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THROUGH THE **WEALTHBRIEFING** AWARDS PROGRAMME

EXCLUSIVE
2020 WEALTHBRIEFING
MENA AWARDS WINNERS



December 2020



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FOREWORD

Tom Burroughes, Group Editor of *WealthBriefing*, explains the significance of these awards.

The *WealthBriefing* MENA Awards for Excellence are designed to honour the people working in the wealth management sector for how they demonstrate relentless focus on excellence and client service. With challenges as high as they have been over the past year, the ability to adapt, innovate and help clients around complicated issues has never been more important. The value of a vigorous wealth management industry is not always appreciated outside its ranks – these awards are a chance to remind people why it matters. The awards programme also showcases the sheer variety and depth of service offerings, business models and sectors. Industry leaders can also see what their peers are doing and develop ideas for the future.

An extensive panel of judges, drawn from across the region’s industry, works hard to choose winners in the varied categories, and this is a lot of work. The organisers of this programme are deeply grateful to judges for their time, expertise and diligence. The list of judges is published on this publication’s website. Judges bring their experience and knowledge to the process. Crucially, the quality of a submission provides much of the weight in deciding the shortlist and eventual winners. Judges also work so they won’t evaluate firms in their own sectors – this is to avoid conflicts of interest and potential access to confidential information. We have honed the judging process over the years – and value any feedback from entrants. The categories are regularly reviewed, as they must be in an industry going through continuous change.

In a service sector such as wealth management, reputation is all-important. It takes time to build, and can be rapidly lost without constant attention to detail. We know that these awards are valuable in marketing and branding.

Ultimately, it is great people who build great wealth management. These awards are a salute to the calibre of those people.

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OVERVIEW OF THE MENA REGION WEALTH MANAGEMENT SECTOR

Enriched for years by fossil fuel energy, the MENA region faces a number of challenges in adapting to new technologies and pressures. It remains one of the hotspots for wealth management, and with so many assets held by family-run concerns, often multi-generational, this is a market calling for particular advice.

In the Middle East, there were 759,350 high net worth individuals in 2019 (source: Capgemini *World Wealth Report*), holding a total of \$2.9 trillion in wealth. The region ranks fourth in the world for its HNW population number and fifth for its wealth. The HNWI population rose 9 per cent in 2019 from a year before; wealth rose 10.2 per cent. (Data is not yet in for 2020.) In Africa, there are 176,990 HNW individuals, with a total of \$1.7 trillion in wealth. The population number rose by 6.1 per cent in 2019. Together, that’s a lot of financial muscle.

The Gulf Co-operation Council group of

countries (Saudi Arabia, Abu Dhabi, Bahrain, Qatar, Oman, and Kuwait) have been a magnet for wealth managers. Dubai’s DIFC is an important wealth centre. Competition is heating up in the Gulf as financial jurisdictions battle over wealth management market share. The Abu Dhabi Global Market is an important rival. And competition is healthy: GCC countries need wealth management savvy because they know that carbon energy will, eventually, run out. Jurisdictions must develop new ways to earn a living.

International banking groups such as HSBC Private Banking, Citi Private Bank, Bank of Singapore and Standard Chartered are present in the region – with some for many years. And a number of medium-scale banks have set up in the Gulf. Lombard Odier is present in Abu Dhabi; Banque Internationale à Luxembourg has a Dubai office; Liechtenstein’s LGT has had a presence there for some years. And of course there

are number of heavyweight local players in the GCC: Emirates NBD, for example, and Mashreq. In North Africa, France’s Societe Generale, to take a different case, is well established, playing to decades-old connections with the region. Citigroup also operates there. First Abu Dhabi Bank, which operates private banking, has a regional office in Egypt (along with offices in Geneva, the UAE, London and Paris).

Next-generation wealth transition, particularly in a world where family-run business is the norm, create fertile conditions for family offices and other non-bank structures – potential for growth and development in the family office space is large. And fintech developments are as important in the MENA region as in others.

This can be a challenging market and one that needs a long-term mentality to succeed.

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JUDGING PANEL

The 2020 *WealthBriefing* MENA Awards programme was focused around three main category groupings: **experts** (individuals and teams), **products** and **services** for wealth managers and clients, and institutions of all sizes and types in the MENA region.

Independence, integrity and **genuine insight** are the watchwords of the judging process with the judging panels made up of some of the industry's top trusted advisors and bankers.



MANNAN ADENWALLA
Managing Director
LGT Bank (Middle East)



SEBASTIAN GRAEWERT
Chief Representative
Officer, MENA & Asia
MCB-DIFC,
Representative Office



LUDOVIC PERNOT
Head of Private Banking,
Middle East
Liechtensteinische
Landesbank



ALAIN BARON
Limited Partner - Head
of MENA
Mirabaud & Cie SA



ISMAEL HAJJAR
Director, MENA Private
Client Service
EY Middle East, Dubai



CRAIG ROBERTS
Regional Managing
Director
MENA with The Apex
Group



LAURENCE BLACK
Regional Director, Client
Solutions, MENA
Asiaciti Trust Group



JOHN HANAFIN
CEO
Huriya Private



BRUCE WEATHERILL
Chief Executive
Weatherill Consulting



PATRICK CROWLEY
Director
Deutsche Bank Wealth
Management



**JACQUES-ANTOINE
LECOINDRE**
Managing Director, COO
Middle East & Africa
BNP Paribas Wealth
Management



DANIEL WILLIAMS
Investment Director
Arbuthnot Latham



SABILA DIN
CEO & Founder
Din Consultants



MARTIN LIEBI
Deputy CEO, Head of
Private Banking
Edmond de Rothschild
Group



GARY DUGAN
CEO of The Global CIO
Office and of Asset
Manager
Purple Asset
Management



YANN MRAZEK
Managing Partner
M/HQ

The judges were split into groups, dependent on their industry.

So trusted advisors were responsible for judging the private banking categories and private bankers judged the trusted advisor categories.

This was to ensure that commercially sensitive information was kept confidential and conflicts of interest were avoided.

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ARBUTHNOT LATHAM PUTS CLIENTS RIGHT AT THE CENTRE

Tom Burroughes, Group Editor at *WealthBriefing*, talks to **Paul Millar**, Managing Director at Arbuthnot Latham, about why the firm has scored in the awards programme this year.

What sets you apart from your peers in the MENA region this year and why?

We think it's our client-centric approach. We don't offer products; we offer a bespoke service, advice and expertise focussed around the individual, their family and their needs.

We spent a lot of time last year improving how we communicate with clients, with particular emphasis on market and economic news. Given the events of this year and its challenges this hard work has really come in to focus.

Our Market Flash reports mean clients are kept abreast of our stance on the stories that matter most to them and their investments as events unfold.

In conjunction with our Dubai office, our Co-CIO Gregory Perdon recently delivered a number of online talks with some of our long-standing clients to understand what's on their minds and have already planned a series of events for 2021 and beyond.

Our office in the DIFC has been open for seven years now and we've achieved so much in such a short space of time. Retaining such a prestigious award sends a clear message, we're doing the right things but we can't be complacent.

How have your colleagues contributed towards the success of your organisation?

Across Arbuthnot Latham, there is a belief in building strong relationships with clients and really understanding what's important to them. This year we have seen a number of longstanding clients move their finances from other providers to increase their holdings with us. This approach is contributing to our success, with the team in Dubai continuing to assist client with their deposits, Investments and any lending needs they may have.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

Very simply, more of the same. Having retained the best DFM award we want to continue our own high standards and deliver on our promises of a high touch, well informed service that puts the client at the heart of what we do.

What have been the challenges you have had to overcome to reach such a standard?

2020 has obviously seen a number of challenges across global markets and day to day lives. Each member of the team has come to-

gether to ensure that the transition we saw this year was seamless for our clients ensuring we continue to deliver a first class service.

Our Investment Committee has been extremely active assessing the changes in the economic landscape ensuring that we were positioned correctly through diligent monitoring and regular reviews allocating client monies where they need to be.

Whom do you look to for inspiration and ideas?

We don't try to be like anyone else; our clients carve their own path and so do we. However, we are delighted to work closely with a number of partners who share our values and deliver excellence in their industry.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Awards are lovely to win – it is even better when you are able to retain the award and it's fantastic recognition for the team that we are getting it right, but for us, it's vital we continue to deliver superb service and solutions for our clients and listen to them so we can adapt to meet their changing needs. Put simply, we have to keep delivering. ■



“ACROSS ARBUTHNOT LATHAM, THERE IS A BELIEF IN **BUILDING** STRONG RELATIONSHIPS WITH CLIENTS AND REALLY **UNDERSTANDING** WHAT'S **IMPORTANT** TO THEM. THIS YEAR WE HAVE SEEN A NUMBER OF LONGSTANDING CLIENTS MOVE THEIR FINANCES FROM OTHER PROVIDERS TO **INCREASE** THEIR HOLDINGS WITH US.”



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ASIACITI TRUST HAS FINGER ON INDUSTRY PULSE

Tom Burroughes of *WealthBriefing* talks about what makes for an award-winner with **Laurence Black**, Regional Director, Client Solutions, EMEA at Asiaciti Trust, based in Dubai.

What has particularly marked you out for success at this year's awards?

Independence: As a family-owned and fully independent company with no affiliation to financial institutions, Asiaciti Trust is able to focus on every client's best interests. Being a boutique fiduciary and corporate services provider without any conflicts of interest is a huge advantage because it gives us the flexibility to always provide the most appropriate, enduring solutions for private clients, intermediaries or corporations.

Continuity and stability: For over 40 years, we have provided unparalleled, quality service to generations of international clients, their families and businesses across multiple jurisdictions. We were among the first trust and corporate services companies to establish operations in key locations that offer the best wealth protection and estate planning opportunities.

Feeling the pulse: Impeccable client service is at our core; we understand the unique challenges of our clients' family dynamics, evolving needs and aspirations because our experienced professionals and specialists engage in extensive consultations with them.

Exceptional service: Asiaciti Trust's unique proposition lies in being a fiduciary that always offers best in class services and customised, long-term solutions for protecting family wealth and assets because we are a wholly independent, family owned business not affiliated with any financial institutions.

Professional network of business partners:

As our success can - to a large extent - be attributed to collaborative business partners and professional intermediaries in the region, we will continue to value and grow these strong relationships with them. Asiaciti Trust is committed to providing a stable environment, both internally and externally, that builds trust in our employees, clients and business partners.

How have you been able to adapt your business to meet the challenges that the world is facing?

Challenges: While it has been challenging working the backdrop of a global pandemic which has impacted clients and markets, we have remained relevant by keeping abreast of economic developments and constantly adapting to the changing needs of our clients.

Opportunities: The global pandemic has brought into sharp focus the critical need for our clients to have robust wealth and asset preservation plans in place. There is a heightened awareness that succession planning and the transfer of wealth should be carried out as a structured long-term strategy as soon as possible, seamlessly with communication, trust and support among all parties. Since the world is in a constant flux, there is also a need to review these legacy plans on a regular basis. Engagement and dialogue with multi-generations.

Processes and solutions in place: To stay ahead of the curve, we will continue to invest in talent, technology and infrastructure. Our

investments in our people, processes and systems include training and certifications, strengthening client relationships, adhering to proper procedures and ensuring consistency in all documentation and client services.

A healthy demand for our best in class services and tailor-made solutions validates our commitment to exacting service standards for our clients and their families.

Building & retaining talent: Besides building trust with clients and business partners, training and retaining our talents to continue the long-term relationships with clients is also a key to our company's success.

How have these awards inspired and motivated your team?

Winning this prestigious award for the sixth consecutive year is testament that we have the right strategy and are delivering value to our clients by giving them the most appropriate solutions. It spurs us to continue to staying focused on our goal of always providing the best solutions for our clients, by listening to them, understanding their evolving needs, aspirations and changing circumstances. ■



“**IMPECCABLE** CLIENT SERVICE IS AT OUR CORE; WE UNDERSTAND THE UNIQUE CHALLENGES OF OUR CLIENTS' FAMILY DYNAMICS, **EVOLVING** NEEDS AND **ASPIRATIONS** BECAUSE OUR **EXPERIENCED** PROFESSIONALS AND SPECIALISTS ENGAGE IN **EXTENSIVE** CONSULTATIONS WITH THEM.”

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BANK OF SINGAPORE'S “ALL-IN-ONE” APPROACH IS BIG DIFFERENTIATOR

Vikram Malhotra, Global Market Head, South Asia and Middle East at Bank of Singapore, discusses his bank's prowess in the awards to **Tom Burroughes** of *WealthBriefing*.

What sets you apart from your peers in the MENA region this year and why?

We are enjoying the fruits of our considerable investment into Dubai for more than 20 years. Our constant and rapid build-up of talent, technology, and infrastructure has resulted in superior business uptick, affirming our market leading position. We built a team of product specialists in the Dubai branch covering all asset classes and to ensure that have a pulse on the needs of our MENA clients. Our ability to provide comprehensive onsite advice to MENA clients is a key differentiator.

Efforts to enhance our offerings with a MENA touch never stops. We have set up a Global Investors and Family Office (GIFO) team with veterans in the business, offering customised products to meet the unique and complex needs of this burgeoning segment. Our “All-in-One” approach grants clients access to services across our private bank globally, including the full suite of services from our parent group, OCBC Bank, which is Southeast Asia's second largest financial services group by assets. We offer the best platform to connect into Singapore and to ride on Asian growth opportunities, which include exclusive Direct Investment opportunities into leading and cutting-edge companies across industries.

How have your colleagues contributed towards the success of your organisation?

Without question, our team is the bedrock of the Global South Asia and Middle East business and their pursuit of excellence across all levels has been instrumental in our success as an organisation that puts our clients at the centre of what we do. Even as we navigate through the challenges from COVID-19 and travel restrictions, we have been leveraging new technology to innovatively stay close to our clients, partners and one another.

Having grown to a team of over 100 employees today in the Dubai branch and attracting best in class talent, with coverage of UAE, UK, Saudi Arabia and Turkey, we continue to invest in our people to ensure they receive state-of-

the-art training programmes to future-proof their skillsets as wealth management evolves in tandem with digital transformation.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

This region is evolving at a rapid pace across different industries and in new ways. We are seeing new exciting bi-lateral partnerships being forged and business models across sectors being revolutionised with technology.

We have been watching these trends closely over the years and they form a core part of our strategic plans in the region. We are ready to capitalise on the opportunities that will prevail post COVID-19 and further fortify our market leadership in the region. At Bank of Singapore, we aim to make private banking simpler and easier by providing customised and personalised services and building an eco-system that extracts additional value for our clients.

What have been the challenges you have had to overcome to reach such a standard?

Any growing organisation will be faced with challenges of building a strong presence that leaves an enduring and indelible impression on clients, partners, colleagues, and the wider community.

It was therefore imperative for us to get the foundation right from start, which we did, by attracting and grooming a remarkable team of talents. We also conscientiously built a robust platform that offers our clients and partners access to top-notch global products, networks and opportunities. We did so by listening to our clients and by fully understanding their needs. Through it all, our clients have been our guiding light and continue to support us through this journey. The rewards of years of labour are manifested in our brand in the region and our market position.

As we confront the challenges of COVID-19 and support our clients through this uncertain

environment, we deftly adjusted and ramped up our client engagement activities to remain accessible to all clients no matter where they are in the world.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

It is an honour to receive this recognition from *WealthBriefing* and the wealth management fraternity. These awards reaffirm that we are unmistakably on target and have built a business that continuously strives to cater to the dynamic needs of our clients as well as internal and external stakeholders. With the right capabilities and strategy in place, we are well-positioned to grow further and expand into new markets and segments in the MENA region. ■



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WEALTH MANAGEMENT

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world

BNP PARIBAS WEALTH MANAGEMENT

Tom Burroughes, Group Editor at *WealthBriefing*, talks to **Masroor Batin**, CEO Wealth Management - Middle East & Africa for BNP Paribas Wealth Management, about the bank's award-winning achievements.

What sets you apart from your peers in the region and why?

BNP Paribas Wealth Management is a global private bank and the largest private bank in the eurozone. We are present in four hubs in Europe, Middle East, Asia and the US. Our 6,800 professionals provide clientele with solutions to protect, grow and transfer their wealth. Clients benefit from our integrated, diversified business model with opportunities to benefit from the entire added value of the BNP Paribas Group (in particular the Corporate and Institutional Bank, Real Estate, and Asset Management).

We have €380 billion of assets under management with strong net asset inflows in particular in the Middle East and in Asia. Today, BNP Paribas Wealth Management is a major private bank, #1 in the eurozone and with growing market shares in the Middle East.

In the MEA region, we have strengthened the UHNW & VHNW (very high net worth) value proposition in the region with a combined approach with our corporate and institutional bank and our real estate division. We have transformed how we engage with clients in the wake of the COVID-19. I am proud to say that we have never been as close to our clients as today. This was also enabled by our new commercial setup that is based on our clients segments and markets. We have also accelerated our digital transformation.

2020 has also been a year where we saw the results of our strong development plan launched in 2018 with an acceleration of our growth for all our main financial KPIs. For example, our NNC has increased by 70 per cent this year, our revenues have increased by 11 per cent, our transactions by 25 per cent and our credit book by 15 per cent.

Finally, we continue to pioneer in the sustainable investments landscape and we have seen strong growth in the sector, globally and in the region. We are now integrating ESG criteria across our entire investment process.

How have your colleagues contributed towards the success of your organization?

Today, BNP Paribas has more than 600 employees in the GCC region. In the MEA region, we are also working in partnership with wealth management colleagues from Asia, Europe and the US. Undoubtedly, the success of the organization can be attributed to the quality of the teams, their expertise, commitment, values and hard work.

Even more this year, all teams have been fully committed to support our clients, providing them business continuity in times of lockdowns, giving them daily advice in the peaks of market volatility and regular portfolio reviews.

What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

Our three strategic priorities are: focus on client expectations, leverage our expertise across the entire BNP Paribas Group and accelerate our digital transformation.

First, we work with clients to adapt our offering to meet their demands, such as in the field of impact investments, local shares financing and for direct investment in companies through equity funding or private equity.

Second, we work with the other divisions of the group, notably asset management and real estate. For instance, the partnership we have with real estate will continue to bring unique value for our clients in an asset class that is of particular interest for our Middle Eastern clients.

The digital transformation of our business is accelerating. We are building an ambitious digital client experience that uses all opportunities offered by new technologies. The success of this shift has been particularly visible this year with the COVID-19 digital challenges.

What have been the challenges you have to overcome to reach such a standard?

It is all about anticipating change: be it client expectations, technology, regulations, market conditions and now sanitary challenges! But as The Bank for a Changing World, we embrace change!

The challenges that we have faced are increased competition in our sector, rapidly evolving regulations, new digital expectations notably with the youngest generations, and the macro economic environment that has deteriorated over the past months.

But as we all know, we can always transform challenges into opportunities and I believe this is what we have done through our hard work and commitment. I am glad to see our efforts are recognized by the market and most importantly by our clients.

Whom do you look to for inspiration and ideas?

As a leading wealth manager, we seek inspiration outside our sector: for example, the luxury industry is well-known for tailoring products for the most demanding of clients, and for delivering an outstanding experience driven both by pleasure and added-value.

We are also inspired by start-ups and fin-techs, with whom we are already working. For example by adopting new methodologies - a start-up mentality, design thinking, agile methods, design factories - we aim to offer exclusive services that dovetail with our clients' expectations and that have a faster time-to-market.

As an individual, I find inspiration from the great leaders of our Group whose qualities have been again demonstrated over the past months in the financial success of BNP Paribas amid the COVID-19 turbulences.

What do you hope will be the result this accolade and how does it help your business in the region?

In the wealth management industry, clients entrust their partnering bank with the management of their personal assets. This requires a lot of trust and even though our leading position and financial soundness is well-known, this *WealthBriefing* award will be independent proof that clients can expect from us the highest level of quality.

Receiving these awards is also particularly encouraging this year as it is another testament of our strategic growth plan, our vision and purpose. We want to achieve excellence in all our services and these recognitions make us strive even more for our clients. ■





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GLOBAL STRENGTH AND ACCESS WIN OVER CLIENTS FOR DEUTSCHE BANK

Tom Burroughes of *WealthBriefing* talks to **Loïc Voide**, Co-Chief Executive for the Middle East and Africa, and Head of the International Private Bank, MEA, at Deutsche Bank.

What sets you apart from your peers in the MENA region this year and why?

Our focus lies on being the primary partner for entrepreneurs and family offices in the Middle East and Africa (MEA) region with European connectivity. Entrepreneurial clients are the fastest growing segment of the global wealth pool, growing at about 9 per cent a year and even higher in emerging markets.

We are well positioned to meet these clients' need for a Europe-based wealth manager because we have global booking capabilities, we can provide access to a leading corporate bank and we can deliver solutions from a top-tier investment bank including leading foreign exchange and fixed-income capabilities. Further, we offer best-in-class Chief Investment Office (CIO) investment solutions, coupled with the institutional expertise of DWS, and superior lending capabilities on both the corporate and family side. These factors make us a compelling choice for the Ultra-High Net Worth (UHNW) and HNW sophisticated investors in the MEA region and globally.

How have your colleagues contributed towards the success of your organisation?

Our colleagues have contributed to this achievement by diligently and persistently working towards one goal, the goal of being recognised as a great provider of client service in our region. However, just like great service is about way more than tasteful meeting rooms, fine tea and good manners in a client conversation, this success is about way more than a few weeks of consistent working. I am very proud of our people who have displayed an enormous sense of ownership and responsibility over the past years, when they didn't let themselves get distracted by the many events that had the potential to keep people from performing, but continued to build the structures, the knowledge and the processes that ultimately allows us to provide our clients with high-quality content and advice, wherever they are and whatever their needs.

What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

The specific needs of our clients require seamless cooperation among the various competence centres within the bank so it can

generate the kind of customised solutions our clients come to us for. We will therefore further intensify the collaboration across divisions, to make sure our clients can benefit from the aggregate competencies and knowhow that this institution can offer.

Equipped with these capabilities, we will be focusing on our main markets in the region such as Saudi Arabia, the United Arab Emirates, Qatar, Nigeria and Egypt as they are strong growth prospects of ours. Also, we want to get more traction in Bahrain, Kuwait, Oman and Jordan. Further, we want to leverage the very strong business momentum across our Global South East Asia (GSA) business centres in Singapore, Hong Kong, Dubai, Geneva and London. We will drive the expansion of this unit that has established itself as one of the market leaders in serving non-resident Indian (NRI) clients and other clients from the sub-continent.

What have been the challenges you have had to overcome to reach such a standard?

After the turmoil of the financial crisis, making clients regain trust in the financial system and the banks was challenging. We have achieved this through being transparent and delivering convincing performance. Our concentrated focus on clients and their needs showed us what was required in order to prevail. And so, Deutsche Bank invested in automatisations, digitalisations, leaner processes and a global platform that offers the latest research, high-quality investment advice, solutions and products, all of which are available in all jurisdictions where we operate, 24/7.

This not only attracted more clients, it also attracted a motivated, talented staff that understand what this business is all about, be it as relationship managers or investment advisers, specialists in central and support functions, or colleagues in the back or middle office. We will continue to work hard as a team to ultimately become the preeminent private bank in the Eurozone and one of the leaders worldwide.

Where do you look for inspiration and ideas?

I look for inspiration in my daily life experience and I strive to be aware of what surrounds me, as many things we see or events

we go through interlace with business life. In the world of sports for example, you have managers, coaches and players that can provide valuable lessons to business world since there as well, competition is fierce and objectives are ambitious.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

The highest recognition and the most valuable proof that we are doing things right comes from our clients. They ask us for our advice, they trust us and entrust us with their assets. If they are happy, there isn't more we can ask for. And yet, for us, winning this award means a great deal as it confirms from another independent source that we run a valuable business that stands out from the crowd. We are very proud and grateful for this recognition as it is a shout-out to all the colleagues in our region who have worked so hard, particularly in recent months during the pandemic, to help our clients and be there for them also when circumstances may not always have been the easiest. ■



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EY EXCELS AS STRONG COUNSELOR FOR CLIENTS AMID TESTING TIMES

Ismael Hajjar, Associate Partner, at EY, talks to Tom Burroughes, Group Editor at *WealthBriefing*, on how the firm has made a big difference in the space.

What has particularly marked you out for success in this category?

We form a distinct practice which is unique to the region while offering unique/ diverse solutions to our clients. We are the only full-service team that has a comprehensive practice area coverage across the Gulf Cooperation Council and Levant countries.

As a result of this comprehensive geographical and specialist expertise, we have assisted multiple generations of family businesses and high net worth individuals across the region in relation to their personal and business affairs and thus have a close understanding of their affairs past, present and future, giving us a unique competitive advantage.

We are our clients' trusted advisors and through our creatively designed and bespoke solutions based on our Award-winning demand driven approach, we act as a counsel for each of our clients and gain an in-depth understanding of our clients' objectives to ensure that we offer the most strategic, tailored and innovative commercial tax and regulatory solutions and strategies to meet our clients' needs and aspirations.

How have you been able to adapt your business to meet the current challenges that the world is facing?

The Coronavirus pandemic has put strenuous pressure globally and economically affecting many individuals and business. It has also impacted how our clients and family business can prepare for the next normal and manage their wealth and therefore effected the business in general.

Our challenges have also been our inspiration: the fact that our clients are looking for

unique insight has inspired us to develop scenarios in contingency planning and a unique new methodology and approach tool helping HNW individuals and family business cut through the murk of the pandemic's many confusions in relation to the survival of their wealth.

How has winning this award inspired your team?

The strength of our achievement is rooted in the depth of our passion to our practice. We hope that with this success, it will inspire our team to continue to meet those achievements and be held to the highest standards while strengthening our belief in the exceptional level of client service we provide.

We are immensely proud, and we hope this recognition will build awareness of our EY Private team and the services we can offer in the MENA region.



“WE ARE OUR CLIENTS’ **TRUSTED** ADVISORS AND THROUGH OUR CREATIVELY DESIGNED AND BESPOKE **SOLUTIONS** BASED ON OUR AWARD-WINNING **DEMAND** DRIVEN APPROACH, WE ACT AS A **COUNSEL** FOR EACH OF OUR CLIENTS AND GAIN AN IN-DEPTH UNDERSTANDING OF OUR CLIENTS’ OBJECTIVES TO ENSURE THAT WE OFFER THE MOST **STRATEGIC, TAILORED** AND **INNOVATIVE** COMMERCIAL TAX AND REGULATORY **SOLUTIONS** AND STRATEGIES TO MEET OUR CLIENTS’ NEEDS AND **ASPIRATIONS.**”

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FENERGO SHOWS CLIENTS THERE'S NO COMPLIANCE, CLIENT EXPERIENCE TRADE-OFF

Tom Burroughes of *WealthBriefing* meets **Cormac Sheedy**, Head of MENA Region, at Fenengo, to discuss how this firm has put a dent into the industry universe.

What sets you apart from your peers in the MENA region this year and why?

With the operational challenges presented by the global pandemic, rising financial crime and increasing regulatory reform, wealth managers are under unprecedented pressure to satisfy compliance obligations while meeting expectations to provide a digital, streamlined client experience.

Legacy technology, poor data management and manual processes however make KYC and anti-money laundering (AML) compliance increasingly onerous. Client business is being lost as a result.

Fenengo has been successful in helping to remove this trade-off between regulatory compliance and client experience because we have been listening very carefully to our wealth customers, to really understand their current operational challenges as well as their future business aspirations.

Importantly, we have been able to leverage our community development approach, whereby our individual customers contribute to our Client Lifecycle Management solution development roadmap, enabling Fenengo to share the latest in innovation and best practice with our entire customer community. In this uncertain year, one thing is clear: we are all in this together.

Specifically, in response to COVID-19 and the challenges experienced in the wealth management sector, Fenengo has brought forward the launches of Remote Account Opening and Fen-Xcelerate, (our Client Lifecycle Management SAAS offering). In doing so we are addressing the demand for digital and remote account opening capabilities for both private banks and independent wealth management firms alike.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

As part of Fenengo's strategic objective, to deliver regulatory robust and innovative CLM solutions for an improved client experience, the business is continuing to augment our platform to meet the exact digital and regulatory challenges of wealth management firms.

To achieve that we continue to invest heavily in R&D – we have spent more than \$20m in R&D in the last fiscal year.

Fenengo is also fully licenced to operate in the Dubai International Finance Centre (DIFC) and is well placed to address increasing scrutiny on regulatory compliance in the GCC region and beyond. The region typically lagged behind the rest of the world with regards to regulation but with onset of *Foreign Account Tax Compliance Act (FATCA)*, the Dubai Financial Services Authority and other regulators are applying increased scrutiny to financial institutions. Fenengo's CLM solution is proven to allow financial institutions in the region to automate know your customer (KYC) and anti-money-laundering (AML) compliance processes while enhancing customer experience and accelerating time to revenue.

What have been the challenges you have had to overcome to reach such a standard?

Fenengo is a fast growth company and in the past 12 months alone, Fenengo has closed deals with 21 leading financial institutions, many of which operate across multiple business lines, geographies, and regulatory jurisdictions. Our biggest challenge has been scaling our business to meet this growing global demand for our solutions.

To address this, Fenengo has expanded its global footprint with offices and staff in 14 global locations. Our global employee base has grown by 1705 per cent since 2012 and currently stands at 850 people.

In addition, we have expanded our project delivery capacity by developing strategic relationships with project implementation partners including IBM, DXC Technology, Luxoft, PWC, Accenture, Cap Gemini, C-Shark and Genpact.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

There is a growing focus in regulation and compliance in the MENA region and this has created an unprecedented demand for fintech and regulation technology. I believe that this award recognises Fenengo's commitment to

responding to the needs of our wealth management customers. A race has started in the region, where all financial institutions are in a different stage in their digital journeys, and it is my hope that the award will encourage those wealth management firms who are not yet customers to start or continue their journey with us. By working together, we can fight financial crime while simultaneously delivering great client journeys to the benefit of both the end client and the wealth management firms and employees who are servicing them. ■



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DEEP UNDERSTANDING OF MENA REGION KEEPS FINARTIS ON TOP OF TRENDS

Tom Burroughes of *WealthBriefing* talks to **Jean-Luc Freymond**, CEO of FINARTIS, and explores reasons for the firm's award-winning prowess.

What sets you apart from your peers in the MENA region this year and why?

FINARTIS prides itself in being an international organization. Through our Swiss roots, we learned traditional wealth management as it's been practiced by Swiss private banks for decades and the importance of operations excellence. But our local presence in the MENA region helped us enrich this knowledge with the unique energy that a new generation of tech savvy clients is bringing to the industry.

Being present in the region, understanding the trends and the demands in this region and being agile enough to be able to come up with evolutions of our solution to satisfy this demand sets us apart from many of our peers.

How have your colleagues contributed towards the success of your organisation?

I am blessed to have an extremely dedicated team at all levels of the organisation. They never shy away from the ever more ambitious goals that we set ourselves in our mission to provide the best solution to our clients.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

Business in the region is evolving fast and clients here will only settle for the best products and services. We keep working on improving the level of service and making our system better. We are already working on new versions of our Prospero system that will bring even more automation to offer better productivity and ease of use to our clients.

What have been the challenges you have had to overcome to reach such a standard?

Our task is to take the ever increasing complexity that exists in wealth management and making it seem simple to our clients. Simplification is the most challenging task as it requires making smart systems that can make a lot of decisions and verifications on their own but at the same time be flexible enough to let the clients retain full control of the situation.

With each release of the system, we work hard to make it simpler to manage for our clients. Achieving this goal is the biggest challenge we face.

Whom do you look to for inspiration and ideas?

We like to surround ourselves with team members from different backgrounds and industries. Some of the most creative breakthroughs came from transposing solutions that had been invented in totally different contexts to the problems we were trying to solve.

Of course we also follow closely new academic developments in artificial intelligence to add techniques in our toolbox that help us make our system smarter and more autonomous.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

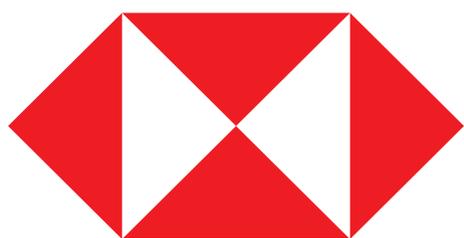
Our industry is very competitive and choosing a new wealth management solution is a

very important decision for any institution. Consequences of choosing the wrong solution or the wrong vendor can be expensive and dire. Yet, from the outside, solutions may look similar and a lot of vendors claim to have everything for everyone, making client's selection processes long and costly.

Having an independent award putting the emphasis on Prospero's unique combination of streamlined processes across a very wide range of activities and asset classes will help us get our message to our audience. ■



“BUSINESS IN THE REGION IS **EVOLVING** FAST AND CLIENTS HERE WILL ONLY SETTLE FOR THE **BEST** PRODUCTS AND SERVICES.”



HSBC

Private Banking

MAKING “GLOBAL CONNECTIVITY” WORK FOR CLIENTS AT HSBC PRIVATE BANKING

Tom Burroughes, Group Editor of *WealthBriefing*, talks to **Sobhi Tabbara** and **Neil De Sousa** of HSBC Private Banking. Tabbara is Global Market Head, Middle East and North Africa, and De Sousa – Director, Business Strategy and Market Development, Middle East and North Africa.

What sets you apart from your peers in the MENA region this year and why?

Without doubt, this has been an extremely difficult year for the industry, during which we took a conscious decision to focus on our strengths, in particular, the global connectivity that HSBC speaks to. This “global connectivity” entails us - i) being a universal Bank to address all clients’ needs across the banking value chain (commercial, investment banking and wealth management) ii) connecting Ultra High Net Worth (UHNW) clients to global opportunities via our international footprint iii) banking clients throughout the wealth continuum within wealth management, whereby Global Private Banking is now part of HSBC Group’s Wealth and Personal Banking business (\$1.4 trillion of assets under management).

Furthermore, we also used this year to strategically laydown the foundation and infrastructure to drive our businesses future growth ambition, through investing in our regional operating models, broadening our product suite and enhancing our UHNW client service experience.

How have your colleagues contributed to the success of your organisation?

Throughout the year, our team lived up to the long standing heritage of HSBC in the region, which goes back over a hundred years and is epitomized by the culture of continually staying connected with and close to our clients. Additionally, we collectively strived to be agile in adapting to the new work realities by finding the right balance between streamlining our operations, while ensuring no compromise was made in delivering the best of our expertise to clients.

What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

Servicing the UHNW client segment will be our key focus in this fast growing and ever-changing environment going forward. We endeavour to continually adapt our three key core areas of focus - Coverage, Products and

Processes, to cater in a bespoke manner to this segment.

Moreover, we have traditionally always aimed to grow in partnership with our clients and intend to continue to do so, by bringing the best of HSBC to our client base, including its robust balance sheet, global presence and ability to link clients with one another. A key component of this involves the Private Bank working with all parts of HSBC Group, across regions and disciplines. Through this, we aim to be the leading conduit in connecting our Middle Eastern clients to the rest of the world.

What have been the challenges you have had to overcome to reach such a standard?

As experienced by all, this year has presented the business with multiple challenges linked to the broader macro-economic environment, the healthcare crisis, regional economic factors and specific clients’ needs. As a business, we took a conscious decision to support clients in need, in particular facilitating their liquidity requirements within this challenging business environment, which was highly appreciated.

Operationally, we had a seamless transition into what we like to call the new “ways of working” and were able to compensate for the lack of physical face time with clients, due to the inability to travel as extensively across the Middle East, by bringing the best of our platforms virtually to clients. An example of this is how we were able to virtually showcase and roll-out the strength of our Advisory capabilities through our Aladdin platform, developed in partnership with BlackRock, to provide to our clients with state-of-the-art risk management assessment and portfolio building capabilities in the most volatile market conditions.

Whom do you look to for inspiration and ideas?

As a business, we are continually looking to grow, adapt and evolve. The primary source of our motivation to do so comes from one another within the team, other regions within

the Private Bank, our peers within the broader HSBC Group, and the ever-developing competitive landscape in the region.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

This award is not just recognition for us but also for our clients. It is testimony to the hard work that has been done, adds credibility to our strategy and gives us additional incentive to be even more ambitious in partnership with our clients in the future. ■

“THIS AWARD IS NOT JUST **RECOGNITION** FOR US BUT ALSO FOR OUR CLIENTS. IT IS **TESTIMONY** TO THE HARD WORK THAT HAS BEEN DONE, ADDS **CREDIBILITY** TO OUR STRATEGY AND GIVES US **ADDITIONAL INCENTIVE** TO BE EVEN MORE **AMBITIOUS** IN PARTNERSHIP WITH OUR CLIENTS IN THE FUTURE.”



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INDEX & CIE EXCELS WITH BESPOKE CLIENT EXPERIENCE

Tom Burroughes, Group Editor of *WealthBriefing*, talks to Stela Kote, CEO of Index & Cie.

What sets you apart from your peers in the MENA region this year and why?

Since the beginning of Index & Cie, we aimed at offering an independent, personal and high value added service to our clients. Index & Cie services a very international client base and we had to adapt to a multitude of different investment objectives and risk tolerance. Clients from Europe, Middle East, Asia or Africa usually have very different expectations on how they are going to be approached, what they like to be offered and how their relationship will be conducted.

Here at Index & Cie, we work hard to customize the client experience and never apply the one-size-fits-all type of solution, which is so common at large banks. From the first contact, to the on-boarding process to the deployment of the investments, everything has to be a rewarding and reassuring experience. This will leave the clients at ease with the firm and its staff at all levels, at all times.

Despite being a local firm, Index & Cie tries to bring to the region the old school European way of doing business, but carefully adapted to all the cultural nuances of the region. We can be discrete but also outgoing, we can be strict on our processes but also very adaptive and open-minded to discussions. We work hard but always keep an enjoyable and cordial atmosphere. In a small setup like ours, these subtle differences are immediately perceived by the clients. This environment makes the whole difference when clients have to choose between working with a local boutique like us or a large well established player.

As a DIFC incorporated firm, Index & Cie positions itself somewhere in the intersection of the local market and the international nature of the DIFC. In being regional, we have all the decision process in-house from Dubai, which makes us an agile and fast institution. For instance, differently from our competitors, we don't have to report to any headquarter in Europe or Asia. In addition, by being an international setup, we can offer all the know-how, services and technology offered by banks of long tradition in Europe, Asia or the US.

So I think three words could summarize what sets us apart: versatility, agility and cohesion.

How have your colleagues contributed towards the success of your organization?

There would be no Index & Cie without the contribution of every single member of our

team. While skills and technical qualifications are essential we also value highly team spirit, multiculturalism, diversity and above all impeccable work ethics.

We have long-term objectives so without building lasting relationships with our staff we are sure this goal will never be achieved. An old quote from Sir Richard Branson never seemed so true as in our company culture: "Clients don't come first, employees come first. If you take care of your employees they will take care of your clients." Might seem cliché but says a lot for us.

We try to develop a non-hierarchical culture with a very inclusive decision-process, where there are no silly opinions and everyone's point of view is a valuable input to move forward.

What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

This is part of our strategy and I don't feel like elaborating so much. Certainly we embarked on the technology bandwagon and investments in new systems and equipment are in place to keep up with the competition, and we know they don't come at a low cost. We have been analyzing a bit of everything, artificial intelligence, cloud technology, cybersecurity, block-chain, etc and how and what should be incorporated to our operation. But we believe that what will really keep us at the front foot of our competitors is that, regardless of how much technology we incorporate, we will never lose the human touch on our relationships with our clients and our staff, and that in a digital era is something that we want to watch very carefully to strike the right balance.

What have been the challenges you have had to overcome to reach such a standard?

One of the natural challenges of any new entrant in a business field is the ability to identify and attract high calibre talent. Our senior team is very seasoned and well networked but in a country where the white-collar workforce is largely dominated by expats. These people are typically placed in large institutions with various allowances and benefits. This reality poses a big challenge to move them from their comfort zone into a more entrepreneurial culture like ours, where rewards and risks at stake are higher.

However, the recent downturn of the economy, to some extent, played in our favour in this respect as some large pools of resident talent

suddenly became available in the market. We had the chance to handpick some very bright people.

Another challenge has been to adapt to the new regulatory environment and ensure full compliance with laws and regulations of local and international regulators. Index & Cie wants to be at the forefront in terms of best practices in order to ensure the long-term stability and continuity of our operations for our clients, employees and shareholder.

Whom do you look to for inspiration and ideas?

We look to inspire ourselves on what already proved to work. The US, despite transitory political turbulences, has been the benchmark in terms of disruption and created a revolution on the way people live. The way the Silicon Valley transformed not only America but the entire world is impressive, regardless whether you like, agree or accept.

The global reach of these technology companies and the amount of wealth created is truly exceptional and inspirational to anyone, so I believe that exploring and investigating these gurus behind all this transformation is where you certainly will find the most fertile ground for new ideas, or at least to open your mind to take risks and develop your own path.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

An accolade is always a reward for some work well done and I think I could stop there. But this accolade, when granted for a smaller, young and entrepreneurial set up like Index & Cie, carries a much higher importance and meaning to us than it would to a bigger player.

This award is certainly envied by our competitors and it triggers a click on the prospective relationships as it puts Index & Cie on the same level as banks and firms established for decades, with global presence and home of executives which were mavericks of the industry. So, it is really a privilege and an honour to receive this recognition. ■





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DEEP EXPERTISE MARRIED TO TECHNOLOGY IS WINNING BLEND

Patricia 't Hart-van Rooijen, Managing Director, Intertrust UAE, talks to Tom Burroughes of *WealthBriefing*, about her firm's success.

What set you apart from your peers this year?

Two key factors have set us apart this year – the first being our deep knowledge and expertise. Governance and regulatory rules are the cornerstone of any private wealth offering. DAC6, Economic Substance and UBO Registers have all impacted our client structures and continue to do so. We in turn work hard to impart our knowledge, both on a local and global basis, to provide clients and our business partners with clear and relevant information on the changes, their impact and requirements. We recognise the importance of ESG and have outlined our policy in our Annual Report. We're developing it further, providing our expertise to our clients in navigating the complexity in the private wealth world.

The second thing that has set us apart is our commitment to technology. Over the past two years we have invested considerably in technology solutions including the acquisition of a leading technology company. We have created solutions for some of the main frustrations clients face whilst always maintaining the highest levels of security and adhering to regulatory and governance rules.

We've worked to combine our private wealth offering with our other capabilities such as private funds, real estate structuring and corporate services. To meet clients' needs we've introduced:

- IRIS, our online client portal, specifically developed for our private clients. It provides them with a governance tool, at no cost, with real-time, secure access to their structures, documentation and transaction progression. IRIS is available on all devices and is fully responsive.
- A new bespoke economic substance review tool.
- Our own FATCA reporting service.

How have your colleagues contributed to the success of your organisation?

We, like every other professional firm, have not been immune to the impact of COVID-19, but our business remains resilient. We are especially proud of our teams who have been exceptionally dedicated during these unusual times.

As Managing Director of our UAE operations, I am extremely grateful for our team's

hard work and cooperation. Through every twist and turn of the past nine months, they have gone above and beyond to ensure our service to our clients is maintained at the very highest standard.

Our team in the UAE continues to grow, not only in numbers, but in experience. Our team has continued to provide clients with a knowledgeable and consistent service which we're able to adapt, scale and grow to the clients' demands. The team in the UAE works closely with our other global offices taking the time to get to know the client, their long-term goals and garner relevant insights to enable them to unleash their potential.

What will you do to keep to the standard of an award-winner and push ahead in the future?

We continually look at the market to establish what is best for our clients. Our Middle East Research campaign, launched at the beginning of 2020, has allowed us to see what is at the heart of Private Wealth in the MENA region.

We have also continued with our acquisition process, even during the COVID-19 pandemic:

2020 activity

- Acquired Wells Fargo Trust Corporation in the London
- Acquired HR Company in Luxembourg
- Acquired Sameer Mittal Associates in India
- Acquired Van Doorn in Switzerland

As well as widening our range of services with its comprehensive fund solutions and leading edge technology, we are significantly enhancing our service offering, benefiting clients in the Americas, Europe and Asia – and across corporates, funds, capital markets and private wealth.

We will also be further developing our UAE presence in the near future with an enhancement to our existing services in the GCC region.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

Our CEO, Stephanie Miller, comes to mind first and foremost. She is leading Intertrust

Group towards an exciting future. During the global pandemic she has kept in touch with all employees. Our employees' welfare has been of paramount importance, along with their safety and the safety of their families. She is confident, focused, approachable and a pleasure to work with.

I would also mention that I have several long-standing female friends, spread across the globe and working in diverse industries. They have been and continue to be a source of inspiration for me.

What do you hope will be the main consequence of achieving this accolade?

Being an international award, this not only brings our achievements to the fore, it also brings the UAE to prominence. We have great aspirations for this region; this award, along with the tireless support of our own team, will inspire us to accelerate the possible.

I have said before how proud I am of the team, so I emphasise that they, and our global colleagues, are continuing to work growing our business and supporting our clients. Our new Intertrust Group brand is testament to how we are developing our business, adapting and growing, and having fun with it! ■



VALUES WORTH SHARING

**"We use long-term
thinking to cope with
short-term change."**

Magda Khalifa, LGT Senior Relationship Manager
since 2012

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Private
Banking

LGT'S STABILITY, LONG-TERM PERSPECTIVE WINS THROUGH

LGT Middle East won the prize for Best Overall MENA Private Bank 2020. *WealthBriefing* Group Editor **Tom Burroughes** spoke to **Peter Schaefer**, Senior Executive Officer on how it reached the heights in the region.

What sets you apart from your peers in the MENA region this year and why?

LGT stands out in particular due to its unique ownership structure. The bank is privately owned by the Princely Family of Liechtenstein and it is managed by two members of the family. This rather rare set-up provides a high level of stability and forms the basis for LGT's strategy and values.

Over the past 20 years, LGT has developed a strong market presence and it is well positioned. It has continued on its strong growth path and last year opened a wealth management office in Bangkok and acquired the asset manager Validus Wealth and the impact investor Aspada in India. Furthermore, LGT has again demonstrated its stability during the COVID-19 crisis: It continued to operate as usual, and both clients and employees were able to benefit from LGT's strength and long-term perspective.

Speaking about LGT's long-term perspective: Sustainability is a very important topic and LGT Middle East has become one of the first private banks in the region to offer extensive products and services in the field of sustainable investing. Over the last year, LGT launched two new initiatives in this area: It now systematically excludes companies that produce coal or generate energy from coal from its investment universe, and it also offers a portfolio mandate with a specific focus on sustainability. When introducing new initiatives such as these, LGT can draw on its extensive experience and expertise in sustainable investing. For almost two decades, it has integrated ESG principles into its investment programs.

As a final point, LGT is one of the world's leading providers of investment solutions in the areas of private equity, hedge funds, insurance-linked investments, etc. Its private equity activities have a very strong track record and have outperformed the MSCI World for more than 20 years.

How have your colleagues contributed to the success of your organisation?

Our colleagues have made a massive contribution to our success through their hard work and commitment. Today, LGT Middle East consists of a team of 21 experienced local relationship managers as well as a local advisory team, who serve our clients in our target markets being the Gulf countries, Egypt and East Africa. When LGT acquired ABN AMRO's private banking business in Asia and the Middle East in 2016, the team more than doubled in size

overnight and this also helped to raise our profile in Dubai's financial center. Following this sudden expansion, the team had to grow together so that its members could cooperate effectively and deliver excellent client service. That has been our main focus and it is what ultimately defines our success.

This team-building process was guided by the values of our owner, the Princely Family of Liechtenstein. At LGT, we embody these values - such as respect, a sense of responsibility, discretion and integrity - which are key success factors when serving a demanding private banking clientele. Our staff is not driven by short-term business models nor by a product-push mentality. In fact, at LGT our main focus is on aligning the interests and co-investments of clients, the owner family and employees.

What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

To satisfy the needs of our clients and also overcome the different challenges in the Middle East market, it is crucial for LGT to be able to count on motivated and highly professional employees. LGT employees are, for example, regularly invited to complete further training to ensure they meet our clients' expectations [in terms of service and expertise. Our relationship managers are trained as "Certified Wealth Management Advisors", a standard we set ourselves to create long-term value for our clients.

Viewed overall, LGT strives to be an excellent partner to our clients in the area of wealth management. That is why we have also further developed our investment advisory and product offering this year - especially in the field of sustainable investing.

What have been the challenges you have had to overcome to reach such a standard?

This year, the COVID-19 pandemic has, of course, been a challenge for all of our clients and employees - and for us as a company. However, we succeeded in providing our clients with the usual quality of service and were able to deliver a strong half year-result 2020.

Despite the difficult conditions we faced during the lockdown, we have managed to stay in touch with our clients while keeping everyone safe through video and phone conferences, which was and is of the utmost importance to us. Fortunately, we were well prepared, and our employees adapted quickly to the new way of working from home. For our

clients, we created new formats in order to supply them with relevant market information, such as investment seminars in collaboration with experts from LGT Group.

Overall, the strong growth that we saw at LGT Middle East back in 2016 has since provided us with opportunities - but it also created certain challenges. However, we have colleagues with different nationalities and backgrounds, who come from various corporate cultures and they all went the extra mile to create a new and bigger team. The powerful corporate culture at LGT and our strong sense of collaboration were hugely important when it came to ensuring the smooth integration of our new colleagues.

Whom do you look up to for inspiration and ideas?

Collaboration is important. That is why LGT Middle East collaborates very closely with LGT Group: We share ideas, support each other and find ways of working together to improve LGT's services and products.

Our close collaboration in the area of sustainable investing is a prime example. We have benefited greatly from our colleagues' experience in and commitment to sustainable investing. In terms of our product offering, we give our clients access to investment opportunities that integrate ESG criteria. And at an operational level, we were one of the first banks in the Middle East to implement a recycling system in our offices.

Collaboration is of key importance - not only within our company but also with our peers in the wealth management industry. To achieve further growth in this complex business world, we need to share concepts and ideas amongst peers.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

To be named **Best Overall MENA Private Bank** makes us enormously proud - and it reinforces our commitment to be an excellent partner for our clients. The award will help us to strengthen our business in this region in the future and to hopefully advance our sustainable investing activities and realize our goals in this area. ■



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PRIVATE CLIENTS
ASSET MANAGEMENT
TECHNOLOGY

NINE WINNING YEARS IN THE MIDDLE EAST

Arnaud Leclercq, Partner Holding Privé, Lombard Odier and **Soumaya Hissoussi**, Senior Private Banker, talk to **Tom Burroughes** of *WealthBriefing* about the success of his institution and the qualities driving it.

Lombard Odier is proud to have won “*Best Shariah-Compliant Wealth Management Offering*” and “*Most Innovative Investment Proposition by a Private Bank*” at the MENA *WealthBriefing Awards 2020*, crowning a nine-year winning streak in the region.

They highlight the impressive advances made in our Islamic investment offering in the last eighteen months, and reinforce our commitment to the Middle East, where we have been serving clients for over half a century.

Best Shariah-Compliant Wealth Management Offering

In 2018, our Shariah discretionary mandate was officially certified as “Shariah compliant” by the Shariah Supervisory Board of Amanie Advisors, an eminent Shariah advisory firm. In 2019 we won our first Islamic finance award and in 2020 our profitable Islamic investment franchise has continued to expand, with new clients and a healthy growth in assets under management.

“We are proud to win this award, which celebrates the strength of our Islamic investment offering,” said Arnaud Leclercq, Partner Holding Privé, Lombard Odier. “There is evidence to suggest that our Shariah mandates preserved clients’ capital in a superior way during the crisis.”

Our balanced Shariah mandate saw a smaller drawdown in the mid-March 2020 lows than our conventional US dollar-based mandate, and has since recovered more robustly. It had returned 9.46% year-to-date at the end of August.

Most Innovative Investment Proposition by a Private Bank

This award celebrates the innovative nature of our offering. Our Shariah mandates are bespoke, fully customisable solutions, which sets them apart from other products available in the sector. The mandates are a holistic offering (not a fund), which gives clients seeking Islamic solutions access to the full capabilities of a global wealth manager, on a truly personalised basis.

These mandates form the basis of our Islamic offering called Lombard Odier AssayilTM, which we are now seeking to develop and grow, including via collaborations in the Middle East region.

“The natural symbiosis between Islamic finance and responsible investing fits well with Lombard Odier’s long-standing commitment to sustainability,” Leclercq said. “We continue to grow and enlarge our Islamic offering, reflecting our ethos of adapting to a changing world and creating fresh perspectives for our clients.”

This year has also seen us deliver innovative sustainable investment solutions including the

Climate Transition Fund, and further embed sustainability analysis into all our investment decisions, as we support the economic transition to a model that is Circular, Lean, Inclusive and Clean (CLICTM).

Previous awards in the region

Lombard Odier’s previous *WealthBriefing* awards include *Best Overall International Private Bank* and *Best Shariah Compliant Wealth Management Offering* in 2019, *Best Overall Gulf Cooperation Council (GCC) Private Bank* in 2018 and 2017, and *Best UAE Private Bank (International)* in 2016 and 2015.

Other notable achievements/progress in the MENA region

In April 2019, we opened a new branch in Abu Dhabi, growing our existing UAE footprint and allowing us to serve clients onshore with bespoke, local solutions. After just over a year in the Abu Dhabi Global Market, our branch has now moved to new, larger offices, allowing it to meet its growing client base in a setting of greater security and confidentiality.

How has 2020 been for your clients?

Leclercq: “It’s not been the year we envisaged, but paradoxically it may have brought us even closer to our clients. Crises focus the mind on what matters: our families and loved ones. Fundamentally, our role is to advise and accompany our clients and their families, and to invest their life-savings, for the long term. Clients had more time to reflect during lockdowns. They spent more time talking to us. Video calls brought us right into their homes, sometimes for the first time. At times, bankers were providing daily updates.”

“At the peak of the crisis, we communicated our outlook: stay firm, there will be a short-term recovery. Our analysis proved to be right. In general, client portfolios for the GCC region have recovered from March lows; most are now in positive territory. Lombard Odier has weathered more than 40 financial crises in its two-century history. We represent strength and stability, a fact highlighted when Fitch reaffirmed our Group’s AA- credit rating this past March. As one of the world’s strongest-capitalised banking groups, investors’ flight to safe havens has benefitted us, particularly in the Middle East.”

How has your Islamic finance approach fared during the pandemic?

Hissoussi: “There is some evidence to suggest that our Shariah mandates are preserving clients’ capital in a superior way. Our balanced Shariah mandate saw a smaller drawdown in the mid-March lows than our conventional US

dollar-based mandate, and has since recovered more robustly. It had returned 9.46 per cent year-to-date at the end of August.

I think that the symbiosis between Islamic finance and sustainability is also worth underlining. Islamic equities have had a strong year, reflecting in part the exclusion of financial services, but mainly the bias towards quality firms with strong fundamentals and solid balance sheets. Our broader sustainability analysis also looks beyond business practices to assess companies’ business models. How adaptable are companies? How prepared are they for challenges, whether that’s a sustainability challenge, or a pandemic and supply chain challenge? This year has shown how important that analysis is.”

What do you expect for the final months of 2020?

Leclercq: “We expect an ongoing recovery, albeit at a slower pace than in May/June, as the ‘easy’ part of the process is behind us. Covid-19 cases are accelerating in the US and notably in Europe, where governments are increasing restrictions, albeit in a more targeted fashion than in the spring. This leaves Asia as a major demand driver for the global economy. The partial nature of the reopening means economies will not regain full capacity until the virus is eliminated. Within client portfolios, we have been adapting our strategic asset allocation to a post-pandemic future, with a new standalone allocation to China; allocations to thematic trends including demographics, climate change and digitalisation; to real estate; and to gold. We believe these will help us capture the investment opportunities of tomorrow, without necessarily increasing risk.” ■



¹ Best Islamic Wealth Management Proposition’ at the Islamic Business & Finance Awards.

² Past performance is not a reliable indicator of future returns.

³ USD portfolios, across all risk profiles, as of end-September.

⁴ Past performance is not a reliable indicator of future returns.

5TH
CONSECUTIVE
YEAR!

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LEADING WOMAN IN WEALTH & RISING STAR UNDER 40

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RISING STAR UNDER 30

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ONE-STOP OFFERING IS POTENT MIXTURE FOR M/HQ

Yann Mrazek, Managing Partner, M/HQ, explains to **Tom Burroughs**, Group Editor at *WealthBriefing*, why his firm has achieved so much success and the approach to staying in front of the competition.

M/HQ has been again crowned “Best Estate Planning Team” at the *WealthBriefing* MENA Awards 2020. It is the fifth consecutive time that the firm is the recipient of the award.

What sets M/HQ apart from its competitors?

M/HQ is a multi-services platform catering to a broad spectrum of clients - from individual entrepreneurs and local SMEs to wealthy international families, to established blue-chip companies and multinationals.

Our one-stop-shop offering is unique in the Middle East: a holistic and cross-disciplinary combination of a market-leading corporate services firm, a law firm’s specialist expertise and a regulatory & compliance services practice, all through one single platform.

We have broad experience advising successful individuals and international families on a broad range of legacy planning and wealth structuring issues, including structuring of operational and non-operational assets.

We particularly assist in relation to establishing and operating foundations, drafting charter and by-laws, advising on foundations’ objects and structuring of foundations’ assets, and guiding the founder on the foundation governance strategy and implementation.

Headquartered in the UAE, we are an entrepreneurial firm for entrepreneurial clients.

Overall, the firm snapped all the following awards:

1. M/HQ - Best Estate Planning Team;
2. Kath Zagatti - Leading Woman in Wealth Management;
3. Yann Mrazek - Leading Individual;
4. Kath Zagatti - Wealth Management Rising Star under 40; and
5. Célia Titouni - Wealth Management Rising Star under 30.

Yann Mrazek, Managing Partner, M/HQ, said: “We are delighted to have been voted for a record fifth time the winner of this prestigious award, and for members of our team to be individually praised by the judging panel. Over the last 12 months, the team has put a lot of passion and hard work in introducing clients and the market to the legacy planning tools – such as foundations – newly available domestically. And the response has been phenomenal.”

“With substantial wealth about to pass from one generation to the other regionally, M/HQ is uniquely positioned to help entrepreneurial families navigate these offerings, educate them about their key features and benefits, and reach their objectives. The Middle East intergenerational legacy planning (r) evolution is in full swing!” ■



“OUR ONE-STOP-SHOP OFFERING IS **UNIQUE** IN THE MIDDLE EAST: A HOLISTIC AND CROSS-DISCIPLINARY COMBINATION OF A MARKET-LEADING CORPORATE SERVICES FIRM, A LAW FIRM’S **SPECIALIST** EXPERTISE AND A REGULATORY & COMPLIANCE **SERVICES** PRACTICE, ALL THROUGH ONE SINGLE PLATFORM.”



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Please scan
to know more.

THE GROWING ATTRACTIVENESS OF MASHREQ PRIVATE BANK'S OFFERINGS

Vipul Kapur, Head of Mashreq Private Bank, talk to Tom Burroughes, Group Editor of *WealthBriefing*, about how the bank has made an impact this year.

What sets you apart from your peers in the MENA region this year and why?

The United Arab Emirates has been increasing its attractiveness amongst the high net worth individuals across the region who look at the UAE as a global wealth management centre which competes with other more developed wealth centres like Switzerland and Singapore.

At Mashreq Private Bank we have a unique operating model where we provide our clients a team-based approach to manage their wealth. Providing them with access to certified private bankers, qualified investment, insurance, FX specialists and client service managers, we aim to deliver exceptional experience throughout the client journey.

Our team-based approach helps us work closely with our clients to identify their future plans & goals. We continue to innovate and build our proposition and rewards, enhance digital platforms to deliver exceptional value and experience to them. We have embarked on a massive digitisation initiative, transforming the quality and delivery of information and redefined the way our bankers can engage with clients more efficiently and frequently.

How have your colleagues contributed toward the success of your organisation?

Our clients trust us with managing their wealth and helping them achieve their long-term goals.

This requires the right talent and we are passionate about it. We are also focussed on equipping our team with the tools required to achieve results.

We bring together the capabilities of Mashreq as an organisation across our corporate and investment banking, treasury and international banking divisions, which helps us deliver innovative solutions to our clients in line with their financial goals.

What are you going to do to stay on the front foot in a fast-growing but also a challenging region?

The behaviour of wealth clients and the outlook towards wealth management has shifted

during the crisis. The pandemic has given investors and high net worth individuals the opportunity to rethink their goals, position themselves for the future and manage their wealth in the long term.

We are committed to developing and investing in the suite of products, and driving digital initiatives that will make our client's experience much simpler, faster and better. As the world emerges out of the pandemic, the UAE looks more attractive as a global destination of choice for investors, and we are positioning ourselves to support them and grow with them.

What have been the challenges you have had to overcome to reach such a standard in 2020?

There is no doubt that 2020 was an exceptional and eventful year and has disrupted financial markets at lightning speed. However, some themes remain unchanged and evergreen.

The value of portfolio diversification is still at the heart of successful investment strategies. A well-diversified portfolio will generate better risk-adjusted returns and is the best defense in times of economic uncertainty and prosperity. A long-term approach to investing helps build portfolio resilience, smoothens volatility and avoids impulsive behaviour. Although successful market timing may improve portfolio performance, it is very difficult to time the market consistently. In addition, market-timing can lead to a significant opportunity loss.

At Mashreq we have been able to manage our client expectations and deliver superior service during these challenging times.

What do you hope will be the result of receiving this accolade and how does it help your business in this region?

Being awarded the "Best Private Bank Servicing the UAE" title for the second year in a row is an honour and reinforces our commitment to our clients to be the best in this region. It is fulfilling to be recognised for the hard work our teams put in to support our clients and motivates us to continuously innovate and focus on our clients and deliver excellence across banking and wealth management. ■

"THE **VALUE** OF PORTFOLIO DIVERSIFICATION IS STILL AT THE HEART OF **SUCCESSFUL** INVESTMENT STRATEGIES. A WELL-DIVERSIFIED PORTFOLIO WILL GENERATE BETTER RISK-ADJUSTED RETURNS AND IS THE **BEST** DEFENSE IN TIMES OF ECONOMIC UNCERTAINTY AND PROSPERITY. A LONG-TERM APPROACH TO INVESTING HELPS **BUILD** PORTFOLIO RESILIENCE, **SMOOTHENS** VOLATILITY AND AVOIDS IMPULSIVE BEHAVIOUR."

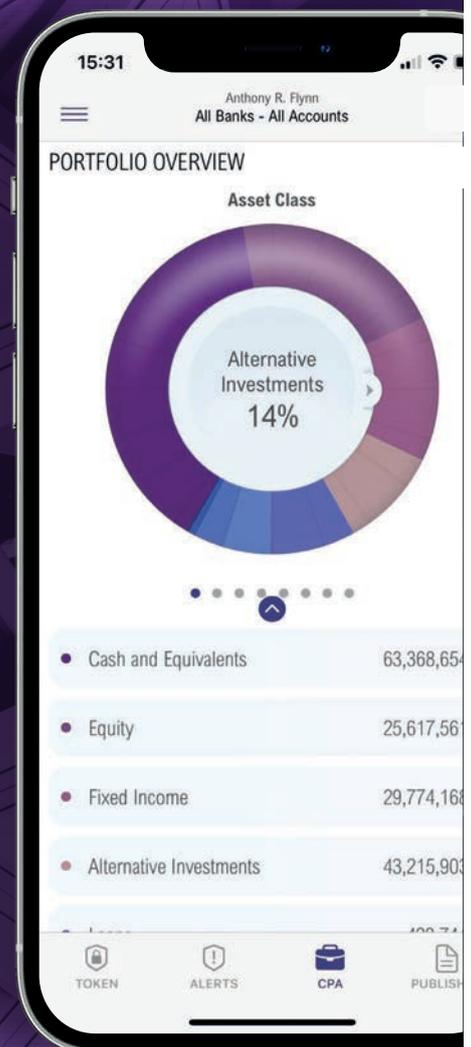


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MASTTRO

MASTTRO'S CONTINUOUS INNOVATION KEEPS IT AHEAD

Luis Ugedo, Managing Director for Masttro EMEA, talks to Tom Burroughes, Group Editor of *WealthBriefing*, on his firm's awards success.

Masttro is a global financial technology company established in 2010 to provide state-of-the-art specialized solutions for the Wealth Management industry.

The company was launched with a singular vision: To deliver the most modern, transformational and secure wealth solutions to ultra-high and high net worth families, family offices, investment firms and advisors, financial institutions, trust companies, etc. Masttro is a privately held company with global headquarters in Zurich, Switzerland and today has clients in 24 countries around the world.

We were founded by an UHNW family that has run international family office businesses for over 30 years, managing diversified, multi-generational wealth and significant corporate interests. This experience and history is at the core of Masttro's technology, and uniquely helps us create highly engaging, leading-edge wealth technology that puts the wealth owner at the center of the user experience.

What sets you apart from your peers in the MENA Region this year and why?

As a global company, it was only natural that Masttro expand into the MENA region in 2020, after offering our disruptive wealth technology throughout Europe, the US and Latin America. We are taking the same approach in MENA as we do in other markets, sharing best practices and institutionalising family offices and their teams while addressing their specific needs to become a trusted technology partner.

This involves working closely with family members and their professional teams to evolve and create the necessary functionalities they need to thrive. From the continuous development of new features and the ongoing expansion of integrations with third-party solutions, to the introduction of revolutionary advancements in Artificial Intelligence and machine learning, Masttro's wealth technology streamlines and empowers like no other solution.

How have your colleagues contributed towards the success of your organization?

Our global organisation is comprised of many highly experienced managers from premier global firms specializing in wealth management, private banking and family offices, joined by a team of skilled professionals across multiple disciplines. From our talented programmers, cybersecurity experts and client service teams to our sales specialists, we are all tied together by a client-centric ethos. Our

global teams are continuously engaging with clients to communicate and collect feedback, keeping our finger on the pulse of an ever-changing industry and technology landscape. We pride ourselves on pushing the boundaries of innovation, taking this knowledge and investing in innovative strategies, processes and technological advancements to be an industry leader while offering greater value and peace of mind to our clients.

What are you going to do to stay on the front foot in a fast-growing but also challenging region such as this?

MASTTRO's organisational foundation is represented by the two T's in our name - Trusted Technology for Today and Tomorrow. Sharing our global experiences and adapting to the region, we build technology and relationships that clients trust and depend on for future generations. This has driven Masttro's success and global growth over the last decade. It is these same principles that we apply to our future commitment to the MENA region; we will invest and evolve to stay at the forefront of our clients' needs and build long-lasting partnerships. We not only offer a modern, leading edge platform with an architecture that is extremely scalable and flexible, but also a sophisticated and global relationship team that is well matched to serve the unique needs of the region.

What have been the challenges you have had to overcome to reach such a standard?

The main challenge was to convince clients to digitise and evolve towards a secure virtual environment for their data access and processing. In addition, every newcomer faces the challenge of establishing a track record in a new market. However, we have clients in 24 different countries around the world today and have learned firsthand that it only takes a few successes to accelerate and grow your business footprint in a region. To accomplish this, we leverage the strong relationships of our global family office clients and institutional partners. There is nothing more valuable than the strong endorsement of very satisfied clients to help spread trust and recognition when trying to win business.

Whom do you look to for inspiration and ideas?

Masttro was founded with a profound knowledge of the opportunities and challenges that families and family offices face; this comes

directly from our heritage as a global family office. We strive to exceed the expectations of our highly sophisticated and diverse global client base and help them successfully integrate our technology so that they can continuously provide the best family office practice. We've had a genuine and clear objective to develop disruptive, industry-leading technology and become our client's technological partner for the long-term, because we have walked in their path. Driving our ideal of "making complicated things easy", our inspiration comes from leading global consumer technology companies that are changing the way people use technology in their daily lives (i.e. Apple, Google, Samsung), the many leading financial institutions making sizable investments to modernize the family wealth industry and, most importantly, our prestigious global client base.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

These prestigious awards add an important element of recognition and credibility in the market and are highly regarded by our clients and prospects around the world. It provides an avenue for prospective customers in the region who are trying to find the best solution for them. The MENA region is a strategic growth market for Masttro and we pledge to continue to invest resources to learn and adapt to its strengths and challenges, ensuring we provide an absolute best-in-class service to our clients here, as we have done in other regions. Masttro has received several best of breed industry awards since 2017 in Geneva, London and New York, and most recently in 2019/20 for the *Best Investment Reporting* and the prestigious editor's award for the *Best Cybersecurity Solution* at the *WealthBriefing* European Awards. We are proud of our global team for every recognition received; it has helped raise awareness and spread the word about our company and our services and contributed to business growth. ■



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BESPOKE RESEARCH SERVICES

WealthBriefing has unrivalled access to the most senior wealth management professionals across the globe, meaning that our research reports represent guides to future best practice as much as being barometers of current industry trends.

STANDING OUT AS PERSONALISED FAMILY BANK IN MENA

WealthBriefing's Tom Burroughes talks to **Alain Baron**, Limited Partner, Head of MENA at Mirabaud, on why it has impressed with its work this year.

What sets you apart from your peers in the MENA region this year and why?

We differentiated ourselves by acting as a personalised family bank for our clients, by understanding their culture, philosophy, as well as sensitivities.

This is what made us out-stand our peers and grow for the past 12 years, since we have established a presence for ourselves in the MENA region.

How have your colleagues contributed to the success of your organisation?

We would always like to base our business for the 200-year old philosophy, and we mix it with the local culture by hiring employees from these cultures in order for them to help us understand better our clientele and be our ambassadors in the region.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We did it for the past 12 years in the UAE, we need to be committed to the clients before being committed to the business itself.

This commitment also extends to the entrepreneurs and the families of the region, work alongside with them to overcome the economical and geopolitical challenges that are surrounding the region. This will give us the drive to always move forward and to position ourselves in this regard.

What have been the challenges you have had to overcome to reach such a standard?

To understand the complexity of each client is difficult, especially with all the changes happening nowadays at the level of compliance and anti-money laundering regulations, in order to create a bridge between what the client is expecting and what the bank can offer, in order to find the best solution for our client and to defend the interest of our bank.

Whom do you look to for inspiration and ideas?

On the professional level we always look to our senior partners, how they were able to grow our organization and transmit the fruit of their efforts along the generations that have followed and always thrive to work with the same spirit.

We also get inspired by our clients, who mainly consist of old merchant families in the region that have started their businesses in the early 40s, and have survived many difficult situations along the years in order to grow their businesses and transmit it to their descendants.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

This will highlight Mirabaud's strong potential in the region and position as a well-established family-owned banking organisation.

This award serves as a milestone to our journey in the region, which will add to our motivation and hopes to keep on growing and expanding our footprints. ■



“WE WOULD **ALWAYS** LIKE TO BASE OUR BUSINESS FOR THE 200-YEAR OLD PHILOSOPHY, AND WE MIX IT WITH THE LOCAL CULTURE BY HIRING EMPLOYEES FROM THESE CULTURES IN ORDER FOR THEM TO HELP US **UNDERSTAND BETTER** OUR CLIENTELE AND BE OUR AMBASSADORS IN THE REGION.”



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A BOUTIQUE PRIVATE BANK THAT COVERS WIDE TERRAIN

Andrew Bates, Head of Private Banking – Middle East, at Nedbank Private Wealth, talks to **Tom Burroughes**, Group Editor at *WealthBriefing*, about the firm's accomplishments and outlook.

What sets you apart from your peers in the MENA region this year and why?

Nedbank Private Wealth is a boutique private bank providing wealth planning and private banking services to a wide range of clients. Our boutique size enables us to deliver a highly responsive and personalised approach tailored to suit each client, and this is what really sets us apart. We offer the flexibility to create a bespoke account for each client that removes the need for complex chains of different providers, reduces their administrative burden and makes it easier for them to manage their wealth.

With offices in Dubai, London, Jersey, the Isle of Man and Guernsey, and through Nedbank, our parent company in South Africa, we pride ourselves on our highly personalised service. Many of our clients have complex financial arrangements, with assets spread around the world. We have the structure and know-how to manage their affairs, but can also take a broad view of our whole relationship with clients and their families to help them manage their wealth across generations.

We offer a comprehensive wealth management platform that allows banking, borrowing, wealth planning and structuring, all managed through a single private banking relationship. Discussions with our specialist teams always include the client's private banker so we encompass a client's values when shaping and structuring their finances.

Our wealth planning team helps clients, including expatriates living in the MENA region, with their financial planning and structuring needs. Working with clients, and their legal and tax advisers, we implement complex wealth structures to provide inter-generational wealth succession and philanthropic planning. The wealth planning team often draws on the professional expertise of our trust specialists in Jersey and Guernsey.

As one of the few banks to still operate a trust company, we can offer complex wealth structuring beyond the scope of most wealth managers. For example, foundations for philanthropic purposes, without the need to engage a third-party provider, and the additional time and expense this entails.

Tailored borrowing can be secured against a range of assets to help meet clients'

long-term financial goals too, such as cash-flow and inheritance. In particular, our specialist lending team has extensive experience in the purchase of residential or investment properties in the UK. Loans can be denominated in Sterling, US Dollars and Euros, and we offer flexibility in terms of structure, term and repayments.

Our ability to hold many major currencies, including AED, in our bank accounts means clients can hold their assets in a local currency offshore, so they do not have to carry out unnecessary foreign exchange (FX) transactions. The use of FX helps our international and expatriate clients enjoy a joined-up approach to managing their global finances.

We pride ourselves on developing long-term, trusted and consistent relationships with clients. As private bankers progress through the business, they retain their client base so continuity is assured. More than 40 per cent of client-facing staff have been with us over 10 years, demonstrating exceptional staff loyalty.

To complement our personal approach, this year, we launched new online wealth services to provide a consistent look and shared features across both our desktop and mobile app platforms. Our online wealth services make managing money quick and easy, and provide clients with convenient and secure access to their wealth, 24/7.

Alongside payee management, international payments and foreign exchange services, a consolidated home screen allows clients to see an overview of their entire wealth with Nedbank Private Wealth. Protecting our clients and their wealth is of prime importance and the extended range of features includes, enhanced login security with a one-time passcode; easy access to Visa Platinum PINs, with no need to wait for paper reminders; and a personal document store for saving their statements and valuations online.

This year also saw the launch of our revamped website and we regularly publish articles, case studies, videos and webinars to help clients understand more about their finances and what their wealth can achieve.

We manage more than £3.9 billion of client wealth across 15 currencies. We understand the benefits for international clients of offshore finance centres, such as the Isle of Man and

Jersey, and the need be able to move money onshore easily when needed, for example, if a client moves back to their home country.

How have your clients contributed to the success? What challenges have you had to surmount?

Throughout the current pandemic, our private banking and client services teams have been available to assist clients with their day-to-day banking, borrowing and wealth management needs. Clients can contact us by telephone, email, or via our secure chat platform, Qwil Messenger. We always strive to provide the highest levels of personal service and qualified professionals answer 99.9 per cent of our calls within three rings during office hours. We travel to see our clients on a frequent basis, but also offer online and video services to maintain a strong and safe relationship, and ensure we have the knowledge needed to provide the best level of support.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Winning the *WealthBriefing* award for Best Boutique Private Bank for a second year running is an independent endorsement of our commitment to exemplary service. Client referrals remain our largest source of new business and our last independent survey measuring client satisfaction gave NPW a net promoter score of 57. Our principal aim is to protect our clients' wealth, advise them with integrity and make their lives easier. ■



RE/THINK WELL PLACE TO HELP ENTREPRENEURIAL FAMILIES IN MENA

Tom Burroughes, Group Editor at *WealthBriefing*, draws these comments from David Linklater, Partner and Director for CFO and Tax Services at Re/Think. Linklater spells out the reasons for the firm's success and the value of this award.

Re/Think was crowned "Best Accounting Firm" for Private Clients at *WealthBriefing* MENA Awards 2020.

This is the second time that the firm has received the award, after previously being awarded for its work in the Regulatory / Compliance field - another of the firm's unique selling points.

The *Wealthbriefing* Awards recognise 'best of breed' companies, teams and individuals in the global private banking, wealth management and trusted advisor communities.

David Linklater, Partner and Director for CFO and Tax Services at Re/Think: "We are delighted to have been voted the winner of this prestigious award. Over the last 12 months, the team has put a lot of passion and hard work introducing clients to practical operating systems and financial reporting that have added real value to the increasingly larger number of single- and multi- family offices in our care. And the response has been phenomenal.

With substantial wealth about to pass from one generation to the other regionally, Rethink is uniquely positioned to help entrepreneurial families address efficiencies that promotes internal transparency, educate them about the key features and benefits of consolidated performance management, the advantages of expert advice and outsourcing opportunities allowing these offices to reach their mid- and long- term objectives."

Re/Think is a boutique outsource and advisory company providing client-focused services in tax advisory, accounting, human resources and business advisory.

We specialize in assisting clients with cost-effective, high quality services and solutions.

We create value by investing in highly qualified and motivated people and working closely with leading industry partners to provide our clients with a one-stop shop for all their business support needs which is tailored to suit individual requirements. ■



"WE **SPECIALIZE** IN ASSISTING CLIENTS WITH COST-EFFECTIVE, HIGH QUALITY SERVICES AND SOLUTIONS. WE **CREATE** VALUE BY INVESTING IN HIGHLY **QUALIFIED** AND **MOTIVATED** PEOPLE AND WORKING CLOSELY WITH LEADING INDUSTRY PARTNERS TO PROVIDE OUR CLIENTS WITH A ONE-STOP SHOP FOR ALL THEIR BUSINESS **SUPPORT** NEEDS WHICH IS **TAILORED** TO SUIT INDIVIDUAL REQUIREMENTS."

A NIMBLE BANK THAT HAS GROWN TO PUNCH ABOVE ITS WEIGHT

Tom Burroughes of *WealthBriefing* interviews Nicolas Farah, Chief Executive Officer of REYL Finance (MEA) Ltd, about the firm's award-winning success.

What set you apart from your peers this year?

There are three main aspects of our business that set us apart. The first is client focus: our clients here in the MENA region tend to be mainly international entrepreneurs and institutional investors that have great expectations of us. Not only do they want us to grow their asset base but they're also looking for support with their day-to-day businesses, as well as with such matters as succession planning.

The accolades that we received were for our Fund Management services but these are only one element of our business offering, as we include fund management into a broader and more complete set of client solutions that include our *Entrepreneur & Family Office Services*, *Corporate Advisory & Structuring*, *Asset Services* and *Asset Management*. We really put the client at the heart of these offerings. Secondly, our ownership and management structure is such that important decisions can be taken relatively swiftly, thereby never missing opportunities to do the right thing for the client. Finally we have a young and committed team that we look after particularly well and treat as part of the Reyl family. I have almost no headcount turnover and we are very proud of that sense of belonging and solidarity that exists within our teams.

How have colleagues contributed to the success of the organisation?

The Reyl Group operates very much as a collegiate organisation so everyone has a voice and is listened to. We firmly believe in SUCCESS.TOGETHER and the benefit of collective minds working to find appropriate solutions. An example of this is the collective contribution that the team made during the COVID-19 crisis. Here we were facing a new challenge that no one fully understood and I was impressed by the way our teams adapted and proposed solutions to overcome those difficult moments.

What will you do to keep to the standard of an award-winner and push ahead in the future?

The Reyl Group's agility is stunning and it is that nimbleness that has allowed it to innovate year on year, introducing new products, ideas or business lines. As examples, over this

last year, the Group has launched an impact investing asset management business, a new mass affluent digital banking platform and formed a new business division called *Entrepreneur & Family Office Services* (EFOS). It is this on-going innovation that we must continue to nurture in the future.

What have been the challenges you have had to overcome to reach such a standard?

Launching Reyl Finance (MEA) Ltd in Dubai in 2015 was challenging in that we were relative newcomers to the region, our brand was not widely recognised and we had to compete for business against large and established institutions. We viewed this as both a challenge and a blessing as it allowed us to start with a clean sheet, giving us the opportunity to develop a brand and a reputation where the quality of our service, the determination of our teams, our year-on-year positive results and our continued growth speak for themselves.

Whom do you look to for inspiration and ideas?

I have an excellent team, a great Executive Committee and a fantastic and supportive board: I listen to them all. What I love about doing business in Dubai and the DIFC in particular is the great diversity that it brings. At Reyl Finance (MEA) Ltd., we have 11 nationalities, as many languages and a breadth of backgrounds and experiences - this makes for great teamwork and the generating of excellent new ideas, all of which leads to great inspiration. This diversity of thought and experience is vital when you have a diverse client base that wants you to challenge the status quo.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

We have enjoyed a very successful track-record within the MENA region, with five consecutive years of growth in assets under management. Being awarded *Best Fund Manager* in MENA further cements our strong reputation and underlines why our clients entrust us with their money. It's always good to receive industry and peer recognition for the quality of service that we offer and we hope that this accolade will extend our visibility and bring with it further growth and success. ■

"THE REYL GROUP OPERATES VERY MUCH AS A **COLLEGIATE** ORGANISATION SO EVERYONE HAS A VOICE AND IS LISTENED TO. WE FIRMLY BELIEVE IN **SUCCESS.TOGETHER** AND THE BENEFIT OF **COLLECTIVE MINDS** WORKING TO FIND APPROPRIATE SOLUTIONS."



GLOBAL AWARDS

Showcasing the best in the industry

Independence,
integrity and
genuine insight
are the
watchwords
of the judging
process



2021 SCHEDULE

FEBRUARY

WealthBriefing Swiss Awards

MARCH

WealthBriefing Swiss EAM Awards
Family Wealth Report Awards

MAY

WealthBriefing European Awards

APRIL

WealthBriefingAsia Greater China Awards

JUNE

WealthBriefingAsia Awards

SEPTEMBER

WealthTechAsia Awards

NOVEMBER

WealthBriefing MENA Awards



For more information: + 44 (0) 20 7148 0188 (UK office)

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SS&C ADVENT WINS BY GLOBAL REACH, LOCAL KNOW-HOW

Tom Burroughes, Group Editor at *WealthBriefing*, talks to Sumit Sood, Regional Sales Manager at SS&C Advent, on the success the firm is enjoying.

What set you apart from your peers this year?

Innovation, growth and being recognised for our work through a number of awards. What sets SS&C Advent apart is the seamless combination of global reach and local expertise.

Our dedicated are composed of seasoned professionals with a wealth of experience in technology implementations and management, along with front-line knowledge of local regulations, industry practices and evolving market trends.

How have your colleagues contributed to the success of your organisation?

By keeping their finger on the pulse of clients' requirements and regional developments, our local teams are able to provide clients with the exceptional service and support for which SS&C Advent has become known around the world.

SS&C Advent has introduced new products like Genesis, which is a game changer for portfolio modelling and rebalancing!

The long term vision is a comprehensive tool to deliver an efficient way to turn investment strategies and decisions into action.

What will you do to keep to the standard of an award-winner and push ahead in the future?

Demonstrate a client-centric company culture. We are guided by four principles, which drive our clients' success: Commitment to our client's success, take ownership, inspire our teammates and innovate intelligently.

Our growth is fueled by teamwork. As a company, we reward innovation and professionalism. To quote one of our employees: "Our customers rely on us to keep them at the cutting edge of technology so they can provide better services to their clients".

What have the challenges been in obtaining excellence?

Technology is also constantly evolving and it is vital we continue to innovate in order to stay at the cutting edge and remain a competitive force in this industry. With such diversity in local regulatory requirements, market practices,

instrument types and client expectations, a key challenge is to ensure our products and services have the flexibility and specialisation to cope with all these different market flavours.

Bringing together our world-class technology development capabilities with extensive on-the-ground knowledge helps us overcome the challenge and incorporate the required regional specificities into our solutions.

Whom do you look up to for inspiration and examples to emulate and compare yourself against, either inside or outside the wealth management industry?

At Advent we are constantly inspired by our clients who continue to keep us at the forefront of the industry. We also keep a keen eye on technologies that influence and improve the client experience, and continually strive to deliver technology and services that bring constant and incremental improvement to the client's operations, effectiveness and efficiency.

What do you hope will be the main consequence of achieving this accolade?

By winning the Best Front Office solution in the region, we hope to share our success with the regional and international audiences. It demonstrates our commitment to paving the way for digital success for our customers, so in return they deliver a powerful client experience – the sort that keeps their customers happy and increases trust.

How will you use the award to raise your profile in the industry and among clients?

As a well-known and respected publisher within the wealth industry we will use this recognition as a key proving point for our capabilities. We will promote this actively across our marketing campaigns and social media activities to both existing clients, prospects and market influencers. We will also ensure our staff are aware of this prestigious achievement and use it as a motivation and recognition of their contributions to our ongoing success. ■

"BY KEEPING THEIR FINGER ON THE PULSE OF CLIENTS' REQUIREMENTS AND REGIONAL DEVELOPMENTS, OUR LOCAL TEAMS ARE ABLE TO PROVIDE CLIENTS WITH THE EXCEPTIONAL SERVICE AND SUPPORT FOR WHICH SS&C ADVENT HAS BECOME KNOWN AROUND THE WORLD."





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STANDARD CHARTERED'S EXPERIENCE DELIVERS FOR CLIENTS

Dr Owen Young, Regional Head, Wealth Management, Europe, Africa and Middle East, Standard Chartered, talks to **Tom Burroughes** of *WealthBriefing*.

What sets you apart from your peers in the MENA region this year and why?

In the GCC, Standard Chartered continues to be one of the leading international banks. We support our customers locally and internationally offering expertise and an extensive range of products for their different wealth management needs. We position ourselves in the way that best ensures we meet our client needs and solutions in the region. Our UAE team fosters both regional heads and product heads, offer extended support to Africa and Europe. Their exposure to different markets across the region allows us to leverage on their expertise and capabilities to deliver well-informed and strategic decisions. With more than 60 years of experience, we have the longest heritage in the Middle East.

We are very focussed on supporting our clients, and particularly in a year such as this one, we have doubled down on enabling our clients to engage with the bank and financial markets in a seamless manner from wherever they are located. We are constantly on the search for leading investment solutions for our clients from across the globe.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

We constantly thrive to adapt to the ever-changing needs of our clients. Our key strength has always been our open architecture platform for clients to invest into local and international range of product offerings supported by a team of wealth management experts from dedicated relationship managers to specialists who provide financial expertise. In addition, we take advantage of digital advances and continuously enhance our proposition

allowing our clients to execute their financial affairs digitally at their convenience. One of the most recent digital platforms we launched in the UAE is the Online Mutual Funds, which allows client to buy, track and sell Mutual Funds at their convenience, through SC mobile app. This platform is also available in our key markets in Africa.

Having said that, Standard Chartered follows a "hybrid" model of relationship managers, specialists and digital solutions which enables clients to choose however they would like to be supported.

What have been the challenges you have had to overcome to reach such standard?

Every organisation faces different levels of challenges. Depending on where you stand, these challenges can be perceived as opportunities or threats. The impact of COVID-19 crisis has definitely tested our adaptability and agility. We took this as an opportunity to reinforce to our clients that we are prepared to service them whether through face to face transactions, electronic channels or digital platforms. Our brand promise is to be "Here for Good". This is our strong foundation which inspires and reminds us to keep our standard at par no matter how challenging the environment is.

Whom do you look to for inspiration and ideas?

We put our clients' needs at the heart of everything that we do. We design our solutions and services in a way that it provides positive customer experience all throughout their banking journey with us. We also ensure that our processes protect the welfare of our clients, and one of the best practices we have is

our product suitability approach. We basically conduct an assessment called "Customer Investment Profile" and "Insurance Financial Needs Analysis" to ensure that the solutions being offered to the clients are in line with their financial position, objectives and product knowledge.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

This accolade is testament to our commitment in delivering client centric solutions that will help our client achieve their financial goals. This recognition keeps us motivated to continue to provide exceptional client experience or through a suite of innovative investment solutions and digital tools, which help clients grow, manage and protect their wealth. ■



"WE PUT OUR CLIENTS' **NEEDS** AT THE HEART OF EVERYTHING THAT WE DO. WE DESIGN OUR **SOLUTIONS** AND **SERVICES** IN A WAY THAT IT PROVIDES **POSITIVE** CUSTOMER EXPERIENCE ALL THROUGHOUT THEIR BANKING JOURNEY WITH US."

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A MISSION TO IMPROVE FINANCIAL FIRMS' EFFICIENCY AND CLIENT SERVICE

Wael Salem, CEO of Tradesocio, talks to **Tom Burroughes** at *WealthBriefing* on the ingredients for its awards success.

Headquartered in Singapore, Tradesocio provides digital technology that enables financial institutions worldwide to access, manage and offer unique investment management and brokerage solutions to their customers. We provide a complete end-to-end financial management offering, from development, hosting and maintenance, to security and post-sales technical support. Tradesocio has grown from a start-up in 2015 to a global fintech company with over 150 employees, Operational HQs in Dubai and offices in Cyprus, India, and soon, London.

What sets you apart from your peers in the MENA region this year and why?

Tradesocio takes pride in its innovative technology that helped many financial institutions worldwide improve their operations, cut their costs and become more profitable. As a boutique fintech development company, our raison d'être is to optimise the time and money spent by financial institutions on digital transformation.

The company's mission was to become more than a product or solutions provider. Instead we want to be a partner with our clients, and effectively be an extension of their technology department. We work with our clients closely, often on a day-to-day basis, to help them optimise the launch of new products.

It offers us a great niche, especially in the mass markets, where we can help them deliver without increasing overhead. We can then track, analyse, and run the service in an efficient semi-automated manner, providing our customers and us with a real sweet spot that is propelling our growth today.

Tradesocio offers the complete end-to-end financial management solution, from development, hosting and maintenance, to security and post-sales technical support, driven by competitive pricing. Allowing easy branding and customization, our solutions address the challenges that financial services providers face today, empowering them to deliver the promise of a unified, transparent and compliant trading and investment management environment that gives investors full control over their portfolios, and boosts their trust in financial services.

How have your colleagues contributed towards the success of your organisation?

Tradesocio is a team of creative, qualified and experienced individuals dedicated to

providing quality services for all our customers. The experience of our senior team ranges from business-to-business product development and integration to digital transformation customer journey development, wealth advisory and financial technology background.

Our forward-thinking team of experts work hard to deliver on our commitments and build long-term relationships with our customers. The team is an extension of both of our customers' IT and product teams. We are involved in the day-to-day basis operation, planning, building products with our customers and delivering these products efficiently.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

Committed to fundamentally change how financial institutions operate and deliver value to their clients, we have developed a complete set of innovative fintech solutions that help financial institutions meet their digital transformation mandates, with a client-centric approach.

Our superior technology eliminates all development complexities and empowers financial institutions to focus more on expanding their footprint in the market and less on research and development. Our products incorporate technological innovation and automation technologies that allow quick on-boarding and a seamless customer journey. Our advanced customised suite of digital investment solutions is able to fundamentally transform the way financial institutions interact with and serve their customers, and strengthen their advisor-client relationships.

What have been the challenges you have had to overcome to reach such a standard?

One of the challenges we faced as a start-up was breaking into the market and becoming known for our products and advanced technology against established competition. It was a battle against reputable competitors and also to achieve the validation from the market.

To ensure long term success and get the best out of the fierce competition, we needed to differentiate our products and services from others and target the areas where we identified a gap in technology. We had to then build the trust among potential customers and gain their confidence in our products.

As of today, we have made investment services less exclusive and more appealing to a wider pool of investors, whatever their investing potential. With our technology suite, both financial organizations and investors benefit from a single view of their net asset value, equity, and risk exposure in real time.

Whom do you look to for inspiration and ideas?

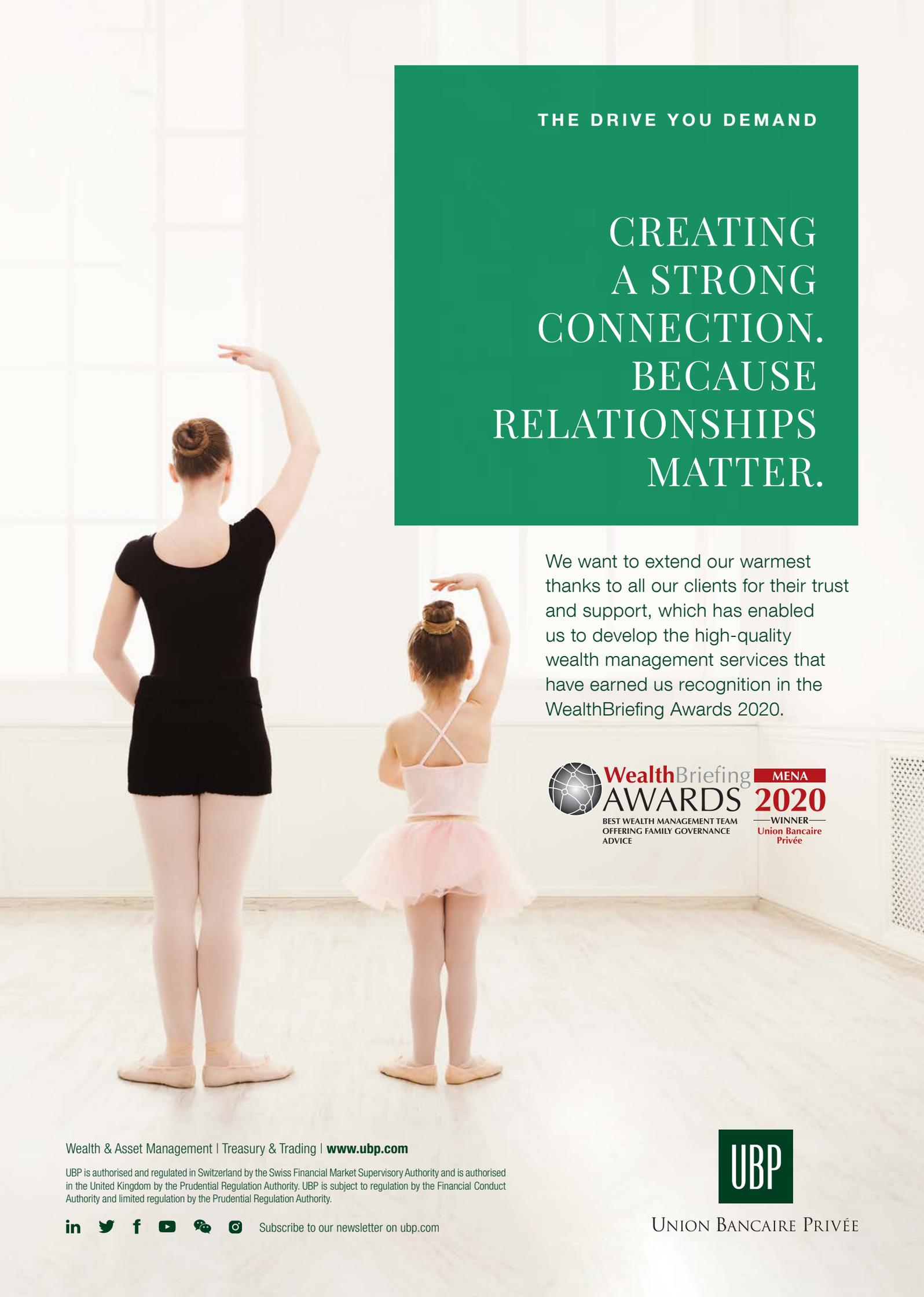
We respect successful ventures, such as fintech unicorns and their founders with extraordinary drive and vision. They firmly believed in their products and had a revenue-based business model that drew profit from early days of inception. Additionally, we also look at new product launches by investment banks that promote digital automation, enhance delivery and personalization, and take advantage of data and advanced analytics.

The way in which leading investment banks tailor and channel their pioneering products as well as the innovative strategies they use to combat their competitors is also an area to observe. Finally, the R&D being undertaken by tech giants that leads to breakthrough innovation and incremental change is also something we look at as it paves the way for future products.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Winning this prestigious award is a testament to our efforts in R&D over the past few years. It is immensely rewarding that our hard work has paid off. Being voted as the Most Innovative Wealth Management Client Solution Award in MENA provides us an industry-wide recognition and this, we hope, will open avenues for new customers and partners in the region. ■





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CREATING
A STRONG
CONNECTION.
BECAUSE
RELATIONSHIPS
MATTER.

We want to extend our warmest thanks to all our clients for their trust and support, which has enabled us to develop the high-quality wealth management services that have earned us recognition in the WealthBriefing Awards 2020.



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UNION BANCAIRE PRIVÉE

TAILORED ADVICE FOR LOCAL FAMILY OFFICES IS A HIT AT UBP

Tom Burroughes, Group Editor of *WealthBriefing*, interviews with Mohamed Abdellatif, CEO of UBP Middle East.

Founded in 1969 by Edgar de Picciotto, UBP is an independent, family-owned, Swiss bank focusing exclusively on wealth management for private and institutional clients. Our aims are clear: preserving and growing client assets over the long term.

UBP ranks among the largest private banks in Switzerland, thanks to an agile entrepreneurial culture that has enabled the successful targeting and integration of acquisition opportunities. This strong culture with a focus on constant development has underpinned UBP's continued expansion.

UBP distinguishes itself with financial robustness and a strong capital base. Global assets under management stood at SFr137.2 billion as at 30 June 2020. With a Tier 1 ratio of 27.5 per cent, UBP ranks among the best-capitalised banks in Europe.

UBP's commitment to the Middle East has led it to establish a subsidiary in Dubai more than ten years ago to provide our clients with a local presence and geographical and cultural proximity. UBP's subsidiary boasts a team of some 35 professionals, led by Mohamed Abdellatif, Head of UBP Middle East. Through UBP's Dubai office, which is regulated by the Dubai Financial Services Authority, the Bank's clients based in the Middle East enjoy full access to UBP's range of products, services and expertise, including dedicated family office advisory.

What sets you apart from your peers in the MENA region this year and why?

UBP's family office advisory service has developed its process with a specific focus on providing tailored practical guidance and understandable advice to help families create their own customised single-family office. The process consists of 12 dedicated "modules", to ensure a structured approach. Implementing proper family governance is often underestimated but is in fact one of the most important modules. Other themes, such as leadership, business plan, legal structure, staffing and operational procedures are also addressed.

The family office advisors act simultaneously as project manager and advisor, guiding families every step of the way, in a comprehensive process rather than a fragmented one spread over different advisors. Not only is our concept unique, but it also makes UBP stand out from other banks in that the service is delivered both holistically and independently.

As the family office advisory activity is linked to UBP's Wealth Planning team, the whole approach is focussed on governance and control rather than being financially and/or commission-driven.

How have your colleagues contributed towards the success of your organisation?

Without the full support and trust of the de Picciotto family and UBP's senior management, it would not have been possible to develop this activity so strongly. That backing is a clear reflection of the entrepreneurial spirit of the bank and the values that derive from its family structure. Its success comes from a sound balance between the team dynamics and the market focus required to meet clients' expectations.

What are going to do to stay on the front foot in a fast-growing but also challenging region such as this?

The best way to keep a very high level is to work with a large number of clients and an experienced team. Due to COVID-19 we are now increasingly also in contact with families via video calls, which cannot replace in-person meetings, but for the time being it has added a positive dimension to the activities, from which the service will also continue to benefit in the future. The experience gained with different families, both from the region and from other areas of the world, always flows back into the modules, further enhancing them. Also, in order to further accommodate our clients in the MENA region, we aim in 2021 to make our extensive family office advisory website available entirely in Arabic. As the service continues to develop and expand, UBP intends to widen its thought-leadership activity focused on single-family offices and family wealth.

What have been the challenges you have had to overcome to reach such a standard?

The growing number of affluent families, especially in the MENA region, has put some pressure on demand for bespoke solutions for managing their wealth. Families in the region are increasingly confronted with the challenges of properly transferring their wealth to the next generation. Quite a few consider setting up a family office as one of the elements in that transfer.

The challenges these families face have been our inspiration: the fact that a family that wants to establish a single-family office is

confronted with so many different areas of expertise, such as family governance, the right legal structure, investment strategy, IT, etc., is what inspired us to develop our unique, holistic approach.

Whom do you look to for inspiration and ideas?

Almost all families that have come to a stage where they are considering establishing a single-family office are (or have been) operating a very profitable family business, sometimes for generations. The success of these families and how they operate are a huge inspiration to the team who see it as a great joy to be able to work with them on the professionalisation of their governance and wealth management.

What do you hope will be the result of receiving this accolade? How does it help your business in this region?

Winning the "Best Wealth Management Team Offering Family Governance Advice" award is a great honour. It will enable us to raise UBP's profile even further in the MENA region and expand our single-family office advisory activities globally. ■





THE WEALTHBRIEFING MENA AWARDS WINNERS 2020

WINNERS: TECHNOLOGY CATEGORIES - MENA (Open to Non-banking companies)

BEST FRONT-OFFICE SOLUTION



BEST CLIENT REPORTING SOLUTION



BEST TRANSACTION PROCESSING SOLUTION



BEST CLIENT ACCOUNTING SOLUTION



BEST ONBOARDING SOLUTION



BEST CLIENT COMMUNICATION SOLUTION



BEST COMPLIANCE/REGTECH SOLUTION



MOST INNOVATIVE OVERALL FINTECH SOLUTION



MOST INNOVATIVE WEALTH MANAGEMENT CLIENT SOLUTION





WINNERS: BANKING CATEGORIES - MENA

BEST OVERALL MENA PRIVATE BANK



Private
Banking



BEST PRIVATE BANK – ESG OFFERING



**BEST OVERALL INTERNATIONAL PRIVATE BANK
(HQ OUTSIDE MENA REGION)**



HSBC
Private Banking



**BEST PRIVATE BANK – DISCRETIONARY FUND
MANAGEMENT (DFM) OFFERING**



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Private Bankers
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BEST ASIA-BASED PRIVATE BANK ACTIVE IN MENA



BANK OF SINGAPORE



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BNP PARIBAS
WEALTH MANAGEMENT



**BEST PRIVATE BANK SERVICING THE EXPAT UHNW
COMMUNITY**



BNP PARIBAS
WEALTH MANAGEMENT



**BEST PRIVATE BANK – INVESTMENT
MANAGEMENT PLATFORM**



Private Bank



BEST PRIVATE BANK SERVICING NRI/NRP CLIENTS



BNP PARIBAS
WEALTH MANAGEMENT



BEST BOUTIQUE PRIVATE BANK



NEDBANK
PRIVATE WEALTH
SINCE 1834



BEST PRIVATE BANK – CLIENT DIGITAL OFFERING



Private Bank



BEST PURE PLAY PRIVATE BANK



BANK OF SINGAPORE



BEST PRIVATE BANK – OVERALL CLIENT SERVICE



**BEST SHARIAH-COMPLIANT WEALTH
MANAGEMENT OFFERING**



LOMBARD ODIER
LOMBARD ODIER DARIER HENTSCH





WINNERS: BANKING CATEGORIES - MENA (Continued...)

BEST PRIVATE BANK CUSTOMER-FACING DIGITAL CAPABILITIES



BEST PRIVATE BANK WEALTH PLANNING TEAM



BEST PRIVATE BANK EXTERNAL ASSET MANAGER (EAM) PROPOSITION



WINNERS: INVESTMENT MANAGEMENT CATEGORIES - MENA

BEST OVERALL FUND MANAGER



BEST REAL ESTATE INVESTMENT PROPOSITION OR SERVICE



BEST FUND MANAGER - GLOBAL REACH



BEST PRIVATE EQUITY OFFERING



BEST FUND MANAGER - REGIONAL REACH



WINNERS: INVESTMENT CATEGORIES - MENA

MOST INNOVATIVE INVESTMENT PROPOSITION BY A PRIVATE BANK



BEST INDEPENDENT WEALTH MANAGER OR EXTERNAL ASSET MANAGER (EAM)



WINNERS: INDIVIDUAL COUNTRY CATEGORIES

BEST PRIVATE BANK SERVICING UNITED ARAB EMIRATES



BEST PRIVATE BANK SERVICING THE KINGDOM OF BAHRAIN



BEST PRIVATE BANK SERVICING THE SULTANATE OF OMAN



BEST PRIVATE BANK SERVICING THE STATE OF KUWAIT



WINNERS: PRIVATE CLIENT/CONSULTANCY CATEGORIES – MENA

BEST TRUST COMPANY



BEST ESTATE PLANNING SERVICE



BEST LEGAL ADVICE PROVISION FOR UHNW INDIVIDUALS, FAMILIES OR WEALTH MANAGERS



BEST FAMILY OFFICE ADVISORY OFFERING



BEST ACCOUNTING PROVISION FOR SERVICING PRIVATE CLIENTS



BEST FAMILY OFFICE GOVERNANCE SERVICE PROVISION



BEST INDEPENDENT TRUST OR FIDUCIARY COMPANY



WINNERS: FAMILY OFFICE CATEGORIES – MENA

BEST WEALTH MANAGEMENT TEAM OFFERING FAMILY GOVERNANCE ADVICE



UNION BANCAIRE PRIVÉE



WEALTH MANAGEMENT – ESTATE PLANNING TEAM



BEST WEALTH MANAGER SERVICING FAMILY OFFICES



Private Bank



WINNERS: SPECIAL WEALTH MANAGEMENT CATEGORIES

BEST PRIVATE BANK MARKETING CAMPAIGN



LEADING WOMAN IN WEALTH MANAGEMENT



KATH ZAGATTI



BEST INTERNATIONAL FINANCIAL CENTRE (IFC)



WEALTH MANAGEMENT RISING STAR UNDER 30



CELIA TITOUNI



MOST INNOVATIVE WEALTH MANAGEMENT MODEL



WEALTH MANAGEMENT RISING STAR UNDER 40



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