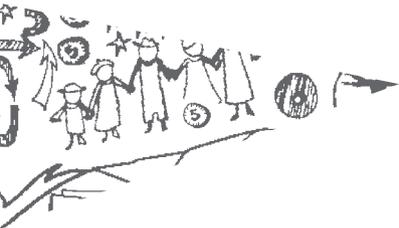


Family Office Services

Preserving wealth through generations

Our services for entrepreneurial families and family offices



EY

Building a better
working world

“After I’m gone, how much of my family’s wealth will be left for my children?”

Entrepreneurs have been asking themselves this question for centuries.

To preserve and increase its wealth in today’s uncertain economic environment, a family needs to manage it as professionally and systematically as it would the family business itself. And that’s where EY’s services for entrepreneurial families come in.

[EY Family Office Services](#)

As
much as
possible.

EY



Preserving wealth through generations: our holistic approach

Our services for families and family offices are a reflection of our broad range of expertise and a symbol of our commitment toward family businesses around the world.

Our comprehensive and integrated approach helps family offices to structure their wealth and preserve it for future generations. We also give independent advice to entrepreneurial families as they take important decisions and help them to identify and manage risks at an early stage.

Your wealth has a long history. Make sure it has a great future.

As an entrepreneurial family, you have to make important decisions. Some will have far-reaching consequences for your family's financial future.

Whether you are deciding on a long-term investment strategy, or considering setting up a foundation, your dedicated EY contact person will help you debate all the issues from economic, tax, legal and strategic perspectives. You can also count on our support to help you choose external service providers.

The services we offer include:

- ▶ Income or capital planning
- ▶ Succession planning
- ▶ Founding a family office
- ▶ Planning for retirement
- ▶ Planning and executing transactions
- ▶ Building and transferring assets
- ▶ Risk management
- ▶ Philanthropic activities
- ▶ Establishing and administering trusts or foundations
- ▶ Tax and legal questions in relation to income, real estate, endowments, trusts and inheritance
- ▶ Tax planning
- ▶ Cross-border investments and transactions
- ▶ Real estate advice, valuation, planning and management
- ▶ Arbitration to resolve family conflicts
- ▶ Drawing up a family constitution





Securing your family's wealth and legacy

When it comes to managing family wealth, many focus on statistics and interest rates. However, our experience has shown that a family's unity and values are just as important as investment strategies and reducing cost.

Discord among family members can seriously jeopardize wealth preservation. For this reason, we keep in mind not only the family's capital, but also the factors that keep the family together.

To guide us in this task, we ask a series of important questions such as: what values does the family stand for? What is the culture that has made the family so successful? Are the family's basic values reflected in its investment strategy? How can these values be passed on to future generations?

Philanthropy – because life's not just about money

Wealth also brings responsibility. That is why many entrepreneurs and their families believe it is very important to take an active role in society and support people who are less fortunate.

Maybe you are already considering setting up a foundation or looking for other ways to make a difference over the long term.

But remember, even when doing good is your top priority, you should also consider the tax, legal and other important elements of your philanthropic work.

We will work with you to ensure that your charitable commitment is structured in a way that meets your financial needs.



A number of risks can threaten your family's assets

Financial risks

- ▶ General economic risks
- ▶ Investment risks
- ▶ Possible embezzlement of liquid assets
- ▶ Incorrect accounting or inadequate reporting that hampers decision-making
- ▶ Unapproved investment transactions
- ▶ Investments in vehicles that are not in line with the family's values
- ▶ Family shareholders wishing to exit or seeking liquidation

Personnel risk

- ▶ Lack of continuity in the management of the family's affairs

Technology risks

- ▶ Loss of information and infringement of confidentiality
- ▶ Cybercrime, information and identity theft
- ▶ Collapse of IT systems

Reputational risk

- ▶ This classic risk has increased dramatically as a result of the online publication of sensitive information and also the widespread use of social media

Compliance risk

- ▶ Overlooking new tax laws or other regulatory requirements – this risk is becoming larger as the pace of legislative change quickens

Risk management – because nasty surprises can be expensive

The recent turmoil on the financial markets shows that structuring and managing wealth today is a difficult challenge. To preserve your assets in the long term, you have to anticipate changes, manage all kinds of risks and re-examine your investments much more frequently than before.

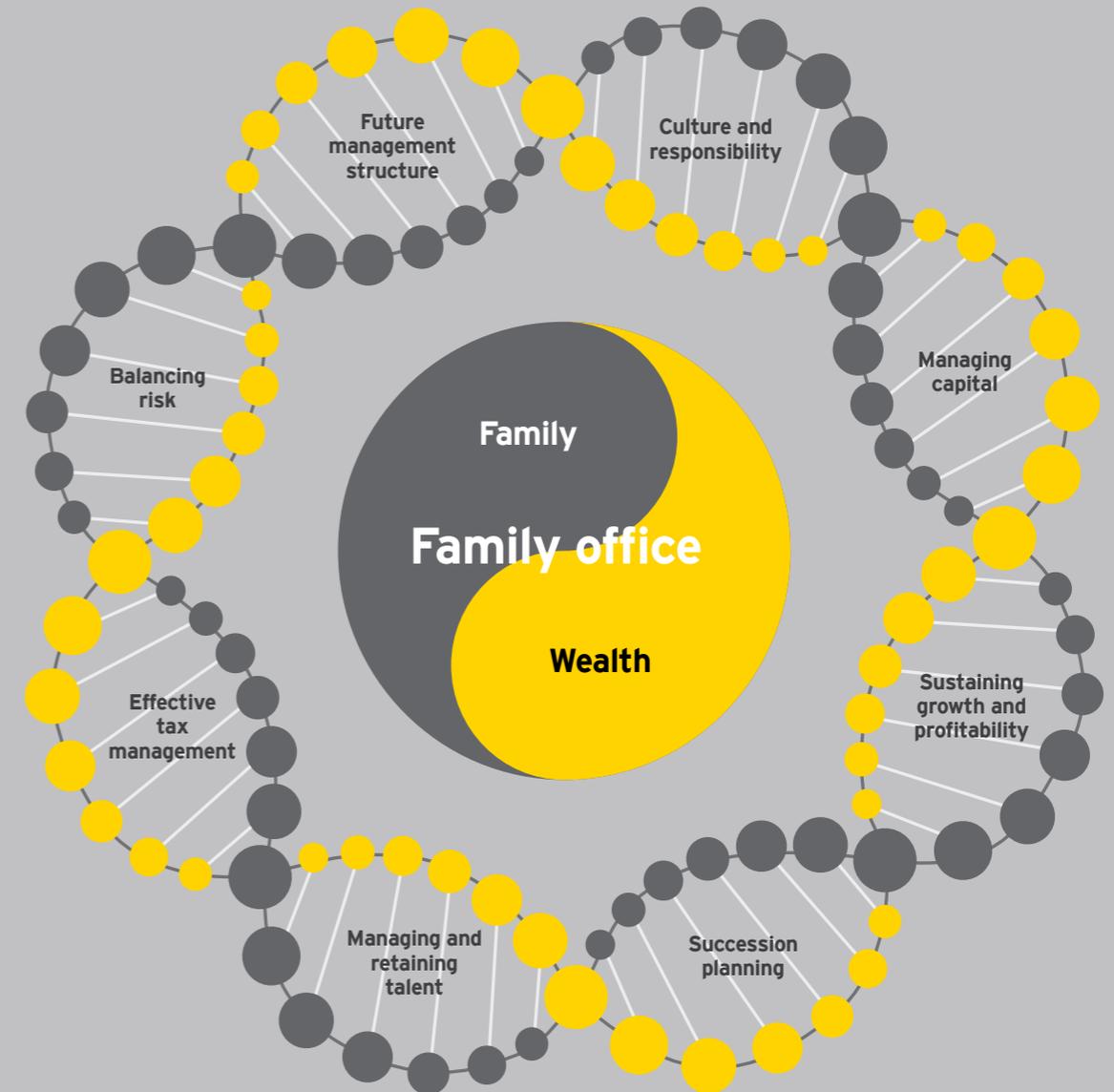
Whatever area you wish to focus on, our specialists serve as a guide and an “early warning system” for entrepreneurial families. Whether you are faced by changes to tax laws or shifts on the capital markets, we will provide you with a joined-up analysis of the risks to which your family wealth is exposed, highlight risks that you are unlikely even to recognize, and advise on how you can manage them effectively.

Success through the generations has many starting points

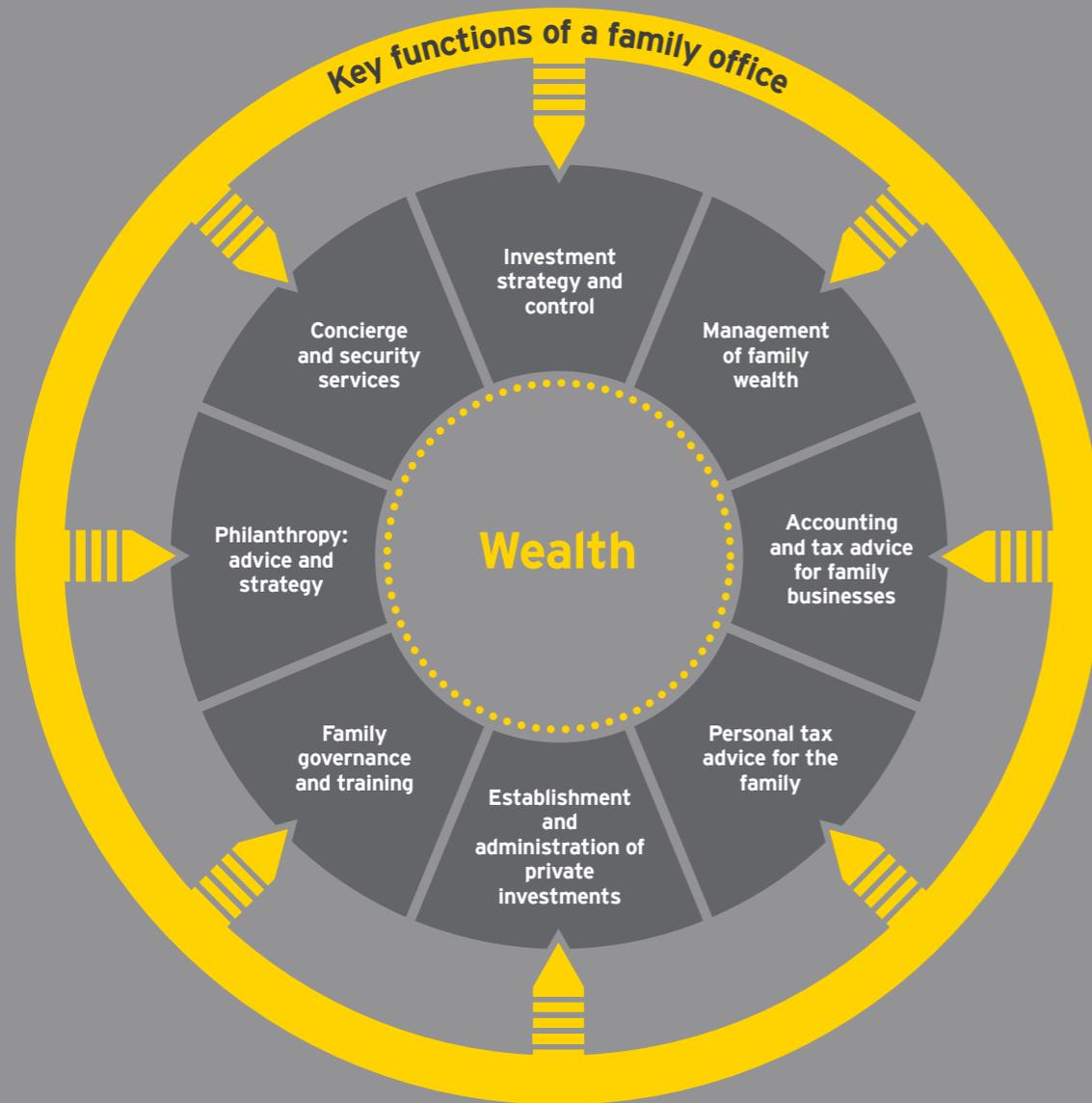
We know from practice that the DNA of a family office is rooted in eight key areas that determine long-term success. These eight areas form the core of our services.

Our shared goal is to unlock the development potential of your family and its wealth. The major advantage for you is that, as part of our multidisciplinary approach, we scrutinize all subject areas with a view to operational, regulatory, tax, legal, strategic and family-related aspects. This puts us in a position to uncover hidden opportunities and risks which, if we were to look at each area individually, might be missed.

The DNA of a successful family office



At a glance: the key functions of a family office



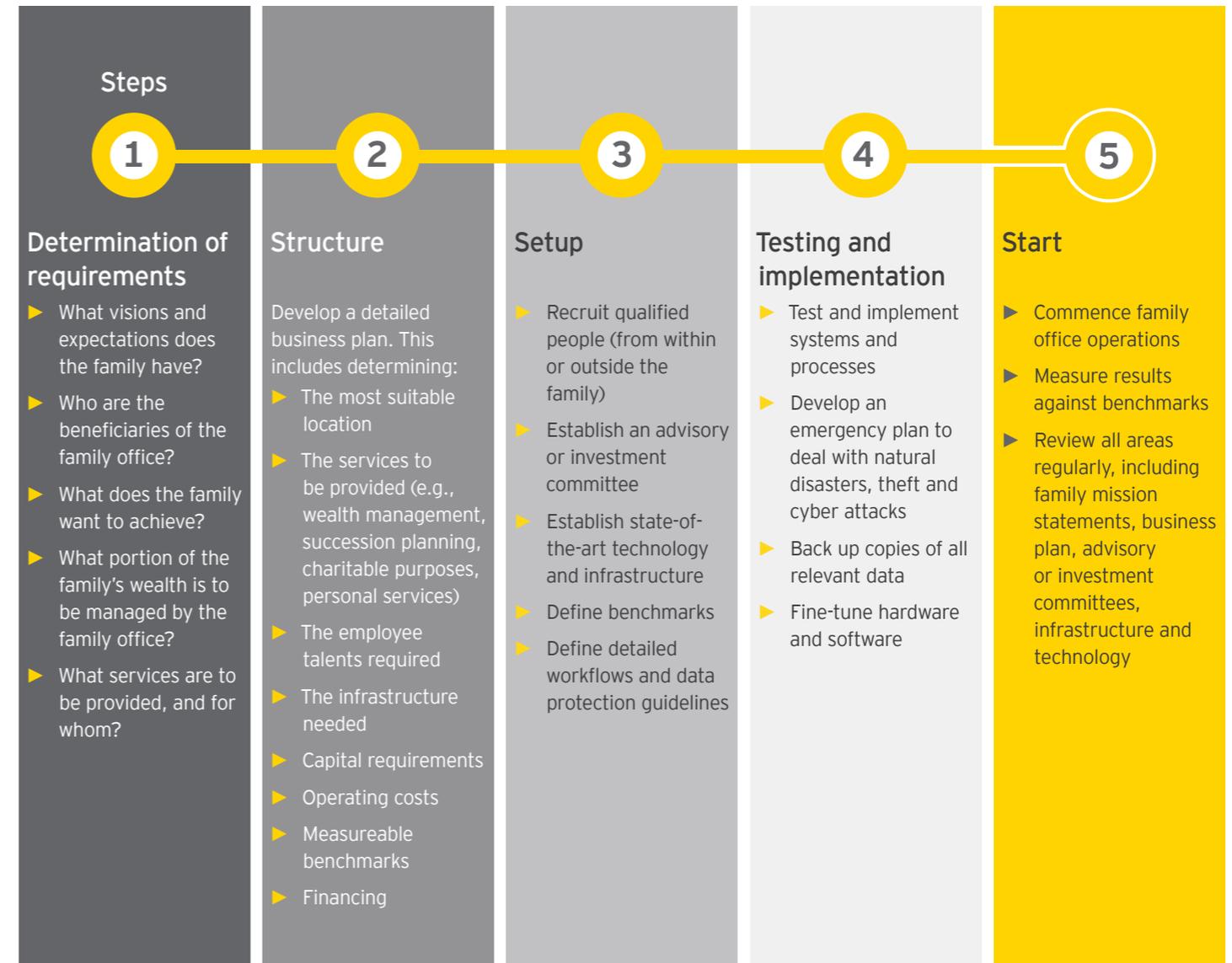
What family offices do – and where additional input pays off

When your family's wealth is at stake, you want to do everything right. This is precisely where we come in. We support you and your family office in all areas by providing you with answers to the most important questions:

- ▶ How can family wealth best be preserved and increased?
- ▶ How do I identify and unlock further potential?
- ▶ When does outsourcing services make sense?
- ▶ How can responsibilities best be divided up?
- ▶ How can the family best monitor success?
- ▶ What expertise should the family's most important decision-makers have access to?
- ▶ Which strategy is the most effective for charitable activities?
- ▶ Which internal and external risks should be avoided, and how?
- ▶ What costs are to be expected?

What to think about before you act: five steps to your own family office

Our services are designed to support your wealth manager and the advisory team you already have in place. If you have not yet established a family office, we will be happy to take care of the process for you – from concept through to setup.



Our Family Office Services

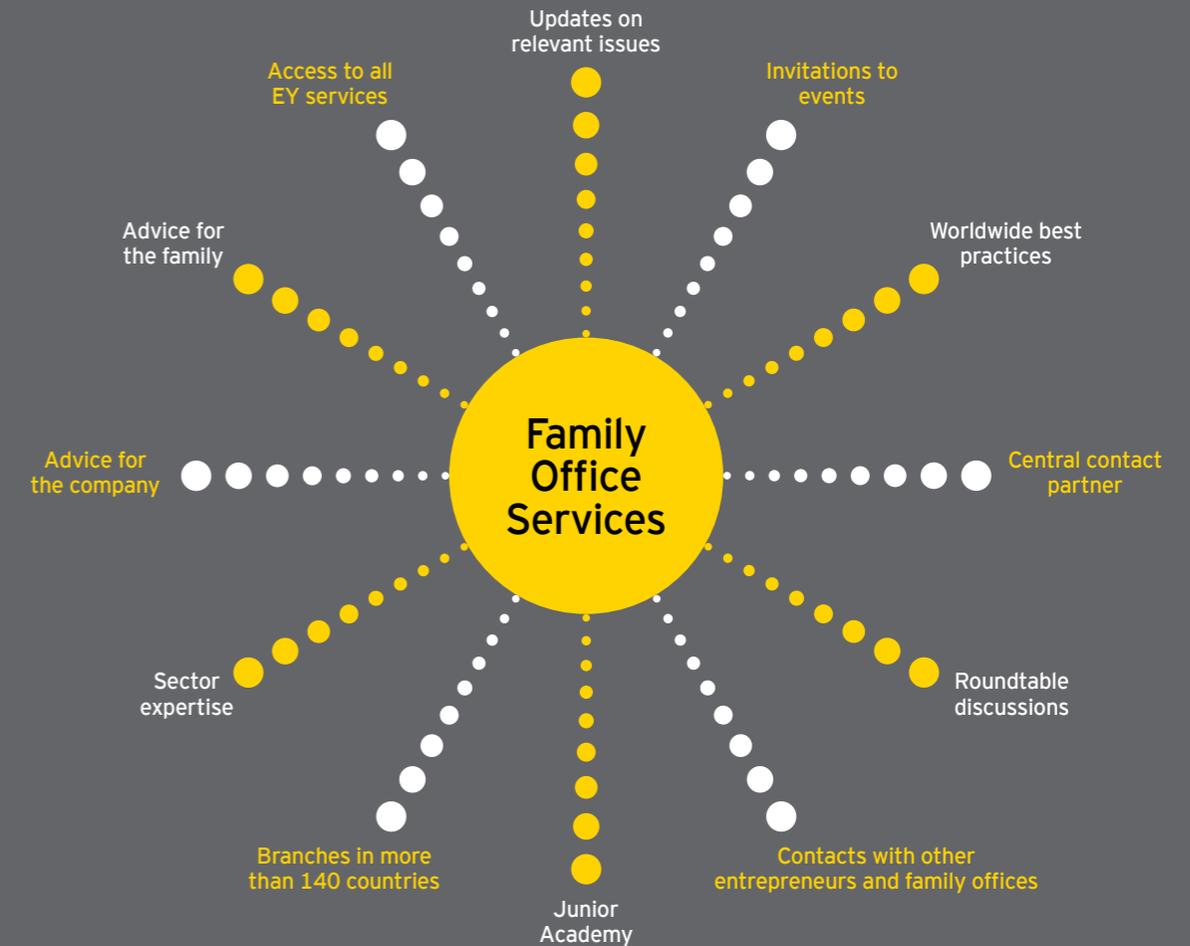
Families and their firms are inextricably linked. And so are our services for family businesses and business families.

In order to help ensure that all of our clients can benefit from our global experience, we pool our extensive expertise systematically in the EY Family Office Services.

Our Services offer an integrated network of teams spanning 140 countries. Your dedicated EY contact partner gives you automatic access to our worldwide best practices, so you can benefit from newly developed strategies that have already delivered the desired success.

The EY Family Office Services also provide access to specialist knowledge of all kinds and establish contact with other family offices.

One-stop shop: our Family Office Services offer the latest know-how, support and contacts



Where we come from and what we can do

We combine the rigor of auditors and risk managers, the strategic insight of tax advisors and lawyers with the empathy and sensibility of an independent trusted advisor. Put these characteristics together and you get a service that helps you to manage the full range of your challenges.

We have been advising entrepreneurs and their families for more than 100 years. We know the special challenges that families face as they seek to secure their wealth. Over the years, this intimate understanding has led more and more families to place their trust in us and the work we do. We are pleased that, today, we support the activities of 80% of the top 250 family businesses worldwide – both as an auditor and advisor.

Our roots date back to 1848. Since then, we have worked tirelessly on behalf of family businesses, just like those run by the two men who give their names to our firm.



Alwin C. Ernst
(1881-1948)



Arthur Young
(1863-1948)

EY at a glance

- ▶ Audit
- ▶ Tax advice
- ▶ Transaction advisory services
- ▶ Legal advice
- ▶ Advisory services
- ▶ History dating back to 1848
- ▶ 167,000 employees
- ▶ 147 countries
- ▶ 728 offices
- ▶ Founder and organizers of the "Entrepreneur Of The Year" awards
- ▶ Publisher of reference works and studies in the field of family business and family offices

What sets us apart from the others

EY is one of the world's leading professional services organizations.

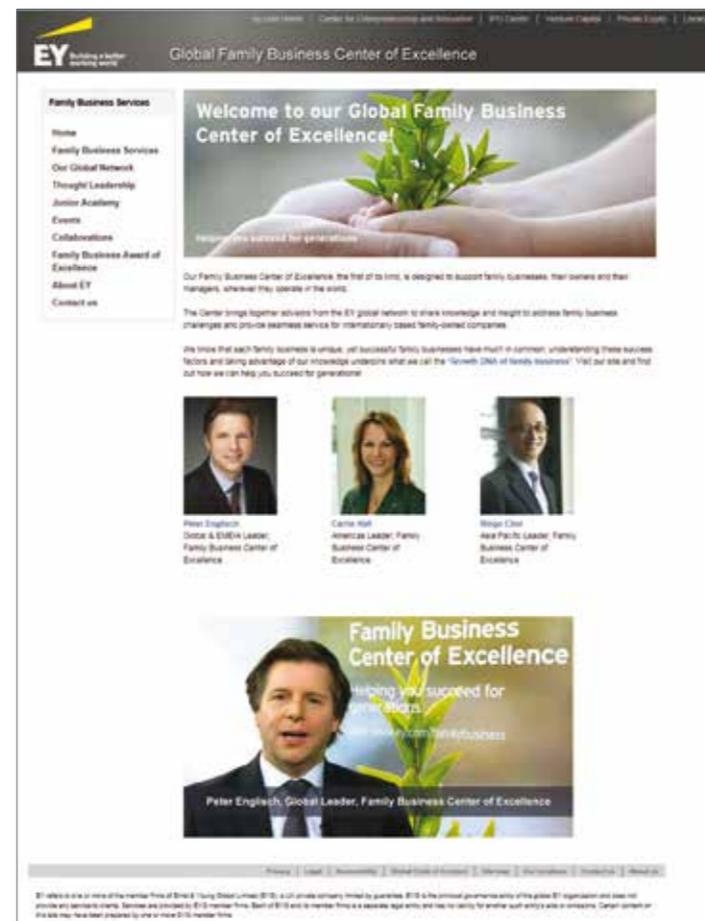
Auditing services, tax advice, transaction advice, legal advice and advisory services are our key areas of activity – for small and medium-sized family businesses and for large organizations.

In order to provide our clients with the best possible advice and support, we supplement our areas of activity with teams that specialize in individual sectors, markets and specific issues.

This valuable expertise forms the technical basis that enables us to advise you on structuring your family's wealth.



Family businesses and EY: how our intimate understanding evolved into solid trust



Specialist knowledge, decades of experience and an instinct for the requirements of entrepreneurial families make our services special. Our commitment to the needs and goals of families goes far beyond that offered by the competition. Our Family Office Services have been created to complement our well-established Global Family Business Center of Excellence, designed to support family businesses, their owners and their managers, wherever they operate in the world.

The center brings together advisors from the EY global network, to share knowledge and insight, to address family business challenges, and provide seamless service for internationally based family-owned companies.

We know that each family business is unique, yet successful family businesses have much in common; understanding these success factors and taking advantage of our knowledge underpins what we call the “Growth DNA of family business.” Visit our site, www.ey.com/familybusiness and find out how we can help you succeed for generations.

We also have a long-standing commitment to providing holistic entrepreneurial services. In 1986, we launched the “Entrepreneur Of The Year” competition – a showcase for the best-of-the-best and also a forum for many family businesses. In addition, we have published various reference works via this organization.

We also conduct many studies that put family businesses, their situation and their strategy under the microscope. We regularly profile their key players in our *Exceptional* magazine.

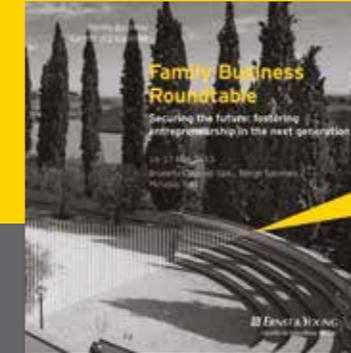
This enables us to understand even better what motivates entrepreneurial families and to tailor our offering to their requirements.

Building networks and fostering new talents: sometimes a small circle is a big plus

Many of our clients have already found that exchanging views with companies in a similar situation, and facing similar issues, opens up new perspectives. That's why we're happy to host various events at which we not only provide information but also give our clients an opportunity to meet other family business and family office owners. In confidence and in a small circle.

Examples of this are our roundtable discussions, the "Entrepreneur Of The Year" competition, or the presentations and discussion groups held as part of the agenda for SMEs. We will also be happy to put you in direct contact with family businesses and family offices in similar situations on request.

Designed specifically with young talents in mind, our Junior Academy offers a global platform where young potential entrepreneurs can put their skills to the test and exchange opinions and ideas.



Regular events specifically for family business and family office owners:

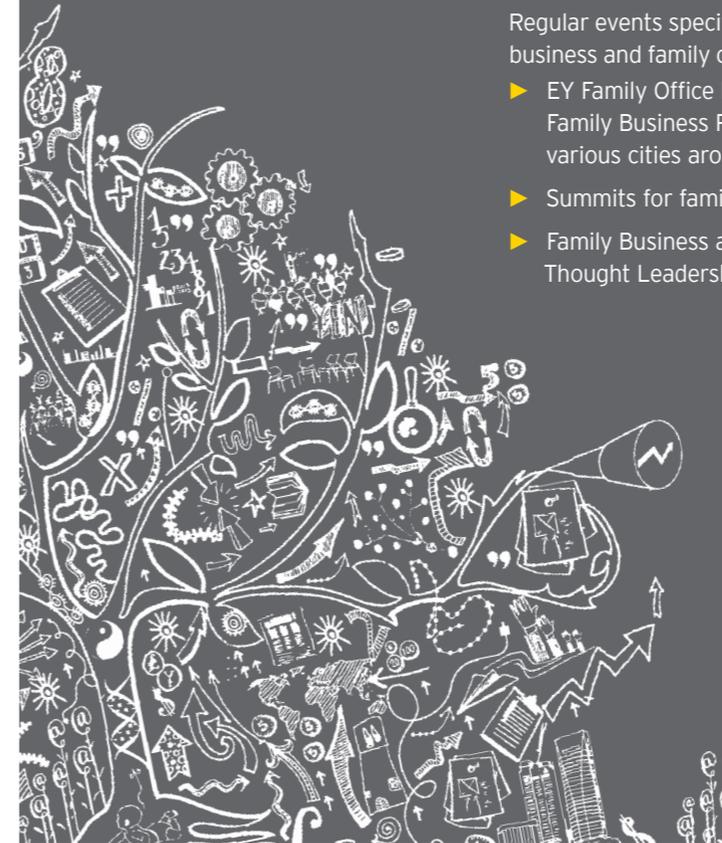
- ▶ EY Family Office Roundtables and Family Business Roundtables in various cities around the world
- ▶ Summits for family businesses
- ▶ Family Business and Family Office Thought Leadership

Our Junior Academy is a special feature of our Family Business Services. It consists of international week-long events for young people from entrepreneurial families where they can find out how much entrepreneurial spirit they have. After the event, the NextGen Club offers the opportunity for participants to keep in touch around the globe.

The programs:

- ▶ FIRST program: 16-20 year-olds
- ▶ ADVANCED program: 21-25 year-olds
- ▶ EXCELLENCE program: 26-30 year-olds
- ▶ NextGen Club
- ▶ Individual programs

For more details visit:
www.ey-junioracademy.com



Invitation



Peter Englisch
Global Leader
Family Business Center of Excellence
EY

Securing wealth for generations involves a lot more today than it did even just a few years ago. That's why I see it as a special honor that many entrepreneurial families are now also asking for support in managing their private wealth – because they've realized that this wealth needs to be administered and structured with the same level of care and attention as the capital in their companies.

Many of them believe that it is due exclusively to our expertise that we have proven to be so extraordinarily successful in this area as well. I personally think that our genuine interest in the people within these families, in their well-being and in their cohesion as a unit, plays an equally important role. It's something special that we've been putting into practice for over 100 years and that unites our teams within our Family Business Center of Excellence.

You can find out more about us, and the possibilities open to you, in a personal, non-binding consultation. We look forward to taking this next step together.

Contact us

For an initial chat about our Family Office Services, please contact:

Peter Englisch, Global Leader, Family Business Center of Excellence,
email peter.englisch@de.ey.com

Alternatively, email us on
familyoffice.services@ey.com or visit us
online on www.ey.com/familybusiness
and click on **Family Office Services**.

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

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