

Scanning the Horizon

A look at what's ahead in 2025 for family offices, ultra high net worth investors, and the partners who serve them.



COPIA
WEALTH STUDIOS

Table of Contents

- I. Introduction
- II. Family
- III. Market
- IV. Future
- V. Conclusion





Act One

An Introduction

Family offices continue to face complexity in wealth, technology and markets.

Our Mission: To put Your Assets Under Intelligence®.

We believe the future of wealth management lies in harnessing **AI** to provide insights and automation. As families increasingly allocate to **alternatives and face growing operational complexity, AI-native operating systems, like Copia**, will help transform fragmented data into **actionable insights**.

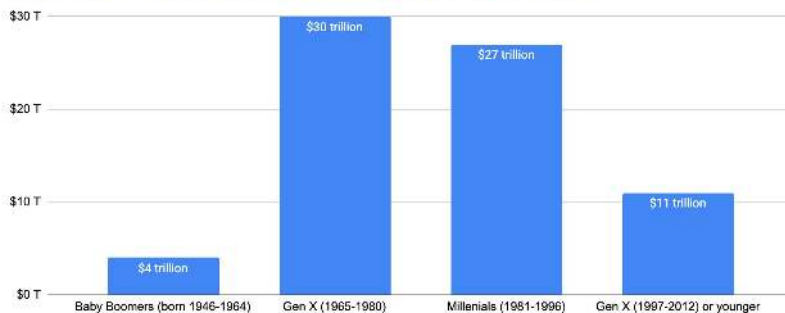
TL;DR

Macro Trends

The Great Wealth Transfer Accelerates

- ★ **\$50 trillion** in wealth is expected to transfer across generations in the coming years
- ★ **93% of next-generation** family members have different investment priorities than founding generations
- ★ **Technology adoption and alternative investments** are key focus areas for younger family members

Estimated wealth to be inherited through 2045, by generation



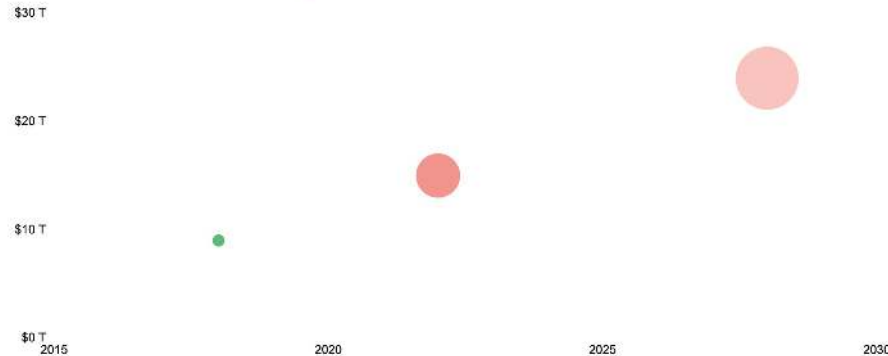
Source: Cerulli Associates, "The Cerulli Report: U.S. High-Net-Worth and Ultra-High-Net-Worth Markets 2021."

Macro Trends

Alternative Investments Take Center Stage

- ★ Private market allocations continue to grow, with the average family office now allocating **20-30% to alternatives**
- ★ **Direct investing and co-investment** activity is rising as families seek greater control
- ★ **Access to quality deals** and operational complexity remain key challenges

Size of the Alternatives Industry, US\$ Trillions

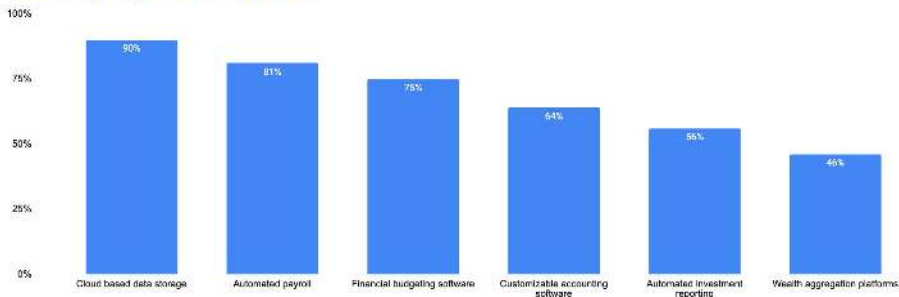


TL;DR



TL;DR

Technology Adoption in Family Offices



Macro Trends

Technology Becomes Mission Critical

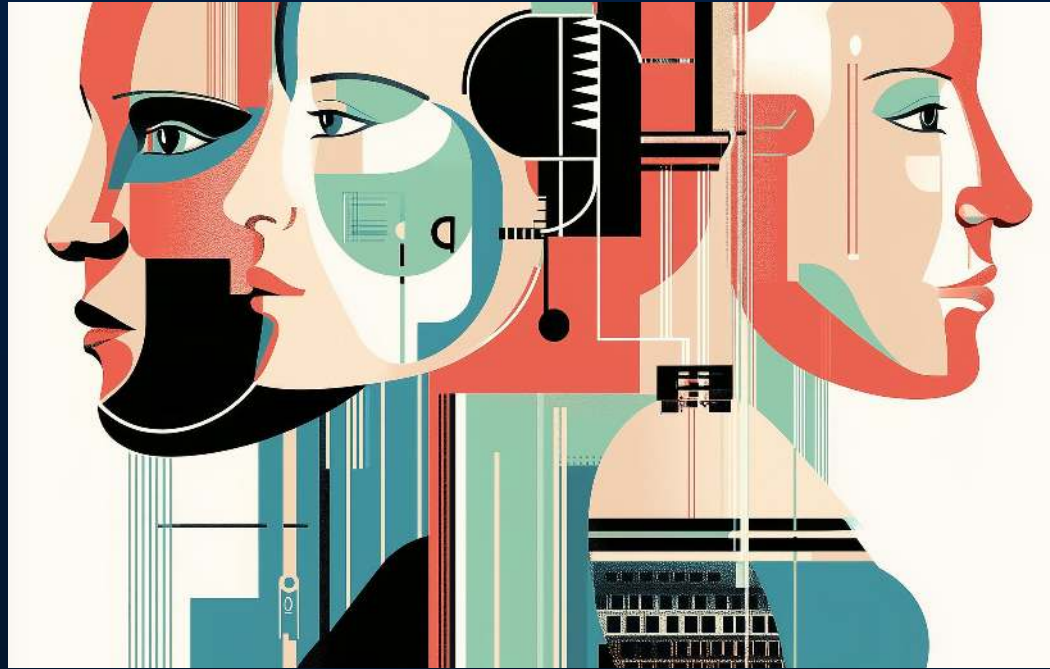
- ★ **86% of family offices** are exploring digital platforms to help manage growing complexity
- ★ **Cybersecurity and data aggregation** are top technology priorities
- ★ **AI adoption is accelerating** as families seek better portfolio intelligence
 - *Still only 14% of families using these tools*

Act Two

Family

"In every conceivable manner, the family is link to our past, bridge to our future."

- Alex Haley





\$6.3Tn

over next
15 years

4,136

in 2015

6,441

in 2024

1,000 billionaires

\$1.2Tn

Demographics and the Great Wealth Transfer

The wealth management industry is on the cusp of a monumental transfer of assets. **Over the next 15 years, baby boomer billionaires are expected to transfer an estimated \$6.3 trillion** to their heirs and chosen philanthropic causes - a figure that has grown from earlier estimates due to asset price inflation and the aging of wealth holders.

To put this in perspective, over 1,000 billionaires will pass an estimated \$1.2 trillion to their children in just the next two decades.

Growing Complexity of Family Structure

Family offices are dealing with increasingly intricate family structures and cross-border considerations. **The average family office now supports 7 family members across multiple households and jurisdictions.** This growing complexity is reflected in organizational structures - while **71% of family offices are run as independent entities**, there's a rising trend of "virtual family offices" leveraging **technology and outsourcing to manage distributed family interests.**



7

Average number of family members



71%

Are independent entities



11%

Are virtual family offices



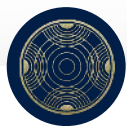
\$400B

In wealth relocated since 2020



90%

Are using some form of cloud-based storage to house documents



46%

Are using a wealth aggregation platform of some kind to track alts



14%

Only 14% are of offices are using AI tools to assist in their operation



37%

Cite spreadsheet dependence as top operational risk



56%

Are using automated investment reporting

Technology Adoption

Technology is radically changing how family offices operate, though adoption remains uneven. While **90%** have moved to cloud-based data storage and **81%** use automated payroll systems, only **56%** leverage automated investment reporting. The biggest technology pain point remains over-reliance on spreadsheets for tracking investments - cited by **37%** as a key operational risk.

Family offices are increasingly looking to technology platforms to help manage growing complexity, **with particular interest in:**



Wealth aggregation platforms



Portfolio analytics tools



Automated reporting capabilities



AI-enabled document processing



Cybersecurity solutions



Act Three

Market

"In investing, what is comfortable is rarely profitable."

- Robert Arnott



The Rise of Alternatives



42% average allocation
to alternative assets



Private equity represents
22% of portfolios



Real estate accounts for
10% of allocations



Average PE portfolio includes
13 direct deals and 7 funds



84% of UHNW investors are
engaged in private equity investing

Alternative investments have become mainstream for family offices, with allocations continuing to grow despite market volatility. **The average family office now allocates 42% of their portfolio to alternative assets**, making them among the most sophisticated investors in this space.



The push into alternatives is particularly strong among next-generation leaders, with **50% citing increased focus on private markets as a key priority**. Family offices are uniquely positioned to take advantage of alternative investments due to their **long-term horizon and ability to accept illiquidity**.

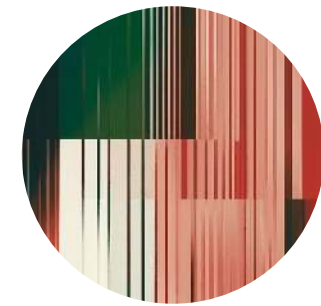
Future Outlook and Short-Term Trends

Looking ahead to 2025, family offices are navigating a complex landscape shaped by geopolitical tensions, inflation concerns, and shifting monetary policy. Despite these challenges, there's optimism about specific opportunities.



Growing interest in **artificial intelligence** and healthcare technology investments

Shift toward **operational value creation** in private equity



Increased **focus on private credit** as traditional lending tightens

Rising interest in **real assets** as inflation protection



Greater emphasis on **co-investment opportunities**

Risk considerations cited by family offices

58%

concerned about major
geopolitical conflict



38%

worried about real
estate correction



37%

focused on higher
interest rates



36%

monitoring
recession risk



Regional Variations and Cross-Border Considerations

Family offices are becoming increasingly global in their outlook, though with distinct regional preferences and challenges.

U.S. family offices maintain a strong home bias, with 82% of assets allocated to North America, while European offices tend to be more globally diversified.



Regional Variations and Cross-Border Considerations

Regional Insights

**50% of global
family office assets**

Allocated to North America

27% allocated

To Western Europe

9% allocated

To Asia-Pacific

8% allocated

To Greater China

Regional Variations and Cross-Border Considerations

Cross-border Trends

176

Billionaires have
relocated since 2020



Growing interest in Singapore, UAE,
and Switzerland as wealth hubs

\$400B

In wealth has moved
across borders



Increasing need for cross-border
wealth structuring expertise

Family offices are particularly focused on jurisdictions offering:



Political
stability



Strong
healthcare
systems



Quality
education



Favorable tax
treatment



Robust legal
frameworks

The trend toward globalization of family office investments continues, but with increased attention to geopolitical risks and the need for local expertise in different markets. This is driving demand for sophisticated cross-border wealth structuring and a growing preference for jurisdictions with proven track records in managing international wealth.

Act Four

Future

"The most reliable way to predict the future is to create it."

- Abraham Lincoln





Cybersecurity

The digital transformation of family offices comes with heightened cybersecurity concerns. According to the North America Family Office Report 2024, cybersecurity has shifted from being the primary operational risk to second place, **with 29% of family offices expressing concern over data breaches and cyber-attacks.** However, this lower ranking may reflect growing confidence in counter-measures rather than reduced threats.

"Ask any family office CFO or CEO what they're worried about and they will tell you they're worried about reporting and record keeping, and the next thing they'll say is security." notes one CEO.

This vulnerability is compounded by the fact that family offices are increasingly seen as prime targets due to their high concentration of wealth and sometimes less robust security infrastructure compared to larger institutions.

Only 10%

of family offices report being victims of cyber-attacks over the past 24 months

57%

of family offices outsource their cybersecurity functions rather than handling it in-house

Just 40%

of family offices have cybersecurity controls in place (down from 44% last year)

Only 16%

of family offices currently
hold cryptocurrency
investments, down from 30%
two years ago

63% believe

cryptocurrencies drawbacks
(volatility, lack of regulation)
will eventually be overcome

89%

of family offices expect AI to
transform wealth
management operations

AI and Crypto

The relationship between family offices and these emerging technologies presents a fascinating dichotomy. While cryptocurrency holdings remain minimal (less than 0.5% of average portfolio allocation), artificial intelligence has emerged as the top-ranked investment theme, **with 78% of family offices stating they are likely to invest in AI over the next 2-3 years.**

Agentic AI and Wealth

Perhaps the most transformative trend on the horizon is the emergence of agentic AI - artificial intelligence systems that can act autonomously on behalf of wealth owners. While still in its early stages, this technology promises to revolutionize wealth management through:



Automated
portfolio
rebalancing and
risk management



Predictive analytics
for investment
opportunities



Real-time market
monitoring and
response



Intelligent
document
processing and
reporting



Monitoring for
changes in style
drift and thesis
across investments

"People tend to jump on bandwagons. They look for keywords, and as long as the keywords appear enough times in the deck, they invest. If you don't know about AI, it is really not easy to diligence a VC investing in AI," cautions one family office founder. This underscores the importance of understanding the technology beyond the hype while recognizing its transformative potential.



Act Five

Wrap Up

The future of wealth management lies at the intersection of human expertise and artificial intelligence, with cybersecurity as the crucial foundation ensuring the integrity of these systems. Family offices that successfully navigate these technological frontiers while maintaining robust security measures will be best positioned for long-term success.

Sophisticated investors face challenges managing wealth across generations, asset classes, and borders. **The confluence of technological advancement, geopolitical shifts, and evolving family dynamics demands a new approach to wealth management** - one that harnesses the power of artificial intelligence while maintaining the **human touch that has always been central to family office success.**



Thank You



COPIA
WEALTH STUDIOS

"Life is no 'brief candle' to me. It is a sort of splendid torch which I have got hold of for the moment; and I want to make it burn as brightly as possible before handing it on to future generations."

—GEORGE BERNARD SHAW

To learn more about putting your Assets
Under Intelligence®, visit

hello@copiawealthstudios.com | www.copiawealthstudios.com