

Private banking starts too late.

Most private banks manage
the outcome.

The opportunity is to
shape the journey.

Wealth exists long before it becomes AuM.

It is created by:

- Building businesses
- Investing
- Innovating
- Growing
- Taking productive risks

**Financial wealth is the consequence.
Not the starting point.**

The journey creates the wealth.

It is a sequence of decisions.

- Building businesses
- Financing growth
- Capital allocation
- Acquisitions
- Ownership transitions
- Succession
- Liquidity event
- Wealth preservation

Private banking often enters at the final chapters.

The opportunity begins with the first.

The capabilities are already there.

- Financing
- Structuring
- Mobilizing capital
- Coordinating expertise
- Supporting entrepreneurs
- Advising families through transitions

The question is not capability.

It is where the business model chooses to engage.

**Wealth management
begins with wealth.**

Private banking should
begin with wealth creation.

Manage the outcome.

Shape the journey.