



GIBRALTAR FINANCE

HM Government of Gibraltar

**BUSINESS DEVELOPMENT PLAN:
2016 EXECUTIVE SUMMARY
Gibraltar Finance**

“What makes Gibraltar different is the quality of our regulation, our increasingly strong reputation and the ability to bring firms to market at speed”

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Within the European Union Single Market

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1. Mission Statement

Gibraltar Finance is tasked with promoting Gibraltar's financial services sector. We do this by proactively marketing the benefits of our proposition through the media, personal representation and corporate attendance at selected industry events. Gibraltar offers a well-regulated, transparent and internationally cooperative jurisdiction with access to financial markets including the right to access the EU single market in financial services.

In partnership with the firms in the Gibraltar financial sector, we have as our foundation a number of equally important elements: the quality of our regulation, our increasingly strong reputation and the ability to bring firms to market at speed.

Our proposition as an EU jurisdiction based on a British legal system, offered in a modern environment, provides for competitive rates of personal and corporate tax, high quality infrastructure and a Mediterranean lifestyle that, combined, creates a compelling combination. Significant investment continues in further improving Gibraltar as a place to live and to do business in.

2. Objectives

Gibraltar Finance works to achieve its mission statement by covering all aspects of the sector's interests from reviewing and updating existing products and working to introduce new and innovative products across the sector to increase significantly the global awareness of Gibraltar as a quality financial services centre, primarily in our chosen markets.

Senior Executives of Gibraltar Finance are specifically tasked to the market areas of Insurance, Private Client, and Funds & Asset Management and they, together with the marketing and logistics team, under the supervision of the Chief Executive Officer deliver this business plan. The team work closely with the private sector and the individual industry representative associations and in particular the Finance Centre Council.

3. A Review of 2015

3.1 Insurance

Gibraltar's share of the UK motor insurance market grew from approximately 16% in 2013 to approximately 20% in 2014. The growth continues a year on year increase since 2011. This growth may well continue over the next couple of years for a number of reasons that include:

- The continued success and growth of our licensed firms.
- The acquisition by Gibraltar firms of new businesses.
- The continuous number of existing and new motor insurance businesses actively looking at Gibraltar.

During 2015 we maintained our efforts to resolve the perceived inability for an insurance portfolio transfer (Part VII) to take place from the UK to Gibraltar. Gibraltar Finance has been supporting a major international run-off group in a Part VII transfer test case from the UK to Gibraltar. The UK transferor insurer is in discussions with the UK regulators and it is hoped that the transfer will have its first hearing in the UK High Court in 2016.

Gibraltar's ambition to establish itself as an insurance linked securities (ILS) jurisdiction within the European Union made good progress in 2015. In April 2015 Gibraltar's first ILS transaction, a €100 million collateralised reinsurance was finalised. In November 2015 a new SPV PCC was introduced specifically targeted at the ILS sector with a nominal core capital requirement provided that all cells are 100% collateralised.

Personal Pensions legislation - progress was made working closely with the GFSC and the legislation is currently being drafted and expected to be published shortly for consultation.

Gibraltar Finance (Insurance) attended the following conferences in 2015

Captive Live - January in London
 SIFMA IRLS 2015 - March in New York City, USA
 BIBA - May in Manchester
 Bermuda Captive Conference – June in Bermuda
 AIRMIC - June in Liverpool
 Insurance Conference of Southern Africa – July in Sun City, South Africa
 Monte Carlo Rendez-Vous – September in Monte Carlo
 FERMA – October in Venice

3.2 Funds and Asset Management

In 2015 our business development activity was focused on participating in events in a number of jurisdictions, meeting directly with professionals and working with GFIA in pursuing our marketing activity.

In 2015 we have hosted the significant “Gibraltar Day” events in Geneva, Zurich, Hong Kong, Singapore and of course London. We have hosted some 700 professional guests at these events together with the full support of the sector.

Our visit to Hong Kong in January 2015 entailed attending the 'AIMA in Asia' conference and meetings with a number of professionals and press interviews. We followed up this visit with a further visit in July during which we held Technical Briefings Sessions in both Singapore and Hong Kong, which were very well received. These jurisdictions present excellent opportunities for us and with the support of HM Government of Gibraltar's office in Hong Kong; we will continue our efforts in this area.

In addition to the above events we also organised and hosted the first ever Funds Conference in Gibraltar with International Speakers and delegates which proved to be well received and effective in further informing on our Jurisdiction. The conference was organised by Gibraltar Finance in conjunction with Informa and a series of sponsors from the private sector. Our thanks to those sponsors.

Our participation in a panel discussion at Invest'15 in Geneva, during which two, out of four, Gibraltar panellists presented in French, was successful. This format was well attended and very well received. Conferences are ideal events to raise our profile, increase awareness and network with delegates and participants and are an important component of our strategy. During 2015, we attended the following conferences:

AIMA in Asia – Hong Kong
FINANZ'15 – Zurich
Hedge Fund Start Up Forum – New York
Eurohedge - Paris
Hedge Fund Start Up Forum – London
GAIM – Monaco
Hedge Fund Start Up Forum – Hong Kong
Invest '15 - Geneva
Hedge Fund Start Up Forum - Zurich

AIFMD has brought different challenges for Investment Managers and self-managed funds and as a consequence we have not seen the growth in the number of EIFs that we anticipated. However, in order to meet some of these challenges, three existing licensees have been authorised as AIFMs to provide platform services for managers.

3.3 Private Clients

2015 saw continued development of the private client proposition over a number of key areas with specific deliverables achieved. The emphasis purposely evolved into creating and maintaining relationships with key individuals by initiating 1:1 meetings to a greater degree than in the past with a significant increase in the time spent in London carrying out this activity.

- **Events**

Gibraltar Finance attended 4 conferences in 2015, 3 in London and 1 in Geneva. The conferences covered all the areas of responsibility and, with the exception of the Geneva event, were well supported by private sector firms. Indications are that business continues to flow as a result and a number of new relationships have been formed that we will look to further develop. Our involvement was designed to achieve the maximum possible visibility for the jurisdiction and provide a platform for Gibraltar Finance and private sector firms to strongly deliver clear examples of the strength of our proposition. Our new legislation figured prominently in our panel presentations.

- **Legislation & Product Development**

During the year we delivered significant new private client legislation, including that relating to Private Trust Companies, Purpose Trusts and Anti Forced Heirship provisions. All of this legislation has been drafted and prepared in close consultation with the private sector at whose instigation these products have been introduced.

- **Banking**

2015 was a challenging year for banking in Gibraltar. This is not unique to Gibraltar and many Jurisdictions are experiencing a reduction in their retail banking capacity; it is a global trend. There is no question that the significant highlight of the Banking year was the establishment and opening of the Gibraltar International Bank bringing welcome capacity to the community and ensuring a long term retail provider for our Community.

- **Trust and Company Managers**

This sector continues to face challenges as International exchange of information agreements and increased costs of compliance impact significantly, especially on the smaller firms. The Sector is engaging and has been instrumental in the introduction of new products which will assist the sector in better meeting the challenges ahead.

- **Tax Residency**

The working group commissioned by HM Government of Gibraltar has reported to Cabinet providing a detailed study on the possibilities for further improvements and a framework for possible modernisation of this key product. The output of this work stream is presently being reviewed and should the recommendations be accepted will significantly enhance this already successful offering. There has been growth in the net number of HNWI tax resident individuals in 2015.

- **Crypto currency**

A report covering this exciting new area has been presented to Cabinet with detailed recommendations by the working group established by HM Government of Gibraltar. It is anticipated that further information in relation to a possible regulatory framework will be made public in the very near future that will set outline policy for the development of this business area. In formulating the report, the working group has reached out to significant global players in this area and are confident of the opportunities that this will create for new business flows. It is a wider topic than just crypto currencies and will be instrumental in establishing Gibraltar as a technology hub for Europe including crowd funding and fintech.

- **E Summit**

We provided support for the KPMG Gibraltar E Summit in 2015, now an annual event. Hosting a very successful Gala Dinner in St Michaels Cave attended by Chief Minister Fabian Picardo and Minister for Financial Services, Albert Isola. The event was attended by 120 invited guests ranging from the global gaming community to key players from the new technology world.

4. Looking forward to 2016 - This year's plan

We have focused these past 24 months in increasing the profile of the Jurisdiction internationally by attendances at conferences and expanded Gibraltar Days which we believe have delivered new opportunities to our private sector. The opening of the Hong Kong office has further facilitated these visits which are coordinated and targeted at specific sectors.

We will this year be focusing more of our time and efforts in The United Kingdom and Switzerland by having our Senior Executives spending very much more time in the United Kingdom, not just in London but in Manchester, Birmingham, Leeds and other major UK Cities. We will also be attending conferences and events but less so than in the last 24 months focusing on the events that we believe give more value for money and exposure to our private sector.

Details of where our Senior Executives will be throughout the year are detailed below and the sector is, as always, invited to join and support us in our trade missions throughout the year. We have monitored the support of the Private sector at each event we attend across the various sectors and this has assisted us in determining which events we will attend this year.

We will maintain our efforts in Asia and Bermuda hosting Gibraltar Days there and we are considering a Gibraltar Day in the United States towards the end of the year to be hosted by the Chief Minister and Minister Isola.

4.1 Insurance; Mike Ashton

Mike is the senior executive that promotes the insurance and pensions sectors and continues to raise the profile of Gibraltar as an insurance jurisdiction and to support new insurance company applicants considering Gibraltar.

“I am keen to replicate the contacts we have established in Bermuda, Southern Africa and within the legacy and ILS sectors, by raising Gibraltar’s insurance profile in the Far East. Japanese and Chinese insurers were particularly acquisitive during 2015 and we have begun to position Gibraltar as a potential domicile for European insurance holding companies, captive insurers, reinsurers or run-off companies”.

To continue to support the parties to the Part VII transfer test case in the hope the test case will be approved by regulators and the UK High Court during 2016. To keep the legacy sector informed of progress so that other legacy insurers will begin to prepare potential transfers to the UK. Without doubt run-off insurance is currently one of the best opportunities that I see for Gibraltar’s insurance sector to grow and diversify.

Work with the GFSC and local insurers to try to establish approval for limited third party business to be written by Gibraltar PCC insurers. My own view is that permitting cells to establish third party business by well run and well regarded operators would open up new opportunities. I am hopeful that some limited third party business may begin to be permitted in 2016 subject to GFSC approval.

To continue to promote Gibraltar as a new ILS jurisdiction within the European Union and to work closely with GSX and its member firms to establish if ETIs can be used for ILS business. Almost all industry commentators agree that alternative capital will continue to grow and will be of great benefit over the next decade. We need to find ways to secure a decent share of that market through innovation rather than focusing on just trying to capture existing business from Bermuda or Guernsey. If we create that innovative platform some of Bermuda and Guernsey’s business is likely to flow in Gibraltar’s direction.

To work with the GFSC, the drafting lawyer and GAPFA to complete Gibraltar’s personal pensions legislation so that greater innovation and new products can be offered by Gibraltar’s pension sector. A definite target has been set for the new legislation to be in force by the summer of 2016.

In 2016 we will participate in the following events:

IRLS 2016 New York – February 23 and 24 (attending)

BIBA 2015 Manchester – May 11 and 12 (exhibiting)

IRLA Annual Congress Brighton – June 13 to 15 (attending)

The Ins Conference of Southern Africa 2016 Sun City – July 24 to 27 (exhibiting)

Monte Carlo Rendez-Vous Monte Carlo – September 12 to 14 (attending)
European Captive Forum Luxembourg – November 8 and 9 (attending)
ABI Conference 2016 London – December (TBC) (exhibiting)

4.2 Funds and Asset Management; Philip Canessa

Philip is the Senior Executive for Funds and Asset Management, and his objective is to raise awareness of Gibraltar as the EU finance centre of choice for funds and asset management firms among decision makers and professional advisers.

“I believe the transposition of the AIFMD in Gibraltar and the advantages for hedge funds and hedge fund managers will continue to be of relevance and promoted. The focus of the marketing effort will be on London and Switzerland with further visits to Hong Kong and Singapore also planned.

In London, the objective will be achieved by continuing our focused meetings and presentations with funds’ lawyers, consultants, prime brokers, accountants, advisers and individual asset managers. This will form the cornerstone off this year’s efforts.

Visits to Switzerland will include meetings with independent asset managers and lawyers to complement the Swiss asset mangers’ event in Gibraltar and the flagship events we will host in Zurich and Geneva.

Meetings and visits arranged by members of the local industry to our target markets will be supported by the Senior Executive as requested.

In order to keep abreast of developments in the hedge fund space we should continue our membership of AIMA and our subscription to HFMWeek and Opalesque’s Alternative Market Briefing.

LinkedIn is used to post articles and publicise our funds and asset management events and we have had encouraging numbers of views. This activity will be increased in 2016.”

- **GFIA**

Maintaining a close working relationship with the Regulator, GFIA and its members is essential to our marketing efforts, and to understanding and anticipating the industry’s needs. During 2016, we will undertake a product review to include our funds regime and the advantages of listing debt securities on GSX using SPVs, to ensure we maintain our competitiveness. We will continue to work together and support GFIA at both our events and those organised by GFIA. The proposed programme is subject to ongoing discussions with GFIA.

- **Experienced Investor Funds**

Our EIF product is a very attractive vehicle for Alternative Investment Funds in a competitive market. In order to ensure we maintain this position, during 2016, we will, together with GFIA, undertake a review of our EIF regime and products to ensure we maintain our competitiveness.

- **GSX**

GSX and their ability to list ETIs is an important component of our jurisdiction's product offering and we will work closely with GSX and continue to provide support.

- **Events**

With our increased focus on Switzerland this year we are in discussions with Voxia to organise a second Swiss Independent Asset Managers conference in Gibraltar. We plan to hold Gibraltar Day events and funds / asset management focussed roadshows in both Singapore and Hong Kong in April this year. A Funds and Asset Managers breakfast will be hosted in London in October and we will be organising a series of quarterly breakfast briefings in London.

In 2016 we will participate in the following events:

FINANZ'16 Zurich – February 3 and 4 (exhibiting)

Hedge Fund Start Up Forum London – May 4 (exhibiting)

Swiss Independent Asset Managers conference Gibraltar – June 16 and 17 (TBC) (sponsors)

Hedge Fund Start Up Forum Zurich – October 16 (exhibiting)

4.3 Private Clients; Paul Astengo

Paul leads on the private client proposition which focuses on a number of areas including tax, corporate and trust work, banking and e-money institutions.

"I remain focused on growing established business lines and developing new areas of business. Target areas for the development of new business includes philanthropy, family office, e-money, payments and prepaid cards and elements of the virtual currency/fintech space. I am focused on delivering new business opportunities for local firms as well as attracting new firms to Gibraltar. It is my firm belief that alongside the opportunities available in our traditional business areas that we are well equipped to establish Gibraltar as an important centre for new technologies and the progress made in 2015 will be further developed during 2016.

Promotional and sales activity is achieved via a number of delivery channels including personal representation, event attendance and harnessing the low cost opportunities available via traditional and new media.

London remains our main market and there is still much scope to develop our proposition further by engaging directly with relevant professionals. This will be the mainstay of non-conference event activity in 2016. In addition, there is a specific plan to engage to a greater extent in the UK regions via the STEP conferences sitting alongside personal visits to Manchester, Leeds, Birmingham, Edinburgh and Bristol.

Geneva continues to be an important market for private client initiatives and this will continue in 2016. Holland is a market that has produced excellent results for the jurisdiction and we will continue to develop contacts there to support private sector initiatives.

- **Events**

Private clients will continue to provide the required support to continue to build on the success of flagship events. We anticipate where there is a clear business rationale to do so, to host quarterly events at Gibraltar House and during the course of regional visits. 2016 will see us attend 9 events with the inclusion of 5 1-day STEP events in London, Manchester, Leeds, Edinburgh and Bristol for a minimal increase in overall cost. Main events include PayExpo 2016 London, Family Office Forum and a Wealth Briefing also in London and a Wealth Briefing in Geneva. Our involvement is designed to deliver the greatest exposure to the jurisdiction and the private sector firms.

- **Tax Residency**

I will continue to promote the tax residence opportunities available in Gibraltar. A cornerstone of the success of our proposition over many years. The Category 2 Individual and HEPSS programmes have been subject to significant review and should the proposals of the working group, appointed by HM Government of Gibraltar, be accepted this will provide even further opportunity to continue the growth seen in 2015. In order to grow this sector a number of key firms that provide advice to relocating individuals have been identified and relationships continue to develop in London and Switzerland.

- **Banking**

We continue to engage with appropriate institutions with a view to attracting them to Gibraltar and further Credit Institution licenses are expected to be confirmed in 2016. Provision of mortgage finance by local providers will grow as new developments come on stream during the course of 2016 and beyond. A specialist lender was licensed and established in Gibraltar in 2015. An improvement in economic performance globally will also provide greater opportunity for this sector. The sector has also benefitted from the increased family office activity seen.

- **E Summit**

We will continue to support the KPMG Gibraltar E Summit conference from a private client perspective given the exposure this generates in particular to the new technology community.

- **Legislation**

Legislation introducing Limited Liability Partnerships and Private Foundations will be delivered in Q1 of 2016 again at the request of and as a result of the close working relationship we enjoy with private sector firms that have provided their time and expertise to this process.

- **Family Office**

This is an area in which we are focussing considerable resources. Success in this area will impact on private client business generally as well as headquartering and funds opportunities. There has been excellent progress in this field and the introduction of the STEP legislation has further enhanced our ability to attract new business. A number of families are in the process of establishing their structures in or from Gibraltar.

- **Philanthropy**

The Gibraltar Philanthropy Forum has clear and strong ideas on developing this area and is developing a strategic plan. Gibraltar Finance is happy to provide support to the various initiatives both in marketing and legislative renewal.

- **Fin Tech**

This is another interesting area which is being developed in tandem with the crypto currency work stream. It offers the jurisdiction the opportunity to become a key player in a new and growing market with the potential for a broad impact on business flows. Some key relationships have been formed in 2015 that will assist the development of this initiative.

- **Geographical**

We will continue to undertake visits outside of our core markets where we believe there is value and it cost effective to initiate or grow a relationship. We are keen to continue to support industry initiatives and welcome approaches in this regard on perceived opportunities.

In 2016 we will participate in the following events:

STEP Conference Leeds - April 28 (exhibiting)
STEP Conference Birmingham - May 19 (exhibiting)
PayExpo Conference London - June 7 to 8 (sponsors/exhibiting)
Family Office Forum Conference London - June 28 to 29 (sponsors/stand)
Philanthropy Forum Conference London - July 6 (provisional) (sponsors/stand)
Family Office Forum Conference London - July 6 (provisional) (sponsors/stand)
Wealth Briefing Conference London - September 20 (TBC) (sponsors/stand)
STEP Conference Edinburgh - September 22 (TBC) (exhibiting)
STEP Conference Manchester - October 6 (TBC) (exhibiting)
STEP Conference Bristol - October 21 (TBC) (exhibiting)
Wealth Briefing Geneva - October 25 (TBC) (exhibiting)

5. "Gibraltar Day" Flagship Events

During 2015 we hosted events building on the successful and established "Gibraltar Day in London" formula. It is our intention to continue with these. In 2016 we expect to host Flagship Events in the jurisdictions set out below. They have very clear business development goals and are targeted at increasing awareness in each of the jurisdictions. Each event provides an excellent opportunity to cement existing partnerships and create new relationships with key business influencers. There will be international media coverage in the run up to and after each event. We are grateful to Gibraltar firms for their support in attending these events and encourage even greater participation. The events, other than London, are generally timed to coincide with major international conferences at each of the venues and will have direct Ministerial support. Discussions are ongoing for a possible New York event in Q4 2016.

Gibraltar Day in Zurich - 02 February 2016
Gibraltar Day in Singapore - 07 April 2016
Gibraltar Day in Hong Kong - 12 April 2016
Gibraltar Day in Geneva - 20 September 2016 TBC
Gibraltar Day in London - 31 October 2016
Gibraltar Day in New York - TBC
Gibraltar Day in Bermuda - TBC

6. London presence

Our presence in Gibraltar House is growing as is our commitment to the City of London. Senior Executives will spend more time in London and the U.K. Regions this year than ever before. This is intentional and we expect will be repeated again in 2017. We will be hosting more frequent events at Gib House both for the private sector professionals and for the trade press as we continue to work to increase

momentum in these areas. We encourage private sector firms to make more use of Gib House as their London facility.

7. Media Marketing

Creating and maintaining awareness (marketing activity) continues to be a key activity. Our social media presence has as its hub an established web site that we will continue to develop. Allied to this we continue to harness the low cost potential of the evolving social media space.

We continue to grow this inexpensive method of marketing (social media). Our total audience is now in excess of 4,400 connections and we are attracting many new connections each month. This covers LinkedIn, Facebook, Google+ and Twitter.

Our library of factsheets and external publications on ISSUU.com now has in excess of 120 items including self-generated information sheets and relevant external publications including those provided by Gibraltar based firms. The items have been read in excess of 8,000 times in the 2 years that our account has been in existence. Our direct marketing system hosts a database of approximately 2,800 current email addresses. The LinkedIn profile has 29 published articles, (posts) covering all areas of business development for Gibraltar Finance.

We continue to look to develop relationships with journalists and trade press feeding them with relevant material and will continue to leverage the opportunities provided by our London based PR professional.

8. Products & Services

We will continue to work closely with the private sector in each area, focusing our efforts on providing both the legislative and consultative support in order to continue to develop new and improved products.

9. International tax compliance

Gibraltar Finance will continue to lead on the implementation of the various international-tax-compliance initiatives. In particular, Gibraltar Finance co-ordinated the implementation of automatic exchange of financial account information under USA and UK FATCA, including the setting up of an online portal, and is currently leading on formulating the various responses and notifications required by the OECD in relation to the Common Reporting Standard on the automatic exchange of financial account information. The relevant legislation is expected to be published shortly. Gibraltar Finance continues to handle the day-to-day tax-information exchange with TIEA-partner countries as well as the negotiation of further international agreements, including Gibraltar's first double-taxation agreement.

- **Central Register**

The establishment of the Central Register will be managed and supervised by the CEO of Gibraltar Finance James Tipping and will be introduced in Q2 of 2016. Works are ongoing to finalize arrangements and the sector will be fully informed of its methodology in advance of its implementation.

- **Removal from blacklists**

Gibraltar Finance will continue to actively lobby partner countries around the world to ensure that Gibraltar does not appear on any 'non-cooperative', 'tax-haven' or 'preferential-tax-regime' blacklist or suchlike. In this connection, these efforts have led to significant success in the removal of Gibraltar from blacklists by directly engaging with these Jurisdictions and requesting their assistance in rectifying their information. We acknowledge and welcome the assistance and support of the F&CO in London and the Convent in Gibraltar in working with us to achieve this progress which includes our removal from the following countries;

Canada
Poland
Estonia
Latvia
Italy
Bulgaria (legislating to remove Gibraltar from lists)

10. Conclusion

The Gibraltar Finance team is committed to the continued development of Gibraltar as a quality and reputable financial services centre. There are clear, visible signs that the concerted effort expended are bearing fruit. We understand that in order to maximise the benefits of this challenge, we need to work in partnership with industry and embrace the tremendous opportunity that this brings. Please continue to engage with us and work in the further development of Gibraltar as a jurisdiction of choice.

11. Appendices: Detailed calendar of event marketing activity

Gibraltar Finance has committed to attend a number of events for 2016 building on the opportunities that they provide and based on the representations made by the private sector. A number of new events were attended during 2015 and these in the main have proved fruitful. The forward looking schedule (which is subject to change/confirmation) is set out below segmented by business area. We would encourage you to discuss your attendance with the appropriate senior executive as industry support is important and valued. Updates are communicated via the Finance Centre Council, press release and social media.

| Insurance 2016 | | |
|--------------------|------------------------------------|-----------------------------|
| Date | Event | Location |
| April 12 to 14 | Engagement with professionals | London |
| April 18 to 27 | Engagement with professionals | Hong Kong, Singapore, Japan |
| May 9 to 10 | Engagement with professionals | London |
| May 11 to 12 | BIBA Conference Manchester | Manchester |
| May 23 to 25 | Engagement with professionals | London |
| June 6 to 8 | Engagement with professionals | London |
| June 13 to 15 | IRLA Annual Congress | Brighton |
| July 24 to 27 | South African Insurance Conference | Sun City, South Africa |
| July 28 | Engagement with professionals | Johannesburg |
| August 2 to 4 | Engagement with professionals | London |
| August 15 to 17 | Engagement with professionals | London |
| September 12 to 14 | Monte Carlo Rendez-Vous | Monte Carlo |
| September 26 to 28 | Engagement with professionals | London |
| October 17 to 19 | Engagement with professionals | London |
| October 24 to 26 | Engagement with professionals | London |
| November 1 to 3 | Engagement with professionals | London |
| November 8 to 9 | European Captive Forum | Luxembourg |
| November 21 to 23 | Engagement with professionals | London |
| December 5 to 7 | Engagement with professionals | London |
| December (TBC) | ABI Motor Conference | London |
| 2017 | | |
| January 10 to 12 | Engagement with professionals | London |
| January 18 to 27 | Engagement with professionals | Hong Kong, Singapore, Japan |
| February 14 to 16 | Engagement with professionals | London |
| February (TBC) | IRLS 2017 New York | New York |
| March 6 to 8 | Engagement with professionals | London |
| March 20 to 22 | Engagement with professionals | London |

| Private Clients 2016 | | |
|--------------------------|---|------------|
| Date | Event | Location |
| April 25 to 29 | Engagement with professionals | Leeds |
| April 28. | STEP Conference - Exhibiting | Leeds |
| May 16 to 20 | Engagement with professionals | Birmingham |
| May 19. | STEP Conference - Exhibiting | Birmingham |
| June 7 to 8 | PayExpo Conference - Sponsors/Stand | London |
| June 6 to 10 | Engagement with professionals | London |
| June 28 to 29 | Family Office Forum Conference - Sponsors/Stand | London |
| June 27 to 29 | Engagement with professionals | London |
| July 6 (provisional) | Philanthropy Forum Conference - Sponsors/Stand | London |
| July 6 (provisional) | Family Office Forum Conference - Sponsors/Stand | London |
| July 11 to 15 | Engagement with professionals | London |
| August 1 to 5 | Engagement with professionals | London |
| September 20 (TBC) | Wealth Briefing Conference - Sponsors/Stand | London |
| September 19 to 23 (TBC) | Engagement with professionals | Edinburgh |
| September 22 (TBC) | STEP Conference - Exhibiting | Edinburgh |
| October 3 to 7 (TBC) | Engagement with professionals | Manchester |
| October 6 (TBC) | STEP Conference - Exhibiting | Manchester |
| October 17 to 21 (TBC) | Engagement with professionals | Bristol |
| October 21 (TBC) | STEP Conference - Exhibiting | Bristol |
| October 24 to 28 (TBC) | Engagement with professionals | Geneva |
| October 25 (TBC) | Wealth Briefing - Conference | Geneva |
| November 21 to 25 | Engagement with professionals | Geneva |
| December 12 to 16 | Engagement with professionals | London |
| January 18 to 22 | Engagement with professionals | London |
| February 22 to 26 | Engagement with professionals | London |
| March 28 to 31 | Engagement with professionals | London |

| Funds & Asset Management 2016 | | |
|-------------------------------|---|-----------------------|
| Date | Event | Location |
| February 2. | Financial Services Lunch - Gibraltar Day | Zurich |
| February 3 to 4 | FINANZ'16, Zurich (stand) | Zurich |
| February 1 to 5 | Engagement with professionals | Zurich |
| April 6 to 13 | Gibraltar Days - Singapore & HK | Singapore & Hong Kong |
| May 4. | Hedge Fund Start Up Forum, London (stand) | London |
| May 4 to 6 | Engagement with professionals | London |
| June 6 to 10 | Engagement with professionals | Geneva |
| July 4 to 8 | Engagement with professionals | London |
| September 20. | Financial Services Event - Gibraltar Day | Geneva |
| September 19 to 23 | Engagement with professionals | Geneva |
| September or October (TBC) | Gibraltar Funds Conference (Informa) | Gibraltar |
| October 10 to 14 | Engagement with professionals | London |
| October 19. | Hedge Fund Start Up Forum, Zurich (stand) | Zurich |
| October 19 to 21 | Engagement with professionals | Zurich |
| November 1 | Funds & Asset Managers breakfast, RAC, London | London |
| November 21 to 25 | Engagement with professionals | London |