



THE DRIVE YOU DEMAND

FOSS FAMILY OFFICE ADVISORY



UNION BANCAIRE PRIVÉE

AS AT 31.12.2018

ASSETS UNDER MANAGEMENT (IN CHF)



126.8 ^{BN}

BALANCE SHEET TOTAL (IN CHF)



32.6 ^{BN}

SHAREHOLDERS' EQUITY (IN CHF)



2.3 ^{BN}

HEADCOUNT



1,781

TIER 1 CAPITAL RATIO



26.6 %

MOODY'S LONG-TERM RATING



Aa2

UBP A STRONG PARTNER

Union Bancaire Privée, UBP SA (UBP) is an independent, family-owned, Swiss bank. At UBP we have an absolute commitment to protecting our clients' wealth. As a bank with a deep understanding of the wealth creation process itself, we are in a strong position when it comes to preserving and growing that wealth.

Our independence enables us to foster a responsive, flexible, and entrepreneurial corporate culture where the decision-making process is quick and focused on seizing the best investment opportunities. We have offices worldwide offering our clients a combination of global and local expertise.

The Bank distinguishes itself with its financial robustness thanks to careful risk management and conservative balance sheet oversight. With a Tier 1 capital ratio of 26.6% – well above the regulatory requirements – UBP ranks among the most strongly capitalised banks in Europe. In January 2019 the rating agency Moody's assigned UBP a long-term deposit rating of Aa2 with stable outlook. This high-grade rating is an endorsement of UBP's ongoing solidity.

“Long-term commitment to our clients is the cornerstone of our strategy.”

Edgar de Picciotto, Founder

YOUR FAMILY OFFICE ADVISOR

FOSS Family Office Advisory* (FOSS) offers a unique service, including:

- ◆ Advice on establishing your own single-family office, wherever you are located, and
- ◆ Support with the selection of a suitable multi-family office that best addresses your specific needs

Every family is unique

Whether you are considering using a single- or a multi-family office, there is no simple solution: every family is unique, with different assets, needs and objectives.

FOSS is one of the world's very few independent family office experts, and can provide you with customised advice wherever you are located. As we have expertise in both single- and multi-family offices, we are in an excellent position to inform you about the pros and cons of either solution.

A professional single-family office advisory service

Establishing and operating a properly functioning single-family office can be challenging. To do it successfully, you need to strike the right balance between an effective operational set-up, the right level of risk management, and proper family-office governance. With our unique advisory approach, we are in an excellent position to support you in this difficult process.

We have developed our award-winning advisory process with a specific focus on providing you with tailored practical guidance and understandable advice to help you create your own custom single-family office.

Our process consists of 12 dedicated 'modules', to ensure a structured approach. Themes such as family-office governance, leadership, business plan, legal structure, staffing and operational procedures are all addressed. As a genuine project manager, we guide you through the process step-by-step.

An objective multi-family office selection service

With increasing numbers of affluent families worldwide, demand for family-office services is growing every year – as is the number of companies offering these services.

In most jurisdictions, the designation 'family office' is not regulated, nor is the range of services they can offer. Any company operating

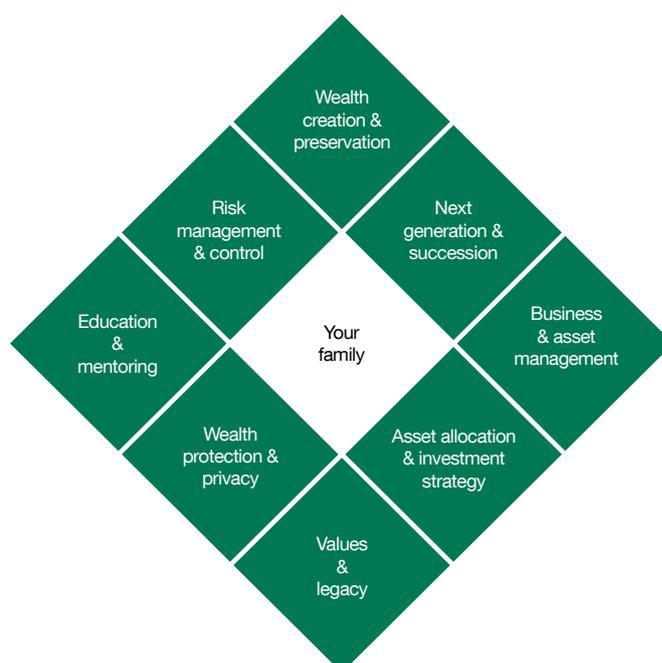
in this area is free to claim that it provides such services, making it very difficult for high-net-worth families to select the right family office for their particular needs.

FOSS's unique multi-family office selection service offers tailor-made assistance to high-net-worth families so that they can find the right multi-family office for their specific requirements. We use a sophisticated in-house process to evaluate your family's requirements, and combine this with the highly detailed information in our vast database.

We have a clear, independent and 100% objective view of the service level provided by multi-family offices; no other group offers the same, fully independent service.

Added value

FOSS has established itself as a recognised, independent source of quality advice for international high-net-worth families. FOSS is an integral part of UBP and is neither a family office nor an independent asset manager. UBP does not offer in-house family office services.



* Formerly known as 'FOSS Family Office Services Switzerland'

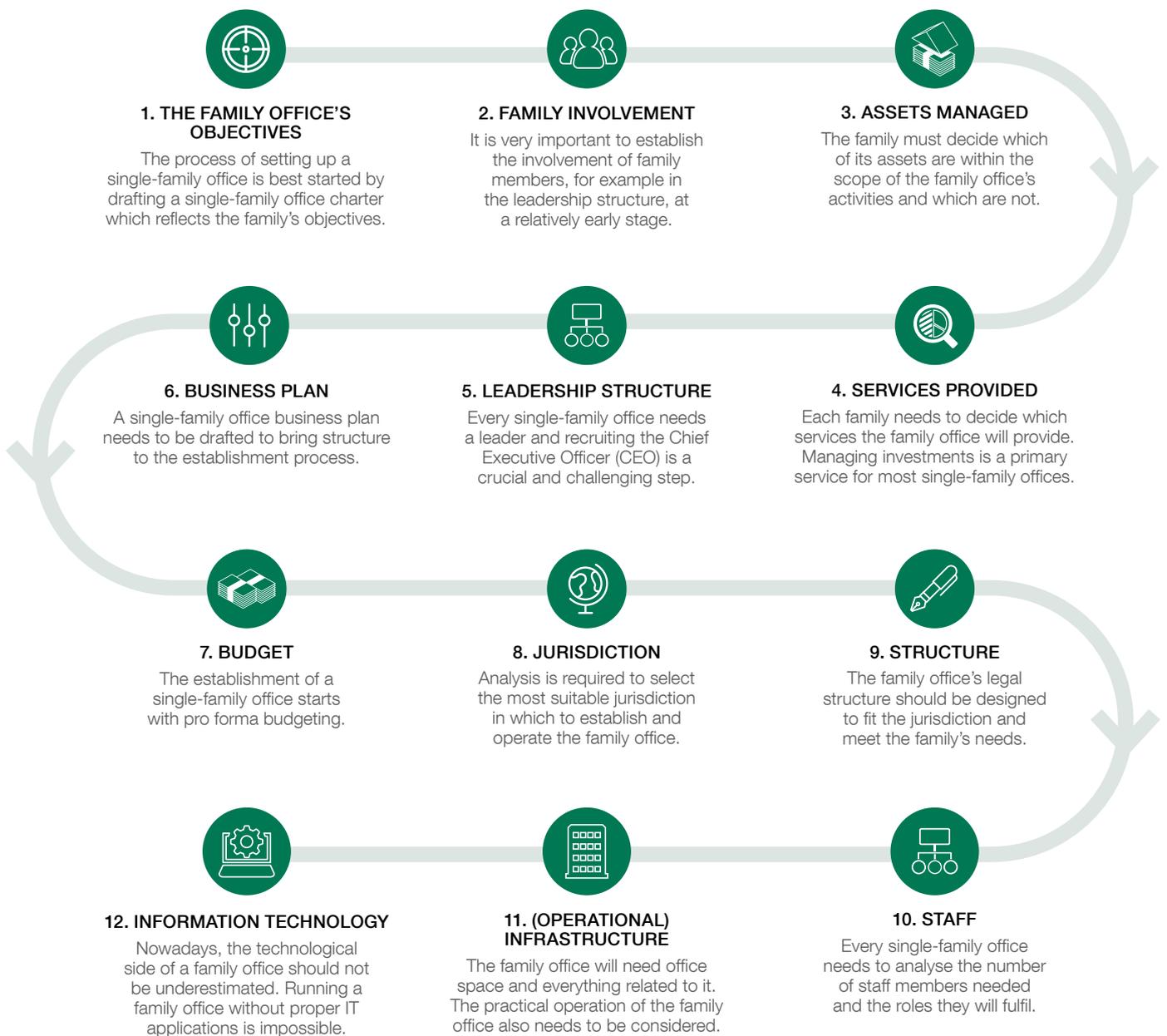
SINGLE-FAMILY OFFICE ADVICE

In keeping with global best practice, FOSS has developed a comprehensive advisory process to support families all over the world with setting up a family office. Our step-by-step process consists of 12 dedicated modules containing briefing notes, templates and models, to ensure a structured approach.

Our method is personalised, pragmatic and easy to understand. We will act simultaneously as your advisor, project manager and

sparring partner. Our support only stops when your family office is fully operational.

Control and risk management are both extremely important parts of the process when operating a family office. As a result, we do not regard them as separate steps: when working with us, you will find that they are integrated into all of our modules.



MULTI-FAMILY OFFICE SELECTION

Selecting your wealth advisor is a serious matter. Do you know which questions to ask when visiting a multi-family office for the first time? And does this particular provider deliver an integrated

service or does it only claim to do so? With our four-stage process, we help you search for and select a high-quality multi-family office that is right for you.

1. ANALYSE

After you have contacted us, we organise a face-to-face meeting with you in order to analyse and map what you and your family need from a multi-family office.

4. MATCH

Afterwards, we analyse the meetings together, and ultimately you select the most suitable family office for you and your family.



2. SELECT

We have created a database containing the key features of over 450 different multi-family offices in Switzerland. Based on your family's unique requirements, we draw up a shortlist of the four most suitable high-quality multi-family offices.

3. INTRODUCE

We then organise meetings with the selected multi-family offices and together with you we visit each one. During these visits, we focus on selecting the multi-family office that has the philosophy, services and cost structure that best fit you and your family's needs.

OUR EXCLUSIVE DATABASE

We have developed a unique selection and mapping process that has enabled us to build a database containing extensive – and constantly updated – information about the vast majority of Switzerland's multi-family offices. The database includes their key features and the services they offer.

As well as providing the information one would usually expect – such as contact details – FOSS goes much further. Every multi-family office included in our database is categorised according

to size, focus markets, areas of expertise, types of investment services offered, cost structure, consolidated reporting capabilities and wealth planning capacities, to name but a few of the criteria we use.

The FOSS database is not, however, a ranking table. There are good multi-family offices and better ones, but there is neither a "one size fits all" model nor a single "best" provider. There is only a best family office for your needs.

ABOUT US



Jan van Bueren, LMM, TEP

Global Head Family Office Advisory, Zurich

Jan van Bueren is co-founder of FOSS. He holds a Master's degree in Tax Law from the University of Groningen in the Netherlands. He has been a member of STEP since 2010.

Before joining UBP in 2011, he worked as a Tax Advisor with a focus on large family-owned companies for PricewaterhouseCoopers among others, as Senior Legal Counsel with De Nederlandsche Bank NV, and Head of Wealth Structuring with ABN AMRO Bank (Switzerland) AG.

Jan deals with family office issues in multiple jurisdictions and has extensive experience in complex international wealth planning, tax-efficient corporate structuring and international relocation schemes.

Telephone: +41 58 819 65 50
Email: jan.vanbueren@ubp.ch



Thomas Ming, LLM

Senior Family Office Advisor, Zurich

Co-founder of FOSS, Thomas Ming holds a Master's degree in Law from the University of Basel, Switzerland, where he was an active member of AIESEC.

Before joining UBP in 2011 as Senior Product Specialist in its Wealth Planning department, he was with ABN AMRO Bank (Switzerland) AG as an Account Manager for different markets and then in the Wealth Structuring department.

Along with experience in a wide range of family office-related topics, Thomas has special expertise in life insurance – e.g. private placement life insurance and jumbo universal life insurance – as a compliant wealth-planning structure for high-net-worth families.

Telephone: +41 58 819 65 50
Email: thomas.ming@ubp.ch



Fan Choi, LLB, TEP, CTP

Senior Family Office Advisor, Hong Kong

Fan Choi holds a Bachelor's in Law from the University of Warwick as well as an ACFBA and a CFWA from the Family Firm Institute Inc., Boston. She is a member of STEP and a Certified Trust Practitioner.

She started with law firm Stephenson Harwood, after which she joined BNP Paribas Private Bank. From Coutts & Co Ltd., where she was Head of Wealth Planning North Asia, she transferred to UBP in the same position, which she still holds in addition to her role at FOSS.

With over 25 years of experience serving UHNW individuals and families, Fan guides clients through all aspects of establishing single-family offices in an Asian context.

Telephone: +852 3701 4088
Email: fan.choi@ubp.ch



Faye Ong, LLB Hons, TEP

Senior Family Office Advisor, Singapore

Faye Ong holds a Bachelor's in Law from Kings College, London and a PG in International Trade and Commerce from Berkeley. She is a member of STEP.

She started off at Bear Stearns Private Client Group in New York, after which she worked for the MAS, Citi Private Bank, Coutts & Co, Rothschild Trust, EFG Bank, and her own boutique consultancy before joining UBP, where she is Head of Wealth Planning South Asia, as well as Senior Family Office Advisor.

Faye has over 20 years of wealth and succession guidance experience, with a focus on large families and complex multi-jurisdictional issues in the Asia Pacific region.

Telephone: +65 6730 8081
Email: faye.ong@ubp.ch

OUR MISSION

FOSS's mission is to make the family-office concept as clear and understandable as possible. In 2011, founders Jan van Bueren and Thomas Ming became aware that most families trying to establish a single-family office or appoint a multi-family office find the process very challenging.

As a result, they dedicated themselves to providing professional and customised support to wealthy families from around the globe, with the ultimate objective of enabling every family to get easy access to high-quality family-office advice.

To help you achieve your goals, FOSS has been focusing on three main objectives:



Creating an extensive internet-based educational platform about the concept of family offices and the wide range of services they provide.



Developing a sophisticated and highly structured process to support families with the establishment of their own customised single-family office.



Establishing an unconventional multi-family office database containing essential information to help families around the world select the multi-family office that is best for them.

OUR AWARDS

In December 2016, UBP's FOSS Family Office Advisory* unit was awarded a prestigious SPEAR'S Russia Wealth Management Award in the category "Best Innovation in Private Banking & Wealth Management".

FOSS Family Office Advisory* received the prestigious Private Banker International Switzerland Awards 2017 editor's choice for its innovative family office advisory offering.



* Formerly known as 'FOSS Family Office Services Switzerland'

Disclaimer

This document is a marketing communication containing GENERAL INFORMATION on the financial services and/or financial instruments, and reflecting the sole opinion of Union Bancaire Privée, UBP SA and/or any entity of the UBP Group (hereinafter "UBP") as of the date of issue. It may contain generic recommendations but should not be deemed an offer nor a solicitation to buy, subscribe to, or sell any currency, product, or financial instrument, make any investment, or participate in any particular trading strategy in any jurisdiction where such an offer or solicitation would not be authorised, or to any person to whom it would be unlawful to make such an offer or solicitation. This document is meant only to provide a broad overview for discussion purposes, in order to determine clients' interest. It does not replace a prospectus or any other legal document relating to any specific financial instrument, which may be obtained upon request free of charge from UBP or from the registered office of the fund concerned, where applicable. The opinions herein do not take into account individual clients' circumstances, objectives, or needs. In this document UBP makes no representation as to the suitability or appropriateness, for any particular client, of the financial instruments or services described, nor as to their future performances. Clients who wish to obtain more information about any specific financial instruments can request it from UBP and/or their Relationship Manager. Where an investment is considered, the information on the risks linked to each financial instrument shall be provided in good time by separate means before the investment decision is taken. In any case, each client must make his/her own independent decisions regarding any securities or financial instruments mentioned herein and regarding the merits or suitability of any investment. Before entering into any transaction, clients are invited to carefully read the risk warnings and the regulations set out in the prospectus or other legal documents and are urged to seek professional advice from their financial, legal, accounting and tax advisors with regard to their investment objectives, financial situation and specific needs. This generic information is therefore not independent from the proprietary interests of UBP or connected parties, which may conflict with the client's interests. UBP has policies governing cases of conflicts of interest. The investments mentioned herein may be subject to risks that are difficult to quantify and to integrate into the valuation of investments. Generally speaking, products with a high degree of risk, such as derivatives, structured products or alternative/non-traditional investments (such as hedge funds, private equity, real estate funds, etc.) are suitable only for clients who are capable of understanding and assuming the risks involved. The value of any capital investment may be at risk and some or all of the original capital may be lost. The investments are exposed to currency fluctuations and may increase or decrease in value. Fluctuations in exchange rates may cause increases or decreases in the client's returns and/or in the value of the portfolio. The client may be exposed to currency risks if a financial instrument or the underlying investment of a financial instrument is denominated in a currency different from the reference currency of the client's portfolio or from the currency of his/her country of residence. For more information on risks, the brochure called "Characteristics and risks of certain financial operations" should be consulted. The information contained in this document is the result neither of financial analysis within the meaning of the Swiss Banking Association's "Directives on the Independence of Financial Research" nor of independent investment research as per the EU's regulation on MiFID provisions. In principle, EU regulation does not govern relationships entered into with UBP entities located outside the EU, including but not limited to Union Bancaire Privée, UBP SA in Switzerland, which is subject to Swiss law and Swiss regulation, in Hong Kong, and in Singapore, and the subsidiary in Dubai. Reasonable efforts have been made to ensure that the content of this document is based on objective information and data obtained from reliable sources. However, UBP cannot guarantee that the information the Bank has gathered in good faith is accurate and complete. Circumstances may change and affect the data collected and the opinions expressed at the time of publication. Therefore information contained herein is subject to change at any time without prior notice. UBP makes no representations, provides no warranty and gives no undertaking, express or implied, regarding any of the information, projections or opinions contained herein nor does it accept any liability whatsoever for any errors, omissions or misstatements in the document. UBP does not undertake to update this document or to correct any inaccuracies which may have become apparent after its publication. This document may refer to the past performance of financial instruments. Past performance is not a guide to current or future results. The value of financial instruments can fall as well as rise. All statements in this document, other than statements of past performance and historical fact, are "forward-looking statements". Forward-looking statements do not guarantee future performances. The financial projections included in this document do not represent forecasts or budgets, but are purely illustrative examples based on a series of current expectations and assumptions which may not happen as forecast. The actual performance, results, market value and prospects of a financial instrument may differ materially from those expressed or implied by the forward-looking statements in this document. The projected or targeted returns are inherently subject to significant economic, market and other uncertainties that may adversely affect performance. UBP also disclaims any obligation to update forward-looking statements, as a result of new information, future events or otherwise. Any performance data included in this document does not take into account fees, commissions, expenses charged on issuance and redemption of securities, or any other costs, nor any taxes that may be levied. The tax treatment of any investment depends on the client's individual circumstances and may be subject to change in the future. This document does not contain any tax advice issued by UBP and does not necessarily reflect the client's individual circumstances. This document is confidential and is intended to be used only by the person to whom it was delivered. This document may not be reproduced, either in whole or in part. UBP specifically prohibits the redistribution of this document, in whole or in part, without its written permission and accepts no liability whatsoever for the actions of third parties in this respect. This document is not intended for distribution in the US and/or to US Persons or in jurisdictions where its distribution by UBP would be restricted. UBP is authorised and regulated in Switzerland by the Swiss Financial Market Supervisory Authority ("FINMA").

UK: UBP is authorised in the United Kingdom by the Prudential Regulation Authority, and is subject to regulation by the Financial Conduct Authority and limited regulation by the Prudential Regulation Authority (PRA).

Dubai: This marketing material has been communicated by Union Bancaire Privée (Middle East) Limited, a company regulated by the Dubai Financial Services Authority ("DFSA"). It is intended for professional clients and/or market counterparties only and no other person should act upon it. The financial products or services to which this material relates will only be made available to a client who meets the professional client and/or market counterparty requirements. This information is provided for information purposes only. It is not to be construed as an offer to buy or sell, or a solicitation for an offer to buy or sell any financial instruments, or to participate in any particular trading strategy in any jurisdiction.

Hong Kong: UBP is a licensed bank regulated by the Hong Kong Monetary Authority (HKMA) and a registered institution regulated by the Securities and Futures Commission (SFC) for Type 1, 4 & 9 activities only in Hong Kong. The securities may only be offered or sold in Hong Kong by means of documents that (i) are addressed to "professional investors" within the meaning of the Securities and Futures Ordinance (Chapter 571 of the Laws of Hong Kong) and any rules made thereunder (the "SFO"); or (ii) are defined as "prospectuses" within the meaning of the Companies Ordinance (Chapter 32 of the Laws of Hong Kong) (the "CO") or constitute offers to the public within the meaning of the CO. Unless permitted to do so under the laws of Hong Kong, no person may issue or have in his/her possession for the purpose of issuing, whether in Hong Kong or elsewhere, any advertisement, invitation or document relating to the securities, directed at, or likely to be accessed or read by, the public in Hong Kong, except where the securities are intended to be disposed of only to persons outside Hong Kong, or only to "professional investors" within the meaning of the SFO.

Singapore: UBP is a bank regulated by the Monetary Authority of Singapore (MAS), is an exempt financial adviser under the Financial Advisers Act (Cap. 110 of Singapore) to provide certain financial advisory services, and is exempt under section 99(1) of the Securities and Futures Act (Cap. 289 of Singapore) to conduct certain regulated activities. This document has not been registered as a prospectus with the MAS. Accordingly, this document and any other document or material in connection with generic recommendations may not be circulated or distributed, whether directly or indirectly, to persons in Singapore other than (i) to institutional investors under Section 274 of the Securities and Futures Act (Cap. 289) of Singapore ("SFA"), (ii) to relevant persons pursuant to Section 275(1), or any person pursuant to Section 275(1A) of the SFA, and in accordance with the conditions specified in Section 275 of the SFA, or (iii) otherwise pursuant to, and in accordance with the conditions of, any other applicable provision of the SFA. This advertisement has not been reviewed by the Monetary Authority of Singapore.

Luxembourg: UBP is registered by the Luxembourg supervisory authority the Commission de Surveillance du Secteur Financier (CSSF).

Italy: Union Bancaire Privée (Europe) S.A., Succursale di Milano, operates in Italy in accordance with the European passport – held by its parent company, Union Bancaire Privée (Europe) S.A. – which is valid across the entire European Union. The branch is therefore authorised to provide services and conduct business for which its parent company, Union Bancaire Privée (Europe) S.A., has been authorised in Luxembourg, where it is regulated by the Luxembourg financial supervisory authority, the Commission de Surveillance du Secteur Financier (CSSF).

Monaco: This document is not intended to constitute a public offering or a comparable solicitation under the Principality of Monaco's laws, but might be made available for information purposes to clients of Union Bancaire Privée, UBP SA, Monaco Branch, a regulated bank under the supervision of the Autorité de Contrôle Prudentiel et de Résolution (ACPR) for banking activities and under the supervision of the Commission de Contrôle des Activités Financières for financial activities.

© UBP SA 2019. All rights reserved.

September 2019



FOSS Family Office Advisory

Bahnhofstrasse 1 | P.O. Box 2932 | CH-8027 Zurich
Tel. +41 (0)58 819 65 50 | Fax +41 (0)58 819 41 04

foss@family-office-advisory.com | www.family-office-advisory.com

Union Bancaire Privée (Middle East) Ltd.

Dubai International Financial Center | Gate Precinct Building 5
Office 507 | Level 5 | P.O. Box 33778 | Dubai, United Arab Emirates
ubp@ubp.com | www.ubp.com



Subscribe to our newsletter on ubp.com