfurt AG (USA)
Argentum Investment Management Limited	Eurex Frankfurt AG (Singapore)
Arkos Capital S.A.	Eurex Frankfurt AG (Hong Kong)
Aros Capital Partners LLP	Explora Investments
Arqaam Capital Limited	Falcon Money Management LLP
Atlantic Investment Management INC	Fintegral Asset Management AG
Atom Capital LTD	Franklin Advisers, INC
Avoca Capital	Futuris Asset Management AB
Ayaltis AG	Global Funds Management LTD
Ayers Alliance Holdings PTY Limited	Greenlight Capital, INC
Azentus Capital Management Limited	Harmonic Capital Partners LLP
Belenos Capital Management, LLC	Hermes BPK Partners LLP
Benros Capital Partners LLP	Hermes Commodities
Black Capital, LLC	HFO PTY LTD
BlackRock Asset Management Canada Limited	HSBC Alternative Investment Limited (Switzerland)
Blue Sky Aperion PTY Limited	HSBC Alternative Investment Limited (USA)
Bluebay Asset Management (Hong Kong)	Imagine Software
Bluebay Asset Management USA LLC	Imperial College London
Blue Mountain Capital Management LLC	Integra-IT Hong Kong Limited
Blue Mountain Capital Partners (London) LLP	Irish Life Investment Managers
BNP Paribas	Ironshield Capital Management LLP
BOCI-Prudential Asset Management LTD	John Walley, Independent Fund Director
BRZ Investimentos SA	JP Morgan Securities LTD
C&S Advisors SA	Jubilee Financial Products LLP
Caledonian Global Fund Services Limited	Kazim Asset Management PTE LTD
California Public Employees' Retirement System	Kite Lake Capital Management (UK) LLP
Cantab Capital Partners LLP	KPMG (Netherlands Antilles)
Capital Edge AG	KPMG (BVI) Limited
Capula Investment US LP	KPMG AB (Sweden)
CF Fund Services	KPMG AG Germany
Citco Fund Services (Hong Kong) LTD	KPMG Audit S.à.r.l. (Luxembourg)
Clairwood Capital Management INC	KPMG Auditores, S.L. (Spain)
Coeli AB	KPMG Brazil
Cognis Capital LLP	KPMG Cyprus
Commonfund Asset Management Company, INC	KPMG Guernsey
Commonwealth Capital Management LLP	KPMG INC (South Africa)
ComplianceAsia Consulting LTD	KPMG Jersey
Consonance Capital	KPMG Limited Gibraltar
Contour Asset Management LLC	KPMG LLC (Isle of Man)
Conyers Dill & Pearman – Consultores Em Direito Estrangeiro	KPMG LLP (USA)
Corepoint Capital AG	KPMG Malta
Custom House Global Fund Services Limited	KPMG S.P.A. (Italy)
	KPMG SA France





Lansdowne Partners Austria GMBH  
 Lawrence Park Capital Partners Limited  
 LCG Associates, INC  
 LGT Investment Partners Limited  
 Limestone Advisors LTD  
 Liontrust Investment Partners LLP  
 Lockton Companies LLP  
 Lombard Odier Asset Management (Europe) Limited  
 Lombard Odier Darier Hentsch (Asia) Limited  
 Lone Pine Capital LLC  
 Lucidus Capital Partners LLP (UK)  
 Lucidus Capital Partners LLP (USA)  
 Lynx Asset Management AB  
 Lyxor Asset Management (Hong Kong)  
 Lyxor Asset Management INC (USA)  
 M & G Investment Management LTD  
 Macquarie Capital Securities Limited  
 Maitland Advisory  
 MAJ Invest  
 Mason Hayes & Curran Limited  
 Matchpoint Investment Management Asia Limited  
 Mathema SRL  
 Millennium Global Investments LTD  
 Miller Insurance Services (Hong Kong) Limited  
 Miller Insurance Services (Singapore) PTE LTD  
 Mint Partners  
 Mourant Ozannes UK  
 National Capital Partners  
 Nektar Asset Management AB  
 Newtonian Capital Management Limited  
 Nezu Asia Capital Management Limited  
 NoHo Capital Management Limited  
 Norton Rose Canada LLP  
 Norton Rose Hong Kong  
 NWQ Capital Management PTY LTD  
 Oaktree Capital Management (UK) LLP  
 Oasis Management Company LTD  
 Observatory Capital Management LLP  
 Octis Asset Management PTE LTD  
 Oddo Asset Management  
 Omers Administration Corporation  
 Orchard Global Asset Management PTE LTD  
 Orrick, Herrington & Sutcliffe LLP  
 Ortus Capital Management Limited  
 Orvent Asset Management PTE LTD  
 Paloma Partners Management Company  
 Parametrica Management Limited  
 Paulson Asia Limited  
 Permal (Hong Kong) Limited  
 Perry Capital LLC  
 Pharo Management (HK) Limited  
 Pharo Management LLC  
 Pine River Capital Management LP (USA)  
 Pine River Capital Management LP (UK)

Pine River Capital Management LP (Hong Kong)  
 Pine River Capital Management LP (China)  
 PricewaterhouseCoopers Brazil  
 Quiris Capital LLP  
 Regulatory Compliance Association, INC  
 Ridgepoint Asset Management LLC  
 Rivercrest Capital  
 Ropes & Gray LLP  
 Ross Smith Asset Management INC  
 Row Asset Management, LLC  
 RP Investment Advisors  
 Sator Capital Limited  
 SFM HK Management LTD (Hong Kong)  
 SFM UK Management LLP (UK)  
 SFT Fund Administration  
 Shearman & Sterling  
 Shoreline West Asset Management INC  
 Skybound Capital (HK) Limited  
 Solaise Capital Management LLP  
 Stonewood Investment Management (Guernsey) Limited  
 Sun Tech International Wealth Management INC  
 SW8 Asset Management INC  
 Taconic Capital Advisors LP (USA)  
 Taconic Capital Advisors UK LLP (UK)  
 Tages Capital SGR S.P.A.  
 Tapestry Asset Management LP  
 The Blackstone Group  
 Travelers Insurance Company Limited  
 True Partner Advisor Hong Kong Limited  
 Tudor Capital Australia PTY LTD  
 Tudor Capital Singapore PTE LTD  
 Tudor Investment Corporation  
 UBS AG (Singapore)  
 UBS AG (Jersey, Channel Is.)  
 UBS AG (Poland)  
 UBS Fund Management (Switzerland) AG  
 UBS Fund Services (Switzerland)  
 UBS Fund Services (Ireland) LTD  
 UBS Fund Services (Luxembourg) S.A.  
 UBS Global Asset Management (Americas) INC.  
 UBS Global Asset Management (HK) Limited  
 UBS Global Asset Management (UK) LTD  
 Union Bancaire Privee  
 Varadero Capital, LP  
 Vision Capital Corporation  
 Vistra Corporate Services (HK) Limited  
 VTM Fundmanagement AG  
 Wakestar Advisors Limited  
 Wellington Management International LTD  
 West Face Capital, INC.  
 Westcourt Capital Corporation  
 York Capital Management (Brazil)  
 Zebedee Capital Partners LLP  
 Zenit Asset Management AB

### Footnotes

- The 2011 intake comprised 222 member firms in 30 different jurisdictions
- By the end of 2011, AIMA in total had over 1,300 member firms globally (with more than 6,000 individual contacts) in over 40 countries

AIMA wishes to thank its Sponsoring Members and  
Global Partners for their continued support

AIMA'S SPONSORING MEMBERS



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AIMA'S GLOBAL PARTNERS



C L I F F O R D  
C H A N C E





# AIMA has more than 1,300 corporate members in over 50 countries and is present in all of the major financial centres globally

## Long track record

AIMA was founded in 1990 and has grown into the only truly global hedge fund industry association, with more than 1,300 corporate members in over 50 countries.

## Representing the industry

We represent the world's hedge fund industry to regulators, policymakers, investors, the press and other stakeholders.

## Speaking for the whole industry

AIMA's members come from all parts of the global industry – including managers, service providers, allocator managers (including FoHFs), advisers and investors.

## Regulatory updates

AIMA members receive comprehensive regulatory updates.

## Education and Sound Practices

AIMA members are given access to our full range of sound practices material, covering hedge fund management, valuation and asset pricing, administration, governance, business continuity, due diligence questionnaires for managers and service providers, offshore alternative fund directors and fund of hedge funds managers.

## AIMA Knowledge Centre

Our members get access to our online library of industry knowledge and expertise. Additionally, they receive our weekly newsletter, covering all the latest key industry

and regulatory developments, and our flagship quarterly publication, the *AIMA Journal*.

## A positive start

Due to the amount of information available from AIMA and assistance we can provide through sound practices guidance, membership of AIMA is often one of the first steps taken by new firms in the industry, wherever they are based.

## Global forum

Our members are able to share ideas and influence outcomes by either joining one of our many committees and regulatory working groups or by taking part in one of our many events around the world, including our global Policy & Regulatory Forum and the AIMA Annual Conference.

## Member events

Our Annual Conference, open to all AIMA members, attracts leading speakers from the industry and among policymakers, and hundreds of delegates, from around the world. We also hold regular events for our members globally, which provide helpful intelligence to delegates and networking opportunities.

## Loyal members

AIMA membership renewal rates are regularly above 85%.

## Global members

Discounts on membership fees are available to firms with offices in multiple locations.

## Contact

The Alternative Investment Management Association Ltd  
Head Office: 2nd Floor, 167 Fleet Street, London, EC4A 2EA  
Tel: +44 (0) 20 7822 8380  
Email: [info@aima.org](mailto:info@aima.org)



# **The Alternative Investment Management Association Limited**

Report and Financial Statements

*31 December 2011*

## COMPANY INFORMATION

<b>The Board of Directors</b>	A J Baker A N Bastow R F De Rito J G Dinan C A S Fawcett W T Groome F A Lombard C J Pearce P M Ruddock P E R Sater S G Simon P A Tye
<b>Company secretary</b>	M A Richardson
<b>Company number</b>	04437037
<b>Registered office</b>	2nd Floor 167 Fleet Street London EC4A 2EA
<b>Auditors</b>	Rees Pollock 35 New Bridge Street London EC4V 6BW
<b>Bankers</b>	National Westminster Bank 116 Fenchurch Street London EC3M 5AL
<b>Solicitors</b>	Simmons & Simmons CityPoint One Ropemaker Street London EC2Y 9SS



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<b>Profit and loss account</b>	4
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## DIRECTORS' REPORT

for the year ended 31 December 2011

The directors present their report and the financial statements for the year ended 31 December 2011.

### Principal activities and business review

The principal activity of the company during the year continued to be the representation of the hedge fund management sector and related services.

Revenue from membership fees amounted to approximately £4 million, an increase of 20% on the preceding year. The Directors attribute this growth to a combination of slightly higher membership fee rates, together with a more significant contribution as a result of an increase in the number of members during the period under review.

Expenditure increased by approximately 20% when compared to the preceding year. This increase, which was budgeted, is fully attributable to a higher headcount, primarily within the Government and Regulatory Affairs department, which has led to an increase in staff and related costs.

The surplus for the year, after taxation, amounted to £639,756 which compares with a surplus of £506,697 in 2010.

The Directors are pleased to report that membership revenue, in respect of the current year, is projected to reach approximately £4.3 million, due to member renewals and new membership growth and which is in line with expectations. The Directors therefore expect to report a surplus in the current year.

### Directors

The directors who served during the year were:

A J Baker  
P M Ruddock  
R F De Rito  
S G Simon  
C A S Fawcett  
F A Lombard  
W T Groome  
J G Dinan  
P E R Sater  
A N Bastow  
C J Pearce  
P A Tye

### Donations

During the year the company made charitable donations of £6,500 (2010: £9,063).

### Provision of information to auditors

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the company's auditor are unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any information needed by the company's auditor in connection with preparing its report and to establish that the company's auditor are aware of that information.

**DIRECTORS' REPORT**  
for the year ended 31 December 2011

**Directors' responsibilities statement**

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements and other information included in Directors' reports may differ from legislation in other jurisdictions.

**Auditors**

The auditor, Rees Pollock, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

In preparing this report, the directors have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the board on 12 September 2012 and signed on its behalf.



M A Richardson  
Company secretary



# REESPOLLOCK

Chartered Accountants

35 New Bridge Street

London EC4V 6BW

Telephone 020 7778 7200

Fax 020 7329 6408

www.reespollock.co.uk

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE ALTERNATIVE INVESTMENT MANAGEMENT ASSOCIATION LIMITED

We have audited the financial statements of The Alternative Investment Management Association Limited for the year ended 31 December 2011, which comprise the profit and loss account, the balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

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

### Respective responsibilities of directors and auditors

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

### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

### Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2011 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Opinion on other matters prescribed by the Companies Act 2006

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

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the Directors' Report.

Jonathan Moulds (Senior statutory auditor)  
for and on behalf of Rees Pollock, Statutory Auditor

13 September 2012

Partners: Simon Rees FCA CTA, Johnny Moulds FCA, Catherine Kimberlin FCA, Jonathan Munday FCA CTA,  
Chris Dimmick FCA, Chris Barnett ACA CTA, Phil Vipond ACA, Alex Macpherson ACA, Rees Pollock Limited

Registered to carry on audit work and regulated for a range of investment business activities by The Institute of Chartered Accountants in England and Wales.

VAT Registration No. 524 9426 37

PROFIT AND LOSS ACCOUNT  
for the year ended 31 December 2011

	Note	2011 £	2010 £
<b>TURNOVER</b>	1,2	4,172,944	3,456,892
Administrative expenses		(3,549,903)	(2,965,673)
<b>OPERATING PROFIT</b>	5	623,041	491,219
Interest receivable and similar income		21,565	23,277
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>		644,606	514,496
Tax on profit on ordinary activities	6	(4,850)	(7,799)
<b>PROFIT FOR THE FINANCIAL YEAR</b>	13	639,756	506,697

The notes on pages 6 to 11 form part of these financial statements.



BALANCE SHEET  
as at 31 December 2011

	Note	£	2011 £	£	2010 £
<b>FIXED ASSETS</b>					
Tangible assets	7		57,605		58,967
Investments	8		-		-
			<u>57,605</u>		<u>58,967</u>
<b>CURRENT ASSETS</b>					
Debtors	9	175,543		112,625	
Cash at bank and in hand		3,582,861		2,190,111	
		<u>3,758,404</u>		<u>2,302,736</u>	
<b>CREDITORS:</b> amounts falling due within one year	10	(1,475,264)		(660,714)	
<b>NET CURRENT ASSETS</b>			<u>2,283,140</u>		<u>1,642,022</u>
<b>NET ASSETS</b>			<u>2,340,745</u>		<u>1,700,989</u>
<b>MEMBERS' FUNDS</b>					
Capital contribution	13		293,014		293,014
Profit and loss account	13		2,047,731		1,407,975
	14		<u>2,340,745</u>		<u>1,700,989</u>

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 12 September 2012.



A J Baker  
Director



P E R Sater  
Director

The notes on pages 6 to 11 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 December 2011

**1. ACCOUNTING POLICIES**

**1.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The company is the parent undertaking of a small group and as such is not required by the Companies Act 2006 to prepare group accounts. These financial statements therefore present information about the company as an individual undertaking and not about its group. The group comprises the company and Alternative Investment Management Association - Canada Inc., its sole subsidiary.

**1.2 Going concern**

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they adopt the going concern basis in preparing the financial statements.

**1.3 Turnover**

The turnover shown in the profit and loss account represents the value of subscriptions and other income receivable by the company during the year, stated net of value added tax. Income is recognised only to the extent that it relates to the accounting period.

**1.4 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Leasehold improvements	-	over the remaining lease period
Fixtures & fittings	-	4 years straight line basis
Equipment	-	4 years straight line basis

**1.5 Operating leases**

Rentals under operating leases are charged to the profit and loss account on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period until the date the rent is expected to be adjusted to the prevailing market rate.

**1.6 Pension costs**

The company makes payments into defined contribution personal schemes for members of staff who have completed the required qualifying service. Contributions are charged to the profit and loss account as they become payable. Differences between contributions payable and contributions actually paid are shown either as accruals or prepayments.

**1.7 Deferred taxation**

Deferred taxation is provided on all timing differences, without discounting, calculated at the rate at which it is estimated that tax will be payable, except where otherwise required by accounting standards.

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 December 2011

1. ACCOUNTING POLICIES (continued)

1.8 Foreign currencies

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of the transaction. Exchange differences are taken into account in arriving at the operating profit.

2. TURNOVER

The turnover for the year was derived from the company's principal continuing activity. The company operates principally in the U.K., but also through National Groups located in Australia, the Cayman Islands, Hong Kong and Singapore.

The company also has a subsidiary, Alternative Investment Management Association - Canada Inc. (AIMA Canada), the details of which are included in note 8. AIMA Canada is entitled to a proportion of the fees for that region, with this entitlement being included within AIMA's operating costs.

The company's affiliate, AIMA Japan Non-Profit Mutual Benefit Corporation, is a Japanese Ippan Shadan Hojin operating independently in Japan under a local license agreement. No membership fee income has been recognised (2010: £nil) in respect of that entity.

3. OPERATING COSTS

Operating costs totalling £494,507 (2010: £443,416) represent expenditure incurred by the National Groups of the Association located in Australia, the Cayman Islands, Hong Kong and Singapore. It also includes amounts payable to AIMA Canada in respect of its entitlement to fees received for that region.

Included in operating costs is a contribution to costs received from the AIMA Japan Non-Profit Mutual Benefit Corporation of £7,709 (2010: £13,518).

4. DIRECTORS' REMUNERATION

	2011 £	2010 £
Aggregate emoluments (including pension contributions)	327,301	353,575

During the year retirement benefits were accruing to 1 director (2010 - 1) in respect of defined contribution pension schemes.

Directors' emoluments are those received by the full-time director employed by the Association.

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 December 2011

5. OPERATING PROFIT

The operating profit is stated after charging/(crediting):

	2011 £	2010 £
Depreciation of tangible fixed assets:		
- owned by the company	47,782	50,474
Auditors' remuneration	10,000	8,000
Pension costs	103,607	60,698
Operating lease costs	89,695	111,344
Net (gain)/loss on foreign currency translation	(19,609)	7,734
	<u><u>          </u></u>	<u><u>          </u></u>

6. TAXATION

	2011 £	2010 £
UK corporation tax charge on profit for the year	4,850	7,799
	<u><u>          </u></u>	<u><u>          </u></u>

Factors affecting tax charge for the year

The tax assessed for the year differs from the standard rate of corporation tax in the UK for small companies of 20% (2010 - 21%). The differences are explained below:

	2011 £	2010 £
Profit on ordinary activities before tax	644,606	514,496
	<u><u>          </u></u>	<u><u>          </u></u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 20% (2010 - 21%)	128,921	108,044
Effects of:		
Amounts attributable to members not taxable	(123,654)	(100,368)
Expenses not deductible for tax purposes	21	39
Capital allowances for year in excess of depreciation	(64)	84
Utilisation of tax losses	(433)	-
Change in rate of corporation tax	59	-
	<u><u>          </u></u>	<u><u>          </u></u>
Current tax charge for the year (see note above)	4,850	7,799
	<u><u>          </u></u>	<u><u>          </u></u>

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 December 2011

7. TANGIBLE FIXED ASSETS

	Leasehold improvements £	Fixtures & fittings £	Equipment £	Total £
<b>Cost</b>				
At 1 January 2011	170,645	99,979	136,599	407,223
Additions	-	27,879	18,541	46,420
Disposals	(48,855)	(72,866)	(58,618)	(180,339)
At 31 December 2011	121,790	54,992	96,522	273,304
<b>Depreciation</b>				
At 1 January 2011	132,085	99,658	116,513	348,256
Charge for the year	24,358	7,154	16,270	47,782
On disposals	(48,855)	(72,866)	(58,618)	(180,339)
At 31 December 2011	107,588	33,946	74,165	215,699
<b>Net book value</b>				
At 31 December 2011	14,202	21,046	22,357	57,605
At 31 December 2010	38,560	321	20,086	58,967

Following a review of the fixed assets in use by the company, disposals of assets with a net book value of £nil have been recognised in the year. This includes assets that ceased to be used in prior years, but whose disposal was not recognised at the time.

8. FIXED ASSET INVESTMENTS

On 19 June 2009 the company gained a controlling interest in AIMA Canada. This controlling interest was gained at no cost. Details of the profit/(loss) and the capital and reserves (net assets) of this subsidiary are given below, converted at the year end foreign exchange rate.

Subsidiary	Profit/(loss) 2011 £	Net assets 2011 £	Profit/(loss) 2010 £	Net assets 2010 £
AIMA Canada	(26,522)	129,435	(21,868)	159,822

9. DEBTORS

	2011 £	2010 £
Trade debtors	34,262	35,922
Other debtors	141,281	76,703
	175,543	112,625

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 December 2011

**10. CREDITORS:**  
Amounts falling due within one year

	2011 £	2010 £
Trade creditors	104,629	58,595
Corporation tax	4,850	7,799
Social security and other taxes	482,593	377,428
Other creditors	883,192	216,892
	<u>1,475,264</u>	<u>660,714</u>

**11. OPERATING LEASE COMMITMENTS**

At 31 December 2011 the company had annual commitments under non-cancellable operating leases as follows:

	2011 £	2010 £
<b>Expiry date:</b>		
Within 1 year	55,673	-
Between 2 and 5 years	-	111,345
After more than 5 years	25,000	-
	<u>25,000</u>	<u>111,345</u>

**12. COMPANY LIMITED BY GUARANTEE**

The company is a private company limited by guarantee and consequently does not have share capital. In the event of a winding up, should the company be unable to meet its liabilities, the members have agreed to contribute £10 each to the assets of the company.

The capital contribution is the contribution received from the Alternative Investment Management Association, when the company commenced activity.

**13. RESERVES**

	Capital contribution £	Profit and loss account £
At 1 January 2011	293,014	1,407,975
Profit for the year	-	639,756
	<u>293,014</u>	<u>2,047,731</u>
At 31 December 2011	<u>293,014</u>	<u>2,047,731</u>



NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 December 2011

14. RECONCILIATION OF MOVEMENT IN MEMBERS' FUNDS

	2011 £	2010 £
Opening members' funds	1,700,989	1,194,292
Profit for the year	639,756	506,697
	<hr/>	<hr/>
Closing members' funds	2,340,745	1,700,989
	<hr/>	<hr/>

15. RELATED PARTY TRANSACTIONS

During the year W T Groome, a non-executive director, was paid £69,200 (2010: £73,103) for the provision of consultancy services to the company.

16. CONTRIBUTION TOWARD THE AIFMD CAMPAIGN

The purpose of the fund, which was formed in October 2009, was to pay for the costs of engaging the services of Government Affairs advisers to undertake the public affairs work within the European Union in relation to AIMA's campaign on the European Commission's proposed Alternative Investment Fund Managers Directive. The cumulative contributions and related expenditure have not been included in these financial statements.

	2011 £	2010 £
Contributions received (cumulative)	765,070	765,070
Costs (cumulative)	(765,070)	(738,191)
	<hr/>	<hr/>
	-	26,879
	<hr/>	<hr/>