PWM Perspectives: You're building it early

A framework for significant wealth—designed to endure, compound, and reflect what matters most.

Private Wealth Management
UBS Financial Services Inc.



Ten decisions that define early wealth

1. **Delaying foundational protection because time is a buffer**
   - Accidents, litigation, illness, fraud, and unexpected death don't care about age. Waiting to put basic structures in place creates avoidable exposure.

2. **Having no estate plan (or assuming you're "too young" to need one)**
   - A will/trust framework, healthcare directives, and powers of attorney are baseline documents. Without them, the courts (and default state rules) can effectively make decisions for you.

3. **Spending or committing capital before knowing the *real* number**
   - Liquidity events and equity comp look very different after taxes, fees, timing, and inflation. Building a lifestyle or strategy around the headline figure can create long-term strain.

4. **Not fully understanding your ownership**
   - Options, carried interest, concentrated founder equity, partnership interests, and digital assets all behave differently. If you don't understand liquidity constraints, tax treatment, vesting, and risk, you can't manage what you own.

5. **Staying concentrated in what made you wealthy (and compounding the same risk)**
   - Overexposure to your company/sector, especially when your career and income are tied to the same source, creates double or even triple risk. Diversification can help wealth endure over time.

6. **Ignoring tax planning until it's due (and failing to optimize after-tax returns)**
   - Estimated payments, timing, asset location, and tax-loss harvesting can materially change what you keep.

7. **Leaving the lifetime gift/estate transfer window unused**
   - Today's exemption environment may not last. Treating this as a "later decade" decision is still a decision, one that can be difficult or impossible to reverse.

8. **Operating without the right advisory team, or the right level of personal engagement**
   - Two extremes are costly: going it alone creates blind spots; delegating everything creates misalignment. Add in advisors who don't specialize in your situation, and you could get expensive, compounding mistakes. The goal is coordinated expertise with informed oversight.

9. **Avoiding wealth conversations with your family**
   - Silence doesn't protect your spouse/partner or children, it leaves them unprepared. Clear expectations, shared context, and financial literacy are legacy tools, not just "soft" topics.

10. **Treating philanthropy as an afterthought instead of a strategy**
    - Integrated charitable planning can help reduce taxes, improve portfolio efficiency, and create a legacy. Vehicles like donor-advised funds, charitable remainder trusts, and foundations are often underused or used too late.



The most consequential financial mistakes rarely announce themselves. They accumulate quietly, in plans deferred, conversations avoided, and strategies never implemented.

Questions every young wealthy individual should be able to answer

Understanding your wealth
Do you know the true after-tax value of everything you own, not just the gross number?

- Equity, options, digital assets, and illiquid holdings each carry tax and liquidity implications that materially change the real figure.

Do you understand the vesting schedules, lock-up periods, and tax events associated with your equity or illiquid holdings?

Have you modeled what your wealth looks like in 10 and 20 years under different scenarios, growth, loss, lifestyle, and inflation?

Tax strategy
Do you have a tax advisor who thinks proactively, not just someone who files your return?

- Proactive tax planning versus reactive compliance can represent millions of dollars over a career.

Are you using tax-loss harvesting, asset location, and income timing strategies consistently?

Have you explored the tax advantages of donor-advised funds, opportunity zone investments, or charitable remainder trusts?

Concentration & portfolio risk
What percentage of your net worth is tied to a single company, asset class, or industry, and is that a deliberate choice?

Do you have a written plan for how and when you will diversify?

- Later is often when concentrated positions have already moved against you.

Have you stress-tested your portfolio against scenarios that matter, a prolonged downturn, a liquidity event, or a sudden loss of income?

Wealth transfer & legacy
Have you explored using your lifetime gift tax exemption while it remains at historically high levels?

Is there a cause or mission you want your wealth to reflect, and do you have a giving strategy that is tax-efficient and intentional?

Does your partner fully understand your financial picture, or are they operating on assumptions?

Protection & legal infrastructure
If you were incapacitated or no longer here tomorrow, is there a clear, legally documented plan that reflects your wishes?

- Will, trust, healthcare directive, power of attorney, and does the right person know where to find them?

Are you protected against the risks that accompany visible wealth, litigation, fraud, and reputational exposure?

- Entity structure, umbrella liability, and privacy strategies are often the last things young clients think about.

Are your insurance coverages sized and structured for where you are today, not where you were three years ago?

Long-term vision
Have you defined what financial independence means to you, not the cultural version, but your own?

Are you building wealth, or are you building a lifestyle that requires you to keep earning at the same pace indefinitely?

What does a well-funded life look like at 40, 60, and 80, and are your current decisions moving you toward or away from it?

Built for your situation

Early liquidity. Concentrated equity. A long-time horizon with significant uncertainty at every horizon point. The complexity of rapid wealth creation introduces decisions and risks that standard planning models were never designed to handle.

You are not diversified by default.

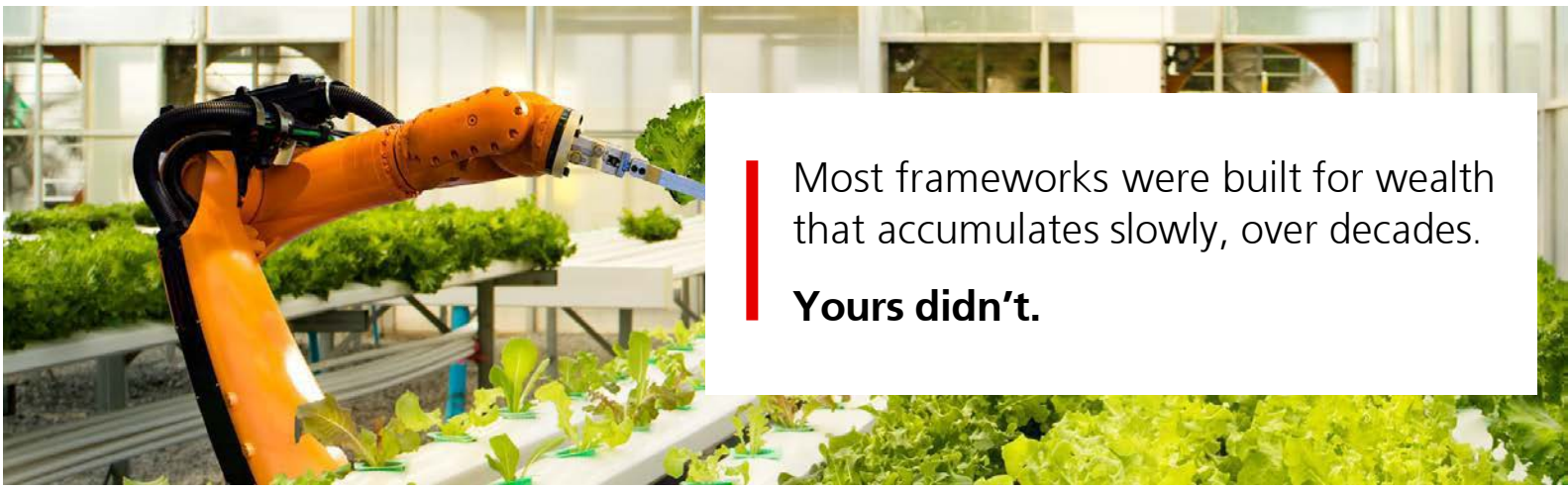
Founders and early employees often hold most of their net worth in a single name, with restrictions. This is not a portfolio problem. It requires a coordination strategy.

Time is the asymmetric variable.

The decisions made in the 12 – 36 months around a liquidity event compound in ways that a decade of conventional planning rarely can. Getting this window right changes everything downstream.

Tax is strategy, not compliance.

The difference between reactive and proactive tax planning at meaningful wealth levels is often measured in millions—not percentages.



Most frameworks were built for wealth that accumulates slowly, over decades.

Yours didn't.

Integrated planning

Tax, legal, investment, and insurance decisions do not exist in isolation. We coordinate across every dimension of your financial life, so nothing falls through the cracks.

Proactive strategy

We identify opportunities and risks before they become urgent. The best decisions are made with time, not under pressure.

Evolution

Your wealth will evolve. Your advisory relationship should evolve with it, through liquidity events, business decisions, family transitions, and generational planning.

Deliberate discretion

We work with a limited number of clients by design. Your situation receives our full attention, not a fraction of it.

How we begin

The work starts with understanding. Before any recommendation, any product, or any strategy—we listen, reflect and build a complete picture.

This is what that looks like.

1. **Discovery**
   - A structured conversation about where you are: assets, obligations, equity positions, tax exposure, and what you're trying to accomplish.

2. **Diagnosis**
   - We map the full picture: concentration risks, planning gaps, coordination failures between advisors, and time-sensitive windows.

3. **Architecture**
   - We build an integrated plan. Tax, legal, investment, and insurance, with clear priorities, sequencing, and accountability.

4. **Ongoing partnership**
   - We stay engaged as your situation evolves. Annual reviews, proactive outreach, and real-time access when decisions need to be made.



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The right time to start is *before* you need to.

The most consequential decisions happen before a liquidity event, not after. We work best with clients who engage early, when there's still time to do something meaningful.

Learn about our process:

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