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LÜRSSEN YACHTS

THE BESPOKE YACHT BUILDER

FAMILY OFFICES - WEALTH MANAGEMENT - PRIVATE EQUITY - PRIVATE CLIENT - SOVEREIGN WEALTH FUNDS

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LÜRSSEN YACHTS

THE BESPOKE YACHT BUILDER

Lürssen, a name synonymous with the pinnacle of yacht building, continues to set the standard in the industry with its exceptional craftsmanship, cutting-edge technology, and a commitment to innovation. Founded in 1875, the German shipbuilder has not only upheld its founder's vision of leading in quality and performance but has also evolved to meet the modern demands of luxury and sustainability.

The year 2023 has been particularly eventful for Lürssen. The company has seen the completion and delivery of three magnificent yachts, totaling an impressive length of 374 meters. Among these is the 146-meter 'OPERA', a yacht that embodies elegance and technological sophistication. This was followed by the 90-meter 'NORN', designed by the renowned Espen Oeino and featuring an interior by Dölker + Voges. The yacht, with its striking design, is equipped with advanced features like zero-speed stabilizers and a dynamic positioning system, highlighting Lürssen's commitment to integrating state-of-the-art technology in its builds.

Project 'Luminance', a 137-meter private yacht, was another notable delivery, further cementing Lürssen's position as a leader in the luxury yacht sector. Lürssen's reputation for excellence is globally acknowledged. The company boasts the construction of 32 out of the Top 100 yachts worldwide, including 12 of the Top 20. This achievement is a testament to their unparalleled skill in building some of the most sophisticated and luxurious yachts in the world.

Advancing through Research and Innovation

Innovation is at the heart of Lürssen's philosophy. The recent establishment of the Innovation Laboratory epitomizes this. Here, the integration and operation of a Marine Hybrid Fuel Cell System powered by methanol are being tested, paving the way for more sustainable yachting solutions. The upcoming project 'COSMOS', which will feature this technology, is a step forward in the creation of CO_2 emission-free yachts.

Image credit: Anna Gunselman

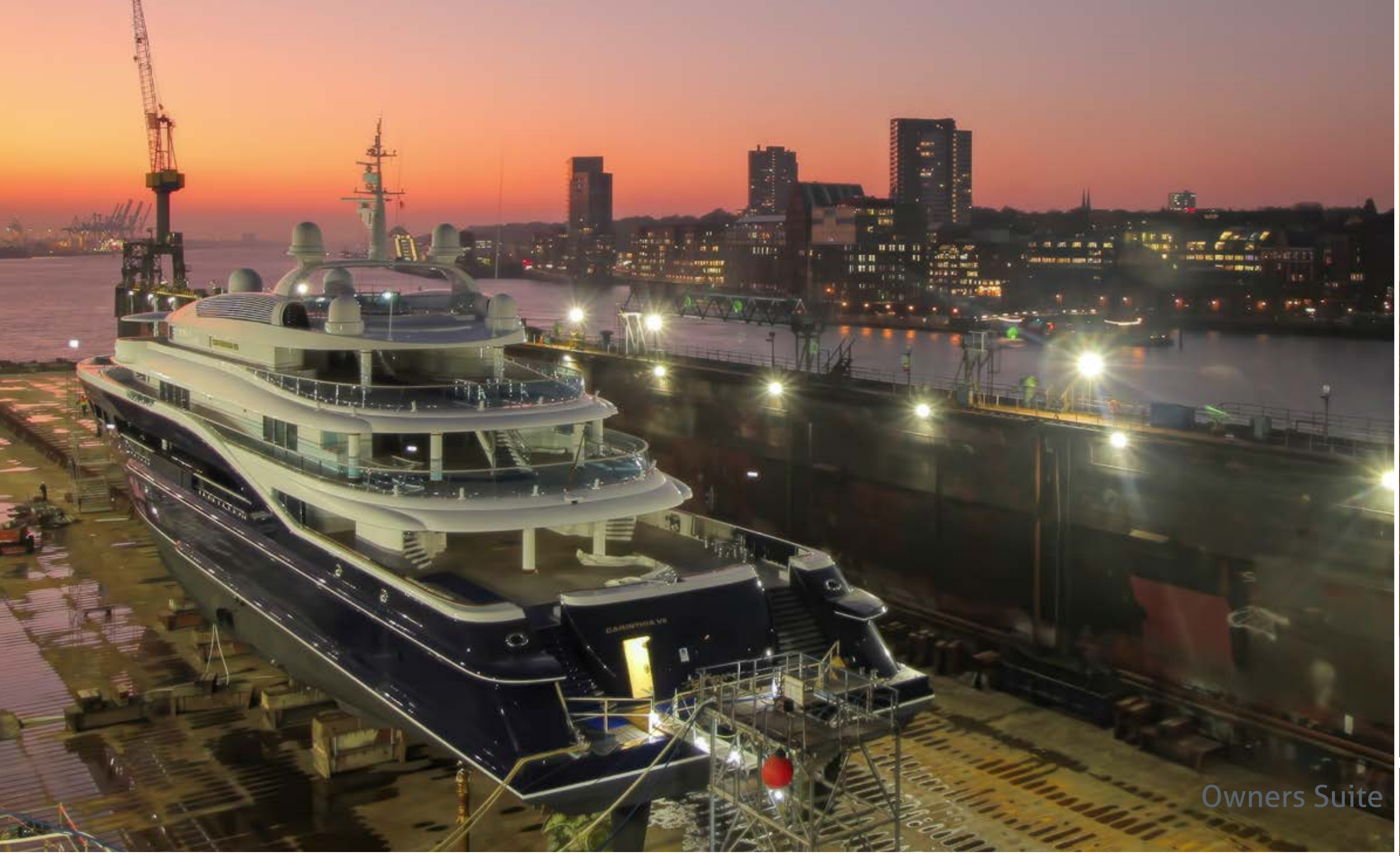
Lürssen's strategic partnership with Freudenberg, a leader in maritime fuel cell technology, underscores its commitment to revolutionizing yacht energy and propulsion systems. The collaboration aims to bring fuel cells on board ships, aligning with international safety standards and contributing to a more sustainable future in yachting.

The refit of the 97-meter CARINTHIA VII highlights another aspect of Lürssen's expertise. After two decades, this iconic yacht underwent an extensive refit, showcasing Lürssen's capability in not just building new yachts but also in transforming existing ones. This project underlines the company's ability to maintain and enhance yachts to meet contemporary standards.

Embracing Challenges in Refit and Repair

Lürssen's proficiency extends beyond large yachts. The emergency repair of the 25.64-meter 'SPIRIT OF GINETTE' demonstrates their flexibility and readiness to tackle diverse challenges.

Furthermore, the refit of project 'UFO', a 66-meter vessel extended to 70 meters, showcases Lürssen's versatility in handling unique projects that blend commercial functionality with luxury yacht aesthetics.



At its core, Lürssen remains true to its roots – a family-owned business dedicated to excellence in yacht building. Their approach is deeply individual, rooted in a rich history of craftsmanship and innovation. The company's pursuit of sustainable solutions, coupled with its legacy of creating bespoke yachts, positions Lürssen as a visionary in the yachting world.

As Lürssen continues to navigate the future, it does so with an unwavering commitment to quality, performance, and sustainable innovation. The builder's dedication to crafting unique yachts that cater to the desires of its discerning clientele while respecting the environment sets a benchmark in the industry, promising a future where luxury and sustainability sail hand in hand.

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STONEHAGE FLEMING's 2023 FOUR PILLARS OF CAPITAL REPORT

Stonehage Fleming ("Stonehage Fleming" or "the Group") one of the world's leading international multi-family offices, reveals the results of its survey 'Four Pillars of Capital: Managing risk in an age of upheaval'.

Drawing on the responses from nearly 300 families and advisers, the research assessed the impact of sequential global events, including the COVID pandemic, the war in Ukraine, slowing economic growth and accelerating inflation on the long-term sustainability of family wealth.

Stonehage Fleming surveyed respondents on themes including risks to sustaining family wealth, investment attitudes and the growth of values-driven investing, reputation management in a digital age, philanthropy, governance, leadership and the Next Generation; and the purpose of wealth.

THE NEW RISK ENVIRONMENT

The survey identifies a major shift in the biggest risks that families and wealth creators perceive to their long-term prosperity. For the first time since Stonehage Fleming began its proprietary research series in 2013, the investment environment and political risk make up two of the top three threats to the preservation of wealth. When asked how families identify and mitigate risks to their long-term prosperity and goals, only 20% have a formal regular process.

Giuseppe Ciucci, Executive Chairman and Chief Executive Officer at Stonehage Fleming said: "Our Four Pillars of Capital research has taught us that our clients like to have insight into what their peers are thinking and how they have addressed – or are addressing – the challenges and opportunities that they have in common. Observations from our 2023 report have reinforced the importance of preparing the Next Generation to assume the responsibilities of wealth and employing a simple and rigorous process for risk appraisal. Other important themes included the vital importance of understanding your digital profile in today's world, the potential rewards of involving the Next Generation in philanthropy and the need for clear and effective communication between family members."

REPUTATION MANAGEMENT IN the DIGITAL AGE

The challenge of managing reputational risk has increased over the past decade especially with the public launches of AI-enabled text, audio and image generation services producing "deepfakes". However, the survey revealed that 43% of respondents have no formal process for managing the reputation of their family or its members and only 13% of respondents say they actively track their family's digital footprint. Guy Hudson, Partner and Head of Group Marketing and Communications said: "We know families value their reputations and so we are surprised by the data showing how few families are conscious of the digital risks they may encounter. In an age of increased transparency, it is almost impossible to be proudly anonymous. With the complexity that social media brings, it is harder than ever to control the narrative. A digital health check is a sensible element of a comprehensive risk management strategy."

Philanthropy: the power of partnership

Although 86% of families consider philanthropy a central part of their purpose and values, 64% have no pre-determined budget and make regular donations based on an informal process. Only 7% of respondents reported that they have a formal process for agreeing and appraising the contribution they make to their communities and wider society.

When questioned on how families communicate their contribution to the community and wider society, 64% of respondents prefer to remain discreet. However, when questioned on the extent to which philanthropic activities should be publicised, 51% believed that a lack of awareness of the societal contribution made by families and wealth creators could pose a threat to wealth.

For the first time, the 2023 survey asked specifically about the involvement of the Next Generation in families' philanthropy activities, and strikingly in 49% of all respondents' families, the Next Generation are not substantially involved.

Governance, Leadership and the next generation

Nearly half (46%) of respondents do not have a formal leadership structure and the ways in which families select their leaders remain diverse. The one clear trend is a decline in preference for primogeniture. Only 5% of families – and none at all in the US or Europe – now believe this traditional method of succession to be a good fit with the demands of modern intergenerational wealth management (a decline from 20% in 2018).

In most regions, a substantial minority of families employ leaders from outside the family. While in the Americas, a majority (52%) take this route. When asked how families believe leaders should be selected in the future, over 40% of respondents indicated either by committee, or the wider family. More than two thirds of families are taking proactive steps to give the Next Generation a more prominent role in the family, with this trend being more advanced in Africa and the Americas than in the UK and Europe. However, when equipping the Next Generation to understand the broad responsibilities of wealth nearly half (46%) report that preparation is informal – they rely on the family environment and the conventional education they provide. Only 16% of families encourage their children to attend programmes and bespoke education.

Purpose: the foundation of successful family strategy

Only 36% of families currently have an agreed purpose for their wealth; however, for a significant number of respondents, it is the acceleration of political and economic volatility since the 2018 Four Pillars of Capital report that has crystalised their thinking. Four common themes in respondents' philosophies are maintenance of the family legacy, care of family members, achieving philanthropic goals and fulfilling religious responsibilities.

Matthew Fleming, Partner and Head of Family Governance & Succession, at Stonehage Fleming said: "Purpose is the foundation of a family's decision-making framework and in turn underpins the Four Pillars of Capital. The real challenge is communication: ensuring that purpose is articulated, shared and understood – first and foremost within the family itself. We believe passionately that families who take the time to reflect on their purpose and engage the Next Generation in both defining and living it, give themselves the best chance of intergenerational success."

A 'GLOBAL APPROACH' TO WEALTH ADVICE HIGHLIGHTED AT GUERNSEY PRIVATE WEALTH CONFERENCE

In an era marked by volatility and uncertainty, Guernsey emerges as a paragon of stability and innovation, especially in the realm of private wealth management. This message was strongly conveyed at the 2023 Private Wealth Forum hosted by Guernsey Finance, a pivotal event that highlighted Guernsey's unique positioning in the global financial landscape.

Insightful Perspectives from the 2023 Private Wealth Forum

The forum brought together a diverse array of experts, including David White, Managing Director at QB Partners, who underscored Guernsey's role in providing stability, a whitelist rating by the OECD, and portability in financial products. His insights set the tone for a series of discussions that explored the complexities of modern wealth management and the role of jurisdictions like Guernsey in navigating these challenges.

A significant focus was on the changing dynamics of families spread across various jurisdictions. Greg Limb, Partner and Global Head of Family Office & Private Client at KPMG, emphasized the importance of a global approach in advising wealth holders. This international perspective is something Guernsey, with its flexible International Finance Centre, can adeptly provide.

Charisse Crawford, Partner at Trowers & Hamlins, delved into the complexities of succession planning in the context of evolving family dynamics. She stressed the necessity of developing advisory boards to manage local assets and trust structures, thereby crafting strategies that can withstand unforeseen events. Samuel Bosanquet, Family Office Services Director at Schroders, highlighted the need for a personalized approach to family wealth management. He pointed out the significance of the four Ds - death, divorce, dispute, and disposal - in influencing jurisdictional choices. Bosanquet praised Guernsey for its unique structures, such as foundations and purpose trusts, that offer unparalleled solutions to families.

Embracing Sustainability and Changing Attitudes

The forum also recognized the shift in attitudes among younger generations, with a growing emphasis on integrating sustainability into investment portfolios. This shift necessitates a change in advisory styles to resonate more with younger clients, a point highlighted by Greg Limb.

The second panel discussion, "A Changing World: Market Trends and Their Impact," featured industry experts like Diana Robinson, Managing Director and Head of Investments & Advice at J.P. Morgan. They discussed the impact of global economic shifts, such as stagflation, on investment strategies. The panelists underscored the importance of diversification and embracing disruption as a theme in investment decision-making.

PAM Insight's Research on Private Client Industry Trends

Katie Royals, Managing Editor at PAM Insight, presented key findings from a newly commissioned research by Guernsey Finance. The research highlighted trends like sustainability, global citizenship, and the use of technology in private wealth management. This study echoed the sentiments expressed earlier in the conference about the changing priorities of younger generations towards wealth and social impact.

The forum concluded with a fireside chat featuring Rupert Pleasant, Chief Executive of Guernsey Finance, and Sir Trevor McDonald OBE. This discussion provided a fitting end to a day filled with insightful deliberations, offering a broader perspective on journalism and its intersections with global finance and politics.

The 2023 Private Wealth Forum firmly positioned Guernsey as a jurisdiction that offers not only political and economic stability but also a forward-thinking approach to wealth management. In a world grappling with rapid changes and uncertainties, Guernsey's ability to provide innovative solutions, coupled with its commitment to sustainability and global stewardship, makes it an ideal domicile for discerning clients and their complex financial needs. As the world of private wealth continues to evolve, Guernsey stands out as a beacon of stability, innovation, and responsible financial stewardship.

TRENDS IN FAMILY OFFICE INVESTMENTS

Exploring How Family Offices are Diversifying Their Portfolios in the Current Economic Climate

In the evolving world of investment management, family offices have increasingly become pivotal players. These private wealth management advisory firms, serving ultra-high-net-worth individuals, are not just about preserving wealth but also about capitalizing on new opportunities. The current economic climate, marked by rapid technological advancements, geopolitical shifts, and a global pandemic, has necessitated a reevaluation of investment strategies for family offices. This article delves into the emerging trends in family office investments, focusing on portfolio diversification in response to the changing economic landscape.

Historically, family offices have gravitated towards traditional investment vehicles like stocks, bonds, and real estate. However, the onset of low-interest rates, market volatility, and the search for higher yields have led to a shift. There's an increasing inclination towards alternative investments, including private equity, hedge funds, venture capital, and even cryptocurrencies. The allure of these alternatives lies in their potential to offer higher returns and lower correlations with traditional markets, thus providing a cushion during market downturns.

The rise in technology-driven investments cannot be overstated. Family offices are increasingly interested in tech startups and innovative companies driving digital transformation. The technology sector, especially areas like artificial intelligence, biotechnology, and renewable energy, presents opportunities for growth that traditional sectors may not offer. This shift is partly influenced by the younger generation, who are often more tech-savvy and sustainability-conscious, taking more active roles in family offices.

Sustainability and impact investing have also come to the forefront. There's a growing realization that investments can have a positive social and environmental impact without sacrificing returns. Family offices are aligning their investment strategies with their values, leading to an increase in ESG (Environmental, Social, and Governance) investing. This approach not only fulfills a sense of social responsibility but also anticipates long-term profitability as the global economy increasingly favors sustainable practices.

Geographical diversification is another trend gaining traction. With the global economic landscape shifting, family offices are looking beyond their home markets. Emerging markets in Asia, Africa, and Latin America are becoming attractive due to their potential for higher growth rates. This geographical spread not only provides access to new opportunities but also mitigates risks associated with economic downturns in any particular region.

In addition to exploring new sectors and geographies, there's a trend towards direct investments rather than traditional fund-based investing. Family offices are increasingly making direct investments in companies, real estate, or projects. This direct involvement allows for greater control and potentially higher returns, albeit with higher risks and the need for more in-depth due diligence.

Real estate continues to be a mainstay in family office portfolios, but the focus is shifting. There's growing interest in alternative real estate investments such as industrial properties, data centers, and healthcare facilities. These sectors are perceived as more resilient to economic downturns compared to traditional real estate investments like retail and office spaces. With market volatility and economic uncertainty, risk management has become more crucial than ever. Family offices are employing sophisticated risk management strategies, including hedging and diversification across asset classes and industries. The use of advanced analytics and machine learning for predictive analysis and risk assessment is becoming common.

Another notable trend is the increasing collaboration among family offices. Co-investing allows family offices to pool their resources, share expertise, and mitigate risks, especially when making substantial investments in complex and capital-intensive sectors.

The tax landscape is also an influencing factor. With changing tax laws and regulations globally, family offices are becoming more strategic in their investment choices, considering the tax implications as a significant factor in their decision-making process.

Lastly, the role of digitalization and fintech in family office investments is evolving. Digital platforms are streamlining investment processes, from due diligence to portfolio management. Family offices are leveraging fintech solutions for better financial analysis, reporting, and risk management.

In conclusion, family offices are at a crossroads where the traditional and the new converge. While they continue to prioritize wealth preservation and growth, the means to achieve these ends are diversifying.

The current economic climate, marked by uncertainties and opportunities, has prompted family offices to explore new sectors, geographies, and investment strategies. This adaptive and forward-looking approach is crucial for navigating the complex investment landscape of today and securing financial legacy for generations to come.

ROLLS-ROYCE SPECTRE

The launch of Spectre is a significant moment in the marque's near 120-year storied history; Spectre is the first all-electric Rolls-Royce and represents the beginning of an exciting, bold, and new era for the brand.

ROLLS SPECTRE ROYCE

by Ty Murphy

SPECTRE SETS OFF FROM THE HOME OF ROLLS-ROYCE FOR EUROPEAN/UK MEDIA DRIVE

Rolls-Royce Motor Cars is a wholly-owned subsidiary of the BMW Group and is a completely separate company from Rolls-Royce plc, the manufacturer of aircraft engines and propulsion systems.

Over 2,000 skilled men and women are employed at the Rolls-Royce Motor Cars' head office and manufacturing plant at Goodwood, West Sussex, the only place in the world where the company's super-luxury motor cars are hand-built.

The launch of Spectre is a significant moment in the marque's near 120-year storied history; Spectre is the first all-electric Rolls-Royce and represents the beginning of an exciting, bold, and new era for the brand. Two years ago, the marque made a historic announcement that in 2023 Rolls-Royce would launch its first all-electric motor car and that by the end 2030, the entire portfolio would be fully electric.

Since this time, Spectre has been on a remarkable journey, completing a rigorous testing programme, spanning 2.5 million km, and has received overwhelmingly positive feedback from media and clients. It is now a great pleasure to see this motor car on the roads in our home market and I am delighted to offer the European media the opportunity to experience this transformative motor car in the United Kingdom.

With client deliveries just begun, Rolls-Royce Motor Cars has invited European media to experience Spectre, the marque's first fully electric motor car, within the beautiful countryside surrounding the marque's headquarters in West Sussex.

The adventure commenced at the Home of Rolls-Royce, on the Goodwood Estate – the only place in the world where Rolls-Royce motor cars are designed and handbuilt. The marque's global headquarters and Centre of Luxury Manufacturing Excellence is revered as the world's leading House of Luxury. It is a place where creativity, talent and ingenuity is nurtured and encouraged, and of course a place where clients, media and friends of the marque can enjoy a fully immersive Rolls-Royce experience.

From the Home of Rolls-Royce, media embarked on a voyage of discovery through the beautiful rolling hills of Hampshire and Sussex – a route purposefully selected for its breath-taking views. After experiencing this remarkably silent motor car, media will arrive at Heckfield Place, a modern country haven, set in an eco-estate of 430 acres.

CO2 EMISSIONS & CONSUMPTION.
WLTP: Power consumption: 2.6-2.8 mi/kWh / 23.6-22.2 kWh/100km. Electric range 329 mi / 530 km.
NEDC: CO2 emissions 0 g/km.

LUŠTICA BAY

Luštica Bay, the emerging town in the making in Montenegro, developed by the renowned international developer, Orascom Development Holding (ODH), proudly introduces the country's first golf course and residences, The Peaks. The project signifies the introduction of the Adriatic coast's first 18-hole course and beautifully-designed residences, positioning Montenegro as an upcoming world-class golfing destination. The project offers an unparalleled investment opportunity, set to build on the country's 1.15 billion euros of foreign investment in 2022.

The Peaks, designed by the internationally acclaimed architects, Block722, in collaboration with local design architecture firm NRA Atelier, showcases stunning architecture that seamlessly blends authentic Mediterranean influences with modern amenities. Drawing inspiration from the architecture of the region's traditional fishing villages, the architecture exudes charm and elegance, providing residents with contemporary comforts.

Darren Turner, Director of Development at Luštica Bay says, "We are excited to introduce The Peaks, an exceptional property offer that represents a significant investment opportunity in an unparalleled majestic location. As the country's first golf residences, The Peaks will not only elevate the living experience but will also reinforce Montenegro as a premier luxury destination."

Turner further emphasized, "With its remarkable contemporary coastal Adriatic architectural design and stunning views, The Peaks offers a unique opportunity for investors seeking to capitalise on Montenegro's thriving real estate market. The project's strategic location, combined with the strong capital appreciation of Montenegrin property, distinguishes The Peaks as a compelling choice for discerning investors looking for exceptional returns and long-term growth potential all whilst enjoying the outstanding amenities of our growing luxury destination."

Botanika, the first neighbourhood within The Peaks, features a collection of apartments, townhouses, and villas. The location of Botanika ensures privacy and seclusion whilst offering proximity to Centrale, Luštica Bay's vibrant town centre. Surrounded by lush greenery and breath-taking views, Botanika epitomises tranquillity and serenity.

With its elevated position between Boka Bay and the Adriatic Sea, The Peaks' 18-hole golf course boasts an unrivalled setting with picturesque vistas in every direction. Designed by the esteemed Gary Player Design, who are renowned for their ecological approach, the course seamlessly blends with its natural surroundings, creating a harmonious fusion between nature and sport. Each hole has been thoughtfully crafted to maximise the beauty of the landscape, providing golfers with a unique and unforgettable experience.

This launch marks a significant milestone in the region's high-end real estate and tourism landscape. With its impeccable design, world-class amenities, and prime location, The Peaks sets a new standard of excellence and positions Montenegro as a sought-after investment destination. As Luštica Bay continues to redefine the Adriatic coast, we invite investors and enthusiasts alike to seize the unparalleled opportunities offered by The Peaks, where opulence, natural beauty, and investment potential converge in perfect harmony.

Luštica Bay is a new town on the Montenegrin coast, in the heart of the Mediterranean. A year-round destination, combining a strong sense of community and belonging, with a laid-back Mediterranean lifestyle. Located amidst the stunning natural beauty of the Luštica peninsula which connects the Adriatic and the UNESCO protected Boka Bay,

Luštica Bay covers 690 hectares of land bank area and 6 kilometres of coastline. Only 10% of the land area is developed into an integrated town, laid using innovative technologies and strongly reflecting the local architectural identity. The settlement thus far comprises: Luštica Bay, a place that attracts over 400 families from more than 40 countries, will eventually become home to more than 6,000 residents.

This vibrant town in the making will comprise of over 3,000 apartments, 300 luxurious sea-view villas, and a total of seven hotels, including the renowned hotel, The Chedi. Furthermore, the 4.9km 'Lungo Mare' coastal path will connect the town with the coastline, bays, and beaches.

Currently, Luštica Bay is developing three distinct neighborhoods: Marina Village, a flagship part of the project, in its final stage of completion, Centrale, a newly emerging urban hub, and The Peaks, which represents the pinnacle of this phase and includes an 18-hole golf course along with an elevated residential collection.

THE ROLE OF TECHNOLOGY IN MODERN WEALTH MANAGEMENT

How Technology is Transforming Wealth Management Practices

In the dynamic sphere of wealth management, technology has emerged as a transformative force, reshaping how wealth is managed, preserved, and grown. The integration of technology in wealth management, often termed as 'WealthTech', is not just a trend but a fundamental shift in the financial services industry. This article explores the various dimensions of this shift, highlighting how technology is altering the landscape of modern wealth management.

The advent of digital platforms and tools in wealth management has democratized access to financial services. Traditional wealth management was often reserved for the ultra-wealthy, with high minimum investment thresholds. However, technology-enabled platforms have lowered these barriers, allowing a broader range of investors, including the mass affluent and millennials, to access wealth management services. Robo-advisors, one of the most notable innovations in this space, use algorithms to provide automated, algorithm-driven financial planning services with minimal human supervision. This automation has made investment advice more accessible and affordable.

Data analytics and artificial intelligence (AI) are at the forefront of this technological revolution. Wealth management firms are harnessing the power of big data to gain deeper insights into client behavior, preferences, and needs. AI, with its predictive analytics capability, is enabling advisors to offer personalized investment advice and anticipate client needs before they even arise. Machine learning algorithms can analyze vast amounts of data to identify trends, risks, and opportunities, making the investment process more informed and efficient. The rise of blockchain technology and cryptocurrencies has also had a significant impact on wealth management. Blockchain's inherent attributes of decentralization, transparency, and security have opened new avenues for asset management. Cryptocurrencies, despite their volatility, have been embraced by a segment of investors as a potential asset class, prompting wealth managers to gain expertise in this domain. Blockchain is also revolutionizing other areas such as estate planning and inheritance, where smart contracts can automate and secure the transfer of assets.

Cybersecurity has become a paramount concern in wealth management. As the industry adopts more digital solutions, the risk of cyber threats looms large. Wealth management firms are investing heavily in advanced cybersecurity measures to protect sensitive client information and financial assets. This is not just a technical challenge but also a matter of client trust and regulatory compliance.

The client-advisor relationship is undergoing a digital transformation as well. The traditional face-to-face interactions are increasingly complemented (and sometimes replaced) by digital communication channels. Video conferencing, secure messaging platforms, and collaborative online tools are enhancing client engagement without the need for physical meetings. This digital interaction model has been particularly relevant during the COVID-19 pandemic, ensuring uninterrupted advisory services.

Regulatory technology (RegTech) is another area where technology is making a significant impact. Compliance with various financial regulations is a critical aspect of wealth management. RegTech solutions leverage technology to facilitate compliance, streamline reporting, and reduce risks associated with regulatory requirements. Automated compliance workflows, real-time monitoring, and regulatory reporting are some examples of how technology is simplifying compliance management. The shift towards digital and mobile solutions has transformed client expectations. Today's clients expect real-time access to their investment portfolios, seamless digital experiences, and a high degree of personalization. Wealth management firms are responding by developing client-centric platforms that offer a holistic view of investments, intuitive interfaces, and customized financial insights.

Sustainable and responsible investing (SRI) is another area where technology is playing a key role. With increasing awareness and interest in ESG (Environmental, Social, and Governance) factors, investors are seeking ways to align their investments with their values. Technology is enabling wealth managers to incorporate ESG criteria into investment analysis and portfolio construction, offering clients opportunities to invest responsibly without compromising on returns.The integration of technology in wealth management is not without challenges. The human element remains crucial, and there's a fine balance to be struck between technological efficiency and personalized human advice. Moreover, as the industry adopts new technologies, there is a growing need for upskilling and reskilling of wealth managers to stay abreast of technological advancements.

Technology is profoundly reshaping the wealth management landscape. It is enhancing efficiency, democratizing access, enabling personalized services, and opening new investment opportunities. As the industry continues to evolve, the successful integration of technology with traditional wealth management practices will be key to meeting the changing needs and expectations of clients. The future of wealth management lies in embracing technology not as a replacement for human advisors but as a powerful complement that enhances the value and effectiveness of wealth management services.

DASSAULT AVIATION

Dassault Aviation Certifies Dual HUD on Falcon 8X

The FAA and EASA have approved use of Dassault's advanced dual head-up display known as FalconEye, on the company's Falcon 8X very long range trijet, adding to the aircraft's industry-leading low visibility operations capability. The dual HUD configuration will ultimately permit an EFVS-to-land capability in near zero-zero conditions, pending new EASA regulations. "The bottom line is that this approval results in enhanced safety and more capability for Falcons equipped with Dassault's industry-first FalconEye technology," said Carlos Brana, Executive Vice President, Civil Aircraft at Dassault Aviation. Dassault Aviation has been an undisputed leader in the development of HUD technology. In 2016, Dassault introduced FalconEye, the first head-up display (HUD) system to combine synthetic, database-driven terrain mapping and actual thermal and low-light camera images. Today, single HUD-equipped aircraft with FalconEye can fly non-precision approaches to 100 feet.

A number of 8X operators have already scheduled installation of the new mod, which allows both pilots to share the same synthetic and enhanced vision view, enabling one to act as "pilot flying" while the other monitors flight conditions. Dual HUDs enhance situational awareness while simplifying training at the same level of experience and qualification for approaches. The dual HUD option will be certified on the Falcon 6X, due to enter service mid-2023, and on the ultra-long range Falcon 10X, planned for certification in late 2025. The dual HUD on the Falcon 10X will take the dual HUD configuration to an even more advanced level in which it can serve as the "primary means of pilot operation," freeing pilots to configure the instrument panel's primary flight display for other uses. Meanwhile, Dassault's current HUD and FalconEye equipped aircraft can now operate to 200 feet with a 30 percent runway visual range (RVR) credit without any flight department specific EASA approval required. EASA eased approval requirements after taking into account HUD and EFVS technology improvements through the past 20 years.

PRIVATE EQUITY STRATEGIES FOR HIGH-NET-WORTH FAMILIES

A Look at How High-Net-Worth Families Are Leveraging Private Equity

In the investment landscape, private equity has become a cornerstone for high-net-worth families seeking to diversify their portfolios and achieve substantial returns. Unlike public markets, private equity offers unique opportunities and challenges, particularly suited to the investment capabilities and long-term objectives of these affluent investors. This article provides an in-depth exploration of how high-net-worth families are leveraging private equity, detailing the strategies and considerations integral to their investment approach.

Private equity, in its essence, involves investments in companies not listed on public stock exchanges. It encompasses a range of activities, including venture capital, leveraged buyouts, and direct investments in private firms. For high-net-worth families, the appeal of private equity lies in its potential to deliver higher returns compared to traditional public market investments. However, these returns come with higher risks and longer investment horizons, necessitating a more sophisticated approach to portfolio management.

One of the primary ways high-net-worth families engage in private equity is through direct investments. Rather than investing through private equity funds, these families often purchase stakes directly in private companies. This approach offers several advantages, including more control over the investment, lower fees compared to fund investments, and the potential for closer alignment with the family's strategic interests and values. Direct investments also allow families to leverage their expertise and networks in specific industries, potentially adding value to the companies in which they invest.

Venture capital is another area of private equity that attracts high-net-worth families. By investing in startups and early-stage companies, these families can tap into the growth potential of emerging industries and innovations. Venture capital investments can be particularly appealing to families looking to diversify their portfolios with high-growth assets. However, these investments require an understanding of the unique risks associated with early-stage businesses, including the high rate of failure and the long timelines before realizing returns.

Leveraged buyouts (LBOs) are a more traditional form of private equity investment that remains popular among high-net-worth families. In an LBO, investors acquire a company primarily through debt financing, aiming to improve its operations and financial performance before selling it for a profit. High-net-worth families often engage in LBOs through private equity funds, which provide the expertise and resources necessary to execute these complex transactions. LBOs can offer significant returns but also involve substantial financial risks, particularly related to the use of debt.

Co-investment is a strategy that has gained traction among high-net-worth families in the private equity space. In co-investments, families invest alongside private equity funds in specific deals. This approach allows families to bypass some of the management fees associated with fund investments while still benefiting from the expertise and due diligence of the fund managers. Co-investments also offer the flexibility to select individual deals that align with the family's investment criteria and risk appetite.

Another strategy employed by high-net-worth families is the creation of family offices dedicated to managing their private equity investments. These family offices are staffed with professional investment managers who specialize in private equity. They are responsible for identifying investment opportunities, conducting due diligence, and managing the portfolio of private equity holdings. Family offices provide a more structured and professional approach to private equity investing, allowing families to better manage the complexities and risks associated with these assets.

Diversification is a critical component of the private equity strategy for high-net-worth families. Given the inherent risks of private equity investments, it is essential to diversify across different sectors, geographies, and stages of business development. This diversification helps mitigate the risk of significant losses in any single investment and enhances the potential for overall portfolio returns.

Risk management is another vital aspect of private equity investing for high-net-worth families. This involves not only diversifying investments but also conducting thorough due diligence, closely monitoring investments, and staying informed about market and economic trends. Families often work with advisors or their family offices to develop risk management strategies that align with their overall investment objectives and risk tolerance.

In terms of portfolio allocation, high-net-worth families typically allocate a portion of their overall portfolio to private equity, balancing it with investments in public equities, fixed income, real estate, and other asset classes. The exact allocation depends on the family's investment goals, risk tolerance, and investment horizon. Given the illiquid nature of private equity, families must also consider the long-term capital commitments and potential cash flow needs of their broader portfolio.

Exit strategies are an integral part of private equity investing for high-net-worth families. Whether through an initial public offering (IPO), a sale to another private equity firm, or a strategic sale to a larger company, families must have a clear understanding of how and when they will realize returns on their investments. Exit planning involves not only assessing the optimal timing and method for exits but also considering the tax implications and how the proceeds will be reinvested or utilized.

Private equity offers high-net-worth families a powerful tool to enhance their investment portfolios, but it requires a nuanced approach. Direct investments, venture capital, leveraged buyouts, co-investments, and family office management are key strategies employed by these affluent investors. Balancing the pursuit of high returns with careful risk management, diversification, and strategic exit planning is crucial. As the private equity landscape continues to evolve, high-net-worth families are well-positioned to capitalize on its opportunities, provided they navigate its complexities with skill and foresight.

SCORPIOS

CUSTOM-BUILT LUXURY YACHT

In the ever-evolving landscape of luxury charter yachting, the 52-meter (170'7") custom-built motor-sailing yacht SCORPIOS emerges as a beacon of opulence and innovation. Owned and operated by the experienced Croatian yachtsman Antonio Ivanisevic, this vessel symbolises a new era of tailored luxury, setting a course for unforgettable charter vacations in the scenic waters of Croatia and the Eastern Mediterranean.

Delivered in 2023, SCORPIOS stands as a testament to Antonio's meticulous craftsmanship and unwavering commitment to excellence. Designed by naval architect Vinko Strizic of ProMar Design and brought to life by interior designer Natasha Orlovic of NO.MAD Design, the yacht seamlessly blends classic and contemporary elements to create an ambience of timeless nautical luxury.

"We wanted to bring something new to the market; our three guiding words for Scorpios were Luxury, Innovation, and Excellence. I drew inspiration from the many years I have spent around yachts, a prior build, talking to yacht owners and visiting yacht shows. We were determined to bring even more innovation to the design and create an unparalleled yachting experience."

The sleek, black hull, featuring an inverted bow and towering masts, ensures that SCORPIOS commands attention wherever she sails. Propelled by twin Baudouin 700HP engines, the yacht achieves a top speed of 14 knots and a cruising speed of 12 knots, combining the grace of sailing with the efficiency of motor power.

As guests step aboard, the flybridge unfolds ahead, revealing a beautifully designed space, offering distinct areas for dining, sunbathing, and enjoying refreshing drinks at the main bar or the circular sit-up bar surrounding the jacuzzi. The main deck aft provides a sociable, al fresco dining space, complemented by an open lounge area, while the transom doors open into an intimate lounge — a perfect waterfront retreat.

Inside, the main salon exudes sophistication with herringbone flooring, contemporary soft furnishings, and ample natural light pouring in through expansive windows. The staterooms, featuring a muted palette of soft grey, warm wood, and subtle blue accents, are among the most superior in the realm of motor-sailing yachts. The suites include a full-beam master aft, a full-beam VIP in the bow, and four convertible cabins.

Designer Natasha shared her inspiration for the stunning interior, commenting, "A yacht's name serves as the starting point and a significant source of inspiration for our work ... When working on Scorpios, the name evoked images of flowing sand dunes, warm beige tones, and the seamless merging of the desert and sky."

SCORPIOS doesn't just offer luxurious living spaces but also comes equipped with brand-new tenders and water toys, including Seadoo jet skis, Seabobs, waterskis, inflatables, and fishing and snorkelling gear. The captain is ably supported by his crew which includes a talented chef, the owner and his two brothers on deck and four trained stewardesses.

A firsthand account from a member of the CharterWorld team, who spent a week on board, attests to the excellence of both the yacht and its crew. The local team's dedication to service and culinary finesse, plus the captain's expert handling of the yacht left an indelible mark on the charter experience. The crew really are the soul of this boat and delight in crafting authentic Croatian charter experiences.

But what sets Croatia apart and makes it a truly exceptional experience?
Stretching along the sparkling Adriatic, Croatia is emerging as the epitome of exclusivity and is standing tall as one of the most coveted charter destinations for the upcoming 2024 European charter season. With its jewel-like landscapes and over 1500km of enchanting coastline, charterers can look forward to a journey through pristine waters which separate some 78 inhabited islands and countless smaller gems. The country connects the familiar tourist trail in the North, where a prominent Italian influence leaves its mark, with the emerging charm of unspoilt destinations like Montenegro and Albania.

Cities such as Split and Dubrovnik stand as cultural gems, boasting a creative history that is as rich and diverse as the landscapes that surround them. Beyond the historical marvels, these urban centres offer a contemporary flair, with some of the hottest nightclubs, chicest boutiques, and elegant restaurants, providing a dynamic contrast to the timeless charm of their ancient streets.

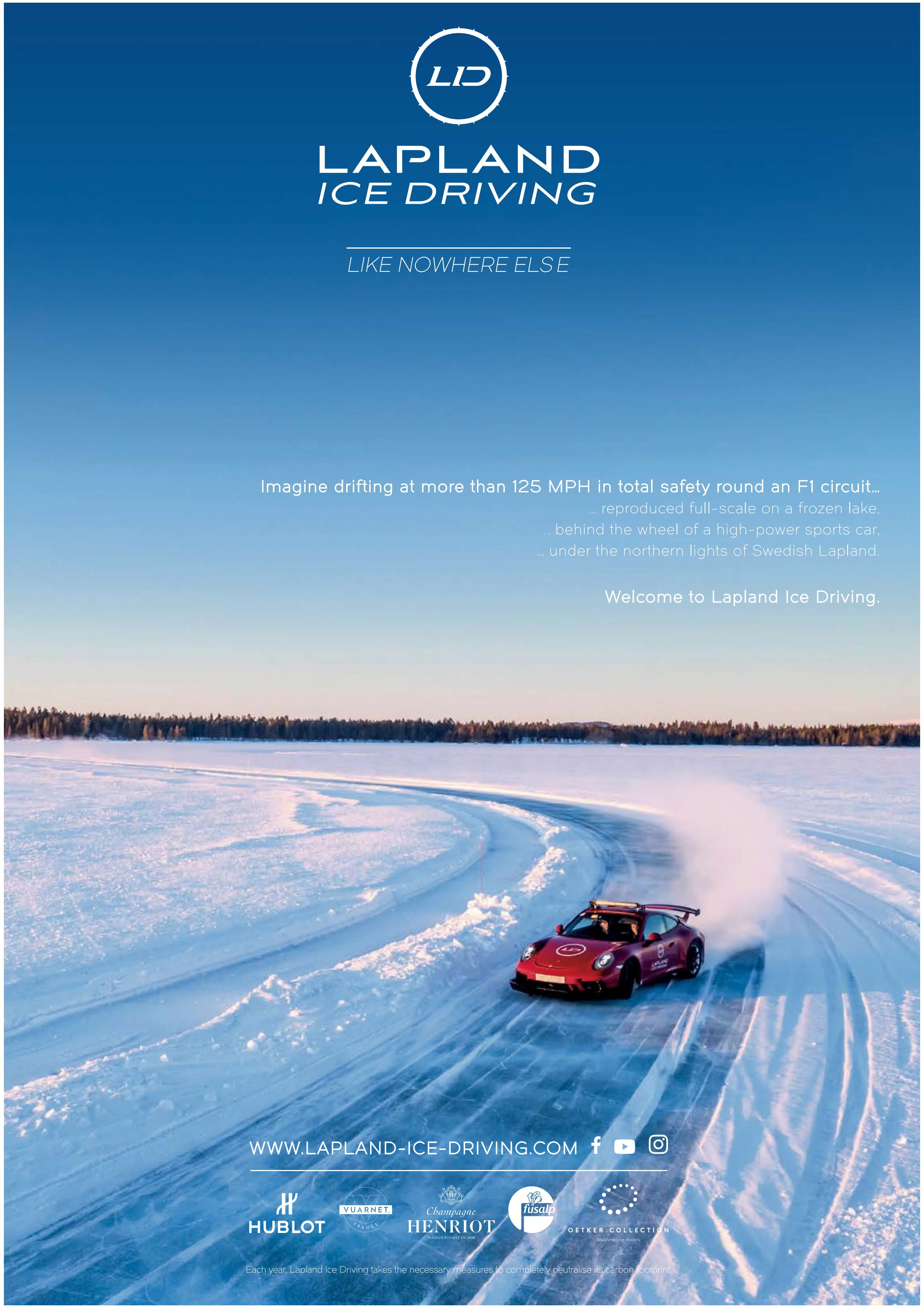
What makes a yacht charter the perfect way to spend a vacation?
A luxury yacht charter primarily offers freedom ... to visit places at your own pace ... to stop anywhere you want ... to change your plans ... and all in total privacy. Days can be spent moored offshore or sailing to the next stunning cove. At anchor, the crew will set up the water toys while underway you can savour the cooling breeze and a five-star meal prepared by the chef. In larger towns and cities, berthing in a harbour puts you at the heart of the action and the crew can make arrangements for a dinner in town, tours of the area or exclusive shopping experiences.

A final message from the owner
As SCORPIOS opens her doors to luxury charter guests, owner Antonio expresses a commitment to sustainability, working with local communities and a vision for future eco-friendly yachts.

"Hybrid engines will be the next step, plus implementing new technologies and innovations to reduce energy consumption and waste. Everything we do, we are looking at the bigger picture; giving back to the community is important to us, and this project gives us the ability to provide more opportunities to talented locals."

Beyond being a luxury charter vessel SCORPIOS is a testament to Antonio and his team's creative passion and is an opportunity to showcase the contemporary evolution of Croatia's maritime industry and the country's natural beauty.

Written by Rachel Kelly / CharterWorld.com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& AUTOCOVER. POOL HAS
TWO GLASS BOTTOM
SECTIONS FOR POOL VIEWING
FROM BELOW & GLASS WALL
AT END.
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◆ Spas ◆ Swimming Pools ◆ Glass-Walled Pools & Spas
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VOLATILE MARKETS REINFORCE NEED FOR RISK AND LIQUIDITY MANAGEMENT

By Heather Jablow, Head of Private Client Practice, North America, Cambridge Associates

Periods of market volatility, as we have experienced in 2023, often prompt families to review their investment strategy and implementation decisions to ensure they are aligned with their long-term objectives. How well a family is managing risk should be a key part of this review.

Risk is most effectively managed using a framework that accounts for potential risk at every stage of the investment process. It encompasses three main components: strategic risk, implementation risk, and portfolio monitoring and communication.

Strategic Risk

Strategic risk is centered around knowing one's objectives and expectations. Understanding risk tolerance, properly setting (and adjusting) return objectives, and aligning those expectations with an asset allocation strategy will help position the portfolio for success, especially during inevitable periods of market volatility.

The formulation of well-aligned portfolio objectives should be followed by the creation of an Investment Policy Statement, a well-defined governance process, and agreement on realistic expectations for performance with relevant and meaningful benchmarks to evaluate the portfolio's ongoing success.

Implementation Risk

Most frameworks for measuring and monitoring risk center on implementation—how the portfolio is invested relative to the strategic asset allocation. Family investors should ask several key questions to make sure they are comfortable with the level of implementation risk in their portfolio, especially as it relates to liquidity and investment manager considerations.

Implementation Risk: Liquidity

Liquidity management is perhaps the most important element of risk management. Failing to plan sufficiently for the liquidity needed to support spending, taxes, capital calls, and outsized distributions can result in the inopportune sale of assets, or even permanent loss of capital.

To ensure adequate liquidity, portfolios should be periodically stress tested across a range of potential market environments. By bracketing today's portfolio into highly liquid, semi-liquid, and illiquid assets, families can estimate asset values of the liquid pool amid a severe downturn. Comparing the post-downturn liquid pool to projected annual spending and capital call requirements will provide a sense of liquidity risk. Families should also examine the assumptions underpinning their portfolio, such as foreign currency risks and potential impact to income from dividends or an operating business, to understand how their total ecosystem might be impacted by an economic downturn.

In addition to stress testing, regularly running private investment commitment modeling, staying aware of manager liquidity windows (including lock-ups and side pockets), and having a line of credit in place to manage transactions are all steps families can take to maintain a healthy equilibrium.

Implementation Risk: Manager Considerations

One of the foundational decisions a family must make is whether to invest passively, with active managers, or to take a combined approach. If a family chooses to invest with active managers, they should be confident in their manager due diligence process and comfortable with the risks of active management.

In the due diligence phase, investors will need to assess a manager's investment strategy, team, portfolio, and risk management abilities, as well as their overall organization and potential operational risks. There is no such thing as an investment with zero inherent risk. However, sufficient resources must be devoted to performing thorough diligence on each potential investment manager to reduce risk wherever possible. Once an investment is made, managers must then be actively monitored to confirm organizational stability, investment processes, the current investment opportunity set, and operational soundness.

In building a diversified portfolio, the goal is not only to find managers that can outperform over the long term, but also to create a portfolio that is greater than the sum of its parts. To ensure managers in the portfolio complement each other sufficiently, they must be looked at together. Additionally, reviewing managers' current holdings will highlight overlapping exposures that can lead to redundancy. These analyses should be undertaken regularly to confirm that historical behaviors and current manager positioning are in line with expectations and match the overall risk/return tolerance of the investor.

To ensure that high-conviction managers are sized appropriately, frequent analysis of the portfolio's level of "active risk" is necessary. Active risk is the product of an investment's capital allocation and the tracking error of that investment relative to its benchmark. Higher levels of active risk mean a manager is more likely to impact portfolio performance relative to the benchmark—either positively or negatively. The right level of active risk—per individual manager and total portfolio—will vary by investor. The important thing is to understand why individual managers are sized the way they are and to regularly monitor a portfolio's active risk to ensure the sizing of individual positions remains aligned with conviction in the manager.

Portfolio Monitoring and Communication

The ongoing management of a portfolio requires the proper processes to support and execute trades, fund capital calls, manage stock distributions, and carry out regulatory requirements. Having sufficient operational support—either within the family office or through outsourced partners—is key to effective investment execution.

Once a family has established their risk management framework and investment execution strategy, the next step is to establish a systematic process for monitoring the portfolio. This should not be a "check the box" exercise, but rather should be focused on analysis that can actively inform decisions for the portfolio.

Furthermore, proper management of strategic risk, implementation risk, and portfolio monitoring only goes so far if it happens in a vacuum. Regularly communicating the outcomes of a well-executed risk management framework keeps stakeholders informed, helps to reduce behavioral risks, and ultimately increases trust.

Understanding and Managing Risk

We believe the most effective investors are those that have a clear understanding of risk. What's more, they understand that effective risk management is not a checklist of one-off measures, but an ongoing, highly disciplined process. Family investors should be clear-eyed about the resources needed to strategize, implement, monitor, and communicate about a portfolio for it to meet its goals over time. Working with an investment manager that can provide timely analysis and routine portfolio health checks should help families feel confident that their portfolio is well structured—and positioned to succeed.

SILICON VALLEY BANK FAILURE

By Michael Kastner, Halyard Asset Management

Some time has passed since the Silicon Valley Bank failure and for better or worse, the media hysteria has died down. Happily, for depositors with more than the $250,000 maximum guaranteed by the Federal Deposit Insurance Corporation, they did not lose a dime. As was reported, banking regulators were aware of the deficiencies of the recently failed banks but failed to take appropriate action. In essence the government offset their "my bad" by covering those depositors at 100 cents on the dollar. The logical question is the FDIC now in the business of guaranteeing all deposits, regardless of size, at all FDIC-member banks. Not a chance! Even if the guarantor was inclined to do so, the aggregate value of deposits in U.S. banks totals approximately $18 trillion. With this in mind, a family office needs a plan for holding uninvested cash which is what we'll discuss in the paragraphs that follow.

An affluent investor should, at the very least, move their cash out of the bank and into a money-market fund. While a money-market fund does not guarantee protection, it does offer diversification. However, a money-market fund is not without its share of possible unintended consequences. The biggest of which is the commingling of assets with other investors. In a money-market fund, smaller investors as subject to the flows of the biggest investors. Under usual circumstances that doesn't make much of a difference. But in times of panic, it can have serious performance repercussions if money-market manager is forced to liquidate positions to meet redemptions. For a family office with sizable cash balances, a better way to manage that cash is in a separately managed account with a professional money manager.

The first course of action is to identify a fixed income manager skilled at managing short-maturity fixed income, as that will serve as the cash proxy. The next step in the process is to work with that manager to develop an investment policy statement (IPS). The IPS effectively are the rules by which the manager will manage the cash alternative portfolio and should include parameters on maturity, permitted investments, credit quality, diversification, leverage, and use of derivative securities.

In deciding on a maturity constraint, it's important to keep in mind that the portfolio is a cash alternative. With that, we recommend that the portfolio have an average maturity of less than 14 months so as to dampen volatility as interest rates move higher or lower. The longer the average maturity the more sensitive the portfolio is to changes in interest rates.

Permitted investments and credit quality go hand-in-hand and should be of the highest quality. The industry designation of investment-grade is a credit rating of at least BBB, but one needs to resist the temptation of building a portfolio of all BBB-rated notes. To avoid that it is suggested that the average credit rating of the entire portfolio have a minimum of an A-rating. Fixed income managers have a responsibility to look beyond only credit quality and into the structure of the note itself. In particular, Canadian and European banks mostly issue "bail-in" bonds, a structure that converts to equity in the event of an issuer failure. That structure denies the note holder of any recovery in the event of a failure and for obvious reasons doesn't belong in a cash alternative portfolio.

Harry Markowitz, the Nobel-prize winning economist is said to have said that diversification is the only free lunch in finance. Put another way he was saying don't put all of your eggs in one basket. We recommend a maximum of any single holding of 2.5%. That way if an unforeseen event transpires and causes the price of the holding to fall, the impact will be somewhat mitigated. For example, if a corporate issuer preannounces an unexpected loss and the price of their note falls from 100 to 98, the impact on the portfolio will only be about 5 basis points.

The last two parameters to be outlined, the use of leverage and the use of derivatives will typically be asked by the fixed income manager in developing the IPS and both are hard no's. Don't lose sight of the fact that the purpose of this portfolio is to serve as a cash in the bank alternative. One would never leverage a bank account or pair it with a derivative security and this portfolio should follow the same rule.

With a signed investment policy in place, the family office and the fixed income manager will need to identify the custodian that will maintain the portfolio in the name of the client. The custodian will typically charge a nominal fee for holding the assets, typically between 5 and 10 basis points (0.05% to 0.10%). That will be in addition to the management fee charged by the fixed income manager, which is typically 20 basis points (0.20%). Surprisingly, when you deduct the custodian and management fee from the overall yield of the portfolio, you'll discover that the net yield often exceeds that offered by a bank deposit, and in some instances by many multiples.

The final step is to have the manager deliver a monthly compliance report which will allow the family office to verify that the investment policy statement is being strictly followed.

As both Janet Yellen and Jerome Powell have publicly assured us that the bank system is "safe and resilient," but when the next bank crisis happens the family office can avoid panicking and hoping that the FDIC will bail them out.

SOVEREIGN WEALTH FUNDS AND GLOBAL FINANCIAL STABILITY

Staff Writer

Analyzing the impact of sovereign wealth funds on the global economy.

Sovereign wealth funds (SWFs) have become significant players in the global financial landscape, wielding considerable influence over markets and economies worldwide. These state-owned investment vehicles, established by countries with large surpluses such as oil revenues or foreign currency reserves, are tasked with managing these assets to achieve long-term returns. As of the early 2020s, SWFs have been instrumental in global financial stability, impacting investment trends, corporate governance, and economic policies.

The primary role of SWFs is to manage and grow the wealth of their respective nations. This wealth accumulation serves several purposes: ensuring fiscal stability, diversifying national income sources, and saving for future generations. The strategic allocation of these funds across a variety of asset classes, including stocks, bonds, real estate, and alternative investments, is crucial to their mandate. The sheer size of some of these funds, with assets running into trillions of dollars, gives them a substantial presence in global markets.

One of the critical ways SWFs contribute to global financial stability is through their long-term investment horizon. Unlike private institutional investors who may prioritize short-term gains, SWFs typically operate with a future-focused strategy, considering the long-term economic and financial implications of their investments. This approach tends to inject a stabilizing influence into the markets, particularly in times of economic stress or volatility.

SWFs also play a significant role in supporting global economic growth. By investing in various sectors and regions, they provide capital essential for development projects, corporate expansion, and infrastructure. These investments often lead to job creation, technology transfer, and overall economic development in the host countries. Moreover, the diversification of SWF portfolios helps mitigate the concentration risk in their home economies, particularly for those heavily reliant on a single commodity, like oil.

However, the growing prominence of SWFs has also raised concerns and debates regarding their influence and intentions. One concern is the potential for political interference in investment decisions. The fear that state-owned entities might use their financial power to achieve political goals, rather than purely economic ones, has led to calls for greater transparency and governance standards in the operations of SWFs. While many funds have made strides in this direction, adopting policies aligned with the Santiago Principles—a set of guidelines promoting transparency, good governance, and accountability—the issue remains a point of discussion.

Another aspect of SWFs' impact on global financial stability is their role during financial crises. During the 2008 global financial crisis, for instance, SWFs played a crucial part in providing liquidity and capital to financial institutions and markets. By investing in troubled banks and companies, they helped stabilize the financial system. Similarly, in the face of economic challenges posed by the COVID-19 pandemic, SWFs have been active in supporting various sectors, underscoring their role as stabilizers in times of economic distress.

The investment strategies of SWFs also have implications for corporate governance. As major shareholders in numerous multinational corporations, these funds have the power to influence corporate policies and practices. This influence can be a force for good, promoting sustainable practices, ethical business conduct, and greater transparency. The increasing focus of SWFs on environmental, social, and governance (ESG) criteria is a testament to their potential positive impact on corporate behavior and, by extension, global economic practices. In the realm of international relations and trade, SWFs can be instruments of economic diplomacy. Investments made by these funds can foster stronger economic ties between nations, paving the way for further cooperation in other areas. Moreover, by investing in emerging and developing economies, SWFs contribute to global economic rebalancing, aiding in reducing economic disparities between nations.

The management of SWFs also reflects and influences the broader trends in the global investment landscape. For instance, the growing interest in technology and green energy sectors seen in many SWF portfolios is not only a reflection of these sectors' potential but also a catalyst for further investment and development in these areas. Similarly, SWFs' approaches to risk management and asset allocation provide valuable insights into best practices in institutional investing.

Despite their benefits, the operations of SWFs are not without challenges. The management of vast sums of money requires sophisticated investment expertise and robust risk management frameworks. Additionally, the external political and economic environment, including trade tensions and geopolitical shifts, can impact the performance and strategies of these funds. Balancing national objectives with the need to maintain a stable and profitable investment portfolio is a continual challenge for the managers of SWFs.

In conclusion, sovereign wealth funds play a multifaceted role in the global economy. Their long-term investment strategies and substantial capital reserves position them as stabilizers in the global financial system. By promoting economic growth, fostering international cooperation, and influencing corporate governance, SWFs have a profound impact on the global economic landscape. However, the increasing size and influence of these funds necessitate ongoing attention to issues of transparency, governance, and political implications. As global economic dynamics continue to evolve, the role of SWFs in maintaining and enhancing global financial stability will remain a topic of significant interest and importance.

CONTEST YACHTS AND ICONIC BRITISH CAR MAKER BENTLEY MOTORS ANNOUNCE AN INNOVATIVE NEW BENTLEY-STYLED YACHT INTERIOR.

Bringing together Contest's and Bentley's long-shared heritage in luxury performance and lifestyle, this unique collaboration of a one-off interior design for the 20-metre Contest 67CS is a celebration of heritage, craftsmanship, excellence and luxury.

In this collaboration, Bentley's design team, more normally crafting interiors for the Continental GT and Bentayga, worked closely with Contest's own team and interior designers Wetzels Brown Partners to create the unique interior – an exciting challenge pushing creative boundaries.

Prototyping methods such as 3D printing were harnessed to confirm the feasibility of individual components, extending to a full mock-up of items prior to fit-out such as the bar and vanity unit created from scratch to the customer's taste, to ensure the exacting finishes and demanding quality standards were met. Bentley's iconic diamond quilted leather hides were then book-matched across the entire vessel interior with detailing including specialist techniques such as hand cross stitching, usually used to produce the Bentley steering wheel were adapted and adopted throughout.

This special commission now further enhances the collaboration model with a potential opening of creating automotive-inspired Contest yacht interiors.

"We are delighted to be working with Bentley Motors, adding the option of fully matched Bentley auto and yacht interiors to our portfolio," says Contest CEO Arjen Conijn. "Previously for another enthusiast of both Contest and Bentley brands, we styled and fabricated a one-off example of our Contest 59CS. This new arrangement, though, takes our cooperation to quite another level, creating the option of an additional dedicated line of Bentley-featured Contest Yachts. We hold so many of the same beliefs and ambitions, it totally makes sense bringing our two fantastic ranges of prestigious luxury yachts and autos together."

Dr Matthias Rabe, Member of the Board for Engineering at Bentley Motors, says, "Yacht interiors, like that of a car must be exact with precision detail. Whilst it was a challenge for our design teams to adapt their craft skills to a yacht interior, providing a totally bespoke extension to our automotive interiors for the water we are delighted with the result. The finished article is a testament to the incredible talent and skill of our craftsmen and women who rose to the challenge and pushed the boundaries of what is possible. It has been a pleasure to work with the Contest team - we share not only a renowned heritage in performance and luxury, but also the desire to continually innovate to provide cleaner, greener efficiencies in our work and production practices and output."

THE RISE OF ESG: ETHICAL INVESTING FAMILY OFFICES

Staff Writer

In recent years, ethical investing, particularly focusing on Environmental, Social, and Governance (ESG) criteria, has gained significant momentum in the realm of family offices. Family offices, which manage the wealth and assets of high-net-worth families, are increasingly aligning their investment strategies with ESG principles, reflecting a broader shift in the investment world towards sustainability and social responsibility. This article delves into the rise of ESG considerations in family office investments, examining the drivers, implications, and future prospects of this trend.

Historically, family office investments were primarily driven by financial returns, with less emphasis on the social or environmental impact of these investments. However, this perspective has shifted dramatically in recent years. One of the key drivers of this shift is the growing awareness and concern over global environmental and social issues. Climate change, resource scarcity, social inequality, and corporate governance scandals have underscored the need for a more responsible approach to investing. Family offices, often guided by the values and visions of the families they represent, have recognized the importance of incorporating ESG criteria into their investment decisions.

The integration of ESG factors into investment strategies is not just a moral choice; it's increasingly viewed as a critical component of risk management and long-term value creation. Studies have shown that companies with strong ESG practices tend to exhibit better operational performance and can be more resilient to various market shocks. Family offices are aware that ESG-focused investments can potentially offer competitive returns while also mitigating long-term risks associated with environmental and social issues.

Another factor influencing the rise of ESG in family office investments is the generational shift within high-net-worth families. Younger family members, who are often more environmentally conscious and socially aware, are taking on more active roles in family offices. They are championing sustainable and ethical investment practices, reflecting their values and vision for a more sustainable future. This generational change is reshaping the investment landscape, with an increasing number of family offices reevaluating their investment criteria to include ESG factors.

Family offices are adopting various approaches to integrate ESG considerations into their investment processes. One common approach is screening potential investments for their ESG performance. This involves evaluating companies based on various environmental, social, and governance metrics and excluding those that do not meet certain criteria. Some family offices are taking a more proactive approach by actively seeking investment opportunities in companies and projects that have a positive ESG impact, such as renewable energy, sustainable agriculture, and social housing projects.

Impact investing is another trend gaining traction in family offices. Unlike traditional ESG investing, which often focuses on mitigating harm, impact investing aims to generate positive social or environmental impacts alongside financial returns. Family offices are increasingly exploring impact investments in areas like clean energy, education, healthcare, and social enterprises. These investments allow them to contribute to societal and environmental change while also achieving their financial objectives.

The rise of ESG investing in family offices is also being supported by improvements in ESG data and reporting standards. Historically, one of the challenges in ESG investing was the lack of reliable and standardized data on companies' environmental and social performance. However, this has been changing with the development of more robust and comprehensive ESG reporting frameworks. These improvements in data quality and transparency are enabling family offices to make more informed ESG investment decisions.

Collaboration and knowledge sharing among family offices and other institutional investors are also playing a role in promoting ESG investing. Family offices are increasingly participating in networks and forums to share experiences, strategies, and best practices related to ESG investing. This collaborative approach is helping to build a collective understanding and expertise in ESG matters, further driving the adoption of ESG principles in investment decisions.

Despite the growing momentum, there are challenges in integrating ESG considerations into family office investments. One of the key challenges is balancing ESG objectives with financial performance. While there is a growing body of evidence suggesting that ESG investments can perform as well as, if not better than, traditional investments, there are still concerns about potential trade-offs between ESG impact and financial returns. Family offices need to carefully navigate these considerations to ensure that their ESG investment strategies align with their overall investment objectives and risk tolerance.

Another challenge is navigating the evolving landscape of ESG metrics and standards. While there has been progress in developing ESG reporting standards, the landscape is still fragmented with various frameworks and metrics. This can make it challenging for family offices to assess and compare the ESG performance of different investments. There is a need for continued development towards more standardized and universally accepted ESG metrics and reporting frameworks.

Looking ahead, the trend towards ESG investing in family offices is expected to continue and even accelerate. As global awareness of environmental and social issues increases and as more data becomes available on the financial performance of ESG investments, family offices are likely to further integrate ESG considerations into their investment strategies. Additionally, as regulatory pressures for sustainable investing increase globally, family offices may find themselves adapting to new regulatory requirements related to ESG reporting and disclosures.

In conclusion, the rise of ESG considerations in family office investments marks a significant shift in the investment landscape. Driven by a combination of moral imperatives, generational changes, and a growing recognition of the long-term financial benefits of sustainable investing, more family offices are adopting ESG principles in their investment strategies. While there are challenges to be navigated, the trend towards ethical and responsible investing is a positive development, promising a more sustainable and equitable future. As family offices continue to evolve and adapt their investment approaches, they will play a crucial role in shaping the broader movement towards sustainable finance.

LIVING LIKE A LAIRD

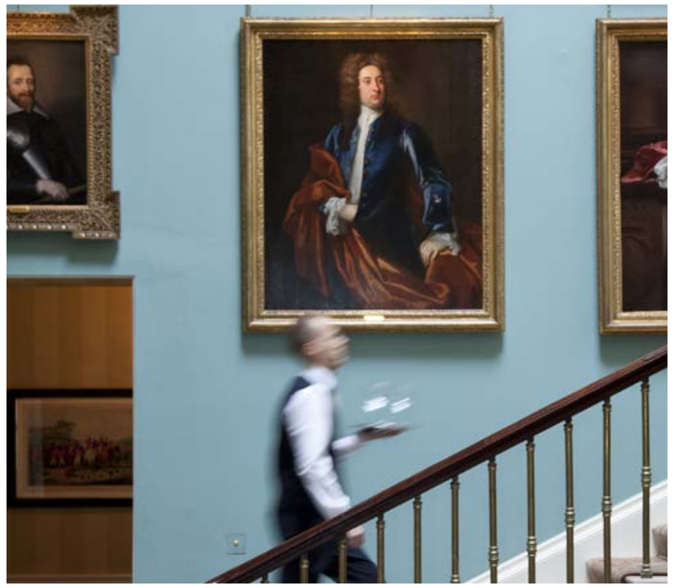
The luxury travel world has enjoyed an enormous surge in demand over the last twenty years and the product on offer is incredibly diverse from resort hotels all the world to amazing African lodges, ice hotels in the Antarctic and some pretty cool contemporary inns dotted around remote corners of the globe. Whatever you want, someone can generally provide it and I suppose the most significant change from days of old is that the level of luxury even in the remotest locations is extraordinarily high.

Since 1999 Loyd & Townsend Rose (LTR) has been letting houses & Castles in the UK and Ireland to private families to celebrate a special birthday or to be together as a family group. Once the right estate has been found, we then offer a full concierge service and arrange everything for the guests. Since we started, there has been a considerable change in the quality of the estates that we can offer, the demands of our guests and the cost involved. Twenty years ago, it was mainly impoverished aristos who let their homes, but now everyone is in on the game from Kevin Costner in Aspen to some of the wealthiest business families across Europe. It is socially acceptable now to let your home and of course many are just one of many homes owned by a particular family, who rarely use them. So why not let them, to offset a few costs and give the staff something to do!

So from slightly frayed ancestral piles, with erratic heating and gurgling water pipes, we have progressed to amazingly comfortable houses & castles with the odd ultra-cool contemporary home also thrown into the mix. LTR guests want a squishy country house downstairs and a luxurious hotel upstairs. Amazingly some homes can now deliver this with aplomb, but the selection of really top homes to rent is still quite small or certain ones that would suit our clients. The combo of ingredients has to be spot on, as the modern client is also very private so having nobody else anywhere near is also vital and easy access to an airport is also a high priority. Rural homes must be able to allow easy access by helicopter or seaplane and one of our estates even has a private train station. Comfort is key, excellent internet access, power showers in every bathroom, fantastic kitchen and plenty of different spaces for dining and relaxing with family & friends. Gyms, indoor pools and media rooms are seldom requested as our guests can get these facilities in hotels and they enjoy spending a few days in a different sort of environment.

The other key element to the modern- day rental is the service, and here too demands have increased as our guests get used to a certain level of attention wherever they may be in the world. So staffing has become an enormous issue, which again is not always easy in rural areas but we work hard to ensure a very high level of service, excellent food and wonderful activities & sightseeing provided in a fun and original way. Whatever the guests want, we strive to deliver, however wacky the request. Avoiding crowds and getting off the beaten path is another challenge but this is what we try to provide so guests can experience the real Scotland or England. This often means persuading guests not to go to the usual places and to strike out into less well- known parts of the countryside.

There can be some resistance to this, but it is well worth the effort. Parts of the highlands made famous by movies are now in high season need to be avoided as visitors flock to Harry Potter locations on Skye while the next- door island will be comparatively deserted. The Old Course at St Andrews is a nightmare to get on, while Kingsbarns up the road is equally pretty and has plenty of access and a civilised flow of golfers. Avoid the big names and head for the hidden gems!



Costings of these family adventures is a more sensitive issue than a few years ago, as the internet allows clients a far greater knowledge of what things actually cost.

Our clients are looking for an exceptional estate to rent and will pay a hefty fee, but ancillary services need to be sourced at realistic prices. To provide maximum transparency, LTR now charges an agreed concierge fee and then provides all services at cost, which seems to work well and makes our accounting so much easier. Clients seem to appreciate this and whether we work directly with them or via their travel agent, it helps create a feeling of openness.

Modern-day travellers are also likely to be very well prepped from their own research as to what they want to eat, drink and experience during their stay. They will often know a lot about the history of where they are visiting and the key sites in each area. This can be challenging for guides, but it does allow the client to skip places of little interest. The modern-day traveller is time poor and cash rich which means careful scheduling is vital. It's only the more affluent clientele and seasoned traveller who realise that actual time spent at a property just relaxing and soaking in the atmosphere is just as pleasurable as seeing all the sights. Providing a grand home away from home in a beautiful private setting is what our guests call 'true luxury'.

SHOULD INVESTING IN VIETNAM BE ON THE AGENDA FOR FAMILY OFFICES

By Dominic Scriven OBE, Chairman and Co-Founder, Dragon Capital

Over the past 30 years, Vietnam has moved from one of the world's poorest nations to become a hugely attractive destination for foreign direct investment (FDI), driven by progressive socioeconomic policies, ambitious net zero targets and a rapidly growing educated and working-age middle-class population.

Data from Vietnam's Ministry of Planning and Investment shows FDI into the country rose from US$71.5bn in 2013-2017 to US$101.5bn in 2018-2022, a 42% increase. This shows the efficacy of Vietnam's trade openness to encourage the entry of foreign companies, which is paying huge dividends particularly in the manufacturing and tech industries, further supporting the rapidly growing middle class.

The country's prospects as a global trading hub have been further bolstered thanks to the upgrade in bilateral ties to Comprehensive Strategic Partnership (CSP) with Korea at the end of 2022 and the US in September 2023, with Japan4 and other major regional players in negotiations to follow suit.

This adds to the 200 trading relationships Vietnam already has with countries across the world which includes 50 bilateral investment treaties in force and is party to 26 treaties with investment provisions. Vietnam is also a member of 15 FTAs, including the EU-Vietnam Free Trade Agreement (EVFTA) and the UK-Vietnam Free Trade Agreement.

The country's stock market was launched in 2000. In this time, Dragon Capital's flagship fund, Vietnam Enterprise Investments Limited has recorded annualised returns of 10.8%. Over a 10-year period to September 2023, the Vietnam Index returned 159.3%, comfortably ahead of all 'Emerging Markets' except India.

A tech powerhouse

In 2021 the Vietnamese government introduced the National Digital Transformation program, which sets out to build a digital economy and society, and lays the foundations for Vietnamese technology companies . Digital technology is expected to be the new driver for the country's economy in the coming decade, and its contribution is projected to reach 20% of Vietnam's GDP in the next two years .

At the same time the country will have the fastest-growing internet economy in the next 10 years and by 2025, it is expected to expand with a compound annual growth rate (CAGR) of 29% .

Semiconductors will make a significant contribution to Vietnam's aspiration to become a global tech powerhouse and the sector is expected to grow by US$1.66 billion at a CAGR of 6.12% between 2022-27.

During his visit to Vietnam this September, US President Joe Biden announced initial seed funding of US$2 million to support the launch of a comprehensive workforce development initiative in Vietnam that provides hands-on teaching labs and training courses for semiconductor assembly, testing, and packaging. Such initiatives will further encourage overseas semiconductor manufacturers to set up in Vietnam, joining the likes of Infineon Technologies AG, HanmiSemiconductor, Samsung and Intel.

Public infrastructure spending

The expansion of Government spending on infrastructure in Vietnam is expected to play a crucial role in supporting the growth and transformation of the domestic economy. Investing in infrastructure development, such as transportation networks, energy systems, and digital connectivity, will enhance the country's connectivity and capacity to facilitate efficient movement of goods, services, and people. This, in turn, will attract more domestic and foreign investments, stimulate economic activities and create employment opportunities.

Additionally, improved infrastructure will help bridge regional disparities, promoting balanced economic growth across different areas of Vietnam. This modernisation will enhance the overall competitiveness of the country, positioning Vietnam as an attractive destination for business and trade.

The green transformation

In July 2022 the Vietnamese government made a legal commitment to its National Climate Change Strategy which sees the gradual transition from coal-fired electricity to cleaner energy sources, reduction in the share of fossil fuel energy sources, and the end of new coal-fired power projects after 2030, while gradually reducing coal power capacity after 2035.

This follows promises made at the COP-26 summit in Glasgow to reach net zero emissions by 2050 and to halt and reverse forest loss and land degradation by 2030.

The UN Development Programme commended the Vietnam's pledges as "ambitious and achievable" but they still depend on significant private and public investment if they are to succeed.

There are already ample opportunities for investors interested in sustainable development and clean energy to put their money to work in Vietnam. Dragon Capital Group has privately invested over $60m in renewable energy projects in Vietnam, and as the country's largest foreign investor in listed equity – now in its thirtieth year - it looks to continue supporting Vietnam's development.

Last December leaders from Vietnam and the International Partners Group, including the European Union, the United Kingdom, France, Germany, the US, Italy, Canada, Japan, Norway and Denmark agreed to provide an initial US$15.5 billion of public and private finance over the next three to five years to support Vietnam's green transition .

There are also opportunities to support the rapid growth expected in Vietnam's electric vehicle market which is predicted to grow to 13.6% in 2023, from 2.9% a year ago.

However, there are still barriers to overcome on the journey to net zero. According to the EuroCham Business Confidence Index for Q3 2023, "sustainability initiatives are currently hampered by regulatory uncertainty and gaps in governmental support, as well as existing infrastructure that support sustainable practices" .

Maintaining momentum

Vietnam has a considerable number of factors driving its potential for future investment success, but it must build on these and continue to foster a supportive regulatory, legal and economic environment that attracts long-term investors.

The country already hosts notable business behemoths from around the world, including Apple, Samsung, Intel, Foxconn, LG, and Lego, and it has garnered significant international interest from public and private investors.

If Vietnam successfully maintains that monument it could become one of the world's leading investment lights.

THE MONACO YACHT SHOW

A REPORT ON THE 32ND MYS SEPTEMBER 2023

By Pandora Mather-Lees

This year's Monaco Yacht Show (MYS), held from September 27th to 30th, 2023, once again established itself as a key exhibition space of the latest innovation in luxury maritime. With a focus on progress, design, ecology, sustainability and visitor experience, the event continued its three-year development program, "Seducation," aiming to transform the show into a true yachting "ecosystem."

Showcasing the industry's commitment to environmental responsibility, the MYS featured an impressive fleet of 120 superyachts and megayachts, including highly anticipated 2023 launches. The exhibition, structured around themed areas like the Yacht Design & Innovation Hub and Sustainability Hub, brought cutting-edge technology and eco-friendly solutions to educate visitors and the industry alike.

Stunning Vessels on Show

The iconic Port Hercule hosted 117 vessels, with 45 luxury yachts newly constructed in 2023 and 16 launched or refitted in 2022. Notably, over half of the fleet, comprising 61 yachts, was less than two years old, emphasizing rapid growth and general developments in the industry.

The world's largest sailing catamaran, "Art Explorer," was on display in charter mode, but also with the ability to serve as a floating museum. Perini Navi, part of The Italian Sea Group since 2022, introduced S/Y Art Explorer, its first 47m sailing catamaran. Boasting a fully automated sail plan, this innovative yacht achieves speeds of up to 10 knots even in low wind conditions. Architect Axel De Beaufort designed both the exterior and interior. Art Explorer was the brainchild of Frederic Jousset.

Giovanni Costantino, Founder & CEO of The Italian Sea Group, discussed the project's technical and environmental achievements. The yacht features 65 square meters of solar panels producing 12 kW, coupled with a lithium battery bank for over 200 kW of daily energy accumulation. Catalytic filters minimize emissions. The flybridge hosts virtual events, while the main gallery presents 'Icons,' a digital exhibit on women in the Mediterranean.

Not the largest, but one of the most stunning, the 43-meter power catamaran "This Is It" by Tecnomar Designs working with R&D Designs created a stir. With interior design by Centro Stile of the Italian Sea Group there are six staterooms. A melange of bronze, platinum and gold, the master bedroom alone with floor to ceiling windows is surrounded by spectacular views on all sides - the apogee of the luxury experience, anywhere, ever.

The meticulously crafted "Phoenix 2," designed in collaboration with Winch Design, cries Art Deco style with Hollywood glamour. A masterpiece in outrageous luxury on the interior, it is also exceptional in its technological advancements with a 6,000nm range and Quantum stabilizers. During the show the cinema played "The Great Gatsby" an appropriate backdrop to the incredible and most historically accurate décor.

Every room was aligned with the central theme and in accord with the adjoining space. Reflecting mirrors and black surfaces transported visitors into 30s atmosphere. The salon complete with Steinway piano reflected the notes in carpets and other features around the vessel.

Both "Phoenix 2" and "This Is It" were presented by Cecil Wright, a boutique superyacht brokerage house specializing in the top end of the yachting market. The company was founded in 2013 by Chris Cecil-Wright, to specialise on Northern European yachts over 60m,

with the aim to focus on exceptionally strong client relationships.

From the Italian Sea Group was "Kensho" a stunning 75m Admiral vessel in azure blue. Kensho accommodates up to 16 guests.

Also on show from Genoa's Tankoa Yachts at an asking price of €36,500,000 (or €290,000 per week) was MY "Grey" with LOA 49.9m, sporting 6 cabins to accommodate 12 guests. GREY offers an array of delights. The swimming pool and loungers on her bow provide the perfect setting for relaxation and socializing, complemented by a spectacular high-definition cinema screen outside for relaxing under the stars.

The overarching and continued evolution in yacht design showcased at the MYS reflects a shift attributed to the younger generation of superyacht owners which adds a fresh perspective into the world of yachting. The event not only celebrated incredible (albeit expected) opulence, but it all through the displays, exhibitors highlighted the industry's commitment to sustainability and innovation.

Luxury Tent Report

Crystal Caviar showcased its bohemian crystal "Acqua" sculpture by Vlastimil Beranek, taking almost a year to create. The exhibit featured works crafted from 6500-year-old subfossil oak wood, accompanied by its bohemian crystal counterpart by Jaroslav Prosek. Prosek's acclaimed sculptures have adorned notable superyachts, including Excellence V, Luna, and Kismet. Also to be noted were sculptures from the 'Plastic Oceans' exhibition recently showcased in Venice by Ela Smrcek and Jaroslav Prosek. These art pieces depict marine forms covered in plastic, serving as a poignant expression of the concerning prevalence of plastic pollution in our oceans.

Paola Lenti's Yachting Collection

The sponsors supporting the event and present in the luxury tent must also be acknowledged. Paola Lenti presented a new collection dedicated to yachting, designed by Espen Øino, known for distinctive minimalist designs and practicality for life at sea. The collection featured clean lines and environmentally conscious materials, emphasizing functionality tailored to maritime living. Paola Lenti designs express fascination with the nautical sector, describing it as inherently challenging and pushing them to explore innovative solutions while maintaining a vast collection of very specific and tightly curated colours.

Sabrina Monte-Carlo

Paola Lenti's success in Monaco is underscored by the exclusive distribution through Sabrina Monte-Carlo, furnishing key areas of the Monaco Yacht Show for over a decade. This year Sabrina's exquisite showroom featured an exquisite cabinet of curiosities in white and aqua blue, enhanced by crystal fancies to create a fairy tale ensemble. It was a creation that could only have been borne out of years of experience, iteration and innovation in design. The exhibition was applauded by the Prince himself during his tour as a patron of the show.

Finally in the Darse Sud tent exhibitors included those purveying maritime equipment, both exterior and interior. Superyacht UK has a stand each year supporting British industry participants and professional services. Particularly strong were the destination stands attracting visitors to their ever more impressive marinas. Outside in the exterior tents this continued with this year with Genoa Superyacht Hub promoting its new marina and programme of training activities and support for vessels and crew alike.

Conclusion

The Monaco Yacht Show 2023 not only showcased the epitome of luxury in the yachting world but also underlined the industry's commitment to sustainable practices and innovative design. Sometimes this is a tension between achieving the best and aligning with environmental concerns. However this year the ability to achieve this was borne out by its association with The Superyacht Life Foundation for the organisation of the event The Honours, as its inaugural edition took place on September 26th, on the eve of the MYS. This year's fleet reflected modernity, environmental responsibility, and cutting-edge technology. Monaco Yacht Show continues to be the international reference show for the luxury yachting industry. As the industry evolves, the MYS retains its standard of excellence, attracting enthusiasts, owners, and industry professionals from around the globe.

NAVIGATING THE MURKY WATERS

FAMILY OFFICE INVESTMENT STRATEGIES

Global Economic Trends and Family Office Investment Strategies

The world's economic landscape is undergoing a profound transformation. Gone are the days of predictable growth and stable markets. In their place, a volatile stew of geopolitical tensions, inflationary pressures, and rising interest rates has emerged, leaving even the most seasoned investors scrambling for footing. In this turbulent context, family offices, those stewards of vast dynastic wealth, are facing a critical juncture. Their decisions will not only shape their own financial futures but also influence the broader investment landscape.

The current economic headwinds are a stark contrast to the relatively prosperous environment family offices enjoyed in recent years. Buoyed by low interest rates and a booming tech sector, many saw their portfolios balloon in value. However, the tides have turned. Central banks, grappling with inflation at multi-decade highs, have embarked on aggressive tightening cycles, pushing up borrowing costs and dampening economic activity. Geopolitical flashpoints, from the war in Ukraine to simmering tensions in Asia, have further muddied the waters, injecting uncertainty into markets and sending shockwaves through global supply chains.

These shifts are forcing family offices to re-evaluate their investment strategies. The era of easy money and "set-and-forget" portfolios is over. Now, a more agile and nuanced approach is required. This means navigating a multitude of complexities: identifying pockets of opportunity amidst widespread pessimism, balancing risk and return in a volatile environment, and staying ahead of ever-evolving market dynamics.

One key area of focus for family offices is inflation-hedging. The sharp rise in prices is eroding the value of traditional assets like bonds and equities. To combat this, family offices are turning to alternative investments, such as real estate, infrastructure, and commodities, which are often seen as better equipped to weather inflationary storms. Diversification across asset classes and geographies is also paramount, providing a buffer against concentrated risks. Beyond traditional asset allocation, family offices are increasingly exploring novel avenues. Impact investing, which seeks to generate both financial returns and positive social or environmental outcomes, is gaining traction. Venture capital and private equity, particularly in disruptive technologies like artificial intelligence and renewable energy, also hold allure for those seeking long-term growth potential.

However, navigating these new frontiers requires specialized expertise and access. Many family offices are bolstering their in-house teams with talent from diverse backgrounds, bringing on board data scientists, impact investment specialists, and tech-savvy analysts. Others are partnering with external specialists and boutique firms that can offer deeper insights and access to exclusive opportunities.

Technology is playing a critical role in this evolution. Family offices are embracing data analytics and artificial intelligence to gain a deeper understanding of market trends, identify emerging risks, and make data-driven investment decisions. Sophisticated portfolio management platforms and secure communication tools are further enabling faster decision-making and seamless collaboration across geographically dispersed teams.

Of course, not all family offices are created equal. Their investment strategies will vary depending on factors like risk tolerance, time horizon, and the specific needs of their beneficiaries. Younger generations, inheriting wealth in this new economic reality, are often keen on impact investing and ESG considerations, influencing family office portfolios towards more sustainable and responsible practices. The current economic climate undoubtedly presents challenges for family offices. However, it also offers new opportunities for those willing to adapt and innovate. By embracing agility, diversification, and strategic partnerships, family offices can not only safeguard their wealth but also play a vital role in shaping a more sustainable and equitable future. The decisions they make in the coming years will not only determine their own financial destiny but will also leave an indelible mark on the global investment landscape.

As the storm clouds gather on the economic horizon, family offices are emerging as nimble navigators, charting their course through turbulent waters. Their success will depend on their ability to read the shifting currents, identify safe harbors, and ultimately, steer their dynasties towards a secure and prosperous future.

OLD WAR OFFICE

PRIME RESIDENCES BY RAFFLES IN LONDON

Introducing The OWO Residences by Raffles, Europe's first Raffles branded residences. Offering a rare opportunity to purchase a piece of Winston Churchill's legacy, 85 homes are available in the impressive Grade II* listed former Old War Office building, which has been closed to the public for over a century and will relaunch in 2022 as 'The OWO'. Having undergone a monumental and painstaking transformation over the last five years, the London landmark will also comprise the capital's first Raffles hotel with 125-rooms and -suites, a collection of nine restaurants and bars, and an immersive spa.

Charlie Walsh was hired by Westminster Development Services Limited ("WDS") in December 2020 as Head of Residential Sales. Prior to that he was Head of Sales at Lodha Group UK and spearheaded the launch of the Indian business into London with the development of Lincoln Square and then their flagship super prime scheme, No.1 Grosvenor Square. Charlie was also instrumental in the acquisition and sales strategy surrounding their latest development, Holland Park Gate.

Prior to Lodha Group UK, Charlie headed up the international department at Savills and has an extensive network of contacts throughout Asia, and the GCC where he was based for a number of years. Charlie oversees the residential sales for The OWO Residences by Raffles, utilizing his extensive global network, and working closely with the appointed agents Knight Frank and Strutt & Parker. Charlie holds an MSc in Real Estate and is also a qualified Chartered Surveyor.

FOM: What has driven the recent blurring of the lines between hospitality and residential around the world?
Charlie Walsh: I think certainly post-pandemic a lot of prospective buyers have realized that what they

enjoy most about staying in these amazing hotels around the world is the incredible service level offered and attention to detail. When the pandemic hit and a lot of hotels closed their doors, this experience was hugely missed. Therefore, to have the opportunity to enjoy this level of service, but from the comfort of your own home, is a very compelling proposition and hugely attractive to potential purchasers.

Can you break down the key attractions of branded residences over standalone homes in the eyes of HNWI?
I think branded residences have to have a genuine service offering which justifies the branding. Having branding for branding's sake in my mind is merely a marketing gimmick. The OWO will be the first Raffles branded residences in Europe, but the key attraction over, say a standalone home, will be the 5* turn-key service which will be available 24/7 to residents and moreover is right on their doorstep.

FOM: How will you ensure The OWO Residences by Raffles appeal to a wide range of buyers, and ensure that hotel guests and residents live in harmony?
Charlie Walsh: Firstly, we have a wide range of residences available - in fact, of the 85 residences, no two are alike, and they range from studios up to five bedrooms so there is a great range for all types of buyers. In terms of hotel guests and residents living harmoniously, the building has been very cleverly designed and there is a clear separation between the Raffles branded residences and the Raffles London Hotel – they even have their own entrances and exits. This means that residents can enjoy all the buzz and excitement of a 5* hotel and the 9 restaurants and bars, but equally they can retreat into their own private homes and enjoy the tranquility and privacy that offers safe in the knowledge that the residential side of The OWO is strictly residents only.

FOM: How will the residents' amenities compare to other new developments in London and globally, and have any changes been made as a result of the pandemic?
Charlie Walsh: Our residents have over 30,000 sq ft of private amenities which are completely separate from the hotel amenities. What we have all learnt from the pandemic is the need for residents to be happy and healthy should the worse happen and another lockdown be imposed. This is why for example we have a private landscaped Residents' Garden, which is a wonderfully tranquil outdoor space purely for the residents to enjoy.

FOM: Raffles is the latest high-profile hospitality brand to establish a residential offering in London; how do you foresee the fortunes of the capital in the wake of the pandemic?
Charlie Walsh: There is a lot of conversation in the press about the return of the roaring Twenties and I really feel that with The OWO opening towards the end of next year, it will perfectly capture this pent-up demand of people wanting to go out and experience all that London has to offer, and this means creating experiences and memories with friends and family, be it having a drink on our spectacular rooftop or a special meal in one of the 9 restaurants. I think we're going to see this experiential explosion in all things cultural and culinary as people emerge from the lockdown.

FOM: What proportion of purchasers are you expecting to originate organically – i.e. converting from Raffles hotel guests to owners?

Charlie Walsh: Raffles has a wonderful core following of loyal guests who understand just how special the brand is. We are getting a number of enquiries from hotel guests who are keen to find out more about the first Raffles Residences in Europe. As with many repeat hotel guests, there comes a time when it makes more sense to own your own home rather than having extended stays in hotels.

FOM: What makes Whitehall, London such a desirable neighborhood?
Charlie Walsh: As powerful global addresses go, this has to be right up there as one of the most famous. Whitehall has an amazing history and heritage with the House of Lords and Westminster Abbey at one end, followed by Trafalgar Square and The National Gallery at the other end. In the middle of Whitehall and opposite The OWO there is the world-famous Horse Guards and beyond which you have access to the 57 acres of St James's Park – all of which is less than 30 seconds walk from your front door.

FOM: How does this project compare to other super-prime schemes that you have been involved with?
Charlie Walsh: I think the main difference is the sheer size and scale of the project. When finished, The OWO will consist of over 760,000 sq ft. Secondly, the biggest difference is working on a project with so many different moving parts and commercial elements, from the spa to the hotel, to the restaurants and of course the 85 residences. It truly is a one-off.

FOM: Very few buildings globally have The OWO's kind of provenance; what is your favorite story or fact attached to the site?
Charlie Walsh: For me personally and as an avid James Bond fan, the fact that Ian Fleming drew such inspiration for his character from The OWO and that no less than five James Bond films have been shot there, in my mind makes it a pretty special building. One can't but help feel swept up in all the history and heritage of the building when you're standing on the rooftop overlooking Horse Guards and St James's Park surrounded by all those fluttering Union Jacks……it's a pretty special sensation.

FOM: What have been the biggest challenges faced by the project team to date?
Charlie Walsh: Keeping a site open and safe with over 1,000 tradespeople is no mean feat, but we're lucky enough to have a great project team with a real 'can do' attitude. Probably the next biggest hurdle has been the procurement and timely sourcing of materials during the pandemic coupled with the challenges brought by Brexit, but we have an incredible contractor working with us who has managed to keep the project on track.

www.theowo.london

ROLLS ROYCE

LUXURY LUGGAGE COLLECTION

CARBON FIBER

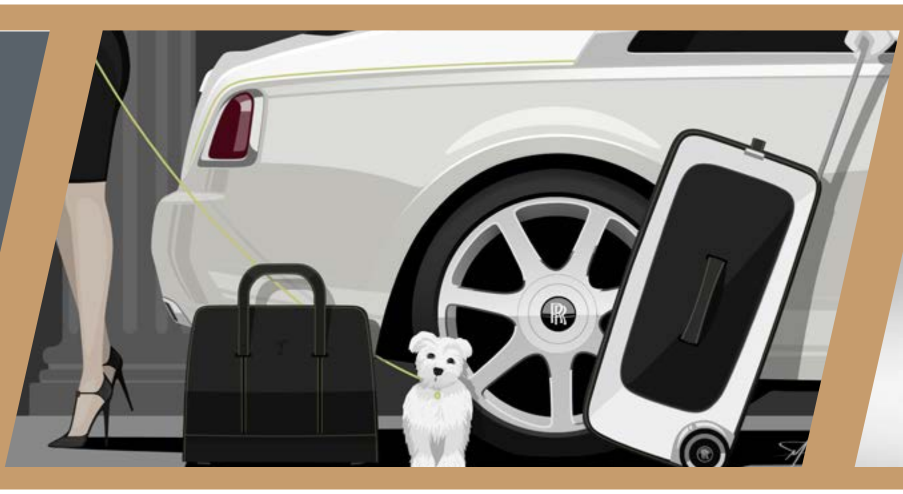
light weight and durable

A wide-set handle and a high-sided design, optimising the storage capability of the luggage.

THE GARMENT CARRIER

A sleek and slim-lined addition

The Garment Carrier sits seamlessly atop the Long Weekenders and Grand Tourers,



THE VERY ELEGANT WRAITH LUGGAGE COLLECTION DEMONSTRATES THE ART OF TRUE LUXURY CONVEYANCE

TIMELESS DESIGN REALISED WITH STATE-OF-THE-ART TECHNOLOGY

As the world leader in the art of true luxury conveyance, Rolls-Royce Motor Cars has extended its expertise to design a suite of elegant luggage to complement Wraith, the most powerful Rolls-Royce ever created.

The collection, conceived by Rolls-Royce Bespoke Designer Michael Bryden and designed in the Rolls-Royce Bespoke Design Studio led by Director of Design Giles Taylor, comprises two Grand Tourer valises, three Long Weekender bags and one Garment Carrier, meticulously designed to be housed in the luggage compartment of a Rolls-Royce Wraith. Like every Rolls-Royce motor car, they can be commissioned to the customer's exacting specifications.

Counsel was sought from experts accustomed to handling discerning individuals' luggage. The design team conversed with Head Butlers from some of the world's most illustrious hotels, who offered insight into the interaction between guests and their belongings. Luggage is not only seen as an expression of style, but also as a wardrobe from home, increasingly important as entrepreneurs and captains of industry adopt a more transient lifestyle.

Particular attention to detail has therefore been paid to the area that most often comes into contact with the owner, ensuring the experience is an entirely effortless one. The handles have been designed to ensure an even weight distribution, meaning no undue pressure is placed on the hand. An invisible stitch, a skill honed in the world of Haute Couture and used on the steering wheel of Wraith, has been applied to ensure a perfectly smooth and tactile finish. Reflecting all Rolls-Royce motor cars, refined visual aesthetics shroud state-of-the-art engineering. Rapid prototyping was used in the development of the Long Weekender to test the ergonomics of the handle repeatedly, ensuring the piece is effortless to carry. Subtle references to the marque can be found in the form of the discrete fastenings, which magnetically dock, providing optimum designed resistance formed from a solid billet of machine polished aerospace-grade aluminium, inspired by the silhouette of Wraith.

Michael Bryden, Rolls-Royce Bespoke Designer, commented, "The Wraith Luggage Collection consists of six pieces, each carefully considered to reflect the unparalleled design aesthetics of Rolls-Royce motor cars. The latest technologies and materials are blended with traditional crafts and techniques, leading to an elegantly executed and thoroughly contemporary luggage collection, designed exclusively for Wraith, the ultimate gentleman's gran turismo."

The distinct style of Rolls-Royce Motor Cars accompanies the discerning traveller on any epic voyage. The Spirit of Ecstasy, the flying lady figurine that has graced the bonnet of each Rolls-Royce motor car since 1911, is elegantly embossed onto the exterior of each bag.

Self-righting wheel centres featuring the Rolls-Royce double-R emblem adorn the Grand Tourer, offering a fitting reflection of Wraith itself.

GIFT CITY AN ATTRACTIVE FAMILY OFFICE DESTINATION IN INDIA

India has been a significant contributor to global financial system and global trade which is a testament to India being an economic powerhouse. To begin with, in the last 5 years, Nifty 50, a benchmark Indian stock market index, has risen by c. 89% till date. The start-up ecosystem has proved to be vibrant and effective, if not efficient- an element that comes with time. India's trade flows have flourished, registering a trade growth of 18.61% compared to a world growth of 12.59%. These are the results of positive policy change that were put into effect half a decade ago.

Today, as we know, globalization, to a large extent, has effectively erased geographical boundaries but few destinations are preferred to carry out business transactions, still. New York, London and Singapore continue their dominance as top financial destinations followed by Hong Kong & San Francisco as per the latest Global Financial Centre Index of 2023.

However, in the new world pecking order, majority of wealth is being generated in Asia as against the West. Therefore, it shouldn't come as a surprise when more Asian cities climb the ladder in years to come and emerge as preferred destinations. Along with wealth generation, another trend that has gained prominence in Asia is the concept of setting-up Family Offices (FOs).

Family offices are set-up to preserve & grow the financial muscle of the family as one and it also serves as a single point of management for all family activities. Setting up a family office is a significant endeavor, demanding meticulous planning and a favorable operating environment. To provide a dedicated robust platform to grow and manage their wealth- Gujarat International Finance Tec-City (GIFT City) in Gujarat, India emerges as an enticing destination.

GIFT city is an initiative by the Govt. of India to develop it as a global financial and IT services hub to compete with existing, mature & benchmarked, financial centers. The excellent geography adds a dozen points by conveniently connecting major modes of travel and establishing an uplink with the traditional financial capital of India- Mumbai. The finely-crafted regulatory framework brings together the Multi-Services Special Economic Zone ("SEZ") with India's first International Financial Services Centre ("IFSC") present a compelling proposition for financial services, IT services, ancilliary services, etc. to establish base in the GIFT city.

GIFT city is being developed on 886 acres of land with 62 million sq. ft. to be built-up area. The built-up area will be developed as a self-reliant city with ultra-modern office space, residential apartments, schools, hospitals, hotels, business clubs, and other amenities. In addition, the infrastructure being developed also constitutes of TIER IV Green Data Centre, Automated Waste Collection System (AWCS), zero water discharge facility, 99.999% power reliability, and other state-of-the art infrastructure.

There flows enough capital in Indian markets to make GIFT a financial success; one-third of the registered banking companies in the GIFT City identify as MNC Banks with many more to join. This flow of capital and infrastructure must be matched by professionals managing it. A hybrid set-up with advisory office in Mumbai and operational entity in the GIFT city; this would capitalize on the large global talent pool in former and take advantage of operational flexibility in the latter.

IFSCs are designed to offer direct gateway to global markets while bridging the existing gap within domestic & global capital markets. IFSC allows for India-domiciled financial institutions and their foreign subsidiaries to carry out operations that are presently done via offshore financial centres. IFSCA was established to regulate the high degree of inter-regulatory coordination within the financial sector and regulates financial products, financial services and financial institutions in the IFSC in India.

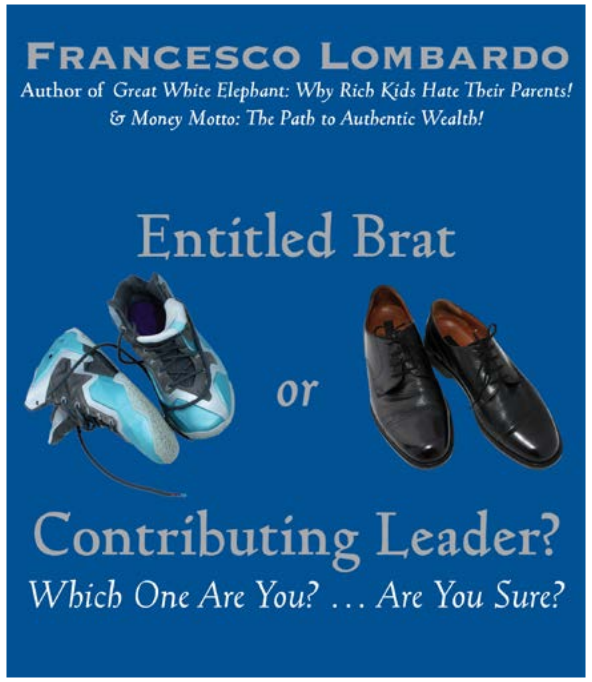
Innovation & technology in financial sector has driven development of India as a favourable destination for business activities. India improved its 'Ease of Doing Business' by reforming business regulations and has improved 79 positions since 2014.

In consideration of the likeness offered by GIFT presents a wonderful opportunity for FOs to consider moving to GIFT city by way of either setting up a subsidiary or even forming a JV with another FO. Families are permitted to set-up Family Investment Funds ("FIF") as an investment vehicle in the GIFT city, mainly, because of a provision to invest up to 50% of net worth under the OPI route as against LRS route. But, some reservations have already emerged, as to if the FIFs will be considered an ODI or an OPI? Investments are classified as an ODI or an OPI as per investment's intended objective as per the FEMA, 1999. Further, FIFs in the GIFT city are permitted to be set-up as contributory trust against mandatory structure that of a company or a LLP. A trust enjoys flexibility to deploy a cost-effective structure which is tax and compliance efficient.

Operating in the financial services industry, there is a significant number of FOs that've formed an entity outside India to bypass the current regulatory framework. GIFT city has been set-up to offer independence & freedom. AIFs in GIFT City, though regulated by SEBI, will have special dispensations to allow for higher operational flexibility simultaneously maintaining tax efficiency. Further, presence in the City can be achieved via a branch of existing entity as well and the IFSC AIFs have at their discretion all 3 routes of foreign investment in India. Since, the AIFs in IFSC will be categorized as non-resident which allows for free movement of capital from India to overseas without additional approvals.

The visionary framework of GIFT city provides unmatchable opportunities to participants ranging from liberal tax regime to currency control regulations. As mentioned above, the expanding universe of asset classes is expanding further in the form of aircraft & ship acquisition, bullion exchange, stock exchange listing depository receipts of Indian companies and more. The arising opportunity is not solely for FOs but for the whole of financial services industry. It is clear that GIFT city has ample untapped potential and could be the next big thing for family offices in India.

By Raghu Marwah, RNM India



BURJ AL ARAB DUBAI

In 1993, architect Tom Wright of WS Atkins took on the challenge of creating this groundbreaking superstructure. From the very beginning Burj Al Arab was planned and designed to become the icon of Dubai. It was to be extravagant and luxurious, a reflection of its Arabic heritage and traditions of hospitality, a beacon to light the city's future..

Construction began in 1994 and involved 3000 companies and contractors; 250 designers from the UK, USA and Dubai; and 3500 workmen on site at any given time. It took two years to reclaim the island in the shore waters of the Arabian Gulf, and a further three years to erect the magnificent landmark. Burj Al Arab's doors officially opened on 1 December 1999

EXCLUSIVE 24-HOUR BUTLER SERVICE

202 DUPLEX suites with luxuriously spacious

Dubai is the prosperous star of the United Arab Emirates. It is hailed as one of the fastest growing cities in the world and is home to a culturally diverse, dynamic community. Historically, the city evolved around Dubai Creek, and it continues to expand ever outwards with groundbreaking new developments. It is one of the world's top holiday destinations due to the perennial sunshine, a combination of world-class leisure facilities, first-class hotels and the dramatic shoreline, where white sands meet the Arabian Gulf.

BURJ AL ARAB
WEDDING

Burj Al Arab , the world's most luxurious hotel, is taking romance to new heights

SAY, I DO

BURJ AL ARAB UNVEILS ITS WEDDING IN THE SKY
A WEDDING TO REMEMBER

Burj Al Arab , the world's most luxurious hotel, is taking romance to new heights offering weddings in the sky, 212 metres above the azure Arabian Gulf on the famous Burj Al Arab helipad. Each ceremony is specially designed by a Wedding Architect, who is responsible for every detail and available 24/7. The experience has a starting price of AED 200,000* (approximately US$55,000) and can include:

- Arrival at Burj Al Arab by air or by road in a Rolls Royce Phantom
- Exquisite accommodation in one of Burj Al Arab's 202 suites
- Private tasting sessions with Burj Al Arab's award-winning Executive Chef Maxime Luvara
- Consultations on wedding cake design, structure, flavour and composition
- Beverage sampling and advice with Burj Al Arab's Head Sommelier Dimitar Dimitro
- Relaxation and beauty treatments at Burj Al Arab's Talise Spa
- Private sessions with celebrity personal trainers at Burj Al Arab's Talise Spa
- A specially designed wedding scent developed by by leading perfumes
- Shopping and styling sessions with Burj Al Arab's personal stylist
- Access to top haute couturiers
- Private after-hours access to top luxury fashion brands
- Consultations with Burj Al Arab's award-winning team of florists
- Access to top haute couturiers
- Exclusive access to Dubai's best jewellers
- Private lessons in etiquette and dance

"A Wedding to remember on the roof of the Burj Al Arab, 212 metres above the Arabian Gulf"

The Burj Al Arab Helipad is located 212 meters above the sea level, and provides an opportunity to arrive or depart from Burj Al Arab by helicopter and admire the city from the air. In 2004 Tiger Woods teed off the helipad and the following year, Roger Federer and Andre Agassi challenged each other to a game of tennis there. In 2011, Rory McIlroy performed a hole-in-one from the helipad pad and last year, Formula One Champion David Coulthard performed donuts in a Red Bull Racing car. Burj Al Arab General Manager, Heinrich Morio, says: "We're always looking for new and unique ways to delight and enchant our guests. We believe a once-in-a-lifetime event deserves a one-of-a-kind venue and are thrilled to add this unique location to our ultimate experience collection."

www.burjalarabromance.com

FAMILY OFFICES INCREASE ALLOCATION TO PRIVATE MARKETS

A new report has found that family offices are increasing fund allocation to private markets. Myles Milston, co-founder and CEO of Globacap, discusses why even if public markets rally, family offices will continue to focus more on private assets.

Public markets struggled in 2023 with global IPO activity hitting decade lows in some countries and investors battling to achieve returns. Meanwhile, private markets are making great strides. Having grown at almost double the rate of public markets over the past decade, private markets have become an increasingly attractive alternative to investors.

With deepening liquidity, increased funding, and improved technology, it's no surprise to see family offices consistently increasing their fund allocation to private markets.

In fact, they have more of their money in private markets than the public stock market, according to a recent report by Campden Wealth. Some even reported that they had a purposeful 'increase [in] exposure to private markets at the expense of public markets ' in 2023.

This concentration is set to continue as well. The same report said that 41% of family offices plan to boost their private equity fund allocations, while others plan to trim their stock holdings. When asked which asset class would give them the best returns in the coming years, family offices listed 'private equity and venture capital' first.

So, what's behind this growth in interest?

As public markets stagnate, private markets pick up speed

In the first nine months of 2023, global IPO volumes fell 5%, with proceeds down by 32% YoY. As confidence in the public market stalls, firms are choosing to stay private for longer, or even delisting. Those that have listed in recent months, like Birkenstock, Instacart, and Klaviyo, are seeing poor returns, forced to trade below their IPO price.

As opposed to the stagnating public market, private markets are functioning more efficiently, more quickly, and at a greater scale than ever before. With an estimated AUM of US$22.6 trillion and growing, private markets are closing the gap to public markets, and becoming an increasingly obvious, more lucrative alternative.

While traditionally private market transactions took an enormous amount of time, manual effort, and money to execute, new and improved technology has digitised and automated secondary liquidity. This has allowed for a significantly reduced settlement cycle, lower risk, and encourages more participants to allocate funds to private markets in the first place.

With the increasing sophistication of private markets, investors can exit earlier, liquidate assets more efficiently, and rebalance their portfolios.

Forward-thinking exchanges have also recognised this opportunity and are starting to explore private markets. Some have gone further and have already launched private market venues. For example, the Johannesburg Stock Exchange has seen more open interest in its private placements venue in the last 12 months than in its public market over the same period.

The growth of private equity secondaries

As family offices continue to seek ways of rebalancing their portfolios amid a public market decline, and as exits in the public market remain more difficult, the number of secondary market transactions has grown.

New technology has enabled the digitisation and automation of secondary liquidity in private markets, volumes have grown exponentially from $25bn in 2012 to $105bn in 2022.

Whereas before many large asset owners, including family offices, would have previously been hesitant to navigate private markets because of concerns around asset class liquidity and complexity, they're encouraged by the sector's new transformative technology. Now, nearly half of family offices are planning to overallocate to the secondary private equity market to shore up their returns.

Today, private family capital is larger than private equity and venture capital combined. In the last 15 years, more than 10,000 single-family offices were created across the world. Unlike venture capital and private equity firms however, family offices focus on long term investment, building wealth for future generations. They are not restrained by investing cycles or liquidity plays. The emphasis for family offices is on steady, secure, and scalable access to capital, making private markets a great option for their investment.

Even if IPOs rebound, private markets will continue to grow

Despite a tumultuous year for global public markets, there are glimpses of a rebound. Momentum is building, with Q3 IPO share price notably improved compared with previous quarters. Listings like Arm and Birkenstock that didn't do quite so well upon their initial offering day have shown encouraging stability in recent weeks.

Regardless of any public market rebound, private markets will continue to increase funding, deepen liquidity and advance automation and digitisation and we can expect to see more family offices in private assets as a result.

As family offices become less siloed and leverage more efficient market technology, they'll be able to co-invest with other family offices and more evenly match the world's financial institutions on deals.

INTERGENERATIONAL TRANSFER OF A FAMILY BUSINESS

Dr. Alon Kaplan, Advocate

Many businesses in Israel are owned and managed by families. In many cases, the businesses' founders are the family's father or mother, although there are also businesses that brothers and sisters establish. The result is that the founders of the businesses may include individuals who have established a successful business and have a family, second or even third generation, for whom the founders seek an estate planning program and preparation of legal business infrastructure for the intergenerational transfer of the business and its management. Below, we will refer to the business founders in the singular.

The founder of the business (the "founder") is considering retirement from the business, and the need arises to examine the appointment of new management and the transfer of business ownership to the next generation. Below, we will discuss some aspects of planning an intergenerational transfer of a family business.

1. "The Family Charter":
Family Covenant and Contract Law
In many cases, a transfer of the business and control of it is carried out by appointing family members as managers and owners without documenting the transfer and expressing in writing who will receive the management functions.

In some businesses, and when there is an extended family, it is possible to create a document whereby the rules of transfer and management will be recorded after the retirement of the founder. In this article, the document will be defined as a "family charter.".

A family charter is a document that establishes the rights, values, responsibilities, and rules that apply to the owners of the family business and provides plans and structures for dealing with situations that may arise during the business's existence. Such a document may help the family cope with unforeseen events, maintain a focus on the issues that are most important to the family, resolve disputes, and create a common language and values that will serve as guidelines for the family, even for future generations who were not involved in the business at the time of its establishment.

Given the family charter's importance and its challenges, it would be advisable to supplement the family charter with additional legally binding and enforceable documents for the benefit of future generations.

In Israel, it is possible to draft a family charter according to contract law, which includes the Contracts Law (general part), the Contracts Law (remedies), and the relevant case law. In such cases, the charter may only be enforceable against the parties who have agreed to it. Given that the family charter is intended to regulate family relationships within the family business over generations, such a charter will likely not be enforceable over time as the family circle expands. Moreover, a lawsuit may be necessary to enforce it, which may cause unwanted litigation and tensions in the family.

Due to these reasons, the founder should consider additional legal structures according to other laws to allow the transfer of the family business and maintain the relationships into the next generations.

2. The Inheritance
A family business may be passed on to the next generation through a will. The Inheritance Law applies to individuals who are residents of Israel or who owned property in Israel at the time of death. The inheritance process is fraught with dangers and conflicts among family members. The heirs or other family members may object to the will's provisions, and litigation may arise in court. Such litigation can cause embarrassment, especially if published in the media.

3. Gifts
The founder of the family business may transfer ownership or control of the business to other family members during their lifetime at any time by way of donation or gift. The Gift Law in Israel regulates this procedure. There is no tax on gifts between family members in Israel.

The advantage of this procedure is that it allows the transfer of the family business during the founder's lifetime, who will be able to consider how effectively the business will be managed by members of the next generation and make changes accordingly. Moreover, this course of action eliminates the need for inheritance proceedings, which, as stated, may end up in expensive and unwanted litigation.

On the other hand, under certain circumstances, this option is impractical when none of the founder's children possess qualifications or are not interested in taking control of the family business. Moreover, such a transfer may not be desirable by the founder of the family business, who may refuse to give up control of the family business during his life. In such circumstances, the founder of the business will prefer to sell the business to a third party and distribute the proceeds to the next generation.

Gift after death
The law prohibits giving a gift that will take effect after death. Section 8 of the Succession Law states in subsection (a) that "an agreement regarding the inheritance of a person or a renunciation of his inheritance, made during the lifetime of that person, is void." Subsection (b) states that "a gift given by a person, so that it is given to the recipient only after the death of the granter of the gift, shall not have validity unless it was made in a will by the provisions of this Law." In the context of intergenerational transfer of the family business, it follows that if a founder chooses to transfer the family business by way of a gift, the execution of the gift must be implemented by transferring control of the business during his lifetime.

3. Corporate Structure
Another possible course of action that a founder can take to pass on the family business to the next generation is a combination of contract, inheritance, and company law.

In the context of the company, articles can be set forth in the company's articles of association that are legally considered a contract between the shareholders and the company and between the shareholders among themselves.

It is possible to formulate the articles of association of the company in a way that will meet the needs of the business and, in fact, implement the family charter within the company's framework. This arrangement allows shareholders to protect their rights and ensure the implementation of the family charter through the company law and the company's articles of association.

For example, the articles can provide for several types of shares, thereby allowing the founder to control the management of the company and the business while creating dividend shares that will be granted to family members but will not confer on them voting rights at the company meetings. The management shares can then be bequeathed by a will to selected family members whom the founder will choose to manage the business.

Additional relevant mechanisms may be added to the regulations, such as provisions for conducting mediation proceedings for dispute resolution or arbitration proceedings under the Arbitration Law.

4. Trusts

A trust structure under the Trust Law can be a good way to hold assets under centralized management and regulate the business activities according to the wishes of the head of the family business, who will be the trust's creator.

For many years, trusts have been part of Israeli society and continue to be so. The Trust Law defines a trust as the obligation imposed on a person to own or otherwise handle the assets under his control for the benefit of another purpose.

Due to the limitations outlined in Section 8 of the Succession Law mentioned above, a trust contract between the creator and the trustee, according to which control of the trust assets passes to the trustee only upon the creator's death, is invalid. Control must be given to the trustee during the life of the creator.

There is also the possibility of establishing a trust according to a will, in which case the trust will take effect upon issuing a probate order. Here, there is the risk that during the proceedings for the probate of the will, a conflict may develop between the family members and the heirs, and as a result, the establishment of the trust will be delayed, and problems may arise in the management of the business during the probate process.

Summary

The family charter is considered an important document. However, there are more efficient arrangements for the intergenerational transfer of ownership, control, and management of the business. Reality shows that situations such as marriage, divorce, death, and incapacity of the founder of the business or the person who received the management of the business require more than a contractual agreement between family members to deal with such events.

Legal structures for estate planning, such as making a lifetime gift, the wise use of company regulations, prenuptial agreements between spouses, a lasting power of attorney, and the creation of a trust, may provide solutions to ensure the orderly transfer of the business to future generations.

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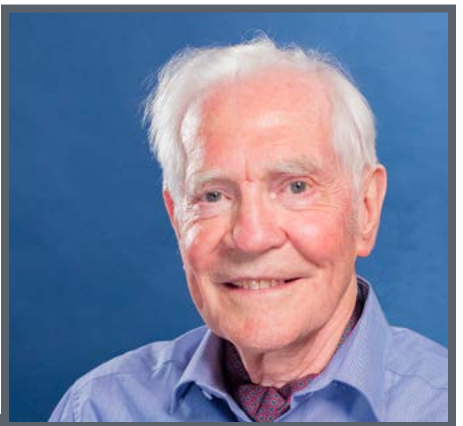


DR JOHN C TAYLOR OBE

PROLIFIC INVENTOR

Dr John C Taylor OBE is one of the world's most prolific inventors, with over 400 patents to his name. His inventions include the 360° cordless kettle, used several times daily by billions of people throughout the world.

Having attended King William's College in the Isle of Man, John returned to his favourite island in the 1970's to bring up his young family while establishing the Strix business, winning four Queen's Awards for Excellence.

The Isle of Man has UNESCO (United Nations Educational, Scientific and Cultural Organisation) status. It is a separate country with its own government and a benign tax regime with no inheritance or capital taxes and a tax cap facility.

The lower atrium at Arragon Mooar House provides an intimate location for celebrations

Over a decade ago, having bought the unique Arragon Mooar Estate, John designed an elliptical home to sit at its centre, 'because a circular one would be too easy'. Arragon Mooar Estate is now on the market. John spoke to Editor in Chief Toni Muricu from Family Office Magazine about this magnificent property.

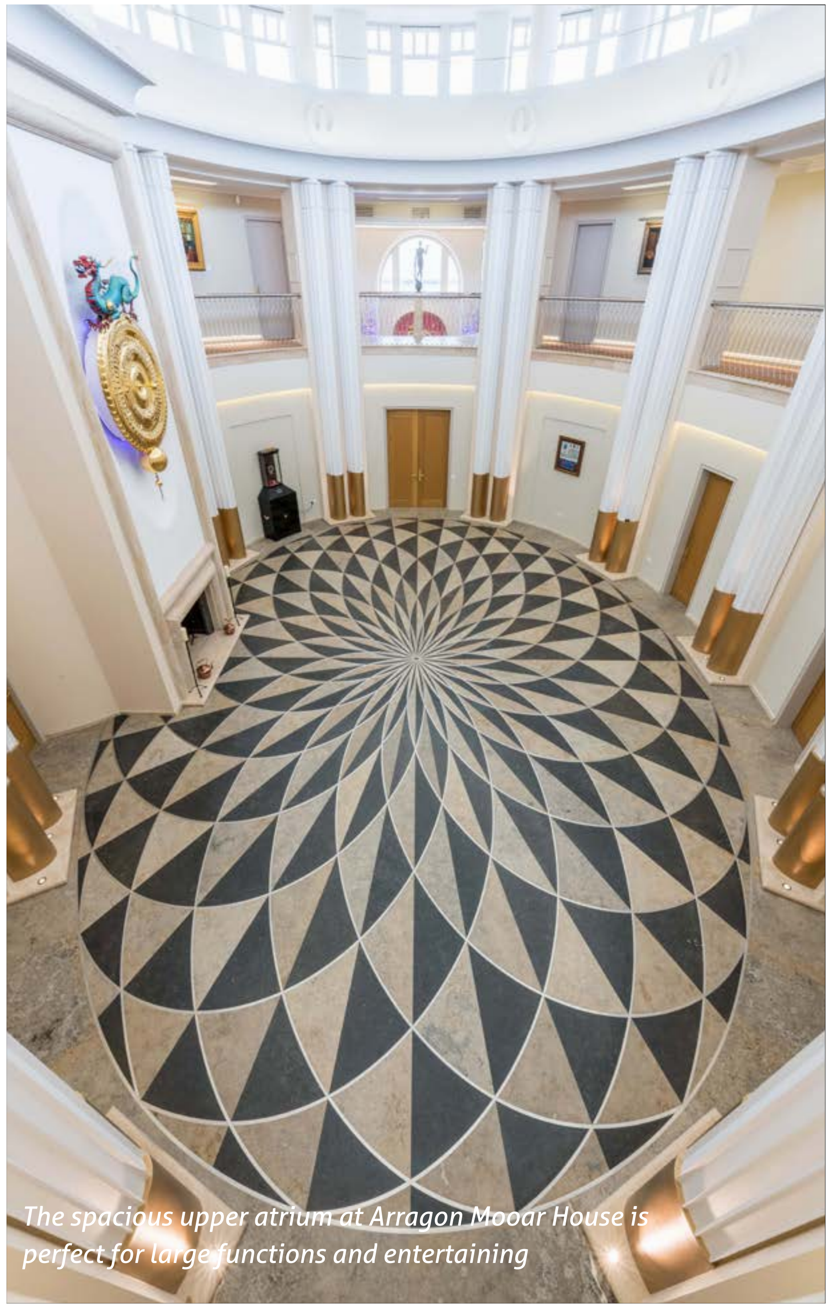
Q. How would you describe the location of the Arragon Mooar Estate?

A. It's spectacular, set in 280 acres (113 hectares) of farmland and a kilometre of sea cliff frontage. The estate is in Santon, a five-minute drive from the Isle of Man Airport. The main house is reached via a kilometre-long private drive bordered by Manx stone walls and beech hedges.
The views from Arragon Mooar are breath-taking. Surrounded by the rugged Manx countryside, you can walk round the 360 degree elliptical roof terrace of the house surrounding the distinctive aged copper roof.

Arragon Mooar House itself is 23,000 sq ft (2,136 sq m), much of which comprises the upper and lower atriums.

Q. You designed and curated the architectural plan, which took seven years to build and perfect. What are your favourite features?

A. You're probably best asking the many visitors to the house or my 'Team Taylor' colleagues. Most people admire the huge galleried upper atrium where the floor is designed to resemble an enormous Dahlia flower. I also like the more intimate lower atrium because the two spaces together allow me to host large social events that I really enjoy. In November I held a black tie event for my 85th birthday party. We had a champagne reception in the upper atrium, with a string quartet in the drawing room followed by a three-course dinner for 80 guests in the lower atrium. At other times, the dining room is excellent for entertaining, with up to 18 diners seated around a bespoke elliptical table.



The spacious upper atrium at Arragon Mooar House is perfect for large functions and entertaining

To satisfy my passion for photography, there is a much-used dark room off the lower atrium, which I use as a studio. The orangery is a favourite of my grandchildren, who call it 'Grandad's shed'. They like to eat the grapes and tomatoes that we have in there among the exotic plants.

From a purely practical point of view, the main house also includes a suite of rooms that are currently being used as my home office, a facility that has become a necessity for many in recent times. The entire property has a minimum of Cat 5 cabling throughout and there's underground parking for six cars with plenty of space for more vehicles in the grounds.

Q. Could you describe the kind of people you think would find the Arragon Mooar Estate most appealing?

A. Someone who, like me, has a wide range of interests, loves entertaining but values privacy and needs flexible spaces for personal or business activities, or both. I have children and grandchildren, so sometimes the house is full and other times it's just me and my office team, so a multi-generational family would do well here. The estate is ten minutes from King William's College, the private boarding school that four generations of my family have attended, and 15 minutes from the

At the core of the Arragon Mooar estate lies the stunning 23,000 sq ft (2,136 sq m) home, with its classical English Palladian architecture

main business centre in Douglas, so commuting times are minimal. Proximity to the airport works well for me as one of my great loves is flying. I have a TBM 910 in a hangar at Ronaldsway that I escape to in order to fly as often as my work allows. Someone who travels regularly off island would particularly appreciate the convenient location of Arragon Mooar.

The estate has massive potential and could be a blank canvas for someone with their own vision for the space.

Q. Who's been your most famous guest?

A. That's a bit of an unfair question to those who I don't mention but it has to be physicist and author, the late Professor Stephen Hawking. He attended the launch of the Corpus Chronophage at my alma mater Corpus Christie College in 2008, and then visited the Island for a holiday in 2012 when he stayed with me at Arragon Mooar.

Q. What is it that you like most about living in the Isle of Man?

A. It's a happy place. While I've travelled a great deal, it's a wonderful location to come back to. The island has excellent IT infrastructure and numerous options for travel, including a private jet facility. It's small enough to be a safe and friendly place to live, but large enough to not feel claustrophobic. The Isle of Man covers an area of 221 sq miles (572 sq km), with a population of 85,000 (2020) compared to Jersey and Guernsey that are much smaller islands.

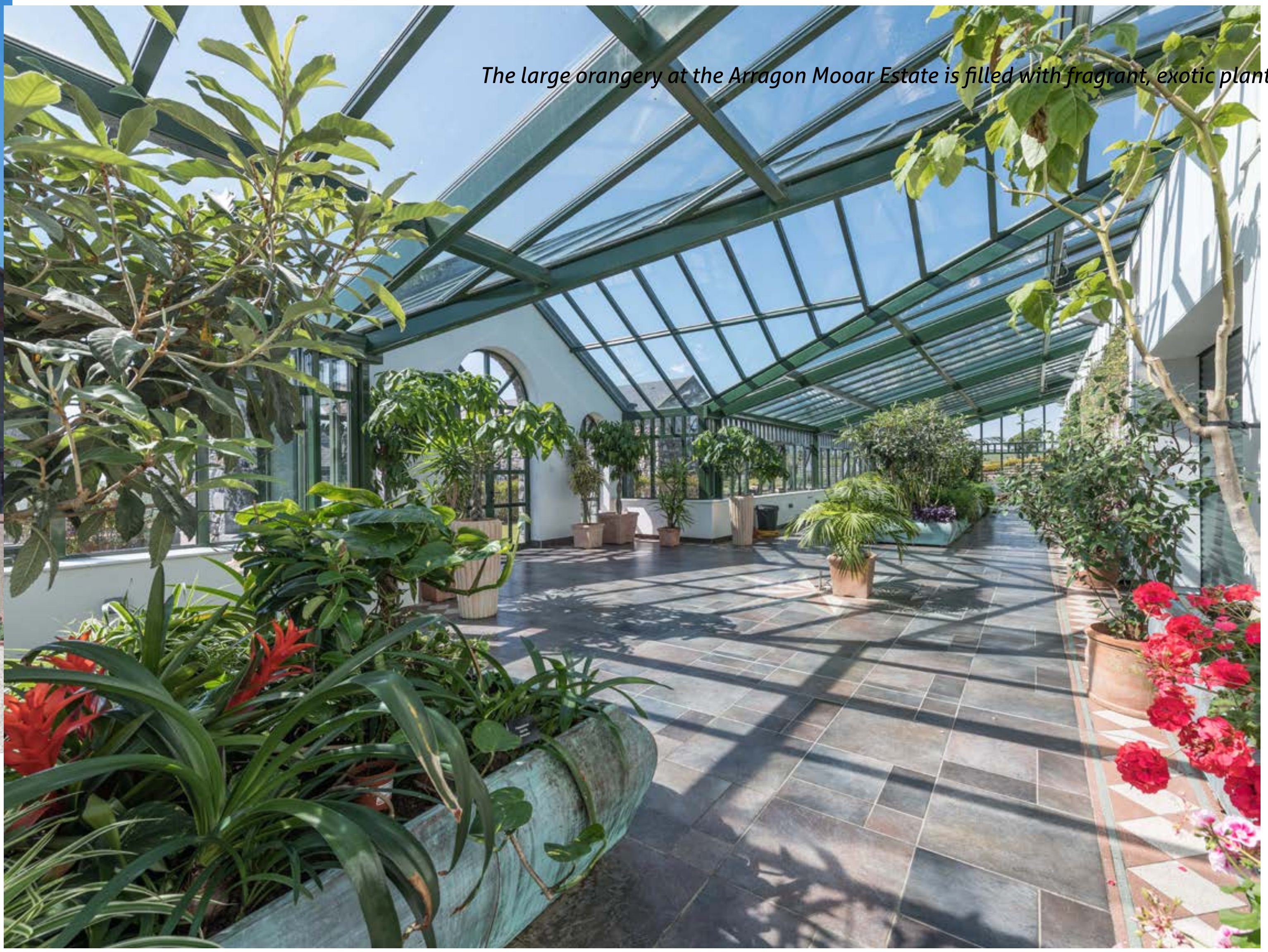
Q. What are you planning to do next?

A. I've broken all the rules about retirement and each year seems to be busier than the last. I'm a frequent visitor to Cambridge University, where I founded the John C. Taylor OBE Professor of Innovation in 2016.

I'm currently enjoying creating a digital record of the clocks and watches that I've collected over the years. The completed photographic and video record will be made available to the public as an educational resource about these items, the clockmakers and the social history of the period in which they were created.

The Arragon Mooar Estate is for sale for £30,000,000 through Cowley Groves. Please contact David Creane for further information on +44 (0) 1624 625888, mobile: +44 (0) 7624 493028,

www.CowleyGroves.com.



The large orangery at the Arragon Mooar Estate is filled with fragrant, exotic plants

The Arragon Mooar Estate features a Neolithic stone circle positioned 5,000 years ago

INVESTING IN PRIVATE CREDIT & FUND STRUCTURES

by Jeffrey Haas of Old Hill Partners Inc.

Over the last few years, the landscape for private credit fund structures has changed due to the increasing focus on private credit investing from an expanding investor base looking for yield in a low yield environment. Post financial crisis many private credit investors became comfortable investing in a more traditional private equity closed-end structure. Over time, as the private credit investor universe has expanded, other investors, namely family offices and wealth managers, have expressed a desire for evergreen or open-ended structures. Some of the operational challenges cited include managing capital commitments, executing subscription documents for subsequent investments and additional fund diligence, among others. These newer investors are attracted to investing in the asset class due to floating rates, high cash coupons, strong yield and downside protection. However, many earlier attempts at evergreen structures used for private credit investing were flawed and created a significant asset liability mismatch.

A fund with a closed-ended structure will have a finite life and the amount of capital raised is capped by either the passage of time or upon meeting the capital raise target. The life of the fund is generally known and does not continue on indefinitely. Most will be structured as a private equity or a hybrid PE structure with clearly defined capital raise, investment, and harvest periods. Most have some type of capital commitment and call feature. The life of these funds usually range from 4 to 7+ years in order to correspond with the lifetime of the underlying investments. This directly addresses the concerns of a fund asset liability mismatch. Generally, there are no redemption provisions in a closed-ended fund; once the capital is deployed, it will only be returned to investors once the underlying transactions monetize. In this structure, all investors are on equal footing as it relates to the distribution of capital.

In contrast to a closed-ended fund, an open-ended structure, or what some refer to as an "evergreen" fund, has no maturity and can raise capital indefinitely. Most evergreen funds have monthly or quarterly capital raise periods based on a closing Net Asset Value ("NAV"). Historically, most evergreen private credit funds had redemption features that would allow investors to exit the fund prior to the underlying investments monetizing.

Those features generally included meeting some type of "lockup" period, usually a one-year investment horizon. Once the lockup period was satisfied, an investor could redeem their capital on a monthly or quarterly basis. When the underlying fund investments are illiquid with a multi-year maturity, as frequently seen in private credit, using a traditional evergreen structure proved to be problematic.

The flaw in the traditional structure is a mismatch created between the time investments can be monetized and the time required to satisfy a redeeming investor, commonly referred to as a fund asset and liability mismatch. As any veteran of the financial crisis can attest, this mismatch can quickly place managers in the unenviable position of becoming forced sellers of illiquid assets. The manager may find it difficult to liquidate positions at favorable prices or may even have to liquidate well-performing positions in order to generate liquidity. Private credit investors in a "cookie cutter" evergreen fund structure can find themselves at the back of the line in terms of distribution of capital as investors are redeemed on a first come, first redeemed basis. The priority of paying redemptions and the mismatch of assets and liabilities resulted in many funds being "gated" when redemption requests overwhelmed the available capital.

Post financial crisis, most private credit funds were structured as a closed-end funds, however, there was a segment of investors, mainly family offices and wealth managers, who desired a different structure.

The birth of the hybrid evergreen structure has created an opportunity for a manager to offer investors the ability to invest in private credit in a fund without a maturity date, thereby eliminating the investors need to go through the subscription process of a new fund every few years while at the same time addressing one of the biggest flaws of a traditional evergreen structure used in private credit investing, namely matching fund assets and liabilities.

This hybrid evergreen structure allows for capital to be raised on a monthly basis at NAV and provides for two forms of liquidity; quarterly distributions of income and redemption of principal. The income distribution is an important structural feature for many investors searching for yield in an Asset Based Lending ("ABL") strategy. A more interesting structural feature is the flexibility given to investors to redeem their investment while at the same time addressing the matching of fund assets and liabilities for the remaining fund investors.

This is accomplished by creating an initial hold period of one year, whereafter the investor may make quarterly redemption requests. The key difference in this structure versus a more traditional evergreen structure is when a redemption request is granted, the manager creates a pro-rata distribution of the existing portfolio (at the then current NAV) and places those investments in a liquidating account for each redeeming investor. As the investments in the liquidating account monetize, the redeeming investor receives their proceeds in line with the natural liquidity of the underlying investments.

This monetization process is very similar to the process that occurs during the normal harvest period of a traditional closed-end fund. This structure avoids a situation where there could be forced sales of illiquid investments in order to satisfy a redemption and ultimately aligns fund assets and liabilities.

This feature allows investors to control the decision as to when to start harvesting their fund investment. Additionally, this structure does not create a situation whereby a redeeming investor has any priority over another redeeming investor, all investors have their own liquidating account which will monetize naturally. In order to capture the illiquidity premium inherent in an ABL strategy, investors should consider investing in a hybrid evergreen fund when investing in private credit.

THE
DALMORE™
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AMICORP INTRODUCES CORPORATE PROTECTOR SERVICE TO PROVIDE SAFEGUARD FOR TRUSTS AND FOUNDATIONS

Amicorp Group, a global provider of corporate management, financial markets and fund administration services, has introduced a Corporate Protector service to provide enhanced security and peace of mind for settlors and founders of Trusts and Foundations.

Amicorp will offer the service from ten locations – Barbados, British Virgin Islands, Cayman Islands, India, Malta, Mauritius, New Zealand, Singapore, South Dakota, and Switzerland.

The Corporate Protector service – which comes at a time when interest in Trusts and Foundations is growing globally, particularly across Asia Pacific – adds an extra layer of protection for settlors and founders by providing an independent entity to monitor, supervise and exercise certain powers given to it under the governing documents, to ensure that any actions taken abide by their wishes, whether they are alive, incapacitated, or have passed away.

Corporate Protectors also play an effective role in hedging against unforeseen generational changes, conflicts and evolving market conditions, one of the reasons why the new service is so timely.

According to Research and Markets' "Trust and Foundations Global Market Report 2023", the global market for Trusts and Foundations is projected to grow to $153.96 billion in 2023, up from $162.14 billion in 2022. This assumes a compound annual growth rate (CAGR) of 5.3%. The report anticipates further expansion, pitting the market at $193.87 billion by 2027, driven by a CAGR of 4.6%.

One of the drivers of this growth, according to the report, is an upsurge in charitable contributions to Foundations, as individuals extend support during challenging times to alleviate the lives of those in need. Notably, statistics from the National Philanthropic Trust (NPT) reveal that approximately 90% of high-net-worth households contribute to charitable causes. Heightened charitable initiatives by individuals,

David Willis
Head of Trust Services,
Amicorp Group

families and personal foundations play a pivotal role in propelling the evolution of the Trust and Foundations market.

The global uncertainties and shifting financial landscape are strong reasons why we are seeing continued growth in Trusts and Foundations being used as wealth management or succession planning structures by individuals, family offices and enterprises. Corporate Protectors provide an important independent safeguard in making sure they meet expectations in these changing times.

Trustees of Trusts and Council members of Foundations are faced with overwhelming challenges in the execution of their duties, depending on the specific circumstances and the nature of the Trust or Foundation.

Factors such as global movement of families, converging and diverging regulatory compliance frameworks, geopolitical and global economic uncertainties are just some of the concerns faced by Trustees and Councillors. As well as ensuring that their Trusts or Foundations stay compliant with complex legal and regulatory requirements trustees and Councillors need to manage Trust or Foundation assets and investments to achieve the documented objectives. This is particularly difficult during economic downturns or volatile market conditions.

In addition, Trust and Foundation administration is time-consuming and resource-intensive. Keeping records, filing reports, and managing financial transactions often prove overwhelming. Administrators may also face setbacks related to decision-making, especially if there are multiple stakeholders with differing interests, or if the founder's wishes are not clearly defined.

Large Foundations have their own challenges in the face of public scrutiny and criticism. Administrators need to balance donor intent with societal expectations.

Planning for the transition of administrators and trustees can be complex, and finding qualified successors who share the particular mission of the structure can be a challenge.

Beneficiaries also face their own sets of challenges. Obtaining transparent and timely information about the Trust or Foundation's activities, decisions, and financial status can be difficult. In addition, beneficiaries may have diverse interests and objectives, which can lead to conflicts among family members or beneficiaries, especially in multi-generational Trusts.

As beneficiaries' needs change over time, the Trust or Foundation may need to adapt, which can be challenging when dealing with rigid structures and legal restrictions. Beneficiaries may also struggle to find a balance between receiving financial support and being actively engaged in the Trust or Foundation's mission.

There are also concerns for beneficiaries around the tax implications of distributions and how they will receive income or assets from the Trust or Foundation. We often encounter unrealistic expectations regarding the Trust or Foundation's resources and the timing of distributions, which can lead to disappointment and conflict among beneficiaries.

In some cases, beneficiaries may resort to legal action if they believe the trust or foundation is not operating in their best interests or in accordance with the governing documents.

It's important to note that these challenges can often be mitigated with careful planning, clear communication, professional guidance, and a well-structured governance framework. Trustees, protectors, administrators, and beneficiaries should work collaboratively to address these challenges and ensure the Trust or Foundation's long-term success in fulfilling its mission and goals.

In addition to the usual challenges facing protectors, there is also the extra tax scrutiny and potential audit that individual protectors can experience as the result of information exchange. We have seen a number of individual protectors resigning due to the stress this can cause. Families look to professionals to take over this role as they are more adequately equipped to deal with such enquiries.

Some of the powers that a Corporate Protector can hold include being authorized to remove and appoint trustees and councilors, add beneficiaries, approve or change the terms of the Trust or Foundation to make sure the settlors' or founders' wishes continue to be met, as well as approve the sale or distribution of assets.

Note that in the case of Foundations, the Corporate Protector role takes the form of a supervisory body or equivalent.

For more information visit www.amicorp.com.

YOU CAN FAKE AN EXPENSIVE WATCH, BUT NOT A BUTLER!

POLO AND TWEED

By Lucy Challenger CEO of Polo & Tweed

Sitting down with Lucy Challenger, what strikes me is her focus and tenaciousness. When she turns to me, she gives me her direct attention. The iPhone is left on the table, and her eye contact is direct. Extremely well presented, she speaks passionately about her company, her brand and most importantly her ethics.

Lucy has worked in the domestic recruitment world for some years. An entrepreneur by heart, she has founded and set up multiple companies and brands since the tender age of 21. Never one to shy away from exploring new directions and taking risks, she claims she takes 'calculated risks' to allow for a balance of both personal and business life success. It is refreshing her candour on the subject.

Lucy has seen changes in the domestic staffing industry over the years. Her childhood was influenced by a series of wonderful nannies that worked for her family (both parents were Doctors), and her family employed some live-out housekeepers to tend to the home. She has experienced domestic staff first hand, and now as a mother herself, she has her own live in Nanny and part-time housekeeper who she deeply relies on to manage the house when she is at work. The staff are vital to the success and development of any professional family and Lucy understands this first hand.

It is perhaps this approach that makes her business approach her company Polo & Tweed so unique. She doesn't pretend to be anything she is not. She understands that many of her clients are high net worth individuals and families, and she works with her team in Mayfair to place all types of staff from Butlers through to Estate Managers through to Yacht staff in their private estates, yachts and homes. She can understand the stresses of hiring staff and aims to reduce this stress for the client, family office or PA that she is working for.

Ultimately she doesn't think about the bottom line, and her team in Mayfair are not driven by targets. Instead, their focus is on client retention and satisfaction. Most of Polo & Tweed's business comes from word of mouth that Lucy believes, is the most powerful marketing tool.

So what makes domestic service such an interesting career and why is there a rise of white-collar professionals (lawyers, accountants, etc.) retraining to become Butlers? The truth, Lucy says is that if you were born to please and you enjoy service and perfection, then the role of a Butler can be an exciting (and lucrative career). Individuals will travel the world, live and work in the most incredible locations, fly in private jets and spend many months on board super yachts. The life they will experience is unique, and privilege and in return they provide the very best care and service to their principal. It's not the job for everyone, of course, the hours are long, and the shifts are erratic, and this type of domestic service doesn't lend itself to family life. But for those who are passionate and dedicated, the rewards are plentiful. Lucy's team, based in the heart of Mayfair work with all types of clients around the world. 75% of her clientele are high net worth individuals, family offices and PAs based on the domestic industry, and she looks to find all types of staff for their private homes and yachts. 25% are corporate and commercial clients, from 5* hotels, Michelin star restaurants, high-end chalets and commercial yachts. She places full time, part time and also event staff in short term placements. In the last year, Lucy has also had a growing demand for staff training, so she sends specific trainers into private homes, yachts, hotels, restaurants and chalets around the world and trains up existing staff to a higher level of service. For example, silver service or advanced housekeeping skills are the top two requests for in-situ training. She also runs open training courses for individuals who wishes to join and learn specific service skills.

Polo & Tweed does something that no other domestic staffing agency does; it provides the utmost care and attention to its clients and places the highest level of staff within the clients employ. Lucy and her team are looking forward to many years of exciting business development ahead, with new clients and families coming to seek her expertise.

Dining and Playing tables

Renovating tables to the very highest standards ...

BILLIARDS

Sir William Bentley Billiards

Sir William Bentley Billiards are specialist dealers in the finest Antique Billiard tables and makers of the world's most beautiful Billiard, Snooker and Pool tables.

A family-run business, established for almost 40 years, that began with the restoration of Antique billiard tables, has earned an enviable reputation for bespoke Pool & snooker tables of the very highest quality, handmade in classic & contemporary styles to suit individual clients, all over the globe.

The craftsmanship, quality and bespoke nature of the business are widely known within the Interior design industry, and a significant number of the tables made are for Interior Designers and their clients. As a result, the table designs are increasingly diverse and contemporary, and the finishes, and attention to detail are subject to the scrutiny of this most discerning and demanding audience.

Long-time exhibitors at the International Interior Design trade show 'Decorex', Sir William Bentley Billiards tables have been a highlight of London's 'Grand Designs Live' since its inception, were long-time exhibitors at the House & Garden fair, and have also exhibited in the US, Middle-east and China.

This year they showcased the stunning bi-metallic, cantilevered 'Shadow' table at the Elite London and will be at Decorex in September and Grand Designs Live at the NEC in October.

A particular speciality is designing and making dual-purpose tables that combine top quality, slate bed playing tables with beautiful custom made Dining or Conference tables, to seat up to 20 people.

Of course, every table is individually hand-crafted to suit the style and period of interior décor, and whether the table is made from Walnut or Maple, Oak or Metal, in Classic or Contemporary style, the significant choice is which precision engineered mechanisms is used to transform the table; the Rollover or the Wind-up.

Antique tables are still a part of the business, and the business has a large stock of beautiful and unique tables, restored by the same craftsmen that make the new designs. It is the striking beauty of their most contemporary tables, however, that attracts the most attention.

This comparison can best be made by a visit to their workshops and showrooms, which are open 7 days a week by appointment, to see antique & modern tables and accessories side by side, and to witness the making process.

The companies showrooms, situated in the beautiful countryside on the borders of Berkshire and Wiltshire, house many of the world's finest Antique Billiard tables alongside exquisite examples of the Contemporary and Classic fixed height and dual- purpose dining & playing tables that are handmade in the adjacent workshops. One of the great joys of a visit to Marten is to see their team of craftsmen at work. It is fascinating to watch the processes of design, carving, marquetry, veneering, inlaying, polishing, metal and wood working, and to appreciate for yourself the skills involved in the creation of each table.

To enter the showroom is to delve into an Aladdin's cave of burr Walnut, rich rosewood and finely grained mahogany, maple, oak and ash. Intricate marquetry, polished metal, delicate inlays and beautiful veneers, lie side by side with fine Scottish leathers and English wool-nap cloth. Whether your search is for an Antique, second-hand, bespoke or replica table, for billiards, snooker or for pool, for a stunning contemporary rollover or an elegant wind-up dual- purpose table for dining and playing, you are sure to find either exactly what you are looking for or the inspiration to specify your very own custom-made and designed tables.

www.billiards.co.uk

OUR LATEST ARTICLE ON ANTIQUE WEAPONS

FROM FAMOUS LONDON GUNMAKER

A Tradition of Style, Adventure and Exclusivity..

EXPLORE THE WORLD OF ANTIQUE WEAPONS

HOLLAND & HOLLAND

EVER THOUGHT OF INVESTING IN ANTIQUE WEAPONS?

Learn what the expert gunmakers have to say!

Holland & Holland guns are celebrated throughout the world as the perfect combination of artistry and craftsmanship. To understand why, you need simply pick one up, balance it in your hands, and allow your eyes to take in every detail of its lines.

Such an achievement does not come into being by evolution alone, even though Holland & Holland guns and rifles trace their lineage back to the year 1835. Its other parent is curiosity, the desire of the craftsman and gunmaker to see whether an improvement can be made on accepted methods. The company was founded by Harris Holland in London in 1835 and by the turn of the 19th century had become one of the best known and highly regarded London gun and rifle makers. Taken forward by his nephew, Henry, who became a partner in 1867 (from then on the company was known as Holland & Holland), the company built a gun factory in Kensal Green in 1898 which has since been in continuous use.

To consider an antique or vintage weapons as an investment may not be as daft as it would first seem. Like all collectables, fashions come and go so not everything is going to be desirable all the time. The one certainty is that, if carefully purchased, values never appear to go down but generally increase on a regular basis of around 3 - 5% per year. There are many specific areas of the market, but the most popular to delve into is classic sporting shotguns and rifles. It is generally recognised that the epitome and benchmark of excellent sporting guns and rifles that are produced in the UK, so this is where our search begins. We must first take into consideration that condition is key. Although you may pay a little more for something unique, totally original, unaltered and in excellent condition, you will not normally not have a problem selling it on. When looking for a good investment, one likely to make reasonable return in the years to come, the sound advice would to be to first look for something with fairly standard specifications. By doing this it means that when you come to sell you will appeal to a wider market, rather than

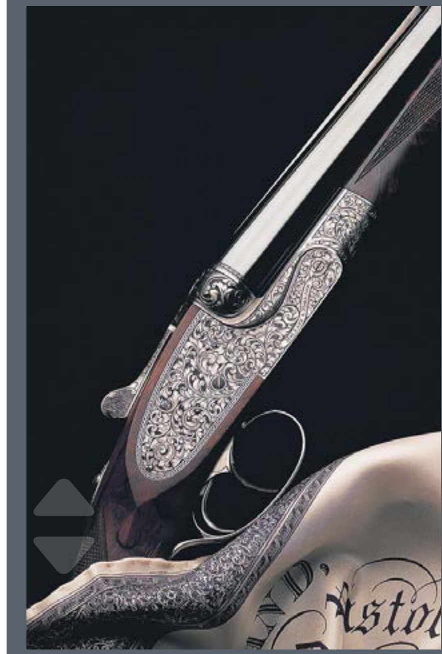
CONSIDERATIONS

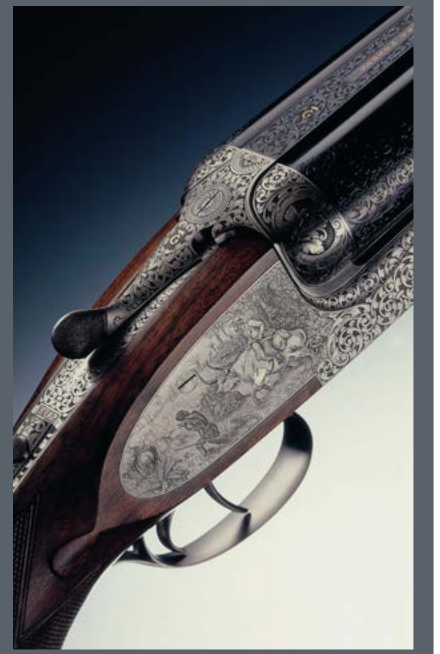
1. Condition

2. Best gunmakers

3. Purchase price/future value

4. Enjoyment factor





just a few collectors. A second consideration should perhaps be the name. Holland & Holland, Boss and Purdey will always command a higher price as the original standard of workmanship is higher than the majority. However, a poor condition best gun or rifle will not hold or increase its value anything like one in mint condition of a lesser make. Your third consideration must be what as an individual, are you looking to achieve? If it's just pure investment then it's down to condition, originality and purchase price, but to enjoy and make use of the guns and rifles whilst you own them, to me, is a bonus.

A great number of owners use these collectables week after week but take care to maintain their condition. We must remember that although considered 'antiques' these are working guns that were made to be shot. It is not uncommon for someone to turn up to a shoot with their one-hundred year old Holland & Holland still in perfect working order. So where should we look to start with all this? Are you a rifle or a shotgun man? Do you have a passion for old rather than new? Maybe you like them all. Decide what would benefit you the most by looking what you can use and enjoy, decide how much you wish to invest and then look on the internet, at auction sites and in the shooting press to see what others are showing interest in. When looking at shotguns, a hammerless sidelock is popular, but if you want a rifle, the big calibre's are in demand. 'New or Old?' A very common question indeed and something that splits opinion, with some suggesting 'they don't make them like they used to.' The plus side of buying new is that the quality of today's materials, manufacturing and craftsmanship is as high as it ever has been. The standard perceived gets better year after year and having a bespoke gun made to your measurements cannot be bettered. If it's old you decide on every maker at various times through time purports to be better than the next. The major advantage of buying old as an investment is that you can see an immediate return if you paid the right price. Remember to keep the following in mind, and you will not go far wrong: 1.Condition, 2. Best gunmakers, 3. Purchase price and future value and 4. Enjoyment factor now.

SHOWCASING THE AMAZING

1066 PIANOS

TRUSTED SUPPLIER OF THE WORLDS FINEST PIANOS FOR MORE THAN THREE GENERATIONS

Now in its third generation, even today 1066 Pianos remains a family-run business with a vision to carry forward its tradition, craftsmanship and exceptional technical knowledge from our Cambridge workshops based in England.With more than 10,000 square feet of space devoted to the line of work, The 1066 Pianos Workshops are among the few largest still in existence. Nowhere else in the world will you find such a unique variety of fine, handcrafted pianos. Furthering our commitment to quality, all work is carried out at our family workshops by our Cambridge artisans, technicians and craftsmen.

Engineered to be exceptional.
From initial concept through to their execution, a 1066 piano is designed to be truly exceptional. In the 1066 Workshops irreplaceable, time-proven experience combines with computer-aided design (CAD) to dramatic effect. True craftsmanship meets state-of-the-art design processes, and finely-honed cutting edges meet the very latest in laser technology. In brief: the wealth of our great piano heritage combines with 21st century innovation to produce the very finest pianos in the world.

Finely attuned to perform.
Our master technicians fulfil the original designer's vision with their outstanding ability, experience and technical knowledge that enable the impressive dynamic response for which a 1066 piano has become internationally renowned. They are the magicians of the 1066 Workshops, who combine their many years of sound expertise with the application of scientific principles to truly exceptional effect.

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As with a bespoke tailored suit, your piano should be a 'perfect fit' for you — and you alone. It should proverbially fuse with your fingers, becoming a part of you. Responding with fine alacrity to your every whim. Likewise, the piano should be able to express you — through the roar of thunder, or a light expression of joy and laughter — the piano should express your thoughts precisely as you want them heard.

This is what is so uniquely special about a 1066 piano. It is made especially for you.

www.1066pianos.com

"finely tuned by 1066 to perform"

"engineered to be exceptional"

A BESPOKE PIANO

How would you like your piano to look

Whether you want a magnificent period art case piece or a bespoke designer piano, The 1066 Grand Hall we have an outstanding selection of instruments to choose from.

You can discuss your personal piano requirements. One of their experts will be delighted to talk through the options with you, whereabouts in your home it will go, which size is ideal etc., and guide you further along the path towards your perfect piano.

1066 also specialise in 'sculpture pianos,' amazing sculptures with a fine handcrafted acoustic piano inside each one individually designed and bespoke to be exactly as the client wants it.

A BESPOKE PIANO AS YOU WANT IT

THE NEXT TECHNOLOGY GOLD RUSH

BIO-PRINTING

BIOPRINTING BODY PARTS FOR TRANSPLANTS

Bioprinting involves the use of advanced printing technology to print live cells for use as human organs for transplants; the cells then seem to be able to rearrange themselves after printing.

The 3D printing industry has come a long way in the last few years and has for some time been printing a diverse selection of objects in areas such as automotive, medical, business, industrial equipment, education, architecture, consumer products, plastic and metal items. However, while this seems like an incredible achievement, even more incredible is the recent development of bioprinters. This technology that can construct living tissue by outputting layer-after-layer of living cells will revolutionize the medical field. 3D printed prosthetics and implants have already been on the market for a number of years. Recently in the news, the first customized 3D-printed lower jaw was created for an 83-year-old patient with a serious jaw infection. The FDA has also given approval for a 3D printed implant that replaced 75% of a man's skull.

Future developments include keyhole bioprinters that can repair organs inside a patient's body during an operation; other developments have cosmetic applications such as face printers that could evaporate existing cells while simultaneously replacing them with new cells. Future technology could also give people the ability to download a face template from the Internet and have it printed onto their own face or have a saved template of their own younger face and have it reprinted back on, later on in life. As bioprinting interacts more and more with the medical fraternity, replacement body parts and organs will be a relatively simple and routine task. In addition, as every organ printed will be from a patient's own cells, the risk of transplant organ rejection would be negligible.

According to Christopher Barnatt, the Associate Professor of Strategy and Future Studies at Nottingham University Business School in the UK, 'I believe that bioprinting will become a mass-use medical technology, largely because it will be readily scalable, unlike current transplant techniques that are limited by donor tissue availability. I expect bioprinting to enter an application in the early 2020s for things like nerve and arterial graft transplants. Kidneys will probably follow by the late 2020s, and more complex organs, plus in situ bioprinting in the 2030s.

- REPRINT DAMAGED BODY PARTS AND SKIN
- REPRINT YOUR YOUNGER FACE AT ANY AGE
- POSSIBILITIES FOR MEDICINE ARE ENDLESS

PRINTING A NEW FACE

"Bioprinted images created by and copyright (c) Christopher Barnatt, ExplainingTheFuture.com"

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