

Your family
Your business
Your future

The art of creating a legacy for generations



The rewards and challenges of family wealth

Wealth comes with many rewards. And as your family wealth grows, it can bring challenges. How can you align your private and business wealth in optimal ways? How can you ensure family members have access to income at the right time? And how can you make sure your wealth is being managed not only for your lifetime but for generations to come?

We help you think through important decisions and tailor strategies to your particular needs, whether you are looking to develop a succession plan for your business or to design a family office.

Wherever you are on your journey, our team is here to understand and advise you across our multidisciplinary team of professionals.



Jennifer Gabrielli

Head, Ultra High Net Worth Client Solutions



Judy Spalthoff

Head, Family Office Solutions

Who we work with

No two families are the same. We bring decades of experience with diverse family situations to help you think through important considerations.



Ultra high net worth families and family offices

- Wealth preservation strategies
- Succession planning strategies
- Family governance and rising generation education
- Family office design, governance and structuring
- Legacy planning
- Philanthropy



Founders and entrepreneurs

- Pre- and post-sale liquidity strategies
- Financing opportunities
- Business succession planning
- Business community networking
- Investment Banking advice
- Estate and tax planning considerations
- Transitioning from running a business to a family office



Corporate, hedge fund and private equity executives

- Equity awards management
- Liquidity management
- Risk management
- Life transitions
- Tailored lending

Comprehensive services

Always guided by a deep understanding of what you wish to accomplish, we work with your existing Private Wealth Advisor and their team, bringing together the expertise you need, including advisory, transaction and family office services.

Advisory services

Portfolio advisory

- Customized, institutional-level asset allocation and completion strategies
- Portfolio construction and implementation mandates that follow the UBS CIO Asset Allocation framework

Advanced Planning

- Income tax strategies
- Pre-liquidity planning
- Business owner strategies
- Cross-border considerations
- Structuring investments
- Pre-immigration
- Pre-expatriation planning
- Family office structuring
- Estate planning

Family advisory and philanthropy services

- Family wealth education
- Intentional communication and decision-making
- Intergenerational wealth transitions
- Family governance
- Philanthropic legacies

Strategic exit advisory

- Consulting on the sale or transition of a business
- Access to:
 - UBS Investment Bank
 - Third-party middle-market banking partners
 - Advanced Planning
 - Business Owner client segment

Art Advisory

- Advanced and experienced thought-partnership
- Advise on how to build, manage, share and plan for exceptional fine art collections

Transaction services

Tailored lending

- Identify new financing opportunities for existing and prospective clients, whose funding needs are not easily met through standard securities-backed lending
- Amendments and renewals of existing transactions

Structured solutions

- Unique, cross-asset investment strategies for growth and yield enhancement
- Tailored over-the-counter derivatives solutions
- Implement tactical investment ideas
- Manage specific portfolio risks

Alternative investments

- Manager selection
- Portfolio construction
- Private equity and private credit
- Hedge funds and real assets
- Providing objective consultation on markets and best ideas

Direct investments

- Priority access to a universe of global direct investment opportunities across a broad range of sectors, regions, asset classes and structures
- Typically only available to institutional investors

Family office services

Family office design & governance

- Consult on staffing, communication best practices, transitioning responsibilities, and building for the total family
- Offer insights on in-house vs. outsourcing
- Provide guidance on design, governance and continuing support for family offices
- Provide guidance on business plans, service delivery models and technology stacking
- Publish industry-leading research on the family office space:
 - *Family Office Compass*
 - *Global Family Office Report: Advise on family office trends, best practices and strategy*
- Review of existing family offices to benchmark against known best practices and insights
- Host thematic workshops and best-practice sharing to encourage open communication and gather like-minded professionals
- Provide access to global community of leading family offices for peer-to-peer networking

Consolidated reporting

- Show performance on assets both held at and away from UBS
- Clients can leverage reporting through our vendor, Addepar (operated by Mirador LLC)
- Offer full transparency across an entire portfolio
- Online access
- On-screen reporting



Peer-to-peer connections

With UBS, you have the opportunity to connect to a network of like-minded peers where you can discover mutual interests and develop important relationships with entrepreneurs, investors, innovators, academics, scientists and philanthropists across the globe.

UBS Global Communities

Industry Leader Network

Helps entrepreneurs stay on top of fast-moving and ever-changing business trends and opportunities—as well as making connections across the globe. Members have access to expert advice from sector specialists, articles on current business trends, and current business sentiment insights from business owners.

Global Philanthropist Community

Connects philanthropists so together they can drive philanthropic innovations—and shape the future they want to see. Members have access to podcasts, videos, articles and research by experts to help them become a more informed changemaker.

Collectors Circle

Brings global clients together who are passionate about art and collectibles (e.g., cars, watches and wines). Members can share their initiatives as well as get access to the latest developments and trends for collectors via articles, videos, reports, webinars and webcasts.

Young Successors Community

A community for the next generation of global change-makers and leaders. Members can exchange ideas and leverage insights from experts, practitioners and peers through webinars and in-person functions.

Growth Entrepreneurs Network

Tailored to serve and address the demands of exceptional growth entrepreneurs by allowing them to connect with like-minded, hand-picked growth entrepreneurs across the globe at events and on a digital platform.

Events

Global Family Office Summit

- An exclusive two-day event designed for family offices from across the country
- Intimate, collaborative setting
- Discussion of timely, industry-specific opportunities and challenges
- Explore topics critical to family offices
- Opportunity for open dialogue and best practice-sharing

Philanthropy Forum

- Connect the world's leading philanthropists, social entrepreneurs, celebrities and public leaders
- Explore how to scale innovative ideas to solve global problems

- Inspires and empowers participants through keynote speaker and roundtable discussions
- Imparts practical guidance on how philanthropic aspirations can be converted into concrete actions and results

Emerging Successors Program

- Helps prepare young adults to take on the responsibilities of managing significant wealth
- Provides a forum for discussions on the topics that are most important to this generation
- Opportunity to connect and create a community of peers who share similar wealth experiences through engaging conversations and activities

UBS Professional Network

We understand the need for services that you can feel confident about to support the many dimensions of your life. That's why we created the UBS Professional Network, a select group of external providers that complement our existing offerings. Services include but are not limited to:

Family office offerings

Providers who can further elevate our in-house family office design and governance capabilities, offering services to better assist with family office design, staffing, compensation and administration.

Lifestyle, passions, concierge and commercial real estate

Services to assist lifestyle needs and passions, ranging from commercial real estate and healthcare offerings to concierge services including exclusive events and experiences, luxury items, vacations and more.

Art collection services include: appraisals and valuations; shipping and storage logistics; expertise on collectibles; and guidance around legal and financial structuring considerations.

Family advisory and philanthropy services

Family advisory services to help families thoughtfully approach discussions around the family business, succession planning, family wealth and creating a family legacy.

Philanthropy services to help individuals, families and foundations achieve a significant impact by developing a philanthropic strategy; assisting with nonprofit due diligence and selection; providing good governance practices; establishing nonprofit performance metrics; and conducting impact assessments.

Bill pay, technology and administration

Bill pay and bookkeeping services with a holistic approach to tax preparation and system integrations. Services that assist with recordkeeping, cash flow planning, tax planning coordination, storing and sharing sensitive documents. Additional services and advice for physical protection, cybersecurity, reputation and risk management.



How we work with you

Focused on delivering the firm's cross-divisional capabilities and intellectual capital, we bring together specialists and services best suited to your family's particular needs.

All of the solutions in one place

With Family Office Solutions (FOS) at the center of the UBS ecosystem, we provide individuals and family offices access to products and services across all areas of the firm, providing a holistic, institutional-level experience.



* Services provided by third parties.

Turning a business into a family legacy

The owners of a large manufacturing company had begun looking to the future with an eye to preparing their three children to step into leadership roles and eventually take over managing the business. Through a series of conversations with the owners, it became clear that not all of their children were aligned with this scenario.

Facilitating family meetings

To support the family in creating a succession plan that would allow the integration of family members based on their interest and preferred degree of involvement, we held a series of family meetings. We included members of Family Advisory and Philanthropy Services, who facilitated discussions around individual and family values and interests.

The FOS team held a series of family meetings to facilitate greater understanding around shared values.

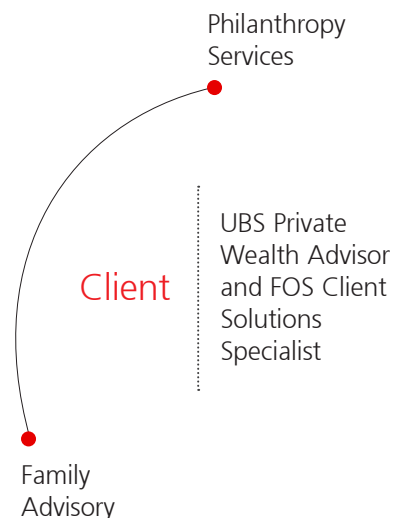
These meetings revealed that the eldest daughter was interested primarily in environmental causes, while the second eldest son was keen to take on a leadership role in the business. The youngest son was pursuing a career in art and had little interest in the business.

Integrating family members

With this clarity around values and interests, we were able to work with the owners to develop a plan that:

1. Established clear rules around governance that defined roles and qualifications to work in the business, including compensation levels
2. Identified non-family employees who are key to the business and created ways to nurture and reward these employees over time.
3. Developed a succession plan that would allow the second eldest son to take on greater leadership, while the eldest daughter was given a role to help identify and implement ways the company could reduce its carbon footprint. The youngest son would continue to hold equity and participate in annual family meetings.

The family came to appreciate the value of ongoing dialog and involvement with their children as we addressed other aspects of succession planning.



Managing proceeds from a business sale

The owner of a successful real estate business planned to take his company public for \$1.5 billion. He reached out to a UBS Private Wealth Advisor requesting a proposal for different loans that could be collateralized by shares of his company. He did not want to sell shares of the business in advance of the sale and planned to use the loan proceeds to fund an investment portfolio.

When evaluating different firms as part of the proposal process, the owner focused on:

1. The loan-to-value (LTV) ratio on the pledged collateral.
2. The interest rate and the term of the loan.
3. Investment strategies using the loan proceeds.

Bringing together teams from across the firm

To determine a loan strategy that met the business owner's requirements, the Client Solutions Specialist brought together financing and investing teams from Wealth Management and the Investment Bank, as well as solutions from the UBS Equity Capital Markets team.

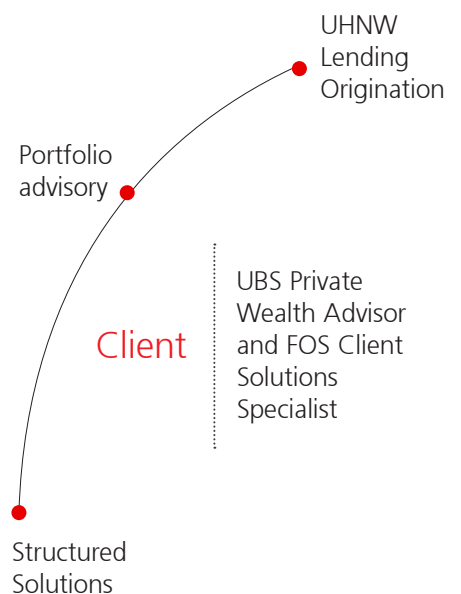
The FOS team brought together teams from across the firm to develop choices.

In addition to the financing strategy against the owner's stock position, a Family Office Solutions specialist spoke with the owner about putting a prepaid variable forward strategy in place after the company has gone public, which could potentially maximize the LTV of the loan.

Developing choices

To address the business owner's interest in potential investment strategies, a senior Portfolio Advisory specialist worked with the Private Wealth Advisor on two sample portfolios that would maximize liquidity while still providing a return above the cost of funds from the loan against his restricted stock.

The business owner appreciated the problem-solving demonstrated by the various experts and choices presented. With a desire to start an art collection, he plans to attend Art Basel where he will have a chance to meet other art collectors.



Identifying unseen risk

A top corporate executive at a technology firm approached a UBS Private Wealth Advisor for help in managing his investment portfolio. As a highly engaged business leader, she had little time to devote to managing her personal finances.

Together with the Portfolio Advisory team, the Private Wealth Advisor and FOS Client Solution Specialist conducted an in-depth review and analysis of the executive's current portfolio, properties, cash flow and charitable giving. Their analysis revealed that her current portfolio of \$200 million was at risk.

Many business leaders end up investing in the area that they know and have expertise in—software and technology, in this case. The team designed an asset allocation that would target long-term growth and allow for greater diversification over time without selling existing investments and potentially triggering capital gains taxes.

Taking a comprehensive approach

The team also learned that she and her family were interested in preserving the world's oceans since

they own property in Hawaii, are avid scuba divers and often travel to various diving spots around the world. The team recommended setting up a donor-advised fund (DAF), which would allow the family to:

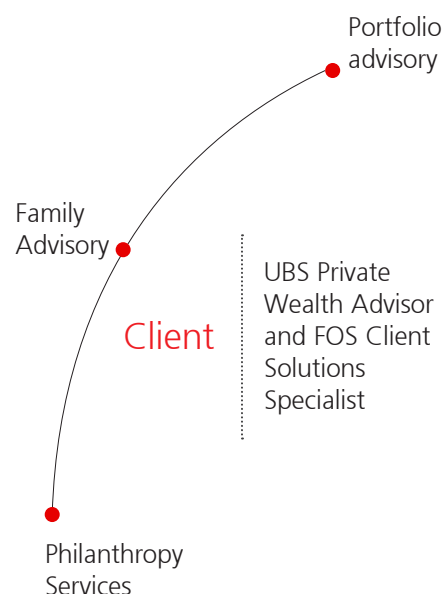
- Engage together around a shared philanthropic interest
- Remove assets from the taxable estate

The DAF and trusts she might set up for her two children would also ensure assets grow tax free until inherited.

The FOS team designed an asset allocation that would target long-term growth and create greater diversification over time

A high level of commitment

The executive saw a high level of commitment and collaboration among the various specialists and teams. As a client, she is enjoying opportunities to meet other executives through our Industry Leader Network.



Focused on you



You can expect comprehensive, sophisticated advice from professionals who offer perspectives informed by years of experience working with successful and influential individuals and families around the world.



To learn more about UBS Family Office Solutions, please speak with your UBS Private Wealth Advisor or visit us at ubs.com/uhnwamericas.

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