

## 2006 europeservicing LONDON

**DAY 1 (31 MAY):** 

'THE WORLD IS NOT ENOUGH'

**SERVICING FOR COMMERCIAL REAL ESTATE, CMBS AND COVERED BONDS** 

0800-0830 COFFEE, REGISTRATION, EXHIBITS OPEN

0830-0845 INTRODUCTION AND OPENING COMMENTS: Host Toni Moss, CEO, EuroCatalyst BV

0845-1000 SESSION 1 FROM 'MODERN TIMES' TO 'THE MATRIX'

Changing perspectives on servicing from the "originator's back office" to the "investor's front office" and the currency of information

GUEST HOST Helena Day, Vice President, Morgan Stanley Mortgage Servicing

The European servicing sector has been undervalued and slow to develop due to the dominance of on-balance sheet funding and bundled national markets with an inherently negative perception of servicing operations as a labour-intensive and industrialized factory for portfolio administration. The drive toward integration and internationalization of European markets and the increased optimization of funding efficiencies, risk transfer and economic capital management have resulted in a gradual "unbundling" of national European markets in order to leverage the entire mortgage value chain more efficiently. This session explains why common perceptions of servicing are outdated by shifting the perspective of servicing from yesterday's "originator back office" to today's "investor front office". This perspective more accurately reflects the proactive role that servicers play in managing the informational currency that drives capital market funding.

We'll start by discussing the evolution and growth of CMBS in the U.S. in contrast to the growth of European covered bonds and CMBS; explain the different functions and types of servicers that have evolved; explore how information acts as currency in secondary market transactions and how servicers acquire, process, distribute and protect that information in fulfilling their responsibilities among the various parties in capital market transactions. We will end with some challenging thoughts about why information serves as the industry's most valuable long-term asset and how much further that information can be leveraged as a strategic asset beyond traditional investor reporting and market transparency. Is it possible to create a repository of aggregated data for European MBS markets to use as a Basel II reference point?

PANEL Alexander Batchvarov, Head of International Structured Finance Research, Merrill Lynch International Clive Bull, Director, European Commercial Real Estate Group, Deutsche Bank AG Howard Esakl, Executive Director, Morgan Stanley

Holly Hammarstrom, Head of ABS Research, European Credit Management Limited

1000-1015 REFRESHMENT BREAK

1015-1130 SESSION 2 'BAMBI MEETS GODZILLA'

When European privacy, flexibility and innovation meet American transparency, standardization and commoditization . . . how do we engineer a better outcome

**GUEST HOST Charles Roberts, Partner, Cadwalader, Wickersham & Taft LLP** 

Transparency is the key to expand our discussion last year on the contrasting evolution and pace of the American CMBS vs. European CMBS and commercial real estate finance markets. The commoditization of the US market has achieved the transparency that investors expect; its standardization has enabled servicers to streamline and centralize operations to cut costs and outsource or offshore non-core functions, and the creditor-friendly American regulatory environment allows for an overt, hard-line approach toward borrowers. The complex jurisdictional nature of European markets demands innovation, flexibility and patience across multiple jurisdictions in which standardized regulations, practices and technology are only recently beginning to take shape. Furthermore, the relationship-banking and borrower-friendly regulatory environment throughout Europe requires a customized, relationship-oriented servicing approach toward borrowers that prevents scale or volume-driven approaches.

The increasing numbers of American players entering European markets from the outside through Greenfield operations and joint ventures or from within as key personnel in distinctly European initiatives have raised concerns over the "Americanisation" of European real estate markets. While the context for any national market today is a global one that requires all market practices to be differentiated by those that are "local" vs. those that are "world-class", it is impossible to benchmark direct parallels between US and European markets. However, as European markets take shape, we now see how some servicers are finding the right balance between adapting best U.S. practices and applying them - where possible - to optimise European operations and the overall development of European markets. Lest Americans feel too over-confident, we'll take a deeper look into covered bonds and other areas in which Europeans have a distinct advantage. Should the same impulse strike Europeans, we'll point out areas in which they are not yet fully exploiting those natural advantages and some fresh ideas that have not yet been considered as the development of loan tranching in Europe takes flight.

PANEL BIII Cohane, Managing Director, Wachovia Securities

Scott Goedken, Investment Director - Acquisitions, LNR Partners Europe

Michael Gutlerrez, Director, Servicer Evaluations, Structured Finance, Standard & Poor's

Rodney Pelletler, Managing Director, FitchRatings

Hans Vrensen, Director, Securitisation Research, Barclays Capital

### DAY 1: SERVICING FOR COMMERCIAL REAL ESTATE, CMBS AND COVERED BONDS (cont'd)

#### 1130-1230

#### 'CATCH-22' **SESSION 3**

Power, presumptions, and pricing - keeping servicers in the race while the "finish line" continues to be moved

#### **GUEST HOST John Deacon, Executive Director, Head of Debt Principal Finance, UBS**

Whether captive or third-party, no one has ever said servicing was easy. In the U.S. market virtually every industry conference features a session dedicated to beating up the servicers. In Europe, servicers can't even get enough attention to be arrested. "Catch-22" refers to the frustration of double-binds and circular logic. In simple terms, no matter what the rule is, there is always an exception to it. This session explores the servicers' predicament which impacts profitability and performance across their many roles and responsibilities. In particular we will discuss what activities are considered "standard" vs. their pricing in order to separate the exceptions in which who should pay and who should perform remain unclear; current price wars among third-party providers and how any price war impacts quality, highlight new research on weighted average European servicer pricing; discuss the correlation between deal structure set up and exit strategies; show where disintermediation is occurring among key parties in new transactions and offer recommendations for creating workable service level agreements to establish clear "finish lines" in a race that never ends.

PANEL Anne Bridges, Director, European Securitisation Group, Hatfield Philips International

Robbie Hughes, Director, Business Development, Capmark Europe

Eddle Register, Director, Servicer Ratings, FitchRatings

Rob Wolclechowicz, Executive Director, Morgan Stanley Mortgage Servicing

#### 1230-1315 LUNCH

#### 1315-1430

#### SESSION 4 **'BEING THERE' VS. 'THE STUNTMAN'**

Differing challenges between captive and third-party servicers and their impact on pan-European market developments

#### GUEST CO-HOST Eddle Register, Director, Servicer Ratings, FitchRatings

The race that never ends is the pursuit of quality and performance. European CMBS and covered bond administration is traditionally performed by in-house or "captive" servicers with only five third-party servicers - so far actively providing alternative solutions. While we expect the number of third-party providers to increase substantially in the next year (indeed, most likely by the time EuropeServicing 2006 is actually held), already the presence of such limited numbers of third-party providers has dramatically impacted European CMBS market developments on crucial issues including servicer quality, communication, Chinese walls and conflicts of interest. This session focuses on how servicer quality is impacted by ownership and responsibility across different scenarios; how market and deal structure challenges differ between third-party and captive servicers; how those differences are currently managed and how those differences will widen further with more entrants to the sector. The session will raise questions about which entities or market players will mediate, reinforce and regulate the conflicts and considerations that will arise as a result, with a response at the end of the day's programme from rating agencies and issuers.

PANEL James Bannister, Senior Manager, Morgan Stanley Mortgage Servicing Jayne Black, Partner, Real Estate Finance Practice, Katten Muchin Rosenman Cornish LLP Anne Bridges, Director, European Securitisation Group, Hatfield Philips International Monica Filkova, Vice President, European Debt Capital Markets - Securitisation, EUROHYPO AG Robble Hughes, Director, Business Development, Capmark Europe

#### **REFRESHMENT BREAK** 1430-1445

## 1445-1600

#### **SESSION 5**

## **'HEAVEN CAN WAIT'**

Special servicing from loss mitigation on sub-performing loans to the afterlife of nonperforming loans (NPLs)

### GUEST CO-HOST Glenn Aaronson, Co-head European Asset Management, Morgan Stanley Real Estate Fund, and Head of **Acquisitions, Germany and Holland**

Sometimes quality is considered after the fact. Exceptional circumstances throughout the lifecycle of many loans drive the need for "critical care" units to diagnose and repair, remediate or dispose of loans that cannot be "nursed" back to profitability. Relaxed underwriting at origination, a downturn in the economic environment, over-optimism or a dramatic change in socio-political demographics, fraud, bankruptcy, and many other circumstances impact a borrower's inability to pay, yet the inherent value of the underlying real estate remains. This is when the value of servicing is at its highest as special servicers step in to execute strategies and systematic actions to mitigate recurring losses, workout alternative loan solutions or liquidate loans for which there are no further possibilities. In fact, the majority of loans that go into special servicing eventually result in a net loss. Working against those odds requires a well-coordinated and multi-disciplinary team approach of servicing specialists who fundamentally understand the nature of real estate, particularly in markets with volumes of NPLs that exceed the internal capabilities of most banks' internal work-out facilities. We've themed this session "Heaven Can Wait" to reflect the goal of every special servicer and highlight the "afterlife" of NPLs as issuers gear up to securitise acquired NPL

During the RTC sales in the '80s that established the foundation of the U.S. CMBS industry, tough lessons were learned about the correlation between the price paid for distressed assets and special servicing required to optimize exit strategies. Today almost all buyers of European NPLs anticipate exit strategies before making bids on any portfolio and regard special servicing as their most strategic asset. As the most hotly contested NPL acquisition markets, Italy and Germany feature the most active special servicers in Europe. This session takes a look at the abundance of new players in those markets with a focus on lessons learned in the strategies and timing of loss mitigation efforts in distressed markets and how those lessons can be applied throughout other European markets.

PANEL Maurizio Coggiola, Deputy Chairman, Capitalia Service JV

Matt Grefshelm, Vice President, Morgan Stanley Mortgage Servicing

Tom Haverkamp, Member of the Management Board, GFKL Financial Services AG

Jörg Wulfken, Partner, Mayer, Brown, Rowe & Maw LLP

Edward Zughalb, Partner, Real Estate Finance Practice, Katten Muchin Rosenman Cornish LLP

### europeservicing 2006 program

#### DAY 1: SERVICING FOR COMMERCIAL REAL ESTATE, CMBS AND COVERED BONDS (cont'd)

#### 1600-1700 SESSION

**'SENSE AND SENSIBILITY'** 

Rating agency, issuer and investor perspectives on servicer capabilities, surveillance and operational risk

#### GUEST HOST Helena Day, Vice President, Morgan Stanley Mortgage Servicing

This session gives "the last word" on servicing to a panel of leading issuers, rating agencies and investors. In building confidence among all parties that appropriate risk measures are in place, we'll get an outside perspective on the progress of the servicing sector in addressing current market needs and complexities. The session also provides a response and further commentary on issues raised earlier in our session on differing challenges between captive and third-party servicers, and asks provocative questions which have no answers but clearly define the need for enhanced collaboration among all parties involved in advancing the development of European CMBS, covered bonds and commercial real estate.

Specific discussion topics include:

- Are servicers fairly balancing the interests of all parties in transactions, and what can they do to further improve that balance?
- How will the combination of Basel II compliance and the massive consolidation of the European banking sector impact originators, issuers and servicers over the near term?
- Is there sufficient servicing capacity in Europe to manage the increasing numbers of conduits launching?
- Regarding the value of servicer ratings, as the complexity of European CMBS transactions increase and covered bonds now include MBS in their cover pools when can we expect ratings to become mandatory for all servicers involved in any public issuance and who should enforce that requirement?
- What should be the minimum tenure for servicers to be operating successfully in a market before receiving a rating?
- Are current servicer ratings too broad to be effective in differentiating servicer quality?
- How will rating agencies or issuers look upon secondary outsourcing by servicers themselves?
- Under what circumstances would issuers be comfortable utilizing, and rating agencies accepting servicer advances in place of liquidity facilities?
- Considering the absence of back-up servicing in European CMBS and a move toward advancing, what should the minimum capital requirement be for all third-party servicers?

PANEL Faten Bizzari, Senior Credit Manager, HBOS Treasury Services
Marie-Noelle Brisson, Director, Standard & Poor's
Glovanni Pini, Credit Analyst, European Credit Management
Edward Register, Director, Servicer Ratings, FitchRatings

1700-2000 EUROPESERVICING AWARDS AND NETWORKING COCKTAIL

### **DAY 2 (1 JUNE):**

**'TOMORROW NEVER DIES'** 

MORTGAGE PROCESSING, ADMINISTRATION AND SERVICING FOR

**RESIDENTIAL MORTGAGE LOANS AND RMBS** 

0745-0830

**COFFEE, REGISTRATION, EXHIBITS OPEN** 

0830-0900

0900-1015

**OPENING COMMENTS AND INTRODUCTION PRESENTATION** 

'CONFESSIONS OF A DANGEROUS MIND'

Optimising servicing considerations throughout the capital structure from an RMBS investor's

perspective

SESSION 1 'LOST IN TRANSLATION'

PRESENTER Dominic Swan, Head of Structured Investments, HSBC

This introductory presentation puts the day into context by looking at the investor's position in the capital structure and how it affects their servicing considerations, and what RMBS investors look for the most and what they fear the

worst from servicers on transactions.

The economics of outsourcing and ethics of offshoring in European mortgage markets

In European mortgage lending, outsourcing continues to grow across specific, "non-core" activities. However, despite the use of third parties as a means to reduce costs, increase flexibility, and streamline operations, most European institutions remain reluctant to outsource their entire administration process, and relatively few third-party providers have successfully picked up substantial numbers of clients in what would appear to be fertile markets such as the UK. Are current levels of service, price, and capabilities strong enough to validate the economics promised by third-party administration? Or are other factors, such as risk considerations and the ownership structure of existing third-party providers, presenting a competitive barrier to outsourcing considerations in home markets? Many of the same institutions which are reluctant to outsource at home actively arbitrage high domestic labour costs against lower costs elsewhere, taking advantage of the comparative benefits of offshoring. (At a recent U.S. servicing conference it was estimated that offshoring by U.S. seller/servicers could reach as high as 80% in the near

In the labour-friendly markets of Europe, lenders must weigh the value of outsourcing and offshoring against the social turmoil and political strife raised by the inevitable loss of jobs (in addition to operational, reputational, legal and country risks). Henry Ford famously said that he paid his workers well because he wanted them to buy his cars. Coming from the founder of the first company to apply assembly line techniques to the mass production of affordable automobiles, the deception of his statement took decades to uncover. On the other hand, if we apply that logic to European mortgage industry growth we can't help but ask, "Are workers being paid enough to be able to afford a

The title of this session, "the economics of outsourcing and ethics of offshoring" outlines both the dilemma and the opportunities facing European mortgage market developments. Our panel evenly balances the range and complexity of perspectives, persuasion and possibilities to balance economics and ethics in an industry that has been slow to react to globalization

PANEL Larry Banda, Head of Mortgages, Nationwide Building Society Jean-Louis Bravard, Managing Director, Global Financial Services, EDS Steve Haggerty, Group Commercial Director, Skipton Building Society Nick Laird, Founder and CEO, Global Realty Outsourcing

**RECOMMENDED READING** 

"Smarter Outsourcing, an Executive Guide to understanding, planning and exploiting successful outsourcing relationships," by Jean-Louis Bravard and Robert Morgan, published by FT Prentice Hall

1015-1115

SESSION 2 'BRAZIL'

Bringing transparency and improved reporting to the increasingly complex world of RMBS

A rise in the number of accounting errors in the European RMBS market, as noted in a recent special report by FitchRatings, has placed the spotlight on back-office problems involving documentation, the need for standarisation, the growing complexity of deals, and the overall lack of transparency. Arguably, these errors are still not a threat to investors, but the increase in errors has been significant enough to warrant reporting in the daily press. This session looks at the complexities of relationships between originators, servicers, and trustees, and highlights issues regarding the collection and distribution of information across the back office. We also focus on efforts by the European Securitisation Forum to introduce a set of standardised reporting fields and definitions for the RMBS market (similar to the efforts in the CMBS market by the CMSA) to harmonise the information available in RMBS transactions and thereby promote transparency in the secondary market. Moreover, should specific back-office functions currently held in-house by the majority of issuers be unbundled to an experienced third party?

RECOMMENDED READING "Calculation Errors in European Structured Finance," FitchRatings RMBS/Europe Special Report. 18 April 2006

PANEL Rick Watson, Managing Director, European Securitisation Forum Ron Roark, Chairman, Crown Mortgage Management

Robble Sargent, Associate Director, FitchRatings

lan Stewart, Head of Securitisation and Structured Analysis, HBOS Treasury Services

1115-1130

REFRESHMENT BREAK

### DAY 2: MORTGAGE PROCESSING, ADMINISTRATION AND SERVICING FOR RESIDENTIAL MORTGAGE LOANS AND RMBS (cont'd)

#### SESSION 3 'AROUND THE WORLD (OR EUROPE) IN 80 (OR 90) DAYS (OR MINUTES)' 1130-1300

Cross-border lending and new market entry - an overview of options for third-party administration in key European RMBS markets (and the lack thereof)

This session provides an overview of "best practices" for residential servicing and an inventory of third-party options to reduce the cost of new market and cross-border entry across Europe. Considering the crucial importance of third-party administration to cross-border lending, this session looks at how cultural, commercial, and regulatory attitudes have facilitated the development of the third-party sector in certain markets; have slowed development in others and have rendered the sector virtually non-existent, most notably in Spain. We'll also discuss the prospects for change through the expansion of cross-border servicing; take a look at how bank consolidation will impact third-party servicing and profile the leading players across European markets.

#### NETHERI ANDS 1130-1200

The Dutch market's early adoption of securitisation in the mid '90s, compared to the rest of Continental European countries, has led to some of the most complex and unique mortgage products in Europe. The Dutch market is also renowned for embracing third-party mortgage administration as early as 1996. Thus it should be no surprise that, despite being headquarters for three of the world's largest banks in a small country of 17 million people, the Dutch market was among the first to experience the post-Euro wave of foreign market entrants. We see the ability to outsource the administrative process to third parties as one of the most important drivers for entry into any market. Clearly the presence of three outsourcing options led (in order of size) by STATER, Quion and most recently, Ordina says much about the commercial dynamics of the Dutch market. This session takes a look at how the Dutch experience will spread across other European countries.

## PANEL Peter Besuljen, Managing Director, Quion Group BV

Ryszard Kruzel, Director XXL, Stater NV

Rob van den Berg, Director, GMAC-RFC Nederland

Tom van der Geest, Director, Hypsotech Management Consultancy BV

GERMANY The German market has been relatively slow to embrace third-party servicing, primarily due to the three pillar banking 1200-1230 system and the related preference for shared utilities among banking group sectors. Despite the early presence of Hypotheken-Management (now owned by KreditWerk) in 1998 and the cross-border entry of STATER in 1999, the implosion of the German mortgage banks and explosion of NPLs has led to a market dominated by special servicing ventures in the past 3 years. The experience gained by workouts on NPL loans has created a natural position for special servicers gearing up for the expansion and entrance of non-conforming and sub-prime lenders. This session looks at how Europe's largest mortgage market views the importance of servicing today, and how new ventures are lining up

#### PANEL Clarence Dixon, Managing Director—Continental Europe, Crown Mortgage Management

Christian Fein, Head of Europace International, Hypoport AG

Gerd Koldi, Board of Directors, HSH Nordbank

Jörgen Louw-Pedersen, Consultant

to capitalise on the changes to come.

SPAIN The first European country to utilise both covered bonds and RMBS in volumes that now exceed the UK, we're bullish 1230-1300 on Spain (pun intended). So bullish, in fact, that we launched our signature event in Madrid in 2002 to point out why that significance would have such a profound impact on European and global mortgage markets moving forward. In case any of you missed it, we're going back to Madrid for our 5 year anniversary this October to prove another point (and you'll have to be there to see it). In the meantime, we'll give you a piece of the puzzle. Today, we see the most striking feature of the Spanish market as being the lack of complete third-party servicing alternatives. Although parts of the value chain can be outsourced in Spain, to date no solution exists for cross-border lenders to outsource their entire back-office. We know how many lenders want to get into the Spanish market, but what has been holding them back? And why is the cost of entry so unusually high? We'll let you make your own decisions upon hearing from key market participants.

## PANEL Eric Klesta, COO, International and Corporate Development, Unión de Créditos Inmobiliarios

Baralides Alberdi. Consultant. Associate Partner. EuroCatalyst BV

Juan Güell, First Vice President, Cibergestión

#### 1300-1345 LUNCH

#### 1345-1445 SESSION 4 'I CAN GET IT FOR YOU WHOLESALE'

#### Servicing considerations for whole loan sales and trades

As European funding alternatives continue to diversify and balance sheet re-engineering moves into high-gear, whole loan sales are an effective funding alternative, allowing lenders to accelerate new business and achieve lending targets through the bulk acquisition of whole loan portfolios. Loan sales provide a more cost-effective way for lenders to increase assets and diversify their overall book while reducing fixed costs or strategies that conflict with core operations and capabilities. For intermediaries, whole loan sales provide a wider range and consistent source of products. Finally, customers benefit from greater choice and more competitive and transparent products, creating a win/win solution across the value chain. In the past two years investment banks have become large portfolio buyers as product to securitise through their own conduits, increasing the premiums paid for portfolios in a robust seller's market. It's a terrific "blue sky" scenario across Europe with one small problem holding back the trend - the lack of third-party servicers for portfolio buyers. This session features top buyers, sellers and current servicers leading the trend that will fundamentally alter the European lending sector in the next decade. In particular, we'll be discussing:

- Motivation for buying and selling with a discussion of key transactions across Europe
- Servicing transfers of new portfolios
- Improvements in data sophistication and cost including credit scoring and automated property valuation models (AVMs)
- Changes in regulation that simplifies the documentation required for portfolio sales
- Current efforts to increase portfolio transparency, standardize sale contracts and reduce transaction time

## PANEL Craig Beresford, Director of Asset Sales - Capital Markets, GMAC-RFC UK Ltd.

Geertjan Jellema, Director, Stater Mortgage Investment Services

Gordon Jolly. Managing Director, Amber Homeloans Limited

Brian Kane, Managing Director, Structured Finance Ratings Services, Standard & Poor's

Patrick Currie, Co-Founder and Managing Director, Hometrack Data Systems

### DAY 2: MORTGAGE PROCESSING, ADMINISTRATION AND SERVICING FOR RESIDENTIAL MORTGAGE LOANS AND RMBS (cont'd)

1445-1500

REFRESHMENT BREAK

#### 1500-1600

#### **SESSION 5 'GREAT EXPECTATIONS'**

# As non-conforming / sub-prime lending expands across Europe, are special servicing capabilities growing along with it?

Definitions of "non-conforming" and "sub-prime lending" vary as greatly throughout Europe as the number of languages spoken, and despite the possible repetition are often placed together as we have done in title of this session to refer to anything that falls outside of the category of "prime". We assume by now that everyone has read the April, 2005 report on "Risk and Funding in European Residential Mortgages," in which Mercer Oliver Wyman convincingly identifies a 15% market expansion of untapped opportunity equivalent to €500 billion of lending in Europe. Before you run off to capitalize on it, please read further. Outside of the UK where the sub-prime market is the most evolved (if not saturated), the greatest opportunities are found in Germany, Italy, France and Spain. On the Continent, if you were to describe your own working definition of a non-conforming loan to most lenders, they will often tell you that whatever you have described "happens" in their market although not as frequently, but due to the sensitive nature of relationship banking it is not publicly marketed as such. Occupancy status (Buy-to-Let), how high lenders go on LTVs, how much documentation is provided for underwriting, and borrowers with impaired (or non-existent) credit histories all fall outside of the range of "prime" mortgages and onto the widening non-conforming/sub-prime lending spectrum. The best way to understand whether or not a mortgage is considered a higher risk by the originating institution is to evaluate how those loans are currently serviced. Why? Because we assume by now that everyone understands the direct correlation between high risk and/or high LTV loans and default frequencies. Or do they?

This session explains how special servicing is distinct from other servicing roles and what skill sets and strategies are required to establish special servicing departments and/or separate operations; why special servicing is crucial to the expansion of non-conforming/sub-prime lending throughout Europe, and hear from the leading players (both originators and third parties) on servicing considerations in product development and proactive servicing actions that begin much earlier in the value chain, once loans are funded. In short, where the Mercer Oliver Wyman report identified "great expectations" for the expansion of high-risk lending, this session reminds everyone of the equally "great expectations" placed upon the servicing of the higher-risk sector.

#### PANEL Paul Fenn, Development Director, Homeloan Management Limited

Hoesil Labhart, Director, Principal Finance, Citigroup
Diane Pendley, Managing Director, FitchRatings
Jodi van Breda, AVP/Analyst, Moody's Investors Service

#### 1600-1700 SESSION 6 'CRASH'

#### When High Street meets Wall Street in The City, which way do you turn?

This session moves beyond last year's lively discussion, "Fighting in the food chain and survival of the fittest", and zooms in on the Darwinist transformation playing out along the front-end of the mortgage value chain across major European markets as a battle over mortgage distribution. With more than 10 formidable new lenders entering the non-conforming sector over a short period of time, the UK market is the best place to watch the drama unfold. The discussion will provide ideas and inspiration for some and a warning for others, but no one in the European mortgage industry remains untouched by its implications.

With the churn-driven 10-year prime market coming to an end, mainstream lenders face a struggle between generating profit from their books vs. regulatory pressure to price for risk. Enter the investment bank conduits and principal finance. The same regulatory hurdles that many anticipated to act as barriers to entry have instead provided the market stability that attracts investors. The result is a clash between the relationship-driven, operationally expensive "High Street" approach to mortgages vs. the operationally lean, commoditization-driven conduit lending model. The ultimate showdown is the battle over distribution for those closest to the largest volumes of customers. The nature of non-conforming lending demands increased labour and documentation in the mortgage fulfilment process, a need that has risen to the growth of packagers who specialize in collecting and organising information faster, cheaper and more efficiently. Morgan Stanley's recent acquisition of packager Advantage Home Loans and the tieup between Investec and Infinity Mortgages to create Unity Homeloans (lending arm of the Professional Mortgage Packager's Alliance) shows exactly where battle lines are being drawn. With all of the new competition entering the lending market, which parties will be making the credit decisions, process and administer the volume, collect the payments, provide loss mitigation and arrears management? Stay tuned for a provocative session to see who stands to benefit most from the fallout, how they intend to pursue it and how the third-party sector will change as a result.

## PANEL Rob Bier, Chairman, Sparck Hypotheken

Michael Bolton, Chief Executive, MBAC Consulting
Bill Dudgeon, Managing Director, db Mortgages
David Grant, Managing Director, Homeloan Management Limited
John Maltby, Chief Executive, Kensington Group