

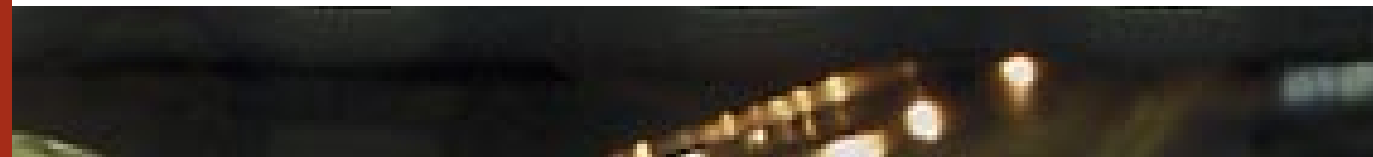
SO

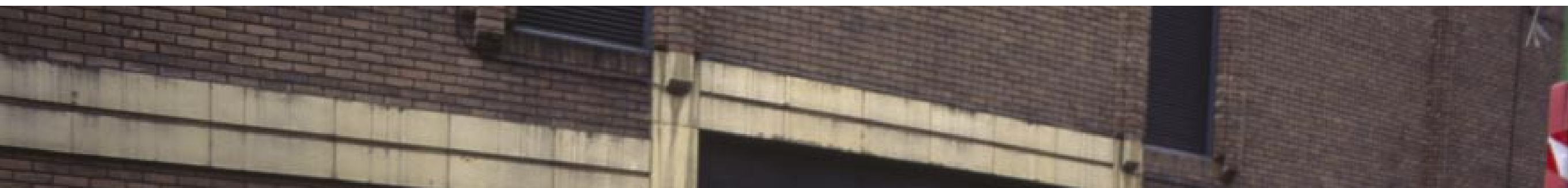
**COHABITING
ISN'T INTELLECTUAL**

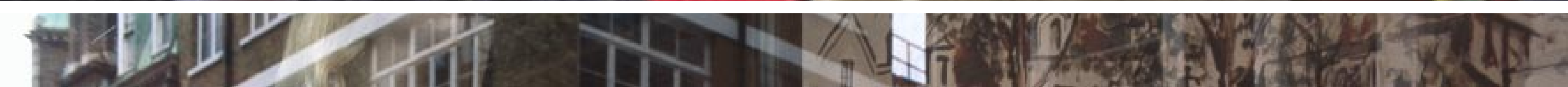
INSINGER DE BEAUFORT — ANNUAL REVIEW 2004

LO

**'YOU COME THROUGH
SCRUFFY ENTRANCES
AND END UP IN THESE
MAGNIFICENT ROOMS.
IT'S LIKE JAMES BOND.
GO THROUGH THE
DOOR AND YOU'RE IN
A SECRET WORLD'**









COMMON GROUND, DIFFERENT PERSPECTIVES

Companies are competing in a continuously shifting landscape. Tastes change, technologies come and go. The heresies of today become tomorrow's mainstream.

As a financial institution, it is our job to anticipate the future, and we devote a lot of resources to getting that right. But at the same time, market sensitive organisations, such as ours, can never be immune to world events.

We are not soothsayers; we accept that we can do no more than extrapolate from what's already known. And the future, when it comes, is always surprising.

That's why forging a sustainable business calls for far more than mere guesswork, however well founded that may be. The distinctive culture at Insinger de Beaufort is what allows us to prosper when markets are favourable and supports our endeavours when the going gets tough.

Our culture is founded on a communal sense of purpose and is nourished by the diverse experiences and outlooks of those who work here. By examining these and articulating their difference we enrich our pool of knowledge.

Discovering the common ground that respects and allows for difference is a highly creative process that is central to our way of working. It allows us to arrive at decisions that are better informed, more thoroughly understood and easier to implement.

The theme for this year's review is 'difference'. Our setting is Soho. Numerous communities cohabit within this historic urban village located in the centre of London's West End. The culture formed out of this intermingling is vibrant and fascinating. It is constantly changing, yet manages to retain its own strong identity.

Soho's willingness to embrace difference is a powerful part of its appeal. Our profound thanks go to its residents and workers. Their generosity and openness typify that attitude and remind us that, in the end, the things that make us different are what we have in common.



IAN KANTOR
CHIEF EXECUTIVE OFFICER
5 APRIL 2005



**'THERE ARE ONLY TWO
SOUNDS THAT REALLY
CARRY: ONE IS BREAKING
GLASS, THE OTHER IS
HEN NIGHTS'**

INSINGER DEBEAUFORT
ANNUAL REVIEW 2004



**'SOHO
WAS ALWAYS
SHORTHAND**

'WAS ALWAYS SHORTHAND FOR SEX AND DANGER'

INSINGER DEBEAUFORT
ANNUAL REVIEW 2004



**'PEOPLE ARE QUITE RUDE,
BUT THAT GIVES IT CHARACTER.
NOTHING QUITE FITS, BUT THAT
MAKES IT COSY'**



■

PART 01

ONE PERSPECTIVE, A WIDER VIEW

■

■

XXX

■

■

■

■

■

■

■

■

AS WE PREDICTED IN OUR 2003 ANNUAL REVIEW, FINANCIAL MARKETS HAVE EXPERIENCED STEADY, IF UNSPECTACULAR, GROWTH DURING THE PAST YEAR.

Most of the major economies have continued to perform well, at least on the surface. As we foresaw then, the pressure on individuals, funds and companies to rebuild their portfolios has helped to underpin prices.

Improved economic management and better information have allowed the world's central banks to co-ordinate their monetary policies and to bring inflation under control. There have been some setbacks, but these have tended to be minor.

Generally, low interest rates, low inflation and low volatility have contributed to a climate that is conducive to a good economy. Confidence is starting to return.

■

TOUGH KNOCKS

■

■

■

■

■

■

■

However, investors remain risk averse. People still recall the hard lessons learnt in 2000 when participation in the major indices and ownership of blue-chip stocks offered little protection against a market-wide downturn.

We have witnessed a significant shift away from the major markets in favour of small-caps and ultra-small-caps. Arbitrage hedge funds and private equity funds are proving popular with investors, who currently favour income at the expense of growth.

This shift in emphasis has radically reduced the risk premium available for smaller, high growth businesses to the point where, in our judgement, some blue-chip stocks are once again looking relatively attractive.

SUSTAINABLE GROWTH

Insinger de Beaufort has been alert to the value of high income stocks for some time and we have built up a great deal of expertise in this specialist area. However, today's more sober market conditions are focusing attention on the sector. Accordingly, the price differential between stable and growth companies has compressed to the point where growth considerations are, we feel, sometimes under-represented in pricing.

We have responded by reshaping our investment policy in pursuit of better overall value. Increasingly, we look carefully at companies that can demonstrate sustainable growth, even where this implies sacrificing some income.

For the longer term we continue to advocate caution. A number of structural problems persist under the surface. Despite the current benign conditions, these have not gone away and there is still a risk that their impact will be felt.

GLOBAL OUTLOOK

By 2004 the US trade deficit had reached \$660 billion, a level of external financing largely sustained by central banks' willingness to increase their dollar denominated reserves. The Bush administration's tax cutting priorities suggest that the large US fiscal deficit will persist; there is little sign that the trade deficit is likely to shrink in future.

Many economists suggest that this cannot continue. At some point, they say, China's domestic priorities or the need to diversify will cause the supply of funds to dry up.

The US is now a net international debtor to the tune of \$3 trillion. The international demand for dollars is so great that it may yet be able to continue to defy the laws of economic gravity. Equally, there is a real prospect of a global hard landing led by a weakening dollar and rising interest rates, which will be more severe the longer it is deferred.

Politically, the main emphasis is on the emergence of China as a superpower. Many people are focused on how that will alter the economic balance of power in the 21st century. And, while China is a huge consumer of resources, Europe is often left out of the equation. As is Russia, which controls a large portion of the world's oil reserves. The continued expansion of the European Union and the spread of democracy suggest that Europe's future economic muscle ought not to be underestimated.

SQUEEZING MARGINS

Demographics also play their part. With ageing and declining populations, the Western and Japanese economies will soon need to encourage immigration to sustain economic growth, with all the problems that this may entail. Overall, it seems clear that the battle between the haves and the have-nots is just beginning.

In financial markets we expect that volatility will remain low, trading volumes will fall further and that margins will continue to come under pressure. One consequence of the pressure on margins is that the big banks are not making as much money from client based trading. They are compensating for this by trading on their own accounts, especially in the derivative markets. They have taken on extra leverage to bolster their profits in the light of the wafer-thin margins available on such deals.

Loans to investment banks have gone up dramatically. In the nearer term there is now a risk of a liquidity crisis of sorts as interest rates rise. Its effects may be magnified by the widespread exploitation of arbitrage opportunities by hedge funds. This is more relevant to financial markets than the economy, but we have seen before how financial instability can spill over into economic performance.

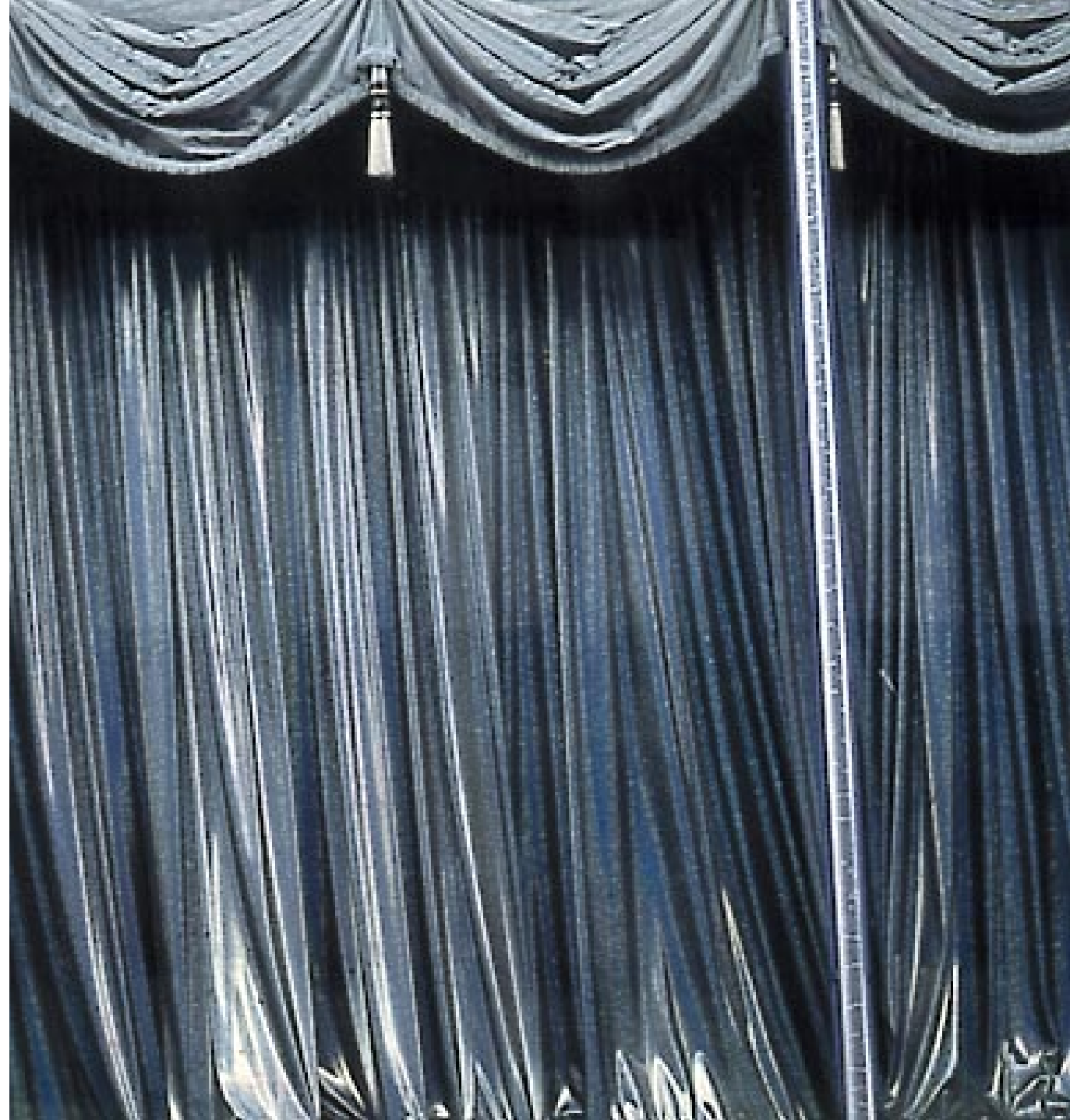
The sizeable shortfall in pension fund assets will continue to act as a brake on markets as a whole. The combination of pension fund holders living longer and lower overall growth means it is likely to take a long time to unwind these shortages.

As a market-sensitive business we will need to take care that we don't become vulnerable to falling turnover. Key to this will be our continued ability to generate trading opportunities that are not simply based on rising markets.

We don't anticipate spectacular growth in the markets as a whole: many shares and indices are still highly over-priced. However, we do feel that by careful stock selection it will be possible to generate good returns.



INSINGER DE BEAUFORT
ANNUAL REVIEW 2004



**'I DID A
CATERING
JOB IN SOHO.
FOUR OF MY**

JOB IN SOHO.

**FOUR OF MY
WAITRESSES
WERE
TRANSVESTITES.
ROSITA
WAS HALF
MALAYSIAN,
HALF
BRAZILIAN.
PHOEBE WAS
A REAL
LOOKER'**

INSINGER DEBAUFORT
ANNUAL REVIEW 2004

SOHO PAGE 27
PAGE 26

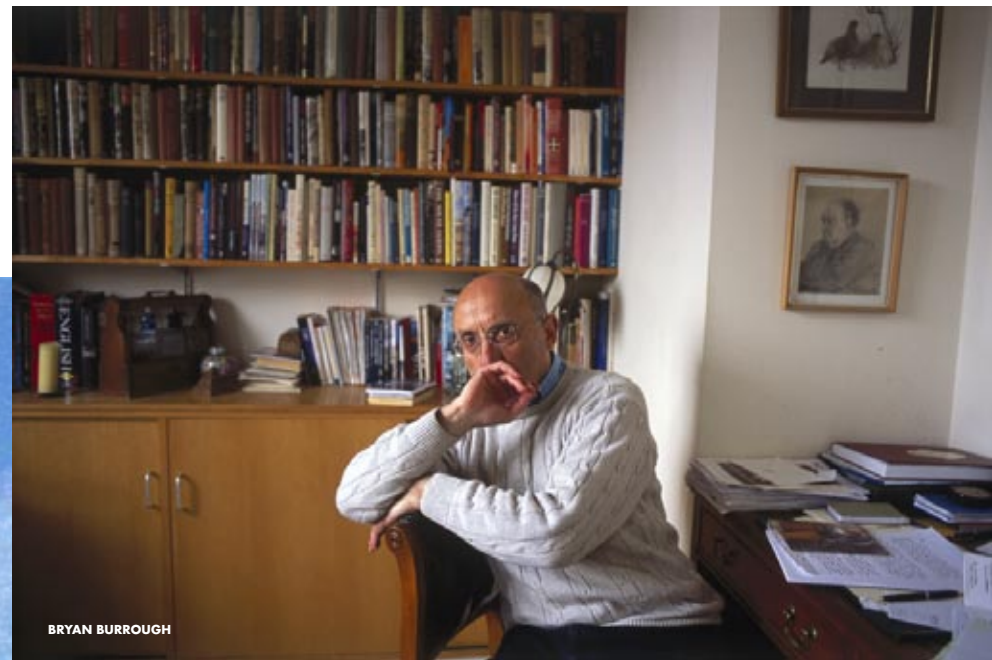




WHEN
INDIVIDUALS

WHEN INDIVIDUALS RUN THEIR OWN BUSINESSES YOU GET PASSION AND CREATIVE FLAIR'

INSINGER DEBAUFORT
ANNUAL REVIEW 2004



BRYAN BURROUGH



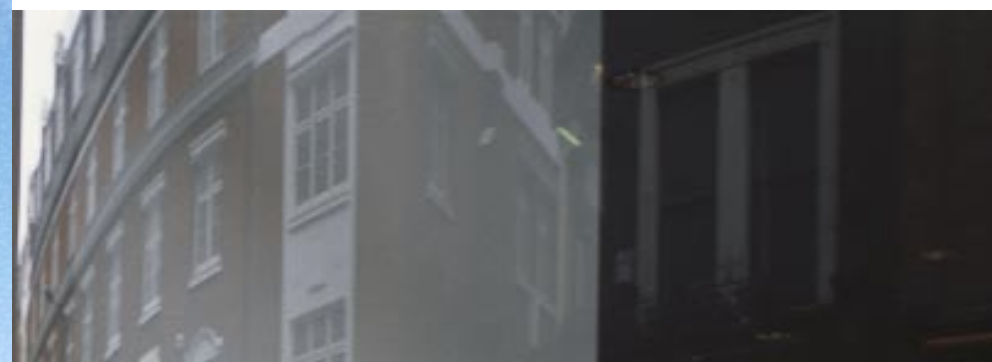
I've lived here since 1958. At that time, most of London was still very grey after the war. But Soho was so colourful, so cosmopolitan. There were literally hundreds of craftsmen in the area then: clockmakers, silversmiths, gunmakers, violin makers, costumiers for the theatres and scores of tailors who made suits for Saville Row. But they all left in the eighties, when the rents were pushed up.

Back in the early 1970s, the council had big plans to redevelop the area and rebuilt it in brutal concrete. A group of us – from market stall traders to musicians, bakers, bar owners and residents – got together and managed to persuade the council to stop the demolition. It was amazing – surveyors and architects worked with us for nothing because we were all passionate about saving the area. Even now no one owns great tracts of Soho. That's why it has kept its character.

In the 1980s, the local community decided to 'clean up' Soho. Among other things, they took the prostitutes off the streets and introduced licensing for sex shops. In just one year, the number of sex shops dropped dramatically from 198 to just 28. But Soho has always been associated with sex, mainly because so many prostitutes were from overseas. It was the only way they could make a living.

Today, our main problem is alcohol. Collectively, the bars and pubs in the area have licences to serve eighty thousand people until 4am. That's five football stadiums – and thirteen police officers to control them.

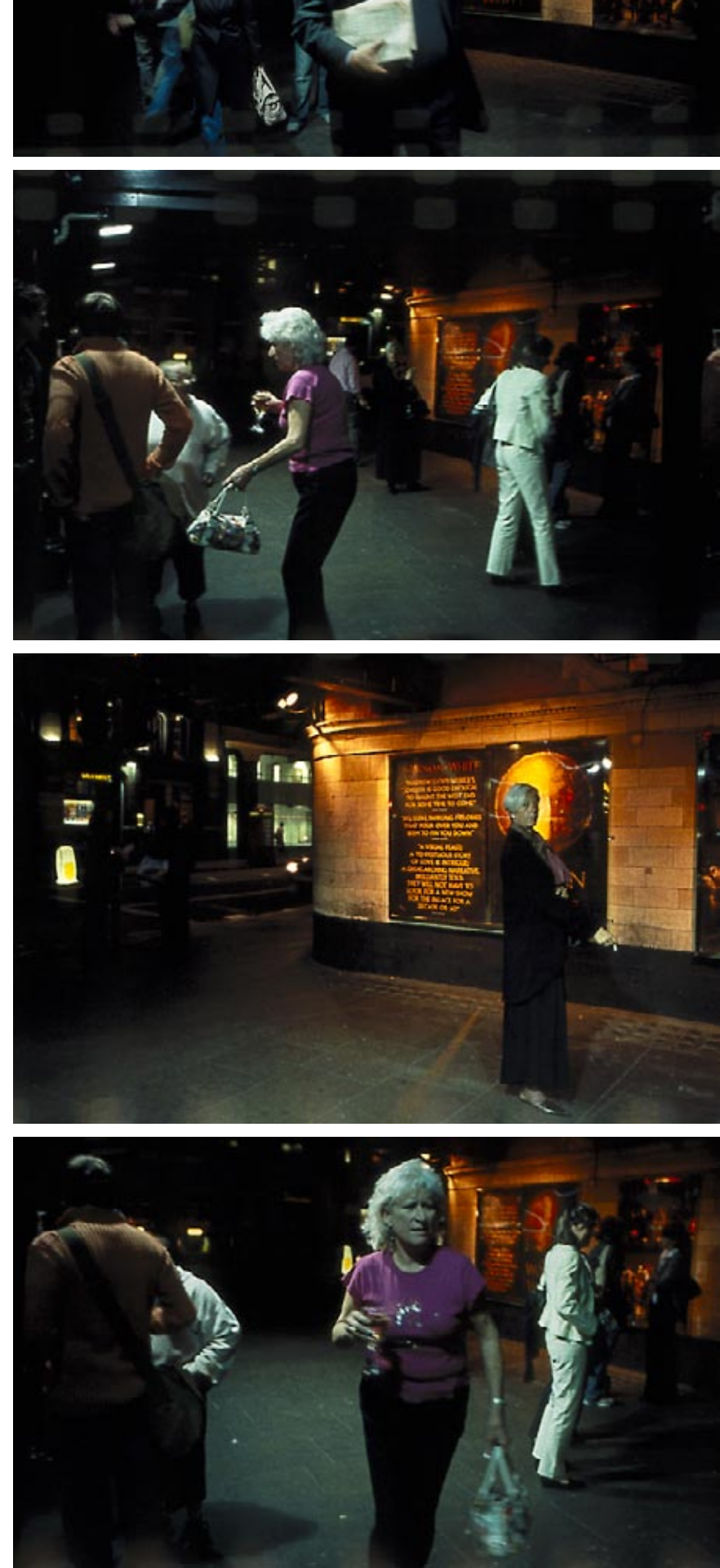
**BRYAN BURROUGH –
RESIDENT AND PRESIDENT
OF THE SOHO SOCIETY**





SOHO PAGE 33
PAGE 32

I'M NOT SURE I WOULD WANT TO BE HERE IN 20 YEARS' TIME. BY THEN THE GENERATION OF PEOPLE WHO HAVE SLEPT, EATEN AND LIVED SOHO ALL THEIR LIVES WILL HAVE GONE. THEY STILL PRESENT A VERY RICH BACKDROP TO THE COMMUNITY LIFE OF THIS PLACE. THAT'S THE SORT OF DENSE CLOTH YOU NEED WOVEN BEHIND A COMMUNITY TO HOLD IT TOGETHER.





INSINGER DE BEAUFORT
ANNUAL REVIEW 2004

SOHO PAGE 35
PAGE 34

**'I'M HERE FOR THE
ABSINTHE AND THE
BECHEROVKA'**



-

PART 02

INDIVIDUAL DIFFERENCE, COLLECTIVE WISDOM

-

-

XX

-

-

-

-

-

-

-

-

-

-

-

There are no magic formulas for business success. Even the world's biggest, most successful companies have usually come about by chance.

For every entrepreneur who hits the jackpot with a brilliant idea there are countless others, just as good, who have failed; whether through bad judgement, poor timing or just not getting the breaks.

We do not try to replicate that. Instead, our emphasis is on developing a sustainable business model that can take us through difficult times as well as good ones.

Partnership is at the heart of our whole approach. Instilling that into our culture has been facilitated by a sense of shared ownership. Insinger de Beaufort is, predominantly, owned by its management and staff. That helps us to retain and motivate high calibre individuals with a common desire to contribute to the destiny of the organisation.

Clients value our independence and are attracted by the committed, high quality people who work here. The spirit of partnership is integral to the way we manage our client relationships.

-

ACHIEVING CONSENSUS

-

-

-

-

-

-

-

We aim to get to know each client as well as possible. We gain a lot from being very open with them and listening carefully to what they have to say. We discuss what is possible and talk about what they could and should be doing. It means that much of the work we do is unique, arising out of particular insights and attitudes.

The decision-making process at Insinger de Beaufort is informed by a shared ethos. We start from the premise that an individual, no matter how smart, can never be as effective as a group of people working together to achieve a common aim.

The collective wisdom of the group delivers added value because each participant brings different information and experience to the table. With a wider range of inputs, you can identify more solutions and consequences.

RECONCILING DIFFERENCES

As welcome as it is, diversity alone does not lead to greater profitability. The most fruitful outcomes are derived from working through that process, by reconciling difference.

To reach agreement we each have to uncover what the other party knows. By continually discussing issues, refining our positions and understanding each other's perspectives it is possible to create a culture where consensus can emerge.

This is an incremental process. We rarely arrive at sudden shifts in policy. Rather, we continually subject the current situation to a thorough examination. The results of which may suggest outcomes, or raise new questions.

It is often necessary to examine issues in some depth before the right solution emerges. As a result, we tend to arrive at decisions that have been thoroughly thought through. The process also commits everyone to what has been agreed and that simplifies implementation considerably.

Working in this way imposes an important discipline on the entire organisation. Arriving at views and strategic stances together does take time, because of the need to accept and absorb input from every source. Every decision has to be carefully attuned to the problem it seeks to address. It calls for patience and an ongoing willingness to engage from all concerned.

This way of thinking is encouraged at every level. Everyone's opinion is respected, but at the same time we are all charged with the responsibility to express and defend our opinions.

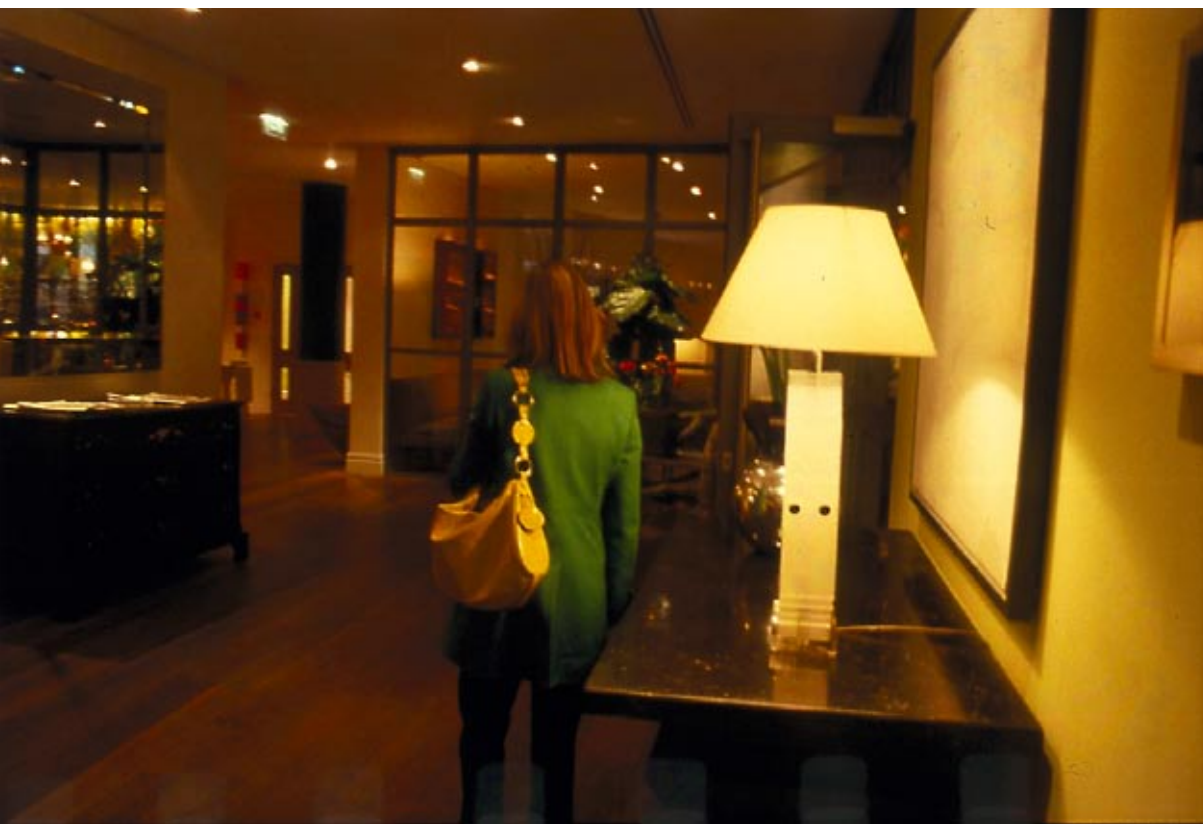
RETAINING THE BEST

Learning to work together in this way takes time. Insinger de Beaufort is still a relatively young business, but we have been extremely successful at retaining key personnel. Increasingly, we are reaping the benefits of this.

When people have been working together for a long time, things happen in a far more fluid way. Decisions evolve more smoothly. There is greater coherence and understanding of the Insinger de Beaufort brand and of how we can develop. We are far more effective and purposeful. We are clear about our values and much better able to put them into practice.



INSINGER DE BEAUFORT
ANNUAL REVIEW 2004





SOHO PAGE 43
PAGE 42



**'THERE ARE NO
PILLARS TO HIDE
BEHIND, REAL OR
METAPHORICAL.
WE'RE EYEBALL TO**

METAPHORICAL. WE'RE EYEBALL TO EYEBALL – AND THAT INCREASES OUR FREEDOM WITH EACH OTHER'

INSINGER DE BAUFORT
ANNUAL REVIEW 2004



During my interview for the post of rector in this parish, one of my interviewers warned me that the row levels around the table were high. In the seven years I have been here, and since we got to know each other, those levels have got even higher. The closeness we feel for each other provides the solidity we need to be quite free with our disagreements and to put our different views forward. It's made me realise how very different our life experiences and needs really are. But we stick together because we all glimpse the importance of this community not just surviving, but thriving.

Our congregation is expanding. But we will never be very big because the process of trying to expand will destroy our character. Putting on special events, such as services for children, would mean we are struggling to live with the diversity we represent. Retaining it matters a great deal to us.



CLARE HERBERT

Because Soho society is so colourful and vigorous, to really belong people have to create smaller groups. So the area does not exist in an open community without boundaries. It exists in smaller groups, which can put up some pretty strong frontiers to survive.

That said, there is a particular view in Soho that says every space has to be for everyone. It was a view that was brought into sharp focus when we had to decide whether or not to fence off the church garden. Should it be open to all or closed in order to protect vulnerable people? In the end, we went with the latter option. This was fairly typical of the kind of issue we have to reconcile within the community.

**THE REVEREND CLARE HERBERT –
RECTOR OF ST ANNE'S CHURCH
SOHO**









SOHO PAGE 51
PAGE 50



**'WE RECKON WE
LOST AT LEAST 10%
OF OUR BUSINESS,
WHEN WE WERE**

OF OUR BUSINESS, WHEN WE WERE OUTSIDE SOHO'S MAGIC CIRCLE.

INSINGER DEBAUFORT
ANNUAL REVIEW 2004

SOHO PAGE 53
PAGE 52

Dad took over the reins from my granddad in the seventies. I had a different job for a few years, but after a while I realised I wanted to be among friends and with my family. Now my dad, my sister and I run the shop together.

I was eight when I first came to work here. My job was to polish the brass weights that go on the scale. When I could just about see over the counter I started serving customers. I couldn't reach to pour the coffee into the machines so the other guys had to help me out.

We have loads of regulars and we also provide coffees and teas to local restaurants and bars. You could keep the business going just on that, but people have got to know us now and we're one of the top coffee outlets. Our mailing list covers the whole country.

The main thing that brings people back, I guess, is the choice. We have literally hundreds of coffees, teas and infusions. We used to roast samples upstairs; you'd get this fantastic aroma wafting down the street.

Soho's such a close-knit community. We have to get on with each other because everything is so close together. You see the same people every day. I really like that, waving, saying hello, having a chat on the street.

**MARISA CROCETTA —
THE ALGERIAN COFFEE STORE
SOHO**





■ **PART 03**
FLEXIBILITY,
ESTABLISHED STRUCTURES

■
XXX

■
IT TAKES TIME TO BUILD CONSENSUS. IF THIS WERE THE ONLY DIMENSION TO OUR DECISION-MAKING IT WOULD LEAVE US, AS A MARKET-SENSITIVE ORGANISATION, DANGEROUSLY EXPOSED TO RAPID SHIFTS IN SENTIMENT.

■
Fund managers, in particular, need to retain the ability to react quickly to changing circumstances if they are to perform effectively. At the same time, the group as a whole requires coherence in its investment policy and processes.

■
A formal structure whereby the executive committee frames investment management policy allows the group to develop a commonly accepted investment process. Our fund managers are responsible for its implementation. Within this framework, they have the freedom they need to act swiftly and decisively.



FOUR KEY DISCIPLINES

Our investment process is founded on four disciplines.

First, there is a clear understanding that, while we cannot predict the future, this does not absolve us from the need to have a macro view. The macro view gives our fund managers parameters within which they can operate successfully and with the maximum degree of flexibility. Translating that view into asset allocation is responsible for the greatest part of performance.

Managing risk is our second core discipline. Effective risk management is not just about spreading the risk; it's about understanding the risk. In our experience, diversification only limits performance and offers precious little protection in the event of systemic collapse.

We don't rely on benchmarking or indices. Instead, we base our decisions on in-depth knowledge of each of our investments and from understanding the relationships between them. This we do not just in terms of stress testing and degrees of correlation, but also through identifying their underlying vulnerabilities to possible and probable economic and financial developments.

Thirdly, we invest for returns. Investing on behalf of private and institutional clients demands the greatest prudence. We do not set out to make money for our clients; that we leave to others. In our opinion, this approach places capital at undue risk. Instead, we view capital as a resource, which, like any other, merits a return. We seek to maximise that return through careful stock selection.

Our fourth discipline is in the selection of third-party fund managers for sectors of the market we do not cover ourselves. As a relatively small organisation we have always recognised that we could not hope to gain a sufficiently broad and deep understanding to be active and successful in the entire investment universe. Instead, we set out to identify the top funds in every sector. We quickly found that, irrespective of market conditions, a small group of managers consistently outperforms others, both in terms of risk and risk adjusted return.

EVALUATING PERFORMANCE

When a successful manager leaves a fund relatively few investors withdraw their capital, even though there is plenty of evidence to show that this is often the right course of action. One reason may be because not many institutions provide their clients with the data they need to make informed decisions about the people who manage their money.

At Insinger de Beaufort this is a core competence. We have invested significantly over the past decade to enhance our performance evaluation capabilities. The bank has developed powerful, predictive methodologies and technologies to forecast managers' likely performance and to monitor that performance over time.

Several years ago we began tracking a few hundred of the major managed funds. Now, with the aid of technology, we evaluate, track and monitor some 22,000 third-party managers and can identify the best managers, or combinations of managers, for different mandates.

At any given time we are in contact with as many as 500 top class fund managers. We make it our business to get to know these people personally.

TRADITIONAL QUALITIES

We have found that many of the most successful fund managers demonstrate quite traditional qualities; things like integrity, patience and humility. They tend to be people of character, not swayed by the latest fashion, who invest for long-term returns rather than short-term profit. We look for those qualities: Are they decent, honest people? Are they smart? Do they aspire to make money or to earn a return?

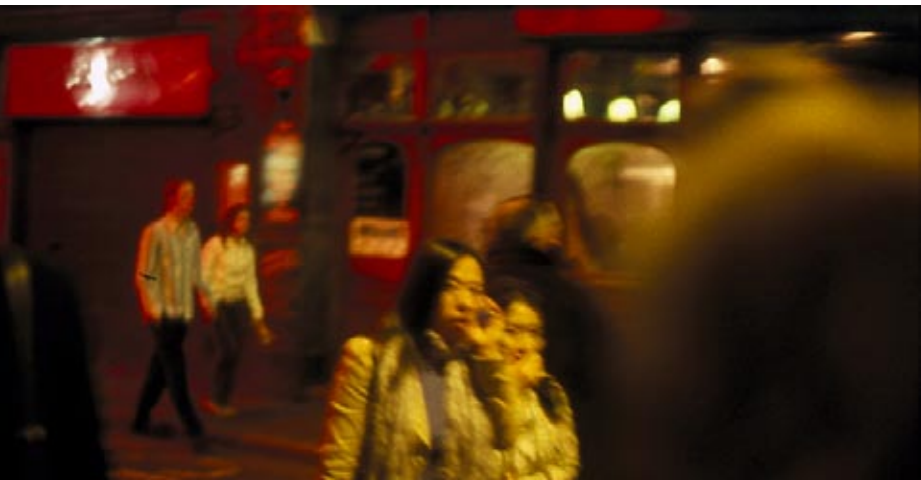
In keeping with our overall approach, our unique expertise in this area is founded on careful, in-depth analysis. In this way, we are able both to measure and continually to improve risk-adjusted returns for our clients.



RACHEL EARNSHAW

**'EVEN THOUGH IT'S
QUITE A DANGEROUS
PLACE, YOU ACTUALLY
FEEL SAFE'**





Our school is hidden away in what is probably Soho's seediest street. Two infamous haunts flank the main entrance. I sometimes worry about what the children may witness. It doesn't seem to faze the parents though; we're heavily over-subscribed.

Diversity has its downside, although actually we get on well with the girls at these places. At the same time, our children benefit enormously from living in a multi-cultural community.

We are a Church of England school – it owns the building and supports our work - but we don't have any faith criteria for our intake. The kids we take are from all walks of life. Mostly, they live here, but we do have some with parents who work in the area. Their family backgrounds range from successful professionals to homes where there is real hardship.

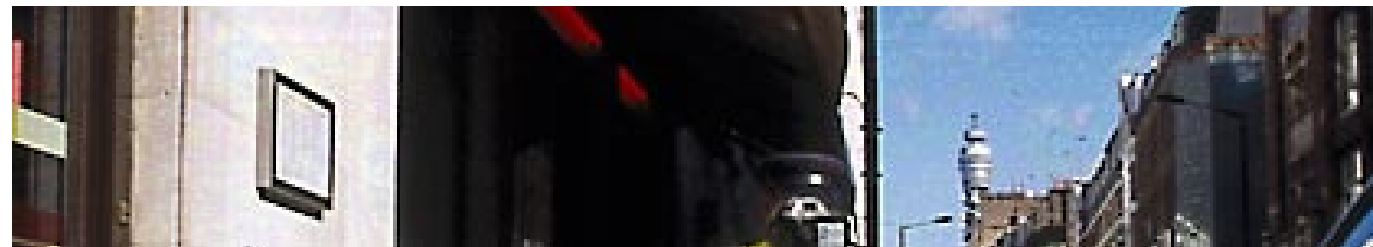
We're only a small school, but we have fifteen nationalities including a lot of Bengalis and Chinese. Half of our children have English as their second language. It's challenging, but it also enriches the culture. We often hear from parents that they've learnt about other communities from their children.

We're fortunate that we get strong support locally. People come from surrounding businesses to read to the children in their lunch breaks. Some of our parents are very connected: they collar celebrities for fund raising and lobby the council.

Soho is an exciting place to live, but it is very adult orientated. Children are its invisible population. Whatever their backgrounds, we aim to ensure that all of them achieve their full potential.

**RACHEL EARNSHAW –
HEAD TEACHER**
SOHO PARISH SCHOOL

INSINGER DEBEAUFORT
ANNUAL REVIEW 2004





**'THERE'S MORE TRAFFIC
ON THE STREETS OF SOHO**

**THERE'S MORE TRAFFIC
ON THE STREETS OF SOHO
AT 3AM THAN AT 3PM.'**





Soho is a lot younger than other parts of London. A lot more 'street'. And you really get different kinds of people here, most of them very busy. Advertising is a social business. People work hard during the day until 7 or 8 at night, and then fall into the bars. The witching hour is around 8 or 9 o'clock at night; that's when the people who work here during the day leave and the night shift arrives. They're the underbelly of Soho, and often work here too.

There's a sleazy element of Soho, which a lot of people find attractive. It's probably the closest thing we've got to New York. It may have become more sanitised over the years, but you still see underground bars and sex shows with ladies outside them situated right next to legitimately conservative businesses. ??

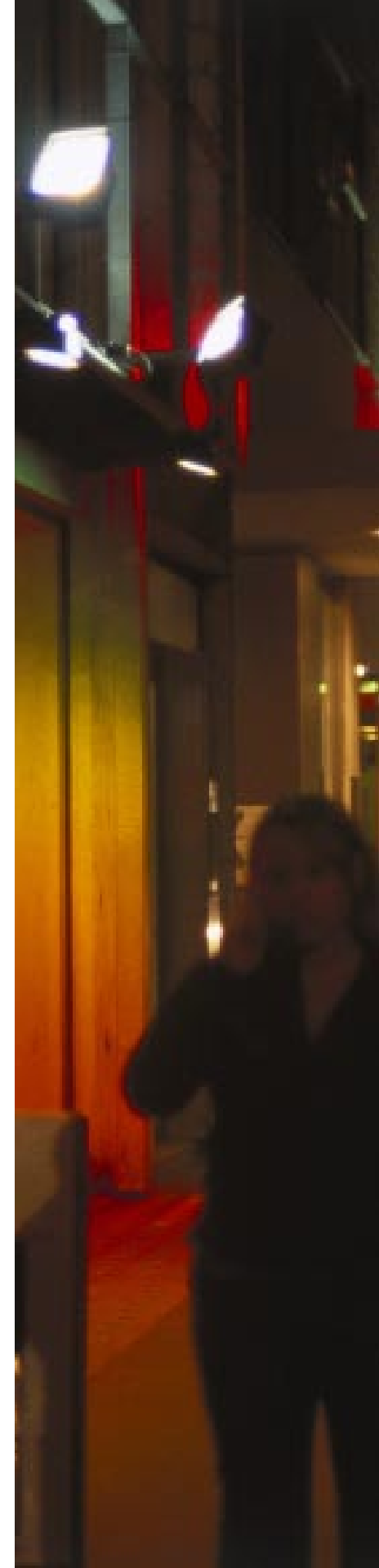
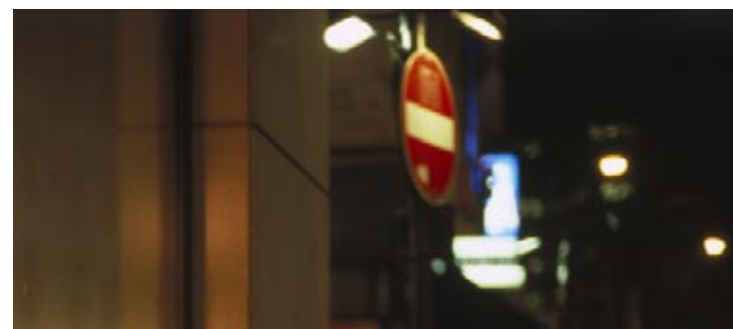
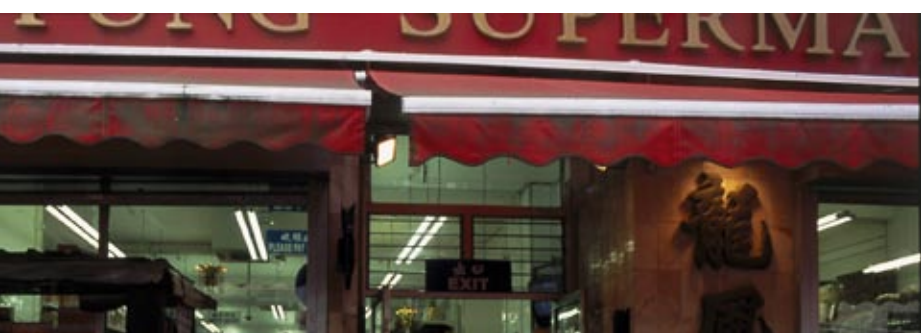
I remember Carnaby Street when it was all individual shops and people with personalities who made things. Now it's been homogenised and all the usual suspects are there; only the big chains with their economies of scale can afford the rents.

The brand of Soho is evaporating. You used to come to Soho for an adventure. It was a bit like Las Vegas when you'd get into a scrape, meet a character, get whipped up into a frenzy... and suddenly it was 4am. These days, Soho doesn't really deliver for me. All the characters are gone. The bar next to our building lacks any personal touch, but is still packed. The people in there could be in Reigate.

JEREMY BOWLES —
MANAGING PARTNER
WCRS



JEREMY BOWLES



■

PART 04

BEING THE SAME, BEING DIFFERENT

■

■

XX

■

■

■

■

PRIVATE BANKING, ASSET MANAGEMENT AND INSTITUTIONAL AND CORPORATE CLIENTS ARE NOW OUR THREE MAIN LINES OF BUSINESS.

We see these core units as providing the wellspring for our future growth. We will continue to focus on developing these units rather than adding new types of activity.

Each unit has the freedom to develop its own business. The nexus between them is strong: we will build on this by refining and extending the range of services that each has to offer.

■

RELEVANT AND DIFFERENT

■

■

■

■

■

■

■

■

■

■

■

Being the best has become something of a corporate cliché. It is a commendable aspiration, but no matter how well you deliver your services, there is limited added value when what you provide is essentially the same as everybody else.

At Insinger de Beaufort, the challenge we prefer to set ourselves is to ensure that we are relevant. We believe that we are most effective when we make a distinctive contribution. Therefore, we seek to provide services that are not just better, but also different from those that others have to offer. In this way we deliver services across the organisation that add real value for our clients.

We seek to be active only in those markets that we understand and can relate to. For private individuals and corporate clients, we place the emphasis on owner-managed, private companies and small-to-medium-sized listed companies. We serve the client and his family, the companies themselves and their pension funds. Separately, we serve those institutions that invest in small-to-medium-sized listed companies.

LEARNING FROM EXPERIENCE

Central to our business are a number of elements:

- Σ Our positioning as an innovative, independent, employee-owned, managed and controlled institution
- Σ Serving our clients, both private and institutional, with unrivalled solutions in order to pursue sustainable returns on their investment
- Σ Quality, independent advice.

Experience is a great teacher. As an organisation and a group of individuals, we have weathered a difficult period. We have learned valuable lessons and discovered where our real strengths lie. The bank is benefiting from a renewed focus on its core activities following the structural changes of the past few years.

There has been struggle but out of that the organisation has formed character. That provides a solid base, which is now allowing us to move forward, in a very deliberate way, far more effectively than was previously possible.





RACHEL EARNSHAW



Forty or even fifty per cent of our patients are Cantonese speaking Chinese and mainly from coastal areas, although Mandarin speakers are now beginning to arrive from inland China too. That said, we have an incredibly diverse group of patients. Just this morning I saw an English barrister who works in the City, some new patients who have recently arrived from China, someone from Bangladesh and quite a mix of Europeans. We don't have many children on our list. Those we do see tend to be very young as families often move out of the area as children start to grow up.

People have quite complex problems around here. You get all the things you would normally expect from a resident population plus conditions that are associated with particular groups. There's quite a high incidence of diabetes among the Chinese population. It's partly caused by lifestyle, but it's genetic too.

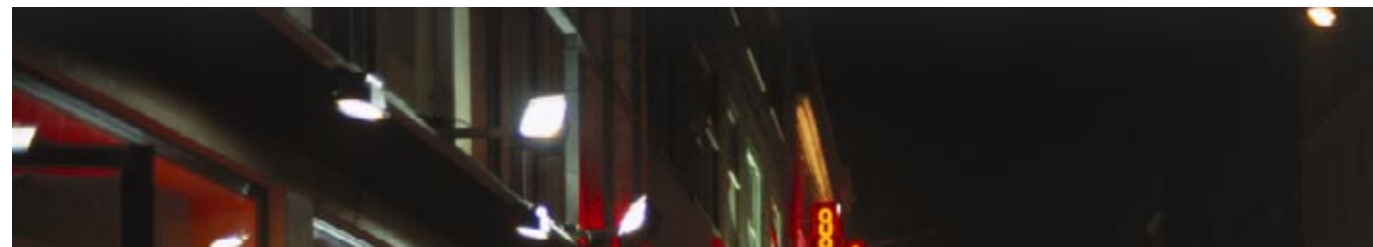
To treat people effectively, you need to have a cultural understanding of their lifestyles, so my Western medical knowledge can be quite limiting. I have done a short course on traditional Chinese medicine, but these disciplines are thousands of years old and hardly something you can pick up overnight. Four out of six members of our practice team are Chinese and we are trying to introduce the concept of healthy living into the local Chinese community. We want to start with Tai Chi classes. They happen in parks all over China, so why not Soho Square?

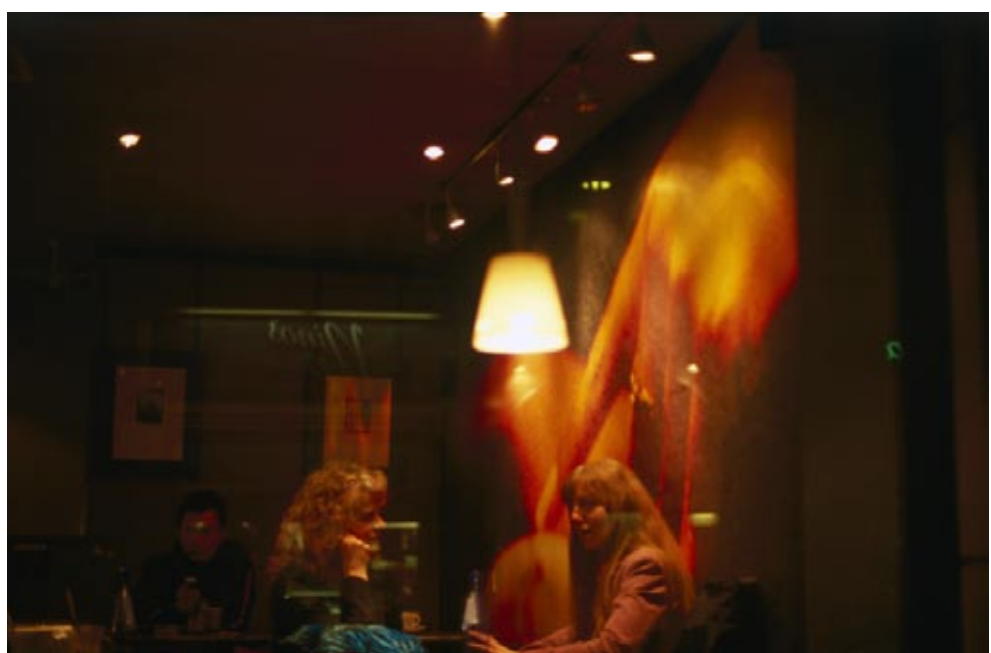
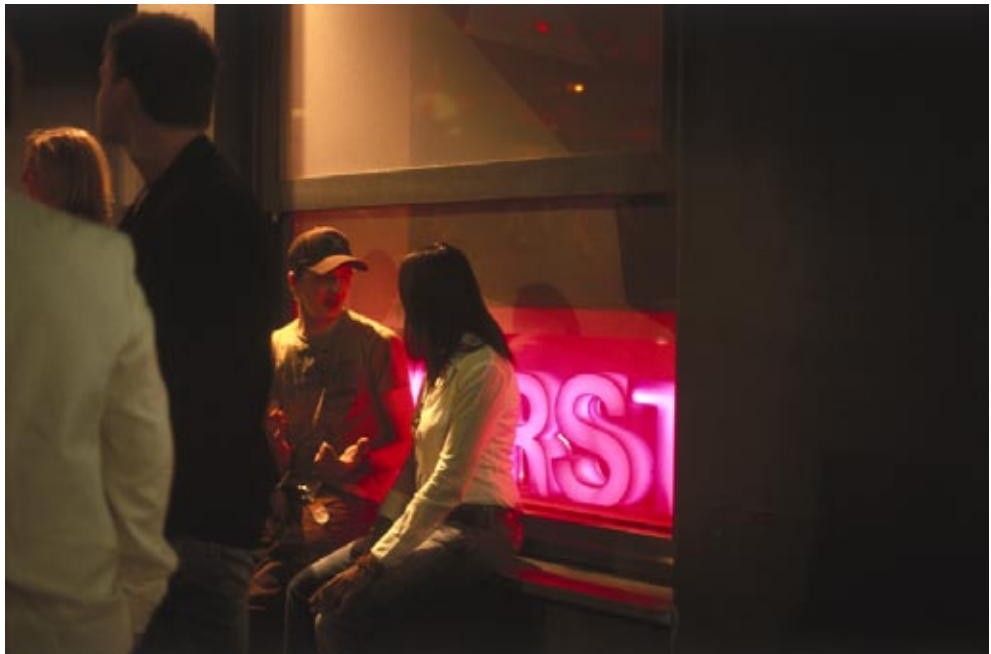
DR LOUIS BRASSEY
GENERAL PRACTITIONER
SOHO





'THERE'S NOT A DAY THAT I WON'T BUMP INTO SOMEONE I KNOW **EVEN IF I DON'T ALWAYS RECOGNISE THEM IN DAYLIGHT.**'





INSINGER DE BEAUFORT
ANNUAL REVIEW 2004



I'm someone who prefers extremes. I'd never be happy living in the suburbs. I either want to be in the middle of things or halfway up a mountain. Soho's the perfect place for me, it's very in your face.

When people talk about Soho you have to ask what time of the day they mean because things change every couple of hours. It's very chromatic that way.

A lot of the residents love the morning. It's got this great, villagey feel, everybody knows everyone. By early afternoon it's packed with office workers having lunch and supping their beers. Around six o'clock the theatregoers descend. A couple of hours after that there's a big gay crowd. And later there's another influx as people hit the bars and clubs.

Soho combines the best of village life and the best of cosmopolitan, multi-cultural life at the same time. There's a very gentle, sociable spirit here for most of the day. That can be obscured as the various tribes wash through, but there is a real sweetness. The tribes are very intermingled. We're used to cohabiting: it isn't intellectual, it's an instinctual thing.

Some locals want to try and preserve what we have. That's not my view, although I wish they weren't knocking down Rimbaud and Verlaine's old drinking den to build a boutique hotel. But Soho's built on shifting sands and change is at the root of its identity. The joy of living here is that it's a continual journey of discovery.

**ROGER CLARKE —
FILM CRITIC AND SOHO RESIDENT**

INSINGER DEBEAUFORT
ANNUAL REVIEW 2004



ROGER CLARKE



■

PART 05

MODERN OUTLOOK, OLD FASHIONED VALUES

■

■

XX

■

■

■

■

■

■

■

■

INTEGRITY IS NOT JUST A MORAL REQUIREMENT, IT IS A COMMERCIAL IMPERATIVE. ULTIMATELY, IT BEGINS AND ENDS WITH THE INDIVIDUAL.

In the past few years increasing demands have been placed on the industry by regulatory authorities. Even so, it is clear that all the rules in the world will not prevent abuses. We have seen this again and again in the corporate arena.

We do, though, recognise the value of implementing the highest standards of corporate governance throughout the business. The level of organisational and corporate integrity that we aspire to is hard to sustain. We believe that these practices help us in that.

Risk management is a vital business attribute. Knowledge of the relevant risks, our exposure to them and the effectiveness of our controls for mitigating those risks are essential for our success. Risk management is inculcated into our culture, our people and our behaviour.

■

LONG-TERM RELATIONSHIPS

■

■

■

■

■

■

■

■

■

■

Insinger de Beaufort's strategy is deceptively simple. The bank is a vehicle that brings together people who can generate ideas that are interesting to clients and which is capable of implementing them.

Ours is a people business. More than anything, it is the character of the people who work here that dictates what Insinger de Beaufort can do and how we are perceived.

We set great store by long-term relationships. At some point in the cycle every business encounters difficult times. On these occasions, having won the trust and respect of others can mean the difference between survival and disaster.

If, as we wish to, we are to operate a culture that is open, transparent and flexible, we need people who will fit comfortably into this way of working. Insinger de Beaufort's people have the intellectual capacity to cope in a complex, fast moving and demanding environment; the ability to listen is, for us, a key attribute.

PEOPLE LIKE US

We seek out people who are honest and considerate in their dealings with others, because working together is not always easy. It may turn out, for instance, that one day the right thing to do for the organisation would be to close down a particular line of business. For the person responsible for that area, negotiating that outcome may be acutely painful.

Being able to discuss issues openly – even when there is a risk that the personal consequences of the ultimate decision may be disastrous – calls for tremendous integrity. At Insinger de Beaufort, this is one character trait that we insist upon.



SOHO PAGE 89
PAGE 88

People from all walks of life spend time here. A-list celebrities use this place as a quiet oasis in the middle of town. Our location attracts publishers, filmmakers, and artists. Writers come seeking inspiration; we've filled a bookcase with their first editions.

We sometimes have to educate our guests into the art of staying here. We're not cheap, there's a creaking staircase, wonky floorboards and no restaurant or bar. It's definitely not slick designer living, but in Soho that works.

Some people still think of this area as being a place where people hang around on street corners plying their trade. That aspect is much more hidden, but it hasn't gone completely, which I think is right. If you cleaned Soho up too much it would lose its heart.

It doesn't matter who you are. Whatever you're into, Soho will accommodate it and won't ever look down on you, which is also special. If the rest of London were more like that I think it would be a far better city.

**ANDI BOARDMAN —
GENERAL MANAGER**
HAZLITT'S HOTEL



ANDI BOARDMAN



RANTE

QUO VADIS
LONDON



Quo Vadis





I handle everything that's needed to get a TV show on screen after it leaves the camera. I'm dealing with budgets, schedules, visual effects, audio – the whole shebang really.

I hardly ever leave before ten at night. I don't live around here. I probably should, but if I did I'd end up with an operator sleeping on my floor most nights.

I guess it is kind of weird to spend your life in rooms without windows, but then I'm from the North East, so I've just exchanged the pit for the world of television.

What's unique is that the whole industry's within one square mile. You can go shopping and find fabulous restaurants and bars right on your doorstep. I've just been working with an American director who couldn't believe it, she wanted to come and live here. The upshot of being in an area like this is that we attract really good crews.

Working here turns into a way of life, because it really is a fun place to be. There are times you get pressurised, but everything is imbued with a great sense of humour. Everyone knows each other and there's not a huge rivalry among us. Of course, we all want the business. But at the same time people are incredibly friendly. They're good at opening up and showing each other how to do things.

LIZ PEARSON —
POST-PRODUCTION SUPERVISOR
SOHO



LIZ PEARSON



**'CYCLING'S OUR LIFE.
WE WORK UNTIL 5
IN THE MORNING'**





**'WHEREVER THEY'RE
FROM, EVERYONE
STARTS OFF AS
AN IMMIGRANT.
AFTER A WHILE
WE ALL BECOME
SOHO PEOPLE.'**

OS

IT'S AN INSTINCTUAL THING

OW