

Afternoon Briefing

CFO Wealth Management & Private Banking Briefing **THE FINANCIAL RESILIENCE OF WEALTH MANAGEMENT: COMPETING, GROWING AND CREATING VALUE IN A DISRUPTED MARKET**

Thursday 14th May, 2026 (1600-1800) – Walbrook Club, 37A Walbrook, London EC4N 8BS

1600-1610	<p>WELCOME</p> <p>The objectives of the CFO Briefing Series and recap on topics discussed at the last briefing. <i>With Dave Mason, CEO at Solve Partners</i></p>
1615-1705	<p>DISRUPTION & STRUCTURAL ECONOMICS: ARE WEALTH MANAGERS FINANCIALLY COMPETITIVE?</p> <p>Digital-first entrants, vertically integrated platforms and targeted-support models are reshaping the economics of wealth. For CFOs, the central question is no longer strategic positioning but financial competitiveness: whether traditional wealth management operating models can remain structurally viable as cost, capital and margin dynamics shift. This session will explore:</p> <ul style="list-style-type: none">• Whether disruptors benefit from structurally lower cost-to-serve models• How vertical integration changes margin capture across the value chain• Differences in capital intensity between traditional and digital-first firms• Lessons from US wealth platforms and what they imply for UK economics• Whether incumbent models remain financially sustainable under new competitive pressures <p><i>Expert: TBC</i></p>
1705-1755	<p>MARGIN, GROWTH & CAPITAL DISCIPLINE: RETHINKING PROFITABILITY IN WEALTH MANAGEMENT</p> <p>Fee compression, rising operating complexity and acquisition-led expansion are testing the financial foundations of wealth management firms. As scale increases and transactions grow larger, CFOs must assess whether profitability, capital efficiency and valuation resilience are improving, or being diluted. This session will explore:</p> <ul style="list-style-type: none">• Whether cost bases remain structurally competitive as platforms scale• If organic growth genuinely enhances return on capital or masks margin pressure• The financial realities of adviser productivity and client acquisition costs• What is driving wealth management valuations and how methodologies are evolving• The capital risks of larger transactions, including leverage tolerance and goodwill exposure• When consolidation enhances long-term value and when it erodes it <p><i>Expert: Solve</i></p>
1755-1800	<p>THANK YOU & WAVE GOODBYE – Key conclusions</p>

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What is the context of these Briefings?

This series of briefings for the Chief Finance Officers from the leading private banks and wealth managers continues to offer a platform for peers to network, hear from the experts and seek solutions to the business issues with which they grapple on a day-to-day basis. These briefings explore topics such as how to manage cost income ratios more effectively, examine different aspects of the customer journey, as well as learn how to keep the regulator happy and provide a high-quality service.

Participant List

- **Cazenove Capital**, CFO
- **EFG Private Bank**, Chief Financial Officer
- **Handelsbanken plc**, Deputy CFO
- **Independent Consultant**, CFO
- **Independent Consultant**, Was Chief Financial Officer @ Advanta
- **Investec Wealth & Investment (UK)**, Finance Director
- **Julius Baer & Co. Ltd**, Chief Financial Officer
- **LGT Wealth Management**, Finance Director
- **MASECO Private Wealth**, CFO
- **MKC Wealth Ltd**, CFO
- **Stanhope Capital LLP**, Partner, Group Chief Financial Officer
- **Saranac Partners Limited**, Finance Director
- **Stanhope Capital LLP**, Partner, Group Chief Financial Officer
- **True Potential Wealth Management LLP**, Chief Financial Officer

Experts & Organisers

- **Solve** - Dave Mason, *Managing Director*
- **Owen James Group** - James Goad, *Managing Director*
- **Owen James Group** - Mark Davison, *Relationship Manager*
- **Owen James Group** - Rebecca Leitch, *Conference & Content Manager*