

Your family Your business Your future

The craft of creating a legacy
for generations



UBS Family Office Solutions





A close-up photograph of a young child with blonde, wavy hair, smiling broadly and leaning their head against the shoulder of an adult. The adult's face is partially visible on the left, showing a beard and ear. The background is a blurred interior space with a window and a staircase railing.

The rewards and challenges of family wealth

Wealth comes with many rewards. And as your family wealth grows, it can bring challenges.

We draw on decades of experience with diverse family situations to help you think through important considerations, including:

- 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?
- How can you make sure your wealth is being managed not only for your lifetime but for generations to come?

Comprehensive 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.

Who we work with

No two families are the same. For your unique circumstances, we bring together the expertise you need for your particular goals and objectives.



Ultra high net worth families and family offices



Founders and entrepreneurs



Corporate, hedge fund and private equity executives



Athletes and entertainers

Focused on the family office

A dedicated, highly experienced team of professionals provides you with insights, strategies and best practices—all curated with your family's best interests in mind.

- Design a family office tailored to your family
 - Think through the benefits of a single, multi or virtual family office
 - Insights to guide you from UBS as well as from outside top resources
- Provide guidance and best practices around:
 - Governance
 - Staffing
 - Compensation
 - Family dynamics within the family office
 - Transitioning responsibilities
 - Business plans
 - Service delivery models
 - Technology stacking
- Publish industry-leading research
 - *Family Office Compass*
 - *Global Family Office Report*
 - *The Family Office Quarterly* journal
 - *The Family-Focused Family Office* whitepaper
- Develop benchmarks against known family office best practices and insights

Family Office Summit

An annual, multi-day exclusive event designed to gather family office professionals and beneficial owners in an intimate, collaborative setting to discuss timely, industry-specific opportunities and challenges.

- Hear exclusive interviews with industry-leading executives
- Explore topics critical to family offices
- Engage in opportunities for open dialog and best practice sharing
- Network with like-minded individuals
- Discuss themes beyond traditional investments
- Learn how best to invest in family office infrastructure
- Gain insights into trends shaping the future of the family office industry
- Access tools to analyze market trends and evaluate investment opportunities
- Make more informed investment decisions for your family office based on actionable insights

Full suite of services

Always guided by a deep understanding of what you wish to accomplish, we work with your Private Wealth Advisor and their team, bringing together the expertise you need for your most important decisions.

Advisory services

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
- Family legacy preservation strategies
- Intentional communication and decision-making
- Intergenerational wealth transitions
- Family governance and dynamics
- Philanthropic legacies
- Next gen education

Strategic Exit Advisory

- Sale/transition of a business consulting
- Business succession planning
- Access to:
 - UBS Investment Bank
 - Third-party middle-market banking partners

Portfolio Advisory

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

Art Advisory

- Advanced and experienced thought-partnership
- Advice on how to build, manage, share and plan for exceptional fine art collections
- Opportunities to explore global Art Basel fairs

Transaction services

Tailored lending

- Financing opportunities for those 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
- Tactical investment ideas
- Management of specific portfolio risks

Alternative investments

- Manager selection
- Portfolio construction
- Private equity and private credit
- Hedge funds and real assets
- 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

Simplify complexity

To help simplify the complexities of greater levels of wealth, you have distinctive services and resources to support your strategic decisions.

Exclusive enhancements

Consolidated reporting

- Real-time views of your total wealth picture through consolidated reporting
 - Premier services provided by Addepar, and iCapital
 - Performance views on assets held at UBS and elsewhere
 - Detailed analysis and visualization across portfolios and custodians
 - Personalized advice
 - Online access
 - On-screen reporting

Tax loss harvesting

- Levered long-short tax-aware equity strategy through AQR Flex seeks to grow the after-tax wealth of institutional-level family office and Qualified Institutional Buyer (QIB) investors
- Combines AQR's data-driven stock selection process with their long-short tax-aware portfolio management capabilities
 - Flex SMA provides better access to pre-tax returns and tax loss realization opportunities than long only direct indexing
- Can be customized for specific investor needs, such as:
 - Concentrated positions
 - Expected business sale
 - Other forms of realized capital gains
- Aims to outperform a selected benchmark before taxes
- Provides the opportunity to defer capital gains and realize capital losses¹

¹ There is no assurance the stated objective will be met.



Beyond the financials

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.

UBS Professional Network

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.

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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.



* Services provided by third parties via our UBS Professional Network.

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.

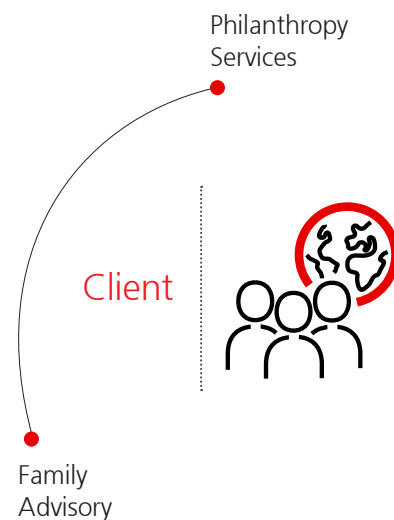
These meetings revealed that the eldest daughter was interested primarily in environmental causes, while the second eldest son was keen to take on a leadership role in the business. The youngest son was pursuing a career in art and had little interest in the business.

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 address other aspects of succession planning.



The case studies presented are provided as an illustration and may not be representative of the experience of other clients. There is no guarantee of the future success of any of the strategies discussed.

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.

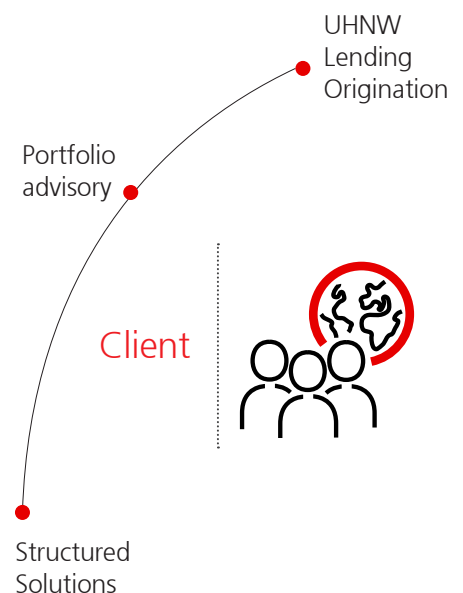
The FOS team brought together teams from across the firm to develop choices.

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 her 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 the executive 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:

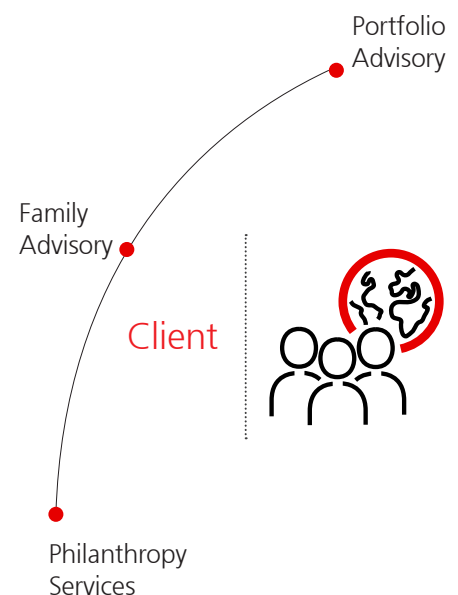
- Engage together around a shared philanthropic interest
- Remove assets from the taxable estate

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.



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| 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/familyofficesolutions.

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