



## Clay Deutsch

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Clay has had a 43 year career focused on financial services. Mr. Deutsch began his career in 1977 in Corporate Banking with Society Corporation, a predecessor to Key Corp.

In 1980 Mr. Deutsch joined McKinsey & Company where he worked for 30 years before retiring from the firm in 2010 as a senior partner. Mr. Deutsch had been a partner for 25 years. While at McKinsey, Mr. Deutsch served a wide array of financial services companies and businesses around the world. Mr. Deutsch has deep experience in corporate banking, investment banking, consumer banking, securities and brokerage, asset management, wealth management and private banking, specialty finance, and insurance. Mr. Deutsch led multiple client engagements focused on strategy development, operations improvement, M&A and divestiture, merger management and organization.

In addition to his client work, Mr. Deutsch filled a number of leadership roles across McKinsey globally. Mr. Deutsch was a leader of the firm's Financial Services practice, member of the Firm's Shareholder Council, leader of the Partner Review Committee, member of the Director's Review Committee and Chair of the Firm's Professional Standards Committee.

Between 1989 and 2005 Mr. Deutsch led McKinsey offices in Pittsburgh, Cleveland, Detroit, Chicago, and Minneapolis, ultimately merging them into an integrated Midwest Complex, comprising a significant share of the Firm's most important clients and overall activity. Before retiring, Mr. Deutsch led and expanded the Firm's Global M&A/Merger Management Practice.

In 2010, Mr. Deutsch was appointed Chief Executive Officer and President of Boston Private Financial Holdings (BPFH), a wealth management, investment management and private banking firm focused on the east coast and west coast.

Mr. Deutsch led Boston Private from 2010 until retiring at the end of 2018. While CEO, Mr. Deutsch led a comprehensive turnaround of the Company, restoring profitability and tripling the stock price. During his time at Boston Private Mr. Deutsch drove:

- A comprehensive streamlining with multiple divestitures
- Merger and reorganization of multiple operating units to one integrated company
- Company-wide cost restructuring initiatives
- Balance sheet redefinition and recapitalization
- Installation of sophisticated risk management and regulatory satisfaction processes
- Expansion of the company through investments in organic growth and M&A
- Creation of technology partnerships to advance the company's operating platform
- Recomposition of the Board and overall governance approach

Since 2018, Mr. Deutsch has served as an advisor and active investor in several private companies working in fintech, cybersecurity/identity and wealth management.

Mr. Deutsch has a degree in Economics from Brown University and an MBA from Case Western Reserve University.