

THE MAKING OF



Lázaro Campos was appointed Chief Executive Officer of SWIFT in April 2007. He was previously Head of the Banking Industry division, responsible for SWIFT's commercial activities in the banking and payments markets.

EQ spoke to SWIFT CEO Lázaro Campos, about what makes Sibos the world's premier financial services event. Facilitated and organised by SWIFT, Sibos is the forum for the industry to define future strategies and take collective action to shape its future. Campos: "One of the key components of Sibos today is advancing critical dialogue."

"Sibos is basically two events in one. It is a conference, like many others in the industry, but it is also an exhibition where we have around 170 exhibitors showcasing their products and services." There is a strong link between the conference and the exhibition, so the exhibitors (financial institutions and vendors) help shape the programme and participate in the debate. "It is this combination which makes it unique."

Advancing critical dialogue

Sibos first began in Brussels in 1978 with 300 participants and now regularly attracts up to 8,000 delegates. "Initially it was a get-together of the community: the SWIFT customers at the time. Often, it was actually working sessions, because we were still defining standards for the different transactions and so on. It was really a working

environment with a few people getting together, almost around the table. Over time it became more of a platform where issues can be debated, discussed and advanced," Lázaro Campos explains. "The programme is defined in close collaboration with the worldwide SWIFT community; the motto of Sibos today is advancing critical dialogue. And this actually goes a long way towards explaining why it is so successful."

Professional partners

Sibos is planned in a three-year cycle, rotating between EMEA, the Americas and Asia mainly in global financial centres. A core team starts work on the next Sibos long before the current one has ended. "As the organiser of Sibos, we set out the framework, if you like. However, we equip ourselves with professional organisations

that are highly experienced and know how to run events of this size and complexity," says Campos. "We create the opportunity for exhibitors to be there. But once we are there, it is Sibos that takes over – it is not SWIFT anymore, but Sibos."

Quality

Last year, Sibos was in Hong Kong, this year in Amsterdam, and planning has already begun for Toronto 2011 and Osaka 2012. "We secure locations five years in advance; we have to pinpoint the right dates – just getting the dates right is a nightmare. You have to take into account all the different religious, national holidays and other significant events. You have to set the right dates for the event to be successful and attract as many people as possible," he explains. "I believe there is a quality component too. I think Sibos is well attended because it is very well organised compared with other industry events – it is on a different level in terms of attracting people," says Spanish-born Lázaro Campos.

Topical themes

The themes for the conference are very much dictated by what is going on in the industry. "That is the biggest challenge we face – how to decide in February/March what will be hot in September/October. And we do sometimes add or change slightly the scope of the sessions because we know from experience that the more specific a session is – the more relevant it is – the more interesting it becomes," he explains. If it is too generic then it is not very engaging. "Everybody agrees at 30,000 feet, but it is when you really get down to the detail that people start diverging in their views, and that is what makes the debate more interesting." The three key themes this year will be regulation, rebuilding trust and recovery.

How flexible does the programme need to be to ensure it is relevant to the industry when Sibos opens? Lázaro Campos: "Very flexible. To give an example of how difficult

it can be: it was on Monday, the first day of Sibos 2008 that Lehman Brothers went bankrupt. We were at Sibos in the plenary sessions, and we found that in the few hours that followed we lost 20% of our speakers. We reviewed topics, we reviewed sessions, we found replacement speakers and people hardly noticed that anything had happened."

By invitation

Invitations are sent to the SWIFT national member groups and major customers asking them to comment on the programme and propose speakers for the sessions. "Managing the influx of requests is also a difficult task. We have to do that in a way which

bigger constituencies of financial services – global banks, broker dealers, fund managers, central bankers, correspondent bankers and investment bankers. People with all sorts of different profiles, from business to operations and technology."

Sibos and SWIFT

In a nutshell, the success of Sibos can be put down to the fact that it is an industry forum, by the community for the community with SWIFT behind it. "We operate two brands here: SWIFT and Sibos. Sibos is and continues to be a reflection of the industry. The people who come feel that they are discussing the right topics, with the right people at the right time."

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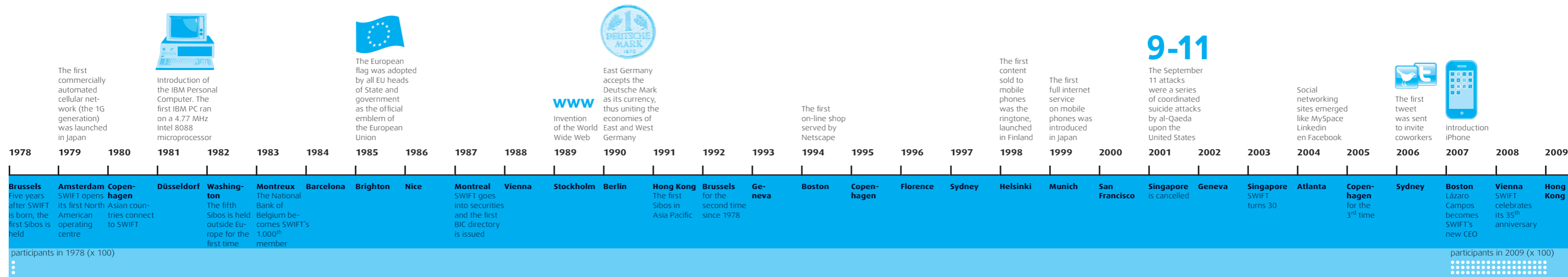
is impartial and objective and helps to create the best possible event. It is not about the commercial relationship with SWIFT – it really is about the success of Sibos as an industry event," he says.

Global event

When Sibos first began, it was mainly a European event with a few delegates from the US, but now it is very much a global event. "We have seen a shift in the geographic representation over the years. For example, of the more than 6,000 people who attended last year 1,500 were from Asia, and the seniority of the attendees has also gone up significantly, especially in the last five years," says Lázaro Campos. The people who come to Sibos are industry practitioners, from both the business and the technology domains. "They represent the



SEE YOU AT SIBOS 2010



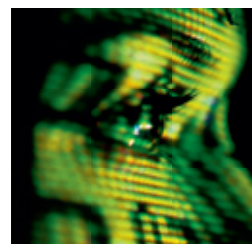
Sibos is more than a conference and exhibition, it is the financial services industry's premier event. Networking and doing business are at the top of the agenda.

Sibos is the only event that covers all sectors of the financial community, and therefore attracts the industry's leading figures and companies. The presence of so many senior representatives from leading institutions worldwide means that dialogue about the future of the industry is lively and thought-

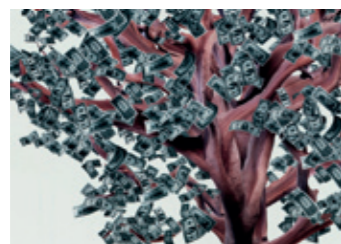
provoking. Therefore the conference sessions are designed to highlight and explore the current challenges and initiatives arising in the industry. Leading experts in their field come to debate and share their knowledge about new technologies, processes, requirements, alliances, and

of course, efficiency and security. Sibos draws audiences in excess of 8,000 participants from the financial industry ranging from the established financial institutions to application and middleware vendors, system integrators, central clearing systems and consultants. They come to Sibos to do

business, learn about new products and services, and simply to network. Bankers, investment managers, broker-dealers, treasury specialists, operations professionals, corporates, and representatives from emerging markets, all see the Sibos conference and exhibition as an excellent investment.



Major theme Regulation
At Sibos 2010 the industry's collective response to regulation following the financial crisis will be discussed. The operational impact of financial reform will be examined, and how the industry can engage with regulators more effectively.



Major theme Rebuilding trust
How will the industry go about regaining the confidence of its customers and the public at large, and how will it approach the inevitable conflict between reducing risk and reducing costs. At Sibos 2010 the discussion will be, for example, whether the industry should change the measure of success beyond profits and share price. Including some showcases of pragmatic, practicable CSR ideas for the financial industry.



Major theme Recovery
What can financial services players do to be ready to capitalise on recovery? Can they 'innovate their way out of this' as Steve Jobs once said? How do they best leverage technology? What about the uncertainty that prevails in the marketplace: where to compete? Where to collaborate?



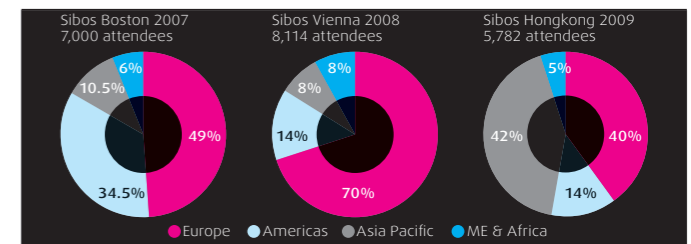
Twelve streams
In addition to the themes, the Sibos 2010 programme has something of interest to every participant. In practice this means that everyone can participate in sessions covering all of the following twelve streams: *Banking, corporates, custody & asset servicing, funds & investment management, innovation, market infrastructures, payments & cash management, securities trading, standards, trade & supply chain, technology & operations, and 'other'.*



Why Amsterdam?
All sorts of criteria are looked at before a city can be considered as a location for Sibos. At a minimum it must be perceived as a major business centre, it is relatively safe from crime and terrorism and have already hosted similar-sized events. If the city meets these requirements, the Sibos crew start examining things in a lot more detail. They evaluate the infrastructure: the transport, the security, the hotels, the catering, the conference and meeting facilities. All of these need to be world-class in order for Sibos to be held there.



Sibos goes green
Efforts are being made to make Sibos a 'greener' event. These include: using recycled carpets, reducing printed materials by at least 30% and only using recycled paper for the rest. Cutting food waste by 30% and using local suppliers where possible. Implementing a certification system for 'green' busses and ensuring that European-based SWIFT employees travel to Sibos by train where practical.



Participants per region
The majority of participants still come from Europe, typically followed by North America and then Asia. This does change however depending on where Sibos is being held. For instance, last year in Hong Kong Sibos had primarily Asian participants.