



**Deloitte.**  
Private

## Deloitte family office services

Differentiated capabilities to serve  
family operations

**SECOND EDITION**

# Your vision. Our experience.

As family offices expand their scope and complexity, a critical challenge has emerged: finding and retaining specialized talent. This expertise gap has created significant operational hurdles for even the most established family enterprises.

To help address this difficulty, Deloitte can deliver critical insights when and where you need it. Our global footprint and deep bench of professionals mean we can integrate essential capabilities into your existing operations without the burden of recruitment, onboarding, or retention challenges. With this foundation in place, our team can help you confidently navigate market trends, regulatory changes, and significant milestones—from principal transitions to major liquidity events.

With Deloitte supporting your organization, you can focus on what truly matters: building a legacy that stands the test of time.



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# STRUCTURE AND DESIGN

## CONSTRUCTING A MORE EFFECTIVE FAMILY OFFICE

Structuring and designing a family office can be a daunting task. From creating appropriate internal controls, to building a transformation roadmap, to setting up efficient transfer pricing planning, there are many factors to consider. You don't have to face these challenges alone. Deloitte brings a wealth of experience and tailored services to help you structure your family office effectively, manage risk, and drive operational excellence so you're well-positioned to achieve lasting success.

# Family office and investment partnership structuring

## TRANSFORMATIVE SERVICES FOR FAMILY OFFICES

Whether a family is considering forming a family office or seeks to modernize an existing one, it's important to engage with advisors who can provide tailored structuring services to meet the family's unique goals. Deloitte has amassed market-leading experience working with hundreds of family offices through the many logistical, operational, financial, and even emotional considerations of forming or restructuring a family office and investment structure, helping them to thrive in an ever-evolving landscape.

Our specialists help family offices in essential ways, preserving their legacy, vision, and values through proper succession planning; establishing and enhancing governance over family and investment decisions; advancing economies of scale with co-investment and cost-sharing; and mitigating tax risks while increasing tax efficiency through careful planning.



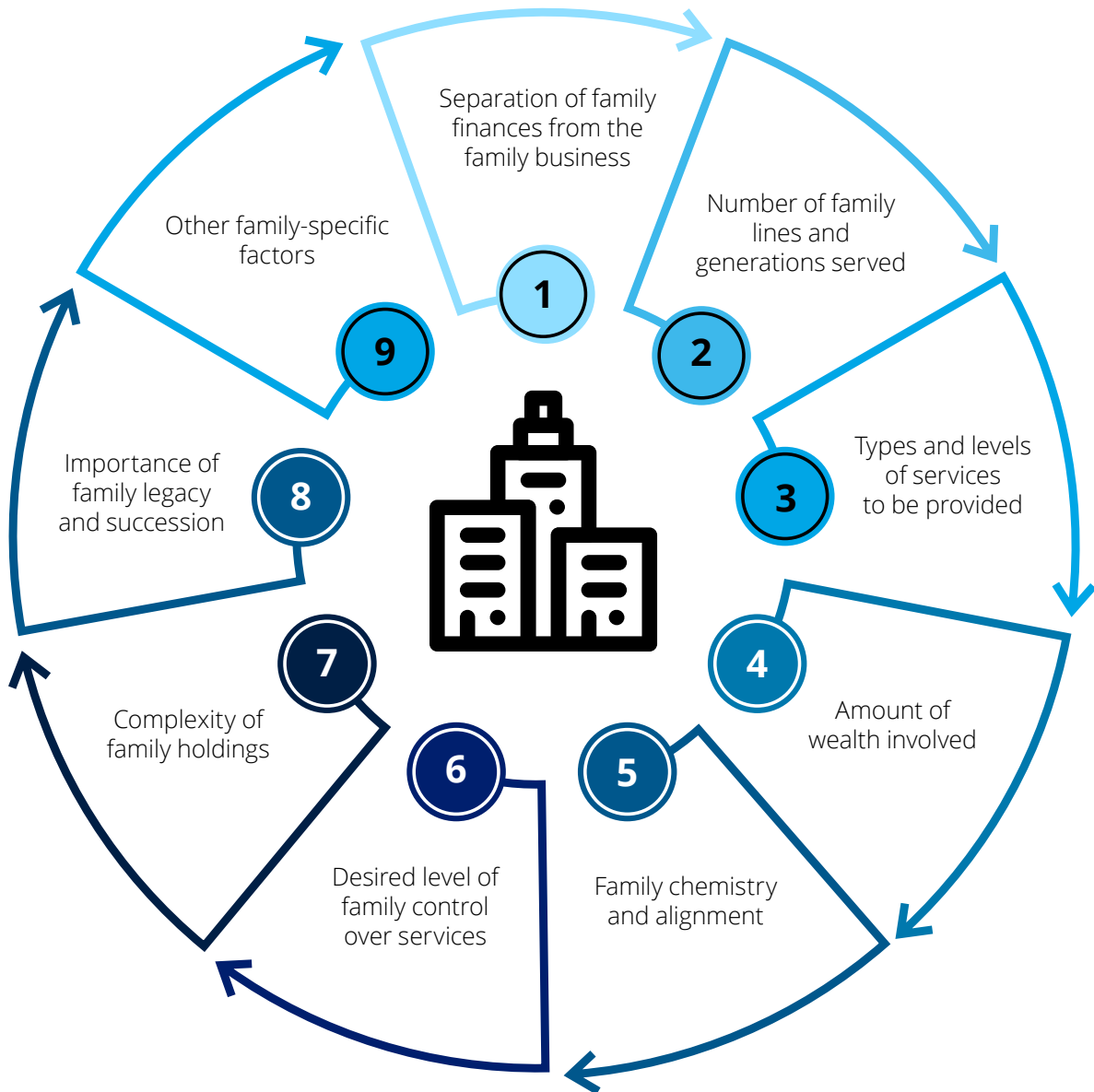
## OUR SERVICES

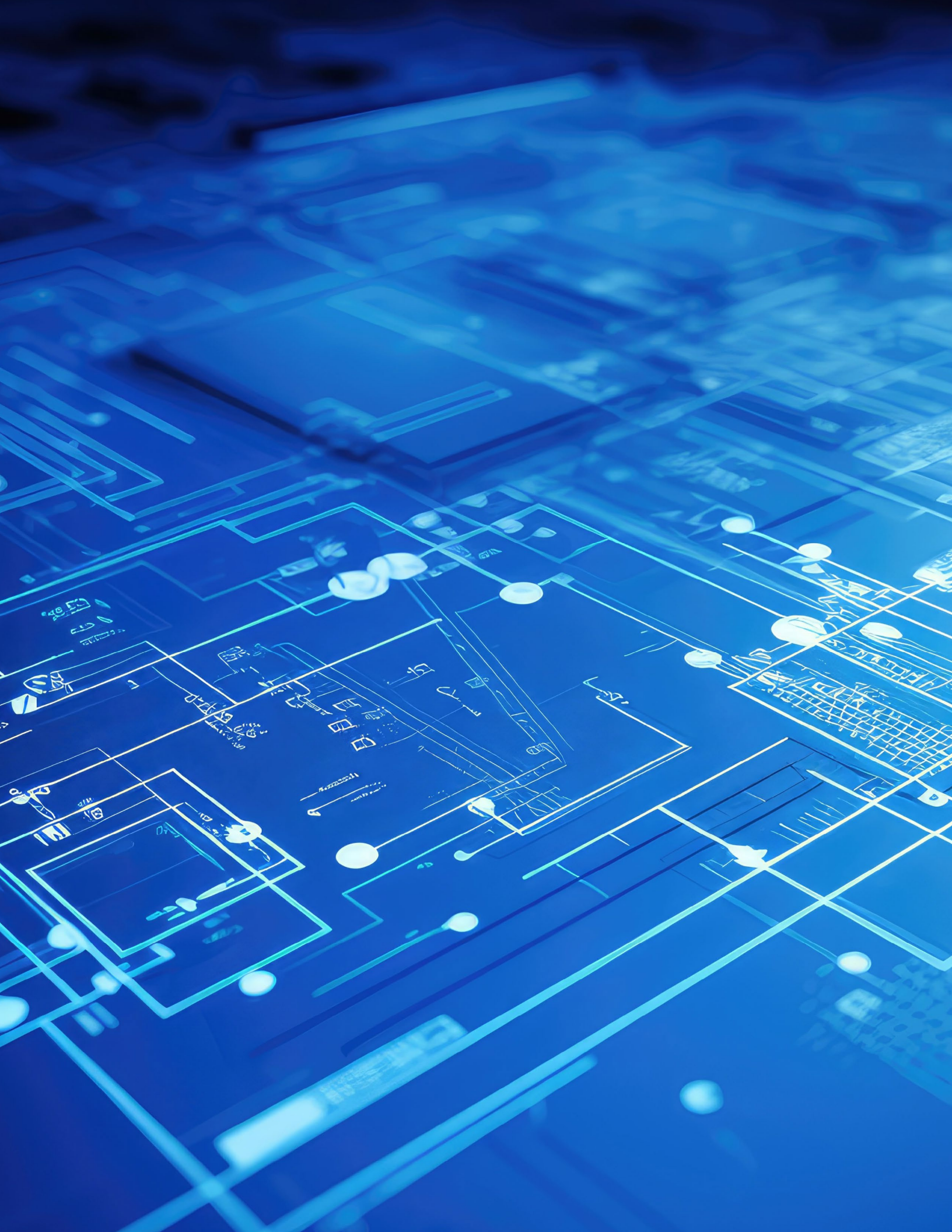
- 01 Family office structuring**  
In-depth review of ownership options, governance, scope of services provided, in-house versus out-sourcing decisions, funding alternatives, and tax considerations.
- 02 Investment partnership structuring**  
Form marketable (liquid) and alternative (illiquid) investment partnerships, analyze uses of “side pockets” and “vintage accounts” for specialized investment approaches; structure profits interests with economic modeling for equitable growth; and evaluate special partnership allocations alongside tax considerations.
- 03 Key employee incentive compensation arrangements**  
Align employee rewards with long-term organizational success and performance metrics; structure co-investment and carried interest vehicles as part of key employee incentive compensation arrangements.
- 04 Private aircraft structuring**  
Navigate ownership options, lease arrangements, and sales and use tax planning for family and family office usage of private aircraft.
- 05 Philanthropic vehicle-related planning**  
Address tax issues on family office interactions with charitable entities, including co-investment within family investment structures, fee arrangements, and sharing of resources.
- 06 Private trust company structuring**  
Oversee governance, formation, and operational considerations for private trust companies, including integration with the family office.
- 07 Unique asset structuring**  
Navigate the complex tax landscape applicable to a diverse range of unique asset classes beyond traditional investments, including real estate, fine art, sports franchises, and blockchain and digital assets, and implement structures to harness their potential.

### Explore more

Discover additional insights in our brochures: [The value of a family office](#) and [Tax structuring considerations: Family investment partnerships](#).

## WHEN IS IT TIME? INTEGRATED FACTORS IN THE DECISION TO FORM A FAMILY OFFICE





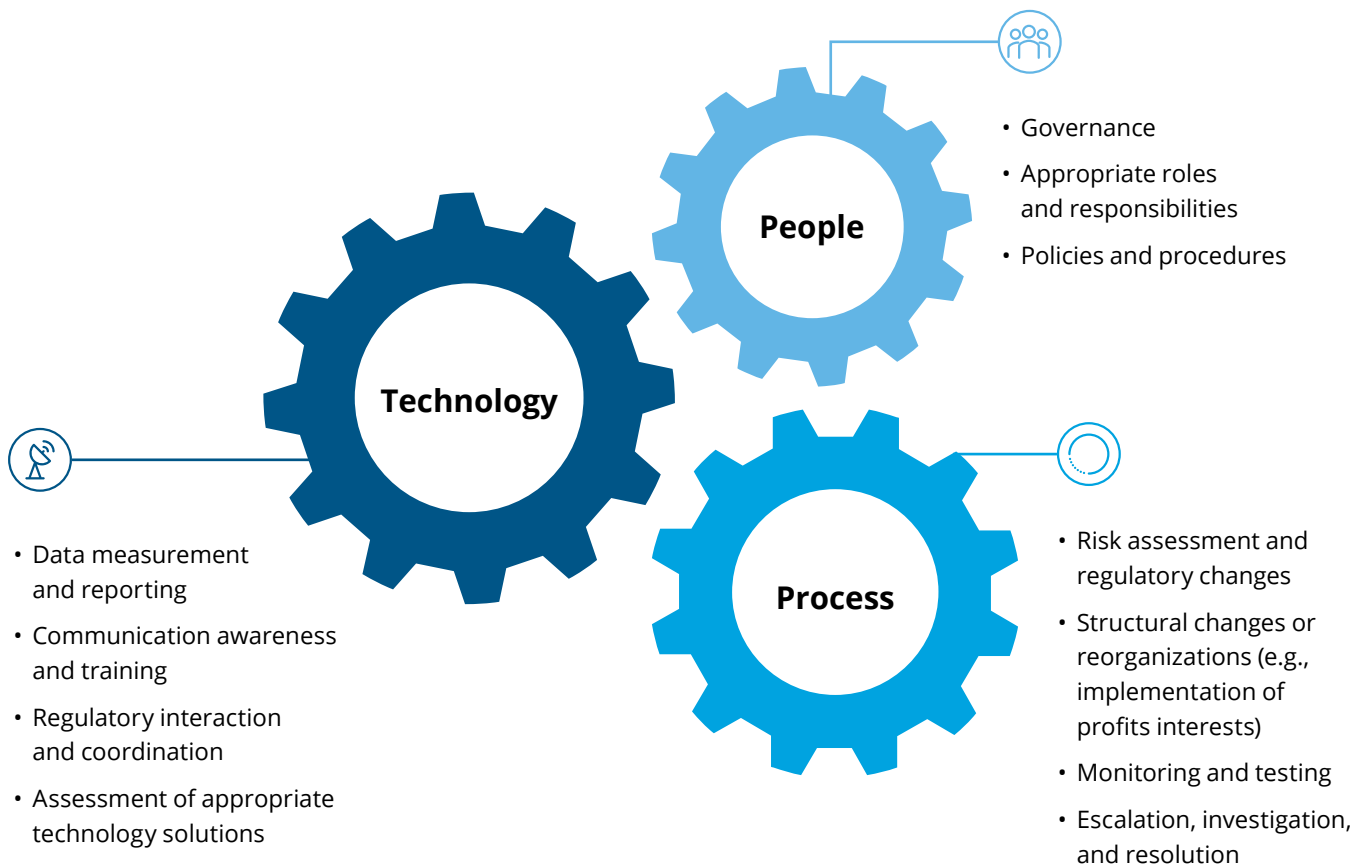
# Internal controls assessments and reviews

## A TAILORED APPROACH TO CONTROLS ASSESSMENTS

In the quest for top-tier governance and risk mitigation, your family office should have an advisor that understands the foundational importance of strong internal controls.

Deloitte is that advisor. Whether you want to address specific internal controls issues, evaluate your practices against those of peers, or modernize your control framework in response to emerging technologies or advances in your family office, our vast experience and specialized advisory services can allow you to identify and bridge gaps in your policies, processes, and control mechanisms or advise you on implementation of new technologies. This includes important areas specific to family offices, like segregation of duties, procedures for disbursements, vendor selection protocols, and record retention. With Deloitte, you can gain the insights needed to not just update your family office but to transform it into a model of operational excellence.

### COMPONENTS OF AN INTERNAL CONTROLS ASSESSMENT



## OUR SERVICES

ONE

### Internal controls advisory

Deloitte offers services specifically tailored to your family office's controls challenges, advising on known control failures, recommending frameworks for new family endeavors, or advising on ways to adapt to evolving capabilities, technologies, and strategies. This may be accomplished through an analysis of current controls and the governance framework against peers and leading practices. Our advisory services focus on ways to enhance your governance structure with special attention to specific family office control areas—including segregation of duties to help prevent fraud and errors—and strengthening the integrity of your operations.

TWO

### Internal controls modernization

Whether your operations are growing, your structure is changing, or you are exploring new areas such as blockchain and digital assets or artificial intelligence (AI), we can advise you on ways to elevate, enhance, and modernize your internal controls programs and frameworks all for the purpose of risk mitigation. Our approach to modernization focuses on processes relevant to family offices, such as record retention policies and authorized disbursement procedures, human resource capital management and optimization, and investment management with an eye towards utilizing today's advanced technological capabilities, including AI.

THREE

### Internal audit cosourcing

Deloitte enhances your internal audit capabilities with cosourcing services, allocating tasks to our professionals who infuse your program with analytics and subject matter experience, including advising on implementing vendor selection processes and assisting with managing procurement risks.

FOUR

### Financial management advisory

We can provide advice and considerations on ways to refine your approach to cash and expense management, offer investment life cycle advice, and advise on methods for asset valuation, including valuation of investments with a digital asset strategy. Our advisory services extend to advice and considerations on creating important internal controls over financial management processes, as well as advising on your family office's overall governance and strategic positioning.

# Operations and technology transformation

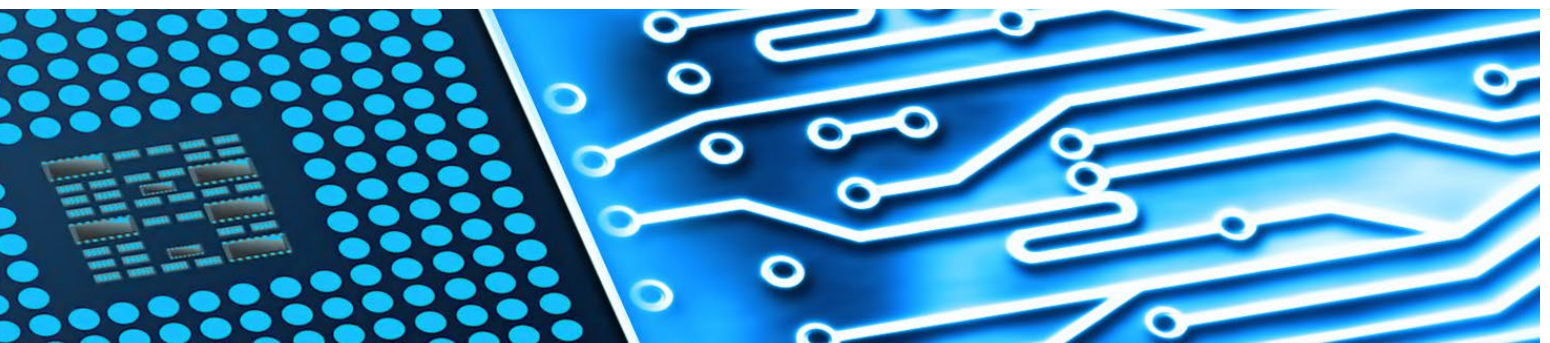
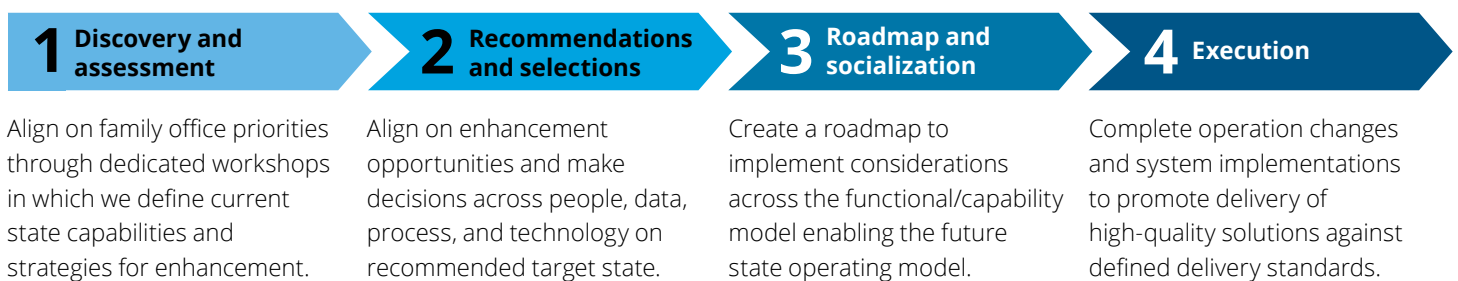
## ACCELERATE YOUR PATH TO A BRIGHTER FUTURE

Improve your family office's processes and infrastructure with Deloitte's strategic technology and operations roadmap. As the demands for sophisticated data management and integrated systems grow, a meticulously crafted roadmap is essential for effectively steering through these advancements, positioning your family office to meet today's operational challenges while enabling strategic decision-making for the future.

Beginning with discovery and assessment, we tailor our considerations to your family office's circumstances, then move into detailed planning and option exploration, helping to determine that each strategy aligns with your specific goals. Finally, we execute, integrating new technologies and processes to transform your operational framework and help set you up for success in the face of current demands and future developments.

Our extensive roadmap can guide you through the evolving landscape—strategically assessing, enhancing, and implementing solutions for your family office.

### OUR SERVICES: FRONT-TO-BACK TRANSFORMATION PROCESS



01

**Phase one: Discovery and assessment**

- A unified understanding of your family office's key priorities across functional areas including family services and philanthropy, investments, investment operations, tax and wealth planning, administration and compliance, and technology.
- A map of the organization's capabilities charted against its strategic objectives, highlighting potential areas for development.
- An in-depth analysis identifying gaps across key activities, challenges, and risks within your current operations and technology infrastructure, paving the way for targeted improvements and risk mitigation strategies.

02

**Phase two: Recommendations and selections**

- In-depth analysis identifying gaps across key activities, challenges, and risks within your current operations, data governance, and technology infrastructure, paving the way for targeted improvements and risk mitigation strategies.
- Operations and technology vendors identified and selected for future implementation of functions such as general ledger, front, middle and back office, reporting and analytics, market research, and data aggregation.

03

**Phase three: Roadmap and socialization**

- A defined plan that provides a structured approach to the transformation, intending that activities are coordinated and aligned with your office's strategic objectives, providing clear direction, a breakdown of costs and benefits, and a resource enhancement and implementation plan.
- Develop a comprehensive socialization plan, clearly articulating changes, benefits, and implications for all stakeholders, while fostering an environment of transparency and collaboration.

04

**Phase four: Execution**

- Coordinated execution of the implementation plan with vendors, company leadership, family members, beneficiaries, and other supporting parties.
- Transition to new systems and processes through thorough testing, training, and data migration, and the establishment of continuous improvement frameworks.

# Transfer pricing

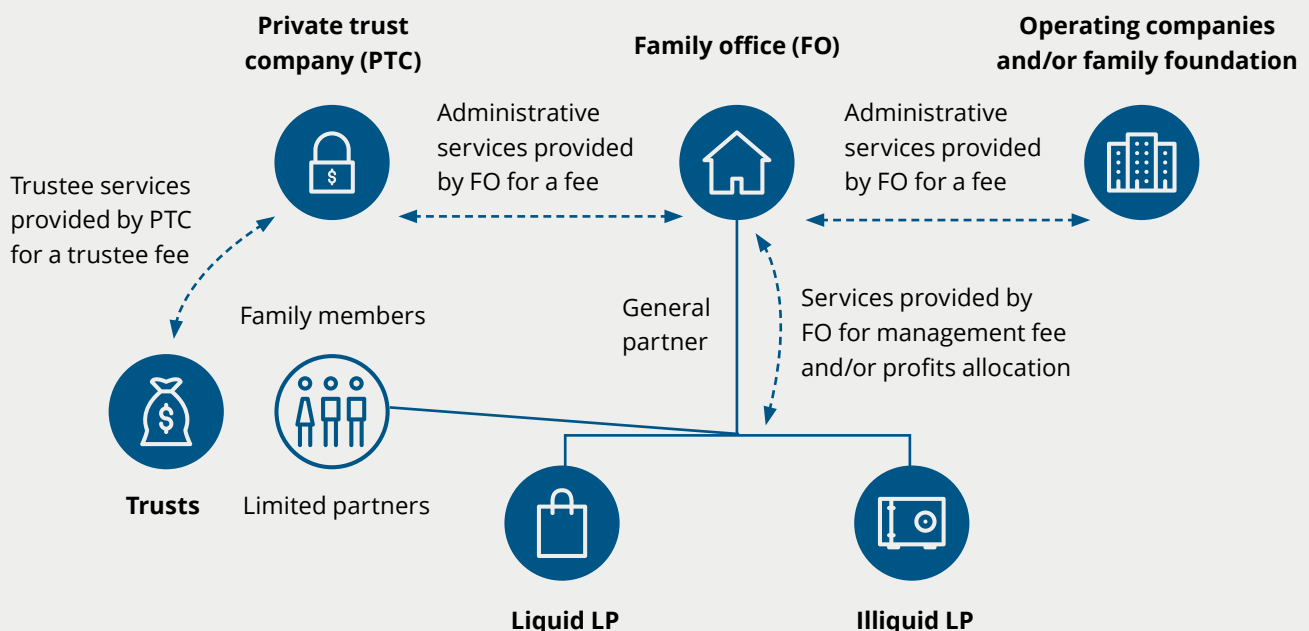
## TAILORING TRANSFER PRICING SERVICES TO YOUR NEEDS

As family offices become more complex, a strategy for structuring and pricing transactions among related parties becomes vital. That's where Deloitte's transfer pricing team comes in. We bring deep experience gained serving diverse family offices and their unique legal and economic frameworks. As a result, we can help you design, price, and implement transfer pricing planning that is not only tax-efficient, but tailored to your circumstances.

Our transfer pricing methodology is based on fact gathering, extensive knowledge of the family office environment, and experience in analyzing related-party transactions.

### Common family office structures and arrangements

The diagram below is representative of many family office structures whereby the family office provides certain services to various family clients in exchange for a form of compensation. Each of these arrangements may have transfer pricing considerations.



## OUR SERVICES

### Establishing a new family office

Analyze intercompany transaction structures and pricing policies, and address start-up phase considerations.

### Review existing transfer pricing

Review existing policies relative to market pricing and analyze changes to policies and/or structure.

### Establishing transfer pricing policies

Helping to implement new transfer pricing policies by building a bridge between regulatory tax guidance and specific family office data terminology and availability.

### Foundation/non-profit considerations

Advise on transactions with non-profits, adhering to self-dealing regulations.

### Tailor transfer pricing for related entities

Advise on transfer pricing policies for related operating companies and the family office.

### Investment advisory benchmarking

Provide market intelligence and planning considerations for diverse investment advisory services.

### Planning considerations

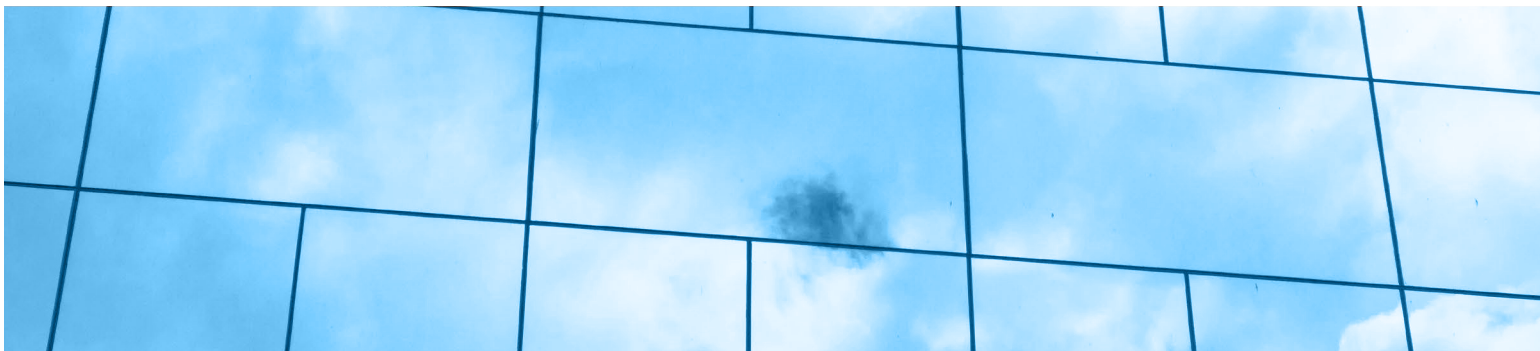
Assist in planning for trustee services, grant-making, estate administration, and business considerations.

### Tailored services

Offer guidance for operating company transfer pricing, global expansion, and other unique transactions.

### Tax audit services

Leverage substantial IRS and foreign tax authority audit experience to prepare for tax audits and defend against open audits.



# Cross-border family office services

## EMPOWER YOUR FAMILY OFFICE ACROSS BORDERS

Family offices are typically headquartered in the country in which the family predominantly resides, but now more than one-quarter (28%) of family offices operate in foreign jurisdictions.\* These offices are often established to serve family members who have moved overseas, diversify risk, increase access to talent to support a family business that has expanded its global footprint, or to employ an investment team “on the ground” and develop local relationships for exposure to deal flow.

Deloitte’s global presence, in 150 countries and territories through a network of firms, allows us to help family offices navigate their global footprint. We can assist family offices with the creation of cross-border offices, focusing on both inbound and outbound structures, and leverage our experience to advise on both US and local country taxation and mobility requirements.

Establishing a presence in a new country requires careful planning and a deep understanding of tax and mobility complexities. Deloitte provides assistance throughout the process, from initial planning and design to implementation and ongoing compliance.



\*Rebecca Gooch, *Deloitte Family Office Insight Series – Global Edition: Defining the family office landscape*, Deloitte Global, 2024.

## OUR SERVICES

### 01 **Jurisdictional comparison and selection**

Our phased approach begins with a jurisdictional review, intended to align the needs, expectations, and goals of the family office and owners with the desired location. Our specialists work with our clients to analyze planning considerations related to the operating model and ownership structure, considering the overall business objectives, tax efficiency, key intercompany and external transaction flows, and appropriate immigration pathways for the family and essential employees needed for the operation.

### 02 **Structuring services**

We can provide an analysis on structuring alternatives to help focus on important elements such as the legal ownership structure, governance, local entity type, capital structuring, asset organization, and tax efficiency for the family office.

High-level tax impact modeling helps us explore the appropriate operating model with you to then develop a work plan for implementation of the proposed structure. We will assist with both direct and indirect tax matters for identified jurisdictions and advise on relevant technical aspects, such as transfer pricing, entity-specific tax elections, and local registrations. Refined modeling of tax impacts to stakeholders takes place as needed to enhance the overall tax strategy.

We collaborate with the family office to validate operational and tax impacts of the proposed future-state operating model to resolve important open items. The intended functional profile of each new family office entity and associated transfer pricing policies and procedures are solidified, and the family office has a clear understanding of our tax analysis regarding transfer pricing, local country and US income tax, along with value-added taxes (VAT), customs, or other relevant indirect tax considerations.

### 03 **Tax compliance**

We provide review of associated legal agreements from a tax perspective to analyze expected tax treatment of chosen structuring alternatives. We collaborate with our global network to help family offices address local country tax filing obligations, including corporate income tax, VAT, Foreign Account Tax Compliance Act (FATCA), and Pillar Two reporting for their structures. Additionally, we assist with transfer pricing-related filings including preparation of identified master and local files, as well as associated disclosures required in many countries.

## 04 Visa acquisition and residence planning\*

While the Deloitte US firm does not provide immigration services, the Deloitte network of firms has extensive experience in this area, with established immigration practices and dedicated private client resources to navigate your global mobility needs.

Through our global network, Deloitte assists the family office to obtain appropriate visas and residence permits in desired locations, providing personalized guidance throughout the process. This includes services for the family and key personnel, from domestic workers and personal assistants, to family office staff with essential skills, recognizing that a mobile workforce is paramount for business continuity and growth.

Our services extend to complex and specialized matters, such as:

- Complex immigration programs linked to investments, business ventures, or philanthropic activities;
- Citizenship and passport applications;
- The transfer of employees across borders and guidance on sponsor/employer obligations to mitigate the risk of financial penalties, reputational damage, and operation disruptions; and
- Discretionary applications, including previous visa refusals or immigration bans.

## 05 Human Resources services

We understand the challenges of setting up a family office in a new jurisdiction. Whether it's a designated head of HR or you need supplemental support, we can assist as you stand up and operate your HR function, bringing the broad range of capabilities you need. We have a tailored set of services for family offices from our portfolio of compliance and global talent services that meet you where you are to help you scale and manage your workforce. Whether it be talent strategy; talent management; compensation, rewards, and benefits; HR design and implementation; compliance; or HR operations, our tech-enabled services can help you improve your user experience.

While it may feel overwhelming to address so many considerations associated with forming a family office in a foreign jurisdiction, we have the experience and resources across the globe to help streamline the decisions that must be made to achieve the family's aspirations.

\*For legal and regulatory reasons, some of the Deloitte Touche Tohmatsu Limited (DTTL) member firms, including the US member firm, do not provide immigration services. Such services are provided by the legal and immigration practices of DTTL member firms outside the United States and their alliance partners. The Deloitte US firms do not practice law nor provide legal advice.



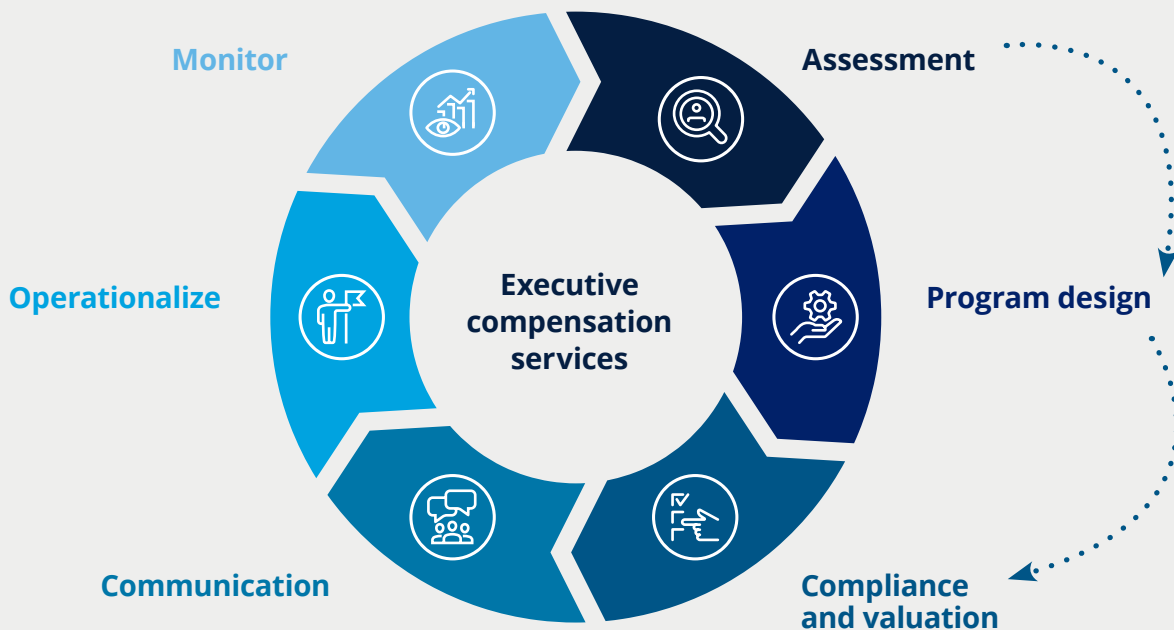
# Executive compensation planning services

## WINNING THE TALENT WAR WITH STRATEGIC EXECUTIVE COMPENSATION

Family offices are evolving to become more professional, diverse, and technologically advanced. By focusing on these talent and people-related trends, family offices can better manage their resources, attract and retain top talent in an increasingly competitive industry, and reinforce long-term success and stability. In the intense war for talent, a thoughtful executive compensation program is one of the key tools that creates a differentiated offering and supports the attraction and retention of talent in this expanding market.

### Our integrated executive compensation offering

Assessment | Program design | Compliance and valuation | Communication | Operationalize | Monitor





## Assessment

Understanding the organization and the market involves conducting a foundational internal analysis to assess business and talent strategy, culture, and vision, while an external analysis examines market trends and the competitive landscape. This comprehensive approach can create strategic alignment and informed decision-making to enhance executive compensation design and market positioning.

Our activities within the Assessment phase include:

- Lead stakeholder interviews and strategy review to gain internal insights.
- Conduct pay level and benefit program benchmarking to assess organizational alignment with market.
- Identify pay mix and alignment with organizational strategy.
- Summarize marketplace incentive plan design features to inform program design.



## Program design

Developing bespoke pay strategies and programs involves tailoring compensation plans to align the family office's objectives with the needs and aspirations of executive talent. This approach can enable compensation structures that are competitive, motivating, and aligned with the long-term goals of both the organization and its key leaders.

Our activities within the Program design phase include:

- Develop compensation philosophy and strategy to guide compensation decision-making processes.
- Create salary structures to support efficient base salary administration.
- Design annual incentive, bonus, and recognition programs to motivate near-term performance.
- Craft long-term incentive and deferred compensation programs to reinforce the achievement of long-term objectives.
- Construct co-invest and carried interest plans to align key executives with family stakeholders.
- Evaluate executive benefits to support a competitive rewards program.
- Collaborate with outside counsel to confirm program design and documentation.



## Compliance and valuation

Understanding the tax, accounting, and valuation requirements is crucial for designing effective and compliant compensation programs. This involves analyzing whether compensation structures adhere to regulatory standards, create tax efficiency, and reflect the financial implications for both the organization and its executives.

Our activities within the Compliance and valuation phase include:

- Provide tax analysis and advice to inform incentive plan design and compliance.
- Provide global accounting treatment guidance to support incentive plan design and financial reporting.
- Perform valuation services to support the design and implementation of incentive programs.



## Communication

Developing effective communications is essential to enhancing executive understanding and evaluating the return on compensation investment. Clear, transparent messaging helps executives comprehend the value and structure of their compensation packages, fostering engagement and alignment with organizational goals.

Our activities within the Communication phase include:

- Lead communications strategy development to support the effective implementation of the executive compensation programs.
- Develop communications materials to share with employees, reinforcing their understanding and engagement with the compensation program.
- Lead communications sessions and provide “train-the-trainer” support to educate employees on compensation program design and enhancements.



## Operationalize

Operationalizing your program involves translating strategic plans into actionable steps to assist with effective execution. This process includes establishing clear implementation guidelines, assigning responsibilities, and monitoring progress to achieve desired outcomes. By doing so, the program moves from conceptualization to tangible results, driving organizational success.

Our activities within the Operationalize phase include:

- Lead internal administration team sessions to educate on new program design and compliance requirements.
- Develop internal administration process flows to support efficient administration and sound governance.
- Lead the selection and implementation of compensation administration technology to support efficient and compliant administration.



## Monitor

Maintaining your executive compensation programs and employee experience requires ongoing evaluation and adjustments so that they can remain competitive and aligned with organizational goals. Regular feedback and assessments help to identify areas for improvement, fostering a positive and motivating compensation offering. This continuous process supports the retention and engagement of top talent.

Our activities within the Monitor phase include:

- Provide annual advisory support to the board and management on ad hoc issues and to deliver regular updates on marketplace trends.
- Lead stakeholder discussions and conduct program reviews to ensure pay programs are operating as intended and to reevaluate as organizational and talent objectives evolve.
- Provide regular communication updates to reinforce employee understanding of pay programs.

A well-thought-out incentive compensation plan can establish a formal program to attract and retain top talent, foster a culture of recognition and accountability, and align employee efforts with family office goals.

# Governance services

## BUILDING AND ENHANCING GOVERNANCE AND OVERSIGHT

In today's rapidly evolving business landscape, having an effective governance framework is the cornerstone of a thriving family office. At Deloitte, we specialize in delivering tailored governance services that helps to empower families and stakeholders to navigate complexities with confidence. Our comprehensive approach provides your family office with knowledge, resources, and tools to enhance your governance framework and foster transparency, accountability, and strategic alignment.

We provide advice on leading family governance practices and how to mature your family board, including adoption of accompanying governance bodies such as an advisory family council. We also guide family offices on their board composition to advise them on identifying the skill sets needed to manage growth opportunities and mitigate risks.

By integrating leading practices and innovative insights, we advise on safeguarding your legacy, enhancing decision-making processes, and building a framework that balances family and independent board member participation. Our team advises on a governance structure that can protect your family's wealth but also propel the family office toward a sustainable future.



### The Deloitte Governance Framework





The Deloitte Governance Framework, developed from more than a decade of research and experience working with boards and senior executives, forms the basis for the governance support, resources, and activities that we provide.

The Framework defines and delineates board and management activities that support effective governance, and outlines the elements of board oversight as performance, strategy, governance, integrity, and talent—all considering culture and risk of both the boardroom and organization.

It is important to assess your level of board engagement and understand where your board should be, as boards typically slide across the scale, exhibiting different degrees of engagement throughout the organization’s life cycle.



### Attributes

- 
**Skills and knowledge**  
 What are the skills that are needed for the board to effectively execute its responsibilities?
- 
**Processes**  
 What processes are necessary for the board to both understand and properly oversee the activities of the organization?
- 
**Information**  
 Is the information received by the board adequate to support effective oversight and decision-making?
- 
**Behavior**  
 Does the board’s behavior support and reinforce strong oversight?

## OUR SERVICES

### **Evolving your governance framework**

We review and understand your current governance frameworks, including composition, structure, policies, and procedures and provide enhancements to mature your current framework in line with leading family office governance practices.

### **Board and committee structure**

We can advise your board to evaluate the current membership, as well as its committee structure, and determine alignment to strategic initiatives. We advise committees with defining their role and responsibilities and develop respective charters to document and guide the committee in its activities.

### **Board composition and processes**

We will review and understand the skills, experience, and viewpoints of members of the board to make sure it has diversity of skills, knowledge, and opinions to allow for effective oversight of the family's strategy.

### **Leading board and committee processes**

We review current policies and procedures and consider enhancements to board "operations" before and during the meetings, as well as other activities the board implements, to ultimately drive effective board/management relations and overall governance.

### **Succession planning**

We can advise families in preserving their legacy, vision, and values through formalized succession planning and pipeline development of family members or independent advisors to bring specialization to the board and further its long-term effectiveness.

### **Ongoing education**

We can advise on education opportunities for the board to deepen its knowledge through courses, as well as develop internship, mentoring, and job shadowing programs for upcoming generations.









# COMPLIANCE AND REPORTING

## CONTENDING WITH COMPLEX REPORTING OBLIGATIONS

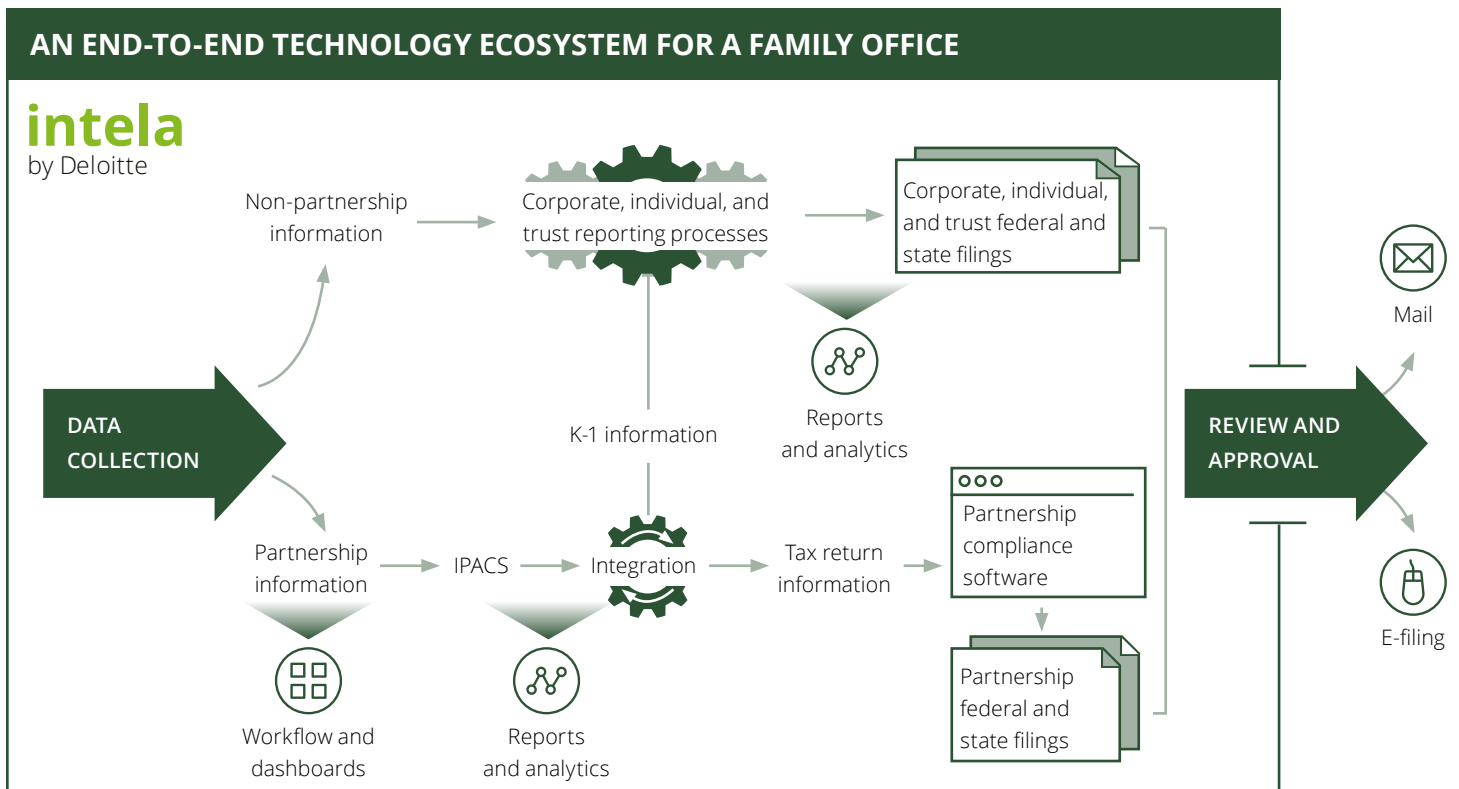
Tax compliance, accounting, and regulatory reporting for your family office can feel like navigating an inescapable maze. Deloitte can assist with this complexity, helping you navigate the impact of accounting events using technology to streamline tax compliance, and addressing the specific attest and regulatory needs of your family office—so you can focus less on administration and more on what's important to the family.

# Tax compliance and technology

## MARKET-LEADING TAX COMPLIANCE DELIVERED WITH TECHNOLOGY FOR FAMILY OFFICES

Family offices are responsible for navigating an ever-changing tax, regulatory and reporting landscape. The family office is often the hub for coordinating complex investment vehicles, reporting to investors from those vehicles, implementing wealth strategies, and supporting their clients: the family members. Family members and regulatory agencies can impose significant demands on family office resources, so the need for automated technology to deliver quality and efficiency across the end-to-end tax life cycle is important.

Deloitte's tax services delivered with our leading technology solutions are tailored for family offices' unique needs while maintaining quality, consistency and accuracy throughout. Our technology supports the entire tax compliance and reporting process, from the receipt of investment and financial information through the reporting of tax information to the family members and tax authorities. This allows the family office to spend less time on process details and more time serving the important needs of the family.





## OUR TECHNOLOGY

Our services provided using Deloitte's proprietary technologies can help streamline the entire reporting process—from leveraging Optical Character Recognition (OCR) to assisting in data collection to providing insightful analytics—enhancing communication, improving output quality, and enabling proactive, informed decisions.

# intela

by Deloitte

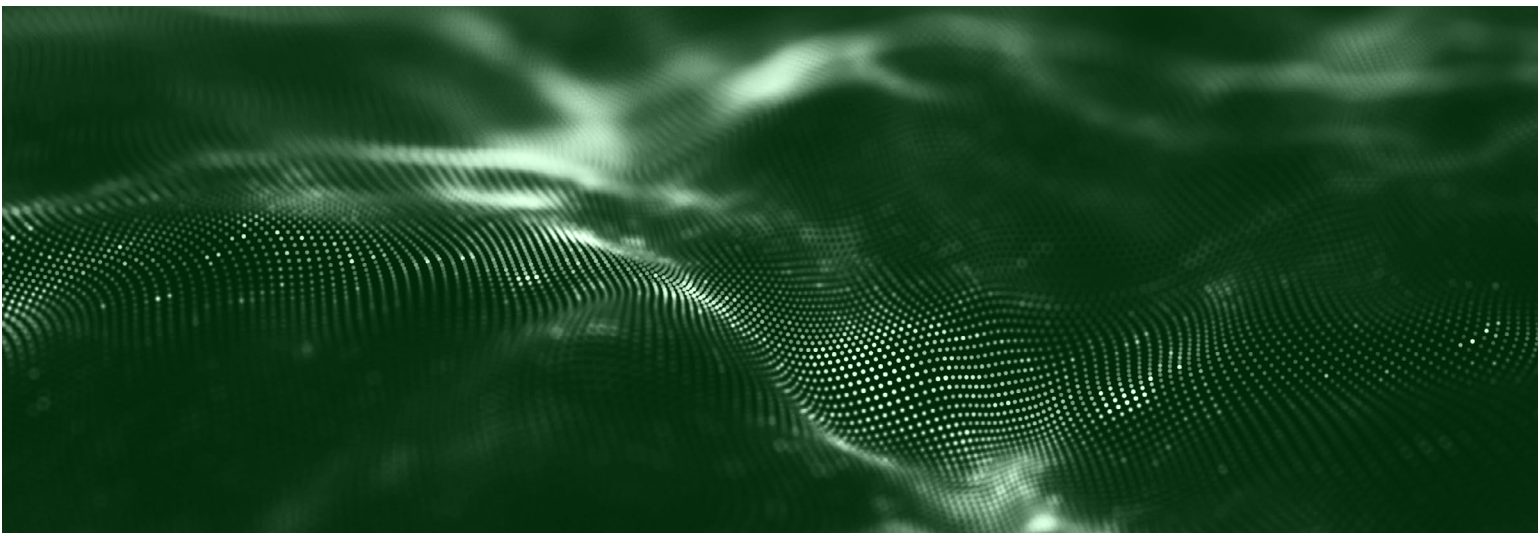
**Intela is a global platform designed to power your tax experience with Deloitte. By combining AI and cloud computing technologies, Intela can help unite information, processes, and teams, and automate workflows while also providing customized-for-you views of Deloitte knowledge on tax developments and industry trends.**

- *A smarter way to collect, analyze, transform, organize, and extract your data.* No need to spend countless hours retrieving data from multiple sources. Intela provides a range of data collection options, from interactive information requests, AI-powered document drop, and Secure File Transfer Protocol (SFTP) to automate and enable repeatable data extractions using leading-edge technologies. Intela helps to reduce time spent gathering data to quickly begin work.
- *Intela helps your team and ours collaborate in real time, addressing questions quickly and sharing information.* Intela's work plan allows you to track work together so teams can be proactive, keeping minor issues from becoming major fire drills. Everyone is working with the latest information, contextually, and can identify insights earlier in the process and accelerate progress. This includes you, your Deloitte engagement team, and your third-party advisors.
- *Smart and efficient tax compliance and planning can drive real strategic value for your organization.* Intela gives you visibility over your Deloitte tax engagements, making commitments clear and keeping track of assignments, dates, and progress in real time. So your team can spend less time reviewing details and more time focused on the activities most important to your organization.
- *Intela provides a customized Deloitte knowledge experience that includes updates and industry-specific content from our easy-to-reach network of global specialists.* By delivering data-based insights and tailored thought leadership to help you uncover new opportunities, Intela can help you can unleash the power of technology to identify opportunities and provide strategic value.
- *You hire one firm for several services, expecting a single, holistic view of all your projects.* Intela delivers with one consolidated view, globally. Where appropriate, information can be shared across teams to deliver a consistent experience. Intela also streamlines appropriate collaboration between teams and makes data analysis, knowledge-sharing, and communication more efficient.

# iPACS

**The industry's most mature technology for delivery of partnership tax reporting services, iPACS allows us to more easily manage increasing volume and growing regulatory reporting demands and gain efficiencies through consistent preparation and delivery. iPACS has the functionality and flexibility to reduce processing time and mitigate operational risk while creating reporting that will aid your review of our deliverables and give you the ability to add value to the organization. iPACS functionality is built to support your business needs, including:**

- Extracting, transforming, and loading data in a flexible, secure, and scalable manner.
- Automating the allocation and tiering of federal and state taxable income, expense and footnote items to and within the fund.
- Providing full functionality on a periodic or interim basis for estimates, realizations, and scenario planning.
- Capturing deal-by-deal information and storing a vast number of details at the instrument and associated fund levels.
- Providing both standard and ad hoc reports in real time with access to all information provided to investors in their tax package, with scalable detail from activity by investment to cross-entity summaries.
- Coupling financial and demographic data from federal tax filings with data extracted from Forms W-8 to analyze obligations under the information reporting regimes.
- Instantly activating and preparing federal and state returns and select international filings with a digitized and automated review process.



# Accounting events and transaction services

## ADVISING YOU IN UNCHARTED TERRITORY

Family offices often thrive amid evolution, but crucial moments like restructuring for tax efficiency, tackling unique transactions, diversifying into emerging investment strategies, experiencing rapid growth, or adopting new accounting frameworks can present significant challenges.

Further, an important facet of family office operations is maintaining trust in the financial reporting processes and related information. Formalized accounting policies and procedures are critical in support of this priority, as family offices strive to demonstrate consistency and accuracy. The use of standardized policies provide for a clear framework for decision-making, enhance transparency, mitigate risks associated with financial mismanagement, and facilitate better planning, enabling family offices to effectively manage wealth across generations.

Deloitte's accounting, controls, and reporting advisory professionals can help you meet these challenges and address these goals head-on by providing a customized approach to assessing your accounting needs, whether it be reviewing the accounting for a complex transaction, providing advice on accounting policies and procedures in connection with a restructuring, or evaluating your accounting records and policies to create consistent bookkeeping processes going forward. Leveraging our deep industry experience, we bring the flexibility and scalability to meet your evolving circumstances, whether arising from pivotal moments such as the adoption of an investment partnership structure, a major liquidity event, or the setting up of operations—or on a regular and long-term basis to guide consistent and transparent accounting and reporting processes.



## OUR SERVICES

ONE

### **Accounting research**

Deloitte can advise on understanding, assessing the impact of, and operationalizing complex accounting and reporting changes resulting from shifting regulations, evolving operations or restructuring, bespoke investment vehicles or structures, or liquidity events. We can advise your team by sharing research on these complex topics while advising and providing documentation on the appropriate accounting treatment under the applicable accounting framework.

TWO

### **Advising on accounting and finance policies**

Deloitte can advise on accounting and finance policies. We begin by understanding the current accounting framework, sources of information, objectives, and pain points. We then perform relevant research and bring industry leading practices to advise family offices on consistent policies and processes related to treasury, cash and expense management, and investment management (including valuation).

THREE

### **Advice on accounting conversions**

Our team can advise you through conversions from one basis of accounting to another—such as from special purpose to GAAP, or from tax cash to tax accrual, and vice versa. Whether your goal is to simplify reporting, create more relevant financial statements, or obtain an auditor's report from an independent audit firm, we can help you identify the appropriate accounting framework and assist in the preparation of financial statements that are tailored to what matters most for the family office.

# Audit and other services

## TRUST THROUGH TRANSPARENCY

In the complex world of family office management, accurate financial statements and precise asset valuations are paramount for effective decision-making. Each family office has unique opportunities, challenges, and plans for the future. A Deloitte audit focuses on the areas of highest risk and helps reduce the burden on your team. Our family office audit methodology incorporates workflow automation, artificial intelligence, and data analytic tools that enable us to help provide insights. We build teams with an understanding of family office matters, have a deep, up-to-date grasp of auditing standards, and can apply experience from working with family offices of various sizes. We take a focused approach to the entire ecosystem supporting the family—including the family office, investment partnerships, and foundations—offering high-quality digital audits, so you can spend more time on what matters.

### **Our services**

Many family office offices today oversee hard-to-value assets which are often tied to complex senior executive compensation plans. Independent audits provide reasonable assurance that the financial information is free of material misstatement and may include a combination of the following procedures:

- Audit of financial statements prepared in accordance with US GAAP, IFRS, or on tax basis of accounting
- Test of the design and implementation of key internal controls over financial reporting, including governance, investments, and cash management
- Confirmation of physical assets
- Hard-to-value asset confirmations and valuation.

Our team can also provide advisory services designed to address areas of focus as identified by the family and its executives. We would collaborate on a plan for assessment with deliverables typically including transaction testing findings and specific recommendations for process enhancements. Example engagements include:

- Cash management process
- Investments process—due diligence through valuation.

## OUR CLIENTS

### 01 **Family offices and family-owned businesses**

We provide audit and assurance services tailored to private companies, including family offices, family-owned businesses, and portfolio companies owned through family private equity partnerships.

### 02 **Family investment partnerships**

Whether to further professionalize investment management services provided to family investors, establish a basis for employee and executive compensation, or to establish an audited track record of performance to solicit third-party funds, an audit can provide reasonable assurance on the financial information provided by management.

### 03 **Private foundations and other philanthropic vehicles**

Some states' government agencies require an independent financial statement audit for charities (including private foundations) of a certain size, and it's generally thought to be a leading practice for all large private foundations to receive an audit report.



# Investment management and regulatory compliance services

## COMPLIANCE REIMAGINED FOR GROWTH

In an era where regulatory landscapes are constantly shifting, family offices are not just adapting—they're leading the charge toward transformation. Many of these entities structure their operations to qualify for the Securities Exchange Commission (SEC) "family office" exemption\* from investment adviser registration, yet some decide to expand their horizons by managing third-party funds, necessitating a transition to becoming a Registered Investment Adviser (RIA). This strategic move is redefining the art of opportunity for family offices in the financial services world—and Deloitte can help. Becoming an RIA isn't merely about compliance with the laws and regulations that the SEC oversees; it represents a powerful catalyst for growth, unlocking new investment product opportunities and distribution channels that have the potential to drive profitability and growth for the newly registered entity.

At Deloitte, we recognize that transitioning to an RIA is a pivotal step toward not just meeting regulatory standards but elevating operational efficiency, portfolio management, and distribution capabilities. Our role is to guide you through the complexities of SEC registration, weaving compliance effectively into the very core of your business strategies. We will support your transition in a way that aligns with your long-term business goals and growth aspirations. Additionally, Deloitte offers managed services that can help streamline your operations, enhance risk management, and ensure continuous compliance, so you can concentrate on driving strategic growth and nurturing client relationships.

\*The exemption from investment adviser registration under the Investment Advisers Act of 1940, as amended, pursuant to 17 C.F.R. § 275.202(a)(11)(G)-1.



## OUR SERVICES

### Regulatory guidance

Demystify the complexity of applicable laws and regulations that the SEC oversees, navigating your family office through the registration process and beyond to help you align your business operations to the latest compliance requisites and leading industry practices.

### Operational transformation

Craft governance structures and compliance frameworks that resonate with your family office's unique ethos while navigating the regulatory demands of being an RIA.

### Due diligence and oversight

Assess third-party service providers and establish oversight structures and mechanisms to help you further your fiduciary duties consistent with regulatory and investor expectations.

### Technology integration

Harness emerging technologies to provide your family office with competitive advantages and operate consistent with regulatory compliance obligations.



# Portfolio valuation services

## BRINGING CLARITY AND CONFIDENCE TO YOUR PORTFOLIO

Unlock the true potential of your investments with Deloitte’s Portfolio valuation services (PVS). Our innovative technologies and knowledgeable valuation professionals bring clarity and confidence to your portfolio, driving efficiency, helping reduce risk, and freeing up resources for your strategic priorities.

From the initial investment to the exit, our team is with you every step of the way. PVS empowers family offices with insightful valuation analysis, keeps you abreast of the latest valuation guidance, and provides tailored, in-depth periodic valuations of your holdings. Whether it’s for charitable giving, estate tax planning, inheritance and succession planning, asset sales, capital allocation, portfolio management, risk assessment, legal compliance, equity compensation, collateral for loans, or resolving family and legal disputes, our valuations are critical to your operations and strategic planning.

As your trusted provider, we deliver objective feedback on family office or third-party valuations and offer a wide range of services. Trust Deloitte’s PVS to deliver the clarity and confidence you need to make informed investment decisions.

### The ValueD advantage

ValueD is a powerful new technology platform that leverages artificial intelligence (AI), market-based benchmarks, and our vast industry experience to improve the valuation process, cut through complexity, and provide deeper insights into how valuations are performed through a real-time dynamic view that our clients can use to improve their strategic decision-making.

With ValueD, we can help you develop quicker and deeper insights and provide you with access to dynamic tools for informed business decisions. Real-time scenario and sensitivity capabilities allow us to efficiently identify impactful assumptions and inputs.



#### Enhanced quality

Leverages AI and cognitive technologies coupled with our experience to enhance quality and reliability.



#### Business insights

Provides benchmarking and insights based on a variety of research and proprietary databases to provide insights that enable informed business decisions.



#### Dynamic modeling

Offers the ability to dynamically perform multivariable sensitivity analysis and evaluate alternative scenarios on demand.



#### Data analysis

Click-through experience provides an improved understanding of sources and calculations enabling you to uncover and convey true value.



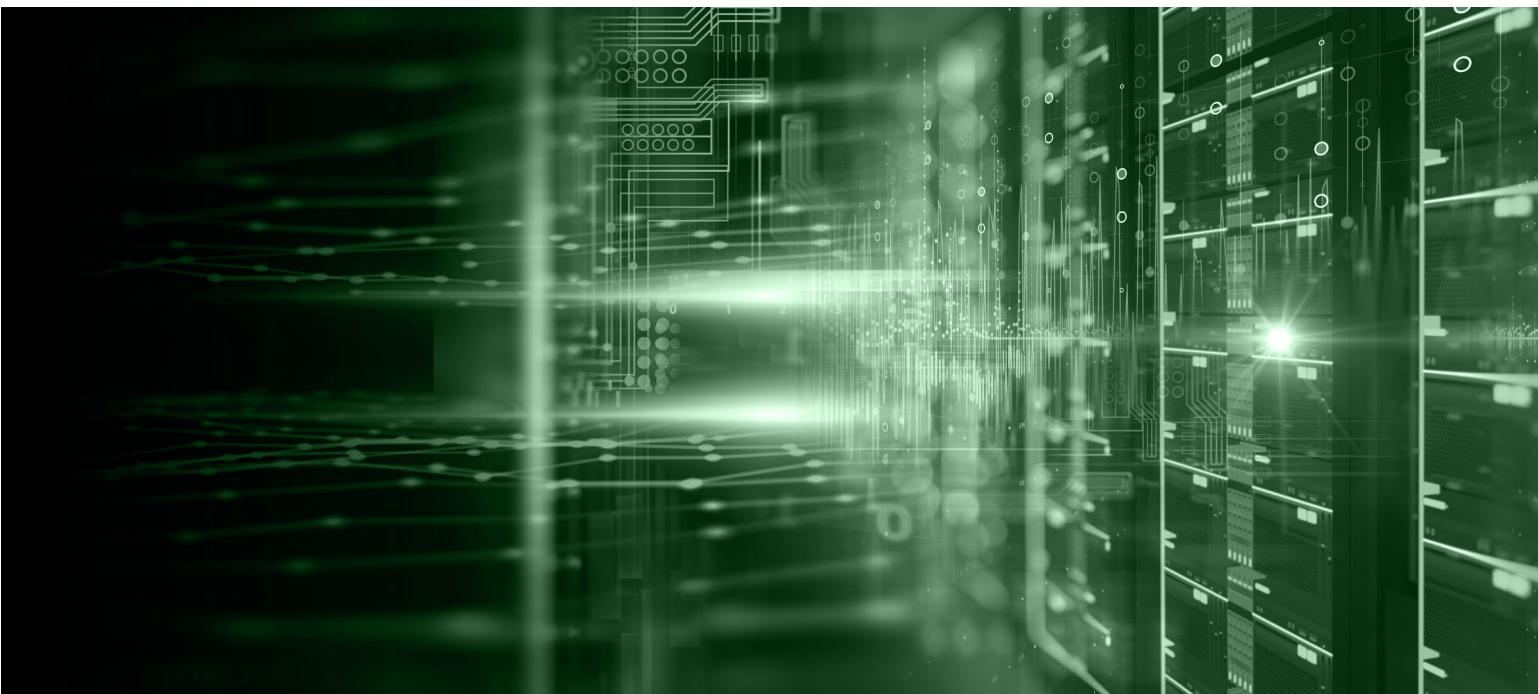
#### Valuation management

Provides enhanced visibility of project status, enables real-time tracking of data requests, and facilitates response to data requests.

## OUR SERVICES

We tailor our services to meet your particular needs, leveraging leading industry practices to offer objective valuations, cosource services, concurrence opinions, or a combination. We can cover your entire portfolio or just a sample. Our team provides objectivity in external valuations for auditors, regulators, and fundholders, and we can assist you with model development, fair value reporting, and risk mitigation.

Objective valuation	Cource arrangement	Concurrence opinion
<ul style="list-style-type: none"> <li>• Provide independent valuation of each investment.</li> <li>• Deliver a wide range of estimated fair values.</li> <li>• Clients determine the fair value for their reporting.</li> <li>• Help clients reduce their risk while supporting portfolio growth.</li> <li>• Provide documentation for auditors and regulators.</li> </ul> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Deloitte-branded signed cover letter.</li> <li>• Concluded range of fair value estimates.</li> <li>• Narrative describing methodologies and assumptions.</li> <li>• Valuation exhibits.</li> </ul>	<ul style="list-style-type: none"> <li>• Deloitte specialists work with your internal valuation team to develop valuation models and document inputs and assumptions.</li> <li>• Provide a single value or range of values based on the client's circumstances.</li> <li>• Clients determine the fair value for their reporting.</li> <li>• Enhance internal valuation processes and support portfolio growth.</li> <li>• Strengthen valuation checks and balances to reduce risk.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer objective feedback on client or third-party valuations.</li> <li>• Assess the reasonableness of fair value estimates.</li> </ul> <p><b>Deliverables:</b></p> <ul style="list-style-type: none"> <li>• Deloitte-branded cover letter.</li> <li>• Deloitte Transactions and Business Analytics signature.</li> <li>• Narrative describing observations and recommendations.</li> </ul>



## WE ALSO CAN PROVIDE ADDITIONAL SERVICES:

01

### **Objective opinions:**

- Valuations as an objective specialist (e.g., mergers, spin-offs, non-cash contributions)
- Share valuations as established in bylaws or shareholders' agreements
- Litigation and arbitrage valuations
- Objective valuations for privatizations

02

### **Assets and securities valuation:**

- Valuation of shares, businesses, debt instruments, and brands and other intangibles
- Joint-venture contributions
- Complex valuations, including highly leveraged businesses (management buyout, leveraged buyout)
- International projects and complex and illiquid assets
- Valuation of derivatives and structured credit products
- Valuation of unlisted investment portfolios to evaluate their development
- Valuation of real estate assets and industrial facilities

03

### **Tax valuation:**

- Valuation services on companies, goodwill, know-how, brands and other intangibles, for tax purposes
- Valuation of stock options and other incentives
- Valuations for corporate restructuring
- Transfer pricing

04

### **Financial reporting:**

- Fixed asset inventory reconciliation
- Property record outsourcing
- Fixed asset componentization
- Property insurance appraisal
- Machinery and equipment valuation
- Information technology fixed assets inventory services

# 05

## Valuation consulting:

- Damage analysis and dispute contexts
- Evaluation of investment decisions
- Advice on the creation of value for the shareholder (value analysis, evaluation of value strategy, value management, value creation through the investment portfolio and invested capital management)
- Real options valuations
- Evaluation of strategic options

# 06

## Fixed asset management and insurance:

- Fixed asset inventory reconciliation
- Property record outsourcing
- Fixed asset componentization
- Property insurance
- Appraisal
- Machinery and equipment valuation
- Information technology fixed assets inventory services

## Valuation insights to power decision-making

With ValueD’s interactive functionality, data visualization, and dashboards, you can generate insightful valuation analyses to tell “your story” by allowing you to drill down into valuation and business assumptions and underlying data sources.




# Partnership administration and reporting services

## INTEGRATED DATA SOLUTIONS FOR MODERN FAMILY OFFICES


Whether established or newly formed, family offices face new challenges: managing complex investment entries with series, side pockets, and special allocations with ever-growing spreadsheets, tracking allocations, and evolving ownership structures—all while facing prolonged staffing shortages.

We can help! Tap into our virtually unmatched accounting talent, market-leading technology, and leading practices built over decades of experience. Work with a trusted professional advisor who understands the complexity of managing family wealth and is committed to advising you about how to achieve your long-term financial goals.


**Consolidate your data with elevated reporting and dashboards.**



**Streamline operations with our accounting talent and experience.**



**Support complex structures and allocations on Cascade Suite.**



## OUR SERVICES

We have a comprehensive suite of administration services that provide advice and recommendations tailored to meet the specific data management requirements, accounting, allocations, and reporting demands of family offices:

- 01 Integrating investment data**  
Advise on using files and data feeds, merging investment and bank data from multiple sources and financial institutions, comparing and aggregating values, and preparing data for accounting and reporting.
- 02 Managing ownership structures**  
Advise on tracking ownership interests, managing complex structures (including multi-tiered structures and side pockets), processing transactions, and producing capital call and distribution notices.
- 03 Partnership accounting**  
Provide advice and recommendations on trade and cash reconciliations; accounting services for partnerships, portfolio, and trusts; and production of general ledger reports and financial statements.
- 04 Allocations and profits interest**  
Provide advice on supporting book and tax allocations, tracking NAV (net asset value), calculating management fees and profits interests/promotes (including waterfalls).
- 05 Reporting and stakeholder communications**  
Provide advice and recommendations on standard and bespoke reporting through Excel, PDF, and interactive dashboards around holdings, performance, and partner statements that can be shared through our secure and mobile-friendly client portal.
- 06 Employee compensation**  
Provide advice on tracking carry and long-term incentive (LTI) plans, co-investment, and vesting. Advise on producing employee statements and letters.

## OUR TECHNOLOGY

Cascade Suite is Deloitte's proprietary partnership administration and reporting services global platform that can be used to automate fund distribution and calculation workflows, integrate with the general ledger and other systems, perform scenario forecasting, calculate performance metrics, provide transparent reporting to investors and other parties, and add controls to processes that would otherwise be manual or untracked.



### Enhanced reporting

Produce a wide array of engaging reports including partnership activity, general ledger, holdings, financial statements, and performance, enabling forecasting and real-time insights.



### Digitized controls

Help reduce risk through segregation of duties; integrated approval logs; and automated data collection, reconciliation, ring-fencing, and secure storage.



### Efficient processing

Save time, help reduce errors, and simplify the closing process with integrated data aggregation, inbuilt reconciliations, chart of accounts, and allocation rules housed within our database solution.



### Elevated investor experience

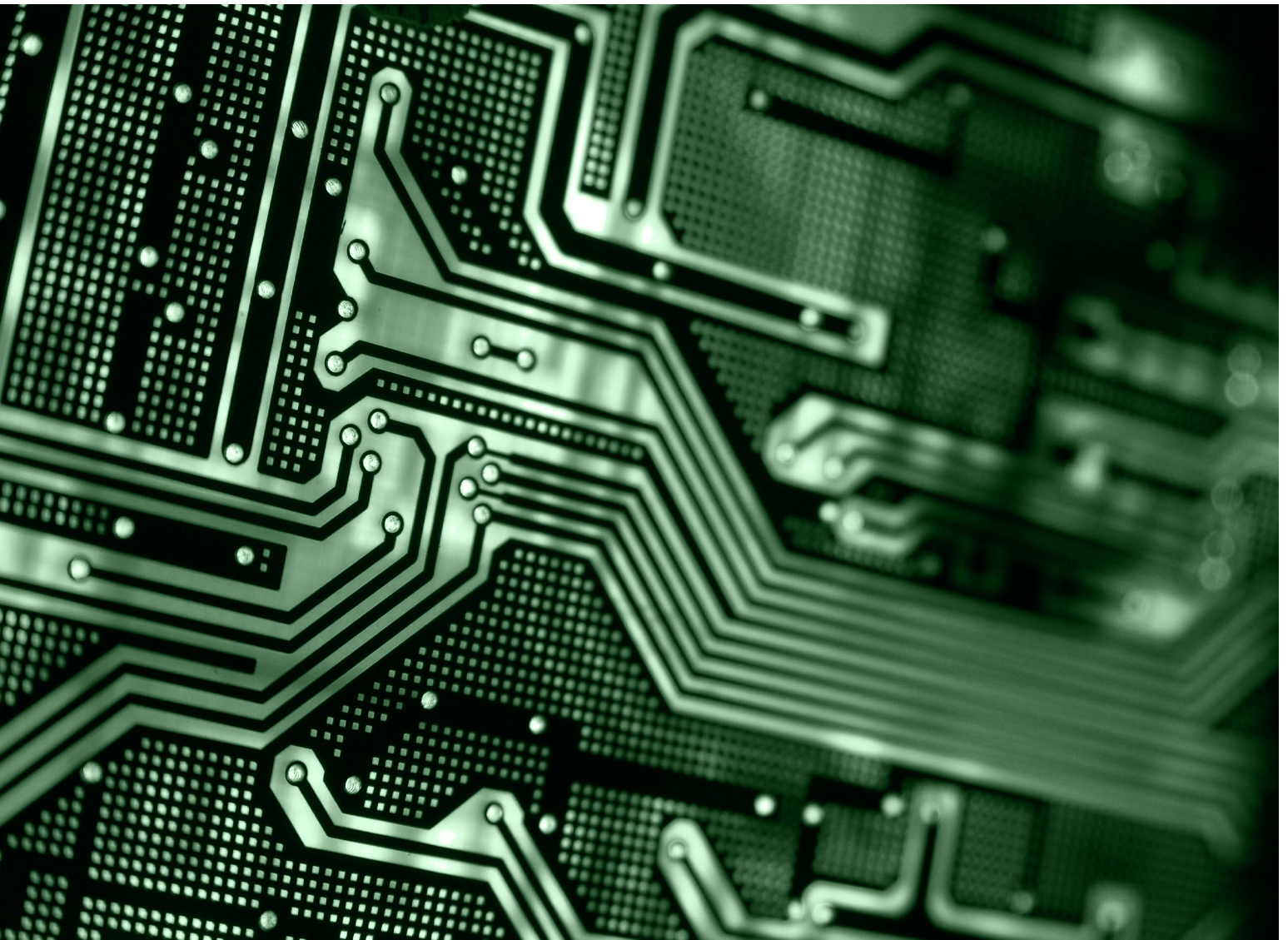
Provide investors with a detailed wealth picture and rich communications through a combination of interactive dashboards, detailed reports, and integrated document storage accessible through our portal.



# Payroll process solutions

## ACCELERATE THE IMPACT OF PAYROLL

Whether you're grappling with inconsistent vendor support, payroll tax complexities, cost pressures, recruitment, retention, or bandwidth challenges, Deloitte can help you to navigate these issues at every level: local, regional, and global. As you modernize payroll processes and technology, enhance user experience, or expand your operations, our integrated payroll, tax, mobility, and advisory services—delivered through a flexible model and leading practices—can help you move faster, stay lean, and adapt as your business evolves, so payroll can become a strategic advantage.



**PAYROLL PROCESS SOLUTIONS POWERED BY DELOITTE**

ONE

**Payroll tax**

Payroll tax filing and advice for all your US jurisdictions, whether you use Deloitte for payroll or not.

- Employment tax registrations
- Tax calculations
- Payroll tax returns (e.g., Form 941, Form 940)
- Issuance of Forms W-2
- Tax notice triage and management
- Tax advisory services

TWO

**Payroll support**

Resources, tools, and technologies that can support your payroll team.

- Staff augmentation for standard or off-cycle payroll processing activities
- Complex payroll inputs relating to business travelers, remote workers, and the treatment of bonus and stock events
- Payroll instruction for internationally mobile employees

THREE

**Payroll processing**

High-quality payroll services provided by specialists.

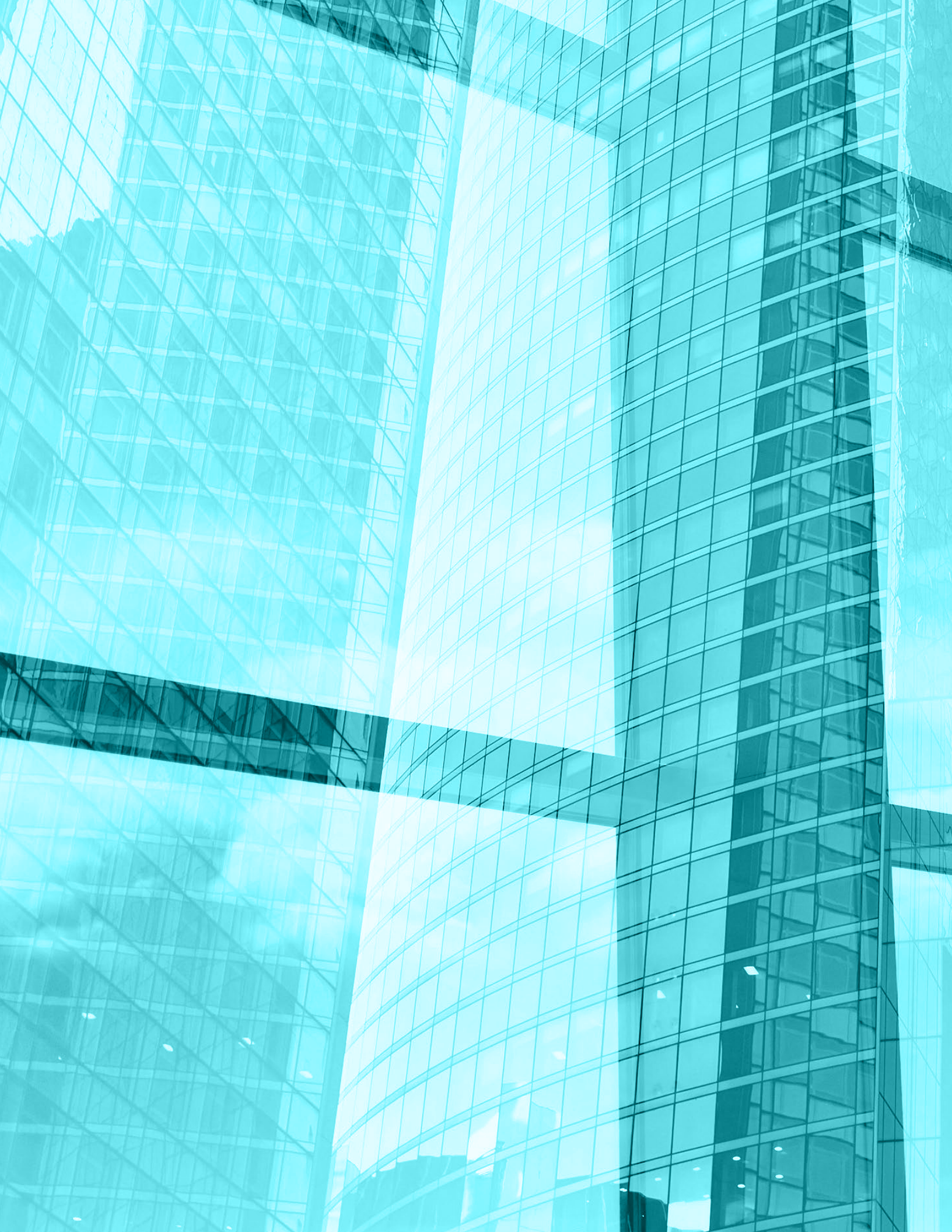
- Gross-to-net calculations
- New hires and terminations
- Off-cycles
- Gross ups
- Pay statements and tax forms

FOUR

**Global payroll**

One global payroll provider. One technology. One seamless experience.

- Streamlined coordination of payroll operations across multiple jurisdictions
- Integration with global HR and financial systems for unified data management
- Consistent, high-quality service delivers efficiency and accuracy worldwide





# OPERATIONS AND RISK MITIGATION

## STRATEGIES FOR A RESILIENT AND FUTURE-READY FAMILY OFFICE

In today's complex business environment, managing operations and mitigating risk can be a real challenge for family offices. Deloitte's end-to-end operations services can help your family office function efficiently, freeing you to focus on larger strategic issues. At the same time, our Enterprise Risk Management and Cyber & Strategic Risk services can help you identify and manage potential risks and foster resiliency of office operations.

# Legal business services

## EFFICIENCY, REDEFINED

Every family office operates as its own distinct business. And just like many organizations, success often hinges on efficient day-to-day management and execution. Deloitte's Legal Business Services team can help your family office function like a well-oiled machine by taking on many of the daily essentials—from contract and vendor analysis, procurement, and system integration oversight, to staffing training, policy creation and background checks—so you can stay focused on the bigger picture.



## OUR SERVICES

### Technology integration

Implement contract life cycle management systems and provide oversight for advanced systems streamlining contract and invoice management.

### Data architecture

Oversee the integration and management of data systems implementation, facilitating efficient data flow and accessibility.

### Operational modernization

Modernize and enhance traditional operational processes, analyzing whether they comply with contemporary standards.

### Policy development

Craft and enforce, in accordance with the playbook, detailed policies for contracts, vendor engagement, and vendor management.

### Procurement management

Introduce procurement strategies, source-to-pay solutions, and e-business modules to facilitate cost savings and management of future spend.

### Contract analysis

Draft, review, execute, renew, and maintain any master service agreement, statement of work, or non-disclosure agreement under the guidance of the family office.

### Document management

Centralize and disseminate key documents, including trusts, contracts, business licenses, and family correspondence.

### Administrative efficiency

Efficiently navigate administrative tasks, providing a smooth operational backdrop for the family office.

### Legal entity management

Manage business licenses, corporate secretarial solicitation registrations, and annual compliance filings for legal entities under the guidance of the family office.

### Transactional support

Provide operational support by managing day-to-day contract and reporting duties to drive strategic operational decisions.

# Controllership services

## RESPONSIVE, TECHNOLOGY-ENABLED FINANCIAL AND OPERATIONAL MANAGEMENT FOR THE MODERN FAMILY OFFICE

Whether long-established, newly formed, or in the design stage, the modern family office faces an array of complexities. Deloitte's Family Office Controllership Group provides clear guidance for helping clients manage these challenges, from prudently handling operational costs and the ongoing imperative for digital transformation, to tackling staff shortages, continuity challenges, and increased demands for responsiveness around the clock. We start by investing time to learn about your specific circumstances and situation, then apply Deloitte's talent resources, sophisticated accounting capabilities, and effective technology tailored for family offices—including for sophisticated investment portfolios, operating businesses, and private equity and real estate holdings.

Our approach positions us to be your financial and accounting service advisor. By combining a deep commitment to confidentiality with local market insight, broad market experience, and Deloitte's vast network of professionals, we cater to the different circumstances and dynamics of multi-generational family offices and the families they serve.



## OUR SERVICES

# 01

### Tailored accounting and services

- Assistance with managing day-to-day bookkeeping/accounting through technological capabilities—bill payment, cash management, journal entries, bank and balance sheet reconciliations, custody account management, and more.
- Prepare a full set of financial statements and other reporting to provide a broad view of investments and activities.
- Advise on budget and planning services to better manage spend against client-approved budgets.
- Automate offline analyses and build customized reporting deliverables to gain valuable insights into investment performance and advise on managing risk.
- Design and implement reporting deliverables, such as real-time dashboards, to track and manage assets and liabilities, activities, and other vital information.
- Coordinate with the family office's tax professionals, whether in-house or third-party providers.

# 02

### Lifestyle management

- Track bills and prepare payment instructions for authorization.
- Budgeting and financial planning.

# 03

### Technology enablement

- Evaluate technology vendor selection to identify systems fit-for-purpose of family office requirements.
- Implement and deploy modernized technology solutions that are fit-for-purpose, inclusive of training and change management for end users.
- Utilize outsourced technology maintenance and administration services.

# 04

### Oversight, governance, risk management and fraud detection/protection

- Oversee external fund administration and reporting.
- Enhance business processes and document organizational structure, roles, policies and procedures.
- Conduct internal control gap analyses and design supplemental/mitigating internal controls at both the family office and individual family member levels to help detect and protect against fraud.

# 05

### Strategic philanthropy and foundation administration

- Monitor charitable giving for compliance with internal and external requirements (e.g., public charity vs. private foundation).
- Oversee philanthropic administration and reporting.

# Enterprise risk management

## TURNING RISK INTO REWARD

In today's dynamic and uncertain environment, Enterprise Risk Management (ERM) is a crucial tool for family offices when navigating the complexities of risk and decision-making. Deloitte can assist with the identification and management of the "vital few" risks that could significantly impact your family office's reputation, strategy, assets, and legacy. By focusing on these specific areas, we foster a culture of risk awareness and intelligence, helping organizations to make confident decisions that align with their strategic goals and business objectives. This proactive approach includes a continuous process of identifying emerging risks and trends, which can assist the organization to stay ahead in rapidly evolving markets.

### RISK MANAGEMENT PROGRESSION



- Next gen risk intelligent**  
Uses predictive analytics and data-driven technologies to automate processes, generate insights, and enable risk-intelligent decision-making.  
*"How can I better anticipate risks and opportunities to optimize investments and accelerate performance?"*
- Leading practice**  
Risk is built into decision-making. Selectively seize opportunities because of ability to exploit risks.  
*"How can I take smarter risks and capitalize on opportunities to achieve strategies and enhance performance?"*
- Integrated**  
Activities are implemented consistently across the enterprise, are correlated and aggregated across risk types and business units and encompass most risk types.  
*"What are the risks across my businesses and strategies?"*
- Defined**  
Most business units function independently. Activities are either not applied consistently across business units, or may be in development but are not yet finalized.  
*"What are the risks to each of my businesses?"*
- Developing**  
Activities are unstructured, uncoordinated, and undocumented, or they may be absent. No overarching philosophy or objectives are defined.  
*"What are my risks?"*

## OUR SERVICES

### 01 **Enterprise risk assessment**

- Perform a risk inventory to fully understand the risks your family office faces to offer clarity in a complex environment.
- Define risk thresholds and criteria, helping you establish a focused, efficient, and effective approach to risk management.
- Assist in evaluating risks based on their likelihood and potential impact, so management can prioritize its focus accordingly.

### 02 **ERM program design**

- Establish the foundational elements of a strategic, right-sized risk management program tailored to your circumstances.
- Define a clear program vision and governance structure, so you can further align with your objectives and cover the broader enterprise/office.
- Help clarify and delineate roles and responsibilities, creating an effective operating model and process playbook.
- Provide tools to help you enhance transparency and decision-making.

### 03 **Risk mitigation, measurement, and monitoring**

- Uncover the root causes of identified risks and develop focused response plans.
- Assist in development of risk management plans so you can efficiently and effectively facilitate appropriate and proactive risk handling.
- Utilize Key Performance Indicator (KPI)/Key Risk Indicator (KRI) ERM analytics to help you measure and monitor risks effectively.
- Establish monitoring protocols to help you maintain ongoing vigilance and responsiveness.



# Cyber and strategic risk services

## FACE THE FUTURE CONFIDENTLY AND ENHANCE RESILIENCY

At a time when cyberthreats loom larger than ever, leaving your family office vulnerable is not an option. The risk of data breaches, financial loss, and privacy invasions continue to evolve, making cybersecurity a necessity.

Deloitte's Cyber & Strategic Risk practice offers services designed to help meet this challenge head-on, with state-of-the-art cybersecurity offerings, strategic risk assessments, and vigilance against new threats. Our tailored solutions for family offices help protect against current threats as well as anticipate emerging dangers, giving you the peace of mind to focus on your core objectives.

Deloitte helps you build new capabilities, enhance performance, and transform your cyber and strategic risk posture while enabling business growth.



## OUR SERVICES

### **Managed cybersecurity services**

Enhance, transform, and operate your security program with the goal of driving continuous improvement and risk reduction. Services include Threat Intelligence, Security Operations Center (SOC) Monitoring (L1/L2), Cyber Tabletop Exercise, Incident Response Retainer, Attack Surface Management, and Virtual CISO Support.

### **Managed Extended Detection and Response (MXDR)**

Navigate ever-changing cyberthreats with Deloitte's Managed Extended Detection and Response (MXDR) solution for proactive threat identification and response across various systems in near real time.

### **Cloud security**

Leverage an enterprise-grade cloud managed services platform combining advanced, cloud-native security technology with skilled technologists, engineers, and operators to enable end-to-end security management services scaled to your business requirements.

### **Third-Party Risk Management (TPRM) managed services and solutions**

Assist you to more efficiently manage third-party relationships with a broad view of risks and performance across the extended enterprise.

### **Data and privacy**

Understand requirements to meet increased regulatory scrutiny in cyber risk management, data security, and privacy with advanced solutions for privacy control and regulation adaptation.

### **Application security**

Integrate cybersecurity and compliance activities throughout the software development life cycle (SDLC) with solutions to advise, design, build, deploy, and operate secure applications.

### **Operational digital resilience and penetration testing**

Enhance your resilience against cyber incidents with strategies designed to aid in crisis preparedness, business continuity, and recovery, by building capacity for agility, adaptation, and rapid restoration.

### **Identity and access management**

Transform your identity and access management operations with the ability to create real-time automated system access and associated data reports that enable governance, privacy, and audit capabilities.

## CYBER-AT-A-GLANCE

Deloitte Cyber is the world's largest provider of security services. Our technology specialists and experienced business professionals put cyber to work for organizations using the breadth of our knowledge to amplify the impact of cyber solutions and deliver outsized outcomes for our clients.



**30+**  
year history

providing cybersecurity and support, including 10+ years of delivering managed services.



**25K+**  
cyber practitioners

with depth and breadth of technology, business, and industry knowledge and experience.



**End-to-end**

multi-disciplinary portfolio with flexible delivery models to Advise, Implement, and Operate business-led outcome-focused solutions.



**2,700+**  
cyber clients

from enterprise to mid-enterprise across major industries, focused on trusted, transformative relationships.



**\$5**  
billion

global hyperscale investment in cyber, cloud, and AI—focused on solutions, talent, acquisitions, and ecosystem.



**Strategic alliances & ecosystem relationships**

across hyperscalers, cyber, technology, data, industry, government, and academia.



**4** Cybersphere centers

providing 24x7x365, globally consistent and reliable operational support and solution delivery, augmented by a network of in-region delivery satellite centers.



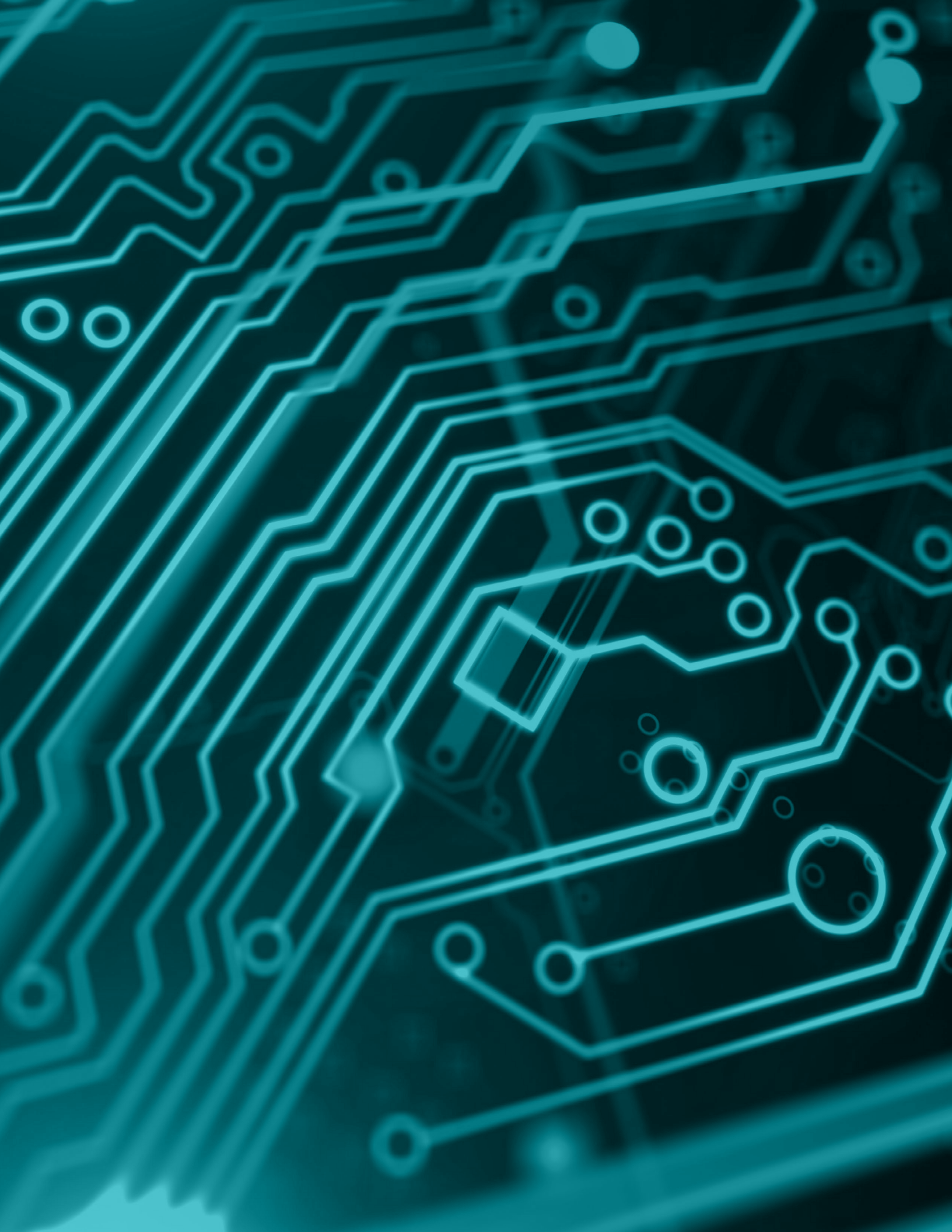
**Access to an expansive global network**

enabling contextualization of services by combining the strength, consistency, and quality of the network of our member firms around the globe with in-depth knowledge and experience in local markets.



**Destination for top talent**

widely recognized for opportunities to thrive, with a culture emphasizing inclusion, collaboration, apprenticeship, continuous learning, and high performance.



# Converged physical security

## YOUR SECURITY, OUR PRIORITY

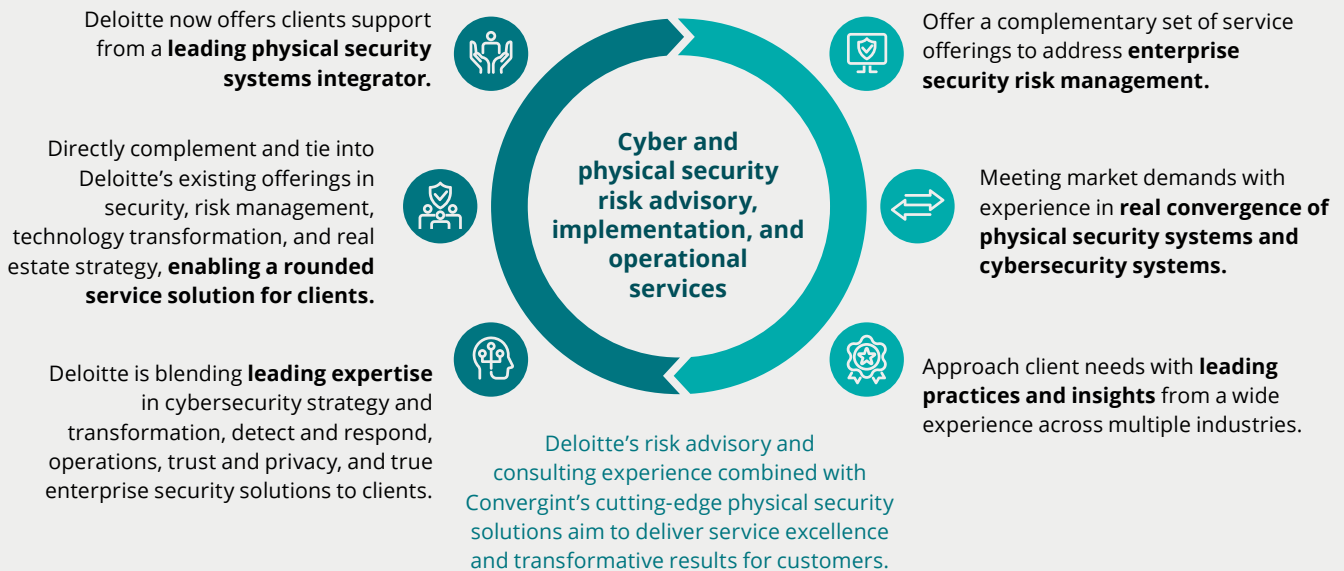
With 54% of leaders anticipating increased instability and global risks, and 30% expecting even more security-related turbulence, the need for a bold security approach is now more critical than ever.\*

Deloitte’s alliance with Convergent Technologies—a global leader in service-based security systems integration—delivers integrated cyber and physical security services to help clients streamline operations, navigate regulatory compliance, address risk, protect assets, maintain resilient operations, and more. Our converged physical security services are tailored to meet the particular needs of each client, providing strategic and operational guidance to enhance security posture and address today’s multifaceted challenges.

Together, we help clients modernize outdated security infrastructure, break down silos, and adapt to new operating models in the era of hybrid work and digital transformation.

### Convergent Technologies alliance

The Deloitte–Convergent alliance brings together the world’s No. 1 physical security systems integrator and No. 1 cybersecurity services firms.



\* World Economic Forum, *The global risks report 2024, 19th ed.*, January 2024.

## OUR SERVICES

01

### Strategic guidance

- Develop and implement strategic security frameworks
- Create strategic plans with defined goals and priorities
- Perform convergence maturity assessments
- Digital transformation roadmapping
- Governance plan development
- Project management
- Risk mitigation strategies
- Identity and access management strategies

02

### Tactical and operational guidance

- Asset identification and prioritization
- Mapping controls to risks and metrics reporting
- Platform implementation and system consolidation
- Training and change management
- Business case development and ROI analysis
- Integration with existing technology and business processes
- Ruleset definition and tuning based on use cases
- Staffing requirements identification and security operations planning
- Continuous improvement planning

By choosing Deloitte and Convergent, you are investing in your security and operational efficiency. Let us help you build a safer and smarter future.

#### Deloitte and Convergent

#### Collaborators in security, leaders in protection

At the convergence of cyber and physical security

Deloitte's alliance with Convergent, a global leader in service-based security systems integration, delivers integrated cyber and physical security services to help clients streamline operations, navigate regulatory compliance, and mitigate risk.

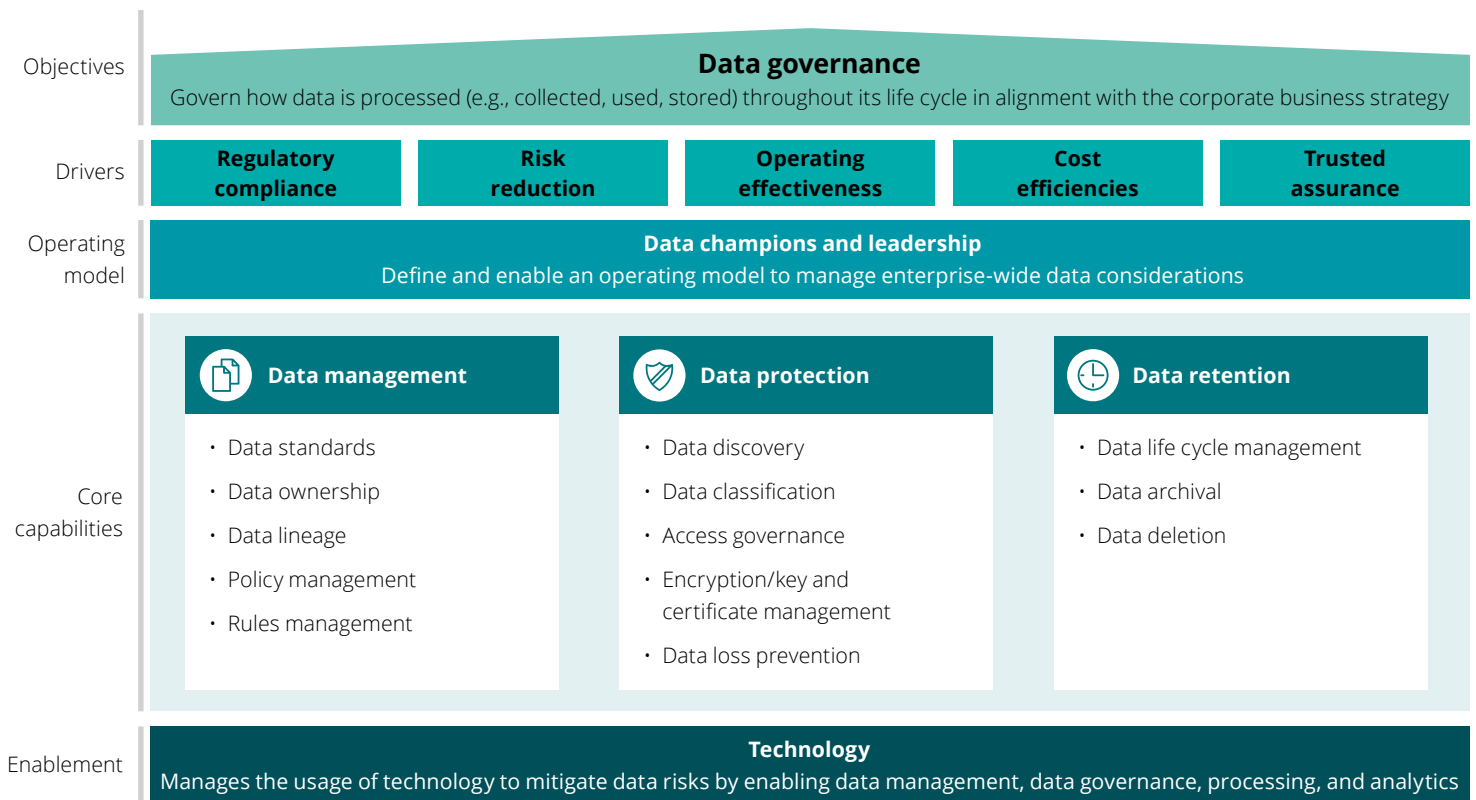


# Data governance and protection

## SAFEGUARDING PRIVACY: ELEVATING DATA PROTECTION IN FAMILY OFFICES

Family offices encounter distinct challenges when it comes to safeguarding sensitive data and upholding the privacy and confidentiality of the families they support. The demand for personal privacy is especially pronounced, given the dynamic and evolving needs of family members. Beyond simply meeting regulatory requirements, family offices must actively protect personal information and secure family data. The consequences of security incidents extend beyond financial and operational impacts—they can also affect the reputation of individual family members. Any breach or security event has implications not just for the office itself, but for the entire family. As such, family offices carry a significant responsibility to establish robust governance frameworks for managing family data and to ensure swift, effective responses in the event of a data breach.

Deloitte’s Data & Digital Trust practice understands the importance of protecting the confidentiality of family members and their assets. Our Data Governance Framework focuses on data management, data protection, and data retention to assist family offices in operating more efficiently and securely.



## OUR SERVICES

Deloitte can help safeguard privacy, manage sensitive information, and swiftly respond to breaches, protecting both operations and family reputations.

ONE

### Data management

As the amount of data organizations contend with daily continues to grow, critical questions arise such as:

- Who in my organization owns the data?
- What is the source of truth of the data, and where should the data be saved?
- What is the latest version of the data?
- What are the expectations for maintaining integrity and confidentiality of the data, and who should have access?

Deloitte can help organizations better manage their data by drafting and implementing data management/acceptable use policies; assessing and implementing tools, such as document management systems to modernize the data infrastructure; and mapping the data life cycle to help organizations gain a better understanding of how data flows through the organization.

TWO

### Data protection and security

Family offices often struggle with knowing what sensitive data they have, where it is stored or sent, who has access to it, and how they are protecting the data from getting into the wrong hands.

Deloitte can help organizations discover and classify their sensitive data, so that controls can be deployed where they are most necessary and effective. We have helped family offices evaluate and implement data loss prevention (DLP), information rights management (IRM), and encryption tools to add additional protections and prevent misuse. Deloitte can assist family offices with change management so that employees are aware of these additional controls and help the information technology department sustainably operationalize data protection tools to enhance its time and efforts.

THREE

### Data retention

The amount of data that organizations create is constantly growing on a day-to-day basis. Given the sensitive nature of the data managed by family offices, data retention can pose a considerable risk and challenge to manage. Employees are often hesitant to delete information in fear of needing it later, thus creating a larger attack surface for an internal or external threat.

Deloitte can help family offices create a data retention policy to meet business and regulatory needs and operationalize policies by helping organizations understand how long data must be retained and when it can be deleted. Subsequently, this can help reduce data sprawl, operational inefficiencies, and storage costs of maintaining large amounts of data.

Regardless of where the family office is on its data governance journey, each small step taken can help the family office mitigate risks to protect the family's data.

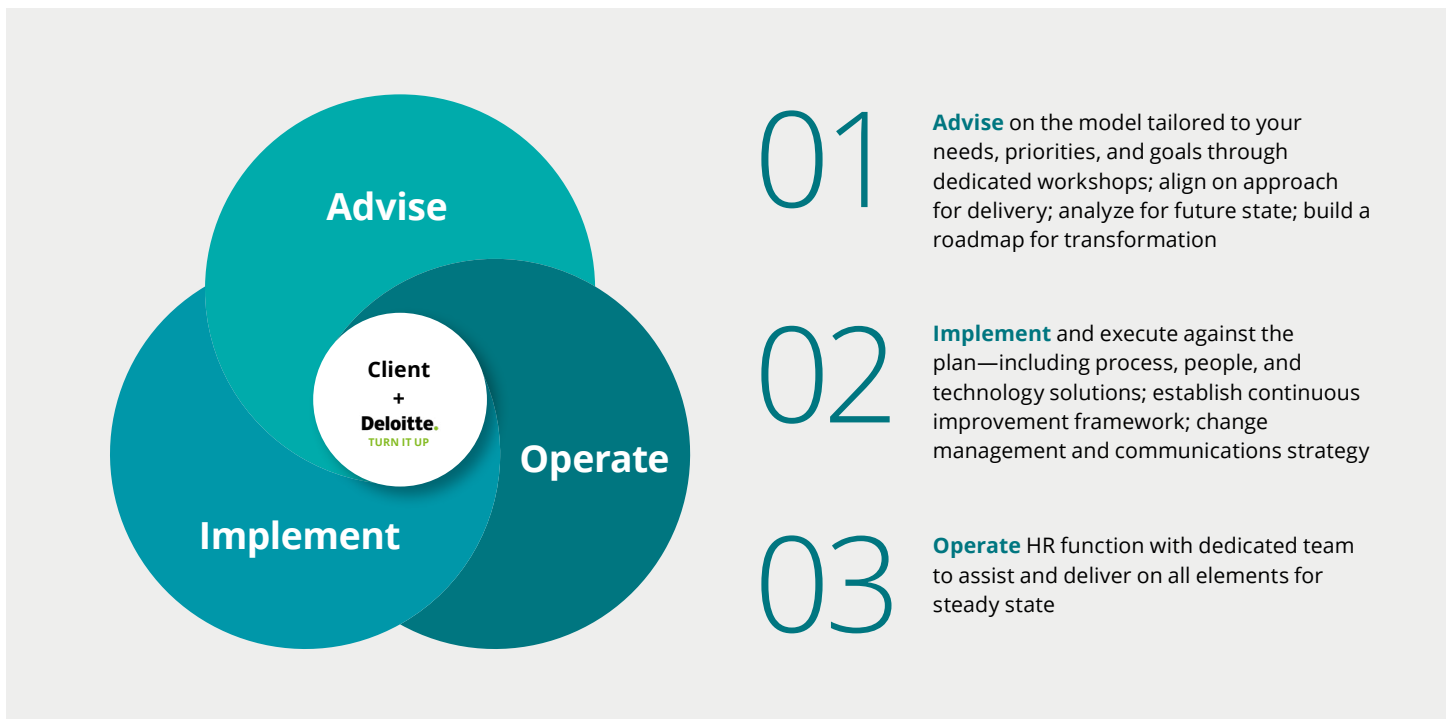
# Human Resources services

## LEAVE THE DAY-TO-DAY MANAGEMENT TO US

We understand the challenges you face. Whether you have a designated head of Human Resources (HR) or need supplemental assistance, we can stand up and run your HR function bringing the broad range of capabilities you need. Through Deloitte’s HR as a Service, tailored to family offices, we deliver core design, advisory, and compliance services.

Working with Deloitte, you will receive:

- Fully outsourced HR function tailored to the unique needs of family offices.
- Specialized assistance across workforce planning and management.
- High-quality services for your employees.
- A scalable and efficient approach.
- Design and implementation to execute payroll and benefits.
- A talent strategy for leading practices.





## OUR CAPABILITIES

01

### **Talent strategy**

Deloitte brings a broad-based approach to workforce planning, talent acquisition, employee development, and retention strategies. By aligning talent management with business objectives, the family office can confirm that it has the appropriate people in the appropriate roles and that they are equipped with the necessary skills and motivation to achieve their goals. We can assist in creating a well-curated talent strategy that enhances organizational agility, innovation, and competitive advantage.

02

### **HR design and implementation**

We can design and implement an HR program through targeted workshops, establishing a broad-based policy framework, and defining roles and responsibilities. We can document end-to-end processes for onboarding, rewards, benefits, performance, and compliance, and create a deployment roadmap. Implementation includes vendor sourcing and management, HR policies, and developing necessary guides, documentation, training, and communication materials. This allows for a robust and efficient HR function aligned with your organization's vision, mission, and values.

03

### **HR operations**

HR as a Service provides broad-based management of daily HR functions, including payroll processing, general HR assistance, addressing client and employee inquiries, and overseeing talent management and performance governance. This service streamlines HR operations, allowing your organization to focus on strategic growth and business priorities.

## 04 **Talent management**

Deloitte helps clients operate an end-to-end talent management architecture to drive organizational effectiveness and employee engagement. Whether you employ an HR leader or want to fully outsource the HR function, we can assist your office with talent acquisition and onboarding, performance management, learning and development, succession planning, and employee engagement.

## 05 **Compensation, rewards, and benefits**

We bring a broad range of services and market-leading advice to design, implement, and operate your compensation, rewards, incentives and benefits programs that include executive compensation, benefits plans, retirement, and 401(k) plans. We can assist with developing competitive, compliant, and market-sensitive compensation alternatives to attract and retain talent. Whether it's establishing a compensation philosophy or completing a competitive analysis, Deloitte has specialists to assist your family office.

## 06 **Compliance**

We can provide a wide range of HR compliance assistance for family offices, from HR policies to federal and state regulations and registration for taxes, I-9 verification, and compliance education. With Deloitte, you have access to a wide range of specialists that not only assist with compliance but also bring market-leading perspectives that evolve and modernize your program.

Whether you are establishing a new family office or have been in existence for decades and are rethinking your organizational design, our team of HR professionals can help advise on, implement, and operate your HR strategy.

# Fraud assessments and awareness training

## SPECIALIZED FRAUD DETECTION, PREVENTION, AND COMPLIANCE FOR FAMILY OFFICES

Family office organizations, due to their inherent reliance on trust and the often-limited regulatory oversight they operate under, are particularly vulnerable to both internal and external fraudsters. Recognizing this susceptibility, our Forensics and Investigations practice offers a comprehensive suite of services tailored to the unique needs of family offices. We provide proactive services designed to identify and mitigate potential fraud risks before they materialize and advise on potential safeguards to put in place. Additionally, we offer reactive services that assist in the thorough investigation and remediation of fraud events when they do occur, helping to restore integrity and confidence within the organization. Through our dual approach, we aim to protect family offices from the multifaceted threats of fraud, to facilitate their continued stability and trustworthiness.

### WHY ARE FAMILY OFFICES VULNERABLE TO FRAUD?



**High concentration of wealth and assets**



**Use of third-party vendors and advisors**



**Limited internal controls, especially IT controls compared to large institutions**



**Jealousy**



**Trusted relationships can lead to complacency**



**Fraud risk assessments are often overlooked**



**Lack of segregation of duties**



## PROACTIVE SERVICES

01

### Antifraud programs and controls

Our professionals have the skills and resources to help our family office clients succeed in today's challenging and ever-evolving environment. We offer a combination of technical skills, fraud controls, and investigative tools—plus many years of experience working with family offices—to help deter, detect, and prevent fraud. Specifically, we can work with you to assess fraud risk, benchmark your antifraud programs and controls in relation to the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, train family office employees, and perform fraud monitoring and detection.

02

### Fraud awareness training

Using our vast experience conducting global forensic investigations and forensic analytics, our team is well equipped to produce and conduct fraud awareness trainings that are specifically tailored to the risks most prevalent to family offices. We educate employees to spot and address the risks associated with fraud schemes that most often impact family office operations, including but not limited to phishing and cyberattacks, vendor fraud, identity theft, and AI-related fraud schemes. Additionally, we educate family office employees on the impact of fraud, including but not limited to reputational impacts and litigation.

03

### Compliance program assessments

Family offices can operate within a complex regulatory landscape. Our Advisory practice is well equipped to assist family offices to assess the effectiveness of their overall compliance program, with specific focus on compliance with securities regulations. For those family offices that are registered investment advisers (RIAs), this may include the Investment Advisers Act and the Dodd-Frank Act, anti-money laundering and know-your-customer regulations, as well as employment and labor regulations.

## REACTIVE SERVICES

ONE

### **Investigation services**

Our investigators provide proactive and reactive consulting, analytics, investigation services, and remediation assistance to family office clients, working to manage the risks and vulnerabilities that arise from corruption, fraud, whistleblower allegations, regulatory investigations, and other threats. Our practitioners have extensive experience with all aspects of forensic investigations, including transaction testing and witness interviews, and understand the evolving nature of fraud schemes, specifically those perpetrated utilizing artificial intelligence.

TWO

### **Litigation and dispute consulting**

We can assist family offices and external counsel with a host of potential matters that require litigation or arbitration, expert witness skills, damages calculations, and trial support. Types of cases include contract disputes, purchase price disputes, shareholder suits, intellectual property disputes, vendor contract and cross-border disputes, and other critical and complex issues facing family offices and companies owned by the family.

THREE

### **Corporate Intelligence Services (CIS)**

The Corporate Intelligence Services practice consists of highly trained investigators and intelligence specialists with extensive experience in due diligence, litigation support, fraud, and other investigations. We can gather background information and business intelligence virtually anywhere in the world in a timely and cost-effective manner, including those jurisdictions where public records are sparse. Our work is conducted using a demonstrated methodology, under confidentiality and within the laws of the countries in which we conduct our work.



# Technology implementation and maintenance

## CUTTING-EDGE SOLUTIONS TO COVER FAMILY OFFICES NEEDS

Family offices increasingly recognize the need to establish a trusted technology infrastructure. Whether an organization is new or already established, a solid foundation of essential services, such as email, collaboration tools, and secure access to sensitive information, is critical.

Our approach is tailored to meet the specific challenges faced by family offices, such as the requirement for seamless collaboration, strong security, effective cost management, and compliance with industry standards. By leveraging our deep experience, family offices can focus on their core activities while we handle the complexities of their technology infrastructure.

For family offices, our innovative approach to service desk operations redefines traditional models, enhancing the end-user experience while significantly reducing operational costs.

### Focal points of our solution

#### User experience

Leverage potential of digital technologies and enable capabilities for auto/self service

#### Automation

Eliminate tickets by leveraging power of automation

#### Innovation

Drive new ideas and solutions using Next Gen technology to deliver transformative change within your business

#### Integrated operations

Eliminate the need of a Service Desk after maturity in automation and innovation by integrating with L1.5/L2 operations

## OUR SERVICES

Our Modern Workplace solutions can address these challenges effectively, providing family offices with the tools and services they need to establish a scalable, secure, and efficient technology infrastructure without the need for a full-stack IT team.

### Cloud-based solutions

Leveraging cloud services for email, collaboration, and secure access can provide the scalability and flexibility needed without the overhead of managing physical infrastructure.

### Managed services

Utilizing managed services can offload the burden of day-to-day IT operations, allowing family offices to focus on their core activities, while ensuring their technology infrastructure is expertly managed. Outlined on the next page is a list of services that we can deliver to help family offices streamline their organization.

### Integrated security

Implementing integrated security solutions that cover all aspects of the technology stack, from endpoint protection to network security, to safeguard sensitive data.

### User-centric design

Adopting user-friendly tools and platforms that enhance productivity and collaboration while being easy to use and manage.

### Cost-effective solutions

Choosing technology solutions that offer a good balance of cost and functionality, ensuring that family offices get the best return on their investment.

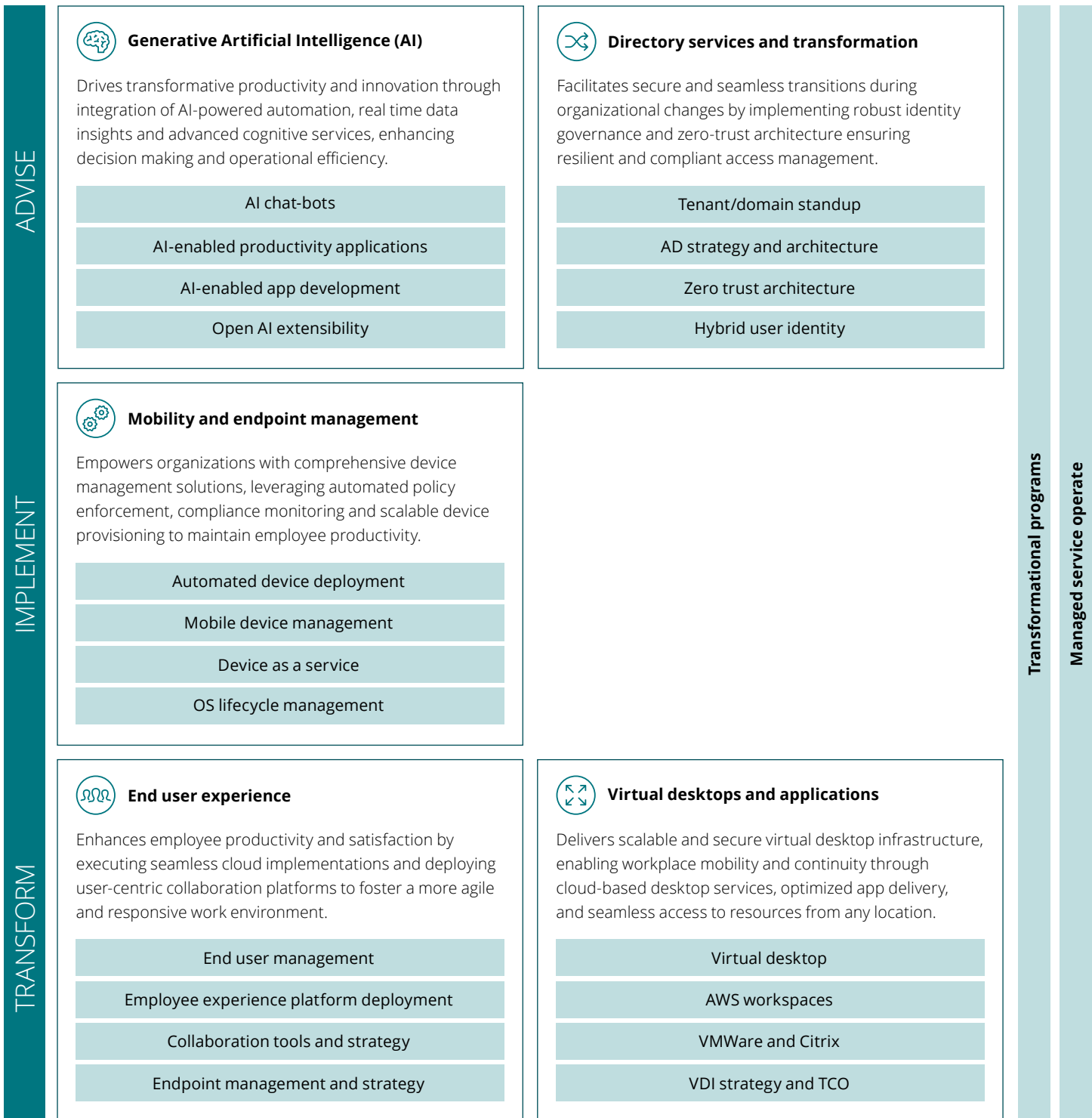
### Compliance and governance

Leveraging technology solutions for regulatory compliance and implementing governance frameworks to ensure data protection, audit trails, and adherence to best practices.



## MODERN WORKPLACE: TECHNOLOGY INFRASTRUCTURE FOR FAMILY OFFICES

Family offices can leverage our Modern Workplace comprehensive advisory, implementation, and transformation services for workplace transformation planning, architecture, and execution. This sub-offering supports the transition of end-user services infrastructure between hosting environments, spanning the entire Modern Workplace life cycle from strategy to transformation and operations.










# LIFE EVENTS

## TRANSFORMING PIVOTAL MOMENTS INTO OPPORTUNITIES

Significant life events form a critical part of the family office journey. These events can profoundly impact office operations and the family's legacy. Deloitte understands the intricacies of these pivotal moments and, as your trusted advisor, provides customized services to help you navigate these transitions smoothly. From strategic sessions through our lab experiences, to legacy assessments to further continuity and growth, to tax controversy services for managing potential challenges from tax authorities—we bring the experience and guidance to transform life events into potential opportunities.

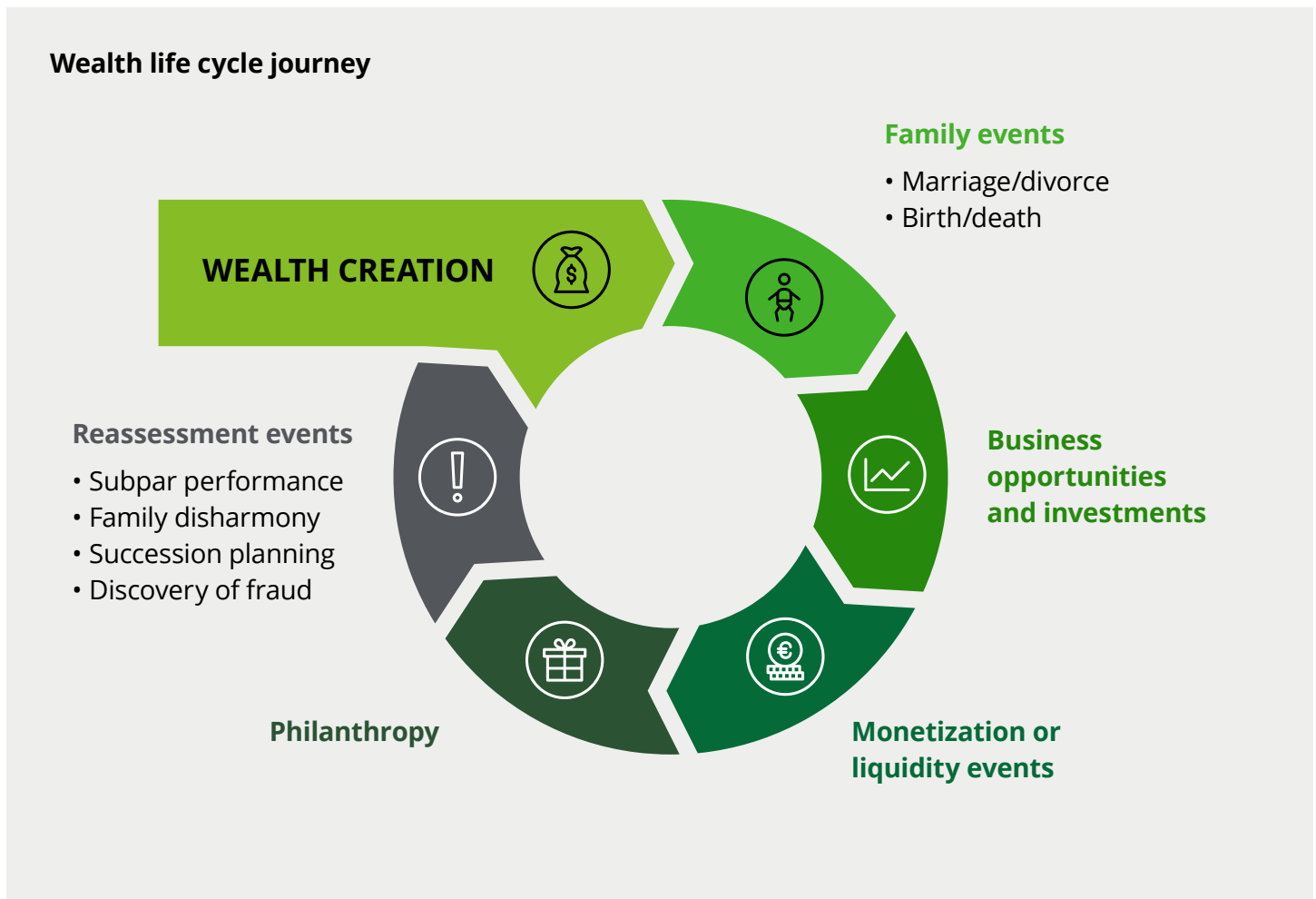


# Family office lab offerings

## STRATEGIC SESSIONS FOR TRANSFORMATIVE GROWTH

Family offices typically face unique challenges at every stage, from formation and transition to transformation and navigation of significant life events within the family it serves. Deloitte’s Lab experiences are designed to help your team expand from “business as usual” and embrace new ways of thinking to achieve breakthrough results at any stage.

We work directly with you to create a tailored experience that addresses your unique challenges, enabling family office executives and teams to engage in strategic sessions that cultivate innovative thinking—and empower them to navigate the ever-evolving financial landscape with confidence.



## OUR SERVICES

**01**

### Executive labs

Transitioning to a new executive role in a family office involves the delicate balance of time, talent, and key relationships. Our labs facilitate a deep dive into these aspects, helping executives prioritize their responsibilities and construct a 180-day roadmap tailored for effective forward momentum.

**02**

### Formation labs

Establishing a family office is a complex, multifaceted process. Collaborating with families and advisors, we can help you through the financial, logistical, and family dynamic intricacies involved in forming a family office, helping to build consensus and enable informed, thoughtful decision-making.

**03**

### Transformation labs

When your family office seeks to pivot or enhance its operations, our transformation labs provide a focused setting to explore new possibilities. Whether it's talent development, process refinement, or technological integration, we tailor our sessions to your specific challenges and objectives.

**04**

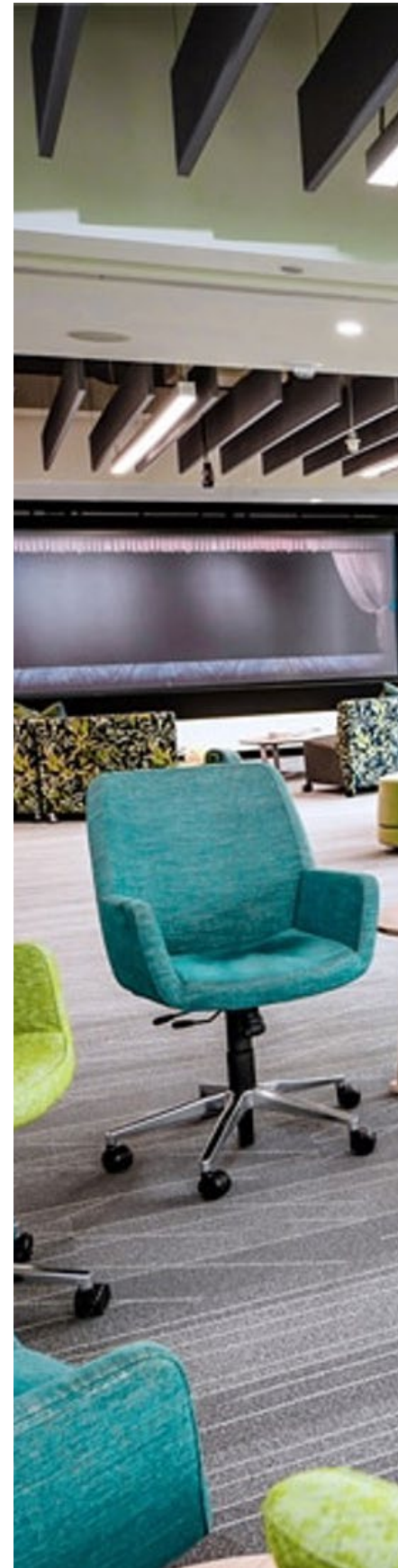
### Life event labs

Life events, such as a major acquisition or liquidity event, marriage or divorce, or death of a principal, can bring about significant shifts within a family office. Our labs are specifically designed to help families and offices make critical decisions swiftly and efficiently, providing clarity and direction during pivotal moments.

**05**

### Succession workshop

Effective succession planning is crucial for continuity and stability within an organization as it prepares for the effective transfer of knowledge and responsibilities. Our workshop is designed to assist family offices in navigating the complexities of leadership change. In a confidential environment, you can explore key challenges and issues and develop an actionable plan for an effective transition.



## A PLACE BUILT TO FACILITATE YOUR SUCCESS



### Research-based content

Frameworks built on empirical data, research, focused experience, and cumulative learnings from more than 8,000 sessions.



### Immersive methods and exercises

Exercises based on behavioral research and team dynamics, and on conversations with your people.



### Relevant subject matter specialists

Diverse perspectives from specialists selected because they know your challenge, industry, or business.



### Highly trained Deloitte facilitators

Business practitioners specializing in intervention, disruption, alignment, and consensus building.

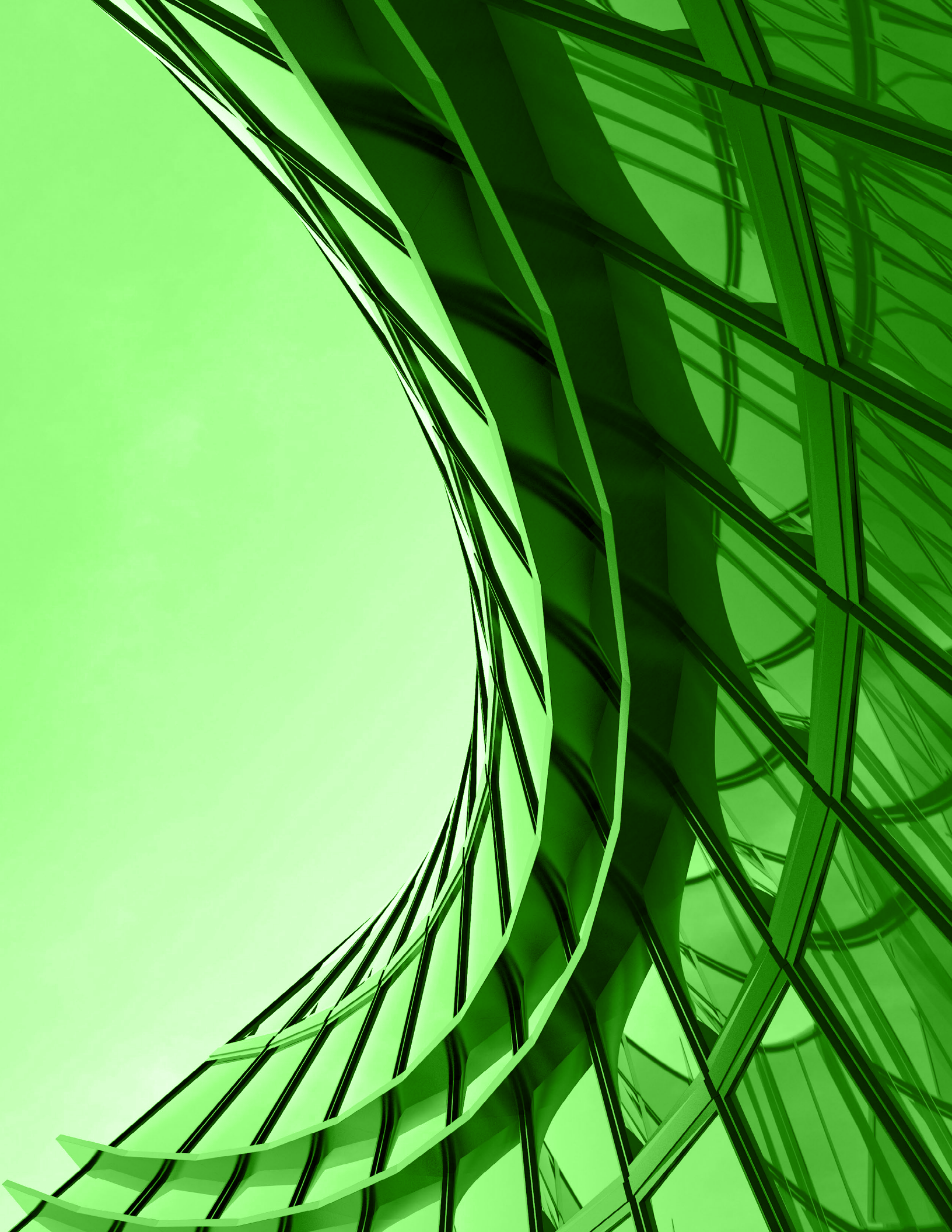


### Custom-designed environment

Movable panels, flexible furniture, and an intimate space built to spark conversation.

Through immersive one- or two-day interactive sessions, Deloitte facilitators use tested methodologies—such as design thinking, innovation theory, group dynamics, and behavioral science—to help family members, family office executives, and other key stakeholders accelerate decision-making and outline a vision. The resulting insights can help participants align on important perspectives and expectations, assess the effectiveness of family office critical processes, and then prioritize opportunities for transformative change.

The outcome for our Deloitte lab experiences is an action plan that identifies key milestones, deliverables, and owners to move the opportunities forward.



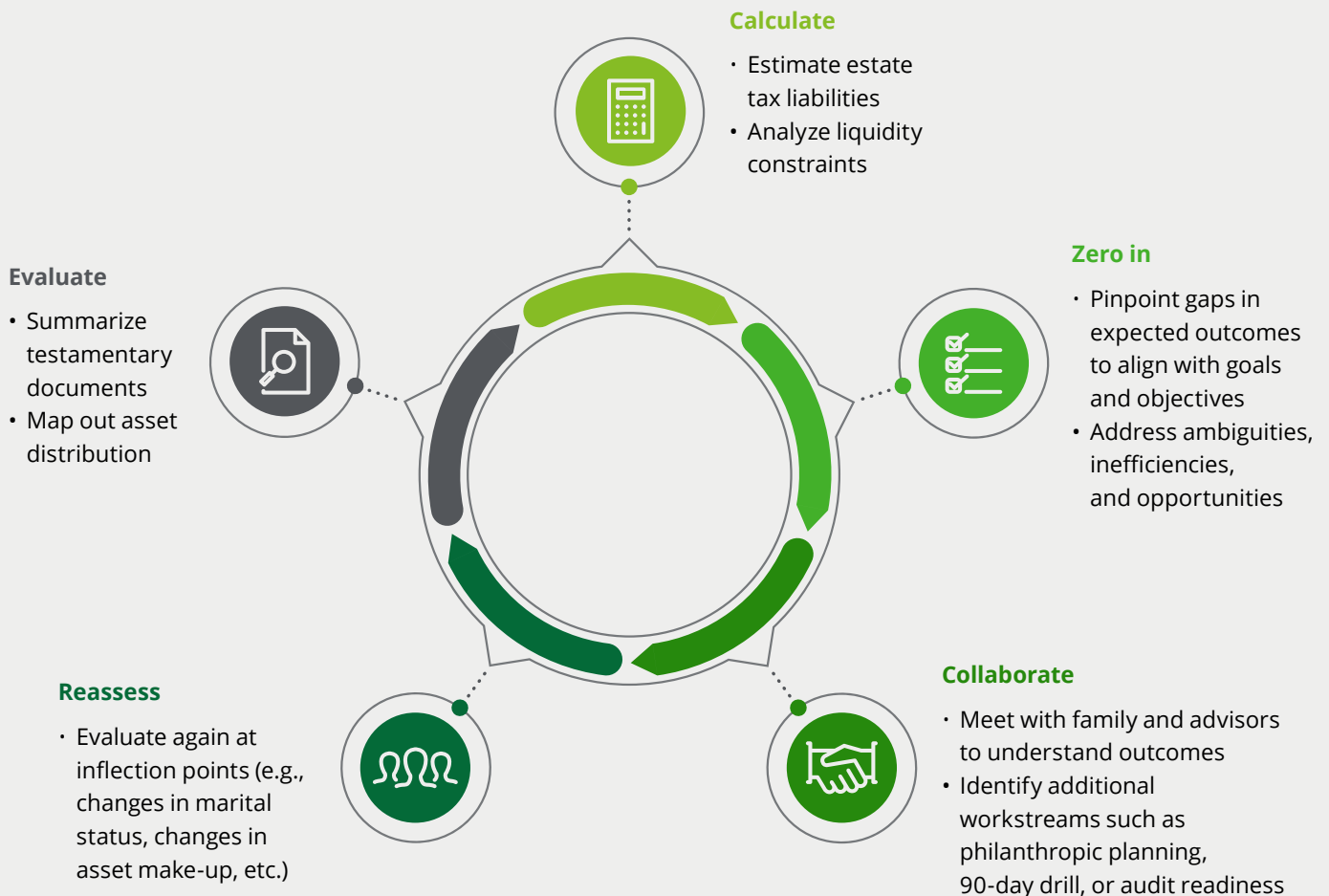
# Legacy assessments

## CRAFTING LEGACIES THAT LAST

While death and taxes are inevitable, their consequences needn't be a surprise. A practical, step-by-step action plan to navigate the complexities of succession and estate tax liabilities can deliver peace of mind and continuity for the family and the family office during generational transitions. We look beyond the tax burden to address other potential consequences, recognizing that effective tax planning does not come at the expense of equally important outcomes.

Deloitte can help you analyze whether your legacy is preserved and your family office is poised for resilience and growth with proactive planning and audit readiness.

### The legacy assessment cycle



## OUR SERVICES

### 90-day drills

Identify essential financial, accounting, regulatory, and administrative actions needed immediately after an individual's passing.

### Asset disposition

Analyze the disposition of specific, hard-to-value assets like large equity positions and unique real estate holdings.

### Generational transition strategies

Address complexities in business and family office succession.

### Audit preparation

Review reporting from prior gifts made to identify potential disclosure and audit risks.

### Financial implications

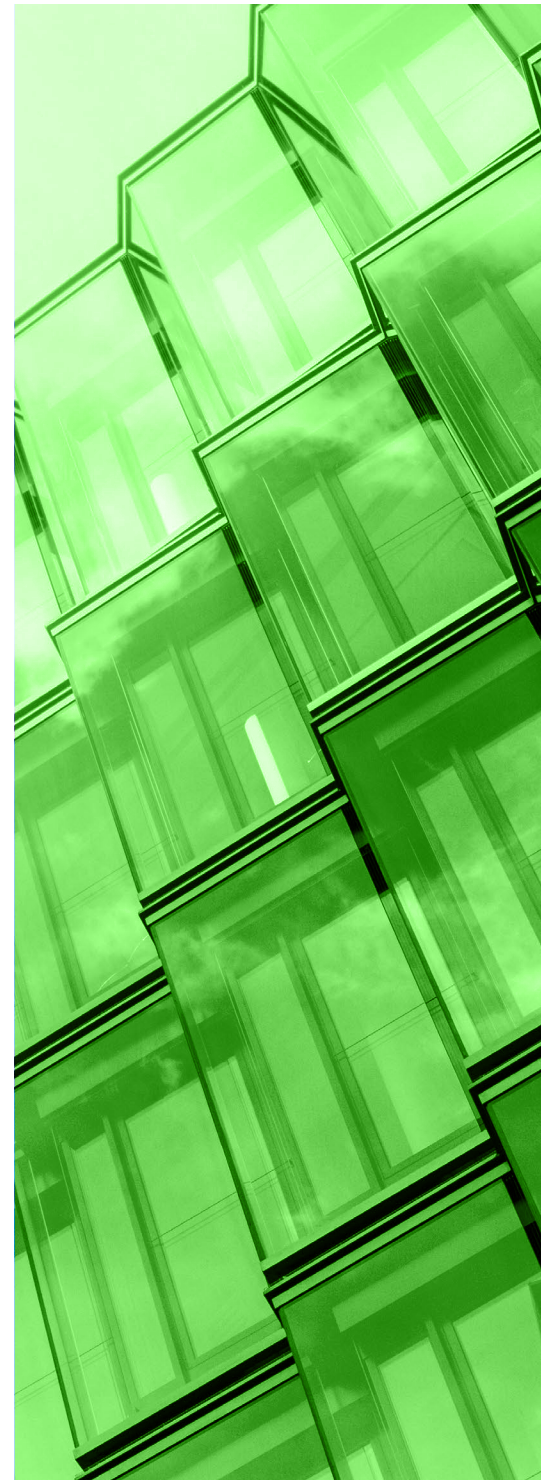
Review estate tax liabilities and help analyze liquidity sources for these costs and other administration expenses.

### Estate plan execution

Utilize estate planning legal documents and client financial statements to identify and quantify the flow of assets to beneficiaries, supporting alignment with the client's goals and objectives.

### Tax planning

Utilize gift tax and generation skipping transfer tax exemptions and charitable planning to shift assets and potential appreciation outside of the donor's estate.



# Tax controversy services

## ASSISTANCE IN THE FACE OF ADVERSITY

Wealthy individuals continue to be examined, often very thoroughly, by taxing authorities. The IRS is focusing on family office’s financial affairs—and examinations increasingly expand to include other family members and other family entities.

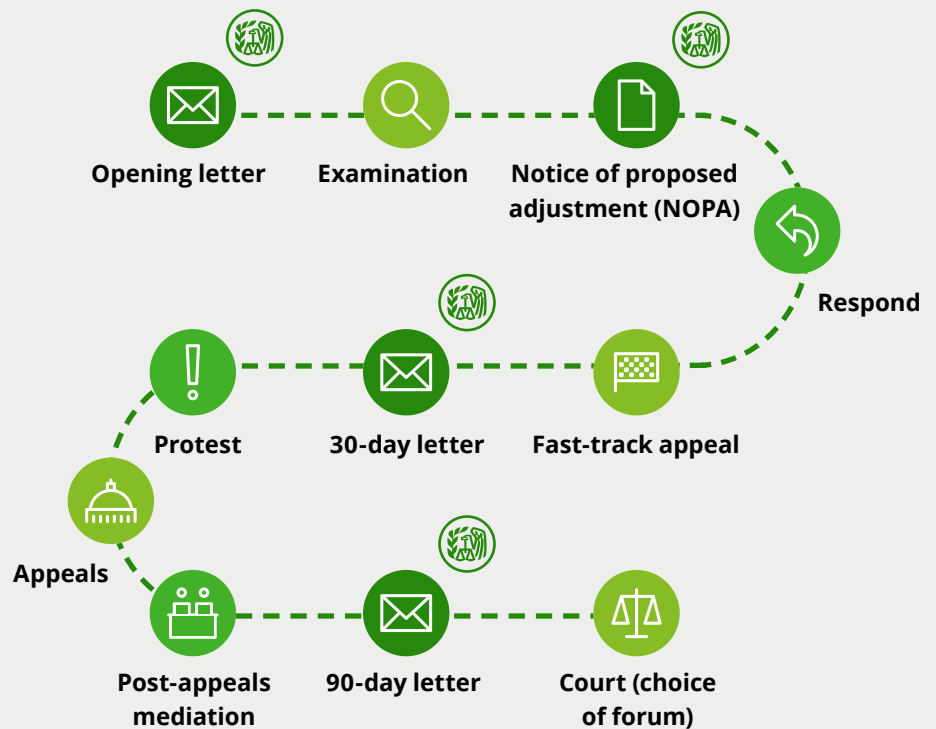
The IRS’ Global High Wealth initiative specifically aims to examine tax compliance across sophisticated financial networks, including those operated by many family offices. Moreover, we continue to see state taxing authorities perform increasingly complex examinations of offices across our client base.


Deloitte is your trusted advisor as you navigate this complicated environment. Our tax controversy specialists offer family office-specific guidance to help you confidently navigate these challenges while also assisting with notices and other controversy issues that you may have with the IRS and state taxing authorities.

### The tax controversy process

**Questions to consider:**

- How can you prepare for an audit?
- How long should you retain records in preparations for an audit?
- What types of transactions might trigger an audit?
- What steps should you take if you receive a notice for examination?
- How could tax enforcement change in the coming years?



 IRS documentation

## OUR SERVICES

Deloitte's approach helps family office clients maneuver the intricacies of tax controversies, from preparation to resolution, for a smoother process and more peace of mind.

ONE

### Exam readiness assessments

- Help clients prepare for potential exams by anticipating examination areas and consulting on contemporaneous transaction documentation and document retention policies.
- Conduct essential interviews to gather information.
- Implement strategies for quick document retrieval and submission.

TWO

### Examination assistance

- Provide assistance throughout IRS and state examinations, with a team of professionals dedicated to this specialization.
- Address and resolve complex examination-related questions, offering clarity and compliance.
- Specialize in handling Global High Wealth Initiative examinations, offering tailored services for wealthy individuals.

THREE

### Service center issues

- Assist in resolving IRS notices and addressing payment issues and discrepancies.
- Help clients navigate and resolve penalties and receive fair treatment.
- Provide approaches for tax return processing and other service center-related challenges.

# Contact us

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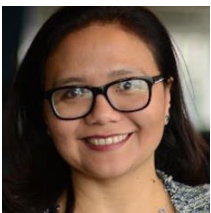


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## OPERATIONS AND TECHNOLOGY TRANSFORMATION



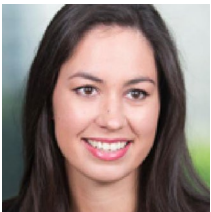
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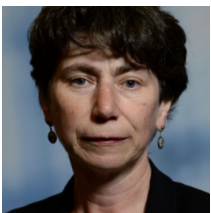
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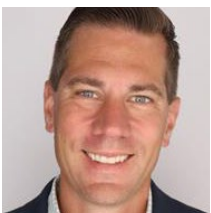
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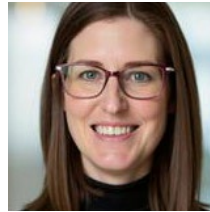
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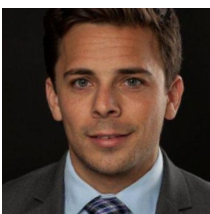
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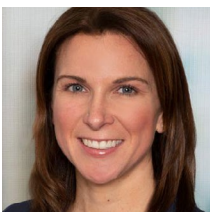
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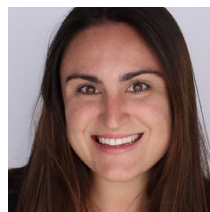
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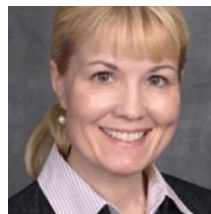
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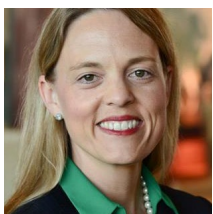


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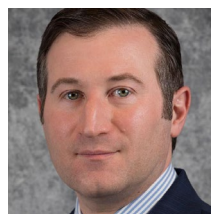


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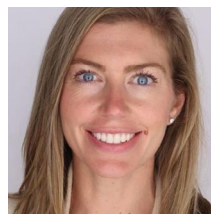


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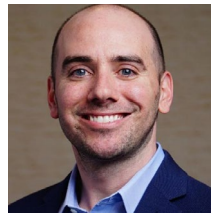
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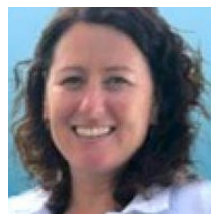
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