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PwC's Global Family Office Deals Study 2023

From Wealth to Opportunities





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Foreword

The growing importance of family offices in the global transaction market

In the ever-evolving world of global finance, one phenomenon in particular has caught our attention: the growing influence of family offices in transactions. In this comprehensive study examining the transactional behaviour of family offices worldwide, we explore their fast-changing role in the global transaction market.

Family offices, traditionally entrusted with the preservation and maintenance of generational wealth, are undergoing a metamorphosis. They are becoming increasingly prominent and agile players in deals, actively engaging in transactions that span a wide range of asset classes – from the dynamic world of start-ups to the intricate landscape of mergers and acquisitions (M&A) to the fundamentals of real estate development, across geographic and sector boundaries.

Diverse deals and motivations

This study, which examines the transactional behaviours of family offices in all these types of deals, is a testament to their growing importance in the complicated web of the global economy. We examine their involvement in transactions across different markets and industries, their preferences for joint and/or sole investments, and the sizes of the cheques they are willing to sign.

The motivations for family offices' decisions to engage in these transactions are as varied as the investments themselves. Wealth preservation, the desire for diversification and the opportunity to access global markets are luring them into uncharted territories. Their penchant for individualised design and control reflects the values and aspirations of the families they represent, and marks them out as alert and nimble navigators in a constantly-shifting investment landscape.

Wider impacts – and an enduring legacy

In our exploration of the role of family offices in transactions, we shed light not only on the remarkable journey these institutions have undertaken, but also on the impact that their drive into deals has had on the broader financial landscape. Their presence is increasingly felt and acknowledged in boardrooms, in start-up ecosystems and in the foundations of real estate development around the world.

This research not only demonstrates that family offices – as active players in the transaction market – are a financial powerhouse in their own right, but also bears witness to the enduring legacy, relevance and dynamism of family-led management in an ever-changing world.

Blending tradition and innovation

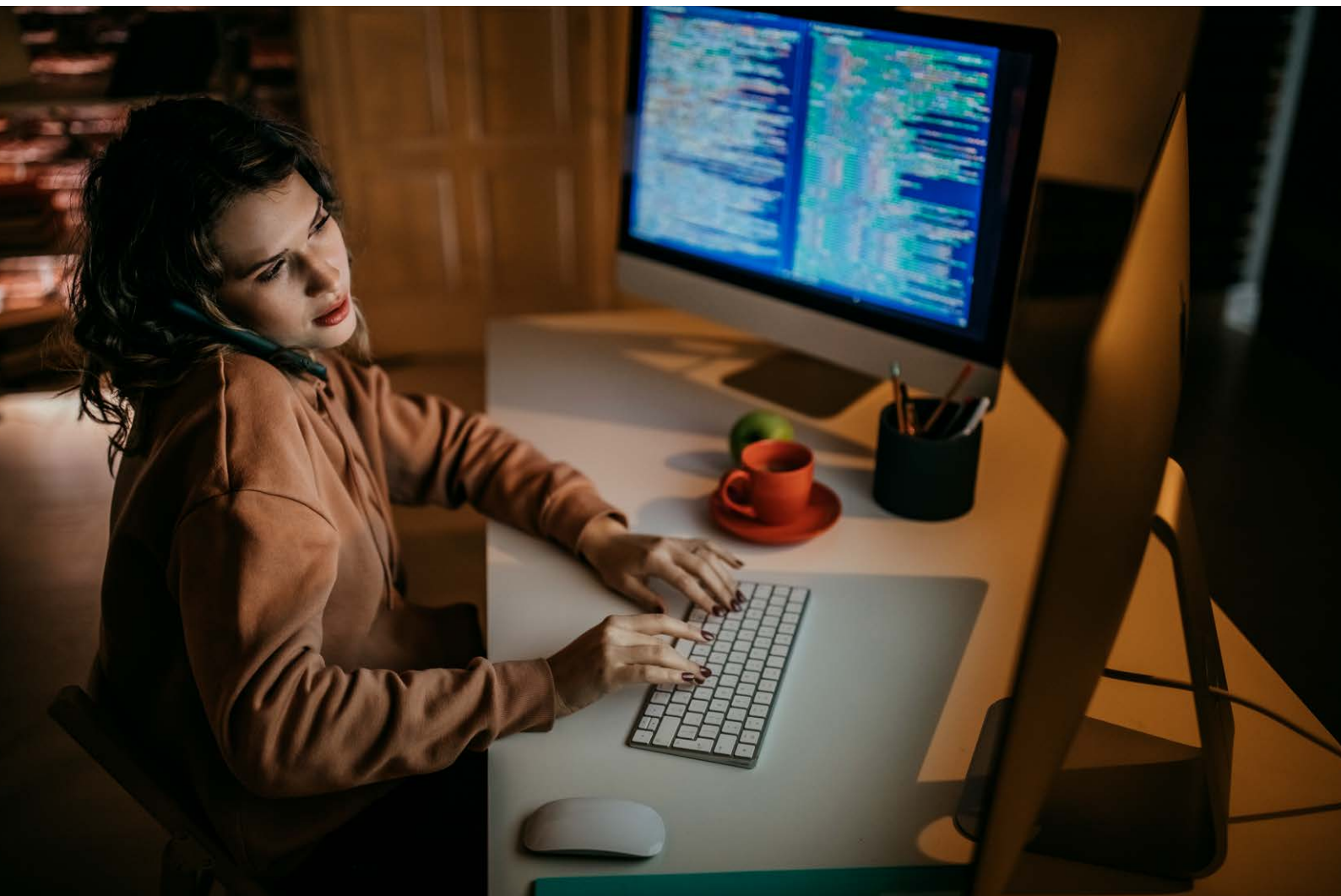
As you engage with the findings and insights of this study, we invite you to join us in recognising family offices as architects of change and stewards of wealth. At a time when transactions represent the heartbeat of global finance, family offices stand both as guardians of tradition and champions of innovation, shaping the future of investment and M&A as well as wealth preservation.



Peter Englisch,
Global Family Business and EMEA Entrepreneurial and Private Business
Leader, Partner
PwC Germany



Johannes Rettig,
EMEA Family Office and Deals Leader, Director
PwC Germany





Introduction:

About this report

As family offices develop and execute their strategies to protect and grow family wealth and assets in a fast-changing and uncertain world, they're becoming increasingly active players in deals. It's a trend that brings major implications for family businesses and their owners – and also for the role, remit and purpose of family offices themselves, as they pursue an ever wider range of investment opportunities in an increasingly complex world.

In this report, the latest in PwC's ongoing series of research studies on family offices' evolving investment strategies and behaviours, we draw on our unique global database of family offices and their investments to pinpoint the major macro trends over the last decade, with a particular focus on the past year. We then provide “deep dives” at a global, regional and sector level into their investments in three key asset classes: direct investments/M&A, real estate, and start-ups. The result is a more accurate and detailed picture than ever before of how family wealth is being invested across the world.

We hope you find our findings interesting and informative. PwC's multi-disciplinary family office advisors have extensive experience in helping family offices and wealth holders bring their values to life. To deliver the best outcomes for these clients we offer a comprehensive range of services specifically tailored to family offices. We have also compiled a Family Office Location Guide to help family offices choose the optimal jurisdiction globally to meet their unique needs.

Methodology and definition of terms

Our analysis of family office direct, real estate and start-up investments, over the past decade is based on our proprietary database of 7,500 family offices worldwide. In compiling this report, we researched acquisitions and disposals in direct, real estate and start-up investments by family offices in North America, Latin America & the Caribbean, Europe, Middle East & Africa, as well as in Asia-Pacific between January 2013 and June 2023.

Prologue



By Johannes Rettig
EMEA Family Office and Deals
Leader, Director, PwC Germany

What is a “family office”? Opinions about the definition of the term often diverge considerably. Most academics agree on the following four different types of family office:

1. **Single Family Offices (SFO):** This is an independent legal entity that invests and manages the assets of a single family.
2. **Multi-Family Offices (MFO):** They provide services to multiple families that do not necessarily have to be related.
3. **Embedded Family Offices (EFO):** This is a more informal structure, often within a family business, for example when employees manage the private assets of the owner family in a separate department.
4. **Virtual Family Offices:** This is when several independent experts (such as lawyers, tax advisors, investment consultants, etc.) work together in a network - outside of a legal structure - to manage a family’s private assets.

Practice, on the other hand, has produced numerous other varieties over the years, including, but not limited to:

- **Principal/Family Investment Offices:** These are independent legal entities that manage the assets of a single, wealthy individual. These can primarily include the investment firms of Tech and Wall Street billionaires.
- **Principal/Family Investment Funds:** These not only invest the money of a single wealthy individual, but also collect money from additional wealth holders to spread the risk and invest in a larger portfolio.
- **Family Business Corporate Ventures:** These are independent subsidiaries of family businesses that invest family assets in young companies (startups) and provide them with the equity they need.
- **Family Investment Companies:** In this form, many family businesses often reposition themselves to invest the family assets they have accumulated over generations in a diversified portfolio of business investments. For the most part, they emerge from the original “family business.”

What unites these different forms of “family offices”, in a broad sense, is that they were all founded with the money of a single owner or a family of owners and invest their wealth in a targeted, long-term manner. That unifying definition is what we observe for the purpose of this study.

Section 1: Global trends in family office investments

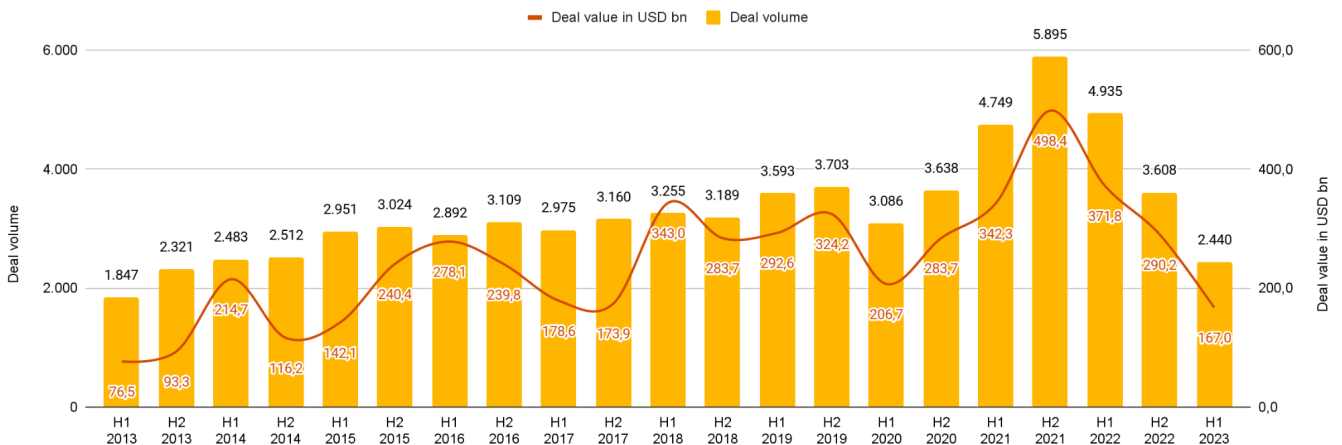


A downturn in overall deal volume and value...

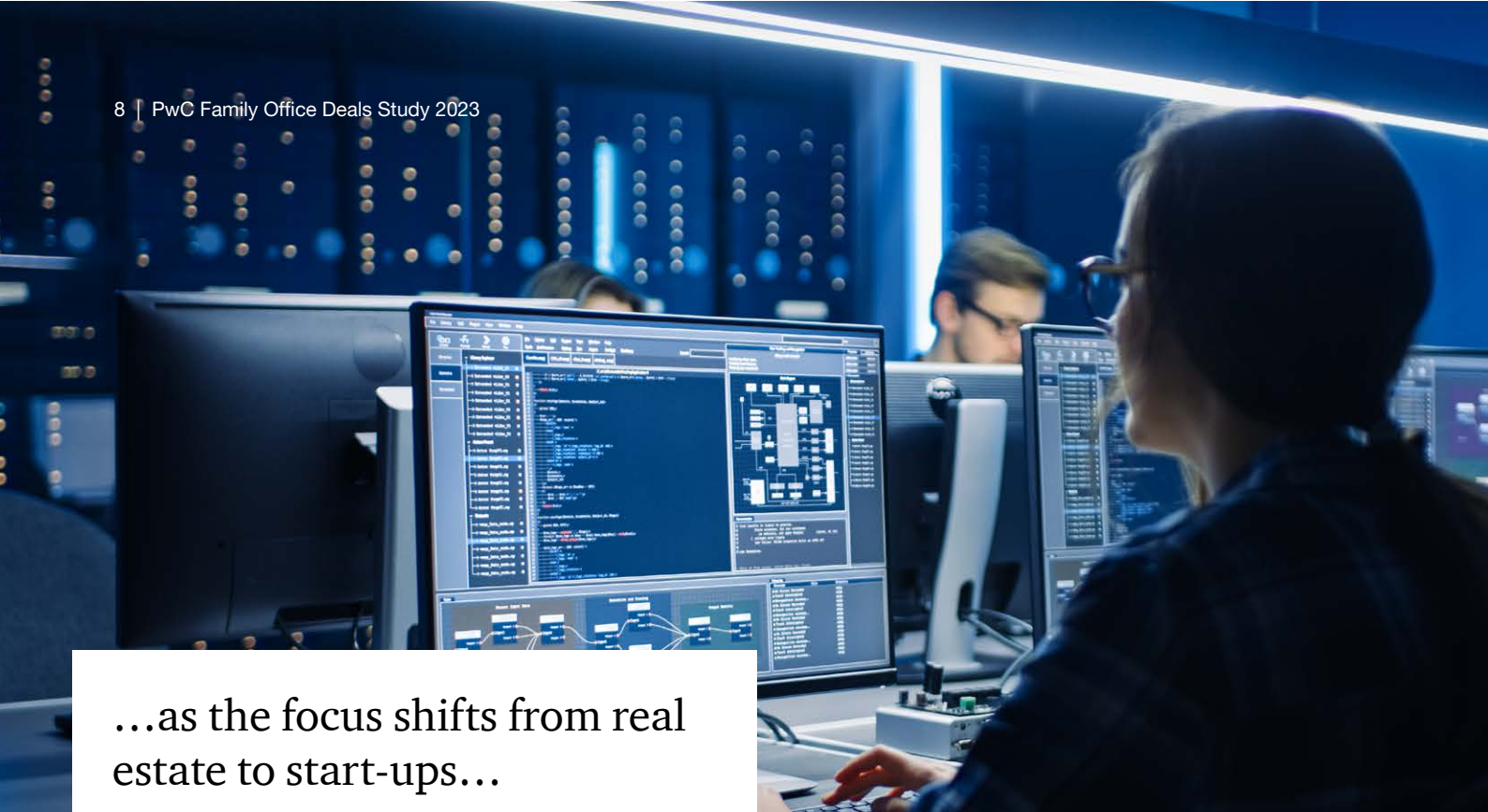
At a global level, the second half of 2021 saw investments by family offices across all asset classes reach an all-time high in terms of both volume and value. However, from the start of 2022 a decline set in which has continued into the first half of 2023,

resulting in the third consecutive half-year fall. The effect is that the volume and value of deals have now slipped below the low-points they recorded in the first half of 2020, at the start of the COVID-19 pandemic.

Family Office investments by volume and value, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics, Mergermarket and Pitchbook

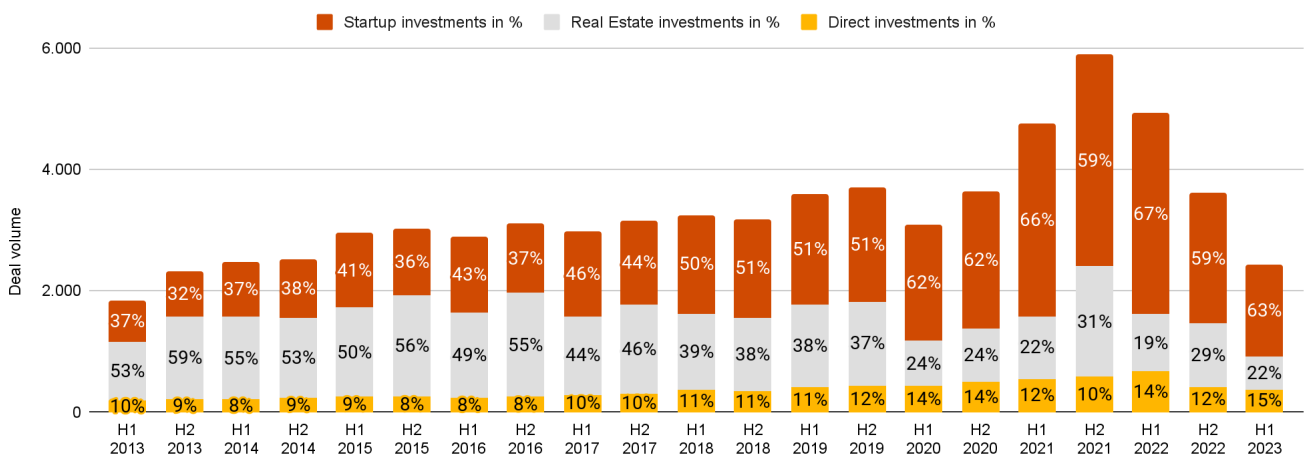


...as the focus shifts from real estate to start-ups...

However, while overall deal volume is declining, it's also shifting between asset classes. Our research shows that family offices are increasingly transitioning their investments away from real estate and towards start-ups. Up to the end of 2016, family offices worldwide invested most frequently in real estate. But after a brief period of equilibrium in 2017,

the beginning of 2018 saw the balance shift decisively towards investments in start-ups, where it has stayed ever since. In parallel, the proportion of family offices' deals going into direct investments has risen steadily since mid-2015 – with an exception of a couple of downward blips in 2021 and the second half of 2022 – to reach a new all-time high of 15% in the first half of 2023.

Family Office investment volume by asset class, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics, Mergermarket and Pitchbook

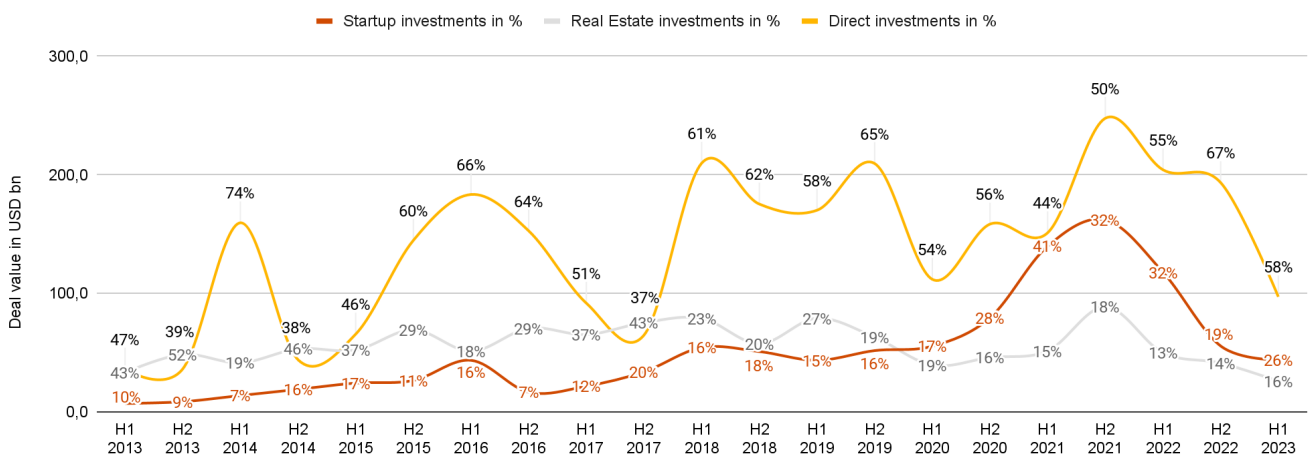


...but direct investments dominate in terms of value


While start-up investments now dominate family offices' deal volume, the story on value is quite different, with direct investments accounting for the largest proportion of money flows, and start-ups gaining ground in terms of deal value. Over the years from 2013 to 2020, family offices invested most of their capital –

with a few exceptions in the second halves of 2013, 2014 and 2017 – in companies via direct investments/M&A, followed by investments in real estate. However, in the second half of 2020 the tide turned in favour of start-ups, and since then start-ups have ranked second on deal value behind direct investments.

Family Office investment value by asset class, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics, Mergermarket and Pitchbook



A Greek and a Swedish family office lead the way globally across asset classes

When we list the top ten family office investors globally across all asset classes from July 2022 to June 2023, we find that two principal-backed investment firms top the list by a significant margin – Dimand and Sterner Stenhus. Six US family offices make it into the top 10.

Interestingly, in addition to the six US representatives, there are two Swedish family offices, Sterner Stenhus and a Family-backed / initiated investment fund. The remaining two in the top ten come from Greece and Germany: Dimand and Global Founders Capital.

The global top 10 family office investors across all asset classes, July 2022 to June 2023

Rank	Family Office	Owner (family)	HQ Country/Region	Deal volume
1	Dimand SA	Dimitris Andriopoulos	Greece	574
2	Sterner Stenhus AB	Elias Georgiadis	Sweden	574
3	Soma Capital	Aneel Ranadive	USA	218
4	Keiretsu Forum	Randy Williams	USA	166
5	Family-backed / initiated investment fund	N.A	Sweden	121
6	Greystar	Bob Faith	USA	105
7	Pareto Holdings	Jon Oringer	USA	104
8	Hines Interests LP	Hines	USA	89
9	Global Founders Capital	Oliver Samwer	Germany	84
10	Bessemer Venture Partners	Phipps	USA	84

Source: PwC analysis based on data from Real Capital Analytics, Mergermarket and Pitchbook

Section 2: Deep dive – direct investments/M&A

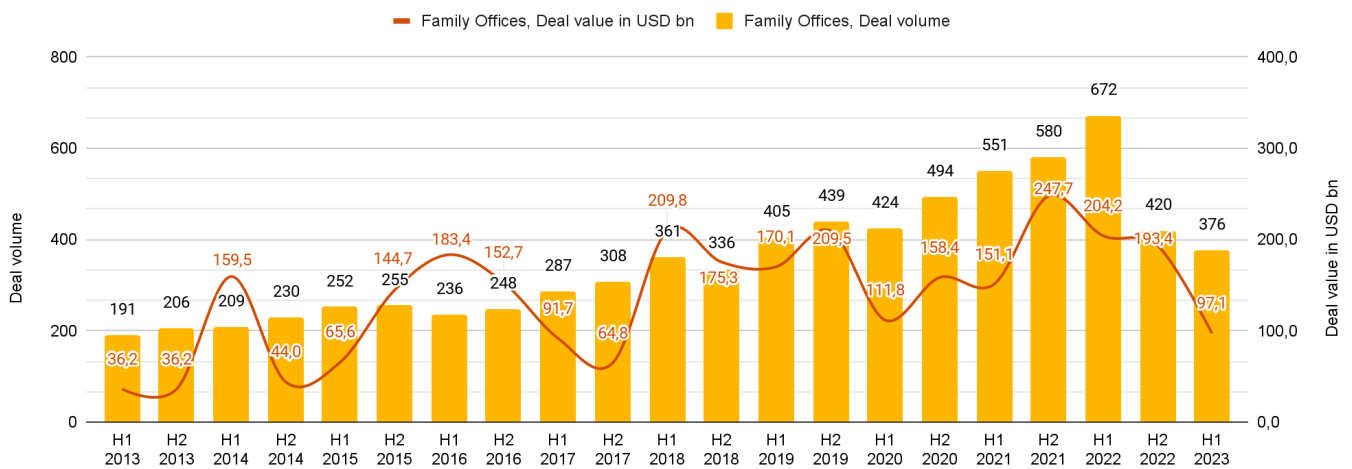
Falling value and volume in direct deals...



Narrowing the focus to direct investments and M&A deals, our analysis shows that family offices' overall global deal value in this asset class has been declining since early 2022, and their deal volume since mid-2022. However, it's important to note that this reversal follows a steadily rising trend in both volume and value running through

out most of the previous decade. In terms of deal value, the most significant declines were recorded in the first halves of 2022 and 2023, with falls of 17.6% and 49.8%, respectively. The number of transactions, on the other hand, continued to rise until mid-2022, before collapsing by 37.5% in the second half of that year.

Global family office direct investments/M&A by volume and value, January 2013 to June 2023



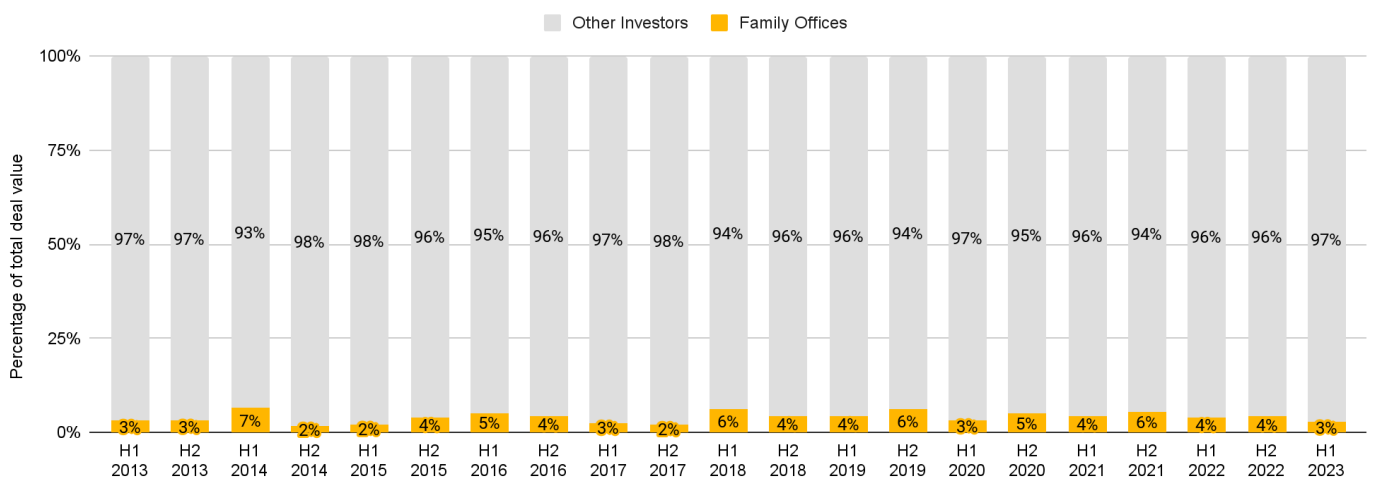
Source: PwC analysis based on data from Mergermarket

...with family offices' market share also seeing a decline

Hardly surprisingly, the decline in the value of family offices' direct/M&A deals has seen their market share of total direct investment value fall in tandem. In the first half of 2023 the proportion of family office-backed direct investments stood at just 3%,

a relatively low level that was last recorded in the first half of 2020, at the beginning of the COVID-19 pandemic. This means family offices' share of total deal value for this asset class has halved in just eighteen months since the second half of 2021.

Global family office market share of direct investments/M&A by value, January 2013 to June 2023



Source: PwC analysis based on data from Mergermarket

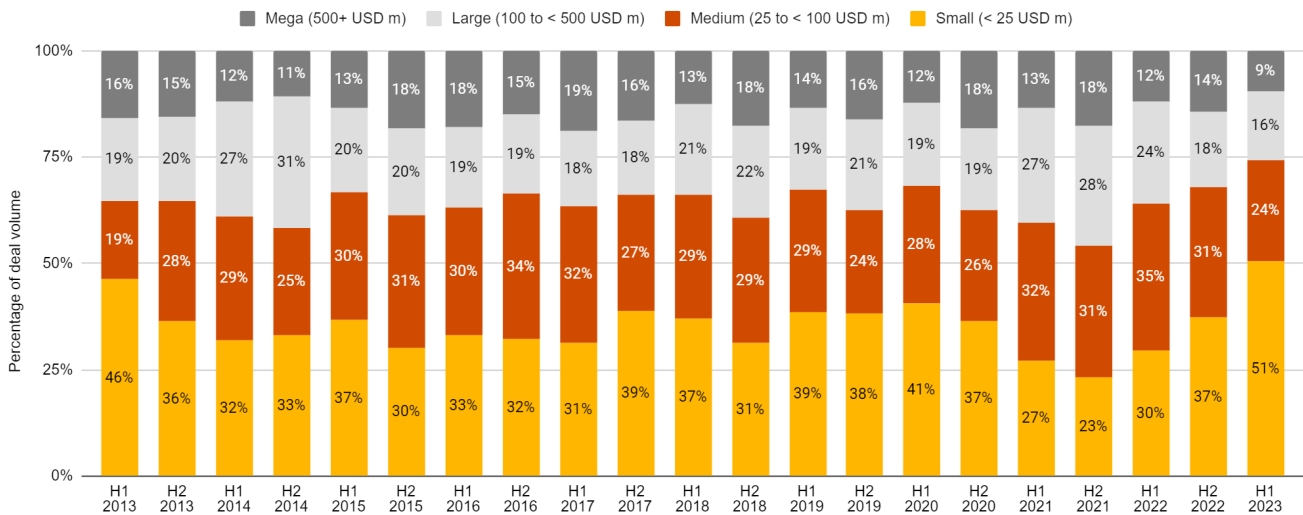


Family offices are embracing smaller direct investments...

Alongside the recent decline in the volume and value of family offices' direct deals, we're also seeing them embrace smaller deals while scaling down large and mega-deals. The proportion of small deals – defined as those with a transaction value of less than US\$25 million – among all direct investments backed by family offices rose to an all-time high in the first half of 2023,

accounting for just over half of their total deal volume for the first time. At the same time, the proportion of direct investments categorised as large or mega-deals fell to all-time lows. And medium-sized deals – those with a transaction value between US\$25 million and US\$100 million – accounted for 24% of family offices' direct investments, level with the second half of 2019 as the joint-lowest share since the first half of 2013.

Breakdown of global family office direct investments/M&A by value, January 2013 to June 2023



Source: PwC analysis based on data from Mergermarket

"The recent decrease in family offices' global deal value and volume suggests a shift towards strategic risk mitigation. There is a noticeable retreat from larger deals, with their market share declining from the second half of 2021 to the first half of 2023. Family offices are now emphasizing smaller deals, particularly those below US\$25 million, reflecting a focus on flexibility and risk management. The increasing prevalence of club deal structures indicates a collaborative approach to sharing risk."

David Brown, Partner and Global Corporate Finance Leader, Asia Pacific Deals Leader and Asia Pacific Private Equity and Sovereign Investment Funds Leader, PwC China

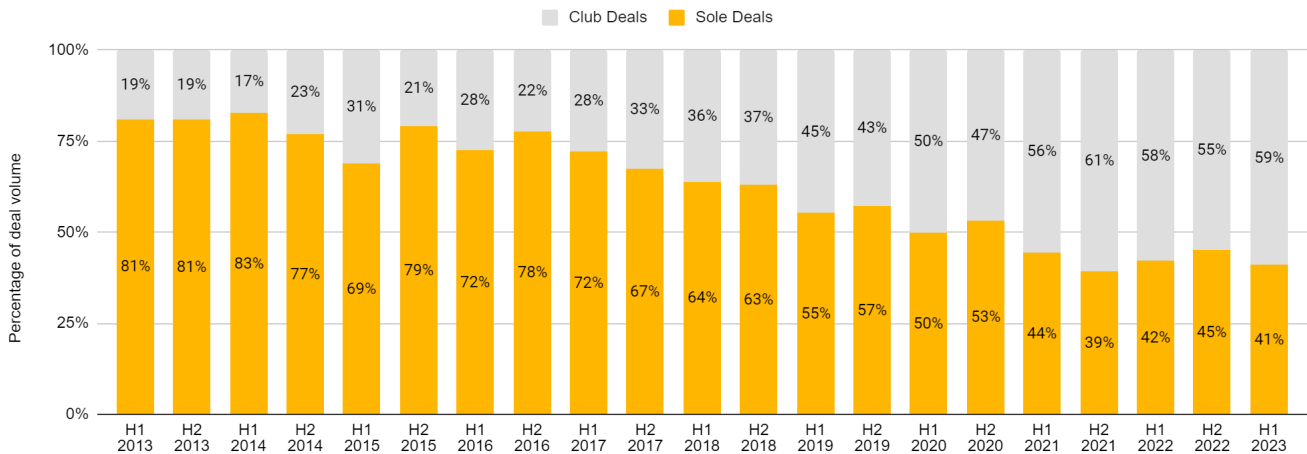


...while also seeking out club deals – pointing to higher risk aversion

With average direct deal sizes declining, family offices' use of club deals for direct investments has risen in the first half of 2023, recording its second-highest share in the past ten years at 59%. This means the proportion of club deals by family offices has now more than tripled within a decade, from 19% in the first half of 2013. Only in the second half of 2021 has the share of club

deals been even higher, at 61%, a figure recorded when the deal value of transactions backed by family offices was at its all-time peak. Together, the preference for smaller direct deals and the shift towards club deal structures for direct investments seem to indicate an increased desire on the part of family offices to limit risk and – in many cases – share it.

Share of club deals versus sole deals in family office direct investments/M&A by volume, January 2013 to June 2023



Source: PwC analysis based on data from Mergermarket

"Over the last couple of years, although smaller in value, the number of investment deals in which families and family offices have participated alongside institutional operators active in the private capital sector has grown considerably. While until 2020 families and family offices preferred to invest directly as a sole investor, starting from 2021 the trend has been reversed, and collaboration has been consolidated between institutional and professional operators in the private equity sector and family offices. Families are increasingly investing minority stakes in club deals alongside a financial sponsor, which is seeking families and family offices as cultural mediators in the relationship with the target company. Indeed, the funds invested by family offices are considered as the alternative investment option to debt capital, which has become more expensive with the increase in interest rates. As far as the target company sector is concerned, deals in the more specialized fields – such as information technology, healthcare, utilities and transportation – are mainly executed as club deals with a sponsor."

Nicola Anzino, Partner, Global Industrial Manufacturing & Automotive Deals Leader, PwC Italy

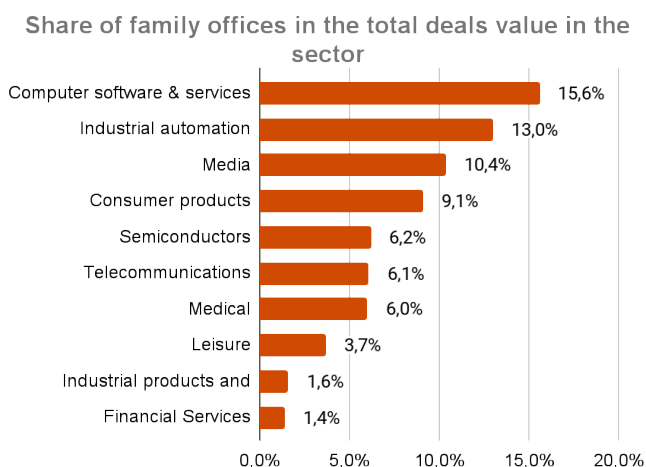
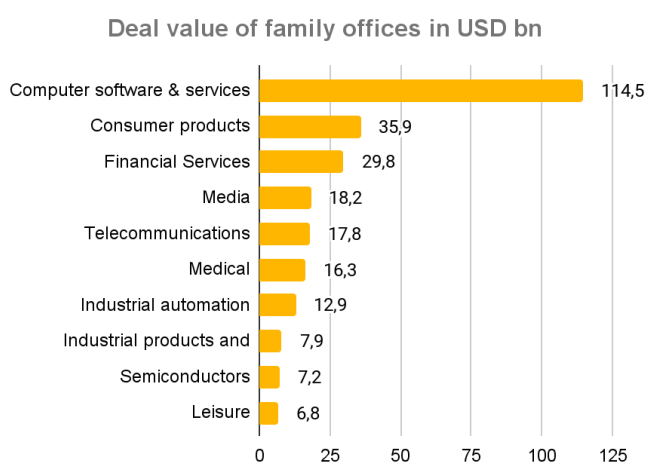


Computer software and services lead the way among sectors...

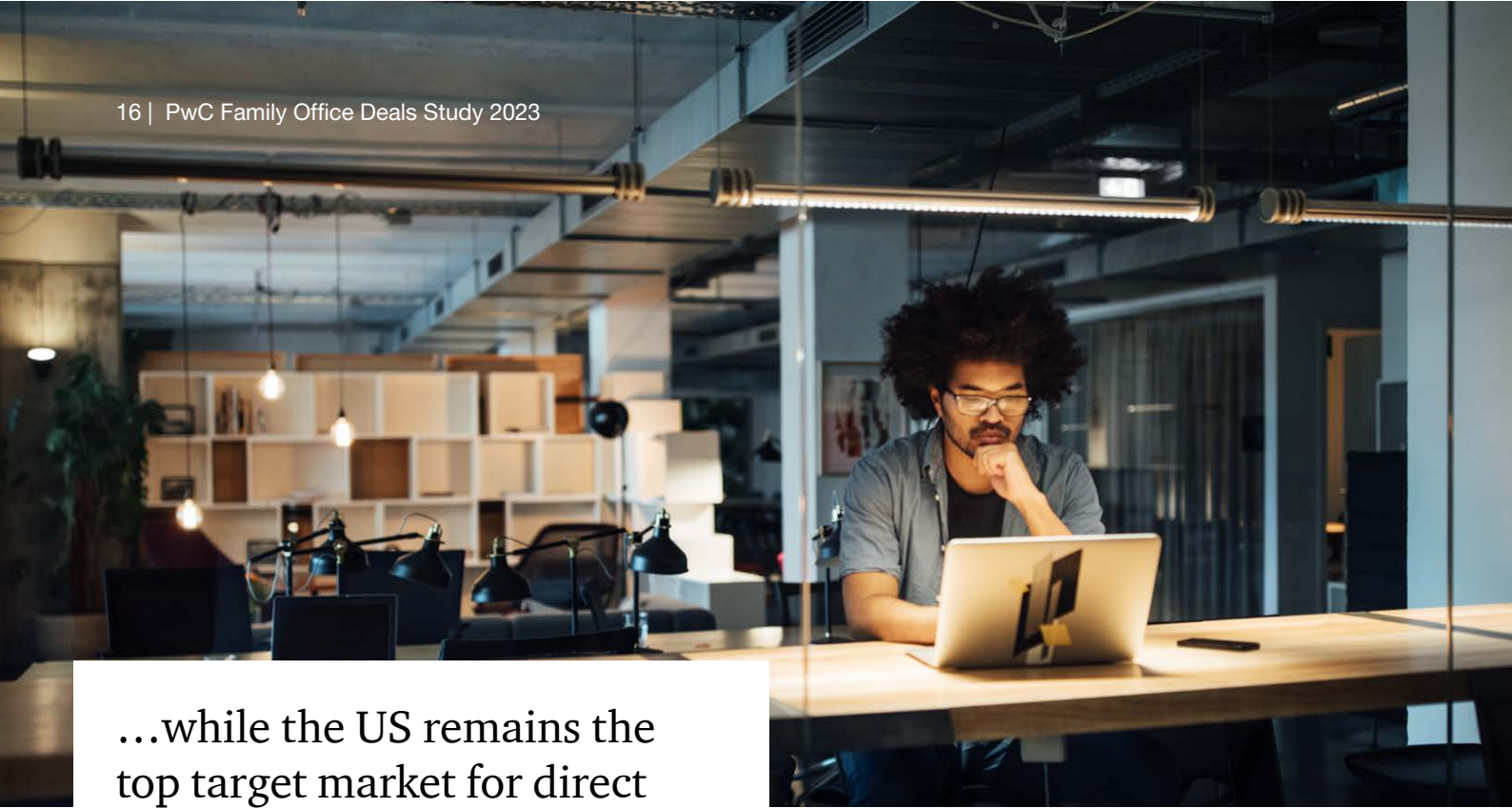
An analysis of the sectors in which family offices have been making direct investments in the past year reveals that computer software & services is way ahead of the rest in terms of aggregate deal value, with three times more money from family offices flowing into investments in computer software & services companies than into the second-placed sector, consumer products.

Computer software & services is also the sector where family offices have the highest share of overall deal value, at 15.6%. However, they are also investing significant amounts in the industrial automation and media sectors – in both of which family offices' share of total deal value is above 10%.

The leading sectors for family office direct/M&A investments, July 2022 to June 2023



Source: PwC analysis based on data from Mergermarket

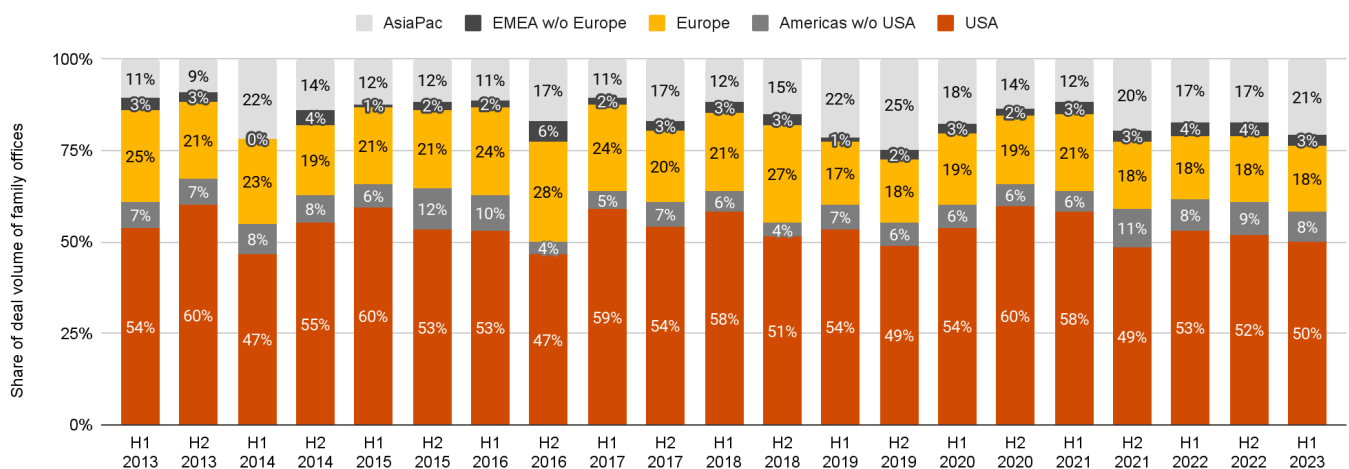


...while the US remains the top target market for direct deals...

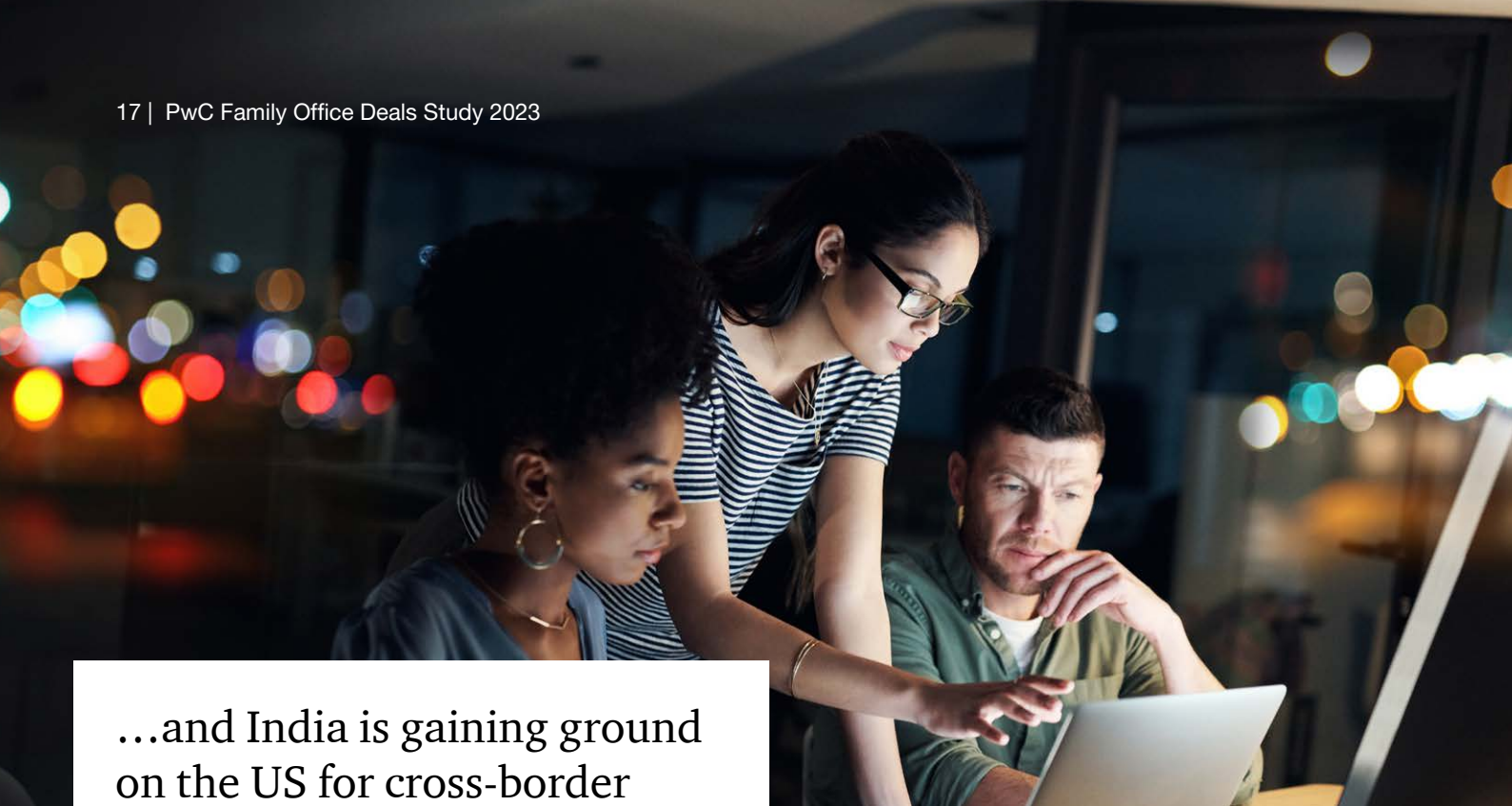
In terms of the target markets for direct investments, more than 58% of family office deals by volume in the first half of 2023 were made in the Americas – of which more than 50% went into the US, followed by Canada and Brazil. However, while the US remains the leading target market, family offices’ direct investments in the Asia-Pacific region are showing a resurgence.

In the first half of 2023, Asia-Pacific recorded its highest share of family office direct deals since the second half of 2019, at 21% – with India and Australia outpacing China as the main destinations in the region.

The leading target regions for family office direct/M&A investments, January 2013 to June 2023



Source: PwC analysis based on data from Mergermarket

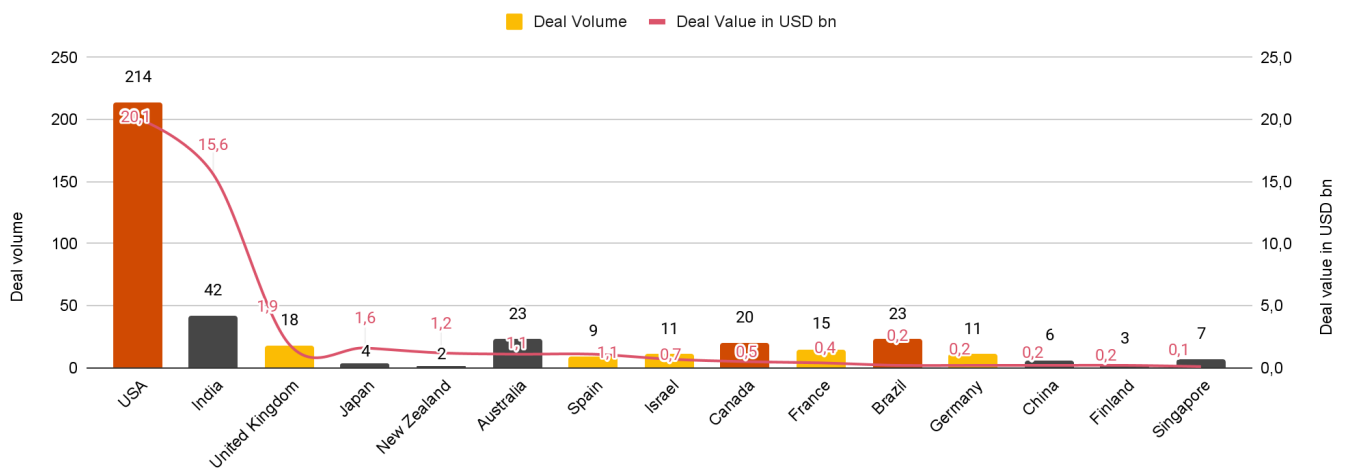


...and India is gaining ground on the US for cross-border investments

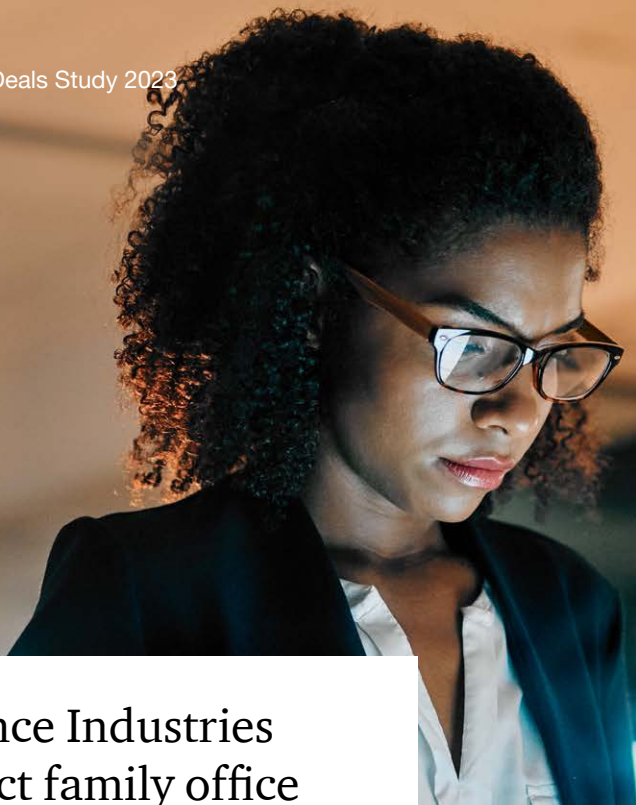
Turning to the leading target markets for cross-border direct investments by family offices, a ranking of the top 15 destinations shows that the US leads the way on both deal volume and value.

Stripping out domestic “in-country” deals, family offices worldwide have invested in the US five times more frequently than in the second-placed target market, India. However, on deal value, India is gaining ground – and is only 22 per cent behind the first-placed US.

The top 15 target markets for family office cross-border direct/M&A investments, July 2022 to June 2023



Source: PwC analysis based on data from Mergermarket



India's Reliance Industries leads on direct family office deals globally

Our analysis of the top ten family-backed investment companies and family offices investing in direct/M&A deals between July 2022 to June 2023 reveals that Indian businessman Mukesh Ambani's family investment holding company Reliance Industries ranked first with ten transactions over the 12 months period,

followed by the Kamprad family's Ingka Investments from the Netherlands with seven transactions. In addition to these two, two family offices from Hong Kong SAR also made it into the top four: the Gaw family's Gaw Capital Partners and Li Ka-shing's CK Hutchison.

The global top 10 family office investors in direct/M&A deals, July 2022 to June 2023

Rank	Family Office	Owner (family)	HQ Country/Region	Deal volume
1	Reliance Industries	Ambani	India	10
2	Ingka Investments	Kamprad	Netherlands	7
3	Gaw Capital Partners	Gaw	Hong Kong SAR	4
4	CK Hutchison	Li	Hong Kong SAR	3
5	Brown-Forman	Brown	USA	2
6	Ratos AB	Söderberg	Sweden	2
7	Venrock	Rockefeller	USA	2
8	Boxer Capital	Joe Lewis	USA	2
9	Hancock Prospecting	Rinehart	Australia	2
10	Mori Trust	Mori	Japan	2

Source: PwC analysis based on data from Mergermarket

"Given the inherent advantages of family capital in a world of traditionally structured capital, significantly more family offices are pursuing direct investing today than at any time during the last decade. At the same time, family offices have become increasingly institutional in their teams, in the way they assess opportunity vis-a-vis risk, and in their approach to governance and process discipline. With many of the economic tailwinds of the past having turned into headwinds, family offices are modifying their strategies and tactics in response. With the decline in the M&A market, family offices have eased back on their direct investing both in terms of absolute deal volume and the dollar value of investments, but also on a relative basis in reducing their percentage of the total direct invested deal value. Family offices also are managing their exposure to direct investing by pursuing smaller deals and sharing the risk of those deals more with other investors through club deal structures.

While successful family direct investing can yield significant rewards, it is not easy for all family offices. Given their flexible capital base, greater sophistication and long-term perspective, however, families implementing a direct investment programme today are appropriately modifying their approaches and strategies to navigate a changing marketplace effectively, all in pursuit of their long-term investing objectives."

Paul J. Carbone, Co-Founder & President, Pritzker Private Capital (US)

"We are currently witnessing distinct interest in smaller and medium-sized transactions within the family office sector. This shift can be attributed to multiple factors, including the growing interest of the next-generation family members in impact-oriented enterprises, which are often earlier in terms of stage. This emerging generation of investors places a strong emphasis on sustainable investments geared towards climate and the energy transition, but also companies that are contributing to society. Generally, investors are interested in companies in the areas of digital and environmental transformation as well as healthcare, all of which are now at the forefront of their investment agenda and are often small- to mid-cap in size.

Regionally, there has been a trend in family office investments directed towards the US and India. Uncertainty surrounding the upcoming US presidential election and India's continued structural limitations are increased risk factors, which could feed into a stronger refocusing on European companies.

While the debate about Germany's structural challenges is valid, it is frequently overlooked that the German economy can become one of the biggest beneficiaries from artificial intelligence due to its multiple industrial ecosystems consisting of a huge number of global market leaders, which serve as the basis for data generation and the resulting AI integrated applications driving leaps in productivity."

Dr. Sumeet Gulati, Investor and Co-Founder of GENUI (DE)



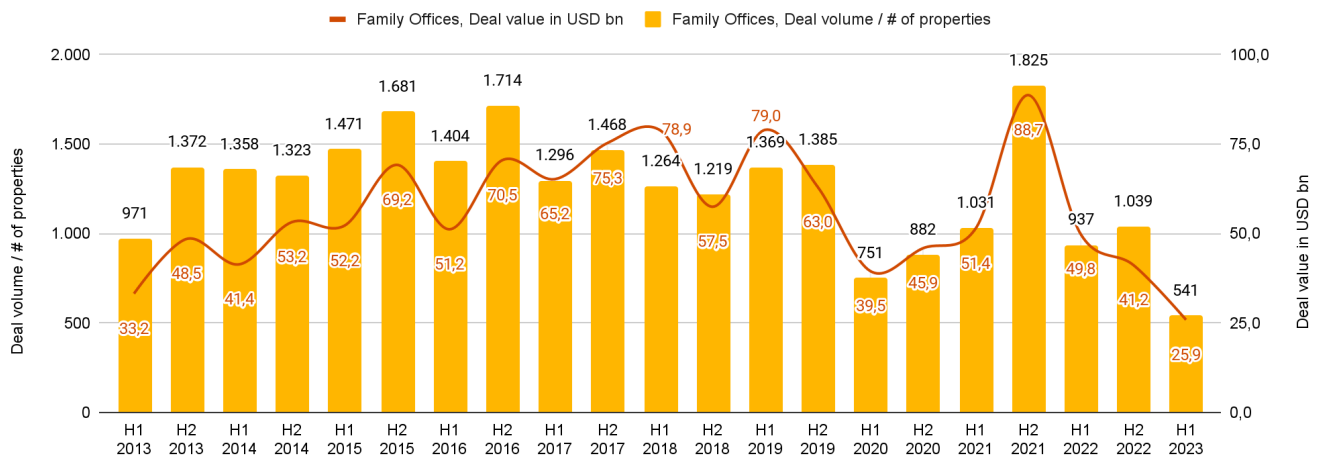
Section 3: Deep dive – investments in real estate

A decline in value and volume is also underway in real estate deals...

In the second half of 2021, global family office-backed real estate deals leapt to an all-time high in terms of both value and volume. However, that peak marked the start of a steady decline that has continued into the first half of 2023, with deal value sliding throughout the period despite a brief small increase in deal volume in the second half of 2022.

The latest decline in the first half of 2023 has seen the number of real estate transactions fall below its previous low-point in early 2020, at the start of the Coronavirus pandemic.

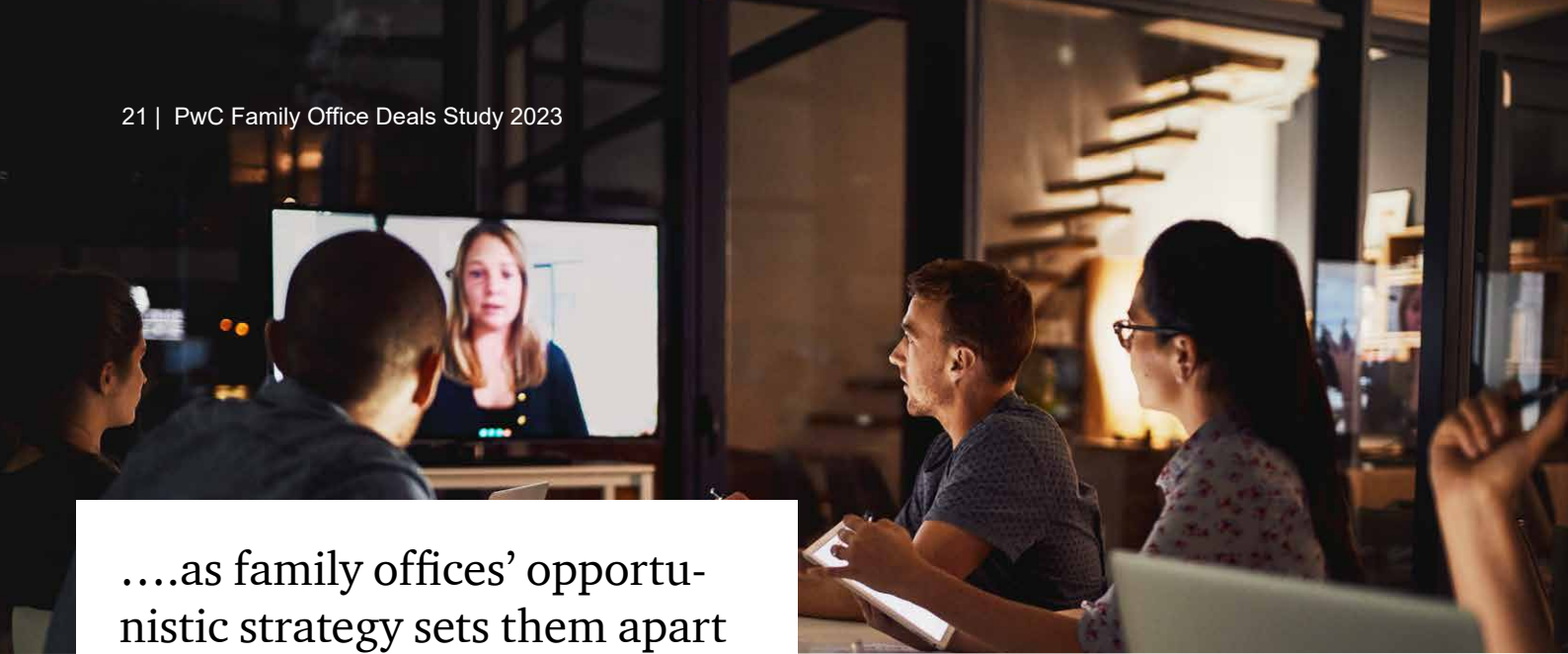
Global family office real estate investments by volume and value, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

“Just as asset-rich private investors and single-family offices (SFOs) benefited from over a decade of ultra-low interest rates and loose monetary policy, well-capitalized investors are now poised to benefit from market dislocations, structural change and repricing as refinancing pressures wash through to valuations in the medium term. At present there is a hiatus; transaction volumes are significantly lower year-on-year as the gulf between sellers’ and buyers’ pricing expectations remains. We do however expect that sources of private capital, including SFOs, will become increasingly active as a greater level of stress feeds into the market. Although it is hard to generalize given the esoteric nature of SFOs, as an investor group they often have greater flexibility on underwriting – especially in a market lacking hard data points – and on investment horizon and capital structure, with the result they can move quickly but also provide liquidity in a market where there is a dearth of institutional buyers. While domestic investors are most likely to be active on opportunistic investments where detailed local market knowledge and operational abilities are key, we expect to see an increase in international capital inflows from investors looking for repriced prime assets in ‘safe haven’ geographies. We also expect to see a continuation in the trend towards greater sophistication within the real estate arms of the larger family offices, increasing their ability to execute larger, more complex deals, pivot to new market opportunities such as private debt, or develop investment management platforms, partnering with institutional capital on programmatic strategies.”

Colin Davis, Director and Private Office Deals Leader, Real Estate Corporate Finance & Restructuring, PwC UK

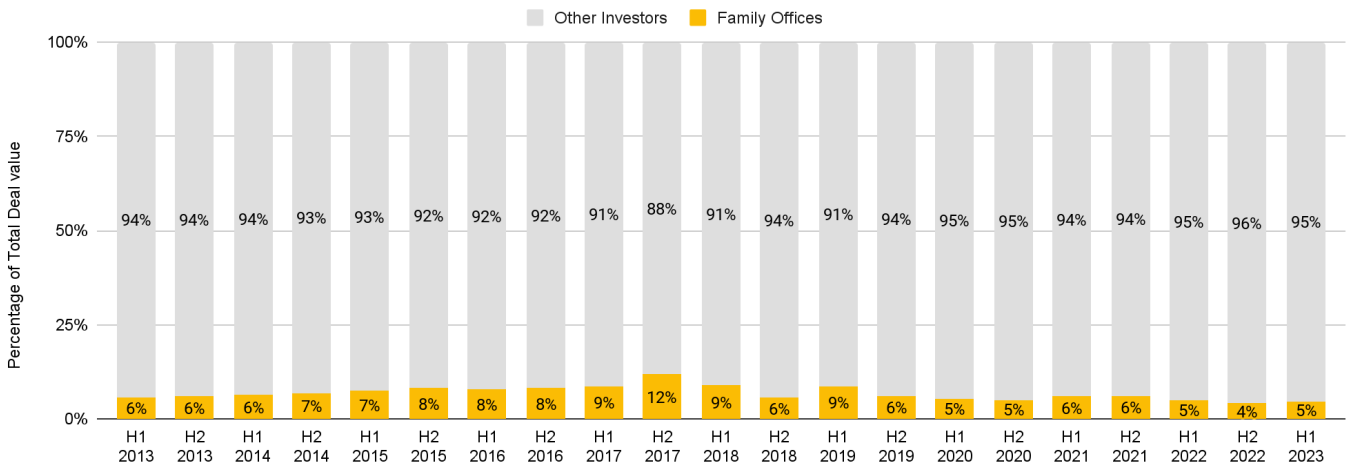


....as family offices’ opportunistic strategy sets them apart

While the total value of family offices’ real estate investments has continued to decline in early 2023, their share of all real estate deal value has moved the other way, showing a modest increase. Over the past six years, family offices’ share of total global real estate transaction value has varied between an all-time high of 12% in the second half of 2017

and a low point of 4% in the second half of 2022. However, the first half of 2023 has seen their share edge back up to 5% – a rebound that suggests family offices are adopting an opportunistic and adaptive investment strategy amid the real estate downturn, setting them apart from other investors.

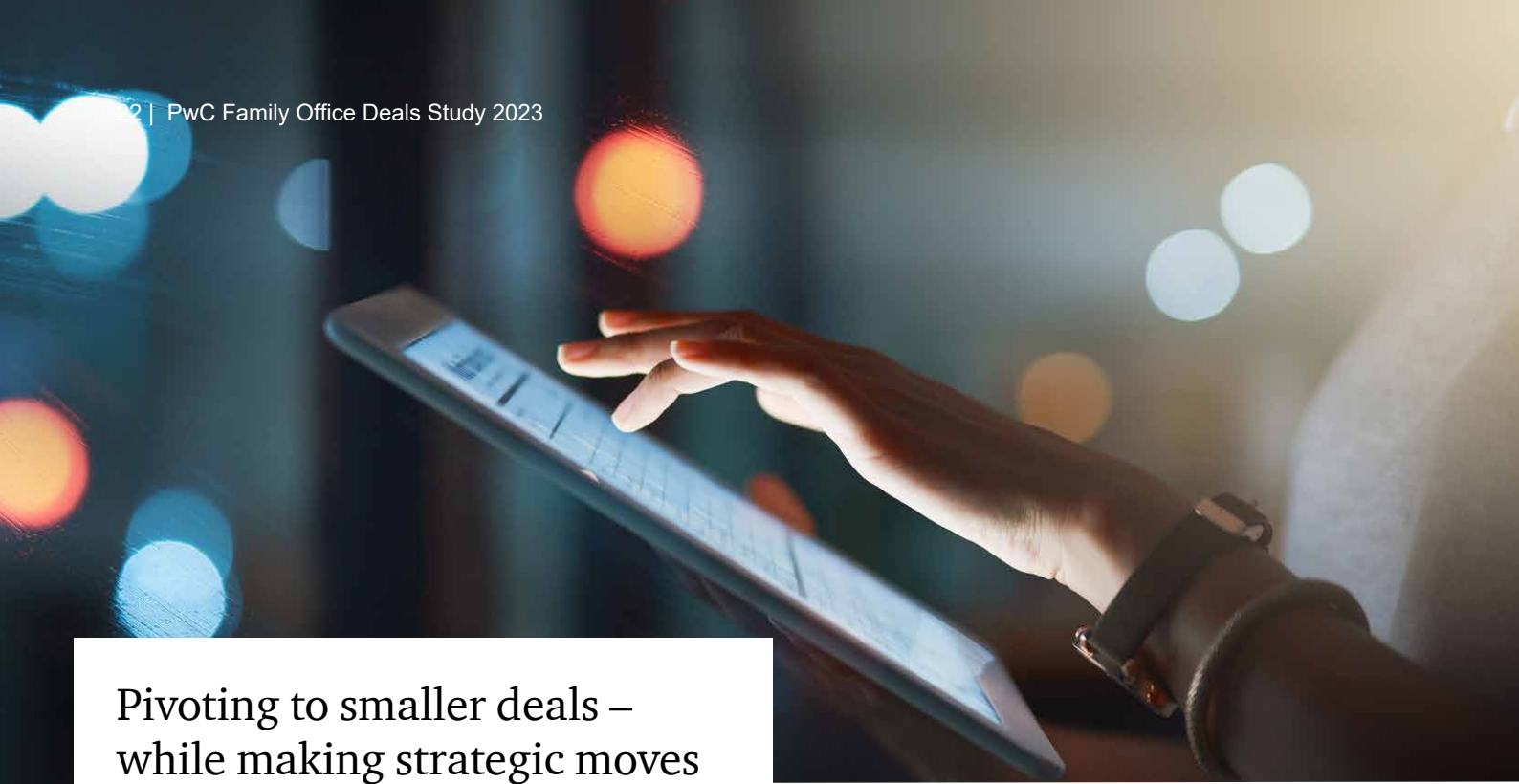
Global family office market share of real estate investments by value, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

"Family offices have historically had a very close relationship with real estate. The importance and professionalism of this investor group have increased significantly in recent years. The current market environment offers great opportunities."

Thomas Veith, Partner and Global Real Estate Leader, PwC Germany

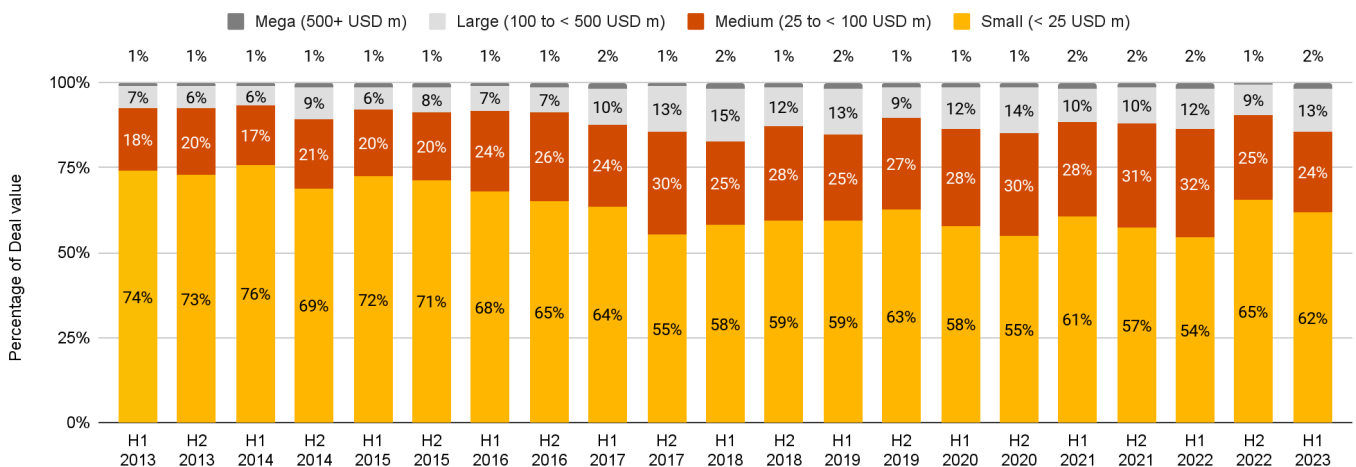


Pivoting to smaller deals – while making strategic moves in large and mega-deals...

Further evidence that family offices are adapting their approach to suit current market conditions is revealed by a breakdown of their real estate deals into different value bands. While the overall number of real estate transactions by family offices declined significantly in the first half of 2023, a comparatively high proportion of their investments – a total of 2%, the joint-highest proportion over the decade

– went into so-called “mega-deals” with a deal value of US\$500 million or above. An example of such deals arose in February 2023, with Swire Properties’ investment of more than US\$1.6 billion in the Taikoo Li Chengdu complex in Chengdu, China. Also, the share of “large” deals (those with a value between US\$100 million and US\$500 million) rose to 13% in the first half of 2023, the highest since the second half of 2020.

Breakdown of global family office real estate investments by value, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

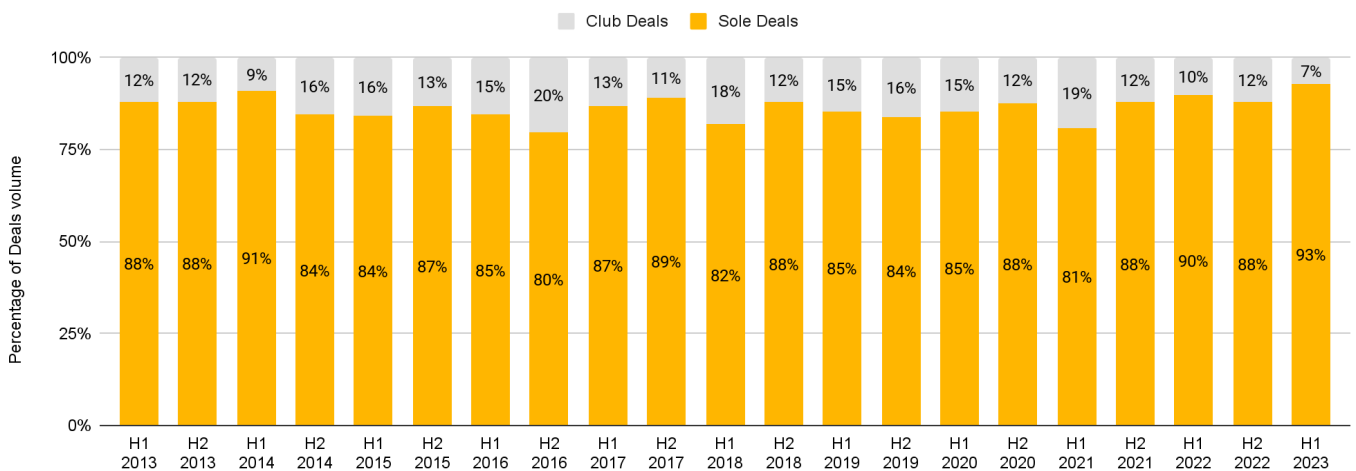


...and opting for club deals selectively – while going it alone for the right opportunities

Since the start of 2013, club deals have generally accounted for between 10% and 19% of the total value of family offices’ investments in real estate. Club deals’ share has only moved out of this range three times: firstly in the first half of 2014, when it fell to 9%; then in the second half of 2016, when it rose to 20%; and now in the first half of 2023,

when it has slipped to an all-time low of 7%. The message is that while family offices prefer smaller deals in the current uncertain market, and will opt for club deals when they think it’s the best approach, they’re also ready and willing to go it alone when they see a good opportunity to realise higher value.

Share by volume of club deals versus sole deals in family office real estate investments, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

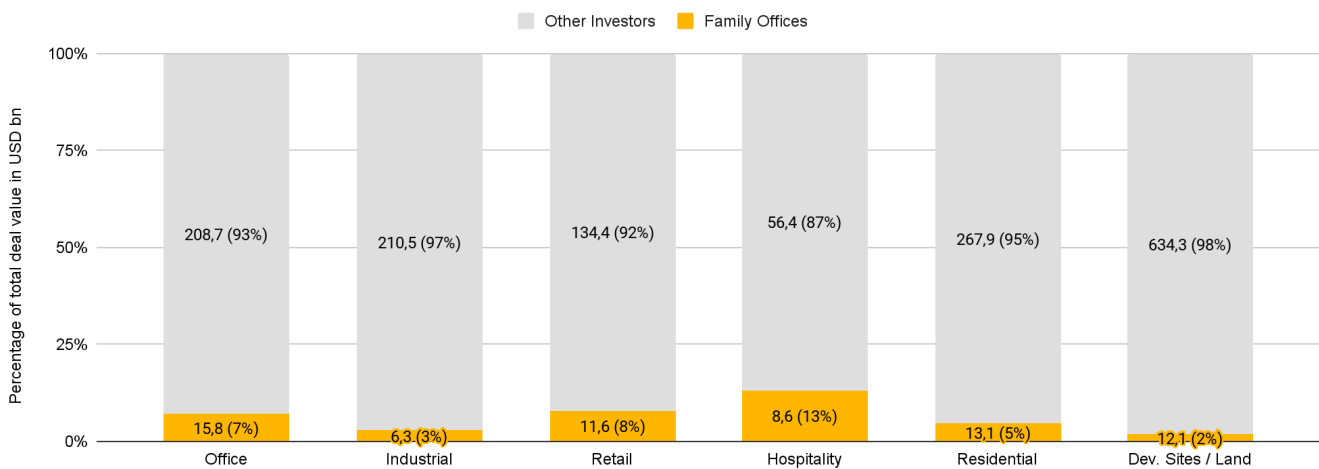


Office investments dominate family offices' real estate portfolios, while their influence is greatest in hospitality

Between July 2022 and June 2023, family offices invested a total of more than US\$15.8 billion in office properties, making it their single biggest class of real estate investments ahead of residential properties, land, and retail properties.

However, the sector in which family offices played the most significant role during this period was hospitality, where their share of total global investments was above 13%. This strong showing appears to reflect the current highly active market for hotel assets, especially high-end luxury properties.

Target sectors for family office real estate investments, July 2022 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

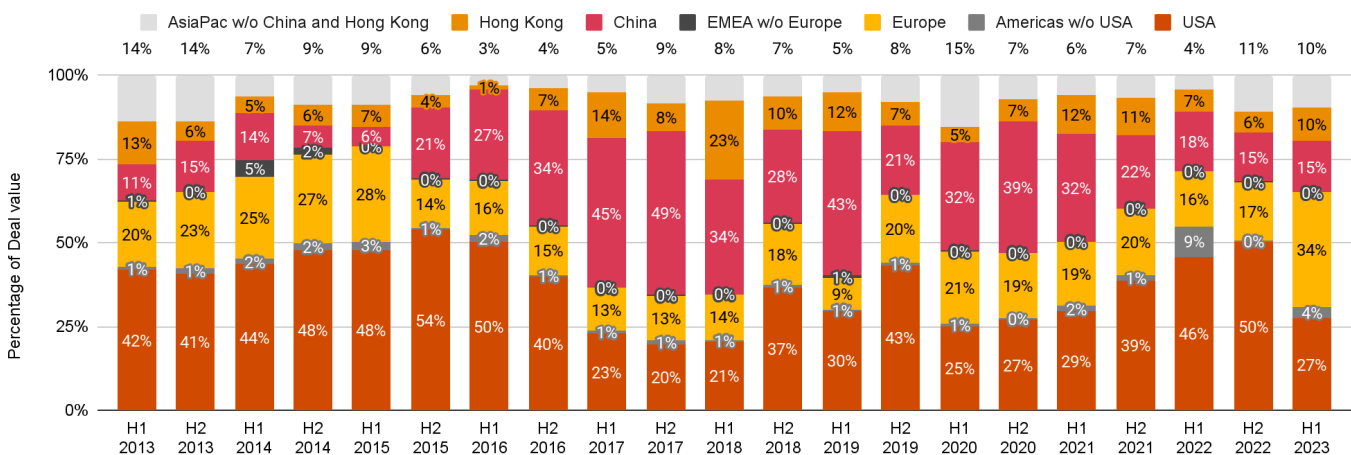


Asia remains the leading real estate region – but EMEA’s share rises to a record level...

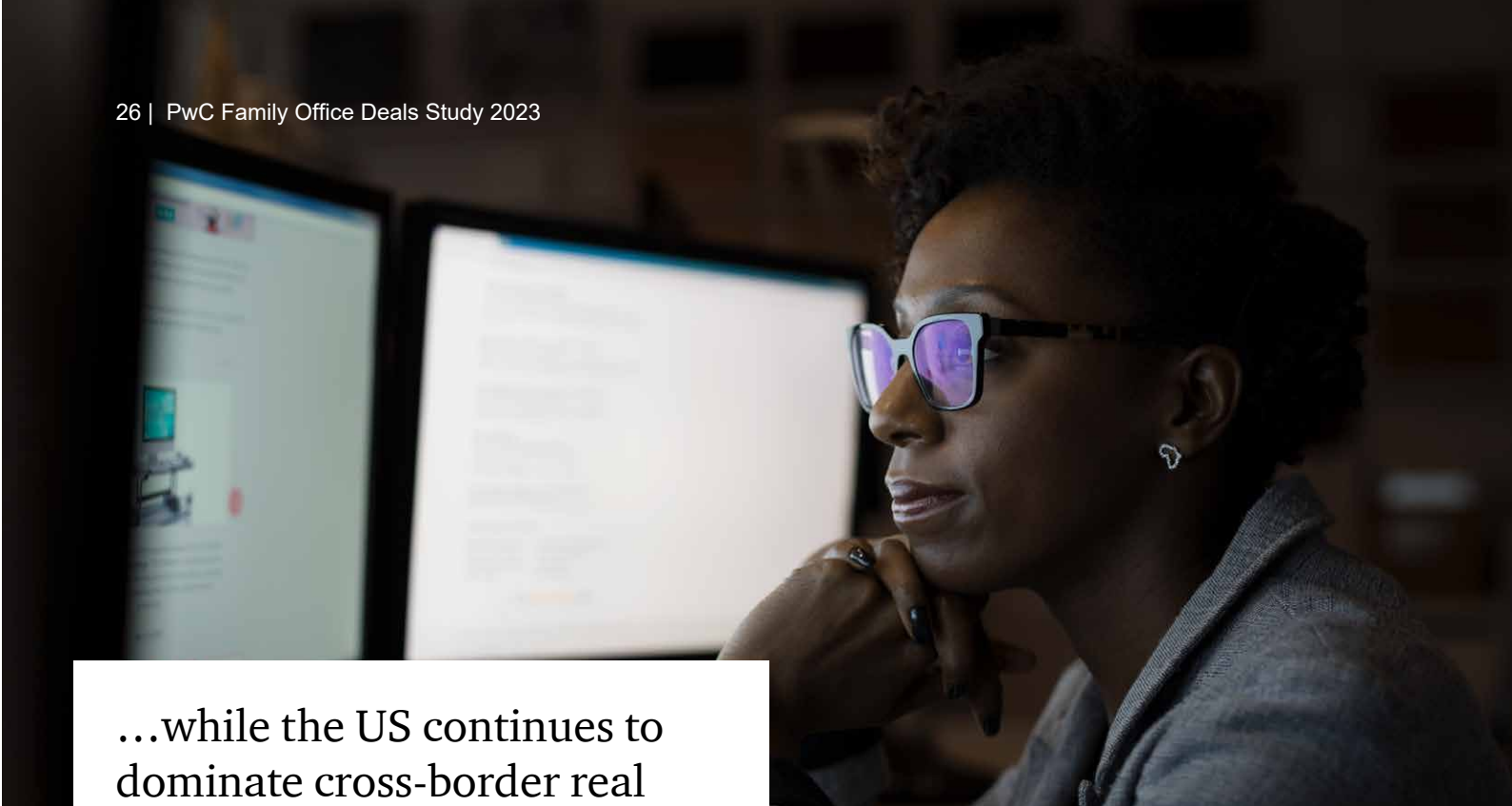
An analysis of family office real estate investments by region reveals a shift in the geographical epicentres. During the past decade, the share of total value of real estate investments made by family offices has reached previous highs in Asia in the second half of 2017 (with 66% of the global total) and in the Americas in the first half of 2022 (with 55%). But in the first half of 2023 it was the EMEA region that recorded its biggest ever share,

by attracting 34% of family offices’ global investments in real estate. That said, EMEA remained narrowly behind Asia-Pacific, which is still the most prevalent region for family office real estate investments, and accounted for 35% of global value. The rise in EMEA’s share of family office real estate deal value came mainly at the expense of the US, whose share slumped by almost half in the first half of 2023 to just 27%, from 50% in the previous half-year.

Target regions for family offices’ real estate investments, January 2013 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

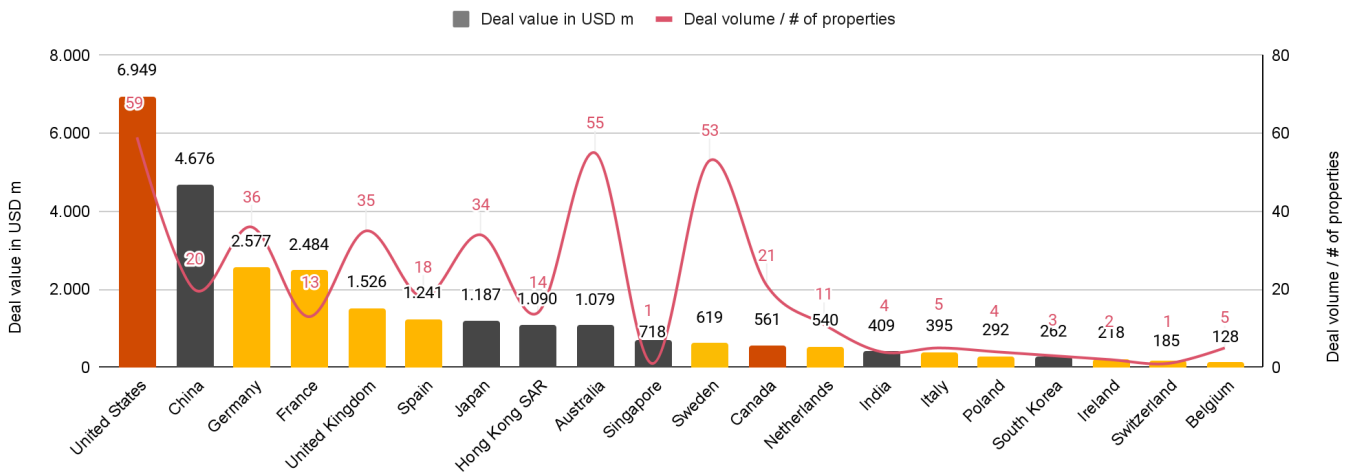


...while the US continues to dominate cross-border real estate deal value

A ranking by deal value of the target markets for family offices' cross-border real estate investments between July 2022 and June 2023, shows that the most attractive country remains the US by a significant margin, followed by China and Germany. Besides Germany, two other European countries also make the global top five

– namely France and the United Kingdom. On deal volume, however, the picture is quite different: while the US again ranks first on number of real estate deals, second and third place are taken by Australia and Sweden respectively, indicating that the average deal value in those markets tends to be much higher than other countries and regions.

The top 20 target markets for family offices' cross-border real estate investments, July 2022 to June 2023



Source: PwC analysis based on data from Real Capital Analytics

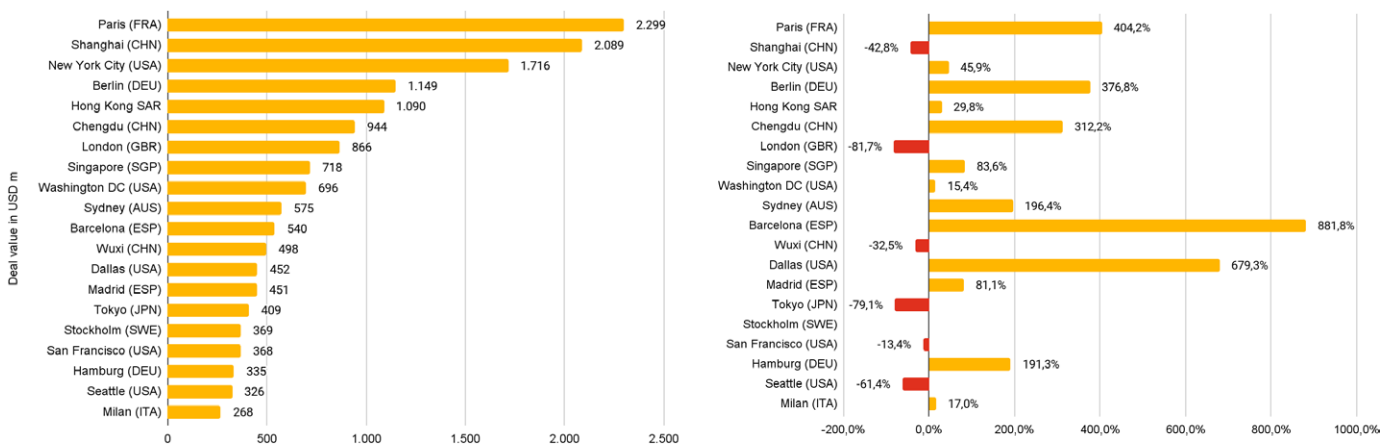


Paris takes the top slot among target cities – while deal value in London plunges...

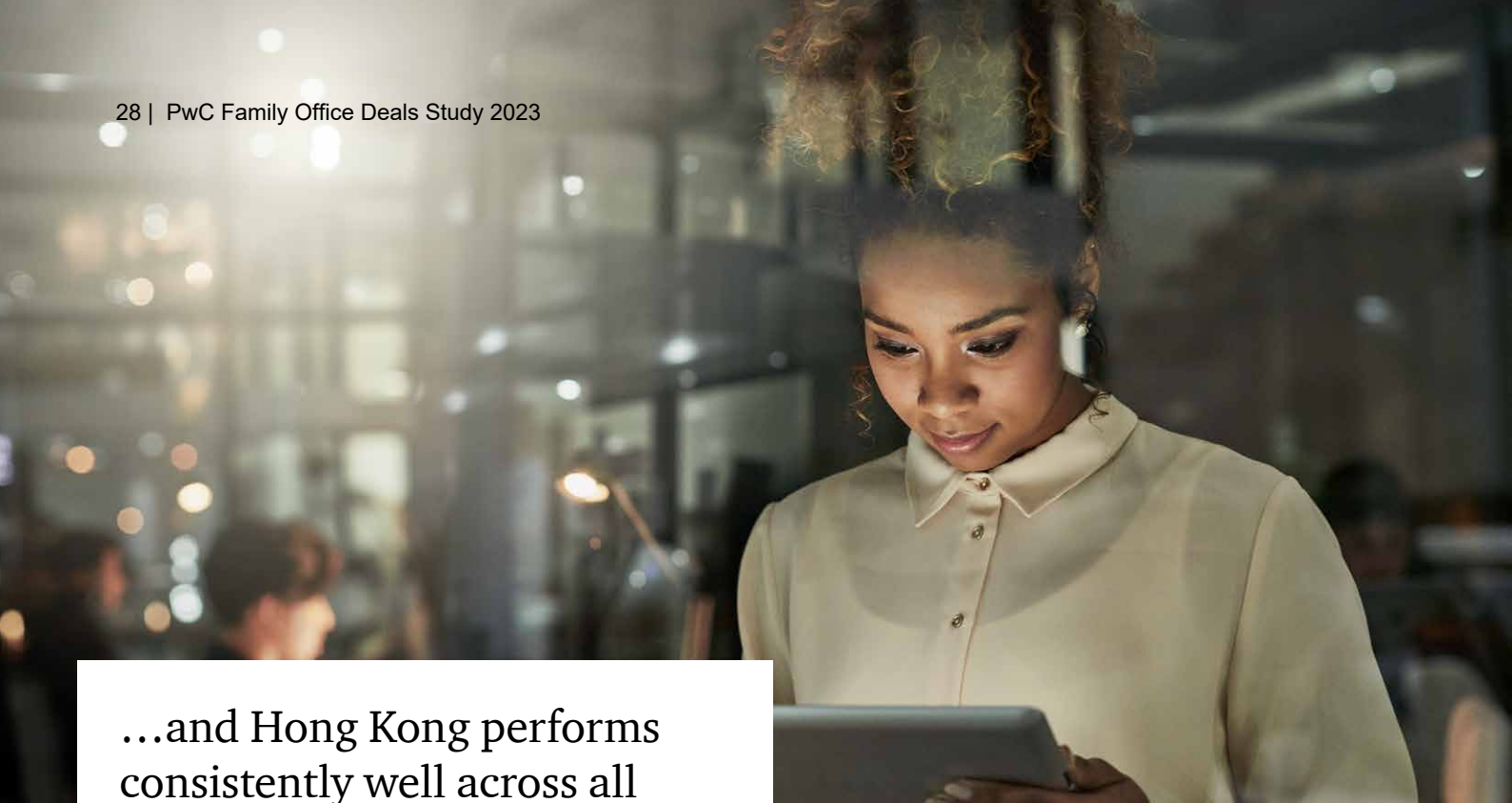
Among the top 20 metropolitan areas for real estate investments by international family offices in the year to June 2023, the most popular hotspot for deals – measured by deal value – is Paris, followed by Shanghai and New York City. Overall, five cities in the wider Asia Pacific region make it into the top 10: Shanghai, Hong Kong, Chengdu, Singapore and Sydney.

However, the largest year-on-year increases in total investment value were recorded by Barcelona in Spain and Dallas in the US, with rises of 881.8% and 679.3% respectively. Meanwhile, the biggest decline in aggregate real estate investment value was in London, which saw its total deal value slump by 81.7%.

Top 20 metropolitan areas for international family offices' real estate investments, July 2022 to June 2023



Source: PwC analysis based on data from Real Capital Analytics



...and Hong Kong performs consistently well across all property types

A breakdown by property type of the top five metropolitan areas for real estate investments by international family offices over the past 12 months reveals a dominant position for Hong Kong, which features strongly in every sector. Both Hong Kong and New York City secure top positions in two of the six categories:

Hong Kong in industrial & development sites and land, and New York City in office and residential real estate. In addition, Hong Kong ranks second in three other categories – retail, hospitality, and residential – and fourth in office property.

Top five metropolitan areas for international family offices’ real estate investments, July 2022 to June 2023, broken down by property type

Office			Industrial			Retail		
Metro area	Deal value in USD m	Deal volume	Metro area	Deal value in USD m	Deal volume	Metro area	Deal value in USD m	Deal volume
New York City (USA)	3,866.0	10	Hong Kong SAR	664.0	17	Chengdu (CHN)	837.0	1
Paris (FRA)	2,027.0	12	Stockholm (SWE)	441.0	47	Hong Kong SAR	674.0	62
Shanghai (CHN)	1,301.0	3	San Francisco (USA)	414.0	4	Berlin (DEU)	649.0	3
Hong Kong SAR	763.0	19	Dallas (USA)	342.0	2	Los Angeles (USA)	450.0	6
Singapore (SGP)	718.0	1	Los Angeles (USA)	327.0	18	Busan (KOR)	309.0	1

Hospitality			Residential			Development Site / Land		
Metro area	Deal value in USD m	Deal volume	Metro area	Deal value in USD m	Deal volume	Metro area	Deal value in USD m	Deal volume
Paris (FRA)	899.0	4	New York City (USA)	1,115.0	25	Hong Kong SAR	2,885.0	15
Hong Kong SAR	497.0	3	Hong Kong SAR	732.0	6	Shanghai (CHN)	1,372.0	5
San Diego (USA)	481.0	3	Austin (USA)	605.0	11	Wuxi (CHN)	605.0	3
Tokyo (JPN)	409.0	1	San Francisco (USA)	600.0	7	Hangzhou (CHN)	565.0	4
Sydney (AUS)	396.0	2	Lexington (USA)	342.0	6	Chengdu (CHN)	550.0	4

Source: PwC analysis based on data from Real Capital Analytics

Greece's Dimand and Sweden's Sterner Stenhus take the lead among family office real estate investors worldwide

Comparing the real estate deal volume of the leading family offices and family-backed investment companies over the year to June 2023, we find that the ranking is led by two family-backed real estate development companies: Greece's Dimand and Sweden's Sterner Stenhus. Two other Swedish family offices also make it into the

top ten - a Family-backed / Initiated Investment Fund and Lindstrom Property - as well as three family offices from the US – Greystar, Hines and Orion Real Estate. Other places are occupied by Grupo Mexico from Mexico, a listed family-owned holding group from China and the Otto Group from Germany.

The global top 10 family office investors in real estate, July 2022 to June 2023

Rank	Family Office	Owner (family)	HQ Country/Region	Deal volume / number of properties
1	Dimand SA	Dimitris Andriopoulos	Greece	574
2	Sterner Stenhus AB	Elias Georgiadis	Sweden	573
3	Greystar	Bob Faith	USA	104
4	Hines Interests LP	Hines	USA	89
5	Family-backed / Initiated Investment Fund	N.A.	Sweden	54
6	Grupo Mexico	Larea Mota-Velasco	Mexico	27
7	Orion Real Estate Group	Sanz	USA	27
8	Lindstrom Property	Roiha	Sweden	25
9	Listed family-owned holding group	N.A.	China	23
10	Otto Group	Otto	Germany	21

Source: PwC analysis based on data from Real Capital Analytics

“Despite ongoing challenges across international real estate markets, we are seeing strong investor appetite for highly environmentally-efficient buildings, especially offices, in premium locations. These assets meet strong occupier demand for highly sustainable, wellbeing-led spaces, supporting the needs of businesses and their customers as well as helping to meet their sustainability objectives.”

Jonathon Bond, Chief Investment Officer, Grosvenor (UK)

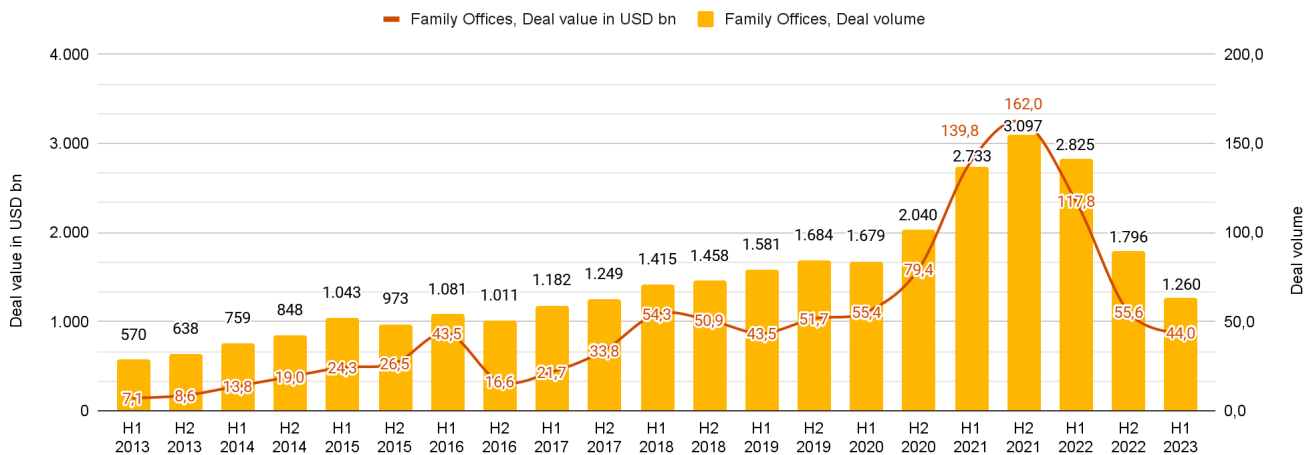
Section 4: Deep dive – investments in start-ups

Like the other asset classes, investments in start-ups have dipped...

Since the start of 2022, there has been a global downtrend in both the value and volume of start-up investments backed by family offices, signalling a retreat from the record highs recorded in the first half of 2021. The sharpest falls occurred in the second half of 2022,

with start-up deal volume falling by 36.4% and aggregate deal value plunging by 52.8%. However, the first half of 2023 saw a noticeable slowing in the pace of decline, especially in deal value, which fell by 'only' 20.9%.

Global family office investments in start-ups by volume and value, January 2013 to June 2023



Source: PwC analysis based on data from Pitchbook

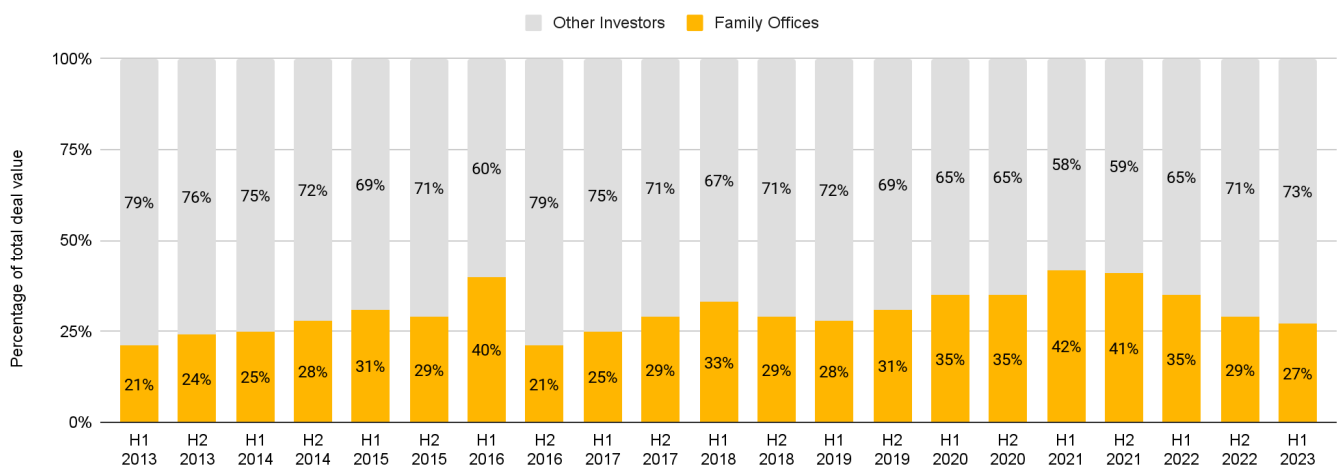


...but family offices' role as major investors in start-ups remains intact...

While the recent slowdown in family offices' start-up deals has been accompanied by a decline in their share of overall global investment value, they are still significant players in this asset class, with family office-backed

deals accounting for 27% of total value in the first half of 2023. That said, this is family offices' lowest share since 2018, and some 15 percentage points below the level recorded in the first half of 2021.

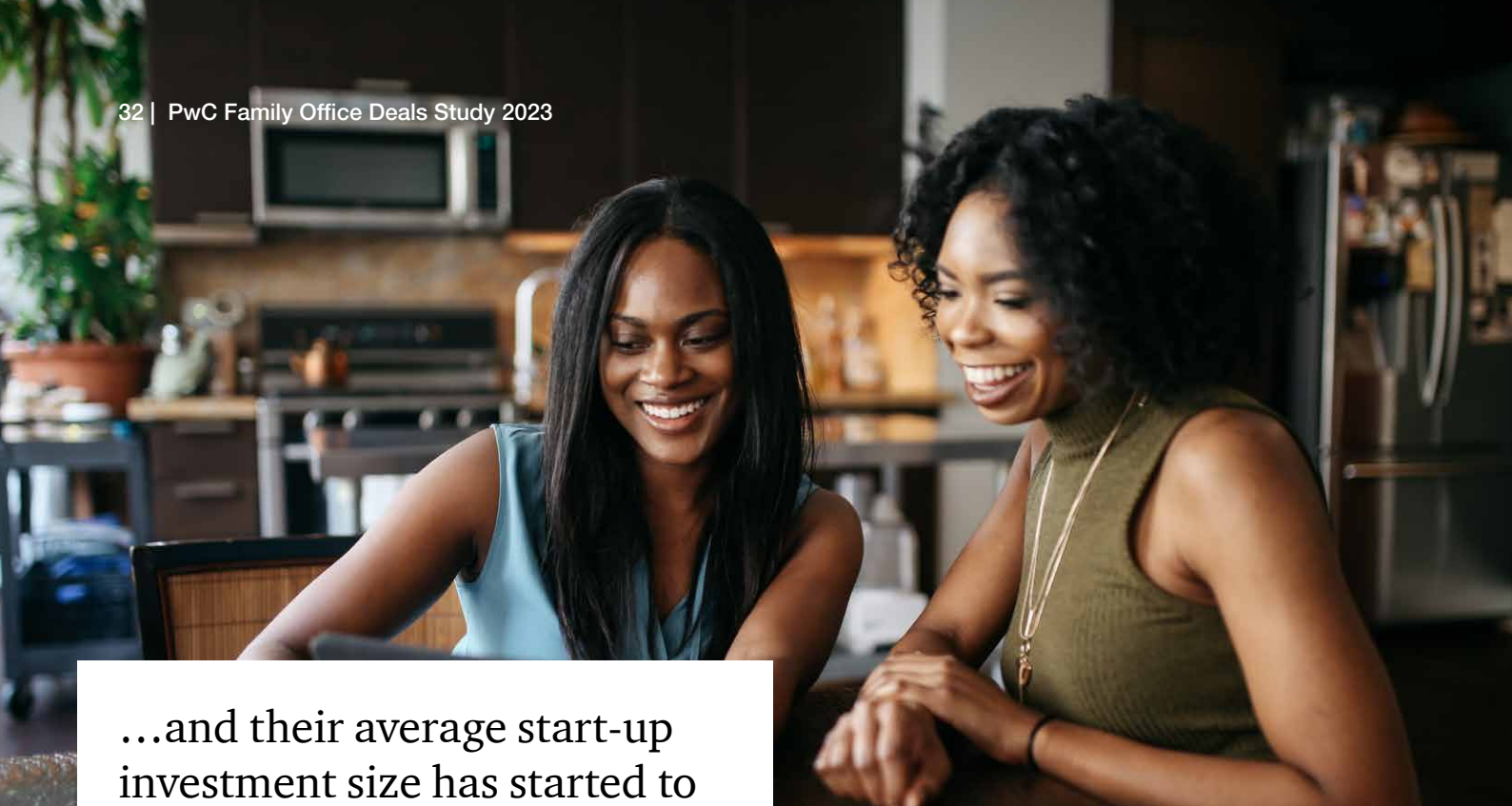
Global family offices' market share of start-up investments by value, January 2013 to June 2023



Source: PwC analysis based on data from Pitchbook

“The global share of family offices in start-up investments is stable at a high level in an overall declining market. Family offices remain enormously important as one of the main sources of financing for start-ups. With their long-term investment horizon, family offices now have the opportunity to make greater use of the current restraint of other investors and the associated moderate valuations to develop sustainable, high-yield venture portfolios.”

Enrico Reiche, Partner, Transaction Consulting and Valuation, PwC Germany

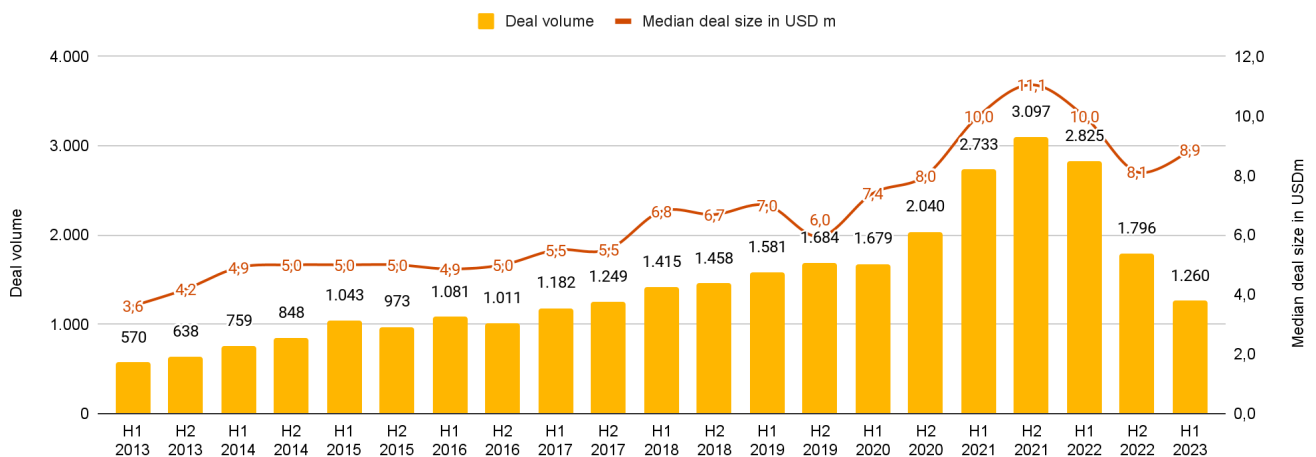


...and their average start-up investment size has started to rise again

Although the volume and value of family office-backed start-up investments are continuing to decline, the cheques they're writing to fund deals are growing once again. The peak value per start-up investment by family offices was recorded in the second half of 2021, when the market was at its hottest.

At that time, the median value of start-up investments by family offices was US\$11.1 million – a figure that fell to US\$8.1 million in the same period a year later, a fall of 27%. However, in the first half of 2023 the average investment size has ticked back up to US\$8.9 million, potentially providing an early indication of returning confidence.

Global family office startup investments by volume and value, January 2013 to June 2023



Source: PwC analysis based on data from Pitchbook

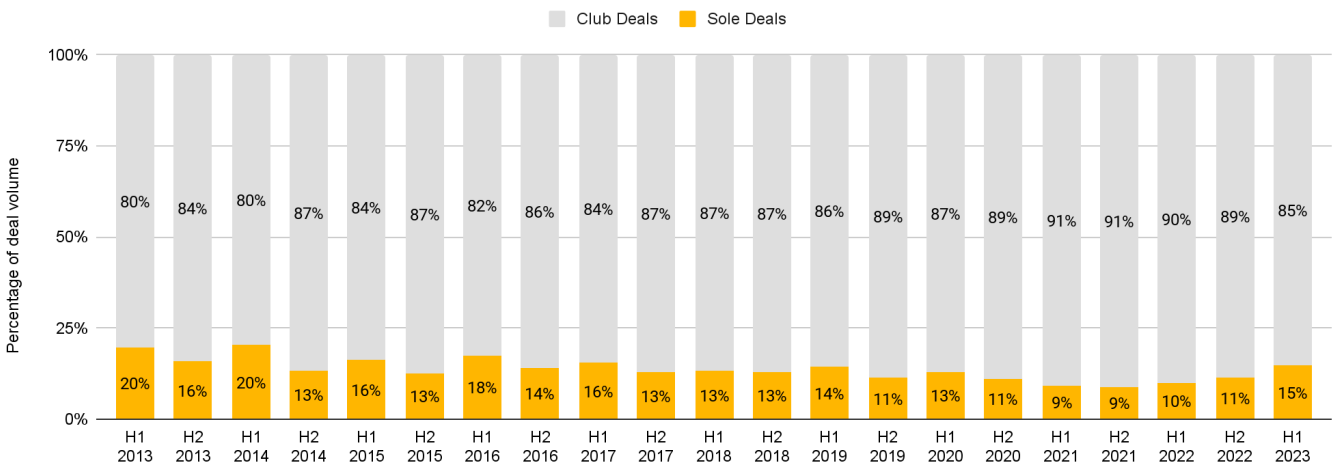


Club deals dominate family offices' start-up investments, sharing and diversifying risk...

Over 80 per cent of family office investments in start-ups are executed through club deals, underlining their continuing desire to share and diversify their risk exposure to this asset class. However, the share of 85% of start-up investments classified as club deals in the first half of 2023 actually represents a decline from recent years, and is the lowest proportion recorded since the first half of 2017.

The share of club deals among all start-up investments reached its peak in 2021, at 91%, and touched a low-point in each of early 2013 and 2014, at 80%. It has never moved outside that range.

Share of club deals versus sole deals in family office start-up investments by volume, January 2013 to June 2023



Source: PwC analysis based on data from Pitchbook

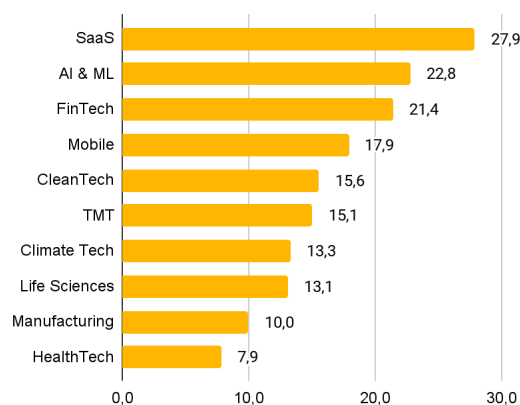
...while SaaS dominates in terms of deal value, but family offices' share is greatest in mobile

In the past 12 months, family offices worldwide have invested more than US\$20 billion in start-ups. The single biggest slice of this money went into companies in the Software-as-a-Service (SaaS) sector, followed by Artificial Intelligence and Machine Learning (AI & ML),

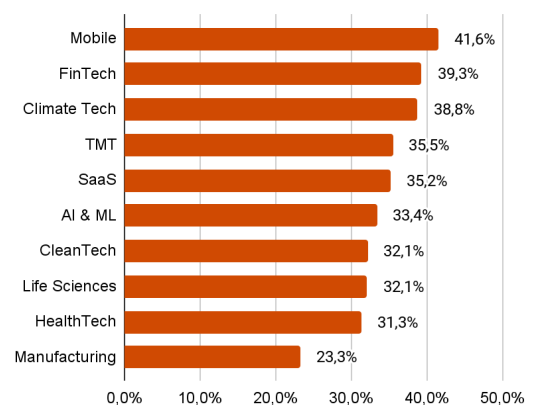
and then FinTech. However, in terms of family offices' share of overall start-up investment across different industries, their role and influence are greatest in the mobile sector, where they account for 41.6% of total start-up deal value, ahead of 39.3% in FinTech and 38.8% in climate tech.

The leading sectors for family offices' start-up investments by value, July 2022 to June 2023

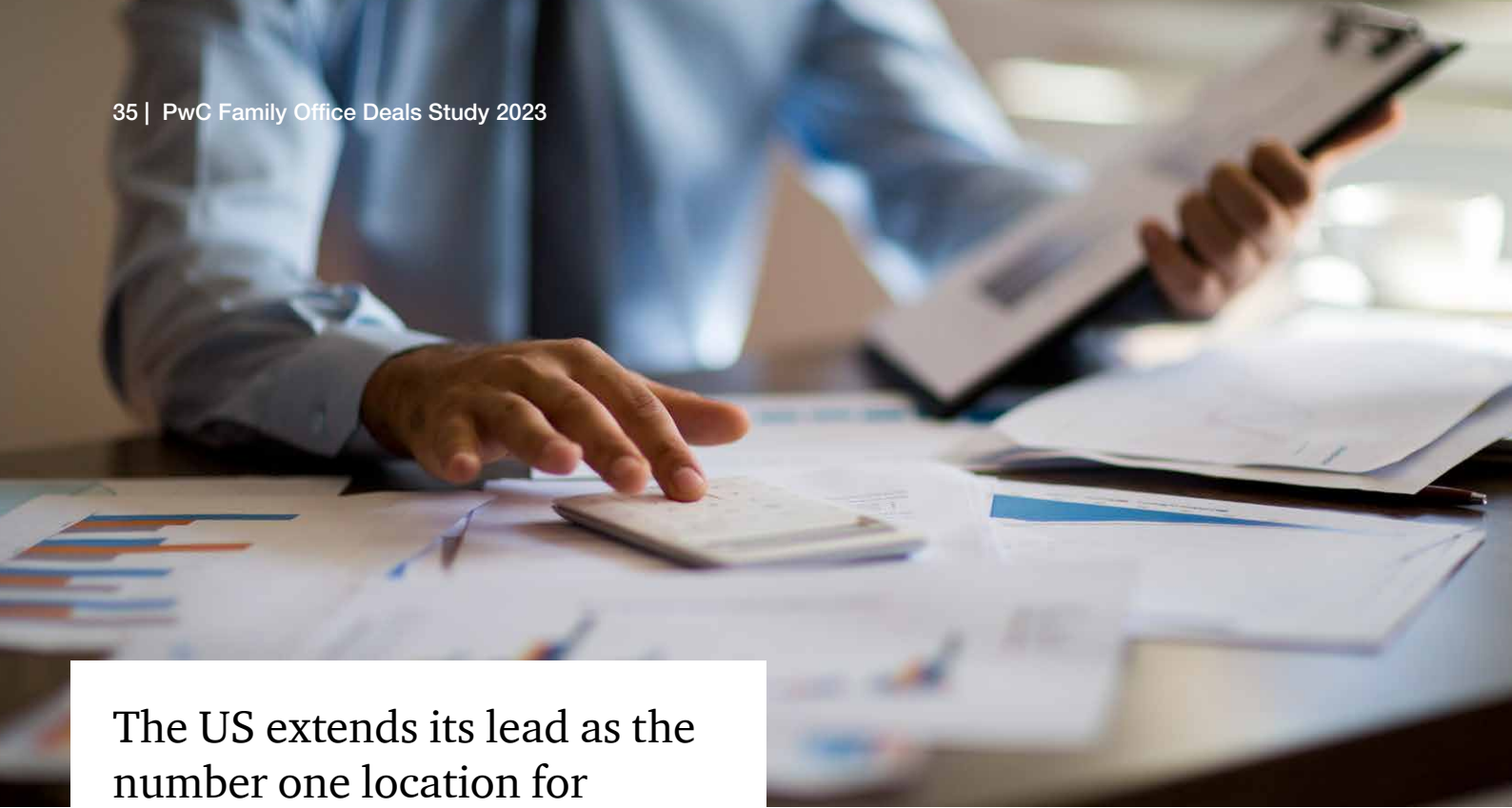
Deal value of family offices in USD bn



Share of deal value in the respective sector



Source: PwC analysis based on data from Pitchbook

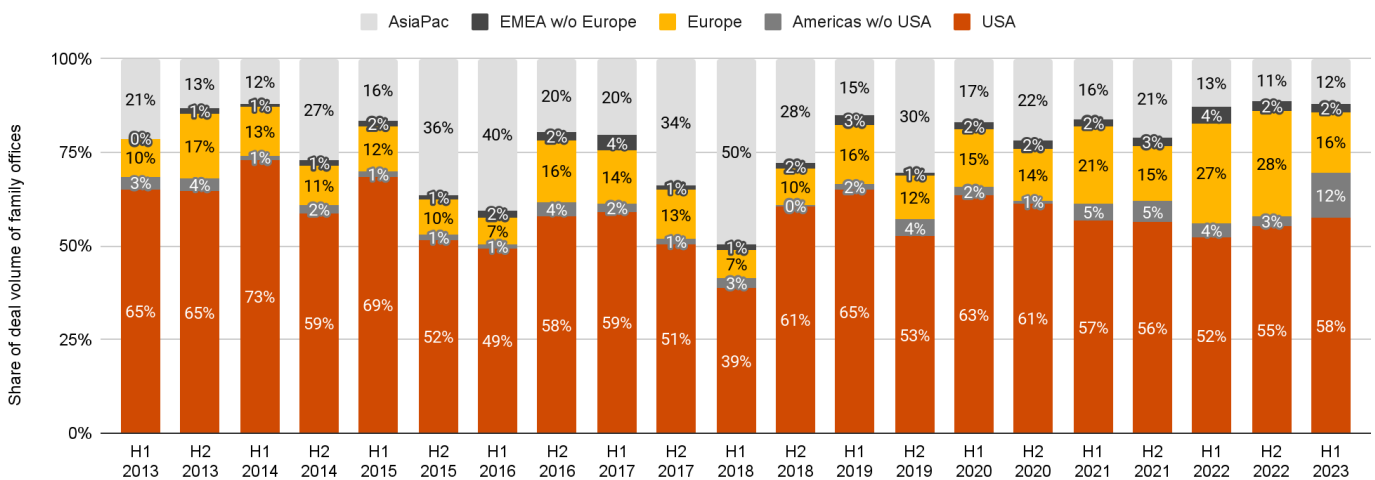


The US extends its lead as the number one location for start-up investments...

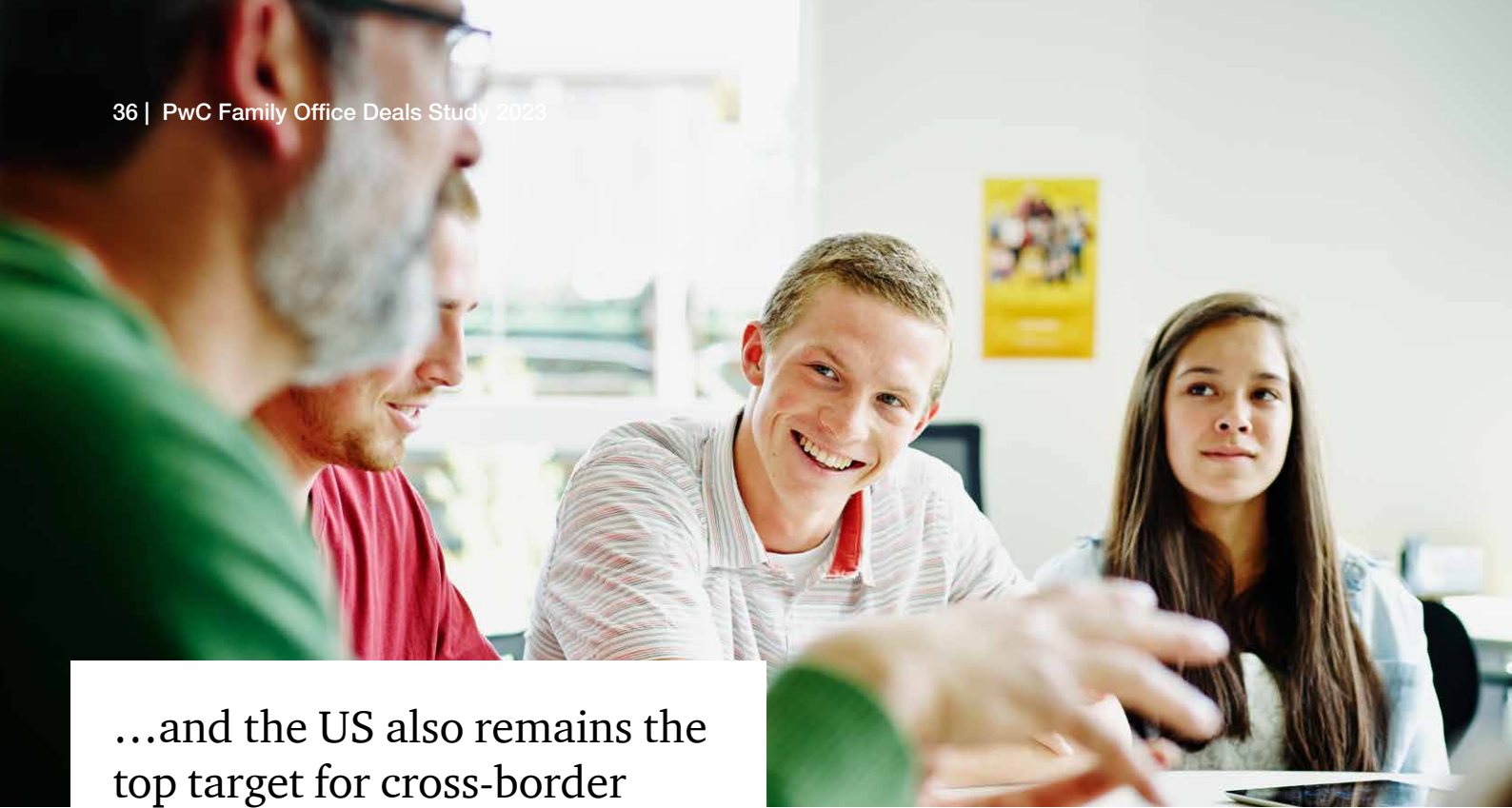
On a global level, more than two-thirds – 70% – of family office start-up investments in the first half of 2023 were made in the Americas, of which 58% were made in the US, followed by Canada and Brazil. This represents the US's highest share of family offices' global start-up deal volume since the second half of 2020,

strengthening its already leading position, while the 12% of investments going to the rest of the Americas region is the highest on record. The second most frequently-invested region for family offices in the past year is EMEA, and primarily Europe – though the 16% share claimed by Europe is down sharply from 28% it recorded in the first half of 2022.

The leading target regions for family offices' start-up investments, January 2013 to June 2023



Source: PwC analysis based on data from Pitchbook

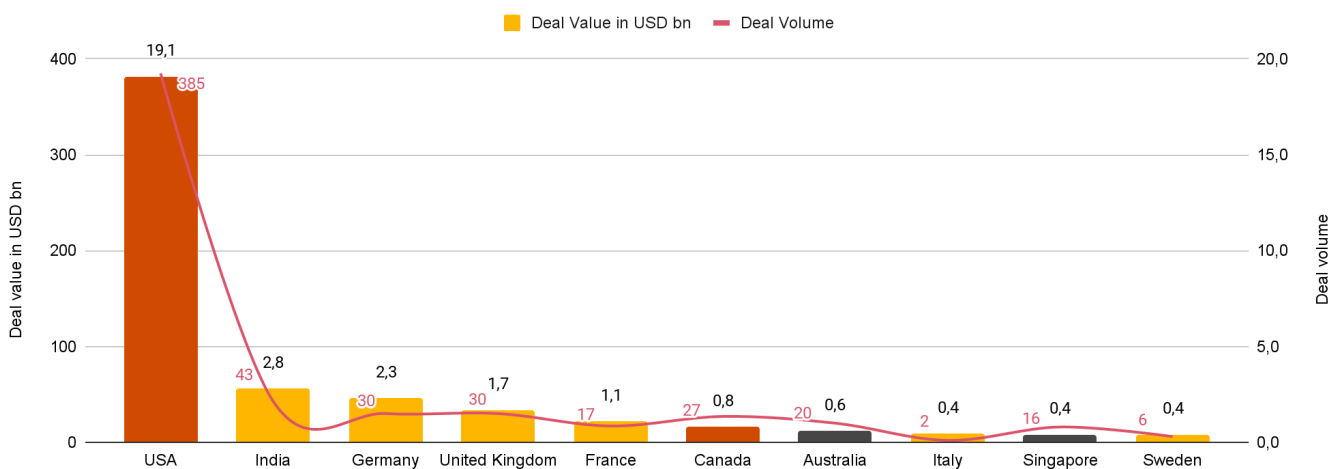


...and the US also remains the top target for cross-border start-up deals

Stripping out domestic in-country deals, we find that the past year has seen the US remain the most attractive target market by a wide margin for family office-backed cross-border investments in start-ups. Overall, family offices investing in start-ups outside their home country have invested more than six times as much money in the US as in second-placed India.

And in terms of deal volume, India is more than 88% behind the US, with 43 deals compared to the US's 385. No other country has attracted more than 30 cross-border investments in start-ups from family offices.

The top 10 target markets for family office start-up investments, July 2022 to June 2023



Source: PwC analysis based on data from Pitchbook

US family investment funds lead the way on start-up deals

The ranking of the top ten family offices and family-backed investment companies investing in start-ups over the past 12 months is dominated by players based in the US. All of the top three places are taken by US family investment funds – namely Soma Capital, Keiretsu Forum, and Pareto Holdings.

Four other US investors also make the list. Alongside the seven family offices from the US in the top 10 ranking, the remaining three are from Germany – the Samwers' Global Founders Capital and Picus Capital – and from India – Kunal Bahl and Rohit Bansal's Titan Capital.

The global top 10 family office investors in start-up deals, July 2022 to June 2023

Rank	Family Office	Owner (family)	HQ Country/Region	Deal volume / number of investments
1	Soma Capital	Aneel Ranadive	USA	215
2	Keiretsu Forum	Randy Williams	USA	165
3	Pareto Holdings	Jon Oringer	USA	104
4	Global Founders Capital	Oliver Samwer	Germany	82
5	Bessemer Venture Partners	Phipps	USA	66
6	Picus Capital	Alexander Samwer	Germany	49
7	Titan Capital	Kunal Bahl and Rohit Bansal	India	46
8	Revolution/ROTR	Steve Case	USA	43
9	Breakthrough Energy	Bill Gates	USA	41
10	F-Prime Capital Partners	Johnson	USA	41

Source: PwC analysis based on data from Pitchbook

"While we have seen a drop in numbers of start-up investments being executed, the best companies still receive multiple term sheets in very competitive round setups – maybe even more competitive than before given an overall flight to quality. Hence, we believe that today it is even more important to co-invest with the right partners to share deal flow and structure club deals.

We believe that co-investments with family offices can often be the ideal investor mix for startups, especially when they support founders with more than capital such as through contacts and deep industry expertise. Additionally, the highly entrepreneurial mindset and long-term perspective of family offices are often aligned with the goals of founding teams."

Raphael Mukomilow, Partner, Picus Capital (DE)



Conclusion:

Four key takeaways

What shines through from our analysis is that the investment behaviour of family offices is changing in response to ongoing developments in the various asset markets and their own growing maturity as organisations. Their shifts in behaviour can be seen both at a macro level across all asset classes, and also within each individual asset class. With this in mind, we think four key takeaways stand out:

1. Macro level: rising sophistication, professionalism and risk orientation – As family offices become increasingly professionalised and their governance continues to improve, they're making smarter and more sophisticated decisions on investments and on the balance between potential risks and returns. Examples include their ongoing reallocation of family capital away from real estate and towards start-ups offering a higher upside. However, most of their money still flows into direct investments.

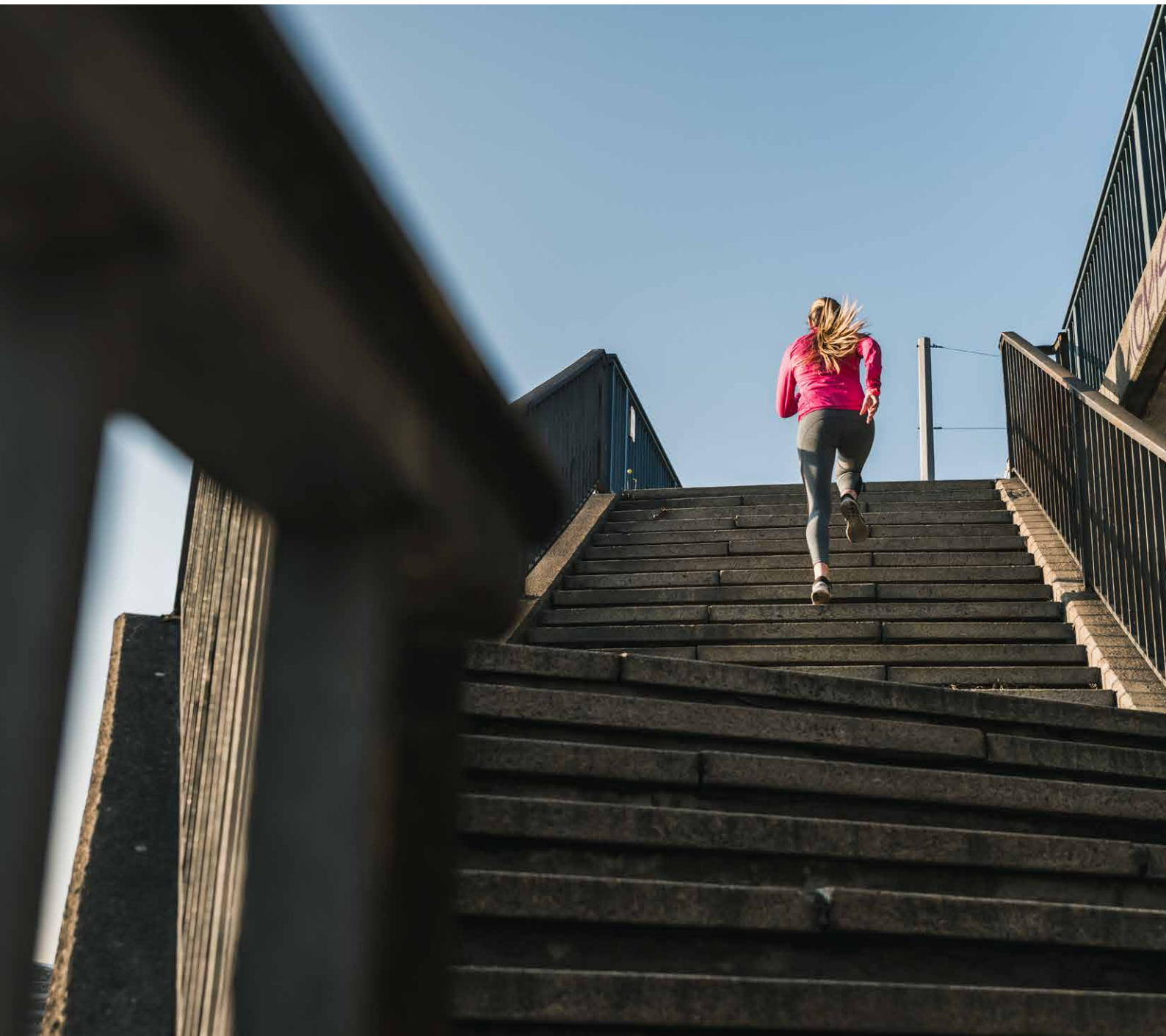
2. Direct investments/M&A: targeting smaller and club deals to manage and share risk – In combination with rebalancing their deals mix from direct investments to start-up deals, family offices are also embracing smaller direct deals while scaling back their involvement in large and mega-deals, and increasing their use of club deal structures – all aimed at gaining better control and visibility over risks, including through risk-sharing. And they're maximising potential return by targeting tech-driven industries such as computer software & services, while focusing particularly on the US and India.

3. Investments in real estate: applying an adaptive and opportunistic approach to tap specific pools of value – In parallel with dialling down their overall real estate investments, family offices are pivoting them towards a combination of smaller deals and strategic large and mega-deals. And they're using club deals selectively to mitigate and spread risk on some investments, while also being prepared to go it alone when they think the upside opportunities justify it – with high-end hotels and Paris real estate being particular focus areas at the moment, as real estate investments in Europe reach a new all-time high.

4. Investments in start-ups: targeting opportunities more selectively, writing bigger checks and sharing risks – While family offices' start-up investments are declining in volume and overall value, they're now once again increasing their average deal size and continuing to make heavy use of club deals. They're also targeting high-potential sectors like SaaS and AI & ML, while maintaining a major share of deal value in industries like mobile and FinTech. It all adds up to a smart and considered approach to this high-risk, high-reward asset class. Meanwhile, Europe is becoming less attractive as a target region for start-up investments, and the US remains the dominant cross-border target market by a wide margin.

The overall message from our analysis? That family offices are truly coming of age – and playing an increasingly influential role as key players in global investment markets across a range of asset classes. In other words, they’ve expanded their focus from safeguarding wealth to seizing opportunity, wherever it may arise. This change of role and mindset promises an exciting future

for family offices. Now is the time for them to embrace that future – and help to turn it into reality.’



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