

A close-up photograph of a large, disorganized pile of various keys. The keys are made of different materials, including brass and steel, and have various shapes and sizes. One key, positioned vertically in the center-right, is a bright yellow color and stands out from the rest. It has a circular head with the numbers '21-26' embossed on it. The background is filled with other keys, some with circular heads and others with more complex shapes, creating a textured and busy visual field.

Deloitte.

Opportunities in
a rapidly changing
Private Banking
environment
Insights and expert
discussions

Hotel Splendide Royal, Lugano
25 June 2015

Audit. Tax. Consulting. Financial Advisory.

Dear Sir or Madam,

Current developments allow for a reliable assessment of the future of the Swiss banking sector particularly for private banks. The number of institutions in the banking sector is expected to continue to contract and foreign banks to exit or consolidate their private banking activities in Switzerland. Pressures arising from various factors including an evolving regulatory environment are expected to lead smaller banks to increasingly return their licenses. Such major changes have and will continue to impact the way Swiss private banks do business and operate themselves. The needs to focus on core geographies, reinforce compliance functions, and reduce costs to maintain profitability are high strategic priorities for Swiss private banks. To cope with such challenges, selected players have entered into M&A to gain scale or have disposed of non-core businesses or client portfolios of lower strategic relevance.

Saving costs and consolidation alone cannot be the winning formula for the future; this requires a successful organic growth strategy via a clearly differentiated cutting-edge service offering and value propositions for clients.

We are pleased to invite you to our “Opportunities in a rapidly changing Private Banking environment” event **on Thursday, 25 June 2015**, which provides an overview of the current consolidation trends observed in the Swiss market. The seminar includes industry participants’ views of the issues and implications regarding banking consolidations as well as potential opportunities arising from those.

We will have the honour of having **Mr Steve Jacobs, Managing Partner at BTG Pactual**, who will share his company’s success story and speak about their recent acquisition of Swiss Bank BSI. **Mr Anthony West, Partner, Head Financial Services M&A Advisory at Deloitte** will present the main M&A trends in the market, and issues around banking consolidation processes. **Dr Daniel Kobler, Partner, Head of Banking Strategy Consulting at Deloitte** will discuss inorganic growth strategies. They will be followed by **Mr Xavier Deschenaux from FINMA** who will provide his views from a regulatory perspective, speaking about the regulatory environment in the banking space.

A panel including **Mr Martin Maurer, CEO of the Association of Foreign Banks in Switzerland in conjunction with our speakers** will follow the presentations. The panel will debate on industry trends and will give the opportunity to ask questions and to exchange views on discussion topics.

We look forward to welcoming you at this event,

Best regards,

Jean-François Lagassé
Managing Partner Financial Advisory
Deloitte SA

Anthony West
Partner Financial Advisory
Deloitte AG

Programme

- 16:00 – 16:25 **Welcome coffee**
- 16:25 – 16:30 **Introduction**
Anthony West, Partner, Head of Financial Services M&A Advisory, Deloitte
- 16:30 – 16:50 **Main M&A trends, issues around banking consolidation processes**
Anthony West, Partner, Head of Financial Services M&A Advisory, Deloitte
- 16:50 – 17:15 **Organic Growth in Banking: when more is better**
Dr Daniel Kobler Partner, Head of Banking Strategy, Deloitte Consulting
- 17:15 – 17:45 **Future growth strategy and BSI acquisition**
Steve Jacobs, Managing Partner, BTG Pactual
- 17:45 – 18:10 **Regulatory developments in the banking space and outlook**
Xavier Deschenaux, Lawyer, Swiss Financial Market Supervisory Authority (FINMA)
- 18:10 – 18:50 **Panel with our speakers and guest of honour from the industry**
Steve Jacobs
Xavier Deschenaux
Martin Maurer, CEO, Association of Foreign Banks in Switzerland
Anthony West
Dr Daniel Kobler
- From 18:50 **Cocktail**

Registration

Please send your response by mail to the address indicated at the back of this invitation or by email to adonnee@deloitte.ch

- I would like to attend the 'Opportunities in a rapidly changing Private Banking environment' event on 25 June 2015.

First Name, Surname: _____

Position: _____

Company: _____

Address: _____

ZIP, city: _____

Tel: _____

Email: _____

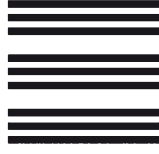
- Unfortunately I am unable to attend and would like to delegate my participation to:

- Unfortunately I am unable to attend.

- I would like to attend:

In Zurich, 11 June 2015.

In Geneva, 15 June 2015.



Nicht frankieren
Ne pas affranchir
Non affrancare

A

Geschäftsantwortsendung Envoi commercial-réponse
Invio commerciale-risposta



Opportunities in a rapidly changing Private Banking
environment – 25 June 2015

Deloitte SA
Anaïs Donnée
Route de Pré-Bois 20
PO Box 1808
1215 Geneva 15

Information

25 June 2015

Time

16:00 Welcome coffee

16:25 Presentations

18:10 Panel

18:50 Cocktail

Venue

Hotel Splendide Royal

Riva Antonio Caccia 7, 6900 Lugano

Contact

Anaïs Donnée

Deloitte SA

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Zurich and Geneva session

Please note that another session will take place in Zurich on 11 June 2015 and in Geneva on 15 June 2015. Should you wish to have more information or to register, please contact Anaïs Donnée at adonnee@deloitte.ch

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